

Utah Technology Transfer Center Newsletter

TA ON THE MOVE

The Direction in Transportation Progress

Brought to you by Utah's LTAP (Local Technical Assistance Program)

Volume 14, Number 3

Summer (July) 2001

Traffic Operations Center Benefits Traveling Public

by Richard Manser, ITS Deployment Engineer, Utah Department of Transportation

Since the launch of CommuterLink in April of 1999, Utah's traveling public has been enjoying the benefits of various methods of traffic management and traveler information designed to improve quality of life. The most visible elements of CommuterLink are the variable message signs along Utah's freeways.

Another visible element is the UDOT Traffic Operations Center in Salt Lake County. The TOC functions as the central nervous system for traffic operations. It is at the TOC that trained operators monitor for traffic problems through real time communications with video cameras, speed detectors, public phone calls and traffic signal controllers.

UDOT operators work from 5 am to 11 pm every day and are on call 24 hours a day. Also located at the TOC is the state Public Safety Communications Center. This office dispatches highway patrol and state agency vehicles, such as UDOT's Incident Management Team, 24 hours a day, 7 days a week.

Also connected to the system--with full access to the same information--are Salt Lake City's Traffic Control Center, UTA's dispatch center, Salt Lake County's Operations Center and the University of Utah Traffic Lab. This increases the dissemination of information gathered at the TOC and enables motorists to better plan and avoid delays and difficulties on the monitored road system.

The CommuterLink Web site [www.utahcomuterlink.com] provides the public with access to travel information such as current incidents, winter road weather restrictions, construction and maintenance activities. The site also offers still photos from the video cameras, speed flow data and messages posted on variable message signs.

Travelers can subscribe to customized PC, pager, or phone alerts warning of current traffic incidents transmitted through the Internet. Since the launch of the Web site in April 1999, hits have increased from 1 million to 7.5 million per month.

Another successful element of CommuterLink is a partnership with the radio station Airwatch. This company by agreement operates out of the TOC and is able to alert operators of incidents as they become aware of them. Conversely, Airwatch has access to TOC incident information.

By working closely with TOC operators, Airwatch broadcasts routine and real time traffic updates to 11 different radio channels in Utah. Typical coverage is over 200 broadcasts per weekday and over 4500 monthly.

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About *On the Move*

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About the *Utah T² Center*

The Transportation Technology Transfer Program is an integral part of a nationwide Local Technical Assistance Program (LTAP) financed by the Federal Highway Administration, state departments of transportation and local transportation agencies. The Center bridges the gap between research and practice by translating the latest state-of-the-art technology in transportation into implementable products and information for the special use of local transportation agencies and personnel.

For more information about the LTAP program or items in this newsletter, please call us at 1-800-822-8878.



Legislative & Regulatory Update

MUTCD Status Still Pending

excerpt from the MUTCD Web site [mutcd.fhwa.dot.gov]

Despite the continuing revisions to the MUTCD, local agencies can still learn more about the changes at the MUTCD Web site [mutcd.fhwa.dot.gov]. For now, the electronic version posted on the Web site December 18, 2000 is the official FHWA publication.

FHWA is not printing copies of the millennium MUTCD because of the prohibitive costs involved. The Web site version is also more efficient and reliable when revising the MUTCD. The adoption date for the MUTCD is January 17, 2003. National organizations (ATSSA, ITE, AASHTO) have partnered to print hard copies of the millennium MUTCD. The MUTCD will also be available from Government Printing Office.

Once the final editorial corrections are made FHWA will publish a list of the editorial corrections on the MUTCD Web site and the corrections will also be incorporated into the electronic text. The national partnering organizations will not print hard copies until after the editorial corrections are incorporated. This means that the hard copies will not be available until late June or early July (according to the Web site). A PowerPoint side-by-side comparison of the old and new editions will be available in late June.

ACPA Welcomes New Staff Member...Mitzi McIntyre

Mitzi McIntyre is the new Executive Director of the Utah Chapter, American Concrete Pavement Association (ACPA). In her role for the Utah Chapter, ACPA, she provides technical assistance to the cities, counties, UDOT, airport commissions, and consultants regarding concrete pavement design and construction.



