

REMARKS PREPARED FOR
DEPUTY SECRETARY OF TRANSPORTATION MORTIMER DOWNEY
FOR DELIVERY DURING THE
Federal Workforce Transportation Rollout
MONDAY, OCTOBER 2, 2000, 11 AM

TALKING POINTS

- Thank you, Gene, and good morning.
- Acknowledgements: Senator Robb and Congressman Jim Moran – thank you for your leadership and support of Commuter Choice and public transportation in the Washington Metropolitan area and throughout the country. We appreciate your being with us today.
- Even though they couldn't be here with us today, I also want to acknowledge the hard work of the rest of the Virginia, Maryland and D.C. Congressional Delegations. They have worked tirelessly to make sure that Washington area commuters enjoy one of the best transit systems in the country.
- Last year, Americans took more than 9 billion trips on public transportation, the highest ridership in nearly four decades. This record ridership represents the highest level since the advent of the federal transit assistance program in 1962, but we can and should do even better.

- President Clinton and Vice President Gore are committed to making American communities more livable. Secretary Slater and I are pleased to see that so many Americans are benefitting from public transportation as part of the emphasis on livability.
- Safe, efficient, reliable public transportation will help Americans to improve their quality of life and protect the environment.
- Last year's total of more than 9 billion trips was 4.5 percent higher than in the previous year.
- The increase was broad-based, with every mode of transit and every population group showing a positive trend.
- Transit is the centerpiece of the Administration's Livable Communities Initiative. If we let communities spread ever outward and commuting distances grow, roadways become impossibly congested.
- Our Livable Communities Initiative encourages new transportation investment that not only builds rail lines and upgrades bus systems, but creates high quality communities with safe and efficient transportation with ample access to jobs and services.

- We believe the Federal Government should set an example for state and local agencies and the private sector by encouraging our federal employees to make use of the public transportation systems in the area. And encouraging them to take transit doesn't just mean words in the agency newsletter – we're providing an incentive – a financial reward -- for them to get out of their cars and into the transit system.
- Last April, President Clinton signed Executive Order 13150, Federal Workforce Transportation 2000. Under the Order and as of October 1, 2000, federal agencies in the National Capital Region will offer the 340,000 federal employees who work in the NCR up to \$65 per month (\$100, beginning in 2002) in "transit pass" benefits to commute to work by transit or vanpool.
- Based on the tax benefit legislation passed by the Congress, and we thank them for it, employees receive this transit benefit completely free of all payroll taxes, including federal income taxes and Virginia, D.C., and Maryland state income taxes, merely adding to its value, which is set according to their cost.
- I also want to thank our parkers at Washington METRO for their part -- including the new SMART TRIP pass with its capability for e-transfer of the benefits, the new cars they have on order to carry all those new riders, and their work in keeping a great system up-to-date and efficient. As Dick White knows, I'm a regular commuter from Vienna to L'Enfant Plaza and like all METRO users, my expectations are high.

- The Executive Order will increase the number of federal employees riding all forms of transit and vanpools, while reducing the number of single occupant vehicles those employees drive, resulting in less congestion, pollution and increased safety.
- In addition, beginning today, the Departments of Transportation and Energy, and the Environmental Protection Agency are required to establish a three-year nationwide "transit pass" pilot program for all qualified federal employees, wherever they are located.
- The pilot program will help us determine if the transit pass benefits are effective in reducing single occupancy vehicle travel and local area congestion.
- Again, I want to thank our federal partners and, in particular, Senator Robb and Congressman Moran for your support in the Congress and for helping us to get the word out about the advantages of taking transit!

Welcoming Remarks prepared for
Deputy Secretary of Transportation Mortimer Downey
for Delivery during

National Disability Employment Awareness Month Observance
Theme: *"Ability We Can Bank On"*
Wednesday, October 4, 2000
10 am

Thank you, Monica (Summitt, Master of Ceremonies/ FTA employee/Chairperson of DOT/ADA (sight-impaired). And, welcome all to the U.S. Department of Transportation's ONE DOT National Disability Employment Awareness Month observance.

This year is an important one for two reasons. First, it's the 25th anniversary of the Individuals with Disabilities Education Act (IDEA) and, second, it's the 10th anniversary of the Americans with Disabilities Act (ADA). As President Clinton stated in the Proclamation, "These two landmark civil rights laws have opened the doors of opportunity for people with disabilities and increased our awareness of the enormous contributions that Americans with disabilities can make to our economy and our national life."

Since passage of the ADA in 1990, more than a million men and women with disabilities have entered the labor force and, as taxpayers, consumers, and workers, their contributions have helped the nation achieve a period of unprecedented prosperity and record employment in our country.

President Clinton has worked hard to break down the barriers that people with disabilities continue to confront on a daily basis. In 1998, he signed the Workforce Investment Act, requiring that information technology purchased by the Federal Government be accessible to people with disabilities.

Today's revolution in information and communications technology offers us powerful new tools to expand employment and training opportunities for people with disabilities. Whether translating web pages aloud for the blind or visually impaired, creating captioning for those who are deaf or hearing impaired, or enabling people with physical disabilities to control a computer through eye movement and brain waves, these technologies are showing enormous potential for increasing access to employment and full participation in society.

On July 26, 2000, the President issued two Executive Orders. The first -- E.O. 13163 -- is aimed at increasing the opportunity for individuals with disabilities to be employed in the Federal Government. Recent evidence demonstrates that qualified persons with disabilities have been refused federal employment despite their availability and qualifications.

Increased efforts at outreach and increased understanding of the reasonable accommodations available will permit persons with disabilities to compete for employment on a more level playing field.

The second Executive Order (13164) requires federal agencies to establish procedures to facilitate reasonable accommodations for persons with disabilities, a step we've had underway for some time through the Disability Resource Center.

When it came time this summer to mark the 10th anniversary of the ADA, DOT had much to celebrate, including:

- Issuing a Final Rule on Over-the-Road buses in September 1999, requiring accessibility of new Over-the-Road buses and bus service.

- Issuing a Final Rule in August 1999 eliminating \$2,500 cap on liability of airlines to passengers for loss or damage to their wheelchairs and other assistive devices.
- The Secretary's Departmental Accessibility Policy Statement issued in July 1999, stressing access for persons with a disability to all modes of transportation and deeming accessibility in transit as an important civil right.
- Issuing a Final Rule requiring priority seating for disabled travelers to accommodate their disabilities and incorporating a general ADA requirement on reasonable accommodations into DOT's Air Carrier Access Act (ACAA) rules.
- At the request of DEAF-DOT and DOT/ADA, (DOT organizations for employees with disabilities) General Counsel issued her March 27, 2000 memorandum to all Departmental managers and supervisors, stressing their legal obligations of affirmative action for persons with disabilities under Section 501 of the Rehabilitation Act.

- Unveiling of new DOT website on accessibility, coordinating and integrating links to DOT, the federal government, and advocacy organizations.
- Providing \$2 million dollars in FTA Over-the-Road bus grants to assist in capital costs of making Over-the-Road buses accessible.

Accessible over-the-road buses are especially important to African-Americans with disabilities because lower income people are heavy users of these intercity buses.
- Working to strengthen enforcement provisions of the ACAA, resulting in new AIR-21 provisions requiring investigations of each ACAA complaint; increasing the maximum civil penalty for ACAA violations to \$10,000; and bringing foreign air carriers under ACAA coverage.
- Investigating and enforcing cases against foreign air carriers for unreasonable discrimination against disabled air travelers for the first time.

Until April 5, 2000, foreign air carriers were not covered by the ACAA, but unreasonable discrimination against disabled air travelers was otherwise prohibited by law. Two precedent-setting cease and desist orders – one against Lufthansa and the other against Alitalia – have already been issued by DOT.

DOT is also committed to recruiting, employing, and promoting qualified people with disabilities. We now have a Disability Resource Center that assists with reasonable accommodations, assistive technology, and services such as TTY and sign language interpreters.

The Department's goal is to be a model employer of individuals with disabilities. Currently DOT employs 3,006 persons with disabilities, or 4.8% of our workforce, and the Department has been diligently working over the past few months on a Plan for the Employment of People with Disabilities. The Department is committed to equal access and employment opportunity for all.

By working together to break down barriers for Americans with disabilities, we will keep our economy growing, keep people who want to work working, and uphold our fundamental commitment to justice and equality for all our people.

Thank you. (Give podium back to Monica Summitt)

Master of Ceremonies Script for

Deputy Secretary of Transportation Mortimer Downey

for a Reception in Honor of former General Counsel

Nancy E. McFadden

Nassif Building, Room 2230

October 6, 2000, 3 - 5 pm

Good afternoon everyone! It's a pleasure to be here to finally celebrate Nancy McFadden's accomplishments during her tenure here at the Department of Transportation. And, we are honored that Nancy could take the time away from what we all know is an impossible schedule as the Vice President's Deputy Chief of Staff to be with us!

I enjoyed working with Nancy for the 4-plus years she was here as General Counsel (Incidentally, that makes Nancy the longest-serving GC in the Department's history). Nancy is the kind of person that you can rely on for thoughtful advice and sound counsel and also to get things done. The fact that President Clinton nominated her to her job on my birthday was only the first sign that her time in the Department would be special for all of us.

Here at DOT, Nancy worked on many key areas of transportation law, including bringing the Americans with Disabilities Act to life in transportation, from bus and transit access rules to strengthening enforcement provisions governing air carrier access and fair treatment for disabled travelers, to support the program that deregulation has brought to transportation operators and consumers alike, to this very careful and effective bipartisan re-enactment and defense of one DBE program (and wasn't that a terrific court decision last week?!), to her work on behalf of the victims of aircraft crashes.

For these and many other achievements during her years with us, I'd like to give her a round of applause.

We have a number of people who would like to say a few words about their experience working with Nancy, therefore, I will begin by introducing three young men who served as Nancy's Special Assistants when she was General Counsel: Steve Okun, Steve Morrissey and Jeff Rupp. Steve Okun, why don't you begin!

Thank you. Now, RSPA Administrator Kelley Coyner would like to say a few words on behalf of all DOT Administrators – a kind of ONE DOT presentation! Kelley . . .

Thank you, Kelley.

We are very fortunate to have with us today Linda Daschle, former FAA Administrator. Linda . . .

Thank you, Linda.

And, we are fortunate to have as guests Sally Katzen, Deputy Director of the Office of Management and Budget, to say a few kind words in honor of Nancy.

And, now I want to ask Monica Summitt, President, DOT/ADA; Kevin Ball, President of Deaf DOT; Kirsten Hernblad, also of Deaf DOT; and Hans Ephraimson, Chairman of the American Association for Families of KAL 007 Victims – to please stand up to tell us how Nancy made us proud in her work here at DOT. We'll begin with Monica . . . Thank you, Monica. Next, we'll hear from Kevin Ball . . . Thank you, Kevin.

Hans Ephraimson, please go ahead. Thank you, Hans.

And, now our most energetic and visionary leader, Secretary Slater, would like to close with some thoughts about what Nancy's tenure meant to his term as Secretary.

Thank you, Secretary Slater.

Finally, Nancy, perhaps you'd like to say a few words or impart some wisdom upon us in this Year 2000!

Conclusion of ceremony: Thank you all for coming this afternoon to help us honor our former colleague -- and a great leader and person -- Nancy McFadden!

**Global Navigation Satellite Systems:
Status, Policies and Plans**

Remarks prepared for

Deputy Secretary of Transportation Mortimer Downey

for Delivery during the

International Transportation Symposium

Best Practices of Today and Lessons for Tomorrow

Cross-Modal Panel BB: Global Satellite Navigation Systems

Maryland Suite C

Marriott Wardman Park Hotel

Washington, DC

Wednesday, October 11, 2000, 4 - 6 pm

Good afternoon and welcome to our Cross-Modal Panel on Global
Satellite Navigation Systems.

Today, we have for you five very impressive panelists who will
speak to us about satellite navigation issues and challenges for serving
their nations' and the worlds' transportation -- and other -- needs in the
21st century.

Who has reviewed?

*~~to the~~ Min jumps
For referring to
GPS to GNSS -
which is
correct?*

Before I introduce them, I'd like to update you on global satellite navigation issues, policies and plans from a U.S. perspective.

Global Positioning System is Alive and Well

Our Global Positioning System (GPS) is alive and thriving. The constellation is robust and is meeting -- indeed exceeding -- its design specifications. Users throughout the world can rely on GPS for an amazing range of navigation, positioning and timing applications, many of which could hardly have been imagined only a few years ago.

In many countries today, GPS is being used to improve agricultural production. GPS is also finding new uses in the consumer marketplace, including portable receivers for fisherman, hunters, hikers and cyclists. GPS is being integrated into cellular telephones, which has already *locate victims and* helped to save lives.

The emergence of GPS as a major air traffic management tool has brought tremendous potential for safety and efficiency improvements to the global aviation community. GPS is a cornerstone of the Global

Navigation Satellite System (GNSS) and is used in the United States and elsewhere as a navigation aid for both domestic and oceanic enroute operations.

Currently (37) countries have approved its use for many phases of air navigation under both visual and instrument weather conditions.

