Northern Virginia Transportation Commission

NVTC COMMISSION MEETING
THURSDAY, JUNE 2, 2005
NVTC CONFERENCE ROOM
7:30 PM

NOTE: The meeting starts 30 minutes earlier than usual. A light buffet supper will be available for commissioners, staff and guests beginning at 7:00 p.m. NVTC's Executive Committee will not meet. Transportation Secretary Pierce Homer has accepted our invitation to meet with the commission at 7:30 p.m. and Rudolph Penner of the Urban Institute will be present for an 8:00 p.m. presentation /discussion. Richard White, CEO/General Manager of WMATA will also speak to the commission.

AGENDA

1. Minutes of NVTC Meetings of April 7 and May 16, 2005.

Recommended Action: Approval.

2. Presentation: Virginia Secretary of Transportation Pierce Homer.

Secretary Homer has been invited to share ideas for obtaining dedicated transit funding sources, more transit features in Public Private Transportation Act proposals, better HOV enforcement, and enhanced state support for teleworking, among other topics.

Discussion Item.

3. Presentations and Discussion: Dedicated Funding for WMATA.

Rudolph Penner, Chairman of the Blue Ribbon Panel, will discuss the Panel's recommendations. Richard White, WMATA's CEO and General Manager, will also be present to discuss Metro's recent gains in performance and other issues. The commission will then discuss appropriate next steps and provide guidance to staff.

Recommended Action: Direct staff to undertake appropriate actions to support the creation of a dedicated funding source for WMATA in Virginia. Consider the creation with NVTA of a joint working group to promote dedicated funding in Virginia. Authorize a letter to MWCOG calling for a new Blue Ribbon Panel on Metro Access funding.

4. Transit Improvements in Pentagon Reservation Master Plan.

The National Capital Planning Commission is expected to act on the plan at its June 2, 2005 meeting. The plan includes many improvements that will greatly benefit public transit operators and HOV users.

Recommended Action: Approve a letter to NVTC's congressional delegation in support of the plan.

5. Legislative Items.

A. State: VTA spring conference and two General Assembly studies of transportation funding.

B. Federal. Letter in support of reauthorization of TEA-21.

Recommended Action: Authorize NVTC's Chairman to write Senator Warner with copies to Virginia's congressional delegation supporting TEA-21 reauthorization.

6. VRE Items.

A. Report from the VRE Operations Board (including minutes of the Operations Board meeting of May 20, 2005) and from VRE's CEO--Information Item.

B. Agreement for Future Land Acquisition at Crossroads--Action Item/Resolution #1074.

C. Conditions for Admitting New VRE Members and Proposed Amtrak Agreement--Closed Session (Section 2.2-3711.A.6 and 7) of the Code of Virginia) followed by Action Item/Resolution #1075.

7. WMATA Items.

A. Metro Board Digest for May, 2005.

B. Value Capture Study.

C. SmarTrip Privacy Policy

Information Item.

8. Regional Transportation Items.

A. Parking and Density.

B. BWI SmartPark and BART Smart Parking Systems.

C. The High Cost of Free Parking.

D. Annual Urban Mobility Report.

E. Ozone Action Days Kickoff.

F. HOV Enforcement Task Force.

G. Easy Rider.

H. Base Realignment and Closure Recommendations.

I. The Fast Lane.

Information Item.

9. NVTC Correspondence.

A. Response to Telework Letter.

B. More on Transit vs. Free Luxury Autos.

C. NVTC Alternates.

D. Award of VDOT Grant

Information Item.

10. NVTC Meeting of July 7, 2005.

A draft agenda is provided. Commissioners should provide feedback on the proposed 7:30 P.M. starting time.

<u>Discussion Item.</u>

11. NVTC Financial Reports for April, 2005.

<u>Information Item.</u>

Northern Virginia Transportation Commission

AGENDA ITEM #1

MINUTES
NVTC COMMISSION MEETING – APRIL 7, 2005
NVTC CONFERENCE ROOM – ARLINGTON, VIRGINIA

The meeting of the Northern Virginia Transportation Commission was called to order by Chairman Ferguson at 8:01 P.M.

Members Present
David Albo
Sharon Bulova
Gerald Connolly
William D. Euille
Eugene Delgaudio
Paul Ferguson
Ludwig Gaines
Catherine M. Hudgins
Dana Kauffman
Elaine McConnell
Karen Rae
Scott Silverthorne
Mary Margaret Whipple
Christopher Zimmerman

Members Absent
Jeannemarie Devolites Davis
Adam Ebbin
Jay Fisette
Timothy Hugo
Gary A. Reese
David F. Snyder

Staff Present
Rhonda Gilchrest
Scott Kalkwarf
Jana Lynott
Adam McGavock
Stephen MacIsaac (VRE)
Kala Quintana
Elizabeth Rodgers
Jennifer Straub (VRE)
Richard K. Taube
Dale Zehner (VRE)

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Public Comment

Chairman Ferguson stated that there has been a request from a citizen to comment on NVTC's mission. Ken Reid, executive director of LOWER, (Landowners Workgroup for Economic Rapidtransit and also Landowners Opposing Wasteful Expenditures on Rail), handed out copies of his statement to commissioners. He explained that his organization supports market-based transportation solutions in the Dulles Corridor and Northern Virginia, specifically express toll lanes, on which rapid express buses and carpools can operate in addition to single-occupant vehicles. They oppose the extension of Metrorail to Tysons Corner and beyond because it necessitates $700 million or more in taxes and higher tolls from Northern Virginia residents and it will not alleviate congestion.

Mr. Reid expressed his concern that NVTC and its mission has become more of an advocacy group—specifically for WMATA—instead of being an overseer of the public's money. He stated that the Commonwealth of Virginia's stated purpose of establishing NVTC in 1964 was to facilitate "planning and developing a transportation system for Northern Virginia and for the safety, comfort and convenience of its citizens and for the economical utilization of public funds." The commission should be focusing on the last part of that purpose.

Mr. Silverthorne arrived at 8:05 P.M.

Mr. Reid stated that LOWER was unaware of what NVTC staff was doing until Mr. Taube wrote a diatribe about a report LOWER released in October. NVTC's goals also include "distribute periodic transit nuggets with information about transit's success in a catchy format that can be posted on websites and used by transit advocates in educating the public," as well as a goal to "provide draft letters on NVTC's website for the use of citizens wishing to support NVTC's legislative and policy positions. Provide links to other groups supporting these positions." Mr. Reid stated that he is not aware of any other agency that engages in this kind of propagandizing and the commission is not exercising proper oversight.

Mr. Reid urged NVTC to focus more energy on WMATA's bloated budget and its inability to control its union costs. NVTC seems to do some very good oversight of VRE expenditures. It would be helpful for NVTC to spend more time seeing where the region's money is being spent at WMATA, especially since four cents on the gallon is going into mass transit.

Oath of Office for a New Commissioner

Chairman Ferguson administered the oath of office to Eugene Delgaudio, who was appointed to NVTC by the Loudoun County Board of Supervisors. Commissioners welcomed him to NVTC.

Minutes of NVTC Meeting of March 3, 2004

Mr. Zimmerman moved, with a second by Mr. Gaines, to approve the minutes. The vote in favor was cast by commissioners Delgaudio, Euille, Ferguson, Gaines, Hudgins, Kauffman, McConnell, Rae, Silverthorne, Whipple and Zimmerman.

VRE Items

Report from the VRE Operations Board. The minutes of the March 18th Operations Board meeting were provided. Mrs. McConnell explained that it seems that Stafford County is not going to contribute its VRE subsidy increase. Mr. Zehner stated that Stafford County has not yet voted on its budget. Mrs. McConnell reported that Fauquier and Spotsylvania counties are considering joining PRTC and VRE.

VRE Subsidies Versus Ridership by Jurisdiction. The report shows that 821 Spotsylvania County residents ride VRE based on the October, 2004 survey, making this the fourth largest jurisdiction in terms of ridership. Spotsylvania County pays no subsidy. The report also shows ridership for the other jurisdictions.

Manassas Park Platform Extension. Mrs. McConnell stated that Resolution #1070 would authorize VRE's CEO to award a contract to NV Enterprises, Inc. to construct a platform extension at the Manassas Park VRE station. The total contract value would not exceed $859,848, which includes a 15 percent contingency. Grant funds are available in VRE's approved CIP.

Mrs. McConnell moved, with a second by Mr. Zimmerman, to approve the resolution (copy attached). The vote in favor was cast by commissioners Delgaudio, Euille, Ferguson, Gaines, Hudgins, Kauffman, McConnell, Rae, Silverthorne, Whipple and Zimmerman.

Mr. Albo arrived at 8:11 P.M.

Performance Budgeting at NVTC

Mr. Taube gave a presentation on NVTC performance measures. He stated that the process includes a survey of commissioners, incorporating additional measures into the NVTC budget for FY 2007 and a year-end review. He stated that NVTC already has measures in place to some extent with its annual workprogram, which includes goals and objectives. Twice a year, staff formally reports to the commission on the progress that has been made. Mr. Taube then reviewed performance measures NVTC could implement.

Mrs. Bulova joined the discussion at 8:16 P.M.

Mrs. Whipple stated that staff's work is a good start for a topic that has some merit. She suggested staff continue to work on these documents and include limited performance measures by starting simply. As NVTC gains experience and sees how useful the measures can be, then more performance measures can be added.

Senator Whipple moved, with a second by Mr. Euille, to generally approve the direction staff is taking to move forward on performance measures. Delegate Albo suggested picking one part of the budget to do first that is more easily measured. Mr. Taube suggested financial management. Senator Whipple agreed to include Delegate Albo's suggestion as a friendly amendment to her motion. Mr. Delgaudio agreed that it is important to start with small bites.

The commission then voted on the motion and it passed. The vote in favor was cast by commissioners Albo, Bulova, Delgaudio, Euille, Ferguson, Gaines, Hudgins, Kauffman, McConnell, Rae, Silverthorne, Whipple and Zimmerman.

NVTC By-Laws Change to Permit Alternates

Chairman Ferguson stated that this proposal was discussed at the March 3rd NVTC meeting. He explained that this came about because NVTC has had a quorum issue in the past, not necessarily the number of commissioners but having a majority of jurisdictions present. There are three jurisdictions that have only one commissioner appointed to NVTC. By changing the By-laws, it would give the jurisdictions an option to name an alternate from their Board of Supervisors or City Council. In response to a question from Mr. Euille, Chairman Ferguson stated that an alternate must be an elected official.

Mr. Euille moved, with a second by Mr. Gaines, to approve the changes to NVTC's By-Laws. The vote in favor was cast by commissioners Albo, Bulova, Euille, Ferguson, Gaines, Hudgins, Kauffman, McConnell, Rae, Silverthorne, Whipple and Zimmerman. Mr. Delgaudio voted in opposition to the motion.

Public Information Strategy to Promote Sustainable Funding for WMATA

Mr. Taube reported that at its March 3rd meeting, NVTC discussed the need for an effective strategy to educate the public about WMATA's strong performance and need for sustainable funding. He gave a presentation on ten different ideas on how to do this. He stated that it is important to agree on a central message, such as:

> Metro is a success. It is a great investment. It may have some problems, but it remains the best system in the country. Fix the problems, don't destroy the system. Let's not ruin a good thing by pinching pennies while legitimate needs go unfunded.

Chairman Ferguson noted that an important statistic is that 64 percent of WMATA funding shares come from the local/regional/fares. Mr. Kauffman stated Metro has found that of those people in Northern Virginia commuting to the core area, about one-third use transit.

Mr. Connolly arrived at 8:37 P.M.

Mr. Euille stated that NVTC should move in this direction as presented by staff, but commissioners should take some time and review it. Therefore, he suggested not taking any action until the next commission meeting.

Mr. Kauffman stated that he provided this report to WMATA communications staff and they will add their comments. He passed out a synopsis of what Metro has been doing over the last few months and he encouraged commissioners to use this information when they are dealing with the public. Mr. Connolly observed that WMATA has added 12 new rail stations in nine years and completed the last 13.5 miles of the original 103-mile Metrorail system ten months ahead of schedule and $330 million under budget.

Mr. Delgaudio asked staff to report back to the commission on how much it would cost to implement these NVTC initiatives outlined in the report.

Legislative Items

State Legislation. Mr. Taube reported that for FY 2005 NVTC should expect $81.4 million from the state for WMATA, VRE and local bus systems. These state formula programs for FY 2006 would increase almost $10 million for a total of $91.2 million. There are some other FY 2006 programs that will provide substantial funding, including $40 million for Metrorail railcar purchases, $2 million in local bus capital, $20 million for VRE railcars and $5.9 million for track leases. Approximately $20 million of FY 2006 Metro Matters program costs are to be funded by the VTA 2000 Metro Railcar program previously contracted with DRPT.

Mr. Connolly asked if the $20 million for VRE railcars and $20 million for Metrorail cars from the state free up capital otherwise would have been spent for these purchases. Ms. Rae answered that it is additional funding. Mr. Connolly observed that these procurements will enhance capacity but will not free up additional capital for ongoing funding commitments. Mr. Euille acknowledged the work of the General Assembly and VDRPT for this funding. Senator Whipple stated one of the compelling arguments for funding for Metro railcars was that there is so much demand for Metro and the current railcars are full. As soon as the new railcars are put into service, they will be utilized. Mrs. Hudgins stated that it's not just peak hours that railcars are crowded, especially on the Orange Line.

Delegate Albo suggested that NVTC should try to get the House Appropriations Committee members to tour Northern Virginia and experience congestion firsthand. Mr. Connolly stated that in the past when legislators have experienced congestion in this region, it has made a difference.

Federal Legislation. Mr. Taube announced that the House has acted on its TEA-21 reauthorization. VRE has a $100 million earmark ($50 million federal share). One problem with the House's reauthorization (HR3) is a prohibition on additional value pricing projects that would appear to threaten public-private transportation proposals in this region. Since this region is looking to use HOT lanes and other capacity enhancements, it would be a shame to rule this out. The commission is asked to authorize its chairman to write to NVTC's U.S. Senators to express concern about this provision in HR3 and to urge them not to enact the same clause in the Senate version. The Senate is expected to vote soon on its version of TEA-21.

Mr. Connolly moved, with a second by Mr. Zimmerman, to authorize Chairman Ferguson to send the letter.

Mr. Delgaudio stated that he is in favor of HOT lanes. He asked what was the intent of the House to include this provision. Mr. Taube stated that he can't speak definitively to the intent but speculated that it was those that believe that toll lanes in general are not a good idea for federally funded facilities, including the trucking industry. Mr. Connolly offered to hand deliver Senator Warner's letter, since he will be meeting with him on Friday.

The commission then voted on the motion and it passed. The vote in favor was cast by commissioners Albo, Bulova, Connolly, Delgaudio, Euille, Ferguson, Gaines, Hudgins, Kauffman, McConnell, Rae, Silverthorne, Whipple and Zimmerman.

Ms. Rae stated that there are upcoming issues with Amtrak. She offered to funnel information to NVTC concerning this issue.

CTB Testimony. Mr. Taube stated that CTB will conduct a statewide public hearing on the proposed six-year transportation program on April 19th. Updated comments were provided for commission review. Ms. Rae suggested staff check with Chip Badger concerning the FY 2006 62 percent match, which will drop back below 30 percent in FY 2007. Senator Whipple stated that an important statistic is that since FY 2001, payments for transit in Northern Virginia using local funds have grown by 41 percent while state aid grew by only 15 percent. She stated that local governments are making an extraordinary effort.

On a motion by Mr. Connolly and a second by Mr. Zimmerman, the commission unanimously authorized Chairman Ferguson to present the testimony before the

Commonwealth Transportation Board. The vote in favor was cast by commissioners Albo, Bulova, Connolly, Delgaudio, Euille, Ferguson, Gaines, Hudgins, Kauffman, McConnell, Rae, Silverthorne, Whipple and Zimmerman.

WMATA Items

Research on Railcar Seating Configurations. The WMATA Board has approved the installation of video cameras to study how passengers move around in Metrorail cars. This information will be studied before WMATA experiments with various seating configurations to expand passenger capacity and improve passenger comfort.

Financial Performance as of January, 2005. WMATA's cost recovery was 53 percent for January, bringing the fiscal year to date percentage to 58.6 percent versus a budget target of 56.5 percent. Rail recovered 71.5 percent in January and bus recovered 30.6 percent. WMATA's revenue trend suggests a favorable $8 million variance by the end of the year.

Regional Transportation Items

Federal Subsidies to Passenger Transportation. Mr. Taube reported that the Bureau of Transportation Statistics of the USDOT has published a report that compares federal subsidies to various modes and concludes that public transit received the greatest amount of net federal subsidy from 1990 ($5.09 billion annually) to 2002 ($7.31 billion annually). However, the report only focuses on the federal side of spending. Also, the use of each mode is expressed in thousands of passenger miles. Transit in general is used for short-distance trips and is at a disadvantage when passenger-miles are used for comparisons. Airlines are just the opposite. In response to a question form Senator Whipple, Mr. Taube stated that the definition of modes is suspect since school buses are lumped with transit. Mr. Zimmerman observed that school buses don't charge fares.

Mr. Connolly stated that it might be useful for staff to catalog the methodology concerns and send those concerns to Northern Virginia's congressional delegation. Chairman Ferguson directed staff to draft a letter for his signature. There were no objections.

Traffic Congestion and Reliability. Cambridge Systematics has prepared a report for the Federal Highway Administration that summarizes recent trends in congestion and highlights the role of unreliable travel times. When the report was written in 2002, the I-495 intersection with I-95 at the Springfield Interchange was ranked as the 15th worst in the U.S. with 15,035,000 annual persons hours of delay.

Performance-Based Measures in Transit Funding Allocation. Mr. Taube reported that the Transportation Research Board's TCRP Synthesis 56 was released in late 2004. The research was performed by Cambridge Systematics and examined changes since the last report in 1994. The report shows that only four states use performance measured to allocate transit funds.

Fairfax County Transportation Summit. Mrs. McConnell stated that the Fairfax County Board of Supervisors convened a transportation summit on March 11th. It was a success with over 200 people attending. Ms. Rae expressed her opinion that it was an excellent forum. Mr. Connolly agreed and thanked Mrs. McConnell for taking the lead in organizing the summit. He stated that one of the most dramatic charts handed out was a simple bar chart that showed by 2014, Virginia--without an infusion of new revenues--will no longer have the capacity to match federal funds. By 2018, no money is left for any new construction and it will all go to maintenance. This is information that needs to be shared with the General Assembly. Mr. Connolly asked Ms. Rae to provide copies of Mary Lynne Tischer's summit presentation for NVTC's next meeting.

Healthy Returns: The Economic Impact of Public Investment in Surface Transportation. Mr. Taube stated that APTA has released this March, 2005 report by Robert J. Shapiro and Kevin A. Hassett. The report concludes that surface transportation produces $4 in direct benefits for each $1 in direct costs.

Update on NVTC Correspondence

Corridor Traffic Counting to Determine Mode Shares. Mr. Taube reported that $67,000 is included in TPB's draft FY 2006 workprogram for this pilot project. In response to a question from Senator Whipple, Mr. Taube stated that these funds will provide for counting on one screen-line in one corridor. If it is successful, NVTC will go after more funding for additional work.

Mr. Taube stated that NVTC wants to do additional counting to provide a more accurate look at the entire corridor and include Metrorail as well as parallel facilities. The I-66 corridor would be a good example. Mr. Taube went on to give a PowerPoint presentation on the results of recent VDOT counts on HOV facilities.

Concern for CMAQ/RSTP Rescissions. NVTC received a response from VDOT stating that they did not rescind any CMAQ or Regional STP funds. Back in November VDOT received advance notification of a possible increase in federal funds for the current fiscal year. The decision was made not to budget these additional funds because it seemed uncertain. The $31 million comes from this unbudgeted amount and reductions were made to the largest categories of Interstate Maintenance, National Highway System, Surface Transportation Program, and Minimum Guarantee.

Teleworking

Mr. Connolly asked if NVTC has addressed any issues involving telework. Mr. Taube stated that he can't recall addressing this issue but it is within NVTC's mission. Mr. Connolly stated that he and Delegate Jim Scott had been meeting with Whitt Clement, the former Secretary of Transportation, to encourage the Governor to implement measures to promote telework. They have received surprising resistance.

The state has been urged to form a statewide telework council. It may not matter in more rural areas of the state, but it matters enormously in Northern Virginia. He stated that he would appreciate NVTC's assistance in sending a letter to the Governor and the new Secretary of Transportation to encourage them to implement this legislation.

Mr. Connolly moved, with a second by Mrs. Hudgins, to authorize its chairman to send a letter to the Governor and the new Secretary of Transportation.

Chairman Ferguson suggested inviting the new Secretary of Transportation to meet with the commission. Mr. Connolly stated that both an invitation and letter would be good. Senator Whipple observed that some thought on planning an agenda would need to be looked at if the Secretary is invited. There were no objections to inviting the Secretary to a future meeting. Mr. Connolly urged commissioners to submit agenda ideas for this meeting.

The commission then voted on the motion, including the suggestions made, and it passed. The vote in favor was cast by commissioners Albo, Bulova, Connolly, Delgaudio, Euille, Ferguson, Gaines, Hudgins, Kauffman, McConnell, Rae, Silverthorne, Whipple and Zimmerman.

FY 2004 Northern Virginia Transit Performance Data

NVTC staff completed updates of performance information collected from Northern Virginia's nine transit systems. These tables are available on NVTC's website. On-time performance remains strong and ridership is up on every system except PRTC's OmniLink and Metrobus, which is plagued with some questionable data during the changeover to new fareboxes. There were no questions.

FY 2005 Budget Funding Sources for Northern Virginia Transit

These tables show funding shares for WMATA, local bus systems and VRE as of FY 2005. For FY 2005, $468.1 million is budgeted for transit, with state funds providing 20.4 percent, federal funds providing 15.5 percent and local/.regional/fares covering the remaining 64 percent. There were no questions from commissioners.

NVTC Financial Reports for February, 2005

Commissioners were provided with the financial reports and there were no questions.

Adjournment

Without objection, Chairman Ferguson adjourned the meeting at 9:27 P.M.

Approved this 5th day of May, 2005.

Paul Ferguson
Chairman

David F. Snyder
Secretary-Treasurer

Northern Virginia Transportation Commission

RESOLUTION #1070

SUBJECT: Manassas Park Platform Extension.

WHEREAS: On April 3, 2003, the commissions approved an agreement with the city of Manassas Park to remove the resident parking restriction from the Manassas Park VRE station;

WHEREAS: A temporary platform was constructed in July of 2003 as part of this agreement;

WHEREAS: The agreement also included an obligation for VRE to replace the temporary platform with a permanent platform by April of 2005; and

WHEREAS: Bids were opened on March 7, 2005 and, after review of the bids, staff recommended award to the lowest bidder, N.V. Enterprises, Inc.

NOW, THEREFORE BE IT RESOLVED that the Northern Virginia Transportation Commission authorizes the VRE Chief Executive Officer to award a contract to N.V. Enterprises, Inc. to construct a platform extension at the Manassas Park VRE station with a total contract value not to exceed $859,848, including a 15 percent contingency.

Approved this 7th day of April, 2005.

Paul Ferguson
Chairman

David F. Snyder
Secretary-Treasurer

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Northern Virginia Transportation Commission

AGENDA ITEM #1

MINUTES
NVTC COMMISSION MEETING – MAY 16, 2005
NVTC CONFERENCE ROOM – ARLINGTON, VIRGINIA

The meeting of the Northern Virginia Transportation Commission was called to order by Chairman Ferguson at 12:50 P.M.

Members Present
Sharon Bulova
Jeannemarie Devolites Davis
Adam Ebbin
William D. Euille
Paul Ferguson
Ludwig Gaines
Robin Gardner (Alternate, City of Falls Church)
Dana Kauffman
Sharmila Samarsinghe (DRPT)
Scott Silverthorne
Mary Margaret Whipple
Christopher Zimmerman

Members Absent
David Albo
Gerald Connolly
Eugene Delgaudio
Jay Fisette
Catherine M. Hudgins
Timothy Hugo
Elaine McConnell
Karen Rae
Gary A. Reese
David F. Snyder

Staff Present
Jana Lynott
Stephen MacIsaac (VRE)
Jennifer Straub (VRE)
Richard K. Taube
Dale Zehner (VRE)

Oath of Office for New Alternate Commissioner

Chairman Ferguson administered the oath of office to Robin Gardner, who was selected as an alternate for David F. Snyder by the Falls Church City Council.

Contract Award for New VRE Railcars

Sharon Bulova explained that the VRE Operations Board recommends approval of Resolution #1071 (copy attached). This resolution provides a contract award to Sumitomo Corporation of America at a price not to exceed $22.9 million plus a $500,000 contingency. Sumitomo was the only firm to respond to VRE's request for proposals. These are stainless steel, two-level gallery type railcars with 125-seats per car, similar to VRE's existing gallery cars from Metra in Chicago. With notice to proceed in May, 2005, the new cars could be in service in 2006.

Bill Euille asked about the source of funding. Dale Zehner replied that the lease finance payments will be covered primarily by federal formula funds.

Commissioner Bulova moved approval with a second from Chris Zimmerman. The vote in favor was unanimous: Sharon Bulova, Jeannemarie Devolites Davis, Adam Ebbin, William Euille, Paul Ferguson, Robin Gardner, Dana Kauffman, Sharmila Samarsinghe, Scott Silverthorne, Mary Margaret Whipple and Christopher Zimmerman.

Contract Award for VRE Railcar Financing

Commissioner Bulova stated that the VRE Operations Board recommends approval of Resolution #1072 (copy attached). The resolution provides lease financing for the purchase of 11 two-level railcars from Sumitomo Corporation. The winning bidder for the lease is BTM Capital Corporation. Grant funds will be used to cover the lease payments, which are secured by a lien on the 11 railcars.

The amount financed will not exceed $25,100,000 for a term not exceeding 21 years at an annual interest rate not to exceed six percent.

In response to a question from Bill Euille, Dale Zehner explained that the amount financed exceeds the cost of the railcars to include administrative costs associated with the lease finance transaction.

Commissioner Bulova moved approval, with a second from Senator Whipple. The vote in favor was unanimous: Sharon Bulova, Jeannemarie Devolites Davis, Adam Ebbin, William Euille, Paul Ferguson, Robin Gardner, Dana Kauffman, Sharmila Samarsinghe, Scott Silverthorne, Mary Margaret Whipple and Christopher Zimmerman.

Authorization to Modify VRE's Fare Structure

Commissioner Bulova stated that the VRE Operations Board recommends approval of Resolution #1073 (copy attached). Consistent with the approved FY 2006

VRE Budget and following six public hearings, this resolution authorizes several changes in VRE's fare structure effective June 27, 2005 to:

1) Increase the base fare and zone increment by 2.75%;

2) Increase the monthly and TLC ticket discount to 34%;

3) Decrease the 10-trip ticket discount to 8%;

4) Create a $2 step-up ticket for VRE passengers using Amtrak.

Commissioner Bulova moved approval with a second from Senator Whipple. The vote in favor was unanimous: Sharon Bulova, Jeannemarie Devolites Davis, Adam Ebbin, William Euille, Paul Ferguson, Ludwig Gaines, Robin Gardner, Dana Kauffman, Sharmila Samarsinghe, Scott Silverthorne, Mary Margaret Whipple and Christopher Zimmerman.

June 2nd Commission Meeting

Dana Kauffman told the commission that he had spoken with senior WMATA staff about attendance at the next NVTC meeting. Transportation Secretary Pierce Homer will be present at 7:30 P.M. and Rudy Penner--who chaired the Blue Ribbon Panel--will also be present. He mentioned that it will be important to learn when the D.C. City Council intends to act on Jack Evans's proposal for dedicated funding. WMATA is preparing estimates of the yields of various funding options.

Adjournment

Without objection, Chairman Ferguson adjourned the meeting at 1:05 P.M.

Approved this 2nd day of June, 2005.

Paul Ferguson
Chairman

David F. Snyder
Secretary-Treasurer

Northern Virginia Transportation Commission

RESOLUTION #1071

SUBJECT: Contract Award for New Railcars.

WHEREAS: On October 29, 2004, a Request for Proposals was issued by VRE for the purchase of 11 new cab cars with an option to purchase 50 additional passenger cars;

WHEREAS: Proposals were due on December 30, 2004; and

WHEREAS: One proposal was received from Sumitomo Corporation of America for 11 two-level, balcony-style, gallery cab-control passenger cars plus the option for 50 railcars.

NOW, THEREFORE BE IT RESOLVED that the Northern Virginia Transportation Commission authorizes the VRE Chief Executive Officer to enter into a contract with Sumitomo Corporation of America for the production of 11 new cab cars in an amount not to exceed $22,943,833 plus a contingency of $500,000 for a total of $23,443,833.

Approved this 16th day of May, 2005.

Paul Ferguson
Chairman

David F. Snyder
Secretary-Treasurer

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RESOLUTION #1072

SUBJECT: Contract Award for Railcar Financing.

WHEREAS: The Northern Virginia Transportation District Commission ("NVTC") and Potomac and Rappahannock Transportation District Commission ("PRTC," and, together with NVTC, the "Commissions"), joint owners and operators of the Virginia Railway Express ("VRE"), a commuter rail service serving Northern Virginia and the District of Columbia, have decided to jointly enter into a tax-exempt lease financing transaction in order to finance the leasing of railcars for the operation of VRE's commuter rail services (the "Equipment") in accordance with the terms and conditions set forth in VRE Invitation for Bids #05-009 (the "IFB") and the response thereto (the "Bid") of BTM Capital Corporation ("BTM"), copies of which have been provided to the Commissions; and

WHEREAS: NVTC desires to authorize the lease financing of the Equipment as described above (and as further described below) in furtherance of the purposes for which NVTC was formed.

NOW, THEREFORE BE IT RESOLVED by the Northern Virginia Transportation Commission as follows:

1. The lease financing of the Equipment from BTM, upon the terms and conditions set forth in the IFB and the Bid, with such changes thereto as may be approved in writing by the Chairman, Vice Chairman or Executive Director of NVTC, including, without limitation, the substitution of another responding bidder for BTM if the Commissions and BTM are not able to come to final agreement as to terms, is hereby authorized.

2. The Chairman, Vice Chairman or Executive Director of NVTC is authorized to determine and approve the final details of the lease financing, including, without limitation, the aggregate principal amount of the lease financing, the interest rates on the lease financing, the dates (including payment dates) of the lease financing documents, the appointment of the escrow agent and the servicer, if any, for the lease financing, and the amounts and prices of any optional or mandatory prepayments, provided,

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however, that the aggregate principal amount of the lease financing shall not exceed $25,100,000, its term shall not exceed 21 years and its annual rate of interest shall not exceed 6.0%. The approval of the Chairman, Vice Chairman or Executive Director of NVTC of such details shall be conclusively evidenced by the execution and delivery of a Master Lease Agreement for the lease financing, which Master Lease Agreement shall be prepared by VRE's bond counsel and reviewed by its general counsel.

3. The Chairman, Vice Chairman or Executive Director of NVTC is authorized to approve, execute and deliver on behalf of NVTC, and, if required, the Secretary or any Assistant Secretary of NVTC is authorized to affix and attest the seal of NVTC to, the Master Lease Agreement described above and such other documents, instruments or certificates as they deem necessary or appropriate, in consultation with VRE's bond counsel and general counsel, to carry out the lease financing transaction authorized by this resolution. The approval of the Chairman, Vice Chairman or Executive Director of NVTC shall be conclusively evidenced by the execution and delivery of such documents, instruments or certificates. Such officers of NVTC and the Executive Director are further authorized to do and perform such other things and acts as they deem necessary or appropriate, in consultation with VRE's bond counsel and general counsel, to carry out the lease financing transaction authorized by this resolution. All of the foregoing previously approved, executed, delivered, done or performed by such officers of NVTC are in all respects hereby approved, ratified and confirmed.

4. This resolution shall take effect immediately upon its adoption.

Approved this 16th day of May, 2005.

Paul Ferguson
Chairman

David F. Snyder
Secretary-Treasurer

Northern Virginia Transportation Commission

RESOLUTION #1073

SUBJECT: Authorization to Modify VRE's Fare Structure.

WHEREAS: As part of the FY 2006 VRE budget, VRE must increase revenue nearly $1 million to cover increased operating costs;

WHEREAS: In addition to voting to increase the jurisdictional subsidy, the commissions also authorized a fare increase of 2.75% on which public hearings were held; and

WHEREAS: Passengers and interested parties commented via e-mail, letter, fax, and in person at six public hearings.

NOW, THEREFORE BE IT RESOLVED that the Northern Virginia Transportation Commission authorizes the VRE Chief Executive Officer to institute the following changes to the VRE fare structure effective June 27, 2005:

1) Increase the base fare and zone increment by 2.75%;
2) Increase the monthly and TLC ticket discount to 34%;
3) Decrease the 10-trip ticket discount to 8%; and
4) Create a $2 step-up ticket for VRE passengers using Amtrak.

Approved this 16th day of May, 2005.

Paul Ferguson
Chairman

David F. Snyder
Secretary-Treasurer

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Northern Virginia Transportation Commission

AGENDA ITEM #2

MEMORANDUM

TO: Chairman Ferguson and NVTC Commissioners

FROM: Rick Taube

DATE: May 26, 2005

SUBJECT: Presentation: Remarks of Virginia Secretary of Transportation Pierce Homer

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Secretary Homer has accepted the commission's invitation to attend this meeting and share his thoughts regarding issues of special interest to NVTC, including:

1) How best to communicate to the General Assembly and other decision makers the special nature of our region's needs and its central role in the entire commonwealth's prosperity;

2) How to communicate our region's transit funding needs to the ongoing studies of the Virginia Senate and House;

3) The most effective way to ensure that transit facilities and services are incorporated effectively in Public-Private Transportation Act proposals;

4) Efforts of the commonwealth to improve HOV enforcement and how NVTC could be helpful in maintaining the efficiency of these lanes; and

5) New state initiatives to support telework.

Secretary Homer has also been invited to stay to participate in the commission's discussion of dedicated funding for WMATA.

AGENDA ITEM #3

MEMORANDUM

TO: Chairman Ferguson and NVTC Commissioners

FROM: Rick Taube

DATE: May 26, 2005

SUBJECT: Presentations and Discussion: Dedicated Funding for WMATA

Rudolph Penner of the Urban Institute will be present to describe the work of the Panel on the Analysis of and Potential for Alternate Dedicated Revenue Sources for WMATA. The final report of the Blue Ribbon Panel was released in early January, 2005. Copies of the complete report will be provided to commissioners at the meeting. Excerpts are attached from the report for your information.

The commission has previously reviewed these materials and has also discussed ways to be helpful to WMATA in boosting its public image as a means to gain further support for dedicated funding.

Richard White, CEO and General Manager of WMATA, will also be present to report on steps taken by Metro to improve performance.

Following these presentations, commissioners should continue the discussion of how best to secure dedicated funding from Virginia for WMATA.

In order to implement the Panel's recommendations, the following seem to be the most promising directions:

1) The need for a sustainable, dedicated source of funding was documented by the Panel, by verifying WMATA's own funding requirements and confirming the fact that most of its peers around the country have such dedicated sources. A subsequent APTA peer review published April 12, 2005 implicitly supported this conclusion: "In some instances, the [APTA] panel found that the lack of a dedicated funding source created problems for the organization to establish long term preventative maintenance programs." Thus, the Panel's recommendations provide a solid base from which to build support.

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2) Despite the panel's recommendation for a uniform tax rate for a single regional revenue source (i.e. a quarter cent sales tax with equivalent federal funds), in practice each jurisdiction can choose its own dedicated source, using the yield tables provided by the Panel. More refined yield estimates will be forthcoming soon from consultants.

3) In fact, new taxes may not be required in some jurisdictions (e.g. Maryland) if existing sources of tax revenues can be dedicated.

4) A strong case is provided by the Panel for explicit federal contributions. WMATA is studying how access fees around Metrorail stations may help to capture the value created by the system from the federal government and other beneficiaries.

5) On the other hand, the issue of how much revenue is needed from each jurisdiction may not be settled. The Panel assumed growing fare revenue and local subsidies, but these sources may already be stretched to the limit. The shares of new revenues from each jurisdiction as recommended by the Panel may need to be revisited, since Virginia would be responsible for almost half of the new revenues (48 percent) whereas its allocated share of WMATA's costs is currently 25 percent. One mitigating factor is that this gap should decrease in the future as the Dulles extension comes on line and Virginia's share of costs increases. Also, more detailed information may be forthcoming on who would pay this tax in Virginia, and if Maryland and D.C. residents pay more here than Virginia residents pay there, it may help to diffuse this concern.

6) The D.C. City Council appears poised to take action if Virginia and Maryland will also agree. The D.C. Council held a public hearing (see attached news article) and Jack Evans stated his willingness to introduce legislation, but only if the other jurisdictions indicate that they will do the same. NVTC should consider how best to meet that challenge in Virginia.

7) Several organizations are cooperating to promote implementation of the Panel's recommendations, including the Federal City Council and the Greater Washington Board of Trade, in addition to MWCOG/TPB. The business community has labeled its campaign BTRAC, which is Business Transportation Action Coalition. A regional summit is planned for the fall at which progress will be assessed. Since the politics of dedicated funding are so different in Maryland, D.C. and Virginia, there may be benefit in creating a working group in Virginia to examine possible strategies and get a running start prior to the summit. Perhaps NVTC could jointly sponsor with NVTA such a bi-partisan group that would include business and civic leaders with state and local elected officials.

8) The Blue Ribbon Panel did not consider the sizable and growing funding gap experienced by WMATA for its Metro Access service. The Panel regarded this as a social service issue but it is currently Metro that provides the service and incurs the costs and Metro's jurisdictions must pay the bills. The Panel did call for another panel to be convened to tackle this issue. A letter to MWCOG from NVTC could start the ball rolling toward creation of a Blue Ribbon Panel to examine the funding issues associated with Metro Access. There appears to be congressional support to include language in the D.C. Appropriations Act to provide funding for this new panel if letters of local support are provided. A draft NVTC letter is attached.

With the above material as background, the commission should discuss the issues and provide guidance to NVTC staff about next steps.

AWARD WINNER NVTC APTA 1996

Chairman
Hon. Paul Ferguson

Vice Chairman
Hon. Gerald E. Connolly

Secretary/Treasurer
Hon. David F. Snyder

Commissioners:

City of Alexandria
Hon. William D. Euille
Hon Jay Fisette
Hon. Christopher Zimmerman

Fairfax County
Hon. Sharon Bulova
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Hon. Catherine Hudgins
Hon. Dana Kauffman
Hon. Elaine McConnell

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Loudoun County
Hon. Eugene Delgaudio

Virginia Department of Rail and Public Transportation
Karen Rae

Virginia General Assembly
Sen. Jeannemarie Devolites Davis
Sen. Mary Margaret Whipple
Del. David B. Albo
Del. Adam P. Ebbin
Del. Timothy D. Hugo
Del. Gary A. Reese

Executive Director
Richard K. Taube

NVTC Northern Virginia Transportation Commission

June 2, 2005

Mr. David Robertson
Executive Director
MWCOG
777 North Capital Street, N.E., Suite 300
Washington, DC 20002-4290

Dear Mr. Robertson:

At its meeting of June 2, 2005 the Northern Virginia Transportation Commission considered the need of WMATA for a dedicated funding source as recommended in January by the Blue Ribbon Panel chaired by Rudolph Penner. Among the issues we discussed was the decision by the Panel not to address the funding needed to support Metro Access service. The Panel regarded this as a matter for further deliberation by a subsequent Blue Ribbon Panel.

We are advised that our congressional representatives are ready to add language to the D.C. Appropriations Act that would provide funding for such a panel, but evidence of local support is needed. NVTC does support the creation of such a panel. We respectfully request that you seek support from MWCOG as well.

NVTC supports language such as the following:

The Committee notes that in January, 2005, a panel sponsored by the Metropolitan Washington Council of Governments (MWCOG), the Federal City Council (FCC) and the Greater Washington Board of Trade (GWBOT), recommended the formation of a new panel, with expertise in social service programs, to focus on existing federal, state and local funding for specialized transportation services for transportation disadvantaged individuals throughout the National Capital Region.

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Specialized transportation is supplied by an estimated 39 service providers throughout the Metropolitan Washington region, with the Washington Metropolitan Area Transit Authority (WMATA) being the largest provider. However, despite the fact that WMATA currently provides approximately 24 percent of the total regional specialized transportation services, WMATA's funding agencies pay 40 percent of the overall regional specialized service subsidy costs. A recent Government Accountability Office report found that the federal government manages 62 separate programs that fund transportation services for individuals that are transportation disadvantaged.