Prior to joining the Utah Chapter, she was Engineering Director for the Concrete Paving Association of Minnesota and the MO/KS Chapter, ACPA. She has worked with numerous cities and counties, as well as had the pleasure of working with three different Department of Transportations. Ms. McIntyre earned her Bachelor of Science degree in Civil Engineering from the University of Missouri-Rolla. She is currently working towards obtaining her Professional Engineer's License.

The Utah Chapter, ACPA is a not-for-profit association representing the concrete paving industry in Utah. Its membership includes contractors, material suppliers, and equipment manufacturers providing essential services to the concrete paving industry. The purpose of the Chapter is to improve and extend the use of Portland Cement Concrete in the construction of pavements throughout the state of Utah. **Welcome to the great State of Utah, Mitzi!**

Welcome Aboard: N. Dee Hadfield Joins Utah LTAP/T² Center as Field Projects Manager

Dee Hadfield's career is a story of constantly learning and expanding his abilities and skills to the betterment of the public he has always served.

Dee started working for the City of Logan part time while attending Utah State University. From there he continued his career with Logan City and has moved up the ranks over the last 30 years, including plenty of hands-on and managerial elements. This vast array of experience makes Dee a well-rounded member of the LTAP Center team!



In addition to his time with Logan City, he has kept his equipment operation skills current by working part-time for local construction companies and by assisting with the Utah Local Governments Trust annual equipment road-eo held in St. George in conjunction with the League of Cities and Towns annual Road School. Dee has also served on the Board of Directors of the Utah Chapter of the Rocky Mountain Fleet Managers.

We were pleased when Dee agreed to be one of our lead instructors in our popular heavy equipment operator training course. When the need came for a new field projects manager, we were blessed to have Dee apply for the position. We're excited to welcome Dee on board as a key team member of our LTAP staff starting in mid-July.

Stuart Thompson Joins LTAP Center Technical Assistance Team

We are pleased to announce that we have added another key person to our technical staff. Stuart spent 20 years working for the Union Pacific railroad before deciding to go back to school in Civil Engineering. He earned his Bachelors in Civil Engineering from Utah State, and is nearing completion of his Master of Science degree in Transportation Engineer along with completion of an MBA degree. He plans to graduate in December 2001.



Stuart is currently working on several key projects for the LTAP Center, including a marketing audit, innovative contracting, traffic and safety studies, and a pavement marking for AASHTO. Stuart's training and experience will enable to Center to expand its technical assistance and services in the areas of traffic engineering and safety. Welcome aboard Stuart!

Advisory Board

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Utah Local Governments Trust

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Civil & Environmental Engineering
Utah State University

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Utah League of Cities & Towns

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Utah County

Ken Berg
Utah Department of Transportation

Jon Ruiz
Ogden City

Dean Steele
Utah Risk Management Mutual
Association

The T² Center Advisory Board meets twice annually (and as needed) to make recommendations and evaluate the effectiveness of the program.

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Using market penetration surveys, these broadcasts reach an estimated 47% of the Wasatch Front Population or 608,000 persons. As part of the agreement, CommuterLink receives significant commercial air time. This broadcast time is used to promote public awareness and education on traffic related subjects.

UDOT's Incident Management Team (IMT) has been leading the effort to assist law enforcement by enhancing road safety for emergency responders and the traveling public. UDOT has four IMT vehicles equipped with cones, signs, message panels, air compressors, water, fuel, and de-icing solution.

When not responding to an emergency incident, the IMT patrols the freeways, and assists motorists by moving their disabled vehicles out of harm's way, helping to change a flat tire, providing a gallon of gas, or water for overheated engines.

When responding to emergencies, IMT assists the incident commander by establishing proper traffic control, moving debris, and communicating the estimated clearance time to the TOC. The IMT has a goal of reducing clearance time for highway incidents.

For freeway operations every minute of incident delay takes three to four minutes to clear. For example, if an incident closes a road for 30 minutes, the resulting traffic queue may take up to two hours to clear after the road is reopened. The IMT element of CommuterLink has seen significant success over time.

The improvement in incident duration time has been tracked since IMT started. Total lane closure duration in UDOT Region 2 (Salt Lake Valley area) has improved by nearly 200 minutes since the IMT began in 1995. With use of the TOC, lane closures that used to last 350 minutes now last only 150 minutes. A very marked improvement for the traveling public.