Satellite technology provides inexpensive, quality navigation services, enabling nations to reduce their investments in ground facilities.

Aviation and all other transportation modes benefit from GNSS. Service providers benefit from lower costs of procuring new navigation equipment and lower life cycle costs. Commercial air carriers gain from their ability to fly more efficient routes.

Still, by comparison, these economic advantages don't measure up to the single, most important benefit of GNSS — **safety!** Safety is what excites us about this technology.

The United States is committed to working with other member states of ICAO and other international organizations to develop a seamless global operating environment. Twice, during the past five

years, the United States has pledged before the ICAO Assembly to provide GPS signals free of direct user charges to the international civil aviation community and to other peaceful users of radio navigation and positioning services. ICAO has responded positively, and we'll hear more about that from one of our panelists.

^{Our}
The FAA is currently working in concert with civil aviation authorities in other countries to coordinate the development of their satellite-based augmentation systems with the Wide Area Augmentation System to form a seamless, ^{interoperable} global network. This includes our work with Europe on EGNOS (European Geostationary Navigation Overlay System) and with Japan on MSAS (the MTSAT Satellite-based Augmentation System). We welcome ^{their work and would invite} other nations to participate in this global effort.

We are also consulting with the European Union regarding their proposed Galileo satellite system, discussing both a range of technical issues and some potential questions and concerns regarding the proposed regulatory approach to generating revenues.

^{national and}
In addition to our ^{to} bilateral work, we are pleased to see ^{to} many countries moving ahead independently with the use of GPS.

Mongolia, for example, recently transitioned to one of the world's first satellite-based air traffic control systems, using Automatic Dependent Surveillance (ADS) technology to monitor aircraft movements and maintain separation.

Australia is currently evaluating satellite-based navigation through its Augmentation System Test Bed, using a network of GPS test reference stations and a master control station in Canberra. Fiji has been using GPS for enroute navigation and for non-precision approaches since 1994.

In the Caribbean, several countries have worked with the user community to develop new GPS routes, increasing the safety and efficiency of operations in that region. Several other countries, including Brazil, Canada, Chile, Germany, Guatemala and Saudi Arabia, have also purchased augmentation systems to improve the safety and efficiency of aviation operations in their countries.

The future success of GNSS does not rely on the efforts of any one country, but, rather, on the collective efforts of many. It's not necessary for all countries to use the same augmentation systems. It's also not necessary for all countries to purchase equipment from the same supplier. However, it is necessary for all countries to use systems that are interoperable. This is why developing and adhering to international standards is so important in this process.

The United States is firmly committed to delivering a navigation system capable of providing services without reliance on other navigation systems. WAAS and LAAS will, when fully implemented, enable GPS to be used as a "sole means" system of navigation.

The term "sole means" refers to the navigation equipment on an aircraft, and signifies that augmented GPS equipment will be the only navigation equipment required onboard an aircraft to support a particular operation or phase of flight. Of course to use this system, it's essential that airlines install reliable, certified navigation equipment on planes.

*I don't believe
in and won't
buy it.
Who is going to push it*

No one expects that this transition will occur overnight, but we will continue to work with ICAO and will keep the international community apprised of our progress.

Policy Stability

A key component of GPS vitality is a stable, open, widely publicized set of management policies. Those policies have been in place and have evolved openly for a period over a decade. They are inscribed in both a Presidential Decision Directive issued in 1996 and a law enacted by Congress in 1997. Key elements of these policies include:

- GPS is a dual use system, managed and operated for the benefit of both civil and military users.
- An Interagency Executive Board, chaired jointly by the Departments of Transportation and Defense, manages the GPS to assure representation and balancing of the full range of civil, national and international security considerations.

- The U.S. remains committed to making the basic civil ^{signal} service available to the world community for peaceful civil, commercial and scientific applications, free of direct user charges. We include further enhancements of the civil ^{signal} service in this policy. } what does this mean?
- The basic civilian service specifications are open, published, and available to civil users and the equipment industry worldwide to promote the development of productive and creative applications of GPS.
- Recognizing the worldwide user base and the enormous private and public sector investment in GPS applications, we are working to make GPS a world standard for navigation and positioning services. We are pursuing this policy in multilateral forums such as ICAO and IMO, and in bilateral discussions such as those we have underway with Japan and the EU.

We believe these policies have been successful in fostering technological innovation and applications of GPS in the United States, in Europe, in Asia and around the world -- uses that support economic

growth and development, transportation safety and efficiency, natural resource conservation, communications, and scientific exploration and innovation.

We are now embarked on a program to modernize GPS. This began with President Clinton's decision in May to discontinue "Selective Availability", which instantly improved GPS accuracy worldwide by a factor of ten. The next step will be two new civilian signals, the first of which will be installed on satellites to be launched beginning in 2003.

Conclusion

Over the course of the past decade, GPS has become an integral component of the world's transportation, communications and scientific infrastructure. The United States takes very seriously its obligation to maintain and improve this infrastructure.

We hope and expect that Europe will maintain a similar approach as it moves through the Galileo definition stage and beyond, if the decision is made to proceed with Galileo.

GPS is working extremely well for the benefit of the world community. It is being managed in a stable, open manner, to serve both civil and military interests.

Strong, integrated transportation systems are the foundation for any economy. And we want to work with our friends in both the industrialized and the developing world in planning a safe, secure and efficient system that goes with full partnership in the global economy.

Secretary Slater has said that transportation is about more than concrete, asphalt and steel -- it's about providing opportunity and mobility for people and ideas. It's about making life better for everyone.

I am delighted to be here with you today for this cross-modal panel on global satellite navigation systems. This is one of the most important -- and fascinating -- issues for building a safer, more efficient transportation system for this exciting new century.

Thank you. And, now I will introduce each panelist, who will speak for about 10 minutes each. Then, we should have at least 45 minutes for audience questions and discussion.

Introduction of panelists

It is my pleasure to introduce **Monseieur Michel (MISH-EL) AYRAL (EYE-RAWL)**, who has served as Director of Air Transport for the European Commission in Brussels, Belgium since 1997. Prior to his current position, Msr. Ayral was the Commission's Director for Industrial Policy and its Director for Energy Policy. Today, he will tell us about Europe's plans for a global satellite navigation system. Let's welcome Msr. Ayral . . .

Is his correct for Monseieur in French? ? **Monseieur Judimar Das Chagas** is with us today from Montreal, Quebec, Canada and has been involved in aviation for over 40 years. In the past 15 years with the Brazilian government, Mr. Chagas was involved in the air navigation and communications field and, as a pilot, performed flight calibration of navigation aids for more than 12 years. In March 1990, he joined the ICAO as Chief of Communications, Navigation and Surveillance (CNS). I present Msr. Judimar Das Chagas . . .

Mr. Bao Peide, Vice Minister of China's Civil Aviation Authority, has traveled thousands of miles from Beijing to be here for the Symposium and today's panel. (Biographical info forthcoming) Mr. Peide will be talking about China's work to integrate global satellite navigation technology into its aviation infrastructure to improve aviation services. Mr. Peide . . .

Since August 1997, Mr. Sidney Koslow has been Vice President of Engineering for NAV Canada. Mr. Koslow had been with MITRE Corporation's Air Traffic Control division from 1964 to 1997, working on en route and terminal Air Traffic Control and Flight Service Automation efforts. He was also technical director of MITRE's System Development Division, responsible for support of the FAA's Air Traffic Control design, development and acquisition. Mr. Koslow will be talking about the financial and institutional issues involved in building a truly global satellite navigation system. Let's welcome Mr. Koslow . . .

Now, we'll hear from someone else who also traveled thousands of miles, and many hours, to be here – Professor Don Sinnott (SIN-NOT)

from Australia. Professor Sinnott is currently CEO of the Cooperative Research Centre for Sensor Signal and Information Processing (CSSIP), and its commercial trading company, SPIRE Innovations, Ltd, both headquartered in Adelaide, Australia. He oversees a joint venture of five universities and four companies in a research collaboration in signal processing relating to mining sensors, defense sensing and navigation, and medical imaging. Professor Sinnott will discuss satellite navigation industry competitiveness and the need to respond to societal and market forces shaping the demands for air, land and sea transportation.

Professor Sinnott . . .

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

Surface Symposia of the International Transportation Symposium
8:00 a.m., Wednesday, October 11, Virginia Suite
Marriott Wardman Park Hotel, Washington, DC

Recognize Dignitaries – names from Nancy Alcalde, Congressional Relations, x6-0838

Welcome to the second full day of the International Transportation Symposium. We have seven excellent surface panel sessions this morning and this afternoon.

These
The first panels will cover the Role of Surface Transportation in *a wide variety of topics affecting*
^ – fleshing out
Society and the Global Economy ~~and~~ the vision of an integrated -- and
seamless -- international transportation system. Looking over all ~~seven~~ *the*
panels and their impressive participants, *It's sure it is as* it's difficult to decide which *for you*
ones to attend *as it is for me.*

I think Secretary Slater described our goals for this international conference very well when he said a few days ago:

By sharing of best practices, we can nurture a common vision to meet the 21st century transportation challenges of moving people and goods safely, securely and efficiently.

This will not be the first time that the United States has benefitted greatly from the skills and knowledge of other nations. In fact, we've been benefitting for ^{many} more than two hundred years. In creating our own ^{transportation} highway system, we ^{have drawn} ~~drew~~ on the experiences of many countries.

We imported our early construction techniques from Europe. Until the 1820s, ^{our} roads were constructed using techniques developed in ^{18th Century} France. ~~during the 18th century.~~

More recently, Germany's autobahns inspired the design of ~~the~~ ^{our} Interstate Highway System after World War II.

Today, realizing the benefits of learning from the experiences of others, the Department of Transportation and our transportation industry look outside our nation's borders for new transportation ideas and best practices. And we have invited all nations together this week to do the

same. *Recognizing the interconnected nature of our transport system, we all will benefit from improvements in any element of that system's operation, and we will be better able to gain these benefits as we*

Today, we are gradually providing the technologies, institutional framework, and experience needed to convert the nation's surface transportation infrastructure into an "intelligent" system and to convert future cars, trucks and buses into safer, more "intelligent" vehicles.

understand the forces driving system development - technology, demographics, economics, ~~politics~~ and, in the cost sense of knowledge, political.

We are converting the nation's transportation infrastructure into an "intelligent" system using the latest information, satellite, sensor and other technologies. And, we are working more often than ever in partnerships with state and local governments and the private sector to build a system that people will need. And, notice I say "system" singular. That's because we need to continue to think intermodally -- to

make sure our systems interconnect into one, efficient and seamless

system. *Several of today's panels will focus on these changes, not just the technology involved but the institutional changes needed to see that the technology creates equitable economic benefits. Development in public-private partnerships and in deregulation are interdependent in nature and we have much to learn from each other.*

I encourage you to take a ride on our Metro system, which includes stops at virtually all historic sites, including the White House, the Smithsonian and even the Department of Transportation (if you consider a vintage 60s building historic)! You will notice that it connects with our Washington National Airport, which some of you flew into. I'm a big fan of transit, as some of you know, and take the Metro almost every day to work here in Washington. It definitely beats driving in rush-hour traffic!

Here in America -- as in Europe, Asia and other regions -- we are seeing ^{many} positive results of "intermodalism" and innovative ways of thinking. For example, recognizing the importance of integration and interoperable systems, our state of Utah invested in the development of a national ITS architecture, or common framework, to connect their

commuter systems together, ^{and we will all be here ^{working} when we ~~gather~~ gather in Salt Lake City for the winter Olympics in 18 months from now.}

^{Good} Connections between these modes of transportation, ^{and improved network connectivity} are a critical element in the operation of a seamless transport system, and one of our panels will focus on ~~the~~ how such a system comes together, noting the implications for both those who work with a ~~the~~ system and those who use it to ship and support their ~~product~~ protection activities.

For example, as we talk about intermodal + seamless transport, let me again ~~note~~ note the agreement signed yesterday between Sec. Slater and Minister Gaspard, providing for intermodal code sharing ~~between~~ across French + US carriers, ~~and a~~ (over)

The Utah Department of Transportation's Traffic Operations Center (TOC) in Salt Lake City, built at a cost of \$80 million -- nearly 25 percent in federal funding -- uses advanced computer and communication technology to make travel safer and more efficient. Highway Patrol dispatchers also will be linked to transportation operators to better respond to incidents in the area, which will improve^{ing} safety and mobility.

Many other new technologies will be installed in the Salt Lake City region prior to the 2002 Winter Olympics, including more than 300 miles of fiber-optic cables, 550 traffic signals, 150 cameras, and 57 variable message signs (VMS). ^{Due to Germany} Perhaps some of you will be in Salt Lake for the Games!³

Innovation in the form of new materials and new methods will help us build stronger infrastructure. For example, High Performance Steel (HPS) will make our bridges stronger and more corrosion-resistant than ever. The U.S. DOT had a hand in developing this new material under a cooperative research program with the FHWA, the U.S. Navy and the steel industry.

We are proud of this success and plan to continue investing in and partnering with industry on transportation R&D that is in the national

interest. *we look forward to hearing from panelists about your similar success stories*

Another ~~important~~ *of major importance* issue in the transportation and most sectors of

our economy is the environment. Increasingly, the American people

have become concerned about the impact of transportation and related

infrastructure projects on their communities and the environment.

