

TOLLWAYS

APRIL 1994

Golden Gate Bridge One of "Seven Wonders of the U.S."

Nearly 57 years after its design and construction, the world-renowned Golden Gate Bridge continues to garner awards as an American landmark. During National Engineers Week, February 20 - 26, the American Society of Civil Engineers recognized and honored the bridge by designating it one of the "Seven Wonders of the United States."

The criteria used in determining the "seven wonders" included "service to the well-being of people and communities; uniqueness; pioneering aspects in design and construction; extent to which the work has become a benchmark for later projects; and great size and beauty."

The Golden Gate Bridge shares this prestigious distinction with the Hoover Dam, the Interstate Highway System, the Kennedy Space Center, the Panama Canal, the Trans-Alaska Pipeline, and the World Trade Center. ▼



The Golden Gate Bridge: an American landmark — and now one of the "Seven Wonders of the United States."



Colorful tulips bring signs of spring and welcome motorists to this Kansas Turnpike toll plaza. (Photo courtesy of the Kansas Turnpike Authority)

1994 ANNUAL MEETING & EXHIBITION ■ ORLANDO, FLORIDA USA ■ OCTOBER 29 - NOVEMBER 2, 1994

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IBTTA



Neil D. Schuster, IBTTA
Executive Director

A "New & Improved" Membership Directory

Each spring, IBTTA publishes a Membership Directory and a Roster of Functional Committee members. This year, we will combine the two publications into one inclusive directory and make several improvements to insure a more practical, useful publication.

The directory will list all individuals on our membership mailing list, rather than just member representatives who serve on Functional Committees. Also, we will distribute the new directory to a wider audience within IBTTA, including all members on our mailing list.

Additionally, the directory will contain several sections to facilitate locating individuals within each agency by name and by Committee assignment.

The new directory is currently being prepared and will be available this spring. We hope you find it a useful improvement over our two existing publications. ▼

Barber Named President of Cubic Toll Systems

Cubic Automatic Revenue Collection Group (CARCG) recently announced the appointment of IBTTA Past President Anthony J. Barber as President of its Toll Systems Division (TSD).

Mr. Barber joins Cubic after an illustrious 30-year career with the Port Authority of New York and New Jersey, where he served as the Executive Director of Bridges and Tunnels. In that position, Mr. Barber was responsible for toll facility



Anthony J. Barber, President,
Cubic Automatic Revenue
Collection Group,
Toll Systems Division

operations and maintenance and the collection of toll revenues.

"We are indeed fortunate to have hired an individual with such a broad background in the toll industry," said CARCG Chairman and Chief Executive Officer Raymond L. de Kozan. "Tony Barber is recognized around the world as a talented executive with significant knowledge of the issues common to this expanding market and its changeover to high technology systems."

Mr. Barber will work in the Toll Systems Division's headquarters in Hauppauge, N.Y., where he will oversee the design, manufacture, and delivery of toll revenue systems. He will also be responsible for managing Cubic Toll Systems, Inc., a New Jersey subsidiary of TSD which leases and maintains toll collection equipment throughout the Northern hemisphere. ▼

Clinton Aide Supports Grassroots Infrastructure Efforts

On Thursday, February 24, the Rebuild America Coalition, held its Annual Membership Luncheon in Washington, D.C. Keynote speaker Gene Sperling, Deputy Assistant to the President for Economic Policy, provided "food for thought" during the event.

The Rebuild America Coalition, based in Washington, D.C., is comprised of a wide range of public and private organizations committed to revitalizing United States infrastructure.

Sperling discussed infrastructure investment, relaying President Clinton's desire to support infrastructure project funding and to work with a bi-partisan group (like the Rebuild America Coalition) on this issue. However, according to Sperling, members of Congress — in their enthusiasm to "balance the budget" — opt to cut so-called "discretionary domestic spending," a very broadly defined area which includes infrastructure expenditures.

Sperling suggested that, on a crowded Congressional agenda which includes national health care, welfare reform, and anti-crime issues, the need to begin differentiating between types of spending is apparent. He also urged Coalition members to continue their grassroots infrastructure efforts.

