

**ORAL STATEMENT OF THE HONORABLE MORTIMER L. DOWNEY
DEPUTY SECRETARY
U.S. DEPARTMENT OF TRANSPORTATION
BEFORE A HEARING OF THE
SPECIAL COMMITTEE ON THE YEAR 2000 TECHNOLOGY PROBLEM**

Thank you Chairman Bennett, Vice-Chairman Dodd, and Committee Members, for this opportunity to report on the Department's efforts to solve the Year 2000 (Y2K) problem. I have a longer statement which I would like to submit for the record. I want you to know that I am fully confident that all of DOT's vital computer systems will effectively make the transition to January 1, 2000.

Secretary Slater and I remain fully committed to meeting the Y2K challenge. Each of our senior administrators is *personally* accountable for their agency's progress. In my monthly meetings with each of them, the first topic on the agenda is Y2K progress.

As you can see from the bar chart and in our report to you for March 31, 85 percent of the Department's 608 mission-critical systems were Y2K compliant, including all of the systems operated by 11 of our 14 administrations. This progress is continuing. Currently, our department-wide compliance exceeds 89 percent.

I'm pleased to report that 87 percent of all Federal Aviation Administration (FAA) systems -- 370 of their 422 mission-critical systems -- are Y2K compliant. We have another chart illustrating the fact that the FAA has consistently met or exceeded the deadlines it committed to for work that will make all components of the National Airspace System (NAS) fully compliant by June 30, 1999. While earlier completion would have been desirable, the FAA has a complex challenge -- it needs to conduct careful testing -- and it has been right on target to date.

The FAA was able to accomplish this monumental task because each of its 33 System Management Offices has about 200 technical personnel whose first priority is making all mission-critical systems Y2k compliant. As of this week, these technicians have performed more than 2,200 site-specific repairs with 1,850 modifications remaining to meet the June 30 deadline.

The FAA's plan includes comprehensive end-to-end tests. I am pleased to report that the first test, which was conducted this past weekend in Denver, was a solid, if uneventful, success. FAA will conduct follow-up testing of selected systems and will conduct a final system integrity test in the October/November time frame to ensure the reliability of the NAS.

The only systems projected to be completed after June are six systems which belong to the U.S. Coast Guard. The Coast Guard has completed work on 84 percent -- 62 of 74 mission-critical systems -- and has scheduled completion of its final system, the Valdez Vessel Traffic System, in October 1999. The Commandant has assured me that the Coast Guard will

accomplish this mission before the end of the year – and recently they were able to determine that the existing Valdez system can and will be brought into compliance, thus taking the pressure off of the installation of the planned replacement.

Considering where the Department was at the start of this complex task, DOT's progress is a testament to the extraordinary efforts of many dedicated employees, who also know that we must work diligently until all systems are fully Y2K compliant and then to keep them there.

I plan to continue to personally monitor the status of each remaining mission-critical system and will be receiving weekly progress updates until we are finished. And our Inspector General will continue to oversee and verify the accuracy of our reports.

Even with the confidence we have, the Department's operating administrations are currently developing and testing Business Continuity and Contingency Plans (BCCP) to ensure that vital services will continue to operate. Our plans will be updated and modified based on results of continuous testing and outreach to industry.

In addition, we are working closely with the President's Council on Year 2000 Conversion and the Federal Emergency Management Agency to establish a coordinated information management capability for the days immediately preceding and following key date changes. Last week, DOT hosted a successful trial run of government-wide tracking and response to any issues arising as we reached the 99th day of 1999.

With respect to those broader challenges, I am serving as the Chair of the Transportation Sector Working Group under the auspices of the President's Council. From our exchanges of information with domestic and international transportation partners, we have been able to determine several common themes regarding readiness of the transportation sector:

- There is extensive awareness of the problem and its potential consequences;
- Aggressive efforts are underway to combat the problem, although better progress has been reported by large companies and organizations than by small and medium-sized businesses;
- Predicted disruptions are relatively localized in nature. They could be exacerbated by a lack of preparedness of small and medium sized organizations, or mitigated by appropriate public and private steps; and,
- There is a greater potential for international failures, which could adversely affect our own domestic and cross-border operations.

We continue to meet with foreign representatives in order to cooperate on the Y2K issues. Last week, we met with representatives of the Japanese Ministry of Transport, which reported that good progress has been made in their country.

Secretary Slater raised the Y2K readiness issue with his European counterparts during meetings in Germany, Belgium and England during the last week of March and earlier in the year with Western Hemisphere and African transportation ministers.

While we appreciate congressional support of Y2K readiness, we do not see a need at this time for additional legislation to accelerate the Department's efforts. We appreciate your actions to date, especially the provision of emergency supplemental funds.

In conclusion, I would like to reiterate that we are committed to a successful effort and will keep you and the public advised of any significant developments in the coming weeks.

We recognize our responsibility to the traveling public and the consequent need to continue our efforts to reach out to all those responsible for our transportation infrastructure and operations.

This concludes my oral statement, and I would be glad to answer any questions you may have.

Remarks prepared for
Deputy Secretary of Transportation Mortimer Downey
for Delivery during the
**Hudson-Bergen Light Rail
Funding Announcement**
**Hosted by: Senator Frank Lautenberg
and New Jersey Transit Corporation**
Newport Center, Harsimus Cove
Jersey City, New Jersey
Thursday, November 2, 2000
2 - 3 pm

Talking Points

Thank you, Jim (James Weinstein, Commissioner/New Jersey DOT), and good afternoon. I'm glad things worked out so that we could be here today for this very positive event – positive for New Jersey's economy, positive for the state's transportation system and the environment, and, most importantly, a positive for the people who live and work in the region.

First, I think Frank Lautenberg -- who I consider both a friend and a colleague -- deserves a special tribute for his effective and stalwart leadership in transportation during his career in the Senate. From day one, Senator Lautenberg understood the need to move people and goods efficiently if our nation is to continue to prosper in the 21st century. As a key member of the Senate Environment and Public Works Committee, Frank was active in crafting TEA-21, the historic \$218 billion transportation bill that President Clinton signed into law in June of 1998.

As the Ranking Democrat of the Senate Transportation Appropriations Subcommittee, Senator Lautenberg has been a staunch supporter of sound investment in our nation's infrastructure. Each year, he has worked to secure hundreds of millions of dollars for transit projects like Hudson-Bergen and for highways, airports and ports.

Frank Lautenberg has been a *champion* of transportation safety, whether we're talking about highways, rail or ports or airports.

