

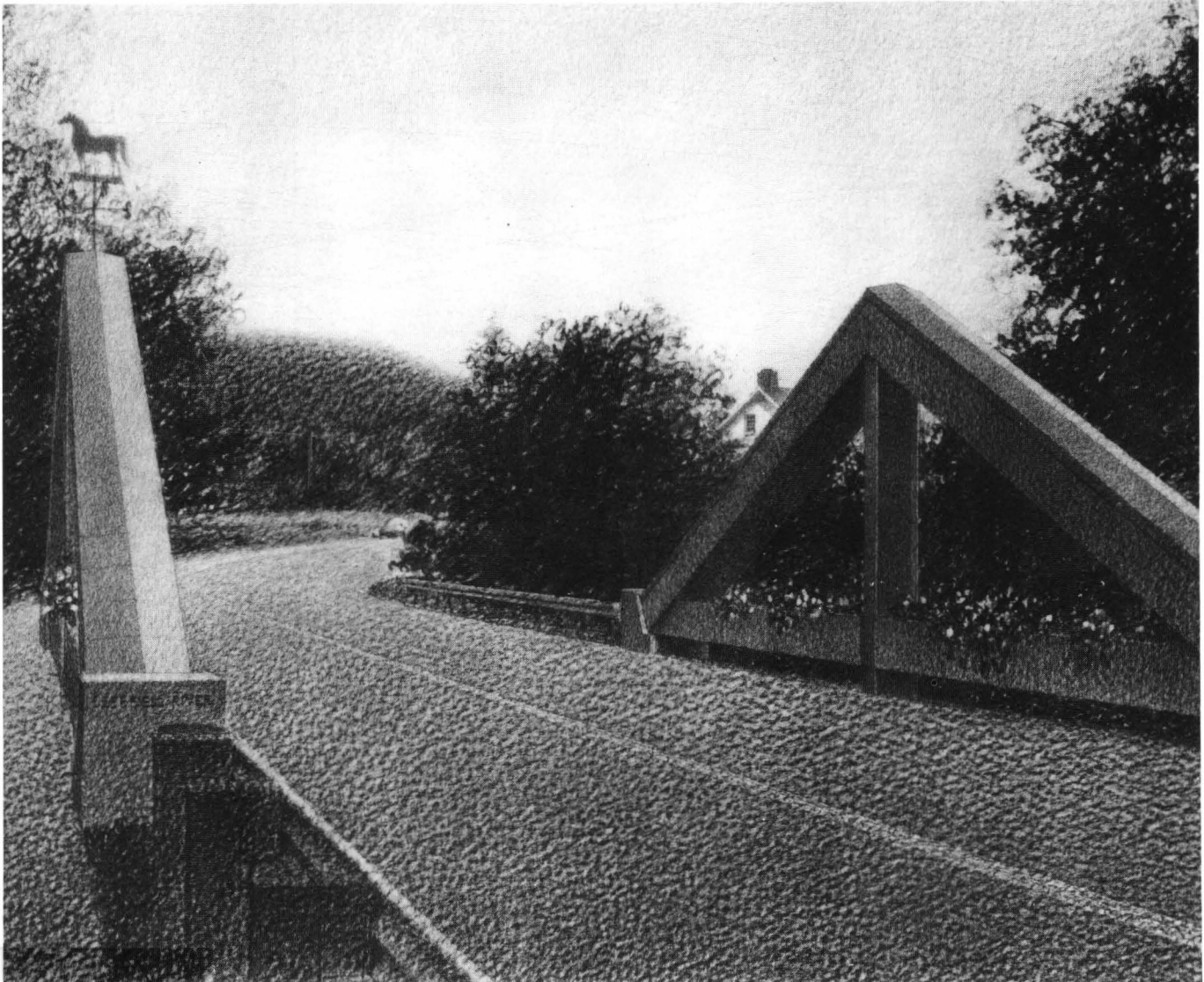


U.S. Department of
Transportation

Transportation Innovation in the States: National Contest Entries for 1990

September 1990

A TECHNOLOGY SHARING REPRINT



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Prepared for:

The
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State
Governments
The Center for Transportation



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TRANSPORTATION INNOVATION IN THE STATES:
NATIONAL CONTEST ENTRIES FOR 1990



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Cover Photo: The winning entry in The Vermont Timber Bridge Design Competition. The bridge was designed by Paul Stevenson Oles and Daniel Schodek. The Vermont Agency of Transportation plans to construct the bridge by 1992 at the Dover, Vermont bridge site.

FOREWORD

The Council of State Governments is pleased to release Transportation Innovation in the States: National Contest Entries for 1990. Through it, the Council showcases some of what state leaders feel are the best innovations in transportation for 1990. Many entries in CSG's Innovations contest deserve recognition as innovative, even though they might not be selected during final judging. CSG is pleased that once again a reprint of this book will be made widely available through the Technology Sharing Program of the Research and Special Programs Administration of the U.S. Department of Transportation. Without this important program, widespread no-cost availability of this publication to state elected officials would not be possible.

Lexington, Kentucky

Daniel M. Sprague
Executive Director
The Council of State Governments

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TRANSPORTATION INNOVATION IN THE STATES:
NATIONAL CONTEST ENTRIES FOR 1990

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ABOUT THE INNOVATIONS PROGRAM

CSG's Innovations program is nationally recognized, and of long standing. Its success is evidenced by the many institutions which have since tried to copy it. First started in 1975, it is the oldest state government general innovations contest in the nation. The program annually seeks out seven to ten of the best of new state programs which are then spotlighted before a national audience.

A careful selection process precedes the issuance of the Innovations reports. In 1990, state governments submitted 343 Innovations entries to the Policy Analysis Division of The Council of State Governments. The entries are first put through a criteria test which measures, among other things, the relative degree of innovation, whether the program has stood the test of time by being operational for at least a year, whether it addresses a problem of regional or national concern, and whether it is readily transferable to other states. After the initial screening, remaining entries are then submitted to four regional panels which make final decisions as to which new state programs and policies are deserving of a detailed Innovations report.

As a result of the selection process, these reports are well received in state capitols across the country, and usually trigger adoption of the targeted innovation by several other states. However, while necessary to such a broad national program, the culling process leaves a by-product of hundreds of state entries which still have enormous value. These entries were sent in by state officials who considered them to be representative of some of their best program and policy products. Because of that, they deserve at least a brief spotlight, especially before those who are familiar with the particular program or policy discipline.

This is the third year that the Center for Transportation has fulfilled this need by showcasing all submissions which are directly or indirectly transportation related. The submissions have great value to the transportation community as new ideas in the field. While some of the entries shown in this book appear to have little to do with transportation, they may act as food for thought for administration within the transportation community.

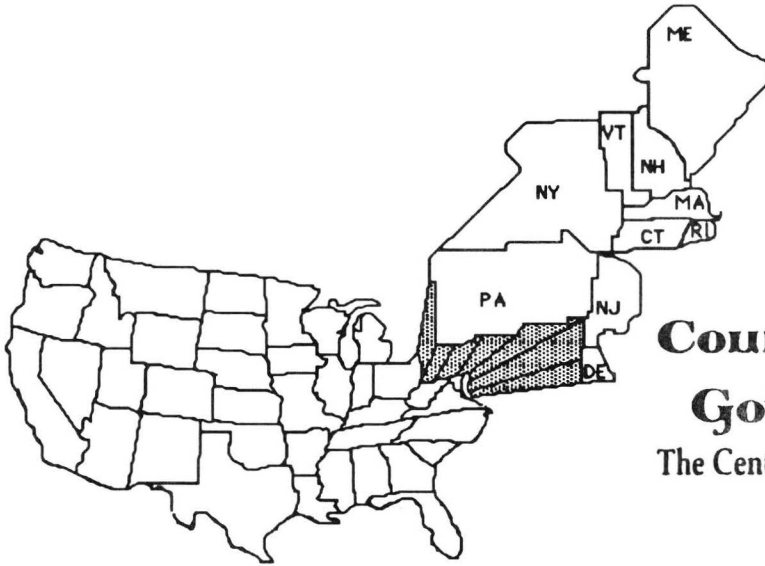
The Council of State Governments gives special thanks and credit to Norman Paulhus, Program Development Officer, Office of Research and Technology, Research and Special Programs Administration, U.S. Department of Transportation. Norman and Alfonso Linhares, Director of the Office of Research and Technology, manage the Technology Sharing Program. The program has been a tremendous national asset and of great benefit to state policy makers. It is the vehicle through which the publication and distribution of this book is possible.

Bob Krause and Gaye Horton of the Center for Transportation staff made editorial selection and compilation of entries. All entry commentary was prepared by the State Policy and Innovations Group (SPIN). SPIN staff that contributed to the end product included Debbie Gona, Keon Chi and Nancy Olson.

Special recognition also goes to the states and their leaders for producing these new programs and policies, for nurturing them, and for caring enough to share them with the rest of the country.

This will be the last edition of Transportation Innovation in the States as produced by the Center for Transportation. Unfortunately, the Center is closing due to a reorganization at The Council of State Governments. The staff of the Center has enjoyed working with its many constituents across the country. We would like to thank all who have worked with us over the years for their words of support, and for their ideas, comments and suggestions. These things are true rewards for our labors.

Robert A. Krause, Director
Center for Transportation
The Council of State Governments
September, 1990



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EASTERN REGION

90-E-2

Technical and Skills Training Program - Infrastructure Maintenance
submission from Connecticut

The major purpose of this program is to enhance the integrity of Connecticut's infrastructure maintenance through staff development programs aimed at employees whose jobs require the application of specific trade and technical skills.

A calendar of courses are offered each training cycle, on a wide spectrum of topics. Initial program offerings were based upon a statewide needs assessment. Curriculum selection is based upon input from technical managers, supervisors and line staff, administrative needs, and labor/management requests. A mailing list of technical heads is maintained to provide ongoing, direct contact with key personnel.

The program has four prominent features: 1) Technical managers and supervisors are involved in the planning, developing and, wherever possible, teaching of courses. 2) Most courses are co-sponsored by other agencies or organizations maximizing effectiveness while minimizing costs. 3) Specific titles and descriptions for all courses help applicants and agency training approval officers to accurately select appropriate training. 4) Courses are designed to provide "real-world, hands-on" training. Wherever possible, participants apply the concepts learned by performing work on actual state equipment and facilities.

This program has been operational since September 1985.

No formal evaluation of the program as a whole has been conducted. The program has received strong support from technical and skill area administrators and staff. Some indicators of success include the following: 1) Several programs have been covered by state publications, newspapers, and professional journals. 2) Many of the programs are co-sponsored by other state agencies and employee unions. 3) "Real-world, hands-on" courses are frequently over-subscribed.

For additional information, contact:

Charles Miceli
DAS-Personnel Division
61 Woodland Street
Hartford, CT 06106
(203) 566-5020



Photo depicts the statewide "Ride Together Connecticut" promotion. Signs are posted on major highways throughout the state to encourage ridesharing.

90-E-5

Challenge Grant - Modal Shifts
submission from Connecticut

The purposes of this program are to entice commuters to switch from single occupant vehicles to various modes of mass transportation during their work trip, to challenge employers to become involved in sponsoring and promoting employee ridesharing programs as an alternative to constructing additional employee parking and subsidizing existing parking, and to conserve energy and reduce automobile exhaust emissions.

Grants have been given to Connecticut's three area rideshare brokerages. They in turn develop and implement strategies which include: direct mail commuter rail pass with Metro North rail commuter service, frequent pooler program with a major national airline, guest pass employer transit program, backup ride voucher program, van-pool rider recruiting program, and pooler gas/park voucher program.

The program allows for direct interaction with employers who must understand the need to work cooperatively with the department of transportation to increase the transportation system's ability to accommodate existing and future travel demands.

This program has been operational since January 1989.

For additional information, contact:

George Beebe
Trans. Supervising Planner
ConnDOT - Bureau of Planning
24 Wolcott Hill Road
Wethersfield, CT 06109
(203) 566-2414

90-E-6

Development of Vehicle Occupancy Statistics from Accident Resources

submission from Connecticut

The purpose of this program is to develop statistically sound vehicle occupancy rates from accident records to eliminate the costly and limited field observation method.

The program works by utilizing data extracted from Connecticut's Traffic Accident Database residing in a relational database located on the department of transportation's UNISYS mainframe computer. Since accident records contain the number of occupants in each vehicle involved in reported motor vehicle traffic accidents, it is a straightforward task in tabulating vehicle occupancy. With an annual average of 120,000 traffic accidents involving 220,000 vehicles, the database contains sufficient information to develop statistically sound vehicle occupancy rates.

Since traffic accident records contain locational (route and cumulative mileage, town) and time-related data (time, day, month, year), vehicle occupancy rates can be developed by roadway type, section of roadway, time of day as well as a myriad of other ways. Bivariate rates such as route by hour of day or roadway classification by day of week are also possible. There is no additional expense required to develop these varied vehicle occupancy rates. Statistics show that traffic accident data are increasing, thus increasing the database. As long as traffic accident data is collected, statistically sound vehicle occupancy rates can be developed by using this method.

This program has been operational since November 1988.

