7.31

TALKING POINTS PREPARED FOR
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
TRUMAN SCHOLARS' SUMMER INSTITUTE
"Perspectives of a Cabinet Secretary"
WASHINGTON, D.C.
June 1, 1999

- *[You will be introduced by Janet Friedl, 1994 Truman Scholar from Wyoming. Janet began her career at DOT in 1995 as the first Truman Fellow assigned to the policy office to work on rural transportation issues. She was promoted to the position of Special Assistant to the Assistant Secretary for Transportation Policy in October 1996, and in November 1997 was asked to serve on the Secretary's immediate staff.]*

- It is a pleasure to host such a bright group of individuals who have chosen to dedicate their careers to public service. We have been fortunate to have several scholars serve in various capacities here in the Department. Those individuals have done much to advance the Administration's goals.

- I'd like to commend Corine Hegland, our 1998-99 Truman Fellow, for her work on advancing the Department's rural transportation policies and programs as well as her work to implement TEA-21's Access to Jobs provisions. I'm pleased to hear that you have chosen to stay with us for the next year, Corine.

- This year, Melody Flowers from West Virginia will join the policy office to work on rural issues. Melody, it is good to see you again, and I'd like to be the first to welcome you to do the DOT family. As I'm sure you realized at our Appalachian Intermodal Transportation Summit last month, your expertise in Appalachia will be very valuable as we use President Clinton's New Markets initiative to extend the benefits of the longest peacetime economic expansion in our history to that region by focusing on improving Appalachia's intermodal transportation system.

- *The Secretary should speak to his upbringing and how he was inspired to choose his career path:*
  - ✓ Influence of family & mentors
  - ✓ Education

- *The Secretary should talk about his personal history in public service:*
  - ✓ FHWA Administrator
  - ✓ Chairman & Member, AR State Highway Commission
  - ✓ Director of Governmental Relations at Arkansas State University
  - ✓ Executive Assistant for Economic and Community Programs for Governor Clinton
  - ✓ Governor's Special Assistant for Community and Minority Affairs
  - ✓ Assistant Attorney General-Litigation Division of the Arkansas State Attorney General's Office.

- *The Secretary could* talk about his ideas for a transportation architecture for the 21st century and how it relates to a change in the decision-making processes in the Department.

- *The Secretary could* talk about how he has been able to address issues beyond traditional transportation topics (welfare to work, environment, race relations, education) as a Cabinet Official.

- *The Secretary could* remark on the challenges of balancing policy and politics.

- *The Secretary could* remark on his relationships with other Cabinet Officials, the President, and the Vice President.

•# # # #

7:30

REMARKS PREPARE FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
EXECUTIVE LEADERSHIP CONFERENCE
JUNE 2, 1999
WASHINGTON, D.C.

Acknowledgments
Deputy Secretary Mort Downey
Modal Administrators
Assistant Secretaries

Our thoughts are with the passengers and crew of American Airlines Flight 1420. We are doing everything possible to aid the victims and help determine the cause of this tragedy. I ask each of you to remember them, and their families, in your prayers.

President Clinton and Vice President Gore are "leading for results" in their efforts to create a more responsive and productive government for the American people. And with your help, we *will* have that kind of government in the new century and the new millennium. Thank you for your hard work and commitment to leadership excellence.

At this hour of the evening I know that some of you would customarily find yourselves sitting comfortably at home in front of your TV, perhaps watching some movie channel on cable, or enjoying some other form of relaxation. I appreciate you're being here. I know it's been a long day.

Rather than talk about leadership in the abstract, let's assume for the moment that you <u>are</u> at home happily channel surfing. You happen to click onto a channel that's showing the 1977 film biography of General Douglas MacArthur, starring Gregory Peck.

If you have the opportunity to see this film, you may share my opinion that a particular two-minute sequence perfectly summarizes two of the major points we've tried to make about Leading for Results today.

General MacArthur has assembled his staff to issue an attack order. He turns to one of his regimental commanders and says, "Colonel, I want you to take your artillery battalion and move it to the top of that mountain over there by sundown."

The Colonel is visibly shaken at the General's order. "But Sir," he objects, "Even if there were no enemy dug in on that mountain, it would be impossible to carry out your order before it gets dark. And besides that, the mountain is covered from top to bottom by a dense forest. We'll have to cut down all those

trees and haul them out of the way before the men can drag those heavy cannons up the mountain. I can't promise you we'll get to the top by sundown."

General MacArthur listens quietly as the Colonel speaks. Then he says in a calm voice, without any hint of anger or even annoyance, "Colonel, you are relieved."

He turns to a nearby battalion commander and says "Major, you are a Colonel. I want you to take that artillery battalion and move it to the top of that mountain over there by sundown."

The newly-appointed Colonel replies "Yes, Sir!"

This story has two lessons to teach about leading for results.

At the beginning of a new century and a new millennium, Lesson Number One is that General MacArthur's leadership style is no longer acceptable in most organizations -- even armies.

Current management theorists would have urged General MacArthur to try to identify weaknesses in his subordinates early on, while they were still in training. He could have sent them back for more training or even replaced them without creating a battlefield leadership crisis.

As management visionary Peter Drucker has said, it's time to retire the obsolete `general giving orders to his troops,' leadership paradigm and move on to paradigm more appropriate for the information age: We need to replace the “power model” with the “empowerment model.”

Drucker suggests replacing the generals with symphony orchestra conductors.

Unlike an old-fashioned general, a conductor does not distribute strategic information on a restricted “need to know” basis.

In an orchestra, every musician needs to know the score. It’s true that conductors sometimes issue ‘orders,’ but if they have to, they will also plead, beg, urge, encourage and cajole players to coax them into giving ever higher heights of performance. Whatever works.

Nine years ago, Jack Welch, Jr.-- Chairman and CEO of General Electric, made essentially the same point about managing in the 1990s. And you heard this same message repeated several times today in a slightly different form each time.

What Welch said was "We've got to simplify and delegate more -- simply trust more. We need to drive self-confidence deep into the organization. A company can't distribute self-confidence, but it can foster it by removing layers and giving people a chance to win. We have to undo a 100-year-old concept and convince our managers that their role is not to control people and stay "on top" of things, but rather to guide, energize, and excite."

Jack Welch is as tough a manager as they come. But he wouldn't dream of putting leaders into positions they couldn't handle only to have to remove them when they didn't perform.

So the first lesson from the film about General MacArthur is that the leadership paradigm has changed -- and each one of you needs to consider whether your own leadership style is more like the general or more like the conductor.

If you are a general, it's time to exchange your riding crop for a baton.

While the model for top management has changed over the last half-century, the essence of commitment shown in the film is as valid at DOT today as it was on the islands of the South Pacific in 1944.

What organizations need -- desperately -- are leaders who can follow and followers who can lead at all levels -- those who are willing to promise results and be accountable for fulfilling those promises. No matter what.

When someone on the team asks, "Can I get the report by Friday?," the response they hear all to often is "Well, maybe -- if no one gets sick and we don't get any sudden requests from upstairs."

That's not a promise; that's a prediction.

The cumulative effect of trying to coordinate work based on predictions instead of promises, is an organization that never knows what it can deliver or by when.

Another way to talk about this was addressed at lunch today. 21st century, leaders will be those who are willing to work `outside the zone.' They are leaders who will make requests and promises and they create systems of accountability to manage those requests and promises.

And if we are to deliver results on the Flagship Initiatives Deputy Secretary Downey spoke of this morning, we need everyone of you to be leaders willing to make promises with the intention of keeping them. Even if, at first, you don't know exactly how you are going to get those heavy artillery pieces up the mountain.

One final point -- and this wasn't covered in the film. You may not need a detailed map in advance to get where you are going. But it helps to have a vision.

Reverend Theodore Hesburgh, former president of Notre Dame University, once said, "the very essence of leadership is [that] you have a vision. It's got to be a vision you articulate clearly and forcefully on every occasion. You can't blow an uncertain horn."

You must blow a strong and steady horn for this new Department of Transportation. You must be ever visionary, and vigilant in your style of leadership.

It is up to *you* to lead change. *You* are responsible and accountable--each one of you--for transforming DOT.

Working together as ONE DOT, Flagships will sail triumphantly into home port on time and within budget. We <u>will</u> lead the way in transportation excellence in the 21st century.

I understand the magnitude of this charge, and I pledge my own support and leadership as you fulfill it. We have worked hard to position ourselves for this moment in the history of transportation. Now we must capture this unique opportunity to make a difference. You are the stewards of transportation's future. I know I can depend on you to lead us proudly all the way up the mountain and over it, no matter how thick the forest, into the first century of the new millennium.

# # # #

U.S. DEPARTMENT OF TRANSPORTATION
OFFICE OF PUBLIC AFFAIRS
WASHINGTON, D.C.
WWW.DOT.GOV/BRIEFING.HTM

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SPEECH

REMARKS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
THIRD U.S.-MEXICO BORDER INFRASTRUCTURE CONFERENCE
TIJUANA, MEXICO
JUNE 3, 1999

As we approach and plan for the new millennium and the next century, we should ask ourselves; how will our efforts and actions to build strong cooperative societies and economies be judged in a hundred years time.

Indeed, this is the measure for the task that we have chosen: to be both visionary and vigilant as we rise to the challenge of our shared future together. Carlos Fuentes put it well: *"So many barriers that used to keep us apart have disappeared. We are more and more united."*

But as President Clinton has said, *"This is not a time to rest -- but a time to build."* Indeed, cooperative programs like those featured at this conference clearly demonstrate that we have begun a new era of cooperation between our peoples.

And just as we celebrate the success of this conference, this week we are celebrating International Highway Transportation Safety Week. Under the theme, "Safety is a Shared Responsibility," all three NAFTA nations are demonstrating their shared dedication to motor carrier highway safety.

International Transportation Safety Week also reminds us that truck safety and bus access issues have been a concern for the U.S.-Mexico bilateral relationship.

This administration is committed to seeing these issues resolved.

And this Administration is committed to implementing NAFTA. Secretary Ruiz and I met in Washington on May 21st to move these issues closer to solution. And we will discuss these issues further with my friend in Mexico City tomorrow.

To make sure that we adhere to our agreed-upon timetable for full NAFTA implementation, our technical staffs have also been meeting on a monthly basis and have made significant progress in resolving some very difficult issues.

- more -

One factor that justifies optimism is that President Zedillo and President Clinton are publicly committed to transforming this border region into a model of bilateral cooperation.

Another reason is that I am working with my friend, Secretary Ruiz.

I thought it was particularly symbolic that on the very evening of the day the two of us met in Washington to discuss those issues which divide our two countries. Both of us were invited to the United States-Mexico Chamber of Commerce Award Gala.

There both of us were awarded the Chamber's "Good Neighbor" Award for the work we and so many others have done to bring our two countries together.

When I think back to what the two of us said in our acceptance remarks that night, I am struck by the fact that our response...on behalf of our respective countries...was that "the best is yet to come."

I believe that-and will work diligently to make it a reality.

A lot has happened with respect to bilateral transportation over the past 12 months that has demonstrated our shared vision.

For example, in April of 1998 the U.S. Department of Transportation and the Mexican Ministry of Transport adopted a Transition Plan.

This Transition Plan transformed our Joint Working Committee on Transportation Planning (JWC) from an organization that manages studies into an organization that conducts transportation planning and programming.

The JWC itself was created in 1993 by then-transportation Secretaries Peña and Gamboa.

During their tenure, the JWC conducted the original study that recommended a shift from research to action. That study also established a binational databank. By sharing information on trade and traffic flows and other baseline data, this databank helps our two nations to coordinate and track commitments.

Another important accomplishment of the Joint Working Committee has been the creation of the Border Technology Exchange Program (BTEP). Initially focused on training and technical assistance, BTEP has moved up to creating working technology transfer centers.

Four centers have opened their doors in the States of Chihuahua, Sonora, Nuevo Leon and California. Two more centers are planned for the States of Tamaulipas and Coahuila.

BTEP has opened channels of communication and exchange across the border where none may have existed before. States on both sides of the border are actively participating in the program, which has been acclaimed by state-level highway officials in both Mexico and the United States. With additional support, this program could be even more effective.

While on the general subject of technology and cooperation, let me briefly mention the good work all three NAFTA partners have been doing to deal with the "Y2K" issue.

The Trilateral Working Group, representing the U.S., Mexico and Canada, is confident that each of our countries is taking the necessary steps to meet the Y2K challenge.

Mexico and the U.S. have closely coordinated their Y2K responses on aviation and shipping issues. For example, last December the Transportation Ministers of this hemisphere met in New Orleans. As a result, Mexico recently sponsored a follow-up conference focusing on Y2K-related transportation issues affecting the Western Hemisphere.

Last June, President Clinton signed legislation into law that provides a record-level investment of $200 billion to U.S. states to finance transportation infrastructure projects over the next six years.

The Transportation Equity Act for the 21st Century, commonly known as "TEA-21," specifically provides $700 million for our new Coordinated Border Infrastructure and National Corridor Planning and Development Programs.

Projects funded under the Coordinated Border Infrastructure Program target the safe movement of people and goods at international land borders. These include border gateways, improvements to inspection stations, intelligent transportation systems (ITS), and rail improvements.

The National Corridor Planning and Development Program funds state and metropolitan regional projects that plan, coordinate, design and eventually construct 'corridors of national significance' that promote economic growth and international or interregional trade.

Last Thursday I announced grants, totaling $123 million, for the first 55 projects under these two programs.

For example, along the Arizona border we approved $2.5 million of site development work for commercial vehicle inspection and weighing activities near Nogales.

In California we allocated $340 thousand to study the feasibility of new border crossings and other projects in the vicinity of Mexicali.

In Texas we have a $2.5 million project to improve border stations at the El Paso Bridge and $1.9 million for 3 projects in Hidalgo County, including a safety inspection facility. This package included funds for 11 multi-state projects, including three Mexico-to-Canada corridors.

Even unbuilt, these future trade corridors are already reshaping the economy of the continent.

This past April I had the opportunity to conduct a six-day intermodal mission across eight states, roughly tracing the route of one of these corridors -- Corridor 18 -- which runs from Canada-Michigan border to the Texas-Mexican border.

Corridor 18 is already emerging as a powerful economic artery running through the U.S. heartland, generating thousands of jobs and stimulating the growth of businesses all along its path. Thirty-eight percent of the dollar value of U.S. truck-borne trade with Mexico and Canada already passes through states along both sides of the route. When Corridor 18 is completed, that percentage will surely rise. And twenty of our nation's top 25 seaports will also lie within easy reach of the corridor.

These corridors tie into connecting routes across borders. In January 1997, President Zedillo inaugurated a "NAFTA highway" to boost trade between Mexico and the U.S. In June 1997, the President dedicated 62 miles of the highway, a stretch running through the state of San Luis Potosi about halfway between Mexico City and Laredo.

President Zedillo announced that the Mexican government would spend another $38 million to complete this NAFTA highway. Today, that new road carries about half the cargo running between the U.S. and Mexico.

So far I have focused on surface transportation. But as Secretary Daley mentioned in his introduction, I have also been deeply involved in efforts to seek liberalized aviation agreements between the U.S. and its trading partners around the world.

I strongly believe that aviation will be a driving force for economic growth in the new millennium. So I was delighted that Secretary Ruiz and I were able to sign an aviation agreement liberalizing air services between our two countries this past February.

This agreement is enormously important for the future social as well as economic development of our two countries, carrying both nations and their citizens to higher heights.

While I am excited about this new bilateral agreement, I want to emphasize that our ultimate hope is to replace the thousands of bilateral aviation markets created by the existing system with a single, open, international aviation market.

The United States is therefore calling upon all our aviation partners, including Mexico, to join us for an aviation conference in Chicago this coming December to address international aviation in the 21st century.

This leads me to the final point. Although NAFTA is already a resounding success, regional integration is also moving forward throughout the rest of the hemisphere.

