



**Speech**

**THE SECRETARY DID NOT DELIVER REMARKS**

REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
NATIONAL ASSOCIATION OF TOWNS AND TOWNSHIPS  
NATIONAL CENTER FOR SMALL COMMUNITIES ANNUAL CONFERENCE  
SEPTEMBER 6, 2000  
WASHINGTON, D.C.

On behalf of President Clinton, Vice President Gore -- and the U.S. Department of Transportation, I am delighted to join you for "America's Town Meeting," the largest gathering of small community leaders in the nation.

For more than two decades, the bipartisan National Association of Towns and Townships (NATaT) -- and more recently, the National Center for Small Communities -- have worked diligently to ensure that issues of concern to America's rural towns, townships and small communities are heard and understood in Washington.

And I know that many of those concerns deal with transportation. I, too, am a product of a small town -- Marianna, Arkansas -- one of the smallest and poorest communities in Arkansas. I witnessed, first-hand, the clear link between transportation and economic growth. When Interstate 40 came to Marianna, it connected my community to jobs, to opportunity, to a better quality of life.

So I know, from personal experience, that transportation is truly the tie that binds. And as U.S. Secretary of Transportation, I am committed to working with you to help make sure that your communities have access to the efficient and effective transportation services so vital to their economic success.

Your conference theme: "Investment and Innovation: Building Strong Communities in the New Century," resonates with what this Administration has been working toward these past seven and one-half years.

President Clinton and Vice President Gore's bold economic strategy of fiscal discipline combined with investing in America's communities has moved the economy from a record deficit -- \$290 billion in 1992 -- to the largest surplus on record -- \$167 billion in 2000.



This strategy has produced the longest -- *and strongest* -- economic expansion in the history of the United States. We not only have 22 million new jobs and the lowest unemployment rate in 30 years, we also have an unprecedented opportunity to address the large, long-term challenges facing the country.

We have a chance to pay off the National Debt for the first time since 1835; we have the opportunity to secure the solvency of Social Security and Medicare. And we also have the unique opportunity to bring the issue of livable communities to the forefront of national awareness. As Vice President Gore has said, making our communities more livable is one of the "central challenges facing America at the dawn of the 21<sup>st</sup> century."

To support this objective and to coordinate livable communities policies across 18 agencies of the executive branch of the federal government, the Clinton-Gore Administration created the White House Task Force on Livable Communities in August 1999.

Our Livability Initiative is designed to provide communities with the tools, information and resources they need to preserve green space, ease traffic congestion and ensure economic competitiveness. The Initiative seeks to support local efforts to build more livable communities by: revitalizing existing communities; improving the environment, public health, and quality of life; providing more transportation choices; improving schools and making them community centers; expanding economic opportunity; increasing public safety and crime prevention; and protecting farmland and open space.

We are working hard at the U.S. Department of Transportation to address the President and Vice President's goals for America's communities of all sizes with vision and with vigilance.

And when the history of this Administration is written, I am convinced that DOT's most important legacy will be that we broadened the definition of transportation beyond the traditional focus on public works to encompass the social, economic and quality-of-life implications of transportation -- in other words, the livable communities agenda.

The scale of our overall investment in our national transportation system is unprecedented: Because the Clinton-Gore Administration has been so successful in its economic policies, the President was able to send the Congress a fiscal year 2001 budget proposing a record-level \$55 billion investment in transportation. More than \$39 billion will go toward transportation infrastructure to invest in our roads, bridges, airports, and transit to support economic growth by upgrading system conditions and performance. For this record level of investment, we can thank visionary leaders in



both political parties -- and so many of you in the audience here today -- everyone, in fact, who supported the Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21), which was signed into law by President Clinton just two years ago in June.

Our success in getting TEA-21 enacted into law is eloquent testimony to what can be achieved by working together.

As part of our support for the Administration's Livability Agenda, we strongly back both the New Markets and the Mississippi Delta Initiatives to connect the millions of Americans who live and work in rural communities to economic opportunity. We intend to leave no one behind.

DOT's livability effort involves nearly all of our operating administrations. Among our programs that directly support this include: *Job Access* and major transit programs directed by our Federal Transit Administration; *Operation Lifesaver* within the Federal Railroad Administration, which is working to improve safety at rail crossings; The *Safe Communities* program at the National Highway Traffic Safety Administration; The *Congestion Mitigation and Air Quality Improvement Program*, *The Transportation Enhancement Program*, *The Transportation and Community and System Preservation Pilot Program* and the *Surface Transportation Program* -- as well as highway improvements in general -- at the Federal Highway Administration; I would also include *The Port Facility Conveyance Program*, operated by the Maritime Administration.

Let me also say a few words about the Administration's Rural Transportation Initiative which addresses an area of particular concern to this audience -- the transportation needs of millions of Americans who live in rural areas and small communities. The key components of this initiative within the U.S. DOT include improving safety, involving rural communities in transportation planning, enhancing local public passenger transportation, improving freight transportation, connecting rural communities to intermodal transportation services, and supporting tourism and other economic development tools.

President Clinton and Vice President Gore are committed to fostering a safe, efficient, accessible and convenient transportation system that will continue to fuel our vibrant economy and enhance the quality of life of the American people well into the 21<sup>st</sup> century. This new initiative will help to ensure that our rural communities share in these benefits.

Solving our transportation problems will take more than money, it will take vision, reaching far into the future. It will require the development of strategies and innovative



solutions that allow us to continue our unprecedented mobility and maintain our high standard of living as we continue to grow. It will require jurisdictions and localities to work better together on behalf of all of their people.

That is why we, at the U.S. DOT, are proposing new regulations to enhance the statewide transportation planning process. The new proposed regulations, published in the May 25<sup>th</sup> *Federal Register* would require that local officials be consulted throughout the planning process. The regulations also, for the first time, would provide a statutory definition of "non-metropolitan local officials" to specifically include town and township officials. Our goal is to emphasize and facilitate the involvement of local officials in the transportation planning process. The comment period for these proposed regulations closes September 23<sup>rd</sup>. I encourage you to add your comments to the process.

The future of transportation is about choices. To improve the quality of transportation decision-making, we need to forge a new transportation policy architecture consistent with the needs of a new century and new millennium. By "policy architecture" I am referring to the interlocking web of policies and practices that shape and inform transportation decisions by stakeholders at all levels: government, trade associations, organized labor, individual companies -- as well as consumers and interest groups.

This new policy architecture, first and foremost, must enhance safety -- President Clinton and Vice President Gore's top transportation priority and the "North Star" guiding all that we do at the U.S. Department of Transportation. I am proud to report that traffic fatality rates reached an all-time low in 1999, marking the third consecutive year of improvement.

However, as President Clinton has said, "This is not a time to rest." The President has challenged us to reach 85 percent seat belt use by the end of this year. He has also directed us to reduce traffic fatalities among children by 15 percent -- also by the end of this year. And I urge you to do everything in your power to help the nation reach these important goals.

The transportation system of the future must also be sustainable. And to safety and sustainability, I would also add that we need America's 21<sup>st</sup> century transportation system to be: International in reach, linking markets and destinations around the world; Intermodal in form, achieving a balance among various modes of transportation; Intelligent in character, harnessing the awesome power of technology in ways that benefit people; And Inclusive in service -- leaving no one behind. And to support all of these goals we must encourage a climate of innovation and involvement.



At the U.S. Department of Transportation, we believe that everyone should have a say in identifying what they want from this transportation system of the future. And to support this commitment of inclusiveness and participation, this past spring and summer we conducted "2025 Visioning Sessions" with stakeholder groups across America to clarify a vision of transportation for the next 25 years.

Let me emphasize that we were not trying to "predict" the future at these visioning sessions. What we've tried to do is to invent alternative transportation futures that might not otherwise exist, by expanding access to the planning process to the widest possible range of stakeholders. We will publish the results of our efforts as part of a 2025 "Trends and Choices" report next week.

We will also use what we've learned in our visioning sessions to help plan the International Transportation Symposium the U.S. Department of Transportation will host in Washington, D.C., next month, October 9 through 12.

I would like to personally invite each one of you, as the leaders of America's small towns and communities to join me for this important ministerial, which will provide a unique opportunity to explore and consider innovative possibilities for transportation in an integrated global economy.

We will also use the opportunity afforded by our being together in Washington, to exchange information about "best practices" with respect to such issues as changing consumer expectations, seamless modal integration, workforce capacity, e-commerce and its impact on transportation, safety and security standards, and innovative financing of multimodal transportation systems.

Transportation is about regional approaches and cooperation, with the federal government working with the states, counties, towns and townships -- and all of us working together to forge a greater America.

I believe that by working together we can design transportation strategies along with commercial developments that result in healthy communities and healthy economies. Because transportation is about closing the circle and ensuring no one is left behind. In this way, we can make sure that the places in which we live today will remain the places in which we want our children and grandchildren to live tomorrow.

As Vice President Gore has said, "I believe that refocusing communities across the country on ways to sustain prosperity while improving the quality of life is one of the greatest challenges we face as a nation." With your help, we can meet that challenge in this great new century and new millennium.

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REMARKS PREPARED FOR DELIVERY  
SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
THE NEWS AND DOCUMENTARY EMMY AWARDS CEREMONY  
NEW YORK CITY  
SEPTEMBER 6, 2000

I am honored to join you for tonight's News and Documentary Emmy Awards Ceremony. I am a firm believer in the value of awards and acknowledgments; it is something I learned from my mentor, George Haley, who is now U.S. Ambassador to The Gambia and the brother of the late Alex Haley --the author of "Roots," as well as a member of the U.S. Coast Guard.

Alex Haley's motto was "*Find the good and praise it.*" It's a good principle to live by -- and excellent advice for anyone who deals with people. To make sure I don't forget it, I've had it inscribed on a brass plaque that I keep in my office.

So, before I announce the first award for "Outstanding Coverage of a Breaking News Story," let me take a moment to say something you won't hear often about the news media from someone frequently quoted in the news.

...And that's "Thank You." Thank you for getting vital transportation information out to the public quickly and effectively. Especially information about safety. For that, we at the Department of Transportation are particularly grateful.

Without the tireless efforts of the news media to get the message across, the public would still not understand the importance of wearing seatbelts -- the number one safety measure all of us can take to protect ourselves while driving. But thanks to you, they are getting the message. Seatbelt use has risen to 70 percent, up from 50 percent in the early 1990s. And as you continue to focus your media spotlight on this critical safety issue, I am confident that America will achieve President Clinton's target of 90 percent seat belt usage by the year 2005.

And were it not for the news media, many drivers would not realize the full repercussions of driving while under the influence of alcohol or drugs. But thanks, in part, to your unyielding and effective video coverage of this issue, alcohol-related traffic deaths are down. And with your continued help, I am confident we can bring that number down even further.

So I thank you. Your coverage of safety issues has improved the quality of life of all Americans. America's roads, railways, skies and waterways are all safer today because of your efforts.

Thank you again.

And now to award the Emmys for Outstanding Coverage of a Breaking News Story.

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## Speech

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REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
BACK TO SCHOOL EVENT AT WHITTEN ELEMENTARY SCHOOL  
MARIANNA, ARKANSAS  
WEDNESDAY, AUGUST 30, 2000

I am honored to be part of Secretary Riley's "America Goes Back to School" Success Express bus tour -- and delighted to have this opportunity to visit my own hometown of Marianna as part of the tour this morning.

Speaking of going "back to school," whether they ride a bus (including getting in and getting off the bus), traveling by car, walking -- or on a bike, students must be vigilant when it comes to safety. And anyone old enough to drive needs to pay special attention to traffic rules regarding school buses and school speed zones. Safety is a promise we make and keep together. Let's all do our part to make sure our children get to and from school safely.

Secretary Riley's Back to School "Success Express" symbolizes President Clinton and Vice President Gore's commitment to providing the children of the Delta with the tools they need to compete in the global economy. Both the President and the Vice President are strong supporters of the economic development of the Delta Region. As President Clinton has said, "We are committed to working together to make our vision of prosperity and opportunity a reality for the people of Mississippi Delta in the 21<sup>st</sup> century and throughout the new millennium."

No "tool" for success in this new century and new millennium is more important than education. That's why the U.S. Secretary of Education is here at Whitten Elementary School in Marianna today -- and that is why I stand here with him, as U.S. Secretary of Transportation, in support of our Administration's commitment to education.

As Transportation Secretary, I know full well that that one in seven jobs in today's economy is transportation-related. These are good jobs, high paying jobs -- jobs with a future.

But to qualify and succeed in a 21<sup>st</sup> century transportation career -- or any other field of technology -- tomorrow's workforce must have strong math, science and technology skills.



And in order for today's students to master those skills, this nation must invest more in school construction and in programs to improve failing schools -- a subject we will be discussing here at Whitten in a few minutes. We know that investing appropriate human and financial resources in education can turn schools around. It has worked right here at Whitten -- and I congratulate you for what you've been able to achieve.

However, there is still much to be done. Now it is time to raise the bar and move to the next level. To support Whitten in this effort, I am delighted to announce that the Department of Transportation will donate 62 computers to the Marianna School District through DOT's Computers for Learning Program. 21 of these computers will go to Whitten -- one for each of Whitten's 21 classrooms. 21 will go to Anna Strong Elementary School and 20 to Anna Strong Middle School.

I'd also like to mention another program that we are inaugurating today. When Vice President Gore addressed the "Delta Vision, Delta Voices" National Conference on Delta economic development on May 10<sup>th</sup>, he urged government and private sector agencies to participate in an innovative "electronic" mentoring program for young women studying science and engineering.

The program is called MentorNet, because it uses e-mail and the Internet to make it easier and less expensive for mentors to stay in touch with students. As host for the Delta Visions/Delta Voices conference, I promised to support the Vice President's MentorNet request, by asking for 50 DOT employees to volunteer as mentors. I am pleased to report that 65 DOT employees came forward as volunteers. And I am delighted to announce that DOT will provide \$150,000 dollars to train these volunteers, thereby becoming the first federal agency sponsor of the MentorNet program.

Joining us for this morning's announcement is the Founder and Executive Director of MentorNet, Carol Muller. Also with us this morning is Amy Heflin, who works for DOT's Federal Highways Administration and who is a proud new MentorNet volunteer. Later today, Carol Muller and I will go to Little Rock to officially announce the names of the four Delta colleges and universities that will be participating in the program.

Whether you are a MentorNet volunteer, a teacher, school official, community leader or parent, I appreciate all of the hard work all of you are doing on behalf of the education of the Delta's young people. Together we are making a major contribution to the future of this region and this country. As Vice President Gore has expressed it, Teaching our children well is not just the teacher's job. It's everyone's job. And it has to be our national mission."

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REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
LITTLE ROCK RIVER CITIES TRAVEL CENTER  
AUGUST 30, 2000  
LITTLE ROCK, ARKANSAS

*Acknowledgments*

*Keith Jones, Executive Director, Central Arkansas Transit Authority*

**1. River Cities Travel Center Opening Fulfills 20-Year Dream**

- How appropriate that this “dream” was realized on the 37<sup>th</sup> anniversary of Dr. Martin Luther King’s “I Have A Dream” speech
- Nearly 2,500 daily riders expected – 1 million annually
- Applaud vision and commitment of local leaders of Little Rock
- Good example of federal government working on behalf of the people of Arkansas

**2. New Center Excellent Example of Vice President Gore’s Vision for More Livable Communities**

- Shows investing in transportation can make communities more livable
- Center will improve traffic and pedestrian flow – reducing congestion
- Center revitalizes once-decaying downtown city block – blends in with nearby historic Qaupaw Quarter and compliments River Market development
- Provides anchor for downtown shuttle buses
- Promotes tourism

**3. New Center Proves Transportation about More than Concrete, Asphalt and Steel**

- Connects citizens to work, to school, to recreation – to an improved quality of life
- Improves access for all riders – 8 express routes, 20 buses and wheelchair-assisted LINKS vans
- Enclosed shelter, on-site ticket service and public facilities all add up to better commuting experience

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FOR IMMEDIATE RELEASE  
Monday, August 28, 2000

Contact: Averyl Bailey  
Tel.: (202) 366-4570

***MEDIA ADVISORY***

**U.S. Secretary of Transportation Rodney E. Slater  
To Join U.S. Education Secretary Richard Riley in  
The Delta for *America-Goes-Back-to-School* Bus Tour**

U.S. Secretary of Transportation Rodney E. Slater will join U.S. Education Secretary Richard Riley in Marianna and Little Rock, Arkansas, August 29-30 for the *America-Goes-Back-to-School* bus tour.

The bus tour is being held in the lower Mississippi Delta region in response to President Clinton's call to strengthen rural communities. Secretary Slater leads the *Delta Initiatives*, a collaborative effort of the Clinton administration to spread the nation's prosperity to under developed regions, and convened the Memphis *Delta Beyond 2000* conference in July. Secretary Slater also hosted many sessions in the region that led up to *Delta Vision, Delta Voices*, the unprecedented, historic national conference on the Mississippi Delta region hosted by Secretary Slater in Washington, D.C. in May 2000.

**Tuesday, August 29, 2000**

**6:30 p.m.** **Delta Cultural Center, Education Center Building, 141 Cherry Street, Helena.** Secretary Slater joins the tour by attending a community barbecue.

**Wednesday, August 30, 2000**

**9:30 a.m.** **Whitten Elementary School, 125 Walnut Street, Marianna.** Secretary Slater and Secretary Riley will participate in a classroom tour, followed by an interactive community meeting highlighting school construction and the effort that is under way to turn around low-performing schools in the cafeteria.

