

**PLAQUE PRESENTATION**  
**Livable Communities Initiative Partnership**  
**PUBLIC AND PRIVATE SECTOR OFFICIALS**  
 Uptown and Downtown Development Sites  
 ALBUQUERQUE, NEW MEXICO  
 Friday, June 2, 2000  
 7:45 a.m. – 10:15 a.m. (est.)

Send an  
 e-duplicate to  
 Ann Watkins  
 \_\_\_\_\_  
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### Talking Points

- Thank you, Ann, and good morning everyone. It's been great hearing about the plans being made to make the City of Albuquerque more livable.
- I heard this morning how for the past decade your City Planning Director, ~~Don McElroy~~, has been promoting the idea of centers and corridors as a way to define and connect communities within the city. *Lisa Lindsey - purchase center*
- ~~Mr. McElroy~~, Mayor (Jim) Baca and City Councilor ~~(Hess) Yntema~~ all support this "Smart Growth" strategy – to create centers of job growth and entertainment with accessible and efficient public transportation connections. *Federal support - Edwards*
- I hope the residents of Albuquerque appreciate the effort that has gone into the plans you've drafted and will approve them this summer.
- It is because of this time of economic growth and prosperity that we can afford to invest in rebuilding and revitalizing America's transportation network.
- The current economic expansion is now the longest continuous period of economic growth in American history.
- We begin this new century with 21 million new jobs; the fastest economic growth and lowest unemployment rates in years, and the first back-to-back budget surpluses in more than 40 years.
- Part of this success can be attributed to transportation.

It also has the support of  
 the private sector, and I am pleased  
 to meet Lisa Lindsey from \_\_\_\_\_  
 in person. You also have a  
 hardy Congressional delegation who have  
 supported us.

- Early in February, President Clinton sent Congress a budget for next year with a record amount for transportation – \$55 billion – to make travel safer, improve the quality of life for all Americans, and to continue economic growth in the new century.
- Solving our transportation problems, <sup>is not just an matter of</sup> ~~however, takes more than~~ money.
- It requires developing strategies and innovative solutions that allow us to continue to enjoy increased mobility and maintain our high standard of living as we continue to grow.

## LIVABILITY INITIATIVE

- Across America, communities are working hard to build a more livable future. In cities, suburbs, and small rural towns, citizens and community leaders are seeking new, better ways to grow.
- They share a vision of livable communities where working families have a little extra to invest in a college education, instead of sinking thousands of dollars a year into extra commuting costs.
- Where people leaving welfare eager to work have a way to get to their new jobs, and still pick up their children in day care.
- Where scarce resources are invested in existing neighborhoods instead of being siphoned away to help pave over farmland for new, ever more distant subdivisions.
- These issues are beginning to touch the lives of most Americans. In last fall's elections, more than 200 communities debated and more than 70 percent adopted measures to pursue smarter growth.
- I think that the trend of "Smart Growth" is a lot like hot air ballooning in Albuquerque (~~every~~ October) – it's here to stay!

*Saul's good hat's*

- Through the Administration's Livability Initiative, we have strengthened partnerships across the country to reinforce and promote more livable communities. — places like *Hanford, Richmond, Calif.,* — *and Albuquerque*
- All of DOT's programs and responsibilities – from highways to airports, and from rail to transit – affect the livability of our Nation's regions and their communities.
- Bike routes, bus or rail lines, train stations, streets or sidewalks, can be focal points for strengthening community life and for improving the viability of commercial ventures.
- Through this initiative, we are providing communities like Albuquerque with new tools and resources to preserve green space, improve safety, ease traffic congestion, and pursue regional "smart growth" strategies.
- As you have recognized in Albuquerque, communities must find ways to use transportation more effectively to link growth strategies, land use plans, safety, environmental quality and economic development.
- We are proud to work in partnership with Mayor Baca, *Plain Direct* Mr. McCabe and other City leaders and citizens in your efforts to develop the Alvarado Transportation Center and other "smart" development strategies.

### **Presentation of Livable Communities Initiative Plaque**

- Because of your extraordinary efforts to plan for the future and to make your City and the region more livable and vibrant that I present the City of Albuquerque with this Livable Communities Initiative Award.
- Present plaque to Ann Watkins  
Director, Albuquerque Transit Department.

National Academy of Public Administration  
2000 Academy Spring Meeting  
Theme: ***Transformance of Governance***  
Panel on Executive Organization and Management  
***Transportation: Growing Intergovernmental Cooperation***  
Hyatt Regency Hotel  
Albuquerque, New Mexico  
Friday, June 2, 2000  
10:30 am - 12 noon

### **Talking Points**

- This morning we will discuss was that intergovernmental cooperation that is happening in the transportation arena has been affected by ISTEA and TEA-21. These pieces of legislation have shaken up and reinvigorated the process – I hope for the good.
- One fact is that the process is no longer the exclusive domain of state and federal officials. Local officials, community leaders and citizens want a greater say in how transportation is done in their communities. They don't want to find out after-the-fact that a parcel of land is going to be used or that certain roads or bridges are going to be expanded. They want input, up front, into the process.
- To get things done -- and I submit that the goal is still to get things done -- the bottom line is that we need to learn how to communicate and cooperate well with all of these often competing interests, taken into account the nature of the transportation process as well as the constant of NEPA, Clean Air Act, etc.
- Doing so, however, does take effort AND time.



- In addition to local community groups and citizens, American government increasingly shares responsibility with the private sector and non-profit organizations.
- While there are opportunities in this era of growing intergovernmental and other cooperation, there are also challenges, and the government structures are adapting to reflect the job that has to be done.
- The experience of the seven jurisdictions – two states, three counties and two cities) – that border Lake Tahoe in the Sierra Nevada Mountains between California and Nevada is a case in point.
- Because the residents were anxious to coordinate their transportation planning, the region sought and received special legislative language in TEA-21 that allowed it to opt IN to the metropolitan planning process overseen by FHWA and FTA -- a real contrast to some of the examples of areas trying to opt out of the same process.
- Special language was required because the region lacks the permanent population size required to meet the Census thresholds for designation as an urbanized area.
- Nevertheless, the large visitor activity creates urban-type transportation problems that are particularly sensitive given the regional economy's (i.e. tourism's) dependence on the environmental health of the lake, surrounding mountains and forests.

- The region has continually struggled with issues of development and environmental preservation, the difficulties of which are heightened by the existence of multiple local governments that border the lake.
- A bi-state compact approved by the US Congress in 1969 first established the Tahoe Regional Planning Agency (TRPA) to address these interjurisdictional challenges.
- With the authority of the TEA-21 language, the region established the TRPA as a Metropolitan Planning Organization (MPO) for Federal transportation planning and funding.
- This latest designation gives the region greater visibility and focus (vis-a-vis the states of California and Nevada) on the issues of transportation access (vital for tourism) and impacts (vital for environmental preservation).

### **Transportation Planning & Execution -- Past and Present**

- Intergovernmental cooperation in transportation is not new. Since the late 1950s when the Interstate Highway System was being planned and built, we have been trying to find ways to satisfy the critics, which usually helps us do our work better.
- Going back to 60s and 70s, the decision-making process followed a very prescriptive set of rules, with substantial involvement from a variety of federal agencies. OMB Circular A-95 required applicants for federal funding to send their proposals to state or county clearinghouse agencies for review and comment before they could be considered. If nothing else, there was a lot of paper – if not a lot of planning.

- Bruce McDowell, the father of OMB Circular A-95, is with us today -- in fact he did a dissertation on that process. So, I'm sure we'll get his perspective on the history.
- In July of 1982, the Reagan Administration replaced Circular A-95 with an Executive Order, Intergovernmental Review of Federal Programs. This essentially left the decision up to states whether they wanted to set up clearinghouses and continue coordination requirements, and we saw a substantial dismantling of the apparatus.
- Today, Federal/local relationship on planning has been balanced on ISTEA, TEA-21, DOT -- with less involvement from other federal agencies except EPA. The continuity is more with the 3-C transportation.
- A planning process that Congress passed in 1962 requiring all Federal aid highway projects in urban areas must be based on a continuing, comprehensive and cooperative transportation planning process (the 3-C process).
- Augmenting this set of planning requirement is the view, which we hold strongly, that environmental protection and environmental justice are important factors in transportation planning. Both are part of our cooperative approach with state and local governments and MPOs, although not without controversy.
- DOT just announced new environmental and planning regulations which will strengthen the transportation planning process and promote environmentally sound investment choices. And, we are working to implement environmental streamlining in order to consolidate and coordinate reviews among agencies when it makes

sense.

- While we understand the importance of environmental reviews and requirements, we also want to make them timely and sensible.
- If we don't make the process sensible, I fear that we could lose credibility with the private sector and other interests who communicate with the Congress, thus risking sound environmental reviews and safeguards. We have made good progress on the environmental side, and we need to continue to be balanced.
- The impact of this changing processes are not just being felt by state and local agencies.

### **DOT Then and Now**

- DOT also has come a long way in the last decade under the ISTEA and TEA-21 legislation moving from an organization of "stove pipes" to one that tries to work better together. Internally, and with our partners, we call it our ONE DOT management strategy, which basically means we are collaborating across the modes to serve our customers better.
- We were complimented on our progress in transforming DOT in an article in Government Executive magazine this past Spring. Paul Light concluded that DOT is "well on our way to becoming a model for other agencies.
- DOT has come a long way from the days when we were just integrating the Urban Mass Transit Administration into the Department. It's now the Federal Transit Administration. And, that's not just a name change but a reflection that the focus of



transit services extends beyond urban boundaries to the small communities of America, to the tribal nations, and into the National Parks.

- We have also made changes in our grant program management. Our budget used to be strictly structured around each of the modal administrations (highway funds were for highways).
- In recent years, the ISTEA and NEXTEA authorizations have allowed much greater general flexibility to use funds for the best transportation uses, following on the special provisions for Interstate transfer and urban systems flexibility that were pioneered in the 70's.
- Another thing that is changing in DOT is the way we structure the modes to serve its customers. For example, the FHWA, which used to have only strong regional offices and relatively weak state offices has now been replaced with empowered state offices and the four regional offices serve as centers of technical excellence.
- Our Federal Highway Administration is no longer just an agency that hands out \$\$ to build infrastructure. Our programs encourage sustainable development and environmental quality (i.e. CMAQ) and we have begun to pay attention to how our transportation system operates once it's built.
- DOT, in collaboration with other organizations and agencies, has been working to encourage a climate of innovation in transportation -- to encourage the use of new technologies to make our system safer and more efficient. We envision a transportation system for the new century that is cutting edge, using the latest technologies.

