

NVTC

Northern Virginia Transportation Commission

2013

Handbook



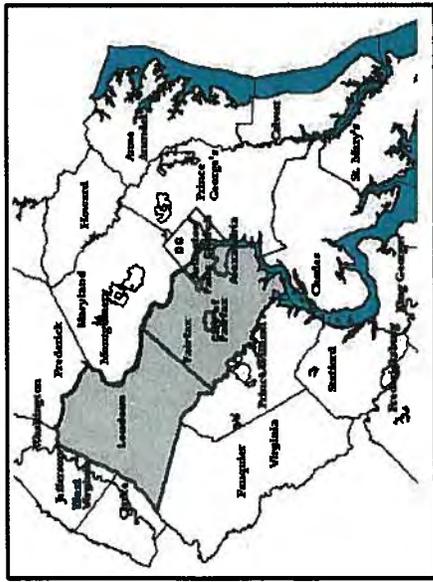
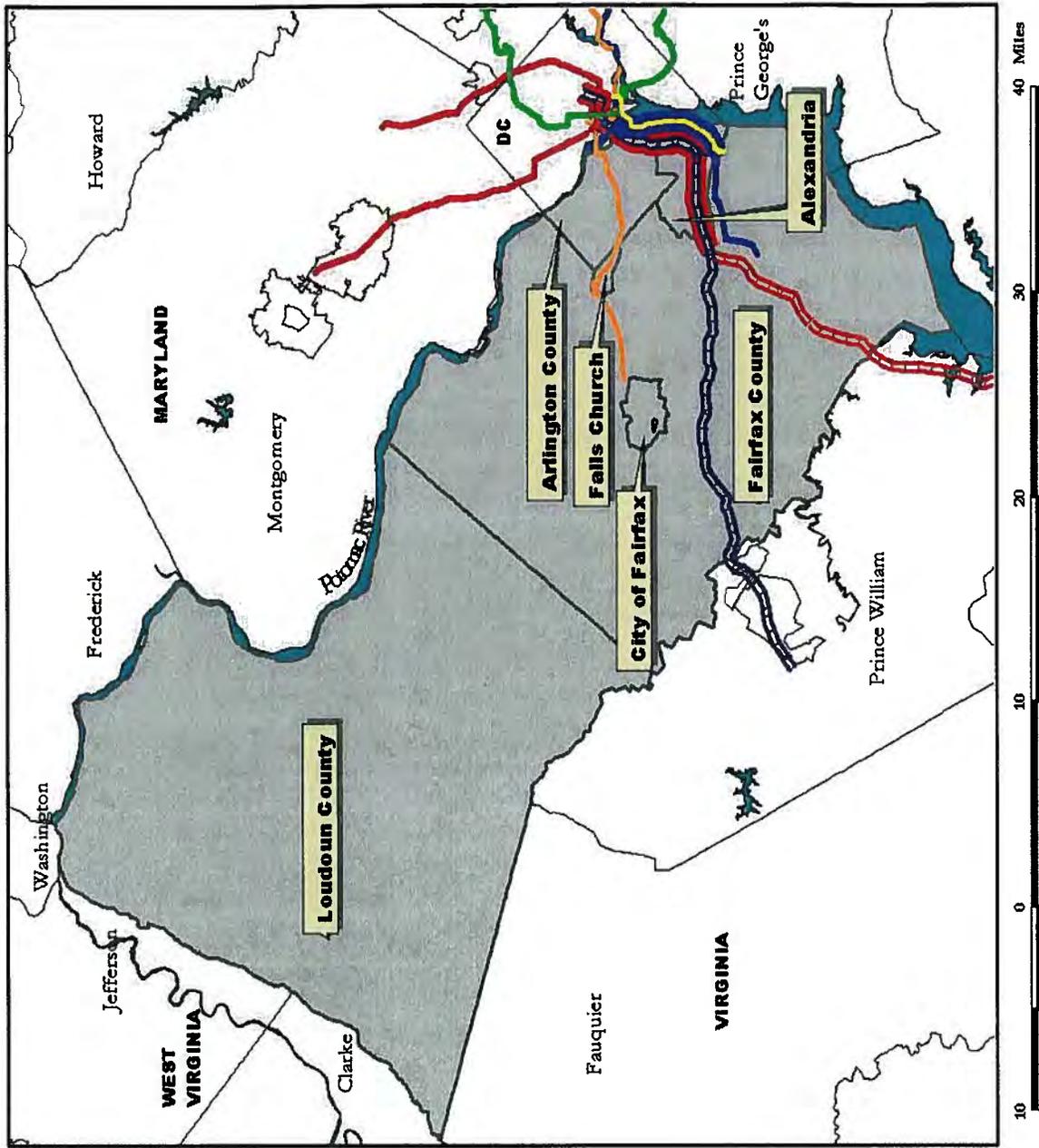
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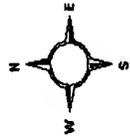
Figure 1: Northern Virginia Transportation District Commission



□ NVTDC District Borders

Metrorail

- Blue Line
- Green Line
- Orange Line
- Red Line
- Yellow Line



Virginia Railway Express

- Manassas Line
- Fredericksburg Line

EXECUTIVE SUMMARY

The Northern Virginia Transportation Commission Handbook is designed to serve two purposes:

1. Provide a clear and concise explanation of the mission and workplan of the commission for interested citizens; and
2. Provide a guide for elected officials who are members of the commission and their staffs regarding the policies and procedures by which the commission operates.

Figure 1 is a map of the Northern Virginia Transportation District, which includes six local jurisdictions covering about 1,000 square miles with a population of 1.7 million. **Figure 2** lists highlights about the commission and its members. Subsequent sections of the Handbook go into more detail about the organization and funding of NVTC, major activities, and allocation of financial assistance. Several appendices provide reference materials, including biographical sketches of commissioners; NVTC's 2013 goals, objectives and work program; NVTC's policies, including its financial allocation resolution; NVTC's by-laws; NVTC's 2013 legislative agenda; NVTC's audited financial statements for FY 2012; the role of NVTC in the region's mobility enhancement efforts; a summary of state and regional agencies engaged in planning and funding transportation projects in Northern Virginia; a chronology of significant NVTC actions in the decades since 1964; and a history of the Washington Metropolitan Area Transit Authority.

Figure 3 shows NVTC's 2013 Meeting Schedule, with anticipated agenda items. Numerous items will be added to the agendas as events unfold during the course of the year.

Figure 2

NVTC HIGHLIGHTS

- NVTC's mission is to serve the public by providing a forum for elected officials to achieve an effective regional transportation network. Focusing primarily on transit, NVTC will develop strategies, identify funding sources, advocate for additional funding, prioritize allocations, oversee transit systems such as VRE and WMATA, and pursue new transit programs. NVTC will work to improve mobility, reduce traffic congestion, protect the environment and stimulate the regional economy by increasing transit and ridesharing use.
- NVTC serves Arlington, Fairfax and Loudoun counties and the cities of Alexandria, Fairfax, and Falls Church, with a population of 1.7 million over 1,000 square miles.
- NVTC's 20 commissioners are locally elected officials and members of Virginia's General Assembly, plus a representative of the Commonwealth's Secretary of Transportation.
- NVTC coordinates public transit policies within Northern Virginia, and exercises leadership on issues relating to governance of the Washington Metropolitan Area Transit Authority (WMATA or Metro) and the Virginia Railway Express (VRE). NVTC appoints two principal and two alternate members of WMATA's Board of Directors and appoints four principals and three alternates to the VRE Operations Board.
- The Virginia Railway Express project, which NVTC co-owns with the Potomac and Rappahannock Transportation Commission, created over 80-miles of safe and reliable commuter rail service which began in June, 1992. With peak daily passenger trips now exceeding 20,000, VRE provides the equivalent of freeway lanes of single-occupant automobile drivers in the congested I-95 and I-66 corridors. VRE is the twelfth largest commuter rail system in the U.S.
- NVTC works to keep transit costs competitive with other forms of transportation, and to increase transit ridership through innovative marketing and coordination. For example, NVTC has completed the installation of 484 SmarTrip-compatible fareboxes and supporting garage revenue collection systems for five local bus systems at a cost of \$6 million so that all systems can use the same fare medium for maximum convenience to customers. NVTC is now assisting the region in acquiring the next generation fare collection system, known as New Electronic Payment Program.

Figure 2 (Continued)

NVTC HIGHLIGHTS

- Building on the base of a highly successful, \$6 million Shirley Highway express bus demonstration in the early 1970's, the commission has sponsored numerous experimental transit projects including: an express bus route on I-66; late-night taxi service to Metrorail stations; vans and minibuses serving employment sites near Tysons Corner; trolley-replica service in Arlington; a transit store in Ballston (with emphasis on services for mobility-impaired persons); environmentally friendly local bus service in Falls Church; travel training for seniors, electronic transit schedules, real-time bus arrival information systems and marketing of Washington Flyer transit service to Dulles and National Airports using taxis, vans, and intercity coaches.
- The commission prepares annual reports in its web-based Transit Performance Update series, which includes a compendium of performance data from the region's transit systems.
- NVTC facilitates the fair and equitable sharing among its component governments of the costs of providing public transit through a formula adopted by its members, by which NVTC allocates federal, state and regional transit assistance.
- NVTC allocates about \$200 million in regional, state and federal funds among its member jurisdictions each year to support transit operations and capital expenses. Among these revenue sources are a 2.1 percent regional motor fuels tax, state appropriations, state bonds, and grants from the Federal Transit Administration. NVTC also is the grantee for almost \$20 million of annual state assistance for VRE.
- The commission unveiled a substantially enhanced web-site in 2008 that features interactive access to regional transit performance data at www.thinkoutsidethecar.org.

Figure 3

2013 NVTC Meeting Schedule

[Meetings start at 8:00 P.M.]

<u>MONTH</u>	<u>DATE</u>	<u>AGENDA</u>
January	3	Elect officers. Select WMATA and VRE Board members, VTA representatives and NVTC Legislative Committee members. Conduct a public hearing and approve 2012 goals, schedule and work program. Approve FY 2014 VRE budget. Approve NVTC FY 2014 budget.
January	31*	Meeting in Richmond on VML/VACO Local Government Day. Review progress on state and federal legislative agenda. Approve NVTC and VRE state grant applications.
March	7	Review progress on state and federal legislative agenda. Select new Executive Director.
April	4	Review progress on WMATA budget for FY 2014.
May	2	Approve comments on WMATA FY 2014 budget. Approve comments on draft CTB Six-Year Program.
June	6	Focus on regional transit performance.
July	11**	Review mid-year progress on NVTC work program. Approve DRPT FY 2014 VRE grant agreements.
August		No Meeting.
September	5	Forward preliminary NVTC FY 2015 budget to local jurisdictions.
October	3	Review quarterly progress on NVTC's work program. Approve CTB pre-allocation testimony.
November	7	Approve FY 2013 NVTC and VRE audits.
December	5	Select NVTC Nominating Committee for 2014 officers. Approve legislative agenda for 2014. Review progress on 2013 work program and release draft 2014 work program for public review and comment.

*Meeting in the General Assembly building in Richmond starting at 5:30 P.M.

**Special meeting date due to July 4th holiday.

ORGANIZATION AND FUNDING OF THE COMMISSION

OVERVIEW

The Northern Virginia Transportation Commission (NVTC) was created by the Virginia General Assembly in 1964, and consists of 20 commissioners. Thirteen are locally elected officials from its six member jurisdictions appointed by those jurisdictions for one-year terms: Arlington (3), Fairfax (5) and Loudoun (1) counties, and the cities of Alexandria (2), Fairfax (1), and Falls Church (1). Loudoun County joined NVTC in 1990. Six of the 20 commissioners are appointed from the General Assembly, including four from the House of Delegates (two-year terms) and two from the Senate (four-year terms). The other commissioner is a representative of the Virginia Secretary of Transportation.

In 1998 Prince William County and the cities of Manassas and Manassas Park joined NVTC for the limited purpose of receiving WMATA bus service (since jurisdictions must be part of NVTC to be within WMATA's transit zone). They no longer receive bus service from WMATA and do not participate at NVTC. They are members of a neighboring transportation district called the Potomac and Rappahannock Transportation Commission.

Figure 4 lists NVTC's officers and commissioners for 2013. **Figure 5** shows NVTC's staff which is managed by an executive director. **Appendix G** is the Role of NVTC in Achieving Enhanced Mobility for the Region's Citizens.

NVTC provides a transportation policy forum for the region, and is charged with allocating about \$200 million in state, regional and federal transit assistance each year among the member jurisdictions. NVTC also appoints Virginia's two principal and two alternate members to the Board of Directors of the Washington Metropolitan Area Transit Authority (WMATA or Metro) and several principals and alternates of the Virginia Railway Express (VRE) Operations Board from three of NVTC's jurisdictions.

The commission is a strong advocate of adequate, stable and reliable funding to finance public transit, and also supports ridesharing and other effective measures for improved efficiency of the region's transportation systems. NVTC policies endorse easy to understand fare structures and convenient interchange of riders between all public and private transportation services. The commission also provides transit to the region in the form of demonstrations of innovative services, such as express buses and taxis serving Metrorail stations, and is co-owner of over 80 miles of commuter rail service.

Figure 4

NVTC OFFICERS AND COMMISSIONERS -- 2013 --	
Jeffrey McKay, Chairman Paul Smedberg, Vice-Chairman Dave Snyder, Secretary-Treasurer	
Arlington County Jay Fisette ⁴ Mary Hynes ² Christopher Zimmerman ³	City of Alexandria William Euille ² Paul Smedberg ³ Tim Lovain, alternate ⁴
Fairfax County Sharon Bulova ³ John Cook ³ John Foust Catherine Hudgins ¹ Jeffrey McKay ⁴	City of Fairfax Jeffrey Greenfield Steven Stombres, alternate
Loudoun County Kenneth Reid	City of Falls Church David Snyder Phil Duncan, alternate Ron Peppe, alternate
Commonwealth of Virginia James Dyke ¹ Thelma Drake (DRPT), alternate ⁴	
General Assembly Senator Richard Black Senator Mark Herring Delegate Barbara Comstock Delegate Joe May Delegate David Ramadan Delegate Thomas Rust	
¹ Principal member of Metro Board ² Alternate member of Metro Board ³ Principal member of VRE Board ⁴ Alternate member of VRE Board	

Figure 5

**NVTC STAFF
-- 2013--**

Richard K. Taube*
Executive Director

Mariela Garcia-Colberg
Public Transit Projects and Grants Specialist

Rhonda Gilchrest**
Commission Secretary

Claire Gron
Public Transit Policy Analyst

Scott Kalkwarf
Director, Finance and Administration

Colethia Quarles
Assistant Financial Officer

Kala Quintana
Director, Public Outreach

Melissa Walker**
Secretary/Receptionist

* Kelley Coyner effective April, 2013.

**Part time.

While the commission's primary emphasis is on public transit and ridesharing, it also provides a forum for debate and analysis of issues involving all modes of transportation (particularly related to financing). Several board members of NVTC are also board members of the Northern Virginia Transportation Authority, which sets transportation priorities for Northern Virginia and works closely with the Transportation Planning Board of the National Capital Area in determining allocations of federal transportation funds and completing long term transportation plans. NVTC staff also fulfill staff functions for NVTA, including public information and outreach, accounting and audit. Refer to **Appendix H** for a brief description of the several agencies that set and carry out transportation policies and programs in Northern Virginia.

NVTC PROCEDURES AND STRUCTURE

The duties and powers of the commission are set forth in Sections 15.2-4500 through 15.2-4534 of the Virginia Code. Authorization to receive the proceeds of a regional 2.1 percent motor fuels tax is given in Sections 58-1720 through 58-1724 of the Code. Section 4 of Chapter 630 of the 1964 Acts of Assembly, as amended, defined the membership of the commission by jurisdiction. This was codified in 2004 in Section 15.2-4503.1. The process for sharing NVTC's administrative costs among its members is given in 15.2-4515D. NVTC's allocation formula for sharing state aid for WMATA is contained in Section 58.1-638.A.5 of the Code. A complete list of Code references is shown in **Figure 6**.

The commission meets regularly at 8:00 P.M. on the first Thursday of each month in the NVTC Conference Room, located at 2300 Wilson Boulevard, Suite 620, Arlington, Virginia 22201. Special meetings are convened as the need arises. By statute (15.2-4512) a quorum of 11 members is required, including representation of at least four jurisdictions, except during General Assembly sessions when the quorum drops to eight, with General Assembly members able to participate in NVTC meetings electronically. Actions of the commission require a majority vote of commissioners needed to comprise a quorum of all members (six of 11), including a majority of jurisdictions represented (i.e. at least one commissioner from each of four jurisdictions must vote with the majority if all six jurisdictions are represented at the meeting). In this manner, actions of the commission should reflect the will of a regional majority. Effective July 1, 2014, quorum and voting requirements will change based on actions by the 2013 Virginia General Assembly.

NVTC officers are elected by the commission to serve one-year terms commencing each January. The position of chairman is traditionally rotated among the jurisdictions. The vice-chairman presides in the absence of the chairman, while the secretary-treasurer monitors the financial administration of the commission.

NVTC's Executive Committee reviews the work program of the commission and provides guidance to the executive director on policy matters. It consists of NVTC's current officers plus the immediate past chairman, the two principal and two alternate

Figure 6

Statutory References for NVTC Functions

<u>Function</u>	<u>Virginia Code Section</u>
Transportation District Act	15.2-4500 <u>et seq.</u>
NVTC Membership	15.2-4503.1
NVTC Quorum and Voting	15.2-4512
NVTC Subsidy Allocation Formula	58.1-638.A.5
NVTC Budget	15.2-4515.D
Regional Motor Fuels Tax	58.1-1720
Access to Fuels Tax Data	58.1-3
NVTC Alternates	15.2-4507 and -1348/9
NVTC Tax Exemption	15.2-4532
Virginia Procurement Act	11.35 <u>et seq.</u>
Freedom of Information Act	2.2-3701 <u>et seq.</u>
Investment of Public Funds	2.1-328
State Transit Trust Funds	58.1-2425
Virginia Tort Claims Act	8.01-195.1 <u>et seq.</u>
Other Liability Provisions	15.1-1364 2.1-328 15.2-4513,4526 (49 USC 28103)
Federal VRE Liability Limit	(104 Stat 295)
Boarding VRE Without Ticket	18.2-160.1
NVTC Appointments of Metro Board Members	WMATA Compact Article III Section 5A 15.2-4507.B
Powers of NVTC	15.2-4515.B

representatives to the WMATA Board, one member of the General Assembly, and the chairman of the Fairfax County Board (if that person serves on NVTC). The committee meets regularly before each commission meeting to consider timely policy matters. Another important duty of the Executive Committee is to serve as an audit committee for the commission. The committee meets privately with NVTC's outside auditors to review their findings each year before the full commission is asked to accept the audited financial statements.

NVTC's Legislative Committee proposes an agenda to the commission and seeks to anticipate and respond to the region's legislative concerns at the state and federal levels.

NVTC is a full member of the Virginia Transit Association (VTA); two principals and two alternates are selected annually by the commission. VTA represents the statewide interests of the transit community before the General Assembly and in other venues.

In addition, NVTC is a member of VTA's federal counterpart, the American Public Transportation Association. Staff and commissioners participate on several APTA committees, including legislative, policy and commuter rail, among others. NVTC's executive director chaired APTA's commuter rail committee from 1994 to 1996.

As stated above, the commission selects two principal and two alternate members of the Board of Directors of the Washington Metropolitan Area Transit Authority. This responsibility is specified in the interstate compact that created the WMATA transit system. Traditionally the two NVTC voting members of the WMATA Board represented Fairfax County and Arlington, respectively. The chairmanship of the WMATA Board has been rotated among the six principals (two each from Virginia, Maryland, and the District of Columbia). Beginning in 2010, two federally appointed principals and two alternates were added to the WMATA Board—and as of 2012 the chairmanship is no longer rotated. In WMATA Board activities, NVTC's representatives must carefully balance the needs of their local jurisdictions, the Northern Virginia region, and the entire metropolitan area.

During 2010, NVTC's Metro Board members and other commissioners met several times with representatives of Governor McDonnell and NVTC concluded that state representation on the WMATA board was a worthwhile goal, but not at the expense of local representation. In 2011, the Virginia General Assembly approved the Governor's budget amendment compelling NVTC to appoint a designee of the Virginia Secretary of Transportation to a voting position on the WMATA Board. Beginning in January, 2012, a representative from Fairfax County and the commonwealth's representative were appointed by NVTC to serve on the WMATA Board as voting members. The alternate members represent Arlington County and Alexandria.

NVTC confirms several members of the VRE Operations Board. For 2013, Fairfax County has two voting members (plus an alternate), and Arlington and Alexandria each have a principal and an alternate. This board meets regularly on the third Friday of each month to prepare the budget for NVTC's commuter rail project (jointly sponsored with the Potomac and Rappahannock Transportation Commission) and to provide close policy guidance for operating matters. The full commissions (NVTC and PRTC) decide many matters of major capital procurement, litigation, market development, legislation, finance (grants, insurance, bonds) and strategic planning. A staff reporting to the VRE Chief Executive Officer is responsible for management of daily operations of the commuter rail service, which is operated by Keolis Rail Services, Inc. under contract to the commissions.

Figure 7 lists current members of NVTC's Executive and Legislative Committees, and identifies its VTA, WMATA Board and VRE Operations Board representatives. Biographical sketches of NVTC's commissioners are in **Appendix A**. NVTC's By-Laws are attached as **Appendix D**.

NVTC formed a Management Advisory Committee (MAC) in the early 1970's consisting of transportation staff and financial officials of its member jurisdictions. This group meets monthly to discuss regional transit issues, consider technical questions pertaining to NVTC's administration of transit aid funds, advise NVTC staff on jurisdictional positions and policies, review items for future NVTC board meetings and serve as a liaison between NVTC staff and commissioners representing the jurisdictions. Members of the MAC group are the same officials who recommend to policymakers of the jurisdictions how Metro's financial affairs should be conducted, and they also oversee transit planning and operations performed independently by the jurisdictions. **Figure 8** shows the MAC members and their affiliations. A similar task force (VRE Coordinating Committee) of local staff from NVTC and PRTC jurisdictions provides guidance for the VRE project.

NVTC BUDGET AND INVESTMENT POLICIES

NVTC's annual administrative expenses for FY 2014 are budgeted at \$1.2 million. For FY 2013 the local jurisdictions are providing almost \$300,000 in local funds. According to statute, local shares of NVTC's administrative expenses are paid in the same proportions as transit assistance is received from NVTC by each jurisdiction. Project grants from state and federal agencies, interest earnings, and appropriated surplus from the previous fiscal year comprise the remainder of NVTC's funds for administrative purposes.

While NVTC's administrative budget is just above a million dollars, the commission receives, allocates, and holds in trust for its jurisdictions up to 200 times that amount in regional, state and federal financial assistance for public transit. Beginning in January of 1987, state assistance was increased sharply by the General Assembly, and for FY 2013, NVTC expects to receive approximately \$140 million in

Figure 7

NVTC COMMITTEES AND REPRESENTATIVES -- 2013 --	
<p>NVTC EXECUTIVE COMMITTEE</p> <p>Jeff McKay, Chairman Paul Smedberg, Vice-Chairman Dave Snyder, Secretary-Treasurer Tom Rust, General Assembly James Dyke, WMATA Board Catherine Hudgins, WMATA Board Mary Hynes, WMATA Board William Euille, WMATA Board Jay Fisette, immediate past chair Sharon Bulova, Fairfax Co. Board Chair</p>	<p>NVTC VTA REPRESENTATIVES</p> <p>Principals: William Euille Christopher Zimmerman</p> <p>Alternates: Mary Hynes Jeffrey McKay</p>
<p>NVTC LEGISLATIVE COMMITTEE</p> <p>William Euille Jeff Greenfield Catherine Hudgins Mary Hynes Ken Reid Dave Snyder Senate: Mark Herring House: Tom Rust</p>	<p>NVTC WMATA BOARD MEMBERS</p> <p>Principals: Catherine Hudgins James Dyke</p> <p>Alternates: William Euille Mary Hynes</p>
<p>NVTC VIRGINIA RAILWAY EXPRESS OPERATIONS BOARD MEMBERS</p> <p>Sharon Bulova, Principal John Cook, Principal Paul Smedberg, Principal Christopher Zimmerman, Principal Jay Fisette, Alternate Jeffrey McKay, Alternate Tim Lovain, Alternate</p>	

Figure 8

MEMBERS OF NVTC'S MANAGEMENT ADVISORY COMMITTEE*	
<p>Alexandria</p> <p>Jim Maslanka Chief of Transit Services</p> <p>Pierre Holloman Urban Planner</p>	<p>Fairfax County</p> <p>Todd Wigglesworth Acting Chief, Coordination & Funding Div.</p> <p>Noelle Dominguez Legislative Liaison</p> <p>Ray Johnson Transportation Planner</p>
<p>Arlington County</p> <p>Lynn Rivers Metrobus Service Coordinator</p> <p>Jason Friess Financial Analyst</p>	<p>Falls Church</p> <p>Wendy Block Sanford Senior Planner/Transportation Planner</p> <p>Melissa Ryman Deputy Director of Finance</p>
<p>City of Fairfax</p> <p>Alex Verzosa Transportation Director</p>	<p>Loudoun County</p> <p>Nancy Gourley Division Manager Transit Operations</p>

* Many additional staff attend MAC meetings as needed, depending on the agenda, including representatives of WMATA and DRPT.

state assistance for NVTC jurisdictions. In addition, NVTC expects to receive grant contracts for FY 2013 assistance totaling \$17 million for the VRE project. For FY 2014, state transit assistance is projected to increase significantly from legislation signed into law by Governor McDonnell.

NVTC carefully manages its cash flow, and invests surplus funds on behalf of member jurisdictions by soliciting bids from financial institutions, according to an approved investment policy. During FY 2012, the commission managed \$183 million in revenues as well as co-owning VRE's assets of \$377 million.

NVTC publishes a quarterly cash flow forecast which helps its member jurisdictions plan their optimal use of various financial resources to pay transit billings for transit operating, capital and construction costs. At the end of FY 2012, NVTC held \$131 million in trust funds for its jurisdictions.

Prior to dates on which payments must be made to WMATA, NVTC again notifies each jurisdiction of its available balances, and jurisdictions then decide upon the appropriate mix of local funds and balances on account at NVTC with which to make the payments.

Excerpts from NVTC's audited financial report for FY 2012 are included in **Appendix F**.

MAJOR ACTIVITIES OF THE COMMISSION

Appendix B shows the goals, objectives and work program adopted by NVTC for 2013. As can be seen, the commission seeks to coordinate, promote, finance and--occasionally--contract for operations and construction of public transportation services while exercising regional leadership and encouraging sound planning. The 2013 work program contains eight goals and 50 separate actions. **Figure 9** summarizes the top priority initiatives for 2013.

The commission is active in a wide variety of areas, ranging from WMATA to commuter rail, and marketing to financial analysis. To carry out these activities, NVTC staff works with local jurisdictions through the Management Advisory Committee, VRE Coordinating Committee and ad hoc committees. Commissioners also participate on standing committees (such as the NVTC Legislative Committee) and boards (the VRE Operations Board), as well as other regional committees and boards. Together, commissioners and staff undertake an ambitious work program that seeks to influence the direction of regional policy through carefully targeted initiatives.

Some of the commission's major activities are reviewed next. For a complete annotated list of significant NVTC studies and research reports, go to www.thinkoutsidethecar.org.

During 1990, NVTC led a regional task force to develop a transit service plan for the Smithsonian Institution's National Air and Space Museum Extension to be located at Dulles Airport. Beginning in 1991, the commission participated in a similar regional effort to develop a plan for transit services in the Dulles Corridor that culminated in a recommendation to pursue rail service as the locally preferred alternative. NVTC's executive director served on a task force recommending a service plan, a financial plan, a set of technological initiatives and a managing entity for that corridor project. He chaired the task group that developed plans for the use of new transit technology in that corridor.

In addition to the very important initiation of VRE service in June, 1992, the groundbreaking for the last completed Metrorail Station in Northern Virginia (Franconia/Springfield) occurred on November, 1992. That station opened in June, 1997, and also includes a VRE station, which opened early in 1996.

In 1993, the commission initiated a major study of improved interjurisdictional bus routes throughout Northern Virginia that culminated in a report in 1994 containing scores of recommendations for improved routes and services. The commission adopted a strategy to implement the recommendations and supported WMATA as it began its own strategic bus study in 1995 and convened a Regional Mobility Panel in January, 1997. The Panel enlisted the active participation of local officials in a

Figure 9

NVTC's MAJOR INITIATIVES FOR 2013

GOAL 1: DEVELOP POLICY AND ADVOCATE FAVORABLE LEGISLATION

- Devise and implement legislative strategies based on sound policy analysis to increase transit ridership, obtain adequate funding, and coordinate priorities with members and other agencies.

GOAL 2: SEEK AND ADVOCATE FUNDING

- Identify and implement cooperative strategies with member governments to gain additional transit revenues and work to obtain adequate, dedicated, stable and reliable financial support from the federal government and the commonwealth and the private sector.

GOAL 3: COORDINATE TRANSIT SERVICE

- Work with all public and private transit providers to coordinate all transit service within Northern Virginia, with emphasis on understandable fares, convenient schedules, proper information, good customer service, efficient performance and access by disabled persons. Help to clarify roles of respective agencies and governments to avoid overlaps or gaps in jurisdiction. Work to improve the safe and orderly movement of people and goods, primarily by encouraging greater use of integrated public transit and ridesharing systems. Involve the public in identifying problems and solutions. Use NVTC's Management Advisory Committee as a forum to work out cooperative solutions and keep local governments fully informed. Emphasize better bicycle and pedestrian access to transit facilities and services.

GOAL 4: MANAGE GRANTS, CONTRACTS AND TRUST FUNDS

- Facilitate the fair and equitable allocation of costs among governments, persons using transportation services and facilities and others who benefit. Manage grants fairly and effectively, according to state and federal laws and NVTC's policies. Invest trust fund assets prudently to maximize returns consistent with safety.

GOAL 5: PROVIDE OVERSIGHT FOR WMATA AND VRE

- Exercise leadership on issues pertaining to oversight of the WMATA and VRE systems, particularly budget and finance, to reduce costs and control the growth of local subsidies and fares while improving service quality. Effectively manage ongoing transit services for which NVTC is responsible and develop efficient management structures that facilitate regional cooperation and support.

GOAL 6: COORDINATE REGIONAL EFFORTS

- Support coordinated regional efforts to improve air quality, conserve energy, boost the economy, respond to emergencies and integrate land use and transportation. Pursue new transit opportunities and actively support telework.

GOAL 7: DELIVER PUBLIC INFORMATION, MARKETING AND CUSTOMER SERVICE

- Reach out to transit customers and the general public, listen to customer concerns and implement improvements to boost regional transit ridership.

GOAL 8: STRENGTHEN NVTC AS AN ORGANIZATION

- Through improved internal and external communication and a renewed emphasis on developing effective action plans and strategies, enhance NVTC's visibility within the region and state and educate the public and legislators about NVTC's unique role in the complex structure of transportation agencies.

federally funded examination of the future of Metrobus. This study was completed in October, 1997. It designates a portion of existing Metrobus service as regional (operated by WMATA) and part as non-regional (open to competition). As a result of this effort, Metrobus subsidy allocation formulas have been improved (ultimately saving Virginia jurisdictions almost \$7 million annually). Total local subsidies were frozen for four years as the new system was phased in.

NVTC provided ridership survey data for another WMATA-led regional bus study that was completed in 2002 and led to recommendations for a significant 10-year WMATA Capital Improvement Program.

For several years the commission sponsored a Transit Appreciation Day Awards Ceremony which honored the region's transit employees and programs with cash awards and certificates. The commission also hosted a series of Metrochek promotional sessions focused on employers. Metrochek initially provided up to \$100 monthly in tax-free transit benefits, with the limit increased to \$120 as of January 1, 2009; with the federal stimulus bill the new limit was increased to \$230 monthly until January 1, 2011 and then temporarily extended for an additional year. On January 1, 2012, the transit benefit was reduced to \$125, but was increased to \$245 per month in January 2013 per the American Taxpayer Relief Act of 2012 until January 1, 2014. SmartBenefit accounts allow employees to receive Metrocheks directly on their SmarTrip farecards. Approximately 3,800 employers and 251,000 employees currently participate in the SmartBenefit program in the Washington Metropolitan Region.

The commission also actively participates in planning to meet the requirements of the Americans With Disabilities Act, which placed added emphasis on accessible transit services (with lift-equipped vehicles and door-to-door service), and the Transportation Efficiency Act for the 21st Century (TEA-21 and its successor, SAFETEA-LU), and Clean Air Act. These acts have radically altered transportation planning and financing procedures.

For FY 1999, the commission actively reexamined the formula by which it shares regional, state, and federal funds to support transit. The results of that reexamination were approved in February, 1998. The new formula agreement allocated the region's motor fuels tax among NVTC's jurisdictions based on where the tax is collected (point of sale). This new approach was phased in over three years.

Later in calendar 1998 the commission approved further revisions to its allocation formula that addressed concerns of some jurisdictions and altered the distribution of state aid by NVTC. By holding all jurisdictions harmless against losses in state aid, however, unanimous agreement was reached. Further, Falls Church and the city of Fairfax agreed to begin to pay Metrobus subsidies from additional state aid. A change in the Virginia Code was obtained in the 1999 General Assembly to implement this formula change.

Also in 1999 NVTC began a decade-long effort to support clean air initiatives. NVTC used \$4 million in federal CMAQ funds to reimburse transit operators for free bus fares on forecast Code Red (and later, Code Orange) bad air days. About five percent of reduced travel came from auto drivers, thereby reducing vehicle miles traveled by 85,000 during the summer of 2007, for example. The program was discontinued in 2009 as air quality continued to improve. NVTC returned \$2.6 million in unspent program funds to the region for other worthwhile projects.

NVTC was awarded federal and state grants to accomplish a regional fare collection project involving WMATA, VRE and local bus systems. New smart card technology has been employed to allow seamless, discounted travel between these transit systems. In 2001, NVTC, WMATA, VRE and Northern Virginia's local bus systems cooperated to order new smartcard-compatible fare collection equipment with NVTC serving as contract agent and helping the Virginia Department of Rail and Public Transportation with funding. Installation began in 2007 of 484 SmarTrip equipped fareboxes and is now complete.

NVTC also received state and federal grants beginning in 1997 to initiate state-of-the-art hybrid-electric bus service in Falls Church (connecting to neighboring Metrorail stations). Because of problems with the buses, a mid-course correction was made and NVTC purchased low-polluting diesel buses for this project, which began a demonstration at the end of 2002. NVTC completed an evaluation report in 2005 to document the results of the demonstration.

For 2006, NVTC completed its management of NVTA's \$1 million 2030 Transportation Plan with innovative public outreach techniques and corridor-specific priorities. The plan demonstrated that Northern Virginia needs an additional \$700 million annually to keep traffic congestion from getting much worse. NVTC again managed approximately a half million dollar grant to update the plan through 2040, which was completed at the end of 2012. NVTC also completed Phase I of a study of senior mobility and in 2008 completed a demonstration of travel training for persons 75 years of age and above. For 2009, commission staff played a key role in coordinating special transit services for huge crowds on Inauguration Day and helped achieve expansion of VRE's participating jurisdictions to include Spotsylvania County (effective February, 2010).

In 2010, NVTC completed the last in a series of screenline studies of major commuting corridors, in cooperation with VDOT and MWCOG. Mode shares for transit and ridesharing were found to be significant in those corridors both inside and outside the Beltway.

Much of 2011 was spent working with outlying jurisdictions to create a Vanpool Incentive Program designed to increase vanpooling and qualify the region for several million additional dollars of federal transit assistance each year. NVTC's partners are PRTC and the George Washington Regional Commission. The program is scheduled to begin in early 2013. NVTC also worked actively with Loudoun County to agree on

terms to be requested from the WMATA Board which led to Loudoun County opting into Phase 2 of the Dulles Rail Project in 2012.

NVTC SERVICE DEMONSTRATIONS

Prior to the June, 1992 start-up of VRE service, NVTC had continued to sponsor successful transit demonstrations. Five such demonstrations are:

- Express bus service between the West Falls Church Metrorail station and Rosslyn during peak commuter hours. Metrorail service began on June 7, 1986. In the months before the station opened, commuters parked free and used express buses or carpools, and benefited from access to I-66 (which is restricted during rush hours to use by High Occupancy Vehicles). NVTC initiated the demonstration and operated it for 14 months, after which Fairfax County continued to fund the service until the new Metrorail station opened.
- Feeder-taxi service to and from Metrorail stations late-at-night and on weekends, to supplement regular-route bus service that may be little used during these hours. The demonstrations in Alexandria and Arlington were designed to illustrate savings to local jurisdictions from reduced bus subsidy payments, better value for transit users who receive doorstep service by taxi, and increased ridership for taxi firms and Metrorail. After the demonstration periods were concluded, Alexandria and Arlington took over operation of the services in their respective jurisdictions.
- In 1984, marketing of the Washington Flyer transit service to Dulles and National Airport (now Washington Reagan National Airport) using taxis, vans, and new intercity coaches, all identified by a common logo and operating frequent schedules at reasonable rates. The Metropolitan Washington Airports Authority now operates and manages the various airport transit services.
- Van shuttle service linking major employers and residential neighborhoods in the congested Tysons Corner area with the West Falls Church Metrorail Station, beginning in June 1986. Fairfax County continued to fund the service, which is operated by a private contractor, and was known as the Tysons Shuttle until it was integrated into the regular service of the Fairfax Connector.
- A trolley-replica bus service began in the Crystal City area of Arlington in November, 1987. The trolleys traveled a loop route past businesses and the Metrorail station. Significant contributions were received from private firms to help pay for the service which was also partially funded by an NVTC grant obtained from the Virginia Department of Transportation and by

contributions from Arlington County. Arlington County now funds and manages a greatly expanded service operating throughout the county, which is operated by a private contractor and is called ART.

Prior to VRE, perhaps NVTC's most widely known success was operation and management of the Shirley Highway Express Bus-On-Freeway Demonstration. In September 1970, the Urban Mass Transportation Administration (now known as the Federal Transit Administration) approved a demonstration grant to NVTC to design and implement transit service on an 11-mile exclusive busway from suburban Virginia to downtown Washington D.C. The grant also called for development of fringe parking lots to serve the exclusive lanes.

Between the initial 1970 grant and the final project report in 1976, well over \$6 million was expended on the project. Ninety new buses costing \$4 million were introduced into service between June 1971 and February 1973, and bus operations in the corridor more than doubled. A private bus company, AB&W, operated the buses under contract to NVTC during the first two years of the demonstration, and Metro continued thereafter. Over 13,000 new daily passenger trips were attracted to the NVTC bus service during the demonstration, and bus travel times were cut by up to 30 minutes.

Load factors were extremely high (usually above 100 percent), and consequently, fare box revenues nearly covered operating costs during most of the project. From mid-1971 through the end of 1974, operating shortfalls totaled only \$250,000, compared to total operating costs of almost \$7 million. At the conclusion of the demonstration, buses were sold to Metro and many routes continued to use the express lanes.

Another example of NVTC's role in acting on requests for new service is the Metrobus Route W-3 which connected the L'Enfant Plaza Metrorail station and Bolling Air Force Base in the District of Columbia. In 1984 it was learned that the Defense Intelligence Agency would transfer several thousand Virginia-based jobs to Bolling Field. As many as a third of these employees used public transit to reach Virginia job-sites, and with scheduled repairs on the 14th Street Bridge, it was imperative to offer continued public transit access. Unfortunately, no convenient bus service existed, and D.C. officials believed that none was needed.

NVTC worked for several months to accomplish experimental Metrobus service (the W-3), which began in August, 1984. Four trips were provided in both morning and afternoon peak hours, and about 212 people per day (26.5 per trip) used the service. NVTC funded the initial experiment, which was made permanent in September, 1985. Service continued under a joint funding arrangement with the District of Columbia until Navy Yard Metrorail station opened in December 1991, at which time bus service was reconfigured to serve the area in combination with the new rail station.

RIDESHARING PROMOTIONS

NVTC has assisted the Council of Governments' Commuter Connections by processing ridesharing applications that are submitted by persons located in Northern Virginia. Utilizing its computer terminal linked to COG's regional ridesharing database, NVTC identified ridesharing/vanpooling opportunities and notified the participants. In support of the regional system, NVTC staff also conducted ridesharing match demonstrations and contacted employers regarding ridesharing opportunities for their employees. NVTC staff has now turned over these responsibilities to other local and regional governments. The commission also made available one-year interest-free loans of \$1,000 each to qualified persons who purchased vans to use in pools; this program was discontinued as other agencies (especially the Virginia Department of Rail and Public Transportation) commenced broader promotional programs.