For additional information, contact:

Stuart D. Leland
Assistant Planning Director
CT Dept. of Transportation
24 Wolcott Hill Road
Wethersfield, CT 06109
(203) 566-3264

90-E-7

Expansion of Services Available at Interstate and Primary Route Rest Areas

submission from Connecticut

The major purpose of this program is to improve and expand the types of services now available for motorists using the rest areas on Connecticut highways.

Effective October 1, 1988, the Connecticut Department of Transportation contracted with Mobil Oil Corporation to provide gasoline station services at ten locations on I-95 and gasoline service station and "Mobil Mart" facilities at ten locations on Route 15 (Merritt and Wilbur Cross Parkways) and three locations on I-395.

This program places all costs (capital, operation and maintenance) with the operator--instead of the Department of Transportation--and provides a revenue stream for road maintenance for the department.

This program has been operational since October 1988.

I-395 facilities were constructed almost from the ground up and are most representative of this program. Average capital costs per location were \$700,000 and funded by Mobil Oil Corporation. All operational and maintenance costs are the responsibility of Mobil Oil Corporation. Average initial revenues per location received by the Department of Transportation for the first ten months of operation were \$72,000. The most important results of this program are the acceptance and laudatory comments of the motorists for the service now being provided.

For additional information, contact:

Arthur Keating
Director, Concessions Operations and Revenue
Dept. of Transportation
24 Wolcott Hill Road
Wethersfield, CT 06109
(203) 566-5137

90-E-14

Operation Stop - For School Buses
submission from Maine

The major purpose of this program is to assist communities in addressing the issue of pupil transportation safety (specifically the problem of motorists passing a stopped school bus).

The process provides a step-by-step community action plan and stresses local networking.

Pupil transportation safety has been fragmented and uncoordinated at the community level. This program invites the participation of law enforcement, bus drivers, parents, school administrators and the court system.

This program has been operational since February 1988.

Implementation was successful based on the extent of response to surveys returned, community leader participation, changes initiated as recommended and the endorsement of the final report by the governor.

The program has been embraced by many representatives of other communities as a method to address a critical area of need in highway safety.

For additional information, contact:

Joan Pendexter
ME Highway Safety Commission
2 Colonial Drive
Scarborough, ME 04074
(207) 883-2025

90-E-20

Crime-free Transportation for Senior Citizens
submission from New Jersey

The purpose of the Security Housing and Transportation Program is to provide a safe environment to senior citizens residing in private residential homes, multiple family dwellings and subsidized housing projects through the provision of increased security, safe accessible transportation services and Crime Prevention Education Programs.

Funds are allocated to the 21 area agencies on aging for the development and operation of the following services:

Security enhancement -- Increased security is provided to senior citizens residing in private residential housing, multiple dwellings and subsidized housing facilities through the provision of hardware items such as peepholes, doors, door and window locks, improved external lighting and security fencing.

Home security surveys -- Crime prevention officers at the local level conduct home security surveys to ascertain the specific level and nature of the increased security improvements required to secure homes and subsidized housing facilities in low, moderate and high crime areas.

Crime prevention education programs -- Education and training programs on how to report crime and reduce the opportunity for crime are provided by trained crime prevention officers.

Transportation services -- The program provides safe accessible transportation services, including escort services, emergency response transportation and other improved fixed route transportation services to medical facilities, banking institutions, and shopping and recreational centers.

The key creative element of this program is the linkage of county and local crime prevention agencies with the aging network for the purpose of designing ongoing Crime Prevention Education Programs which are tailored to improve the well-being of senior citizens in high crime impact areas.

This program has been operational since June 1988.

Although the program has been successfully implemented, all objectives and goals have not been attained. Many of the local agencies have had difficulty in developing the many different facets of the program.

A total of 26,419 security items were installed in 3,200 residential homes since the inception of the program.

Seventy-eight subsidized housing facilities have received security improvements. Crime prevention education services have been provided to 19,381 seniors and 38,931 units of transportation have been provided statewide to seniors.

For additional information, contact:

Penny Blakemore
New Jersey Division on Aging
Department of Community Affairs
CN 807
Trenton, NJ 08625-0807
(609) 292-1876

Integrated Approach to Reducing Automotive Emissions and Fuel Consumption

submission from New York

The major purposes of this program are to 1) minimize the negative environmental impact of motor vehicles by maximizing the potential for motor vehicles to achieve and sustain their designed air quality and energy conservation performance specifications; 2) successfully illustrate the compatibility and effectiveness of integrating the activities and concerns of separate environmental organizations into a cooperative effort which would enable each to achieve their respective air quality and energy conservation goals; 3) identify and develop a viable response to the increasing disparity between the technological capabilities of the veteran automotive repair work force and the continued increase in the level of complexity and sophistication of automotive systems design; 4) reformation of the repair industry ideology regarding education by developing a specialized educational effort which will format course content and presentation to the in-service audience and promote the acknowledgment and pursuit of educational opportunities; and 5) develop an educational program and service delivery mechanism which is oriented in scope and content to encourage maximum participation by career automotive technicians, provides tuition subsidies for attendance by utilizing petroleum overcharge funds, is statewide in scope, provides information that is conceptual and thereby applicable to automotive systems of any manufacture, and utilizes and cultivates the existing educational expertise within the automotive industry and establishes a delivery network composed of industry peers.

In order to achieve federally mandated emission standards, while maintaining fuel efficiency and overall performance, the automotive industry has incorporated increasingly more sophisticated engineering technology into the manufacture of vehicles. In order to maintain and repair these sophisticated operating systems, individual manufacturers had developed specialized training courses for the technicians that performed work on the vehicles. However, the training was oriented towards the systems in the vehicles of the sponsoring manufacturer and typically made available to employees within a dealership that serviced the specific vehicles. Other training opportunities exist and are generally directed toward individuals entering the vocation at the college level or vocational training centers. In most instances these courses were also provided through manufacturer sponsoring and tend to be manufacturer specific. These approaches have been effective in providing entry level automotive technicians with the skills necessary to understand and repair the new generation of vehicles.

This program has been operational since April 1988.

The program has been recognized by the Federal Environmental Protection Agency (EPA) Air Resources Bureau as a trendsetting program which should be adopted by other states. EPA has formally provided a very positive review of the course content in their recently completed audit of this program.

Legislation is under development in New York State for the voluntary certification of technicians. Within the legislation, attendance of the program's courses is cited to serve as the method for instruction and would be used as the educational foundation of the voluntary certification of automotive technicians.

For additional information, contact:

Roger Marschke
Program Manager
NYS Energy Office
Two Rockefeller Plaza, 20th Floor
Albany, NY 12223
(518) 473-0142

90-E-56

Emergency Resource Management
submission from New York

The major purpose of this program is to quickly and efficiently identify, locate and procure resources needed in an emergency.

A computer program called Re: Source, developed by the State Emergency Management Office, is at the heart of this system. This program inventories emergency resources according to hazard and identifies where such resources are located.

This system represents a significant advancement in emergency resource management for two reasons: it is extremely simple to use and it requires only a fraction of the initial data collection and updating that other systems require.

This program has been operational since 1987.

Numerous users have written describing their satisfaction with the system, emphasizing ease of use compared with other computer programs.

For additional information, contact:

Joseph Hein, Planning Supervisor
NYS Emergency Management Office
Building #22, State Campus
Albany, NY 12226-5000
(518) 457-9959

90-E-58

Wellness Program for Employees

submission from New York

The major purpose of this program is to reduce the amount of sick leave usage in the field facilities of the Equipment Management Division and reward the people who elect to participate.

The program awards those employees who use seven days or less sick or injury leave in one year. The award schedule is as follows:

7 days - \$20.00
6 days - \$50.00
5 days or less - \$100.00

This method is the first in the state government to approach the problem. Usually this type of incentive is found in private industry only.

This program has been operational since December 1988.

The program is being expanded to include main office people. All field people are under this present program.

This program is well received by union and staff people alike.

For additional information, contact:

Edward G. Fahrenkopf, Director
NYS DOT, Equipment Management Division
1220 Washington Ave., 5/219
Albany, NY 12232
(518) 457-2875

90-E-59

Annual Commercial Vehicle Safety Conference

submission from New York

The purpose of the conference is to bring together representatives from federal, state and local governments and the trucking industry. The conference provides a forum for all parties involved in commercial vehicle safety to learn and discuss their individual problems and concerns.

The three day conference includes presentations and panel discussions on current commercial vehicle related issues. There are also featured luncheon and dinner speakers. The 1989 conference "The Winning Team" was a success, with over 200 government and industry representative in attendance. Russ Fiste, Executive Director of Commercial Vehicle Safety Alliance, was the featured speaker of the conference.

This has fostered a unique spirit of cooperation between the regulators and the regulated to increase safety. All too often, the government and industry become locked into adversarial relationships.

This program has been operational since October 1986.

The most telling evidence is that the vehicle out-of-service rate for trucks inspected at random roadside inspection sites in New York State has dropped by over 20 percent in the four years the program has been operational. In addition, the success of the conference program has encouraged other joint ventures. The most notable one was a brake study completed in 1988 to determine the extent to which regular brake adjustment can reduce the incidence of a vehicle being placed out-of-service. Relationships fostered at the conference have led to an expansion of an outreach program in which the Commercial Vehicle Safety staff give presentations for industry association and related organizations.

For additional information, contact:

Matthew J. Ryan
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1220 Washington Ave.
Albany, NY 12232
(518) 457-3406

90-E-60

Article 19-A Bus Driver Certification Program
submission from New York

The program is designed to screen out drivers with poor driving records to prevent them from transporting passengers (school children, commuters and mentally disabled individuals). Additionally, drivers classified as "school bus drivers" (transporting students and/or mentally handicapped individuals) are screened and monitored continuously and are subject to a criminal history review in order to determine if they are qualified or disqualified.

Motor carriers are required to report the name of every driver they employ to the Bus Driver Certification Unit of the Department of Motor Vehicles within 10 days of the date of hire. In addition to reporting the names of drivers, "school bus" operators must also submit the fingerprints of all drivers to the Bus Driver Certification Unit. Computerized files of both regular bus drivers and these school bus drivers are maintained by the Department of Motor Vehicles so that the driving records and qualification status of all drivers can be reevaluated if there is any activity.

This approach is creative by its timely identification of drivers who become disqualified. Continuous computerized monitoring of driver's license status and criminal history allows identification to be made in a timely fashion when a driver becomes disqualified. This program's timely notification of all concerned parties when a driver becomes disqualified is also a new approach. Vehicle and Traffic Law convictions, license suspensions/revocations and/or criminal convictions that may result in disqualification "trigger" the sending of computer generated disqualification notices to the driver, the employer and to any contractee (school district or governmental agency) served by the bus company.

Such timely identification and comprehensive notification significantly increases the probabilities of actually getting the disqualified driver out from behind the wheel of a bus or school bus.

By identifying and disqualifying those drivers with unacceptable driving records and criminal histories, the risk that such individuals pose to the health, safety and welfare of passengers transported in New York State has been lessened. Especially important is lessening the risk of sexual assault on school children by their bus drivers.

This program has been operational since September 1985.

In 1989 alone, this program identified and disqualified 145 drivers based on disqualifying criminal convictions and an additional 9,005 drivers based on driver license status. This program currently monitors over 2,900 motor carriers employing more than 96,700 drivers for compliance with Article 19-A of the New York State Vehicle and Traffic Law and Part 6 of the Commissioner's Regulations.

A positive approach to initiating this program and regular meetings with industry and union representatives have greatly aided in conducting this program and gain the cooperation which has been instrumental in making the program a success.

For additional information, contact:

Jacob J. Ferro
Deputy Commissioner for Transportation Safety
NYS Department of Motor Vehicles
Swan Street Building, Empire State Plaza
Albany, NY 12228
(518) 474-1223

90-E-61

State Transportation Safety Board for Transit
submission from New York

The major purpose of this program is to insure the safety of the two billion people annually who use the bus, commuter rail, light rail and subway systems in New York State that receive state funded mass transportation operating assistance.

The activities of the program include: comprehensive investigations of all serious bus and rail accidents to determine the environmental, equipment and human contributing causal factors, make recommendations to the affected bus and rail systems to reduce the probability of reoccurrence; require each bus and rail system to prepare and comply with a system safety program plan; and conduct compliance audits and special safety studies.

The Public Transportation Safety Board (PTSB) is the first such state agency in the nation established to systematically work to improve public transportation safety. Since 1984, public transportation accidents investigated by the PTSB caused nearly 150 deaths and 2,000 injuries to passengers. The economic loss is estimated at \$115 million/year.

This program has been operational since 1984.

All 141 transit systems have filed System Safety Program Plans.

Nearly 900 bus and rail accidents have been investigated resulting in over 1,200 recommendations. Ninety-seven percent of recommendations were accepted. Since 1985, the accident rate per million revenue vehicle miles has decreased by approximately 3.6 percent per year and the accident rate per million passengers has decreased by approximately 2 percent per year.

For additional information, contact:

David H. Bulman
Executive Director
Public Transportation Safety Board
NYS Department of Transportation
1220 Washington Avenue
Albany, NY 12232
(518) 457-6512

90-E-62

Recruitment of Entry-Level Engineers
submission from New York

The major purpose of this program is to increase the pool of entry-level engineers employed in the department, while simultaneously increasing the diversity of that pool.

