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**DEPARTMENT OF
TRANSPORTATION**

NEWS

**URBAN MASS TRANSPORTATION
ADMINISTRATION**
WASHINGTON, D. C. 20590

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REMARKS BY CARLOS C. VILLARREAL, ADMINISTRATOR, URBAN MASS TRANSPORTATION ADMINISTRATION, BEFORE THE HIGHWAY RESEARCH BOARD, SHOREHAM HOTEL, WASHINGTON, D. C., JANUARY 14, 1970

Gentlemen, what a welcome opportunity to be with the highway re- search fraternity and share my public transportation thoughts.

I realize only too well how important good highways are to a suc- cessful public transportation program. Buses carry more people, more ef- ficiently than any other mode of public transportation. As a matter of fact, buses move 80 percent of all public transit riders. And, of course, they must rely on good streets and highways.

It seems to me that almost everyone wants an alternative to the automobile and the resulting traffic congestion, but he hopes his neighbor or someone else will ride it, thus leaving the freeway to himself. This is human nature, and probably most aptly describes the majority of us here today.

There seems to be a "cycle," inasmuch as additional freeway capacity induces more traffic to re-saturate our roads. Therefore, we can build roads up to a point to serve transportation, then mass transportation

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must come into the picture. Let me show you how we are getting more involved in the picture:

Our research, development and demonstration program is intended to provide a major national impetus to spark the development and installation of new and better ways of getting around the city---a systematic yet inventive effort for the commuter, to provide him with the type of benefits enjoyed today by the motorist.

Prior to 1961 and the small transit demonstration grant program in our predecessor organization, virtually no development had taken place in overall transit systems, except for individual supplier product improvement. As a result, we know we have a lot of catching-up to do.

I want projects directed in such a way to get maximum transit rider improvement, in the shortest period of time, with existing systems and through the development of new systems.

I view the overall research and development needs of the public transportation industry in this manner: to improve present systems and develop completely new systems.

It is clear to me that future systems, hardware and software, cars, controls and concepts, can only come from coordinated research and demonstration. We have components and all sorts of bits and pieces; technology not yet successfully applied to mass transportation. New systems are still ahead of us.

They include such things as a door-to-door rapid-response dial-a-ride system. I was in Boston yesterday, reviewing with the Massachusetts Institute of Technology a plan in which a mini-type bus or van would respond to a request, within minutes, by being pre-stationed in neighborhood locations. This system could serve as a feeder line for mass transit "trunk lines."

Dial-a-ride could prompt a whole family of new buses when our component development and bus design program is completed. There will also be a new family of rail rapid transit cars, fathered by the Bay Area Rapid Transit System in San Francisco.

Another project we are working on relates to personal rapid transit. This, of course, is a low volume system, and initial tests will be in the 70-80 mph range.

People-movers, moving sidewalks, and horizontal escalators are on our drawing boards and hopefully will soon be demonstrated in a number of cities. We expect our center city project to provide many of the candidate cities, and systems, which will set the pace for our future research and development effort.

From people-movers in the center-most part of the city, to linear induction, motor-driven, air-cushioned vehicles for intra-city travel, our program is directed to the full spectrum of new systems we are certain can

be developed.

Secretary Volpe tells me one of his objectives, high on his priority list, is to see a high-speed, tracked, air-cushioned vehicle operating in the near future in the 150-200 mph range. We are all action oriented at the Department of Transportation, and little wonder, with his able guidance and leadership.

My background is one of corporate management engineering and research. Therefore, I recognize the necessity for things to work as a system. Although I endorse the system's technique in solving problems, we are faced today with a unique opportunity to make immediate improvements in the way we approach our work.

We are willing to take reasonable risks to shorten the time from the concept or idea to demonstration, with the least amount of research in the interim. As a result, there should be a change in the time-frame for public transportation improvements.

President Nixon has said we must improve public transportation, and do it quickly, if we are to save the decaying inner-cities of this Nation. That, gentlemen, is my "charge!"

This Administration recognizes---perhaps to a greater extent than has ever been recognized before---that mass transportation is the key to many of the social ills that afflict our metropolitan areas from coast to coast. Now, I would like to tell you something that is "near and dear" to my heart...and that is the transportation bill which has already been introduced to Congress by the President.

I ask for your support and assistance in helping us get this bill passed. We are currently growing, and growing rapidly, at a time when others in Government are facing cutbacks and reductions in operating budgets. Only recently, Congress authorized our next budget increase -- to \$214 million from our current \$175 million. Our staff will grow to 129 positions, an increase of 70.

With additional manpower and money and good management, we can confront more of the problems facing public transportation. For example, one of the central core problems in urban freeway travel is how to handle peak loads without having idle capacity during non-rush hours. Capacity for peak loads results in idle lanes during the off-hours. Therefore, the capital investment is excessive.

On the other hand, congestion during the peak hours, because the system is too small, is efficient during off-peak hours -- but the travel time investment is too high. Optimizing this situation solves the problem in the aggregate, but as a result, no individual feels satisfied. Perhaps this is OK for fuel, grain and warehouse problems or carrying hogs, but it is most unsatisfactory for people.

It seems to me to solve the people problem, we must first offer alternatives to serve the non-driver, and, in addition, divert the marginal freeway user.

Therefore, the total transportation network should be a self-equalizing system that equates the marginal utility of the travelers automatically. For example, when it is more convenient, mass transit has more utility for a commuter than his automobile. As a result, he will switch. He will switch from his car to transit.

Since requirements vary between people, it should be possible to "time" the transportation network so it is optimized, while at the same time, letting each traveler make the most of his own personal welfare through an individual choice.

I am dedicated to the purpose of helping provide good, prompt, convenient, dependable, attractive and safe rides for non-car owners and users.

Secretary Volpe has told me more than once, how important it is that we all work together within the Department of Transportation with a "one-ness" of purpose. The intermodal concept is the answer for the transportation problems facing our Nation. The Secretary feels, and I agree with him, that there is no single answer or mode of transportation which can individually fulfill the transportation needs of our country.

Almost daily, we read news stories by conservationists and anti-highway interests which deny the "encroaching concrete octopus." In contrast to this, the American public seems to prefer overwhelmingly its automobile to other forms of transportation. Our pending legislation offers an opportunity to resolve this paradox by mutual understanding and coordination, between the Urban Mass Transportation Administration and the Federal Highway Administration, with safe, comfortable and efficient public transportation.

The public will clearly have its choice of alternatives. The choice they make will measure the preference of the Nation at large, and place the alternative transportation modes in their proper perspective.



DEPARTMENT OF TRANSPORTATION

NEWS

URBAN MASS TRANSPORTATION ADMINISTRATION WASHINGTON, D. C. 20590

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REMARKS DELIVERED BY CARLOS C. VILLARREAL, ADMINISTRATOR, URBAN MASS TRANSPORTATION ADMINISTRATION, AT THE EASTERN RAILROAD PRESIDENTS CONFERENCE HELD AT THE QUEEN CITY CLUB, CINCINNATI, OHIO, WEDNESDAY, JANUARY 28, 1970

It gives me a warm feeling to see so many of my friends here in Cincinnati. Having lived here for over ten years, I consider Cincinnati to be not only my second, but also my favorite, home.

As many of you know, I was an Executive with General Electric and lived with my family in Indian Hill. When I left Cincinnati about four years ago, I moved to Los Angeles and worked on the Apollo Moon Project with Marquardt Corporation.

I am especially happy to be here today, because we in Washington are excited by what is happening--and what can happen--here in Cincinnati. We are especially excited about what can and will happen in the all-important area of public transportation. I wonder how many of you know that Cincinnati almost had its own subway system back in the early 1920's? Construction of a subway, using an abandoned canal bed, was actually started. However, the idea was dropped after a considerable amount of construction. Central Parkway is built over the subway and other parts were used for highway facilities and water mains.

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Cincinnati has a long and illustrious history in transportation. At one time, the Cincinnati Street Railway Company was one of the nation's outstanding systems. As a result, many of the nation's leaders in transportation had their start right here in Cincinnati.

But let's not talk just about the past, but rather the future, for that is where you and I can make our greatest contributions.

We have been working closely with the Ohio-Kentucky-Indiana Regional Planning Authority (OKI) on a grant for transit planning. This is a project which Representative Robert Taft, Jr., has been most interested in moving forward. Having overcome some legal problems relating to OKI's eligibility, we are proceeding to complete our review of the application. I have brought a member of my staff to Cincinnati this morning, to work out the few remaining problems on the application with OKI. So, while I don't have the pleasure of announcing a grant to the Cincinnati area today, I hope we can move ahead promptly on this project. I assure you that funds are available in our budget, so that we can move ahead when the application is completed.

One thought as this study is about to begin--without active support from the public and private sectors, this study will be little more than another study. We are committed to action, and these studies should serve as blueprints for action.

Those of you here today can be the architects and the builders, if you so choose. We are providing the financial assistance so you can develop your own plans, especially suited to your own individual requirements.

We have also had several applications for capital grants in the Cincinnati area. It is, however, premature to consider construction plans until a regional transportation study has been made and you have agreed upon a program for the implementation of your short- and long-range transportation plan.

Perhaps the most important thing any of us can do is change the "image" of riding public transportation. Most people feel it is a disgrace to have to use buses or subways. Automobiles are important and certainly a way of life to us Americans. But, we can never provide the mobility Americans demand and deserve if we restrict ourselves to automobiles alone. We must provide a choice between

good, dependable and clean public transportation and the private automobile to those who have a choice. Some, the young and the old, for example, have no choice at all. For them, the public transportation system is synonymous with mobility.

A clean and modern bus, zipping along at sixty miles per hour, with 55 passengers in an exclusive right-of-way lane lends more appeal than automobiles which.

1. Pollute the air with half a pound of carbon monoxide for each pound of fuel consumed.
2. Kill 55,000 people each year, or the equivalent of 150 each day.
3. Carry on the average of 1.6 persons per 20-foot vehicle, weighing two tons.
4. Is the leading cause of death among our young people, aged 16-25.
5. And, friends -- the automobile population is growing with a net increase of 10,000 vehicles every 24 hours.

If our cities across the country are to survive the growth which is occurring everywhere, like here in Cincinnati, we in this nation must provide fast and efficient public transportation in addition to our excellent network of streets, highways and freeways.