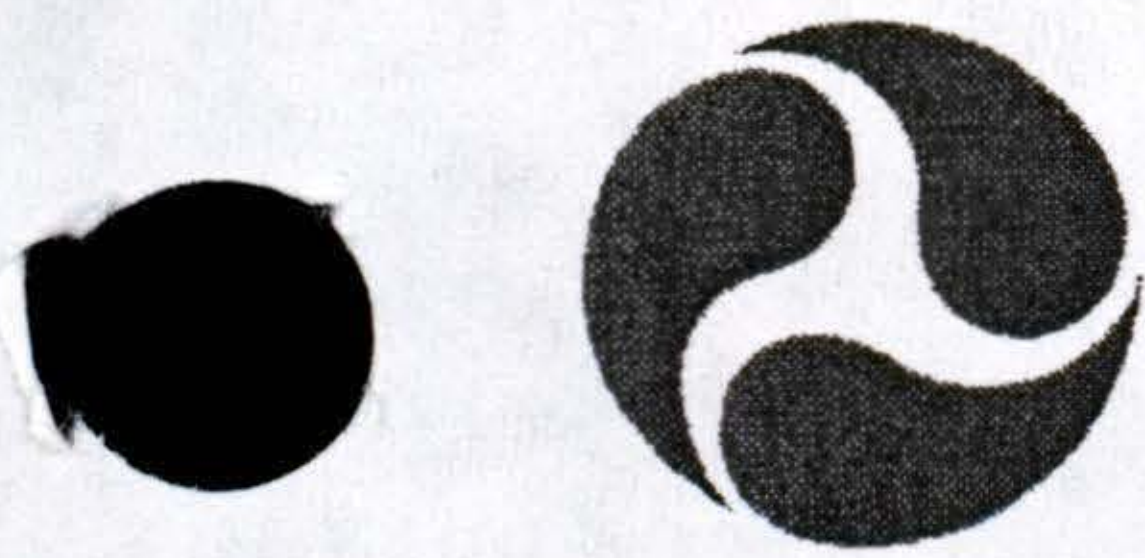
**12:30 p.m.** **Philander Smith College, 812 West 13th Street, Little Rock.** Secretary Slater will participate in the kick-off for the MentorNet Program at Philander Smith College. The MentorNet Program is designed to further women's progress in scientific and technical fields through the use of a dynamic, technology-supported mentoring program.

**3:30 p.m.** **Capital Hotel, 111 West Markham, Little Rock.** Secretary Slater will hold a listening session for representatives of the Arkansas trucking industry regarding hours-of-service and other industry related issues.

All times subject to change.

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REMARKS AS PREPARED FOR DELIVERY  
SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
OPEN SKIES SIGNING - U.S. AND TANZANIA  
AUGUST 28, 2000  
TANZANIA

On behalf of President Clinton and the people of the United States, I am honored to sign this Open Skies agreement between the United States and Tanzania.

Today is truly historic since this Open Skies agreement was the first ever between the United States and an African partner. This signing puts into action the President's prophetic words, that "*The age of the marginalization of Africa is over.*" Indeed, last November's initialing of this agreement paved the way for several other African countries to sign Open Skies agreements with the United States, including our recently announced accord with Nigeria.

Under the leadership of President Clinton and Vice President Gore, we have negotiated 47 new "Open Skies" agreements with aviation partners in the Americas, Europe, Asia and Africa, and 35 of those agreements were signed since I became Secretary. Tanzania is the United States' 38<sup>th</sup> Open Skies partner. This agreement, like the others, provides the foundation necessary to encourage the growth of air service between our two countries.

Today's signing follows President Clinton's historic visit to Africa in 1998 and President Mkapa's visit to the United States in September 1999, and further demonstrates the continuing cooperation between the United States and the countries of Africa under the President's Partnership with Africa Initiative.

I want to create in the 21st century the President's vision of a global open skies, so that aviation can pull the world closer together. As the great Interstate highway system tied America together in the last century, I believe aviation will tie the world together in the next century. But it will happen only if pioneers like Tanzania pave the way through open skies agreements.

The time has clearly come for Tanzania, as well as the other nations of Africa, to take their rightful place as full participants in the emerging global community of nations. As we begin this new century and new millennium, nowhere is this opportunity for market-driven economic expansion greater than in Africa -- a vast and rapidly changing region of 700 million energetic, talented and creative people.



Today illustrates the kind of partnership the United States wants to encourage with governments in Africa. It builds on our pledge to develop an African aviation system that supports economic growth, regional integration, increased trade and tourism, and greater integration into the global economy.

This Open Skies agreement is as much about the Tanzanian people as it is about airplanes. The development of aviation will enable the people of this great country to come together to sell goods and create markets, as well as connect them to markets around the world. Tanzanian farmers will then have access to agricultural machinery from across the Atlantic. In the end, it is about the people of Tanzania building a democratic future together.

Thank you.

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REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
STRATEGIC PLAN ROLL-OUT RALLY  
WASHINGTON, DC  
SEPTEMBER 7, 2000,

Thank you Mort -- and thank you Gene.

And let me add my congratulations to the entire management team represented on the platform -- as well as many DOT employees here in the courtyard -- for working so diligently for more than a year now, to help prepare this roadmap for America's transportation future.

Together you have taken a Strategic Plan that was already "the best in government" and made it even better.

I also want to thank the nearly 100,000 "visionary and vigilant" career employees of DOT, whose supportive actions made our first strategic plan such a success -- and upon whom the success of this new plan will depend.

Today's Strategic Plan Rollout is part of a comprehensive Departmental effort to improve the quality of transportation decision-making in America. As part of this effort, we have been holding a series of "2025 Visioning Sessions" with stakeholder groups across the country to help clarify a vision of transportation over the next 25 years.

Later this month, we will roll out two additional resources designed to improve the quality of transportation decision-making. The first is report to transportation planners outlining a new approach to *transportation policy architecture*; the second is a "Trends and Choices" report containing background information essential to improving transportation decisions over the next 25 years.

Today's rollout creates a powerful new tool to improve the quality of transportation decision-making here in the Department and around the nation. This plan is powerful because it reflects not only our ideas as transportation professionals, but also the insights of DOT

Our new Strategic Plan articulates a vision and a future strategic direction for transportation based, for the first time, on direct customers and stakeholders.

This new plan is also flexible. By considering the possible impact of alternative scenarios on America's transportation priorities, it suggests imaginative ways we can fine-tune our responses to changing conditions. -

But powerful tools can achieve nothing without powerful, committed people willing to take those tools in hand and use them. That is why this Department needs your support to turn the vision contained in this Strategic Plan into reality over the next five years.

What can you do to help implement this plan?

Step 1 is to read it. (Hold up copy of plan). To the extent possible, I urge you to study it and refer to it as you carry out your daily work.



To help you in this process, we are providing you a "pocket" size card for your wallet or purse **[Hold up card]** with our newly revised Vision, Mission and Goals for 2000 through 2005.

When you read the card, you will find -- as Mort pointed out -- that we have added the concept of innovation to our vision statement, because fostering a climate of innovation is the key to meeting the technological and human challenges ahead.

**[Hold up card again]** You will also find that we have simplified and clarified the five basic goals from the first Strategic Plan:

### **Safety**

Safety remains DOT's #1 priority, and the "North Star" guiding everything we do at the U.S. Department of Transportation. We can all be justifiably proud of our achievements in safety over the past few years; our new Strategic Plan "raises the bar" even higher by setting achievable 'stretch goals' that will move us measurably closer to our ultimate goal of eliminating transportation-related deaths and injuries.

### **Mobility**

Under this new Plan, we will intensify our efforts to promote mobility by shaping an accessible, affordable and reliable transportation system for all people, goods and regions.

And we define mobility in the broadest possible way in: For example, new plan includes strategies to integrate bicycling and walking into our concept of how transportation planning can make our communities more livable.

### **Economic Growth**

In terms of Economic Growth, we will work to support a transportation system that sustains America's unprecedented economic expansion.

This section of the new Strategic Plan has a distinctly global flavor, looking beyond our national borders to embrace the new reality that transportation is 'the tie that binds' nations and continents, as well as cities and regions.

The Plan also stresses the importance of a skilled transportation workforce, building upon the success of our Garrett Morgan Transportation Futures Program University Transportation Centers program by forging partnerships to foster mentoring and internship programs throughout the entire transportation industry.

### **Human and Natural Environment**

In terms of the Human and Natural Environment, we were already more involved in environmental and human development issues under our first plan than at any time in the Department's history.



Under our new Plan we will do more -- much more. For example, we will enhance economic opportunities and protect the environment for minority and low-income communities.

**(Turn to Ron Strohman on the platform )** Ron I know Janie Devries and Steven Lott on your staff played a leadership role in working with others throughout the Department to develop this goal and the strategies that support it such as by insisting that local transportation plans consider the impact of growth, land use and economic development. This is an important advance in our thinking.

### **National Security**

And under the new plan we will continue to ensure the security of our transportation system for the movement of people and goods. One new feature will be an expanded focus on regional security cooperation. This expanded effort will not only protect Americans at home, it will also protect Americans working, living and traveling abroad.

### **DOT and Organizational Excellence**

Mort mentioned that our new plan sets a new organizational excellence goal: *Advancing the Department's Ability to Manage for Results and Innovation*. Let me take a moment to thank Mort and the members of the Secretary's Management Council -- which Mort chairs -- for the great progress we have already made in this area.

Under our new strategic plan, we will raise the bar of performance even higher by improving our skills, our processes and by using technology to enhance efficiency and customer service. We will also expand our efforts to improve the skills of our own DOT workforce.

Our transportation system in this new century and new millennium is about much more than "concrete, asphalt and steel." It is the means by which Americans connect to jobs, to schools, to markets and to all of the opportunities our great nation offers. It is the 'tie that binds' us as a people.

With your help, I am confident that this new Strategic Plan will not only 'lead the way to transportation excellence and innovation in the 21<sup>st</sup> century,' it will also -- quite literally -- keep America on the move.

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**Speech**

REMARKS AS PREPARED FOR DELIVERY  
U.S. DEPARTMENT OF TRANSPORTATION SECRETARY RODNEY E. SLATER  
MOTHERS AGAINST DRUNK DRIVING 20<sup>TH</sup> ANNIVERSARY CELEBRATION  
SEPTEMBER 7, 2000  
ALEXANDRIA, VIRGINIA

I am honored to be here this morning with Mothers Against Drunk Driving as we continue to celebrate MADD's 20<sup>th</sup> anniversary by paying tribute to a true American hero, a long-time transportation leader, and a outspoken advocate of the principle that intoxication has no place in transportation, Senator Frank Lautenberg.

As I pointed out at yesterday's terrific event on the steps of the Capitol, there is surely strength in numbers. Looking around this room today, I see mothers, sisters, brothers, aunts, loved ones, who have been harmed, in a very personal way, by the tragic results of a drunk driver. And the sheer number of MADD members here today -- the more than 600 who have assembled here in Washington -- sends a strong message that Americans will no longer tolerate alcohol-impaired drivers on our nation's roads.

Yet, in addition to strength in numbers there are also those exceptional individuals who stand head and shoulders above the crowd by taking on a leadership role in the struggle to protect Americans from the menace of drunk drivers. And one of those leaders in Congress, a powerful voice, speaking up for drunk-driving victims who no longer could speak, Senator Frank Lautenberg.

Senator Lautenberg was an original sponsor of the 21-year-old minimum drinking age law, back in 1984. And, over the years, Senator Lautenberg has been involved in every significant legislative proposal to make our highways safer. Most recently, he led the Senate battle to include a national .08 Blood Alcohol Content provision in 1998. That effort fell short, but thanks to the senator's pioneering leadership two years ago, we now have a real opportunity to pass legislation before Congress goes home this fall.



President Clinton, Vice President Gore, and the U.S. Department of Transportation stand with MADD and Senator Lautenberg in urging the Congress to make .08 BAC the law of the land. At the dawn of this new century and new millennium, it is unacceptable that 16,000 men, women and children lose their lives each year on America's highways because of drunk drivers.

While Senator Lautenberg may be leaving the Senate, the sound of his voice and the impact of his words will continue to be felt for a long time to come. His strength and compassion will continue to inspire us to move forward. Today I am honored to join MADD in wishing Senator Lautenberg heartfelt joy and happiness in his retirement.

And I can think of no finer retirement present for Senator Lautenberg and 20<sup>th</sup> Anniversary present for Mothers Against Drunk Driving -- than to stand with President Clinton and Vice President Gore in signing a .08 BAC national standard into law.

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REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
MOTHERS AGAINST DRUNK DRIVING (MADD) 20<sup>TH</sup> ANNIVERSARY  
SEPTEMBER 6, 2000  
WASHINGTON, D.C.

I am delighted and honored to join my colleagues from the Congress and the transportation industry for today's salute to Mother's Against Drunk Driving (MADD) for 20 years of extraordinary accomplishment.

We mark another accomplishment today because DOT announced just a few hours ago that alcohol-related traffic fatalities dropped again to a new historical low. Two-hundred and thirty-four (234) fewer Americans died last year in alcohol-related crashes.

Shared tragedy unites the hundreds of members of MADD standing with us on the steps of the U.S. Capitol this morning. Each mother, daughter, sister and aunt from MADD, and many of the men, as well as women here today, has experienced the pain caused by the death or maiming of a loved one at the hands of a drunken driver.

Before MADD began its work, the death of a child caused by a killer who drank too much before getting behind the wheel was considered an "Accident." Today we recognize it for what it is -- a crime. No one has the right to drive irresponsibly and to kill or maim those whom they did not happen to see while driving drunk.

MADD has created a new model for effective political action -- a model that goes beyond legislative advocacy to changing the way most Americans view the social responsibility of those who drink.

What MADD insisted upon, is that our drinking behavior as well as our laws had to change. Those who chose to drink must appoint designated drivers at the very least.

MADD's strategy, thank God, is working. Habits are changing. And public tolerance for alcohol abuse has all but disappeared.

As a result of the efforts of these dedicated women over the past 20 years, the states have passed 2,300 anti-drunk driving and underage drinking state laws;



the Congress passed -- and the President Clinton signed -- the 1995 Zero Tolerance law; and alcohol-related traffic deaths have dropped by more than 40 percent.

I am proud to say the U.S. Department of Transportation has a strong working partnership with MADD and that the pace of action to reduce drunk driving has stepped up during the Clinton-Gore Administration. Eighty percent of the decline in the death rate in alcohol-related crashes over the past 20 years took place within the past 10 years.

While we have made great strides working together, almost 16 thousand Americans still lose their lives every year in alcohol-related crashes. This is unacceptable, and in partnership with MADD, DOT's National Highway Traffic Safety Administration have established a joint goal to reduce alcohol-related fatalities by nearly one-third by 2005.

To move our partnership forward, DOT launched the *"You Drink & Drive" You Lose!* campaign last December. This is a prevention campaign targeting high-risk drinkers: 21 to 34-year olds, repeat offenders and underage drinkers.

However the most critical next step in efforts to reduce traffic deaths caused by drunk drivers is the proposal now pending before the Congress that would require the states to adopt a .08 Blood Alcohol Content law as the legal standard defining drunk driving.

The scientific evidence is clear. At .08 BAC a person's ability to drive is seriously degraded. He or she should not be driving. That is why President Clinton and DOT have joined with MADD in urging the Congress to quickly pass legislation that will help make .08 BAC the legal standard in every state.

Given MADD's spectacular track record of success over the past 20 years, I am confident of the ultimate success of this campaign.

So I thank President Webb and all the officers and members of MADD for your exemplary model of the power of civic action, and for having the strength to turn your tragedy into a commitment to make America's roads safer for everyone.

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**Statement of Rodney E. Slater  
Secretary, United States Department of Transportation  
before the  
Committee on Commerce, Science, and Transportation  
United States Senate  
September 12, 2000**

Mr. Chairman and Members of the Committee:

Thank you for holding this important full Committee hearing. To begin, I want to emphasize the importance of safety to the Department of Transportation. It is our top transportation priority. It is the North Star by which we are guided and willing to be judged. I want to commend you for your leadership, Mr. Chairman, and that of other Committee members.

Mr. Chairman, almost four years ago when I appeared before this Committee at my confirmation hearing, I pledged to you that I would continue to make safety and security the highest priority of the Department. I promised to strive to raise our current levels of safety to even greater heights. I want to highlight some of the major accomplishments that this Committee, in particular, was instrumental in helping to achieve. The record is impressive:

- Highway death and injury rates have dropped to all-time lows: from 1.6 to 1.5 deaths per 100 million vehicle miles traveled; and from 133 to 119 injuries per 100 million vehicle miles traveled
- Commercial aircraft fatal accident rate reduced from 0.055 to 0.04 per 100,000 flight hours
- Alcohol-related highway fatalities reduced to 38% from 38.6% as a percentage of the total
- Boating fatalities reduced from 857 per year to 773
- Rail related fatalities per million train-miles reduced from 1.57 to 1.30
- Natural gas transmission pipeline failures reduced from 4,871 per year to 3,754
- Serious hazardous material transportation incidents reduced from 422 per year to 341.



In addressing you today, I want to acknowledge the outstanding effort that NHTSA, under the leadership of Administrator Dr. Sue Bailey, is making to address the investigation and recall of Firestone ATX, ATX II and Wilderness AT tires. Dr. Bailey has submitted a statement for the record, in which she provides the status of the investigation as of today. The investigation is continuing on an urgent basis. I have directed the agency to use every means available to conclude the investigation within six months. Dr. Bailey is available to respond to any questions you may have on the history and progress of the investigation.

Mr. Chairman, you wrote me on August 14 to ask that we "review and examine the data collection reporting system used by NHTSA to detect defects." Today I will outline a series of legislative actions that I believe we need to take. But before doing so, I want to urge members of this Committee, especially those who will serve as conferees on our appropriations bill, to strike language in the bill to effectively block efforts to complete implementation of the consumer rollover rating system proposed by this Department in June.

At the top of our list is the comprehensive bill that we submitted in March of this year to increase civil penalties for defective and noncomplying products, extend the period within which the manufacturers must provide a remedy at no cost to consumers, and require manufacturers to test their products as a basis for their certification of compliance. We hope it will be possible to move this important legislation on an urgent basis. Its provisions will advance the cause of safety.

We will resubmit our March proposal as part of a larger bill that builds on the lessons we have learned in the Firestone investigation.

