

REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
GREATER JAMAICA DEVELOPMENT CORPORATION GALA
HONORING CONGRESSMAN GREGORY MEEKS
AND THE EAST SIDE ACCESS TEAM
GRAND CENTRAL STATION
NEW YORK, NEW YORK
NOVEMBER 1, 2000

Acknowledgments

Carlisle Towery, GJDC

Arthur Benjamin, Jr., Chairman, GJDC

Tad Weigle, Jr., Vice President & Regional Executive, Bechtel Infrastructure Corporation (dinner chair)

Rep. Peter King

Rep. Nita Lowey

Robert Boyle, Executive Director, The Port Authority of NY/NJ

(T) Rev. Joseph Washington, Brooks Memorial Methodist Church

It is a great honor to present this award to Congressman Gregory Meeks on behalf of the Greater Jamaica Development Corporation.

Before I do so, I would like to congratulate Congressman Peter King and Congresswoman Nita Lowey their awards tonight.

Congratulations also to the Greater Jamaica Development Corporation, for its outstanding record of achievement. The comforting smell of freshly baked bread will continue to float through the streets of Jamaica, thanks to the Greater Jamaica Development Corporation's hard work in keeping the Wonder Bread factory in the community. This latest victory demonstrates the Greater Jamaica Development Corporation's tireless commitment to building this community, factory by factory, store by store, resident by resident.

Building communities is what we also do at the United States Department of Transportation. Transportation is the tie that binds communities together. By helping communities with their transit needs, the Department of Transportation can play an important role in improving the lives of all Americans.

Representative Gregory Meeks is also fully committed to the idea that transportation can play a key role in improving the quality of life of all Americans. His forceful and well-informed efforts in Congress on behalf of JFK Airport, Air Train, and East Side Access have made him a valued and indispensable advocate for this region.

Representative Meeks believes that transportation, and especially Jamaica's intermodal capabilities, will be the backbone for continued economic development in this region. And holding tonight's Gala at this historic location underscores Congressman Meeks' commitment to the creation of an integrated regional transportation system. When the East Access Project is completed, Long Island Railroad customers and residents of Jamaica will be able to travel directly to Grand Central Station.

Finally, I would like to acknowledge Representative Meeks' thoughtful leadership and his hard work in making sure that the residents of this region have access to a safe and sustainable transportation system that connects them to opportunity -- to a better quality of life -- in this new century and new millennium. Congratulations to you and your community.

[GJDC's award is a 2-foot long MTA car; the inscription reads "Greater Jamaica Development Council Gala 2000 Honoree"]

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REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
THE ROSA PARKS HIGHWAY DEDICATION
ST. LOUIS, MISSOURI
NOVEMBER 2, 2000

Forty-five years ago, Rosa Parks' quiet defiance launched the civil rights movement. Her seemingly insignificant act -- refusing to give up her seat on a Montgomery bus -- has had a profound and significant consequence: the dismantling of Jim Crow segregation in the south and the birth of our civil rights movement. Today's renaming of this particular stretch of Interstate 55 as the "Rosa Parks Highway" reminds us that the struggle for equality and the fight between good and evil is not a final destination but a road we still must travel. We are getting there -- but no, we are not there yet; we must remain vigilant.

The inspiring example of Rosa Parks reminds us, that vigilance, requires us to act with courage when we see wrong, when we see injustice, when we see evil. And when we see good, we must celebrate it. So today, we celebrate the good. We celebrate the just. We celebrate the inevitable victory of righteousness that Rosa Parks calls upon us to honor.

And as we honor Rosa Parks today let us also remember the goodness of Governor Mel Carnahan, who -- in one of the final official acts of his life -- signed the legislation naming this the Rosa Parks Highway. We should also acknowledge State Senator William Clay, who sponsored the legislation Governor Carnahan signed.

This highway therefore not only honors Rosa Parks, but also serves as a tribute to Governor Carnahan's dedication to justice and sense of fairness, as well as to Senator Clay's leadership and diligence in seeking to recognize Rosa Parks in this uniquely appropriate way.

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TALKING POINTS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E SLATER
TIFIA Event WITH SENATOR MOYNIHAN
NOVEMBER 9, 2000
WASHINGTON, D.C.

Acknowledgments

- Senator (*Daniel Patrick*) *Moynihan* (and Staff)
- PSRC Acting President, (*John D.*) *Gerber*
- Deputy DOT Sec. (*Mortimer*) *Downey* (M.C.)
- Asst. Sec. for Budget/Programs (*Jack*) *Basso*
- Dep. Asst. Sec. for Budget (*Linda*) *Darr*
- FRA Administrator (*Jolene*) *Molitoris*
- Other DOT Staff: (*Bryan*) *Grote*; (*Terence*) *Carlson*; (*Robert C.*) *Brown*; (*Alex*) *Chavrid*, (*Joe*) *Pomponio*

POINT 1: Purpose of today's ceremonial signing is to officially acknowledge DOT's \$140 million dollar TIFIA loan for the Farley/Penn Station project

- Several more steps are needed before financing is complete and construction gets underway -- but signing is important milestone for TIFIA Program and Farley Project

POINT 2: Without leadership of *Senator Moynihan* and *PSRC Chairman Gargano*, today's ceremony would not be happening:

- *Senator Moynihan* is major force for excellence in infrastructure design (Pennsylvania Ave. Development; Ronald Reagan Bldg.; Old Pension Bldg./National Building Museum) -- now the new *Farley/Penn Station*)
- *Sen. Moynihan* is powerful influence for innovative transportation policy and finance (Legis. Initiatives include ISTEA, TEA-21, TIFIA)
- *Chairman Gargano* (and his PSRC team) deserve great credit for hard work and perseverance bringing Farley Project to current stage

POINT 3: FARLEY/PENN STATION PROJECT IS OF NATIONAL SIGNIFICANCE

- \$800 Million project will expand and refurbish *James A. Farley Post Office Building* and portions of existing *Penn Station Complex* -- to create massive intermodal transportation facility and commercial center to help meet New York City's transportation needs in 21st century

- New Farley Building/Penn Station will provide safe, efficient complex for Amtrak, commuter rail, subway, airport access, buss and taxi passengers (plus U.S. Postal Service)
- Project will increase station capacity by 30 percent, double passenger circulation space and provide a grand, new Manhattan terminal for new Acela high-speed rail service between Boston and Washington (Note: first run is next week!)