President Clinton and Vice President Gore, as other leaders around the world, recognize these concerns and have taken action. They have invested in programs that allow growth while protecting and preserving the environment and improving quality of life. We call it our Livability

Initiative, *and I know that similar efforts are underway elsewhere, which we will hear about in several panels, especially the closing session a new-technology & transport.*

On This unique program, for the first time, provides communities with the comprehensive tools and resources they need to preserve green spaces, ease traffic congestion, promote regional cooperation, improve schools, and enhance economic competitiveness. In short, to reclaim their communities -- for themselves and the future.

On
The Livability Initiative recognizes that transportation must be a vital partner in local communities' efforts to achieve their hopes and aspirations for the future. Livable Communities programs will fund the planning and implementation of transportation strategies in urban, suburban and rural areas which promote efficient and environmentally friendly transportation. *I think we have need to learn from those who have focused for centuries on the livability of their urban centers.*

The most critical component of any transportation system is safety, and we in the U.S. DOT take this -- our #1 priority -- very seriously. We have worked diligently to meet and, in some cases, exceed the goals we have set for improving transportation safety. In 1999, we succeeded in pushing *transportation* highway and rail fatality rates to all-time lows, and we hope that this year will prove to be another record breaker.

Secretary Slater has been effective in communicating the fact that safety belts *save more than 10,000 lives each year*, while child seats save the lives of over 300 children under five years old. Our goal is to increase safety belt use to 90 percent in year 2005 -- currently we're at about 70 percent. *As in other topics, we all have need to stay on the safety front, and the safety panel will explore how this can occur in all countries.*

We have been working to improve truck and bus safety and have set goals -- such as reducing truck- and bus-related deaths by half in the next 10 years -- that we think are achievable. Next month we will begin requiring all "unfit" motor carriers to improve or stop operating their trucks and buses in interstate commerce. This rule will save lives by applying our fitness standard to all large trucks, instead of only passenger buses and trucks hauling hazardous materials.

Conclusion

For over 40 years, I have worked in transportation ^{at the federal, state + regional level.} in both the public and private sectors. ~~And, I must really like it because I'm still~~

~~here!~~ It's a satisfying -- and often exciting -- career because you're able

to "see" the impact it has on people's lives and on our economy. ^{At the same time, we can always see that there is more to be done.}

During this, our first International Transportation Symposium, we're making history in coming together as a community of nations to share best transportation practices and information. This kind of collaboration makes sense if we want to build a global transportation system that will be safe and efficient and will meet the demands of this

new century! ^{In an era of globalization, we have the opportunity to design this system as a model for both its achievement of economic goals and its responsibility for balancing environmental and social impacts for the good of all.}

We have a very busy schedule today, so it's time to choose and attend those panel discussions. I hope you all enjoy today's program and the rest of your stay here in the nation's capital.

Neither Mr. Slater's change for
Yesterday, our goal needs to be
not only the development of a
system which ^{the} operates effectively
for a productive world economy,
but an actual assurance that the
benefits of that economy flow
to every country and every
citizen, leaving ~~none~~ none
behind.

Remarks prepared for
Deputy Secretary of Transportation Mortimer Downey
for the

Interstate 95 Re-Opening Celebration

Bellevue State Park

Wilmington, DE

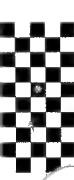
Friday, October 13, 2000, 10:30 am

- This is a proud day for the State of Delaware, for Governor (Thomas) Carper and all of the state's leaders who were involved in getting this reconstruction project done, on schedule and on budget, in a short period of time (under 6 months).
- Closing a major artery like I-95 could have been a nightmare. The fact that it wasn't was no coincidence. You planned ahead and you got the word out to the public on how to "Beat the Creep."
- I'm especially impressed with the coordination among the Delaware DOT, our Federal Highway Administration and, most importantly, with the public to ensure that people could still get where they needed to go during the construction period.
- Your DelDOT Secretary Anne Canby is well known for bringing intermodal perspectives to transportation activities in Delaware. And, it certainly shows with this project.
- I commend Secretary Canby, our FHWA and the Working Group for encouraging motorists to car pool and to use public transit. The state's fourth commuter rail station was timed to open during the construction, and has had remarkable ridership! It's not often we see ridership numbers like 600 percent in 7 weeks!

- The commuter rail service also saw ridership increase 21 percent for northbound and 40 percent for southbound from Philadelphia to Delaware County.
- I hope, as Governor Carper, Secretary Canby and many others do, that these public transportation ridership gains will be sustained and increased even after I-95 is reopened.
- This is in line with our experience elsewhere. Throughout the country, in cities large and small, we're seeing more and more commuters choosing public transportation. Ridership was 4.8 percent higher in 1999, the year we surpassed 9 billion trips. That's the highest ridership since 1960.
- We're not saying that roads and highways aren't important, but to relieve growing traffic congestion today and in the future, we need to encourage people to use transit.
- Before he was elected to his second term in office, President Clinton talked about the need to build a "bridge to the 21st century." He wasn't talking about a literal bridge, but a symbolic one of balancing the budget, improving education for all children, and preserving the environment as we grow the economy. And we have accomplished all of these things.
- But President Clinton and Vice President Gore know, too, how important real bridges and real infrastructure are to our economy, to the people of Delaware and to the nation. That's why they have invested record dollars in our transportation system.

- Because of that investment, our highways and bridges are stronger, at least 300 miles of new transit lines are under construction, and that is just part of the story. But it is a major reason why our economy has produced 22 million jobs in the last 7.5 years, including over 1 million new jobs in construction.
- The Clinton/Gore Administration has also focused on building a transportation system that will lead to more livable communities that can serve communities' needs and improve people's quality of life.
- Today is an example of a state and its citizens taking a big step and a bold one to maintain and modernize the transportation system, which is vital to your economy and your quality of life.

End



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

**EIGHTH INTERNATIONAL CONFERENCE
ON AIR-RAIL INTERMODALITY
International Air Rail Organization (IARO)**

The Renaissance Hotel
999 9th Street, NW,
Washington DC
Monday, October 16, 2000
9:15 am

Thank you, Cyril (Bleasdale, Vice Chairman/IARO and managing editor of RailNews), and welcome to the nation's capital everyone! It's a pleasure ^{For me} to be here this morning for your eighth international conference and the first one in the U.S.

^{Many, especially our international visitors,}
~~Most~~ of you probably flew into Dulles or the Baltimore-Washington International Airports, but I want to point out that Washington's transit system -- which we call the Metro -- is now well connected to the terminals at Reagan National Airport, which was refurbished and expanded in recent years.

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After years of looking across ^{from} the Metro ^{platforms} to the old terminal and wondering how those two facilities managed not to connect, the terminal moved to the Metro site and all are now living happily ever after. In fact, the percentage of transit use among that airport's passengers is near the top of the charts here in the U.S.

If you have time, please take a ride over to National Airport on the Metro. I think you'll ^{now} find it to be a good model for linking rail with airports.

In this new and challenging 21st century, linking our transportation systems together into a more efficient and seamless ^{intermodal} system will not only be a ^{convenience} ~~luxury~~, but a necessity. And, I'll explain why in the next couple of minutes . . .

Last week, our Secretary of Transportation Rodney Slater and I, along with the ^{Greater} Washington Board of Trade and DC Mayor Anthony Williams, hosted our first-ever International Transportation Symposium ~~here~~ -- the theme was *Moving to the 21st Century -- Best Practices of Today and Lessons for Tomorrow*.

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Over 1,000 ^{attended} people -- transport ministers and executives and representatives from private sector firms and trade groups involved in airport, road, railway, and ports and from labor, academia, banking and financial communities -- from more than 90 countries, ~~attended~~.

We brought together the international community to share best practices, including rail, aviation and all other modes of transportation. It was clear from this meeting and from past experience that our country and the rest of the world's nations have a lot to learn from each other.

The Symposium was also a catalyst for making that happen as many important relationships and partnerships were begun or cemented here in Washington last week.

Symposium participants adopted a series of principles to guide our respective thinking on international transport issues. First and foremost, safety and security will continue to be top transportation priorities for all nations. Second, we committed to addressing transportation work force needs.

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Third, as we grow our economies and increase transportation capacity, we will not sacrifice our environment. And, fourth, we will continue to foster an atmosphere of cooperation among nations and to bridge economic and technology gaps.

In addition to agreeing on principles, we signed a number of bilateral agreements, including ^{the first-ever} intermodal code sharing agreements with both France and Germany that will lead to more seamless transportation between air and surface transportation, something we're all interested

in! Henceforth, intermodal code-sharing opportunities will be a standard element in our bilateral open skies agreements and in any multilateral or plurilateral ^{see} pacts.

As productive as this Symposium was, I think that ^{see} more focused gatherings like this one are also needed, and I commend Cyril Bleasdale and the International Air/Rail Organization for making the effort to bring like-minded participants together. I know that, like our Symposium, your objective is to share best practices and to create stronger links between air and rail in our global transportation system. I think it's a very wise and practical idea.

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The more we communicate and work together as people and as nations, the more air/rail links we'll see. And, if we keep at it, we'll achieve the seamless global transportation network that many of us envision for the New Millennium.

The Case for a More Seamless Transportation System

Last week's Symposium helped to make and confirm the case for creating a more seamless global transportation system.

We learned that aviation passenger traffic growth worldwide was up 5 percent in 1999 compared to 1998. Over 600 million people flew on the U.S. airlines last year. That number will climb to over one billion people by 2010. Worldwide, air travel is growing even more rapidly. More people are traveling, more cargo is being shipped, and more and more air routes link our nations as more trade barriers fall.

Like you, I fly on airplanes and use airports often. And, like most air passengers traveling in the United States, Europe and around the world today, I've experienced some delays. Many people have begun to experience hours-^{or} ~~and~~ even days-long delays! — perhaps some of you in his room —

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for air service,

To meet ~~this~~ growing demand, transportation planners, government leaders and policy makers and the private sector must work together now or face increasing delays and growing gridlock in the future. This seemed to be a central theme throughout last week's symposium and at a majority of the transportation conferences I've attended during my tenure as Deputy Secretary.

The delays and gridlock we are experiencing worldwide is a sure sign that we need to do something to make the movement of people and goods more efficient, as well as safe. The United States and many countries are improving their air traffic control systems, which will help. But, another great way to meet the growth in passenger and cargo demand ^{to use our capacity more wisely} is by creating more links between aviation and rail.

Future airport design and expansion is crucial for meeting the needs of new colossal aircraft currently being built by Airbus and Boeing. Delivery of these New Large Aircraft (NLA) is expected by 2005. The largest aircraft ever built, the A3XX-100 will weigh 540 tons (equal to 110 elephants) and seat 550 passengers in a double deck.

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Boeing's B747X Stretch will seat 504 passengers and also be ready by 2005. Both NLAs -- a new acronym we all may learn to fear if we don't figure out how to accommodate them -- are designed for long haul, high capacity trans-Atlantic travel.

To enable the movement of the increased number of passengers and amount of cargo we expect at most airports in the coming decades, we need to invest in creating rail links wherever feasible. *How else will we get 500 people to the airport to board the new aircraft?*

Air/Rail Links Here and Overseas

Europe is known for having one of the most efficient passenger rail systems in the world, and we heard last week from France's Transportation Minister Jean-Claude Gayssot that France and other countries are planning to expand rail use for cargo as well as to replace air travel on shorter routes.

Air-rail links are an important part of the transportation network throughout Europe and other parts of the world, including the Heathrow Express, the railway to Oslo's Gardermoen Airport, and the new high-speed train at Dusseldorf Airport.

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These linkages in Europe sparked the interest in the new intermodal code-sharing agreements, which will permit joint sales of tickets and reciprocal baggage handling. And as I will cover in a moment, we expect to have equally attractive rail links in the U.S. soon.

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Here in the United States, under President Clinton and Vice President Gore's leadership, we are working hard to ~~mirror and to~~ learn about air-rail links from our colleagues overseas. Across the country, governors, mayors, city council members and citizens have realized that such linkages -- and the addition of high-speed rail -- are critical for relieving growing congestion here in the U.S. Even in ^{An} Anchorage, Alaska, ^{construction is underway} ~~government and business leaders are looking at ways to connect~~ rail ^{to the} with airports, reflecting the high volume of tourist travel to scenic points.

Total U.S. federal funding for ^{urban} bus and ^{rail} train service has grown substantially since 1992, from \$3.6 billion to over \$6 billion this year. And, for aviation ~~and~~ infrastructure in this year alone, our national government will invest more than \$2 billion for facilities and equipment; \$173 million for research, engineering and development; ^{3.2} ~~more than \$6 billion for FAA operations~~; and ~~\$1.6 billion for our~~ Airport Improvement Program (AIP).

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Throughout the United States, state and local governments are investing ~~more of their own and federal~~ resources in air/rail links, *as well as their federal grants.*

Portland, Oregon, for example, has made mass transit a vital component

of the region's transportation system and a viable alternative to the

automobile. The Westside Hillsboro project -- a public/private

partnership -- will extend the popular Portland MAX from downtown

Portland to downtown Hillsboro via a three-mile tunnel through the

West Hills ^{will connect} and to Portland's airport.

