

**REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
ANNUAL MEETING OF THE ASSOCIATION OF OIL PIPELINES
WASHINGTON, D.C.
DECEMBER 1, 1998**

Opening

I'd like to begin by thanking you for inviting me to speak at your annual meeting. Secretary Slater and I share your commitment to ensuring that oil -- the lifeblood of America's economy -- is transported safely and efficiently.

Today, I'm joined by several industry leaders who have done much to make America's pipeline system the finest in the world...

...George Rootes, Chairman of A-O-P-L, and Richard Rabinow, Vice-Chair of the A-O-P-L Executive Committee...

...Ben Cooper, President of the A-O-P-L, and Michele Joy, the A-O-P-L's General Counsel...

...and DOT's own Rich Felder, RSPA's Associate Administrator for Pipeline Safety

The workgroup is continuing its efforts, with pilot testing of proposed data collection scheduled for next year.

Year 2000 Problem

These are just four of the areas in which the A-O-P-L and its members have demonstrated their willingness to work with us. We're looking forward to continued progress as we enter the final year of the 20th century.

And As we do so, let me mention one last matter of interest to us all: the Year 2000 computer problem. Pipeline systems across America rely on computers to provide the necessary information processing and communications capabilities for their operations. *and SCADA systems*

The Year 2000 problem could cause many of these systems to fail, risking safety and environmental damage -- causing delays and disruption -- and damaging public confidence in the future of our technologies.

There *is* a solution. The technical fix for the Year 2000 problem is straightforward, but it requires a heavy commitment of resources to evaluate computer systems and implement the necessary repairs on a timely basis.

Joint Federal-State-Industry Liquid Data Workgroup

Last year, we formed a workgroup of federal, state, and industry representatives to identify better sources of data on the pipeline national infrastructure and on damage to it.

These data will help us to track safety trends and address risks. They help us and our partners in state agencies and industry to make better risk-based decisions about the conditions of pipelines and about the surrounding environment nearby.

The group is continuing its work, with pilot testing of proposed data collection slated for next year. We value the willingness of the liquid pipeline industry to participate in this effort, and we're confident that it's going to benefit all of us.

The Integrated Operator Compliance System, ~~which is~~ coming out of this effort, is helping to standardize, track, and exchange information about operator history, performance, and operator personnel contacts.

In planning ^{on} inspections, we'll give special consideration to [^]location of national parks, water intakes, cultural sites and scenic waterways.

What may be most significant about the effort is that parties with diverse interests are seated at the same table, working together for solutions that will work for all.

Two years ago, we also established the Damage Prevention Quality Action Team. The team includes members of all groups with interests in protecting underground facilities, and ~~it's~~ ^{It} already conducted the first national survey of damage prevention awareness and practices, and it's working towards new approaches to damage prevention.

Working with an advertising agency, the team also has developed creative materials ~~towards a nationwide damage prevention campaign.~~ ^{that can become a model}

These materials were tested earlier this year, and the initial results are very encouraging: inquiries to one-call centers increased significantly everywhere the new materials were used. Virginia, in fact, has shown a decline in excavation damage to gas pipelines.

An ongoing survey will measure the campaign's impact. Using the survey results, they'll make any necessary adjustments to the program before launching a nationwide "Dig Safely" campaign.

Damage Prevention

After the 1994 failure of a New Jersey gas transmission line, we committed to making damage prevention one of our top priorities. That's been reflected in our ^{departmental} strategic plan, and we've made good on its promise.

We've been working on several fronts to prevent damage to pipelines and other underground facilities. Along with industry, we've worked ^{for many years to} for passage of damage prevention legislation.

This year we finally ^{picked the right vehicle and} succeeded; as part of TEA-21 -- the Transportation Equity Act for the 21st Century -- we have a Comprehensive One-Call Notification Act.

This act sets standards for state one-call programs. Compliance with these standards enable a state to become eligible for incentive grants.

Another provision of the one-call law requires us to conduct a comprehensive study of ^{best} one-call center practices. ^{for one-call center operations.}

This ambitious, broad-reaching effort will evaluate all aspects of one-call operations. Equally importantly, it's going to evaluate compliance, excavation, locating and marking practices, and planning and design for placing underground facilities.