POINT 4: FARLEY/PENN STATION IS AMBITIOUS PUBLIC-PRIVATE FINANCIAL PARTNERSHIP

- *Federal contribution* -- DOT providing \$140 million dollars (direct loan) plus \$183 million in grants and \$20 million in standby line of credit
- Nearly \$500 million dollars will be invested by state, local and private sources
- *Contribution partners include:*
 - Pennsylvania Station Redevelopment Corp
 - Port Authority of NY and NJ
 - Amtrak
 - US Postal Service
 - New York State and City governments
 - Private sector investors

POINT 5: This TIFIA loan for Farley Project is *excellent example of leveraging federal funds with other sources of capital*

- DOT will provide *\$140 million loan* that will support capital investment of \$800 million dollars at a budgetary cost of *only \$20 million* to DOT -- this means that *each TIFIA dollar will leverage \$40 dollars in transportation infrastructure investment*
- Lease payments from Port Authority, Amtrak and commercial retail tenants will repay the TIFIA credit assistance
- That's why we consider Senator Moynihan's support for creative infrastructure financing has created a real breakthrough
- Because Sen. Moynihan helped create the TIFIA program, DOT now serves the nation as leader in financial innovation
- Because Sen. Moynihan helped create the TIFIA program, we can rely on market discipline to help limit federal exposure while still encouraging new revenue streams and private participation in projects like the Farley/Penn Station project

- And because Sen. Moynihan helped create the TIFIA program, DOT can be the flexible, patient lender we need to be to see the Farley/Penn Station project through to a successful conclusion

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REMARKS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
ACELA EXPRESS VIDEO SCRIPT
NOVEMBER 9, 2000

When you board the Acela Express you have chosen the new and environmentally sound travel alternative for America's busy Boston to Washington transportation corridor. The Acela is not only America's fastest train; it is also our safest train -- the first in the world to comply with the United States Department of Transportation's new "Tier 2" crashworthiness standards. It's also a fun way to travel.

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TALKING POINTS PREPARED FOR
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
TIFIA FARLEY/PENNSYLVANIA STATION REDEVELOPMENT
PROJECT IN NEW YORK CITY
NOVEMBER 9,, 2000
WASHINGTON, D.C.

The purpose of this event is to sign a ceremonial document acknowledging the execution of DOT's \$140 million TIFIA loan for the Farley / Pennsylvania Station Redevelopment Project in New York City.

- This loan agreement is an important milestone for the TIFIA program and the Farley Project, both of which have enjoyed tremendous support from Senator Moynihan.
- The parties to the agreement -- Pennsylvania Station Redevelopment Corporation (PSRC) as borrower and DOT as lender -- have worked very hard over the past year to help advance this project and negotiate this loan agreement.
- Although there are several more important steps that must be taken before the project's financing is complete and construction gets underway, signing the agreement for a \$140 million TIFIA loan is a very important achievement.

The Farley / Penn Station Project is truly a project of national significance that was selected by DOT in FY 1999 as part of the inaugural year of the TIFIA credit program.

- The purpose of this \$800 million project is to expand and refurbish the James A. Farley Post Office Building and portions of the existing Pennsylvania Station Complex into an intermodal transportation facility and commercial center that will meet New York's transportation needs in the 21st Century.
- Together with the existing Penn Station, the Farley Building will provide a safe and efficient passenger complex for Amtrak, commuter rail, subway, airport access, bus and taxi passengers, as well as the U.S. Postal Service.
- The project will increase station capacity by 30 percent, double passenger circulation space, and provide a grand, new Manhattan terminal to accommodate new high-speed rail service between Boston and Washington.

The financing of the Farley / Penn Station Project represents an ambitious public-private partnership.

- Through its \$140 million direct loan (as well as \$183 million in grants and a \$20 million standby line of credit), the DOT is partnering with:
 - The Pennsylvania Station Redevelopment Corporation
 - The Port Authority of New York and New Jersey
 - Amtrak
 - The U.S. Postal Service
 - New York State and City governments
 - The private sector
 to advance a major transportation infrastructure facility with far-reaching public benefits.
- Nearly \$500 million will be invested from State, local and private sources.

This TIFIA loan for the Farley Project is an excellent example of leveraging federal funds with other sources of capital.

- At a budgetary cost of only \$20 million, the DOT is providing a \$140 million loan that will support capital investment of about \$800 million -- meaning that each TIFIA dollar leverages \$40 in transportation infrastructure.
- Lease payments from the Port Authority, Amtrak, and commercial retail tenants will repay the TIFIA credit assistance.
- The TIFIA Loan for the Farley Project continues the DOT's leadership in financial innovation. By being a flexible, patient lender, the DOT facilitates market access for the project's revenue bonds. The TIFIA loan encourages new revenue streams and private participation and limits federal exposure by relying on market discipline.

Today's event would not be possible without the leadership of Senator Moynihan and the Commitment of Chairman Gargano.

- Senator Moynihan truly has been a "guiding light" with respect to promoting important infrastructure projects like Farley / Penn Station and innovative transportation policy tools like TIFIA. The Senator's great influence in nurturing urban design through enlightened infrastructure is well documented (to name just a few):

- Pennsylvania Avenue Development
 - Ronald Reagan Building
 - Old Pension Building / National Building Museum
 - now Farley / Penn Station
- His role in promoting enlightened and innovative transportation policy and finance tools is also critical. Major legislative initiatives such as ISTEA, TEA-21 and TIFIA owe their existence in large part to the Senator.
- Chairman Gargano and his PSRC Team -- especially John Gerber and Janno Lieber -- are to be commended for their hard work and perseverance in advancing a very important and challenging infrastructure project to its current stage.

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PREPARED REMARKS
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
GOTV LEADERS LUNCHEON
INTRODUCTION OF PRESIDENT CLINTON
LITTLE ROCK, AR
NOVEMBER 5, 2000

I first met Bill Clinton, not in person, but by his reputation for accomplishment. By the time I got to the University of Arkansas School of Law, Bill Clinton and Hillary Rodham and George Knox -- known together as the "Mod Squad" -- had already left the University. And by that time, Bill Clinton had made history as the youngest Attorney General ever elected in our state.

But Bill Clinton and the two other members of the Mod Squad had proven what we can do when we put our education to work for the good of the community.

And over the past eight years this man from Hope has given America hope -- showing all of us what is possible when we commit our minds and our hearts to "putting people first."

In putting people first, President Bill Clinton and his partner, Vice President Al Gore, have created the longest economic expansion ever. In eight short years they have taken the largest deficit in our nation's history and turned it into the largest surplus in our nation's history.

President Clinton and his partner, Vice President Al Gore, have demonstrated that "a rising tide *can* lift all boats," with the lowest unemployment rates in 30 years, the lowest unemployment rates for women in 40 years -- and the lowest unemployment rates for African Americans and Hispanics ever.

President Clinton and Vice President Gore have set us squarely on the road to prosperity. But we still have further to travel on that road, to make sure that no one is left behind. We've done a good job, so far, but we need to remain committed to our journey. And President Clinton will remind us, "*Now is not the time to rest.*"

We cannot rest until we begin the next leg our journey. And that journey will begin with the election of Al Gore to the White House.

For me, working with Bill Clinton has been like taking a class for 20 years with my favorite professor -- a professor who inspires me, who sees in me what I don't yet see in myself. That is what President Clinton has meant to me -- and that is what he has meant to the nation. He has made all of us see our full potential and he has given us the tools to help us develop our richly diverse and wonderful talents.

Please join me in welcoming the President of the United States, William Jefferson Clinton.

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9.25



Speech

REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
WREATH LAYING CEREMONY AT THE U.S. COAST GUARD AMPA MEMORIAL
ARLINGTON NATIONAL CEMETERY
ARLINGTON, VIRGINIA
NOVEMBER 13, 2000

Ladies and gentlemen, on behalf of President Clinton and Vice President Gore, I am honored to join you for this year's Veterans Day commemoration at the United States Coast Guard Tampa Memorial.

