

**NVTC EXECUTIVE COMMITTEE  
THURSDAY, FEBRUARY 5, 2004**

**7:00 P.M.**

**NVTC SMALL CONFERENCE ROOM**

**AGENDA**

NOTE: Dinner will be provided for Executive Committee Members

1. Legislative Items.
2. FY 2005 State Aid Applications.
3. WMATA Response to Ed Tennyson's Letter.
4. New Items.

Committee Members:

Hon. Bill Euille, Chairman  
Hon. Paul Ferguson  
Hon. Gerry Connolly  
Hon. Dana Kauffman  
Hon. Chris Zimmerman  
Hon. Mary Margaret Whipple  
Hon. Elaine McConnell

**NVTC COMMISSION MEETING  
THURSDAY, FEBRUARY 5, 2003  
8:00 P.M.**

**NVTC CONFERENCE ROOM**

**AGENDA**

**1. Minutes of the January 8, 2004 NVTC Meeting.**

Recommended Action: Approval.

**2. NVTC FY 2005 State Aid Applications.**

NVTC's applications to DRPT on behalf of WMATA, VRE and the commission's local jurisdictions, together with requests for special NVTC projects, have been submitted to meet the February 2<sup>nd</sup> deadline, following a careful review by local staff.

Recommended Action: Approve Resolution #1002 which endorses the applications submitted by staff.

**3. NVTC FY 2005 Administrative Budget.**

The proposed budget is identical to the preliminary version sent to the jurisdictions in September, 2003 and discussed by the commission in January, 2004. Total expenditures and total local shares are held constant.

Recommended Action: Approve the FY 2005 budget.

**4. Legislative Items.**

- A. Briefing on Status of Budget Bills.
- B. Transit Education Day.

- C. Proposal to Create a New Transportation Commission.
- D. Other Bills of Interest to NVTC.
- E. Federal Legislation.

Recommended Action: Act on staff recommendations to communicate NVTC's views on pending legislation

**5. WMATA Items.**

- A. Metro Board Digest for January, 2004.
- B. Response to NVTC Letter.
- C. Regional Mobility Initiative.
- D. U.S. Route 1 Service Restructuring Plan.

Recommended Action: Determine whether to follow up on WMATA's response to NVTC's concerns about bus abandonments and snow policy.

**6. Regional Transportation Items.**

- A. Highways and Transit: Leveling the Playing Field in Federal Transportation Policy.
- B. BRT in the Dulles Corridor.

Discussion Item.

**7. NVTC Handbook for 2004.**

The 2004 edition is available on NVTC's website with a limited number of printed copies available for the public.

Information Item.

**8. NVTC Financial Items for December, 2003.**

Information Item.

**9. VRE Items.**

- A. Report from the VRE Operations Board (with minutes of the January 16, 2004 meeting) and from the VRE Acting Chief Operating Officer -- Information Item.
- B. Solicitation of Bids and Award of a Contract to Rebuild 10 VRE Railcar Trucks -- Action Item/Resolution #1003.
- C. Approval of FY 2003 VRE Audited Financial Report -- Action Item/Resolution #1004.
- D. Leased Parking at the VRE Manassas Station -- Action Item/Resolution#1005.
- E. Funding Agreement for Burke Centre Canopy -- Action Item/Resolution #1006.

**MINUTES**  
**NVTC COMMISSION MEETING – JANUARY 8, 2004**  
**NVTC CONFERENCE ROOM - ARLINGTON, VIRGINIA**

The meeting of the Northern Virginia Transportation Commission was called to order by Chairman McConnell at 5:45 P.M.

**Members Present**

Sharon Bulova  
Gerald Connolly  
William D. Euille  
Paul Ferguson  
Jay Fiset  
Ludwig Gaines  
Catherine M. Hudgins  
Dana Kauffman  
Elaine McConnell  
William C. Mims  
Karen Rae  
David F. Snyder  
Mick Staton  
Mary Margaret Whipple  
Christopher Zimmerman

**Members Absent**

David Albo  
Gary A. Reese  
Scott Silverthorne

**Staff Present**

Rhonda Gilchrest  
Scott Kalkwarf  
Jana Lynott  
Stephen MacIsaac (VRE)  
Adam McGavock  
Mark Roeber (VRE)  
Kala Quintana  
Richard K. Taube  
Dale Zehner (VRE)

### Oath of Office for New Commissioners

Chairman McConnell introduced two new commissioners. Fairfax County has appointed Catherine Hudgins and Loudoun County has appointed Mick Staton to serve on NVTC.

Chairman McConnell administered the oath of office to Mrs. Hudgins and Mr. Staton. Commissioners welcomed them to NVTC.

### Minutes of NVTC's Meeting of December 4, 2003

On a motion by Mr. Zimmerman and a second by Mrs. Bulova, the commission unanimously approved the minutes. The vote in favor was cast by commissioners Bulova, Euille, Ferguson, Gaines, Hudgins, McConnell, Mims, Rae, Snyder, Staton, Whipple and Zimmerman.

Mr. Kauffman arrived at 5:49 P.M.

### Election of 2004 Officers

Chairman McConnell stated that NVTC's Executive Committee, serving as the Nominating Committee, has recommended the following slate of officers for 2004:

Chairman: Bill Euille  
Vice Chairman: Paul Ferguson  
Secretary-Treasurer: Gerry Connolly

Mrs. Bulova moved to accept the slate of officers and Mr. Zimmerman seconded. The vote in favor was cast by commissioners Bulova, Euille, Ferguson, Gaines, Hudgins, Kauffman, McConnell, Mims, Rae, Snyder, Staton, Whipple and Zimmerman.

Chairman McConnell then administered the oath of office to Mr. Euille and Mr. Ferguson.

Chairman Euille stated that he is honored to serve as NVTC's chairman and provide the commission with leadership during 2004. He noted that the success of NVTC is based on a team effort among commissioners, staff and citizens. On behalf of the commission, Chairman Euille thanked Mrs. McConnell for her leadership during 2003 and presented her with a gift of appreciation.

Commissioners Fisetta and Connolly arrived at 5:50 P.M. and 5:51 P.M., respectively. Chairman Euille administered the oath of office to Mr. Connolly.

### Selection of NVTC Representatives to Boards and Committees

Chairman Euille stated that he has appointed Mr. Connolly to serve as chairman of the Legislative Committee. He also announced the following NVTC nominations for the WMATA, VRE and VTA boards, as well as NVTC committee assignments:

#### WMATA Board

Principals: Dana Kauffman  
Chris Zimmerman

Alternates: Catherine Hudgins  
William Euille

#### VRE Operations Board

Principals: Sharon Bulova  
Dana Kauffman  
Elaine McConnell

Alternate: Chris Zimmerman

#### Virginia Transit Association Board of Directors

Principals: Sharon Bulova  
Chris Zimmerman

Alternates: David Snyder  
Mary Margaret Whipple  
Rick Taube

#### NVTC Legislative Committee

Gerry Connolly, Chairman  
Bill Euille  
Paul Ferguson  
William Mims  
Scott Silverthorne  
Dave Snyder  
Mick Staton

#### NVTC Executive Committee

Bill Euille, Chairman  
Paul Ferguson, Vice Chairman  
Gerry Connolly, Secretary-Treasurer  
Dana Kauffman, WMATA Board  
Chris Zimmerman, WMATA Board  
Mary Margaret Whipple, General Assembly  
Elaine McConnell, Immediate Past Chair

Mr. Snyder moved, with a second by Mr. Gaines, to approve the board and committee assignments. The vote in favor was cast by commissioners Bulova, Connolly, Euille, Ferguson, Fisetta, Gaines, Hudgins, Kauffman, McConnell, Mims, Rae, Snyder, Staton, Whipple and Zimmerman.

### Revise NVTC Signatories and Pension Trustees

Mr. Ferguson moved approval of Resolution #997, which would authorize Mr. Connolly, as the new Secretary-Treasurer, to serve as a signatory for NVTC documents, including financial transactions, and to serve as a trustee of NVTC's Employees' Pension Trust. Mr. Gaines seconded the motion. The vote in favor was cast by commissioners Bulova, Connolly, Euille, Ferguson, Fiset, Gaines, Hudgins, Kauffman, McConnell, Mims, Rae, Snyder, Staton, Whipple and Zimmerman. (A copy of Resolution #997 is attached.)

### Public Hearing on and Approval of NVTC's 2004 Workprogram

Mr. Taube asked several members of NVTC's staff to provide an update on some of their projects from the past year and proposed new activities for 2004.

Kala Quintana reported that NVTC jurisdictional bus and VRE schedules were converted into an easy to access format that can be accessed and downloaded to Personal Digital Assistants (PDA's), hand held computers and cell phones with Internet access. NVTC staff also gave a presentation to staff from Maryland and the District of Columbia about this technology and they are in the process of getting the appropriate approvals to implement the technology. She also reported that staff met with state and federal legislative members to promote transit. NVTC will again co-sponsor VTA's second annual Transit Education Day on January 27, 2004.

Ms. Quintana stated that throughout the next year, NVTC will be celebrating its 40<sup>th</sup> anniversary. She also reported that text message technology will also be introduced to all NVTC jurisdictions to provide another way for the public to get information about transit schedules and other important information. NVTC's website will also be expanded.

Adam McGavock provided an update of the GEORGE bus service in Falls Church, which began operating in January, 2003. He stated that improvements have been made to the system, which resulted in the service running on time and customer complaints drastically being reduced. During 2004, NVTC will initiate the evaluation process of the GEORGE bus demonstration project and will assist the city of Falls Church in securing funds for the continuation of the service. In response to a question from Mr. Connolly, Mr. Snyder stated that Falls Church is looking for funding sources, including federal grants, to continue the service. Mrs. Bulova asked if federal funds are now being used for the bus system. Mr. Snyder explained that the original funding included federal grants. Mr. Connolly asked what would happen if funding was not identified to continue the service. Mr. Snyder answered that the community wants the service and the city is

looking at ways to continue it, including working with WMATA to better link it to existing service in Fairfax and Arlington counties.

Mr. McGavock also reported that the ITS evaluation project was completed within budget. The final report, which provides the methodology for monitoring performance data and evaluating success for ITS investments, is available on NVTC's website.

Mr. McGavock stated that during 2004 the 384 SmarTrip compatible fareboxes and garage computer systems for the Northern Virginia local transit systems will be installed.

Jana Lynott reported that during the past year she worked with VRE staff to identify offsite, temporary emergency overflow parking that could be used by VRE's customers should a major incident such as September 11<sup>th</sup> cause a surge in ridership. Willing property owners have been identified for Woodbridge, Brooke, Rolling Road, Broad Run, and possibly Manassas Park, which would provide an additional 500 parking spaces. Milestones remaining to be accomplished during 2004 include VRE legal counsel to review the draft and finalize; VRE Operations Board to approve the leases; shuttle service agreements to be secured; and discussions to be held with VRE staff concerning exploration of longer term parking opportunities.

Ms. Lynott reported that at the urging of jurisdictional staff, NVTC staff agreed to host a series of meetings to develop contingency plans for key Metrorail station closures in Northern Virginia. DRPT awarded NVTC a grant of \$1000 to support this effort. These plans will outline alternative staging areas for buses should the Metrorail station be shut down. The first meeting was held in November, 2003 to review and refine the Pentagon Transit Center Contingency Plan. A draft plan has also been completed for the Rosslyn Metrorail station and one is being put together for the King Street Metrorail station this month. Plans for the other stations will continue throughout 2004.

Mr. Kauffman asked which Metro stations are considered "key" stations. Ms. Lynott replied that the Pentagon, Rosslyn, Ballston, West Falls Church, Vienna, King Street, Huntington, and Franconia-Springfield Metro stations are considered key stations. In response to a question from Mr. Zimmerman, Ms. Lynott stated that the draft Rosslyn Metrorail station plan is being circulated among jurisdictional staff and there has been excellent cooperation from county staff, Arlington police and WMATA staff.

Ms. Lynott stated that for 2004, she will be serving as contract manager to oversee the consultant contract and budget for the 2020 Plan Update. Also, NVTC will seek a state grant to conduct research that will help local transit operators to effectively prepare for the region's aging population's mobility needs.

Scott Kalkwarf reported that some of his accomplishments for 2003 included the determination that the Department of Taxation was incorrectly deducting certain fees from the monthly gas tax, which resulted in over \$81,000 in refunds to NVTC jurisdictions. He also analyzed the detailed monthly collection reports from the Department of Taxation and discovered unusual accounting activity. After communicating this to the field representatives, it resulted in revenue reallocation among several jurisdictions.

For 2004, Mr. Kalkwarf plans to work with the Department of Taxation to fully develop the newly created MVFST position and to encourage the department to quickly fill the position. Also, he will update the SAM allocation model using the most recent available data and provide continual projections of available funds to jurisdictional staff.

Chairman Euille opened the meeting for public comment about NVTC's 2004 workprogram.

Ed Tennyson commended NVTC for its overall excellent work. He stated that enough studies have been done and now it's time for the Dulles Rail project to be implemented. He also called for more state funding to be routed through the Transportation Trust Fund to increase the dollar amount of the 14.7 percent devoted to public transportation. Governors have "borrowed" hundreds of millions of dollars from this fund. He stated that NVTC should be authorized to borrow against these diverted funds which the Governor has reportedly promised to repay.

Mr. Tennyson also expressed his opinion that highway maintenance should take priority over new construction. The I-66 widening project in Arlington should be deferred since it will do little good and there is no funding. To relieve congestion on I-66, he suggested VRE be extended to Haymarket as soon as possible. He stated that VRE is, by far, the most economical means of peak movement.

Mr. Tennyson cautioned the commission against Bus Rapid Transit (BRT) since in examples from around the country it attracts only one-third of the riders estimated for it. Instead, he suggested implementing Light Rail parallel to the Beltway and from Manassas and Chantilly to Vienna, as included in the 2020 Plan. He stated that the HOT Lane for the Beltway proposal will not work financially or effectively without unavailable subsidy. Transit Revenue Bonds and Equipment Trust Certificates can finance the local rail transit share, to be repaid by savings in the future.

Mr. Tennyson also stated that NVTC must resist the slogan "no service cuts." When improved service renders parallel service less useful, economies should be taken. For example, the GEORGE Bus may have rendered Metrobus Route 3B obsolete in Falls Church.

Mr. Tennyson also stated that it is important to pay more attention to operating economy. He stated that NVTC should direct WMATA to achieve 12 passenger-miles per bus-mile and 26 passenger-miles per car-mile as a matter of policy. He also suggested that NVTC should encourage WMATA from raising fares faster than the cost-of-living increase.

Mr. Tennyson offered to provide a copy of his testimony for commissioners (attached).

In response to a question from Mr. Connolly, Mr. Tennyson provided more details about BRT. In Los Angeles, one BRT project estimated ridership would be 63,000 but actual ridership was only 4,000. He stated that BRT just doesn't attract riders. One successful BRT is on Willshire Boulevard in Los Angeles because the system provides free transfers from all other lines and free transfers were taken away from the subway. Mr. Connolly asked Mr. Tennyson to provide NVTC with additional data concerning BRT. Ms. Rae asked staff to provide commissioners with a copy of the analysis done on the Dulles BRT service which was compared to national standards.

There were no more citizens wishing to speak and Chairman Euille closed the public hearing.

Mr. Connolly moved, with a second by Mrs. McConnell, to approve the workprogram for 2004. The vote in favor was cast by commissioners Bulova, Connolly, Euille, Ferguson, Fiset, Gaines, Hudgins, Kauffman, McConnell, Mims, Rae, Snyder, Staton, Whipple and Zimmerman.

### Legislative Items

Mr. Taube announced that the Virginia Transit Association will sponsor the second annual Transit Education Day in Richmond on January 27<sup>th</sup>. A bus is expected to be available for commissioners and staff who wish to attend.

Mr. Taube stated that PRTC is being briefed this evening on a proposal to establish a new transportation district that could include current PRTC members Stafford County and Fredericksburg and several other jurisdictions such as Spotsylvania and Caroline counties. Delegate Orrock has introduced a bill (HB 146) that would extend the two percent motor fuels tax currently levied within NVTC and PRTC jurisdictions to such new commissions. While details about the proposal are still sketchy, initially it seems that the proposal offers some benefits as well as reasons for concern.

Mr. Taube stated that potential benefits include providing a funding mechanism to induce more participants to help pay for VRE; providing potential

support from the General Assembly leadership for NVTC's motor fuel user fee increase; and it could extend to several additional jurisdictions an institutional structure to advocate better transit and more sources of state and federal funding.

Mr. Taube stated that potential problems include that it may require renegotiation of the VRE Master Agreement with uncertain results for subsidy allocation and voting strength; amendments may lead to unforeseen consequences for NVTC's two percent gas tax statute and the transportation district act; and it may lead to more competition for existing state and federal transportation funds.

Mr. Kauffman asked how this legislation would affect the VRE bonds. Mr. MacIsaac replied that this is a question for bond counsel, but that it would no doubt cast a shadow on the bonds. Any changes to the VRE Master Agreement would need to be approved by the bondholders. Mr. Taube stated that staff will keep commissioners informed about this legislation.

Mr. Taube also reported that a draft omnibus bill, which attempts to simplify the Virginia Code, includes a section referencing NVTC. NVTC was created and modified over the years in a series of Acts of Assembly that are not part of the Code and this bill would codify the language in the acts and provide other clarifying changes. NVTC staff observed that there seem to be substantive changes, including adding another General Assembly member from the House of Delegates. Mr. Connolly noted that if another member is added to NVTC, there would be a quorum issue, especially during the General Assembly session. This issue would need to be addressed.

Mr. Taube also reported that Senator Whipple has drafted a bill to increase NVTC's gas tax to four percent from two percent. Senator Whipple stated that she will file it next week. Mr. Taube stated that NVTC sent a letter to Delegate Parrish requesting that he include this change in his statewide motor fuel user fee proposal.

### VRE Items

Report from the VRE Operations Board. Mrs. Bulova noted the minutes of the December 19, 2003 Operations Board meeting. She also reported that the freight derailment just prior to Christmas severely impacted VRE service, but full service was reinstated on December 29<sup>th</sup>. Ridership continues to grow with a record high of 15,900 daily passengers this past Wednesday. On-time performance was at 91 percent this week.

Mr. Zehner expressed his concern that there won't be enough capacity to carry all the passengers if there is a snowstorm or other incidents that increase

ridership. VRE is at capacity and more railcars won't be available until the summer, which will only add another 800 seats.

Amtrak Contract Extension. Mrs. Bulova reported that the current VRE operating agreement with Amtrak expires on January 31, 2004. Resolution #999 would authorize the contract to be extended through April 2, 2004 in order to reach agreement on an access fee for the extension period, with the understanding that additional changes may be approved by the commissions in the future that would apply retroactively to February 1, 2004.

Mrs. Bulova moved, with a second by Mr. Connolly, to approve Resolution #999. The vote in favor was cast by commissioners Bulova, Connolly, Euille, Ferguson, Fisette, Gaines, Hudgins, Kauffman, McConnell, Mims, Rae, Snyder, Staton, Whipple and Zimmerman. (A copy of the resolution is attached.)

VRE Budget for FY 2005. Mrs. Bulova reported that the VRE Operations Board recommends approval of Resolution #1000, which would approve VRE's FY 2005 and revised FY 2004 budgets and authorize staff to forward these to the local jurisdictions, along with a six-year financial forecast. She explained that for FY 2005, 32 trains would continue to operate with assumed average daily ridership of 15,000. A six percent fare increase is included but no increase in total local subsidies.

Mrs. Bulova moved, with a second by Mr. Zimmerman, to approve Resolution #1000 (copy attached).

Mr. Zimmerman observed the tremendous growth of VRE over the last few years and stated that VRE would probably continue to grow at this rate if it had additional railcars, a place to store equipment and additional access rights from the railroads. He stated that it is important to work with CSX and gain more access. Mr. Connolly asked that a future meeting devote more time to discuss VRE's capacity issues and what can be done. Mr. Kauffman reiterated that the main challenges are access to the tracks and storage issues. Mrs. Bulova reported that the VRE Operations Board is having a strategic planning session on February 6<sup>th</sup> to discuss many of these issues.

The commission then voted on the motion and it passed unanimously. The vote in favor was cast by commissioners Bulova, Connolly, Euille, Ferguson, Fisette, Gaines, Hudgins, Kauffman, McConnell, Mims, Rae, Snyder, Staton, Whipple and Zimmerman.

Commissioners Mims and Staton left at 6:45 P.M. and did not return.

Elimination of VRE Holiday Service. Mrs. Bulova reported that the VRE Operations Board has recommended approval of Resolution #1001, which would authorize staff to cease to operate VRE holiday service on Martin Luther King

Day, Presidents' Day, Columbus Day and Veterans' Day. Net savings are expected to be more than \$75,000 annually. Prior to making this recommendation, extensive outreach to VRE customers was made and new marketing efforts were used to try to boost ridership on these days.

On a motion by Mrs. Bulova and a second by Mrs. McConnell, the commission unanimously approved Resolution #1001 (copy attached). The vote in favor was cast by commissioners Bulova, Connolly, Euille, Ferguson, Fisette, Gaines, Hudgins, Kauffman, McConnell, Rae, Snyder, Whipple and Zimmerman.

Closed Session. Mrs. Bulova made, with a second by Mr. Zimmerman, the following motion to enter into closed session:

Pursuant to the Virginia Freedom of Information Act (Section 2.2-3711A.7 of the Code of Virginia), the Northern Virginia Transportation Commission authorizes discussion in closed session concerning legal matters relating to settlement of a threatened lawsuit.

The vote in favor was cast by commissioners Bulova, Connolly, Euille, Ferguson, Fisette, Gaines, Hudgins, Kauffman, McConnell, Rae, Snyder, Whipple and Zimmerman.

The commission entered into closed session at 6:45 P.M. and returned to open session at 6:58 P.M.

Mrs. Bulova moved, with a second by Mr. Connolly, to approve the following certification:

The Northern Virginia Transportation Commission certifies that, to the best of each member's knowledge and with no individual member dissenting, at the just concluded closed session:

1. Only public business matters lawfully exempted from open meeting requirements under the Freedom of Information Act were discussed; and
2. Only such public business matters as were identified in the motion by which the closed session was convened were heard, discussed or considered.

The vote in favor was cast by commissioners Bulova, Connolly, Euille, Ferguson, Fisette, Gaines, Hudgins, Kauffman, McConnell, Rae, Snyder, Whipple and Zimmerman.

RFP for Consulting Assistance for NVTAs 2030 Transportation Plan Update and Amendments to NVTC's Section #457 Employee Benefit Plan

Mrs. Bulova moved, with a second by Mr. Zimmerman, to approve, by consent, agenda items #8 and 9 (which includes Resolution #998). The vote in favor was cast by commissioners Bulova, Connolly, Euille, Ferguson, Fissette, Gaines, Hudgins, Kauffman, McConnell, Rae, Snyder, Whipple and Zimmerman.

In response to a question from Mr. Connolly, Mr. Taube stated that the work for the NVTA 2030 update will be paid for by federal funds.

Chairman Euille stated that several commissioners need to leave to go to another meeting and he passed the gavel to Vice Chairman Ferguson to continue chairing the meeting. Commissioners Euille, Rae and Zimmerman left the meeting at 7:00 P.M.

Plans for NVTC's 40<sup>th</sup> Anniversary

Mr. Taube reported that NVTC's first meeting was held in September, 1964 and the commission's 40<sup>th</sup> anniversary occurs in 2004. At the request of the Executive Committee, staff put together several ideas for a possible anniversary celebration, including a short business meeting on April 1, 2004 at the Old Town Hall in the city of Fairfax followed by an anniversary celebration. The event would be used to help increase awareness about the funding needs of transit systems in Northern Virginia. The total cost would be about \$10,000. NVTC could try to absorb these costs through anticipated reduced spending within the commission's FY 2004 budget for personnel and other items. Mr. Taube also stated that the commission may wish to consider whether to request private sector donations to help defray part of the cost of the event.

Mr. Taube stated that beyond the event, NVTC could undertake a series of outreach activities to mark the 40<sup>th</sup> anniversary. For example, NVTC could conduct some of its monthly meetings in the member jurisdictions to generate local interest in the accomplishments, current funding needs and future aspirations of the members' transit systems. The expense for these outreach sessions would be minimal and covered within NVTC's marketing budget.

Vice Chairman Ferguson expressed his opinion that outside financial help would be beneficial but questioned if there would be a legal question whether NVTC could choose the organizations from which to accept contributions. Mrs. Whipple expressed some reservations about accepting sponsorship money, since NVTC is a governmental entity. Vice Chairman Ferguson suggested getting advice from legal counsel on this issue.

Mrs. Whipple observed that NVTC could have a simple celebration rather than an extravagant costly event. Vice Chairman Ferguson suggested asking local merchants to donate food and beverages. Ms. Quintana stated that this event is a good opportunity to utilize this milestone to attract media attention and to shine a light on this issues the region is facing.

Mr. Gaines expressed his support for the outreach meetings at the different jurisdictions. Vice Chairman Ferguson directed staff to work with those jurisdictions who would like to host a NVTC meeting. In response to a question from Mrs. Bulova, it was noted that the Fairfax Connector Bus system could be highlighted at the November joint meeting in Springfield.

#### NVTC Draft FY 2005 Administrative Budget

Mr. Taube explained that the commission already discussed the preliminary budget in September, 2003 and authorized staff to forward it to NVTC's member jurisdictions to assist in their budget preparations. The budget would hold local contributions the same as in FY 2004. Total expenditures are also virtually unchanged from the previous fiscal year. The budget will be brought back at NVTC's February meeting for action. There were no questions from commissioners.

#### WMATA Items

Regional Mobility Planning Session. Mr. Taube reported that WMATA intends to conduct a regional mobility planning initiative on January 9, 2004 as part of its regional mobility initiative. NVTC staff will participate and commissioners are invited to attend.

#### Regional Transportation Items

Award for Regional Transit Operators Group. NVTC is among the members of this regional transit operators group that engages in emergency response planning. Certificates of honor are being provided to recognize the group for its honorable mention in Montgomery County's "County Executive's Montgomery's Best Awards" competition.

Local Transit System Ridership Trend Line. NVTC staff has completed a timeline that clearly shows the substantial success of Northern Virginia's local bus systems and VRE in attracting riders since the first local system (DASH) began operation in 1984. From 753 average daily boardings in 1984, this set of transit operators carries 58,615 as of FY 2002.

Impact of National Economic Slowdown on Public Transportation. Since mid-2001, unfavorable economic conditions have plagued the transportation sector and nationwide public transit ridership actually declined during the past year after six years of continuous increases. This survey, conducted by APTA, shows that large urban transit systems (30+ million trips per year) were reported to have suffered the most.

Local Transit Benefits People Who Do Not Ride It. APTA has released this series of reports by Paul Weyrich and William Lind of the Free Congress Foundation expressing a conservative viewpoint. The paper focuses on three principal reasons for those who don't use transit to support transit nonetheless: 1) Transit reduces traffic congestion; 2) Transit is an option in an emergency; and 3) Transit generates large increases in property values. The authors promote rail transit over bus because in their view rail transit delivers greater and more assured benefits in these three areas than does bus.

#### NVTC's New Web-Based Distribution of Meeting Materials

Mr. Taube stated that recipients of NVTC's meeting materials have been alerted that they are now available electronically. Commissioners will continue to receive mailed printed copies, but if any commissioners prefer not to receive a mailed copy, they should contact staff. This new procedure could reduce costs by almost \$3,000 per year.

#### Contract for Regional Vanpool Initiative Data Verification

Mr. Taube explained that for the second month, WMATA has requested that NVTC delay the due date for proposals. No new date has been set pending notice from WMATA.

#### NVTC Financial Reports for November 2003

The monthly financial reports were provided to commissioners. There were no questions.

Other NVTC Business

Mrs. Whipple requested a report at the next meeting on the Governor's proposed budget. She stated that Ms. Rae previously agreed to provide that report.

Adjournment

On a motion by Mr. Gaines and a second by Mrs. Bulova, the commission unanimously agreed to adjourn. The vote in favor was cast by commissioners Bulova, Connolly, Ferguson, Fiset, Gaines, Hudgins, Kauffman, McConnell, Snyder and Whipple. Vice Chairman Ferguson adjourned the meeting at 7:14 P.M.

Approved this fifth day of February, 2004.

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William D. Euille  
Chairman

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Gerald Connolly  
Secretary-Treasurer

## Northern Virginia Transportation Commission

Thursday, January 8, 2004

### MEETING SUMMARY

- Welcomed two new commissioners: Mick Staton from Loudoun County and Catherine Hudgins from Fairfax County.
- Elected new officers:
  - William Euille, Chairman
  - Paul Ferguson, Vice Chairman
  - Gerry Connolly, Secretary-Treasurer
- Authorized the new Secretary-Treasurer to serve as a NVTC signatory and pension trustee.
- Selected new representatives to the WMATA, VRE and VTA boards:

-- WMATA:

#### Principals

Hon. Dana Kauffman  
Hon. Chris Zimmerman

#### Alternates

Hon. Catherine Hudgins  
Hon. Bill Euille

-- VRE:

#### Principals

Hon. Sharon Bulova  
Hon. Dana Kauffman  
Hon. Elaine McConnell

#### Alternates

Hon. Chris Zimmerman

-- VTA:

#### Principals

Hon. Sharon Bulova  
Hon. Chris Zimmerman

#### Alternates

Hon. David F. Snyder  
Hon. Mary Margaret Whipple  
Richard K. Taube

- Chairman Euille appointed the Honorable Gerry Connolly to chair the NVTC Legislative Committee for 2004.
- Conducted a public hearing on NVTC's draft 2004 workprogram and approved the workprogram.
- Authorized staff to procure a consultant using federal funding to assist the Northern Virginia Transportation Authority in updating the region's 2020 transportation plan to 2030.
- Adopted amendments to NVTC's Section 457 Employee Benefit Plan as required by revised IRS regulations.
- For VRE:
  - Authorized an extension of the current Amtrak agreement through April 2, 2004;
  - Adopted the FY 2005 VRE capital and operating budget to be forwarded to the jurisdictions together with the six-year financial forecast;
  - Approved a resolution eliminating holiday VRE service; and
  - Conducted a closed session on a legal matter pertaining to a lawsuit.
- Discussed NVTC's draft FY 2005 budget and plans for NVTC's 40<sup>th</sup> anniversary during calendar 2004.

**RESOLUTION #997**

**SUBJECT:** Designation of NVTC Signatories and Pension Trustees.

**WHEREAS:** The Honorable Gerry Connolly has been elected Secretary-Treasurer of NVTC for 2004; and

**WHEREAS:** NVTC desires that the person holding the office of Secretary-Treasurer be designated as an official signatory as well as a pension trustee.

**NOW, THEREFORE BE IT RESOLVED** that the Northern Virginia Transportation Commission hereby selects the following persons to serve as NVTC signatories (who are eligible to sign individually for any transaction of less than \$5,000 and with one other signatory for transactions of \$5,000 or greater) and the same individuals shall serve as NVTC employees' pension trustees.

Hon. Gerry Connolly  
Richard K. Taube  
Scott C. Kalkwarf  
Colethia Turner

Secretary-Treasurer  
Executive Director  
Director of Finance and Administration  
Assistant Financial Officer

Approved this 8th day of January, 2004.

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William Euille  
Chairman

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Gerry Connolly  
Secretary-Treasurer

## **RESOLUTION #998**

**SUBJECT:** Amendments to NVTC's Section 457 Employee Benefit Plan.

**WHEREAS:** The Northern Virginia Transportation Commission has established a Section 457 deferred compensation plan for its employees that serves the interest of NVTC by enabling it to provide reasonable retirement security for its employees, while permitting increased flexibility in managing its overall employee benefits package and thereby assisting in attracting and retaining competent personnel; and

**WHEREAS:** Amendments to the Internal Revenue Code have been enacted that require changes in the structure of, and allow enhancements to, the Section 457 plan.

**NOW, THEREFORE BE IT RESOLVED** that the Northern Virginia Transportation Commission hereby amends and restates the Section 457 deferred compensation plan in the form of the ICMA Retirement Corporation Deferred Compensation Plan and Trust; and

**BE IT FURTHER RESOLVED** that the assets of the plan shall be held in trust with NVTC's duly designated officers agreeing to serve as trustees for the exclusive benefit of the plan participants and their beneficiaries. The assets shall not be diverted to any other purpose. Indicia of the trustees' beneficial ownership of plan assets held in the Vantage Trust shall be held for the exclusive benefit of the plan participants and their beneficiaries.

Approved this 8th day of January, 2004.

\_\_\_\_\_  
William Euille  
Chairman

\_\_\_\_\_  
Gerry Connolly  
Secretary-Treasurer

## RESOLUTION #999

**SUBJECT:** Amtrak Contract Extension.

**WHEREAS:** VRE's current operating agreement with Amtrak expires January 31, 2004; and

**WHEREAS:** VRE and Amtrak are negotiating a new contractual agreement that would provide VRE long term access to Washington Union Terminal; and

**WHEREAS:** In order to permit sufficient time to conclude negotiations on a new long term agreement, an extension agreement through June 30, 2005, has been proposed; and

**WHEREAS:** Amtrak is seeking increased fees for access during the extension period, and VRE and Amtrak have not yet reached agreement on those fees;

**NOW, THEREFORE BE IT RESOLVED** that the Northern Virginia Transportation Commission hereby authorizes VRE's Acting Chief Operating Officer to execute a short term contract extension through April 2, 2004, in order to reach agreement on an access fee for the extension period, with the understanding that additional changes may be approved by the commissions in the future that would apply retroactively to February 1, 2004.

Approved this 8th day of January, 2004.

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William Euille  
Chairman

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Gerry Connolly  
Secretary-Treasurer

## **RESOLUTION #1000**

**SUBJECT:** VRE Budget for FY 2005.

**WHEREAS:** The VRE Master Agreement requires that the commissions be presented with a fiscal year budget for their consideration at their respective January meetings prior to the commencement of the subject fiscal year;

**WHEREAS:** The VRE Acting Chief Operating Officer has provided the VRE Operations Board with a revised FY 2004 budget and a proposed FY 2005 Operating and Capital Budget within the guidelines developed in concert with the jurisdictional chief administrative officers and the Board has authorized that budget to be forwarded to the commissions for approval; and

**WHEREAS:** The recommended budget is built on an average daily ridership of 15,000 and 32 trains with a six percent fare increase and no total local subsidy increase.

**NOW, THEREFORE BE IT RESOLVED** that the Northern Virginia Transportation Commission hereby adopts the revised FY 2004 and recommended FY 2005 VRE Operating and Capital Budget and directs staff to forward the FY 2005 budget to the local jurisdictions for inclusion in their budgets and appropriations in accordance with the Master Agreement;

**BE IT FURTHER RESOLVED** that NVTC authorizes the executive directors of both PRTC and NVTC to submit to the Transportation Planning Board of the National Capital Region and to the Federal Transit Administration or other federal agencies, the appropriate Transit Improvement Program and grant applications for FY 2004 and FY 2005;

RES. #1000

**BE IT FURTHER RESOLVED** that NVTC authorizes its executive director to submit to the commonwealth the approved budget as part of the FY 2005 state aid grant applications; and

**BE IT FURTHER RESOLVED** that NVTC accepts and will forward to its jurisdictions the six-year VRE financial forecast that is also a requirement of the Master Agreement.

Approved this 8th day of January, 2004.

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William Euille  
Chairman

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Gerry Connolly  
Secretary-Treasurer

## **RESOLUTION #1001**

**SUBJECT:** Elimination of VRE Holiday Service.

**WHEREAS:** At the request of the VRE Finance Committee, the VRE Operations Board asked staff to examine ways to generate meaningful cost savings;

**WHEREAS:** Staff suggested new policies that will bring significant benefit and cost savings;

**WHEREAS:** One of the suggestions was the elimination of VRE holiday service;

**WHEREAS:** The VRE Operations Board requested customer feedback to determine level of usage and customer benefits and staff received nearly 1,000 customer responses to-date;

**WHEREAS:** Nearly half of all respondents support the elimination of all holiday service and an additional 20% of the respondents support elimination of holiday service with the exception of the day after Thanksgiving; and

**WHEREAS:** Projected savings from eliminating all holiday service except the day after Thanksgiving total at least \$75,000 annually.

**NOW, THEREFORE BE IT RESOLVED** that the Northern Virginia Transportation Commission authorizes the VRE Acting Chief Operating Officer to eliminate all holiday service, except the day after Thanksgiving, beginning immediately.

Approved this 8th day of January, 2004.

\_\_\_\_\_  
William Euille  
Chairman

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Gerry Connolly  
Secretary-Treasurer

Before the  
NORTHERN VIRGINIA TRANSPORTATION COMMISSION

STATEMENT OF E.L. TENNYSON, PE. CONCERNING

**2004 WORK PROGRAM**

I am Edson L. Tennyson, a registered professional engineer with many years of public transportation experience. I live at 2233 Abbotsford Drive, Vienna, VA. I own one automobile and use transit when headed to and from congested areas. Off peak, I must walk a mile and a quarter to get bus service. Efforts to improve bus service in my area have been fruitless, even when little cost is involved.

I commend NVTC and its commissioners for overall excellent work. We have the third best transit system in the world according to one group of travel experts. With our congestion and pollution, we still need to do better. We can do better.

Dulles Rail is the most needed action, for certain. NVTC must act to ensure funding for implementation. The time for studies has past. Too much has been spent on studies. Funding is readily possible as I testified here last year.

More Commonwealth funding must be routed through the Transportation Trust Fund to increase the dollar amount of the 14.7 percent devoted to public transportation. Governors have "borrowed" hundreds of millions of dollars from the Transportation Trust Fund. NVTC should be authorized to borrow against these diverted funds which the Governor has reportedly promised to repay.

By law, highway maintenance takes priority over new construction. Defer projects such as widening I-66 in Arlington which will do little good. There is inadequate space to get by the East Falls Church MetroRail station safely. Roosevelt Bridge can not handle more traffic. Diversion from MetroRail will fill the added lane with reduced benefits to everyone. There is no money anyway.

To relieve I-66, Virginia Railway Express must be extended to Haymarket as soon as possible. Vague plans must be firmed up. VRE is, by far, the most economical means of peak movement. We must not say we can not afford the lowest cost and best service. We must find a way to get better, lower cost service.

Do not swallow the Bus Rapid Transit misrepresentation. Better bus service is highly desirable, but not at higher cost for lower benefits and less than optimal ridership. Overall, Bus Rapid Transit attracts only one-third of the riders estimated for it. There are places for it, but not to Dulles or Potomac Yard.

We need to get moving on Light Rail parallel to the Beltway and from Manassas and Chantilly to Vienna, as included in the 2020 plan. The HOT Lane proposal

for the Beltway will not work financially or effectively without unavailable subsidy. Transit Revenue Bonds and Equipment Trust Certificates can finance the local rail transit share, to be repaid by savings in the future.

NVTC must resist the slogan "no service cuts". Agreed, we must not reduce mobility, but when improved service renders parallel service less useful, economies must be made. For example, the GEORGE buses may have rendered MetroBus Route 3-B obsolete in Falls Church. When it costs more than a dollar per passenger-mile to carry people, we can not afford to waste money on it. A taxi might cost less.

We must pay more attention to operating economy. MetroRail averages less than forty cents subsidy for every dollar of fare paid. MetroBus averages about \$ 2 subsidy for every dollar of fare paid. That is a little better than many bus systems. Fairfax Connector averages about \$ 4 subsidy for every dollar of fare paid. This is unacceptable to taxpayers, but some of it may be justified by its contribution to feeding MetroRail where economy is achieved. Bus frequencies on I-395 must be reduced when too many seats are empty. Bus service must be increased when too many are standing. Staff should make these adjustments automatically without oversight from policy people. The policy people should simply say add service when standees plus seated passengers get less than six square feet per peak passenger. Conversely, when buses have less than two or three per trip, they should go to public hearing for service changes. Off-peak, staff should provide as seat for every passenger, major events excepted. NVTC should direct WMATA to achieve 12 passenger-miles per bus-mile and 26 passenger-miles per car-mile as a matter of policy. These are reasonable and achievable criteria. They will automatically assist with budget problems.

NVTC must also restrain WMATA from raising fares faster than the Cost of Living increases. Elected officials have determined not to increase gasoline user charges. The same policy must apply to transit if we are to cope with our mobility, pollution, and travel safety problems. Simple equity demands transit users get the same consideration as highway users. Some tough decisions may be necessary.

Respectfully requested,

**MEMORANDUM**

**TO:** Chairman Euille and NVTC Commissioners  
**FROM:** Rick Taube and Scott Kalkwarf  
**DATE:** January 29, 2004  
**SUBJECT:** NVTC FY 2005 State Aid Applications

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NVTC's applications on behalf of WMATA, VRE and the commission's local jurisdictions are due February 2, 2004. To meet this deadline, NVTC staff will submit electronically the attached materials, following a careful review with local staff. The commission is asked to adopt Resolution # 1002, which confirms the commission's support of these applications and is a requirement of the Virginia Department of Rail and Public Transportation.

An attachment compares total eligibility for WMATA and the local bus systems for FY 2005 versus 2004. As can be seen, for NVTC's jurisdictions and WMATA the FY 2005 eligibility is about \$15.1 million greater than in FY 2004, consisting of \$6.8 million more for capital and \$8.3 million more for operations.

For VRE, the FY 2005 eligibility is \$1.4 million less than in FY 2004, consisting of \$0.7 million less for capital (as a result of two equipment leases repaid) and \$0.7 million less for operations (reflecting VRE's growing passenger revenues).

The amount of assistance actually received by NVTC for FY 2005 is likely to be much less than the eligible amount of \$177.7 million, due to a lack of state funds (for FY 2004 this shortfall was over \$83 million).

Because of the early February DRPT deadline and the WMATA budget process which is not designed to produce an approved budget until June, NVTC and jurisdiction staff face a serious dilemma about what to program in NVTC's applications (and local budgets) for WMATA's currently unfunded capital needs (which WMATA staff now estimates to be \$17.6 million for FY 2005 for Virginia). With the concurrence of local staff NVTC has not requested funding for any of the unfunded amounts in WMATA's CIP. If WMATA were to provide any official guidance within the next few days there may be an opportunity to revise NVTC's grant request accordingly. Further, if NVTC underspends the approved FY 2004 grant there may be an opportunity to use those "surplus" funds toward any increases in WMATA capital needs that may ultimately be reflected in its approved budget.

Also attached for your consideration are descriptions of two special projects for which NVTC is seeking grant funds for FY 2005. One is a project to study appropriate transit system strategies to meet the mobility needs of older Northern Virginia citizens, since this is a rapidly growing segment of the population. The amount requested is up to \$114,000. The second special NVTC project is a multi-year targeted marketing campaign for segments, such as the elderly and non-English speaking individuals who may be missed by traditional transit marketing approaches. The requested amount for the first year is \$95,000. Both of these projects are included in NVTC's workprogram for 2004.

Finally, two intern grant requests are included. NVTC is seeking up to \$24,700 for an intern for one-year to specialize in web-site maintenance among other activities. VRE is also seeking up to \$22,800 for an intern.

**NVTC  
SUMMARY OF STATE GRANT ASSISTANCE APPLICATIONS  
FOR FY 2005**

	<u>FY 05</u>	<u>FY 04</u>	<u>Increase (Decrease)</u>
<b><u>CAPITAL</u></b>			
<b>Local Capital (see schedule A)</b>			
Alexandria	1,279,000	94,000	1,185,000
City of Fairfax	300,000	500,000	(200,000)
Fairfax County	13,382,000	10,703,869	2,678,131
Arlington	2,856,137	1,650,000	1,206,137
Falls Church	-	-	-
Total	<u>17,817,137</u>	<u>12,947,869</u>	<u>4,869,268</u>
Eligibility amount @95%	<u>16,926,280</u>	<u>12,300,476</u>	<u>4,625,805</u>
<b>WMATA Capital (see schedule B)</b>			
IRP	25,546,640	22,241,600	3,305,040
SAP	380,600	185,200	195,400
SEP	526,600	880,500	(353,900)
ICCA-V	-	836,630	(836,630)
DEBT	7,412,486	7,412,486	-
Unfunded CIP	-	-	-
Total	<u>33,866,326</u>	<u>31,556,416</u>	<u>2,309,910</u>
Eligibility amount @95%	<u>32,173,010</u>	<u>29,978,595</u>	<u>2,194,415</u>
<b>Total Capital</b>	<u>51,683,463</u>	<u>44,504,285</u>	<u>7,179,178</u>
<b>Eligibility amount @95%</b>	<u>49,099,290</u>	<u>42,279,071</u>	<u>6,820,219</u>
<b><u>OPERATING FTM/ADMIN (see schedule C)</u></b>			
Eligibility amount @ 95%			
WMATA	95,084,232	90,612,593	4,471,639
Local	17,241,390	13,435,671	3,805,719
<b>Total operating eligibility</b>	<u>112,325,622</u>	<u>104,048,264</u>	<u>8,277,358</u>

**NVTC  
APPLICATION FOR STATE CAPITAL GRANT ASSISTANCE  
LOCAL CAPITAL  
FY 2005**

**SCHEDULE A**

	FY 2005		
	<u>TOTAL COST</u>	<u>FEDERAL</u>	<u>NON- FEDERAL</u>
<b>CITY OF ALEXANDRIA</b>			
Support Vehicles	15,000	-	15,000
Bus Stop Shelters	20,000	-	20,000
Purchase Replacement Buses	1,244,000	-	1,244,000
	-	-	-
Total	<u>1,279,000</u>	<u>-</u>	<u>1,279,000</u>
<b>CITY OF FAIRFAX</b>			
Purchase Replacement Buses	216,000	-	216,000
Replacement of Automated Stop Annoucement	84,000	-	84,000
	-	-	-
Total	<u>300,000</u>	<u>-</u>	<u>300,000</u>
<b>FAIRFAX COUNTY</b>			
Purchase Replacement Buses	5,760,000	-	5,760,000
Rehabilitation of Bus Related facilities	2,200,000	-	2,200,000
Radio Equipment	38,000	-	38,000
Debt Service for Bus Equipment or Facilities	690,000	-	690,000
Shop Equipment	200,000	-	200,000
Fareboxes	50,000	-	50,000
Rehabilitation of Bus Related Facilites	800,000	-	800,000
Rehabilitate/Rebuild Buses	1,480,000	-	1,480,000
Engine Assembly, Spare Parts, ACM	36,000	-	36,000
Purchase Expansion Buses	990,000	-	990,000
Purchase of Bike Racks, ITS or Misc. Equipment	1,138,000	-	1,138,000
	-	-	-
Total	<u>13,382,000</u>	<u>-</u>	<u>13,382,000</u>
<b>ARLINGTON</b>			
Purchase Replacement Buses	164,125	-	164,125
Construction of Bus Related Facilites	2,500,000	-	2,500,000
Fareboxes	42,012	-	42,012
Program Manager WMATA Projects	150,000	-	150,000
	-	-	-
Total	<u>2,856,137</u>	<u>-</u>	<u>2,856,137</u>
<b>CITY OF FALLS CHURCH</b>			
	-	-	-
Total	<u>-</u>	<u>-</u>	<u>-</u>
<b>GRAND TOTAL</b>	<u><b>17,817,137</b></u>	<u><b>-</b></u>	<u><b>17,817,137</b></u>

**NVTC  
 APPLICATION FOR STATE CAPITAL GRANT ASSISTANCE  
 WMATA CAPITAL SUBSIDIES  
 FY 2005**

**SCHEDULE B**

**EXCLUDES UNFUNDED "METRO MATTERS" PRIORITY SHORTFALLS**

	<u>Alexandria</u>	<u>Arlington</u>	<u>Fairfax City</u>	<u>Fairfax County</u>	<u>Falls Church</u>	<u>Total</u>
IRP (a)						
Bus	1,702,281	2,535,076	-	5,092,257	102,622	9,432,236
Rail	2,442,062	5,506,118	173,526	7,833,315	159,383	16,114,404
Total IRP	<u>4,144,343</u>	<u>8,041,194</u>	<u>173,526</u>	<u>12,925,572</u>	<u>262,005</u>	<u>25,546,640</u>
SAP - (b)	68,700	102,300	-	205,400	4,200	380,600
SAP - Reimbursable (c)	-	-	-	-	-	-
SEP	90,600	155,800	2,400	272,200	5,600	526,600
ICCA-V	-	-	-	-	-	-
Debt Service	1,418,184	2,740,174	46,723	3,168,927	38,478	7,412,486
Total	<u>5,721,827</u>	<u>11,039,468</u>	<u>222,649</u>	<u>16,572,099</u>	<u>310,283</u>	<u>33,866,326</u>

(a) local share including local flex match.

(b) SAP Bus Enhancements program.

(c) SAP Reimbursable projects - Jurisdictions to include on their respective state capital grant assistance applications based upon their understanding of the current year budgeted expenditures.

NVTC  
 FY 2005 WMATA UNFUNDED CIP  
 From 1/22/04 Metro Matters

NOT INCLUDED IN CAPITAL ASSISTANCE APPLICATION

EXPENDITURE BASIS

	Alexandria	Arlington	City of Fairfax	Fairfax County	Falls Church	Total NVTC	DC	MD	System Total
1st Priority (IRP)	41,000	70,000	1,000	122,000	3,000	<b>237,000</b>	332,000	331,000	900,000
2nd Priority (120 Rail Program)	1,655,000	3,734,000	117,000	5,313,000	110,000	<b>10,929,000</b>	13,671,000	13,266,000	37,866,000
3rd Priority (Bus Program)	403,000	600,000	-	1,205,000	25,000	<b>2,233,000</b>	3,294,000	3,274,000	8,801,000
Security Priority	723,000	1,243,000	18,000	2,171,000	45,000	<b>4,200,000</b>	5,886,000	5,864,000	15,950,000
Total	<b>2,822,000</b>	<b>5,647,000</b>	<b>136,000</b>	<b>8,811,000</b>	<b>183,000</b>	<b>17,599,000</b>	23,183,000	22,735,000	63,517,000

OBLIGATION BASIS

	Alexandria	Arlington	City of Fairfax	Fairfax County	Falls Church	Total NVTC	DC	MD	System Total
1st Priority (IRP)	41,000	70,000	1,000	122,000	3,000	<b>237,000</b>	332,000	331,000	900,000
2nd Priority (120 Rail Program)	19,429,000	43,838,000	1,378,000	62,377,000	1,289,000	<b>128,311,000</b>	160,501,000	155,743,000	444,555,000
3rd Priority (Bus Program)	1,021,000	1,521,000	-	3,053,000	62,000	<b>5,657,000</b>	8,347,000	8,298,000	22,302,000
Security Priority	2,401,000	4,129,000	64,000	7,213,000	148,000	<b>13,955,000</b>	19,557,000	19,488,000	53,000,000
Total	<b>22,892,000</b>	<b>49,558,000</b>	<b>1,443,000</b>	<b>72,765,000</b>	<b>1,502,000</b>	<b>148,160,000</b>	188,737,000	183,860,000	520,757,000

NVTC

APPLICATION FOR FTM/ADMIN OPERATING FORMULA ASSISTANCE  
 WMATA AND LOCAL OPERATING  
 FY 2005

SCHEDULE C

	City of Alexandria - Alexandria Transit Co (DASH)	City of Alexandria - DOT Paratransit Program	City of Fairfax - CUE Bus System	Fairfax County - Fairfax Connector Bus System	Arlington County Arlington Transit (& Star)	Falls Church George	Total Jurisdictions	NVTC & WMATA	TOTAL
<b>FY 03 total operating expenses (certification)**</b>	<b>6,643,431</b> 2.648%	<b>848,662</b> 0.338%	<b>2,062,152</b> 0.822%	<b>22,597,450</b> 9.007%	<b>3,429,121</b> 1.367%	<b>308,000</b> 0.123%	<b>35,888,816</b> 14.304%	<b>215,012,004</b> 85.696%	<b>250,900,820</b> 100.000%
Total operating expenses	6,643,431	1,050,000	2,552,364	27,009,688	6,674,411	594,000	44,523,894	248,196,257	292,720,151
Administrative expenses	1,039,900	-	515,448	5,101,267	3,393,782	9,595	10,059,992	69,637,886	79,697,878
FTM expenses	991,000	-	522,828	5,887,194	614,288	73,529	8,088,839	30,450,779	38,539,618
TDM/Ridesharing expenses	-	-	-	-	-	-	-	-	-
All other expenses	4,612,531	1,050,000	1,514,088	16,021,227	2,666,341	510,876	26,375,063	148,107,593	174,482,656
Operating revenue	1,850,000	-	592,800	3,446,742	1,543,634	8,000	7,441,176	136,101,329	143,542,505
State aid from all other programs	140,335	-	-	7,420,534	-	146,265	7,707,134	-	7,707,134
Federal aid from FTA 5307	-	-	-	-	-	-	-	-	-
Federal aid from FTA 5311	-	-	-	-	-	-	-	-	-
Federal aid from CMAQ	-	-	-	-	-	-	-	-	-
Federal aid from FTA Jobs Access and Reverse Commute	-	-	-	-	-	-	-	-	-
Federal aid from any other	-	-	-	-	-	-	-	-	-
<b>Actual total assistance for NVTC</b>									-
<b>Times operating expense percentage</b>	<b>2.648%</b>	<b>0.338%</b>	<b>0.822%</b>	<b>9.007%</b>	<b>1.367%</b>	<b>0.123%</b>	<b>14.304%</b>	<b>85.696%</b>	<b>100.000%</b>
<b>Actual assistance by system*</b>	-	-	-	-	-	-	-	-	-

\*Formula driven by the prior year operating expenses, as NVTC is eligible for more assistance than available using the state formula.

## **RESOLUTION #1002**

**SUBJECT:** Approval of FY 2005 NVTC and VRE State Administrative/FTM, Capital, and Related Grant Applications and Authority to Apply for Funds from the Commonwealth Transportation Board, Federal Transit Administration and other Grant Agencies.

**WHEREAS:** The Northern Virginia Transportation Commission (NVTC) wishes to obtain state and federal grants to help defray NVTC, WMATA, local bus systems and Virginia Railway Express (VRE) operating and capital costs, to initiate a multi-year targeted marketing campaign, to research the mobility needs of elderly transit customers and to support NVTC and VRE interns.

**NOW, THEREFORE, BE IT RESOLVED** that the Northern Virginia Transportation Commission's executive director is authorized, for and on behalf of NVTC and its members, 1) to execute and file an application to the Virginia Department of Rail and Public Transportation (DRPT), for grants of public transportation assistance for the fiscal year 2005 commencing July 1, 2004 in the amount of \$112.3 million to defray the public transportation cost of NVTC and its members for administration, fuels, tires, lubricants and maintenance parts at a matching ratio of 95%; 2) to accept from DRPT grants in such amounts as may be awarded; and 3) to furnish DRPT such documents and other information as may be required for processing the grant request;

**BE IT FURTHER RESOLVED** that NVTC's executive director is authorized, for and on behalf of NVTC and its members, 1) to execute and file an application to DRPT, for grants of public transportation assistance for FY 2005 for capital expenses in an amount that will not exceed \$49.1 million to defray up to 95 percent of the costs borne by NVTC and its members for equipment, facilities and the associated expenses of any approved capital grant; 2) to revise the capital portion of the application to reflect refined estimates by WMATA or local governments when they become available; 3) to accept from DRPT grants in such amounts as may be awarded; and 4) to furnish to DRPT such documents and other information as may be required for processing the grant request;

**BE IT FURTHER RESOLVED** that NVTC's executive director is authorized, for and on behalf of NVTC and PRTC and their members, 1) to execute and file FY 2005 VRE applications to DRPT and to seek up to \$5,586,794 for FTM and administrative costs and up to \$10,739,450 for capital; 2) to revise the application to reflect refined estimates by VRE; 3) to accept from DRPT grants in such amounts as may be awarded; and 4) to furnish to DRPT such documents and other information as may be required for processing the grant request;

**BE IT FURTHER RESOLVED** that NVTC's executive director is authorized, for and on behalf of NVTC and its members, 1) to execute and file a FY 2005 application to DRPT for a grant of financial assistance in the amount of \$95,000 to defray up to 95 percent of the costs of a project to initiate a multi-year targeted transit marketing campaign; 2) to accept from DRPT or other agencies designated by DRPT grants in such amounts as may be awarded; 3) to furnish DRPT such documents and other information as may be required for processing the grant request; 4) to provide, if necessary, an in-kind contribution of NVTC administrative services for local match; and 5) if necessary, to cooperate with DRPT to obtain these funds from other sources on similar terms;

**BE IT FURTHER RESOLVED** that NVTC's executive director is authorized, for and on behalf of NVTC and its members, 1) to execute and file a FY 2005 application to DRPT for a grant of financial assistance in the amount of \$114,000 to defray up to 95 percent of the costs of a project to assist transit systems in meeting the mobility needs of older Northern Virginia residents; 2) to accept from DRPT grants in such amounts as may be awarded; 3) to furnish DRPT such documents or other information as may be required for processing the grant request; 4) to provide, if necessary, an in-kind contribution of NVTC services for local match; and 5) if necessary, to cooperate with DRPT to obtain these funds from other sources on similar terms;

**BE IT FURTHER RESOLVED** that NVTC's executive director is authorized, for and on behalf of NVTC and its members, 1) to execute and file an application to DRPT for a grant of financial assistance in the amount of \$24,700 to defray 95 percent of the costs of a NVTC intern for one-year to specialize in web-site maintenance and other high-priority activities; 2) to accept from DRPT grants in such amounts as may be awarded; 3) to furnish DRPT such documents and other information as may be required for processing the grant request; and 4) to provide up to a five percent cash match;

**RESOLUTION #1002**

**BE IT FURTHER RESOLVED** that NVTC's executive director is authorized, for and on behalf of NVTC and PRTC and their members, 1) to execute and file an application to DRPT for a grant of financial assistance in the amount of \$22,800 to defray 95 percent of the costs of a VRE intern; 2) to accept from DRPT grants in such amounts as may be awarded; and 3) to furnish DRPT such documents and other information as may be required for processing the grant request;

**BE IT FURTHER RESOLVED** that NVTC certifies that the funds for all of the above grants will be used in accordance with the requirements of Section 58.1 638.A.4 of the Code of Virginia, that NVTC will provide matching funds in the ratio required by the Act, that the records of receipts of expenditures of funds granted to NVTC may be subject to audit by DRPT and by the State Auditor of Public Accounts, and that funds granted to NVTC for defraying the public transportation expenses of NVTC shall be used only for such purposes as authorized in the Code of Virginia; and

**BE IT FURTHER RESOLVED** that NVTC's executive director is authorized, for and on behalf of NVTC and its members, to furnish to TPB, CTB and other state and federal funding agencies such documents, information, assurances and certifications as may be required for pursuing the above grant requests and continuing previously awarded grants.

Approved this 5th day of February, 2004.

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William D. Euille  
Chairman

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Gerald E. Connolly  
Secretary-Treasurer

**MEMORANDUM**

**TO:** Chairman Euille and NVTC Commissioners  
**FROM:** Rick Taube and Scott Kalkwarf  
**DATE:** January 29, 2004  
**SUBJECT:** NVTC FY 2005 Administrative Budget

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At its September, 2003 meeting the commission discussed the preliminary FY 2005 administrative budget and authorized staff to forward it to NVTC's member jurisdictions to assist in their budget preparations. NVTC discussed its budget again in January 2004. The commission is now asked to approve the budget as presented.

You will recall that the attached budget would hold local contributions to the same amount (\$310,000) as in FY 2004. Total expenditures also are virtually unchanged from the previous fiscal year. Each local jurisdiction is required by statute to pay a share of the budget that is proportional to the financial assistance received from NVTC. The requested shares are shown on page one of the budget.