If the Cincinnati business community is to prosper and thrive the way I know you want it to, there must be a thread of unity running throughout your widely-diversified, outwardly-growing city.

It makes me stop and think, as I follow the car in front which cost \$4,000, has a 400-horsepower engine, and creeps along at four miles per hour. Cincinnati needs good public transportation just as much as it needs a good police force, fire department, public health, public welfare, or public works system.

Cincinnati Transit, like most public carriers, has experienced a steady loss in riders and a correspondingly steady increase in fares since the end of World War II. For example, in 1946, Cincinnati Transit carried almost 134 million revenue passengers, or the equivalent of 450,000 per day. But by 1968, this had dropped to slightly over 27 million riders, or somewhat less than 100,000 riders per day.

The fare has increased from a dime to the current 35 cents (incidentally, the fare in Kansas City has increased to 50 cents). Cincinnati Transit has had to keep pace with the times, and I think they have done a pretty good job.

Do you realize there are only a handful of transit companies across our nation operating in the black, and your transit company is one of them? My Administration is not restricted to helping just publically owned systems. Through proper channels we have assisted numerous privately owned transit systems across the country.

We offer this help with a budget of \$175 millions, which is being increased next year to \$214 millions. This is really only a drop in the bucket, considering what must be done to revive the dying transit systems in almost every state. President Nixon recognizes the importance of doing more. That is why he has introduced to Congress an Act, which would provide \$10 billion over the next 12 years. It would provide funds on an assured basis for the construction, expansion and improvement of public transportation in a rapidly growing America.

Many of you have been involved in convincing the public they should vote for bond issues. I know how difficult it is to get public approval when there is no guarantee for matching Federal funds a few years down the road.

However, our legislation has a built-in provision that is known as "Contract Authority." As a result, we will be able to obligate over three billion dollars (for the first five years) practically as soon as the Bill is signed. It will provide one billion dollars a year for the last seven years of the program.

For the Public Transportation Assistance Act of 1969 to become a law, and if these funds are to be made available to areas like Cincinnati, we must have your support and assistance. Letters of encouragement to your Senators and Representatives at this time would be meaningful and helpful.

Based on studies which have been made in cities where rail systems have been decided upon or are being considered--for example, Atlanta, Baltimore, Los Angeles, Pittsburgh, Seattle--or where major extensions are being planned to existing systems--for example, Boston, Chicago, Cleveland, Philadelphia, New York--an estimate of capital

requirements for public transit over the next 10 years has been developed. The Institute of Public Administration places our 10-year requirements at between \$28 and \$34 billion, reflecting both the prospect of continued inflation and a marked increase of interest among cities and other local public agencies in improving urban mass transportation facilities as the Federal assistance program begins to show results.

You can see that what we are asking for - \$10 billion over 12 years - is indeed very conservative. Buses will also play a big role, and they will do so in new and exciting ways. We hope to develop a whole new family of buses--new in design, comfort and performance. Nearly 80% of all transit riders use buses now. Therefore, immediate short-term improvements must first be made to our bus systems.

If the Bill is passed, there will be additional monies for research, a total of \$100 million during the first few years of the program. Our research is currently working on such things as a tracked air cushion vehicle which Secretary Volpe and I hope to start working on this year. Perhaps it will connect the center of a city with its airport and run for at least 10 miles.

We are doing research in the areas of people movers, improvements in scheduling, equipment utilization, and faster trains-- all made possible by computers and other software systems now being developed.

Buses, like hard-wheel vehicles, will come in different sizes. Some will be mini-bus size and will operate almost on a door-to-door basis. Conventional buses are starting to use their own, special high-speed lanes on expressways---and harmful exhaust emission levels for future buses will be cut 90 percent.

Through our technical studies and research, capital and demonstration grants programs, we are moving forward in providing the public with a choice of transportation. No single mode will provide all the answers to our transportation problems. As a result, Secretary Volpe and I have a goal for all transportation systems to work together in a coordinated and intermodal concept.

The end result is the expeditious movement of people--comfortably and conveniently. What does this mean to you as a rider or driver--- it means you will have a choice---a choice when you travel.

Thank you for your kind attention and for asking me here today-

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REMARKS OF CARLOS C. VILLARREAL, ADMINISTRATOR, URBAN MASS TRANSPORTATION ADMINISTRATION, PREPARED FOR DELIVERY TO THE 20TH ANNUAL BANQUET OF THE HEAVY CONSTRUCTORS ASSOCIATION IN KANSAS CITY, MISSOURI, FEBRUARY 4, 1970

It is so nice to be here this evening and have this opportunity to share my thoughts on public transportation. My good friend, Frank Turner, who as you know is the custodian of our National Highway System, told me the Heavy Constructors Association was a good group and I would enjoy my visit here. He was so right!

My General Counsel, who is certainly no stranger to these parts, is with me this evening. He practiced law for many years across the State line and served as a Kansas State Senator for four years. George Haley, stand up and be recognized.

President Nixon is the first President in recent history who has recognized that transportation can be the key to curing many of our social ills, and I am confident the measures he has proposed will be enacted, and will result in great benefit to all Americans. The potential

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for more efficient movement of people is enormous---and so is the potential for chaos.

President Nixon and Secretary Volpe are so concerned, in fact, that I often get a phone call asking what I have done today toward solving our public transportation problems.

Your transit system has been in the same continuous circle of fare increases followed by riding declines, followed by additional fare increases that have become a pattern across the country. In 1961, for example, some 33.7 million annual revenue passengers were handled by Kansas City Transit, but by 1968 this had dropped to 21.9 million. This represents only about 70,000 revenue passengers (or 35,000 round trips) per day in a metropolitan area of over a million.

We are interested in your transportation problems and evidence of this is the \$4.3 millions we spent here last year. As you know, we provided financial assistance in the acquisition of nine operating transit companies within the greater Kansas City area, which formed the Kansas City Area Transportation Authority.

We are now working on a Kansas City project called "Multi-Service Transportation." The project was approved last summer and the total cost will be \$494,359. The project is being transferred later this month from HUD to UMTA. Our participation in this project is \$178,000.

A project of this type is better known as "employment facilitation." On a temporary and daily basis, the Federal Government helps transport the inner-city's unemployed, elderly, handicapped or poor to nearby areas offering better job opportunities.

Another proposed project is being evaluated by the applied physics laboratory for UMTA. This project proposes construction of a 3-mile segment along the 19-mile right-of-way which will connect downtown Kansas City with the new international airport. This project is still on the drawing boards and requires additional study.

If it was necessary for transportation to progress and grow in the past, it will be even more necessary in the future. Growth has been inconsistent, and today, our transportation network is in trouble. It suffers from imbalance, shortages and obsolescence.

We have a network of super-highways unchallenged in the world. By contrast, our national public transportation posture is very poor indeed. Good public transportation seems to be accepted everywhere in the world except in our country, where it always seems to become an issue.

You know this only too well here in Kansas City, where just two months ago you saw a measure fail that would have built a rapid transit system. Secretary Volpe tells me of the encouragement he offered the downtown, incorporated audience two weeks ago in this very hotel-- he told them not to give up, but keep trying, for if Kansas City is to continue as the vital hub of this heartland, then it is vital that you have a modern rapid transit system.

Until now, I could not even hint that Federal funds might be available on an assured basis to help build Kansas City's rapid transit system of the future. However, if our public transportation legislation is passed by Congress, then built-in assurances can guarantee sustained Federal participation.

The proposed bill is a 12-year, \$10 billion program to provide funds on an assured basis for construction, expansion and improvement of existing public transportation.

The legislation has a budgetary mechanism known as "contract authority," which will enable us to obligate over \$3 billion (for the first five years) practically as soon as the bill is signed. It will provide \$1 billion a year for the last seven years of the program.

The Federal Highway Act of 1956 has been a big success. Our bill is more or less the equivalent of the Highway Act, which launched the interstate system. I feel we are on the "springboard" for launching something as big and equally important. Although the interstate system is nearing completion, let me say now, we have no designs on the highway funds.

An amount of construction heretofore unequalled in public transportation will be necessary if the legislation is passed. There will be excavation work, subways to build with stations below and above ground.

In fact, virtually every craft and trade union employed in highway construction will be utilized in the expansion and modernization of our public transportation systems.

Rapid transit also means rapid highways. They can be existing roadways with lanes reserved exclusively for buses, or bus-ways, which are highways built exclusively for bus use.

I propose we develop a new concept in highway construction and highway utilization. Urban highways should be built with lanes for the exclusive use of buses, which can move more people more quickly than cars.

Faster bus lanes will soon be matched with more attractive and comfortable buses. They will have low polluting characteristics, whether powered by gas turbines, electric motors, or possibly external-combustion engines. In addition to being quieter, they will offer more comfort.

Comfort in the form of a:

- * Better suspension system.
- * Larger windows.
- * Colorful interiors.
- * A new approach in seating arrangements.
- * And, built closer to the ground.

No longer will the image of public transportation, as it relates to buses, be a "smoking box on wheels," creeping along at six miles-per-hour.

As a result, it is imperative for this legislation to become law, and these funds made available for the benefit of Kansas City residents as well as all Americans. Therefore, let me encourage you to support the Act, as the Senate did yesterday afternoon with a resounding 83-4 vote.

With a vote like this from the House -- we will have the bill and be able to move forward.

President Nixon says, "The answer is not to abandon growth, but to redirect it. For example, we should turn toward ending congestion and eliminating smog with the same reservoir of inventive genius that created them in the first place."

The automobile is truly a relentless servant. It has played a significant role in the growth of our nation, however, it is our worst polluter of our environment. Do you realize for every pound of fuel consumed, it gives off half a pound of carbon monoxide? Adequate control requires further advances in engine design and fuel composition. This means research must be intensified, standards must be stricter with more rigid enforcement procedures---and they must be done now.

In closing, just let me refer to some of the exciting things we are doing in research and development.

Secretary Volpe and I have plans to commence construction on the tracked air-cushion vehicle. This vehicle will accelerate to speeds of 150-200 miles-per-hour. One practical application might be from the center of a city to an outlying airport with travel time reduced to only a few minutes.

Another means of moving people could be a small and completely automatic vehicle. It might serve as a circulation system in downtown areas, large shopping centers or airport terminals.

They could be two- or four-seat mini-vehicles that automatically deliver passengers to their destinations. Maybe around the city or even between cities--but just think of the convenience to arrive at the airport and sit in a vehicle located at the main entrance. Punch the button with "TWA Ticket Counter" and relax while you automatically ride down the hall and across the main lobby.