Coming soon will be implementation of the traveler information phone number 511. Utah is one of five states who have been selected and funded nationally to begin this program. While decisions still have to be made about the content and format of this program, the idea is to have one nationally recognized number for traveler information.

The marquis of Utah's Intelligent Transportation System, CommuterLink is successful largely because of the continued commitment of its participating agencies. While the Utah Department of Transportation (UDOT) has been the lead, the following public agencies actively participate financially and operationally:

Federal Agencies

Federal Highway Administration
Federal Motor Carrier Safety Admin.

State Agencies

Utah Department of Air Quality
Utah Department of Public Safety
Utah Motor Transport Association
Utah State Tax Commission
Utah Transit Authority

Metropolitan Planning Organizations

Mountainlands Association of Gov'ts
Wasatch Front Regional Council

Counties

Davis County
Salt Lake County

Cities

Draper City
Midvale City
Murray City
Ogden City
Provo City
Salt Lake City
Sandy City
South Jordan City
South Salt Lake City
Taylorsville City
West Jordan City
West Valley City

Other Participants

University of Utah

Preventing Back Injuries

excerpt with permission from
[Putting Safety to Work](#)
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You may know that back injuries are the most common type of industrial accident. That's because no matter what our jobs, we are constantly using our backs--to support our bodies, bend, sit, twist, stand, even lie down. All of these activities put stress on our backs, but at no time are our backs more vulnerable to injury than when we're lifting. Understanding how the back works while lifting can help you avoid unnecessary strain and potential injury.

Back Basics. The back is aligned correctly when the ears, shoulders, and hips are in a straight line. When the three curves are not in balance, there is a greater likelihood of back pain and injury.

Lifting Mechanics. Pay attention to the way you lift. If you bend at the waist and extend the upper body to lift an object, you upset the back's alignment and your center of balance. You're forcing the spine to support the weight of your body and the weight of the object you're lifting. This situation is called "overload."

Safe lifting means protecting the back while lifting. Before you lift anything, think about the lift: Can you lift it alone? Do you need help? Is the load too big or too awkward? When you do lift, make sure you bend at the knees, hug loads close to your bodies, and raise yourself up with the strong muscles in your thighs. You shouldn't twist while lifting. Instead, you should move one foot at a time in the direction you want to go and then turn with your leg muscles. Above all, safe lifting means keeping your back in balance and avoiding overload. If you practice these techniques, they will become second nature.

What Our Partners Are Doing

You Need to Know

Our thanks to these important partners for sharing this information and working with us in our efforts to serve the local agencies of Utah.

Utah League of Cities & Towns

If you desire more information on League activities, or to register for a League sponsored event, please call the Utah League of Cities & Towns directly at (801) 328-1601 or 1-800-852-8528 or go to their Web site [www.ulct.org].

September 5-7--Utah League of Cities & Towns Annual Convention (Salt Lake Sheraton)

This three-day conference, held every September in Salt Lake City, highlights important municipal topics. Keynote addresses, concurrent workshops and a trade show provide excellent information for all who attend. At the Annual ULCT Business Meeting (included in this conference) League policies are formed and officers and board members are elected. A spouse's program also offers informative workshops for the spouses of elected and appointed officials.

Utah Association of Counties

For more information on UAC activities, or to register for a UAC sponsored event, please call them directly at (801) 265-1331 or go to their Web site [www.uacnet.org].

APWA, Utah Chapter

For more information on APWA activities, call Bob Davis with DMJM at (801) 484-9884 extension 5075.

June 28--Monthly Luncheon

West Valley Family Fitness Center (5415 West 3100 South, West Valley City) at 12 noon. Call Penny Knight at (801) 569-5070 for more information.

July 26--Monthly Luncheon

West Valley Family Fitness Center (5415 West 3100 South, West Valley City) at 12 noon. Call Penny Knight at (801) 569-5070 for more information.

August 22-23--Joint APWA/ASCE Fall Conference

This annual conference will be held at the West Valley Family Fitness Center (see above). Subjects include: minimum guidelines for off-street parking; pipe installation techniques; storm water detention/retention; spring development and maintenance; new APWA specifications; slurry sealing versus chip sealing; water conservation guidelines; storm water BMPs; changes in the new MUTCD; impact of the Olympics on infrastructure and public works; GIS applications in public works and pre-planning for emergencies.

