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REMARKS PREPARED FOR DELIVERY  
SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
CONSTRUCTION WRITERS ASSOCIATION  
MAY 1, 1998  
WASHINGTON, D.C.

This is a critical moment in Washington as the Congress considers a multi-billion dollar transportation bill. Today marks the expiration of the short-term extension of ISTEA. So, without immediate Congressional action, States may not obligate construction funds after midnight tonight.

So I must give you credit for an incredible sense of timing to know so many months in advance -- when you scheduled this meeting -- that this would be a hot topic on Capitol Hill this week.

And I will speak -- loudly and clearly -- about the six-year highway and mass transit bill now before the Congress. This is some of the most significant domestic legislation lawmakers will consider this year. It is not just about the next 6 years, it is about the next 60 years. It is not just about transportation. It is about the economy, the environment, opportunity, our quality of life.

It is about our future.

President Clinton sent his transportation proposal to Congress over one year ago. Congress needs to finish its work. The Administration stands ready to seek resolve funding issues. We can find common ground.

Clearly, transportation is a topic of great interest to the American people, to you, and to our friends in the House and Senate who -- even as we speak -- are hard at work on the bill.

Before I turn to the details, let me give a little perspective. I have been Secretary of Transportation for 14 months. It has been a time of extraordinary change.

When I took the job, I said I had three things to focus on: safety, record-level investment and common sense government. I am proud to say that we have made significant progress on all fronts. A new surface transportation bill will ensure that we continue to make progress.

President Clinton has made clear his commitment to investing an ever-stronger transportation system.

- more -

The investment has paid off. Our roads and bridges are in better shape today than they were in the early 1990s. Our transit systems are growing all across the country, in urban and in rural areas.

Amtrak is on track -- it can be a key part of a national transportation system. And we are working to assure that our maritime industry, is ready to handle a (projected) doubling in ocean-borne trade in 20 years.

Clearly we must have a transportation system where people and goods move from American communities easily and safely to communities around the world.

In traffic safety, we are working with industry to develop programs that could save thousands of lives.

I also want to continue to bring common-sense government to consumers and to our many partners.

Our transportation industry has created some 700,000 new jobs in the last five years. Transportation now generates 11 percent of U.S. economic activity, and is growing. And this administration's commitment is growing as well.

President Clinton's asked for \$175 billion over the next six years in his transportation proposal.

Why can we invest so much?

The President's economic program has helped produce economic conditions scarcely imagined in 1993: we have moved the Federal budget from a crushing deficit to a likely surplus, we enjoy low unemployment, modest inflation and sustained economic growth.

A key component of this economic success is the President's commitment to investments in our future. Investing in a reliable, efficient, and a well-constructed system of highway and mass transit is an important domestic priority and critical to our economic success.

Therefore, reauthorization of the Nation's surface transportation programs is an important part of the President's investment strategy.

But we are seeking balance in our surface transportation program. We need good roads, but we also must have strong transit systems, airports, and seaports.

At the same time, the transportation program must support and strengthen our key national priorities: improved safety, equal opportunity, protection of the environment, strong transit and highway systems, and safeguards for American workers. President Clinton's proposal will do all these things.

Congress agrees. Lawmakers included almost all the President's principles in their proposals, and did it with bipartisan support.

But, as the President said last week, the legislation now in conference is far in excess of anything we can afford. The President will support more spending ... if it stays in line with the balanced budget agreement reached with Congress last year.

Even if there is a budget surplus, this surplus is not for transportation. It must be reserved for Social Security, first. Not one dime of it --as the President said yesterday-- should be spent until we fix the Social Security system.

We need to strike a balance between how we invest in our people and in our infrastructure.

I have congratulated Members for their bipartisan efforts to reauthorize the transportation bill. I pledge the Administration's assistance throughout the conference process to achieve legislation the President can sign. So, while we support record-level investment, it cannot be at the expense of other important programs.

I urge Congress: show restraint and resolve in the days ahead. Work with us to put forth a bill that responds to our nation's needs.

Let us work together quickly, for the spring construction season is upon us. We are running out of time -- the deadline is midnight tonight. And we are running out of money for key programs, especially for highway safety.

We need a bill, and we need it now.

Let me close on this.

In transportation, our real product is not highways, or airplanes, or cars. Our real product is getting people to school, to work, to play ... to connect people to all the opportunities available to them. Transportation is the tie that binds.

And as we build for the future, we must keep in mind that transportation is more than concrete, asphalt and steel. It is about people; their education, their jobs, the community we share. Building a safer, stronger, smarter and more united transportation system enables Americans to pursue these opportunities.

That is what this entire debate in Congress is all about. And I believe we will make the right choices for I believe our best days are yet to come.

Thank you.

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**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
INTELLIGENT TRANSPORTATION SOCIETY OF AMERICA ANNUAL MEETING  
DETROIT, MICHIGAN  
MAY 5, 1998**

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Thank you, Jim, for that introduction, and for your leadership on ITS and in the transportation profession over the years. You've helped to lay a sound foundation for ITS, and now it's up to us to build upon it. Doing so requires that we continue to work on gaining the resources we need, that we continue our shift from development to deployment, and that we build public confidence in ITS.

Over the past six years our progress has been made possible partly by ISTEA, which secured the billion-dollar federal commitment that has brought ITS to its current level of success. Federal funding has enabled us to: support research, aid in the setting of technical standards and the creation of an architecture, contribute seed money for deployment, and provide training and technical assistance. And we've seen in the awards ceremony today what our joint efforts have brought about.

We're proud of our contributions, and yours, in moving ITS to this level, and we want to continue playing a leading role. So, as ISTEA's expiration approached, President Clinton and Vice President Gore joined Secretary Slater in proposing its successor. Our \$1.6 billion proposal focused on continued research and expanded deployment, and on giving states and localities far greater flexibility to use their federal funds for deployment.

Both the House and the Senate have now passed reauthorization bills which include most of the President's proposals, including greater flexibility, and are meeting in conference to agree on a bill to send to the President. We're optimistic that we'll have a bill within the next few weeks that the President can sign, one which is fiscally responsible while increasing investment in cost-effective programs such as ITS.

The ISTEA reauthorization bill should give us the financial resources we need, but money is only part of a strategy for continued success. We also need to shift our focus from development to deployment.

After six years of research, we have the basis for the widespread implementation of proven technologies. We need to demonstrate their value, and move to a point at which they're developed *not* because there's government seed money available but because people want and need them.

*Deputy Secretary of Transportation Mortimer Downey  
Intelligent Transportation Society of America Annual Meeting*

That's why we remain committed to the national goal we set 2½ years ago when then-Secretary Peña launched Operation TimeSaver. That goal is a basic, integrated ITS infrastructure deployed across the nation within a decade, one that will cut travel times by 15 percent in 75 metropolitan areas, one that will produce comparable benefits for rural areas and for commercial trucking.

We're dedicated to continuing these efforts to making intelligent transportation systems a reality nationwide, and we look to you to help develop the technology and build the grass-roots support we need to make deployment happen.

It's critical that we do so, because, when ISTEA programs come up for reauthorization in another six years, there likely won't be support for continuing federal research funding unless we're showing real results. So the next six years are our window to prove ITS's value and to ensure its long-term success, and it's up to you to make this happen.

This focus on customer confidence and on grass-roots success also drives our effort to solve the Year 2000 problem. We don't want that problem to be the impediment in our efforts to make the most of ITS.

I'm sure all of you have heard about this issue. Because of limited storage capacity, many computers were programmed to use just two digits to keep track of the date. And that seemed like a good idea at the time. But, on January 1, 2000, these computers could recognize a "double zero" not as 2000, but as 1900. They could stop running or start generating bad data.

Now, we all know how frustrating it is when our desktop computers don't work, but far worse could happen if the Year 2000 bug shuts down the computers which operate government and business networks.

The technical fix for the Year 2000 problem is straightforward, although it can require a heavy commitment of resources. President Clinton and Vice President Gore have directed federal agencies to do everything necessary to ensure that our systems are functioning as well on January 1, 2000, as they were on the day before.

At DOT, that means not only internal management systems but also operations which directly affect our customers, such as air traffic control and grants tracking. We've done the necessary work for nearly 40 percent of our mission-critical systems, and will do everything necessary to make sure that all systems will be converted in time. However, our concerns aren't limited to how the Year 2000 problem affects federal computer networks.

Many of our systems interact with those of state and local governments and the private sector, and Year 2000 problems in these systems could compromise our own networks.

*Deputy Secretary of Transportation Mortimer Downey*  
*Intelligent Transportation Society of America Annual Meeting*

Moreover, we're concerned that Year 2000 shutdowns of nonfederal systems could compromise safety or the economy's smooth functioning.

The President has formed a Council on Year 2000 Conversion to oversee the government's efforts and to promote awareness at other levels of government and in the private sector. Through the Council, the President has asked us to reach out to our partners and our customers, and encourage them to evaluate their own systems and make any needed fixes.

And that's what I'm doing this afternoon. ITS, like other information-based systems, could be at risk from the Year 2000 bug. The advanced traffic and transit management and information systems at the heart of ITS could be affected and shut down.

Business systems that draw on ITS capabilities can be affected. And even if they're not, the public deserves our assurance that the problem has been evaluated and dealt with.

If an entire city's synchronized traffic signals suddenly were to start blinking red on January 1, 2000, the results could be disastrous, not just because of traffic jams and risks to safety, but because of the damage to public confidence in ITS's safety and reliability.

The same problem could be faced by railroad grade crossing gates, by freight carriers using automated vehicle locators for their trucks, or by transit agencies using advanced management systems.

Now, we don't know for certain the extent of the problem. Newer systems, designed after we became aware of this problem, should not be at risk, although even these could be affected because of their links to older, legacy systems. You know those systems: they're the ones we all said that "we'll get around to replacing someday, but as long as they're working..." Well, "some day" has come.

But I'm concerned that many officials aren't taking this problem seriously, taking it for granted that their system has no problems, or that a simple technical fix will be developed. Let me tell you that anyone who's waiting for that "silver bullet" would find better odds playing Russian roulette.

We at the federal level are taking a leadership role because, although these systems are a state and local responsibility, this is truly a matter of national concern. We wouldn't expect to order system operators to take the necessary steps, and we don't have the resources to make the repairs for everyone, but we can, *and should*, raise awareness of the problem and promote the sharing of strategies.

To help us do this, I'm announcing a national summit on the Year 2000 problem and its impacts on ITS, to be held in the next 90 days. The Department of Transportation will host it,

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and we invite ITS America and other interested organizations and businesses to join with us to identify the challenges ITS faces and to share strategies on how to meet them.

This is only a first step in solving the Year 2000 problem, but it's a necessary one if we're going to sustain the public support we need. We will be asking the same of all the transportation industries and services we work with.

So let's come together, determine the scope of the problem we face, and then decide on the best ways to solve it. If there are few problems, and I hope that is the case, we can give that assurance to the public before rumors and fears have developed further than they already have. We owe it to ourselves, to the public, and to the future of this industry. If we are the transportation innovation of the 21st century, let's not trip over the doorsill.

Let me close my remarks as I opened them, by talking about Jim Constantino. Jim, you've worked hard at making ITS, and ITS America, a success, and you haven't chosen to rest until the job was done.

In that way you're like Winston Churchill, who, when he was in his late seventies and serving as Prime Minister, was asked when he would retire. Churchill answered, "Not until I am a great deal worse and the British Empire a great deal better."

Jim, if we'd asked you that a few years ago, you'd have said much the same thing about yourself and the ITS community. Now, while *you're* fortunately no worse, the ITS community is a great deal better.

The poet Milton wrote, "tomorrow to fresh woods, and pastures new." Jim, we're glad that *you're* not going out to pasture and, as you move on to new pursuits, your friends in the federal government wish you well.