The Committee is concerned that funding and provision of specialized transportation services in the national capital region is not well coordinated and that funding may currently be used to support duplicative services. Accordingly, the Committee provides $300,000 to be made available to the Metropolitan Washington Council of Governments to commission an independent panel to make recommendations on how best to fund specialized transportation services in the National Capital Region, focusing on existing funding sources and best practices throughout the country. The MWCOG is directed to provide an action plan to the House and Senate Committees on Appropriations by October 1, 2006, on recommended funding approaches for the most cost efficient provision of these critical services.

Fell free to contact me with any questions.

Sincerely,

Paul Ferguson
Chairman

cc: Northern Virginia Congressional Delegation
Chief Administrative Officers of NVTC Jurisdictions

The Washington Times
www.washingtontimes.com

D.C. Council pushes Metro funding

By Heather Greenfield
ASSOCIATED PRESS
Published May 6, 2005

With Metro in need of a dedicated funding source, some D.C. Council members said yesterday that they will take the lead in making it happen.

The D.C.-area transit system is the largest in the country without a regular cash stream earmarked for it. And at a hearing she chaired, council member Carol Schwartz, at-large Republican, warned that if Metro deteriorated, it would put more drivers on the roads.

Finance committee Chairman Jack Evans, Ward 2 Democrat, said local politicians have debated the issue for 11 years and action is needed now.

"We've made no progress. None. This is insanity," Mr. Evans said.

A blue-ribbon panel recommended a regional sales tax of 0.25 to 0.5 percent, with the money dedicated to Metro. Mr. Evans said he is ready to move a tax bill through his committee -- provided Virginia and Maryland do the same.

That could be the stumbling block.

Metro Board Chairman T. Dana Kauffman, of Fairfax County, accepted the challenge. He thinks the best way to get Richmond to agree will be a grass-roots and business lobbying effort.

Christopher Zimmerman, a Metro Board member from Arlington County, said state lawmakers could give approval for a sales tax increase in Northern Virginia once they understand the overall economic benefits of Metro -- as well as the tax benefits the state will get in turn.

"Anything involving a tax is an uphill fight in Virginia, but that doesn't mean it's impossible," Mr. Zimmerman said.

Maryland's two voting members of the Metro Board did not attend the hearing yesterday, but one later put the fate of the sales tax in doubt.

Asked whether he was ready to start lobbying for it in Annapolis, Charles Deegan responded, "I don't think I'm there yet."

"Every dollar we spend comes from the pocket of a hardworking American," Mr. Deegan said.

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December 17, 2004

David Robertson
Executive Director
Metropolitan Washington Council of Governments
777 North Capitol Street, NE, Suite 300
Washington, DC 20002

Robert Peck
President
Greater Washington Board of Trade
1727 Eye Street, NW, Suite 200
Washington, DC 20006

John Hill
Executive Vice President
Federal City Council
1156 Fifteenth Street, NW, Suite 600
Washington, DC 20005

Gentlemen:

I am pleased to transmit the Draft Report of the Panel on the Analysis of and Potential for Alternate Dedicated Revenue Sources for WMATA, reviewed and authorized on December 14. This draft has been disseminated this date for public comment. A final report, including public comment, will be published on January 6, 2005.

The Panel would like to thank the three sponsoring organizations for advancing the critical issue of dedicated funding for WMATA and their support for the Panel. In the three months since its creation, the Panel has formally met six times, and has communicated substantively a number of times informally. It has been well served by Mort Downey, its professional staff director, by representatives of the three sponsoring organizations, and by representatives of the Brookings Institution, GAO, Congress, the Department of Transportation, and WMATA, itself.

Among the primary findings, conclusions, and recommendations of the Draft Report are:

- There is, and will continue to be, an expanding shortfall of revenues available to address both capital needs and operational subsidies of the Metrorail and Metrobus systems.
- Federal needs require the federal government to significantly participate in addressing these shortfalls, particularly for capital maintenance and system enhancement.
- The compact jurisdictions of Maryland, Virginia, and the District of Columbia should mutually create and implement a single regional dedicated revenue source to address these shortfalls.

- The most viable dedicated revenue source that can be implemented on a regional basis is a sales tax.
- Federal and regional authorities should address alternate methods of funding MetroAccess, or paratransit, needs of the region.

These issues and many others are addressed in detail in the Panel's report and supporting documentation.

At its December 14 meeting endorsing the draft report, the Panel agreed to circulate the report for public comment through December 31. Comments may be submitted to the Panel in writing or online through the COG web site, www.mwcog.org. The Panel will release the report and a summary of public comments at a press conference tentatively scheduled for January 6. The Panel also urged that the co-sponsoring organizations --- COG, the Greater Washington Board of Trade, and the Federal City Council --- advance the work of the Panel by aggressively advocating on behalf of the Panel's findings, conclusions and recommendations and take a lead role in building a coalition to support a dedicated revenue source for WMATA.

Members of the Panel are gratified for this opportunity to advance public discussion and consideration of a potential solution to the critical needs of Metropolitan Washington's most important regional resource. We stand behind the efforts of our sponsors to convince Washington area citizens and businesses, and the governments of Maryland, Virginia, and the District of Columbia, as well as Congress and the Executive Branch to create a dedicated funding source for WMATA.

Sincerely,

Rudolph G. Penner
Chairman
Panel on the Analysis of and Potential for
Alternate Dedicated Revenue Sources for WMATA

Report of the Metro Funding Panel

FINAL DRAFT FOR PUBLIC RELEASE AND COMMENT

December 17, 2004

Sponsors: Metropolitan Washington Council of Governments
Federal City Council
Greater Washington Board of Trade

Panel Members:	Rudolph G. Penner, Chairman Gus Bauman Thomas M. Downs James W. Dyke, Jr Nuria I. Fernandez J. Kenneth Klinge John E. Peterson Dale Susan Rosenthal Major F. Riddick, Jr Michael C. Rogers Pauline A. Schneider Matthew S. Watson James A. Wilding
Federal Observers:	Emil Frankel Tyler Duvall (alternate) Bill Womack
Staff Director:	Mortimer L. Downey
Support:	David Robertson (MWCOG) Ron Kirby (MWCOG) Lee Ruck (MWCOG) Robert Peck (GWBOT) Robert Grow (GWBOT) John Hill (FCC) Richard A. White (WMATA) Deborah S. Lipman (WMATA) Robert Puentes (Brookings Institution)

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Introduction

After a quarter century, Metro is succeeding beyond expectations in ridership, has become an integral part of the region, and yet is literally falling apart. The idea was visionary, but its successful execution has been hampered by an outmoded funding arrangement. To review this issue, the Panel on Metro Funding (Panel) was formed in September 2004 by the Metropolitan Washington Council of Governments (COG), the Greater Washington Board of Trade (BOT) and the Federal City Council to examine dedicated funding for the Washington Metropolitan Area Transit Authority (WMATA or Metro). It operates under a charter from the Board of Directors of COG with a mission to research funding options for the region's major public transit operator and report to its sponsors and to the elected officials of the District of Columbia, Maryland and Virginia.[1] This report is intended to fulfill the Panel's responsibility to review underlying financial and legal assumptions, catalog and analyze potential dedicated revenue sources, and provide findings and recommendations on their legal and financial feasibility.

This effort was undertaken in response to the substantial ongoing operating and capital funding shortfalls experienced by WMATA as it operates, maintains, renews and expands the region's major public transportation assets, including the Metrorail and Metrobus systems. The Panel's 13 voting members and 2 federal observers who did not participate in the Panel's votes provide expertise in economics, political science, public finance and regional transit.[2] The Panel's work included review of already published studies[3], collection of data from WMATA and preparation of specific analyses by the Panel staff. Particular focus was put on the comparison of WMATA's financial structure with those of comparable transit agencies around the country. Much of this work is reflected in this report, including copies of key material provided for the Panel. The Panel held six public meetings between October and December 2004, including one with opportunity for public comment. The report also was circulated before publication to allow further stakeholder comment.[4]

The Panel concludes that WMATA's transportation services play a vital role in the economic and social life of the Washington region. In addition to its important role in carrying federal employees to and from work, it is a key component of the region's emergency response system. Continued success in this role is at material risk by failure to invest adequately in the system's capital needs and to provide funding for critical operating requirements with a resulting decline in the system's condition and unacceptable levels of performance. WMATA's current financing mechanism, focused on annual commitments by participating jurisdictions for funding needs, is a factor in such decline. Projecting forward with reasonable assumptions as to fare increases and subsidy growth, there is a shortfall totaling $2.4 billion over the next ten years, mainly in

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[1] See Appendix A for the Panel charter.
[2] See Appendix B for the biographies of Panel members.
[3] See Appendix C for a list of prior studies.
[4] See Appendix D for a summary of public comments received at the meeting and submitted before publication.

funds for necessary capital investment. Timely action on the recommendations in this report is critical. WMATA has in place interim capital revenues that will cover their needs for the next year or two. They have proposed a balanced operating budget for the next fiscal year. The funding gaps they face will grow rapidly after 2007. The region needs to use this window of relative stability to assure that WMATA has the long term funding it needs for the rest of the decade so that necessary investments can be planned and financed to maintain a quality service.

Accordingly, the Panel recommends that elected officials in the region take immediate steps to provide a significant degree of dedicated funding for Metro on a regional basis. Such dedicated funding will allow a greater degree of advance planning for system needs and support the management actions needed to turn these plans into reality. While maintenance of current local, state and federal effort will be needed, new sources of dedicated funding will assure that the system can continue to maintain a state of good repair while meeting growing demand for its services. In addition, the Panel recommends that the federal government play a greater continuing role in the support of Metro, given the significant contribution of Metro transportation services to the effective functioning of the government as well as the substantial environmental, economic and social benefits Metro service creates for the National Capital Region.

Key Findings, Recommendations and Conclusions

The Panel finds that the development of Metro and implementation of its rail and bus services have had positive measurable effects the Washington Metropolitan Region—development, economic growth and environmental enhancement. A variety of benefits are enjoyed by all those have helped pay WMATA's costs over the years, including the federal, state and local governments, regional businesses and the region's citizens. All those beneficiaries have shared in the development and operation of the system, with those costs divided fairly equally among the federal government, the riders and the state and local jurisdictions (see chart on page 36). Sustaining this progress will be important to the region's future.

Commitments of new resources will be required if this progress is to continue. The Panel finds that, even with reasonable assumptions about maintenance of effort by the federal, state and local governments, and a continued level of farebox support that exceeds that in most metropolitan areas, WMATA's finances are insufficient to insure continued effective Metrorail and Metrobus service. Particularly disturbing is the lack of sufficient capital funding to sustain the existing system and support an enhancement of services to meet growing demand. There is also a need for additional operating support, dependent in part on the level to which the region maintains the subsidy formulas now in place.

In addition to needs of an expanding Metro system, the Panel concludes that the expenses for MetroAccess the door-to-door transportation service operated by WMATA for the benefit of the region's disabled population are a significant and rapidly growing portion of the projected gap in Metro's operating results. The Panel finds that MetroAccess is an essential service to its users, but that the needs of this service should be met from other than transportation system revenues. It has therefore not included these needs in its consideration for uses of dedicated revenue, but views the projected $1.1 billion project shortfall in MetroAccess funding through 2015 as an urgent matter that requires the attention of the federal government, WMATA and the entire region. To include the MetroAccess subsidy as part of the gap to be met from WMATA resources would unduly burden riders of the core system with this added expense.

Compounding the need for resources is the fact that very little of the WMATA budget has any level of year-to-year assurance. Most regional transportation agencies around the country derive a significant level of their support from regionally dedicated revenue sources. As shown in Appendix G, 22 of the nation's largest transit systems have a greater degree of dedicated tax revenue than does Metro. Western cities such as Los Angeles, Houston or Seattle derive more than half their budget in that way. Comparable Eastern cities such as New York, Boston, and Chicago have tax support in the 20% to 30% range. The Panel finds that WMATA would benefit significantly from similar treatment.

The mix of sources and shares for future WMATA support has been and will continue to be the subject of discussion by elected officials and the public in the region, but the time for definitive action is now. Present operating and capital arrangements have created a short period of stability, but more permanent arrangements should be put in place soon if Metro is to avoid a downward spiral in its condition and performance. Transit systems that have entered into such a spiral find it difficult and expensive to recover. The failure to act promptly would have severe consequences on the region's economy and security.

The many parties who benefit from the existence of quality Metro service should share in those costs. The Panel identifies a number of revenue measures which could meet these needs. It finds that the federal government, whose workforce is the mainstay of Metro ridership, is the largest single beneficiary of this service and should continue to share in the costs of the system. State and local governments and riders (both residents and visitors) will contribute to meeting the system's needs, but the Panel finds the need for some dedicated revenues to assure that the projected WMATA gaps are closed, whether through new taxes or dedication of existing ones.

In light of the regional nature of Metro service and wide distribution of benefits received from that service, the Panel believes that revenue measures would most appropriately be enacted at a regional level rather than allocated among the jurisdictions.

Ultimate consideration of these revenue measures is the province of federal, state and local elected officials, and successful execution of a plan in the interests of the region will fall to the WMATA Board. The Panel notes that similar efforts around the country have succeeded, especially when there is clarity as to what will be accomplished and a rational basis of management accountability to the public for service and results. The passage of referenda to fund transportation improvements in areas as diverse as Phoenix, Denver, San Diego or Austin, as well as the overwhelming support for Metro bond financing in Arlington and Fairfax shows the degree of voter support when tangible results are offered. (See Appendix L). The Panel also notes the concerns that have been raised in recent months about WMATA's management culture and effectiveness, as is aware of steps management is taking to achieve a higher standard of results. These steps are timely and necessary. Progress in this regard will be critical in achieving public acceptance of the need for new revenues.

Based on these findings, the Panel concludes and recommends as follows:

1. **The Compact jurisdictions of Maryland, Virginia, and the District of Columbia should mutually select, authorize, and implement a regional dedicated revenue source sufficient to address the projected shortfall for capital maintenance and system enhancement** necessary to service the public transit needs of those persons living in, working in, and visiting the area of the WMATA Compact. This regional dedicated revenue source would be significantly less if the federal government participates in proportion to the benefit it receives.

2. **The most desirable, workable, and acceptable dedicated revenue source that the compact jurisdictions can utilize, particularly since it captures funds not only from regional residents but from visitors to the area, is an increase of the sales taxes applicable to the area covered by the compact.** The Panel recommends that a sales tax increase of 0.50% (½ of one percent) applicable to goods and services sold within the Compact area would be sufficient to meet the projected shortfall. This amount would be reduced to as little as 0.25% (¼ of one percent) if the federal government participates as strongly as the Panel believes it should. Jurisdictions would have the option of reducing their current sales tax level so as not to generate a net tax increase if their fiscal circumstances permitted. There is also the option of enacting a higher level of tax to substitute for increased local contributions necessary under the current allocation formulas. The Panel offers that option as one which local elected officials might consider. Localities are also urged to take whatever actions they deem appropriate to reduce the impact of such increases on those less able to pay. In this regard, the Panel notes that the provision of good transit service is a policy with strong positive outcomes for lower income and other transit dependent residents.

3. **Fare increases should be implemented in a way that maintains the current farebox operating ratio averaging 57%,** while taking into account the need to maintain healthy ridership levels.

4 **The federal government should participate significantly in addressing the projected shortfall for capital maintenance and system enhancement,** since Metro service is a critical service for effective federal operations. A significant portion of the federal workforce uses the service to and from work at locations convenient to Metro stations. Metro is a critical component of the homeland security response system for our nation's capital, as well as a service to the capital's many visitors. For purposes of financial projections and analyses, the Panel identified a federal participation level of up to fifty percent of the projected shortfall, subject to future negotiations as to appropriate shares and sources.

5. **If the Compact jurisdictions conclude that a regional sales tax is not the most financially and politically viable dedicated revenue source, the Panel recommends that the compact jurisdictions mutually select, authorize, and implement a regional payroll tax, mutual and equivalent increases in ad valorum property taxes, or a**

special real property assessment based upon accessibility to mass transit in sufficient amount, together with federal contributions, to meet the WMATA shortfall.

6. With respect to MetroAccess, the Panel recommends a concerted effort, perhaps involving the formation of a new panel with expertise on this issue to focus on existing federal, state and local social service funding. The Panel agrees with the importance of this service but not with the premise that its financing is solely a WMATA burden The Panel views this as a societal expense that should be borne through social service funding rather than as a transportation cost.

Defining WMATA's Needs

In support of the Panel's work, WMATA was asked to provide multi-year forecasts of its capital and operating needs. These forecasts, summarized below, were the basis for the Panel's considerations. In line with its charter, the Panel did review the underlying assumptions in the WMATA forecasts and offered its views on certain key issues. The assumptions that underlie the forecasts are shown in Table 1.

Table 1
Blue Ribbon Panel Assumptions

Operating

- **Minimum Cost Recovery** – WMATA will maintain a combined 57% cost recovery for Metrobus and Metrorail
- **MetroAccess Subsidies**—not included pending review by others of funding policies and opportunities.
- **"Maintenance of Effort"** – State/local contributions to meet WMATA's base system subsidy requirements for the current system and extensions (~5.3% growth per year).
- **Mix of Dedicated Revenues and New Federal Funding** – A mix of new funds sufficient to cover the subsidy requirements of core capacity enhancement projects - $501M ($61M/Year FY08-FY15)
- **Optional Case**-An additional amount of new funding to permit "capping" of state/local subsidy requirements.

Capital

Funding Requirements

- Metro Matters Program (FY05-10) $3.3B to meet renewal needs, provide 120 additional rail cars, 185 buses
- "Maintenance of Effort" (FY11-FY15) $2.2B – continue core system renewal
- Mix of Dedicated Revenues and New Federal Funding -$1.88B or ($235M/year FY08-FY15) to meet remaining capital program needs.

Capital Projects

- Balance of Metrorail system included in ongoing renewal program
- 130 Rail Cars supported by power and facilities to permit 75% of all trains to operate as 8-car consists, utilizing 90% of Metrorail design capacity.
- Station Enhancements (additional elevators/escalators, expanded mezzanines, etc.) at Union Station, Gallery Place, and Metro Center
- Station Connections (Farragut North to Farragut West; Gallery Place to Metro Center)
- Bicycle/Pedestrian Improvements at approximately 25 stations
- 275 Buses and 3 Bus Garages (2 new, 1 replacement)
- 140 Miles of Bus Corridor Improvements

Total Dedicated/New Federal Funding-Operating and Capital

- Total funding shortfall of $2.36B between FY2008 and FY2010 (~$296M/Year).
- To be met by a combination of new dedicated revenues enacted at the state and local level and a new commitment of federal funds. For analytical purposes, allocated 50/50

Table 2: Projected Operating Requirements Through 2015 Under Baseline Assumptions

FY2005 to FY2015 Operating Requirements

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Revenue												
Base System	$ 534.5	$ 552.5	$ 567.0	$ 581.3	$ 596.1	$ 611.2	$ 622.4	$ 633.6	$ 645.1	$ 656.9	$ 668.8	$ 6,659.5
Capacity Enhancement	$ -	$ 2.0	$ 4.1	$ 6.5	$ 9.8	$ 15.2	$ 15.3	$ 20.3	$ 25.3	$ 31.6	$ 38.3	$ 168.5
Extensions	$ -	$ -	$ 0.3	$ 0.4	$ 0.4	$ 0.4	$ 24.9	$ 25.5	$ 26.4	$ 27.2	$ 54.4	$ 159.8
Fare Action	$ -	$ -	$ 4.0	$ 26.8	$ 43.4	$ 56.9	$ 81.6	$ 101.3	$ 122.0	$ 161.5	$ 192.9	$ 790.4
Subsidy	$ 354.5	$ 398.0	$ 422.2	$ 441.5	$ 459.4	$ 475.6	$ 519.6	$ 535.7	$ 553.2	$ 553.1	$ 595.9	$ 5,308.7
Total	*$ 889.0*	*$ 952.6*	*$ 997.6*	*$ 1,056.5*	*$ 1,109.1*	*$ 1,159.3*	*$ 1,263.7*	*$ 1,316.4*	*$ 1,372.1*	*$ 1,430.2*	*$ 1,550.4*	*$ 13,096.9*
Expense												
Base System	$ 889.0	$ 950.3	$ 991.5	$ 1,047.7	$ 1,096.9	$ 1,141.7	$ 1,187.3	$ 1,234.8	$ 1,284.5	$ 1,336.1	$ 1,389.7	$ 12,549.5
Capacity Enhancement	$ -	$ 5.2	$ 16.0	$ 29.0	$ 40.5	$ 55.4	$ 57.1	$ 73.7	$ 89.9	$ 140.2	$ 162.4	$ 669.3
Extensions	$ -	$ 0.3	$ 2.0	$ 2.3	$ 2.4	$ 2.4	$ 61.1	$ 61.3	$ 62.2	$ 62.5	$ 122.4	$ 378.9
Total	*$ 889.0*	*$ 955.8*	*$ 1,009.5*	*$ 1,079.0*	*$ 1,139.8*	*$ 1,199.5*	*$ 1,305.5*	*$ 1,369.8*	*$ 1,436.6*	*$ 1,538.8*	*$ 1,674.5*	*$ 13,597.7*
Funding Shortfall												
Total	*$ -*	*$ 3.2*	*$ 11.9*	*$ 22.5*	*$ 30.7*	*$ 40.2*	*$ 41.8*	*$ 53.4*	*$ 64.5*	*$ 108.6*	*$ 124.1*	$ 508.8
Additional Funding Requirements												
MetroAccess												
Revenue	$ 4.0	$ 4.9	$ 6.0	$ 7.3	$ 9.0	$ 11.0	$ 13.5	$ 16.5	$ 20.2	$ 24.7	$ 30.2	$ 147.1
Expense	$ 51.7	$ 51.1	$ 56.7	$ 71.4	$ 90.1	$ 114.0	$ 129.6	$ 147.2	$ 167.3	$ 190.2	$ 216.1	$ 1,285.3
Shortfall	$ (47.7)	$ (46.2)	$ (50.7)	$ (64.0)	$ (81.1)	$ (103.0)	$ (116.1)	$ (130.8)	$ (147.2)	$ (165.5)	$ (185.9)	$ (1,138.2)

Source: WMATA

Table 3: Projected Capital Requirements

FY2005 - FY2015 Capital Requirements

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Capital Revenue												
State/Local	$ 102.5	$ 132.0	$ 141.7	$ 164.8	$ 178.7	$ 198.0	$ 203.5	$ 209.1	$ 214.8	$ 220.7	$ 226.8	$ 1,992.4
Federal Formula	$ 159.4	$ 173.3	$ 183.6	$ 195.1	$ 210.2	$ 227.3	$ 233.5	$ 240.0	$ 246.6	$ 253.3	$ 260.3	$ 2,382.4
Federal Discretionary	$ -	$ -	$ 65.0	$ 65.0	$ 65.0	$ 65.0	$ -	$ -	$ -	$ -	$ -	$ 260.0
IGF	$ 31.3	$ 13.7	$ 19.7	$ 6.0	$ 6.0	$ 6.0	$ 6.0	$ 1.3	$ 1.3	$ 1.3	$ 1.3	$ 93.9
Debt Issuance	$ 48.2	$ 154.6	$ 201.4	$ 115.4	$ 56.6	$ 34.6	$ 0.0	$ 8.3	$ 78.8	$ 52.3	$ 30.1	$ 780.5
Total	*$ 341.3*	*$ 473.7*	*$ 611.3*	*$ 546.2*	*$ 516.5*	*$ 530.9*	*$ 443.0*	*$ 458.6*	*$ 541.5*	*$ 527.6*	*$ 518.5*	*$ 5,509.2*
Capital Expense												
Metro Matters	$ 341.3	$ 473.7	$ 611.3	$ 546.2	$ 516.5	$ 530.9	$ 252.4	$ 184.2	$ 131.8	$ 81.1	$ 70.0	$ 3,739.4
Infrastructure Renewal Program	$ -	$ -	$ -	$ -	$ -	$ -	$ 435.0	$ 435.0	$ 435.0	$ 435.0	$ 435.0	$ 2,175.0
Capacity Expansion	$ -	$ -	$ -	$ 84.2	$ 84.2	$ 84.2	$ 84.2	$ 278.4	$ 278.4	$ 278.4	$ 278.4	$ 1,450.5
Total	*$ 341.3*	*$ 473.7*	*$ 611.3*	*$ 630.4*	*$ 600.6*	*$ 615.1*	*$ 771.5*	*$ 897.6*	*$ 845.2*	*$ 794.6*	*$ 783.4*	*$ 7,364.8*
Shortfall												
IRP Shortfall	$ -	$ -	$ -	$ -	$ -	$ -	$ (244.3)	$ (160.5)	$ (25.3)	$ -	$ -	$ (430.1)
Capacity Shortfall	$ -	$ -	$ -	$ (84.2)	$ (84.2)	$ (84.2)	$ (84.2)	$ (278.4)	$ (278.4)	$ (278.4)	$ (278.4)	$ (1,450.5)
Total	*$ -*	*$ -*	*$ -*	*$ (84.2)*	*$ (84.2)*	*$ (84.2)*	*$ (328.5)*	*$ (439.0)*	*$ (303.7)*	*$ (278.4)*	*$ (278.4)*	*$ (1,880.6)*

Source: WMATA

number of specific steps that can be explored with each level of government and with the agencies responsible for social services. A number of these options are discussed in an appendix to this report.[11] Consideration might also be given to the creation of a special entity to keep focus on the cost and service implications of paratransit.

- *Replacement of Current Subsidies with Dedicated Revenues:* While the Panel focused primarily on closing the gap between WMATA's revenues and expenses, it recognizes that elected officials, in considering a new dedicated revenue, might wish to substitute that revenue for some of the general fund operating contribution now provided to WMATA from the jurisdictions. Therefore, the Panel has included estimates of the tax levels necessary to "cap" the overall local subsidy contributions at either the dollar level expended in 2005 or at a level of 3.5% per year increase, consistent with recent history of subsidy growth. Such a substitution would add even more fiscal stability to WMATA albeit at the expense of a higher tax level and a redistribution of the subsidy shares around the region.

Based on these assumptions by the Panel, the residual need for funding is shown in Table 4 below, totaling $500.8 million in operating shortfall and $1,880.6 million in capital shortfall over the period through 2015.

Table 4: WMATA Total Shortfall Through 2015

WMATA Projected Shortfall Assuming No Special Federal Participation ($M)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Operating Shortfall	$3.2	$11.9	$22.5	$30.7	$40.2	$41.8	$53.4	$64.5	$108.6	$124.1	$500.8
Capital Shortfall	$0.0	$0.0	$84.2	$84.2	$84.2	$328.5	$439.0	$303.7	$278.4	$278.4	$1,880.6
Total Shortfall	$3.2	$11.9	$106.7	$114.9	$124.4	$370.3	$492.4	$368.2	$387.0	$402.6	$2,381.4

Notes: Excludes MetroAccess costs and includes operating costs for the Dulles Extension and Annapolis Light Rail.

Excluding the early years in which the gaps are small, the average need during the period FY2008-FY2016 is approximately $296 million. The Panel recommendations are intended to define federal, state and local sources of revenue and meet a gap of this magnitude over the period through 2015. To summarize, this shortfall takes into account the unfunded need for capital to renew and increase capacity of the system, as well as the net operating shortfall of the expanded system. It assumes that a fare recovery ratio comparable to today's ratio will be maintained, and that subsidy contributions continue with moderate growth. It does not include the unfunded costs of MetroAccess or the capital costs of the specially funded extension programs.

[11] See Appendix J-Findings of the Metro Regional Task Force on Paratransit Service.

In general, the fee levels are relatively small, given the fact that only $148 million per year is being raised region-wide. For example, if a sales tax were chosen, a rate of approximately 0.25% would generate $148 million a year. The table also shows the amounts that would be needed if only the average annual capital shortfall of $118 million were to be closed by the new revenue source, making the levies proportionally lower. On the other hand, as noted above, if a policy decision were reached both to fund the shortfalls and to replace some or all of the present operating contributions, the rate would be much higher. If regional officials were to determine that a greater proportion of WMATA's operating subsidy should be provided from the dedicated revenue source, additional tax revenues would be required.

Table 5: Local Revenue Sources to Close WMATA Shortfall (Assumes 50% Federal Contribution

Preliminary Estimates of Potential WMATA Dedicated Revenue Sources
(Current WMATA Compact Area)

	Region-Wide Fee Level Required to Meet the Average Total Shortfall of $148M	Region-Wide Fee Level Required to Meet the Average Capital Shortfall of $118M
Access Fee[1]	$0.30/square foot/year	$0.24/square foot/year
Gas Tax[2]	$0.111/gallon	$0.088/gallon
Property Tax[3]	$0.0344 per $100 of assessed value	$0.0274 per $100 of assessed value
Parking Tax[4]	$0.59/day ($147/year)	$0.48/day ($121/year)
Payroll Tax[5]	0.16% ($58/employee/year)	0.13% ($46/employee/year)
Sales Tax[6]	0.25%	0.20%

Notes: Average calculation based on years 2008 to 2015. 2006 and 2007 are considered outliers due to significantly lower shortfall requirements. By including 2006 and 2007 in the calculation the average total shortfall would be $120M and the average capital shortfall would be $94M. Excludes MetroAccess costs and includes operating costs for the Dulles Extension and Anacostia Light Rail. Loudoun County, while in the WMATA Compact, has been excluded from the analysis due to lack of rail service until at least 2015.

[1] Includes 395M square feet of federal (170M sf) and commercial (209M sf) space and hotels (16M sf) in areas that are broadly served by the Metrorail system. Fees are estimated to grow 2.88% annually based on historical inflation. New building equivalent to 1% annual growth assumed.

[2] Based upon a 2010 forecast of the annual vehicle miles of travel in the area and applying the estimated fuel economy for cars/light trucks of 24 mpg, an estimated 1.3 billion gallons will be consumed. Assumes 325 days of vehicle use per year.

[3] Property Tax (rate per $100 of assessed value) in addition to and collected on parity with existing property taxes on residential and commercial real estate. Tax assessed on entire compact area, assumes 2.7% average annual growth of property values, based on historical assessed value growth.

[4] It is assumed that users will pay the fee. Based upon an analysis using the regional travel model, is estimated that about 1.15 million commuter parking spaces will be utilized and pay the fee. The costs of increased transit service to accommodate the additional demand was estimated at about $40 million per year, which reduces the net revenues. Additional revenue from increased transit service is estimated to be half of the associated cost, or $20 million. Fees are estimated to grow 2.88% annually based on historical inflation.

[5] Based on COG Round 6.3 total employment forecast for 2000 to 2015 for the Compact Area, averaging 1.4% annual growth. Employment is stratified into income categories based on median household income data for the Compact Area, obtained from the US Census. Individual's annual income below $15,000 and above $100,000 is not taxed. Annual income growth of 2.88% is assumed based on historical inflation.

[6] Taxable sales base estimates based on historical tax revenue and tax base data from counties and cities in the WMATA Compact Area.

To "cap" the contributions at their 2005 level would require that the dedicated tax amount increase from the $148 million per year assumed above to a level of $310 million. At this level, federal contributions would be covering one-half the basic shortfall, while local contributions finance the other half plus the capping of subsidy. A sales tax of approximately 0.50% would be required. An intermediate option would be to cap the

the need in the early years and fall short in the later ones, under the assumption of a robust federal contribution. If a larger levy were applied because of a federal shortfall or in order to shift subsidy costs from the jurisdictional formula, the result would be the same for the larger amount. However, the total revenues over the ten-year period, if the tax is enacted in 2006, are more than adequate to cover the needs and provide for a transition into the next ten years.

The adequacy of the new revenue beyond 2016 will depend on factors such as the growth of WMATA's costs and needs as compared with the growth of the base for the tax. Similarly, period adjustments would be necessary to any federal contribution.

Table 7: Projected Sales Tax Revenues

Preliminary Estimates of a Potential Dedicated 0.25% Sales Tax Assuming 50% Special Federal Participation

($ millions)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Annual Need	$1.6	$5.9	$53.3	$57.5	$62.2	$185.1	$246.2	$184.1	$193.5	$201.3
Annual Revenue	$117.3	$122.1	$127.2	$132.5	$138.0	$143.7	$149.7	$155.9	$162.5	$169.2
Annual Surplus/(Deficit)	$115.7	$116.2	$73.8	$75.0	$75.8	($41.4)	($96.5)	($28.1)	($31.0)	($32.0)
Fund Balance	$115.7	$231.8	$305.7	$380.7	$456.5	$415.0	$318.6	$290.4	$259.4	$227.3

Note: Taxable sales base estimates based on historical tax revenue and tax base data from counties and cities in the WMATA Compact Area (excluding Loudoun County).

Region-Wide vs. Local Implementation

In the Panel's charter, it was also asked to consider whether the revenue sources contemplated would be appropriate for enactment on a "mix and match" basis, with each jurisdiction selecting its own preferred options. As noted above, the Panel recommends strongly that a regional solution is the most desirable outcome, given the interconnected economy of the area and the broad importance of Metro. It is possible to allocate the costs of the system by jurisdiction and make some correlation with the places where revenues are generated It is the panel's view that such a process would unduly prolong the debates that have occurred over decades about cost and benefit allocation. However, in light of the obvious interest in comparing the indicidence of future taxation with the current system of allocating WMATA subsidy needs by jurisdiction, the Panel did generate analyses of the intra-regional impacts of various potential revenue sources. These estimates are contained in an appendix to the report.[13]

Federal Contribution

The Panel concludes that the case is strong for a special federal contribution towards the WMATA revenue gap. As noted above, the federal government and federal policy goals derive substantial benefit from the existence of the Metro system. Over the past 50 years, every Administration has supported a Metro system because of its essentiality to federal operations in the National Capital region.

[13] See Appendix L "Intra-regional Distribution of Proposed Revenue Sources.

APPENDIX L

INTRA-REGIONAL DISTRIBUTION OF PROPOSED REVENUE SOURCES

In the Panel's charter, it was asked to consider whether the revenue sources contemplated would be appropriate for local enactment on a "mix and match" basis, with each jurisdiction selecting its own preferred options. As stated in the report, the Panel's firm view is that this would clearly be an unattractive outcome, possibly leading to results similar to the "stable and reliable" initiative in the early 1980's. It would be preferable, from the Panel's view to treat WMATA as a truly regional entity and provide for its needs as much as possible on a regional basis. To allow each jurisdiction to enact its own set of taxes requires that a "quota" of funding for each be established, rather than allowing the incidence of the activity being taxed across the region to drive the contributions. It would mean continued negotiation of the cost allocation formulas as the basis for revenue collection, recognizing that these formulas are likely to change as the system grows and matures (e.g., inclusion of additional mileage and stations as the Dulles extension comes on line.).

However, to facilitate the discussion of the issue, the Panel did review the implications of such a local choice approach. As shown in the tables below, the location where these revenues would be raised (District of Columbia, Maryland, and Virginia) as compared with the current allocation of operating subsidies under the current formula does vary on a tax-by-tax basis. The current complex formula involves factors such as miles of route, number of stations, population, density, etc. It has changed and will change as the system evolves. Especially large changes will occur as the extension of service to Dulles Airport and beyond comes on line. As shown in Table 1, the present subsidy distribution of 38.1% to the District of Columbia, 37.4% to Maryland and 24.5% to Virginia will tilt further in Virginia's direction.

Percentage Distribution of WMATA Operating Subsidy (Metrorail)

Timeframe	Washington DC	Maryland	Virginia
Current	32.9%	37.7%	29.4%
2011 (Operations to Wiehle Ave)	32.9%	36.0%	31.1%
2015 (Operations to Dulles & Beyond)	31.6%	34.2%	34.3%
2020 (Operations to Dulles & Beyond)	31.5%	34.3%	34.2%

Note: Includes allocation for the Metrorail system only

Taking these subsidy distributions as a template, the various revenue sources were allocated (where possible) to the jurisdiction from which they would be collected, as measured by current patterns to economic activity. It should be noted that, just as the system will grow, so will the patterns of collection. These estimates do not reflect the future allocation of taxes to Loudoun once that county becomes a paying member of the Compact.

With the exception of the access fee, each of the proposed taxes would shift the burden away from the District of Columbia towards the Maryland and Virginia suburbs. A separate table shows the allocation of the payroll tax from the point of view of employee work place as contrasted with employee residence.

Table 2: Estimated Geographic Distribution of Region-Wide Taxes

Preliminary Estimates of the Geographic Distribution of Potential WMATA Dedicated Revenue Sources (Current WMATA Compact Area)

	District of Columbia	Maryland	Virginia
Access Fee	58%	22%	20%
Gas Tax	9%	49%	42%
Property Tax	16%	37%	47%
Parking Tax	16%	39%	45%
Payroll Tax	24%	36%	40%
Sales Tax	20%	32%	48%

Notes: Loudoun County, while in the WMATA Compact, has been excluded from the analysis due to lack of rail service until at least 2015. Parking tax federal distribution based on employment data.

An alternative perspective on regional distribution is provided by looking at the tax rates required within each jurisdiction to provide an allocated share of the WMATA shortfall. To undertake this analysis, it was assumed that the current distribution of subsidies, i.e., 38.1% to the District of Columbia, 37.4% to Maryland and 24.5% to Virginia would be the allocation, although that would likely change in the future. Based on those percentages, the share of the $148 million annual average shortfall to be funded locally translates to $57 million from the District, $55 million from Maryland, and $36 million from Virginia. The various potential revenue sources were then calculated in terms of the tax rate required in each area in order to meet the respective funding requirement. As shown in the table below, these rates vary substantially. The District would need a 44¢ gas tax in contrast of a rate of 7¢ in Virginia. A similar differential would exist for the sales tax—0.48% for the District vs. 0.13% in Virginia. In contrast, the access fee in the District would be 20¢ a square foot vs. 49¢ in Maryland. Presumably, in a "mix and match" case, each area would choose the tax most attractive from its own local consideration, although there then would be intra-regional competitiveness considerations created.

Table 3: Required Tax Rates for Local Contribution

Preliminary Estimates of Potential WMATA Dedicated Revenue Sources
(Current WMATA Compact Area)

$148M Shortfall	District of Columbia	Maryland	Virginia
Current WMATA Subsidy Allocation	*38.1%*	*37.4%*	*24.5%*
Access Fee[1]	$0.20/square foot/year	$0.49/square foot/year	$0.37/square foot/year
Gas Tax[2]	$0.444/gallon	$0.084/gallon	$0.065/gallon
Property Tax[3]	$0.0800 per $100 of assessed value	$0.0350 per $100 of assessed value	$0.0177 per $100 of assessed value
Parking Tax[4]	$1.35/day ($337/year)	$0.54/day ($135/year)	$0.31/day ($78/year)
Payroll Tax[5]	0.22% ($92/employee/year)	0.17% ($70/employee/year)	0.11% ($46/employee/year)
Sales Tax[6]	0.48%	0.30%	0.13%

Notes: Average calculation based on years 2008 to 2015. 2006 and 2007 are considered outliers due to significantly lower shortfall requirements. By including 2006 and 2007 in the calculation the average total shortfall would be $130M. Excludes MetroAccess costs and includes operating costs for the Dulles Extension and Anacostia Light Rail. Loudoun County, while in the WMATA Compact, has been excluded from the analysis due to lack of rail service until at least 2015.

[1] Includes 395M square feet of federal (170M sf) and commercial (209M sf) space and hotels (16M sf) in areas that are broadly served by the Metrorail system. Fees are estimated to grow 2.88% annually based on historical inflation. New building equivalent to 1% annual growth assumed.

[2] Based upon a 2010 forecast of the annual vehicle miles of travel in the area and applying the estimated fuel economy for cars/light trucks of 24 mpg, an estimated 1.3 billion gallons will be consumed. Assumes 325 days of vehicle use per year.

[3] Property Tax (rate per $100 of assessed value) in addition to and collected on parity with existing property taxes on residential and commercial real estate. Tax assessed on entire compact area, assumes 3.7% average annual growth of property values, based on historical assessed value growth.

[4] It is assumed that users will pay the fee. Based upon an analysis using the regional travel model, is estimated that about 1.15 million commuter parking spaces will be utilized and pay the fee. The costs of increased transit service to accommodate the additional demand was estimated at about $40 million per year, which reduces the net revenues. Additional revenue from increased transit service is estimated to be half of the associated cost, or $20 million. Fees are estimated to grow 2.88% annually based on historical inflation.

