Garden State Parkway Corridor

ITS EARLY DEPLOYMENT PLANNING STUDY

Strategic Deployment Plan

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Garden State Parkway Corridor
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INTRODUCTION AND VISION

1.1 INTRODUCTION

This Strategic Deployment Plan describes ways of improving travel within the Garden State Parkway Corridor using intelligent transportation systems (ITS) and without constructing additional roadway lanes. Travel improvements will be possible with systems that enhance operations of existing facilities and methods of disseminating information that travelers can use to make better decisions on when to travel, what mode to use, and which route to take.

This study follows the planning process developed by the Federal Highway Administration. Figure 1-1 depicts graphically this process from identification of corridor needs through development of alternative solutions, to recommendations for a comprehensive plan, and finally to implementation and evaluation of the plan. The ITS planning process is based on identifying the transportation needs of the area and developing a series of improvements that respond to those needs. In the Garden State Parkway Corridor this would include the needs of the travelers who use the Parkway facilities and services, the transportation systems operators of the various in the corridor, and the communities through which people travel.

One of the unique aspects of the ITS planning process is that it looks at travel from the transportation users' viewpoint, across agency boundaries and modes. It is concerned with the complete trip made by the traveler in the corridor, including the points where the traveler may change from a roadway operated by one agency to another, the locations where people change modes, and the operation of the various modes. The process also recognizes the importance of the commercial activities that are supported by the transportation infrastructure.

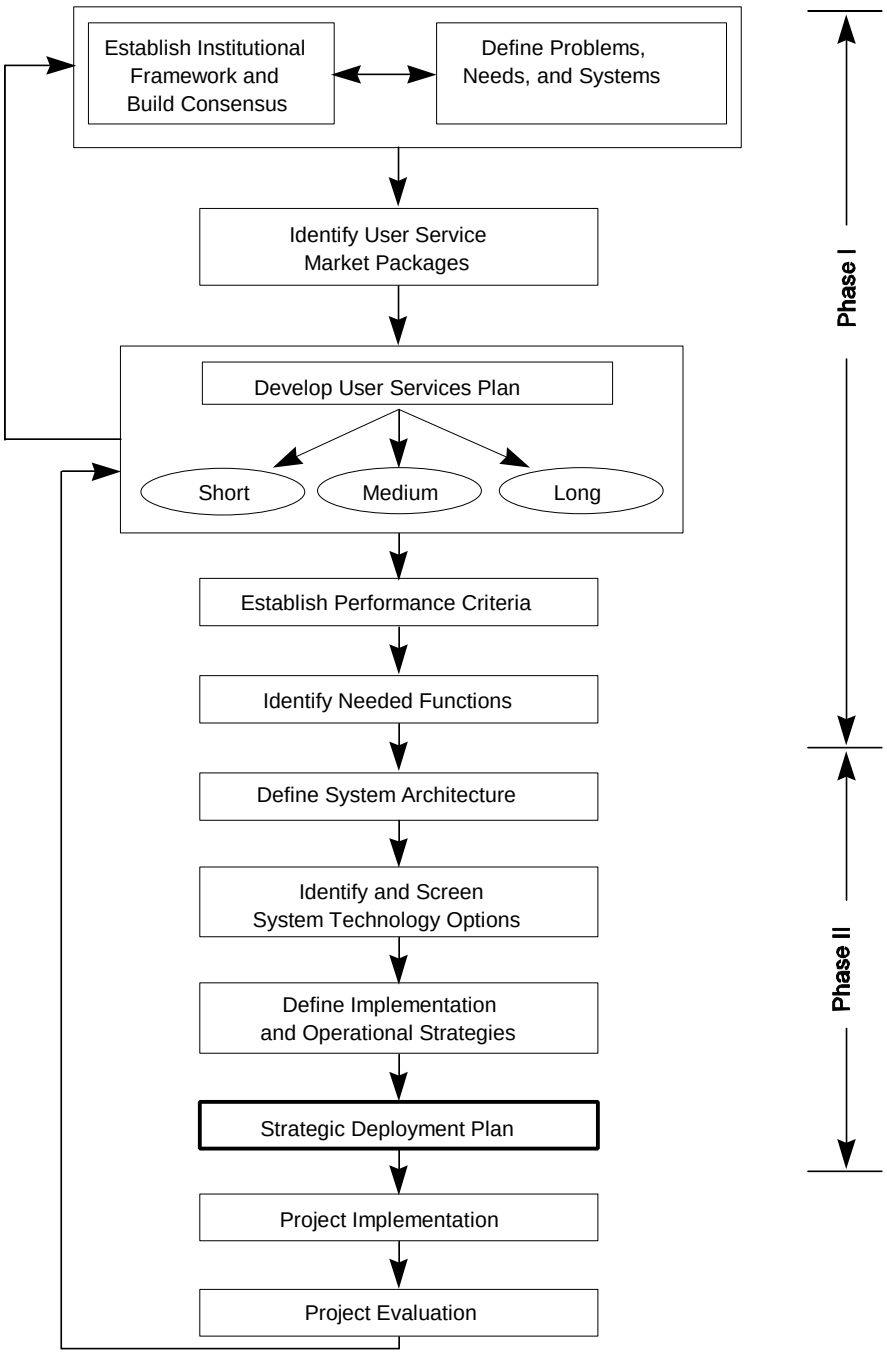
This report documents the projects that are recommended for short-term implementation and how those projects address the user needs in the corridor. It describes these projects, their costs and benefits, and other information that will be useful in helping to implement and operate these projects. The report also presents the larger context in showing how these projects fit into an overall ITS program for the corridor.

1.2 VISION FOR TRANSPORTATION IN THE CORRIDOR

"Improving traffic flow, travel choices and safety by using advanced technology in the Garden State Parkway Corridor."

Figure 1-1

ITS PLANNING PROCESS



This "Vision Statement," developed by the project's Steering Committee, succinctly states the overall goals and focus of this study. The following paragraphs present a series of future travel scenarios that could be made possible through the achievement of this vision.

1.2.1 Park and Ride

In the future, an increasing number of travelers will drive their cars to a park and ride facility somewhere in the corridor and ride a transit bus for the remainder of their trip to work. Sufficient parking space will be available almost all of the time. Electronic equipment will monitor the use of the lot using the E-ZPass electronic toll tag, which may also be used to collect a nominal fee to defray the costs of expanding and operating these facilities. When a facility is full, the VMS (variable message sign) and HAR (Highway Advisory Radio) systems will direct drivers to other facilities where space is available.

Commuter transit service at the park and ride facilities will be readily accessible, comfortable and convenient. Bus shelters will provide protection from inclement weather. Real-time information— the arrival time of the next bus on each route, for example—will be displayed. Systems will be in place that allow riders to request service from routes that stop only on demand. Patrons will be able to pay the fare using either cash or an electronic fare media. Limousine service and charter bus service will be available from selected facilities to airports and other major destinations. CCTV cameras will be installed at locations where safety is a concern.

1.2.2 Transit

Bus operators will be able to know where their vehicles are and when they are running late. They will broadcast this information to patrons waiting at the park and ride facilities. Some transit operators may only have their buses stop at a park and ride facility when someone is waiting. These operators will have systems that monitor requests for service, identify the next available vehicle, signal the driver to pick up a passenger, receive an acknowledgment from the driver, and display the estimated arrival time to the waiting patron. They will also communicate this data to the information service providers, so that the public can be advised of major storms or accidents that cause travel delays.

Bus operators will also receive real-time information on the preferred route to use when parallel or alternate routes are available, and will communicate this to their drivers. Bus operations in the corridor will be expedited by High Occupancy Vehicle (HOV) travel lanes and toll lanes wherever feasible.

1.2.3 Carpool Operations

People riding to and from work in carpools will rendezvous on local streets in the corridor or at the park and ride facilities. People who want to form or join a carpool will be able to exchange information electronically through the various carpool matching services in the corridor. Links to these services will be made through the Home Page operated by the New Jersey Highway Authority (NJHA) on the Internet.

1.2.4 Electronic Toll Collection and Traffic Management (ETTM)

NJHA customers will be able to use the E-ZPass system to pay their tolls electronically, and also for any fees at the park and ride facilities. This system will also be useable at other toll facilities in the New Jersey/New York metropolitan area and, eventually, at more distant toll facilities in the I-95 corridor. When fully operational with electronic violation enforcement, much of the traffic will proceed through the toll lanes without stopping. This will increase the effective capacity at the toll plazas and reduce delays to travelers.

1.2.5 Recurring Congestion

Recurring congestion occurs during commuting peaks whenever the volume of traffic trying to use a roadway segment exceeds the normal capacity of that segment. This condition also occurs during the summer when seasonal travel to the Jersey Shore creates unusually high traffic volumes particularly on Friday evenings and Sunday afternoons. Although ITS cannot increase the capacity of the roadway segments (until the implementation of reduced vehicle headways, made possible by the Automated Highway System), it can help reduce the traffic demand by advising travelers of existing travel times and delays, and alternate routes and modes. Although most travelers may not have any ability to shift their departure time, routes, or modes, the travelers that have this flexibility and exercise it should be able to minimize the recurring congestion-related delays. Pre-trip information would be made available to the traveler by the information service providers through radio, the Internet, and personal communication devices. En route information will be received through personal communication devices and in-vehicle systems.

1.2.6 Incident Management and Response

Incidents that occur in the Parkway Corridor will be handled safely, quickly and efficiently. Systems will be in place that identify when and where an incident has occurred, the equipment needed at the incident scene and then dispatching the appropriate response units that will remove the vehicle and associated debris from the travel lanes. Incidents will be detected by electronic systems, telephone calls to a number posted on the Parkway, and through the drivers of the NJHA vehicle fleet equipped with radios. At locations with the highest frequency of incidents, the type of incident and the required response will be determined using CCTV systems. Tow trucks will also be positioned in areas with limited

capacity and high accident frequencies to expedite the removal of disabled vehicles from the travel lanes. When there is a major incident the NJHA will inform drivers, transit operators, TRANSCOM, other highway operators in the corridor, and private sector information service providers. The response activities of agencies at major incidents will be coordinated using the Incident Command System and will make use of traffic management and diversion route plans developed with the cooperation of the emergency agencies and local communities.

1.2.7 Commercial Vehicles

Although trucks do not make up a major component of the travel on the Parkway, they are present south of milepost 105. These commercial vehicles are subject to periodic safety and credentials checks at an inspection station located in the Herbertsville area. In the future, these checks will focus on the units that have gone the longest without a safety inspection. Commercial vehicle operators with oversized vehicles will be able to apply and pay for a special permit with a single telephone call, and the required information will be automatically transmitted to the toll plazas and police posts through which vehicles will pass.

1.2.8 Facility Management

ITS systems will also allow the NJHA and other organizations in the corridor to improve the monitoring and maintenance of the roadway infrastructure. Accurate weather forecasts coupled with information on pavement temperatures and moisture conditions will enable the operators to apply anti-icing chemicals in the most cost-effective manner. GPS (global positioning system) and AVL (automatic vehicle location) systems will allow NJHA managers to identify the locations of the cars, trucks, and heavy equipment assets for which they are responsible. Using Computer Aided Dispatch (CAD) systems these managers will be able to identify the nearest and most appropriate unit to be dispatched when there is an incident on the highway, or the need for an emergency repair of a piece of equipment on the Parkway.

1.3 FOCUS OF THE REPORT

The remaining sections of this Strategic Deployment Plan identify how the New Jersey Highway Authority and other organizations will make this vision a reality.

The major focus of this report is the twelve projects that have been selected for short-term implementation. The materials that are presented in the following sections and the Appendices describe how these projects address the user needs in the corridor, and their costs and benefits. Supporting materials are included which describe how these projects can be implemented and operated, how they work together within the framework of an overall System Architecture, and how this System Architecture fits into the regional architecture that is being implemented by TRANSCOM, and the National Architecture that is defined by the National ITS Architecture effort and the FHWA's Intelligent Transportation

Initiative. Transportation professionals who want additional information on the topics contained in this report are referred to the bibliography which identifies the Technical Reports and other support documents that were prepared as part of this ITS Early Deployment Planning Study.

SECTION 2
THE PROJECTS

2.1 PLAN OVERVIEW

This early deployment plan is an important step in advancing the Garden State Parkway Corridor from its current state to the vision described in Section 1 of this report. Decisions on funding, manpower, technology advances, and institutional organization, and legal matters will need to be made before the complete vision is realized. Because of the approximately two-decade or longer time frame that would be expected to elapse before the concepts become reality, it is important to identify those things that could occur within the near-term, the next five years. At the same time, near-term improvements should be a means of advancing conditions toward the long-term objectives.

The twelve projects described in this section are only the first step in a larger program that extends even beyond the midterm projects described in the *Functional Requirements* report. These twelve projects were slated for "early deployment" because: 1) they respond to immediate needs within the corridor; 2) have the necessary precedent work completed; 3) entail costs that are within the abilities of current and near-term budgets; and 4) have the agreement and support of the appropriate agencies and organizations. All of these projects have been developed so that they can be initiated within the next five years. There has been no distinction made within that five-year time frame and subsequent programming will take over in determining the specific year in which appropriate planning, design, and construction funds will be appropriated.

This latter issue is important because the early deployment plan is not a separate budgeting process but rather part of the normal capital program budgeting that the New Jersey Highway Authority and other agencies associated with this plan must go through. These projects will next need to be included in the capital improvement plans of the responsible lead agencies, taking into account not only their priorities but also the priorities of the many other projects that have been identified for implementation during the same time frame.

Funding for the proposed projects and those that develop out of these recommendations should be expected from a variety of sources. There will be a partnership of existing public sector funds and private sector sources. Funds should be offered in a cooperative manner based on the following guiding principles:

- C ITS projects offer genuine benefits to the travelers of the region. Transportation agencies are charged with providing service to these travelers and so should view ITS as complementary means of delivering those

services rather than as an additional burden. Use of existing budgets is consistent with this philosophy.

- C ITS projects, when delivered on a region-wide basis, offer an economy of scale, thereby reducing the cost of delivering services to travelers. While increased service does incur increased cost, the increased cost comes at a discount to each constituent transportation provider—a win-win situation for both the transportation provider and user.

- C ITS projects improve travel within the region and have a value. Travelers should, therefore, expect to pay for these projects. Additional funds, such as those derived from user fees, could come from traditional sources. Some examples of these sources may include gasoline, battery, tire excise taxes, and parking fees.

- C ITS projects save money—for agencies that serve the public, for travelers, and for tax payers who generally pay the greatest share of the construction and operation costs of transportation improvements. The opportunity to spend money now to save money in the future suggests that it is in everyone's best interest to pursue this program of improvements.

- C The proposed projects have the potential to increase the revenues of the participating agencies, public and private. Whether it is projects that enable the NJHA to charge parking fees at park and ride lots, or increase the attractiveness and, therefore, the ridership of transit lines, or the new mechanism for advertising a private enterprise through sponsorship of ITS projects, this program offers the potential to increase revenues.

- C The private sector should be encouraged to participate in ITS projects but not expected to advance projects at the direction of government agencies. Projects that will make money will likely be assumed by the private sector. Just as private organizations have found a way to generate revenues through disseminating traffic information, other ITS projects will naturally be advanced if the private sector sees an opportunity. Public-private cooperation such that the private sector can participate, rather than be expected to operate alone, should be encouraged. Permitting the private sector a role as an adjunct, while funding the majority of the project through public sector funds, will continue to offer a net benefit to the region's travelers.

- C At the core of this strategic deployment plan is an increase in safety. Safety is a principal concern of all transportation agencies and is clearly important

to virtually everyone. The safety benefits that would accrue from this program speak strongly for universal support.

The projects included in this early deployment plan, therefore, should be viewed as means to accomplish the goals of the New Jersey Highway Authority and other transportation providers within the Parkway corridor. They are not additional or exceptional projects, requiring new or different funding sources. Consequently, these projects will compete with more traditional capital improvements for the funds of the NJHA and other transportation agencies.