Last week, President Clinton signed the Safe and Sober Streets Act of 1997. The new law sets a national illegal Blood Alcohol Content (BAC) limit of .08 percent for drivers age 21 and over. Studies have shown that if all states adopted the .08 standard, there would be 5-600 fewer fatal crashes each year on our highways. It's a fact that at .08 -- not .10 BAC -- that a person is impaired and cannot drive as well. If states do not adopt a .08 standard by 2004, then federal highway funds will be reduced for those states on a graduated scale. But, for states that adopt the .08 BAC standard by FY 2007, any highway funds lost between 2004 and 2007 will be returned.

For this and dozens of other transportation triumphs during his years in the Congress, let's give Senator Lautenberg a round of applause.

Today, we gather to celebrate the federal action to assure funding of the second segment of the Hudson-Bergen Light Rail System, the new north-south mass transit system serving the development that's

occurring along the west side of the Hudson River. This segment of the Hudson-Bergen Line will extend 6.1 miles and include an additional seven stations, three intermodal transfer sites and two park & ride lots.

An additional 35,000 daily trips are estimated when the trains begin running in December of 2005. When completed, the entire 20.3-mile, 30-station Hudson-Bergen LRT is expected to serve about 95,000 passengers daily.

And, I'm proud to say that the federal share for this second segment, sometimes referred to as Minimum Operating Segment 2 or MOS 2, will be \$500 million, or almost half of the total cost of about \$1.1 billion. The federal share of the first segment of the HB Line, MOS-1, was about 87 percent, or \$886 million of the \$1.2 billion total project cost.

To make this project happen, we have used a vehicle known as a Full Funding Grant Agreement, a special type of grant (known as "New

Starts” in agency lingo). DOT uses such agreements for major capital investment projects such as subways, light rail transit systems (like Hudson-Bergen) and Busways and HOV lanes – that typically cost \$25 million or more.

In exchange for the FTA’s commitment to provide a large federal investment, incrementally over several years, the grantee (in this case New Jersey Transit) commits to completing the project on time and within budget. The grantee is responsible for any cost overruns.

Full Funding Grant Agreements are subject to congressional approval each year, and that’s where the New Jersey congressional delegation has played an important role in securing funding for the Hudson-Bergen system. So, we need to thank Senator Lautenberg, Congressman Robert Menendez, Congressman Rodney Frelinghuysen and members of the New Jersey delegation who supported transit funding for New Jersey.

I want to take this opportunity to compliment all of the “partners” in this project, including the Congress – Senator Frank Lautenberg,

Congressman Robert Menendez, Congressman Rodney Frelinghuysen and many others who supported funding for our transit investment nationwide, but particularly for the Hudson-Bergen system. And, of course, Jeff Warsh and all of his staff the New Jersey Transit Corporation for all of their efforts in planning the country's first federally-financed design/build/operate/maintain transit projects.

These projects have been a real model for a private sector role in infrastructure investment.

I thank the New Jersey Transit Corporation for encouraging "Smart Growth" and transit- and pedestrian-friendly land use development. And, I commend Mayor Schundler for supporting these efforts and for encouraging sound redevelopment and investments in sidewalks and other beautification. Their efforts are making this community a place where people want to work and live, with the transit line as the catalyst.

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 will not only build a rail line or upgrade a bus system, but will create high quality communities with safe and efficient transportation with ample access to jobs and services.

Transit offers people convenient access to jobs and to goods and services like no other form of transportation and this investment will benefit the entire northern New Jersey region.

All you have to do is look around at all of the economic development going on nearby to see that the Hudson-Bergen Light Rail System is already having an impact. (Point to construction nearby?)

Developers cite the project, even in its early stages, as a driving force contributing to the substantial economic growth that has resulted in the construction of over 1.5 million square feet of commercial and office space and 1,000 housing units along the waterfront between 1996 and 1999. Another 1.5 million square feet is under construction, creating 4,200 jobs.

The Hudson-Bergen Waterfront Light Rail Transit Project is a good example of the kind of investments we are making under President Clinton and Vice President Gore's Livability Initiative for the 21st century.

This project demonstrates that, by working together and pooling our resources, we can accomplish much for the public we serve. Putting people first has been a central goal of transportation planning in the Clinton Administration, and this project exemplifies that philosophy. It's a win for transit, a win for the citizens of this community and a win for our nation.

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Remarks Prepared for

Deputy Secretary of Transportation Mort Downey

for Delivery during the

**Signing of a Loan Agreement with the
Pennsylvania Station Redevelopment Corporation for the
Farley/Pennsylvania Station Redevelopment Project**

Room 2201 (Media Center)
November 9, 2000
Washington, DC
11:30 am

Good morning and thank you for joining us today ^{to help} ~~as we~~ celebrate
the signing of a \$140 million TIFIA loan for ~~to~~ the Farley/
Pennsylvania Station Redevelopment Project.

TIFIA – The Transportation Infrastructure Finance and Innovation
Act -- was created in 1998 when President Clinton signed the
Transportation Equity Act of the 21st Century. Many in the
Administration and the Congress understood the need to provide federal
credit assistance to major transportation investments of critical ~~of~~
national importance.

Over the next five years, TIFIA will provide -- ~~through~~ federal

direct loans, loan guarantees and lines of credit ^{totaling} up to \$10.6

^{transportation needs such as} billion for ~~new~~ intermodal facilities, border crossing infrastructure, or expansion of multi-state highway trade corridors, ~~and other~~

~~transportation investments.~~ Through eight project selections made

Since 1999, TIFIA is currently leveraging ~~has leveraged financing for~~

\$8.4 billion ~~million~~ worth of projects, ^{now} including the ~~from the~~

Farley/Penn Station project in New York, ~~to the Tren Urbano transit~~

~~system in California.~~ The federal government, through the Department

of Transportation, is providing nearly ~~has provided~~ \$2.3 billion ~~million~~

worth of credit assistance ^{for the 8} ~~so far~~ ^{projects} ~~under TIFIA.~~ ^{so far authorized.}

The DOT is partnering in this venture with at least a half dozen

other parties, including the Pennsylvania Station Redevelopment

Corporation, the Port Authority of New York and New Jersey, ~~New~~

~~York Port Authority~~, New York State and New York City governments,

Amtrak, and the U.S. Postal Service.

Today's project is among our most complex.

It is my pleasure to introduce to you Mr. Charles Gargano, Chairman of the Pennsylvania Station Redevelopment Corporation. Mr. Gargano wears many other hats as well. In February 1995, he was appointed by Governor Pataki as Chairman and Commissioner of the Empire State Development Corporation, Chairman of the Olympic Regional Development Authority, and Vice-Chairman of the Port Authority of New York and New Jersey.

