ADDRESS

By

C. EVERETT KOOP. M.D., Sc.D.

SURGEON GENERAL

OF THE

U.S. PUBLIC HEALTH SERVICE

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES



Presented to the
Surgeon General's Workshop on Drunk Driving
Washington, D.C.
December 14, 1988

(GREETINGS TO HOSTS, GUESTS, FRIENDS, ETC.)

I WANT TO THANK YOU ALL FOR TRAVELING TO THIS WORKSHOP FROM SO MANY PARTS OF THE COUNTRY. YOU REPRESENT A CROSS-SECTION OF A NATION DEEPLY CONCERNED ABOUT THE ANNUAL TOLL OF DEATH AND DISABILITY CAUSED BY DRUNK AND DRUGGED DRIVERS.

YOU WERE CHOSEN BY A THOUGHTFUL, HARD-WORKING INTERAGENCY PLANNING COMMITTEE. ITS MEMBERS CAME FROM 5 CABINET-LEVEL DEPARTMENTS: TRANSPORTATION, JUSTICE, EDUCATION, DEFENSE, AND HEALTH AND HUMAN SERVICES.

I'D HARDLY CALL IT A PAROCHIAL GROUP AND I'M DELIGHTED THAT THEY FOUND THE NAME AND ADDRESS OF EACH ONE OF YOU.

I ALSO WISH TO RECOGNIZE A MEMBER OF THE HOUSE OF REPRESENTATIVES WHO IS WITH US TODAY ... CONGRESSMAN WILLIAM F. GOODLING OF PENNSYLVANIA.

CONGRESSMAN GOODLING HAS BEEN A DEDICATED AND TIRELESS

LEADER IN EVERY MAJOR EFFORT BY THE U.S. CONGRESS TO FIGHT THE

SCOURGE OF DRUNK DRIVING. THE AMERICAN PEOPLE ARE VERY FORTUNATE TO HAVE HAD HIM ON THEIR SIDE SO FAR ... AND WE CAN LOOK AHEAD TO HIS CONTINUED LEADERSHIP AND SUPPORT IN THE 101st CONGRESS, WHEN IT CONVENES NEXT MONTH.

WELCOME, CONGRESSMAN GOODLING ... I'M VERY PLEASED TO HAVE YOU WITH US THIS AFTERNOON.

ALL OF YOU, GATHERED HERE THIS WEEK, ARE RESPECTED EXPERTS IN THIS FIELD, BUT THAT DOESN'T MEAN YOU ALL THINK ALIKE. I'M SURE AS THE WORKSHOP SESSIONS CONTINUE, WE WILL BE AWARE OF THE WIDE RANGE OF OPINIONS AND INTERESTS THAT ARE REPRESENTED HERE.

I KNOW THIS IS NOT THE BEST TIME OF YEAR TO ASK PEOPLE TO LEAVE THEIR HOMES AND FAMILIES AND SPEND A FEW DAYS AT A CONFERENCE. BUT I BELIEVE THAT THIS WORKSHOP IS DIFFERENT. THERE'S AN URGENCY ABOUT THE SUBJECT: DRUNK AND DRUGGED DRIVING.

THE URGENCY IS ALMOST PALPABLE IN THE MANY LETTERS THAT COME IN TO MY OFFICE FROM STATE AND LOCAL OFFICIALS OF EVERY AREA OF THE COUNTRY.

THE URGENCY IS ALSO CLEAR IN THE CARDS, LETTERS, AND TELE-GRAMS I'VE RECEIVED FROM SURVIVING FAMILY MEMBERS GRIEVING OVER THE LOSS OF A LOVED ONE ... SOMEONE KILLED BY A DRUNK DRIVER.

THE URGENCY IS CLEAR FROM THE RESPONSE WE'VE ALREADY HAD TO THE ALCOHOLISM AND ALCOHOL ABUSE INITIATIVE LAUNCHED BY SECRETARY OTIS R. BOWEN LAST YEAR AND REINFORCED AT A MAJOR NATIONAL MEETING IN SAN DIEGO THIS PAST OCTOBER.

AND IT'S CLEAR FROM THE SENTIMENT EXPRESSED BY 99 UNITED STATES SENATORS AND FROM A UNANIMOUS HOUSE OF REPRESENTATIVES, WHO HAVE ASKED ME TO TAKE ON THIS ISSUE AND DO WHATEVER I CAN TO BRING IT UNDER CONTROL.