The specific activities of the program are to:

- update professional recruitment-materials.
- streamline mandatory civil service testing process.
- replace media advertisements with on-campus recruitment and testing trips.
- involve affirmative action groups, including on-campus organizations, professional minority engineering organizations and community based organizations.

This program is creative in the following aspects:

- proactive recruitment which recognizes applicants' needs as being equal to those of department.
- recruitment and testing on campus.
- change in scoring procedure to zone scoring for maximum flexibility.
- job offers made up to seven months prior to graduation.
- consolidation of resumes and hiring questions to one centralized unit.

This program has been operational since May 1988.

In 20 months 200 junior engineers were hired, 30-40 percent are from a protected class. Engineering technicians are now being hired; one-half are from a protected class. There has been increased coordination between regions and the main office. Regions receive more names faster; resumes also are available. The use of zone scoring increases management flexibility.

For additional information, contact:

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NYS Dept. of Transportation
1220 Washington Avenue (Building 5)
Albany, NY 12232
(518) 457-6460

90-E-63

Twenty-four Hour Truck Permit Issuance System
submission from New York

The major purposes of this program are to (1) provide truckers nation-wide and in Canada, through permit service companies, the ability to obtain both three-day New York State highway use single trip permits and 30-day emergency permits, on a 24 hour basis, where such carriers have no record of current suspensions; (2) establish an inexpensive, dial-in computer system which could be used by a variety of permit service companies without their establishing dedicated telephone lines; (3) track transmittal of appropriate fees to the department by permit service companies; and (4) update the Department of Taxation and Finance (DTF) mainframe computer files and the PC system.

The specific activities include: design a personal-computer based, stand-alone system, to prevent outside parties from gaining unauthorized access to DTF mainframes; review the proposed system with the trucking industry, permit service companies; obtain PCs, telephone lines, modems, etc., and program and test the new PC system and changes to existing mainframe processing system; establish reciprocal update procedures for both PC and mainframe computer systems; develop and circulate comprehensive user training manual; and pilot test system successfully with one permit service company and begin full-scale operations.

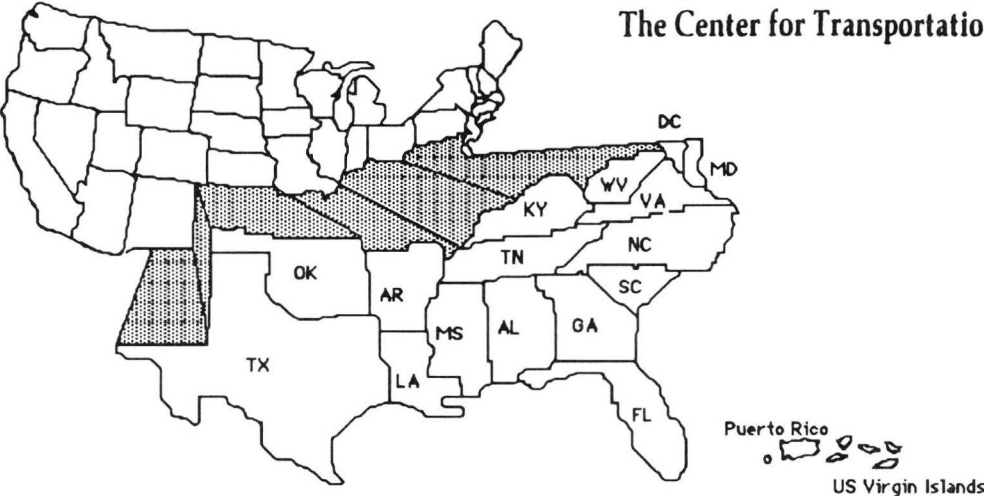
This program has been operational since January 1988.

The system has been running with no problems for over two years, and thousands of permits have been issued through it.

This program was established in 2.5 months with a task force of about eight people working part-time on the project.

For additional information, contact:

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Harriman State Campus, Building #8
Albany, NY 12227
(518) 457-2978



SOUTHERN REGION

90-S-22

Licensing on Wheels - FLOWmobile
submission from Florida

FLOWmobile's primary purpose is to reduce waiting lines in urban driver license offices by taking services to the people, in addition to our traditional, storefront operations where the people come to us.

FLOWmobile is also used as a service to industry, parents and community groups. By setting up at a factory, FLOWmobile provides a convenience to employers because workers can handle their license needs while spending the least possible time away from work. For parents, FLOWmobile means not having to take a day off from work to take a teen-ager to a license office.

Florida's FLOWmobiles are the south's new circuit riders. Organizations with members needing written tests, eye exams, road tests and licenses can schedule a FLOWmobile appearance. These converted school buses contain all the essential equipment found in a stationary license office.

They provide applicants with "express lane" service, usually in the time of a coffee break or lunch hour.

Long lines at license offices have been a source of citizens complaint for many years. Florida's rapid growth aggravates this. We have 166 fixed license offices to serve the public. Some 25,000 people visit these outlets every day, on average.

Three FLOWmobiles relieve pressure from these offices and are a highly visible symbol of our efforts to meet public demand for fast, courteous license service.

This program has been operational since May 1988.

We can best measure FLOWmobile's success by public response. To date, the three portable licensing offices have served more than 30,000 people. Requests for FLOWmobile visits have risen above expectations, prompting us to extend the buses' work week from five to six days.

Mobility has allowed us to use the buses to promote various license programs. We add new members to our organ donor rolls each time a FLOWmobile sets up shop at events such as a Kidney Foundation surfing contest.

The buses also help us promote bicycle safety, as well as issue motorcycle licenses during bike week each year in Daytona Beach.

For additional information, contact:

Ed Birk, Public Information Administrator
Florida Department of Highway Safety and Motor Vehicles
Neil Kirkman Building
2900 Apalachee Parkway
Rm. B-441
Tallahassee, FL 32399-0502
(904) 488-2776

In-Car Video and Aggressive Criminal Enforcement
submission from Georgia

Using in-car video technology and a "look beyond the traffic ticket" approach to traffic law enforcement, the Georgia State Patrol (GSP) removes from the state's public roads drug couriers along with other felony perpetrators. The video technology also is used extensively in effective enforcement against drunk and drugged drivers.

In this program high technology, coupled with basic law enforcement techniques creates a public safety environment that interdicts drug couriers using the public highways, as well as removing other felons. "Look beyond the traffic ticket" is a law enforcement technique that capitalizes on the inmate curiosity of professional state troopers. Adroit questioning of traffic violators often reveals nefarious motives for the individual's presence on that particular roadway. The use of in-car video systems documents the dialogue on the roadside and provides reliable evidence for courtroom use, not only in felony cases, but also in DUI arrests. Additionally, GSP initiated an awards program which rewarded the most proficient troopers with visible indicators of their prowess.

Nearly all criminals use the public highways. The GSP averaged nearly 300,000 traffic arrests annually during the decade of eighties. Therefore, "looking beyond the traffic ticket" for felons, particularly drug couriers, has provided a state-wide impact on felonious activity. The concurrent introduction of the video camera systems provided a new dimension to the aggressive criminal enforcement program.

This program has been operational since January 1987.

The "look beyond the ticket" felony apprehension program, aided by the use of the in-car video systems, resulted in nearly 2,000 felony arrests in 1987, of which about half were drug couriers. As a result, Georgia was a leader nationally that year in the seizure of powder cocaine and has been consistently ranked nationally in drug interdiction statistics by the Drug Enforcement Administration each year since. One indicator of success is the demand for GSP troopers to provide seminars on making the felony arrests. The presence of the in-car video systems has resulted in a 100 percent conviction rate on all drug courier cases. It also has markedly increased in the conviction rates for DUI cases.

The GSP program is an example of how the application of good, basic law enforcement techniques can be enhanced by the use of technological advances and result in a total program that is a model for the nation. In the case of the video systems, GSP has institutionalized and systematized the audio and visual aspects of the initial field contacts of law enforcement officers. This system protects both the officer and the citizen.

For additional information, contact:

Colonel Curtis D. Earp, Jr., Commissioner
Department of Public Safety
959 E. Confederate Avenue
Atlanta, GA 30371
(404) 624-7710

Freddie Freeroader/Beating the System
submission from Kentucky

The Kentucky Revenue Cabinet's Freddie Freeroader/Beating the System Program addresses the willful abuse of the Commonwealth's vehicle registration and taxation laws, while simultaneously providing taxpayer assistance in the form of a toll-free hotline number and increased allocations to state and local jurisdictions. Motor vehicle usage tax and ad valorem property tax evasion has become so great that millions of dollars in revenue are lost annually. Thousands of residents evade these taxes by using motor vehicles bearing out-of-state plates or improperly using temporary or other tags. For fairness and equity to honest taxpayers already paying their fair share of these taxes, the Revenue Cabinet launched a vigorous campaign against these freeroaders -- Kentucky resident motorists using Kentucky highways and other services without paying for the privilege.

Kentucky law requires the registration of motor vehicles within 15 days from the date of purchase or transport into Kentucky for use. A 15 percent motor vehicle usage tax is levied on the owners of such motor vehicles for the privilege of operating them on Kentucky highways. This tax is based on the value at the time the vehicle is first placed in service within the state. Property tax is assessed annually on all vehicles situated in Kentucky on January 1, based on the fair cash value of the vehicle.

In March 1989, the Revenue Cabinet launched a statewide publicity campaign naming the omitted property and usage tax program, "Freddie Freeroader." A public service announcement has been distributed to all television and radio stations in the state. A press conference was held in Cincinnati with Ohio officials. Posters and pamphlets were distributed in all 120 counties through county clerks, circuit clerks, property valuation administrators, sheriffs, police departments, school superintendents, public libraries and the Northern Kentucky Police Chiefs Association. In addition, cabinet representatives addressed the Kentucky Broadcasters Association, the Kentucky County Clerks Association and Superintendents of Public Schools. The Revenue Cabinet now also provides training for Kentucky State Police cadets in vehicle registration enforcement.

The freeroader program touts a number of innovative features such as public involvement, a hotline number, training of law enforcement officials, computer use to track alleged violators, public service announcements, posters, brochures, media participation and creation of the Freddie Freeroader character.

The Freddie Freeroader Program has been operational since October 1985.

Since the Freddie Freeroader Program began, approximately 7,000 hotline and written tips have been received.

To date, the Freddie Freeroader Program has collected in excess of \$2.3 million in usage and omitted property taxes which has been returned directly to the taxpayers of Kentucky through funding of highways, schools, fire departments, libraries and other public services.

Not only has the freeroader program provided taxpayer assistance, it has also provided a means for taxpayers to vent their frustrations to a government agency which is actually listening. The freeroader program also increases overall motor vehicle compliance, thereby increasing tax collections for the state.

For additional information, contact:

Edward M. Mattingly, Supervisor
Tangible Personal Property Compliance Section
Revenue Cabinet
209 St. Clair Street
Frankfort, KY 40601
(502) 564-3804

**Freedom of Choice Waiver for Non-Emergency Transportation Services
submission from Louisiana**

The major purposes of the single provider Title 19 non-emergency, non-ambulance transportation program are: 1) the reduction of costs of the transportation services, 2) the reduction of administrative time (and costs) required for managing the program, and 3) the provision of transportation services which meet service specifications.

The program develops detailed specifications for the contracting of Title 19 non-emergency, non-ambulance services to a single provider in a multi-parish (county region). Trips are made for Medicaid-covered medical services. Trips are charged at a fixed rate regardless of differences in mileage traveled, based on a determination of average trip lengths. The average trip lengths, number of trips, origins and destinations, and trip times are determined through detailed survey of trips made in the region for the previous 12 months. Contractors propose provision of this service by submitting their fixed rate charge for the various trip types, transportation experience, and an operational plan for coordination of trips. Based on objective evaluation criteria, a contractor is selected for the region, contract documents developed and executed, and provision of service by the single contractor implemented.

While freedom of choice waivers for Medicaid Services are not new, the methodology and standards used in the transportation waivers ensure adequate quality of service while reducing costs and increasing efficiency.

The use of multiple providers for this service has proved extremely inefficient and costly to the Louisiana Department of Health and Hospitals, primarily because of clients' ability to choose the provider and competition among providers for clients. This competitive situation did not bring about reductions in overall program costs.

This program has been operational since July 1988.

A performance evaluation of the three regions already implemented was conducted in December 1989. Findings of the evaluation were as follows:

The cost of providing Title 19 non-emergency, non-ambulance transportation service in the single service provider regions was reduced significantly. Reductions versus the previous period when multiple providers were supplying the service were 21.3 percent for Baton Rouge, 45 percent for Terrebonne and 43.9 percent for the New Orleans region. These savings represent a total of \$1,130,252. These reductions were experienced while there was an overall 12.62 percent increase in program costs.

The evaluation also found that clients in the single provider service regions had adequate access to the transportation service so that medical appointments could be met on time, and that the quality of service was meeting or exceeding service specifications. Complaints from clients have been less than one percent for the approximately 92,000 trips provided in the single provider regions. Resolution of complaints has been easier for the Department of Health and Hospitals personnel because of the need to deal only with one transportation provider. Based on these results, the Department of Health and Hospitals is pursuing implementation of this program in six additional regions throughout the state.