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*(In his remarks the Deputy Secretary referred to retiring ITS America President James Constantino, to U.S. Secretary of Transportation Rodney Slater, to former U.S. Secretary of Transportation Federico Peña, and to ITS America chairman Harry Voccola.)*





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INTELLIGENT TRANSPORTATION SOCIETY OF AMERICA ANNUAL MEETING  
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**FOR IMMEDIATE RELEASE**

Tuesday, May 5, 1998

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## **DOWNEY ANNOUNCES NATIONAL SUMMIT ON "YEAR 2000 PROBLEM" AND INTELLIGENT TRANSPORTATION SYSTEMS**

DETROIT -- Deputy U.S. Transportation Secretary Mortimer L. Downey today announced a national summit meeting, to be held within 90 days, to determine the impact of the Year 2000 computer problem on intelligent transportation systems (ITS) and to identify solutions.

"President Clinton and Vice President Gore have directed federal agencies to do everything necessary to ensure that our computer systems are functioning as well on Jan. 1, 2000, as they were on the day before. The President has also asked us to reach out to our partners and our customers, and encourage them to evaluate their own systems and make any needed fixes. That's what this summit meeting will do," said Downey at the Intelligent Transportation Society of America's annual meeting in Detroit.

The meeting, to be hosted by the U.S. Department of Transportation, will bring together state and local transportation officials, business leaders, transportation technology suppliers, and others to evaluate the Year 2000 problem's possible effects on ITS, identify solutions, and develop ways to promote their implementation nationwide.

Because of limited storage capacity, many computers were programmed to use just two digits to keep track of the date. On Jan. 1, 2000, these computers could recognize a "double zero" not as 2000, but as 1900. They could stop running or start generating inaccurate data. Among those potentially at risk are computers which operate ITS systems, such as synchronized traffic signals, electronic tolls, and automatic vehicle locators used by buses and trucks.

The national summit on intelligent transportation systems is one of a series of initiatives being supervised by the Department of Transportation in partnership with the President's Council on Year 2000 Conversion.

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DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
PUBLIC SERVICE RECOGNITION WEEK 1998  
WASHINGTON, D.C.  
MAY 7, 1998

*(Introduction to be made by Joan Keston, President, Public Employees Roundtable)*

Thank you, Joan, for that introduction. I also want to thank the Old Guard Fife and Drum Corps and the Armed Services Color Guard for making this such a very special event.

As someone who has spent his entire career in government, I know well the contributions public employees make every day, and I'm proud to join you for this year's salute to public service.

Over the past year Secretary of Transportation Rodney Slater and I have made an effort to single out for special recognition our Department of Transportation employees who have done an exceptional job.

Alex Haley, the author of *Roots* -- and, through his long career as a senior journalist in the Coast Guard, a public employee -- provided the inspiration for these awards with his epitaph: "Find the good and praise it."

That is what we are doing year round in the Department of Transportation and across the country during this Public Service Recognition Week: finding the good and praising it from coast to coast.

This -- the 14th annual observation -- is a time to recognize outstanding public servants who have served with distinction, with valor, or with exceptional ability.

It's a time for us to show our appreciation to the public employees who make our federal, state, and local governments the best in the world.

And it's a time to educate our fellow Americans about the many vital services provided by government and the value they bring to our lives -- to build bridges to the communities in which we live and work.

This week's events and exhibits will help our neighbors understand our contributions to our communities.

They'll tell people about the innovative programs and improved customer service at all levels of government, and the commitment to quality that is making "good enough for government work" a synonym for excellence.

They'll tell about the involvement of public employees in our communities -- in our schools, our churches, and our youth programs -- and about how public employees have long been a bulwark of the values which sustain our nation.

And these events also should remind each of us in government why we chose careers in public service.

This week's events do each of these things, putting a face on public service. I encourage you to participate fully to be

reenergized and inspired by the examples of excellence we see all about us.

Although we can single out only a few remarkable public servants for special recognition this week, we should remember that our success in doing the people's business is a tribute to the collective efforts of all public servants -- to all of you.

So you should take pride from the job you're doing, day in and day out, knowing that there is no nobler calling than serving the American people well and faithfully.

President Kennedy said it best: "Let the public service be a proud and lively career. And let every man and woman who works in any area of our nation's government, in any branch, at any level, be able to say with pride and honor in future years: 'I served the United States in that hour of our nation's need.'" Those are words to remember, and words for each of us to live by.

Let me close with a few words from another great President -- Franklin Roosevelt -- one of the greatest public servants of all -- a man who spent virtually his entire life in government.

He said that public speakers should "be sincere, be brief, be seated." I'm going to follow his advice, and turn the podium back to Joan Keston.

Thank you, and enjoy this beautiful afternoon's exhibits and displays.

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Final  
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**TALKING POINTS**  
**DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY**  
**SIGNING CEREMONY FOR FAA TOWER FIRE SAFETY ALTERNATE STANDARD**  
**MAY 6, 1998**  
**WASHINGTON, D.C.**

*(This is a Fletcher Room event with OSHA/DOT/union representatives.  
Closed press with agency photographers, informal setup without podium.)*

- \* I'd like to welcome you all to this morning's signing ceremony -- an event which caps 16 years of work by those of you from OSHA, from DOT, and from NATCA and PASS. I want to thank you for your efforts. I also want to thank Gregory Watchman, the Deputy Assistant Secretary of Labor for Occupational Safety and Health -- Jane Garvey, the FAA Administrator -- and Melissa Spillenkothen, DOT's Assistant Secretary for Administration, for their leadership.
- \* Since the early 1980s our agencies have been working on an issue which seemed to be intractable: fire safety in air traffic control towers. We all know the basics: safety standards require two separate exits in high-rise buildings, but the inherent design of towers incorporates only one staircase. Retrofitting towers across America to meet those standards wouldn't have been feasible.
- \* Working together, our agencies have come up with a common-sense solution: an alternate standard for fire safety. Through such steps as enclosed, pressurized stairwells -- the removal of hazardous or combustible materials -- and expanded emergency preparedness, we're providing FAA employees with levels of safety and protection which are equivalent to those offered by the existing standards.
- \* This action is another example of the common-sense approach which President Clinton and Vice President Gore have brought to government over the past five years. It's also an example of how -- working together resourcefully and in good faith -- we can cooperate to solve even the most difficult problems. Let me close by again thanking you all for your work in reaching this resolution. Now, I'd like to ask Deputy Assistant Secretary Watchman to say a few words...

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AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION ANNUAL CONFERENCE  
SEATTLE, WASHINGTON  
MAY 11, 1998**

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Thank you, Allen, for that introduction. I'm pleased to join all of you here today, as we begin National Transportation Week, to talk about ISTEA reauthorization. I'm especially pleased to join my friend Frank François, who has been a strong voice for transportation for more years than I'm going to ask either of us to remember. Frank and all the members of AASHTO have been instrumental over the last six years in making ISTEA work, and we've valued our partnership with them.

ISTEA created a paradigm for a post-Interstate Highway era, one in which the core of our transportation system has been built, and our focus is shifting to maintaining it and increasing its efficiency. This new paradigm is changing the roles of all transportation agencies, federal, state, and local.

The federal role, which had focused on close oversight of Interstate Highway construction, has become one of partnerships and of providing leadership on issues of national concern. The states are now empowered to decide how best to spend their federal funding. That's consistent with other areas, such as welfare, in which states have been given greater authority.

ISTEA gave local governments, which previously had less say in transportation decision-making, a greater voice, requiring a formal role for them in the transportation planning process. And ISTEA recognized that problems ranging from congestion to air pollution are regional in their impacts, and thus must be regional in their solutions. ISTEA's inclusion of metropolitan planning organizations in the planning process shows this commitment to regionalism.

ISTEA emphasized new concerns. Previously, the primary federal concern in transportation had been mobility, building roads and transit systems, with some concerns over their impacts. These are still essential, but there are other issues which transportation affects and which need to be dealt with. ISTEA required that planners take them into account, and provided the resources needed to address them.

For instance, ISTEA linked environmental and transportation concerns, and, through a new program focused on air quality, gave states the funding they needed to implement solutions. The Livable Communities program focused on using transportation investment as the catalyst to revitalize urban areas. And programs to protect scenic byways and preserve historic

transportation facilities have supported rural economic development. These and other initiatives are a direct result of ISTEA's expanded links to other public policy issues.

ISTEA also expanded the federal role in transportation research, not only for traditional concerns such as pavement but for new technologies, such as intelligent transportation systems. Here transportation also benefitted from global developments: one week after ISTEA was signed into law, the Soviet Union passed into history. The end of the Cold War made available defense technological resources, which President Clinton has directed towards such civilian uses as transportation. The use of military global positioning satellites to track goods shipments is just one example of how this is revolutionizing transportation.

Finally, ISTEA's management systems and other efforts to link programs with outcomes are consistent with the performance-based emphasis of the Government Performance and Results Act. By creating a strategic plan and a performance plan, both of which, I'm proud to say, have been ranked by Congress as the best in government, we're acting to ensure that our focus is on outcomes, such as better customer service, rather than on processes.

We also hope to join our nonfederal partners in creating measurements that can tell the American people just what they're getting for their transportation dollars. We recognize that this is controversial with some of Frank's members, but, as a matter of stewardship, we think it's essential that we link program outcomes with dollars, not to rate or rank our partners, but to be jointly accountable to the public for results.

These new emphases, and the changes in our relations with other levels of government, have demanded that we reinvent our operations. The focus on ISTEA's "T", intermodal, has meant greater cooperation between DOT's agencies. Although our 1994 proposal for a new surface transportation administration didn't make it through Congress, we're seeing greater day-to-day coordination between our modal agencies.

For example, our field offices work together more closely, both with each other and with other federal agencies, such as EPA. In select cities we've even opened joint offices, bringing together highway, transit, and safety staff to give our state and local customers the public sector equivalent of "one-stop shopping."

Consistent with Vice President Gore's National Performance Review, we've also seen a greater downwards push of responsibility within the federal government. Just as other levels of government have been given greater authority, so our field offices have been empowered to make more decisions without headquarters oversight. The result, we believe, is faster, more responsive action by these offices.

Although it wasn't part of ISTEA, Secretary Slater's emphasis on ONE DOT, creating a "virtual organization" working together closely to achieve common goals, takes these steps to the next level. That's probably more effective in the long run than a reorganization which simply



*Deputy Secretary of Transportation Mortimer Downey  
American Society for Public Administration Annual Conference*

moved the boxes around on a chart. How best to make this "virtual organization" implement our programs is one of the key issues we'll face after reauthorization passes.

Today's key issue, of course, is passage of reauthorization, and we think that National Transportation Week would be a good week to get it done.

In March 1997 the President proposed a reauthorization plan based on how ISTEA had worked and on how reauthorization could support our thinking about organization, budgeting, and performance-related planning.

Both the House and the Senate have passed bills, and a conference committee is working to reconcile them. The two bills incorporate most of the principles included in the President's proposal, so, overall, we're pretty happy with them.

They both maintain the original ISTEA legislation's commitment to a balanced transportation system. They continue core highway programs while also strengthening support for transit and intermodal projects, although they don't yet have a consistent definition of what intermodal projects would be eligible.

Both bills expand proven strategies to protect public health and the environment, such as the Congestion Mitigation and Air Quality Improvement Program and the Transportation Enhancements program.

They both also help to expand opportunity for all Americans, maintaining a strong disadvantaged business enterprise program and creating a new program to help those who are making the transition from welfare rolls to payrolls get to where the jobs are.

And, very importantly to us, the Senate bill meets our expectations for safety, with its support of a tough, national .08 blood alcohol content standard for drunk driving and strong incentive programs to expand seat belt use.

There is much good in these bills, but, of course, there are fine points to be resolved in how they act to meet our priorities. There also is reason for real concern about their spending levels.

President Clinton, in partnership with Congress, has raised transportation investment to record levels, 42 percent above the previous Administration's average, even as he has ended deficit spending. That included record funding not only for highways and transit, but also for research, for safety, for the environment, and for other vital priorities.

This is a remarkable achievement, and one of this President's lasting legacies will be to have put our fiscal house in order without neglecting the nation's needs. Whether or not anyone thought it was possible in when the President took office, these economic policies have laid the



foundation for this year's budget surplus, a term many thought would again never be heard in our lifetimes.

As the *New York Times* headlined last week, we're in an era in which the surpluses seem to be accumulating faster than we can figure out how to spend them. You, as public administrators, know that's an exaggeration. There's no shortage of competing, legitimate demands for the surplus, and it's difficult to reconcile them.