The following projects listed in Table 2-1 are recommended for implementation over the next five years and should be advanced through the funding process. Descriptions of each of these projects are described in subsequent sections.

Table 2-1

PROJECTS RECOMMENDED FOR SHORT-TERM IMPLEMENTATION

PROJECT NAME
Upgrade the Parkway Traffic Operations Center
Traffic Monitoring with CCTV & Detector Systems
Establish a Parkway Home Page with Real-time Traveler Information
Expand VMS/HAR Systems
Process and Disseminate Real-time Travel Data
Advertise Emergency Assistance Phone Numbers with Highway Signs
Collect Travel Time Data in the Parkway Corridor
Operate a Bus Location System with ETTM Technology
Operate a Stop-on-Demand Bus Service Through Park & Ride Lots
Enhance Management of Park & Ride Lots with ETTM Technology
Display Real-time Transit Schedule Information at Park & Ride Lots
Operate Information Kiosks at the Service Areas (Private Sector)

2.2 PROJECTS RECOMMENDED FOR SHORT-TERM IMPLEMENTATION (0 TO 5 YEARS)

The following projects directly support seven of the market packages identified by the National ITS Architecture and FHWA's Intelligent Transportation Infrastructure Initiative.

2.2.1 Upgrade the Parkway Traffic Operations Center

Many of the other projects identified elsewhere in this plan require complementary improvements to the NJHA Communications Center. These projects would result in its evolution to a true Traffic Operations Center (TOC). The functional responsibilities of the enhanced TOC would include:

- processing the travel time data from E-ZPass tag readers,
- transmitting of the travel time and average speed data to TRANSCOM,
- updating static and dynamic data on the web page,
- dispatching assistance to disabled vehicles reported through the call-in system,
- monitoring activities at the park and ride lots,
- viewing the images on the CCTV monitors,
- posting appropriate messages on the HAR and VMS systems,
- exchanging data on accidents and incidents with other operators that may affect their agencies' operations, and
- processing and forwarding E-ZPass readings from buses to the bus operators.

The project would provide the building, software, hardware and other physical features needed for the efficient operation of the systems that are needed to fulfill these responsibilities.

2.2.2 Traffic Monitoring with CCTV & Detector Systems

This project would transmit improved information about traffic conditions on the Parkway to the NJHA Traffic Operations Center (TOC) personnel. CCTV systems would show the actual conditions at locations where accidents, incidents and other delays most frequently occur. Detector systems would measure traffic volumes at periodic intervals along the Parkway. The TOC personnel would use this information to help mobilize the resources to remove capacity constraints.

This project has two parts. The first is the installation of additional CCTV monitoring equipment at various locations along the Parkway. (Proposed CCTV locations are shown

in Figure 2-1). These CCTV units would be installed in accordance with previously determined priorities. This first location would include the installation of the monitors at the NJHA's Traffic Operations Center. Follow-on projects would extend the camera coverage to areas with lower priorities.

The second part of the project would install detector systems for monitoring traffic flow on the Parkway. These detectors would be installed across all of the highway lanes at five to ten-mile intervals. The primary function of these detectors is to determine traffic flow volumes. Spot speeds would be estimated using detector occupancy rates and assumed vehicle lengths. The detector technology used for this system could be loop detectors, but might also be a non-invasive technology that is less expensive to install and maintain in heavy traffic volumes areas. Since the detectors would not be installed at closely spaced intervals, their placement is flexible, and can take advantage of existing overhead sign structures and overpasses.

(Note: The installation of E-ZPass readers at closer spacing would be used for the calculation of average travel times, average speeds and for incident detection between tag readers. The deployment of these tag readers is described in another project.)

2.2.3 Establish a Parkway Home Page with Real-time Traveler Information

This project would show traffic conditions to travelers before they begin their trips. Through maps showing average speed, and images from the CCTV cameras, travelers would be able to assess the best route, and departure time. The home page would also contain other information which can encourage travelers to use the Parkway, shift some trips to less congested time periods, and use the multi-modal facilities available in the Parkway corridor.

The home page on the Internet would present static and real-time information on traffic and travel on the Parkway. Static data would include information such as the best exits for popular destinations (Atlantic City, Great Adventure, Cape May beaches, etc.); locations of service plazas and the services available; locations of park and ride lots and the connecting bus services that are available from them. Separate sections of the web page would inform travelers on the use of E-ZPass tags, the commercial use of the Parkway, etc.

Real-time information would include data such as: the travel time or average speeds in major segments of the Parkway; locations of accidents and other traffic incidents; estimated delays at mainline toll plazas during peak periods or when there are major events at the arts center; and the occupancy of the park and ride lots and the estimated time that a lot would be full.

[Figure 2-1]

2.2.4 Expand VMS/HAR Systems

This project would inform travelers of traffic conditions so that they could determine whether to stay on the Parkway or divert to an alternate route. The data describing traffic flow on the Parkway and alternate routes would be collected through other projects. This project would provide the devices that would be used to give this information to travelers on the Parkway, and travelers approaching the Parkway on major arterials.

The existing VMS and HAR systems in the Parkway corridor would be supplemented with additional units installed as part of this project. (See Figure 2-2). The project would determine the exact locations for these devices, and the supporting equipment required at the NJHA Traffic Operations Center.

2.2.5 Process and Disseminate Real-time Travel Data

This project complements the deployment of the E-ZPass tag readers previously described by preparing estimates of the travel time and average speed that can be disseminated to the general public. The data would also allow motorists with more sophisticated in-vehicle equipment to determine their estimated travel times to specific destinations in the Parkway Corridor. The average travel time data would be disseminated through two ways. It would be transmitted to TRANSCOM where it would be combined with data from other agencies and disseminated to the public through the ISPs (information service providers) and other mechanisms. The average travel time data would also be converted to speed ranges and this information would be used to update a graphic display on the Parkway's web page. (The development of a home page for the Parkway is described in another project.)

2.2.6 Advertise Emergency Assistance Phone Numbers with Highway Signs

This project would let the public know how to report incidents and request assistance through the installation of static signs displaying the numbers to be called when there is an emergency, or a disabled vehicle. It would complement the systems that receive these calls, identify the location of the problem, and dispatch assistance. These signs would also reinforce the message to motorists that "You're Never Alone on the Parkway."

This project would resolve several issues including:

- C selecting the telephone number to use for emergency calls,
- C deciding which organization would answer the disabled vehicle calls,

[Figure 2-2]

- C selecting the telephone number to use for disabled vehicles,
- C obtaining agreements with the cellular telephone service providers to ensure that "good Samaritans" would not be billed for these calls,
- C developing a design for these signs and their installation, and obtaining approvals from the agencies that are concerned, and
- C developing guidelines for the locations at which these signs would be installed. (i.e., on the entrance ramps, a few hundred feet downstream of each on-ramp, or at periodic intervals on the mainline.)

The project would also be responsible for the design of any necessary enhancements to the telephone system and the physical facilities (such as desks, work areas, etc.) at the locations receiving these calls.

2.2.7 Collect Travel Time Data in the Parkway Corridor

This project would gather travel time data from individual vehicles equipped with E-ZPass tags and would use these data to estimate average travel times between tag readers. The NJHA's Traffic Operations Center personnel would use the raw travel time data to monitor traffic flow and detect possible incidents on the Parkway.

E-ZPass tag readers could also be installed on other roadways in the corridor. These tag readers would be installed in keeping with the priorities established by the NJDOT for its MAGIC program. Where appropriate, the data from these other readers could be carried back to the appropriate agency over the NJHA's fiber optic backbone, to the TOC, or another point where the NJHA's fiber can interface with an NJDOT communications hub.

This project would identify the specific locations where the tag readers would be installed, the design of the communications system, and identify the hardware and software required by this system in the field and at the TOC.

2.2.8 Operate a Bus Location System with ETTM Technology

Although NJ TRANSIT has tested a bus location system, it has no immediate plans to deploy such a system on their fleet. However, it is using E-ZPass tags to identify buses approaching the Port Authority Bus Terminal. The proposed project would utilize tags in a similar way to periodically identify the location of buses on the Garden State Parkway. The position of buses between reader positions can be approximated from the time the bus passed the upstream tag reader and the average speed of traffic between readers. With this knowledge, the bus operators can decide what actions to take when they receive requests for service at a park and ride lot not normally served (see the next project). The bus operators could also inform waiting passengers of long service delays resulting from bad weather or accidents.

This overall design for the system would be developed through the cooperative efforts of NJ TRANSIT, the NJHA, and the other transit operators in the corridor.

2.2.9 Operate a Stop-on-Demand Bus Service Through Park & Ride Lots

Bus operations and modal transfers can be encouraged and facilitated by making it possible for travelers to request bus service at park and ride areas. These bus services would be provided by bus routes that do not normally stop at the park and ride area, or routes that only stop at the park and ride area at other times of day. This project would develop a system for identifying when and where a bus patron has requested service, relaying this information to the appropriate bus service provider, communicating this request for service to the driver, receiving an acknowledgment of the request from the driver, and communicating the anticipated arrival time of the bus to the patron.

2.2.10 Enhance Management of Park & Ride Lots with ETTM Technology

The cost of new park and ride facilities and upgrades to the existing park and ride facilities and other ITS improvements would be offset through the collection of parking fees. In order to minimize the costs of this operation, the fees would be collected using the same E-ZPass tags that are used for toll collection. This project would implement the systems needed at the TOC for the monitoring of these facilities. This information would be used to change signing indicating that the lot is full on the roads leading to the lot. This system would also be used to collect tolls from drivers who enter or exit the Parkway through the Park and Ride lots.

2.2.11 Display Real-time Transit Schedule Information at Park & Ride Lots

The preceding projects lay the foundation for a system that would enhance customer confidence in the transit system by offering real time schedule information on bus arrivals at the park and ride lots.

The information displayed at the park and ride lots would include the names or numbers of the bus routes serving that lot and the estimated arrival time of the next bus on each route. This system design must be flexible enough to accommodate information from multiple transit operators serving the same facility, and may also be part of the interface for the passengers who request service from a bus that would not otherwise stop at that location. (See the project description for “Operate a Stop-on-Demand Bus Service Through Park & Ride Lots.”)

2.2.12 Operate Information Kiosks at the Service Areas (Private Sector)

TRANSCOM, through its Service Area Travel Information Network (SATIN) project, is currently developing a system for the dissemination of data through information kiosks. This project would support these and other efforts to put useful information at the finger tips of travelers on the Parkway through additional information kiosks at the service areas

and park and ride areas. It is anticipated that this information would allow travelers to: make advance room reservations; buy tickets for activities at the PNC Bank Arts Center and other venues; get detailed directions to Atlantic City casinos and other destinations of their choosing; and obtain other travel related services. The involvement of the private sector is an essential part of the deployment of ITS services.

2.3 PROJECT RESPONSIVENESS TO PROJECT GOALS AND USER NEEDS

This early deployment project was organized around a series of goals for the Garden State Parkway Corridor. Under the direction of the project Steering Committee, the project team formulated a "vision" for the corridor that was summarized into five specific goals. These are:

- improve service levels (and efficiency);
- improve safety;
- improve mobility;
- reduce energy and environmental impact; and
- enhance productivity.

In relative terms, the Steering Committee assigned the greatest importance to the first two of these goals and therefore indicated that projects that evolve from this work should, above all else, improve service levels and safety within the Corridor. These goals were forward-looking, taking the situation today and projecting the desires for the future.

The entire ITS planning process is built around the concept of responding to user needs. In the Garden State Parkway Corridor these user needs were identified through an extensive outreach effort. As reported in other project documents, this effort included numerous meetings and discussions with a wide variety of "stakeholders," including representatives of government agencies and transportation providers, as well as discussions with representatives of private and quasi-public organizations. Table 2-2 shows the stakeholders that were contacted as part of this outreach effort. Surveys of travelers and workers in the Parkway corridor were also performed, and these results were compared with the surveys conducted by the I-95 Corridor Coalition. These initial activities culminated in the generation of a series of statements of ITS related needs.

The Steering Committee and project team also evaluated the transportation needs within the study corridor. The needs were categorized under the general headings of:

- signals;
- information;
- coordination;
- transit; and
- other.

Table 2-3 summarizes the specific needs that were identified early in the project. It was also, therefore, implicit that any improvements developed for the Parkway Corridor respond to the transportation needs that exist today and will persist into the future absent specific actions.

Table 2-2

TRANSPORTATION STAKEHOLDERS CONTACTED

Sector	Organizations	
Counties	Cape May County * Atlantic County * Ocean County * Monmouth County * Middlesex County *	Union County * Essex County * Passaic County * Bergen County
Cities	Atlantic City *	City of Newark *
State Agencies and Organizations	New Jersey Highway Authority * New Jersey State Police * New Jersey Turnpike Authority * New Jersey Department of Transportation *	NJ TRANSIT * New York State Thruway Authority * Port Authority of New York and New Jersey South Jersey Transportation Authority*
Regional Organizations	TRANSCOM * South Jersey Transportation Planning Organization	North Jersey Transportation Planning Authority
Transportation Management Associations	Cross County Connection Hudson TMA Keep Middlesex Moving *	Meadowlink * Morris County Rides * Transit Plus of Essex & Union *
Advocacy Organizations	American Automobile Association * Bloomfield Chamber of Commerce Casino Association of New Jersey Coalition of New Jersey Cyclists Environmental Defense Fund Hackensack Meadowlands Development Commission * League of Women Voters MSM Regional Council National Motorists Association - New Jersey * New Jersey Future New Jersey Sports & Exposition Authority *	NJ Alliance for Action NJ Business & Industry Association NJ Chamber of Commerce NJ Conservation Foundation NJ Environmental Lobby * NJPIRG Paramus Chamber of Commerce Regional Business Partnership South Jersey Development Council The Atlantic Group Tri-State Transportation Campaign Woodbridge Chamber of Commerce *
Colleges	Bloomfield College Brookdale Community College Fairleigh Dickinson University Kean College * Montclair State College Monmouth University	New Jersey Institute of Technology Ocean County College Ramapo College * Rutgers University Seton Hall University Stockton State College

* Provided comments and/or materials as part of outreach effort.

Table 2-2

TRANSPORTATION STAKEHOLDERS CONTACTED (Continued)

Sector	Organizations	
Tourist Organizations	Atlantic City Race Track Barnegat Lighthouse Cape May Chamber of Commerce Gateway National Park Recreation (Sandy Hook) *	Host Marriott Services * Monmouth Park New Jersey Department of Tourism Six Flags Great Adventure
Bus Operators	Academy Bus Community Bus Lines * Helfrich Bus Murphy Bus Olympia Trails Bus Company	Red & Tan Lines, Inc. * Saddleriver Tours Shortline Bus Suburban * Shamrock Stage Coach *
Employers	Aegis Property Group Allied Outdoor Advertising, Inc. A&P Atlantic Electric Company AT&T * Bell Atlantic Benjamin Moore B.M.W. Carnegie Center Association Fort Monmouth Hertz Hovnanian Enterprise Ingersoll Rand Corp. Johnson & Johnson	KPMG Inc. Larson Financial Resources Marriott Corp. Merck & Co., Inc. Oyster Creek Nuclear Power Plant * Powell Capital Markets, Inc. Price, Sneirson, Shulman & Meese Progresso Foods Prudential Insurance PSE&G Sony Corp. Volvo Car Finance Whitfield, Barrister & Brown
Hospitals	Atlantic City Medical Center Bayshore Community Hospital Bergen Pines County Hospital * Burdette Tomlin Memorial Hospital Community Memorial Hospital East Orange General Hospital Irvington General Hospital Jersey Shore Medical Center Muhlenberg Regional Medical Center	Robert Wood Johnson, Jr. University Hospital Roosevelt Hospital Shore Memorial Hospital St. Joseph's Hospital & Medical Center Union Hospital University Hospital
Limousine Services	Airbrook Limousine Airport Limousine Express * Atlantic Limousine Claridge Casino Limousine Service Enchantments Limousine Harrahs Casino Hotel	Johnathan's Limousine Newark International Airport Olympic Limousine Service * Sands Limousine * Trop World Limousine

* Provided comments and/or materials as part of outreach effort.