I am convinced public transportation of the future will move at speeds and with comfort that were formerly thought possible only in the air. However, we recognize the social and institutional obstacles which we must face in bringing about changes. Charles Kettering wrote that, "The world hates change, yet change is the only thing that has brought progress."

I feel the time has come for all of us to work together as a team and develop the intermodal concept in transportation. Our nation needs, and must have, a balanced network of transportation modes. My friend Frank Turner knows this, just as I do. That's why we work so closely together in a team effort, because we realize public highways and public transportation complement each other.

May I congratulate you on the role you have played in making the interstate highway system so successful. With your support and interest, perhaps we can pursue an even more successful program in public transportation.

Thank you.

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SPEECH GIVEN BY CARLOS C. VILLARREAL, ADMINISTRATOR, URBAN MASS TRANSPORTATION ADMINISTRATION, AT THE BIRMINGHAM TRAFFIC AND TRANSPORTATION CLUB, BIRMINGHAM, ALABAMA, HELD AT THE CIVIC ROOM, TUTWILER HOTEL, FEBRUARY 10, 1970

Our President recently mentioned that the goals of this Administration differ fundamentally from those of previous Administrations. We are not in Washington simply to pile new resources and manpower on top of old programs. We are in Washington to initiate an era of change, an era with substantial change.

And that is basically my charge---"To change the mess our national urban transportation network has worked itself into." The image of public transportation is pretty low. We both know this. As a matter of fact, how long has it been since you last rode a bus?

When I asked this question a few weeks ago in the mid-west, someone countered in asking why would anyone want to ride a bus that was dirty, uncomfortable, and always late? I made my point when I asked how much support he had given the local transit authority in the past twenty years.

All over the country, I see the same continuous pattern---riding declines followed by fare increases, which result in additional riding declines and more fare increases. Now that we have become an affluent society, we concentrate our attention on the family automobile for all our transportation requirements.

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However, all Americans are not as fortunate. The elderly, the handicapped, the young and the poor must depend on public transportation. It is an important element of their very existence.

Secretary Volpe and I feel it is the responsibility of every community to provide those less fortunate Americans with clean, convenient and economical transportation. Every community provides police protection. Every community has a fire department. The protection they provide is for the benefit of everyone, rich or poor, home owner or renter.

We must help those captured in the inner cities of this nation. One of the most significant keys to alleviating their hardship is through improved public transportation. President Nixon recognizes this program, for he has said, "The violent and decayed central cities of our great metropolitan complexes are the most conspicuous area of failure in American life."

He has proposed that before these problems become insoluble, the nation develop a national growth policy. Our purpose will be to find those means by which Federal, state and local government can influence the course of urban settlement and growth, so as positively to affect the quality of American life.

From the looks of things on Capitol Hill, it seems fairly certain that the Urban Mass Transportation Administration will have an impact on the quality of American life. I am referring to the Public Transportation Act of 1969, which passed the Senate last week with an enthusiastic 83-4 vote.

We do not expect a large margin like this in the House late next month. Therefore, we encourage everyone to contact their representative and ask for his support.

The proposed Bill is a 12-year, \$10 billion program to provide funds on an assured basis for construction, expansion and improvement of existing public transportation.

This is not a big northern city program, but one that could benefit you here in Birmingham. Especially since the Birmingham Transit Corporation proposed only last week that the system be acquired for public ownership.

Up until now, BTC has been successful in staying out of the red. . . . a record far better than the national average. However, in 1968 they handled slightly over 10 million revenue passengers, or about 35,000 per average weekday. This was a 26.9% decline from the preceding year's riding total.

Unfortunately, this decline in riding continued during 1969. The month of November, for example, dropped 9.2% from the same month in 1968. I know the 61-day strike of that year broke the riding habits of many revenue passengers.

I can remember many years ago when Birmingham's transit system was one of the best in the South. A fleet of streetcars, for example, provided express service on the same streets served by local trolley-coaches.

Many of you must be thinking this very minute about the eventual outcome of your transit system. Let me tell you the same thing I told Mayor Seibies, and others, in a meeting this afternoon:

Our Administration's budget is meager compared to the needs of the nation; but, if the Public Transportation Act is passed this Spring, then we will have a considerably larger budget. We will be pleased, however, to receive a grant application from Birmingham at anytime. . . . and I promise it will receive a rapid and thorough review for possible approval.

Secretary Volpe has talked with me many times about the maze of transportation problems facing our nation. He says, "Carlos, you know we must have a balanced network in our transportation picture. Good roads alone are not the answer. Supersonic airliners, operating to and from modern airports, are not the sole answer. The answer lies in a balance of all modes, and urban mass transportation is our weakest link."

As a matter of fact, I frequently get a call from the White House or from Secretary Volpe, asking what I have done today to help the urban transportation dilemma.

In addition to patching and saving existing public transportation facilities across the country, we are also planning for that day we "round the corner." Our research and technology department is working on some interesting developments. Let me tell you about them:

The Secretary and I have plans to commence construction on the tracked, air-cushioned vehicle. This vehicle will accelerate to speeds of 150-200 miles-per-hour. One practical application might be from the center of a city to an outlying airport with travel time reduced to only a few minutes.

Another means of moving people could be a small and completely automatic vehicle. It might serve as a circulation system in downtown areas, large shopping centers or airport terminals.

They could be two- or four-seat mini-vehicles that automatically deliver passengers to their destinations. Maybe around the city or even between cities--but just think of the convenience to arrive at the airport and sit in a vehicle located at the main entrance. Punch the button with "TWA Ticket Counter" and relax while you automatically ride down the hall and across the main lobby.

I am convinced public transportation of the future will move at speeds and with comfort that were formerly thought possible only in the air. However, we recognize the social and institutional obstacles which we must face in bringing about changes.

Before closing, let me ask how often we hear others say, "Times surely aren't like the good ole' days?" And, perhaps in many ways, they aren't. But, my friends, there is no way of turning the clock back when you are dealing with the growth of a city.... a city like Birmingham.

You cannot stop the growth, but you certainly can direct it.

The Department of Transportation, as well as my Administration, is interested in your city. Vitally interested. Perhaps Birmingham could become a showplace for the nation.

I know it won't be easy. Nothing really good ever is. You will have to come up with new ideas, new thinking, new daring, and new, bold determination if you are to fulfill the bright promise that belongs to Birmingham.

If we can couple the individual determination of private enterprise with the resources and dedication of government at all levels, you can have the greatest city in the country. We look forward to assisting you in whatever manner possible.

Thank you.

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REMARKS PREPARED FOR DELIVERY BY CARLOS C. VILLARREAL, ADMINISTRATOR, URBAN MASS TRANSPORTATION ADMINISTRATION, BEFORE THE DENVER CHAMBER OF COMMERCE AND THE REGIONAL TRANSPORTATION DISTRICT, DENVER, COLORADO, FEBRUARY 17, 1970

I welcome the opportunity to be here with you today. Each trip I take to Colorado, I become more and more aware of the beauty and grandeur of your state. It's a pleasure to be in Denver. In Washington, we kind of hope "The Mile High City" will, in public transportation, soon come to be known as the "Miles Ahead City."

With the formation of the Regional Transportation District, you are making progress, but you will need to move ahead in other ways if you are going to be miles ahead. The stakes are high today. The pace of change has quickened in this country. All around us we see technological breakthroughs. With rising incomes for most of our people, more education available, new opportunities are emerging. Opportunities in public transportation---and it all means something I want to emphasize today.

One aspect of major Federal programs for the improvement of life in America is that too much time is spent between research on new ideas, their development into sensible demonstrations, and their later application to the needs of our cities.

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I want to shorten the time and maximize the impact of our plans and programs to do for the straphanger commuter and rider what other programs have already done for the trucker, driver, and motorist.

Public transportation is in a sad way in America---and we're going to fix it. Not only do we have the resources, technology and know-how, but the American city-dweller has come to the realization that we need public transportation if cities are to grow, prosper and thrive.

President Nixon has made improvement of the environment a major goal for the Seventies. Consider the prospects. Public transportation has everything in the world to do with environment. In fact, few aspects of urban life are so controlling of land use and development patterns as public transportation.

Neither our growth in population, nor increases in national or personal income, can compare with the increased demand for transportation services of all kinds.

In fact, we now know we will need to double the capacity of our transportation network in the next twenty years.

Even though our network of super highways is the wonder of the world, our overall national transportation network is out of balance, poorly integrated, and, in many places, downright unsafe.

Having come to Washington from California, I appreciate the importance of an automobile here in the West. Things are spread out, and it takes longer to get around. But this has effected--seriously effected--the Denver Transit System. Transit riders have been decreasing in Denver, just as they have all over the country. One of the most difficult challenges in my Administration is to structure programs and make grants so as to not only improve transit service, but also to lessen congestion and help the motorist. We're all in a traffic jam together. We all need to help each other to get out of it.

I am particularly interested in the Denver transit situation because of the important regional character of Denver. If we can be helpful in substantially improving strength, vitality, and regional economic importance of this city, then we will have done something. We have made several grants here already, and I am happy to say we are considering

several others. I am looking forward to meeting with your Regional Transportation District Board today, to review your overall future plans.

As you may know, it doesn't take new technology to improve public transportation right now. There is a great deal of equipment and components of systems that could greatly improve bus, rapid transit, and even subway systems. We have found that political and other institutional constraints keep cities from going forward and getting better public transit. Our Center City Transportation Program hopes to pinpoint, analyze, and diagnose these very vexing problems, and propose specific solutions to them.

We are looking at such things as multiple political jurisdictions in a region, divided authority and responsibility amongst several planning groups, and legislative limitations on local expenditures---and we're doing this in five cities. The conclusions we come to, I hope will be used in many other cities.

The Center City Transportation Program has two principal objectives. As I have said, the first is to knock down the barriers, institutional and otherwise, that have held back the adoption of transit innovation. The second aim is to focus on the special problems of improving circulation in Center Cities. I am sure we will learn a great deal from Denver's important participation in this program. Your Mayor and I met in Washington **last November** to discuss those projects growing out of the Center City work. I look forward to meeting with him again when these projects are ready for implementation.

All of you need to remember that I am really from Brownsville, Texas. And I know you need and want a good, effective Regional Transit System here, if only so "the Gateway to the West" doesn't become "The Bottleneck to the East."

