

## Chapter 1 : Rethinking The Urban Speedway

*The EKOS study, Rethinking the Information Highway, consisted of a telephone poll (5, respondents) and a follow-up mail-out survey to a panel of 1, respondents drawn from the previous sample.*

By Robert Poole January 5, For several decades, using variable pricing to address freeway congestion has been a goal of transportation planners. Not only would such pricing reduce congestion by addressing the imbalance between capacity and rush-hour demand, but it would also generate useful information about where new capacity was most needed, and provide funding to pay for that capacity. Yet despite federal efforts that began in the 1980s and have continued to the present, no urban area has been enticed into putting congestion pricing onto its freeway system. Doing so is considered politically impossible, primarily due to the opposition of highway users—motorists and truckers. Some doubt that pricing would work; others that it would work so well that hardly anyone could afford to drive. Singapore, London, and Stockholm. These overseas metro areas have much lower car ownership and much larger transit systems than typical large U.S. cities. This suggests that even where alternatives to driving are more viable, congestion pricing is still very tough to sell. The underlying problem is that congestion pricing can easily produce more losers than winners. Those who pay the toll would be winners, because their time savings would be worth what they had to pay. And those using the arterials would be made even worse off by those diverting to them from the tolled freeways. To solve this problem, we need to think outside the box. All conventional freeway pricing proposals make two unexamined assumptions: Detailed research on the congestion-priced HOT lanes on SR 91 in California by UC-Irvine economist Kenneth Small finds a very large distribution of values of time and values of trip-time reliability among all motorists in that congested corridor. Small and colleagues modeled several pricing alternatives for that corridor, including the existing combination of priced and free lanes, the standard all-lanes-priced model of freeway pricing, and a dual-price model. Stephen Shmanske of Cal State Hayward first proposed this approach in 1991, and modeled a dual-price system for the Golden Gate Bridge in 1992. Highway engineers know that throughput is somewhat higher on two GP lanes than on two parallel, but separated, lanes. Most such specialized lanes are under-utilized. But we now have more than 15 years experience with HOT lanes, most of them single-lane-per direction. Thanks to variable congestion pricing, these lanes can be filled to a target level of traffic volume. In selected corridors, there may be enough truck traffic to justify truck-only lanes, and several such projects are under detailed study around the country. My proposal for freeway pricing draws on these points to suggest that transportation planners should revise their goal. Instead of one-price-fits-all on GP lanes, we should be aiming at a three-part system: This approach should produce more winners than losers and therefore be politically feasible. Moreover, it can be phased in over time, beginning with a network of premium-priced lanes, as currently planned for Atlanta, Dallas, Houston, San Diego, San Francisco, and Seattle. Only after that network is operational should planners suggest the added benefits of modest peak-only pricing on the remaining GP lanes. Freeway congestion pricing is still a worthwhile goal. But we are more likely to reach it by working harder on the details.

**Chapter 2 : Rethinking The Rapture Archives | Women's Bible Study**

*Predicting the outcome The following are the results of the 39th general election in Canada: In the week leading up to the January 23rd vote, EKOS collected more than 4, cases.*