Table 2-3

TRANSPORTATION NEEDS WITHIN THE PARKWAY CORRIDOR

Need Statement
SIGNALS
NJHA-controlled traffic signals need improvement and should be coordinated with other roadway signals.
Signalization on roadways should be improved.
INFORMATION
Information (video and data) on congestion and accidents should be shared more quickly with local agencies.
There should be more VMS's giving motorists information.
The timeliness and accuracy of traveler information should be improved.
Better signage to the Parkway is needed at incomplete interchanges.
Incident detection and verification should be improved.
COORDINATION
Operational coordination between the Garden State Parkway, New Jersey Turnpike and NJDOT's Magic system should be improved.
Southeastern New Jersey needs its own TRANSCOM.
Diversion route planning and incident response should be coordinated with local communities.
ITS planning should be coordinated with local agencies.
TRANSIT
Transit companies want reduced delays at toll plazas.
Bus drivers should know of people waiting at park & ride lots.
The speeds of buses traveling too fast should be reduced.
NJ TRANSIT wants information on the location of their buses, electronic fare collection, and surveillance at major transit stops.
The Garden State Parkway bus diversion project should be expanded.
There should be HOV lanes for buses.
OTHER
Park & ride lots should be expanded and ride sharing made easier.
Parkway entrances through park & ride lots pose a circulation, safety, and revenue problem.
Congestion and delays are a problem at toll booths and some mainline segments.
Improve the capability and visibility of the motorist assistance program.
Credential and safety checks for buses and trucks should be facilitated.

Early in the study, the project team decided to try and address these needs through one or more of the 53 user service market packages, identified and defined by the National ITS Architecture. User Service Market Packages are the basic building blocks for implementing ITS services. The concept offers a service-oriented perspective rather than a project-specific definition. A User Service describes the nature of the improvement that is

desired—information on roadway conditions over the next hill—rather than the project-specific—a variable message sign. The ITS planning process moves from generalized services to specific actions that will supply those services. Market Packages are the components that together can deliver the desired user service. Again, these are general and service-oriented rather than project specific. The Market Package "Network Surveillance," for example, would include a means of observing activity on the roadway, a means of transmitting that information to a place where it can be received and processed, and the receiving and processing location. When this User Service Market Package is fully developed, the project that emerges could well be roadside cameras, connected by fiber optic cable, transmitted to a traffic operations center.

The User Service Market Package concept recognizes that each Package can deliver part or all of more than one user service and respond to one or more needs for a project study area. A traffic operations center cannot only receive video images from roadside cameras but also dispatch emergency vehicles, for example, to respond to incidents. Having invested in the Network Surveillance User Service Market Package as the camera system described above, it would likely be more efficient to develop other projects that capitalize on the fiber optic cable and traffic operations center than to construct a parallel arrangement for other desired User Services.

The User Service Market Packages advanced for this study respond directly to the goals of the project and the needs of the corridor. Each of the 53 User Service Market Packages was evaluated for their responsiveness to the goals and needs. A further discriminator in preparing the final list of projects was the time frame in which they could be reasonably implemented. Some projects are dependent on actions being taken prior to their implementation. These dependencies could dictate a schedule for implementation. Funding, institutional barriers, advances in technology, and other preconditions could also suggest that some projects could be implemented immediately while others would need to wait beyond the five-year time frame established for <u>early</u> deployment.

The resulting list of twelve projects, which evolved from the User Service Market Packages meeting the goals and needs of the project and that could be implemented within the next five years, is included as the final recommendations for this study. The "mapping" of the short-term, medium-term and deferred term User Service Market Packages with respect to Goal Satisfaction and Implementability is shown in Figure 2-3.

[Figure 2-3]

2.4 PROJECT COSTS

The projects generated by this Early Deployment Study are still only in the concept stage. Assumptions had to be made regarding the general characteristics, technology, and anticipated operations for each of the projects. Generally, the physical characteristics of the projects have not been well defined. Instead, they derive from a series of functional requirements and assumptions as to the means of meeting those requirements. An assessment of existing infra-structure, physical characteristics of the equipment and the sites in which the equipment will be placed, and other factors will follow this work.

2.4.1 General Assumptions

It was determined that a total of 18 to 24 people would be needed to facilitate day to day operation of all of the proposed projects. The time and cost of each employee is detailed in each of the individual projects under the "Operations" line item cost. This cost incorporates fringe benefits and a percentage of the overall Traffic Operations Center overhead costs. In most cases an employee would not be needed full time to operate and maintain an individual project. Consideration of this was made, with the operator's time being split between projects accordingly. Moreover, economies of scale are also possible by utilizing existing NJHA staff to perform some of the functions in the new Traffic Control Center.

2.4.2 Communications

Because the time frame for implementation of the ETC-FOC backbone in New Jersey is still somewhat unsettled, an attempt was made to determine an average cost for the communications "tie-in" of each piece of equipment. This average tie-in cost was determined to be somewhere in the neighborhood of $12,500. This cost would include all needed materials and labor to successfully tie each piece of equipment, from its static location, into the existing fiber optic back bone.

This estimate is towards the higher end of costs that might be incurred, with significant reductions for communications tie-ins possible. Actual costs depend on several variables, such as final equipment locations and type of tie-ins necessary, which will be determined at a later date.

With this level of conceptual engineering, therefore, an accurate engineering cost estimate is not possible. Nevertheless, by making some assumptions and looking at the range of costs from similar systems in other locales, it is possible to develop a "first estimate" of the magnitude of the project costs. This cost estimate should serve both as a guide to the anticipated project and also a preliminary definition of the details of each of the twelve recommended projects.

Table 2-4 lists the projects recommended for early deployment and a cost range that can be anticipated for their construction and implementation. Judgement is required, and depending upon the individual case, the higher, or lower cost may be the most appropriate one to use for future discussions. The assumptions that were used to develop these cost estimates along with the details of the estimate are included in Appendix A of this report.

Figure 2-3

MAPPING OF USER SERVICE MARKET PACKAGES INTO IMPLEMENTATION TIME FRAMES

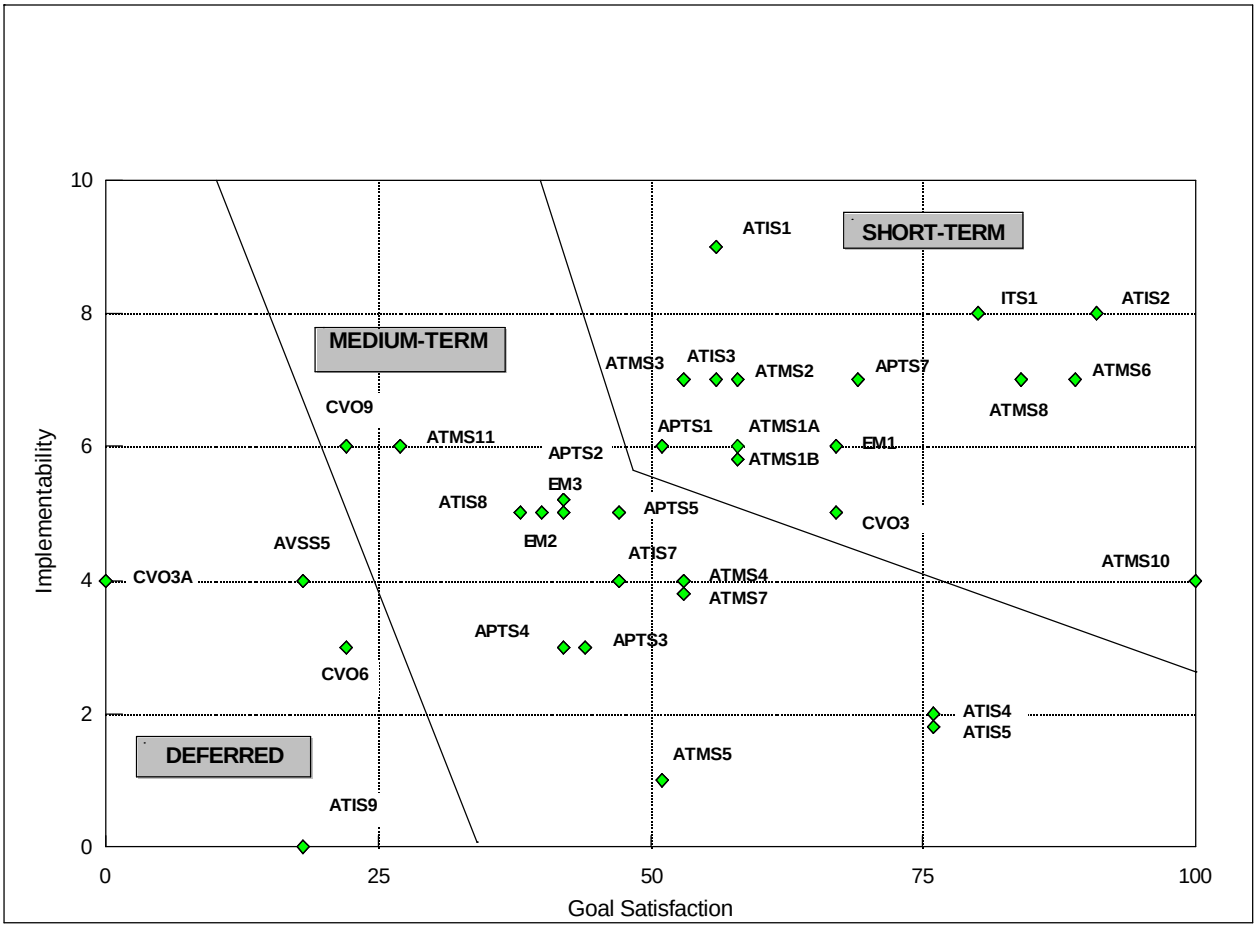


TABLE 2-5
BENEFITS OF IMPROVEMENT PROJECTS IN THE PARKWAY CORRIDOR

PROJECTS	DIRECT BENEFITS											INDIRECT BENEFITS			
	Reduces Incident-related	Reduces Recurring Delay	Improves Safety	Reduces Operating Costs	Increases Revenues	Reduces Roadway	Promotes Transit	Improves Transit Vehicle	Reduces Transit Field	Improves Traveler	Promotes Better Use of	Provides Data for	Reduces Environmental	Shifts Travel to Less	Promotes Inter-
1. Install CCTV & Detector Systems	Ž		•	•							•	Ž	•		
2. Install Signs with Phone Numbers for Emergency Assistance and Reporting of Disabled Vehicles	Ž		Ž							Ž			•		
3. Extend TRANSMIT Surveillance on the Parkway & Other Roadways to Collect Travel Time Data	Ž	•	•								•	Ž	•		
4. Process and Disseminate Real-time Travel Time Data	•	•								Ž	Ž		•	•	
5. Install Additional VMS/HAR Systems on the GSP and Key Arterials	Ž		•							Ž			•		
6. Establish a Parkway Home Page with Real-time Information		•			•		•				Ž	•		•	•
7. Upgrade the Parkway Traffic Operations Center	Ž	•	Ž					•	•			•			Ž
8. Enhance Management of Park & Ride Lots with ETTM Technology					Ž	•	•			Ž	•	•	•		•

PROJECTS	Reduces Incident-related	Reduces Recurring Delay	Improves Safety	Reduces Operating Costs	Increases Revenues	Reduces Roadway	Promotes Transit	Improves Transit Vehicle	Reduces Transit Field	Improves Traveler	Promotes Better Use of	Provides Data for	Reduces Environmental	Shifts Travel to Less	Promotes Inter-
9. Operate a Bus Location System with ETTM Technology				•			•	Ž	•			•			
10. Operate a Stop-on-Demand Bus Service Through Park & Ride Lots				Ž	•	•	Ž		•	Ž	•		•		Ž
11. Display Real-time Transit Schedule Information at Park & Ride Lots					•	•	Ž			Ž	•		•		Ž
12. Operate Information Kiosks at the Service Areas (Private Sector)										Ž			•		•

Ž = Major Benefit
• = Minor Benefit

SECTION 3
IMPLEMENTATION AND OPERATIONS FRAMEWORK

The distribution of this strategic deployment plan concludes the concept planning for short and mid-term intelligent transportation system improvement in the Garden State Parkway Corridor. The list of projects in the preceding section responds to the immediate and projected needs of the corridor, are feasible for implementation within the designated time frames, and will assist the NJHA in achieving its vision for the Parkway and for an ITS program. Other projects have been identified for implementation in the mid-term, the five to ten-year time frame following this initial round. Those projects will build upon the initial list and will, in some cases, require more resources than can be brought together in the next five years.

This plan also indicates a direction for improvements beyond the ten-year horizon. The vision for the Garden State Parkway Corridor, described in Section 1, will require installing and operating projects that transcend the short and mid-term because of funding constraints, the need to establish a record of success, and prerequisite for creating an appropriate institutional framework in which to carry out corridor-wide improvements.

This section of the report describes the steps that will now need to be taken to implement the recommended improvements for the short-term. Many of these ideas will also aid in advancing the mid and long-term projects as well.

3.1 PROGRAM MANAGEMENT

The Strategic Deployment Plan should be submitted to the Engineering Committee and the Authority's Board of Commissioners for their endorsement and acceptance. By endorsing the plan, the Board would indicate that it concurs with the findings and recommendations and is prepared to support the plan's further development and implementation. At this stage, the endorsement would signify support for developing the current list of projects from their general project statements into a specific list of hardware, software, and policy recommendations where appropriate, construction plans, specifications and estimates will be prepared for bids. Costs would be refined and funding sources identified. Discussions would be initiated with those agencies and entities that would be required to cooperate with NJHA in advancing these projects.

The twelve projects in this Strategic Deployment Plan will require a program advocate. The advocate should be someone at a senior level to be able to seek the assistance and cooperation from within the Authority to gain the planning, engineering, construction, operations, and maintenance support to advance the recommended projects through their planning and preliminary design. The individual identified as the plan advocate should be

familiar both with the plan's formulation and the details of the ITS improvements that it contains. The plan advocate should also work at a level that permits sufficient time to deal with the details of the plan and its components. He or she would presumably be responsible for developing a concise description of the plan, creating a presentation of the plan's content for the Board of Commissioners and other decision-making groups, and be able to make modifications and revisions to the plan to respond to evolving issues and concerns.

Each individual project will need a project sponsor, someone under whom the projects will be refined and better defined. Not all of the sponsors will be employees of NJHA. The following table (Table 3-1), lists the responsible agencies for each of the recommended short-term projects. NJHA will need to take a lead role in developing eight of the twelve projects and will have an important supporting role in four. A specific individual, by name or by position, will need to be assigned within the sponsoring or supporting agency.

Table 3-1

PROJECTS RECOMMENDED FOR SHORT-TERM IMPLEMENTATION

PROJECT NAME	PROJECT SPONSOR	PROJECT CO-SPONSOR(S)
Traffic Monitoring with CCTV & Detector Systems	NJHA	NJDOT
Advertise Emergency Assistance Phone Numbers with Highway Signs	NJHA	Agencies charged with responding to distress calls, cellular telephone companies, NJDOT
Collect Travel Time Data in the Parkway Corridor	NJHA	NJDOT TRANSCOM
Process and Disseminate Real-time Travel Data	NJHA	TRANSCOM, ISPs*
Expand VMS/HAR Systems	NJHA	NJDOT
Establish a Parkway Home Page with Real-time Traveler Information	NJHA	ISPs
Upgrade the Parkway Traffic Operations Center	NJHA	TRANSCOM, NJDOT
Enhance Management of Park & Ride Lots with ETTM Technology	NJHA	None identified
Operate a Bus Location System with ETTM Technology	NJTRANSIT	NJHA and other bus operators
Operate a Stop-on-Demand Bus Service Through Park & Ride Lots	NJTRANSIT	NJHA and other bus operators
Display Real-time Transit Schedule Information at Park & Ride Lots	NJTRANSIT	NJHA and other bus operators
Operate Information Kiosks at the Service Areas (Private Sector)	TRANSCOM	NJHA, private sector participants

* ISP: Information Service Provider

The program advocate will need to work with the project sponsors, including those outside of NJHA, to present a unified front and advance a concerted effort to implement these projects. Good communication will be important to ensure that the projects advance consistently within all affected agencies. Periodic meetings and frequent informal communications should take place throughout project planning, design, and implementation.

