

## THE VISION FOR THE MTS

### Gen. Russell L. Fuhrman, Director of Civil Works, U.S. Army Corps of Engineers

Secretary Slater, Mr. Mallett, Mr. Dunn, Dr. Westphal. One of the primary objectives of this conference was to reach consensus on a vision for the Marine Transportation System. We began the conference with a draft vision that was crafted by a multi-agency team, based largely on input we received from the Regional Listening Sessions. And before I go any further, I'd just like to briefly introduce the team to you. It was a superb joint effort. First of all, representing MARAD, we had Bob Christensen and John Pisani; from the Coast Guard, Jeff High and Hunt Anderson; and from my staff, Colonel Joe Gilbreath.

Our hope for this conference was to tap the collective wisdom of the senior leadership of the MTS stakeholders and mature and refine this draft document into a shared, futuristic vision of a world-class Marine Transportation System. Thanks to the conference participants, who mentally engaged this task, debated the issues with their colleagues, and provided us meaningful feedback, we came a long way toward achieving this conference objective.

Yesterday, the conference attendees were provided a revised draft vision, based on the comments they provided from the various table breakout groups the previous day. They were provided an opportunity to submit comments on this revised draft. So far, we have received an additional 30 comments. We welcome these comments, and are encouraged by the interest and enthusiasm these senior leaders have shown in this important process.

While there may remain minor areas requiring further coordination, holistically, we believe we have consensus on the main issues that represent the desired future state of the Marine Transportation System.

Let me take a few minutes to outline the structure of the vision document, and highlight a few of the changes resulting from the excellent work this week. The vision document, which is seven pages long, is divided into these three main elements:

#### **Vision Format**

*Vision Statement*

*Principles*

*Characteristics*

I will discuss each in turn.

#### **Vision Statement**

*The U.S. Marine Transportation System will be the world's most technologically advanced, safe, secure, efficient, effective, accessible, globally competitive, dynamic and environmentally responsible system for*

This is the revised vision statement, based on comments received. It is shorter and bolder than the previous edition. The best way I could describe this group as we started discussing this vision statement is right out of Star Trek, "To boldly go where no person has gone before." In particular, the participants indicated a strong desire for achieving excellence. Not satisfied with "technologically-advanced, safe, secure MTS", they seek the "world's most technologically-advanced, safe, secure MTS". We have clearly raised the bar, and challenged ourselves to excel.

This is the revised list of principles:

<p style="text-align: center;"><b>Principles</b></p> <p><i>System Integration</i></p> <p><i>Federal Leadership</i></p> <p><i>Shared Responsibilities &amp; Accountability</i></p> <p><i>Balanced Between Diverse Interests</i></p> <p><i>Technology Deployment is Essential</i></p> <p><i>People</i></p>
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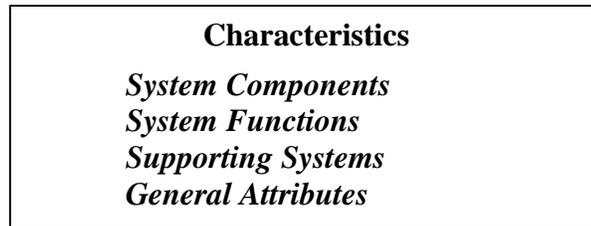
The actual text of the principles is shown in your vision document. These principles represent broad fundamentals that will be used to guide us. To ensure our collective intent is not lost as we move from the vision to the development of the more-detailed strategies and plans. A number of revisions to the principles were made this week. Of particular note is the second principle. There is a strong interest in this group for clear Federal leadership. Those of us on the fed side were concerned that some folks would want less Federal involvement rather than more. Not so with this group, as they clearly want strong Federal leadership. Additionally, they want an additional principle added, highlighting the important role that people play in the MTS system; that's the last principle.