Other connector projects are underway at ~~San~~ San Francisco International and Los Angeles' LAX airport.

Another important air-rail project is the new Tri-Rail commuter railroad station at Miami International Airport (MIA). The passenger

railroad station, opened in late April, is the first component of the

Miami Intermodal Center and will provide a central transfer point for

regional passenger railroad trips; intercity bus, taxi and limousine

service; and passenger vehicle operations. The Miami Intermodal

Center ^{is} ~~was~~ one of the projects that ^{has} benefitted from our ^{federal} innovative

finance program or TIFIA as it is known -- we are providing federal

loans totaling \$436 million to help make this project possible.

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The New York Metropolitan area, where I've spent a considerable amount of my life, is a leader in transit ridership. Nearly 1.7 billion people ride New York City transit every year. That's about one in every four users of mass transit in the United States, ~~and two-thirds of the~~ ^{New York's} ~~nation's rail riders.~~ ^{International} The John F. Kennedy Airport is now undergoing major renovations, including a \$1.9 billion investment in rail -- known as AirTrain -- which will provide fast, reliable travel between Manhattan and JFK by 2002. It will replace the former, not very successful, "train to the plane," which we all know was really the train to the bus to the other bus to the plane. Now, it will be a more effective service, perhaps eventually a one seat ride, and ~~will be based in~~ ^{out of} the James Farley Post Office Building which I'll talk about in a moment.

To give you an idea of the growth at JFK -- JetBlue Airways -- a new-entrant carrier that operates at JFK -- started operation in February and had already boarded its 500,000th passenger by Labor Day. And as JetBlue and other airlines grow, there will need to be an efficient way to

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get passengers from JFK into New York City. The Air Train concept makes a lot of sense.

Kennedy Airport's renaissance has been recognized in several recent surveys of passengers and aviation industry leaders. In the International Air Transport Association's most recent Global Airport Monitor survey of 60,000 passengers worldwide, JFK was named the second-most improved airport in the world, among airports that handle more than 25 million passengers a year.

The historic James Farley^{Postoffice} building will be rejuvenated to make Penn Station more accessible and pleasant for all intercity rail travelers and commuters. This project is a unique partnership between the city, state and federal government and the private sector. New York State, New York City and my Department created^{a new entity,} the Pennsylvania Station Redevelopment Corporation (PSRC), allowing for the planning, financing and development of a new Penn Station in the Farley Building.

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People will be able to take transit to the Farley Building and the project will increase their access to midtown. The Farley Plan provides links to the region's airports. The design accommodates passengers using Newark's Monorail and JFK's new AirTrain, both ^{with easy} ~~connected to~~ ^{connections,} ~~easy~~ commuter rail, ending at Farley.

Farley and projects like it around the country will strengthen the link between transit and community planning to make communities more livable -- safe, accessible and more economically prosperous to benefit entire regions.

As more Americans riding transit and rail, we can reduce traffic congestion on our roadways and improve air quality in our communities. Transit is helping to build sustainable communities across the nation and around the world.

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Climb Aboard -- High-Speed Rail Coming to America!

As I mentioned earlier, serious

High-speed rail will begin in Northeastern United States this fall with the introduction of Amtrak's new Acela Express high speed trains. Later this week, ^{*we have to see*} the first Acela trainset ~~will~~ arrive at Union Station. By the end of the year, the new trains will be serving the Northeast Corridor at speeds of up to 150 mph. The trip between New York and

Washington will be reduced ^{*about*} ~~at least 30 minutes~~ to 2.5 hours, and from

New York to Boston from 4.5 to ^{*a little over*} about 3 hours.

Electrification from New Haven north of
~~to Boston~~ will permit ~~through~~ service from Washington to Boston without a time-wasting engine change.

The new Acela service will connect not only Northeastern cities but also link ^{*directly or indirectly*} to airports, including T. F. Green in Providence, Rhode

Island; Baltimore Washington International in Maryland; Newark

~~Regional~~ ^{*and connecting services to Washington's Reagan National,*} Airport in New Jersey; Philadelphia International Airport; JFK in New

York and Logan in Boston, Massachusetts.

The new trains will set a new standard in comfort and amenities, and Amtrak believes that high-speed service will be more than competitive with other forms of transportation in the Northeast Corridor.

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Last week, we designated two new high-speed rail corridors in Northern New England and the South Central states, and announced the extension of three existing designated corridors to serve ^{points in} Ohio, Indiana, Kentucky, Alabama, Georgia and Pennsylvania. And, throughout the nation, in California and the Southwest, government and business leaders are planning for high-speed rail early in this century.

Amtrak expects a substantial operating ^{return} profit from its new high-speed service to improve its financial bottom line, eliminate its dependence on Federal operating subsidies and begin a plan of national expansion.

All of this is great news, and I believe we will hear more about increased train service in the coming decade. We at DOT strongly believe that our transportation systems must be intermodal, with strategic links among intercity rail, mass transit, bus and air travel service. Improving rail transportation should be part of every well-planned regional strategy.

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But, an obstacle to developing and improving our rail system is, as usual, money. Where will the money come from to make these large investments?

While the greatest attention has been focused on the Northeast, high-speed corridors have been quietly developing in other parts of America. Public/private partnerships are the catalysts for high-speed rail. More than \$1 billion in state and private funds have been committed to advancing rail in regions throughout the country.

The Clinton Administration supports passage of the High Speed Rail Investment Act now pending in our Congress. This legislation calls for a federal ^{sponsorship} investment of ~~\$782 million~~ to secure \$10 billion in private sector investment ^{to} 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 the bill's sponsor, Senator Lautenberg, and the Congress to find the best ways to ensure that investment.

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Conclusion

In his annual transportation message earlier this year, President Clinton urged transportation decision-makers to "Make our communities more livable, give our citizens greater choice and mobility, protect our environment and help create a truly global community."

In addition to being safe, the transportation system we build must also be sustainable, ^{Sustainability means well used,} and the best way to make it sustainable is to make it virtually seamless -- so that people and cargo can move efficiently from one destination to another.

I invite the International Air Rail Organization to join with the U.S. Department of Transportation and with our private sector to encourage the air/rail connections that enrich our economies and our quality of life.

^{wish you well for the balance of your}
Thank you, and I ~~would be glad to entertain your questions.~~
Conference.

Remarks prepared for
Deputy Secretary of Transportation Mortimer L. Downey
for Delivery during the
Maine National Scenic Byways Ribbon Cutting Event
Hosted by: Maine DOT
Thompson Island Visitor's Center, Route 3
Trenton, ME
October 19, 2000
12 - 1 pm

Thank you, Commissioner (John) Melrose and to all of you for being with us this afternoon as we celebrate the designation of three of Maine's roadways -- Old Canada Road, Rangeley Lakes Scenic Byway, and Schoodic Scenic Byway -- as National Scenic Byways, and one -- the Acadia Scenic Byway -- as an All-American Road.

You may have noticed that several of these roads already have "Byways" attached to their names. That's because from 1969 until 1983, Maine had its own Scenic Byway Program, growing out of Lady Bird Johnson's Highway Beautification Program. *initiative*

In 1993, Maine received a grant from our FHWA to plan, design and develop a reinvigorated State Scenic Byways Program ~~again~~. Each year, the FHWA makes approximately \$25 million available through the Transportation Equity Act (TEA-21), our surface transportation law, ~~to~~ the ~~50 states~~ ^{to the 50 states} to support their plans to improve Scenic Byways and All-American Roads.

I want to take this opportunity to commend Commissioner Melrose and all those who have been responsible for helping Maine to compete for these nationally competitive designations. Not only did the beauty and importance of these Scenic Byways warrant their designation, but so did your efforts in telling us why in your application!

National Scenic Byways are exceptional roads through areas that exemplify ^{the} ~~regional~~ ^{of their region} characteristics. They possess distinctive cultural, historic, natural and other qualities unique among their neighboring states.

The 78-mile Old Canada Road Scenic Byway from Solon to the Canadian Border is a true snapshot in time. Tracing the route ^{taken by} of generations of travelers between Maine and Quebec, this segment of Route 201 is one of the ^{Northeast's} most beautiful in the northeast.

This scenic corridor of Old Canada Road winds along the Kennebec River, Wyman Lake, The Dead River, and vast working forests. Altogether, this is a unique and spectacular place for people to live, work, and visit.

The Rangeley Lakes Scenic Byway, a 35-mile stretch, represents an outstanding resource for the residents of Maine and for the many visitors to the area. Today this region is the classic four-season resort, providing a variety of recreational activities and a wide selection of overnight, weekly, and monthly accommodations.

The Schoodic Scenic Byway in northeastern Maine is truly one of the last frontiers on the eastern sea board with 28 miles of unmatched scenery. The byway passes through villages and waterfronts, including Sullivan Harbor, Winter Harbor, Birch Harbor, and Prospect Harbor.

Passing by eleven different bodies of water, there are views of mountains, islands, blueberry fields, wildflowers, ducks, eagles, osprey, historic buildings and lighthouses and ~~through~~ working landscapes of lobstering, clamming, timberland, and home-based entrepreneurship -- truly Maine at its best.

And last, but definitely NOT least is the Acadia Byway, now designated an All-American Road. All-American Roads ^{is} the premier designation in our National Byways program, ^{limited to those that} provide visitors with a unique driving experience and are considered destinations unto themselves. They provide an exceptional traveling experience that attracts visitors ^{in the way} as the Acadia National Park does.

~~Acadia National~~ ^{The} Park protects over 40,000 acres of Maine coastline, ^{preserving} ~~The park preserves~~ lakes, ponds, mountains, and miles of ocean shoreline. Under Acadia's protective watch are habitats rich with plants and animals. Stories of human history are scattered throughout this park.

I was intrigued to learn that American Indian encampments date back some 6,000 years in Acadia National Park, long before my first visit ^{here} almost 50 years ago. The Indians lived off the land -- hunting, fishing and gathering plants and berries. (No cell phones or computers!)

Getting back to the 21st century -- last June, DOT announced 30 Scenic Byway and All-American Road designations throughout the nation, including those we celebrate today.

These are the best travel opportunities America has to offer its citizens and visitors. They weave meaningful and enjoyable experiences into the fabric of American life. They enhance and promote travel and tourism -- now the world's largest industry. More and more people are driving for pleasure. Of some 800 million pleasure trips taken each year by domestic travelers, over 80 percent are along a highway -- and not just the kind of highway those of us in congested urban America think about.

People are taking to the highways because they expose us to all of this beautiful and scenic country -- its mountains, fields and waterways

and the unexpected insights we gain. They offer interaction with America's rich history, culture and diversity.

The National Scenic Byways Program has been a resounding success because it ^{has been} ~~was~~ built on cooperative partnerships at the federal, state and local levels. It is an engine for economic development -- economic development that shows how we can balance growth while preserving beauty and natural heritage.

As we begin the 21st Century and the New Millennium, let us remind ourselves what President Theodore Roosevelt once said about 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 grandchildren.

On behalf of President Clinton, Vice President Gore and our Secretary of Transportation Rodney Slater, I thank you for doing your part to preserve our nation's resources and to tell America's stories. The state of Maine has much to be proud of -- great leaders, hardworking people, and breathtaking landscapes.

Congratulations and keep up the good work!

Remarks prepared for
Deputy Secretary of Transportation Mortimer Downey
for Delivery during the
Transit Construction Summit
Federal Transit Administration
Grand Hyatt Hotel
Washington, D.C.
Monday, October 23, 2000
12 noon

Thank you, Nuria, and good afternoon. What a pleasure it is to be here with all of you for this 15th Transit Construction Roundtable. I think that we can celebrate what's been accomplished, and you can be proud of what you've all contributed to that success. We've come a long way since the Roundtables began in 1993, and I want to talk about some of those successes *and what went into achieving them.*

To remind us of why we are focused on construction, I note that more commuters than ever are choosing public transportation, as documented in last month's APTA report. Most of you know that *the nation* ~~we~~ topped 9 billion riders in April 1999, and ridership increased by 4.8

percent for all of 1999 -- the highest ridership since 1960 for all forms of transit.

I'm proud of the role the Clinton/Gore Administration has played in this growth by investing in transit upgrades and new starts. When President Clinton and Vice President Gore assumed office, transit funding was flat, and there were those who regularly proposed ending federal funding for transit. *✓ and in some ways that proposal was a response to management problems we properly had undiagnosed.* Our message was that we'd be a transit-friendly Administration -- a message you heard from Secretary Pena in his first APTA appearance early in 1993. I think it's been our continuing message, and the numbers bear that out.

Since 1993, our annual investment in transit has risen from \$3.8 billion in 1992 to almost \$6 billion for FY 2000. Over the 8 budgets we've put together, the increase totals more than \$16 billion -- that's solid evidence that we have delivered! *— But it also reflects the improvements you've put in place.*

And, the FY 2001 budget, as proposed by the President and accepted by Congress, will have \$6.3 billion to continue the innovations and investments in transit infrastructure and development envisioned under the Transportation Equity Act for the 21st Century (TEA-21).