Also during the luncheon, former Atlanta Mayor Maynard Jackson, former Rebuild America Coalition Chairman, was honored for his outstanding leadership of the group and his efforts in support of national infrastructure issues. ▼

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Galaxy Classics

Pennsylvania Turnpike and PEMA Link Up

The Pennsylvania Turnpike Commission, in a further effort to keep its travelers safe and informed, recently announced plans to link communications with the Pennsylvania Emergency Management Agency (PEMA).

"The safety of all turnpike travelers is the number one priority at the Turnpike," said John L. Sokol, Turnpike Executive Director. "This new communications link is just one more addition."

PEMA, an emergency response agency under the direction of the state's Lt. Governor, coordinates available state resources in response to all types of emergencies and natural disasters, including nuclear disasters, snowstorms, chemical spills, and earthquakes, among others.

"Sometimes these disasters have a direct effect on Turnpike traffic," says John Boschi, Deputy Executive Director of Maintenance and Chairman of the Turnpike's Incident Management Committee. The new direct digital microwave communications link

between the Turnpike and PEMA will provide immediate information on conditions that might affect travel.

"If, for example, an interstate is snowbound or blocked," says Boschi, "the Turnpike can be used to divert or re-route traffic in order to prevent travelers from getting delayed. This direct link is a proactive step in working with the other state agencies."

In the event of an emergency on or adjacent to the Turnpike, the link will provide first-hand information from the State Emergency Operations Center to the Turnpike's Communications Center. It will also provide emergency communication resources to be used by the state to save lives, protect property, and mitigate damage. ▼

Renovations Planned for Older Tunnels

New York and Massachusetts Plan Improvements

Both the Port Authority of New York and New Jersey and the Massachusetts Turnpike Authority (MassPike) have begun implementing plans to rehabilitate their respective tunnel facilities.

Lincoln Tunnel Toll Plaza

The Port Authority Board of Commissioners recently authorized \$1.8 million in design funds for an estimated \$82.3 million project to replace toll booths, overhead canopy, and roadway slab, and to renovate the tolls building at the Lincoln Tunnel. Authorized design work will include field investigations and preparation of functional plans, preliminary designs, and cost estimates.

"Wear and tear on the toll booth frames and doors is getting beyond the limits of routine maintenance," said Port Authority Chairman Richard C. Leone of the 37-year-old toll plaza, "Their replacements will be sturdy and weather-tight, with modern pressurized ventilation.

"This project will improve safety, security, and service to patrons, reduce

operations and maintenance costs, and provide for future installation of electronic toll collection equipment," Leone added.

Holland Tunnel Buildings

The Board also authorized \$600,000 in planning funds for the structural and architectural rehabilitation of the Holland Tunnel's four vent buildings which also serve as access and egress facilities in emergencies. The buildings have been in operation for more than 66 years.

The \$49.9 million project entails repairs to exterior masonry and interior structural elements, including structural steel. It also includes the replacement of roofs, louvers, windows and doors, and the installation of additional security equipment.

"Rehabilitation of these elements will extend the service life of the buildings, maintain their structural integrity and appearance, and protect the electrical and mechanical ventilation equipment necessary for the tunnel's operations," Chairman Leone said.

Sumner Tunnel

MassPike Chairman Allan R. McKinnon recently announced that the Authority has advertised for bids for extensive safety and modernization projects at the Sumner Tunnel. Valued at \$10 million, the work is part of MassPike's ongoing reconstruction and improvement program at the Sumner and Callahan Tunnels.

"This ambitious project will go a long way toward rehabilitating the 60-year-old Sumner Tunnel and assuring its dependability well into the next century," McKinnon said. "Undertaking this work will significantly improve this vital cross harbor tunnel to meet the needs of thousands of motorists who depend upon it each day.

"In addition, important elements of this modernization project, including the installation of a closed circuit television system, will greatly enhance traffic management and aid MassPike's efforts in responding to emergency situations. This upcoming work in the Sumner Tunnel, coupled with the successful completion of similar projects in the Callahan [Tunnel], will greatly improve the overall safety and reliability of MassPike's tunnels system," McKinnon concluded. ▼

PROPOSED TOLL PROJECTS SUMMARY NOW AVAILABLE

IBTTA has just made available a completely updated edition of its "Summary of Proposed Worldwide Toll Facility Projects." The publication lists all proposed worldwide toll projects, including mileage figures, construction costs, and estimated dates of completion, where available.