An important coordinating element in all transportation projects is the Metropolitan Planning Organization (MPO). In New Jersey, there are two MPOs with responsibility for urbanized areas within the northern and southern sections of the state. The northern MPO is the North Jersey Transportation Planning Authority; the southern MPO is the South Jersey Transportation Planning Organization. All transportation projects should be included on the MPOs' transportation improvement plan (TIP) and any project using federal or state funds must appear on this list. For this reason, the program manager must work with the appropriate officials at the MPOs to see that the early deployment projects are advanced along with other general transportation projects.

3.2 CAPITAL PROJECTS PROGRAMMING

Projects relying upon NJHA funds must, in addition to the MPO programming requirements, comply with internal requirements. The New Jersey Highway Authority plans, designs, and constructs projects under the guidance of a five-year capital improvements program. The current program was initially developed to cover the years 1990 through 1995 and was to coincide with the last toll increase and with the issuance of bonds for capital improvements. Because of a subsequent bond issue, the term of the program was extended through 1998 and the total amount funded was increased from $280 million to nearly $325 million.

Each year, an annual plan is developed from the five-year plan. Projects are included in the annual plan based upon bonding, revenues, and project requirements. Any project must be included on the five-year plan before planning, design, or implementation can begin. The projects are carried through a development, review, and selection process both to reach the five-year plan and to be included in a specific annual plan. The ITS projects recommended in this early deployment study, therefore, will need to be developed to the same level of specificity as "conventional" projects and will receive the same scrutiny as such projects.

Each project will be described and its needs documented. The material in the *Projects* section of this report will provide much of the information needed to formulate a full project description and justification. Further project development will undoubtably be required. Each of these projects will be submitted to the Future Planning Committee, a group consisting of the NJHA Executive Director and Deputy Director, the Chief Engineer, the

Comptroller, and the Director of Financial Planning. The Deputy Chief Engineer, Director of Tolls, and Director of Maintenance serve as advisors to the Future Planning Committee.

The Committee considers the sources of capital funding, both within the NJHA and outside. The needs, costs, and funding sources can therefore be assessed and a "short-list" of projects developed. A ranking of the projects is established using a system with several categories of funding. Within each of the categories, priorities are established so that funding is distributed between them. The first category is urgent safety projects, those that respond to immediate needs involving traveler safety. This is followed by system preservation and safety, an upgrading and maintaining of the transportation system. Congestion mitigation is the third category and frequently includes those projects that come under the broad heading of ITS. New capacity projects, roadway widenings, and other projects comprise the other categories.

Projects are further ordered to achieve a balance between NJHA departments and geographically across the state. The Future Planning Committee reviews the short list and develops a plan for the Engineering Committee. This committee, consisting of the Deputy Executive and Chief Engineer review and confirm the list before forwarding it to the full board of directors of the NJHA.

The Five-Year Capital Program schedules all phases of a project—planning, environmental studies, design, and construction. Once a project is included on the Program, NJHA staff then develops detailed scopes for the projects and implement the plan in accordance with the program and availability of funds. NJHA has for the first time recently sought federal money through the New Jersey Department of Transportation. This study is a product of that request. Because this money is often difficult to obtain and comes with many legal requirements, such funding is not counted on but does extend the Authority's ability to make improvements. Funding is also obtained through partnership agreements with localities. This arrangement has been successfully employed to obtain highway advisory radio in parts of the corridor, as an example.

The projects recommended in this plan for immediate implementation will need to be included in this programming sequence immediately, to become funded and implemented. The projects are formulated starting in August and so this plan may be somewhat behind others currently going into the next annual review of the Five-Year Capital Improvement Program. This should not deter staff from commencing on an accelerated schedule to bring these projects to a level of specificity equal to other, non-ITS projects. Simultaneously, project sponsors should seek opportunities for joint funding between NJHA and other state and local entities. Projects carrying some independent funding may be advanced ahead of those for which only NJHA funding is available. Similarly, some ITS projects may be ideal candidates for federal funds. Because of the nature of ITS projects, federal environmental and contracting requirements may be less restrictive than those associated with widening and improvements on new location. They may also be eligible

for additional funding sources such as Congestion Mitigation and Air Quality (CMAQ) Funds.

Projects with a longer implementation time-frame will also need to be included in the programming sequence. The longer lead time on those projects offers opportunities to better incorporate the program of improvements into the larger scheme of transportation improvements.

3.3 PROGRAM MONITORING

The ITS program will need monitoring, both as it moves toward implementation, and afterward, as it is put into action. Responsibility for the overall program and the individual components may move from one individual or office to another but continuous oversight is essential. Continuous oversight through the implementation phase will ensure that the projects are constructed.

During the next five years, internal and external factors may interfere with the advancement of these projects. Because many projects are unconventional, as compared with improvement projects completed in say, the last five years, it is important that these projects are shepherded through the design and construction process. Their successful implementation will make future ITS improvements easier to accomplish and increase the possibility that projects implemented over the short-term and mid-term market packages will ultimately be realized.

Following construction, monitoring will also be required to fine-tune the projects to maximize their benefits. Performance criteria, developed earlier in this study, will assist in periodic evaluations of the effectiveness of the projects. The anticipated benefits of these projects have been identified. The ongoing monitoring will confirm that those benefits are realized. It will also enable modifications of the projects, such as expanding the geographic coverage or hours of operation, to optimize those benefits. Monitoring may also reveal unintended impacts of these projects. Such impacts might dictate changes in the original project in the form of additions, revisions, or deletions.

The program advocate assigned at the conclusion of this early deployment study should be designated to remain with the program through final construction. The program advocate would follow the activity of each project, both with NJHA and in other agencies and oversee the work of the project managers through each phase leading to implementation. Coordination between agencies, between departments within NJHA, and between project staff and outside vendors and utilities, would be the responsibility of the program advocate.

The individual projects will be monitored by the project managers. Typically, projects are assigned to an individual for only part of the design and implementation process. Once a

project has been fully developed in a planning and programming department, it is frequently passed to a design manager who oversees the preparation of contract plans. The contract plans are forwarded to a construction department where the contract is let and the construction work monitored. Final implementation and testing are typically included within this final category. System operations are then directed by an operations department and maintenance covered by a maintenance department. The divided responsibility of the project permits use of the most qualified staff, the individuals with the necessary skills to plan, fund, design, build, and operate a project to take charge of the appropriate phase of the work.

The principal shortcoming of such an arrangement is the lack of continuity between phases. The designated program advocate would be able to bridge those gaps, ensuring that the project does advance from one phase to another and that a project manager is assigned quickly. The program advocate concept should overcome the weakness of divided responsibility for the individual projects while still capitalizing on the skills of the best project managers.

Following implementation, the projects will generally cease to have individual identities and become part of a larger system. Responsibility for their operation and their success will evolve to the existing and proposed staff that handle such matters. Overall program monitoring using the performance criteria established in this study can still reside with the program advocate. He will require the assistance of a variety of agencies and individuals to obtain and process performance data. However, the effort expended will assist the ITS program as it will permit the program advocate to develop a track record that will help to sell the next series of projects. The program advocate, therefore, is an important participant in the ultimate success of this program.

SECTION 4
IMPLEMENTATION FRAMEWORK

This early deployment plan exists within the context of an ongoing program of transportation improvements which includes both ITS and conventional features. Since its inception, the New Jersey Highway Authority has pursued a program of offering a transportation system that would facilitate the movement of goods and people within and through the State of New Jersey. Even within the context of ITS, the NJHA has implemented ITS projects, even before the term ITS entered into common usage.

The projects described in Section 3 of this report are a part of a larger program of ITS improvements. They would be implemented as but the next step in a long progression of transportation improvements, complementing those features already in place and paving the way for additional components in the future. They respond to needs that have not yet been met with existing ITS components. They also represent reasonable objectives for installation within the next five years or so. The following paragraphs describe the broader ITS program for the Garden State Parkway Corridor—those projects that are currently in place, those that are in the "pipeline" for implementation, and those that are still required based upon the unfulfilled needs expressed by the Steering Committee that participated in the preparation of this plan.

4.1 PREVIOUSLY PROGRAMMED AND ONGOING NJHA ITS INITIATIVES

The NJHA and other agencies with transportation-related responsibilities have installed a significant amount of ITS equipment both on the Garden State Parkway and within the GSP corridor. The existing ITS infrastructure includes variable message signs and CCTV cameras (principally near the Driscoll Bridge). The NJHA has also strongly supported intermodal activities by constructing park and ride areas, formulating service arrangements with transit operators in the corridor, and establishing the Montvale Transportation Center which provides airline ticketing and limousine service to the region's airports. NJHA has worked with transit operators to implement an "alternate bus routing" project to help bus drivers select the least congested roadway in the vicinity of the Driscoll Bridge.

Although the list of ITS features within the project corridor is constantly growing, the principal traffic management assets are described in the following paragraphs.

- **Variable Message Signs**. The Authority was among the first transportation agencies in the state to deploy over-the-road, flip-disk variable message signs.

- **Vehicle Sensors**. The Authority has installed loop detectors and associated equipment along an eight-mile stretch of the Parkway, where no tolls are collected, for traffic flow monitoring and incident detection. The section extends from the point where the Parkway crosses the New Jersey Turnpike at Turnpike exit 11 to a point south of Union.

- **Ducts for Fiber Optic Cable**. The Authority installed a bank of six cable ducts between the Raritan and Union toll plazas some of which could be used for ITS communication, as well as other communication. (See Figure 4-1). The Authority also has the right to use duct banks installed along the Parkway by various private sector communication companies. In conjunction with a statewide communication master plan, the communication company ducts available for the Authority's use were mapped, and opportunities to use these ducts in a shared communication network were identified.

- **Microwave System.** The Authority has a 6-gigahertz microwave system running the length of the Parkway. The system is about 20 year old and decaying. Parts are hard to find. The Authority is considering replacing this system with a new digital microwave system, which could be a reliable, cost-effective supplement to fiber optic cable for toll and ITS-related communication along some segments of the Parkway.

- **Weather Stations.** The Authority has a SCAN weather station at the Driscoll Bridge over the Raritan River that serves two important functions. First, it enables maintenance managers to make better decisions about deploying snow and ice removal crews. Second, it alerts the operations staff to ice on the bridge so that a warning can be posted on a variable message sign upstream of the bridge.

- **Police and Wrecker Services**. The Parkway is well patrolled by New Jersey State Police who provide motorist assistance and traffic control at the scene of incidents. (See Figure 4-2). The police can quickly summon wrecker service to remove disabled vehicles. The police patrols and wrecker service are extremely valuable in minimizing the duration of lane closures caused by incidents.

[Figure 4-1]

[Figure 4-2]

4.1.1 Interagency Relationships

Because traffic on the Parkway flows to and from roads belonging to several other state and multi-state agencies, it is to the motorists' benefit for the various agencies to share information about current traffic conditions and to coordinate their ITS and incident response activities.

4.1.2 Information Exchange

The Authority has for years been an active member of TRANSCOM, the consortium of transportation agencies that serves as an information clearing house for the greater New York metropolitan area. TRANSCOM conducted a study, in which the Authority participated, to recommend a "system architecture" to structure the flow of traffic and related data among the TRANSCOM member agencies. This system architecture is shown graphically in Figure 4-3.

More recently, the Authority has also become a very active member of the I-95 Corridor Coalition, a traffic information clearinghouse serving the entire northeastern United States. One of the most promising Coalition initiatives is the linking of the member agencies into a graphical information system that facilitates the exchange and display of traffic information of regional importance. This information system, or its successor, may someday be accessible to traffic reporters and individual travelers, and may become the primary means of information exchange among transportation agencies.

[Figure 4-3]

4.2 PROGRAMMED ITS IMPROVEMENTS

In addition to this existing infrastructure the NJHA has programmed a series of other ITS related projects for implementation. These projects are summarized in Table 4-1 and in the text that follows.

4.2.1 Recurring Congestion

The E-ZPass system will have a major impact on recurring delay. The electronic toll collection system should increase the capacity of the toll plazas and obviate the need for toll plaza widenings.

Upgrades to signal systems should also reduce delay and mitigate recurring congestion. Signal upgrades were recently completed at three signals on the Garden State Parkway near the Cape May Court house.

4.2.2 Incident Management

Installing additional CCTV cameras, detector surveillance, and communications links to the traffic operations center will enhance the existing incident management and motorists' assistance program. These components will allow for more rapid identification of incidents which, in turn will expedite emergency vehicle responses. Other planned incident management enhancements include: strategically placing tow trucks during peak periods, improving call out policies, improving the radio communications system, conducting incident response training, and the overall improvement in traffic management during incidents through regional coordination strategies for major incidents.

4.2.3 Park and Ride

Constructing a new park and ride facility at milepost 109, the intermodal center at milepost 120, and the expansion of existing park and ride lots will increase park and ride activity in the corridor. Park and ride activity will also be enhanced through the NJHA's support of the carpooling initiatives of the Transportation Management Associations in the state.

4.2.4 Transit Operations

The NJHA recently began operating an alternate bus routing project, which advises buses approaching the Driscoll Bridge of delay on the mainline. With this information, drivers can choose to use parallel routes instead of the Parkway. This project has been well received since it began operation in 1996, and the NJHA is already planning to extend the coverage area.

4.2.5 Traveler Information

The NJHA, in an effort to disseminate traveler information, is planning to install additional VMS and HAR units, developed an Internet Home Page for the Parkway, and is using TRANSCOM and the I-95 Corridor Coalition to make other agencies aware of incidents.

4.2.6 ITS Planning

The NJHA is planning new initiatives and coordinating these initiatives with others through its participation in the development of TRANSCOM's Regional Architecture, the planning activities of the Committee for a Smart New Jersey (CSNJ), and the forthcoming efforts of the NY-NJ ITS Model Deployment Initiative.

4.3 UNMET NEEDS

Although the initiatives, both planned and underway, respond to some of the travelers' needs within the study corridor, it is clear that more should be done. The essence of this ITS Early Deployment Planning Study was to assess the areas where these needs are greatest, and then identify projects which will help address these needs. The twelve projects described in Section 3 carry the current program closer toward the long range program goal. It should be remembered, however, that these twelve projects represent only a portion of the ITS improvements that are recommended for improvement in the short and medium term implementation time frames. The additional ITS improvements recommended for implementation beyond the initial twelve are, at this stage, identified only in terms of market packages: components of the ITS National Architecture. These medium-term and long-term packages are listed on Tables 4-2 and 4-3, respectively.