- We have also focused more on the communication side of getting transportation projects done in cooperation with local governments and citizens. We have held community building forums and are working with communities like Albuquerque to plan a transportation system that will serve the region well.
- DOT has expanded and improved its collaboration with some other agencies, particularly the EPA, reflecting the close relationship between ISTEA and the Clean Air Act. At the same time, we are less connected with other agencies such as HUD and Commerce that was true when regional planning agencies and the Circular A-95 process existed – at least on paper.
- I think what makes this era challenging for all of us is that we have multiple transformations going on at once, but the key is focusing on the results, doing what makes the most sense in terms of process and cost, and serving our customers well.
- And, now it's time to hear from our distinguished panelists and get their perspective . . .

## Introduction of Panelists:

1. Our first panelist is Hank Dittmar. Mr. Dittmar (or Hank) is President of the Great American Station Foundation and former executive director of the Surface Transportation Policy Project, a coalition of non-profits that pressed for “environmental equity” provisions under TEA-21. Hank has also held positions as an urban airport executive, a transit planner and head of an MPO. In addition to having decades of experience in transportation, Mr. Dittmar is also knowledgeable about environmental issues and is a member of the President’s Council on Sustainable Development. I present Hank Dittmar . . .
2. Bruce McDowell, our next panelist, a NAPA Fellow, is President of Intergovernmental Management Associates and Director of the NAPA project on cooperation/coordination with rural/small community interests (funded by FHWA). Bruce is an expert on MPOs as the author of a study on the successful evolution of MPOs. Let’s welcome Bruce McDowell . . .
3. Matt Chase is currently the Director of Legislative Affairs for the National Association of Development Organizations, which represents primarily rural, small community interests. Mr. Chase was active in lobbying for TEA-21 provisions that support rural and small community issues, including the congressional mandate for the FHWA study. He is also a member of the NAPA panel conducting the study, and we look forward to hearing about transportation issues from the perspective of rural and small communities. Matt . . .

**NOTE:** Reminder to recognize Norm King and Mark Pisano for comments.

Remarks prepared for

**Deputy Secretary of Transportation Mortimer Downey**

for Delivery during the

**Farewell Luncheon for**

**Dr. Fenton Carey**

Orleans House

Arlington, Virginia

Thursday, June 8, 2000, 11:30 am

Thank you, Kelley (Coyner). We come together today not only to say farewell and best wishes to Fenton, but also to celebrate the vigor and the passion that he always put into his work with the Department of Transportation. If you could only use 3 words to describe Fenton Carey, and if you listen carefully, I'm going to use 4, I think they would be:

**Goal-oriented:** Fenton is very skilled at knowing what's important and setting goals to achieve it.

**Innovative:** This trait is the hallmark of everything Fenton does and it's why he's been a major factor behind the Secretary's policy of encouraging a climate of innovation in transportation.



And, **Persistent**: Fenton, as many of you know, is persistent when he has or believes in a good idea -- he is also good at getting people to listen!

We thank Fenton for contributing his talent, his win-win spirit and his energy these past 6 years, and I can truly say that it has made a real and positive difference in the way DOT functions today. Let me offer some examples of the important work that Fenton has led or been involved in.

When Fenton came to DOT from the Department of Energy in 1996, he immediately saw the need for us to exercise more integrated and intermodal planning. So, he nudged Secretary Pena, Secretary Slater and me and other leaders and convinced us that R&D planning had to be an integrated base element of our Strategic Plan and Goals. As you all know -- and should know by heart -- we have 5 major goals: Safety; Mobility; Economic Growth and Trade; Human and Natural Environment; and National Security.

Through our ONE DOT effort, DOT has planned transportation R&D more strategically in order to serve the public well in this new century.

Fenton was also focused on the goal of better integrating all of our federal research and development activities in the transportation arena. He's been a staunch advocate of interagency coordination when it comes to R&D and is happy to supply his knowledge and ability to bring agencies -- large ones included -- and people together. And we all know that's an important trait for someone who's looking to share our slim resources with larger and richer agencies like DOD and DOE. Fenton worked diligently with me and others through the National Science and Technology Committee and, today, thanks to his efforts, we have a more coordinated basic and advanced federal R&D network.

Thanks to Fenton, Congress allowed the Department of Transportation to take over responsibility for the Advanced Vehicle Program (AVP) from the Department of Defense in 1999. It was time the program was moved to a civilian agency, and Fenton was influential in getting that done. DOT is now active in developing, in cooperation with other agencies and the private sector high tech vehicles that will be compatible with future Intelligent Transportation Systems.

Fenton has put his tireless energy to work in the prodigious production of research & technology reports to the White House, the Congress, and for his colleagues, the public and anyone who will read them! Now he is even working on global and Intergalactic plans!

Seriously, these are well-thought-out and concise documents.

Among them are the National Transportation Science and Technology Strategy, which offers a framework for federal transportation R&D.

Another is the National Transportation Technology Plan, which discusses how the federal government can partner with the private sector to deploy new, cutting-edge technologies. And, finally, the National Transportation Research Plan, covers the outlook and research involved in longer term, basic research -- the "Blue Sky" efforts that are necessary if our nation is to remain on the cutting edge of scientific discovery.

Fenton has been persistent in getting us to focus on issues that may not otherwise get the attention they deserve. A case in point is our new approach to human factors -- how a lack of sleep, aging or other factors affect humans their reactions in our transportation system. And, many of his colleagues know how passionate he is about the issue of Transportation Infrastructure Assurance -- protecting our transportation system and our mobility during a national emergency.



Fenton, you've done a fantastic job of helping us make sense of transportation at DOT. And, now you'll be able to put your doctorate in aeronautical engineering and your enthusiasm to work on matters of space science, technology and travel for the NASA Ames Research Center in California.

Fenton, for all of your dedication, hard work and your many accomplishments, Secretary Slater and I want to give you this plaque as a reminder of your excellent service while at DOT. (Read plaque)

And, your colleagues also wanted you and your family to have something that symbolizes your passion for innovation (Hand Fenton coffee table book on the making of the Disney film *Fantasia*). I understand Fenton and his young son, Christian, were among the first to see the newest version of this amazing film on the new IMAX 70 millimeter screen at the Baltimore Science Center. I expect we'll see Christian in the innovative arena soon, helping us carry on the innovation that his father helped establish . . .

Let's all give Fenton a hand (applause). (Introduce Stephen Van Beek)

Remarks prepared for

**Deputy Secretary of Transportation Mortimer Downey**

for delivery during the

**Greater Austin Chamber of Commerce Breakfast**

Stephen F. Austin Hotel

701 Congress (7<sup>th</sup> and Congress)

Austin, Texas

Tuesday, June 13, 7:30 - 8:30 am

Thank you, Rosalyn. And thank you <sup>to the chamber</sup> for inviting me to talk ~~to you~~ about transportation and its impact on our economy, our quality of life, and our future.

Transportation is, and always will be, a key factor in creating and maintaining a strong economy and a good quality of life. Austin's

Chamber of Commerce and your city's leaders <sup>know</sup> ~~understand~~ this linkage.

<sup>I understand that</sup> Mayor ~~Kirk~~ Watson recently named transportation your city's "most pressing public policy issue."

Before I talk about the challenges facing Austin's transportation system, I want to congratulate you on making – for the second year in a row – Forbes magazine's list of best places to live in the United States. And, this year, your city is Number 1! Austin does “have it all” – a strong and growing high tech industry, the honor and amenities of being a capital city, and two excellent universities turning out the engineers, computer scientists and other workers this booming economy needs. You also have a great quality of life, including plenty of culture and recreation.

### **The Challenges of Growth**

While Austin has experienced phenomenal growth that many would envy, your quality of life is beginning to be threatened due to increased traffic congestion and the environmental concerns that can be the byproduct of unplanned growth. But, as you know, there are ways that we can relieve congestion and improve mobility -- and like everything else these days, technology will provide some, if not most, of the remedies.



You recently began an important study to help voters decide if Austin should invest in a light rail system. And, I see you'll be using the extensive research and survey capabilities of the Center for Transportation Research at the University of Texas and the Texas Transportation Institute at Texas A&M. In addition to asking the right questions – such as “What are the Costs and Benefits? and “What will the impact be on congestion and mobility? – you are going to debate and discuss the issues with the public. This is certainly the best approach for making such an important decision.

While I have worked on issues involved in all modes of transportation, I spent more than a decade <sup>responsible for</sup> ~~operating~~ the capital investment side at the Metropolitan <sup>Transportation</sup> ~~Transit~~ Authority in New York City. During that time, we invested \$20 billion to turn the system into a safe and efficient one.

I'm pleased to see that Capital Metro's ridership has doubled over the last 10 years, and even more impressed that ridership for the first half of this year is 7.7% higher than the first half of last year.

I'll admit that I am a fan of transit, <sup>but</sup> ~~and~~ that's an easy decision for a New Yorker. There are many things I could say in support of public transportation, from its environmental to its quality-of-life benefits. Transit does offer people a choice. If taking their car means they have to spend 45 minutes commuting, they may save time by taking transit – not to mention catching up on some reading or sleep. It's also statistically safer for people to take transit compared with driving, particularly for longer commutes. And, public transportation helps communities to cut back on sprawl. If you offer a clean, safe and efficient public transportation – whether it be buses, light rail or <sup>commuter</sup> trains – such sprawl can be reduced.

When breakfast is over, I'm heading ~~over~~ to the Americans with Disabilities Act Torch <sup>Relay</sup> ~~Rally~~ and a celebration of the 10<sup>th</sup> anniversary of passage of this important law. Public transportation is something that workers and people with disabilities often rely on for mobility – another factor that your city has taken into account in its transportation plans.

In fact, the City of Austin is ahead of the curve when it comes to ADA issues and transportation access. Not only is Capital Metro's fleet 100% accessible, but it has been that way since 1993!

Capital Metro has also made great strides in providing information in alternative formats for people who cannot use printed text. They're even ahead in making their website accessible to the hearing and sight impaired.

Last year, at DOT's ceremony marking the 9<sup>th</sup> anniversary of the ADA, Austin was one of four cities recognized by Secretary Slater as an example of "best practices" in transportation and mobility.

In addition ~~its transit system~~, Capital Metro, the Austin Department of Public Works, and the community have been working together to ensure that the pedestrian system – the sidewalks, trails and paths that are the most basic link in moving people – is also accessible.



In most cities, this means installing curbscuts; Austin is installing curbscuts - but you are also taking the *extra -- but sensible -- step* of creating new sidewalks where none existed before! And a program has been established to install audible street-crossing signals where they're needed. This is an excellent example of using technology to make transportation -- and people's lives -- better.

### **The Internet Economy**

Technology seems to be the central force behind growth in Central Texas and around the country. The Internet is an important part of what some are calling the "New Economy."

Just last week, the University of Texas reported that jobs linked to the Internet grew by 650,000 in 1999 and that the Internet economy now supports more than 2.4 million workers -- more than insurance, communications and <sup>the</sup> public utilities industries combined. (~~Need to~~ ~~check this~~) The Internet economy was worth \$524 billion last year -- a 62% increase from 1998 -- and could reach \$850 billion this year, according to the report.