The cost to register is \$80 before August 8 or \$100 after. This covers the cost of sessions and meals. You can also choose to pay for the conference without meals at \$40 before August 8 or \$50 after. For more information or to register, please call Jake Arslanian (801) 963-3270 or go on-line to [www.apwa.utah.usu.edu]. Sign-up today!

ITE, Utah Chapter

For information on ITE activities, please call Don Adams at (801) 323-0887 extension 201.

July 17--Monthly Luncheon

Shanghai Restaurant (7200 South 300 West, Salt Lake City) at 12 noon.

August--Summer Party

Place and time to be determined.

September 18--Monthly Luncheon

Shanghai Restaurant (7200 South 300 West, Salt Lake City) at 12 noon.

Utah Local Governments Insurance Trust

For information on these and other Trust activities, please call Craig Bott at 1-800-748-4440 extension 310. (Please leave a message if Craig is not available.) You can also e-mail Craig at [cbott@ulgt.org]. Also, check out their Web site at [<http://www.ulgt.org>].

Avoiding Sexual Harassment Liability (9-10:30 am)

Managing Sexual Harassment Issues (11 am-12 noon)

Fair Labor Standards Act Requirements (1-2:30 pm)

Complying with the Americans with Disabilities Act (3-4 pm)

This training will be offered in the following communities on the following dates:

- July 11 (Logan)
- July 12 (Morgan)
- July 18 (Randolph)
- July 19 (Grantsville)
- August 1 (Salem)
- August 2 (Heber)
- August 8 (Roosevelt)
- August 9 (Price)
- August 15 (Moab)
- August 16 (Blanding)
- August 22 (Orderville)
- August 23 (Richfield)
- August 29 (Henrieville)
- August 30 (Parowan)

Managing High Speed Pursuit Liability (8:30-10 am)

Project Bidding Requirements & Procedures (10:30 am-12 noon)

Take Care of Yourself & Avoid the Doctor's Office (1-2:30 pm)

Complying with OSHA's New Ergonomic Standards (3-4:30 pm)

Dealing with Sexually Oriented Business (6-7:30 pm)

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FYI: For Your Information

Statewide Pedestrian & Bicycle Conference

September 27-28, 2001
Sandy, Utah

Plan now to attend the Statewide Pedestrian & Bicycle Conference to be held September 27-28, 2001 at the South Towne Expo Center. This important conference is being sponsored by the Utah Department of Transportation and others to address concerns about pedestrian and bicycle safety and how to plan effectively for these interests.

Please watch our Web site [www.utaht2.usu.edu] for more information on the agenda and on how to register to participate. You will not want to miss this important training and outreach event.



Rocky Mountain Asphalt User-Producers Group Annual Meeting

October 16-18, 2001
Albuquerque, New Mexico

Plan now to attend this important meeting at the Crowne Plaza Center in Albuquerque, New Mexico! More information will be sent through our e-mail alert service and will be posted on-line at our Web site once it is available.

Meanwhile, contact Judy Gaines (303) 471-6286 with the Rocky Mountain Asphalt User-Producer Group for more information or to register.

Updates on these and other calendar items are available at the Utah LTAP/T² Web site [www.utaht2.usu.edu]

2001 UDOT Engineering Conference

November 14-16, 2001
Sandy, Utah

In a change from year's past, the 2001 Engineer's Conference will be held Wednesday, November 14 thru Friday, November 16, 2001, at the South Towne Exposition Center (9575 South State Street, Sandy, Utah). This year's chairman is Robert Dowell. He can be reached at (435) 893-4760 or by e-mail at [rdowell@dot.state.ut.us]. Address any comments or suggestions for next year's conference to him.

The registration deadline for the conference is October 1, 2001. This year all Conference attendee registration will be done on-line. You can sign up for conference updates on-line at [www.dot.state.ut.us/esd/Conference/]. Plan now to attend!

Remove this section and post to keep up with training opportunities & events!

July 2001

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17 ITE Monthly Luncheon	18	19	20	21
22	23	24 	25	26 APWA Monthly Meeting	27	28
29	30	31				



August 2001

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8 MUTCD Virtual Workshop	9	10	11
12	13	14	15	16	17	18
19	20	21	22 Joint APWA/ASCE Fall Conference	23	24	25
26	27	28	29	30	31	

For more information about any of these activities, please call the Utah T² Center at 1-800-822-8878.