The President has made his position clear: we can increase investment in vital programs ranging from transportation to education to child care, but it has to be done within the context of a balanced budget, with any surpluses dedicated to Social Security. We cannot accept any outcome which effectively spends the surplus for other purposes.

That's why we're concerned that the ISTEA reauthorization bills Congress approved go too far in their higher spending. These spending levels could undermine the balanced budget agreement that the President and Congress agreed to just last year.

Alternatively, they could starve other vital priorities, education, child care, and even other transportation programs, such as air traffic modernization and Coast Guard anti-drug programs, all of which must fit within the discretionary spending limits that have helped to balance the budget.

These concerns are why we strongly oppose the House's plan to take the Highway Trust Fund totally off the federal budget books. By exempting it from the normal budget process, that would increase transportation spending by the back door.

As a matter of policy, we oppose the House bill's inclusion of \$9 billion in "demonstration projects" funded as mandatory spending. States and communities are best able to determine which projects should be built, and demonstration projects would unnecessarily increase spending.

As the President has said, "Transportation is an important domestic priority, but we must strike a balance so that we do not allow one priority to squeeze out other critical investments such as education or undermine our fiscal discipline."

Yes, we need more highway investment. Our biannual surface transportation Condition and Performance report shows that, in spite of our record investment over the past five years, investment could increase further and still offer benefits greater than costs.

Yes, we can afford even more investment than we've made over the past several years, that's why the President's proposal and the balanced budget agreement increased investment.

But these increases shouldn't either bust the budget or starve everything else that government does, including education and other areas which, arguably, could produce even greater benefits than transportation if there is the opportunity to make the case.

*Deputy Secretary of Transportation Mortimer Downey  
American Society for Public Administration Annual Conference*

So, we're looking forward to a bill which fits within the balanced budget agreement while respecting the President's other priorities.

We also want the final bill to allocate funds in a balanced way, with funding going not only to build highways but also for transit, safety, and environmental programs.

The House bill, in particular, has less balance between highways and transit, which could set back both large urban transit systems and smaller rural lifeline services. On the other hand, the Senate bill proposes greater transit authorizations, but they stand little chance of becoming appropriations.

The final bill also must address the priorities the President laid out when he made his reauthorization proposal a year ago, such as expanding opportunity through a continued, strong disadvantaged business enterprise program and a new welfare-to-work initiative.

The focus is now on the conference committee. They've been making progress, although there's still a way to go on the funding issues. It's important that Congress acts quickly. ISTEA expired in October, and a temporary extension lapsed 10 days ago. For the first time in the 82-year history of the federal highway program, states with funding balances can't legally obligate them for new projects, and this comes just as the spring construction season is getting underway.

Safety programs also are running out of funding, possibly forcing layoffs of state safety inspectors. Ultimately, the FHWA and NHTSA would be forced to shut down, which could delay funding for ongoing projects around the country.

We believe it's vital that Congress act quickly on reauthorization, and we've started working with the conferees to address the concerns that have been raised, Secretary Slater and Budget Director Raines met with Congressional leaders last week. We're optimistic that the conference will produce a bill that the President can sign, a balanced, fiscally-responsible bill which raises transportation investment without busting the budget or harming other important priorities.

I'm confident that, as the President said, "if we show a balance of our values as we reach a truly balanced budget, we can maintain fiscal discipline while maintaining strong investments in both our people and our physical infrastructure."

Now, I'd like to turn the podium over to Frank, and then take your questions and comments...

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*(In his remarks the Deputy Secretary referred to Allen Lomax of the American Society for Public Administration and to Frank François of the American Association of State Highway and Transportation Officials.)*

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**VIDEO SCRIPT**  
**DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY**  
**ONE DOT PARTNERING FOR EXCELLENCE EXECUTIVE CONFERENCE**  
**MAY 11 AND 13, 1998: TAPING MAY 6, 1998**  
**WASHINGTON, D.C.**

Hello, this is Mort Downey. I'm sorry that I can't be with you now, but I'm looking forward to joining you at your closing session. The ONE DOT idea that grew out of Secretary Slater's first strategic retreat is off to a great start, spurred by the momentum it gains from being a part of what Congress has named the best strategic plan -- and the best performance plan -- in the government.

These plans, as you all know, were developed with a very high degree of participation by DOT employees from all levels, both appointed and career -- including some of you. Both the Secretary and I have been fully involved in creating these plans, and we're fully committed to their success. But our commitment alone will not be enough to ensure that we achieve our goals. That's up to you, and to your employees.

As senior DOT managers, you are the backbone of this Department. Nothing can be accomplished without your wholehearted support, and that's why we've developed these sessions. The Secretary and I need your help, and we want you to understand fully what the Department is trying to achieve and how you can help in this process -- and, in fact, how the process can help you to achieve your program goals.

We're asking you to align your programs and your budgets with the Department's strategic and performance goals. We've got to make sure that our day-to-day work -- whether it's regulatory, or operational, or grants-making -- is directly linked to producing the clear and agreed-upon results that Congress endorsed through their acceptance of the plans.

And we're asking that -- in the spirit of ONE DOT -- you build teams not only within your organizations but across the traditional modal boundaries to achieve common goals through better leveraging. As Bob Fisher and Bo Thomas have said, "Today's world cries out for a different, more collaborative, less traditional response to the problems we face."

This sense of teamwork and of shared goals is what ONE DOT is all about, and it's what we want to achieve. Let me close by reminding you that our coins have stamped on them the words "E Pluribus Unum -- "out of many, one." It's on our money, and it's good enough for me.

That's what we hope to have here at DOT -- a collection of agencies that have specific missions -- that are proud of their unique histories -- and that, with their individual strengths, recognize that they can accomplish even more by cooperating to better serve the public. Thank you, and good luck with these sessions. I look forward to seeing you at the close.

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final

**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
ONE DOT PARTNERING FOR EXCELLENCE EXECUTIVE CONFERENCE  
CLOSING OF SESSION "A"  
MAY 13, 1998  
WASHINGTON, D.C.**

Good afternoon. I'm happy to join you as you close the second session of this conference. I know you've been working hard, and I hope you've found it useful. Recognizing that we all want to finish up and get home to our families, I'll keep my comments brief.

In my taped remarks the other day I said that, as senior managers, *you* are the backbone of this Department, and that *nothing* can be accomplished without your support.

Many of you have served this Department -- and this nation -- well under several administrations, and DOT's reputation as an outstanding steward of our transportation system is a tribute to your continuing commitment to excellence.

Having served under administrations with different agendas, some of you are understandably skeptical when any new Secretary talks about his goals. And so you've expressed doubts -- in this conference and elsewhere -- about Secretary Slater's ONE DOT concept.



Well, I don't mind that -- honest doubts are far more useful than false praise -- but I want to make it clear that ONE DOT isn't just some trendy idea that's going to fade away once this Secretary leaves office.

ONE DOT -- or something very much like it -- is here to stay, regardless of who is Secretary or even who is President. That's because the underlying dynamics of the transportation business and our mission drives us in that direction. It's part of an ongoing progression towards greater intermodal cooperation -- and intermodalism itself is just part of a broader shift towards greater efficiency and a focus on results.

People want to get themselves and the products they ship to their destinations as safely -- as quickly -- and as cheaply as possible. They're less concerned about how the trip is made than whether it meets their needs. This emphasis on outcomes reflects the real world and how it works, and we need to adapt to it.

This shift towards greater accountability and towards greater collaboration and integration between the modes *isn't* completely new: intermodal cooperation goes back for years.

It was moved forward by the ISTEA legislation, with the Office of Intermodalism begun under Secretary Card, and the integrated metropolitan field offices started under Secretary Peña.

But Secretary Slater wants to take it to the next level, building on those past successes and developing the kind of "virtual organization" we need to serve a changing industry and a changing world.

Although this Department's integration of the principles buttressing ONE DOT is inevitable, our progress towards it can -- *and will* -- be slowed without your unqualified backing.

And if that happens, we'll be less able to work effectively with our partners, -- less able to give our customers the service they need -- and less able to get the resources that come when you are doing your job well.

None of us wants these things to happen, and so we're counting on you for a level of continuing support. That's not only in the interest of ONE DOT, but in your own programmatic interests.

You can count on Secretary Slater and me to provide you with the leadership support *you* need. And you can count on your modal administrators, such as Admiral Loy and Administrator Garvey -- both of whom are serving fixed terms which extend into the next administration and who will give the ONE DOT concept continuity of purpose.

So I ask you to return to your staffs, and talk to them about ONE DOT -- what it is, why it's important, and how they can help to implement its principles. And then serve as leaders within your organizations, helping to integrate your goals and your programs with those of your DOT partners.

Let me close by reminding you that -- in my message to you on Monday -- I also said that the nation's motto -- "E Pluribus Unum" -- "out of many, one" -- could just as well be the motto for the ONE DOT initiative.

Let's come away from this conference with a commitment to making that motto our daily reality. Let's make this week -- National Transportation Week -- the week we dedicate ourselves to the ideal of ONE DOT.

Thank you for your hard work, and good luck in your efforts.

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**REMARKS AS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
NATIONAL RESEARCH COUNCIL  
COMMITTEE ON SURFACE TRANSPORTATION SECURITY  
MAY 14, 1998  
WASHINGTON, D.C.**

Security increasingly is a top DOT concern, and that's reflected in our landmark strategic plan. For the first time, national security is one of our five major goals. That's because *nothing* is more important than giving the America people the protection they need, and there are few areas in which this job is more challenging than in transportation.

Our transportation system matches the nation itself in size and scope. It not only powers our economy and sustains our quality of life, but the mobility it makes possible symbolizes America's freedom.

Our dependence on our transportation system, and its openness, makes us vulnerable to many of the same risks we face in other aspects of our lives: the threats of crime and terrorism. The threat is real: transportation already is targeted attacks by terrorists and criminals alike: in 1996 alone, there were 702 violent incidents against transportation worldwide.

President Clinton recognizes this threat, and is committed to protecting Americans from it. Through the President's Commission on Critical Infrastructure Protection and the Gore Commission on Aviation Safety and Security, we've laid the foundation to do so.

Although much of the concern has been about aviation, the fact is that decades of increased attention to aviation security has so effectively countered the threat that 90 percent of terrorist attacks are against surface and maritime transportation. Our sprawling network of roads and bridges, rail and transit lines, pipelines, and harbors is where the greatest vulnerability lies.

This is why Congress asked us to conduct a detailed vulnerability assessment of our surface transportation system. This study is assessing our vulnerability to physical, chemical and biological, and information-based attacks.

We're identifying and ranking the most critical threats and identifying ways to defend against attacks, to mitigate their consequences when they do occur, and to capture those responsible for them.

*Deputy Secretary of Transportation Mortimer Downey  
National Research Council  
Committee on Surface Transportation Security*

Congress also asked us to establish a Committee on Surface Transportation Security to help us decide which processes and technologies could improve surface transportation security, and to develop a research agenda and strategy to implement them.

That's where you come in. We've worked with the National Academy to identify experts in transportation, counter-terrorism, and related fields who could help us to carry out this task.

This is a step in a different direction for the Academy, a partnership which also involves TRB, the Critical Infrastructure Protection Commission, and the National Materials Advisory Board. This Committee, and its members, are the result of that effort.

Based on the vulnerability reviews we've done to date, we hope you can identify technologies and processes that will improve security for the individual modes, for intermodal connectors, and for related information and communications systems.

Some of these technologies and processes may already be used by other sectors, and be easily adaptable. Others may require considerable retooling to be used for transportation. Still others may need to be created to fulfill our transportation system's security demands.

Based upon your determinations, we want you to recommend a security research agenda which will include both development and technology transfer elements. Our focus needs to be completely pragmatic: what does it take to get effective strategies deployed as widely as possible and as quickly as possible?

I'm looking forward to your progress reports over the coming months, and to your final report next year. We've learned from decades of experience here and abroad that practical, cost-effective, and flexible security measures *are* achievable, and we hope you can help us to take the next steps towards making them a reality for our surface modes.