But, regardless of how lucrative this Internet economy is, it still requires planes, trains, trucks and other transportation to deliver the goods sold via e-commerce. You can buy a new Cadillac or even a dog on-line, but you can't download them or return them if they turn out to be not quite what you want!

In addition to the ability to purchase more "toys" through e-commerce, our healthy economy has allowed us to invest in building a multimodal transportation system for the 21<sup>st</sup> Century. And, please note the word multimodal (or "intermodal"). This is an important concept in planning transportation because, in order to achieve top performance, <sup>all parts of the</sup> a transportation system must work well together.

For more than 7 years, President Clinton and Vice President Gore have focused their attention on creating a government that encourages innovation and supports a strong economy. And, I think that goal has been more than met. Since 1993, 21.2 million new jobs have been created nationwide, and unemployment is at about 4% nationwide, the lowest rate in 30 years.



In June, we will enjoy the 110<sup>th</sup> consecutive month of economic expansion, the longest expansion ever in U.S. history. That economic growth has allowed us, over the last two years, to pay down more than \$140 billion of the national debt and we are continuing to pay down even more -- a projection just raised to \$360 billion total by the end of FY 2000.

This Administration remains committed to a strategy of fiscal discipline keeping our economy strong and paying down all publicly held debt by 2013 -- leaving far more room in the economy for private and state and local government investment at affordable interest rates.

Our strong economy gives us an opportunity as well to invest in our transportation system to meet the demands of this new century, and much of this investment will be done through the Transportation Equity Act for the 21st Century (TEA-21).

## **Federal Transportation Funding**

TEA-21 will continue to be our guide to Federal investment in transportation infrastructure over the next several years and it will invest well over \$200 billion from 1998 - 2003. This sounds like a fortune, but remember that funding is being sought for projects in 50 states.

The Clinton Administration has proposed a record \$55 billion budget for our national transportation system for FY 2001, the highest level to date in the history of the Department. A record \$39 billion is proposed for infrastructure investment to improve mobility, including \$30.4 billion to maintain highways and build new roads and bridges and \$6.3 billion for mass transit.

Since 1993, Texas has received millions of dollars in new TEA-21 funding. This funding is helping to build needed roads, replace bridges, and to develop transit systems that will help to relieve congestion.

Federal transportation funding is helping to ensure that our transportation system can handle the increased movement of people and goods resulting from the ~~the North American Free Trade Agreement~~ <sup>NAFTA</sup> ~~(NAFTA)~~. Last week, ~~our~~ <sup>that</sup> Secretary of Transportation Rodney Slater announced 6 projects in Texas totaling more than \$18 million will be funded under DOT's "Borders and Corridors" programs for fiscal 2000. Among the projects being funded are an environmental study of proposed construction from northeast Texas to the lower Rio Grande Valley, construction work at the Paso del Norte International Bridge, and installation of automated vehicle weight and identification systems at 4 Laredo points of entry. By 2003, when TEA-21 will be up for reauthorization, the federal government will have invested more than half-a- billion dollars in border and corridor infrastructure.

Texas has also received \$955 million in federal airport improvement funds, including ~~\$8 million~~ <sup>Funds</sup> to help rehabilitate the terminal at the Austin Bergstrom International Airport.

## **Conclusion: Making Communities Livable**

In 1994, President Clinton and Vice President Gore inaugurated their Livability Initiative, strengthening partnerships across the country to reinforce and promote more livable communities. The Initiative seeks to assist cities and communities that are seeking new and better ways to handle growth.

All of DOT's programs and responsibilities – from highways to airports, and from rail to transit – affect the livability of our Nation's regions and their communities.

Bike routes, bus or rail lines, train stations, streets or sidewalks, can be focal points for strengthening community life and for improving the viability of commercial ventures.

Through this initiative, we are providing communities like Austin with new tools and resources to preserve green space, improve safety, ease traffic congestion, and pursue regional “smart growth” strategies.

As you have recognized in Austin, communities must find ways to use transportation more effectively to link growth strategies, land use plans, safety, environmental quality and economic development.

I compliment the Chamber and its members on your work to ensure that your transportation system serves the citizens of Austin well in this new and exciting century. *We want to be your partners in this effort.*



Remarks prepared for  
Deputy Secretary of Transportation Mortimer Downey  
for Delivery during the  
**Spirit of ADA 10<sup>th</sup> Anniversary Torch Relay**  
**American Association of People with Disabilities**  
State Capitol Building  
Austin, Texas  
June 13, 2000  
9:15 am

It's a great honor to be here in Austin today to participate in this *great event as we*  
~~momentous occasion~~ marking the 10<sup>th</sup> anniversary of the Americans  
with Disabilities Act (ADA).

I'm pleased to be able to join you in renewing *the national* ~~our~~ commitment to  
equality of opportunity, *and* full participation, *to* independent living and  
economic self-sufficiency for all people with disabilities.

*We all know that*  
Transportation is a key factor in achieving those goals. And as our  
*Secretary Shaker*  
Secretary of Transportation has said, "Accessibility is a civil right, and  
every American is entitled to it."

The passage of the ADA represented a landmark in civil rights law for people with disabilities, delivering <sup>to</sup> for the disability community the <sup>wherein</sup> ~~of~~ our Nation's founding.

Certainly we've come a long way since 1990 <sup>or ever since</sup> and 1997, the year that some of the disabled ~~and other~~ <sup>personal</sup> advocates brought bus accessibility problems to Secretary Slater's attention during an event at the LBJ Institute (University of Texas at Austin). Some of you may have been there.

Secretary Slater ~~kept~~ <sup>kept</sup> the promise ~~he made~~ <sup>he made</sup> then to act as quickly as possible to make intercity buses accessible to people with disabilities, <sup>and he has</sup> ~~kept his promise~~. This helps not only people with disabilities, but their families and the communities in which they live and work. Today, bus operators are <sup>government is advising,</sup> buying accessible buses, and all fleets will be made completely accessible by 2012.



Since Rosa Park refused to move to the back of the bus in (year),  
transportation has been a touchstone in the civil rights movement. The  
ADA is another <sup>very</sup> important milestone <sup>in our natural journey towards</sup> ~~along the way~~ <sup>equality</sup>.

The fact that transportation has played a central role in the civil  
rights movement is <sup>but</sup> a reflection of its importance <sup>all of</sup> in our daily lives. The  
key function of transportation, at its most fundamental level, is to  
provide <sup>this</sup> basic mobility <sup>that makes for a ~~functioning~~ available</sup> for society. It provides the critical link ~~that~~ —  
<sup>ing</sup> allows each of us to participate in the full range of societal activities,  
including work, school, commerce, and recreation.

Yes, we've accomplished a lot in the last 10 years, but there is  
always room for improvement. Last summer, the U.S. DOT unveiled a  
new website that focuses on transportation access issues, and I  
encourage you to visit the site and to give us your comments.

I'd like to take this opportunity to recognize the City of Austin for  
being ahead of the curve when it comes to ADA issues and  
transportation access. Not only is Capital Metro's fleet 100%  
<sup>so</sup> accessible, but it has been <sup>^</sup> since 1993!

Capital Metro has also made great strides in providing information in alternative formats for people who cannot use printed text. They're even ahead in making their website accessible!

Last year, ~~again~~ at DOT's ceremony marking the 9<sup>th</sup> anniversary of the ADA, Austin was one of four cities recognized by the Secretary as an example of "best practices" in transportation and mobility. in terms of accessibility to people with disabilities.

In addition to <sup>its</sup> the transit system, Capital Metro, the Austin department of public works, and the community have been working together to ensure that the pedestrian system – the sidewalks, trails and paths that are the most basic link in <sup>moving people</sup> the transportation system – is <sup>also</sup> accessible.

In most cities, this means installing curbcuts; Austin is installing curbcuts - but <sup>you</sup> they are also taking the <sup>— but sensible —</sup> extra <sup>^</sup> step of creating new sidewalks where none existed before! And a program has been established to install audible street-crossing signals where they're needed.

This is an excellent example of ~~how we're~~ using technology to make transportation -- and people's lives -- better.

In addition to improvements on land, we have worked hard to make <sup>air</sup> travel ~~by air~~ easier and safer for the disabled. The Air Carrier Access Act prohibits discrimination by U.S. and foreign air carriers on the basis of physical or mental disability. Last week, our Secretary of Transportation Rodney Slater announced that the rule will now apply <sup>equally</sup> to foreign air carriers. Anyone who believes they have been treated unfairly or unlawfully when flying may submit a complaint to the Department's Aviation Consumer Protection Division.

These successes in making transportation fully accessible and considerate of the needs of the disabled demonstrate how far we've come. They also serve as an example of how transit and other transportation providers, government and the disability community can work together to ensure that transportation is an enabler of opportunity, not a barrier.



In recognizing these successes, however, we also need to remember that the ADA is more of a journey than a target. Just as the City of Austin wasn't built in 10 years, full access requires continued vigilance. <sup>to achieve the promise</sup> ~~There is still a great deal of work remaining to deliver on the~~ ~~ADA's promise.~~ Transit providers nationwide are continually improving their efforts to deliver accessible service to people with mobility, hearing or vision disabilities.

As a result, the United States has become <sup>a</sup> ~~one of~~ the world's models for accessible transit service. Japan will pass legislation in the next few days called the "barrier free access law." It is modeled on the transportation provisions of the ADA.

<sup>Similar</sup> ~~Other disability~~ anti-discrimination laws are under consideration in the United Kingdom, Australia, and other nations worldwide. The ideas of the ADA – and the transportation technology innovations it <sup>has</sup> encouraged – have become a valuable U.S. export ~~from the U.S.~~

<sup>easily</sup>  
This progress has not come easy. As we gather here today to celebrate 10 years of progress under the ADA, I am ever mindful of the fact that the Supreme Court has once again agreed to hear a case challenging the Constitutionality of Title II of the ADA.

Title II is the part of the ADA that covers State and local governments, including the requirements for transit systems like Capital Metro and for curbcuts in sidewalks.

The Supreme Court will likely rule on the case this year, and I hope they'll do the right thing and keep Title II intact. To date, two U.S. Circuit Courts have ruled against Title II, while several others have upheld it.

As President Clinton has said, we must "ensure that our policies create independence instead of dependence ... inclusion instead of exclusion ... and integration instead of segregation."

Do & like  
Nancy  
we should  
to review  
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sect

*As we look forward to the*

On this, the 10<sup>th</sup> anniversary of the Americans with Disabilities

Act (ADA), I thank the people of Austin for working so hard and well together to bring the promise of the ADA to life.

Thank you.