Unusually Sensitive Areas

We've also been working ^{with the industry} to define those areas that are unusually sensitive to environmental damage from a pipeline accident.

This will enable us to focus additional protection on the areas of greatest risk -- with savings for both government and industry.

To ensure that it does, the effort will include extensive consultation with environmental experts from federal and state agencies, environmental organizations, academia, and the pipeline industry.

While there has not been consensus on all aspects of this standard, there has been considerable progress. We're building on this progress and are moving forward to resolution, ^{recognizing that there continue to be strongly held views on all sides}

^{We appreciate that}
In fact, the American Petroleum Institute intends to incorporate the work done so far into guidance for industry. We'll work with industry to encourage your use of the guidance document and to evaluate its use and its effectiveness.

They've openly shared information to help identify ~~the~~ problems and appropriate solutions. They also are keeping local safety officials, emergency planning groups, and the public informed about pipelines and their efforts to improve the current high level of safety. *an important step in building public confidence.*

The Risk Management Demonstration Program has already enabled operators to find and address risks that might have been missed ^{by traditional regulatory approaches} in the past, and we hope that it'll generate continued progress.

As we consider making risk management a permanent feature of our program, we find that ^{our most} ~~the~~ appropriate role ~~for us~~ is as a partner in developing the foundations of company risk management programs.

This includes consideration of how risks ^{should be} ~~are~~ identified and addressed and how company processes are integrated, documented, and properly implemented. We approve ^{specific} projects that have the potential to showcase what is described in our program standard.

In most cases, a lot of work remains even after the demonstration is approved. We believe working in partnership with companies in these early stages gives us a better opportunity to understand and influence these company risk management programs, and will lead to more productive, effective relationships in the future.

This program is based on our belief that each company knows its individual system best. The demonstration program recognizes this, and offers pipeline operators the regulatory flexibility to improve the performance of their systems.

There *is* a trade-off: more flexibility brings ^{with it} more responsibility -- so this program requires operators to provide a heightened level of safety. At the same time, it allows companies to identify particular problems on their systems and to focus their safety and environmental programs to best remedy them.

Among AOPL members, innovative companies such as Equilon, Phillips, Mobil, and Chevron are using cost-effective ways and innovative approaches that can serve as models for the entire industry. Their leaders, such as George Rootes, Jim Webster, Chester Morris, and Norm Szydlowski¹ deserve our thanks for their commitment *to excellence.*

Their new approaches protect the public and the environment, while providing reliable and affordable service to consumers and businesses.

¹ George Rootes, Equilon Pipeline; Jim Webster, Phillips Pipeline, Chester Morris, Mobil Pipeline; Norm Szydlowski (*Sid-low-ski*), Chevron Pipeline.

This afternoon I'd like to talk about four of our most important pipeline safety programs: the risk management demonstration program; our designation of Unusually-Sensitive Areas; the damage prevention program; and data collection.

Risk Management Demonstration Program

many industries - include pipelines -
 Over the past several years we in the Clinton-Gore Administration have worked to build a new relationship with the pipeline industry -- one that recognizes the importance of protecting safety and the environment even as we ~~move oil and other products where they need to go.~~ *More focused & frank*
assure the productive capacity of the industry as it contributes to national wealth

We've acted to reinvent the ^{pipeline} regulatory process, making it more efficient and more cooperative. The two-year old Risk Management Demonstration Program exemplifies this new approach.

DOT as
 Together, we're working to change the fundamental relationship between the regulator and the operating companies ^{within industry.} Together, we're working to increase the reliability of our energy supply and to protect the public and the environment.

So the challenge we face is *not* one of technology but one of project management. The January 1, 2000 deadline *can* be met.

In the U.S., we're raising awareness of the problem, promoting the sharing of effective strategies, giving system operators the information and the resources they need, and helping them maintain confidence by publicizing what we're all doing to resolve this issue.