September 2001

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 	4	5 Utah League of Cities & Towns Annual Convention (Salt Lake Sheraton)	6	7	8
9	10	11	12	13 Winter Maintenance (Ogden)	14	15
16	17	18 Winter Maintenance (SLC)	19	20 Joint Hwy Cmte Mtg Winter Maint. (Cedar City)	21	22
23 30	24 31	25	26	27 Statewide Pedestrian Bicycle Conference (Salt Lake City)	28	29

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This training will be offered on the following dates at the following locations: **September 5 (Panguitch), September 6 (Fillmore), September 13 (Moab), September 19 (Logan), September 20 (Vernal), September 26 (Trust Office).**

September 28-29--Certified Citizen Planner Training (Park City)

Day One

Intro to Community Planning (9-9:30 am)
Planning Commission (9:30-10:45 am)
Board of Adjustment (11 am-12:30 pm)
General Plan (1:15-2:30 pm)
Assuring Due Process in Public Meetings (2:45-4 pm)

Day Two

Land Use Regulations (8:30-10:30 am)
Subdivisions (10:45 am-12:15 pm)
Legal Perils, Pitfalls and Unforeseen Consequences (12:45-2 pm)

Utah Risk Management Mutual Association

For information or to register for these and other URMMA training activities, please call Joanne Glantz at (801) 225-6692 extension 18. You can also check out their Web site at [www.urmma.org].

Accessing URMMA's Loss Information

This workshop half-day workshop will begin at 9 am and will be offered on the following dates and in the following locations: **July 10 (Cedar City), July 12 (West Jordan), July 19 (Brigham City).** There is no charge for this workshop.

July 26--Land Use (Plain City)

This evening workshop is tentatively scheduled to begin at 6:30 pm. There is a \$5 charge for URMMA members and \$10 for non-members.

August 1-3--URMMA Summer Conference (Bear Lake)

There is no charge for this event. However, advanced registration is required.

Interpersonal Skills for Police Officers

This full-day workshop will begin at 9 am and will be offered on the following dates in the following locations: **August 14 (Orem), August 15 (Riverdale).** There is a \$35 charge for URMMA members, and \$65 for non-members.

August 22--Defensive Driver Training NSC Course (West Valley City)

This half-day workshop will begin at 9 am. The cost is \$10 for members and \$20 for non-members.

September 13-14--Risk Management Retreat (Daniels)

There is a \$35 charge for this retreat.

September 19--Legal & Claims Perspective on Risks of Building in Geologically Unsafe Areas (Riverdale)

This evening workshop is scheduled to begin at 6:30 pm. There is no charge.

Utah Operation Lifesaver

For information on Utah Operation Lifesaver activities, or to get involved with this worthwhile effort, please contact Bret Barney at (801) 489-8041.

Need More Information?

For our continuously updated workshop and training calendar, please go on-line [www.utaht2.usu.edu/]. To request a workshop, please call us at 1-800-822-8878.



4th Annual Nat'l Transportation Asset Management Conference September 23-25, 2001

Plan now to learn more about "taking the next step in asset management." That will be the focus of the 4th National Transportation Asset Management Workshop, September 23-25, 2001, being held in Madison, Wisconsin.

The workshop is open for the first time to county and municipal officials, academic researchers, consultants and transit agency professionals, as well as to state DOT and federal agency officials. The program has been structured to address key issues and facilitate interaction across modes and agency types.

Attendees will take part in setting the research agenda and planning the development of educational curricula in transportation asset management. They will share lessons learned by state DOTs,

local governments and transit agencies. They will also hear the latest findings and recommendations of the AASHTO and TRB asset management task forces.

The workshop will provide attendees with resources and techniques for overcoming obstacles and taking the next step in implementing an asset management program.

This conference is sponsored by AASHTO, FHWA, NACE, APTA, MTC and the MRUTC. For more information you can go on-line [<http://www.mrutc.org/septworkshop.htm>] or use e-mail to contact Jason Bittner [bittner@engr.wisc.edu], Program Manager of the Midwest Regional UTC.

