

In additional efforts to reduce dust hazards, two screens of Tamarisk tree cuttings were planted on Interstate 10 in the same vicinity that, at maturity, will provide a dense wall to protect the roadway from dust blown off nearby dry fields. The department is temporarily watering with tank truck and irrigation tailwater, pending the location of wells.

Preparation of Weather Alert Station certificates and instructions has been completed, and contact of participating service stations will begin in the near future. These weather lookouts will immediately report any sudden weather disturbance in their vicinity to the Department of Public Safety for warning broadcasts to motorists.

The safety program is being established cooperatively among the State Highway Department, DPS, National Weather Service, the Arizona Broadcasters' Association, and Arizona's petroleum industry.

## **New Transportation Region Is Intended to Solve Traffic Woes of Chicago Area**

On November 24, 1970, Richard H. Golterman, Chief Highway Engineer for the Illinois Division of Highways, announced plans for the creation of the Northeast Transportation Region. The newly created region, which is under the jurisdiction of the Department of Public Works and Buildings, has the responsibility for all highway and waterway functions in a nine-county area of northeastern Illinois. In addition, the region has been given the opportunity to enter into the initial phase of total transportation planning. Eventually, attempts will be made to coordinate the various modes of travel, i. e., highways, waterways, air travel, railways, and mass transit, into a unified effort to solve the monumental transportation problems facing the Chicago metropolitan area.

### **Illinois Transportation History**

In 1918 the people of Illinois passed a \$60 million bond issue that resulted in a limited network of paved roads. This was followed in 1924 by an additional \$100 million bond issue for roads that were completed in 1932. Thus in 14 years Illinois purchased a system of 9,900 miles of highways for \$160 million and literally got itself "out of the mud." None of the other states had created a comparable highway system by that time. By contrast, in the last 12 years Illinois has built 1,292 miles of interstate highways at a cost of \$2.8 billion.

The building of the complete bond issue system was accomplished by an organization consisting of nine districts. District 1 comprised nine counties in the northeast portion of the state at that time. Soon after the completion of the bond system in 1932 the problems within the Cook County area grew to such magnitude that the managers of the day reorganized, making Cook County a separate district. This structure has been in existence for the past 39 years.

The creation of the northeast region in 1970 was due primarily to the inability of the various modes working individually to provide a satisfactory transportation network. It was becoming increasingly apparent that a satisfactory solution to the dilemma could be achieved only through the creation of

an organization that would be responsible for total transportation planning and operation.

The following are the immediate objectives of the region:

- Develop highway and waterway systems and integrate these systems into transportation networks.
- Correlate and evaluate total transportation needs.
- Design and build transportation modes that reflect the social and environmental factors of the individual communities and the region as a whole.
- Increase efficiency and effectiveness through better resource utilization, namely, money, manpower, materials, equipment, facilities, and time.
- Serve as a "pilot" for an Illinois Department of Transportation.

Organizational Structure

The organizational structure of the region bears little resemblance to the traditional district "functional" organization. It was designed to provide an organizational structure that will better satisfy the immediate highway related objective and serve as an effective vehicle for a new transportation agency.

The organizational structure of the region has been established on a project-oriented concept rather than the traditional functional pattern. Greater efficiency and economy, as well as broadened employee experience, are expected to result when the employee is involved in the entire effort rather than just a portion of a project.

The total functions of the region have been organized into four sections: Development and Planning, Projects, Operations, and Management Services.

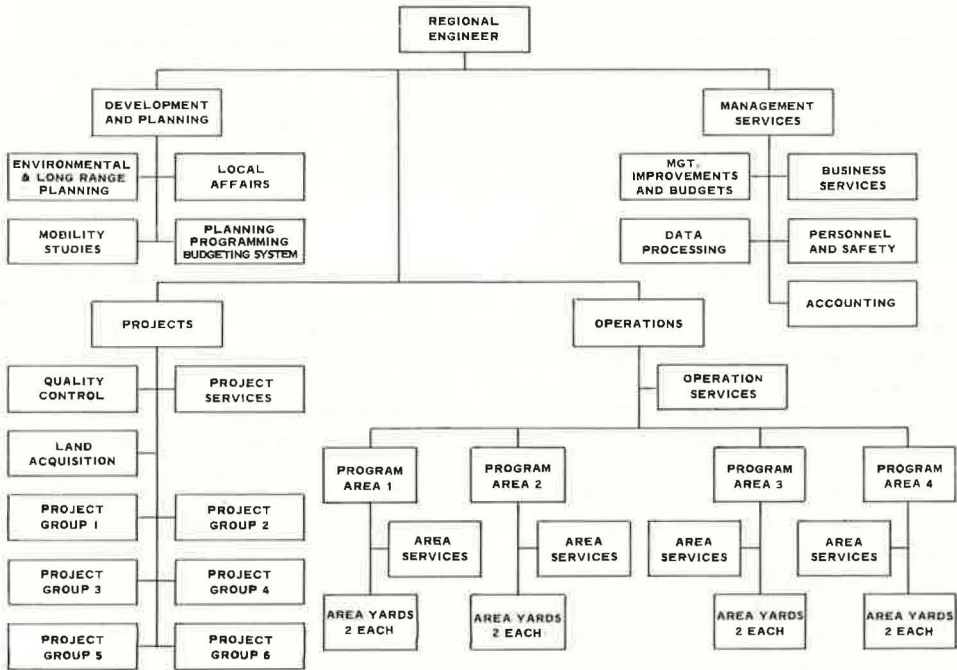


Figure 1. Regional chart.