Our economy is the strongest its ever been with record surpluses, more than 22 million new jobs ^{and} with the lowest unemployment in 30 years. Average family income has jumped by more than \$5000. And, that means that we can invest more in transportation – and the outlook for transit is bright.

Transit continues to be an indispensable form of transportation, as ^{to those who looked closely at the impact of} demonstrated [^] during the LA transit strike over the past month. The strike left almost half-a-million people without transportation to work, school and other important destinations. The strike hurt businesses and may end up costing local governments tens of millions of dollars in lost revenue and taxes. In some areas, LA's infamous rush-hour traffic jams were worse – if you can imagine that! “Thank God they’re running again,” one commuter told a reporter.

As communities spread outward and commuting distances grow, roadways have become increasingly congested. That's one of the reasons transit is the centerpiece of the Administration's Livable Communities Initiative.

The Initiative encourages land-use planning combined with transportation planning to ensure that new transportation investment will not only build a rail line or upgrade a bus system, but will create high quality communities with safe and efficient transportation and ample access to jobs and services.

Since January of 1993, FTA has funded over \$6.17 billion in New Starts projects. New Starts funds are intended for the engineering and construction of major fixed guideway capital transit investment such as light rail and heavy rail systems, commuter rail lines and busways.

A total of 41 Full Funding Grant Agreements have been recommended in the President's budget since January 1993. The funding will contribute to over 400 miles of new rail and busway service and 330 stations in 26 metropolitan areas around the country. These improvements are expected to serve over 240 million annual riders. Dallas, St. Louis and Salt Lake City have already exceeded ridership estimates since beginning service in the past several years.

Last month, I was in the San Francisco area for ^{the} APTA ~~and several~~
~~other~~ meetings and received an update on San Francisco's BART
Airport Extension project, which has received a \$750 million from FTA,
a federal share of about 51 percent of the total \$1.17 billion project cost.
This is the second largest public infrastructure project in Northern
California and one of the most complex in the country.

And, back in my native stomping ground, New York, the 63rd
Street Tunnel project linking the Long Island Railroad to the East Side
of Manhattan ^{- I believe -} is on time and on budget, something we expect to see in
all federally funded transit projects. This project will relieve severe
overcrowding on the Queens Boulevard subway line's existing 53rd
Street Tunnel, one of the most heavily used transit routes in the country.
The new connection, expected to be completed next summer (2001),
will allow an additional 15 trains per hour to run between Manhattan
and Queens. *Good management of this project is a good
sign for confidence of the major transit project was on
the drawing boards.*

PROJECT MANAGEMENT OVERSIGHT

When DOT and our FTA say that we expect projects to be done within budget and on time, except in very special cases, we mean it. In the past, we didn't have an effective system for monitoring how transit funding was spent, and this resulted in our making the General Accounting Office's high-risk list of programs vulnerable to fraud, waste and mismanagement in the early 1990s (Pre-Clinton/Gore Administration).

Since President Clinton and Vice President Gore came into office, DOT has been working to develop a sound system, and I'm happy to

report that as of ¹⁹⁹⁵ ~~March 2000~~, we were taken off GAO's high-risk list,

FTA's role is important: It evaluates and recommends proposed projects for funding, and it oversees the development and construction

of those projects. Today, FTA and its project management oversight contractors monitor over 100 major capital projects (i.e., those over \$100 million), which are expected to cost about \$48 billion.

FTA's performance affects the 6 million people who depend on transit every day and influences how well the federal government's transit investment is spent. *and how ~~well~~ we can be accountable to the Congress for results.*

I commend the FTA for its hard work in improving its project oversight – including upgrading its guidance and training of staff and grantees, developing standardized oversight procedures, and employing contractor staff to strengthen its oversight of grantees. GAO went further in testimony to Congress stating that: “FTA has also established a process to target its limited oversight resources. In addition, our ongoing work shows that FTA is improving its oversight of grantees with large-dollar transit projects.”

According to the GAO report, FTA’s project management oversight program has resulted in benefits for both grantees and FTA. Transit agencies have commended the program and cited numerous examples of how the FTA’s PMO contractors have improved project management.

Making Transit Better/Cost Effective with Technology

In addition to sound project management, technology and Intelligent Transportation Systems (ITS) will play an increasingly critical role in our transportation system. And, I believe new technologies will become increasingly important as we try to solve current and future transportation problems. Our FTA has taken on a leadership role in coordinating transit research and technology activities for public transit agencies and the private sector, promoting global competitiveness, international information exchange, and continuing innovation.

This leadership role calls for vigilance in understanding the problems of the transit industry and the major trends which affect the future of transit services -- an aging population, safety and security, globalization of economies, sustainable development, and technology advancements.

FTA, in partnership with the private sector and academia, is exploring, developing and using Advanced Simulation Systems. Simulation can reduce the time needed to design, evaluate, and test a product. With advanced virtual engineering, the prototype is an electronic virtual image of the product that can be placed into a realistic duty cycle and tested under simulated real-world conditions.

The Rail Equipment and Systems component emphasizes activities such as radio-based communication and control systems, research on special guideway systems, and safety-related issues. Advances in vehicle and train control technologies enable transit agencies to provide higher quality service at lower costs.

One example is the spread-spectrum radio system that has been adapted to train control, the Advanced Automatic Train Control System (AATC). AATC is being developed, tested and deployed at the Bay Area Rapid Transit District (BART), in partnership with the Defense Advanced Research Projects Agency (DARPA), Federal Transit Administration, Raytheon, a major defense contractor, and Harmon Industries. Precise location of a train in real time and use of software for safety-critical applications allow trains to run at closer separation distances while improving safety. The system allows fast recovery in case of unexpected events and helps to reduce operating costs.

To improve fixed guideway system capacity and safety without adding more tracks or modifying stations at enormous cost, FTA initiated the operational testing and deployment of radio-based or Communications-Based Train Control (CBTC) systems.

Work is on-going with the Federal Railroad Administration (FRA) and the Institute of Electrical and Electronics Engineers in developing CBTC standards and other rail transit system standards. CBTC systems are also applicable for grade-crossing protection and optimization of rail and road vehicle throughput at grade-crossings.

Rail system safety is a high priority of the FTA. Special emphasis is placed on the use of new technologies to ensure safety of equipment operations and passenger security. Research is also underway on Low-speed Magnetic Levitated (Maglev) systems and other rail system innovations.

Innovation in Transit Construction

The major elements in the Civil Infrastructure component are project delivery innovation, tunnel design and construction, and transit station design. Research in this component area focuses on innovative technologies, including advanced simulation systems, that minimize cost through better design and construction of components of fixed guideway systems, including tunnels and stations.

Work continues on the assessment of innovative technologies to identify ways to achieve greater efficiency in the design and construction of tunnels and stations.

The goal of FTA's Turnkey Demonstration Program is to determine if the turnkey method can produce time and cost savings through improved project procurement and development.

Research is currently underway to demonstrate the usefulness of turnkey project delivery as a means of developing transit infrastructure projects in the United States. Five projects are ^{currently} participating in the FTA Turnkey Demonstration Program: New Jersey Transit Hudson-Bergen Light Rail Transit (LRT); San Juan Tren Urbano Transit; Bay Area Rapid Transit's (BART) San Francisco International Airport Extension; Los Angeles Union Station Gateway; and the Baltimore Central Light Rail Transit Extensions. Early reports on the newly opened Baltimore Central LRT Extensions reveal time and cost savings in the procurement phase and reduction in the per-mile construction cost for the line segments.

Building a Transit Workforce for the New Century

Technology can help us meet the transportation challenges of the new century, but we need to do things to ensure we have a transit workforce that can operate and repair such high tech systems.

DOT has a number of initiatives that will lead to a stronger corps of technically knowledgeable transportation professionals, including the University Transportation Centers program. The mission of the UTC program is to advance U.S. technology and expertise in the many disciplines comprising transportation through education, research and technology transfer at university-based centers of excellence.

Applicants for the UTC program are limited to colleges and universities that have an established level of financial resources already supporting transportation research and education programs. Availability of research and extension resources, capability to provide leadership in solving transportation problems, and a multi-modal perspective are also factors in selecting UTC participants. Currently, there are (33) UTCs throughout the United States, and these institutions can and will be a powerful force for innovation.

Our Garrett A. Morgan Technology and Transportation Futures Program is an educational initiative to ensure that today's generations are ready to enter the transportation workforce of the 21st century. The program includes students from kindergarten to 12th grade, community colleges, and other colleges and universities offering transportation degrees and professional development. We've had remarkable success: the Garrett Morgan program has already touched more than 2.5 million students across America with mentoring and in-school programs.

Through partnerships with the transit community, FTA has encouraged students at all levels to become proficient in mathematics, science, and technology, which enhances their marketability as tomorrow's transit professionals.

Conclusion

The outlook for transit is bright, and a major reason for that is our strong economy. Our economic strength has been based on the strategies of fiscal discipline and strategic investment. As a result, we are enjoying the longest peacetime economic expansion in history, turning record deficits into record surpluses.

This strong economy and the disappearing Federal deficit will allow continued investment to rejuvenate and improve our transportation system and to prepare for the challenges of increased population and demand for transportation in this new century.

We ^{are pleased} hope that Congress ^{has} will approve ^{the} the Administration's \$6.3 billion 2001 budget for transit, a 9% increase over 2000, to continue the innovations and investments in infrastructure. Ultimately, this investment will improve mobility and access for all transit users.

With more Americans riding transit, we can reduce traffic congestion on our roadways and improve air quality in our communities. Transit is helping to build sustainable communities across the nation.

I applaud the work of the Roundtable members, APTA and the hundreds of transit authorities across the nation for the excellent work they do every day to ensure that Americans have safe and efficient transit choices to connect them to work, to school, to health care, and to an improved quality of life.

I believe that if we continue to work together we can ensure that the places in which we live in today will remain – as they should -- the places in which we want our children and our grandchildren to live tomorrow.

Remarks prepared for
Deputy Secretary of Transportation Mortimer Downey
for Delivery during the
DOT Financial Management Forum
October 25, 2000, 2:15 PM

First, I would like to commend the Assistant Secretary for Budget and Program, Jack Basso, for pulling together this conference. It is an example of how one DOT, working together, can make improvements to our current operations -- from using technology to increase productivity and improve customer service to attracting and developing high-performance teams and ensuring accountability.

Let me try to bring all of these together by offering an underlying premise: To make real, substantive, and positive change in the lives of the American people -- which is, after all, the goal of government actions -- we, as leaders and managers, must focus on performance. Because what matters to the American people are results.

Having held Jack's job as Assistant Secretary for Budget and Programs during the Carter Administration, and now as Deputy Secretary (also referred to as COO -- Chief Operating Officer) for the Department, I know that one needs to be both strategic and systematic if you hope to manage a large public enterprise effectively. There are four elements of this that I'll cover in the course of my presentation and each adds important elements of a successful operation:

- Good “thinking.” Thoughtful and careful planning to put together a solid strategy and plans to execute it (that's in large part what this conference is about and builds on what DOT has been doing these past several years);
- Good “doing.” Implementation -- Putting the plans into action, including necessary changes in programs, budgeting, and financial execution;

- Good follow-up to ensure positive change has occurred and is continuing. This step requires one to gather and evaluate key information. An example of this, which I will discuss in more detail later, is ensuring that program evaluations are done and used positively; and last but certainly not least . . .
- A good workforce. To achieve high level performance, an organization needs to focus on its human capacity, both in terms of current and future needs. We need to continually attract and build a workforce that has 21st century skills and the commitment to public service, and we in the federal government have to do this quickly in the face of what has been described as an impending exodus of skills and talents.

So, like any good process, it's a continuous cycle, first you think, then you do, then you learn and then you let the cycle repeat itself.

A key objective of federal leaders and managers of any large public enterprise should be to create and offer services and programs that have high value to the public. The public value and the public mandate that we are seeking to create and sustain is clearly laid out by the Congress in our authorizing statutes and by the Executive in the policies we carry out. What public managers shouldn't lose sight of in the course of the day-to-day strains of the workplace is the reason why public programs were created in the first place!

The Government Performance and Results Act was enacted primarily to take us back to those basics – to remind us at the Federal level that our management must be focused, ultimately, on results for the American people.

Federal public management is different from state and local public management in that we at the Federal level do not always get direct day-to-day feedback on our performance. State and local governments are closer to their customers and if their services are not provided well, state and local public managers hear about it quickly and vocally.

Having managed in New York City's transportation system, I know first-hand what this means.

So, we at the Federal level have to find other ways to get customer feedback. To use an example, at DOT, we've involved our customers and stakeholders in helping us develop our strategic plan.

- _ The Secretary and I hold visioning sessions around the country and with international transportation constituencies.
- _ We have published scenarios of what the transportation world might look like in 30 years, under various sets of assumptions about the future.
- _ We have asked our customers to help us create these visions and strategies, not just through the comments phase but also the construction phase.
- _ In developing our new strategic plan, we involved interest groups in the development of our strategies.

— We also put our strategic plan on line and invited comments from all, because everyone uses the transportation system.

And we are publishing both the Policy Architecture report, which defines the process of policymaking, and the Trends and Choices report, describing the futures that our policy efforts respond to.