Table 4-1

PREVIOUSLY PROGRAMMED AND ONGOING NJHA ITS INITIATIVES

INITIATIVES
Recurring Congestion
M Implement E-ZPass electronic toll collection **M** Improve traffic signal systems in the corridor
Incident Management
M Install additional CCTV and detector surveillance **M** Deploy tow trucks at the Driscoll Bridge during peak periods **M** Review tow truck response policies to reduce response time **M** Conduct incident response training **M** Upgrade microwave radio system **M** Implement communications backbone as part of E-ZPASS **M** Establish regional coordination strategies for major incidents
Park and Ride
M Expand park and ride system **M** Support carpooling initiatives by Transportation Management Associations
Transit Operations
M Extend the Alternate Bus Routing project
Traveler Information
M Install additional VMS and HAR units **M** Establish a Home Page for the Parkway on the Internet **M** Support multi agency / multimedia information dissemination through TRANSCOM and the I-95 Corridor Coalition
ITS Planning
M Participate in the development of TRANSCOM's regional architecture **M** Participate in planning and coordinating activities of the CSNJ **M** Participate in the NY-NJ Model Deployment Initiative

TABLE 4-2
USER SERVICE MARKET PACKAGES AND CANDIDATE PROJECTS
WITH MEDIUM-TERM IMPLEMENTATION TIME FRAMES

USER SERVICE MARKET PACKAGE	CANDIDATE PROJECTS
Freeway Control (ATMS4)	• Install Ramp Metering at selected GSP on-ramps • Coordinate ramp metering w/ local signals • Install lane use signals on Driscoll Bridge, Union/Essex sections & other areas w/frequent accidents • Install Variable Speed Limit signs in areas w/ frequent accidents and areas prone to reduced visibility
HOV and Reversible Lane Management (ATMS5)	• Establish HOV lanes at Barrier Toll Plazas in conjunction with E-ZPass system • Identify potential HOV/reversible lanes on feeder routes to Parkway • Identify potential HOV/reversible lanes on feeder routes to NJ Tpk. HOV lanes
Regional Traffic Control (Coordination) (ATMS7)	• Support Transcom's coordination abilities • Establish regional coordination strategies for major incidents • Establish signal coordination procedures w/ local agencies
Emissions and Environmental Hazards Sensing (ATMS11)	• Establish a network to exchange weather & pavement data from existing systems • Install additional pavement temperature/ice detectors at selected locations • Install new fog detectors at selected locations
Transit Fixed-Route Operations (APTS2)	• Establish or enhance computerized route and scheduling capabilities
Demand Response Transit Operations (APTS3)	• Establish real-time computerized transit routing and passenger scheduling
Transit Passenger and Fare Management (APTS4)	• Accept use of Electronic Fare Cards on selected routes • Implement automatic passenger load monitoring
Transit Security (APTS5)	• Install onboard surveillance cameras • Provide CCTV surveillance at major transit stops
Dynamic Route Guidance (ATIS4)	• Collect and provide travel time data on the Parkway
ISP Based Route Guidance (ATIS5)	• Provide necessary data to Private Sector Information Service Providers
Yellow Pages and Reservations (ATIS7)	• Provide a directory of traveler services in the vehicles (Private Sector) • Expand information displays at GSP service areas (Private Sector)
Dynamic Ridesharing (ATIS8)	• Support real-time car-pool/rideshare database(s) of NJ Traffic Management Associations
HAZMAT Management (CVO9)	• Coordinate planning for HAZMAT incidents south of MP 105 • Participate in Public/private HAZMAT database coordination
Emergency Routing(EM2)	• Provide AVL for Parkway emergency vehicles • Implement computerized routing for emergency vehicles
Mayday Support (EM3)	• Provide interface to Mayday systems through a Geographic Information System

See notes on Page 4-11

Table 4-2 Continued

Notes:
- Within each implementation time frame, these User Service Market Packages are presented in order of their Package Number
- The implementation time frame associated with each User Service Market Package does not indicate that a particular project is feasible or worthwhile
- Candidate Projects are not shown in a priority order
- Sources of funding and implementing organizations will be identified in future tasks

TABLE 4-3
USER SERVICE MARKET PACKAGES AND CANDIDATE PROJECTS
WITH LONG-TERM IMPLEMENTATION TIME FRAMES

USER SERVICE MARKET PACKAGE	TYPICAL PROJECTS
Traffic Network Performance Evaluation (ATMS9)	• Short-term forecasts of traffic demand
Virtual TMC and Smart Probe Data (ATMS12)	• Distributed traffic management in rural areas; smart vehicle probes
Transit Maintenance (APTS6)	• On-board vehicle system monitors; automatic maintenance scheduling
Integrated Transportation Management/Route Guidance (ATIS6)	• Real-time optimization of traffic control based on the network performance evaluation
In-vehicle Signing (ATIS9)	• On-board display / vocalization of traffic signs (w/Private Sector)
Vehicle Safety Monitoring (AVSS1)	• In-vehicle sensors and display (Private Sector)
Driver Safety Monitoring (AVSS2)	• Drowsiness detector; DUI detector (Private Sector)
Longitudinal Safety Warning (AVSS3)	• On-board proximity sensors (front and rear) (Private Sector)
Lateral Safety Warning (AVSS4)	• On-board proximity sensors (sides) (Private Sector)
Intersection Safety Warning (AVSS5)	• Intersection collision warning sensors in the road and vehicle (w/Private Sector)
Pre-Crash Restraint Deployment (AVSS6)	• Pre-crash restraint deployment system (Private Sector)
Driver Visibility Improvement (AVSS7)	• On-board “heads up” vision enhancement display (Private Sector)
Advanced Vehicle Longitudinal Control (AVSS8)	• Acceleration and braking control system (Private Sector)
Advanced Vehicle Lateral Control (AVSS9)	• Steering control system (Private Sector)
Intersection Collision Avoidance (AVSS10)	• Intersection Safety Warning with vehicle control system (w/Private Sector)
Automated Highway System (AVSS11)	• Automated vehicle control systems and infrastructure
Fleet Administration (CVO1)	• Centralized vehicle dispatching and monitoring (Private Sector)
Freight Administration (CVO2)	• Automatic cargo tracking; on-board cargo monitoring (Private Sector)
International Border Electronic Clearance (CVO4)	• Electronic clearance and customs clearance
Weigh-In-Motion(CVO5)	• Weigh-In-Motion (WIM) systems
Roadside CVO Safety (CVO6)	• Citation and accident electronic recording; on-board commercial vehicle electronic data; roadside safety inspection (w/Private Sector)
On-Board CVO Safety (CVO7)	• On-board safety sensors (Private Sector)

See notes on Page 4-13

Table 4-3 Continued

Notes:
- Within each implementation time frame, these User Service Market Packages are presented in order of their Package Number
- The implementation time frame associated with each User Service Market Package does not indicate that any particular project is feasible or worthwhile
- Projects are not shown in a priority order
- Sources of funding and implementing organizations will be identified in future tasks

SECTION 5
OVERVIEW OF THE MAJOR SYSTEMS

5.1 INTRODUCTION

This section briefly describes the systems that are related to the twelve projects that have been selected for implementation. Many of these systems will be implemented as part of these projects. These systems are presented in Section 5.2. Section 5.3 describes existing systems or systems planned for implementation by others. It will be noted that in a few cases these systems are actually programs, practices or physical activities that will be implemented. Although these are not systems in the strictest sense, they are important elements that must be considered.

For convenience, the description of these systems within the next two sub-sections is divided into groups that correspond to the major components of the National ITS Architecture. However, we have only included the components that are actually represented by systems.

It should be noted that these systems are often related to more that one of the projects that have been selected for implementation in the short-term. A table has been included at the end of the section to show the relationship between them.

The systems that have been identified are the major systems that must be considered. Alternate listings identifying other systems are also possible, however, in almost all cases additional systems that can be identified are actually subsystems of the ones that have been included in this listing.

5.2 SYSTEMS SUPPORTING PROJECTS RECOMMENDED FOR SHORT-TERM IMPLEMENTATION

5.2.1 Advanced Traffic Management Systems

Electronic Toll Collection System. Each toll plaza in the corridor will be equipped for E-ZPass electronic toll collection. A statewide contract to install E-ZPass on all New Jersey toll roads was awarded in 1997. This electronic payment system may also be used in conjunction with the monitoring and operation of the park and ride lots. The electronic toll collection system will also provide several fiber optic fibers that will be used for data communications supporting the operation of the traffic management systems in the Parkway corridor. The installation of this communication system will also provide the communications link to the loop detectors forming the incident detection system previously installed between Woodbridge and Newark.

Video Surveillance System. NJHA, NJTA and NJDOT all use video cameras to monitor the flow of traffic on their roads. NJHA and NJDOT both have additional cameras for the corridor on the drawing boards. These cameras provide information about traffic flow, weather conditions, and snow cover. When an incident is reported or suspected, the camera enables the responsible agency to quickly determine what the situation is and what action is required. Appropriate rescue equipment is dispatched more quickly, blocked lanes are reopened sooner, and approaching motorists can be given more specific information about the delays ahead. The system should tie in to TRANSCOM's Interagency Remote Video Network (IRVN) so that other agencies can see video from selected cameras. Depending on agency policy, it may also include equipment to allow traffic reporters, including television stations, to have access to the video for their own use.

Toll Tag Surveillance System. This system will use the E-ZPass toll tags and supplementary tag readers to gather travel time data and identify incidents. The anonymity of the vehicle will be maintained by scrambling the ID number of the vehicle. This system will aid incident management and response by detecting incidents. This system is expected to be expanded with tag readers located along all of the major highways and arterials in the corridor to provide travel time data on major routes.

Incident Detection System and Data Base. This system would monitor the incident data coming from the toll tag readers, the eight-miles where detection will be provided through previously installed loop detectors, and will also log incidents that are entered into the data base from reports provided through the cellular phone call-in system, from police troopers or other NJHA personnel. The system will maintain a log of active and cleared incidents and will periodically prompt the operator to update the status of active incidents.

Traffic Monitoring System. This system will monitor the travel time data being returned by the toll tags and tag readers, the loop detectors providing volume counts to prepare overall summaries of traffic volume and speeds on the Parkway and adjacent roadways. This system will also support the dissemination of data through the NJHA's Home Page on the Internet.

Variable Message Signs and Highway Advisory Radio Systems. It is anticipated that many of the vehicles sold in the future will be equipped with devices that provide real-time traffic information. While the need for VMS and HAR units may not be completely eliminated, this availability of in-vehicle traffic information does imply that VMS and HAR units should only be installed where they are most critically needed and where their installations are inexpensive.

Signs Giving the Phone Number for Motorists to Report Incidents. NJTA has successfully operated an incident reporting system using both 911 and 1-800 service. The system results in quicker help for motorists in trouble as well as quicker opening of blocked

lanes. This system could be expanded to cover the entire state with a single phone number.

Telephone System and Staff to Receive Incident Reports. A single conspicuous incident may generate dozens of calls from passing motorists. In conjunction with the additional signing, the Traffic Operations center must have a telephone system with the capacity to handle a high volume of calls and sufficient personnel to answer them.

5.2.2 Advanced Public Transit Systems

Bus Schedule Display System. This system will show the estimated arrival times for buses based on the bus's current location and current traffic conditions. The displays would be located at Park and Ride lots and at other public places.

Automatic Vehicle Location Systems. Some transit buses will have an automatic vehicle location system which periodically provides the location of the vehicle to a central computer at the transit operator's headquarters. NJ TRANSIT has had such a system in place on a pilot basis for several years.

Transit Route Deviation System. This system in the transit bus will let the bus driver know that he should deviate from his usual route. One application of this system would be to make a bus driver aware of passengers waiting at a park and ride lot. Another application is in alternate route systems like the one in Woodbridge that directs the driver to a service road instead of the Parkway mainline if the alternate route offers a significant time savings.

5.2.3 Advanced Traveler Information Systems

Kiosk Information System. These will monitor data relating to road travel and public transportation. The system will be able to tell the user not only how long it will take to drive from Point A to Point B and give the driver step-by-step instructions on how to get there, but also what the public transportation alternatives are, with travel time and fare information. These devices are also likely to incorporate directories of restaurants, motels, attractions, hospitals and other points of interest, and will automatically figure the best route and estimate how long it will take to drive there. They will be in Parkway rest areas, Park and Ride lots, shopping centers, hotels, casinos, large office buildings, and other major trip generators. They will be owned, operated, and maintained by the private companies that broadcast the data. On-screen advertising may help generate the revenue to pay for them. Such systems are in production now, except that the delivery and use of current traffic information is still under development.

5.3 ADDITIONAL SYSTEMS IN PLACE OR SCHEDULED FOR SHORT-TERM IMPLEMENTATION IN THE CORRIDOR

5.3.1 Advanced Traffic Management Systems

Traffic Signal Systems. NJDOT is upgrading its signal systems all over the state, including the Parkway corridor. Some parts of Routes 4, 7, 9, and 17 have already been upgraded. Further improvements on Route 9 and several other roads in the corridor are planned. NJHA uses a closed loop system to control the signals on the Parkway. Continued signal system improvements are important, and should include coordination of signals belonging to different agencies, as well as provision for optimal operation when incidents cause signalized arterials to handle unusually heavy loads.

Regional Traffic Data Exchange System. TRANSCOM is in the process of implementing a Regional ITS Architecture. This architecture features a computer on a wide area network that connects all TRANSCOM member agencies. A similar network will serve transportation agencies in South Jersey. The computer runs a geographic information system (GIS) that presents a map showing current traffic conditions, work zones, incidents, and the location of traffic management tools such as cameras, HAR, and changeable signs. Clicking on symbols, such as signs or incidents, causes a box with detailed information about the item to pop up on the screen. The display pulls together in one place all the data from the various agencies serving the region. Each traffic operations center will have a system in place to automatically pass along to TRANSCOM the latest information of interest to travelers or other transportation agencies. The information will include not only data but also video from selected cameras. TRANSCOM will then handle the distribution of this information to other transportation agencies (including the I-95 Corridor Coalition, if appropriate) and to private sector information service providers.

Incident Management Plans. These are area-wide plans for likely future incidents, developed jointly by all the transportation and emergency response agencies involved, including the local governments and agencies in adjacent states. They include identifying diversion routes and the associated traffic control and motorist information activities. They also include traffic signal timing plans designed to handle the flood of traffic on the diversion routes. In addition, the plans should include planning for hazardous materials incidents. The NJDOT, the New Jersey State Police and the I-95 Corridor Coalition are now doing this on a regional basis.

Incident Response Training. This entails both classes and exercises to prepare the transportation and emergency response agencies to carry out the incident management plans in a coordinated fashion. The I-95 Corridor Coalition is currently considering this action.

Motorist Assistance Patrols. The New Jersey State Police provide this service on all the toll roads in the Parkway corridor, and NJDOT provides it on selected roads in South Jersey. These not only provide surveillance of major roads, but also remove hazards, unblock lanes, and assist stranded motorists when problems are found.

Tow Trucks at Key Locations. Tow trucks are currently stationed at the Driscoll Bridge during rush hours to expedite the removal of disabled vehicles and maintain traffic flow.

Weather Monitoring Systems. NJHA has one roadside weather station, and NJDOT has several roadside weather stations in the corridor. The primary function of the stations is to enable the agencies to better predict when snow and ice removal will be required. This improved accuracy provides travelers with safer roads at lower cost. Also, when the stations are at bridges, as they usually are, they can alert the agencies to hazardous icing on the bridge. Weather stations at locations plagued by heavy fog should be equipped with fog detectors, so that motorists can be warned of that hazard. The operations staff should have direct access to the weather information, with automatic alarms for hazardous conditions like heavy fog and icy bridges. By the same token, the maintenance staff managing snow and ice removal should have full access to the video system to see how the work is progressing.

5.3.2 Advanced Traveler Information Systems (Under Development by Others)

Pager Systems. Pagers will be used to alert users to major traffic problems, such as bridge closures. These systems will be implemented by the private sector and will use information on traffic incidents provided by TRANSCOM.

Telephone Based Information Systems. Information about current traffic conditions and recommended routes will be available, for a fee, from private companies such as Bell Atlantic Nynex.

Personal Computer Systems. Full size and portable personal computer systems will have capabilities and displays similar to the in-vehicle route guidance systems, but without the subsystems that determine the current location and heading. They may receive data about current traffic conditions via radio receivers, or through a direct telephone connection to information providers or the Internet. The data received on this link may also include public transportation schedules. Thus, the personal computer system can tell the user not only how long it will take to drive from Point A to Point B, but also what the public transportation alternatives are, with travel time and fare information.

In-Vehicle Route Guidance Systems. These systems will continually determine the road the vehicle is on, its position and heading. The systems will also monitor broadcast data relating to road segment travel times, current incidents, work zones, weather, and parking

availability. A computer will find the best route to the vehicle's destination based on its current location and the broadcast travel times, and give the driver instructions on how to get to his destination. These devices are also likely to incorporate directories of restaurants, motels, attractions, hospitals and other points of interest, and will automatically figure the best route and estimate the travel time. Such systems are in production now, except that the delivery and use of current traffic information is still under development.