TRANSMITTED/STORED JUN. 6. 2000 8:53AM  
MODE OPTION

REASON FOR ERROR  
E-1) HANG UP OR LINE FAIL  
E-3) NO ANSWER

E-2) BUSY  
E-4) NO FACSIMILE CONNECTION



Washington, D.C. 20590

# FAX COVER SHEET

Date: 6/6

Ph #: \_\_\_\_\_  
Ph #: \_\_\_\_\_  
Ph #: \_\_\_\_\_

From : Blawie  
Ph # : 202-366-2222

Re : Austin Texas

**Message :**



Remarks prepared for

**Deputy Secretary of Transportation Mortimer Downey**

for delivery during the

**All-American Roads and National Scenic Byways  
Designation Announcement  
USDOT and FHWA**

Room 106 Dirksen Senate Office Building  
Washington, DC  
Thursday, June 15, 2000  
9:00 am - 10:30 am

Thank you, Jim (Oberstar) and good morning everyone.

We have come together today to <sup>celebrate</sup> ~~announce~~ this year's All-American Roads and National Scenic Byways. ~~As a result,~~ These roads ~~will~~ <sup>now</sup> and byways will be eligible for grants under our Scenic Byways program. But <sup>note</sup> this program and <sup>are</sup> their selection <sup>is</sup> not so much about funding or highway projects, but much more about preserving ~~these~~ treasures of our American heritage.



Theodore Roosevelt, our former President <sup>so much ahead of his time as an</sup> and perhaps one of the nation's first environmentalists, once said of our national landscape:

***The ages have been at work on it, and man can only mar it.  
What you can do is keep it for your children and your children's children.***

In the spirit of Theodore Roosevelt and for the good of future generations, President Clinton has protected more land in the lower 48 states than any president in history. At the same time, he has implemented policies that have helped America to achieve record economic growth and job creation nationwide. He has proven that we can have achieve economic prosperity and environmental quality.

Our FHWA Scenic Byways program is one of many ways <sup>we can work</sup> ~~this~~ <sup>together to</sup> Administration is working to ensure our nation's environmental quality.

Environmental protection is important to the American people, <sup>and</sup> ~~and~~ they have demanded that government and industry act to protect our national

treasures. <sup>And at the same time they want access to</sup>  
<sup>enjoy these national assets</sup>

I'd like to describe a few of the roads and byways that we honor today . . . and I guarantee you will want to visit them once you've heard or read about them!

The panel of professionals that Ken Wykle described chose the "North Shore" of Minnesota as an All-American Road this year because "it has what no other place in the Midwest has to offer." The 123-mile stretch has an inland sea, a mountain backdrop, and plenty of unspoiled Wilderness. It's a nature-lover's wonderland, ~~and is noted for its~~ ~~memorable scenery~~. (This road is located in Rep. Oberstar's District)

A couple of weeks ago I visited Albuquerque, New Mexico to attend a conference and an event celebrating <sup>local</sup> ~~its~~ efforts to reduce sprawl and improve the economy by investing in transportation. As part of the visit, I was able to see plans for the city's transportation center and see <sup>the historic</sup> improvements made to Route 66.  
A

Today, we will designate Route 66 a National Scenic Byway <sup>of the special place it</sup> because it occupies ~~a special and historic place~~ in American popular culture and history. Route 66 played a prominent role in social change that took place during the last half of the 20<sup>th</sup> Century. (Line about what to be added). This 60-mile highway has come to represent America's increasing mobility and spirit of adventure.

We also accepted the panel's recommendation to designate New Mexico's Turquoise Trail in Central ~~New~~ Mexico as an All-American Road. This road was already a Scenic Byway and a National Forest Scenic Byway, so we've moved it up to the All-American category. This route, from Albuquerque through the Sandia Park to Santa Fe, offers exceptional scenery as well as archeological and recreational activities.



Alaska is <sup>an ever-</sup> ~~becoming~~ a popular state to visit because it ~~offers~~ <sup>it offers.</sup> of the phenomenal landscape, wildlife and adventure. Today, we will designate the Seward Scenic Byway (Highway 9 north) in South-central Alaska an All-American Road. Since it was named a Scenic Byway in 1998, Seward's byway organization has been implementing its corridor management plan, including improving access to bike paths and adoption of designs for recreation.

And, I want to say a few words about one of today's upgrades -- the Las Vegas Strip Scenic Byway will become the Las Vegas Strip All-American Road. This 4.5-mile boulevard is, without a doubt, an American icon. It is known both nationally and internationally as a "destination unto itself." Walking and driving the strip at night is a neon experience that is an attraction for thousands of visitors each year. This does not mean that the FHWA or DOT <sup>is taking a position on</sup> ~~condones~~ gambling! —  
the scenic experience is yours to enjoy from outside.

~~That~~ Cleech this again —  
I understand we were wary of "All-American"  
because no team hadn't agreed that  
it could be scenic byway.



And

Now, I'd like to introduce Cindy Burbank, our Federal Highway Administration's Program Manager for Planning and Environment, <sup>to</sup> ~~who~~ <sup>about the</sup> ~~will~~ tell us ~~which~~ roads and byways have been designated as All-American Roads or National Scenic Byways for the Year 2000.

Cindy . . .

Minor  
Changes

Remarks prepared for  
**Deputy Secretary of Transportation Mortimer Downey**

for Delivery during the

**Navy League's National Convention**

Philadelphia Marriott Hotel

1201 Market Street

Philadelphia, PA

Saturday, June 17, 2000, 1 pm

Thank you, Admiral Fisher (RADM (USN ret.) John "Jack" Fisher, National President of the Navy League). The is certainly an appropriate city to hold a Navy League Convention. Philadelphia is an enduring symbol of the Liberty and Democracy that America must continue to defend in this challenging new century.

That is exactly what President Clinton talked about in his commencement address at the U.S. Coast Guard Academy last month. The President spoke of the need to remain vigilant in countering terrorism, ethnic, racial and religious conflicts, the development of

weapons of mass destruction, drug trafficking and other threats to our national security.

He primarily focused on 3 challenges in New London<sup>his</sup> <sup>^</sup>speech:

- 1) The challenge of technology that can be used for destructive rather than constructive or creative purposes;
- 2) The challenge of globalization and how we need more security cooperation, not less; and
- 3) The challenge of greenhouse gas emissions and climate change.

The President's main message was that, in many ways, the world -- and our national security concerns -- have become and will continue to be greater and more complex. Near the end of his speech, the President said:

***In all of these challenges, the Coast Guard will play a vital role . . . I will recommend to the next President that America continue to support the Coast Guard's Deepwater Project, so you have the ships and planes you need to meet the challenges that face us. We cannot meet threats to the future with a Coast Guard fleet from the past.***

The men and women the President was speaking to -- the men and women who serve in the Coast Guard -- are hardworking people with a variety of skills. One reporter last year referred to the Coast Guard as "Congress's favorite servant for any problem that's wet." That's a pretty fair characterization. It seems they are everywhere -- at sea and in our waterways, from saving lives and intercepting illegal drugs, to breaking ice in Antarctica to supporting deep sea scientific research.

And, we are proud that the Coast Guard recently received an "A" grade from an independent review of government reported earlier this Spring by *Government Executive* magazine. The Government Performance Project (GPP), a Pew Charitable Trust study, was conducted from Syracuse University's Maxwell School of Citizenship & Public Affairs. Of the 20 federal agencies analyzed to date, only the Coast Guard and the Social Security Administration received an "A."



## Assessing the Future

Because the Coast Guard plays such a vital role both in peacetime and in our national defense system, we saw <sup>that it was timely</sup> a need to do an in-depth and rigorous review of the organization. Our work as an independent Interagency Task Force began in April of 1999. Less than 10 months later, we submitted our report to the President outlining the current duties and resources that the Coast Guard possesses and what we believe it needs to continue to fulfill its missions. A good one-line summary of what we found is that:

**The nature of the Coast Guard as a military, maritime operating agency that relies on well-trained personnel employing multi-mission capital assets will endure for the foreseeable future.**

President Clinton confirmed this in a letter he wrote to Secretary of Transportation, Rodney Slater, after reviewing the Task Force Report:

***The report makes it clear that a robust Coast Guard will be vital in the 21st century to protect and promote many of our nation's important safety, economic, and national security interests.***

The Task Force was convened by executive order to provide a cross-government assessment of the future environment in which Coast Guard services will be required to operate over the next 20 years. This is another in a series of Coast Guard Roles and Missions, including four since World War II.

In addition to Admiral Loy and myself from DOT and the Coast Guard, there were seven departments and agencies (State, Justice, Commerce, Defense, Labor, Treasury & EPA) and seven White House entities (OMB, NSC, Cabinet Affairs, NEC, DPC, ONDCP and CEQ) represented on the Task Force, all of whom have a stake in our maritime affairs.

Getting such a diverse collection of agencies to agree to anything is usually a difficult process, but we found no difficulty in agreeing on the Coast Guard's future. In the assessment, Task Force members considered whether missions or functions should be added, enhanced, reduced or eliminated as well as what tasks might be performed better in the private sector, by the states or perhaps another federal agency.

We analyzed the nation's maritime threats and challenges; heard thought-provoking testimony from non-governmental and governmental witnesses, including a stimulating session on national defense from Andrew Hoehn of the Pentagon, Admiral Tom Fargo, and General Charles Wilhelm. We visited many Coast Guard units, including a drop-in on the Cutter BEAR during her Mediterranean deployment with the Sixth Fleet and a <sup>fishing</sup> ~~fighter~~ patrol deployment in the Bering Straits.

Our assessment came to six over-arching conclusions, which are:

1. Coast Guard roles and missions support national policies and objectives that will endure into the 21st century.
2. The United States will continue to need a flexible, adaptable Coast Guard to meet national maritime interests and requirements well into the next century.
3. The re-capitalization of the Coast Guard's Deepwater capability is a near-term national priority. (A subject I'm going to talk more about in a few minutes.)

4. The Integrated Deepwater System project is a sound approach to that end, and the Interagency Task Force strongly endorses its process and time line.
5. In order to hedge against tomorrow's uncertainties, the Coast Guard should be rebuilt so as to make it adaptable to future realities.
6. In keeping with its well-deserved reputation as one of the federal government's most effective and efficient organizations, the Coast Guard should continue to pursue new methods and technologies to enhance its ability to perform its vital missions.

I am grateful to the Task Force for its rigorous analysis, and I thank the many contributors who supported this high-level, independent review, including Rear Admiral Dennis Sirois, Captain John Crowley, and the rest of the Coast Guard staff. We were particularly grateful to the Center for Naval Analyses for their excellent analytical efforts.



So today, we can report that we've completed 2 of last year's key short-term priorities -- the Y2K rollover and the Roles and Missions study -- with positive results. The one crucial difference is that the Y2K effort is over! The task force report, on the other hand, remains an important national maritime policy document to underpin policy and budget issues for some months and years to come.

