



# HDR's Transportation Policy Framework: A Twelve-Point Plan for the Next Transportation Authorization Bill



A white paper prepared by HDR, an employee-owned architectural, engineering and consulting firm committed to helping clients manage complex projects and make sound decisions.



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## Preface

Economic growth and an expanding and increasingly mobile population require a reliable and efficient national transportation system. For the past two decades, the U.S. has underinvested in its transportation infrastructure – by not maintaining it adequately, by not creating new capacity to meet our country's growth, and by not expanding modal choices. If this pattern continues, our U.S. industries will be at a competitive disadvantage, and we will find it harder to sustain the desirable growth of the U.S. economy resulting in a direct impact on our nation's quality of life.

Congress is scheduled to act over the next year on the authorization of the various federal transportation funding programs. Passage of an authorization bill, occurring every five or six years, is the "window of opportunity" for Congress to provide the structure and funding levels for all modes of surface transportation. The bill's predecessors are:

- The current law, "SAFETEA-LU," controlling expenditures through federal Fiscal Year 2010 and authorizing a total of \$286 billion;
- "TEA-21," covering Fiscal Years 1998-2004; and
- "ISTEA," the first of this series of bills, enacted in 1991.

The next round of the authorization cycle is a critical one. Mere maintenance of existing approaches to funding infrastructure will result in a policy of decline that will threaten America's quality of life and competitiveness in the world marketplace. A combination of factors will converge on the next authorization:

- A new President and *new leadership* at all federal agencies, resulting in a concomitant learning curve.
- Congressional leadership on key committees who are eager to make *significant changes in transportation, environmental and climate change policy*, and some key constituencies who will support major changes.
- A *funding crisis* looming over maintenance, rehabilitation and expansion of transportation infrastructure. Whether considered in light of domestic assets or international competitiveness, this crisis is caused in part by the decreasing effectiveness of fuel taxes as a funding mechanism.
- A *national financial reversal* of historic proportions that will exacerbate the funding crisis.
- Rising understanding of the costs to, and vulnerability of the U.S. economy, environment and quality of life due to our *dependence on oil*, highlighted by the recent run-up in oil prices.

- Increasing concerns worldwide over *climate change*, and the potential in U.S. policy for some form of *carbon cap and trade system* that might affect future funding options.
- A dramatic *increase in ridership on transit systems* and heightened interest in expanding them.
- Expanded emphasis on the need to *move goods efficiently*, regardless of mode.

## HDR's Interest and Role

HDR is consistently recognized as one of Engineering News-Record's Top 10 Transportation Firms, and many of our employees are involved in the planning, design and implementation of transportation services and infrastructure. A large share of these projects is supported, at least in part, by federal funds.

Although we do a small, but growing amount of overseas work, we are an *American* business, both in our work and our world-view. Transportation infrastructure affects the whole of American life, the strength of our local and national economies and the United States' competitiveness in the global market. No matter what work each of us does, all of us will be affected by these investments...or the lack thereof.

HDR will be an active participant in the current authorization process, in three primary ways:

- **Building our understanding** of the issues and policy options being considered. HDR and our clients are well-grounded in the existing structure of transportation funding; our mutual interests might – or might not – be well-served by the changes being proposed.
- **Influencing policy** through our own direct efforts and working through the professional organizations in which we participate.
- **Informing our employees and clients** about the new bill as it evolves through the legislative process, and about the new realities that emerge from its final provisions.

The next authorization bill provides an opportunity to address the specific needs of our transportation system, and the larger questions of the federal government's role in transportation and the national goals the federal government wants to achieve. This white paper outlines twelve strategies intended to promote the development of a truly integrated and sustainable transportation system.

HDR will continue to analyze the varying, and to some extent, competing visions of our national transportation policy. We believe that it is neither in the nation's interest nor in the interest of our company to "muddle through" the deliberations on the next authorization bill. Instead, we should seize this historic opportunity, make the difficult choices, and set a wise course for the next six years and beyond.

# Needed: A New Vision, Increased Investment, Modal Flexibility

The next Transportation Authorization Bill should articulate a national vision for our national transportation system. The bill should provide increased investment in our infrastructure and set forth specific goals and strategies.