In short, the new human being is not interested in collecting what is significant but in connecting to as wide a web of information as possible. For such a postmodern being the more information the better, since information enables one to learn more and more and to look at things from all sides. One never has enough information. Thus one can never act.. All that a reflective age like ours produces is more and more knowledge. As Kierkegaard saw, "by comparison with a passionate age, an age without passion gains in scope what it loses in intensity" *Present Age*, p. It is no accident that what Kierkegaard attacks as the Press, he also calls the Public. Around the new power of the Press to disseminate information to everyone in a nation lead its readers to transcend their local, personal involvement and overcome their reticence about what did not directly concern them. The Press encouraged everyone to develop an opinion about everything. This was seen by many as a triumph of democratization. We now speak of public opinion. Coffee houses as well as The Press became the locus of a new form of political discussion. This new sphere of discourse is radically different from the ancient polis or republic; the modern public sphere understands itself as being outside power. This extra-political status is not just defined negatively, as a lack of power, but seen positively. Just because public opinion is not an exercise of power, it is protected from any partisan spirit. Enlightenment intellectuals saw the Public Sphere as a space in which the rational, disinterested reflection that should guide government could be institutionalized and refined. Such disengaged discussion came to be seen as an essential feature of a free society. As Burke put it, "in a free country, every man thinks he has a concern in all public matters. That the Public Sphere lies outside of power meant that in it one could hold an opinion without having to act on it. This opens up the possibility of endless reflection. If there is no possibility of decision and action, one can look at all things from all sides and always find some new perspective from which to put everything into question again. But, Kierkegaard saw, when everything be up for endless critical commentary, action finally becomes impossible. The public sphere becomes a realm of idle talk in which one merely passes the word along. If all the public can do is observe and reflect, then by being part of the public one can be secure while at the same time having opinions on everything. Kierkegaard already saw that the essential feature of this freedom to have an opinion on everything is that people do not take responsibility for their opinion. The Press speaks for the Public but no one stands behind the views the public holds. As Kierkegaard put it, "In order that everything should be reduced to the same level, it is first of all necessary to procure a phantom, its spirit, a monstrous abstraction, and all-embracing something which is nothing, a mirage-- and that phantom is the public" *PA* p. The Public Sphere is a world in which everyone comments on and has an opinion on all public matters without needing to act and therefore without have to make any commitment. *PA* 63 The motto he suggested for the Press was: Of course, in so far as one does not take action on the information, no one really cares if it is reliable. All that matters is that everyone pass the word along by forwarding it to other users. Moreover, in the name of protecting privacy, ID codes are being developed that will assure that even the senders address will be secrete. The net is thus a perfect medium for slander and innuendo. Kierkegaard could have been speaking of the Internet when he said of the Press: Kierkegaard would surely see in the net with its interest groups which anyone in the world can join and where one can discuss any topic endlessly without consequences the hi-tech synthesis of the worst features of the newspaper and the coffee house. Without rootedness in particular problems all that remains for the interest group commentator is endless gossip. In such groups anyone can have an opinion on anything and all are only too eager to respond to the equally deracinated opinions of other anonymous amateurs who post their views from nowhere. Such commentators do not take a stand on the issues they speak about. Indeed, the very ubiquity of the net makes any such local stand seem irrelevant. What is striking about such interest groups is that no experience or skill is required to enter the conversation. Indeed, the most serious danger of the Public Sphere, as illustrated on the World Wide Web, may well be that it undermines expertise. Studies of skill acquisition have shown that, unless the outcome matters and unless the