Through this summary readers can discover which country is planning the most toll projects; which country plans the most funding for toll projects; what are the largest and most costly toll facility projects proposed; what types of toll projects are ongoing in Russia and the Middle East; which city in the United States has the most public-private toll projects planned; and much more.

The publication is available to IBTTA members by request, at no charge. It is also available by request to non-members for \$10.00. Please call IBTTA, (202) 659-4620, to order your copy.

Florida's Turnpike Hosts IBTTA Maintenance Committee

More than 125 delegates and guests from 50 agencies and firms, some from as far away as Indonesia, gathered in Ft. Lauderdale, Fla., in mid-March for IBTTA's Maintenance Committee Spring Conference. Association President Russell I. Wilcox was on hand for the well-attended event which kicked off IBTTA's 1994 meeting program.

Florida's Turnpike hosted the conference and conducted two technical tours for IBTTA delegates. Turnpike officials also made several presentations about the agency's programs during the meeting.

James L. Ely, Director of Florida's Turnpike, opened the meeting with welcoming remarks and a keynote address. He discussed the agency's new projects, plans to introduce an ETTM system — SUNPASS — in the state, and a system to provide Turnpike managers with comprehensive, real-time information to facilitate management decisions.

Ely stressed that the level of maintenance "is a primary aspect of value, and value is the real reason patrons use toll facilities." He also noted that patrons "expect and receive a higher level of maintenance on toll roads than on other projects."

The Committee program included panel discussions on Florida's facilities maintenance management system and salt acquisition for winter maintenance. Individual presentations covered rehabilitation of precast-prestressed concrete cylinder piles; service plaza renovation and upgrading; the future of tolls on Florida's Turnpike; and the New Jersey Turnpike's apprentice training program (which won a 1993 IBTTA Toll Innovation Award).

Other topics included new pavement maintenance technologies, tunnel lighting, winter maintenance innovations, pavement and bridge joint systems, and privatization of maintenance services.

Two technical tours and one technical demonstration took place during the meeting. One tour began with a visit to Florida's Boca Tolls Data Center, the agency's unique management center that collects and processes system-wide toll data. A second tour gave delegates a close look at the agency's Cypress Mainline Toll Plaza, including toll collection and toll plaza management functions. The plaza is undergoing modifications to prepare for the introduction of ETTM on the Turnpike system. Both tours included a visit to the Turnpike's Pompano Service Plaza.

HYDROZO, Inc., an IBTTA Associate Member, demonstrated a bridge joint replacement and hosted a lunch for Association delegates at a site adjacent to the hotel.

The Maintenance Committee will hold its 1994 Fall Conference October 1-5 in Boston, Mass. The Committee's 1995 events include meetings May 20 - 24 in Charleston, S.C., and October 7-11 in San Francisco, Calif. ▼

MassPike Announces Historic 1993 Safety Record

Recent public safety statistics show that 1993 was the safest year ever in the Massachusetts Turnpike's 36-year history. "We have always been proud of our record and the efforts made to maintain a safe, efficient and dependable highway system, but these remarkable statistics firmly indicate just how seriously we take our commitment," said MassPike Chairman Allan R. McKinnon. "Public safety continues to be our top priority, and I am delighted that MassPike achieved such an outstanding record for 1993."

Year end reports show that in 1993, while turnpike traffic increased, the turnpike had a record low fatality rate of .18 per hundred million miles traveled — a reduction of more than 40% from the previous year. "What this means is that, collectively, patrons had to travel more than a half a billion miles to result in one single fatality. This statistic is particularly impressive given that more than 135 million vehicles used the turnpike last year while an aggressive reconstruction program was underway," noted McKinnon. In addition, the 1993 injury rate on the turnpike also dropped to an all time low.