This national vision should be based on the following principles:

- Strengthen America's leadership role in the competitive global economy and spur productivity growth, job creation and economic expansion.
- Ensure environmentally sustainable communities and curb greenhouse gas emissions.
- Preserve Americans freedom to travel – where we want, when we want, by whatever means we want – from this generation to the next.
- Provide federal funding to address documented mobility needs both in the near and long term.
- Improve the quality of life for all citizens through increased safety, reduced congestion and energy independence.
- Harness advanced technologies in all aspects of our transportation system.

## **Goals for the Next Transportation Authorization**

The national transportation vision should establish clear goals for meeting our nation's transportation needs, including:

- Establish more clearly defined federal, state, local and metropolitan area roles in implementing our national transportation program.
- Strengthen metropolitan planning organization decision-making, responsibility and flexibility in allocating federal transportation funds.
- Develop a National Strategic Transportation Plan focused on projects of national significance across all modes.
- Address the challenges of maintaining and upgrading the National Highway System.
- Streamline the federal transit program to reduce the time required to implement transit projects and grow the amount federal funds available for transit to achieve better modal balance in urban areas.

- Integrate highway, rail and port systems to ensure the efficient flow of freight and enable the U.S. to remain an economic power.
- Use overall system performance measurements to achieve better modal balance.
- Ensure accountable investment decisions using predetermined system performance criteria.
- Identify new, sustainable and dedicated revenues that meet our nation's transportation needs.
- Address climate change and oil dependency.

## **Twelve Strategies for Achieving the Vision**

The following section outlines twelve strategies to advance the goals presented above.

### **1. Define a More Focused Federal Role with State Support**

The federal government should take a leadership role in areas of national importance. State governments, through their departments of transportation, should be effective partners with the federal government in building and maintaining national and regional systems.

- Create a National Strategic Transportation Plan that includes:
  - The Interstate and National Highway systems
  - Intercity passenger rail
  - Intermodal freight systems
  - The National aviation system
  - Ports and inland waterways
- Identify and fund projects of national significance
- Consolidate multiple federal "stovepipe" funding programs into a small number of funding programs that focus appropriately on federal, state and metro area elements of the transportation system
- Continue the states' roles in maintaining and building the National Highway System, and fund this asset
- Streamline the federal approval process for all projects

## **2. Preserve and Expand the Interstate and National Highway System**

The National Highway System is marked by the need for continued investments in safety, capacity and maintenance. The nation's bridges require substantial investments in maintenance to ensure their continued safety. The growth of the global economy continues to drive the increasing need for capacity improvements on the Interstate Highway System to support goods movement.

- Preserve the existing National Highway System
- Expand capacity of the National Highway System to meet our needs for the next 50 years to allow the U.S. to remain globally competitive
- Enhance system performance through advanced ITS technologies and provide incentives to the auto industry to develop nationally inter-operative and integrated vehicle/ road technology
- Provide states with the flexibility to develop project delivery models that allow private equity to support public investments in critical highway projects
- Provide states the flexibility to implement tolling on selected Interstate routes

## **3. Create a National Intercity Passenger Rail Plan**

Intercity passenger rail provides the public with a needed transportation alternative, especially when it is connected to other transit at the origin and destination. Congress should mandate a national passenger rail plan to support development of high-speed rail service within and between the mega-regions (intercity passenger rail).

- Identify existing and potential high-speed passenger rail corridors in partnership with state and regional stakeholders
- Fully integrate the rail network into existing public transit, air and road networks
- Provide flexible funding programs to promote intercity passenger rail

## **4. Develop an Intermodal Freight Plan**

Moving goods within the country and providing efficient access to global pathways (seaports and airports) is essential for America to remain competitive in the global economy.

- Work with freight stakeholders (ports, railroads, airports and departments of transportation) to develop and implement a strategic plan for freight movement.
- Identify and fund freight gateways and commerce corridors of national significance
- Fix freight bottlenecks and reduce congestion for freight movements in metropolitan areas

- Improve connections from ports and distribution centers to the National Highway System and national freight rail systems
- Fund improvements using freight-based user fees

### **5. Improve our National Aviation System**

Record-level gridlock at America's major airports is causing travelers frustrating delays. The airline industry's on-time performance in 2007 was the worst record in years.