person developing the skill is willing to accept the pain that comes from failure and the elation that comes with success, the learner will be stuck at the level of competence and never achieve mastery. Since expertise can only be acquired through involved engagement with actual situations, what is lost in disengaged discussion is precisely the conditions for acquiring mastery or practical wisdom. Thus Kierkegaard had a prescient and frightening view of information technology. He thought that "Europe will come to a standstill at the press and remain at a standstill as a reminder that the human race has invented something which will eventually overpower it. He already saw that the ultimate activity the Internet would encourage would be speculation on how big it is, how much bigger it will get, and what, if anything, all this means for our culture. This sort of discussion is, of course, in danger of becoming part of the very cloud of anonymous speculation Kierkegaard abhorred. Indeed, Kierkegaard concluded his analysis of the dangers of the present age and his dark predictions of what was ahead for Europe with the ironic remark that: The only alternative Kierkegaard saw to this paralyzing self-scrutiny was to plunge into to some kind of activity -- any activity -- as long as one threw oneself into it with passionate involvement. Towards the end of *The Present Age* he exhorts his contemporaries to make such a leap: There is no more action or decision in our day than there is perilous delight in swimming in shallow waters. But just as a grown-up, struggling delightedly in the waves, calls to those younger than himself: Come on, leap cheerfully, even if it means a lighthearted leap, so long as it is decisive. If you are capable of being a man, then danger and the harsh judgment of existence on your thoughtlessness will help you become one. The Present Age, Commitment to Endless Possibilities Such a light hearted leap into the deeper water is typified by the net-surfer for whom information gathering has become a way of life. Such a surfer is curious about everything and ready to spend every free moment visiting the latest hot spots on the web. He or she enjoys the sheer range of possibilities. Something interesting is only a click away. Commitment to information as a boundless source of enjoyment puts one in what Kierkegaard calls the aesthetic sphere of existence -- his anticipation of postmodernity. For such a person just visiting as many sites as possible and keeping up on the cool ones is an end in itself. The only meaningful distinction is between those sites that are interesting and those that are boring. Life consists in fighting off boredom by being a spectator at everything interesting in the universe and in communicating with everyone else so inclined. Such a life produces a self that has no defining content or continuity but is open to all possibilities and to constantly taking on new roles. But we have still to explain what makes this use of the Web attractive. Why is there a thrill in being able to find out about everything no matter how trivial? What motivates a commitment to curiosity? Kierkegaard thought that in the last analysis people were attracted to the Press, and we can now add the Web, because the anonymous spectator takes no risks. The person in the aesthetic sphere keeps open all possibilities and has no fixed identity that could be threatened by disappointment, humiliation or loss. Surfing the Web is ideally suited to such a life. On the Internet commitments are at best virtual commitments. Sherry Turkle has usefully described how the Net is changing the background practices that determine what kinds of selves we can be. In *Life on the Screen*, she details "the ability of the Internet to change popular understandings of identity. Thus "the Internet has become a significant social laboratory for experimenting with the constructions and reconstructions of self that characterize postmodern life. Her work unintentionally reveals that we are in transition in the way we understand ourselves. Turkle speaks of "using virtual spaces to construct identity," but the idea that we construct our identity is not new. As Turkle notes, it goes back at least to Shakespeare. The crucial question is, What sort of identity does the Net encourage us to construct? There seem to be two answers--an ethical and an aesthetic one-- which Turkle does not clearly distinguish. On the one hand, the Net can be used for serious self exploration and articulation. As she notes, "On a MUD [Multi-User Dungeon] one actually gets to build character and environment and then to live within the toy situation. A MUD can become a context for discovering who one is and wishes to be. The Net then functions, as Turkle says, "to facilitate self knowledge and personal growth. So, as one might expect, while Turkle continues to use the old, modernist language of personal growth, she, nonetheless, sees that the computer and the Internet promote something totally different. MUDs make possible the creation of an identity so fluid and multiple that it strains the limits of the notion. Identity, after all, refers to the sameness between two qualities, in this case between a person and his or her persona. But in MUDs, one can be many.

MUDs lend themselves, then, especially to the possibility of playing at being many selves, none of whom is recognized as who one truly is, and this possibility is not just theoretical but actually introduces new social practices. The rethinking of human Turkel realizes that the Net encourages what she calls "experimentation" a confusing term covering both exploration and morphing because what one does on the Net has no consequences. She thinks this frees people to develop new and exciting selves. The person in the aesthetic sphere of existence would surely agree, but according to Kierkegaard: When he is speaking from the point of view of the next higher sphere of existence, Kierkegaard tells us that the self requires not "variableness and brilliancy" but "firmness, balance. We would therefore expect the aesthetic sphere to reveal that it was ultimately unlivable, and, indeed, Kierkegaard held that if one threw oneself into the aesthetic sphere with total commitment it was bound to break down under the sheer glut of information and possibilities. Without some way of telling the relevant from the irrelevant and the significance from the insignificant everything becomes equally interesting and equally boring. Writing under a pseudonym from the perspective of someone experiencing the melancholy that signals the breakdown of the aesthetic sphere he laments: This inability to distinguish the trivial from the important eventually stops being thrilling and leads to the very boredom the aesthete and net surfer dedicate their lives to avoiding. But when one knows it Making Concrete Commitments That higher form of life Kierkegaard calls the ethical sphere. In it one has a stable identity and one is committed to involved action.