Better transit takes money, and perhaps more money than most cities can raise by themselves. And so President Nixon has submitted to Congress the Public Transportation Bill of 1969. It calls for a \$10 billion investment over the next 12 years to assist cities like Denver to build, expand, and extend public transportation in our urban areas.

The Bill will enable us to obligate \$3.1 billion for bus, subway and rapid transit systems almost as soon as it is signed. It will give cities the assurance of the availability of Federal matching funds after

local bonds have been voted. This Bill is necessary so that municipal and regional transit bond referenda will be successful. In a sense, our Bill is the public transportation equivalent of the Federal Highway Act of 1956 which launched the Interstate Highway System.

I am pleased to report to you the Bill passed the U. S. Senate with flying colors on February 3rd, by a vote of 84-4.

I want to commend Colorado for its outstanding Congressional delegation in Washington. Senator Gordon Allott really carried the day for us and played a key role in protecting the financing provisions of the Bill. Senator Dominick was very helpful with his support. Congressman Brotzman, the Chairman of the House GOP Transportation Task Force, has taken a great interest in our program. We are certainly counting on his support and the support of Congressman Rogers later next month when hearings begin on our Bill in the House. We are going to need all the help we can get for passage of the Bill by the House.

Many of you are concerned over the eventual outcome of your transit system. Let me say that even though my Administration's budget is meager compared to our transportation needs, we are ready to be helpful. Of course, when our legislation is passed, we can make an even more significant contribution to your future system and those of other major cities.

President Nixon says the Seventies will be a time of new beginnings, a time of exploring on the Earth and in the heavens---a time of discovery. But the time has come for us to develop better ways of managing our resources---public as well as private resources---and of completing and making better what we have already begun but so far is unfinished. We need to rebuild, finish and complete our cities; complete them in such a way that future generations, hopefully, will compliment us for our foresight and vision.

Secretary Volpe has asked me to visit various size cities throughout the country to learn first-hand about their transit needs. I am particularly interested in the effect that our new legislation will have on the quality of city life. So on this trip, I will visit Phoenix, San Francisco and Oakland, California. Yesterday I was in Saint Louis. Among other things, we are particularly interested in the beneficial effect of improved public transportation on the environment, as I said earlier, and the need for the development of low-emission, non-polluting engines for all forms of transit and public vehicles.

Just this week, we moved ahead on several of these projects and by Friday, San Francisco should take delivery for specially equipped buses that completely eliminate smoke and odor. The days of the smelly bus are numbered!

Tomorrow, I am looking forward to visiting with the Mayor and City Council of Phoenix to review plans for public transportation developments there. I am also looking forward to meeting with members of the Arizona State Legislature to review potentially promising Federal-State relationships as they pertain to the development of improved transit systems.

I mention this for good reason. Our new legislation provides for grant applications to be sent to the Governor for comment. I don't have to tell you, especially in light of the Colorado State funds already voted to help finance your Regional District---some \$4 million---how helpful the State can be in developing a comprehensive, sensible Regional Transportation System.

Many cities fail to realize that a new form of city-state partnership may provide valuable, local matching funds for critically needed transit improvements.

Before leaving you, let me thank you for your gracious hospitality, and again tell you how happy I am to have had this opportunity to visit with you.

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DEPARTMENT OF TRANSPORTATION

NEWS

URBAN MASS TRANSPORTATION ADMINISTRATION WASHINGTON, D. C. 20590

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07-DOT-70

REMARKS PREPARED FOR DELIVERY BY CARLOS C. VILLARREAL, ADMINISTRATOR, URBAN MASS TRANSPORTATION ADMINISTRATION, BEFORE THE DOWNTOWN ASSOCIATION OF SAN FRANCISCO, SAN FRANCISCO, CALIFORNIA, ON FEBRUARY 19, 1970

I have been waiting with great anticipation for this opportunity. As members of the Downtown Association of San Francisco, you are the influential citizens of this area. The action-oriented people that get things done.

In reviewing your 1969 Association report, I read your goals: To make it easier for people to get into, out of, and around San Francisco. I realize this is a never-ending struggle, but you must never give up trying.

You have accomplished freeways, offstreet parking and the only new rapid transit system in the country for many years. I think you deserve national recognition for having applied your Association's slogan: "For The Good Of San Francisco."

My Administration is the youngest Administration in the newest Department. We celebrated our first birthday only last fall, and as you know, the Department of Transportation is not quite three years old.

We came into existence because of the lack of balance and coordination in the national transportation picture (a situation which has resulted in untold billions of dollars wasted over the years).

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President Nixon has said we must untangle the knot of urban transportation and use all the modes as instruments of social design and community development. Secretary Volpe and I are pledged to do this. We must do it if we are to realize the fullness of the American dream.

It was your group, the Downtown Association of San Francisco, which realized this is not really the machine age, but rather the modern age of enlightened man. With this realization and your perseverance, the Bay Area Rapid Transit System will soon become a reality.

We are interested in your transportation problems. Vitally interested. In fact, our capital grants for the BART project are in excess of \$105 millions. An additional \$13 million in demonstration grants has gone to test truck and prototype cars. We also have a grant application in the amount of \$40 million for further BART construction work and to continue the rolling stock procurement program. BART is estimated to cost \$1.3 billion and should be in operation within the next two years.

At this point, you will have the most unique transportation system in the nation. The oldest and the newest. What a delight to ride those little cable cars. I am sure they bring back many a fond memory for everyone.

We have also supported the Municipal Railway. An UMTA capital grant in the amount of over \$1 million assisted in the purchase of 50 of their 200 new buses. An additional \$33 million capital grant is pending, which could make a total involvement of \$34 million. The purpose of this grant is to re-equip the entire system except for the cable cars.

The Alameda-Contra Costa Transit District has been unusually successful in rebuilding the former key system into an excellent example of a progressive transit system. In fact, for the year ending June 30, 1969, there was a slight gain in traffic over the prior year. A most unusual pattern these days, since most transit systems are regularly losing revenue passengers.

Our assistance to Alameda-Contra Costa Transit District is over half a million dollars. A demonstration grant, which I am very interested in and excited about, is the \$544,000 grant to the California State Assembly for the purpose of testing steam powered buses.

Additional research is being conducted for other types of power plants. The turbine engine looks promising and greatly reduces the amount of pollutant emission. Another possible source of bus power is the external combustion engine.

I feel we have studied things to the point that it is now time to move forward. Perhaps we will make some mistakes, but it is important to react to the potential urban transportation crisis facing our nation.

The Secretary and I have plans to commence on a tracked, air-cushioned vehicle project this year. This vehicle will accelerate to speeds of 150-200 miles-per-hour. One practical application might be from the center of a city to an outlying airport with travel time reduced to only a few minutes. Incidentally, California is one of several locations under consideration for this demonstration grant.

Another means of moving people could be a small and completely automatic vehicle. It might serve as a circulation system in downtown areas, large shopping centers or airport terminals.

There could also be two- or four-seat mini-vehicles that automatically deliver passengers to their destinations. Maybe around the city or even between cities--but just think of the convenience to arrive at the airport and sit in a vehicle located at the main entrance. Punch the button for your airline ticket counter and relax while you automatically ride down the hall and across the main lobby.

I am convinced public transportation of the future will move at speeds and with comfort that were formerly thought possible only in the air. However, we recognize the social and institutional obstacles which we must face in bringing about changes.

How often we hear others say, "Times surely aren't like the good ole' days." And, perhaps in many ways, they aren't. But, my friends, there is no way of turning the clock back when you are dealing with the growth of a city.....a city like San Francisco.

You cannot stop the growth, but you can certainly direct it.

The Department of Transportation, as well as my Administration, is interested in the Bay Area. We feel San Francisco is well on its way to becoming a showplace for the nation.

You have come up with new ideas, new thinking, new daring, and new, bold determination to fulfill the bright promise that belongs to San Francisco.

However, we can become even more helpful if we get our new Bill.

The proposed Bill is a 12-year, \$10 billion program to provide funds on an assured basis for construction, expansion and improvement of existing public transportation.

The legislation has a budgetary mechanism known as "contract authority," which will enable us to obligate over \$3 billion (for the first five years) practically as soon as the Bill is signed. It will provide \$1 billion a year for the last seven years of the program.

The Federal Highway Act of 1956 has been a big success. Our Bill is more or less the equivalent of the Highway Act, which launched the Interstate System. I feel we are on the "springboard" for launching something as big and equally important.

I am happy to report the proposed legislation got a big boost two weeks ago, when it passed the Senate with a resounding 84-4 vote. Senators Murphy and Cranston cast favorable votes, and we were pleased to have their assistance.

Congressmen Mailliard and McCloskey are strong transit backers, therefore, I know they will fight for us. Since we expect a rougher sledding in the House next month, I sincerely hope we can depend on support from Congressmen Burton and Cohelan.

If it was necessary for transportation to progress and grow in the past, it will be even more necessary in the future. Growth has been inconsistent, and today, our national transportation system is in trouble. It suffers from imbalance, shortages and obsolescence.

Good public transportation seems to be accepted everywhere in the world except in our own country, where it always seems to become an issue.

You know this only too well here in San Francisco, where just four years ago a \$95 million bond issue was rejected by the voters. As a result, you didn't give up, but bounced back by forming a non-profit corporation to issue bonds. Let me say that I admire your determination and ability to get a job done, and done right!

Until now, I could not even hint that Federal funds might be available on an assured, long-term basis to continue helping the Bay Area with your mass transit plans for the future. However, if our public transportation legislation is passed by Congress, then built-in assurances can guarantee sustained Federal participation.

As some of you know, I lived in Los Angeles before accepting this assignment. I realize how the cities and suburbs of California, as well as the nation, are relentlessly expanding. Those priceless open spaces, needed for recreation areas accessible to their people, are swallowed up---often forever. Let me say that unless we preserve these spaces while they are still available, we will have none to preserve.

As a result, President Nixon is proposing innovative financing methods for purchasing open space and park lands before they are lost. I am sure our grandchildren will someday look upon this decision and recognize the wisdom and courage our President possesses.

The ecology and preservation of our national environment is extremely important back in Washington. The automobile is our worst polluter of the air. Adequate control requires further advances in engine design and fuel composition. Research shall be intensified with increasingly stricter standards and strengthened enforcement procedures--- and it shall be done now.