We've held conferences in our various transportation modes to exchange progress reports and information and we're setting up an Internet site to share effective strategies worldwide.

You have responded; the pipeline industry has led the pack in making sure that its members are prepared for the challenges posed by the millennium. John Koskinen, head of the President's Council on Y2K Conversion, has recognized the ^{work of the} Oil and Gas Sector Workgroup as a successful example of industry-government collaboration.

I hope that all pipeline operators will build on this early progress, working with RSPA and your state agencies to ensure continued safety for your systems and efficiency for commerce. Working together, we can realize the promise of advanced technologies to manage our transportation systems.

Closing

In all of our efforts, we're finding that there is strength in numbers -- that the whole is greater than the sum of the parts. Together, we can forge innovative approaches to the challenges we face.

Let me close by urging that you continue to lead by your example in these joint endeavors, and let me wish you the best as you continue your annual meeting.

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**REMARKS PREPARED FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
KEY FEDERAL TRANSPORTATION PROGRAMS AND INITIATIVES
ENO TRANSPORTATION FOUNDATION CONFERENCE ON GLOBAL CLIMATE
CHANGE
WASHINGTON, DC
DECEMBER 9, 1998**

Good afternoon. I am pleased to be here with so many leaders in the transportation field to discuss where we are as a nation in meeting our goal of reducing the emissions that result in global climate change and what we in the transportation sector can do to help.

I thank Damian Kulash and his outstanding staff for the invitation to speak here today. I also thank them for the work they do year in and year out to increase our understanding of major transportation issues.

Also, my compliments to our moderator, Larry Dahms, for his great work at the MTC. Under his leadership, the MTC is generally acknowledged to be one of the top MPO's in the country and the performance model for other MPO's.

I am looking forward to hearing the thoughts of the people in this room on this important issue. First, let me briefly address the topic this forum is considering.

It is important to emphasize three points: scientific evidence confirms the reality of global climate change, President Clinton has committed the United States to meeting emission reduction targets for greenhouse gases, and the transportation sector is a vital part of our national strategy.

There are those who would dispute some or all of these points but I believe their numbers are dwindling. The scientific facts are more and more accepted -- including by businesses who will have to respond and see the benefit of moving ahead now.

The nature of the U.S. commitment is still an issue for the Senate but we believe the conditions they have set for ratification, which include substantial participation by developing countries, can and will be met.

And I don't think that anyone here would question that transportation -- one way or another -- will be central for our strategy.

Most professionals in the field agree that the global climate is already changing due to the increasing concentration of greenhouse gases in the atmosphere. The global average temperature has risen, and as Vice President Gore points out, 1997 was the hottest year since we began to keep temperature records, and 1998 is hotter still.

Two weeks ago, our St. Lawrence Seaway Administration suggested that Great Lakes navigation might extend past New Year's Day for the first time ever.

Under the Kyoto Protocol negotiated last year, which the U.S. just signed, we are committed, pending Senate ratification, to a 7 percent reduction in greenhouse gas emissions from 1990 levels by the five-year 2008-2012 period, a decade from now.

But, with emissions increasing every year and continuing economic growth, the challenge we face is even greater -- about a one-fourth reduction from a business-as-usual strategy. That is why there are now several initiatives for an early action credit scheme.

The longer we wait, the harder it will be. So, it is time for us to get started.

We are not alone in this endeavor. Japan has committed to a 6 per cent reduction, the Europeans to an 8 per cent reduction.

The European Union is on track to stabilize their carbon dioxide emissions at 1990 levels by 2000. They expect some growth in the transportation sector, but they plan a combination of strategies to limit the sector's emissions:

- automobiles that are 25 percent more efficient through a voluntary agreement with manufacturers**
- fair and efficient pricing of fuels and roads**
- improved internal rail systems and**
- an integrated intermodal transportation system.**

Within the E.U., the United Kingdom has a fuel duty strategy as the main component of its reduction plan. The U.K. plans a combination of fuel tax hikes of between 6 and 8 per cent a year, road pricing plans and an emphasis on public transportation to reduce travel by car. The new government's white paper outlines their transportation strategies in great detail.