As Chairman and Commissioner of Empire State Development Corporation, ~~Redevelopment~~, New York State's primary economic development entity, Chairman Gargano has helped ~~the Governor~~ ~~implement policies to~~ attract new business investments and job growth for New Yorkers. *through projects such as*

~~Chairman Gargano's vital work at Empire State D~~ evelopment has brought important capital investments for New York State including the revitalization of Times Square and the redevelopment of Pennsylvania Station.

Senator Moynihan's leadership has made sound investment in our nation's infrastructure possible, ^{huge legislation like TEA-21 and its predecessor - ISTEA} and he can be proud of the outstanding projects that he has supported during his tenure – projects that will help America and its people continue to prosper. ~~that he has supported during his tenure.~~

~~Senator Moynihan was one of the main architects of TEA-21's predecessor, the Intermodal Surface Transportation and Efficiency Act (ISTEA) and has been a tireless advocate for a more intermodal transportation system for America.~~

Let's all welcome Senator Daniel Patrick Moynihan . . .

(When Moynihan is finished, introduce Secretary Slater)

Now, our energetic and visionary leader, Secretary of Transportation Rodney Slater, would like to say a few words about why the action we are taking today is so important. Secretary Slater . . .

(Invite signatories to sign the document – Mr. Gargano as borrower, Secretary Slater as lender, and Senator Moynihan as witness, then conclude)

Please join me in welcoming Chairman Gargano. *back to DOT where he ^{once} served as Deputy ~~Asst~~ UMTA Administrator.*
(Gargano makes remarks)

* * * * *

Now it my pleasure to introduce the **true hero** of the day, Senator *, also an State Chief,*
Daniel Patrick ~~Patrick Daniel~~ Moynihan. Senator Moynihan played a
key role in ensuring that TIFIA was included in TEA-21. And, he
deserves much of the credit for the significant projects that will be
advanced under the TIFIA program, particularly the Farley/Pennsylvania
Station Redevelopment Project. It was Senator Moynihan's vision *to what*
could see new life as a
~~convert~~ the historic and spacious Farley Building *to new use as an*
expanded passenger rail terminal facility with much of the grandeur
of the former Penn Station.

One of the greatest benefits of working in transportation is that you
get to see the fruits of your labor. In fact, even your grandchildren get to
see them! But, *also* even more importantly, you realize that your efforts will
help people travel more safely and efficiently whether they're going to
work, shopping or visiting.

Now it my pleasure to introduce the *true hero* of the day, Senator Daniel Patrick Moynihan. Senator Moynihan played a key role – (along with the late Senator Chafee)– in ensuring that TIFIA was included in TEA-21. And, he deserves much of the credit for the significant projects that will be advanced under the TIFIA program, particularly the Farley/Pennsylvania Station Redevelopment Project. It was Senator Moynihan’s vision that the historic and spacious Farley Building could see new life as an expanded passenger rail facility with much of the grandeur of the former Penn Station.

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Ambassador

Thank you Senator Moynihan, Mr. Gargano and everyone for celebrating this achievement with us today. We would be glad to answer any questions the press may have.

Remarks prepared for

Deputy Secretary of Transportation Mortimer L. Downey

for Delivery during the

Leadership Forum
Institute for the Study of Public Policy Implementation (ISPPI)
 at the American University
 Department of Public Administration
 Room B-369 Rayburn HOB

Thank you, ^{Bob}Robert (Tobias), and good morning ^{to Congressmen}Steny (Hoyer,
^{and}Maryland Congressman), ^{and}Joe (Congressman) Scarborough (Chairman,
 Civil Service Subcommittee, House Government Reform Committee)
 and everyone. It's a pleasure to be here this morning to talk about
 continuing to improve government performance in the next
 Administration.

In the invitation, you asked us to address ^{a couple of}the questions, ^{including}What do I
 know now that I wish I had known then? Well, I can tell you I sure wish
 we knew we ^{would be here for}had 8 years! ^{Setting a pace and picking the right time}We weren't so overconfident, but I think it's
 to make moves to change would be easier, but as the deadline, likely to be a
 probably best to pretend you have 8 years and to go for it! In other
 self defeating strategy. If you look over confident, you probably lose your credibility.
 words, try to do as much as possible.

If you ^{are thinking of making} want to make a change or introduce something new, ^{concepts,} communicate why ^{they make} it makes sense -- what the benefit will be. Gain and maintain momentum for your initiatives ^{is going to work only if you} and communicate with the people who have to deliver as well as with your customers ^{who comprise your customers. It's a matter of} (the public and stakeholders). I would recommend defining what you want to accomplish and why it's important for the agency and for the country, and then measure, measure, measure ^{and report on} the results! Then, use these measurements to improve performance and, of course, to celebrate the successes!

Perhaps most importantly, I would tell the next leaders of DOT to listen to their customers. This worked well for the Department in ^{developing and} implementing major programs, such as the new surface transportation law known as TEA-21 (Transportation Equity Act of the 21st Century) and our Strategic Plan for 2000 - 2005. In the case of TEA-21, we held public hearings throughout the country to gather the opinions of stakeholders and the public about how best to put the new law into practice.

This past Spring, we put our ^{see} draft Strategic Plan for 2000 - 2005 ^{all Second Strategic Plan under GPR}

on the DOT web site and invited the public to comment on it. As a ^{and better supported} result, our Plan is more valuable [^] than it would have been without this feedback. I strongly recommend that our successors and leaders throughout the Department rely on the Plan and work to achieve the ^{that have been validated and} goals laid out in the Plan – goals [^] that will benefit the nation.

If I had known what I know now in 1993, I'd probably say that we spent too much time and energy trying to reorganize the Department of ^{that was a case of not listening to customers until it was too late - and then hearing what they really think.} Transportation to get the work done. There are other ways to improve ^{and better} performance [^] the workforce, such as hiring leaders that have both leadership and management ability and that care about agency performance during and long after the Administration.