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June 26, Introduction Thank you for inviting me to speak here today. This is getting to be a regular event for me. Before I begin my remarks, I need to tell you that the views I express here today are my own and not the official views of the U. Securities and Exchange Commission. Although I have directed much of my energy during the past couple of years to online trading issues, I am very happy to participate in a conference that also covers a variety of capital-raising and corporate governance matters so I can talk about something a little different for a change. In reviewing the topics discussed on the various panels today and tomorrow, the trend seems clear: The Information Highway We know that the Internet, the Information Super Highway, delivers truckloads of information about the markets, securities products, public and private securities offerings, companies, corporate management and corporate governance right to the homes of millions of interested individual investors. Statistics from last year showed us that one new web site was being established every minute and the number of Internet users and web pages doubled every days. What role will securities professionals - specifically analysts - play in processing information and servicing their customers in the Information Age? Will investors become overconfident and trade too much as a result of all the information at their fingertips? Will investors reject the need for securities professionals like brokers and analysts to help them sort through and interpret the information? If so, will investors become sophisticated enough to analyze financial information and industry trends on their own? Even more importantly, will they be able to distinguish reliable information from the unreliable or even fraudulent information? Finally, armed with all kinds of information not previously readily available to them, will individual investors become more involved in corporate governance? We can only guess at the answers to these questions. While the Internet may be spawning a breed of die-hard "do-it-yourself" investors, the current trend for firms to offer more value-added and advice-related products shows that many will continue to seek these services from securities professionals. It also seems likely that the average investor will use the Internet to become better informed and more sophisticated. Most likely, an informed investor will become a more involved investor. The Internet is a perfect vehicle for creating cost-efficient and broad access. Most investors are cyber-savvy and have online brokerage accounts. They access real-time stock information and can trade at any time of the day or night in any securities market. Before investing, the future investor consults a number of trusted web sites that include reliable information. Investors contemplating an IPO will be able to view an online road show to size up management, listen to the questions posed by the industry analysts and answers given in response and even ask a few questions of their own. For those investors who determine that an IPO investment is appropriate for them, an allocation is available. Investors also will be able to keep abreast of the companies they own an interest in by participating in analyst calls after earnings announcements and press releases. The investors of the future compare notes with one another on the Net about things the company is doing right and wrong. The Internet helps unify their voices when there is a particular matter of concern. It also helps investors educate themselves and each other about certain issues without having to resort to proxy solicitations. These shareholders receive the proxy statement electronically and always cast an informed electronic vote. Frequently, the shareholders even virtually participate in shareholder meetings held thousands of miles away. Shareholder apathy largely becomes a thing of the past and individual investors collectively become as involved and interested in corporate governance as their institutional brethren. As a result, corporate governance becomes more transparent and companies are held more accountable to all of their investors, not just the big ones. Proxy contests occur in cyberspace and the barbs fly back and forth faster than ever. News about the company, whether good or bad, is available quickly. As you know, a lot of individual shareholders already conduct themselves like the future investor. Although not every shareholder will choose to take

advantage of the opportunities and information made available by the Internet, I believe that a substantial percentage will. We probably all can agree that, in theory, investors generally will benefit from access to more information, especially high-quality information and information that comes directly from companies. As a Commissioner of a disclosure-based agency, I believe that more information is generally better. But is that always the case? Right now, the Commission needs to consider what role it can or should play in regulating the information flow. In doing so, we must look beyond our traditional role of mandating specific company disclosures to determine what other information may help investors make meaningful voting and investment decisions. To illustrate this point, I thought it would be helpful to discuss briefly some of the ways that the Commission is looking to increase the information flow and improve upon the status quo. The problem is how to prevent issuers from making selective disclosure of material non-public information, usually earnings-sensitive information, in meetings or conference calls with analysts, institutional investors or others but not to the investing public at large. If left unchecked, selective disclosure could eventually lead investors to question the fairness of and integrity of our markets. He has spoken about it and had the staff draft proposed Regulation FD Fair Disclosure to accomplish this goal. The proposed rules would require issuers intentionally disclosing material nonpublic information to one or more outsiders to disclose that information to the rest of the world at the same time. If the issuer inadvertently discloses information, it would have to promptly tell the rest of the world. Although I unequivocally share the goal of curbing selective disclosure, I am concerned that a proposal meant to get more information to investors could actually give them less. Of course, in theory, no one would have that information so the playing field would still be leveled- but at what cost? This does present a danger of slowing the information flow if issuers decide not to talk at all rather than get it wrong. Thousands of commenters submitted letters in response to the selective disclosure proposal. The staff is now analyzing comments. Not surprisingly, the common complaint from corporate commenters and securities lawyers is that the proposals would ultimately have a "chilling effect" on corporate communications. These commenters assert that determining materiality is too difficult and risky, making corporate officials less inclined to discuss important information at all. What if companies choose to say very little or not talk at all outside of their filings and press releases? How will the information be disseminated and digested in a meaningful way? Do we need to be concerned about potential "information overload? But still, if Regulation FD is adopted and does make significantly more information available to individual investors, will it be the sort of information the average investor would want to know? Even though the release only calls for material information, many issuers will err on the side of caution - disclosing material and non-material information. Will investors be able to distinguish one from the other? News services are expressing concern that their systems are not equipped to handle the volume. They also worry that if issuers begin filing press releases every time they say anything to someone outside the company, they too will have a hard time culling out the newsworthy pieces. Of course, the comments from individual investors support the proposals and are optimistic about how they will help level the playing field. Interestingly, over 5, of the individuals who commented e-mailed their support for the proposals. It is unusual for us to hear so much about our proposals from individual investors. The high response rate on these proposals signals how strongly they feel about getting more information. The fact that the commenters e-mailed their remarks suggests that they are an Internet-savvy group of individuals. Fortunately, many in the private sector have already moved to address some of our concerns about selective disclosure. As for the proposals, I hope that we will be able to achieve a balance among the sharply divergent views of the commenters to accomplish the goal of a more level - yet meaningful -- playing field for individual investors. Electronic Road Shows In a session this morning, you heard about the Interpretive Release issued by the Commission in April on the use of electronic media to deliver securities documents and conduct offerings. That release left open for another day Commission action to open up communications to individual investors by providing access to electronic roadshows. Traditionally, road shows have been viewed as oral presentations not subject to the securities law requirements for written prospectuses. Since , the staff has issued a series of no-action letters about transmitting electronic road shows. Schwab requested the staff for permission to transmit an electronic road show to a certain segment of its retail investors. The staff granted that request. After the initial no action letter was granted, there was talk of firms