Japan has not firmed up its sector strategies, but the tentative allocations suggest that transport emissions will grow somewhat while the slack is taken up by the industry and building sectors.

As we get started in this country, we seek policy directions that aren't draconian or unrealistic, or in conflict with our principles of market-based solutions. We believe such flexible policies can support vigorous economic growth even as they achieve environmental protection.

President Clinton has said he will only take actions that preserve economic growth. In doing so, he rejects both extremes of the debate -- drastic actions that would severely disrupt the economy or a policy of ignoring the scientific evidence by doing nothing.

Meeting both goals set by the President won't be easy. Ensuring prosperity that can co-exist with a healthy environment is harder now than it was a generation ago: the easy steps have been taken.

There *will* be conflicts, and choices *will* have to be made. But, on a larger scale, we need not choose between prosperity and environmental protection. Environmental problems come not from growth, but from *thoughtless* growth.

One key point we must remember is that transportation is only a means to an end: getting people, products, and information where they need to go, not just expanding travel for its own sake. Our transportation planning must encourage forms of transportation that fulfill this mission without harming the environment, including public transit, carpooling, bicycles, walking and telecommuting.

Balanced systems, combining highways and airways with effective mass transit and intercity bus and rail systems, can reduce emissions and fuel consumption without impairing mobility.

Central to the Administration's approach is the development of a market trading program that allows the buying and selling of emissions credits. This approach ensures that emissions reductions will be achieved by the most economically efficient means that can be found in whatever sector-- transportation, industry, buildings.

We know from our experience with the acid rain program that emissions trading works. More research is needed, though, on how the program will work in relation to global climate change -- who buys, who sells, who keeps score, and what is the impact on the transportation sector?

The transportation sector, which generates almost one-third of U.S. greenhouse gases, will be expected to provide an appropriate share of long-term emission reductions or purchase the credits that other sectors may be able to release because they can achieve reductions more efficiently.

The key will be reducing the carbon intensity of our transportation sector which can be done in three ways: by encouraging more efficient travel practices, by making transportation more fuel efficient and by adopting fuels that will emit less carbon.

Under ISTEA and TEA-21, we have begun creating a more efficient transportation system with a wide range of programs.

The Congestion Mitigation and Air Quality Improvement program (CMAQ) funds projects that will help regions with air quality problems meet the requirements of the Clean Air Act, and many of these projects will help on climate change as well.

The new Transportation and Community and System Preservation Pilot program will fund strategies to improve the efficiency of transportation systems and reduce their environmental impacts, and make transportation a driving force in sustainable development.

Election returns all across the country this fall reflected public awareness of the values inherent in "smart growth" and this new program under Section 1221 of TEA-21 is one of our best tools to encourage this form of development.

In two months, we have received 525 applications for TCSP funding, seeking 30 times more money than we have available.

TEA-21 raised the potential number of Value Pricing projects from five to 15. DOT and its state/local partners can promote efficient highway use, congestion reduction, air quality, energy conservation and productivity.

The bill also moves the Intelligent Transportation Systems program from the research laboratories to deployment in the real world. We expect to use ITS technology to improve the efficiency of the transportation system throughout the nation.

There is expanded funding through various programs for bicycle and pedestrian facilities -- the most fuel efficient means of transportation.

There are increased tax benefits to promote the use of transit, with transit riders now eligible for benefits of \$100 per month.

All together, these initiatives should help break the link between economic growth and VMT. We can focus on satisfying mobility needs not just general volumes of travel.

TEA-21 authorizes \$500 million for the Clean Fuels Formula Grant program which will be used for clean fuel buses and facilities. Many of these emit less carbon.

Improving fuel efficiency of vehicles and operations is something we at DOT promote at every opportunity. Burning less fuel has environmental benefits and reduces operating costs. Particularly in the commercial sector, every reduction in cost in our transportation system incrementally improves the nation's standard of living and increases our international competitiveness.

We are seeing this now in the wake of lower fuel costs, but the fuel not used is the cheapest source of energy.