Ride Sharing Database. People who want to form or join carpools will be assisted through the New Jersey Transportation Management Association's real-time ridesharing data base.

5.3.3 Emergency Management

Cellular phones. These phones will differ from today's models in that they will know the vehicle's location. (This is a provision of the Federal Communications Commission's requirements for Enhanced 911 service.) When a motorist calls for assistance, or calls to report an incident, the cellular phone will automatically transmit the vehicle's phone number and location, permitting a computer to immediately show the vehicle's position on a map. The primary benefit of this feature is to ensure that emergency responders go directly to the right place. A secondary benefit is that it will alert the dispatcher if the call is a prank. The phones will also be designed to interface with a "Mayday" system, automatically placing a call for help if an air bag has inflated or if the driver has pushed a panic button in the vehicle.

5.3.4 ITS Planning

Coordination of Intelligent Transportation System (ITS) Activities. The coordinated planning and implementation of ITS capital improvements and operations will continue with neighboring agencies, and will include the regional ITS architecture under development by TRANSCOM.

5.4 RELATIONSHIPS AMONG THE SYSTEMS AND PROJECTS SELECTED FOR IMPLEMENTATION

The relationships among the systems and the projects selected for implementation in the short-term are identified in table 5-1 on the following page.

TABLE 5-1

RELATIONSHIP BETWEEN MAJOR SYSTEMS AND SHORT TERM PROJECTS

SECTION 6
SYSTEM ARCHITECTURE

A companion report, System Architecture, presented in meticulous detail the overall design of the system architecture and the details associated with the market packages and equipment packages that provide services to travelers in the corridor. It identifies these subsystems, the sources and users of the ITS information, and all the data flows among those components. It documents precisely how each component of the NJHA ITS will relate to the other components. Figure 6-1, a summary diagram taken from that report, indicates the scope and complexity of that task.

The benefit of documenting the system architecture in detail is minimizing unanticipated replacement and upgrading of equipment installed early in ITS implementation. The system architecture enables someone designing an equipment package or communication link to see all the functions that the equipment or link will handle in the future.

6.1 THE TWELVE INITIAL PROJECTS

Section 2 of this report described 12 projects that are the recommended first steps to making the Garden State Parkway Corridor a smart corridor. This chapter summarizes the system architecture for the twelve projects and discusses the implications for the associated equipment specifications and communication links.

Figure 6-2 is a diagram from the system architecture report that shows the relationships among the ITS components associated with the 12 initial projects. It is similar to Figure 6-1, except that Figure 6-1 includes additional components of the architecture needed to support future projects, not just the first 12.

Tables 6-1 and 6-2 also describe aspects of the system architecture. Table 6-1 shows, for each subsystem involved in the twelve projects, the other subsystems with which it communicates. Table 6-2 lists the same communication links shown in Table 6-1, but also identifies the type of information being communicated. (See figures 6-1 and 6-2)

6.2 TRAFFIC MONITORING WITH CCTV AND DETECTOR SYSTEMS

When initially installed, the CCTV cameras will enable the NJHA TOC staff to see traffic flow, confirm suspected incidents, determine the appropriate emergency response for incidents, and observe the operation of variable message signs. The video will likely be shared, via TRANSCOM, with other transportation agencies and with information service providers.

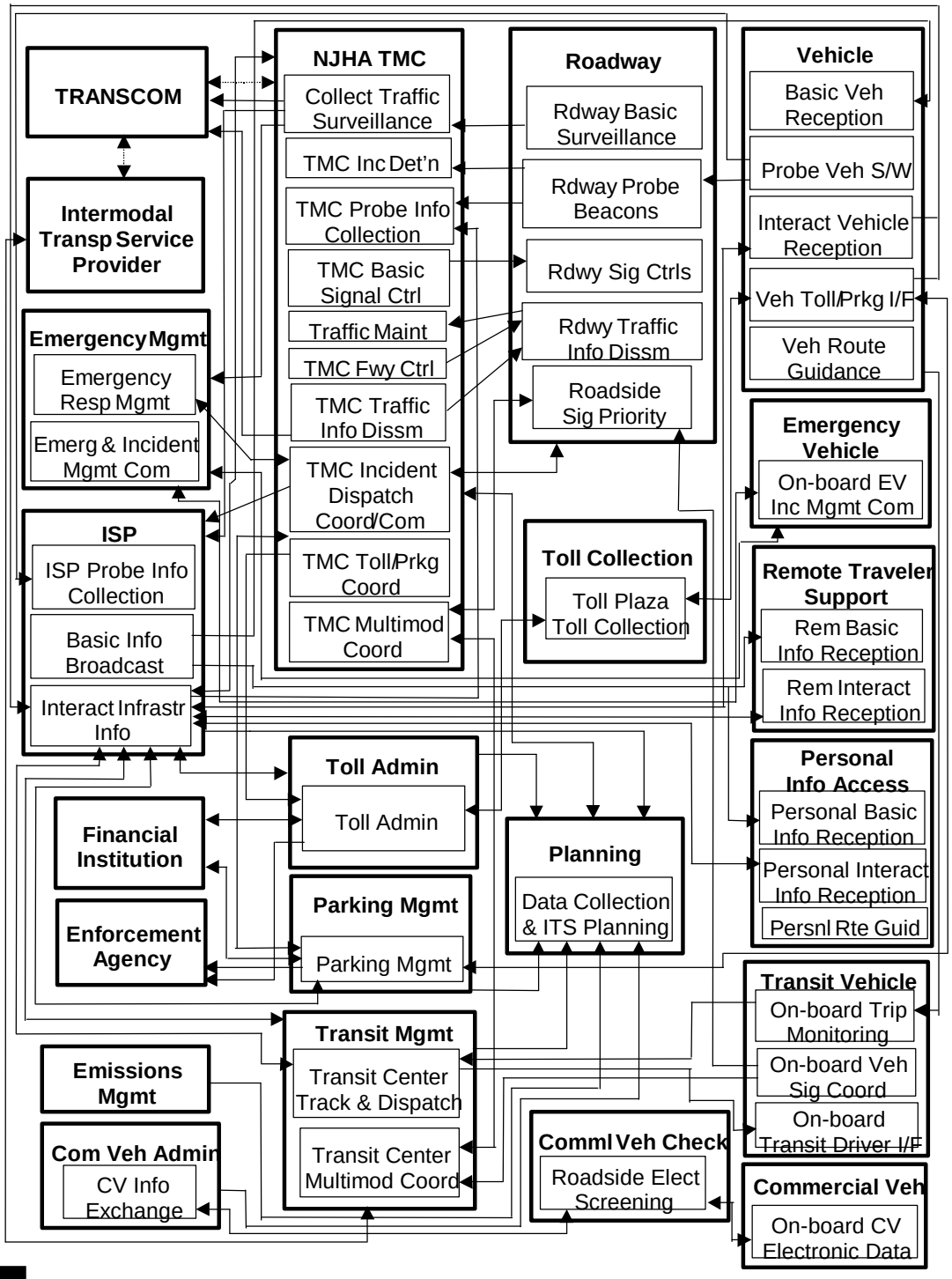


Figure 6-1 **Composite System Architecture Developm from the**

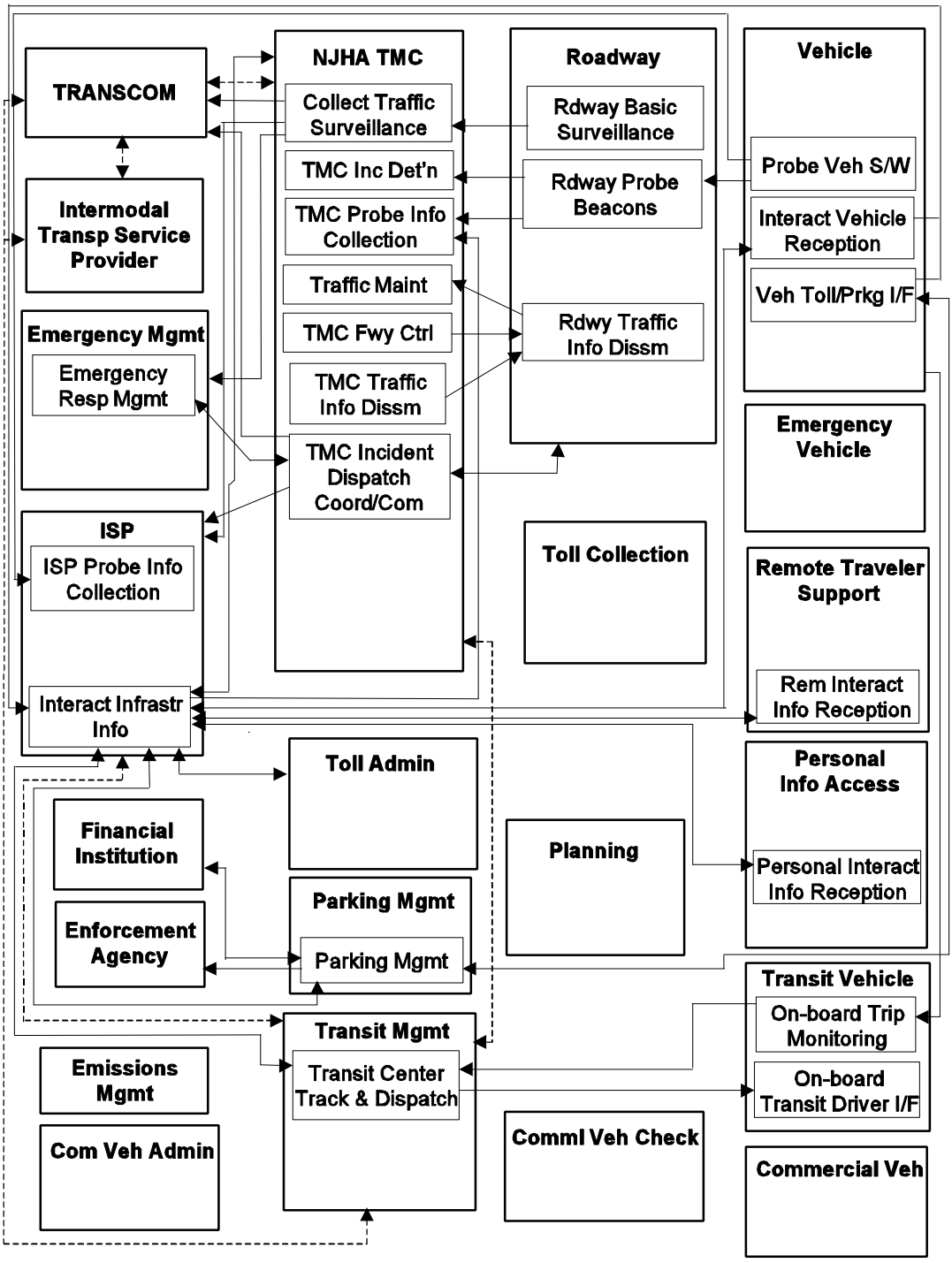


Figure 6-2 **System Architecture Develop ment for the Short-Term Implementation Time Frame NJHA Priority Projects**

[Table 6-1]

Table 6-2

DATA EXCHANGES BETWEEN ITS SUBSYSTEMS TAILORED FOR THE SHORT-TERM IMPLEMENTATION TIME FRAME NJHA PRIORITY PROJECTS

SUBSYSTEM PAIR	DATA	MARKET PACKAGE
NJHA TMC **ö** Info Service Provider	traffic info	ATMS 1
Info Service Provider **ö** NJHA TMC	request for traffic info	
Roadway **ö** NJHA TMC	local traffic flow	
NJHA TMC **ö** Other TMCs	TMC coordination	
Other TMCs **ö** NJHA TMC	TMC coordination	
Roadway **ö** NJHA TMC	vehicle probe data	ATMS 2
Roadway **ö** NJHA TMC	freeway control status	
Roadway **ö** NJHA TMC	incident data	
NJHA TMC **ö** Roadway	freeway control data	
Info Service Provider **ö** NJHA TMC	road network use	
Vehicle **ö** Info Service Provider	vehicle probe data	
Vehicle **ö** Roadway	vehicle probe data	
Location Data Source **ö** Vehicle	position fix	
Map Update Provider **ö** Vehicle	map updates	
NJHA TMC **ö** Roadway	signage data	ATMS 6
Info Service Provider **ö** NJHA TMC	traffic information request	
NJHA TMC **ö** Info Service Provider	traffic information	
NJHA TMC **ö** Emergency Management	incident notification	ATMS 8
Emergency Management **ö** NJHA TMC	incident information	
Emergency Vehicle **ö** Emergency Mgmt	emerg veh driver status update	
NJHA TMC **ö** Info Service Provider	traffic information	
NJHA TMC **ö** Roadway	signage and radio control data	
NJHA TMC **ö** Roadway	freeway control data	
Roadway **ö** NJHA TMC	freeway control status	
Roadway **ö** NJHA TMC	local traffic flow	
Roadway **ö** NJHA TMC	incident data	
Roadway **ö** NJHA TMC	vehicle probe data	
Roadway **ö** NJHA TMC	sign and radio control status	
NJHA TMC **ö** Other TMCs	TMC coordination	
Other TMCs **ö** NJHA TMC	TMC coordination	

Table 6-2 (continued)

DATA EXCHANGES BETWEEN ITS SUBSYSTEMS TAILORED FOR THE SHORT-TERM IMPLEMENTATION TIME FRAME NJHA PRIORITY PROJECTS

SUBSYSTEM PAIR	DATA	MARKET PACKAGE
Vehicle **ö** Payment Instrument	request for payment	ATMS 10
Vehicle **ö** Parking Management	tag data	
Payment Instrument **ö** Vehicle	payment	
Parking Management **ö** Vehicle	request tag data	
Parking Management **ö** Vehicle	tag update	
Parking Management **ö** NJHA TMC	parking availability	
Parking Mgmt **ö** Financial Institution	payment request	
Parking Mgmt **ö** Enforcement Agency	violation notification	
NJHA TMC **ö** Info Service Provider	parking availability	
Financial Institution **ö** Parking Mgmt	transaction status	
Transit Vehicle **ö** Transit Management	vehicle probe data	APTS 1
Transit Vehicle **ö** Transit Management	tran veh passenger & use data	
Transit Management **ö** Transit Vehicle	driver instructions	
Rem Trav Sup **ö** Tran Mgt (or Tran Veh)	trip request	
Tran Mgt (or Tran Veh) **ö** Rem Trav Sup	trip confirmation	

Clearly, video surveillance of such locations could both improve security and reduce responses to false alarms. The candidate locations for such future cameras should be identified prior to installing the roadway surveillance cameras, so that provision can be made to serve both sets of cameras with the same communication system where practical.

The second component of the camera/sensor project is, of course, traffic sensors. The sensors will provide the NJHA TOC staff with current traffic volume data for various locations along the corridor. Like the video, this data is likely to be passed along, via TRANSCOM, to other transportation agencies and information service providers.

The system architecture indicated that, in the future, there are likely to be environmental sensors in the corridor gathering weather and air pollution data. The value of that data would be greatly increased, we believe, if it were related to the associated traffic flow. To that end, we recommend that candidate sites for the environmental sensors be identified prior to siting the traffic sensors, and that the sites be coincident where practical. The communication link for the detectors should be designed to carry emission data as well.

6.3 ADVERTISE EMERGENCY ASSISTANCE PHONE NUMBERS WITH HIGHWAY SIGNS

This system entails the communication of voice information and vehicle location data from vehicles to the NJHA or State Police TOC staff, which can note information needed for traffic management. The system architecture also provides the capability of supporting future communication between emergency response agencies and locations, such as park-and-ride lots. The information pertinent to traffic will be shared, via TRANSCOM, with other transportation agencies and with information service providers.

The system architecture revealed no future additions with a bearing on the incident reporting project.