Positive results depend largely on how sound the underlying strategy is – and how well we all understand exactly what we are trying to accomplish. Outputs, or how much we do of something, will always be easier for us to measure.

But, it is outcomes, or how well we do something, that matters to the American public. As an example, I can tell you how many miles were traveled by vehicles in this country. That's a classic output measure. But, what people really care about is how safely those miles were traveled and how much time it took them to travel those miles.

We have an obligation to be measuring outcome goals to the extent that we can, and to assessing the strategies we use to meet these goals. Program evaluations serve to assess the effectiveness of strategies.

In a few minutes I'll talk about a successful program evaluation we all worked on with particularly good results.

In our new strategic plan, we are also identifying generic strategies, so that we can focus on improving strategies that are applicable to various issues and can yield many benefits. Examples of such generic strategies are regulations, partnerships, and use of technology.

This is the "thinking" part of performance management. Now, how do we in the Department of Transportation keep our management focused on results? The answer is both to plan the work and work the plan. Our strategic and performance plans, which help us to define our goals and maintain our focus, serve that purpose. Our challenge as managers is to make sure that our succinct definition of the organization's strategic goals and outcomes become a part of the daily thought, conversation, and activity of every person in the organization, not just the top layer.

An important aspect of our “getting-the-word-out” is to knowingly beat a dead horse. One thing that I’ve learned over the years is that repetition crystallizes understanding. So, it’s OK to be repetitive if you’re strategic about it. Our strategy is to use communication to create leaders, not followers, because that leverages our success.

Strategy must be “used” and “usable” by all of us, and must be continually reinforced by managers from top to bottom. In transportation, our strategic goals are safety, mobility, economic growth, protecting the human and natural environment, and national security. Communication of these goals to our workforce, our stakeholders and the public is one of our key priorities.

The way we keep these high priority goals in the minds of our workforce on a daily basis are many.

- First, our workforce is involved in the development of these key outcomes – so, to start off with, these are the outcomes that they have identified and are identified with.

- We give each employee a small laminated card with the goals on it (I have mine - hopefully, you have all received yours).
- We also give briefings to our own staff, not just to Hill staff.
- We ensure that all messages we send to our employees continually stress our key goals, including our budget message, our congressional testimony, and speeches.
- We cascade our strategic and performance goals into the Secretary's annual performance agreements with the heads of our agencies and then into the performance appraisals of our employees. This helps managers and employees identify the linkages of their daily work with the overall goals of the Department. And we celebrate successes in terms of how they have accomplished our meeting key goals.

To sum up the “thinking” phase, it must involve all of those we are counting on to help us reach our performance goals – our workers, our stakeholders, the Hill. The validity of our goals is in many ways

measured by the number of those who accept them. In order to achieve our goals, we must make sure that our stakeholders, employees and all agree on what they should be.

The second part of performance management -- implementation (the "doing") -- is where it's easiest for our overall goals to get lost. The key to good performance management by the "doers" is to ask questions that link outcomes to actions.

The key is accountability. It's not sufficient for top level managers to think about performance only once at the end of the year. The essence of performance measurement is reviewing carefully the daily, monthly, or yearly activity and strategic outcomes.

We need to know in the transportation world how well we're doing in achieving our goals -- highway fatalities, for example -- throughout the year, just as a business looks at its quarterly earnings. This knowledge makes us accountable. Warning flags can be raised so that we can examine reasons for performance ups and downs.

The value of this monitoring is to create an orderly and systematic way of shaping our daily activities. However, it's not always easy to get performance information on a frequent basis, especially information related to outcome goals – the ones the American people focus on. Such information doesn't need to be in a perfect format -- it just needs to tell you where your organization may or may not be succeeding. And you need to be willing to accept and act on that assessment.

At DOT, we've gotten better at gathering information about performance, but there's still room for improvement. To illustrate, in early 1999 we decided to do a "dry run" of creating DOT's overall performance report. At the time, we had timely annual data for only 63% of our performance measures. Over the next several months, we worked hard to improve the level of performance data. As a result, when it was "show time" early this year, we improved so that we had over 90% of the data we needed. Next year, we aim to do even better, even as we seek to make key indicators available more frequently than once a year.

One of our data problems is due to the fact that much of the information the department depends on to manage our overall performance comes from sources outside the department, in many instances from our customers.

We not only depend on our own workforce to achieve and record the results, but also our partners in the states, the private sector and other agencies. We depend on the good work of many others, using the resources we provide, measure progress and achieve our goals. And this makes sense because the American Transportation Enterprise consists of not only the federal government, but state and local governments, non-governmental organizations, private enterprise, and most important of all, the "traveling public."

To ensure that we continue to improve performance and achieve results, I meet monthly with the individual heads of our operating administrations such as the FAA or the Coast Guard. The agendas for

those one-on-one meetings ALWAYS include a report on how we're doing in relation to our performance goals.

As I hope many at DOT would attest, a monthly meeting with the Deputy Secretary at which performance is reported serves to focus the attention of management ON performance in ways that wouldn't happened with a memo or e-mail! It also serves to extract performance data that otherwise may not be easily accessible and as input for me on problems or issues that we are addressing.

Last, we try to prioritize our goals, because sometimes there just aren't enough resources to achieve them all in a limited time frame. We at the Department are using our internal budget process as an exercise in this priority setting, and we involve all of our top leaders. At the front end of our budget process, the top 100 or so leaders of the Department get together for a little less than a day to discuss overall goals and prioritize them. We actually vote on initiatives as they affect our strategic goals – number one, two and so on. We do this voting first by

strategic goal and then overall. This represents a further effort to align our goals department-wide.

The action part of performance management involve being visible, vocal and asking questions. Some have said that employees care about what management cares about – so management needs to show that it cares and that it is persistent. That's what leadership is all about.

Another aspect of performance management is good follow-up through information and evaluation. As many of you know, this was the first year we reported on our overall departmental performance, as required by GPRA. I'm quite proud of our results in Fiscal 1999 -- we met 57% and observed a positive trend in another 20% of our Performance Goals. Only 4 or 5 of our 60 or so goals required a fundamental review of strategies to redirect performance, and we undertook that review accordingly.

A critical step in improving performance is to determine how well you've done in accomplishing what you set out to do. Keep in mind that

it's OK not to achieve every goal. If we did that, it would probably mean that we haven't set the bar high enough.

I've heard that in New Zealand if an organization achieves more than 80% of its goals, top managers are considered for demotion because they "obviously haven't been aggressive enough" in setting goals.

While I probably don't agree with such a simplistic method of determining success, it's important to understand why we meet or don't meet our goals and that understanding really must come through evaluation.

Right now, we in DOT are not only enjoying our successes, but we are honestly and forthrightly focusing on four crucial areas where our FY 1999 performance fell short:

- Seat belt usage has not risen as we would like.
- Incursions on airport runways and air traffic operational errors, which measures when two aircraft are not appropriately separated in space, have not decreased as we would like.

- And, the Coast Guard was unable to meet national security military readiness requirements in its partnership with the Defense Department.

The Department has been evaluating why we missed these goals, and is looking closely at and questioning our strategies. We are asking ourselves: Should some of our actions or strategies be changed? If so, how?

We do not have all of the answers. But, recognizing problems is the first step towards finding solutions.

Organizational learning -- learning by doing and taking some risks -
- is crucial to improving the organization's total performance. This past year, in cooperation with the Department's Inspector General, DOT conducted a major cross-organizational program evaluation of our hazardous materials programs. We looked carefully at the processes and strategies we use to ensure that hazardous materials are handled

appropriately throughout our transportation system and at how the various responsibilities to assure safety are spread throughout DOT.

Many recommendations came out of this evaluation, which was focused on how we improve our performance in preventing hazardous materials transportation disasters.

Does the public care about this? Yes. Of course! For that reason, it's one of DOT's major goals. And, only by thoroughly analyzing what we're doing and what we are trying to achieve could we reach a conclusion that leads to results.

An evaluation's lifeblood is data. But, remember it need not be perfect data. As long as you know the data limitations and make sure that your evaluation methodology is appropriate, you can use program evaluation to further your overall goals.

And, unless you invest in a workforce that is committed to achieving results in the most effective and efficient way and using all the tools available, your achievements will be less than stellar. That's why

we at the Department are focusing on workforce investment, whether it be through increased training, job flexibility or on-the-job educational experiences.

In closing, I'd like to leave you with this final thought: I don't believe there's magic in achieving good results, and thereby creating public value. Most of what it takes, as Vince Lombardi so often stressed to his successful teams, is persistence, and a constant focus on the strategies that you know will bring success.

If we can do that -- with great focus and determination amidst all that serves to distract us every day -- we will be good and wise stewards of the public trust, and good servants of the American public.

Thank you.

Remarks prepared for

Deputy Secretary of Transportation Mortimer Downey

for Delivery during the

**Grant Announcement for the Utah Department of Transportation
Funding for the Olympic and Paralympic 2002 Winter Games**

Salt Lake Olympic Organizing Committee Headquarters

299 South Main Street, 13th Floor Atrium

Salt Lake City, Utah

Participants: Fraser Bullock, COO, SLOC) and
John Njord, Deputy Director/UDOT

Thank you, Mr. Bullock (Fraser, Chief Operating Officer of the Salt Lake Olympic Organization Committee). It's my great pleasure to be here in Utah not only to visit transportation project sites and take in the beautiful scenery, but to announce almost \$26 million in U.S. Department of Transportation grants to the Utah Department of Transportation.

These funds will help provide safe and efficient transportation for millions of people who will use transit during the 2002 Winter Games. President Clinton and Vice President Gore are committed to investing in transportation that will strengthen the economy and reduce traffic congestion

during the 2002 Winter Olympics. We are also working with Utah transportation leaders to build a transportation system that will serve the citizens of Utah long after the Games are over.

First, I'd like to tell you what's planned under grants totaling \$13 million from our Federal Transit Administration for projects in direct support of the Olympic and Paralympic 2002 Winter Games.

President Clinton, Vice President Gore, our Secretary of Transportation Rodney Slater and I know that Mitt Romney, Fraser Bullock and their staff and many others in the Salt Lake region are working very hard to ensure that the 2002 Winter Olympic Games are a success. They realize that, to be successful, they need the most efficient transportation system possible to move the millions of people from event to event and from parking lots and walkways back to their cars and public transportation.

Specifically, the federal transit funding I'm announcing today will provide 1200 buses and 50 light rail vehicles to supplement existing transit service in Utah, the construction of the Olympic Loop Busway at Snowbasin, park and ride lots, walk and ride lots and other facilities that will make up the Olympic transit shuttle system.

Today I'm also glad to be here to announce \$12.9 million in Federal Highway Administration discretionary funds for the state of Utah. We're providing UDOT with \$8 million in federal funding to continue work on rebuilding I-15, a vital link in the Salt Lake region. UDOT will also receive \$1.9 million in Public Land discretionary funds for two projects: widening a 3-mile bottleneck on US40, Soldier Hollow Road which will provide better access to the Olympic Games, and improve roads into the Wasatch Mountain State Park, such as the Bear River Migratory Bird Refuge Access Road, and intersections at various locations in Heber Valley.

Intelligent Transportation Systems (ITS) will be an important instrument in meeting future transportation demand. These systems employ the latest computer and communication technology to maximize the use and the performance of existing infrastructure. I'm announcing today a grant of \$2 million for two ITS projects. Our FHWA has been working with UDOT, which has embarked on a four-year ITS deployment program as part of the reconstruction of I-15. Utah's ITS network includes traffic signals, fiber optics, highway variable message signs, roadway weather sensors, incident

management patrols, ramp metering, and cameras linked to a transportation operations center.

UDOT will also receive \$467,750 for the Utah-Colorado “Isolated Empire” rail connector planning study, a project funded through our Transportation and Conservation and System Preservation (TCSP) program, and \$400,000 in planning funds for I-15 in Utah County. Finally, UDOT will receive \$75,000 for three Scenic Byways projects and \$68,500 under the Innovative Bridge Research and Construction Program.

While It’s true that the region needs to have a safe and efficient transportation system and plan for the 2002 Winter Games, you also need one to address the increased demand for transportation expected beyond the Olympics.

The Wasatch Front area has increased by almost 800,000 people since 1974, and by an additional 920,000 people will live here by 2020, according to the Utah Transit Authority (UTA).

Travel demand along the Wasatch Front has grown at an annual rate of 4 percent. If such increases in travel demand continue, the number of trips in 2020 will be double the amount today. This growth will challenge the state's transportation planners, government leaders, private sector and citizens. It's important that we all work together to meet these challenges.

The last time I came to Salt Lake -- July 1996 -- very few of the projects I'm planning to visit today and tomorrow were even begun -- such as the I-15 Corridor, TRAX and the I-80 interchanges at Kimball's Junction and Silver Creek. Yes, a lot has been accomplished to improve transportation in just several years, and I'm proud that the U.S. DOT has been a part of that success. In FY 1999, Federal Olympic-related highway funding for Utah totaled \$96 million and \$31 million in FY 2000.