Agencies need both management and leadership, ^{especially in large and} but it's difficult ^{but} to make big changes in a large organization like DOT because not everyone has this combination of skills. ^{Getty The many elements of} ~~However, training is another~~ a diverse organization moving in roughly the same direction takes a lot of ~~method for making good managers and employees perform better and~~ hands-on effort — setting and agreeing on goals + measures, training in ~~achieving results. Incentives and rewards for outstanding performance~~ methods, incentives + rewards to encourage outcomes. ~~are another way to encourage results.~~

~~John Koskinen, who led the Administration's Y2K efforts, served~~
Making things happen in his way supports the point that he President and
~~as OMB deputy director for management and is now CFO for the~~

~~District,~~ *the* recommended that Cabinet secretaries ~~think of their top~~
who serves as a *need to have a* *Optimally, such an individual will*
~~deputies as chief operating officers. He recommended making sure they~~

experience
~~have COO-type experience~~ running the day-to-day operations of large
organizations and can implement management reforms and strategic

plans. *with credibility on both policy and management grounds.*

For almost 8 years now, I have had the ~~pleasure and privilege~~ *and pleasure* of
serving on the President's Management Council (PMC), which was
created in 1993. It was conceived, in fact, in the pages of ~~the Vice President~~
Gore's
~~(President-Elect, Vice President's)~~ September 1993 NPR report.

The Council consists of chief operating officers that are mostly "No. 2s"

or ~~Chief Operating Officers (Deputy Secretaries)~~ of executive

departments and agencies. *As a group, we recognize that*
~~It is premised on the insight that~~ good policy

it's
has little benefit if undermined by poor implementation. The Deputy

Director for Management (DDM) of the Office of Management and

Budget (OMB) chairs the group, *but does not dominate its proceedings.*

Need all time
excellent

Examples of tangible government-wide actions supported by the
PMC, including

- Electronic government or e-gov – to lead government to serve the public better, enabling citizens to interact seamlessly with the government and to gain access to information and services as never before; and

Adoption of

- Performance measures for senior executives in the civil service, a new expectation and approach to improve leadership and

management across government. — recognizing the importance of these senior executives but while challenging them to take greater accountability for results. Members of the PMC brought diverse experience to bear on

common problems. They learned about best practices, used each other as sounding boards, “borrowed” ideas, and supported each other. The PMC connected agency leaders with the bigger picture of government performance and with each other. It's the antithesis of

a system where management issues are closely controlled by central agencies.

For these and many other reasons, I ^{hope} ~~believe~~ the next Administration ^{will} ~~should~~ continue the Council as a way to bring agencies together to coordinate interagency efforts and policies and to learn best practices from each other.

(The biggest piece of unfinished business has been civil service reform. It's tough to find the time and the political climate to allow for total reform, but we probably should have taken more first steps that would eventually lead to ^{positive change.} ~~further steps,~~ ~~even if they happened in the next Administration.)~~—

Government Performance and Results Act Goals: Advice for the Next Administration

The second topic question – How do we ensure that agencies maintain momentum toward their Government Performance and Results Act goals? – is clear enough, but how to succeed in that ^{also} is not so simple.
^

First, it will be much easier for the new appointees of agencies which are already on their way to becoming high-performing organizations. I would counsel them not to try and reinvent the wheel if they want to maintain momentum — ^{that they should} ~~to~~ continue the teamwork and processes that are working well.

In my humble opinion, I think we'll leave our successors a Department of Transportation that is much improved from the one we inherited. At least the feedback we are getting from the Congress, the public, and the media ^{is} ~~are~~ confirming that fact.

Most recently, the Senator Governmental Affairs Committee gave DOT, along with Veterans Affairs -- two out of 24 of the largest departments -- an "A" on our 2001 Performance ^{Report} ~~Plan~~ sent to Congress last Spring. These reports help to inform the Congress and the public about what agencies are doing and how well. A major focus of the GPRA is to measure results, ^{and that's what our Performance Report} ~~does.~~

Our plan shows that in 1999, 77 percent of DOT's performance measures were either met or the numbers were going in the right direction. As a Department, I think we have shown that we're committed to managing for results.

All of our focus since 1993 has been on making DOT a more effective and responsive agency. We ^{had} ~~have~~ put together Strategic and Performance Plans, ^{each of which were recognized as} ~~that have been named~~ the "best in government" by the Congress. But, more importantly, we have achieved results, ^{so we are particularly proud of the recognition gained by an Performance Report}

Let me offer a couple of examples. As you've probably ^{read, heard,} ~~read~~, ^{of results.} much of our nation's infrastructure is in need of upgrading and, in some cases, cities and regions are finding the need to build new infrastructure to accommodate growth and prosperity. This is ^{that need is certainly} ~~primarily~~ good news, but the bad news is that substantial financing is needed. TEA-21 established a way to work with the private sector, who will benefit from such projects, ^{helping} ~~in financing~~ them. It's called the Transportation Infrastructure Finance and Innovation Act (TIFIA).

TIFIA is already leveraging financing for \$8.4 billion worth of infrastructure projects throughout the country. The federal government, through the Department of Transportation, is providing nearly \$2.3 billion worth of credit assistance for 8 large projects of national significance, with the Farley/Penn Station Redevelopment the most recent public/private partnership success.

Another success was our efforts to ensure a smooth transition to the Year 2000. In fact, all 609 of DOT's mission-critical systems, including the FAA's air traffic control system and the Coast Guard's search and rescue system, were Y2K ready ahead of schedule. The four-year effort involved more than 3,000 people and cost \$426 million.

of course
DOT also focused on its number one priority, safety, and made great strides in improving rail grade crossing and highway safety. —
and it's not hard to know how we are doing. We committed to measuring and reporting on actual numbers of transportation fatalities, and I'm glad to report that the numbers are moving in the right direction!

Once the Clinton Administration leaves office, it'll be up to the career leaders and employees to continue the ~~hard~~ work we've begun together and to ^{move toward realizing} ~~realize~~ that "model agency" ^{that} Paul Light referred to in a column about DOT last Spring in Government Executive magazine.

Secretary Slater and I have brought our experience and our own ^{individual} ~~unique~~ leadership skills to DOT, and, as Paul Light pointed out, ~~worked~~ diligently to ~~make it a better organization~~. That should be the objective of any political appointee who takes the helm of an Executive Department. ^{We've challenged the Dept. leadership, career + political, to make it a better place. (6th Goal or Symbol)} ~~But, it is the career leaders and employees that will need to keep~~ ^{the response particularly needs to come from} the focus on the priorities and on making DOT a high performing agency -- a model for the rest of the government -- especially in a period of transition.

Conclusion

In closing, I would like to impart a bit of advice for the next
Administration ^{on what is free you have to do to get} ~~that has to do with getting~~ people to follow your lead ⁱⁿ
^{changing institutions. As I said, air was a priority for Sen Slater + me.}
Over the last several years, ^{we've} we held several Leadership Forums for the
^{we even plan one more before January} top leaders -- career and political -- in the Department. Last year, we
had a very powerful speaker, John Maxwell, talk about his book, *The 21*
Irrefutable Laws of Leadership. One of those laws says basically that
“people won’t go along with you if they can’t get along with you,” and
that you can’t just lead with a title. You have to make a connection
with your employees, ^{and} let them know you’re listening to them and
care about what they have to say, ^{and report back regularly on}
^{how you are implementing their ideas. Slater comments “lead by following”,}
Thank you for inviting me to talk about one of my favorite issues, “^{no} ^{employees} ^{employees}”
government performance and results. I look forward to the discussion to
follow.