As stated above, NVTC is now actively involved in a regional effort to expand vanpooling. Currently an estimated 800 vanpools are active in the entire Northern Virginia region.

The commission serves as a conduit of information regarding the region's major high-occupancy vehicle lanes on I-95/395 and I-66. During the decade of the 1980's NVTC's executive director chaired the Shirley Highway/I-66 Steering Committee, which met to share information on these facilities, and included among its members officials of the Virginia Department of Transportation, Federal Highway Administration, Federal Aviation Administration, Federal Transit Administration, Council of Governments, and local transportation agencies.

The commission has been an active participant in regional efforts to evaluate the effectiveness of High-Occupancy Vehicle lanes (HOV). For example, a change to HOV-2 from HOV-3 was implemented on I-66 inside the Beltway. Federal legislation has now given authority to determine HOV requirements on I-66 to the commonwealth. For many years after the reduction in HOV limits, VDOT provided payments to promote transit use via reduced feeder bus fares to compensate for transit riders lost as a result of the HOV-2 policy. Ridership on Metrorail's Orange Line had dropped about seven percent but has now recovered.

NVTC continued its active involvement with HOV service by representing Northern Virginia's transit systems as they developed a transit service plan to ensure new HOT-lanes (High-Occupancy Toll) on I-95/395 do not result in a deterioration of transit service quality. NVTC's Executive Director served on a HOV Advisory Committee created by the Virginia Secretaries of Transportation and Public Safety.

The commission also started a unique experiment in cooperation with the Ballston Partnership in Arlington. Using federal and state grants, NVTC helped begin a Transit Store which provides on-site ridematching services using a direct computer link with the Council of Governments. A special emphasis of the store, in addition to providing a convenient retail outlet for farecards and bus passes, is providing

ridesharing information to major employers and their employees. The store continues in operation under sponsorship of Arlington County and the Ballston Partnership. It has proven to be so successful that the county cooperated with the private sector to help establish another such store in the Crystal City area, and has now located still another store in Rosslyn. The store in Crystal City is serving as the primary mail order and ticket processing center for the Virginia Railway Express. The stores in Arlington are part of a very successful public-private initiative sponsored by Arlington Transportation Partners, with a web-site (CommuterPage.com) providing diverse services to promote transit and ridesharing.

POLICYMAKING AND IMPLEMENTATION

In its role as Northern Virginia's forum for identifying and resolving interjurisdictional transportation policy issues, the commission frequently goes on record regarding desired means to achieve the region's transit goals. It then seeks to implement these policies using appropriate strategies. Several of the commission's policies are included in **Appendix C**.

Because six commissioners are members of the General Assembly, NVTC is uniquely situated to communicate the region's legislative program in Richmond. NVTC staff also works closely with WMATA, VRE and local jurisdiction staff to promote the best interests of transit in legislative circles. However, most commissioners are locally elected officials, with responsibilities covering the complete range of local issues. Thus, in devising its legislative agenda NVTC has been cognizant of the appropriate position of transit relative to the need for appropriate intermodal connections, rather than functioning exclusively as a transit advocate. NVTC's 2013 legislative agenda is included as **Appendix E**.

Perhaps NVTC's most strongly stated policy calls for better coordination of transit service in the region, through improved cooperative planning. The commission embarked on an ambitious project (known as the Transportation Service Coordination Plan) to implement this policy, which is described next. **NVTC was recognized by the 1100-member American Public Transportation Association in 1996 as the outstanding government agency in North America for its work in promoting coordination of public transit services.**

TRANSPORTATION SERVICE COORDINATION PLAN/ TRANSIT PERFORMANCE UPDATE

As shown in **Figure 10**, transit service is provided in Northern Virginia by several separate systems, with average weekday one-way passenger trips of 504,733 during FY 2012. And, as shown in **Figure 11**, transit often relies on the rapid access made possible by a network of high occupancy vehicle lanes. During the A.M. peak period, the

Figure 10

Northern Virginia Average Weekday and Annual Public Transit Passenger Trips, FY 2011 – FY 2012				
System	Average Weekday Passenger Trips FY 2011	Average Weekday Passenger Trips FY 2012	Annual Passenger Trips FY 2011	Annual Passenger Trips FY 2012
Metrorail Virginia	328,088	328,894	98,053,085	98,486,192
Metrobus Virginia	69,810	75,136	20,401,587	21,712,668
Fairfax Connector	35,883	38,053	10,283,313	10,895,833
VRE	18,377	18,873	4,645,591	4,702,196
DASH	12,933	13,325	3,750,737	3,882,022
PRTC OmniRide	8,939	9,276	2,297,425	2,365,366
PRTC OmniLink	3,746	3,598	1,029,274	1,079,274
CUE	3,180	3,215	910,549	919,025
ART	8,056	9,041	2,261,129	2,537,338
Loudoun County Transit	4,897	5,322	1,210,542	1,316,448
Total	493,909	504,733	144,843,232	147,896,362

* Note: Ridership on WMATA reimbursable services such as REX, PikeRide, and TAGS is included in the Metrobus Virginia ridership figure.

Figure 11

Person Carrying Capacity Comparison for HOV and Conventional Lanes, SPRING 2010							
HOV Facility	Persons	Direction	Restricted Hours	A.M. HOV Lane Person Movement*	A.M. Conventional Lane Person Movement	A.M. Persons Per HOV Lane, Per Peak Hour*	A.M. Persons Per Conventional Lane, Per Peak Hour
<u>I-395</u> North of Glebe Road	HOV-3	Northbound	6:00 A.M. - 9:00 A.M.	30,800 (2 LANES)	24,200 (4 LANES)	5,100	2,000
<u>I-95</u> North of Newington	HOV-3	Northbound	6:00 A.M. - 9:00 A.M.	24,200 (2 LANES)	17,000 (4 LANES)	4,000	1,400
<u>I-66 - Inside Beltway</u> East of I-495; Road only for HOV use	HOV-2	Eastbound	6:30 A.M. - 9:00 A.M.	15,800 (2 LANES)	N/A	3,200	N/A
<u>I-66- Outside Beltway</u> West of I-495	HOV-2	Eastbound	5:30 A.M. - 9:30 A.M.	10,400 (1 LANE)	20,100 (3 LANES)	2,600	1,700
<u>I-267- Dulles Toll Road</u> West of Rt. 7	HOV-2	Southbound	6:30 A.M. - 9:00 A.M.	10,200 (1LANE)	12,800 (3 LANES)	4,100	1,700

Source: Counts are from the National Capital Region Transportation Planning Board, 2010 Performance of High-Occupancy Vehicle Facilities on Freeways in the Washington Region Study performed in Spring 2010.

*Includes automobiles, vanpools, motorcycles, and buses during the restricted period. Also includes violators, law enforcement and Other vehicles with clean fuel registration plates. Bus counts are based on factors calculated from latest ridership data provided by the operators on these facilities.

reversible HOV lanes on the Shirley Highway inside the Beltway carry an astonishing 5,100 persons per lane per hour while the LOV lanes carry only 2,000.

NVTC's Transit Performance Update shows that on I-95/395, I-66, VA 267 (Dulles Toll Road) and Route 1 transit captures significant shares in peak commuting periods and ridesharing adds even more. In fact, regional traffic counts show that less than half of all peak period commuters choose to drive alone in those corridors in which meaningful investments have been made in transit and HOV facilities and services. NVTC has worked with staff of the Metropolitan Washington Council of Governments (MWCOCG), Virginia DOT and Northern Virginia's transit systems to devise an improved traffic/passenger counting methodology to improve the accuracy of these mode share reports for Northern Virginia's HOV corridors.

For 2005, the improved traffic counting procedure for I-66 inside the Beltway showed more than 6 out of 10 inbound AM peak period travelers are using transit or HOV. During the peak hour, transit alone accounts for almost 40% of travel, which is more than the share of single occupant vehicles.

In 2006, the same procedure was applied to I-395 inside the Beltway at a Glebe Road screenline. Again, during the peak period transit and ridesharing shares exceed those of single-occupant drivers.

For 2007, the count occurred outside the Beltway on I-95 and results showed that again transit and ridesharing carried almost half of the people during peak commuting hours. Twice as many persons per lane per hour traveled on the HOV lanes at this screenline than on the parallel general purpose lanes.

In 2008 the mode shares on I-66 outside the Beltway were determined. In this broad corridor (including Routes 29 and 50), 56 percent of peak period commuters drove alone, while high occupancy vehicles including rail and buses comprised the remaining 44 percent.

In 2009, counts were taken in the VA 267 corridor outside the Beltway. About 30 percent of peak period commuters were in high occupancy vehicles, including buses. This share is lower than in other corridors due to the lack of a rail alternative.

NVTC passed a resolution at its January 5, 1984 meeting, which established a formal process for planning and coordinating transit service in the region. The goals were directed toward improved planning and service. That is, the Plan should improve the quality of transit service as perceived by riders, as well as developing better data and methods for use by planners.

Work began in July 1984, and the first annual report of the Northern Virginia Transportation Commission's Transportation Service Coordination Plan was completed in September 1985. It emphasized the new products and processes that had been completed or were in progress. During the first year, staff effort was devoted to gathering data, defining processes, and producing prototype products. For example, a NVTC consulting study demonstrated the enormous financial return to the Commonwealth of Virginia from investments in the Metrorail system, and forecast an annual rate of return of over 13 percent on those investments.

The sixth report, issued in September, 1990, emphasized regional and local initiatives to improve commuting alternatives despite increasing budget pressures. The report highlighted NVTC's ultimately successful efforts to initiate a Northern Virginia Transportation Coordinating Council to review proposed transportation projects and help set priorities, as well as the commission's regional task force to prepare a transit service plan for the Smithsonian Institution's proposed National Air and Space Museum Extension at Dulles Airport. NVTC's consulting study on behalf of Northern Virginia regarding financial resources for transportation, which was completed in January, 1990, examined federal, state, local and private sources of funding to help meet the enormous needs to pay for new highways and public transit.

The tenth annual report (October, 1994) continued the practice of compiling coordination data not available elsewhere into several appendices, including names, addresses and telephone numbers of almost 100 federal, state, regional and local agencies and organizations with transportation responsibilities or interests. Ridership and system route maps were compiled for all of Northern Virginia's transit systems, as were details on transit transfer and fare policies, local taxi operators, and park and ride lot capacity. Twenty-six ongoing studies and transportation planning activities were summarized.

Examples of useful products from NVTC's plans are many. For example, the commission devised in 1985 a ridership reporting system for evaluating the performance of all bus routes in Northern Virginia. Using survey data collected by Metro, NVTC produced a series of reports on its personal computers that enabled each member jurisdiction to see clearly how many persons were using specific bus services and at what times of day. Ratios that compared the number of passengers served to the amount of service provided were also contained in the Ridership Reports, which were used by NVTC and its jurisdictions to plan bus route improvements. WMATA now produces its own ridership reports in lieu of NVTC's reports. To enhance jurisdiction-specific bus performance information, NVTC directed consultants who designed a data-collection process and completed on-board surveys with an informative management report.

A major focus of the commission's planning activities is to facilitate the opening of new Metrorail stations, such as the Orange Line extension to Vienna in June, 1986. Four new stations began service and bus service in that corridor was reoriented to provide efficient connections. To provide more public involvement, a series of public

meetings was held, in Falls Church, Arlington, Oakton and Reston. Formats were informal and WMATA and jurisdiction staff were present to provide a synopsis of proposed plans. Citizens were encouraged to share their views, and to participate in an exchange of ideas with staff. The Orange Line opened to Vienna with strong ridership and has continued to be one of WMATA's most successful corridors.

During 1988 NVTC sponsored two related activities. First, a commuter bus study was completed in which ridership was forecast in three major commuter corridors for improved express bus services. Second, a one-day intensive conference on "What's New in Transit and Ridesharing in Virginia" was sponsored by NVTC in cooperation with George Mason University. Speakers from each jurisdiction were featured, together with representatives of the private sector, including firms that offered new rail technology to provide "personalized rapid transit" service.

One role of the commission's annual reports is to highlight technologies that offer promise to relieve traffic congestion. In December 1989, NVTC sponsored a 25th Anniversary symposium at which advanced concepts for transportation management were explored in order to identify innovative technologies for reducing traffic congestion in Northern Virginia. Speakers described "parataxi" services relying on videotex/audiotex (computer-aided communications and information services) that would establish shared-ride programs for off-peak travel; intelligent vehicle highway systems for guiding individual drivers to less congested routes; and automatic vehicle identification systems to allow more rapid collection of tolls and open the possibility of applying prices to highway facilities to minimize congestion.

At the symposium, NVTC's 76 current and former commissioners were honored. Those attending were presented with VRE rail caps, since NVTC has implemented commuter rail operations in two Northern Virginia corridors. These activities are described in the next section.

During 1994, NVTC celebrated its 30th birthday with comments from many of its former chairmen and with special honors for Commissioner Joe Alexander, who served continually on NVTC since its first meeting in 1964, before leaving the commission in May, 1995.

Also, during 1994 NVTC worked with KPMG Peat Marwick and a team of local and state officials to produce an update of the 1985 study documenting the return on the Commonwealth's investment in the Metrorail system. The study showed conclusively that since its inception in 1978, the Metrorail system has returned 12.4 percent on the Commonwealth's investment, as measured in induced jobs and taxes from new development and commercial activity at Metrorail stations. This is remarkably close to the projections in the 1985 study. For the future, the 1994 study forecast a stunning rate of return of 19.2 percent annually.

For several years NVTC produced a quarterly publication on transit service changes by WMATA, VRE and local transit systems. These service change descriptions were useful for each system to coordinate its schedules with connecting systems.

In 2002, NVTC sponsored a high-tech exposition, with 14 vendors of transit technologies and over 200 attendees. This activity supported NVTC's increased emphasis on public education of the benefits of transit.

Beginning in 2003, NVTC has refocused its annual transit performance reports; they now emphasize web-based performance information not available in other sources.

In 2004 NVTC celebrated its 40th anniversary with another reunion of current and former commissioners, digital archiving of many old NVTC movies and photos and the sealing of a time capsule.

Following favorable General Assembly action in 2007, NVTC played an important role in helping the region agree on implementation of the Northern Virginia Transportation Authority. NVTC focused on accounting, audit and public outreach functions. Unfortunately, in early 2008 a Virginia Supreme Court ruling required several new taxes being collected for NVTA to be discontinued and refunded, an activity in which NVTC assisted significantly. Legislation adopted by the 2013 Virginia General Assembly should restore significant funding to NVTA.

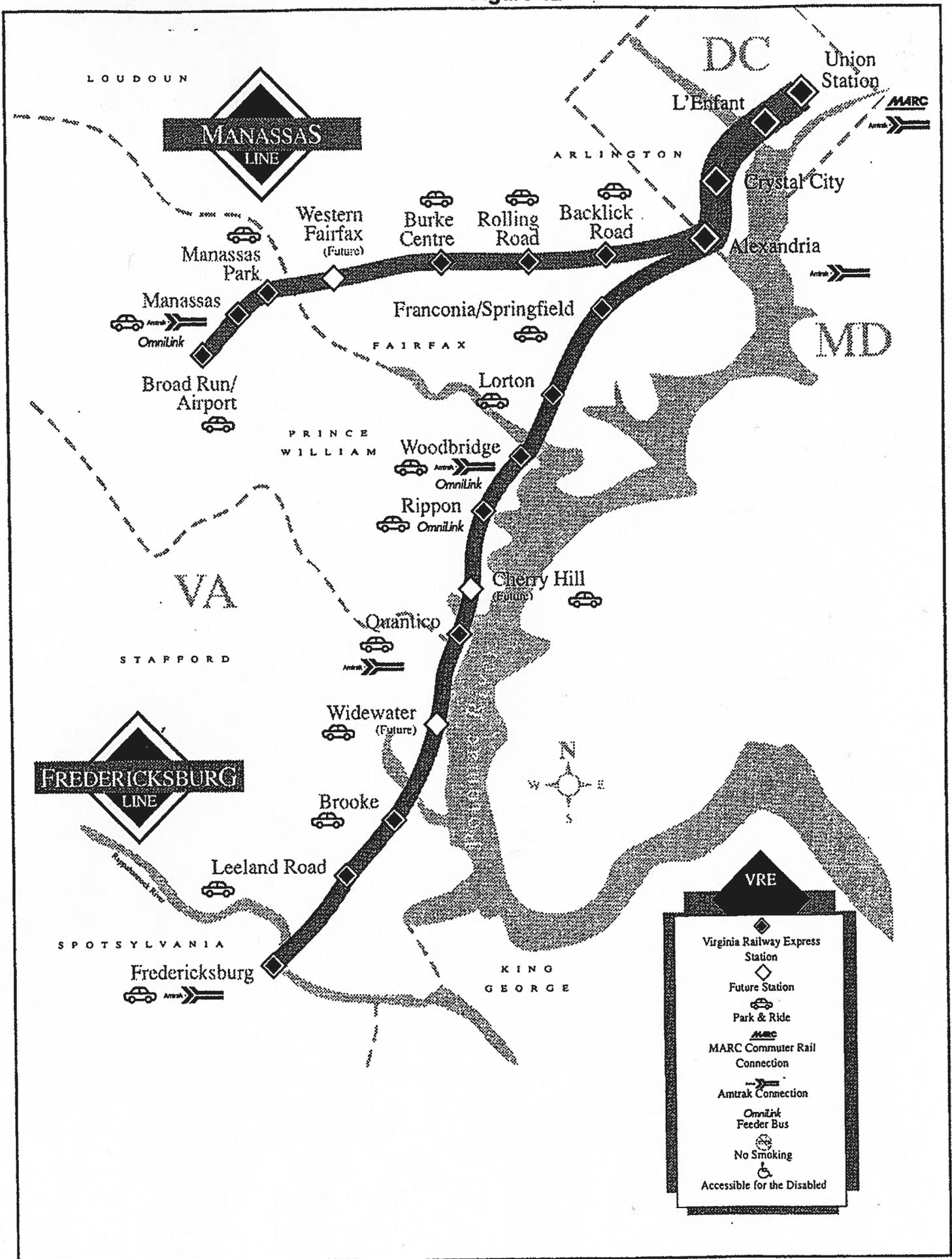
A chronology of NVTC activities is attached as **Appendix I**.

VIRGINIA RAILWAY EXPRESS COMMUTER RAIL SERVICE

As shown on the map in **Figure 12**, in 1992 the commission initiated service on four railroad rights-of-way. The following capsule points describe NVTC's commuter rail initiatives:

- NVTC works with the Potomac and Rappahannock Transportation Commission (PRTC) (Prince William and Stafford counties; the cities of Manassas, Manassas Park and Fredericksburg, and as of February 15, 2010, Spotsylvania County), to operate an 80-mile, commuter rail service from both Manassas (on the tracks of the Norfolk Southern Railway) and Fredericksburg (on right-of-way owned by CSXT) to Union Station in the District of Columbia. To reach Union Station the trains originally traveled on Conrail tracks (now owned by CSXT) and also use Amtrak-controlled facilities.

Figure 12



- Combined daily ridership reached 8,300 passenger trips in early 1996 before dropping back to about 7,500 as of January, 1997 and close to 6,000 following a CSXT freight train derailment in July, 1997 that cut VRE on-time performance to only 39 percent. Even at depressed ridership levels, VRE provided the equivalent of an additional freeway lane during the peak hour in the I-95 and I-66 corridors. This additional capacity was especially valuable as highway traffic delays arose due to "Mixing Bowl" reconstruction (I-95/395/495). By early 1999, VRE ridership was trending upward rapidly, routinely exceeding 7,400 daily riders. By 2005, VRE experienced record-breaking ridership of well over 15,000 average daily riders, with some days close to 16,000. VRE was among the fastest growing commuter rail systems (almost 20 percent annually) in the U.S. and is the twelfth largest. However, railcar capacity limits and poor on-time performance by VRE's host railroad, CSXT, caused ridership to decline during 2005-2007. Growth resumed during FY 2008 with ridership exceeding 2005 peaks. By the end of 2009, average daily ridership reached 17,500. By early 2011, all-time peak ridership days were achieved, including several days approaching 20,000. During December 2011, VRE had three days on which ridership approached 21,000. Upward trends are continuing.
- The Commonwealth of Virginia agreed to provide continuing financial assistance (subject to appropriations from the General Assembly), and local jurisdictions agreed to a formula by which to share operating and capital costs, based on ridership and population. Eight jurisdictions signed a Master Agreement with NVTC and PRTC setting forth the terms and conditions of their financial support, either as participants or contributors. In 2007, the subsidy allocation formula was changed to reflect ridership alone and the new version has now been phased in over several years.
- The two sessions of the Virginia General Assembly in 1986 provided exceptional help for the commuter rail project, including the creation of the Potomac and Rappahannock Transportation District with a motor fuel tax revenue source for commuter rail, a \$150,000 appropriation for risk management, an additional \$125,000 state grant for commuter rail marketing, a \$5 million loan authority for liability claims and judgments, an amendment to the Tort Claims Act to cover commuter rail liability and approximately \$4.5 million annually for commuter rail operating and capital costs. Governor Baliles provided an additional \$5 million to help fund the Liability Insurance Plan from the Oil Overcharge Recovery Fund in October, 1989.

- A "Friends of the Virginia Railway Express" group was formed to help build support among potential riders and a new VRE Riders Association was chartered in 1993. Representatives speak at each monthly VRE Board meeting.
- The operating aspects of the project have been managed by a chief executive officer guided by the 14-member Operations Board. In 2012, the fourth chief executive officer was recruited. The Board grew to four voting members from NVTC and eight from PRTC, with the 13th member representing the Virginia Department of Rail and Public Transportation. Following amendments to the VRE Master Agreement in 2007, voting representation is based on the jurisdiction of residence of riders, as is the subsidy allocation among participating jurisdictions. Spotsylvania County now also has a voting member as of February, 2010. There are several additional alternate board members. This project has served to enhance regional cooperation by bringing representatives of these diverse jurisdictions together to plan and implement a valuable public transportation service. Legislation taking effect in July, 2014 will increase the Commonwealth's voting strength on the Board significantly and will require amendments to VRE's Master Agreement.
- VRE has an extensive fleet of railcars and locomotives. VRE exercised an option for 50 additional bi-level railcars at a cost of \$92.6 million. Twenty additional locomotives were also ordered at a cost of up to \$4 million each and they are now in service. In February, 2012, the commissions approved another contract for up to 50 new railcars, and VRE purchased the first eight.
- The original fleet was paid for primarily with a portion of \$79 million in NVTC bonds issued in 1990 and additional railcars have been purchased with a \$23 million NVTC bond issue during 1997. Including refinancings, NVTC has issued \$171 million in bonds on behalf of VRE. Currently about \$25 million of these NVTC bonds are outstanding.
- VRE is NVTC's largest and most ambitious project to date. NVTC first advocated the development of a commuter rail line in 1965 when the Washington & Old Dominion Railroad's right-of-way was being considered for use as a new highway (I-66). NVTC held the position that the railroad's right-of-way should not be used for a new road, but that commuters would be better served if the right-of-way were retained, and a commuter rail line developed instead. NVTC argued that the high cost of the additional freeways that would be required if commuter rail transit were not developed would overshadow the short-range savings that were an objective of removing the railroad and converting it to highway use. NVTC lost this battle over the Washington & Old Dominion right-of-way, and strong railroad opposition doomed all of the commission's commuter rail efforts until late 1984 when the commission embarked upon the Virginia Railway Express project.

- As VRE operates on existing railroad tracks, one of the most difficult aspects of the development of the rail line has been indemnifying the participating railroads (Amtrak, Conrail, CSXT and Norfolk Southern) against the risk of liability. Both the U.S. House of Representatives and the Senate in 1990 agreed to exempt Conrail from liability for all claims involving the VRE, in excess of \$200 million (which is the amount of insurance VRE was providing). When President Bush signed the bill in August of that year, one of the last hurdles facing commuter rail service was overcome. The Commonwealth's Division of Risk Management administers the VRE Insurance Trust which holds approximately \$10 million in VRE cash reserves. While VRE was recently able to sign a new contract with CSXT, negotiations continue with Norfolk Southern over this difficult insurance issue. VRE is seeking new statutory \$200 million liability limits from the U.S. Congress.
- Passenger surveys reveal customer satisfaction with the quality of VRE service being provided. VRE has become a national model of a successful "new start" with emphasis on customer service. Customer service innovations include: guaranteed rides home during mid-day via taxi (known as Special Delivery and now replaced with a regionwide program), rides on parallel Amtrak trains using VRE tickets, credit card only ticket vending machines, barrier free proof-of-payment fares, free connecting bus service for VRE ticket-holders, free transfers to and from Maryland's commuter rail system, free ride certificates for delayed trains, late fees at day care providers paid if VRE is late, and real-time tracking of each VRE train on VRE's web-site using the "Rail Time" update.
- FY 2012 saw VRE operate with record ridership and the highest on-time performance in its history while also maintaining its cost effectiveness. VRE provided 151 million passenger trip miles during FY 2012 at an average passenger mile cost of \$0.53 per mile. That figure is significantly less than that of daily automobile use.
- A study in 1995 by NVTC revealed that VRE was a sound investment on behalf of the citizens of the Commonwealth compared to building the equivalent highway capacity and operating private automobiles. Over a 20-year period the net present value of the VRE investment will be \$264 million less costly to build and operate than that of an equivalent highway investment.
- In 1996, NVTC completed for the American Public Transit Association the New Start Handbook: Tips and Resources for Planning and Implementing Successful Commuter Rail Service. The publication documents VRE start-up experiences and has been shared with potential commuter rail sponsors in over 30 locations in the U.S. and Canada. It has now been updated by APTA and the revised edition is available from APTA.

- For FY 2013, VRE's approved budget is about \$88.7 million for operations and capital for 30-daily trains. Local governments pay about \$16.4 million. VRE is negotiating with CSXT, DRPT and others to undertake about \$350 million of track improvements in the Washington, D.C.-Richmond corridor that will permit VRE to significantly expand the number of trains it operates. DRPT received a \$75 million grant of federal high speed rail funds in early 2010 to help upgrade tracks used by VRE in the I-95 corridor.
- VRE has completed a two-phased strategic plan covering short- and long-term capital needs and strategies. Discussions are underway with outlying jurisdictions about expanding VRE to the south and west. An environmental study is in progress regarding a proposed extension to the Gainesville-Haymarket area. The VRE Board conducted a strategic retreat in 2011. A transit development plan also was completed for DRPT in 2011.
- A complete chronology of VRE's development from 1964 to the present is available on NVTC's and VRE's website.

ALLOCATING FINANCIAL ASSISTANCE

WMATA FINANCING

Northern Virginia is served by the regional Metrorail system which began operations in 1976. In the region, over half of the bus service is also operated by WMATA. The regional transit authority was formed by an interstate compact in 1966, and took over Northern Virginia bus service in 1973.

The Metrobus system as a whole is expected to recover less than a third of operating costs from operating revenues in FY 2013; the ratio for Metrorail will be about three-quarters. Combined bus and rail operating revenues are about 60 percent of combined operating expenses.

Future operating and capital needs for WMATA and Northern Virginia's local transit systems are enormous. WMATA's new Momentum campaign is designed to educate the public and decision-makers about those needs.

Figure 13 illustrates the allocation of Metrobus and Metrorail costs, revenues, and subsidies together with the formulas used to make the allocations. As shown, Metrorail's net operating costs are allocated among the five Northern Virginia jurisdictions, two Maryland counties, and the District of Columbia, based on a three-part formula that includes population and population density, number of stations and residences of passengers. Costs and revenues are shared by all jurisdictions and net subsidies are allocated by formula, so that each individual locality has little or no direct control over its allocated Metrorail subsidies.

On the other hand, in the past Metrobus costs have been allocated to individual jurisdictions using a formula based on buses in service as of 1975, and hours and miles of operations, while bus revenues were allocated based on a survey of riders. In essence, individual jurisdictions were responsible for decisions as to all Metrobus routes and operations, since costs and revenues were separately assigned. However, in many instances, Metrobus routes cross jurisdiction boundaries, and hence the need arises for multijurisdictional agreements on such operations. NVTC's role has been to conduct public hearings with WMATA on Metrobus service, and to work with local policymakers and staffs to reach effective agreements.

NVTC and its WMATA Board members worked to accomplish an overall reduction in the portion of Metrobus fixed costs assigned to Virginia, since Virginia's share of current Metrobus service had not kept pace with that of Maryland, so that Virginia's bill using the 1975 peak bus percentages in effect overcharged Virginia by several million dollars annually.

Figure 13

FORMULAS USED TO ALLOCATE METRO RAIL AND METROBUS COSTS AND SUBSIDIES AMONG JURISDICTIONS

Operating/Capital Costs & Subsidies	Formula Factors	Systemwide FY 2013 Estimates (a)	Virginia Shares
Metrobus Operating Subsidy	For regional routes, subsidies assigned using population/population density, average weekday riders and route miles and hours, with weights of 25%, 15%, 35% and 25% respectively. For non-regional routes, subsidies are assigned in proportion to the platform hours and the passenger revenues in accordance with data from the registering farebox system, minus route revenues.	\$325,304,200 \$72,966,500 \$398,270,700	25.5% regional bus 13.0% non-regional 23.2% total
Metro rail Operating Subsidy	Base subsidy assigned on a three-factor formula giving equal weight to stations, population and ridership by jurisdiction. Maximum fare allocation recognizing taper and cap of fare structure.	\$163,866,900	30.0%
Paratransit Operating Subsidy	Costs allocated on actual trip basis systemwide. Virginia jurisdiction subsidies further allocated on an average time per trip basis.	\$107,007,300	13.6%
Metro Revenue Bond Debt Service	1970 Four-Factor Formula: Construction cost 40%, service cost 30%, ridership 15% and population 15% all as estimated for the 103-mile system. Within Virginia each factor is given equal weight.	\$16,197,900	27.0%
	TOTAL OPERATING	\$685,342,800	23.5%
State and Local Match to Federal Formula Grants	FY 2013 subsidy calculated by grouping projects into bus, rail bus/rail, and access categories and distributing costs based on FY 2010 operating subsidy percentage.	\$60,200,000	25.9%
State and Local Additional Funds	FY 2013 subsidy calculated by grouping projects into bus, rail bus/rail, and access categories and distributing costs based on FY 2010 operating subsidy percentage.	\$119,700,000	25.9%
State and Local Match to Federal Dedicated Funds	Divided equally among Washington, DC, Maryland and Virginia.	\$150,000,000	33.0%
Reimbursable Capital Projects	Each jurisdiction contributes to the \$3 million funding level and approves the program priorities.	\$3,000,000	27.5%
	TOTAL CAPITAL	\$332,900,000	29.3%
	GRAND TOTAL	\$1,018,242,800	25.4%

(a) Unaudited; based on FY 2012 WMATA Budget.

As of FY 1999, a new Metrobus allocation process was implemented. First, the outmoded 1975 bus percentages were eliminated, which is saving NVTC jurisdictions about \$6.5 million annually after a three-year phase-in period. Metrobus subsidies are now assigned to each jurisdiction using a formula featuring population/population density, average weekday riders by jurisdiction and revenue miles and hours of bus service. This is applied to so-called regional bus routes operated by WMATA (about three-quarters of the current total). Non-regional routes, which are subject to competition, have been phased in over four years and are provided, if by WMATA, using a new formula that allocates cost in proportion to the platform hours and passenger revenues in accordance with data from the registering farebox system.

To finance the construction of the Metrorail system, the National Capital Transportation Act of 1969 authorized a \$1.1 billion federal grant (matched by one-third local funds) plus (in 1972) \$1 billion in federally guaranteed bonds. Interstate Highway System funds transferred to the Metro system provided another \$2.15 billion. In 1979, Congress approved the Stark-Harris Act, which authorized an additional \$1.7 billion to continue the construction of the 101-mile Adopted Regional System (now 103 miles). That Act also provided for the retirement of the bonds on a two-thirds federal, one-third non-federal basis. Finally, Congress acted in late 1990 to provide \$1.3 billion to complete the 103-mile Metrorail system over the next eight years. That 84-station system is now complete with the opening of five Green Line stations in January, 2001, and is now averaging 660,000 daily riders. In December, 2004, the system was extended three miles and two stations further into Prince George's County, Maryland. The federal share of construction costs has been 62.5 percent. About \$9 billion in federal, state and local funds were spent on Metrorail construction. Much more than that would be needed if the system were to be built from scratch today.

Construction is underway for the Silver Line extension in Virginia through Tysons Corner to beyond Dulles Airport, with the first phase operating as soon as the end of 2013. In January, 2009, the USDOT formally approved a Full Funding Grant Agreement for this project, setting the stage for \$900 million of future federal appropriations. WMATA's proposed FY 2013 budget calls for spending significant funds to prepare for the new operations, including hiring additional employees. Phase 2 of the project is also proceeding. When Phases 1 and 2 begin operations, WMATA's formulas will shift a considerable financial burden to Virginia's jurisdictions.

While this section has reviewed the allocation of WMATA costs, revenues, and subsidies among Northern Virginia's jurisdictions as determined by formulas agreed to by Maryland, the District of Columbia, and Virginia, the next section compiles the sources and uses of funds to support WMATA operations, capital, and construction in Northern Virginia. Then, the allocation by NVTC of transit assistance available to support transit costs in Northern Virginia is described.

NVTC maintains a spreadsheet model covering all of these aspects of the allocation process for bus and rail costs, revenues and subsidies. It is especially useful in tracing through the complex implications of proposals to change various aspects of the allocation process. See **Figure 14**.

Figure 14

**NORTHERN VIRGINIA TRANSPORTATION COMMISSION
SUBSIDY ALLOCATION MODEL - FY 2013 FINAL
SUMMARY OF SUBSIDIES AND ASSISTANCE
Prepared 10/12 V6**

	<u>Alexandria</u>	<u>Arlington</u>	<u>City of Fairfax</u>	<u>Fairfax County</u>	<u>Falls Church</u>	<u>Totals</u>
LOCAL JURISDICTION SUBSIDIES FOR FY 2013						
Metro Bus Regional Subsidy	\$ 14,935,836	\$ 24,680,410	\$ 592,174	\$ 41,501,733	\$ 1,316,200	\$ 83,026,353
Metro Bus Non Regional Subsidy	1,437,276	997,607	-	7,326,779	-	9,761,662
Metro Paratransit Program	929,894	1,057,173	283,116	12,424,377	125,268	14,819,828
Metro Rail Operations	7,244,504	14,730,333	510,887	26,209,401	424,908	49,120,033
Metro Debt Service	835,821	1,614,946	27,523	1,867,601	22,690	4,368,581
Metro CIP Agreement - FY13	7,234,000	13,525,000	456,000	23,974,000	473,000	45,662,000
Metro Matters Debt Service (Local Opt-out & WMATA)	914,536	1,604,307	-	7,986,414	52,939	10,558,196
Metro Capital - Program Development	133,000	261,000	6,000	417,000	8,000	825,000
Local Operations	10,587,328	8,345,699	2,295,201	69,770,157	-	90,998,385
Local Capital	-	5,650,000	30,000	30,106,176	-	35,786,176
Amortized Local Capital/Debt Service	-	-	-	900,000	-	900,000
Total Jurisdiction Subsidies	44,252,195	72,466,475	4,200,901	222,483,638	2,423,005	345,826,214
HOLD HARMLESS (REVENUE) COST						
Small Jurisdiction Hold Harmless (Gas Tax)	58,199	83,441	35,216	549,228	(726,084)	-
Large Jurisdiction Hold Harmless (FY13 State Aid)	(339,933)	(889,571)	-	-	-	(1,229,504)
Total Hold Harmless (Revenue) Cost	(281,734)	(806,129)	35,216	549,228	(726,084)	(1,229,504)
ALLOCATION OF NVTC AID FOR FY 2013						
State Aid Revenue - Capital Assistance (FY 13)	(6,272,755)	(10,470,281)	(593,226)	(29,901,602)	(339,080)	(47,576,944)
State Aid Revenue - Operating Assistance	(11,427,904)	(19,075,093)	(1,080,758)	(54,475,692)	(617,746)	(86,677,194)
Gas Tax Revenue (Estimated for FY 13)	(2,910,603)	(4,173,021)	(1,761,181)	(27,467,707)	(469,058)	(36,781,571)
State Aid Revenue - Dedicated for Debt Service	(794,030)	(1,534,199)	(26,147)	(1,774,221)	(21,556)	(4,150,152)
Gas Tax Revenue - Dedicated for Debt Service	(41,791)	(80,747)	(1,376)	(93,380)	(1,135)	(218,429)
State Aid Revenue - Other	-	-	-	-	-	-
Total NVTC Aid	(21,447,083)	(35,333,341)	(3,462,689)	(113,712,602)	(1,448,574)	(175,404,290)
Net Local Transit Burden	\$ 22,523,378	\$ 36,327,004	\$ 773,428	\$ 109,320,264	\$ 248,347	\$ 169,192,420
Total FY13 Revenue Earnings (excluding Debt Serv.)	\$ (20,892,996)	\$ (34,524,525)	\$ (3,399,950)	\$ (111,295,773)	\$ (2,151,968)	\$ (172,265,213)
ASSISTANCE CARRIED FORWARD (at state %) (note A)						
FY12 State Aid - Local Capital	1,312,472	2,190,737	124,123	6,256,425	70,947	9,954,704
FY11 State Aid - Local Capital	738,129	1,232,062	69,806	3,518,589	39,900	5,598,487
FY10 State Aid - Local Capital	649,823	1,084,664	61,455	3,097,644	35,127	4,928,713
FY09 State Aid - Local Capital	719,867	1,201,579	68,079	3,431,534	38,913	5,459,972
FY08 State Aid - Local Capital	135,274	225,795	12,793	644,837	7,312	1,026,011
FY07 State Aid - Local Capital	83,082	138,677	7,857	396,042	4,491	630,149
Total Prior Years Carried Forward	\$ 3,638,647	\$ 6,073,513	\$ 344,114	\$ 17,345,071	\$ 196,691	\$ 27,598,036
ALLOCATION PERCENTAGES FOR FY 2013						
Formula ("SAM") (for FTM/Admin, Capital)	13.1844%	22.0070%	1.2469%	62.8489%	0.7127%	100.0000%
Gas Tax POS	7.9132%	11.3454%	4.7882%	74.6779%	1.2753%	100.0000%

(A) Prior year assistance contracted with DRPT, yet not invoiced. These amounts are available for the current fiscal year and are not reflected in the revenue shown above. When the revenue is received it will be allocated among the jurisdictions by the SAM percentages currently in effect.

SOURCES AND USES OF TRANSIT FUNDS IN NORTHERN VIRGINIA

There are several sources of funding to support transit in Northern Virginia, including passenger revenues and federal, state and local assistance, as well as state bonds supported by local recordation and telecommunication fees. For FY 2002, another \$16 million in state bonds was received for WMATA capital to be funded with communication fees and other revenues. Farebox revenues now cover roughly half of transit operating costs in the region. The remainder of operating costs, and all capital and construction costs, must be met from government subsidies.

State and federal sources received by NVTC are shown in **Figure 15**, which shows the amounts of external assistance NVTC has received to support transit over the past several years, although the figure does not list indirect state and federal aid. For example, the state has provided about \$39.8 million in indirect transit aid for Northern Virginia in the form of state funds for bus shelters and transfers of state and federal funds to be used for preferential bus lanes and bus ramps on the Shirley Highway and elsewhere. The Metro system also has gained from \$45 million in federal I-266 Interstate funds allocated to Virginia and transferred to Metro, and an estimated \$45 million in I-66 construction benefits. Nonetheless, these external sources fall far short of covering local transit funding requirements. Between FY 1971 and FY 2013, NVTC member jurisdictions have provided well over a billion dollars in local funds to support transit, over and above the fares paid by local riders.

Northern Virginia's jurisdictions continue to provide a substantial amount of local funding to help pay for WMATA, VRE and local bus systems. Relying on general funds and some local bonds, these jurisdictions will pay \$170 million in FY 2013 with local funds. Transit riders will pay \$301 million in fares and parking. Together with the regional gas tax, residents of Northern Virginia are paying almost two-thirds of transit subsidies while the state and federal governments cover only about a third. See **Figure 16**.