ALTHOUGH THEY ARE NOT HERE TODAY, I DO WANT TO RECOGNIZE
TWO OTHER INDIVIDUALS WHO HAVE BEEN OF IMMEASURABLE HELP IN THE
UNITED STATES SENATE ... SENATOR CLAIBORNE PELL OF RHODE ISLAND

AND SENATOR JOHN W. WARNER OF VIRGINIA, THE TWO GENTLEMEN WHO CO-SPONSORED THAT LETTER SIGNED BY THEM AND 97 OF THEIR COLLEAGUES.

AND, AGAIN, CONGRESSMAN WOODLING CAN TAKE GREAT CREDIT FOR
THE PASSAGE OF THAT RESOLUTION -- HOUSE CONCURRENT RESOLUTION 276
-- IN THE RECENT 100TH CONGRESS.

THE CONGRESS KNOWS -- AS I CERTAINLY DO, AND AS MOST OF YOU KNOW, ALSO -- THAT THE POWERS OF THE SURGEON GENERAL ARE CAREFULLY CIRCUMSCRIBED.

I DO NOT ALLOCATE FUNDS ... OR OPERATE PROGRAMS ... OR CARRY OUT ANY SPECIFIC LEGISLATION. NOR DO I <u>PRETEND</u> THAT I DO.

ON THE OTHER HAND, THE POWER AND AUTHORITY OF MY OFFICE ARE HEAVILY INVESTED IN <u>PUBLIC EDUCATION</u>.

MY PRINCIPLE ASSIGNMENT, THEREFORE, IS TO INFORM THE AMERICAN PEOPLE OF ANY THREATS TO THEIR HEALTH AND TO ADVISE THEM OF WAYS TO AVOID SUCH THREATS, IF THEY ARE KNOWN.

I INHERITED THAT POWER AND AUTHORITY, WHEN I ASSUMED THE OFFICE OF SURGEON GENERAL OVER 7 YEARS AGO. AND THE CREDIT FOR THAT GOES TO MY 12 PREDECESSORS, GOING BACK FOR MORE THAN A CENTURY.

AND WHEN THE TIME COMES FOR ME TO TAKE MY LEAVE, I HOPE AND PRAY THAT I WILL HAVE DONE NOTHING TO COMPROMISE THE INTEGRITY AND CREDIBILITY OF THIS GREAT OFFICE. ON THE CONTRARY, I HOPE I ALSO MIGHT BE REMEMBERED AS HAVING DONE SOMETHING TO FURTHER STRENGTHEN THIS OFFICE IN THE EYES OF THE NATION.

IN THIS MATTER OF DRUNK DRIVING, THE SURGEON GENERAL'S ROLE IS VIRTUALLY NOTHING MORE -- BUT CERTAINLY NOTHING LESS -- THAN PUBLIC EDUCATION.

AND BY "THE PUBLIC," I INCLUDE NOT ONLY LAY CITIZENS BUT

ALSO MY COLLEAGUES AT ALL LEVELS OF GOVERNMENT -- FEDERAL,

STATE, AND LOCAL -- AND MY FELLOW CITIZENS IN THE PRIVATE SECTOR,

BOTH IN PROFIT AND NON-PROFIT ACTIVITIES.

AS SURGEON GENERAL, I HAVE A RESPONSIBILITY TO SPEAK TO THEM ALL. AND I DO, WHETHER THEY ARE COMFORTABLE WITH WHAT I HAVE TO SAY ... OR NOT.

ONE OF THE MECHANISMS I HAVE USED FOR THIS PURPOSE IS THE "SURGEON GENERAL'S WORKSHOP."

THE WORKSHOP PROVIDES, AS IT WERE, AN UMBRELLA UNDER WHICH INDIVIDUALS AND GROUPS REPRESENTING MANY DIVERSE INTERESTS AND POINTS OF VIEW CAN ASSEMBLE AND TALK OUT AN ISSUE OF SIGNIFICANCE TO THE HEALTH OF THE AMERICAN PEOPLE.

THAT UMBRELLA -- TO BE EFFECTIVE -- HAS TO BE NEUTRAL.

HENCE, LET ME ASSURE ALL OF YOU THAT I DO NOT COME TO THIS

WORKSHOP WITH ANY PRE-ARRANGED CONCLUSIONS OR RECOMMENDATIONS OR

ANY PRE-SET IDEAS ABOUT WHAT WE SHOULD DO NEXT.