**REVISED PRELIMINARY BUDGET**

**FISCAL YEAR  
2005**

**(July 1, 2004 – June 30, 2005)**

**September 4, 2003**

**NORTHERN VIRGINIA TRANSPORTATION COMMISSION**  
**ESTIMATED FISCAL YEAR 2005 REVENUE**  
**Revised Preliminary**

	<b>FY 2003</b>	<b>Approved</b>	<b>Preliminary</b>	<b>FY 2005-2004</b>	<b>Percentage</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
		<b><u>FY 2004</u></b>	<b><u>FY 2005</u></b>	<b><u>Increase</u></b>	
				<b><u>(Decrease)</u></b>	
1 Commonwealth of Virginia	\$ 529,500	\$ 654,800	\$ 658,150	\$ 3,350	0.5%
2 Alexandria	51,885	51,600	49,918	(1,682)	-3.3%
3 Arlington	71,868	75,672	72,236	(3,436)	-4.5%
4 City of Fairfax	5,143	5,973	6,301	328	5.5%
5 Fairfax County	166,789	160,694	166,577	5,883	3.7%
6 Falls Church	2,627	2,563	2,602	39	1.5%
7 Loudoun	11,688	13,497	12,366	(1,131)	-8.4%
Total Local Jurisdictions	<u>310,000</u>	<u>310,000</u>	<u>310,000</u>	<u>-</u>	<u>0.0%</u>
8 Total Commonwealth of Virginia and Local Jurisdictions (Note 1)	839,500	964,800	968,150	3,350	0.3%
9 Interest Earned	3,731	5,000	5,000	-	0.0%
10 Project Chargebacks (Note 2)	66,464	100,000	90,000	(10,000)	-10.0%
11 Project Grant Billings	24,468	30,000	15,000	(15,000)	-50.0%
12 Appropriated Surplus (Note 3)	10,856	5,000	20,000	15,000	300.0%
Total Revenue	<u>\$ 945,019</u>	<u>\$ 1,104,800</u>	<u>\$ 1,098,150</u>	<u>\$ (6,650)</u>	<u>-0.6%</u>

**NORTHERN VIRGINIA TRANSPORTATION COMMISSION**  
**SCHEDULE OF FISCAL YEAR 2005 EXPENDITURES**  
**REVISED PRELIMINARY**

	<b>FY 2003</b>	<b>Approved</b>	<b>Preliminary</b>	<b>FY05 - FY04</b>	<b>Percentage</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Change</u></b>
		<b><u>FY 2004</u></b>	<b><u>FY 2005</u></b>	<b><u>Increase</u></b>	
				<b><u>(Decrease)</u></b>	<b><u>Change</u></b>
<b><u>Personnel Costs</u></b>					
1 Salaries (Note 4)	\$ 553,459	\$ 636,400	\$ 625,800	\$ (10,600)	-1.7%
2 Temporary Employee Services	-	1,000	1,000	-	0.0%
Total Personnel Costs	553,459	637,400	626,800	(10,600)	-1.7%
<b><u>Benefits</u></b>					
<i>Employer's Contributions</i>					
3 FICA	40,796	45,700	44,900	(800)	-1.8%
4 Group Health Insurance (Note 5)	46,199	69,000	77,000	8,000	11.6%
5 Retirement (Note 6)	48,221	57,000	52,500	(4,500)	-7.9%
6 Workmans & Unemployment Compensation	2,441	2,000	2,000	-	0.0%
7 Life Insurance	3,394	3,300	3,300	-	0.0%
8 Long Term Disability Insurance	2,521	3,450	3,450	-	0.0%
Total Benefit Costs	143,572	180,450	183,150	2,700	1.5%
<b><u>Administrative Costs</u></b>					
9 Commissioners Per Diem (Note 7)	13,250	15,500	15,250	(250)	-1.6%
<i>Rents:</i>					
	149,187	157,300	160,000	2,700	1.7%
10 Office Rent (Note 8)	139,228	145,300	148,500	3,200	2.2%
11 Parking / Metrochek	9,959	12,000	11,500	(500)	-4.2%
<i>Insurance:</i>					
	3,043	3,700	3,850	150	4.1%
12 Public Official Bonds	1,563	2,000	2,000	-	0.0%
13 Liability and Property	1,480	1,700	1,850	150	8.8%
<i>Travel:</i>					
	15,660	26,500	25,000	(1,500)	-5.7%
14 Conference Registration (Note 9)	1,860	3,000	3,000	-	0.0%
15 Conference Travel (Note 9)	2,696	7,000	5,500	(1,500)	-21.4%
16 Local Meetings & Related Expenses (Note 10)	9,393	12,000	12,000	-	0.0%
17 Training & Professional Development (Note 11)	1,711	4,500	4,500	-	0.0%

**NORTHERN VIRGINIA TRANSPORTATION COMMISSION**  
**SCHEDULE OF FISCAL YEAR 2005 EXPENDITURES**  
**REVISED PRELIMINARY**

				<b>FY05 - FY04</b>	
	<b>FY 2003</b>	<b>Approved</b>	<b>Preliminary</b>	<b>Budget</b>	<b>Percentage</b>
	<b><u>Actual</u></b>	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Increase</u></b>	<b><u>Change</u></b>
		<b><u>FY 2004</u></b>	<b><u>FY 2005</u></b>	<b><u>(Decrease)</u></b>	
<b><u>Administrative Costs (continued)</u></b>					
<i>Communication:</i>					
	11,237	13,950	13,800	(150)	-1.1%
18 Postage	5,719	7,000	7,000	-	0.0%
19 Telephone - LD	1,458	1,950	1,800	(150)	-7.7%
20 Telephone - Local	4,060	5,000	5,000	-	0.0%
<i>Publications &amp; Supplies</i>					
	20,739	24,500	24,500	-	0.0%
21 Office Supplies	4,850	5,300	5,300	-	0.0%
22 Duplication (Note 12)	12,647	13,200	13,200	-	0.0%
23 Public Information	3,242	6,000	6,000	-	0.0%
<i>Operations:</i>					
	19,543	23,150	23,500	350	1.5%
24 Furniture and Equipment (Capital) (Note 13)	6,691	8,250	8,000	(250)	-3.0%
25 Repairs and Maintenance	65	1,000	1,000	-	0.0%
26 Computer Operations (Note 14)	12,787	13,900	14,500	600	4.3%
<i>Other General and Administrative</i>					
	6,019	6,350	6,300	(50)	-0.8%
27 Subscriptions	56	750	500	(250)	-33.3%
28 Memberships	1,915	1,100	1,200	100	9.1%
29 Fees and Miscellaneous	2,608	2,000	2,300	300	15.0%
30 Advertising (Personnel/Procurement) (Note 15)	1,440	2,500	2,300	(200)	-8.0%
<b>Total Administrative Costs</b>	<b>238,678</b>	<b>270,950</b>	<b>272,200</b>	<b>1,250</b>	<b>0.5%</b>
<b><u>Contracting Services</u></b>					
31 Auditing (Note 16)	9,310	14,000	14,000	-	0.0%
32 Consultants - Technical	-	1,000	1,000	-	0.0%
33 Legal	-	1,000	1,000	-	0.0%
<b>Total Contract Services</b>	<b>9,310</b>	<b>16,000</b>	<b>16,000</b>	<b>-</b>	<b>0.0%</b>
<b>Total Operating Program</b>	<b>\$ 945,019</b>	<b>\$ 1,104,800</b>	<b>\$ 1,098,150</b>	<b>\$ (6,650)</b>	<b>-0.6%</b>

**NORTHERN VIRGINIA TRANSPORTATION COMMISSION**  
**Explanatory Notes to**  
**Revised Preliminary Fiscal Year 2005 Budget**

**1. Commonwealth of Virginia and Local Jurisdictional Contributions**

Each NVTC jurisdiction is assigned a share of the local portion of NVTC's administrative budget based on its share of revenue received by NVTC on behalf of jurisdictions from all sources in the previous year. This procedure is required by state statute and results in changes in contributions from one year to another that vary for each jurisdiction depending on relative shares of revenue received. The allocation in this FY 2005 budget is based on the FY 2004 Subsidy Allocation Model.

**2. Project Chargebacks**

This line consists primarily of charges for NVTC staff support for the VRE project and reimbursed from VRE's budget. For FY 2003, actual charge backs were well below the budgeted level (\$165,000), but recoveries for FY 2004 are expected to meet the budgeted amount. Actual recoveries were \$165,350 for FY 2001 and \$115,175 for FY 2002.

**3. Appropriated Surplus**

Included as a source of revenue is a projected excess accumulated surplus that is available to offset the proposed operating budget expenses. This surplus is in excess of the commission's anticipated minimum operating requirements.

**4. Salaries**

Salaries for fiscal year 2005 are budgeted to include merit increases for the existing staff. Step increases for merit incentive raises are included up to 5%, but no cost of living adjustments are provided. Each 1% of merit increases costs approximately \$6,300. Merit increases within the budget amount are awarded at the discretion of the executive director. The 2005 budget includes nine staff positions, which is one less position than the 2004 approved budget.

**5. Group Health Insurance**

Experience over the past several years indicates accelerating cost of as much as 25 percent annually.

## **6. Retirement**

Employer pension contributions show a decrease from the FY 04 budget due primarily to the reduction of a staff position offset by anticipated salary increases. The calculations for the target benefit plan are based on the salaries projected for FY 2005.

## **7. Commissioners' Per Diem**

The statutory rate is \$50 per meeting. In FY 2003, two meetings were cancelled due to inclement weather. The budgeted amounts for FY 2004 and FY 2005 are based upon the regular meeting schedules.

## **8. Office Rent**

The administrative office lease was renewed during fiscal year 2001 for the period January 2001 through December 2010. Rent expense is budgeted based upon the fixed costs of the lease, with a provision for increases in common area expenses due to rising costs.

## **9. Conference Registration and Travel**

For conference registration and conference travel, FY 2003 actual amounts were well below the averages of the past several years. The FY 2004 and FY 2005 budgets are based upon prior year needs.

## **10. Local Meetings and Related Expenses**

NVTC hosts numerous regional meetings for the benefit of member jurisdictions. Costs of accommodating numerous meetings are the largest component of this line item, which also includes the costs of NVTC staff traveling to meetings elsewhere in the region. FY 2003 actual expenses were well below the \$12,000 average of the previous two years, and the amounts included in the FY 2004 and FY 2005 budgets approximate the actual amounts for FY 2001 and FY 2002.

## **11. Training and Professional Development**

Actual expenditures fluctuate with the changing needs of staff. For FY 2001, actual expenditures were \$4,800, which is greater than the budgeted amounts for FY 2004 and 2005.

## **12. Duplication**

Duplication costs are budgeted based upon a five year fixed price contract entered into during FY 2001. The duplication expense of paper and staples which are not included in the contract have been budgeted based upon estimated usage levels.

**13. Furniture and Equipment**

This budget category provides for the replacement and acquisition of office furniture and equipment, including computer hardware. It is expected that during FY 2005, several computers will need to be replaced or undergo major upgrades to support the operations of the commission.

**14. Computer Operating Expense**

Computer operating expenses include outside network consulting and services, software upgrades and supplies, and web hosting fees.

**15. Advertising (Personnel/Procurement)**

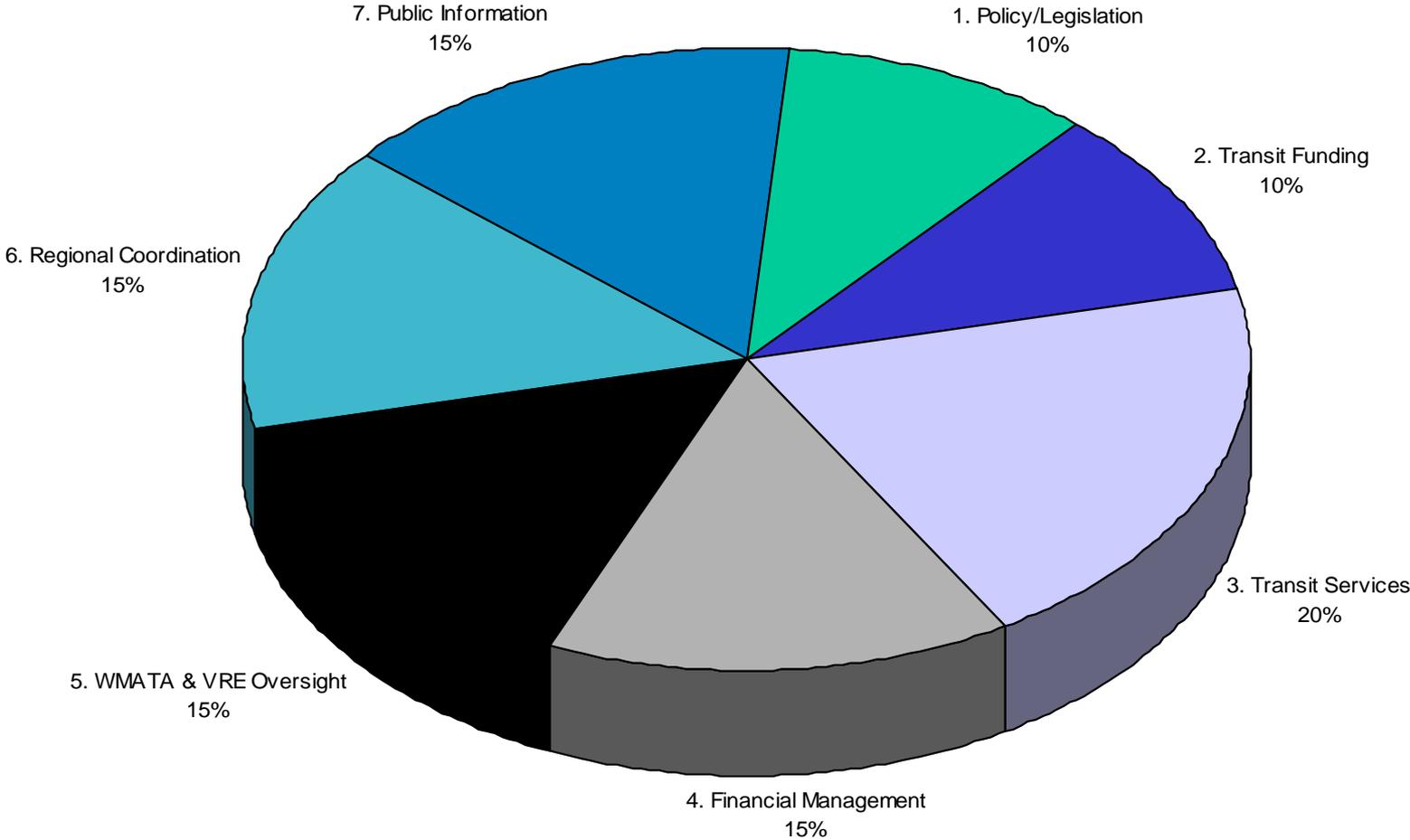
The FY 2005 budget includes a provision for personnel and procurement advertising. An average of prior year costs was used to develop the budgeted amount as this category fluctuates from year to year.

**16. Auditing**

The 2005 budget includes auditing fees according to the three-year contract with the present auditors plus a contingency for additional services.

# NVTC WORK PROGRAM FY 2005

(percent of employee hours)

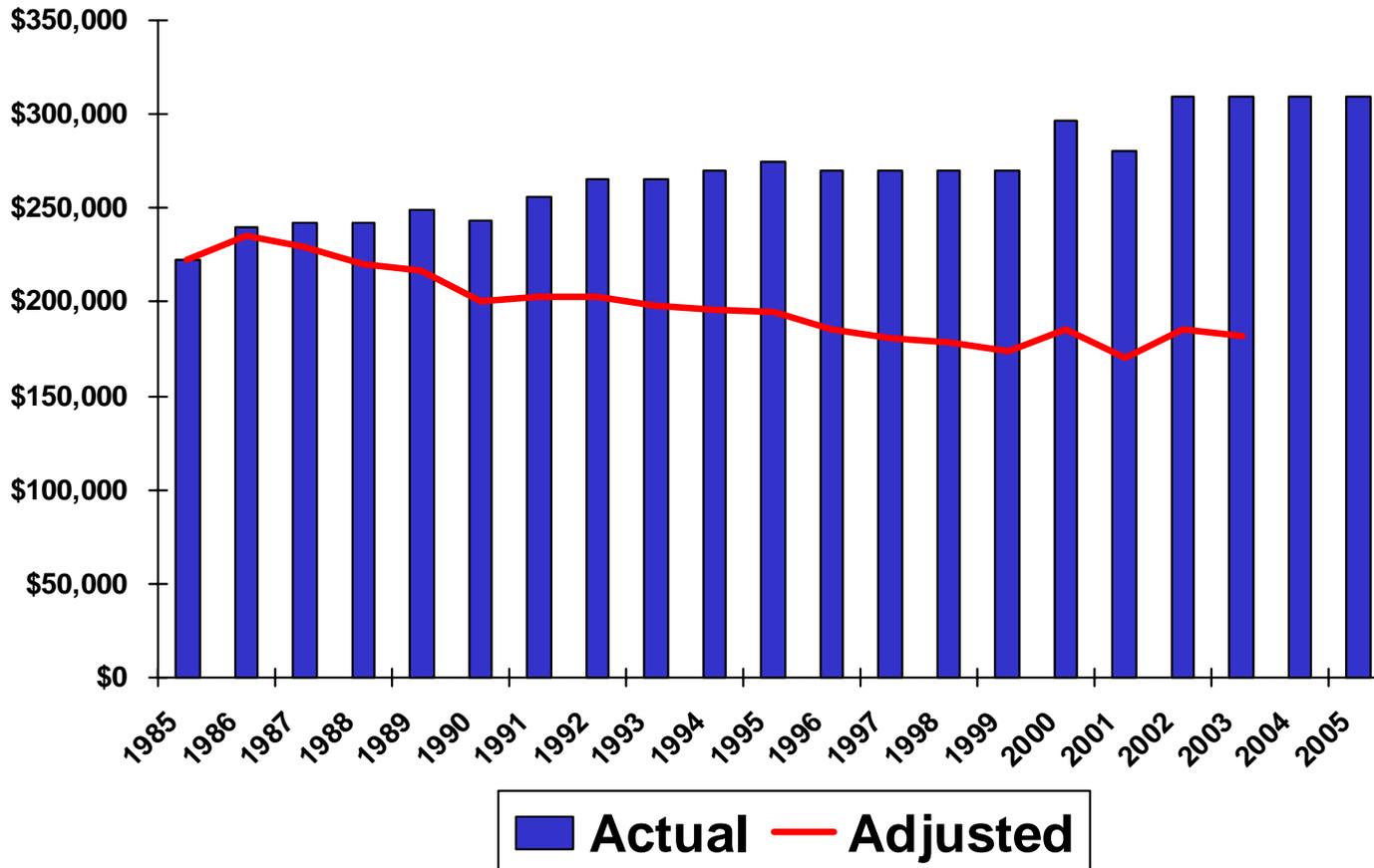


# NVTC

## Jurisdictional Contributions

### Actual vs. CPI Adjusted

(Base Period 1985)



**MEMORANDUM**

**TO:** Chairman Euille and NVTC Commissioners  
**FROM:** Rick Taube  
**DATE:** January 29, 2004  
**SUBJECT:** Legislative Items

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A. Briefing on Status of Budget and Tax Restructuring Bills.

Karen Rae has been invited to lead the discussion of the Governor's budget. Attached for information is a copy of a NVTC staff analysis of Senator Chichester's proposal (HB 635) for a net increase of \$725 million in annual transportation revenue. This analysis was distributed in mid-January to commissioners and local staff.

Governor Warner's tax restructuring proposals are designed to stabilize the General Fund and allow \$347 million to be returned to the TTF. Transportation projects in Northern Virginia could anticipate an additional \$400 million over six years, with VRE and WMATA railcars among the projects that could receive funding.

B. Transit Education Day.

As shown on the attached flyer, NVTC is co-sponsoring a transit rally in Richmond. Arlington's mobile commuter store and Alexandria DASH's DASH About bus will be on display. Speeches by legislators and visits to their offices to describe transit's legislative agenda will be among the day's activities. The event was rescheduled to February 10, 2004 from January 27, 2004 due to snow and ice storms.

C. Proposal for a New Transportation Commission.

As mentioned in the January 20<sup>th</sup> legislative alert provided to NVTC commissioners by NVTC staff, Delegate Orrock's HB 146 would allow a new commission including Fredericksburg and Stafford County and others to collect a two percent motor fuels tax. There are implications for the VRE Master Agreement and for the likelihood of passing NVTC's own request for an increase in its existing two percent motor fuels tax to four percent (SB 458). Staff will lead a discussion to clarify the commission's position on this bill and related issues. A set of questions is attached that has been provided to local advocates for the new commission.

D. Other Bills of Interest to NVTC.

A profile of several bills being actively followed by NVTC staff is attached. Among such bills are:

- HB 155 Delegate Van Yahres/Senator Deeds -- Prohibits certain devices for signal pre-emption [issue: buses need to be exempted. This and companion bills are being amended to permit buses to preempt signals.]
- HB 539 Delegate Joe May -- Several bills would require motorists to stop for pedestrians in cross-walks, including SB 101 and SB 451, among others. [Included in NVTC's legislative agenda. Issue: amendments would require motorists to yield rather than stop.]
- HB 1231 Delegate Morgan Griffith -- Codifies and consolidates Acts of Assembly references to NVTC and other boards and commissions [Issue: Adds confusing "non-legislative citizen" term to NVTC members, restricts new jurisdictions to one member, adds another member of the General Assembly. Local legislative liaisons will propose amendments to the Northern Virginia delegation.]
- HJR 21 Delegate Albo -- Constitutional amendment to limit transfers from the TTF [Included in NVTC's legislative agenda.]
- SB 413 Senator Edwards -- Accelerates to July 1, 2004 the creation of the Rail Transportation Development Authority [Issue: With no dedicated funding source, concern for added competition for VRE.]
- SB 508 Senator Mims -- Increases penalties for HOV violations in Planning District 8 [Included in NVTC's legislative agenda.]

- SJR 39 Senator Puller -- Requests study of the feasibility of light rail transit in the Route 1 corridor. [Issue: Funds for the study should not come from funds otherwise available to the region for transit.]

E. Federal Legislation.

The bill to reauthorize TEA-21 (H. R. 3550) introduced by House Transportation and Infrastructure Committee Chairman Don Young and known as TEA-LU, is expected to be marked up in committee on or about February 5<sup>th</sup> and move to the House floor. This bill is very favorable to transit and is included in NVTC's legislative agenda.

The Senate reauthorization of TEA-21 should be released shortly in Senate Finance with the transit portion to follow from the Senate Banking Committee. Debate may occur during the week of February 2.

Unfortunately, efforts continue by Senator Grassley and the Bush Administration to eliminate leveraged leases from the arsenal of transit system innovative financing techniques. WMATA alone has received \$80 million in past benefits, has a \$20 million deal pending and has programmed \$13 million in future receipts for CNG buses.

The House has passed the FY 2004 Transportation Appropriations Act. President Bush is expected to sign it. Details are provided in the attachment. Among the important earmarks for this region are \$3 million for VRE parking, \$3.7 million for Richmond Highway transit improvements and \$1 million for job access and reverse commute.

## MEMORANDUM

**TO:** Chairman Euille and NVTC Commissioners  
**cc:** NVTC Management Advisory Committee  
NVTC Legislative Liaisons

**FROM:** Rick Taube

**DATE:** January 20, 2004

**SUBJECT:** Legislative Alerts

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### Senator Chichester's Tax Proposal

As explained in the attachments, the effect of this proposal (apparently not yet introduced as a bill) are very significant for NVTC. Basically, if the new 5.5 percent sales tax on motor fuels is sent to the Transportation Trust Fund, NVTC will gain about \$12 million annually in transit formula allocations. If the proceeds of that new levy are not sent to the TTF, NVTC would lose \$16.8 million annually.

**Senate Finance Committee staff stated that the new sales tax on motor fuel will be directed into the TTF. We need to confirm this when the bill is introduced.**

### HB 1231 "Collegial Bodies: Changes and Conformity of Provisions"

The so-called "clarifications" introduce several serious issues for NVTC, including confusion over the term "nonlegislative citizen members" and adding a requirement not currently in any legislation that new jurisdictions should have one member. Also, another member of the House of Delegates would be added, with implications for NVTC's quorum. Staff of Legislative Services was informed of these concerns but they were not corrected.

**Please contact the bill's patron, Delegate Morgan Griffith, to express these concerns.**

## HB 146: Motor Fuel Tax: Additional Imposition in Certain Transportation Districts

Delegate Orrock has introduced a bill to permit a two percent motor fuels tax if a new transportation district is formed to include current VRE participants Stafford County and Fredericksburg as well as others. Local advocates say that Senator Houck will introduce a similar bill and that the bills enjoy the support of Speaker Howell and Senator Chichester. There has been some discussion with local advocates of combining authorization for an increase in NVTC's gas tax with this bill. Senator Whipple intends to introduce a separate bill to increase NVTC's gas tax to 4% from 2%.

There are two issues that would affect linking the bills: 1) The Orrock bill now requires a reduction in the local property tax to reflect the increased revenues from the gas tax; and 2) Local advocates suggest that in a combined bill, NVTC's local governments should have to act affirmatively before the gas tax increase would occur.

**Please consider the implications of combining NVTC's gas tax request with the Orrock (and Houck) bills. As discussions continue among local legislative liaisons, we will inform you of the positions that emerge.**

CHANGES IN NORTHERN VIRGINIA TRANSPORTATION COMMISSION  
TRANSIT REVENUES FROM SENATOR CHICHESTER'S  
VIRGINIA INVESTMENT ACT

-- Millions of 2004 Dollars --

<u>Proposed Tax</u>	<u>Annual Formula Transit Funds Received by NVTC</u>	<u>Annual Payments by Residents of NVTC</u>
1. 3¢/gallon gas tax	\$1.8	\$20
2. 5.5%/ex-tax gallon	\$28.8/\$4.2/0*	\$46.6
3. Existing NVTC 2% on 1&2	\$1.3	\$1.3
4. \$10 vehicle registration	\$0.6	\$12.4
5. 2.5% titling tax	\$10.9	\$125
6. \$356 million removed from TTF	-\$31.4	0
	<u>Total \$12/-12.6/-16.8*</u>	<u>\$ 205.3</u>

\* The first amount assumes all new funds flow through the Transportation Trust Fund (TTF). The second assumes the current gas tax proportion (14.3%) flows through the TTF. The third assumes none flows through the TTF.

CONSEQUENCES FOR NORTHERN VIRGINIA TRANSPORTATION  
COMMISSION TRANSIT REVENUES OF  
SENATOR CHICHESTER'S VIRGINIA INVESTMENT ACT

-- January 20, 2004 --

NVTC gains by formula allocation from several of the revenue increases, including: \$1.8 million annually from the 3-cent statewide gas tax increase; from \$4.2 million up to \$28.8 million from the 5.5 percent sales tax on the ex-tax price of gasoline, depending on what proportion flows to the TTF versus the HMOF; an additional \$1.3 million per year from increased collection of NVTC's two percent gas tax on the first two levies; about \$600,000 from the \$10 increased vehicle registration fee; and about \$10.9 million from the increase to 5.5 percent in the motor vehicle titling fee. The sum is at least \$18.8 million and as much as \$43.4 million.

The proposal to exchange the current half-cent sales tax now going to the TTF initially would cost NVTC \$31.4 million annually. Thus, under the most favorable assumption, **NVTC could at most receive an additional \$12.0 million annually from the entire VIA proposal. Under less favorable assumptions, NVTC could lose over \$16.8 million annually. The more net revenues channeled through the TTF, the better off NVTC will be.** NVTC might also gain from discretionary grants from the net increase in statewide transportation funding of \$725 million.

1. 3-cents per gallon statewide gas tax increase.

Ignoring the distinction between gasoline and diesel, 14.3 percent of the revenues of the current 17.5-cents per gallon gas tax now go into the TTF, of which transit gets 14.7 percent. NVTC typically receives about 60 percent of the 14.7 percent. The result is 0.03784 cents per statewide gallon ( $\$.03 \times .143 \times .147 \times .6$ ). NVTC citizens would pay 3 cents per gallon more on about 665 million gallons annually, or about \$20 million more per year. NVTC would receive 0.03784 cents per gallon for transit on about 4,800 million gallons sold statewide (as of 2001), or \$1,816,214 more per year. NVTC's jurisdictions also could expect some additional funding for highways.

2. New 5.5 percent sales tax on ex tax price of gasoline.

Assuming an ex-tax price of \$1.28 (current DOE price of \$1.64 per gallon less federal and state gas taxes of about 36 cents), this new tax would yield 7-cents per gallon. NVTC citizens would pay the 7-cents more on about 665 million gallons annually, or about \$46.6 million annually. Because this tax does not exist now, there is no current proportion to assume for the share going to the TTF. Assuming all would flow into the TTF, NVTC would receive 60 percent of transit's 14.7 percent share, or 0.6 cents per statewide gallon on about 4,800 million gallons, or \$28.8 million more per year. If the proceeds of the sales tax flow into the HMOF and TTF in the same way as the current statewide gas tax, then NVTC would receive 0.08820 cents per gallon ( $\$.07 \times .143 \times .147 \times .6$ ) or about \$4,233,600 per year more. Of course, if the proceeds all bypass the TTF, NVTC would not receive any more.

3. Effect of 3-cent increase in statewide gas tax and 5.5 percent tax on ex-tax price of gasoline on NVTC's two percent gas tax.

NVTC would collect an additional two percent of the 3-cents on each gallon plus two percent of the 5.5 percent on each ex-tax gallon, or about two percent of 10 cents combined, or about 0.2 cents per gallon. On the approximately 665 million gallons sold, this yields about \$1.33 million for NVTC transit, all paid within the NVTC district.

4. Raise vehicle registration fee by \$10.

The TTF currently receives \$3 of the total \$28.50 annually (less than 11 percent). In the same proportion, \$1.05 of the increase would flow to the TTF, of which transit would receive 14.7 percent and NVTC 60 percent of that, or 9.3 cents of every \$10 paid. The yield of the new \$10 fee statewide is about \$62 million, so NVTC would receive about \$600,000 for transit. NVTC's jurisdictions registered 19.5 percent of the commonwealth's 6.7 million vehicles in 2002. Thus, citizens of this region would pay about \$12.4 million more.

5. Motor vehicle titling tax increase to 5.5 percent.

The TTF currently receives a third of the 3 percent tax. If the TTF receives a third of the new 2.5 percent fee, then transit would receive 14.7 percent of that and NVTC 60 percent. The current yield is about \$150 million per 1 percent, so the new 2.5 percent fee would yield about \$375 million more statewide and NVTC would receive about \$10.9 million more for transit ( $\$375 \text{ million} \times .33 \times .147 \times .6$ ). NVTC's jurisdictions receive about a third of the statewide car tax relief. Assuming the region pays the same third of titling taxes, citizens of Northern Virginia would pay about \$125 million more.

6. Exchange the half-cent sales tax in the TTF for an auto insurance premium tax and recordation fee increase.

The net annual loss to the TTF is \$356 million. Transit receives 14.7 percent and NVTC 60 percent, for a loss to NVTC of \$31.4 million annually. Apparently in FY 2007 another \$60 million would be added to the TTF from higher recordation fees, thereby cutting NVTC's loss to \$26.1 million annually.

## **Transit Education Day 2004**

*"We are the Faces of Public Transportation"*

**★ Richmond Virginia ★ February 10, 2004 ★**

### ***Agenda***

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7:00 AM -12 NOON	Distribution of Donuts and Beverages (between 7:00 am and 11:00 am) from the Commuter Store in Darden Garden, view the City of Alexandria DASH About Bus.
9:30 – 9:45 AM	Assemble in Darden Garden at the Mobile Commuter Store (in case of rain -- lobby of the General Assembly Building)
10:00 - 11:15 AM	Delegates & Senators will speak in 5 <sup>th</sup> Floor East Conference Room
11:15 -11:30 AM	Rally
11:30 – 12:30	Assemble to head to Senate Room B for Recognition on Floors of Senate & House.
12:30 – 2:00	Lunch on own/ Observe Session from conference rooms. East side Senate; West side House. <ul style="list-style-type: none"><li>▪ Chickens in Capital Building;</li><li>▪ Padows in City Hall; or</li><li>▪ General Assembly Building Cafeteria</li></ul>
2:00 -3:30	Meet outside conference room 5 East to get materials. Visit Offices to Distribute Materials
3:30 PM	Re-assemble at for buses home at Darden Bus Loop

## **Greetings fellow public transportation supporters!**

Please join your fellow transportation operators, riders, and elected officials as we convene with the General Assembly in Richmond, Virginia for our second annual transit education day to be held on February 10, 2004. Attached is the itinerary for your review.

We encourage each jurisdiction in the commonwealth to invite their staff, customers, local business owners and local elected officials to attend this one-day event. Now, more than ever, we need to work together to educate legislators about the importance of transit and ensure that our transportation systems are funded so that we can continue to serve our customers, visitors and residents of the commonwealth.

We will be assembling packets of information for distribution to members of the General Assembly. If you would like information about your system included, please forward 150 copies (no later than COB February 6, 2004) to:

Kala Quintana, Director of Public Outreach  
Northern Virginia Transportation Commission  
4350 North Fairfax Drive, #720  
Arlington, VA 22203

### **It's important that YOU attend!**

I have attached copies of the invitation/announcement flyers that we will distribute to the General Assembly for this event.

For more information, please contact: Kala Quintana 703/ 524-3322 ext 104

**Attendees from Northern Virginia jurisdictions:** A shuttle is available for you! Meet at the DASH bus stop to board the ***DASH About*** Bus located at the King Street Metro no later than 7:25 am on Tuesday February 10, 2004. Shuttle will depart promptly at 7:30 am.

The shuttle will also pick up passengers at PRTC's Omni-Ride lot at approximately 8:00 am. Passengers wishing to meet at the PRTC location should be there no later than 7:55 am on Tuesday February 10, 2004. Shuttle will depart promptly at 8:00 am.

The shuttle will depart from Richmond no later than 3:30 pm in order to return to Northern Virginia by 5:00pm. Don't forget to VOTE!!!

**We hope that other jurisdictions may also provide transportation to and from this event for attendees and constituents from throughout the commonwealth.**

**We'll see you in Richmond, VA on February 10, 2004!**



Questions About New Transportation District Proposal – January 2004

- Which jurisdictions will be charter members of the new district, and will all sign the Master Agreement as a Participating Jurisdiction from the outset?
- Which other jurisdictions are being courted to join the new district sometime after the new district is formed, and will their membership be conditioned on execution of the Master Agreement as a Participating Jurisdiction?
- Will the new district and/or any of its members request NVTC and PRTC to agree to special terms as a condition of their execution of the Master Agreement and, if so, what are those terms?
- Do Stafford County and/or the city of Fredericksburg propose to withdraw from PRTC, and if so when would this occur?

If Stafford County and/or the city of Fredericksburg withdraw from PRTC but the withdrawal is not coincident with the formation of the new district, is Stafford County and the city of Fredericksburg prepared to continue sharing PRTC's administrative expense as statutorily prescribed, or are the two jurisdictions proposing to be relieved of this financial responsibility in whole or in part?

- Exactly how does the new district's sponsors propose to amend the Master Agreement's governing arrangements? Is the proposal to add a third transportation district which shares equal authority with NVTC and PRTC, and appoints three members to the existing seven-member Operations Board so the Board becomes ten members all told?
- Do the new district and the new Participating Jurisdictions propose that VRE service be established beyond the current service limits and, if so, where and when?
- Are the new Participating Jurisdictions from the new district prepared to assume financial responsibility for station(s) and parking beyond VRE's current geographic boundary in the event that VRE is extended, separate from the CIP expenses shared by all Participating and Contributing Jurisdictions as an integral part of each year's budget (as current Participating Jurisdictions did previously)?
- Are the new Participating Jurisdictions and the new district prepared to be bound by the outcome of the VRE decision-making process on the advisability and timing of extensions beyond VRE's current geographic boundaries, or will execution of the Master Agreement be conditioned on commitments to such "extension" investments within some specified timeframe?
- Are the new Participating Jurisdictions and the new district prepared to accept financial responsibility for all existing VRE related debt in the same manner all existing Participating Jurisdictions have?
- Substantiate that the new Participating Jurisdictions as stated are fully supportive of the proposal as described.

**Lobbyist-in-a-Box**

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Composite view

Bills	Committee	Last action	Date
<b>HB 60</b> - Parrish - Motor fuels tax; increased.	(H) Committee on Finance	(H) Assigned to Finance sub-committee: 2	01/15/04
<b>HB 117</b> - Marshall, R.G. - Private Investment Inducement Act of 2004; created to provide revenue for t...	(H) Committee on Finance	(H) Assigned to Finance sub-committee: 2	01/15/04
<b>HB 146</b> - Orrock - Motor fuels tax; additional imposition in certain transportation districts.	(H) Committee on Finance	(H) Assigned to Finance sub-committee: 2	01/15/04
<b>HB 155</b> - Van Yahres - Mobile infrared transmitters; certain prohibited.	(H) Committee on Transportation	(H) Assigned to Tra. sub-committee: 3	01/19/04
<b>HB 428</b> - Watts - Motor fuels tax; increased.	(H) Committee on Finance	(H) Assigned to Finance sub-committee: 2	01/15/04
<b>HB 531</b> - Stump - Retail sales and use tax; increased for education and transportation.	(H) Committee on Finance	(H) Assigned to Finance sub-committee: 1	01/15/04
<b>HB 539</b> - May - Pedestrians; provisions when crossing a highway.	(H) Committee on Transportation	(H) Assigned to Tra. sub-committee: 3	01/19/04
<b>HB 644</b> - Abbitt - Railway Preservation and Development Fund; created.	(H) Committee on Transportation	(H) Referred to Committee on Transportation	01/14/04
<b>HB 885</b> - Plum - Motor fuels tax; increased.	(H) Committee on Finance	(H) Assigned to Finance sub-committee: 2	01/15/04
<b>HB 888</b> - Plum - Integrated Transportation Planning Fund; created within office of Secretary...	(H) Committee on Appropriations	(H) Assigned to App. sub-committee: 4	01/23/04
<b>HB 1005</b> - Callahan - Dulles Corridor; issuance of transportation cred. assistance revenue bonds ...	(H) Committee on Appropriations	(H) Assigned to App. sub-committee: 4	01/23/04

<b>HB 1011</b> - Rust - Transportation construction and maintenance; revises allocation system.	(H) Committee on Appropriations	(H) Assigned to App. sub-committee: 4	01/23/04
<b>HB 1090</b> - Scott, J.M. - Retail Sales and Use Tax; increased in Washington, D.C. Metropolitan area, ...	(H) Committee on Finance	(H) Assigned to Finance sub-committee: 1	01/20/04
<b>HB 1092</b> - Scott, J.M. - Retail Sales and Use Tax; local option increase for transportation and educ...	(H) Committee on Finance	(H) Assigned to Finance sub-committee: 1	01/20/04
<b>HB 1113</b> - Weatherholtz - Transportation operators; limitation on recovery in actions for injury or d...	(H) Committee for Courts of Justice	(H) Referred to Committee for Courts of Justice	01/14/04
<b>HB 1231</b> - Griffith - Collegial bodies; changes and conformity of provisions.	(H) Committee on Rules	(H) Referred to Committee on Rules	01/14/04
<b>HB 1419</b> - Marshall, D.W. - Transportation district; created within Charlottesville City and Albemarle ...	(H) Committee on Transportation	(H) Referred to Committee on Transportation	01/23/04
<b>HB 1473</b> - Hull - Motor fuels tax; increased, revenue deposited in highway construction distr...	(H) Committee on Finance	(H) Referred to Committee on Finance	01/23/04
<b>HJ 21</b> - Albo - Constitutional amendment; Transportation Trust Fund (first reference).	(H) Committee on Privileges and Elections	(H) Continued to 2005 in P. & E. (21-Y 0-N)	01/23/04
<b>HJ 136</b> - Plum - Constitutional amendment; provides that Transportation Trust Fund be perman...	(H) Committee on Privileges and Elections	(H) Continued to 2005 in P. & E. (21-Y 0-N)	01/23/04
<b>HJ 163</b> - Plum - Reston community; request. various bds. & depts. to implement transportatio...	(H) Committee on Transportation	(H) Assigned to Tra. sub-committee: 1	01/19/04
<b>HJ 175</b> - Hugo - Constitutional amendment; Hwy. Maintenance & Operating Fund & Transp. Trust...	(H) Committee on Privileges and Elections	(H) Continued to 2005 in P. & E. (21-Y 0-N)	01/23/04
<b>HJ 188</b> - McDonnell - Constitutional amendment;	(H) Committee on Privileges and	(H) Continued to 2005 in P. & E. (21-	01/23/04

Hwy. Maintenance & Operating Fund & Transp. Trust...	Elections	Y 0-N)	
<b>HJ 191</b> - Frederick - Constitutional amendment; Hwy. Maintenance & Operating Fund & Transp. Trust...	(H) Committee on Privileges and Elections	(H) Continued to 2005 in P. & E. (21-Y 0-N)	01/23/04
<b>HJ 277</b> - Marshall, R.G. - Constitutional amendment; Highway Maintenance & Operating Fund & Transporta...	(H) Committee on Privileges and Elections	(H) Referred to Committee on Privileges and Elections	01/22/04
<b>SB 101</b> - Devolites - Pedestrians; provisions when crossing a highway.	(S) Committee on Transportation	(S) Referred to Committee on Transportation	01/14/04
<b>SB 123</b> - Watkins - Transportation impact fees; applicable in certain counties.	(S) Committee on Local Government	(S) Referred to Committee on Local Government	01/14/04
<b>SB 126</b> - Watkins - Virginia-North Carolina Interstate High-Speed Rail Compact; created.	(S) Committee on Transportation	(S) Rereferred to Transportation	01/20/04
<b>SB 139</b> - Cuccinelli - Interstate 66; requiring Dept. of Transportation when making improv. to inc...	(S) Committee on Transportation	(S) VOTE: CONST. RDG. DISPENSED R (38-Y 0-N)	01/26/04
<b>SB 307</b> - O'Brien - Transportation Trust Fund; allocation of proceeds.	(S) Committee on Transportation	(S) Referred to Committee on Transportation	01/14/04
<b>SB 356</b> - Colgan - Motor Vehicle Sales Tax; increased, revenue deposited in Transportation Aut...	(S) Committee on Finance	(S) Referred to Committee on Finance	01/14/04
<b>SB 357</b> - Colgan - Motor fuels tax; increased, revenue deposited in Transportation Authorities...	(S) Committee on Finance	(S) Referred to Committee on Finance	01/14/04
<b>SB 364</b> - Watkins - Design-build contracts; use by Director of Department of Rail and Public Tr...	(S) Committee on Transportation	(S) VOTE: CONST. RDG. DISPENSED R (38-Y 0-N)	01/26/04
<b>SB 413</b> - Edwards - Rail Transportation Development Authority; change of effective date.	(S) Committee on Local Government	(S) Referred to Committee on Local Government	01/14/04

<b>SB 451</b> - Whipple - Pedestrians; provisions when crossing a highway.	(S) Committee on Transportation	(S) VOTE: CONST. RDG. DISPENSED R (38-Y 0-N)	01/26/04
<b>SB 458</b> - Whipple - Motor fuels tax; additional imposition in Northern Virginia transportation ...	(S) Committee on Finance	(S) Referred to Committee on Finance	01/14/04
<b>SB 508</b> - Mims - High-occupancy vehicle (HOV) lanes; fines for violations in Northern Virgin...	(S) Committee on Transportation	(S) Referred to Committee on Transportation	01/14/04
<b>SB 589</b> - Lucas - Tax reform; changes in provisions for income tax, sales and use tax and cor...	(S) Committee on Finance	(S) Referred to Committee on Finance	01/19/04
<b>SB 635</b> - Chichester - Tax reform; changes for income tax, sales and use tax, estate tax, and loca...	(S) Committee on Finance	(S) Referred to Committee on Finance	01/22/04
<b>SJ 18</b> - Howell - Constitutional amendment; Hwy. Maintenance & Operating Fund & Transp. Trust...	(S) Committee on Privileges and Elections	(S) Referred to Committee on Privileges and Elections	01/14/04
<b>SJ 39</b> - Puller - Rail transit in Route 1 corridor; Dept. of Rail & Public Transp, to study o...	(S) Committee on Rules	(S) Referred to Committee on Rules	01/14/04
<b>SJ 54</b> - O'Brien - Constitutional amendment (first resolution); Transportation Trust Fund.	(S) Committee on Privileges and Elections	(S) Referred to Committee on Privileges and Elections	01/14/04
<b>SJ 60</b> - Williams - Constitutional amendment (first resolution); Transportation Trust Fund.	(S) Committee on Privileges and Elections	(S) Referred to Committee on Privileges and Elections	01/14/04
<b>SJ 69</b> - Whipple - Washington Metropolitan Area Transit Authority; Congress to undertake new c...	(S) Committee on Rules	(S) Referred to Committee on Rules	01/14/04

Email complete list (include message below, if desired):



# Legislative Update <sup>(E)</sup>

American Public Transportation Association  
(202) 496-4800

1666 K St., NW, Washington, DC 20006  
[www.apta.com](http://www.apta.com)

January 23, 2004

## CONGRESS PASSES OMNIBUS APPROPRIATIONS BILL

On January 22, 2004, the Senate passed the FY 2004 Omnibus Appropriations bill, which includes transportation funding for FY 2004. The House approved the bill in December. The bill now goes to the President, who has indicated he will sign it.

The Conference Report (108-401) on the bill essentially maintains the Transportation-Treasury Appropriations bill finalized by the House-Senate Conference Committee on November 12. Transit is funded at \$7.266 billion, an increase of \$40 million over the Administration's request, and \$87 million over FY 2003 levels. The bill would fund Amtrak at \$1.218 billion; the highway program at \$32.8 billion; and aviation programs at \$13.9 billion.

### Special Transit Provisions in FY 2004 Legislation

Look for information from FTA in its FY 2004 apportionment notice on the following new transit provisions -

*Pooled purchasing provision.* Establishes an FTA purchase pooling pilot program to allow transit systems to collaborate on bus and other procurements, and directs FTA to report to the Appropriations Committees on the program sixty days after contract award.

*Restraint on transit advertising.* Prohibits transit systems from accepting advertising that promotes the legalization or medical use of controlled substances.

*Operating assistance.* Permits FTA to allow operating assistance up to \$10 million to be used in UZAs over 200,000 in population for a transit provider with 25 or fewer vehicles for services for the elderly and persons with disabilities.

*Buy America study.* Directs the DOT Inspector General to report by March 1, 2004, on FTA's recent interpretations and exemptions under the Buy America program.

*Charter Bus study.* Directs FTA to ensure the Appropriations Committees that the charter bus provisions continue to be carried out in accordance with the relevant provisions of federal transit law.

*Continuation of commuter rail operations.* Amtrak funding for the first time includes language providing \$59.6 million for directed services to be available to continue commuter rail operations should Amtrak cease operations; such funding would become available to Amtrak if unused by the 4<sup>th</sup> quarter.

The text of the omnibus Conference Report is printed in the November 25 Congressional Record, which is available online on the THOMAS (<http://thomas.loc.gov>) and GPO (<http://www.gpoaccess.gov/index.html>) websites. Earmarks for New Starts, JARC, and the Bus and Bus Facilities program are available on the Government Affairs section of APTA's website at [www.apta.com](http://www.apta.com).

### **Action on TEA 21 Reauthorization**

Both the House and Senate are moving ahead on TEA 21 reauthorization legislation. The Senate Finance Committee may mark up a reauthorization revenue title as early as Wednesday, January 28. The Committee is considering a range of options including shifting exemptions from the gas tax to the General Fund through tax credits and rebates, which would increase by \$35 billion gas tax revenues in the Highway Trust Fund (including the Mass Transit Account); this has not yet been resolved. The Senate Banking Committee would mark up its bill shortly thereafter; that bill is expected to provide \$56.5 billion for transit. The House Transportation and Infrastructure Committee plans to mark up its bill, H.R. 3550, February 3 and 4.

#### **Action Call!**

- 1. Contact the members of the U.S. House of Representatives in your congressional delegation and ask them to become co-sponsors of H.R. 3550, the Transportation Equity Act: A Legacy for Users (TEA LU). It is important to get as many co-sponsors as possible on the bill to show broad congressional support for its passage. Please act now!**
- 2. Use the Transit Action Center at [www.apta.com](http://www.apta.com) to support Reauthorization Now! efforts, and start planning now for Transit *Takes Action* Week Feb 9-13.**

For further information, please contact APTA's Rob Healy at 202-496-4811.

State	Project	Amount
NJ	Newark, New Jersey, Rail Link (NERL) MOS1	22,566,022
NJ	Northern, New Jersey, Hudson-Bergen Light Rail (MOS2)	100,000,000
NO	New Orleans, Louisiana, Canal Street Streetcar Project	23,291,373
NV	Las Vegas, Nevada, Resort Corridor Fixed Guideway, MOS	20,000,000
NY	East Side Access Project, New York, Phase I	75,000,000
NY	New York, Second Avenue Subway	2,000,000
OH	Cleveland, Ohio, Euclid Corridor Transportation Project	11,000,000
OK	Northern Oklahoma Regional Multimodal Transportation System	3,000,000
OR	Portland, Oregon, Interstate MAX Light Rail Extension	77,500,000
OR	Wilsonville to Beaverton, Oregon, Commuter Rail	3,250,000
PA	Philadelphia, Pennsylvania, Schuylkill Valley Metro	14,000,000
PA	Pittsburgh, Pennsylvania, North Shore Connector	10,000,000
PA	Pittsburgh, Pennsylvania, Stage II Light Rail Transit Reconstruction	32,243,442
PA	Seranton, Pennsylvania, NY City Rail Service	2,500,000
PR	Tren Urbano Rapid Transit System, San Juan, Puerto Rico	20,000,000
RI	Integrated Intermodal project, Rhode Island	3,000,000
TN	Memphis, Tennessee, Medical Center Rail Extension	9,247,588
TX	Dallas, Texas, North Central Light Rail Extension	30,161,283
TX	Houston Advanced Metro Transit Plan, Texas	8,000,000
UT	Regional Commuter Rail (Weber County to Salt Lake City), Utah	9,000,000
UT	Salt Lake City, Utah, Medical Center LRT Extension	30,663,361
VA	VRE Parking Improvements, Virginia	3,000,000
WA	Seattle, Washington, South Transit Central Link Initial Segment	75,000,000
WA	Washington, DC/VA Dulles Corridor Rapid Transit Project	20,000,000
WA	Washington, DC/MD, Largo Extension	65,000,000
WI	Kenosha-Racine-Milwaukee Commuter Rail Extension, Wisconsin	3,250,000

**Funds provided for buses and bus facilities are distributed as follows:**

State	Project	Amount
AK	Alaska Mobility Coalition Bus Replacement	500,000
AK	Anchorage Ship Creek Intermodal Facility, Alaska	2,000,000

State	Project	Amount
PA	SEPTA Bucks County Intermodal Facility Improvements, Pennsylvania	3,500,000
PA	SEPTA Hybrid Buses, Pennsylvania	800,000
PA	SEPTA Norristown Intermodal Facility, Pennsylvania	3,000,000
PA	Somerset County Transportation System Maintenance Facility, Pennsylvania	160,000
PA	Transit Authority of Warren County Intermodal Bus Facility, Pennsylvania	1,500,000
PA	Union County Union/Snyder Transportation Alliance (USTA), Pennsylvania	500,000
PA	Westmoreland County Transit Authority (WCTA) Bus Replacement, Pennsylvania	900,000
PA	York County Transit Authority (YCTA) buses and bus facilities, Pennsylvania	100,000
PR	Puerto Rico Metropolitan Bus Authority Replacement	500,000
RI	RIPTA Buses and Vans, Rhode Island	4,000,000
RI	RIPTA Facilities Upgrade, Rhode Island	400,000
SC	City of Greenville Multimodal Transportation Center Improvements, South Carolina	200,000
SC	Lowcountry Regional Transit Authority, South Carolina	300,000
SC	Medical University of South Carolina Intermodal Facility, South Carolina	4,000,000
SC	Myrtle Beach Regional Multimodal Transit Center, South Carolina	200,000
SC	North Charleston Regional Intermodal Transportation Center, South Carolina	1,250,000
SC	South Carolina Statewide Transit Facilities Construction Project	1,000,000
SC	South Carolina Statewide Transit Vehicles	4,000,000
SD	Cheyenne River Sioux Tribe public buses and bus facilities, South Dakota	2,250,000
SD	South Dakota Statewide buses and bus facilities	2,000,000
TN	Downtown Transit Center, Nashville, Tennessee	2,000,000
TN	Knoxville Electric Transit Intermodal Center, Tennessee	2,000,000
TN	Memphis International Airport Intermodal Facility, Tennessee	2,750,000
TN	Nashville replacement of aged buses, Tennessee	500,000
TN	Tennessee Statewide buses and bus facilities	6,500,000
TN	UCHRA Capital Improvements, Tennessee	600,000
TX	Austin Capital Metro buses and bus facilities, Texas	3,000,000
TX	Brazos County Bus Replacement Program, Texas	200,000
TX	Capital Metro Hybrid Electric Buses, Texas	500,000
TX	CityLink van and technology replacement, Abilene, Texas	500,000
TX	Corpus Christi buses and bus facilities, Texas	2,000,000
TX	El Paso Sun Metro Bus Replacement, Texas	1,000,000
TX	Pt. Worth Transportation Authority Fleet Modernization and Bus Transfer Centers, Texas	1,500,000
TX	Galveston Maintenance Facility Renovations, Texas	800,000
TX	Grapevine Bus Purchase, Texas	160,000
TX	Hunt County Committee on Aging Transportation Facility, Texas	400,000
TX	Laredo Bus Facility, Texas	850,000
TX	Lubbock/Citibus Buses, Texas	1,500,000
TX	Nacogdoches Vehicle Replacement, Texas	800,000
TX	North Side Transfer Center Brownsville Urban System (BUS), Texas	350,000
TX	Public Transportation Management, Tyler/Longview, Texas	350,000
TX	San Antonio VIA Metropolitan Transit buses and bus facilities, Texas	5,000,000
TX	South East Texas Transit Facility Improvements and Bus Replacements	250,000
TX	The District-Bryan Intermodal Transit Terminal/Parking Facility & Pedestrian Improvements, Texas	400,000
TX	The Woodlands Capital Costs, Texas	350,000
TX	The Woodlands Park and Ride Expansion, Texas	275,000
UT	UTA Transit ITS, Upgrades, Utah	250,000
UT	Utah Statewide buses and bus facilities	6,000,000
UT	Utah Statewide Intermodal Centers	4,000,000
VA	Alexandria After School Bus program, Virginia	75,000
VA	Clean Fleet Bus Purchase and Facilities, Virginia	1,000,000
VA	Danville Trolley Buses, Virginia	175,000
VA	Fairfax County, Richmond Highway Transit Improvements, Virginia	700,000
VA	Hampton Roads Transit Southside Bus Facility, Virginia	2,000,000
VA	Main Street Station Multimodal Transportation Center, Virginia	1,500,000
VA	Potomac and Rappahannock Transportation Commission, Virginia	500,000
VA	Richmond Highway Public Transportation Initiative, Virginia	3,000,000
VI	Virgin Islands Transit (VITRAN) Buses	500,000

State	Project	Amount
CA	Guaranteed Ride Home, Santa Clarita, California	400,000
CA	Mendocino Transit Authority Job Access Reverse Commute, California	100,000
CA	Metro Link San Bernadino Platform Extension, California	1,000,000
CA	Sacramento Region Job Access and Reverse Commute Project, California	1,500,000
CA	Ways to Work, California	1,000,000
CT	Connecticut Statewide JARC	3,250,000
DC	Community Transportation Association of America's National Joblinks Program	2,500,000
DC	Georgetown, Washington, DC--Metro Connection	1,000,000
DC	Washington Metropolitan Area Transit Authority JARC	1,000,000
DE	Delaware Statewide Welfare to Work	750,000
FL	Jacksonville Transportation Authority, CTA, Florida	3,000,000
FL	Key West, Florida, Job Access and Reverse Commute	500,000
GA	Chatham Area Transit Job Access Reverse Commute (JARC), Georgia	1,000,000
IA	Iowa Statewide JARC	1,000,000
IL	Illinois Statewide JARC	200,000
IL	Operation Ride DuPage, Illinois	500,000
IL	Ray Graham Association for People With Disabilities, Illinois	125,000
IN	IndyGo IndyFlex Job Access and Reverse Commute Program, Indiana	750,000
KS	ADA Mobility Planning, Wichita, Kansas	365,000
KS	JARC MidAmerica Regional Council, Johnson County, Kansas	500,000
KS	Topeka Metropolitan Transit Authority JARC, Kansas	700,000
KS	Unified Government of Wyandotte County JARC, Kansas	1,375,000
KY	Bowling Green Housing Authority Reverse Access Commute, Kentucky	300,000
MA	Holyoke Community Access to Employment and Adult Education, Massachusetts	75,000
MA	Pioneer Valley Access to Jobs and Reverse Commute Program, Massachusetts	455,000
MA	Worcester Regional Transit Authority JARC Projects, Massachusetts	150,000
MD	Maryland Statewide JARC	4,000,000
MD	VoxLinx Voice-Enabled Transit Trip Planner, Maryland	1,300,000
ME	Maine Statewide JARC	494,000
MI	Detroit Job Access Reverse Commute, Michigan	1,600,000

# CLARK CONSULTING™

## Federal Policy Group

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www.clarkconsulting.com

## Memorandum

**To:** Big Ticket Leasing Coalition  
**From:** Ken Kies  
**Date:** January 21, 2004  
**Re:** Leasing Article in *Congress Daily*

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The following is a story in today's *Congress Daily PM* regarding Congressional views on leasing initiatives advanced by Senate Finance Committee Chairman Charles Grassley (R-IA) and the Treasury Department. House Ways and Means Committee Chairman Bill Thomas (R-CA) is quoted.

### Tax Writers At Odds Over Treasury 'Lease-Back' Proposal

A Treasury Department proposal to prohibit lease-back transactions that allow corporations to claim billions in tax benefits -- by writing off the value of public infrastructure they own only on paper -- is shaping up to be a serious battle between House and Senate tax writers this year. **Senate Finance Chairman Grassley** included a provision to prohibit such transactions in his international tax bill, which was approved by the committee last fall, and reiterated Tuesday that he is eager to see the provision become law. But sources in the House said the Treasury proposal was likely to generate substantial opposition in that chamber.

The breadth of this potential opposition is evidenced by the following: The provision would likely block deals that would be used to fund improvements to transit systems in Atlanta, Boston, New Jersey, St. Louis, Sacramento, Calif., and Portland, Ore. That warning was issued by the American Public Transportation Association, which is lobbying against the bill. Beyond transit, other pending leasing deals would provide millions for public works projects like emergency call centers in Chicago, a highway toll system in Illinois, and the Alamodome in San Antonio. The Treasury Department estimated that prohibiting the leasing deals would increase tax revenues by \$33.7 billion over the next 10 years.

"People are hearing from local governments about the proposals," one House staffer said. **House Ways and Means Chairman Thomas** said today that he would review the Treasury proposal in detail, after the committee heard testimony Feb. 3 from

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## Federal Policy Group

Treasury Secretary Snow and later that week from Assistant Secretary for Tax Policy Pamela Olson. But Thomas suggested that at least some of the leasing deals in question might be legitimate. "My assumption is there are some out there that might be done for nothing other than tax purposes," he said, adding that these should not be sanctioned by U.S. tax law. "But we have to see what other reasons -- what other rationales there are -- for doing it," he told reporters.

Under the leasing transactions, corporate investors claim title to the assets of tax-exempt entities such as local governments and transit authorities through a lease-back arrangement. This allows them to claim tax benefits by depreciating the value of the assets while the tax-exempt entity retains control of the assets in all other respects. The municipality or public works authority is generally paid 5 to 8 percent of the value of the transaction, according to one official familiar with the deals. The first such deals concentrated on foreign assets such as rail and airport systems, but the transactions have spread to the United States as investors have become more bold, according to a Senate staffer.

Grassley's provision and the Treasury proposal would severely curtail both deals involving foreign and U.S.-based assets. But some on Capitol Hill have raised the question -- including in a Treasury briefing earlier this month -- of whether a provision could be crafted to prohibit only transactions that benefit foreign assets. Pending deals would benefit such foreign interests as Aeroports de Paris, France Telecom, and a Dutch-German wind tunnel for aviation research, according to research by Asset Finance International. -- *by Martin Vaughan*

We will continue to keep you apprised of developments. In the meantime, please do not hesitate to call me at (202) 772-2482 if you have any questions.

**MEMORANDUM**

**TO:** Chairman Euille and NVTC Commissioners  
**FROM:** Rick Taube  
**DATE:** January 29, 2004  
**SUBJECT:** WMATA Items

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A. Metro Board Digest for January, 2004.

A copy of the report is attached for your information.

B. Response to NVTC Letter.

A copy of a December 9, 2003 NVTC letter to WMATA containing requests for information is attached. The WMATA response was received January 26, 2004. Commissioners should review the response to determine if it provides sufficient information or if a follow up is needed.

C. Regional Mobility Planning Session.

WMATA hosted a workshop on January 9, 2004 to discuss how to move from planning to implementation. Panels made presentations on effective transportation system management strategies and transportation demand management strategies. WMATA staff is compiling the results of the workshop into a proposed scope of work with goals and strategies.

Among the speakers:

- Dick White, WMATA CEO, spoke of three percent of the region's population currently residing within a half mile of a Metrorail station, while 25 percent of the jobs are within that same distance;
- Young Ho Chang, Director of Fairfax County DOT, described remarkable growth in bus ridership in the Dulles Corridor. Ridership is growing in response to 6-7 minute headways, hardened highway shoulders to allow buses to bypass congestion, three new Connector stores providing customer service, a new canopy at the Herndon-Monroe transportation center, four new

park-and-ride lots with 3,500 spaces (now 85 percent full) and a huge lot for a non-rail site at Herndon-Monroe (1750 spaces now 90 percent full). The county is using \$1.4 million to catalogue its bus stops using GIS and improving safety, pedestrian access and cleanliness at these stops.

- Albert Genetti, Director of Montgomery County DPW, emphasized the need for interoperability among technologies used by transit operators (e.g. automated vehicle locators); and also called for common jurisdictional traffic policies;
- Dan Tangherlini, Director of the D.C. DOT, suggested the need to provide better information to customers and let them choose the best mobility option (e.g. web-based traffic cameras);
- Several speakers, in discussing improved land use and transit-oriented development, noted ironically that “people don’t like density but they don’t like sprawl, either.”
- Finally, Tom Downs, President of the ENO Transportation Foundation, provided some excellent advice (and referred to several NVTC-sponsored studies to support his arguments). Regarding performance measurement he stated, “If you can’t count it, it doesn’t count.” The best way to see the world through customers’ eyes is to ask them (through recurring surveys). Emphasize safety since “The first rule of customer service is to not kill your customers.” Make customers love transit since they can change the political dynamic. Don’t fail in the short run to fix the small things while pursuing a long-term vision. Consider coalitions of jurisdiction and transit staffs and citizens to form station teams to get the most from our rail investments.

#### D. U.S. Route 1 Corridor Service Restructuring Plan.

The WMATA Board approved on January 22, 2004 a public hearing on the attached plan to alter Metrobus Routes 9A and 9E in Arlington, Alexandria and Fairfax County. In response to several studies of the corridor, including one sponsored by NVTC, WMATA and Fairfax County have developed a phased plan for the Route 1 corridor to support revitalization goals and ultimately initiate light rail linking Ft. Belvoir and the Huntington Metrorail station.

Among the initial improvements would be enhanced bus service, including express buses and branded routes (like Arlington’s “Pike Ride”) as well as pedestrian safety initiatives. The public hearing will seek public comment on plans to alter Routes 9A and 9E as described in the attachment, with the changes proposed to be effective in June, 2004.



# METRO BOARD DIGEST

## Metro Sponsors Regional Mobility Initiative Planning Session

On January 9, regional transportation, planning, and economic development officials, jurisdictional leaders, and Metro Board members gathered at Metro headquarters for the Regional Mobility Initiative Planning Session organized by the Department of Planning and Strategic Programs (PLSP). Participants came together to discuss the many challenges facing the region and the Authority, which recently launched the *Metro Matters* campaign to increase awareness of Metro's funding challenges and to seek advocacy support in addressing these challenges. In addition to funding shortfalls, additional challenges include mitigating traffic and subway congestion, as well as improving air quality, to name a few.