Figure 15

EXTERNAL SOURCES OF FUNDS RECEIVED BY NVTC TO SUPPORT TRANSIT IN NORTHERN VIRGINIA (\$ Millions) FY 1973-2013							
FOR WMATA AND NVTC JURISDICTIONS						FOR VRE	
Fiscal Year	State Transit Assistance for NVTC Jurisdictions	State Bonds for WMATA	Regional Motor Fuels Tax	NVTC Federal Section 9 Operating¹	Subtotal	State Transit Assistance²	TOTAL
2013 ³	139.8	-	\$48.1	-	\$187.9	\$17.5	\$205.4
2012	133.1	-	47.8	-	180.9	22.9	203.8
2011	100.5	-	43.8	-	144.3	14.1	158.4
2010	111.1	-	36.1	-	147.2	17.9	165.1
2009 ⁴	166.0	-	35.6	-	201.6	16.8	218.4
2008	103.4	-	42.3	-	145.7	15.1	160.8
2007	75.6	-	38.2	-	113.8	10.3	124.1
2006	99.7	-	37.5	-	137.2	30.8	168.0
2005	68.0	-	27.5	-	95.5	10.2	105.7
2004	61.3	-	23.2	-	83.8	10.7	94.5
2003	65.0	-	20.9	-	85.9	14.7	100.6
2002	62.2	16.0	18.3	-	96.5	8.8	105.3
2001	71.1	-	21.0	-	92.1	21.8	113.9
2000	63.5	13.3	17.9	-	94.7	8.9	103.6
1999	59.6	-	13.2	-	72.9	7.2	80.1
1998	54.3	-	14.0	-	68.3	6.5	74.8
1997	56.6	20.3	15.5	1.5	89.6	6.6	100.5
1996	53.5	-	13.6	2.7	89.8	9.7	79.5
1995	52.4	19.7	13.3	4.2	89.6	5.2	94.8
1994	45.0	45.0	12.5	4.2	106.7	6.4	113.1
1993	43.1	-	12.4	4.2	59.7	6.7	66.4
1992	51.9	-	12.9	4.2	69.0	4.7	73.7
1991	42.2	-	12.1	4.2	63.5	3.3	66.8
1990	50.2	-	12.2	4.2	66.6	2.1	68.7
1989	43.7	-	10.8	4.2	58.7	-	-
1988	51.1	-	9.4	4.6	65.1	-	-
1987	28.8	-	8.2	4.6	41.6	-	-
1986	20.9	-	9.8	4.8	35.5	-	-
1985	20.4	-	9.8	4.8	35.0	-	-
1984	20.9	-	9.7	4.8	33.4	-	-
1983	20.6	-	9.1	4.8	34.5	-	-
1982	17.1	-	9.5	6.0	32.6	-	-
1981	5.5	-	8.7	6.1	17.3	-	-
1980	14.5	-	-	6.1	20.6	-	-
1979	4.8	-	-	5.4	10.2	-	-
1978	15.0	-	-	4.0	19.0	-	-
1977	3.6	-	-	4.0	7.6	-	-
1976	13.0	-	-	2.6	15.6	-	-
1975	6.0	-	-	1.5	7.5	-	-
1974	10.6	-	-	-	10.6	-	-
1973	4.4	-	-	-	4.4	-	-

¹ Applied for by WMATA on behalf of NVTC. Federal program discontinued.

² State assistance contracted during the fiscal year, excludes federal funds for VRE applied for by PRTC, state-provided federal capital project funds paid directly to VRE and local shares for VRE paid initially to NVTC and PRTC.

³ Estimated.

⁴ Included \$38.8 million special appropriations utilized in FY 2009 to opt out of Metro Matters Debt.

Figure 16

**Fiscal Year 2013 Northern Virginia Transportation Commission
Projected Funding Sources for NVTC Jurisdictions' Transit Systems, WMATA and VRE
(Dollars in millions)
(See accompanying notes)**

Jurisdiction	WMATA OPERATING AND CAPITAL										
	Local Funds	NVTC Aid		Direct	Total	Federal Aid	Total Funds	% Local Funds	% Regional Funds	% State Funds	% Fed Funds
		Regional Gas Tax	State Aid	State Aid	State Aid						
Alexandria	\$ 17.3	\$ 2.9	\$ 12.8	\$ -	\$ 12.8	\$ 7.8	\$ 40.8	42.4%	7.1%	31.4%	19.1%
Arlington	28.5	4.2	24.5	-	24.5	14.4	71.6	39.8%	5.9%	34.2%	20.1%
City of Fairfax	(0.8)	1.7	0.9	-	0.9	0.5	2.3	-34.8%	73.9%	39.1%	21.7%
Fairfax County	43.4	27.3	49.7	-	49.7	31.7	152.1	28.5%	17.9%	32.7%	20.8%
Falls Church	0.3	1.2	0.9	-	0.9	0.5	2.9	10.3%	41.4%	31.0%	17.2%
Loudoun County	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%
Fare & Other Revenue	88.7	37.3	88.8	-	88.8	54.9	269.7	32.9%	13.8%	32.9%	20.4%
	250.3	-	-	49.4	49.4	49.4	349.1	71.7%	0.0%	14.2%	14.2%
	\$ 339.0	\$ 37.3	\$ 88.8	\$ 49.4	\$ 138.2	\$ 104.3	\$ 618.8	54.8%	6.0%	22.3%	16.9%

Jurisdiction	LOCAL TRANSIT OPERATING AND CAPITAL										
	Local Funds	NVTC Aid		Direct	Total	Federal Aid	Total Funds	% Local Funds	% Regional Funds	% State Funds	% Fed Funds
		Regional Gas Tax	State Aid	State Aid	State Aid						
Alexandria	\$ 4.6	\$ -	\$ 6.0	\$ -	\$ 6.0	\$ -	\$ 10.6	43.4%	0.0%	56.6%	0.0%
Arlington	6.5	-	7.5	-	7.5	-	14.0	46.4%	0.0%	53.6%	0.0%
City of Fairfax	0.9	-	0.9	-	0.9	-	1.8	50.0%	0.0%	50.0%	0.0%
Fairfax County	63.6	-	36.6	-	36.6	-	100.2	63.5%	0.0%	36.5%	0.0%
Falls Church	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%
Loudoun County	(9.2)	10.8	-	3.3	3.3	-	4.9	-187.8%	220.4%	67.3%	0.0%
Fare & Other Revenue	66.4	10.8	51.0	3.3	54.3	-	131.5	50.5%	8.2%	41.3%	0.0%
	29.7	-	-	-	-	-	29.7	100.0%	0.0%	0.0%	0.0%
	\$ 96.1	\$ 10.8	\$ 51.0	\$ 3.3	\$ 54.3	\$ -	\$ 161.2	59.6%	6.7%	33.7%	0.0%

Jurisdiction	VRE OPERATING AND CAPITAL										
	Local Funds*	NVTC Aid		Direct	Total	Federal Aid	Total Funds	% Local Funds	% Regional Funds	% State Funds	% Fed Funds
		Regional Gas Tax	State Aid	State Aid	State Aid						
NVTC/PRTC Jurisdictions	\$ 14.5	\$ -	\$ -	\$ 19.9	\$ 19.9	\$ 22.3	\$ 56.7	25.6%	0.0%	35.1%	39.3%
	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%
Fare & Other Revenue	14.5	-	-	19.9	19.9	22.3	56.7	25.6%	0.0%	35.1%	39.3%
	34.6	-	-	-	-	-	34.6	100.0%	0.0%	0.0%	0.0%
	\$ 49.1	\$ -	\$ -	\$ 19.9	\$ 19.9	\$ 22.3	\$ 91.3	53.8%	0.0%	21.8%	24.4%

*includes PRTC regional gas tax.

Jurisdiction	TOTAL OPERATING AND CAPITAL										
	Local Funds	NVTC Aid		Direct	Total	Federal Aid	Total Funds	% Local Funds	% Regional Funds	% State Funds	% Fed Funds
		Regional Gas Tax	State Aid	State Aid	State Aid						
Alexandria	\$ 21.9	\$ 2.9	\$ 18.8	\$ -	\$ 18.8	\$ 7.8	\$ 51.4	42.6%	5.6%	36.6%	15.2%
Arlington	35.0	4.2	32.0	-	32.0	14.4	85.6	40.9%	4.9%	37.4%	16.8%
City of Fairfax	0.1	1.7	1.8	-	1.8	0.5	4.1	2.4%	41.5%	43.9%	12.2%
Fairfax County	107.0	27.3	86.3	-	86.3	31.7	252.3	42.4%	10.8%	34.2%	12.6%
Falls Church	0.3	1.2	0.9	-	0.9	0.5	2.9	10.3%	41.4%	31.0%	17.2%
Loudoun County	(9.2)	10.8	-	3.3	3.3	-	4.9	-187.8%	220.4%	67.3%	0.0%
NVTC/PRTC Jurisdictions	14.5	-	-	19.9	19.9	22.3	56.7	25.6%	0.0%	35.1%	39.3%
Fare & Other Revenue	169.6	48.1	139.8	23.2	163.0	77.2	457.9	37.0%	10.5%	35.6%	16.9%
	314.6	-	-	49.4	49.4	49.4	413.4	76.1%	0.0%	11.9%	11.9%
	\$ 484.2	\$ 48.1	\$ 139.8	\$ 72.6	\$ 212.4	\$ 126.6	\$ 871.3	55.6%	5.5%	24.4%	14.5%

Figure 16 (continued)

**Notes – Projected Funding Sources for NVTC
Jurisdictions' Transit Systems, WMATA and VRE**

- The schedule shows how the operating and capital needs of the local transit systems, Virginia's share of WMATA, and VRE are projected to be funded.
- State operating and capital assistance is allocated among the jurisdictions using NVTC's SAM factors in place for each fiscal year.
- State operating assistance is the actual amount contracted for the fiscal year.
- State operating assistance is allocated between WMATA and local systems using the percentage of the WMATA operating subsidies and local system deficits to the total operating requirements.
- State capital assistance for WMATA is the amount projected to be invoiced and collected during the fiscal year. State capital assistance for local needs is the amount contracted for the fiscal year.
- Regional gas tax is the projected Motor Vehicle Fuels Sales tax for the fiscal year. For all jurisdictions except Loudoun County, the revenue is allocated using the gas tax percentages from NVTC's SAM in place for the fiscal year. For Loudoun County the revenue is recognized by point of sale.
- The regional gas tax for Loudoun County is shown as a source of funds for their local systems, however the revenue may be used for any transportation purposes. For the other jurisdictions, regional gas tax may be used only for WMATA subsidies.
- Direct state aid is assistance not allocated by NVTC's SAM formula and not received by NVTC, but rather directly by the jurisdictions, WMATA and VRE. Direct state assistance for the local transit systems is the amount contracted or budgeted for the fiscal year.
- Special appropriations for WMATA and VRE are recognized when budgeted to be expended, not when appropriated.
- Federal aid is assistance budgeted to be received directly by the jurisdictions, WMATA and VRE, and includes federal funds administered by the state.
- WMATA capital and operating expenses are the subsidies actually billed during the fiscal year, plus the jurisdictions' respective share of federal assistance budgeted by WMATA. Local system deficits are based upon the fiscal year budgeted activities.
- Funding sources and the capital and operating expenses of VRE are those budgeted for the state assistance applications.

NVTC TRANSIT ASSISTANCE ALLOCATION PROCESS

Once Metrorail subsidies, bus subsidies, construction, and capital costs have been assigned to Northern Virginia jurisdictions, NVTC must determine exactly how to allocate the available transit aid among its member jurisdictions to help pay these costs. While the state and federal programs providing the funds do impose strict conditions as to eligible uses, the fact that the overall transit deficits are so large in this region has ensured that all funds available are used for their intended purposes.

Effective as of FY 1985, NVTC allocated available transit aid among member jurisdictions based on a formula that assigns relative transit subsidies paid by each jurisdiction a weight of three-quarters, and relative transit costs a factor of one-quarter. However, for FY 1999 NVTC agreed on formula changes to gradually exclude regional motor fuels taxes from this formula (using instead point of sale distribution). For FY 2000, NVTC agreed to eliminate the 75/25 split between subsidy and cost and use a 100 percent subsidy approach. The current resolution and a chronology of NVTC's formula are contained in **Appendix C**.

The application of NVTC's formula for FY 2013 yields a distribution of the available assistance among member jurisdictions as shown in **Figure 17**. The total funds allocated, \$172.9 million, are less than the total available (\$187.9 million), since NVTC pays a portion "off-the-top" to cover debt service and other expenses that members choose not to allocate. Also, Loudoun County's motor fuel tax revenues (\$10.8 million) and certain other expenses are not formula-allocated. Finally, NVTC's allocation resolution provides for funds to be withheld from regional motor fuel taxes (before allocation) to be used to assist Falls Church in meeting its assigned Metrobus subsidies, while state aid is used to hold harmless Alexandria and Arlington against losses due to NVTC's most recent allocation formula change.

Because only Fairfax County among NVTC's jurisdictions is a "participating" jurisdiction in the VRE project, financial assistance for that project is not allocated using NVTC's allocation formula. For FY 2012, seven participating jurisdictions (six from PRTC) will share local subsidy costs based on jurisdiction of residence of riders. A ridership survey is conducted each October and the results used in allocating the shares of the budget for the next fiscal year. As of the October, 2012 survey, Fairfax County's share of the local subsidy as a participant is 31 percent, which will be applied to VRE's FY 2014 budget.

The VRE project itself is an important part of NVTC's financial activities, since at the close of FY 2012 VRE assets (**Appendix F**) totaled \$377 million (compared to assets in the NVTC member trust fund of \$131 million). Major sources of funding for the VRE project budgeted in FY 2013 include \$16.4 million in local payments, \$34.5 million in fare revenues, \$37.6 million in state and federal assistance for the \$88.7 million operating and capital budget.

Figure 17

ESTIMATED DISTRIBUTION OF STATE AID AND REGIONAL GAS TAX AMONG NVTC MEMBER JURISDICTIONS					
--FY 2013--					
JURISDICTION	STATE AID AMOUNT (\$Millions)	PROPORTION (Percent)	GAS TAX AMOUNT (\$Millions)	PROPORTION (Percent)	TOTAL (\$Millions)
Alexandria	\$18.1	13.3	\$2.9	7.8	\$21.0
Arlington	30.5	22.5	4.1	11.1	34.6
City of Fairfax	1.7	1.2	1.7	4.7	3.4
Fairfax County	84.5	62.3	27.2	73.2	111.7
Falls Church	<u>1.0</u>	<u>0.7</u>	<u>1.2</u>	<u>3.2</u>	<u>2.2</u>
Total Allocated Assistance	\$135.8	100%	\$37.1	100%	\$172.9
Debt Service and NVTC Costs	4.0		0.2		4.2
Loudoun County Motor Fuels Tax			10.8		10.8
Total Assistance Available	\$139.8		\$48.1		\$187.9

NVTC THROUGH THE DECADES

Since its creation by the Virginia General Assembly in 1964, NVTC has evolved from its original focus on planning and funding WMATA to undertake an expanding menu of important regional assignments. Its current staff size is eight professionals (including two part-time). With a budget of under \$1.2 million and annual local government contributions of under \$300,000, NVTC currently manages \$130 million in trust fund assets for its six member jurisdictions included in a district of 1.7 million people covering a thousand square miles.

NVTC throughout its history has been forward and outward looking, not confining its efforts to its own district. Rather, NVTC has actively sought out public and private partners to devise and implement transportation solutions benefitting the entire Northern Virginia portion of Virginia, the District of Columbia and the Maryland suburbs.

In the 1970's, NVTC leveraged federal funds to initiate highly successful express bus service on the newly opened Shirley Highway busway (later converted to high occupancy vehicle lanes). The transit mode share in this corridor remains among the best in the entire U.S. with 2.5 times as many persons per lane in the I-395 HOV lanes inside the Beltway as in the parallel conventional lanes.

In the 1980's NVTC helped form a new contiguous commission (Potomac and Rappahannock Transportation Commission) and started planning for the Virginia Railway Express (a commuter rail service linking Manassas and Fredericksburg with core locations, terminating at Union Station in the District of Columbia). PRTC also specializes in the local transit needs of its member jurisdictions while NVTC retains focus on WMATA and on coordinating the local bus systems initiated in five of NVTC's jurisdictions.

In the 1990's, VRE began operations and NVTC expanded into promotion of new energy efficient and environmentally friendly transit innovations, including initiating the new local bus system in Falls Church to demonstrate new clean fuel technologies.

In the 2000's, NVTC worked closely with and provided public outreach and accounting staff services for a new regional body (Northern Virginia Transportation Authority) set up to serve as a planning and priority-setting agency for highways and transit. NVTC acquired, tested and installed SmarTrip fareboxes on all of its jurisdictions' local buses, thereby providing a unified regionwide fare collection system. NVTC also provided consulting assistance to its jurisdictions resulting in an influx of an additional \$6 million annually in federal assistance for WMATA.

During the decade of the 2010's, NVTC helped coordinate new light rail projects, assisting in the smooth transition of Loudoun County into a financial partner of WMATA as the Metrorail extension reaches to Dulles Airport and beyond, continued to promote new transit technologies, and initiated an ambitious new vanpool incentive program with PRTC and the George Washington Regional Commission.

NVTC's approach has consistently featured active staff work behind the scenes so that board meetings are non-partisan and non-parochial. NVTC has not sought the public spotlight. Its members are aware that if the commission did not exist, each jurisdiction would have to add staff to accomplish the activities now completed by NVTC, such that overall expenditures, staff and board time would increase.

On January 1, 2011, NVTC moved into new offices in the Court House area of Arlington. The efficient space, located conveniently at a Metrorail station and served by several bus lines, provides a productivity boost to the commission's ambitious work program.

NVTC continues to work with its members and neighboring jurisdictions to solve mobility problems. Regional traffic counts show that transit and multiple-occupant vehicles actually carry a majority of persons traveling towards the region's core during peak periods in most of Northern Virginia's major commuting corridors. This phenomenon is a result of public investments in frequent, reliable and affordable transit service and ridesharing. By compiling and publicizing accurate transit performance measures, NVTC hopes to encourage continued support of these important links in the regional transportation network.

The commission will continue to compile data and report on public transit performance, including ridership and other information for planners, elected officials and citizens. These data will be featured on NVTC's redesigned and user-friendly web-site.

Continuing efforts are needed to mitigate congestion during construction of the I-95 Express lanes, the opening of new defense facilities resulting from decisions of the Base Realignment and Closure Commission, and the Metrorail extension to Dulles. NVTC has been instrumental in helping to devise transit-based improvements that have resulted in less congestion in the major highway construction projects than had been anticipated.

While devising solutions to the problems of 2013, the commission will look to the future. For example, the commission is working actively to help implement Intelligent Transportation Systems projects, especially those pertaining to fare collection and customer information.

NVTC will continue its emphasis on finding sources of funding for transit. Promoting more widespread use of SmartBenefits by employers and seeking increased transit revenues are two ways the commission can be most helpful. Air quality and climate change concerns also loom large in 2013. Public transit will of necessity be a part of any regional strategy to meet that challenge. As the region struggles to recover from a deep recession, transit service can provide an essential link to jobs.

This NVTC Handbook has illustrated the importance of the commission's activities and the enormity of the transportation problems with which it deals. Over the past decades the roster of commissioners has changed, the list of top-rated issues has changed, and the resources available to the commission with which to attack regional problems have changed, but one factor has remained the same: A regional forum for problem-solving and transit promotion has been very beneficial to the citizens of Northern Virginia.



The Northern Virginia Transportation Commission

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APPENDIX A

BIOGRAPHICAL SKETCHES OF NVTC COMMISSIONERS

RICHARD H. BLACK



Richard H. “Dick” Black serves as a Senator of Virginia for the 13th District, which encompasses parts of both Loudoun and Prince William Counties. He serves on the Agriculture, Conservation and Natural Resources; General Laws and Technology; Education and Health; and Rehabilitation and Social Services Committees in the Senate. He attended the University of Florida where he graduated with honors from the School of Business, as well as with a law degree. Senator Black had a distinguished career in the Marines and later served as an attorney in the Army for a total of 31 years of military service. He was elected to the House of Delegates in 1998 where he represented the 32nd District for eight years, and was elected in 2011 to his current position. Among his many legislative accomplishments, he enacted legislation to build the Route 28 Freeway with ten new flyovers and has been a strong advocate of protecting the 2nd Amendment. Senator Black was appointed to NVTC in May, 2012.

SHARON BULOVA



Sharon Bulova has served 25 years on the Fairfax County Board of Supervisors and throughout that time has been a faithful member of NVTC. She has served as chairman of the Board of Supervisors from 2009 to present. Mrs. Bulova is a founder of the Virginia Railway Express and has served on the VRE Operations Board since its inception in 1989. She was appointed by former Gov. Mark Warner to chair the Governor's Commission on Rail Enhancement for the 21st Century in the Commonwealth of Virginia, which has resulted in effective partnerships for investments in rail to fund projects (both freight and passenger) that have a significant public benefit. Mrs. Bulova was appointed by the Metropolitan Washington Council of Governments (MWCOG) to chair the Greater Washington 2050 Initiative, culminating in the Region Forward Compact among COG's 21 participating jurisdictions. Region Forward promotes better regional planning and smart growth strategies. Chairman Bulova's priorities include completion of the WMATA Silver Line all the way to Dulles Airport and into Loudoun County. Her goal of implementing express Connector Bus Service on the new Beltway Express (HOT) lanes has recently become a reality, connecting Fairfax County commuters and VRE patrons to shopping and jobs in Tysons. She is a member of the MWCOG's Air Quality Committee, serves on the Northern Virginia Regional Commission and the Northern Virginia Transportation Authority.

BARBARA COMSTOCK



Barbara Comstock was first elected in November, 2009, to represent the 34th District (Great Falls, parts of McLean, Vienna and Potomac Falls) in the Virginia House of Delegates. She currently serves on the Transportation Committee, the Science and Technology Committee and the Commerce and Labor Committee. Her past work experience includes serving as Chief Counsel for the House Government Reform and Oversight Committee; and as Director of the Office of Public Affairs for the U.S. Department of Justice (2002-2003). She also served as a senior aide to Congressman Frank Wolf (R-Va10). Delegate Comstock graduated from Georgetown University Law Center and Middlebury College with a B.A. in Political Science. Delegate Comstock joined NVTC in May, 2010. She is also a small businesswoman and a founder of Comstock Strategies, a public relations and government affairs firm.

JOHN C. COOK



John C. Cook was sworn in as a member of the Fairfax County Board of Supervisors, representing the Braddock District, in March, 2009. Mr. Cook is a former president of the Kings Park Civic Association, where he designed and implemented a community revitalization program. He is also a former board member of his local PTA and former coach for the Braddock Road Youth Club. In 2008 he was named the Braddock District "Community Champion" by Volunteer Fairfax. Mr. Cook is the managing partner of the Fairfax law firm Cook Craig & Francuzenko. He is a former chair of the Employment Law Section of the Fairfax County Bar Association and a member of the New York State and the Virginia bar associations, the Virginia State Bar and the District of Columbia Bar. He is a mediator for the District of Columbia Superior Court and a former conciliator for the Fairfax Circuit Court. He received his B.A. degree, magna cum laude, from Gettysburg College, where he was selected as a member of Phi Beta Kappa. He received his J.D. degree from The George Washington University. He also serves on the Northern Virginia Regional Commission and the VRE Operations Board. He was appointed to NVTC in January, 2010.

JAMES W. DYKE, JR.



James W. Dyke, Jr., is a partner in the law firm of McGuire Woods LLP. He previously served as Virginia's Secretary of Education under former Governor Wilder and as a Domestic Policy Advisor to former Vice President Walter Mondale. He has served as chairman to several organizations, including the Fairfax County Chamber of Commerce, the Northern Virginia Business Roundtable, the Northern Virginia Community College Educational Foundation, and the Emerging Business Forum. He served as chairman of the Greater Washington Board of Trade for 2010. During his term, he was co-chair of the Joint WMATA Governance Review Task Force. Mr. Dyke has served or is serving on various commissions and committees including the State Council of Higher Education in Virginia (SCHEV), the Commission to Restructure Virginia's Tax Structure, the Board of Directors of the Maryland Chamber of Commerce, the Governor's Commission on Economic Development and Job Creation (VA), the Governor's Independent Bipartisan Advisory Commission on Redistricting (VA), and as chairman of the Board of Trustees of the University of the District of Columbia. Mr. Dyke earned his B.A. and J.D. from Howard University and in addition has five Honorary Degrees. Mr. Dyke joined NVTC as Virginia's Secretary of Transportation's designee on October 6, 2011.

WILLIAM D. EUILLE



William D. Euille has served on the Alexandria City Council since 1994 and was re-elected in 1997 (vice mayor) and 2000. In 2003 he was elected to a three-year term as mayor and re-elected in 2006, 2009 and 2012 for another three years. He co-chairs the Alexandria Welfare Reform Committee (Alexandria Works!). He represents Alexandria on the WMATA Board of Directors, the Northern Virginia Transportation Authority and the Virginia Transit Association (VTA). Mr. Euille is President/CEO of Wm. D. Euille & Associates, Inc. Mr. Euille received a B.S. degree in accounting from Quinnipiac University. He joined NVTC in July, 2000 and served as its chairman in 2004, 2008 and 2011, as well as secretary-treasurer in 2006 and 2009, and as vice-chairman in 2010.

JAY FISETTE



Jay Fiset joined NVTC in March, 1999. He has been a member of the Arlington County Board since 1998, serving as chairman in 2001, 2005 and 2010. Mr. Fiset is an advocate for smart growth and the principles of New Urbanism, such as the importance of linking land use and transportation, providing robust transportation options and designing inviting public spaces. During his tenure as president of the Virginia Municipal League in 2007-2008, Mr. Fiset created VML's Go Green Virginia Initiative. A former chair of the Metropolitan Washington Council of Governments (COG), he now serves on COG's Climate, Energy and Environment Policy Committee and on the Metropolitan Washington Air Quality Committee. He also serves on the Executive Committee of the Washington District Council of the Urban Land Institute. He has a M.A. degree in Public and International Affairs from the University of Pittsburgh and received his B.A. degree from Bucknell University. Mr. Fiset served as NVTC's chairman in 2012.

JOHN W. FOUST



John Foust was appointed to the NVTC in January, 2009. He represents the Dranesville District on the Fairfax County Board of Supervisors. He is Chairman of the Board's Audit and Economic Advisory Committees and Vice Chairman of the Board's Budget Committee. In addition to NVTC, he represents Fairfax County on several regional boards and commissions including the Route 28 Highway Transportation Improvement District Commission, the Mosaic Community Development Authority, the Phase I and Phase II Dulles Rail Transportation Improvement District Commissions, the Metropolitan Washington Council of Governments, and the National Capital Region Emergency Preparedness Council. Before joining the Board of Supervisors, John practiced law in Northern Virginia for 27 years and was active in several civic associations and advisory boards including the Fairfax County Environmental Quality Advisory Council, the McLean Citizens Association and the Boy Scouts of America. He has a degree in Economics from the University of Pittsburgh, an MBA degree from West Virginia College of Graduate Studies, and a law degree from George Washington University.

JEFFREY C. GREENFIELD



Jeffrey C. Greenfield is serving his ninth term as a member of the Fairfax City Council. He serves on the Washington Metropolitan Council of Governments' Board of Directors, the COG Metropolitan Development Policy Committee and the Northern Virginia Transportation Authority. A lifelong resident of the city, Mr. Greenfield is a small business owner. He received both his B.A. in political science and his M.P.A. in public administration from George Mason University.

MARK HERRING



Senator Mark Herring joined NVTC in 2008. He was elected in 2006 to the Virginia State Senate, representing parts of Loudoun and Fairfax counties, and currently serves on the General Laws and Technology, Local Government, Commerce and Labor, and Rehabilitation and Social Services Committees. Prior to that, he served on the Loudoun County Board of Supervisors from 2000-2003. After he graduated with honors from the University of Richmond School of Law, Senator Herring established a successful law practice in Leesburg. In addition to his law degree, he holds bachelor's and master's degrees from the University of Virginia in economics and foreign affairs. Senator Herring is a member of the Loudoun County Chamber of Commerce, Leesburg Kiwanis Club, Keep Loudoun Beautiful, Loudoun County Bar Association, NAACP-Loudoun Chapter, Olive Branch Lodge #114 and Alexandria Scottish Rite.

CATHERINE M. HUDGINS



Catherine M. Hudgins (Cathy) is serving her fourth term on the Fairfax County Board of Supervisors, representing the Hunter Mill District. Currently, she serves as chair of the Human Services and the Housing and Community Development Committees. Supervisor Hudgins is a smart growth advocate and works to obtain mix use development that integrates the environment, transportation and housing with the goal of creating sustainable communities. She has been honored for her leadership and work in transportation, mental health and affordable housing, including recognition as the 2011 Public Official of the Year by Virginia Transit Association. Supervisor Hudgins serves on several other regional and state boards, which include chairman of the Washington Metropolitan Area Transit Authority, chairman of the Board of Directors for the Virginia Association of Counties, and member and former 2007 chair of the National Capital Region Transportation Planning Board. She holds a Master of Public Administration degree from George Mason University and a BS degree in mathematics education from the University of Arkansas at Pine Bluff. She joined NVTC in January, 2004 and served as chairman in 2010.

MARY HYNES



Mary Hynes was appointed by the Northern Virginia Transportation Commission to the WMATA Board in January 2011 as a Principal Director representing Arlington. She currently serves as a Virginia Alternate Member representing Arlington. She was elected to the Arlington County Board in November 2007 and was Chair of the Board in 2012. Previously, Ms. Hynes served on the Arlington School Board from 1995 to 2006. She serves as Chair of The Region Forward Coalition and is a member of the Emergency Preparedness Committee of the Metropolitan Washington Council of Governments (COG). She is also actively involved in the Virginia Municipal League, serving as a member of the VML Executive Committee. For the fifth year she continues as an Arlington representative on the Northern Virginia Transportation Commission.

JOE T. MAY



Delegate Joe May is currently serving his tenth term in the House of Delegates representing the 33rd House District (western Loudoun County and parts of Clarke and Frederick Counties). He serves as chairman of the House of Delegates Transportation Committee, is a member of the House Appropriations Committee where he chairs the Appropriations Subcommittee on Transportation, and serves as a member of the House Science and Technology Committee. He is a member of the Joint Commission on Technology and Science and is Chairman of the Joint Commission on Transportation Accountability. Delegate May, a registered professional engineer who holds 22 patents, is founder and Chief Technology Officer of the Virginia based electronic engineering and manufacturing firm, EIT. He is a graduate from Virginia Tech where he earned his BSEE degree. He joined NVTC in June, 2006.

JEFFREY C. McKAY



Jeffrey C. McKay was first elected to the Fairfax County Board of Supervisors in 2007 and began his second term on January 1, 2012. He was appointed to NVTC in January, 2008 and currently serves as Chairman. Supervisor McKay chairs the Fairfax County Board's Transportation Committee, Legislative Committee, and co-chairs the Board's committee on Community Revitalization and Reinvestment. He serves on the VACO Regional Board of Directors, and is a former board member of United Community Ministries (UCM). Supervisor McKay is a sworn Reserve Deputy Sheriff for Fairfax County. He also serves as an alternate to the Virginia Transit Association and VRE Operations Board. Supervisor McKay earned a B.A. in Public Administration from James Madison University and is a graduate of the Sorensen Institute of Political Leadership at the University of Virginia.

DAVID RAMADAN



David Ramadan was elected to the House of Delegates in 2011 and represents the newly created 87th District (Eastern Loudoun County and parts of Prince William County). He serves on the Privileges & Elections and Science & Technology Committees. Delegate Ramadan emigrated to the United States from Lebanon in 1989. He is a graduate of George Mason University with a B.A. degree in Government and Politics and a M.A. degree in International Trade and Transactions. He also completed graduate studies at Oxford University, The American Graduate School of Business, Johns Hopkins University and Georgetown University. Mr. Ramadan founded RAMA International Inc., an international consulting company. He is also actively involved in several other corporations and ventures. Delegate Ramadan was appointed to serve on NVTC in May, 2012.

KENNETH D. REID



Kenneth D. Reid was elected to represent the Leesburg District on the Loudoun County Board of Supervisors in November 2011. He is co-chairman of the Joint Board of Supervisors-School Board Committee and is a member of the Finance, Government Services and Operations Committee. He also serves on the Metropolitan Washington Council of Governments' Region Forward Coalition, the Northern Virginia Manpower Consortium Workforce Investment Board and the Loudoun County Annexation Area Development Policy Committee. Prior to being elected to the Loudoun County Board, he was elected to the Leesburg Town Council in 2006 and 2010. As a long-time civic activist in the transportation field in the greater Washington region, Mr. Reid has organized citizen-action groups to support the completion of Battlefield Parkway, the paving of Sycolin Road to Ashburn, and the promotion of bus rapid transit and express toll lanes in the Dulles Corridor. Mr. Reid received a bachelor's degree in political science from Rutgers and a master's degree in journalism from the University of Missouri. By profession, Mr. Reid is editor, publisher and owner of Washington Information Source Company, a newsletter publishing and book distribution business. He became a NVTC commissioner in January of 2012.

THOMAS DAVIS RUST



Thomas Davis Rust was appointed to NVTC in June of 2006. He has served as a member of the Virginia House of Delegates since 2002. Prior to that time he served as a Town Councilman and Mayor of the Town of Herndon. Delegate Rust serves on the Transportation, Education, Commerce and Labor, and Science and Technology Committees of the House of Delegates. He chairs the Joint Commission on Technology and Science and he chairs subcommittees on both Education and Transportation. Rust has a Bachelor of Science degree in Civil Engineering from Virginia Tech, a Master of Science in Public Works Engineering from George Washington University, and a Master of Planning in Urban and Environmental Planning from the University of Virginia. In his professional career he is vice chairman of the Board of Directors of Pennoni Associates, a top 100 engineering firm. Rust is a licensed Professional Engineer and a Certified Planner.

PAUL C. SMEDBERG



Paul C. Smedberg, first elected to the Alexandria City Council in 2003, was re-elected for a fourth term in November, 2012. He served on the City's highly visible Economic Sustainability Committee which offered long range and short term solutions to assure Alexandria's economic viability during the current economic downturn. He is a member of the Northern Virginia Regional Commission, the NVTA Planning Committee, the Alexandria Marketing Committee and the City Waterfront Committee. He co-chaired the 2010-2011 Alexandria Strategic Plan which serves as a guide for directing financial resources and analyzing program effectiveness. As co-chair of the Council's Legislative Subcommittee he monitored proposed state and federal legislation of interest to the City. With the Mayor he is on the Pension & Employee Compensation Committee and serves on the Board of Governors of the Alexandria Convention & Visitors Association. A member of the VRE Operations Board since 2005, he currently serves as its chair. Professionally he is Director of Policy & Public Affairs at the American Society of Nephrology. Mr. Smedberg earned degrees in economics and history from Allegheny College and is a Fellow, Sorenson Institute for Political Leadership at the University of Virginia. In 2010 he was named an Outstanding Virginian by Equality Virginia.

DAVID F. SNYDER



David F. Snyder was first elected to the Falls Church City Council in 1994 and became a NVTC commissioner in that year. He served as NVTC's chairman in 2000 and 2007. He was selected to serve as vice mayor for the city of Falls Church in 1996 and mayor in 1998 and vice mayor again in 2010. He is Vice President, International Policy, for a property and casualty insurance trade association. Mr. Snyder is a member of the Emergency Preparedness Council, the Council of Governments Transportation Planning Board and the Northern Virginia Transportation Authority. He helped coordinate the transportation and evacuation component of the Regional Emergency Coordination Plan approved by MWCOG on September 11, 2002. Mr. Snyder graduated Magna Cum Laude from Dickinson College in Pennsylvania and graduated from the George Washington University Law School in Washington, D.C. After serving as an alternate, Mr. Snyder returned to NVTC as a Board member in September, 2010. Mr. Snyder also received the Council of Governments Scull Award for regional leadership in 2010. He is NVTC's secretary-treasurer for 2013.

CHRISTOPHER
ZIMMERMAN



Christopher Zimmerman joined NVTC in 1998, and served as chairman in 2002 and 2009. He has been a member of the Arlington County Board since 1996 and served as chairman in 2011. Mr. Zimmerman served on the WMATA Board of Directors from 1998 through 2010, serving as chairman in 2002 and 2008. He is also a member of the Northern Virginia Transportation Authority and the Transportation Planning Board for the National Capital Region. In addition, he is a member of the VRE Operations Board and served as its chairman in 2009. Mr. Zimmerman holds a B.S. degree in Political Science and Economics from the American University and a M.A. in economics from the University of Maryland.

NVTC ALTERNATES

THELMA DRAKE



Thelma Drake is the Director of Rail and Public Transportation for the Commonwealth of Virginia. DRPT's mission is to improve mobility and expand transportation choices in Virginia. The Agency is charged with establishing, maintaining, improving and promoting public transportation, transportation demand management, ridesharing, and passenger and freight rail transportation in the Commonwealth. Thelma is a former member of the U.S. House of Representatives (2005-2008). Thelma's Congressional committee assignments included House Armed Services; Transportation and Infrastructure; Resources; and Education and Workforce. During her four years in Congress she was a strong advocate for military personnel and their families and she was a constant voice in offering meaningful solutions to America's complex energy challenges. She also served in Virginia's House of Delegates (1996-2004). In the Virginia House of Delegates she served on Transportation; General Laws; Corporations, Insurance and Banking; and Finance Committees. She also chaired the Virginia Housing Study Commission and served on the Chesapeake Bay Commission. She played a key role in early eminent domain reforms, striving for balance between private property rights and the need for municipal redevelopment. Thelma was involved in the enactment of many real estate reforms including revision of property rental rules. Her understanding and involvement in the legislative process both at the federal and state levels positions her well to serve the people of Virginia in her role as Director of Rail and Public Transportation.

PHIL DUNCAN



Phil Duncan is a member of the Falls Church City Council. Prior to his election in 2012, he was chairman of the Citizens' Advisory Committee on Transportation and vice chairman of the Falls Church Chamber of Commerce. He currently serves as an alternate member to the Transportation Planning Board, the Northern Virginia Regional Commission, and the Northern Virginia Transportation Authority. Mr. Duncan is the founder of Civicatalyst Communications, which provides public relations and outreach serves to educational and civic organizations. He is a graduate of Davidson College. He serves on NVTC as an alternate representing the city of Falls Church.

TIMOTHY LOVAIN



Timothy Lovain served on the Alexandria City Council from 2006-2009 and was again elected in 2012. Mr. Lovain serves as chair of the Washington Area Transit Industry Representatives Task Force, chair of the Public Ferry Coalition, and treasurer of the Board of Directors of the Coalition for America's Gateways and Trade Corridors. Mr. Lovain is Vice Present and General Counsel of Denny Miller Associates, a government relations consulting firm in Washington, D.C., where he has worked for 28 years, mostly representing public transportation clients. Mr. Lovain received a B.A. with honors in political science from the University of Chicago, an M.A. in politics from Princeton University, and a J.D. with honors for the University of Washington Law School. Mr. Lovain serves as an alternate on NVTC, as well as an alternate on the VRE Operations Board.

RON PEPPE



Ron Peppe was elected to the Falls Church City Council in 2010. He serves as an alternate on the Metropolitan Washington Air Quality Committee and the Northern Virginia Transportation Authority. Mr. Peppe manages legal affairs and human resources for the U.S. Operations of Canam Steel Corporation. He earned B.A. and M.A. degrees from The Johns Hopkins University in international studies, with an emphasis on finance, economics, and program administration. He also earned a J.D. degree from the University of Maryland School of Law. He serves on NVTC as an alternate representing the city of Falls Church.

STEVEN C. STOMBRES



Steven C. Stombres is serving his second term on the Fairfax City Council. He is a member of Historic Fairfax City, Inc., American Legion Post 177 and Daniels Run PTA. A lifelong resident of Virginia, Stombres has worked in the U.S. House of Representatives since 1993 and currently serves as chief of staff to a member of Virginia's Congressional delegation. He graduated with a B.A. in history from Virginia Tech. As a member of the U.S. Army Reserves, he attended Officer Candidate School and served as a military intelligence officer in various assignments during his 20-year career in the Army Reserves.

APPENDIX B

NVTC'S 2013 GOALS, OBJECTIVES AND WORK PROGRAM

--Approved: January 5, 2012--

2013 NVTC Meeting Schedule

[Meetings start at 8:00 P.M.]