BUT LET THERE BE NO MISTAKE: I AM NOT NEUTRAL ABOUT THE ISSUE OF DRUNK DRIVING. NO SENSIBLE PERSON CAN BE NEUTRAL ABOUT THAT.

WHERE WE DIFFER MAY BE ON THE APPROACH THAT THE UNITED STATES SHOULD TAKE, AS A CIVILIZED SOCIETY, TO REDUCE AND MAYBE ONE DAY ELIMINATE THIS TERRIBLE THIEF OF HEALTH AND LIFE.

I ASK YOU TO PLEASE ADOPT THAT SPIRIT, AS YOU TAKE PART IN THE WORKING SESSIONS TOMORROW AND FRIDAY. IN OTHER WORDS, I ASK YOU TO BE WILLING TO SHARE YOUR IDEAS ... BUT ALSO BE WILLING TO LISTEN ... AND BE WILLING TO LEARN NEW THINGS AND MAYBE ADJUST SOME OF YOUR THINKING, IF NEED BE.

IF WE HAVE THAT KIND OF PARTICIPATION FROM EVERYONE, THEN WE MAY GET A GOOD DEAL CLOSER TO THE CORE OF THIS PROBLEM AND THE ESSENCE OF ITS SOLUTION.

AND THAT BRINGS ME TO THE ANNOUNCEMENT THAT THE WORKING SESSIONS TOMORROW AND FRIDAY WILL NOT BE OPEN TO THE PRESS. THAT IS CONSISTENT WITH PAST PRACTICES.

I HAVE CONDUCTED OVER A DOZEN "SURGEON GENERAL'S WORKSHOPS"

DURING MY TWO TERMS IN OFFICE. THE ISSUES HAVE INCLUDED AIDS,

LIVER TRANSPLANTATION, THE CARE OF HANDICAPPED CHILDREN, FAMILY VIOLENCE, PORNOGRAPHY, AND SO ON.

IN EACH WORKSHOP, THE MAIN OR PLENARY SESSIONS, LIKE THIS
ONE, HAVE ALWAYS BEEN OPEN TO EVERYONE, INCLUDING THE PRESS. BUT
THE WORKING SESSIONS HAVE NOT BEEN OPEN. THEY HAVE ALWAYS BEEN
CLOSED TO NON-PARTICIPANTS ... AGAIN, INCLUDING THE PRESS.

THE REASON IS SIMPLE ENOUGH. I WANT ALL INVITED

PARTICIPANTS TO GO INTO THESE SESSIONS READY TO SPEAK THEIR MINDS

... READY TO ENGAGE IN OPEN AND CANDID GIVE-AND-TAKE WITH

COLLEAGUES AND COUNTERPARTS ... AND, YES, IN THE COURSE OF THE

DEBATE, READY TO CHANGE THEIR OWN MINDS, IF NEED BE.

THIS APPROACH IS NOT ONLY LEGAL, IT'S VERY SUCCESSFUL. AND I AM SURE IT WILL BE EQUALLY SUCCESSFUL FOR US AT THIS WORKSHOP, TOO.

LET ME ASSURE YOU, HOWEVER, THAT, WHILE THE ACTUAL

DELIBERATIONS OF THE WORKING SESSIONS WILL BE CLOSED, THE

RESULTS OF THOSE SESSIONS WILL BE MADE PUBLIC AT THE FINAL OPEN

SESSION ON FRIDAY.

THE RECOMMENDATIONS WILL BE PRESENTED TO ME BY THE PERSON WHO LEADS EACH SESSION. I WILL TAKE A LITTLE TIME TO REVIEW THEM AND THEN COME BACK TO YOU WITH MY RESPONSE IN THE FINAL SESSION, FRIDAY AFTERNOON.

NOW, ONE MORE WORD ABOUT THESE RECOMMENDATIONS.

THIS <u>IS</u> THE <u>"SURGEON GENERAL'S</u> WORKSHOP." AND <u>I AM</u> THE SURGEON GENERAL. BUT I HOPE <u>YOU</u> WILL LOOK <u>BEYOND</u> THE OFFICE OF SURGEON GENERAL, WHEN YOU MAKE YOUR RECOMMENDATIONS.