6.4 COLLECT TRAVEL TIME DATA IN THE PARKWAY CORRIDOR

TRANSMIT is an existing system for monitoring traffic flow and detecting incidents. It tracks vehicles equipped with E-ZPass toll tags as they travel past a series of locations equipped with tag readers. It continuously calculates the average travel time between consecutive locations. A sudden, unexplained increase in travel time over a particular segment indicates a possible incident on that segment. The new project will expand the

TRANSMIT system to cover much of the Parkway Corridor and many of the major roads in the corridor.

One opportunity for project coordination is to locate some of the tag readers at locations that also have the vehicle sensors described earlier. By comparing the number of successful tag reads to the counts from the vehicle sensors, NJHA staff could estimate the market penetration of E-ZPass by location and time period and will estimate volumes at adjacent locations that are only equipped with tag readers. If the vehicle sensors could distinguish between different types of vehicles, then the staff could also estimate E-ZPass penetration by type of vehicle. This information should be valuable to those planning and marketing E-ZPass. Locating tag readers and detectors together should also produce some savings in communication-related costs.

The system architecture revealed that the E-ZPass electronic toll collection system is to be used for other purposes such as the collection of fees at the park and ride lots.

The system architecture also supports a future emergency vehicle tracking system. While the toll tag readers installed in this project will be too far apart for precise vehicle location, there may be some benefit to using location data collected via the toll tag readers to supplement that collected by other means. This option should be explored prior to expanding TRANSMIT because there may be instances in which the TRANSMIT tag readers could be sited to maximize their value for transit vehicle tracking. The potential use of the tag readers to track transit vehicles (or commercial vehicles or NJHA maintenance vehicles) could also affect the communication between the tag readers and the central equipment.

6.5 PROCESS AND DISSEMINATE REAL-TIME TRAVEL DATA

Via TRANSCOM, NJHA will pass the segment travel times from the expanded TRANSMIT along to other transportation agencies and information service providers. It will also be made available to the public via the Internet.

The system architecture supports the NJHA will send a great deal of other information via TRANSCOM to other transportation agencies and to information service providers. The discussion above has already mentioned roadway surveillance video, traffic volumes at vehicle sensor locations, and incident reports. Other data supported by the system

architecture includes:

C Other traffic information (e.g., road conditions in bad weather)

C Current toll rates (demand sensitive)

C Current parking rates (demand sensitive)

C Parking availability

In addition, the architecture supports a similar flow of video and data in the reverse direction, from TRANSCOM to NJHA.

Rather than being limited to the data formats and communication links needed to disseminate the travel time data, this project should entail a comprehensive look at all the information flowing between NJHA and TRANSCOM. The data formats and communication links designed in this project should be able to handle all the data and video that will eventually be exchanged.

6.6 EXPAND VMS/HAR SYSTEMS

This project will provide motorists with current information about traffic conditions, entails installing roadside equipment and establishing communication links to that equipment. The system architecture revealed no need to coordinate with future ITS enhancements, except for placing the signs and radio transmitters near other NJHA roadside equipment to minimize the cost of providing power and communication to the equipment.

6.7 ESTABLISH A PARKWAY HOME PAGE WITH REAL-TIME TRAVELER INFORMATION

This project will give travelers current information about traffic and parking availability throughout the corridor, including current speeds, current incidents and construction activity, transit schedules for park-and-ride lots, best exits for attractions, and the PNC Bank Arts Center schedule of events. It may also provide snap shots of traffic from the CCTV system.

The system architecture supports the transmission of this data to independent service providers and TRANSCOM. Those organizations, however, would also have comparable information from other transportation agencies. That would put them in a position to establish web sites that provide the same information as NJHA's site, as well as other roads, lots, and transit lines in the metropolitan area. Clearly, a traveler would much prefer to visit a single web site providing all the information he needs to plan a trip, rather than having to visit a succession of sites, each providing information about a different portion

of the trip, or a different travel alternative. Especially in the greater New York metropolitan area, the eventual emergence of one or more web sites providing high quality traffic, parking, and transit data for all roads in the region seems inevitable.

To avoid duplication of efforts, the web site project should be coordinated with other organizations' web site projects. In particular, there should be hot links between the sites so that when a user on another web site wants information not available on the site he is using, such as services available at each Parkway service area or a view from one of the other CCTV cameras on the Parkway, he is automatically transferred to the NJHA web site.

6.8 UPGRADE THE PARKWAY TRAFFIC OPERATIONS CENTER

This project consists of providing software, hardware, and new structure to convert NJHA's Communication Center into a Traffic Operations Center. Clearly, the enlarged facility should accommodate not just the people and equipment required for the initial twelve projects, but also the other ITS projects NJHA expects to carry out. The system architecture identifies the following future activities that will require space at the TOC:

C Traffic signal control monitoring and

C Environmental monitoring.

6.9 ENHANCE MANAGEMENT OF PARK & RIDE LOTS WITH ETTM TECHNOLOGY

This project entails improving existing park-and-ride lots, creating new ones, installing changeable signs to alert approaching motorists when lots are full, and extending the E-ZPass system to include electronic collection of parking fees. The E-ZPass tag readers should be incorporated into the TRANSMIT expansion project discussed earlier. The system for determining whether the lot is full should not only control the changeable signs but should also be tied into the travel time dissemination project and the Internet web site, both discussed earlier.

The system architecture indicates no future projects that should be coordinated with this one.

6.10 OPERATE A BUS LOCATION SYSTEM WITH ETTM TECHNOLOGY

This project entails using toll tag readers to track the progress of buses along their routes. This would allow the transit provider to take corrective action when a bus was seriously off

schedule, and permit it to provide passengers with continuously updated estimates of arrival times.

This project should make use of the tag readers installed in three other projects: TRANSMIT expansion, electronic toll collection, and electronic parking fee collection. Any tag readers installed primarily for the bus location system should also feed data to TRANSMIT. Electronic toll collection is a future project called out in the system architecture.

Data from all the toll tag readers will go to NJHA headquarters, so communication links will have to be established to relay the bus-related data from NJHA to the appropriate bus operator. The system architecture calls out other data flows between NJHA and the bus operators. These are:

C Transit system data, such as the location of broken down buses on the Parkway. This will normally flow from the transit provider to NJHA.

C Signal priority requests and status

Before the communication links for the bus operating system are designed in detail, it would be wise to investigate the practicality of using the same links for all the data that NJHA will be exchanging with the transit providers. There may also be an opportunity to use NJHA's communication links to roadside equipment and parking lots as part of the communication system links transit providers to their buses and bus stops.

6.11 OPERATE A STOP-ON-DEMAND BUS SERVICE THROUGH PARK & RIDE LOTS

The goal of the project is to allow a bus to bypass NJHA's park-and-ride lots unless there are passengers in the lot waiting for that particular bus. A traveler needing a bus would use some sort of communication device, probably a kiosk, to request transportation to his specific destination. The request is communicated to the appropriate transit provider, who sends the traveler a response indicating the anticipated pickup time.

The system architecture includes several future systems that could make use of the same kiosk as the bus request system:

C A security system enabling travelers to contact emergency response agencies for help.

- A system to provide travelers with information about how to use public transportation to get between two points.

- A system to provide travelers with information about public transportation fares and schedules.

- A system to enable travelers to purchase tickets and make reservations for public transportation, including demand-responsive transit.

- "Yellow pages" information about attractions and businesses of interest to travelers.

In addition, there will be other communication equipment besides the kiosk(s) at the park-and-ride lots: the system to detect full parking lots; the toll tag readers used for bus location; and, perhaps, video cameras for security. The communication needs for all this equipment should be considered together, rather than project-by-project.

6.12 DISPLAY REAL-TIME TRANSIT SCHEDULE INFORMATION AT PARK & RIDE LOTS

This project entails a display at the park-and-ride bus stop giving the expected arrival time for the next bus on each route serving the lot. This is another project that might be able to share a kiosk and communication links with the projects listed in the preceding section.

6.13 OPERATE INFORMATION KIOSKS AT THE SERVICE AREAS (PRIVATE SECTOR)

This project entails installing kiosks at service areas and park-and-ride lots to provide current transportation information, sell transportation and show tickets, reserve hotel rooms, and give directions for travel between two points. The current transportation information would be provided by TRANSCOM.

There are three areas in which this project should be coordinated with others. First, much of the information provided will be the same as would be displayed on NJHA's web site, so the possibility of using a common data base and common graphics for both projects should be investigated. The system architecture indicates that in the future, information service providers are expected to offer trip planning service, in which the ISP would tell the traveler the best way to travel between to points based on current traffic (or transit) conditions. The system architecture also indicates that information service providers will be providing travelers with current traffic information via "personal information accessories" and in-vehicle displays. The same data base and, perhaps, graphics could also be used for all of these services. There is also the possibility of integration of the "yellow pages"

Table 6-2 (continued)

DATA EXCHANGES BETWEEN ITS SUBSYSTEMS TAILORED FOR THE SHORT-TERM IMPLEMENTATION TIME FRAME NJHA PRIORITY PROJECTS

function, in that a traveler could select a tentative destination from the businesses listed in the yellow pages and immediately be given instructions on how to get there and an estimate of the travel time.

The second area for coordination is the kiosks themselves. The kiosks installed in the parking lots for this project could also be used for functions called out as other projects, such as current transit schedule information and the ability to request bus service.

The third area for coordination is the communication links to the equipment in the parking lots. Even if the kiosks in this project are separate from the equipment used for the real time schedule information, the bus request system, and the future projects listed in the discussion of the bus request system, it may still be practical for them to share some of the same communication infrastructure.

6.14 SUMMARY

The system architecture enables us to see numerous opportunities for coordination and cost saving among projects that, at first glance, seem unrelated and that may be built in different time frames. Readers and transportation professionals who are involved in detailed projects are referred to the System Architecture document for further information.

SECTION 7
INSTITUTIONAL FRAMEWORK

The expansion of intelligent transportation systems in the Garden State Parkway Corridor is an extension of NJHA's role in transportation and of a series of ongoing projects in a broad program of moving goods and people. Much of the framework—the organizational structure, funding, legal basis, etc.—is already in place. Nevertheless, as the ITS program grows, both in geographical scope and complexity, that framework must also grow. The institutional issues presented in this section, therefore, represent issues to be considered. But they should not be viewed as barriers to implementing the projects identified in this plan.

Within the broad heading of "institutional framework" are the topical areas of: legal issues, contractual issues, and funding issues. Each of these warrants consideration for, in order to expand ITS in the corridor, it may be necessary to change some of the institutional practices of the NJHA and those entities that will work with the Authority on these projects.

7.1 LEGAL ISSUES

The projects envisioned in this Strategic Deployment Plan introduce legal issues that may not have been of concern to the Authority in the past. The interaction between the Authority and other public and private entities and the general public suggest that these issues need to be considered and that new practices added to those already in place. In many instances, the current practices will need only to be expanded to cover the new relationships.

While NJHA has always had working agreements with the localities through which the Parkway passes, the proposed projects cover not just the GSP but also the intersecting and parallel routes. Compatibility between equipment on and off the Parkway will require a strengthening of those agreements. Greater reliance upon local emergency services, summoned through a NJHA traffic operations center will create a focal point for some of these contacts.

At a grander level, the NJHA will intensify its relationship with TRANSCOM, with greater two-way communication than before. Along with a greater information exchange is likely to be a more significant emphasis on common procurement specifications and procedures. The Parkway will also become more closely wedded to the I-95 Coalition, creating connections not yet encountered.

The traffic operations center could conceivably be a microcosm of the legal interactions that NJHA will encounter with "sister" agencies. The TOC would likely be staffed not only

with NJHA personnel but also state and local personnel from other agencies, public and private. Lines of authority and communication may need to be clarified as individual staffs seek to respond to requests from staff within their own agency, outside the TOC, and supervisory personnel not a part of their own agency. Similarly, the employment practices of the various agencies (e.g., work rules, hiring practices, training practices) will differ. Staff will need to adapt to this new work environment and NJHA, and other agencies, may need to make exceptions to their employment practices.

The proposed expansion of ITS will introduce new liability concerns, primarily because of the heightened awareness of the potential for litigation rather than from any new risks imposed by the projects. Liability generally remains with the driver who is responsible for the actions of his or her automobile and the choices that he or she makes. But when incidents occur on a diversion route, either to a traveler, or to the neighborhood through which he passes, litigants may pursue the Authority for its "deep pockets." Individuals may presume that information generated by the ITS projects carries a guarantee of accuracy and safety never suggested.

The prospect of private consultants and contractors, acting on behalf of the state in the construction, operations, and maintenance of ITS improvements, even if it is only disseminating information received from surveillance projects, may introduce a perceived, new line of risk. These contingencies should be addressed prior to implementation of the projects but should not prevent their implementation.

Sharing of resources will also mean sharing of procurement and with it a host of legal considerations. Prior to the passage of ISTEA, toll roads were not eligible for federal funds and so NJHA procurements were primarily internal matters. The 1991 legislation lifted that exclusion and the anticipated legislation will maintain the current status quo. The use of federal funds on the Parkway, therefore, should not present any new legal issues. However, the extension of ITS beyond the limits of the GSP right of way may result in common procurements between the state DOT and NJHA; differing procedures may need to be coordinated. Similarly, the introduction of public-private partnerships may place the Authority in a position in which a private entity makes a procurement on behalf of the Authority or can make a procurement for which the Authority is partially assessed. While private entities can frequently make purchases more quickly and even at a lower cost, they do not follow the "arm's length" and other procurement practices of a public agency. Requirement for low-bid procurement, multiple bidders, or public announcements of bid opportunities are not necessarily standard practice in the private sector. The first procurements made under such an arrangement will be test cases unless some guidelines are established at the onset of the proposed ITS program.

One of the more dramatic areas in which public-private procurements may present an issue is with selection of a winning bid. Most public sector procurement requires that the

lowest qualified bidder be awarded a contract. Bids which exceed the specifications are not encouraged because they frequently carry higher costs. Previous performance and preexisting relationships do not officially carry any weight in the selection process. In private procurements, however, offers of a better product for a slightly higher cost may be accepted. Similarly, private entities will often limit eligible bidders to those with which there is an established track record. The extent to which state procurement regulations must apply to private procurements will need to be considered.

At the opposite end of the spectrum is the concern that a rigid specification may limit eligible bidders to a number so small as to invoke antitrust action. Narrowly defined specifications, in restraint of trade are not permissible. Extension of the procurements beyond the public sector may invite a closer legal scrutiny than when only for certain public sector procurements.

Conflict of interest laws and regulations may also limit the ability of public agencies to engage in essentially design-build contracts. Using private partners to carry out public agency projects may be viewed as less than arm's length agreements and violate these laws. While such practices can have benefits, and because of those benefits are common on the private sector side, they violate the spirit of fair government practices and will need to be considered.

Public-private partnerships may also limit the pool of eligible bidders. The magnitude of some of the procurements envisioned under this program will be large. Smaller firms may not be able to compete with the larger firms. The public-private partnering would, therefore, limit competition and exclude small firms. Similarly, public agency disadvantaged business enterprise (DBE) participation requirements may not be compatible with such partnerships. While DBEs could work as subcontractor to larger, better established firms, DBEs could not compete directly and public agencies might not, therefore, meet their mandates to work with disadvantaged business enterprises.

Even partnerships between public agencies may require some discussion prior to making procurements. Each agency has rules and procedures which, while generally striving for the same objectives (i.e., fairness, increased competition, lowest cost to the public) may be different. One way to minimize conflicts is to authorize one agency to make the procurement under its rules rather than attempt a joint procurement. Agencies may even take turns making the procurements so as not to burden one or the other. Discussions should take place, nonetheless, to ensure that one agency's rules do not invite legal challenges from another agency's potential bidder.

These same guidelines of establishing procedures "up front" would apply to most procurement situations. Advising potential bidders and the general public would also

minimize concerns over antitrust violations and unfair bidding practices developing from "new procedures."

Privacy issues have become central as enhanced ITS features are implemented. While vehicle counting equipment and even video cameras have not raised many concerns, the potential for identifying individual movements through E-ZPass tags, and the exposure of personal financial information through E-ZPass records has caused some of the traveling public to express reservations about such systems. Commercial operations, for example, are afraid that the enhanced ability of the police to monitor individual vehicle movements may result in citations for violations of speed limits. Individuals who want to travel without others possessing the knowledge of where they are similarly concerned with surveillance capabilities. These fears are best met with clear explanations of the limited nature of the surveillance, the transient use of the data, the encryption of individual records, and the intended use of the information.