With his
approval, we
can get it done -
meet objectives
and transfer
The department -
and have some
fun at the
same time.

Remarks prepared for Delivery by

Deputy Secretary of Transportation Mortimer Downey

During the

2000 Research and Special Programs Administration's (RSPA)

Annual Awards Ceremony

Tuesday, November 14

GSA Auditorium

10:00 a.m.

Thank you, Kelley (Coyner) and other RSPA leaders, for inviting me to this important event ^{to} for recognizing ^eing exemplary ~~effort and~~ accomplishment on the part of RSPA employees. It's a pleasure to be here to celebrate with all of you.

While we all have different jobs to do -- some technical and some ^{- some easy like mine, some hard like yours --} not-so-technical -- we should always ask the questions: What are we doing and why are we doing it? And, we should never lose sight of who it is we're doing this work for -- the American people.

From the descriptions of all the awards and why people will be receiving them today, ^{it's evident} ~~I can see~~ that RSPA employees have a clear understanding of their missions and how they benefit the public, ~~we~~ ~~serve~~.

In 1993, Vice President Gore began the effort known as Reinventing Government, following through on the Administration's commitment to a government that works better, ^{and achieves results the American people care about,} ~~and~~ costs less. And, I think you would agree that we have seen many positive results.

DOT has had reinvention successes in every mode, but Secretary Slater and I recognize the special contributions that Kelley Coyner and RSPA employees have made in their efforts to ~~overcome challenges,~~ accomplish goals and achieve excellence.

Last year, Secretary Slater challenged the ~~Research and Special Programs Administration's~~ Office of Pipeline Safety (OPS) and its stakeholders to reduce damage to all the underground facilities (~~e.g., pipelines, telecommunications, electric power, water and sewer, etc.~~) that serve as vital lifelines for all American communities -- but especially to eliminate damage to those facilities that present real hazards to communities.

RSPA was successful in developing ^{Administration consensus on} a comprehensive legislative proposal to strengthen OPS' authority and ability to improve safety and environmental protection of oil and gas pipelines across the country.

Although not yet enacted, RSPA did ^{well in} communicate the reasons the

Congress needs to approve the measure, ^{and create the framework for executive action.} Certainly it will be a starting point for work on pipeline safety in the next Congress. ^{we hope, too, that the next Congress will pick up on the unfinished aspects of the initiative.}

RSPA's Office of Pipeline Safety employees are working to meet many challenges, and I'd like to take a few minutes to mention some of those successes and the people who've made them happen.

ent
next page

In the meantime, there are things we can do to improve pipeline safety. ^{ad will} As such, ^{You are} RSPA is now finalizing a series of rules ~~that will~~ ^{to} provide increased protection from pipeline failures for the public and the environment. The rules, covering hazardous liquid pipelines, ~~applies~~ to about 85% of the nation's liquid pipelines and for the first time sets clear, risk-based standards for testing all pipelines in high consequence areas. We have learned that testing alone is not enough, so this new regulation provides federal and state regulators with guidance for reviewing each operator's integrity management and methods.

— INSERT —
Today, we honor Fred Joyner, Director of the Office of Pipeline Safety and Mike Israni, a general engineer, for their work on the rule I just mentioned. They are being recognized for their work in identifying additional protections for pipelines located in high consequence areas that go beyond current federal requirements. Fred and Mike lead a team from OPS, which is being honored today for their creative initiative in designing and implementing the new requirements.

We will also honor Rod Seeley, Terri Binns and Paul Sanchez from the Office of Pipeline Safety's Longhorn Environmental Assessment Team for their work on an environmental assessment of the Longhorn Pipeline Project. They were ^{on} the front line in co-leading this effort with the Environmental Protection Agency.

Don Moore, who serves in our Office of Pipeline Safety in Kansas City, has shown exemplary performance in carrying out his senior engineer responsibilities in the Central Region. He has been an asset in the region and has provided guidance to staff in other regional offices. We commend Don for leading the System Integrity Inspection Team and for his coordination activities in OPS' Risk Management project.

I commend the Office of Pipeline Safety for its ONE DOT approach to their work. You have involved the entire DOT family, especially the highway and rail constituents, in seeking solutions to pipeline damage that for too long has been caused by construction accidents.

RSPA set the pace by being the first operating administration in DOT to sponsor and conduct its own Partnering for Excellence Program, with your hazardous materials inspectors and enforcement attorneys meeting in the Fall of 1998 to improve the enforcement program. Their achievements included the development of a Wide-Area Network linking the regions to headquarters, a systems approach for inspector training, better information exchange with other “hazmat” offices, and with regional offices becoming key players in regional ONE DOT “hazmat” teams.

We have more successes from the Hazardous Materials Safety Division. Today, we celebrate the accomplishments of Registration ^{the} Reinvention Team ^{led by} of Thomas Allan; Deborah Booth; David Donaldson; John Gale; Frazer Hilder; and Michael Stevens with contributions from many others in the RSPA family.

This team is responsible for developing a brochure explaining the new registration program requirements and assured its broad distribution to the regulated community. The team performed other outreach efforts to assist potential registrants and to enable shippers and carriers to register in an emergency 24 hours a day. While Vice President Gore ^{may not have} ~~didn't~~ invent the Internet, he ^{certainly has} ~~did~~ promote its use to make government more efficient, and RSPA has joined the E-Government push. Hazardous materials transporters can now download registration forms and instructions from the Internet and soon will be able to register on-line.

Our environment knows no borders, and a hazardous spill in one region can drift and affect another. Therefore, it's vitally important that we coordinate rules of hazardous material transport with other nations. From the Office of Hazardous Materials International Unit we recognize Robert Richard, who has worked tirelessly to harmonize U.S. and international regulations for transporting hazardous materials. He was the U.S. representative on an international committee focused on

development of a single internationally acceptable regulation for portable tanks.