I would also like to personally acknowledge today's honorees for their service to our nation. Thank you, Admiral Paul Yost, Vice Admiral William Rea, Lieutenant Commander Francis Hunt, Chief Warrant Officer Horace Webb, Senior Chief Petty Officer Edward Burke and Petty Officer Ralph Campbell. Because of your heroic efforts, and the selfless actions of other veterans, the Coast Guard was able to perform an outstanding job during the Korean conflict. The Coast Guard was able to deploy 22 cutters in the Pacific Ocean to assist troop and supply transports. I would also like to acknowledge Deputy Secretary Mortimer Downey, who served in the Coast Guard Reserves as a Lieutenant Commander.

Our nation has been truly blessed by the service of these men -- and by the service of all the men and women of the U.S. Coast Guard, who set an extraordinary example of courage and devotion to country.

We are grateful to the veterans of the Coast Guard for having served this nation well. Indeed, our country continues to acknowledge your contributions, as this past Saturday two Coast Guard WWII veterans were part of the team that broke ground for the WWII Memorial.

The Coast Guard's outstanding history of service to this nation is constantly being demonstrated through its incomparable actions and achievements. The Coast Guard set a new record in cocaine seizures this year, with over 62 tons confiscated. The American people also express their gratitude to the Coast Guard for saving 3,800 lives this year. And just as the nation takes pride in the Coast Guard's accomplishments, I am proud to serve as the Coast Guard's Service Secretary.

You represent the great traditions of the Coast Guard as protectors of our borders, rescuers of people in distress, enforcers of American laws and treaties on the high seas. As the 30 battle and campaign streamers flying from the Coast Guard flag show, you stand ready to serve in armed conflict as those who came before you have in every major war since 1790.

We honor your commitment to our nation, and we revere the sacrifices you have made in her defense and in the preservation of liberty around the world.

Today, on Veterans Day, we, a grateful nation, say thank you.

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Speech

REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
DAISY L. GATSON BATES DRIVE DEDICATION CEREMONY
NOVEMBER 10, 2000
LITTLE ROCK, ARKANSAS

I am honored to be here today to celebrate the life and legacy of a civil rights pioneer as we dedicate Daisy L. Gatson Bates Drive.

Mrs. Bates, in so many ways, touched each and every one of us. To the students who led the way in integrating Little Rock's schools, she was a nurturing mentor. She was the angel who taught them to behave with dignity and respect, and to maintain an inner peace when the world around them got ugly and crazy.

To me, Mrs. Bates was a mother figure -- a maternal force of nature sitting at the table with my wife, Cassandra, and me, educating us -- and usually offering a little motherly advice. I always benefitted from her wisdom and appreciated her insight into the human condition.

And to America, Mrs. Bates was the woman who helped open wide the doors of opportunity and equality. Through word and deed and sacrifice, through her mentoring and a sense of mission, she helped America understand its potential and to embrace its diversity.

Mrs. Bates and her husband were the voice of reason and of inclusion through their newspaper, The Arkansas State Press, one of the first in Arkansas owned by African-Americans. The Bates published an article in 1946 about how a handpicked jury was used to convict some striking workers. The circuit judge tried to find Mr. and Mrs. Bates in contempt of court, but the Arkansas Supreme Court ruled in favor of the couple. Mrs. Bates won a quiet but significant victory that kept us on the road to equality and justice.

Mrs. Bates' legacy is one of determination and strong-will. It is the legacy of acting with unflinching grace and dignity in the face of personal threats and financial ruin. Mrs. Bates did not, however, want to be known as fearless. To the contrary, Mrs. Bates stated, "*Who said I wasn't afraid? You acted because you believed, because you were committed.*"

And this dignified commitment to tolerance and racial equality lives on. Mrs. Bates' commitment thrives in the work of others trying to make this an even better nation. Mrs. Bates' commitment thrives in the sons and daughters of Arkansas who have served in Washington under the leadership of President Clinton. I have been proud to serve as the United States Secretary of Transportation. And I am even prouder still, knowing that my own journey to Washington began here in Little Rock, through not only Mrs. Bates' courageous actions, but also by her help in getting me involved in the political process.

Now, thanks to her courage, each and every one of us has an opportunity to fulfill Mrs. Bates' vision and to make this world a better place. At the United States Department of Transportation, we have built on her dream, viewing our destiny as providing all Americans with access to opportunity, to all that is possible in this great country. Transportation is more than concrete, asphalt and steel -- transportation is the means with which we can get ahead and expand our horizons.

Mrs. Bates always persevered. After the Supreme Court decision in *Brown Versus the Topeka Board of Education*, Mrs. Bates began to take African-American children to white schools to be registered. When the school refused, Mrs. Bates would report this fact in *The Arkansas State Press*. She knew that the journey to the Promised Land, where black children would learn alongside white children, moves steadily on a path lined with seemingly small but significant acts.

But let us today take joy in remembering her as one of us. Arkansas, to Mrs. Bates, is *"the home of my birth, my growth and my identity as a woman in this world. Arkansas means a lot to me. It has claimed me from birth and I have claimed it for life."*

And we here in Little Rock take great pride and honor in claiming Mrs. Bates for life.

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REMARKS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
DOT'S 33rd ANNUAL AWARDS CEREMONY - PART TWO
REMARKS FOR GOLD MEDAL AWARD
NOVEMBER 14, 2000
WASHINGTON, D.C.

It is now my distinct pleasure to announce the recipient of the 2000 Gold Medal Award. It is a team of individuals, from across DOT, who came together in a ONE DOT effort to devise a strategy to meet the goals of the Flagship Leadership Team – strategic plan, led interagency teams, work across organizational lines, whole different way of working, represent new way of thinking, flexible working, outside the structure

Two years ago, Vice President Gore challenged us to reinvent government.

I made a commitment to support the Vice President's efforts and announced that the U.S. Department of Transportation would reach out to one million students, through tutoring and teaching, by December 31, 2000. A very ambitious goal, yes, but I knew, working together -- ever visionary and vigilant -- we would succeed.

The ONE DOT Education Task Force and the 11 regional Garrett A. Morgan Technology and Transportation Futures Program teams enthusiastically took up the challenge. You mobilized thousands of DOT employees to introduce hundreds of thousands of students to careers in transportation.

And in February 1998 we celebrated our first success -- 700 students on our first Groundhog Job Shadow Day -- the highest number of any federal agency. One year later we hosted 6,000 students throughout DOT offices across the country.

The Task Force along with the regional network have been the backbone of dozens of teams who've planned and developed everything from publications to website development; from nationwide Groundhog Job Shadow Day activities to National Transportation Week activities; from delivering computers to Memphis schools to connecting with high school students in Seattle.

I am delighted to announce that we reached our goal -- in fact we exceed it -- eighteen months ahead of schedule. More than one and a half million students have been introduced to transportation careers through the Garrett A. Morgan Technology and Transportation Futures Program.

Your efforts have made our program a phenomenal success -- attracting numerous partners from private companies to federal executive boards, to trade associations and labor unions.

You've created dynamic partnerships that are introducing our students to math, science, and computers -- the high-tech skills they will need to succeed in the new century and the new millennium.