<u>MONTH</u>	<u>DATE</u>	<u>AGENDA</u>
January	3	Elect officers. Select WMATA and VRE Board members, VTA representatives and NVTC Legislative Committee members. Approve FY 2014 VRE budget. Approve NVTC FY 2014 budget.
January	31*	Meeting in Richmond on VML/VACO Local Government Day. Review progress on state and federal legislative agenda. Approve VRE state grant applications.
March	7	Review progress on state and federal legislative agenda.
April	4	Review progress on WMATA budget for FY 2014.
May	2	Approve comments on WMATA FY 2014 budget. Approve comments on draft CTB Six-Year Program.
June	6	Focus on regional transit performance.
July	11**	Review mid-year progress on NVTC work program. Approve DRPT FY '14 VRE grant agreements.
August		No Meeting.
September	5	Forward preliminary NVTC FY 2015 budget to local jurisdictions.
October	3	Review quarterly progress on NVTC's work program. Approve CTB pre-allocation testimony.
November	7	Approve FY 2013 NVTC and VRE audits.
December	5	Select NVTC Nominating Committee for 2014 officers. Approve legislative agenda for 2014. Review progress on 2013 work program and release draft 2014 work program for public review and comment.

*Joint meeting with NVTA in the General Assembly building in Richmond starting at 5:30 p.m.

**Special meeting date due to July 4th holiday.

NVTC EXECUTIVE COMMITTEE
2013 MEETING SCHEDULE

[All meetings 7:30 - 8:00 P.M. prior to NVTC meetings in the small conference room.]

<u>MONTH</u>	<u>DATE</u>	<u>SUBJECT</u>
January	3	Legislative items and committee/board appointments.
February		No meeting.
March	7	Review General Assembly session.
April	4	Review quarterly progress on work program.
May	2	Review NVTC policies on topical transit issues.
June	6	Examine VRE performance.
July	11*	Mid-year review of progress on work plan and Executive Director's performance goals. Meet with auditors to preview FY 2013 audit.
August		No meeting.
September	5	Preliminary NVTC FY 2015 budget.
October	3	Review quarterly progress on work program.
November	7	FY 2013 NVTC and VRE audits.
December	5	Select NVTC Nominating Committee for 2014 officers. Consider 2014 legislative agenda. Review progress on 2013 work program and preview 2014 work program. Executive Director's performance review. Establish performance goals for 2014 contract year.

*Special meeting date due to July 4th holiday.

NVTC MANAGEMENT ADVISORY COMMITTEE
2013 MEETING SCHEDULE

[All meetings begin at NVTC at 1:30 P.M. on the third Tuesday of each month. At each meeting the agenda and suggested material for the upcoming NVTC board meeting are reviewed.]

<u>MONTH</u>	<u>DATE</u>	<u>SUBJECT</u>
January	15	FY 2014 state grant applications; NVTC legislative agenda.
February	19	Progress on legislative agenda.
March	19	Review of legislative accomplishments; WMATA FY 2014 budget issues.
April	16	Prepare CTB testimony on draft six-year program.
May	21	To be determined.
June	18	Mid-year progress review on NVTC work program; authorize funding of scope of work for NTD data collection; authorize funding of scope of work for e-schedules maintenance and promotion.
July		No meeting.
August	20	NVTC preliminary administrative budget for FY 2015.
September	17	Review draft CTB pre-allocation testimony.
October	15	NVTC audit for FY 2013.
November	19	Draft NVTC legislative agenda for 2014; first draft 2014 NVTC work program.
December	17	Proposed 2014 work program; VRE and NVTC budgets for FY 2015.

NVTC MISSION STATEMENT

To serve the public by providing a forum for elected officials to achieve an effective regional transportation network. Focusing primarily on transit, NVTC will develop strategies, identify funding sources, advocate for additional funding, prioritize allocations, oversee transit systems such as VRE and WMATA, measure and report transit performance and pursue new transit programs. NVTC will work to improve mobility, reduce traffic congestion, protect the environment and stimulate the regional economy by increasing transit and ridesharing use.

GOALS AND ACTIONS FOR 2013*

1. DEVELOP POLICY AND ADVOCATE FAVORABLE LEGISLATION

Goal: Devise and implement legislative strategies based on sound policy analysis to increase transit ridership, obtain adequate funding, and coordinate priorities with members and other agencies.

Actions:

1. With the support of local staff, identify transit issues that require policy decisions and assemble data and perform policy analyses to facilitate those decisions (e.g. fare integration, development of new technology, service expansion, customer safety, system security and the business case for and value of public transit).
2. Adopt a state and federal legislative agenda and work with local jurisdictions, Virginia Transit Association (VTA) and other groups, as appropriate, to implement the agenda and the supporting NVTC policies. Work with delegations in Richmond and in Washington D.C. as needed to promote NVTC's approved agendas. Conduct NVTC's February meeting on Local Government Day at the General Assembly in Richmond, jointly with the Northern Virginia Transportation Authority. Obtain reduced rate for on-line legislative monitoring service and share access with member jurisdictions. Provide legislative alerts to commissioners and local staff during the session. Focus on transit funding.
3. With the NVTC jurisdictions' legislative liaisons, devise and implement effective strategies to implement NVTC's annual Legislative Agenda. Reach out to newly elected legislators to provide support for public transit investments and NVTC's legislative agenda. Prepare informative district-specific legislative maps showing transit service and performance for all members of the Northern Virginia delegation. Emphasize educating legislators about the benefits of public transit using NVTC's policy analysis tools.
4. Participate on the American Public Transportation Association's (APTA) legislative committee to define and implement a federal legislative strategy as part of a broad, nationwide pro-transit coalition. Provide special assistance to areas contemplating new commuter rail service.
5. Participate on VTA's executive, legislative and ad hoc committees to help define and implement an effective state legislative strategy for the transit industry and strengthen VTA as an organization and keep it responsive to Northern Virginia's concerns. Co-chair VTA events, encourage NVTC board members to serve as VTA officers and assist transit systems in special legislative promotions with NVTC's public outreach and web-design expertise.

6. Prepare written statements and deliver testimony at the CTB's semi-annual hearings on public transit funding priorities and other hearings as appropriate. Advocate NVTC's policies including balanced transportation and stable and reliable funding.
7. As a means to accomplish legislative action, develop messaging and a plan to educate the public about the need for Commonwealth transit funding as well as the benefits of public transit throughout the Commonwealth.

*Note: Goals and actions are not listed in priority order.

2. SEEK AND ADVOCATE FUNDING

Goal: Identify and implement cooperative strategies with member governments to gain additional transit revenues and work to obtain adequate, dedicated, stable and reliable financial support from the federal government and the commonwealth and the private sector.

Actions:

1. Identify and seek to implement stable, reliable, permanent and dedicated funding sources for operating and capital expenses for WMATA, VRE and local transit systems. Help coordinate regional efforts and prepare analysis tools, brochures and editorials to promote such funding. Safeguard the current sources of transit funding available to NVTC's local governments.
2. Produce financial projections and analyze alternative funding mechanisms to bridge the growing gap between transit operating and capital needs versus available financial resources. Actively participate in regional and statewide efforts to define public transit needs and identify funding sources, such as corridor studies, TPB's Region Forward initiative and constrained financial plan update, VTrans 2035 and Northern Virginia's TransAction 2040 transportation plan update. Analyze funding proposals produced by those studies and identify policy issues for consideration by the commission.
3. Organize improved information sharing between local governments and the Virginia Department of Taxation and Division of Motor Vehicles and more effective auditing to facilitate efficient collection of NVTC's 2.1 percent motor fuels tax. Share NVTC's monitoring tools to ensure more accurate allocations of tax revenues to NVTC's jurisdictions. Employ database and spreadsheet models to identify unanticipated discrepancies for particular tax payers and jurisdictions. Monitor the required reconciliation of motor fuels tax collections by jurisdiction. Brief NVTC's MAC group regularly on processes, issues, and solutions.
4. Serve as the central point of contact for Northern Virginia transit system financial information. Identify and help obtain funding for new transit projects that are recommended by NVTC's jurisdictions.

3. COORDINATE TRANSIT SERVICE

Goal: Work with all public and private transit providers to coordinate all transit service within Northern Virginia, with emphasis on understandable fares, convenient schedules, proper information, good customer service, efficient performance and access by disabled persons. Help to clarify roles of respective agencies and governments to avoid overlaps or gaps in jurisdiction. Work to improve the safe and orderly movement of people and goods, primarily by encouraging greater use of integrated public transit and ridesharing systems. Involve the public in identifying problems and solutions. Use NVTC's Management Advisory Committee as a forum to work out cooperative solutions and keep local governments fully informed. Emphasize better bicycle and pedestrian access to transit facilities and services.

Actions:

1. Work with local governments to coordinate collection and dissemination of performance data for FTA's National Transit Database reports. Collect performance data and maintain a shared database that uses NTD and other sources. Encourage transit systems to use the data to improve efficiency. Publish the data on NVTC's website. Help Northern Virginia's transit systems comply with DRPT's performance data requirements. Ensure that the data are consistent, timely and accurate.
2. Manage consultants to continue NTD data collection for all of Northern Virginia's transit systems and oversee collective funding of this work that brings at least \$6 million annually of federal revenues to this region.
3. Support regional pedestrian safety initiatives and encourage bicycle and pedestrian use. Publicize and seek to expand "bike on rail and bus" opportunities. Encourage all agencies to incorporate bike and pedestrian access at major transit centers and transfer locations. Assist VDOT in ensuring that the recommendations from its Northern Virginia Regional Bikeway and Trail Network study that focus on connections to transit are implemented and assist WMATA in implementing the recommendations in the Bicycle and Pedestrian Access study. Support initiatives of such groups as the National Center for Bicycling and Walking and its Walkable Communities Workshops. Encourage the success of Capital Bike Share.
4. Serve on regional task forces examining options for improved transit, such as WMATA's Regional Mobility Panel and the Pike Transit initiative (light-rail).
5. Help transit systems implement coordinated transit services to reduce the traffic impacts of the new BRAC installations.

4. MANAGE GRANTS, CONTRACTS AND TRUST FUNDS

Goal: Facilitate the fair and equitable allocation of costs among governments, persons using transportation services and facilities and others who benefit. Manage grants fairly and effectively, according to state and federal laws and NVTC's policies. Invest trust fund assets prudently to maximize returns consistent with safety.

Actions:

1. Use NVTC's subsidy allocation model to incorporate the most recent WMATA and local budget information on transit costs, revenues and subsidies. Using NVTC's adopted allocation formula, determine each local government's share of NVTC assistance. Use their percentages to apportion shares of local contributions to NVTC's administrative budget. Maintain detailed spreadsheets to calculate NVTC's formula. Provide early estimates each year to assist local governments in budget planning.
2. As an agent for NVTC's WMATA jurisdictions, prepare and submit state grant applications using DRPT's automated OLGA system.
3. Manage state grants to prepare proper billings and obtain timely reimbursements. Participate with VRE and NVTC jurisdictions in quarterly project status review meetings. Work with grantor agencies and grantees to achieve the maximum feasible flexibility in using the funds in order to meet expiration deadlines with no loss of funds.
4. Manage jurisdiction trust funds (average over \$100 million). Prepare timely and accurate quarterly cash flow forecasts of transit assistance sources and uses for NVTC's local jurisdictions (average about \$150 million annually). Assist local jurisdictions in spending promptly the proceeds of state bond issues.
5. Prepare financial reports for NVTC's annual audit. Manage a multi-year audit services contract. Accomplish an unqualified auditors' opinion and provide to the appropriate regulatory agencies. Anticipate concerns of outside auditors and work to alleviate in advance any such concerns. Develop and implement appropriate responses to any concerns of auditors contained in management letters.

6. Maintain up-to-date compilations of state and federal grant regulations. Ensure staff is adequately trained in grant and project management and alerted to any changes in regulations. Maintain current procurement documents to facilitate prompt release of authorized requests for proposals and invitations for bids. Obtain agreements with sub-recipients to ensure compliance. Submit annual certifications and maintain access to TEAM to ensure continued eligibility for FTA grants.
7. As requested, work with Alexandria and Arlington to apply for federal funds for BRT service improvements in the Crystal City/Potomac Yard corridor, for subsequent citywide transit improvements in Alexandria, and for access improvements in Rosslyn. Work with Falls Church to obtain federal grants for an intermodal transit center. For the region, manage the federal grant and project to complete a multimodal transit study of Route 7.
8. Manage NVTA's grants for the regional transportation plan update (TransAction 2040) with a contract value of \$500,000 and close out the completed project.
9. Actively seek opportunities to assist jurisdictions in considering new and expanded projects (light rail, technology and other initiatives).
10. Provide accounting services to NVTA without charge and manage any required NVTA audits. Also maintain financial records, obtain any needed insurance and notify regulatory agencies.

5. PROVIDE OVERSIGHT FOR WMATA AND VRE

Goal: Exercise leadership on issues pertaining to oversight of the WMATA and VRE systems, particularly budget and finance, to reduce costs and control the growth of local subsidies and fares while improving service quality. Effectively manage ongoing transit services for which NVTC is responsible and develop efficient management structures that facilitate regional cooperation and support.

Actions:

1. In January, appoint Virginia's two principal and two alternate members of the WMATA Board of Directors. Provide staff support to WMATA Board members. As needed, facilitate caucuses of Virginia's Board members and their staffs to develop consensus positions prior to committee and board meetings. Keep NVTC commissioners informed of pending WMATA Board decisions of regional significance. Invite WMATA'S General Manager periodically to brief the entire NVTC Board on important issues.
2. Monitor the development of WMATA's budget. Provide recommendations to local jurisdictions and the WMATA Board, as appropriate. Co-sponsor public forums with WMATA.
3. Participate actively on WMATA's Jurisdictional Coordinating Committee.
4. Assist Loudoun County as it transitions to full participation in WMATA upon completion of the Dulles Rail project.
5. As co-owner of VRE (with assets of \$377 million, outstanding debt issued by NVTC of \$25 million and annual operating/capital budgets of over \$60 million) appoint NVTC's principal and alternate members of the VRE Operations Board, maintain close communications with PRTC and VRE staff, coordinate presentation of action items to the VRE Board and commissions, and monitor ongoing operations for consistency with the Master Agreement and approved budgets, customer service quality and NVTC jurisdictions' interests.
6. Support annual VRE customer service surveys each spring and ridership surveys each October, by providing zip code verification and on-board volunteers.
7. Encourage WMATA to use NVTC's emergency response plans for key Metrorail stations in Virginia as a template to complete plans for all of WMATA's stations.

6. COORDINATE REGIONAL EFFORTS

Goal: Support coordinated regional efforts to improve air quality, conserve energy, boost the economy, respond to emergencies and integrate land use and transportation. Pursue new transit opportunities and actively support telework.

Actions:

1. Help direct a cooperative regional effort to provide a new Vanpool Incentive Program to increase vanpooling and qualify the region for significantly increased federal transit formula assistance.
2. Work to establish NVTC as the chief advocate of Intelligent Transportation Systems (ITS) investments for transit, by conducting low-cost demonstrations, evaluating the results, and actively encouraging all of NVTC's transit providers to adopt similar (interoperable) technologies. Examples include: web-based automated bus stop information signs; on-board bus stop enunciators; passenger counters; automated maintenance devices; flexible pricing of roads and parking; parking capacity electronic message signs; and alternative fuel technologies. Promote joint procurements for uniformity and cost saving and develop effective contract language to encourage non-proprietary technology. Help educate board members and the public on promising new transit technologies.
3. Develop information from research on Metropolitan Washington and other regions to help NVTA, WMATA and other transit organizations define lower-cost strategies for meeting congestion challenges in the short term using such mechanisms as exclusive transit lanes, bus rapid transit, priority lanes, queue jumping, jitneys, route-deviation transit, vanpools and real-time information devices. Publicize the results and work to achieve public acceptance. Work with the local jurisdictions to initiate appropriate demonstrations of these mechanisms.
4. Participate on technical committees assisting in planning, preliminary engineering and environmental analysis for transit in the Dulles Corridor and other locations such as the Capital Beltway, I-66 and I-95/395 as requested by WMATA, VDOT, DRPT, MWCOG and/or local jurisdictions.
5. Actively promote telework initiatives. Assist Transportation Management Associations and Transportation Demand Management agencies (ridesharing, telework). Serve on boards of directors and competitive selection panels as requested.
6. Continue to examine public-private Express (HOT) lane proposals for the Beltway, I-95 and elsewhere and work to ensure adequate transit access and the use of toll revenues to help support transit operations. Actively participate on DRPT Transit Advisory Committees to articulate transit concerns and resolve any issues.

7. DELIVER PUBLIC INFORMATION, MARKETING AND CUSTOMER SERVICE

Goal: Reach out to transit customers and the general public, listen to customer concerns and implement improvements to boost regional transit ridership.

Actions:

1. Serve as the central point of contact for the news media, interest groups and the general public for transit issues in Northern Virginia, making referrals to other transit agencies and local governments when appropriate. Initiate contacts with media representatives via calls and visits. Provide NVTC's reports, analyses and policies with easy to understand explanations of their content and significance. Establish media opportunities for NVTC board members to promote NVTC's mission. Enhance communication with NVTC board members so they are fully aware of the extent of these efforts and their results.
2. Assist NVTA's public outreach mission, actively maintain NVTA's "virtual office" and website, and lead public outreach for NVTA's regional transportation plan update (TransAction 2040).
3. Provide the following resources to the public, primarily on NVTC's website, utilizing enhanced graphics:
 - a. Maintain and improve NVTC's website, to focus on informing the public about opportunities to be involved in regional transit and ridesharing planning;
 - b. Distribute NVTC's brochure, reports and agendas to encourage more public involvement, again emphasizing easy-to-use web-based applications;
 - c. Publish electronically an annual NVTC Handbook to provide a detailed description of the commission's history, mission and accomplishments, including the commission's workprogram, policies and by-laws;
 - d. Link to other regional transit databases to provide information about regional transit services to better inform the public;
 - e. Maintain a transit system performance database;
 - f. Actively promote these web resources so the public is aware of them.

4. Survey WMATA, VRE and local jurisdictions to compile innovative marketing activities, host coordination meetings, facilitate transit topics for the Marketing and Outreach Specialists Consortium and the Northern Virginia Public Information Officers and report at least annually to the commission and jurisdictions. Assist APTA in local marketing and public information activities. Help plan VTA conferences.
5. Continue technical support for transit stores and Transportation Management Associations (e.g., serve on Boards of Directors and consultant selection committees). Assist with logo design, marketing, consultant selection, performance evaluation, fare collection, web design and customer service issues. Compile and post on NVTC's website a list of transit stores and TMA's in the region.
6. Look for opportunities to partner in order to stage events and promotions that will emphasize the effectiveness of transit and ridesharing and the need for additional transit funding
7. Implement NVTC's federal Title VI program with active outreach to non-English speaking persons, including simplified messages and NVTC/NVTA website accommodations.
8. Coordinate meetings with visiting delegations of transit system board members and other elected officials to describe this region's success with transit coordination, transit-oriented development and innovative transit finance.
9. With active NVTC Board participation, devise more effective methods to communicate to the public the outstanding performance of public transit in Northern Virginia, including but not limited to developing a guiding strategy and unified message, and providing frequent email communications in an easily recognized format.

8. **STRENGTHEN NVTC AS AN ORGANIZATION**

Goal: Through improved internal and external communication and a renewed emphasis on developing effective action plans and strategies, enhance NVTC's visibility within the region and state and educate the public and legislators about NVTC's unique role in the complex structure of transportation agencies.

Actions:

1. Improve communication with NVTC's Executive Committee, Metro representatives and the full NVTC Board.
2. Take the initiative and exert leadership to assure that NVTC is viewed across the state as a go-to organization for transit strategy and innovation related to relieving congestion, including producing a communications plan and budget to improve internal and external communications.

APPENDIX C

NVTC'S POLICIES

NVTC POLICY ON PRESERVING FUTURE RAIL AND HOV OPTIONS

- 1) As soon as possible, VDOT and local jurisdictions should adopt a comprehensive long-range Northern Virginia Transportation Plan that identifies possible corridors and routes for highway, HOV and rail facilities.
- 2) For facilities not addressed in the adopted regional transportation plan, this policy should be applied to the comprehensive plans of local jurisdictions.
- 3) For all corridors, routes or major interchanges identified in the regional or local plans, no design, land acquisition or construction decision should be made by VDOT or local governments without an explicit consideration of the benefits and costs (over the life of the facility) of incorporating provisions for rail and/or HOV access. Specifically, the analysis should evaluate a range of alternatives for incorporating rail and HOV options (including access, stations and parking) compared with building a facility now that does not include such rail and HOV options (which would consequently require expensive retrofitting in the future).
- 4) The studies (e.g. life cycle, benefit/cost or alternatives analyses) should consider rail and HOV separately and in combination.
- 5) The studies should be particularly concerned with benefits and costs of preserving access to the facilities in question (such as ramps, nearby stations and parking) and preventing incompatible land use that may encroach on access. Final land use decisions should be made by each local government.
- 6) The studies should also explicitly consider safety issues (e.g. temporary HOV lanes).
- 7) The studies should not unduly delay the design and construction of transportation facilities.
- 8) The scope of the studies should vary with the cost and complexity of the facility being evaluated. A full alternatives analysis should be conducted for each possible rail corridor, whereas less detailed analyses may suffice for projects requiring less investment.
- 9) The explicit consideration of benefits and costs should include the best available information gleaned from existing studies, or -- where inadequate information exists -- from new analyses.
- 10) Each agency or local government should adopt its own methods for evaluating these matters, but the methods should be adopted explicitly and coordinated through the regional transportation planning process. Thus, in order to encourage regional consistency given the multi-jurisdictional nature of most corridors, the methods and studies of alternatives should be reviewed using the mechanism that is established to review local transportation plans for consistency with the regional plan.

Adopted September 7, 1989

NVTC FARE POLICY

—May 3, 1984—

1. Transit as a public service should be priced to encourage ridership while yielding revenue appropriate to the level of service provided.
2. The cost of transit services should be shared by the user (rider) and the general public. It is desirable to contain costs and improve productivity so that the system's fare-box recovery ratio will steadily improve, without increasing systemwide fares more rapidly than the rate of inflation.
3. A simple, easily understood fare structure is desirable.
4. Fare adjustments should coincide with Metro's annual budget process and preferably remain in effect longer than one year.
5. Three principal determinants should be used to establish fares:
 - o First, the cost of providing the service;
 - o Second, the value of the service to the user, as reflected in the willingness of the user to pay, considering competitive alternatives to transit; and
 - o Third, the value of the service to the nonuser/general public, as reflected in the willingness of local jurisdictions to provide subsidies.
6. An equitable fare structure will assess riders equal charges for trips that have similar cost and value. Thus, fares should be similar for comparable service over equal distances.
7. Peak-period riders should pay higher fares than off-peak riders to offset higher costs associated with peak service.
8. Where discounts are provided, a specific market objective with identifiable benefits should be established, and if the discount reduces net revenues, the increased subsidy should be allocated to jurisdictions according to net benefits.
9. Transit passes should offer multiple-ride discounts, be tailored to specific market segments to encourage new riders (such as weekend group-ride passes), and be aggressively marketed to transit users and employees in order to increase net revenues and reduce subsidy requirements.
10. Public transit should be viewed as an integrated system, with fares and fare media designed to encourage interchanges of passengers between bus and rail and between Metro and locally sponsored transit systems.



Northern Virginia Transportation Commission

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RESOLUTION #357

SUBJECT: Expression of Interest in Study of High-Speed Rail Link Between Washington D.C. and Richmond.

WHEREAS: Senator Moynihan is considering introducing a bill that would call for a study of high-technology, high-speed rail service between Boston and Washington, D.C.;

WHEREAS: Governor Wilder will urge Congress to vote to extend the study to include Richmond;

WHEREAS: The Northern Virginia Transportation Commission is co-sponsoring the Virginia Railway Express, with service to connect Fredericksburg (and probably Spotsylvania County) with Washington D.C.; and

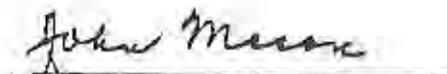
WHEREAS: VRE's sponsors have considered, on a long-term strategic planning basis, means to extend service to Richmond.

NOW, THEREFORE, BE IT RESOLVED that NVTc hereby expresses its strong interest in a federally funded study of high technology, high-speed rail connections between Washington D.C. and Richmond as part of a proposed Boston-Washington D.C. corridor study.

BE IT FURTHER RESOLVED that NVTc would cooperate fully in such a study with an interest in integrating and coordinating local and regional public transit systems with such a high-speed rail system.

Adopted this 7th day of March, 1991.


Ellen M. Bozman
Chairman


John Mason
Secretary-Treasurer



Northern Virginia Transportation Commission

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RESOLUTION #420

SUBJECT: Delegation of Authority to the VRE Operations Board.

WHEREAS: The Potomac and Rappahannock Transportation Commission (PRTC) and the Northern Virginia Transportation Commission (NVTC), the "Commissions", are jointly engaged in the planning and operation of a commuter rail service known as the Virginia Railway Express (VRE), providing service from the Manassas and Fredericksburg areas to Washington, D.C.; and

WHEREAS: Pursuant to Section II.B. of the Master Agreement for the Provision of Commuter Rail Services in Northern Virginia, the Operations Board was established by the Commissions as an advisory group to oversee the management, operation, and control of operational decisions, functions, affairs and property of the commuter rail service on behalf of the Commissions; and

WHEREAS: The Commissions have previously recognized a need to examine the current organizational structure and decision making processes related to the commuter rail service, particularly as such affect the day-to-day operation of the service; and

WHEREAS: The Operations Board has sought to establish guidelines and identify procedures that would ensure the efficient, economical operation of the service; and

WHEREAS: At their October 3, 1991 meetings, the Commissions approved resolutions establishing a Rail Operations Group to carry out day-to-day operating functions; and

WHEREAS: The Operations Board has concluded that the interests of the Commissions and the sound operation of the commuter rail service would be served through the delegation to the Operations Board by the Commissions of increased authority in the area of contracts, subject to defined limits established by the Commissions.

NOW, THEREFORE, BE IT RESOLVED that the Northern Virginia Transportation Commission hereby authorizes the Operations Board to proceed with implementation of the plan attached hereto dated November 7, 1991 (or as may subsequently be amended by the Commissions) and incorporated herein delegating certain contractual authority to the Operations Board.

BE IT FURTHER RESOLVED that the VRE Operations Board, in exercising authorities delegated herein, shall fully comply with provisions of the Virginia Procurement Act.

Adopted this 7th day of November, 1991.


Ellen M. Bozman
Chairman

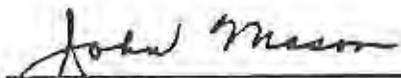

John Mason
Secretary-Treasurer

EXHIBIT III

PLAN OF DELEGATION OF CONTRACTUAL AUTHORITY TO
THE VIRGINIA RAILWAY EXPRESS OPERATIONS BOARD

The VRE Operations Board is hereby authorized to solicit, award and execute contracts in the name of and on behalf of the Commissions subject to the following limitations:

- A. The Operations Board may solicit and contract only for those items for which funds have been budgeted and appropriated by the Commissions in the then current annual VRE budget.
- B. The Operations Board may approve transfers within cost centers of the annual budget which do not result in a net increase in the amount of funds allocated to any one of the budget cost center categories specifically notated in annual budgets adopted by the Commissions. Any such increases must be approved by the Commissions. No transfers can be made between cost centers without the consent of the Commissions.
- C. The Operations Board may solicit and contract only for those operating items the total cost of which, including all contingencies, options and modifications, does not exceed \$100,000.
- D. The Operations Board may further delegate authority to solicit and contract in the name of and on behalf of the Commissions to the Director of Rail Operations (formerly Rail Manager) subject to a maximum cost per item of \$15,000.00
- E. The Operations Board authority delegated hereunder shall not include the authority to acquire or dispose of, including to pledge, assign or mortgage, any interest in real property of the Commissions.
- F. The Operations Board shall have no authority to assert or to approve or reject claims by or against the Commissions.
- G. The Operations Board shall fully comply with the Virginia Procurement Act.
- H. The Operations Board authority delegated hereunder shall extend solely to operation of the commuter rail service; all authority not expressly delegated hereby is reserved by the Commissions and no authority delegated is irrevocable.

Dated: November 7, 1991

Attest:


Chairman-VRTC

Attest:


Chairman-PRTC



Northern Virginia Transportation Commission

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RESOLUTION #514

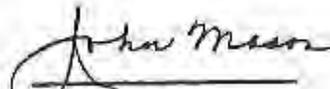
SUBJECT: NVTC Public Participation Policy

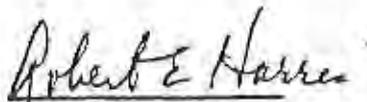
WHEREAS: NVTC desires to establish a policy for public participation that provides an appropriate balance between an informed public and costs to taxpayers.

NOW THEREFORE BE IT RESOLVED that NVTC hereby adopts the following elements as its public participation policy:

- 1) Invite all interested groups and individuals to learn about NVTC's mission and role by requesting NVTC agendas and/or minutes. To encourage this, NVTC will publish an invitation in area newspapers, together with the Commission's annual meeting schedule.
- 2) Co-sponsor WMATA public hearings on fares and route changes in Northern Virginia.
- 3) Sponsor VRE public hearings (with PRTC) following procedures to be recommended by the VRE Operations Board and adopted by the Commission.
- 4) Conduct required public hearings on federal grant applications.
- 5) Convene an annual public work session to review NVTC's proposed annual work plan and receive public comment.

Adopted this 7th day of January, 1993.


John Mason
Chairman


Robert E. Harris
Secretary-Treasurer



Northern Virginia Transportation Commission

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NVTC Motion Adopted June 9, 1994

Whereas, a change in HOV policy for I-66 affects many communities and their citizens;

Whereas, the potential effects include the manner in which testing regional transportation plans for air quality conformity is carried out; the amount of traffic on other principal arterials; motorists' travel patterns; revenues and ridership for Metro; the budgets of individual jurisdictions; and future means of determining changes in transportation policies;

Whereas, all jurisdictions are protected by a policy-making process in which issues can be studied, discussed, and resolved with full opportunity for involvement by all interested parties, both public and private;

Whereas, such a process is fundamental to the spirit of the Intermodal Surface Transportation Efficiency Act of 1991 and the Clean Air Amendments Act of 1990;

Whereas, such a process to determine changes to HOV on I-66 has been in place in this region for many years through the Coleman Agreement;

Now, therefore, be it resolved that the Northern Virginia Transportation Commission affirms its support for the Coleman Agreement's approach to any major decisions affecting the implementation of HOV policies on I-66.

Moved:	Whipple
Seconded:	Darner
Aye:	Ticer, Whipple, Bozman, Bulova, Darner, Eisenberg, Gartlan, Jackson, Mason, Thomas
Nay:	Berger, Bevon
Abstain:	Hanley

I certify that this is a true and correct copy of the motion adopted by the Northern Virginia Transportation Commission.


Richard K. Taube
Executive Director



RESOLUTION #1065

SUBJECT: Allocation of Northern Virginia Motor Fuel Sales Tax Revenue and State Aid for Mass Transit Beginning in Fiscal Year 2005,

WHEREAS: The Northern Virginia Transportation Commission is the recipient of revenues from the two percent motor fuel sales tax, which is available for operating and capital expenses, including debt service, of the Washington Metropolitan Area Transit Authority;

WHEREAS: The Northern Virginia Transportation Commission is the recipient of state aid for mass transit which is appropriated to pay up to 95 percent of the transit administrative expenses incurred by NVTC and its member jurisdictions (including WMATA and VRE); up to 95 percent of non-federal capital outlays; up to 95 percent of costs for fuels, lubricants, tires and maintenance parts; and up to 95 percent of payments of WMATA revenue bond debt service;

WHEREAS: NVTC desires to allocate funds to its member jurisdictions, pay transit subsidy bills at the direction of member jurisdictions and hold funds in trust while making investments on behalf of the jurisdictions;

WHEREAS: NVTC desires to use an allocation formula that is fair, responsive to change and has a sound policy basis; and

WHEREAS: NVTC desires to update Resolution #971 (June 5, 2003) to specify a source of funds for a continuing regional project to update electronic transit schedules.

NOW, THEREFORE BE IT RESOLVED for fiscal years 2003 and beyond:

1. In recognition of the severe constraints in transit program funding, the members of the commission agree to proactively support the development of new and expanded sources of funding to meet the needs of Northern Virginia.
2. NVTC's members pledge to continue to use any gains resulting from the approach defined herein to support public transit that will reduce congestion in this region and improve mobility and access opportunities.



3. The allocation formula and accompanying conditions specified below shall remain in effect during FY 2003 and beyond and be used by NVTC to allocate revenues received by NVTC on behalf of its member jurisdictions, with the exceptions noted in Sections 4 through 6 below.
4. Except as noted in Section 5, motor fuel tax revenues received by NVTC for Loudoun County are not subject to the following allocation provisions, but are subject to the trust obligations in Sections 16 and 17 below.
5. The maximum available funds from state aid are to be used (before being allocated to local jurisdictions) to pay up to 95 percent of the NVTC administrative costs; up to 95 percent of the Northern Virginia share of WMATA revenue bond debt service, before those debt service obligations are allocated to the jurisdictions; to pay the eligible costs agreed upon by the jurisdictions of assisting local bus systems in filing annual National Transit Database reports; and to pay the eligible costs agreed upon by the jurisdictions of updating electronic transit schedules. To the extent that additional funds are required for these purposes, motor fuel taxes (before being allocated to local jurisdictions) will be used. The executive director is hereby authorized to transmit the appropriate payments to WMATA or other parties on or before the dates upon which such payments are due. Loudoun County's percentage share of the cost of updating electronic transit schedules is the same as the county's percentage share of NVTC's annual administrative budget. The agreed upon amount for electronic schedules will be withheld each year from the county's motor fuel tax proceeds received by the commission.
6. If, at local option, federal Congestion Mitigation and Air Quality or Regional Surface Transportation Program or other federal or state program monies are provided to a local jurisdiction for a local project through NVTC using NVTC's state aid contract or some other mechanism, those proceeds will not be allocated by formula but instead will be provided directly to the local jurisdiction or held in trust for the jurisdiction. The local subsidies for such eligible transit projects would still be incorporated into NVTC's formula for purposes of determining the jurisdiction's share of NVTC total aid.
7. Remaining motor fuels taxes (net of any portion used for WMATA debt service) will be allocated based on the jurisdictions in which the tax was collected (point of sale), using annual data for the most recent available fiscal year.
8. To the extent motor fuel tax revenues, using the point of sale method defined in Section 7 above, that are provided to the cities of Fairfax and Falls Church exceed NVTC aid that would be provided

using NVTC's previous formula (Resolution #689), and to the extent those cities also benefit from changes defined in Section 9 below compared to Resolution #730, those cities will apply the additional aid to their assigned Metrobus subsidies. Also, if new revenues become available to NVTC such that the NVTC aid to those cities exceeds the amounts that would have been available from previous sources, the cities will apply the increment to pay their assigned Metrobus subsidies. If for any year increased shares of motor fuel taxes and of any new revenues are anticipated not to be sufficient to cover their full assigned Metrobus subsidies, NVTC will continue to use gas tax taken off the top for Falls Church and the hold harmless mechanism defined in Section 14 below for the city of Fairfax. For FY 2000 Falls Church agreed to pay at least \$275,625 of its Metrobus subsidy from existing revenues and to increase that minimum by five percent annually in each subsequent year. This section supersedes the obligations of NVTC to the city of Falls Church defined in Resolution #689 (January 2, 1997) and in Resolution #730 (February 5, 1998) and is identical to the obligations defined in Resolution #756 (November 5, 1998) and Resolution #971 (June 5, 2003).

9. The executive director shall allocate all remaining state aid to mass transit using the shares of WMATA and local transit subsidies estimated to be paid by NVTC's local governments in adopted budgets for each year, and shall hold the funds in trust while making investments on behalf of the jurisdictions, pending written instructions to make payments for eligible transit expenses. However, only 20 percent of eligible local transit capital projects will be included in this allocation through a five-year rolling average each year.
10. NVTC will use the best available data from adopted budgets for its formula allocation each year.
11. To be included as an eligible subsidy in NVTC's allocation formula, local transit operations (including transit services for mobility-impaired and other persons) must be available to the general public.
12. The only eligible expenses in NVTC's formula for the Virginia Railway Express commuter rail program are those capital costs of parking lots not otherwise reimbursed from state or federal grants.
13. Subsidies for locally sponsored park-and-ride facilities located at Metrorail stations or served by transit vehicles are eligible for inclusion in NVTC's formula, but only at such time as funds for construction of the lots have been appropriated by the government. Any locally incurred capital costs of such a facility will be included in

NVTC's formula at the rate of one-fifth of the total capital cost, or if debt financed, then actual annual debt service will be included.

14. To the extent possible, each NVTC jurisdiction will be held harmless against increases in net local burden due to the effects of applying the approach defined in Section 9 compared to the net local burden resulting from the hypothetical use of the formula defined in Resolution #730.

\$1.3 million of new state aid from FY 1999 will be used to help hold harmless jurisdictions experiencing such increased net local burdens. Also, any growth in state aid in FY 2000 of up to one percent will be used to hold harmless, up to two percent in FY 2001 and up to three percent in FY 2002, totaling six percent over those three years. Any growth in state aid above those amounts used to hold harmless will be allocated using the method described above in Section 9. For FY 2003 and beyond, growth in state aid compared to FY 1999 can continue to be used to hold harmless these jurisdictions, but the absolute amount of state aid used to do so can never exceed the amount actually used in FY 2002.

These funds will not be used to hold harmless jurisdictions against any increases in net local burden due to the point of sale allocation methods described in Section 7 above.

If these funds prove to be too small to hold harmless all jurisdictions, the cities of Fairfax and Falls Church will first be fully compensated and the remaining funds applied proportionately among the remaining jurisdictions.

15. NVTC's policy for allocating state bond proceeds for WMATA received by NVTC on behalf of its member jurisdictions is to use the formula shares in effect in the fiscal year in which the funds are received, determined using the methods defined in Section 9 above.
16. The funds allocated to the member jurisdictions shall be held in trust by NVTC (hereinafter "Trustee") for the benefit of the member jurisdictions. The Trustee may combine the funds allocated to each member jurisdiction for investment purposes. The Trustee shall keep records of the exact amount held by each member jurisdiction in the trust. The Trustee shall invest such funds prudently to earn the greatest return consistent with requirements of safety and liquidity.

The Trustee will encourage bids for investment funds from financial institutions approved by the Virginia Treasury Board, or otherwise eligible under state statutes, and require adequate collateral which, in the case of bidders not approved by the Treasury Board, shall

consist of U.S. Government or Agency securities of at least 100 percent of the value of trust funds, to be held for the trust by a third-party institution, with proper verification provided to the Trustee. To provide a greater investment return, and consistent with state statutes, the Trustee may seek bids for purchase or repurchase of Certificates of Deposit, U. S. Treasury Bills, Government National Mortgage Association debt, other Federal Agency securities, top grade commercial paper rated by Moody's and Standard and Poor's and bankers acceptances rated by Keith Bank Watch service.

The Trustee will evaluate bids in terms of return and safety and, depending on market conditions, award the investment funds to the bidder(s) with the best prospects of a substantial and safe yield, recognizing that funds also may be kept on deposit at the Local Government Investment Pool or other money market accounts.

Any funds, allocated to the member jurisdictions, which are held in trust by the Trustee for the benefit of the member jurisdictions shall be granted irrevocably for the benefit of the member jurisdictions. NVTC reserves no power, other than these powers granted to it in its position as Trustee of the trust, to invest, spend or otherwise use the funds held in trust. NVTC reserves the right to amend the allocation resolution which determines the funds which will be allocated to each member jurisdiction in the future. Funds held in the trust may only be disbursed by the Trustee when it receives a request in writing for payment from those funds by a member jurisdiction in whose name the funds are held. Member jurisdictions may only request disbursement from the trust for purposes which are in accordance with applicable federal and state regulations regarding such funds.

If at any time the size of any trust under this resolution is so small that, in the opinion of the Trustee, the trust is uneconomical to administer, the Trustee may terminate the trust and distribute the assets among the member jurisdictions. The Trustee shall distribute the remaining funds held on behalf of each member jurisdiction to that member jurisdiction.

17. The NVTC executive director is hereby instructed to implement these policies, and to obtain the written approval of the NVTC Secretary-Treasurer for any and all investments of the funds held in trust for the benefit of the member jurisdictions.

Adopted this 3rd day of February, 2005.