There are people in this world who, for whatever reason, make a practice of terrorizing others. Our transportation system can never meet its potential as long as they're a threat, and we're committed to combating such threats so that our transportation system can serve its purpose of powering our economy and enhancing our quality of life. We look forward to working with you in this vital effort. Thank you, and good luck in your work over the coming months.

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REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
ONE DOT PARTNERING FOR EXCELLENCE EXECUTIVE CONFERENCE  
CLOSING OF SESSION "B"  
MAY 14, 1998  
WASHINGTON, D.C.

Good afternoon. I'm happy to join you as you close the second session of this conference. I know you've been working hard, and I hope you've found it useful. Recognizing that we all want to finish up and get home to our families, I'll keep my comments brief.

In my taped remarks the other day I said that, as senior managers, *you* are the backbone of this Department, and that *nothing* can be accomplished without your support.

Many of you have served this Department -- and this nation -- well under several administrations, and DOT's reputation as an outstanding steward of our transportation system is a tribute to your continuing commitment to excellence.

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This shift towards greater accountability and towards greater collaboration and integration between the modes *isn't* completely new: intermodal cooperation goes back for years.

It was moved forward by the ISTEA legislation, with the Office of Intermodalism begun under Secretary Card, and the integrated metropolitan field offices started under Secretary Peña.



But Secretary Slater and I want to take it to the next level, building on those past successes and developing the kind of “virtual organization” we need to serve a changing industry and a changing world.

Although this Department’s integration of the principles buttressing ONE DOT is inevitable, our progress towards it can -- *and will* -- be slowed without your unqualified backing.

And if that happens, we’ll be less able to work effectively with our partners -- less able to give our customers the service they need -- and less able to get the resources that come when you are doing your job well.

None of us wants these things to happen, and so we’re counting on you for a level of continuing support. That’s not only in the interest of ONE DOT, but in your own programmatic interests.

You can count on Secretary Slater and me to provide you with the leadership support *you* need. And you can count on your modal administrators, such as Admiral Loy and Administrator Garvey -- both of whom are serving fixed terms which extend into the next administration and who will give the ONE DOT concept continuity of purpose.

So I ask you to return to your staffs, and talk to them about ONE DOT -- what it is, why it's important, and how they can help to implement its principles. And then serve as leaders within your organizations, helping to integrate your goals and your programs with those of your DOT partners.

Let me close by reminding you that -- in my message to you on Monday -- I also said that the nation's motto -- "E Pluribus Unum" -- "out of many, one" -- could just as well be the motto for the ONE DOT initiative.

Let's come away from this conference with a commitment to making that motto our daily reality. Let's make this week -- National Transportation Week -- the week we dedicate ourselves to the ideal of ONE DOT.

Thank you for your hard work, and good luck in your efforts.

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**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
NATIONAL ACADEMY OF PUBLIC ADMINISTRATION  
PERFORMANCE CONSORTIUM LEADERS' FORUM  
MAY 14, 1998  
WASHINGTON, D.C.**

Good morning. I'm pleased to join you for what is turning out to be a very valuable forum. I'd like to focus my remarks so as to answer the two questions that are this session's subject: what are our top achievements in implementing performance-based management? And what do we believe needs to be done to make performance-based management succeed?

We've been fortunate at DOT, because we had considerable experience through the four GPRA pilot projects we carried out. That gave us a practical understanding of what works and, even more importantly, it gave us a core group of staff who know the process. They've been indispensable in spreading their knowledge to other operating units within the Department.

We also had Secretarial commitment, first under Secretary Peña and then under Secretary Slater, to shift to a focus on outcomes rather than on process or outputs. That commitment is an outgrowth of an understanding of how our business, transportation, is changing.

There's an ongoing progression towards greater cooperation between the different forms of transportation, and that in turn is just part of a broader shift towards greater efficiency and a focus on results.

People want to get themselves and the products they ship to their destinations as safely, as quickly, and as cheaply as possible. They're less concerned about how the trip is made than whether the service meets their needs. This emphasis on outcomes reflects the real world and how it works, and we need to adapt to it.

We articulated this understanding through our strategic planning process, which produced common agreement on the shared mission and goals that reach across all of our operating units, agencies as diverse as the FAA, the Coast Guard, and the Bureau of Transportation Statistics.

This vision was given internal credibility through an inclusive, consensus-based process that directly involved more than two hundred senior staffers, both career and appointed.

Our senior leadership, from the Secretary on down, was heavily involved in this process and continues to be committed, on a day-to-day basis, to managing our operations with the



*Deputy Secretary of Transportation Mortimer Downey  
National Academy of Public Administration  
Performance Consortium Leaders' Forum*

objective of achieving the outcomes identified in the strategic plan and the complementary performance plan.

This, in turn, helped us to produce a product that has external credibility as well: while there is controversy over the value of a precise grading system, we are proud to say that Congress did rate both our strategic and performance plans as the best in government.

These plans' focus on outcomes has highlighted the need for cross-cutting efforts that transcend the traditional organization boundaries, since multiple programs within the Department typically contribute to each major result. We also need to look beyond departmental boundaries to achieve cross-cutting results across government.

Within the organization, this focus led to a corporate management strategy called ONE DOT, representing a unified Department, capable of acting in an integrated, purposeful way to achieve our transportation goals. Today, we're becoming more and more like a single Department, rather than a collection of 10 separate agencies, which was our history.

We're also aligning our individual agency programs and our budgets with the Department's strategic and performance goals. We've got to make sure that our day-to-day work, whether it's regulatory, or operational, or grants-making, is directly linked to producing the clear and agreed-upon results that Congress endorsed through their acceptance of those plans.

We recognize that this focus on results and the orientation on teamwork must become part of our corporate culture, so that they won't simply be trendy ideas that are discarded in the future.

To do this, we've implemented an extensive training program in teaming skills, and most headquarters and field senior executives have already received this training. Our plan calls for extending this training to a total of 5,000 members of the DOT staff, in essence, every manager in every office.

For the future, we're expanding our outreach to other agencies to develop common goals and measures for issues which require cooperation, such as the National Drug Control Strategy and Global Climate Change.

We're also developing stronger working relationships with these agencies to achieve these goals. For example, the FAA is now working more closely with NASA to manage our joint investments aimed at improving aviation safety.

We also hope to join our nonfederal partners in creating measurements that can tell the American people just what they're getting for their transportation dollars.

*Deputy Secretary of Transportation Mortimer Downey  
National Academy of Public Administration  
Performance Consortium Leaders' Forum*

We recognize that this is controversial, but, as a matter of stewardship, we think it's essential that we link program outcomes with dollars, not to rate or rank our partners, but to be jointly accountable to the public for results.

We're interested in engaging with Congress in a dialogue about linking resources to results and developing a mutually agreed-upon set of performance measures for the Department that reflect resource decisions.

We'd then work with Congress to monitor our progress toward these goals. Internally, we're already redesigning our budget process to provide more time for review of results, analysis of alternatives, and policy debates.

This redesign will give everyone, from program managers to the Secretary, more time to become involved in the process and to link the budget with our policy priorities.

Let me close by saying that our coins have stamped on them the words "E Pluribus Unum" -- "out of many, one." This could just as well be the motto for our ONE DOT initiative, integrating what had been a collection of agencies with specific missions and unique histories into an instrument to achieve a shared goal of better serving the public. Thank you.

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U.S. Department of  
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**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
COMMERCIAL SPACE TRANSPORTATION ADVISORY COMMITTEE  
MAY 14, 1998  
WASHINGTON, D.C.**

Thank you, Manuel, for that introduction, and for your work at the FAA's Commercial Space Transportation office.

I also want to acknowledge Congressman Dave Weldon, who will be joining us shortly and who has long been a supporter of America's space policy.

I'd also like to thank you, the members of the Commercial Space Transportation Advisory Committee, for your hard work. This committee has taken on an important role in the development of national commercial space policy, and I'm happy to join you here today. We have a number of speakers today who are going to provide you with detailed reports on programs and issues, so I'm going to stick to the bigger picture.

I'd like to focus on this Administration's commitment to America's commercial space industry under President Clinton and Vice President Gore's leadership. This commitment grows out of an understanding of the importance of advanced technology to America's prosperity and national security. That's why we've placed such an emphasis on research and development, and on generating dual uses for military technologies.

Within DOT, we've raised our investment in technology development and deployment to record levels, more than a billion dollars in our proposed 1999 budget. That budget will fund programs as varied as Intelligent Transportation Systems and the development of Global Positioning Satellite-based systems for land, sea, and air travel.

These programs have in common the fact that they will bring *real* results to the American people, improvements that will make transportation safer, more efficient, less costly, and with fewer environmental impacts.

That's equally true of commercial space operations and what they promise. As we move forward in developing a strong domestic space launch and satellite industry, we're keeping our eyes on the prize: prosperity and a better quality of life for the American people.

*Deputy Secretary of Transportation Mortimer Downey  
Commercial Space Transportation Advisory Committee*

We see this industry as serving that goal in several ways. As it grows, of course, it will employ growing numbers of Americans in high-wage jobs, both directly and, through allied service industries, indirectly. These jobs will also have a ripple effect throughout the economy, generating benefits in other sectors.

We also see commercial space benefitting the American people through services that can only be provided by the satellites it launches, and whose potential wasn't even recognized until that capability came about.

For example, I mentioned Global Positioning Satellites a moment ago. Since these began to be used for civilian purposes, they've been transformed into locational guides for commercial airplanes, improving their performance and fuel economy through more precise routing, saving time and money.

The GPS system is increasingly being used for everything from waterways navigation to commercial trucking locators, and its uses are going to expand in the same way that we've seen cellular phones and pagers grow, with the same increased demand for capacity.

Satellites already provide a variety of services, including rapid and cost-effective transmission of communications and data, with much more to come. Global communications systems based from low-Earth-orbit satellites offer the opportunity for extraordinarily economical, universal communications access.

That offers the potential not only for lower costs to users but also for an improved quality of life, for workers or students more easily to telecommute.

Satellites also offer the potential for a variety of other uses, ranging from environmental monitoring to agricultural assessment to mineral exploration to, in my own field, transportation systems management. Given transportation's scope, a one percent increase in efficiency could save the economy a hundred billion dollars over a decade.

Realizing the promise of these and other evolving technologies requires a vital and competitive U.S. commercial space launch industry, one that we can rely on to provide the low-cost, high-quality services that extensive satellite deployment demands.

We want to foster that industry through a comprehensive set of strategies targeted at strengthening this industry and building a secure foundation for future growth. Doing that means we have to enhance our existing working relationships. and forge new ones.

That's why we're cooperating with the Defense Department, the Commerce Department, and with NASA to ensure that this industry's needs are met in a number of ways that I will be talking about. We want government to be a supporter of this industry's growth, and not an obstacle.



*Deputy Secretary of Transportation Mortimer Downey  
Commercial Space Transportation Advisory Committee*

We also want to ensure that satellites are employed to further the advancement of the National Information Infrastructure, which is a critical element in the success of so many other proposed advances, and which is among the President's highest technological priorities.

The strongest statement of our commitment to supporting the domestic space community is the President's National Space Transportation Policy. DOT, through the FAA's Commercial Space Transportation office, has the lead on advancing it by regulating the commercial launch industry and promoting it, especially with regard to its competitiveness.

Our focus is on both sides of the industry, launches and satellites, since we understand the simple fact that one can't be fully competitive without the other. Our plan will promote the balance we need as we work with the industry.

In cooperation with Commerce, Defense, and NASA, we're creating the public-private partnerships that are essential to developing the next generations of reusable launch vehicles, evolved expendable launch vehicles, and the supporting launch infrastructure. They're the future of this industry, and we're going to help you pursue that future as aggressively as we have other advances in technology.

Let me close my remarks this morning by reiterating the President and Vice President's support for the commercial space industry. The United States long ago achieved its first great goal of the Space Age, landing a man on the Moon.

The work that we're doing today is not, cannot be, as continuously dramatic as during those early years of exploration. But, as the commercially-launched Lunar Prospector is showing us, it can be as valuable.

Like the early American colonists who made the New World theirs after the voyages of Columbus and Magellan, we build on the achievements of those who went before us, and make the benefits of our own new world a reality for millions in this country and across the globe.

I know you take pride, as we do, in that noble effort. We welcome your advice so we can perform ever better, and we look forward to standing with you in coming years as we more fully realize the promise of the Space Age. Thank you.