Coast Guard Commandant Loy's third short-term priority for 1999 was rebuilding the workforce. That job is not finished yet, but we've made significant progress. I'm pleased that we have rebuilt the Coast Guard Reserve to its authorized strength. As for our active duty force, we are optimistic that we can reach our goal of authorized strength by the end of Fiscal Year 2000, if Congress is supportive in the appropriations process.

### **The Coast Guard – Meeting National Priorities**

In the maritime environment, a complex mosaic of maritime users, interests, and trans-national dangers—including pollution, over-fishing,

illegal migration, drug smuggling, international terrorism, and weapons of mass destruction, to name a few -- are challenging America as never before.

But, the Coast Guard's unique characteristics as a maritime agency -- with regulatory authority, law enforcement authority and military capability -- offer this and future Administrations a highly motivated, well-trained, cost-effective service with a demonstrated competence to meet changing national priorities.

This multi-mission capability makes the Coast Guard one of the most efficient agencies in government -- multiple outcomes from a single capital base give the American taxpayer maximum "bang for the buck" from the Coast Guard. As one of the nation's five armed services, the Coast Guard is a specialized, capitalized, complementary, non-redundant force-in-being which is available to the Commanders in Chief as a specialized instrument of the nation's security.

I emphasize non-redundant because in *no way* does the Coast Guard intend to compete with the Navy. America already has the

world's best Navy and one's enough. What we do need is to ensure that our nation has a modern and efficient Coast Guard, one that is ready to perform its multi-mission functions and ready to assist Navy forces in the national defense when the CNO calls.

### **Deepwater Modernization – 21<sup>st</sup> Century Priority**

The U.S. clearly faces a variety of maritime challenges in the future. These challenges include: maritime security threats such as illegal migration and contraband smuggling; resource protection threats involving both living and non-living marine resources; asymmetric and non-military threats to include weapons of mass destruction and terrorist activities; continued U.S. support of U.N. sponsored sanctions and security operations; and the security, defense, and resource protection implications of the U.N. Convention on the Law of the Sea.

Therefore, national policy for the Coast Guard, and today's capitalization decisions that are derived from that policy, must enable tomorrow's Coast Guard to adapt to future realities.

A key means of essential and sustained Coast Guard performance - one of the Task Force's major conclusions -- is modernization of the Coast Guard's Deepwater assets.

The Coast Guard's Deepwater ships, aircraft, and C4ISR (Command, Control, Communications, Computer, Information, Surveillance & Reconnaissance) assets are all nearing the end of their economic service lives. Of the 41 comparably sized navy and coast guard fleets in the world, only two are older than our Coast Guard deepwater fleet. But more significant than their age is the consideration that our current assets simply do not provide the range of well-integrated capabilities we need to perform our missions. And they get more expensive to maintain and operate every year. Therefore, planning for and modernizing these capabilities must begin now.

The Deepwater acquisition project is a sound approach to that end and the Interagency Task Force strongly endorsed its process and timeline. We support the Coast Guard's performance-oriented



"requirements" approach to recapitalizing and modernizing its "Deepwater" assets.

The Deepwater Capability Replacement Project has been designated by Vice President Gore as a Reinvention Lab under his National Partnership for Reinventing Government. As such, the procurement team is empowered to test new ways of doing the government's business and share the lessons learned with other government agencies.

While the Coast Guard received an A from the independent review I mentioned earlier, it is certainly not perfect. The Task Force did receive testimony that there may be ways for the Coast Guard to improve its efficiency. The Task Force examined such areas as improving the ability to obtain and use intelligence information, improving the ability to operate with other agencies, competition of non-inherently governmental activities, cutter crewing, and civilianization of the vessel inspection function. We'll be working on

these so that the Coast Guard can continue to provide excellent service to the American people at the right cost.

The President's FY01 budget calls for an increase in the Coast Guard's operating budget to \$3.2 billion, or 9% \$260 million more than FY 2000. We have also endorsed an FY 00 supplemental to assure that Coast Guard personnel get parity with DOD personnel in terms of compensation and benefits. And, we have asked Congress to approve an increase in our Capital budget of 34%, to \$520 million, so that we can wrap up other investments – like buoy tenders, and a replacement for our Great Lakes icebreaker – <sup>and</sup> ~~so we can~~ clear the decks for the work of rejuvenating our Deepwater fleet. I am confident that Congress will support this increase as a step towards restoring our readiness to a level appropriate to our mission requirements across the board.

## Conclusion

As the Coast Guard enters the 21st century in service to our nation, an increasingly complex system of maritime interests and users will challenge the Service as never before.

America will need safe, efficient, and reliable waterways, It will need a guardian of safety and the Law of the Sea. It will need protection of marine resources on the high seas, at the maritime borders, along the coasts, and in the inland waterways.

to carry 95% of our nation's world trade.

America will need a Coast Guard capable of operating alongside the other U. S. Armed Services to support the Nation's security strategies and policies. The Conclusions and Recommendations contained in our report, if followed, will mean the Coast Guard can chart its course for the 21st Century and remain Semper Paratus (Always Ready).

Remarks prepared for  
**Deputy Secretary of Transportation Mortimer Downey**  
for delivery during the

**Executive Session on  
Public Sector Performance Management  
*The Press's Perspective and Implications  
for Performance Management***  
Harvard University  
John F. Kennedy School of Government  
79 John F. Kennedy Street  
Cambridge, Massachusetts  
June 19, 20, and 21, 2000  
4th Meeting

Steve  
Thank you, Shelley (~~Metzenbaum, Direction/Performance~~  
~~Management Project, John F. Kennedy School of Government~~) and  
good afternoon. ~~During~~ <sup>is intended to</sup> this session, ~~we will~~ focus on the press's  
perspective of reporting on government and <sup>what that means</sup> ~~the implications~~ for  
performance management.



Before we get into the group discussions, <sup>Shelley</sup> ~~Professor Metzenbaum~~  
has asked me to <sup>lay out</sup> ~~make~~ some propositions based <sup>me</sup> ~~on our~~ <sup>met was</sup> last session, held  
on April 25, *Measuring Government Performance: The Role of*

*Reporters, Academics and Practitioners.* <sup>In</sup> ~~During~~ that session, we <sup>had</sup> ~~heard~~

~~heard from~~ reporters and editors from 9 prominent publications as well  
<sup>several people from around his table</sup>  
as ~~from public officials~~ (such as David Walker, U.S. Comptroller

General, General Accounting Office) and <sup>some of the usual suspects</sup> ~~academia~~ (such as Joseph

Nye, Jr., <sup>from the</sup> ~~Dean~~ John F. Kennedy School, <sup>The session tried to elicit why</sup> ~~of Government~~ about how

government and its performance is <sup>or</sup> ~~both~~ covered ~~and~~ not covered ~~and~~

~~why~~. We heard many intriguing examples, some of which I'll mention

<sup>speaking for myself and I hope for others, I think there were</sup>  
in a moment, and ~~Professor Metzenbaum and I think that we learned~~

<sup>learned.</sup>  
some valuable lessons ~~from that session.~~

I'd like to begin by posing <sup>all</sup> 3 propositions, <sup>based on that session and on a lifetime of scars,</sup> then briefly describe  
<sup>as well as some subpropositions.</sup>  
each one, Proposition number:

1. <sup>be a positive factor in driving</sup> The Press can ~~drive~~ government accountability and good  
performance.

2. Government officials need to understand what reporters and editors need to do <sup>if they are going to produce</sup> thorough, accurate stories.
3. Government needs to educate the Press. <sup>There</sup> We need to ~~provide~~ <sup>be</sup> ample access and information to the news media so that they can learn, firsthand, what the goals are, how things get done, and what <sup>the</sup> ~~its~~ plans are for improving <sup>government</sup> performance.

My first proposition, based on both on the session and on my own experience, is that ~~the Fourth Estate~~ (the Press) can have a positive influence on government performance <sup>when it shines</sup> ~~by shining~~ a light on how we do our work, <sup>on</sup> what the results are, and what we learn from the results. In other words, the Press can drive accountability. ~~A case in~~

Some examples from the session include Tom Ricks' description of his coverage of the U.S. Navy. Armed with an invitation from Secretary Danzig to go anywhere + talk to anyone, Tom was able to point up the gap between policy and performance on the use of Navy personnel. As a means of finding out what was really going on, it was most effective — but wouldn't have



happened without the approval of top leadership and their willingness to hear an objective appraisal.

A similar outcome was associated the Labor Department's decision to put the spotlight on sweatshops even at the risk that the outcome would reflect negatively on Departmental efforts. In fact, when it brought Kahrie Lee Gifford out front <sup>the coverage</sup> ~~it~~ indeed leveraged the department's work.

on the other hand, as an indication that you can't control the process, it was generally agreed that Steve Barr's report on the IRS correctly diagnosed the problem as a systematic failure, but the political reaction was instead to demonize the individual.

And in a local story, we found that some accurate data in the hands of the media was a faster route to management reform than Bush's Big Dig than a stack of audit reports.



There are other examples of positive ~~examples~~ use of the press — and not that I'm not referring to them as a "tool" of performance management. It is in fact their independence that makes them a useful participant

- Norman Darg talked about how the press can be part of the feedback loop. If you are serious about your performance goals — say, on 72 hours action or pot holes or in my experience, graffiti-free subways, just announce your goal and wait for the public to provide that feedback via the beat reporter.

- Another example is in the use of <sup>and communication</sup> press strategy to speak to your employees and partners. It's one thing to communicate to them directly, but that communication is reinforced and validated when it ~~becomes a~~ ~~press~~ is filtered through the press.



Overall, there is a <sup>here</sup>

~~The Lesson Learned~~: Enlisting the media to cover a problem can help government by bringing heightened attention to it. But, as we in government and industry know well, the timing of when you let the media cover problem issues as well as how you pitch it can be critical. We can seldom control how people -- in the public or the media -- will react or what other stories may take their attention away.

**Proposition 2: Understand what reporters and editors need in terms of news worthiness and deadlines.**

<sup>Those of us who are undoubtedly</sup>

~~While I'm not a~~ <sup>journalist</sup> ~~know~~ <sup>have</sup> some sense of what their needs are and what gets them to cover an event or an issue. First and foremost, it must be newsworthy, meaning that people

(readers or viewers) will be interested enough to read the story or watch

<sup>There's a reason for this -- and it was explicitly discussed. The media are in business -- surprise, surprise -- to make money.</sup>  
the broadcast. There are literally a million issues reporters and editors

could decide to cover, so they <sup>are going</sup> ~~have~~ to prioritize and focus on the stories

they think are the most timely and relevant to <sup>what they hope is a growing</sup> ~~their~~ audience.