David F. Snyder
Secretary-Treasurer

Paul Ferguson
Chairman



**SUMMARY OF THE RESOLUTION #756 AGREEMENT FOR
A NEW NVTC ALLOCATION FORMULA FOR FY 2000**

1. Six Northern Virginia jurisdictions are members of the Northern Virginia Transportation Commission. Five (including Arlington and Fairfax counties and the cities of Alexandria, Fairfax and Falls Church) receive state aid for public transit and gas tax revenues through NVTC which they share using an allocation formula. These shared funds total approximately \$80 to \$100 million annually. Loudoun County is also a member of NVTC but does not participate in the commission's allocation formula.
2. In February, 1998 the commission voted unanimously to change its allocation formula primarily to accomplish a change in the method used to share the proceeds of NVTC's two percent motor fuels tax (totaling about \$12 million annually). The new method provides a transition to point of sale distribution, which means that each jurisdiction will receive the proceeds of the gas taxes collected in that jurisdiction. No change in state statutes was necessary to accomplish this change.
3. In November, 1998 NVTC again voted unanimously to change its allocation formula by approving Resolution #756. This resolution incorporated several changes in the way the commission shares state aid received to support WMATA and local public transit. The new formula uses relative WMATA-allocated subsidies and relative shares of local transit subsidies to determine each local government's share of state aid. This provides a simpler formula approach that reflects WMATA's policies and is responsive to changing trends. Other changes included:
 - Paying 95 percent of WMATA's annual debt service expenses allocated to Northern Virginia jurisdictions (\$7.4 million) off the top of state aid before that aid is allocated to the jurisdictions.
 - Requiring Falls Church and the city of Fairfax to pay agreed to proportions of their Metrobus subsidies.



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4. To achieve this agreement, NVTC jurisdictions agreed to several hold harmless provisions that protect all jurisdictions against losses of state aid as a result of the changes to the formula.
5. Other formula conditions agreed to unanimously include cooperation to seek new and expended sources of funding for public transit and using any gains in state aid as a result of the formula changes to support public transit.
6. Unlike the formula changes agreed to in February, 1998, the changes enacted by NVTC in November, 1998 require state legislation, since the previous NVTC formula for distributing state aid for WMATA was part of the Virginia Code at Section 58.1-638.A.5. All NVTC members pledged their support of legislation that would accomplish the necessary changes.
7. Successful legislation to achieve these desired changes would make it unnecessary for any of NVTC's local governments to pursue changes to NVTC's membership and/or voting structure.

NVTC Formula Allocation Chronology (FY 1975-2005)

FY 1975

- Received \$1.5 million of federal Section 5 operating assistance funds allocated to jurisdictions in proportion to their WMATA bus operating subsidies (which were allocated by WMATA based on bus-miles) (Resolution #131). Other alternatives initially considered included combinations of bus-miles and population/population density. Allocated state capital funds (at least \$3.5 million annually) in proportion to WMATA capital billings (e.g. Metro construction in proportion to the first interim capital contributions agreement).

FY 1978

- Received \$4.0 million of federal Section 5 operating assistance funds allocated to jurisdictions in proportion to their combined Metrobus and Metrorail operating subsidies (Resolution #157).

FY 1979

- Endorsed allocation of fixed Metrobus costs to Virginia based on FY 1975 peak bus requirements, but continued to allocate those costs within Virginia in proportion to the jurisdictions' shares of variable bus costs. Directed staff to prepare "alternatives to the fixed cost allocation" (Resolution #163).

FY 1981

- Received \$8.7 million of regional two percent motor fuels tax revenues eligible for WMATA debt service and operating subsidies, with proceeds taken "off-the-top" for debt service and—using FY 1982 gas tax proceeds—to cover past due Metrobus and Metrorail subsidies of the city of Fairfax. A portion of federal operating assistance is taken off-the-top to pay the FY 1982 Metrorail operating subsidy of the city of Fairfax. All remaining gas tax and federal operating funds are to be allocated to NVTC's jurisdictions in proportion to combined Metrobus and Metrorail operating subsidies (Resolution #182).

FY 1983

- Pay off-the-top using aid (\$20.6 million) half of NVTC's administrative costs, WMATA debt service, Metrobus capital one-tenth amortizing adjustment. With federal operating assistance (\$4.8 million) pay off-the-top to WMATA the city of Fairfax's Metrorail operating subsidy. Allocate all remaining federal operating assistance, regional fuel taxes, and a portion of state aid equal to half of Virginia's WMATA administrative costs to the five jurisdictions in proportion to shares of WMATA combined bus and rail operating subsidies and WMATA construction management costs. Allocate all remaining state aid to the five jurisdictions in proportion to shares of combined bus and rail capital costs of WMATA (Resolution #200). Other alternatives considered included shares of operating costs or subsidies and population density.

FY 1984

- Same as FY 1983 except after covering off-the-top payments, allocate all remaining federal operating assistance, motor fuel sales tax revenues and state aid in proportion to the average of: A) shares of combined bus and rail operating subsidies, construction management costs and bus and rail capital costs of WMATA and operating subsidies and 20 percent of capital outlays for local bus systems; and B) shares of combined bus and rail operating costs, construction management costs, bus and rail capital costs of WMATA and the operating costs and 20 percent of capital outlays for local bus systems (excluding city of Fairfax operating/capital costs and subsidies). The remaining 80 percent of local bus capital outlays would be included in subsequent years at a rate of 20 percent each year for four years (Resolution #205). This was a compromise reached after extensive debate and involved accepting two alternatives and dividing by two. A motion to reconsider and "spread it on the minutes" for the next meeting was made. At the next meeting, several votes eventually reconfirmed Resolution #205.

FY 1985-87

- Pay off-the-top with state aid half of NVTC administrative costs, WMATA debt service, Metrobus capital one-tenth amortizing adjustment and \$100,000 as a contingency to defray unanticipated overruns in Metro costs of the city of Fairfax (the city had agreed to begin paying Metrorail and Metrobus operating subsidies). Allocate all remaining federal, state and regional funds in proportion to three-quarters A) combined WMATA bus and rail operating subsidies, construction management costs and bus and rail capital costs and the operating subsidies and 20 percent of capital outlays for local bus systems and one-quarter B) [Same as A) but substitute costs for subsidies] (Resolution #224). Again, lengthy and heated debate occurred, with

proposed alternatives including distribution of gas tax based on point of sale and allocations based totally of relative subsidies. As part of the motion that was adopted, the commission agreed to seek a legislative change to base local shares of NVTC's administrative budget on shares of NVTC aid (versus shares of population). Also, Fairfax County agreed to withdraw its lawsuit against the city of Falls Church regarding shares of payment for a new county courthouse.

FY 1988

- Add costs of W-3 bus service in D.C. to off-the-top allocations. Commuter rail expenses excluded from the formula given other direct sources of state aid. Include park-and-ride lot costs serving Metrorail, either debt service or one-fifth of cost, after deducting project revenues. Provisions for possible advance funding of the Franconia/Springfield Metrorail station (Resolution #258).

FY 1989-91

- Delete provisions for \$100,000 contingency for guaranteeing city of Fairfax's Metro subsidy agreements. Allow capital costs of VRE parking lots into the formula if not covered by state or federal grants. Broaden Metro park-and-ride lots allowed to include those served by "transit vehicles." Add hold harmless provisions capping maximum reduction in percentage share of NVTC aid in any one year at 10 percent for Alexandria, Arlington and Fairfax County and at 20 percent for the cities of Falls Church and Fairfax. Add extensive definition of NVTC's trust responsibilities and investment policy (for protection of assets due to pending start of VRE service) (Resolution #284).

FY 1995

- Allow NVTC to pass CMAQ or RSTP grants through to local recipients at their option without applying NVTC's allocation formula. Define formula for allocation of state bond proceeds received by NVTC to be NVTC's formula in effect in the year in which the funds are received (Resolution #587).

FY 1996

- Create a process to develop formula alternatives by December, 1995 that are in accordance with the commission's objectives and policies stated in its June, 1994 strategic bus process. Reserve \$1.8 million of gas tax revenues to be allocated as part of consideration of alternative formulas.

FY 1997

- Use approximately \$500,000 of the reserve fund each year for two years to pay the balance of the Metrobus subsidy of Falls Church to preserve service while the region works on a long-term solution.

FY 1999

- Begin allocating gas tax revenues according to point of sale, phased in over three years. Agree to work together to resolve additional issues pertaining to allocation of state aid and NVTC membership. Cities of Fairfax and Falls Church agree to pay full assigned Metrobus subsidies. Also agree to seek changes in the Virginia Code to base NVTC's formula on WMATA's formulas so that jurisdictions receive state aid from NVTC according to their relative WMATA and local transit subsidies. NVTC will pay debt service using 95 percent state aid. Jurisdictions will be held harmless up to a specified level using growth in state aid (Resolution #756).

FY 2000

- Following action by the 1999 General Assembly, implement Resolution #756.

FY 2001

- Point of sale gas tax fully implemented.

FY 2004

- Allow funds to be taken off the top of NVTC's revenues for assisting Northern Virginia transit systems in complying with federal reporting requirements for the National Transit Database (Resolution #971).

APPENDIX D

NVTC BY-LAWS

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
BY-LAWS

Adopted 3 Mar. 66
Revised 4 Aug. 66
Revised 9 Jan. 69
Revised 5 Jun. 75
Revised 6 May. 81
Revised 11 Jul. 85
Revised 3 Oct. 85
Revised 3 Jan. 90
Revised 1 Mar. 90
Revised 1 Jul. 04
Revised 5 April 12

1. PURPOSE

The Northern Virginia Transportation Commission (NVTC) was created by the Virginia General Assembly in 1964. NVTC's mission is to serve the public by providing a forum for elected officials, focusing primarily on public transit, to develop strategies, identify funding sources, advocate for additional funding, prioritize funding allocations, oversee transit systems such as VRE and WMATA, and pursue new transit programs and innovations. NVTC works to improve mobility, safety, and transit customer service; reduce traffic congestion; protect the environment; and stimulate the regional economy; all by increasing the use of transit and ridesharing. The duties and powers of the commission are set forth in Sections 15.2-4500 through 15.2-4534 of the Virginia Code.

2. PARTICIPATING GOVERNMENTS

A. The following local governments, comprising the Northern Virginia Transportation District (Section 15.2-4503.1 of the Virginia Code) are eligible to participate in the Northern Virginia Transportation Commission, with representatives as noted:

- (1) Fairfax County --Five members
- (2) Arlington County --Three members
- (3) City of Alexandria --Two members
- (4) City of Fairfax --One member
- (5) City of Falls Church --One member
- (6) Loudoun County* --One member

B. In addition, the chairman of the Commonwealth Transportation Board designates one ex officio member of the commission.

C. The General Assembly of Virginia is represented by two senators and four delegates.

D. Additional counties and cities may be added to the transportation district and shall appoint one representative.

E. Local governments may appoint alternates to vote in the absence of their principal members.

* Loudoun County's membership is governed by the terms of an agreement dated December 14, 1989 between NVTC and the county.

3. MEETINGS

A. Regular Public Meetings

Regular public meetings will be held on the first Thursday night of each month unless two thirds of the members shall consent to an alternate date. If the meeting night occurs on a holiday, the commission shall designate a substitute night as a matter of business during a prior meeting.

B. Quorum and Action by Commission

Section 15.2-4512 of the Virginia Code stipulates the requirements of a quorum and action by the commission. A quorum requires eleven members including individuals representing four jurisdictions. However, while the General Assembly is in session, NVTC's General Assembly members shall not be counted in determining a quorum. General Assembly members on the commission represent the Commonwealth of Virginia and not the jurisdictions from which they are elected. The presence of a quorum and a vote of the majority of the members necessary to constitute a quorum of all the members appointed to the commission, including an affirmative vote from at least one commissioner from a majority of the jurisdictions represented at the meeting, shall be necessary to take any action.

Notwithstanding the provisions of Section 2.2-3708, members of the General Assembly may participate in the meetings of the commission through electronic communications while the General Assembly is in session.

4. RULES OF PROCEDURE

Robert's Rules, as amended shall apply.

5. OFFICERS

A. The officers of the commission shall be elected from the membership of the commission and shall serve terms of one year, or until their successors are elected, and may succeed themselves.

B. The officers and their duties shall be as follows:

(1) Chairman: The chairman presides at meetings of the commission, represents the commission before the United States Congress, the Virginia Assembly, and other commissions, and is the commission's spokesman in matters of policy.

(2) Vice Chairman: The vice chairman shall, in the absence or disability of the chairman, perform the duties and exercise the powers of the chairman.

(3) Secretary-Treasurer: The secretary-treasurer shall monitor the financial administration of the commission including the investment of funds and securities of the commission and monitor financial records and the issuance of such reports as required by law, i.e., annual audit and other financial statements as determined by the commission. He or she shall direct staff to present monthly reports of the financial condition of the commission, giving the status and basis for all

investments and of all money and other valuable effects in the name
or in the credit of the commission.

- C. Election of the officers shall take place annually at the January meeting of the commission, and the officers shall serve until their successors are duly elected. Notice of meeting must state that election of officers will be a matter of business at the meeting.

6. EMPLOYEES

- A. The commission shall employ an executive director who shall hire and direct such other employees as may be necessary to perform the functions of the commission.
- B. The duties, qualifications, terms, compensation and related benefits of employees shall be prescribed in NVTC's Administrative Regulations as adopted and amended from time to time by the commission and/or executive director.

7. ACCOUNTS AND RECORDS

- A. The Virginia Code stipulates the types of records to be maintained by the commission.
- B. The annual report of the commission shall be for the fiscal year period.
- C. The official minutes of the commission shall be in the custody of the executive director of the commission who shall certify copies and abstracts of the minutes when required.

8. BONDING OF COMMISSIONERS AND EMPLOYEES

A. The commission shall secure a public official bond for the faithful performance of duties in the amount of:

(1) \$5,000 for each member of the commission except the secretary-treasurer:

(2) \$25,000 for the secretary treasurer.

The bonds shall be filed with and preserved by the Comptroller of the Commonwealth.

B. The commission shall secure a fidelity bond for the faithful performance of duties in the amount of:

(1) \$1,000,000 for the executive director; and

(2) As directed for other members of the commission staff and officers as appropriate. The executive director's and staff bonds will be held by the commission.

9. FINANCES

A. Fiscal Year

The fiscal year shall begin the first day of July in each year.

B. Budget

(1) The executive director shall submit a proposed budget for the succeeding fiscal year prior to the month of January.

- (2) The budget approved by the executive committee shall be submitted to the commission at its January meeting. The notice of this meeting must state that the budget for the coming fiscal year is to be a matter of business at the meeting.
- (3) The administrative expenses of the commission, to the extent funds for such expenses are not provided from other sources, shall be allocated among the component governments on the basis of the relative shares of state and federal transit aids allocated by the commission among its component governments, as stated in the Virginia Code (Section 15.2-4515D).

C. Audit

The books of the commission shall be audited by a certified public accountant or accountants, and the audit report shall be included in the annual report.

10. COMMITTEES

All committees shall adhere to all open meeting requirements contained in the Virginia Code. All members of NVTC are eligible to attend meetings of all NVTC's committees and subcommittees and in the case of closed meetings to attend and observe.

A. Executive Committee

- (1) Membership: There shall be an executive committee consisting of the chairman, the immediate past chairman if still a member of the commission, the vice chairman, the secretary-treasurer, the commission's members of the WMATA Board, the chairman of the Fairfax County Board of Supervisors (if serving on NVTC) and one member of the General Assembly. The legislative commissioner on the executive committee shall be appointed by the senior member of the legislative commissioners in length of service in the General Assembly.
- (2) Duties: The executive committee shall:
 - (a) Review the work program of the commission and advise the executive director on activities within policies set by the commission.
 - (b) Identify and present to the commission policy issues related to transportation improvements and the administration of NVTC.
 - (c) Review the current administration of the commission including the expenditure and investment of commission funds.
 - (d) Consider and make recommendations to the commission on the substantive program areas for commission activity and for the establishment and disestablishment of subcommittees required for each activity.
 - (e) Regularly report its deliberations to the commission.

- (f) Regularly review the performance of the executive director at least annually, including establishing performance goals and recommending any changes in compensation to the full commission.
 - (g) Function as an audit committee by reviewing periodic financial reports, responding to recommendations from NVTC's auditors and meeting with those auditors as needed.
- (3) Meetings:
- (a) Each January the commission shall establish a meeting schedule for the executive committee.
 - (b) Quorums, notices, minutes and other open meeting requirements contained in the Virginia Code shall be adhered to.

B. Other Committees

The commission shall, at its January annual organizational meeting, or thereafter, establish such committees as it deems appropriate. Such committees shall continue throughout the calendar year unless dissolved. The chairman of the commission shall designate the chairman and membership of each such committee.

11. AMENDMENT TO BY-LAWS

- A. The By-Laws may be altered or amended by the presentation of such proposed alterations or amendments at one meeting with explanations of the proposed changes. Action on the proposed changes shall be taken at the following or subsequent meetings. Notice of proposed action to amend the By-Laws shall be included in the meeting notice.
- B. The enactment of a change of the By-Laws requires a majority vote of the full commission.

APPENDIX E

NVTC 2013 LEGISLATIVE AGENDA

Approved: December 6, 2012

STATE LEGISLATIVE ACTION ITEMS

Transit Funding Crisis

- Transit is very well used in Northern Virginia with almost 150 million annual transit passenger trips (75% of Virginia's total transit ridership);
- The benefits of this region's well coordinated transit system are enormous. They include:
 - Annual congestion relief valued at about \$750 million;
 - Metro alone reduces one million car trips per day;
 - Energy savings approaching \$10,000 annually per driver or 40 million gallons of gas saved annually for the Washington, DC region;
 - Cleaner air and reduced greenhouse gas emissions including 260 tons of volatile organic compounds, 22 tons of particulate matter and 0.5 million tons of CO₂ avoided in this region each year, with environmental savings valued at \$9.5 million annually;
 - Access to jobs, with 2 million jobs (54% of all jobs) located within a half mile of Metrorail;
 - Transit oriented development boosting economic values by 7 to 9% and hence state and local tax revenues with \$235 billion of property value within a half mile of Metrorail stations generating \$3.1 billion annually in property tax revenues;
 - Mobility for senior citizens and persons with disabilities, including 360,000 daily transit trips;
 - Without Metro, 200,000 more core parking spaces would be needed, which is the equivalent of 166 blocks of five-story garages;
 - Metrorail enables the emergency evacuation of 120,000 people per hour.
- Currently over \$700 million annually is spent on Northern Virginia's transit for capital and operations by customers and federal, state and local governments;
- Well over \$900 million annually is needed (source: NVTAs TransAction 2030 Plan);
- This leaves a gap of over \$200 million annually in Northern Virginia extending into the future;
- Without immediate action by the Virginia General Assembly, Northern Virginia's local governments are unable to close that gap and this region's successful transit systems will be unable to continue their vital contributions to the economic well-being of the entire Commonwealth.

As the transit funding crisis is getting worse, the Commonwealth must enact major new revenue sources for public transit during the 2013 General Assembly session, with these sources being stable, reliable, proven and permanent, in order to maintain a state of good repair and enhance capacity to promote job growth. The following options for statewide and regional revenue sources should be considered:

- 1. Meet current state transit funding obligations, including \$50 million annually to match federal and regional funding for WMATA.** This \$50 million recurring Virginia investment is a vital part of a \$300 million annual funding package for WMATA. Leveraging available federal funds with reliable state revenue sources is paramount. A dedicated source for this ongoing Virginia obligation is needed.
- 2. Existing state transit funding sources should be protected from encroachment, either through diversion of revenues from the Transportation Trust Fund to non-transportation uses or from new intercity passenger rail initiatives.** New state priorities should not be funded at the expense of established needs of existing transit systems.
- 3. New statewide revenue sources for public transit should be enacted. To the greatest extent possible they should conform to the following principles:**
 - Collected statewide
 - New dedicated revenues yielding a minimum of \$1 billion annually
 - Broad-based multiple sources
 - Adjusted to keep pace with inflation
 - Revenue offsets are permissible (e.g. lower income tax rates for the lowest brackets to compensate for higher gas tax rates)
 - Proceeds used for maintenance and operation of transit and roads as well as transit growth
 - No devolution of state responsibilities to local governments

Examples include: sales taxes (one percent yields \$1 billion statewide), indexed motor fuels taxes (10-cents generates almost \$500 million); vehicle miles traveled fees, state/regional income taxes and tolls and congestion pricing. One-time revenue sources are welcome but they are not sufficient to resolve the ongoing transit funding crisis; immediate, continuous and sustainable funding is essential. The Supernova and Statewide Transit/TDM plans recently completed by the Virginia Department of Rail and Public Transportation both document significant transit operating and capital needs. They provide further documentation that action by the General Assembly is required.

4. **Any new statewide revenue measures for transportation, energy conservation, air quality or climate protection should dedicate an appropriate portion to public transit** because transit is an effective means to achieve the goals of such legislation. Transit currently receives only 14.7% of Transportation Trust Fund revenues while 34% of the Commonwealth's most recent bond issue was devoted to transit.
5. **Provide state funding to facilitate needed transit and other transportation improvements to relieve congestion at BRAC-mandated facilities.**
6. **WMATA faces a continuing financial crisis to maintain a state of good repair and respond to federal safety recommendations. NVTC's 2.1% motor fuels tax on distributors should be increased to at least 4.2% or alternatively other revenue strategies should be used to generate at least \$48 million in new revenue dedicated to mass transit in Northern Virginia.** The existing \$48 million currently used by five of NVTC's jurisdictions for mass transit should be retained even if a new statewide tax is levied.
7. **The Commonwealth should enact other new regional taxes and fees for public transit, including restoring previously authorized funds for the Northern Virginia Transportation Authority (HB 3202 in 2007 created several new regional revenue sources with significant funds reserved for WMATA and VRE).**
8. **NVTC joins the Virginia Transit Association in urging the General Assembly to retain its current effective and fair statutory method of distributing state transit assistance, while considering new funding for rewarding transit systems that meet local performance standards.** DRPT is expected to request legislation that would provide that agency complete authority to alter the current statutory method of allocating statewide transit assistance. DRPT is proposing in its SJR 297 report an initial process that is highly complex, unpredictable and lacking in transparency, while pitting transit systems with different structures, goals and service territories against each other in inflexible peer groups. Northern Virginia's transit systems as a group would suffer significant financial losses in one of the very few state programs in which this region currently receives its fair share.

Regional Equity

9. **The General Assembly should require the Virginia Commonwealth Transportation Board (CTB) to give priority to investments that yield significant economic benefits.** CTB recently acted to provide approximately \$1.4 billion for the controversial Route 460 project in Southeastern Virginia while no new funding was identified for WMATA's economically vital Silver Line extension in the Dulles Corridor. Northern Virginia has pressing transit and transportation demand management (TDM) needs. As one example, the Virginia Department of Rail and Public Transportation, within its I-95 Transit and TDM plan, has noted \$216 million of short and long-term transit service and project needs for the corridor to enhance the effectiveness of the new I-95 Express Lanes project, but only \$22.8 million has been committed by CTB.

Regional Coordination

10. **NVTC supports the findings of Northern Virginia's Efficiency and Consolidation Task Force that recommended new efficiencies but did not recommend consolidation of agencies.** NVTC opposes efforts to consolidate separate agencies facilitating Northern Virginia's successful transit services because such consolidation would not result in significant savings and would cause serious unintended consequences.
11. **Amend the Virginia Code to permit board members of agencies such as NVTC to participate electronically more easily in agency meetings.** Currently General Assembly members can participate electronically during General Assembly sessions and other exceptions exist to the general prohibition. This is one of the efficiency measures recommended by the Efficiency and Consolidation Task Force.
12. **As state-mandated transit studies are undertaken and their recommendations are implemented, the General Assembly should require that regional and local priorities are incorporated.**

Safety

13. **Safety in accessing transit should be enhanced by enacting legislation to require motorists to stop for pedestrians in marked crosswalks at unsignalized intersections where posted speeds are 35 mph or less and at unsignalized crosswalks in front of schools.**

VRE and other Rail-Related Legislative Actions

14. **Continue to provide funding for VRE's track lease payments from discretionary federal funds.** In enacting MAP-21 (new two-year federal surface transportation funding authorization), Congress eliminated the specific program that the General Assembly had designated for VRE, but provided replacement funds. VRE depends on the almost \$10 million in such track lease funding.
15. **Amend the Virginia Code to further cap liability for commuter rail operations by including third party claims and terrorism.**
16. **Allow VRE, at its discretion, to utilize an independent third party or the Division of Risk Management to manage VRE's liability insurance plan and trust fund.**
17. **Amend the Virginia Code to allow VRE to receive interest on the Insurance Trust Fund.** While past practice allowed VRE to receive interest from these funds, an Executive Order changed the policy. The proceeds are now given to the Commonwealth despite the fact that the Insurance Trust Fund was established and is replenished with local funds.
18. **Amend the Virginia Code to increase maximum fines for repeat offenders travelling on VRE trains without a valid ticket.**
19. **Amend the Virginia Code to allow VRE to recoup a portion of the fines imposed on fare evasion cases.** Currently, when a conductor is required to attend court, VRE must pay for their appearance in court as well as for another conductor to be on the train. Cumulatively, this puts the financial burden for prosecution on VRE while all fines are directed to the Commonwealth Literary Fund.
20. **Amend Chapter 774 of the Virginia Code to eliminate the annual index increase in the aggregate awardable liability claim a rail passenger can make per incident.** Under the current Code, the threshold (now \$100,000) will be increased each year based on the percentage of change in the medical care component of the Consumer Price Index (as published by the Bureau of Labor Statistics). The first increase took place in January 2012. The existing statute could increase the current \$250 million liability insurance threshold imposed by the Class 1 freight railroads.

FEDERAL LEGISLATIVE ACTION ITEMS

Immediate and Ongoing Funding

1. **Continue to appropriate funding for WMATA of at least \$150 million annually as previously authorized by Congress.** In recognition of the federal role on the WMATA Board and dependence of federal employees on Metro for access to their jobs, federal appropriations should continue to ensure the safety and reliability of the region's transit system.
2. **Make available funding for MetroAccess (serving persons with disabilities) from other relevant federal programs,** such as those of the U.S. Department of Housing and Human Development and the U.S. Department of Health and Social Services.
3. **Include significant funding for transit as a critical strategy in any new spending measures that seek to conserve energy, enhance clean air, mitigate climate change, provide access to jobs, stimulate the economy and respond to emergencies and disasters.**
4. **Provide immediate funding to facilitate needed transit and other transportation improvements to relieve congestion at BRAC-mandated facilities.**

Equitable Tax Incentives for Transit Users

5. **Increase and make permanent the existing tax-free monthly transit benefits (currently \$125 monthly) at a level at least matching the benefits currently available for parking (\$240 monthly). Index the transit benefits to inflation.** Require that this benefit be provided by all federal agencies.

Rail Related Actions

6. **An extended deadline and additional federal funding should be provided to commuter rail systems to meet new federal Positive Train Control unfunded mandates contained in the U.S. Rail Safety Act of 2008.**
7. **Amend the current liability cap of \$200 million for rail passenger service in 49 USC 28301 to include third party claims.**

Safety

8. **Provide increased funding to transportation agencies in the Washington, D.C. metropolitan area to continue MATOC's operations.**
9. **Provide additional funding for transportation emergency preparedness to assist local transit providers to enhance safety and security.**

Promote Green Commuting

10. **Provide further federal funding and other incentives to encourage alternative methods of commuting, including telework, bicycles, walking, vanpools as well as public transit.**

APPENDIX F

EXCERPTS FROM NVTC FY 2012 AUDITED FINANCIAL REPORT

NOTE: Full set of audited statements
available at www.thinkoutsidethecar.org

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
STATEMENT OF NET ASSETS
June 30, 2012

ASSETS	Primary Government		Total Primary Government
	Governmental Activities	Business-type Activities	
Cash and cash equivalents	\$ 343,582	\$ 2,402,621	\$ 2,746,203
Due from other governments:			
Commonwealth of Virginia	19,451,278	-	19,451,278
Federal	6,290	-	6,290
Trade accounts receivable, net	-	537,128	537,128
Other receivables	200	67,197	67,397
Inventory	-	1,669,343	1,669,343
Deposits and prepaid items	38,569	189,314	227,883
Restricted cash, cash equivalents and investments	-	11,981,863	11,981,863
Internal balances	(3,619,126)	3,619,126	-
Deferred bond and lease costs, net	-	1,240,137	1,240,137
Capital assets:			
Rolling stock	-	116,458,753	116,458,753
Vehicles	-	49,916	49,916
Facilities	-	47,344,439	47,344,439
Track and signal improvements	-	26,342,184	26,342,184
Equipment and software	-	4,369,970	4,369,970
Construction in progress	-	6,424,938	6,424,938
Equity in local properties	-	2,622,399	2,622,399
Office equipment, furniture and software	90,969	2,704,505	2,795,474
Less accumulated depreciation and amortization	(38,198)	(45,626,975)	(45,665,173)
Total assets	16,273,564	182,396,858	198,670,422

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
STATEMENT OF NET ASSETS
June 30, 2012

LIABILITIES	Primary Government		Total Primary Government
	Governmental Activities	Business-type Activities	
Accounts payable	\$ 73,770	\$ 1,189,062	\$ 1,262,832
Accrued expenses	25,797	1,088,117	1,113,914
Accrued interest	-	696,109	696,109
Due to fiduciary fund	15,755,869	-	15,755,869
Deferred revenue	-	542,720	542,720
Lease liability	96,540	-	96,540
Contract retainage	-	82,407	82,407
Noncurrent liabilities:			
Due within on year:			
Compensated absences	23,775	11,686	35,461
Notes payable	-	1,873,893	1,873,893
Capital lease obligation	-	541,469	541,469
Bonds payable, net	-	5,910,000	5,910,000
Due in more than on year:			
Compensated absences	82,923	97,775	180,698
Notes payable	-	61,855,766	61,855,766
Capital lease obligation	-	8,834,413	8,834,413
Bonds payable, net	-	12,592,444	12,592,444
Total liabilities	16,058,674	95,315,861	111,374,535
NET ASSETS			
Invested in capital assets, net of related debt	52,771	69,082,144	69,134,915
Restricted for liability insurance plan	-	5,078,246	5,078,246
Restricted for debt service and capital lease	-	6,408,466	6,408,466
Restricted grants or contributions	-	475,671	475,671
Unrestricted	162,119	6,036,470	6,198,589
Total net assets	\$ 214,890	\$ 87,080,997	\$ 87,295,887

The accompanying notes are an integral part of the financial statements.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
STATEMENT OF ACTIVITIES

Year Ended June 30, 2012

Functions / Programs	Program Revenues			Net (Expense) Revenue and Changes in Net Assets			
	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-type Activities	Total Primary Government
Primary government:							
Governmental activities:							
General and administration	\$ 2,097,561	\$ -	\$ 2,101,651	\$ -	\$ 4,090	\$ -	\$ 4,090
Jurisdiction transit	180,911,298	-	133,063,886	-	(47,847,412)	-	(47,847,412)
Total governmental activities	183,008,859	-	135,165,537	-	(47,843,322)	-	(47,843,322)
Business-type activities:							
Commuter rail	35,709,313	13,684,760	5,197,022	8,612,708	-	(8,214,823)	(8,214,823)
Total business-type activities	35,709,313	13,684,760	5,197,022	8,612,708	-	(8,214,823)	(8,214,823)
Total primary government	\$ 218,718,172	\$ 13,684,760	\$ 140,362,559	\$ 8,612,708	(47,843,322)	(8,214,823)	(56,058,145)
General revenues:							
Intergovernmental revenue - commuter rail					14,739,474	-	14,739,474
Intergovernmental revenue - motor vehicle fuel sales tax					47,848,439	-	47,848,439
Interest income					526	7,150	7,676
Other					451	-	451
Transfers					(14,739,474)	14,739,474	-
Total general revenues					47,849,416	14,746,624	62,596,040
Change in net assets					6,094	6,531,801	6,537,895
Net assets, beginning of year					208,796	80,549,196	80,757,992
Net assets, end of year					\$ 214,890	\$ 87,080,997	\$ 87,295,887

The accompanying notes are an integral part of the financial statements.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
BALANCE SHEET
GOVERNMENTAL FUNDS
June 30, 2012

	<u>Major Funds</u>		<u>Total Governmental Funds</u>
	<u>General Fund</u>	<u>Special Revenue Fund</u>	
ASSETS			
Cash and cash equivalents	\$ 343,582	\$ -	\$ 343,582
Due from other governments:			
Commonwealth of Virginia	3,695,409	15,755,869	19,451,278
Federal	6,290	-	6,290
Due from proprietary fund	12,794	-	12,794
Other receivables	200	-	200
Deposits and prepaid items	38,569	-	38,569
	<u>38,569</u>	<u>-</u>	<u>38,569</u>
Total assets	<u>\$ 4,096,844</u>	<u>\$ 15,755,869</u>	<u>\$ 19,852,713</u>
LIABILITIES			
Accounts payable	\$ 72,786	\$ -	\$ 72,786
Accrued salaries	26,781	-	26,781
Due to proprietary fund	3,631,920	-	3,631,920
Due to fiduciary fund	-	15,755,869	15,755,869
Total liabilities	<u>3,731,487</u>	<u>15,755,869</u>	<u>19,487,356</u>
FUND BALANCES			
Nonspendable			
Deposits and prepaid items	38,569	-	38,569
Unassigned	326,788	-	326,788
Total fund balance	<u>365,357</u>	<u>-</u>	<u>365,357</u>
Total liabilities and fund balance	<u>\$ 4,096,844</u>	<u>\$ 15,755,869</u>	<u>\$ 19,852,713</u>

Reconciliation of fund balance on the Balance Sheet for the governmental funds to the net assets of the governmental activities on the Statement of Net Assets:

Fund balances - governmental funds \$ 365,357

Amounts reported for governmental activities in the Statement of Net Assets are different because:

Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds. The cost of the assets is \$90,969 and the accumulated depreciation and amortization is \$38,198. 52,771

Lease liability only recognized in the government-wide financial statements. (96,540)

Compensated absences are liabilities not due and payable in the current period and, therefore, are not reported in the governmental funds. (106,698)

Net assets - governmental activities \$ 214,890

The accompanying notes are an integral part of the financial statements.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS
Year Ended June 30, 2012

	Major Funds		Total Governmental Funds
	General Fund	Special Revenue Fund	
Revenues:			
Intergovernmental revenues:			
Grants and contributions:			
Commonwealth of Virginia	\$ 15,976,513	\$ 133,063,886	\$ 149,040,399
Local jurisdictions	291,315	-	291,315
Federal	503,297	-	503,297
Motor vehicle fuel sales tax	1,027	47,847,412	47,848,439
Project chargebacks	70,000	-	70,000
Interest income	526	-	526
Other income	451	-	451
Total revenues	16,843,129	180,911,298	197,754,427
Expenditures:			
Current:			
General and administration	958,628	-	958,628
Project costs	1,122,405	-	1,122,405
Payments to fiduciary fund	-	180,911,298	180,911,298
Capital outlay	2,527	-	2,527
Total expenditures	2,083,560	180,911,298	182,994,858
Other financing uses:			
Transfer out	(14,739,474)	-	(14,739,474)
Change in fund balances	20,095	-	20,095
Fund balances, beginning of year	345,262	-	345,262
Fund balances, end of year	\$ 365,357	\$ -	\$ 365,357

Change in fund balances - total governmental funds \$ 20,095

Amounts reported for governmental activities in the Statement of Activities are different because:

Governmental funds report capital outlays as expenditures. However, in the Statement of Activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation and amortization expense.

Add - capital outlay	2,526
Deduct - depreciation and amortization expense	(10,835)

Amortization of lease liability is only recognized in the government-wide financial statements.	(16,737)
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The change in compensated absences included in the expenses reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.	11,045
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Change in net assets of governmental activities	\$ 6,094
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The accompanying notes are an integral part of the financial statements.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
STATEMENT OF NET ASSETS
PROPRIETARY FUND
June 30, 2012

ASSETS

Current Assets:

Cash and cash equivalents	\$	2,402,621
Accounts receivable:		
Due from general fund		3,631,920
Trade receivables, net of allowance for doubtful accounts		537,128
Other receivables		67,197
Inventory		1,669,343
Deposits and prepaid items		189,314
Restricted cash, cash equivalents and investments		<u>11,981,863</u>
Total current assets		<u>20,479,386</u>

Noncurrent Assets:

Deferred bond and lease costs, net		<u>1,240,137</u>
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Capital assets:

Rolling stock		116,458,753
Vehicles		49,916
Facilities		47,344,439
Track and signal improvements		26,342,184
Equipment and software		4,369,970
Construction in progress		6,424,938
Equity in local properties		2,622,399
Furniture, equipment and software		<u>2,704,505</u>
		206,317,104
Less accumulated depreciation and amortization		<u>(45,626,975)</u>

Total capital assets, net		160,690,129
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Total noncurrent assets		<u>161,930,266</u>
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Total assets	\$	<u><u>182,409,652</u></u>
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The accompanying notes are an integral part of the financial statements.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
STATEMENT OF NET ASSETS
PROPRIETARY FUND
June 30, 2012

LIABILITIES AND NET ASSETS

Current Liabilities:	
Accounts payable	\$ 1,189,062
Due to general fund	12,794
Compensated absences	11,686
Accrued expenses	1,088,117
Accrued interest	696,109
Deferred revenue	542,720
Contract retainage	82,407
Notes payable	1,873,893
Current portion of capital lease obligations	541,469
Current portion of bonds payable	<u>5,910,000</u>
Total current liabilities	<u>11,948,257</u>
Noncurrent Liabilities:	
Capital lease obligations	8,834,413
Notes payable	61,855,766
Bonds payable, net	12,592,444
Compensated absences	<u>97,775</u>
Total noncurrent liabilities	<u>83,380,398</u>
Total liabilities	<u>95,328,655</u>
Net Assets:	
Invested in capital assets, net of related debt	69,082,144
Restricted for liability insurance plan	5,078,246
Restricted for debt service and capital lease	6,408,466
Restricted grants or contributions	475,671
Unrestricted	<u>6,036,470</u>
Total net assets	<u>87,080,997</u>
Total liabilities and net assets	<u><u>\$ 182,409,652</u></u>

The accompanying notes are an integral part of the financial statements.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS
PROPRIETARY FUND
Year Ended June 30, 2012

Operating Revenues:	
Passenger revenue	\$ 13,565,914
Equipment rentals and other	118,846
	<hr/>
Total operating revenues	13,684,760
Operating Expenses:	
Contract operations and maintenance	8,241,386
Other operations and maintenance	5,702,278
Property leases and access fees	5,127,371
Insurance	1,364,195
Marketing and sales	863,988
General and administrative	2,778,647
	<hr/>
Total operating expenses	24,077,865
Operating loss before depreciation and amortization	(10,393,105)
Depreciation and amortization	<hr/> (6,686,565)
Operating loss	<hr/> (17,079,670)
Nonoperating Revenues (Expenses):	
Subsidies:	
Jurisdictional contributions	5,197,022
Interest income:	
Operating funds	6,569
Other restricted funds	581
Loss on disposal of asset	(179,191)
Interest, amortization and other nonoperating expenses, net	<hr/> (4,765,692)
Total nonoperating revenues, net	<hr/> 259,289
Loss before capital contributions and transfers	<hr/> (16,820,381)
Capital contributions and transfers:	
Other local contributions	33,747
Contribution from PRTC	8,578,961
Transfers in	<hr/> 14,739,474
Total capital contributions and transfers	<hr/> 23,352,182
Change in net assets	6,531,801
Net assets, beginning	<hr/> 80,549,196
Net assets, ending	<hr/> <hr/> \$ 87,080,997

The accompanying notes are an integral part of the financial statements.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
STATEMENT OF CASH FLOWS
PROPRIETARY FUND
Year Ended June 30, 2012

Cash Flows From Operating Activities:	
Receipts from customers	\$ 14,619,466
Payments to suppliers	(22,308,846)
Payments to employees	(1,714,030)
Net cash used in operating activities	<u>(9,403,410)</u>
Cash Flows From Noncapital Financing Activities:	
Governmental subsidies	<u>17,291,748</u>
Cash Flows From Capital and Related Financing Activities:	
Acquisition and construction of capital assets	(8,878,921)
Capital grants and assistance	2,653,078
Proceeds from sale of capital assets	253,778
Principal paid on capital lease obligations	(517,445)
Principal paid on notes	(1,770,591)
Principal paid on bonds	(5,610,000)
Interest paid on capital lease obligation	(448,234)
Interest paid on bonds and notes	(4,250,764)
Contribution from PRTC	9,550,904
Net cash used in capital and related financing activities	<u>(9,018,195)</u>
Cash Flows From Investing Activities:	
Interest received on investments	<u>7,032</u>
Decrease in cash and cash equivalents	(1,122,825)
Cash and Cash Equivalents, beginning	15,507,309
Cash and Cash Equivalents, ending	<u>\$ 14,384,484</u>
Reconciliation of Operating Loss to Net Cash Used In Operating Activities:	
Operating loss	\$ (17,079,670)
Adjustments to reconcile operating loss to net cash used in operating activities:	
Depreciation and amortization	6,686,565
Loss on disposal of assets	65,101
(Increase) decrease in:	
Accounts receivable	904,391
Other receivables	(1,197)
Inventory	129,851
Prepaid expenses and other	(7,382)
Increase (decrease) in:	
Accounts payable and accrued expenses	(132,582)
Unearned revenue	31,513
Net cash used in operating activities	<u>\$ (9,403,410)</u>
Schedule of Noncash Capital Activities	
Capital assets acquired through accounts payable	\$ 587,305
Capital assets acquired through notes payable	1,814,639
Capital assets acquired through accrued liabilities	275,730
Capital assets acquired through in-kind contributions	6,589
	<u>\$ 2,684,263</u>

The accompanying notes are an integral part of the financial statements.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
STATEMENT OF FIDUCIARY NET ASSETS
FIDUCIARY FUND
June 30, 2012

	<u>Jurisdiction Trust Fund</u>
ASSETS	
Cash and cash equivalents	\$ 115,155,441
Due from special revenue fund - Commonwealth of Virginia grants	7,920,010
Due from special revenue fund - Motor vehicle fuel sales tax	<u>7,835,859</u>
Total assets	<u>130,911,310</u>
NET ASSETS	
Net assets held in trust for member jurisdictions	<u><u>\$ 130,911,310</u></u>

The accompanying notes are an integral part of the financial statements.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
STATEMENT OF CHANGES IN FIDUCIARY NET ASSETS
FIDUCIARY FUND
Year Ended June 30, 2012

	<u>Jurisdiction Trust Fund</u>
Additions:	
Contributions from government	\$ 180,911,298
Investment income	178,152
Total additions	<u>181,089,450</u>
Deductions:	
Funds disbursed to WMATA:	
Capital improvement program	6,526,040
Project development	619,000
Metrorail operating	34,504,714
Metrobus operating	57,782,816
MetroAccess operating	13,784,239
Metro debt service	7,463,505
Other funds disbursed:	
Other capital disbursements	35,621,234
Other operating disbursements	27,836,406
Total deductions	<u>184,137,954</u>
Change in net assets	(3,048,504)
Net assets held in trust for member jurisdictions	
Beginning of year	133,959,814
End of year	<u><u>\$ 130,911,310</u></u>

The accompanying notes are an integral part of the financial statements.