AS I INDICATED A MOMENT AGO, THERE'S REALLY ONLY ONE RECOMMENDATION FOR THE SURGEON GENERAL, AND THAT IS FOR THAT PERSON TO SPEAK OUT PUBLICLY ON THE ISSUE OF DRUNK DRIVING.
WELL, I'M ALREADY DOING THAT.

THAT'S WHY I URGE YOU TO SET YOUR SIGHTS BEYOND THE S.G.'S

OFFICE AND RECOMMEND FUTURE ACTION FOR EDUCATION -- STATE, LOCAL,

PUBLIC, AND PRIVATE ... FOR LAW ENFORCEMENT ... FOR THE HEALTH

PROFESSIONS AND THE PUBLIC HEALTH COMMUNITY ... FOR THE TRANS-PORTATION AND HIGHWAY INTERESTS ... AND FOR COMMUNICATIONS, INCLUDING ADVERTISING AND BROADCASTING.

SO, WITH THOSE FEW GROUND RULES IN MIND, LET US MOVE FORWARD WITH OUR AGENDA, BECAUSE TIME IS NOT ON OUR SIDE.

EVEN AS WE DELIBERATE HERE IN THE SAFETY OF THESE HOTEL WALLS DURING THIS OTHERWISE FESTIVE SEASON OF THE YEAR, ALCOHOL CONSUMPTION IS UP AND SO IS THE TOLL OF ALCOHOL-RELATED TRAFFIC INJURIES AND DEATHS.

HENCE, WE CAN EXPECT THAT 1988 -- LIKE 1987 AND 1986 BEFORE IT -- WILL BE A YEAR IN WHICH 24,000 MORE AMERICANS WILL HAVE DIED ON OUR HIGHWAYS IN ALCOHOL-RELATED ACCIDENTS.

AND MANY THOUSANDS MORE WILL HAVE BEEN KILLED IN ACCIDENTS
THAT ARE <u>DRUG</u>-RELATED, A FACT WE WANT TO EMPHASIZE DURING THIS
WEEK, WHICH IS NATIONAL DRUGGED AND DRUNK DRIVING WEEK.

DURING MY BRIEF TIME AT THIS MICROPHONE -- 20 MINUTES OR SO -- ONE OF OUR CITIZENS WILL BE KILLED BY A DRUNK DRIVER.

WHILE YOU WERE GRABBING A QUICK LUNCH AT NOON-TIME, TWO MORE WERE KILLED.

AND THIS EVENING, IN THE HOUR WHEN YOU RELAX OVER DINNER, THREE MORE WILL BE KILLED IN THE SAME WAY.

AN AVERAGE OF TWO TO THREE OF OUR FELLOW CITIZENS ARE KILLED ON OUR STREETS AND HIGHWAYS EVERY HOUR, AROUND THE CLOCK, BECAUSE THEY OR OTHERS HAD THEIR JUDGMENT AND REFLEXES IMPAIRED BY ALCOHOL AND OTHER DRUGS.

BY THIS TIME TOMORROW, THEN, SOME <u>65</u> AMERICANS WILL HAVE DIED ON THE HIGHWAY IN ALCOHOL-RELATED ACCIDENTS.

THAT'S THE PICTURE IN REGARD TO ALCOHOL-RELATED FATALITIES.

BUT OVER A MILLION ALCOHOL- AND DRUG-RELATED CRASHES OCCUR EVERY

YEAR ON OUR HIGHWAYS AND MOST OF THEM DO <u>NOT</u> END IN DEATH. BUT THEY <u>DO</u> RESULT IN INJURIES ... A <u>HALF-MILLION</u> INJURIES AT A MINIMUM.

WHEN THE VEHICULAR WRECKAGE IS TOWED AWAY, THE HUMAN
WRECKAGE IS LEFT BEHIND -- THE PERMANENT BRAIN DAMAGE, THE
SPINAL CORD INJURIES, THE LOST OR PERMANENTLY DEFORMED LIMBS, THE
BLINDNESS AND THE IMPOTENCE ... THE LIFETIMES CRIPPLED WITH
DISABILITY AND HAUNTED BY RECURRENT NIGHTMARES OF HOW IT ALL
HAPPENED.

TENS OF THOUSANDS OF DEATHS ... HUNDREDS OF THOUSANDS OF INJURIES ... THOSE ARE NUMBING STATISTICS. BUT THEY ARE ALSO MORE THAN JUST STATISTICS.

THEY ARE REAL PEOPLE ... REAL HUMAN LIVES.