- Fund and accelerate needed capacity improvements at our busiest airports
- Accelerate the Next Generation Air Transportation System (NextGen) to reduce air traffic delays and aviation system operating costs, and begin to look to the next generation of technology
- Prioritize and implement needed access improvements, including transit access to our busiest airports
- Continue to fund and enforce airport security programs

### **6. Increase Metropolitan Area Authority and Flexibility**

Metropolitan areas are an important engine of the economy. They are the centers of most of the population and employment, and thus mobility needs. The federal government has a national interest in supporting and sustaining mobility in metropolitan areas.

- Empower a single body in each metropolitan area (e.g. MPO's or Regional Transportation Authorities) to plan and fund all metro transportation projects – regardless of mode – which foster local economic mobility and environmental goals
- Allow metropolitan areas to make investment decisions as to the use of federal funds as long as basic eligibility requirements and system performance measures are met
- Reward metro areas whose system performance measures for mobility are exceeded

### **7. Reform the Transit Program**

The Federal Transit Administration (FTA) must follow a policy of partnership with metropolitan areas, using transit investments as a key strategy for metropolitan mobility.

- Increase federal funds available for transit projects by at least 50 percent to respond to demand for mobility alternatives and to advance national goals

- Streamline the New Starts program to reduce the time required to implement projects
- Return the Small Starts program to its drafters' intent by specifying simple performance measures focused on urban circulation, economic development focused around transit, and livability in the form of non-auto-dependent urban forms
- Require that transit investment decisions be based on a range of criteria that reflect national priorities (land use, economic benefits, mobility, safety and environment), and not be driven by a single criterion of "transportation cost-effectiveness"

### **8. Improve Overall System Performance and Modal Balance**

Reducing congestion should be a high priority for the next authorization. To deal with congestion, the nation must invest in new capacity, maximize the performance of the existing system, reduce highway travel demand by providing other modal alternatives, and encouraging sustainable development.

- Implement needed new capacity improvements on our highway system
- Employ effective asset management techniques to restore, preserve and modernize our existing transportation infrastructure
- Use pricing strategies to address congestion and improve efficiency
- Invest in intercity rail lines in key corridors to connect metropolitan areas by more sustainable means
- Address known bottlenecks affecting the movement of goods for all modes

### **9. Make More Accountable Investment Decisions**

Federal funding decisions should be based on objective merit-based criteria which use performance standards and economic justification.

- Require an assessment of costs and benefits against a set of evaluation criteria developed to meet the national mobility goals for all projects receiving substantial federal support; encourage similar analysis at the state and metropolitan level
- Require states and metro areas to set evaluation criteria for their respective systems and use those criteria to make key investment decisions
- Offer federal funding incentives to states and metro areas that exceed system performance standards

## **10. Identify New, Sustainable and Dedicated Revenue Sources**

In order to reestablish transportation as a national priority, Congress needs to increase its investment in our future. This investment must come from both existing and new revenue sources.

- Accelerate the movement to a new sustainable source of funding (e.g. mileage based user fees) that will first supplement, and then potentially replace, the gas tax by 2015 as the primary source of funding for federal transportation programs
- In the meantime, preserve the solvency of the existing Highway Trust Fund through fuel taxes increases, indexing, or both, to a level that will address identified needs through 2015
- Set aside new federal funds for strategic investments beyond the core highway and transit programs (e.g. intercity passenger rail, freight rail, port capacity improvements, etc.)
- Promote increased use of tolling and congestion based pricing where appropriate to provide additional sources of funding
- Encourage the use of rational business case-based public-private partnerships, and assist states in capturing infrastructure investment funds that are available from the private sector

## **11. Address Climate Change and Oil Dependency**

One strategy to address climate change is to reduce the rate of GHG emissions. An estimated 27 percent of GHG emissions come from transportation, and the predominant cause is road use.

- Effectively reduce dependence on oil, transportation-related energy consumption and travel demand
- Reduce oil consumption by 50 percent by 2020
- Support current requirements to double fuel efficiency of all vehicles by 2020
- Double transit ridership by 2020
- Reduce the growth in VMT through carpooling, congestion based pricing, increased transit usage, biking, walking and land use policies that encourage sustainable development
- Support the cap and trade or carbon tax concept to reduce GHG emissions

## **12. Develop Safer Highway and Rail Systems**

Despite increased law enforcement, and efforts to improve facility and vehicle safety, the number of highway fatalities each year continues to be too high, resulting in needless costs to our nation. Carriers must also continue to improve the safe transport of hazardous materials by rail and truck.