The outstanding work you do is laying the foundation for a workforce with the skills to develop, design and operate the high-tech transportation system of the 21st century.

(The announcer will introduce a Prince George=s county student who has benefitted from the program. Following his/her remarks - you will present the citation.)

On behalf of the ONE DOT Education Task Force, will Administrator Kelley Coyner and Associate Administrator Glenda Tate please step forward to receive the 1999 Gold Medal Award and will all the members of the team please stand.

In fact, will everyone who played a role in the success of the Garrett A. Morgan Technology and Transportation Futures Program please stand. Our achievements would not have been realized without your dedication and commitment to this ONE DOT effort.

(You will now read the following citation:)

“These individuals practiced collaboration and embraced the challenges of ONE DOT leadership, advancing the strategic goals of the Department and making a difference for the American public.”

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**REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
POLITICAL APPOINTEE TRANSITION MEETING
NOVEMBER 14, 2000
DOT HEADQUARTERS**

We want to keep you informed during the transition.

- During this historic and unprecedented time, we want to keep you in the loop.
- While the new team is coming on board, we want to make sure that you know what is going on.

We can be proud of what we have achieved together.

- We just completed the first-ever International Transportation Symposium, which brought together transportation leaders from all over the world.
- We just passed .08 legislation, which will save even more lives, making our highways safer than ever before.
- Other accomplishments include the fact that seat-belt usage is at an all-time high and that transportation funds have been used to move people from welfare to work.

Thank you for your hard work as we continue to move forward.

- There is still much that we want to accomplish at DOT. We will work until the very last minute to continue promoting safe, accessible and efficient transportation.
- Thursday, for instance, we will introduce Acela Express, the high-speed train service in the busy Washington-Boston transportation corridor.

I'd now like to introduce today's panel.

- They will discuss their experiences during previous transitions.
- Our panelists will also share their views about how the private sector favorably viewed their public service.

Stephen Palmer

- Former Assistant Secretary for Governmental Affairs at DOT.
- Now the Vice President of Van Scoyoc Associates here in town.

Lillian Borrone

- Former Deputy Administrator of the Urban Mass Transportation Administration, now known as the Federal Transit Administration, during the Carter Administration.
- Now the Assistant Executive Director of the Port Authority of New York and New Jersey.

Michael Jackson

- Former Chief of Staff to Secretary Card at DOT during the Bush Administration.
- Now Vice President and General Manager for Business Development Transportation Systems and Services, Lockheed Martin INS here in town.

(T) Nancy Miller

- Former Congressional Liaison Officer and Director, Office of Congressional Affairs here at DOT during the Bush Administration.

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REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
THE SECRETARY'S 33RD ANNUAL AWARDS CEREMONY
NOVEMBER 15, 2000
WASHINGTON, D.C.

Good afternoon to all of our honorees, and their families, and guests. Let me say, it is a privilege to be among those to whom honor is due. Three years ago, I stood before you at the 30th Annual Awards ceremony and asked you to help me build a visionary and vigilant Department of Transportation. And clearly you have done that and so much more. And I thank you, and I praise you for all the good work you have done and continue to do. To the 100,000 U.S. Department of Transportation employees, thank you for a job well done.

Today we are finding the good and we are praising it. I am delighted to have the privilege of recognizing our outstanding employees and employee teams dedicated to carrying out the mission of the U.S. Department of Transportation.

As exemplary members of a visionary and vigilant DOT, you are leading the way to transportation excellence in this new century and this new millennium. And you are doing it in a truly ONE DOT fashion. We are working better together -- across organizations -- across modes -- and across areas of expertise.

Because of our ONE DOT effort, we can all look back with a great sense of satisfaction in the accomplishments we have made in support of our strategic goals -- improving safety -- expanding mobility -- supporting economic growth and trade -- protecting our environment and supporting America's national security efforts.

Our system is safer than ever. We remain the most mobile society in the world. Our hard work and our Intermodal system have supported the longest peace-time economic expansion in history. Millennium Trails and our Livability Initiative continue to improve the environment and the Coast Guard enhanced the security of our nation with a new record in cocaine seizures last fiscal year, with over 62 tons confiscated.

Safety as you know, is President Bill Clinton and Vice President Al Gore's number one transportation priority. We at the DOT have declared that safety is our North Star by which we are guided and willing to be judged. To this end, President Clinton signed the historic .08 legislation that will make our highways safer than ever before. Already, highway fatality and injury rates are at an all time low, seat belt use is at an all time high and railroad grade crossing deaths are steadily declining. The Coast Guard continues to save lives with about 3,800 people rescued last fiscal year.

Our skies remain the safest in the world. With our Safer Skies Initiative directing our efforts and by working together with our industry partners, we are committed to reducing aviation crashes by 80 percent over a decade. Because of *your* efforts, our mission-critical systems were 100 percent ready for Y2K.

International in Reach

Since I became Secretary, the Department has signed Open Skies agreements with 36 of our international partners -- from Africa to Europe to Asia to South America and beyond. We have also improved access to Mexico and increased the number of flights to China, our new trading partner.

We recently hosted the International Transportation Symposium, which brought together transportation leaders from around the world.

Intermodal in Form

In the past year this Department, along with our industry partners, has been committed to a long-term marine transportation system vision for the new century and the new millennium. Amtrak has reinvented itself with improved service and a better bottom line. Ridership continues to grow and tomorrow we will inaugurate the Acela Express high-speed rail service along the Northeast corridor.

Our FAA reauthorization plan provides even better air service for the American people. And the Transportation Equity Act of the 21st century -- a record \$200 billion investment over six years -- is allowing us to build the safest, world-class transportation system for the American people in the new century and the new millennium.

Intelligent in Character

In this new century, our transportation system will be intelligent in its character. Cars that talk to roadways and roads that communicate with drivers. Satellites that guide traffic in the air and on the ground.

Through our Intelligent Vehicle Initiative we are making travel safer by reducing crashes using collision avoidance technologies and other innovations. Through ITS, we are developing new kinds of emergency notification and weather information systems to aid travelers in rural areas. The Department, through the Partnership for a New Generation of Vehicles, is leading the joint public-private research efforts to develop an environmentally friendly, affordable and safe family sedan. And through the Garrett A. Morgan Technology and Transportation Futures Program, we have already reached two million young people, some of whom will become the future workers who develop even better intelligent transportation systems.

Inclusive in Service

The work you do has helped us to change the conversation about transportation. The public now understands what we mean when we say transportation is about so much more than concrete, asphalt and steel. It is about connecting people to

opportunity -- connecting them to school, to work, to recreation, to a better quality of life. Transportation is the "to" in welfare to work. And to that end, more than 400 of our DOT family have successfully made the transition from welfare to work.

We are ensuring that America has a transportation system that is inclusive in nature. But it's not just about inclusivity -- it's also about accessibility. Our departmental policy statement underscores the rights of people with disabilities to have access to *all* modes of transportation.

Close

Working together, ever visionary and vigilant, we are building a world-class transportation system that is international in reach, intermodal in form, intelligent in character and inclusive in service for the American people in the new century and the new millennium.

