

Caltrans to respond more effectively and efficiently to the emergency. Innovative emergency contract procedures allowed the Department to put contractors to work immediately. The informal and streamlined bid process initiated by the Governor's emergency proclamation cut the time for advertising, awarding and approving contracts from a standard time frame of four to five months to as little as three days.

On January 24, Governor Wilson issued an emergency proclamation suspending certain limitations on hours that commercial vehicle operators could drive and work. This allowed greater flexibility for commercial truck traffic that was critical for maintaining the economic stability of the region and delivering rebuilding materials.

On January 24, at the behest of Director van Loben Sels, a draft Memo of Understanding (MOU) was finalized between Caltrans and the Federal Highway Administration (FHWA). This MOU outlined the contractual process and established criteria for issuing emergency contracts.

Pursuant to the Governor's executive order and following FHWA approval on critical projects, Caltrans limited the number of contractors bidding on the five major reconstruction projects to firms that were experienced bridge builders with a record of working in Los Angeles and the ability to meet the ambitious minority and disadvantaged business participation goals. At least three bidders were asked to complete for each project. Companies were restricted to receiving the contract for only one of the emergency jobs. Emergency contracting procedures for repair and construction also included a commitment to obtain a 20%-40% goal of participation by Disadvantaged Business Enterprises (DBEs). Governor Wilson challenged Caltrans to meet the 40% participation goal.

Caltrans suggested and obtained FHWA support to utilize the A+B bid process on selected projects. This process combines the contractor's proposal for construction costs (A) with the cost per day of loss in use multiplied by the number of days bid (B). This process empowers the innovative contractor to use a combination of construction costs and construction days to achieve the lowest possible bid. The benefit to the State is a reduction in total cost and the potential of reopening the facility to the public's use in the shortest amount of time.

For the first time in the history of the Department, Caltrans contractual timelines required contractors to work 24 hours a day, seven days a week, without allowances for bad weather or holidays.

Caltrans also initiated incentives and disincentives on selected projects, with FHWA concurrence, to provide bonuses to contractors who completed construction early and to penalize contractors who could not meet their anticipated deadline. These assigned incentives and disincentives ranged from \$8,500 to \$200,000 per day and represent the highest ever used nationwide. Providing bonuses and penalties further encourages contractors to complete their projects early and return the facility to the traveling public in the shortest time possible.

Within days of the earthquake, Caltrans engineers hand-delivered bid packages and contract plans to selected contractors at the nearest airport to their home office.

In the initial week following the earthquake, Caltrans worked with the FHWA to develop an accelerated funding procedure that provided the Department with an initial funding allocation of \$15 million on January 19, 1994. Two additional requests were approved on January 21, and January 27, for \$30 million and \$55 million respectively. Within ten days of the earthquake, Caltrans re-

ceived \$100 million in Emergency Relief funds. Once Congress approved the additional funding and the funds were allocated to FHWA, Caltrans requested that FHWA make an additional \$250 million available for obligation. This \$250 million was based upon Caltrans' estimate for additional funding needed through the end of its current fiscal year.

On January 27, pursuant to Governor Wilson's Emergency Proclamation, Caltrans Director van Loben Sels issued guidelines to suspend usual contracting procedures. These guidelines included provisions to protect the public welfare, for example—ensuring ample competition, compliance with OSHA regulation, licensing, and participation by DBE firms.

Saturday, January 29, the first A+B contract was opened, awarded, executed and approved for Interstate 5. This process was completed in one day instead of the standard five to seven weeks. On January 29, Caltrans also opened a newly paved, four-lane detour for the traffic on Interstate 5. This reopened a vital bypass both to and from Los Angeles.

Sunday, January 30, less than two weeks after the earthquake, construction began on the bridge replacement at Interstate 5.

As of February 17, 1994, 30 days after the earthquake, Caltrans had successfully acted upon the emergency contracting powers that were granted by Governor Wilson's executive orders. With the concurrence of PHWA, Caltrans awarded: 35 Emergency Contracts worth \$9.6 million, (these are Force Account contracts for small demolition and debris clean-up); 5 Informal Bid contracts, worth \$47.3 million, (for major construction and some demolition); and 2 Architectural and Engineering contracts worth \$18.5 million, (for private consultants to assist in design of structural repairs and to manage traffic around the damaged parts of the transportation system).