The Development and Planning Section is responsible for the duties previously assigned to the Bureaus of Planning and Local Roads and Streets. The following are the primary functions of this section:

- Implement environmental planning that takes into consideration cultural and natural resources.
- Man the Planning Programming Budgeting System, which is concerned with advance planning, systems needs, and systems monitoring.
- Conduct mobility studies that require the collection, arrangement, and analysis of transportation data, the forecasting of travel movements, and systems planning.
- Provide clerical and technical support services such as typing, filing, stenography, data processing, cartography, aerial surveys, and technical reference library.
- Administer all MFT related programs, Federal-aid related programs, and joint projects involving local agencies.

The Projects Section has the responsibility for functions previously assigned to the Bureaus of Design, Right-of-Way, Materials, and Construction. Each project group has been assigned specific projects and has the responsibility from the initial design phase through the final phase when the roadway is open to traffic. The ultimate objective is to be prepared for the design and construction of transportation facilities without further organizational changes. The following are the primary functions of this section:

- Review plans for proposed transportation system construction and coordinate with the appraisal and acquisition units to determine cost of right-of-way.
- Prepare preliminary plans and final contract documents.
- Supervise construction projects.
- Establish precise control coordinates that will serve as references for all state location, design, and construction within the region.
- Coordinate all negotiations with railroad and utility agencies.
- Provide for land acquisition.
- Provide for quality control.

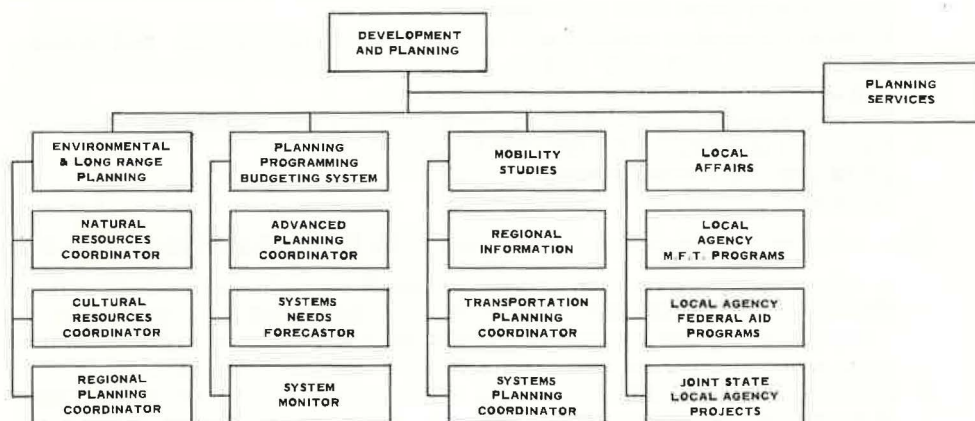


Figure 2. Development and planning chart.



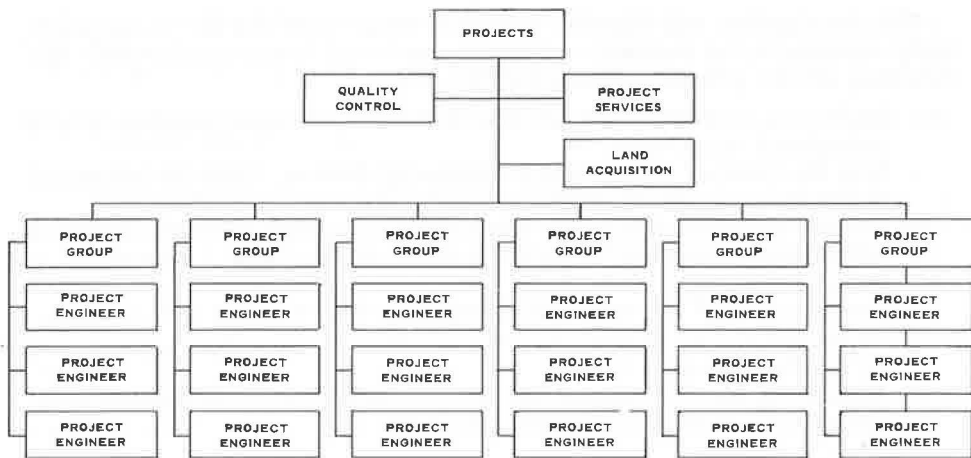


Figure 3. Projects chart.