The Office of Innovation, Research, and Education has been successful in ensuring that the technologies being developed in partnership with industry are actually deployed, in a timely manner, to help in developing advanced vehicle technologies for the 21st century. The Innovation division was also instrumental in establishing a ONE DOT multimodal R&D program aimed at reducing the number of transportation accidents and fatalities caused by human error. And, the Office of Innovation, Research and Education has worked to improve the University Transportation Research Centers (UTC) program by *assuring that* ~~establishing a requirement that a DOT representative~~ participate in the research selection process so that ^{one} DOT goals and objectives are accomplished and ^{by} instituting a system of annual performance measurement.

Innovation is key to continuing our record of economic ~~g~~ progress, and RSPA has been

~~Today we have the strongest economy in a generation -- with the first back to back budget surpluses in more than 40 years, more than 21 million new jobs, low unemployment, low inflation, and the highest home ownership ever.~~

~~Such prosperity is the result of a combination of factors, but particularly fiscal discipline at the federal level and investing in our people through support of innovation in education, health care, the environment, technology, and, of course, in transportation.~~

~~Secretary Slater and I believe that our nation's continued prosperity depends on continuing these policies -- and especially our investment in innovation.~~ — our leader ~~is~~ in seeking ways to innovate in the transportation enterprise.

And, speaking of innovation, I am asking you to join with me and Kelley in a special recognition of the innovation, leadership and direction that Dr. Richard John has brought to the Department of Transportation's John A. Volpe National Transportation Systems Center located in Cambridge, Massachusetts.

~~(May want to mention something about John Volpe, your mentor)~~

Dr. John has demonstrated creativity and a strong personal commitment to promoting the importance and power of technological innovation in shaping transportation systems in ways that will meet America's needs in the next century.

At the same time, Dr. John has led the Volpe Center to become a world class entity for research and transportation innovation, sought out ~~for help~~ by agencies across government for ~~their~~ help in solving tough problems.

Dr. John has been a leader in promoting and strengthening research and technology innovation in the federal community as well as nationwide and internationally. The White House Office of Science and Technology Policy, NASA, and our own FAA and U.S. Coast Guard have looked to Dr. John for counsel and advice. He has emphasized the role of education, training, research and technological innovation and has been a leader in developing and advancing Department-wide priorities and initiatives, including the Marine Transportation Initiative, DOT Flagship initiatives and many others.

Dr. John has operated Volpe in a results-driven ^{customer-oriented} way. ~~Because Volpe operates on a fee-for-service basis, the Center was ahead of its time in being a federal model for reinvention.~~

~~Dr. John is~~ constantly working to strengthen the Center's products, processes and services. ^{to} Under his guidance, the Center launched an ambitious and comprehensive Customer Satisfaction Initiative, which involved personal interviews with active sponsors to get their opinion on Volpe's services. More than two-thirds of interviewees gave Volpe a

~~high overall rating, but Dr. John moved aggressively to improve any gaps in service or productivity.~~

~~Dr. John has shown time and again that he is an effective leader who people will follow. He has worked successfully to build a proactive workforce, directing 550 federal employees, 542 on-site and 560 off-site contractors for Volpe, surely a daunting task! Dr. John has fostered a work environment where diversity is valued and staff work cooperatively and effectively to achieve their goals.~~

For this and many, many other accomplishments, I present to you this Presidential Rank Award for Distinguished Executive Service and a check for \$42,000. (Hand Dr. John certificate and mock check)

*Are we sure
Didi's
award was
one of the
\$42 K variety?*

Congratulations! Please join me in giving Dr. John a round of applause.

It has been a pleasure working with Dr. John, with Kelley Coyner and with all of you these past 7-plus years. I am very proud of all of your accomplishments, which are vitally important to the nation.

Congratulations to all of you on a truly excellent year and keep up
the great work!

The Intelligent Transportation Systems Public Safety Program

Wednesday, November 15, 2000

(Room # to be added)

Talking Points

Public Safety services are basic and vital services that include law enforcement, fire protection, and emergency medical services. Many citizens have grown accustomed to and have high expectations regarding these services.

Public Safety agencies strive to meet these expectations even though growing community needs are exceeding resources.

Opportunities for Improvement

Public Safety and transportation leaders and employees recognize that information technology can enhance and extend emergency services.

Information technology can provide coordination between public safety and transportation entities.

Today we are here to engage both public safety and transportation professionals, discuss plans and work together to develop, test, and implement systems enhancements that enhance community safety and enhance our capabilities to meet community safety needs.

The ITS Safety Program

The ITS Safety program is a logical expansion of the vision of the ITS program.

Handwritten notes:
Add the point that
ITS + the public safety community
will only gain in this
partnership
pubsafety → better performance
ITS → officer service the
public really wants!

The expansion consists of an increased focus being initiated in 2000 with the formation of the ITS Safety program. The program provide new links between agencies in and outside USDOT with concerns in transportation and public safety – FHWA, FTA, FRA, NHTSA, MARAD, DOJ, FEMA

A major ITS Safety Program initiative - National Mayday Readiness Initiative (NMRI) was introduced by Secretary Slater at the IVI (Intelligent Vehicle Initiative) Press Conference this past July –

NMRI is a public-private partnership of more than twenty national organizations which have been meeting since May to develop and address the primary issues that arise in dealing between private Mayday “telematics service providers” (such as OnStar, ATX technologies, AAA response) and the nation’s public emergency response agencies.

Public Safety Steering Committee

A public safety steering committee made up of public safety representatives and transportation professionals was formed to guide the ITS Public Safety Program. The group has formulated an overall vision for the program and will provide ongoing guidance. – They will set the Direction for program funding

Operates under ITS America

The Vision for Public Safety

While the program will eventually cover comprehensive range of transportation emergencies – initial focus highway incidents

The steering group shaped the basic parameters of the ITS Public Safety Program:

Prevention, Detection and Notification, Response, On-Scene Operations, Transport, and Recovery

Prevention

Use information technology to prevent crashes – strategy IVI – expand to include motorist alert to emergency vehicles and emergency personnel

Detection and Notification

Time is of the essence – need to engage emergency system quickly

Upgrade and enhance 911 wireless capabilities – one in three calls wireless – need caller location

Duplicate calls – need system capabilities to manage

Automatic collision notification (ANC) - for single vehicle crashes – unseen - needs nationwide implementation and integration with 911

Response

Response and type of response is critical – transportation incident impact highly dependent on time required to get the right personnel, equipment, start attending to victims, and site traffic control established.

Trade-offs – quick response vs. sending speeding emergency vehicles through traffic

On-Scene Operations

Serious transportation incidents often require a response by several agencies. Communication and information sharing among responding agencies are critical for successful rescue and recovery efforts.

Shortcome – communication among agencies is often difficult due to differences in radio format and protocol.