There is a downside to his fact,  
 In April, some participants pointed out that it's often the negative  
 or the sensational that the news media focuses on in this age of  
 "infotainment." In some cases, <sup>that's probably</sup> ~~I think that's~~ true. But, I also think that  
 most news organizations are trying to report what the public both wants  
 and needs to know most of the time.

What was more positive in terms of  
 getting our message across was the  
 realization that the media is in agreement  
 that it is outcomes that matter. To that  
 extent, we are very much in alignment.

Where we differ is in how one  
 presents these outcomes. Some very good  
 reporters and editors told us, frankly,  
 that they are looking for stories, and  
 that ~~so~~ good stories are a lot like  
 good fiction (with, however, one major  
 difference in terms of factual content).  
 Otherwise, as in a good piece of fiction,  
 good journalism depends on strong



8)

characters, good dialogue, believable setting and the like -

The message was that if you want good coverage of your activities, you need to give access where the action occurs — outside the Beltway, with the colonels + captains rather than the generals + admirals, with the front line workers.

And if that's where we really want change to occur, it should make sense to offer access to those who are effecting the change.

Another place where our efforts seem to be in alignment with the media is in the provision of useful (emphaze useful) information on government performance.

Steve Kelman noted the acres

(9)

of newsprint being devoted to reporting  
~~se~~ comparative <sup>school</sup> test scores here in  
Massachusetts.

And I expect that the following  
DOT is report on airline customer  
service — comparing actual results to airline  
management's promises — will be a  
real best seller.

This is the kind of  
information that the  
media are happy to disseminate —  
and if they are slow, we are now  
in a position to get the information to  
make our own distribution.

**Proposition 3: Brief the Press frequently and thoroughly.**

Government needs to provide better and ample access and  
information to the news media so that they can learn, firsthand, what the  
goals are, how things get done, including where there are problems that  
it's trying to solve. This is an investment of time that can

pay good dividends.



We shouldn't assume that the reporter, or even the editor, knows the topic well enough to report on it intelligently. Government can and should take the time to provide the necessary background so the reporter can understand the full context, including the competing factors that may lead to a problem. If a reporter is going to report on a problem, it's better to have them capture the entire story accurately rather than having them focus on some element that may not be terribly relevant.

One frustrating fact is that the effort is seldom complete. New beat reporters show up regularly and need ~~to~~ your attention. But even this can be an opportunity. A junior reporter at the session expressed his appreciation at being given fair access and information as he developed his reporting skills.

Jane Garvey may not want me to share his ~~with~~ thought, but in fact the F&A Public Affairs Office regularly invites beat

reporters to attend its crash investigation training so that they

understand the process of how the data is gathered, how the families' analysis is done, the respective roles of FAA and questions are handled, how it works with the NTSB, and so on. I concluded

that this approach had to be positive when it brought down criticism for our former <sup>is about unfair treatment</sup>

We have found this kind of hands-on experience has led to not

only more accurate stories, but also more and better coverage of airline

safety, of our Coast Guard and all of our modal administrations. This is

a positive for government and the public.

Joe Dear, <sup>in the paper he sent in for the session,</sup> and others also talked about the need to have a

Communications Plan for ~~our~~ work on performance management. I

can't say that we <sup>at DOT</sup> have a formal "plan," but we frequently and

thoroughly brief the press when we have an announcement or

newsworthy information to report about performance.

For example, earlier this year, our Secretary of Transportation Rodney Slater and I invited reporters to background briefings about the

Department's Performance for 1999. We wanted to both tell the good news that we had achieved a positive trend in 77 percent of our

Performance Plan Goals and to ensure accuracy. We were also open

about where there is room for improvement in safety, the environment

and other Departmental goals. <sup>In part, as you can see from the ~~show~~ press clip, the story was the fact of</sup>



Use briefing, at least in part, but we felt we did get our key message out.

Joe Dear is here for his session, and I should probably let him speak for himself — but you should review his memo on how NOT to

communicate government performance ~~in an example from Joe Dear, Chief of Staff to Governor Locke of Washington State.~~ In remarks to 900 state managers to launch his initiatives on quality and regulatory reform (March 1997), <sup>Joe's boss,</sup> the Governor <sup>Locke</sup> touched on the obstacles to innovation in government, including rigid civil service rules, restrictions on contracting out, and other, but added as an aside, a "mild" comment about how "dumb media stories" sometimes inhibit innovation.

At <sup>a</sup> the press conference later that day, the Olympia press corps wore buttons saying "Dumb Media." As Joe put it, "You would have thought the Governor had attacked the foundations of the free press.

They were hurt, wounded and angry." <sup>New Use</sup> The Lesson Learned, <sup>might be, as</sup> according to Joe: "Never, ever criticize, under any circumstances, the Press." <sup>Joe said</sup> I

~~would qualify it to say "Never criticize the Press unless you understand~~



But it is also true that we're all frustrated at times by the difficulty of getting attention to positive management changes

The question is — whether it's worth trying. Can we come up with some ideas, as Joe suggests, to raise the level of government coverage at least to the level of sports or business reporting — lively, opinionated, but relevant? Is there some room for strategic thinking + communication — or should we just proceed to do our best — communicate what we can and live with the result? As Joe asks — is it all risk and no reward?

#### CONCLUSION

At the April session,

There was a lot of discussion about increased or inherent cynicism in journalism during the April session. What made journalists and the

public more skeptical and some more cynical -- and I don't believe

they're all cynical -- are instances in which government tried to hide <sup>deliberately</sup>

problems or to be uncooperative. <sup>If there's something worse than benign neglect, it's the</sup> ~~This usually results in~~ negative and

<sup>you get in those circumstances, and that's probably what</sup> even destructive stories. ~~We at the Department of Transportation~~ <sup>you deserve</sup>



Now, it's time for us to have a discussion both centered around the 3 propositions I've just made as well as other ideas and comments from the participants. OK, who has a comment or would like to begin the discussion? (May need to call on someone from the list to get things started.)

**After the Discussion:** Call on **Rhoda Karpatkin**, President of the Consumers Union (Yonkers, New York), and **Steve Kelman**, Professor of Public Management, to sum up and update, based on the discussion, the propositions you set forth.

Remarks prepared for

**Deputy Secretary of Transportation Mortimer Downey**

for Delivery during the

**National Corridors Initiative Conference 2000**  
*Rail is Real*

**Sponsor: National Corridors Initiative Movement**  
Washington Marriott Hotel  
Washington, DC  
Monday, June 26, 2000  
9 am

Thank you Jim (Repass, President of NCI), and good morning everyone. It's a pleasure to be here this morning to hear from rail experts and enthusiasts and to celebrate the successes of rail advocates like the NCI, Senators Lautenberg and Hutchison, <sup>Amman's</sup> ~~near~~ <sup>of</sup> Tommy Thompson S. Gil Carmichael, Mike Dukakis, and many others in this room and elsewhere in the nation.

The National Corridors Initiative (NCI) began as the Northeast Corridor Initiative in the Spring of 1989, but has branched out to help bring improved passenger service, including high-speed rail, to corridors nationwide. Secretary Slater and I wish ~~them~~ <sup>you</sup> continued success.

Senator Lautenberg has been a particularly strong supporter of high-speed rail, and we thank him for his continued advocacy. His bill, the High Speed Rail Investment Act, calls for a federal investment of \$782 million to secure \$10 billion in private sector investment for the development of high speed rail corridors throughout the nation. It's clear to all of us that Amtrak will need long-term capital investment, and we want to work with Senator Lautenberg and the Congress to find the best ways to ensure <sup>such</sup> that investment <sup>can happen</sup>.

I also want to take this opportunity to thank NCI's Chairman, Mayor John Robert Smith of Meridian, MS., who <sup>also</sup> <sup>with us</sup> serves on the Amtrak Board of directors ~~with me~~. Mayor Smith is a strong advocate for passenger rail to link urban areas and cities nationwide.



## Rail is Real . . . and Important!

Across the country, governors, mayors, city council members and citizens are realizing that “Rail is Real” – and is a real important part of our transportation system. It’s not <sup>just</sup> ~~only~~ part of our past, but of our present and our future. And, it’s finally getting the attention it deserves from citizens, the media and the decisionmakers on Capitol Hill!

If it weren’t for rail advocates like Jim, high-speed rail in the Boston – New York – Washington corridor ~~probably~~ wouldn’t be happening. Rail has begun to capture people’s attention. The Southeast is pushing for high-speed passenger trains within a decade or less. The governors of four Southeastern states (N. And S. Carolina, Georgia and Virginia) released a joint report this past Spring, *Southeast High Speed Rail Corridor: A Time to Act*, describing how high-speed rail will help them reduce congestion, improve air quality and make their

communities more livable. Amtrak’s board met with Governor Brown of ~~Georgia~~ Georgia and representatives from the other states in Atlanta a few weeks ago.



*Intercity rail interest is paralleled by interest in urban rail.*

More than 200 communities in regions throughout the country are planning, engineering or building new rail projects, the highest level of interest in rail projects at any point in the nation's history.

Many of these projects need ample support and strategic planning to ensure they get built. To do that, state DOTs take more advantage of TEA-21's (The Transportation Equity Act of the 21<sup>st</sup> Century) flexible funding features, using core program funds in support of these investments.

In large and small markets, rail investment is being sought by local elected leaders as one of the preferred ways to manage development patterns, combat highway congestion and improve mobility.

Of course, it's not surprising to you in this room that rail is capturing people's attention – we're just surprised that it took so long. Even airline executives have to admit that the train is “the only way to fly,” which is exactly what United Airlines CEO Jim Goodwin said recently when his flight was canceled due to bad weather. *and he had to get there.*

Perhaps he had checked

I urge you to ~~check~~ out Frank Lautenberg's high-speed rail home page, which lists the "Ten Benefits of High-Speed Rail," one of them being "keeps going through rain, sleet, and snow."

President Clinton and Vice President Gore have long supported investment in increased and improved rail service for the nation. They believe that investing in rail is one of the best ways to lessen highway congestion and improve air quality and safety along busy routes.

The Administration's proposed 2001 budget reflects our commitment to improving rail safety, advancing both traditional and high-speed rail research, and moving Amtrak toward operational self-sufficiency by 2003. So far, we have not gotten the support we need ~~on the House side~~ for allowing states to use Highway Trust Fund dollars for rail programs. We continue to support the Administration's ~~RABA~~ ~~Revenue Aligned Budget Authority~~ proposal for HSR funding.

## **Amtrak Self-Sufficiency by 2003**

DOT is committed to supporting Amtrak as it progresses toward operating self-sufficiency. High-speed rail service in the Northeast Corridor and improvement to intercity passenger rail service nationwide are key investment strategies that we will pursue to help Amtrak meet this goal.

We expect Amtrak's financial performance to continue to improve as a result of the introduction of the Acela Regional service in January of this year and Acela Express service expected to begin in the Northeast Corridor later this year.

