

Second, one has to make a very few but key technical decisions correctly.

Third, there is required a well organized program monitoring and program control.

I highlight these activities because I feel that it is desirable to use the existing Government technology base, and the key to using it successfully lies in the handling of these systems engineering and technical direction.

I don't have a facile solution to handling them. I simply wish to highlight the necessity.

These summarize my personal views. If you desire, I will now summarize the document which has been presented to you.

Mr. ROUSH. You may proceed.

Mr. LEHAN. Thank you.

In the Department of Transportation we spend directly about \$350 million a year for research and development. The exact number is a bit hazy because the exact definition of research and development is itself a bit hazy.

We have been able to identify in Department of Defense something like \$600 million a year that is spent for items related to civilian transportation and that are of direct interest to DOT.

Additionally, we have been able to identify in NASA about a hundred million dollars a year that are programed for similar purposes.

We are satisfied with both of these activities. If they were not in being we would wish to increase the scope of some of our programs. We are receiving good cooperation from NASA and the Department of Defense. The Transportation Department is relatively new.

Since I have joined I have met with Dr. Foster of the Department of Defense, Dr. MacAdams of NASA, and Dr. Lee of HEW to search for cooperative areas.

You highlighted, in earlier questioning, the bureaucratic tendency to have laboratories under direct control. I won't pretend that DOT doesn't have this problem. However, we are aware and concerned about it and, to the degree it is possible to do so, we are going to minimize its effect. We don't, however, want to minimize it at the expenses of good systems engineering and technical management.

I think that, with the shortness of time, this summarizes the document except for detail.

If there are questions, I would be pleased to answer them.

Mr. ROUSH. On page 4, you speak of a specific problem, the problem of transporting hazardous material.

Then you go on and say that the task of finding a laboratory that might be available to conduct a testing program related to this problem could be eased if an effective laboratory reference source were available.

Would you comment on that further?

Mr. LEHAN. Yes, sir. It is our feeling that, perhaps somewhere in Dr. Hornig's office, a laboratory referral or reference service might be useful.

We can go to reference services in NASA and DOD and elsewhere, but I think if there were a central laboratory reference service we would regard it as useful.