President Nixon says we no longer can afford to consider air and water common property, free to be abused by anyone without regard to the consequences. Instead, we should begin now to treat them as scarce resources, which we are no more free to contaminate than we are free to throw garbage in our neighbor's yard.

The State of California forecasts that by 1975, the population of the Bay Area counties will be close to 4 millions.

The next half-century can become your golden age of civilization if we learn tolerance and cooperation. You have already set the pace

with BART. With your proven courage and determination, you can reach almost any goal you choose.

In the next half-century, you can---with courage and determination---insure that your area survives the onslaughts of congestion, poverty, pollution and immobility.

In the next half-century, our nation must achieve a national transportation network designed on systems principles that promote economic growth, meet social needs, and protect the environment.

Secretary Volpe sums it up so well when he says, "In short, a transportation system which is in harmony with man."

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**DEPARTMENT OF
TRANSPORTATION**

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NEWS

**URBAN MASS TRANSPORTATION
ADMINISTRATION**
WASHINGTON, D.C. 20590

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09-DOT-70

SPEECH GIVEN BY CARLOS C. VILLARREAL TO THE NEW YORK RAILROAD CLUB OF PHILADELPHIA, PENNSYLVANIA, FEBRUARY 26, 1970.

President Nixon is the first President in recent history who has recognized how fully transportation is the key to curing many of our social ills, and I am confident the measures he has proposed will result in great benefit to all Americans.

Gentlemen, the potential for more efficient movement of people is enormous...and so is the potential for chaos.

I fully realize the importance of commuter service here in the northeast corridor. It is a big issue. An issue we must solve together.

Every day across the face of our nation, 600,000 commuters use rail passenger service--here in Philadelphia and in New York, as well as in Boston, Chicago and San Francisco. Dependable commuter service is equally important as a job to these working Americans. Inadequate service, as our daily newspapers tell us and the world, wreaks havoc upon the individual, his family, his job.

There is a lot to be done and done quickly, to maintain, to improve, and to expand commuter service. Every day our population increases at the rate of 6,000 souls. I don't have to tell you what this means in relation to our national transportation problems.

In fact, most of our anticipated growth will take place in our cities and metropolitan areas. Presently about two-thirds of our population resides in urban areas. Within 15 years this proportion is expected to rise 80 percent, with much of this increase being concentrated in a few regions such as here and in New York.

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The message the figures deliver is simple, "we can't afford to study and plan any longer, we must move now and move quickly."

I am well aware of your problem in keeping your commuter services alive and well. We are ready, working through local public agencies, to help you.

Demonstration grants to test new ideas in this area have totalled more than \$13 Millions since 1961, these grants have provided a substantial body of data on how to preserve and improve essential rail commuter service.

It was in these early tests that the role of Federal, State and local governments became established. The local governments, in most cases with State aid, are providing operating funds and the Federal Government is helping them improve your capital facilities and equipment.

Evidence of our interest in your problems is reflected in our capital grant program. In the past few years grants to aid commuter railroad service have come to over \$100 Millions for New York and Philadelphia. Not enough you say? I am sure you are right. But it was the best we could do, within the funds made available to us by the Congress. However, things can and must get better. This will come about with the passage of the President's Public Transportation Assistance Act, now before Congress.

President Nixon has designed this legislation, which calls for a \$10 Billion investment over the next 12 years, to assist cities all over the United States keep and improve public transportation services. When it is passed, it will help you build and expand your own commuter service. We are encouraged with the 84-4 vote in favor of its passage in the Senate.

This legislation will enable us to obligate over \$3 Billion for public transportation capital needs over the next five years and to give States and local agencies assurance of the availability of Federal matching funds for the implementation of their long-term transportation plans.

Let me take this opportunity to salute New York for passing a \$1 Billion Transportation Bond Issue in 1967. This provides immediately the necessary matching funds to move forward - just as soon as our legislation is passed.

My boss, Secretary John Volpe, is a strong believer in the team effort. As a result, we Administrators and Assistant Secretaries pull together with one common purpose and goal...and that goal is a

balanced national transportation network.

Reginald Whitman, the Federal Railroad Administrator, recently told me that the experimental high-speed railroad passenger service in the Northeast Corridor shows every sign of proving a need for a rail alternative in congested areas.

During the first six months of operation, the Metroliner gained half of its 228,000 passengers from other modes. Between last April and November 57,000 people used the Turboliner service between Boston and New York. We are very pleased at the passenger response to these trains.

You may be interested to know the Secretary and I have plans to commence on a tracked, air-cushion vehicle project this year. This vehicle will accelerate to speeds of 150-200 miles-per-hour. One practical application might be from City Center to an outlying airport, with travel time reduced to only a few minutes.

Gentlemen, congestion and pollution are becoming greater problems every day. President Nixon just recently said, "The answer is not to abandon growth, but to redirect it. For example, we should turn toward ending congestion and eliminating smog with the same reservoir of inventive genius that created them in the first place."

This means an even greater role for the rails, as we encourage more automobile commuters to leave their cars at home or at the station.

We will have to work with the utmost haste to make up for lost time when the President's Bill is passed. I am confident we can do it-- working together.

It has been an honor to be with you here this evening. I believe in your industry - it has been the very backbone of our country's growth and development for well over a century.

Incidentally, my return trip to Washington this evening is on the Penn-Central's No. 155, departing from 30th Street at 9:06, and with the lateness of the hour, I must close so I don't miss that familiar....."All-A-Board."

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DEPARTMENT OF TRANSPORTATION

NEWS

URBAN MASS TRANSPORTATION ADMINISTRATION

WASHINGTON, D. C. 20590

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10-DOT-70

REMARKS OF CARLOS C. VILLARREAL, ADMINISTRATOR, URBAN MASS TRANSPORTATION ADMINISTRATION, PREPARED FOR DELIVERY TO THE 68TH ANNUAL CONVENTION FOR THE AMERICAN ROAD BUILDERS' ASSOCIATION, IN NEW YORK CITY, MARCH 2, 1970

I always enjoy speaking to groups involved in heavy construction. You in part have made a significant contribution to the improvement of transportation in this country.

I was especially impressed with the theme for your 68th annual Convention: "The Challenge of Change" by coincidence it is that same theme that provides mobilization and inspiration for all of us in the Urban Mass Transportation Administration.

The improvement for public transportation is certainly one of the greatest challenges facing us today. We are all aware of the chain reaction: fare increases caused by increased operations cost, declines in ridership followed by additional fare increases--- which have become common place,

At the request of Secretary Volpe, I have visited large, medium size and small cities across the country to identify the

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Urban Transportation problem. I have learned that the same transportation problems which plague our metropolitan areas, are just as severe in their own way to our smaller cities.

The automobile is simply choking our cities. Congestion exists in cities of all sizes and along with the congestion, of course, is the attendant pollution of the atmosphere by the internal combustion. What then, is the possible solution to this mess?

First of all, we must make public transportation so attractive that people will want to ride the systems. The vehicles must be large, fast, and dependable. We will have made great progress if the motorist will have a choice --- a choice between driving his own automobile or taking another form of transportation.

Let me say right now that public transportation does not compete with the automobile. Attractive and efficient public transportation complements the automobile and provides a part of the effective balance so necessary to move people in the cities.

I am sure our advanced technology will indicate a way to solve the pollution emission of automobile propulsion systems.

It was President Nixon who said, "We must solve our transportation problems in the cities, if the cities are to be saved as fit places for human habitation." There is so much to be done, and so little time in which to make a contribution. And let me say --- I am proud of the progress we are making under the leadership of my "Action-Oriented", Secretary of Transportation, John A. Volpe.

President Nixon recognizes the seriousness of our national public transportation dilemma, as well as the other social problems facing our nation. He has said :

"The tasks that need doing require money, resolve and ingenuity and they are too big to be done by Government alone. They call for fundamentally new philosophies of land, air and water use, for stricter regulation, for expanded government action, for greater citizen involvement, and for new programs to ensure that government, industry and individuals all are called on to do their share of the job and to pay their share of the cost."

In the past, I have not been optimistic in offering the necessary federal assistance for the vast multitude of future transportation systems, we so badly need. But we are greatly encouraged with the Transportation Act now before Congress. Not unlike Secretary Volpe's comments at the luncheon, I am optimistic about the eventual outcome of the Legislation.

With the Senate Approval - A resounding 84-4 Vote - It is difficult to visualize anything but passage in the House of Representatives. However, we do anticipate the House Vote will be much closer, so we ask for your assistance encouraging you to contact your Representative, and request his support.

President Nixon has designed this Legislation, which calls for a \$10 Billion investment over the next 12 years, to assist cities all over the United States to keep and improve public transportation services.

This Legislation will enable us to obligate over \$3 Billion for public transportation capital needs over the next five years and to give states and local agencies assurances of the availability of Federal matching funds for the implementation of their long-term transportation plans.

Our Legislation is similar to your Highway Act, which initiated the Interstate system. Let me make it clear, we have our own legislation and have no designs on your Funds, although the Interstate System is nearing completion.

If this Transportation Act is passed, what significance will it have on future road building?

I can best answer this question by saying, 80 percent of our projects involve buses. And you know buses are most effective on smooth fast roadways.

I am convinced we can get greater utilization from existing urban highways. We could reserve lanes exclusively for buses.

Another feature could be an electronic device providing "Bus Preference" in traffic when approaching intersection signals.

Future construction will surely include numerous bus-ways, which are highways built exclusively for high-speed bus use. A fleet of buses could move at speeds of 70 mph or faster, cutting travel time to mere minutes.

If our Act becomes a Bill next month, an unequaled amount of construction in public transportation will be necessary and can be funded. There will be excavation work, road-beds to place and pave, and yes, even subways to build with stations below and above ground.

There will be work for every craft and trade normally used in road construction.

My daily "Challenges to Change" are numerous, one is in trying to develop a new concept in highway construction and highway utilization - in favor of greater bus productivity. This is an area where the Urban Mass Transportation Administration and the Federal Highway Administration are working "hand-in-hand", to solve a mutual problem.

Another big "Challenge of Change" I face is removing the National image of buses being nothing more than "smoking, stinking boxes on wheels."

Faster bus lanes will soon be matched with more attractive and comfortable buses. They will have low polluting characteristics, whether powered by gas turbines, electric motors, or other types of external-combustion engines. In addition to being quieter, they will offer more comfort.