Interoperability is critically needed among emergency communication systems – between police, fire, ems, transportation, public works, and various jurisdictions

Need to share voice and data

Transport

To improve trauma care – transmit patient care data during transport.

Use both Video and data links – provide advanced data so trauma unit can anticipate appropriate treatment needs.

Recovery

There is a need to recover from transportation incidents safely and efficiently

Returning to routine traffic flow conditions mitigates impact on the transportation systems and reduces the probability of secondary incidents.

Next Steps

This Conference is about the next steps. The Steering Committee has developed a framework that presents a basic philosophy and provides a direction for the ITS Public Safety program.

The work is just beginning – over the next few days and the next year the Steering Group and the ITS JPO will work to develop a compelling and needed program that will benefit both Public Safety and transportation.

Christine Johnson will discuss these next steps with you -- Christine . . .

Introduction of

Dr. David W. Fahey
NOAA Aeronomy Laboratory
 Boulder, Colorado

~~As all of us experience travelling around the country, many~~
~~Many~~ of the nation's airports are operating at -- or nearly at --
 The positive trend in air traffic has been a hallmark of both our nation's economic growth and our
 increased globalization, and the capacity, and that trend is expected to continue into the 21st century. In

1999, 600 million people flew in our domestic airspace. Earlier this year, the Federal Aviation Administration (FAA) forecast that air travel demand will increase by 3.6 percent annually through 2011 -- to an estimated ~~one~~ billion passengers.

The growing ^{volumes of travel} demand will mean increasing ~~air~~ emissions not only in and around airports, but also at cruising altitudes. ^{Quantities are significant} As a result, ^{enough that the} ~~environmentalists and communities have become more vocal and involved~~ ^{international} ~~responsibility to ICAO, the international aviation community has become more~~ ^{difficult.} ~~develop containment strategies, along with their~~ ^{safety + security} ~~wise,~~

Here from Boulder, Colorado to talk about the potential ^{climate change} impacts of increasing aviation demand is Dr. David Fahey. Dr. Fahey has been a research physicist in the Meteorological Chemistry Group at NOAA's Aeronomy Laboratory since 1979.

Dr. Fahey has been using his scientific expertise to design and build instruments that measure ^{atmospheric} ~~nitrogen and other~~ pollutants ^{to} ~~in our~~ atmosphere. Such measurements are helping us ~~to~~ better understand how aviation is affecting our environment, including our protective ozone layer.

Before joining NOAA, Dr. Fahey served as a Principal Investigator and Project Scientist in airborne sampling missions with NASA high-altitude aircraft. Several of these missions have investigated aircraft emissions and their atmospheric impact. He also recently served as a lead author for the 1999 Intergovernmental Panel on Climate Change (IPCC) Special Report on *Aviation and the Global Atmosphere*.

Dr. Fahey received advanced degrees in physics from the University of Wisconsin and the University of Missouri. Today he is going to talk about the role of aviation emissions on ozone and climate and our options for reducing its potential impacts.

Please join me in welcoming Dr. David Fahey . . .

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On behalf of President Clinton, Vice President Gore and ~~Secretary of Transportation Rodney Slater~~, ~~the United States Department of Transportation~~, I am ~~pleased~~ ^{and} delighted to announce the restoration of westbound traffic on E Street, here in ~~front of~~ ^{neighborhood} the White House. Today's ceremony, however, is about more than traffic flow. ~~Today's ceremony is~~ ^{It's} about bringing together the different parts of our great capital city. ~~Today is~~ ^{It's} about improving mobility and access -- and it's about making people's lives a little easier.

, most important,

project is another step in ³fulfilling our
This ceremony demonstrates President Clinton's and the
~~United States Department of Transportation's~~ commitment to
enhancing^e the quality of life for the American people. After all,
transportation is about more than concrete, asphalt and steel.
Transportation is about people -- ^{and not certainly includes} including the commuters and
businesses of E Street.

~~President Clinton and Vice President Gore recognize that~~
~~Transportation~~^{has been} ~~is~~ the backbone of this longest-ever peacetime prosperity. Economic growth and increased competitiveness require an effective and fully-developed transportation system. Restoring traffic on E Street ^{is another step} ~~marks further progress~~ towards ~~achieving~~^{the} our goal of an integrated and efficient regional transportation network.

regionally
and
nationally

The United States Department of Transportation has again proven its commitment to Washington. DOT provided \$500,000 dollars in federal funds two years ago to study this issue. And once it was decided to go ahead with restoring westbound traffic on E Street, DOT ^{raised and} spent the additional \$1.75 million dollars necessary to finish the job. In the process, we worked with several ^{partner} ~~area~~ organizations, including the National Capital Planning Commission, the Commission of Fine Arts,

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the Advisory Council on Historic Preservation, the State
Historic Preservation Office, the Red Cross and the Corcoran
Museum, as well as the National Park Service, the Secret
Service, the Metropolitan Police and the D.C. Department of
Public Works -- and I would like to thank ^{all of} them for their many
contributions to ^{a successful} ~~this~~ project.

Restoring westbound traffic on E Street complements other recent transportation improvements we've helped make in the District, such as modifying the Mount Vernon Square Metro station to better serve the new Convention Center, and providing the final installment of federal funding for construction of the ^{initial} 103-mile Metro Rail system. Together, these projects demonstrate President Clinton's commitment to the residents, commuters and visitors of our nation's capital.

planning for a
new Red Line station
at New York Avenue,

DOT is also a partner on the
highway side, including \$66 million
of road improvement in and near
the Mall.

8

Indeed, we are proud to have kept our promise to the people of the District to be their good neighbor.

####

Remarks prepared for
Deputy Secretary of Transportation Mortimer Downey

for Delivery during the

Portrait Unveiling of Gordon Linton
Monday, November 27, 2000, 3:30 pm
Nassif Building, Room 2201

Samuel Butler, a 19th century writer, painter and composer, once said, "Every man's work, whether it be literature or music or pictures or anything else, is always a portrait of himself." If this is true, and I believe it is, then Gordon Linton's career is a work of fine art.

Today we gather to recognize Gordon Linton's outstanding service on behalf of the American people. It's a record of public service that reflects a devotion to serving those in need, to encouraging innovation and to making life better for all Americans.

While in the Pennsylvania legislature, Gordon Linton put his visionary talents to work forging a partnership among highway and transit groups and legislators to win passage of the state's first dedicated funding for mass transit.

In 1993, responding to President Clinton's call to be our Federal Transit Administrator, Gordon was able to bring his commitment to improving transportation and mobility to the national level. Gordon Linton was here at DOT for six years, the longest tenure of any Federal Transit Administrator. And, he brought with him a new vision for public transit -- one based on the ways transit can improve the environment, advance economic growth and development, and make America's communities more livable.