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*In his remarks the Deputy Secretary referred to Manuel Vega, Acting FAA Deputy Associate Administrator for Commercial Space Transportation, and to Congressman Dave Weldon of Florida.)*



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**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
HAZARDOUS MATERIALS ADVISORY COUNCIL CONFERENCE  
MAY 15, 1998  
WASHINGTON, D.C.**

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Good afternoon. I want to begin by thanking you for the opportunity to be here today. Over the past two decades the Hazardous Materials Advisory Council has become an authoritative voice for this industry, and certainly one that we listen to. You've repeatedly demonstrated your commitment to promoting regulatory compliance and safety in the transportation of hazardous materials, substances, and wastes, and I thank you for that.

Hazmat transportation, overall, has a good safety record and a good environmental record. This is a record that all of you should be proud of, but it is what the public expects and deserves. To maintain this record, we face many challenges that will require us to creatively and cooperatively address the risks we face when we transport hazardous materials.

Some of these risks will be real, like preventing another aviation disaster along the lines of the ValuJet tragedy, in which oxygen canisters caused a horrific crash.

Some of these risks, though, will be perceived, like those associated with the recent "napalm train." As you know, the train was turned back more because of public perceptions than because of any particular transportation risks posed by the material.

In spite of this, when people look back at the work we've done, we'll be judged both on how we addressed the real risks *and* the perceived risks. In a world of instantaneous media attention, having a safe transportation system is not enough; people must feel and believe that our system is safe and that they are being protected, and we have to be sensitive to those needs.

To some extent, we're victims of our own success. The hazmat transportation system is largely invisible because there are so few incidents. Most people don't think about hazmat safety until after something goes wrong. I think that working together, through your council and in other capacities, we can address the risks, real *and* perceived.

One of the key ways we're doing so is through reauthorization of the federal transportation hazmat safety program. We put together a series of proposals for reauthorization, and incorporated them into broader highway, transit, and safety legislation. I'd like to give you a status report on that.

*Deputy Secretary of Transportation Mortimer Downey  
Hazardous Materials Advisory Council Conference*

"ISTEA," the Intermodal Surface Transportation Efficiency Act, authorized most of our highway, transit, and safety programs. It expired last October, was temporarily extended by Congress, and lapsed again two weeks ago.

We're eager to see ISTEA's programs reauthorized because states can no longer obligate federal highway funds for new projects and highway safety programs are running out of money.

Moreover, we won't be able to take advantage of innovative new programs and principles which have been proposed, in hazmat and elsewhere.

In our hazmat safety reauthorization proposal, we clarified existing authorities and added to our compliance tool box, not only reauthorizing the federal hazardous materials safety program but strengthening inspection powers.

We asked Congress to clarify our inspectors' authority to open suspicious packages, take and analyze samples of materials, and bar their transport if they pose a threat. Inspectors would be able to stop potentially dangerous shipments and analyze materials suspected of posing an imminent danger.

We asked for new authority to enter into innovative agreements and partnering relationships to promote safety.

We wanted to extend our oversight to overseas shipments by U.S. air carriers to provide jurisdiction when hazardous materials are shipped between two foreign points.

We asked to be able to work more closely with our state partners through our hazmat emergency preparedness grant program to better address one of the most pressing safety concerns, undeclared hazmat shipments.

Finally, we wanted tougher penalties for those who tamper with hazardous materials labels and cause spills and other releases.

These are important provisions. They would make a real difference in hazmat safety. Together, the House and the Senate reauthorization bills incorporate almost everything we requested in the way of hazmat programs, with a few things we object to, notably exemptions for special interests.

A Congressional conference committee is now working to reconcile the two bills, and to address the concerns we and others have raised. I do want to say that we and the conferees are aware of industry concerns, especially about language to clarify our authority to inspect packages and about distinctions between OSHA's and DOT's jurisdictions.



*Deputy Secretary of Transportation Mortimer Downey  
Hazardous Materials Advisory Council Conference*

We're working to address these concerns. For instance, we believe that these jurisdictional issues can be resolved through rulemakings instead of through legislation. Our goal is to ensure that responsibilities, and authorities, are divided appropriately, so they won't be in conflict and so that each agency will be responsible for the areas in which it has expertise.

We understand the concerns that have been raised, for instance, the issue of compensation for delays caused by inspections. While we understand the desire for compensation, we don't believe that this legislation is an appropriate forum to deal with concerns which more properly are a matter for the tort laws.

As Congress works to reconcile these bills, we have concerns about their shape, especially about their overall spending levels, which are far in excess of those included in the balanced budget agreement. However, we're optimistic that Congress will pass a bill the President can sign, perhaps very soon.

Regardless of whether our hazmat programs are reauthorized, they will continue, although without the improvements I've mentioned. We'll also continue to make progress in other areas.

One example is what we're considering doing in rulemaking, where we're currently evaluating two candidates for negotiated rulemakings.

The first is in the area of cargo tank motor vehicles in liquefied compressed gas service. As you may know, we've found that many hazmat industries cargo tanks don't conform with safety regulations for emergency discharge control systems and related procedures.

The second relates to the need to provide more assistance to the nation's communities for emergency preparedness as part of our hazardous materials registration and grant program. We want to come up with solutions to both of these problems in partnership with industry.

Another area is a top-to-bottom evaluation of our entire hazmat program, something we committed to in Secretary Slater's new strategic plan.

This approach is consistent both with Vice President Gore's initiatives to reevaluate and reinvent our operations, and with the Government Performance and Results Act. That act calls for program evaluations as a regular part of our planning and programming cycle, and we take its mandate very seriously. We'll carry out these evaluations this in partnership with our operating administrations and the Inspector General.

These evaluations have one simple goal: to see whether the Department can improve its hazmat regulatory and compliance functions. As some have commented recently in the trade press, we may not always be as consistent as we could be between our modes, especially with respect to hazmat compliance activities.



*Deputy Secretary of Transportation Mortimer Downey  
Hazardous Materials Advisory Council Conference*

We recognize that this is an issue. So we want to ask the key questions: How well are we coordinating regulatory information? How well are we coordinating enforcement and compliance? Do businesses know what to expect from DOT and its state partners?

We're prepared to do what's necessary to take care of these problems, whether it's more transparent standards, better training, better coordination between our modes, or some other solution.

This industry has changed many times over since some of our rules were first developed. The way you, and we, conduct business is different than it was only a few years ago.

Ten years ago, much information was not readily accessible anywhere, anytime, now, there is the Internet.

Ten years ago, there was no such thing as a virtual airline, with nearly all of its activities and functions outsourced to contractors and subcontractors, something not anticipated by a system designed and built around precise rules and procedures. Such airlines became a reality during this decade.

The program evaluation will examine the DOT hazmat program's responsiveness to these changes. It will challenge all of us to think more about the future, about where we're going and about how we want to get there.

As we do so, we're going to consult closely with the HMAAC and your members. We value your ideas, and want to hear them.

Let me close now by thanking you for your attention, and by emphasizing how we're looking forward to continuing, and expanding, our partnership to keep America's hazardous materials transport industry the safest in the world.

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TALKING POINTS  
 DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
 ENO TRANSPORTATION FOUNDATION, INC.  
 SIXTH ANNUAL LEADERSHIP DEVELOPMENT CONFERENCE  
 WASHINGTON, D.C.  
 MAY 18, 1998

*(Introduction to be made by Damian J. Kulash, Eno President and CEO)*

- \* Thank Damian Kulash, Eno Board. Participated several times -- always a pleasure. Program helps to develop tomorrow's transportation pacesetters; happy to be part of it and learn something each time.
- \* During preparation for ISTEA reauthorization, asked what was most needed to prepare for the 21st century. Answer shouldn't have surprised: not technologies, or money, but *people*, well-educated, well-trained people to create advanced transportation systems. Pressed for a strong commitment to education and research in ISTEA II.
- \* *ISTEA*: Congress passed reauthorization bills over the past two months, and a conference committee is working to reconcile them. Pleased with much in these bills. Includes much of what we'd requested for education, research. Also sustain ISTEA's commitment to a balanced, intermodal system -- increase support for safety, environment -- and increase opportunity through DBE, welfare-to-work.
- \* *ISTEA*: Concerned about the overall spending levels, but optimistic that the conferees will send President a balanced, fiscally-responsible bill.
- \* *FAA*: Need to prepare the FAA to handle rapid growth in air traffic. Need to reauthorize the FAA's programs, and to provide stable and sufficient funding for air traffic control services.
- \* *FAA*: Want to build on the personnel and procurement flexibility already granted by Congress, giving the FAA needed spending flexibility; free FAA from red tape, outmoded restrictions.
- \* *FAA*: Want to link revenues to spending, making air traffic services a business-like PBO beginning in 1999. Looking at phased-in user fees linked to specific services provided for reliable, flexible funding.

- \* *Technology:* Continuing development of technologies for 21st century transportation. GPS -- PNGV -- ITS. Based on defense conversion and public-private partnerships. Leadership on Year 2000 problem.
- \* *Environment:* Climate change is the key issue for the next five years. Kyoto agreement. Need for next steps.
- \* *ONE DOT:* In all of these matters, a common-sense, flexible approach to government focused on customer service, accountability, and results. Strategic and performance plans -- best in government -- focus on ONE DOT, model for safe, integrated transportation system needed for the 21st century. Building the team-oriented transportation work force we need to create such a system.
- \* *Morgan:* Growing body of knowledge required for transportation professionals means it's never too early to start building these teams. Need to make sure all students have the academic background they need to handle demanding curricula.
- \* *Morgan:* Secretary Slater created Garrett Morgan program -- named after the grandfather of transportation technology, Garrett Morgan. Challenge million students to develop math, science, technology skills for transportation careers. Also foster lifelong learning to keep careers growing. Already reached 250,000; impressive, but only a start.
- \* *Morgan:* Responsibility belongs to all of us, including you who currently are students. You're well-equipped to help make Garrett Morgan successful. Know you're busy, but hope you can find the time to go to local schools, and serve, for an hour a week, or whatever you can spare, as mentors and as teachers. Think you'll find the rewards of giving to your communities well worth your time.
- \* *Morgan:* RSPA's Elaine Joost -- speaking tomorrow -- can give more information. You're the immediate future of America's transportation industry, but you also can help prepare the next generation, producing the Eno students of the next century. Questions and thoughts...?

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U.S. Department of  
Transportation

# News:

Office of the Assistant Secretary for Public Affairs  
Washington, D.C. 20590  
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**REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
NORTHEAST ASSOCIATION OF STATE TRANSPORTATION OFFICIALS  
1998 ANNUAL MEETING  
ATLANTIC CITY, NEW JERSEY  
MAY 19, 1998**

Thank you, Anne, for that introduction, and congratulations on a very successful term as NASTO president. And best wishes to you, Glen, in what will be an exciting year implementing new legislation. I also want to thank Commissioner John Haley and his staff at NJDOT for doing such a fine job of hosting this year's meeting.

I'm glad to be back with you again. I recall our discussions at your annual meeting in Providence two years ago. Whenever I get a chance to be in the northeast, it feels like being at home. It's an accent I can understand.

When we met last, I talked about the chief issue of the day: ISTEA reauthorization. And, taking one last opportunity, ISTEA reauthorization is what I'm going to speak about today.

But while my topic is the same as two years ago, what I'm going to say is different, because the situation is much different. We've come a long way since then. When I spoke to you in 1996, we were still busy analyzing how ISTEA was working, and reaching out to you and to the rest of the transportation community around the country to see what reauthorization should include.

President Clinton's NEXTEA proposal the following winter became the standard by which the Congressional bills were judged. It was built on the premise that ISTEA had worked and should be continued and improved upon for another six years.

Most of our proposals were included in one or the other of the bills Congress passed this spring. As we all know, a House-Senate conference committee is working to reconcile them quickly. Although there is much to praise in these bills and in the agreements that have been reached, we need to keep up our efforts until the job is done.

You know our concerns, and I won't belabor them, except to say that we're working with the conferees to reach an agreement that lives within the budget, holds safety as a top priority, and provides good intermodal balance for highways, transit, and rail. As we understand the current state of play, there is still room for improvement in what is basically a good bill.