developing two types of road shows. One would be a full-bodied version for traditional institutional audiences, complete with earnings projections and other information often presented at road shows, but not included in the prospectus. The second version would be a watered-down "road show lite" version for retail investors consisting primarily of management interviews. The Schwab letter has drawn both praise and criticism. Some have applauded the letter as a significant step towards democratizing access to road show information, while others have criticized it for not providing full access to all types of retail investors, regardless of their net worth and level of financial sophistication. Before adopting a rule, the Commission will need to answer two main policy questions: Will most individual investors be able to separate marketing hype from offering fundamentals? Will crucial disclosure get lost in the crush of information that may circulate in a de-regulated environment? Will the quality or quantity of information provided by issuers and underwriters be affected when individual investors have widespread access to it? Online Investor Behavior Survey Just so you know, I am not just going to ask these questions about what information investors want or need. I actually have a little project underway to find out the answers to some of these questions and about the investing habits of online investors. My office will be working with the Securities Industry Association and its member firms to distribute an online investor behavior survey to several thousand investors. Some of the things we hope to learn from the survey include: The sources of financial information that investors rely on; Customer expectations at online firms; The level of knowledge and experience of the average online investor; The trading frequencies of online investors vs. I hope that we can use the survey results to improve our investor education efforts and learn more about investors generally. Conclusion In conclusion, it looks as though investors stand to benefit greatly from the Information Revolution. The Internet has powered the revolution. The ease of Internet access, the unprecedented availability of online investment information and reduced transaction costs have caused investors to enter the financial markets in record numbers. About one half of all U. As the Commission pursues new ways to help democratize access to investment information, we have to remember that information can only empower investors if they understand it and can effectively apply it. As Albert Einstein once said, "Knowledge is experience -- everything else is just information. As more information gets directly into the hands of investors, the press, analysts, brokers and other market professionals will continue to play an important role in giving meaning to the facts. Whatever we do, and however we do it, our primary goals should be to keep the information coming and to make sure that investors can make the best possible use of it. Peirez and Thomas D.

**Chapter 4 : Rethinking the Politics of Freeway Congestion Pricing | Reason Foundation**

*Rethinking The Urban Speedway For decades, highway engineers focused on designing wider, straighter, faster roads. Now, moving traffic quickly is no longer the sole goal.*