[5] Based on COG Round 6.3 total employment forecast for 2000 to 2015 for the Compact Area, averaging 1.4% annual growth. Employment is stratified into income categories based on median household income data for the Compact Area, obtained from the US Census. Individual's annual income below $15,000 and above $100,000 is not taxed. Annual income growth of 2.88% is assumed based on historical inflation.

[6] Taxable sales base estimates based on historical tax revenue and tax base data from counties and cities in the WMATA Compact Area.

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Business Transportation Action Coalition (BTRAC)

The business leadership of the Greater Washington region has come together through BTRAC to support the Washington Metropolitan Area Transit Authority (Metro) in securing its long term funding needs. The region has recognized that it must address a $ 2.4 billion capital and operating funding shortfall over the next 10 years and beyond.

Background

The funding challenges facing Metro have been recognized by the Greater Washington Board of Trade (GWBOT), Federal City Council (FCC), the Metropolitan Washington Council of Governments (MWCOG) and others. With the support of these organizations, a regional Metro Funding Panel (Panel) was created in the fall of 2004 to address the 10-year need and to recommend long-term solutions. This blue ribbon panel issued its recommendations and alternative regional funding options in a report which was released on January 6, 2005, following a public comment period.

Since the release of the report, BTRAC has been organized and is working with leadership groups and other stakeholder organizations, as well as elected officials in the region, to support continued progress to achieve long term funding stability.

Program Focus

With administrative support from the Board of Trade, and financial contributions from initial BTRAC members, a program has been structured which is focusing on the following objectives over the next six months:

- Continue to brief regional businesses, COG and elected officials, and stakeholder leadership groups on the actions that must be taken to support and implement the Metro Funding Panel recommendations.
- Complete the revenue and tax analysis of Panel recommendations which have been undertaken by the PB/Fore Consulting team, and BDO Seidman, LLP.
- Expand the "All Aboard Metro.Com" web-site and communication campaign established by Mindshare Internet Campaigns LLC to broaden the understanding and support for Metro's funding needs and options.
- Secure resources to support the planned July 2005 Metro Regional Summit.

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Progress Report on BTRAC Activities and Support for Metro Funding

- The Board of Trade, Federal City Council and BID formed BTRAC in January 2005 to provide private sector support for the Metro Funding Panel's recommendations.
- Since the release of the January 6, 2005 Report, numerous meetings and briefings have been held with COG, WMATA and regional leaders to discuss the strategy for implementing an optimal long term funding solution for Metro.
- Experts in tax policy, legal, legislative/political and communications matters have been retained by BTRAC to assist in the evaluation and implementation of the funding recommendations.
- To date, individual discussions on BTRAC's efforts have been held with the Maryland and D.C. Transportation Secretaries, Virginia's Governor, the Maryland President and the Speaker of the General Assembly, and the Montgomery County Executive.
- Outreach is continuing to regional groups concerning support for Metro funding, such as the upcoming March 23rd meeting of the Metropolitan Council of Chambers.
- COG's Board of Directors adopted a Resolution on January 12, 2005, accepting and supporting action on the Metro Funding Panel report.
- The National Capital Regional Transportation Planning Board endorsed the report on January 19, 2005
- The Northern Virginia Transportation Commission voted on January 6, 2005, to endorse consideration of a regional sales tax applicable to the Metro compact jurisdictions.
- Virginia's General Assembly consideration a resolution by Sen. Whipple expressing support of the Panel's recommendations, and urging the Governors of Maryland and Virginia and the Mayor of the District of Columbia to develop an implementation plan for the Panel's recommendations for the 2006 Session.

- Maryland's General Assembly is currently considering HJ Res. 9, which supports the recommendations of the Panel, and urges the development of a long-range plan for WMATA and to be discussed during the 2006 Session.

- Arlington County, Fairfax County, Montgomery County and the District of Columbia have all considered and supported the Report and its recommendations.

- The U.S. House Government Reform Committee held hearings on February 18, 2005, Chaired by Congressman Davis, with Congressman Van Hollen and Delegate Norton, which expressed general support for the Panel's recommendation for federal participation and special funding to Metro

Northern Virginia Transportation Commission

AGENDA ITEM #4

MEMORANDUM

TO: Chairman Ferguson and NVTC Commissioners

FROM: Rick Taube

DATE: May 26, 2005

SUBJECT: Transit Improvements in Pentagon Reservation Master Plan

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The attached plan contains a set of improvements to the Pentagon area that should be of substantial benefit to the many transit systems, transit customers and HOV users that move to and through that center. The National Capital Planning Commission is considering the plan on June 2nd.

The commission is asked to authorize its chairman to send the attached draft letter to the Virginia congressional delegation alerting them to this document and the desirable improvements recommended therein. The letter requests their assistance in monitoring progress and possibly securing funding to help accelerate some of the transit improvements if this region agrees at some point in the future on such a course of action.

The Pentagon serves as one of busiest transit centers in the region. Up to 425 buses of five regional systems carrying 8,650 passenger trips serve this center during the afternoon peak period. Throughout an average weekday there are 22,360 bus passenger trips and another 30,200 Metorail passenger trips begin or end at the Pentagon each weekday. Improvements in transit access will have significant benefits.

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Executive Director
Richard K. Taube

NVTC Northern Virginia Transportation Commission

June 2, 2005

[To Virginia Congressional Delegation]

Dear _______:

At its meeting on May 5th the Northern Virginia Transportation Commission considered the draft Pentagon Reservation Master Plan. We understand this plan is due for consideration today by the National Capital Planning Commission.

NVTC finds the Plan to be very desirable as access to this major transit center will be improved for our region's bus systems as well as High Occupancy Vehicles. Specifically, NVTC favors the following improvements listed in the Plan:

- Access improvements via Hayes and Fern Street.
- Access controls, pedestrian improvements and traffic management changes including a new bus exit from the transit center;
- Relocate/consolidate slug lines to reduce congestion;
- Additional HOV entrance ramp southbound from Columbia Pike and separation of HOV and bus traffic.

NVTC respectfully requests (assuming NCPC acts favorably as expected) that you support these changes and the funding that will accomplish them. The Pentagon renovation program would be expected to pay for these improvements from its own budget. However, our region may wish to identify seed money (such as RSTP or other discretionary federal funds) to accelerate some of the transit improvements or to facilitate connections to new transit projects such as the Crystal City-Potomac Yards bus way or the Columbia Pike transit corridor. We hope you will work with us to monitor progress and provide encouragement as these improvements are considered.

4350 N. Fairfax Drive•Suite 720•Arlington, Virginia 22203
Tel (703) 524-3322•Fax (703) 524-1756•TDD (800) 828-1120•VA Relay Service
E-mail nvtc@nvtdc.org•Website www.thinkoutsidethecar.org

The Pentagon serves as one of busiest transit centers in the region. Up to 425 buses of five regional systems carrying 8,650 passenger trips serve this center during the afternoon peak period. Throughout an average weekday there are 22,360 bus passenger trips and another 30,200 Metorail passenger trips begin or end at the Pentagon each weekday. Given this intense use, improvements in transit access will have significant benefits.

The commission also believes that better HOV access to and across the 14th Street Bridge would help relieve congestion around the Pentagon by facilitating direct bus routes into the District of Columbia. This could also help relieve crowding on Metrorail. Such improvements were not mentioned in the Master Plan itself but appear to us to be worthy of active consideration.

Please feel free to contact me with any questions.

Sincerely,

Paul Ferguson
Chairman

cc: Virginia Congressional Delegation

PENTAGON RESERVATION MASTER PLAN

Prepared by:
SmithGroup Inc.
Washington, D.C.

Under contract to:
Department of Defense
Washington Headquarters Services
Defense Facilities Directorate

January 10, 2005

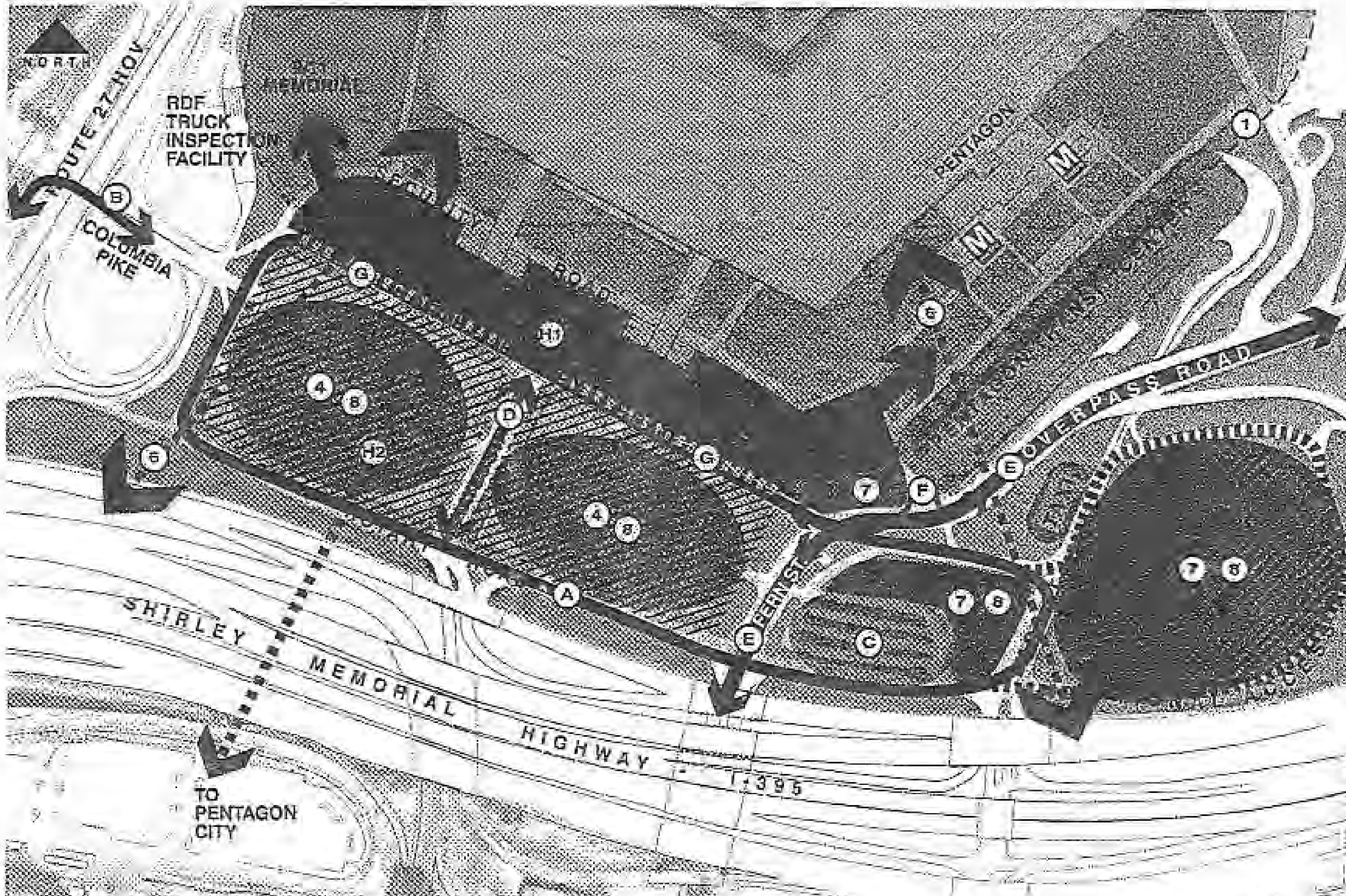

NORTH
ROUTE 27 HOV
RDF
TRUCK
INSPECTION
FACILITY
COLOMBIA
PIKE
PENTAGON
OVERPASS ROAD
FERN ST
SHIRLEY MEMORIAL HIGHWAY
I-395
TO
PENTAGON
CITY

Figure 4.2

Major Circulation Improvements - South Parking Area
The following section describes in greater detail the key concepts and recommendations to improve the overall circulation on the reservation and specifically the South Parking area. The key concepts are illustrated in the adjacent South Parking Area Diagram, Figure 4.2.

A. *Improve rotary road circulation*

1. Move unscreened traffic outside security stand-off zone
Relocate North Rotary Road outside the security stand-off zone. This will locate all non-screened personnel and commercial vehicles and DoD shuttle buses outside the security perimeter and allow circulation in front of the Pentagon south entries. The relocation of North Rotary Road improves the bus traffic circulatin in South Parking by providing alternate routes away from Eads Street.

2. Clearly define rotary road boundaries
To improve overall traffic performance and general orientation, more clearly define the rotary road vehicular system. Proposed improvements include distinct, separate lanes for pick-up and drop-off activities, added wayfinding and pedestrian crossing signage, surface material cues, and visibly defined edges with raised curbs, walkways, and landscaping.

3. Add signalized intersections
To enhance circulation control beyond the existing four-way stops currently in use, add signalized intersections synchronized with the traffic flow. The Master Plan recommends that a complete analysis and further signalization study be part of the design criteria and implementation of rotary road improvements and construction of the parking structures.

4. Reroute bus and vehicle traffic
To reduce bus and vehicle traffic at Eads Street, alternate routes for this traffic need to be provided. Specific recommendations include: allowing bus traffic to travel on Fern Street in lieu of Eads Street; rerouting bus traffic around the water retention pond area which allows buses entering the reservation to take a right without stopping at the intersection of Eads Street and South Rotary Road; adding a Pentagon Transit Center (PTC) exit for buses to allow bus traffic to travel on North Rotary Road toward Columbia Pike; adding an additional High Occupancy Vehicle (HOV) access allowing both buses and vehicles an alternative route in lieu of Eads Street; and finally, consolidating Ride-share facilities on the west side of Eads Street allow Ride-share vehicles to avoid the greater part of Eads Street except to access the HOV lane.

MAJOR CIRCULATION IMPROVEMENTS SOUTH PARKING AREA DIAGRAM

MAJOR CIRCULATION IMPROVEMENTS

- A Improve rotary road circulation
- B Add HOV access
- C Consolidate Public Transit functions
- D Extend Hayes Street
- E Align Fern Street and Overpass Road
- F Add PTC Exit
- G Provide ample drop-off and pick-up
- H1 Improve pedestrian circulation with plaza
- H2 Improve Pentagon City connection

KEY ELEMENTS

- 1 Security perimeter
- 2 Permanent Heliport (not in view)
- 3 Motor Pool (not in view)
- 4 Parking consolidation
- 6 Vistas
- 7 Landscape improvements
- 8 Sustainable redevelopment strategies

B. *Add HOV access*

The Master Plan proposes an additional HOV access ramp for the southern Pentagon traffic at Columbia Pike and Route 27 as a supplement to the HOV access at Eads Street. The added HOV access would help relieve the congestion at Eads Street during the peak hours. Chapter 4.3 Circulation, 4.3.2 Key Elements, has detailed information and a diagram of the proposed HOV access at Route 27.

C. *Consolidate Public Transit functions*

The Master Plan proposes to separate ride-share functions from general parking and circulation areas into the Public Transportation Use area between Fern and Eads Streets. The consolidated Ride-share facility will allow direct access to and from the HOV lanes and improve overall traffic efficiency in the South Parking area.

D. *Extend Hayes Street*

Hayes Street will be extended into the reservation and connect to North Rotary Road. Extending Hayes Street will provide additional routes within the loop system for bus and vehicle traffic and reduce congestion. The proposed extension is axial to the South bridges and the south Pentagon façade and will help strengthen the ceremonial entry on the south side.

E. *Align Fern Street and Overpass Road*

The Master Plan proposes to adjust Overpass Road to align with Fern Street at North Rotary Road. This modification will enhance circulation by eliminating one stop on North Rotary Road and improve bus and vehicular connections between Boundary Channel Drive and the South Parking area. The adjustment to Overpass Road will not impact the existing ramp on the South Parking side.

F. *Add PTC exit*

The Master Plan proposes to create a new exit from the Pentagon Transit Center (PTC) to allow bus travel on Fern Street, Overpass Road, and North Rotary Road. North Rotary Road provides important bus access to the HOV access ramp on Columbia Pike. The new exit is intended to redirect bus traffic away from the congestion on Eads Street.

G. *Provide ample drop-off and pick-up*

The Master Plan proposes to create a separate lane for multiple drop-off and pick-up functions on North Rotary Road. This lane is located on the north side of the road and is divided into two sections. The western section accommodates buses, including 9/11 Memorial tour buses and DoD shuttle buses. During peak times, the tour bus lanes can be used for Kiss and Ride functions. The eastern portion will serve Kiss and Ride vehicles and couriers.

H. *Improve pedestrian circulation*

The Master Plan proposes two strategies to improve the overall pedestrian circulation and safety in the South Parking area:

H1.Create plaza

The plan proposes a new pedestrian plaza between the Pentagon and North Rotary Road. This new plaza, located within the security stand-off zone, will accommodate high volume pedestrian traffic patterns between the Pentagon, the South Parking structures, the PTC, and the Ride-share facilities. The proposed plaza will serve pedestrians crossing North Rotary Road either above or below grade, as well as pedestrian circulation to the 9/11 Memorial and other memorial destinations west of the Pentagon. Chapter 4.3 Circulation, 4.3.5 Pedestrian Volume, has detailed information and diagrams on the pedestrian traffic volumes and patterns.

H2.Improve Pentagon City connection

As surface parking is consolidated into parking structures, existing pedestrian walking paths linking the Pentagon, the parking structures, and Pentagon City will be improved. The south tunnel portion of the existing connection to Pentagon City is in particular need of upgrades. Improvements to the tunnel and other major pedestrian paths include enhancing the lighting, color-coding pedestrian routes for wayfinding, and installing high visibility signage.

LAND USE DIAGRAM

South Parking structure 1	SP1
South Parking structure 2	SP2
Ride-share and Kiss & Ride	RIDE-SHARE
North Parking structure	NP
East Parking structure	EP
Heliport Parking structure	HP
Heliport	H
Parking surface	P
Remote Delivery Facility	RDF
Pentagon Athletic Center	PAC
Pentagon Transit Center	PTC
Metro Entrance Facility	MEF
Pentagon Metro Station	M

FUNCTIONAL USES

Office/Security

Parking

Public Transportation

Green Space

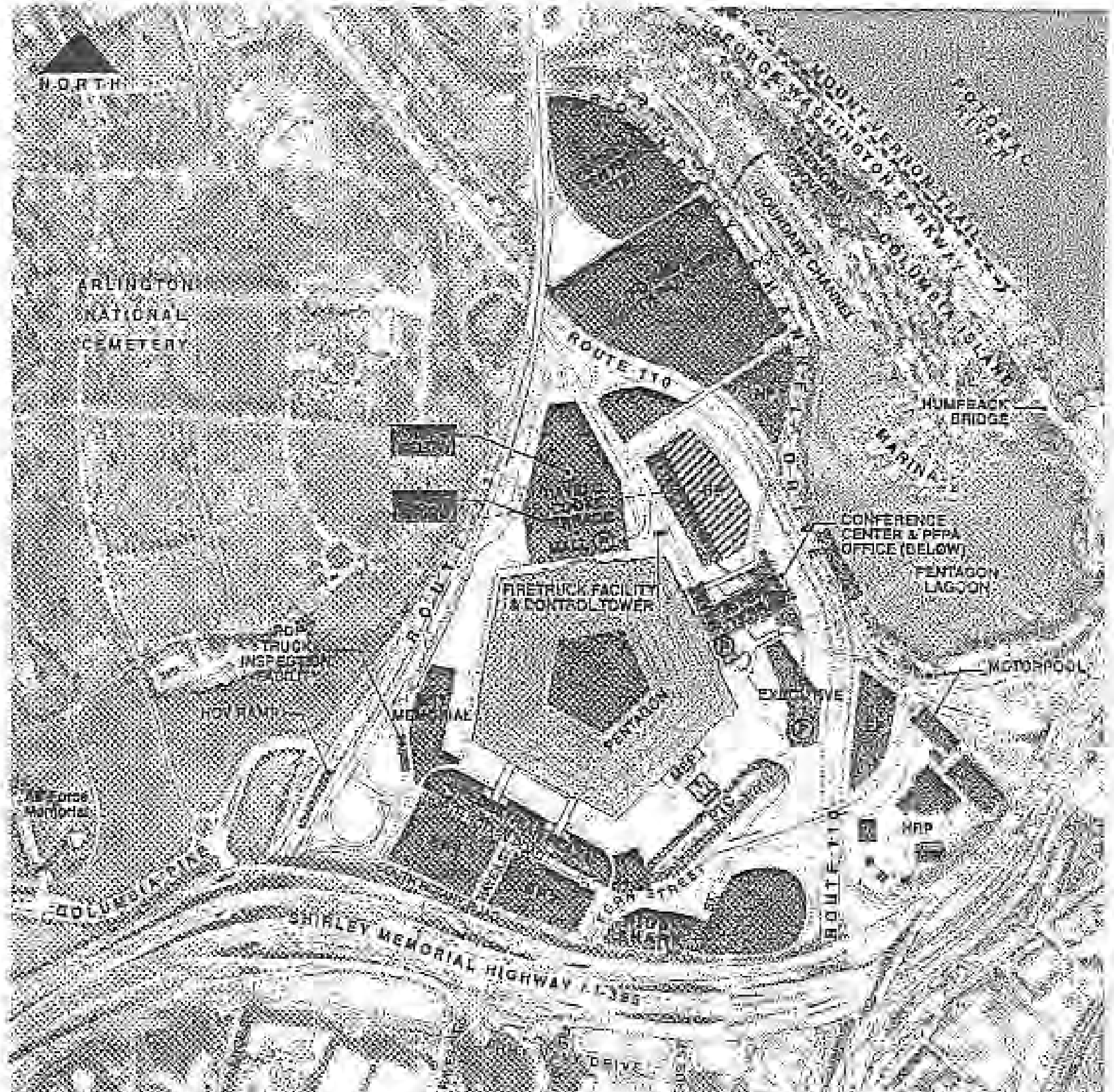


Figure 4.3.

SECURITY DIAGRAM

Security stand-off

Vehicular barrier

Pedestrain barrier

Pedestrian controlled entry

Existing barrier

Controlled access gate

Manned guard station

Controlled access - heightened alert

Pentagon Metro Station

Metro escalator

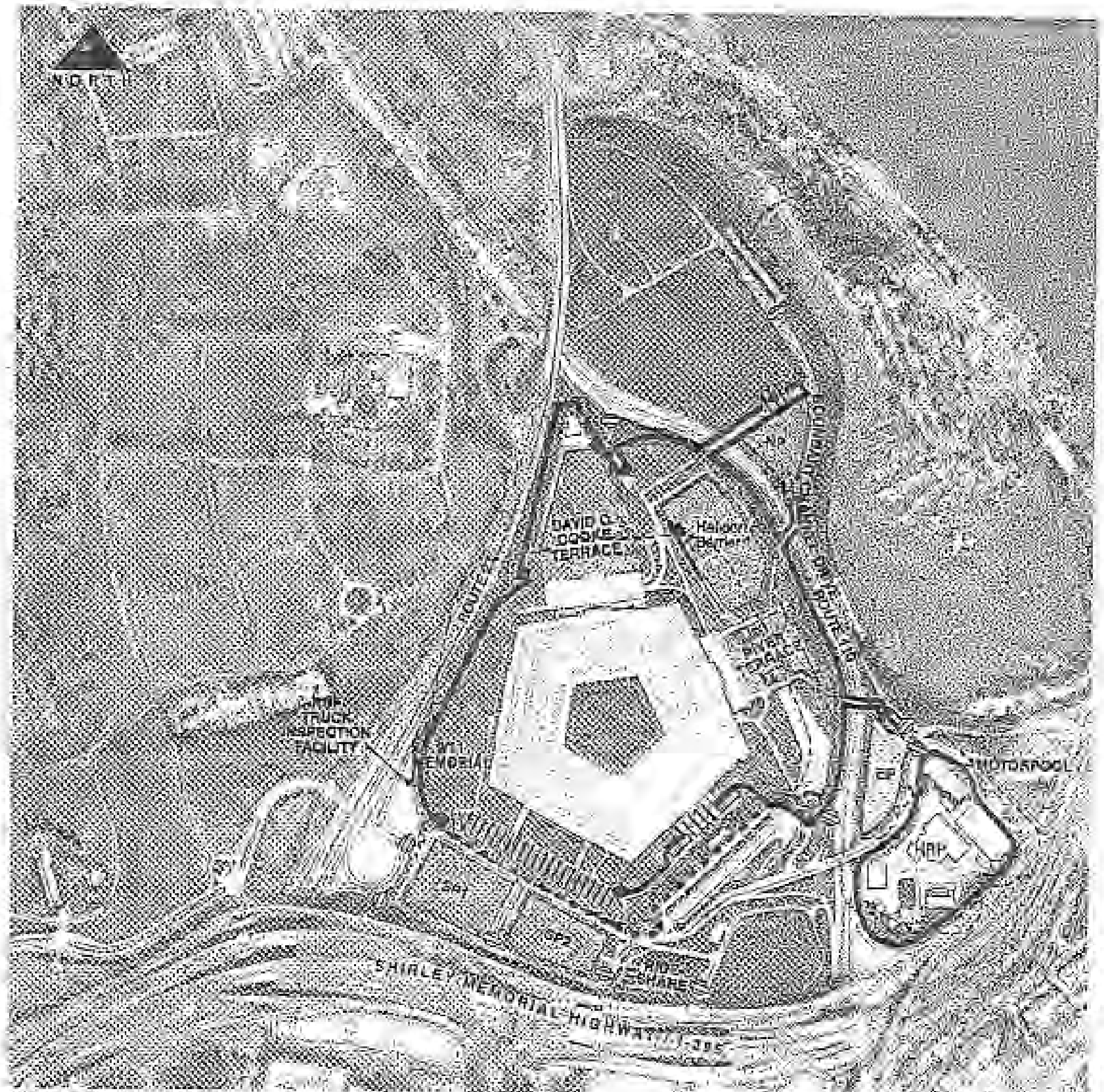


Figure 4.18.

4.3 CIRCULATION

4.3.1 INTRODUCTION

The Master Plan proposes significant improvements to the transportation systems (traffic, parking, transit, and pedestrian) on the Pentagon Reservation and addresses, to the extent possible, the current deficiencies. The Master Plan transportation goals are:

- Improve traffic circulation and wayfinding
- Consolidate parking within convenient walking distance
- Maintain the current parking ratio of 3 to 1
- Maintain a minimum of 7400 parking spaces during any phase of construction
- Accommodate security requirements
- Support new and consolidated functions
- Improve the interfaces with regional transportation systems
- Accommodate local plans for transit improvements

During the development of the Master Plan, scenarios were assessed using the Metropolitan Washington Council of Governments' (MWCOG) Travel Demand Model Version 2.1, Release C. Within the Pentagon Reservation, a detailed micro-simulation model (using the CORSIM software package) was developed to test various scenarios and specific improvements.

Alternatives were evaluated by comparing operational performance of the existing conditions as described in Chapter 3 to a No-Build scenario. The No-Build scenario is described in the Supplemental Document B. Transportation Technical Document. Key assumptions made for analytical purposes were as follows:

- The Pentagon Reservation's population will remain constant at 23,000.
- Growth in the area around the Pentagon (Crystal City, Pentagon City, Rosslyn, and Washington, DC) is projected by MWCOG to be relatively constrained. The MWCOG Cooperative Forecasts (Round 6.2A) were used to develop traffic projections. These forecasts will result in a growth of 5 to 10 percent in traffic volumes on surrounding roadways by the year 2025.
- The roadway network surrounding the Pentagon Reservation is expected to undergo little change by the year 2025. The Constrained Long Range Plan (CLRP) for the Metropolitan Washington Region presents the transportation improvements that are expected to be in place in the region by

2025. No major roadway improvements will be made to the roads surrounding the Pentagon Reservation. However, the CLRP identified changes to the operation of the HOV lanes and the Navy Annex FB2 Master Plan identified changes to Columbia Pike. The changes to the roadway network include:

- Columbia Pike, as per the Navy Annex FB2 Master Plan, may be realigned to provide more contiguous land for Arlington National Cemetery on the north side of the roadway. The number of lanes will remain at four; therefore, there will be no change in capacity.
- The ramps at the Route 27/Columbia Pike interchange, as per the Navy Annex FB2 Master Plan, may be reconfigured into a diamond configuration. The capacity of the interchange is expected to remain the same.
- The number of lanes on the HOV facility on I-395 will increase to three lanes. This process will involve only re-striping the facility, not widening the roadway. It is expected that this will occur by the year 2010, as per the current CLRP for the Metropolitan Washington Region.

- Transit operations by the various service providers, such as the Washington Metropolitan Area Transit Authority's (WMATA) Metrobus or the Fairfax CONNECTOR, are often reviewed for quality of service and adjustments are made to improve the services for transit riders. The facilities on the reservation are expected to remain as they are today.
- There are several transit projects that are in the early stages of planning, which may impact the Pentagon Reservation in the long term. The first is the Crystal City – Potomac Yards Transit Study and the second is the Columbia Pike Transit Study. Although these studies have not progressed far through the regional planning process at this point, these projects envision some form of enhanced transit connections onto the Pentagon Reservation. As these proposed projects advance through the various levels of the planning process, the actual alignment and type of service (bus rapid transit or light rail) will become more defined. Construction and funding of these projects have not been included in the Constrained Long Range Plan (CLRP) for the region. Thus, neither project may be in place by the year 2025.
- There are no changes envisioned to the pedestrian and bike paths surrounding the reservation, except for the realignment of the bike path currently on Southgate Road and along Arlington National Cemetery. The Master Plan completed for the Federal Building 2 (FB2) site presented several options for a new bike path as Columbia Pike is realigned.

- As the number of Pentagon employees and the total number of parking spaces will remain constant, it is expected that the total entry and exit rate at the Pentagon building will remain similar to what it is today.

Given the proposed changes to the reservation, the Master Plan recommends an updated Transportation Management Plan (TMP). The stategies and goals for a future TMP are included in the Supplemental Document B. Transportation Technical Document.

Key elements of the circulation plan and specific improvements to the transportation systems are highlighted in the following sections. For a more detailed discussion of the transportations systems and their analysis, refer to the Supplemental Documents, A. Environmental Assessment and B. Transportation Technical Document.

RESERVATION CIRCULATION DIAGRAM

Security stand-off	
General reservation access	
Service route	
PTC buses	
Taxi	
Restricted access	
Pedestrian access	
Arlington County bicycle & jogging path	
South Parking structure	SP1
South Parking structure	SP2
Ride-share and Kiss & Ride	
North Parking structure	NP
East Parking structure	EP
Heliport Parking structure	HP
Pentagon Transit Center	PTC
Pentagon Athletic Center	PAC
Remote Delivery Facility	RDF
Pentagon Metro Station	

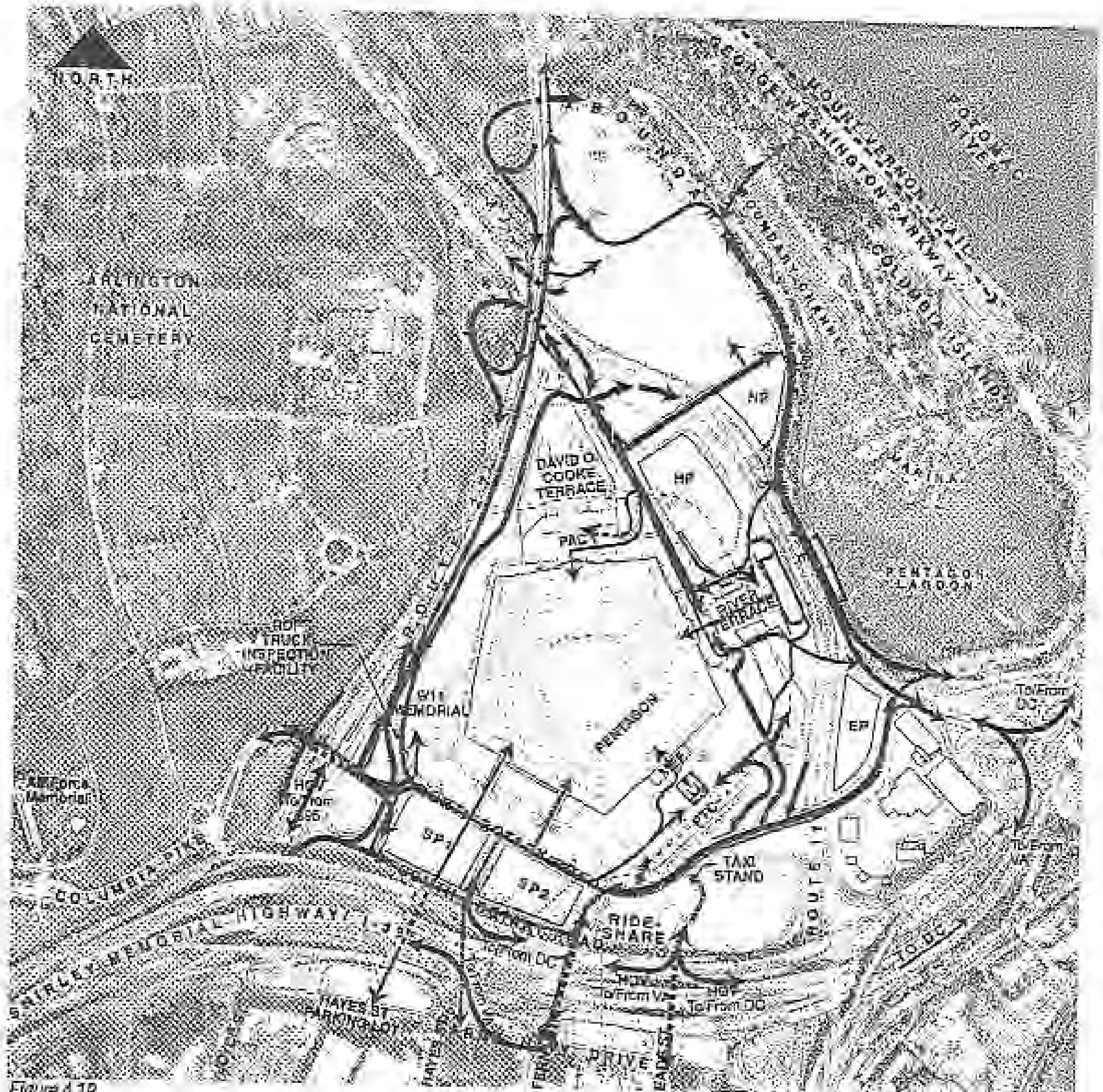
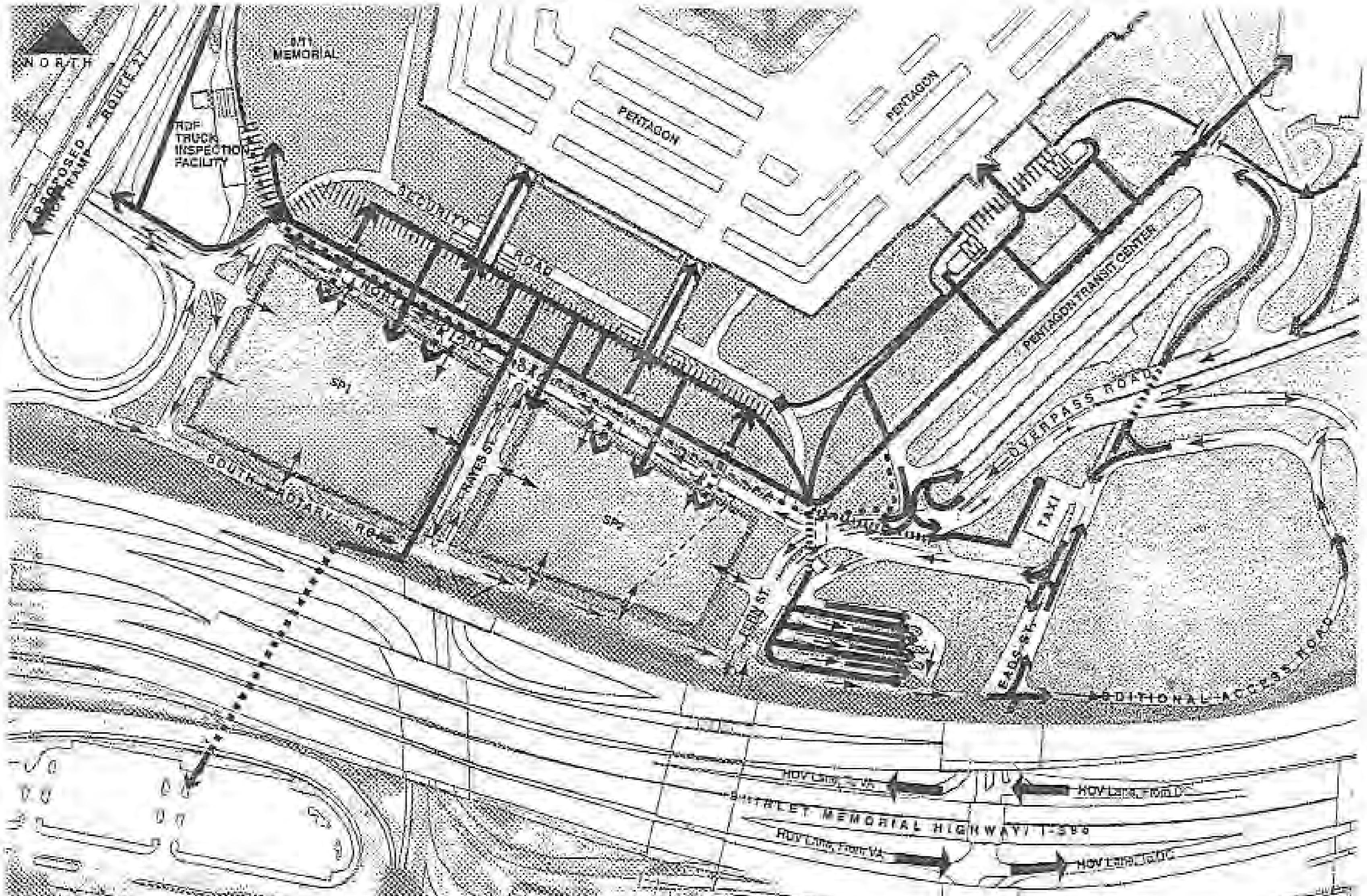


Figure 4.19.

4.3.2 KEY ELEMENTS

The Reservation Circulation Diagram, Figure 4.19, illustrates conceptually the circulation plan for the Pentagon Reservation. Moving 23,000 people on and off the Pentagon Reservation every day is a significant challenge. This challenge is exacerbated by the fact that the Pentagon Reservation is located in the midst of heavily congested regional transportation facilities. Traffic studies conducted during the development of the Master Plan were focused on creating an efficient internal transportation network and improving, to the extent possible, the interface with regional transportation facilities. Without emergency procedures being implemented on the regional facilities, it is estimated it will take just over three hours to empty the Pentagon Reservation based on the ability of the transportation facilities to accept traffic or people. This arrival/departure capacity balances well with typical work schedules and as a result, there should be relatively little internal congestion. Congestion on the regional road network will cause back-ups into the reservation at times.



NORTH
PROPOSED HOV RAMP
ROUTE 27
9/11 MEMORIAL
RDF TRUCK INSPECTION FACILITY
PENTAGON
PENTAGON
SECURITY ROAD
PENTAGON TRANSIT CENTER
OVERPASS ROAD
TAXI
HAYES ST
SOUTH ROTARY RD
EADS ST
FERN ST
ADDITIONAL ACCESS ROAD
SHIRLEY MEMORIAL HIGHWAY / I-395
HOV Lane, From DC
HOV Lane, From VA
HOV Lane, To DC

Figure 4.20.

Circulation Improvements — South Parking Area

Many of the circulation improvements proposed for the Pentagon Reservation occur in the South Parking area. The adjacent South Parking Area Circulation Diagram, Figure 4.20, and the following explanations describe in more detail the key elements and circulation improvements proposed for this area.

Rotary Road System

The Master Plan proposes to improve the rotary road loop by establishing a defined two-lane, one-way rotary system outside of the security perimeter with minimum stops and multiple alternate routes. Hayes Street will be extended to North Rotary Road and will allow two-way traffic; thus, creating two one way loops that facilitate arrival and departure of vehicles from the two parking structures SP1 and SP2.