CEO/General Manager Richard A. White welcomed participants as he provided an overview of the meeting; PLSP Assistant General Manager Edward Thomas gave the statement of purpose; and Ron Kirby, Director of Transportation for Planning at the Metropolitan Washington Council of Governments, shared information on the regional planning update.

Keynote speaker Thomas M. Downs, President and CEO of Eno Transportation Foundation and former head of a number of highway, intercity rail, and transit organizations over the past 25 years, talked on transportation policy, planning, and management. Two panels convened to discuss the following topics: What can be done to improve our transportation system management? and What are the demand management strategies that will reduce congestion by encouraging transit use and trip reduction?

The first panel was moderated by Richard Stevens, Director, Business Planning and Development. Panel members consisted of Ho Chang, Director, Fairfax County Department of Transportation; Al Gesuti, Director, Montgomery County Department of Public Works and Transportation; Dan Tangherlini, Director, District of Columbia Department of Transportation; Mark Kellogg, Transportation Planning Supervisor, Arlington County Department of Public Works; and James Hughes, Director, Operations Planning and Support office at Metro.

The second panel was moderated by Patricia Gallagher, Executive Director, National Capital Planning Commission, and consisted of the following panelists: Peggy Schwartz, Director, North Bethesda Transportation Management District; Nicholas Ramos, Metropolitan Washington Council of Governments; Richard Bradley, Executive Director, Downtown Business Improvement District; Fern Piret, Director, Prince George's County Park and Planning Commission; and Thomas Moré, Managing Partner, Greater Washington Initiative. At the end of the five-hour meeting, participants and discussion leaders wrapped up the major discussion points and decided on the "next steps" to be undertaken for the ongoing Regional Mobility Initiative.

## First Regional Paratransit Task Force Meeting Set for January 20

The Washington Metropolitan Area Transit Authority hosted the kick-off meeting of the Regional Paratransit Task Force (RPTF) on January 20 at Metro headquarters. Participants at the meeting discussed ways to better utilize and

coordinate available resources for the region's paratransit and other specialized transportation services. The CEO delivered opening remarks at the meeting. The mission of the RPTF is to address service issues relating to the cost-effective delivery of MetroAccess service including a re-examination of its service areas and fares, to compile information needed to work toward coordination of other regional paratransit services, and to identify available coordination options that can be implemented to maximize the overall efficiency of regional specialized transportation services. Members of the Regional Paratransit Task Force include customers with disabilities, representatives of local, state, and federal agencies, disability advocacy and service organizations, and transit trade and service associations. Task force members will provide a final report in the spring.

#### COG Emergency Preparedness Council Meeting

The Council of Governments (COG) Emergency Preparedness Council (EPC) held its first meeting of the year on January 8. The meeting included updates on the fiscal year 2005 Department of Homeland Security's (DHS) Urban Area Security Initiative (UASI) funding for the National Capital Region (NCR). The meeting also covered the findings of COG's project on revising the Regional Emergency Evacuation Coordination Annex of the Regional Emergency Coordination Plan. Tony Griffin, chair of COG's Chief Administrative Officers Committee, reported on the review process for the approval of proposed work scopes submitted by regional organizations and other regional and local stakeholders. For fiscal year 2003, a total of \$60 million of funds was allocated to the NCR as part of the UASI program. An additional \$29 million has been allocated by DHS to the NCR in fiscal year 2004. David Synder, chair of the COG Transportation Work Group, briefed the EPC on the latest revisions to the annex draft and the process and timetable for final committee and stakeholder review. A key component of the expanded annex is the evaluation of 12 emergency transportation situations/scenarios. A final draft of the revised annex will be presented to the COG EPC on March 4.

#### Metro Celebrates Annual Martin Luther King Jr. Day Program

On January 19, Metro held its annual Martin Luther King Jr. Day Celebration program. Metro employees filled the Board Room to hear a message from guest speaker Anthony Machri, Pastor of the Glendale Baptist Church, who spoke on the program theme, "Remember! Celebrate! Act! - Day One - New Day One." Metro Board member Robert Smith, as master of ceremonies, welcomed the attendees and guests. Metro Board member Tascatur Hotal introduced the guest speaker and Lori Finster, Vice Operating Officer of Metro, gave the closing remarks. Metro Board member Gladys Mack also attended.

#### Metro Joins Ridership Partnership Promotion Called Sister to Sister Woman's Heart Day

Metro has joined its partnership with the MCI Center and the Sister to Sister National Woman's Heart Day organization to promote National Woman's Heart Day on February 20, 2004. This is one of the ongoing off-peak ridership promotions to position Metro as the way to get to events. The Sister to Sister National Woman's Heart Day organization will print 100,000 inserts for distribution to season ticket holders to Georgetown Hoyas, Washington Mystics, and Washington Wizards basketball games, as well as to the Washington Capitals hockey games. The inserts will promote National Woman's Heart Day and include the tag, "Take Metro to the game." Approximately three weeks before National Woman's Heart Day, fans will hear frequent promotions on WJLA-TV 7 and NewsChannel 8 for fans to take Metro to the Gallery Place-Chinatown station.

Also, Sister to Sister Woman's Heart Day will recognize Metro and its corporate logo in all paid advertising and press releases distributed to more than 1,000 general media; recognize Metro and its corporate logo on the Sister to Sister Woman's Heart Day Web site and on the MCI Arena's jumbotron during the event; and provide Metro a one-fourth page complimentary four-color ad space in the Sister to Sister Woman's Heart Day program guide.

In support of this cooperative promotion, WMATA will print and post 500 interior Metrobus cards and include the Sister to Sister Woman's Heart Day event on WMATA's Web site beginning three

weeks prior to the event. Metro anticipates that 50 to 60 percent of fans attending these games will take Metro to MCI Center.

### **Metro to Receive Technical Assistance with Emergency Response Capabilities**

The Office of Domestic Preparedness (ODP), an office within the Department of Homeland Security, recently notified Metro that ODP approved the Authority's request for technical assistance in implementing a needs assessment process for WMATA. The Authority participated in a Project Scoping Meeting on January 5 with the project team from Science Applications International Corporation (SAIC), the organization selected by ODP to conduct the needs assessment. The purpose of the meeting was for the SAIC team to gain a better understanding of WMATA's rail and bus operations, past threat and vulnerability assessments, critical assets, and political considerations. Officers from Bus and Rail Operations, Metro Transit Police, and Government Relations participated in the meeting under the leadership of the Department of System Safety and Risk Protection.

## **People**

### **MTPD Graduates New Officers**

Five MTPD recruit officers – Brian Baker, Kenneth Horack, Jr., Anthony Jones, Timothy Tubbs, and Veneta Collins – recently graduated as full-fledged police officers in a ceremony at Metro headquarters on December 22. Officer Baker received the Academic award, Officer Tubbs received the Physical Fitness award, and Officer Collins received the Firearms Proficiency award, the three top class awards that can be earned by graduating officers.

### **Customer Service Spotlight**

#### **Juan Harris, Bus Cleaner. Provides the Ultimate in Customer Service: Service in Iraq**

It has often been said that there is no greater service a person can give than to serve his or her country, especially during war time. This month, we are recognizing one of the greatest ways in which an employee can provide valuable service here at Metro, to the region, and to the nation: serving in the military during wartime. Recently

Mathias Resources reported that 24 of our employees, male and female, have been called to active military service at hot spots around the world: Kuwait, Afghanistan, and Iraq. One such employee who returned from Iraq to work at WMATA shortly after his return to the states on September 7, 2003, is Juan Harrison. He is here today as a representative of the whole group, few of whom have returned to work.

Mr. Harrison is a bus cleaner who has been with Metro for two and a half years. Prior to joining Metro, he worked at the Washington Hospital Center as an emergency response operator.

As a U. S. Army Reserves Specialist E4, he received his papers informing him that he had a mere three days to say goodbye to family and friends and report to the 299<sup>th</sup> Engineering Company in Fort Belvoir, Virginia, to be shipped to Kuwait on November 22, 2002. Shortly after arriving in Kuwait, he crossed the border into southern Iraq where he was part of a construction unit which built assault bridges for the infantry division his unit traveled with. His unit built five bridges from the time he arrived in Iraq until he returned home 10 months later. The bridges replaced the ones intentionally destroyed by the enemy to keep American troops from advancing from southern Iraq north to Baghdad. He and his unit built the bridges all hours of the day and night, under constant enemy fire from the start of the War in Iraq on March 19, 2003. In addition to traveling with thousands of building materials, he had to carry heavy arms, wear a 15- to 20-pound flak vest, and a five- to seven-pound kevlar helmet in temperatures that averaged 140 degrees Fahrenheit. While there, he dropped 35 pounds due to the extreme heat, and was witness to five of his comrades killed in action. By the grace of God, he says, he was not even injured.

Mr. Harrison is an excellent representative of the many WMATA employees who have been called up for active military duty at various hot spots around the world. In addition to Mr. Harrison, the most recent list of these courageous employees includes Kevin Barry, Kevin Gaddis, Frederick Miller, Rene Noboa, Shukri Pettegrue, and Ada

Stephenson, MTPD officers; Joseph Boyd and Milton Lester, track repairers; Alonzo Cohen interlocking operator; John Fogg, Penny Fredericks, Paul Gudger, Hakim Tutt, David Williams, and Arthur Wright, Metrobus operators; Daryl Green and Michael Laviolette, rail mechanics; Scott Gunter, structure repairer; Vicky Lipps, quality accounting inspector; Kenneth Noble, bus garage mechanic; Wayne Reed, HVAC / refrigeration equipment mechanic; Artis Rumph, craft crew supervisor; Mary Saucer, station manager; and Darryl Suggs, safety officer.

Although Mr. Harrison is his mom's only son and is a member of the Reserves, he felt duty-bound to serve his country in this manner and would not hesitate to do it again if called.

It is with pleasure that I present Mr. Juan Harrison.

## Events

- January 16 *Metro Matters* briefing with Prince George's County Executive Jack Johnson, at the County Executive's office, 10:30 a.m.
- January 16 *Metro Matters* briefing with FTA Administrator Jenná Dorn at FTA, 2 p.m.
- January 21 Public Hearing on construction improvements to bus bays at the Twinbrook Metrorail station, Montgomery County Council Office, 100 Maryland Avenue, Rockville, MD, 7:30 p.m.
- January 26 *Metro Matters* Hearing, D.C. Council Committee on Public Service, City Council Chambers, 10 a.m.
- January 27 *Metro Matters* briefing with Montgomery County Executive Doug Duncan at the County Executive's office, 10 a.m.
- January 28 External Customer and Regional Partner Briefing Session on Metro's weather emergency operations and communications outreach; various Metro department leaders will provide information to external customer

participants on when Metro may suspend above-ground Metrorail service, the impact of weather on Metro's equipment and infrastructure, and how Metro communicates with its various publics. Metro headquarters Board Room, 9 to 11 a.m.

- February 1-29 National Black History Month during which time WMATA will sponsor a program in honor of the contributions of African Americans to the success of WMATA and the nation.
- February 2 Metro to participate in National Groundhog Day Shadow Day when youngsters shadow Metro employees to learn more about career opportunities in transportation.
- February 4 Department of System Safety and Risk Protection's Emergency Management Outreach with Metro Transit Police and the Department of Communications, Fosslyn Metrorail station, 7:30 to 9 a.m.
- February 11 FTA Quarterly Review meeting, Metro headquarters, 10 a.m.

(B)

RECEIVED JAN 26 2004

January 23, 2004



Richard K. Taube, Executive Director  
Northern Virginia Transportation  
Commission (NVTC)  
The Ellipse at Ballston  
4350 N. Fairfax Drive, Suite 720  
Arlington, VA 22203

Dear Mr. Taube:

The Washington Metropolitan Area Transit Area (WMATA) reviewed the concerns of the Northern Virginia Transportation Commission (NVTC) and Mr. Tennyson per your December 9, 2003 letter. After three Public Hearings on November 20, the WMATA Board of Directors voted to discontinue service on five routes due to either their poor performance or duplication of existing service:

- 14A,B,C,D Bethesda/Tyson
- B11 Bethesda Reverse Commute
- C18 Waldorf-Branch Avenue
- G1 Greenbelt Shuttle
- N7 Montgomery Mall - Federal Triangle Express

These routes were discontinued on December 29, 2003. Service on a sixth route, N11/N13 Branch Ave./King Street will be continued for six months to determine if the relocation of the Patent and Trade Office (PTO) from Crystal City to Alexandria will provide the impetus to increase ridership. If ridership does not improve, service will be discontinued in June 2004.

Mr. Tennyson was concerned with the Public Hearing process and the perceived lack of response to passengers' concerns. The Public Hearing process provides an opportunity for Board Members and staff to listen to concerns from the public regarding proposed service plans. It is generally not a question and answer session. As a result of the hearings, staff prepared a staff report (enclosed) which was shared with the Board at the December 4, 2003-Budget Committee. As you can see from the staff report the Board did consider the concerns raised by passengers. This is indicative of the decision not to discontinue service on Route N11/N13.

Washington  
Metropolitan Area  
Transit Authority

400 Fifth Street, NW  
Washington, DC 20001  
(202) 637-7000

By MetroLink  
Public Access Point  
1000, Greenbelt  
MetroLink  
Tyson (D), (202) 637-7000  
(202) 637-7000

Division of Customer  
Service and Information  
System Development

Mr. Tennyson was also concerned with the criteria used by staff to assess a route's performance. The criteria used to assess a route's performance, while not perfect, do provide a good indication of a route's performance and the criteria focus on ridership, service effectiveness, as well as cost efficiency. The following are the criteria used and staff's rationale for using them:

- **Cost recovery** - is the most direct measure of financial return on operating investment. The minimum standard is set at 15%, which is one-half of the Board approved systemwide average of 30% (passenger revenue only, not including rail revenue).
- **Peak load factor** - measures the number of passengers on the bus at the maximum load point (the point that historically has the most passengers aboard the bus at any one time). A load factor of 0.90 means 90% of the available seats were occupied within the peak hour. The minimum standard is the Board approved minimum load factor of 0.50 and equals half a seated load, or 22 passengers.
- **Average weekday ridership** - is the number of riders that board a route on a typical weekday, excluding holidays. The minimum standard used is at least 400 daily passengers. The average Metrobus route carries 3,000 passengers on an average weekday.
- **Subsidy per passenger** - is a direct measure of the incremental cost the jurisdictions pay to provide one passenger trip. The minimum standard used is \$2.92, which is more than twice the Board approved systemwide average of \$1.36.

Four criteria are used and one criterion does not carry more weight than another. A route is considered a poor performer if it meets or exceeds three or four of the criteria. By themselves, these criteria should not be used to make decisions to discontinue service. However, collectively they provide staff with an indication of a route's overall performance.

In light of concerns NVTC has with WMATA using the system average fare to attribute revenue and cost recovery ratios, we will be reviewing this issue to determine if the system average should be utilized, or if a different average fare should be used for routes with different fare

requirements. Staff will also be reviewing the criteria to determine if separate criteria should be used for urban routes versus suburban routes, as well as by route type. Staff did review the cost recovery and subsidy per passenger criteria for routes N11/N13 Branch Ave./King Street and 14A,B,C,D Bethesda/Tyson using Mr. Tennyson's suggestion of increasing the average fare to improve performance of these two routes. Staff calculated cost recovery and subsidy per passenger using an average fare for express routes. Route 14A,B,C,D would fail four criteria and the N11/N13 would fail three of the four criteria. Both would still be considered poor performers.

The decision to suspend both Metrobus and Metrorail service the day of Hurricane Isabel was regional, through the communication system established by the Metropolitan Washington Council of Governments (COG). Based upon a series of telephone conversations among local jurisdictions, the National Weather Service and emergency response groups, WMATA responded to a regional consensus to suspend service. Contrary to the gradual reduction of transit service that occurs during a severe snow storm, and the resulting gridlock and panic to get home and attend to family needs, the region had several days to consider all the possible outcomes and options – in short, to prepare. Regional decision-makers believed that by setting a specific time to suspend service and announcing that time the day before, citizens could make plans on how to handle work, taking care of their families and homes in a calm and reasonable fashion. The negative and chaotic outcomes that usually come with severe snow storms were averted.

Based on concerns brought about due to both Hurricane Isabel and the February 2003 snow storm, WMATA reexamined its severe weather strategy and developed a new snow policy.

The new snow policy in which Metrorail operations will be confined to underground segments is based on several components, is part of a coordinated effort with COG, and is to be implemented only in the event of a measured snowstorm of eight inches or higher.

First, as part of a coordinated effort to share information regionally in the event of a major snowstorm, WMATA would participate in COG-led conference calls with regional leaders to coordinate key messages on

services WMATA could provide during an anticipated snowstorm. WMATA would also utilize COG's web-based snowstorm emergency assessment system to input rail and bus system status on a timely basis.

Second, in the event the Washington, D.C. metropolitan area faces a major winter storm where snowfall is expected to reach eight inches or above, Metro will operate underground rail service only. Under this plan, Metrorail service would operate as follows:

- Red Line: Between Medical Center and Union Station
- Orange Line: Between Ballston-MU and Stadium-Armory
- Green Line: Between Georgia Ave-Petworth and Congress Heights
- Yellow Line: Between Pentagon and Crystal City
- Blue Line: Between Rosslyn and Stadium-Armory

During the February 2003 blizzard, Metrorail cars sustained heavy damage, which resulted in a costly and lengthy service restoration after the storm ended. Now, our priority is a rapid return to normal service. This can be achieved by maintaining underground operations only. This plan will help us support underground rail car storage, and a more rapid return to normal rail service.

Underground operations will enable customers to easily understand how the Metrorail system is functioning and would allow for continued connections to key activity centers in the downtown D.C. and Pentagon areas.

Under this plan, approximately 300 rail cars will be stored underground. Only 50 cars will be used to run the underground service every 20-30 minutes. While at the same time, WMATA could concentrate on snow removal along the above ground portion of the rail system. Immediately following a snow storm, WMATA projects capacity levels to be at 50 percent of peak requirements. Within 48 hours, Metrorail could return to normal service.

In order to successfully move to a Metrorail underground service plan, three critical factors must be achieved. Communications before and throughout the weather emergency, public understanding of our special service and educating the media on our service plans are all necessary.

Richard K. Taube, Executive Director  
Page 5

By achieving these three critical factors, we can continue providing rail service to the main downtown business core of the city.

If WMATA should have to reduce service or move to underground operations only, it will use a number of ways to get the word out to customers: E-alerts to personal communications devices of those who are registered (those not registered for e-alerts can visit Metro's Web site (at [www.metroopensdoors.com](http://www.metroopensdoors.com)), the Customer Information line at 202-637-7000 (TTY 638-3780), electronic elevator notifications, information distributed in advance at Metrorail stations, and, through frequent updates via the media with ongoing media advisories and news releases,

Bus bridges are used on a short term basis to facilitate the movement of passengers, in most cases to the next Metrorail station. Under the snow plan 38 stations would not have Metrorail service, affecting 252,000 weekday passengers. Metrobus could not handle the volume of passengers affected while also maintaining bus service on existing routes.

I hope we answered your questions satisfactory and I appreciate your continued support of WMATA.

Sincerely,



Richard A. White  
Chief Executive Officer

Enclosure

cc: Hon. Bill Eulle  
Hon. Catherine Hudgins  
Hon. Dana Kauffman  
Hon. Chris Zimmerman  
Hon. Dave Snyder  
Ed Tennyson

**STAFF REPORT AND RECOMMENDATIONS  
ON METROBUS PUBLIC HEARING NOS. 493, 494, 495  
PROPOSED ELIMINATION OF METROBUS SERVICE  
ON ROUTES 14A, 14B, 14C, 14D, B11, C18, G1, N7, N11, N13  
OPERATING IN DC, MARYLAND, AND VIRGINIA  
DOCKET B03-4**

**I. BACKGROUND**

Due to fiscal constraints the Maryland Department of Transportation (MDOT) has proposed to WMATA that it eliminate poorly performing and duplicated Metrobus service for which MDOT is paying all or a significant portion of the subsidy. WMATA and the MDOT staff have reviewed existing bus service and recommend the elimination of the following six lines: Regional Routes 14A, 14B, 14C, 14D and N11, N13 and Non-Regional/Reimbursable Routes B11, C18, G1, and N7. These proposed recommendations will reduce WMATA's FY04 subsidy by \$1,326,761 and MDOT's FY04 subsidy by \$1,263,259.

WMATA staff developed four measures as tools in evaluating how well a route is performing. Four measures were used so that no single one was given undue weight. A route that fails to exceed three or more of these minimum performance measures is considered a poor performer. The following measures are used to assess the performance of all Metrobus routes in FY04:

- Cost recovery - The minimum standard is set at 15%, which is approximately one-half the systemwide average of 29% (bus passenger revenue only).
- Peak load factor - The minimum standard is the Board-approved minimum load factor of .50 and equals half a seated load, or 22 passengers.
- Average weekday ridership - The minimum standard used is at least 400 daily passengers. The average Metrobus route carries 3,000 passengers on an average weekday.
- Subsidy per passenger - The minimum standard used is \$2.92, which is twice the systemwide average of \$1.46.

The six Metrobus lines that are the subject of this docket are proposed for discontinuance by WMATA due to their poor performance:.

**REVIEW OF PUBLIC HEARING RECORD**

The public hearing record consists of the notice of public hearing, the staff statement describing the proposals, a transcript of the proceedings, and written statements submitted for the record.

**A. Public Notification**

The official notice of the public hearing was published in The Washington Post and Journal newspapers pursuant to Article XIII, Section 62©) of the Washington Metropolitan Area Transit Authority Compact. In addition, notices were posted in all of the Authority's vehicles operating in revenue service over the affected routes.

**B. Review of Transcript**

Public hearing Number 493 was convened at 7:00 PM on Tuesday, October 2003, at Bethesda-Chevy Chase High School, 4301 East-West Highway, Bethesda, Maryland. Approximately 80 persons attended the hearing and 27 witnesses testified for the record.

Public hearing Number 494 was convened at 7:00 PM on Wednesday, October 22, 2003, at the Oxon Hill Middle School, 9570 Fort Foote Road, Fort Washington, Maryland. Approximately 100 persons attended the hearing and 24 witnesses testified for the record.

Public hearing Number 495 was convened at 7:00 PM on Thursday, November 6, 2003, at the Alexandria City Hall, City Council Workroom (2<sup>nd</sup> floor), 301 King Street, Alexandria Virginia. Approximately 20 persons attended the hearing and 9 witnesses testified for the record.

**C. Additional Material Submitted for the Record**

A total of 12 letters, 18 e-mails, and 6 petitions containing 380 signatures were received for the record.

The record for the public hearing will be open until November 12. If we receive additional comments for the record, staff will update the Board at the November 13 Budget Committee.

**III. DISCUSSION OF THE PUBLIC HEARING RECORD**

**A. General Comments**

Most witnesses testified in favor of retention of one or more of the bus lines proposed for elimination. Two witnesses testified in favor of the elimination of all service as proposed, as the lines in question are measurably poor performers and their subsidies are an inefficient use of public funds. The primary non-route-specific reasons offered for retaining these services were concerns about pollution and congestion and the need for more and better publicity so that the performance of these lines might improve. Further recommendations included better scheduling, better operator training and monitoring, and the deployment of cleaner buses. Realistic and fair credit

should be given in the calculation of the average revenue generated per passenger. The bus revenue contribution is slighted due to the discounted rail-to-bus transfer, whereas all rail fares are credited as full fares. Each mode contributes to the fiscal health of the other. Public input should be sought both for service planning and during the evaluation process when service reductions are being contemplated. Transit is a public good and service should be increased generally. Special attention should be given to the impact when a loss of transit access results in former passengers losing their jobs. Transit subsidies should be contrasted with the hidden high auto subsidies and lack of direct charges, comparable to transit fares, which are required for the maintenance of public roads. (Auto registration fees were not mentioned.) Service restructuring is preferable to complete elimination. At a minimum, resources withdrawn from weak services should be reallocated elsewhere with no net reduction. Specific unmet transit needs cited were rail service on the Wilson Bridge and on Indian Head Highway (Maryland Route 210), the establishment of additional bus lanes for faster and more reliable service, more capacity on Green Line trains, and more service to Prince George's County in general and to southern Prince George's County in particular. One noteworthy comment, reflected in these hearings, was that "bus routes build community spirit".

**B. Montgomery-Tysons Beltway Express Service,  
Routes 14A, 14B, 14C, 14D**

**Proposal:** Discontinue all service.

**Discussion:**

Patrons recommended such service improvements as 1) the use of shoulder lanes on the Beltway in Virginia, as is permitted in Maryland but currently disallowed by the Virginia Department of Transportation, 2) extension to a park & ride facility at the Virginia end, 3) extension to the major traffic generators in the Tysons-Westpark area and in particular Tysons Corner Center in order to avoid passengers having to transfer to local services, and 4) extension to West Falls Church Station for greater accessibility through more available bus transfers. Other enhancements mentioned were 1) more frequent service, 2) targeted publicity and market research, and 3) more attractive fares and passes. Some patrons believed incorrectly that the use of smaller buses would result in a significant reduction in operating costs. One witness recommended extending the Maryland Mass Transit Administration (MTA) Route 991 service between Hagerstown/Frederick and Rock Spring Park to Virginia as a partial replacement. Some patrons indicated a willingness to pay a higher fare on the 14 line in order to avoid the inconvenience, longer travel times, and the higher combined bus-rail-bus fare of the bus-Red Line-Orange Line-bus alternative. Retrenchments in 14 line service might include 1) longer intervals between trips, 2) fewer scheduled trips, 3) route consolidation, or 4) a reroute of J9 service between Lakeforest (Gaithersburg) and Bethesda via Rock Spring Park in order to retain the connection now provided by 14C between Lakeforest and Rock Spring.

**Recommendation:**

Most of the recommended service enhancements that are available have been tried during the five-year life of this line, but the public has not responded with ridership levels that justify its retention. Discontinue all 14A, 14B, 14C, and 14D service as proposed.

**C. Bethesda Reverse Commute Line, Route B11**

**Proposal:** Discontinue all service.

**Discussion:**

Witnesses claimed that this line, inaugurated on April 14, 2002, is too new to consider for elimination. Operation in both directions and all day were recommended. As an alternative to discontinuance, some Route 30 series trips could be extended from Friendship Heights to Bethesda Station. One witness testified in favor of discontinuance due to B11's redundancy with other services. If this line were subsidized by all jurisdictions as a regional route, MDOT would not be burdened with the entire subsidy. Each jurisdiction would have the following subsidy: District - \$222,000, Maryland - \$159,000, Alexandria - \$16,000, Arlington County - \$50,000 Fairfax County - \$38,000

**Recommendation:**

Route B11 was conceived to meet an assumed need that was inadequately being met but which cannot be substantiated by the ridership that this route has generated. B11 is entirely redundant with other routes and serves only to save one transfer for a minority of its riders, the remainder of whom have adequate, even frequent, service available on existing parallel lines. The extension of Route 30 series trips beyond Friendship Heights is not recommended due to the extreme length of those routes already and the irregular operation that is a frequent consequence. A further extension would only exacerbate this problem. Discontinue all B11 service as proposed.

**D. Waldorf - Branch Avenue Line, Route C18**

**Proposal:** Discontinue all service.

**Discussion:**

The primary justifications for the retention of this service were stated by witnesses as being 1) the need for a midday and evening alternative to existing rush-only service operated by the MTA (Maryland Mass Transit Administration) between southern Maryland and Washington via Waldorf and to Metrobus C11, C13 service connecting Clinton with Branch Avenue Station and 2) the lack of any alternative service in these areas on weekends. Patrons indicated that a reduction of the existing off-peak 30-minute frequency to a trip every one or two hours would be preferable to complete discontinuance.

**Recommendation:**

The Maryland Department of Transportation (MDOT) has indicated an interest in discontinuing all existing off-peak service on this line and replacing it with additional peak-period service, whether operated by WMATA or by another provider. In view of the modest levels of ridership generated at the current 30-minute frequency of service midday and Saturday, staff recommends that all existing off-peak C18 service be discontinued.

**E. Greenbelt Station Parking Lot Shuttle, Route G1**

**Proposal:** Discontinue all service.

**Discussion:**

Testimony was received that women, disabled, and pregnant passengers have concerns for their safety after dark, and retention of this service was requested for that reason. Some trips carry significantly more than the all-day average of eight passengers for each four-minute loop through the station parking lot. One witness stated that the average rail fare paid by each passenger using Greenbelt Station should be considered sufficiently high to justify retention of this shuttle.

**Recommendation:**

Discontinue all G1 service as proposed.

**F. Montgomery Mall - Federal Triangle Express Line, Route N7**

**Proposal:** Discontinue all service.

**Discussion:**

Patrons noted that the PM service is unreliable due to heavy traffic on K Street and that the combined alternative of Ride On Route 29 and the Red Line is too time-consuming on AM home-to-work trips but is more acceptable in the afternoon. Some passengers would be willing to pay a higher fare as an alternative to losing the N7. Riders made the following recommendations for speeding up service and reducing operating costs: 1) Survey riders to optimize the schedule. 2) Adjust the schedule so that the four AM trips can be operated by three buses instead of four. 3) Eliminate either the Montgomery Mall - Glen Echo or Farragut Square - Federal Triangle segment of the route or both. 4) Restrict the curb lanes of K Street to buses and taxis and enforce more effectively existing traffic regulations. 5) Provide information at bus stops on approximate wait times using global positioning technology. 6) Allow DC riders to pay the regular \$1.20 fare instead of the \$2.50 express fare as a way of boosting ridership. 7) Use a lower-cost provider than Metrobus to operate the service. One witness testified in favor of discontinuance due to N7's redundancy with other services.

Staff response, point by point, is as follows: 1) This has already been done and is reflected in the current schedule. 2) This may be feasible relative to passengers' current preferences regarding trip times and is recommended if the service is to be retained. 3) Each of these segments generates about 30% of the existing ridership. Elimination of both segments would result in a theoretical loss of 50% of total current ridership. 4) These actions are the responsibility of the DC Department of Public Works and Transportation and not under the control of WMATA. 5) This would entail a very high cost spread over a small number of riders. 6) Implementing this recommendation would raise N7 ridership and revenue by reducing ridership and revenue on parallel DC routes and could be considered justifiable if doing so (utilizing unused capacity on N7 trips) would avoid the need to add service on the affected DC routes.

**Recommendation:**

Route N7 has a long history and has generated a core of dedicated riders. Unfortunately, they are modest in number and that number is not likely to increase significantly in the future, regardless of what previously untried actions may be taken to enhance it. Discontinue all N7 service as proposed.

**G. Branch Avenue - King Street Express Line, Routes N11, N13**

**Proposal:** Discontinue all service.

**Discussion:**

Existing passengers prefer N11 service between Prince George's County and Alexandria due to the longer travel time and higher fare required by the alternative of riding Route P17 or P19 from the Oxon Hill Park & Ride Lot and the Yellow Line from downtown Washington to King Street or Eisenhower Avenue Station. Existing high ridership on P17 and P19 would result in more frequent instances of standing loads on those routes if the N11 were discontinued and P17, P19 service were not increased. New building construction in Alexandria, and in particular the relocation of the Patent and Trade Office (PTO) from Crystal City to Eisenhower Valley, could reasonably be expected to generate more ridership on the N11 in the future. Ridership would improve further if the N11 service area were expanded to include St. Barnabas Road between Branch Avenue (Marlow Heights) and Oxon Hill Road and if N13 were publicized more at the Suitland Federal Center. Ridership has been dampened by the loss of midday service and, particularly in the AM rush (or home-to-work direction) by trips that do not show up and by operators who do not know the route. Service has proven to be more reliable when run by full-time rather than by part-time operators. Ridership tends to be lower on Mondays and Fridays due to the increasing number of patrons who work long days on flextime and are off on one or the other of those days in alternate weeks.

**Recommendation:**

Discontinue all service as proposed

**Title VI Review**

These route have been evaluated using WMATA's performance evaluation policies and procedures and have been made in a non-discriminatory manner consistent with Title VI.

# NVTC

## Northern Virginia Transportation Commission

December 9, 2003

Mr. Richard A. White  
Chief Executive Officer  
and General Manager  
Washington Metropolitan Area Transit Authority  
600 Fifth Street, N.W.  
Washington, DC 20001

Dear Mr. *White*:

At the December 4<sup>th</sup> meeting of the Northern Virginia Transportation Commission, commissioners reviewed the attached letter from a citizen, Ed Tennyson. The letter contains questions about the approach used by WMATA staff to report on the performance of Metrobus routes in the context of proposed abandonments. Because these questions pertain to the methods used to analyze bus service performance, and restructuring bus routes is a continuing issue for the entire WMATA transit district, our commissioners voted unanimously to request a response to Mr. Tennyson's questions.

Of primary importance to NVTC is the apparent use by WMATA staff of an average systemwide bus fare to attribute revenue and cost recovery ratios to individual routes. As Mr. Tennyson points out, it would seem that for express routes, such as N-11 and N-13, with published fares of \$2.50, WMATA's use of an average fare of 40-cents (which itself is 20 percent below the system average fare of 51-cents) would result in attributed fare revenues and cost recovery ratios well below those that would be reported if a fare close to the published amount were to be used.

Another point raised by Mr. Tennyson is also of special concern to our commissioners. They voted unanimously to ask you for a further explanation of WMATA's new snow policy in which Metrorail operations will be confined to underground segments when snow accumulates in excess of eight inches. Specifically, how does WMATA expect its customers to access the curtailed Metrorail system during such an emergency? Have you considered bus bridges or other techniques? How many customers will be affected? Are there negative impacts on customers, and if so, how can these negative impacts be addressed?



Mr. Richard A. White  
December 9, 2003  
Page 2

We appreciate your attention to our request and wish you and your staff all the best for the Holiday Season.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick", written in a cursive style.

Richard K. Taube  
Executive Director

cc: Hon. Bill Eulle  
Hon. Kate Hanley  
Hon. Dana Kauffman  
Hon. Chris Zimmerman  
Hon. Dave Snyder  
Ed Tennyson  
Shiva Pant

AGENDA ITEM #10

E.L. TENNYSON, P.E.  
2233 ABBOTSFORD DRIVE, RFD 55  
VIENNA, VA 22181-3220

REGISTERED  
PROFESSIONAL ENGINEER

RECEIVED DEC 0 1 2003 281-7533

The Honorable Elaine McConnell,  
Chairman of the NVTC  
Northern Virginia Transportation Commission  
4350 North Fairfax Drive, suite 720  
Arlington, V A. 22203

November 29, 2003

Dear Chairman McConnell:

You and your Commission work diligently to cope with our severe transportation problems. It is disappointing in the extreme to read a staff report such as the one contained in your December 4th Agenda Item 10 concerning the abandonment of six MetroBus lines. No one can have confidence in WMATA with staff work like that and Board decisions that result. This is no way to resolve problems.

WMATA staff established four criteria to justify abandonment. They are:

**COST RECOVERY :** The 15 percent requirement is equitable enough, even generous, but the computations were faulted at the public hearings and in letters to General Manager White but there has been no response. Board Member Carleton Sickles was incredible when he learned that no one answered complaints, but no one has.

**PEAK LOAD FACTOR:** Half a seated load is also a reasonable measure, but the Public Hearing testimony requested fewer trips to increase the seated load. No staff response. Just abandon the service. Do not manage it for efficiency. Some routes were listed as not knowing the load factor. Who cares?

**AVERAGE WEEKDAY RIDERSHIP:** This is a wrong-headed criteria. The minimum of 400 weekday passengers is irrelevant. If the cost recovery and the peak load factors are satisfactory, what difference does the weekday total make? In Northern Virginia, the average route carries nothing like the stated 3,000 passengers.

**SUBSIDY PER PASSENGER:** This is also a wrong-headed criteria as the subsidy will vary with the length of the route. So will the Revenue-to-Cost ratio above. Even worse, the systemwide average subsidy is not \$ 1.46 per bus trip as stated, but was reported as \$ 2.31 in 2001. If WMATA needs another fare increase, it may be higher now.

Approximately 180 people took the time to come to the Public Hearings and 51 made the effort to testify. This demonstrates considerable public concern. Only

three people supported the curtailments generally and one of them admitted to being a political supporter of the Maryland Governor with no evidence of bus use. With 98.5 percent of the testimony in opposition, how can WMATA just brush it off? It makes a sham of the Public Hearing process.

It is true that Route B-11 is a triplication of other services and is redundant, so if Maryland does not want it, and most of it is in D.C. with some in Virginia, fine. The record is clear. It can and should be abandoned. No problem.

Not quite similarly, express Route N-7 is redundant but provides an extra fare premium service. Montgomery County, MD. and the Governor both want to cut the losses. Since it is not essential, maybe we have to accept their judgement.

On the other routes, both the staff work and the Board approval were grossly faulty. WMATA can not sustain public support with decisions like these.

While the staff claims Route 14 recovers only five (5) percent of its cost from the farebox, the record shows that staff credits only 51 cents of the \$ 2.50 fare to Route 14. There is no other place to credit it. Testimony estimated that the revenue credit should be \$ 1.87. Staff did not rebut that estimate. They just ignored the matter. This is totally unacceptable for a public agency. Why hold a Public Hearing? A fair credit of the fare people pay would raise the Revenue-to-Cost ratio to 18 percent, meeting the criteria for continuance. However, the peak load factor is far too low. Testimony suggested that most trips to Lakeforest be dropped as that area can be reached by the Bethesda trips with easy transfer to Route J-9. This would raise the load factor and the revenue to cost ratio to 30 per cent, system average. If we can't support bus service on the Beltway across the American Legion Bridge, why are we talking about other more extensive such bus routes? Staff reported no effort to respond to the testimony.

Similarly, only worse, Routes N-11 and N-13 have a \$ 2.50 fare but staff credited them with only 40 cents a ride and a seven (7) percent revenue-to-cost ratio. The testimony suggested that if an equitable share of their \$ 2.50 were applied to this route, the revenue-to-cost ratio would be 33 percent, better than system average. Staff ignored the issue. The Board must insist on better staff work. It was also testified that these Wilson Bridge routes do not stop for passengers in Marlow Heights or Temple Hills in the peak direction of travel. By refusing to stop, how can passengers be attracted? Before the six months extended trial operation is terminated, the service must be made accessible to people or WMATA is conducting a sham.

Route C-18 is not my concern but the refusal of staff to consider fewer trips to improve the performance indicators is of great concern. Diverting the funding to some other enterprise is not responsive to the testimony.

Added to these concerns are two others, WMATA shut down when a hurricane was predicted but never materialized. In all my years in public service, I do not recall such wanton disregard for the public service. One third of D.C. residents have no automobile. Hospitals, the Post Office and power plants still need shift workers. I appreciate the sincere concern for people on windy station platforms and it may be a good plan to curtail above ground service when wind reaches forty (40) miles per hour. The public should be forewarned, but wait for the shut down until the disaster is more certain to arrive.

The decision to shut down with more than eight inches of snow is also unheard of among responsible transit managements. Before I retired, we gave WMATA millions of dollars to buy diesel locomotives (prime movers) to plough and to heat the third rail to sustain service. When I was working in Milwaukee for two winters, we never shut down the electric railway even when everything else shut down. I was out mornings at 25 below. We lost a few motors, but we did not lose service. In Pittsburgh, years ago, rail service was added in snow to help timid drivers who gave up in favor of transit. In Philadelphia, I was assigned to the Snow Emergency Headquarters in major snow storms. When the transit operator announced they were suspending elevated train service, I countermanded them to no avail. It was the first time in about sixty years that snow had been permitted to interrupt service.

Once shut down, they could not restart it. I, personally, had to go out and walk in front of a test train, tramping down the snow in the automatic train stop area with my feet all the way from 46th Street to 69th Street. That permitted service to resume. I did not work for the operating company. They just gave up. It was too much trouble. That is not what people are paying for.

I am sorry to have to write this letter but I see things falling apart. We must arrest the decline before it goes too far.

We have terrible traffic problems, air pollution, mobility for some, and travel safety problems. We must cope with them. We have the third best transit system in the world. We must keep it that way. Money is not the problem here although it is necessary.

Very sincerely,



4/114  
RECEIVED JAN 26 2004

E.L. TENNYSON, P.E.  
2203 ABBOTSFORD DRIVE, RFD 55  
VIENNA, VA 22181-3220

REGISTERED  
PROFESSIONAL ENGINEER

(703) 281-7533

Mr. Richard A. White,  
Chief Executive Officer,  
Washington Metropolitan Area Transit Authority  
600 Fifth Street, N.W.  
Washington, D.C. 20001

January 26, 2004

Dear Mr. White:

Thank you for a copy of your letter of January 23rd to Northern Virginia Transportation Commission concerning WMATA service cut backs and snow plans. We recognize the difficulty of your task and the fact that a travel authority has rated WMATA the third best transit system in the world. To keep it that way, we must do better than your January 23rd letter suggests.

I have been active in the public transportation profession since 1947. Except for six months in San Diego, all of my experience has been in snow territory. From 1956 to 1971, I was required to serve time in Philadelphia's Snow Emergency Headquarters to ensure that transit kept operating if at all possible. We never tolerated a shut down, even though we did have problems. Promises of bus service were found to be unfounded. Only the rail system could be trusted, but it wasn't trouble free. I was also partially responsible for suburban electric railway service in Milwaukee for two winters. We had lots of snow. We did not shut down. We only faltered slightly. The highway system did shut down a few times.

In Philadelphia, the Reading Railway System covered the air intakes on their electric rail cars with linen screens in November to minimize snow damage. The Pennsylvania Railroad Company did the same with their famous GG-1 electric locomotives that lasted fifty years at 100 miles per hour occasionally.

I have great faith in Lemmuel Proctor who vastly improved car maintenance when he took over that responsibility. I am sure he can find a way to partially snow proof your rail cars. It won't be perfect, but it will be workable. In 1964, my new cars conked out in their first snow. For two winters, the motor manufacturer was required under warranty to re-dip and re-bake the motors. On our next order of cars we required that motor ventilation air be taken from inside the car, not outside. That solved the problem until schlock maintenance disposed of the snow protection. We corrected that by threatening to stop subsidy payments. I rode one of those cars from Philadelphia to Harrisburg (just one car, no locomotive) when nothing else was moving on the highways. It ran on time or very close to it. If I can help you with the snow problem, I volunteer.

Eight inches of snow should not bother your trains. The rail head is that high up above the snow except in drifts. If snow is getting into the cars' electronics, it will blow in when only four inches of dry snow are on the ground. Ten inches of wet snow should give no trouble. WMATA has locomotives, third rail and switch heaters to cope with snow. Please reconsider your adverse snow plans. One train every half-hour is worse than nothing. It will be so overloaded it will bog down with open doors at stations and struggles among would-be passengers. Twice, when WMATA provided me bus service instead of rail service, the bus delivered me too far from home to walk. The bus did not follow its route. It was worse than no bus. The same thing happened in Philadelphia. I left snow emergency headquarters at midnight with official assurance that my bus line was operating. I had to walk home four miles in deep snow. I passed two buses parked with their drivers sipping coffee on overtime in all-night drug stores. I was 74 years old the last time WMATA stranded me far from home. It was only 2.5 miles to walk home from MetroRail but false promises of bus service left me farther away than that. A kind fellow with four-wheel drive took me home quite by lucky chance.

Your explanation of the anti-social action WMATA took on the bus service discontinuances December 29th was nothing more than a repeat of the docket report we complained about, with one exception. You reported that WMATA recalculated the revenue-to-cost ratios to recognize the \$ 2.50 express fare but no data was offered to back up the assertion. I readily agreed that your route criteria was most reasonable with only two exceptions. In 1992, WMATA had 26 routes with less than 400 passengers. That is not a valid criteria for abandonment. If the trips are poorly patronized, then it is a good indicator but if the trips are well patronized and not duplicated, it is not a valid criteria. The \$ 2.92 subsidy per passenger is not valid either. If it were, you should immediately shut down Routes 17 and 18 on the Shirley BusWay. They draw about \$ 5 per passenger subsidy. For a short route, \$ 2.92 is generous. For a long route, it is hopeless. May I suggest that you recalculate the \$ 2.92, converting it to 65 cents per passenger-mile? That will provide equity for distance travelled. Without zone bus fares, no long route can qualify for continuation unless it has high passenger turnover.

Back in 1962 and 1963 I worked very hard to help get MetroRail established. I have been very pleased with the results, with the exceptions noted in this letter. If my experience can help, I volunteer. WMATA can do better. WMATA must do better to justify the subsidies received. I believe strongly in efficiency and economy but I am not sure we are getting it. In 2001, MetroBus cost 72 cents per passenger mile. Fares averaged about 21 cents and that is high compared to other systems. The revenue-to-cost ratio was only 29 percent according to FTA. Some routes must lose more than others. WMATA must cover its service area. Losses are unavoidable with free highways and much free parking, but Docket B-03-4 is not the way to go about it. Please rethink your approach to this.

Sincerely,



E.L. TENNYSON, P.E.  
2233 ARDENSTONE DRIVE, RFD 55  
VIENNA, VA 22181-3220

REGISTERED  
PROFESSIONAL ENGINEER

(703) 281-7533

Mr. Richard A. White, General Manager,  
Washington Metropolitan Area Transit Auth'y  
600 Fifth Street, N.W.  
Washington, D.C. 20002

September 12, 2003

Dear General Manager White:

Maryland Governor Ehrlich has raised a thorny problem concerning Metro-Bus Routes 14, B-11, C-18, G-1, N-7 and N-11+N-13. They can not all be justified just as they now operate but your Board of Directors is correct to reject the Governor's unreasonable demand.

Before public hearings take place, MetroBus should correct the obvious disparities between fare credited and passengers carried, as reported by Lyndsay Layton of the POST. Protest groups will have a field day at your expense. The law places MetroBus board in charge of these matters, not the Governor. There is no point in public hearings if the Governor ignores them and the law.

Enclosed please find a data table showing how the fare revenue does not seem to reflect the passengers carried. Is it possible that passes and transfers have not been credited? As part of a transit system each route must not stand alone but it must not be allowed to run nearly empty either. Your number crunchers better check this over. Something does not seem right or reasonable.

Route 14 with 338 weekday passengers who pay \$ 2.50 a trip should produce at least \$ 634 per day after allowance for transfers. Almost all originating passengers at Tyson's Corner may use transfers at Spring Hill. This must not deflate Route 14's revenue contribution. Without Route 14, the connecting buses would not have any revenue from this source. Since the system is subsidized to recover thirty percent of cost from fares, Route 14 should be budgeted for \$ 2,100 of week day cost. I think this might justify 18 round trips with concentration on Bethesda. Only one bus should make four round trips per day to Montgomery Village. Bethesda has good transfer connections to Montgomery Village. Schedule good connections. Bethesda should get 14 round trips, half each peak period. How can anyone believe the average fare on this route is now only 51 cents?

Route B-11 is totally unnecessary. If the Governor does not want to pay for it, honor his thought. Metrorail connects Rosslyn with Medical Center with faster, more frequent service. MetroBus and the Blue Bus connect Rosslyn with Routes 30, 32, 34 and 36 to Maryland where RO42 will take anyone to Medical Center. Neither Metro nor taxpayers can afford wasteful triplication. As a compromise, send a couple of starting and finishing buses from Friendship Heights to and from

Medical Center when it will not require a bus or a driver, just a few more minutes for a bus and driver already on the payroll.

Route C-18 serves a congested and growing area. It is needed. It has the second best passenger count. It should be worth \$ 335 per weekday for revenue. Ten round trips per day are well justified. Lyndsay Layton credited Route C-18 with only 46 cents per passenger. Something is wrong. It may be due to MetroRail getting most of the homeward fare. MetroRail must share with Route C-18. This is a system, not a bunch of independent routes.

Route G-1 in Greenbelt serves a huge parking lot where some arrive too late to have a reasonable walk. You need not start Route G-1 before the close-in spaces are gone, but for the long walk riders who pay \$ 3 plus MetroRail fare, they are more than entitled to a shuttle bus. The Governor must be educated about these things. He is not the WMATA General Manager.

Route N-7 has long been a bone of contention. It is not vital, but at \$ 2.50 a head for direct service, riders are justified in demanding service, but only three round trips each peak. Keep the best trip, plus one forty minutes ahead and behind it. Route 11-Y riders were very pleased to keep three round trips. They were so pleased they beat the bushes and found more passengers to support eight round trips.

Routes N-11 and N-13 need revision. They are too sterile, but they do attract 240 people each weekday. First, most people do not know they are there. Second, transfers to/from other Oxon Hill bus routes to Alexandria must be promoted. Third, Oxon Hill and Saint Barnabas Road must be used by Route N-13 in both directions, but Suitland is properly served now and Route N-11 should serve Branch Avenue via Saint Barnabas Road and Branch Avenue to Auth Road. If this slows the trip for Branch Avenue, so what? They have MetroRail. Local pick ups are needed where MetroRail does not serve. Temple Hills is full of people. Serve them. The \$ 2.50 fare is being credited at the rate of only forty (40) cents. Some record keeper needs to restudy arithmetic. Are drivers collecting the fare? They may think, with subsidies, it is not important. This route should have six morning and seven evening round trips, with a lot of promotion.

I realize that you must maintain good relations with Governor Ehrlich but your Board of Directors is charged by law with managing WMATA, not the Governor. The General Assembly may have to instruct the Governor. The Governor's staff may have been misled by the low revenue numbers. The public hearing process can be used to work this out. The Governor must obey the law. Find him a face saving gesture. Show your Board you can help them. Help the riders, too.

Respectfully requested,



BEFORE THE PUBLIC HEARING  
ON THE DISCONTINUANCE OF METROBUS ROUTES  
14 - B-11 - C-18 - G-1 - N-7 - N-11 and N-13  
October 21, 2003  
Testimony of E. L. Tennyson, P.E.  
Registered Professional Transit Engineer

I am Edson L. Tennyson, a Registered Professional Transit Engineer living at 2233 Abbotsford Drive, Vienna, VA. 22181-3220. *I am authorized to testify on Behalf of the Potomac River Canal* My primary interest is in the interstate routes serving Virginia but I have discovered unlikely data applicable to certain routes serving Maryland also included in this hearing docket.

The Governor of Maryland has been given grossly deceptive data according to the news published in the Washington POST September 9, 2003, copy attached. I am also attaching a copy of the Montgomery County Executive's Opinion on this matter. Because of the erroneous data and the County's opinion, and because of the public need, I am asking, actually requesting, that the WMATA Board of Directors approve only a portion of this application and modify the bulk of it to preserve essential transit service. It is not the Governor's prerogative to unilaterally dictate matters properly subject to the WMATA Board of Directors. The law and the regulations do not confer this privilege upon him. The decision must be based upon the information developed at this proceeding.

Route 14 is the only transit link between Tyson's Corner, Virginia and Bethesda, two very important major activity centers. It saves 23 minutes per trip compared to the long way around. It is reported it carries 338 weekday passengers but the service is so poor that the potential market is much larger. The buses do not actually serve Tyson's Corner but instead terminate at the WestPark Transit

Center, a sterile location requiring everyone to transfer to random, uncertain bus connections to get to Tyson's Corner. By providing direct service to Tyson's I and Tyson's II, more riders can be attracted. By reducing the number of trips to 16 each way, a thirty (30) percent revenue-to-cost ratio can be achieved, the same as the system average. This route has a \$ 2.50 fare but gets credit for only 51 cents per ride according to the POST. With direct service and proper revenue allocation, this route will be viable. It is strategic and must be kept with reduced service. A data sheet is attached.

Routes N-11 and N-13 also serve Virginia over the Wilson Bridge. They too have a \$ 2.50 fare but get credit for only forty (40) cents a ride. Proper fare allocation will solidly justify continuation of this route. The Wilson Bridge is jammed and needs all of the transit relief it can get. The 240 weekday passengers on these routes can be greatly increased by improving service which is now sterile. Route N-11 needs to be rerouted to serve Saint Barnabas Road from Branch Avenue to Oxon Hill Park-and-Ride lot so that residents of Marlow Heights and Temple Hills can use it to access growing job opportunities in Virginia. This will slow the trip but add passengers. MetroRail provides the best service direct from Branch Avenue to Alexandria. The bus is for local communities. Stop for them. An analysis is attached.

Route N-13 also needs to be adjusted to stop at Oxon Hill Park-and-Ride lot so that people can transfer among the various bus routes serving Oxon Hill. Urban buses that do not stop can not be successful. This route can achieve the thirty

(30) percent revenue-to-cost ratio achieved by the system. The seven (7) percent ratio attributed is absurd. The Governor has been misled. See data attached.

Route C-18 does not serve Virginia, but it connects with the Green Rail Line that serves Virginia by transfer to the Yellow Line. We have a traffic problem. We need a bus system, not a disaggregated collection of isolated routes. Route C-18 is off-peak so no additional buses are required. It has too much service and too much dead time in the schedule. It can achieve the thirty (30) percent revenue-to-cost ratio with one bus on an 42-minute headway until 11:36am and after 1:26pm. Saturday needs a 72-minute headway. These headways minimize down time and make timed transfers to MetroRail. The 372 weekday passengers need and deserve service. Because of transfers from MetroRail eastbound, the revenue-to-cost ratio is meaningless unless revenue is allocated by the passenger-mile. Again, the Governor may have been misled.

Route G-1 serves the Greenbelt Park-and-Ride lot. It has no revenue credited but people using it pay Metro at least \$ 5.40 per round trip. That well justifies the bus service in the afternoon, and in the morning after the parking lot fills up close to the Greenbelt Station. The bus is not needed before 7:30am. Early commuters can park close to the station.

The Govedrnor is corret that WMATA must be more cost effective, but eliminating all service is not the way to do it except where the service is duplicative or very lightly used.

Thank you. Any questions?

**SMARTMOVER METROBUS ROUTE 14  
TYSON'S CORNER - BELTWAY - BETHESDA - LAKEFOREST**

338 Weekday Passengers with 169 @ \$ 2.50 x 0.9 x 251 =	\$ 95,442.75
113 " " @ \$1.65 x 0.9 x 251 =	42,119.05
56 " " @ \$ 1.30 x 0.9 x 251 =	<u>16,445.20</u>
Annual Passenger Revenue =	\$ 154,007.00
System Revenue to Cost ratio = 30 percent - divide by	0.3
Annual Cost Budget =	\$ 513,357.
Round Trip running time with recovery time	1.5 hours
Direct Cost per Bus-hour \$ 87.50 = Bus Hour budget divide by 251 =	16 trips

**ECONOMY SCHEDULE**

Lv. Lakeforest	A M	6:25						7:55	A M
Lv. Bethesda	6:07	6:37	...	7:06	7:35	8:04	...	9:06	
Ar. TyCorner	6:40	7:10	7:25	7:40	8:10	8:40	8:55	9:40	
Lv. TyCorner	6:45	7:15	7:30	7:45	8:15	8:45	9:00	9:45	
Ar. Bethesda	7:29	7:59	...	8:29	8:55	9:24	...	10:25	
Ar. Lakeforest		A M	(7:53-MtgmyMl)					9:32	A M
Lv. Lakeforest	P M	3:30						4:50	P M
Lv. Bethesda	2:27	3:27	...	3:57	4:25	4:57	...	5:27	
Ar. TyCorner	3:10	4:10	4:25	4:40	5:10	5:42	5:48	6:19	
Lv. TyCorner	3:15	4:15	4:35	4:45	5:15	5:47	5:55	6:25	
Ar. Bethesda	3:50	4:52	...	5:22	5:52	6:25	...	7:03	
Ar. Lakeforest	P M	5:29			P M			6:54	

Route 14 saves 23 minutes travel time between Tyson's Corner and Bethesda. Route 14-c/ at Montgomery Mall becomes Route N-7 at 7:58 am.

All Route 14 trips to operate over International Boulevard to Tyson's Corner Center from Westpark Transfer Center. Direct service to Tyson's Corner Center.

21 passengers per round trip plus 18 percent for direct service = 25 per trip.

Lakeforest also accessible via Route J-8 or J-9 from Bethesda every 15 minutes. For example, leave Lakeforest 6:56am arrive Bethesda 7:30, Tysons Corner 8:10 leave Tyson's Corner 4:45pm, Bethesda 5:30, Lakeforest 6:07pm.

PASSENGER POTENTIAL WITH DIRECT SERVICE = Bethesda = 56,277 pop'ln, North Bethesda = 38,610 and Tyson's Corner = 18,540 x 21 x 0.6 : 8 x 8 = 346 passengers plus transfer passengers to White Flint, Rockville, Lake Forest = 115

## METROBUS WILSON BRIDGE ROUTES N-11 and N-13

19:26 Weekday Revenue Bus-hours @ \$ 87.50 Direct Cost x 251 days = \$ 426,804.56 annual cost  
 240 Weekday passengers, 120 @ \$ 2.50 x 0.9 + 80 @ \$ 1.65 + 40 @ \$1.30 x 251 = \$ 113,954 annual revenue  
 26.7 % revenue-cost ratio  
 \$ 113,954 divided by 0.3 = \$ 379,847 allowable cost for revenue.  
 Divide by \$ 87.50 direct cost per revenue bus hour with 251 weekdays = 17.3 hours  
 Add Saint Barnabas Road to Oxon Hill passengers to Route N-11= 12% = \$13,674 divided by 251 days @ \$87.50 per hour, divided by 0.3 = 2.07 more wkdy hours

### ECONOMY SCHEDULE

WESTBOUND					EASTBOUND			
Blk	Branch	Holy Tre	OxnHill	King St.	King St.	OxnHil	Holy Tre	Suitland
3V		A M			5:20	5:35	5:50	5:56
1	5:06	5:12	5:27	5:50	5:56	6:12	6:27	6:33
2	5:36	5:42	5:57	6:20	6:27	6:43	6:59	7:05
3V	6:08	6:14	6:29	6:52	6:57	7:14	7:30	7:37
1	6:45	6:51	7:07	7:37	7:44	8:01	8:17	8:24
2	7:17	7:24	7:40	8:10	8:13	8:30	A M	
	Suitland							Branch Av
3V		P M			3:20	3:39	3:55	4:01
1	3:15	3:20	3:36	3:53	4:00	4:20	4:36	4:43
2	3:45	3:51	4:07	4:25	4:30	4:50	5:06	5:13
3V	4:15	4:21	4:37	4:55	5:01	5:21	5:37	5:44
1	4:55	5:02	5:18	5:36	5:41	6:01	6:17	6:23
2	5:25	5:31	5:47	6:05	6:15	6:32	6:48	6:54
3V	5:55	6:00	6:16	6:34		P.M.		

Both Routes N-11 and N-13 serve King Street, Alexandria, Oxon Hill, Temple Hills and Marlow Hights. Route N-11 serves Eisenhower Avenue and Branch Avenue MetroRail via Branch Avenue and Auth Way. Route N-13 servves Suitland Metrorail Station. Buses dead head between Branch Avenue and Suitland stations.

Route D-12 serves Saint Barnabas Road but does not connect to Oxon Hill Park and Ride lot where Routes P-17, P-18 and P-19 serve. Rerouting N-13 will speed the trip from Routes P-17, P-18 and P-19 to Temple Hills, Marlow Hieghts and Suitland by 27 minutes increasing this travel by 81 percent. To justify the 12 percent rider increase, the following potential is calculated for the rerouting.

From Oxon Hill east 331 weekdays, transfers from Accokeek 19, from Fort Washington 102 and from Friendly 85 weekday passengers. If all were attracted, ridership would increase 224 percent. With better publicity and promotion, a doubling of ridership seems possible. MetroRail is the preferred route direct from Branch Avene and Suitland to Alexandria with a travel time of only 40 minutes with service every six minutes. The bus is for intermediate locations.