As of April 7, 1994 Caltrans had approved a total of twenty-two informal Bid contracts worth \$113 million, for the restoration and repair of transportation facilities damaged in the Northridge Earthquake.

Construction was completed on the busiest freeway in the Nation, the I-10 Santa Monica Freeway, on Tuesday, April 12. The I-10 is the busiest roadway in the Nation. This vital artery was reconstructed in 66 days, a total of 74 days prior to the anticipated completion date, resulting in a bonus payment of 13.8 million for the contractor, C.C. Meyers of Rancho Cordova. By opening the I-10 Freeway earlier than anticipated, Caltrans saved the Los Angeles economy approximately \$1 million a day.

Construction was completed on the I-5 Golden State Freeway at Gavin Canyon on May 17, 1994, 33 days ahead of schedule. By opening the I-5 earlier than anticipated Gavin Canyon, Caltrans saved the Los Angeles economy approximately \$400,000 a day.

Construction was completed on the first phase of the I-5/Route 14 Interchange on July 8, 1994, 20 days ahead of schedule. By opening the Interchange earlier than anticipated, Caltrans saved the Los Angeles economy approximately \$1.6 million each day.

The Simi Valley Freeway (State Route 118) in Granada Hills was partially restored to original traffic patterns on September 3, 1994. By September 7, total access to the entire 10-lane facility was complete.

Construction was completed on the second phase of the I-5/Route 14 Interchange (the southbound to northbound connector ramps) on November 4, 1994. This opening of this arterial was the last major project in the Northridge Earthquake response effort. The entire response was amazingly completed in less than 10 months.

CONCLUSION

Governor Wilson's proactive leadership to empower Caltrans with the tools necessary to get Los Angeles moving again has brought great success. Los Angeles recovered in record time. While the initial goal for completing the earthquake recovery was the end of 1994, many of the vital structures damaged or destroyed by the quake were returned to service in less than six months.

The Wilson Administration's emergency response to the Northridge Earthquake not only streamlined, but reinvented the contracting process at Caltrans. This enabled the Department to respond to the restoration and reconstruction efforts of Los Angeles in an unprecedented, accelerated fashion.

By cutting red tape, Governor Wilson moved bureaucracy out of the way and empowered Caltrans, in coordination with the private sector, to respond effectively to the Northridge Earthquake. Now it is our challenge to ensure that the lessons learned from this tragic disaster are implemented into every day business at Caltrans.

Mr. SPECTER addressed the Chair.

The PRESIDING OFFICER. The Senator from Pennsylvania.

A NEW ADMINISTRATION IN PENNSYLVANIA

Mr. SPECTER. Mr. President, earlier today the Commonwealth of Pennsylvania established a new administration with a new Governor, Tom Ridge, and a new Lieutenant Governor, Mark Schweiker, in very ornate and interesting ceremonies at the State capital in Harrisburg, PA. That event is worth a comment for our colleagues for permanency in the Congressional RECORD.

Tom Ridge is a man well known to those of us in the Congress because Congressman Ridge served for 6 terms, 12 years in the House of Representatives, and takes an extraordinarily fine record to the Governor's chair in the Commonwealth of Pennsylvania.

Governor Ridge had served in Vietnam, he had served as a prosecuting attorney in Erie County, PA, and he had served as a distinguished trial lawyer. Today he became the Governor of Pennsylvania.

Pennsylvania is a State which is now in its 314th year, some 100 years-plus more than the United States of America. And Governor Ridge made a very, very profound speech in outlining his aspirations and goals for the Commonwealth of Pennsylvania. He talked about the problems of an expanding economy, talked about the issue of crime, discussed the future of education, talked about environmental control with an appropriate balance for an expanding economy and for job opportunities in what was a profound and distinguished speech.

He said that tomorrow he will call a special session of the legislature of Pennsylvania to deal with the issue of crime. And was eloquent in his determination to hold accountable, as he put it, "those who prey on the weak," and expressed his determination as the new Governor of the Commonwealth that they would be called to account and firm action would be taken. In his