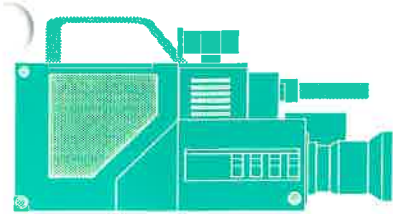
McKinnon attributes the historic safety record to a number of factors, including a well-patrolled roadway with strictly enforced traffic laws, outstanding maintenance, and careful attention to safety within construction zones. Additionally, MassPike's overall turnpike public safety program includes the installation of "rumble strips" along the breakdown lanes of the turnpike and the erection of anti-missile fencing on turnpike bridges. This fencing is higher than standard fencing and has a curved top to prevent anyone from throwing objects onto the roadway.

According to McKinnon, "While 1993 was truly an extraordinary safety year for the Massachusetts Turnpike Authority, we will not stop working to further improve and enhance our public safety efforts for this year and those to come." ▼

VIDEO OFFERS LANE-CROSSING TIPS

The New York State Thruway Authority (NYSTA) recently produced a Toll Collector training program video stressing highway lane crossing safety. The video is required watching for all NYSTA toll collectors, maintenance staff, and others who cross toll lanes, particularly the Authority's non-stop E-ZPass electronic toll collection lanes.

Complimentary copies of the video are available by contacting: Mark Stewart, New York State Thruway Authority, 200 Southern Blvd., Albany, N.Y. 12201 USA; telephone (518) 436-3073. ▼



Harris County Catches Evaders on Video

The Harris County Toll Road Authority recently announced that a new Video Enforcement System (EMS) is now operational on its Houston and Hardy Toll Roads.

The system, which is expected to reduce toll evasions by identifying violators, captures toll transaction data on a 24-hour basis from cameras installed in the lanes. Violations are computer-verified and registered owners of offending vehicles are identified. Violation notices and collection procedures are then implemented. For more information, contact Harris County Toll Road Authority, (713) 875-1400. ▼

Conference to Focus on Public-Private Opportunities

Washington, D.C. in June will be the site for the National Council for Public-Private Partnership's 8th National Conference, "Creating Partnership Opportunities with Reinvented Governments." Top business leaders and senior public officials will gather to share their expertise and exchange views on the practical use of public-private partnerships for providing public services and developing, financing, and implementing public works and community facilities.

The conference will feature sessions on Infrastructure/Financing, Services/Contracting, High-Tech Innovations, and a special "how-to" session on the basics of competitive solicitations, RFP writing and evaluation, and program organization. Of special interest to IBTTA members will be sessions on current trends in Transportation and Environment Protection, among others.

For a detailed registration brochure, call IBTTA at (202) 659-4620. ▼

IRF Conference Offers Keys to Competitiveness

This year, the International Road Federation Conference and Exposition, July 3 - 7, 1994, in Calgary, Alberta, CANADA, will focus on competitiveness in today's road sector. An estimated 1,200 transportation specialists from more than 25 countries — including Canada, the United States, England, France, India, Argentina, Malaysia, Yugoslavia, and South Africa — will discuss the latest ideas, innovations, and technology in roads and transportation.

More than 200 papers will be presented through technical presentations, panel discussions, and plenary sessions. Sessions of interest to IBTTA

members, include discussions of North America's largest tollroad project, the Highway 407 in the Toronto, Ontario area; construction of Canada's longest bridge, the 13-km (8-mile) Northumberland Strait Bridge; and the challenges and opportunities of the North America Free Trade Agreement.

Additionally, attendees may visit the conference's international transportation industry products and suppliers exposition. For more information, contact: The Transportation Association of Canada, 2323 St. Laurant Blvd., Ottawa, Ontario, CANADA, K1G 4K6, telephone: (613) 736-1350; fax (613) 736-1395. ▼

FORMER NEW ORLEANS EXPRESSWAY COMMISSIONER REMEMBERED

On January 27, 1994, M.A. Barnes, 68, a former Commissioner of the Greater New Orleans Expressway Commission passed away.

Mr. Barnes, a respected, internationally-known engineer, was also a retired district director for the Corps of Engineers. "He will be missed by all whose lives he has touched," said Expressway Commission General Manager Hunter O. Wagner, Jr.