# **U.S. Route 1 Corridor Service Restructuring Plan**

**Operations Committee  
January 22, 2004**

**Office of Operations Planning and  
Administrative Support**

(D)

# PURPOSE

- To request Board authorization to conduct a Public Hearing on the proposed restructuring plan for Regional Routes 9A,E which serve Route 1 in Virginia

# HISTORICAL BACKGROUND

- 1922 - Service between Fort Belvoir and Alexandria initiated by ABW
- 1962 - Service extended to DC
- 1973 - WMATA takeover from ABW
- 1983 - Service cutback to Pentagon coinciding with extension of Yellow line to Huntington
- 1999 - Weekday service extended from Fort Belvoir to Lorton VRE Station

# BACKGROUND

## Recent Route 1 Corridor Studies

- There have been several Route 1 transportation improvement studies conducted by WMATA, VDOT, Fairfax County and NVTC :
  - Fairfax County Comprehensive Plan
  - VDOT Location Study
  - NVTC Route 1 Corridor Bus Study
  - WMATA Regional Bus Study

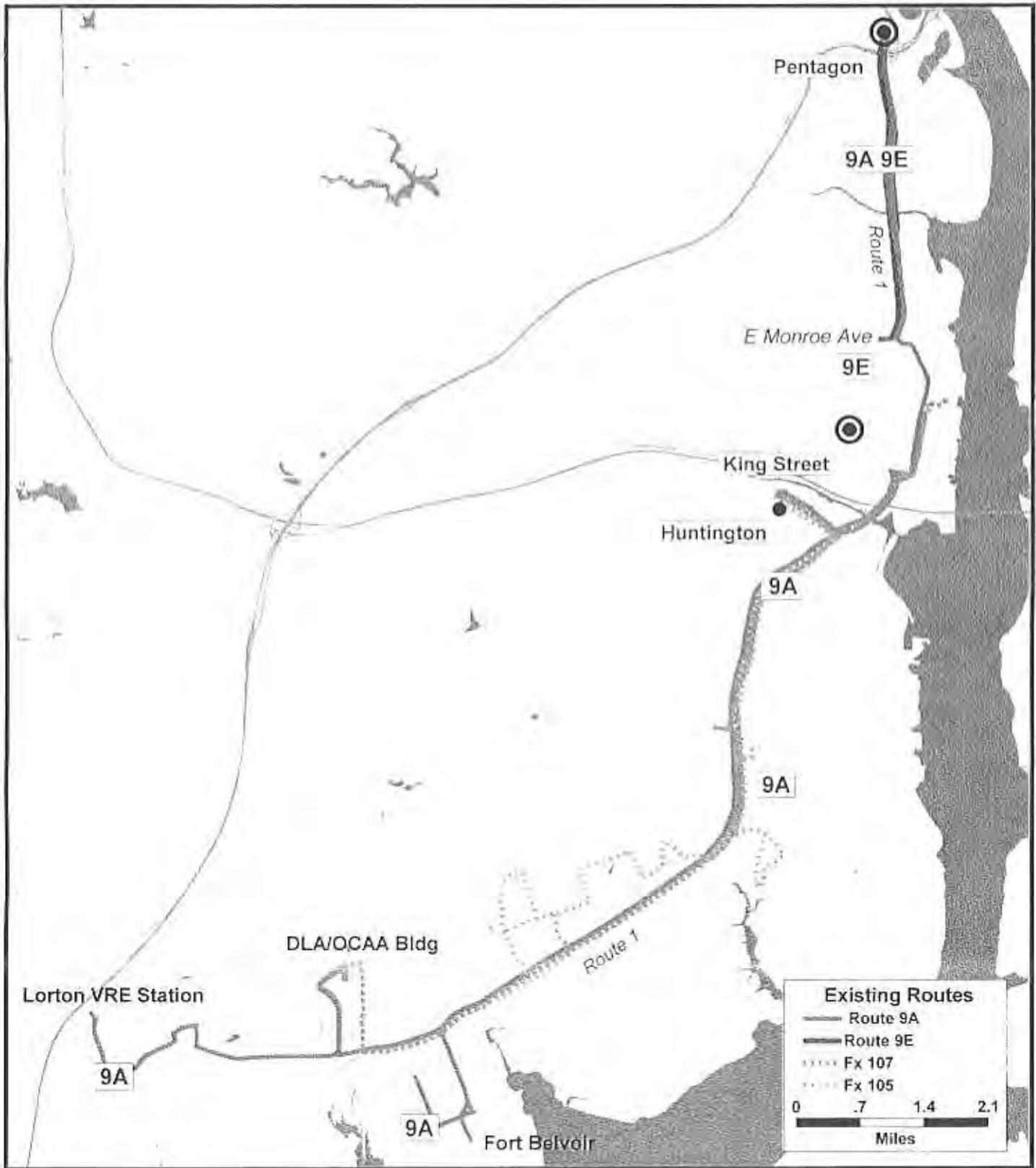
# PROPOSED TRANSIT SERVICE PLAN

The following three phases make up the U.S. Route 1 Corridor Service Restructuring Plan as recommended by the Regional Bus Study, Fairfax County Comprehensive Plan and NVTC Route 1 Corridor Bus Study:

- Phase IA: Enhanced Bus Service (FY05)
  - Express Bus in Mixed Traffic
  - Streamline routes
  - 'Brand' service to give unique identity
  - Improve pedestrian safety and amenities at 20 priority bus stops
  - Develop/implement multilingual pedestrian safety and transit education program
- Phase 1B: Capital Improvements (FY06-FY09)
  - Implement ITS enhancements
  - Implement bus priority signal system
  - Add queue jumper lanes for buses
  - Construct missing sidewalk and trail segments
- Phase II: Bus Rapid Transit
  - Priority Lanes (2010)

# CURRENT BUS SERVICE PROVIDED IN ROUTE 1 CORRIDOR

- Currently approximately 5,000 passenger trips are made along the corridor on an average weekday (4,000 on routes 9A,E)
- 9A operates seven days a week – 30 minutes all day
  - 9E operates reverse flow, peak periods only
- 9A has 3 integrated ridership patterns:
  - Huntington Metrorail station to Pentagon (29% of ridership)
  - Fort Belvoir to Huntington Metrorail station (66% of ridership)
  - Fort Belvoir to Lorton (5% of ridership)
- Fairfax Connector routes 105 and 107 provide feeder and circulator service serving neighborhoods adjacent to the corridor



# 9: Richmond Highway Line Existing Routes



# U.S. ROUTE 1 CORRIDOR SERVICE RESTRUCTURING PLAN

The U.S. Route 1 Corridor Service Restructuring Plan will:

- Improve on-time performance by splitting route into two segments
- Develop limited stop service in corridor – serve 18 of the 48 stops
- Increase ridership by 350 weekday passenger trips
- Coordinate with Fairfax County's Comprehensive plan to restructure their South County bus service
- Provide more service along corridor

# ROUTE 1

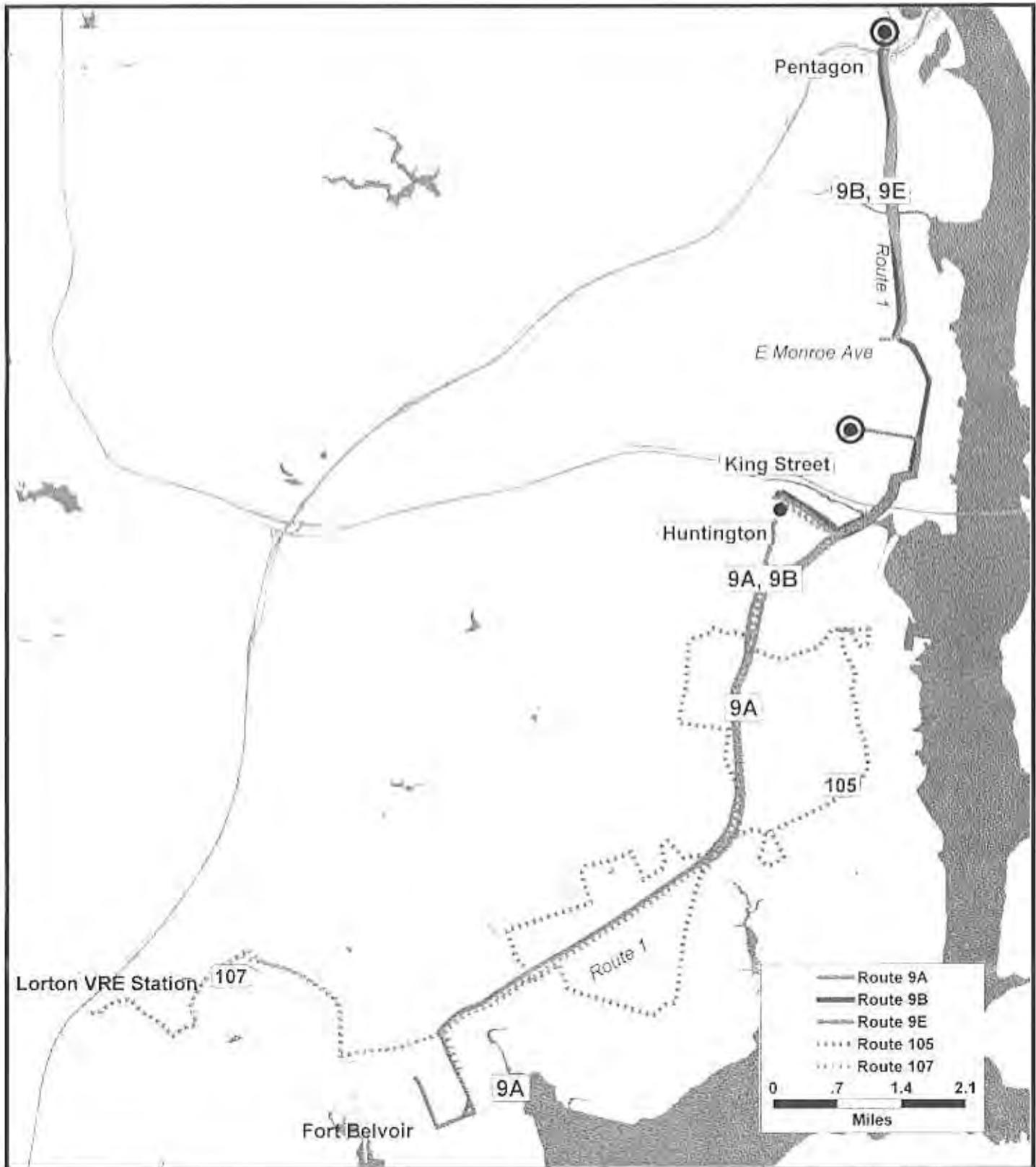
## RESTRUCTURING PLAN

- Split existing Metrobus Route 9A into two segments to improve schedule adherence
  - Implement 9A limited stop bus service between Fort Belvoir and King Street station
    - ✓ Operate a 15-min. peak headway, 30 minute off-peak
    - ✓ Span of Service, 5:30 AM to 8:00 PM weekdays
    - ✓ Serve 15 enhanced express bus stops along the 10.5-mile corridor
- Implement 9B local service between Huntington station to Pentagon
  - Span of service, 5:30 AM to 2:00 AM seven days a week
- Discontinue Metro bus service between Lorton and Ft. Belvoir
- No change to route 9E
- Reconfigure existing Fairfax Connector bus routes into feeders/distributors
  - Implement Route 107 local bus service between Lorton and Huntington
  - Implement Route 105 circulator bus service between eastern part of Fort Belvoir and Huntington

# CUSTOMER AMENITIES AND INFORMATION

- Brand service with Special paint scheme\*
- Enhanced marketing effort (multilingual also)\*
- Passenger information
- Passenger amenities at bus stops\*
- Signal Priority\*
- Transit Centers at major stops\*
- Sidewalks\*

\*Fairfax County will provide funding for these amenities



## 9: Richmond Highway Line Proposed Routes



# SUBSIDY ALLOCATION

Jurisdiction	Metrobus Impact	Metrorail Revenue	Annual Impact
District of Columbia	\$33,000	\$70,000	(\$37,000)
Montgomery County	\$11,000	\$37,000	(\$26,000)
Prince George's County	\$12,000	\$36,000	(\$24,000)
Alexandria	\$60,000	\$5,000	\$55,000
Arlington County	\$50,000	\$17,000	\$33,000
Fairfax City	\$0	\$1,000	(\$1,000)
Fairfax County	(\$197,000)	\$14,000	(\$211,000)
Falls Church	\$0	\$1,000	(\$1,000)
<b>Total</b>	<b>(\$31,000)</b>	<b>\$181,000</b>	<b>(\$212,000)</b>

As a result of the proposed service restructuring, a ridership increase of 350 daily trips is projected, resulting in an increase of annual rail revenue of \$181,000

# PROPOSED TIMELINE

- January 22 - Board authorization for Public Hearing
- February - Public Hearing
- March 11 – Staff’s final recommendation to Budget Committee
- March 18 - Public Hearing report and Board recommendation for approval
- June 27 - Implementation

# RECOMMENDATION

- Authorize staff to conduct a Public Hearing on the proposed restructuring plan for regional routes 9A,E Richmond Highway



# Washington Metropolitan Area Transit Authority SERVICE CHANGE STAFF SUMMARY SHEET

ROUTING	TO	BY DATE	FOR	DATE	
			APPROVAL		SUBJECT
1	GMGR	1/16/04	1		Request for Public Hearing on Proposed U.S. Route 1 Corridor Service Restructuring Plan in Northern Virginia
			VOTE		PREPARED BY
2	OPERATIONS COMMITTEE	1/22/04	2, 3		OPAS - V. Jackson
			CONCURRENCE		EXTENSION
			INFORMATION		X 2237
3	BOARD	2/19/04			DEPT APPROVAL
					DGM/OPER - J. Gallagher
					<i>J. Gallagher</i> 1/12/04

CATEGORIES:

<input checked="" type="checkbox"/> BUS	<input checked="" type="checkbox"/> MAJOR	<input checked="" type="checkbox"/> FREQUENCY	<input type="checkbox"/> PUBLIC HEARING	<input type="checkbox"/> ROUTE ANALYSIS
<input type="checkbox"/> RAPID TRANSIT STATIONS	<input type="checkbox"/> MINOR	<input checked="" type="checkbox"/> SPAN	<input checked="" type="checkbox"/> IS REQUIRED	<input type="checkbox"/> IS NOT ATTACHED
		<input checked="" type="checkbox"/> ROUTING	<input type="checkbox"/> IS NOT REQUIRED	<input checked="" type="checkbox"/> IS NOT ATTACHED

### PURPOSE

To request Board authorization to conduct a public hearing on the proposed U.S. Route 1 Corridor Service Restructuring Plan, regional Metrobus Routes 9A and 9E, in Arlington County, the City of Alexandria, and Fairfax County, Virginia.

### DISCUSSION

Today, Routes 9A,E average over 4,000 weekday, 2,000 Saturday and 1,000 Sunday riders on 98 weekday, 80 Saturday and 41 Sunday trips, making it the third heaviest Metrobus line in northern Virginia (behind Columbia Pike Routes 16A-Y and Alexandria-Tysons Corner Routes 28A,B).

Starting in the 1990's, several Route 1 transportation improvement studies were conducted by WMATA, VDOT, Fairfax County and NVTC. These various studies sought to not only provide enhanced and increased bus service in the corridor to improve mobility and accessibility, but to also improve pedestrian safety and accessibility to transit services, as well as support economic development and revitalization opportunities in the corridor. WMATA and Fairfax County have developed a phased transportation improvement plan for the Route 1 corridor, which would support the longer range revitalization plans and potentially lead to the implementation of light rail transit in the corridor between Fort Belvoir and

COORDINATION (Routing)	Initial	Date	COMP	ENCLOSURES:
RAIL			<i>Peter</i>	
<input checked="" type="checkbox"/> BUS	<i>gm</i>	1/9/04	SECT	GENERAL MANAGER ACTION:
GOVR				<input type="checkbox"/> Approved
<input checked="" type="checkbox"/> OPAS	<i>ggh</i>	1/9/04	Deputy / ADMN	<input type="checkbox"/> Approved for Submission to the Board
ADA				Signature _____ Date _____
<input checked="" type="checkbox"/> FIMA			Deputy / OPER	BOARD ACTION:
COUN				Approved by the Board of Directors on _____
			<i>JTG</i> 1/12/04	Secretary _____

## Service Change Staff Summary Sheet

Request for Public Hearing on Proposed U.S. Route 1 Corridor Service Restructuring Plan  
in Northern Virginia

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### Huntington

The U.S. Route 1 corridor in Fairfax County has been served by public transit since 1922, when service between Alexandria and Camp Humphreys (now Fort Belvoir) was inaugurated by a predecessor of the former AB&W Transit Company. After AB&W purchased the operating rights from the private company in 1926, the line subsequently became one of AB&W's most productive, serving the military base and the busy Route 1 commercial corridor as well as the adjacent residential communities south of Alexandria. Ridership increased substantially during and after World War II, as Fort Belvoir became the headquarters of the Army Corps of Engineers and the route was the primary means of transportation for significant numbers of military personnel and civilian employees at all hours of the day. Service was permanently extended into the base in 1955, replacing a military shuttle service, and the line was extended from Alexandria to downtown Washington in 1962 and renamed the Fort Belvoir-Washington Line. Upon takeover by Washington Metropolitan Area Transit Authority (WMATA) in February 1973, Routes 9A through 9Q served the Route 1 corridor with two basic routes and 13 rush hour, late night and weekend variations serving the north and/or south posts of Fort Belvoir, the Pentagon, Navy Annex, National Airport, and adjacent communities in the Fairfax County portion of the corridor such as Bucknell Manor, Fort Hunt and Mount Vernon. At takeover, 127 weekday, 85 Saturday, and 78 Sunday trips operated every 7-8 minutes during peak hours and every 30-60 minutes off-peak. Owl (all night) service was operated every 60-70 minutes between 1 and 5 A.M. daily, providing service for Fort Belvoir military personnel returning to the base from social activities in Old Town Alexandria and downtown Washington.

Since WMATA takeover, significant changes to Richmond Highway Line service have included the following:

- January 1981: Owl service discontinued
- June 1983: Service cut back from downtown DC to terminate at the Pentagon, with the implementation of Yellow Line bus-rail coordination
- March 1985: Rerouted via Huntington station
- June 1997: 9A coordinated with Fairfax Connector Routes 105, 106, 107 to provide a combined 7.5 minute peak, 15 minute off-peak and Saturday, and 30 minute Sunday headway on Richmond Highway between Huntington and Hybla Valley. Also, Fort Belvoir end of line simplified from six routing variations to a single route (9A) on base.
- December 1999: Weekday service extended from Fort Belvoir to Lorton VRE Station

### Proposed U.S. Route 1 Corridor Service Restructuring Plan

Components of the plan include the following:

- Phase IA (short term improvements, FY 05) - Enhanced Bus Service: Express bus in mixed traffic, streamline routes, "brand" service to give unique identity (e.g., "Pike Ride" on Columbia Pike), improved pedestrian safety and amenities at priority bus stops
- Phase IB (mid-term improvements, FY 06-FY 09) - Capital Improvements: Implement bus priority signal system and ITS (real-time customer information) enhancements, physical improvements including queue jumper lanes for buses and construction of missing sidewalk and trail segments, and implement a multilingual pedestrian safety and transit education program
- Phase II (longer term, 2010) - Bus Rapid Transit: Implement bus priority lanes
- Phase III (2025+) - Light Rail Transit

To implement Phase IA of the transportation improvement plan, WMATA has developed a service plan that would split 9A into two separate routes: one between Fort Belvoir and Alexandria, and the other between Huntington station and the Pentagon. As a potential precursor to a bus rapid transit type of operation, the route between Fort Belvoir and Alexandria would be operated as limited stop service all day on weekdays, serving selected high volume stops in the corridor and reducing travel time by as much as ten minutes. Dividing the 9A into two separate routes would: 1) improve on-time performance, 2) increase ridership, 3) maintain service to current riders in the corridor, and 4) coordinate with Fairfax County's South County Transit Service Plan (Fairfax Connector routes in the Route 1 corridor will be restructured and expanded to serve additional neighborhoods and provide increased service during evenings and weekends).

Staff requests authorization to hold a public hearing on the following service proposals, which would be implemented in June, 2004:

#### Richmond Highway Line, Route 9A

Existing service between Fort Belvoir and Alexandria would be restructured to operate as follows:

Weekday: Operate between Fort Belvoir and King Street station as follows:

Service Change Staff Summary Sheet

Request for Public Hearing on Proposed U.S. Route 1 Corridor Service Restructuring Plan  
in Northern Virginia

Page 4

Northbound - via the existing route from Fort Belvoir to South Washington and Duke Streets, then left Duke Street, right Daingerfield Road, left Diagonal Road, right to King Street station. Southbound - Leave King Street station, left Diagonal Road, right Daingerfield Road, left Duke Street, right South Washington Street and continue present route to Fort Belvoir (Gunston Road & 5<sup>th</sup> Street). Service would operate from 5:30 A.M. to 8 P.M., every 15 minutes during peak hours and every 30 minutes during midday and early evening hours.

To improve on-time performance and provide a faster trip for Fairfax County riders, it is proposed that Route 9A operate as limited stop service all day, serving only the following stops:

1. King Street station
2. Duke & Peyton Streets
3. Washington & Duke Streets (southbound)/ Wilkes Street (northbound)
4. Huntington station
5. Route 1 & North/South Kings Highway (Michael's)
6. Route 1 & Beacon Hill Road (southbound)/Beddoo Street (northbound) - (Beacon Mall)
7. Route 1 & Collard Street (southbound)/Preston Street (northbound)
8. Route 1 & Lockheed Boulevard (southbound)/Dart Drive (northbound)
9. Route 1 & Arlington Drive (Mount Vernon Square Apts.)
10. Route 1 & Fordson Road south (Mount Vernon Plaza)
11. Route 1 & Ladson Lane (Wal-Mart/Multiplex Cinemas)
12. Route 1 & Mohawk Lane (South County Government Center)
13. Route 1 & Frye Road
14. Route 1 & Woodlawn Court
15. Route 1 & Sacramento Drive (southbound)/Cooper Road (northbound)
16. Route 1 & Old Mill Road (southbound)/Mt. Vernon Memorial Highway (northbound)
17. Farrell Road & 12<sup>th</sup> Street (Dewitt Hospital - Fort Belvoir)
18. Gunston Road & 5<sup>th</sup> Street (AMC Building - Fort Belvoir)

The proposed stops for Route 9A would reduce travel time within Fairfax County by as much as ten minutes per trip, as well as reducing the number of stops between Alexandria and Fort Belvoir from 55 to 18, while maintaining attractive service to two-thirds of 9A riders in the corridor. Buses assigned to Route 9A would be low floor and would display a special logo and/or paint scheme to make them easily identifiable to customers. The designated stops for Route 9A would be retrofitted with special signage, maps and information cases displaying the special logo for the limited stop service.

Service Change Staff Summary Sheet

Request for Public Hearing on Proposed U.S. Route 1 Corridor Service Restructuring Plan  
in Northern Virginia

Page 5

Weekday service between Fort Belvoir and Lorton, as well as all service after 8 P.M. in the Route 1 corridor south of Huntington would be provided by Fairfax Connector Routes 105 and 107.

Saturday and Sunday: No Route 9A service. Between Pentagon and Huntington stations, customers would use proposed Route 9B (see below). Between Huntington station, Fort Belvoir and Lorton, service would be provided by Fairfax Connector Routes 105 and 107.

Huntington - Pentagon Line, Routes 9B, 9E

Weekday, Saturday, Sunday: Service between Pentagon and Huntington stations would be operated as a separate route, designated as 9B, via the present 9A route. Route 9B would operate at the same frequencies as currently operated by Route 9A on weekdays and Saturdays (every 30 minutes all day until 10 P.M., then hourly until 1 A.M.). Sunday service would be improved from hourly service to a 35-40 minute frequency between Pentagon and Huntington stations.

Route 9E (Pentagon-Del Ray weekday rush hour counterflow service): No change in route. There would be minor trip time adjustments to coordinate with proposed Route 9B service.

**ALTERNATIVES**

1. Do not approve the request for public hearing.
2. Approve a different service plan for public hearing.

**PRIOR APPROVALS**

None

**IMPACT ON FUNDING**

The proposed service plan would have the following annual impact on regional Metrobus costs, revenue and subsidy:

Annual Cost	(\$99,000)
Annual Metrobus Revenue	(\$68,000)
Annual Subsidy	(\$31,000)

As a result of the proposed service restructuring, a ridership increase of 350 daily riders is projected, resulting in an increase of annual rail revenue of \$181,000. The annual Metrobus and Metrorail subsidy impact by jurisdiction would be as follows:

Jurisdiction	Metrobus Impact	Metrorail Revenue	Annual Impact
District of Columbia	\$33,000	\$70,000	(\$37,000)
Montgomery County	\$11,000	\$37,000	(\$26,000)
Prince George's County	\$12,000	\$36,000	(\$24,000)
Alexandria	\$60,000	\$5,000	\$55,000
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Falls Church	\$0	\$1,000	(\$1,000)
Total	(\$31,000)	\$181,000	(\$212,000)

The proposed service plan would result in a net increase of one peak bus and a decrease of one operator from currently scheduled Routes 9A,E service. These impacts are not included in the proposed Fiscal 2005 budget.

**RECOMMENDATION**

Authorize a public hearing on the proposed U.S. Route 1 Corridor Service Restructuring Plan, regional Metrobus Routes 9A and 9E, in Arlington County, the City of Alexandria, and Fairfax County, Virginia.



# SERVICE CHANGE STAFF SUMMARY SHEET

ROUTING	TO	BY DATE	FOR	DATE
1	GMGR	1/16/04	1 APPROVAL	SUBJECT Request for Public Hearing on Proposed U.S. Route 1 Corridor Service Restructuring Plan in Northern Virginia
2	OPERATIONS COMMITTEE	1/22/04	2, 3 VOTE	PREPARED BY OPAS - V. Jackson EXTENSION x 2237
3	BOARD	2/19/04	CONCURRENCE INFORMATION	DEPT APPROVAL DGM/OPER - J. Gallagher <i>J. Gallagher 1/22/04</i>

**CATEGORIES:**

- |   |   |   |  |   |
|---|---|---|--|---|
| <input checked="" type="checkbox"/> BUS | <input checked="" type="checkbox"/> MAJOR | <input checked="" type="checkbox"/> FREQUENCY | <input checked="" type="checkbox"/> PUBLIC HEARING | <input type="checkbox"/> ROUTE ANALYSIS         |
| <input type="checkbox"/> RAPID TRANSIT  | <input type="checkbox"/> MINOR            | <input checked="" type="checkbox"/> SPAN      | <input checked="" type="checkbox"/> IS REQUIRED    | <input checked="" type="checkbox"/> IS ATTACHED |
| <input type="checkbox"/> STATIONS       |   | <input checked="" type="checkbox"/> ROUTING   | <input type="checkbox"/> IS NOT REQUIRED           | <input type="checkbox"/> IS NOT ATTACHED        |

**PURPOSE**

To request Board authorization to conduct a public hearing on the proposed U.S. Route 1 Corridor Service Restructuring Plan, regional Metrobus Routes 9A and 9E, in Arlington County, the City of Alexandria, and Fairfax County, Virginia

**DISCUSSION**

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COORDINATION (Routing)	Initial	Date	COMP SECT	ENCLOSURES:
<input type="checkbox"/> RAIL			<i>Peter 1/19</i>	
<input checked="" type="checkbox"/> BUS	<i>gm</i>	<i>1/19/04</i>		GENERAL MANAGER ACTION: <input checked="" type="checkbox"/> Approved <input type="checkbox"/> Approved for Submission to the Board
<input type="checkbox"/> GOVR				
<input checked="" type="checkbox"/> OPAS ADA	<i>gm</i>	<i>1/19/04</i>	Deputy / ADMN	Signature _____ Date _____
<input checked="" type="checkbox"/> FIMA COUN			Deputy / OPER	BOARD ACTION: Approved by the Board of Directors on _____
			<i>J. Gallagher 1/22/04</i>	Secretary _____

## Service Change Staff Summary Sheet

Request for Public Hearing on Proposed U.S. Route 1 Corridor Service Restructuring Plan  
in Northern Virginia

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### Huntington

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in Northern Virginia

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17. Farrell Road & 12<sup>th</sup> Street (Dewitt Hospital - Fort Belvoir)
18. Gunston Road & 5<sup>th</sup> Street (AMC Building - Fort Belvoir)

The proposed stops for Route 9A would reduce travel time within Fairfax County by as much as ten minutes per trip, as well as reducing the number of stops between Alexandria and Fort Belvoir from 55 to 18, while maintaining attractive service to two-thirds of 9A riders in the corridor. Buses assigned to Route 9A would be low floor and would display a special logo and/or paint scheme to make them easily identifiable to customers. The designated stops for Route 9A would be retrofitted with special signage, maps and information cases displaying the special logo for the limited stop service.

Service Change Staff Summary Sheet

Request for Public Hearing on Proposed U.S. Route 1 Corridor Service Restructuring Plan  
in Northern Virginia

Page 5

Weekday service between Fort Belvoir and Lorton, as well as all service after 8 P.M. in the Route 1 corridor south of Huntington would be provided by Fairfax Connector Routes 105 and 107.

Saturday and Sunday: No Route 9A service. Between Pentagon and Huntington stations, customers would use proposed Route 9B (see below). Between Huntington station, Fort Belvoir and Lorton, service would be provided by Fairfax Connector Routes 105 and 107.

Huntington - Pentagon Line, Routes 9B, 9E

Weekday, Saturday, Sunday: Service between Pentagon and Huntington stations would be operated as a separate route, designated as 9B, via the present 9A route. Route 9B would operate at the same frequencies as currently operated by Route 9A on weekdays and Saturdays (every 30 minutes all day until 10 P.M., then hourly until 1 A.M.) Sunday service would be improved from hourly service to a 35-40 minute frequency between Pentagon and Huntington stations.

Route 9E (Pentagon-Del Ray weekday rush hour counterflow service): No change in route. There would be minor trip time adjustments to coordinate with proposed Route 9B service.

**ALTERNATIVES**

1. Do not approve the request for public hearing.
2. Approve a different service plan for public hearing.

**PRIOR APPROVALS**

None

**IMPACT ON FUNDING**

The proposed service plan would have the following annual impact on regional Metrobus costs, revenue and subsidy.

Annual Cost	(\$99,000)
Annual Metrobus Revenue	(\$68,000)
Annual Subsidy	(\$31,000)

As a result of the proposed service restructuring, a ridership increase of 350 daily riders is projected, resulting in an increase of annual rail revenue of \$181,000. The annual Metrobus and Metrorail subsidy impact by jurisdiction would be as follows:

Jurisdiction	Metrobus Impact	Metrorail Revenue	Annual Impact
District of Columbia	\$33,000	\$70,000	(\$37,000)
Montgomery County	\$11,000	\$37,000	(\$26,000)
Prince George's County	\$12,000	\$36,000	(\$24,000)
Alexandria	\$60,000	\$5,000	\$55,000
Arlington County	\$50,000	\$17,000	\$33,000
Fairfax City	\$0	\$1,000	(\$1,000)
Fairfax County	(\$197,000)	\$14,000	(\$211,000)
Falls Church	\$0	\$1,000	(\$1,000)
Total	(\$31,000)	\$181,000	(\$212,000)

The proposed service plan would result in a net increase of one peak bus and a decrease of one operator from currently scheduled Routes 9A,E service. These impacts are not included in the proposed Fiscal 2005 budget.

**RECOMMENDATION**

Authorize a public hearing on the proposed U.S. Route 1 Corridor Service Restructuring Plan, regional Metrobus Routes 9A and 9E, in Arlington County, the City of Alexandria, and Fairfax County, Virginia.

**MEMORANDUM**

**TO:** Chairman Euille and NVTC Commissioners  
**FROM:** Rick Taube  
**DATE:** January 29, 2004  
**SUBJECT:** Regional Transportation Items

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A. Highways and Transit: Leveling the Playing Field in Federal Transportation Policy.

Edward Beimborn and Robert Puentes have co-authored a research paper published in December, 2003 by the Brookings Institution that documents “unfair competition between highways and transit.” According to the authors, “federal rules remain stacked against transit.” This results in “an unlevel playing field, distorting good local planning, management and decision making.”

Among the positive changes over the past decade or so are:

- More even matching requirements -- ISTEA shifted many transit and highway ratios to 80/20;
- Funding flexibility -- ISTEA and TEA-21 allowed funds to be shifted to transit. California has in fact shifted a third of its federal highway funds to transit. New York is next with 16.5 percent, followed by Pennsylvania at six percent and Massachusetts and Illinois at 3.3 percent. All other states are less than three percent with 27 states flexing less than one percent.
- Major investment strides -- ISTEA expanded the requirement to highways but TEA-21 relaxed it.

The authors recommend the following changes in federal policies:

- 1) Apply the land use requirements of FTA's new starts guidelines to major highway projects;
- 2) Establish cost effectiveness procedures for highways like those that exist for transit;
- 3) Improve performance evaluation and peer comparisons of highways;
- 4) Correct remaining disparities of matching ratios for transit and highway funding programs;
- 5) Differentiate between new starts and extensions of existing transit systems to streamline transit expansions;
- 6) Create a new program for small new transit projects of less than \$100 million to encourage new BRT, light rail and commuter rail projects.

For a copy of the research paper, contact NVTC staff or visit the Brookings website at [www.brook.edu](http://www.brook.edu).

B. BRT in the Dulles Corridor.

At the request of the Virginia Department of Rail and Public Transportation, NVTC compiled information from Fairfax County and elsewhere to examine the extent to which current bus service in the Dulles Corridor would qualify to be called Bus Rapid Transit using the definition of the Federal Transit Administration.

As shown on the attachment, the bus service now operating in the Dulles Corridor certainly qualifies as BRT. This fact is often overlooked in public debates about whether BRT could serve as an effective substitute for the planned Metrorail extension. Additional material is attached describing BRT characteristics.

CENTER ON URBAN AND METROPOLITAN POLICY



# Highways and Transit: Leveling the Playing Field in Federal Transportation Policy

Edward Beimborn and Robert Puentes\*

*Federal transportation policy is essentially an unfair competition between highways and transit. Despite a number of reforms in the past decade, federal rules remain stacked against transit, and funding highway projects is far easier. This brief compares how new transit and highway programs are treated differently by federal legislation and policy and how those differences lead to an unlevel playing field, distorting good local planning, management, and decision making.*

## I. Introduction

Automobile trips dominate the way we travel. Conventional wisdom assumes that this is the result of a fair competition between all transportation modes operating under the same federal policies and rules.

However, the conventional wisdom is wrong. Federal policies that govern highway and transit projects are not the same. In fact, these two modes, which federal law specifically expects to work together in the development of a balanced multi-modal system, are treated differently. This unlevel playing field has profound impacts on metropolitan America and on how cities, older suburbs, and newer suburbs grow and develop.

Imagine that the urban, or metropolitan, portion of the interstate highway system was built according to the same procedures as those used or proposed to build major transit systems. The result would be:

Only 50 percent of the capital costs for major highways would be paid from federal sources rather than 80 or 90 percent. Cities would have to aggressively compete among one another for their highway funds based on the quality and justification of the proposed project. The rules for the competition would be subject to change without any input. Some states, cities, and metropolitan areas would never be able to build any highways even if there was a pervasive desire by the public and the local officials to do so. Only a few highway segments could begin construction in any year.

If major highways projects were built by the same rules as transit, highways would need a congressional "sponsor" who would secure an earmark by competing with other members for scarce funds. Cities unable to get an earmark would have fewer freeways. Local governments would have to demonstrate that they have sufficient funds to pay for their share of the costs of building the highways. They would also have to demonstrate that they would be able to operate and maintain these highways, as well as their existing highways, into the future.

Table 1. Comparison of Rules Governing Federal Transit and Highway Programs

	Transit (New Starts)	Highway
<b>A. Federal Funding</b>	<ul style="list-style-type: none"> <li>• Current federal law authorizes as much as an 80 percent federal share. FTA practice is to recommend only projects with a maximum 60 percent federal share, in accord with congressional appropriations committee direction. The Bush administration has proposed a 50 percent or less match in SAFETEA.</li> <li>• New Start money is highly competitive.</li> <li>• Non-federal funds are typically local; sources vary, compete with other programs, and may require referenda.</li> </ul>	<ul style="list-style-type: none"> <li>• Federal match is 80–90 percent depending on program.</li> <li>• Program funds are allocated by formula.</li> <li>• State funds are derived mainly from fuel and license fees. Normally a dedicated fund that cannot be used for non-transportation purposes.<sup>17</sup></li> </ul>
<b>B. Project Criteria and Justification</b>	<ul style="list-style-type: none"> <li>• Extensive list including cost effectiveness and land use impacts and financial plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily environmental measures, no requirement for cost effectiveness or land use analysis.</li> </ul>
<b>C. Land Use Impacts</b>	<ul style="list-style-type: none"> <li>• “Transit supportive land use patterns” is a key project selection criterion.</li> </ul>	<ul style="list-style-type: none"> <li>• Land use impacts of projects not considered.</li> </ul>
<b>D. Performance Evaluation</b>	<ul style="list-style-type: none"> <li>• Peer comparison is mandatory and reported to Congress.</li> <li>• There is a detailed process used to compare alternative projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Peer comparison is rare.</li> <li>• Alternative comparisons are optional at state level.</li> </ul>
<b>E. Information Transparency and Accessibility</b>	<ul style="list-style-type: none"> <li>• Information and data is publicly accessible and transparent.</li> </ul>	<ul style="list-style-type: none"> <li>• Information and data is difficult to access and unclear for the general public.</li> </ul>

to fund major fixed guideway investments. The term ‘new starts’ is a bit of a misnomer since it includes both expansions of existing systems as well the initiation of totally new transit technologies within metropolitan areas.

It is important to highlight this program in order to illustrate how unlevel federal transportation policies can skew local, metropolitan, and state investment decisions. Every metropolitan area already has an important and extensive highway network. However, the process of building, widening or extending this network is fundamentally different than doing the same to a transit system. For one thing, states do not seek permission to build highway projects. In fact, the U.S. Code states specifically that the appropriation of highway funds “shall in no way infringe on the sovereign rights of the States to determine which projects shall be federally financed.”<sup>18</sup> This is dramatically different from the ability of areas contemplating new fixed guideway systems which are prevented from spending federal funds on these projects unless they comply with rigorous federal requirements, as discussed below.

This section will provide a comparison of how highway and transit programs—especially New Starts—are treated differently by federal legislation and policy and how those differences lead to an unlevel playing field, distorting good local planning, management, and decision making.

## Dulles Corridor Rapid Transit Project

### *How Dulles Corridor Bus Service Measures up to the FTA Definitions and Concepts of Bus Rapid Transit*

<b>FTA Definitions &amp; BRT Concepts</b>	<b>Existing Dulles Corridor Service</b>	<b>Future Dulles Corridor Service</b>
<p><b>Transit priority</b></p> <ul style="list-style-type: none"> <li>• Busways</li> <li>• Exclusive or near-exclusive lanes on expressways.</li> </ul>	<p><u>Dulles Access/Toll Road</u> is comparable to an exclusive right-of-way. Buses operate at high speeds.</p> <p><u>Bus only slip ramps</u> Allows buses to get on the Dulles Airport Access Road quicker and easier.</p> <p><u>Queue Jumping</u> On the approach to the West Falls Church Metrorail Station north side bus bays the reinforced shoulder allows buses only to bypass stopped vehicles.</p>	<p><u>New Automated slip ramps</u> are currently under construction, which will allow buses to use the Airport Access Road during more hours, on more trips and for a greater portion of their trips.</p> <ul style="list-style-type: none"> <li>• The automated slip ramps should be fully operational by Fall, 2003.</li> </ul> <p>At the north side bus bays at West Falls Church Metro, two new bus bays are under construction, which will relieve bus congestion during peak periods.</p> <ul style="list-style-type: none"> <li>• Construction will be completed in Summer, 2003.</li> </ul>
<p><b>Reduce Waiting/Travel Time</b></p> <ul style="list-style-type: none"> <li>• Reduce the number of stops – limited stop service.</li> <li>• Greater frequency of buses</li> <li>• Limited reliance on schedules due to frequency.</li> </ul>	<p><u>Peak period headways</u> are 6 minutes to 7.5 minutes between West Falls Church and the two major Park-and-Ride facilities in the corridor (Herndon-Monroe and Reston East)</p> <ul style="list-style-type: none"> <li>• Passengers use this service just as they would a rail system – without referring to schedules.</li> </ul>	<p><u>Off-peak headways</u> could be improved to 15 minutes, if funding can be found.</p>

<b>FTA Definitions &amp; BRT Concepts</b>	<b>Existing Dulles Corridor Service</b>	<b>Future Dulles Corridor Service</b>
<p><b>User Friendly Service</b></p> <ul style="list-style-type: none"> <li>• Automatic Vehicle Location</li> <li>• Eliminate on-vehicle fare purchasing</li> <li>• Information real time bus status</li> </ul>	<ul style="list-style-type: none"> <li>• Fairfax County operates four Connector Stores at key facilities in the Corridor to provide information and sell fare media. The Connector Stores: Springfield Mall, Tysons-West*Park Transit Station, Reston East at Wiehle Avenue Park &amp; Ride, Herndon-Monroe Park &amp; Ride.</li> <li>• Mobile Commuter Stores</li> <li>• Electronic schedules available for download to cell phones, palm pilots, and hand held computers.</li> </ul>	<ul style="list-style-type: none"> <li>• Canopy construction continues at Herndon-Monroe providing weather protection for passengers transferring or waiting at this major facility.</li> <li>• Smart Card Fareboxes will be installed in all buses by Summer, 2004. In effect, this will be comparable to pre-paid fare and will speed boarding times.</li> <li>• With a grant from VDRPT, Fairfax County is conducting a strategic ITS plan for its bus system. This strategic plan is the first step to providing real-time passenger information, another key BRT feature.</li> </ul>

## Dulles Corridor Rapid Transit Project Comparison

### *How Dulles Corridor Bus Service Measures up to BRT in Charlotte, NC (CATS); and Miami-Dade, FL (MAX)*

FTA BRT Concepts	Dulles Rapid Transit	Charlotte Area Transit System (CATS)	Miami-Dade MAX
<p><b>Transit priority</b></p> <ul style="list-style-type: none"> <li>• Busways</li> <li>• Exclusive or near-exclusive lanes on expressways.</li> </ul>	<ul style="list-style-type: none"> <li>• This Bus Rapid Transit (BRT) project is part of a multi-year, multi-phased effort to bring Metrorail rapid transit to the rapidly growing 23-mile Dulles corridor</li> <li>• <u>Dulles Access/Toll Road</u> is comparable to an exclusive right-of-way. Buses operate at high speeds.</li> <li>• <u>Bus only slip ramps</u> - Allows buses to get on the Dulles Airport Access Road quicker and easier.</li> <li>• <u>Queue Jumping</u> - On the approach to the West Falls Church Metrorail Station north side bus bays the reinforced shoulder allows buses only to bypass stopped vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>• 2.6-mile two-way express bus-only facility (without on-line stations).</li> <li>• A queue jumper at the eastern terminus allows buses to bypass some of the worst congestion in the corridor.</li> </ul>	<ul style="list-style-type: none"> <li>• Exclusive, two-lane, two-direction, 8.5-mile, at-grade transit facility which runs from the Dade-land South Metrorail station to the Cutler Ridge neighborhood.</li> </ul>

FTA BRT Concepts	Dulles Rapid Transit	Charlotte Area Transit System (CATS)	Miami-Dade MAX
<p><b>Reduce Waiting/Travel Time</b></p> <ul style="list-style-type: none"> <li>• Reduce the number of stops – limited stop service.</li> <li>• Greater frequency of buses</li> <li>• Limited reliance on schedules due to frequency.</li> </ul>	<ul style="list-style-type: none"> <li>• Peak period headways are 6 minutes to 7.5 minutes between West Falls Church and the two major Park-and-Ride facilities in the corridor (Herndon-Monroe and Reston East)</li> <li>• Passengers use this service just as they would a rail system – without referring to schedules.</li> <li>• <u>Off-peak headways could be improved to 15 minutes</u>, if funding can be found.</li> </ul>	<ul style="list-style-type: none"> <li>• In the evening peak, the queue jumper provides a 10 to 5 minute time savings for outbound buses.</li> <li>• Express lanes save 2 to 4 min. in the AM for inbound buses (buses are operated in the peak period only).</li> </ul>	<ul style="list-style-type: none"> <li>• 15 on-line stations in each direction.</li> <li>• The busway corridor is within 100 feet of the west side of US 1, one of the most heavily traveled corridors in Dade.</li> <li>• Busway service includes the busway local, serving busway stations only, the busway express, which makes limited stops on the busway during peak periods and continues further south beyond the end of the current busway, and several other routes which use the busway for a portion of their service.</li> <li>• Service on the Busway is provided seven days a week from 5:30 a.m. until 1:00 a.m., with frequent service at the busiest stations.</li> <li>• In peak periods, up to 20 buses per hour operate in each direction.</li> </ul>

FTA BRT Concepts	Dulles Rapid Transit	Charlotte Area Transit	Miami-Dade MAX
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		<b>System (CATS)</b>	
<p><b>User Friendly Service</b></p> <ul style="list-style-type: none"> <li>• Automatic Vehicle Location</li> <li>• Eliminate on-vehicle fare purchasing</li> <li>• Information Real time bus status</li> </ul>	<ul style="list-style-type: none"> <li>• Stores at key facilities in the Corridor to provide information and sell fare media. The Connector Stores: Springfield Mall, Tysons-West*Park Transit Station, Reston East at Wiehle Avenue Park &amp; Ride, Herndon-Monroe Park &amp; Ride.</li> <li>• Mobile Commuter Stores</li> <li>• Electronic schedules available for download to cell phones, palm pilots, and hand held computers.</li> </ul>	<ul style="list-style-type: none"> <li>• No reference to these technologies/services offered on either the FTA or the CATS website.</li> </ul>	<p>The <u>fare is collected as passengers board the bus</u>. Boarding is only through the front door of the bus. A free transfer to Metrorail is provided for northbound passengers. Southbound passengers pay for a transfer from Metrorail to the bus.</p> <p><u>Low-floor buses</u> provide curb level boarding.</p> <p>An <u>Automatic Vehicle Location (AVL) System</u> has been implemented within the Metro-Dade Transportation Agency. This enables the Agency to track the vehicles in real time and obtain information needed to make timely schedule adjustments and equipment substitutions, when failures occur in the fleet.</p> <ul style="list-style-type: none"> <li>• A <u>Computer Aided Dispatching (CAD) system</u> helps the transit dispatchers and traffic controllers manage the dispatching and the performance of the buses throughout the County, communicating directly with drivers</li> </ul>

## FAIRFAX COUNTY'S DULLES CORRIDOR EXPRESS BUS SERVICE

*Source: Young Ho Chang – Fairfax County, VA*

- Fairfax County's Dulles Corridor Express Bus Service currently has many features of a Bus Rapid Transit System and will have more in the future.
- **Transit Priority:**
  - By operating within the Dulles Airport Access Road, buses use a facility that is comparable to an exclusive right-of-way. Although shared by airport traffic, level of service is very good. Buses operate at high operating speeds resulting in reduced travel times and increased reliability.
  - Bus only slip ramps - allow the buses to get on the Dulles Airport Access Road quicker and easier. New automated slip ramps are currently under construction. Automating the slip ramps will allow buses to use them at all hours, not just peak periods.
  - Queue Jumping - On the approach to the West Falls Church Metrorail Station north side bus bays, which has regular peak period congestion, the shoulder has been strengthened to allow buses to bypass stopped vehicles.
- **Reduced Waiting Time:**
  - Peak period headways between West Falls Church and the two major Park-and-Ride facilities in the corridor (Herndon-Monroe and Reston East) are 6 minutes to 7.5 minutes. Passengers use this service just as they would a rail system – without referring to schedules.
- **User Friendly Service:**
  - Fairfax County operates three Connector Stores at key facilities in the Corridor to provide information and sell fare media. The Connector Stores provide better passenger information and make transit easier to use – a key objective of BRT.
- **Fairfax Connector Key Statistics:**
  - Ridership currently averages more than 14,000 trips per weekday. This represents a 115% increase from fiscal year 1999, the year before the service was enhanced. In May 2003, the average daily ridership surpassed 15,000 a day.
  - There are four Park-and-Ride Facilities with nearly 3400 spaces.
  - Overall parking utilization is 84%; One facility, Reston East, is at capacity.
  - Herndon-Monroe Park-and-Ride, with 1,778 spaces, has over half the spaces in the Fairfax County portion of the Corridor. It is one of the largest non-rail commuter facilities in the Country. Usage has grown steadily during its first

four years of operation. Average use during its first year, FY 00, was 445 cars per day. Last year, FY 02, the average was 1,008 cars per day. So far in FY 03 average use is 1,421 cars per day and the facility is 82% full.

▪ **Enhancements In Progress:**

- New Automated slip ramps are under construction, which will allow buses to use the Airport Access Road during more hours, on more trips and for a greater portion of their trips. The automated slip ramps should be fully operational by Fall 2003.
- Canopy construction continues at Herndon-Monroe providing weather protection for passengers transferring or waiting at this major facility.
- The north side bus bays at West Falls Church Metro are under construction, increasing capacity by two bus bays, which will relieve bus congestion during peak periods. Construction will be completed in Summer 2003.

▪ **Future Improvements:**

- Smart Card Fareboxes will be installed in all buses. In effect, this will be comparable to pre-paid fare and will speed boarding times.
- With a grant from VDRPT, Fairfax County is conducting a strategic ITS plan for its bus system. This strategic plan is the first step to providing real-time passenger information, another key BRT feature.
- Off-peak headways could be improved to 15 minutes, if funding can be found.

**FTA Guidelines & Data**  
**EVALUATION GUIDELINES FOR BUS RAPID TRANSIT DEMONSTRATION PROJECTS**

**Author:** Schwenk, JC

**Publication Date:** February 2002

**Pagination:** 90 pages

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**Abstract:**

The Federal Transit Administration's (FTA) Bus Rapid Transit Demonstration Program is supporting demonstrations of Bus Rapid Transit (BRT) in selected cities across the United States. The US BRT Demonstration Program aims to adapt the principles of highly successful BRT systems, such as those of Curitiba, Brazil; Lyon, France; and Nagoya, Japan, to U.S. conditions, laws, and institutions. A primary goal of the BRT Demonstration Program is to assess the demonstration projects through scientific evaluation. This document presents guidelines for planning, implementation, and reporting the findings of an evaluation of a BRT implementation site selected for the FTA BRT Demonstration Program. The document will provide a common framework and methodology for developing and then executing the evaluation of individual BRT demonstrations.

**Available from:**

[National Technical Information Service](#)

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Springfield, VA 22161

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FTA will provide reproduced copies of the report, including the executive summary free-of-charge to organizations and individuals. For copies, please contact [Charlene Wilder](#)

## FTA Definitions

A *busway* is a special roadway designed for the exclusive use of buses. A busway can be in its own right-of-way, or in a railway or highway right-of-way. Short stretches of streets designated for exclusive bus use are sometimes also called busways. A busway can also be built in an active rail corridor (example: Pittsburgh's East Busway). Busways usually have *on-line stations*, constructed so that there is room for overtaking stopping buses

### Stations

Busway stations can be designed to have berths for several vehicles to stop simultaneously. A high level of station amenities is generally provided. Stop locations for feeder buses (if any) should be designed to minimize walking distance and exposure to the elements. A barrier-free transfer (where the entire station is a paid zone, including feeder bus boarding area) reduces the difficulty associated with transferring and speeds boarding, since all fares are prepaid at turnstiles and therefore all doors can be used for boarding and there is no time lost to fare collection while boarding.

### 1.1.1.1 BRT Concepts

There are several key concepts involved in making ordinary bus service into Bus Rapid Transit. Each concept can be realized by taking advantage of one or more BRT features.

#### 1.1.1.1.1 Reducing Travel Time

All BRT projects seek to improve service by reducing travel time. The components of travel time include time getting to and from the transit stop, time waiting for the transit vehicle, and time in the vehicle. If a transfer is needed, there is also additional walking and waiting time.

A central concept in BRT planning is to give *priority* to transit vehicles, since on average they carry many more people than other road vehicles, and the goal should be to maximize person-throughput, not necessarily vehicle-throughput. One form of priority is to run service on exclusive rights-of-way such as [busways](#) and [exclusive lanes on expressways](#). These techniques can greatly reduce in-vehicle travel time.

Another form of priority is to designate [bus lanes](#) on arterial streets. Providing [traffic signal priority](#) to transit vehicles can also speed operation on streets. Reducing the number of [stops](#), providing limited-stop service, or relocating stops to areas where there is less congestion can also speed service, although potentially with the disadvantage of increasing walk time.

All of these techniques not only reduce in-vehicle time but by improving the reliability of service can reduce waiting time also. Since customers particularly do not like to wait for transit, reductions in waiting time can make service much more attractive. [Automatic vehicle location](#) systems can be used to manage bus service to regularize the intervals between buses, thereby minimizing passenger waiting time.

Changing [fare collection](#) policies to reduce or eliminate on-vehicle fare purchase can speed boarding. Using [vehicle designs](#) that feature fewer steps and more or wider doors can also reduce *dwell time*.

#### 1.1.1.1.2 User Friendly Service

Although faster travel is a key element in improving service and attracting more transit trips, transit will not be attractive to many potential riders unless it is more user-friendly. Better passenger [information](#) can make transit service easier to use. Providing real-time bus status information (a

by-product of [automatic vehicle location](#)) can reduce customer anxiety while waiting. A unified system design, with colors and images coordinated between [stops](#), [vehicles](#), and print materials, can simplify the experience of using public transit.

Using marketing techniques can make the public aware of service improvements, and also help to improve the public image of buses.

Making [land use policy](#) more oriented to developing and maintaining pedestrian-friendly areas will improve enhance the attractiveness of transit. In the long-run, land use policy coordinated with transit investments will help to make transit trips convenient by locating attractors conveniently adjacent to transit corridors and stations.

#### 1.1.1.1.3 BRT Benefits

Reducing travel time will provide a benefit to all users of transit. In addition, faster service, combined with better information and better marketing to improve transit's image, will increase transit ridership. BRT can also help in the effort to promote transit-oriented land development. Understanding BRT features provides transportation planners the ability to offer a new transit option to the public which combines the ease-of-use of some rail service with the flexibility of bus service.

*Traffic signal priority* is simply the idea of giving special treatment to transit vehicles at signalized intersections. Since transit vehicles can hold many people, giving priority to transit can potentially increase the person throughput of an intersection.

#### 1.1.1.2 Priority Types

A *passive priority* strategy seeks to favor roads with significant transit use in the area-wide traffic signal timing scheme. Timing coordinated signals at the average bus speed instead of the average vehicle speed can also favor transit vehicles.

By contrast, an *active priority* strategy involves detecting the presence of a transit vehicle and, depending on the system logic and the traffic situation then existing, giving the transit vehicle special treatment. The system can give an early green signal or hold a green signal that is already displaying. An active system must be able to both detect the presence of a bus and predict its arrival time at the intersection. Near-side stops can complicate the prediction of intersection arrival times. *Real-time* control strategies can consider not only the presence of a bus but the bus adherence to schedule and the volume of other traffic. One common strategy is to give priority only to late buses (compared to the scheduled time) but not to early buses. This strategy optimizes schedule adherence (and therefore waiting time) rather than running time.

There are many different options for signal priority logic. Real-time, *adaptive* systems can incorporate information on traffic flow, flow coordination, bus schedule adherence, and prior bus arrival times.

#### 1.1.1.3 Queue Jumpers

A *queue jump* lane is a short stretch of bus lane combined with traffic signal priority. The idea is to enable buses to by-pass waiting queues of traffic and to cut out in front by getting an early green signal. A special bus-only signal may be required. The queue jump lane can be a right-turn only lane, permitting straight-through movements for buses only. A queue jump lane can also be installed between right-turn and straight-through lanes. A similar arrangement can be used to permit a bus to cross traffic lanes to make a left turn immediately after serving a curbside stop.

#### 1.1.1.4 Low-Floor Vehicles

Low-floor bus technology has evolved substantially. European fleets adopted low-floor bus technology in the 1980s. Early models had only a partial section of low-floor access (with a sloped floor or steps to access the rear of the vehicle). Full section, low-floor vehicle designs are now available.

Low-floor buses comply with the requirements of the Americans with Disabilities Act (ADA) of 1990 and concurrently reduce time needed to service persons using mobility aids. Access to the vehicle can either be at raised platforms (providing *level boarding*) or using an on-vehicle ramp which flips down to bridge the gap between the step and the curb. In contrast, high-floor buses require lifts which are difficult to maintain under all operating conditions. A curb height of at least 150mm (5.85 in) is desirable to permit easy access from curb to the vehicle level.

Low-floor vehicles permit the possibility of level boarding, an effective way of reducing dwell time at stations. A high-level bus with internal steps cannot be docked with a raised station platform (see [Stop Location, Design and Spacing](#)).

With low floor buses, one concern is the ability to move the bus close enough to the raised station platform to permit level boarding without damaging the vehicle's tires or structure. One solution to this problem is automatic control of vehicles to provide precision docking. In August 1997, New York City Transit successfully demonstrated low-floor buses with full automatic control. The buses were equipped with vision and radar sensors to control the bus in both lateral and longitudinal directions. Such technology could also be used to steer a bus close to a raised platform (see TCRP Report 41). The use of mechanical systems to guide the vehicle, particularly at stations, is also an option.

Bus manufacturers offering low-floor bus designs for the North American market include: Gillig, Neoplan USA, New Flyer Industries, North American Bus Industries, Nova Bus, and Orion Bus Industries.

#### **1.1.1.5 Number and Width of Doors**

Adding additional and wider doorways facilitates the rapid entry and exit of passengers. A clear width of 32 in (820 mm) is desirable for easy access by persons in mobility aids (1).

Increasing the number of doors from two to three for a 40 foot conventional bus potentially increases the passenger handling capability at stops or stations by 50 percent. Combining additional doors with level boarding and off-vehicle [fare collection](#) can reduce dwell time to a minimum. The number and location of doors, however, needs to be carefully integrated with the vehicle's structural support systems to prevent any compromise of crashworthiness.

Location of the doors is also of concern. Some BRT systems may require left-sided doors to access bus lane or busway stations with central platforms without having to engage in complicated and time consuming crossing maneuvers. Two-sided BRT vehicle designs may also be desired to support double loading at side platform stations, emulating light or heavy rail operations.

#### **1.1.1.6 Internal Circulation**

A well-designed internal vehicle can reduce crowding, facilitate rapid passenger boarding and alighting, and can minimize the bypassing of waiting passengers because the bus is perceived by the operator to be at full capacity due to poor passenger distribution. Some general factors to consider are:

- The role or function that the BRT system and service plays within the overall transit system (i.e., whether as an express, line-haul system connecting major sub areas, or as a downtown distributor).
- Policies on seating versus standing.
- Average passenger trip length.
- Specialized markets served, e.g., connection to the regional airport (where provision for luggage capacity is a requirement), or serving markets with a large modal share of bicycle access (where carrying capacity for bicycles, and rapid loading and off-loading of the bicycle is a requirement).

Passengers tend to congregate around doorways and often do not distribute themselves evenly throughout the vehicle. Increasing the number of doors to three for a standard size (40 foot) bus may help to achieve a better distribution of passengers and improve the flow in the. Off-vehicle [fare collection](#) (including proof-of-payment systems) can also help to alleviate any bottlenecks at the front entryway.

For an interesting case study of poor internal configuration giving rise to problems which stimulated a search for better alternative configurations, see TCRP Report 41, §2.3.3.2, highlighting the STCUM's deployment of low-floor buses in Montreal.

#### 1.1.1.6.1 Wheelchair Loading

Wheelchair loading is best facilitated by level loading of the BRT vehicle. If this is not possible, a low-floor bus with ramp extension is the next best alternative. In the latter case, boarding and alighting times are roughly 25 percent of boarding and alighting times using lifts (Spiller and Labell, 1997, *Operational Assessment of Paralympics Transit System: Low-Floor Buses, Lift-Equipped Buses, and Signage*).

#### 1.1.1.6.2 Vehicle Size

BRT vehicle design should permit procurement of alternative vehicle sizes and internal seating configurations to match transit supply parameters (i.e., frequency of service or headway, and vehicle size) to current and projected demands for service.

#### 1.1.1.6.3 Noise and Emissions

A BRT vehicle should have very low noise and pollutant emissions. It is particularly important that acceleration noise and brake squeal be minimized or eliminated. This is consistent with establishing a new "image" for BRT in which a BRT vehicle does not sound and perform as a "bus."

#### 1.1.1.6.4 On-Board Diagnostics

On-board diagnostics that contribute to early detection and correction of vehicular subsystem problems and reduced vehicle downtime, should be incorporated into the BRT vehicle design. The BRT vehicle design life should also exceed the 12 years for a conventional bus, possibly on the order of 20-25 years, depending on the optimal design life that minimizes life cycle costs.

#### 1.1.1.6.5 Crashworthiness

The vehicle design needs to provide adequate passenger occupant protection given the higher operating speeds of BRT service. This also includes incorporation of ITS technologies that sense impending hazards and provide a warning to the driver to prevent certain types of crashes.

#### 1.1.1.6.6 Propulsion

Recently compressed natural gas (CNG) and hybrid electric-diesel buses have emerged as viable alternatively fueled vehicles. These types of power produce very low emissions. At the same time, diesel engines have become much cleaner in response to EPA regulations. New diesels emit virtually none of the black smoke that has given buses a bad image in the past. Tighter regulations in place will force even greater reductions from bus emissions in future years.

Another option is the electric trolley bus, powered by catenary (overhead wires). The wires can be considered unsightly, although they are very similar to catenary for light rail. Electric trolley buses are proven technology, have no emissions from the tailpipe, and are the quietest transit mode of all.

## NOTES

1. There are no doorway clear width requirements set by ADA for buses, except by implication in that a clear space of 30 in (769 mm) by 48 in (1231 mm) needs to be provided for a securement

location sited as close as possible to the entryway. There is, however, a clear width requirement of 32 in for passenger doorways on vehicle sides of rail cars (§1192.53 (a), FR Vol. 56, No. 173, Sept. 6, 1991). To the extent that BRT emulates an LRT operation, the use of a 32 in (820 mm) clear width requirement makes sense.

### 1.1.1.7 Bus Stop Spacing

Bus *stop spacing* has a major impact on transit performance. Stop spacing affects both access time and line-haul time, and therefore affects the demand for transit service. In general, there is a tradeoff between: (a) closely spaced, frequent stops and shorter walking distance, but more time on the vehicle and (b) stops spaced further apart and longer walking distance, but less time on the vehicle.

Some of the findings of optimization studies are:

- As acceleration or deceleration rates increase, optimal stop spacing will narrow (i.e., an intermediate stop imposes a smaller time penalty).
- As steady running speed attained after acceleration increases, optimal spacing will widen (i.e., an intermediate stop will impose a greater time penalty).
- As the speed of the feeder mode is increased, optimal spacing will widen.
- As dwell time is reduced, optimal spacing will narrow.

Although analytical studies to determine optimal stop spacing provide some useful guidelines, stops must ultimately be sited to serve major trip generators and attractors in the service area. To the degree that a BRT is emulating a light rail system, a useful benchmark is the actual stop spacing of LRT systems in the U.S. (see table).

System	Mean distance between stops	
	<i>m</i>	<i>ft.</i>
Memphis <sup>(1)</sup>	284	931
Philadelphia <sup>(2)</sup>	500	1639
Denver	566	1856
Newark	627	2056
Cleveland	651	2134
Buffalo	714	2341
Sacramento	964	3161
Portland	1052	3449
Salt Lake City <sup>(3)</sup>	1142	3744
San Jose	1181	3872
Baltimore	1265	4148
Pittsburgh	1323	4338
Boston <sup>(4)</sup>	1488	4879
Dallas	1523	4993
St Louis	1526	5003
San Diego	1664	5456
Los Angeles	1742	5711

Source: *Janes Urban Transport Systems*, 1999-2000 edition.  
Notes:  
1. System serves a downtown distributor function only.  
2. Computed for tunnel section only.  
3. Under construction. based on planned svstem.

Over time there is a tendency for additional stops to be added to bus routes, as requests for service in front of more places are accepted. When stops are as frequent as every or every other city block, it may be useful to comprehensively re-examine the location of all stops. In addition to reducing the number of stops, citing stops so as to improve service (as discussed below) can be a component of a BRT project.

*Limited-stop service* is used frequently on high-demand bus corridors in combination with local service. BRT projects can also involve adding limited-stop service, perhaps overlaid over existing service.