What is the biggest problem your Interstate 2. Yet neither the current House bill nor the U. Adding networks of priced express lanes to urban Interstates, and rebuilding interchange bottlenecks, would bring significant congestion relief to our urban areas. Facilitating interstate commerce is one of the basic provisions of the Constitution, for good reason. A seamless nationwide system of super-highways made sense in and makes even more sense in And by linking all significant ports and international airports to the system, the revamped Interstate system would reduce congestion and facilitate continued growth of international trade. A significant portion of all truck traffic moves via highways that are part of the much larger National Highway System NHS. One key aspect of our proposed Interstate 2. Hence, certain NHS routes are likely candidates for upgrading to Interstates under our proposal. However, all Interstate 2. The Obama administration, Rep. Why does your proposal seem to focus only on improved mobility? The principal goal of transportation is mobility. Considerations such as energy efficiency and emissions reduction are constraints on transportation, not goals, per se. Whatever laws and regulations Congress enacts on energy and emissions must be complied with by transportation providers, just as they must be complied with by manufacturers, electricity producers, etc. However, the reality is that Congress loves giving out transit grants at least as much as it loves highway grants, so there is essentially zero chance that Congress would stop funding mass transit projects. States would have many better options than a gas-tax hike. Third, freed from current federal regulations, they could make wider use of tolling as an additional users-pay revenue source. They could also make wider use of smart project delivery tools such as design-build and long-term public-private partnerships, to get more value per dollar spent. Why should the federal government use our transportation tax money to fund only highways and not transit, high-speed rail, and other forms of transportation? The revenue in question comes entirely from those who use highways: People by and large accepted the federal fuel tax because it meant they as highway users would get better and less-congested highways. But over the last three decades, Congress has bloated the program in numerous ways, many of which provide little or no benefit to highway users. They have made the idea of a highway trust fund something of a joke. Our proposal would restore the legitimacy of the trust fund concept. An integral part of our proposal is performance requirements. Some states might also propose upgrading every NHS route to Interstate status, regardless of how much or how little traffic it carries. This seems like almost a utopian proposal. Do you think anyone is actually likely to support it? In that context, a proposal that simultaneously devolves significant authority away from Washington, DC, while at the same time increasing needed investment in vital infrastructure may attract more support than you imagine. The various highway user groups such as the auto clubs and trucking organizations are the most likely ones to support this highways-only proposal, along with the growing less-government contingent in the new Congress. By showing that an important national infrastructure need can be met without a federal tax increase, this proposal may win support from taxpayer groups. Reformers opposed to earmarks may see our proposal as a step in the right direction. Given the centrality of the Interstate system to goods movement, coupled with no chance of a federal fuel tax increase, this proposal might also be attractive to the goods movement coalition.

**Chapter 5 : Information superhighway - Wikipedia**

*Our twentieth-century model overly politicizes highway investment decisions, short-changing maintenance and often investing in projects whose costs exceed their benefits. In Rethinking America's Highways, Poole examines how our current model of state-owned highways came about and why it is failing to satisfy its customers.*

Assuming some drivers will still engage in these behaviours, efforts also focus on how vehicles, road environments and trauma and rehabilitation services can be modified to reduce the likelihood of death and serious injury in a crash. This approach has achieved considerable, undeniable success. But it may have reached its limits of effectiveness. Attempts are then made to optimise these parts under the assumption that once they are all put back together, the system will naturally perform better. But complex systems, which are far more than the sum of their parts, do not operate like that. Instead, modified parts interact with other parts in new ways and unexpected emergent behaviours can occur. Factors across the system might also resist change, bringing the modified parts back to their original state, or creating new issues that arise from previous solutions. Finally, and perhaps most importantly, things extrinsic to the system itself can influence the behaviour of the individual parts. For most people, driving is simply a means to an end, and something that is affected by the pressures of life and work. There are wider societal issues driving road user behaviour that a traditional road safety approach cannot fix. For example, take driving under the influence of illicit or prescription drugs, which is an emerging road safety problem. Drug misuse and addiction are both societal issues that road safety authorities attempt to manage through enforcement and education campaigns. But the current road safety approach does not tackle the underlying issue of drug misuse and addiction. Rather, it simply identifies and removes drug-affected drivers from the road. This approach is based on causal loop logic, such as that presented below. The diagram suggests a mechanism whereby drug-related crashes and fatalities lead to policy action, which then drives increased enforcement. The diagram illustrates the belief that identifying drug-affected drivers and removing them from the road will lead to a decrease in the number of drug-affected drivers and related crashes. As such, we can only expect a continued flow of drug-affected drivers onto our roads. For example, increasing levels of alcohol consumption influence drink-driving rates, an increasing desire to remain connected through mobile phones influences distraction and inattention, increasingly time-poor lifestyles lead to speeding, and work pressures lead to fatigued driving. Even the very requirement to drive a car in the first place is driven by low-density urban form and lack of viable public transport. What is the solution? The safe-systems view of road safety, which defines the boundaries of the road system as drivers, vehicles and roads, has largely run its course. A new, systems-thinking-based approach is required that considers the broader societal systems whose effects manifest inside the road system. This requires the breakdown of silos between the fields of public health, workplace safety, urban planning and road safety. With drug driving, for example, road safety stakeholders should co-ordinate their activities with those tackling drug misuse and addiction. In the case of prescription drugs, government, the media, drug manufacturers, pharmaceutical companies, doctors, healthcare providers and the police should all be working together through active collaboration. Prescription rates, drug packaging, alternative pain treatments and rehabilitation should be co-ordinated with modifications to road safety strategy, road rules and regulations, licensing, road user testing, education and enforcement. This systems-thinking approach is represented below. The earlier causal loop diagram has been modified to show some of the wider influences on, and potential solutions for, drug-driving. Researchers and practitioners are realising the need to look beyond the road transport system and work with those in other areas.