He was always quick to assure FTA's place at the table and its full participation as a ONE DOT partner.

One of Administrator Linton's greatest legacies was ensuring the "to" in Welfare to Work. From the beginning of the Access to Jobs program, Administrator Linton worked to make sure that government took responsibility for former welfare recipients getting to their new jobs. As Secretary Slater has said, "You can't go to work if you can't get to work."

Indeed, Gordon rolled up his sleeves to help determine exactly what was needed -- build support for funding and develop the criteria for awarding grants and something really difficult -- coordinate DOT's efforts with those of the Departments of Health and Human Services, Labor, and Housing and Urban Development, as well as with the White House and the OMB.

As a consequence of Administrator Linton's efforts, our nation is experiencing substantial growth in mass transit -- growth unsurpassed in recent years, now topping 4.5 percent per year, according to the American Public Transportation Association (APTA). The funding of record levels of transit investment under the Transportation Equity Act for the 21st Century (TEA-21) has made these increases possible and will increase transportation options, improve air quality, and reduce traffic congestion for all Americans.

Throughout his career, Gordon Linton has recognized the value of providing opportunity to all Americans. He was instrumental in expanding the Disadvantaged Business Enterprise Program (DBE) to open the doors of opportunity for small businesses seeking transit construction contracts.

At this time, I'd like to invite Gordon Linton [and his family], as well as the artist, to help unveil the portrait. (Unveil portrait, begin applause, then close the ceremony)

Gordon, your work has made a critical difference to so many Americans. Let this portrait serve as a reminder of your outstanding and dedicated service to our nation -- and a challenge to future occupants of the FTA leadership to match your record!

We thank Gordon and wish him well, and we thank all of you for attending!

####

Introduction to T-16 and T-2000

Track Geometry Cars

November 21, 2000, 12 noon

Union Station
Washington, DC

Talking Points

- Thank you, Jolene, and thank you all for joining us as we introduce technology that will make rail transportation safer in the new millennium.
- November 16th was a historic day in the history of American passenger rail. Our Secretary of Transportation Rodney Slater, FRA Administrator Molitoris, Amtrak Board members and many others took a record-setting ride on Amtrak's new Acela Express.
- *We hear all the time that*
~~There's a common phrase~~ "There's no silver bullet," but we think that Amtrak has found one in Acela.
- *That*
As part of ~~this~~ inaugural ride on Acela, DOT reaffirmed the Clinton-Gore administration's strong support for high-speed rail development and encouraged passage of the High-Speed Rail Investment Act.
- Technological innovation has been a common theme for President Clinton and Vice President Gore. They have both emphasized and been champions of encouraging a climate of innovation
- Today's rail vehicle unveiling is equally important to the future of safe and efficient railroads in America. While these cars are a bit more utilitarian, their function is equally significant.

(Now the Acela)

- Today, the Department of Transportation's Federal Railroad Administration is introducing two new track geometry cars ~~that to~~ advance the state-of-the-art of track inspection ~~and which will soon begin service.~~
- Track problems account for nearly one-third of track derailments -- the second leading cause of train accidents. These two new cars will provide critical information to the FRA and its railroad partners to help eliminate track-caused derailments and improve ride quality.
- As these cars begin their operations, valuable track data will be collected and presented in real-time to FRA and the rail industry to assist in repairing areas of concern to safety and in prioritizing maintenance.

T-2000:

- The T-2000 uses the latest technologies, including global positioning systems (GPS).
- FRA believes it's important to set an example when it comes to safety, DOT's number 1 priority. That's why the T-2000 has been built to meet all of FRA's safety and crashworthiness standards recently introduced for high speed passenger equipment.
- Geometry car inspections will help prevent incidents involving high-tonnage freight, hazardous materials and other potential problems.

T-16:

- The T-16 rail car will serve as a research platform to evaluate new and emerging technologies. The car has been retrofitted with the latest technologies.

- As new technologies are developed, FRA will use the T-16 to evaluate ^{their} ~~the~~ benefits of ~~these technologies~~ to railroad track safety. A priority ~~of~~ ^{will be} ~~for~~ the car ~~is~~ to assess high-speed rail corridors with an eye toward improving track and ride safety and quality.
- Thank you for coming, and we'll be glad to answer any questions.
(Jolene will close the session.)

**Workshop on
Implications of the New Digital Economy on Transportation:
Developing Research and Data Needs**

National Academy of Sciences
Lecture Hall
2101 Constitution Avenue NW
Washington, DC 20418
September 14 and 15, 2000
202-334-2000

Briefing Paper

Event Contact: RSPA Administrator Kelley Coyner, X6-4433

MEDIA: None

YOUR ROLE: A 15- to 20-minute presentation on Friday, September 15, immediately after an informal lunch from 11:30 am to 12:30 pm, on the importance of solid research on the impact of the growing digital economy on transportation. Either Issac Shafran of Louis Berger or Mike Walton of the University of Texas will introduce you.

Your role is to emphasize the growing importance of the digital economy and the need for solid research measuring and predicting impacts on transportation.

EVENT: This is a one and three-quarter day workshop to define issues and develop a process for the transportation community to approach this broad topic. Thursday morning is introductory overviews that follow a Kelley Coyner opening statement. Thursday afternoon and Friday morning are breakouts on defining issues and developing a process. The remainder of the workshop will be breakout reports and consensus on future directions. It is anticipated that this workshop will lead to a broader, more comprehensive conference in 2001.

Other

Speakers:

Thursday (September 14, 2000) speakers

Keynote Address

Kelley Coyner
Administrator

Research and Special Programs Administration

Measuring E-Business

T. Mesenbourg
Assistant Director for Economic Programs
Bureau of the Census

E-commerce and the Freight Industry

J. Barnehana
President, Netshipping.com

*The Digital Economy -
Changing the Shape of Transportation*

Frank Southworth
Oak Ridge National Laboratory

*Summary of TRB Executive Committee Meeting's
Discussions on E-Commerce*

G. Giuliano
University of S. California

Friday (September 15, 2000) speakers

Jack Murray
U.S. Department of Transportation

AUDIENCE:

About 40 people, mostly from the transportation community, representing US DOT, the various TRB constituencies, Oak Ridge National Lab, and the private sector

**AUDIENCE
ISSUES:**

The need to move from speculation to adequately funded research on impacts of the digital economy.

Sensitivities:

None known.

SETUP:

Hollow square for 40 in the Lecture Room, with the speaker at one end.