

August 13, 2009

Celia Kupersmith, General Manager  
Golden Gate Bridge, Highway and Transportation District  
Box 9000, Presidio Station  
San Francisco, CA 94129

Subject: Doyle Drive Reconstruction

Dear Ms. Kupersmith:

Your letter of August 11, 2009 reiterated your concerns, similarly expressed in a July 30, 2009 letter from Bridge Board President Boro, that the Bridge District was not satisfied with planning work underway to manage traffic during reconstruction of Doyle Drive. The Bridge District is a key partner in this undertaking and we recognize the importance of our agencies continuing to work cooperatively to replace this crumbling roadway linking the Golden Gate Bridge to San Francisco and the South Bay.

We have undertaken the replacement of Doyle Drive on an accelerated schedule for a number of reasons. Replacing this seismically vulnerable facility is urgently needed to eliminate the risk of a catastrophic failure during a major seismic event that would totally isolate the Golden Gate Bridge. The accelerated schedule minimizes the length of time that your customers and others must endure the inconvenience of an ongoing major construction project. Our current schedule has reduced the construction period by more than 18 months and, of no less importance, reduced the cost of the project sufficiently to allow it to go forward. The public is often frustrated at the pace with which agencies complete major projects that seem to drag on interminably. We are trying to change that paradigm and move swiftly to complete this vital piece of work.

Speedier project delivery means that many activities need to be managed concurrently rather than sequentially and that includes implementation of plans to manage traffic during construction. While the initial major construction contract is now being advertised, the Authority has not agreed to any long-term closures or any other changes to Doyle Drive prior to February 2010 unless interagency traffic management planning can clearly support an earlier timeframe. We have assurances from Caltrans that this commitment will be honored. Additionally, we are pushing hard to complete an update to the Traffic Management Plan as soon as possible and will be grateful for continued Bridge District participation in that effort. There is sufficient time to address whatever concerns the Bridge District has. When all public agencies have worked cooperatively, Caltrans has been successful in managing construction traffic challenges more daunting than those posed by Doyle Drive and I am confident that Doyle challenges can be effectively managed as well.

Bridge District staff members were first briefed on construction staging for Doyle in late 2006 and have been members of the standing agency coordinating committee since 2000. This committee met bi-monthly during preparation of the Doyle Drive Environmental Impact Statement and Report and now meets monthly. Additionally, a number of ad hoc meetings have taken place with Bridge District staff over the past few weeks that have helped clarify real expected traffic impacts during construction and have better focused attention on areas where mitigation needs are actually supported by data. We look forward



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to continuing these meetings and to Bridge District staff participation in upcoming Transportation Management Plan Working Group meetings. These issues better lend themselves to resolution by technical staff than by exchanges of agency letters.

One matter that ought not to be left to an informal staff communication, however, is the sudden decision by the Bridge District to terminate lane management operations on Doyle Drive. In a meeting on August 12, 2009, Bridge District Engineer Denis Mulligan informed Caltrans staff that the Bridge District would end this long-provided service commensurate with the start of construction on contract 3. Traffic management on Doyle should transfer to the construction contractor when actual construction activity shifts to Doyle Drive proper but that will not happen for some 16 months. It is not clear how your customers or the Doyle Drive project can benefit from the untimely abrogation of this vital safety and traffic management service. We now have no time to plan for an orderly transition of responsibility to a construction contractor and may suffer a project delay because of this sudden action by the Bridge District.

I urge you to reconsider this decision and, at a minimum, give us sufficient time to work out alternate arrangements.

Sincerely,



José Luis Moscovich  
Executive Director

cc: Authority Commissioners  
Mayor Gavin Newsom  
GGBHTD Board Members