UNFORTUNATELY, A DISPROPORTIONATE NUMBER OF HIGHWAY VICTIMS ARE YOUNG PEOPLE ... YOUNG MEN AND WOMEN BETWEEN THE AGES OF 15 AND 24. NO OTHER COMPARABLE AGE COHORT HAS SUCH A RECORD OF DEATH AND INJURY ON THE HIGHWAY.

AND THIS AGE GROUP, BY ITSELF, ACCOUNTS FOR OVER 8,000 ALCOHOL-RELATED FATALITIES, OR ABOUT A THIRD OF ALL FATALITIES EACH YEAR IN WHICH ALCOHOL IS IMPLICATED.

FORTUNATELY, YOUNG PEOPLE THEMSELVES ARE BECOMING MORE AND MORE SENSITIVE TO THIS ISSUE. THAT WAS ONE OF THE MOST ENCOURAGING ASPECTS OF THE RECENT REPORT OF THE PUBLIC HEARINGS HELD BY THE NATIONAL COMMISSION AGAINST DRUNK DRIVING.

YOUNG PEOPLE WHO TESTIFIED AT THOSE HEARINGS SUPPORTED THE MINIMUM DRINKING-AGE LAW ... THEY SUPPORTED SEAT-BELT LAWS ... MORE PUBLIC EDUCATION ... AND SO ON.

ALSO, ACCORDING TO THE NATIONAL COMMISSION, YOUNG PEOPLE THEMSELVES, "WITH NEAR UNANIMITY ... DECLARED THAT ADVERTISING ENCOURAGES ADOLESCENTS TO DRINK" AND THE COMMISSION WENT SO FAR AS TO RECOMMEND THAT, "IN THE ABSENCE OF ALCOHOL INDUSTRY ACTION, LEGISLATION SHOULD BE ENACTED TO REGULATE ALCOHOL BEVERAGE ADVERTISING."

YOUNG PEOPLE MAY NOT BE NUMERICALLY REPRESENTED HERE AS THEY

ARE IN THE DEATH AND INJURY STATISTICS EACH YEAR, BUT THEY SHOULD BE UPPERMOST IN OUR MINDS DURING OUR DELIBERATIONS TODAY, TOMORROW, AND FRIDAY.

AND NOW, A FINAL WORD ...

I'VE BEEN SPENDING SOME TIME LATELY PREPARING FOR THE 25TH ANNIVERSARY OF THE PUBLICATION OF THE FIRST "SURGEON GENERAL'S REPORT ON SMOKING AND HEALTH." IN DOING SO, I'VE BEEN LOOKING OVER THAT 25-YEAR RECORD OF PROGRESS, AND I FIND IT VERY INSTRUCTIVE.

TWENTY-FIVE YEARS AGO THE PUBLIC HEALTH COMMUNITY, WITH THE SUPPORT OF CITIZENS' GROUPS AND MEMBERS OF CONGRESS, EMBARKED UPON A SYSTEMATIC PROGRAM OF RESEARCH INTO THE RELATIONSHIP BETWEEN SMOKING AND HEALTH.

AT THE SAME TIME, AND IN A RESPONSIBLE WAY, THEY ALSO LOOKED AT THE PUBLIC POLICY IMPLICATIONS OF THE RESEARCH RESULTS, AS THOSE CAME TO LIGHT.

FROM THAT INFORMATION THEY WERE ABLE TO PLAN WAYS TO HELP THE AMERICAN PEOPLE END THEIR HIGH-RISK ROMANCE WITH TOBACCO. CHIEF AMONG THESE WAYS WAS A FAR-REACHING PROGRAM OF PUBLIC EDUCATION AND INSTRUCTION.

AND SO IT APPEARS TO ME THAT WE MAY NOW BE -- IN TERMS OF ALCOHOL AND DRUNK DRIVING -- WHERE WE WERE 25 YEARS AGO IN TERMS OF TOBACCO AND THE FATAL DISEASES CAUSED BY SMOKING.

AND THAT BRINGS ME TO THE PARTICULAR "CHARGE" FOR THIS
WORKSHOP ... THE SPECIFIC AREAS OF INTEREST I HOPE YOU ADDRESS IN
THE NEXT TWO DAYS:

* FIRST, LET'S CONSIDER THE RESEARCH AGENDA REQUIRED
FOR THIS ISSUE OF DRUNK AND DRUGGED DRIVING.