- Reduce annual highway fatalities by 50 percent by 2020 through enforcement, funding of safety improvements, intelligent transportation technologies, safer vehicles, mode shift and lifestyle changes
- Improve freight operations on both our rail and highway systems
- Substantially increase federal funding for intercity and transit security through the Department of Homeland Security

# Issues Confronting the Next Authorization

## **A Changing and Growing Nation, Not Matched by Strategic Investment**

Over the next 30 years, the U.S. population is projected to grow from 300 million to 380 million. This roughly 25 percent increase will be focused primarily in the South and West. Growth will continue to concentrate in the largest metropolitan areas, where 65 percent of the current population lives and where 75 percent of Gross Domestic Product is generated. Within these metropolitan areas, there has been a recent shift toward core urban areas. This trend is due in large part to young people and the aging boomer population choosing to live in urban neighborhoods rather than suburbs. These population increases and shifts will generate significant new infrastructure needs. Local economic growth, quality of life, environmental values and mobility options are now significant drivers in a metropolitan area's competitiveness and will generate acute transportation needs.

Coupled with population growth will be economic growth. The U.S. economy expanded by nearly 400 percent from 1980 to 2006 and is predicted to double over the next 30 years. While the U.S. has adapted to the dynamics of a global economy, our competitive advantage is threatened by our aging transportation system failing to keep pace with this growth.

Reliability and predictability are the keys to industry competitiveness. Without reliable and predictable transportation, manufacturers cannot hold smaller inventories without also holding significant "shock stocks;" distributors cannot reduce storage and customer service overheads without holding costly spare capacity; and workers cannot get the job done without building wasteful cushions into their work day to guard against the risk of missing deadlines and arriving late for meetings. In short, without reliable transportation, there would be no business case for investing in the technology and work styles needed to facilitate just-in-time operations. And without such investment, American industry and workers cannot expect to compete globally, and American households cannot expect to maintain our high living standards.

The current downturn in the economy is also significant. Credit, at least in the near term, will be more difficult for all sectors to obtain. Suburbanization, and the industries that have served it, has been a major component of economic growth over the past few decades. With the large housing downturn in the "drive-to-qualify, no money down" housing market, and a "hangover" of unsold inventory and foreclosed properties, the prospect that the housing industry will power the U.S. economy out of this recession appears less likely. Other investments, *including investments in infrastructure*, will be needed to support real future growth.

## **Components of the Transportation Problem**

Our national transportation crisis is attributable to several intertwined factors. A brief discussion of the issues follows.

### **Funding**

Our current funding sources and financing tools are insufficient to maintain and improve our transportation system. The motor fuel tax, which hasn't been increased since 1993, is no longer a sufficient funding source to meet the large and growing needs of our national transportation infrastructure. While the real purchasing power of the gas tax has eroded due to inflation, demands on our transportation system continue to increase significantly. Vehicle Miles Traveled (VMT) on highways has doubled in the last 25 years, but highway capacity has increased only 6.6 percent. A significant slice of new travel demand has been met with increased transit capacity in some metropolitan areas, but this, too, has failed to keep pace with overall demand.

Squeamishness about gas tax increases, higher fuel prices resulting in less driving, more fuel efficient vehicles and a spike in construction costs (up 40 percent cumulatively in just the last three years) led the U.S. Treasury to project a \$3.7 billion revenue gap in the Highway Trust Fund for 2009. To fulfill our annual capital and maintenance needs, Congress will need to increase future funding levels. According to the American Association of State Highway and Transportation Officials (AASHTO), that means increasing federal funding for highways from \$43 billion in 2009 to \$73 billion by 2015. For transit, the federal program would need to increase from \$10.3 billion to \$17.3 billion. And railroads must invest as much as \$195 billion over the next 20 years with approximately 30 percent of that coming from the federal government. Clearly, a significant infusion of funds and a new financial "toolkit" is needed to ensure sustainable monetary resources to maintain and expand all modes of our existing transportation system.

### **Highway Congestion**

Since 1982, the volume of car and truck traffic has almost doubled while capacity has grown by a much smaller percentage. Consequently, the average driver in metropolitan areas spends approximately 40 hours each year in gridlock. According to the Texas Transportation Institute (TTI), traffic gridlock results in 4.2 billion hours of travel delay and 2.9 billion gallons of wasted fuel annually. In the ten most congested metro areas, the rush hour motorist is estimated to pay a "congestion tax" of \$850 to \$1,600 per year. Sharp increases in the price of motor fuel are suppressing auto and some truck travel, thus ameliorating some roadway congestion. But population growth in metropolitan areas, coupled with past underinvestment, will continue to present significant mobility challenges.