These outstanding accomplishments could not have been achieved without you -
- without your dedication and commitment to the people of this great nation.

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Speech

REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
CEREMONIAL CHRISTENING OF ACELA EXPRESS
UNION STATION,
WASHINGTON, D.C.
NOVEMBER 16, 2000

On behalf of President Clinton, Vice President Gore and the United States Department of Transportation, I am delighted to participate in today's official christening ceremony for *Acela Express*.

Acela Express is not only America's fastest train; it is also the safest high-speed train ever built -- and the first to comply with the Federal Railroad Administration's new "Tier 2" crashworthiness standards. And I want to acknowledge Administrator Jolene Molitoris, the FRA and Amtrak for their pioneering efforts to set a new world standard for rail safety.

High-speed rail is an essential part of President Clinton and Vice President Gore's vision of how advanced technology can open up new possibilities for all Americans in this new century and new millennium. In a speech he delivered to a governor's meeting right here in Union Station earlier this year, the President said that "*A high-speed rail system that guarantees our energy security, our safety and our strength, is important to the future of America.*"

And speaking to the Amtrak Board of Directors four years ago, also right here in Union Station, Vice President Gore said Amtrak's high-speed rail trainsets "*are ushering in a whole new way of traveling, using advanced and environmentally-sound technologies.*"

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The Administration strongly supports this legislation. And the U.S. Department of Transportation has designated 10 high-speed rail corridors passing through 28 states that will benefit if this legislation, is passed. As we celebrate the successful launch of high-speed train travel in the northeast corridor today, I urge the Congress to

swiftly act on the High Speed Rail Investment Act so that work can begin on similar projects across the country.

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So today we celebrate much more than safe, fast, environmentally sound and more comfortable intercity rail travel between Washington and Boston. We inaugurate a new beginning for the communities along the corridor and a new era in transportation possibilities for all Americans.

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REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
DOT GOLD MEDAL AWARD
NOVEMBER 15, 2000
WASHINGTON, D.C.

It is my distinct pleasure to announce the recipients of the 2000 Gold Medal Award -- the first of the new century. Today we honor the Flagship Initiative Team Leaders -- a group of employees whose activities have been at the forefront of many of our achievements -- and who responded to the challenge of leadership in a new environment -- a ONE DOT environment where we asked them -- and they answered -- to assume leadership of intermodal teams.

For the past two years the Flagship Team Leaders worked across organizational barriers, always focused on the outcomes by which they are measured, to move the goals of our Strategic Plan forward. They worked diligently to create an atmosphere where collaboration among the modes thrives and is rewarded.

As a result of their work, the 100,000 visionary and vigilant employees of the U.S. Department of Transportation are working better together to serve our customers -- the American people.

The Flagship Initiatives, led by today's honorees, are the tools that enable this Department to lead the way to transportation excellence in the new century and new millennium.

We coined the phrase "Flagship Initiatives" because a flagship is the largest or finest ship of a shipping line. The term "Flagship" also creates an image of moving forward.

These initiatives include a host of critical transportation efforts, from increasing seatbelt use to performing workforce planning. But more importantly, they all provide vital support to our strategic and management goals, and they require collaboration -- a ONE DOT effort -- across office and operating administration lines.

The Flagship Initiatives are the road map that will continue to guide and direct the Department's activities in this new century and new millennium.

Flagship Team Leaders, you have not only led your teams, you have led this entire Department to higher heights and greater achievements. You have shown us, by example, that we really can work together as ONE DOT.

Working in a new way hasn't been easy. But, clearly you have helped us meet, *and exceeded*, the challenges for today's DOT -- and to be better prepared for the challenges that await us tomorrow.

You have not only managed change – you are change. You have created a momentum for collaboration that cannot be -- will not be stopped.

On behalf of the Flagship Team Leaders will Bill Medigovich of the Research and Special Programs Office and Phyllis Young of the Federal Motor Carrier Safety Administration please join me to accept, on behalf of the Flagship Team Leaders, the U.S. Department of Transportation's Gold Medal Award. I also ask the entire team to please stand.

In fact, will everyone who played a role in the success of the Flagship Initiative please stand. Our achievements would not have been realized without your dedication and commitment to this ONE DOT effort. ***(You will now read the citation)***

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Speech

REMARKS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
E STREET CORRIDOR TRAFFIC RESTORATION
NOVEMBER 21, 2000
WASHINGTON, D.C.

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

This ceremony demonstrates President Clinton's and the United States Department of Transportation's commitment to enhancing the quality of life for the American people. After all, transportation is about more than concrete, asphalt and steel. Transportation is about people -- including the commuters and businesses of E Street.

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

The United States Department of Transportation has again proven its commitment to Washington. DOT provided \$500,000 in federal funds two years ago to study this issue. And once it was decided to go ahead with restoring westbound traffic on E Street, DOT spent the additional \$1.75 million necessary to finish the job. In the process, we worked with several area organizations, including the National Capital Planning Commission, the Commission of Fine Arts, the Advisory Council on Historic Preservation, the State Historic Preservation Office, the Red Cross and the Corcoran Museum, as well as the National Park Service, the Secret Service, the Metropolitan Police and the D.C. Department of Public Works -- and I would like to thank them for their many contributions to this project.

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

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TALKING POINTS PREPARED FOR
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
FIRST BOOK MOA SIGNING
BOWEN ELEMENTARY SCHOOL
WASHINGTON, DC
NOVEMBER 20, 2000

There are some future transportation workers here, I can tell.

- *Who wants to work with cars, airplanes, trains, boats or even the space shuttle? Who wants to join the Coast Guard so you can rescue people from the ocean? Give me a show of hands.*
- Keep reading, and keep studying your numbers and math, so you can work in transportation.

The United States Coast Guard has helped people for many many years.

- When people fall into the ocean, the Coast Guard pulls them out.
- When poisons get into rivers, the Coast Guard helps clean up and make the water safe again for people.
- The Coast Guard also keeps bad drugs from hurting people.
- Now the Coast Guard is doing another good thing to help even more people -- this time, the Coast Guard will help children like you.
- The Coast Guard wants to help lots of children all over America, just like the Coast Guard has helped students at this school for 8 years.

The Coast Guard will work with a group called First Book to give new books to you and to children like you.

- The Coast Guard wants to make sure that you, and children like you, have books of your own. Reading books is great fun -- and reading your very own book, that belongs to you, is even more special.
- In a few minutes, we're going to give you your first book.
- *Can you tell me the name of a favorite book you have read or that someone has read to you?*
- You can keep your new book at home and read it whenever you want. You can also share your new book with your friends.

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REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
SEVENTH OPERATION ABC MOBILIZATION: AMERICA BUCKLES UP CHILDREN
NOVEMBER 20, 2000
WASHINGTON, DC

I am delighted to join our safety partners this morning to again launch *Operation ABC Mobilization*—one of our most successful public/private efforts to save lives.

Thanksgiving is a heartwarming American tradition. It is a time when family and friends gather together to share in their blessings – a time to give thanks. It is a time of warmth and a time of optimism.

It is also the time of year when Americans travel most, with many thousands of families traveling by car. And that is why we're here this morning. We want all Americans to safely arrive at their destinations.