In two historic Summits of the Heads of State of the Americas and a host of supporting meetings, the democratic nations of the hemisphere have, in President Clinton's words, *"planted the seeds of a new partnership based on a common vision of a democratic, prosperous, peaceful, united hemisphere by the 21st century."*

The emergence of this larger partnership need not diminish or dilute our agenda within NAFTA. The achievements of NAFTA have already set the pace for the economic integration of this hemisphere. We have every right to be proud of what we have done and what we will continue do together as partners.

Yet at the end of the day, the vision we seek to realize is not limited to this border region. Our shared vision for the transportation future of this hemisphere is of a seamless web of highways, rail lines, shipping routes and aviation corridors, stretching from the Yukon to Tierra del Fuego.

Transportation is truly the tie that binds. But more importantly, it lifts up the people of our nations, affording greater opportunity for all.

I believe that as another generation of leadership -- one hundred years in the future -- looks back upon our efforts, they too will be proud of all that we chose to undertake and all that we accomplished together.

# # # #

7.28

PREPARED REMARKS
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
HOOP DREAMS SCHOLARSHIP FUND 3 ON 3 BASKETBALL TOURNAMENT
WASHINGTON, DC
JUNE 5, 1999

Possible Acknowledgments

- MAYOR *Anthony Williams*
- 'HOOP DREAMS' FOUNDER & EXECUTIVE DIRECTOR *Susie Kay*
- NBC 4's *Wally Bruchner*
- 'HOOP DREAMS'FOUNDING SPONSOR AND CEO OF EDS, *George Newstrom*

Thank you, Mayor Anthony. And a very special thanks to Susie Kay and all the other sponsors, mentors and supporters of 'HOOP DREAMS.'

This started out as a one-day, three-on-three basketball tournament to raise college scholarship money for city high school students. Who would have ever dreamed that HOOP DREAMS would turn into a massive, year-round public service program?

Susie Kay -- that's who. She specializes in turning dreams into reality.

HOOP DREAMS takes some pretty exceptional students who have worked extraordinarily hard to be qualified for college, despite enormous obstacles, and makes sure these students are financially able to pay for a college education.

HOOP DREAMS also makes sure these scholarship students are able to fully take advantage of this great opportunity by providing mentoring, internships and college preparation.

Indiana University's great basketball coach *Bobby Knight* once said that *"Everybody has the will to win. Very few have the will to prepare to win."*

That's what HOOP DREAMS is all about. Taking the *will* to go to college and turning it into the *wherewithall* to go to college.

For those of you in the audience who are still in high school, I have a short message: In order to be "prepared to win," you need to stay in school.

I also have an invitation:

After you graduate from college, I hope you will consider a career in transportation. One in every seven jobs is transportation related, and many of these jobs are among the highest paid in the country.

Go for it. There's room at the top.

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7.27

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
TRANSPORTATION INFRASTRUCTURE FINANCE
AND INNOVATION ACT (TIFIA) ROLLOUT
JUNE 6, 1999
WASHINGTON, D.C.

Acknowledgments
Honorable John Chafee (R), Senator, Rhode Island
Honorable Patrick Moynihan (D), Senator, New York
Honorable Bob Graham (D), Senator, Florida

Investing in America's transportation infrastructure continues to be a top priority for President Clinton and Vice President Gore.

That is why I am delighted to join my good friends, Senator (John) Chafee, Senator (Patrick) Moynihan and Senator (Bob) Graham, to announce a new and innovative financing program that generously invests in America's transportation system in the new century and the new millennium.

The Transportation Infrastructure Finance and Innovation Act, known as TIFIA, provides up to $10.6 billion, over the next five years, in federal credit assistance for new intermodal facilities, border crossing infrastructure, expansion of multi-state highway trade corridors and other investments with regional and national benefits.

This innovative financing program, through federal direct loans, loan guarantees and lines of credit, provides up to one-third of project costs.

TIFIA will help create new jobs and pump America's economic engine – illustrating what President Clinton meant when he said "this is not a time to rest, but to build."

It is a catalyst for growth, enabling major surface transportation projects to be funded by public-private partnerships.

This chart (SEE CHART) shows how project sponsors -- state and local government, public authorities, and private firms can use TIFIA assistance to advance a wide range of transportation investments.

TIFIA is part of the Transportation Equity Act for the 21st Century -- signed in to law by President Clinton, one year ago today.

TEA-21 is perhaps the most significant bipartisan legislation to clear the Congress during the past decade. At the dawn of a new century and a new millennium, TEA-21 not only assures a record-level investment of nearly $200 billion in our surface transportation system, its innovative provisions change the ground rules for public works projects, hopefully forever.

TEA-21 proves that putting people first lies at the very heart of this Administration's transportation agenda. It also proves that putting people first can generate strong bipartisan support.

By passing TEA-21 the Congress has indicated that it fundamentally shares the President's view about America's transition to the integrated global economy of the coming millennium. We need to invest to improve the core connection between our transportation system and the everyday lives of 21st century Americans. This is truly a legislative anniversary worth celebrating.

Let me close with this. TIFIA is formally *"open for business."*

I am proud of this new program *and* of TEA-21. And I am delighted to work with the Congress to make sure these incredible opportunities for the American people live up to all of their possibilities as we move from strength to strength to higher heights than we have ever imagined in the new century and the new millennium.

# # # #

7.26

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
TEA-21 ANNIVERSARY VIDEOTAPING FOR THE SCENIC BYWAYS
AND RECREATION TRAILS CONGRESSIONAL BRIEFING
JUNE 7, 1999

Good morning and welcome. I do hope your are enjoying the many activities celebrating Great Outdoors Week.

Let me say again how delighted I was to receive the *Sheldon Coleman Great Outdoors Award* last night. I thank you for the recognition. But clearly, we could not have accomplished so much without strong public/private partnerships – involving many of you – working together for the good of the American people. Thank you for your support and thank you for the honor.

This morning I am also delighted to celebrate the first anniversary of our landmark surface transportation act – the Transportation Equity Act for the 21st Century.

One year ago today, President Clinton signed TEA-21 into law. It is not only the largest public works legislation in the history of the United States, but at the edge of a new century and a new millennium it also promises a breakthrough to a better quality of life for all Americans.

Transportation is about more than concrete, asphalt and steel: it's about people, and about giving them the opportunity to lead better, more fulfilling lives.

TEA-21 proves that putting people first lies at the very heart of this Administration's agenda.

TEA-21 also strengthens the National Scenic Byways and Recreational Trails Programs. In this first year we saw many significant accomplishments.

Last November we awarded more than $74 million in federal grants for both byways and trails. We added 30 new byways and 3 All-American Roads, bringing the total to 53 national scenic byways. We are now beginning the third round of nominations with a goal to have additional national scenic byways designated by next spring.

I want to thank our Congressional partners including *Representatives Sam Farr, John Duncan, Mark Foley, Doug Bereuter* and the other members of the *Congressional Task Force on Scenic Byways*, the *Congressional Trails Caucus* and the *Congressional Travel and Tourism Caucus*, as well as our many partners at the state and local levels for their hard work and commitment to the American people.

You truly understand how scenic byways and recreation trails can provide workable transportation solutions to meet community needs while preserving our precious environment.

I am proud of TEA-21 and delighted to work with the Congress and our other partners to ensure this incredible opportunity for the American people lives up to its possibilities as we move from strength to strength to higher heights than we have ever imagined. Thank you very much.

# # # #

W25

THE SECRETARY DID NOT USE THE REMARKS. HE SPOKE OFF THE CUFF.

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
SHELDON COLEMAN GREAT OUTDOORS AWARD CELEBRATION
JUNE 8, 1999
WASHINGTON, D.C.

Acknowledgments
Honorable James Oberstar (D), Congressman, Minnesota's 8th District
(Several other members of Congress are expected to attend - Derrick Crandell will inform you upon your arrival)
Derrick Crandell, President, American Recreation Coalition
Bill Phillips, President, Coleman Company
Art Peterson, President, KOA & Chairman, Recreation Roundtable
Dave Humphreys, President, Recreation Vehicle Industry Assoc. & Chairman, American Recreation Coalition
David Brown, Executive Director, America Outdoors

Thank you *Representative Oberstar* for the warm words of introduction. I fondly remember that visit to *"The Edge"* (Edge of the Wilderness Scenic Byway) – the breathtaking natural beauty -- the more than 1,000 lakes.

Preserving our nation's magnificent natural heritage is what the National Scenic Byways and the Recreation Trails programs are all about.

Let me also offer my congratulations to the recipients of the *American Recreation Coalition Legend Award*. I am delighted to know that the Department of Transportation is so ably represented by Mr. Dan Pacheco -- a first-rate member of the Federal Highway Administration team. I thank each one of the Legend Award recipients for their commitment to enriching the great outdoors experience for millions of Americans.

Tonight I am honored to be selected for this outstanding award, the Sheldon Coleman Great Outdoors Award, and to be in the company of such distinguished recipients -- my good friend, *Representative (Jim) Oberstar*, *Senators (John) Breaux, (John) Chafee* and *(Frank) Murkowski*, *Governor (Roy) Roemer*, and *President (George) Bush*.

I thank you and I am delighted to receive this recognition, but the success of these excellent programs are due in no small part to our partners -- partners at the congressional, state *and* local levels.

The National Scenic Byways and the Recreation Trails programs represent the best of what we -- *together* -- are doing to improve the quality of life in

These programs recognize that transportation is about serving people. They support grass-roots efforts to integrate transportation solutions into our communities while, at the same time, protecting the environment. And they balance an array of interests -- land use, conservation, tourism, economic development, historic preservation, highway design, and yes, recreation.

Scenic byways weave new enjoyable traveling experiences into the fabric of American life. Because this program is an engine for economic development. It grows communities while preserving their beauty and natural heritage.

Trails are an important part of America's transportation system, providing opportunities for environmentally sustainable infrastructure, links to our heritage, and recreation for our people.

Last November the Department awarded more than $74 million in federal grants for scenic byways and recreation trails. We added 30 new byways and 3 All-American Roads -- more than doubling the number. Today we have 53 national scenic byways all across America. And we are just beginning the third round of nominations with a goal to have additional national scenic byways designated by next spring.

These record accomplishments were made because our landmark surface transportation act -- the Transportation Equity Act for the 21st Century -- strengthened both the National Scenic Byways and Recreation Trails programs.

Tomorrow we celebrate the first anniversary of TEA-21. One year ago, President Clinton signed perhaps the most significant bipartisan legislation to clear the Congress during the past decade.

At the dawn of a new century and a new millennium, TEA-21 not only assures a record-level investment of nearly $200 billion in our surface transportation system, its innovative provisions change the ground rules for public works projects, hopefully forever.

President Clinton has characterized TEA-21 as "the only significant environmental legislation" enacted by the last Congress. The bill also breaks new ground by assuring that the concrete, asphalt and steel used to upgrade or expand our transportation infrastructure to support a 21st century economy does not overwhelm the public intended to be served by these projects.

TEA-21 proves that putting people first lies at the very heart of this Administration's transportation agenda. It also proves that putting people first can generate strong bipartisan support. This is truly a legislative anniversary worth celebrating.

Let me close on this. When we began this century, it was Teddy Roosevelt who opened up America by creating national parks and making us appreciate America the beautiful. But it was the transportation system that allowed people to get to the Grand Canyon and all our natural wonders.

I am the last Transportation Secretary of the 20th century and I am privileged to end this century the way we began: by perpetuating the obligation that all citizens have to keep America beautiful.

We want to continue the great legacy of Sheldon Coleman and the many other recreation and conservation enthusiasts who have worked and continue to work to preserve the magnificent beauty of this great nation.

Working together -- moving from strength to strength -- America's best days, our best century, is yet ahead.

Thank you very much and thank you again for this prestigious honor -- the Sheldon Coleman Outdoors Award.

# # # #

7.21

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
TRANSPORTATION INFRASTRUCTURE FINANCE
AND INNOVATION ACT (TIFIA) ROLLOUT
JUNE 9, 1999
WASHINGTON, D.C.

Acknowledgments
Honorable John Chafee (R), Senator, Rhode Island
Honorable Patrick Moynihan (D), Senator, New York
Honorable Bob Graham (D), Senator, Florida

Investing in America's transportation infrastructure continues to be a top priority for President Clinton and Vice President Gore.

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This chart (SEE CHART) shows how project sponsors -- state and local government, public authorities, and private firms can use TIFIA assistance to advance a wide range of transportation investments.

TIFIA is part of the Transportation Equity Act for the 21st Century -- signed in to law by President Clinton, one year ago today.

For those of you in the audience who are still in high school, I have a short message: In order to be "prepared to win," you need to stay in school.

I also have an invitation:

After you graduate from college, I hope you will consider a career in transportation. One in every seven jobs is transportation related, and many of these jobs are among the highest paid in the country.

Go for it. There's room at the top.

###

7.22

13th ANNUAL ARKANSAS MINORITY BUSINESS OPPORTUNITY BUSINESS FAIR–MBE POWER BREAKFAST

PREPARED VIDEO SCRIPT FOR THE HONORABLE RODNEY E. SLATER U.S. SECRETARY OF TRANSPORTATION

(For Showing on June 9, 1999)

I am delighted to be able to join you, at least by videotape, for this Minority Business Leader's "Power Breakfast" in downtown Little Rock.

On behalf of President Clinton and the U.S. Department of Transportation, I want to take this opportunity to extend our very special congratulations to four outstanding Arkansas community leaders.

This morning, at the dawn of a new century and a new millennium, we acknowledge their work in promoting economic development for minorities in the Arkansas Delta:

- So, our congratulations to Mayor Bryant of Forest City;
- ...To Mayor Weaver of Helena;
- ...To Mayor Miller of West Helena;
- ... And, from the town where I grew up, Mayor Taylor of Marianna, Arkansas.

One of the reasons I'm still in Washington this morning, rather than in Little Rock, is that June 9th is the one-year anniversary of President Clinton's signing of the landmark Transportation Equity Act for the 21st Century.

TEA-21, as we call the bill in Washington, is clearly one of the most significant piece of bipartisan legislation to clear the Congress during the past decade. It certainly is enormously important to the economic future of the Arkansas Delta.

TEA-21 not only funds the construction of roads, bridges and other traditional transportation projects, it also changes the ground rules for federal transportation programs by "putting people first."

And TEA-21 reauthorizes the Disadvantaged Business Enterprise Program, which now can do more than ever to promote equal opportunity–and still fulfill the President's promise to "mend, not end, affirmative action."

TEA-21 supports the President's Delta Initiative, along with many other programs focused on rural economic development here and in other regions.

I know all about the connection between transportation and development. I can still remember what happened to Marianna, when Interstate 40 came through. Almost overnight, the people of my hometown were connected to a wider world–a world where people like my mother could now get a job in a real factory that brought more money into our household than my father was able to make, no matter how hard he worked, at five jobs.

So this morning we honor four mayors who are truly making a difference to the future of the Delta and to the future of America. As President Clinton has said a few weeks ago while speaking about rural development, *"We should go into the 21st century leaving no one behind."*

Because of people like those whom we honor today, this is one part of the country where this is less likely to happen.

# # # #

7.23

TALKING POINTS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
DES MOINES CHAMBER OF COMMERCE RECEPTION
JUNE 9, 1999
WASHINGTON, D.C.

Acknowledgments

Honorable Tom Harkin, (D), Senator, Iowa
Honorable Chuck Grassley, (R), Senator, Iowa
Honorable Leonard Boswell, (D), Congressman, 3rd District
Honorable Greg Ganske, (R), Congressman, 4th District
Honorable Preston Daniels, Mayor of Des Moines
Mike Blouin, CEO, Chamber of Commerce, former Congressman, Dubuque
Tom Baker, Chairman, Polk County Board of Supervisors
Jack Bishop, Polk County Board of Supervisors
Angela Connolly, Polk County Board of Supervisors
Gene Phillips, Polk County Board of Supervisors

- Today we are celebrating a big first anniversary. One year ago, President Clinton signed the landmark Transportation Equity Act for the 21st Century.