### 1.1.1.8 Bus Stop Location

Whether a bus stop should be located at the *near side* of the intersection, the *far side* of the intersection, or at *mid-block* has been a source of debate. In general, far-side stops are preferable; however, other types of stops may be justified in certain situations ([TCRP](#)). There are advantages and disadvantages to each location (see table). Extensive discussion and guidance for determining proper bus stop location for a given site context are provided in both [Giannopoulos](#) and [TCRP](#).

For BRT systems which include (a) bus detection and active signal priority or (b) queue jumper lanes, bus stops should be at the far side. This permits effective use of these priority measures to clear the bus through the intersection with minimal delay. Otherwise, the added bus dwell time variability from a near side stop would complicate, if not preclude, bus detection and green phase extension.

A near side stop would also prevent effective use of a queue jumper lane (with or without an advanced bus signal) since the adjacent queue of through traffic would already be discharging from the stop line by the time the bus was ready to depart from the near side stop. Instead of having a "jump" on the queue of traffic in the adjacent through lanes, the bus would have to merge with it. There would be very few gaps of adequate size because of the compressed queue of traffic discharging from the intersection at a saturation rate of flow. The bus would experience a delay equal to the time for the queue to clear the intersection, or the sum of this clearance time and the cross traffic green time if the bus is forced to wait to the next signal cycle.

**Comparative Analysis of Bus Stop Locations**

Stop Type	Advantages	Disadvantages
Near Side	<ul style="list-style-type: none"> <li>▪ Minimizes interference when traffic is heavy on the far side of the intersection</li> <li>▪ Passengers access buses closest to crosswalk</li> <li>▪ Intersection available to assist in pulling away from curb</li> <li>▪ No double stopping</li> <li>▪ Buses can service passengers while stopped at a red light</li> <li>▪ Provides driver with opportunity to look for oncoming traffic including other buses with potential passengers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conflicts with right turning vehicles are increased</li> <li>▪ Stopped buses may obscure curbside traffic control devices and crossing pedestrians</li> <li>▪ Sight distance is obscured for crossing vehicles stopped to the right of the bus.</li> <li>▪ The through lane may be blocked during peak periods by queuing buses</li> <li>▪ Increases sight distance problems for crossing pedestrians</li> </ul>

	with potential passengers	
<b>Far Side</b>	<ul style="list-style-type: none"> <li>▪ Minimizes conflicts between right turning vehicles and buses</li> <li>▪ Provides additional right turn capacity by making curb lane available for traffic</li> <li>▪ Minimizes sight distance problems on approaches to intersection</li> <li>▪ Encourages pedestrians to cross behind the bus</li> <li>▪ Requires shorter deceleration distances for buses</li> <li>▪ Gaps in traffic flow are created for buses re-entering the flow of traffic at signalized intersections</li> </ul>	<ul style="list-style-type: none"> <li>▪ Intersections may be blocked during peak periods by queuing buses</li> <li>▪ Sight distance may be obscured for crossing vehicles</li> <li>▪ Increases sight distance problems for crossing pedestrians</li> <li>▪ Stopping far side after stopping for a red light interferes with bus operations and all traffic in general</li> <li>▪ May increase number of rear-end accidents since drivers do not expect buses to stop again after stopping at a red light</li> </ul>
<b>Mid block</b>	<ul style="list-style-type: none"> <li>▪ Minimizes sight distance problems for vehicles and pedestrians</li> <li>▪ Passenger waiting areas experience less pedestrian congestion</li> </ul>	<ul style="list-style-type: none"> <li>▪ Requires additional distance for no-parking restrictions</li> <li>▪ Encourages patrons to cross street at mid block (jaywalking)</li> <li>▪ Increases walking distance for patrons crossing at intersections</li> </ul>

Source: Table A-4, Appendix A, [TCRP](#), original source: K. Fitzpatrick et al., *Guidelines for Planning, Designing, and Operating Bus-Related Street Improvements*. FHWA/TX-90/1225-2F, Texas Transportation Institute, College Station, TX. August 1990.

### 1.1.1.9 Merging Delay

Buses often experience substantial delays when reentering the traffic stream after a curbside stop in the parking lane or in a *bus bay*, a paved area outside the travel lanes. This type of delay does not occur if the bus travels and stops in a curb lane (where on-street parking is not permitted). As far as bus passengers and operators are concerned, it is best to avoid the use of bus bays if possible. If a bus bay is deemed necessary, it should have tapered deceleration and acceleration lanes and be located at the far side of the intersection to take advantage of interruptions in the traffic stream from the upstream traffic signal.

One can calculate the bus merge delay upon reentering a traffic stream as a function of both the adjacent lane's traffic flow and the critical gap length needed by the bus operator to merge. The point with significant delay is above 450 vehicles per hour per lane (vphl) ([TCRP](#), p. D-43). For a four mile trip, the cumulative delay can be in excess of ten minutes.

### 1.1.1.10 Priority Merge Rule

One way of substantially reducing the delay to a bus reentering a traffic stream after a parking lane, curbside stop is to adopt a *priority merge rule*. This is a section of the vehicle code that requires all vehicles to yield the right of way, when safe to do so, to buses signalling to reenter the traffic stream a stop. This rule is common in Europe, Australia, and Japan. Washington State adopted priority merge in 1993, Oregon in 1997, and Florida and British Columbia in 1999. The rule is typically advertised on the rear of buses. Even though not every vehicle will yield with a priority merge rule in place, the chance that at least one vehicle will yield can significantly reduce merging delay. The Oregon version of the rule reads as follows:

"(1) The driver of a vehicle shall yield the right of way to a transit vehicle traveling in the same direction that has signalled and is reentering the traffic flow.

(2) Nothing in this section shall operate to relieve the driver of a transit vehicle from the duty to drive with due regard for the safety of all persons using the roadway."

The Florida version of this rule applies only to buses stopped at "a specifically designated pullout bay." In British Columbia, the rule applies only on roadways with a speed limit of 60 km/h (37 mph) or less and also specifies that a driver must only yield when it is safe to do so. The introduction of the rule in May 1999 was accompanied by a "Yield to Bus" public awareness campaign.

In addition to a reduction in bus merging delay at each stop, other significant benefits of a *priority merge rule* include: reduced waiting times for passengers at bus stops due to reduced irregularity of the service, decreased travel time for passengers, less stress on bus operators, and less impact on bus operations due to traffic congestion. A *priority merge rule* is consistent with providing a Bus Rapid Transit service.

### 1.1.1.11 Bus Bulbs

One option to eliminate merging delay is to restrict parking during peak periods. The curb lane remains the bus stopping lane and there is no re-entry delay. The curb lane can be designated as a bus lane during peak periods only. In either case the problem is preventing illegal parking or standing. Even a few vehicles violating the restrictions can defeat their purpose.

Bus bulbs are a section of sidewalk that extends from the curb of a parking lane to the edge of the through lane. When used as a bus stop, the buses stop in the traffic lane instead of moving into the parking lane.



Adding a bus bulb permits installing a bus shelter even on a narrow sidewalk.

Advantages of a bus bulb include:

- Permits more on-street parking
- Decreases the walking distance (and time) for pedestrians crossing the street
- Provides better sight lines to bus patrons waiting for the bus
- Provides additional sidewalk area for bus patrons to wait

- Segregates waiting bus patrons from circulating pedestrian flow on the sidewalk
- Results in minimal delay to the bus and its on-board passengers by reducing bus merge delay
- Provides additional space for amenities including bus shelters



With a bus bulb, buses stop in the travel lane and therefore there is no delay in re-entering the traffic stream.

Some disadvantages of a bus bulb are:

- Can cause traffic to queue behind a stopped bus, thus causing traffic congestion
- May cause drivers to make unsafe maneuvers when changing lanes in order to avoid a stopped bus
- Costs more to install compared with curbside stops, particularly for addressing street drainage requirements

How much delay is there to people in vehicles queued behind a bus stopped at a *bus bulb* compared to the bus passenger delay avoided by not having to merge back into the traffic stream?

For an indication of the tradeoff between the delay imposed on persons in a queue of vehicles behind a stopped bus versus the person- seconds of delay avoided by avoiding a bus merge maneuver, consider the following example. Assume an average passenger vehicle occupancy of 1.1, and a discharge headway of 2.5 seconds per vehicle. For a traffic flow of 700 vphl, and a critical gap size of 10 seconds, the bus merge delay is 24.2 seconds. Assuming a net departure bus occupancy of 30 persons after loading at the *bus bulb* during a dwell time of 20 seconds, the person-seconds of delay avoided equals  $(24.2) * (30) = 726$  seconds or 12.1 minutes. The delay to the queued vehicles is 42.7 person-seconds. The net gain or reduction in person delay is therefore  $(-726)+(42.7) = -683.3$  seconds or 11.4 minutes saved.

### 1.1.1.12 Bus Shelter Design

Bus shelters—or stations—can be used to differentiate and brand BRT service and to provide passenger information and amenities. The shelter design should have a common and consistent look across the BRT system, but with allowance for differences to permit stations to harmonize with the local urban fabric, perhaps referencing the history of the area. The stations on the Dallas LRT Transitway are an excellent model combining simplicity, functionality, integration with the urban fabric, and good design.

There are several manufacturers who specialize in specialized, modular shelters. Whether adapting a manufactured shelter or using a custom design, some general factors to consider include:

- The use of vandal-resistant and graffiti-resistant materials.

- The use of environmental design to assure a defensible space by providing good curb-side and street-side surveillance, day and night.
- Siting of the shelter to prevent interference with pedestrian circulation.
- Efficient layout of interior spaces, with consideration to inclusion of off-vehicle [fare collection](#) technology such as contactless smart card readers linked to a gate control system.
- Designs that permit efficient, orderly and rapid flow of alighting and boarding passengers from the stop to the vehicle.
- Access to the shelter by persons using mobility aids, with a good spatial connection to the ramp or lift on the bus.

### 1.1.1.13 REFERENCES

Giannopoulos, G., *Bus Planning and Operation in Urban Areas: A Practical Guide*, 1989.

TCRP. Transit Cooperative Research Program. Report 19, *Guidelines for the Location and Design of Bus Stops*. Transportation Research Board. National Academy Press. Washington, DC, 1996.

The time required for on-board fare collection can slow bus operations significantly. The more successful the service is, the greater the problem, as additional passengers create delays at every stop. Some fare collection policies put a greater burden on customers, such as the requirement to have exact change, whereas others make transit use easy. A BRT system design should consider fare collection policy in terms of its impact on both bus *dwelling time* and passenger convenience.

### 1.1.1.14 Reducing On-Board Fare Collection Time

Permitting the driver to make change is convenient for the customer, but slows down operations. North American transit operators have almost completely converted to *exact change* policies, largely out of concern for operator security against the threat of robbery. However, exact change policies can be inconvenient to customers, particularly when many coins are needed for the base fare.

Many transit agencies offer prepaid fare media, such as a season pass, stored value card, or ticket. If a driver is required to inspect passes, boarding can be longer than with payment in change. An *electronic fare box* with a *card reader* can reduce boarding time for pass holders.

Fare cards with a microchip, or *smart cards*, can allow transit agencies to offer a more sophisticated fare policy. Contactless smart cards need only be waved at a marked spot, and therefore can reduce payment time.

#### 1.1.1.14.1 Incentives to pre-pay

The use of prepaid fare media can be encouraged by fare policy. The cash fare can be higher with sharp discounts offered for purchasing multi-trip tickets or cards. This strategy has the potential to reduce dwelling time. In addition, it is a form of *price differentiation* which has been successfully used to increase both revenue and ridership.

#### 1.1.1.14.2 Pay on exit

The pay-as-you-board policy typically used for North American bus operations has its greatest limitations when boarding demand is very heavy, such as during the evening rush hour in Central Business Districts or other major employment concentrations. The long dwelling times not only delay passengers but can use up scarce downtown bus berths, greatly reducing the potential passenger throughput.

One solution is to use a pay-on-exit policy for outbound trips. Passengers can board using all doors. Speedy bus boardings frees up bus berths. Since passengers exit in small batches, the delay per stop is much less. This policy can also be combined with a *free-fare zone* (see below) and *distance-based fares*.



### 1.1.1.15 Eliminating On-Board Payment

Moving all fare collection off the bus offers the greatest potential for reducing dwell time. Not only is fare payment time reduced to zero, but all doors of the bus can be used for both loading and unloading.

#### 1.1.1.15.1 Free-Fare Zone

A limited way of introducing this idea is the *free-fare zone*. These are typically used in downtown areas with a high concentration of riders in a small area. Because the free-fare area is small, the trips served are inherently short, and tend to be off-peak (such as lunch trips and tourist trips). Since these trips do not contribute much to peak-hour demand, they usually cost little or nothing to serve. A free-fare policy in these small areas means that these trips do not increase dwell time much.

#### 1.1.1.15.2 Loading Platforms

Another way to remove the fare collection process from the vehicle is to create passenger *loading platforms*. The bus tubes in Curitiba, Brazil are the most famous example of this strategy. Passengers enter the loading area by paying a fare in a turnstile. The tubes are staffed. The tubes not only serve a fare collection function but also provide platforms for *level boarding* (that is, no steps between the boarding area and the vehicle). [El Trolé](#), a trolleybus system in Quito, Ecuador, also uses boarding platforms. Free-fare areas are used in Portland, OR and Seattle, WA. Several other operators offer free downtown circulators (such as Denver's Mall shuttle and Orlando's [Lymmo](#)). Unless the loading platforms are staffed, as they are in Curitiba, achieving an acceptably low fare evasion rate may be difficult.



#### 1.1.1.15.3 Terminals

Paid zones which permit off-vehicle fare payment are more common for bus and rail transfer stations, or, in some cases bus only transfer terminals. Passengers arriving at the station by transit are already in the paid zone. All other passengers must pay the fare before entering the station area. Typically a fine is payable for those entering illegally (such as through bus ramps).

In Toronto these types of stations are used to provide *barrier-free* transfers between bus and rail. Passengers arriving by subway wait inside the station for their bus. The bus route number is illuminated at the appropriate berth when a bus arrives. Boarding and alighting passengers are separated by a divider on the platform. All alighting passengers exit from the rear door, and all boarding passengers use the front door.

Similar arrangements can be used for bus to bus transfers. Curitiba, Brazil has constructed transfer terminals at the end of each of the main radial routes. Neighborhood and circumferential routes converge on these terminals. Using a *timed-transfer* system, buses are scheduled to arrive at the same time, facilitating transfers from any route to any other. The entire station is a paid area, meaning that transfers are barrier-free.

#### 1.1.1.15.4 Proof of Payment

Another option which provides the same benefits is *proof-of-payment* fare collection. Under this system, passengers must board with either a pass or a validated ticket, and can be asked to show proof of payment at any time. Inspectors randomly board buses and give fines to passengers who cannot show the required pass or ticket.

This system has often been called an honor system, but it operates on the honor system in the same way that parking meters do. Fines must be high enough and enforcement frequent enough to produce a fare evasion level which is acceptable. The mechanism for paying the fine, or in some cases, a super-fare, must be administratively simple. The public must believe that inspections are random, and not prejudicially directed at certain types of people.

In Europe, *ticket vending machines* are often provided wayside, and *ticket validation boxes* are located near all doors. San Francisco Muni has proposed a modified proof of payment system which it intends to test on two of its heaviest-use lines. Passengers paying cash must board at the front door. Their paper transfer then becomes their proof of payment. Passengers with a pass may board at any door.

A major disadvantage of proof of payment is the need for additional staff to perform the inspections. However, the advantage of reduced dwell time may outweigh this additional cost, particularly for high-demand routes. Although proof of payment presents public relations and financial challenges, the potential benefits are high. For this reason, all new light rail systems in North America which have opened in the 1980s and 1990s use proof of payment. Therefore there already is considerable experience with the policy.

### 1.1.1.16 Passenger Information

Providing information to customers is an oft-neglected but crucial aspect of providing high-quality transit service. One aspect is to provide information that will attract additional ridership to new or improved service (see discussion of Marketing below). Equally important is informing riders about service characteristics: routes, hours of service, and frequency.

A passenger arriving at a stop should be able to find how to get where she is going and know how long a wait to expect. Therefore stops should provide:

- A stop name.
- Route names and destinations for all routes serving the stop.
- Span of service and frequency of service.
- Service schedule for low-frequency routes.
- A system map.

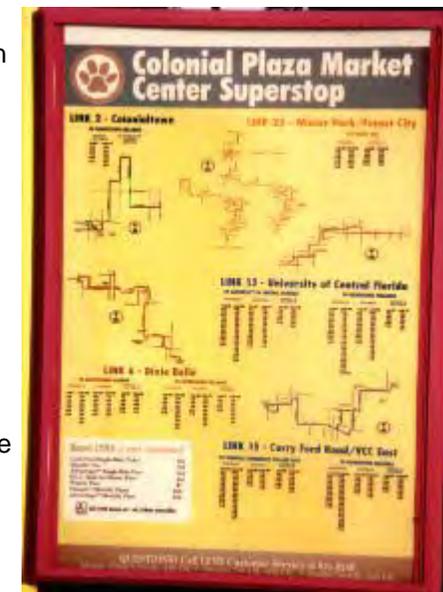
For example, the sign at right, posted at an Orlando Superstop, shows route maps and schedules for all routes serving that stop. For low-frequency services it is important to show schedules so that passengers can time their arrivals. Of course it is better to provide this information *before* a passenger arrives at the stop. Ottawa provides a telephone number for each bus stop which can be dialed to get schedule information for routes serving that stop. Both schedule and *real-time* information can be disseminated through a variety of other media, such as pagers, cable TV, the world wide web, and kiosks.

Information can be provided on board the vehicle, too. Schematic route maps, combined with stop announcements, can assist passengers in knowing when to get off. Stop announcements can be provided automatically if combined with an *automatic vehicle location* system.

#### 1.1.1.16.1 Real-time Information

Although schedule information is useful, real-time information is extremely valuable to transit riders. Such information requires the deployment of an automatic vehicle location (AVL) system to track bus locations. The AVL data can be converted into bus arrival times which can they be displayed at bus stops, on kiosks, or transmitted over information networks. Passengers benefit because (1) if there is sufficient time, they may decide to leave the bus stop and return closer to the arrival time of there bus and (2) even if they decide to wait, knowing when the bus will arrive reduces the anxiety associated with waiting.

#### 1.1.1.16.2 Other Uses of AVL



AVL systems can also be used to respond more quickly to emergencies, to re-route buses when there are obstructions, or to more closely manage service so as to preserve headways and reduce bus bunching. Because the cost of AVL systems has been dropping rapidly, more and more transit operators have installed or are planning to install them. Transit agencies are only just beginning, however, to take advantage of the possibilities of using AVL to provide significantly more reliable service and to provide accurate information to the transit rider.

#### **1.1.1.17 Marketing and Public Image**

Bus operations in mixed traffic in many U.S. cities have an image problem. A BRT system needs to establish an improved, and potentially separate, identity from current bus operations to maximize its potential to attract additional riders. In effect, it needs to establish itself as a new and distinct transit mode. The two major, visible components are the vehicles and the stops or stations. Both should have a common color scheme and logo. Stations, in particular, need to have highly visible identification elements. These need to combine interesting architectural and aesthetic statements that complement their site location with high visibility to draw in patronage (by foot or other access mode) and signal where the access point is to the BRT system.

An essential ingredient of a BRT strategy is marketing. It is often useful to create a new identity by establishing a brand and a theme. BRT projects that involve a specific route or group of routes can benefit from a marketing name such as Metro Rapid Bus, CityExpress!, the Silver Line, or Best Bus Program. A theme can be established by selecting a logo and color scheme which is uniformly applied to vehicles, stops, web sites, and print materials.

The marketing campaign can emphasize the new features of the service, such as faster travel time, real-time information, new vehicle designs, or easier fare payment systems. Another option is to create tie-ins with businesses along the route, such as giving out coupons to passengers.

Transit benefits from maintaining and extending the pre-automobile design of American cities; that is, a mixture of land uses within compact corridors easily served by transit lines. Many cities have zoning ordinances and subdivision regulations that do not permit such development to be constructed, not even in areas that already are transit-oriented. Modifying land use policies to permit growth that is concentrated around transit nodes and corridors will help to maintain and increase transit's base of riders in the future.

At the metropolitan scale, policies which eliminate barriers to in-fill development and concentrated growth in central areas well-served by transit can increase transit use. When major investments such as rail lines or busways are planned, careful attention to station-area land uses can have long-term payback. At a finer scale, transit-oriented development consists of land uses which are pedestrian-friendly.

#### **1.1.1.18 Station-area Development**

There is a tendency to site rail or busway stops in areas that do not have much commercial activity. Former rail rights-of-way are frequently located in industrial areas (since industries wanted to have railroad access). However, it is much easier to increase development where there is already a solid base. Therefore, selecting an appropriate stop location is important.

The OC Transpo (Ottawa) has had success in siting Transitway stations in shopping malls. Over time, as more passengers arrive by transit, land can be converted from parking use to increased development. Developers can create direct connections from the station to the mall. Even without a busway, shopping malls can be ideal focal points for transit stations. The mall is a relatively large concentration of both employment and shopping trip attractions. Transit riders can conveniently stop to do shopping on their way to work, or between transfers. The transit operator can negotiate use of under-utilized mall parking spaces for transit park and ride.



Orlando's Lynx system has created Superstops at major shopping malls. Buses stop at loading areas close to the mall entrance. Amenities include shelters, system information, bike racks, and a guide to mall stores.

Although Park and Ride lots can be an important method of providing access to transit stations, they sometimes conflict with transit-oriented development. Parking structures are expensive. Large surface parking lots can make walking to transit unpleasant.

#### **1.1.1.19 Design Details**

An environment which is pedestrian-friendly is also transit friendly. Narrow sidewalks next to high-speed travel lanes are not pleasant for walking. Walkers prefer slower traffic, on-street parking or street trees, wide and shaded sidewalks, sidewalk furniture such as benches, and shops at the ground level. Zoning regulations can be changed to require these amenities in *transit corridors*. For example, Portland, OR requires shops with windows on the ground floor in its downtown area, even if the structure is a parking garage.

Parking regulations can be modified to encourage location behind buildings and to reduce the total number of spaces required. Minimum parking requirements discourage intensification of development and discourage public transit use. Shared parking agreements can help reduce the number of vacant lots, which provide barriers for pedestrians and create a less secure environment.

Street design which not only provides *transit priority* but is also friendly to pedestrians is important. *Traffic calming* techniques can be designed into new roads or retrofitted into existing ones.

#### **1.1.1.20 Residential Area Design**

Many new housing districts are difficult to serve by public transportation. Land use regulations could be changed to require the provision of cut-throughs linking cul-de-sacs so that bicyclists and walkers could have direct access to transit routes. Such areas can also be designed so that transit can penetrate within while preventing undesirable cut-through traffic.

The Central Florida Regional Transportation Authority, commonly known as [Lynx](#), started providing service on an improved downtown circulator, Lymmo, on August 4, 1997. The service offers the following features:

- • exclusive lanes for the entire 2.3 mile route
- • signal pre-emption
- • stations with large shelters and route information

- • automatic vehicle location (AVL)
- • next bus arrival information at kiosks
- • new low-floor compressed natural gas (CNG) buses
- • marketing and image development through vehicle graphics, stations, advertisements, and business tie-ins
- • free fare, so no fare collection delay

The Lymmo route replaced an earlier downtown loop circulator, Freebee, which also charged no fare. One motivation behind the project was to provide a link from the Orange County Courthouse (opened 1997) and the 900 space Administration Parking Garage about half a mile away. The garage is the terminus of Lymmo, where buses lay over. The target market is people who drive to downtown Orlando and then use Lymmo to get to other locations, such as the Courthouse, restaurants, shopping, etc. The lack of connection to the rest of the Lynx system is exemplified by the fact that Lymmo does not stop at the downtown transit station, the destination of most routes in the system.

Lymmo was a substitute for the proposed use of historic trolleys to replace Freebee. The City of Orlando nixed the trolley idea because it would have had to contribute \$20 million of its own funds. The total capital cost for Lymmo, \$21 million, was half or less of what the trolley proposal would have cost.

**Figure 1 Lymmo Right-of-Way and Station at Turn-Around Area**



Because Lymmo operates in places and directions contrary to other traffic, all bus movements at intersections are controlled by special bus signals. To prevent confusion, these signal heads use lines instead of the standard red, yellow, and green lights (see Figure 1-2). When a bus approaches an intersection, a loop detector in the bus lane triggers the intersection to allow the bus to proceed either in its own signal phase (e.g. when making turns not otherwise permitted) or at the same time as other traffic is released when no conflicting traffic movements are permitted.

The exclusive lanes are paved with distinctive pavers. They are separated from general traffic lanes either with a raised median or a double row of raised reflective ceramic pavement markers embedded in the asphalt (see Figure 1). The route has loop sections at each end. In the middle segment, the two directions of Lymmo service are on the same street, with one of them being contraflow to the traffic lanes. For example, before reconstruction one portion of the route was a three-lane one-way street northbound. After reconstruction the street consists of, from right to left, on-street parking, northbound travel lane, raised median with bus stations, northbound bus lane, southbound contraflow bus lane, and sidewalk with bus stations. There was little or no opposition to establishment of bus lanes, perhaps because the affected streets had excess capacity, or adjacent streets could handle diverted traffic. On-street parking was eliminated on one side of some streets which form the Lymmo route.

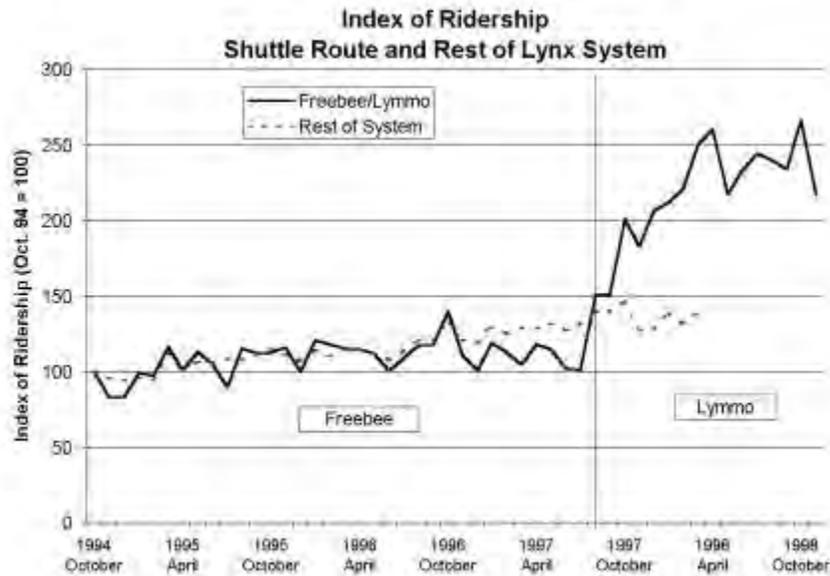
**Figure 2 Special Lymmo Signal Adjacent to Standard Signal**



## 1.2 Ridership

In the year following opening, ridership on Lymmo averaged about twice that of Freebee (see Figure 1-1 and Table 1-1).[1] However, revenue hours of service supplied were 74% higher for Lymmo compared to Freebee, because service was extended into evenings and weekends. [2] The peak frequency of service, every five minutes, was not changed. The 2.3 mile Lymmo route is 25% shorter than the Freebee route (this is the round-trip distance, since it is a loop).

**Figure 3 Lymmo Ridership Trend**



Despite exclusive lanes and signal pre-emption, scheduled trip speeds are one-third lower on Lymmo than its predecessor.[3] One explanation is that Lymmo buses stop at each station, whether a passenger has signaled a stop or not. Another possibility is that the increased ridership has resulted in more dwell time while passengers are boarding, despite the low floor vehicles and the absence of fare collection time. In fact, Table 1 also shows that average boardings per trip have increased from 15 to 20, 33%, on a 25% shorter route.

**Table 1 Route Statistics for Lymmo and Rest of System**

---

Indicator	Downtown Circulator			Rest of System		
	Freebee	Lymmo	% change	1997	1998	% change
<i>Route miles</i>	3.1	2.3	-26%	14.4	14.4	0%
<i>Miles/hour (weekday)</i>	9.9	6.7	-33%	18.5	19.0	2%
<i>Trips/week</i>	725	1,092	51%	13,039	13,802	6%
<i>Revenue hours/week</i>	242	420	74%	10,818	11,461	6%
<i>Boardings/month</i>	46,001	91,485	99%	1,397,517	1,495,847	7%
<i>Boardings/rev hours</i>	44.4	50.8	14%	30.1	30.5	1%
<i>Boardings/trip</i>	15	20	33%	n/a	n/a	
<i>Oper. costs/yr</i>	754,116	1,246,503	65%	n/a	n/a	
<i>Veh requirement</i>	6	10	67%	n/a	n/a	

Waiting time might be lower for Lymmo compared to its predecessor, if dispatchers were to use the AVL system to instruct drivers to hold early buses to adjust to the schedule in order to achieve a more even distribution of headways. Because bunching may not have been much of a problem with Freebee (given that it was a short route with average loads well below capacity), there may not have been much bunching of buses before Lymmo service started. The new information kiosks provide information about next bus arrival, reducing the anxiety associated with waiting (see Figure 1-4).

### 1.3 Costs

Operating costs are primarily a function of total hours of service. Based on this measure, it is estimated that in 1998 Lymmo cost \$1.2 million to operate, 65% more than the Freebee service of 1997. Because of the even greater increase in ridership, the average cost per boarding decreased from \$1.37 for Freebee to \$1.14 for Lymmo.

The total capital cost of the system was \$21 million, of which \$3 million was for vehicles, \$0.4 million for landscaping, and the remainder for street reconstruction, shelters, information kiosks, AVL, traffic signals, banners, and other expenses. Assuming a discount rate of 7% and a lifetime of 40 years, the annualized capital costs are \$1.6 million, or \$1.43 per trip.

**Figure 4 Lymmo Station with Next Bus LED Display**



## 1.4 Marketing

Orlando's Downtown Development Board worked with Lynx to market the project. Marketing pieces were sent to residents and merchants. When the Lymmo service started, the project was featured in a cover story in Downtown Orlando Monthly. Bus stations say "Lymmo" in large letters. The 10 new buses are painted with artistic themes, in what Lynx calls a moving museum or "Moveum" (see Figure 1-3). Every 6 to 12 months, Lynx expects to repaint its Lymmo bus fleet; it is seeking sponsors to pay the \$100,000 cost. The initial series was based on "Imperial Tombs of China." The paint schemes are complemented by brochures inside the vehicles and banners on the road. Lymmo offers "Daily Deal" discounts from downtown merchants for riders who have a coupon stamped on board, which also enable riders to enter a raffle. Downtown Orlando events (e.g., festivals and concerts) have tie-ins to Lymmo service.

## 1.5 Conclusions

Much of the increased ridership of Lymmo compared to Freebee is due to the increased hours of service. However, the implied service elasticity of 1.35 (a 74% increase in revenue hours led to a 100% increase in ridership) is much larger than typical elasticities (often in the range of 0.3 to 0.7). [4] Another measure of the success of the project in attracting riders is the fact that average boardings per trip increased by one third.

Why did ridership increase? Despite the use of exclusive lanes and signal preemption, vehicle speeds decreased. Average waiting time might have been reduced due to the control of headways made possible by the AVL system, but this seems unlikely. The other possible sources for increased ridership (other than increased service):

- • opening of the new courthouse
- • better routing
- • more pleasant service (stations and shelters, passenger information)
- • aggressive marketing campaign

The Lymmo experience is not well suited to evaluating the potential impacts of exclusive lanes and signal preemption because there was no reduction in delay. In addition, the simultaneous implementation of a new route, new vehicles, greater hours of service, bus lanes, signal pre-emption, and marketing make it difficult to evaluate the independent effect of each change.

The South Dade Busway is a two-lane bus-only roadway constructed in a former rail right-of-way adjacent to a major arterial, US 1 (see Figure 1). The eight mile busway was opened by the [Miami-Dade Transit Authority](#) (MDTA) on February 3, 1997. An 11.5 mile extension south is planned; this is the project that is part of the Miami BRT. The extension is not discussed in this case study but is the subject of [MDTA's BRT project](#).

**Figure 5 Lymmo Bus Painted in Leonardo DaVinci Theme**



The busway has 15 stations in each direction from its southern end, SW 200th Street, to its northern end, the Dadeland South Metrorail station. The opening of the busway was accompanied by a restructuring and increase of transit service in the corridor. The busway was built in the abandoned right-of-way of the Florida East Coast Railway, purchased by the state in the early 1980s.

There are several types of service in the busway corridor:

- **Local:** Runs on the busway only, and makes every stop at all times (Busway Local).
- **Limited Stop:** Runs the length of the busway and beyond, skips stops nearest Metrorail station during peak periods (Busway MAX ["MAX" stands for Metro Area Express]).
- **Feeder:** Collects passengers in neighborhoods and then enters the busway at a mid point (Coral Reef MAX, Saga Bay MAX).
- **Crosstown:** These were pre-existing routes in the corridor that now take advantage of the busway where possible. They enter and exit the busway at middle points. They are designed to provide access to many destinations in the region, not just to the center city (Routes 1 and 52).
- **Intersecting:** Routes in the corridor which intersect with busway routes, sometimes stopping at busway stations (Routes 35, 57 and 70).

Much of the new service was planned to use 20-seat minibuses (Figure 2). These include the feeder routes and the off-peak and weekend service on the Busway MAX, Busway Local and Route 1.

### 1.5.1.1 Stations

The busway stations are located at roughly half-mile intervals, about twice the standard stop spacing for Miami bus routes. For example, when Route 1 operated on US 1, it had 19 designated stops southbound and 23 northbound (on the portion of the route using US 1). When it was moved to the busway, the same distance was served by only 10 busway stations. Most stations are on the far side of intersections, except at locations where a route turns off the busway, where the stop is placed on the nearside. In two locations there are midblock stops to serve major generators (a school and a mall).

All stations have large shelters designed to protect passengers from sun and rain. They have route maps and schedules, telephones, and waste receptacles (see Figure 3). By comparison, few bus stops on the rest of the system have shelters and none provides schedule information or system maps.

**Figure 1 The Busway MAX route waits for a green signal on the South Dade Busway**



**Figure 2 Minibus waits at Dadeland South**



**Figure 3 Typical On-Line Station**



### 1.5.1.2 Operations

In the northern portion of the busway, there is very little separation between US 1 and the busway. At these locations, the traffic signalization was designed so that the two intersections would function as one. The signal facing busway traffic is red unless a loop detector senses an approaching bus. If a bus is detected and if US 1 has a green signal, the busway also gets a green. Right turns (south to west) from US 1 to side streets are permitted only on green arrow, to prevent right-turning vehicles from colliding with busway traffic (Figure 4).

In the southern portion of the busway (south of SW 160 Street), there is more separation between the two parallel roads, and they were originally signalled as separate intersections. However, in the initial months of operation there were 14 collisions between buses and sidestreet traffic. In every case, the private vehicle driver had not noticed or had ignored the red signal at the busway. The signalization was changed in August 1997 so that the busway signalization was synchronized with US 1. From August 1997 to July 1998 there were five collisions, a much lower rate than in the first months of operation. Right turns from side streets to US 1 were facilitated by installing a right turn lane and right turn signals.

How much time does the busway save? One way to look at this question is to examine travel times on bus Route 1, which operated on US 1 prior to construction of the busway. When the busway opened in February 1997, Route 1 service was divided, with some trips operating on US 1 and some on the busway. In April 1998, all Route 1 service was moved from US 1 to the busway. The schedule time from Dadeland South to Perrine, where Route 1 leaves the busway/US 1 corridor, was 18 minutes in the peak period for trips operating on US 1 in 1997 (see Table 2-1). Trips operating on the busway were scheduled for two minutes less time than the trips on US 1. However, when all Route 1 service was moved to the busway in April 1998, the scheduled times were the same, or greater, as they had been when Route 1 operated on US 1. Perhaps this adjustment simply reflects a more realistic schedule, rather than any real change in operating speeds.

**Figure 4 Sidestreet traffic faces red signals on Busway and US 1**



**Table 1 Bus Route 1 Scheduled Travel Time**

Operating on	date	Perrine to Dadeland S. trip time	
		off peak	peak
US 1	May-97	0:17	0:18
busway	May-97	0:15	0:16
busway	May-98	0:17	0:19

Source: MDTA 1997 and 1998.

Although buses routinely travel at the 40 mph busway speed limit, the Route 1 service schedule implies trip speeds of 12 to 14 mph. The MAX express services have trip speeds closer to 18 mph, probably due to fewer stops.

### 1.5.1.3 Service Changes

The new and modified routes described above were started in February, 1997, although the full amount of service was not implemented until the end of April, 1997. With the new schedule of April, 1998, all Route 1 service was moved from US 1 to the busway. All trips on the Busway MAX and Route 1 were changed to full size buses, due to increased demand. Previously off-peak trips had been served by minibuses. Minibus operation continued for the Busway Local service and the two new feeder routes.

Many riders switched from Route 1 (on US 1) to the new busway routes. For those using the many shopping areas along US 1, the busway is somewhat less convenient because it is slightly further from the shopping areas and because it makes fewer stops. However, busway service might have become more attractive because of the greater frequency of service offered, considering the combined frequency of the several routes using the busway (3 to 7 minutes in the peak, 15 minutes or better in the off-peak).

### 1.5.1.4 Fare Policy

Service was free for the first two weeks after the busway opening. Afterwards the standard system fare of \$1.25 fare was charged. However, for riders transferring at the Metrorail station, the \$0.25 transfer fee was only charged in the inbound direction. This policy represents an 8% discount for riders paying the full cash round-trip fare (busway plus rail round trip of \$2.75 instead of \$3.00).

### 1.5.1.5 Boardings, Revenue Miles, and Operating Cost

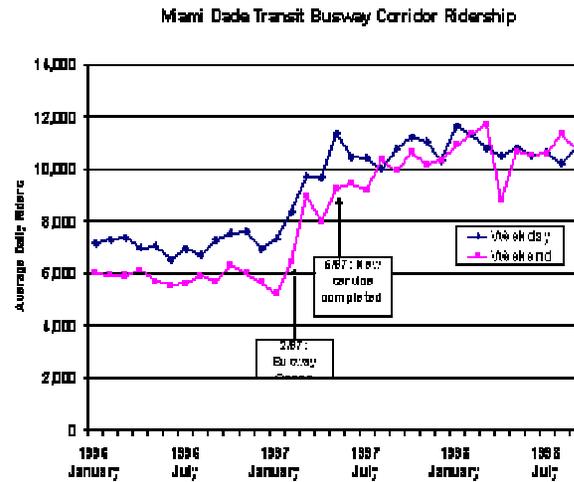
Ridership in the corridor increased 49% on weekdays, 69% on Sundays, and 130% on Saturdays, as of May 1998 (see Table 2). Most of the increase in ridership was registered as soon as the new service was completely in place, as of April, 1997 (see Figure 5). A major reason for the increase in ridership was the increase in service provided, in terms of new areas served, more frequent service, and a greater span of service. Except for Saturdays, revenue miles increased even faster than boardings. Operating costs increased at only half the rate of the increase in vehicle revenue miles. This happy result was due to the use of minibuses, which cost the MDTA \$31 to \$35 per hour to operate, significantly less than the \$51 to \$53 per hour it costs to operate full size buses. The difference in cost is due to fuel and maintenance costs and to the lower wages paid to minibus operators, under an agreement between the MDTA and its unions signed in 1996.

Table 2 Operating Statistics Before and After

South Dade Busway Summary of Operating Statistics for Corridor Routes and Rest of System (ROS)									
	before opening (Jan. 97)			after 15 months (May 98)			% change		
	Boardings	Revenue Miles	Oper. Cost	Boardings	Revenue Miles	Oper. Cost	Boardings	Revenue Miles	Oper. Cost
<b>WEEKDAY</b>									
South Dade	7,111	4,811	19,311	10,584	7,940	26,026	49%	65%	35%
Rest of system	195,274	69,076	325,260	191,043	68,626	293,457	-2%	-1%	-10%
<b>SATURDAY</b>									
South Dade	2,729	2,440	9,407	6,270	4,768	12,984	130%	95%	38%
Rest of system	111,894	43,943	200,481	117,005	42,977	173,880	5%	-2%	-13%
<b>SUNDAY</b>									
South Dade	2,614	1,997	7,519	4,415	4,494	11,968	69%	125%	59%
Rest of system	71,754	33,858	151,812	75,808	32,915	132,196	6%	-3%	-13%

Source: MDTA various years.

Figure 5 South Dade Busway Corridor Boardings



Source: MDTA various years.

The South Dade Corridor has a lower density of transit demand than does the MDTA system as a whole. Before project implementation, transit in South Dade attracted 24 boardings per weekday hour of service, compared to an average of 35 boardings per hour for the rest of the system. As of May, 1998, intensity of demand was unchanged for the rest of the system but decreased to 22 boardings per hour of service for the South Dade Corridor. Given the large increase in service provided, it is not surprising that intensity of use decreased. Intensity of use increased on Saturdays (from 18 to 23 boardings per hour) but decreased on Sundays (from 22 to 18).

### 1.5.1.6 Capital Costs

The busway cost \$60 million: \$17 million for right-of-way acquisition and \$43 million for construction (including eight miles of two-lane roadway and 15 stations). Although no vehicles were purchased as part of the busway project, 46 minibuses were purchased around the time the busway opened, many of them for routes using the busway.

### 1.5.1.7 Marketing

The marketing efforts included brochures, a directory of transit service in the corridor, an opening party, and free fare for the first two weeks of operation.

### 1.5.1.8 Discussion and Conclusions

The South Dade busway seems to have provided little or no time savings for transit vehicles. Yet average weekly ridership increased 56%. This increase is mostly explained by the 72% increase in weekly revenue miles. The implied elasticity of boardings with respect to service (0.78) is high. This suggests that the MDTA did a good job in deploying and implementing service. The high combined frequency of busway service, both in the peak and off-peak, may be a central factor leading to this success.

The increase in service is higher than what it would have been had the MDTA operated full size buses only. Operating costs increased only half as much as revenue miles, due to the use of lower-cost minibuses for off-peak and other lightly used service.

## 1.1 What is Bus Rapid Transit?

Low-cost investments in infrastructure, equipment, operational improvements, and technology can provide the foundation for *Bus Rapid Transit* systems that substantially upgrade bus system performance. Conceived as an integrated, well-defined system, Bus Rapid Transit would provide for significantly faster operating speeds, greater service reliability, and increased convenience, matching the quality of rail transit when implemented in appropriate settings. Improved bus service would give priority treatment to buses on urban roadways and would be expected to include some or all of the following features:

- **Bus lanes:** A lane on an urban arterial or city street is reserved for the exclusive or near-exclusive use of buses.
- **Bus streets and busways:** A bus street or transit mall can be created in an urban center by dedicating all lanes of a city street to the exclusive use of buses.
- **Bus signal preference and preemption:** Preferential treatment of buses at intersections can involve the extension of green time or actuation of the green light at signalized intersections upon detection of an approaching bus. Intersection priority can be particularly helpful when implemented in conjunction with bus lanes or streets, because general-purpose traffic does not intervene between buses and traffic signals.
- **Traffic management improvements:** Low-cost infrastructure elements that can increase the speed and reliability of bus service include bus turnouts, bus boarding islands, and curb realignments.
- **Faster boarding:** Conventional on board collection of fares slows the boarding process, particularly when a variety of fares is collected for different destinations and/or classes of passengers. An alternative would be the collection of fares upon entering an enclosed bus station or shelter area prior to bus arrivals. This system would allow passengers to board through all doors of a stopped bus. A self-service or "proof-of-payment" system also would allow for boarding through all doors, but poses significant enforcement challenges. Prepaid "smart" cards providing for automated fare collection would speed fare transactions, but would require that boarding remain restricted to the front door of the bus.

Changes in bus or platform design that could provide for level boarding through the use of low-floor buses, raised platforms, or some combination thereof could make boarding both faster and easier for all passengers.

- **Integration of transit development with land use policy:** Bus Rapid Transit and compact, pedestrian-oriented land use development are mutually supportive. The clustering of development has the additional benefit of conserving land and promoting the vitality of neighborhoods and urban commercial centers. Bus Rapid Transit can be most effective when integrated within a broader planning framework encompassing land use policies, zoning regulations, and economic and community development.
- **Improved facilities and amenities:** The operational and travel time benefits resulting from the separation of buses from general-purpose traffic can be augmented with improved amenities such as bus shelters and stations. These facilities provide protection from the elements and can also be equipped to furnish information such as printed routes and schedules or electronically transmitted real time schedule data. Space can also be leased to commercial convenience services.

## 1.2 Reducing Delay: The Key to Bus Rapid Transit

Bus operations on a typical urban or suburban arterial are subject to several types of delay that reduce bus operating speed to generally only 60 percent of that of other vehicles. Figure 1 is from Transit Cooperative Research Program Report 26, *Operational Analysis of Bus Lanes on Arterials*. This figure summarizes and graphically displays the several components of bus travel time such as moving, passenger stops, and traffic delay, which consists of traffic signal delay, right turn delay and general congestion delay. Figure 1 also shows how certain types of delay such as congestion delay and passenger stop delay are proportionately greater in more congested areas.

The essence of Bus Rapid Transit is that bus operating speed and reliability on arterial streets can be improved by reducing or eliminating the various types of delay. A discussion of each travel time component and methods for reducing delay follows:

1. ***Uncongested moving or free flow operating time*** This component can only be reduced if speed limits are raised.
2. ***Delay due to general congestion*** This component can be reduced if general congestion is reduced and/or if buses are given preferential treatment through creation of a reserved lane. Policies requiring general-purpose traffic to yield to buses re-entering the traffic stream from bus stops could also reduce delays associated with general congestion.
3. ***Delay due to traffic signals*** Priority treatment of buses at intersections holds the potential to reduce a significant source of delay in bus operations. Today's traffic signal control systems are tightly interconnected, however, in order to provide progression of general traffic through urban grid networks. Therefore, bus signal priority treatments would have to be constrained to modest variations within the context of maintenance of progression. Bus operating speeds may also improve if traffic signal cycles are coordinated to the time required for passenger service, i.e., the red phase occurs during the time needed for passenger boarding and fare collection.
4. ***Delay due to right turns*** This type of delay occurs when buses are traveling in the curb lane and a queue of right-turning vehicles blocks the bus from moving forward. This delay may be overcome by relocating bus stops to the far side of the intersection so the bus may be able to bypass the right turning queue in the lane next to the curb lane. Alternately, right turns may be prohibited as they were on Madison Avenue (with two exclusive bus lanes between 45th and 59th Streets) in New York City, significantly reducing bus travel times. This solution, however, may not be viable everywhere.
5. ***Delay due to passenger stops*** This includes passenger boarding time, collection of fares, etc. Boarding time can be reduced by improvement of the fare collection process, e.g. pre-payment of fares, self-service fare collection (honor system), greater use of passes, smart cards, etc. and by easing the boarding process with low-floor buses together with high platforms so that wheelchair-bound passengers could roll on without lifts. This component can also be reduced if stop spacing is increased and the number of stops are reduced. There is a trade-off between stop spacing and convenience to passengers.

**MEMORANDUM**

**TO:** Chairman Euille and NVTC Commissioners

**FROM:** Rick Taube and Rhonda Gilchrest

**DATE:** January 29, 2004

**SUBJECT:** NVTC Handbook for 2004

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The 2004 edition of the annual NVTC Handbook is now available on NVTC's website. A limited number of printed copies will be made available for libraries and for the public on request. Copies of updated financial tables from the Handbook are attached for your information.

**Figure 5: Northern Virginia Average Weekday and Annual Public Transit Passenger Trips, FY 2002 - 2003**

<b>System</b>	<b>Average Weekday Passenger Trips, FY 2002</b>	<b>Average Weekday Passenger Trips, FY 2003</b>	<b>Annual Passenger Trips, FY 2002</b>	<b>Annual Passenger Trips, FY 2003</b>
<u>Metrorail Virginia</u>	143,346	146,858	80,008,842	83,529,741
<u>Metrobus Virginia</u>	74,676	71,470	21,781,277	20,855,658
<u>Fairfax Connector</u>	24,765	27,765	6,831,313	7,595,138
<u>DASH</u>	9,330	10,235	2,736,719	2,986,631
<u>VRE</u>	12,327	13,231	2,735,025	3,179,957
<u>PRTC Omni Ride</u>	3,798	4,639	938,778	1,182,996
<u>PRTC Omni Link</u>	2,355	2,547	590,182	649,405
<u>CUE</u>	3,250	3,282	919,877	925,000
<u>Loudoun County Transit</u>	838	1,152	212,102	281,829
<u>ART</u>	837	976	251,869	220,531
<b>Total</b>	<b>275,522</b>	<b>282,155</b>	<b>117,005,984</b>	<b>121,406,886</b>

Figure 14

EXTERNAL SOURCES OF FUNDS RECEIVED BY NVTC TO SUPPORT TRANSIT IN NORTHERN VIRGINIA (\$ Millions) FY 1973-2004							
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 Operating <sup>1</sup>	Subtotal	State Transit Assistance <sup>2</sup>	TOTAL
2004 <sup>3</sup>	67.0	-	21.6	-	88.6	10.7	99.3
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	-	-

<sup>1</sup> Applied for by WMATA on behalf of NVTC. Federal program discontinued.

<sup>2</sup> 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.

<sup>3</sup> Estimated.

Figure 15

ESTIMATED DISTRIBUTION OF STATE AID AND REGIONAL GAS TAX AMONG NVTC MEMBER JURISDICTIONS					
--FY 2004--					
JURISDICTION	STATE AID AMOUNT (\$Millions)	PROPORTION (Percent)	GAS TAX AMOUNT (\$Millions)	PROPORTION (Percent)	TOTAL (\$Millions)
Alexandria	\$10.0	16.8%	\$1.8	10.2%	\$11.8
Arlington	14.4	24.2	2.0	11.7	16.4
City of Fairfax	1.3	2.1	0.8	4.4	2.1
Fairfax County	33.4	56.0	12.3	71.0	45.7
Falls Church	<u>0.5</u>	<u>0.9</u>	<u>0.5</u>	<u>2.7</u>	<u>1.0</u>
<b>Total Allocated Assistance</b>	\$ 59.6	100%	\$17.4	100%	\$ 77.0
Debt Service and NVTC Costs	7.4		0.3		7.7
Loudoun County Motor Fuels Tax			3.9		3.9
<b>Total Assistance Available</b>	\$67.0		\$21.6		\$ 88.6

**MEMORANDUM**

**TO:** Chairman Euille and NVTC Commissioners  
**FROM:** Scott Kalkwarf and Colethia Turner  
**DATE:** January 29, 2004  
**SUBJECT:** NVTC Financial Reports for December, 2003

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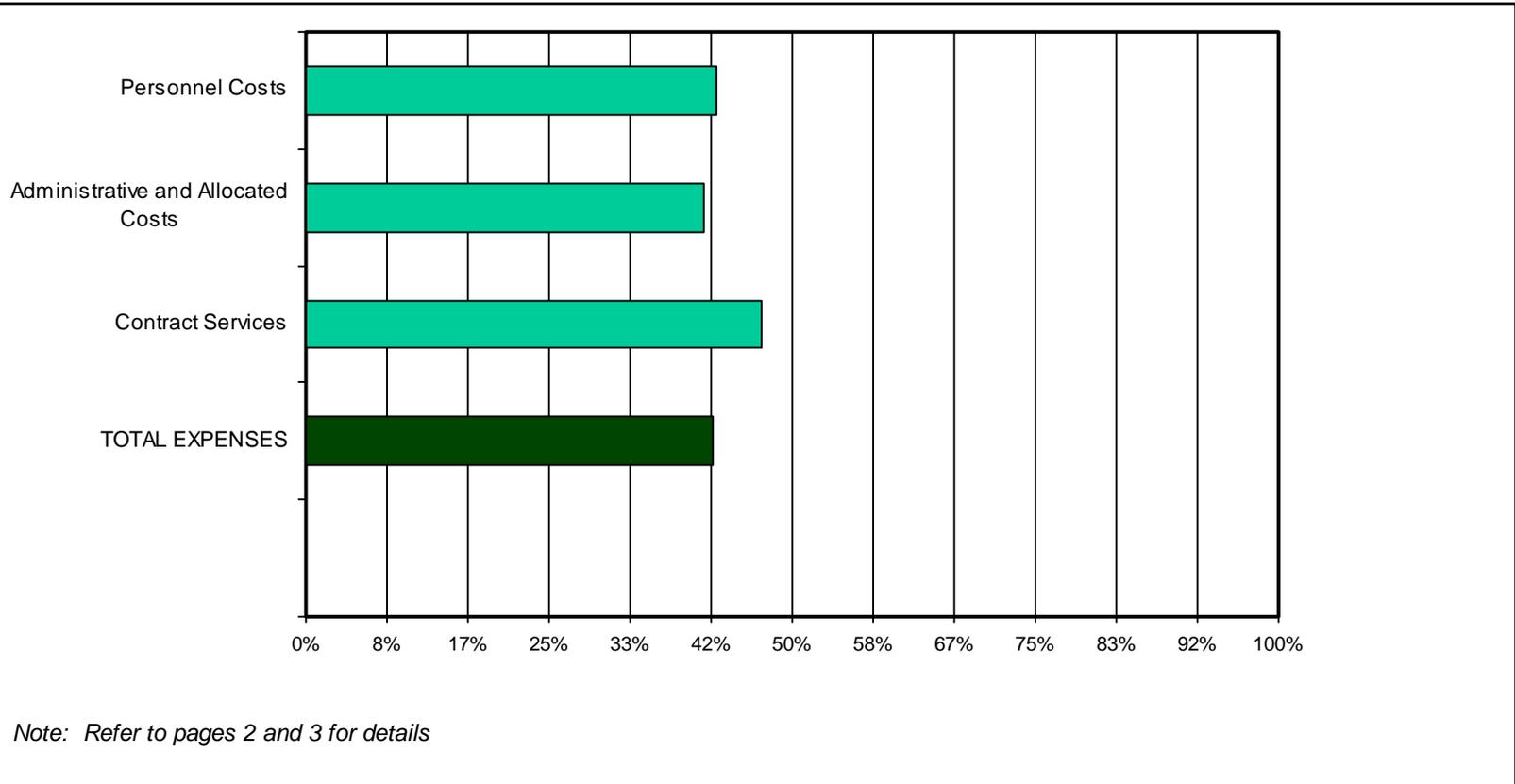
The December, 2003 financial reports are attached for your information.