Safety remains President Clinton and Vice President Gore's highest transportation priority and at the U.S. Department of Transportation – it continues to be our North Star, guiding all that we do.

Under the visionary and vigilant leadership of this Administration, seat belt use is at an all time high, traffic deaths are at an all time low and the incidents of impaired driving are on the decline.

President Clinton's recent signing of the historic .08 legislation will make our highways even safer. Many in this audience stood with us in the effort to make this life-saving measure a national standard. Thank you for all of your hard work.

Safety is a promise we make – and keep– together and clearly, these mobilization efforts reflect our commitment to that promise.

Three years ago, when we joined forces to launch our first Operation ABC Mobilization, we had just over 1000 safety partners stand with us. I am proud to say that, today, more than 10,000 agencies are a part of the "*Endorsements for Enforcement*" campaign for this, our seventh mobilization effort.

For years the U.S. Department of Transportation has worked to reduce – to end – impaired driving. For just as long, we have worked to ensure that every child in America is correctly buckled up – unbuckled children are unacceptable. The data shows us that we must fight these two risks – impaired driving and unbuckled children – on a united front.

One quarter of all traffic fatalities involving children are caused by impaired drivers. Six in ten of these children are completely unbuckled – no safety seat, no booster seat, no seat belt – nothing! This is in spite of child passenger safety laws in all 50 states.

These facts are grim – and the loss and pain to the families they represent are beyond words. That is why the work being done today and throughout the week is so vitally important.

We know that the steady waves of enforcement – every six months for the last three years – are getting America's attention. Seat belt use is at 71 percent, the highest ever. Even better news, child restraint use for children under age 5 is above 90 percent, and, child fatalities have dropped 17 percent since the first Mobilization in 1997.

Also in 1997, President Clinton challenged us to decrease child fatalities by 15 percent by the year 2000. We not only surpassed our goal – we reached it ahead of schedule. We're very pleased. We're very proud – and we are extremely grateful to the thousands of law enforcement officers across the nation who put in overtime, who organize the checkpoints, who make the difference. All of you have contributed to this extraordinary progress.

To each one of you, and for the lives you save today and everyday, we say thank you for a job well done. Keep up the excellent work, and thank you for your commitment to this 2000 Operation ABC Mobilization.

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Speech

REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
INAUGURAL EVENT FOR ACELA EXPRESS
SOUTH STATION, BOSTON
NOVEMBER 16, 2000

On behalf of President Clinton, Vice President Gore and the United States Department of Transportation, I am delighted to participate in today's official inauguration of *Acela Express* service between Washington D.C. and Boston.

Acela Express is not only America's fastest train; it is also the safest high-speed train ever built -- and the first to comply with the Federal Railroad Administration's new "Tier 2" crashworthiness standards. And I want to acknowledge Administrator Jolene Molitoris, the FRA and Amtrak for their pioneering efforts to set a new world standard for rail safety.

High-speed rail is an essential part of President Clinton and Vice President Gore's vision of how advanced technology can open up new possibilities for all Americans in this new century and new millennium. In a speech he delivered to a governor's meeting at Washington, D.C.'s Union Station earlier this year, the President said that "*A high-speed rail system that guarantees our energy security, our safety and our strength...is important to the future of America.*"

And speaking to the Amtrak Board of Directors four years ago -- also in Union Station -- Vice President Gore said Amtrak's high-speed rail trainsets "*are ushering in a whole new way of traveling, using advanced and environmentally-sound technologies.*"

Today's inaugural run from Washington to Boston symbolizes the beginning of a new era in American transportation, not only for the northeast, but eventually for the entire country. The bipartisan High Speed Rail Investment Act, now pending in Congress, calls for federal sponsorship to secure \$10 billion dollars in private sector investment to develop high-speed rail corridors throughout the nation.

The Administration strongly supports this legislation. And the U.S. Department of Transportation has designated 10 high-speed rail corridors passing through 28 states that will benefit if this legislation is passed. As we celebrate the successful launch of high-speed train travel in the northeast corridor today, I urge the Congress to act on the High Speed Rail Investment Act so that work can begin on similar projects across the country.

The potential benefits are enormous. When regular service begins next month, high-speed *Acela Express* trains will immediately begin to transform transportation along the Northeast Corridor. It will not only broaden travel options for millions of travelers, it will also help unclog highways and airports, and serve as an engine for economic growth throughout the northeast, generating thousands of jobs.

I am delighted to report that we expect *Acela Express* to relieve some airport congestion at New York's *LaGuardia* and Boston's *Logan* airports, as well as highway congestion on the nation's busiest Interstate roadway, I-95.

High-speed rail will not only provide safe, reliable, environmentally friendly and congestion-free passenger transportation -- it will also help reconnect the core neighborhoods of our nation's cities to the rest of the country. High-speed rail can help reverse decades of neglect, creating new economic possibilities for urban centers that have yet to experience the full benefits of what has now become the longest economic boom in American history.

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REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
INAUGURAL EVENT FOR ACELA EXPRESS
PENN STATION,
NEW YORK, NEW YORK
NOVEMBER 16, 2000

On behalf of President Clinton, Vice President Gore and the United States Department of Transportation, I am delighted to participate in today's official inauguration of *Acela Express* service between Washington D.C. and Boston.

And it is especially appropriate that we are holding the New York portion of this event in the *James A. Farley Post Office Building/Penn Station Complex*. With last week's ceremonial signing of DOT's \$140 million-dollar TIFIA loan for the Farley/Penn Station project, work can now begin on a 21st century transportation facility worthy of the 21st century train service we inaugurate today.

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REMARKS AS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
PORTRAIT UNVEILING OF GORDON LINTON
NOVEMBER 27, 2000
WASHINGTON, D.C.

A wise man named Samuel Butler once said, "Every man's work, whether it be literature or music or pictures or anything else, is always a portrait of himself." If this is true, and I believe it is, then Gordon Linton's career is a true masterpiece.

Today we gather to recognize Gordon Linton's outstanding work on behalf of the American people. A portrait of public service that reflects a devotion to serving those in need, promotion of innovation, a dedication to diversity, as well as an energy and willingness to embrace new and enlightened approaches in meeting government responsibilities.

We all know that while in the Pennsylvania legislature, Gordon Linton put his visionary talents to work in forging a partnership among highway and transit groups and legislators to win passage of the state's first dedicated funding for mass transit. Gordon Linton's commitment to expanding mobility and access for the American people advanced further in 1993 when he responded to President Clinton's call to be the Administrator of the Federal Transit Administration (FTA). We

We were truly fortunate to have had Gordon Linton remain for six years, the longest tenure of any Federal Transit Administrator.

One of Administrator Linton's greatest legacies was to provide the "to" in Welfare to Work. From the beginning of the Access to Jobs program, Administrator Linton worked to make sure that former welfare recipients could get to their new jobs. Indeed, he rolled up his sleeves to help determine exactly what was needed and to develop the criteria for awarding grants. Administrator Linton then formed a policy council to coordinate the United States Department of Transportation's efforts with those of the Departments of Health and Human Services, Labor, and Housing and Urban Development, as well as with the White House and the OMB.