It is clear that the scope of NHTSA's efforts to obtain data about potential safety defects needs to be broadened. To do this, NHTSA needs stronger investigative authority to get the data it needs. Armed with this authority, NHTSA will move quickly to exercise its authority to the fullest extent possible. I would ask Congress to move quickly to legislate new authority, and give the agency the tools it needs to forge ahead quickly.



Our legislative proposal will require manufacturers to report information about potential defects in vehicles or equipment that first comes to light in foreign countries, if that information relates in any way to vehicles or equipment in the United States. Due to the lack of this requirement, we did not learn of the problems Ford and Firestone were having in Saudi Arabia and other countries until after we had opened our own investigation in May of this year. If this provision is enacted, we can ensure that this will not happen again.

In the international context, our proposal will seek greater authority to seek and obtain information from foreign governments and organizations concerning possible safety defects that could show up in the United States. We will believe that greater interaction with foreign safety agencies will help us get an early warning of problems before they occur here. Conversely, we could provide useful information to foreign governments, if they find themselves in a similar situation..

Our new proposal will also seek to close a number of loopholes in our ability to get timely information from manufacturers and other sources about possible defects. We should have full authority to get safety information from manufacturers about their claims experience, as well as warranty and adjustment data. We need the same type of information from the companies who supply original equipment, such as braking systems, to the vehicle manufacturers. And we need to get timely information about claims information from the insurance industry. Our bill will seek authority for each of these measures. It will also seek to remove the ceiling on penalties for related violations.

Finally, Mr. Chairman, we will seek additional funding for NHTSA's safety enforcement program. The Office of Defect Investigation needs to have additional resources, both in funding and in people, and we will ask the Congress to provide it. We will immediately reprogram \$1.8 million of FY 2001 funding to the Firestone investigation from other NHTSA activities.

I know that several members of Congress have either introduced legislation or are considering introducing legislation. We welcome these initiatives, as well as yours, Mr.



Chairman, and want to work together to secure the enactment of effective legislation that will strengthen highway safety.

I believe that this legislation will give us the expanded authority that we need. I pledge that as long as I am Secretary, we will do everything in our power to use this authority, and our existing authority, vigorously. My constant message to Departmental staff is that we must be vigilant and visionary. I can think of no clearer case in which this message must be heard: we must look to the future and guard against any repetition of tragedies caused by defective vehicles or equipment.

Mr. Chairman, this concludes my testimony. Dr. Bailey and I will be glad to answer your questions.





FOR IMMEDIATE RELEASE  
Monday, September 11, 2000

Contact: Averyl Bailey  
Tel.: (202) 366-4570

***MEDIA ADVISORY***

**U.S. Secretary of Transportation Rodney E. Slater To Launch CFC Fundraising Drive**

U.S. Secretary of Transportation Rodney E. Slater, who has volunteered to serve as the chair of the 2000 National Capital Area Combined Federal Campaign (CFC) for the third time in four years, will launch this year's federal employee fundraising drive at 2:00 p.m., Tuesday, September 12, at Constitution Hall.

The National Capital Area CFC is one of the largest workplace giving programs in the United States, representing over 350,000 employees. The theme for this year's fundraising drive is, *It All Comes Back to You*.

"In this first CFC Campaign of the new millennium, I look forward to reaching even higher goals, to serving even more children, families and individuals who are in need," said Secretary Slater. "Through the wonderful work of over 3,000 charitable organizations, we have the privilege of providing assistance and making a difference in thousands of lives across the country."

Secretary Slater will challenge the federal workforce to improve on its participation rate from last year, in which just over half the federal workers participated in CFC, setting a near \$45 million record. Secretary Slater also served as National Capital Area CFC chair in 1997 and 1998, each record-breaking years with employee contributions of \$37.7 million in 1997 and \$40.8 million in 1998 to support non-profit charities.

Donations through CFC can be designated to charitable agencies that provide meals for hungry children, relief for families in need of counseling, further work on cures for diseases, comfort for the dying, access to water in the Third World, environmental protection, and better lives and renewed hope for millions of people in our global community.

**WHO:** U.S. Secretary of Transportation Rodney E. Slater  
**WHAT:** Kick-Off for the Combined Federal Campaign (CFC)  
**WHEN:** 2:00 p.m., Tuesday, September 12  
**WHERE:** Constitution Hall

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## Speech

REMARKS PREPARED FOR DELIVERY  
SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
THE COMBINED FEDERAL CAMPAIGN 2000 KICK-OFF  
SEPTEMBER 12, 2000  
WASHINGTON, D.C.

Thank you, John Winston. And thank you, Sergeant Kevin Fulcher, for that moving account about your son. Thank you, too, Janine Scott, for sharing with us your story. This is what CFC is all about -- people helping people through tough times and daunting circumstances. These are just a few of the thousands and thousands of stories out there that demonstrate how CFC changes people's lives.

When President Clinton asked me to chair the CFC again this year, I was honored and delighted. As Chair in 1997 and 1998, I was proud to be a part of those wonderful efforts and to experience first-hand how generous our federal employees can be. I was proud to be part of the largest workplace contribution-raising program in the world. One point three (1.3) million federal employees participated nationwide last year.

And I'm delighted to see so many familiar faces today. It's a pleasure to be working again with leaders like Norm Taylor, the Director of the Combined Federal Campaign (CFC) and the "Mayor of the Pentagon" Doc Cooke, who chairs the CFC Board of Directors. With leaders like these -- and so many others -- I'm confident that we are ready to move forward to even greater accomplishments than in years past.

Last year, campaign leaders like you raised a record-setting \$44.4 million. We spread the circle of participation to unprecedented levels, as more people than ever made pledges and contributions to the CFC. And the reason that happened was that volunteers like you were willing to go the extra mile and willing to make that one extra phone call.

Based on last year's record performance, we're ready to raise the bar. This year we're set to move to higher ground, with a new, record-level Campaign Goal of raising \$46 million. And we've got two great new tools to help us. Number one, retirees will be able to participate for the first time ever. Number two, contributors can use an automated pledge card.

My heart tells me we're going to do it.



I know we can do it because I know what federal employees already do every day on the job. What we do as public servants is nothing less than transform the quality of life for the American people through the programs and activities of our agencies.

At the Department of Transportation, for example, we know that transportation is about more than concrete, asphalt and steel. Transportation is about creating the means by which people can get to work, to school, to the doctor's office, to the grocery store as well as to recreational facilities. Transportation is the tie that binds our communities together.

And I know that the mission at each of your agencies has equally high aims. Your purpose and your mission are also about people.

As servants of the public, government employees are about working together to build communities. And that is also what the CFC is all about. Here we are, working together to build a better National Capital Region. We are here to help our neighbors out of the depths and into the broad sunlight of new possibilities and opportunities.

As President Clinton has said, "As children of God, we can never fulfill our own ambitions until we help our brothers and sisters to fulfill their ambitions."

CFC's theme is that *All All Comes Back to You.*" And CFC's success does "all come back to you," back to your efforts to encourage your friends and colleagues to participate -- and to build our community together. Without the hard work of volunteers like you, we could not meet record-level goals year after year. You are the spirit and the backbone of the CFC.

I have been involved in fund-raising efforts before. I know it's not easy to ask people for money. But, if you know in your heart that it's the right thing to do, it makes asking a little bit easier. Knowing that our CFC contributions do 'come back to us' when we need it -- in the form of community programs, outreach and specialized care -- makes asking easier still.

The key to our continued success is to increase employee participation. And there is clearly room for participation to grow. Only half of all our co-workers contributed last year. If we can educate just a few more colleagues on the value of generosity, we can easily meet our new campaign goal.



Just remind your colleagues that *"It All Comes Back To You."* And remind them, that as citizens of this community, we all have an obligation to work together to build an even better place than the beautiful community that has been given us.

*"It All Comes Back to You"* -- as Sergeant Kevin Fulcher and Janine Scott remind us, the CFC comes back to us when we need help. CFC is that extra security blanket any one of us may need someday.

When I took my daughter to visit the Hospital for Sick Children, she saw what life was like for the less healthy and the less fortunate. She also saw the hope in the eyes of the children she met, hope that resulted from the kind of care CFC can provide through our contributions.

CFC not only helps children, it helps people of all ages and in all manner of circumstances and conditions. When I go to CFC-supported agencies that work with our community's senior citizens, I see faces that remind me of my wonderful grandparents, aunts and uncles who helped raise me.

These living treasures are helped through our involvement in the CFC -- and I'm grateful for that. We owe our elders so much. They're our link to the past century and will be our guiding light in this new millennium.

Let me end on this. I once visited the home of Alex Haley, the author of *"Roots,"* and the brother of my mentor, U.S. Ambassador to The Gambia, George Haley. For 20 years, Alex Haley was an active duty member of the United States Coast Guard, which - during peacetime -- is part of the U.S. Department of Transportation. And I read the great epitaph that Mr. Haley had carved on his gravestone: *"Find the Good and Praise It."*

We don't have far to look to "find the good" in the National Capital area -- just visit one of the great CFC programs that will benefit from our work on this year's campaign.

As we begin this year's CFC campaign, and we've met our goal, let me praise all of you in advance for what you are about to accomplish. Thank you for taking the time to make this community B and this world -- a better place.

Thank you.

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## Speech

**REMARKS PREPARED FOR DELIVERY  
SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
BACK-TO-SCHOOL EVENT  
SLIGO CREEK ELEMENTARY SCHOOL  
SILVER SPRING, MARYLAND  
SEPTEMBER 12, 2000**

Thank you Deputy Administrator Millman for bringing us all here today and for that warm introduction. Thank you, Sligo Creek Elementary School, for inviting me to talk about a topic close to my heart: transportation safety for students.

Thanks especially to the terrific young artists who drew these pictures showing how to get to and from school safely.

There are some future transportation workers here, I can tell. Keep studying your fractions and division because you'll need to use lots of science and math to work in transportation.

Congratulations also to the adults here with us today -- and to the Sligo Creek parents, educators and the high school students who demanded construction of a sidewalk, a new traffic pattern and a new stop sign to protect students coming and going home from school. Sligo Creek students are fortunate to have you around to make safety a top priority.

And today we want to support this spirit of looking out for our children. We've brought handouts for the adults and fun safety items for the students.

This handout, "Getting to School Safely," tells us what we can do to keep kids safe. As a parent with a child in elementary school, I know that we are the most crucial step in safe travel. We see our children off in the morning, we drive our youngsters to the mall. We're the ones who teach our children right from wrong. It's our responsibility to make sure that our children's transportation is as safe as it possibly can be.

This side of the handout reminds us of the five transportation risks children face getting to school, such as not buckling up our children in the car or not making sure they wear helmets while riding a bike. Helmets work -- they reduce the risk of head injury by as much as 85 percent. Bike riders without helmets are 14 times more likely to die from a bike crash than those wearing a helmet.



The reverse side of the handout tells us the Top Ten Steps we can take to make sure our children get to school safely. These guidelines include teaching a child to look "LEFT-RIGHT-LEFT" for traffic in all directions, before crossing the street. As parents, we need to work with educators, city officials and other people to create a safe school drop-off zone, like the PTA did here at Sligo Creek Elementary.

As adults, we must work together to make sure that our children live by these rules every day. Please join me in promising to get our children to and from school safely -- and that includes reading the other materials in your packet, such as "A Parent's Guide to Booster Seats" and the "Walkability Checklist." "Safety is a promise we must make and keep together."

All of our efforts today are part of DOT's Traffic Safety Agenda for Children, a \$30 million dollar package of innovative programs. Indeed, our commitment has already begun to pay off -- and better than ever expected. President Clinton's goal of reducing fatalities by fifteen percent among children five years and younger has been met a year in advance.

Thank you for being such a good bunch of listeners this morning. Now it's time for us to have some fun -- and to learn about traffic safety at the same time. Let's break up into smaller groups so everyone can get close enough to see what's happening. You'll rotate around to the different stations that demonstrate bus safety, where we'll go over the five giant steps. At bike safety, you'll try on helmets. Another station will teach you how to be a good pedestrian. At the car safety demonstration, you'll learn to buckle up.

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REMARKS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
BACK-TO-SCHOOL TRANSPORTATION SAFETY EVENT  
SLIGO CREEK ELEMENTARY SCHOOL  
SILVER SPRING, MARYLAND  
SEPTEMBER 12, 2000

Thank you for inviting me to Sligo Creek Elementary School to talk about a topic close to my heart: transportation safety for students.

**[TURN TO STUDENTS]**

Thanks especially to the terrific young artists who drew these pictures showing how to get to and from school safely.

**[QUESTION STUDENTS]**

*Now, whose picture is this one? Can you tell me more about it?*

There's some future transportation employees here, I can tell.

**[QUESTION STUDENTS]**

*Who wants to work with cars, airplanes, trains, boats or even the space shuttle? Give me a show of hands. Keep studying your fractions and division because you'll need to use lots of science and math to work in transportation.*

**[TURN TO ADULTS]**

Congratulations are also in order for this side of the room, to the Sligo Creek parents, educators and the high school students who demanded construction of a sidewalk, a new traffic pattern and a new stop sign. Sligo Creek students are fortunate to have you around to make safety a top priority.

Many students are not so fortunate. Motor vehicle crashes are the leading cause of death for school-age children. Fifteen children were killed and 1,737 were injured in motor vehicle crashes **every day** in 1998. Six out of ten of those children killed were unrestrained. If they'd been buckled up, half of them might have survived. Preventing these and other transportation-related deaths is the reason we're here today.

Under President Clinton's leadership, the use of seat belts and child safety seats are at an all-time high and traffic deaths are at an all-time low. While that's progress, we must do more.



So today I'm going to go over a list of safety "do's and don'ts" for students -- and adults. First, let's remind ourselves of the five key dangers children face in going to and from school safely.

The risks are:

1. Not Using Seat Belts and Child Safety Seats
2. Busy Streets and Unsafe Motorists
3. Unsafe School Bus Stops
4. Low Bicycle Helmet Use
5. Unsafe School Drop-Off Zones

Now I'd like to talk to the students about transportation safety. You adults can listen in.

### **[TURN TO STUDENTS]**

Here's the list of the top ten steps you can take to be safe:

1. Use the correct seat belt or safety restraint while riding in a car. Sit in a booster seat with a seat belt on if you weigh between 40 and 80 pounds.
2. Never ride unrestrained in a vehicle. Sit in the back seat where it is safest until you're at least twelve years old.
3. Do not cross an intersection without adult supervision.
4. Stop at a curb and look "LEFT-RIGHT-LEFT" for traffic in all directions before proceeding.

### **[QUESTION STUDENTS]**

*Let's practice that now. What do we say and do when we're at a curb? Let's look "LEFT-RIGHT-LEFT." That's it. Also, you should "STOP, LOOK AND LISTEN" before crossing railroad tracks and never play on or near the tracks.*

5. Always wear a correctly fitted bicycle helmet.



**[QUESTION STUDENTS]**

*How many of you ride bikes, either to school or just for fun? Now how many wear a helmet?* I wanted to see all hands stay up, since helmets reduce the risk of head injury by as much as 85 percent. Non-helmeted bike riders are 14 times more likely to die from a bike crash than those wearing a helmet.

6. Learn the bicycle "rules of road" at the same time you learn how to ride a bike. Tell your parents and friends that riding an oversized bike is especially dangerous.
7. An adult should go with you to the bus stop; try to get there at least five minutes early. Take "five giant steps" out from the front of the bus before crossing the street. Ask the bus driver for help if you drop something near the bus.

Following these guidelines will help you get to school safely. Now, these last three safety "do's and don'ts" are for the adults gathered here. You can feel free to listen along while I tell your teachers and parents what they can do to keep you safe.

**[TURN TO ADULTS]**

8. Parents and educators need to work with local police to enforce and publicize school bus laws. Many drivers are unaware that they should not pass a school bus that displays flashing red warning lights and extends the stop signal arms.
9. Parents should coordinate with school officials to create a safe school drop-off zone.
10. If the school drop-off zone has a heavy volume of traffic or a high speed limit, work with local officials to reduce speed limits and post flashing warning signs.

And all of us adults must work together to make sure that our children live by these rules every day. Let's take responsibility for getting children to and from school safely. "Safety is a promise we must make and keep together," -- something we always say at the Department of Transportation.

**[TO STUDENTS]**

Thanks for being such a good bunch of listeners. Now you're experts on how to get to school safely.



**[QUESTION STUDENTS]**

*Here's your pop quiz for the day. Who can tell me how many giant steps you should take walking away from the bus? [Answer: 5] Good. I'm glad you know the drill.*

Let's break into smaller groups to demonstrate traffic safety. I'll show my group bus safety. Other groups will demonstrate bike safety, how to be a good pedestrian, and car safety.

[NHTSA will supply talking points for the bus demonstration.]

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9-63

THE SECRETARY OF TRANSPORTATION  
WASHINGTON, D.C. 20590

September 12, 2000

The Honorable John McCain  
Chairman, Committee on Commerce,  
Science, and Transportation  
United States Senate  
Washington, DC 20510

Dear Mr. Chairman:

Thank you for your recent letter regarding the recall of Firestone ATX, ATX II, and Wilderness AT tires by Bridgestone/Firestone, Inc. (Firestone). After becoming aware of a significant number of complaints about these tires, the National Highway Traffic Safety Administration (NHTSA) opened a defect investigation on May 2, 2000. It was largely as a result of this investigation that, on August 9, 2000, Firestone announced that it would recall 14.4 million of these tires to remedy a safety-related defect. In your letter, you expressed concern about Firestone's original plan to conduct this recall in phases and about the adequacy of NHTSA's data collection systems with respect to the identification of safety-related defects.

Firestone has estimated that, as of August 9, approximately 6.5 million of the 14.4 million defective tires were still on the road. When Firestone originally announced the recall, it stated that in view of its limited inventory of Firestone replacement tires and limited production capacity, it would focus its tire replacement efforts in the four states in which most of the reported incidents had occurred (Texas, Florida, California, and Arizona). At our urging, Firestone changed this plan and announced that the recall will be conducted on a nationwide basis, with owners in all areas of the country eligible to obtain replacements on an equal footing. Moreover, in an effort to deal with the shortage of Firestone replacement tires, the company has advised the public that it will provide a reimbursement of up to \$100 per tire to all individuals who elect to have their defective Firestone tires replaced with a competitor's tires. Firestone has also announced that it will airlift additional replacement tires from Japan.