- TEA-21 is a down payment on America's future.

- At the dawn of a new century and a new millennium, TEA-21 not only assures a record-level investment of nearly $200 billion in our surface transportation system, its innovative provisions change the ground rules for public works projects, hopefully forever.

- For Iowa -- TEA-21 brings more than $314 million for highways and bridges -- like the Des Moines to Burlington Corridor -- and over $13 million for transit, every year through 2003, to improve transportation connections for the people of the Hawkeye State.

- TEA-21 is first surface transportation authorization bill to truly put people first -- about safety, about health and the environment, and about creating opportunities for all Americans.

- Most important 'people first' concern -- safety, our 'North Star' guiding all that we do at the Department of Transportation.

Airline Competition

- What railroads did in the 19th century, and what Interstate highways have done for this century, aviation will do for the world in the 21st century.

- Cities like Des Moines, need access to the global economy and access includes affordability provided by airline competition.

- DOT has a proposal on the table. Senator Harkin and Senator Grassley have their own proposal. While there are differences between these proposals, both address the issue of affordable airline travel for Des Moines and the rest of Iowa.

- Working with the Iowa delegation, I know that, together, we can devise a plan that works best for the people of Iowa.

# # # #

U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/briefing.htm

Speech

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
ANNIVERSARY OF THE TRANSPORTATION EQUITY ACT
FOR THE 21ST CENTURY
WASHINGTON, D.C.
JUNE 9, 1999

One year ago today, when President Clinton signed the Transportation Equity Act for the 21st Century, it made good his pledge to put people first.

Let me commend the key members of the authorizing committees here today who made TEA-21 the first law of the 21st century. And the many other people here today who also helped.

The President and Vice President's leadership on the economy -- six years of economic expansion and the balanced budget -- allowed the record $200 billion of infrastructure investment in TEA 21.

President Clinton set safety as the Administration's top transportation priority and we have made America's transportation system safer. Last year, traffic fatalities declined to their lowest number in four years.

Safety also means making sure that those who are doing the important work of Rebuilding America are getting the most protection possible.

More than 700 fatalities and 37,000 injuries taking place every year in work zones is unacceptable -- and one in seven deaths involves construction workers.

New products, along with the education and training, will help make work zones safer. So will the National Work Zone Safety Information Clearinghouse which is supported by many groups represented here today.

TEA-21 is a safety act but it is also an environmental act, an act for balanced infrastructure investment, an opportunity act and, above all, an equity act.

Equity means planning access to jobs, investing in liveable communities, and continuing to support small and disadvantaged businesses.

- more -

Transportation is about more than concrete, asphalt and steel. It is about getting people to work, to school, to recreation, to an enhanced quality of life.

As the gathering here today demonstrates so well, transportation is truly the tie that binds.

Today, we have a safer -- a more efficient -- and a more environmentally-sound transportation system. But, as the President said, this is not a time to rest, but a time to build.

As a truly visionary and vigilant Department of Transportation, we stand ready to meet the challenges of the new century and the new millennium.

Working together, moving from strength to strength, we will create a transportation system that truly supports equity throughout our society during the 21st century. If we do that, I know that our best days are yet to come.

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7-24

13th ANNUAL ARKANSAS MINORITY BUSINESS OPPORTUNITY BUSINESS FAIR–MBE POWER BREAKFAST

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7.20

TALKING POINTS PREPAPRED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
THE AMERICAN BAR ASSOCIATION FORUM ON AIR AND SPACE
JUNE 10, 1999
WASHINGTON, D.C.

Draft Talking Points (by Steve Morrissey)

(Please note that the themes of this conference and panel discussion closely resemble the themes in the speech you gave to the Wings Club Luncheon in New York in February. A copy of the speech is attached as a refresher)

- Let me begin with a few words about my fellow panelists. It is significant that we are here today to discuss an industry that has recovered from a severe economic downturn in the early 90's and experienced five years of consecutive growth

- As we approach the second century of flight, the aviation industry, which is already the safest and most efficient aviation system in the world, is poised for even greater gains. This is, in large measure, because of the ideas and efforts of people like those who join me up here today.

- ***Secretary (James) Burnley*** was, and is, a champion of deregulation. He oversaw the sunset of the Civil Aeronautics Board (CAB) and the transfer of functions to the DOT.

- ***Secretary (Samuel) Skinner*** was instrumental in persuading Congress to implement passenger facility charges, which have allowed for greater capacity at our nation's airports. He also directed the first major study of the effects of deregulation, which identified many of the issues we are discussing today.

- ***Secretary Federico Peña***, my predecessor, oversaw the Clinton Administration's aggressive efforts to return the airline industry to profitability. He also instituted a new *International Air Transportation Policy* and accelerated the push toward open skies, negotiating agreements and

opening markets around the world. Secretary Peña also moved aggressively to improve aviation safety by instituting the *One Level of Safety Program* which upgraded safety requirements for commuter air carriers.

- Our moderator and chair of the Forum on Air and Space Law, ***Carl Vogt***, has been a strong voice for transportation safety throughout his career.

- Now, a few other observations.

- Beginning last fall, I conducted a series of aviation listening sessions across the country. Many of you participated. Our goal -- to identify and discuss the challenges, both short and long term, facing the aviation industry as we approach the second century of flight. We examined virtually every segment of the industry and we learned much from these sessions. The themes that emerged were very similar to the themes we are discussing today.

- As always, we should start with safety. We are doing well, but as events in Little Rock last week remind us, we must be ever vigilant when it comes to safety.

- Last year, Vice President Gore, FAA Administrator Jane Garvey and I announced the Safer Skies Initiative. We are, in partnership with industry, targeting efforts to reduce fatal accidents by 80 percent within the decade.

- I also want to acknowledge the NASA Administrator Dan Goldin for the work that NASA is doing to improve aviation safety and for the partnership that he has developed with the Department of Transportation.

- With regard to airline deregulation, there is little debate that it has been successful. Overall, fares have decreased and service has improved. However, we must acknowledge that the benefits of deregulation have not flowed to all cities and regions.

- The administration's FAA reauthorization proposal includes provisions to enhance competition and improve access for small and rural communities. Through these, and other actions we will continue to encourage legitimate competition in the industry.

- With regard to international issues and open skies, we must recognize aviation's critical role in the global marketplace.

- We are planning a major conference here in Chicago, in early December, which will do just that. The conference will include transportation ministers from all of the countries with whom we have bilateral aviation agreements.

- We will again reach out to include all segments of the industry as we examine the critical issues facing aviation in the next century worldwide.

- We have implemented 33 Open Skies agreements since President Clinton took office and we will continue to do more to open markets, which will strengthen commerce and create jobs.

- Finally, with regard to air traffic control reform, I agree with Secretary Peña -- this challenge requires action *now*.

- The U.S. aviation industry will experience substantial growth in passengers and cargo in the years ahead. Delays and equipment problems are on the rise.

- We must change the way we manage the air traffic control system if we are to head off this looming crisis.

- In 1993, *Governor (Gerald) Baliles* and his *National Commission to Ensure A Strong, Competitive Aviation Industry* called it "congestion". In 1997, *Chairman (Norman) Mineta* and his *National Civil Aviation Review Commission* called it "gridlock". Many reform ideas have been offered. It is now time for action and I urge Congress to enact real reform this year.

# # # #

7:19

U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/briefing.htm

Speech

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
ANNIVERSARY OF THE TRANSPORTATION EQUITY ACT
FOR THE 21ST CENTURY
PHILADELPHIA, PENNSYLVANIA
JUNE 11, 1999

It's an honor to be here in Philadelphia today -- a city that has experienced a great turn-around during President Clinton's Administration as we prepare together for the 21st century.

One year ago, President Clinton signed the Transportation Equity Act for the 21st Century, a visionary transportation plan for the new century and the new millennium with record investments for the President's top transportation priority -- safety -- and for economic growth, opportunity, the environment, and livable communities for the future. President Clinton pledged from his first day in office to put people first and TEA-21 is a transportation bill to truly put people first.

President Clinton and Vice President Gore have a broad strategy for prosperity: investments in education, technology and transportation to prepare for a new economy -- new markets for American products and American workers.

The President and Vice President's vision for the economy and for transportation has made our success possible. Under their leadership, we have had 97 months of continuous economic expansion. Nearly 19 million jobs have been created since 1993, and nearly 1 million jobs have been created in the first 5 months of this year alone.

The U.S. economy today also has the lowest unemployment since 1957. And last year, for the first time in three decades, the budget's red ink turned black with a $70 billion surplus.

The President and Vice President have had the support of an outstanding local team. Ed Rendell, one of America's great mayors, has led Philadelphia's comeback. Your congressman, Bob Borski, has been a great help for the President, and for me, with his work on the Transportation Committee for the people of this district. Today is not my first visit here and I'm sure as I continue to hear from Bob Borski, it won't be the last.

- more -

With one in seven jobs in transportation, our record levels of investment -- $200 billion over six years -- means real economic growth. President Clinton's vision for the nation is being realized here in Philadelphia where, for the first time in many years, new jobs are being created. Billions of dollars are being invested in the future of Philadelphia in the many new construction projects in Center City and in new jobs at the Navy Yard.

And, today, the Frankford Transportation Center is ready to move forward to help make our vision for transportation in the 21st century a reality.

Transportation is about so much more than concrete, asphalt and steel. It is about people and their pursuit of happiness and opportunity. It is about getting people to work, to school, to recreation, to an enhanced quality of life; it's about giving people the opportunity to lead better, more fulfilling lives. It's about helping people create livable communities. It's about solving environmental problems. Transportation is the tie that binds.

TEA-21 helps those moving from welfare get to where the jobs are. It ensures that small and disadvantaged businesses have a chance to compete on an equal basis. And it means equity for states, for regions, for communities and for individuals.

Equity among states -- Pennsylvania will receive $1.5 billion dollars a year in surface transportation funds, the fourth highest of any state.

Equity among regions and urban, suburban and rural areas -- 60 percent of the $3.6 billion that will be invested in transportation projects in the Delaware Valley region in the next three years will be coming from Federal funds.

We have expanded opportunity for low-income people with $1.3 million dollars in this area alone for access to jobs alternative transportation programs. In this region, almost two out of five households do not have cars and, as the Vice President has said, "If you can't get to work, you can't go to work." Nationwide, we have invested more than $71 million in welfare-to-work grants and SEPTA deserves praise for its leadership, especially its partnership with United Parcel Service.

The Clinton-Gore Administration's Livability Initiative gives state and local officials the funding, the flexibility and the tools to provide effective and more environmentally friendly transportation and by allowing communities to choose transportation alternatives. We have record funding levels for transit.

Livable communities are in the spirit of planning communities for the future that was established here in Philadelphia by William Penn 316 years ago. We have given almost three-quarters of a million dollars to this region to fund area-wide strategies so you can plan the development of the 21st century.

For improved safety, the Federal Railroad Administration has worked with SEPTA to create a new, safer warning sign for rail grade crossings.

For a cleaner environment, we will be helping the Delaware Valley Regional Planning Commission and the Ozone Action Project increase awareness of the link between transportation and smog -- and promote actions that will lead to less ozone pollution.

I am happy, today, with the Environmental Protection Agency, to present this check for $25,000 to John Coscia of DVRPC and Anthony Ippolito of the Ozone Action project for their continued work on behalf of clean air for Philadelphia. As the program says, "It all adds up to cleaner air."

Here, at the Frankford Transportation Center, we are supporting SEPTA's transformation of a nine-decade old rail line into a 21st century transportation system. When the Market-Frankford line began operating in 1907, the builders never would have dreamed what would be planned here at Bridge-Pratt on the brink of the new century.

At the new terminal there will be consolidated transportation operations -- truly intermodal in nature. The center will upgrade the trip from the Northeast to Center City but it will also mean important support for the commercial activities in the area surrounding the station -- a livable community for the 21st century.

I am happy to be here again and to present this check for $4.9 million dollars for the next stage of the Frankford Transportation Center to Jack Leary of SEPTA.

Today, we have a safer -- a more efficient -- and a more environmentally-sound transportation system. But, as the President said, this is not a time to rest, but a time to build. We must build on these achievements to ensure that our transportation system remains the finest in the world.

As a truly visionary and vigilant Department of Transportation, we stand ready to meet the challenges of the new century and the new millennium by creating a transportation system that is international in reach -- intermodal in form -- intelligent in character -- and inclusive in service.

Moving from strength to strength, we will create a transportation system that truly supports equity throughout our society during the 21st century. If we do that, I know that our best days are yet to come.

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TALKING POINTS PREPARED FOR
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
WOODROW WILSON BRIDGE ANNOUNCEMENT
JUNE 14, 1999
WASHINGTON, D.C.

- Let me begin by thanking our Regional Delegation -- Chairman Wolf, Representatives Hoyer, Moran, Wynn, Davis, and Morella, and Delegate Norton -- Senators Robb, Warner, Sarbanes, and Mikulski -- and the Clinton Administration, for their outstanding work to advance this project.

- I would also like to thank the leadership of the District of Columbia, Maryland and Virginia, the District Public Works and the Maryland and Virginia Departments of Transportation for their hard work and commitment, to the people of Metropolitan Washington.

- We are proud of the strong partnership between the Clinton Administration and the leadership of this region.

- I am pleased to announce a new milestone in our efforts to make the construction of a new Woodrow Wilson Memorial Bridge a reality.

- Today, on top of the Clinton Administration's $900 million commitment, we are proposing an additional $600 million to bring the Federal share of this important investment in the National Capital Region, to $1.5 billion.

- The Department of Transportation will seek no changes to the current TEA-21 formula based on the understanding that no additional money will be sought prior to 2004 because the funds are not necessary.

- Today's announcement is about investing in the future of the National Capitol Region in the new century and the new millennium.

- At the Department of Transportation, we are committed to being a good neighbor. We want to ensure that this project has the needed resources to be completed in a timely fashion and with minimal interruption to commuters.

- Transportation is about so much more than concrete, asphalt, and steel. It is about people, and about getting them to work, to school, to recreation, improving their quality of life. The timely completion of the new Woodrow Wilson Bridge will do that and more for the people of the National Capital Region.

# # # #

7.18

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
HIGH TEA IN HONOR OF MRS. ROSA PARKS
JUNE 14, 1999
WASHINGTON, D.C.

THE SECRETARY DID NOT DELIVERY REMARKS
/
FYI - each presenter is allowed no more than 3 minutes. Everyone is asked to abide by the set time because Mrs. Parks cannot sit for a long program. Additional presenters include... *Ms. Cicely Tyson, Congressman Jim Clyburn, Ms. Lottie Shackleford, Congresswoman Carolyn Cheeks Kilpatrick, Ms. Myrhanda Gordon-Hogue*, and *Mr. Roscoe Lee Brown.*

# # # #

Psalms 37:1-11 – The Righteous Will Prosper

Fret not thyself because of evildoers neither be thou envious against the workers of iniquity.

For they shall soon be cut down like the grass, and wither as the green herb.

Trust in the Lord, and do good: so shalt thou dwell in the land, and verily thou shalt be fed.

Delight thyself also in the Lord; trust also in him; and he shall bring it to pass.

And he shall bring forth thy righteousness as the light, and thy judgement as the noonday.

Rest in the Lord, and wait patiently for him: fret not thyself because of him who prospereth in his way, because of the man who bringeth wicked devices to pass.

Cease from anger, and forsake wrath: fret not thyself in any wise to do evil.

For evildoers shall be cut off: but those that wait upon the Lord, they shall inherit the earth.

For yet for a little while, and the wicked shall not be: yea, thou shalt diligently consider his place, and it shall not be.

But the meek shall inherit the earth; and shall delight themselves in the abundance of peace.