Because of Administrator Linton's efforts, the United States is experiencing a substantial investment in mass transit. Administrator Linton played a major role in assuring passage of record levels of transit investment in the Transportation Equity Act for the 21st Century (TEA-21) -- thereby leaving a legacy in the form of increased accessibility and mobility, improved air quality, and less traffic congestion for all Americans.

Throughout his career, Administrator Linton has recognized the value of granting opportunity to all Americans. He was an active supporter of expanding the Disadvantaged Business Enterprise Program (DBE) so that we can keep open the doors of opportunity for small businesses seeking transit construction contracts. Administrator Linton also worked tirelessly to make sure that the Americans with Disabilities Act (ADA) was implemented.

At this point, I'd like to invite Administrator Linton [and his family], as well as the artist, to help unveil the portrait.

Administrator Linton, your work has made a difference to so many Americans. Let this portrait serve as a tribute to your outstanding and dedicated service to our nation.

Thank you.

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AFTER-DINNER REMARKS
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
EXECUTIVE LEADERSHIP CONFERENCE
LEESBURG, VIRGINIA
NOVEMBER 29, 2000

This final Executive Leadership Conference for the year 2000 is off to a great start.

This morning, *Libby Sartain* and *Dean Wilkerson* energized us with their vivid presentations describing how their organizations continue to actively engage employees, partners and stakeholders in the process of transformation.

And this afternoon, we were challenged to think about how change personally impacts us as leaders as well as the people we manage.

We've come a long way together in four years. When I picked up Bob Fisher and Bo Thomas' book *Real Dream Teams* in 1996, I knew immediately that I wanted them to help us build a 'dream team' DOT. I was so impressed with their philosophy on leadership that I immediately picked up the phone to try to track Bob Fisher 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 over the phone 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 Bob considered my request. And I am glad I did. I knew that Bob and Bo had the tools and the vision we were 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.

As I have said many times, in the 21st 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.

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.

We knew these ambitious goals could not be achieved in day -- or even in a year. We knew that we needed a long-term commitment, extending beyond the term of any single administration, that permanently transformed the organizational culture at DOT.

As Harvard Business School professor John P. Kotter said (in an article we shared with you at an earlier conference), "The change process goes through a series of phases that . . . usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces a satisfying result.

Changing direction at a federal department is a little like changing the course of mighty aircraft carrier. When the pilot at the helm alters the heading, the carrier will continue for another three miles before any noticeable change in direction.

After nearly four years of hard work, the change at DOT is more than noticeable. It is remarkable. As I worked with you today, it was obvious from what you said to me and to each other in our sessions, that DOT's senior leadership team now clearly understands the wisdom of setting a vision, of enlisting the support of our employees and stakeholders, and of celebrating our successes.

That is why our first strategic plan was recognized as the "best in government," and that is why our latest strategic plan -- and the performance plan that goes with it -- is even better. And I want to take this opportunity, on behalf of the Department, to acknowledge the one person who, more than any other single individual has kept us on course in the strategic planning process, Deputy Secretary *Mort Downey*.

One of our greatest achievements over the past four years has been ONE DOT. ONE DOT helps us realize our vision, fulfill our mission and implement our strategic plans. And ONE DOT fosters unity among our 14 operating administrations. We now have 50 flagship initiatives that cut across all organizational lines.

Because of our ONE DOT effort, we can all look back with a great sense of satisfaction in what we have accomplished in terms of our new strategic goals -- improving safety, expanding mobility, supporting economic growth and trade, protecting our environment and supporting America's national security efforts.

Safety, as you know, is President Bill Clinton and Vice President Al Gore's number one transportation priority and the 'North Star' guiding everything we do at the U.S. Department of Transportation.

As a result of your leadership, highway fatality and injury rates are at an all-time low, seat belt use is at an all-time high, and railroad grade crossing deaths are steadily declining. During the last fiscal year, the U.S. Coast Guard continued its lifesaving efforts by rescuing some 3,800 people. America's skies remain the safest in the world -- with the prospect of becoming even safer through the Safer Skies Initiative that commits us to reduce aviation crashes by 80 percent during the coming decade.

America needs a transportation system worthy of the 21st century. That system must not only be safe and sustainable, it must be *international in reach, intermodal in form, intelligent in character and inclusive in service*. And to achieve these aims, we must be *innovative* in our approach.

International in Reach

Since I became Secretary, the Department has signed 37 Open Skies agreements with our international partners; the latest -- with the African nation of Benin -- was signed yesterday. Just this past year we have improved access to Mexico and increased the number of flights to China. Last month we hosted representatives from more than 90 countries for an historic International Transportation Symposium to address transportation issues for the new millennium.

Intermodal in Form

During this past year we have continued to work with our industry partners on a long-term vision for the future of marine transportation. Amtrak has reinvented itself with improved service and a better bottom line.

Ridership continues to grow and earlier this month we helped inaugurate Acela Express high-speed service along the Northeast Corridor. The recent FAA reauthorization plan will provide even better air service for the American people and the Transportation Equity Act for the 21st Century -- a record \$200 billion investment over 6 years -- is supporting our efforts to build a world-class surface transportation system for the American people.

Intelligent in Character

Through our Intelligent Vehicle Initiative we are making travel safer by using collision avoidance technology and other innovations to reduce crashes. And through the Partnership for a New Generation of Vehicles we are leading a joint public-private effort to develop an environmentally friendly, affordable and safe family sedan.

Inclusive in Service

Your leadership has helped us change the conversation about transportation. The public now understands what we mean when we say transportation is about more than "concrete, asphalt and steel." It is about connecting people to opportunity -- to school, to work, to recreation and to a better quality of life. Transportation is the "to" in Welfare to Work. And to that end, more than 400 of our DOT family have successfully made the transition from welfare to work.

These outstanding accomplishments could not have been achieved without you. There is an ancient Chinese proverb about leadership that goes something like this: *"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.'"*

Over the last four years, you *have* done it yourselves. What we have been able to accomplish together has convinced me that each of you has the capacity to lead this great department to higher heights of achievement than many of us have yet dreamed or imagined.

It has been my privilege -- and my joy -- to serve as Secretary of Transportation and to work with such a talented leadership team. You have risen to every challenge; you have been innovative and proactive in advancing this Department's mission to serve the American people. Thank you for all of your hard work -- the late night calls, working overtime during crises -- and for using your talent and skill to make our agency better.

As we have learned together, mastering change is not a one-time achievement but a permanent commitment. The work is hard, but the rewards are great.

As President Clinton put it, *"The 20th century was indeed a golden age for transportation; the 21st century can be even a brighter one."*

And for that possibility, we can thank the leadership team at DOT.

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REMARKS AS PREPARED FOR DELIVERY
SECRETARY OF TRANSPORTATION RODNEY E. SLATER
WELCOME AND OPENING REMARKS
EXECUTIVE LEADERSHIP CONFERENCE
LEESBURG, VIRGINIA
NOVEMBER 29, 2000

Thank you, Melissa -- and good morning!

Let me begin by thanking all of you for participating in an extraordinary effort over the past four years to develop greater trust, cooperation and teamwork' at DOT.

We knew that we already had a lineup of career and appointed leaders 'second to none.' However to move to the next level of achievement, we needed to transform our 'corporate culture' at DOT in ways that would encourage us to work more effectively as a team.