On August 30, 2000, NHTSA staff met with Firestone representatives in Washington and recommended that Firestone expand the recall to include additional tire lines and sizes. On August 31, Firestone advised NHTSA that it would not voluntarily do so at that time. After Firestone chose not to expand the recall, NHTSA issued a consumer advisory on September 1 to alert consumers that 1.4 million additional tires had tread separation rates as high or higher than the tires that were recalled. NHTSA is continuing the investigation it began in May. The agency's highest priority is to determine whether additional tires should be recalled and get them replaced.



With respect to data gathering, NHTSA's Office of Defects Investigation (ODI) obtains information about possible safety defects from a wide variety of sources. The vast majority of ODI's investigations are opened on the basis of complaints received from consumers. Last year, ODI received approximately 50,000 consumer complaints, mostly through NHTSA's toll-free hotline, 1-888-DASH-2-DOT (1-888-327-4236), and its Internet Website, www.nhtsa.dot.gov. ODI also receives information from fleet operators, attorneys, repair facilities, and auto clubs. ODI enters these data into its consumer complaint database (with summaries available to the public over the Internet) and reviews it on a regular basis to identify trends that might warrant the opening of a formal defect investigation. ODI opens between 80-100 investigations per year, of which approximately one-third lead to recalls.

In addition to these sources, ODI requires manufacturers of motor vehicles and motor vehicle equipment (including child safety seats and tires) to provide, on a monthly basis, copies of communications about defects (safety or otherwise) sent to more than one manufacturer, dealer, distributor, lessor, lessee, or purchaser. These submissions are required by 49 U.S.C. 30166(f) and 49 CFR 573.8. ODI reviews these communications to see if the problems that they refer to should be remedied through a safety recall.

The Administration earlier this year transmitted to Congress a legislative proposal to substantially strengthen other aspects of vehicle safety enforcement. This legislative proposal would amend the Motor Vehicle Safety Act to increase the civil penalty for a violation, remove the ceiling on civil penalties for related violations (a change from the \$4 million limit originally sought), extend the period during which vehicles and tires are subject to recall, and require manufacturers to test their products before certifying their compliance with standards.

We are resubmitting these proposals in conjunction with a larger legislative package which also includes proposals that would enable DOT to enhance its authorities in the following areas:

- **Obtain safety information from foreign entities.** Provide enhanced authority to require foreign subsidiaries of U.S. corporations and foreign corporations with U.S. subsidiaries to keep records, and provide reports relevant to determining whether obligations under U.S. vehicle safety laws are being met. This stronger authority could be used to obtain, for example, information about foreign recalls and consumer satisfaction campaigns involving vehicles and equipment similar to vehicles and equipment sold in the U.S. The proposed authority would be exercised consistent with international trade obligations.
- **International cooperative programs relating to motor vehicle and traffic safety.** Provide express authority to cooperate internationally to enhance motor vehicle and traffic safety by exchanging information related to safety defects, noncompliances with motor vehicle safety standards and regulations, and other matters related to motor vehicle safety, conducting vehicle safety research, and updating, developing and promoting improved motor vehicle safety standards and enforcement procedures.
- **Tighten reporting requirements to fix loopholes.** Require manufacturers to report when they have a reasonable basis to conclude that a defect may exist. Reporting by insurance companies would also be required in certain circumstances.

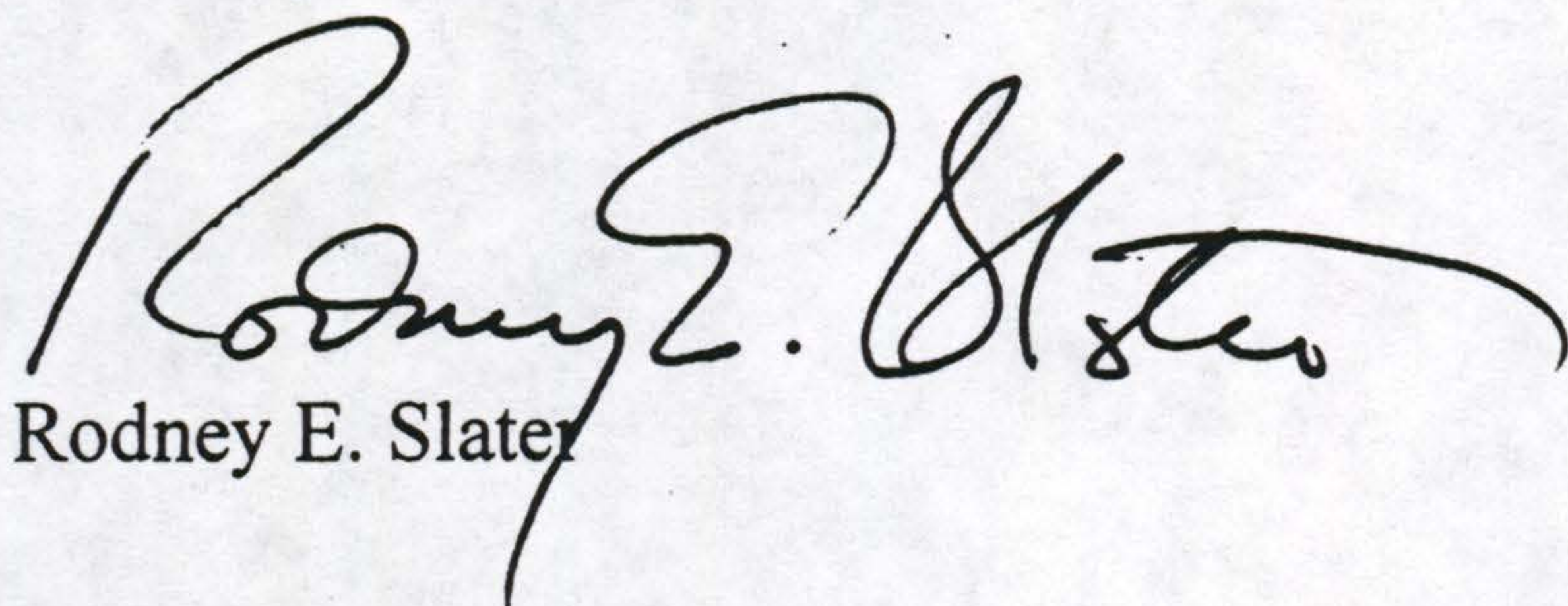


We look forward to working with you and the staff of the Commerce Committee on these and other legislative initiatives that can help NHTSA strengthen motor vehicle safety for all Americans. I know that several members of Congress have either introduced legislation or are considering introducing legislation. We welcome their interest and yours in these critical matters.

Finally, it must be emphasized that there is a continuing need to avoid legislative measures which would undermine the Department of Transportation's existing authority to enforce vehicle safety requirements, such as the provision in the Senate version of the FY 2001 Transportation appropriations bill that would prohibit NHTSA from providing rollover ratings to consumers.

If you have any further questions about these issues, please contact me or Michael Frazier, Assistant Secretary for Government Affairs, at (202) 366-4573.

Sincerely,



Rodney E. Slater





**Speech**

REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
GALA 2000: A CELEBRATION OF DISTINGUISHED SERVICE  
EMBRY-RIDDLE AERONAUTICAL UNIVERSITY  
NATIONAL AIR AND SPACE MUSEUM  
SEPTEMBER 13, 2000  
WASHINGTON, D.C.

On behalf of the United States Department of Transportation, I am honored to join Embry-Riddle Aeronautical University (ERAU) and its distinguished guests for today's Gala 2000, recognizing achievements in aviation and aerospace safety.

I am especially delighted to be here tonight as the U.S. Department of Transportation and your esteemed university share a proud moment in what is happening right now in an earth orbit 229 miles above us. As has been mentioned earlier, Lieutenant Commander Daniel Burbank, who holds a Master's Degree from Embry-Riddle Aeronautical University, is at this moment aboard the Space Shuttle Atlantis, working to prepare the International Space Station for its first permanent crew. Daniel is also a member of the Department of Transportation family, as a graduate of the United State Coast Guard Academy and a Lieutenant Commander in the U.S. Coast Guard. Thank you, Daniel, for making us all proud of your incredible and glorious achievement in the cosmos.

Safety is a promise we make and keep together. And one of the important ways we encourage each another to ever higher levels of achievement, in former Coast Guard member Alex Haley's words -- is "to find the good and praise it." Gala 2000 is a great occasion for us to come together and praise the good in aviation safety.

In praising the good in aviation safety, I add my voice to the chorus of congratulations to the first-ever Pinnacle Award recipients. The DuPont Company, as you heard earlier, deserves recognition for adopting a corporate safety policy and becoming a leader in safety education. The Flight Safety Foundation has been a valuable innovator for many years, initiating the collection and distribution of mechanical malfunction reports, a task now performed by the FAA. Pinnacle honoree Frank Del Gandio is a treasured member of the DOT family at the FAA and I am particularly pleased to be here tonight as you honor him. The



Department of Transportation as well as industry are fortunate to have benefitted from Frank's expertise in protecting air safety investigators from blood-borne pathogens.

While Embry-Riddle holds this ceremony to recognize these Pinnacle Award contributions, I gratefully acknowledge and appreciate ERAU's contributions as a leader in aviation. ERAU recently identified crucial issues in aviation and safety and, as a result, developed new degree programs -- in Applied Meteorology, Air Traffic Management, and Safety Science -- that will continue to make Embry-Riddle the leader in aviation and particularly the leader in making our skies safer. ERAU's faculty and administrators deserve a huge amount of credit for assessing the current state of aviation and then acting on their findings to create these innovative programs. Embry-Riddle Aeronautical University could have rested on its laurels; after all it has more than 40,000 graduates working around the world -- even as far away as ERAU's Space Physics Research Lab at the South Pole. But Embry-Riddle knew it had to -- and could do -- more, so Embry Riddle did what needed to be done. Efforts like these show us how Embry-Riddle has not only kept pace, but kept ahead of the times.

At the Department of Transportation, we strive to keep ahead of the times, too. Today's larger world and transportation needs require a substantial federal investment. President Clinton has requested a record-level \$55 billion investment in transportation in the next Fiscal Year budget. President Clinton and Vice President Gore this year were able to secure \$40 billion worth of funding over a three-year period for the FAA to modernize the air traffic system and to fund airport construction projects.

*Safety* is President Clinton's top transportation priority and the North Star guiding everything we do at the U.S. Department of Transportation. The Clinton Administration's goal is to reduce the commercial accident rate by 80 percent by the year 2007. And during this longest ever peacetime economic expansion under the leadership of President Clinton and Vice President Gore, more and more Americans are boarding planes than ever before. The Department of Transportation has joined with the private sector to develop new ways of thinking about aviation safety -- an increasingly difficult task in a rapidly expanding world.

DOT and industry have already successfully come together on several projects to improve aviation safety and security.



President Clinton announced earlier this year the Aviation Safety Action Program (ASAP). ASAP is the next step in the FAA's Safer Skies program. It will encourage aviation employees to report safety-related issues and incidents to their employers and to the FAA on an expedited basis. And ASAP protects employees and provides them with incentives to report safety problems swiftly.

"Safer Skies" is a focused, data-driven strategy to review accident and incident data in the highest accident categories. The Commercial Aviation Safety Team (CAST), part of the "Safer Skies" initiative, is the joint industry and government steering group leading this effort. CAST has selected Controlled Flight Into Terrain (CFIT), Approach and Landing, Loss of Control, Uncontained Engine Failure, Runway Incursion and Weather Accidents as high priority issues since they are the leading causes of commercial fatal accidents.

Flight Operations Quality Assurance (FOQA) is a voluntary program under which airlines disseminate data gleaned from on-board Digital Flight Data Recorders to spot safety trends. FOQA will provide the FAA with the data needed to allow the agency and the industry to target resources and to address problems before they occur. FOQA will provide information and insights to enhance line operational safety, training effectiveness, operational procedures, maintenance and engineering procedures, air traffic control procedures, and airport surface safety. FOQA data will not be used for enforcement purposes, except in egregious cases.

Vice President Gore's White House Commission on Aviation Safety and Security also collaborated with the FAA to address the safety and reliability of systems on commercial aircraft. The FAA's *Aging Transport Non-Structural Systems Plan* resulted from the Vice President's Commission and works with the airlines and manufacturers to examine aging systems, which includes electrical wiring, connectors, wiring harnesses, and cables.

Public-private partnerships have already had a profound impact, yet they do not receive enough credit. The decreasing number of attacks against civil aviation, to give just one example, attests to the effectiveness of the current worldwide system of security measures that we have built together over the last thirty years.

Public-private partnerships are increasingly important in the age of globalization, which places rapidly increasing demands on the aviation industry. Globalization, President Clinton has declared, is "The central reality of our time"



and he has stressed the importance of wise and informed transportation choices to "Make our communities more livable, give our citizens greater choice and mobility, protect our environment and help create a truly global community."

The last decades of the twentieth century have witnessed the extraordinary growth in international economic relationships, the almost instantaneous flow of capital across national boundaries, and new production and distribution methods. Developing countries, while still benefitting from lower labor costs, must rely less on abundant natural resources and more on access to international transportation and telecommunications, the quality of local infrastructure, and a supportive policy climate to compete in the global marketplace. Advanced nations have already adjusted to these changes and continue their economic integration into the global marketplace as they improve their transportation and communication networks.

International commerce today is 18 percent of the total world economic output and this percentage will increase significantly during the next two decades. International transportation systems and domestic collection, distribution and intermodal facilities will be severely strained without careful planning. Transportation systems that serve global trade, as well as the urban infrastructure that supports industrialization and living standards, must be reconstructed. Nations, partnered with industry, must improve the performance of today's transportation systems by investing in new technologies and modernizing regulatory and financing institutions.

The challenges of globalization present opportunities in transportation policy and decision-making. A collective visionary and vigilant leadership will be required of all stakeholders, whether you are an airline manufacturer, a shipping company or an airline. Public and private sectors will have to work together to continually maintain and improve our investment in transportation.

DOT will host the International Transportation Symposium in Washington, D.C. next month to assess our changing world. The International Transportation Symposium builds on the achievements of last year's Aviation in the 21<sup>st</sup> Century - Beyond Open Skies Ministerial -- by extending the discussion to all modes of transportation. The International Transportation Symposium will foster the discussion of aviation safety, along with such issues as changing consumer expectations, seamless modal integration and workforce capacity.

Globalization has forever changed the way we grow, communicate and learn. Globalization has also unleashed new challenges and opportunities that fundamentally affect the way government, together with its stakeholders, makes



judgments and decisions about the future. This new world of change demands a new way of thinking about transportation, including thinking about new tools, new alliances and a new architecture. These changing times will lead the government and the private sector to rely even more and more on Embry-Riddle to continue to inject the aviation industry with fresh talent and forward-thinking experts.

In the tradition that I come from, no sermon is complete without an "altar call." My charge as your Keynote Speaker is this: We must also think about the human element and our role in improving the quality of living for all as we contemplate security and safety. The transportation future must also be *international in reach*, connecting us to markets and destinations around the world.....*Intermodal in form*, enabling us to achieve a balance among the various modes of transportation... *Intelligent in character*, allowing us to harness the awesome power of technology in ways that benefit people...And *inclusive in service*, leaving no one behind. Together, as partners, government and the private sector -- with the continued infusion of creative thinking, talent and innovation from Embry Riddle -- we can achieve these goals. Our past successes in collaboration have already proven that all of us are up to meeting these new challenges in the era of globalization.

Thank you.

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ORAL STATEMENT OF  
RODNEY E. SLATER  
SECRETARY OF TRANSPORTATION  
before the  
COMMITTEE ON COMMERCE, SCIENCE, AND TRANSPORTATION  
September 14, 2000  
concerning  
AIRLINE DELAYS

Thank you, Mr. Chairman and Members of the Committee.

Administrator Garvey and I are pleased to be here today to report on the immediate steps the FAA and U.S. Department of Transportation are taking to deal with the unacceptable level of airline delays and flight cancellations currently disrupting the lives and schedules of tens of thousands of air travelers across the country.

These disruptions must be ended. My prepared testimony outlines the urgent steps Administrator Garvey and I have taken to address these issues -- as well as some of the long-term efforts now underway to upgrade our nation's aviation infrastructure to meet the challenges of this new century and new millennium. I ask that my written statement be part of the hearing record.

I am confident that we can resolve the service problems facing U.S. aviation today, because this Administration already has a proven track record of helping the aviation industry through its darkest hours, when the very existence of the industry as we know it was seriously threatened.

When President Clinton and Vice President Gore took office in 1993, U.S. airlines had collectively lost \$10 billion dollars over the prior three years. Eastern and Pan Am were already out of business and others were on the verge of bankruptcy. The aviation industry was on the verge of slipping into an economic abyss.

Just as we are now with respect to airline delays and cancellations, this Administration moved promptly to take effective action. From Day One we understood the critical role aviation plays in a healthy economy.

That's why President Clinton traveled to Washington State to meet with airline industry leaders almost immediately after taking office.

And that's why the President and Vice President Gore strongly supported the Baliles Commission Report's recommendations on how to put this industry back on course.

The plan launched by the industry and the President at Everett, Washington worked. Aviation can now look back on six consecutive years of growth. And if we can successfully resolve the service issues the Committee is considering today, U.S. aviation can look forward to even better times ahead.



As we begin aviation's second century, this industry stands poised to be for the 21<sup>st</sup> century what the Eisenhower Interstate Highway System was for the second half of the 20<sup>th</sup> century.

Unlike the aviation problems we inherited, the issues we face today are the problems of growth and success, rather than economic failure. And I believe that this Administration and the Congress already have most of the elements in place to successfully deal with the problems of growth.