The Operations Section has assumed the duties previously assigned to the Bureaus of Maintenance and Traffic. The immediate objective is to integrate completely the two major functions within each of the four area boundaries. The ultimate objective is to be prepared to operate any transportation facility without further organizational changes. The following are the most important functions of this section:

- Administer the 1966 Highway Safety Act and be responsible for all phases of regional communications.
- Provide public relations with local officials.
- Prepare maintenance agreements and final plans for maintenance and traffic control contracts.
- Review and design traffic control systems.
- Review and analyze accident statistics.
- Conduct and analyze speed zone and traffic volume studies.
- Prepare, coordinate, and monitor the planned program budget.
- Develop, implement, and coordinate a continuing area program of traffic and roadway preventive maintenance.
- Provide preventive maintenance for all physical structures, rest areas, and equipment within the region.
- Organize and implement training programs.
- Provide specific information on traffic and highway conditions.
- Supervise and inspect all maintenance work.
- Investigate public complaints.
- Investigate accidents.

The following are the primary functions of the Management Services Section:

- Develop, coordinate and implement regional data processing programs.
- Provide business support services such as office supplies, equipment, commodities, plant and facility operation, mail, records storage, reproduction and copying facilities, motor pool, and vehicular repairs.
- Provide accounting services such as payment of all invoices, maintenance of budgetary and financial records, and all payroll activities.
- Review, assemble, monitor, and analyze the regional budget.

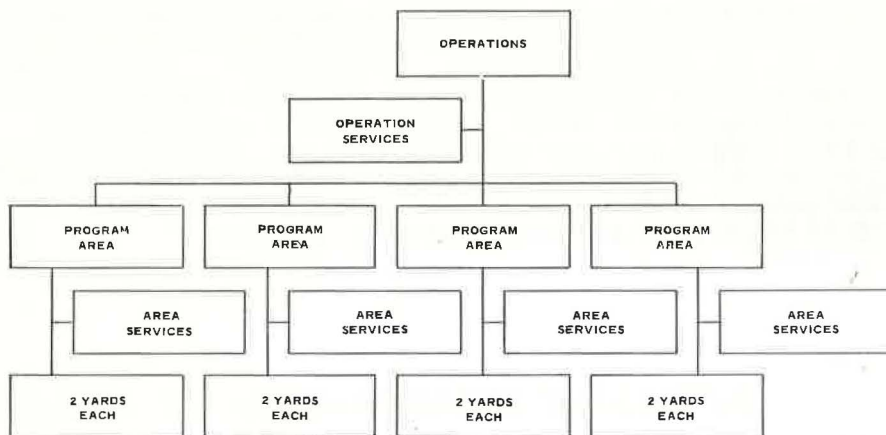


Figure 4. Operations chart.

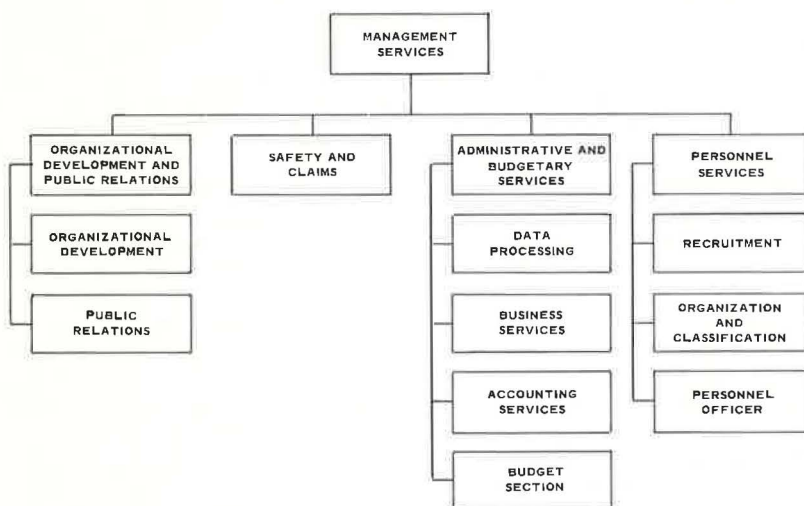


Figure 5. Management services chart.

- Continue to study and reevaluate the region's organizational structure.
- Coordinate public relations.
- Recruit regional personnel.
- Implement division training programs.
- Administer division's compensation plan.
- Administer division and regional policies relevant to safety, claims, financial responsibility, and workmen's compensation.

## FUTURE

The establishment of the northeast region is a significant step forward in solving the transportation needs of the Chicago metropolitan area. With the

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increasing demands being placed on existing transportation facilities, it has become necessary to coordinate all transportation modes into an interrelated system and place new emphasis on total transportation planning. To accomplish this will require that the responsible agency depart from the traditional concept of functional organization design. The new organizational structure for the region has done this while still maintaining sound management principles. The organization should promote greater productivity and efficiency as well as increasing employee satisfaction and experience. It is designed to meet problems with an "action program"—plans, projects and programs.