# Northern Virginia Transportation Commission

Financial Reports

December, 2003

Percentage of FY 2003 NVTC Administrative Budget Used  
December, 2003  
(Target 50% or less)



**NORTHERN VIRGINIA TRANSPORTATION COMMISSION**  
**G&A BUDGET VARIANCE REPORT**  
**December, 2003**

	<u>Current Month</u>	<u>Year To Date</u>	<u>Annual Budget</u>	<u>Balance Available</u>	<u>Balance %</u>
<u>Personnel Costs</u>					
Salaries	\$ 42,428.70	\$ 272,289.80	\$ 636,400.00	\$ 364,110.20	57.2%
Temporary Employee Services	-	-	1,000.00	1,000.00	100.0%
Total Personnel Costs	42,428.70	272,289.80	637,400.00	365,110.20	57.3%
<u>Benefits</u>					
Employer's Contributions:					
FICA	2,676.13	17,185.67	45,700.00	28,514.33	62.4%
Group Health Insurance	3,633.52	25,023.93	69,000.00	43,976.07	63.7%
Retirement	5,398.00	27,013.00	57,000.00	29,987.00	52.6%
Workmans & Unemployment Compensation	15.74	680.21	2,000.00	1,319.79	66.0%
Life Insurance	490.60	1,923.80	3,300.00	1,376.20	41.7%
Long Term Disability Insurance	-	911.80	3,450.00	2,538.20	73.6%
Total Benefit Costs	12,213.99	72,738.41	180,450.00	107,711.59	59.7%
<u>Administrative Costs</u>					
Commissioners Per Diem	850.00	5,650.00	15,500.00	9,850.00	63.5%
<b>Rents:</b>	<b>12,677.94</b>	<b>73,948.32</b>	<b>157,300.00</b>	<b>83,351.68</b>	<b>53.0%</b>
Office Rent	11,570.44	69,731.97	145,300.00	75,568.03	52.0%
Parking	1,107.50	4,216.35	12,000.00	7,783.65	64.9%
<b>Insurance:</b>	<b>1,344.70</b>	<b>1,938.20</b>	<b>3,700.00</b>	<b>1,761.80</b>	<b>47.6%</b>
Public Official Bonds	463.00	713.00	2,000.00	1,287.00	64.4%
Liability and Property	881.70	1,225.20	1,700.00	474.80	27.9%
<b>Travel:</b>	<b>1,107.45</b>	<b>6,779.49</b>	<b>26,500.00</b>	<b>19,720.51</b>	<b>74.4%</b>
Conference Registration	-	-	3,000.00	3,000.00	100.0%
Conference Travel	-	875.36	7,000.00	6,124.64	87.5%
Local Meetings & Related Expenses	960.95	4,993.69	12,000.00	7,006.31	58.4%
Training & Professional Development	146.50	910.44	4,500.00	3,589.56	79.8%
<b>Communication:</b>	<b>384.71</b>	<b>4,355.16</b>	<b>13,950.00</b>	<b>9,594.84</b>	<b>68.8%</b>
Postage	(6.81)	2,103.02	7,000.00	4,896.98	70.0%
Telephone - LD	68.49	283.97	1,950.00	1,666.03	85.4%
Telephone - Local	323.03	1,968.17	5,000.00	3,031.83	60.6%
<b>Publications &amp; Supplies</b>	<b>1,819.22</b>	<b>9,180.86</b>	<b>24,500.00</b>	<b>15,319.14</b>	<b>62.5%</b>
Office Supplies	226.10	1,088.39	5,300.00	4,211.61	79.5%
Duplication	993.12	6,574.07	13,200.00	6,625.93	50.2%
Public Information	600.00	1,518.40	6,000.00	4,481.60	74.7%

**NORTHERN VIRGINIA TRANSPORTATION COMMISSION  
G&A BUDGET VARIANCE REPORT  
December, 2003**

	<u>Current Month</u>	<u>Year To Date</u>	<u>Annual Budget</u>	<u>Balance Available</u>	<u>Balance %</u>
<b>Operations:</b>	<i>1,268.75</i>	<i>6,949.04</i>	<i>23,150.00</i>	<i>16,200.96</i>	<i>70.0%</i>
Furniture and Equipment	1,268.75	2,828.75	8,250.00	5,421.25	65.7%
Repairs and Maintenance	-	214.70	1,000.00	785.30	78.5%
Computers	-	3,905.59	13,900.00	9,994.41	71.9%
<b>Other General and Administrative</b>	<i>307.21</i>	<i>2,009.96</i>	<i>6,350.00</i>	<i>4,340.04</i>	<i>68.3%</i>
Subscriptions	-	48.00	750.00	702.00	93.6%
Memberships	-	674.00	1,100.00	426.00	38.7%
Fees and Miscellaneous	201.21	1,181.96	2,000.00	818.04	40.9%
Advertising (Personnel/Procurement)	106.00	106.00	2,500.00	2,394.00	95.8%
 Total Administrative Costs	<hr/> 19,759.98	<hr/> 110,811.03	<hr/> 270,950.00	<hr/> 160,138.97	<hr/> 59.1%
 <u>Contracting Services</u>					
Auditing	-	7,495.00	14,000.00	6,505.00	46.5%
Consultants - Technical	-	-	1,000.00	1,000.00	100.0%
Legal	-	-	1,000.00	1,000.00	100.0%
Total Contract Services	<hr/> -	<hr/> 7,495.00	<hr/> 16,000.00	<hr/> 8,505.00	<hr/> 53.2%
 Total Gross G&A Expenses	<hr/> <u>\$ 74,402.67</u>	<hr/> <u>\$ 463,334.24</u>	<hr/> <u>\$ 1,104,800.00</u>	<hr/> <u>\$ 641,465.76</u>	<hr/> <u>58.1%</u>

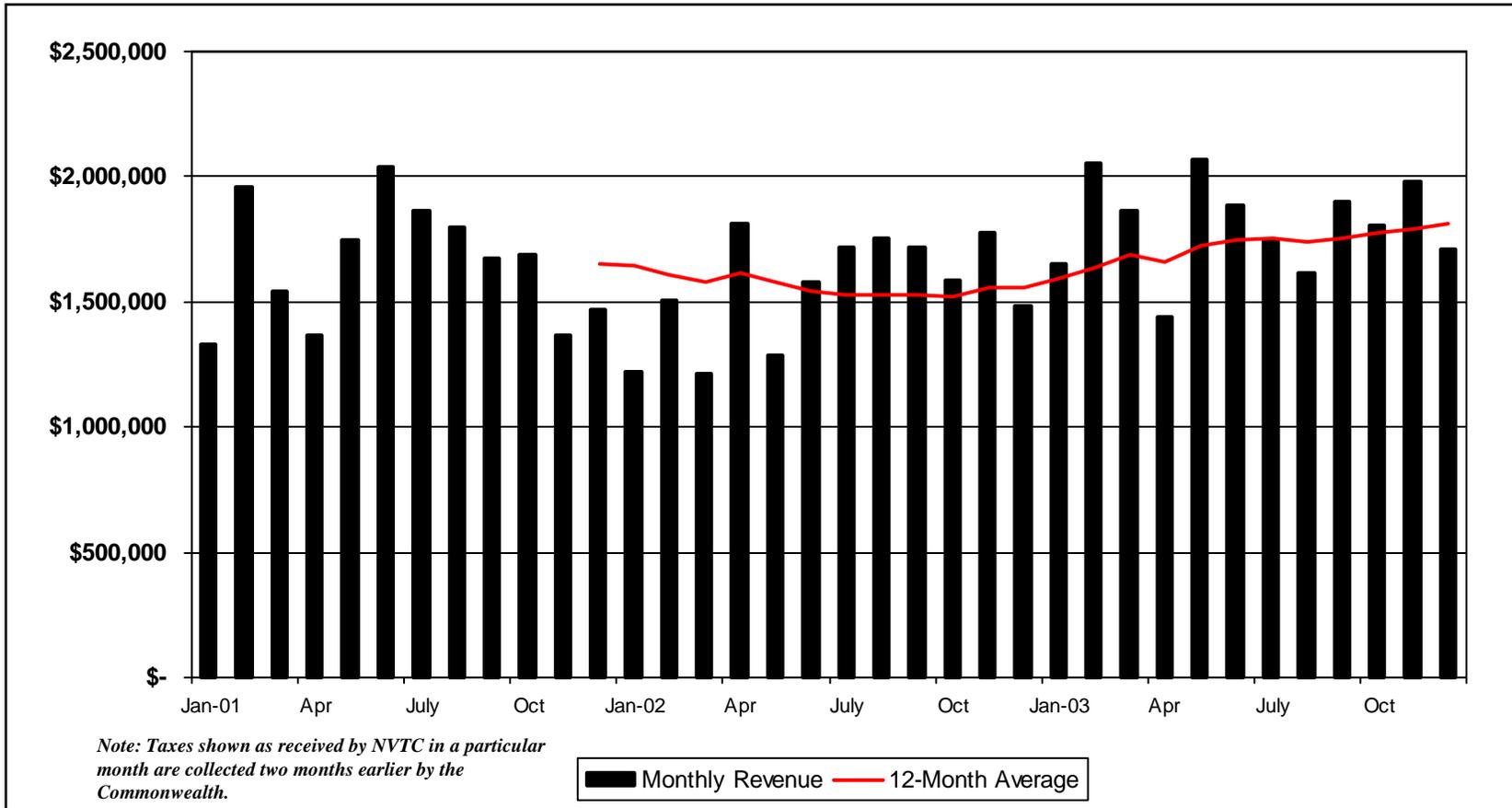
**NVTC  
RECEIPTS and DISBURSEMENTS  
December 2003**

<u>Date</u>	<u>Payer/ Payee</u>	<u>Purpose</u>	<u>Wachovia (Checking)</u>	<u>Wachovia (Savings)</u>	<u>VA LGIP</u>	<u>VA SNAP</u>
<b>RECEIPTS</b>						
3	City of Falls Church	George marketing advance refund		\$ 1,162.55		
3	Staff	Expense reimbursement		19.09		
5	DRPT	Code Red grant receipt			13,521.00	
5	DRPT	SmarTrip grant receipt			324.00	
9	PRTC	Joint meeting reimbursement		785.90		
9	VRE	Reimbursement for staff support		10,071.58		
15	Dept. of Taxation	Motor Vehicle Fuels Sales Tax			1,712,670.08	
16	FTA	SmarTrip grant receipt			3,060.00	
17	DRPT	FTM/Admin grant receipt			4,267,394.00	
22	VRE	Reimbursement for staff support		23,729.29		
22	Staff	Expense reimbursement		44.55		
29	Fairfax County	G&A contribution		80,347.00		
31	City of Alexandria	G&A contribution		12,900.00		
31	Banks	December interest income		15.67	49,213.81	2.29
			<u>-</u>	<u>129,075.63</u>	<u>6,046,182.89</u>	<u>2.29</u>
<b>DISBURSEMENTS</b>						
1-31	Various	NVTC project and administration	(86,235.31)			
9	BMI	Code Red consulting	(13,521.47)			
12	IBI	SmarTrip consulting	(3,824.44)			
15	George Hoyt	Bus Data consulting	(8,795.09)			
15	Transystem	ITS Consulting	(19,187.10)			
31	Banks	December service fees	(63.68)			
			<u>(131,627.09)</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>TRANSFERS and Adjustments</b>						
4	Transfer	From LGIP to checking	13,521.00		(13,521.00)	
12	Transfer	From LGIP to checking	67,982.00		(67,982.00)	
23	Transfer	From LGIP to checking	45,000.00		(45,000.00)	
			<u>126,503.00</u>	<u>-</u>	<u>(126,503.00)</u>	<u>-</u>
<b>NET INCREASE (DECREASE) FOR MONTH</b>			<u>\$ (5,124.09)</u>	<u>\$ 129,075.63</u>	<u>\$ 5,919,679.89</u>	<u>\$ 2.29</u>

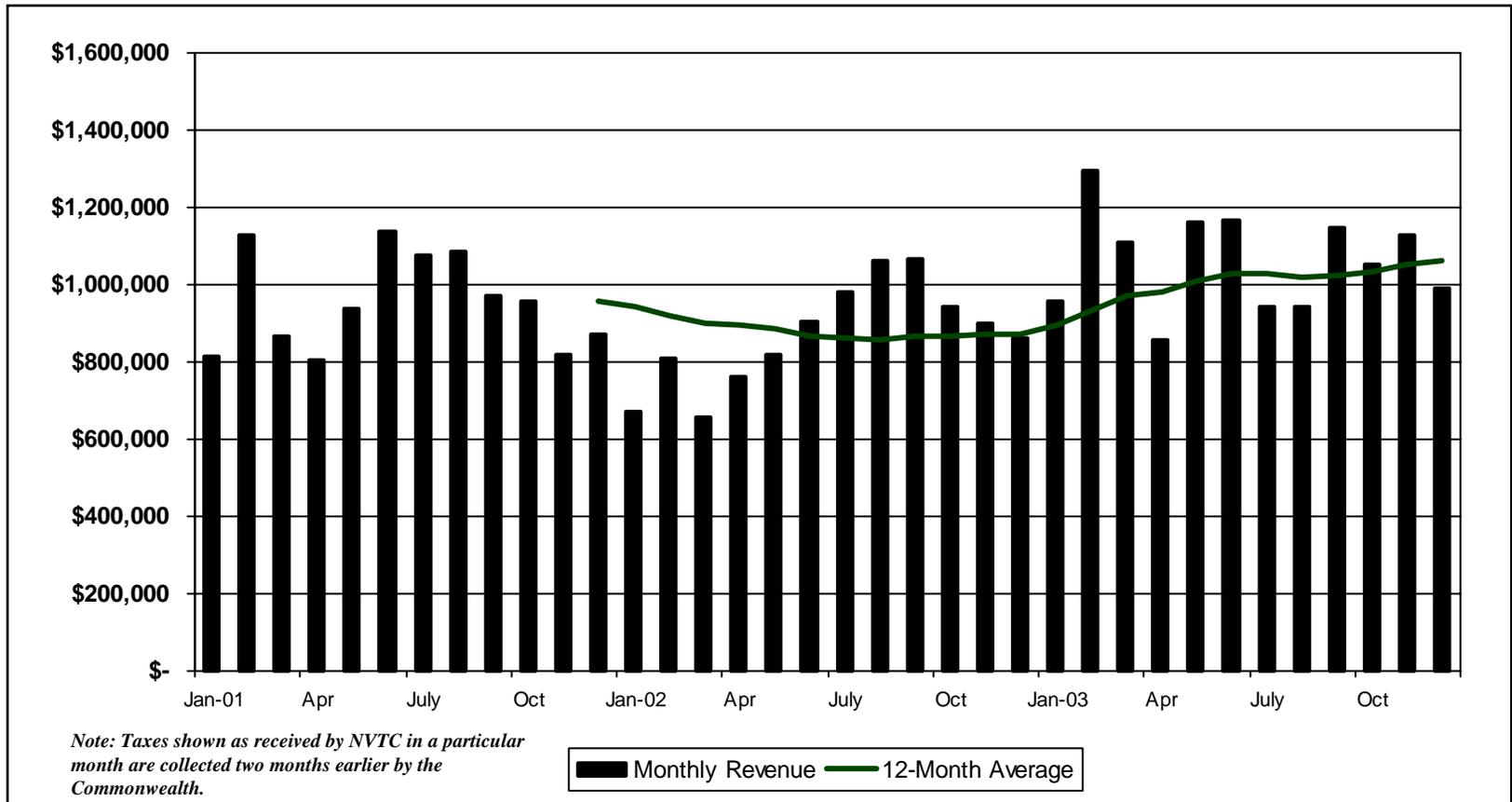
**NVTC  
INVESTMENT REPORT  
December 2003**

<u>Type</u>	<u>Rate</u>	<u>Balance 11/30/03</u>	<u>Increase (Decrease)</u>	<u>Balance 12/31/03</u>	<u>NVTC G &amp; A</u>	<u>Jurisdictions Trust Fund</u>	<u>Loudoun County</u>
<b><u>Cash Deposits</u></b>							
1st Union: NVTC Checking	N/A	\$ 42,457.32	\$ (5,124.09)	\$ 37,333.23	\$ 37,333.23	\$ -	\$ -
1st Union: NVTC Savings	0.18%	77,650.04	129,075.63	206,725.67	206,725.67	-	-
<b><u>Investments - State Pool</u></b>							
Nations Bank - LGIP	1.89%	50,261,614.20	5,919,679.89	56,181,294.09	394,262.61	40,209,121.40	15,577,910.08
<b><u>Investments -- CTB Bond Proceeds</u></b>							
VA State Non-Arbitrage Program MCIP - 2001A Series	1.04%	2,508.02	2.29	2,510.31	-	2,510.31	-
		<u>\$ 50,384,229.58</u>	<u>\$ 6,043,633.72</u>	<u>\$ 56,427,863.30</u>	<u>\$ 638,321.51</u>	<u>\$ 40,211,631.71</u>	<u>\$ 15,577,910.08</u>

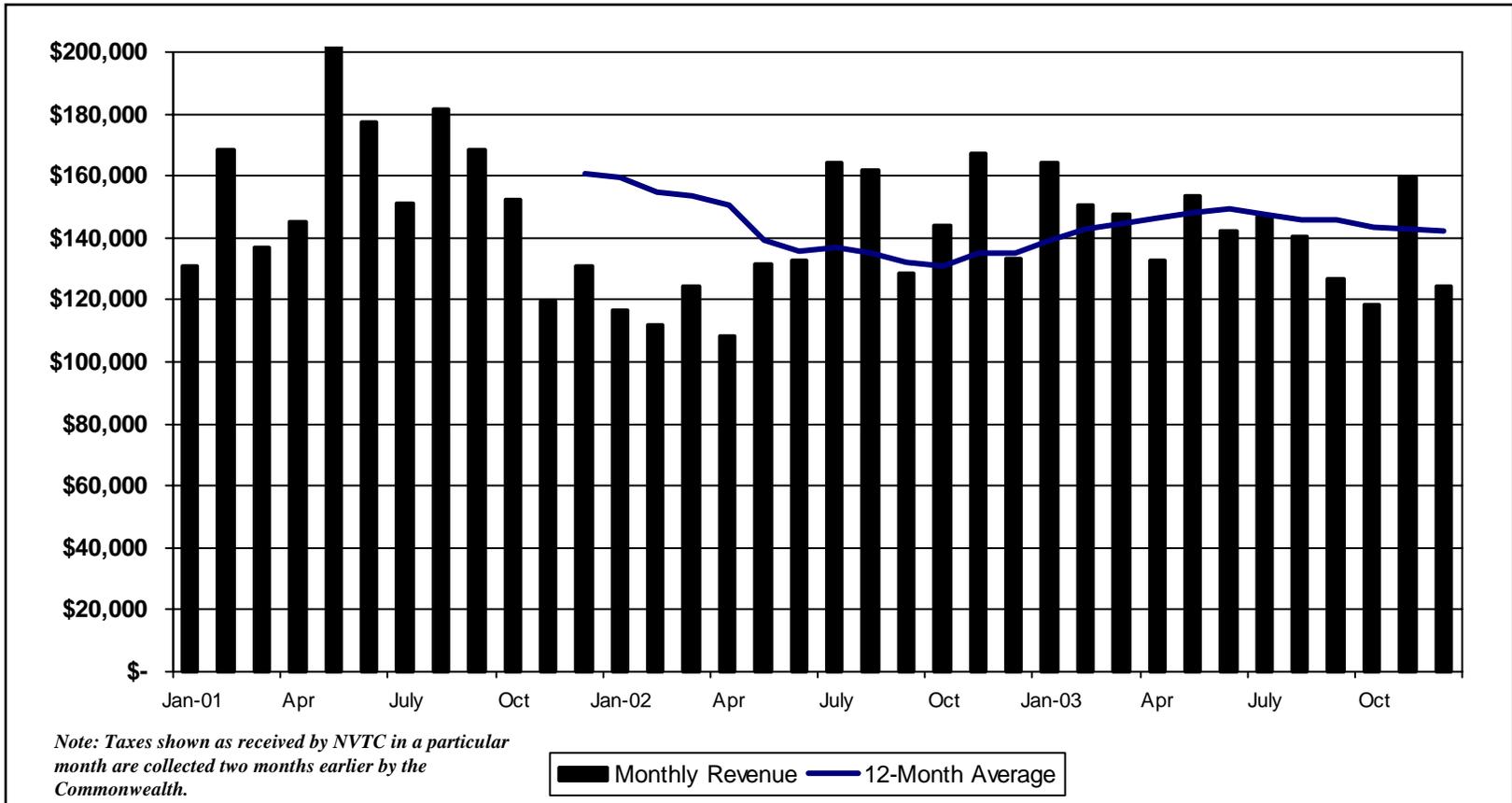
# NVTC MONTHLY GAS TAX REVENUE ALL JURISDICTIONS FISCAL YEARS 2001-2004



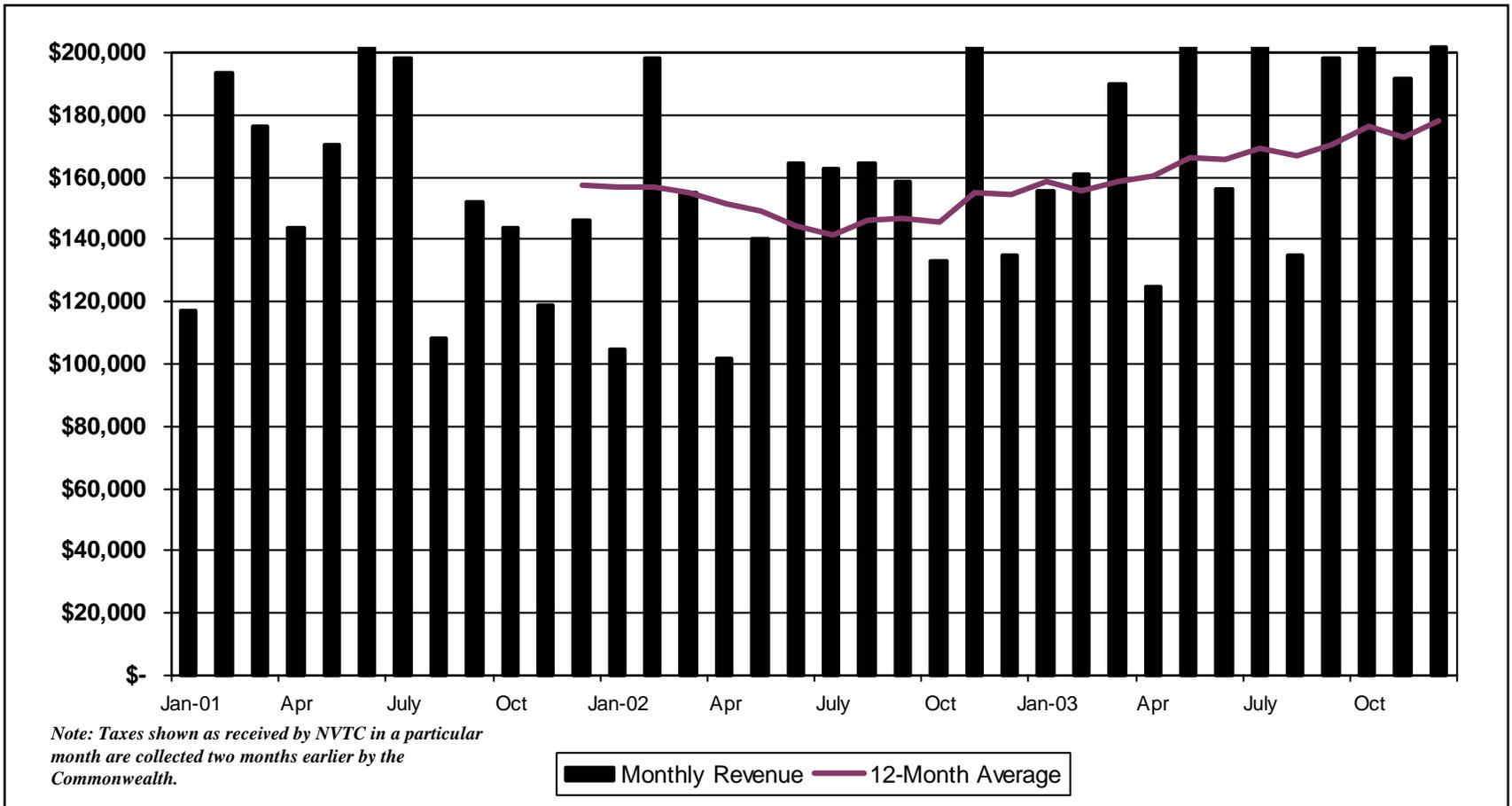
# NVTC MONTHLY GAS TAX REVENUE FAIRFAX COUNTY FISCAL YEARS 2001-2004



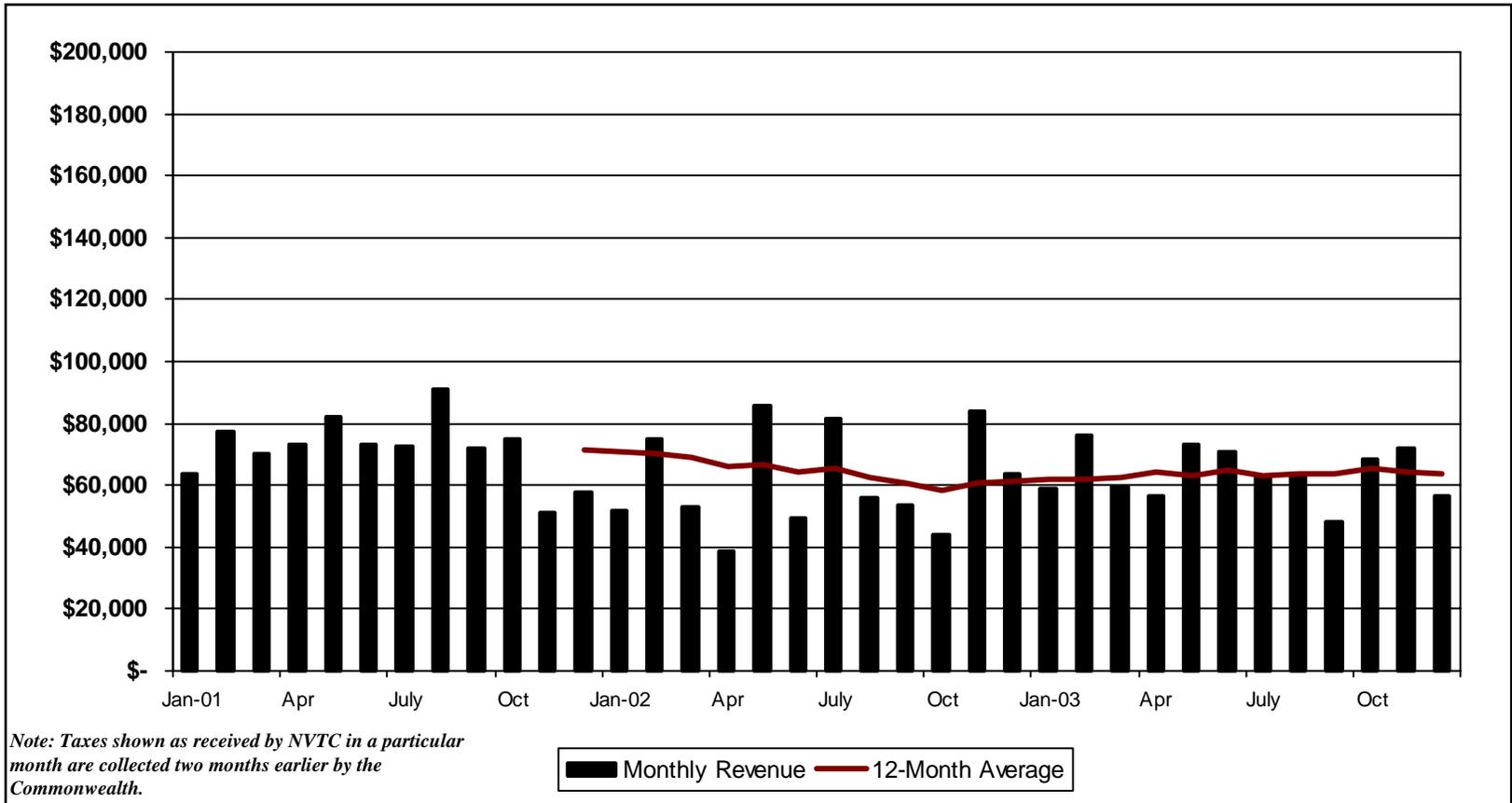
# NVTC MONTHLY GAS TAX REVENUE CITY OF ALEXANDRIA FISCAL YEARS 2001-2004



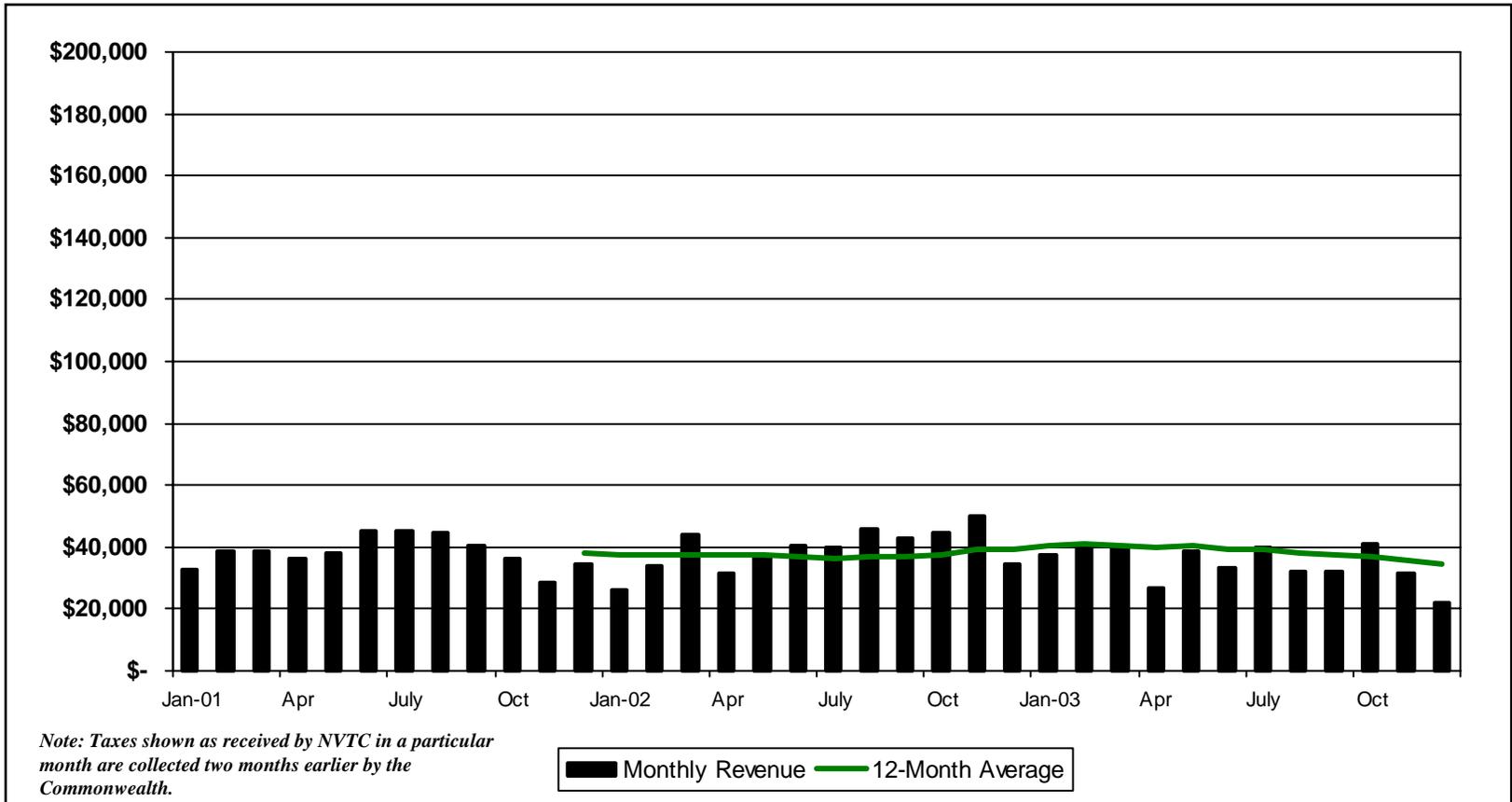
# NVTC MONTHLY GAS TAX REVENUE ARLINGTON COUNTY FISCAL YEARS 2001-2004



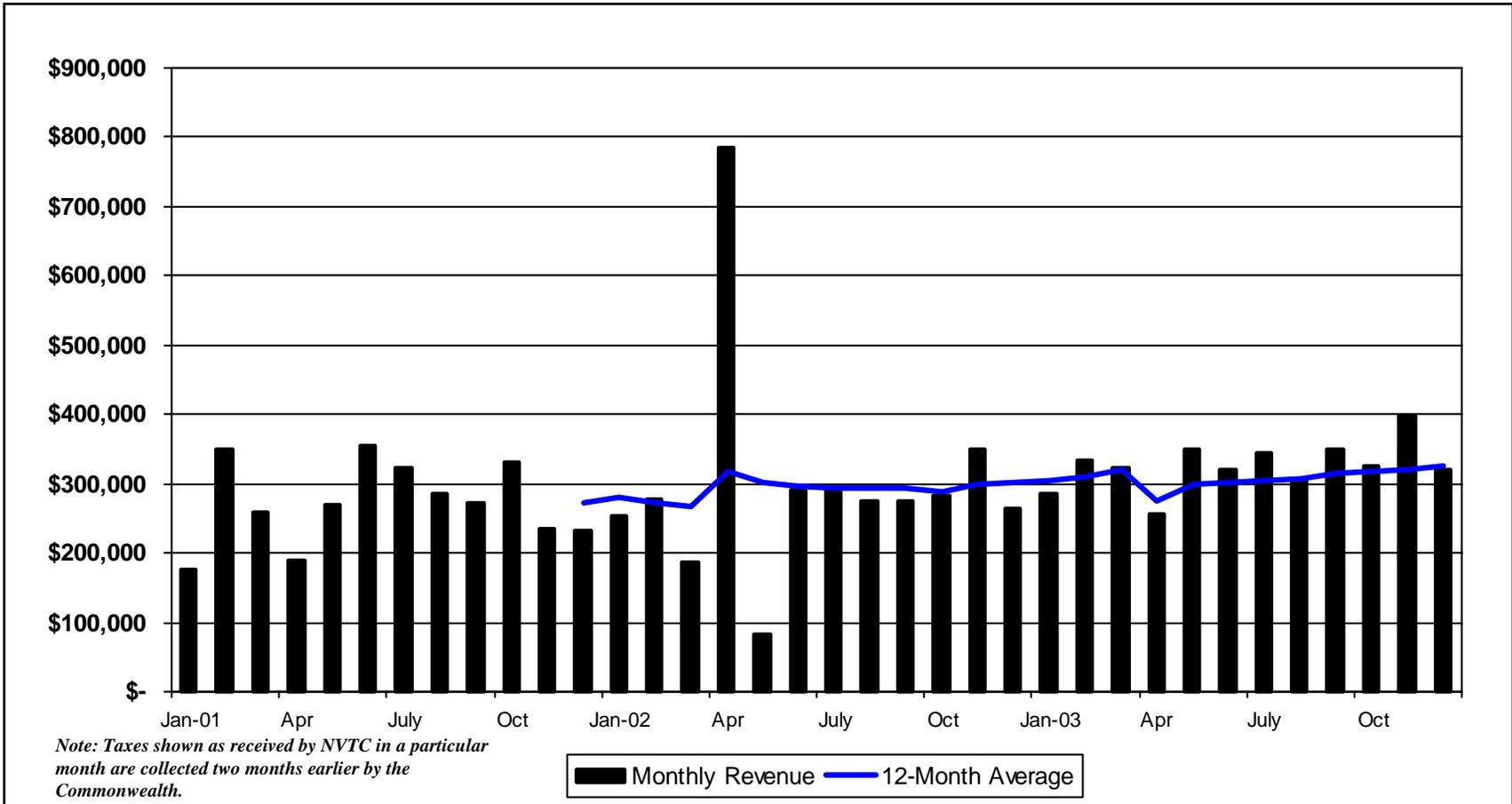
# NVTC MONTHLY GAS TAX REVENUE CITY OF FAIRFAX FISCAL YEARS 2001-2004



# NVTC MONTHLY GAS TAX REVENUE CITY OF FALLS CHURCH FISCAL YEARS 2001-2004



# NVTC MONTHLY GAS TAX REVENUE LOUDOUN COUNTY FISCAL YEARS 2001-2004



**MEMORANDUM**

**TO:** Chairman Euille and NVTC Commissioners  
**FROM:** Rick Taube  
**DATE:** January 29, 2004  
**SUBJECT:** VRE Items

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- A. Report from the VRE Operations Board (with minutes of the January 16, 2004 meeting) and from the Acting Chief Operating Officer -- Information Item.
- B. Solicitation of Bids and Award of a Contract to Rebuild 10 VRE Railcar Trucks -- Action Item/Resolution # 1003.
- C. Approval of Distribution of 2003 VRE Audited Financial Report -- Action Item/Resolution #1004.
- D. Leased Parking at the VRE Manassas Station -- Action Item/Resolution #1005.
- E. Funding Agreement for Burke Centre Canopy -- Action Item/Resolution #1006.

Report from the VRE Operations Board and Acting Chief Operating Officer

Minutes are attached from the Board meeting of January 16, 2004. Also attached are the report of the VRE Acting Chief Operating Officer and ridership results.

The VRE Operations Board has selected its officers for 2004. They are:

- Hon. John Jenkins, Chairman
- Hon. Elaine McConnell, Vice-Chairman
- Hon. Dana Kauffman, Treasurer
- Hon. John Grzejka, Secretary

Members of the VRE Board's new Executive Committee are:

- Hon. John Jenkins
- Hon. Elaine McConnell
- Hon. Dana Kauffman
- Hon. John Grzejka
- Hon. Sharon Bulova (Immediate Past Chairman)

Members of the VRE Board's Finance Committee are:

- Hon. John Jenkins
- Hon. Dana Kauffman
- Hon. John Grzejka
- Hon. Sharon Bulova



**VIRGINIA RAILWAY  
EXPRESS**

**OPERATIONS BOARD  
MEMBERS**

**JOHN D. JENKINS**  
CHAIRMAN

**ELAINE MCCONNELL**  
VICE CHAIRMAN

**JOHN GRZEJKA**  
SECRETARY

**DANA KAUFFMAN**  
TREASURER

**HILDA BARG**

**SHARON BULOVA**

**MAUREEN S.  
CADDIGAN**

**ROBERT GIBBONS**

**WILLIAM GREENUP**

**KAREN RAE**

**CHRISTOPHER  
ZIMMERMAN**

**DALE ZEHNER**  
ACTING CHIEF  
OPERATING OFFICER

# MINUTES

## VRE OPERATIONS BOARD MEETING PRTC HEADQUARTERS – ALEXANDRIA, VIRGINIA

January 16, 2004

MEMBERS PRESENT	JURISDICTION
Sharon Bulova (NVTC)	Fairfax County
George Conner	VDRPT
Robert Gibbons (PRTC)	Stafford County
John Grzejka (PRTC)	City of Manassas
John D. Jenkins (PRTC)	Prince William County
Elaine McConnell (NVTC)	Fairfax County

MEMBERS ABSENT	JURISDICTION
Dana Kauffman (NVTC)	Fairfax County

ALTERNATES PRESENT	JURISDICTION
Hilda Barg (PRTC)	Prince William County
William Greenup (PRTC)*	City of Fredericksburg/VHSRDC
Christopher Zimmerman (NVTC)*	Arlington County

ALTERNATES ABSENT	JURISDICTION
Maureen Caddigan (PRTC)	Prince William County

STAFF AND GENERAL PUBLIC	
Tamara Ashby – VRE	Jana Lynott – NVTC staff
George Billmyer – citizen	Steve Maclsaac – Attorney for Arlington County and VRE
Don Chism – VRE	Stephen Manster – FAMPO
E.B. Easter – VRE	Betsy Massie – PRTC staff
Steve Edwards – Sup. McConnell's Office	Sirel Mouchantaf – VRE
Anna Gotthardt – VRE	Dick Peacock – citizen
Alfred Harf – PRTC staff	Dave Snyder – VRE
Ann King - VRE	Jennifer Straub – VRE
Mike Lake – Fairfax County DOT	Rick Taube – NVTC staff
Bob Liebbrandt – Prince William County	John Tuohy – VRE
Wendy Lemieux - VRE	Dale Zehner – VRE

\*\*Delineates arrival following the commencement of the Board meeting. Notation of exact arrival time is included in the body of the minutes.

Chairman Bulova called the meeting to order at 9:34 A.M. Following the Pledge of Allegiance, roll call was taken.

### Agenda

Mr. Gibbons asked that the agenda include a discussion about the second platform at the Quantico station and VRE service to Virginia Beach on the weekends.

On a motion by Mr. Grzejka, and a second by Ms. Barg, the Board unanimously approved the agenda as amended. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins and McConnell.

### Minutes of the December 19, 2003, VRE Operations Board Meeting

Ms Barg moved, with a second by Mr. Grzejka, to approve the minutes. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins and McConnell.

### Chairman's Report

Chairman Bulova stated that this has been a challenging year, but also a good year because the Board and staff worked extremely well together during some difficult times. She thanked Mr. Zehner for doing a terrific job as Acting Chief Operating Officer. Challenges for the next year include dealing with VRE's serious growing pains. She remembered a time when Board Members wondered if VRE would ever take off and grow.

Chairman Bulova asked Mr. Grzejka, in his role as chairman of the Nominating Committee, if he would like to move the nominations for 2004. Mr. Grzejka moved, with a second by Ms. Barg, the following slate of officers:

Chairman: John Jenkins  
Vice Chairman: Elaine McConnell  
Secretary: John Grzejka  
Treasurer: Dana Kauffman

There were no further nominations and the Board unanimously approved the slate of officers. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins and McConnell.

Mrs. Bulova congratulated Chairman Jenkins and passed the gavel to him. Chairman Jenkins thanked Mrs. Bulova for the tremendous job she did as chairman during the past year.

Chairman Jenkins stated that he has appointed the following Board Members to join him on the Finance Committee for 2004: Mr. Grzejka, Mr. Kauffman and Ms. Bulova. Ms. Barg moved, with a second by Ms. McConnell, to approve these appointments. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins and McConnell.

Chairman Jenkins also stated that a draft resolution has been prepared that would create an Executive Committee. The Executive Committee would consist of the officers of the Operations Board and the immediate past chairman. A quorum would consist of two-thirds of the members of the committee and there would be 100 percent representation of the member commissions. Resolution #10J-01-2004 would authorize the creation of a VRE Executive Committee.

Mr. Gibbons moved to approve the resolution. Ms. Barg seconded. The Board then voted on the motion and it passed. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins and McConnell.

#### Chief Operating Officer's Report – 8

Mr. Zehner reported that VRE is back to running full service after the CSX derailment on December 18, 2003. Average ridership since January 1<sup>st</sup> has been 15,300 and there were two days that ridership set a record high of 15,800. Mr. Zehner stated that in his opinion 16,000 daily riders is considered at capacity, which will happen soon. Most peak trains already have standees.

Board Members were shown pictures of the first three Gallery railcars VRE received from Metra in Chicago. Mr. Zehner reported that the railcars are in great shape and should be able to be put into service within two weeks. Currently, three more Gallery railcars are being shipped and four are being prepared for shipment. Ms. Bulova suggested that if the walk-over (reversible) seats need to be bolted into a permanent position, they should all be facing the same direction. Mr. Zehner stated that he is not aware of anything that would require the seats to be bolted and it's VRE's intent to put the railcars into service without any modifications. In response to a question from Chairman Jenkins, Mr. Zehner stated that it has not been determined where the new railcars will be placed in the consists, but they will be on the Fredericksburg Line. In response to a question from Mr. Gibbons, Mr. Zehner stated that the number of railcars a train consist has depends on the power of the locomotive. VRE has locomotives that can haul up to eight railcars. Chairman Jenkins asked for a follow-up report at the next meeting about the status of the Gallery railcars.

Mr. Zehner reported that VRE collected 2,600 toys and over \$6,500 for Toys for Tots. Additionally, CSXT made a donation of \$15,000. This was VRE's most successful year with this program.

## VRE Riders' Comments – 9

George Billmyer stated that many passengers don't like the reversible seats that face one another, although it seems that passengers on New Jersey Transit favor this type of seating. He also observed that some transit systems are promoting Internet ticket sales and often provide some type of discount when tickets are purchased over the Internet. It saves money on ticket windows and machines.

[Mr. Greenup arrived at 9:52 A.M.]

Dick Peacock stated that he is pleased to see that the Northern Virginia Transportation Commission has come up with ideas to raise some money. He thanked Ms. McConnell for her involvement with this. He stated that it is important to raise user fees and the motor fuels tax. He was excited to see that NVTC will provide transportation to the Transit Education Day in Richmond on January 27<sup>th</sup>. He also suggested that VRE implement a system where a passenger can keep their credit card number on file at VRE and have monthly tickets mailed to them automatically and billed to their credit card. Chairman Jenkins stated that this is a good idea and directed staff to look into it. Ms. Lemieux stated that this service already exists through Commuter Direct. Although information about this is included in VRE's printed materials, it will be highlighted in an upcoming commuter weekly.

Ms. Bulova stated that she recently received an e-mail from a gentleman that was upset that VRE did not provide bus service during the derailment.

## Authorization to Solicit Bids for Construction of a New Bridge Over Quantico Creek – 10A

Mr. Zehner reported that bridge design has been completed and the drawings will be sent to CSX and VDRPT for signature. Within a month, VRE staff will be ready to solicit bids for construction. Funds for the construction phase is made up of FY 2001, 2002 and 2003 federal grants, with the local match being provided by VDRPT. Resolution #10A-01-2004 would authorize the Acting Chief Operating Officer to solicit bids to construct a new double mainline track bridge over Quantico Creek.

On a motion by Ms. Barg, and a second by Ms. McConnell, the Board unanimously approved the resolution. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins and McConnell.

Authorization to Issue a Request for Proposals (RFP) for Marketing and Advertising Services – 10B

Mr. Zehner explained that the current contract for marketing and advertising services is with Laughlin, Marinaccio and Owens (LM&O). The contract was issued in July 1997 for three years, with options for two separate two-year options. To-date, both of these options have been exercised. The contract will expire on July 1, 2004. Resolution #10B-01-2004 would authorize the Acting Chief Operating Officer to issue a RFP for marketing and advertising services. It would be a three-year contract with two separate two-year extensions, which could be exercised by VRE. Funding is including in VRE's FY 2005 Operating Budget.

On a motion by Ms. Barg and a second by Ms. Bulova, the Board unanimously approved the resolution. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins and McConnell.

Authorization to Issue a RFP for the Procurement of a Financial and Accounting System – 10C

Mr. Zehner stated that VRE's finance system has been in use since 1992 and has exceeded its anticipated useful life. A new system would add functional capabilities in grant and project management, procurement, budgeting and fixed assets to the existing accounting capabilities. These financial functions were identified by VRE's auditors as areas that needed improvement. Funding for this is available in VRE's CIP as part of the accounting software project. Resolution #10C-01-2004 would accomplish this.

Mr. Gibbons expressed his surprise that there's not a system available at the state or federal level that matches this requirement. Chairman Jenkins stated that it seems to be a small application and a specific use of a computer system. In response to a question from Chairman Jenkins, Mr. Zehner stated that the estimated cost would be between \$200,000 - \$300,000. Chairman Jenkins stated that the letter VRE received from its auditors called for specific improvements that need to be made. A financial system will help staff manage these financial applications. A new financial and accounting system would address the problems pointed out by the auditors. Mr. Gibbons stated that VRE is not the only commuter rail system that does grant management and he would like to see this researched to make sure that another agency doesn't already have a similar system that VRE could use. Mr. Zehner stated that staff could contact other similarly sized commuter rail system and check.

Ms. McConnell moved, with a second by Ms. Barg, to approve the resolution. The vote in favor was cast by Board Members Bulova, Conner, Grzejka, Jenkins and McConnell. Mr. Gibbons voted no.

## Authorization to Examine and Recommend Changes to Current VRE Fare Structure – 10D

Mr. Zehner stated that the VRE Operations Board is being asked to authorize the Acting Chief Operating Officer to pursue a full examination of the current fare structure and recommend changes that would reduce overall operating costs, provide additional fare revenue and improve rider interface with the fare system and structure. Resolution #10D-01-2004 would accomplish this.

Mr. Zehner explained that during the FY 2005 budget review by the CAO Task Force, as well as the staff review and investigation into SmarTrip integration, a number of changes were recommended to the current VRE fare structure and policy. Areas that have been identified for examination include review of the fare discount structure, implementation of a regional SmarTrip, introduction of a weekly pass, step-up or separate fares for use of Amtrak trains, and utilization of fare equipment. Mr. Zehner explained that any recommendations would be brought back to the Board for discussion and approval.

On a motion by Mr. Grzejka and a second by Ms. Barg, the Board unanimously approved Resolution #10D-0-1-2004. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins and McConnell.

## Authorization to Pursue the Sale and/or Lease of 28 Mafersa Coaches – 10F

Mr. Zehner stated that VRE currently owns a total of 38 Mafersa railcars. With the successful acquisition of 35 Gallery high capacity railcars from Metra, VRE can begin removing Mafersa cars from service in favor of the Gallery cars, which would maximize the seating capacity of the VRE fleet. Since VRE cannot use the Mafersa coaches for additional service due to limited mid-day storage space and railroad capacity limitations, VRE must look at storage or sale/lease of these coaches. VRE does not have the storage capacity to store this equipment. Staff recommends selling or leasing the Mafersa coaches. Resolution #10E-01-2004 would authorize the Acting Chief Operating Officer to pursue the sale and/or lease of 28 Mafersa coaches and then report back to the Board with any reasonable offers for consideration.

Ms. Bulova moved the resolution and Ms. Barg seconded.

Mr. Gibbons observed that these coaches could be used for the Main Street proposal in Richmond. Mr. Snyder observed that with the Amtrak situation, states will need to fund more of the Amtrak services. One suggestion would be for VDRPT to purchase the coaches. Mr. Zehner reminded the Board that if VRE leased the coaches, VRE would still maintain ownership of them.

The Board then voted on the motion and it passed. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins and McConnell.

Authorization to Solicit Prices and Award a Contract to Rebuild Ten Railcar Trucks Currently on the "NRC" Gallery Cars – 10F

Mr. Zehner explained that in June 2001, VRE acquired five NRC Gallery railcars. In an effort to minimize the capital costs of placing these cars into service in 2001, the trucks were qualified rather than rebuilt. These railcars were built in 1955-1956 and the original trucks are still on the units. A "truck" is the assembly of steel wheels, axles, springs, shock absorbers, bushings, wear plates, pivot points, and associated frames that are under each end of every railcar. It is the desire of VRE staff to utilize these cars through 2010. Therefore, these trucks cannot continue in service without being rebuilt. Resolution #10F-01-2004 would give the Acting Chief Operating Officer the authority to solicit and award a contract to rebuild the ten trucks of all five of the NRC Gallery railcars, in an amount not to exceed \$325,000, which includes a 10 percent contingency.

[Mr. Zimmerman arrived at 10:14 A.M.]

On a motion by Mr. Gibbons, and a second by Ms. Barg, the Board unanimously approved the resolution. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins, McConnell and Zimmerman.

Authorization to Solicit Public Comment on Proposed Elimination of Subsidy for DASH and Arlington Transit Service – 10G

Mr. Zehner reported that since 1994, VRE has provides subsidization of both DASH and ART buses, which are the only two bus systems used by VRE riders that either charge VRE or charge the customer for the service. All other bus systems provide free transfers for VRE riders. Staff believes that the elimination of this subsidy would not adversely affect the operations or budgets of DASH or ART because most riders would continue to utilize the service as out-of-pocket expenses. This subsidy costs VRE about \$81,000 annually for 272 passengers. Resolution #10G-01-2004 would authorize the Acting Chief Operating Officer to initiate a public comment period on the proposed elimination of VRE's subsidy to DASH and Arlington Transit. The comment period would run from January 19<sup>th</sup> through February 13, 2004. Results of the comments and a recommendation would be provided to the Board at its February meeting.

On a motion by Mr. Zimmerman, and a second by Ms. McConnell, the Board unanimously approved the resolution. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Jenkins, McConnell and Zimmerman. Mr. Grzejka was out of the room and did not participate in the vote, but returned immediately thereafter.

Ms. McConnell reported that in regards to the Springfield Mixing Bowl project, the PRTC subsidy for the bus service was in jeopardy, but she is happy to report that this funding was preserved. VRE service will be even more important in this corridor because traffic is increasing daily.

Approval of Job Position Descriptions for the Recruitment of the Chief Operating Officer  
– 10H

Mr. Taube reported that the VRE Operations Board is being asked to approve the job and position descriptions for the recruitment of the Chief Operating Officer. Board Members were provided with copies of a recruitment plan, job description and the advertising announcement. Mr. Harf stated that the job announcement and job description would also be posted on the NVTC, PRTC and VRE websites. In response to a question from Ms. Bulova, Mr. Harf stated that the Board may wish to recommend a cap of up to \$15,000 for advertising.

Mr. Zimmerman moved to approve Resolution #10H-01-2004, which would approve the job and position descriptions for the recruitment of the Chief Operating Officer. He added to the motion that a cap of \$15,000 be established for advertising. Ms. Barg seconded the motion.

In response to a question from Chairman Jenkins, Mr. Harf explained that the applications will be sent directly to NVTC or PRTC. He stated that there would be a screening process that would lead to a preliminary round of interviews by the search team. Once the finalists have been designated, another round of interviews would occur with the full Operations Board in April. Chairman Jenkins observed that applications are due by March 1, 2004. He asked whether it would be logical to set up an orientation where applicants could come and visit VRE. Mr. Taube stated that previously that had been done but only for those who passed the first screening. Chairman Jenkins stated that it is important to do this for the finalists, as well as any other applicants that want to have the opportunity.

Chairman Jenkins asked how many applicants will be brought before the Board for interviews. Board members talked about this and decided on three to five (but not more than five) at the discretion of the search committee. Ms. McConnell expressed her concern that VRE protects the applicants' identities among the other applicants.

Mr. Harf stated that a progress report will be made at the March Operations Board meeting. He also stated that the intention is to have those candidates who make it through the initial screening meet with VRE senior management staff. This would give the Operations Board a chance to get VRE staff's perceptions of the candidates. Chairman Jenkins stated that this solicitation is open to everybody, including VRE staff.

In response to a comment made by Mr. Greenup, Board members agreed to revise the advertising cap amount to not exceed \$20,000. Mr. Zimmerman agreed to amend his motion to include this. Ms. Barg, as the seconder of the motion, also agreed.

Mr. MacIsaac suggested that the job description have the word "legal" removed from the responsibilities for management. Mr. Harf explained that the word was included to

reflect the interaction between the Chief Operating Officer and VRE's legal counsel. Under the direction of the Chief Operating Officer, staff needs to bring legal issues to the attention of legal counsel. Mr. Zimmerman stated that Mr. Maclsaac has a point and it is a question of how one views the relationship between legal counsel and the organization. In Arlington County, the Board appoints the county attorney and the attorney reports to the Board. It's an intentional separation of legal counsel from management. Mc. McConnell agreed and stated that Fairfax County does it the same way. Mr. Maclsaac stated that throughout the Commonwealth, cities and counties deliberately separate the accountability of the attorney from the function of the chief executive officer.

Mr. Zimmerman asked for unanimous consent to strike the word "legal" from the job description. There were no objections.

The Board then voted on the amended motion and it was passed. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins, McConnell and Zimmerman.

#### Authorization to Enter Into an Agreement to Lease Parking at the Manassas VRE Station – 10I

Mr. Zehner reported that Resolution #10I-01-2004 would recommend to the Commissions that they authorize the Acting Chief Operating Officer to enter into an agreement between VRE and ABC Photo of Manassas, Virginia for a five-year lease of approximately 82 parking spaces adjacent to the Manassas VRE station.

Mr. Zehner stated that the estimated cost of leasing these spaces would be \$50 per space, per month, which is market value. This is consistent with what VRE is paying for parking in other parts of its system.

On a motion by Ms. McConnell and a second by Mr. Grzejka, the Board unanimously approved the resolution. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins, McConnell and Zimmerman.

#### VRE Audit

Mr. Grzejka moved, with a second made by Ms. Barg, to authorize staff to forward the VRE audit report to the two Commissions.

Chairman Jenkins stated that he would forward the audit management letter to the VRE Finance Committee to look at ways to improve VRE accounting processes.

The Board then voted on the motion and it passed. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins, McConnell and Zimmerman.

## Quantico

Mr. Gibbons asked staff to do a title search on the property at Quantico, since no one has claimed ownership to the other side of the track at the Quantico Station. He asked that staff make recommendations for rehabilitation of a possible second platform at the Quantico station as well as a cost estimate. Chairman Jenkins asked if VRE had funds in its budget for the rehabilitation. Mr. Gibbons stated that it is not in the budget, but VRE should have funds to do the title search. Chairman Jenkins directed staff to proceed with the title search and come back to the Board with a cost estimate for rehabilitation.

## Virginia Beach

Mr. Gibbons asked that for the next Board meeting staff draft a request to the federal government to do an impact study on the feasibility and costs of rail service to Virginia Beach on the weekends. In response to a question from Ms. McConnell, Mr. Zehner stated that it's about 185 miles from D.C. to Virginia Beach. Mr. Conner indicated that VDRPT is already doing a 464 corridor study to see if service is feasible and how much it would cost to fix the tracks from Richmond to Norfolk. The study won't be completed for another 12-15 months. Chairman Jenkins observed that a federal impact study wouldn't be needed. Mr. Gibbons asked VDRPT to send a copy of this 464 corridor study to FAMPO.

Chairman Jenkins proposed moving Agenda Item #11A to the end of the agenda. There were no objections.

## Implementation Plan for Changes to VRE Fleet Composition – 11B

Mr. Zehner stated staff has outlined the integration plan for introduction of the Metra Gallery coaches into the VRE fleet. As the Gallery coaches are put into service, the Mafersa coaches will be taken out of service, which will replace single level with bi-level railcars. Sounder coaches will also be replaced by Gallery coaches. Hopefully by the end of June 2004, all Sounder equipment will be returned to Chicago and by August 2004, all Gallery coaches will be in service. In response to a question from Mr. Gibbons, VRE will have 80 active coaches in service by then. Mr. Gibbons stated that the Gallery coaches need to be included in the fleet management plan.

## VRE Emergency Generator Project Update – 11C

Mr. Zehner reported that an Invitation for Bids for the VRE Emergency Generators project was issued on November 12, 2003. Although several potential bidders attended the pre-bid meeting, no bids were received. Staff is re-evaluating the solicitation package and requested feedback from the potential bidders to determine why no bids

were submitted. Some of the potential bidders thought the requirements were very stiff so staff is working to revise some of the requirements. The revised solicitation is scheduled for release by March 2004. Chairman Jenkins suggested that VRE staff talk to the staff at the design and construction office of the Fairfax County School system, since they have a lot of experience with generators.

#### Proposed Third Transportation Commission – 11A

Mr. Gibbons introduced Stephen Manster, Executive Director of the Rappahannock Area Development Commission (RADCO). Mr. Gibbons provided an overview of RADCO, the Fredericksburg Area Metropolitan Planning Organization (FAMPO), the Fredericksburg regional transit system and other transit ridership data for that region.

Mr. Gibbons stated that the Code of Virginia (Section 15.2-4500 et. seq.) allows localities to form transportation districts through the adoption of an ordinance. The proposed new district, the Rappahannock Regional Transportation District, would be closely connected to FAMPO and the Air Quality Committee utilizing RADCO staff for support. Members of the district would be the City of Fredericksburg and Spotsylvania, Stafford, King George and Caroline counties. The main purposes of the district would be for mass transit activities, transportation planning for the entire district, and air quality implementation.

Mr. Gibbons showed Board members what the potential reduction in subsidy for each VRE participant would be due to full participation of VRE by the new district. He stated that the new district would request equal representation (three members) of the Rappahannock Regional Transportation District on the VRE Operations Board with PRTC and NVTC representatives.

Ms. Barg stated that she has seen this presentation twice now and not once has there been any representation from Spotsylvania or Caroline counties promoting this. Mr. Gibbons stated that this was just an information item and when the formal proposal is presented there will be more representation.

Ms. Barg also asked if forming this district commission could in any way open the VRE Master Agreement. Mr. MacIsaac responded that adding the new district into VRE would require amendments to the Master Agreement. In response to a question from Ms. Barg, Mr. Gibbons stated that it would not affect the gas tax agreement. Chairman Jenkins expressed his concern with opening up the Master Agreement. Mr. MacIsaac explained that to amend the Master Agreement would require the consent of the Operations Board, NVTC, PRTC, each of the signatory jurisdictions, and the bond holders. Implications fall into two principal areas: governance and finance.

Other Business

Ms. McConnell observed that slug lines are very popular. She stated that she doesn't understand why jurisdictions can't have permission to rent a small number of parking spaces from commercial parking lots to provide slug lines. It would solve many problems. Mr. Harf responded that the experience has shown that there really needs to be a large number of parking spaces for slugs to congregate to form carpools.

Adjournment

On a motion by Ms. Bulova, and a second by Mr. Grzejka, the Board unanimously agreed to adjourn. The vote in favor was cast by Board Members Bulova, Conner, Gibbons, Grzejka, Jenkins, McConnell and Zimmerman. Chairman Jenkins adjourned the meeting at 11:22 A.M.

Approved this 20<sup>th</sup> day of February, 2004.

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John Jenkins  
Chairman

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John Grzejka  
Secretary

**CERTIFICATION**

This certification hereby acknowledges that the minutes for the January 16, 2004, Virginia Railway Express Operations Board Meeting have been recorded to the best of my ability.

*Rhonda Gilchrest*

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Rhonda Gilchrest



## CHIEF OPERATING OFFICER'S REPORT

January 2004

### RIDERSHIP INFLUENCED BY CSX DERAILMENT

December 2003 provided many interesting hurdles for VRE as service was temporarily interrupted with a derailment on December 18<sup>th</sup>. The derailment occurred at the A/F Interlocking, disabling five switches and three sets of tracks.

The end result was that VRE dramatically altered commuter train service throughout the Christmas holiday season. We ran the "S" schedule for the next 5 days, and improvised by running what equated to 10 car train set (or the equivalent of two trains) to accommodate ridership demands on the Fredericksburg Line.

Through all the turmoil and confusion, as well as the hustle and bustle of the holidays, VRE still increased ridership over December of 2002 by 14.5%; one of the highest ridership percentage increases in the last six months. Ridership grew by more than 1,700 passenger trips per day with only 17 service days during the month.

As validation of this point, one only needs to look at the high water mark for ridership during December 2003, which came in around 15,600 as compared to December 2002 when the high was 14,500.

I remember when I first took over as Acting Chief Operating Officer, reporting to the Board that we carried 15,000 riders was a magical threshold. Today I am pleased to report that that bar has been raised to 16,000. Just after the holidays, after everyone returned to work and VRE service was fully operational again, we carried almost 15,900 on January 6, 2004. This is great news, of course, but also alarming because we are at capacity with little room for growth. During December alone we exceeded 15,000 average daily passenger trips eight times with only seventeen full service days.

MONTHLY REVIEW OF RIDERSHIP	AVERAGE DAILY RIDERS
VRE December 2003 Average Daily Riders	13,200
VRE December 2002 Average Daily Riders	11,525
PERCENTAGE INCREASE	14.5%

## ON-TIME PERFORMANCE

The reality is that on-time performance, though reported at 83.5% for the month of December, is respectable but not necessarily a true reflection of the aggravation and frustration that riders had to endure during the derailment and days following the derailment.

Passenger crowding caused by the "S" schedule also posed significant hardship for on-time performance as we ran our first-ever ten car train set. A ten-car train is capable of holding over 1,400 passengers and still passenger loads on some days had 200 to 300 standees on the train.

Though I am quick to commend CSX for their diligence in addressing the problem of the derailment and working with us to put into place an operational plan to keep the railroad running truth, more could have been done. For instance, on the day following the derailment CSX dispatching boxed in two of our trains, causing significant delays to that trains.

Once we started running full service again on December 29<sup>th</sup>, we were able to achieve an average of 93% on-time performance for that week, during which time CSX excelled at routing our trains through the AF Interlocking while continuing to make repairs to the site.

Our relationships with both CSX and NS now permit us much greater flexibility to devise and implement ad hoc operational plans to ensure that VRE trains run on time during crisis situations. Both railroads are capable of responding quickly to our requests and making decisions within one hour – a remarkable ability.

<b>MONTHLY ON-TIME PERFORMANCE</b>	<b>ON-TIME PERCENTAGE</b>
VRE December 2003 Fredericksburg OTP Average	77%
VRE December 2003 Manassas OTP Average	90%
<b>VRE DEC 2003 OVERALL ON-TIME PERFORMANCE</b>	<b>83.5%</b>

Listed below is a detailed overview of the delays for the month of December, which are reflective of the problems addressed above.

December 2003 Train Delays	REASON	TOTALS	PERCENT
	Signal/Switch Failure	8	12%
	Slow Orders	4	0%
	M/W	0	0%
	Train Interference	49	46%
	AMTRAK	6	16%
	Freight	38	61%
	VRE	5	25%
	Mechanical Failure	11	9%
	Late Turn	0	6%
	PAX Handling	11	10%
	Weather	0	12%
	Crew Related	1	1%
Other	5	4%	
<b>TOTAL</b>	<b>89</b>	<b>100%</b>	

## QUANTICO BRIDGE

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The design work for constructing a second bridge over Quantico Creek has been finalized and Operations Board approval to solicit bids is being presented this month. Permitting is moving forward and is scheduled to be in place prior to contract execution. A Joint Permit Application (JPA) was submitted to the Virginia Marine Resource Commission (VMRC) in July 2003. A decision on the JPA is expected by the end of January 2004. Other permitting efforts such as: land disturbance permit, Army Corps of Engineers permits, and Virginia Department of Conversation and Recreation Erosion and Sedimentation permit approvals are also underway. Permission for construction access and staging has been obtained and formal agreements are being drafted with Dominion Power and Marine Corps Base Quantico.

Finally, after several months of negotiation, staff was successful in negotiating use of an ash pond owned by VA Dominion Power that will be used for dredging disposal. The disposal fee was negotiated down from \$5.04 Million to \$315,000. This was a critical milestone as environmental permitting requirements were based upon use of this pond.

The scope of force account work to be completed by CSX has been finalized and VRE's legal counsel is drafting a formal MOU.

## BRAC – QUANTICO

The Department of Defense (DOD) has received Congressional authorization for a Base Realignment and Closure (BRAC) round in 2005. BRAC has been used in the past by DOD as a means to achieve several goals: eliminate excess infrastructure; reshape our military; pursue jointness; optimize military readiness; and realize significant savings in support of transforming the Department of Defense.

Marine Corps Base (MCB) Quantico, like all other military installations, will be evaluated on the BRAC 2005 selection criteria. The Base's role in BRAC 2005 is to provide whatever information about MCB Quantico that may be required to support the BRAC process.

The following are the milestones for the 2005 BRAC round: publish proposed selection criteria for a 30 day comment period by December 31, 2003; publish final selection criteria by February 16, 2004; and submit a report to Congress with the FY 2005 budget justification along with a comprehensive installation inventory and force structure plan.

By May 16, 2005, the Secretary of Defense will forward the recommendations for closures and realignments, which will be available to the public. The BRAC Commission must forward its report to the President by September 8, 2005. The President will have until September 23, 2005, to accept or reject the recommendations on an all or nothing basis and forward the recommendations to Congress. Once the President forwards the recommendations to Congress, Congress will have 45 legislative days to enact a joint resolution rejecting all the recommendations or they become binding.

## EZ BUS UPDATE

Since the successful launch of the EZ Bus back in December with Secretary of Transportation Whitt Clement, Chairman Bulova, Board Member Elaine McConnell and nearly 50 guests, EZ Bus has remained on target.

As of today, we have nearly 90 subscribers signed up for the service, and we are very optimistic that this "one of a kind" program will become a regional and even national model. We have already seen positive results with nearly 40 riders using the service daily, freeing up much needed parking spaces in the Burke Centre lot.

We are so encouraged by the project that we have submitted it to APTA as a topic of discussion at the upcoming commuter rail conference in April, and at the Marketing and Communications Committee of APTA as well. We are hopeful that the program will be selected and Fairfax County can present its idea as a model for the industry to see.

## TOY FOR TOTS

The eighth annual VRE Toys for Tots campaign was a rousing success.

The Toys for Tots program is a multi-faceted undertaking for VRE. We orchestrate the first part of the philanthropic event during our Santa Trains, where well over a thousand toys were collected. VRE cannot take sole credit here, though, because without the generosity and caring of those individuals riding the Santa trains, many other children would not experience the joys of the season. A shining example of this generosity was the Price's, who brought ten new bicycles to the Manassas Station.

The second part of VRE's Toys for Tots program comes on our trains. This year we collected 1,100 toys from our passengers, as well as over \$3,800 in cash and check contributions. In addition, CSX, who realized that our program was seriously impacted because of the derailment, graciously donated \$15,000 for the cause. Their generosity is certainly appreciated by not only VRE, but also the hundreds and perhaps thousands of children who awoke to a present this Christmas.

## JUDGE WILL ALLOW AMTRAK TO STRIKE

Five Amtrak unions were given permission by a federal judge in December to stage a one-day strike but it was not clear whether any work stoppage would take place in the immediate future.