"*....when years have rolled past and when the blazing light of truth is focused on this marvelous age in which we live -- men and women will know and children will be taught that we have a finer land, a better people, a more noble civilization -- because these humble children of God were willing to suffer for righteousness' sake.*" ***Dr. Martin Luther King, 1964 Nobel Prize Acceptance Speech***

# # # #

7.14

TALKING POINTS PREPARED FOR
SECRETARY OF TRANSPORTATION RODNEY E. LATER
WELCOMING REMARKS - SENIOR LEADERSHIP TEAM WORKSHOP
JUNE 15, 1999
New London, Connecticut

- Thank you Admiral Loy and Admiral Teeson for inviting us to the Coast Guard Academy and providing us the opportunity to "immerse" ourselves in the 209 years of Coast Guard culture of teamwork and leadership.

- And, thank you for challenging us -- as the Senior Leadership Team of the Department of Transportation -- to build on the strengths of our accomplishments toward the visionary and vigilant organization which will lead the way to transportation excellence in the 21st Century.

- Last week I was able to immerse myself in "blue." On Tuesday I started my job shadowing program with the Coast Guard at U.S. Coast Guard Group Mayport. I worked alongside the men and women of this sea service.

- Along with wearing the uniform -- I wore a hard hat, safety goggles, body armor, life vest, I holstered a weapon -- drove a pile, constructed a fixed aid structure -- conducted a man overboard drill -- witnessed an auxiliary courtesy boarding -- and conducted a commercial fisheries boarding. I had a pretty full day. But that was just another day in the Coast Guard's 209 years of serving the American public.

- You won't have quite the same opportunity here -- but I urge you to take advantage of the program the Academy has prepared.

- For nearly two and a half years, we have been pursing our vision for the Department. And, along the way we have transformed the way we work -- we have truly become ONE DOT.

- At our first meeting in February 1997 we agreed to collectively embark on this journey of reinventing the way we do business inside the Department, with our transportation constituents, and with the American public.

- In the interim, there have been a series of meetings involving an ever expanding guiding coalition. We have asked the leadership of the Department to help set the Department's strategic goals, to create scenarios which challenge our thinking about transportation in 2030, and to help establish flagship initiatives for the next two years which will be the foundation of the accomplishments in the next millennium.

- Together we have accomplished a lot. Just last week, we participated in an event with the President and the Attorney General concerning police and community relations. We were there because we have transformed the way transportation is viewed -- it is about more than concrete, asphalt and steel, it is about communities, safety and people. Seat belt use and occupant protection -- our first flagship under the safety goal -- requires us to pursue education and research to reduce fatalities and injuries -- it also requires us to acknowledge the challenges and tensions caused by strong enforcement laws and to work within the Department and across the nation with law enforcement and community leaders. This is working better together.

- We have created a decision-making architecture. Our challenge is to continue to provide the leadership which will use that architecture to create a transportation system that is international in reach, intermodal in form, intelligent in character, and inclusive in nature.

- The Coast Guard is providing us an opportunity over the next twenty four hours to learn more about the leadership competencies we will need to meet that challenge.

# # # #

TALKING POINTS PREPARED FOR
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
BRIGHTWOOD ELEMENTARY SCHOOL SIXTH GRADE PROMOTION
JUNE 15, 1999
WASHINGTON, D.C.

Acknowledgments
Dr. Dekontee Johnson, Principal
Dr Jacqueline Banks, Teacher, Sixth Grade
Mrs. Laura Hassan, Teacher, Sixth Grade

- President Clinton has challenged every adult to ensure that all of you -- every child in America -- has marketable skills for 21st century jobs. As his Secretary of Transportation, I am pleased to be here to share his message about the value of a good education.

- Thank you Raphael for that great introduction and thank you students for the beautiful songs.

- This backdrop is amazing. Students, you did a phenomenal job. I particularly like this screen because it relates to transportation. Perhaps one day, one of you may travel into space. Education is the key to making that happen.

- I am delighted and honored to be a part of your sixth-grade graduation. Your being here today demonstrates that you take your education very seriously, and that, as your theme says, you want to *"soar into the next millennium."*

- Now you may be wondering why someone who works in transportation is talking to you about education.

- Well let me tell you, America will need a world-class transportation system to soar to even greater heights in the new century and the new millennium.

- As U.S. Transportation Secretary, I am looking for highly trained transportation technology workers. The future bridge architects, high-speed rail engineers, safety specialists, pilots, aviation mechanics -- the technology experts to build and run the transportation system of the 21st century. I just may be talking about you.

- These technology experts will need strong math, science and computer skills. Some of you may think math is boring. But if you want to be a pilot, or to build bridges or to do anything in a high-tech field, you will need algebra and geometry -- trust me.

- That is why I developed the Garrett A. Morgan Technology and Transportation Futures Program to inspire talented students, like yourselves, to explore transportation careers.

- Let me take a moment to talk to you about something that is just as important as your grade point average -- your GPA . Dr. Johnson, Dr. Banks, and Mrs. Hassan have been talking about it all year long. It is something I call CPA – Character, Personality and Attitude.

- Are you always on your best behavior – even when your parents and teachers are not around? Do you having a pleasing personality and a good attitude?

- Do you volunteer in your school, in your church, in your community? Are you a leader? Do you have what it takes to soar -- to reach higher heights -- in the next millennium?

- The best grades won't do much for you if you have a poor attitude, or you are difficult to be around and to work with.

- With a strong GPA *and* a strong CPA, you can make a difference in your school, in your neighborhood, and later on, in the world beyond your classroom.

- I take comfort in knowing that Brightwood is helping you develop the great character traits necessary to become great leaders. What an excellent way to soar!

- And always remember this -- "Good, better, best -- I will not rest until my good is better and my better is best.

- With you giving your best -- I know you will soar to even higher heights in the next millennium. I wish you continued success in all that you do. And as your wings continue to spread, I truly believe that each and every one of you can fly greatly. Congratulations on all of your accomplishments.

# # # #

U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/briefing.htm

Speech

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
THE U.S. COAST GUARD AUXILIARY'S
60TH ANNIVERSARY CEREMONY
JUNE 15, 1999
WASHINGTON, D.C.

I am honored to be with you to celebrate the 60th anniversary of the United States Coast Guard Auxiliary.

Regardless of the challenge, the Coast Guard Auxiliary has always lived up to its motto -- "*A Proud Tradition, A Worthy Mission*."

The men and women of this 34,000 strong, all-volunteer, civilian force do what they do as a matter of course and without a lot of fanfare. They support the Coast Guard in every way but law enforcement and military operations.

The Auxiliary teaches boating safety to tens of thousands of recreation boaters, and conduct thousands of Courtesy Marine Examinations -- significantly enhancing our safety mission.

For that we are forever grateful. At the Department of Transportation, safety is our North Star by which we are guided and judged.

We look to you for assistance in our new boating safety campaign, "Wear Your Life Jacket! Boat Smart from the Start." Your hands-on-training will help us reach the more than 74 million recreation boaters that use America's waterways every year.

In a typical day, Auxiliary coxswains, boat crew members, pilots, and air observers support a host of Coast Guard missions -- from search and rescue, to teaching boating safety, to patrolling our rivers and lakes.

Last year alone, the Coast Guard Coast Guard conducted nearly 29 thousand patrols and saved 445 lives.

These men and women not only volunteer their time, but also their wallets. They are boaters, licensed aircraft pilots and amateur radio operators, using their own equipment to respond to our nation's call.

- more -

And in this time of streamlining, the Coast Guard Auxiliary is more valuable today than ever before -- providing nearly $1 billion in service to the American people at a fraction of the cost.

The United States Coast Guard Auxiliary has a proud past and a strong future -- from its early start as auxiliary flotillas to support Coast Guard search and rescue, to its stellar performance during World War II as the Volunteer Port Security Force to prevent "sabotage and subversive activities" on our nation's waterfronts, to its current role -- an active and involved partner advancing the Coast Guard mission.

Thank you for 60 years of outstanding service to the United States Coast Guard and to the American people.

Happy Anniversary!

# # # #

7.16

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
NATIONAL NEWSPAPER PUBLISHERS ASSOCIATION - **Video Taping**
JUNE 15, 1999

Draft 2 (by Yvette) 4.2 minutes

On this auspicious occasion honoring President Dorothy Leavell, I am delighted, indeed honored, to have this opportunity to express my thanks, and the thanks of President Bill Clinton, for the strong and consistent support of the editors and publishers affiliated with the National Newspaper Publishers Association.

President Leavell, you have provided great leadership to the NNPA. Under your direction, this organization has seen tremendous growth and enjoyed record successes. You have positioned NNPA to continue moving onward and upward in the new century and the new millennium. Congratulations on a job well done.

President Leavell, NNPA editors and publishers, I commend you for remaining a strong and vocal voice for the African American community. Your papers consistently raise public issues that often go unaddressed in the mainstream press.

When then-Governor Clinton met with members of the NNPA Executive Committee in September of 1992, you listened to what he had to say about forming a partnership with the African American community. You responded by offering your support in this new partnership.

And in the spirit of that partnership, President Clinton and Vice President Gore have acted on those issues of importance to the African American community.

Earlier this year, the Vice President announced the creation of an interagency working group -- led by Leo Burrell, CEO, Burrell Communication Group and Edward Erhardt, Publisher, Advertising Age -- to examine advertising practices and their impact on minority broadcasters and advertising agencies.

Chairman Bill Kennard and the Federal Communications Commission are working with the broadcasting industry to explore new ways to ensure that, as consolidations grow, diversity is maintained across the public airwaves.

At the Department of Transportation we have one of the best records in the federal government for direct procurements with minority-owned businesses. But we can and must do more with minority advertisers and publishers. We look forward to working with you in that process.

For example the National Highway Traffic Safety Administration statistics show that motor vehicle crashes are the leading cause of death among African American and Hispanic youth. Public awareness must be increased by reaching the broadest possible audience. We need specialized help in the development and delivery of these messages.

Last week, I was proud to join the Attorney General and President Clinton as he chaired a roundtable discussion with leaders from civil rights and law enforcement on ways to build trust between police and the communities they serve. He is committed to combating racial profiling -- an issue the NNPA has raised on numerous occasions.

The President said, "As a society, we don't have to choose between keeping safe and treating people right, between enforcing the law and upholding civil rights. We can do both."

President Clinton is committed to creating a renaissance in America's urban communities. In announcing his new markets initiative to leverage private capital investments in targeted rural and inner-city areas, the President said, "We should go into the 21st century leaving no one behind."

Under his leadership, African Americans are enjoying the highest home ownership rate ever and the lowest unemployment rate on record. Real wages are rising and median income is up 15 percent.

Last week we celebrated the one-year anniversary of the President's signing of the Transportation Equity Act for the 21st Century. TEA-21 is the most significant bipartisan legislation to clear the Congress during the past decade, it truly puts people first.

Among the many provision is the reauthorization of the Disadvantaged Business Enterprise program which will do more than ever before to promote equal opportunity while still fulfilling the President's promise to 'mend, not end affirmative action.

The battle to pass TEA-21 wasn't easy. There were those who couldn't see how much more this bill was more than concrete, asphalt and steel. It is about giving American workers access to jobs and American businesses the opportunity to reach new markets. It is about creating important north-south transportation corridors to increase trade and grow our economy. And it is about beautifying our highways, building biking and pedestrian trails to create livable communities.

These record accomplishments were achieved, in no small part, through committed and supportive public/private partnerships -- partnerships like the one this Administration has with the NNPA.

We look forward to continued collaboration with you to address critical issues facing America's communities.

We will continue moving from strength to strength, working together to provide all of our people with greater opportunity to lead safer, happier, more fulfilling lives in the new century and the new millennium.

Working together, we can ensure that America's best days are yet to come.

Thank you and best wishes for a very successful convention.

# # # #

U.S. Department of Transportation

News:

Office of the Assistant Secretary for Public Affairs
Washington, D.C. 20590

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
INTERNATIONAL AVIATION CLUB
WASHINGTON, D.C.
JUNE 17, 1997

Thank you, Cecilia, and good afternoon. I understand my predecessors started a tradition of coming to the Club early in each of their tenures to express their views on international aviation.

Knowing Secretary Coleman would be with us, I did a little homework first. Mr. Secretary, I studied your speech of 21 years ago. It was a very thoughtful speech. But you and I walked into situations that were, well, very different.

You talked about how traffic had just declined six percent. Today, air traffic is growing six percent a year.

You came in after the airlines had just lost millions. Last year was their most profitable year ever.

Twenty-one years ago, fuel prices had tripled. And you weren't talking about opening skies. Instead, you commended carriers for reducing international capacity.

Mr. Secretary, it is humbling for me knowing the challenges you faced. But we have all learned to appreciate the leadership that you, and the other previous secretaries, and especially the industry, have shown to weather the economic storms, to bring us to where we stand today.

I am blessed to enter the office of Secretary at the dawn of a new century, in the era of limitless possibilities. When our airlines are global companies that happen to be based in Chicago, or Dallas, or Minneapolis.

- more -

I believe as the Interstate Highway System tied the nation together in the last half of the 20th century, aviation will tie the world together in the first half of the 21st century.

So, the question is: how do we do it? What kind of policy architecture must we put in place for aviation to meet its promise?

President Clinton's vision, carried out so successfully by Secretary Peña, before me, was to work with countries on a regional basis to enter into open skies agreements. To abandon protectionism in favor of an open market. A market where airlines have greater opportunities to increase passenger and cargo services, offer new service options, and lower ticket prices.

Today, we have 12 European open skies partners, and we expect more. We have seen several successful alliances between U.S. and European airlines, and we expect more.

We offered open skies to rapidly-growing economies of the Pacific Rim, and tomorrow, I have the honor and pleasure to sign an agreement with my counterpart from New Zealand, Minister Shipley.

Later this week, we will sign open skies agreements with Malaysia and Brunei. We have already signed an agreement with Singapore and initialed one with Taiwan. And momentum is building.

In fact, next week I accompany more than 40 U.S. transportation representatives to the second APEC Transportation Ministerial meeting in Victoria, Canada. Ministers of Transportation from all around the Pacific Rim will come together in Canada to work for more efficient transportation.

In our hemisphere, in 1994, we liberalized our transborder aviation relationship with Canada. Let me share what that has accomplished: 28 percent more passengers are flying; 17 cities that did not have non-stop service to Canada now do; and fares are down more than 20 percent.

To our south, we invited every country in Central America to negotiate. Last month, while accompanying President Clinton to Costa Rica, I signed open skies agreements with Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua. Panama has joined as well.

And we are exploring open skies with Chile, and the opportunities that may develop in South America and the Caribbean.

As we enter the 21st century, I pledge to continue opening skies across regions, and to invite every region of the world to be our partner, so no region is left out. There is more work to be done, to be sure.

But I also hope we can go beyond, to encourage other nations to sign agreements between and amongst themselves, so all passengers can see the benefits afforded by open skies. I want to see global open skies that will pull the world closer together in the coming century.

Again, as the Interstate Highway System tied the nation together in the last half of the 20th century, I believe aviation will tie the world together in the first half of the 21st century.

The Europeans have formed an open skies within Europe. There are a few other pockets in the world of open skies. Think what would happen if, say, the United States, Europe, and Asia were all linked. An airline could fly from the United States to any city in Asia. It could fly through any city in Europe, pick up traffic, and on to any city in Asia; it could fly to Europe through its code-sharing partner and on to Asia; it could fly to Europe with customers from its code-sharing partner and on to Asia. And on, and on.

The opportunities for efficiency, the opportunities to take people beyond their borders, the opportunities to turn this into a truly global society, would be remarkable.

On Saturday, I was with the President in California, at the University of California in San Diego, when he talked about taking America's greatest strength -- our diversity -- to bring people of many races, many religions to become, as he said, "one America in the 21st century." An America that respects and celebrates our differences, but embraces even more what we have in common.

In this spirit, I hope the great diverse aviation market of America can light the way to global open skies. The very nature of aviation demands global access, and I intend to speak out on this, to work with our partners so that we may together advance this objective, and together consider new approaches to get us there. The diversity in America is what leads to our international strength, and it's that which paves the way towards our leadership to bring the world together on this.

First, we have old challenges to continue working on.