NORTHERN VIRGINIA TRANSPORTATION COMMISSION

NOTES TO THE FINANCIAL STATEMENTS

Note 5. Joint Venture – Virginia Railway Express (Continued)

**VIRGINIA RAILWAY EXPRESS
STATEMENT OF REVENUES, EXPENSES AND
CHANGES IN NET ASSETS
Year Ended June 30, 2012**

Operating revenues	\$ 35,025,775
Operating expenses	61,626,644
Operating loss before depreciation and amortization	<u>(26,600,869)</u>
Depreciation and amortization	(13,373,129)
Operating loss	<u>(39,973,998)</u>
Nonoperating revenues (expenses):	
Subsidies:	
Commonwealth of Virginia grants	12,711,602
Federal grants – with PRTC as grantee	17,181,121
Jurisdictional contributions	15,943,917
Interest income:	
Operating funds	16,813
Other restricted funds	1,161
Loss on disposal of assets	(358,382)
Interest, amortization and other nonoperating expenses, net	(5,215,017)
Total nonoperating revenues, net	<u>40,281,215</u>
Capital grants and assistance:	
Commonwealth of Virginia grants	2,027,872
Federal grants – with PRTC as grantee	9,997,070
Other local contributions	46,924
Total capital grants and assistance	<u>12,071,866</u>
Change in net assets	12,379,083
Net assets, beginning	<u>254,899,711</u>
Net assets, ending	<u>\$ 267,278,794</u>

NORTHERN VIRGINIA TRANSPORTATION COMMISSION

NOTES TO THE FINANCIAL STATEMENTS

Note 5. Joint Venture – Virginia Railway Express (Continued)

Financial information from VRE's fiscal year 2012 audited financial statements is shown below.

VIRGINIA RAILWAY EXPRESS STATEMENT OF NET ASSETS June 30, 2012

ASSETS

Current Assets

Cash and cash equivalents	\$ 6,149,443
Accounts receivable:	
Due from PRTC – funded by FTA	20,453,692
Commonwealth of Virginia grants	3,631,920
Trade and other, net of allowance	1,473,492
Inventory	4,272,638
Prepaid expenses and other	484,544
Restricted cash, cash equivalent, and investments	17,555,259
Total current assets	54,020,988

Noncurrent Assets

Deferred bond and lease costs, net	1,331,037
Capital assets (net of \$91,253,950 accumulated depreciation and amortization)	321,380,255
Total noncurrent assets	322,711,292

Total assets

\$ 376,732,280

LIABILITIES AND NET ASSETS

Current Liabilities

Accounts payable and accrued liabilities	\$ 6,665,478
Unearned revenue	1,389,077
Contract retainage	164,813
Current portion of:	
Capital lease obligations	1,082,937
Long-term debt	5,910,000
Notes payable	1,873,893
Total current liabilities	17,086,198

Noncurrent Liabilities

Capital lease obligations	17,668,825
Notes payable	61,855,766
Bonds payable, net	12,592,444
Compensated absences	250,253
Total noncurrent liabilities	92,367,288

Total liabilities

109,453,486

Net Assets

Invested in capital assets, net of related debt	220,396,390
Restricted for liability insurance plan	10,156,492
Restricted for debt service and capital lease	6,408,466
Restricted grants or contributions	951,342
Unrestricted assets	29,366,104
Total net assets	267,278,794

Total liabilities and net assets

\$ 376,732,280

APPENDIX G

THINKING OUTSIDE THE CAR: THE ROLE OF NVTC IN ACHIEVING ENHANCED MOBILITY FOR THE REGION'S CITIZENS

-- November, 2002 --

The Northern Virginia Transportation Commission (NVTC) includes six jurisdictions (Arlington, Fairfax and Loudoun counties and the cities of Alexandria, Fairfax and Falls Church) with a population of over 1.5 million covering 1,000 square miles. Its 19 board members include local and state elected officials and a senior representative of the Commonwealth's Secretary of Transportation.

While the commission is not widely known to the general public, it works very effectively behind the scenes to plan, fund and coordinate vital components of the region's public transit network. In many respects, it serves as the glue holding together the diverse governments that are struggling to resolve the current traffic congestion crisis through strategic investments in public transportation. NVTC shines a spotlight on the contributions of public transit to a balanced transportation system.

- In 1964 the Virginia General Assembly, through the Transportation District Act, created a unique role for NVTC unlike the other districts in the Commonwealth. NVTC would assist in the creation of the Washington Metropolitan Area Transit Authority (WMATA), utilizing the commission's powers to issue bonds, condemn land and receive grants to help the metropolitan region organize its public transportation system.
- The WMATA Compact, approved by legislative bodies in Maryland, the District of Columbia and Virginia, as well as the Congress of the United States in 1966, specifies that Virginia's members of the WMATA Board must come from NVTC's board and that WMATA service in Virginia can only be provided to jurisdictions that are members of NVTC.
- Effective in FY 1981, the Virginia General Assembly provided NVTC with a source of funding for WMATA, which is not available to any other transportation district (unless that other district is contiguous to NVTC). The funding source is a two percent motor fuels tax currently yielding about \$20 million annually (and now also available to Loudoun County for any transportation purpose).
- For FY 2003, NVTC will receive about \$100 million in state assistance, bond proceeds and regional gas tax revenues to be held in trust and invested. NVTC's members who receive WMATA service share these funds according to a carefully negotiated formula that is designed to balance the interests of NVTC's large and small jurisdictions. NVTC's staff manages these funds (and performs its other important workprogram tasks) at an administrative cost of \$1 million (about one percent of annual grant funds managed). As a percent of annual local contributions to NVTC serves the region at a cost of about 21-cents per capita annually, which compares very favorably to the best performance achieved in the public and private sectors.
- NVTC's mission and workprogram have evolved over the decades to provide strong leadership that is responsive to the changing needs of this rapidly growing region. One role that has not changed is that of a policy forum in which local and state elected officials identify and resolve key policy issues affecting public transit and ridesharing. For example, the commission has adopted policies for preserving rights-of-way for future transit and ridesharing investments and for crafting effective congestion management plans. **The opportunity for elected officials to come together at NVTC to focus on public transit has led to a balanced approach** in this region with current and planned investments almost evenly split between highways and transit.

- Another unique role for NVTC has been to coordinate transit services between jurisdictions, by assembling performance data to facilitate efficient management, by identifying innovative funding sources and by initiating demonstration projects. Currently, the commission is managing projects involving cutting edge technology (new bus service in Falls Church and SmarTrip fareboxes regionwide), corridor development (U.S.1), free bus fares on Code Red air pollution days, and regional bus performance data collection. The commission also provided coordination for the Pentagon Metro Entrance Facility restoration, Springfield Interchange congestion mitigation plan, Dulles Corridor Bus Rapid Transit/ Metrorail extension, and regional bus fare buydown program. **No other Virginia agency is charged with helping local governments focus on connecting several public transit services to serve better those citizens who use transit by choice or necessity.** A measure of success is the 276,000 average weekday trips being provided by 11 different transit systems in Northern Virginia, each serving distinct but interconnected markets. Transit now enjoys a 35 percent share of peak period commuting trips to the core of the Washington Metropolitan Region.
- Since its first meeting in 1964, NVTC has worked to establish commuter rail service to supplement Metrorail, Metrobus and local bus systems. By 1992, this effort succeeded and the Virginia Railway Express was born. VRE, which is already the 12th largest system in the U.S., has reached as high as 14,000 daily riders (with a current daily average of over 13,500), carrying the equivalent ridership of at least two rush hour freeway lanes in the heavily congested I-66 and I-95/395 corridors. NVTC has issued and refinanced about \$170 million in bonds for this project, which it co-owns with the Potomac & Rappahannock Transportation Commission (PRTC). Without NVTC to advocate tirelessly for this project and to engage in the creative institutional architecture necessary to form PRTC and VRE, contract with several freight railroads and secure local, state and federal funding, this congestion-relieving rail service would be very unlikely to exist. Without VRE, its enthusiastic customers and even those who prefer to drive would be considerably worse off.
- NVTC has taken on vital new challenges, including an expanded role as legislative, financial and public advocate for effective public transit solutions. In this expanded capacity, NVTC will publicize the excellent performance of the region's public transit systems, such as the surprising fact contained in an NVTC report that single occupant vehicles carry a minority of persons traveling during peak periods in Northern Virginia's major commuting corridors (I-66, VA 267, I-95/ 395, US 1), as a result of public investments in frequent, reliable and affordable transit service and ridesharing. NVTC will continue to provide its publications (e.g. annual compendium of public transit performance data) and expand its web-site (which is linked to over 50 relevant transportation sites). Finally, NVTC has taken the lead in developing an integrated transit response to emergencies and security needs.

In summary, **NVTC is an action agency with a well-defined mission, a detailed workprogram that evolves to anticipate and address vital transportation issues, and an energetic and committed board of local and state elected officials who are dedicated to forging regional consensus and providing effective leadership by focusing on strategic investments in public transit.**

APPENDIX H

STATE AND REGIONAL AGENCIES ENGAGED IN PLANNING AND FUNDING TRANSPORTATION PROJECTS IN NORTHERN VIRGINIA

AGENCY	FUNCTION	INTERACTIONS
<p>STATE:</p> <p>Commonwealth Transportation Board (CTB)</p>	<p>Policy-making board governing VDOT and VDRPT. Chaired by the Secretary of Transportation.</p>	<p>Apportions state and federal funds using state formulas and, in the cast of same state and federal programs, uses discretionary allocations. Approves six-year plan with specific projects and funding sources each year. Recommends to Governor approval of state Transportation Improvement Program (TIP's) and regional TIP's. Northern Virginia's CTB member chairs TCC.</p>
<p>Virginia Department of Transportation (VDOT)</p>	<p>Directed by commissioner (who sits on CTB). Statewide transportation planning is performed by VDOT. The Northern Virginia District Office performs planning and administrative functions and directs construction and maintenance.</p>	<p>VDOT serves as staff to CTB. VDOT is a voting member of TPB. The Northern Virginia District serves as staff to TCC. The Northern Virginia District Administrator chairs TCC's Technical Committee.</p>
<p>Virginia Department of Rail and Public Transportation (VDRPT)</p>	<p>Formerly a division of VDOT. Came into existence on July 1, 1992. Administered by a director. Administers statewide transit assistance programs.</p>	<p>Director is a member of NVTC, PRTC and TCC. Cooperates with VDOT on TPB. Provides grants to PRTC and NVTC. Administrative funds come from VDOT.</p>
<p>REGIONAL:</p> <p>Northern Virginia Transportation Authority (NVTA)</p>	<p>Created by the Virginia General Assembly. Consists of 16 members, including nine local government officials. Sets priorities for regional transportation projects. Has a technical committee of local transportation staff.</p>	<p>Forwards priorities for federal and state funding to TPB.</p>
<p>Northern Virginia Transportation Commission (NVTC)</p>	<p>Created in 1964 by General Assembly. Allocates over \$100 million of regional, state and federal assistance to six member jurisdictions and serves as a forum for regional transit and ridesharing policymaking. Financial resources including state and commission transit bonds and a two percent regional motor fuels tax.</p>	<p>Appoints WMATA Board members from Northern Virginia. All members serve on TCC. Staff serves on TCC and TPB Technical Committees. Co-manages the Virginia Railway Express with PRTC.</p>
<p>Potomac and Rappahannock Transportation Commission (PRTC)</p>	<p>Created in 1986. Operates commuter bus system known as CommuteRide and a successful ridesharing program. Serves five jurisdictions. Also receives a two percent regional motor fuels tax.</p>	<p>Many members serve on TCC. Staff serves on TCC and TPB Technical Committees. Co-manages VRE with NVTC.</p>

* For a more detailed listing of agencies, names, addresses and telephone numbers, refer to Appendix A of NVTC's Annual Transportation Update.

AGENCY	FUNCTION	INTERACTIONS
REGIONAL cont'd: Virginia Railway Express Operations Board (VRE)	Created in 1988 by NVTC and PRTC to direct day-to-day activities of commuter rail project. The commissions employ a staff Chief Operating Officer who reports to the VRE Board.	Major policy decisions continue to be made by NVTC and PRTC.
Washington Metropolitan Area Transit Authority (WMATA or Metro)	Operates regional bus and subway systems.	NVTC appoints Northern Virginia WMATA Board members. WMATA applies for federal Section 9 grant each year on behalf of NVTC. NVTC co-sponsors WMATA public hearings on fares and service changes. WMATA's six-year Capital Improvement Program is included as part of TPB's TIP. WMATA has a board member on TPB.
Metropolitan Washington Council of Governments (MWCOG)	Serves as policy forum for suburban Maryland, Virginia and District of Columbia on issues such as transportation and air quality, among others. Provides extensive databases and modes for population, employment, and transportation forecasts. Operates Ridefinders network, a regional ridematching program providing a centralized database and coordinated marketing.	In 1966, recognized by federal government as agency responsible for comprehensive regional planning and agreed with TPB to use that agency as its Transportation Policy Committee.
National Capital Region Transportation Planning Board (TPB)	Serves as Metropolitan Planning Organization (MPO) for region. Now includes representatives of 17 cities and counties, plus several states and regional transportation agencies.	MWCOG's Director of Transportation is lead staff for TPB. Produces Long Range Transportation Plan. Produces annual updates of six-year Transportation Improvement Program, for which air quality conformity analysis is now required. Has a technical and several other committees on which local and regional staff actively participate. Provides transportation input to the Metropolitan Washington Air Quality Committee which produces the region's clean air plans and conformance strategies.
Northern Virginia Regional Commission (NVRC)	Formerly named Northern Virginia Planning District Commission (NVPDC). State planning review (A-95) agency (coordinating comments on federally funded projects). Forum for resolution of land use and environmental issues.	Conducting land use study of VRE. Staffs TCC's Citizens Advisory Committee. Conducts annual land use/transportation conference. A 1971 contract with MWCOG recognizes TPB's official transportation responsibilities and avoids duplication with TPB and NVTC.
Metropolitan Washington Airports Authority (MWAA)	Board oversees National and Dulles Airports under a long-term lease from Congress, with congressional review.	Controls access to Dulles Corridor and participates actively on regional study groups involved in Dulles Corridor Planning. Has refused to allow carpools to use the Dulles Access Road in lieu of the Dulles Toll Road, although transit buses are permitted on the Access Road.

APPENDIX I

CHRONOLOGY OF NVTC ACTIONS (1964 - 2013)

- Transportation District Act of 1964 defines powers of the commission and Chapter 630 of the 1964 Acts of Assembly defines the membership of NVTC by jurisdiction.
- First commission meeting held on September 1, 1964. Frederick A. Babson elected chairman, Lee Rhoads, vice-chairman, and Roye Lowry, secretary-treasurer.
- Appoint committee to prepare budget, review bonding procedures, and recommend By-Laws.
- Review authorizing legislation, enabling commission to dovetail with the Interstate Compact and give voice to governing bodies of Northern Virginia.
- Consider Washington Metropolitan Area Transit Commission proposals to improve bus service in the metropolitan area, including deluxe express bus service from Maryland through the District to Northern Virginia, and provide bus service from Seminary Road, Duke Street, and Shirlington on the express lanes of Shirley Highway.
- Gordon Thompson hired as commission's first executive secretary.

- NVTC accepts the offer of Arlington County manager to temporarily set aside space for the commission staff in a county-owned building.
- Examine and approve the mock-up of the first issue of NVTC newsletter and format for letterhead.
- Commission names first representatives to the Transportation Planning Board.
- Authorize the executive secretary to conduct RF&P commuter train service study.
- Approve resolution endorsing the features of the proposed rail rapid transit lines.
- NVTC representatives report on the activities of the Outer Beltway Location Committee.
- Commission resolves to oppose efforts to abandon the Washington and Old Dominion Railway (W&OD), citing its potential for regional transportation purposes.

1966 Chairman: Lee Rhoads

FY 1967 Local Contributions: \$80,000

- Adopt By-Laws.
- Elect WMATA Board members.
- FAA staff present plans for expanded improvements at National Airport.
- Advertise and conduct three public hearings to gain public views on potential rail transit corridors in Northern Virginia.
- Adopt resolution endorsing Senate and House bills funding comprehensive study of high-speed ground transportation to Friendship, Dulles and National Airports.

1967 Chairman: Lee Rhoads

FY 1968 Local Contributions: \$73,600

- Endorse National Capital Transportation Agency modifications to rapid transit system and prepare recommendations for the Virginia Governor and U.S. Congress.
- Instruct NVTC's WMATA Board members to advocate use of entire W&OD rail corridor as far as Loudoun County for future rapid transit use.
- Jackson Graham, WMATA general manager, acknowledges Virginia's support and efforts to bring rapid transit to the region.

1968 Chairman: Lee Rhoads

FY 1969 Local Contributions: \$95,000

- Request General Assembly to expand the authority of NVTC to issue bonds for the rapid transit system (subject to approval of local referendum).
- Move to continue court intervention preventing abandonment of W&OD rail service.
- Approve routes for proposed rapid transit system.
- NVTC's WMATA Board members report regional rail system adopted March 1, 1968.
- Determine prorating of Virginia share of local governments' contributions to rapid rail system.
- Announce Judson E. Edwards as newly appointed Executive Secretary.
- Commissioners consider proposed interim RF&P Railroad Commuter Demonstration Project.

- NVTC and WMATA staffs work together to preserve needed rights-of-way for rapid transit.
- 1969** Chairman: Lee Rhoads FY 1970 Local Contributions: \$97,000
-

- Conduct workshops to review the construction schedule for the adopted regional system and review Interstate Compact amendments.
- Adopt resolution requesting immediate action to begin building the regional Metro system.
- Develop consensus on state constitutional revisions regarding local debt limitations and consider a resolution proposing amendments to Article X, Section 10, clarifying the ability of the Commonwealth to assist in planning, providing, and financing publicly owned transit projects.
- Review WMATA Net Income Analysis and Real Estate Program.
- Sponsor special meeting to inform legislators about matters pertaining to financial assistance needed from the General Assembly.

1970 Chairman: Joseph Alexander FY 1971 Local Contributions: \$142,500

- Joint meeting of all jurisdictional bodies of WMATA including NVTC, WSTC, and D.C. called at Airlie to hear a report on the status of the regional system and hear statements on the functions and activities of the signatory jurisdictions.
- Approve staff report recommending implementation of the Shirley Highway Express Bus Service, including proposals to execute service contract with AB&W and the purchase of 30 new buses.
- The Urban Mass Transportation Administration awards NVTC a grant for the demonstration of exclusive use of bus lanes on I-95, Shirley Highway.
- Award contract to the Truck and Coach Division, GM Corporation, for the purchase of 30 transit type buses.
- First meeting convened by NVTC to determine procedures for facilitating local input for Metro station site location and architectural design.
- Sponsor Forecast '70 - Focus on Northern Virginia, a legislative public relations project bringing state delegates from the Virginia General Assembly to Northern Virginia for an aerial look at urban sprawl and traffic congestion.

- Submit legislative program for transit in Northern Virginia and throughout Commonwealth to Virginia General Assembly.
- Set opening of the I-95 Project Busway for April 5th, with the first increment of buses put into operation on June 14th.
- Celebrate Metro groundbreaking, Shirley Expressway operation and Rosslyn pedestrian bridge opening on Transportation Day, June 17th.
- WMATA advances acquisition of property for a Backlick Metro station. NVTC leases sites for fringe parking for expanded I-95 busway service.
- Award design contract for bus maintenance facility.
- Express appreciation to the President for his influence in resolving impasse over release of the District of Columbia's share of Metrorail construction funds.

- Inaugurate service on February 14 of three new bus routes and celebrate arrival of 20 additional buses for the Shirley Highway Demonstration Project.
- Travel to Philadelphia to inspect Lindenwald Line to observe a rapid transit system in operation and to study the system's safety features.
- Initiate other activities for the Shirley Highway Demonstration Project, including obtaining state funding for maintenance facilities and bus shelters; purchasing the final 30 buses; launching mid-day service; and introducing new bus routes to serve the West Kings Park area and the Skyline Center at Baileys Crossroads.
- Establish an automated records system to implement new NVTC programs.
- Execute lease with WMATA for a 400-space fringe parking lot at Springfield Metrorail station site and a 150-space fringe parking lot at the Huntington Metrorail station site for the Shirley Highway Project. Establish a parking charge of 25-cents per car to meet UMTA grant requirements.
- NVTC becomes a member of the Institute for Rapid Transit.
- NVTC is designated to receive \$35 million in state highway funds over the next ten years specifically for Metrorail construction and transit related projects.
- Adopt 5-year financial plan for bus operations.

- Initiate acquisition of Washington, Virginia and Maryland Coach Company (WV&M).
- Conduct study of computerized signalization system.
- Conduct joint public hearings regarding WMATA bus acquisition. Because of new federal bus acquisition legislation, NVTC ceases its takeover of WV&M so that WMATA can acquire the four area bus companies to incorporate into a single regional bus system, without disruption of service.

1973 Chairman: Rufus Phillips

FY 1974 Local Contributions: \$300,677

- NVTC reaches agreement with WMATA regarding Metrobus service that guarantees NVTC's participation in determining fares, routes and, as equipment permits, service levels in Northern Virginia.
- Decide to annually rotate NVTC chairman and vice chairman offices among the jurisdictions.
- Undertake Transit Technical Study to improve two heavily congested corridors: southeast corridor (U.S. Route 1) and northwest corridor (Leesburg Pike/Lee Highway/Route 123). Study includes preferential treatment for buses, fringe parking, collection-distribution services, and dial-a-ride transit services.
- Distribute senior citizens Metro passes throughout Northern Virginia, using courthouses as sub-distribution points in each jurisdiction.
- Discuss \$1.8 million appropriated by Maryland for state purchase of a commuter rail system. Request WMATA report back to NVTC by January, 1974 on the concept of including commuter rail service in its Mass Transit Plan, as was proposed in pending federal legislation.
- Initiate Computeride--a computerized carpool program.
- Seek funding for a fringe parking lot adjacent to bus access ramps on Dulles Access Road in Reston.
- Conduct market research study for Shirley Highway Project.
- Support retention of the bridge spanning I-495 and connecting the W&OD railroad right-of-way.
- Relocate office to 2009 North 14th Street, Arlington.
- Contract with WMATA for full-time services of WMATA Government Relations Officer to accomplish adoption of NVTC's programs for the 1970's and to obtain legislation for increased funding for NVTC required in NVTC's 10-year financial plan.

- Participate in the development of four preferential bus lanes in three major Northern Virginia commuting corridors.
- Conduct a Dial-A-Ride Study. City of Fairfax is selected for a small community-based system.
- NVTC's policy of "Citizens First in Transportation" results in a Regional Citizens Advisory Committee, consisting of four citizens each from VA, MD & DC.
- Adopt policy of two-thirds bus operating cost recovery from fare box revenues.
- Endorse three jurisdiction-based computers in Fairfax County, Arlington and Alexandria for coordinated traffic signalization.

1974 Chairman: Everard Munsey

FY 1975 Local Contributions: \$301,677

- Purchase three buses and communication equipment for Dial-A-Ride service in City of Fairfax.
- Adopt a revised 10-year NVTC financial plan, which calls for testing of the "fair share" allocation formula.
- Provide assistance to Herndon to improve bus service to that area.
- Name Henry S. Hulme, Jr., Acting Executive Director in February. Irving G. McNayr becomes Executive Director in July.
- Add five General Assembly members to the membership of NVTC, effective July 1.
- Adopt NVTC Administrative Regulations.
- Transfer NVTC's Computeride Program to the Council of Governments to merge with COG's carpool program.
- Serve as coordinating agency for Fairfax County's program that establishes a fund of approximately \$100,000 to grant to any legitimate agency that proposed to provide bus service within the county.
- Formalize NVTC's financial management staff committee and technical advisory committee.
- Support legislation for extension of a transit line in the median of the Dulles Airport Road to connect the airport with the Metro system.
- Recommend a more realistic fare policy. Adopt, in principle, the equitable deficit allocation formula.

- Establish appropriate rules and practices for NVTC as an institution.

1975 Chairman: Alan Magazine

FY 1976 Local Contributions: \$302,615

- Implement a new Metrobus fare structure that resulted in substantially higher revenues from rush hour service in Virginia, lowered off-peak fares and provided other incentives for increasing ridership in non-rush hour periods.
- Equip one of City of Fairfax's Dial-A-Ride buses with a handicapped lift.
- Approve new cost-revenue formula for allocating bus deficits for Northern Virginia.
- Develop a uniform set of bus route performance standards for Metro.
- NVTC is named as recipient for state funds. 1975 marks the first year of federal assistance to Northern Virginia for operating subsidies, which had previously been paid by local funds. NVTC receives \$4 million in Section 5 federal funds (\$1.5 million for FY 1975 and \$2.5 million for FY 1976).
- As the result of NVTC's efforts, a pedestrian signal is installed on Route 50 opposite the Woodlake Towers to enable pedestrians to cross Route 50 in safety after alighting from Metrobuses.
- Request WMATA to provide additional buses through the Reston Commuter Bus service, to extend service to Herndon.
- Transfer two of the non-lift Dial-A-Ride buses to the City of Alexandria and the lift-equipped bus to Arlington for use in its program for exceptional individuals.
- Support actions of the Northern Virginia Regional Park Authority to secure the Washington and Old Dominion (W&OD) right-of-way as a public linear park for hiking, biking, etc.
- Request that the \$150 million of federal funds no longer earmarked for construction of I-66 within the Beltway be reallocated for Metrorail construction.
- Endorse monthly Metrobus passes and investigate short-term passes (i.e. tourist passes).
- Conduct public hearings to delete the bus shelter program. In November, at its request Arlington County assumes NVTC's share of the bus shelter program and becomes responsible for the administration of the project.

- Celebrate the opening of the first 4.6 miles of the Metrorail system on March 27.
- Obtain federal funds to conduct a study of paratransit alternatives to off-peak bus service in the suburbs.
- Appoint a NVTC representative to Governor Godwin's State Council on Transportation, convened to advise the governor on statewide transportation needs.
- Work with WMATA to receive timely ridership data.
- WMATA initiates experimental Saturday Metrorail service using bicentennial program funds.
- State legislation sought for a four percent fuels sales tax with local jurisdictions to approve ordinances for implementation of the tax.
- Approve a \$255,000 loan to WMATA to help ease cash flow problems so that Metrorail construction can continue without delay.
- NVTC transfers all Shirley Highway Project assets to WMATA.

- Purchase two buses for a community bus service in Reston.
- Include Metrobus and Metrorail subsidies in NVTC's application for federal funds.
- Acquire state funding for the City of Fairfax for 15 bus shelters and a parking lot.
- NVTC takes the lead in recognizing bike trails as a transportation mode and looking for ways to coordinate bike trails with the Metro system.
- Host a two-day visit from the Joint Senate-House Committee on Northern Virginia Transportation Needs to see first hand the region's traffic problems.
- Study evolving commuter travel patterns since the opening of Phase II Metrorail service.
- Accept City of Fairfax's offer to satisfy deficits attributable to Metro providing bus service to the city on or before June 30, 1977.
- Sponsor the federally funded Dulles Airport Access Demonstration Project to improve existing ground transportation service and interfacing with Metrorail.

- Install bike lockers at Metrorail stations in Virginia.
- Conclude the Paratransit Study that developed information and background material to help jurisdictions implement a paratransit system. The Paratransit Action Plan recommended a Vienna/Tysons Corridor Jitney Loop, Tysons Corner Complex Lunch Time Shuttle, and a NVTC Transportation Brokerage System.
- Enhance existing parking beyond Huntington and Ballston. Work with WMATA, jurisdictions, and VDH&T to initiate parking management strategies.
- Review status of commuter rail proposals. The RF&P is reported to be "totally disinterested" in any commuter rail service. Difficulties in financing the Maryland system are cited as grounds not to proceed with further in-depth studies on this line. NVTC contacts Southern Railway regarding possible service from Culpeper, Manassas and Burke Centre to King Street Metrorail in Alexandria.
- Endorse temporary HOV-4 use on the Dulles Access Road until the parallel road is built or traffic impedes airport access.
- Request Federal Aviation Administration to build a pedestrian access ramp from National Airport to the Metrorail station.
- Undertake vanpool study.
- Receive bus capital grant (\$1 million) for Virginia's share of WMATA's purchase of advanced design buses, new wheelchair lifts, garage, shop and office equipment, and project management.
- Seek state approval to transfer withdrawn I-266 funds (\$45 million) to the completion of the 60 miles of Metrorail and for additional vehicles to operate the extended service.
- Appoint a NVTC subcommittee to consider Metro budget items, including fare structure, COLA's, CPI in relation to long-range financial plan, and other sources of funding.
- NVTC joins the Virginia Association of Public Transit Officials.

- Assist in finding a new location for a Metrobus garage outside of Arlington County.
- Install schedule information cases at Seven Corners, Springfield Mall and Fairfax Hospital.

- Hire two consultants to provide marketing services and data collection for the Dulles Access Demonstration Project.
- Forward recommendation to WMATA for improvements in signs at Northern Virginia Metrorail stations.
- Endorse ICCA-2 for 1979, 1980 and 1981.
- Propose to designate WMATA as sole recipient of Section 5 funds to accelerate the grant process at UMTA, but Maryland does not agree to do the same.
- Receive state funds for a vanpool program in Arlington County and a paratransit service for the Tysons Corner area in Fairfax County.

1980 Chairman: Robert Calhoun

FY 1981 Local Contributions: \$142,796

- On January 3, 1980, President Carter signs the Stark-Harris Bill. NVTC seeks to create a financial plan to meet the legislative requirements for a stable and reliable source of funding for the prompt completion of the 101-mile Metrorail system. Work also with the jurisdictions on an allocation formula.
- Endorse a VDH&T proposal that would have the state assume 95% of the local capital costs and 50% of local administrative costs.
- The Ancillary Bond Repayment Participation Agreement between U.S. Secretary of Transportation, WMATA, DC, NVTC and WSTC, is approved by the commission with the understanding that NVTC would remain the recipient of Section 5 funds.
- Recommend ways WMATA can reduce its operating budget and implement future cost controls.
- Appoint David F. Erion Executive Director in July.
- Obtain two percent fuels tax legislation as a new source of revenue to support Metro service. Allocation formula implemented in October. The first month's tax receipts for July, 1980 (\$629,656) forwarded to WMATA on October 1.
- NVTC staff member appointed to the Fairfax County Citizens Advisory Committee on Energy, to contribute expertise regarding energy costs of transportation.

- Acquire state funds for City of Fairfax to purchase three buses for the CUE Bus system.
- Initiate a Ridesharing Demonstration Project, including \$65,000 in federal funds to promote ridesharing in the I-66 corridor and \$70,500 of state funds for an employer-based ridesharing program.
- NVTC jurisdictions approve ICCA-3 for 1982, 1983, 1984 and 1985.
- Request Maryland and the District of Columbia legislative bodies and Congress to pass legislation to remove the binding arbitration provision from the WMATA Compact as a cost containment measure.
- Call for WMATA to reexamine the Metrorail subsidy allocation formula.
- Seek state assistance in developing a plan for a new regional source of revenue for funding transit operating costs throughout the Commonwealth, in the light of the phasing out of Section 5 funds.
- Adopt resolution seeking repeal of federal Davis-Bacon Act, requiring Metro projects and services to be paid for with prevailing union wage scales if federal money is used.

- Suggest a two-garage system for Metrobus operations in Northern Virginia, consisting of the Four Mile Run garage and a new facility in Fairfax County (later to be chosen in Springfield).
- At NVTC's request, improvements are made by WMATA in the operations at the Ballston Metrorail station.
- Work with local jurisdictions to approve ordinances to satisfy stable and reliable funding requirements.
- Continue ridesharing activities, including promotional mailings for I-66 opening (Dec. 22), compiling a Commuter Directory, encouraging vanpool opportunities (providing no interest loans of \$750 with a one-year repayment schedule), and exploring parking for carpool and vanpool staging and storage.
- Convene a two-day conference on October 1 and 2 to discuss the future role of NVTC.

- Appoint Steve Roberts Acting Executive Director in June, 1983.
- Formulate a workplan with goals and objectives and approve a three-year planning agenda.
- Adopt a Cost Recovery Policy for Transit reiterating the goal of a two-thirds farebox recovery. Short-term strategies are also recommended.
- Testify at hearing on I-66 carpool restrictions to support the continuation of HOV-4 until the Dulles Toll Road is opened.
- Approve NVTC Mission and Role Statement.
- Request experimental grant funds for an I-66 Park and Ride Project.
- Recommend strategies to increase Metro ridership in Northern Virginia by initiating a bus stop information program, weekend flash pass, and monitoring bus ridership in Northern Virginia.
- Conduct survey of Dulles Airport users to gain information on the behavior and attitudes regarding ground transportation, as part of the Dulles Airport Access Demonstration Project.
- Approve a contract including the City of Fairfax's proposal to WMATA to continue participating in payments toward the Metrobus subsidy. Establish an \$89,000 reserve to act as guarantor.
- Receive state funds (\$140,790) to provide experimental bus service from West Falls Church Metrorail station to Rosslyn, to begin early in 1984.
- Increase van loan revolving fund by \$3,000 to \$10,500.

- Richard K. Taube begins his new duties as Executive Director in January.
- Automate office procedures by replacing electric typewriters with personal computers.
- Adopt reformulated investment policy increasing rates of return with appropriate concern for risk.

- Initiate Bus Service Coordination Plan to improve transit information sharing, coordinate transit planning and services, and provide transit services more efficiently. Support mutual acceptance of passes between Metrobus and Alexandria's new DASH local bus system. Work with Metro Board for reduced-fare weekend Metrorail pass.
- Provide analysis of Census and transit demand data funded with a federal grant. Use to recommend better transit routes.
- Develop marketing plan for Dulles Flyer airport ground transportation system with federal grant.
- Chair the staff task force for the first Chief Administrative Officers' Metro Budget review.
- Agree on three-year NVTC allocation formula. Fairfax County lawsuit against Falls Church dropped as part of the agreement.
- Adopt 10-point fare policy.
- Initiate state-funded demonstration of express bus service from the West Falls Church Metrorail Station to Rosslyn, prior to Metrorail's opening.
- Initiate W-3 Metrobus route to Bolling Field in the District of Columbia to serve Virginia residents. Costs are shared with D.C.
- Produce annual NVTC Handbook for the first time. Contains detailed financial data and descriptions of NVTC's policies, procedures and projects.
- Adopt policy urging no tolls for Metro buses on future Dulles Toll Road.
- Introduce concept of commuter rail project along two lines (Manassas and Fredericksburg). Staff is directed to contact private railroads to encourage cooperation.

1985 Chairman: Tom Davis III

FY 1986 Local Contributions: \$240,000

- Help to obtain cost-sharing agreement to build needed bus access ramps at West Falls Church Metrorail.
- Conduct public hearings on Orange Line opening to Vienna in mid-1986.
- Compile detailed ridership and performance reports by route for all Metrobuses serving the Orange Line corridor. Use to help reconfigure bus routes.
- Initiate Alexandria demonstration of reduced-fare, late-night taxi service to Metrorail, using state grant funds.
- Initiate Arlington weekend and late-night, taxi shuttle to Ballston, also with state funds.

- Complete detailed study of commuter bus alternatives to proposed commuter rail project. Meet with private bus operators to review results.
- Produce first annual report on the Bus Service Coordination Plan, with an ambitious continuing workprogram and comprehensive data compilation.
- On behalf of the City of Fairfax, obtain through Metro Board access for CUE buses to Vienna Metrorail station.
- Develop computerized auto/transit cost comparison model to promote transit and ridesharing.
- Begin monthly NVTC commuter rail briefings. A two-year experimental budget is adopted for eight-train, peak-period service. Master Agreement negotiations begin.

1986 Chairman: John Milliken

FY 1987 Local Contributions: \$251,595

- Initiate market research study for new bus routes using innovative home interview technique. Funded by state grant. Results in new Metrobus route to Centreville with additional data for Falls Church and Prince William County.
- NVTC's cooperative inaugural planning and reconfigured bus routes help a successful opening of Metrorail's Orange Line.
- Coordinate major consultant study of impact of state aid to Metrorail on the state economy. Funded by private sector. Concludes there is a 13 percent rate of return on state aid.
- Initiate shuttle service in Tysons Corner area connecting to the West Falls Church Metrorail station. Funded by state grant.
- File state and federal commuter rail grant applications. Work begins on establishing a self-insurance trust with a \$5 million contingent state loan. PRTC is created with a two-percent tax to help finance the project.
- Provide transit financial information for Special Session of General Assembly that doubles NVTC's state aid.
- NVTC Chairman proposes a new Northern Virginia mechanism to set priorities, with NVTC/PRTC as its nucleus. This becomes the Transportation Coordinating Council in 1991.

- Direct consultant study of an integrated telephone information system for WMATA and local bus systems. State grant funds are used. Leads to incorporating local transit fare, schedule and route information into WMATA's "ARTS" database.
- Complete a cooperative financing plan for the Franconia/Springfield Metrorail segment. NVTC's jurisdictions provide advance funding for environmental analysis and engineering.
- Obtain \$100,000 federal grant to improve transit "connections" in Northern Virginia. Results in integrated transit maps and brochures for region and local areas, and helps fund new "transit stores."
- Begin consultant study of commuter bus opportunities. Use federal funds. Findings show unmet demands for service, especially in the Dulles/Route 7 corridor. Provide results to local governments and private operators.
- Governor initiates ambitious regional transportation planning effort. NVTC takes lead in technical analysis of transit and chairs Transit Subcommittee.
- Chase, Maryland Amtrak/Conrail accident causes Conrail to withdraw support for commuter rail project. Extensive negotiations begin with Conrail regarding indemnification. Manage sophisticated commuter rail patronage study by NVTC consultant.
- Sponsor public forum on "What's New in Transit and Ridesharing in Northern Virginia?"