### **Freight Bottlenecks**

Trade volumes continue to rise, placing considerable stress on the country's freight transportation networks. Lack of capacity at our ports and on the highway and rail lines which feed them, along with a deteriorating inland waterway system has resulted in significant freight bottlenecks. The Federal Highway Administration (FHWA) reports that

some 200 freight bottlenecks cost the trucking industry \$8 billion in lost productivity and 243 million hours of delay annually. With demand for freight transportation expected to double by 2035, our nation's freight transportation network will face unprecedented challenges unless existing and future choke points are eliminated.

### **Transit**

There is great demand in communities across America for increased transit investment. Cities with established transit systems are working to expand them; cities that lack high-capacity transit are queuing up to seek federal funding to begin such networks. According to the American Public Transportation Association (APTA), transit ridership increased from 7.7 billion in 1995 to 10 billion in 2006. Sharper increases have occurred over the last six months, as the rising cost of gasoline impacts American households.

However, the U.S. Department of Transportation's *Conditions and Performance Report* indicates that one-third of all bus and one-fifth of all rail maintenance facilities are in poor or substandard condition, and bus fleets and railcars need to be replaced. This same report estimates that it will take \$24 billion annually over the next 20 years to address this problem. Given that the total federal annual budget for transit is only \$10.3 billion, the gap between need and available federal funding is large. Increasing the federal investment will also require streamlining the unnecessarily lengthy and arcane approval process used by the Federal Transit Administration for evaluating grant requests.

### **Passenger Rail**

The United States lacks an effective national passenger rail system. For the past half century, as Americans took to the highways and air travel, and as railroads shed passenger service, what remained of passenger rail service was relegated to "maintenance mode." Over the past 10 years, the federal government has typically provided roughly \$1 billion annually in subsidies to Amtrak, far less than the estimated \$3.3 billion needed annually.

Such systems are fundamental to mobility and quality of life in other countries; the level of service typical in Europe or Japan is orders of magnitude better than the best American passenger rail service. Either by a major infusion of funding and authority for Amtrak, or by some other initiative, a new vision and initiative for intercity passenger rail service is needed. Enhancement of passenger rail will also generate the need for additional, non-traditional, funding sources.

### **Aviation**

Although air traffic and travel was expected to grow 4 percent each year through 2015, the general recession, coupled with the recent rise in fuel costs will likely put a damper on these projections. High fuel costs may lead to more consolidation in the market. Consolidation in the airline industry often leads to a major realignment of airline operations, resulting in significant changes in passenger loads. Nevertheless, assuming there is some growth in air travel, new investment will still be needed to replace aging infrastructure. Several of our largest metropolitan areas need new airport capacity. The

combination of larger aircraft with smaller personal jets is creating runway, environmental and other challenges. Many regional airports do not coordinate well with local governments on intermodal connections that would benefit these airports, and many airlines are dropping or reducing service at these airports due to fuel costs and inadequate revenue.

### **Safety**

More than 43,000 people die and 3 million are injured annually on the nation's roadways. Poor road conditions or outdated road designs account for one-third of these fatalities. Highway crashes cost society \$230 billion each year in insurance, healthcare expenses and lost productivity. Despite the national requirement for states to develop highway safety plans, it appears that these plans have fallen short of their goal. Recent decreases in VMT on the nation's highways have improved this dismal picture, with auto fatalities decreasing by 9 percent in the first half of 2008. Nevertheless, safety improvements are still needed throughout the system.

### **Security**

America's transportation infrastructure is vulnerable to terrorist attacks. Yet a comprehensive infrastructure security policy does not exist. An estimated 50 percent of the nation's hazardous materials move by rail with little or no protection. The nation's ports are also susceptible. The 2002 Maritime Transportation Security Act was enacted to deal with port security issues; however, because of the amount of activity controlled by private companies at ports, it is difficult to ensure total security. The attacks on transit systems in London, Madrid and Mumbai should serve as wakeup calls to the U.S. to address this security issue.