I want to work with our friends in Japan, where our aviation relations have become difficult in recent years, as Japan has sought to limit U.S. competition, especially in the Japan-Asia markets. Since early this year, we have met informally. We have presented the case for completely eliminating government restrictions on air services and allowing the marketplace to govern. We have assured the Japanese we are prepared to show flexibility as to how that would be phased in. The Japanese have not been receptive.

The fact that the United States does well in Japan's air market should not be a basis for restricting our carriers. While we realize Japanese carriers may need time to improve their competitiveness, there should be no disagreement on the ultimate objective of fully opening the air sector.

Let me be clear: the United States continues to seek a fully liberalized open skies civil aviation regime with Japan in a reasonable time frame. It would benefit both countries. Very recently, we advised the Japanese we are prepared again to meet to move this relationship forward. I can announce today that I will meet Minister Koga next Monday in Canada during the APEC Ministerial Meeting.

I remain hopeful that, when we meet, Japan will decide to join with us in developing a plan to open our air market. In addition, we will make clear that the cargo services problem created by Japan needs to be resolved quickly, in the context of our broader issues. But if not, it will be dealt with quickly on its own.

And I hope to work with our friends in the United Kingdom. When President Clinton met Prime Minister Blair in London, the Prime Minister talked of a Britain with ever closer relations to the United States. Clearly, in aviation, we hope that to be the case.

We have been ready, indeed eager, to eliminate restrictions on nearly all aspects of airline operations. However, it has taken the proposed alliance between American Airlines and British Airways, and their desire for antitrust immunity, to bring the British to the table.

We have sent a clear and consistent message: there is no possibility of antitrust immunity without an open-skies agreement as a first step. And immunity will require effective, competitive access for U.S. airlines at London's Heathrow Airport.

The talks have made some progress, but important issues remain. Because of the reviews of the alliance on both sides of the Atlantic and the change in government in the United Kingdom, the talks have been temporarily halted. However, we look forward to a re-opening of these talks.

Now, 21 years ago, Secretary Coleman, at this very podium, you predicted new markets would open up between the United States and Africa. Although there are no U.S. carriers providing direct service to Africa, four African carriers serve New York and Miami; American Airlines participates with South African Airlines in offering code-sharing services to South Africa; and Northwest and United serve Africa with their third-country partners.

Africa is a very different continent than when you made that prediction. To be sure, there are many problems, but today, there are 25 democracies. America's trade with Africa exceeds our trade with the former Soviet Union. And the potential is largely untapped.

President Clinton knows that. At the summit of industrial nations later this week in Denver, the President is committed to working with our partners to help integrate Africa more fully into the global economy. And, when I leave here, I am going directly to the White House, where the President will announce an initiative to promote trade and investment in Africa.

I want to announce today a commitment by the Department of Transportation to focus more on Africa. I intend to visit Africa soon, and I hope to work with many of you on this.

And, let me say this: to work toward the day when no region is left out, we must first work toward the day, when we have equally safe and secure skies across the globe. Clearly, that is the case in Africa. There is inadequate air traffic control over large sectors of the continent. Safety and security are inadequate at some airports. The United States and Europe must continue to provide technical assistance and training for African countries as we work together to address needs.

But first, we must start with our own house on safety. We are moving toward satellite-based technology to accommodate the projected growth of air traffic in the next century. In this hemisphere, we are working with Central American and Caribbean countries to improve safety.

And we must do more through the International Civil Aviation Organization. ICAO has been a leader for 50 years in setting global aviation safety standards. I commit to working with all concerned to make ICAO even more effective. And we will continue our partnership with ICAO to make the growth of aviation occur in the most environmentally friendly way.

Let me end on this. Today, open skies is the gateway to our democracy. And the only cost is the cost you would expect from the greatest democracy. And that is the cost of competing freely.

No nation should ever be afraid to become a world-class competitor. No nation should ever be afraid to use transportation as the means to provide opportunity for all her people in the 2lst century. For, as I've always believed, transportation is about more than concrete, asphalt, and steel. It's more than landing rights and routes. It is about people, and providing them access to the abundant opportunities and limitless possibility, of a new enduring peace, and shared prosperity.

Thank you very much.

# # # # #

(In his remarks the Secretary referred to Cecilia Bethke, of Northwest Airlines; to former Secretary of Transportation William Coleman; and to former Secretary of Transportation Federico Peña.)

An electronic version of this document can be obtained via the World Wide Web at: http://www.dot.gov/affairs/index.htm

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U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/briefing.htm

Speech

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
THE AMERICAN TRUCKING ASSOCIATIONS' BOARD OF DIRECTORS
BREAKFAST MEETING
WASHINGTON, D.C.
JUNE 18, 1999

I am happy to be here this morning with the leaders of an industry that is truly an essential part of our American economy for the new century and the new millennium.

You have very capable and talented leaders with the American Trucking Associations -- your President, Walter McCormick and your Chairman John Wren from Minnesota.

The trucking industry is growing -- because of the unprecedented 97 months of continuous economic expansion under the strong leadership of President Clinton and Vice President Gore. Nearly 19 million jobs have been created since 1993, and nearly 1 million jobs have been created in the first 5 months of this year alone.

The U.S. economy today also has the lowest unemployment since 1957. And last year, for the first time in three decades, the budget's red ink turned black with a $70 billion surplus.

The welfare rolls are the lowest they've been as a percentage of our population in 29 years. Home ownership is the highest in history, and in the last six years, 7 million Americans have bought new homes and another 18 million have refinanced them at lower interest rates.

The visionary and vigilant Department of Transportation is committed to working with the growing trucking industry for the new century and the new millennium.

Safety is President Clinton's top transportation priority and the Department of Transportation is committed to saving lives. It remains our north star by which we will be guided. On President Clinton's watch, highway fatality and drunk

driving fatality rates have reached record low levels; seat belt use is at an all time high of over 70 percent -- up from under 50 percent in 1990. Highway-rail crossing deaths are at a record low level, down 58 percent from 1988.

Impressive as these accomplishments are, the President has said " This is not a time to rest, but a time to build." We, at DOT, have not rested.

We will issue new rules to shut down unfit carriers. In appropriate cases, we have significantly increased fines for safety violations and limited negotiated settlements or "wrist-slaps."

We have also doubled the number of compliance reviews each month for safety investigators -- an annual increase per inspector from 24 to 48. We have issued new rules on truck visibility.

To keep up our momentum, we have requested and the President has proposed a transportation budget that includes a record $3.5 billion for transportation safety. Beyond that, we have requested an additional $56 million for motor carrier safety to hire more inspectors, and to focus on border enforcement.

I have no doubt that every single person here is committed to operating as safely as possible with drivers who are well-trained and equipment that is well-maintained. ATA has been out front in support of a broad range of safety issues -- the Motor Carrier Safety Assistance Program, the Commercial Driver's License program, TEA-21 safety initiatives, on outreach programs such as Share the Road and No Zone and the recently renewed Intelligent Transportation System Incident Management Program – and I applaud you for that.

But, it is time for all of us to do more. Last year, the deaths resulting from crashes involving commercial motor vehicles dropped by almost 100, which is great news because almost 100 lives were saved. But that still means that more than 5,300 people were killed in truck and bus crashes last year. That number is unacceptable to President Clinton -- and it is unacceptable to me.

Last month, Federal Highway Administrator Ken Wykle and I proposed a Commercial Motor Vehicle Safety Action Plan with the ambitious goal of reducing commercial motor vehicle-related deaths by half in the next 10 years. Today, I ask you to join with me to make that goal a reality.

In the coming weeks, Assistant Secretary Gene Conti will coordinate and focus resources from across the Department on ways we can save lives. As we are doing here today, from now until Labor Day, we will engage the industry, labor, safety advocates and others in frank discussions about the long-range strategy that will be needed to achieve our aggressive goal.

We must redouble our shared commitment to get the safety message to every company that operates a truck and every driver who sits behind the wheel. And if we can't get the safety message through to them, we have to get them off the road.

Reaching our goal will require making tough decisions. We are prepared to consider and make those decisions. I challenge you to join with us in a cooperative effort, so that we can reach our goal. The trucking industry -- from top to bottom -- must work with us to develop our strategy and then to implement it. I believe you are up to that challenge.

If we are to reduce deaths by half -- and we will -- we must not be restricted by the existing, pre-conceived limits on what we can do. To reach our goal, we must develop new ideas and move in new directions.

We are prepared to start by examining these areas:

- Recorder technologies to control speeding by large trucks.
- Requirements that new carriers demonstrate knowledge of existing safety regulations.
- Aggressive and accountable goals for states to reduce truck-related fatalities.
- Stiffer requirements on CDL applicants for traffic and drug and alcohol related violations.
- How pay affects drivers' decisions to drive too many hours or to drive unsafely.
- Crashworthiness requirements to reduce fatalities in collisions between trucks and cars.

We all share the responsibility for safety -- the Department of Transportation, the American Trucking Associations and your state organizations and member companies, and each individual driver of all vehicles on the road.

It is the trucking industry's responsibility to ensure log books are accurate. ATA must help us resolve this issue just as DOT updates the hours-of-service rules to fit the needs of the human body and a 21st century transportation system.

We are developing the first new hours-of-service regulation in more than 60 years. We will work with everyone involved -- industry, labor and safety groups -- to get this done.

The safe companies and the safe drivers -- who are the backbone of the industry -- should welcome the opportunity to work with us to identify the bad drivers and the bad companies and get them off the road. The trucking industry can help by supporting the development of a safety management auditing system for all carriers and by developing and using advanced safety technology. You should be innovators and users of the best.

We believe striving to achieve the ambitious goal we have set for ourselves and our partners, rather than management reorganization, will reduce fatalities and injuries. We will leave the motor carrier safety program activities in FHWA for the present time and diligently monitor and periodically report on our efforts to make improvements. We will take whatever steps are necessary to ensure continued progress in meeting our goal.

There are some who say we cannot cut deaths from truck and bus crashes in half in 10 years -- that it is too ambitious a goal.

But I believe we have no choice. Driving a commercial truck or a bus is a privilege, not a right. More than 5,000 deaths from crashes involving trucks and buses every year is simply unacceptable. So, we must make the hard choices as we go through the process. The goal of a 50 percent reduction is achievable if we put our minds to it, if we commit to it.

Efficiency and profitability in transportation must not come at the cost of safety. We can have a safe transportation system for the 21st century that is efficient and profitable.

I am committing to work with you to continue our shared commitment to safety. As we build the transportation system of the new century and the new millennium, moving from strength to strength, we must join together to save lives. Safety is a promise we must make together -- and keep together.

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TALKING POINTS PREPARED FOR
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
NFL PLAYERS ASSOCIATION - BUCKLE UP AMERICA PARTNERSHIP
JUNE 21, 1999
NASHVILLE, TENNESSEE

FYI – You are asked to limit your remarks to no more than 5 minutes. For this particular event the slogan "Football is a Game. Life is Not. Buckle Up." will be used. The VP's office would prefer that we not use the slogan "My Body is My Paycheck, So is Yours," because it has the potential to be misconstrued and take on negative connotations.

- Let me thank Vice President Gore and Mrs. Gore for their strong dedication and commitment to America's families. This, the eighth annual Family Re-Union Conference brings together families, and those who work with them, to discuss ways to strengthen the family in America.

- Keeping our loved ones safe as they travel our nation's roads and highways is one way we can work to strengthen America's families. To do that we must reach *every* family with our safety message -- seat belts and child safety seats save lives. Buckling up is the single most important safety step families can take on the road.

- Traffic crashes are one of the most significant public health and safety problems our nation faces. The good news is that last year 19 million more Americans buckled up -- bringing our nation's seat belt usage up to a record 70 percent. If these millions of people continue to use seat belts an estimated 1500 lives will be saved each year.

- Tennessee Titans running back, Mr. Eddie George, joins us today in support of our effort to reach more Americans with our safety message. This afternoon we are announcing a partnership between the National Football League Players Association and the Department of Transportation to encourage motorists to buckle up. Professional football players can influence fans of all ages to take responsibility for their safety.

- This new partnership demonstrates our commitment to safety, President Clinton's and Vice President Gore's highest transportation priority.

- Working with the NFL Players Association, we expect to reach well over a half-million fans during the 1999 football season -- advancing President Clinton's Buckle Up America campaign to increase seat belt use to 85 percent and reduce child passenger deaths by 15 percent by the year 2000.

- Now I am pleased to introduce the winner of the 1995 Heisman Trophy, the 1996 NFL Offensive Rookie of the Year, one of the most powerful running backs in the league and the player who will help us carry our safety message to the American people, Mr. Eddie George.

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7.11

TALKING POINTS PREPARED FOR
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
MAGLEV PRECONSTRUCTION PLANNING WORKSHOP
JUNE 23, 1999
WASHINGTON, D.C.

FYI -- Administrator Molitoris is out of the country (Poland)

Acknowledgments
James McQueen, Associate Administrator, Railroad Development
Jim Gosnell & Dan Leavitt, California
Chas Smith, Florida
Bob McCord, Georgia
Hunter Wagner, Louisiana
Tony Brown, Maryland
Neil Cummings, Nevada
Fred Gurney, Pennsylvania

- Clearly, this is an exciting time for the U.S. Department of Transportation, for the States and Authorities represented here today, and for the American people in the new century and the new millennium.

- MAGLEV can offer a safer, faster, and more efficient choice of ground transportation. It will be America's *next* generation of railroad service and the first new mode of transportation to be considered since the introduction of the airplane in 1904. And you are the group to make it happen in the U.S. What a way to begin the 21st century!

- Transportation is about so much more than concrete, asphalt and steel. MAGLEV could be critical to improving safety, and reducing congestion, thereby improving the quality of life for millions of Americans.

- The MAGLEV program reflects President Clinton's and Vice President Gore's commitment to developing new technology that will help grow the economy and protect the environment in the 21st century.

- All seven of your high speed MAGLEV projects are a part of this effort. And the work you do -- the excellence, the creativity, and the credibility of the projects you propose -- will play a major role in our success.
- I encourage you to continue to develop the excellent public/private partnerships that will build and operate future MAGLEV projects.

- It will be much easier for the Administration and the Congress to continue support for this program if we have seven good projects with private sector and state financial backing to choose from, than if we have something less convincing.

- I know this is a competition, but I encourage you to work together on some of the common issues and problems and, of course, to work closely with Administrator (Jolene) Molitoris, Deputy Administrator (Donald) Itzkoff, Associate Administrator (James) McQueen and the staff of the Office of Railroad Development.

- I wish you all great success in this next round of competition and I know you will do an outstanding job. I look forward to seeing the results of your efforts next year.

# # # #

U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/briefing.htm

News

FOR IMMEDIATE RELEASE
Wednesday, June 23, 1999

Contact: Lorie Dankers
202-366-5565
Pager: 1-800-800-7759

MEDIA ADVISORY

U. S. Secretary of Transportation Rodney E. Slater will travel to Cambridge, Mass., on Thursday, June 24 and Friday, June 25, for the "Spirit of Innovation in Transportation" conference, which will explore ways of ensuring that the country's transportation system will continue to benefit from creative science and new technology. While in the Boston metropolitan area, he will also visit transportation projects, greet students and volunteers at an elementary school, and announce a plan to help save the endangered North Atlantic right whale. He will also travel to the Raytheon manufacturing plant in Quincy, Mass.

Overview of U. S. Transportation Secretary Rodney E. Slater's Public Schedule for Thursday, June 24 and Friday, June 25

Thursday, June 24

10:30 a.m. **Spirit of Innovation in Transportation Conference**
Secretary Slater delivers opening remarks and serves as panel moderator of session on "New Ways and Opportunities"
John A. Volpe National Transportation Systems Center
Kendall Square
Cambridge, Mass.

12:15 p.m. **Spirit of Innovation in Transportation Conference (Keynote Address)**
John A. Volpe National Transportation Systems Center
Secretary Slater will announce contract awards for the Advanced Vehicle Program (AVP), which will continue to develop cleaner, quieter and more efficient heavy- and medium-duty vehicles. He will also announce a cooperative agreement between General Motors and the U.S. D.O.T. to research crash avoidance technology.