The win-win-strategy of research on new, more efficient fuel technology as well as on better, more environmentally-friendly forms of fuel is ongoing in all transportation sectors.

The government-industry Partnership for a New Generation of Vehicles is on schedule to have concept cars ready in 2000 and pre-production prototypes in 2004. These cars will triple fuel efficiency while meeting existing and anticipated safety standards.

I am happy to see the American automobile industry committed to developing what some have called the “Supercar.” There will be no solution without significant participation by General Motors, Ford and Daimler Chrysler and we have gotten that.

Their commitment, their leadership and their competitive spirit is shown by the success we have had in meeting, and we hope, exceeding the PNGV timetable.

One of our objectives is to have means to move new technologies into the fleet when they are ready. That is why the President submitted to the last Congress an incentive plan that allowed a tax credit of \$3,000 for purchases of a vehicle that can get twice the fuel efficiency of its class, beginning in 2000, and a tax credit of \$4,000 for purchase of a vehicle that can get three times the fuel efficiency of its class beginning in 2003.

Parallel efforts are underway to develop more efficient heavy duty engines, much of it supported by TEA-21. The Federal Transit Administration and the Federal Railroad Administration have programs to research and develop more efficient engines and fuels.

The Federal Aviation Administration and National Aeronautics and Space Administration, working with industry, are identifying steps to produce more fuel efficient, quieter and cleaner aircraft.

FAA, EPA, industry and environmental groups are engaged in a major effort to develop an advanced air traffic management system that will improve efficiency, benefit the aviation industry economically, reduce fuel usage and cut greenhouse gas emissions by as much as 6 per cent.

Under the Kyoto Protocol, aviation is treated internationally. The U.S. position is that the International Civil Aviation Organization’s Committee on Aviation Environmental Protection should develop an action plan for addressing emissions of greenhouse gases in the aviation sector.

The Maritime Administration is working with the Coast Guard and the U.S. Navy to develop fuel cells that would achieve significant efficiency gains over current medium size ship engines and could be used for small pleasure craft as well as locomotives, buses and trucks.

Technology and transportation have long advanced hand-in-hand. This week marks the anniversary of the 1 millionth Model-T rolling off the Ford assembly line in 1915 -- a tribute to the fact that Henry Ford had the vision to see the promise of a new technology.

Over the doubts and objections of other investors in his company, he insisted on building a car that could be sold at an affordable price. A few years later he developed the Model-T and the assembly line system that made his goal a reality.

Almost a century later, we too are faced with the challenge of developing a new, affordable technology. Just as Henry Ford was successful in meeting the challenge of creating a vehicle for the 20th century, we can do the same for the 21st century.

We have done it before. The Clean Air Act produced a significant reduction in air pollution at the same time we had major economic expansion and population growth.

Now, we have to go further to assure that pollution doesn't return when traffic growth overwhelms technological change.

Challenges to our nation -- whether to reduce air and water pollution, send astronauts into space or even defeat an enemy in combat -- have always been met. And, the results of those national commitments have been breakthroughs that produce new technologies with a wide range of applications.

As government and industry work together to meet the challenge of global climate change, we are certain to see technologies that lead, not just to new and better cars, but to many other advanced products.

Let me close by again saying the people in this room, America's transportation leaders, will be vital to our success. A public-private partnership is essential to develop the solutions that are needed.

With our united efforts, we can meet our nation's commitments, improve the environment while maintaining economic growth, and, ultimately, have a better nation and world.

Deputy Secretary of Transportation Mortimer Downey
Eno Transportation Foundation Conference on Global Climate Change

As the Department of Transportation moves forward to meet the challenge, we want to work with every one of you to improve the world's best transportation system. Thank you.

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cc: Kate

Copy

December 9, 1998

Mr. Downey,

Attached are draft talking points for the Harvard JFK Executive Session on Performance Management. Collaborated with Sam Neill in Budget and Marylou on this.