On our part, the FAA and the Department's strategy has been to focus on strategic issues:

- We have emphasized economic deregulation, while acting to address the "pockets of pain" and simultaneously maintaining the highest aviation safety standards
- We have promoted airline competition in numerous ways, benefiting the consumer while supporting new passenger protection rights
- We have worked for infrastructure growth -- a basic tenet of President Clinton's "big picture" approach from the beginning
- And we have responded to the globalization of this industry by forging "Open Skies" agreements with more than 40 nations

And let me take this opportunity to thank the Congress for the new tools you have provided us in AIR-21. Together we have forged a remarkable bipartisan consensus in the Congress to support the heavy costs of upgrading the air traffic control system.

And working together, I believe, is the key to solving the issue of excessive delays and flight cancellations we are here to discuss today. By working together, the airline industry and government were able to save U.S. aviation eight years ago. And working together will also be the key to success with the challenges we face today.

As part of that effort, I will be meeting with the Air Transport Association Board of Directors later today to hear their views about what should be done.

Today's meeting is a follow up on meetings with all of the stakeholders in the industry over the past few weeks. I have just returned from travel to five of the largest hub airports across our nation to hear the views of workers actually on the front lines of this industry.

We have also established a joint task force at the Department and the FAA to focus on steps we can take now to reduce delays and cancellations.

I hope I can count on your continued bi-partisan support for our efforts.

Thank you, and Administration Garvey and I would be pleased to take your questions.

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**FOR IMMEDIATE RELEASE**

Wednesday, September 13, 2000

Contact: Yvette Lester

Telephone: 202-493-6024

***Media Advisory***

**Federal Railroad Administrator  
To Announce 10-Year Contract Agreement with  
Transportation Research Center**

Federal Railroad Administrator Jolene Molitoris on Sept. 15, will be joined by Association of American Railroads (AAR) President Ed Hamberger, and Roy Allen, President of Transportation Technology Center, Inc. (TTCI) to announce the signing of 10-Year Contract Agreement for TTCI to operate the Transportation Technology Center, leased by the Federal Railroad Administration near Pueblo, Colo.

- WHO:** Federal Railroad Administrator Jolene Molitoris  
Ed Hamberger, President, Association of American Railroads  
Roy Allen, President, Transportation Technology Center, Inc.
- WHAT:** 10-Year Contract Agreement Announcement
- WHEN:** 10:30 a.m. (EDT), Friday, Sept. 15, 2000
- WHERE:** Federal Railroad Administration  
Administrator's Conference Room, 7<sup>th</sup> Floor  
1120 Vermont Ave., N.W.  
Washington, D.C. 20005

OR

By Teleconference. Please call the contact above to confirm participation and receive the telephone call-in number.

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REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
AMTRAK RECEPTION - CONGRESSIONAL BLACK CAUCUS FOUNDATION  
30<sup>TH</sup> ANNUAL LEGISLATIVE WEEK  
SEPTEMBER 13, 2000  
WASHINGTON, D.C

I am delighted to join you for tonight's reception. It is indeed a privilege to accept the very prestigious Trailblazer Award and the high honor it brings. Anyone who aspires to be a leader quickly discovers that it is the people out there doing the work -- the ones on the front line -- who make leaders, not the other way around.

I accept this award, not for myself alone, but also on behalf of the 100,000 visionary and vigilant employees of the U.S. Department of Transportation who work hard -- day in and day out -- to ensure that the American people have safe and accessible transportation in the 21<sup>st</sup> century.

I thank President George Warrington and Amtrak for their generosity in hosting tonight's celebration in support of the Congressional Black Caucus Foundation's 30<sup>th</sup> Annual Legislative Conference.

The Congressional Black Caucus and its members, led by the esteemed Congressman James Clyburn of South Carolina, have long given voice to the millions of citizens from urban and rural America who strive for a better tomorrow. The CBC has often been referred to as the "conscience of Congress" for the very vital work they do.

I also thank each and every Caucus member for all that they do here in our nation's capital, and in their home districts, to promote diversity and equality of opportunity.

President Clinton and Vice President Gore know that diversity can be our nation's greatest strength. At Amtrak, President Warrington knows that diversity is good business which brings good results. Companies that look like America can better understand and serve America.



I applaud President Warrington's commitment and vision to promoting diversity throughout Amtrak. His appointment of a capable leader like Ms. Wanda Morris-Hightower to the newly formed Office of Business Diversity, clearly demonstrates Amtrak's commitment to opening doors of opportunity.

Next month the U.S. Department of Transportation will join Amtrak, and the Burlington Northern and Santa Fe Railway, in a joint partnership to promote diversity throughout the rail transportation industry.

Webster's Dictionary describes a trailblazer as one who blazes a trail to guide others. This partnership between the U.S. DOT and the American railroad industry will blaze a "diversity trail" for others in the industry to follow.

Let me close with this. A. Phillip Randolph, grandfather of the civil rights movement, is another *Trailblazer*. He clearly understood the power of partnership -- the power of what people can accomplish by working together to reach higher heights. Tomorrow his legacy will be on exhibit here in the West Hall. We can thank Amtrak for sponsoring this national tour. I encourage you to see it. I know it will inspire each of us to work better together on behalf of all of America in this great new century and new millennium.

Again, I thank President Warrington and the Amtrak Board Members for this recognition and for the very great honor you have given me tonight

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REMARKS AS PREPARED FOR DELIVERY  
US SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
CONGRESSIONAL BLACK CAUCUS FOUNDATION  
29<sup>TH</sup> ANNUAL LEGISLATIVE CONFERENCE  
TRANSPORTATION BRAINTRUST  
A NEW VISION FOR TRANSPORTATION: DEVELOPING BLACK ENTERPRISE  
SEPTEMBER 15, 2000  
WASHINGTON, DC

Good morning. I am delighted to have this opportunity to participate in my fourth Congressional Black Caucus Foundation Transportation Braintrust.

I want to personally thank Representatives *Elijah Cummings* and *Eddie Bernice Johnson*, and past and current chairs, Representatives *Maxine Waters* and *Jim Clyburn*, along with all of the dedicated members of the Congressional Black Caucus who have worked with me -- who have supported me both as U.S. Secretary of Transportation and Federal Highway Administrator -- in order to lay the groundwork for a transportation system of the future that meets the needs of all Americans.

I also want to thank Ronald Freeland and the Conference of Minority Transportation Officials (COMTO) for the great work they are doing to promote employment and contracting opportunities for African Americans in the transportation field. I am particularly grateful for COMTO's support of U.S. DOT Garrett A. Morgan Transportation and Technology Futures program, which has already introduced more than one and a half million students to the exciting possibilities of a professional career designing, building and operating the high-tech transportation system of the 21<sup>st</sup> century. Together, COMTO and the U.S. DOT are '*filling the pipeline*' for the next generation of transportation professionals.

The Garret Morgan Program is just one of the many efforts underway at the U.S. Department of Transportation to ensure that the doors of opportunity remain open to all of America. We are committed to implementing policies and programs that create a level playing for everyone who wants to participate.

That's why we fought so hard -- with the CBC's help -- to keep the Disadvantaged Business Enterprise program in place as an integral part of the Transportation Equity Act of the 21<sup>st</sup> century. The new DBE regulations in TEA-21 are already having an impact. When it comes to competing for federally assisted highway, transit, rail and airport contracts, the new regulations have substantially leveled the playing field for minority-owned businesses, for women-owned businesses and for other disadvantaged small businesses.



At DOT, we are also proud of our record -- the best in government -- in supporting all small businesses, including minority-owned businesses, with respect to procurement.

In 1998, we awarded nearly 60 percent of our direct procurement dollars to small businesses and more than 18 percent went to small disadvantaged businesses. And this year we are on target for another increase.

We are taking strong steps to increase these percentages. We are working closely with the Small Business Administration to streamline the certification process for small disadvantaged businesses, making it easier than ever for eligible firms to participate in government programs. We are also maximizing the use of technology -- including using the Internet -- to help minority firms compete for new business. In fact, we are so committed to raising the bar on our performance that we have again included it as a priority for our new 5-year Strategic Plan.

As we work to ensure economic opportunity for all everyone, we must work equally hard to ensure that environmental justice is available to every community. I know that this is a key issue for the CBC.

To make sure environmental justice concerns can be heard, TEA-21 now requires every local planning agency to report on the extent to which racial minorities have been included in the planning process for TEA-21. We also require local agencies must to report on how transportation plans will effect affect minority communities.

As part of his job as chairman of our Environmental Justice Coordinating Committee, I have asked Ron Stroman -- the Director of our Office of Civil Rights -- to insure that our environmental justice efforts are implemented uniformly and consistently across the Department.

Clearly the future of transportation is about choices. And I appreciate the help of the CBC in making sure we make the right choices.

As America begins the 21<sup>st</sup> century, we need to forge a new transportation policy architecture -- the interlocking web of policies and practices that shape and inform transportation decision by stakeholders at all levels. As the CBC and Representative Cummings have emphasized, this new architecture must be *inclusive*, involving all of the stakeholders in transportation decision-making -- including those who live in minority or economically disadvantaged communities.

America's 21<sup>st</sup> century transportation system must be safe and sustainable to be sure. Safety is President Clinton and Vice President Gore's top transportation priority -- the North Star guiding everything we do at the U.S. Department of Transportation. And sustainability is a major component of Vice President Gore's Livable Community Initiative.



But in addition to safety and sustainability, America's transportation system for the 21<sup>st</sup> century must also be: International in reach, linking markets and destinations around the world; Intermodal in form, achieving a balance among various modes of transportation; and Intelligent in character, harnessing the awesome power of technology in ways that benefit people. It also must be Inclusive in service -- leaving no one behind. And to support all of these goals we must encourage a climate of innovation and involvement.

In a few weeks I will be hosting a major International Transportation Symposium here in Washington, where nations and organizations from around the world will explore and consider innovative possibilities for transportation in an integrated global economy.

I strongly urge you to consider attending this important ministerial. CBC and those who care about Black Enterprise need to be heard at this major forum. We need your vision, your compassion and your resolute determination to participate in plans that will shape the future of your communities.

I have worked closely with CBC on transportation issues for 8 years now. I know that, at the end of the day, what we have accomplished together will ensure that America's transportation system in the new century and new millennium remains the safest, most efficient, most accessible in the world.

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TALKING POINTS PREPARED FOR  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
HBCU WEEK RECEPTION HONORING TOM JOYNER  
SEPTEMBER 17, 2000  
WASHINGTON, D.C.

**Acknowledgments**

*Honorable Alexis Herman, Secretary of Labor*  
*Catherine LeBlanc, Director, WH Initiative on HBCUs*  
*Coca Cola Representative*  
*HBCU Chancellors and Presidents*

**Working to Preserve a Rich Legacy**

- Tom Joyner's work to raise money for Historically Black Colleges and Universities is what brings us together this evening
- 100 percent of the dollars raised through the *Tom Joyner Foundation* provides scholarships for students, continues a rich tradition for our people, vital anchor to our past and a gateway to our future
- Historically Black Colleges and Universities -- the critical connection to success -  
- produce the most African American doctors, lawyers, scientists, physicists and other professionals

**Public Persona Engages Public Participation**

- Everyday, Tom Joyner reaches more than 6 million listeners to entertain, to educate, to empower, to engage. And he does it with incredible humor.
  - Voter Registration w/NAACP
  - Census 2000
- His efforts clearly demonstrate the power of a united people -- people working together to promote positive change
- We thank you Tom Joyner -- entertainer, activist, advocate -- for all that you do to improve, to enlighten and to uplift the African American community

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## Speech

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REMARKS PREPARED FOR DELIVERY  
SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
CONGRESSIONAL BLACK CAUCUS WELFARE TO WORK EVENT  
SEPTEMBER 15, 2000  
WASHINGTON, D.C.

In more and more communities across the country, the answer to today's question is "yes." And I am here as United States Secretary of Transportation to make the point that one essential factor in the Welfare to Work equation is transportation. As Vice President Gore has said, "You can't go to work unless you can get to work."

For many African-Americans living in densely packed urban centers or in isolated rural enclaves, getting to work is a major problem. Two out of three new entry-level jobs are located in the suburbs. This vast distance between home and workplace makes transportation a special problem for African-American communities.

This Administration is committed to the creative use of innovative transportation programs to close the gap. I would like to thank everyone who helped us in the fight to include the Job Access and Reverse Commute program as part of the Transportation Equity Act for the 21st Century (TEA-21), which was passed by the Congress and signed by President Clinton two years ago. And thanks especially to Representative Davis, whose leadership in supporting this innovative program was absolutely essential in getting it funded for \$750 million over the life of TEA-21.

Job Access/Reverse Commute contains a unique feature to ensure that it is a true community-based program. Job Access/Reverse Commute requires that fifty percent of funding comes from other sources, and this can include other federal sources such as TANF and the Department of Labor. Job Access' distinctive funding requirement has created a new and wonderful level of collaboration among the different federal, state and local agencies.

Job Access is already delivering spectacular results -- even better than we would have ever allowed ourselves to imagine.

In Tennessee, The Chattanooga Area Regional Transportation Authority's (CARTA) Job Access Program started out with the modest goal of helping potential workers reach 45 employment sites. Now, after just one year in operation, Job Access in Chattanooga already reaches more than 200 workplaces and 62 childcare centers that care for 1,864 children.



The success of Job Access-funded programs -- and CARTA is just one example -- proves that the federal government, in partnership with transit organizations and community agencies, can target transportation resources in a way that makes a profound difference in people's lives. By working together we have made it possible for former welfare recipients to find and keep jobs.

I feel proud to have served this Administration over the past eight years and am deeply honored for having had the opportunity to work with the Congressional Black Caucus on a "people first" agenda. Under President Clinton and Vice President Gore's leadership, this country has become a better, fairer place than it was a generation ago.

But we still have work to do. In President Clinton's words, "*As children of God, we can never fulfill our own ambitions until we help our brothers and sisters to fulfill their ambitions.*" We must continue to work together, moving from challenge to challenge to reach higher heights.

Thank you for your hard work in laying the foundations for an America where every person has the opportunity to reach his or her full potential. With your help, I am confident that America's best days are yet to come.

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TALKING POINTS PREPARED FOR  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
DOT SPONSORED CONGRESSIONAL BLACK CAUCUS/CONGRESSIONAL  
HISPANIC CAUCUS RECEPTION  
SEPTEMBER 15, 2000  
WASHINGTON, D.C.

**Acknowledgments**

*Deputy Secretary Downey  
Departmental Assistant Secretaries  
Modal Administrators & Deputy Administrators  
Congressional Hispanic Caucus Members  
Congressional Black Caucus Members*

**Welcome**

- It gives me great pleasure to host today's reception in honor of *the Congressional Black Caucus and the Congressional Hispanic Caucus*, two outstanding organizations dedicated to expanding opportunity and widening the circle of prosperity for every American.
- I would like to personally acknowledge the Honorable James Clyburn, Chair of the Congressional Black Caucus, and the Honorable Lucille Roybal-Allard, Chair of the Congressional Hispanic Caucus. Under their leadership these stalwart organizations are working with President Clinton and Vice President Gore to ensure that in this great new century we leave *no one* behind.

**Safety – Our North Star**

- I want to personally thank the members of the Congressional Black Caucus and the Congressional Hispanic Caucus, as well as our many safety partners with us today, for all of the hard work, dedication and support you have given to our issues, particularly on the safety front
- Safety is President Clinton and Vice President Gore's top transportation priority. Because of their record investments in safety, and our strong partnerships with diverse organizations, we can proudly announce another year of progress for highway safety.
  - Alcohol-related fatalities are at a historic low
  - Child safety seat use is at an all time high -- we've reached President Clinton's goal of reducing fatalities among children five and under by 15 percent one year ahead of schedule



- Seat belt use has reached an all time high -- 71 percent nationwide, that's up from a stagnant 58 percent in 1994
- These numbers show us that safety must be a promise we make -- and keep -- together

### ***Building a 21<sup>st</sup> Century Transportation Workforce***

- Garrett A. Morgan Technology and Transportation Futures Program has introduced nearly two million students to transportation-related careers
- MentorNet is connecting (65) DOT volunteers to students attending Historically Black Colleges and Universities throughout the Mississippi Delta
- University Transportation Centers located on minority-serving institutions will ensure that America has a diverse cadre of future leaders trained to design, build, and operate the high-tech transportation system of the 21<sup>st</sup> century

### ***Close***

- Thank you again for your incredible support. Working together -- moving from strength to strength -- we are building a better America. We are enabling all of our people to reach higher heights and great achievement in this new century and new millennium.

####





**Speech**

REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
NATIONAL AIR TRAFFIC CONTROLLERS ASSOCIATION  
WASHINGTON, D.C.  
TUESDAY, SEPTEMBER 19, 2000

I'm delighted to be here today to join the leaders and members of the National Air Traffic Controllers Association (NATCA) for your annual "lobby week" in Washington.

In her remarks yesterday, Administrator Garvey quoted a *Chicago Tribune* columnist as saying the air traffic control profession ... "*Tops the industry's list of thankless jobs.*" While I can't make up the entire 'acknowledgment gap' this morning, let me take this opportunity to personally thank all of you for your hard work and for your commitment to increasing the safety and efficiency of our nation's airspace.

I am also here today on behalf of President Clinton and Vice President Gore to reaffirm this Administration's strong commitment to America's working families, to the labor movement and to NATCA. We value our partnership with you.

I particularly appreciate your readiness to work closely with us -- as well as with the airlines -- to significantly reduce the unacceptable level of flight delays and improve the service we offer the flying public. In a global economy increasingly dependent upon aviation to transport people and goods quickly and safely, improving service is critical to America's continued economic growth.

I am confident, that with your help, with the cooperation of the industry -- and with Jane Garvey in charge at the FAA -- we can get on with the job of modernizing the system.

As I emphasized when Administrator Garvey and I testified on the flight delay issue before the Congress last Thursday, the willingness of organized labor to work closely with government and the airline companies is an essential component of any solution.

I am also confident that despite the formidable challenges ahead, the greatest days of U.S. aviation are yet to come. As we begin aviation's second century, this industry stands poised to be for the 21<sup>st</sup> century what the Interstate Highway System was for the second half of the 20<sup>th</sup> century -- an unprecedented growth engine connecting people and markets.