Safeguards of financial records must be both real and yet also cover perceived threats. Protections against billing accounts without the knowledge of E-ZPass holders and protections against outside interception of the data must be incorporated into the E-ZPass system. Here too, that there are such systems in effect today should help to gain acceptance of this system. As E-ZPass gains widespread acceptance and as the benefits of the system are demonstrated, privacy and security concerns should be reduced.

One feature of the proposed ITS program that is not new to the Garden State Parkway but may be new to some agencies that control roadways is that of new uses for highway right of ways. Communications companies, in particular, have entered into agreements to offer conduits or communications capacity in exchange for use of the highway right of way. Public agencies that previously offered easements but did not expect other than monetary payment, may need to adjust their thinking. Utility easements are not new; it is really only the form of payment—in-kind services—that is different from previous practices.

7.2 CONTRACTUAL ISSUES

The New Jersey Highway Authority operates the Garden State Parkway under a charter issued by the New Jersey legislature. That charter forms the basis for a contractual relationship between the Authority and the bondholders who supplied the financial support for the road. The NJHA offers a reasonable rate of return on the bondholders' investment through establishing an appropriate toll level, collecting that toll, and disbursing the receipts. Anything that jeopardizes that cash flow risks challenge.

The relationship between the NJHA and its bondholders cannot be jeopardized, either through incurring costs that would affect the cash flow or through a breach of a contract. The Authority, therefore, cannot offer discounts on the tolls without compensating with an

anticipated increase in toll paying traffic. Introducing unproven technologies to collect tolls and monitor traffic would violate the agreement between the Authority and the bondholders. New technologies must not only be proven but include safeguards that they will accurately assess vehicles and safely transfer funds without incurring higher processing costs than conventional toll collection operations.

The relative newness of the technology involved in electronic toll collection presents some contractual issues as well. In the private sector, firms may establish close working relationships with suppliers and consultants to assist them in learning about and implementing new technologies. These types of relationships may violate protections built into NJHA charter rules to protect bondholder investments. Changes in procurement regulations, to meet this problem, and the broader acceptance and familiarity with the E-ZPass technology should minimize this problem.

7.3 FUNDING ISSUES

Prior to 1991, toll roads were not eligible for federal funding and most projects, therefore, were funded solely by NJHA funds. The Intermodal Surface Transportation Efficiency Act of 1991 permitted the use of federal funds on toll roads. Federal funding, however, whether used on toll roads, local roads, or state roads, is requested from and passes through the state Department of Transportation. In addition, ISTEA made allocations to the states who then disbursed the money within the state. Federal funding passed to NJHA reduced the amount available for other uses. NJHA funding requests, therefore, had to follow state procedures in addition to its own procedures. It extended the need for environmental compliance and other state and federal regulations regarding requests for funds, procedures for procurement, and the use of the funds.

One possible impact of the use of federal funds could be to limit the ability to enter into unique agreements with private entities. In addition to the contractual limitations cited above, the federal regulations impose rules on who may receive federal expenditures and the manner in which such entities may be selected.

Perhaps the most important funding issue at this time is the uncertainty surrounding the future of federal funding. While there is general agreement that a new spending bill will be authorized, the overall levels, state allocation formulas, and specific categories that will be authorized are unknown. The next legislation will generally be similar to the last bill but details, which could specifically affect ITS spending, may be different.

ISTEA, and its successor, also add control of some spending to the metropolitan planning organizations. There are three such organizations in New Jersey two of which—one for the northern New Jersey area surrounding New York City and one in southern New Jersey are affected by this project. NJHA will need to become increasingly familiar with the

MPOs' practices and personalities as these organizations represent a source of financial control and also inter-jurisdictional cooperation that may advance the projects proposed in this plan.

The next version of ISTEA will continue to promote the commingling of NJHA funds with other agencies' funding. Limiting spending to just NJHA funds, and dispensing with the control that comes from others' funds, will not be a possibility in the future.

7.4 CONCLUSIONS

None of the issues raised in this section suggest a significant problem for implementation of this early deployment program. There will need to be some studies conducted and some discussions held with organizations with which NJHA needs to collaborate. A public information program will be required to advise bidders, cooperating agencies, private entities, and the general public of the changed institutional environment in which ITS will be deployed in the corridor.

7.5 INTELLIGENT TRANSPORTATION INFRASTRUCTURE REPORT

7.5.1 Introduction

On January 10, 1996, Secretary Federico Pena announced a new Department of Transportation program entitled "Operation TimeSaver." This new program presented a national goal to build an Intelligent Transportation Infrastructure. The program was established to "implement the Intelligent Transportation Infrastructure in the 75 largest metropolitan areas within 10 years--to save time and lives and improve the quality of life for Americans everywhere."

The United States Department of Transportation created the Intelligent Transportation Infrastructure initiative in an attempt to alleviate the ever increasing strain on the nations antiquated transportation infrastructure, and to increase the overall efficiency of the nations surface transportation system. The US DOT estimates that Americans will save up to 15 percent of their current travel time with the implementation of Intelligent Transportation Infrastructure.

This report will define what exactly Intelligent Transportation Infrastructure (ITI) is, and how the program relates to the Garden State Parkway Early Deployment Study. The report will discuss each of the twelve proposed Early Deployment projects and the ITI component with which each of the projects is related.

7.5.2 Intelligent Transportation Infrastructure (ITI)

Intelligent Transportation Infrastructure is the assemblage and joining of initial construction and existing transportation and communication components of large and small scale metropolitan areas. Existing systems such as Traffic Control, Freeway Management, Transit Management, Incident Management, Electronic Fare Payment, Electronic Toll Collection, Regional Multi-modal Traveler Information Centers, Railroad Grade Crossings and Emergency Management, will be integrated to establish more efficient means of surface transportation.

Most, if not all, of the 75 major metropolitan areas have some form of these nine projects already in place, or will be in place in the near future. It is the goal of ITI to combine the systems resources, and create significant benefits from systems that are already in place, and have not met there useful potential.

The integration of these existing nine systems, will allow for each of the individual systems to achieve more productivity and efficiency within its own environment, and allow information to flow among all of the systems, resulting in a communication and information network geared toward creating a transportation infrastructure, in turn saving Americans time and money.

To begin implementing the system, the government has decided to start by installing model deployments in the large scale metropolitan areas. From these models, other large and small scale metropolitan areas can observe the overall effectiveness of the program, which will help the small scale areas implement a transportation infrastructure to their area.

7.5.3 The National Need for ITI

The National transportation infrastructure is in great need of improvement and expansion. The US DOT estimated that the nation would need a 34 percent increase in highway capacity, just to remain constant with the current growth in vehicle miles traveled. The ITI initiative will establish a more efficient means of managing the existing surface transportation system, allowing for greater capacity. When comparing costs of installing new lane miles versus more efficient management of the existing miles, it is evident that efficient management is a sound economical and efficient approach.

With the increase in congestion among our existing arterial roadways, and with expansion limits reaching capacity, a need has arisen to better manage the existing facilities that are currently have in operation.

As previously mentioned, the current plan is to deploy the program to the 75 largest metropolitan areas within the next ten years. This strategy will serve 50 percent of the nations population within the initial 10-year deployment.

7.5.4 ITI Benefits to the Average Citizen

ITI will provide emergency vehicles improved access times to locations that require their assistance. This would be accomplished through the "shared" information plan of ITI. The incidents can be located at a quicker rate through the use of Global Positioning System technology. Emergency response vehicles would be able to locate the quickest route to an emergency facility through the use of traffic delay information.

With the integration of shared transportation information, trip planning for commuters will be streamlined, creating a more informed commuter. Drive times would be easily accessible, and allow for efficient planning by the commuter. Bus scheduling information would be obtainable in real-time. Bus routes experiencing delay would be identified, with alternatives and estimated arrival times made available to the commuter.

As previously mentioned, the ITI initiative will create a 15 percent reduction in overall travel time to the average citizen. If a commuter averages approximately 90 minutes of drive time per day, the new program will save the commuter four to five hours a month. This computes to a two-day savings per year.

7.5.5 System Overview

The nine subsystems incorporated into the ITI program which were mentioned above, are in many cases already installed in most of the larger metropolitan areas, and many of the smaller metropolitan areas as well. The systems and there advantages are;

- **Traffic Signal Control Systems -** Provides coordinated traffic signal control within an entire metropolitan area. This system reduces travel time by establishing traffic progression patterns, and ultimately creating an efficient timing scheme for traffic flow.

- **Regional Multimodal Traveler Information System -** This system is a data collection package that receives, processes and distributes current travel data. The process data is then supplied to travelers for their usage through a variety of channels.

- **Freeway Management System -** This system monitors real-time traffic information, processes the data, then the data is utilized by operations personnel to modify the freeway/roadway control devices to establish a more efficient travel environment.

- **Transit Management System -** This system supplies bus location data to the bus operator back at the operations center. The information is processed by the operator and computer programs to derive strategies for reducing delay.

- **Incident Management Programs -** A program designed to facilitate the detection and rapid response to roadway incidents. Real-time data is collected and processed in order to respond with the correct equipment in a relatively short amount of time.

- **Electronic Fare Payment System -** This system utilizes equipment installed in vehicles and along roadways to collect transit fees, parking fees, and establishes a single-pay method of bill payment where periodic fees can be paid on a lump sum basis.

- **Electronic Toll Collection System -** This system incorporates equipment inside of vehicles and along roadways to expedite toll collection activities by eliminating the stopping of the vehicles. It also eliminates "exact fare" problems which quite often occur.

- **Railroad Grade Crossing -** This system monitors train traffic flow through the use of real-time data collection. With this information, highway-rail intersections can be controlled through interaction between the traffic control centers and the rail operations center.

- **Emergency Management Services -** This system coordinates emergency services within a multi-jurisdictional area, establishing a more efficient relationship amongst support services located in jurisdictions that share a boundary.

Under the ITI initiative, information from each of these systems would be integrated, allowing other systems to benefit from each of the other system's collected data.

7.5.6 ITI and the Garden State Parkway Early Deployment

With the Federal Government's focus on integration of the Intelligent Transportation Infrastructure, state and local officials are being encouraged to "buy smart," by purchasing transportation related systems that would be capable of sharing data with the other nine components of the Intelligent Transportation Infrastructure. This challenge set forth by the federal government suggests that the metropolitan areas begin their transition to full integration of systems by concentrating on integrating existing components within the jurisdiction. The Model Deployment Initiative in the New York metropolitan area is an example of such a strategy. The secretary stressed that all communities have at least some form of traffic signal system, and that this would be an excellent starting point for the smaller cities.

Following is a description of each of the projects contained within the Garden State Parkway Early Deployment Study, and each of the project's relationship with the distinct components of the Intelligent Transportation Infrastructure initiative. As shown in Table 7-1 the twelve projects proposed for the Early Deployment Study satisfy a majority of the nine components of the Intelligent Transportation Infrastructure. The projects are detailed as follows:

Traffic Monitoring with CCTV & Detector Systems- The installation of CCTV cameras and detector systems satisfies several of the nine components of the ITI initiative. *Freeway Management, Transit Management, Emergency Management* and *Incident Management* will be provided through the use of the CCTV and Detector systems, and will contribute valuable data to a *Regional Multimodal Traveler Information System*.

Advertise Emergency Assistance Phone Numbers with Highway Signs- *Incident Management* and *Freeway Management* will be partially established with the installation of these signs. In the event of an incident, motorists will be encouraged to utilize the phone numbers.

Collect Travel Time Data in the Parkway Corridor- *Regional Multimodal Traveler Information*, *Freeway Management*, and *Incident Management* will be established through the use of the E-ZPass system. With the entire length of the Parkway outfitted with the system, monitoring and management of travel time conditions is achieved, as well as *Transit Management*.

Process and Disseminate Real-time Travel Data- Once the E-ZPass system is in place, the collected data will be used to establish better travel time scenarios through *Freeway Management, Transit Management*, *Incident Management, Emergency Management* and contribute valuable travel time information to a *Regional Multimodal Traveler Information System.*

Expand VMS/HAR Systems- With the installation of VMS and HAR, *Freeway Management* and *Incident Management* as well as *Emergency Management* and *Transit Management* can be conveyed to all Parkway travelers. The two systems are essential to quality communication from operations personnel to vehicles on the Parkway.

Establish a Parkway Home Page with Real-time Traveler Information- A Parkway web page is another essential communication tool that can be established at a relatively low cost. By posting all related transportation data, the page will aid in *Regional Multimodal Traveler Information System*, *Freeway Management*, *Incident Management*, and can notify travelers of *Traffic Signal Control* problems**.**

Upgrade the Parkway Traffic Operations Center- Upgrading the Traffic Control Center would allow many new traffic control and communication systems to be installed. It would allow for the creation of a *Regional Multimodal Traveler Information System* and establish an operations center for *Freeway Management* and *Incident Management.*

Enhance Management of Park & Ride Lots with ETTM Technology- In conjunction with the E-ZPass system, parking fees for the park and ride lots will be collected through the *Electronic Fare Payment System* or *Electronic toll Collection System*.

Operate a Bus Location System with ETTM Technology- The installation of the E-ZPass system will also allow for detailed tracking of individual buses along the Garden State Parkway, and establish the basis for a *Freeway Management System* and a *Transit Management System***.**

Operate a Stop-on-Demand Bus Service Through Park & Ride Lots - This bus notification system will be based on the E-ZPass system, and also provide data and information for a *Transit Management System* and a *Freeway Management System.*

Display Real-time Transit Schedule Information at Park & Ride Lots- By providing this real-time information to the bus traveler, it will inform the passenger of scheduling information and changes through the use of a *Transit Management System and Regional Multimodal*.

Operate Information Kiosks at the Service Areas (Private Sector)- By establishing these kiosks at service areas, a wealth of useful information can be passed on to the Parkway traveler, again establishing *Freeway Management* and *Incident Management* capabilities and provide input for a *Regional Multimodal Traveler Information System*.

7.5.7 Summary and Conclusion

Intelligent Transportation Infrastructure is the assemblage and joining of transportation systems for the use of sharing data. With the sharing of this data, each individual transpiration system will be able to operate more efficiently within it's own system, and contribute valuable data to other transportation systems.

It is clear that all twelve proposed projects for the Garden State Parkway Early Deployment Study are in agreement with Secretary Pena's ITI initiative. In fact, a majority of the twelve projects satisfy more than one of the nine components to the ITI initiative. This compliance demonstrates New Jersey Highway Authority's willingness and dedication to adhering to the United States Department of Transportation's planning to alleviate current transportation problems.

Table 7-1

SHORT-TERM PROJECTS AND THE ITI

PROJECT	ITI COMPONENTS								
	Traffic Signals Systems	RMTIS*	Freeway Manage-ment	Transit Manage-ment	Incident Manage-ment	Electronic Fare Payment	Electronic Toll Collection	Railroad Grade Crossing	Emergency Manage-ment
Traffic Monitoring - CCTV and Detectors Systems		U	U	U	U				U
Advertise Emergency Assistance Phone Numbers			U		U				U
Collect Travel Time Data in Parkway Corridor		U	U	U	U				
Process and Disseminate Real-time Traffic Data		U	U	U	U				U
Expand VMS/HAR Systems			U	U	U				U
Establish Parkway Home Page w/ Real-time Info.	U	U	U	U	U				
Upgrade the Parkway Traffic Operations Center		U	U	U	U				U
Enhance Management of Park & Ride lots w/ ETTM				U		U	U		
Operate a Bus Location System with ETTM			U	U					
Operate A Stop-on-Demand Bus Service @ Park & Rides			U	U					
Display Real-time Transit Schedule		U	U	U					
Operate Information Kiosks at Service Areas		U	U		U				

*RMTIS =Regional Multimodal Traveler Information System