I would be pleased to revise as you wish.


cc Hallahan



DRAFT
TALKING POINTS FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER L. DOWNEY
JOHN F. KENNEDY SCHOOL OF GOVERNMENT
EXECUTIVE SESSION ON PERFORMANCE MANAGEMENT
DECEMBER 15-17, 1998
CAMBRIDGE, MA

(The session will begin by asking Executive Session Participants to share highlights of their experience with performance measurement and management)

1. One accomplishment DOT has achieved using performance measures

- We have made some progress in reducing the unacceptably high number of transportation fatalities. *I could pick other issues where we have made greater progress — but this one is the one that's really important.*
- DOT's premier strategic goal: Promote the public health and safety by working toward the elimination of transportation related deaths, injuries and property damage.
- Flowing from this strategic goal are several performance goals: reduce the number (and rate) of transportation related deaths and injuries; reduce the dollar loss from reportable transportation incidents and reduce the number of reportable transportation incidents and their related economic costs.
- The accomplishment concerns reducing the rate and number of transportation deaths
- By focusing on this goal, discussing at some length this unacceptably high number (44,407 in 1995) and its equally unacceptable impact on society and the economy during the development of our strategic plan, and then marshaling our resources Department wide to reduce that number, we have made some progress. *There are strategies that can be effective if we adopt them + stick to them — for example*
- We know that we can save lives by increasing seat belt use which was 69% (national average) in 1997 to a higher rate. *California use is 90% after a very targeted campaign.*
- If we achieve 85% use nationally (our goal for 2000), would save about 4,200 lives, 103,000 injuries, and \$6.7 billion per year.
- Made rapid gains in early 1990's....belt use climbed from under 50% nationally in 1990, but then plateaued at around 68%....little gain year to year....staring at the gap between 68% use in '96 and a goal of 85% in '00 focuses your thinking
- The April 1997 Presidential Seat Belt Initiative resulted: redoubling of effort, profile raised to the Presidential level, emphasis on high visibility enforcement and

Can we include the 1997 actual highway data as an example of how we are making small progress?

*Q —
Or is it better to use Canada as the model +*

child passenger safety, creative partnerships across transportation (Delta airlines initiative to promote seatbelt use)

*Why not at least
reauthorize a few
of the other
safety strategies -
drunk driving,
truck safety,
etc.*

- The initiative was a key strategy in our GPRA Performance Plan for FY 1999. Now, preliminary data indicate our efforts are paying off.....first reports of '98 seat belt use are in for the Washington DC area: Maryland, up from 71 to 83 % , Virginia up from 67 to 73.6 % , District of Columbia up from 66 to 82 %.

LaRon
- Our performance goals were also integral to the surface transportation reauthorization and seat belt initiatives....the final law contains a \$500 million incentive program based on the medical cost savings to the Federal Government from increased seat belt use....this program and others will be key to achieving a further goal of 90% use by 2005.

2) A problem you have been attempting to address using performance measures but haven't been able to tackle:

- Tough problems occur when the performance measure is *running to* the opposite of what you desire, the trend is in the wrong direction. (runway incursions, major vessel casualties...).
- Example: hazardous materials safety: Number of hazardous materials incidents has been trending upwards...many contributing factors, such as strong economy and increased shipping, changing business processes, changing consumer habits... regardless of reasons, result is unacceptable. *A lot of focus on DOT.*
- We've launched a DOT-wide Program Evaluation of Hazmat safety....includes IG. Team will look at performance data and program delivery, effectiveness, best points of intervention in the transport of hazardous materials. Measurement plus evaluation should give us the insights we need to reverse the trend.

3) Activities or ideas that have tempted you, or questions to which you want answers but have not yet been able to pursue.

- Measuring performance (results) raises the question of communications
- We will need to pay more attention to communication with our customers, partners and stakeholders about that those goals should be.
- We need to highlight our successes so that gain the respect and trust of the public

- Raising the level of dialogue to goals should enable us to get away from Congressional micromanagement; enable us to gain more control of our assets to marshal them against our goals *There is no success if we achieve the goal.*
- Get help from stakeholders (such as the IG) to help us remove obstacles to achieving the results.