WE KNOW QUITE A BIT ABOUT THE ISSUE NOW, BUT MUCH STILL REMAINS TO BE LEARNED. WE CLEARLY NEED TO BUILD A

STRONG SCIENTIFIC BASE WHICH EITHER <u>CONFIRMS</u> ALCOHOL'S ROLE IN HIGHWAY TRAUMA ... OR WHICH <u>REFUTES</u> THE CONNECTION BETWEEN HIGHWAY TRAUMA AND ALCOHOL AND OTHER DRUGS.

NEXT, WE NEED TO LOOK AT -- OR ANTICIPATE, IF POSSIBLE
 THE MANY POLICY IMPLICATIONS OF THAT RESEARCH.

IN OTHER WORDS, <u>WE</u> MAY FEEL WE'RE JUSTIFIED BY EXPERIENCE TO HAVE STRONG OPINIONS ABOUT THIS AND THAT, BUT THE <u>COUNTRY</u> NEEDS AN OBJECTIVE ASSESSMENT OF THE KNOWLEDGE BASE AND ITS IMPLICATIONS FOR PUBLIC POLICY.

* THIRDLY, -- AND ALSO ON THE STRENGTH OF AN ONGOING

RESEARCH PROGRAM AND ITS POLICY IMPLICATIONS -- WE NEED

TO LAY OUT A PLAN WITH NEAR-TERM AND LONG-TERM PUBLIC

HEALTH OBJECTIVES.

IN OTHER WORDS, WHAT KINDS OF ACTIONS MUST WE TAKE, IN BOTH THE PUBLIC AND PRIVATE SECTORS, IN REGARD TO DRUNK AND DRUGGED DRIVING? WHAT ARE OUR GOALS AND OBJECTIVES, AND HOW SHOULD WE GO ABOUT REACHING THEM ... SOON AND OVER THE LONG RUN.

* AND FINALLY, WE NEED TO DEVISE AN OVERALL STRATEGY FOR CARRYING OUT SUCH A NATIONAL PLAN.

IN THESE DAYS OF RESTRICTED AND LIMITED RESOURCES, WE MUST MAKE EVERY PERSON AND EVERY DOLLAR COUNT.

THAT MEANS NOT ONLY HAVING A PLAN, BUT ALSO HAVING A COHERENT AND COST-EFFECTIVE APPROACH TO THE IMPLEMENTATION OF THAT PLAN.

THOSE FOUR ELEMENTS, THEN, CONSTITUTE MY "CHARGE" TO THIS WORKSHOP: RESEARCH ... POLICY ... A PLAN OF ACTION ... AND AN IMPLEMENTATION STRATEGY FOR THAT PLAN.

THAT'S A BIG ASSIGNMENT FOR WHAT IS ONLY A TWO-DAY WORKSHOP,

BUT I'VE FOUND, IN WORKSHOPS PAST, THAT PEOPLE TEND TO WORK MORE CREATIVELY AND AT A HIGHER ENERGY LEVEL, IF TIME IS OF THE ESSENCE.

IN ANY CASE, THIS WORKSHOP IS NOT AN ON-THE-JOB TRAINING EXPERIENCE FOR ANY OF YOU. YOU ARE ALL SEASONED AND EXPERIENCED INDIVIDUALS.

ALSO, I'M NOT SEARCHING FOR THE ULTIMATE STATEMENT ON THE ISSUE OF DRUGGED AND DRUNK DRIVING. RATHER, I'M HOPING FOR A DOCUMENT THAT WILL GIVE THE COUNTRY A STRONG PUSH IN THE MOST FRUITFUL DIRECTION.

THIS MAY BE THE FIRST MEETING OF THIS KIND ... AND IT'S AN IMPORTANT ONE ... BUT I DOUBT THAT IT WILL BE THE LAST ONE.

I AM SURE ALL OF YOU CAN THINK OF SOME PEOPLE WHO ARE MISSING FROM THIS WORKSHOP. MAYBE THEY WILL BE AT THE NEXT ONE

... AND THE ONES THAT WILL FOLLOW. BUT FIRST, LET'S MAKE THE VERY BEST START WE CAN.

AGAIN, THANK YOU FOR JOINING ME THIS WEEK AT THIS WORKSHOP.

I APPRECIATE IT ... AND THE COUNTRY WILL SURELY BENEFIT FROM YOUR

CONTRIBUTION. THANK YOU.

#