Mr. Barnes is survived by his wife Anne, their two sons, and other family members. ▼

TTA Seeks Executive Director

The Texas Turnpike Authority (TTA) is currently seeking a transportation/public administration executive to serve as its Executive Director. The Executive Director is the TTA's Senior Operating Officer and is responsible for implementing the policies and directives set forth by the Board of Directors. The position reports to the TTA's Chairman and Board of Directors.

Requirements: a minimum ten years experience; success in finance, administration, and development and operation of public construction works; ability to establish and maintain satisfactory working relationships with Board Members, transportation officials, citizen groups, and other state employees; bachelors degree in public administration, business, transportation, civil engineering, or related field preferred.

Duties: Must prepare, administer, and achieve annual budget; responsible for a strategic plan identifying long-term statewide opportunities for the TTA, including cross-border opportunities impacted by NAFTA.

Interested candidates, please forward resume to: P.O. Box 720067, Dallas, Texas 75372. ▼

How to Run an Employee Commuter Program

(Reprinted with permission from TRAFFIC SAFETY, published by the National Safety Council, 1121 Spring Lake Drive, Itasca, Ill. 60143-3201.)



The Clean Air Act Amendments of 1990 include an initiative called ECO (or the "employee commute options" program). This provision requires employers in most states to designate an employee transportation coordinator. The initiative affects employers of more than 100 in non-attainment areas classified as "severe" or "extreme" for ozone, or "serious" for carbon monoxide. Employers also must generate a compliance plan for the state or regional air-pollution agency.

Who gets assigned this chore? Depending on the organization, the job of employee transportation coordinator often becomes the part-time responsibility of someone in the human resources department. Frequently, facilities and fleet managers also receive the job.

Southern California Edison assigns these responsibilities to customer service management employees at various sites. "Maybe 20 percent to 30 percent of their time is spent on ECO," says corporate employee transportation coordinator Nancy Radford. At the corporate level, the utility employs a staff of six to support the program.

Hewlett-Packard has 25 coordinators at sites across the U.S. To keep them up to date on new corporate and regulatory issues, commute programs manager Jerry Cashman distributes a quarterly electronic newsletter to each employee transportation coordinator. Key facilities managers, real estate managers, and public affairs specialists also receive this newsletter.

"[Employee transportation coordinators] should realize that what they are trying to do is implement a major behavioral change," he says. "This doesn't happen overnight. An ECO program takes a lot of time, effort and repeated messages."

During nearly a decade of exchange with Hewlett-Packard's employee transportation coordinators, Cashman has identified five common sense guidelines applicable to any large employer:

- **Identify a management champion.** Find a leader at a high enough level to gain facility-wide support and visibility. Ask the champion to lead by example. Maybe he or she can ride in a vanpool or drive an alternative-fueled vehicle.
- **Issue presentations.** Keep top management posted on the program costs and regulation requirements. Survey ECO participants for their ideas and feelings about alternate schedules and other issues. Quantifying ECO benefits is difficult, but innovations such as telecommuting and compressed schedules may add to productivity in other ways.
- **Business tie-ins.** Does the company face related business challenges? Because of its ECO program success, a Hewlett-Packard facility decided not to go ahead with a \$1 million parking structure. Employers that examine the building-management budget may find a similar opportunity.
- **Know your market.** Different employee groups may have different ECO needs. The schedules of sales and service people may not synchronize with administrative or production staff.
- **Find partners.** Nobody expects the employer to run an ECO program alone. Tap into the expertise at the state or regional air-pollution agency. Have the company's employee transportation coordinator give a lunch for his or her counterparts at neighboring companies. Ask the vanpool providers for efficiency suggestions.

Radford stresses two-way communication with ECO participants. "There are always new ways of looking at things," she says. "Conduct regular surveys. Have the [employee transportation coordinator] ride along or try the different commuting or scheduling options. Ask questions. And listen."

Note: The U.S. EPA has produced guidance materials for organizations with sites in multiple nonattainment areas. To request an information packet, fax your name and address to: Marjorie Sinclair, office of mobile sources, (313) 668-4531. ▼

OPPORTUNITIES ABOUND DOWN UNDER

Macquarie Corporate Finance Ltd., financial advisors to the consortium selected to build, own, and operate the North West Transport Link (or M2 Tollway) in Sydney, AUSTRALIA, is seeking operators who may be interested in pursuing Australian tollroad projects.