**Chapter 6 : Rethinking America's Highways: A 21st-Century Vision for Better Infrastructure, Poole**

*channels and privacy and security-related issues, Rethinking the Information Highway remains one of the most relied upon sources for senior decision makers who are tasked with guiding their organization through what.*

Now, moving traffic quickly is no longer the sole goal. Toth, in the passenger seat, points out the gold dome of the state capitol as other cars fly past the white Chevy. The engineers who designed it back in the s had a hunch that motorists might race a little. Engineers at the time believed this to be prudent design--and many of their contemporaries would still agree with that assessment. But lately, the two engineers have become convinced that supersizing Route 29 only made it more dangerous. Designing for the speediest drivers, they now believe, simply encouraged people to drive even faster. They note that recent accidents along a short stretch have killed six people. The first is a matter of traffic flow. There are only a few spots where drivers can get on or off the highway. This means that Route 29 shouldered nearly all of the burden of moving cars through Trenton. It sits on an embankment along the Delaware River, completely severing downtown Trenton from its waterfront. For 20 years, the city of Trenton has been begging the DOT to tear down this expressway. This is surprising because highway engineers have earned themselves a notorious reputation for dogmatic inflexibility. For half a century, they tended to apply a bigger-is-better formula to every road they worked on, in pursuit of a one-dimensional goal: Along the way, DOTs ripped up neighborhoods, harmed main streets and destroyed scenic landscapes, typically foisting their plans and priorities on the public without seeking much public input. Local officials, citizen activists and even some of the engineers themselves came to call this mentality by a telling phrase: Design and defend is out. The new catch phrase is "context sensitivity. The latest plans call for the new road to be meshed into a dense grid of new downtown streets. There would be lots of traffic lights, allowing pedestrians to cross between the city and the river. To be sure, the drive through Trenton would take longer--an extra one to two minutes, according to traffic modeling. Trenton would get its waterfront back, as well as 18 acres of freed-up land to build a neighborhood of offices and condos that favors walking over driving. DOTs are heaving bureaucracies, and deep within them there is still resistance to this philosophy, however. The Trenton project, Toth says, is more controversial within the 4,000-person agency than outside it. Are you out of your mind? The idea is this: In some circumstances, their goal should be to move fewer cars, not more of them. Why did we build roads? Because people have to get to their jobs, to shop, go to a ballgame. Constructing a consistent national road network in the years following World War II required states to apply rigorously uniform road designs. When that work finally wrapped up in the early s, DOTs turned their attention to fixing and expanding their state highways. Those roads run through vastly different settings from Interstates-- many main streets, for example, are technically state highways. Engineers nevertheless stuck by their Interstate-era calculations, detailed in a plus-page tome known to all in their profession as the "Green Book. But engineers always read it to mean that they had to demand wide lanes, big shoulders and streetscapes optimized for driving quickly. The fault lines typically broke in a familiar way. Engineers wanted to widen roads, take out trees or sidewalks, and bulk up bridges, where opponents thought a simple repaving or minor bridge fix would do. Gradually DOTs began to see that they had to become more flexible if they wanted to finish projects rather than haggle over them. Now, they would take into account the surroundings. Is the road going through a scenic landscape? DOTs would ask stakeholders, typically the very people who had been holding up projects, how they wanted the roadway designed. Suddenly, long-stalled road projects began moving again. The model that engineers everywhere pointed to was the Paris Pike in rural Kentucky. The original two-lane road ran through a historic landscape of rolling hills, stone walls and horse barns. Kentucky had long planned to widen and straighten Paris Pike into a blitzing four-lane freeway. Historic preservationists tangled the project in court for decades. Then along came context-sensitive design, and the engineers suddenly began accommodating their rivals. They routed Paris Pike to follow the hilly landscape, rather than barrel through it. Rock walls that had to be destroyed were reconstructed. Attractive guardrails were built out of timber. The end product, finished a few years ago, looks more like a s parkway than a s freeway. Context-sensitive design often produced better results, but the process was still flawed.