Many state governments have invested in passenger rail service, including high-speed rail. The Administration <sup>proposed for</sup> ~~has proposed~~ \$468 million <sup>recognizes the need to</sup> ~~to help the~~ states improve passenger rail service and to ensure that it continues to play a significant role in relieving traffic congestion and improving mobility.



## Capital Financing: A New Era?

Freight railroads play an important role in our economy, shipping the bulk of our energy and agricultural products throughout the nation and to our ports. But to remain viable, they need <sup>continuing infusions</sup> ~~massive amounts~~ of capital to upgrade and to improve service.

In the past, railroad companies weren't much interested in public funding because they thought it would come with too many rules attached. Today, major freight handlers are becoming more interested in working with federal and state governments to expand and improve infrastructure and service.

Within six months of the acquisition of Conrail, the value of NS and CSX collectively as measured by stock price, was less than the price paid for Conrail. Similar declines in value have been seen by the other major railroads.

Indeed, in some investors eyes, the rail industry might have greater value as rights-of-way for fiber optics and other new technologies than for moving freight . . .

The decline in stock value has had an effect on the ability of the freight railroads to raise the capital they need to grow in the private markets. Given their massive capital needs, <sup>since</sup> railroad companies are ~~taking a look at~~ becoming more receptive to partnerships with government.

In light of the changing landscape, elected officials and public servants responsible for spending taxpayer dollars need to ask themselves some questions: Do freight railroads serve a public purpose in moving freight that would otherwise move over publicly maintained highways and waterways? Is there a public interest in seeing the capability of these systems increase? If so, how would the public interest be protected?

The debate on these points surfaced in an article in last month's Wall Street Journal, entitled *Railroads Learn to Like Public Funding*. The focus of the piece was a proposal by Virginia's Norfolk Southern Corporation that the state help pay part of the \$900 million to add a second track route that parallels Interstate 81. The railroad could then handle a good amount of the freight that now travels via the Interstate, easing traffic and putting off an expensive highway-widening project.

Several years ago, Conrail and the state of Pennsylvania jointly funded expansion of rail tunnels to handle more efficient freight trains. In California, a public-private partnership is building the 20-mile Alameda Corridor from the ports of Long Beach and Los Angeles to freight yards near downtown Los Angeles.

I believe that federal funding could make the difference in what companies are able to do in terms of infrastructure upgrades and improving performance. In return, we <sup>c</sup>would ask them to allow more passenger rail.

### **CMAQ Funds for Inter-City Rail**

Rail is seen by many as a great way to protect air quality today and enhance it in the future as population and its demand for mobility grows. Another potential source of funding for rail infrastructure improvements is our Congestion Mitigation and Air Quality Improvement Program (CMAQ). Established under TEA-21, CMAQ seeks to reduce greenhouse gas emissions and improve air quality in “non-attainment” areas (aka: the dirtiest areas of the nation).



On March 30, our Federal Highway Administration issued a proposed rule that would allow the use of these funds – a total of \$8.1 billion over the 6-year life of TEA-21 – for inter-city high-speed rail projects that are not in non-attainment or maintenance areas. This makes sense in cases where such projects would link large cities -- such as Atlanta, Georgia and Knoxville, Tennessee -- in which one city is a non-attainment or maintenance area currently and the other is not but is on its way to becoming one. The bottom line is increased mobility – making it convenient for people to travel to cities and towns they may not otherwise visit. New transportation links also contribute to economic development.

We received a total of 39 comments, primarily from “traditional” FHWA customers (State DOTs, MPOs) as well as EPA and air quality agencies. Of those 39, 21 opposed CMAQ eligibility expansion, 13 supported it, and 5 expressed some support but with conditions. I should mention that 8 of the 13 were railroad interests.

If you believe that CMAQ eligibility for rail is a good idea, <sup>you need</sup> I urge ~~NCL and the entire community of rail supporters~~ <sup>you</sup> to make their voice heard on ~~Capitol Hill and in the public on the CMAQ~~ issue. I also hope that we will see many more public/private sector partnerships in support of rail.

### **Merger Moratorium**

Another issue that is facing the rail industry and the nation today is mergers among the nation's railroads. What can and should government do with regard to ensuring a competitive and efficient marketplace in a time of mergers?

The proposed merger between Burlington Northern Santa Fe (BNSF) and Canadian National Railway Co. (CN) raised concerns about service and access due to the problems with earlier transactions and because it could lead us down the path to only two systems providing service in the U.S. Some shippers are frustrated with a regulatory process they say does not ensure real access and fair competition.

Secretary Slater and I think that the proposed BN-CN merger probably could have been handled without the 15-month moratorium. While the Department has taken no position on the proposed merger, we will be monitoring – as well as supporting – the work of the Surface Transportation Board as they review the nation's rail merger rules as well as other regulatory issues. *And we believe that those reviews should include consideration of passenger interests and*

**Conclusion** *intercity passenger and commuter rail needs*

Many of you in this room have helped to put rail issues on the radar screens of the public and the leaders in Congress. We need to continue to emphasize the fact that ***Rail is Real Important*** -- in fact critical -- to the future of our transportation system, our economy, our environment and our quality of life. We cannot afford to take it for granted, and we must be making the wise decisions today.

Thank you.



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366-3937

**Remarks prepared for**  
**Deputy Secretary of Transportation Mortimer Downey**  
**for Delivery during the**  
**United States Coast Guard**  
**Officer Candidate School**  
**Class 3/2000 Graduation**  
**Leamy Hall Auditorium**  
**US Coast Guard Academy**  
**New London, Connecticut**  
**June 30, 2000**  
**11 am**

Thank you, Admiral Teeson (RADM, Superintendent of the Coast Guard Academy). It is a pleasure and an honor <sup>for me</sup> to be here as the Officer Candidates of the Class of 2000 receive their commissions. As a former Coast Guard Reserve Officer, ~~and~~ one who graduated 41 years ago with the last class here in New London before the move to Yorktown, I truly admire the men and women who take on the challenge and adventure of a Coast Guard career.

And, in all honesty, I have a special bit of envy for those who have that opportunity in today's Coast Guard as it moves into the 21<sup>st</sup> Century.

You and your family and friends should be very proud of your achievements. You have made it through a rigorous 17 weeks of physical conditioning and academic and leadership training that has tested you, but will serve you well in your journey as an officer of the United States Coast Guard.

The instruction you have received here will provide you a good base of knowledge and physical readiness, but your development as Coast Guard officers and the effort you must invest does not and cannot end here in New London. In a time of rapidly changing technologies and in a service that thrives on change, your generation must engage in lifelong learning.

In whatever assignment you are given – whether it be on a Coast Guard Cutter in Alaska, <sup>air or sea</sup> on patrol off the Atlantic or Pacific Coasts or even at a headquarters desk – you need to seek that valuable experience that will improve not only your leadership skills, but your professional abilities and your character.

I bring you special greetings from President Clinton, Vice President Gore, and Secretary Slater. Under their leadership, our nation is charting a course that leads us into the future, reinforcing our heritage as a great maritime power, supporting our national interests as the world's leading international trader, and fulfilling our responsibilities as the world's remaining superpower in an era when international uncertainties still call for that key role to be played.



In this day of the Internet and electronic commerce, the goods still have to be delivered, and about 95 percent of America's international commerce still moves by sea. The maritime policy initiatives that the President and Vice President have developed to support this commerce are based on an understanding of history, a recognition of current realities, and a respect for our nautical traditions.

You should know that our leaders deeply value your service. They recognize its importance to our nation. Their support for you and for what you do will remain steadfast throughout the coming years, and world conditions are, in fact, likely to raise the need for Coast Guard services. While we are the world's remaining superpower -- the "world's indispensable nation" as President Clinton has said -- the kind of threats that we face today, from terrorism to ethnic violence to disruptions in the global economy, will put a premium on the flexible responses that the Coast Guard can provide.

## The Class of 2000

However, I am confident that the Class of 2000 will deliver its best performance <sup>in response</sup> because you are a diverse class, with many talents and interests in science, business, psychology and art. But, most importantly, you are a class with spirit and one that wants to serve our country, even if the weather doesn't cooperate!

Your Commander, Van Young, told me how the heat was shut off too early in April and that some of you slept in your sweats ready for morning calisthenics. Officer Candidate Kahle (pronounced KALE) was found sleeping in his foul weather jacket, extra socks, a watch cap and using his trench coat for an extra blanket!

*I'm reminded of my 17 weeks in the wooden barracks sleeping on top of the blanket so as not to disturb my rightly-made bunk.*

The fact that this OCS Class of 2000 is made of up individuals who care is reflected in how you monitored Mrs. Sportsman's pregnancy on the Alfa II gear locker bulletin board throughout these 17 weeks!

When Bill Sportsman's beeper went off, you cheered and sent him home with heartfelt best wishes. Now, photos of Lilly Sportsman adorn

the bulletin board, and you are all proud "Godparents!" This caring spirit, along with your diverse talents and interests, will take you far and will help the Coast Guard to continue to be one of the best and most respected organizations in America and in the world.

### **The Coast Guard of the 21<sup>st</sup> Century**

During his commencement address at the ~~U.S. Coast Guard~~

Academy last month, President Clinton spoke of some of <sup>The reasons we</sup> ~~these~~

~~need such a Coast Guard:~~

~~responses:~~ the need to remain vigilant in countering terrorism; the management of ethnic, racial and religious conflicts; defusing the threats of weapons of mass destruction; and responding to drug trafficking and other threats to our national security.

The President focused on 3 primary challenges in his New London speech:

- 1) **The challenge of technology** – recognizing <sup>how</sup> ~~that~~ it can be used for destructive as well as for constructive or creative purposes;



- 2) **The challenge of globalization** – and the fact that it calls for more security cooperation, not less; and
- 3) **The challenge of greenhouse gas emissions and climate change** – driving us to more efficient use of energy resources and transport systems.

The President's main message was that, in many ways, the world has become more complex and our national security concerns more challenging. Near the end of his speech, the President said (in words that were music to our ears):

***In all of these challenges, the Coast Guard will play a vital role . . . I will recommend to the next President that America continue to support the Coast Guard's Deepwater Project, so you have the ships and planes you need to meet the challenges that face us. We cannot meet threats to the future with a Coast Guard fleet from the past.***

The men and women the President was speaking to -- you who serve in the Coast Guard -- are hardworking people. You have a variety of skills and this means there are multiple demands for your service.

Last year, one reporter referred to the Coast Guard as "Congress's favorite servant for any problem that's wet." That's a pretty fair characterization. It seems you are everywhere -- at sea and on our waterways, saving lives and intercepting illegal drugs, doing everything from breaking ice in Antarctica to supporting deep sea scientific research.

After *The Perfect Storm* opens at the box office this weekend,

*I'm sure that*

~~certainly~~ more Americans will get a better understanding of the superb

job the Coast Guard does. We need to seek every <sup>such</sup> opportunity to get the

word out about how important the job you do is to the nation.