Ten Ways to Manage Access in Your Community

excerpt from an article by Kristine M. Williams, Center for Urban Transportation Research
& Gary Sokolow, Florida Department of Transportation

Costly improvements are not always the solution to safety and congestion problems. Roads, like other resources, also need to be carefully managed. Corridor access management strategies extend the useful life of roads at little or no cost to taxpayers. Following are ten ways that you can make the most out of your transportation system.

1. Lay the foundation for access management in your local comprehensive plan. To assure that your roadways are managed properly, your comprehensive plan needs to address certain key issues: (1) include goals, objectives, and policies related to access management in your plan, (2) make sure that your local transportation plan classifies roadways according to function and desired level of access control, and (3) provide for a greater variety of street types with varying design standards.

2. Restrict the number of driveways per lot. Establish a basic requirement that driveways are limited to one per parcel, with special conditions for additional driveways. Lots with larger frontages, or those with needs for separate right and left-turn entrances, could be permitted more than one driveway, in accordance with driveway spacing standards.

3. Locate driveways away from intersections. Setting driveway connections back from intersections reduces the number of conflicts and provides more time and space for vehicles to turn or merge safely across lanes. Assuring adequate "corner clearance" (spacing between intersections and driveways) can be established by requiring a larger minimum lot size for corner lots. You can also impose conditional use limitations where adequate corner clearance cannot be obtained. This helps assure that corner properties do not experience access problems as traffic volumes grow.

4. Connect parking lots and consolidate driveways. Internal connections between neighboring properties allow vehicles to circulate between businesses without having to reenter the major roadway. Joint and cross access requirements in your land development code can help assure connections between major developments, as well as between smaller businesses along a corridor.

5. Provide residential access through neighborhood streets. Residential driveways on major roadways result in dangerous conflicts between high-speed traffic and residents entering and exiting their driveway. As the number of driveways increase, the roadway is gradually transformed into a high speed version of a local residential street.

Subdivisions should always be designed so that lots fronting on major roadways have internal access from a residential street or lane. Minor land division activity can be managed by establishing a restriction on new access points and allowing land to be further subdivided, provided all new lots obtain access via the permitted access point.

6. Increase minimum lot frontage on major roads. Minimum lot frontages need to be larger for lots that front on major roadways, than those fronting on local roads. Narrow lots are a problem on major roads because they result in closely spaced driveways.

Lots need to be deeper and wider along arterials to allow adequate flexibility in site design and to increase separation of access points. Assuring an adequate lot size also protects the development potential and market value of corridor properties.

7. Promote a connected street system. As communities grow and

land is subdivided for development, it is essential to assure continuation and extension of the existing local street system. Dead end streets, cul-de-sacs, and gated communities force more traffic onto collectors and arterials. Fragmented street systems also impede emergency access and increase the number and length of automobile trips. A connected road network advances major growth management objectives.

8. Encourage internal access to out parcels. Shopping center developments often include separate lots or "outparcel" fronting on the major roadway. Access to these outparcels should be incorporated into the access and circulation system of the principal retail center. This reduces the need for separate driveways on the major road, while maintaining overall accessibility to the site.

9. Regulate the location, spacing, and design of driveways. Driveway minimum *spacing* standards help to reduce the potential for collisions, as travelers enter or exit the roadway. They also encourage the sharing of access for smaller parcels, and can improve community character by reducing the number of driveways and providing more area for pedestrians and landscaping.

The *location* of driveways affect the ability of drivers to safely enter and exit a site. If driveways do not provide adequate sight distance, exiting vehicles may be unable to see oncoming traffic and motorists on the roadway may not have adequate time to avoid a crash.

Driveway *design* standards assure that driveways have an adequate design so vehicles can easily turn onto the site. Standards also need to address the depth of the driveway area. Where driveways are too shallow, vehicles are sometimes

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Dealing with the Media During a Crisis

by Karen Friedman

The reporters had gathered at the plant gate after hearing that a worker was severely burned inside. They had called the plant manager and the public relations director, but their phone calls weren't being returned. No one would meet them at the gate and security was rather rude.

While they had very little information, it was 11:45 a.m., just fifteen minutes before the noon news aired and the broadcast journalists would be going LIVE. Radio reporters were already reporting the story and competitive print reporters remembered this was the same plant that had personnel problems last year. As they stood outside drinking coffee and swapping stories, the reporters shared information and speculated about what was happening inside. They all agreed that internal problems probably had something to do with the incident.