Comfort in the form of A:

- * Better suspension system
- * Larger windows
- * Colorful interiors
- * A new approach in seating arrangements
- * And, built closer to the ground

In closing, let me just quickly refer to the exciting things we are doing in Research and Development:

Secretary Volpe and I have plans to commence construction on the tracked air-cushioned vehicle. This vehicle will accelerate to speeds of 150-200 Miles-per-Hour. A valuable application might be from the center of a city to an outlying airport with travel time greatly reduced.

We are studying a procedure in automatically moving people in small vehicles. They could be two- or four-seat mini-vehicles that deliver people quickly and

directly to their destinations. This type of system or "People-Mover", would be practical in downtown areas, large shopping centers or airport terminals.

Secretary Volpe mentioned earlier today that we need some break-throughs in tunneling for future construction. To illustrate how we work together in the Department of Transportation as a team, under the leadership of Secretary Volpe, my Administration has five joint contracts with the Railroad Administration which relate to tunneling Research. We hope our joint research effort provides Secretary Volpe with that "break-through" he wants.

Before closing gentlemen, may I point out I have been in this assignment for less than a year, when I started, I assure you I did not have any pre-conceived notions or biases about public transportation, since I came from the aero-space industry. However, I am now convinced the public transportation of the future will move at speeds and with comfort that were formerly thought possible only in the air.

"The Challenge of Change" is real -- for we recognize the social and institutional obstacles we face in bringing about changes within the Public Transportation Industry.

I salute you for the significant contributions you have made to our National Transportation System. With a similar effort for Mass Transportation I know success is within our grasp.

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DEPARTMENT OF TRANSPORTATION

NEWS

URBAN MASS TRANSPORTATION ADMINISTRATION

WASHINGTON, D. C. 20590

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STATEMENT BY CARLOS C. VILLARREAL, ADMINISTRATOR,
URBAN MASS TRANSPORTATION ADMINISTRATION, AT THE
CHICAGO TRANSIT AUTHORITY, CHICAGO, ILLINOIS, 12 MARCH
1970

Today I am pleased to participate in the dedication of MONITOR-
CTA -- an advanced electronic computer control system for the
Chicago Transit Authority.

This is the first application of an advanced electronic and com-
puter automated control system for an American bus system. There
are similar systems in Europe but none other in this country.

MONITOR-CTA will enable about 15% of Chicago's buses to
operate more efficiently. The system will serve about 500 of the city's
3,300 buses.

This is a \$2 million demonstration grant project of an on-line,
real-time computer control system. The Urban Mass Transportation
Administration (UMTA) has financed \$1,549,000 of the cost with the
remainder being financed by the City of Chicago and the Chicago Transit
Authority.

The primary purpose of this project is to furnish a constant flow
of information to transit management so as to improve schedules and
routes; to provide two-way digital and voice communication with buses,
and to automatically monitor bus location and identity in the Chicago
metropolitan area.

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As a bonus, the system also features a safety emergency notification system. With this equipment, the driver can report accidents and robberies, and in special instances mechanical breakdowns.

During rush hours, buses have a tendency to "bunch up," that is, a few buses are filled to capacity while behind them, other buses are empty. At night when the passenger load is lighter, buses have a tendency to run ahead of schedule. With the application of advanced electronics to bus systems, I foresee greatly improved operations and scheduling, and better bus service for the public.

Let me congratulate CTA and their principal contractor, Motorola, Incorporated, on the progress they have made on this project. After many months of planning and work, they are now ready to commence operations.

MONITOR-CTA is one of our Federal research and demonstration projects intended to explore and identify the benefits of applying advanced control techniques to bus systems and other transportation.

Public transportation is desperately in need of improved equipment, be it buses, rapid transit cars, subway extensions. Our research, development and demonstration program is now directed toward delivering on-street improvements to the public in the shortest possible time.

Secretary of Transportation John A. Volpe and I feel we need to make a substantially larger national investment in improved bus, subway, and other public transportation systems. With good research and demonstration projects, we hope to make significant improvements in service to the public.

The Skokie Swift, Dan Ryan and Kennedy rapid transit extensions are all projects we are glad to have been able to help plan and finance.

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U. S. DEPARTMENT OF TRANSPORTATION
URBAN MASS TRANSPORTATION ADMINISTRATION
WASHINGTON, D. C. 20590

STATEMENT OF CARLOS C. VILLARREAL, URBAN MASS TRANSPORTATION ADMINISTRATOR, DEPARTMENT OF TRANSPORTATION BEFORE THE SUBCOMMITTEE ON HOUSING AND URBAN AFFAIRS, SENATE COMMITTEE ON BANKING AND CURRENCY, REGARDING S.676 and S.3499, WEDNESDAY, APRIL 8, 1970.

Mr. Chairman and members of the Committee:

I am pleased to testify today for the Department of Transportation on the bills S.676 and S.3499 which would amend the Urban Mass Transportation Act of 1964.

Both bills concern a problem that in recent years has become acute in many urban areas. Many communities are finding themselves in a situation where fare box revenues from transit operations do not meet the operating costs of providing the level of service believed necessary for achievement of community objectives at fares that can be reasonably afforded by those dependent upon public transportation. Increasing operating deficits are being experienced in a growing number of communities in their efforts to provide public transportation service.

The Urban Mass Transportation Act of 1964 does not now provide any direct remedy for operating deficits experienced by transit operations. It seeks to improve transit services through Federal assistance for new or improved capital facilities and equipment. Many communities are faced by the need to provide public subsidies to cover operating deficits in order to preserve adequate service at reasonable

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fares. This must often be done while the community also attempts to develop a capital improvement program designed to increase ridership and produce more economic and efficient operations. Local governmental subsidies may be provided indirectly through favorable tax treatment or assumption of certain costs, or directly through cash payments for reduced rate rides or performance of specified operations. The urgent need to provide such subsidy assistance often hampers the ability of financially hard-pressed communities to make progress in making needed capital improvements. The 1964 Act is designed to meet this area of community need. This Committee and the Senate have already recognized the magnitude of this need in its enactment of S.3154.

S.676 would authorize grants to States and local public bodies to assist in financing interim subsidies for up to 15 years to defray net operating deficits of publicly or privately owned mass transportation companies providing commuter service. Such grants would be for up to double the amount contributed by the State or local public body. S.3499 would allow grants to State and local public bodies to pay up to 100 percent of the interest and principal on debts incurred to finance urban mass transportation capital facilities and equipment, if the Secretary determines that such a grant is essential to prevent:

- (1) The termination of a significant part of the transportation service of a community, or
- (2) The occurrence of a serious adverse effect upon the welfare of a substantial number of lower income persons who are dependent upon such service.

Both bills would provide additional funds to finance the authorized grants.

S.676 appears to be aimed primarily at assisting railroad commuter operations in large metropolitan areas. Most such services operate at deficits and a number of cities and States have acted to preserve such services where their abandonment seemed imminent. Although the operating costs of such operations are not eligible for Federal assistance, a number of grants have been made under the present capital assistance program for modernization of railroad commuter facilities and equipment. It is not clear, however, whether the operating subsidies S.676 would authorize would be available for other types of transit service, such as bus operations in smaller communities experiencing similar problems in meeting operating costs.

S. 3499 appears to be aimed at providing financial relief to transit systems which have in the past purchased new capital equipment on the basis that it could be financed from system revenues. To the extent that interest and principal payments on outstanding equipment obligations are a substantial claim against revenues, this form of relief would help reduce operating deficits or eliminate the necessity for increased fares. Since only relatively few communities have transit systems with outstanding revenue indebtedness, the approach taken by this bill is quite limited in scope and may be too narrow to merit Federal action.

These bills raise two fundamental issues:

1. To what extent is Federal involvement in the problem of increasing operating deficits (with the attendant prospect of increased fares to avoid operating deficits) desirable? and

2. To what extent do the bills represent appropriate mechanisms for any such Federal involvement?

The first of these issues has been raised before. The limitation of Federal involvement to capital assistance has been deliberate and premised on the belief that the solution of our mass transit problems can come only through joint Federal, State, and local efforts. Operating subsidies involve many factors that are matters of local choice, influenced by local interest and support. For this reason, the most appropriate Federal role was believed to be one providing assistance within a framework permitting maximum freedom for the local decision-making process. The bills before the Committee would dramatically change the nature of the Federal involvement in assistance to urban mass transit and raise a whole host of questions as to the proper relationship between the Federal Government and our cities, for example, the degree of control and responsibility for efficient transit operations that the Federal Government might necessarily assume under an operating subsidy program.

With respect to the second issue, it would seem that the assistance provided for by both bills would deal only with a small portion of the overall problem of the squeeze on fares and service created by rising costs and static or declining ridership. They would also raise serious questions of fairness since each would gear assistance to conditions that do not directly relate to the question of the need for Federal aid.

For these reasons, the Department would not favor enactment of S.676 and S.3499. I understand that the Subcommittee on Housing of the

House Banking and Currency Committee is recommending an amendment to S. 3154 to include a requirement that the Department of Transportation conduct a study and report within one year on "the feasibility of providing Federal assistance to help defray the operating costs of mass transportation companies in urban areas and any changes in the Urban Mass Transportation Act of 1964 which would be necessary in order to provide such assistance . . ." If ultimately the Congress should direct the Department to undertake such a study, we would, of course, comply.

Certainly, if there is to be any radical change in the nature of Federal assistance to urban transit systems, such a change ought to be preceded by a very careful analysis of the issues. There must be a showing that an unequivocal need exists that can be met within a framework which preserves the proper roles and responsibilities of Federal, State, and local authorities.



DEPARTMENT OF TRANSPORTATION

NEWS

URBAN MASS TRANSPORTATION ADMINISTRATION WASHINGTON, D. C. 20590

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REMARKS GIVEN BY CARLOS C. VILLARREAL, ADMINISTRATOR, URBAN MASS TRANSPORTATION ADMINISTRATION, AT THE AMERICAN TRANSIT ASSOCIATION AND THE INSTITUTE FOR RAPID TRANSIT JOINT RAIL CONFERENCE, BOSTON, MASSACHUSETTS, 23 APRIL 1970.

Any manager, coach, or ship's Captain for that matter, welcomes an opportunity to talk about his team, his players, his men. Since a program is only as good as those who carry it out, and since results accomplished are, to a very large degree, a reflection of the skill and competence of those who manage it, you should know about our organization.