An ample drop-off and pick-up area will be provided along North Rotary Road. Geometric deficiencies have been addressed and space is provided for the appropriate turning lanes. The reopening of North Rotary to buses and the provision of access for buses to and from the Pentagon Transit Center (PTC) will restore flexibility to the local transit providers, allowing them to route buses to and from Fern Street and Columbia Pike. Re-routing the buses should improve schedule reliability and help to improve traffic operations at the intersection of Eads Street and South Rotary Road.

The improvements to the rotary road system provide flexibility to accommodate potential transit improvements including bus or Light Rail alternatives currently being studied by the Commonwealth of Virginia and the local jurisdictions.

Pedestrian tunnels to and from the two parking structures in the South Parking area, under North Rotary Road, will minimize pedestrian conflicts.

Transit

To aid buses, a new entry/exit will be constructed at the southern end of the PTC. This access will provide an alternate path for buses serving the PTC and allow some buses to avoid the Eads/South Rotary intersection, thereby reducing their travel time. Currently, during the peak period, buses often experience 2 to 4 minutes of delay in exiting the Pentagon Reservation. With the proposed improvements, the delay will be cut in half. Realigning North Rotary Road will allow buses to directly access Columbia Pike from the reservation and avoid the congested Army-Navy Drive.

As the demand for buses increases at the PTC, the utilization of bus bays can be optimized to improve efficiency. This option will be the first choice to increase capacity before increasing the physical size of the PTC.

SOUTH PARKING AREA CIRCULATION DIAGRAM

General traffic flow

Main pedestrian route at-grade

Main pedestrian route below-grade

Courrier and staff drop-off

Tour & DoD bus drop-off

Ride-share

Kiss & Ride

Buses

HOV ramps

Parking & pedestrian tunnels below-grade

Vehicular barrier

Pedestrian barrier

Pedestrian entry area

Pentagon Metro Station

Controlled access gate

Manned guard station

There are several transit projects that are in the early stages of planning that may impact the Pentagon Reservation in the long term. The first is the "Crystal City - Potomac Yards Transit Study" and the second is the "Columbia Pike Transit Study". These studies envision some form of connection to the reservation. The Master Plan does not preclude these systems.

Added HOV Access

In conjunction with re-construction of the Columbia Pike and Route 27 interchange, it is proposed that a new HOV access to and from the south be provided. A reversible ramp from the mid-point of the Route 27 overpass will connect to the existing HOV lanes, as illustrated in the adjacent diagram, Figure 4.21. Based on projected traffic volumes, a signal is not warranted on Columbia Pike. In the morning, HOV lanes are flowing northbound and traffic destined to the Pentagon Reservation would exit on the ramp to a stop sign on Columbia Pike. In the evening, traffic exiting the Pentagon Reservation would make a left turn from Columbia Pike onto the ramp. Like all HOV ramps, the new ramp would be gate controlled and closed during some periods of the day. Currently, the existing HOV lane from Eads Street is approaching capacity and while it is assumed that the Pentagon population will remain constant, growth in the Pentagon City/Crystal City area will increase demand. A new HOV access ramp will relieve traffic pressures on the Eads Street HOV entrance lane by attracting carpoolers from within the Pentagon as well as Pentagon City.

An added benefit of a second HOV access will be the ability to evacuate the Pentagon Reservation faster in the event of an emergency. Under existing conditions, a relatively minor incident can cause significant delays. A second access point provides more alternate routes in an emergency.

The provision of a second HOV access also presents an opportunity to manage traffic flow by designating registered carpool parking in locations on the west side of South Parking proximate to the proposed HOV ramp.

Traffic circulation to and from the North Parking garage is via Overpass Road and Boundary Channel Drive. Overpass Road has been realigned to connect directly with Fern Street, eliminating one stop and the current "dog leg" configuration, which will improve traffic flow.

Ride-share

A designated Ride-share facility will be incorporated between Fern and Eads Streets to accommodate the significant informal carpooling that occurs on the Pentagon Reservation. Drivers from the surrounding areas (Pentagon City, Crystal City) enter the reservation via Fern Street and pick up passengers from three rows of pick-up areas with assigned destinations. The Master Plan proposes the exit from the Ride-

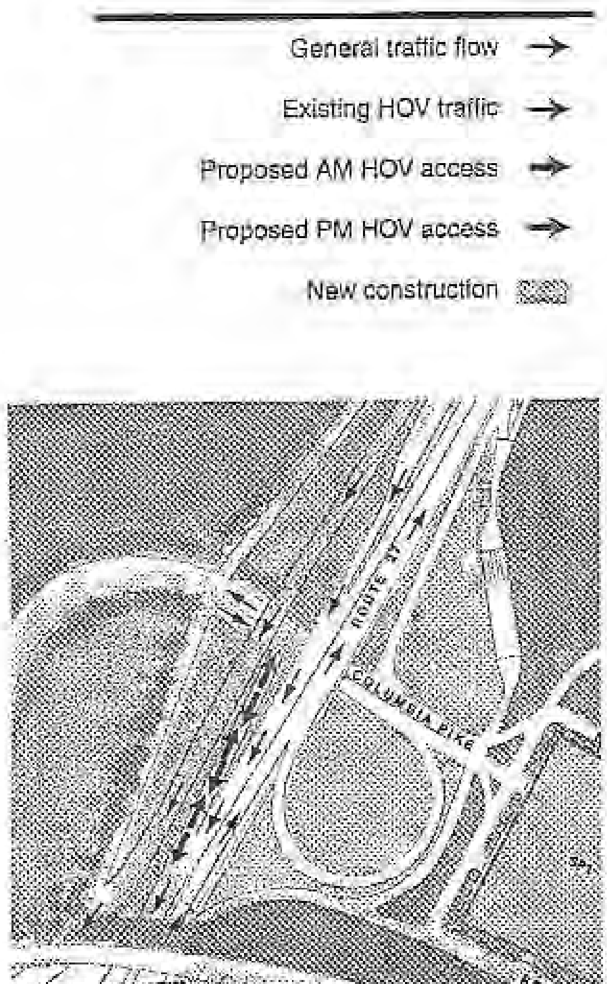


Figure 4.21. Diagram of additional HOV access ramp for the South Parking area at Route 27

share facility be signal-controlled, to ensure maximum efficiency. The provision of a designated Ride-share facility will separate Ride-share vehicles entering the Pentagon Reservation from those vehicles parked on site, to the extent possible, and minimizes the time off-site vehicles spend on the Pentagon Reservation.

Traffic Signals

Signals are recommended to improve traffic flow beyond the four-way stop signals currently in use. Three specific locations which would benefit from signalized intersections include: 1) the intersection of Eads Street and South Rotary Road, 2) the exit from the Ride-share facility, and 3) multiple pedestrian crossings at North Rotary Road. It is recommended that a complete signalization study and anlysis be conducted as part of the design of the rotary road improvements and parking structures.

Pedestrians, Joggers, and Cyclists

The Master Plan proposes to relocate a walkway for pedestrians, joggers, and cyclists currently located east of Route 27 just north of the RDF Truck Inspection Facility. This portion of the existing trail is now located inside the secure area pedestrian and vehicle barrier. The new walkway will be relocated to the west of the RDF Truck Inspection Facility and outside the security barriers. The new sidewalk is intended to ensure that pedestrian access, from South Parking and Columbia Pike to the Route 27 pathway, and destinations north, is available even when the security barriers are closed.

RDF Inspection Times

The Truck Inspection Facility does the initial screening of truck deliveries destined to the Remote Delivery Facility (RDF). Truck arrival rate is high during the morning peak period and periodically causes congestion and back-ups on Columbia Pike, the access ramp from I-395, and North Rotary Road. The truck arrival schedule is frequently constrained and controlled by the operational process, within the Pentagon RDF, involving loading and unloading procedures. It is recommended that delivery times to the RDF be staggered throughout the day, whenever possible, to reduce the traffic congestion and truck back-ups. Operational procedures will need to be coordinated to create an effective, and practical, arrival schedule.

SOUTH RIVER TERRACE AREA CIRCULATION DIAGRAM

Security stand-off
Vehicular barrier
Pedestrian barrier
Pedestrian entry area
Main pedestrain route
Restricted vehicular route
Non-restricted vehicle route
Pedestrian entrance to Pentagon
Parking designation
Parking entrance
Pentagon Metro Station
Controlled access gate
Manned guard station

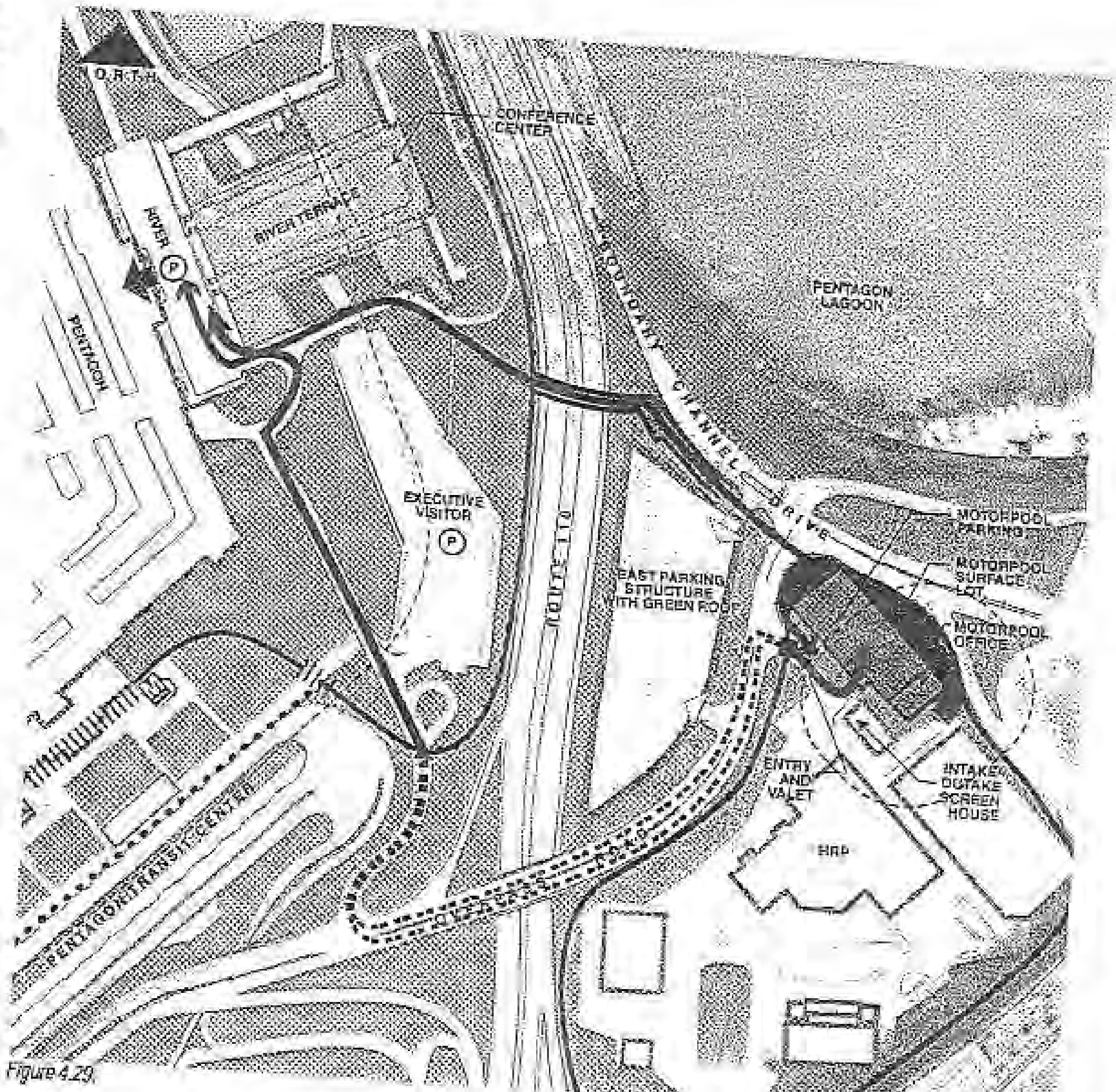


Figure 4.29

IMPLEMENTATION

The Master Plan proposes that implementation be phased in four construction sequences, of five years each. This section includes the description of the four sequences. The Existing Conditions 2004, before any Master Plan construction begins, are illustrated on the adjacent page, Figure C.1. Each of the four individual sequences is illustrated in cumulative illustrations on the following pages. The sequence order reflects the priority of construction in the Master Plan.

Sequence One 2006-2010

This sequence, Figure C.2, contains the highest priority elements of the Master Plan implementation. One of the highest priorities is the construction of the permanent Heliport, due to the substandard operational characteristics of the temporary location on the David O. Cooke Terrace. The Heliport will be constructed on the roof deck of a parking structure housing 1,400 vehicles, with one level on grade and one below grade. A second high priority item is the construction of a Motor Pool building. The Motor Pool is currently located in rental space that is operating on a limited lease extension. The Heliport/parking and Motor Pool locations are unencumbered by other uses, which will allow work to proceed efficiently. Additionally, a parking structure, located in the North Parking area, will be constructed and will house 600 vehicles on two levels, with one level on grade and one below grade. These two parking structures, the Heliport and North Parking, will provide multilevel parking that allows existing surface parking to be taken out of service during subsequent phases. Two utility tunnels will be incorporated into this sequence, one will be built on the east side of the Pentagon in conjunction with the Heliport parking structure, and the other will be constructed adjacent o the 9/11 Memorial on the west side. The last element to be constructed, in this first sequence, will be a new High Occupancy Vehicle (HOV) access ramp at Route 27 and Columbia Pike. This new HOV access will provide an additional vehicle exit from the Reservation and allow bus public transportation buses to exit the reservation directly to Columbia Pike, both measures helping to alleviate congestion at Eads Street.

Sequence Two 2011-2015

This sequence, Figure C.3, focuses on improvements to the South Parking area, which will enhance vehicle and pedestrian circulation The first three elements, of this sequence, should be constructed simultaneously because they are interrelated in function and placement. The first project is improvements to the rotary road network, which will further improve traffic flow in this busy area. The key improvements include: the addition of a designated Ride-share facility, and adjacent under-road pedestrian tunnel; the signalization of the rotary roads; the alignment of Overpass Road and Fern Street; the extension of Hayes street; the opening of bus access to North Rotary Road and Fern street; enhanced wayfinding, lighting and pedestrian streetscape; and the addition of a drop-off and pick-up lane. The next two projects, construction an underground utility tunnel and a formal South Parking Plaza with permanent security perimeter components, are integrated. The security perimeter, in this South Parking area, currently has temporary structures and accommodations in place. This sequence, also, includes the construction of the first, of two, South Parking structures. The parking structure houses 2,580 parking spaces, and includes a green roof, with two levels above grade and two levels below grade. This structure has a pair of pedestrian tunnels, which run under North Rotary Road, and will facilitate pedestrian traffic flow between the parking structure and the South Parking plaza. Additionally, the structure will include two below grade parking decks, which extend under the new Hayes Street, and will interconnect to the second South Parking structure, built in the subsequent sequence.

Sequence Three 2016-2020

This sequence, Figure C.4, includes the final element in the south Parking area improvements, the second parking structure. This parking structure is very similar to the previous structure to be constructed in Sequence Two. It has a green roof and houses 2,000 parking spaces, including two levels above grade and two levels below grade. This structure will connect to the first parking structure at the two decks, under Hayes Street, built in Sequence Two.

Sequence Four 2021-2025

This final sequence, Figure C.5, includes the construction of the last parking structure on the reservation and the replacement of the largest surface parking lots with landscaping and recreation areas. The greening and landscaping will include the creation of a water retention pond located between the Pentagon Transit Center (PTC) and I-395, and the creation of open space and athletic fields in the former North Parking surface lots.

Completed Plan 2025

The final plan, Figure C.6, illustrates the completed implementationof the Master Plan estimated to be in the year 2025.

AGENDA ITEM #5

MEMORANDUM

TO: Chairman Ferguson and NVTC Commissioners

FROM: Rick Taube

DATE: May 26, 2005

SUBJECT: Legislative Items

A. State.

Virginia Transit Association: The Virginia Transit Association held its spring conference in Williamsburg on May 9 and 10, 2005. Among the highlights:

1) Awards went to Senator Mary Margaret Whipple for Distinguished Legislative Service, to Gerry Connolly for Public Official of the Year, and to Bill Hurd of Alexandria Transit Company for Lifetime Achievement, among others.

2) Fairfax County's Office of Transportation received an honorable mention in marketing, CUE won the small system innovative program award and VRE received an honorable mention for the large system innovative program.

3) Robert Puentes presented a paper on demographic changes and implications for Virginia's cities, counties and towns. Among his observations were:

- Research shows Virginia would save $3 billion over 25 years in road costs with more compact development;

- Lack of transit hinders compact development and sprawl hurts transit by soaking up public funding and making it more difficult for transit to provide service;

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- Low income families spend a bigger percentage of their income on transportation, while higher income families migrate to the distant suburbs where low housing costs result in more discretionary income to pay for auto travel. The question is whether transit should give up on such markets?

- Half of the commonwealth's 25 to 34 year olds with BA's or more live in Northern Virginia, which supports the hypothesis that jobs lost in Northern Virginia due to traffic congestion may not migrate down state.

4) Michael Nolan of NuRide described his company's innovative ridersharing promotions using rewards for drivers and passengers. Points are earned and then redeemed with participating companies such as Brookstone, XM Satellite Radio and others. More details are available at www.nuride.com. While the company has a modest client base, it does offer the possibility of expanding into transit and offering differential rewards based on degrees of congestion in individual corridors, Code Red days or even for transit trips.

5) Senator Russell Potts gave a vigorous speech to support his candidacy for governor as an independent. He does not favor regional referendums for transportation funding ("referendum is spelled c-o-w-a-r-d"). He stated that he is emphatically not part of the "free lunch bunch." He believes in action to fix the problem of congestion and asks: "What is the cost of not acting?"

   House and Senate Transportation Funding Studies: On the Senate side, the Transportation Subcommittee of the Finance Committee forms the nucleus of the 25-member panel (10 Senators, 15 members of the public) known as Statewide Transportation Analysis and Recommendation Task Force (START). Four meetings are scheduled, with the first in Hampton Roads May 24th and the last in Richmond on December 16th.

   The first meeting of the House study committee will be June 28th in Tysons Corner.

B. Federal.

The Senate has approved its version of TEA-21 reauthorization and a conference will be convened with the House. Since the current extension expires on May 31, 2005 another extension likely will be required, probably through June 30th. Senator Warner likely will be a conferee and the attached letter covers the issues of greatest concern to NVTC. The commission is asked to authorize its chairman to send the letter to Senator Warner with copies to Virginia's congressional delegation.

Northern Virginia Transportation Commission

AWARD WINNER NVTC APTA 1996

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Hon. Gerald E. Connolly

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Executive Director
Richard K. Taube

June 2, 2005

The Honorable John Warner
U.S. Senate
United States Senate
225 Russell Senate Office Building
Washington, DC 20510-4601

Dear Senator Warner:

As a member of the Conference Committee for the reauthorization of TEA-21, you are in a strong position to help you constituents here in Northern Virginia make the most of the opportunities provided in this long-awaited legislation. The Northern Virginia Transportation Commission wishes to bring to your attention the following issues and respectfully to ask for your support for our position:

1) Achieve the greatest possible funding for public transit systems nationwide and within our region;

2) Support at a minimum the Senate's authorization for public transit of $53.8 billion;

3) Protect the $100 million earmark for VRE railcars and other capital improvements in the House bill;

4) Support $260 million as an earmark from the New Starts program for WMATA railcars, since the success of the regional Metro Matters funding agreement depends crucially on our federal funding partner doing its part;

5) Increase the tax free employee transit benefits to $155 per month (plus indexing to grow to equal the parking benefit by 2010), as contained in the Senate bill;

4350 N. Fairfax Drive•Suite 720•Arlington, Virginia 22203
Tel (703) 524-3322•Fax (703) 524-1756•TDD (800) 828-1120•VA Relay Service
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6) Ensure that HOT lane demonstrations are not arbitrarily constrained, since our region is depending heavily on such proposals to help expand capacity to fight traffic congestion; and

7) Clarify the maximum degree of degradation in performance of HOV lanes that will be tolerated before exemptions will be denied/revoked by the Federal Highway Administration (this will help maintain performance on Northern Virginia's very effective HOV network).

As always, we appreciate your energetic and effective representation on behalf of public transit systems and their customers. Please feel free to contact me with any questions about our request.

Sincerely,

Paul Ferguson
Chairman

cc: Virginia Congressional Delegation

Northern Virginia Transportation Commission

AGENDA ITEM #6

MEMORANDUM

TO: Chairman Ferguson and NVTC Commissioners

FROM: Rick Taube

DATE: May 26, 2005

SUBJECT: VRE Items

A. Report from the VRE Operations Board (including minutes of the Operations Board meeting of May 20, 2005) and from VRE's CEO--Information Item.

B. Agreement for Future Land Acquisition at Crossroads--Action Item/Resolution #1074.

C. Conditions for Admitting New VRE Members and Proposed Amtrak Agreement--Closed Session (Section 2.2-3711.A.6 and 7) of the Code of Virginia) followed by Action Item/Resolution #1075.

Item #6A

Report from the VRE Operations Board and CEO

Minutes are attached from the board meeting of May 20, 2005. A copy of VRE's CEO report is also provided for your information, together with ridership and on-time performance reports and articles describing Spotsylvania County's interest in joining VRE.

A memo is attached describing recent tests to determine the VRE fare evasion rate (3.1%). Finally, a memo is attached that describes an anticipated budget shortfall for FY 2005 due to fuel costs to be offset in FY 2006 by higher than budgeted fare revenues.

CHIEF EXECUTIVE OFFICER'S REPORT

May 2005

QUOTE OF THE MONTH

"I included VRE in the Reauthorization bill because they provide a vital service to our region and are an integral part of the transportation solution that I have supported all the way back to my days as a Fairfax County Supervisor."
Congressman Tom Davis (R-VA)

RIDERSHIP

In a pattern that has become recurrent, VRE ridership in April grew above that of the previous year. With the exception of December 2004, average daily ridership has remained at or above 15,000 daily trips eight of the last nine months. Monthly ridership for April averaged 15,142.

Further validation of increasing ridership can be seen in the growth of the system cumulatively through April. Based on ridership data, VRE is still about 6% above last year's ridership numbers with over 3 million passenger trips through April 2005. At that rate, VRE remains one of the fastest growing commuter railroads in America. The below table shows a month to month comparison.

MONTHLY REVIEW OF RIDERSHIP	AVERAGE DAILY RIDERSHIP
VRE April 2005 Passenger Totals	15,142
VRE April 2004 Passenger Totals	14,744
PERCENTAGE INCREASE	**3%**

ON-TIME PERFORMANCE

On-time performance for April remained consistent with that of the past few months. The Manassas line trains continue to outperform the Fredericksburg line trains, with on-time performance remaining 95 percent. That is four consecutive months where on-time performance has averaged 94% or better on the Manassas line.

As for the Fredericksburg line, we saw performance dip below the 80% mark. Much of this can be attributed to the 19 train delays encountered because of freight trains during April.

MONTHLY ON-TIME PERFORMANCE	ON-TIME PERCENTAGE
VRE April 2005 Fredericksburg OTP Average	78%
VRE April 2005 Manassas OTP Average	95%
VRE APR 2005 OVERALL ON-TIME PERFORMANCE	**87%**

During April, VRE operated 620 trains and encountered 74 delays. Train delays and signal/switch failure were the two primary reasons for operational problems in April. As often stated, these delays reinforce the larger problem of railway crowding and supports advancement of the initial corridor capital improvements, as well as the advancement of other projects to increase overall system capacity.

February 2005 Train Delays

REASON	TOTALS	PERCENT
Signal/Switch Failure	10	**14%**
Slow Orders	6	**8%**
M/W	3	**4%**
Train Interference	31	**42%**
AMTRAK	4	*13%*
Freight	19	*61%*
VRE	8	*28%*
Mechanical Failure	5	**7%**
Late Turn	2	**3%**
PAX Handling	6	**8%**
Weather	5	**7%**
Crew Related	1	**1%**
Other	5	**7%**
TOTAL	**74**	**100%**

VRE CONDUCTS CUSTOMER SERVICE SURVEY

On Wednesday, May 11, 2005, various members of VRE, and PRTC staff rode every morning VRE train and select Amtrak trains to solicit feedback from our riders on the service that we are providing. Overall reception was accommodating given the pending fare increase that will be instituted in July with NVTC approval of the fare increase next week. Even so, this endeavor is one that staff looks forward to because it offers us a direct opportunity to interact with our riders.

BROAD RUN PARKING IMPROVEMENTS

In March, VRE and Prince William County launched the parking expansion project at the Broad Run station with the demolition of a barn. The project is a collaboration between VRE and the County, and is funded by the Governor's Congestion Relief initiative. This station remains one of the most heavily utilized stations in our entire system.

As of May 13, we have completed the temporary parking lot at the entrance of the station. This lot is providing an additional 81 spaces to the 697 that are already in use. These spaces will be made available to our riders once the final inspection is complete.

The permanent lot (being constructed on the barn site) is currently in the final design phase and will also be constructed by PWC. When finished, this lot will provide another 113 spaces.

Partnerships like this one will be vital as VRE continues to grow. Prince William County residents make up approximately 33% of our total ridership, which is by far the largest proportional ridership of any jurisdiction.

VTA AWARD

On Tuesday, May 10, 2005, VRE was presented an honorable mention award from the Virginia Transit Association (VTA) for innovation within the industry. The award recognized the partnership with Fairfax County for the EZ Bus program. VTA acknowledged the innovative solutions that made this program such a success by reducing the overcrowding at the Burke Centre VRE station and improving air quality in Northern Virginia.

US DEPT. OF STATE FEATURES VRE

VRE was recently contacted by the United States Department of State regarding their interest in featuring VRE's receipt of the EPA's Transportation Efficiency Innovation Award.

The U.S. Department of State's Bureau of International Information Programs is developing an environmental electronic journal for use in conjunction with the United Nation's World Environment Day on June 8. The eJournal will highlight U.S. policy and achievements in support of the environment. The environmental eJournal is scheduled for electronic publication on or about June 1, 2005.

BURKE CENTRE PARKING IMPROVEMENTS

In partnership with Fairfax County, VRE is pleased to announce that progress is underway to advance the expansion of the Burke Centre VRE station parking facility.

As part of the construction process for the new parking garage, a series of soil tests were taken beginning on Friday, April 15, and the process took just over a week to complete. Those soil samples have been sent to a lab for processing.

TRAIN TALK

We are into the second week of our new and improved Train Talk communication system testing. The initial feedback has been positive and we are finding that the new system is meeting our expectations. No "key" errors have surfaced, and the smaller ones have been easy to correct. In addition, during this testing phase Customer Service staff has had an opportunity to fully gauge best use practices of the new system.

As always, the VRE testers have been very receptive to participating in the process and are providing us excellent feedback. I'm hopeful that we will wrap up the beta testing within the month and implement the new Train Talk system by June.

RETURN OF SOUND TRANSIT RAILCARS

In April, I briefed the Board that we had received notification from Sound Transit that they were recalling one set of Sounder (Bombardier) cars. Since that time, we reconfigured a train set that operates on the Fredericksburg line (trains 302/305) with one single level Mafersa car and 4 Gallery cars instead of the Sounder set. The seating capacity on this set is similar to what was provided by 5 Sounder cars – thus, having no negative impact on our ability to provide seating for our passengers.

SENATE TAKES UP TOLLING ISSUE

The Senate late Tuesday passed an amendment to the federal highway bill that would eliminate a 3-state toll pilot program created in 1998. This was of interest to VRE because it had the potential to impact the pending application of the Commonwealth.

In the end, the amendment's sponsors agreed to a request by Sen. John Warner to allow Virginia to continue the application process, already under way, to build tolled truck lanes on Interstate-81. The Federal Highway Administration must approve the application before I-81 can be tolled, but if Congress were to enact legislation that allowed flexibility in the utilization of these toll monies, I-81 could be a pilot for multimodal options.

Long term there is the potential for some benefit to come to VRE were FHA to authorize the use of a portion of the toll monies from the I-81 corridor for improvements along the entire Norfolk Southern "B" line, which runs through Gainesville-Haymarket. The Senate is currently undergoing deliberations to the Reauthorization bill, which was passed by the full House back on March 10.

REAUTHORIZATION

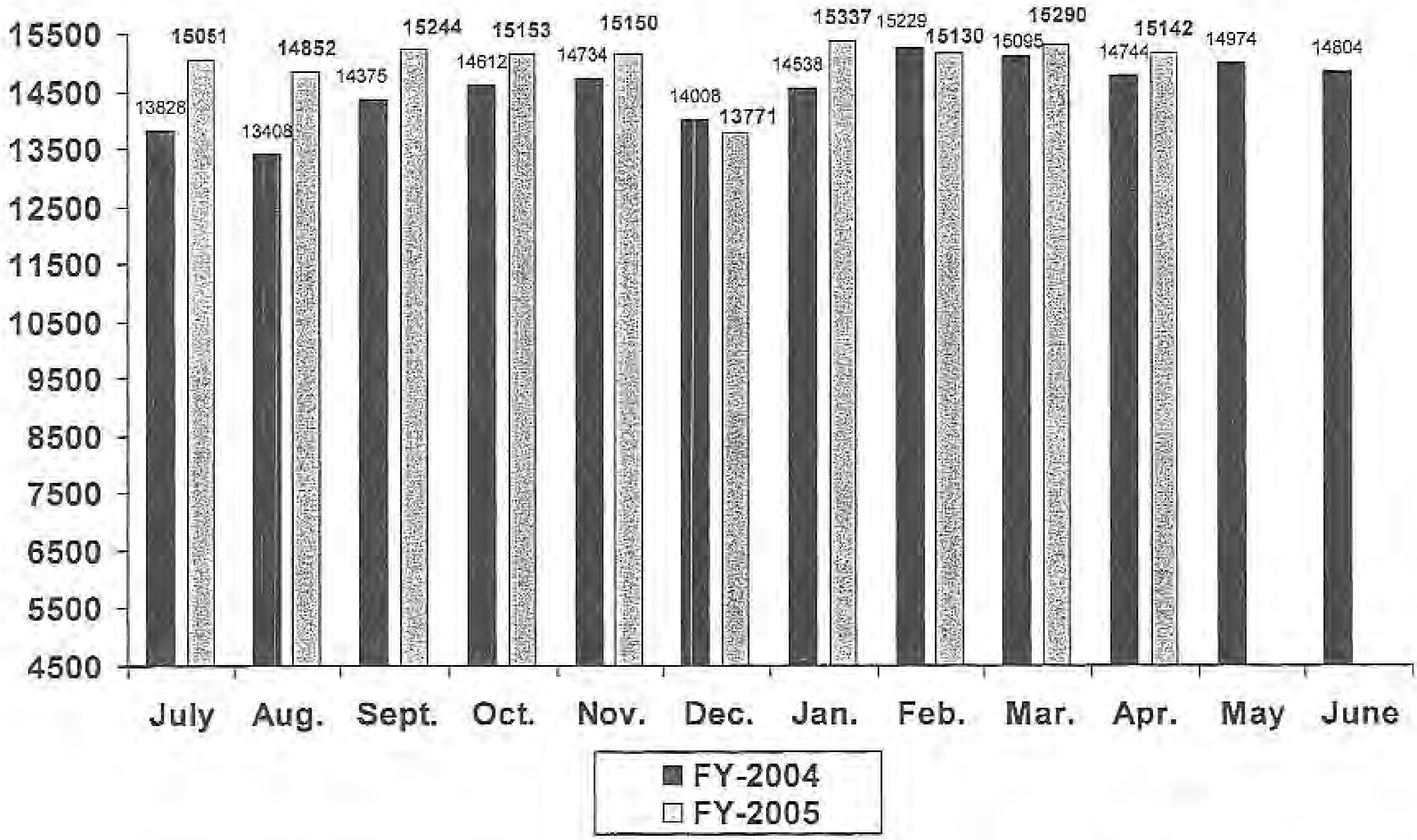
The Senate is back in session this week and Wednesday they made significant progress in reaching an agreement to add more money to the Reauthorization bill. The Senate leadership agreed to include the amendment proposed by Senators Grassley (R-IA) and Baucus (D-MT), which would increase the size of the bill, as part of a massive chairman's "substitute" amendment, as opposed to being required to offer it as a stand-alone amendment.

In other words, if the Senate votes to approve the "substitute" amendment to replace the House-passed language with the text of the Senate committee-passed bills, the Grassley Baucus language will automatically be included. A vote on the full "substitute" amendment could occur as early as Thursday or Friday. It is possible that members of the Budget Committee may raise a point of order against the bill, which would require the need for 60 votes for passage; however, the general sense among Senate leaders is that they have the 60 votes necessary.

The Grassley Baucus language would increase the size of the highway program by $8.9B from 2005 to 2009 and the transit program by $2.3B over the same period, for a total of $11.2B in total authorizations, equaling about $9.9B in additional obligation limitation. The additional revenues would come from tightening up on fuel tax evasion, using General Fund dollars to make the Highway Trust Fund whole for the current state and local government gas tax exemption and shifting the current "gas guzzler" tax on cars with poor fuel economy from the General Fund to the Trust Fund. The growth in funding for the highway program would increase the return to states from the current 90.5% up to 91% in 2006 and to 92% by 2009, considerably less than the 95% return the donor states had once advocated, but probably the best they could do given the opposition by the Administration to grow the program.

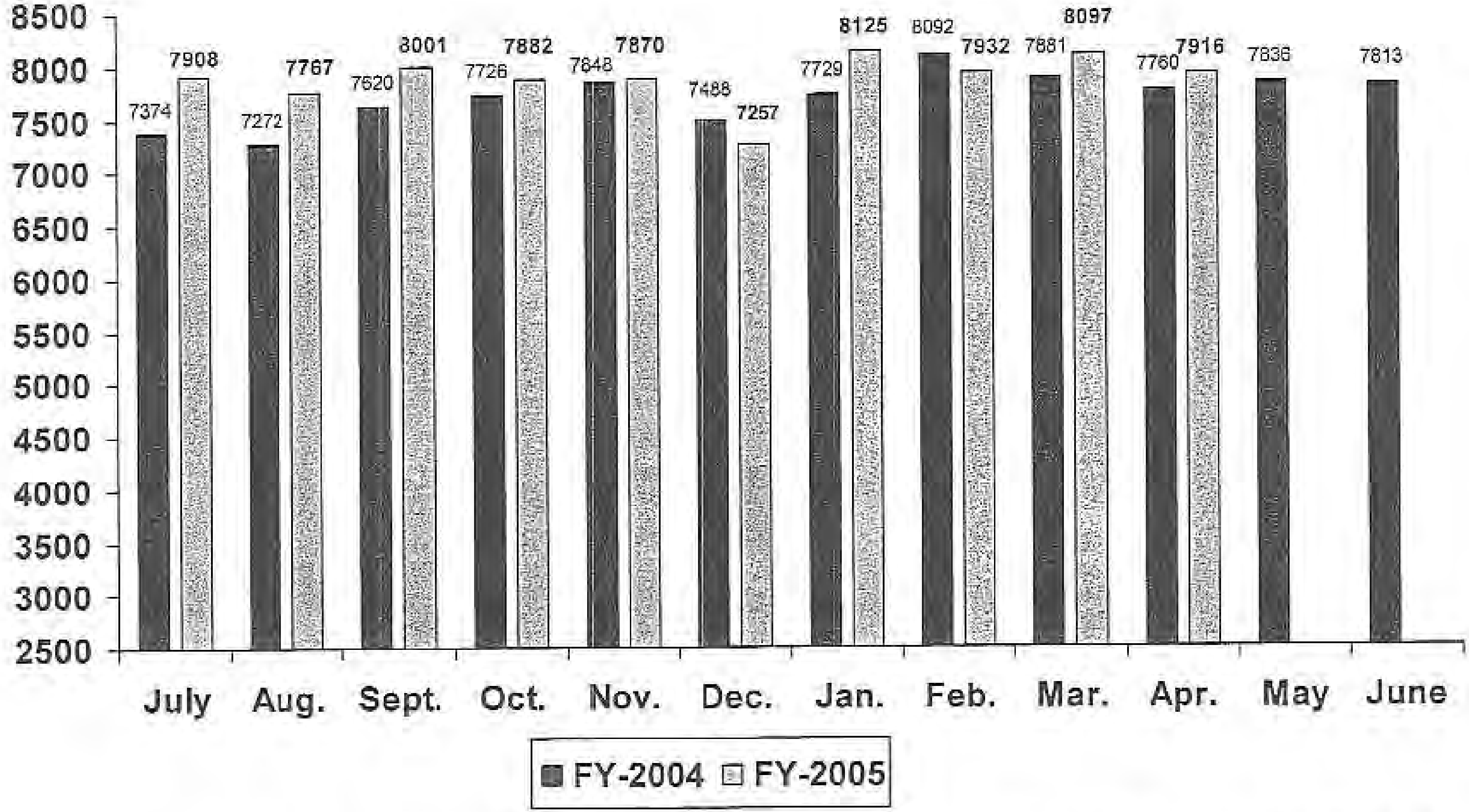
Also included, as part of the deal is language to guarantee that states get a minimum of a 15% increase in highway funds over what they received in the original TEA 21 bill. The Senate bill as passed out of committee would provide a 10% guaranteed increased. If the substitute passes, thereby resolving the fight over the funding levels, there are still a number of amendments pending, including some very controversial ones, but the Senate leadership believes they may be able to finish the bill this week and then move quickly to conference with the House on a final bill.

VRE Total Average Daily Ridership



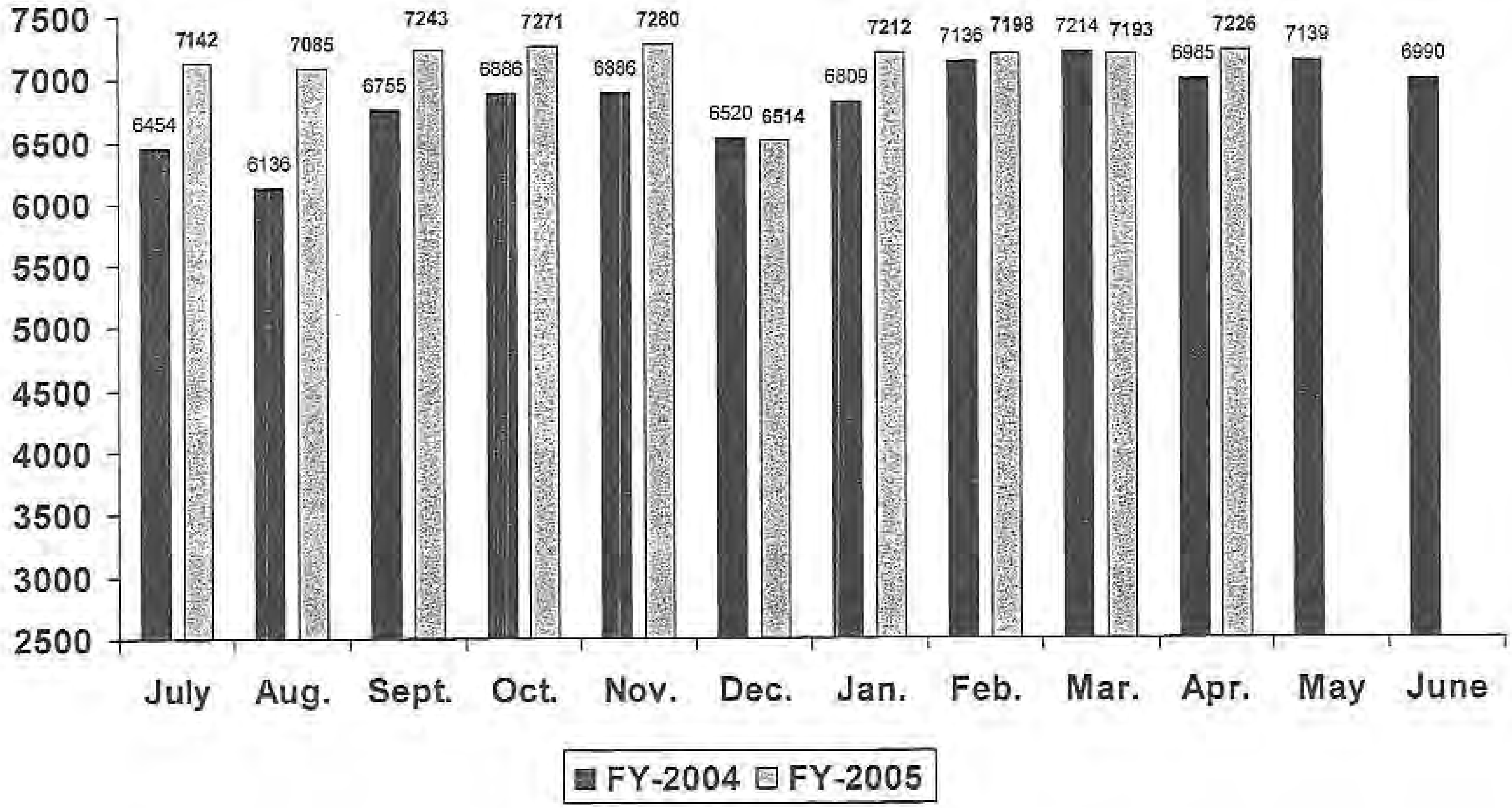
*December 2004 numbers are lower than 2003. Because of the CSX derailment in 2003, the number of days calculated led to a higher than usual number for December.