Moments later, the first report was broadcast:

We believe an employee was seriously burned inside the ABC factory here at Wissonoming and Candor Streets. As you can see, three ambulances are parked here at the gate, but have not left meaning the burn victim is still inside. We're not sure what happened or exactly where it happened inside this sprawling two-block manufacturing plant, but inside sources say a piece of equipment malfunctioned and caught fire. This is the same factory that we told you about last month when a group of workers accused a manager of harassment and filed a class action suit. At least one worker who wants to remain anonymous told reporters the lack of concern about safety and updating equipment is what likely led to this morning's mishap.

We have no official comment at this hour from management. Our phone

calls are not being returned and security is keeping us away from the entrance to the facility. As soon as we have any additional information, we will bring it to you LIVE. Again, a very serious accident here at the ABC factory.

Unfair reporting? Inaccurate statements? Speculation? It is very easy to blame the media for negative reporting. However, the real blame lies with the ABC Company, which did nothing to control the flow of information. How a company responds often drives what the media reports.

When a story breaks, reporters will report that story with or without your help. Often, it is about being first. They will set the scene, tell you what they know even if the information is sketchy. The details will follow. Instead of shutting reporters out and opening the door to speculation, savvy companies understand the media can be their greatest ally. Through the media, companies can minimize mistakes and reach people very quickly. By offering accurate and available information, you appear responsive, credible, concerned and helpful to a reporter who simply wants information to build a story. Otherwise, that reporter will just try to fill time.

It is most important to respond quickly even if there is little to say. As a reporter, I covered hundreds of breaking stories. When a company would not respond, I always wondered if they had something to hide. Make no mistake about it, no matter how hard a reporter tries to be objective, their perception and attitude is often reflected in their report. Therefore, if you cannot release any information, take control of the story by explaining why. By offering an explanation, you appear responsive and cooperative even if you don't really have anything pertinent to share.

During a crisis, you should keep these goals in mind:

Offer information to reduce the chance of speculation and inaccurate information being reported to the public.

Never say "No Comment." Instead, tell reporters the situation is still being reviewed and you will have a statement as soon as you have all of the facts.

Respond quickly to define and control public perception of how you are handling the crisis or the media will do it for you.

Show compassion and concern for the people involved.

Never speculate. If the interviewer says something that is not factual, correct the information.

Report your own bad news. If you think the media might find out about something that happened, then go to them first. If they have to dig, they may decide you're guilty before you've had a chance to respond.

Admit mistakes. If you made a mistake, say so. Explain why that mistake occurred and what you are doing to fix the problem. Don't be afraid to say I'm sorry.

Stay "on the record." If you don't want something reported, then don't discuss it.

Let's consider how this story may have been reported if the ABC company followed these basic rules and made a brief statement to reporters.

We have confirmed that an employee has been seriously burned inside the ABC factory here at Wissonoming and Candor Streets. Just moments ago, a company spokesperson told me a piece of equipment exploded and caught fire while an employee was in the vicinity. An investigation is underway to determine exactly what happened inside this sprawling two-block manufacturing plant. The name of the employee is not being released until his family has been notified.

Company spokespeople have declined interviews until they know more about the situation. They confirm that the victim is still inside the plant and is being treated by paramedics. They say their first concern is for the safety of their employees and they will update us as soon as more information becomes available. Again, management stresses they do not know what caused this accident and have very few details at this time. We will stay on the scene to cover this very serious accident here at the ABC factory.

As crisis manager and author of "Getting Your Fifteen Minutes of Fame" Edward Segal offered: "How you handle a problem can have a direct impact on what the public thinks about you and your company or organization." Segal goes on to explain that a survey conducted by the National Family Opinion concluded 95 percent of people feel more offended by a corporation that lies about a crisis than the crisis itself.

By providing even a little bit of information, the ABC Company can take control of the situation by appearing cooperative and concerned. Most companies fail in the early hours of a story because they fall into a reactive mode by letting the media define the story for them.

Karen Friedman brings 20 years of on-air television experience to media and communications training and consulting. Her Philadelphia area company, Karen Friedman Enterprises prepares people to take advantage of media interviews, presentations and public appearances. She can be reached at (610) 292-9780 or through her Web site at [www.karenfriedman.com]. E-mail [Karen@KarenFriedman.com].