When this Administration took office, U.S. aviation was on the verge of an economic abyss. President Clinton and Vice President Gore took prompt action, in concert with the industry, to deal with the crisis. The plan launched by the industry and the President worked. Aviation can now look back on six consecutive years of growth.

Unlike the aviation problems this Administration inherited, the issues we face today are the problems of growth and success, rather than economic failure. And I believe we have most of the elements in place to successfully deal with the problems of growth.

Just consider what we've already accomplished together -- the incredible number of people and goods that you, the nation's air traffic controllers, already guide safely through our airways each and every day. However, with the annual number of air travelers expected to reach one billion within the next ten years, we clearly must expand the capacity of the nation's aviation system.

On our part, the FAA and the Department's approach has been to focus on strategic issues:

- We have supported a substantial investment in infrastructure growth -- a basic tenet of President Clinton's "big picture" approach from the beginning;
- We have emphasized deregulation, while simultaneously maintaining the highest aviation safety standards;
- And we have promoted airline competition in numerous ways -- benefitting the consumer while supporting new passenger protection rights.

Recent achievements in upgrading our air traffic control system also give us reason to be optimistic that we will meet the challenge of unprecedented growth. As Administrator Garvey emphasized yesterday, we have already successfully introduced new workstations at en route centers and we are working to implement similar improvements for TRACONS<sup>1</sup>. I am particularly excited about the new possibilities that will emerge during Free Flight Phase 1 and 2.

Clearly, our ongoing collaboration and partnership with NATCA to redesign the National Airspace System promises to show positive results. I am especially proud that under on this Administration's watch we were able to reach an historic new labor agreement with NATCA.

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<sup>1</sup> TRANSCON: Terminal Radar Approach Control Facilities



As air traffic controllers, you have every right to be proud of your work. You oversee the safest and most complex airspace system in the world. For our part, this Administration wants to make sure you have the tools and resources to maintain and handle that system today and in the future.

There is much, much more that could be said about how far we've come together. However, my point is, none of this could have been achieved without a willingness by labor, industry and government to work towards consensus in developing workable solutions.

Partnerships not only make the difference -- they are the essential foundation of this Administration's overall strategy for America. When Bill Clinton and Al Gore took office, this country was gripped by economic distress, social disparity, and political gridlock. With a record deficit of \$290 billion, 7.5 percent unemployment, and soaring interest rates, the old way of doing things was obsolete.

Conditions demanded an innovative approach rooted in opportunity, responsibility and community with a partnership between government, business and labor as its central premise.

This Administration rose to the challenge, offering Americans a new way of doing things -- a "Third Way."

In the 1960s, America learned government alone was not the answer. That was the "First Way."

During the 1970s and 1980s, we discovered the private sector, by itself, couldn't provide what was needed. That was the "Second Way."

Then came the 1992 election and Americans embraced a "Third Way" -- a strategy to partner responsible government with the creativity and innovation offered by the private sector.

By "private sector" we mean not only businesses, but also churches, charities, community organizations, and, of course, labor. If we want to make sure our solutions work, labor must be at the table.

The key role NATCA members play in the aviation industry illustrates why. You are the ones controlling air traffic -- making hundreds of critical decisions each day. You are the ones who know how the system works. And you are the ones who best know how to make the system better.



The central role labor plays in this economy is one of the reasons that under President Clinton and Vice President Gore's leadership, the core policies of this Administration have been designed, first and foremost, to benefit working families.

As a result of these policies, Americans are now enjoying the longest economic expansion in U.S. history and an economy that has created more than 22 million new jobs since 1993 -- the most jobs ever created under a single Administration.

Working Americans are also enjoying the fastest and longest real wage growth in 30 years. The unemployment rate has fallen for more than 7 years in a row -- and unemployment among African Americans and Hispanics is the lowest ever recorded.

And instead of the record-high \$290 billion annual deficit we inherited from the previous Administration, the Office of Management and Budget is now projecting a \$211 billion *surplus* -- the third consecutive surplus in a row and the largest surplus ever recorded.

This Administration has coupled unprecedented fiscal discipline with policies targeting working families, including an unswerving commitment to preserve Social Security and Medicare, record-level investments in public education, expanded access to health care, a strong Patient's Bill of Rights and support for fair tax cuts that would benefit working families.

Our Administration's track record on behalf of working families also includes our successful efforts to increase the minimum wage and expand The Family and Medical Leave Act.

The partnership between organized labor and this Administration has led to record-level opportunities for working families all across America. The continuing partnership between NATCA and the U.S. Department of Transportation creates the possibility for equally spectacular benefits for the aviation sector of the economy.

I call upon NATCA to continue to work with DOT as we develop our transportation system for this new century and new millennium.

To improve the quality of transportation decision-making, over the last several months I have been meeting with our stakeholders across the country -- including labor -- to clarify a vision for transportation over the next 25 years. Part of my mission here today is to invite you to join us for the next stage in this effort.

Next month, the U.S. DOT will host an International Transportation Symposium here in Washington where we will exchange ideas about "best practices" in transportation around the world, working toward a common vision of global



transportation in this new century. Labor must be part of that conversation and I hope NATCA will be well represented. I want to reiterate Administrator Garvey's invitation of yesterday, asking you to join us. You are a valued partner; we want to know what you think.

Another reason we want you to attend the Symposium is that NATCA and this Administration share common values. The title of your new public service campaign is "We Bring You Home."

At the heart of bringing us home is making sure that air travelers arrive at their destinations safely. Safety is also President Clinton and Vice President Gore's highest transportation priority -- and the "North Star" guiding everything we do at the U.S. Department of Transportation.

Transportation is about so much more than concrete asphalt and steel. It is the tie that binds people and communities together. It promotes economic development; it expands the possibilities for trade; it opens doors and markets; and yes, as NATCA is proclaiming this week in Washington, it "Brings You Home."

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REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
RHODE ISLAND LABOR DAY IN WASHINGTON  
SEPTEMBER 20, 2000  
WASHINGTON, D.C.

Thank you, Pat. [Representative Patrick Kennedy] Let me start by acknowledging Representative Kennedy for inviting me to join such a distinguished audience of labor and community leaders for this Rhode Island "Labor Day in Washington." I would also like to acknowledge two additional members of the Rhode Island Congressional delegation -- Senator Jack Reed and Representative Bob Weygand -- for all of their hard work on transportation issues that affect Rhode Island.

When it comes to championing transportation progress for the people of Rhode Island, Representative Kennedy's commitment is "second to none." As a member of the Appropriations Committee, he is fighting to secure \$17 million for the Rhode Island Railroad and he insisted that \$4 million be devoted to providing bus transportation for Rhode Island's senior citizens.

Representative Kennedy's funding priorities for transportation in Rhode Island reflect the same core values that guide President Clinton and Vice President Gore's priorities for America's nationwide transportation system. For Representative Kennedy, transportation plans must put people first. "Transportation is about more than concrete, asphalt and steel." Transportation is the tie that binds peoples and communities together. Transportation promotes economic development; it expands the possibilities for trade; transportation opens doors and markets; it also provides high wage jobs for those in the industry. But most of all, it gives our people access to jobs, to education, to healthcare, to recreation -- and to everything else that makes it possible to engage in "the pursuit of happiness."

Don't let the E-commerce hype fool you. Yes, the Internet is a great achievement. And, yes, E-commerce creates jobs. But even though you can order "Steaks from Omaha" on-line, you still can't download them to your plate. It still takes trucks, trains and planes to move most Internet purchases from the warehouse to your house.

What really moves E-commerce? Transportation! According to the latest Bureau of Transportation Statistics and the U.S. Department of Commerce, transportation is an even larger segment of the economy than the experts previously thought -- contributing some 60 percent more to the U.S. economy than is shown by traditional economic accounts. I am convinced that this higher-than-expected level of economic activity reflects the increased requirements Web-based commerce places on transportation.

Under President Clinton and Vice President Gore's leadership, the Federal government is working overtime to make sure our transportation system is up to the challenge of the New Economy. As a result of the President and Vice President's



commitment, Federal investment in transportation is at its highest level ever, with a record-setting \$55 billion dollars in FY 2000 alone. This is an increase of 86 percent over the previous administration.

In Rhode Island, this higher level of investment will mean an estimated \$165.4 million dollars in additional transportation infrastructure and services.

Organized labor in Rhode Island and around the country deserves substantial credit for this higher level of investment. For it was their efforts -- as well as those of other stakeholders and key Congressional leaders -- that helped lead to the passage of the landmark Transportation Equity Act for the 21<sup>st</sup> Century (TEA-21) signed into law two years ago by President Clinton. In Rhode Island, TEA-21 funding will support as many as 7,018 jobs statewide. This coming year the United States Coast Guard -- which is a part of the US DOT during peacetime -- will also spend an estimated \$29.2 million in Rhode Island.

Under President Clinton and Vice President Gore's leadership over the past seven and one-half years, the American economy has turned around. On our watch, America's economy has created 22 million new jobs; we have the lowest unemployment rate in 30 years. We also have the lowest poverty rate in 20 years, the fastest and largest real wage growth in more than 30 years and the lowest inflation rate since 1965.

The key to our success is that, like the labor leaders of Rhode Island, we have never forgotten the needs of working families. Under the leadership of President Clinton and Vice President Gore, we have worked to preserve and protect Social Security and Medicare. We have supported record-level investments in public education, a strong Patient's Bill of Rights, and fair tax cuts that benefit working families.

The Clinton-Gore Administration has also stood up for working families through our successful efforts to increase the minimum wage and to pass and expand Family and Medical Leave. To organized labor in Rhode Island, I am proud to say that we have stood next to you on the issues of equal pay, childcare, job training, pension security, and safer workplaces.

Labor's battles have become our battles. We have supported your efforts to end striker replacement and to guarantee the right to organize and bargain collectively. We have stood with you on Davis-Bacon, the Jones Act and on turning back recent Congressional attacks on 13 (c) transit employee protections. We have also supported labor in its fight against "cram down" practices allowed by the Surface Transportation Board. We have worked together with labor to secure the passage of the Federal Motor Carrier Safety Improvement Act and to extend the protection of whistle-blower laws to airline employees. The Vice President has played a major role in our focus on labor concerns, and has been a strong voice demanding that companies doing business with the government treat their employees with dignity and respect.



I want to use this opportunity to invite Rhode Island labor groups to participate in the International Transportation Symposium that DOT will host in Washington, D.C., on October 9 through 12. This symposium will provide a unique opportunity to explore the future of transportation, dealing with issues such as e-commerce and its impact on transportation, safety and security standards, and innovative financing for multimodal transportation systems. It is essential that organized labor be represented at this important gathering.

Some 32 years ago the Reverend Dr. Martin Luther King gave his last Sunday sermon at the National Cathedral in Washington, D.C., before leaving for Memphis. In this last Sunday sermon Dr. King said, "We must come to see that human progress never rolls in on the wheels of inevitability. It comes through the tireless efforts and persistent work of dedicated individuals who are willing to be co-workers with God." And that, my brothers and sisters from Rhode Island, is the message I want to leave with you: What those of us who support the labor movement are called to be is "co-workers with God."

Thank you for your commitment to America's working families and the working people of Rhode Island. And thank you again Representative Kennedy, for inviting me. The privilege was all mine.

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REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
HISPANIC HERITAGE MONTH CELEBRATION  
SEPTEMBER 20, 2000  
WASHINGTON, D.C.

Good morning. On behalf of President Clinton, Vice President Gore and the 100,000 visionary and vigilant employees of the U.S. Department of Transportation, welcome to the ONE DOT Hispanic Heritage Month celebration.

Let me thank the Hispanic Heritage Planning Committee for the work they have done in bringing this event together, as well as the outstanding events scheduled throughout the month. Thank you for honoring the rich heritage of Hispanic Americans and for educating the public on the incredible contributions of the Hispanic community.

The Hispanic presence in America has had a profound and lasting influence on our Nation's history, our values and our culture. In search of peace, freedom, and a more prosperous future, millions of Hispanic men and women arrived in America from Mexico, Puerto Rico, Cuba, the Dominican Republic, Spain and Central and South America. Hispanics brought with them a deep commitment to family and community, a strong work ethic and an unwavering belief in the American Dream.

In the 2000 National Hispanic Heritage Month Proclamation, President Clinton has proclaimed that Hispanic Americans bring unique perspectives and experiences to our national community and character. And they are crucial to maintaining our Nation's competitiveness and prosperity in the global economy of the 21<sup>st</sup> century.

This year's national theme, "*Children: Our Hope for the Future*" reminds us of our duty -- our obligation -- to the next generations of Hispanic Americans. We must do all in our power to ensure they have the needed tools to successfully compete in that global economy.

No "tool" for success in this new century and new millennium is more important than education. I am sure our guest speaker, Principal Irasema Salcido would be in agreement with me. The work she and her staff are doing at the Cesar Chavez Public Charter High School is clearly in step with what President Clinton and Vice President Gore are doing on the education front. We will hear more about her work in a few moments.

The President and Vice President are committed to improving educational opportunities for Hispanic children -- for all of America's children. They are working hard to reduce class sizes in our schools, to greatly expand the Head Start program, to turn around failing schools and to make college more affordable.



Expanding educational opportunities is an Administration priority and it is a key priority here at the U.S. Department of Transportation. In support of this effort, we have partnered with William Gil and the Hispanic Association of Colleges and Universities to introduce more Hispanic American students to high-tech transportation careers.

Building on our 1998 Memorandum of Understanding, I am proud to say that we have significantly increased the number of Hispanic American students who participate in our internship programs.

I would now ask Mr. William Gil and Ms. Sarita Brown of the White House Initiative on Educational Excellence for Hispanic Americans to join me at the lectern.

It is my great pleasure to present this check, in the amount of \$519,300 to the Hispanic Association of Colleges and Universities to continue the excellent partnership begun two years ago. This contract will be used to administer a program for students attending Hispanic Serving Institutions who are interested in gaining valuable transportation work experience at the U.S. DOT. It will allow students to participate through the One DOT Minority Serving Institutions (MSI) Student Internship Program.

This effort, and the many others happening throughout the Department, will help to ensure that America has a diverse cadre of future leaders trained to design, build, and operate the high-tech transportation system of the 21<sup>st</sup> century.

Here at the Department of Transportation, we are proud of the diversity found in our transportation workforce. I would like to take this opportunity to acknowledge the strong Hispanic American leadership throughout my administration: in addition to the individuals on the program, let me include:

- *Francisco J. Sanchez, Assistant Secretary for Aviation and International Affairs*
- *Albert S. Jacquez, Administrator, St. Lawrence Seaway Development Corporation*
- *Jose Ceballos, Senior Policy Advisor to the Secretary on International Affairs*
- *Evelyn Fierro, Director of the Office of Intergovernmental Affairs*
- *Arthur Andrew Lopez, Director of the Office of Civil Rights, Federal Transit Administration*
- *Harry Salinas of the Department's Office of Civil Rights*
- *Madeline Rodriguez Ortega, Special Assistant to the OST Director of Public Affairs*
- *Stevan Cisneros, Special Assistant to the Secretary*

These remarkable individuals represent just a small segment of the Department's dedicated Hispanic employees -- employees who help make America's transportation system the safest and the best in the world.



As we honor the many contributions Hispanics have woven into this wonderful tapestry we call America, let us reaffirm our commitment to work together to build a unified and inclusive society for every American.

Congratulations and best wishes for a successful 2000 National Hispanic Heritage Month.

Thank you very much.

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TALKING POINTS PREPARED FOR  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
THE COMBINED FEDERAL CAMPAIGN 2000 KICK-OFF  
SEPTEMBER 21, 2000  
WASHINGTON, D.C.

**Acknowledgments**

- Assistant Secretary Melissa Allen
- Norm Taylor, the Director of the Combined Federal Campaign (CFC)
- Doc Cooke and chair of the CFC Board of Directors "Mayor of the Pentagon"
- CFC Charity Representatives and vendors

**1. Honored and delighted when President Clinton appointed me CFC Chair again**

- First-hand opportunity to experience how generous federal employees can be

**2. DOT employees significantly surpassed last year's goal**

- Official CFC goal last year of \$1.4 million dollars
- We did much better than that
- DOT raised more than \$1.6 million dollars last year
- CFC set this year's Campaign Goal at \$1.5 million dollars
- This goal is too low -- we raised the bar last year and we're not going to drop it a notch
- We're going to do a lot better than \$1.5 million or \$1.6 million -- a lot better

**3. CFC's theme has a two meanings**

- Meaning #1: "It all comes back to you"--campaign success depends on your participation and your volunteer efforts
- Depends on your efforts to encourage your friends and colleagues to participate
- Depends on your hard work, so we can meet record-level goals year after year
- You are the spirit and the backbone of the CFC
- Meaning #2 -- "It all comes back to us" when we turn to CFC programs in a crisis
- Back to us in the form of community programs, outreach and specialized care

**4. It's not easy to ask people for money**

- Knowing that "it comes back to you"
- Makes **asking** a little easier



- Makes **giving** a little easier
- When we need help, our CFC contributions “come back to us”

5. I took my daughter to visit the Hospital for Sick Children

- She saw what life was like for the less healthy and the less fortunate
- She saw the hope in the eyes of the children she met
- She saw the hope that resulted from the kind of care CFC provides through our contributions.

**6. CFC helps not only children**

- CFC helps people of all ages
- CFC helps our neighbors in all manner of circumstances and conditions

**7. When I go to CFC-supported agencies that work with our community's senior citizens.**

- Seniors' faces remind me of my wonderful grandparents, aunts and uncles who helped raise me
- These living treasures are helped through our involvement in the CFC
- We owe our elders so much
- Our elders are the link to the past century
- Our elders are our guiding light in this new millennium

**8. Just remind your colleagues that "It All Comes Back To You"**

- As citizens of the Washington metropolitan area
- Our obligation to work together to build an even better place
- Meaning “it comes back to us” when we need help

**9. As we begin this year's CFC campaign, let me thank all of you in advance for what you are about to accomplish.**

- President Clinton has said, “As children of God, we can never fulfill our own ambitions until we help our brothers and sisters to fulfill their ambitions.”
- Thank you for taking the time to make this community – and this world -- a better place

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CHECK AGAINST DELIVERY

PREPARED REMARKS OF  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
TRAFFIC.COM INTELLIGENT TRANSPORTATION SYSTEM (ITS) RIBBON CUTTING  
PITTSBURGH, PENNSYLVANIA  
MONDAY, SEPTEMBER 25, 2000

I'm delighted to join you for the official launch of *Traffic.com's* intelligent transportation information system for the Pittsburgh metropolitan region.