For additional information, contact:

Helene Robinson, Policy Manager
Department of Health and Hospitals
Bureau of Health Services Financing
P.O. Box 91030
Baton Rouge, LA 70821-9030
(504) 342-3956

90-S-70

Implementation of Statewide Turnkey Automated Purchasing System
submission from Maryland

The purpose of this program is to develop a cost effective and efficient mechanism by which the state could automate its commodity procurement processes and provide management information that would provide the state with the ability to streamline its commodity procurement process so as to better manage the hundreds of millions of dollars of the state's annual commodity purchases.

The Department of General Services, a principal department in Maryland's state government, acquired a turnkey purchasing system for the purpose of automating its commodity procurement processes and providing the necessary information and reporting needed to manage and control the commodity procurement process. The term "turnkey," as used in the Request for Proposal, allowed for the state to designate a single vendor to coordinate the supply, delivery and installation of an automated purchasing system. The vendor was responsible for bringing to operational readiness specified software products and to provide specified systems, programming and technical support services. The turnkey purchasing system required the conversion of existing magnetic tape master files to interface with proposed software, cosmetic changes to all software input and output formats, purchasing software implementation at the State Data Center and providing training to the staff within the Department of General Services' Purchasing Bureau. It was intended that the state be provided with an online interactive procurement system that would automate all functions including requisition creation, bid processing, vendor history and tracking, purchase order generation and purchasing management information reporting.

The turnkey purchasing system was initiated in November 1986. The turnkey system went "live" in August 1988.

The turnkey automated purchasing system was successfully implemented on schedule and within budget. Because the vendor had primary responsibility for bringing the system online, including training and providing technical support services, the coordination of this complex undertaking was smooth.

For additional information, contact:

Robert J. Byrd
Director, Central Services
300 West Preston Street, Room 400
Baltimore, MD 21201
(301) 225-4294

90-S-71

Statewide Inventory Management System
submission from Maryland

The purpose of this program is to reduce and efficiently manage the state's investment in materials, supplies and foodstuffs through the use of microcomputers.

The system establishes and monitors inventory levels; calculates economic order quantities; recommends stock reorders based on balance on hand, on order, ordering strategies and lead time; forecasts inventory requirements by item for one year and adjusts the forecast monthly as required; provides ABC analysis; computes annual inventory valuation; produces physical inventory worksheets; tracks inventory usage by maintenance work order if desired; and accounts for "non-stock" purchases.

This program has been operational since February 1983.

Since 1983, the system has been installed in 55 state agencies; among them are state hospitals, colleges, highway garages and correctional facilities.

Cumulative working capital reduction statewide from first implementation to end of FY 1989 = \$5,702,000.

For additional information, contact:

William A. Lytle
Manager, Inventory Planning and Control
300 West Preston Street, Room 400
Baltimore, MD 21201
(301) 225-4259

90-S-76

Buyer Performance Evaluation Program
submission from Maryland

The purpose of this program is to streamline the state's commodity procurement process by establishing time standards for processing user agencies' purchase requisitions for various types of commodity procurements.

In the fiscal year beginning July 1, 1986 (FY 1987), the Purchasing Bureau began establishing time standards for processing supply requisitions from the various user agencies throughout the state. The purpose of the time standards was to increase the quality of service provided to the state user agencies and to decrease the processing time associated with converting a purchase requisition into a purchase order. Once time standards were established and communicated to the user agencies, agencies were better able to plan for the timely delivery of their commodity needs based upon processing time needed by the Purchasing Bureau. In addition to providing a better service to the user agencies, the Purchasing Bureau's buyers were for the first time given a set of time standards which represented management's expectations of buyer performance within the Purchasing Bureau. Because buyer performance standards were developed with buyer input, the standards were accepted by the buyers as being fair and reasonable.

This program has been operational since July 1986.

As a result of the buyer performance standards, 90 percent of the requisitions received by the Purchasing Bureau are converted into purchase orders within 30 days. The remaining 10 percent become purchase orders within 45 days.

The setting of buyer performance standards for processing commodity purchase requisitions has resulted in a 33 - 50 percent reduction in the time required to process purchase requisitions.

For additional information, contact:

Robert J. Byrd
Director, Central Services
300 West Preston Street, Room 400
Baltimore, MD 21201
(301) 225-4294

Minority Business Outreach Initiatives for Commodity Procurements
submission from Maryland

The purpose of this program is to structure the state's procedures for procuring supplies to attempt to achieve a minimum of 10 percent of the total dollar value of procurements for supplies directly or indirectly from certified Minority Business Enterprises (MBE's) as required by state law.

In the fiscal year beginning July 1, 1986 (FY 1987), the state's purchasing bureau began experimenting with a nontraditional approach to increasing minority participation in the \$150 million spent annually for commodities -- subcontracting for the delivery of commodities produced by others.

Subcontracting is generally associated with construction or service contracts. Subcontracting for delivery of commodities is, therefore, a novel approach.

The commodities chosen for this nontraditional approach were road salt and fuel oil. They were selected because they represent commodities with large dollar values and because they provided viable subcontracting opportunities for MBEs, since there are a number of MBE firms that can deliver fuel oil and road salt. The purchasing bureau's goal in both instances was to obtain at least 50 percent MBE participation by subcontracting with major suppliers for delivery of salt and fuel supplied by other vendors.

To accomplish this task, a list of minority firms which could participate as subcontractors was established. MBE trucking and hauling firms were logical candidates for this subcontracting opportunity. After a list of candidate MBE firms was developed, a letter was sent to each MBE firm on the list to explain the purchasing bureau's goals and encourage MBE participation. A copy of the list of minority firms was also sent to fuel oil and road salt suppliers anticipated to bid on state contracts. In addition to the letter sent to each MBE firm requesting their participation, follow up calls were also placed with minority firms to further encourage their participation.

This program has been operational since July 1986.

The purchasing bureau has been able to achieve 15 percent minority participation in the approximately \$70,000 annual fuel oil delivery contract and 50 percent minority participation in the approximately \$700,000 annual road salt delivery contract. These results exceed the minimum 10 percent MBE goal established by law.

For additional information, contact:

Robert J. Byrd
Director, Central Services
300 West Preston Street, Room 400
Baltimore, MD 21201
(301) 225-4294



Virginia's newest bridge, the Varina-Enon, features a new cable-stayed construction technique. There are less than ten bridges of this type in North America.

90-S-83

Route 450 Bridge Design Competition
submission from Maryland

The program was established to solicit design proposals for a bridge on Maryland Route 450 across the Severn River into the state capital of Annapolis. The aim of the competition was to establish a high profile for excellence in bridge design for Maryland.

The state highway administration, in conjunction with the Governor's Office of Art and Culture and consultants David Billington and Christian Menn, constructed a design competition process that included rules, design criteria, judging by a panel that included engineers, bridge designers, arts experts, community representatives and so on, with the winning proposal being awarded the contract to execute the design.

Bridge design has rarely focused on aesthetic concerns or the bridge's effect on the people who must use it and see it every day. With many competitions, there were no guarantees that the bridges would actually be built. With the Route 450 bridge, not only will a bridge be built, it will be built by the design team that conceived it. Besides the design of the bridge itself, the design teams were asked to address the issues of lighting, landscaping and accommodating a possible light rail system that would also use this bridge to cross the Severn River.

This program has been operational since June 1988.

The program has been implemented insofar as the design competition itself has recently been completed and a winning design team selected. Construction will begin in 1992 with completion of the bridge scheduled for 1994.

Design/build competitions are unusual for state highway agencies. This concept, together with giving a high priority to aesthetic concerns, may meet with initial resistance from agencies taught to think solely of construction costs and engineering practicality. With any competition like this, it is important that the competition itself be developed by the agency concerned. But it is also important that outside experts like architects and others concerned with aesthetic criteria be included in designing and judging such competitions. Engineers should be prepared to work closely with these experts.

This program has stimulated discussions on the merits of good design in bridge construction. It has also served to underline the impact of good design on the built environment.

For additional information, contact:

Ms. Jody Albright, Director
Governor's Office of Art and Culture
The Brokerage, Suite 325
34 Market Place
Baltimore, MD 21202
(301) 333-4793

90-S-90

Computerized School Bus Scheduling and Routing
submission from North Carolina

The major purpose of this program is to assist local education agencies in developing computerized school bus routes and schedules. The computerized system can reduce student riding time, reduce the number of buses traveling on the road, which will reduce fuel consumption.

Local education agencies are provided with access to the necessary software, geocoding services to produce school district maps, on-site training and assistance in optimization of routes and schedules. The only cost to the local education agency is the necessary hardware (IBM PS/2, line printer and an optional plotter -- approximately \$5-14,000) and any personnel support.

Traditionally, routes and schedules have been prepared manually. The computerized system allows the local transportation director to develop routes and schedules specific to his agency's needs. Updating student data and any changes in the street network can be done with minimal effort.

This program has been operational since October 1986.

Savings will be specific to each local education agency. One county estimates a savings of approximately \$5,000 annually. Another estimates at least a 10 percent savings in bus driver salary and fuel. Another reduced mileage by approximately 100 miles/day. Another estimates total operation costs reduced by 6 percent.

For additional information, contact:

Carol Simon, Grants Manager
Energy Division
NC Dept. of Economic and Community Development
430 N. Salisbury Street
Raleigh, NC 27603-5900
(919) 733-2230

90-S-91

Ferry Division Training Initiative
submission from North Carolina

The four fold purpose of the program is intended:

1. To enhance the professional abilities of Ferry Division employees.
2. To provide a "pool" of properly trained employees from which to draw for emergencies or promotions without having to resort to extensive hiring from the private sector.
3. To ensure all Ferry Division vessels are properly manned in accordance with federal statutes and regulations.
4. To instill in employees a sense of enthusiasm for personal achievement.

During the "off season" the Ferry Division, utilizing existing resources and selected employees as instructors, conducts formal training sessions to prepare professionally qualified employees to take the U.S. Coast Guard examinations required for vessel service. This initiative not only ensures that the vessels are properly manned pursuant to federal statutes but, at the same time, produces highly trained employees with resulting safer vessel operations.

This program has been operational since November 1986.

The program is deemed to be highly successful and innovative, as evidenced by enhanced personnel morale, job performance and personal initiative.

For additional information, contact:

Vaughn Blaylock, Administrative Officer
NCDOT - Ferry Division
113 Arendell Street, Room 120
Morehead City, NC 28557
(919) 726-6446

90-S-92

Seasonal Upgrading of Employees
submission from North Carolina

The major purpose of this program is to effect cost reduction simultaneously with provision for expanded Public Ferry Service during "heavy traffic" season.

Instead of fully manning all district vessels for the entire year with permanent employees in higher classifications and with higher salaries, permanent employees holding U.S. Coast Guard required tickets and licenses are upgraded for the eight month "heavy traffic" season and subsequently downgraded for the remainder of the year. Additionally, properly certificated temporary employees are hired and added to the available complement from which seasonal crews are then selected. This method allows seasonally needed vessels to be manned with minimum costs to the state.

When a new vessel is placed into service, new crews have been hired for manning, creating "off season", less productive time for one crew per week. This new method of upgrading and temporary hiring for the "heavy traffic" season allows the most service to the most travelers at a minimum cost increase.

This program has been operational since July 1988.

During the "off season" there are four departures per day. With implementation of this program, it is possible to offer ferry travelers an additional six departures per day during the "heavy season" traffic period without prohibitive costs and without increasing less-productive "off season" crew time above the current level. Annual costs savings are estimated to be \$300,000.

For additional information, contact:

Vaughn Blaylock, Administrative Officer
NCDOT - Ferry Division
113 Arendell Street, Room 120
Morehead City, NC 28557
(919) 726-6446

90-S-106

Fleet Safety Program

submission from South Carolina

This state government fleet safety program is designed to minimize the amount paid for insurance premiums and reduce the number of accidents involving state-owned vehicles.

The program provides policy, administrative procedures, technical information and standards for administering the state vehicle fleet safety program. Under the program, state agency directors are responsible for ensuring the implementation of safety procedures. The State Accident Action Committee is formed to detect accident trends early enough so that these trends may be corrected immediately. The Accident Review Committee promotes and disseminates guidelines for review of all accidents involving state-owned vehicles.

The program is known as a model safety program that is the envy of many jurisdictions. Most jurisdictions do not have accident review committees.

This program has been operational since 1987.

The accident rate went up slightly after the program went into effect. Now, the rate is leveling off. The state-wide accident rate is two points below the national average.

The South Carolina program can be applicable to other states as well as the private sector fleet management.

For additional information, contact:

Allan J. Spence, Director
Division of Motor Vehicle Management
1022 Senate Street
Columbia, SC 29210
(803) 737-1515

90-S-112

TRAX (Travel Requester's Address eXchange)
submission from Texas

The major purpose of this program is to allow electronic transfer, by phone line, of all the names and addresses of people who have contacted the highway department for tourist information in response to advertisements. The names and addresses are used by the Texas travel industry as a source of leads for the promotion of their facilities.

Names of advertisement responders are collected from all incoming sources -- toll-free telephone calls, coupons, reader service cards and other mail. These data are loaded into the TRAX maintenance program, which deletes the previous week's data and performs a sort function on the new data. Data are sorted into files by destination or home state of the potential tourist. The program then places the files in predefined directories that are used by an electronic bulletin board system to allow users to call the board and download the desired data.