- Sponsor conference in Crystal City and first annual Commuter Rail Conference of the American Public Transit Association in Rosslyn.
- Encourage Loudoun County to join the Commission, at the same time PRTC is actively seeking the County's membership. The Commission proposes legislation and begins work with the WMATA Board to admit Loudoun County as a member of NVTC and as part of the WMATA Transit Zone.
- Advise the Dulles Area Transportation Association (DATA), a new Transportation Management Association.
- Hold two joint meetings with PRTC to agree on commuter rail strategies.
- Continue intense work on the Northern Virginia Transportation Plan all year.

- Begin railcar and locomotive procurement. New Virginia legislation allows NVTC to purchase insurance from offshore "captive" insurance companies. Financial advisors, bond counsel and bond underwriters are chosen for a \$79 million debt issue for 38 railcars, 10 locomotives, and \$200 million insurance program. VRE Operations Board begins to meet monthly, staffed by NVTC. Federal grant of \$750,000 is obtained.

1989 Chairman: Lilla Richards

FY 1990 Local Contributions: \$249,302

- NVTC helps complete Northern Virginia Transportation Plan. Plan calls for doubling VRE frequencies by 2010. A \$7 billion funding gap exists for entire plan.
- Begin Transit Store at Ballston with the Ballston Partnership, using federal and state grant funds.
- Seek state funding for a City of Fairfax/George Mason University trolley bus replica shuttle service (which ultimately begins operation in 1992).
- Obtain state legislation solidifying the trustee relationship of NVTC for the funds of its jurisdictions.
- NVTC jurisdictions advance funds to WMATA to facilitate land acquisition for Four-Mile Run Metrobus Garage. This also helps to retain all allocated state aid.
- Direct study of financial resources for transportation in Northern Virginia at the request of Virginia Secretary of Transportation. Local and state contributions fund the study. Report shows Northern Virginia received relatively low returns on state and federal transportation payments.
- NVTC agrees in concept to Fairfax County's request to issue up to \$400 million in "contract revenue bonds" to help finance the Fairfax County Parkway. The matter eventually reaches the Virginia Supreme Court (twice) in confirming the plan, but the bonds are not issued.
- Obtain VDOT funds for new transit signs.
- Conduct a 25th Anniversary Symposium exploring Intelligent Vehicle Highway Systems and new toll collecting technologies.
- In a special ceremony and train ride, execute the VRE Master Agreement, Liability Insurance Management Agreement with the Division of Risk Management, and operating agreements with Amtrak, Southern Railway, RF&P, and Conrail (contingent on federal legislation providing indemnification). These agreements follow multi-year negotiations and contain such railroad/union concessions as reduced crew sizes.

- Loudoun County joins NVTC.
- Commission sends delegation to Brazil to investigate railcar bid of Mitsui/Mafersa. Excellent cars eventually are received at 75 percent of current market price, although delayed by several months. An architect/engineering firm is hired to design stations/yards. Locomotives are purchased from Morrison Knudsen, also at very favorable prices. The \$79 million bond issue closes on February 7, 1990 on favorable terms. Innovative fare collection equipment is obtained from Schlumberger. A new federal bill is passed (after an initial veto) to indemnify Conrail. Discussions begin with MBTA in Boston and with the Urban Mass Transportation Administration to acquire used railcars. A rail manager joins the project.
- Conduct first annual Transportation Appreciation Day awards breakfast to honor outstanding transit/ridesharing employees.
- Relocate offices to The Ellipse at Ballston to improve access and parking for visitors.
- Provide a transit access plan for the proposed Smithsonian Air and Space Museum Extension at Dulles, following an extensive multi-agency effort directed by NVTC.
- Obtain state grant to help local group seeking major federal funding for magnetic levitation research and implementation in the Washington D.C. - Richmond corridor.

- Implement Transportation Coordinating Council with its first meeting on July 24th.
- Comment about lack of transit and toll alternatives in the preliminary Environmental Impact Statement for Woodrow Wilson Bridge improvements.
- Engage in intense pre-start VRE activities. Lease rehabilitated locomotives to Amtrak and MARC to produce revenue. MBTA railcars (21) are purchased, to be rehabilitated by Morrison Knudsen. Schlumberger ticket vending machines are converted to capital lease to aid cash flow. Station construction contracts are rebid and awarded. A staffing plan is approved for VRE Operations Group with shared management responsibilities with the two Commissions. Help support the new Crystal City Commuter Services Center, to process VRE mail and telephone requests for tickets.

- Co-sponsor APTA's commuter rail conference and provide a test ride on VRE to Fredericksburg for delegates.
- Inaugurate VRE with ceremony on June 12, Manassas service on June 22, and Fredericksburg service on July 20. Initial ridership after about four months is about two-thirds of anticipated year-end ridership. Preliminary capital improvement program is prepared for discussion showing investments needed and potential funding sources to encourage increases of ridership. Crowding on some trains leads to discussions with railroads about expanded service.
- Promote greater understanding of the provisions of the Intermodal Surface Transportation Efficiency Act, including a public forum.
- Co-sponsor with NVPDC a transportation/land use conference that provides a recommended regional strategy.
- Help prepare detailed TCC workplan.
- Complete the most ambitious annual report to date on the Transportation Service Coordination Plan, including 27 policy recommendations to resolve issues of planning, finance, transit/ridesharing coordination, and congestion management.

- Undertake grant-funded study of integrating and privatizing interjurisdictional bus routes.
- Work with VAPTO to develop a consensus on statewide revenue increases to support transit as part of the SJR 240 process.
- Adopt public participation policy calling for annual public hearing on NVTC's workprogram.
- Receive and allocate \$45.6 million in state bonds backed by recordation fees to support capital costs of WMATA.
- Refinance almost \$50 million of NVTC's \$79 million bond issue for the VRE project to save almost \$1 million.
- Continue negotiations with CSXT seeking to operate additional VRE trains to relieve overcrowding.
- Approve the purchase of 10 additional VRE railcars.
- Closeout Mitsui/Mafersa railcar contract with two additional locomotives provided.

1994 Chairman: Patricia Ticer

FY 1995 Local Contributions: \$275,000

- Convene 30th Anniversary celebration.
- Initiate public hearing process for NVTC's annual workprogram.
- Authorize procurement of two federally funded locomotives for VRE.
- Complete interjurisdictional bus study and adopt bus service strategy in cooperation with WMATA's new strategic bus planning process.
- Obtain new source of annual federal funding for VRE capital from Section 9 formula program through agreement with WMATA, Maryland's MTA, and TPB. For FY 1995, \$5.1 million is provided.

1995 Chairman: Mary Margaret Whipple

FY96 Local Contributions: \$270,000

- Execute new VRE access agreement with CSXT through June 1999 permitting expanded service.
- Initiate enlargement of tunnel under U.S. Capitol permitting future operation of VRE bi-level railcars.
- Initiate analysis of VRE access alternatives in the Norfolk Southern's Manassas-Alexandria corridor.
- Complete access improvements to VRE stations to comply with the Americans with Disabilities Act.
- Intensively review NVTC's allocation formula to correct perceived problems, which results in the use of a \$1.8 million reserve fund to compensate jurisdiction harmed by neighboring jurisdictions' decisions to reduce Metrobus service.
- Open new VRE station at Lorton
- Complete VRE ridership forecasting model for use in annual budget and strategic planning processes.
- Serve as trustee for additional \$20 million of bonds issued by the Commonwealth to support WMATA capital projects.

- Selected by the 1100-member American Public Transit Association as the recipient of the 1996 Outstanding Government Agency award for the commission's work in coordinating public transportation fares and services.
- Obtained \$700,000 of new federal funding to initiate a regional smartcard-based fare integration project among VRE, WMATA and local bus systems.
- Completed a swap of bond funds among NVTC jurisdictions to allow \$65 million of Metro Capital Improvement Bonds to be spent within the required three-year period, and received an additional \$20 million of such bonds.
- Led the region in an analysis of VRE railcar requirements that culminated in a decision to purchase 13 bi-level railcars financed with a \$23 million NVTC tax-exempt bond issue.
- Negotiated a compromise in which NVTC would pay part of the Metrobus subsidy of Falls Church for two years while the region worked on a long-term solution to the city's concerns that it was compelled to pay for Metrobus service in excess of its own needs because several interjurisdictional routes passed through the city.

- Designed the scope of work and obtained \$1.5 million in funding from several sources for an electric bus project to connect the East and West Falls Church Metrorail stations with Falls Church neighborhoods using state-of-the-art battery powered 22-foot buses.
- Designed the scope of work and obtained \$100,000 in funding for on-board ridership and performance data collection for Northern Virginia's local bus systems. Survey design was completed and data collection has begun.
- Managed issuance of \$23 million of tax free bonds to finance the purchase of 13 bi-level railcars for VRE.
- Assisted Northern Virginia jurisdictions in completing the study of the Metro Mobility Panel, which may serve to stabilize Metrobus service and will result in a significant improvement in the equity of cost-sharing among D.C., Maryland and Virginia.

1998 Chairman: Albert C. Eisenberg

1999 Local Contributions: \$270,000

- Agreed unanimously to two NVTC allocation formula changes. The first provides a three-year phase-in to point of sale distribution of regional motor fuels taxes. The second uses relative WMATA and local subsidies to allocate state aid, with hold harmless protections for all jurisdictions. NVTC's formula is now based on sound policy principles (as determined by the WMATA Board) and is flexible. Falls Church and the city of Fairfax will begin to pay Metrobus subsidies from increased aid.
- Completed a \$32 million bond refinancing at a present value savings of \$1.5 million.
- Obtained sufficient funding to initiate the three-year hybrid-electric bus demonstration in Falls Church and began procurement of buses.
- Completed installation of \$1 million TRIP communications system for VRE.

1999 Chairman: Dana Kauffman

FY 2000 Local Contributions: \$270,000
(plus one-time capital contribution of \$27,000)

- March, 1999 NVTC Board retreat establishes revised mission statement and workprogram.
- Initiate management of regional Code Red Ozone Actions Days free bus fares for all bus systems serving Northern Virginia.
- Obtain General Assembly approval of revised NVTC subsidy allocation formula.
- Establish new web-site with links to 75 other transit-related sites.

2000 Chairman: David F. Snyder

FY 2001 Local Contributions: \$280,000

- Proceed with procurement for new bus service in Falls Church (known as ELECTREK) with four hybrid-electric buses with loop routes connecting the East and West Falls Church Metrorail stations.
- Complete on-board bus surveys on all of Northern Virginia's local bus systems establishing patterns of use within each jurisdiction.
- Initiate study of transit service and facilities in the Route 1 corridor.
- Revise workprogram to extend NVTC's responsibilities to include public outreach, legislative advocacy and grant funding support.
- Receive state grant to support expanded public outreach program.

2001 Chairman: Kerry J. Donley

FY 2002 Local Contributions: \$310,000

- Initiated a \$5 million contract for 350 fareboxes and associated garage revenue-collection systems to equip five local bus systems. This will allow WMATA's SmarTrip to serve as the uniform fare medium for the region.
- Expanded public outreach activities with improved web-site, state-funded media campaign to promote safety and several series of radio interviews and public service announcements.
- Commenced e-mail legislative alerts to help achieve the commission's legislative agenda.
- Devised a mid-course correction for the Falls Church bus project when the hybrid-electric vehicles could not pass WMATA's performance tests.
- VRE experienced an unprecedented surge of ridership requiring new initiatives to acquire rolling stock, expand parking and commence a strategic plan.
- Soon after the devastating events of September 11th, NVTC convened representatives of regional transit systems to develop improved procedures for emergency coordination and communication. NVTC is continuing its leadership role as the entire metropolitan area develops playbooks for responding to various emergency scenarios.

2002 Chairman: Christopher Zimmerman

FY 2003 Local Contributions: \$310,000

- Initiated a two-year demonstration of new bus service in Falls Church using diesel exhaust gas recirculation technology that will reduce some emissions by up to 90 percent compared to conventional diesel buses, and very critical NOx by 50 percent or more.
- Conducted a technology exposition with 14 high-tech exhibitors and over 200 attendees.
- Initiated a consulting study to document the performance of investments in new transit technologies to guide future investments and to establish NVTC as a regional repository of such information.
- Managed a regional program providing free bus fares on forecast Code Red Ozone Alert days. There were 12 such days in Summer, 2002 with average fare reimbursals for participating bus systems of \$64,000 per day. Ridership increased by up to 10 percent on free fare days.

2003 Chairman: Elaine McConnell

FY 2004 Local Contributions: \$310,000

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- With VTA, initiated Transit Education Day in Richmond.
 - Expanded downloadable transit schedules for cell phones, personal digital assistants and handheld computers to all Northern Virginia transit systems.
 - Completed transit technology evaluation report and initiated a web-based performance review demonstration.
 - Secured a grant for a point-of-sale SmarTrip network in Loudoun County.
 - Conducted workshops for planning coordinated emergency response at key transit stations.
 - Obtained funding for an ongoing program of assistance to transit systems to obtain performance measures and report them to the National Transit Database, generating \$4 million more in annual federal formula funding.

2004 Chairman: William D. Euille

FY 2005 Local Contributions: \$310,000

- Celebrated 40th anniversary of NVTC and sealed a time capsule to be opened in 2044.
- Obtained funding for a study of senior mobility, to include GIS analysis of demographics in order to develop recommendations for transit systems to better serve this market.
- On behalf of the Northern Virginia Transportation Authority, managed procurement of a consulting team for a \$1 million update to 2030 of Northern Virginia's 2020 transportation plan.
- Completed a detailed analysis of the results of the unsuccessful sales tax referendum of November, 2002, again using GIS analysis tools, and recommended a strategy to achieve success in any future referendums.

2005 Chairman: Paul Ferguson

FY 2006 Local Contributions: \$310,000

- Completed demonstration of fuel-efficient local bus service in Falls Church and turned over funding of the ongoing service to the city.
- Reported the results of a year-long study of senior mobility and obtained funding for a demonstration of the recommendations.
- Initiated performance budgeting for NVTC, beginning with its financial functions.

- Met in Richmond to urge the General Assembly to act on favorable transit legislation and achieved a significant increase in state funding (although primarily in one-time funds for FY 2006 only).
- Began a campaign to enact the recommendation of a Blue Ribbon Panel for dedicated Metro funding and developed a regional consensus to seek a quarter-cent sales tax increase in NVTC's five Metro jurisdictions.
- With VDOT and MWCOG initiated a screen-line traffic count in the I-66 corridor to demonstrate an effective method to determine transit mode shares in such major commuting corridors.

2006 Chairman: Gerald Connolly

FY 2007 Local Contributions: \$310,000

- Completed management of NVTA's 2030 \$1 million Regional Transportation Plan.
- Emphasized concerns of transit systems with I-95/395 HOT Lane proposal leading to formation of a Transit Advisory Committee and initiation of a transit service plan.
- Use of NVTC's regional electronic bus schedules for cell phones/hand-held computers rose 34 percent.
- Worked with VRE to revise subsidy policies and governance. The new approach, when adopted by the participating and contributing jurisdictions, will result in a close correspondence between ridership, subsidy and voting representation and will pave the way for new VRE members.
- Implemented performance budgeting for NVTC's financial functions for the FY 2007 budget.

2007 Chairman: David F. Snyder

FY 2008 Local Contributions: \$310,000

- HB 3202 increased state and regional funding substantially. NVTC's legislative district transit system maps, op. ed. pieces, news conferences, brochures and public rallies played an important role.
- Actively assisted NVTA (accounting, office lease and public information services) as it organized for its expanded role.
- Completed evaluation of Ride Free program (free bus rides on bad air days) and obtained consensus on continuing and improving the program using federal funding.
- Completed installation of SmarTrip fareboxes throughout Northern Virginia (a \$6 million procurement).

- Obtained federal grants for Alexandria, Arlington and Fairfax County for new transit initiatives.
- Helped achieve a new governance structure and subsidy allocation for VRE based on ridership.
- Completed a screenline study of mode shares on I-395 inside the Beltway with very favorable transit results.

2008 Chairman: William Euille

FY 2009 Local Contributions: \$310,000

- Assisted NVTA in collecting and (following an adverse Virginia Supreme Court ruling) refunding new regional transportation revenues.
- Two percent motor fuels tax revenues reach a record \$42.5 million in FY 2008.
- Close out \$6.1 million contract for 484 SmarTrip fareboxes.
- Close out \$200,000 contract for a real-time bus arrival system (known as MARTHA) as tested on Falls Church's GEORGE bus system.
- Completed screenline mode share study in I-95 corridor outside the Beltway with transit and ridesharing carrying almost half of peak period person trips.
- Significantly upgraded NVTC's website.
- Completed the final report on Life: Get on Board, NVTC's transit travel training project for seniors and received a VTA award.

2009 Chairman: Christopher Zimmerman

FY 2010 Local Contributions: \$310,000

- Coordinated planning for enhanced transit service for record crowds attending the Inauguration of President Obama.
- Congress finally appropriated \$150 million to match dedicated local funds for WMATA after a multi-year regional effort.
- Spotsylvania County agreed to join VRE as a participating member, also after many years of negotiations.
- Completed a screenline mode share study of the I-66 corridor outside the Beltway.
- Initiated a multi-regional effort to develop a Vanpool Incentive Program in order to expand vanpooling and enhance federal transit formula funding.

2010 Chairman: Catherine Hudgins

FY 2011 Local Contributions: \$310,000

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- Expanded NVTC's management of federal grants for jurisdictions by \$3.5 million.
 - Conducted an extensive transit tour for 18 General Assembly members and senior executive staff.
 - Conducted extensive discussions with representatives of the Commonwealth regarding state representation on the WMATA Board culminating in an offer by localities to support additional state membership, but not at the expense of local representation.
 - Completed screenline study of mode shares in the Dulles Corridor.
 - Received 3.7 million requests for e-schedules.

2011 Chairman: William Euille

FY 2012 Local Contributions: \$291,315

- The Virginia General Assembly eventually approved the Governor's budget amendment compelling NVTC to appoint the designee of the Virginia Secretary of Transportation to a voting position on the WMATA Board of Directors. The commission agreed to do so in January, 2012.
- DRPT withheld all of NVTC's FY 2012 transit assistance for several weeks in a dispute over the language of the Master Agreement that would give DRPT the right to membership on every transit board receiving state assistance through NVTC. Eventually the dispute was resolved and funds began to flow.
- NVTC staff closely monitored the allocation of motor fuels tax revenues among its jurisdictions, with \$1.6 million in errors corrected (out of \$44 million in total revenues for FY 2011).
- Developed detailed educational material to address the Governor's proposed consolidation of NVTC, PRTC, VRE and NVTA. The General Assembly did not approve the proposal.
- With PRTC, DRPT and the George Washington Regional Commission, completed a detailed business plan for a new Virginia Vanpool Incentive Program that promises to yield net earnings of \$5 million annually in three years while increasing the number of vanpools in the region.
- Managed the \$500,000 grant for NVTA's TransAction 2040 Transportation Plan Update. The consulting study is due for completion in 2012.

- Over the course of several months led negotiations among member jurisdiction staff regarding the terms and conditions by which Loudoun County would begin to pay for WMATA service if and when it opts in to the Silver Line Metrorail extension in the Dulles Corridor.
- NVTC staff actively represented NVTC's transit operators on a stakeholders group for DRPT's SJR 297 study of transit formula allocation changes. NVTC receives almost two-thirds of DRPT's transit formula assistance so the outcome of the study (extended to mid-2012) is of the utmost importance.

2012 Chairman: Jay Fiset

FY 2013 Local Contributions: \$284,287

- Amend NVTC By-Laws to include all WMATA Board members and the Chairman of the Fairfax County Board of Supervisors.
- Initiate Vanpool Promotion project by executing formal agreement with PRTC and GWRC.
- Adopt work program emphasizing improved internal and external communications.
- Provide detailed information to the General Assembly on the effects of proposed consolidation of Northern Virginia transportation and planning agencies.
- Adopt a resolution defining Loudoun County's role in NVTC's subsidy allocation process and endorsing the County's proposal to the WMATA Board regarding rights and responsibilities when Metrorail's Silver Line begins service to the County.
- Initiate a grant-funded consulting study of high-capacity transit options in the Route 7 corridor connecting Tysons and Alexandria's King Street Station.
- Work actively with the Virginia Department of Taxation and Department of Motor Vehicles to ensure a smooth transition in July 2013 in collecting NVTC's and PRTC's 2.1% motor fuels tax.
- Conclude NVTA's TransAction 2040 transportation plan update. NVTC managed the grant funds for the project.
- Actively participate in DRPT's SJR 297 study and provide detailed analysis pointing out issues and concerns.
- After approval by the CTB of its draft six-year program, DRPT announced its intention to eliminate direct funding for NVTC's administrative costs and challenged NVTC's Subsidy Allocation process. After protracted negotiations and DRPT's withholding its transit assistance (for the third year in a row), agreement was reached on a very complex new process with NVTC serving as an agent for its jurisdictions.

- Hired a new Chief Executive Officer for VRE, Doug Allen.
- NVTC's Executive Director, Rick Taube, announced his retirement. Initiated a nationwide search for his successor.

2013 Chairman: Jeff McKay

FY 2014 Local Contributions: \$284,247

- See work program in Appendix B.
- Kelley Coyner becomes new Executive Director.

APPENDIX J

WMATA HISTORY

METRO HISTORY

1952

July 10: Congress passes National Capital Planning Act mandating preparation of plans for movement of people and goods in the region.

1954

March: Maryland and Virginia general assemblies approve joint commission, including representatives from Maryland, Virginia and District of Columbia, to study passenger transportation in Washington area.

1959

July 1: Congressionally funded Mass Transportation Survey presented to President Eisenhower calls for \$500 million rapid rail system by 1980.

1960

July 14: President Eisenhower signs National Capital Transportation Act creating National Capital Transportation Agency (NCTA) to develop rapid rail system.

1962

November 3: NCTA submits Transit Development Program to President Kennedy proposing an 83-mile, 65-station rapid rail system.

1965

September 8: President Johnson signs legislation he had sought authorizing 25-mile, \$431 million rapid transit system capable of future expansion.

1966

November 6: President Johnson signs bill creating Washington Metropolitan Area Transit Authority. Governors of Maryland and Virginia sign November 17 and commissioners of District of Columbia sign November 22.

1967

February 20: WMATA is officially born, coexisting with NCTA for seven months. NCTA expires September 30.

1968

March 1: WMATA Board unanimously approves 97.2-mile Adopted Regional System (ARS). System includes 38.4 miles in District of Columbia, 29.7 in Maryland and 29.1 in Virginia.

October 1: Original groundbreaking date is postponed pending release of District of Columbia Metro funds. Congressman William Natcher (D-Ky.), who chairs House Subcommittee on Appropriation for District of Columbia, withholds Metro funds in effort to ensure funding for federal highway projects in District of Columbia.

November 5: Voters decisively commit to Metro in Arlington County, Fairfax City, Fairfax County, City of Falls Church and Prince George's County through bond referendums to help finance local shares of Metro costs. Voters say yes by 71.4 percent.

1969

February 7: WMATA adopts revised Rapid Rail Plan and Program including relocation of three stations. System size grows to nearly 98 miles. By September 29, 1969 all jurisdictions have approved.

August 9: Council of District of Columbia approves construction of highway projects, meeting a condition of Congressman Natcher for release of District of Columbia Metro funds.

December 9: Metro breaks ground at Judiciary Square with high-ranking federal, state and local officials participating and an estimated audience of 1,500.

1970

June 11: WMATA Board realigns approximately 2.5 miles of mid city route to improve service for inner city.

1972

May 3: WMATA awards \$91.6 million contract to Rohr Corp. for first 300 Metro cars.

October 21: President Nixon signs bill authorizing WMATA acquisition of metropolitan area's four privately owned bus companies.

1973

January 14: WMATA buys D.C. Transit, Inc. and WV&M Coach Co. for \$38.2 million.

February 4: WMATA buys AB&W Transit Co. for \$10.7 million and WMA Transit Co. for \$4.5 million, creating Metrobus system.

WMATA drops transfer charges, extends senior citizen discounts region-wide and begins selected fare reductions on routes formerly served by different carriers at different rates. WMATA also unifies bus appearance with red, white and blue paint scheme and purchases 620 buses.

August 13: President Nixon signs Federal Aid Highway

Act of 1973, authorizing up to \$65 million for construction of facilities to make Metrorail accessible for persons with disabilities.

August 16: President Nixon signs bill enabling U.S. Department of Transportation to pay WMATA \$90.4 million for fiscal 1974, \$7.5 million covering (1) design and construction of Arlington Cemetery station and (2) National Mall entrance to Smithsonian station.

1974

July 24: WMATA installs its first bus passenger shelter. Through 1986, it installed 828 shelters throughout the region.

September 1: Metrobus places last of 620 buses ordered from AM General into service.

November 26: President Ford signs amendment to 1974 Urban Mass Transportation Act providing first operating subsidies for transit from Highway Trust Fund.

1975

July 10: WMATA Board simplifies Metrobus fare structure in suburban areas effective September 1.

July 24: WMATA Board approves addition of Shady Grove station and 2.7 miles of line to Rockville route subject to federal and local funding. Later when Franconia and Springfield stations are combined, total planned system increases to 99.8 miles.

October 10: District of Columbia begins six-year transfer of \$2.2 billion of interstate highway funds for Metro construction.

1976

March 27: Six years, three months and 23 days after groundbreaking, Metrorail has its opening day. More than 51,000 persons ride free over the 4.2 miles of Metro's Phase 1. Five stations open on Red Line from Rhode Island Ave to Farragut North.

March 29: On first day of revenue service, 19,913 passengers ride on 188 train trips. System is open 6 a.m. to 8 p.m. weekdays and closed on weekends.

June 4: President Ford signs bill authorizing creation of Metro Transit Police.

1977

January 17: Dupont Circle station opens.

January 20: Jimmy Carter's Inaugural Committee charts \$170,000 worth of Metrobus service and rents rail system for 2.5 hours to move crowds.

July 1: Blue Line opens from National Airport to Stadium-Armory— 18 stations and 12 miles of line. Fare collection switches from exact change fareboxes to Automatic Fare Collection System (AFCS).

1978

February 6: On snowy day, Red Line begins service to Silver Spring, adding four stations and 5.7 miles of line.

April 20: WMATA Board approves federally mandated alternatives analysis. Completed by WMATA working with local jurisdictions and the federal government, analysis reconfirms need to finish rail system. Total planned system mileage is now 101 miles.

August 16: WMATA, at request of U.S. DOT, presents financial plan for completing and operating Metrorail system to Secretary of Transportation Brock Adams. Adams says, "The federal government agrees with the goal of completing the 100-mile system over the next several years."

September 25: Metrorail extends weekday hours from 8 p.m. to midnight.

September 27, 1978: Metrobus Operator Frank Spadaro wins third annual International Bus Rodeo in Toronto. September 30: Metrorail begins Saturday service 8 a.m. to midnight. Service also includes three federal holidays in addition to July 4—Columbus Day, Veterans Day and Washington's Birthday.

November 20: Orange Line opening to New Carrollton begins Metrorail service to Prince George's County. Segment includes Deanwood and Minnesota Ave stations in District of Columbia and Cheverly, Landover and New Carrollton in Prince George's County.

1979

February 19: Blizzard on Washington's Birthday causes three-day shutdown of Metrorail. Metrobuses unable to move on first day but provide partial service on second and third days. Full service, rail and bus, restored on fourth day.

April 2: Metrobus tests lift-equipped, accessible buses on seven routes.

June 17: Forty-three articulated (bend-in-the-middle) buses begin Metrobus service on Benning Road line in District of Columbia.

July 1: Metrobus begins regular route lift-equipped accessible service on 12 lines.

July 12: WMATA announces award of \$75.3 million contract to Italian firm of Breda Costruzioni Ferroviarie for 94 rail cars with option for additional 200.

September 2: Metrorail begins Sunday service from 10 a.m. to 6 p.m.

December 1: Orange Line begins service to Ballston adding four stations—Court House, Clarendon, Virginia Sq-GMU and Ballston—and 2.63 miles to system.

1980

January 3: President Carter signs Stark-Harris bill

authorizing \$1.7 billion in federal funds to finish Metrorail construction.

November 22: Benning Road, Capitol Heights and Addison Road stations open, adding 3.5 miles to Blue Line.

1981

June 25: WMATA orders additional 200 rail cars from Breda Costruzioni Ferroviarie for about \$200 million.

November 12: WMATA Board decides to rebuild more than 600 Metrobuses. Metrobus carries its one-billionth passenger.

December 5: Van Ness-UDC, Cleveland Park and Woodley Park-Zoo stations open, adding 2.07 miles to the Red Line.

1982

January 13: First Metrorail passenger fatalities occur when rail car derailed at a crossover switch south of Federal Triangle and is pulled sideways into abutment separating inbound and outbound tunnels. Three are dead, 25 injured. Investigations identify human error as primary cause. Crash is preceded by a major snowstorm, early release of federal employees and crash of airliner into 14th Street Bridge and Potomac River.

October 11: WMATA dedicates Montgomery Division, its first new Metrobus garage since 1973 bus acquisition.

1983

April 30: Yellow Line begins operating from Gallery Pl-Chinatown to National Airport, crossing Potomac on Metro's Charles R. Fenwick Bridge. Segment includes new station, Archives-Navy Mem'l, and opens second platform level at both Gallery Pl-Chinatown and L'Enfant Plaza transfer stations.

May: First of new Breda Metrorail cars arrive.

October 30: Amtrak opens its New Carrollton rail station with direct interface with Metro's New Carrollton station.

December 17: Yellow Line opens from National Airport to Huntington, adding Braddock Road, King Street, Eisenhower Ave and Huntington stations and 4.3 miles to rail system. Huntington is first station in Fairfax County.

1984

August 25: Red Line begins operating 6.81-mile segment to Grosvenor including Tenleytown-AU, Friendship Heights, Bethesda and Medical Center stations.

September 13: WMATA Board adopts plan to complete 89.5 miles of 101-mile system using Stark-Harris federal funding and local matching grants.

December 13: WMATA Board selects Branch Ave terminus and St. Elizabeths Alignment for southern portion of Green Line, increasing system mileage to 103.

December 15: Red Line opens 6.98-mile extension, including four stations—White Flint, Twinbrook, Rockville and Shady Grove.

1985

April 11: Board approves 2.5-mile alignment of Green Line between Columbia Heights and Fort Totten stations in District of Columbia.

July 17: WMATA modifies safety plan to include passenger-activated escape doors in the event of a fire emergency aboard train. Employees from all departments trained in proper evacuation procedures.

December 9: Metro sales facility opens at Metro Center station.

1986

June 7: Orange Line grows by 9.11 miles with opening of East Falls Church, West Falls Church, Dunn Loring and Vienna stations in Fairfax County.

July 16: WMATA and Urban Mass Transportation Administration sign full-funding agreement releasing fiscal 1985 and 1986 capital funds needed to continue building 89.5-mile system funded under Stark-Harris authorization.

October 7: WMATA receives APTA Management Innovation Award for its Construction Safety Awareness Program.

October 18: For second year in a row, WMATA mechanics from Southeastern Division win International Bus Maintenance Roadeo. MTA in Baltimore is host.

1987

January 22 and 25: Two major snowstorms dump total of 25 inches of snow on region, shutting down everything including Metrorail surface operations. Within next two months, WMATA undertakes major winterization program to improve performance of rail and bus during extreme snow and ice conditions. Bulk of program is complete by year's end.

June 19: At 4:27 a.m. on a Friday, 21 CSXT freight cars derail into Metro's right-of-way north of Takoma station. Metrorail is not operating at this hour. Although no injuries result, Metro suffers demolished track, ties, ballast, fencing, automatic train control equipment and communications lines. Extraordinary Metro repair efforts restore service by Monday morning, June 22.

September 5: It happens again, only this time 14 derailed CSXT cars tear up Metrorail right-of-way between Takoma and Fort Totten stations at 11:23 p.m. Metro restores service Wednesday afternoon,

September 9: Incident leads to intensive safety precautions and studies by WMATA and CSXT.

1988

January 8: A 10-inch snowfall challenges transit system which is operating under full emergency snow plan mobilization. Buses and trains run without major problems.

February 3: Metrorail sets ridership record of 564,265 trips on day Washingtonians welcome Redskins home from Super Bowl victory with parade.

March 17: CSXT and WMATA announce joint recommendations to improve safety along shared rail corridors.

April 28: For fifth consecutive year, WMATA Board adopts budget with no fare increase.

June 22: Metrobus carries two billionth rider.

August 24: Metrorail carries one-billionth rider.

October 4: American Public Transit Association awards

WMATA its top honor, the Public Transportation System Outstanding Achievement Award. Metro dubbed America's Subway.

1989

January 20: Metrorail sets ridership record of 604,000 during inauguration of President Bush. Rail operations extended until 2 a.m.

February 26: Metrobus opens Landover Division bus garage to replace Prince George's Division. Latter becomes Southern Avenue Annex to support service in southern Prince George's County.

November 23 through New Year: Winterization program proves its effectiveness in series of snowfalls and record-low temperatures in late fall, early winter. Rail and bus systems operate with minimal disruption.

October: General Manager Carmen E. Turner receives APTA's Jesse L. Haugh Award. The award goes annually to the transit manager "who has done the most to advance the urban transit industry in the U. S. and Canada."

1990

April 18: WMATA establishes newspaper recycling program at all rail stations.

May 18: Metro awards \$6.3 million contract to Cubic Western Data to upgrade 275 of the 407 farecard vendors and 100 of the 164 addfare machines. Upgrade enables machines

to accept \$ 0 and \$20 bills in addition to \$1 and \$5 bills.

June 21: WMATA Board approves installation of pay

telephones on station platforms.

September 22: Red Line begins operating north of Silver Spring to Forest Glen and Wheaton stations, adding 3.2 miles to system.

October 1: Metro adds four-story garage with 1,300 spaces on north side of Vienna station.

October 2: Robert L. Miles, Metrobus operator, earns second in field of 111 in 1990 International Bus Rodeo in Houston, missing first place by one point.

October 27: Congress gives final approval to legislation providing additional \$1.3 billion in federal funding over eight years for construction of rail system.

1991

April 16: Wheaton station parking garage is fully opened, adding 500 parking spaces to previous 450.

May 11: First Green Line stations open—U Street-Cardozo, Shaw-Howard Univ and Mt Vernon Sq-UDC—in 1.66 mile segment north of Gallery Pl-Chinatown.

June 7 and 8 (Friday and Saturday): Desert Storm victory celebration on Mall generates two ridership records for Metrorail—highest ridership on a Saturday - 786,300 trips, and highest weekday ridership - 577,800 trips.

June 15: Blue Line opens from King Street to Van Dorn Street in Alexandria, 3.57-mile extension bringing system to 79 miles and 67 stations.

August 17-18: Metrobus maintenance team—Leonard Makowski, Eugene Medley and Kent Harrison—takes second among 34 teams in International Bus Maintenance Rodeo in Chicago.

October 1: Metrobus Operator Robert Miles earns second place in International Bus Rodeo in Toronto.

October 22: U.S. Department of Transportation is first cabinet-level federal agency to join MetroPool program.

MetroPool offers tax-free employer subsidy to people who commute by Metrobus or Metrorail.

December 19: WMATA Board approves financial plan that sets schedule and funding for Fast Track program for finishing 103-mile Metrorail system by 2001. Fast Track allows Metro to build remaining 13.5 miles faster and within \$2.07 billion approved by Congress and local governments.

December 28: Metrorail opens 2.88-mile Green Line segment serving Waterfront, Navy Yard and Anacostia stations.

1992

April 26: Metrorail begins earlier Sunday hours, opening at 8 a.m. instead of 10 a.m.

August 1: Local neighbors join Northern Division in

celebrating garage's conversion from turn-of-the-century trolley barn to modern bus garage.

1993

January 20: Metrorail sets new ridership record, 811,000 trips, during President Clinton's Inauguration Day.

February 2: WMATA launches Metrochek, voucher system that allows participants to redeem Metro fares for service on 29 Washington-area transit systems.

March 4: EPA holds press conference at newly renovated Northern Division announcing latest clean air standards for bus exhaust. Metro announces plan to buy 600 buses with cleaner-burning engines.

May 10: Metrobus earns APTA's Most Improved Safety Award for transit systems in North America.

August 28: Metrobus maintenance team takes second in APTA's International Maintenance Roadeo in Denver. Team includes Leonard Makowski, Eugene Medley and Kent Harrison.

October 5: Metrobus Operator Robert Miles ranks third in APTA International Bus Roadeo in New Orleans.

December 11: Metrorail begins service on 7.96-mile Green Line segment that includes West Hyattsville, Prince George's Plaza, College Park-U of Md and Greenbelt stations. It connects with Red Line at Fort Totten. This completes 89.5 miles of the 103-mile system.

December 19: Metro Transit Police Officer Harry Davis is killed in the line of duty.

December 31: Metro completes its safest year of heavy construction. Injury rate, 0.8, is fraction of industry average, 5.8. One sprained ankle and two pulled shoulders were only injuries during 794,000 hours of Metro construction in 1993.

1994

May 3: Metro Station Manager Steven Morrison receives Gold Award for Hospitality from Washington, D.C. Convention and Visitors Association.

May 16: Metro begins MetroAccess—curb-to-curb service for people whose impairments keep them from using Metrorail, Metrobus or fixed-route local bus service. Also: Metrobus receives top safety award, APTA's Alan S. Boyd Silver Award, for its low accident rate and innovative safety program.

1995

February 6: WMATA begins smart-card technology demonstration with its GO CARD program at 19 Metrorail stations, five parking lots and three Metrobus lines.

May 15: WMATA and Montgomery County open Kidstop, the first child care center at a Metrorail station, at Shady Grove.

May 22: Metrorail carries two billionth rider.

June 6: Prototype of American Ikarus, Metrobus' newest articulated bus, debuts at White House. President Clinton and Hungarian Prime Minister Gyula Horn give it a tour. Bus is American-Hungarian joint venture.

September 27: Metro unveils Passes/Farecard vendors at Metro Center. The machines dispense all rail fares, including passes and multiple farecards, accepts and updates GO CARDS and uses synthesized voice to guide sight-impaired through steps in using machine. Metro schedules installation of the machines on all station mezzanines over several years.

October 16: Million Man March yields second highest ridership in Metro's history—804,000 trips. Highest ridership day remains January 20, 1993 inauguration of President Clinton.

November 3: Metrobus carries its three billionth rider.

November 16: WMATA and RF&P Corporation formally sign an agreement to build Potomac Yard station with RF&P funds. It will be first Metro station built with private funds. Station is between National Airport and Braddock Road on Blue/Yellow Line.

1996

March 28 and 29: Some 500 experts in planning, architecture, engineering, development, financing and federal policymaking gather for first Metro-sponsored Symposium for Transit-Oriented Development and Livable Communities.

March 29: WMATA celebrates 20 years of providing efficient, reliable transit.

May 9: WMATA Board approves purchase of 262 new Metrobuses.

August 15: Richard A. White is sworn in as WMATA's new General Manager.

September 13: WMATA seeks thoughts and opinions of its riders. Employees in stations hand out Dear Fellow Rider brochures that encourage rider suggestions on an attached mail-in card.

October 27: WMATA begins Request-A-Stop demonstration program. Metrobus riders on designated routes may ask operators to let them off at other than Metrobus stops weekends, holidays and weekdays after 7 p.m.

1997

January 1: Commuter rail riders from Maryland and Virginia can buy monthly pass that offers unlimited MARC-Metrorail or VRE-Metrorail travel. It is part of one-year demonstration program.

January 10: WMATA conducts Regional Mobility Investment Conference as call to action for region to develop mobility plan for 21st century.

J-5 January 20: President Bill Clinton's second inaugural

draws 620,000 passenger trips to Metrorail and Metrobus. Rail system remains open until 2 a.m. the following morning.

January 27: Green Line Shortcut begins as six-month experiment. Passengers during peak periods can ride between Greenbelt on Green Line and Farragut North on Red Line without transferring between trains. Later, shortcut is continued because of its success in drawing new riders.

February 27: Metro Board adopts Blue Line extension into the ARS (Adopted Regional System) contingent on the successful completion of the Final Environmental Impact Statement and a financing plan. The three-mile extension from Addison Road to Largo Town Center includes an intermediate station at Summerfield.

April 1: Maryland General Assembly budgets \$4.7 million in FY '98 for preliminary engineering and environmental impact study on extension of Blue Line by three miles and two stations to Largo Town Center.

June 7: Race for the Cure is first beneficiary of new Metro policy to open early, on request, to support large community events.

Sponsoring organization pays hourly rate to Metro and is reimbursed from revenues collected.

June 26: WMATA Board approves White Flint East, Metro's largest joint development project to date. To be phased in over 11 years, the 32.42-acre project includes 1.2-million sq. ft. of office space, 100,000 sq. ft. of retail space and 1,338 residences.