I know that each of you have to go through the same painful process with your governors and your legislatures, and you know what I'm talking about, but we're optimistic that we'll see a balanced, responsible bill that the President can sign, and that we'll see it sooner rather than later. The willingness of the conferees so far to work with the Administration builds up our feeling of optimism.

Regardless of how the outstanding issues on funding and other matters are resolved, we *will* have an ISTEA reauthorization bill. It *will* have record levels of investment, and it *will* be a good bill, one which fulfills the vision of the balanced, intermodal system you, and we, have been working towards over the past half-dozen years.

The new Act, whatever its name -- and I'm sure that will be the last issue before the conferees -- will do what we *all* want: retain the programs which have worked, modify those which haven't yet fully realized their potential, and create new programs to meet the challenges of the new century.

Today, I'd like to look beyond the legislative stage of reauthorization and begin thinking about implementation: how can the new bill, whatever its funding levels, best meet our transportation needs and our broader governmental objectives?

It's important that we focus on this because the new bill will have record investment levels, tens of billions of dollars higher than in the 1991 legislation, probably the largest public works bill in the history of mankind, and the pressure for accountability will be greater than ever. Congress and the public are going to want to see clear goals linked with real results.

At the federal level we've been placing greater emphasis on performance and results for several years now. That's been driven by initiatives such as Vice President Gore's National Performance Review and the Government Performance and Results Act, which the President signed into law in 1993.

These initiatives led to a rigorous planning process in which all federal agencies defined their goals and then developed strategic and performance plans, linked to budgets, in order to show how they will achieve their goals.

I'm proud to say that Congress rated DOT's plans the best in government, even though they don't grade on a curve and gave us C+s on our plans. I'd like to think our relative success is partly because, together with our employees and with partners such as yourselves, we are able to identify goals that clearly express consensus about direction, with identifiable outcomes that are subject to measurement.

When our dialogue with Congress turns to this plan, there's not real disagreement about its goals and objectives, only on how rapidly we can afford to get to them.

Our goals, safety, mobility, promoting economic growth and trade, protecting the environment, and national security, sum up what we're doing. They provided the basis for DOT's budget request this year, and how we achieve them will be the measure of our success.

And given their fundamental nature, I think our goals probably overlap considerably with your own. So this afternoon I'd like to use them to frame a review of the challenges, and the opportunities, I see coming out of the reauthorization bill.

Let me start with our highest priority: safety, especially as it relates to the surface modes covered by ISTEA. Under ISTEA, the highway fatality rate has remained steady at about 1.7 deaths per hundred million VMT. However, rising travel in a strong economy means that total deaths have increased by almost eight percent from 1992's 30-year low.

Unless we expand our safety efforts, that death toll is going to continue to rise in tandem with VMT growth. The risk is especially high in dense parts of the country, such as the northeast. Our strategic plan sets clear national goals: reducing the fatality rate to 1.6 next year through such means as reducing alcohol-related fatalities by 35 percent over the next seven years and increasing seat belt use to 90 percent over the same period.

We want ISTEA reauthorization to help us, and you, achieve these goals. The Senate bill met our expectations for safety, with its support of a tough, national .08 blood alcohol content standard for drunk driving and strong incentive programs to expand seat belt use.

Whatever the tools the final bill gives us, and I hope they will be the strongest ones possible, I urge you to use the available safety funds for aggressive, high-yield programs that will reduce crashes and save lives. Nothing any of us does is more important than that. Nothing will lay a better foundation for future funding. Than a demonstration that we can turn the tide on transportation deaths.

Our second goal is to improve mobility. The House and Senate reauthorization bills have validated the strong commitment that you have made to intermodalism here in the northeast. They agree that ISTEA works.

Although there are still important issues where we could see improvement, such as the level of transit funding and intermodal project eligibility, these bills maintain ISTEA's fundamental commitment to a balanced transportation system. They continue core highway programs, strengthen support for transit and intermodal projects, and maintain the flexibility that was so important in ISTEA.

We want our state and local partners to make the most of this flexibility, including a focus on access to airports and seaports, so that people and products can get to these points and reduce pressure on our highways.

We also look forward to progress on intercity rail, especially to the high-speed service which makes so much sense here in the northeast. When it reaches its full implementation in the year 2000, it should be a key economic engine for this region in the next decade. It can not only reduce highway congestion, but it can free up aviation capacity for its best use, long-haul flights to serve international and transcontinental travel.

This links naturally to our third goal is to help our transportation system promote economic growth and trade. One of the greatest competitive for an economy in competition with others is an efficient system for moving people and products. Our system, for all of its problems, is still the envy of the world.

By contrast, Indian producers of any goods moving into international commerce pay a 30 percent penalty because of delays caused by an inadequate transport system. This is the kind of difference that enables American companies to be competitive even as they pay the good wages that America's workers command and deserve.

The need for efficient transport is especially great here in the northeast, where the sheer density could produce the kind of congestion and delays that would drive manufacturers out of the region and divert cargo elsewhere.

You understand that, and have been especially strong in your commitment to investments in intermodal freight links and other facilities targeted at supporting economic growth, something I hope you'll continue in the post-ISTEA era, along with the commitment to new technology that can make the most of our transportation system without expanding it beyond the point of environmental soundness.

I also hope you'll support economic growth by taking advantage of other new policies. For instance, the brownfields policy Secretary Slater announced last month will make it more attractive for transportation agencies to be partners in cleaning and reusing contaminated urban sites. That will spur urban revitalization, preserve open space, and hold down the need for costly new infrastructure.

We also want you to make the most of the reauthorization bill's creation of a new welfare-to-work program that will expand opportunity for all Americans as it expands economic growth.

Our fourth goal is one I know you share: protecting the environment. ISTEA created new programs, such as CMAQ and Transportation Enhancements, to improve the environment and to protect people's health. Both Congressional bills expand these proven programs.

These issues, such as air quality, will remain policy cornerstones in the post-ISTEA era. But over the next few years we'll also have to address other environmental concerns which have become prominent since ISTEA was passed. I've already mentioned brownfields; another key issue will be global climate change.

The President has made clear his commitment to doing what is necessary to control climate change, and it could have as great an impact on the context of transportation decision-making in the coming years as the Clean Air Act did during the ISTEA era.

The northeast, with its strong transit and passenger rail systems, should be uniquely able to do its part in reducing the emissions which lead to climate change if you continue your emphasis on a balanced system.

Our final goal at DOT is to support national security. Many of our efforts don't involve your agencies directly, for instance, the Coast Guard's drug interdiction missions, but others do.

For example, although much of the concern about terrorism has focused on aviation, decades of increased attention to aviation security has countered this threat to the point that 90 percent of terrorist attacks around the world are against surface and maritime transportation. If you believe, as I do, that the same terrorists pose a threat here in the United States, both to our population and our capacity to support defense mobilization, we need to be prepared.

Our sprawling network of roads and bridges, rail and transit lines, pipelines, and harbors is where the greatest vulnerability lies. It's up to you to work with your law enforcement officials to make sure that the systems we build and operate are as secure as possible.

Our security and the economy also are threatened by the Year 2000 computer problem, which could disrupt computers that operate everything from transit operations centers to synchronized traffic lights.

We're taking this very seriously for our own operations, and we're setting up industry meetings to help our partners learn what they can do to protect their own systems. I hope you'll learn about the challenge we face, and how to meet it.

I've given you a quick review of some of the challenges we face, and the opportunities they offer from the perspective of USDOT. As I said earlier, one thing which we need to do is to not only set goals, but to be accountable for achieving them.



*Deputy Secretary of Transportation Mortimer Downey  
Northeast Association of State Transportation Officials  
1998 Annual Meeting*

One way we hope to do so is to join you in creating the measurements that can tell the American people just what they're getting for \$200 billion in transportation dollars. We recognize that a commitment to measurement is controversial with some, but, as a matter of stewardship, we think it's essential that we link program outcomes with dollars, not to rate or rank or criticize our partners, any more than you would criticize us, but to recognize that we are able jointly accountable to the public for results.

Let me close my remarks by saying that we at DOT are proud of the partnerships we've forged during the ISTEA era. We want to continue this cooperation with you as we implement ISTEA's successor.

Before that implementation starts, we will be back with you, just as we were with you in 1993 to learn what ISTEA was all about and how we could use it, and in 1996 to find out what made sense for reauthorization. Before the implementation of the new bill, we want to get your views and the views of all our partners, as to how best we can make it an equal success.

I'm looking forward to the effort, and to the results, working together to build the transportation system America needs for the 21st century, a transportation system that not only improves safety and mobility but which also honors and advances our other national priorities.

We've made a great start so far during the 1990s: let's continue, together, on the same path into the 21st century. I mean it when I say that our best days are yet ahead. Thank you.

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*(In his remarks the Deputy Secretary referred to NASTO President Anne Canby; to New Jersey Commissioner of Transportation John Haley; and to U.S. Secretary of Transportation Mortimer Downey.)*



U.S. Department of  
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# News:

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Office of the Assistant Secretary for Public Affairs  
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REMARKS PREPARED FOR DELIVERY  
SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
ASIAN-PACIFIC AMERICAN EMPLOYEES COUNCIL  
MAY 20, 1998  
WASHINGTON, D.C.

A special warm welcome to all our student guests. I understand there are 200 of you from DC public schools, including Cardozo Senior High, Bell Multi-Cultural High, Lincoln Multi-Cultural Middle School, and Benjamin Deal Junior High.

Let me say, those workshops you attended this morning are very important.

President Clinton has made education the top priority of his second term. From the youngest to the oldest, he wants to see an education system that ensures children learn to read and write, that ensures a child can hook onto the Internet, that ensures that once they graduate, they can go to college. He wants you to have the opportunity to earn a degree and to do what many of our parents never had the opportunity to do.

That is why we created a program at the Department of Transportation to get 1 million students interested in careers in transportation -- to get the best and the brightest. That is why you are here today. The Garrett A. Morgan Technology and Transportation Futures program which we announced last year in Cleveland, is one step toward ensuring that the next generation is ready for the transportation jobs of the next century.

And know this: these are good jobs, paying high salaries and with exciting opportunities.

Did you know we are negotiating aviation agreements with China, Korea and many other Asian nations to open our skies to more flights? We will need more pilots to fly those planes, and mechanics and engineers to keep them flying.

Did you know that working with Congress we will be spending some \$200 billion over the next six years on our highways and transit systems? This will create many new jobs, for construction workers, engineers, safety inspectors.

- more -

What is more, spending on transportation will improve your communities and help them grow and offer you more opportunities than you can imagine. Transportation is about more than concrete, asphalt and steel. It is about getting you to school or to a friend's house and your parents to work.

You are living in the world at an extraordinary time -- a time full of enormous possibility and endless promise. Every day we hear about a breakthrough in medicine, an advancement in science or technology, new understanding of the mysteries and wonders of space. When I was your age, we wrote papers on typewriters, and sent letters home through the mail. You understand the intricacies of the computer, and send your letters through cyberspace.

It is a different world. We have moved from an economy dependent on the plough to one driven by the Pentium chip.

So we had all better be ready for the challenges ahead.

Clearly, one of the toughest challenges will be learning how to get along with one another. The face of America is changing. Today in Hawaii, there is no majority race. In 40 years all Americans will be a minority. We will be the most racially mixed nation in the developed world. That is remarkable.

So we need events like this to celebrate our common heritage and to come together. Asian-Pacific Americans, as many of you know, have been "*pursuing progress*" in America for more than 150 years.

From 1850 to World War II, the first Asian immigrants were essential in helping America industrialize. And today, Asian-Pacific Americans -- some 10 million strong -- are helping to move America into the new century and the new millennium. And your numbers are growing rapidly.

Over the years, you have managed to preserve the rich legacy of your homelands, with respect for family and education, and a vast array of skills. You have the strong desire to live the American dream.

And so many have contributed. In Congress, Senators Inouye and Akaka; Representatives Abercrombie, Matsui, and my good friend, former Representative Mineta -- to name a few.