The program addresses the needs of the private sector of Texas tourism to perform "immediate" direct marketing to people identified as having an interest in traveling to the state. TRAX also provides a marketing base for the private sector to budget for promotional expenditures.

This program has been operational since May 1988.

There are 105 subscribers on the TRAX system. In calendar year 1989, 2,124 calls were received and 335,642 records were transmitted. The system is online 24 hours a day, six days a week. During the 22 months of operation, the system has had an unscheduled off-line time of two days. Overall performance is excellent.

For additional information, contact:

J. Don Clark, Director
Travel and Information Division
Texas State Dept. of Highways and Public Transportation
11th and Brazos Streets
Austin, TX 78701-2483
(512) 463-8601



The highly successful "Don't mess with Texas" anti-litter campaign is aimed at 18-22 year old males, the worst litterers. Free litterbags and bumper stickers are available at all State Department of Highways' offices and the Texas Tourist Bureaus around the state.

90-S-113

Competitive Sealed Proposals/Competitive Negotiations
submission from Texas

This program provides a procedure for the purchase of high technology devices, systems or services in the area of telecommunications and automation. It establishes procedures and purchasing technique for use by a large, high volume, centralized state purchasing office for purchases wherein competitive sealed bidding is not practical or is disadvantageous to the state.

The program functions as an adjunct to competitive sealed bidding, the traditional procurement method in public purchasing. Customer agencies are educated in the technique and assisted in determining which proposed procurement are viable candidates for a negotiated purchase. A Request for Proposals is developed, proposals solicited, and responses are evaluated. Proposals are negotiated and the requirement refined until the best solution to a procurement requirement is determined. A contract is issued to the proposer offering the solution, price and other subjective evaluated factors which are most advantageous to the state.

This program has been operational since September 1988.

Success has been achieved in negotiation of computer mainframe, telecommunication system and broadband networks. Results indicate significant savings were realized over results anticipated in a competitive sealed bidding environment.

The procedure is established in accordance with legislation which is similar to the process described in the ABA Model Procurement Code. Internal procedures were written after review of what material was available from some other states. The organization of the topics covered in the internal procedures of Texas tracks the organization of procedures published for the state.

For additional information, contact:

Ray Brewer
State Purchasing and General Services Comm.
1711 San Jacinto
P.O. Box 13047
Capitol Station
Austin, TX 78711-3047
(512) 463-3423

90-S-114

Small/Minority Business Program
submission from Texas

It is generally accepted that set-aside programs in public purchasing result in restricted competition, increased cost and added administrative burdens. With this in mind, the Texas' Purchasing Division set out to develop a viable and successful Small/Minority Business Program. The intent of the program is to inform, educate and train the small/minority business owner on "how to do business with the state" with the ultimate goal resulting in increased dollar awards going to this group.

Many small/minority business owners have stated they are reluctant to sell to government agencies for fear of the voluminous paperwork involved, only multi-million dollar purchases are made making it impossible for small/minority businesses to competitively compete, purchasing system is complicated making participation difficult, and government is not interested in and will avoid giving small/minority businesses contracts. As a result of these fears and having no knowledge of the state purchasing system, very few of these businesses participated in the state purchasing system. This low participation and resultant low awards caused the state legislature to discuss the possibility and feasibility of establishing a set-aside program for small/minority businesses. The development, implementation and the effectiveness of the programs have shown that awards to small and minority businesses can be increased without a set-aside program. Informing, education and training is the answer, not costly set-aside statutes. The approach was different and has provided a workable solution to a difficult problem.

The Business Training Session conducted by the state purchasing office has proven to be a major success. Referrals are now being received requesting training, versus having to seek out and encourage owners to attend. The attendees have the opportunity to meet the purchasing staff, see the operation, know where and how to seek information, and gain insight into the complete purchasing system. Knowing the system enables vendors to actively participate and assures their success in obtaining awards.

This program has been operational since January 1988.

For additional information, contact:

Harold Heath, Chief, Program Services
State Purchasing & General Services Commission
1711 San Jacinto, Third Floor
Austin, TX 78711
(512) 463-3419

90-S-115

Bridge Fatigue Testing System

submission from Texas

The major purpose is to test a structure to determine how much work would need to be done based on its fatigue ruling.

A computerized system is installed on the bridge for two weeks. Data are then examined to determine the fatigue life of the bridge.

Bridge fatigue has not been testable without a major research project that could take a month. This system cuts that time in half.

This program has been operational since December 1986.

For additional information, contact:

Gregg Freeby

ATTN: D-5

TX Dept. of Highways and Public Transportation

11th and Brazos Streets

Austin, TX 78701

(512) 371-5027

90-S-116

Issuance of Oversize/Overweight Permits
submission from Texas

The major purposes of this program are to 1) provide safety to the traveling public, 2) prevent damage to the highway system, and 3) aid in the economic development of the state by permitting oversize/overweight trucking.

This program allows for a self-issue permit system by telephone through a central office. The office is open for a seven-day, 88-hour work week. It closes for six major holidays.

Centralization has reduced the cost of issuing permits, improved enforcement and brought about more uniformity. Hours of operation have expanded from 40 hours a week to 88 hours, and costs have been brought down from \$4.6 million per year to \$3.0 million. At the same time there has been an increase of 25 percent in the number of permits issued.

This program has been operational since September 1986.

For additional information, contact:

Bert A. Lundell
TX Dept. of Highways and Public Transportation
11th and Brazos Streets
Austin, TX 78701
(512) 463-0243

90-S-117

Multi-step Procurement for Creative Services
submission from Texas

The major purpose of this program is to award creative-type services to vendors based not only on cost, but on their creativity, experience and qualifications.

This multi-step procurement process was used to select the advertising firm for the state's "Don't Mess with Texas" anti-litter campaign. It also is currently being used to select an advertising firm for a \$2.5 million traffic safety campaign. The process has two phases: solicitation of information from potential vendors and presentations by the top candidates, and solicitation of sealed bids from qualified candidates.

Under the state's statutes, purchases are normally awarded on a "low bid" basis. This new type of procurement allows the flexibility to obtain the "best bid" by using evaluation panels and a weighted evaluation matrix.

This program has been operational since 1985.

The evidence for the success of this procurement process is the "Don't Mess with Texas" anti-litter campaign, which has attained national recognition and reduced litter on Texas highways by 64 percent. The creators of this program might never have been retained if a strict "low bid" process had been used.

For additional information, contact:

Janet Hasty, Senior Purchaser
Texas State Department of Highways
and Public Transportation
11th and Brazos Streets
Austin, TX 78701
(512) 463-8899



Another part of the successful Texas anti-litter campaign includes community-based involvement like this Adopt-A-Highway trash collection.

90-S-123

Deferred Major Maintenance Capital Reserve
submission from Virginia

The major purposes of this program are to recognize deferred major maintenance repair needs, establish program needs as highest possible priority for capital appropriation and distribute available funding equitably to state agencies.

Specific activities of this program include:

- All state agencies submit prioritized deferred maintenance needs requests.
- Program projects requests are evaluated and validated by the Department of General Services.
- Available Maintenance Reserve Capital Program Funding is prorated among state agencies.
- The Department of General Services and the Department of Planning and Budget monitor progress through project completion.

This program was legislatively established as the first priority ahead of other Capital Fund request. It also embraces essentially all state agencies, addresses all deferred maintenance regardless of why deferred, is in addition to maintenance operating funds and renovation/renewal, and is handled as Capital Funds and cannot be spent on other than projects as validated.

This program has been operational since July 1982.

Progress reports indicate 1,436 of 3,216 validated and funded projects have been completed. Physical Facility Managers state they welcome the program designed to accomplish deferred maintenance but funded and monitored as capital projects.

The Maintenance Reserve Program is in addition to all other efforts currently in place to repair, renovate, revise, restore, refurbish, modernize, upgrade, renew, etc.

For additional information, contact:

Henry G. Shirley, Director
Bureau of Capital Outlay Management
Department of General Services
805 East Broad Street, 8th Floor
Richmond, VA 23219
(804) 786-3181

90-S-124

Contract Quality Assurance Program
submission from Virginia

The major purpose of this program is to facilitate the Virginia Department of Transportation's efforts to assist contractors, inspectors, and other personnel in providing an acceptable level of quality in the areas of design, construction and maintenance of transportation facilities.

The Contract Quality Assurance Program is operated with a staff of eight persons. Of these, six review selected construction projects in the field and score all relevant items of work on a checklist based on contract requirements. These scores are maintained in a central database and are used to establish trends and document problem areas so that corrective measures can be taken.

Virginia, as well as most other states, has traditionally relied on inspection of transportation contract construction to ensure quality. The Contract Quality Assurance Program takes this one step further by documenting results statewide and promoting a prevention rather than inspection method of promoting quality.

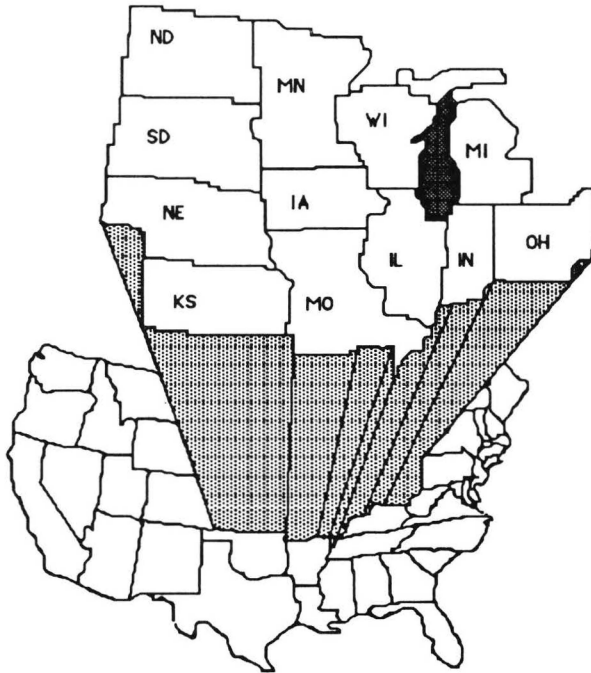
This program has been operational since October 1987.

This program has been successfully implemented. In 1988, the program successfully documented 13 significant problem areas and produced recommendations for dealing with them. Twelve serious safety hazards were detected and corrected, 517 construction projects reviewed, and 32 training sessions were conducted by the Quality Assurance staff.

Virginia spends approximately \$1 billion per year on transportation contract construction. It is imperative that the construction produces a high quality, low maintenance product. A quality assurance program is one method of working toward this goal.

For additional information, contact:

Thomas W. Eaton, Quality Assurance Engineer
Virginia Department of Transportation
1401 E. Broad Street
Richmond, VA 23219
(804) 786-4918



**The
Council of
State
Governments**
The Center for Transportation



**MIC MIDWEST
REGION**

90-MW-12

Growth Recognition Employee Advancement Training
submission from Illinois

The major purpose of this program is to provide both accelerated and on-going leadership and management development training to technical employees (engineers). The program actually teaches specific skills to employees and makes extensive use of group interaction.

Nearly 40 percent of all existing upper and mid-level managers within the Division of Highways (6,000 employees) will retire in the next five years. This program will accelerate leadership and management development opportunities to other employees so they may learn the necessary skills to perform more effectively as their roles are expanded. The demographics of hiring in the mid 1950s to gear-up for building the interstate system has caused a similar impact on all other state transportation agencies.

One-hundred-fifty engineers have learned new people, communication and management skills to be more effective in higher level positions. The long term tracking of effectiveness is not presently possible. Program evaluations from the participants rate the program highly and indicate the actual learning of skills.

For additional information, contact:

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Springfield, IL 62764
(217) 782-3708

90-MW-15

Infant Seat Loan Program
submission from Illinois

Using Federal Highway Safety funds, 3,200 child restraint devices were purchased by the Illinois Department of Children and Family Services and distributed to the department's foster families who act as legal guardians for the foster children. Foster parents are allowed to keep the seat for the duration of the child's placement or until the child outgrows the seat.

Although loaner seat programs are not new, this particular program is unique in that it uses the foster parent system to target a specific group of children. In many cases, these foster children are placed in families which have limited financial resources making the purchase of a seat very difficult if not impossible.

This program has been operational since August 1985.

The original 3,200 seats were distributed to 85 locations throughout the state, including 60 Department of Children and Family Services (DCFS) site offices and 25 private agencies providing DCFS foster parent services. The seats are inventoried and maintained by the DCFS regional offices. Training sessions were conducted to familiarize DCFS personnel with the proper usage of the seats. Currently, nearly all of the 3,200 seats are either in use or lost/damaged.

For additional information, contact:

Bob Young
Chief, Program Development Unit
IL Dept. of Transportation
2300 S. Dirksen Parkway
Springfield, IL 62764
(217) 782-5865

Road Improvement Fund to Support Economic Development
submission from Michigan

The major purpose of this program is to serve as a catalyst for economic growth in the state by awarding transportation grants to jurisdictions where economic growth has created the need for roadway improvements. A variety of transportation needs is addressed by the fund, and all highway road and street jurisdictions are involved.