A joint industry meeting offers a special opportunity for you to become more familiar with how we are organized--who does what and why.

Two points deserve further emphasis. With passage of President Nixon's transit legislation, public transportation will become very big business.

To build and equip our whole new systems and to upgrade and re-build exciting systems on a national scale, will take an organization flexible enough to grow with the demands made upon it, but also specifically responsive to day-to-day proposals and requests.

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The industry as well as government has a special opportunity at this time to build an organization to direct, manage and market a transit investment effort having profound effect on the shape, character and future of our cities.

I want to familiarize you with the Urban Mass Transportation Administration. I personally feel it is important for an industry to understand how the respective Federal agency which is responsible for programs effecting its future is organized, staffed and managed.

Transit is behind the times. As a result, it is running far off schedule in some areas, and scarcely at all in others. Therefore, my Administration must be organized to be responsive; it must be attentive and helpful to our cities.

Here is a short kaleidoscope of my staff and their responsibilities:

<u>Picture</u>	<u>Sound</u>
(Slide 1)	To begin with, ours is the newest administration in the youngest Federal department. . .
(Slide 2)	And we just moved into new quarters, the Nassif Building
(Slide 3)	At Seventh and Dee Streets in southwest Washington.
(Slide 4)	It's new and attractive, and we have lots of room--the entire east wing on the ninth floor.
(Slide 5)	I plan to introduce you to all of us. . . and here we are, at a morning staff meeting.
(Slide 6)	This is the first order of business every day. . . projects are gone over, upcoming programs are hashed out. Now let's see just who does what. . .
(Slide 7)	Meet Al Childs. Al is my Special Assistant. Every executive needs a strong right hand, and Al is mine.
(Slide 8)	Al is many things to me -- trouble-shooter, coordinator, communicator. There's a lot of things going on. . . Al keeps track of them for me.

- (Slide 9) Just down the hall from my office and Al's is the office of Program Planning, headed by this gentleman, Bob McManus. Bob took over as Acting Assistant Administrator for Program Planning when Gordon Murray left on a year's sabbatical with the Brookings Institution.
- (Slide 10) Bob's office oversees all programs, and coordinates
(Slide 11) programs between the separate offices involved.
- (Slide 12) Next door to Program Planning is our Legal office and my Chief Counsel, George Haley. This office checks the legality and eligibility of all grant applications.
- (Slide 13) George came to us from Kansas City--and let me say: he's had quite a career.
- (Slide 14) George was a State Senator in Kansas, and he was the first Black to attend the University of Arkansas School of Law. It created quite a stir at the time, 1949.
- (Slide 15) There's George with Secretary Volpe.
- (Slide 16) Bob Hemmes is our Assistant Administrator for Program Demonstrations--what used to be called the Research Office. But Bob's taken all research, development and demonstrations under his wing.
- (Slide 17) It saves time, trouble--and money. This way, under Bob's reorganization, projects will move more quickly from the concept to the hardware stage.
- (Slide 18) Bob came to us just last winter from Stanford University.
- (Slide 19) Research is interested in many things, and here is one of our projects--automated circulation systems for moving people in congested areas at low to medium speeds. You know, we have to look at this
- (Slide 20) Urban transit picture as a systems approach--providing an unbroken transportation chain from low-capacity units...
- (Slide 21) To high-capacity units.

- (Slide 22) But hardware--total, systemized hardware--is on its way.
- (Slide 23) But back to my staff. This is Hal Williams. Hal is in charge of our office of Civil Rights....
- (Slide 24) Civil Rights not only within our agency, but where our projects are concerned, as well.
- (Slide 25) Midway down the hall is my office of Public Affairs and its Assistant Administrator, Carroll Carter. Carroll is with us today, as he is on many of my trips.
- (Slide 26) Carroll's office is responsible not only for letting the public know how good urban mass transit can be, but also for internal public relations matters as well.
- (Slide 27) A fellow who works closely with Carroll is our man on Capitol Hill--Dee Jacobs. You won't see Dee much--but I see him often--
- (Slide 28) That's because he has an important job on the Hill, seeing to Congressmen's wants and needs, providing information on our program and legislation.
- (Slide 29) Meanwhile, back in the Nassif Building, this gentleman really lets us know we can and can't do in administrative matters. He's Bill Boswell, my Assistant Administrator for Administration.
- (Slide 30) Bill's a retired Coast Guard Captain; came to us right off the bridge of his own ship. He sees and knows of your individual programs probably more than anyone else;
- (Slide 31) All grant applications begin and end their processing in his office.
- (Slide 32) Finally, we come to Bill Hurd, my Assistant Administrator for Program Operations. More than 85 percent of our programs are handled by Bill's office--capital grants, technical studies and managerial training. A capital grant--a piece of working hardware--is the logical end product of a development that begins back in Bob Hemmes' shop.

- (Slide 33) A little inside information for you: Bill's an inveterate train buff; even his office is arranged so he can watch the passing rail traffic as easily as he can greet a visitor.
- (Slide 34) You're probably more familiar with the programs Bill oversees than any other--such as the Dan Ryan and Kennedy Extensions in Chicago.. .
- (Slide 35) The fine station improvements in Boston.. .
- (Slide 36) The Cleveland Airport Rapid Transit Extension.. .
- (Slide 37) And our many projects to improve bus service throughout the nation. You know, capital grants have helped purchase a major share of the recent bus output of the country.
- (Slide 38) That brings us down to yours truly. That's Secretary Volpe and myself, fielding questions at the unveiling of General Motors' environmental improvement package for buses.
- (Slide 39) Environment's a big part of all our programs now; we don't enter on any project without first considering environmental effects.
- (Slide 40) But just as important to me is getting to know the entire transit picture.. .the individual case in every city we have a program, or would like to have one.
- (Slide 41) My staff and I have to make a lot of inspection trips. Here we are in San Francisco.. .
- (Slide 42) Taking a ride on the new Kennedy Extension in Chicago.. .
- (Slide 43) And finding out how it all works on the Lindenwold Line outside Philadelphia.
- (Slide 44) It's important--really important--to get to know, personally, all the transit operators and managers.
- (Slide 45) That's the only way--the only way--we get to know what it's all about, what the problems are, what works and what
- (Slide 46) doesn't.

I would like to mention our legislation now before Congress. As you know, the Hearings have been completed and I would hope a Bill would be forthcoming, and we would have House passage before summer. A vote is expected before the House this spring.

I am optimistic toward eventual passage. However, I am sure we need all the support we can get. In many cases, these new funds will make the difference in whether a city's transit system can be maintained, upgraded and improved; or fails.

If we are to prudently invest Federal funds, it will be of prime importance that public transit operators like yourselves, city officials and mayors, have responsive and businesslike procedures. On the other side of the coin, I realize we must have competent Federal managers to implement this new program which will result from our pending legislation.

Let me just say we more or less have a new ballgame now, for the proposed legislation has changed the order of priority. We recognize a different public attitude, for it has formalized the clear need and commuter insistence on a completely different scale of public transportation investments.

Things are different--the transit situation is different--and we are well aware of it.

Having been in this present assignment for a year, my objectives have been two-fold: namely, from a management standpoint, to have my staff be responsive to the needs of transit operators, suppliers, and the general public. This includes all aspects of our program--grant applications, suggestions and proposals. My objective is the efficient management of projects with continuous review and supervision. We haven't had this to date, but we are getting there. As a result, we are adding promising projects and attempting to eliminate weak and unproductive programs.

My second objective is aimed at the public. It is to assist in providing urban transportation service for the purpose of making the population more mobile at a lower cost, to relieve congestion and enhance the quality of life.

Yesterday was national "Earth Day." A day dedicated to the premise that man can live in harmony with his environment. This is, of course, a philosophy Secretary Volpe and I believe and support.

We in UMTA are concerned with the influence transit vehicles and systems have on surrounding environments. With new and improved transit systems, great strides can be made in improving our existing ecology.

For example, our Administration has encouraged the manufacture, installation and evaluation of bus retrofit equipment to reduce bus smoke, odor and noise. This is a significant contribution, not only to the car following close behind in congested traffic, but also to our atmosphere. These bus kits consist of a catalytical muffler, more efficient fuel injection nozzels, diluting and rerouting exhaust gases and remounting the engine. This kit is priced at about \$1,200; with an additional installation cost of approximately \$1,200.

Shortly, we hope to have a new generation of buses. I have seen and driven these new buses and they are a dream--not only to operators and drivers--but most important, to the revenue paying customers. In addition to having practically "pollution free" sources of power, like perhaps a steam engine, or maybe a gas turbine, or some other external combustion engine. The gas turbine bus I recently drove was quieter than riding in a new Cadillac.

I have already mentioned that the transit situation is different. In UMTA, our programs are now shifting toward more action--we are initiating new demonstration programs as a result of previous UMTA research. Two examples are the exclusive bus lanes concept being demonstrated in various locations of the country, and the tracked air-cushion vehicle program which will get underway before 1971.

I realize how important rail transit has become to our major urban areas. Although 80 percent of our commuters are moved by bus, the bulk of our budget is expended to support the high-density population centers of our nation. Areas like Philadelphia, New York and here in Boston, which rely on subway service.

BART must become operative before you will see much of our rail transit research. Except for the Dan Ryan and Kennedy Expressway Rapid Transit extensions in Chicago, many of our investments--as well as yours--have yet to become passenger carrying and fare collecting.

It is appropriate for us to be here in Boston today for this meeting, for Boston is one of the fine rapid transit cities in our nation.

Our grants to Boston now total more than \$100 million. This has been money for new cars which will increase patronage and improve system service and reliability. These cars are for the South Shore Extension and it is hoped this will attract new patrons with an increase in operating revenues.

Only recently, the Southeastern Pennsylvania Transportation Authority qualified for a \$28 million grant for the purchase of 144 electrically-powered, rail commuter cars for the Philadelphia area. UMTA's share amounted to two-thirds of the total cost.

As I mentioned earlier, our research department has changed to the Office of Program Demonstrations. A new approach is being taken to the evaluation and monitoring of projects, as well as progress, expenditures and accomplishments. Every project is classified within three general categories: namely bus...rail...or new systems.

Our country has grown faster than our urban transportation system. As I see it, the responsibility of UMTA is to provide some of the capital, leadership and direction for cities and their transit operators to design, finance and build the systems they require.