Secretary Slater and I were especially proud <sup>happy to pass the word</sup> that the Coast Guard received an "A" grade from an independent review of government. The Government Performance Project (GPP), a Pew Charitable Trust study,

was conducted by Syracuse University's Maxwell School of Citizenship & Public Affairs and updated this spring by the Government Executive magazine. Of the 20 federal agencies analyzed to date, only the Coast Guard and the Social Security Administration received an "A."

### **Assessing the Future**

Because the Coast Guard plays such a vital role both in peacetime and in our national defense system, President Clinton asked us at the end of 1998 to carry out an in-depth and rigorous review of its roles and missions. The independent Interagency Task Force that was assembled began the review in April, 1999. Less than 10 months later, we submitted our report to the President outlining the current duties and resources that the Coast Guard possesses and what we believe it needs to continue to fulfill its missions. A good one-line summary of what we found is that:

**The nature of the Coast Guard as a military, maritime operating agency that relies on well-trained personnel employing multi-mission capital assets will endure for the foreseeable future.**



In addition to Admiral Loy and myself from DOT and the Coast Guard, there were seven <sup>Cabinet</sup> departments and agencies represented (State, Justice, Commerce, Defense, Labor, Treasury & EPA) as well as seven White House offices (OMB, NSC, Cabinet Affairs, NEC, DPC, ONDCP and CEQ). <sup>14</sup> All of whom have a stake in our maritime affairs - an important indicator in itself.

Getting such a diverse collection of Washington agencies to agree to anything is usually a difficult process, but we found no difficulty in agreeing on the Coast Guard's future. Task Force members considered whether missions or functions should be added, enhanced, reduced or eliminated as well as what tasks might be performed better in the private sector, by the states or perhaps another federal agency.

We analyzed the nation's maritime threats and challenges; and heard thought-provoking testimony from non-governmental and governmental witnesses on a variety of subjects from national defense to fisheries to environmental protection and marine safety.

We visited many Coast Guard units, including a drop-in on the Cutter BEAR during her Mediterranean deployment with the Sixth Fleet and a fishing patrol deployment in the Bering Straits.

Our assessment came to six over-arching conclusions which I hope gain wider agreement and which should make your Coast Guard an even more effective instrument of service. Our conclusions were that:

1. Coast Guard roles and missions support national policies and objectives that will endure into the 21st century.
2. The United States will continue to need a flexible, adaptable Coast Guard to meet national maritime interests and requirements well into the next century.
3. The re-capitalization of the Coast Guard's Deepwater capability is a near-term national priority. (A subject I'm going to talk more about in a few minutes.)
4. The Integrated Deepwater System project is a sound approach to that end, and the Interagency Task Force strongly endorses its process and time line.
5. In order to hedge against tomorrow's uncertainties, the Coast Guard should be rebuilt so as to make it adaptable to future realities.

6. In keeping with its well-deserved reputation as one of the federal government's most effective and efficient organizations, the Coast Guard should continue to pursue new methods and technologies to enhance its ability to perform its vital missions.

### **Deepwater Modernization – 21<sup>st</sup> Century Priority**

<sup>United States</sup>  
The ~~U.S.~~ clearly faces a variety of maritime challenges today and in the future and these <sup>challenges</sup> will likely be with us for much of your careers.

~~These challenges~~ include: maritime security threats such as illegal migration and contraband smuggling; resource protection threats involving both living and non-living marine resources; asymmetric and non-military threats to include weapons of mass destruction and terrorist activities; continued U.S. support of U.N. sponsored sanctions and security operations; and the security, defense, and resource protection implications of the U.N. Convention on the Law of the Sea.

~~Therefore,~~ <sup>that</sup> National policy for the Coast Guard, and ~~today's~~ the financial decisions <sup>that</sup> flow from that policy, must enable tomorrow's Coast Guard to adapt to future realities.

A key means of essential and sustained Coast Guard performance



-- and one of the Task Force's major conclusions -- is the modernization of our Coast Guard's Deepwater assets. When you join the fleet -- you will see for yourself why this is needed.

The Coast Guard's Deepwater ships, aircraft, and C4ISR (Command, Control, Communications, Computer, Information, Surveillance & Reconnaissance) assets are all nearing the end of their economic service lives. Of the 41 comparably sized navy and coast guard fleets in the world, only two are older than our Coast Guard deepwater fleet. But more significant than their age -- because they are well maintained -- is the consideration that our current assets simply were not designed to provide the range of well-integrated capabilities we need to perform modern missions. And they get more expensive to maintain and operate every year. Therefore, planning for and modernizing these capabilities must begin now.

The Deepwater acquisition project is a sound approach to that end and the Interagency Task Force strongly endorsed its process and time line. We supported the Coast Guard's performance-oriented

"requirements" approach to recapitalizing and modernizing its "Deepwater" assets.

The Deepwater Capability Replacement Project has been designated by Vice President Gore as a Reinvention Lab under his National Partnership for Reinventing Government. As such, the procurement team is empowered to test new ways of doing the government's business and share the lessons learned with other government agencies.

Secretary Slater and I are confident that the Congress will support the investment that will be needed in the coming years to restore our readiness to a level appropriate to our mission requirements across the board.

## Conclusion

This is a memorable day for me, made all the more so by the many years I served as an officer in the Coast Guard Reserve. <sup>Those</sup> My years of

service in and with the Coast Guard have given me a deep appreciation of the commitment its men and women hold to the service's core values of Honor, Respect, and Devotion to Duty. These core values are more than mere words -- they define what you are now as officer candidates, as well as what you will be as officers, serving the American people, in the United States Coast Guard. They will sustain you "through surf and storm and howling gale."

These values of Honor, Respect, and Devotion to Duty are timeless, a beacon shining in nights of doubt, helping to guide you throughout your years of service. The constancy of these values will strengthen you during the years of change that the Coast Guard and our nation will confront as you grow with this dynamic service.

As the Coast Guard enters the 21st century in service to our nation, an increasingly complex system of maritime interests and users will challenge the Service as never before.

America will need safe, efficient, and reliable waterways to carry the goods of our rapidly increasing world trade. It will need a guardian

of safety and the Law of the Sea. It will need protection of marine resources on the high seas, at the maritime borders, along the coasts, and in the inland waterways. And the Coast Guard will continue to do all those things, and more.

Your training here has prepared you for these challenges. You are, in fact, the beneficiaries of a system designed to outlast the specific bits of information and skill that you are taught -- one that is <sup>designed to make you</sup> ~~teaching you to~~ think and to lead. That's because, although the technologies used to execute missions may change, the demand for sound leadership will endure as will the demand for your services.

In this new century, your primary missions -- saving lives at sea, facilitating the movement of goods through our waterways and protecting our marine environment and U.S. national security -- will remain.



Eternal, too, are your values of Honor, Respect, and Devotion to Duty. They should stand as guideposts in a changing world. They are the core values embodied in the words Semper Paratus, sustaining your commitment to service and to America's seafaring heritage.

The leaders of my generation, which came of age in a very different world, soon will pass on the responsibilities of leadership that you will someday inherit. When you take the helm, we know that you will set your course by these age-old values, and bequeath a legacy to your successors which keeps faith with all those who came before. I wish you well as the newest keepers of Coast Guard traditions and Coast Guard responsibilities!

Draft Remarks prepared for  
**Deputy Secretary of Transportation Mortimer Downey**  
for Delivery during the



**Fifth Executive Leadership Conference**  
Richmond, Virginia  
June 27 - 28, 2000

(I have spoken with Melissa Allen about these and also asked Linda Lawson and other leaders to provide their thoughts on DOT's progress and accomplishments and where we still have room for improvement by early afternoon on Monday.)

- Thank you, (MC), and good afternoon everyone. Melissa asked me to speak to you for a few minutes about what we have achieved since the first conference in Westfields (February of '99), and what we want to accomplish during the remaining months of the year 2000.
- First, I want to emphasize that these conferences are not "feel good" exercises. We are here to focus on results and to improve the way we do business.
- And, we have had some excellent results.
- The first conference, in February of 1999 at Westfields, we focused on improving communication during the budget process. As a result, we have had 2 budget retreats (need input about how they helped the process, results)

- The budget process was revamped into a truly ONE DOT process of allowing for agency-wide input into the development of the budget.
- We asked the senior leadership to come together at the retreats to make their case for significant increases (I believe it was \$5M and up, at least this year) related to flagship initiatives and let their colleagues be the judge by placing efforts in rank order helping to establish the key priorities for the coming year for the agency.
- I want to acknowledge the leadership of Jack Basso and Beverly Pheto in developing this ONE DOT budget process.
- During the Baltimore conference in December of 1999, we heard a lot about the need to commit resources and invest more in employee and leadership development.
- As a result, our FY 2001 budget includes a proposal to use 2% of our Personnel/Administrative budget for employee and leadership development.

Other accomplishments we have had since our last conference in Annapolis include:

- We completed our new 5-year Strategic Plan (Awaiting input from Dani B. on the process/results)

- We recently completed the Report to the Nation, DOT's first attempt at producing a document that outlines the progress of DOT as we enter the new century and the new millennium. It was published and widely distributed last month.
- This report is different from the performance report because it makes the human connection with what we do and highlights the impact of the work we do on people's everyday lives.
- We completed and submitted our annual Performance Plan to the Congress, including key information about how the Department has stayed on course to accomplish current and future goals while effectively including our partners and stakeholders.
- (Will pull out some facts on DOT's work with states and others to improve safety, mobility, the environment (environmental streamlining, etc.)
- While all of these accomplishments make us very proud, we know – and you've heard this before – there's always room for improvement.
- We need to continue to assess our progress and to make changes where needed. We must continue to ensure that we are communicating effectively with our stakeholders and partners and working well with other government agencies.
- For example, last week in Senior Staff, we were talking about the need for DOT to become more supportive of states interested in pursuing high-speed rail (? Melissa mentioned this).

I don't recall this - u sure



- Another area we need to improve upon is getting major rulemakings done in a timely and efficient manner, such as environmental streamlining and the proposed drug and alcohol rules.
- And, of course, we need to remain vigilant about safety and saving lives, our #1 priority. We have made great progress and should continue our efforts until we eliminate fatalities. The payoff of 33 years of safety work in highway-related transportation alone has been the 1.5 million lives saved. (Source: NHTSA, Kanianthra)
- At this particular conference, we will also be assessing our leadership skills and trying to improve upon them. (A line of humor would be good here -- i.e. some of us tried to find reasons not to be here, but . . .)
- Melissa and her staff have put together an excellent agenda, including private sector speakers from some of the most successful companies in the country.
- My hope is that we all learn things that will help us to make DOT the most responsive and ~~efficient~~<sup>effective</sup> agency in government.
- I hope you enjoy the conference!