Today, the vision of Intelligent Transportation Systems (ITS) officially becomes a reality in western Pennsylvania. At the conclusion of my remarks, I will cut the ribbon and click the mouse to formally activate the first full-scale, regional transportation sensor network of its kind, anywhere in the world.

You've all heard what this new digital sensor network will mean for Pittsburgh area motorists: From now on, drivers will be able to tune in radio and TV stations utilizing the services of the new system, to get accurate, up-to-the-second traffic information. Motorists preparing for a trip can also directly logon to *Traffic.com's* website for a *personal* traffic report -- with real-time information -- describing road conditions on specific routes they were thinking about using.

Soon drivers will also be able to use the new system to access real-time travel information on portable phones and other wireless devices. With the latest traffic information just a mouse-click away, travelers will be able to select the quickest route to their destinations, saving both time and money.

As more and more drivers attempt to avoid congestion by tuning in or logging on, Pittsburgh should start to experience the welcome relief of cleaner air and fewer traffic jams. And Pennsylvania's economy will begin to benefit from reduced pollution and reduced energy consumption.

Most important of all, this new system has the potential to save lives. With accurate, current information about road conditions ahead, motorists can take an exit ramp from hazardous routes, as well as congested ones. This will prevent crashes.

And if something bad does happen, emergency personnel will be able to move quickly and safely to where they are needed. For someone injured in an auto crash, Pittsburgh's intelligent transportation system could mean the difference between "Just in Time" and Dead On Arrival.



Let me be absolutely clear about the priority the U.S. Department of Transportation places on safety: Safety is President Clinton and Vice President Gore's top transportation priority -- and the "North Star" guiding everything we do at DOT.

So I am grateful to all the scientists, engineers and technicians who have developed this new technology through years of research and hundreds of operational tests -- and so should you.

And I applaud the private sector entrepreneurs and investors willing to take the financial risk of investing in ITS -- and so should you.

I also congratulate the political and community leaders of Pennsylvania, who have worked closely with DOT and the investment community, to launch *Traffic.com's* intelligent transportation information system for Pittsburgh. As today's speaker's roster demonstrates, this has been a bipartisan effort -- and we need to keep it that way.

With today's ribbon cutting, we celebrate not only a significant technological advance that will make a difference in people's lives -- we also celebrate a new kind of partnership between federal, state and local government and the private sector.

After today's ribbon cutting, you're going to witness a complete reversal of what usually happens: Instead of watching *me* present a check for federal funds to some agency, this time you'll see *Traffic.com* present a revenue-sharing check to PennDOT and the U.S. Department of Transportation. We, in turn, will share the proceeds of this check with local departments of transportation here in Pennsylvania to continue to expand and enhance the system.

This is no fluke. It is a specifically required provision of the Transportation Equity Act for the 21<sup>st</sup> Century under which this program is funded.

I like the concept. If you are a taxpayer, so should you.

With the launch of this new service, we pass a major mile-marker on the road toward a nation-wide intelligent transportation system for America -- a system fully up to the challenges of a new century and new millennium. A second full-scale system is scheduled to go live in Philadelphia later this year; pilot elements of that system are already in place. The present contract includes options for additional systems in two other metropolitan areas yet to be determined.

The future of public-private partnerships look bright. Under the Technology Deployment Program and other provisions of TEA-21, DOT can potentially support similar public-private ITS partnerships in more than 40 metropolitan areas across the country.



This Administration has already invested more than a billion dollars in ITS since President Clinton and Vice President Gore took office. We believe in it; we are committed to it. We have supported research, we have helped set standards, we have provided training and technical assistance -- and we have contributed seed money to deploy ITS projects like this one.

The promising results of these efforts have inspired us to set the ambitious goal of deploying a basic, fully-integrated ITS infrastructure across America within a decade. When completed, this overall system will cut travel times by 15 percent in our 75 largest cities, and produce comparable benefits for rural areas and commercial trucking.

When I cut the ribbon and click the mouse in just a few minutes, we will have taken the logical next step toward achieving this ambitious agenda.

I am proud of what we have accomplished together. In just two weeks I am hosting an International Transportation Symposium in Washington, D.C., that is expected to draw transportation leaders from 100 countries or more. We are gathering to work on a consensus vision for the future of global transportation.

As part of that vision, the delegates will share "best practices" in transportation planning and projects from around the world. When it's America's turn to get up to share our best practices with friends from every region and continent, I can assure you that Pittsburgh's new Intelligent Transportation System will get top billing.

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FOR IMMEDIATE RELEASE  
Friday, September 22, 2000

Contact: Bill Adams  
Tel.: 202-366-5580

**MEDIA ADVISORY**

**U.S. Transportation Secretary Slater to Join Gov. Ridge, Mayor Murphy  
To Announce Traffic Technology System in Pittsburgh**

U.S. Transportation Secretary Rodney E. Slater will join federal, state and local officials at a ceremony on Monday, Sept. 25, to announce the launch of a new traffic technology system that is designed to reduce congestion and improve mobility throughout the Pittsburgh metro area.

Joining Secretary Slater at the event will be Pennsylvania Gov. Tom Ridge, U.S. Rep. Bud Shuster, Pittsburgh Mayor Tom Murphy, Traffic.com CEO Richard P. Ramirez, and other federal, state and local officials.

The announcement will take place at 2:45 p.m. on Monday, Sept. 25, in the Regency Ballroom at the Hyatt Regency Hotel at Pittsburgh International Airport.

**WHO:** U.S. Transportation Secretary Rodney E. Slater  
Gov. Tom Ridge  
U.S. Rep. Bud Shuster  
Mayor Tom Murphy  
Traffic.com CEO Richard P. Ramirez  
Federal, state and local officials

**WHAT:** Ceremony to announce new ITS traffic technology  
for Pittsburgh

**WHEN:** 2:45 p.m., Monday, Sept. 25, 2000

**WHERE:** Regency Ballroom  
Hyatt Regency  
Pittsburgh International Airport

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Speech

REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
OFFICIAL OPENING OF 'WORLD RUNWAY'  
MEMPHIS INTERNATIONAL AIRPORT  
FRIDAY, SEPTEMBER 22, 2000  
MEMPHIS, TENNESSEE

I am delighted to be here to help celebrate the official opening of the World Runway at Memphis International Airport. This is a giant step forward that definitely elevates Memphis to the status of "World Class" City. Vice President Gore and I were here for the runway groundbreaking three years ago, and I find it truly satisfying to be here for the completion of this project.

This celebration is also personally refreshing. As our aviation system works to keep pace with the unprecedented economic growth we have enjoyed under the leadership of President Clinton and Vice President Gore, I have been visiting airports all across the country to address the issue of flight delays.

Administrator Garvey and I have met with every segment of the aviation community and I am confident that we can resolve these issues and get on with the job of modernizing the system.

Memphis International was not one of the airports I visited to discuss flight delays. I can say, with complete sincerity this morning, that it really is a pleasure to visit America's "Number One On-Time Airport." You are not part of the problem -- you are part of the solution!

With three runways now fully operational, this airport is now well positioned to help take the pressure off other large hubs. More than that, you are an inspiring example of how government, community leaders and the aviation industry can work together to forge creative solutions to the challenges economic growth can pose to our aviation capacity.

So in addition to the leaders who have already been acknowledged, I congratulate everyone whose foresight contributed to this significant investment in the future of Tennessee. It was your vision and enthusiasm that helped convince President Clinton and Vice President Gore -- and the U.S. Department of Transportation -- to share in this investment by providing more than \$71 million in federal funding for Memphis International, through 2008.

In just a few weeks, I am hosting an International Transportation Symposium in Washington, D.C. This important gathering is expected to draw transportation community representatives from some 100 countries or more. We are assembling to



share "best practices" in transportation planning, policies and projects from around the world -- and to work on a consensus vision for the future of global transportation.

When it's America's turn to share best practices at the Symposium, I can assure you that Memphis International Airport will be highlighted as a model for the world. In addition to the new World Runway, Memphis International is also a test-bed for new air traffic control technology and the Memphis Air Traffic Control Tower was recently named the "best performing facility in the nation."

Even without the new runway, Memphis International already led the nation in on-time arrivals and departures among large and medium airports. And with just two runways operating during the construction of the World Runway, Memphis International still managed to maintain its position as the world's most important air cargo center.

Memphis International is one of the nation's fastest growing airports. It is already the largest generator of jobs and taxes in Tennessee, impacting one out of five jobs in the Memphis metro area alone. Memphis International is expected to receive major hub status this year -- a development made even more likely by Northwest Airlines decision to expand operations.

What we celebrate this morning is far more than a two-mile long, three-foot thick, steel-reinforced concrete runway that can take on a fully-loaded, wide-bodied aircraft capable of flying non-stop to almost anywhere in the developed world.

With the opening of this new runway, Memphis has secured its destiny as a "world-class portal" for moving people and products in the global economy of the 21<sup>st</sup> century.

In every era of American history the destiny of our great cities has been shaped by the link between commerce and transportation. In the early half of the 19<sup>th</sup> century, port cities like Boston, New York, Philadelphia, Baltimore, Charleston and New Orleans rose to prominence because our nation's commerce moved primarily by water.

In the late 1800s and early 1900s, cities like Chicago, Kansas City and San Francisco enjoyed the economic benefits and prestige that came from the movement of people and products by rail. And in the mid-20<sup>th</sup> century, creation of the Interstate Highway System brought new levels of economic prosperity to communities of all sizes across the country.

Now, as we begin this new century and new millennium, aviation stands poised to be for the 21<sup>st</sup> century what the Interstate Highway System was for the second half of the 20<sup>th</sup> century -- an unprecedented engine of economic growth connecting people and markets.



Thanks to Federal Express, for the past eight years in a row, Memphis International has been the world's largest cargo airport. As I said last week to the Memphis Regional Chamber of Commerce during their visit to Washington, D.C., "You are the distribution center to the world."

In the emerging world of e-commerce and the Internet, this is no small matter for the future of Tennessee. Over the past three years, the Internet and information technology has accounted for over one-third of real growth in the U.S. Gross Domestic Product.

Development of this new runway tells the world that Memphis intends to be at the center of this e-commerce revolution. While you can order "Steaks from Omaha" on-line, you still can't download them to your plate. It still requires planes and trucks to move products from the warehouse to your house.

President Clinton has said that *"The 20<sup>th</sup> century was, indeed, a golden age for transportation; the 21<sup>st</sup> century can be an even brighter one."* This is certainly the future I see for Memphis International and the people of Tennessee. When people around the world order products over the World Wide Web, likely as not, those products will have to come through Memphis.

So my congratulations to the leaders and people of this great city and great state. And congratulations to Memphis International Airport -- a premier portal of the 21<sup>st</sup> century economy!

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REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
WALL STREET LUNCHEON TRANSPORTATION INDICATORS ROLLOUT  
SEPTEMBER 26, 2000  
NEW YORK, NEW YORK

Good afternoon. Today's meeting marks my fourth visit to the New York investment community in less than two years -- and I am delighted to see so many familiar faces. I thank Salomon Smith Barney and our host -- Smith-Barney's Managing Director, Brian Harris -- for the warm welcome and their generous hospitality.

Let me begin this afternoon's transportation briefing by officially releasing the first edition of our new monthly *Transportation Indicators* report, before an audience I know will make effective use of it. You should all have a copy in front of you. The report will also be available on the department's website at [www.bts.gov](http://www.bts.gov).

The purpose of *Transportation Indicators* is to provide timely, easily accessible information for analysts as well as transportation decision makers. It will help you monitor more than 60 trends affecting the economics of transportation.

To help answer any questions you may have about this new report itself, I've brought *Dr. Ashish Sen*, the Director for the Bureau of Transportation Statistics, whose office developed and will publish Transportation Indicators every month from now on. I thank Dr. Sen and his staff for the great work they've done.

I have also asked members of DOT's senior management team to join us to answer specific questions, within their area of responsibility on topics of current interest. With us today we have:

- Assistant Secretary for Budget and Programs, *Jack Basso*;
- Assistant Secretary, Aviation and International Affairs *Francisco Sanchez*;
- Assistant Secretary for Policy, *Gene Conti*;
- Federal Highway Administrator, *Ken Wykle*;
- National Highway Traffic Safety Administrator, *Dr. Sue Bailey*;
- And Deputy Administrator for the Federal Railway Administration, *Dr. Jack Wells*.

Let me now briefly turn to several other issues you may wish to discuss this afternoon:

- The new FAA reauthorization, Aviation Investment and Reform Act for the 21<sup>st</sup> Century (AIR21), provides a creative investment program that will allow us to move forward on modernizing the nation's system and improving access and competition. AIR-21 is comparable to what we've done for surface transportation through the Transportation Equity Act for the 21<sup>st</sup> Century.



- We've established the new Federal Motor Carrier Safety Administration to increase safety standards for long-haul trucks and buses and to improve nationwide surveillance and inspection.
- We have proposed a record-setting \$54.9 billion transportation budget for 2001 -- which may go to conference this week. Some of the key policy issues being debated include:
  - .08 blood alcohol content rules
  - motor carrier hours of service rules
  - rollover ratings
- This morning we announced three new TIFIA projects worth nearly \$2 billion
  - The Staten Island Ferries and Ferry Terminals Project
  - South Carolina Cooper River Bridge Project
  - Washington State's Tacoma Narrows Bridge Project

Clearly we have entered a new era of technology and economic development that calls for a new transportation policy architecture for transportation decision making.

In two weeks, I will host an International Transportation Symposium in Washington, D.C. on October 9<sup>th</sup> through 12 that is expected to draw representatives from more than 100 countries. We will use this opportunity to lay the foundation for a common global vision for transportation in the new century and new millennium, and to exchange information about "best practices" in transportation around the world.

As members of the financial community with a strong interest in transportation, I invite you to join me for this important ministerial, which will provide a unique opportunity to explore and consider innovative possibilities for transportation in an integrated global economy.

Now, I am happy to open the floor to questions.

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REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
LEADERS BREAKFAST  
NEW YORK, NEW YORK  
SEPTEMBER 26, 2000

Thank you, Henry. [Henry Dormann]

Let me start by taking a moment to acknowledge my good friend, Henry Dormann, who has made *Leaders* into one of the nation's most influential business magazines. For proof of *Leaders*' broad appeal to the men and women who have made American business the envy of the world, I need only look out at the distinguished audience gathered here this morning.

I'd like to talk for a few minutes about the relationship between the Internet economy and the transportation industry at the dawn of this new century and new millennium. I also intend to ask for your support, as the nation's business leaders, to address a critical threat to the future of America's prosperity -- the growing shortage of technology-literate workers able to support the kind of 21<sup>st</sup> Century transportation system we need to sustain our continued economic leadership.

As Vice President Gore has said, *"How long can we continue to lead the world in the number of cars and trucks produced, if one-third of our students continue to follow behind 18 other nations in 12<sup>th</sup> grade math?"*

There are some who might say that the physical movement of people and products is part of the "old" industrial economy. The new economy, they might argue, is about moving "bits and bytes" over the Internet, rather than refrigerators and furniture over an Interstate. To support this mistaken thesis they point to the fact that the Internet and information technology is the fastest growing sector of the economy, already accounting for more than one-third of the real growth in the United States Gross Domestic Product.

Nevertheless the idea that the Internet rules, all by itself, is flawed. After we buy products over the Internet, we still need planes, trains, and trucks to move them from the warehouse to your house. You can order "Steaks from Omaha" on-line, but don't expect to download a T-bone directly to your plate. As Dennis Jones of Federal Express puts it, "What often gets lost in discussions about Internet commerce and the digital economy are the physical aspects of doing business."

President Clinton and Vice President Gore understand the critical role of transportation in our continued prosperity. Under their leadership, we have made improving our nation's transportation infrastructure an essential component of our strategy to continue what has now become the longest economic expansion in



American history. As a result of that commitment, federal investment in the transportation is at its highest level ever, with a record-setting \$55 billion dollars in FY 2001 alone.

And this Administration is committed to meeting the transportation needs of the future as well. That's why the Department of Transportation will host the International Transportation Symposium in Washington, D.C., on October 9 through 12. I hope you plan to participate in this exchange of information about many issues, such as e-commerce and its impact on transportation, safety and security standards, and innovative financing for multimodal transportation systems.

As we work to create a transportation system equal to the challenges ahead, the President and Vice President have set an ambitious goal of deploying within a decade a basic, fully integrated Intelligent Transportation Systems (ITS) infrastructure. This new infrastructure will cut travel times by 15 percent in our 75 largest cities and also produce comparable results for rural areas and commercial trucking. In reducing crashes by up to 50 percent using collision avoidance and other technologies, the Intelligent Vehicle Initiative is also making travel safer.

We already have made measurable progress. Yesterday in Pittsburgh, I had the privilege of cutting the ribbon -- and clicking a mouse button -- to launch a regional Intelligent Traffic Information System that uses an innovative new sensor technology to give motorists up-to-the second traffic information. Today, 36 of our 75 largest cities have ITS systems with medium to high levels of integration, and another 10 cities will get on board soon.

But none of these high-tech developments would have been possible without innovators who had mastered the necessary math and science. From the truck cab to the cockpit transportation workers need first-class math and science skills to meet the challenge of designing, building and operating the transportation system of the 21<sup>st</sup> century. Yet, at a time when 60 percent of the new jobs being created require math and science skills, only 15 percent of our people have those skills.