Today I am proud to declare the first phase of culture change at DOT "Mission accomplished." We now have the leaders and the environment of collaboration we need to deal with the challenges ahead.

Our goal over these next two days is to help you hone a sharper edge for dealing with the issues of mastering change. You will be hearing from some of America's master practitioners of the art of dealing with change. We can all learn from them.

Today's Executive Leadership Conference builds on our work over the past several years. This meeting is the 6th in a series of quarterly leadership gatherings that began in February 1999 -- and the 22nd meeting of DOT leaders to focus on leadership issues since the beginning of my service as Secretary in February 1997.

We have made a lot of progress in four years.

Because of you -- and because of your efforts to work collaboratively with one another at a new level of effectiveness and enthusiasm, we are now well on our way to truly becoming "One DOT" -- an integrated, multi-modal powerhouse, 100 thousand strong, committed to transforming the quality of transportation -- and therefore the quality of life -- in America.

Because of you, we have made tremendous strides in making U.S. transportation safer than ever.

Because of you, we have made significant progress in all modes of transportation, on land, sea, and air.

And because of you, DOT is now the steward for an unprecedented, record-level investment in America's transportation infrastructure -- an investment that is creating jobs, opportunities and access to everything that makes life worth living for all Americans.

And because of you, we have become a *visionary and vigilant* DOT leading the way to transportation excellence in this new century and new millennium.

As the core members of our magnificent leadership team, both career and appointed, you are truly making a difference.

I am delighted to be here with you -- and I look forward to working with you as we move together to the 'next level' of mastery in the art of change.

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(about 5 minutes)

TALKING POINTS PREPARED FOR
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
BENIN OPEN SKIES AGREEMENT
NOVEMBER 28, 2000
WASHINGTON, D.C.

Acknowledgments

His Excellency Joseph Sourou Attin, Minister of Transport & Public Works (You met w/him & his delegation in May. The Minister has also participated in the Atlanta, Chicago and Washington ministerials)

*His Excellency Lucien Tonoukouin, (Tone-o-quin) Ambassador to the U.S.
Aristde De Souza,
Director General of Civil Aviation*

Charles Todjinou, Minister Counselor, Embassy Republic Of Benin

Thomas White, Aviation Negotiator, U.S. State Department

- This is indeed a great day for the people of Benin and for the people of America. We congratulate Benin on its forward looking approach to aviation liberalization.
- This new open skies agreement will continue our efforts to liberalize aviation arrangements between the United States and our African Partners. With today's signing, Benin becomes our ninth open skies partner in Africa, and the 51st partner around the world.
- I also congratulate Minister Attin for the outstanding work he has done to improve Benin's transportation infrastructure. Minister Attin has been, and continues to be, a leading advocate for improving connections between the African nations, as well as those between Benin and the rest of the world.
- Benin was one of the first Air Afrique owner-countries to allow code sharing -- and just recently approved Delta Airlines switch to code sharing agreements with Air France.
- We believe the best way to encourage greater trade and tourism is to permit airlines and cities to establish competitive, efficient transportation networks.
- Transportation is truly "the tie that binds." Now, as we celebrate our new partnership with our friends from Benin, we begin a new era in the history of our two countries -- and the ties that bind the United States and the people of Africa.

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REMARKS PREPARED FOR DELIVERY
U.S. SECRETARY OF TRANSPORTATION RODNEY E. SLATER
INTERNATIONAL AIR TRANSPORT ASSOCIATION
NOVEMBER 30, 2000
ATLANTA, GEORGIA

[LEO MULLIN WILL INTRODUCE YOU]

Thank you, Leo. On behalf of President Clinton and Vice President Gore, I am delighted to join you for this IATA Board of Governors meeting. I am glad to return to the Jimmy Carter Center, where ten months ago we celebrated the initiation of direct air service between Johannesburg and Atlanta. I was glad to personally congratulate Leo Mullin of Delta and Coleman Andrews of South African Airways for negotiating the first direct, non-stop service between Atlanta and the African continent. I must also congratulate Leo and all of you at Delta for being known as the world's "most flown carrier," and also having been named "Airline of the Year" by *Air Transport World*.

I would also like to thank all of you here for your contributions to the recent ground-breaking International Transportation Symposium held in D.C, as well as to the "Beyond Open Skies" Ministerial held in Chicago. Together we have made great strides towards developing a global aviation system to meet the needs of the 21st Century.

Globalization is erasing many of the boundaries that used to define transportation's reach. President Clinton has called globalization -- with good reason -- "*the central reality of our time.*" The world economy today is fifteen times the size of 40 years ago. And transportation has played a major role in this trade-driven expansion, because without transportation, there is no trade. Aviation is a driving force, not only for expanded trade -- but also for strengthening the connections between our people in the form of educational, scientific and cultural exchange. Transportation is the "tie that binds."

And our march towards globalization and the liberalization of aviation services continues. The United States has signed Open Skies agreements with 51 countries around the world, five of which were concluded in the last three months. I signed an agreement just this Tuesday with the nation of Benin. Thirty-seven of our Open Skies agreements have been reached since I became the United States Secretary of Transportation almost four years ago. And, in our move towards a plurilateral framework, two weeks we completed ago our first multi-lateral agreement with Brunei, Chile, New Zealand and Singapore.

Indeed, our list of success and our plans for the future continue to grow. Truly we -- the United States Department of Transportation and the aviation industry -- have accomplished much together. I thank and applaud all of you for your foresight and

vision -- and for our recent progress in making this world a smaller place, in providing the "tie that binds," for connecting our global communities. You see a future of great opportunity in the new century and the new millennium. I know, together, we are making it happen.

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Revised

FOR IMMEDIATE RELEASE
Monday, November 20, 2000

Contact: Karen Whitney
Telephone: 202-366-0660

Media Advisory

**U.S. Transportation Secretary Slater, Joined by Federal, D.C. Officials
Announces Return of Westbound Traffic to E Street**

U.S. Transportation Secretary Rodney E. Slater, joined by D.C. Delegate Eleanor Holmes Norton, D.C. Deputy Mayor/City Administrator John Koskinen, National Park Service Director Robert Stanton and other federal and community officials will announce the restoration of two-way traffic to Washington, D.C.'s E Street, between 15th and 17th Streets Northwest, during a news conference at 10 a.m. Tuesday, Nov. 21, 2000.

- WHO:** U.S. Transportation Secretary Rodney E. Slater
D.C. Delegate Eleanor Holmes Norton
D.C. Deputy Mayor/City Administrator John Koskinen
Office of Management and Budget Director Jack Lew
National Park Service Director Robert Stanton
Deputy Federal Highway Administrator Walter Sutton
- WHAT:** Announcement of the restoration of westbound traffic to E Street between 15th and 17th Street Northwest
- WHEN:** 10 a.m., Tuesday, November 21, 2000
- WHERE:** The grounds on the south side of E Street, NW, just east of 17th Street, across from the Old Executive Office Building

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To reach the site, take 17th Street, NW and turn east on E Street. Parking is available inside the fenced area on the left side of the street. Park Police will be on hand to direct persons to the parking area.