Six different funding categories are available. One category aids rural counties in establishing a network of all-season county roads to complement the state trunkline system, one category for urban counties focuses on urban congestion, one aids small cities and villages with all-season road needs and system continuity, and one provides funds to counties with large commercial forest acreage for roadway improvements that assist the extraction of natural resources. The most creative component of the program is two categories which in combination account for over 40 percent of the funds available in the program. Category A funds are available to units of government where economic growth is occurring in at least one of six identified target industries. The targeted industries include agriculture and food processing, manufacturing, tourism, hi-technology research, office centers and forestry. Access requirements of commercial and residential developments are specifically excluded from consideration. The underlying premise is to attract and assist "base" employment, with the assumption that commercial and service sector jobs will follow. Projects are selected on a competitive basis and are accepted from highway, road and street agencies only, not developers. Applications are submitted to the program office approximately twice a year. They must meet nine eligibility criteria identified in the enabling legislation. They are reviewed relative to a variety of economic and transportation criteria and are ranked accordingly. A 25 percent match is required, and the category is administered on a "grant" basis. Geographic, target industry balance and local economic conditions, among other factors, are also considered. Recommendations are sent to the State Transportation Commission (a bipartisan group) who then decides which projects are selected for funding. Bonding is allowed only in category A and has been used to further the effect of the fund. Category B consists of jurisdictional transfers of local roadways that are functioning as state trunklines rather than county roads and city streets.

This program has been operational since July 1988.

Almost \$150 million have been awarded to date in Category A funding. These grants assisted over 43,000 jobs relating to over \$3 billion of private investment. In Category B \$20 million and almost \$75 million in all other categories have been awarded.

For additional information, contact:

Fred Sanborn
Assistant Director
MI Dept. of Transportation
Office of Economic Development
P.O. Box 30050
Lansing, MI 48909
(517) 335-1069

High Volume Freeway Origin/Destination Survey Program
submission from Michigan

The major purposes of this program are to 1) obtain valid origin-destination and auto user data to evaluate and design Michigan's multi-modal transportation network and 2) gather travel data in the Detroit-Chicago corridor for the Detroit-Chicago Corridor Blueprint High-Speed Rail Project.

The technique was refined through a number of surveys conducted in fall 1988. Surveys were conducted using all of the features (listed below) at welcome center rest areas on Interstate 94 near New Buffalo, MI (eastbound), and Michigan City, IN (westbound).

- a) Rest areas. Welcome center rest areas near New Buffalo, Mich., and Michigan City, Ind., were used as survey sites. These sites offered safety to the motorists and surveyors.
- b) Bi-directional. Both directions of passenger traffic were interviewed within a few weeks of each other.
- c) Day of week. The survey was conducted on a weekday (Thursday) and weekend day (Friday).
- d) Signage. A series of road signs were posted beginning two miles from the survey sites to inform road users of upcoming survey operations. Passenger cars were encouraged to enter the rest area, and commercial vehicles encouraged to bypass.
- e) County sheriff. A county sheriff vehicle with flashing bubble and a uniformed officer were present near the entrance to the survey site. This resulted in a high turn-in-to-rest-area rate. Arrangements were made with the county sheriff departments to obtain their personnel on an extra duty basis at an hourly rate or, in one case, with the department absorbing the cost.
- f) Personal interview. Passenger vehicle drivers were personally interviewed by survey personnel.
- g) Mailback questionnaire. When queues developed, auto drivers were given mailback questionnaires and flagged through the survey area.
- h) Vehicle counts and classification. Machine counts were recorded for 24 hours and vehicles classified manually during the survey period.

The problem of safely surveying high volume freeway traffic in an effective manner has been sidestepped for approximately 25 years. This meant that drivers on roads carrying 90 percent of the traffic were not being surveyed. Consequently, trip purpose, trip distribution and trip length were, at best, guesstimates. The creative aspect of this approach is that all features were used in the same survey process, a first in the United States. Thus, for the first time in a quarter century, sound origin-destination data is being obtained for Michigan's freeway system. This should result in better demand estimates for all passenger transportation modes.

This program has been operational since October 1988.

This program represents a revolutionary, cost-effective breakthrough in obtaining valid trip and tripmaker information about the 90 percent of the traffic traveling on 10 percent of the road system.

For additional information, contact:

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Bureau of Transportation Planning
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Lansing, MI 48909
(517) 335-2926

90-MW-41

Comprehensive Corridor Improvement Program
submission from Michigan

The M-59 corridor project is proposed as a prototype for a nationwide program to improve the major urban and suburban arterials neglected due to a 30-year concentration on completing the interstate system. There is a backlog of capacity, accident and development problems along these corridors that must be addressed.

M-59 is a 60-mile east-west route that traverses three counties. The corridor demonstrates the diversity of transportation problems that face the nation as it enters the 21st century. Seven projects have been identified along the corridor that represent urban, suburban and rural transportation problems. A three-county coordinating council was organized in February 1989 to give policy direction to the study. In addition, each county has organized its own task force.

Under this program, policy decision makers with widely differing perspectives work together for their mutual benefit. While all are anxious to have their portion of the corridor improved, they recognize priorities must be established to allocate funds and focus on the worst problem areas first. An agreement has been made to spend the money to correct the problems, even if the solution involves improving local roads within the M-59 corridor.

This program has been operational since August 1988.

The program has not been completed; however, it is continuing and the reaction from the policy makers has been positive. They recognize that traffic congestion on the major arterial roads influences quality of life and economic development in their communities. They also recognize their important role in advising federal officials on the importance of solving these transportation problems and cooperating with the state on reaching consensus solutions.

For additional information, contact:

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Transportation Planner
MI Dept. of Transportation
Bureau of Transportation Planning
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Lansing, MI 48909
(517) 335-2945

State Rail Freight Policy
submission from Michigan

The purpose of this policy is to define the Michigan Department of Transportation's (MDOT) role in relationship to state-owned rail freight lines, privately-owned rail freight lines and participation in economic development projects requiring rail freight facilities.

To encourage economic and industrial growth, Michigan enters into partnerships with other public and private enterprises. This policy establishes guidelines for the state's role in those ventures and, in doing so, enables agreement negotiations to focus on major issues. This policy expedites crafting of the partnership agreements.

Accompanying the policy is the State-Owned Facilities Implementation Plan. It identifies preservation and improvement activities for state-owned rail lines.

The policy and plan were developed through cooperative efforts among the department, freight companies, local governments, chambers of commerce, concerned citizens and interest groups.

This program has been operational since April 1988.

Since Commission adoption of the Rail Freight Policy, the department has been an active partner (in cooperation with local governments and private industries) in rail freight industrial developments and infrastructure improvements, including the following.

-- Groundbreaking took place in 1989 for Detroit's Jefferson-Connor Industrial Revitalization project. In this cooperative venture among the state, the city, and the private sector, the department committed to finance receiving/departure tracks and a rail marshaling and storage yard for the plant. The project is scheduled for completion in 1992.

-- Another project of regional importance provided new track construction and related side track rehabilitation for rail access into the new Sycamore Creek Industrial Park in Vevay Township. The project is a partnership among the department, Kent Feeds, Vevay Township and Conrail. MDOT provided a 50 percent matching grant for this economic development project.

-- With MDOT's technical and financial assistance, the Branch-St. Joseph Counties Rail Users Association acquired and reinstated service on an abandoned 30-mile line, formerly owned by Conrail, between Sturgis and Quincy. The line is used to ship agricultural, plastic and lumber products. MDOT provided a 50-percent grant for the acquisition.

-- A \$300,000 loan was provided to aid Wisconsin Central in improving its rail property in the Upper Peninsula's Menominee County. The improvements are located on a vital cross peninsula corridor linking the Sault Ste. Marie international gateway to the Midwest.

The policy has made crafting economic development agreements and assessing loan and grant requests more efficient and expedient.

The State-Owned Facilities Implementation Plan is the basis for a multi-year capital investment program, which assists the freight division in allocating available resources.

For additional information, contact:

Phillip Kazmierski
Deputy Director
UPTRAN
MI Department of Transportation
425 West Ottawa
Lansing, MI 48918

Administrative Truck Center - One-Stop Concept
submission from Minnesota

The purpose of the administrative truck center is to consolidate all of Minnesota's administrative truck activities in one location, thus allowing the carriers a one-stop center to handle all of their truck registration needs.

The center, which is administered individually by the Department of Transportation, the Transportation Regulation Board and the Department of Public Safety, carries out the following functions:

1) The Department of Transportation is responsible for a) Transportation Permits, Road Condition Information and Emergency Operations Unit which provides weather and road information and processes overweight and overdimension permits; and b) Office of Motor Carrier Safety and Compliance (authorities filings, insurance filings, and bingo stamps) and Motor Transportation Representatives who audit carriers in the area of safety compliance.

2) The Transportation Regulation Board conducts hearings to set rates and to approve intrastate operating authorities.

3) The Department of Public Safety is responsible for a) State Patrol's Commercial Vehicle Division which enforces Minnesota's weight laws and the state's licensing, safety and other truck regulations. This unit is also responsible for Minnesota's administration of the Motor Carrier's Safety Assistance Program. This program is sponsored by the federal government to promote safety inspections by the states; and b) Prorate and Reciprocity Section which oversees fuel tax and registration permits, licensing and titling of interstate vehicles, payment of fuel and registration taxes through the administration of two national tax agreements (the International Registration Plan and the International Fuel Tax Agreement), proof of payment of heavy vehicle use tax and payment of excise and sales tax.

This program has been operational since April 1985.

For additional information, contact:

Marlene Swanson
Director, Driver and Vehicle Services
161 Transportation Building
St. Paul, MN 55155
(612) 296-9525

90-MW-54

Integrated Automated Traffic Records

submission from Minnesota

The major purpose of the program is to maintain automated records related to driving and vehicles so that data used for different purposes do not have to be entered or stored more than once.

The records are maintained for activities related to driver licensing and vehicle titling and registration. This program integrates the records in two ways. First, one name and address file is maintained so that the same information does not have to be entered and stored multiple times for various driver license and motor vehicle files. Second, when activity in one area affects the record in another area, data are automatically transferred. This transfer of data can be a record update or an edit for accuracy.

This program is unique in that it successfully permits two separate programs to jointly use data required by both programs. Great quantities of information are kept at all levels of government. Frequently the information in different types of records is redundant. This is especially true of names and addresses. This program reduced the number of records containing name and addresses from over 7 million to less than 4 million. At the same time accuracy of the information was improved.

This program has been operational since September 1985.

The program has been very successful. After over four years of operations, no major changes have been required. The program met all the requirements of the original mandate by the legislature.

For additional information, contact:

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Director, Driver and Vehicle Services
161 Transportation Building
St. Paul, MN 55155
(612) 296-9525

90-MW-58

Enterprise Bond Fund
submission from Ohio

The Ohio Enterprise Bond Fund establishes Ohio as a leader in providing incentive financing for the larger commercial, industrial and manufacturing projects.

The Ohio Enterprise Bond Fund can provide up to \$15 million for as much as 90 percent of a project's eligible costs to borrowers for fixed assets. Eligible borrowers include corporations, partnerships, sole proprietorships engaged in industrial, manufacturing, commercial, research and development, distribution and, in some cases, commercial real estate projects.

The Ohio Enterprise Bond Fund helps eligible companies obtain access to the national capital markets and obtain financing at long-term fixed rates previously available only to publicly rated companies.

This program has been operational since September 1988.

For additional information, contact:

Nancy Kellum
Senior Loan Officer
OH Dept. of Development
77 South High Street
Columbus, OH 43266-0101
(614) 466-5420

90-MW-62

Procurement Information Network
submission from Ohio

The major purpose of this program is to help public agencies and private companies advertise contract opportunities to purchase goods and services from state-certified minority businesses.

The Ohio Procurement Information Network can search and classify more than 3,500 commodities, items, trade codes and services produced by minority companies. It also searches classifies and matches companies by location, city, county and Ohio region.

This program has been operational since October 1988.

The primary use of the system is for state agencies who are attempting to locate state Ohio certified minority vendors to fulfill their purchasing needs. Private contractors use the system for the same purpose.

For additional information, contact:

Renee Higgins
OH Dept. of Development
P.O. Box 1001
Columbus, OH 43266-0101
(800) 282-1085, ext. 5700 (in state)
(800) 848-1300, ext. 5700 (out of state)

90-MW-67

Travel Showcase

submission from Ohio

The Ohio Travel Showcase was originally designed to provide tour operators the opportunity to meet with the small suppliers from Ohio's tourism industry that were unable to attend the national marketplaces. In this single-state marketplace, group tour operators can ask specific questions to their customers. Ultimately, Ohio's tourism suppliers are hoping to gain a significant share of the lucrative group tour market.

The program consists of a three-day event which opens with a gala reception/dinner. The second day is a one-day marketplace that includes pre-scheduled appointments and an open trade show. The final day of the event is a half-day marketplace. Both prior to and following the show, cities or regions in Ohio host familiarization trips of their areas for the tour operators.

Ohio is the only (public) single-state marketplace that was designed to help all of Ohio's tourism suppliers gain a greater share of the group tour market. The Ohio suppliers at this show are not competing with other states. The tour operator attends the show to learn more about what Ohio offers.

This program has been operational since September 1985.