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DRAFT #3 (revised 12/14/98)
TALKING POINTS FOR DELIVERY
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER L. DOWNEY
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- DOT's premier strategic goal: Promote the public health and safety by working toward the elimination of transportation related deaths, injuries and property damage.
- Flowing from this strategic goal are several performance goals: reduce the number and rate of transportation related deaths and injuries; reduce the dollar loss from reportable transportation incidents and reduce the number of reportable transportation incidents and their related economic costs.
- Accomplishment is progress in the battle for safer roads (about 94% of all transportation deaths)
- Four performance measures tell the story
- 1) Our most challenging performance measure is reducing the total number of traffic-related deaths. With exposure increasing, we need multiple interventions to show progress. Small but important reduction from 42,065 in 1996 to 41,967 in 1997.
- 2) Reduced the nation's traffic fatality rate to the lowest level

since record-keeping began in 1966. The 1997 rate, 1.6 fatalities per 100 million vehicle miles traveled, was down from 1.7, the rate since 1992. The 1966 rate was 5.5. This measure really highlights all of our interventions – highway construction, better vehicles, better driver behavior.

- 3) Reduced alcohol-related fatalities – dropped to 38.6% of all deaths, down from 40.9% in 1996 and dramatically lower than the 57.3% rate in 1982.
- 4) Fourth performance measure is rate of seat belt use
- There are targeted strategies that can be effective if we adopt and achieve them – for example saving lives by increasing seat belt use which was 69% (national average) in 1997 to a higher rate. Canada's rate is over 90%. This effort has been our primary focus since 1993 since it has the most potential for short term life saving.
- If we achieve 85% use nationally (our goal for 2000), would save about 4,200 lives, 103,000 injuries, and \$6.7 billion per year.
- Made rapid gains in early 1990's....belt use climbed from under 50% nationally in 1990, but then plateaued at around 68%....little gain year to year.....staring at the gap between 68% use in '96 and a goal of 85% in '00 focuses your thinking
- The April 1997 Presidential Seat Belt Initiative resulted: redoubling of effort, profile raised to the Presidential level, emphasis on high visibility enforcement including mandatory seat belt laws, creative partnerships across transportation (Airlines initiative to promote seatbelt use) _____ use etc.
- The initiative was a key strategy in our GPRA Performance Plan for FY 1998. Now, preliminary data indicate our efforts are paying off.....first reports of '98 seat belt use are in for the

Washington DC area: Maryland, up from 71 to 83 % , Virginia up from 67 to 73.6 %, District of Columbia up from 66 to 82 %; Colorado is up from 60 to 66%, California is now at 90% after a very targeted campaign.

- Our performance goals were also supported by provisions in the new surface transportation reauthorization -- the final law contains a \$500 million incentive program based on the medical cost savings to the Federal Government from increased seat belt use....this program and others will be key to achieving a further goal of 90% use by 2005.

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2) A problem you have been attempting to address using performance measures but haven't been able to tackle:

- Tough problems occur when the performance measure is running opposite to what you desire, the trend is in the wrong direction. (runway incursions, major vessel casualties...).
- Example: hazardous materials safety: Number of hazardous materials incidents has been trending upwards...many contributing factors such as: lack of focus in DOT, strong economy and increased shipping, changing business processes, changing consumer habits... regardless of reasons, result is unacceptable. Performance goal by itself doesn't tell you what to do.
- We've launched a DOT-wide Program Evaluation of Hazmat safety....includes IG. Team will look at performance data and program delivery, effectiveness, best points of intervention in the transport of hazardous materials. Measurement plus evaluation should give us the insights we need to reverse the trend.

3) Activities or ideas that have tempted you, or questions to which you want answers but have not yet been able to pursue.

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- We will need to pay more attention to communication internally with our own staff and externally with our customers, partners and stakeholders about that those goals should be.
- We need to highlight our successes so that gain the respect and trust of the public
- Raising the level of dialogue to goals should enable us to get away from Congressional micromanagement; enable us to gain more control of our assets to marshal them against our goals; and share in the success if we achieve the goals.
- Get help from stakeholders (such as the IG) to help us remove obstacles to achieving the results.

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