June 29: Service begins to Franconia-Springfield, adding 3.3 miles to Blue Line and increasing Metrorail to 75-station, 92.4-mile system.

September 11: Station Manager Tyrone Jefferson Sr. wins the 1997 Capital Star Award, the Washington Convention and Visitor Association's highest award for a frontline employee.

September 23: American Public Transit Association awards WMATA its Outstanding Achievement Award.

October 4: Metrorail registers fourth highest ridership, 725,900 trips, during Promise Keepers assembly on National Mall. System opens at 4 a.m.

Also: Single-engine plane crashes into Metro right-of-way west of College Park airport injuring its six occupants and damaging Metro fence and railing.

October 9: WMATA Board approves recommendations of Regional Mobility Panel (see January 10) to plan, fund and operate Metrobus in manner similar to Metrorail. Regional routes, 75 percent of current service, will be operated by Metrobus. Metro will compete to operate 25 percent designated as local routes. U.S. Congress must approve plan.

November 16: Metro opens new Gallery Pl-Chinatown entrance on northeast corner of 7th and F Streets N.W. in alcove of MCI Center, which opens December 2.

1998

February 20: Metro celebrates the 25th anniversary of Metrobus with 25 cent bus fares all day, a photo exhibit at the Capitol and The Silver Anniversary Bus. The bus, unveiled at Northern Division, gives free rides. The silver bus is rotated among the bus divisions for regular route service. When it serves their route, passengers pay only 25 cents and receive a free transfer.

May 14: Metro sponsors its first Clean Commute Fair and Concert as a part of Try Transit Week. The event at Freedom Plaza in Washington features entertainment and displays by Metro and others on commuting alternatives and clean air considerations and attractions. The week begins with free Metro rides on Sunday, May 10. Riders also can compete for a year of free rides by going on a Metro Trivia Quest, which involves answering a written quiz about details on the surroundings of specific Metro stations.

July 6: Metro begins its first assignment as outside contractor for bus service and maintenance. Under contract to the Potomac and Rappahannock Transit Commission, Metro runs and maintains 53 buses and 22 smaller vehicles for OmniRide and OmniLink service in Prince William County. The buses serve 22 routes in the county and the cities of Manassas and Manassas Park.

July 13: Metro finishes the first of 45 bumpy-tile station modifications at L'Enfant Plaza. The 24-inch strip of bumpy paver tiles combined with the existing 18-inch strip of granite creates a 42-inch wide warning strip. The modification is a federal requirement.

July 25: Montgomery County's final Metro station, Glenmont, opens on schedule and \$40 million under the \$290.9 million budget. The celebration and free rides draw some 5,000 people. The station, accessible from Georgia Avenue at Glenallen Road, features improved lighting and coverings over the outside escalators.

September 28: WMATA begins SmartMover—an experimental express bus service between Tysons Corner-Westpark and key points in Montgomery County. Free fares offered through December 31.

1999

January 1-15: SmartMover experiment proves successful as 90 percent of the riders continue using it after the end of the free ride promotion.

March 1: WMATA begins selling fares, passes and merchandise online. SmartLink allows people to use Visa, MasterCard or Discover at the Web site, www.wmata.com, and receive their purchase by mail in five days.

May 18: WMATA launches SmartTrip, the permanent, rechargeable plastic farecard that is good for Metrorail trips and Metro parking. The new card is faster, since

it can be touched to a target to open faregates. It is also lose-proof when registered by the owner, because it can be replaced with the remaining value for a \$5 administrative fee.

May 22: Metrorail employees claim top overall score in the APTA International Rail Rodeo in Toronto. Metro mechanics John Panik, William Janke and David Hughson win the maintenance competition, competing against 49 mechanics from 18 properties. Operators Robert Elliott and Ronald Dews team up for sixth place, competing against 34 operators.

June 20: WMATA launches SmartDeals, fare simplification for Metrobus riders. The new system offers a single fare, \$1.10 to ride any regular route Metrobus at any time of day; a free transfer between buses and a 25-cent transfer from Metrorail. Express route riders pay \$2. SmartDeals also includes a variety of passes, including an all-day Metrobus pass for \$2.50.

June 23: Mayor Anthony A. Williams announces a financing plan for a New York Avenue station on the Red Line between Union Station and Rhode Island Ave. station.

September 7: Metro begins operating five new Ride On routes under contract with Montgomery County. These routes include two free shuttles—one between Silver Spring station and downtown Silver Spring and the other between Bethesda station and downtown Bethesda. It also includes three new routes from the Shady Grove station.

September 18: Metro begins revenue service on the Mid City Green Line segment that includes Columbia Heights and Georgia Ave.-Petworth stations in northwest Washington. Green Line now offers seamless travel between Greenbelt and Anacostia stations by way of downtown Washington, D.C.

November 5: Metrorail extends hours to 1 a.m. Friday and Saturday nights as part of an eight-month experiment.

2000

January 1: Metro's long preparation for the Y2K roll-over pays off with an uneventful day carrying passengers to and from the millennium celebrations on the Mall and elsewhere. Metrorail hours are extended to 3 a.m.. The 21.5-hour day, which begins 5:30 a.m. December 31, generates 415,000 rail trips. As a precaution against Y2K glitches, Metro stages 300 buses near rail stations and stops all trains at station platforms for a five-minute pause before and after midnight.

January 25-28: Metrorail keeps operating as major snowstorm shuts down federal government, all schools and most businesses for two days (25th and 26th). As transit demand returns to normal on the 26th, 100 snow-damaged rail cars are removed from service for repairs, leading to overcrowding and delays. Most cars are back in service the morning of the 28th and all are back by the afternoon.

January 31: Metro moves customer service operations to its new Call Center near Silver Spring station.

February 4: Director of the U.S. Office of Management and Budget announces \$25 million for the New York Avenue station in the proposed fiscal year 2001 federal budget. The sum matches the \$25 million committed separately by the city and the business community.

Same Day: U.S. DOT Secretary Rodney Slater pledges \$259 million in federal funds to build the extension of the Blue Line from Addison Road to Largo. Governor Parris Glendening had already pledged \$175 million as the state's share for the project.

February 10: WMATA Board approves purchase of former Hechinger Distribution Center in Landover as a multipurpose WMATA building. The property is Metro's largest, with 647,000 square feet of floor space on 28 acres of land at 2500 Pennsy Drive, directly opposite Landover Metrobus Division.

July 1: Metrorail extends hours until 2 a.m. Friday and Saturday nights as a one-year experiment.

July 31: Average weekday ridership for the month of July hits record 616,233 making it the highest daily ridership month in Metro's history. The count is 40,000 higher than July 1999. Runner-up months were also in the calendar year, 611,000 in June and 585,000 in March.

September: First order of 100 full-size, low-floor buses enter service. The Orion low floor buses are part of a larger order that includes 132 regular sized buses and two, small low-floor buses for the District of Columbia.

September 14: SmartBenefits, a Web-based program that allows an employer to load the Metrochek benefit directly into an employee's registered SmarTrip card, is launched with a ceremony at L'Enfant Plaza.

October 2: Federal executive order becomes effective requiring that all federal agencies make full Metrochek benefits (\$65 per month) available to all federal employees in the region. Metrochek offers a tax-free benefit to employees who use public transit. General Manager Richard A. White joins federal and state officials at Crystal City station to launch the executive order.

October 16: Metrorail has its third highest ridership day as a result of the Million Family March. The Metrorail tally was 688,467, about 110,000 more than an average October Monday. That total was exceeded only by the 1993 Inaugural (811,257 riders) and the 1995 Million Man March (804,146 riders). Metrobus experiences a ridership surge, especially in the District of Columbia where the 353,496 riders represent a 21 percent increase over a normal weekday. Overall bus ridership is 594,687, up 17 percent.

October 17 and 19: Metrorail records 629,709 on the 17th and 627,170 trips on the 19th, respectively, making these the 16th and 19th highest ridership days in Metro's history.

J-7 October 26: Metro Board adds New York Avenue

station to the Adopted Regional System (ARS), contingent on final approval of a financing plan to build and operate it. In the meantime, a House-Senate Conference Committee has approved \$25 million in federal funding for the station. The same legislation also appropriates the \$25 million that is in the city's budget for the project. The legislation must be ratified by the full House and Senate and be signed by the President in order to become effective. The District of Columbia has transferred an additional \$9 million to Metro for preliminary engineering and environmental assessment. The remaining \$25 million for the station will be raised through a special assessment district covering commercial properties that benefit directly from the new station.

October 28: Metro lifts a 160-foot long, 85-ton bridge truss onto a pair of towers for a pedestrian span above East-West Highway connecting Prince George's Plaza station with the shopping center.

Also: Metro Board expands Transit Zone to include Charles County, Maryland. Purpose of the expansion is to provide Metrobus service along the Indian Head Highway corridor serving Branch Avenue station when it opens January 13, 2001. The service is fully subsidized by Maryland. Service will require seven buses and 15 new positions.

October 31: Metrorail records the highest October ridership in its history. Total ridership of 15.2 million is more than 12 percent higher than the previous October. Weekday average is 610,116 trips.

November 23 (Thanksgiving Day): Metrorail returns to automatic train control after 624 days of manual operation. The rail system was operated manually while Metro ordered, inspected and installed new relays after several of the original relays were found to be defective in the spring of 1999.

December 4: Metrobus begins reverse commute service between L'Enfant Plaza station and Dulles airport with stops at Rosslyn station and the Herndon/Monroe Transit Center. The new service is designed to reduce transportation barriers for the working poor, help welfare recipients and low-income earners gain access to work opportunities and help all workers reach suburban jobs.

December 14: Metro Board approves purchase of 100 lowfloor compressed natural gas buses for \$35 million and another \$8 million for a CNG fueling station and other modifications at Bladensburg garage to service the buses.

Also: Metro awards the largest contract in its history, \$361 million, to ALSTOM Transportation Inc. to begin the overhaul and rehabilitation of 364 Breda-manufactured rail cars.

Also: Metro announces a \$60 million contract to Motorola that will make it the first U.S. transit agency to have an integrated radio communications system for police, bus, rail and maintenance employees.

Also: Metro Board approves a \$20 million contract with

Cubic Transportation Systems to install a new farebox system in all 1,543 Metrobuses.

December 16: Metrorail breaks ground for New York Avenue in-fill station, the first to be added to the 103-mile, 83-station system. Scheduled for completion in late 2004, it is to be the centerpiece of an initiative to transform an area of abandoned warehouses into a high-tech urban center that will create new jobs for city residents. It is located on the existing Red Line between Union Station and Rhode Island Ave stations.

2001

January 13: Metro opens the five-station, 6.5-mile segment to Branch Ave, completing the 103-mile, 83 station Metrorail System. Two opening ceremonies are held; one each at Congress Heights and Branch Ave stations. The segment was built in slightly more than five years at a savings of \$139 million under the \$900 million budget.

January 18: Metro opens second multilevel parking facility at Vienna/Fairfax-GMU station. The 2,200-space six-level garage opens ahead of the original schedule and less than two years after award of the contract, Metro's first design-build agreement with a contractor.

January 20: Visitors from across the nation and the world come to Washington for the Inauguration of President George W. Bush and Vice President Richard Cheney. They help generate Metrorail ridership that is the third highest for a Saturday, 601,839 trips. The rail system opens 5:30 a.m. Saturday and closes 3 a.m. Sunday.

February 14: First of 364 Breda rail cars shipped from Alexandria to Hornell, New York for rehabilitation as part of the \$361 million contract approved by the Metro Board on December 14, 2000 (see above). All Breda cars are to be rehabbed by the end of 2005.

March 29: Celebrations of Metrorail's 25th Anniversary take place at work locations throughout the Authority. Some 1,400 employees have served Metro for at least that long. Formal cake-cutting takes place during a ceremony in the lobby meeting room of the Jackson Graham Building. Also: Metro publishes its first book, *Metro at 25: Celebrating the Past. Building the Future*. March 30: Silver Anniversary Celebration at the National Building Museum focuses on regional leaders who were instrumental in making Metrorail happen. Guests include Virginia Senator John Warner; Maryland Senator Paul Sarbanes; D.C. Mayor Anthony Williams; Maryland Governor Parris Glendening; U.S. Representatives Eleanor Holmes Norton of the District of Columbia and Constance Morella of Montgomery County, Maryland; and former D.C. Mayor Walter Washington. Some participants played a key role as far back as the 1960s.

April 19: Metro Board approves purchase of up to 174 more rail cars. The cars are to be allocated to the Dulles Corridor Project, the extension of the Blue Line to Largo Town Center and for service growth.

Also: Metro Board, following a policy it adopted in 1987, declined to rename its airport station from National Airport to Ronald Reagan Washington National Airport. Letters signed by 24 Congressional Representatives advocated the change so Metro's signs would match the airport name change dating to 1998. Two Congressmen wrote opposing the name change.

May 4: Metro reports all-time highs in rail ridership for the months of March and April. April had highest ever average weekday ridership, 650,572 trips. March was runner-up with 628,380 trips.

May 8: Metro breaks ground for the Largo Town Center extension of the Blue Line, the first expansion beyond the 103-mile Metrorail System.

May 29: Metro begins six-month experiment to increase the hours cyclists may take their bikes aboard Metrorail. The new hours include all times except 7-10 a.m. and 4-7 p.m. weekdays, July 4 and during other high-ridership events.

June 13: Metro Transit Police Officer Marlon Morales, 32, succumbs to a gunshot wound to the head. Three days earlier, he was shot by a fare evader at the U Street station. He became the second MTPD officer killed in the line of duty. The first was Harry Davis Jr. on December 19, 1993.

July 4: Despite heavy rains, July 4 activities on the National Mall generate 486,256 Metrorail trips. For the third year in a row, Metro's special Revolutionary service pattern helps customers speed their trips to and from the National Mall.

There are fewer operational problems on the Metrobus and Metrorail systems than on a normal weekday.

July 19: Metro Board approves design for canopies to be installed over outdoor escalators. The design was submitted by the firm of Lourie & Chenoweth/Houghton as part of a design competition. It is a transparent arch reminiscent of the coffered arch design of the underground stations. The design will be installed at 46 locations over a period of three years starting in spring 2002.

August 23: The first four new 5000 Series rail cars rolled out of Greenbelt station at 6:40 a.m. on their maiden trip to Branch Avenue station.

September 11: Washington suffers a terrorist attack, as a hijacked airliner is intentionally crashed into the Pentagon. The attack in Washington follows shortly after two similar crashes level the World Trade Center towers in New York. Metro closes its Pentagon Metrorail station to help seal the area, aiding rescue and investigation efforts. Metro provides safe, orderly passage for its riders in the aftermath of the tragedy, efficiently clearing the mid-day rush hour created by the tragedy. Metrobus service to the Pentagon is suspended, but by September 12 WMATA establishes temporary bus staging areas at Pentagon City to continue serving those customers.

September 20: WMATA agrees to honor an emergency request from the U.S. Department of Defense to open the rail system a half-hour early for up to 30 days to relieve congestion around the Pentagon in the aftermath of the September 11 attack.

September 30-October 4: At APTA's 2001 annual meeting, Metro's 25th anniversary advertising campaign wins the Grand Prize award in the Special Events category of APTA's 2001 AdWheel Awards.

October 5: To improve station security, Metro begins removing trash and recycling bins from the paid area between the fare gates and station platforms. Trash and recycle bins will remain outside the fare gates in the unpaid area. Removal of the trash and recycling bins eliminates the possibility of someone leaving a harmful package or device in one of them.

October 13-14: Metro offers free rides on Metrorail and Metrobus, assisting in a regional effort to restore public confidence and stimulate the local economy in the wake of the Sept. 11 attacks.

October 19: Metro officials send letters to the Bush Administration and the regional Congressional delegation asking for \$190 million to fund additional security enhancements as well as the expansion of an existing chemical-biological sensor detection program.

November: Because certain post office facilities in the region were contaminated with anthrax, WMATA decides to test its own mail handling areas, finding no trace of contamination. Likewise, none of the employees tested shows signs of anthrax exposure. The mail room and ID office reopen on Nov. 1.

November 8: The effect of the September attacks and resulting economic impact is reflected in lower than expected ridership on Metro in October. Metrorail ridership is down by 6 percent on weekdays, 9 percent on weekends. If revenues continue to fall short of estimates, Metro's budget will be \$15-20 million in the red by June 30, 2002.

November 16-17: The Metro Transit Police Department earns accreditation through the Commission on Accreditation for Law Enforcement Agencies. The department is only one of 483 police departments nationwide to meet the 443 standards of excellence.

December 4: Metro and Seattle-based company, Flexcar, begin region's first car-sharing program at nine Metro stations.

December 6: The board's Planning and Development Committee approves a \$4.5 billion blueprint to meet the system's needs identified in the Core Capacity Study.

December 16: Buses return to the Pentagon with the opening of the first phase of the \$36 million Pentagon Transit Center. Under construction since the spring, the 24-bay, bi-level facility moves the bus stops for 29,000 daily riders 280 feet from the Pentagon itself. Congress funded the security move more than a year before the Sept. 11 attack.

December 21: Metro staff outlines a \$15 million belt tightening program to stem the flow of red ink in the wake of declining ridership. In the last two months rail ridership is again growing but not at the pace projected when the budget was drafted in spring 2001. The federal government is providing \$49 million to make the Metro system even safer.

December 27: Richard A. White signs a 7.5-year contract as WMATA's chief executive officer extending his contract to June 30, 2009. The full length of the new contract represents the longest tenure of any Metro general manager in history.

2002

January 1: A change in federal regulations increases to \$100 per month the amount employers can provide as a commuter benefit on Metrochek.

January 8: At the request of the Salt Lake City Winter Olympic Games, Metro sends 40 of its new compressed natural gas (CNG) buses to Salt Lake City to provide transportation for the Winter Olympic games.

January 17: Metro's board approves two new employee benefits as part of its strategy to attract new workers: a telework policy enabling employees to work from home and a long-term care insurance program. Arlington's Christopher Zimmerman is elected chairman of WMATA's board. D.C. Councilman Jim Graham is the first vice chairman and Cleatus E. Barnett, of Montgomery County, is the second vice chairman.

January 24: A six-month experiment to extend the hours bicyclists can use Metrorail was incident- and complaint-free. The expanded hours become permanent, permitting cyclists to use the trains anytime except during weekdays from 7 to 10 a.m. and 4 to 7 p.m.

January 25: The National Building Museum opens an exhibit with assistance from Metro. On Track: Transit and the American City will be on display until Oct. 27, 2002.

February 10: Ten New Flyer buses, powered by compressed natural gas, go into service as the new fueling station comes on line. Regional leaders including U.S. Representative Eleanor Holmes Norton of the District of Columbia join in a ceremony at the Bladensburg Metrobus facility marking the occasion. Metro has ordered 164 CNG buses.

February 21: Metro awards its largest construction contract ever. Lane, Granite, Slattery Joint Venture wins the \$217.7 million contract to build the 3.1 mile extension of the Blue Line from Addison Road to Largo.

Board Chairman Christopher Zimmerman describes his concept of the MetroTram – a third transportation mode by which WMATA can combine the accessibility of a bus with reliability that rivals heavy rail.

February 28: A two-year regional bus study by Metro and other transit agencies recommends a "family of services" to handle a variety of bus riders' needs.

March 13: The U.S. Senate confirms Jeanette Clark, Metro's associate general counsel, for a seat on the District of Columbia Superior Court bench.

April 2: Tourists flocking to the Tidal Basin to view the cherry blossoms generate 714,601 customers – Metro's third busiest day.

April 8: Lawmakers in the Maryland General Assembly approve funds to advance the planning of the Purple Line — a proposed light rail route from Bethesda to New Carrollton.

April 18: The board agrees to buy 250 additional compressed natural gas buses over the next two fiscal years.

April 25: An integrated development approach is proposed as the way to increase bus and rail capacity in manageable, six-year bites.

CAF, the builder of the Series 5000 rail cars, will open a second U.S. assembly plant in New York in an effort to boost its production and meet revised contract deadlines.

April 29: Construction crews complete the installation of steel girders that will support Metrorail tracks over the Beltway as the Blue Line is extended to Largo.

May 4: Long-time APTA Bus Rodeo champ, Robert Miles, wins his 14th title. The mechanical team of Oscar Hilliard, Locksley McKenzie and William Morgan wins for the third-straight time.

May 5: The name of Metro Transit Police Officer Marlon F. Morales is inscribed on the wall at the National Law Enforcement Officers Memorial. Morales died in June 2001 of gunshot wounds suffered while on duty.

May 10: Metro dedicates its new one-of-a-kind Emergency Training Facility located inside WMATA's Pennsy Drive building. Guests include FTA Administrator Jenna Dorn and dozens of regional fire and emergency officials. The new facility will accommodate drills complete with smoke and full-scale rail cars without interrupting revenue service.

May 16: A \$65.2 million contract with Slattery-Skanska/Lane Construction to build the New York Ave station is approved.

May 17: Deputy Police Chief Polly Hanson is promoted to the rank of chief effective July 1 with the retirement of Chief Barry McDevitt. Hanson, the first woman to be named Chief, has been on the MTPD force for 21 years. McDevitt has served the last six years as chief.

May 23: A board committee approves the purchase of 62 new rail cars from Alstom Transportation. The first of the new Series 6000 cars will be delivered in November 2004 and put into service by June 2005. The initial purchase is valued at \$129 million.

June 4: Metro breaks ground for a 1,000 vehicle addition to the Franconia-Springfield parking garage. The \$15.8 million facility should be completed by summer 2003.

June 13: The board's budget committee approves a financing plan to fund 250 new compressed natural gas (CNG) buses; to renovate the Four Mile garage to handle CNG buses; to refit 100 1992 and 1993 model buses with state-of-the-art clean diesel engines; and to install devices to reduce fuel emissions on 925 diesel buses.

June 15: Metro and the National Building Museum co-host the Bus Rapid Transit/Light Rail Showcase drawing more than 150 transit proponents meet to learn about the two increasingly popular transit modes.

June 20: The board adopts an \$850 million operating budget and a \$522 million Capital Improvement Program. For the eighth straight year, Metro does not raise fares.

June 30: As the fiscal year closes, Metrorail records its highest usage ever – 181 million customers. Metrobus carries 147.7 million customers – its highest since 1980.

June 25: The new entrance opens at King Street station, shortening the walk for customers entering from the northwest side along King Street.

July 4: 356,673 use Metrorail to attend the fireworks on the National Mall. Ridership is down 26 percent from last year.

July 11: Metro CEO Richard White calls for the formation of blue ribbon panel of experts to examine the Authority's elevator and escalator program.

July 19-21: The first Cadillac Grand Prix at the RFK Stadium complex draws more than 50,000 Metrorail customers. The race course runs directly under the Orange Line.

Aug. 12: Six MTPD officers and their dogs begin an eight-week course to learn explosive detection techniques. The expansion of the K-9 team is funded by a federal security grant.

Aug. 21: Ground is broken for a 1,500-space parking garage built by Montgomery County at the Grosvenor-Strathmore Metrorail station. Metro will operate the garage once it is completed in the winter of 2004.

Aug. 30: Metro is awarded approximately \$1.2 million to purchase buses for use in the District of Columbia as a settlement of a 40-year-old legal dispute.

Sept. 1: The new security systems at Jackson Graham Building, Telegraph Road, Metro Supply and Stone Straw are activated.

Sept. 5: When fiscal year 2004 begins next July, Metro faces a potential \$48 million budget deficit. The local funding jurisdictions are asking the Metro board to hold the growth on the subsidy to 4.5 percent. To fill the gap, the subsidy needs to be increased by 16 percent.

Sept. 9: Rita Davis, a 28-year Metro veteran, is the first woman to win the Jackson Graham Memorial Award in its 20-year history.

Sept. 11: At 9:37 a.m. — the moment of the Pentagon attack one year earlier — Metro joins the region in observing a moment of reflection. All Metrobuses keep headlights on throughout the day, and all buses and trains display flags or flag decals. Metro employees wear special commemorative lapel pins to mark the day.

Sept. 19: WMATA's board endorses the Northern Virginia sales tax referendum, which could provide critical funding of future Metro rehabilitation and expansion projects. Also: A \$92.8 million contract to build the Largo Town Center station and adjoining 2,100-space garage and the Morgan Boulevard station and its 596-space parking lot on the Blue Line Extension are approved by the board.

Sept. 25: Eight new CAF cars (Series 5000) begin service on the Orange Line.

Oct. 1: The \$8 million, three-story brick and precast building over the Court House Metrorail station is dedicated. It took a year to build the joint development project.

Oct. 4: As the first step in building a fiber optic network linking all Metro facilities, crews are installing a fiber optic cable between Jackson Graham Building and Metro's Pennsy Drive facility. The cable will provide a critical link between the Operations Command Center at JGB and the backup OCC now under construction at Pennsy.

Oct. 15: The Branch Ave rail yard is energized as the \$90 million project near completion.

Oct. 17: As Metro converts the Four Mile Run bus garage in Arlington to handle the next order of CNG buses, it plans to have liquefied natural gas, or LNG, delivered to 30,000-gallon storage tanks instead of constructing a new 3.5-mile natural gas supply line.

Oct. 19: As the American Society of Civil Engineers marks its 150th anniversary, Metrorail is honored as one of the nation's 40 "best of the best" engineering projects in the society's 150-year history.

Oct. 21: The New York Ave. Metrorail station, now under construction, is awarded a "Smart Moves" award by the American Association of State Highway and Transportation Officials.

Oct. 26: With the graduation of the Metro Transit Police Department's Explosive Detection K-9 Teams, six additional dogs are at work patrolling the system.

Oct. 15: The Branch Ave rail yard is energized as the \$90 million project near completion.

Nov. 5: Northern Virginia voters, by a 55 percent vote, reject a ballot referendum to increase regional sales tax hike to help fund transportation projects.

Nov. 12: The 90-day test of SmarTrip technology on Metrobus begins along the Arlington routes. Metrobus customers will now have the option of paying their fares with SmarTrip cards.

Nov. 14: When the Series 6000 rail cars arrive in 2004 they will have a slightly different interior from the current Metrorail cars. Changes will enable the cars to carry more standing customers, wheelchairs and bikes while losing only six seats.

Nov. 18: In keeping with its tradition of customer-service firsts, Metro adds voice-activation to its telephone RideGuide service.

Nov. 21: The board adopts a \$12.2 billion, 10-year Capital Improvement Plan as WMATA's vision for the future.

Nov. 21: Based on extensive public input, environmental reviews and engineering analyses, Metro's board endorses a 24-mile Metrorail extension of the Orange Line from West Falls Church in the Dulles Corridor. Also on this date, the U.S. Department of Defense hosts a grand opening celebration of the Pentagon's new Metro Entrance Facility, designed to improve security by eliminating direct entry from Metro into the Pentagon. The new entrance also provides a secure screening facility outside the perimeter of the Pentagon.

2003

January 16: The WMATA Board of Directors approves changing the name of the Pennsy Facility to the Carmen E. Turner Maintenance and Training Facility, named after WMATA's General Manager from 1983-1990.

January 20: A Blue Line train derails near RR Washington National Airport. The accident caused delays but there were no injuries. Improper work on the track was discovered to be the main factor in the derailment.

January 31: Metro and Flexcar add 10 new hybrid vehicles to the car-sharing program.

President's Day Weekend: A massive snowstorm cripples the area and causes extensive service restrictions for Metro. By week's end, service was nearly normal.

March 14: Metrobus begins its yearlong 30th Anniversary celebration at Bladensburg Division.

Week of March 17: A protesting farmer and his tractor—parked in the reflecting pool on the National Mall—causes many people to take Metro and boosts ridership on Tuesday to 705,892, Metro's sixth highest day.

April 14: Metro, The American Red Cross of the National Capital Area, the Department of Homeland Security and the Federal Transportation Administration launch a new safety campaign to address terrorism and increase security on Metro.

June 19: Cleatus Barnett, Board member from Maryland since 1971, retires.

June 25: A car jumps a security fence and lands on the Red Line track just south of Silver Spring station, causing major delays during the evening rush hour.

June 29: Metro increases fares on bus and rail for the first time in eight years. Metrorail begins opening at 7 a.m. on weekends from terminal stations.

June 30: More than 100 Metro employees take advantage of "early-out" retirement package.

August 4: The Washington Post begins distributing its Express newspaper to Metro customers.

August 14: Robert J. Smith joins WMATA Board, filling vacancy left by retiring Cleatus Barnett.

September 7: Metro and Arlington County launch "Pike Ride," a family of bus routes offering frequent service and limited stops along Columbia Pike.

September 18: Metro closes at 11 a.m. in preparation for Hurricane Isabel. The weakened storm ultimately causes little damage to the system.

October 10: Metro opens the 1,000-space parking facility at Franconia-Springfield station.

October 23: The Authority launches Metro Matters, a campaign to raise awareness of the Authority's imminent need for capital funding.

October 27: The first of the reconditioned Breda 2000/3000 series rail cars rolls into service.

2004

January 17: Carlton Sickles, one of the fathers of Metro and Board member, passes away at 82.

February 11: WMATA breaks ground on a new parking garage at West Falls Church-VT/UVA station.

March 30: Metro launches a promotion for the Metrobus 30 routes in the District designed to build discretionary ridership via offers from participating retail outlets.

May 3: WMATA Board member Decatur Trotter, 72, dies at Johns Hopkins Hospital in Baltimore where he was undergoing treatment for bone cancer.

May 14: In preparation for a move to parking payment via SmarTrip card only, WMATA installs SmarTrip dispensing machines at stations with parking lots.

May 24: Walter Johnson is found guilty in the murder of MTPD Officer Marlon Morales.

May 29: Metro helps thousands of WWII veterans and their families get to the dedication of the Nat'l WWII Memorial on the National Mall.

Week of June 7: Metro provides transportation to those coming to Washington to take part in the ceremonies surrounding the funeral of Ronald Reagan.

June 9: Metro sets daily ridership record of 850,636 as thousands come to pay respects to Ronald Reagan.

June 27: Metro's second fare increase in as many years goes into effect.

June 28: Metro parking lots begin accepting SmarTrip as the only way to pay parking fees.

July 6: Metro opens the new 1,500-space parking facility at Grosvenor-Strathmore station.

August 9: All Metrobuses are now equipped with SmarTrip fareboxes.

September 20: Metro begins construction of the expanded mezzanine at King Street station.

September 27: Metrorail begins operating at 5 a.m. on weekdays from terminal stations.

October 21: Metro Board approves the "Metro Matters" \$3.3 billion six-year funding agreement that will address urgent capital needs including the purchase of 120 more railcars.

November 1: A new and improved Metro Web site makes its debut.

November 3: A non-revenue train collides with a revenue train at Woodley Park-Zoo/Adams Morgan station, injuring approximately 20 people. A subsequent investigation finds no equipment failure and cites the operator with gross violation of basic operations. The operator is dismissed.

November 13: Metro breaks ground on its first light rail line, a 2.7-mile stretch in Anacostia running from Pennsylvania Avenue near the John Phillip Sousa Memorial Bridge to Bolling Air Force Base.

November 16: An Open House and Town Hall Meeting at Metro Headquarters draws hundreds of citizens to voice concerns and hear questions answered by a panel of Metro officials. Moderated by Bob Levey, former columnist for the Washington Post.

November 20: Metro opens New York Ave-Florida Ave-Gallaudet U station on the Red Line, the nation's first in-fill station.

December 11: A 1,200-space parking garage opens at West Falls Church-VT/UVA station on the Orange Line.

December 16: Through a first-ever joint promotion with ING Direct, an online banking service, Metro offers free morning rides on Metrorail, Metrobus and MetroAccess.

December 17: Lunchtalk Online—Metro's Web-based chat between the riding public and Metro officials—makes its debut.

December 18: The Blue Line Extension and its two new stations—Morgan Boulevard and Largo Town Center—opens on the east end of the Blue Line. This marks the first construction beyond Metro's original 103-mile planned system and the first Metrorail service beyond the Capital Beltway in PG County, Maryland.

2005

January 19: Metro experiences its fifth highest ridership day, providing 748,900 trips. The increased ridership is

due in large part to the various inaugural events.

January 20: On this Inauguration Day, Metro provides 575,069 trips. Though concerns of safety and security were top of mind, no major incidents occur in the system or the city.

January 27: Board Member Dana Kauffman was sworn in as chairman for 2005. D.C. Councilmember Marion Barry joins the board as an alternate member, replacing David Catania.

March 18: Dan Tangherlini joins the Metro Board of Directors as an alternate member representing the District of Columbia. He replaces Calvin Nophlin.

March 30: Spring break and cherry blossom time draws visitors to the area, creating the sixth highest ridership day with 748,751 trips.

April 3: The return of baseball to D.C. draws many fans to Metro as the preferred way to get to RFK Stadium. Metro provides 232,084 trips on this Sunday with 19,000 entries and exits at Stadium-Armory station for the Nationals' exhibition game.

April 12: A second Town Hall Meeting is held, this time in Virginia. The event draws approximately 100 people.

April 21: For the first time, the public is allowed to speak at a WMATA Board Meeting. Eleven people take the opportunity to express their views and concerns.

May 9: Metro rolls out its first "wrapped" (exterior covered in an advertisement) train which promotes a salad from McDonald's. The revenue from this new advertising outlet will be applied to improvements that benefit the customer.

May 18: Metro celebrates the sale of the one millionth SmarTrip card.

May 27: Train consist length returns to platform PIDS.

June 1: Following a reorganization of Rail into teams divided by lines, the Red Line Manager B.J. Jones begins her duties.

June 6: The first Chevy Chase Bank ATM is installed at Bethesda station. When complete, there will be 37 ATMs located throughout the Metrorail system.

June 25: The new six-story parking garage opens at College Park - U of MD station.

June 2005 is a ridership record-breaker with 18,556,046 trips provided, more than in any other month in Metro's history.

July 10: Metro-managed DC Circulator begins bus service for the downtown DC area with two routes.

August 1: The Board approves the use of Automatic Balancing Wheeled Conveyances on Metro. Their usage restrictions are similar to those of Bike On Rail.

August 19: Metro begins charging \$25 for parking at Largo Town Center and Morgan Boulevard stations on games days at FedEx Field.

September 26: Just over four years after 9-11, Metro begins installing explosion containment trash cans on Metro station platforms.

October 1: The Public Access to Records Policy (PARP) takes effect. The policy is designed to protect the privacy of individuals and align WMATA's policy more closely with the federal government's Freedom of Information Act (FOIA).

October 8: The six-level, 1,272 space parking facility opens at White Flint station.

October 22: Bus operator Robert Miles wins his 17th Metrobus Roadeo, competing against 19 fellow bus operators.

October 29: The eight-level, 1,850 space parking facility opens at New Carrollton station.

November 4: WMATA dedicates its 1957 Metrobus in honor of civil rights activist Rosa Parks. It is used to transport Parks family members in the procession to the U.S. Capitol.

December 15: The Board establishes a first-ever Riders Advisory Council. The 21-member group will provide input from riders and public transit oriented organizations to Metro managers and the Board.

2006

January 18: Gladys Mack is sworn in as Board chairperson for 2007, succeeding Dana Kauffman.

January 25: The Riders Advisory Council holds its first official meeting.

January 26: Six new diesel electric hybrid Metrobuses begin service out of Landover and Montgomery bus divisions.

January 30: Metro begins operating some eight-car trains during the morning peak period on the Orange Line to test whether fewer, longer trains could ease the bottleneck around Rosslyn station.

February 3: Randi Miller is chosen out of 1,258 people to be the new voice of Metro. She is to record new door announcements and other station announcements. The search for the new voice received national and local media coverage.

February 15: Board chairperson Gladys Mack swears in Dan Tangherlini as interim general manager after Richard A. White steps down.

March 3: Metro begins testing new 6000 Series railcars during revenue service without passengers. The railcars feature a different seating configuration than past series.

March 27: Metro marks its 30th Anniversary.

April 4: Tunnel advertising, a first for the Metrorail system, debuts on the Red Line between Metro Center station and Judiciary Sq. station. Tunnel ads are expected to generate \$400,000 in FY'06 and \$700,000 in FY'07.

July 11: Metrobus becomes 100% accessible for people with disabilities.

July 31: A test railcar with a more open floorplan and more bench seating is placed into service.

September 22: WMATA opens an escalator/elevator training lab at the Carmen Turner Facility. The facility also will be available to fire, police and emergency response departments from local jurisdictions.

October 4: Interim General Manager Dan Tangherlini announces he will leave WMATA and join the new D.C. government later this year. Board resumes search for a permanent replacement.

November 6: Board selects Jack Requa to serve as acting general manager while search for a permanent GM continues.

November 7: Selected Metrobus routes get Next Bus technology which allows customers to find out when the next bus will arrive at their stop.

November 11: This Veterans Day marks the first of four holidays that Metro will begin offering regular service.

November 16: John B. Catoe, Jr. accepts offer to become WMATA's new general manager.

November 30: WMATA trackworkers Leslie Cherry and Matthew Brooks are struck by a train near Huntington station. Neither survive the accident.

2007

January 25: John B. Catoe, Jr. joins WMATA as General Manager. Catoe previously served as Deputy Chief Executive Officer for the Los Angeles County Metro system.

March 23: Helen Lew is sworn in as Metro's first Inspector General.

March 19: Metrobus Route 79, better known as Metro Extra, begins service along the Georgia Avenue corridor, offering customers faster, limited stop service.

March 27: At the U.S. Postal Service's Vehicle Maintenance Facility, President Bush praises Metro for using alternative fuel.

April 2: Metro parking facilities at Anacostia, Vienna, Franconia-Springfield, New Carrollton, Shady Grove and Largo Town Center begin accepting major credit cards as payment in addition to SmarTrip® cards.

June 8: Red platform lights are installed at L'Enfant Plaza station. The red lights cost less than the traditional white lights and are better at keeping customers away from the platform edge.

November 30: Metro Transit Police moves into the new Marlon F. Morales Substation, named in honor of the officer killed in the line of duty in 2001.

2008

January 6: Fares on Metrorail and Metrobus increase. This represents the first fare hike since 2004 and is the first time the use of a SmarTrip® card provides a discount on Metrobus.

March 29: Metrorail carries baseball fans to the new Nationals Ballpark at Navy Yard station for the first games of the season.

April 17: Metrorail again carries thousands of people to Nationals Ballpark, this time for the Papal Mass.

June 9: Poor track conditions cause a six-car Orange Line train to derail between Court House and Rosslyn stations.

June 30: MetroAccess switches from curb-to-curb to door-to-door service. Drivers now escort MetroAccess passengers from the first exterior door of the customer's pickup address into the vehicle and from the vehicle to the first exterior door of the destination address.

July 4: Metrorail sets a new ridership record. Riders took 598,898 trips, nearly 100,000 more trips than in 2007 when 499,341 trips were taken.

July 30: July goes down in the books as the month that Metrorail carried the most passengers in the rail system's 32-year history. In July, riders made 21,017,166 trips, nearly 1.3 million more trips than were taken in June.

October 27: New red and silver, articulated Metrobuses that run on compressed natural gas go into service. The 60-foot buses travel the U8 line from Capitol Heights station in Prince George's County to the Benning Heights area in Southeast Washington.

2009

January 4: Metro discontinues use of paper transfers. Only riders paying with SmarTrip® can transfer free from one bus to another or pay discounted fares when transferring from rail-to-bus or bus-to-rail. Transfer time is extended from two to three hours.

January 18-20: Over Inauguration Weekend, Metrorail operates 60 hours of passenger service and riders take an estimated 2.6 million trips. Metrorail sets three ridership records in a row. On Sunday, the day of the opening ceremony and concert at the Lincoln Memorial, riders take 616,324 trips, making it the busiest Sunday in Metro history. On Monday, Martin Luther King, Jr. Day, riders take 866,681 trips, topping the previous weekday ridership record set in July. On Tuesday, Inauguration Day, a new Metrorail weekday ridership record is set with 1.12 million trips. Metrorail trains carry crush loads before 5 a.m. Metrobus passengers take 423,000 trips.

March 16: Metro opens a permanent sales facility at Anacostia Metro station.

May 29: John B. Catoe is named APTA's General Manager of the year.

June 22: A Metro train collides with a stopped train on the Red Line, killing nine and injuring 80.

August 9: Track worker Michael Nash is struck and killed by a ballast regulator.

October 9: Service returns to normal on the Red Line following June 22 accident.

December 19: A record-setting December snowstorm hits the region, causing temporary service cutbacks on Metrorail and Metrobus.

2010

January 15: General Manager John Catoe announces his retirement.

February 12: Two back-to-back snowstorms shut region down along with all Metrobus service and above-ground Metrorail service.

February 28: Fare increases take effect.

March 5: Richard R. Sarles appointed interim general manager.