We've seen some positive changes in our schools in recent years: Higher standards, greater accountability, improved academic performance -- and local officials taking tough action to turn around their schools.

I am proud of what President Clinton, Vice President Gore and Education Secretary Riley are doing to lead these changes. But as the Vice President has said, *"Our country's future depends on going further -- much further -- in the century ahead. In order to stay first in the world economically, we must become first in the world educationally."* That's why the Vice President has proposed to *"revolutionize American education for the 21<sup>st</sup> century."*

At the United States Department of Transportation, we are doing our part to support this revolution. When I became Secretary, I created an education program specifically designed to meet the needs for a transportation workforce equal to the



challenge of the new century. The *Garrett A. Morgan Technology and Transportation Futures Program* has already reached some two million young people with the message that they need a solid education in science and math to compete for high-paying transportation jobs in the years ahead.

However, the task of making sure that America's educational system can meet the challenge of the global economy cannot be left to government alone. Businesses such as yours also have a strong, vested interest in what happens in each and every classroom, regardless of what industry you represent. Already, nearly 60 percent of companies say they are facing a shortage of the well-educated, skilled workers they need. And two out of every five manufacturing companies have been forced to set aside expansion plans because their employees don't have the right education and skills.

No sermon is complete without an "*altar call*." So I urge you to join me in finding innovative ways to encourage more youngsters to study math and science, as well as other 21<sup>st</sup> Century basics.. We need to create more private-public partnerships in education. At a time when America still lags behind its competitors in math and science performance, we must raise standards for students, teachers and schools. You are the leaders who can make it happen.

Thank.

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9.70

Speech

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REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
THE 2<sup>ND</sup> ROUND OF TIFIA PROJECTS ANNOUNCEMENT  
SEPTEMBER 26, 2000  
NEW YORK, NEW YORK

I am always delighted to have the opportunity to return to New York City, but it's even more delightful, when I can return with very good news!

Last September we chose New York City -- the world's financial capital -- to rollout our new Transportation Infrastructure Finance and Innovation Act (TIFIA) and to announce the first five projects chosen for financing under this innovative program.

TIFIA is a new, 21<sup>st</sup> century, way of doing business. It expands the base of financial capital for major national and regional transportation projects. By leveraging public and private investments -- through Federal loans, guarantees, and lines of credit -- state and local governments can better meet the ever-growing transportation needs of their regions.

And now, I am pleased to announce the three winning transportation projects selected for the second round of TIFIA financing. As I announce each project, I want to acknowledge the project representatives who have joined us for today's press conference.

First -- from the New York metropolitan region -- I am pleased to announce the *Staten Island Ferries and Ferry Terminals Project*, represented by Mr. Adam Barsky, Director, New York City Office of Management and Budget.

- The Staten Island Ferries and Ferry Terminals Project will improve the safety of the ferry operation, reduce energy costs and modernize the ferry terminals to improve seamless connections to New York City's transit system.

Next, I am pleased to announce the *South Carolina Cooper River Bridge Project* represented by Mr. Howard W. "Champ" Covington, Jr., Chairman of the Board, South Carolina Transportation Infrastructure Bank.

- The Cooper River Bridge Project replaces two existing structurally deficient bridges and will ensure the continued economic development of the Charleston and Mount Pleasant areas, as well as for the entire state.



Finally, I am also pleased to announce the *Tacoma Narrows Bridge Project*, represented by Ms. Jerry Ellis, Director, Transportation Economic Partnerships, Washington State DOT.

- The Tacoma Narrows Bridge Project will ease congestion and improve safety on State Route 16 -- a lifeline for passenger and freight movement between Washington's Kitsap and Olympic Peninsulas.

Taken together, these three projects represent a planned investment of nearly \$2 billion in the vital transportation infrastructure necessary for America's continued growth and prosperity. What is remarkable about the financing of these projects is that DOT's TIFIA program will provide \$638 million in credit assistance at an estimated cost of just \$37 million to the federal government. Every TIFIA dollar spent generates more than \$52 in capital investments -- that's a return of 52:1

TIFIA is a "catalyst" for growth, helping to create new jobs and pump America's economic engine by enabling public-private partnerships to fund major surface transportation projects with a minimal federal investment. Begun in 1998 and continuing through 2003, TIFIA will provide up to \$10.6 billion for new intermodal facilities, border crossing infrastructure, expansion of multi-state highway trade corridors and other transportation investments.

TIFIA continues to advance the transportation investment goals of the Clinton-Gore Administration. Begun with flexible grants and the Grant Anticipation Revenue Vehicle or GARVEE bonds, these innovative programs have helped finance nearly 200 projects worth more than \$13 billion. This is a real success story.

Clearly, today's announcement is about government working smarter and better for the people of New York, South Carolina and Washington State. It is a vivid example of what Vice President Gore means by "common sense" government. Most important of all, this announcement is about connecting New Yorkers, South Carolinians, and Washingtonians to good jobs, to real opportunity -- to a better quality of life.

I have often said, transportation is about so much more than concrete asphalt and steel. It is about providing opportunity for all. Our real product is not highways, or airplanes, or cars. Our real product is getting people to school, to work, to play -- to connect the American people to all the opportunities available to them.

So let this be our challenge: to do all we can to give every American the opportunity to live their dreams -- to reach even higher heights in this new century and new millennium, for I know America's best days are yet to come.

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TALKING POINTS PREPARED FOR  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
BELMONT UNIVERSITY PRESIDENT ROBERT 'BOB' FISHER LUNCHEON  
SEPTEMBER 29, 2000  
NASHVILLE, TENNESSEE

Acknowledgments

Bob Fisher, President, Belmont University

**Bob Fisher, a Man for All Seasons**

- My relationship with President Fisher began in 1996 with my reading of his book, *Real Dream Teams*, written with Bo Thomas. I knew he was the man for my own "dream team" at the U.S. Department of Transportation.
- I was so impressed with his writings, with his philosophy on leadership, that I immediately picked up the phone and tracked him down. At the time, I think he was attending a Harvard Leadership Seminar and he thought my calls were a hoax. Little did he know.

**Leadership Transformation**

- Bob Fisher had the tools, the vision I was looking for to help me guide the 100,000 employees of the U.S. DOT in a new direction.
- Over the past two and a half years we've met once a month – held seven senior leadership seminars, and had countless phone conversations
- Bob provided insight, expertise and guidance to my senior leadership team, counseling us on the importance of setting our vision, enlisting the support of our employees and stakeholders, and celebrating our successes. I believe that we have significantly transformed the way the U.S. Department of Transportation leads the nation.

**Shifting the Paradigm**

- Together we created a new framework -- a new paradigm for transportation in the 21<sup>st</sup> century.
- ONE DOT is a management strategy that builds on the strengths of our 14 operating administrations to create a unified U.S. Department of Transportation with a clear mission and achievable goals. We have changed the culture of our agency and the way we do business.



- We now view our nation's transportation needs as a cohesive and integrated system.
- Airport issues are not just about safe skies and on time arrivals and departures, it's also about reducing congestion and improving access to and from the airport. It means looking at roads, at transit, at airports, which involves, the *Federal Highway Administration*, the *Federal Transit Administration* and the *Federal Aviation Administration* working together to find solutions for the American people.
- Improving safety at highway-rail grade crossings is not just a *Federal Railroad Administration* issue, it requires cooperation between the *National Highway Traffic Safety Administration*, the *Federal Transit Administration*, and the *Federal Highway Administration* as well.
- I can honestly say that we have true collaboration -- a unified One DOT that benefits the American public that we serve.

#### **Leading the Way to Transportation Excellence**

- We've created 50 flagship initiatives that cut across all organizational lines to advance specific high-priority projects, with transportation safety being our highest priority-- our North Star guiding all that we do
- Our Strategic Plan was rated best in government
- Working together -- moving from strength to strength -- we've become a better federal agency. Together, we are "*leading the way to transportation excellence in the 21<sup>st</sup> century.*"

#### **Leading Belmont University to Higher Heights**

- President Fisher clearly embodies the best traits of leadership and it is indeed an honor to participate in his inaugural festivities.
- I believe -- in fact, I know -- President Fisher is the best qualified to lead Belmont University to higher heights and greater achievements -- under his leadership Belmont University's best days are yet ahead.
- "Belmont University -- From Here to Anywhere" is your theme. I guarantee, President Bob Fisher is the man to lead Belmont University "everywhere" in this new century and new millennium.

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**"A NEW PRESIDENT FOR A NEW CENTURY"**

**INSTALLATION ADDRESS BY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
HONORING DR. ROBERT C. FISHER, 4<sup>TH</sup> PRESIDENT OF BELMONT UNIVERSITY  
NASHVILLE, TENNESSEE  
FRIDAY, SEPTEMBER 29, 2000**

I am honored and delighted to join the higher education community, the City of Nashville, the Tennessee Baptist Convention, and the trustees, students, and alumni of Belmont University for this solemn installation of Dr. Robert C. Fisher as the fourth president of Belmont University.

With the sound of trumpets from that glorious procession still echoing in our ears, we are about to bestow the outward signs of office on a visionary leader whose inward grace is already inspiring Belmont University to realize its potential for greatness. Anyone who knows Bob Fisher knows that empowering people and organizations to become all they can be, is the hallmark of his life's work. You have chosen a new president for a new century -- and you have chosen well.

There is an old protestant hymn with a line that begins with the phrase "*New occasions teach new duties...*" These are 'new occasions.' As we begin this new century and new millennium, the unprecedented challenges ahead require any institution that aspires to leadership -- whether it's a federal department or a great university -- to teach new duties and new ways of thinking. In Bob Fisher, you have the right man for the job.

I am proud to call Bob Fisher my friend. But my testimony to his skill as a leader is not based on our friendship alone, but on direct experience of what he can accomplish. I stand before you as a witness to how he has helped transform the way we do business at the U.S. Department of Transportation. And what he was able to accomplish working with us may give you some insight into what could be in store for Belmont University in the years ahead.

When I picked up Bob's book, *Real Dream Teams*, in 1996 -- which he co authored with Bo Thomas -- I knew at once that I wanted him to help us build a 'dream team' DOT. I was so impressed with his philosophy on leadership that I immediately picked up the phone to try to track him down.



I must admit that our first telephone conversations were difficult. When I finally located Bob at the Harvard Leadership Seminar he was attending, I had to convince him that I really *was* the Secretary of Transportation. He thought my calls were a hoax.

But like the widow in Scripture who finally prevailed on the reluctant judge, I refused to go away. I persisted in my entreaties until he considered my request. And I am glad I did. I knew that Bob Fisher had the tools, the vision I was looking for, to help guide the 100,000 employees of the U.S. Department of Transportation in a new direction.

We needed a new direction. It was increasingly clear that transportation is no longer just about public works. On the ground, in the air, and on the water, globalization is changing the nature of transportation everywhere. And the quality of the decisions we make at DOT has far-reaching consequences for the quality of life here in America and around the world.

In the 21<sup>st</sup> century, transportation is about more than 'concrete, asphalt and steel.' It is the tie that binds peoples and communities across national boundaries. Properly managed, transportation promotes economic development; it expands the possibilities for trade; it opens doors and markets. As President Clinton put it, "*The 20<sup>th</sup> century was indeed a golden age for transportation; the 21<sup>st</sup> century can be even a brighter one.*"

I realized that to achieve these goals we needed a new transportation policy architecture consistent with the needs of this new century and new millennium. And to develop and implement this new paradigm, we needed a shared vision to guide us. We also needed to learn how to work more effectively as a team.

Changing direction at a federal department -- or a great university -- is a little like altering the course of mighty aircraft carrier. When the pilot at the helm changes the heading, the carrier continues for another three miles before any noticeable change in direction. After two and one-half years of working with Bob, the change at DOT is more than noticeable. It is remarkable. For the past two and one half years I've met with Bob every month; he has helped design and conduct seven senior leadership seminars and, between meetings, we talk regularly on the phone.

His insight and wise counsel helped DOT's senior leadership team to see the wisdom of setting a vision, enlisting the support of our employees and stakeholders, and celebrating our successes. The result is a strategic planning process recognized as the "best in government," and a "visionary and vigilant Department of Transportation leading the way to transportation excellence and innovation in the 21<sup>st</sup> century."

Bob also helped us develop a new management strategy -- called "ONE DOT" -- to realize our vision, fulfill our mission and implement our strategic plan. I can honestly say that we now have true collaboration, a unified ONE DOT better able to serve the American people. ONE DOT fosters unity among our 14 operating administrations.



We now have 50 flagship initiatives that cut across all organizational lines, with Safety continuing to be President Clinton and Vice President Gore's top transportation priority -- the "North Star" guiding everything we do at the Department of Transportation.

In every encounter we've had, Bob has encouraged us to think "outside of the box." In just a little over a week, DOT will host an International Transportation Symposium expected to draw participants from more than 100 countries, representing all modes of transportation.

At this symposium we will seek to foster a consensus global vision for 21<sup>st</sup> century transportation as well as to provide a forum where all participants can share their best ideas and practices with colleagues from every nation and continent.

If you reflect on what has happened at the U.S. Department of Transportation over the past few years, you can see something of the future he has in mind for Belmont University: He begins by seeking a new consensus vision for excellence, moving beyond what seems possible. He encourages unity, asking all of the distinct segments of an organization to find new ways to work together for good. He thinks big -- and encourages others to think big also. He believes in growth, but he also insists on putting people first, fostering diversity and reaching out to new constituencies.

And he thinks globally. Belmont University is already an educational enterprise committed to global education, with students from 27 countries representing every continent on campus this year. And an unusually high number of Belmont students already participate in some studies outside the United States during their course of studies. Now that Bob is here, I expect that number to grow.

Dr. Bob Fisher is remarkable leader and a remarkable human being. Even more amazing, he has a sense of humor. Yet he is modest, and would be the last to claim credit for the outstanding performance he seems able to encourage among those who seek his counsel.

My response to his modesty is to repeat an ancient Chinese proverb about leadership. *"Love the people. Learn from them. Build on what they know. Work with what they have. But of the greatest leaders the people will say, 'We did it ourselves.'"* By choosing Bob Fisher as president, Belmont University has embarked on an adventure that will lead to places grander and more exciting than you can yet dream or imagine. Your current university theme says it all: *"From here to anywhere."*

And when you get to where you are going, and think of saying, "We did it ourselves," remember to thank Bob Fisher.

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REMARKS AS PREPARED FOR DELIVERY  
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
U.S. COAST GUARD  
BOSTON, MASSACHUSETTS  
SEPTEMBER 28, 2000

Good Afternoon! I'd like to begin by thanking United States Coast Guard Admiral James Loy for inviting me here to "*Find the Good and Praise It.*"

Today's ceremony reminds me of my visit to the home of Alex Haley, the author of "Roots," and the brother of my mentor, U.S. Ambassador to The Gambia, George Haley. For 20 years, Alex Haley was an active duty member of the United States Coast Guard (USCG). And I read the great epitaph that Mr. Haley had carved on his gravestone: "*Find the Good and Praise It.*" It's good principle to live by. To make sure I don't forget it, I've had it inscribed on a brass plaque that I keep in my office.

"*Find the Good and Praise It.*" I am delighted to be here to honor and praise the very good of the United States Coast Guard. These thirteen extraordinary young men and women of the United States Coast Guard showed exceptional leadership when faced with exceptional circumstances.

The United States Coast Guard itself is also exceptional. The United States Coast Guard is one service with two Secretaries and two missions. In peacetime, it serves under the United States Department of Transportation and provides for the national economy. In wartime, the U.S. Coast Guard serves under the U.S. Department of Defense and protects our borders. Under both scenarios, the U.S. Coast Guard

We don't have to wait for wartime to work together.

Means that men and women in the Coast Guard train for two scenarios.

STEVE SAYS DO HEROIC STYLE Petty Officer Brian Alves, our first honoree, earned the Silver Lifesaving Medal for saving the lives of two drowning swimmers. Petty Officer Alves did not hesitate as he grabbed his surfboard and ran into the 57 degree water at Linda Mar Beach in Pacifica, California. After pulling the first victim aboard his surfboard, Alves noted that the second victim had slipped below the waves. Petty Officer Alves then searched the murky breaking waves to locate the second victim. Petty Officer Alves placed the second victim on his surfboard next to her companion, then tied his surfboard leash to his leg so he could swim to the beach. Petty Officer Alves, despite suffering from fatigue, was able to find a slack point in the rip current so he could tow his two victims to the beach through the pounding waves. Petty Officer Alves' commendation notes "his unselfish actions and valiant service, despite imminent personal danger, reflect great credit upon himself and are in keeping with the highest traditions of humanitarian service."

Introduce Cohen

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REMARKS PREPARED FOR DELIVERY  
SECRETARY OF TRANSPORTATION RODNEY E. SLATER  
AIRLINE PILOTS ASSOCIATION VIDEO  
SEPTEMBER 27, 2000  
WASHINGTON, DC

[NARRATOR SPEAKS]

When the United States Department of Transportation negotiates an air service agreement, we're glad ALPA is at the table. We rely on ALPA's valuable advice to help us understand how proposals on the table might affect pilots and other airline workers. And when it comes to public policy affecting aviation, ALPA's pilot volunteers and staff are second to none in their knowledge, their experience and their important advice.

Just as you help us, we are committed to creating new opportunities and new jobs for ALPA and for all workers. That's why negotiating liberal air service agreements with other nations is one of the United States Department of Transportation's top priorities.

[NARRATOR SPEAKS]

ALPA's vigilant 70-year campaign for safer skies has enabled commercial aviation to earn its reputation as the safest mode of public transportation. ALPA has been at the forefront of advocating one level of safety -- one high standard -- for all aircraft. And for this, the American public should be grateful -- your stand will save lives. Safety, after all, is the Department of Transportation's North Star, by which we are guided and are willing to be judged. As you continue to devote your energies and resources to achieving real safety reforms in the industry, ALPA continues to be an organization of action and advocacy.

I applaud ALPA. For 70 years you have been an effective voice within the industry and a force for progress. Your motto, "Schedule with Safety," is truly your hallmark. Congratulations for all that you have accomplished.

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