Earlier this week, I participated in a Rose Garden Ceremony at which President Clinton signed our FY 2001 Transportation Appropriation bill into law, providing a total of \$58.5 billion to help states, including Utah, meet their transportation needs in the 21st century. As a result, Utah will receive \$85 million of the \$90 million the Salt Lake Organizing Committee (SLOC) requested for transportation projects.

Specifically under the bill the President signed this week, more than \$72 million is designated for transit, including \$10 million in funding for buses during the games.

Although many of these improvements were planned before it was announced in June of 1995 that Utah would host the 2002 Winter Olympics, these federal funds have allowed these projects to be accelerated. The Olympics has also provided UTA the opportunity, with the support of the federal government, to complete the north-south light rail line and to begin work on the University light rail extension. Utah has also received funding for intermodal centers located in Ogden, Park City, and Salt Lake City.

All of the funding and the projects I mentioned will mean short- and long-term jobs for Utahns as well as improved mobility, safety, less air pollution and reduced traffic congestion.

President Clinton, Vice President Gore and all of us at the U.S. Department of Transportation look forward to seeing the results of this funding and the partnership we've had with the Utah Department of Transportation, the Utah Transit Authority and the Salt Lake Olympic Organizing Committee. (Give podium back to Fraser Bullock)

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

2000 Conference on Commuter Solutions

Host: Utah Transit Authority
Marriott Hotel
75 South West Temple
Salt Lake City, Utah

Thank, John (English, General Manager, Utah Transit Authority), for that gracious introduction and good afternoon everyone. (Could comment on how long you've known John English -- a long-time friend in the transit industry.

It's an honor to be invited to speak during your first-ever "Commuting Solutions" conference. I know that John and the Utah Transit Authority are thrilled with the interest and the turnout for this conference. I congratulate UTA and all others who helped to sponsor this conference for thinking about transportation in the long term and for adopting the principles of sound Transportation Demand Management.

This and other meetings like it set up to explore transportation solutions are vital for your region as you confront growth in population and transportation demand. While it's true that the region needs a safe and efficient transportation system and plan for the 2002 Winter Games -- as a fast-growing region and one which stresses quality of life as a big part of your competitive advantage -- you also need one to accommodate increased demand for transportation expected beyond the Olympics.

Meeting the Challenges of Traffic Congestion, Future Growth

Metropolitan areas throughout the United States are experiencing unprecedented challenges to mobility. In the next 10 years, the number of cars on our highways is expected to increase by 50 percent. Trends here in Utah mirror other regions. The Wasatch Front area has increased by almost 800,000 people since 1974, and another 920,000 more people will live here by 2020, according to UTA's home page.

Travel demand along the Wasatch Front has grown at an annual rate of 4 percent. If such increases in travel demand continue, the number of trips in 2020 will be double the amount today. This is tremendous growth and will challenge the state's transportation planners, government leaders, private sector and citizens. It's important that we all work together to come up with solutions to these challenges.

The last time I came to Salt Lake was July of 1996, and very few of the projects I'm planning to visit today and tomorrow were even begun -- such as the I-15 Corridor reconstruction, TRAX and the I-80 interchanges at Kimball's Junction and Silver Creek. Yes, a lot has been accomplished to improve transportation in just a few years, and I'm proud that the U.S. DOT has been a part of that success. In FY 1999, Federal Olympic-related highway funding for Utah totaled \$96 million and \$31 million in FY 2000.

It's great to see that these dollars are being well spent and that we can see real results.

Earlier this week, I participated in a Rose Garden Ceremony at which President Clinton signed our FY 2001 Transportation Appropriations bill into law -- with this very pen -- providing a total of \$58.5 billion, most of which will help the states, including Utah, meet their transportation needs in the 21st century.

As a result, Utah will receive \$72 million for transit, including \$10 million in funding for buses during the Games. The Utah Department of Transportation will administer all but \$2 million, which the UTA will use to fund the TRAX University rail extension.

So far, we have delivered \$93 million of the \$100 million that the Salt Lake Olympic Committee requested from the Congress for Olympic spectator transportation system projects and planning activities. Utah has also received \$125 million for Olympic road and highway projects that will serve the state long after the Games are over.

Many of your region's transportation improvements were planned before it was announced in June of 1995 that Utah would host the 2002 Winter Olympics. These federal funds have allowed a number of these projects to be accelerated, especially the I-15 reconstruction. The Olympics has also provided UTA the opportunity, with support from the federal government, to complete the North-South light rail line and to begin work on the University light rail extension. Utah has also received transit funding for intermodal centers located in Ogden, Park City, and Salt Lake City.

DOT has made support for the 2002 Olympics a ONE DOT effort. In other words, we created a coordinating committee and a working group which includes our modal administrations – FHWA, FTA, FAA – and other offices within the agency to assess progress and set goals. We will soon be hiring an Olympic Liaison in our Field Office in Salt Lake to work with the SLOC and others to address transportation issues before and during the Games.

While it's important that Salt Lake and Utah be ready for the Winter Olympic Games, again, we all need to think beyond 2002. Americans waste half a billion hours a year stuck in traffic at a cost of \$40 billion. That figure would be about \$60 billion if it weren't for transit. Commuting via transit costs between \$200 to \$2000 a year, depending upon where you live. Compared with commuting in a small car at \$4600 per year, transit is a bargain!

It's an even better bargain when your employer picks up a lot of the cost the way my employer does in the Commuter Choice program. This isn't just a federal program – it's our way of participating in a program that's open to all workers.

We're seeing more and more employers, both public and private sector, that realize their workforce needs better methods of getting to work than fighting rush-hour traffic. As of this Fall, every federal agency in the Washington area will pay some or all of its employees' public transportation costs.

Recently, the Department of Defense announced they will join DOT, the Department of Energy and the Environmental Protection Agency (EPA) in offering transit benefits to employees throughout the nation, not just in Washington, DC.

This Administration has fully and enthusiastically supported Commuter Choice. At the White House last year, the Vice President announced this initiative and noted that Commuter Choice “helps us spend less time in traffic and more time with our children, our spouses and our friends.” These quality of life issues are important to federal and to all workers.

Transit Helps to Build Livable Communities

Transit is the centerpiece of the Administration’s Livable Communities Initiative. As communities spread outward and commuting distances grow, roadways become increasingly congested.

Our Livable Communities Initiative encourages land-use planning combined with transportation planning to ensure that new transportation investment not only builds a rail line or upgrades a bus system, but will create high quality communities with safe and efficient transportation with ample access to jobs and services.

The concept of livable communities is at the heart of DOT's transit assistance programs, promoting enhancements to make transit more "user friendly." Here in Utah and throughout the country, we're seeing steps that makes transit a real service to people, including things like "smart card" technology to make purchasing fares faster and more convenient. We've also worked to ensure that transit is accessible for every user.

The outlook for transit is bright, as the ever-increasing ridership indicates. More and more commuters are choosing public transportation, and ridership increased by 4.3 percent in the second quarter of 2000.

This increase comes on the heels of a 4.8 percent increase in 1999 when over 9 billion trips, the highest ridership since 1960, were made on the nation's transit systems. Since 1995, ridership on the nation's public transportation systems has grown by 19 percent.

The outlook for transit investment -- and transportation investment overall -- is also positive, and a major reason for that is our strong economy. Under the leadership of President Clinton and Vice President Gore we have followed the strategies of fiscal discipline and strategic investment. As a result, we are enjoying the longest peacetime economic expansion in history, turning record deficits into record surpluses, creating more than 22 million jobs with the lowest unemployment in 30 years. Average family income has jumped by more than \$5000.

Since January of 1993, FTA has funded over \$6.17 billion in New Starts projects. New Starts funds are intended for the engineering and construction of major fixed guideway capital transit investment such as light rail and heavy rail systems, commuter rail lines and busways.

A total of 41 Grant Agreements have been recommended in the President's budgets since January 1993, contributing to over 400 miles of new rail and busway service and 330 stations in 26 metropolitan areas around the country. These improvements are expected to serve over 240 million annual riders. Dallas, St. Louis and Salt Lake City have all exceeded ridership estimates since beginning service in the past several years.

Making Transportation More Intelligent

Although we've been able to improve many of Utah's transportation facilities, these improvements alone will not meet the peak public transportation needs in the future, especially those we hope will occur during the Games. We have to look, as you are doing today, to other solutions including Intelligent Transportation Systems (ITS) and Transportation Demand Management (TDM).

ITS technologies represent the next step in the evolution of the nation's entire transportation system. As information technologies and advances in electronics continue to revolutionize all aspects of our modern world, from our homes and offices to our schools and recreation facilities, they are also being applied to our transportation network.

You may ask what are the benefits of ITS? Around the country, the following are just a few of the many benefits ITS has to offer:

- Advanced traffic surveillance and signal control systems have resulted in travel time improvements ranging from 8 to 25 percent.
- Freeway management systems, primarily through ramp metering, have reduced crashes by 24 to 59 percent while handling 8 to 22 percent more traffic at greater speeds.
- Incident management programs can reduce delay caused by incidents by 10 to 45 percent.

- Electronic fare payment technologies for transit systems have resulted in increased revenues of 3 to 30 percent.

Our FHWA has been working with UDOT, which has embarked on a four-year Intelligent Transportation System (ITS) deployment program in conjunction with the reconstruction of I-15. Utah's ITS is a network of traffic signals, fiber optics, highway variable message signs, roadway weather sensors, incident management patrols, ramp metering, and cameras linked to transportation operations center.

This system along with Advanced Traveler Information Strategies will form the backbone of UDOT's traffic management system. The system will include websites (CommuterLink), radio, television, variable messages, highway advisory radio, and print media to get traveler information out to the public during the games. With the mountain venues, the Roadway Information Technologies (pavement condition, weather forecast links with the National Weather Service) will also play a key role in the delivery of traveler information.

Transportation Demand Management

One of the key lessons learned from the Atlanta Games was to develop an effective TDM program to reduce baseline traffic congestion. The primary purpose of TDM is to reduce the number of vehicles using the road system while providing a wide variety of mobility options to those who wish to travel.

- TDM alternatives at the employment site include:
 - carpools and vanpools
 - public and private transit
 - non-motorized travel (bike and ped)

TDM programs can also include alternatives to influence when travel occurs during the day, or if it occurs at all on some days. These efforts include:

- compressed work week (four day weeks)
- flexible work schedules (staggered work hours)
- Tele-commuting

TDM strategies may include:

- financial/time incentives (preferential parking for ridesharers, subsidies for transit riders like the Commuter Choice program, transportation allowances)
- parking management programs
- priority treatment for ridesharers

Three major obstacles to putting TDM into action include: motivation, empowerment, and perception. However, these obstacles can be overcome with a well-designed program.

Atlanta Olympic organizers found that employees are willing to do their part, if given the opportunity, in improving air quality and reducing congestion.

In addition to TDM strategies, a Public Information Process will be critical to not only the management of the transportation operations plans for each venue, but also to the safe, efficient, and on-time movement of spectators during the Olympics.

This public outreach is now under development and will include Newsletters, Press Releases, Web sites, open houses, public meetings, and consensus building meetings with stake holders. I applaud your efforts in this area, as these activities will make or break a successful TDM program.

To reduce the level of residential and non-Olympic travel by automobiles during the Games, these ITS and TDM strategies are a critical element. An aggressive goal for TDM would be to reduce peak period number of vehicle trips by 10 percent. Three principal strategies in traffic management are to:

Avoid the trip altogether;

Change the time of the trip; or

Use a different mode of transportation.

We know that using TDM strategies worked in Atlanta – at least 95 percent of the 8 million people that attended the Atlanta Olympic games used public transportation. Good planning, which I believe UTA, UDOT and the Salt Lake Olympic Committee are engaged in, will mean less congestion and more enjoyment for spectators and residents!

By aggressively promoting these strategies before and during the Olympics, there is also a good chance that many people will recognize the advantages TDM and will permanently change their commute behavior beyond the Olympics.

Conclusion

I challenge you to set your goals high, as we want these strategies to continue beyond the Olympics. In hosting the games, you have a tremendous opportunity to showcase Utah, the Salt Lake City area, and the benefits of ITS and TDM strategies in reducing traffic congestion.

So far, UTA, UDOT and the Salt Lake Olympic Committee are going for the Gold in terms of transportation planning, and DOT is proud to be a partner in that effort. Based on current progress, I believe the 2002 Winter Olympic Games here will leave a positive and lasting impression on the world!

Thank you.

2000 Conference on Commuter Solutions

Ross C. "Rocky" Anderson
Mayor, Salt Lake City

Thursday, October 26, 2000

Marriott Hotel, 75 S. West Temple
Keynote Address

At this conference you will undoubtedly hear about a variety of "commuter solutions." Obviously, public transportation should be an enormous part of any comprehensive solution to our various sprawl-related problems. Air pollution, traffic congestion, isolation, dispersed development, loss of open space, and road rage all cry out for transit-based solutions. These solutions all add up to a better sense of true community and to a better quality of life for all.

In addressing these problems, we must confront the factors that have led us to become commuters in the first place – and that have created sprawl and all of its negative consequences. Across the country, thousands of professionals and concerned citizens, many subscribing to the principles of “Smart Growth,” are looking for ways to make our commutes easier, less polluting, friendlier and more efficient. As we look for these solutions, we also need to address why we are so willing to commute.