In science and the arts: Dr. David Ho, the first Asian chosen *Time* Magazine's Man of the Year (1997) for his work in AIDS research; Maya Lin, for her design of the Vietnam Memorial and the Civil Rights Memorial in Birmingham. And Mission Specialist Kalpana Chawla -- the first Asian-Indian woman astronaut to travel in space -- on the crew of the Columbia Space Shuttle last November.

The list is endless.

Let me say that President Clinton is committed to protecting your rights and the rights of all Americans. And unlike what is happening in some states (such as California and Texas) he wants to mend, not end affirmative action.

I am proud to say the Department of Transportation achieved a great victory in this battle. We won the support of the Congress to keep our 20 year old Disadvantaged Business Enterprise program. This program has allowed thousands of minority and women-owned businesses have equal opportunity in rebuilding America's roads and highways.

President Clinton believes that if we persist in dividing ourselves against one another we will weaken America. I agree. We must press forward with an open and honest dialogue about race. Now is the time to build a society that recognizes the worth of all people. And we have much to build on: we share many values: family, faith, freedom, honesty, hard work and opportunity.

We are more the same than we are different. Our contributions are not based on color or ethnicity. They are based on what is right and what is good for every American.

In closing, let me share a story with you. Driving home late one night in January I tuned in to National Public Radio. Bill Lann Lee, the acting Assistant Attorney General for Civil Rights, was on the air. He was talking about Dr. Martin Luther King, his vision, his dream.

Bill Lee, a former NAACP attorney and the son of immigrants, is a symbol of Dr. King's dream. He is knocking down walls of separation and building bridges of inclusion to unify this nation.

This is the "One America" President Clinton is talking about. The dream Dr. King wanted our country to fulfill. Working together, we can realize that dream, for I know America's best days are yet to come.

Thank you.

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U.S. Department of  
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# News:

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**REMARKS PREPARED FOR DELIVERY**  
**DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY**  
**WOMEN'S TRANSPORTATION SEMINAR NATIONAL CONFERENCE**  
**SAN DIEGO, CALIFORNIA**  
**MAY 21, 1998**

Thank you, Lucy and Clair. I'm proud to be the 1998 Member of the Year, and I'd like to thank you and the selection committee for this honor. It means a lot to me because WTS is the kind of professional activity I've long supported, one that enables those of us in the transportation community to better understand the issues and better serve the American people.

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

I also want to congratulate you on your wisdom in selecting Jane Garvey as Woman of the Year. She is doing a great job at the FAA, just as she did in Federal Highways, and her efforts will truly modernize the FAA, not just its equipment but the very way they do business.

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. So let me use those moments to talk to you about ISTEA reauthorization.

A conference committee reached tentative agreement earlier this week on how to reconcile the reauthorization bills the House and Senate passed earlier this spring, and Congress could send the President a bill as early as tomorrow.

We're generally pleased with what Congress has done. While it is a compromise, their agreement reflects most of President Clinton's proposals, proposals built on the premise that ISTEA had worked and should be continued and improved upon.

This ISTEA reauthorization bill will be a *good* bill, one with record investment levels. Depending on what happens in the final stages, it could still be a better bill in terms of its emphasis on safety and intermodal balance.

For years we've focused on the passage of reauthorization. Now, it's time to look ahead to implementation: how can the new bill best meet our transportation needs and our broader governmental objectives?

*Deputy Secretary of Transportation Mortimer Downey  
Women's Transportation Seminar National Conference*

It's important that we focus on this because the pressure for accountability will be strong when we spend \$200 billion. At the federal level, we've been emphasizing performance and results through a strategic planning process linked to budgeting, and I encourage your participation in that process.

Our strategic goals, safety, mobility, promoting economic growth and trade, protecting the environment, and national security, will in fact be the challenges, and the opportunities that we all meet in the implementation of the reauthorization bill.

Our highest priority is safety. Unless we expand our safety efforts, the death toll is going to continue to rise in tandem with travel growth spurred by a strong economy. Our strategic plan sets clear national goals and safety strategies.

We want ISTEA reauthorization to help achieve these goals. Although we aren't going to get a 0.08 BAC national standard for drunk driving, we did get almost everything else we wanted: programs to increase seat belt use, to get repeat drunk drivers off the roads, and to ban open alcohol containers.

We want our partners to build on these, and use safety funds for aggressive, high-yield programs to reduce crashes and save lives. Nothing any of us does is more important than that. Nothing will lay a better foundation for future funding.

Our second goal is to improve mobility. Congress voted to do that by maintaining ISTEA's fundamental commitment to a balanced transportation system.

We hope our partners will use this flexibility to increase support for transit and for intermodal projects such as freight and access to airports and seaports and the high-speed rail lines we hope to see.

This links naturally to our third goal, promoting economic growth and trade. One of the greatest competitive advantages for an economy is an efficient transportation system for moving people and products.

Intermodal freight links, use of transportation technology, and other strategies targeted at supporting economic growth are something we will need to continue in the post-ISTEA era. You also can support economic growth by taking advantage of other new policies such as our brownfields policy to spur urban revitalization and the new welfare-to-work program. And we will assure that this economic growth is fairly distributed by the continuation of the strong Disadvantaged Business Enterprise program that Secretary Slater fought for and that Nancy McFadden advocated in such an effective way.

We all share the goal of protecting the environment. ISTEA created new programs, and Congress acted to expand the proven programs from ISTEA that fulfill that objective. We can

use our transportation investments to serve our need to clean our air and meet the goal of reversing the trend of global climate change.

Our final goal at DOT is to support national security. We have found that 90 percent of terrorist attacks around the world are against surface and maritime transportation, and the funds in this bill will let all of us work with law enforcement officials to make sure that the systems we build and operate are as secure as they can be.

Our security and the economy also are threatened by the Year 2000 computer problem, which could disrupt everything from transit operations centers to synchronized traffic lights, and we're setting up meetings to help our partners learn what they can do to protect their own systems. I hope you'll help us in that effort.

I've given you a quick review of some of the challenges we face, and the opportunities they offer. As I said earlier, we must not only set goals, but be accountable for achieving them. We need to assure that we can tell the American people just what they're getting for their \$200 billion.

Let me close my remarks by saying that we're proud of the partnerships we've forged during the ISTEA era, including our partnership with WTS and the agencies your members serve. We want to continue this cooperation with you as we implement ISTEA's successor.

Before we start implementation, we'll come back to you and our other partners to get your views on how we can make reauthorization a success. We did similar consultations when we first took office in 1993 and when we were preparing our original reauthorization proposal in 1996. We received excellent advice both times, and we want your help with ISTEA's successor.

We've made a great start so far during the 1990s: let's continue together on the same path into the 21st century.

Thank you for your attention, and thank you, again, for honoring me as your Member of the Year.

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*(In his remarks, the Deputy Secretary referred to WTS National President Lucy Garliauskas; Clair Barrett, 1997 WTS member of the Year; Federal Aviation Administrator Jane F. Garvey; U.S. Secretary of Transportation Rodney E. Slater; and U.S. Department of Transportation General Counsel Nancy E. McFadden.)*



U.S. Department of  
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**REMARKS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
EUROPEAN CONFERENCE OF MINISTERS OF TRANSPORT  
COPENHAGEN, DENMARK  
MAY 26, 1998**

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On behalf of the U.S. delegation, I'd like to bring you greetings from President Clinton and Vice President Gore.

Let me express my appreciation to Minister Sonja Mikkelsen for her contributions in hosting this conference, and thank the people of the Kingdom of Denmark for their generosity and hospitality. I'd also like to thank SAS for hosting this afternoon's luncheon.

I'm pleased to join you, continuing the work that former Secretary Federico Peña and Deputy Secretary Mortimer Downey have done with the ECMT over the past several years.

Today, I propose that we work together to determine how we can meet one of the greatest challenges we face in transportation: the Year 2000 computer problem.

*"President Clinton and Vice President Gore recognize the importance of acting now. They've directed us to do everything necessary to ensure that the federal government's computer systems are functioning as well on January 1, 2000, as they were on the day before."*

It's urgent that we do so. Over the past generation our transportation systems have benefited greatly from the use of computer-based information and communications technologies. In the U.S., these technologies have enabled us to double the effective capacity of our air traffic system, to create productive "just-in-time" delivery systems, to improve maritime navigation, and to improve the safety and efficiency of our highways, railroads, and transit systems.

These computer-driven systems contribute to the safe and smooth functioning of our transportation networks today, especially given transportation's vital role in a global economy based on trade. These systems can generate even greater benefits in the future.

For instance, Intelligent Transportation Systems, the technologies called Telematics, can reduce congestion by improving the efficiency of existing roads and transit lines. They also can



*U.S. Secretary of Transportation Rodney E. Slater*  
*European Conference of Ministers of Transport*

help to cut by a third the cost of providing the new highway capacity our cities need and can save thousands of lives by preventing traffic crashes. Telematics return eight dollars in benefits for every dollar invested in them, and are an excellent example of how computer-based technologies can yield tremendous value.

Last Friday the U.S. Congress passed the Transportation Equity Act for the 21st Century, which authorizes more than \$200 billion in federal funding over the next six years for highway, transit, safety, and technology programs. I expect that President Clinton will sign this historic legislation shortly. It will continue our efforts to lay the foundation for the advanced transportation systems of the 21st century, systems which will help us to make the most of the opportunities created by a global economy.

However, we face a significant challenge in the Year 2000 problem. The origin of this problem is simple. As you know, because of limited storage capacity, many computers were programmed to use just two digits to keep track of the date. That seemed like a good idea at the time, when everyone expected that those computers and programs would have been replaced by now.

Many of them were not, and, on January 1, 2000, these computers could recognize a "double zero" date not as 2000, but as 1900. They could stop running or start generating bad data. We're now determining the full extent of the problem. Newer systems, designed after we became aware of this problem, should not be at risk, although even they could be affected because of their links to older, legacy systems which have never been replaced. Older mainframe computer systems are at the greatest risk.

Now, it's very frustrating when our personal computers don't work. Far worse could happen if the Year 2000 problem shuts down the computers which operate government and business networks. We risk major disruptions of financial markets, of communications and power systems, of our transportation systems.

There is a solution. The technical fix for the Year 2000 problem is straightforward, although it can require a heavy commitment of resources to evaluate computer systems and implement the necessary repairs.

In spite of this, President Clinton and Vice President Gore recognize the importance of acting now. They've directed us to do everything necessary to ensure that the federal government's computer systems are functioning as well on January 1, 2000, as they were on the day before.

At the U.S. Department of Transportation, this means not only our internal management systems but also operations which directly affect services such as air traffic control and the global positioning satellite system.

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European Conference of Ministers of Transport*

We've done the necessary work for nearly 40 percent of our own mission-critical systems, and will do everything necessary to make sure that all of them will be repaired in time. However, our concerns aren't limited to how the Year 2000 problem affects the federal government's computer networks.

Many of our systems interact with those of state and local governments and the private sector, and Year 2000 problems in these systems could compromise our own networks. Moreover, we are concerned that Year 2000 shutdowns of nonfederal systems could jeopardize safety or the economy's smooth functioning.

President Clinton has formed a Council on Year 2000 Conversion to oversee the government's efforts and to promote awareness at other levels of government and in the private sector. Through the Council, the President has asked us to reach out to our partners and our customers, in the U.S. and around the world, and encourage them to evaluate their own systems and make any needed fixes.

And that is what I am doing today. The computer-based systems used in international transportation could be at risk from the Year 2000 problem. Everything from air traffic control to navigational systems to cargo tracking could be affected and shut down.

The risks are great. If air travel or shipping were to come to a halt on January 1, 2000, the results would be disastrous. Beyond delays and risks to safety, we could see irreparable damage to public confidence in the reliability of these systems.

I'm concerned that many public officials and business leaders do not understand this problem and are not taking it seriously. Many who do are taking it for granted that their systems have no problems, or that a simple, technical fix will be developed. That would be a terrible mistake.

We at the federal level are taking a leadership role in the United States because, although these systems are a state and local responsibility in the U.S., this is truly a matter of national concern.

We want to expand this effort to encompass our partners around the world because of the potential impact on American interests. Just as you need to ensure the safety and reliability of your transportation systems, so we want to ensure the safety of Americans, and we want to make sure that American firms relying on overseas transport do not have their operations disrupted. In a global economy, we also want to help avoid a major disruption of overseas transportation networks which could affect all of our economies.