VRE Average Daily Ridership
Fredericksburg Line



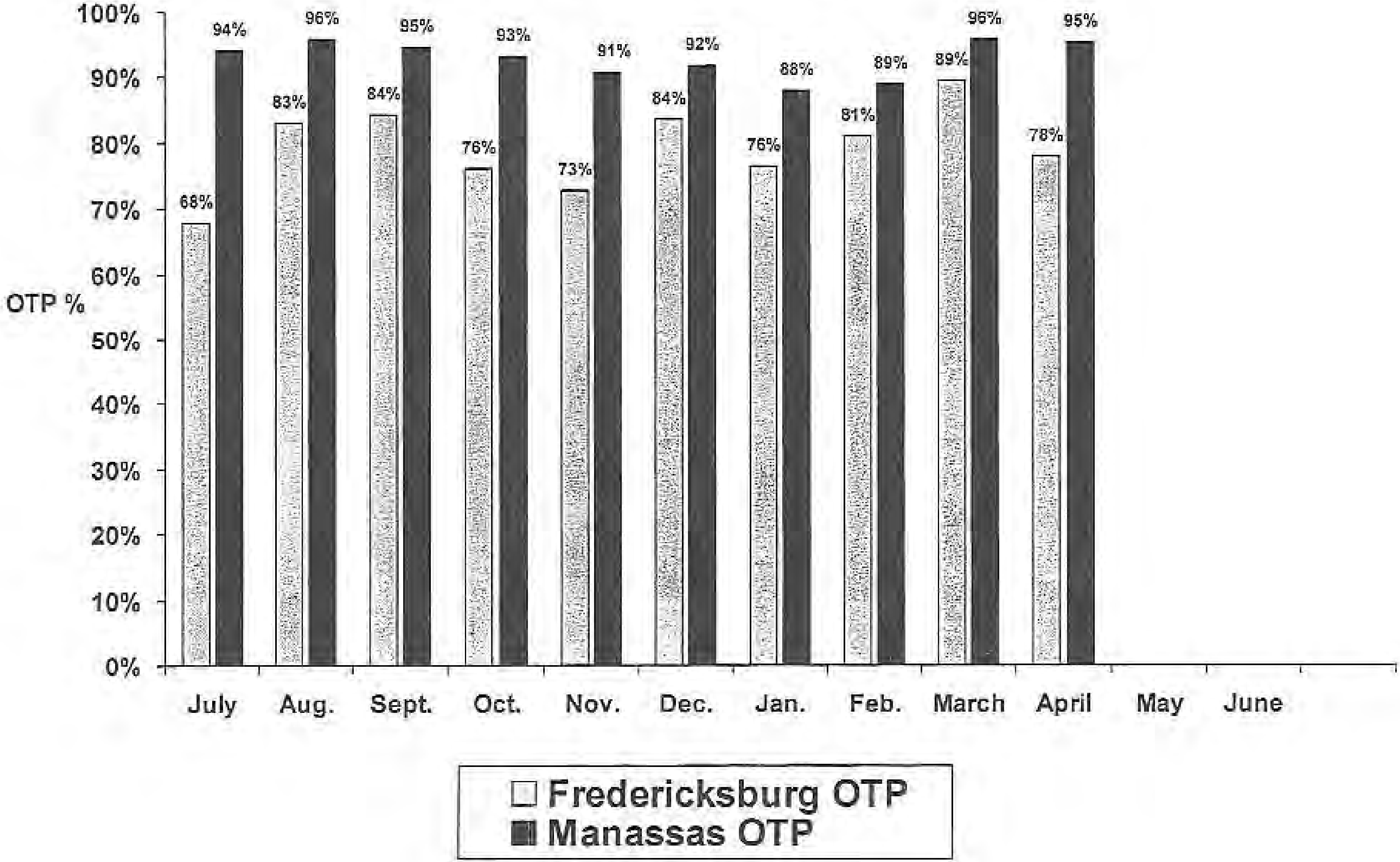
*December 2004 numbers are lower than 2003. Because of the CSX derailment in 2003, the number of days calculated led to a higher than usual number for December.

VRE Average Daily Ridership
Manassas Line



*December 2004 numbers are lower than 2003. Because of the CSX derailment in 2003, the number of days calculated led to a higher than usual number for December.

Average On-Time Performance FY-2005



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On track with VRE

May 1, 2005 1:10 am

Spotsylvania might join at last

HERE WE GO again. Once more, Spotsylvania officials dance a delicate minuet with reality as they warily eye embracing the Virginia Railway Express. This time, they might be serious--on Wednesday, county supervisors passed a measure to start "exploratory conversations" with VRE officials about joining forces. As Supervisor Gary Jackson noted, though, inquiring chats are hardly enough after years of debate. "[We need] something we could execute and move forward with if we decide that's something we want to do," Mr. Jackson said. Amen.

It's time for Spotsylvania to get on board, literally and figuratively, with solutions to growing transportation concerns. When the county first balked about joining VRE (technically, it would join the Potomac and Rappahannock Transportation Commission), perhaps its arguments were stronger. The VRE was an unproven commodity then, and the numbers of residents planning to use the system were negligible. But neither of those objections carries the same force today. The VRE successfully transports thousands of commuters (and locals in search of the District's culture) every weekday. And while the number of Spotsy residents using VRE may be a minority of county residents, it's not an insignificant number: According to VRE officials, more than 1,100 county residents per day use the trains, making it the fourth-largest provider of riders for the rail service (behind Prince William, Fairfax, and Stafford counties). That number is up from 921 last year.

Spotsylvania did not join the PRTC when it first had the chance, as neighboring Stafford and Fredericksburg did. Hence, there's no rail station in Spotsylvania (though there is a facility for parked trains that could be used for passengers). Spotsy's decision also prevented an influx of capital. Why? Joining the PRTC requires counties to add a mandatory 2 percent gas tax. Of the millions of dollars raised from that levy, a small percentage goes to the PRTC, a larger amount to VRE, the service provider--and the rest reverts to the county to do with as it pleases.

The money has benefited Stafford and Fredericksburg in no small way; Spotsy residents would do well to heed the numbers. In fiscal year 2004, for instance, Stafford's 2 percent gas tax raised \$2,406,683. Of that, \$1,626,841, or 68 percent, went to Stafford to use on whatever transportation projects its officials deemed necessary. That's a lot of money for a wide variety of projects, including widening State Route 610 and expanding FRED Bus service. Fredericksburg, which pays less to VRE because it has fewer riders, benefited from an impressive 92 percent of the money raised, or \$1,104,449.

The arguments against joining VRE today come down to "no new taxes" and "why should the majority subsidize the minority?" While it's true that taxes are ever a negative in life, in this case the assessment is the equivalent of a user fee--since everyone using the roads benefits from the money coming in. And don't forget that fuel-hungry tourists also (literally) pump extra money into county pockets.

As for the second objection? In addition to helping ever-growing numbers of their fellows (the altruistic reason), if a pecuniary reason is needed, how about this: It makes sense to get some of the same cash that Spotsylvania's neighbors have been getting for years.

Bottom line: Spotsy should pony up for the VRE.

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Boards: Ready for rail?

April 27, 2005 1:10 am

By EDIE GROSS

A Virginia Railway Express train sits in the Northern Virginia commuter line's train yard in Spotsylvania County.
Click for larger photo and to order reprints

Spotsylvania and Caroline eye VRE

Spotsylvania County officials have debated for nearly 13 years whether to join the Virginia Railway Express.

That's twice as long as it took to build the entire transcontinental railroad.

The VRE effort gained some momentum last night when supervisors voted to ask the Potomac and Rappahannock Transportation Commission, which co-owns VRE, for a draft membership agreement that they could look over.

The original resolution would have directed staff to begin "exploratory conversations" with VRE officials, but Supervisor Gary Jackson called that language "squishy" and said the county needed to get on with the business of making a decision.

"[We need] something we could execute and move forward with if we decide that's something we want to do," Jackson said.

The measure passed 5-1, with VRE opponent Emmitt Marshall voting against it. Supervisor T.C. Waddy, who has been ill, was absent.

Supervisors said they would further study how much their initial capital investments would cost and maybe look into partnering with Caroline County since it, too, is considering joining the commuter rail service.

Spotsylvania's board also agreed to hold a public hearing should it decide to pursue PRTC membership.

Membership would give the county the option of building its own rail station, a say in VRE's operational decisions, and the potential to latch onto a commuter bus program like Prince William's popular OmniRide.

A citizen survey released last month revealed overwhelming support for tax-funded rail and bus operations in Spotsylvania.

Seventy percent of the 843 county residents polled by the University of Virginia's Center for Survey Research said they favored a tax-supported train service. And 66 percent felt the same way about commuter buses.

Pressure to join VRE has also come from outside the county.

More than 1,000 Spotsylvania residents already ride VRE trains, although their county does not financially support the operation. Those residents fill train-station parking lots in Fredericksburg and Stafford, irritating residents there.

Fredericksburg recently banned non-VRE members--essentially Spotsylvania residents--from parking in a second lot, and plans to pursue similar restrictions in a third lot.

Stafford, irked that its neighbors to the south pay nothing to support VRE, refused to increase its commuter-rail subsidy next year. The move means that ticket prices for passengers who board at either of Stafford's two stations will increase twice as much as elsewhere to make up for the shortfall.

Joining PRTC--which co-owns VRE with the Northern Virginia Transportation Commission--would give Spotsylvania a say in the commuter service's operations and allow it to levy a 2 percent gasoline tax, which could generate about $2.6 million a year.

Spotsylvania would use approximately $541,400 of that to support VRE and PRTC each year. The rest could be used for other county transportation needs, including roads and buses.

The county also has the option of "contracting" with VRE for its services rather than joining the commission. Supervisors, however, didn't seem interested in that since they wouldn't have a voice in VRE affairs and they wouldn't have access to the gas tax under that scenario.

That tax is an issue in Caroline County, as well. Last night, supervisors there heard from PRTC Executive Director Al Harf, who told them the county could bring in more than $900,000 a year from the 2 percent fuel tax.

Only $65,000 of that would go toward PRTC administrative costs and the VRE subsidy, leaving a big chunk of money for local transportation projects.

The board seemed pleased about the surplus, but wanted to study how the gas tax would affect business at the Carmel Church truck stops, whose clients would pay most of the fuel tax.

Caroline Supervisor Maxie Rozell said a truck stop owner told him a 2 percent gas tax would destroy his business and make tractor-trailers more likely to fill up their diesel tanks in North Carolina.

Supervisor Wayne Acors said he wants to see if that's a valid claim.

The fuel tax revenue would go a long way toward building projects the county needs at a time when state road money is dwindling, Acors said, urging the board to decide which direction to take within the next 60 days.

In Spotsylvania, VRE Chief Executive Officer Dale Zehner told supervisors that it might take two or three years to build a train station in the county.

But if Spotsylvania joined PRTC, it could begin collecting the gas tax--and spending the money on local transportation projects--immediately.

In 2003, VRE estimated it would cost Spotsylvania about $11.5 million to build a basic train station, pave a 1,000-space parking lot and add some railroad equipment to the storage yard near Lee's Hill, an obvious spot for the station.

That cost is probably closer to $12.7 million in today's dollars, VRE officials estimate.

Also, the parking lot, originally estimated at $5 million, could cost considerably more than that if it's closer to Interstate 95 where land is more expensive.

VRE officials have emphasized the availability of state and federal dollars for some of these projects. In addition, Tricord Inc., which hopes to develop a 1,500-home subdivision near New Post, has proffered $6 million toward a train station.

Zehner also recommended a more in-depth study to determine exactly how much the projects would cost. That study would run about $120,000 and take six to eight months to complete.

It's worth it to know if building a train station is even affordable, said Supervisor Bob Hagan.

"No sense picking out a dress if we don't have a date," he said.

Staff writer Emily Battle contributed to this report.

To reach EDIE GROSS: 540/374-5428 egross@freelancestar.com

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AGENDA ITEM 11-A
INFORMATION ITEM

TO: CHAIRMAN MCCONNELL AND THE VRE OPERATIONS BOARD

FROM: DALE ZEHNER

DATE: MAY 20, 2005

RE: VALID TICKET VERIFICATION

At the request of the CAO Task Force, staff has implemented a ticket verification program on VRE trains to substantiate our estimated fare evasion rate. Beginning in early February, VRE staff have been riding trains on random days from their origination to their destination. During each trip, every ticket was closely inspected for validity by a member of the on-board team and the results recorded.

As of April 2005, 60% of the trains have been examined and the results show that the overall fare evasion rate for invalid tickets is 3.1%. This is well within our published rate of 4% and the overall industry rate of 3% to 5%. Regardless, VRE will continue to work with Amtrak to ensure that ticket checks are made regularly.

After we begin validating Free Ride Certificates again later this fall, we expect to conduct another round of verifications. We will keep the Operations Board updated as this progresses.

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

AGENDA ITEM 11-B
INFORMATION ITEM

TO: CHAIRMAN MCCONNELL AND THE VRE OPERATIONS BOARD

FROM: DALE ZEHNER

DATE: MAY 20, 2005

RE: BUDGET UPDPATE

The increase in the cost of diesel fuel during FY 2005 has resulted in a net negative variance for the FY 2005 budget. Below please find a solution to fund the negative variance in FY 2006.

- A March 2004 to March 2005 comparison shows the following:

	March 2004	March 2005	Percent Change
Price/Gallon	$.67	$1.71	155%
Gallons	134,219	141,054	5%
Total Price	$89,927	$241,202	168%

- Prediction of Budget to Actual for Year End FY 2005:

Item	Budget	Expected Actual	Difference
Fuel	$1.6 million	$2.4 million	-$800K
Other income	$2.6 million	$2.5 million	-$100K
		Total Difference	-$900K

- The net result is that there will be a projected net negative variance from operations of at least $900,000 by year-end.
- This variance will not cause a cash flow problem as we will continue to hold a $5 million reserve.
- Fuel is budgeted at $1.8M in FY 2006 – less than requirement of $2.9M.

- Goal is to achieve a balanced operating budget without an increase in the local subsidy or fares.
- VRE can achieve a positive net variance in FY 2006 that will balance the FY 2005 year deficit with additional unexpected revenue in FY 2006.

- Sources of additional funds in FY 2006:

Item	FY 2006 Budget	FY 2006 Projected Change	Difference
Fare Revenue	$19.9 million	$20.9 million	+$1.0 million
State Operating Grant	$6.2 million	$7.4 million	+$1.2 million
Total New Revenue			+$2.2 million

- Summary of variances:

Fiscal Year	Variance
FY 2005 variance	-$.9M
FY 2006 fuel variance	-1.1M
FY 2006 additional revenue	+2.2M
Total variance by end of FY 2006	+. 2M

VIRGINIA RAILWAY EXPRESS

OPERATIONS BOARD MEMBERS

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MAUREEN S. CADDIGAN
VICE CHAIRMAN

DANA KAUFFMAN
SECRETARY

ROBERT GIBBONS
TREASURER

HILDA BARG

SHARON BULOVA

WALLY COVINGTON

WILLIAM GREENUP

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DOUG WALDRON

CHRISTOPHER ZIMMERMAN

DALE ZEHNER
CHIEF EXECUTIVE OFFICER

1500 King Street, Suite 202
Alexandria, VA 22314-2730
(703) 684 – 1001
FAX: (703) 684 – 1313
Web Site: www.vre.org

M I N U T E S

VRE OPERATIONS BOARD MEETING
PRTC HEADQUARTERS – PRINCE WILLIAM COUNTY, VIRGINIA
MAY 20, 2005

MEMBERS PRESENT	JURISDICTION
Sharon Bulova (NVTC)	Fairfax County
Maureen Caddigan (PRTC)	Prince William County
Robert Gibbons (PRTC)	Stafford County
John D. Jenkins (PRTC)	Prince William County
Dana Kauffman (NVTC)	Fairfax County
Karen Rae**	VDRPT

MEMBERS ABSENT	JURISDICTION
Elaine McConnell (NVTC)	Fairfax County

ALTERNATES PRESENT	JURISDICTION
Hilda Barg	Prince William County
Wally Covington (PRTC)	Prince William County
Doug Waldron (PRTC)	City of Manassas

ALTERNATES ABSENT	JURISDICTION
William Greenup (PRTC)	City of Fredericksburg/VHSRDC
Christopher Zimmerman (NVTC)	Arlington County

STAFF AND GENERAL PUBLIC	
George Billmyer – citizen	Steve MacIsaac – VRE counsel
Donna Boxer – VRE	Eric Marx – PRTC staff
Raynetta Cross – VRE	Betsy Massie – PRTC staff
Sue Faulkner – Stafford County	Sirel Mouchantaf – VRE
Anna Gotthardt – VRE	Mark Roeber – VRE
Alfred Harf – PRTC staff	Jennifer Straub – VRE
Eric Johnson – VRE	Rick Taube – NVTC staff
Ann King – VRE	Mark Taylor – Spotsylvania County
Mike Lake – Fairfax DOT	Randy Wheeler – Spotsylvania County
Wendy Lemieux – VRE	Rodney White – Spotsylvania County
Bob Liebbrandt – Prince William County	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.

Vice Chairman Caddigan called the meeting to order at 9:34 A.M. Following the Pledge of Allegiance, the Board began discussion of information items while awaiting a quorum.

Vice Chairman's Remarks

Vice Chairman Caddigan explained that Chairman McConnell was not able to attend because of a broken leg. She also reported that Mr. Zehner's contract is up for renewal. Board Members Bulova, Gibbons, Jenkins and McConnell will serve on the performance evaluation committee and the full Board will discuss it during Closed Session at the June meeting.

Vice Chairman Caddigan gave an overview of the Quantico Station opening ceremony. It was well attended with around 125 people. The Marine Corp Band played at the event, welcoming trains as they arrived. She thanked Ann King, Sirel Mouchantaf, Eric Johnson, Mark Roeber, Jennifer Straub and Dale Zehner for all their help to make this event so special. She also thanked the VRE Board for its support in funding this project.

Roll call was officially taken at 9:41 A.M.

Approval of the Agenda – 3

Mr. Gibbons moved, with a second by Ms. Bulova, to approve the agenda. The vote in favor was cast by Board Members Bulova, Caddigan, Gibbons, Kauffman, and Jenkins.

Minutes of the April 15, 2005, VRE Operations Board Meeting – 4

Ms. Barg moved, with a second by Ms. Bulova, to approve the minutes. The vote in favor was cast by Board Members Bulova, Caddigan, Gibbons, Kauffman, and Jenkins.

Mr. Gibbons introduced Sue Faulkner, a new planner for Stafford County.

Chief Executive Officer's Report – 6

Mr. Zehner introduced three representatives from Spotsylvania County: Randy Wheeler, County Executive; Mark Taylor, County Attorney; and Rodney White, Planner. Mr. Zehner explained that these three gentlemen have been working with VRE staff to discuss the possibility of Spotsylvania County joining VRE.

Mr. Zehner announced that Eric Johnson will be leaving VRE staff to become a train engineer with Norfolk Southern. It will be a great loss to VRE but a gain for the railroad industry.

Mr. Zehner reported that ridership reached 16,500 passenger trips on May 18, 2005. Growth is approximately seven percent higher compared to last year. On-time performance for April remained consistent with that of the past few months. The Manassas Line trains continue to outperform the Fredericksburg Line trains, with an average system wide on-time performance of 87 percent. There have been four consecutive months where on-time performance has averaged 94 percent or better on the Manassas Line.

Mr. Zehner announced that VRE received the Governor's Transportation Safety Award for its CAST (Commuter Awareness for Safe Travel) safety program. VRE was also presented an honorable mention award from the Virginia Transit Association for innovation within the industry. The award recognized the partnership with Fairfax County for the EZ Bus program.

Mr. Zehner reported that the Senate passed a substitute amendment for the Reauthorization bill, which increased the total amount of reauthorization. It now goes to Senate and House Conference Committee. There will probably be another extension since the current bill expires on May 31, 2005. The current version still includes $100 million for VRE railcars with a 50/50 match.

Mr. Zehner stated that VRE has received $780,000 in pledges for the Gainesville-Haymarket study. The prime donor is Norfolk Southern.

<u>VRE Riders' Comments – 7</u>

Mr. Billmyer congratulated Stafford County for changing their initial decision and agreeing to pay the increased locality budget amount. Mr. Billmyer stated that at last month's meeting Mr. Peacock talked about reverse flow service and how to fund it. VRE already has a step-up ticket that could be used for this type of service. Since 1992, riders have wanted a zone extension. Currently, a monthly ticket holder who wants to go to a different zone must buy a separate ticket to travel the extra distance. Mr. Billmyer suggested a new "ZESE" ticket, which stands for zone extension service enhancement. The ticket could be used for Amtrak step-up, zone extension and reverse commute. He stated that it should be a 10-ride ticket at a price of $17, $10 for senior citizens. Ms. Bulova asked staff to look at Mr. Billmyer's "ZESE" ticket concept.

Mr. Billmyer also stated that in regard to Smartcards, there could be a Phase A which would allow customers to purchase this type of ticket and Phase B would have machines on the trains to read the Smartcards. Parsons Brinckerhoff did a Smartcard study for Chicago Metra, which is a much bigger system than VRE, and estimated that it would cost $67 million for Phase A and $170 million for Phase B. Regionally, MARC is planning to implement a Smartcard system in Baltimore. VRE should monitor MARC's success with this type of system.

Closed Session – 8A

Ms. Bulova moved, with a second by Mr. Jenkins, the following motion:

> Pursuant to the Virginia Freedom of Information Act (Section 2.2-3711A (6) and (7) of the Code of Virginia), the VRE Operations Board authorizes discussion in Closed Session concerning one legal matter relating to the terms and conditions of an operating access agreement with Amtrak and one legal matter pertaining to the terms and conditions for inclusion of new participating jurisdictions in the Master Agreement for Commuter Rail.

The vote in favor was cast by Board Members Bulova, Caddigan, Gibbons, Kauffman, and Jenkins.

The Board entered into Closed Session at 9:53 A.M. Ms. Rae arrived during the Closed Session and Mr. Covington departed the meeting before the Closed Session was concluded. The Board returned to Open Session at 11:12 A.M. On a motion by Ms. Bulova, and a second by Mr. Gibbons, the Board unanimously approved the following certification:

> The VRE Operations Board 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 Board Members Bulova, Caddigan, Gibbons, Kauffman, Jenkins and Rae.

Consent Agenda Items – 9

Mr. Gibbons moved, with a second by Ms. Bulova, to approve the following Consent Agenda items:

- Resolution #9A-05-2005: Authorization to Solicit for Railcar Lease.

- Resolution #9B-05-2005: Authorization to Solicit for VRE Station Communications.

- Resolution #9C-05-2005: Authorization to Solicit for Storage Yard Camera Security System.

The vote in favor was cast by Board Members Bulova, Caddigan, Gibbons, Kauffman, Jenkins and Rae.

<u>Authorization to Solicit Proposals for the Sale or Lease of Mafersa Railcars – 10A</u>

Mr. Zehner explained that the VRE Operations Board is being asked to approve Resolution #10A-05-2005, which would authorize him, as VRE's Chief Executive Officer, to solicit proposals for the sale or lease of five Mafersa railcars. He stated that in April and May 2004, the Operations Board and Commissions, respectively, approved the sale of 33 Mafersa railcars to the Connecticut Department of Transportation (ConnDOT). At that time, the Commonwealth of Virginia indicated an interest in purchasing five Mafersa railcars. Subsequently, the final sales agreement with ConnDOT was drafted giving the Commonwealth the right of first refusal on this equipment. The Commonwealth has now determined that the acquisition of these railcars is not in their best interest. VRE approached ConnDOT regarding the purchase of these remaining five railcars and they indicated that they are no longer interested in this equipment.

Ms. Rae explained that it is not that the Commonwealth does not want these railcars. She expressed her disappointment with Trans Dominion. She stated that VDRPT would like to find a way to make this work, but it is important for VRE to proceed to see if there is any interest from other organizations for these railcars.

In response to a question from Ms. Barg, Mr. Zehner stated that the railcars are worth $400,000 each, for a total of $2 million. Ms. Barg asked if there was any chance that the Commonwealth could buy the railcars now and VRE could store them until they are needed. Ms. Rae answered that this was discussed but Transportation Secretary Homer expressed concern that it is important to keep the pressure on Trans Dominion to keep the project moving ahead.

Ms. Bulova observed that the language in the resolution includes "the Board authorizes the VRE CEO to solicit proposals for the sale or lease of five Mafersa railcars" which doesn't preclude an agreement with the Commonwealth. Mr. Zehner stated that any proposed agreement with any organization would be brought back to the Board for approval.

Mr. Gibbons moved, with a second by Ms. Bulova, to approve Resolution #10A-05-2005. The vote in favor was cast by Board Members Bulova, Caddigan, Gibbons, Kauffman, Jenkins and Rae.

In response to a question from Ms. Rae, Ms. Bulova stated that it is understood that the Commonwealth is still interested in the railcars.

Authorization to Enter into an Agreement for Future Land Acquisition at Crossroads – 10B

Mr. Zehner stated that the Board is being asked to recommend that the Commissions authorize the VRE Chief Executive Officer to enter into an option agreement with Crossroad Associates, LLC for the future land acquisition of up to 37 acres adjacent to the Crossroads Yard. The option is $5,000 and will hold the land with no obligation for purchase for thirteen months. Resolution #10B-05-2005 would accomplish this. This option would preserve VRE's interest in the property until a time when future expansion plans are known, but not lock VRE into purchasing the land. VRE would also have the option of purchasing only a portion of the parcel.

Ms. Barg moved to approve the resolution. Mr. Jenkins seconded. The vote in favor was cast by Board members Bulova, Caddigan, Gibbons, Kauffman, Jenkins and Rae.

Authorization to Execute a Contract for the Installation of Station Electrical Conduit – 10C

Mr. Zehner reported that VRE was awarded a grant from the Department of Homeland Security in the amount of $797,000 for the installation of a security monitoring system at a limited number of VRE stations. The installation of this system requires that additional electrical conduit be run to support the cameras and other equipment at the L'Enfant Plaza, Crystal City, Alexandria, Franconia Springfield and Manassas Park stations. Resolution #10C-05-2005 would authorize VRE's CEO to enter into a contract with Walker Seal for the installation of conduit to support the station security system in an amount not to exceed $48,154. Walker Seal was selected to perform the work following a competitive solicitation.

Ms Barg moved, with a second by Ms. Bulova, to approve the resolution. The vote in favor was cast by Board Members Bulova, Caddigan, Gibbons, Kauffman, Jenkins and Rae.

Valid Ticket Verification – 11A

Mr. Zehner explained that at the request of the CAO Task Force, staff implemented a ticket verification program on VRE trains to substantiate the estimated fare evasion rate. Beginning in early February, VRE staff rode trains on random days from their origination to their destination. During each trip, every ticket was closely inspected for validity and the results were recorded. As of April, 60 percent of the trains had been examined and the results show that the overall fare evasion rate for invalid tickets is 3.1 percent. This is well within VRE's published rate of 4 percent and the overall industry rate of 3 percent to 5 percent. Mr. Zehner stated that to attempt to move the percentage lower than 3 percent would require more enforcement and more conductors. The costs would be greater than the amount lost by fare evasion. Later this fall, staff expects to conduct another round of verifications.

Ms. Rae observed that the capital costs to make VRE a closed system would be astronomical. If VRE experienced an increase in fare evasion, staff could conduct frequent "blitzes" of checking for valid tickets.

In response to a question from Mr. Jenkins, Mr. Zehner stated that staff just recorded the fare evasions, since they don't have the authority to issue summons. VRE conductors are very careful when writing summons because they know that they have to go to court to defend it. Vice Chairman Caddigan commended staff for backing up the conductors on this issue. The Board briefly discussed a recent newspaper article about one commuter going to court for fare evasion. In response to a question from Mr. Kauffman, Ms. Lemieux stated that VRE heard from approximately 10 people concerning this article and there were both positive and negative comments.

Budget Update – 11B

Mr. Zehner reported that fuel prices have gone up drastically, increasing 155 percent from $.67 to $1.71 per gallon. It is estimated that VRE's fuel budget will be $800,000 over budget by the end of the fiscal year. There is also an additional $100,000 projected negative variance from other income of $100,000, which will result in a net negative variance from operations of at least $900,000 by year-end. Although VRE does have a $5 million reserve to cover these types of issues, Mr. Zehner suggested another way to cover these costs. He stated that if the Amtrak contract gets approved by the Commissions, additional railcars could be put into service by July 1st, which would provide an additional $1 million of fare revenue that is not currently assumed in next year's budget. Also, the Commonwealth will be providing an additional $1.2 million in operating funds to VRE. Using these fund would provide for the goal of achieving a balanced budget without an increase in the local subsidy or fares.

Other VRE Business

Mr. Gibbons requested that the Strategic Plan be placed on next month's agenda for a discussion of BRAC.

Adjournment

Without objection, Vice Chairman Caddigan adjourned the meeting at 11:25 A.M.

Approved this 17th day of June 2005.

____

Elaine McConnell
Chairman

____

Dana Kauffman
Secretary

CERTIFICATION

This certification hereby acknowledges that the minutes for the May 20, 2005, Virginia Railway Express Operations Board Meeting have been recorded to the best of my ability.

Rhonda Gilchrest

Rhonda Gilchrest

<u>Item #6B</u>

Agreement for Future Land Acquisition at Crossroads

The VRE Operations Board recommends approval of Resolution #1074. This resolution authorizes VRE's CEO to execute an option agreement with Crossroads Associates, LLC to give VRE the right to decide in the future to purchase up to 37 acres adjacent to VRE's Crossroads yard. The cost of the option is $5,000 and it will secure the opportunity for VRE to purchase property for up to 13 months. Funds are available in VRE's FY 2005 operating budget.

RESOLUTION #1074

SUBJECT: Agreement for Future Land Acquisition at Crossroads.

WHEREAS: VRE was recently contacted by the owner of several acres of land adjacent to the Crossroads yard;

WHEREAS: An option has been proposed that would preserve VRE's interest in the property until a time when specific expansion plans are known; and

WHEREAS: This expansion would include both additional storage and the movement of maintenance to the outlying yards.

NOW, THEREFORE BE IT RESOLVED that the Northern Virginia Transportation Commission authorizes the VRE Chief Executive Officer to enter into an option agreement with Crossroads Associates, LLC for the future land acquisition of up to 37 acres adjacent to the Crossroads VRE yard with an option cost of $5,000 in order to hold the land with no obligation for purchase for 13 months.

Approved this 2nd day of June, 2005.

Paul Ferguson
Chairman

David F. Snyder
Secretary-Treasurer

AGENDA ITEM 10-B
INFORMATION ITEM

TO: CHAIRMAN MCCONNELL AND THE VRE OPERATIONS BOARD

FROM: DALE ZEHNER

DATE: MAY 20, 2005

RE: AUTHORIZATION TO ENTER INTO AN AGREEMENT FOR FUTURE LAND ACQUISITION AT CROSSROADS

RECOMMENDATION:

The VRE Operations Board is being asked to recommend that the Commissions authorize the Chief Executive Officer to enter into an option agreement with Crossroad Associates, LLC for the future land acquisition of up to 37 acres adjacent to the Crossroads yard. The option is $5,000 and will hold the land with no obligation for purchase for thirteen months.

BACKGROUND:

As reported to the Operations Board last month, VRE was recently contacted by the owner of several acres of land adjacent to the Crossroads yard. Through preliminary discussions, the owner proposed that VRE consider an option agreement for future land acquisition. While this option would preserve VRE's interest in the property until a time when future expansion plans are known, it would not lock VRE into purchasing the land. VRE would also have the option of purchasing only a portion of the parcel.

As part of the storage and maintenance facility task order with Parsons Brinckerhoff (PB), VRE staff has been investigating our needs at this yard. PB has reviewed the area and determined that the subject parcels of property could be useful in an expansion of the Crossroads yard. This expansion would include both additional storage and the movement of maintenance to the outlying yards. The option will allow VRE to develop a defined scope of needs and alternatives for future yard requirements.

FISCAL IMPACT:

Funding is made up of FY 2005 Operating funds.

Item #6C

Conditions for Admitting New VRE Members and Proposed Amtrak Agreement

These two items will be discussed in closed session. Following the closed session, it is anticipated that the commission will act on Resolution #1075 to authorize an agreement with Amtrak.

To enter the closed session:

> Pursuant to the Virginia Freedom of Information Act (Sections 2.2-3711A (6) and (7) of the Code of Virginia), the Northern Virginia Transportation Commission authorizes discussion in closed session concerning one legal matter relating to the terms and conditions of an operating access agreement with Amtrak and one legal matter pertaining to the terms and conditions for inclusion of new participating jurisdictions in the Master Agreement for Commuter Rail.

At the conclusion of the closed session:

> 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.

AGENDA ITEM #7

MEMORANDUM

TO: Chairman Ferguson and NVTC Commissioners

FROM: Rick Taube

DATE: May 26, 2005

SUBJECT: WMATA Items

A. Metro Board Digest for May, 2005.

A copy is attached for your information.

B. Value Capture Study.

An existing contract with PB Consult has been modified to provide a $300,000 study by the end of October, 2005. The study will examine the feasibility of access fees within appropriate catchment areas around Metrorail stations. Also, a tool/model will be developed for WMATA and its local jurisdictions to assess financial impacts of new development and the possible use of impact fees. This information should be helpful in evaluating alternative approaches to implement the recommendations of the Blue Ribbon Panel on Dedicated Metro Funding.

C. SmarTrip Privacy Policy.

The WMATA Board approved a policy to protect the privacy of SmarTrip users. Some concerns about privacy were articulated in the attached Washington Times article.

(A)

metro

May 19, 2005

MEMORANDUM FOR: Chairman and Members of the Board

SUBJECT: May Board Digest

Metrorail Unveils First Ad-Wrapped Train as Part of Non-Passenger Revenue Initiatives

On May 9, we unveiled our first-ever advertisement-wrapped train at the New Carrollton Metrorail station. McDonald's bought advertising to promote a new fruit salad product on two Metrorail cars that will run on the Orange Line for three months. The rail wrap features a bright green background, red banner, and images of sliced apples on a fork. The McDonald's "M" appears on the exterior of the rail car doors beneath the windows. The windows on the rail car have a screened coating so that customers can see through them. To complement the train wrapped advertising, for which McDonald's paid $54,000, the company also purchased the rail headers and rail cards in the interior of the two cars. The launch of the wrapped train received positive media coverage on television and in several newspapers.

The wrapped train is part of a slate of non-passenger revenue initiatives approved in last year's budget. Additional revenue generating initiatives include ad-wrapped Metrobuses, station banners, automated teller machines (ATMs) in Metrorail stations, Metrorail tunnel advertising, and video monitor displays inside Metrorail trains and Metrobuses. Bus wraps were introduced last September with Jupiter Networks and the German Embassy purchasing wrapped bus ads to date. Station banner advertising started in October with the American Legacy Foundation's "Mary Quits" campaign. Subsequent banner advertising has included Kaiser Permanente, ING Direct, International Spy Museum, University of Maryland and Lufthansa. We anticipate the installation of ATMs to begin in June, tunnel advertising in September and the video monitor pilot program next year. In addition, we are working on a RFP for advertising on bus shelters at Metrorail stations.

Washington Metropolitan Area Transit Authority

600 Fifth Street, NW
Washington, D.C. 20001
202/962-1234

By Metrorail:
Judiciary Square-Red Line
Gallery Place-Chinatown:
Red, Green and Yellow Lines

A District of Columbia, Maryland and Virginia Transit Partnership

Metro to Replace Switches on the Blue, Orange and Red Lines

Over several weekends during May and June, we will replace track switches due to routine maintenance at the D&G junction on the Blue and Orange lines, and at the Twinbrook stationon the Red Line.

Metro will work over three weekends to replace four switches at the D&G junction, located just beyond the Stadium-Armory Metrorail station. The work began over the May 6-8 weekend, and will resume May 21-23 and May 27-29. While track and structures workers are conducting the work, trains lines have to share one track. Thus, we single track trains from Eastern Market station to Minnesota Ave station on the Orange Line and from Eastern Market station to Addison Road-Seat Pleasant station on the Blue Line. This track work was purposely scheduled while the Washington Nationals were on the road, so as not to interfere with service to RFK Stadium.

We informed customers about the track work and subsequent delays through news media releases, the Web site, system announcements and notices on the Passenger Information Display monitors. We advised and will continue to remind customers to plan an extra 15 or 20 minutes into their schedule over the weekends that the switch work will place.

Switch replacement on the Red Line near the Twinbrook station is scheduled for the weekends of June 3-5 and June 17-19. Metro will need to single track trains on the upper portion of the Red Line, and will inform customers about the work through the media, Web site and system announcements.

Metro at a Glance Gives Customers Service and Ridership Information

Earlier this week we launched Metro at a Glance, a new feature on our Web site that provides customers with information about service disruptions and ridership information on a daily basis. The information will be updated each day and an archive will remain on the Web site. Metro at a Glance offers details about significant delays on the rail system, including the time of the incident, the affected rail lines and a brief summary of the delay. Incident that generate an e-Alert to subscribers will be posted on the Metro at a Glance Web page. The page also includes daily rail and bus ridership figures and compares them with the previous year, and provides notes describing special service or circumstances that may have affected ridership or service.

Washington Sports Drive Extra Bus and Rail Service

In anticipation of sold-out or near-capacity crowds for the Washington Wizards NBA playoff game at the MCI Center and Washington Nationals game against the Chicago Cubs at RFK Stadium on Saturday, May 14, we put together an operating plan with additional rail and bus service to carry customers safely and efficiently with additional rail and bus service.

Both before and after the games, we had 26 extra six- and eight-car trains available systemwide for the 7 p.m. baseball game and 8 p.m. basketball game. In addition, for the first time this season, we ran free, one-way shuttle buses from RFK to Union Station following the Nationals game. We had 12 buses at the stadium's parking lot #3 to take customers to the Red Line station.

Extra station managers, rail supervisors and Transit Police staffed Gallery Pl-Chinatown and Stadium-Armory stations. Also, to ease crowding at both stations, we reminded customers to use any of the three entrances at Gallery Pl and both entrances at Stadium-Armory. We also have continued our efforts to encourage customers to have sufficient value on their SmarTrip cards for roundtrip fares and weekday parking.

Metrobus Roadeo and Metrorail Rodeo Highlight Employees' Skills

Congratulations to the train operators, station managers, bus and rail mechanics, and bus operators who competed in the annual Metrorail Rodeo and Metrobus Roadeo on April 30.

The Metrobus Roadeo, which took place at the Landover Bus Division, saw Operator Robert L. Miles drive away with his 17th victory. During the operator competition, operators maneuvered a Metrobus through an obstacle course, and also scored points for their professional appearance, smoothness of operation and safety habits. The mechanics teams were tested on a variety of activities including finding planted defects on a bus, and locating and repairing engine, air conditioning and brake components.

At the Metrorail Rodeo held at the Branch Avenue Rail Yard, Metrorail operators and maintenance teams showcased their skills in a competitions testing their professional operational and mechanical skills. This year's rodeo also featured a first-ever competition for station managers. Metrorail station managers participated in a series of events including announcements, professional appearance, opening a station and inspecting a platform. Rail operators demonstrated how well they operate a train, including making clear and effective train announcements, and stopping a train without touching an obstacle. The maintenance teams were evaluated on their ability to troubleshoot "problems" and make the necessary "repairs."

The first place Metrobus maintenance team and operator will travel to Dallas to represent Metro at the International Bus Roadeo in September. The first and second place Metrorail operators, and first place rail maintenance team, will represent Metro in June at the International Rail Rodeo in Pittsburgh.