1:30 p.m. **Views AVP Vehicles (Photo Opportunity)**
Outside John A. Volpe National Transportation Systems Center
Secretary Slater will see three buses and a multi-purpose delivery van, which showcase the cleaner, quieter, more environmentally-friendly technology representative of AVP.

2:30 p.m. **Tour of Amtrak Centralized Electrification and Traffic Control Center (Photo Opportunity)**
MBTA South Station Building
Fifth Floor
Dewey Square
Boston
Secretary Slater will tour Amtrak's Boston Centralized Electrification and Traffic Control Center, which controls trains in the Northeast Corridor. This center will control high-speed train service scheduled to begin operation later this year.

7:15 p.m. **Spirit of Innovation in Transportation Conference Dinner**
Marriott Cambridge
2 Cambridge Center
Cambridge, Mass.
The evening's keynote address will be delivered by John Podesta, White House chief of Staff. In addition, Secretary Slater will announce the establishment of the John A. Volpe Transportation Internship, which will be awarded annually to a graduate-level student who hopes to begin a career in the transportation field. The scholarship is named in honor of the country's second U.S. Secretary of Transportation.

Friday, June 25

8:30 a.m. **Visit to Robert F. Kennedy Elementary School (Photo Opportunity)**
158 Spring Street
Cambridge, Mass.
Secretary Slater will join Bobbie D'Allesandro, superintendent of the Cambridge Public Schools, in honoring employees from The John A. Volpe Center for their volunteer service as "lunch buddies" to students at Robert F. Kennedy Elementary. Secretary Slater will also speak to the students about the Transportation Department's Garrett A. Morgan Technology and Transportation Futures Program, a partnership with the transportation and education communities designed to stimulate the interest of students in math, science and technology and to expose students to career opportunities in transportation.

12:00 p.m. **Spirit of Innovation in Transportation Conference Closing Lunch**
Marriott Cambridge
U.S. Secretary of Commerce William Daley will deliver the keynote address on the impact of the "Digital Economy." He will also speak on collaborative efforts between the U.S. Departments of Commerce and Transportation to increase the efficiency of vehicles through the use of technology.

2:45 p.m. **Labor Rally With Employees at Raytheon Manufacturing Plant**
465 Centre Street
Quincy, Mass.
Secretary Slater will join Senator Ted Kennedy, Quincy Mayor Jim Sheets, employees and union officials from the I.B.E.W. Local 1505 at the Raytheon Manufacturing Plant to lend support for continued employment opportunities for workers at the plant.

4:00 p.m. **North Atlantic Right Whales Press Conference**
U. S. Coast Guard Integrated Support Command
427 Commercial Street
Boston
Secretary Slater will join Commerce Secretary William Daley and the President of the International Fund for Animal Welfare to announce a plan to prevent collisions between commercial ships and the North Atlantic right whales, the world's most endangered whale species. The system, devised by the National Oceanic and Atmospheric Administration, the U. S. Coast Guard and the International Fund for Animal Welfare, will begin operation on July 1, in the waters off Cape Cod, Northern Florida and Georgia.

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7.8

TALKING POINTS PREPARED FOR SECRETARY OF TRANSPORTATION RODNEY E. SLATER AMTRAK'S BOSTON CENTRALIZED ELECTRIFICATION AND TRAFFIC CONTROL CENTER TOUR JUNE 24, 1999 BOSTON,. MASSACHUSETTS

Acknowledgments
Don Itzkoff, Deputy Administrator
Norma Krayem, Chief of Staff, FRA
James McQueen, Associate Administrator, FRA
David Carol, Vice President, Amtrak High Speed Rail
Audrey Milroy, Senior Director, CETC
William Duggan, General Manager, Amtrak New England
Jack Flaherty, Manager, Amtrak Commuter Service, New England

- Boston commuters and the many passengers traveling up and down the Northeast Corridor are fortunate to have the CETC Center in full operation.

- Although CETC was opened ten years ago, it was far ahead of its time and today it remains a state-of-the-art technology.

- I am particularly impressed with the high degree of safety assurance this system, along with the signal system upgrade, brings to Amtrak and commuter passengers between New Haven and Boston.

- The employees and the leadership of both Amtrak and the Metropolitan Boston Transit Authority are to be commended for their vision and vigilance in providing safe and efficient service to the train-riding public.

- This CETC Center represents one of the many ways that we put technology to work to improve safety -- President Clinton's highest transportation priority -- in our nation's transportation system.

- I applaud you and I look forward to continued partnership with you -- remaining ever visionary and vigilant in bringing transportation excellence to the American people in the new century and the new millennium.

# # # #

RS --AVP photo shoot with Press -Cambridge, MA - 6/24/99
(Caitlin Hughes) **BACKUP SET**

- The Advanced Vehicle Technologies Program (AVP) is good for the environment and for business. AVP will help bring cleaner, quieter, and more efficient medium- and heavy-duty vehicles to our roads, waterways, airports and rails. New products developed under AVP will create new industries, strengthen our economy and export market.
- AVP is a true partnership between the public and the private sector -- DOT, DARPA, and seven quasi-regional consortia all provide funding and manage the work of the project teams.
- I am pleased that the Northeast Advanced Vehicle Consortium (NAVC) will manage four innovative new projects under AVP, including a Model Sustainable Park, an environmentally friendly school bus, improvements in fuel cells manufacturing and performance, and a protocol for emissions testing and certification of hybrid vehicles.
- Continued federal support for this program is vital to ensuring that the public can benefit from these innovations today and in the near-tomorrow.

U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/briefing.htm

Speech

PREPARED REMARKS
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
CONFERENCE ON THE SPIRIT OF INNOVATION IN TRANSPORTATION
JOHN A. VOLPE NATIONAL TRANSPORTATION SYSTEMS CENTER
CAMBRIDGE, MASSACHUSETTS
JUNE 24, 1999

One of John Volpe's greatest contributions was his visionary support for research. I'm sure he would be delighted to know that the nation's top transportation and technology leaders were gathered in Cambridge today, at a facility named in his honor.

He would be even more delighted to know why we are here. I asked you to participate in this conference because the U.S. Department of Transportation wants to borrow your expertise to help us meet our strategic goals for America's transportation system for the 21st century.

We need your help because we intend to aim so high that we will be forced to establish 'stretch goals' that will push the transportation technology envelope to higher heights than we presently dream or imagine.

I believe in stretch goals. Last month I was presented with a proposed Commercial Motor Vehicle Safety Plan that called for a 20 percent reduction in truck and bus related fatalities within 10 years. That wasn't good enough. Safety is President Clinton's highest transportation priority. It is the North Star guiding everything we do at the Department of Transportation.

When that meeting ended, our new goal was to cut the number of truck and bus deaths by 50 percent within a decade. As of today, I can't tell you exactly how we will accomplish this. But I am expecting to come away from this conference with some plausible suggestions.

Aiming for stretch goals can produce amazing results. When the Manhattan Project was launched during World War II, no one knew if the atomic bomb was even possible. And in 1961, when President Kennedy went before the United Nations and committed America to 'putting human beings on the moon within a decade' no one knew if that could be done.

The scientists and engineers of that era met those stretch goals by rising to the challenge. I would like to think that the transportation researchers of this generation are equally gifted. Let's find out.

- more -

I have been encouraged to take on stretch goals by observing the example set by NASA Administrator Dan Goldin. Working closely with its aerospace industry partners, NASA has established 10 and 20 year stretch goals, such as reducing the aircraft accident rate by a factor of five within 10 years -- and by a factor of ten within 20 years.

We have brought our top technology people here with us to listen and to learn from you:

- Deputy Secretary Mort Downey is here; he is heading the Department's expanded role on the President's National Science and Technology Council;
- So is Administrator Kelley Coyner from our Research and Special Project Administration, along with her Deputy, Dr. Steven VanBeek;
- And our new Deputy Assistant Secretary for Technology, Dr. Oliver McGee.

By listening to what is said during the panel sessions, we hope to identify possible technological innovations -- innovations that offer genuine promise for meeting the transportation challenges of the next century and a new millennium.

Those challenges are awesome. America is riding a technology wave that is driving a global economic revolution. And transportation technology is helping to energize this revolution.

This past Tuesday, the U.S. Department of Commerce released its latest report on *The Emerging Digital Economy*. That report shows that information technology now accounts for fully 30 percent of America's economic growth. I am sure that Secretary Daley will more to say about this when he addresses us tomorrow.

Sustaining the double-digit growth rate of the internet economy will require unprecedented improvements in America's transportation system to support internet transactions. You may be able to order "Omaha Steaks" over the internet, but don't expect to download a steak directly to your plate.

The transportation consequences of digitally-driven growth are an important issue for communities, as well as companies. The digital economy of Silicon Valley is growing. But so are the infrastructure strains associated with growth. For example, traffic delays on Silicon Valley's freeways have doubled since 1994.

That's why this Administration is committed to growing America's transportation system in a way that is environmentally sustainable and that contributes to the quality of life in our communities. The President and the Vice President understand that transportation is about a lot more than concrete, asphalt and steel. It is about people and meeting people's needs.

That's why they have urged the nation to adopt The Livable Communities Agenda. As the President said last month, *"The Livable Communities for the 21st Century Initiative represents an integral part of our transportation strategy for the coming century."* He went on to say that this initiative also provides"...*tools and resources to ease traffic congestion, preserve green space and pursue wise regional growth strategies."*

Although the United States possesses one of the safest and most extensive transportation systems in the world, we still fail to provide reasonable access to affordable transportation for millions of Americans, especially the elderly, the disabled and the poor.

The challenge to us at this conference is to identify how technology can be deployed to meet these human concerns.

Over the last six years the U.S. Department of Transportation has refined our vision of the future. We have developed the first-ever departmental Research and Development Plan, which was released earlier this spring. The core of our vision calls for meeting the needs of the American people by building a transportation system that is international in reach, intermodal in form, intelligent in character and inclusive in service.

How might the possibilities for technological innovation we are considering at this conference interact with these four areas of concern?

Let me highlight the kinds of questions I hope our panels will address by offering a few illustrations:

First, there is no question that the emergence of a global economy requires our transportation system to be truly *international in reach.* One-quarter of our nation's economic growth over the past five years came from exports.

Unfortunately, with the container industry growing at 6 percent per year, the ability of our ports and freight handling facilities to keep up with this growth has fallen short of the mark.

Can we look to Cybertechnology for answers, perhaps in the form of Intelligent Transportation Systems?

John Volpe anticipated our current interest in intermodalism 30 years ago, when he said that *"No one mode of transportation will ever solve all of our problems."* Today, the *Journal of Commerce* says that the United States *"has by far the best intermodal transportion net in the world."*

Which of our panel technologies will have the most impact on intermodalism? Advanced fuels may seem an obvious favorite. But I have to tell you that I am really intrigued by what I have been hearing about microelectronics and nanotechnology.

These technologies offer the potential for yielding incredibly favorable size-to-power ratios for miniaturized propulsion systems. I am talking about scalable gas-powered engine systems that fit on a dime, with a possible thrust-to-weight ratio of about 100:1. That compares with the 10:1 ratio achieved by our best modern aircraft engines.

My technology advisors tell me that by 2025, Americans will be as comfortable using scalable transportation systems technologies as we are today with using a personal computer or wireless telephone. These scalable systems will include everything from"top-down" microelectronics to "bottom-up" assemblies of materials and surfaces constructed one molecule at a time.

Expanding on the views expressed by two Nobel Laureates -- chemist Richard Smalley and physicist Richard Feynman -- my technology team believes that science and engineering at the nanoscale is the most likely foundation for transportation breakthroughs by the year 2025 and beyond.

Such breakthroughs could take unexpected forms.

I understand that an astute child of one of our Volpe presenters has calculated that 1,400 of these microengines, working in parallel, could levitate his skateboard.

What possibilities could microelectronics and nanotechnology offer for breakthroughs in surface transportation? What about marine tranportation? Are we talking about miniturized sea-going vessels travelling at speeds unthinkable today? What would they be used for?

The next descriptive feature of tomorrow's transporation system is that it is *Intelligent in Character.*

At DOT we are heavily committed to intelligent transportation systems. This year we will invest a record $1.3 billion to develop and deploy such systems. That's an increase of more than 40 percent over last year.

Where can ITS take us? Fast-forward with me a few years to tomorrow's state-of-the-art airport. As you step out of your car, a sensor detects the smart card you are carrying. This allows a computer-generated voice on a loudspeaker to greet you by name and direct you to the right gate.

As you near the plane, your picture flashes up on a screen so that you can be positively identified by a security agent. From the airline's homepage through final boarding, your journey has generated no paper trail whatever.

What's next? I hope the Cybertechnology panel will be able to suggest how the next iteration of "Moore's Law" will impact surface transportation.

The last element of our vision for tomorrow's transportation system is that it will be *Inclusive in Service.*

Our vision is of a transportation system that meets the mobility needs of the elderly, the disabled and the poor. As President Clinton said this Spring, *"We should go into the 21st century leaving no one behind."*

But much of our effort to provide new transportation options for those lacking access focus on paratransit technologies.

Paratransit consists of low- or medium-capacity vehicles, such as jitneys or vans, that follow a flexible route to serve a specific category of client, such as the elderly or disabled.

Unfortunately, current technology makes these vehicles both expensive and less than fully-responsive to users.

Which of the technologies that we are looking at offers the most promise for supporting mobility and access?

Many of you have noticed that one panel session–the Transportation Workforce for the 21st Century -- seems to be a "people" issue first, and only indirectly a technology issue.

Yet in some respects this may be the most important technology issue of all.

We must act now to ensure that we have a trained workforce to build our 21st century transporation system, and to operate it after it's built.

That's why I established the Garrett A. Morgan Technology and Transportation Futures Program to challenge one million students to develop their science, math and technology skills. The program has already touched the lives of more than 650,000 young people across America. It will return dividends far into the future.

During the Workforce Panel session I will be listening for innovative approaches for reaching students of all ages.

I expect that some of the technology breakthroughs in transportation that occur down the road, will occur because we took the time and expended the effort to help young people overcome the barriers to a scientific or technical career.

Innovation requires more than new ideas. It requires bringing these new ideas to the marketplace. I am therefore pleased to announce that the U.S. Department of Transportation is taking two actions today to significantly advance innovation in the technology areas we will be discussing this afternoon.

First, with respect to Next Generation Cybertechnology, I am delighted to announce that we will work with General Motors, Delphi-Delco Electronic Systems and other private sector partners, to jointly-fund a five-year, $35 million dollar research program to field test a collision avoidance system for automobiles. For the first-time ever, we will test a rear end collision warning system on real roads with real drivers.

The potential safety benefits are enormous. Rear-end collisions account for 1.7 million crashes every year. These collisions some 1,500 fatalities and more than 700,000 injuries.

My second announcement relates to our session on Alternative Vehicle and Fuel System for the 21st Century. Today, I am pleased to announce the initial awards under the Advanced Vehicles Technology Program.

This public-private partnership will soon provide America with advanced buses, trucks and speciality vehicles that are cleaner, more fuel-efficient, and even quieter than those in service today. I am pleased that the Northeast Advanced Vehicle Consortium will manage four of these new projects in the New England region, including an environmentally-friendly school bus, improved fuel cells and a project to upgrade the way hybrid vehicles are tested for emissions and certified.

If you would like to take a closer look at an advanced technology vehicle, I invite you to sign-up at the Conference Registration Desk for a riding tour.

I have no contract or project to announce in the nanotechnology area, although I can report that we are giving this technology more and more attention.

Vice President Gore held the first Capitol Hill hearing on nanotechnology back in 1992, while he was still a Senator from Tennessee.

Last year, Dr. John Gibbons -- a former Presidential Science Advisor–identified nanotechnology as one of six technologies that will determine economic development in the next century.