The show gained momentum slowly but now is the best forum for group tour business. The show's attendance has increased by over 200 percent since its inception. From 1989 to 1990 attendance by tour operators increased by 100 percent.

In the past four years group tour business in Ohio has increased over 131 percent from \$49.5 million in 1984 to \$114.6 million in 1988.

For additional information, contact:

Kathleen A. Kelly
OH Division of Travel and Tourism
77 South High Street
Columbus, OH 43215
(614) 466-8844

90-MW-68

Space Scientists of Tomorrow
submission from Ohio

Ohio's Space Scientists of Tomorrow is designed to encourage the youth of the state to become involved in the sciences at an earlier age and to recognize those students who have excelled in math and science.

The four specific goals of the program are to: 1) heighten interest among high school students in careers in science and engineering; 2) reward the state's outstanding science and math students for their work; 3) alert the general public, through the press, to the need for science education; and 4) reward the state's outstanding math and science teachers.

This program is unique because the three co-sponsors (the state of Ohio, the NASA Lewis Research Center and TRW, Inc.) have pooled their resources in a long-term effort to address the pressing problem of declining interest in science.

All three sectors have recognized that the low number of college freshmen indicating a major in science or engineering and the low scores of American students on standardized science evaluations will strongly impact each of them in the future. While many educational institutions have pinpointed the need to encourage science participation in the state's high schools, this is the first time a state government, a federal research institution and private industry have teamed together to address this particular problem.

This program has been operational since January 1989.

For additional information, contact:

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Governor's Science and Technology Advisor
77 South High Street, 26th Floor
Columbus, OH 43266-0330
(614) 466-3086

Fuel Management Program
submission from Wisconsin

Wisconsin's Fuel Management Program was created to compete in local and national energy markets and purchase the lowest overall cost fuels for all state agencies. Included in the overall cost purchase considerations are all fuel related costs, i.e. ash disposal, air emission compliance testing, backup fuels, etc.

The program assures:

- procurement of fuels at the lowest possible cost.
- protection to the state in the event of an energy shortage.
- optimum allocation of fuels between facilities.
- assurance that the most cost-beneficial fuels are used at each facility.
- strict adherence to state and federal epa environmental standards (air emissions and waste disposal).
- closer attention to minimum maintenance standards at all central plant operations to assure fuel use flexibility, equipment reliability and compliance with regulatory standards.

The Fuel Management Program addresses 1) the purchase and utilization of cost effective fuels and 2) the environmental impact of using these fuels. The staff involved in the Fuel Management Program have engineering, purchasing and contracting backgrounds. This staff directs and coordinates fuel use operations for 30 central power plant facilities.

More than 165,000 tons per year of coal for 19 plants is purchased as part of the fuel management effort, including preparing specifications, monitoring quality, emission testing and submitting quarterly use/emission environmental reports. The program initiated an ash recycling program and coordinated applicable environmental permits which resulted in more than 10,000 tons of ash to be recycled instead of going to sanitary landfills and \$250,000 cost savings.

Procedures and policies with regard to alternate fuel use and purchases have been implemented. As a result, approximately 1,500 tons of refused derived fuel (RDF) are purchased for use at three state coal-fired plants. Purchase of RDF keeps fuel dollars in state, while reducing the quantities of waste to state landfills.

The state purchases more than 2,700,000 cubic feet of natural gas directly at the wellhead, saving over \$2,000,000 each year. This effort requires monthly ordering of natural gas and coordinating contracts with suppliers and contracts to twenty facilities. Sufficient backup fuel storage and burning capability is coordinated.

The program has been fully operational since July 1989 with a pilot program initiated in 1987.

Success of the program is exemplified by the cost savings which have been documented since the program was initiated as a pilot program. The recent savings to the state with central Fuel Management Program initiatives include:

- process and recover \$200,000 per year in coal price adjustments for deficiencies in quality.
- implemented ash recycling program saving \$250,000 per year in landfill disposal fees.
- save \$2,000,000 a year by purchasing 2,700,000 cubic feet of natural gas directly from the wellhead and coordinated transportation contracts.
- saving \$20,000 per year with purchase and 1,500 tons per year of RDF to replace coal.

The extreme cold weather in December 1989 produced a condition in fuel markets which has not occurred since 1972 and tested the effectiveness of the Fuel Management Program. Natural gas supplies to 13 state-owned power plants were interrupted and prices for all heating fuel prices went up by than 20 percent in a one week period. By expedient fuel substitutions and reallocations among the affected plants, all state facilities continued to operate without loss of service or incurring any penalties while minimizing costs by using fuels in storage. Fuels from storage were not replaced until the short term price crunch and supply shortages were over. Approximately 100,000 gallons of fuel oil were used and not replaced until the \$0.15 per gallon price crunch was over, saving over \$15,000 in fuel oil costs.

For additional information, contact:

Craig Weiss, Energy Coordinator
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Job-Ride - Inner City Reverse Commute
submission from Wisconsin

The purpose of the Job-Ride program is to provide inner city Milwaukee residents with subsidized transportation to jobs in outlying areas of the greater Milwaukee metropolitan region. The Job-Ride program reduces the barrier caused by the mismatch between inner city persons available for work and the growth of jobs in suburban areas that do not have public transportation. The goals of Job-Ride are to provide access to jobs, particularly for minority group members; to reduce unemployed persons' dependence on public assistance; and to alleviate the shortage of labor for the expanding suburban job market.

Three private nonprofit organizations with experience in job placement and training were awarded grants. The grantees are primarily operating van service and one of the grantees purchased bus service from a private-for-profit bus operator. The grantees provide transportation to their own clients and persons referred from various social service organizations. Trips to job sites and for job search-related activities are provided. Persons are encouraged to find alternative means of transportations when they find a successful permanent job placement.

The Job-Ride program is testing innovative transportation alternatives through private social service organizations and transportation providers to fill the transportation gap between workers and new jobs.

This program has been operational since January 1989.

Initial start-up costs for vehicles, insurance, etc. may be high and usage may be low for agencies without previous transportation experience. Special efforts may be needed to place persons on public assistance in permanent jobs. The cost per passenger trip for van service to the suburbs is usually high, so it is important to work on long-term transportation solutions such as public transit, car pools, employer sponsored van pools, and personal auto ownership. Although transportation is an important barrier to overcome, many other social and economic issues are involved with linking inner city minorities with suburban jobs.

The legislature and governor approved \$600,000 for Job-Ride service for FYS 1990 and 1991, with \$400,000 in service contracted for CY 1990 and the balance for 1991. New program features include a 20 percent grantee match, employer participation in employee fare costs, an expanded eligibility list of grantees (businesses and government agencies in addition to non-profit organizations) and a requirement that Job-Ride exclusively serve non-temporary employment trips.

For additional information, contact:

Toya Nelson
WI Dept. of Transportation
P.O. Box 7914
Madison, WI 53707
(608) 266-1379

WeatherMation Systems

submission from Wisconsin

The major purpose of this program is to provide current weather information and forecasts to pilots, farmers, contractors, public works, law enforcement agencies, the media, and all others who have a need for weather information.

Weather data computer terminals have been installed at more than 50 airports in Wisconsin. Each has a local phone line for modem access by anyone with a home computer. Each is a stand-alone unit with the data constantly updated by satellite. Current weather information is then available to most of the state's residents without charge.

The primary problem addressed was the lack of adequate weather and flight planning services for pilots. An added benefit is the provision of weather information to all others with critical needs. This was the first of the public weather dissemination services to utilize satellite communications, providing infinite expansion potential without increased communication costs, and eliminating the problems and cost of long distance phone service. The system was developed by the state in conjunction with a communications consulting firm.

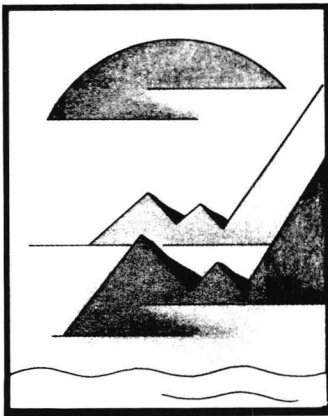
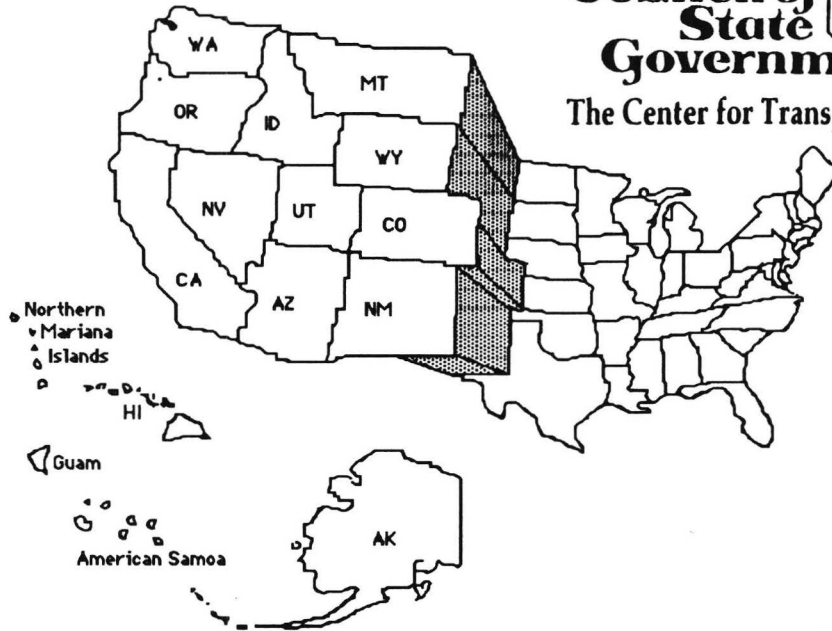
This program has been operational since June 1987.

Usage figures show more than 270,000 requests for information each month, including 10,000 modem calls. The public acceptance of the service has greatly enhanced the image of the Department of Transportation and the Bureau of Aeronautics. Originally designed as an aviation service, an unexpected benefit has been the goodwill created among the many other users of the program and the public in general.

Communities have saved large amounts of money by being able to better schedule snowplowing efforts. Farmers, contractors, law enforcement, disaster agencies, boaters, other recreational activities, and many others have all benefited from ready access to weather data.

For additional information, contact:

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WESTERN REGION

90-W-15

Compliance Assistance Program - Auto Emissions
submission from California

The goal of this program is to reduce emissions and to improve compliance among all stationary sources in California through an educational program for local district personnel and the general public.

The Compliance Division conducts comprehensive evaluations of local district enforcement and rule implementation programs. The division hands out educational material as well as conducts workshops to enable people to comply with the rules.

This program is both a new and creative approach because it works with both the local districts and the general public. The workshops are conducted then follow-ups are made with marketing, distribution and training elements. Marketing evaluates the marketing mix, determines opportunities and issues, clarifies the objectives for each product and assists in product development. The distribution and training elements include limited promotional and advertising efforts, development of new training programs, and inclusion of materials into the uniform air quality training program.

This program has been operational since January 1988.

Over 38,000 handbooks and manuals have been distributed to industry sources and local air pollution districts. Many of these materials have helped supplement or formed the basis for compliance and environmental safety training programs. A recent study by a major independent gasoline and marketing corporation showed that rule violations in certain districts dropped as much as 70-90 percent due to the availability of Compliance Assistance Program materials.

For additional information, contact:

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California Air Resources Board
1101 R Street
Sacramento, CA 95814
(916) 322-6022

90-W-26

White Jumpsuits for Night Work
submission from California

The major purpose of this program is to provide a safer work environment for those employees who are required to work near public traffic or construction traffic at night.

The specific activity of this program is to require each state construction or maintenance employee to wear a white jumpsuit when working at night.

CAL/OSHA currently requires only a reflective vest for night work. Our white jumpsuit policy gives a driver much quicker identification of people working along the roadway at night.

This program has been operational since November 1988.

It is difficult to evaluate the program after only one and a half years. However, there has been a reduction in the number of serious night-time accidents for Caltrans employees.

For additional information, contact:

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2829 Juan Street
San Diego, CA 92110
(619) 237-6854

90-W-27

Competitive Technology Program
submission from California

The major purpose of this program is to transfer research and technology from research laboratories (public and private universities, federal labs and non-profit organizations) to California private sector companies for the development of new or improved products, processes or services that will have a positive impact on the California economy and make it more competitive worldwide.

The program provides funds and management skills for the transfer of technology. Grants with matching contributions from California companies are made to research institutions to move the results of basic or applied technology or scientific research to commercialization. Department program managers actively oversee the grants to ensure the objectives of the program are achieved.

This program is specifically aimed at tapping into the vast basic research base (over \$22 billion per year) in California for the benefit of the state's economy, the retention and creation of jobs and improved competitiveness of the private sector.

This program has been operational since January 1989.

For the Fiscal Year 1988-89 estimated costs of this program were \$6.0 million in state grants and \$4.8 million in private sector funds. In Fiscal Year 1989-90 the estimated costs were \$7.1 million in state grants and a yet to be determined amount in private sector funds.

The progress of the 28 projects from the first year has been very pleasing. One product resulting from the program is now on the market and several others are expected soon. This program is a laboratory itself in learning how to effectively achieve technology transfer.