The remainder of the vision describes the characteristics of the desired MTS in terms of capabilities. Our challenge here was to focus on desired capabilities, rather than specific solutions. We did this so we don't limit ourselves to existing solutions, based on today's technologies. We understand that many of the challenges facing us on the eve of the next millennium will be solved with technologies yet to be developed, perhaps yet to be imagined.

By the same token, focusing on desired capabilities does not prevent us from using today's technology for immediate needs. But, most importantly, it does not limit our

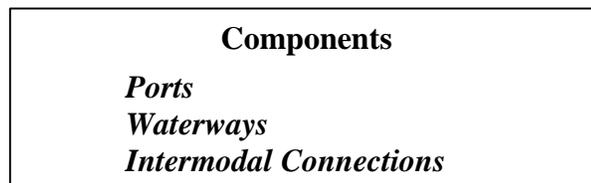
vision. As in any group of a lot of Type A's out there on the user side, we had a lot of folks that said, this fuzz is great, but let's roll up our sleeves and solve some of today's problems. And clearly, I think we can use this document to do both.

These descriptions are grouped into these four broad categories:

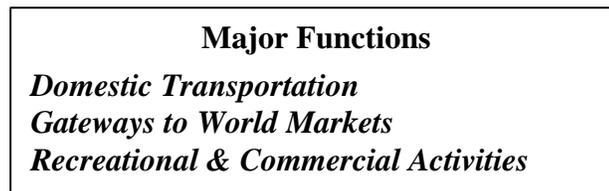


By describing desired capabilities from these different perspectives, we are able to get a fuller picture of the desired end state.

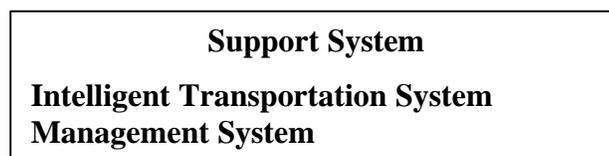
These are the three main components of the MTS, and the vision describes each:



These are the three functions the Marine Transportation System serves:



There are two supporting systems:



Neither of these exist today as systems. But we believe their all-encompassing nature, and their importance, as demonstrated by the volume of comments we received during the listening sessions, warrant their inclusion in the vision as supporting systems. ITS is about the transformation from the Industrial Age to the Information Age. Capabilities discuss the collecting, processing, storing, moving, dissemination of information to stakeholders and users. I believe ITS offers the greatest potential for

helping us to achieve a truly seamless transportation system. The Management System describes the capabilities for coordination between stakeholders, public and private, that is necessary in order to plan, develop and operate the larger system, which is collectively-owned by a large and diverse group of stakeholders. These two systems are critical for the success of MTS.

The final portion of the vision is a description of general attributes that apply to all components and supporting systems of the MTS. These are expressed in these three broad categories:

<p style="text-align: center;"><b>General Attributes</b></p> <p><i>Safety</i></p> <p><i>Security</i></p> <p><i>Environmental Quality</i></p>
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During this conference, each of these areas were specifically reviewed in breakout sessions resulting in refinements in each area.

In summary, senior leaders in government and industry have taken a hard look this week at this draft vision. I believe this revised vision, based on the collective input, represents the 90 percent solution. Make no doubt about it, there are still areas which require further coordination. We need to pursue resolution in these areas. However, we should not lose sight of what a vision is, and its intended purpose. As I mentioned on Tuesday, this document needs to be viewed as an impressionistic painting that projects a desired image. It is not a set of blueprints, precise, accurate and complete.

While refinements on the margins will continue, this document represents the broad consensus of where we want to go, and provides us a point of departure from which we can begin developing strategies and action plans. I believe it is a credit to all of the conference participants who, at significant cost to their personal time, your personal time, came together this week to build a consensus.

I would personally like to thank all of you for your efforts. I look forward to working together with you and the rest of our Federal partners in striving to make this vision a reality. In closing I would like to thank the two folks on my right here, who have really done a super job, at the execution level, with bringing us all together; John Graykowski of MARAD and Admiral Bob North of the Coast Guard.

Mr. Secretary, that concludes my remarks.