Dr. Neal Lane, President Clinton's current science advisor has testified to the Congress that the area of science and engineering most likely produce the breakthroughs of tomorrow is nanoscale science and engineering.

The message is clearly getting through. The National Science and Technology Council's *Interagency Working Group* on nanotech recently recommended a national initiative for the Fiscal Year 2001 budget.

The *"Nanotechnology for the 21st Century"* initiative targets long-term research and development and holds great promise for breakthroughs in a wide variety of fields and disciplines. It also holds great promise for breakthroughs in surface, water, air and space transportation.

In our panel session tomorrow, I urge all of us–panelists and conference participants alike–to "break out of the box" and let our imaginations run wild.

Based on what I've heard about nanotech so far, the greatest risk is that we might *underestimate* the potential for innovation.

Lack of imagination is particularly likely in the case of novel developments, such as the scalable transportation systems architecture that could emerge by 2025.

I am truly excited by the possibilities of this conference -- and the possibilities for the future of the nation. And I am grateful for your participation and interest.

You and I have the privilege to be working in the transportation field at the beginning of what could be the next great revolution in transportation technology.

Not only do we have a chance to make an enormous difference, we have a chance to be in on the ground floor.

This could be fun!

# # # #

7.10

TALKING POINTS PREPARED FOR
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
ACKNOWLEDGMENTS – RETIREMENT OF DR. WILHELMUS (WIM) BLONK,
DIRECTOR, TRANSPORT POLICY DEVELOPMENT & RESEARCH AND
DEVELOPMENT, DIRECTORATE GENERAL VII, EUROPEAN COMMISSION
JUNE 24, 1999
CAMBRIDGE, MASSACHUSETTS

FYI - You are asked to make this acknowledgment prior to your luncheon remarks.

- Please join me in honoring our colleague -- *Dr. Wilhelmus (Wim) Blonk* , Director of the Development of Transport Policy and Research and Development -- for a stellar, 35-year career with the European Commission. He retires on July 1, 1999.

- Dr. Blonk leaves the European Commission to focus on education at a leading university to ensure that Belgium has a skilled workforce prepared to meet the challenges of the new century and the new millennium. A priority here in the U.S. as well.

- I might note, Dr. Blonk is with us because the European Commission is looking at the very same innovative technology issues we are addressing at this conference.

- Dr. Blonk, we commend you and thank you for your leadership in building bridges between the European Union and the United States in transportation research and development.

- Your tireless efforts to implement transatlantic collaboration will be greatly missed. Your vision and vigilance in this mission ensures the dialogue will continue.

- Dr. Blonk, we congratulate you on 35 years of oustanding service and we wish you great success in all of your future endeavors.

# # # #

PREPARED REMARKS
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
RAYTHEON FACILITY TOUR
QUINCY, MASSACHUSETTS
JUNE 25, 1999

Senator Kennedy, Secretary Daley, Congressman Delahunt, Congressman Meehan, Mayor Sheets, and members of the International Brotherhood of Electrical Workers:

I want to take this opportunity to thank all of you for the enormous contribution you are making to America's efforts to remain competitive.

For the past two days I have been attending a major conference at the Volpe Center in Cambridge on the future of technology in transportation.

As you might expect, three out of the four major panel topics at the conference dealt with the powerful impact technology will have on America's transportation system for the 21st century. One panel focused specifically on cybertechnology, like the microcircuits and computer chips you make here in Quincy.

But our fourth panel dealt with the most critical technology issue of all: making sure we had a technologically-trained workforce to build and operate our transportation system in the 21st Century. As I look out at the cutting-edge workforce here at Raytheon, I want you to know that this Administration and this Secretary of Transportation is very clear about the contribution you are making to this country. Please hang in there! We need you.

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Acknowledgments

Honorable Edward Kennedy (D), Massachusetts

Honorable William Delahunt (D), Massachusetts, 10th District

Honorable William M. Daley, Secretary of Commerce

Rear Admiral Ernest Riutta

Mr. Fred O'Regan, President, International Fund for Animal Welfare

Mr. Joe Cox, President, American Shipping Association

Mr. A. Ross Pope, President, Boston Shipping Association

I am delighted to be in the great State of Massachusetts where Senator (Edward) Kennedy and Congressman (William) Delahunt are champions for the marine environment. They are working hard to respond to issues critical to the environmental health *and* the economic health of this coastal district.

Let me thank *Congressman Delahunt* for leading the congressional effort to implement this new Mandatory Ship Reporting System.

Secretary (William) Daley, Rear Admiral (Ernest) Riutta, Mr. (Fred) O'Regan, Mr. (Joe) Cox, Mr. (Ross) Pope, you, and your organizations, represent an extraordinary partnership between government, environmental groups and industry.

This partnership speaks loudly and clearly to what President Clinton and Vice President Gore have been promoting these past six years. We *do not* have to choose between growing our economy and preserving our natural environment.

Today our economy is the strongest in a generation and our environment is the cleanest in a generation. And we want to maintain that balance moving into the new century and the new millennium.

Northern Right Whales are no strangers to commercial threats to their survival. In the late 19th century whalers hunted them to near extinction, and today, in the late 20th

century, ships are the unintentional adversaries. Today, they become the allies.

The Mandatory Ship Reporting System, implemented by the International Maritime Organization, will help us to integrate marine conservation with marine transportation.

Preventing the extinction of the Northern Right Whale is an unconditional mandate. Efforts have been, and must continue to be, put in place to prevent its demise.

We know very little about this species and can only speculate about the biological implications of its extinction. What *is* known is that the whale depends on us, just as we depend on the whale.

This region depends on whale migrations to bring thousands of tourists, and their dollars, to enjoy whale watching just as commercial shippers depend on the coastal waters to transport millions of dollars in goods.

The Northern Right Whale will continue to migrate along the east coast of the United States as it has for hundreds of years. And this vast coast is home to numerous large ports and volumes of commercial traffic. The new system will allow ships and whales to successfully share these waters.

The Mandatory Ship Reporting System is the "right stuff" for the Right Whale. It can *and* will make a difference to the survival of this great species.

This outstanding partnership between government, environmental groups and industry inspires us all to protect and preserve our natural environment -- to make America the best America for the 21st century. Working together, I know our nation's best days are yet to come.

# # # #

7.7

PREPARED REMARKS
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
RAYTHEON FACILITY TOUR
QUINCY, MASSACHUSETTS
JUNE 25, 1999

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# # # #

7.5

U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/briefing.htm

Speech

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
THE 2ND INTERNATIONAL TRAILS & GREENWAYS CONFERENCE
JUNE 26, 1999
PITTSBURGH, PENNSYLVANIA

I am delighted to join you in celebrating the legacy of trails and greenways. It is exciting to see so much interest from across the country and around the world. We have 17 countries represented here today and they are all creating great trails and greenways for their communities.

Congratulations on your efforts, over the last several days, to address issues related to urban revitalization, alternative transportation, open space conservation, public health, wildlife protection, and sustainable development. I believe this is a powerful demonstration of the broad reach of the trail movement.

I thank you and I applaud you for the extraordinary work you do to preserve and enhance historic and recreational trails. Your efforts are connecting people to one of the finest, yet simplest, pleasures in life -- the great outdoors.

You are bringing green space to the neighborhoods of children whose outdoor world has been limited to playgrounds made of concrete and steel. Thank you for giving theses little ones the opportunity to enjoy open space, walking and biking through a park, playing along a riverfront recovered from pollution, the sights and sounds of nature.

Your work speaks to the core of President Clinton's and Vice President Gore's initiative for Livable Communities. Trails and greenways are invaluable tools for America to use to preserve green space, ease congestion, and to make our communities more accessible and more enjoyable.

Communities throughout our nation, throughout the world, are demanding a better quality of life for their people. They are searching for ways to revitalize their cities and towns.

They want places that encourage neighborhood interaction, where children can walk or ride bikes safely to schools and playgrounds, where it is possible to run errands without using a car, and where community facilities are accessible to *all* its residents.

Through your efforts, and the efforts of Mrs. Clinton, trails and greenways once again, play a major role in America's transportation system -- connecting our people to their land, their history and their culture while protecting and enhancing our natural environment.

A perfect example is right here in Pittsburgh, where Mayor Tom Murphy and the people of this great city are revitalizing the Pittsburgh waterfront.

The Eliza Furnace Trail and the Three Rivers Heritage Trail, along Pittsburgh's 35-mile waterfront are connecting people to neighborhoods, to businesses, to entertainment, to opportunities.

Transportation is about so much more than concrete, asphalt and steel; it is about people -- about providing them with opportunities to lead a safer, healthier, improved quality of life.

At the Department of Transportation we are proud of the role we get to play in bringing walking and biking trails closer to every American home. Over the last six years, DOT's annual investment in trails has increased from less than $4 million to more than $400 million.

Many of my DOT staff leading this effort are here with us today. I thank you for your commitment and dedication to the American people.

As your heard a few moments ago, First Lady Hillary Rodham Clinton, is an ardent supporter of trails and greenways. Through her Millennium Trails Initiative, she is committed to creating trails that "honor the past and imagine the future" of our great nation.

President and Mrs. Clinton strongly believe that historic and recreational trails are not only worthy of preservation, they are worthy of expansion.

At the Department of Transportation we are excited to be a proud sponsor of the Millennium Trails Initiative because trails were America's *first* surface transportation system. We are excited because the recreational use of these trails will enhance the quality of life for millions of Americans.

Today I am announcing the National Millennium Trails the First Lady spoke of in her video -- the flagship projects to symbolize America's legacy for the new Millennium.

The DOT is so excited about these flagships and so committed to this effort we want to support the First Lady 125 percent. So we have chosen an additional four projects, bringing the total to 16 flagship trails to represent the National Millennium Trails.

To honor the past.....

- The Unicoi Turnpike -- a 68-mile trail dating from the first millennium, carrying the Cherokee people from the flatlands east of the Smokies to the hills of East Tennessee.

- The Cascadia Marine Trail -- a water trail in the Pacific Northwest that follows the wake of inlets and coves that originally marked a Native American water trade system.

- The Juan Bautista de Anza National Historic Trail -- Stretches 1,200 miles from the Mexican border to San Francisco, marking the route of Spanish explorers as they claimed the Pacific coast for the Iberian Crown.

- The Freedom Trail -- Captures America's revolutionary history, including Faneuil Hall, where plans were laid for a famous tea party, and Old North Church, watched closely one night by Paul Revere as he rowed with muffled oar to the Charlestown shore.

- The Lewis and Clark National Historic Trail -- Commemorates the Lewis and Clark expedition -- 3,700 miles of American frontier from St. Louis to the mouth of the Columbia River in current-day Oregon.

- The Underground Railroad -- Follows multiple secret routes that originated in the South, intertwined throughout the North, and eventually led to Canada, the western territories, Mexico, the Caribbean, and freedom.

- Civil War Discovery Trail -- Connects the historic sites, battlefields and military routes from the nation's most serious breakdown in domestic tranquility.

- The International Express -- The Number Seven Train through Queens, New York, a metaphor for the migration of all the world's people to America's shores, connects a series of immigrant neighborhoods.

- Iditarod National Historic Trail -- Surveyed in 1908 by the U.S. Government, the Iditarod is America's only remaining frontier trail.

To imagine the future....

- Appalachian National Scenic Trail -- Reaffirms America's love and respect for the great beauty of our land, it stretches over two thousand miles from Georgia to Maine.

- The Great Western Trail -- Follows the spine of the Rocky Mountains and stretches across America on a north/south axis from the Canadian to the Mexican border.

- The North Country National Scenic Trail -- It binds together more than 160 state parks, forests and wildlife areas from New York to North Dakota

- Hatfield-McCoy Trail System -- Old railbeds, abandoned logging roads and other routes that once transported the region's wealth to fuel industrial America.

- The East Coast Greenway -- Sweeps the Atlantic Coast from Maine to Florida connecting 15 of America's most populous states and virtually every major city of the eastern seaboard.

- The Mississippi River Trail -- Combines bicycling and blues by following the nation's mightiest river from Minneapolis to New Orleans allowing Americans to experience first-hand what Mark Twain has described as the "body of the nation."

- American Discovery Trail -- *From Sea-to-Shining Sea* covers over 6,500 miles, connecting America to America, our dreams to our realities, and the past which we honor to the future of our imaginations.

Congratulations to the sixteen National Millennium Trails winners. Let me say I am so proud of the work being done to ensure that *every* American can enjoy the wonderful trails and greenways being created and preserved throughout our nation.

I encourage those outstanding nominees who were not selected in this round to apply for the Millennium Legacy Trails and the Community Trails 2000.

In support of the Millennium Trails initiative, today I am delighted to announce a most generous $500,000 contribution from our lead corporate partner, the American Express Foundation.

On behalf of First Lady Hillary Rodham Clinton, I would like to thank Ann Wickham, Director, Philanthropic Programs and the American Express Foundation for your commitment and dedication to the National Millennium Trails. Your support of our trails and greenways movement will help this nation reach even greater heights in the new century and the new millennium.

Benton MacKaye was the inspiration for the first American trail through the historic Appalachian Mountains. His legacy to the 20th century is the Appalachian Trail, inspiring us to create others like it. Clearly, preserving, protecting and enhancing America's trails must be our legacy to the 21st century.

I believe we are creating a legacy truly worthy of the next millennium. Thank you very much.

# # # #

U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/briefing.htm

Speech

PREPARED REMARKS
U.S. TRANSPORTATION SECRETARY RODNEY E. SLATER
AFRICAN AVIATION CONFERENCE AND EXHIBITION
WASHINGTON, D.C.
JUNE 28, 1999

I am delighted to join you for this African Aviation Conference . And I would like to add my acknowledgment to Nick Fadugba and *African Aviation Magazine* for all of their hard work in making this meeting possible.

I also want to thank our Federal Aviation Administrator, Jane Garvey, for speaking to you earlier this morning about the "nuts and bolts" of our Safe Skies for Africa program, especially the financial aspect.

Many people ask me "Why is the U.S. Secretary of Transportation so deeply involved with Africa?" My answer is simple–jobs, opportunity and community:

- Our exports to Africa, while relatively modest compared to other markets, already support close to 100,000 jobs in the United States;
- And with more than 700 million people, Sub-Saharan Africa is potentially one of the largest markets in the world;
- But by far the most important reason is to strengthen the ties between the people of Africa and the people of America.

As President Clinton has said, we have *"An unparalleled opportunity to raise our growing relationship with Africa to the next level."*

What is especially promising with respect to aviation is that our existing trade with Africa is concentrated in high-wage industries, such as machinery, transportation equipment, electronics and services. These products are high-value, low-volume products suitable for transport by air.

We are already beginning to see heartening signs of progress in this area:

- Just this past year Ethiopian Airlines inaugurated new service between Addis Ababa and Washington Dulles Airport; within a few months they had expanded operations to include Newark, New Jersey;

- And last year, Polar Air Cargo launched new freight service to South Africa and Zimbabwe;
- Ghana Airlines is reporting new relationships with its counterparts in South Africa and Ethiopia; and other African Airlines have announced relationships with both U.S. and European Airlines.

This is indeed good news.

To succeed in the new century and new millennium, African economies must become fully integrated into the global marketplace; reaching this goal will require countries to develop the infrastructure of a modern economy, especially aviation. That's why transportation is a major component of the President's partnership with Africa.

The President underscored his intention to strengthen ties during his historic visit to 6 African nations in March, 1998 by saying that *"The age of the marginalization of Africa is over."* I had the privilege of accompanying the President on this trip and I conducted a follow-up trip last July to advance the President's initiatives in transportation.

This March the President marked the one-year anniversary of his Africa trip by holding the first-ever U.S. Africa Ministerial. He announced several new initiatives to strengthen U.S.-Africa ties and reaffirmed his support for the Safe Skies Initiative.