U.S. District Judge James Robertson rejected a motion by Amtrak to block the walkout originally scheduled for October 3, saying it would not violate labor law.

Clearly a walkout would shut down Amtrak, and their service to about 65,000 daily passengers as well as heavily impact commuter rail service like VRE's throughout the country.

The threatened strike was tied to union complaints that Congress was not adequately funding the money-losing railroad.

"While there is currently nothing preventing them from striking now, we've asked the union to advise us when they intend to walk out," said Amtrak spokesperson Cliff Black.

According to a union official, no decision has been made on whether to set a new strike date, but I feel confident that the farther removed from the court ruling we get, the less likely a walkout will occur. Namely, Congress (at least the allies of Amtrak) worked doggedly to increase federal monies for Amtrak in the FY 2004 appropriations bill and to walk out now would be a direct insult to those who really went to bat for the unions.

## SOUTHEAST CONSIDERS HIGH-SPEED RAIL LINE

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Six southeastern states are banding together to push for a high-speed train network that would connect the region and link it with Washington, D.C.

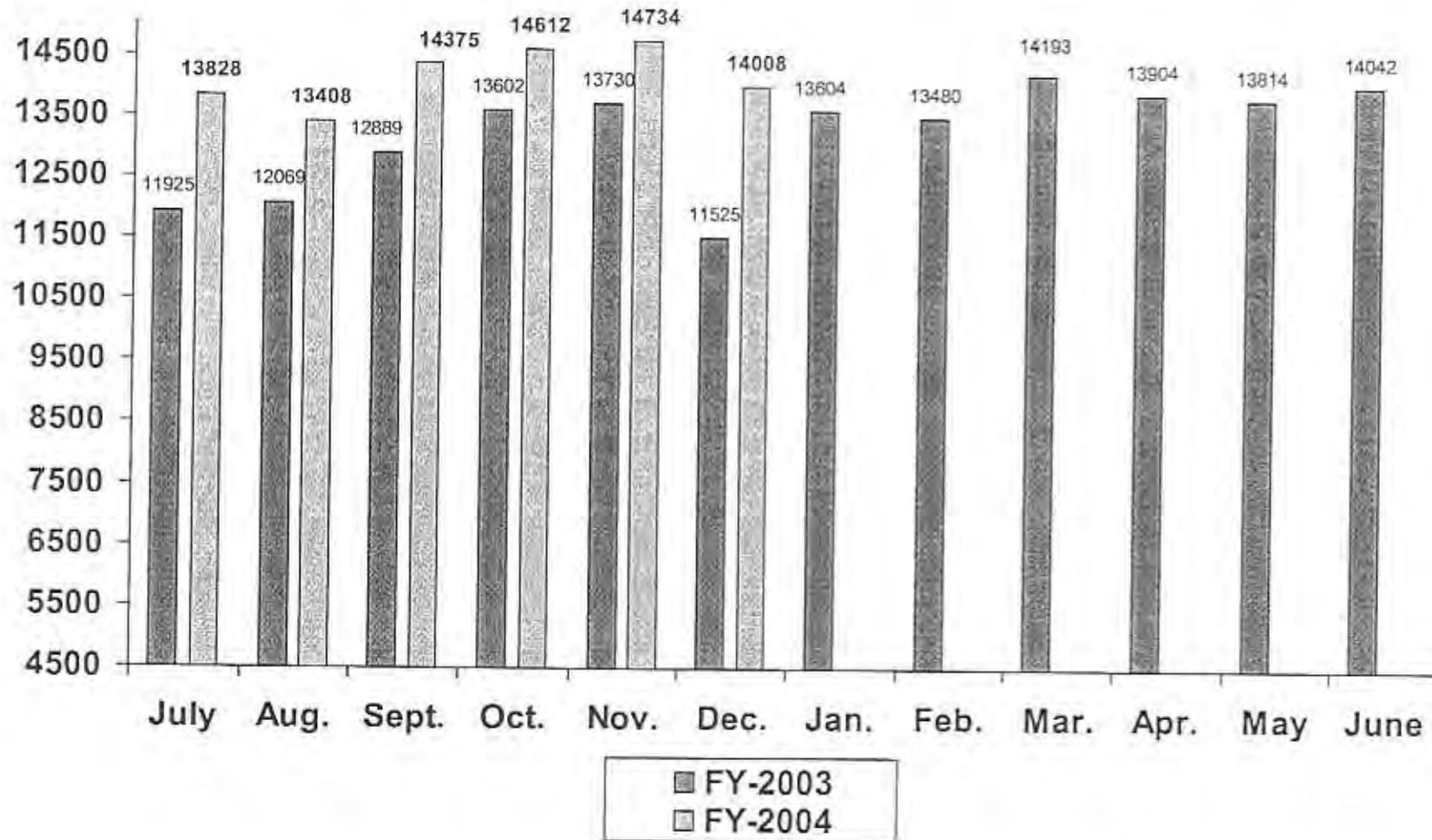
Alabama, Georgia, North Carolina, South Carolina, Virginia and Tennessee and their allies in Congress recently won \$750,000 in federal funds to study the possibility of such a system, according to *USA Today*.

Business leaders in the region, who are spearheading the effort, are touting the rail proposal's unusual financing scheme.

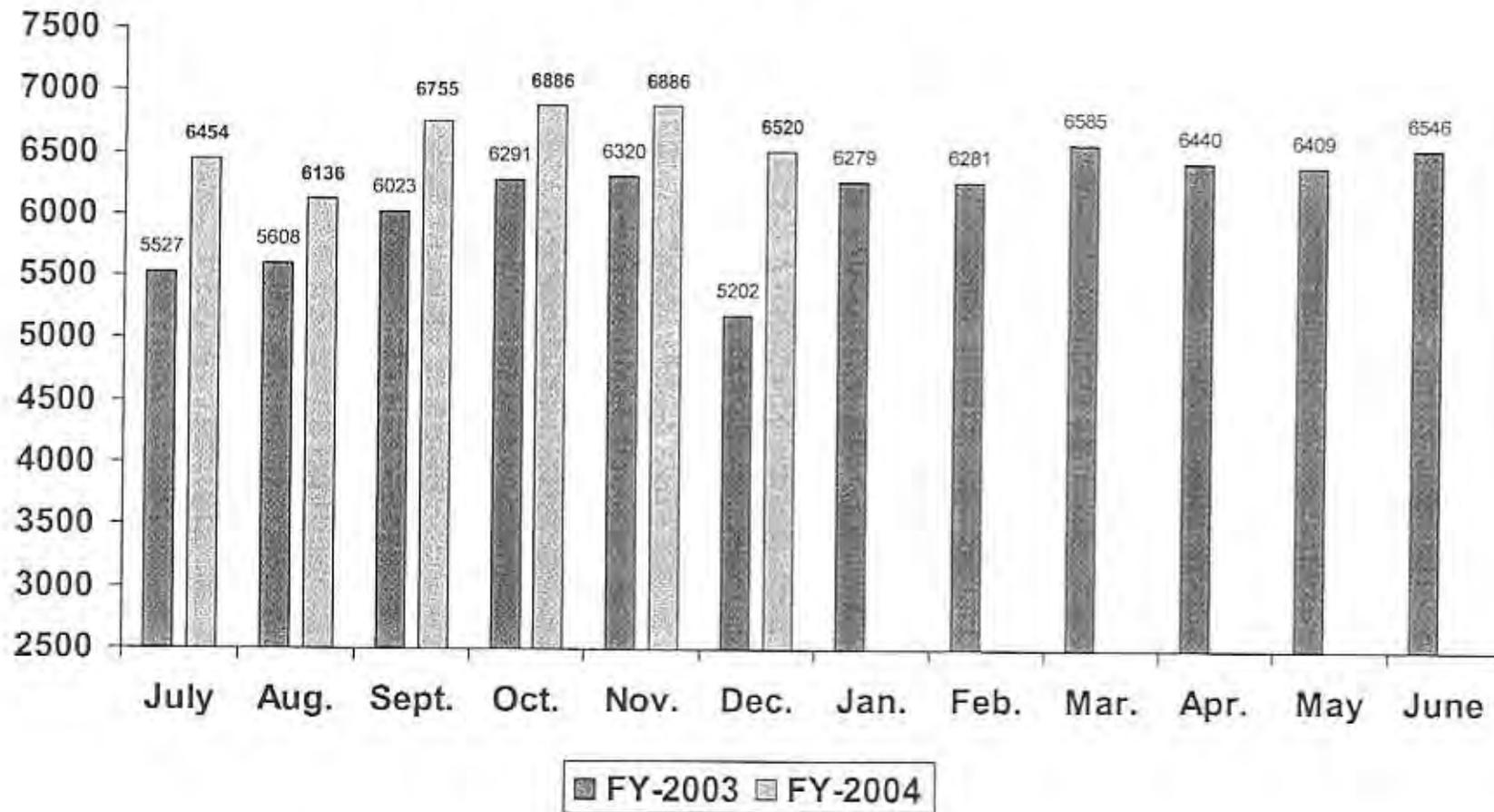
The federal government would pay for building the rail network at an estimated cost of about \$6 billion. Once completed, a private company would operate it, using its own rail cars and without government subsidies, said the paper.

Experts say, efforts like this are incremental steps toward a network that even the most optimistic proponents say is at least seven to ten years away from completion of its first leg, but VRE remains very proactive in watching these developments because part of the proposal could be a dedicated high speed rail line adjacent to existing freight and passenger rail lines.

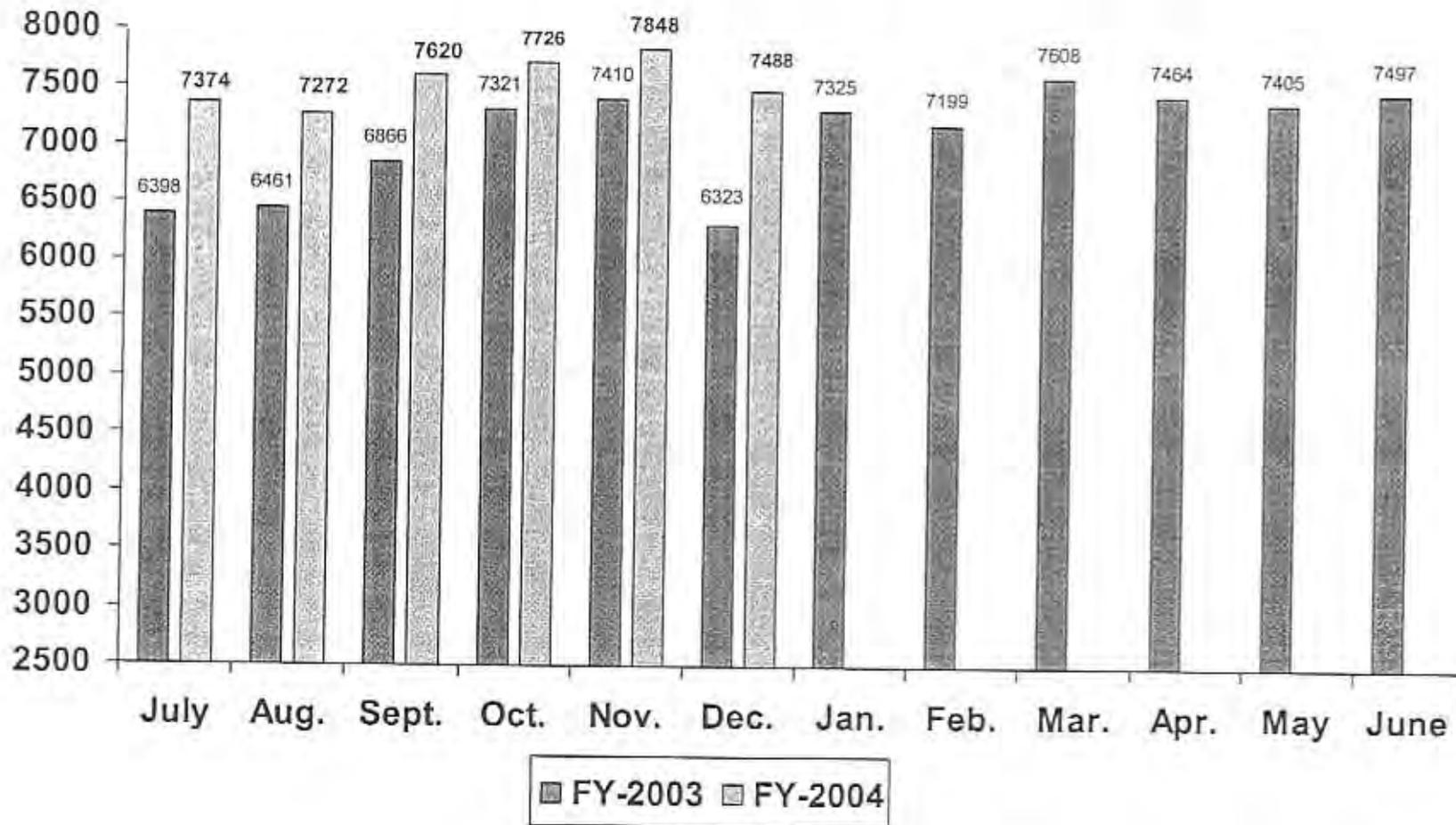
# VRE Total Average Daily Ridership



# VRE Average Daily Ridership Manassas Line



# VRE Average Daily Ridership Fredericksburg Line



# Fredericksburg Line Boardings: FY 2004

## November 2003

		Daily Avg.	Monthly Avg.
Fredericksburg	on:	908	15428
	off:	695	11807
Leeland Road	on:	552	9388
	off:	597	10149
Brooke	on:	294	4990
	off:	331	5627
Quantico	on:	418	7102
	off:	388	6588
Rippon	on:	347	5891
	off:	364	6192
Woodbridge	on:	719	12215
	off:	731	12423
Lorton	on:	195	3319
	off:	200	3392
Franconia/Springfield	on:	190	3226
	off:	316	5376
Alexandria	off:	378	6430
	on:	358	6056
Crystal City	off:	949	16129
	on:	1089	18513
L'Enfant	off:	1107	18811
	on:	1151	19567
Union Station	off:	788	13400
	on:	632	10740

## December 2003

		Daily Avg.	Monthly Avg.
Fredericksburg	on:	873	16582
	off:	676	12844
Leeland Road	on:	561	10650
	off:	576	10939
Brooke	on:	297	5634
	off:	315	5990
Quantico	on:	410	7790
	off:	374	7106
Rippon	on:	343	6522
	off:	350	6650
Woodbridge	on:	719	13652
	off:	701	13324
Lorton	on:	191	3620
	off:	194	3677
Franconia/Springfield	on:	187	3544
	off:	289	5672
Alexandria	off:	359	6816
	on:	358	6797
Crystal City	off:	950	18045
	on:	1036	19689
L'Enfant	off:	1119	21256
	on:	1106	21019
Union Station	off:	773	14687
	on:	612	11628

## Manassas Line Boardings: FY 2004

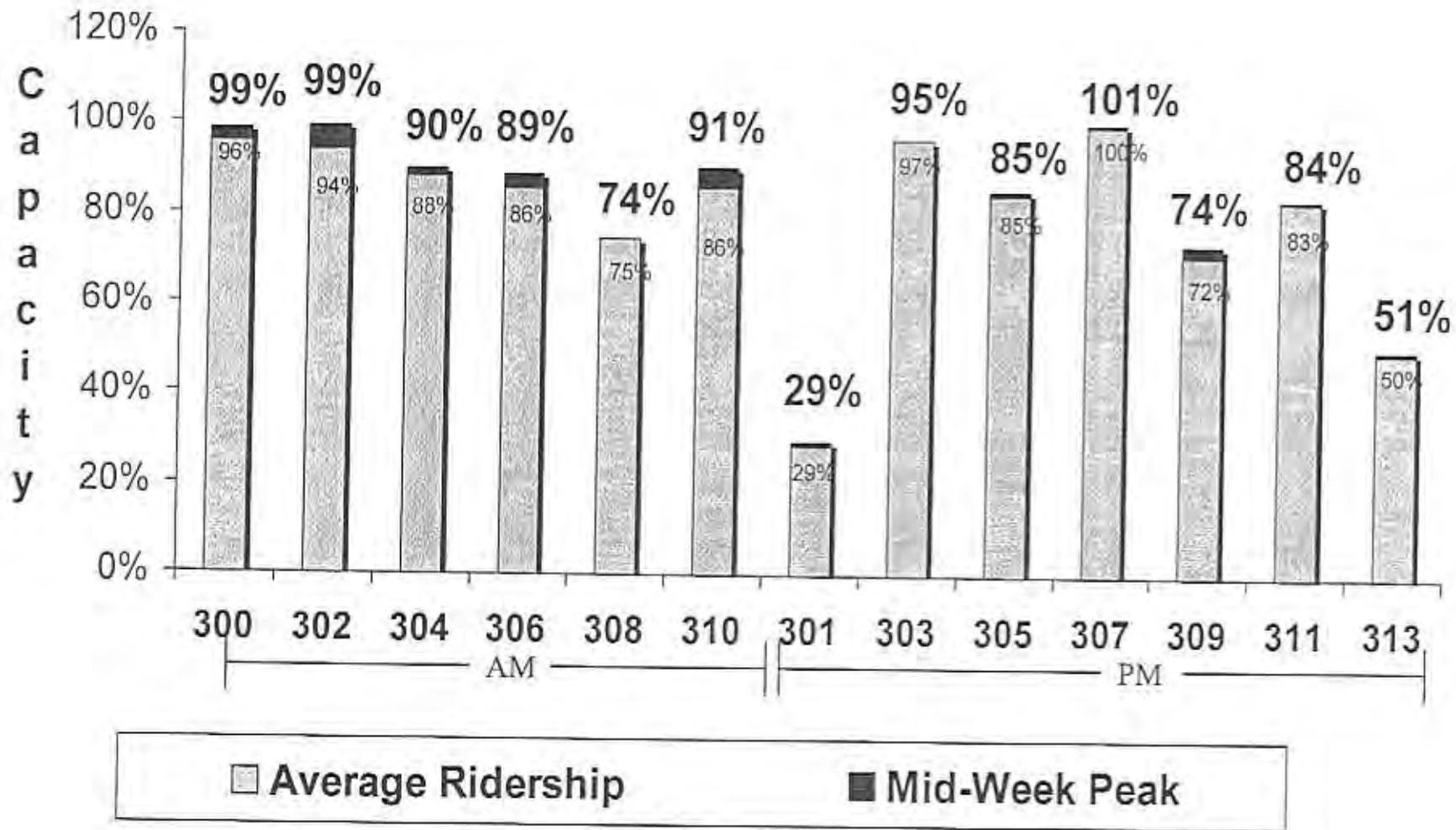
### November 2003

		Daily Avg.	Monthly Avg.
Broad Run	on:	596	10136
	off:	448	7608
Manassas	on:	614	10438
	off:	573	9745
Manassas Park	on:	556	9452
	off:	538	9150
Burke Centre	on:	693	11777
	off:	717	12193
Rolling Road	on:	360	6116
	off:	536	9112
Backlick Road	on:	120	2036
	off:	171	2903
Alexandria	on:	209	3553
	off:	113	1913
Crystal City	on:	706	11994
	off:	843	14331
L'Enfant	off:	1377	23405
	on:	1318	22406
Union Station	off:	626	10634
	on:	777	13213

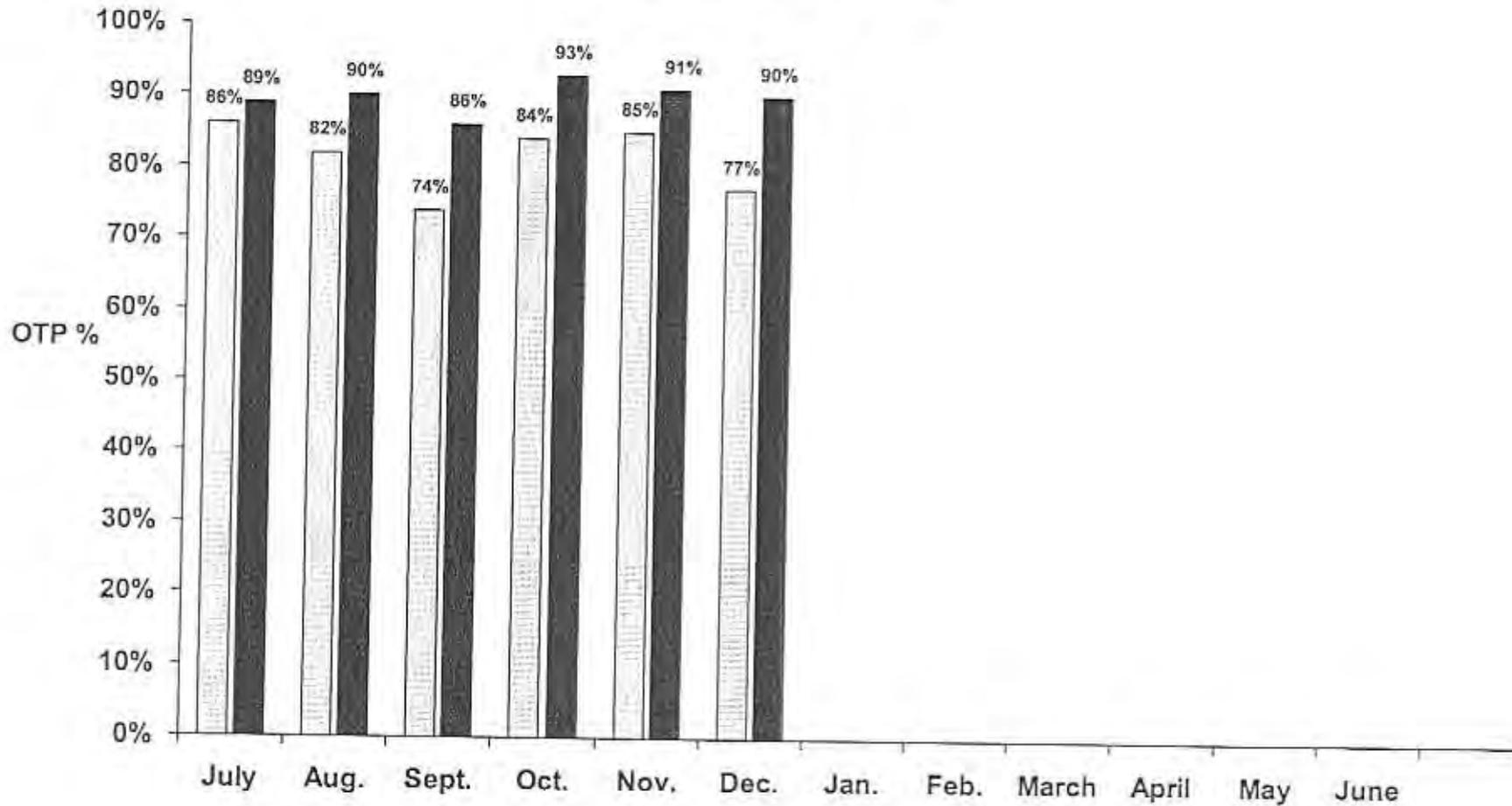
### December 2003

		Daily Avg.	Monthly Avg.
Broad Run	on:	553	10502
	off:	405	7686
Manassas	on:	567	10778
	off:	553	10502
Manassas Park	on:	508	9657
	off:	525	9970
Burke Centre	on:	637	12108
	off:	698	13267
Rolling Road	on:	331	6284
	off:	515	9780
Backlick Road	on:	115	2190
	off:	165	3130
Alexandria	on:	196	3729
	off:	108	2047
Crystal City	on:	688	13072
	off:	771	14654
L'Enfant	off:	1278	24287
	on:	1278	24273
Union Station	off:	573	10892
	on:	724	13761

# Train Utilization: Fredericksburg Line – December 2003

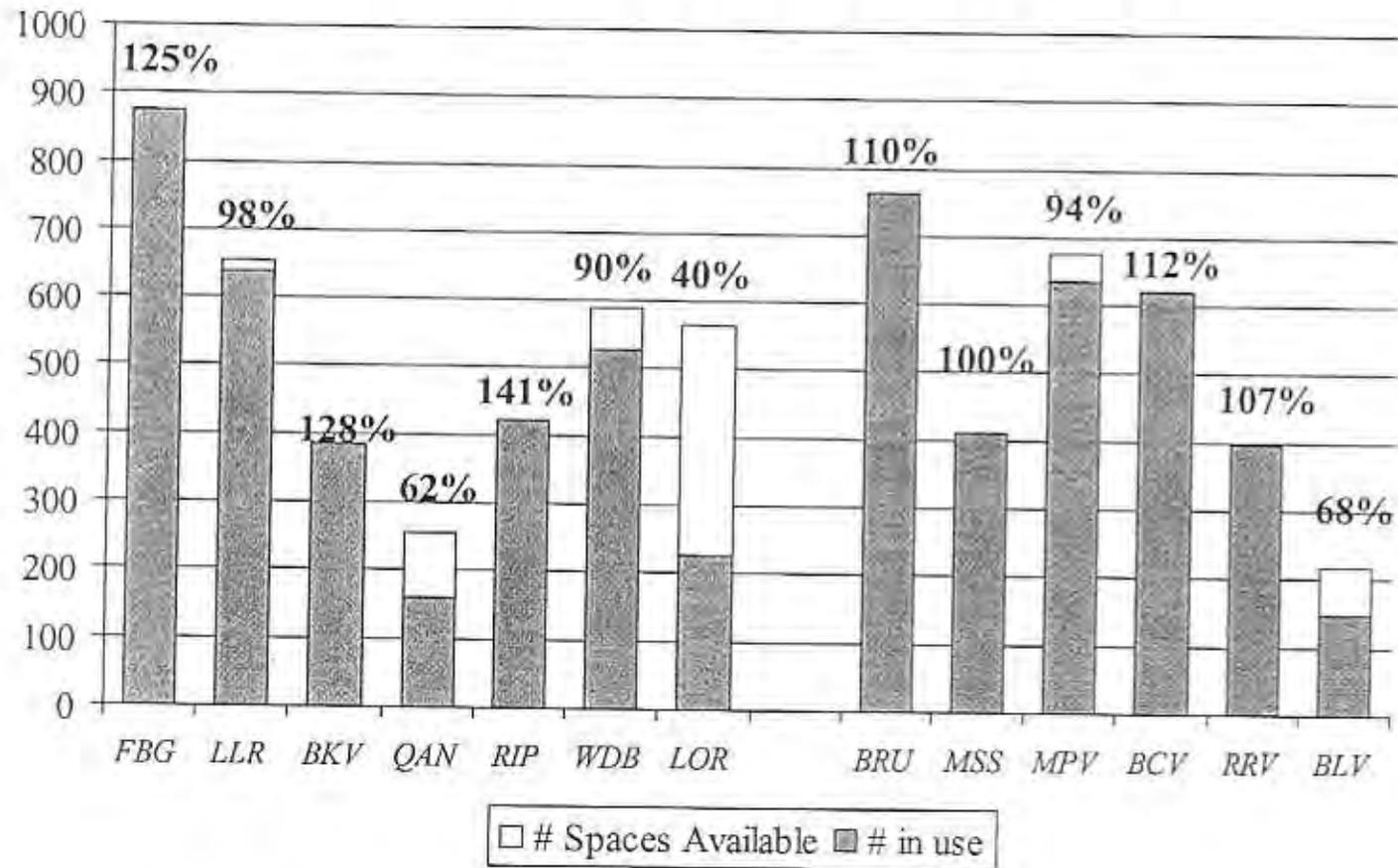


# Average On-Time Performance FY-2004



□ Fredericksburg OTP  
■ Manassass OTP

# Parking Lot Utilization: December 2003



\* Manassas Parking Numbers Not Available

**VRE PASSENGER CAR INTEGRATION PLAN**  
**11/28/2003**

	Current Total	Changes to Active Consists*						Fall 2004		
		1/9/04	1/12 to 1/23/04	1/19 to 2/15/04	5/30/04	6/30/04	7/30 to 8/30/04	Active	Inactive	Total
		Mafersa Cabs	10							10
Mafersa Trailers	28	(3)		(10)	(5)	(5)	(5)	0	28	28
Kawasaki Cabs	4							4		4
Kawasaki Trailers	9							9		9
Sounder Cabs	4		(1)		(1)	(2)		0		0
Sounder Trailers	14		(4)		(5)	(5)		0		0
Gallery Cabs	0						2	2		2
Gallery Trailers	13	3	4	10	5	(1)	5	11	50	50
Budd Trailers	5							5		5
<b>TOTAL</b>	<b>87</b>	<b>0</b>	<b>(1)</b>	<b>0</b>	<b>(11)</b>	<b>(7)</b>	<b>8</b>	<b>80</b>	<b>28</b>	<b>108</b>

\*Dates of changes are approximations based on the best estimates considering current circumstances.

Active column includes all equipment that must be maintained. However, on a daily basis only 58 cars are in train service currently, increasing to 59 by the fall of 2004.

Gallery deletion in May represents the sale/transfer of the "Marino Car" presently in Joliet, IL

## VRE LOCOMOTIVE INTEGRATION PLAN

11/28/2003

	Current	Phase 1 Jan. '04	Phase 2 Feb. '04	Phase 3 Mar. '04	Phase 4 June '04	Summer 2004 Total
GP-39	10					10
GP-40	5					5
FP-40	1	1	2			4
F-59	2			(1)	(1)	0
P-40	1	(1)				0
<b>TOTAL</b>	<b>19</b>	<b>0</b>	<b>2</b>	<b>(1)</b>	<b>(1)</b>	<b>19</b>

On a daily basis there will be 11 locomotives in train service, 3 locomotives maintained as "protects", leaving 5 locomotives as shop spares.

# Gallery III

...have arrived



Attractive finish



Comfortable cushions



Luggage racks



Walkover seats



Solicitation of Bids and Award of a Contract to Rebuild 10 VRE Railcar Trucks

The VRE Operations Board recommends approval of Resolution #1003. This provides authorization to solicit bids and award a contract for rebuilding 10 railcar trucks on five VRE Gallery railcars. Contract award will require approval of legal counsel. "Trucks" are the assembly of steel wheels, axles, springs, shock absorbers, bushings, wear plates, pivot points and associated frames that are under each end of every railcar.

The cost is not to exceed \$325,000 which includes a 10 percent contingency. Federal funds, with state and local match, are available.

## RESOLUTION #1003

**SUBJECT:** Bids and Contract Award for Rebuilding 10 Railcar Trucks.

**WHEREAS:** VRE staff has determined that it is necessary to rebuild the existing trucks on each end of the five NRC Gallery railcars so that they can remain in service;

**WHEREAS:** VRE has developed engineering estimates for the cost of rebuilding the trucks; and

**WHEREAS:** Time constraints require that VRE staff be permitted to solicit the bids and make the contract award without further commission approval.

**NOW, THEREFORE BE IT RESOLVED** that the Northern Virginia Transportation Commission does hereby authorize the Acting Chief Operating Officer to solicit bids and award a contract for the rebuild of the 10 railcar trucks that are currently under each end of VRE's five NRC Gallery railcars in an amount not to exceed \$325,000, which includes a 10% contingency. The contract would be awarded to the lowest priced, qualified bidder, subject to the approval of legal counsel.

Approved this 5th day of February, 2004.

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William D. Euille  
Chairman

---

Gerald E. Connolly  
Secretary-Treasurer



# Virginia Railway Express Operations Board

1500 King Street • Suite 202 • Alexandria, Virginia 22314-2730 • (703) 684-1001 • FAX (703) 684-1313  
Web Site: <http://www.vre.org> • E-Mail: [gotrains@vre.org](mailto:gotrains@vre.org)

## AGENDA ITEM 10-F ACTION ITEM

**TO:** CHAIRMAN JENKINS AND THE VRE OPERATIONS BOARD

**FROM:** DALE ZEHNER

**DATE:** JANUARY 16, 2004

**RE:** AUTHORIZATION TO SOLICIT PRICES AND AWARD A CONTRACT TO REBUILD TEN (10) RAILCAR TRUCKS CURRENTLY ON THE "NRC" GALLERY CARS

### RECOMMENDATION:

The VRE Operations Board is being asked to seek approval from the Commissions to authorize the Acting Chief Operating Officer to solicit and award a contract for the rebuild of the ten (10) railcar trucks that are currently under each end of VRE's five (5) NRC Gallery railcars in an amount not to exceed \$325,000, which includes a 10% contingency. The contract would be awarded to the lowest priced, qualified bidder, subject to the approval of legal counsel.

### BACKGROUND:

In June of 2001, VRE acquired Gallery high capacity railcars to address concerns regarding seating capacity (VREX 405, VREX 408, VREX 412, VREX 413, & VREX 415). In an effort to minimize the capital cost of placing these cars into revenue service in 2001, the trucks were qualified rather than rebuilt. These railcars were built in 1955-1956 and the original trucks are still on the units.

A "truck" in railroad nomenclature is the assembly of steel wheels, axles, springs, shock absorbers, bushings, wear plates, pivot points, and associated frames that are under each end of every railroad car.

- A Transportation Partnership -

Northern Virginia  
Transportation Commission  
4350 North Fairfax Drive, Suite 720  
Arlington, Virginia 22203  
(703) 524-3322

Potomac and Rappahannock  
Transportation Commission  
14700 Potomac Mills Road  
Woodbridge, Virginia 22192  
(703) 583-7782

It is the desire of VRE to utilize these five Gallery railcars through 2010. Therefore, these trucks cannot continue in service without being rebuilt. Staff has evaluated the following potential options to resolve the issue:

1. VRE could retire the five NRC Gallery coaches and replace them with leased Sounder equipment at \$40,000 per month. The cost would be approximately \$480,000 per year and the Sounder equipment could be recalled before 2007.
2. VRE could retire the five NRC Gallery coaches and continue using single level Mafersa railcars. This would reduce capacity by over 400 seats per day, which would significantly impact VRE's ability to meet ridership demand.
3. VRE could retire the five NRC Gallery coaches and acquire five additional Gallery coaches from Metra. However, the condition of these coaches will not be comparable to the 35 coaches already selected. They will need significant renovation, which staff estimates at \$200,000 to \$250,000 per coach.
4. VRE could rebuild the ten trucks on each end of the five NRC Gallery railcars at a price of approximately \$325,000, extending the useful life of the coaches to at least FY 2010.

For the above reasons, staff recommends that the Acting Chief Operating Officer be given the authority to solicit and award a contract to rebuild the ten trucks on all five of the NRC Gallery railcars.

#### **FISCAL IMPACT:**

Funds for the project are included in VRE's CIP as part of the rolling stock modifications project. Funding is included in the FY 2003 federal grant. The local match is provided for using state and local funds.

Approval of Distribution of FY 2003 VRE Audited Financial Report

VRE's auditors, PBGH LLP, completed the audit of VRE's FY 2003 financial report and provided an unqualified (clean) opinion. Accordingly, NVTC is asked to approve, at the recommendation of the VRE Operations Board, the attached Resolution #1004. The resolution accepts the audit report and authorizes staff to provide copies to the distribution list of financial and regulatory agencies, bondholders, local and state jurisdictions and others.

The audit firm has provided two management letters that will be discussed by VRE's Finance Committee before the VRE Operations Board and then the commissions are asked to respond.

**RESOLUTION #1004**

**SUBJECT:** Approval of Distribution of FY 2003 VRE Audited Financial Report.

**WHEREAS:** PBGH, LLP has completed its audit of VRE's FY 2003 financial report; and

**WHEREAS:** The audit firm has provided an unqualified (clean) opinion.

**NOW, THEREFORE BE IT RESOLVED** that the Northern Virginia Transportation Commission authorizes staff to provide copies of the FY 2003 audit report to the distribution list of agencies and bondholders.

Approved this 5th day of February, 2004.

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William D. Euille  
Chairman

---

Gerald E. Connolly  
Secretary-Treasurer

# VIRGINIA RAILWAY EXPRESS

FINANCIAL STATEMENTS

FOR THE YEARS ENDED JUNE 30, 2003 AND 2002



**VIRGINIA RAILWAY EXPRESS**  
Financial Statements for the Years Ended June 30, 2003 and June 30, 2002

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## Virginia Railway Express A Transportation Partnership

December 1, 2003

Commissioners

The Northern Virginia Transportation Commission

The Potomac and Rappahannock Transportation Commission

I am pleased to present the Virginia Railway Express' (VRE) audited financial statements for Fiscal Year 2003, ending June 30, 2003. This report conforms to accounting principals generally accepted in the United States of America (GAAP) and provides full disclosure of VRE's financial position and operations for FY 2003. The information provided in this report assists the VRE Operations Board, Commissions and other officials in making management decisions and provides all interested parties with comprehensive financial data in a format that will enable them to gain a true understanding of VRE's financial affairs.

This report is presented in three sections. The introductory section includes this transmittal letter and a list of the VRE Operations Board members and key VRE staff. The financial section includes the independent auditors' report, an analysis of the financial operations of VRE during the year, the financial statements, and the footnotes to the financial statements. The compliance section contains the independent auditors' report on compliance and internal controls in accordance with *Government Auditing Standards*.

### Fiscal Year 2003 Operations

A key to our growth continued to be our on-time performance. During FY 2003 VRE achieved an on-time performance of 86% on the Fredericksburg line and 94% on the Manassas line. This compares very favorably with other commuter railroads.

One of the notable events of FY 2003 was the continued growth of the ridership increasing 16% as it outpaced even the most optimistic projections for FY 2003.

## **Capital Improvements**

With increasing ridership has come the challenge of providing enough seats and parking for our customers. We were able to take advantage of the excess equipment owned by Sound Transit to lease 18 high-capacity bi-level cars and two locomotives – enough for three train sets.

VRE's Capital Improvement Department continued to make needed enhancements to the VRE facilities and system. A comprehensive facilities assessment study was completed in August of 2002 and a series of recommended improvements have been completed, such as gutter replacement and concrete work. Station enhancements were also completed, including a platform extension project at the Manassas Park station. Finally, several large scale projects were initiated or advanced significantly, including the Quantico bridge and a parking deck at Manassas.

## **Customer Service and Marketing**

While the investment in capital assets allows us to accommodate increases in ridership, marketing and customer service are crucial in attracting new riders and retaining those who have chosen VRE. During FY 2003 VRE improved its website and lost and found system. These improvements made it easier for customers to report concerns and to retrieve lost items from VRE. Customer Service also worked with passengers on the continuing issues resulting from crowded trains and parking lots.

Retention is another focus of our efforts. Programs such as "Security Blanket" and "Guaranteed Ride Home" continue to be simple, cost effective means to offset the difficulties passengers may encounter with day care or connecting service should train delays occur.

During Fiscal Year 2003, VRE was recognized by the profession for a number of accomplishments. The VRE 10<sup>th</sup> anniversary poster received the prestigious "Tranny" award from the Transportation Marketing and Communications Association. We received the Virginia Transit Association Innovative Program Award for "Undercover Officers on Trains" and Outstanding Public Transportation Marketing Award Honorable Mention for "VRE's Ten-year Anniversary." The program of automatic external defibrillators on trains was given the Award for Public Transportation Safety by the Governor's Transportation Safety Board. VRE was named a "Disability Friendly Business" by the Virginia Business Leadership Network Disability Services Board. At the American Public Transit Association's (APTA) annual conference, VRE was named the First Place Award winner for special events for our annual "Santa Trains."

The VRE Operations Board and management continually seek innovative ways to promote the service and send the message to the public that train travel is a safe, reliable alternative to driving.

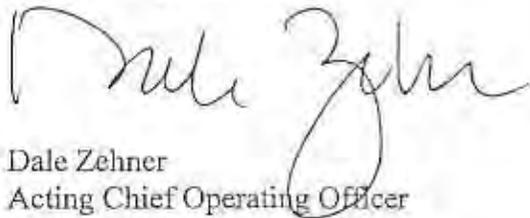
## Outlook and Initiatives

As VRE transitioned from a start-up to a more mature commuter rail system, we undertook a formal strategic plan to identify the full range of options for the future. The plan focused on all areas of operation and capital improvements and resulted in a document that details several scenarios for the next ten years. Furthermore, the plan identifies what funding and capital needs must be met to make these scenarios happen. As a result of this blueprint, VRE can plan for its future. A phase II report will provide a plan through the year 2025.

Ridership continues to increase. To accommodate these anticipated increases, during Fiscal Year 2004 additional parking is planned for the Rippon and Woodbridge stations. Up to forty gallery bi-level cars will enter service.

The focus of the VRE Operations Board and management continues to be taking commuters off the roads and getting them onto rails. With the Washington, DC metropolitan area now designated as a severe non-attainment area for air quality, public transit will play an increasingly vital role in addressing the area's need to take corrective actions. VRE currently takes the equivalent of one full lane of traffic off of both Interstate 95 and Interstate 66 each rush hour. With the continued capital investment planned for the next six years and continued high levels of customer service, VRE is positioned to provide a cost effective means to reduce Northern Virginia's dependence on highway travel and reducing the air pollution that it engenders.

Respectfully submitted,



Dale Zehner  
Acting Chief Operating Officer

# Virginia Railway Express

## Directory of Principal Officials and Key Personnel

### Operations Board

#### Officers

Chairman	Hon. Sharon Bulova, Fairfax County
Vice-Chairman	Hon. John Jenkins, Prince William County
Secretary	Hon. Elaine McConnell, Fairfax County
Treasurer	Hon. John Grzejka, City of Manassas

#### Members

Hon. Robert Gibbons, Stafford County  
Hon. Dana Kauffman, Fairfax County  
Karen Rae, DRPT

#### Alternates

Hon. Maureen Caddigan, Prince William County  
Hon. Hilda Barg, Prince William County  
Hon. Christopher Zimmerman, Arlington County  
Hon. William Greenup, City of Fredericksburg  
Hon. Ruth Griggs, Prince William County

### Management

Chief Operating Officer	Pete Sklannik, Jr.
Assistant Chief Operating Officer	Dale Zehner
Director of Finance	John H. Tuohy, CPA
Director of Capital Programs	Jennifer Straub
Superintendent of Railroad Services, Safety, and Security	David A. Snyder
Manager of Operations Support	Dennis Larson
Manager of Public Affairs	Mark Roeber
Manager of Customer Service	Wendy Lemieux
Manager of Market Development	Ann King
Manager of Personnel and Administration	Anna Gotthardt
Manager of Information Technology	Don Chism



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Mensel D. Dean  
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Kevin D. Humphries  
Bradford R. Jones  
Virginia B. Miller  
John E. Zigler, Jr.  
Michael T. Kennison

## INDEPENDENT AUDITORS' REPORT

To the Commissioners  
The Northern Virginia Transportation Commission  
The Potomac and Rappahannock Transportation Commission

We have audited the accompanying basic financial statements of the Virginia Railway Express, a joint venture of the Northern Virginia Transportation Commission and the Potomac and Rappahannock Transportation Commission, as of and for the year ended June 30, 2003. These financial statements are the responsibility of the Virginia Railway Express' management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the Virginia Railway Express for the year ended June 30, 2002, before they were restated for the matters discussed in Note 11 to the financial statements, were audited by other auditors whose report, dated September 18, 2002, expressed an unqualified opinion on those statements.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and *Specifications for Authorities, Boards, and Commissions*, issued by the Auditor of Public Accounts of the Commonwealth of Virginia. Those standards and specifications require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Virginia Railway Express as of June 30, 2003 and the changes in financial position and cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

In accordance with *Government Auditing Standards*, we have also issued our report dated October 21, 2003 on our consideration of the Virginia Railway Express' internal control over financial reporting and our tests of its compliance with certain provisions of laws, regulations, contracts and grants. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be read in conjunction with this report in considering the results of our audit.

The management's discussion and analysis on pages 8 through 13 is not a required part of the basic financial statements but is supplementary information required by the Governmental Accounting Standards Board. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

The accompanying introductory section as listed in the Table of Contents, is presented for purposes of additional analysis and is not a required part of the basic financial statements. This information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on it.

PBGH, LLP

Harrisonburg, Virginia  
October 21, 2003



## MANAGEMENT'S DISCUSSION AND ANALYSIS

The following Management's Discussion and Analysis (MD&A) of the Virginia Railway Express' activities and performance provides the reader with an introduction and overview of the financial statements of the Virginia Railway Express (VRE) for the fiscal year ended June 30, 2003. Following this MD&A are the basic financial statements of the VRE, together with the notes that are essential to the understanding of the data contained in the financial statements.

### Railway Activities and Highlights

For fiscal 2003, both ridership and fare revenue significantly exceeded fiscal 2002. This is a continuation of a trend of strong year-to-year increases. A three year comparison illustrates VRE's growth:

	2003	2002
Ridership	3,282,722	2,821,682
% Increase	16.3%	16.2%
Average daily boardings	13,231	11,564
% Increase	14.5%	17.6%

In addition to continued population growth in the areas served by VRE, the ridership increases may be attributed to the purchase and lease of 11 bi-level cars and traffic congestion on Interstates 95 and 66, two major interstate arterial roadways.

### Financial Operations and Highlights

The VRE was able to achieve positive financial results for the fiscal year, as follows:

- Operating revenues increased by 18.4% from \$12,960,010 to \$15,340,348 largely due to a 16.3% increase in ridership. The increases in equipment rentals and other revenues were 41.2%.
- Operating expenses, excluding depreciation, increased by 9.0% from \$31,669,360 to \$34,519,342. The major elements of this change are as follows:
  - There are contractually set escalators in the contract with Amtrak, the contract operator, and the track access fees paid to CSX Transportation and Norfolk Southern. These escalators account for approximately 4% of the increase.
  - Expenses increased \$1.8 million with the lease of railcars from Sound Transit entered into to increase capacity to meet ridership.

- The net result of the above was an operating loss, before depreciation, of \$19,178,994. This represents an increase from the previous year of 2.5%. Depreciation increased from \$5,261,672 in fiscal 2002 to \$5,837,560 in fiscal 2003. The operating loss before non-operating revenues and expenses increased from a loss of \$23,971,029 to a loss of \$25,016,554. Local, federal and state support is accounted for as non-operating income.
- Non operating revenue/(expenses) decreased from \$31,125,086 to \$30,427,047. This was due principally to a decline in capital grants as capital expenditures were lower in FY2003 than in FY2002. These declines were partially offset by an increase in operating grants from the Federal government of \$2,024,286 and a decline in bond interest, financing and other costs of \$2,289,635. There was a decline in interest income of \$157,719 due to both a decline in interest rates and invested balances during the year.

### Summary of Operations

The change in net assets for 2003 was \$5,410,493, as compared to \$7,154,057 for 2002 (restated).

	2003	2002
Operating revenues	\$ 15,340,348	\$ 12,960,010
Operating expenses	<u>34,519,342</u>	<u>31,669,360</u>
Loss before depreciation and other non-operating income and expenses	(19,178,994)	(18,709,350)
Depreciation	<u>(5,837,560)</u>	<u>(5,261,679)</u>
Loss before other non operating revenue and expenses	(25,016,554)	(23,971,029)
Other non operating revenue and expenses, net	30,427,047	31,125,086
Change in net assets	<u>\$ 5,410,493</u>	<u>\$ 7,154,057</u>

### Financial Position Summary

Net assets may serve over time as a useful indicator of VRE's financial position. VRE's net assets exceeded liabilities at June 30, 2003. This was an increase from June 30, 2002 (restated). A condensed summary of VRE's net assets at June 30 is shown as follows:

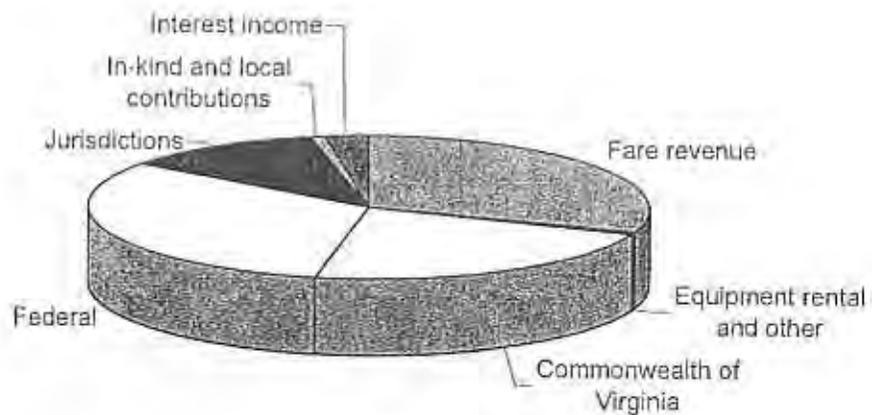
	2003	2002
<b>ASSETS:</b>		
Current and other assets	\$ 35,191,133	\$ 41,477,674
Capital assets	133,494,391	129,257,082
Total assets	<u>168,685,524</u>	<u>170,734,756</u>
<b>LIABILITIES:</b>		
Current portion of long term debt	5,378,718	4,904,004
Other current liabilities	8,519,825	10,775,912
Non-current liabilities	74,777,132	80,455,484
Total liabilities	<u>88,675,675</u>	<u>96,135,400</u>
<b>NET ASSETS:</b>		
Invested in capital assets, net of related debt	52,358,349	44,122,017
Restricted	24,398,620	30,160,955
Unrestricted	3,252,880	316,384
TOTAL NET ASSETS	<u>\$ 80,009,849</u>	<u>\$ 74,599,356</u>

The largest portion of VRE's net assets each year represents its investment in capital assets (e.g., land, buildings, improvements, rolling stock and other equipment), less the related indebtedness outstanding used to acquire those capital assets. VRE uses these assets to provide services to its riders; consequently these assets are not available for future spending. VRE's investment in its capital assets is reported net of related debt. The resources required to repay this debt must be provided annually from operations and federal, state and local support since it is unlikely that the capital assets themselves will be liquidated to pay liabilities.

The portion of VRE's net assets representing insurance trust funds are subject to restrictions on how they can be used.

## Revenues

The following chart shows the major sources and the percentage of revenues for the year ended June 30, 2003:



A summary of revenues for the year ended June 30, 2003, and the amount and percentage change in relation to prior year amounts is as follows:

	2003 amount	Percent of total	Increase (decrease) from 2002	Percent increase (decrease)
<b>Operating revenues:</b>				
Fare revenue	\$ 15,048,262	30.26%	\$ 2,295,048	18.00%
Equipment rental and other	292,086	0.59%	85,290	41.24%
<b>Total operating revenues</b>	<b>15,340,348</b>	<b>30.85%</b>	<b>2,380,338</b>	<b>18.37%</b>
<b>Non-operating revenues:</b>				
<b>Subsidies and grants:</b>				
Commonwealth of Virginia	11,152,320	22.43%	(2,129,636)	(16.03%)
Federal	15,766,058	31.70%	(458,093)	(2.82%)
Jurisdictional contributions	5,752,890	11.57%	-	0.00%
In-kind and local contributions	457,149	0.92%	(242,226)	(34.63%)
Interest income	1,259,476	2.53%	(157,719)	(11.13%)
<b>Total non-operating revenues</b>	<b>34,387,893</b>	<b>69.15%</b>	<b>(2,987,674)</b>	<b>(7.99%)</b>
<b>Total revenues</b>	<b>\$ 49,728,241</b>	<b>100.00%</b>	<b>\$ (607,336)</b>	<b>(1.21%)</b>

### Expenses

The following chart shows the major cost centers and percentage of expenses for the year ended June 30, 2003:



A summary of expenses for the year ended June 30, 2003, and the amount and percentage of change in relation to prior year amounts is as follows:

	2003 amount	Percent of total	Increase (decrease) from 2002	Percent increase (decrease)
<b>Operating expenses:</b>				
Contract operations and maintenance	\$ 13,095,504	29.55%	\$ 483,251	3.83%
Other operations and maintenance	4,741,041	10.70%	432,055	10.03%
Property leases and access fees	7,307,905	16.49%	999,193	15.84%
Insurance	2,429,993	5.48%	16,351	0.68%
Marketing, sales and commissions	1,482,131	3.34%	(67,621)	(4.36%)
General and administrative	5,462,768	12.33%	986,753	22.05%
Total operating expenses	<u>34,519,342</u>	<u>77.89%</u>	<u>2,849,982</u>	<u>9.00%</u>
<b>Other expenses:</b>				
Depreciation	5,837,560	13.17%	575,881	10.94%
Interest, financing costs and other	3,960,846	8.94%	(2,289,635)	(36.63%)
Total other expenses	<u>9,798,406</u>	<u>22.11%</u>	<u>(1,713,754)</u>	<u>(14.89%)</u>
<b>Total expenses</b>	<b>\$ <u>44,317,748</u></b>	<b><u>100.00%</u></b>	<b>\$ <u>1,136,228</u></b>	<b><u>2.63%</u></b>

## Financial Statements

The VRE's financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America (GAAP) as promulgated by the Governmental Accounting Standards Board (GASB). The VRE is structured as a single enterprise fund with revenues recognized when earned, not when received. Expenses are recognized when incurred, not when they are paid. Capital assets with a cost of over \$5,000 are capitalized and, except for land, are depreciated over their estimated useful lives. Certain cash and investment funds are restricted for debt service, capital expenditures or insurance purposes. See note 1 of the financial statements for a summary of the VRE's significant accounting policies.

## Capital Acquisitions and Construction Activities

During fiscal 2003 the VRE expended \$9,476,597 for capital activities. Completed projects totaling \$6,377,806 were closed from construction in progress to their respective capital accounts. The major completed projects were:

Project	Amount
Fare collection system	\$ 2,892,319
Real property	2,460,690
Station improvements	39,255
Rolling stock	495,300
Office facilities and equipment	490,242
	<u>\$ 6,377,806</u>

Property and equipment are capitalized at cost of acquisition. Acquisitions are funded using a variety of financing techniques, including Federal grants with matching funds from the Commonwealth and from local subsidies. Additional information on the VRE's capital assets and commitments can be found in notes 3 and 9 to the financial statements.

## Debt Administration

At June 30, 2003 the VRE had total debt outstanding of \$82,492,656. The debt for the VRE is issued under the name of the Northern Virginia Transportation Commission (NVTC). The bonds are backed by VRE revenues and the VRE is responsible for making debt service payments. A financial guaranty bond guarantees payment of each bond series. The office loan is secured by the VRE's office condominium.

	2003	2002
Revenue Bonds	\$ 78,875,000	\$ 83,220,000
Capital leases	2,777,656	3,607,340
Office loan	840,000	900,000
Total	\$ 82,492,656	\$ 87,727,340

VRE's total debt decreased \$5,234,684 during the fiscal year. No debt was issued during the year. For further information, please refer to note 7 in the financial statements.

## Economic Factors and Next Year's Budget

Population growth in Northern Virginia, especially in the outer suburbs, continues to remain robust. In combination with the congestion on major highways and on-going highway construction projects, this growth will fuel demand for VRE service. The constraining factors to VRE growth are station parking and availability of seats. Parking projects at the Woodbridge and Rippon stations are expected to add approximately 500 spaces over the next year. VRE will be placing into service 30 used bi-level cars obtained from Chicago METRA to replace an equal number of single level cars. These are expected to add approximately 850 additional seats over the next eighteen months.

The budget for Fiscal Year 2004 assumed that the constraints facing VRE will limit ridership growth to 8%. The revenue generated by this growth is insufficient to fund the increases expected in expenses and the continued capital investments needed. Therefore, an across the board fare increase of 4% went into effect on July 1, 2003.

## Request for Information

This financial report is designed to provide a general overview of the VRE's finances for all those interested. Questions concerning any of the information provided in this report or requests for additional information should be addressed to the Director of Finance, Virginia Railway Express, 1500 King Street, Alexandria, Virginia 22314-2730 or by e-mail to [jtuohy@vre.org](mailto:jtuohy@vre.org).

Respectfully submitted,



John H. Tuohy, CPA  
Director of Finance

# VIRGINIA RAILWAY EXPRESS

## STATEMENTS OF NET ASSETS

June 30, 2003 and 2002

### ASSETS

	2003	2002
Current Assets:		
Cash and cash equivalents	\$ 958,471	\$ 1,720,658
Accounts receivable:		
Federal grants	2,591,196	2,635,532
Commonwealth of Virginia grants	2,464,733	2,283,217
Trade receivables, net of allowance for doubtful accounts	1,823,041	1,356,930
Other receivables	5,688	265,338
Advances and deposits	-	72,000
Inventory	1,698,686	1,585,734
Prepaid expenses	705,346	779,682
Total current assets	10,247,161	10,699,091
Other Assets:		
Restricted cash and cash equivalents	24,398,620	30,160,955
Deferred bond costs, net	545,352	617,628
	24,943,972	30,778,583
Capital assets:		
Rolling stock	73,305,328	72,810,026
Facilities	36,002,866	33,502,921
Track and signal improvements	27,628,930	27,628,930
Equipment	4,658,485	4,580,889
Construction in progress	23,701,581	19,988,444
Equity in local properties	4,998,368	4,998,368
Office, furniture and equipment	1,949,524	1,534,899
	172,245,082	165,044,477
Less accumulated depreciation	(38,750,691)	(35,787,395)
Total capital assets, net	133,494,391	129,257,082
Total assets	\$ 168,685,524	\$ 170,734,756

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

## LIABILITIES AND NET ASSETS

	2003	2002
<b>Current Liabilities:</b>		
Accounts payable	\$ 2,942,511	\$ 5,184,064
Payable to Commissions	607,083	571,324
Compensated absences	149,478	133,967
Accrued expenses	2,104,101	2,382,395
Accrued interest	2,063,209	2,167,266
Deferred ticket sales revenue	531,410	121,502
Contract retainage	122,033	215,394
Current portion of capital lease obligations	758,718	559,004
Current portion of long-term debt	4,620,000	4,345,000
Total current liabilities	13,898,543	15,679,916
<b>Non-current Liabilities</b>		
Arbitrage rebate payable	19,808	224,423
Capital lease obligations	2,018,938	3,048,336
Note payable	780,000	900,000
Bonds payable	71,958,386	76,282,725
Total non-current liabilities	74,777,132	80,455,484
Total liabilities	88,675,675	96,135,400
<b>Net Assets:</b>		
Invested in capital assets, net of related debt	52,358,349	44,122,017
Restricted for liability insurance plan	17,648,836	18,858,582
Restricted unspent debt proceeds	6,749,784	11,302,373
Unrestricted assets	3,252,880	316,384
Total net assets	80,009,849	74,599,356
Total liabilities and net assets	\$ 168,685,524	\$ 170,734,756

**VIRGINIA RAILWAY EXPRESS**  
**STATEMENTS OF REVENUES, EXPENSES AND**  
**CHANGES IN NET ASSETS**  
for the years ended June 30, 2003 and 2002

	<u>2003</u>	<u>2002</u>
Operating revenues:		
Passenger revenue	\$ 15,048,262	\$ 12,753,214
Equipment rentals and other	292,086	206,796
Total operating revenues	<u>15,340,348</u>	<u>12,960,010</u>
Operating expenses:		
Contract operations and maintenance	13,095,504	12,612,253
Other operations and maintenance	4,741,041	4,308,986
Property leases and access fees	7,307,905	6,308,712
Insurance	2,429,993	2,413,642
Marketing, sales and commissions	1,482,131	1,549,752
General and administrative	5,462,768	4,476,015
Total operating expenses	<u>34,519,342</u>	<u>31,669,360</u>
Operating loss before depreciation	(19,178,994)	(18,709,350)
Depreciation	<u>(5,837,560)</u>	<u>(5,261,679)</u>
Operating loss	<u>(25,016,554)</u>	<u>(23,971,029)</u>
Non operating revenues (expenses):		
Subsidies:		
Commonwealth of Virginia grants	5,002,085	5,366,332
Federal grants	7,168,236	5,143,950
Jurisdictional operating contributions	5,752,890	5,752,890
Capital grants and assistance:		
Commonwealth of Virginia grants	6,150,235	7,915,624
Federal grants	8,597,822	11,080,201
In-kind and other local contributions	457,149	699,375
Interest income:		
Operating funds	87,809	236,488
Insurance trust	1,171,667	1,180,707
Interest, amortization and other non operating expenses, net	<u>(3,960,846)</u>	<u>(6,250,481)</u>
Total non operating revenues, net	<u>30,427,047</u>	<u>31,125,086</u>
Change in net assets	5,410,493	7,154,057
Total net assets, beginning as restated	<u>74,599,356</u>	<u>67,445,299</u>
Total net assets, ending	<u>\$ 80,009,849</u>	<u>\$ 74,599,356</u>

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

# VIRGINIA RAILWAY EXPRESS

## STATEMENTS OF CASH FLOWS

for the years ended June 30, 2003 and June 30, 2002

	2003	2002
<b>Cash flows from operating activities:</b>		
Receipts from customers	\$ 15,406,615	\$ 12,821,577
Payments to suppliers	(34,076,979)	(26,160,132)
Payments to employees	(3,175,532)	(2,770,509)
Net cash used in operating activities	(21,845,896)	(16,109,064)
<b>Cash flows from noncapital financing activities:</b>		
Governmental subsidies	17,923,211	16,263,172
<b>Cash flows from capital and related financial activities:</b>		
Acquisition and construction of capital assets	(9,476,597)	(13,846,990)
Capital grants and assistance	15,205,206	19,695,200
Proceeds from capital lease	-	2,717,049
Principal paid on capital lease obligations	(829,684)	(492,542)
Interest paid on capital lease obligations	(154,920)	(248,540)
Principal paid on bonds and note	(4,405,000)	(3,924,339)
Interest paid on bonds and note	(4,200,318)	(5,777,788)
Net cash used in capital and related financing activities	(3,861,313)	(1,877,950)
<b>Cash flows from investing activities:</b>		
Interest received on investments	1,259,476	1,417,195
Net increase (decrease) in cash and cash equivalents	(6,524,522)	(306,647)
Cash and cash equivalents, beginning	31,881,613	32,188,260
Cash and cash equivalents, ending	\$ 25,357,091	\$ 31,881,613
<b>Reconciliation of operating loss to net cash used in operating activities:</b>		
Operating loss	\$ (25,016,554)	\$ (23,971,029)
Adjustments to reconcile operating loss to net cash provided by operating activities:		
Depreciation	5,837,560	5,261,679
Increase in accounts receivable	(343,641)	(43,790)
Decrease in advances and deposits	72,000	24,000
Increase in inventory	(112,952)	(574,394)
Decrease in prepaid expenses	74,336	1,269,864
Increase (decrease) in accounts payable and accrued expenses	(2,673,192)	1,936,581
(Decrease) increase in deferred ticket sales	409,908	(94,643)
Increase (decrease) in contract retainage	(93,361)	82,668
Net cash used in operating activities	\$ (21,845,896)	\$ (16,109,064)

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

## VIRGINIA RAILWAY EXPRESS

### NOTES TO FINANCIAL STATEMENTS

#### 1. Summary of Significant Accounting Policies

##### Reporting Entity

The Virginia Railway Express ("VRE") is a joint venture of the Northern Virginia Transportation Commission ("NVTC") and the Potomac and Rappahannock Transportation Commission ("PRTC"). Pursuant to a Master Agreement signed in 1989, NVTC and PRTC ("the Commissions") jointly own and operate VRE. VRE provides commuter rail service on two railroad lines originating in Fredericksburg and Manassas, Virginia and terminating at Union Station, Washington, D.C. The service uses existing tracks of the CSX Transportation Corporation ("CSX"), and the Norfolk Southern Railway Company, under respective operating access agreements. Trains are operated and maintained pursuant to a Purchase of Services Agreement between Amtrak and the Commissions.

