

## OPENING SESSION

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*Mr. Carlos A. Colon*  
*Deputy Executive Director*  
*Highway and Transportation Authority*  
*Puerto Rico Department of Transportation and Public Works*  
*San Juan, Puerto Rico*

—opened the workshop with a congenial welcome and preliminary introductions. He introduced the Workshop Chair,

*Alan F. Kiepper, Chair of Workshop Steering Committee*  
*Senior Vice President of Parsons Brinckerhoff Quade and Douglas, Inc.*  
*New York, New York*

Mr. Kiepper introduced the members of the Workshop Steering Committee and others who had worked to make the workshop possible. He referred to his tenure as the General Manager for the Metropolitan Atlanta Rapid Transit Authority (MARTA) twenty-five years previously, during the time that MARTA was developing the Atlanta rapid transit system. At that time, the conventional approach to major transit projects included a public definition and conception for the project, with the design and specifications usually developed by a firm in instances where the public agency was inexperienced. Construction (and manufacture) was by contractors selected in sealed bid procurements with the public agency/owner responsible for the operations. Financing was typically a combination of federal, state, and local sources. The Bay Area Rapid Transit System (BART) and the Washington Metro were

executed in a similar fashion.

The speaker noted that in the current era of public fiscal constraint, alternative means of undertaking large transit projects are being investigated. These alternate approaches involve innovative means of conceiving, designing, constructing, operating and financing these projects. It is possible that even ownership may be private.

Reflecting on the early 1900's when the New York City subway was built, Mr. Kiepper recalled that it was a private investor—August Belmont, who constructed the system. Mr. Belmont operated the system and maintained a five-cent fare until the 1940's when the City of New York under Mayor Fiorello LaGuardia took ownership of the system. Continuing to reflect on transit through the 1950's, the speaker observed that most transit systems were privately built and operated in what is now known as turnkey project delivery.

He observed that many things occur in cycles. In the case of transit, it is appropriate to consider the present cycle of privatization and to learn how to utilize turnkey approaches for this generation of transit investments.

The audience was encouraged to participate in the workshop to stimulate the exchange of experience, knowledge and practices. The steering committee planned the meeting as a workshop, rather than as a conference, to engender audience participation. In closing, Mr. Kiepper acknowledged the following which he attributed to a Maryland legislator:

“The moment of excited curiosity is the opportunity for knowledge.”