Below are results from the BUS and RAIL competitions.

2005 Metrobus Roadeo
First place operator: **Robert L. Miles**, Landover Division
Second place operator: **Gavin Howard**, Landover Division
Third place operator: **Thomas Hobbs**, Four Mile Run Division

First place maintenance team: **Truc Hoang**, **William Morgan** and **Locksley McKenzie**, Bladensburg Heavy Overhaul Facility
Second place maintenance team: **Leonard Makowski**, **John Epps, Jr.** and **Michael Harris**, Montgomery Garage
Third place maintenance team: **Oscar Hilliard**, **John Curry** and **Patrick Glenn**, split team from Four Mile Run, Royal Street and the Arlington Garage

2005 Metrorail Rodeo
First place operator: **Willie B. Meade**, start-up operator
Second place operator: **Elliot Thomas**, Brentwood Division
Third place operator: (tie) **Joseph Latney**, Branch Ave Division
Third place operator: (tie) **William Duckett, Jr.**, Glenmont Division tied for third place.

First place station manager: **Terry Royce**, Alexandria Division

Second place station manager: **Marion J. McNeil**, Brentwood Division
Third place station manager: **Warrenlettia Hunter**, West Falls Church Division

First place maintenance team: **Sayeed Deen**, **Royce Wist** and **William Young**, Greenbelt Division
Second place maintenance team: **Michael Lee**, **Efrain Rivera** and **Steve Firko**, Shady Grove Division
Third place maintenance team: **William Adams**, **Kendrick Oyola** and **Lamar Cowan**, Brentwood Division

WMATA Hosts Seoul Metro Officials

At the request of the American Public Transportation Association (APTA), Metro hosted an 11-member delegation from the Seoul Metropolitan Rapid Transit Corporation on May 17 and 18. The team was on an official visit to learn more about Metro and its operations. The delegation visited Metro headquarters at the Jackson Graham Building, the Carmen E. Turner Maintenance and Training Facility, Emergency Response Tunnel, Brentwood Rail Facility and stations in the Metrorail system. Staff members from the departments of RAIL, System Safety, Transit Police and SmarTrip® Operations briefed the delegates on a variety of subjects.

Metro Observes National Police Week

Members of the Metro Transit Police Department (MTPD) participated in events associated with National Police Week, May 9-15, including the annual Blue Mass, candlelight vigil at the National Law Enforcement Officers Memorial and National Peace Officers Memorial Day Services on the lawn of the U.S. Capitol. During Police Week, Americans honor officers who have been killed or disabled in the line of duty. For Metro, National Police Week is of special significance as we remember MTPD Officers Harry Davis, Jr., and Marlon F. Morales, who sacrificed their lives while performing their duties. Police Week also presented us with the opportunity to acknowledge the men and women of the Metro Transit Police Department who ensure the safety of customers and employees, and keep Metro one of the safest transit systems in the world.

Student Poster Contest Winners Announced at Awards Ceremony

Haelim Oh, of Fairfax High School, received the Poster of the Year prize, and Myong Sook Kim, of the J Art Studio, won the Metro Employee Choice Award in the 2005 Metro Student Poster Contest. Metro honored the student winners from the District of Columbia, Maryland and Virginia, their teachers and parents at an awards ceremony last Friday, May 13, here at Metro headquarters. This year's contest received more than 300 entries illustrating the theme, "Take Pride in Your Ride." Congratulations to all of the students who participated in the contest. Below is a list of winners from each jurisdiction.

District of Columbia
Primary Division
First Place, David Canales, Emery Elementary School, Northeast, DC
Second Place, Samone Bailey, Meyer Elementary School, Northwest, DC
Third Place, Jasmine Carrington, Emery Elementary School, Northeast, DC

Elementary Division
First Place, Anthony Boatwright, W.B. Patterson Elementary School, Southwest, DC
Second Place, Crystal Springer, Meyer Elementary School, Northwest, DC
Third Place, Selena Guandique, Meyer Elementary School, Northwest, DC

Junior Division
First Place, Maxwell Tibbits, St. Anselm's Abbey School, Northeast, DC
Second Place, Abijah Swingon Stokes, Stuart Hobson Middle School, Northeast, DC
Third Place, Curtis Tillman, Kramer Middle School, Southeast, DC

Senior Division
First Place, Ineoma Umez-Eronini, Benjamin Banneker High School, Northwest, DC
Second Place, Erin Mellot, Cardozo High School, Northwest, DC
Third Place, Amarachi Umez-Eronini, Woodrow Wilson High School, Northwest, DC

Maryland
Primary Division
First Place, Erica Cooper, Joan Reynolds Art Studio, Derwood, MD
Second Place, Natalie Pogar, Joan Reynolds Art Studio, Derwood, MD

Third Place, Antonio Jordan, Glen Haven Elementary School, Silver Spring, MD

Elementary Division
First Place, Kristoffer Recio, Kenilworth Elementary School, Bowie, MD
Second Place, J. Weston Hirschi, Joan Reynolds Art Studio, Derwood, MD
Third Place, Jennifer Cooper, Joan Reynolds Art Studio, Derwood, MD

Junior Division
First Place, Jieun Kim, Walter Johnson High School, Rockville, MD
Second Place, Amanda Pursel, Joan Reynolds Art Studio, Derwood, MD
Third Place, Anna Reynolds, Joan Reynolds Art Studio, Derwood, MD

Senior Division
First Place, Avery Duffin, Magruder High School, Rockville, MD
Second Place, Sarah Hwang, Northwest High School, Germantown, MD
Third Place, Erik Schaeffer, Winston Churchill High School, Potomac, MD

Virginia
Primary Division
First Place, Hannah Kang, Bull Run Elementary School, Centreville, VA
Second Place, Anna Pak, J Art Studio, Annandale, VA
Third Place, Charles Lee, J Art Studio, Annandale, VA

Elementary Division
First Place, Elizabeth Lim, Colvin Run Elementary School, Vienna, VA
Second Place, Suhyoung Choi, Churchill Road Elementary School, McLean, VA
Third Place, Sunhyung Chung, Spring Hill Elementary School, McLean, VA

Junior Division
First Place, Jaeyoung Choi, Cooper Middle School, McLean, VA
Second Place, Jessica Lee, Potomac School of McLean, McLean, VA
Third Place, Elizabeth Ko, Franklin Middle School, Chantilly, VA

Senior Division
First Place, Myong Sook Kim, J Art Studio, Annandale, VA
Second Place, So Yeong Park, Centreville High School, Clifton, VA
Third Place, Haelim Oh, Fairfax High School, Fairfax, VA

Grand Prize Primary
Erica Cooper, Joan Reynolds Art Studio, Derwood, MD

Grand Prize Elementary
Suhyoung Choi, Churchill Road Elementary School, McLean, VA

Grand Prize Junior
Jieun Kim, Walter Johnson High School, Rockville, MD

Grand Prize Senior
Haelim Oh, Fairfax High School, Fairfax, VA

Southeastern Metrobus Division Honor Area Seniors for Mother’s Day

Metrobus employees at the Southeastern Bus Division made it an extra-special Mother's Day for senior citizens in Southeast Washington, D.C. Transportation and maintenance employees took 80 seniors from the Robert Walls Senior Citizen Center and Petey Green Center out to a luncheon at a restaurant in Prince George’s County. The Southeastern mechanics, operators, maintenance and support staff pooled their own resources, donating both time and money, to pick up the senior citizens from the community centers and take them to the restaurant, in an effort to show appreciation to the seniors in Southeastern Washington, D.C., for their support of Metrobus and their contribution to the community.

The employees at the Southeastern Metrobus Division have a long tradition of outreach to the community they serve, including the annual Halloween “Boo Bus” event for children and distributing Thanksgiving baskets to area families.

Upcoming Events

May 20
Metro Transit Police Annual Awards Ceremony, Jackson Graham Building Meeting Room, 10 a.m.

SmarTrip® Celebration—1million SmarTrip® cards sold, Metro Center SmarTrip® Sales & Service Center, Metro Center Metrorail Station, 12th and F Street entrance, 11 a.m.

Metro LunchTalk Online, chat session at metroopensdoors.com., noon

June 1
COG CAO Committee Meeting, COG, noon

June 3
Metro LunchTalk Online, chat session at metroopensdoors.com., noon

June 2-6
International Rail Rodeo, Pittsburgh

June 5-8
APTA Rail Transit Conference, Pittsburgh Hilton, Pittsburgh

June 14
Dulles Corridor Steering Committee Meeting, Fairfax County Government Center, 8 a.m.

June 15
Transportation Planning Board, COG Board Room, noon

*****

If you have any questions, please let me know. Thank you.

Richard A. White
General Manager and Chief Executive Officer

B

(Board Copy)
Washington Metropolitan Area Transit Authority

METRO ELECTRONIC ACTION DOCUMENT

IDENTIFICATION			
MEAD ID:	88615	ACTION:	N/A
AWARD VALUE:	(Not yet awarded)	CONTRACT: (Proposed)	
FUND SOURCES: (View)		CONTRACTOR:	
LAST MODIFIED:	04/28/2005		

DESCRIPTION	
SUBJECT:	Approval of Station Area Value Capture Initiative funding and contract modification.
PURPOSE:	To follow-up on direction from the Planning and Development Committee on April 7, 2005, we are seeking Board approval to modify Contract CO4018 to increase contract funding by $300,000 for the SARA Contract (CO4018). The contract will be extended from April 28, 2005 to October 28, 2005 to allow for: the completion of analysis for a commercial/federal access fee to provide dedicated funding for WMATA and the preparation of a tool to quantify the development-related improvements needed for the Metrorail system. WMATA and local jurisdictions can use this tool to estimate the impact of development on the Metrorail system.

ORIGINATION					
INITIATOR				DEPARTMENTAL APPROVAL	
SCOTT KUBLY on 01/12/2005				Approved by THOMAS , EDWARD 04/11/2005	
PHONE:	--	OFFICE:	BPPD	DEPT:	Planning and Strategic Pr

COORDINATION (ROUTING)		
OFFICE	NAME	ACTION/DATE
LAND (7310)	HEINEMEYER, KLAUS	Approved 04/08/2005
BPPD (8310)	WASHINGTON, JOEL	Approved 04/08/2005
AGMP (8100)	THOMAS, EDWARD	Approved w/ Comments 04/11/2005
AGMP (8100)	THOMAS, EDWARD	Approved 04/12/2005
COUN (1410)	O'KEEFFE, CAROL	Approved 04/12/2005
CFO1 (2100)	BENJAMIN, PETER	Approved w/ Comments 04/28/2005

FINAL APPROVALS	
OFFICE	NAME/ACTION
BUDGET_CMTE	PETER BENJAMIN (Not Yet Approved)
PLN_DEV_CMTE	Approved for AGMM by PANAGIOTIS SALPEAS on 04/12/2005
BEMR	Approved for BEMR by PAMELA WILKINS on 04/14/2005
GM	Approved w/ Comments for GMGR by GMGR CEO on 04/20/2005
BOARD	BOARD WMATA (Not Yet Approved)
BUDGET_CMTE	Approved w/ Comments for CFO1 by PETER BENJAMIN on 04/28/2005
BOARD	BOARD WMATA (Not Yet Approved)

Washington Metropolitan Area Transit Authority

METRO ELECTRONIC ACTION DOCUMENT

NARRATIVE

The WMATA Board of Directors has identified two areas in which WMATA and the region's welfare are intertwined. First, additional residential and commercial development in the region is straining WMATA's capacity and necessitating major investments in capacity enhancements on the Metrorail and Metrobus system. Second, the region benefits financially from the existence of Metrorail, in terms of increased accessibility.

At the same time WMATA's current funding structure is inadequate to meet funding challenges. The Blue Ribbon Panel on WMATA Funding identified the need for dedicated funding for Metro and identified a number of different sources, including real estate-based funding sources. The need for dedicated funding was underscored in the Blue Ribbon Panel's report by the impact of WMATA on the region and vice versa. There are two approaches to developing a revenue source based the impact of the region's development on Metro and on Metro's impact on the region's development.

The Board of Directors approved the SARA Program for procurement in September 2003. The SARA Program was initiated in February 2004 and tasked with developing strategic partnerships or creative financing techniques. The SARA programs first three tasks were to:

- Assist in the development a financial plan for Metro Matters
- Investigate the potential for partnerships centered on WMATA's fare collection
- Investigate the potential of value capture strategies to fund Metro

The primary products developed, submitted and accepted were the Metro Matters Financial Plan, an analysis of WMATA's fare collection strategy, and the proposal for a GSA Access Fee.

Subsequent tasks related to value capture have been identified by the Board and are directly related to the work performed under the SARA contract. The contract will explore the:

- Potential of access fee to provide WMATA with a dedicated funding source
- Development of an impact fee tool to help WMATA and local jurisdictions determine the financial impact of development on the Metrorail system

The contract was issued for an amount not to exceed $500,000 and was funded from the FY2004 project development budget. The contract expires April 28, 2005. The completion of the commenced analysis and related issues will require additional contract funding of $300,000, as well as a commensurate extension of the contract period of performance to October 28, 2005. The funding will be obligated prior to June 30, 2005 and is a one-time non-recurring event and is thus eligible for funding through the operating budget.

Alternative:

The alternative is to not fund the project. This would hinder WMATA's efforts to support dedicated funding, including participating in the dedicated funding conference in July 2005.

Impact of Funding:

Budget: Fiscal 2005 Operating
Department: PLSP Direct Office
Budget Line Item: Service Other
Page Number: 97

FY Budget: $681,500
FY Cost of This Action: $300,000
Expenses to Date: $351,127
Subtotal: $651,127
Remaining: $30,373

Remarks: This represents a one-time non-recurring project, thus FY05 operating funding may be carried over into FY06 to complete the work. The funding for this project was not originally budgeted for professional and technical services to support ongoing work under the SARA contract. Funding was originally intended for a Business Systems Integration Plan. Proposed funding for the Business Systems Integration Plan is in the FY2006 Project Development Program.

Prior Approvals:

1) On June 19, 2003 the Board of Directors approved the Strategic Alliances and Risk Assessment Program as part of the FY2004 Project Development Budget.

2) On July 17, 2003, the Board of Directors approved the initiation and award of a competitively proposed contract to perform the scope of work documented in the Strategic Alliances and Risk Assessment RFP.

3) On February 10, 2005, the Ad Hoc Committee request that:

> Any work for the SARA II program is broken into two distinct projects: station area value capture and technology partnerships
>
> All station area value capture, technology partnerships, or other SARA initiatives should be brought to the Planning and Development

DBE Requirements: There was no DBE goal associated with the original SARA contract.

Affirmative Action Requirements:

The Contractor will be required to comply with Executive Order 11246, Revised Order No. 4 if the contractor has 50 or more employees and the contract is $50,000 or more.

Recommendation:

This represents a one-time non-recurring project, thus FY05 operating funding may be carried over into FY06 to complete the work. Staff recommends that the Board authorize the CEO/GM to award a contract extension from April 28, 2005 to October 28, 2005 and increase contract funding by $300,000 of contract CO4018 to perform the scopes of work for station area value capture.

C

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The Washington Times
www.washingtontimes.com

Cards let Metro collect data on riders, track trips

By Matthew Cella
THE WASHINGTON TIMES
Published May 17, 2005

Metro's SmarTrip fare cards allow the transit agency to monitor passengers' travel with little regard for privacy concerns, a group focused on privacy issues says.

The SmarTrip fare card, which includes an embedded radio frequency identification (RFID) chip, tracks each rider's travel and can be matched with the rider's name, address and credit-card number, according to the District-based nonprofit Electronic Privacy Information Center (EPIC).

"Our basic point is that there is a lot of detailed information being collected," said Marc Rotenberg, executive director of EPIC, a public-interest group established in 1994 to focus attention on emerging threats to civil liberties. "The privacy protections, in our opinion, are inadequate."

According to documents obtained by EPIC through the Freedom of Information Act, the SmarTrip card can record a Metro passenger's time of arrival in the Metro system, the passenger's destination and the amount of time the passenger spends traveling from point to point.

It even records the gate through which a passenger leaves the station.

But transit officials say they have addressed the privacy issues with a policy expected to be passed by the Metro board at its monthly meeting Thursday.

According to the new policy, personal SmarTrip information may be released by Metro only in what are called "limited instances" -- the request must be made by the registered user of the SmarTrip card, there must be a court order, or the request must come from law enforcement when the information is required in the course of an investigation in which time is of the essence.

"Basically, it means nobody can get an individual's SmarTrip data," said Lisa Farbstein, a Metro spokeswoman. "The policy is being established as a way to regulate and safeguard individual data."

If passed, the new policy will take effect Oct. 1.

Since 2000, Metro officials have governed the release of private information through their Public Access to Records Policy. The policy is similar to the federal Freedom of Information Act.

Miss Farbstein said that safeguards on the release of personal information always have been in place and that Metro never has sold or released the information it has collected from SmarTrip cards. The information can be stored indefinitely and used to track ridership trends.

"People still can't get your SmarTrip information, but this clarifies things," she said.

The issue became more relevant in June 2004, when Metro began requiring a SmarTrip card to pay for parking at its lots. The shift spurred sales of the plastic cards, which also can be used to pay for Metrorail and Metrobus fares.

Prior to the start of the SmarTrip-only parking payment program, sales of the cards averaged 8,000 per month between May 1999 and May 2004.

Metro officials estimated last year that customers were purchasing between 3,000 and 4,000 of the cards per day, most directly from new SmarTrip vending machines that are located inside 30 Metro stations .

Mr. Rotenberg said he thought the new Metro privacy policy is a good idea but that it was important to notify the public about the type of information that is being collected. He also said there is the potential for abuse when there is "this type of effort to record where people are going."

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Report By Administration Committee (A) 5-19-05

PRESENTED & ADOPTED:

SUBJECT: Amendments to Public Access to Records Policy and Adoption of Privacy Policy

PROPOSED
RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

WHEREAS, The Board adopted Resolution 2000-26 in which it declared that the policy of WMATA is to make public records available to the public for inspection and duplication to the maximum extent possible, unless the records are exempt under approved categories based upon the federal Freedom of Information Act, and authorized and directed the General Manager/Chief Executive Officer (GM/CEO) to develop appropriate procedures for implementing this policy; and

WHEREAS, On April 17, 2000, the GM/CEO approved WMATA Policy/Instruction No. 1.12/0, "Public Access to Records Policy" (PARP); and

WHEREAS, In the Fall of 2004, Staff proposed revisions to the PARP that reflected the change in administration of the PARP from the Assistant Chief of Staff to the Office of General Counsel, and included (1) judicial review, (2) modifications that aligned the PARP more closely with the federal Freedom of Information Act and federal practice, though tailored to WMATA operations, and (3) lessons learned from staff's experiences in responding to hundreds of requests; and

WHEREAS, The Board recognized that there are competing policy concerns between the need to guarantee the public as much access to information as possible and the need to protect the privacy expectations of persons who are the subject of records and directed Staff to develop a Privacy Policy; and

WHEREAS, In the Fall of 2004, Staff also proposed a Privacy Policy modeled on the federal Privacy Act that (1) applies only to information/data compiled in a system of records and retrieved by individuals' personal identifiers; (2) includes a requirement that when WMATA collects personal information from individuals to be maintained in such a system of records, these individuals will receive a Privacy Statement that tells them how the information may be used and allows them to decide whether they want to participate in the program under which personal data will be captured; (3) allows individuals to access their records, review such records, request amendments if they disagree with factual matters and file a "statement of disagreement" if WMATA refuses to amend the records; (4) requires consent prior to disclosure of records with limited exceptions; (5) requires WMATA employees who have access to such records to execute statements of confidentiality concerning those records and provides for discipline up to and including termination if such confidentiality is breached; and (6) provides for judicial review; and

WHEREAS, Both the amended PARP and the proposed Privacy Policy reflect the need to tailor these policies to fit the unique needs of WMATA, an entity that provides mass transit services to hundreds of thousands of customers on a daily basis, by requiring that neither personal SmarTrip data nor financial data will be disclosed/released absent a court order, a request by the appropriate law enforcement official pursuant to an investigation, or a request by the authorized user of the SmarTrip card, upon proof of identity, for release only to the authorized user; and

WHEREAS, On December 16, 2004, the Board of Directors directed that an internal administrative appeal process be added to the amended PARP and proposed Privacy Policy; that the public be given a 60-day period for comment upon the proposed Privacy Policy and the amended PARP; that the draft policies be posted on WMATA's internet site for a 60-day duration for public comment; that hard copies be available at WMATA facilities for pick-up; and that other means of publicity be used to inform the public of the proposed policies and the opportunity for comment; and

WHEREAS, Consistent with the direction of the Board of Directors, Staff included internal administrative appeal processes in both proposed policies, made hard copies of the proposed policies available at WMATA facilities for pick up, mailed draft policies to entities and persons that Staff had reason to know would be interested in these policies, posted draft policies on WMATA's internet site, advertised in several newspapers, and invited public comment; and

WHEREAS, From December 17, 2004 through February 14, 2005, WMATA received comments from eight entities of which five contained detailed suggestions for the amended PARP and proposed Privacy Policy; and

WHEREAS, Staff revised the draft policies to respond to public comments; and

WHEREAS, From April 4, 2005 through April 15, 2005, WMATA posted on its website the revised draft policies and a comment matrix, which outlined the comments received and staff's recommendations, notified previous commenters of this posting, and invited additional comments; and

WHEREAS, At the end of the second comment period, one entity submitted additional comments on the amended PARP and one entity submitted additional comments on the proposed Privacy Policy; and

WHEREAS, Staff further revised the draft policies, attached as Exhibits A and B, to respond to the additional public comments; and concerning those records and provides for discipline up to and including termination if such confidentiality is breached; and (6) provides for judicial review; and

WHEREAS, Both the amended PARP and the proposed Privacy Policy reflect the need to tailor these policies to fit the unique needs of WMATA, an entity that provides mass transit services to hundreds of thousands of customers on a daily basis, by requiring that neither personal SmarTrip data nor financial data will be disclosed/released absent a court order, a request by the appropriate law enforcement official pursuant to an investigation, or a request by the authorized user of the SmarTrip card, upon proof of identity, for release only to the authorized user; and

WHEREAS, On December 16, 2004, the Board of Directors directed that an internal administrative appeal process be added to the amended PARP and proposed Privacy Policy; that the public be given a 60-day period for comment upon the proposed Privacy Policy and the amended PARP; that the draft policies be posted on WMATA's internet site for a 60-day duration for public comment; that hard copies be available at WMATA facilities for pick-up; and that other means of publicity be used to inform the public of the proposed policies and the opportunity for comment; and

WHEREAS, Consistent with the direction of the Board of Directors, Staff included internal administrative appeal processes in both proposed policies, made hard copies of the proposed policies available at WMATA facilities for pick up, mailed draft policies to entities and persons that Staff had reason to know would be interested in these policies, posted draft policies on WMATA's internet site, advertised in several newspapers, and invited public comment; and

WHEREAS, From December 17, 2004 through February 14, 2005, WMATA received comments from eight entities of which five contained detailed suggestions for the amended PARP and proposed Privacy Policy; and

WHEREAS, Staff revised the draft policies to respond to public comments; and

WHEREAS, From April 4, 2005 through April 15, 2005, WMATA posted on its website the revised draft policies and a comment matrix, which outlined the comments received and staff's recommendations, notified previous commenters of this posting, and invited additional comments; and

WHEREAS, At the end of the second comment period, one entity submitted additional comments on the amended PARP and one entity submitted additional comments on the proposed Privacy Policy; and

WHEREAS, Staff further revised the draft policies, attached as Exhibits A and B, to respond to the additional public comments; and

WHEREAS, Staff recommends that the Board of Directors adopt the Amended Public Access to Records Policy and the Proposed Privacy Policy, attached as Exhibits A and B; and

WHEREAS, Staff recommends that the amended PARP and proposed Privacy Policy take effect on October 1, 2005, to allow Staff to take the steps needed for proper implementation, such as:

1) Designating personnel responsible for administering the policies in every department;
(2) Identifying personnel with access to sensitive information and requiring them to execute Information Protection Statements;
(3) Training staff regarding their duties under the amended Public Access to Records Policy and Privacy Policy;
(4) Identifying frequently-requested records and records presumptive of public interest and posting them on WMATA's website;
(5) Establishing routine uses for personal information collected by WMATA for systems of records and subject to the Privacy policy;
(6) Developing statements of routine uses to distribute when collecting information for systems of records; and
(7) Developing notices of routine uses of personal information subject to the Privacy Policy and posting such notices on WMATA's website;

now, therefore, be it

RESOLVED, That the Board of Directors adopts the amended Public Access to Records Policy and proposed Privacy Policy; and be it finally

RESOLVED, That this Resolution shall be effective immediately, but the amended PARP and new Privacy Policy shall take effect on October 1, 2005, to allow Staff to take the steps necessary for proper implementation.

Reviewed as to form and legal sufficiency,

Mark R Pohl

Acting for Carol B. O'Keeffe
Acting General Counsel

AGENDA ITEM #8

MEMORANDUM

TO: Chairman Ferguson and NVTC Commissioners

FROM: Rick Taube, Kala Quintana, Elizabeth Rodgers, and Adam McGavock

DATE: April 28, 2005

SUBJECT: Regional Transportation Items

A. Parking and Density

The attached article titled "People, Parking and Cities" describes the relationship between density and parking availability. The authors, Michael Manville and Donald Shoup, describe the paradox that the Los Angeles urbanized area is the poster child for sprawl and yet has been since 1980 the densest urbanized area in the U.S. Los Angeles demonstrates that without enlightened parking policies, increased density will compound the problems of sprawl. While LA's city is less dense than New York or San Francisco, its suburbs are much more dense (suburbs are 82% versus 12% and 35%, respectively, as a percentage of the city's density).

Requirements to provide off-street parking in Central Business Districts force development to the suburbs given the enormous opportunity cost of land in the CBD. A uniform parking requirement across the area discriminates against the CBD. New York and San Francisco limit off-street parking in their CBD's while Los Angeles requires it.

If all the parking spaces in downtown LA were spread horizontally they would cover 81 percent of the CBD's land area. That is a higher parking coverage ratio than any other downtown on earth. New York is 31% and San Francisco 18%.

NVTC staff is searching for similar data for this region and will report further in July.

B. BWI SmartPark and BART Smart Parking Systems

Holiday decorators are not responsible for the rows of red and green lights that adorn the ceilings of the new Daily A Garage and Hourly Garage at BWI Airport. The lights are there year-round, part of an innovative system that lets customers know where to find open parking spaces in crowded parking garages. Sensors above each parking space communicate the space's availability to a central computer, which then relays this information to electronic signs located at the end of each row of parking spaces. When a customer drives down the central aisle of the garage, these bright LED readouts show a green arrow or red "X", indicating the availability and number of open parking spaces. There are also green and red LED lights above each space, indicating whether a space is occupied. When a vehicle enters a row, the number of available parking spaces that is shown on the display sign at the end of the row is reduced by one.

The components of the SmartPark system are simple and straightforward, with ultrasonic sensors connected to a Windows 2000 PC via telephone cord. The LED display signs are connected to the computer via similar cables. So far, BWI has spent $600,000 to deploy the SmartPark system on 1,000 spaces, and it is estimated that it will cost an additional $3 million to wire the remaining 3,600 parking spaces at the airport. The SmartPark system is manufactured by Schick, a Swiss technology firm. In addition to BWI Airport, SmartPark is deployed in several other locations around the world, including an underground mall in Barcelona, the Samsung headquarters in Seoul, and it is scheduled to be deployed at the Jacksonville airport in Florida.

The BART system in San Francisco is in the process of introducing a similar innovative parking system that is not only designed to make it easier for customers to find a vacant spot, but also to reduce congestion on adjacent roadways. Working in conjunction with CalTrans, the California Partners for Advanced Transit to Highways, the Quixote Corporation of Chicago, and Acme Innovations of Emeryville California, BART is implementing a pilot program that uses flashing signs on the highway to display realtime updates on the number of parking spaces available at the BART station. BART hopes that the real-time updates of available parking will lure commuters off of congested roadways and on to their trains. The system also allows customers to reserve spaces up to two weeks in advance via the internet, and track availability via the internet, cell phone, or PDA.

Sensors track the number of vehicles entering and exiting the parking facility, and this information is routed to a central computer that maintains a master record of available spaces. This real-time information is then routed to the display signs, and also to customers via the internet, cell phones, and PDAs. The current pilot project involves only 50 spaces, but project officials are pleased with the outcome thus far, and are optimistic that plans for expansion may soon be underway. The cost per parking space of the pilot program was approximately $200, but that cost is expected to drop to between $30 and $40 dollars a spot for subsequent applications.

C. The High Cost of Free Parking.

This newly released book by Donald Shoup, published by the American Planning Association, is available for sale at www.planning.org/bookservice/highcost.htm. Excepts and articles are attached for your information.

Among the conclusions:

1) Curbside parking is often cheap and encourages drivers to cruise the streets to avoid higher cost garages;

2) Too much parking is provided around malls, apartments and office buildings, so that valuable land sits vacant much of the time;

3) Meter rates should be higher during peak times (e.g. evenings for entertainment districts);

4) Free parking isn't free, since the average parking space costs more than the average car;

5) The total subsidy (often invisible) for parking is about the size of the Medicare or national defense budgets;

6) Free parking distorts transportation choices, warps urban form and degrades the environment;

7) Parking is now "free" for 99 percent of all automobile trips in the U.S.;

8) American motor vehicles now consume one-eighth of the world's oil;

9) With four parking spaces per car and five billion cars anticipated worldwide by the end of the 21st century, there would be almost 20 billion parking spaces--a lot the size of France or Spain;

10) Curb parking should not be viewed as under common ownership;

11) Parking requirements resemble 18th Century lead therapy by producing a local benefit while harming the overall system.

D. Texas Transportation Institute 2005 Urban Mobility Report

The Monday May 9 edition of the *Washington Post* featured an article (attached) on the recently released 2005 Urban Mobility Report. This annual report, produced by the Texas Transportation Institute, provides an easily understood analysis of congestion and mobility issues nationwide. The 2005 report, based on 2003 data collected from state and federal traffic agencies covering 85 cities, seeks to quantify congestion and mobility issues, and show the costs of congestion in terms of time and fuel. The report also provides consistent comparisons of congestion in very large, large, medium and small urban areas.

The *Post* article focused on the congestion statistics for the Washington Metropolitan area, pointing out that the average commuter in the Washington area spent 69 hours in congestion, at an annual cost of $577 per commuter. The report estimates over $2.46 billion in lost congestion costs for the region as a whole in 2003. For the fifth consecutive year, the Washington area had the third-worst congestion nationwide, behind only Los Angeles and San Francisco, and appears to be closing the gap between second and third place. The report also noted that seven of the nation's 13 largest cities saw an improvement in traffic conditions, but Washington was not among them.

One very important change in the report that was not mentioned in the *Post* article was a refinement of the methodology used to determine the fuel wasted due to congestion. The new calculations show the estimated amount of wasted fuel to be approximately half of the previous year's total, which is a significant drop. As one would expect, subsequent fuel savings due to congestion mitigation measures, and the associated cost savings that result from those congestion mitigation measures, are also impacted. The 2004 Urban Mobility Report estimated that public transit saved the Washington Metropolitan area 1.24 billion dollars annually, in terms of time and fuel costs. For 2005, the Urban Mobility Report estimates that public transit saved the Washington Metropolitan area 997 million dollars annually, in terms of time and fuel costs. As with all other modifications to their methodology, data from previous years is re-calculated according to the new methodology, and included with the 2005 report for comparison purposes. For example, the re-calculated figure for time and fuel cost-savings due to public transit in 2004 is $985 million.

Another significant change in the methodology of the report concerns the inclusion of public transit in the general measures and analysis. Previous versions of the report have included examples of the amount of public transportation improvements needed to address congestion, but the 2005 report actually examines the congestion on public transit services, and includes transit travel in its calculations of travel time indexes and congestion measures. The result is a reduction in the estimated average annual passenger miles of travel on transit services compared with 2004 (43,403 million vs. 43,791 million) and a reduction in the estimated delay-reduction due to public transit compared with 2004 (1.095 billion hours vs. 1.120 billion hours). In the future, the Texas Transportation Institute intends to develop links with the systems operations databases of some of the larger transit agencies, and automatically collect information on travel time, speed, and passenger volume. This information will then be linked with roadway performance data in public transportation corridors to provide an even better estimate of the effects of public transportation.

The report also examined the benefits of HOV lanes. In eight "large" and "very large" urban areas, HOV lanes reduced delay by 12 million hours (0.8 percent) for the year 2003. For the Washington region, an estimated 3.0 million hours of delay were saved for persons using 96 miles of HOV lanes in 2003.

The report evaluated several operational approaches to traffic congestion relief, and determined that ramp metering, incident management, signal coordination, and access management programs save 337 million hours nationwide and $5.6 billion. In this region, savings due to operational approaches amount to 6.8 million hours and $114 million. This represents a slight decrease from last year's totals of 6.9 million hours and $124 million in cost savings.

Copies of the 2005 Urban Mobility Report can be downloaded from the Texas Transportation Institute website at http://mobility.tamu.edu/ums/. NVTC staff can also provide copies to any interested parties.

E. Ozone Action Days Kickoff.

NVTC staff attended the Clean Air Partners Air Quality Action Days Season Kickoff Conference at the Hilton Alexandria on May 12, 2005. The conference featured some interesting plenary sessions and speakers from the American Lung Association, forecasting scientists from Penn State, environmental health scientists from the EPA and various air quality and environmental managers from throughout the region. There are some new developments on the horizon regarding Air Quality Action Days.

Up until now, forecasting Code Red days has been a combination of science and art with predictions erring on the side of avoiding false alarms. Two years ago, Bill Ryan of Penn State and NOAA began development of a new ozone forecasting model that would provide a more accurate method to predict Code Red days. Mr. Ryan reports that he expects the work on the model to be completed by the end of this summer and that we should expect even more accurate and scientifically grounded Code Red forecasts starting in the summer of 2006.

Particulate matter (PM) is now being measured along with ozone during the summer season. Particulate matter or particle pollution is a complex mixture derived from many sources like diesel engines, wood-burning stoves, leaf burning and industrial sources. Larger particles deposit themselves in the upper respiratory tract and smaller particles penetrate into the lungs and can make their way into the bloodstream. There is no doubt that PM affects the lungs and the heart and is a real public health concern.

For nearly 30 years Harvard University studied over 8,000 men and women in six cities, ages 25-74 years old, and found a direct correlation between long term exposure to particulate matter and mortality. The Harvard study found that exposure to PM increases hospital admissions, visits to the doctor and emergency room, increased use of medication and absences from work or school. Moreover, it is linked to significant public health risks including premature death and lung disease even in healthy individuals.
The EPA has a new web site that discusses PM in detail: http://www.epa.gov/airnow/particle/cover.html

F. HOV Enforcement Task Force.

On May 12, 2005 the task force convened to consider VDOT's improved methods of measuring and reporting performance, the Virginia State Police's enforcement efforts and new data on hybrid vehicle registrations. The task force will complete its third and final report this fall. It was created by Virginia's Transportation and Public Safety secretaries.

Examples of the material discussed at the meeting include:

1) Travel time savings in some HOV corridors exceed 45 minutes and time savings per mile are quite consistent among longer and shorter corridors.

2) VDOT is providing web-based real-time charts of travel speeds that allow comparisons between HOV and conventional lanes and also permit trend analysis using archived data.

3) Ironically, the General Assembly has provided to private toll road authorities the power to use photo enforcement, but has denied localities that opportunity.

4) Hybrid vehicle registration (measured by clean fuel license plates issued) reached 9,200 statewide as of May, 2005, with 85 percent in use in Northern Virginia. Virginia trails only California in hybrid registrations in 2004 and the Washington D.C. metropolitan area trails only Los Angeles and San Francisco. The reauthorization of TEA-21 may contain language that defines the maximum permissible degradation of HOV speeds due to exemptions. If so, the CTB may be asked to act to remove immediately the current exemption for hybrid vehicles. Currently the Virginia exemption is set to expire in 2006. The task force seemed to believe that it would be useful to see

data on the extent to which air pollution would change if growing hybrid vehicle use led to clogging of the HOV lanes.

5) As an example of a successful State Police enforcement campaign, an effort in April, 2005 using 14 troopers resulted in over 900 tickets, including a third for reasons other than HOV violations (e.g. expired licenses, outstanding warrants and one carjacking). Of the remaining 600, 41 were second offenders and 10 were third offenders. About $150,000 in fines is expected to result from these tickets. In a different enforcement effort, the extent of unmarked law enforcement vehicles using the HOV lanes also became apparent. Thirty-eight such exempt vehicles were stopped and released while 155 tickets were issued to violators in the Newington to Pentagon corridor of I-95/395. Many more law enforcement vehicles were recognized before they were pulled over. Public reaction overall to the increased enforcement has been very positive.

G. <u>Easy Rider.</u>

The American Public Transportation Association (APTA) has begun an initiative featuring innovative ways for seniors to stay mobile and independent. More than 6,000 systems nationwide provide service for older riders. During the next 20 years, the number of U.S. seniors will double to 70 million from 35 million. Easy Rider, a collection of successful activities, sample materials and case studies, will continue to share successes in anticipation of the upcoming White House Conference on Aging October 23-26, 2005.

NVTC staff has a kit of materials and will be coordinating with this APTA program as the commission's senior mobility project continues. More information is available at www.apta.com.

H. <u>Base Realignment and Closure Recommendations.</u>

As has been widely reported, the Pentagon's plan to move tens of thousands of jobs in this region is being considered by the Base Realignment and Closure Commission with a recommendation due by September 8, 2005 to President Bush. The President must accept or reject the recommendations in their entirety by September 23rd. If accepted, Congress has 45 legislative days to reject them. An attachment describes the process in detail. It should be noted that community infrastructure needs, including transportation, are to be considered (criterion 7).

Apparently Arlington and Alexandria would lose substantial numbers of jobs over the next few years (up to 20,000 in Arlington, or 10 percent of its commercial workforce). The Defense Department would vacate four million square feet of office space in Northern Virginia alone. Many would be relocated, primarily to the Fort Belvoir area.

In addition to possible gainers and losers among the region's local economies, serious concerns have been expressed about the lack of transit for access to the new locations and the congestion that would result on already overburdened roads, especially near Ft. Belvoir. The Washington Post reported that local officials have met with the Virginia congressional delegation to discuss how Metrorail might be extended. Local officals have also talked to the congressional delegation about improvements to VRE (e.g., counter-flow service to Quantico). The Fort now has 24,000 workers and could gain 18,000 making it an attractive candidate for direct rail service to partially alleviate the anticipated meltdown of access by automobile.

In the past NVTC has assisted in restructuring Metrobus service to accommodate Defense Department moves on a much smaller scale. For example, NVTC arranged a subsidized W-3 route to Navy Yard in the District of Columbia after many jobs were shifted there from Crystal City in 1984. The route continued until 1991 when Metrorail service opened to the Navy Yard.

Among the material that would be useful to evaluate possible regional responses in order to arrive at a unified regional position at MWCOG/TPB and NVTA are details about where the workers currently live. Local staff have requested this information from DOD. Also, since solving security concerns may require designs that make it hard to serve the new buildings with transit, it would be useful to know if transit-friendly security measures were considered. Examples include tunnels near buildings for transit vehicles to load/unload passengers in a setting that would contain explosions. Also, at the Pentagon Transit Center many such measures are in place. The attached papers by Robert Rynerson of Denver's RTD and Matthew Rabkin of the Volpe National Transportation Systems Center describe several strategies for transit to serve secure facilities.

I. The Fast Lane.

The attached article from Governing magazine provides an examination of the use of toll lanes and other market-based tools to influence rush hour driving. Among the examples in the article is London's congestion charging zone in which a toll of $9.50 is levied with a $190 ticket by mail for violators. Many drivers switched to transit or scooters or bikes while 100,000 auto drivers pay the toll each day. The net reduction is 60,000 fewer auto trips into the zone.

On May 16th, congestion pricing on HOT lanes began in Minneapolis on I-394. The price will fluctuate as often as every three minutes to keep traffic moving at 55 mph. Tolls could be as high as $8.

People, Parking, and Cities

BY MICHAEL MANVILLE AND DONALD SHOUP

THE POP CULTURE IMAGE of Los Angeles is an ocean of malls, cars, and exit ramps; of humorless tract homes and isolated individuals whose only solace is aimless driving on endless freeways. From Joan Didion to the Sierra Club, LA has been held up as a poster child of sprawl. This is an arresting and romantic narrative, but also largely untrue.