What has led us to a world where too many of us work in one place, and live in another, far away? With work trips constituting only a small portion (about 20%) of our peak hour trips, we must also ask, “Why do we live at such a distance from so many of our other destinations? Schools, soccer fields, churches, grocery stores, the accountant’s

office, the dry cleaner's, the hair salon—these all too often require a trip by automobile.

You are probably familiar with the history of urban flight in the United States over the last 50 years. And you have probably heard that part of the history is about racist red-lining promoted by disastrous government policies leading to segregated suburbanization and sprawl development of much of our nation.

Several factors can help explain Americans' flight from the city:

First, urban decay. As the condition of cities declined, those who could afford to move to the suburbs left the cities for greener fields, literally, where schools, streets, homes, and stores were all new. It was a vicious

downward-spiraling cycle, with the federal government encouraging middle-and upper-class whites to move to the suburbs, resulting in the deterioration of our urban areas, which then resulted in further white flight to the suburbs.

A second reason for urban flight has been racism. As cities declined, the racist beliefs of many Americans were amplified by what they saw – the increasing numbers and concentrations of minorities in the cities, and the concurrent increases in urban crime.

A third reason for the suburbanization of the United States has been racist red-lining by lenders. As noted in the excellent book, *Changing Places*, by Richard Moe and Carter Wilkie:

“The Federal Housing Administration was established in 1934 in response to depression-era needs to encourage the construction of new homes and create work for

unemployed building tradesmen. Because of so many foreclosures and bank failures, lending institutions had become reluctant to loan money for the purchase of homes, and prevailing mortgage terms priced potential home buyers out of the market anyway. . . . The FHA set strict criteria for determining which places were suitable for mortgage insurance, favoring new locations at the expense of older ones. To measure the suitability of a location for mortgage insurance, the FHA looked first and foremost for serious threats to future property values: evidence of blight and decay and any signs of African Americans or other racial or ethnic groups who might not suit a potential buyer's preference for all-white neighborhoods. A single house occupied by a black family in an urban neighborhood, even one tucked away on an inconspicuous side street, was enough for the FHA

to label a predominantly white neighborhood as unfit for mortgage insurance. Areas that failed to meet the test were deemed too risky and ‘red-lined’ on confidential maps shared with bankers, whose lack of investment in those neighborhoods doomed many of them to eventual decline.” (*Id.* at 48.)

Another reason for the flight away from our cities has been federal highway policies & subsidies. The grand dream of connecting American cities with a network of interstate highways unintentionally facilitated the flight to the suburbs, making the trip from the countryside into the city convenient and fast, while more and more asphalt was being laid over farmlands, open spaces, and through neighborhoods.

Gasoline subsidies have also contributed to sprawl development. Federal subsidies have kept gasoline prices

artificially low, and over time have made wasteful, long-distance driving affordable for more and more Americans. Add to that the huge disparity between government investment in roads as compared to mass transit. As Kenneth Jackson noted in *Crabgrass Farmer* (250), “according to Senator Gaylord Nelson of Wisconsin, 75 percent of government expenditures for transportation in the United States in the postwar generation went for highways as opposed to 1 percent for urban mass transit.”

Amazingly enough, sprawl has been promoted by automobile, oil and tire companies who purchased transit systems in cities throughout the country, including Salt Lake City’s trolley system, and ripped them apart, making dependence on the automobile a way of life in our cities. In the remarkable book, *Suburban Nation*, the authors describe the situation as follows: “The preference in

Washington for roads over rails was due in no small part to influence peddling by the auto industry, as continues to be the case. With and without the government's blessing, the automakers have a history of mercenary acts, the most notorious of which was portrayed in the film *Who Framed Roger Rabbit?* In what Jim Kunstler [*The Geography of Nowhere*, 91-92] describes as 'a systematic campaign to put streetcar lines out of business all over America,' a consortium of auto, tire, and oil companies purchased and tore up over one hundred streetcar systems nationwide, an act for which General Motors was ultimately convicted of criminal conspiracy and fined a grand total of \$5,000."

One other factor contributing to the flight to the suburbs has been the escalating city infrastructure and municipal services costs. Like everything else in life, cities age, and as they do taxes must rise to cover increasing infrastructure

costs. As our cities were abandoned, they became havens for criminal activity, leading to higher municipal services costs, which had to be covered by a rapidly declining urban tax base.

In Utah and some other states, where cities rely on sales tax revenues, the competition for sales tax revenues has led many communities to encourage developments that foster auto dependence, often locating new developments at the border of the neighboring city, so the burdens of the development are shared, while the tax revenues are not.

Finally, the willingness to put profits and tax revenue above environmental and community concerns has led to further deterioration of community, and the further loss of a tax base for our cities.

All of these factors are continuing to foster the sprawling of our cities. Sprawl is not a mere perception, but a documented and easily measurable phenomenon that is occurring at an alarming rate. Consider these examples:

Between 1970 and 1990,

while the population of Chicago grew by just 4%, its land consumption, driven by sprawl development, increased by 46%;

while the population of Los Angeles grew by 45%, its land consumption increased by 300%

Cleveland's population actually shrank by 11%, but its land consumption still increased by 33%.

Between 1970 and 1995, the State of Maine experienced a total 27,000-student decrease in its public school enrollment, yet, largely because of shifts in the location of the population, the state government spent \$727 million for

new school construction and additions. Almost half of this money—one-third of a billion dollars—was spent on adding new school capacity in fast-growing, sprawling suburban towns.

Clearly, we must address these underlying factors and do everything we can to bring people back into and near our cities, recreating our urban areas as the vibrant, diverse, and cohesive communities they once were. While some of the factors I have mentioned will require action at the state or federal level, many can be addressed through local government action and education.

For example, in Salt Lake City, we are striving to encourage investment in our city center to bring housing, shopping, open space, offices, entertainment, and vitality

back to our downtown. Despite the immense temptation of sales-tax dollars we might have received from a sprawling mega-mall, we fought and won the battle against the 1,300,000 square-foot Grand Salt Lake Mall and its 11,000-stall parking lot. To make our streets safer for pedestrians, cyclists, and drivers, we have initiated an extensive pedestrian safety program and have adopted the Neighborhood Pace Car program in Salt Lake City. To bring residents and visitors downtown, we sponsor regular music festivals, Farmers Markets, and cultural events. And to convince people to stay downtown, we will be encouraging developers to provide a wider array of housing options in the center of the city.

To complement these housing options, we will be increasing and improving the quality of our urban open spaces. On the block where our new library is being built,

we will develop a 4-acre park—with waterfalls, fountains, trees and picnic tables—for the enjoyment of all residents. As housing opportunities increase, the many amenities Salt Lake City provides will continue to make Salt Lake City a vital, inviting, and affordable place to live.

Some of these factors will also require education.

When people buy a home, for example, they typically look at property taxes and the cost of the home as primary decision points. Using these factors, it is easy to see why so many choose to live in the suburbs. What many neglect to consider, however, is how much time and money they will expend driving from place to place for their daily errands. The cost of purchasing, maintaining, and fueling a private car for the many miles of daily driving will soon consume much or all of the savings achieved by purchasing the less expensive home in the suburbs. Salt Lake City—along with

several other cities along the Wasatch Front—is striving to provide a high-quality community, with urban, natural, and cultural amenities, and the ability to live close to many of one’s daily destinations, eliminating the need for any commuting at all.

Transit clearly plays a significant role in making such communities possible, by connecting our communities and reducing our dependence on the private vehicle.

As we have spread out over the last 50 years, we have increasingly become addicted to the automobile, both in our personal habits and in our patterns of development. As people move to the suburbs, they must travel greater distances between home, work, shopping, and recreation. Yet their transportation choices have been extremely narrow. Families now depend on cars for their travel, and drive their cars more miles than ever before.

Census figures reflect that, since 1980, the United States population has grown one percent a year, while, according to Bureau of Transportation Statistics, vehicle miles traveled have risen 3.2% a year. In other words, the total number of miles driven by Americans is increasing more than three times as fast as the country's population. When we speak about alternatives to driving in our automobiles, usually one person per automobile, we are speaking about matters that dramatically impact the quality of our communities—and the quality of our lives.

As a tool that helps us build and connect communities, public transportation is an essential component to any effort to reduce sprawl and auto dependence. Public transit makes it possible for us to:

1. reduce highway congestion;

2. reduce the frustration and road rage that often accompany highway congestion;
3. save on the high costs of automobiles, maintenance, and fuel;
4. improve the quality of our air, thereby leading to improved long-term health;
5. provide pleasant opportunities for walking, biking to our destinations, bringing obvious health benefits;
6. reduce the outlandish costs of building more and more freeways;
7. reduce the stresses of driving, while enjoying the more relaxing time offered by mass transit; and
8. increase the areas of land that can be maintained for agricultural, residential and public purposes, including open spaces, rather than using them up

for large-lot subdivisions, highways, strip malls, and parking lots, and create a stronger sense of community.

Although we may think we're making progress, we're literally driving ourselves backwards. Many of us move to the suburbs in search of a better quality of life, yet we're spending too much time in traffic and too little time at home to appreciate the "quiet life" we have tried to purchase.

In times past, a second car in a family was considered a luxury; now, many families must have two or more cars just to meet their basic transportation needs. Transportation is now the second highest expense in the family budget.

The typical family spends almost as much on its automobiles—the purchase price, the upkeep, the fuel, and the insurance—as on food and health care combined.

Americans own almost two hundred million cars. They pay an average of \$6,000 a year to buy, maintain, insure and regulate every one of them, and, in addition, they pay \$3,000 to \$4,000 per car for infrastructure, policing, parking, and other car-related services.

The price we pay for our car addiction is not limited to the expenses paid by individual car owners. During the mid-1990s, federal, state and local governments in the U.S. spent \$93 billion on highways.

U.S. employers spend \$36 billion annually on employee parking. In most locations that are not served by mass transit and that are not within walking distance for those who travel to them, every 1,000 square feet of office space requires 1,300 square feet of parking space. For shopping centers, every 1,000 square feet requires 990 square feet of parking. Where transportation is essentially

limited to the automobile, land requirements expand geometrically; developments in such areas require more than double the amount of space than required where access is available by mass transportation.

We often hear opponents of mass transportation complain that systems such as light rail or commuter rail “do not pay for themselves” and, therefore, they should not be built. I always respond, “And how does all that asphalt—and the deterioration of the countryside—pay for *itself*?” The frequent answer in Utah is that auto drivers pay for the cost of highways through the gasoline tax. This could not be farther from the truth. Gas taxes and vehicle registration fees only cover 23% of the money allocated to Utah’s Centennial Highway fund. The rest of the highway funding comes from other sources, such as sales and income taxes, meaning that we all subsidize 77% of the

highway system, whether we use it or not. What's worse, because the highway users don't pay their way, highways are competing with other worthy state programs, such as education, for general fund revenues. In short, our lust for pavement and our addiction to the automobile is not only destroying our communities, our natural areas, and our air quality, but it is taking money away from our schools in the process.

The truth is that honest cost comparisons consistently favor mass transportation over highways and cars. As Moshe Safdie notes in his excellent book, *The City After the Automobile*, "In the 1990s, the Century Freeway in Los Angeles cost \$127 million per mile to construct, while state-of-the-art magnetic levitation train system, which could transport passengers at 300 miles per hour, would have cost between one-fifth and one-half of that amount."

Transit can be a sure economic winner in Utah. Our current system takes more than 80,000 cars a day off the road. Our North-South TRAX line has greatly exceeded even the most optimistic ridership projections. Best of all, investment in our transit system *now* can save us all money in the long run. As I mentioned, the average American pays \$6000 a year to purchase, fuel, and maintain a car. If we provided more transit- and pedestrian-friendly communities for our residents, more of us could forgo one or more of our family cars in favor of a transit pass. The yearly cost would be about \$384 per person for a UTA pass, plus about \$18 for each person's share of the sales tax levy for transit, leaving \$5600 of after-tax income for other household expenses.

We have a rare opportunity this November to bring this dream to fruition. In Davis, Weber, and Salt Lake

Counties, voters will be asked to increase the transit portion of the sales tax by one-quarter of a percent. This would amount to 25 cents for every \$100 spent, or about \$18 per year for the average resident. We currently pay less for our transit service than virtually any other metropolitan area in the country. UTA operates on a one-quarter cent sales tax that was implemented in the 1970s, while most transit companies benefit from one-half to a full cent sales tax.

If we vote to pass County Measure #1 in all three counties this November, UTA will have the operating funds to create a comprehensive mass transit system that will serve this community for decades to come. Passage of this measure will provide us much more frequent bus service, and it will allow us to build and operate commuter rail from Salt Lake City to Ogden, and light rail extensions to West Valley City, West Jordan, Draper, the Salt Lake City

International Airport, and the University of Utah Hospital.

For a mere 25 cents on every hundred dollars, we can connect our communities, provide more transportation options for our residents, and reduce the exorbitant costs of our automobile addiction.

It is at times like this that we can leave an extraordinary legacy for the future – and provide a means of building better communities and a better quality of life for all.