Our efforts to support African aviation are part of a larger strategy involving all modes of transportation. At President Clinton's direction the U.S. Department of Transportation has launched a major initiative with the theme 'Transportation: the Tie that Binds.' By improving the basic transportation infrastructure of Africa, especially aviation, we will facilitate the trade and tourism that will in turn stimulate economies on both sides of the Atlantic.

The United States is supporting the African infrastructure development program in three ways:

First, we seek to show African governments how to adjust their economic policies to allow market forces greater flexibility. This will encourage private investment. We are also advising our partners on ways to train a 21st century labor force in the skills needed to compete in a new century and a new millennium.

Second, we seek to expand trade and investment opportunities for U.S. investors who want to bring transportation technology and transportation-related goods and services to African markets.

As I have said many times, if you can't get there, you can't trade.

And third, we seek to foster economic development in Africa through training, technical assistance and improved transportation services for local communities. Despite significant growth in recent years, almost half of sub-Saharan Africa's 700 million people still live on less than $1 dollar a day.

This region still ranks lowest in the world in terms of life expectancy, infant mortality, and literacy--one more reason why it is so important that the Congress pass the African Growth and Opportunity Act (AGOA) as soon as possible. This legislation provides a framework for building greater two-way market access and strengthened economic partnerships with Africa's growing economies.

What we want for our African partners in the 21st century is what we want for ourselves–an integrated, seamless transportation system that is international in reach, intermodal in form, intelligent in character and inclusive in service.

I would also like to emphasize the importance of looking at African transportation infrastructure from a regional perspective, rather than just on a nation-by-nation basis. For example, SADC is fast becoming a major player in the African renaissance. SADC members desperately needs private investment capital.

For its part, SADC has taken important steps to encourage investment and harmonize regulations among SADC member states. For our part, the U.S. has offered to increase technical assistance, establish regional Technology Transfer Centers, and assist SADC in developing road networks. The U.S. Department of Transportation has also urged SADC to work with us to open aviation markets to competition.

I would also mention the importance of developing trade corridors in Africa connecting major commercial centers to Africa's ports. This is especially important in East and Southern Africa where you have a large number of landlocked nations.

There are already some excellent examples of progress in this area, notably the Maputo Development Corridor linking South Africa's heartland with Mozambique's Port of Maputo.

One of the exciting opportunities for Africa is the possibility of using airports, in addition to seaports, as the hubs for new trade corridors. Airports are huge job generators -- virtual economic engines for growth. But to attract travelers and commercial shippers, air travel in Africa must be safe and secure. That's why the Safe Skies Initiative is so critically important.

Within the next three years we plan to quadruple the number of African countries that meet international aviation safety standards. As Administrator Garvey mentioned, we began conducting our first Safe Skies country survey in Kenya. And on July 27, we will begin our second survey in Cote d'Ivoire. Other participants in the program include Angola, Cameroon, Cape Verde, Mali, Tanzania and Zimbabwe.

One particularly urgent safety concern is Y2K readiness. Safety is the President's highest transportation priority and the North Star guiding all our efforts at the U.S. Department of Transportation. We will recommend that the U.S. State Department issue a travel advisory for any nation anywhere in the world that has failed to demonstrate that its air traffic control and other essential systems are Y2K ready.

However, we have been heartened in recent months by the energetic efforts of a number of African countries to bring their ATC systems into full compliance. I am aware that a number of regional Y2K conferences have already taken plane and more are scheduled.

The election and inauguration of President Obasanjo in Nigeria creates new possibilities for ending corruption and restoring compliance with international safety and security standards at Mohammed Murtala International Airport in Lagos. The U.S. Department of Transportation working directly with Nigeria's Minister of Aviation and local airport officials to make this happen. Brad Mims will lead a DOT delegation to Lagos on July 9th through 17th to assess Nigeria's transportation system.

As result of increased aviation safety and security, African countries can expect to enjoy the additional economic benefits of increased trade and tourism.

In addition to Safe Skies, the United States is also seeking to liberalize aviation relations on a bilateral basis through "Open Skies" agreements. Eight of the 15 bilateral agreements currently in effect between the nations of Africa and the United States date back to Africa's pre-independence era and are urgently in need of revision. Last December we met with representatives of Burkina Faso here in Washington to work on a new agreement. And in just a few weeks we will continue the enthusiastic consultations we started with the Ghanaians in Accra last January.

We have also suggested that Kenya, Tanzania, Uganda and Rwanda work with us to explore possible open skies agreements that meet the needs of both parties.

What comes after "open skies?" This fall we are planning to hold a "Beyond Open Skies" conference in Chicago to look into the next steps. I hope those of you who are interested in the future of international aviation will join us as we explore new possibilities.

The purpose of President Clinton's Partnership Initiative with Africa is to accelerate Africa's full integration into the global economy. And investing in transportation is a key component of that Initiative. While the challenges are formidable, they are well within the reach of possibility.

It is imperative that we strengthen these U.S.-Africa ties, for as President Clinton put it so well: a prosperous, democratic America, needs a prosperous, democratic Africa. "We have a common heritage that binds us to a common future."

We have made an exciting start toward developing the partnership between Africa and the United States that we envision, but there is much more to be done. As the President has said, "This is not a time to rest, but a time to build." It imperative that both the U.S. and Africa get as much done as possible this year.

In a further step to strengthen U.S. ties with Africa, I will host a Ministerial in Atlanta for my transportation counterparts from Africa this coming September 28th and 29th. The International Office at the U.S. Department of Transportation will contact you in the weeks ahead about this meeting.

In closing, I want to remind you that it is the Clinton Administration's strong commitment to Africa that has made all of these developments possible. Transportation is about more than concrete, asphalt and steel--it is about connecting people to people.

We seek to create new opportunities and a higher quality of life for the ordinary citizens in both Africa and America.

In urging his Partnership Economic Growth and Opportunity in Africa the President said *"Our goal continues to be the sustained economic development of Africa...guided by the conviction that economic development...will benefit both Africans and Americans."*

Moving from strength to strength in the years ahead, the U.S.-African Partnership will create new possibilities for peace and progress as we begin a new century and a new millennium.

You can play a decisive part in building Africa's future by doing all you can to support the Safe Skies Initiative. Through vision and vigilance–and by working together with the full participation of the investment community–we can move America's partnership with Africa to higher heights.

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U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/briefing.htm

Speech

REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
AMTRAK HIGH SPEED RAIL
JUNE 29, 1999
WASHINGTON, D.C.

Today marks another major milestone in the development of a safe, world-class transportation system for the American people as we move into the new century and the new millennium.

This exciting new train -- the Acela -- and this modern, state-of-the-art maintenance facility, demonstrate President Clinton's and Vice President Gore's commitment to invest in America's infrastructure.

It is this kind of investment that ensures that the American people will have the transportation system necessary to keep our nation moving forward and our economy growing well into the 21st century.

Today that economy is booming. Just yesterday, President Clinton announced that our nation's budget surplus will be $99 billion the largest as a share of our economy since 1951 and $20 billion more than was projected in January.

In fact, improvements in the outlook since February have added $179 billion to the projected budget surplus over five years, half a trillion dollars over ten years, and $1 trillion over 15 years.

Investments in high speed rail service will help sustain that record economic growth and prosperity in the new century and the new millennium.

This new train service will establish a higher standard for intercity travel in the Washington-New York City-Boston Northeast Corridor -- safety, the Administration's highest transportation priority, speed and efficiency.

Commuters will travel in style, comfort and reliability. Business people and leisure travelers will enjoy another mode of transportation to get to where they need to go -- to work, to school, to relax with family and friends.

- more -

But more importantly, this improved level of service, and the expected increased revenues, will help ensure Amtrak's future viability and to be free of operating subsidies by 2002.

All of this is possible -- and through no small effort -- thanks to the untiring efforts of Senator Frank Lautenberg. Senator Lautenberg found the necessary funding to make high speed rail a reality in the Northeast.

Let me also thank the leadership in the House of Representatives for their recent vote to appropriate, in full, the funding requested by Amtrak and the Administration. I fully expect that the Senate will affirm this with a vote in the very near future.

But we cannot rest on this one success. As President Clinton has said, "this is not a time to rest, but a time to build." Today, working closely with our state and local partners around the country, we must begin the dialogue on how to bring the benefits of safe and efficient high speed service to the rest of America.

The train you see here today represents state-of-the-art high speed rail technology, designed and built to meet the highest operating and safety standards in the world. This is the result of a strong partnership -- a fundamental core of the Clinton-Gore Administration -- between government and industry.

I often say that transportation is about more than concrete, asphalt and steel -- transportation is about people -- how we get to and from work, school and daycare. Transportation allows our industries and entrepreneurs to reach new markets -- whether in rural America or overseas. You cannot trade if you can get your product there in a safe, efficient and reliable way.

In this era of multi-national corporations, it is important to note that the majority of Amtrak's high-speed rail program incorporates American know-how. These trains -- the safest high speed trains in the world -- are made in America -- keeping well-paying jobs and industry here for Americans.

This train, this facility, this investment in high speed rail service, reflects a commitment by this Administration and by Amtrak to help preserve and attract good jobs that will help make our cities more liveable and help our nation prosper in the new century and the new millennium.

Working together, remaining ever visionary and vigilant, Amtrak's best days -- America's best days -- are yet to come.

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U.S. Department of Transportation
Office of Public Affairs
Washington, D.C.
www.dot.gov/briefing.htm

Speech

PREPARED REMARKS
U.S. TRANSPORTATION SECRETARY RODNEY E. SLATER
UNDERGROUND FACILITIES DAMAGE PREVENTION SYMPOSIUM
WASHINGTON, D.C
JUNE 30, 1999

On behalf of President Clinton and the U.S. Department of Transportation, I am delighted to formally accept Common Ground's study on Best Practices for 'One-Call' Systems and Damage Prevention programs.

Let me begin by expressing my special thanks to Common Ground's *Steering Team* for that fine summary of the Best Practices Study we just heard.

I would also like to thank the *Linking Team*, the *9 Task Teams* and all the members of Common Ground who worked so hard on this report. I know that most of you are here today.

In addition to Kelley Coyner, DOT's Administrator for Research and Special Programs, I would also like to thank Rich Felder, our Associate Administrator for Pipeline Safety and all the members of both staffs for helping put today's symposium together.

And let me add a special word of thanks to National Transportation Safety Board Chairman, Jim Hall -- who was here earlier.

Common Ground's Best Practices study is an important milestone for advancing the nation's overall transportation safety agenda. And its recommendations are an excellent example of what the President and Vice President have in mind when they call for "Common sense government."

Common Ground's common sense safety proposals are a model of the kind of vision and vigilance the Department of Transportation seeks to encourage as we lead the way to transportation excellence in the 21st century. Implementing Common Ground's Best Practices will also be vital to protecting the underground infrastructure of America's emerging digital economy.

As some of you have heard me say many times, safety is President Clinton's highest transportation priority -- and the North Star by which we are guided at the U.S. Department of Transportation. On this President's watch, highway fatality and drunk driving fatality rates have reached record lows; seat-belt use is at an all time high. And highway-rail crossing deaths are at record-low levels. However, as impressive as these accomplishments are, the President has said, "This is not a time to rest, but a time to build."

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As a matter of policy this Administration is setting very high stretch goals for safety -- goals that we know will push us to higher heights than many of us may have imagined possible.

Protecting the underground facilities that serve as the foundation of America's communications and utility systems is no exception. Last Tuesday's Department of Commerce Report on *The Emerging Digital Economy* revealed that information technology now accounts for fully 30 percent of America's economic growth. And for much of that emerging economy the underlying infrastructure for moving information about products and services at the speed of light lies underground -- and vulnerable to disruption -- or what those in this business euphemistically call "hits."

Unfortunately, a 'hit' in this industry is not at all like a 'hit' in the recording industry.

The rest of the economy also depends upon our underground facilities for the delivery of vital services and products. Damage to these systems can cause loss of life -- and also loss of heat, loss of fuel, loss of electricity, loss of water, as well as loss of telephone and television service. Even Air Traffic Control can be affected.

We can, we must -- and we will -- take strong measures to prevent such damage.

Until a few weeks ago our pipeline safety goal had been to reduce hits by 5 percent over the next three years. Given the growing importance of underground facilities to our economy, that's not good enough. Our new goal is five times higher than that: Over the next 3 years we are now committed to reducing the number of pipeline hits by *25 percent.*

The kind of "hit" chart we want for this industry is a record-level *decline* in the number of incidents. Today's Best Practices report will make a major difference in helping us to reach this stretch target.

This morning you heard each of the nine Task Team Reports on specific Best Practices. But I believe that this study is far more than a report on the best ways to go about preventing damage to our nation's pipelines and other underground utilities. The study itself is a sterling example of the best practice of all -- working together.

Last August, the U.S. Department of Transportation reached out to the entire underground facility community to help us strengthen One Call Notification Systems, as called for under the Transportation Equity Act for the 21st Century.

We asked for your help in finding the next best steps to prevent damage to the underground infrastructure of our nation's economy. And you responded with enthusiasm. Every stakeholder agreed to participate in this important project. These diverse groups put aside their differences and demonstrated that sharing responsibility is the key to success. Underground damage prevention is a promise we make and keep together.

Now that we have a Best Practices report, what do we *do* with it?

First, we can use the new *Damage Prevention Grant Program* under TEA-21 to help communities strengthen all aspects of their One-Call operations and programs. Damage Prevention grants can be specifically allocated to projects suggested by the Best Practices report.

This year we will award some $1 million in damage prevention grants. For next year, TEA-21 authorizes up to $5 million for the grant program.

But the true key to implementing these Best Practices is to make sure that every business or agency engaged in digging knows about them. Safe digging is everyone's responsibility.

It is now my great pleasure to ask our Administrator for Research and Special Programs, Kelley Coyner, to join me at the lectern as we officially inaugurate our new national campaign to teach America to *Dig Safely.*

This is a great theme. And the other materials supporting this theme poster are just as good. For the past three years the Damage Prevention Quality Action Team within our Office of Pipeline Safety has been working on this campaign with our private sector and state government partners, including the state One Call Centers. We've also received a lot of help from professional excavators, and the telecommunications and insurance industries.

What we wanted was a high-quality damage prevention campaign that could be put in place anywhere with a minimum of effort. And that's what we've got.

As you can see, our Campaign Theme is "Dig Safely." We've developed materials for use in all kinds of media outlets: public service announcements, radio, trade press ads, bill inserts, public relations events, promotional materials. We've also produced a first-class training video.

Our Safety Message is simple:

1. Call before you dig.

2. Wait the required time before you start to dig.

3. Observe the marks indicating the location of underground facilities.

4. Dig with care.

We pilot-tested this campaign in Virginia, Georgia and Tennessee last year. The reaction was overwhelmingly positive–and very encouraging. There was a measurable increase in compliance with all four of these rules in all three test states. The Gas Division of the Virginia State Corporation Commission reported that the number of hits on gas lines dropped 10 percent during the course of the pilot test. And North Carolina One Call -- which was not even part of the pilot test -- has already asked for permission to use these campaign materials at their own expense.

I think we have a real winner here. The next step is for the Research and Special Programs Administration and its industry partners to hold regional public meetings to share these materials and to train interested parties in how to use them effectively.

And another way our private sector partners can help is by forming local coalitions to fund TV promotional spots.

Today I am also pleased to announce our intention to carry out the Senate Appropriation Subcommittee on Transportation's directive to support the formation and operation of a non-profit organization that will further the work of Common Ground. We will provide the resources and leadership that will transform Common Ground into the firm foundation for advancing underground damage prevention efforts in all American communities.

But the future success of Common Ground will depend, just as it has so far, on shared participation, shared responsibility -- and shared financial support.

So I am challenging our private sector partners here today to help us co-fund Common Ground as a self-sustaining, financially-viable entity to help this country protect our vital national underground infrastructure. You and I have the privilege to be working in the transportation field at the beginning of a new era in technology -- an era that makes our pipelines and other underground infrastructure more important than ever before.

We also have the opportunity to secure the underground foundation for America's economic success in a new century and a new millennium.

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