We recognize that the operations of these transportation systems are a matter of national sovereignty. We cannot compel system operators, in the U.S. or elsewhere, to take the necessary

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steps, nor do we have the resources to perform universal evaluations and repairs. However, we can, *and should*, raise awareness of the problem and promote the sharing of effective strategies.

To help us do this, I ask that we work together on the Year 2000 problem and its impacts on transportation. Since we face this problem fewer than 20 months from now, it's essential that we act quickly.

In the U.S., we already are holding meetings with our aviation industry to identify the challenges they face as the Year 2000 approaches and to share strategies on how to meet them. Deputy Secretary Downey recently announced a similar meeting with our Telematics industry. I invite your representatives to join us at these meetings.

We at the U.S. Department of Transportation also will create a clearinghouse on transportation and the Year 2000 problem, with information to be made available worldwide through the Internet.

These are only first steps in solving the Year 2000 problem, but they are necessary ones if we are going to prevent costly disruptions and sustain the public support we need for future advances.

We also are receptive to your ideas about ways to address this issue, especially about how best to solve Year 2000 problems which directly affect international transportation services.

So let us come together, determine the scope of the problem we face, and then decide on the best ways to solve it.

If there are few problems, and I hope that is the case, we can give that assurance to our peoples before rumors and fears have become widespread. We owe it to ourselves, to our peoples, and to the future of our transportation industries.

It's our responsibility, as the English poet Wordsworth wrote, "to live, and act, and serve the future hour." I'm confident that, working together in this matter, we *will* meet our responsibilities to serve the future. Thank you.

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REMARKS PREPARED FOR DELIVERY  
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY  
NATIONAL CAPITAL REGION CONGESTION AND MOBILITY SUMMIT  
MAY 28, 1998  
WASHINGTON, D.C.

*(You will moderate the luncheon discussion on "Examples of Regional Cooperation")*

Good afternoon. I'm Deputy Transportation Secretary Mortimer Downey, and I'd like to welcome you all to our luncheon.

This morning we heard from this region's leaders about the risks that congestion poses to our prosperity and quality of life. I don't think there's any real disagreement that mobility -- enabling people to get where they need to go -- is essential to the region's long-term viability as a place to live and work.

We also heard specifics about some of the ways we can control congestion, and some of the tools we'd need to implement those strategies. Here is where there may be some disagreements, and here is where we need to come together to agree on solutions that will work.

At lunch today we'd like to link what you've heard this morning, and share real-world examples of how other regions have worked together to meet their mobility challenges.

We have three guest speakers, and I'd like to introduce them...



KEN SULZER has served as Executive Director of the San Diego Association of Governments for a dozen years. In that capacity, he's helped spur innovative solutions to congestion in one of the nation's fastest-growing areas, including transit-oriented development and the nation's leading value pricing projects. He brings a special perspective to this forum since he formerly served here with the National Capital Planning Commission.

Last year RON SIMS was elected King County Executive by the greatest margin in the history of that office, and is playing a key role in enabling Seattle and its suburbs to deal with the rapid growth they've faced over the past decade. That includes crafting solutions which include a regional transportation authority and a regional transit system.

JOHN MILLIKEN has served this region in many capacities, including chairmanships of the Arlington County Board -- the Northern Virginia Transportation Commission -- and WMATA. He also served as Virginia's Secretary of Transportation, and, for the past 17 months, has chaired the Regional Mobility Panel. He brings to this forum an unrivaled knowledge of the challenges this region faces.

Ken, would you like to start...?

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**REMARKS PREPARED FOR DELIVERY**  
**DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY**  
**NSTC/NGA CONFERENCE: *DEVELOPING A***  
***NATIONAL TRANSPORTATION SCIENCE AND TECHNOLOGY STRATEGY***  
**CHICAGO, ILLINOIS**  
**MAY 27, 1998**

Thank you, Steve, for that introduction, and for what you are doing at RSPA, working with Acting Administrator Kelley Coyner and Associate Administrator Fenton Carey to create a truly national transportation science and technology strategy.

I want to thank the National Governors' Association for their help in organizing this conference and Northwestern University for their role as co-host of this forum. You'll hear tomorrow from Dave Schulz.

Today, we're discussing an initiative which is crucial to our ability to meet the technology challenges of the next century, the effort to coordinate our research and development activities across the traditional boundaries between the public and private sectors and among levels of government, broadening our federal strategy into a *national* strategy.

President Clinton and Vice President Gore, and Secretary Slater and I, are proud of our successes so far in advancing this effort; we're committed to deploying the best in new technologies, wherever they are being developed, to meet our transportation challenges.

This is especially important now because of the Transportation Equity Act for the 21st Century, TEA21, which Congress passed last Friday. I have to admit I haven't yet read it in detail, but knowing that those who vote for it on Friday didn't necessarily have that opportunity either makes me feel better.

We do know that this bill, which reauthorizes our surface transportation programs through Fiscal Year 2003, includes funding for a variety of scientific and technological measures.

It funds Intelligent Transportation Systems, an Advanced Vehicle Program to develop fuel-efficient, low-polluting trucks and other heavier vehicles, research on advanced materials for bridges and pavement, and research on human factors. It continues our program for University Transportation Centers, with strong interest in broader participation if not broader funding.

Making the most of the opportunities included in TEA21 will require a clear and focused research and development strategy. We've already made a good start. I'd like to begin today's

forum by acknowledging the great progress made through our NSTC process to put together and publicize a federal *Transportation Science and Technology Strategy*.

The interagency team that developed the federal strategy produced a comprehensive guide that serves us well, in the Department of Transportation, throughout the government's transportation-related agencies, and in the transportation sector more generally.

Today you'll be hearing from representatives of all of these cooperating agencies: DOT, the Defense, Energy, and Commerce departments, and EPA and NASA.

With this document in hand and available through the Internet, we're able to educate the general and scientific public about national goals and partnership activities in the transportation sector, what's going on as well as where the gaps are.

It also provides a roadmap for the future direction of research, both that sponsored by the federal government and that which will be done through other levels of government, universities, and the private sector.

The NSTC has benefited from significant support from these stakeholders in a number of ways. We received invaluable input from TRB's workshops and analyses, from agency participation in NSTC planning activities, as well as from the useful critique of the Strategy.

Today's presentations will show us the promise for similar achievements in our other partnership initiatives.

As part of the commitment that the President and Vice President have to supporting transportation research and development, transportation issues will continue to be a major NSTC emphasis.

We've already made progress through interagency and public-private partnerships in a variety of areas: the Partnership for a New Generation Vehicle, which will lead to an energy-efficient, low-polluting car with triple the mileage of today's vehicles...

...the President's Council on Critical Infrastructure Protection, which is identifying ways to safeguard our transportation systems, communications and power networks, and our other infrastructure against a variety of risks...

...the aviation safety and security advances which have come from the interagency efforts spurred by the Gore Commission...

...and the surface transportation safety and efficiency improvements which will come from our cooperative work on Intelligent Transportation Systems.

Under the recently-reorganized Committee on Technology, we'll carry forward the focus on these and other successful transportation partnerships, encouraging their growth and development.

You will see more of intelligent vehicles, systems, and infrastructure, on our highways and railroads, in the skies above us, and on our waterways.

The Technology Committee's multiple roles in addressing a broad range of technologies, such as information and communications, is the perfect complement to our increasingly high-tech transportation world.

In fact, many nations around the world have even combined transportation with telecommunications in their government structures.

Similarly, the Committee's interest in how technology can improve manufacturing and construction are complements to the concerns we're addressing in transportation.

We won't neglect the efforts which led to the Science and Technology Strategy: as part of our plan for this year, we intend to build on the cooperation which led to its creation.

We want to expand its scope from being federal to being truly national by reaching out to all of our transportation customers and stakeholders, and by incorporating plans for, and results of, non-governmental initiatives.

We'll need the involvement of you and all of our stakeholders in order to meet our goal of producing an effective and useful *national* Transportation Science and Technology Strategy this year.

As a further means of outreach, we'll increase our use of the Internet for dissemination of partnerships, research and technology opportunities, and information.

The new national transportation science and technology website, [scitech.dot.gov](http://scitech.dot.gov), can serve as a feedback mechanism, bringing customers and stakeholders into the process of structuring, planning, and effectively deploying the federal science and technology strategy. In spite of the progress we've made, challenges remain.

We must seek to continue institutionalizing the strategic planning process for research and development within the federal government, and join with similar efforts at regional, state, and local levels. This is going to require customer and stakeholder involvement from transportation designers, developers, operators, and users.

Such planning will improve communication of our goals, and increases the likelihood of reaching our targets in a timely and cost-effective way. In addition, the development of our partnership initiatives will require that we identify and execute appropriate roles for the federal government in standards, planning, removing barriers, and encouraging innovative finance.



We've been holding meetings around the country to help us better define the partnerships, the participants, and the investment that will be necessary to make these work. We'll need to broaden our focus on transportation research, enabling us to strengthen the nation's science and technology base, providing the opportunity for major breakthroughs in transportation, and spurring innovation from universities and from government and industry laboratories.

Areas that have excellent potential for making major impacts on our transportation system over the next two decades include human performance and behavior, advanced structures and materials, software assurance, energy and propulsion systems, and sensing and measurement.

We're in the process of holding workshops and meetings this year to define priorities for long-term, high-risk, high-gain transportation research in these areas.

Through financial and knowledge-based investments and the use of visionary partnerships in transportation education, research, and technology, we can provide the country with measurable benefits. In the end, as well as along the way, we can create new areas for employment and increase American competitiveness in global markets.

These efforts will help us realize President Clinton's goal of an efficient transportation system that supports economic growth while being safe, secure, and environmentally-friendly. The President has said that "investing in technology is investing in America's future." This can become a reality with an integrated transportation system for the 21st century, and with a *Transportation Science and Technology Strategy* that is truly national in scope.

This success would not be possible without the dedicated participation of our partners elsewhere in the federal government and in the private sector, academia, and state and local government.

I'd like to challenge each of you to act in the spirit of these partners by getting involved in our efforts. You can start by taking a critical look at the *Transportation Science and Technology Strategy*. There are copies available here today, or you may access it through the new national transportation science and technology website. Give us your feedback. Send letters, e-mail, or call us.

And get others involved in the future of transportation research and development. It's the best way to produce a strategy which meets not only our needs, but those of the American people.

Let me close now by talking about one way to do this, an initiative which is one of Secretary Slater's highest priorities: the Garrett A. Morgan Technology and Transportation Futures Program.

The growing body of knowledge required for transportation professionals, especially in the sciences, means it's never too early to start creating tomorrow's technology workforce. We need to make sure that all students, at all levels, have the academic background they need to handle the demanding curricula that will prepare them for these careers.

Secretary Slater created the Garrett Morgan program last year, and named it after the grandfather of transportation technology, the man who invented the automated traffic light, Garrett Morgan.

Its goal is to challenge one million students to develop the math, science, technology skills they need for transportation careers. It's also intended to foster lifelong learning to keep these careers growing. We've already reached 250,000 students across America. That's impressive, but it's only a start.

The responsibility for this belongs to all of us. You, as leaders in government, in education, and in business, are well-equipped to help make the Garrett Morgan program successful.

I know that you're all busy, but I hope you can find the time to go to local schools, and serve, for an hour a week, or whatever time you can spare, as role models, as mentors, and as teachers, or that you can bring students into your workplace as interns or for summer jobs.

I think you'll find the rewards of giving to your communities well worth your time, and deeply beneficial to the future of the transportation industry.

As with our other initiatives, the key to America's leadership in science and technology depends on the personal involvement of everyone here, to implement national strategies, and to lay the foundation for continued excellence. I ask each of you to stay committed, stay involved, and see this effort through. Thank you, and good luck in your efforts during this conference.

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*(In his remarks, the Deputy Secretary referred to Steve Van Beek of the Research and Special Programs Administration [RSPA]; to Acting RSPA Administrator Kelley Coyner; to RSPA Associate Administrator for Research, Technology, and Analysis Fenton Carey; and to Dave Schulz of Northwestern University.)*