### **Climate Change and Energy**

There is now broad public concern and general scientific consensus on three points regarding climate change:

- The temperature of air and water appears to be getting warmer.
- If not remediated, atmospheric concentrations of greenhouse gas (GHG) will continue to rise over the next few decades.
- GHG increases are caused by human activities.

Transportation contributes 27 percent of all GHG, while 72 percent of transportation generated GHG emissions are estimated to come from road use. Several factors affect these emissions, including:

- Transportation mode split and urban design (walkable, transit-served communities versus auto-oriented development)
- Type of energy used (renewable or nuclear versus oil or coal-fueled power systems)

- Vehicle miles traveled
- Traffic movement and operations (efficient roadway networks versus congestion)

The climate change issue “flows into,” as well as out of transportation. Climate change, in the form of more intense storms, sea level changes and other climate effects is projected to increase capital and maintenance costs in many components of the transportation system. Coastal areas and Alaska are expected to receive the most significant impacts.

Some plan of action with respect to climate change will likely be a priority for the next Administration. While encouraging from the standpoint of climate change, a reduction in the use of fossil fuels and a fuel tax based system of transportation finance are inherently in conflict. While appropriate levels of fuel tax would better encourage mode shift and economic decisions more consistent with the true economic and environmental cost of the use of fossil fuels, such levels would likely reduce VMT and therefore reduce the available funding for continued infrastructure improvements. Reduced VMT and greater fuel economy therefore compel finding a new, reliable source of revenue to meet transportation infrastructure needs of the 21<sup>st</sup> Century.

### **Peak Oil**

Another issue that amplifies the need for new investments in transportation is “Peak Oil.” The resource that fuels much of our transportation system and much of our overall economy is beginning to slide down the back side of its bell curve. First articulated by petroleum geologists and oil industry analysts, the reality of Peak Oil is now gaining broader understanding. The Peak Oil analysis is based on these assumptions and conclusions:

- Easily accessible world oil discoveries peaked in the 1970s.
- World oil production is projected to peak sometime between 2006 and 2012, although new discoveries and technology for petroleum recovery could push that date back, while world demand continues to rapidly escalate with sharp increases in consumption by China, India and other Asian oil consumers.
- The effects of Peak Oil on price will be characterized by long-term rise and short-term volatility.
- Changing development patterns and the re-tooling of transportation systems to rely on other power sources is the work of decades, not years. This set of changes will require major investments in both policy and capital to accomplish.

As noted above, relying on petroleum taxes to finance transportation investments will, in an era of increasing oil scarcity, not be sustainable.

## **Governance**

The 1991 ISTEA bill attempted to create an intermodal framework for transportation policy by pushing more decision making down to the state and local level. However, this goal has only been partially successful. A key issue in the authorization debate will be that of governance: the roles of state departments of transportation, metropolitan regions and local governments in transportation policy and funding.

Some transportation industry groups believe that states should be primarily responsible for transportation planning and project delivery, taking a superior role to metropolitan planning organizations, cities, counties and transit agencies. Other organizations emphasize the evolution and importance of our major metropolitan areas in restructuring America's economy and in deciding transportation policy. For example, the nation's 362 metropolitan areas generate 85 percent of the nation's economic output and are home to 80 percent of the nation's population.

A related governance issue is the lack of direct connections between the agencies responsible for transportation and the agencies responsible for control of land use. This set of decision-making "silos" essentially results in an ongoing disconnect between the shaping of urban areas and the transportation infrastructure needed to serve them. There is a groundswell of new proposals that would do away with the traditional modal silos for channeling federal funds – silos like FHWA for highways, FTA for transit, FRA for railroads, etc. Among the various plans afoot are several that would consolidate the federal silos into a single federal agency, a federal bank or even a quasi-autonomous non-governmental organization.

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This document has been prepared by the leadership of HDR and represents the company's vision for the upcoming authorization of SAFETEA-LU. The content has been assembled by attending conferences, hearings and workshops, and by researching similar initiatives prepared by professional organizations, research institutes, government departments, legislative staff, special transportation commissions and professionals in the field of transportation. In our research, we identified several ideas presented by these groups, which we support and therefore have incorporated into our document.

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*HDR—number 8 among the Engineering News-Record Top 50 Transportation firms—provides planning, design, program management, environmental, construction and security services through a variety of delivery methods, including design-build. Our transportation specialists are part of a 7,500-person, full-service architectural, engineering and consulting network in 165 offices nationwide.*





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