DOTs continued to view public outreach as an afterthought. Moreover, many engineers came to think of superficial treatments--brick-clad overpasses or medians planted with wildflowers--as wampum for buying off community opposition. Engineers preferred to fixate on aesthetics rather than meddle with their underlying assumptions about roadways. A recent project in Connecticut, heralded as context-sensitive design, is an odd case in point. The state DOT built a downtown bridge in the city of Willimantic that is playfully presided over by four giant statues of frogs--an homage to the loud bullfrogs that surprised early settlers there in the s. The "frog bridge" is now a popular local attraction. This is where the true revolution in thinking about highways begins. It also suggests that community stakeholders might have better ideas for how to address problems than engineers do. Consider how highway planning has changed in New Hampshire. The last time New Hampshire came up with a long-range transportation plan a decade ago, agency engineers controlled the agenda. Now, a new year plan is being drafted. Rather than dictate priorities themselves, the engineers have essentially turned the public-input process over to the well-respected New Hampshire Charitable Foundation. The foundation, it is hoped, can bring to bear a broader set of community values than highway engineers ever could. Since then, the agency has overhauled its approach. It rewrote its design standards to accommodate the small-scale village charm that characterizes Vermont. Plus, citizen advisory boards now play a large role in deciding which road projects get started first. But nowhere has it reached the degree of complexity to which New Jersey is taking it. Toth constantly reminds his engineers that the Green Book is actually as flexible as a chili recipe--they just need to be willing to cook with different ingredients. Some DOT professionals have gone through an extensive training course in context-sensitive solutions. When Toth sits down with his project managers, they question each other and brainstorm, much as doctors would in a hospital case study. Engineers are problem-solvers, he likes to say. For most of his working life, engineers like him were expected to solve transportation problems within a limited set of auto-oriented parameters. But engineers, too, can roll with the changes. This may be truer in New Jersey than in other places--but then again, New Jersey may be a national bellwether, too. New Jersey also suffers, in a way, from its suburban maturity. Lettiere wants Toth and his engineers to halt a vicious cycle that has spun out of control for years. In the past, DOT would see that a road was congested, and either expand it or build a new one. Then local governments, operating independently, would approve housing developments and big-box stores along those roads. Soon the roads would clog up again and the cycle would repeat itself. DOTs have always assumed they had no choice but to keep accommodating more and more cars. Lettiere now believes the exact opposite may be true. He is getting his engineers involved in local land-use planning. The goal is to make future development favor walking and driving alike. One example is Manalapan Township, in central New Jersey. Two state highways run through Manalapan: Routes 9 and 33. The first is already crammed with stores, parking lots and traffic. The second, absent intervention, will probably suffer the same fate. That fight is already lost, Lettiere responded. But Route 33 might still be saved. The plan includes shopping, housing, a multiplex movie theater, a supermarket and ball fields. DOT convened a couple of workshops to sketch out alternative ideas for how to lay out the project. The sessions brought the developer together with local transportation, planning and zoning officials, in addition to neighborhood, civic and business groups. The daylong workshops, in March and June, produced a revised conceptual plan. The new plan emphasizes pedestrian-friendly streetscapes. It also encourages mixing land uses so that people can go from a store to a restaurant without getting in their cars. Toth is careful to note that Manalapan asked DOT to hold--and to pay for--the workshops. Toth has a dozen other projects like this one in the pipeline.

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