It will take several years for this grant program to be completely developed. The overall objective of this program will only be fully realized with a permanent change in both the business and research cultures in learning to work together. This grant program is a beginning for those cultural changes.

For additional information, contact:

Thomas L. Walters, Director
Office of Competitive Technology
200 E. Del Mar Avenue, Suite 204
Pasadena, CA 91105
(818) 568-9437

90-W-28

Telecommuting Pilot Project
submission from California

The major purposes of this program are to determine if telecommuting is a viable option in reducing costs, increase energy conservation, improve opportunities for the handicapped and improve productivity.

The program involved 230 telecommuters from 14 state agencies, such as the California Energy Commission, Department of Social Services, etc. Eighty-six percent of the telecommuters are mid-level professionals, such as lawyers, policy analysts and researchers. Training was provided to all teleworkers and their supervisors in developing objective measures of telecommuting. A progress summary was provided in August 1989 and the final report will be out in June 1990.

Telecommuting is a new approach to addressing the environmental, transportation, turnover of employees and employment opportunities for the handicapped concerns of California.

Phase I -- planning design -- began in 1985. Phase II -- pre-implementation orientation began -- in 1986. Phase III -- formal training -- began in January 1988. The pilot ended in December 1989.

With the completion of the pilot study in December 1989, the program will be recommended to the governor to be part of the transportation plan in June 1990. The next step is legislation. One bill in the General Assembly would establish telecommuting as a work option in state government and expand upon experimental studies. The bill would require the establishment of a unit within the Department of General Services to oversee telecommuting programs within the state. The second bill would require telecommuting to be included in the emergency services plan.

It is a socially responsible way to improve upon the bottom line in the private sector and reduce government costs in the public sector while improving upon the delivery of public services.

For additional information, contact:

David Fleming, Project Director
Telecommunications Division
Department of General Services
601 Sequoia Pacific Blvd.
Sacramento, CA 95814-0282
(916) 324-1739

90-W-29

Day with the Director

submission from California

The major purpose of this program is to enlighten minority students who have outstanding math and science skills on the various functions of Caltrans and a career in civil engineering and other professional careers.

The specific activities include spending a day with the top executive, receiving hands-on experience on computer aided drafting design, being exposed to a construction project and materials laboratory process, and attending top executive staff meetings.

This program informs youngsters of the possibilities of employment with Caltrans and helps to meet Affirmative Action goals.

This program has been operational since November 1988.

The students are impressed and very grateful for the opportunity given to them through this program. Their feedback has always been positive.

For additional information, contact:

Kathie Safley/AAO
Caltrans
1352 W. Olive
Fresno, CA 93728
(209) 488-4312

90-W-30

District 12 - Public Awareness of Highway Construction Zones
submission from California

The major purpose of this program is to inform local communities about major impacts because of Caltrans construction projects.

The activities of this program include developing hard and software tools, emergency tow truck service, ramp metering, CCTV and printed materials.

The aggressive nature of the public awareness campaign combined with the educational elements makes this a creative approach to traffic management.

This program has been operational since January 1988.

For additional information, contact:

Albert Miranda - Contract Admin.
Caltrans - District 12
2501 Pullman St.
Santa Ana, CA 92705
(714) 724-2341

90-W-31

Vanpool Support Program

submission from California

The purpose of the Vanpool Support Program is to provide an incentive to encourage solo drivers to sample vanpools. The program will offer discounts to eligible riders who travel along the designated freeway corridor.

The support program, administered by Caltrans and funded by the Federal Highway Administration (FHWA), offered vanpool fare discounts (excluding fuel) over a period of six months for qualifying vanpools. Each vanpool passenger received fare reductions based on the following monthly schedule: month one - 50 percent; month two - 40 percent; month three - 25 percent; month four - 15 percent; month five - 10 percent; and month six - 10 percent.

To form vanpools, van providers or individuals worked through the Caltrans program administrator directly or contact Commuter Transportation Services, Inc. (Commuter Computer), a private, non-profit commuter service.

The overall savings to vanpoolers is determined primarily by the type of van used and the number of miles driven. The average vanpooler received approximately \$97.00 to \$120.00 in fare discounts over the six month period.

Although vanpooling was not a new phenomenon, it was assumed that existing vanpoolers (consumers) represented a group described as "early adopters," those pioneering individuals who are the first to acquire and use new products and services. It was further assumed that there was a large body of potential vanpoolers who represented a more reluctant and less adventurous group for whom the former appeal did not evoke a response. It was therefore necessary to structure a non-threatening vanpool trial offer that was sufficiently appealing to dissolve any residual hesitation to sample a short-term vanpool subscription.

This program has been operational since January 1988.

Through the Vanpool Support Program there have been 672 new people introduced into vanpooling, 69 vanpool groups are supported and 23 new vanpool groups have been started.

The vanpool incentive program under discussion is readily adaptable to other areas around the county. FHWA is already on record with a comment that with demonstrated success the program will be extended to other areas. A handbook has been developed to assist anyone who would like to initiate a similar program.

For additional information, contact:

Joseph A. Gilly
Caltrans
120 South Spring Street
Los Angeles, CA 90012
(213) 620-4392

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90-W-34

Law Enforcement Assistance Fund (LEAF), For Drunk and Drugged Drivers

submission from Colorado

The major purposes of this program are to provide funds to Colorado cities and counties to 1) increase and improve enforcement of drug and alcohol related traffic offenses; 2) increase community awareness regarding impaired driving; 3) encourage coordinated efforts among law enforcement agencies; and 4) improve efficiency and effectiveness of administrative systems supporting impaired driving enforcements.

Law Enforcement Assistance Fund operations statewide have included coordinated patrols and sobriety checkpoints between municipalities and counties as well as the exchange of equipment, ideas, experiences and training. LEAF programs have been highly visible in community media, increasing public awareness about impaired driving and the public perception that the impaired driver will be apprehended. Most of the LEAF funds are used to pay officers to patrol for impaired drivers.

Every driver convicted of an alcohol or drug related traffic offense pays a \$65 fee to LEAF. Eighty percent of these monies are allocated to the Division of Highway Safety for the DUI Enforcement Program. Twenty percent is allocated to the Division of Alcohol and Drug Abuse Division for statewide drinking and driving prevention programs.

This program has been operational since July 1982.

In 1989, LEAF had 41 projects, comprising 17 percent of all law enforcement agencies but accounting for over 50 percent of all DUI arrests. In 1981 (before LEAF), 425 of the state's 756 fatalities (56.2 percent) were alcohol related. In 1988, there were 198 such fatalities, 39.8 percent of the total.

Arrests for impaired driving have increased as much as 250 percent in LEAF communities and alcohol related crashes have decreased as much as 37 percent. LEAF agencies' consistent enforcement of Colorado's tough drunken driving laws have played a major role in the statewide reduction of alcohol related traffic fatalities.

For additional information, contact:

Paul Helzer
Program Administrator
Dept. of Highways
Div. of Highway Safety
4201 E. Arkansas Avenue
Denver, CO 80222
(303) 757-9462

90-w-45

News Media Workshop and Guide
submission from Oregon

The major purpose of this program is to help employees establish an honest, positive and successful relationship with television, radio and print media.

The training workshop begins with information about the history of the news media, how to communicate effectively with television, radio and print media, how to prepare for the interview, planning special events and crisis management. The noon hour is spent with representatives from the three mediums discussing their role and how employees can work more effectively with them. The afternoon is spent in "mock" television, radio and print interviews.

Employees are encouraged to communicate with the media. This workshop gives them the tools to be effective and comfortable with their dealings. The News Media Guide is a desk reference and will help employees when faced with a television, radio or print interview. It will help refresh their memories and help them to have a positive and successful interview. By communicating with the media, the public becomes aware of and supports issues and programs within the department. To our knowledge, this is a unique approach not shared by any other state.

This program has been operational since November 1988.

According to participant evaluations provided by students, the workshop is very valuable. Sixty percent of the 230 employees who have attended the class to date report that the class fulfilled the objectives and their expectations very well with 40 percent reporting objectives and expectations were fulfilled quite well. All said they would recommend the class to others. Employees continue to demand additional sessions. Additional classes are planned through 1991.

For additional information, contact:

John Elliott
Director, Public Affairs
OR Dept. of Transportation
140 Transportation Building
Salem, OR 97310
(503) 378-6546

90-W-46

**Overtime Funding to Conduct Joint DUII Saturation Patrols with
Local Law Enforcement**
submission from Oregon

The major purposes of this program are to reduce nighttime fatal and injury accidents and to increase arrests of persons for DUII.

The Oregon State Police applied for a \$150,000 grant for overtime for DUII enforcement. Fifty thousand dollars of that money is split 50/50 between the state police and local police to work together on planned saturation patrols. Oregon State Police coordinate all projects and create necessary paperwork.

This program has been operational since October 1985.

DUII arrests have increased due to the joint saturations, and nighttime fatal and injury accidents have decreased.

For additional information, contact:

James H. Stevenson, Captain
Oregon State Police
107 Public Service Building
Salem, OR 97310
(503) 378-3723

Intergovernmental Public Facilities Finance Committee
submission from Washington

The major purposes of this program are to assist local governments and tribes in Washington by effective distribution of state and federal infrastructure/public facility related resources (financial, technical and informational) and to enhance relationships and communication between state and federal funding agencies as well as between agencies within the state and federal systems.

The specific operations of this program are to have regularly scheduled meetings of state/federal funding managers to discuss funding status of their programs, application requirements and information on local government needs that they have encountered where other programs may be of assistance. The first annual public facilities finance conference was held June 1989. About 270 attended representing cities and towns (57 percent), counties (22 percent) and special purpose districts. The second annual conference is scheduled for September 1990. Other activities include: a directory of public works/infrastructure state and federal funding programs and direct contact to the funding manager, matrix of state/federal infrastructure funding sources for the state and coordination with associations of cities, counties, city and county engineers, and consulting engineers.

The significant problem of this program is how to finance new construction and repair deteriorating local government infrastructure/public facilities while upgrading to meet new regulations. The new and creative approach provides a framework for the unique cooperation of over 40 federal and state departments and programs to assist local governments and tribes. This provides for enhanced state-federal and agency-agency relationships; increased cooperation and communication during local project development; more effective communication with local officials; and information on local cost share possibilities for projects.

This program has been operational since November 1986.

The Environmental Protection Agency is encouraging other states to begin developing their own public facility finance network. The Department of Community Development is considering institutionalizing the Intergovernmental Public Facilities Finance Committee (IPFFC) because of the program's success. In doing so, a staff position would be created for IPFFC activities and coordination. Many participating state/federal employees have received awards and excellent performance ratings from their agencies for their activity in IPFFC. A six minute video describing the conference, contains testimonials by agency directors, local government officials and conference speakers attesting to the value of the conference.

This program provides state and federal taxpayers with more value for their tax dollars. Small local governments, without adequate research and grant application staff, can easily obtain information from the IPFFC. The principle of synergism applies to the program's design. The IPFFC as a group is more effective in serving their local government clients than each agency or program separately offering services or funding.

For additional information, contact:

Charmaine Mortensen
Department of Community Development
9th and Columbia Building, MS/GH-51
Olympia, WA 98504-4151
(206) 586-1243

Peer Review Program for Transportation Agencies
submission from Washington

The major purposes of this program are to provide an objective peer assessment of transportation systems to serve as a management tool leading to increased efficiency and effectiveness in the delivery of services, to provide information and recommendations leading to improved management of passenger transportation programs and to provide mutual support and assistance among the transportation operators in Washington.

The Washington State Peer Review model has taken a traditional "audit" process and incorporated technically knowledgeable transportation professionals into the process of assessment and recommendation. The agency is evaluated from a "knowledgeable" perspective. Often the informal exchange of information that occurs during the week-long visit is as useful to the agency under review as is the written report provided to the agency at the conclusion of the process. Members of the peer review team also learn a great deal from visiting another transportation agency.

This program has been operational since June 1987.

In the early stages of the peer review program, a follow-up telephone call would be made to the transportation agency approximately one year after the report. Comments regarding the agency's actions or reaction to specific recommendations were requested. It was discovered that, on the average, a transportation agency would take some form of action on approximately 65 percent of the recommendations included in the report. For recommendations which indicate a specific need Washington State Department of Transportation may provide technical assistance or training through a RTAP-funded consultant service.

For additional information, contact:

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Transportation Building, KF-01
Olympia, WA 98504
(206) 586-2400

The Center for Transportation

The Center for Transportation (CENTRANS) is one of the Council of State Governments newest initiatives to serve the states. CENTRANS has been in business since May 1, 1986. The organization is dedicated to serving the needs of state transportation policymakers.

The policymakers are governors, governors' aides, legislators, legislative staffers, key bureaucrats, and others who work together functionally at the state level.

Although many organizations represent parts of this group, no organization represents the complete functional group except CENTRANS.

CENTRANS—The Mission

For these policymakers, CENTRANS is charged to:

- Serve as a thinktank, an information clearinghouse, and a source of timely objective research on state transportation problems;
- Conduct surveys and research into state transportation problems, programs, and policies;
- Inform state decision makers through publications, including reports and survey data;
- Train new state transportation policymakers to ready them for the challenges ahead;
- Serve as the hub of a national network of state transportation policy research;
- Hold conferences and workshops on timely transportation issues.



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