(continued from page 9)

obstructed from entering the site causing others behind them to wait in through lanes.

10. Coordinate with the Department of Transportation. The Utah Department of Transportation is responsible for access permits along state roadways. Local governments oversee land use, subdivision, and site design decisions that affect access needs. Therefore, state and local coordination is essential to effective access management. Lack of coordination can undermine the effectiveness of regulatory programs and cause unnecessary frustration for permit applications and the public. Timely communication is the key to an effective

review procedure. Begin by establishing a coordinated process for review of permits along state highways.

Local governments are encouraged to talk to UDOT prior to approval of plats on the state roadway system. Early monitoring of platting activity allows UDOT to identify problems and work on acceptable alternatives.

For more information on managing roadway access in your community, please contact the LTAP Center at 1-800-822-8878. For the full and unabridged material used in preparing this article, please visit our Web site at [www.utaht2.usu.edu].

Governor Leavitt Appoints New UDOT Executive Director

Deputy Director also Named

excerpt from a UDOT press release, dated May 22, 2001

Governor Michael O. Leavitt has appointed John R. Njord as Executive Director for the Utah Department of Transportation (UDOT). Njord named Carlos Braceras as his Deputy Director.

Njord, who served with Tom Warne as Deputy Director and Chief Engineer, has been with the Department since 1988. Prior to serving as Deputy Director, Njord served as Director of Transportation Planning for the Olympics; Engineer for Urban Planning; Local Government Liaison; and Construction Field Engineer.

"The Department is at the highest level of excellence it has seen--the employees are the finest, bar none, the leadership team the strongest and most innovative ever," said Njord.

Njord indicated that the excellence of UDOT employees and their service to the traveling public would be a source of pride when Utah hosts the 2002 Winter

Olympics. And the innovations used during I-15 reconstruction, and other Olympic-related transportation projects will continue to benefit the Utah traveling public, long after the Olympics are gone.

Njord appointed Carlos Braceras as Deputy Director. Braceras, who will serve as both the Deputy Director and the Chief Engineer, has been with the Department since 1986. Prior to his appointment, he served as the Region Three Director; as a member of the Legacy Parkway/I-15 North Project; Chief Geotechnical Engineer; Chief Value Engineer; and Region Two Roadway Design Engineer.

The appointment of Njord awaits Senate confirmation.

We look forward to working with the new UDOT Executive Director and his deputy, to serve the needs of the traveling public technology transfer to local agencies.

Utilize MUTCD Web Site While Millennium Edition is Finalized

Despite our best efforts, and report in the last newsletter, the MUTCD is still not quite ready for formal printing. (The word now is that it might be ready in September/October.) However, that doesn't mean you can't bring yourself up-to-date on-line while we wait!

At the MUTCD Web site [www.mutcd.fhwa.dot.gov], you can download a current revision of the MUTCD (it's huge, so think about that before you download) or just use and review it on-line. It's a great place to get a jump start on implementing the changes to the MUTCD for your agency!

As we mentioned in the Spring newsletter, the LTAP/T² Center has ordered several copies that will be made available to local Utah agencies on a first-

come, first-served basis. You can order your MUTCD from the Center in one of two ways: (1) perfect-bound version--soft-cover, \$62, or (2) chapter version--convenient 3-ring binder for easy updates, \$82. All prices include shipping.

Quantities from the Center are very limited. You can also order copies of the MUTCD (including a handy CD-rom version) from any of the following sources once it is been finalized:

AASHTO [www.aashto.org]
ATSSA [www.atssa.org]
ITE [www.ite.org]
Gov't Printing Office [www.gpo.gov]

*You can rest assured that once the
MUTCD is actually in print format, we'll
let you know!!!*

Virtual MUTCD Workshop

Setting You Straight on the Changes

APWA and ATSSA, will be hosting a virtual workshop (audio conference with web presentation), August 8, 2001, on the changes in the MUTCD. The 90-minute program is totally interactive with ample time for Q&A. The speakers will be Linda Brown and Cherie Kittle from FHWA, and Dan Centa, P.E., from the City of Pueblo, Colorado. They will provide an overview of the changes with specific focus on the impact for local jurisdictions. Don't miss out on this opportunity! For more information and a registration form, please visit [www.apwa.net], and click on "Education" or call Ashley Gann at (816) 472-6100 x3511.

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