In building my staff and establishing guidelines to follow, I have maintained an open-door policy. Many of us have had an opportunity to exchange our thoughts in the past. I have frequently been out to inspect your transit systems across the country...the small as well as the large. I personally feel an unrestricted communications system between us is extremely important.

We have much to do, and we must do it together. The large cities of Europe are well known for their efficient and modern transit systems. For example, London, Paris, Moscow, Berlin and Stockholm, just to name a few.

On our continent, Toronto's leap forward was based upon underground rail transit. Montreal created its new system within the decade, and Mexico City--just now. Back in Washington we are many decades late in getting a subway system underway. However, we are making progress.

The BART system holds the promise for the future in this country with less than two years remaining before it joins the list of modern operational subway systems.

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**DEPARTMENT OF
TRANSPORTATION**

NEWS

**URBAN MASS TRANSPORTATION
ADMINISTRATION**

WASHINGTON, D. C. 20590

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STATEMENT BY CARLOS C. VILLARREAL, ADMINISTRATOR, URBAN MASS TRANSPORTATION ADMINISTRATION, BEFORE THE EASTERN RAILROAD PRESIDENTS CONFERENCE AND THE NEW JERSEY STATE CHAMBER OF COMMERCE, ON "TRANSIT ACTION IN WASHINGTON," AT THE ROBERT TREAT HOTEL, NEWARK, NEW JERSEY, MAY 26, 1970.

Governor Cahill should indeed be proud of his selection of your new Commissioner of Transportation. You should know that back in 1961, today's Urban Mass Transportation Administration was just a small demonstration program in the old Housing and Home Finance Agency, now a part of the Department of Housing and Urban Development. This was virtually the beginning of the Federal effort to cope with the urban transportation needs of our cities.

The first head of that program at that time was your Commissioner of Transportation, John Kohl. Of course, I am delighted to be speaking to you today but know that John Kohl is

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the real expert on the subject of my remarks--urban transportation.

I am in complete agreement with those who say that America is undergoing fundamental change today and we are not merely passing through a phase. Today we are seeing change which is not merely casual, cosmetic or fadish, but change that is substantial, real and basic. We are seeing change in values, change in objectives, substantial change in how to do things, how to spend our time and money, and most certainly in our national priorities.

Just as we see this shift and change in national attitudes and thinking, we also see it in those national programs designed to cope with the needs of our people, and that includes transportation policy and programs. In the area of my responsibilities -- public transportation -- substantial, real and basic change is taking place. It may be difficult for some to see, and perhaps we are not making as much progress as we should. But the change is there. Personally, I am in a hurry. I'd like to get at traffic congestion with more impact and improve run-down bus and transit service even faster than we are.

The Urban Mass Transportation Administration is the smallest and youngest Administration in the youngest Department in Washington. We have a budget of \$175 million and 100 people. We are responsible for capital grant, research, development and demonstration programs to improve our bus, rapid transit, subway and commuter rail systems. We help to buy buses and transit cars; we help cities with bus systems that are in trouble; we help design and build whole new systems.

Even though the Bureau of Public Roads started in 1913 to help finance highways, only since 1961 have we had any kind of Federal program in public transportation. Only since 1964 have we had authority to make capital grants for new systems, stations and equipment. Only since 1968 have we been a separate Administration, grouped with the other modes of transportation in a Federal Department, organized to bring all modes of transportation together.

Much is happening in America today--some good, some not so good. One of the good things is we now see and understand what

transit means to our cities. We can't let it wither and die. Indeed, we need transit. In the city, a complete dependence on cars simply is not the answer. I don't need to tell you that the last several weeks in national affairs have been as eventful as any in recent years. It is perfectly clear that we need to think through and manage our domestic program investments--our transportation investments--to make the most of our resources. Otherwise, growing demands --demands for all sorts of enlarged public services--cannot possibly be met.

The important concept now in transportation is intermodal. That's the technician's word for bringing all of the means of transportation together into an interrelated, complementary system. For example, multi-purpose investments; air rights for transit; commuter railroad rights-of-way used for busways; commuter rail stations serving freeways and so on. It is not enough for us to build expressways, airports, highways, port facilities, fringe parking and commuter rail lines, one without regard to the other. The demands for added investments in transportation in the next few years cannot possibly be met from projected future sources of funds, unless we make the most out of available resources through jointly planning, designing and developing multi-purpose transportation facilities.

We are on the threshold of a new day in public transportation in America. Some say Washington is a one-subject town --one subject at a time. Environment. Pollution. Student protest. Strikes. Perhaps so. When will public transportation make the list and get the attention it needs? Now. Right now. We've talked about better transit for years. It's just about ready to happen.

In February, the Senate passed President Nixon's Public Transportation Assistance Bill providing \$10 billion over the next 12 years for improved bus, rapid transit, commuter rail, and subway systems. Hearings have been held by the House Banking and Currency Committee and there is every expectation they will report a Bill shortly. We hope there will be House action and passage before summer. I think this legislation is a good example of President Nixon's grasp of our immediate domestic needs and the high order of importance he places on the need to save our bus companies, help downtown retail business and urban renewal, and make it possible for non-car owners and drivers to get around in the city.

Secretary of Transportation John A. Volpe has said many times that improved public transportation is the highest priority of his Department. He has provided singular leadership in getting the highway people to talk to mass transit people; and jointly plan and develop projects. He has also given us leadership in safety; in the first long-term Federal commitment to the building and enlarging of our airports and airways; and the development of a supersonic transport (SST). The SST development program is essential for the United States to continue to maintain its dominance in world aviation markets. There is no denying the need and importance of this development and delivery of the SST, or completing the Federal interstate system, and finding a long-term answer to the demise of rail passenger service. Nonetheless, the need for better transportation service in our cities has the highest priority in our Department, and Secretary Volpe has done a great deal to champion that cause.

Don't think of our national transit predicament as concerning only New York, Chicago and Los Angeles. Just last week in South Carolina I found the need for public transportation improvements in Charleston, Columbia and little Greenwood just as great as they are in the large metropolitan areas of New Jersey. Just two weeks ago, I visited Hattiesburg, Jackson, and Tupelo, Mississippi. Their bus systems are in trouble; their people need a way to get around. Not every one can or does drive--we intend to help them. Some 258 transit companies have gone out of business in recent years. We need to do something about this. Ford may have a better idea, but the GM Mark of Excellence won't get you downtown if you don't have a car or can't afford one.

Action in Washington on rapid transit and public transportation is a concern coast-to-coast and border-to-border, and borders on a national exasperation with urban congestion. There is no long-term answer without long-term legislation. Right now, our big concern is our legislation before Congress, legislation which for the first time provides the long-term assured Federal financing required by these very large-scale projects.

What are some of the things our program has accomplished in the past? Through January of this year, we had spent some \$578 million on 126 capital grant projects. Here in New Jersey, we

made a \$4.8 million grant to the Aldene Plan--a grant of \$6 million to the State of New Jersey for 35 electric rail commuter cars, and a grant of \$1.6 million to Mercer County to acquire the assets of Capital Transit, Incorporated, and to buy new buses. Of the \$578 million total capital grants made through December 1969, some \$123 million have been made in the New Jersey-New York metropolitan area. We have helped to finance new rail rapid transit lines using for the right-of-way the median strip of three expressways in Chicago. It does my heart good to see those five o'clock commuters backed up on the expressway, while Chicago Transit's new trains zip along in the median strip without so much as a clickety-clackety. Through new stations, the new air conditioned cars smoothly ride on continuously welded rail. Intermodal. Multiple use of transportation investments. Beautiful!

We have financed over 3,000 new buses and more than 1,000 new transit cars since our program began as a small demonstration effort in 1961. Don't misunderstand. The needs are enormous. Most buses and transit cars need to be replaced. We intend to step up our replacement program.

In San Francisco, we have financed about \$100 million of the new Bay Area Rapid Transit (BART) system. As you know, BART is a new \$1.3 billion transit network that will begin carrying riders late next year or early in 1972. BART will have newly designed cars--new from the track up. We helped to finance a test track and a research laboratory that resulted in the design and specifications of what we hope will become a whole new family of rapid transit cars.

Some other things we have done recently include new commuter cars for Philadelphia, a new airport rapid transit extension in Cleveland, and substantial new additions to the subway system in Boston.

I want to say a word about environment. Secretary Volpe and I feel that all transportation investments can have a direct, beneficial effect on our environment. Lots of highways are ugly and cluttered, airports are a hodge-podge, and freeways are noisy and crowded. We need to change this. We intend to. Important policy and management decisions have already been made and implemented to insure closer and more direct integration of highways, mass transit, airports, and commuter railroads into a balanced system.

All forms of transportation have an effect on all other forms.

In chess, the move of a single pawn changes the range, effectiveness and power of every other piece on the board. So, too, in transportation. One of the most important changes that has taken place in Washington under Secretary Volpe is that this concept of transportation investment impact is finally getting implemented.

In golf, the driver is for long distances off the tee, irons are used for approach shots, and the putter for the short, big money strokes.

There is an analogy here in public transportation.

We need to use the automobile for the longer inter-urban distances, the irons of rail rapid transit for the intermediate trips and approaches to the city, and people-movers for circulation and distribution in the congested, very valuable "green" of downtown and the central business district.

Transit's power to shape a region has at long last come to be understood. Transit is not just a device for getting people from one place to another---like a golf cart---but it is a fulltime force for guiding the physical, social, economic and esthetic characteristics of the metropolitan area it serves. In short, rapid transit, by its nature, is an inherent shaper of urban form.

In conclusion, the change in Washington in public transportation is a change to a new commitment of national resources to public transportation. There is an awareness, acceptance, and willingness to allocate and vote resources in a different way.

We know we can't build transit systems in isolation---one part of the city isolated from the other; one means of transportation isolated from another.

The needs are clear. The enormous success of the Federal interstate highway system should give anyone all the confidence he needs to estimate and project the remarkable, singular effect of well-designed transportation investments. From this has come willingness to put more money into transit, save our faltering bus companies and help our cities out of the spaghetti-tangle and aggravation of twice-a-day, bumper-to-bumper, getting nowhere fast.

If we build our future highways and roads with better public transportation in mind, and provide for express bus lanes, fringe parking and rapid transit, everyone benefits. And that's the idea--

more benefits from the same investment. Better results from what we build.

I have particularly enjoyed being with you. Of course, you have my thanks for your hospitality in inviting me to speak to you.

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