Opportunities exist within the M2 Tollway project and four additional tollroad projects which are set to proceed this year. Interested parties should contact: Peter Salisbury, Associate Director, Macquarie Corporate Finance Ltd., Level 22, 20 Bond Street, Sydney, P.O. Box H68 Australia Square, New South Wales 2000, AUSTRALIA; telephone: (02) 237-3277; fax: (02) 237-3656. ▼

MEMBERSHIP UPDATE

Bettigole Andrews & Clark, Inc., recently announced that JACK GOLDSTEIN and MARTIN H. KENDALL have joined the firm.

Triborough Bridge and Tunnel Authority, Metropolitan Transportation Authority, recently appointed ELIZABETH LONDON as its Community Relations Director, succeeding Sheila Kennedy who became MTA's Director of Federal and Local Government Relations.

The Board of Directors of Greiner Engineering, Inc., has appointed ROBERT L. COSTELLO as President and Chief Operating Officer.



The Salt Institute's Andrew Briscoe III

After a comprehensive search, the Salt Institute recently appointed ANDREW BRISCOE III to the position of Public Policy Director.

HNTB Corporation's Atlanta, Ga., office recently added H.E. "SONNY" TIMMERMAN as Director of Transportation Planning.

Vollmer Associates recently announced the promotions of STUART E. LERNER, P.E., to Senior Associate, and JOSEPH DONOVAN, R.A., to Associate. ▼

The following publications of interest are now available from the Transportation Research Board (TRB), National Research Council, 2101 Constitution Avenue, N.W., Washington, D.C. 20418 USA (202) 334-3214:

Transportation Research Record (TRR) #1404: Highway Operations, Capacity, and Traffic Control, Transportation System Management, Parking, and Travel Demand Management, \$25.00, 100 pp.

TRR #1405: Operations and Safety, Pedestrian, Bicycle, and Older Driver Research, \$24.00, 86pp.

NEW MEMBERS "WELCOME"

Associate

Piedmont Olsen Hensley, Inc.

Hollas A. Walker, Jr., P.E.
Senior Vice President
P.O. Box 1717
Greenville, South Carolina USA 29602
(803) 242-1717

Scientific Technologies Inc.

James A. Lazzara
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SINELAC S.p.A.

Marcello Baronci
General Manager
Via Palmieri, 49/A
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(39) (11) 4611.700 ▼

MEETINGS OF INTEREST

American Society of Civil Engineers Specialty Conference, "Innovations in Highway Safety — A Broad Perspective," May 16 - 18, Hershey, Penn. Information: (800) 548-2723 or (212) 705-7285.

7th International Conference on High Occupancy Vehicle Systems, "HOV Systems in a New Light," June 5 - 8, Los Angeles, Calif., sponsored by the Transportation Research Board. Information: (202) 334-2382.

The National Council for Public-Private Partnerships 8th National Conference, "Creating Partnership Opportunities with Reinvented Governments," June 12 - 14, Washington, D.C. Information: (202) 467-6800.

11th Annual International Bridge Conference and Exhibition, June 13 - 15, Pittsburgh, Penn., sponsored by the Engineers' Society of Western Pennsylvania. Information: (412) 261-0710.

IBTTA ETTM Workshop for Toll Agencies (IBTTA Active Members only), June 25 - 27, Washington, D.C., Information: (202) 659-4620.

International Road Federation Conference, "Roads to the 21st Century: A Key to Competitiveness," July 3 - 7, Calgary, Alberta, CANADA, co-sponsored by the Transportation Association of Canada. Information: (613) 736-1350.

Second International Symposium, Highway Capacity, August 9 - 13, Sydney, AUSTRALIA, sponsored by Transportation Research Board and Australian Road Research Board Ltd. Information: telephone 61-3 881 1619; fax 61-3 887-8104.

IBTTA 1994 Annual Meeting & Exhibition, October 29 - November 2, Orlando, Fla. Information: (202) 659-4620. ▼

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