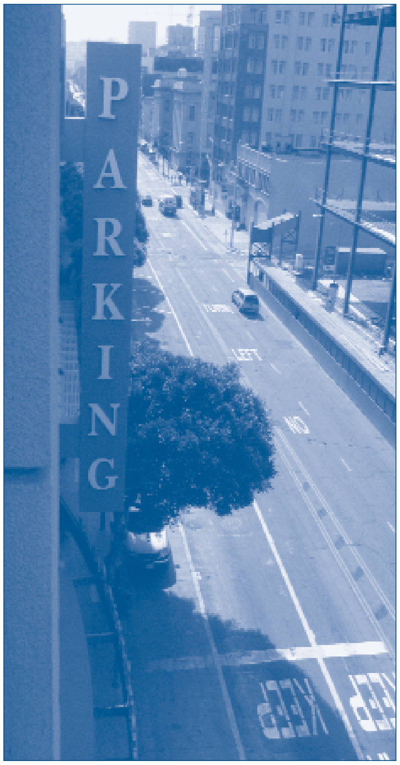
To the extent that anyone has a definition of sprawl, it usually revolves around the absence of density, and Los Angeles has since the 1980s been the densest urbanized area in the United States. This would make it the *least* sprawling city in America. Compared to other US cities, LA also does not have inordinately high rates of automobile ownership.

These facts strike some as hard to believe, or perhaps false, and they haven't made much of a dent in the LA-as-sprawl idea. Clichés about Los Angeles-style sprawl die hard, partly because the definition of sprawl is so malleable (urbanist William Fulton now simply calls LA "dense sprawl"), and partly because the anti-urban stereotype about LA contains its own kernels of truth. After all, if density is a barometer for healthy urbanism, and Los Angeles is denser than cities like New York or San Francisco, then why are Manhattan and downtown San Francisco such vibrant places, and why is downtown LA comparatively lifeless?

Obviously there's no single answer to that question (and the question itself is rather prejudicial). But we think the differences between Los Angeles, New York, and San Francisco stem in part from the different ways they regulate downtown development, and in particular the way they regulate parking. Los Angeles is an example of density as a dilemma rather than a solution. Planners and urban critics who regularly call for increased density as a salve for city life should realize that without corresponding changes in parking requirements, increased density will compound, rather than solve, the problems we associate with sprawl. ➢

Michael Manville is a PhD student (mmanvill@ucla.edu) and Donald Shoup is professor in the Department of Urban Planning at the University of California, Los Angeles (shoup@ucla.edu).


Schwab



Density within Regions and between Them

Before opening this discussion, we should make an important distinction. We are referring to the US Census Bureau's definition of "urbanized areas" rather than to the political boundaries of cities. So when we say that Los Angeles is denser than New York we are actually saying that the Los Angeles urbanized area, which is Los Angeles and its suburbs, is denser than the New York urbanized area, which includes not just New York City but its suburbs as well.

Without doubt, the *cities* of New York and San Francisco are denser than the city of LA. But sprawl is a regional attribute, and Los Angeles has much denser suburbs than New York or San Francisco. Indeed, the LA region's distinguishing characteristic may be the uniformity of its density; its suburbs have 82 percent of the density of its central city. In contrast, New York's suburban density is a mere 12 percent of its central city density, and San Francisco's suburban density is only 35 percent of the city's. New York and San Francisco look like Hong Kong surrounded by Phoenix, while Los Angeles looks like Los Angeles surrounded by . . . well, Los Angeles.

In other words, Los Angeles is a dense area without an extremely dense core, while New York and San Francisco are less dense overall but enjoy the benefits of very dense core areas. It's worth asking why that is. It may be that uniform density across an urbanized area is a result of the inability to have a very dense core. Or it may be that high uniform density precludes having a lively downtown. We don't have definitive answers to these questions, but we can highlight the tremendous deadening effect that parking regulations have on LA's Central Business District.

Parking and the Central Business District

A successful Central Business District (CBD) combines large amounts of labor and capital on a small amount of land. CBDs thrive on high density because the prime advantage they offer over other parts of a metropolitan area is *proximity*—the immediate availability of a wide variety of activities. The clustering of museums, theaters, restaurants, and offices is the commodity a downtown can offer that other areas cannot. Yet downtowns have long been plagued by questions about access, for they can either thrive on or be destroyed by congestion. In order to thrive, a CBD must receive a critical mass of people every day but do so without clogging itself to the point of paralysis. One way to do this is to require off-street parking spaces. Off-street parking can reduce the cruising for parking that often strangles the streets of CBDs, but parking requirements have high costs.

It's not hard to see how a conventional parking lot can undermine a CBD's success; a downtown surface lot often has a very high and very visible opportunity cost. Instead of a building teeming with activity there is an expanse of asphalt with one employee manning a booth; where there could be something there is instead not much. But even when off-street parking is dressed up or hidden—when it is placed underground, or in a structure that has retail uses at the street level—it is inimical to density. Because land is most expensive in the CBD, off-street parking is also most expensive there, and constructing it uses up capital that could otherwise be invested more productively. More important, if off-street parking is *required*, as it is in many cities, then it becomes rational for firms to locate in places where land is less expensive, meaning it becomes rational to locate outside the CBD. A parking requirement applied uniformly across a city implicitly discriminates against development in the CBD, because the burden of complying with the requirement is greater in the CBD than almost anywhere else.

A Tale of Two Parking Requirements

The impact of parking requirements becomes clearer when we compare the parking requirements of our three cities. New York and San Francisco have strict limits on how much parking they allow in their CBDs; Los Angeles, however, pursues a diametrically opposing path—where the other two cities limit off-street parking, LA requires it. This requirement not only discourages development in downtown Los Angeles relative to other parts of the region but also distorts how the downtown functions.

Take, for example, the different treatment given by Los Angeles and San Francisco to their concert halls. For a downtown concert hall, Los Angeles requires, as a minimum, *fifty times* more parking than San Francisco allows as its maximum. Thus the San Francisco Symphony built its home, Louise Davies Hall, without a parking garage, while Disney Hall, the new home of the Los Angeles Philharmonic, did not open until seven years after its parking garage was built. ➢

Disney Hall

Disney Hall's six-level, 2,188-space underground garage cost $110 million to build (about $50,000 per space). Financially troubled Los Angeles County, which built the garage, went into debt to finance it, expecting that parking revenues would repay the borrowed money. But the garage was completed in 1996, and Disney Hall—which suffered from a budget less grand than its vision—became knotted in delays and didn't open until late 2003. During the seven years in between, parking revenue fell far short of debt payments (few people park in an underground structure if there is nothing above it) and the county, by that point nearly bankrupt, had to subsidize the garage even as it laid off employees.

The county owns the land beneath Disney Hall, and its lease for the site specifies that Disney Hall must schedule at least 128 concerts each winter season. Why 128? That's the minimum number of concerts that will generate the parking revenue necessary to pay the debt service on the garage. And in its first year, Disney Hall scheduled exactly 128 concerts. The parking garage, ostensibly designed to serve the Philharmonic, now has the Philharmonic serving it; the minimum parking requirements have led to a minimum concert requirement.

The money spent on parking has altered the hall in other ways, too, shifting its design toward drivers and away from pedestrians. The presence of a six-story subterranean garage means most concert patrons arrive from underneath, rather than outside, the hall. The hall's designers clearly understood this, and so while the hall has a fairly impressive street entrance, its more magisterial gateway is a vertical one: an "escalator cascade" that flows up from the parking structure and ends in the foyer. This has profound implications for street life. A concertgoer can now drive to Disney Hall, park beneath it, ride up into it, see a show, and then reverse the whole process—and never set foot on a sidewalk in downtown LA. The full experience of an iconic Los Angeles building begins and ends in its parking garage, not in the city itself.

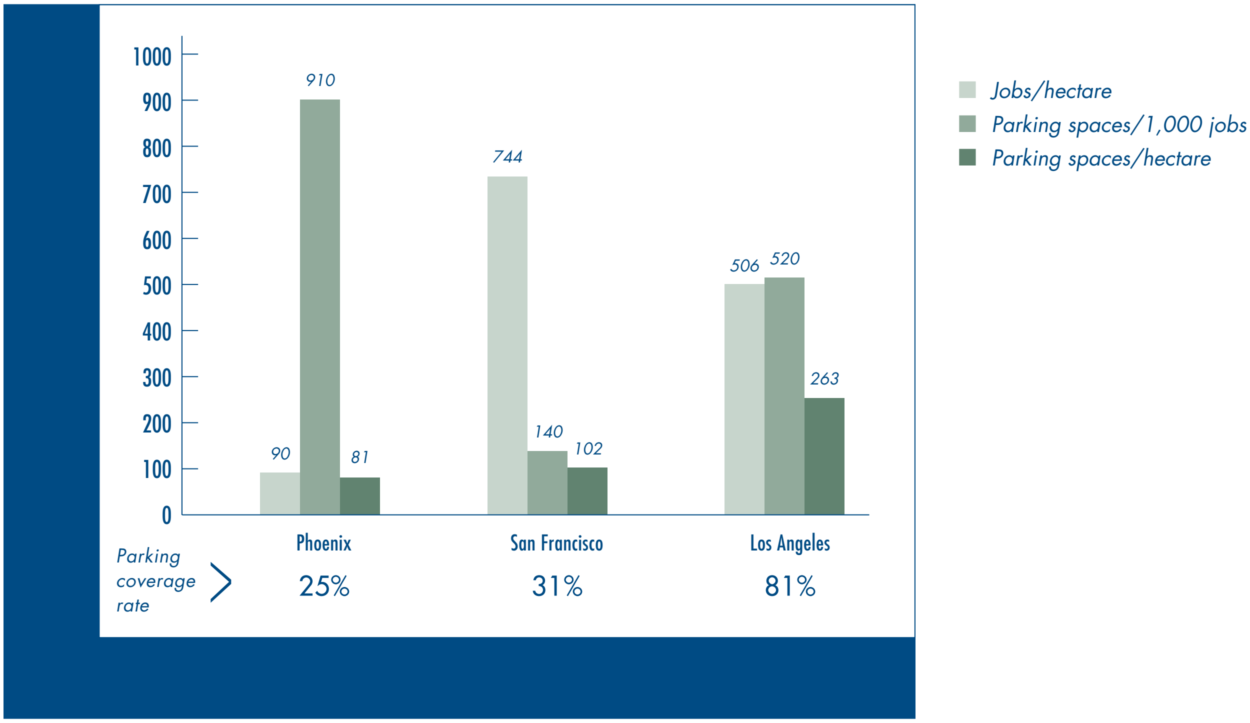
Visitors to downtown San Francisco are unlikely to have such a privatized and encapsulated experience. When a concert or theater performance lets out in San Francisco, people stream onto the sidewalks, strolling past the restaurants, bars, bookstores and flower shops that are open and well-lit. For those who have driven, it is a long walk to their cars, which are probably in a public facility unattached to any specific restaurant or shop. The presence of open shops and people on the street encourages other people to be out as well. People want to be on streets with other people, and they avoid streets that are empty, because empty streets are eerie and menacing. Although the absence of parking requirements does not guarantee a vibrant area, their presence certainly inhibits it. "The more downtown is broken up and interspersed with parking lots and garages," Jane Jacobs argued in 1961, "the duller and deader it becomes … and there is nothing more repellent than a dead downtown."

The Density of Parking

In the end, what sets downtown LA apart from other cities is not its sprawl, or its human density, but its high human density combined with its high *parking* density. If you took all of the parking spaces in the Los Angeles CBD and spread them horizontally in a surface lot, they would cover 81 percent of the CBD's land area. We call this ratio—of parking area to total land area—the "parking coverage rate," and it is higher in downtown LA than in any other downtown on earth. In San Francisco, for instance, the coverage rate is 31 percent, and in New York it is only 18 percent.

The density of parking depends on both the density of jobs and the number of parking spaces per job. Consider the CBDs of Phoenix, San Francisco, and Los Angeles, which are roughly the same size. Why does Phoenix, which most people would consider the most auto-oriented of the three cities, have the lowest parking coverage rate, at 25 percent? Phoenix has the highest number of parking spaces per job, but also by ➢

Parking and jobs in the CBD



far the fewest jobs. It has a lot of parking for not many people, and for that reason many commuters to the Phoenix CBD drive alone to work. San Francisco, by contrast, has a lot of people and very little parking—a function of its ordinances that limit parking spaces. This helps explain why many commuters to downtown San Francisco walk, carpool, or ride transit—and contribute to a vibrant CBD by doing so. Although San Francisco has over eight times as many jobs as Phoenix, its parking coverage rate is only slightly higher, at 31 percent.

And what about Los Angeles? Downtown LA has more than three times as many parking spaces as Phoenix, but it also has five times as many jobs. Compared to San Francisco, LA has fewer jobs but more than twice as many parking spaces. As a result, its parking coverage rate, at 81 percent, is higher than both of the other cities combined. Los Angeles is both car-oriented *and* dense; it approaches the human density of San Francisco but dilutes it with the parking supply of a suburb. Any benefits Los Angeles might derive from its density are offset by its relentless accommodation of the automobile.

This car-oriented density creates something different from plain old sprawl. Los Angeles is dense and getting denser, but so long as its zoning assumes that almost every new person will also bring a car—and requires parking for that car—it will never develop the sort of vital core we associate with older urban centers. The need to house humans might push toward an increasingly dense center, but the zoning requirement to house cars pushes back, sending development outward. With off-street parking requirements, higher density simply brings more cars and more congestion, as well as increased disruptions in the urban fabric, with money directed away from buildings and toward parking lots.

Conclusion

"The right to access every building in the city by private motorcar," Lewis Mumford wrote in 1961, "in an age when everyone owns such a vehicle, is actually the right to destroy the city." Mumford meant not physical destruction, of course, but loss of the cohesion that can make a CBD more than the sum of its parts. Parking requirements go a long way toward making downtown LA little more than a group of buildings, each a destination in its own right, to be parked at and departed from, and not part of some larger whole. This missing sense of urbanity—subjective though that term may be—might explain why people often react with disbelief when they are told LA sprawls less than New York or San Francisco.

So what should we do? We could start by admitting that there is such a thing as too much parking. So long as we continue to make minimum parking requirements a condition of development, we subordinate almost every other function of our cities to the need for free parking. But free parking—indeed, parking in general—is not what makes cities great. It doesn't create Manhattan and it doesn't make downtown San Francisco. Urbanists who admire these cities should call for other areas to mimic not simply their density, but also their willingness to limit rather than require parking. Perhaps the simplest and most productive reform of American zoning would be to declare that all existing off-street parking requirements are maximums rather than minimums. From that point we could let the market take care of parking, and let city planners take care of the many vital issues that really demand their attention. ◆

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Innovation Showcase

How 'smart parking' can help to ease traffic congestion

By Joey Campbell, Managing Editor

If commuters stuck in traffic knew that parking was available at nearby public transit stations, would they consider abandoning the road in favor of trains or buses? That was the fundamental question asked by a San Francisco Bay Area partnership before it launched a "smart parking" pilot project aimed at thinning out highway congestion and increasing transit usage.

On Dec. 7, 2004, a field trial was initiated at the Rockridge Bay Area Rapid Transit (BART) station near a busy stretch of California Highway 24. Eight public and private entities came together to develop the pilot, which involves flashing road signs that display real-time updates of the number of parking spaces available at the station.

The system also allows people to reserve spaces or track availability by Internet, phone, cell phone and PDA up to two weeks in advance of a trip. Project officials say early returns are positive, and plans for expansion may soon be underway.

"Ultimately, the vision for this project is the possibility to expand and enhance, or replicate the successes in other locations," says **Susan Shaheen**, the project's principal investigator and research scientist for California Partners for Advanced Transit to Highways (PATH) at the University of California, Berkeley.

Technology and cooperation

Along with researchers at PATH, officials from the California Department of Transportation (Caltrans) and BART are also supervising the pilot's progress. Caltrans has contributed $500,000 to the project, while several private-sector businesses have also offered technology and financial backing.

An eight-member public-private partnership developed a "smart parking" pilot project that uses road signs to lure drivers off the road and onto transit.

The project uses sensors that count the number of vehicles entering and exiting the Rockridge transit station. Information collected by these sensors is relayed to a central reservation system, which keeps a master tally of available parking spaces. The computer then relays this real-time information to the message signs on the road.

Quixote Corp., a Chicago-based provider of transportation safety products, provided hardware, software, sensors and signs to the pilot. **Intel**, **Microsoft** and **Verizon Wireless** made technology contributions. Another private stakeholder, ParkingCarma™ in Emeryville, Calif., integrated all the various technologies and now operates the central reservation Website.

Mike Yerly, public relations officer for Quixote, says businesses were eager to contribute expertise either for free or at reduced cost because everyone wanted to see if it could work.

'A learning experience'

Since the Dec. 7, 2004, launch, more than 400 commuters have used the smart parking service, and more than 100 have completed research surveys, with most of them offering positive feedback.

Lester Yoshida, vice president of intelligent transportation systems for Quixote, says this type of program offers multiple benefits. "It has applicability to public transportation, especially along congested corridors, so that drivers can choose to have the flexibility to make decisions whether to drive or ride transit," he says. The project also proves that public transit agencies and departments of transportation can work together to solve congestion problems, he adds.

Despite the initial successes, Shaheen says it's important to remember that the project is only a test, with much research and investigation remaining. "It's definitely a learning experience," she says.

A complete evaluation of the pilot will document travel and economic effects through an advanced monitoring program that includes real-time data collection, observational analyses, online survey instruments, focus groups and interviews with users over a one-year period.

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USA TODAY

March 21, 2005, Monday, FIRST EDITION

NEWS; Pg. 3A

968 words

Free parking is costly investment Book: Land too valuable for car use

Haya El Nasser

There is no such thing as free parking, unless you're driving around a *Monopoly* board, according to a book released today by the American Planning Association.

Cities and taxpayers are wasting billions of dollars subsidizing parking on valuable land that could be used for housing or parks, says *The High Cost of Free Parking* by Donald Shoup, an urban planning professor at UCLA.

The book challenges traditional thinking that cheap and plentiful parking is smart public policy. It comes at a time when cities and companies are studying how much parking to provide workers and how to encourage wider use of mass transit.

The American Planning Association's 30,000 members help shape the development of communities and regions around the nation.

For anyone who has spent hours circling for a parking space, the conclusions are surprising:

* Curbside parking in many cities is too cheap. Low rates on parking meters encourage people to cruise the streets to avoid costlier parking lots and garages, the book says.

In popular downtown areas, "land is extremely valuable, yet curb parking is free or has meters with very low prices," says Shoup, who has studied parking policies around the world for more than two decades. "People drive around and around looking for a curb space. That congests traffic and pollutes the air."

* Cities and suburbs require too many parking spaces around malls, apartments and office buildings. That wastes land that could be put to better use, and for much of the year, hundreds of spaces sit vacant.

Higher costs for all

Shoup says cities mismanage parking supplies and pricing in an attempt to provide free or cheap parking to a car-obsessed nation. When developers are forced to build extra parking, their costs soar -- and get passed on to consumers.

"It raises the cost of housing and, really, everything we buy," Shoup says. "The cost of parking . . . is just hidden from us. You pay for it in the cost of dinner (at a restaurant) even if you didn't drive."

Shoup urges cities to review their parking requirements and adjust prices and supply based on demand. In hip entertainment and shopping districts that attract visitors until late evening, for example, meter rates could be raised to $2 an hour during the day and $3 in the evening but made free after 2 a.m.

Others, however, say parking prices are just fine.

The last thing downtown Dallas businesses want is to increase the $1-an-hour rate of parking meters, says Alice Murray, president of the Central Dallas Association. "The whole intent is to get people to feel that they can come downtown," she says. "Sales tax is what you make money on. . . . Parking meters are gravy."

Rather than raise meter prices, Dallas is subsidizing inexpensive short-term parking in garages. The fee: $1 for the first hour -- the same as parking at a meter.

In Pasadena, Calif., meanwhile, merchants and residents protested when the city decided to put parking meters along 20 blocks of its Old Pasadena district.

Street parking had always been free. The old downtown area was launching a major revitalization program. Making people pay to park went against the grain.

"At first, the business community said no," recalls Marsha Rood, former development administrator for the city and now a principal with Urban Reinventions, a consulting firm.

Then it said yes -- but only if every penny collected was put into improving streets, alleys and security in the same 20-block area.

"As long as we were able to be the beneficiaries of the parking meters, we saw an advantage," says Marilyn Buchanan, a business and property owner and member of a parking-meter advisory group. "We made a concerted effort to say, 'This is your parking meter at work.' It's not going into general coffers. You're paying for what you see."

A plaque on every meter (most are $1 an hour) says: "Your meter money will make the difference in Old Pasadena."

And it did. The area is booming. Meters paid for a $5 million makeover of Old Pasadena; they now pay for daily sweeping of streets and sidewalks, trash collection, extra security and marketing.

Making the most of space

Getting the most out of parking is a priority for communities that are struggling with dwindling revenue, worsening traffic gridlock and soaring prices for land and housing:

* Boston froze the number of off-street parking spaces.

* In Washington state, Oregon and Maryland, communities let office and retail developers build fewer parking spaces if they offer cash incentives or transit passes to employees to discourage driving.

* An environmental group in California's Silicon Valley says at least 8,450 housing units could be built if parking lots matched actual use. Current requirements don't take into account the fact that renters, low-income households, seniors and residents of neighborhoods near mass transit own fewer cars, the Transportation and Land Use Coalition says.

San Francisco realized that its parking requirements didn't match its vision for affordable housing and traffic control, says Amit Ghosh, the city's chief of comprehensive planning. "We still had minimum parking requirements for residential parking of one parking space for one unit," he says.

The city first eliminated minimum requirements for downtown commercial buildings. Now it's proposing scrapping them for residences downtown and surrounding neighborhoods, especially near mass transit stops.

If approved, the new parking guidelines would set a maximum of one-half or three-quarters of a parking space per housing unit.

"These residential parking spots are subsidized way below what the market would actually bear for them," Ghosh says. "Almost 16% of city land holdings are street parking spaces."

Giving back in Pasadena, Calif.: Caryne Shea feeds a parking meter in the downtown Old Pasadena district while there to shop and have lunch. The booming area puts all of the revenue from its meters into local improvements, street cleaning and security.

washingtonpost.com

D.C. Traffic Creeps Toward Nation's Worst

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Area Drivers Spend Almost 69 Hours in Gridlock a Year

By Steven Ginsberg and Timothy Dwyer
Washington Post Staff Writers
Tuesday, May 10, 2005; A01

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Gridlock has increased its stranglehold on the region, as a national study released yesterday showed that Washington area residents spend an average of 69 hours a year in traffic jams at a cost of $577 per commuter.

The Washington area had the third-worst traffic congestion in the United States, behind Los Angeles and San Francisco, for the fifth year in a row. For those keeping score, local motorists spent an additional three hours a year in tie-ups, and the region closed the gap between second and third place, the study said. For commuters, the results of the study confirmed what they knew: Already unpredictable commutes are even less predictable, and things aren't getting better.

"This is like the Olympics of gridlock," said Lon Anderson, spokesman for AAA Mid-Atlantic. "And I think our leaders have it wrong. I think they think we should be going for the gold. This is not an honor for which we should be proud."

The study, done by the Texas Transportation Institute and based on 2003 statistics, also found that congestion is worsening in metropolitan areas where too few roads and rail lines are being built.

The report concludes that "the current pace of transportation improvement . . . is not sufficient to keep pace with even a slow growth in travel demands in most major urban areas."

The study also said poor highway management and land-use planning contribute to the deteriorating state of travel.

It also showed that congestion in seven of the nation's 13 largest cities actually got a bit better. Washington was not one of them.

For commuters, that means more time in the car on choked highways and less time with their families.

The worst part of commuting for some people is how unpredictable it is from day to day.

"On average, it takes me 30 minutes, but sometimes it's 25 or an hour and a half, for no apparent reason," said Sarah Melville, who commutes between Lorton and Alexandria each day. And it's going to get worse for her because her office is moving to Crystal City, a two-mile change that she says will add 10 or 15 minutes to her trip.

"To be honest, I don't see it getting better any time soon," said Melville, who works for PBS. "That is really frustrating. If you want to live near a big city these days, I guess that's what you have to expect."

Ronald F. Kirby, transportation planning director of the Metropolitan Washington Council of Governments, said: "Vehicle miles of travel are growing faster than capacity in almost every metro area in the country. Nationally, we're not adding road capacity at the rate we used to."

Kirby added that the rankings are as much a reflection of population growth as traffic-solving measures. "When you rank areas, those that have been growing the fastest, like ourselves, are going to be higher on the list -- and getting worse."

Maryland Transportation Secretary Robert L. Flanagan said he understands how commuters feel. "I think there is a sense of frustration because we gave up on improving our transportation system for so long, and people got the message that government wasn't prepared to address the problem."

This year's big mover on the national list was Atlanta, which debuted in the "very large" city category at No. 4, just a notch below Washington -- which cut in half the lead of San Francisco, which has the country's second-worst traffic.

Overall, the report offered little solace for congestion-beleaguered Washingtonians.

It found that in 2003, area commuters sat in traffic for 145.5 million hours; tie-ups cost drivers an estimated $2.46 billion, or $577 per commuter; and "rush hour" lasted for fully a third of the day.

The report showed that the Washington area would have the worst congestion in the nation if not for its public transportation systems.

The study is sponsored by the American Road and Transportation Builders Association and the American Public Transportation Association and is based on data compiled by state and federal traffic agencies for 85 cities. Its results are obtained by comparing traffic counts and miles of road lanes to estimate congestion levels.

Mike Lauderdale said the results didn't bother him one bit. Easy enough for him to say -- he's working in Albany, N.Y., after working in the Washington area off and on for the past 30 years.

"I'm within walking distance of where I work, which is not an accident," he said.

Lauderdale, who visits family in the area, said he tells people that "there are two times, as far as traffic" in Washington. "There's rush hour and there's construction."

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Clean Special Fuel (CF) License Plate Data

Date of Data Collection	5-Feb-05	19-Mar-05	9-May-05
Total Number of Active CF Plate Registrations Statewide	8,412	8,882	9,261
Increase/(Decrease) from Previous Run	n/a	470	379
Total Number of Active CF Plate Registrations Statewide that are Hybrids	8,161	8,622	8,998
Increase/(Decrease) from Previous Run	n/a	461	376
Percentage of Total Active CF Plate Registrations Statewide that are Hybrids	97%	97.1%	97.2%
Total Number of Active CF Plate Registrations in Select Northern Virginia Jurisdictions	7,136	7,521	7,826
Increase/(Decrease) from Previous Run	n/a	385	305
Percentage of Total Active CF Plate Registrations Statewide in Select Northern Virginia Jurisdictions	84.8%	84.7%	84.5%
Total Number of Active CF Plate Registrations in Select Northern Virginia Jurisdictions that are Hybrids	6,949	7,330	7,632
Increase/(Decrease) from Previous Run	n/a	381	302
Percentage of Total Active CF Plate Registrations in Select Northern Virginia Jurisdictions that are Hybrids	97.4%	97.5%	97.5%
Percentage of Total Active Hybrid CF Plate Registrations Statewide that are in Select Northern Virginia Jurisdictions	85.1%	85%	85%

NOTE: Select NOVA jurisdictions include: Cities of Alexandria, Fairfax, Falls Church, Manassas, Manassas Park; Counties of Arlington, Fairfax, Loudoun, Prince William and Stafford (these jurisdictions were selected because they are subject to the emissions inspection program pursuant to Va. Code § 46.2-1178)

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5/11/2005

Hybrid Vehicle Registrations Increase 81 Percent In 2004

R. L. Polk & Co. reports Prius as dominant leader with 64 percent market share

SOUTHFIELD, Mich. (April 25, 2005) – Nationwide registrations for new hybrid vehicles rose to 83,153 in 2004 – an 81 percent increase from 2003 according to R. L. Polk & Co. The Toyota Prius recorded 53,761 new hybrid vehicle registrations in 2004, a 33 percent increase over 2003. The Prius occupies 64 percent of the hybrid market, a sizeable lead over the Honda Civic, which had 25,586 registrations and 31 percent market share. (Graph 1). Since the introduction of hybrid vehicles in 2000, the market has grown by more than 960 percent.

"Expectations of continuing high gas prices, combined with the introduction of new models to the consumer market, have heightened interest in hybrid vehicles," said Lonnie Miller, director of Polk's Analytical Solutions. "Hybrids offer improved fuel efficiency and lower emissions while maintaining the functionality and convenience of gasoline-powered vehicles. Hybrid technology is also easy to produce and works within the existing transportation infrastructure."

Hybrid vehicles are automobiles powered by internal combustion engines, but are also equipped with batteries recharged during driving and an electric motor to assist with power demand. There are different levels of hybrids, ranging from minor systems to "full hybrid" systems. Hybrids do not need to be plugged in, yet they deliver superior mileage and are considered environmentally-friendly alternatives to traditional internal combustion vehicles.

HYBRID BUYER OPTIONS EXPANDING

The range of hybrid vehicle choices continues to expand. In addition to the Toyota Prius; Honda Civic, Accord and Insight, and Ford Escape, several new hybrid models were introduced in the past few months including the Dodge Ram, Lexus RX 400h and the Mercury Mariner. The 2006 model year will expect to see the introduction of a hybrid version of the Saturn VUE, Toyota Highlander and the Nissan Altima. Major manufacturers are planning a total of almost a dozen new hybrid vehicles in the next three years.

REGIONAL STRENGTHS

California strongly outpaces all other states in new hybrid vehicle registrations. In 2004 there were 25,021 new hybrid vehicle registrations in California, about 4.5 times that of second place Virginia with 5,613. Washington came in third with 3,441; Florida came in fourth with 3,272 and Maryland rounds out the top five with 3,238 new hybrid vehicle registrations in 2004 (Table 1).

Similarly, Los Angeles remains the top metropolitan area for hybrid vehicles with 10,399 new hybrid vehicle registrations in 2004, more than doubling the total from 2003. San Francisco came in second at 8,051 followed by Washington D.C. with 6,473 new hybrid vehicle registrations. New York came in fourth at 3,779 followed by Seattle with 2,857 new hybrid vehicle registrations in 2004. Each of these markets experienced significant growth in the number of new hybrid vehicle registrations compared with the previous year, a confirmation of the robust strength of this new vehicle segment. (Table 2)

About R. L. Polk & Co.

R. L. Polk & Co. is the premier provider of automotive information and marketing solutions. Polk collects and interprets global data, and provides extensive automotive business expertise to help customers understand their market position, identify trends, build brand loyalty, conquest new business and gain a competitive advantage. Polk helps automotive manufacturers and dealers, automotive aftermarket companies, finance and insurance companies, advertising agencies, consulting organizations, government agencies and market research firms make good business decisions. A privately held global firm, Polk is based in Southfield, Mich. with operations in Australia, Brazil, Canada, China, France, Germany, Italy, Japan, Mexico, the Netherlands, Spain, the United Kingdom and the United States.

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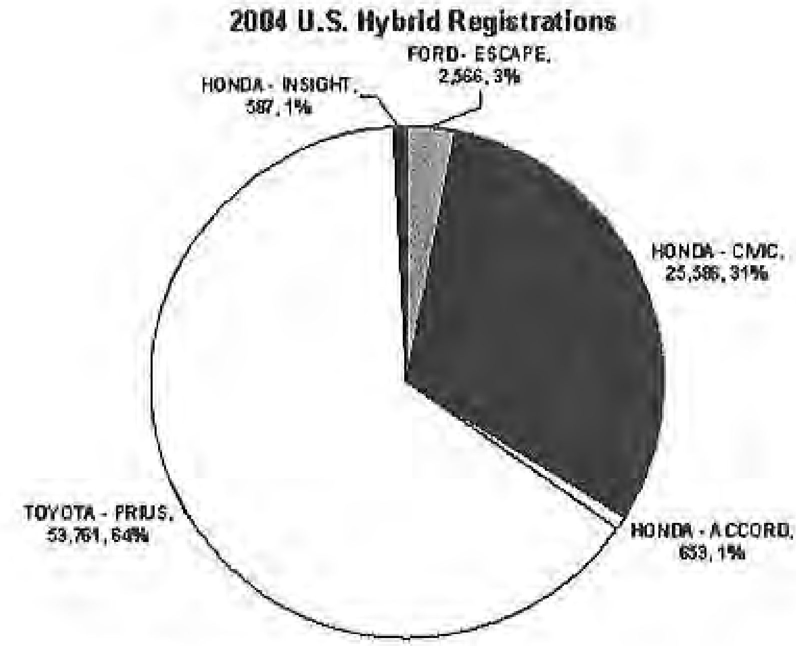
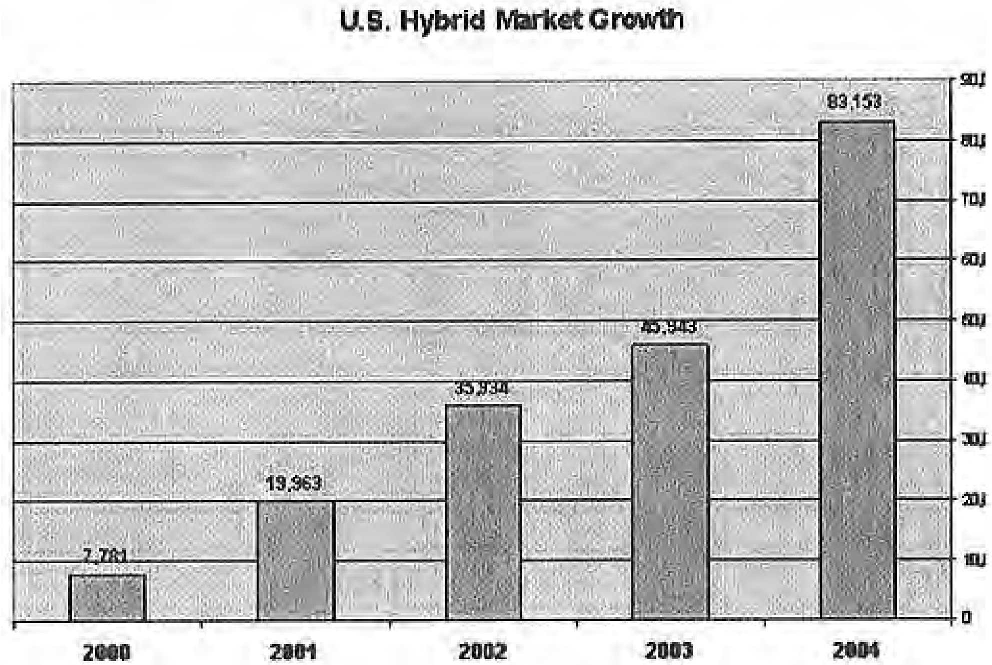
Graph 1



Source: R. L. Polk & Co. U.S. registrations

Graph 2



Source: R. L. Polk & Co. U.S. registrations

Table 1

Top States 2004 - New Hybrid Registrations

	State	2004	% Change vs. 2
1	CALIFORNIA	25,021	102.3%
2	VIRGINIA	5,613	56.7%
3	WASHINGTON	3,441	73.0%
4	FLORIDA	3,272	60.2%
5	MARYLAND	3,238	66.4%
6	NEW YORK	3,123	84.2%
7	TEXAS	2,922	63.2%
8	ILLINOIS	2,707	74.0%
9	MASSACHUSETTS	2,590	81.5%
10	PENNSYLVANIA	2,308	83.8%
11	OREGON	2,282	103.9%
12	NEW JERSEY	2,053	137.9%
13	OHIO	1,763	42.3%
14	NORTH CAROLINA	1,715	75.2%
15	ARIZONA	1,672	76.9%

Source: R. L. Polk & Co. U.S. registrations

Table 2

Top DMAs 2004 - New Hybrid Registrations

	DMA®	2004	% Chan
1	LOS ANGELES	10,399	1[illegible]
2	SAN FRAN OAKLAND SAN JOSE	8,051	9[illegible]
3	WASHINGTON DC	6,473	5[illegible]
4	NEW YORK	3,779	11
5	SEATTLE TACOMA	2,857	6[illegible]
6	BOSTON	2,720	8[illegible]
7	SACRAMENTO STKTN MODESTO	2,182	1[illegible]
8	CHICAGO	2,122	7
9	SAN DIEGO	1,851	1[illegible]
10	PHILADELPHIA	1,770	8[illegible]
11	PORTLAND OR	1,767	1[illegible]
12	BALTIMORE	1,514	7[illegible]
13	DENVER	1,432	7[illegible]
14	PHOENIX	1,217	8[illegible]
15	DALLAS FT WORTH	1,076	8[illegible]

Source: R. L. Polk & Co. U.S. registrations

Back to News

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COMMONWEALTH of VIRGINIA

Office of the Governor

Mark R. Warner
Governor

April 7, 2005

RECEIVED

APR 12 2005

Mr. Paul Ferguson, Chairman
Northern Virginia Transportation Commission
4350 N. Fairfax Drive, Suite 720
Arlington, Virginia 22203

Dear Mr. Ferguson:

Thank you for your letter concerning the HOV lanes on I-95/I-395 in Northern Virginia.

The Virginia Department of Transportation is examining various scenarios to improve operations on the facility and the recommendations of the HOV Enforcement Task Force. Although increasing police presence and increasing fines and penalties for HOV violations have made considerable progress, enforcement continues to be an issue on all HOV lanes. The HOV Enforcement Task Force will continue to meet to address this issue as well as to develop long term strategies for HOV operations.

We appreciate the input and support of the Northern Virginia Transportation Commission, and hope that your staff will continue to participate in the HOV Enforcement Task Force.

I hope this information is helpful. Again, thank you for writing.

Sincerely,

Pierce R. Homer
Secretary of Transportation

Sincerely,

John W. Marshall
Secretary of Public Safety

Copy: Mr. Philip A. Shucet

Northern Virginia Transportation Commission

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March 10, 2005

Honorable Whittington W. Clement
Secretary of Transportation
202 N. Ninth St., Room 523
Richmond, VA 23219

Honorable John. W. Marshall
Secretary of Public Safety
202 N. Ninth St., Room 613
Richmond, VA 23219

Dear Secretary Clement and Secretary Marshall:

At its meeting of March 3, 2005, the Northern Virginia Transportation Commission reviewed the findings and recommendations of the HOV Enforcement Task Force that you created. We also carefully examined the February 25, 2005 letter from VDOT Commissioner Shucet to FHWA Division Administrator Fonseca-Martinez on this subject. Further, we examined data on HOV capacity, violations and hybrid vehicle use.

NVTC believes that the increased use of hybrid vehicles is very good for this region, creating cleaner air and fuel savings. Our citizens are doing the right thing by switching to these vehicles and they should not be penalized for their own success. We noted that a recent Washington Post survey of this region's commuters found that 55% of Virginia's respondents favored allowing hybrid vehicles on HOV lanes.

In examining the data included in Commissioner Shucet's letter, we observed that violators comprised more vehicles than hybrids at virtually all times and locations on the HOV lanes. This suggests to us that the top priority must be immediate enforcement while the growth of hybrids is monitored and suggestions for altering hybrid access are evaluated.

As a result of our discussion we wish to share these additional comments:

1) Since the HOV lanes are already at or near

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capacity, the immediate development of a performance monitoring system and remedial plan to address this issue is required, and the elements listed in Commissioner Shucet's letter provide an excellent mix, starting with better enforcement. We do note, however, that given present trends, waiting until this summer to agree on an action plan may be too late.

2) Regarding the HOV exemption for hybrid vehicles, we note that the present exemption expires on July 1, 2006 and the Virginia General Assembly did not act during this session to change the exemption, nor did your task force recommend that it do so. Nonetheless, the growth of such vehicles on the HOV lanes is occurring at a startling rate and may require some remedial action, as long as it is not punitive and includes enhanced enforcement of HOV violations.

The Northern Virginia Transportation Commission has been active in monitoring the use of the Shirley Highway HOV lanes from the beginning and serves as an advocate for HOV use in general. Current trends point to even more congestion on the HOV lanes. This is a very serious threat. We are anxious to assist you in whatever way you request in developing an action plan to ensure that our HOV lanes continue to function effectively, without unduly penalizing hybrid drivers.

Sincerely,

Paul Ferguson

Paul Ferguson
Chairman

cc: Philip A. Shucet

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INDUSTRY INFO

Sometimes press releases never get published. But at TransitNews.net, we want to keep our customers up to date with as much information on the transit industry as possible. That's why we welcome corporate news releases and will publish them free of charge for two weeks. If your company would like to submit a news release, send it to **news@transitnews.net** .