VRE is managed by the Commissions. Certain functions have been delegated to the VRE Operations Board, consisting of three commissioners appointed from each of NVTC and PRTC and one representative of the Commonwealth of Virginia's Department of Rail and Public Transportation. The system is not currently configured for fare revenues alone to produce positive net income. In addition to fares, the project is financed with proceeds from the Commuter Rail Revenue Bonds, Federal and Commonwealth of Virginia grants and jurisdictional contributions based on a population/ridership formula that are supplemented by voluntary donations from contributing jurisdictions. Grants and contributions fund both operations and capital projects. Participating jurisdictions include the counties of Fairfax, Prince William, and Stafford; and the cities of Manassas, Manassas Park and Fredericksburg, Virginia. Contributing jurisdictions include Arlington County and the City of Alexandria, Virginia.

##### Measurement Focus, Basis of Accounting

VRE prepares its financial statements using the accrual basis of accounting. The activities of VRE are similar to those of proprietary funds of local jurisdictions. The Governmental Accounting Standards Board ("GASB") is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. Pursuant to GASB Statement No. 20, "Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities that use Proprietary Fund Accounting," VRE has elected to apply all applicable GASB pronouncements as well as Financial Accounting Standards Board ("FASB") pronouncements and Accounting Principles Board ("APB") opinions unless those pronouncements conflict with or contradict GASB pronouncements.

**Revenue Recognition:** Intergovernmental revenues, consisting primarily of Federal and Commonwealth of Virginia grants, designated for payment of specific expenses, are recognized at the time that the expenses are incurred. Capital grants are recognized as additions are made to capital assets and operating resources are included in the statements of revenues and expenses when expended. VRE records monetary and in-kind contributions as

## NOTES TO FINANCIAL STATEMENTS, Continued

### 1. Summary of Significant Accounting Policies, Continued:

it assesses matching obligations to the jurisdictions or other construction partners. Any excess of revenues or expenses at year end are recorded as deferred revenue or accounts receivable, respectively. Passenger revenues received in advance are deferred until earned.

**Cash and Investments:** VRE considers all highly liquid investments with a maturity of three months or less to be cash equivalents. Investments in U.S. government securities and commercial paper are carried at fair value based on quoted market prices. The investment in the Local Government Investment Pool (LGIP, a 2a7-like pool) is reported at the Pool's share price.

**Restricted Cash and Cash Equivalents:** Restricted cash, cash equivalents and investments of \$24,398,620 and \$30,160,955 at June 30, 2003 and 2002, respectively, are comprised of funds related to bond compliance requirements, and the Liability Insurance Plan. Included in this amount are proceeds from release of bond debt service reserve funds, which management has designated for use in VRE's construction programs and proceeds from the lease purchase of the fare collection system that had not been fully disbursed as of June 30, 2003.

**Allowance for uncollectible accounts:** VRE calculates its allowance for uncollectible accounts using historical collection data and specific account analysis. The allowance was \$151,053 at June 30, 2003.

**Inventory:** VRE has purchased an inventory of spare parts for rolling stock that is maintained and managed by Amtrak pursuant to its maintenance responsibilities under the Purchase of Services Agreement with the Commissions. Inventory is stated at cost, which approximates market and is valued using the First-In-First-Out method.

**Capital Assets:** For constructed assets, all costs necessary to bring assets to the condition and location necessary for the intended use are initially capitalized. Asset costs include allocation of certain common construction costs, based on the relationship of associated direct costs. Assets constructed directly by jurisdictions in satisfaction of system financial responsibilities have been capitalized at the estimated fair market value as of the date of donation.

When assets are substantially complete and ready for use, these costs are transferred from construction in progress to property and equipment and depreciated. Major improvements and replacements of property are capitalized. Maintenance, repairs and minor improvements and replacements are expensed.

Costs of improvements to track and signal facilities owned by the railroads have been capitalized in recognition of the increased efficiency afforded VRE operations over their useful lives. The Commissions retain a residual interest in these assets such that net salvage value will be reimbursed by the railroads upon cessation of commuter rail service. Similarly,

## NOTES TO FINANCIAL STATEMENTS, Continued

### L. Summary of Significant Accounting Policies, Continued:

shared investments in jurisdictional facilities ("equity in local properties") recognize the right of access for commuter-rail patrons granted to the Commissions.

Provision for depreciation has been calculated using the group depreciation method. Under this method homogeneous groups of assets with similar useful lives are grouped together and depreciation is applied to the entire group. The estimated useful lives of the assets are as follows:

Rolling stock	8-40 years
Facilities	30-40 years
Track and signal improvements	30 years
Equity in local properties	35 years
Station equipment	5 years
Equipment and office furniture	3-10 years

When, in the opinion of management, certain assets are impaired, any estimated decline in value is accounted for as a non-operating expense. During fiscal year 2002 \$1.3 million was recorded as a reserve for impaired assets pending the resolution of the bankruptcy of a vendor. This matter was resolved during fiscal year 2003, resulting in a reversal of non-operating expense in the amount of \$598,270.

**Compensated absences:** VRE employees are granted vacation leave based on length of employment. Employees with less than ten years of service may carry over a total of 225 hours of leave from year to year, while those with more than ten years may carry over 300 hours. Excess leave may convert to sick leave or may be paid out with the approval of the Chief Operating Officer. Employees may accumulate sick leave without limitation. Employees who separate in good standing after five or more years of service will be paid out for twenty-five percent of their sick leave credit in excess of 450 hours. Certain employees may accumulate compensatory leave for overtime worked. Compensated absences are accrued when incurred.

**Long Term Obligations:** Bond premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bonds using the straight line method.

**Estimates:** The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**Reclassification:** Certain prior year information is reclassified to conform with current year presentation.

## NOTES TO FINANCIAL STATEMENTS, Continued

### 2. Cash, Cash Equivalents and Investments:

Deposits: All cash of the VRE is maintained in accounts collateralized in accordance with the Virginia Security for Public Deposits Act, Section 2.2-4400 et. seq. of the *Code of Virginia* or covered by federal depository insurance.

Investments: Statutes authorize local governments and other public bodies to invest in obligations of the United States or agencies thereof, obligations of the Commonwealth of Virginia or political subdivisions thereof, obligations of the International Bank for Reconstruction and Development (World Bank), the Asian Development Bank, the African Development Bank, "prime quality" commercial paper and certain corporate notes, banker's acceptances, repurchase agreements, and the State Treasurer's Local Government Investment Pool (LGIP).

At June 30 the VRE had investments in the LGIP. The LGIP is a professionally managed money market fund that invests in qualifying obligations and securities as permitted by Virginia Statutes. Pursuant to Section 2.2-4605 of the *Code of Virginia*, the Treasury Board of the Commonwealth sponsors the LGIP and has delegated certain functions to the State Treasurer. The LGIP reports to the Treasury Board at the Board's regularly scheduled monthly meetings. The fair value of the position of the LGIP is the same as the value of the pool shares, i.e., the LGIP maintains a stable net asset value of \$1 per share.

The Commonwealth of Virginia Department of Treasury manages the VRE Insurance Trust. State statutes govern the portion of assets invested in Commonwealth's pooled accounts, while the remainder is invested by an external portfolio manager.

Investments are categorized below to give an indication of the level of risk assumed by the VRE at year end. Category 1 included investments that are insured or registered or for which the securities are held by the VRE or its safekeeping agent in the VRE's name. Category 2 includes uninsured or unregistered investments for which the securities are held by the broker or dealer bank's trust department or safekeeping agent in the VRE's name. Category 3 includes uninsured and unregistered investments for which the securities are held by the broker or dealer, or by its trust department or safekeeping agent but not in the VRE's name. At year end, the VRE's investment balances were as follows:

	Category			Fair Value
	1	2	3	
US government securities	\$ -	\$ -	\$ 6,625,860	\$ 6,625,860

#### Investments not subject to categorization:

State Treasurer's Local Government Investment Pool	207,572
Insurance trust fund	17,648,836
Total deposits	874,288
Cash on hand	535
Total cash on hand, deposits and investments	\$ 25,357,091

## NOTES TO FINANCIAL STATEMENTS, Continued

### 3. Capital Assets:

Capital asset activity for the year ended June 30, 2003 was as follows:

	Beginning Balance	Increases	Decreases/ Reclassifications	Ending Balance
Capital assets not being depreciated:				
Construction in progress	\$ 19,988,444	\$ 10,090,944	\$ (6,377,807)	\$ 23,701,581
Capital assets being depreciated:				
Rolling Stock	72,810,026	-	495,302	73,305,328
Facilities	33,502,921	-	2,499,945	36,002,866
Track and Signal Improvements	27,628,930	-	-	27,628,930
Equipment	4,580,889	-	77,596	4,658,485
Equity in local properties	4,998,368	-	-	4,998,368
Office, furniture and equipment	1,534,899	-	414,625	1,949,524
Total capital assets being depreciated	145,056,033	-	3,487,468	148,543,501
Less accumulated depreciation for:				
Rolling Stock	20,262,002	3,066,066	-	23,328,068
Facilities	7,220,576	965,755	-	8,186,331
Track and Signal Improvements	2,279,258	921,038	-	3,200,296
Equipment	4,157,750	675,517	2,841,630	1,991,637
Equity in local properties	1,390,143	142,814	-	1,532,957
Office, furniture and equipment	477,666	66,370	32,634	511,402
Total accumulated depreciation	35,787,395	5,837,560	2,874,264	38,750,691
Total capital assets being depreciated, net	109,268,638	(5,837,560)	6,361,732	109,792,810
Totals	\$ 129,257,082	\$ 4,253,384	\$ (16,075)	\$ 133,494,391

### 4. Related Parties Transactions:

VRE reimburses the Commissions for expenditures made on behalf of VRE. During 2003 and 2002, these payments included \$2,674,753 and \$2,235,492 of salary-related costs and \$41,584 and \$57,723 of administrative costs, respectively, which are functionally classified with similar payments made directly to vendors and contractors. In addition, VRE pays the Commissions for direct labor and associated indirect costs incurred for services rendered under budgeted activities for VRE. These staff support payments totaled \$52,514 and \$91,255 to NVTC and \$266,256 and \$281,229 to PRTC during 2003 and 2002 respectively.

## **NOTES TO FINANCIAL STATEMENTS, Continued**

### **5. Defined Benefit Pension Plan (continued)**

#### **C. Annual pension cost**

For Fiscal Year 2003, VRE's annual pension cost of \$227,253 was equal to VRE's required and actual contributions. The required contributions were determined as part of the June 30, 2001 actuarial valuation using the entry age normal actuarial cost method. The actuarial assumptions included (a) 8% investment rate of return (b) projected salary increases ranging from 4.25% to 6.10% per year, and (c) 3% per year cost of living adjustments. Both (a) and (b) included an inflation component of 3%. The actuarial value of the PRTC's assets exceeds modified market value of the assets (VRE's assets are not separated from PRTC's). This method uses techniques that smooth the effects of short term volatility in the market value of assets over a five year period. The unfunded actuarial accrued liability is being amortized as a level percentage of payroll on an open basis within a period of 30 years or less.

At June 30, VRE accounted for 30 of the 61 active PRTC employees.

### **6. Operating Leases and Agreements:**

Operating Access Agreements with the CSX and Norfolk Southern provide the Commissions the right to use tracks owned by the railroads in the provision of commuter rail passenger service. These agreements require the Commissions to pay the railroads a monthly base fee and to reimburse the railroads for any incremental cost incurred by the railroads as a result of providing commuter rail service. During 2003 and 2002, annual track usage fees totaled approximately \$4,407,595 and \$4,521,196, respectively, and facility agreements with the railroads totaled approximately \$1,119,343 and \$988,926, respectively.

Under the Purchase of Services Agreement, Amtrak operates and maintains the VRE service and rolling stock, and permits the Commissions to use its terminal, station, and equipment maintenance facilities at Union Station, Washington, D.C. Actual costs of these services, which are based on annual budgets prepared in advance by Amtrak, amounted to \$13,747,948 in 2003 and \$13,130,227 in 2002. At June 30, 2003 the agreement with Amtrak had been extended until January 31, 2004.

VRE entered into a series of operating leases with Sound Transit for a total of eighteen bi-level rail cars and two locomotives. The leases provide for monthly payments in the amount of \$141,089 through September 30, 2003 subject to termination upon 120 days notice.

## NOTES TO FINANCIAL STATEMENTS, Continued

### 7. Long-term Debt Obligations:

The following is a summary of long-term liability activity for the year ended June 30, 2003:

	Beginning Balance	Increases	Decreases	Ending Balance	Due Within One Year
Revenue Bonds	\$ 83,220,000	\$ -	\$ (4,345,000)	\$ 78,875,000	\$ 4,560,000
Capital Leases	3,607,340	-	(829,684)	2,777,656	758,718
Office Note	900,000	-	(60,000)	840,000	60,000
	87,727,340	-	(5,234,684)	82,492,656	5,378,718
Compensated Absences	133,968	15,510	-	149,478	-
	\$ 87,861,308	\$ 15,510	\$ (5,234,684)	\$ 82,642,134	\$ 5,378,718

#### Revenue Bonds:

\$37,625,000 Commuter Rail Revenue Refunding Bonds, series 1993; due in annual maturities of \$3,590,000 to \$5,065,000 through July 2010, plus semi-annual interest at 4.8% to 5.25%

\$ 34,250,000

\$23,000,000 Commuter Rail Revenue Bonds, series 1997; due in annual maturities of \$875,000 to \$2,115,000 through July 2017, plus semi-annual interest at 4.6% to 6.0%

19,430,000

\$31,700,000 Commuter Rail Revenue Refunding Bonds, series 1998; due in annual maturities of \$95,000 to \$6,555,000 through July 1 2014, plus semi-annual interest at 4.25% to 5.375%

25,195,000

Less unamortized discount and deferred loss

78,875,000

Total bonded debt

(2,356,614)

\$ 76,518,386

The 1993, 1997 and 1998 Series Bonds are payable from a pledge of revenues attributable to VRE, including government grants, local jurisdictional contributions and passenger revenue. A financial guaranty bond guarantees payments of each bond series. Mandatory debt service requirements consist of the following:

Years Ended June 30	Principal	Interest	Total Required
2004	\$ 4,560,000	\$ 4,014,143	\$ 8,574,143
2005	4,775,000	3,790,058	8,565,058
2006	5,010,000	3,550,539	8,560,539
2007	5,255,000	3,296,729	8,551,729
2008	5,520,000	3,027,016	8,547,016
2009-2013	32,270,000	10,272,914	42,542,914
2014-2018	21,485,000	1,991,974	23,476,974
	\$ 78,875,000	\$ 29,943,373	\$ 108,818,373

## NOTES TO FINANCIAL STATEMENTS, Continued

### 7. Long-term Debt Obligations, continued

Deferred bond costs, consisting of original issue discount, bond issuance costs and insurance premiums are shown net of premium of \$872,269 realized on the sale of 1997 and 1998 series bonds and of accumulated amortization. These costs are amortized on a straight-line basis over the life of the bonds. Amortization of deferred bond costs, approximating \$56,982 is included in interest expenditures in 2003 and 2002, respectively.

The Indentures of Trust for the 1997 Commuter Rail Revenue Bonds required VRE to maintain a debt service reserve. During fiscal year 2000 VRE purchased a surety in substitution of the debt service reserve fund, releasing the proceeds from the reserve. The Indentures of Trust for the 1997 issue also require the maintenance of an operating reserve equivalent to one-third (33.3%) of annual budgeted operating expenses. As of June 30, 2003 and 2002, VRE designated \$9,541,815 and \$9,500,000 respectively of its cash, inventory and receivables as this operating reserve. The reserves represented 34.3% and 35.19% of budgeted operating expenses, respectively.

Funds are invested by the Trustee pursuant to the Indentures of Trust and are classified as restricted. Funds held by the Trustee as of June 30, 2003 and 2002, are as follows:

	<u>2003</u>	<u>2002</u>
Project Fund	\$ -	\$ 509,641
Bond Interest Fund	2,065,441	2,174,549
Bond Principal Fund	4,560,419	4,359,951
Total Held by Trustee	<u>\$ 6,625,860</u>	<u>\$ 7,044,141</u>

VRE has entered into capital lease agreements for locomotives, a fare collection system and an automated passenger information system. The contracts provide for transfer of title to VRE and bargain-purchase options upon termination of the leases. Accordingly, the value of the locomotives (\$2,400,000), the fare collection system (\$2,717,409) and the train information provider system (\$1,643,973) have been included in capital assets and the related lease obligations recorded as long-term debt.

#### Capitalized leases:

\$2,400,000 capitalized lease obligation due \$26,830 monthly, interest at 6.33%, maturing in 2004, collateralized with locomotives with a carrying value of \$2,160,000	\$ 262,222
\$297,691 capitalized lease obligation due \$5,633 monthly, interest at 5.1%, maturing in 2004, collateralized with Train Information Provider system with a carrying value of \$310,380	55,882
\$746,282 capitalized lease obligation due \$14,121 monthly, interest at 5.1%, maturing in 2004, collateralized with Train Information Provider system with a carrying value of \$778,090	94,961
\$2,717,409 capitalized lease obligation due \$39,347 monthly, interest at 5.73%, maturing in 2009, collateralized with fare collection with a carrying value of \$2,949,228	<u>2,364,591</u>
Total capitalized leases	<u>\$ 2,777,656</u>

## NOTES TO FINANCIAL STATEMENTS, Continued

### 7. Long-term Debt Obligations, continued

Future minimum lease payments as of June 30, 2003 are as follows:

2004	\$	895,600
2005		472,160
2006		472,160
2007		472,160
2008		472,159
2009		432,813
Total minimum lease payments:		<u>3,217,052</u>
Lease amount representing interest		<u>439,396</u>
Present value of lease payments	\$	<u>2,777,656</u>

In June 2002, VRE entered into a borrowing with SunTrust Bank in the amount of \$900,000 to refinance a previous borrowing from Wachovia Bank used to purchase the VRE offices. This note carries a repayment schedule of 15 years, with the terms of the note subject to revision June 2007. The current note is secured by the office condominium and bears interest at 68% of the one-month LIBOR plus 47 basis points. Principal of \$5,000 plus interest is payable monthly. The interest rate at June 30 was 1.37%. During FY 2003 VRE paid \$60,000 in principal and \$16,546 in interest.

### 8. Liability Insurance Plan:

The Virginia Department of Treasury, Division of Risk Management has established the terms of VRE's Commuter Rail Operations Liability Plan (the Insurance Plan). The Insurance Plan consists of a combination of self-insurance reserves and purchased insurance in amounts actuarially determined to meet the indemnification requirements of the Operating Access Agreements and the Purchase of Services Agreement. The Commissions indemnify each of the railroads in an amount up to \$250,000,000 for any claims against persons or property associated with commuter rail operations.

Division of Risk Management manages the Insurance Trust Fund pursuant to provisions of the Insurance Plan. In fiscal year 2003, approximately one-half of plan assets were invested in the Department of Treasury common pool, and the remainder were invested in a portfolio managed by external financial consultants. Activity in the Insurance Trust Fund for the years ended June 30, 2003 and 2002 was as follows:

	2003	2002
Balance beginning, July 1	\$ 18,879,816	\$ 18,713,586
Insurance premiums paid	(2,047,945)	(996,284)
Claims mitigation costs and losses incurred	(340,483)	-
Investment income	1,171,667	1,180,707
Actuarial and administrative charges	(14,219)	(18,193)
Balance ending, June 30	\$ <u>17,648,836</u>	\$ <u>18,879,816</u>

## NOTES TO FINANCIAL STATEMENTS, Continued

### 8. Liability Insurance Plan, continued:

An actuarial study is performed annually to determine the adequacy of the Insurance Trust Fund for the risk retained, and to determine the required contribution to reserves.

### 9. Contingencies and Contractual Commitments:

At June 30, 2003 there were disputes between the VRE and certain vendors. The amount of any settlements, should they occur, are not determinable at this time. However, such amounts are not expected to be material in relation to the recorded amounts.

The Commissions have outstanding commitments for construction of facilities and equipment. A combination of Federal and Commonwealth of Virginia grants will be used to finance these capital projects. The following is a summary of the more significant contractual commitments, net of expenditures incurred as of June 30, 2003:

Rolling stock	\$	2,954,032
Station and parking lots		277,440
Maintenance and layover yards		279,990
Track and signal improvements		1,086,835
Other equipment		1,283,096
	\$	<u>5,881,393</u>

### 10. Subsequent Events:

VRE changed its banking relationship to SunTrust Bank. The agreement provides for up to \$1 million guidance line of credit maturing August 2004, including interest payable monthly on any outstanding balance at a rate of 30 day LIBOR plus 1%.

The Commissions agreed to an extension of the equipment leases with Sound transit for one additional year. The lease provides that either party may terminate some or the entire lease upon 120 days notice.

The Operations Board authorized VRE to enter into an agreement with Chicago METRA to obtain thirty-five gallery cars for the price of one dollar per car plus the assumption of the federal interest in the cars. The federal interest varies from \$103,000 to zero per car. The total federal interest amounts to \$1,585,000.

## NOTES TO FINANCIAL STATEMENTS, Continued

### 11. Restatement of Beginning Net Assets:

The beginning net assets have been restated to record insurance expense, estimated incurred but not reported claims, Amtrak inventory and a capital lease for a fare collection system.

Net assets, June 30, 2002 as previously reported	\$ 75,827,307
Adjustments to record:	
Insurance expense	(923,764)
Incurred but not recorded insurance claims	(149,351)
Inventory:	
Inventory	340,488
Capital assets	(495,324)
Capital lease:	
Construction in progress	1,241,630
Restricted cash	1,475,779
Capital lease payable	(2,717,409)
Net assets, June 30, 2002, as restated	\$ <u>74,599,356</u>

### 12. Pending GASB Statements

At June 30, 2003, the Governmental Accounting Standards Board (GASB) had issued statement number 40, *Deposits and Investment Risk Disclosures*, an amendment of GASB Statement Number 3 which requires certain disclosures of investments that are highly sensitive to interest rate risk and modifies the custodial credit risk disclosures of Statement Number 3. The provisions of Statement number 40 will be effective for periods beginning after June 15, 2004.



Mensel D. Dean  
Gregory W. Geisert  
Herman W. Hale  
John L. Vincie, III  
Keith L. Wampler  
Daniel B. Martin  
Sean R. O'Connell  
Kevin D. Humphries  
Bradford R. Jones  
Virginia B. Miller  
John E. Zigler, Jr.  
Michael T. Kennison

INDEPENDENT AUDITORS' REPORT ON  
COMPLIANCE AND ON INTERNAL CONTROL OVER  
FINANCIAL REPORTING BASED ON AN AUDIT OF  
FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE  
WITH *GOVERNMENT AUDITING STANDARDS*

To the Commissioners  
The Northern Virginia Transportation Commission  
The Potomac and Rappahannock Transportation Commission

We have audited the financial statements of the Virginia Railway Express as of and for the year ended June 30, 2003, and have issued our report thereon dated October 21, 2003. We conducted our audit in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the *Specifications for Authorities, Boards, and Commissions*, issued by the Auditor of Public Accounts of the Commonwealth of Virginia.

Compliance

As part of obtaining reasonable assurance about whether the Virginia Railway Express' financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions and specifications was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance that are required to be reported under *Government Auditing Standards*.

### Internal Control Over Financial Reporting

In planning and performing our audit, we considered the Virginia Railway Express' internal control over financial reporting in order to determine our auditing procedures for the purpose of expressing our opinion on the financial statements and not to provide assurance on the internal control over financial reporting. Our consideration of the internal control over financial reporting would not necessarily disclose all matters in the internal control over financial reporting that might be material weaknesses. A material weakness is a condition in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control over financial reporting and its operation that we consider to be material weaknesses. However, we noted other matters involving the internal control over financial reporting that we have reported to management of the Virginia Railway Express in a separate letter dated October 21, 2003.

This report is intended solely for the information and use of the Commissioners, the Auditor of Public Accounts, and other federal and state agencies and is not intended to be and should not be used by anyone other than these specified parties.

PBGM, LLP

Harrisonburg, Virginia  
October 21, 2003

Leased Parking at the VRE Manassas Station

The VRE Operations Board recommends approval of Resolution #1005. This resolution provides authorization for VRE staff to execute an agreement with ABC Photo of Manassas for a five-year lease of 82 parking spaces adjacent to the Manassas VRE station. Funding is available from Governor Warner's Congestion Relief Program. A ceiling for the price to be negotiated is set at \$250,000, which would provide a per space per month fee for five years that is consistent with such fees paid by VRE for parking leases in Fredericksburg. The final agreement is subject to approval by VRE's legal counsel.

## RESOLUTION #1005

**SUBJECT:** Leased Parking at the VRE Manassas Station.

**WHEREAS:** VRE received funding from Governor Warner's Congestion Relief Program for additional parking capacity at Broad Run and Manassas; and

**WHEREAS:** An opportunity exists to lease approximately 82 spaces for commuter parking adjacent to VRE's existing lot D in Manassas.

**NOW, THEREFORE BE IT RESOLVED** that the Northern Virginia Transportation Commission authorizes the Acting VRE Chief Operating Officer to enter into an agreement with ABC Photo of Manassas, Virginia for the lease of approximately 82 parking spaces adjacent to the Manassas VRE station for a five-year term at a cost not to exceed \$250,000 and with approval of VRE's legal counsel required.

Approved this 5th day of February, 2004.

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William D. Euille  
Chairman

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Gerald E. Connolly  
Secretary-Treasurer



# Virginia Railway Express Operations Board

1500 King Street • Suite 202 • Alexandria, Virginia 22314-2730 • (703) 684-1001 • FAX (703) 684-1313  
Web Site: <http://www.vre.org> • E-Mail: [gotrains@vre.org](mailto:gotrains@vre.org)

## AGENDA ITEM 10-I ACTION ITEM

**TO: CHAIRMAN JENKINS AND THE VRE OPERATIONS BOARD**

**FROM: DALE ZEHNER**

**DATE: JANUARY 15, 2004**

**RE: AUTHORIZATION TO ENTER INTO AN AGREEMENT TO LEASE  
PARKING AT THE MANASSAS VRE STATION**

### RECOMMENDATION:

The VRE Operations Board is being asked to recommend that the Commissions authorize the Acting Chief Operating Officer to enter into an agreement between VRE and ABC Photo of Manassas, Virginia for a five-year lease of approximately 82 parking spaces adjacent to the Manassas VRE station.

### BACKGROUND:

ABC Photo in Manassas, Virginia is undertaking an expansion in which more parking is being constructed than initially needed by the company. VRE is pursuing an opportunity to lease 82 parking spaces for commuter use for five years adjacent to the existing Lot D in Manassas. If approved, parking is expected to become available by summer. Parking in the City of Manassas is at capacity and these additional spaces will provide much needed relief prior to and during the construction of the parking deck.

VRE was awarded funding this past year through the Governor's Congestion Relief Program to complete parking expansion projects in Manassas and Broad Run. This effort is included within the scope of the grant. While a final lease price is still being negotiated, staff is requesting authority to negotiate up to \$250,000 for this five-year lease. Even at the authorization limit, the price would be consistent with the per month, per space rates currently being leased in

- A Transportation Partnership -

Northern Virginia  
Transportation Commission  
4350 North Fairfax Drive, Suite 720  
Arlington, Virginia 22203  
(703) 524-3322

Potomac and Rappahannock  
Transportation Commission  
14700 Potomac Mills Road  
Woodbridge, Virginia 22192  
(703) 583-7782

Fredericksburg. The MOU and all terms will be subject to review by legal counsel.

**FISCAL IMPACT:**

Funds for the project are included in VRE's Capital Improvement Program (CIP) as part of the projects included in the Governor's Congestion Relief Program. Funding for this project is from both state grants and local funds.

**Hábleme...**

나에게 말하십시오...

与我谈话...

**Speak to ME...**

**Getting the message right.**

*REQUEST FOR FY2005 FUNDING FROM  
THE VIRGINIA DEPARTMENT OF RAIL AND PUBLIC  
TRANSPORTATION TO PROMOTE TARGETED OUTREACH TO  
POTENTIAL TRANSIT USERS:*

- ★ *Choice Riders*
- ★ *Hispanic and Asian Communities*
- ★ *The 65 and older demographic*

February 1, 2004

## **PROPOSAL**

The Northern Virginia Transportation Commission is seeking \$100,000 annually in technical and financial assistance from the Virginia Department of Rail and Public Transportation beginning in FY 2005 to jump start a three-year demonstration of a unique promotional program designed to reach specific populations and communities in Northern Virginia. This program is designed to identify and inform specific targeted groups about the advantages of using transit by speaking to them through proven and tailored messages with which they can identify. By using specific language, images and motivators uniquely designed to "speak to" a specific audience, we hope to initiate a behavioral change: to get them out of their cars and to get them into transit.

Recent communication statistics and reports solicited by organizations and businesses throughout the United States clearly recognize that 1) a generalized marketing approach is not as effective as utilizing a targeted approach, especially when the effort is designed to encourage the public to make a behavioral change, and 2) minority and elderly populations in metropolitan and suburban areas are growing rapidly and are not influenced by "traditional" marketing and outreach methods.

Targeted marketing is the process of distinguishing different groups that make up a market and developing the appropriate products and messages for each target market involved. While technology driven advertising media have made it easier to get messages out to very wide sectors of the population, they are not effective in eliciting the all important behavioral change. These techniques result in wasted resources and can work against the image that the transit community has worked so hard to improve. Public Relations Society of America (PRSA) studies have demonstrated that the most effective way of capturing the attention of an audience and encouraging a change is through well researched, targeted and tailored campaigns which are designed and created for each group with specific goals in mind. The careful use of image, color and language in each outreach effort is designed to solicit the desired change and should "speak" to these groups on a personal level. Advantages of this targeted marketing approach include cost savings and ease of measurement.

Overall, this multi-tiered targeted outreach program will serve to educate Choice Riders, the Latino and Asian Communities and the 65 and older demographic about the benefits of transit as well as how to understand and become involved in the processes by which the region's transit systems are planned and operated.

### **Choice Riders**

Regional transportation studies conducted by WMATA and MWCOC indicate that a large segment of the SOV drivers are "choice riders." Choice riders are defined as those individuals who *could* take transit and for whom the decision to drive or take transit is not an economic one, but rather a matter of convenience and control. Recent regional efforts to simplify fare collection and to make it easier to use the transit system are being implemented. By 2005, all Northern Virginia transit systems will accept SmartTrip cards as a form of payment and in 2003, NVTC expanded to all of this region's transit systems an electronic schedule program, which allows riders to download bus and VRE schedules to their web enabled cell phones, PDA's and hand held computers – putting information, literally, in the palm of rider's hands.

One of the key components of the choice rider mind set is a sense of control and simplicity of use. Therefore, messages to this group need to emphasize this particular component of transit. Promotional efforts must be designed to put a sense of control back into the hands of the choice transit rider, thereby encouraging them to make the change to using transit on a daily basis.

### **Latino and Asian Communities**

According to the George Mason University Center for Regional Analysis (February 2003), Northern Virginia's population grew by 25.1% between 1990 and 2000. A closer analysis of this growth reveals that the Hispanic population increased in *every* jurisdiction in the region. In 1990, the Latino community (see Table 1) stood at 6.1% of Northern Virginia's population or 105,288 people in Northern Virginia. In 2000, Latinos made up 10.1% of the Northern Virginia population or 218,418 people. Similar increases can be measured in the Asian populations. In 1990, Asians (see Table 2) in Northern Virginia comprised 5.7% of

Northern Virginia's population of 99,463 people. In 2000, those numbers increased to 8.2% or 178,208 people. The same report summarizes that of foreign born residents in Northern Virginia, Asian's are the largest group (42.2%) followed closely by Latino's (36%). Yet these groups are largely ignored by local transit marketing efforts.

Table 1  
Hispanic population increases in Northern Virginia

1990 Hispanic population	1990 percentage of Hispanics	2000 Hispanic population	2000 percentage of Hispanics
105,288	6.1%	218,418	10.1%

Table 2  
Asian population increases in Northern Virginia

1990 Asian population	1990 percentage of Asians	2000 Asian population	2000 percentage of Asians
99,463	5.7%	178,208	8.2%

These new residents are also having a political impact. The Latino community was heavily courted during the 2001 Presidential elections and closer to home, Virginia's own Governor Mark Warner created a Latino Advisory Commission, chaired by Arlington County Board member, Walter Tejada. Similar commissions have been established to communicate with the local Asian population as well.

### 65 and older demographic

Just as the Latino and Asian populations have increased by leaps and bounds over the past decade, the next decade will prove to be the "coming of age" of the baby boomer population as well. And as the Northern Virginia population ages, it will become more important to reach out to this group to educate them about the transit options available to them. Some jurisdictions have actively created programs designed to reach residents aged 65 and older, but often the outreach portion of the effort is underfunded. Just as with the minority populations, those who are age 65 and older need to be communicated with differently. They don't listen to the same radio stations or read the same newspapers that "Choice Riders" would or that Hispanics or Asians would. Therefore, it is important to identify the messages and outlets that will best communicate with them.

### Marketing and Outreach Consortium

In addition to the targeted outreach campaign we realize that there is little opportunity for marketing and outreach specialists throughout the region to meet and share their challenges and best practices in a comfortable, open-forum setting. Therefore NVTC proposes that a portion of this grant also be dedicated to creating a **Marketing and Outreach Consortium** designed to provide support and to create a network of transit communication professionals in hopes that we can work more closely together and leverage our limited outreach dollars into regional marketing efforts. By providing a forum for our peers, we hope to better coordinate campaigns, leverage the purchase of advertising time and space, and avoid the difficulties that other jurisdictions may have experienced in the creation and implementation of their individual campaigns.

In conclusion, this effort is designed to continue to promote public transit on a regional level and bring new customers to transit by coaching them through behavioral change. This program is designed to focus on niches not otherwise addressed in other marketing efforts. Great care will be taken to provide messages to the public that are consistent with those of other transit marketing programs (especially WMATA, NVTC's local governments and the American Public Transportation Association) but go beyond those to enhance transit's overall image and provide specific educational benefits, using themes that are essential to transit's success.

Objectives include increased public transit ridership by these targeted groups in the short term and better understanding by these groups of the benefits of public transit investments to enhance future transit ridership. NVTC's message will be that public transit is for everyone and that transit is making it easier than ever to navigate their region. Also, through the new Consortium, NVTC hopes to expand its mission of regional partnership and cooperation amongst peer organizations.

Funds of \$300,000 are requested for the length of the three year demonstration FY 2005 – FY 2008. At \$100,000 a year, NVTC will provide an in-kind match of five percent. If this unique promotional and educational campaign is successful, it is likely that NVTC would continue the effort at the conclusion of the three-year demonstration with the support of its member jurisdictions.

## LEVERAGING THE PROMOTIONAL WORK OF OTHERS

In Northern Virginia, individual public transit systems have a history of promoting their own systems. Some, such as WMATA, have very effective (although seriously financially constrained) media campaigns, while others focus on such basic activities as providing schedules and encouraging effective customer service without the use of paid media. In recent years, NVTC has worked closely with jurisdictions to successfully engage cooperative outreach programs (e.g. Electronic Schedules and the Mobile Commuter Store). MWCOG maintains a transit marketing committee at which ideas are shared however; recent experiences shared by these members indicate a level of frustration with this group because it is too large to facilitate effective communication in the limited time available. NVTC hosts periodic meetings of Northern Virginia's transit systems to discuss ongoing marketing campaigns and strategies through its Management Advisory Committee. The Virginia Transit Association has a marketing committee that has developed brochures and media kits promoting transit in the Commonwealth. A very successful and active marketing campaign has facilitated the progress and public acceptance of the Springfield Interchange reconstruction project, emphasizing the role of public transit in mitigating congestion.

The American Public Transportation Association (APTA) continues to implement PT2, a major public image enhancement campaign for transit nationwide, with ties to local transit systems. This \$30 million, five-year campaign to influence key opinion leaders is known as the "Public Transportation Partnership for Tomorrow." Many Transportation Management Associations in Northern Virginia are actively working with businesses and employees to promote transit and ridesharing. Local governments aggressively promote their own transit systems, regional systems and ridesharing.

Despite the best efforts of this lengthy list of active and effective transit marketing groups, many potential customers in Northern Virginia are still not getting the message. Recent public relations and marketing studies conducted throughout the United States show that a "traditional" marketing approach is no longer effective. The trend is shifting to tailored marketing and outreach messages to specific groups so that they include the right information to motivate them to use transit regularly. Three target groups make up a large segment of the Northern Virginia's populations and potential transit users. They are defined as:

- 1) **Choice Riders** – Men and women ages 25- 55 that are technology savvy and for whom driving or taking transit is a personal choice of convenience and not an economically driven decision;
- 2) **Hispanic and Asian populations** – Rapidly growing segments of Northern Virginia's population, many of whom do not speak English as their primary language. While many might believe that they should *learn* English, many are older and just don't have the opportunity or confidence to do so. Census numbers tell us that not only are these ethnic groups here to stay, but their numbers are growing and specifically Hispanics and Asians are moving away from the cities and into the suburbs. It is vital that we recognize these groups as customers, and that we begin to communicate in a way that makes sense to them.
- 3) **The 65 and older demographic** – Men and women, ages 65 and older, who find themselves with limited personal transportation options. They may have lost their driving license or even chosen to give up their license if they feel that they are no longer safe drivers. As the baby boomers age, this segment of the population will only get larger.

Most importantly, these same groups are becoming more active in the political process. As taxpayers, we need to help them appreciate that transit, as a whole, is an effective investment of their tax dollars. The adopted Northern Virginia 2020 transportation plan does contain a balanced mix of highway and transit projects, but the Transportation Planning Board's Constrained Long Range Plan for 2001-21 seriously under-funds transit projects. The view remains among some that transit is underused and ineffective in serving growing commuting markets, especially outside the Beltway. By communicating with each specific group we can build an identity and help them to comfortably integrate transit into their everyday lives.

The data and articles that comprise NVTC's monthly board packages attest to the effectiveness of transit. In addition, there are numerous empirical studies that make a strong case for the effectiveness of transit,

including some sponsored by NVTC (KPMG Peat Marwick's 1994 analysis of the rate of return of Metrorail, NVTC's 2000 analysis of transit mode shares in major commuting corridors using MWCOG data) and many by APTA, the most recent being Public Transit and the Nation's Economy by Cambridge Systematics, Inc. Most recently WMATA's Regional Bus Study and the ITS study conducted by NVTC support the need for targeted marketing efforts. The positive impact of such reports tends to be episodic, peaking upon release and then fading from the public's consciousness as the media spotlight dims and often these particular audiences don't feel as if we are "speaking" to them directly. To change, enhance and solidify this target group's view of the effectiveness of public transit investments, more targeted marketing efforts are needed.

Currently, most transit system marketing budgets are stretched thin to promote their own systems, while VTA's and APTA's target audiences are much broader than Northern Virginia. Consequently, an effort is needed to leverage these other efforts by creating an ongoing promotional and targeted educational strategy, focused on these specific groups in Northern Virginia that emphasizes the positive role of public transit in easing congestion, protecting the environment, and boosting economic activity. While the project would focus on Northern Virginia, there will also be careful coordination with other agencies in the Washington Metropolitan region.

The strategy would provide a means to publicize NVTC's ongoing transit performance data collection and interactive website; would determine specific and cost-effective means to motivate new customers to use transit; and would selectively use paid media to promote specific transit products to carefully targeted markets.

## WORKPROGRAM

During FY 2004, NVTC's Director of Public Outreach, Kala Quintana, and staff began research into target marketing techniques and marketing to minority groups. Since joining NVTC, Ms. Quintana has developed strong working relationships with the transit agencies, TMAs and other public and private partners. She has studied the practices of other regions and examined their successes and challenges for techniques that would work well in Northern Virginia, including attending several Public Relations Society seminars on targeted outreach techniques. Surveys and other data sources from this region have been reviewed to determine how best to motivate these target groups of potential transit users.

A collective strategy is being developed and will be approved by the commission for implementation based on a three-year plan including paid media, educational special events, brochures, print media and souvenirs. A process for evaluating the effectiveness of the efforts is also being developed. The ongoing role of NVTC commissioners would be to select appropriate themes from a menu provided by staff, serve as a focus group for some of the proposed promotional efforts and participate actively in the educational and promotional events and media opportunities. This work will continue in FY 2006 and 2007. In FY 2008, a final report will be prepared citing lessons learned and recommendations for continuing the program in the future with local funding.

NVTC's Director of Public Outreach will lead this project and is committed to its success.

## BUDGET

	<b>FY 2005</b> (requested)	<b>FY 2006</b> (future request)	<b>FY 2007</b> (future request)
<b>Organizing</b>	\$ 10,000	\$ 10,000	\$ 10,000
<b>Paid Media</b>	50,000	50,000	45,000
<b>Events</b>	10,000	10,000	15,000
<b>Brochures and Promotional Items</b>	20,000	20,000	15,000
<b>Evaluation</b>	5,000	5,000	10,000
<b>Administration (NVTC in-kind for five percent of project cost)</b>	5,000	5,000	5,000
<b>TOTAL</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>

## **THEMES**

NVTC commissioners and staff will rank these proposed themes (and others) and help determine a manageable set to guide the educational and promotional campaign to our targeted groups. Not all themes would be pursued and not all are suitable for paid media. Perhaps three or four themes would be selected and a different set of techniques for education and promotion would be applied to each. Depending on which target audience we are reaching out to, the themes may be the same or may change. The key is in the way that the themes are presented to each target group.

### **Choice Riders**

1. Information in the palm of your hand – NVTC's electronic schedules available for download to cell phones, PDA's and hand held computers.
2. Using the SmarTrip card for seamless regional travel.
3. Benefits of Metrochek to employers and employees.
4. More awareness of Code Red Ozone Alert free bus fare days.
5. Enhanced safety and control.
6. How new transit technologies will benefit the public (e.g. hybrid-electric buses, electronic fare payment, automatic-customer information systems such as automatic e-mail and fax alerts).
7. Links between TeleworkVA! and transit (e.g. service to centers, off-peak service that would allow families to reduce auto purchases).
8. Excellent performance of transit systems (ridership and cost recovery) supported by NVTC's ongoing data collection efforts.
9. Easy links between transit systems (transfers, fares, routes).

### **Hispanic and Asian Communities**

1. Cost effectiveness of using transit
2. Better environment for their children
3. Technologies and tools that are available to help them get information in their own language
4. Enhanced Safety
5. Easy links between transit systems (transfers, fares, routes).
6. Ease of use
7. Access to education and employment opportunities

### **65 and older crowd**

1. Cost effectiveness of using transit
2. Transit contributes to better air quality for the region
3. Transit creates better environment for their children and grandchildren.
4. Resources and tools that are available to help them get the information they need.
5. Safety and reliability of transit
6. Bus shelters are more available.
7. Transit is a good investment.
8. Americans with Disabilities Act (ADA) compliance
9. Ease of use
10. Customer service innovations of successful transit systems.

## TECHNIQUES

Not all techniques are suitable for all themes or for all groups and each group will need to be reached using different techniques.

1. Websites: Will be used to reach the Choice Rider group. Hispanic and Asian web sites will be used to reach the area's Hispanic and Asian communities. Using existing websites, we will create banner ads and establish hot-links between all transit sites in the Metropolitan region and appropriate web sites. We will create content to display on all sites that illustrates the themes identified for each group. We will use direct mail, e-mail and the NVTC ListServ to encourage website use by these publics.
2. Partnerships: Reach out to the Hispanic, Asian and 65 and older demographic through public and private sector events to promote the appropriate themes. Work together with Chambers of Commerce, public and private business interest groups, churches, schools, retirement homes and hospitals to reach these audiences. We will offer introductory free ride transit certificates good on one or more transit systems, in cooperation with MWCOG's Commuter Connections.
3. Advocacy Groups: Partner with local groups that include our target audiences. We will co-sponsor community events, distribute brochures and media releases.
4. Media Campaign: Multi-year paid advertising to help these target audiences incorporate transit into their daily lives and encourage them to spread the word to friends and family. Advertising tools will include bus advertising; advertising in Hispanic, Asian and AARP newsletters and newspapers; and radio advertising on stations whose demographic is our target audience. Other specific media outlets have been identified and can be provided.
5. Events: Examples include:
  - a) Events at local retirement communities, Latino and Asian community events;
  - b) Coordination with civic groups and advisory commissions;
  - c) Station/ Bus Stop/ Bus Shelter Beautification Days (include cleaning, plantings, adoptions of sites by civic groups); and
  - d) Employer site events in cooperation with local jurisdictions.

For all events, banners and brochures emphasizing themes would be displayed, prizes and souvenirs would be given and "hooks" for media coverage would be emphasized.

## CONCLUSION

The essential ingredient of this "Speak to Me" proposal is the development of strategies using continuing, paid media to promote specific transit products and services in carefully targeted markets. NVTC commissioners have included the activities described in this proposal in the commission's work program and have emphasized the need to educate the public about the success of the region's transit services and their potential to make even more contributions to relieving traffic congestion, improving air quality and boosting the economy. At the end of the three-year demonstration and ongoing evaluation process, the entire transit community will benefit from a careful exposition of the successes of this targeted marketing campaign.

Meeting the Mobility Needs of  
Older Northern Virginia Residents

State Grant Application for  
FY 2005 Demonstration Grant

*February 2, 2004*

**Jana Lynott, Proposed Project Manager**

## Meeting the Mobility Needs of Older Northern Virginia Residents Draft Work Plan

NVTC is submitting this proposal for state transit grant funding for a one-year applied research project that will use survey and focus group research, emissions analysis, census data and ArcView mapping tools, to analyze the implications of a rapidly aging population for Northern Virginia transit service. National demographic and travel trends suggest declining traditional transit ridership; more costly door-to-door service requirements; increasing energy use and emissions; traffic congestion; accidents; and social isolation as elderly persons increasingly reside in lower density suburbs and rely more intensely on private automobile travel. The research will document the trends specific to Northern Virginia and propose solutions that will guide transit systems in their strategic planning as they mobilize to serve transit markets of the future.

Mobility for the nation's aging population is becoming a pivotal transportation policy issue. Nationally, the number of older Americans is expected to double over the next 25 years. At the same time, the use of transit among persons aged 65 and older has been dropping rapidly for decades. Taken together these two trends could have a profound effect on the region's transportation system, air quality, and manner in which resources are programmed to serve this growing segment of our population.

This research project will explore the degree to which our regional transportation system is prepared to meet the needs of our aging population and will ultimately propose policy and programmatic changes that can increase the mobility of older Northern Virginia residents. Project recommendations will be grounded in the understanding that our region suffers from ever-increasing traffic congestion, poor air quality, and scarce transportation dollars. As such, proposals should be relatively affordable and encourage reduced reliance on solo driving.

This research proposal is spurred by recent national studies that clearly document the travel trends of older Americans and sound the alarm about the travel patterns of this growing segment of the population. Presented below is a synopsis of demographic and travel trends taken from a recent Brookings Institution publication.<sup>1</sup>

National demographic trends of older Americans:

- The number of older people aged 65 and older is increasing both in absolute numbers and relative to the total population. By 2030, more than 20% of the total US population will be over age 65. Those individuals over age 85 will have nearly doubled since 1970.
- Almost  $\frac{3}{4}$  of the older population live within metropolitan areas, and over  $\frac{3}{4}$  of those live in the suburbs.
- The number of older people living in suburbs is increasing due to the aging-in-place phenomenon as most seniors do not move after retirement. In fact the

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<sup>1</sup> Rosenbloom, Sandra. *The Mobility Needs of Older Americans: Implications for Transportation Reauthorization*. Center on Urban and Metropolitan Policy, The Brookings Institution. July 2003.

suburbs aged more rapidly in the 1990s than the nation as a whole. Those aged 35–54 accounted for 31 percent of the total suburban population and most will likely remain in the suburbs as they grow older.

- Older women will continue to substantially outnumber older men. Older Americans will also become more diverse; people of color are one of the fastest-growing groups among those over age 65. In 1995, roughly one in seven American seniors was from a racial or ethnic minority, and this number will more than double in the next few decades.
- Women, particularly women of color, will, as a group, face the most serious mobility constraints as they age and their disability increases. Most elderly men have a spouse for assistance when health fails, most elderly women do not. Most older women will have no relatives or family members to provide support or assistance, given that the 85-and-older cohorts in the upcoming two decades will have had fewer children than any previous cohorts of the elderly.
- In addition, people of color, and especially women of color, are less likely to have the resources to buy assistance or the services and goods they need as they face mobility problems. In 1997, older women had a poverty rate almost 50 percent higher than older men, and those who lived alone had the highest poverty rate of all. Over half of older Hispanic women who lived alone or with non-relatives had incomes below the poverty line. In 2000, almost 22 percent of older blacks and Hispanics were poor compared with fewer than 9 percent of elderly whites.

National transportation patterns of older Americans:

- Contrary to common myth, people do not increase their transit use as they age. In fact, transit use among persons aged 65 and older has been dropping for decades. In 1995, transit use for non-work trips among the elderly was, for the first time, below that of younger people. In 1995, the elderly made 2.2 percent of all trips by transit. As low as that was, transit use by older people fell by almost 50% between 1995 and 2001, when only 1.3% of all trips made by persons 65 and older were made by transit. As such, most older Americans are extremely dependent on the private car, either as a passenger or a driver, and increasingly the latter. Unless something can be done to reverse this trend, transit will lose a significant market segment.
- Increased use of the private car can be expected in the coming years as most seniors will have been automobile drivers all their lives. More older women will be licensed to drive than in the past given that 94% of women aged 45-49 are currently licensed to drive. Those over 65 make roughly 90 percent of all their trips in a car; over 45% as the driver of a SOV.
- Clearly linked to suburban living is the growth in the number of trips and the mileage traveled by private car. This is true regardless of age. Planners may underestimate the level of driving by seniors in coming decades. In 2030, if all older drivers only drove as much as did comparable individuals in 1995, the total number of vehicle miles among the elderly would more than double, simply because the population of older drivers would have increased substantially. If, however, as current trends suggest, older people increase the miles they drive to

- resemble the travel patterns of the cohort just 10 years younger in 1995, the total number of miles driven annually would more than triple in the next three decades.
- Older drivers typically make shorter trips of less than 10 miles. These cold-start trips release high levels of emissions compared with the portion of a trip once the vehicle engine is warm.
  - Older drivers tend to make the bulk of their trips between 9:00 AM and 1 PM, periods of moderate to heavy traffic.
  - Older drivers tend to avoid freeway travel, thus disproportionately affecting arterial congestion.

**Project Goals:**

- Show the demographic trends of Northern Virginia’s aging population.
- Determine Northern Virginia’s aging population’s travel needs and preferences.
- Document the impact of an aging population and its travel patterns on the region’s transportation network, air quality, and other social and economic indicators.
- Document the measures transit operators have put in place to attract and retain aging riders to the transit system.
- Identify potential improvements to our transportation system, in particular transit services, to ensure its accessibility to an aging population. Success can be measured, in part, by the extent to which public transit agencies can retain and increase the number of older persons using the transit system.
- Identify the types of ITS investments that will serve elderly customers today and tomorrow taking into account known preferences for customer oriented services, and ailments that are common among this group’s members, such as diminished eyesight and arthritic fingers. For instance, computer assisted scheduling and dispatching systems could support a rideshare program directed to seniors. Transit information relayed through text messaging on small handhelds may be difficult to read, even for a computer savvy older generation.
- Identify measures to reduce the need for SOV travel through pedestrian oriented design and transit oriented development that specifically considers the unique needs of an aging population.

**Task A: Literature Review and Agency Interviews**

Transportation Research Board, APTA, and American Planning Association databases, among others, will be searched to obtain relevant publications on the subject of demographic change and its implications on mobility. In addition, the subject of transit service provision for the elderly will be reviewed. The Transit Cooperative Research Program’s (TCRP Report 82) that NVTC’s Adam McGavock co-authored provides an excellent foundation in this area. In addition, an understanding of the federal government’s United We Ride initiative aimed at achieving a coordinated human service transportation system will provide context to the analysis and may offer a useful foundation for some programmatic recommendations.

Representatives from WMATA and local transit operators will be interviewed to understand their current programs targeted to this demographic group, as well as their

future plans. Representatives from local agencies on aging will also be interviewed to understand their plans to serve their clients' transportation needs. Regional data will be obtained from various entities to understand the current elderly market. For instance, WMATA performs a market segmentation analysis, VRE performs customer service survey crosstabs by age, and MWCOG conducts a personal travel survey, also with crosstabs by age.

***Task A Deliverables:***

- An annotated bibliography relevant to the research.
- Completed interview forms.

**Task B: Data Collection and Analysis to Support Hypothesis Formation**

***Step 1:*** Determine whether the demographics in Northern Virginia track national trends. How is our population aging (in both total numbers and as a percent of the total population)? 1990 and 2000 census data will be analyzed. Population projections will also be obtained for 2015 and 2025. Analysis will be done at the county/city and census tract levels so as to be able to draw conclusions by jurisdiction and major corridor. Concentrations of elderly residents will be mapped in ArcView and overlaid by major transportation corridors.

Population projections by income, sex, and race will also be examined. According to the Brookings Institution paper cited above, there are important differences by race and ethnicity in the travel patterns of otherwise comparable elderly. For instance, even when controlling for income and residential location, minority elderly make fewer and shorter trips than white elderly, and generally less often in a car. It is important to ascertain whether these differences in travel patterns exist in Northern Virginia and if so, to understand why. By doing so, we may glean insights into how to better market transit services or identify needed service changes that better meet the needs of our customers.

Demographic analysis will be performed using Excel and ArcView software. The results of the analysis will be summarized through text and a series of maps that clearly communicate trends and challenges.

***Step 2:*** Project the travel trends of the elderly cohorts.

At this point in the research it is assumed that elderly persons in Northern Virginia share similar travel patterns as elderly persons in the larger Metropolitan area and the nation. The results of MWCOG's Household Travel Survey will be compared with the Brookings Institution paper and other research from Task A. The travel trends of older Northern Virginia residents will be inferred. These inferences will later be tested by a survey of Northern Virginia residents.

**Task B Deliverables:**

- Demographic trends analysis.
- Preliminary inferences of the travel patterns of older Northern Virginia residents.

### **Task C: Survey Research**

A combination of a telephone survey and focus group research will be done to determine travel patterns and preferences among Northern Virginia's aging population. A telephone survey will be conducted to test the hypotheses generated in the previous task. The survey will test travel patterns (mode, frequency, origin and destination, mileage, time of day, etc.), transit use, needs and preferences, and reasons for using or not using public transportation. The telephone survey will be stratified into three sub-groups: persons aged 85 and older, persons aged 65-84, and persons aged 45-64. These subgroups represents the very old who are most likely to have significant mobility constraints, the young old who may have some mobility constraints but who compose a likely market of fixed route transit riders, and the next elderly cohort. By understanding their travel patterns and preferences, we can more appropriately perform outreach to them and attract them to transit before they become old. The sample drawn will be large enough to return statistically significant results for these three subgroups. The telephone survey will also seek to identify individuals willing to serve on a focus group.

Focus group research will primarily test the perceived usefulness of potential improvements to the transportation system, including changes to existing fixed-route transit services and alternative transport options. For instance, the survey could test the market reaction to community circulator service that would be specifically routed to serve the origins and destinations of most interest to older people. Facilitated rideshare programs specifically targeted to older residents and for-profit taxi or jitney-type services could be explored. Innovative ideas such as Fairfax County and VRE's new EZ bus subscription service could be examined to understand its potential marketability to neighborhoods with elderly concentrations. Focus group participants will be identified through the telephone survey and assistance by area agencies on aging and senior citizens centers. Results will also be reported by sub-group.

A survey research firm will be hired to assist in the final design and development of a sampling plan and questionnaire, to perform the interviews, and to prepare tabulated results in an Excel-compatible format. NVTC staff will participate in the focus groups alongside the consultant.

### **Task D: Assess the Societal Travel Challenges of Aging**

An important part of this research will be to quantify the potential impacts of elderly travel. In addition, an understanding of the impact the structure of our existing transportation infrastructure and urban development patterns may have on elderly travel will be sought.

From data gathered in the telephone survey and demographic analysis, it will be possible to estimate the vehicle miles of travel older residents will make in future years, the time of day most of these trips will occur, the mode by which they occur, and the concomitant congestion, energy use, and emissions. The research team will also estimate the cost of higher accident rates due to an increased number of drivers, many of whom are over 85—the age at which accident rates spike upward.

In addition to understanding the potential impact older drivers may have on all cohorts of the population, it is important to understand the potential mobility problems future generations may face. The suburban aging-in-place phenomenon will lead to a more dispersed older population that is more difficult to serve with public transportation. Older suburban residents may have fewer mobility choices resulting in an increased pressure on them to drive or find relatives or friends to drive them. Women, especially women of color, may be particularly vulnerable given the greater likelihood that they will live alone and in poverty. Not only will there be higher accident rates because of the sheer amount of additional driving, older persons who choose to walk to transit will put themselves at risk. In 2000, the pedestrian death rate for both men and women over age 70 was the highest of any age group. Suburban development patterns, characterized by a separation of land uses and wide roads with fast-moving traffic are particular dangerous for less able-bodied individuals.

Transit systems are required to provide door-to-door service to persons with disabilities. In this region, WMATA's Metro Access paratransit program already experiences substantial and accelerating costs. If the aging population results in more persons with disabilities, an even greater financial and service burden may be placed on the costly paratransit systems of traditional transit providers.

#### **Task E: Develop Final Research Recommendations**

Task E will provide recommendations that transit and other planners can use in designing, marketing, and operating a future transportation system that will serve an aging population efficiently and affordably. Through the literature review and interviews with transit operators and representatives from agencies on aging, NVTC will identify potential service improvements and new programs. The perceived usefulness of these measures will be tested through telephone interviews with potential customers. Improvements may include changes in routes, frequencies, and hours of operation of traditional transit services, as well as targeted rideshare programs, community buses, and specialized taxi services. Final recommendations may also include measures that could reduce the need for SOV travel by building upon the natural synergy between the transit and urban design communities through transit oriented development. Attention to the specific needs of the elderly will be considered in conjunction with community design improvements that mix land uses and create more pedestrian-friendly streets, making it possible for those with mobility limitations to independently access transit and other services they need.

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#### **The Research Team**

NVTC, with the assistance of an advisory team composed of representatives of the local NVTC jurisdictions, WMATA, MWCOG, and the Commonwealth, will accomplish the above tasks. NVTC will seek the assistance of a consulting firm for approximately 70% of this work. The consultant would help with all areas of the research, in particular the survey research.

**Project Milestones**

Project milestones occur simultaneously with the completion of deliverables for each task; namely:

- Completion of the literature review and agency interviews
- Completion of data collection and analysis
- Completion of the survey and focus group research
- Documentation of societal travel challenges
- Completion of final recommendations and report.

**Cost**

The cost is estimated at \$120,000.

Discretionary state transit Demonstration Assistance at a 95% match is sought.

<b>Total Project Cost</b>	<b>\$120,000</b>
Consultant Budget	\$85,000
-Labor	- \$75,000
-Telephone Survey	- \$10,000
NVTC Budget	\$35,000
-Labor	- \$32,000
-Other direct expenses	- \$3,000

**Monitoring**

NVTC’s project managers have demonstrated a strong track record in effectively managing state grants. Jana Lynott, the proposed project manager, will ensure that NVTC makes appropriate use of the grant funds and will track expenditures against the project tasks, budget and goals. She will also work with NVTC’s accounting department to ensure a timely project close-out.

Funding Agreement for Burke Centre Canopy

The commission is asked to approve Resolution #1006. Fairfax County has asked NVTC to serve as the project sponsor to facilitate the flow of federal enhancement funds from VDOT to VRE. The project includes \$20,000 for preliminary engineering and \$180,000 for construction to total \$200,000, of which \$160,000 will be federal STP funds and \$40,000 will be local match provided by Fairfax County.

VRE staff will manage the work and NVTC staff will provide financial oversight to be certain that the federal and state terms of the grant agreement are met.

**RESOLUTION #1006**

**SUBJECT:** Funding Agreement for Burke Centre Canopy.

**WHEREAS:** Fairfax County wishes to have a canopy built for the Burke Centre VRE station and is providing local funds to match a federal grant;

**WHEREAS:** Fairfax County has asked NVTC to serve as the project sponsor to facilitate the flow of federal enhancement funds from VDOT,

**WHEREAS:** VRE staff will manage the construction project; and

**WHEREAS:** NVTC's responsibilities will be limited to financial oversight and monitoring compliance with the federal and state terms contained in the grant agreement with VDOT.

**NOW, THEREFORE BE IT RESOLVED** that the Northern Virginia Transportation Commission authorizes its executive director to execute a grant agreement with VDOT, at the request of Fairfax County, providing \$160,000 of federal funds for preliminary engineering and construction of a canopy at the Burke Centre VRE station, with the \$40,000 match to be provided by Fairfax County.

Approved this 5th day of February, 2004.

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William D. Euille  
Chairman

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Gerald E. Connolly  
Secretary-Treasurer