CURRENT PRESS

Transit Industry Launches Initiative to Help Older Americans Stay Mobile

May 17, 2005

To address the transportation needs of older Americans, the public transportation industry is launching an initiative to explore new and innovative ways to help seniors stay mobile and independent. The initiative, called "Easy Rider: Advancing Mobility Needs for Aging Americans," was developed by the American Public Transportation Association (APTA) this May to coincide with Older Americans Month. Easy Rider is a collection of successful activities, sample materials and case studies contributed by transit systems that have taken steps to make public transportation more attractive for seniors. More than 6,000 transit systems nationwide currently provide some form of service for older riders. These range from reduced fares and expanded use of low-floor vehicles to personalized travel training sessions and policies that allow drivers to deviate from bus routes to get as close as possible to requested stops. "Aging Americans need to plan for their transportation security just as they plan for their financial security ... and I'm proud that our industry is responding to this challenge," said William W. Millar, APTA's president. "By sharing stories about transit's best practices, we will spark new and improved services in communities throughout the country." Despite the best efforts of transit agencies, the mobility needs of America's aging population are becoming increasingly critical issues. During the next 20 years, the number of Americans age 65 and older will double -- from 35 million to 70 million. Last year a study by the Surface Transportation Policy Project, AARP and APTA found that the United States is ill prepared to provide adequate transportation choices for a rapidly aging population of baby boomers. More than half of all non-drivers age 65 and older stay at home and often become isolated largely because transportation options are limited, particularly in rural and smaller communities. This resulting isolation has serious social and economic ramifications for the nation. "There is no single solution to this problem," said Millar. "Easy Rider promotes a broad range of programs that are helping seniors feel more comfortable and more likely to use public transportation. We want the list of successful ideas and services to grow. Easy Rider is a beginning, not a conclusion." Over the coming months, under APTA's leadership, Easy Rider will continue to collect and share information about exemplary transportation activities. In anticipation of the White House Conference on Aging, October 23 - 26, 2005, APTA will continue to highlight the critical mobility challenges facing the nation's aging population and how transit systems are addressing these special needs. Easy Rider is an industry-wide effort that calls attention to the importance of creating and maintaining a vital, viable transit system for older Americans. "The mobility needs of seniors are no longer simply family or personal issues, but must be a national priority," said Millar. "The most successful senior mobility programs do not operate in a vacuum. Only through federal and local partnerships that reward community collaboration will long-term, viable transportation options be available to older Americans now and in the future." Below are several brief summaries of public transportation programs that are helping make transit more convenient and accessible for seniors. APTA is a nonprofit international association of more than 1,500 member organizations including public transportation systems; planning, design, construction and finance firms; product and service providers; academic institutions; and state associations and departments of transportation. APTA members serve the public interest by providing safe, efficient and economical public transportation services and products. APTA members serve more than 90 percent of persons using public transportation in the United States and Canada. Summaries of Successful Transit Programs That Are Helping Seniors Stay Mobile and Independent Charlotte Area Transit System (CATS); Charlotte, North Carolina In 1989, the Charlotte Transit Area System (CATS) began a special route for seniors that picked them up at various locations throughout the city and transported them to grocery stores and other essential destinations once or twice a week. Three years ago, CATS began a series of initiatives to educate seniors about its bus service and to demonstrate how easy and convenient public transportation can be. By partnering with local churches, senior centers and community groups, CATS sponsored "demonstration rides" to shopping malls and social events for older residents. "Demonstration rides" are scheduled seven or eight times a year. In addition, CATS developed a database of bus stop features that identify elements needing improvement and installed a new trip-planning system to show photographs of stops to riders. Through the Elderly General Purchase Transportation Program, the agency and the Department of Social Services funds subsidized vouchers for use on local taxis for older residents who neither live near a bus route nor are eligible for transportation assistance through human service programs. Seniors in Charlotte also pay only half fare, are guaranteed reserved seating, and have access to low-floor or "kneeling" buses for easier boarding and exiting. Palm Tran; Palm Beach County, Florida Palm Tran operates Seniors in Motion -- a comprehensive public awareness and training program for seniors age 85 or older living in Palm Beach County. Many of these seniors live in remote areas and gated communities with limited transportation options other than driving. To reach this "stranded" population, Palm Tran launched Seniors in Motion to inform older residents about its free fixed-route service and reduced fares on door-to-door service. The program also offers specialized training for those who may not know how to use public transportation or may have difficulty traveling on transit vehicles. Palm Tran conducts "travel training" seminars and presentations at senior clubs, community centers and other senior-related facilities to familiarize older residents with the public transportation system, as well as with route planning. The agency has two full-time trainers who have taught thousands of individuals how to ride the bus and use rail services. Port Authority of Allegheny County; Pittsburgh, Pennsylvania The Port Authority sponsors ACCESS, a door-to-door paratransit service for seniors and people with disabilities. Special vehicles pick up customers at their homes and take them to destinations including fixed route transit stations. There are no trip purpose restrictions and no capacity denials. Older Americans are getting more comfortable and familiar with the Port Authority fixed public transportation services. In 2004 alone, seniors took 6.4 million rides on the Port Authority's fixed routes. The Port Authority participates in statewide aid programs funded by the Commonwealth of Pennsylvania. The state provides funding that enables seniors to ride free on all fixed route systems simply by showing a Medicare card or senior citizen identification card available through the Port Authority. They also provide deep discounts on shared-ride services. The Port Authority has replaced over half of its bus fleet with low-floor buses to make it easier for seniors to get on and off city buses. Lane Transit District; Eugene, Oregon Lane Transit District (LTD) operates a one-on-one training initiative called the Bus Buddy Program. The Program teaches seniors how to ride the bus in a relaxed way by breaking down barriers and building confidence. LTD recruits regular bus riders to serve as volunteers, known as Bus Buddies, and partners with local senior centers to match individual seniors with these volunteers. Bus Buddies teach seniors about the LTD transit system, as well as how to plan trips and navigate routes. Each Bus Buddy and senior then ride the bus together. Afterward, the pair discusses the trip and the Bus Buddy answers any remaining questions about using public transportation in Eugene. In addition, seniors age 62 and older can ride LTD buses free every Tuesday, courtesy of community sponsors. Seniors schedule doctors' appointments, visits with friends, and shopping trips on Tuesdays to take advantage of this offer. This has become an extremely popular program. For individuals age 70 or older, LTD offers a "Pass for Life" card. CityLink; Peoria, Illinois In May 2004, CityLink launched a six-month program to reach seniors living in the outskirts of Peoria. Most of the communities are very rural and have limited access to and knowledge about using public transportation. By partnering with two rural transit service providers, CityLink was able to expand and improve service to area supermarkets, banks, shopping plazas, medical centers and hospitals, and the airport. Since many of the these seniors were unfamiliar with public transportation, CityLink mailed "free passes" included in a targeted brochure to suburban and rural seniors as an incentive to try the bus system. Discounted fares (50 cents per trip) were promoted as well. Ann Arbor Transportation Authority (AATA); Ann Arbor, Michigan In 1985, AATA expanded its door-to-door service by offering seniors shared-ride taxi trips within city limits. The great majority of the more than 5,000 seniors who qualify for the service do not require dedicated vehicles with specialized equipment and drivers, making taxi-operated trips less expensive overall. More than 50,000 rides were provided in 2004. AATA also offers a "Senior Ride Grocery Trip" service, which has been providing trips since the mid-1980s from 10 housing facilities to five area grocery stores. For some seniors, this is the only chance to get to the grocery store, and it has developed into a social club with as many as 30 seniors taking the "grocery bus," traveling and shopping together. Finally, AATA operates a "Travel Training Program," with staff visiting local senior centers, senior housing facilities and senior recreation facilities to educate residents about their programs for seniors. Paratransit, Inc. (supported by Sacramento Regional Transit [RT] System); Sacramento, California Paratransit, Inc. operates a Mobility Training Program that offers specialized training for seniors and people with disabilities who may have difficulty traveling on Regional Transit (RT) buses and light rail vehicles. Training is usually provided in a one-on-one setting, but is also done in small groups for facilities such as senior housing complexes. Training includes familiarization with the Sacramento RT system, route planning, use of wheelchair lifts and securement devices, landmark identification, bus rules, and safety issues. The agency has six full-time trainers who teach hundreds of individuals each year how to ride the bus and use light rail.

Ridership Keeps Rising at LYNX May 4, 2005

LYNX is on pace to add more than 1.5 million passengers to its system in the fiscal year that began in October of 2004. LYNX provided 12,494,722 rides the first six months of the fiscal year (October '04-March '05). That is 789,940 more rides than it handled during the same period a year before. "It is wonderful to see more people trying the LYNX system," said LYNX CEO Linda Watson. "Fortunately for us, this is a byproduct of high gas prices and a strong tourist economy. People are looking for alternatives. We're here to provide that alternative." Gas prices began to move over the $2 mark in November. LYNX ridership increased by over seven percent at that same time. Nationally bus ridership has increased at under two percent. With Central Florida's unemployment rate hovering at just over four

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Chapter 3
Analytical Process

Background

Planning Guidance

The Secretary of Defense's memorandum of November 15, 2002, *Transformation Through Base Realignment and Closure*, initiated the Department's BRAC process. The Secretary emphasized the need to eliminate excess physical capacity and transform the Department by rationalizing infrastructure with the defense strategy. This direction, along with later Department of Defense policy guidance, established policies, procedures, and authorities for selecting bases for realignment or closure. All U.S. installations, as defined by law, were considered equally. Copies of the Department's policy memoranda are provided in Appendix E.

Changes From Earlier BRAC Rounds

The BRAC 2005 process differed in a number of ways from procedures established in earlier BRAC rounds. These changes reflect congressional requirements established in BRAC legislation as well as alterations in the Department's analytical process designed to ensure the most comprehensive review of DoD's infrastructure. Significant legislative changes include the following:

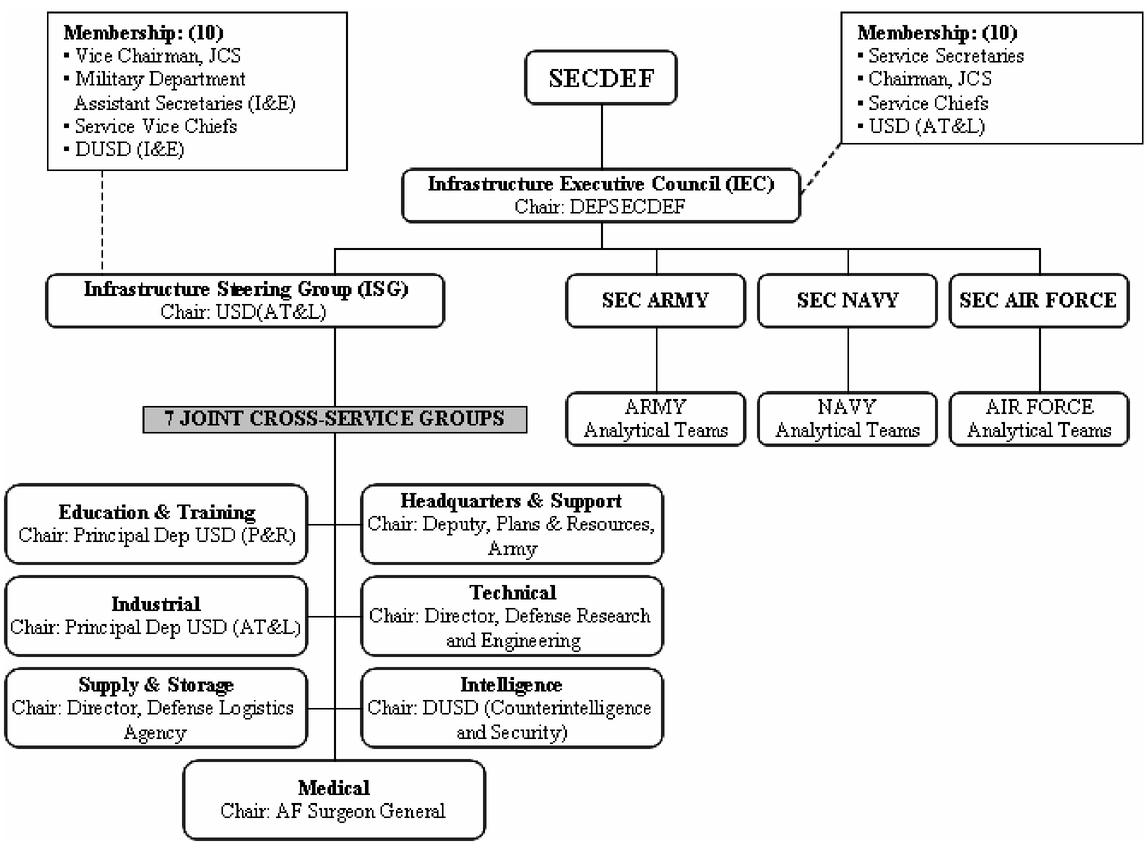
- The Secretary of Defense was required to provide, with the Fiscal Year 2005 budget justification documents, a detailed report regarding the need for BRAC 2005.
- The force structure plan must include a 20-year threat assessment rather than the 6-year threat assessment required in previous BRAC rounds.
- Authority to proceed with BRAC 2005 was contingent on the Secretary of Defense's certification that further base closures and realignments are needed and that such actions would result in annual net savings for each of the Military Departments beginning not later than Fiscal Year 2011. (The Secretary forwarded his certification to Congress in March 2004.)
- Military value must be the primary consideration in making realignment and closure recommendations and factors related to other criteria must be addressed. (In prior rounds the Department made military value the primary consideration as a matter of policy.)
- The Commission will have one additional member, totaling nine.
- The Commission may *add* an installation to the Secretary of Defense's list of recommended closures and realignments only if:
    - Seven of the nine Commissioners support the addition,

- At least two Commissioners visit the added installation, and
- The Commission provides the Secretary 15 days to explain why an installation was not included in a BRAC recommendation.

- The Commission shall invite the Secretary of Defense to testify at a public hearing, or a closed hearing if classified information is involved, on any of the Commission's proposed changes to the Secretary's recommendations.
- Key dates, such as the nomination of members for the Defense Base Closure and Realignment Commission, were adjusted.
- Regarding implementation and reuse of an installation, DoD is authorized no-cost conveyances but is directed to seek fair market value, as determined by the Secretary of Defense.
- The Secretary of Defense may implement a closure through privatization in place only if that method of realignment or closure is specifically authorized in the Commission's recommendations and is the most cost-effective method of implementation.

BRAC 2005 Organizational Structure

The Secretary of Defense's November 15, 2002, memorandum, *Transformation Through Base Realignment and Closure*, established a separate governing structure to oversee and operate the Department's BRAC 2005 process. The following chart illustrates this structure.



BRAC Management Structure

The Infrastructure Executive Council (IEC), chaired by the Deputy Secretary of Defense, and composed of the Secretaries of the Military Departments and their Chiefs of Service, the Chairman of the Joint Chiefs of Staff, and the Under Secretary of Defense (Acquisition, Technology & Logistics) (USD (AT&L)), was the policy-making and oversight body for the entire BRAC 2005 process. This group ultimately shaped a coherent package of recommendations to present to the Secretary of Defense for his review and approval. The IEC met more than 20 times during the BRAC process.

The subordinate Infrastructure Steering Group (ISG), chaired by the USD(AT&L) and composed of the Vice Chairman of the Joint Chiefs of Staff, the Military Department Assistant Secretaries for Installations and Environment, the Service Vice Chiefs, and the Deputy Under Secretary of Defense (Installations & Environment), oversaw the joint cross-service analyses of common business-oriented functions and ensured the integration of that process with the Military Departments' analysis of all other functions. The ISG met more than 60 times during the BRAC process, setting milestones and resolving issues as the analyses unfolded.

Joint Cross-Service Groups

To facilitate a robust joint analysis during BRAC 2005, the Secretary of Defense chartered seven joint cross-service groups (JCSGs) to make realignment and closure recommendations related to common business-oriented support functions. The JCSGs, each of which had representatives from the Military Services, the Office of the Secretary of Defense, and the Joint Staff, were chartered as analytical proponents with exclusive authority to make recommendations related to assigned support functions. Each performed a broad, comprehensive review of these functions. The final BRAC 2005 package illustrates that these JCSGs generated a significant portion of the overall recommendations. By contrast, during the BRAC 1995 round, joint analytical groups simply developed alternatives for consideration by the Military Departments. Few of these suggestions were included in the Secretary's 1995 recommendations.

The seven joint cross-service groups established for BRAC 2005 were:

- Education and Training (E&T),
- Headquarters and Support Activities (H&SA),
- Industrial (IND),
- Intelligence (INTEL),
- Medical (MED),
- Supply and Storage (S&S), and
- Technical (TECH).

A summary of each JCSG's analytical process, along with its recommendations, is presented in Part 2 of this volume. Detailed JCSG reports are provided in Volumes VI-XII.

The Military Departments

The Military Departments analyzed the remaining Service-unique or operational functions. A summary of each Military Department's analytical process, along with its recommendations, is in Part 2 of this volume. Detailed Military Department reports are provided in Volumes III-V.

Special Joint Teams

During the BRAC analytical effort, the Department formed several teams to facilitate a common approach among analytical proponents. A Joint Action Scenario Team (JAST), chaired by the Army, was established to develop and manage the process for conducting joint analyses of Military Department-to-Military Department joint basing or joint use opportunities and scenarios that were outside the purview of the JCSGs. This advisory group tracked suggestions for the joint basing of operational forces and assisted Military Department analytical groups in assessing these opportunities.

The Department also established four Joint Process Action Teams (JPATs). Each JPAT (named for the selection criterion on which it worked) was tasked to develop procedures, analytical tools, and databases to facilitate a common analytical approach to the four nonmilitary value selection criteria. JPAT 5 focused on the Cost of Base Realignment Actions (COBRA) model and was chaired by the Army. JPAT 6, Economic Impact, was chaired by the Office of the Secretary of Defense; JPAT 7, Community Infrastructure Impact, was chaired by the Air Force; and JPAT 8, Environmental Impact, was chaired by the Navy. The work of each JPAT is discussed later in this chapter.

Government Accountability Office, Inspector General, and Other Groups

The Government Accountability Office (GAO), the DoD Inspector General, and the audit agencies of the Military Departments played a key role in monitoring each phase of the BRAC analytical process. The GAO had full access to the Department's non-deliberative meetings, briefings, proceedings, and analytical work. The Department provided the GAO the minutes of deliberative meetings once they were signed. This degree of access should assist the GAO in rendering its independent assessment of the Department's BRAC process, as required by Public Law 101-510, as amended.

In the latter stages of the BRAC analysis, the Department engaged a small group of executive-level former government officials. Called the "Red Team," this group was asked to provide an independent assessment of candidate recommendations. The team included:

- The Honorable Hansford T. Johnson, General, USAF Retired, former Assistant Secretary and Acting Secretary of the Navy and member of the 1993 BRAC Commission;
- The Honorable Robert B. Pirie, Jr., former Assistant Secretary, Under Secretary, and Acting Secretary of the Navy and former Assistant Secretary of Defense; and

- General Leon E. Salomon, USA Retired, former Commander of the U.S. Army Materiel Command.

The Red Team met with each Military Department and JCSG. It reviewed candidate recommendations, report drafts, and supporting materials. The team's insights provided valuable feedback and suggestions for improving the quality of the candidate recommendation packages relative to the standard by which the Commission may alter the Secretary's recommendations.

Analytical Framework

Public Law 101-510, as amended, requires that the Department base its recommendations on its 20-year force structure plan, the inventory of installations and facilities provided to the Congress in March 2004, and the final BRAC selection criteria. The Department also established a set of overarching BRAC principles to guide the analytical process.

20-Year Force Structure Plan

The Defense Base Closure and Realignment Act of 1990, as amended, required the Department to develop a 20-year force structure plan as the basis for its BRAC analysis. This plan, provided previously to Congress, is based on an assessment of probable threats to national security during the 20-year period beginning with fiscal year 2005. It identifies the probable Military Department end-strength levels and the major military units needed to meet these threats, along with anticipated levels of funding available for national defense purposes during this period. The Military Departments and JCSGs used the force structure plan to guide their analyses and to develop candidate recommendations.

As part of the assessment of probable threats to national security, the National Defense Authorization Act for 2004 requires the Department to "determine the potential, prudent, [sic] surge requirements to meet those threats." The Military Departments and JCSGs incorporated surge assessments in multiple steps of their analyses. Each determined the surge capacities needed to support the Department's force structure plan, evaluated the capability of assigned installations and facilities to surge, and incorporated these capabilities in their capacity assessments. During the military value analysis, analytical proponents evaluated infrastructure supporting their functions within the framework provided by the BRAC selection criteria. Criteria 1, "current and future" mission capabilities, and criteria 3, "ability to accommodate contingency, mobilization, surge, and future total force requirements," capture the concept of surge. By appropriately weighting criteria attributes and metrics, Military Departments and JCSGs ensured that surge was appropriately reflected in military value analyses. Finally, during scenario analysis, proponents analyzed alternative infrastructure configurations within the context of the force structure plan and selection criteria. This analysis provided another opportunity to fully consider surge since it incorporated surge considerations made during the evaluation of capabilities necessary to support the force structure and capacity and military analyses. Policy Memorandum 7, Appendix E, provides additional information on the Department's approach to evaluating surge requirements

The classified force structure plan is Volume II of this report. An unclassified discussion of the force structure plan is included in Chapter 2 of this volume.

BRAC 2005 Selection Criteria

The BRAC 2005 statute directed the Department to provide draft selection criteria to the Congress and the public for a period of review and comment before final criteria could be adopted and applied in the BRAC analytical process. On December 23, 2003, the Secretary of Defense provided the Congress draft criteria and published them in the Federal Register for public comment. Following review of these comments, the Secretary published final criteria on February 12, 2004. The Congress later amended and codified these criteria in the National Defense Authorization Act for FY 2005. The final BRAC 2005 Selection Criteria follow:

Military Value

(1) The current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, including the impact on joint warfighting, training, and readiness.

(2) The availability and condition of land, facilities, and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.

(3) The ability to accommodate contingency, mobilization, surge, and future total force requirements at both existing and potential receiving locations to support operations and training.

(4) The cost of operations and the manpower implications.

Other Considerations

(5) The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.

(6) The economic impact on existing communities in the vicinity of military installations.

(7) The ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel.

(8) The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

Installation Inventory

As required by Public Law 101-510, as amended, the Department submitted its inventory of military installations and facilities to the Congress in March 2004. The Department derived the inventory of owned facilities from the DoD's Facilities Assessment Database (FAD), a resource updated annually from the real property records of the Military Departments. The Department owns more than 520,000 facilities (buildings and structures), of which about 87 percent are in the United States and territories. These real property records provided the basis for determining facilities subject to BRAC analysis.

BRAC Principles

To assist in the development of scenarios for base realignment or closures, the Department established the following BRAC principles. Policy Memorandum 2, Appendix E, provides additional information on the development of these principles.

- **Recruit and Train.** The Department must attract, develop, and retain active, reserve, civilian, and contractor personnel who are highly skilled and educated and have access to effective, diverse, and sustainable training space to ensure current and future readiness, to support advances in technology, and to respond to anticipated developments in joint and Service doctrine and tactics.

- **Quality of Life.** The Department must provide a quality of life, including a quality of workplace, that supports recruitment, learning, and training and enhances retention.

- **Organize.** The Department needs its force structure organized, equipped, and located to match the demands of the National Military Strategy. These forces must be effectively and efficiently supported by properly aligned headquarters and other DoD organizations and take advantage of opportunities for joint basing.

- **Equip.** The Department needs to retain, or make available within the private sector, research, development, acquisition, test, and evaluation capabilities. These functions must efficiently and effectively place superior technology in the hands of the warfighter to meet current and future threats and facilitate knowledge-enabled and net-centric warfare.

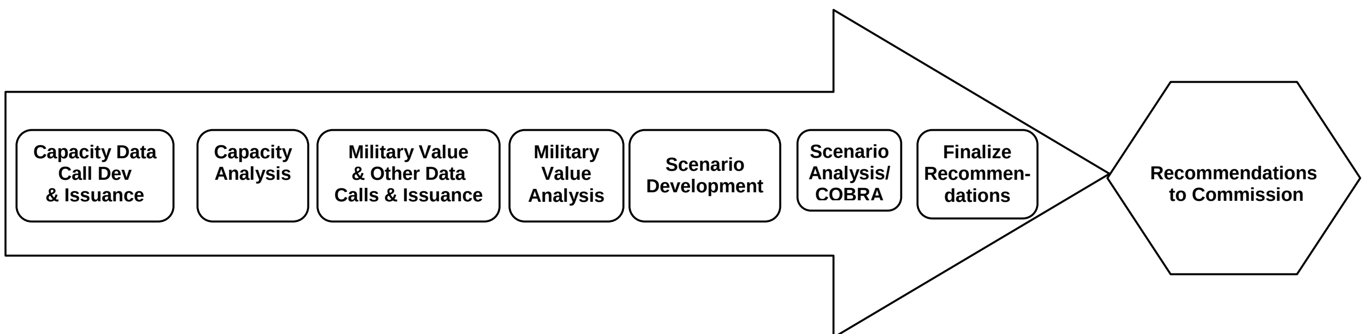
- **Supply, Service, and Maintain.** The Department needs access to logistical and industrial infrastructure capabilities that are optimally integrated into a skilled and cost-efficient national industrial base that provides agile and responsive global support to operational forces.

- **Deploy & Employ (Operational).** The Department needs secure installations that are optimally located for mission accomplishment (including homeland defense); that support power projection, rapid deployment, and expeditionary force requirements for reach-back capability; that sustain the capability to mobilize and surge; and that ensure strategic redundancy.

- **Intelligence.** The Department needs intelligence capabilities to support the National Military Strategy by delivering predictive analyses, warning of impending crises, providing persistent surveillance of our most critical targets, and achieving horizontal integration of networks and databases.

Analytical Process

During the BRAC 2005 process, the Military Departments and JCSGs followed a series of related, but separate analyses. These basic steps were capacity analysis, military value analysis, scenario development, and scenario analysis. Using these analytical elements, each proponent tailored its procedures to analyze its assigned installations and activities. The chart below provides a summary of this process.



Key Aspects of Process

CAPACITY

Inventory
- What
- Where
- How Big
- Usage
- Surge

MILITARY VALUE

Selection Criteria 1 - 4
- What's important
- How to measure
- How to weight
- Rank order

SCENARIO DEVELOPMENT

- 20-year force structure plan
- Capacity Analysis
- Military Value Analysis
- Transformational ideas
- Guiding principles

SCENARIO ANALYSIS

- Selection Criterion 5 – Potential Costs & Savings (COBRA)
- Criteria 6, 7, 8 – Economic, Community, & Environmental Impacts

Capacity Analysis

To maximize warfighting capabilities and the efficiency of the current domestic infrastructure, each Military Department and JCSG began its analysis by determining the capacity of the installations and activities within its purview. The intent of this analysis was to develop a comprehensive inventory based upon certified data that included both physical capacity (buildings, runways, maneuver acres, etc.) and operational capacity (workload or throughput). Each proponent prepared a comprehensive capacity data call to meet its requirements. The groups' task was to determine which bases and sites performed each function, how the physical and operational capacity at those installations was being used, whether surge capabilities would meet contingency needs, and the maximum potential capacity at each location. Once the data call questions were completed, they were forwarded to the field by the Military Departments and Defense Agencies. Each group evaluated capacity analysis responses to identify opportunities for efficiency and effectiveness.

Military Value Analysis (Criteria 1-4)

As required by statute, the military value of an installation or activity was the primary consideration in developing the Department's recommendations for base realignments and closures. The Department determined that military value had two components: a quantitative component and a qualitative component. The qualitative component is the exercise of military judgment and experience to ensure rational application of the criteria. This component is discussed further in the context of scenario analysis. The quantitative component, explained in greater detail below, assigns attributes, metrics, and weights to the selection criteria to arrive at a relative scoring of facilities within assigned functions.

To arrive at a quantitative military value score, the proponents began by identifying attributes, or characteristics, for each criterion. The proponents then weighted attributes to reflect their relative importance based upon things such as their military judgment or experience, the Secretary of Defense's transformational guidance, and BRAC principles. A set of metrics was subsequently developed to measure these attributes. These were also weighted to reflect relative importance, again using, for example, military judgment, transformational guidance, and BRAC principles. Once attributes had been identified and weighted, the proponent developed questions for use in military value data calls. If more than one question was required to assess a given metric, these were also weighted. Each analytical proponent prepared a scoring plan, and data call questions were forwarded to the field. These plans established how answers to data call questions were to be evaluated and scored. With the scoring plans in place, the Military Departments and JCSGs completed their military value data calls. These were then forwarded to the field by the Military Departments and Defense Agencies. The analytical proponents input the certified data responses into the scoring plans to arrive at a numerical score and a relative quantitative military value ranking of facilities/installations against their peers.

Scenario Development

With capacity and military value analyses complete, the Military Departments and JCSGs then began an iterative process to identify potential closure and realignment scenarios. These scenarios were developed using either a data-driven optimization model or strategy-driven approaches. Each approach relied heavily on the military judgment and experience of analytical proponents.

The optimization models used by proponents incorporated capacity and military value analysis results and force structure capabilities to identify scenarios that maximized military value and minimized the amount of capacity retained. These models were also used to explore options that minimized the number of sites required to accommodate a particular function or maximized potential savings. As data results were analyzed, additional scenario options were evaluated.

A second, equally valid methodology of generating scenarios for analysis was driven by overarching Military Department or JCSG strategy. For example, the Headquarters and Support Activities JCSG identified a strategy objective that would reduce the number of single-function administrative installations. Scenarios identified by this method were verified against data collected in earlier capacity and military value analyses. Regardless of the initial approach to scenario development, qualitative or quantitative, all scenario proposals were refined through further analysis.

Scenario Analysis

During scenario analysis, proponents evaluated scenarios against selection criteria 5-8 and also looked again at military value, criteria 1-4. The overall scenario analysis process was characterized by an effort to identify options that best support force structure capabilities; enhance military value; provide, in the aggregate, significant infrastructure and/or cost savings; and are not limited by negative community, economic, or environmental consequences.

For the second look at military value, each scenario was evaluated against the military value ranking discussed previously to assess how the scenario compared to the quantitative assessment of military value (i.e., does the scenario favor a location with higher quantitative military value over a location with lower quantitative military value). Decision makers also applied their military judgment and experience to assess the overall military value of the proposal. Once the decision makers determined that the scenario was consistent with or enhanced military value, they proceeded to evaluate the scenario against the remaining selection criteria, as further explained below.

Determining Payback (Criterion 5)

Selection Criterion 5 requires the Department to consider the “extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.” The analytical groups used the COBRA model to calculate estimated costs and savings associated with various alternatives. This model was used in previous BRAC analyses and was updated by JPAT 5.

Although the COBRA model is simply an estimating tool, its principal strength is the uniform approach it applies to all competing scenarios. Its cost and savings estimates are not “budget quality,” but COBRA’s consistent methodology ensures that the financial implications of each competing scenario are analyzed in a uniform manner. The GAO has consistently cited the use of the COBRA model as effective for estimating costs and savings. In general, COBRA-generated cost and savings estimates tended to prove conservative once more discrete, budget-quality assessments were accomplished early in the BRAC implementation phase.

Section 2913(d) of the Defense Base Closure and Realignment Act of 1990, as amended, requires the Department’s cost and savings criteria to “take into account the effect of the proposed closure or realignment on the costs of any other activity of the Department of Defense or any other Federal agency that may be required to assume responsibility for activities at the military installations.” By estimating the costs and savings to the Department of Defense associated with a proposed closure or realignment action, the COBRA model takes into account the effect of the proposed closure or realignment action on the costs of all DoD activities, satisfying the requirements of Section 2913(d) with respect to activities of the Department of Defense.

With respect to determining the effect of the proposed action on the costs of "any other Federal agency that may be required to assume responsibility for activities" at a closing or realigning installation, the COBRA model is insufficient because it does not include estimates of non-DoD entity costs or savings. Furthermore, independently estimating the costs and savings to these agencies may be inadequate because such information is outside the control of the Department and therefore any effort to estimate these costs would be highly speculative. Additionally, the non-DoD agency may choose to relocate rather than remain and assume base operating responsibilities, potentially achieving savings that would skew any DoD cost estimates. Consequently, the Department cannot rely on the COBRA model or undertake independent estimates of the costs and savings to these agencies in order to take into account the effect on these costs and satisfy the requirements of Section 2913(d) with respect to non-DoD Federal agencies.

In order to satisfy the requirements of Section 2913(d) with respect to non-DoD Federal agencies, when a scenario directly impacted a non-DoD Federal agency, the scenario proponent assumed that such agency will be required to assume responsibility for base operating activities on the military installation. The scenario proponent further assumed that because such agency will be required to assume base operating responsibilities it did not have before the proposed action, the effect of the action will be to increase that agency's costs. The scenario proponent documented these effects for consideration by decisionmakers.

Policy Memorandum 3, Appendix E, provides additional information on the Department's approach to considering the costs and savings of its recommendations.

Determining Economic Impact (Criterion 6)

Selection criterion 6 requires the Department to consider the "economic impact on existing communities in the vicinity of military installations." The Department used a certified database and calculator developed by JPAT 6 to assess the economic impact of closures and realignments on communities. The calculator, called the Economic Impact Tool (EIT), measured the total potential job change (direct and indirect) in the economic area or region of influence (ROI) of a scenario, and the total potential job change as a percentage of total employment in that region.

To assist in assessing the relative economic impact of a scenario, the EIT also displayed the:

- population and employment of the region of influence,
- installation's authorized manpower,
- authorized manpower as a percentage of the region's employment,
- total job change (the sum of the estimated direct and indirect job changes), and
- total job change as a percentage of the region's employment.

Additionally, the EIT provided graphs displaying the total employment from 1988-2002, the annual unemployment rates from 1990-2003, and the per capita income during 1988-2002 for each region of influence. These graphs provided users a basis for assessing the relative impact a scenario might have on a local community's economy. Policy Memorandum 6, Appendix E, provides additional information on the Department's approach to evaluating economic impact.

As the Department finalized its recommendations, decision makers reviewed the aggregate economic impacts to understand how all the actions encompassed in the BRAC 05 recommendation package might affect a given ROI.

Assessing Community Infrastructure (Criterion 7)

Selection Criterion 7 requires the Department to consider the "ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel." Using procedures that JPAT 7 developed, the Military Departments and JCSGs examined the ability of both the existing and potential receiving communities' infrastructure to support forces, missions, and personnel. The process required the evaluation of 10 key community attributes--demographics, childcare, cost of living, education, employment, housing, medical care, safety/crime, transportation, and utilities. JPAT 7 created databases on each military installation for the Military Department and JCSG assessments. Policy Memorandum 4, Appendix E, provides additional information on the Department's approach to evaluating Community Impact.

As the Department finalized its recommendations, decision makers reviewed the aggregate of all recommendations in a community to assess the ability of the communities to support missions, forces, and personnel.

Determining Environmental Impact (Criterion 8)

Selection Criterion 8 requires the Department to consider the "environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities." To assist the Military Departments and JCSGs in assessing these impacts, JPAT 8 obtained environmental data from all DoD installations and provided procedural instructions on a range of environmental assessment issues.

Environmental Resources Impact To assess and consider the environmental resource impacts of different scenarios, JPAT 8 identified 10 environmental resource areas for consideration: air quality; cultural/archeological/tribal resources; dredging; land use constraints/sensitive resource areas; marine mammals/marine resources/marine sanctuaries; noise; threatened and endangered species/critical habitat; waste management; water resources; and wetlands. The Military Departments and the Defense Logistics Agency (DLA) arrayed environmental data on these resource areas for each of their installations in an environmental profile. The profiles also noted the Fiscal Year 2003 estimate of the costs to complete restoration of sites managed under the Defense Environmental Restoration Account (DERA).

Analytical groups used these profiles to assess each scenario. When a scenario appeared to merit additional review, the proponent requested a Summary of Scenario Environmental Impacts to evaluate impacts in the 10 environmental resource areas and identify any one-time waste management and compliance costs. The Military Departments and JCSGs then evaluated their scenarios in light of any identified impacts.

Impact of Potential Environmental Restoration Costs. The Department considered the impact of costs related to potential environmental restoration through the review of certified data on preexisting environmental restoration projects at installations that were identified during scenario development as candidates for closure or realignment. In this regard, the certified data considered by the Military Departments and JCSGs included the Fiscal Year 2003 estimate of costs to complete for Installation Restoration (IR) sites managed and reported under the DERA.

Under DERA, the costs are generally calculated on a “clean-to-current-use” standard. The cost of environmental restoration did not dictate any installation closure decision. The presence of DERA-managed sites, however, was considered as a land use constraint for installations receiving missions as a result of a potential realignment decision.

Since the Department is legally obligated to perform environmental restoration whether a base is closed, realigned, or remains open, proponents did not consider environmental restoration costs in their payback calculations. Moreover the consideration of such costs could provide a perverse incentive that would reward (through retention) polluted sites and close clean sites. This approach was consistent with procedures used in prior BRAC rounds and responds to the Government Accountability Office (GAO) concerns. The GAO has stated that determining final restoration costs could be problematic before a closure decision, since neither reuse plans nor studies to identify related restoration requirements would have been initiated.

Impact of Potential Waste Management and Environmental Compliance Cost. Any one-time waste management and compliance costs associated with closing a facility (e.g., costs generated as the result of operation permit termination requirements) or similar one-time costs associated with realignment actions (expanding treatment or compliance operation permits) were also identified for inclusion in the payback calculations.

In addition to this overall effort to create environmental profiles of each installation that address major issues, the groups also asked scenario-specific questions about environmental issues at gaining and losing bases. The results are incorporated in their recommendations and justifications.

It should be noted that the process for applying criterion 8 did not include an environmental assessment or impact study under the National Environmental Policy Act of 1969 (42 USC 4321 et seq.) (NEPA). Under the BRAC statute (Section 2905(c) of the Defense Base Closure and Realignment Act of 1990, as amended through the FY05 Authorization Act), the NEPA process is not triggered until the implementation of the BRAC recommendations. Rather, the environmental part of the BRAC process was an effort to efficiently package and analyze the certified environmental data, thus making it easily accessible to the Military Departments and JCSGs for integration into their analytical processes. Policy Memoranda 4 and 8, Appendix E, provide additional information on the Department’s approach to evaluating environmental impact.

As the Department finalized its recommendations, decisionmakers reviewed the summary of aggregate environmental impacts for each affected installation to assess whether the combination of all the actions encompassed in the BRAC 2005 recommendation package might generate environmental concerns that would need further review.

Integrating Military Department and JCSG Recommendations

In the final stages of the scenario analysis process, using its analysis against all eight selection criteria, each analytical proponent deliberated and decided which of its scenarios to recommend to the ISG and IEC for approval. Any scenario so recommended became a candidate recommendation.

After the ISG and IEC completed their review and approval of individual candidate recommendations, the Department conducted a process of integration. Integration involved allocating costs and savings among candidate recommendations and combining multiple candidate recommendations into a single candidate recommendation where that would produce a complete closure or would make functional or strategic sense. All newly combined recommendations were then evaluated against selection criteria 5-8, as described above.

Service Planning and Homeland Security

Robert W. Rynerson, RTD Denver
American Public Transportation Association
2004 Intermodal Operations Planning Workshop
Vancouver, BC

This paper describes:

- **Why security issues need to be recognized in everyday operations planning.**
- **How terrorism has been with us all along, but was overlooked or dismissed in the past as happening somewhere else.**
- **Most attacks are against easily accessed sites, so operations planners must deal with security concerns at sites where security has been tightened.**
- **Designating turnback or bypass routes in advance makes it easier to handle disruptions.**
- **A choice of strategies available for serving secure facilities.**
- **Concerns of facility security officials.**
- **Public spaces being developed to take security into account.**
- **The importance of excellent day-to-day work that reduces the flow of petro-dollars to terrorists and makes for a reliable and robust transportation service.**

As many of you know, APTA has suggested this topic for two years in a row. It's an important theme and it is appropriate for someone from Denver to cover it. We were once known as the "second capitol city" of the United States for the number of Federal facilities in our district. This has been diluted somewhat in recent years, but we still host activities of every branch of government, and some are high profile or potentially high profile sites. Colorado is also home for important defense contractors and scientific and engineering firms.

Our bus routes serve these entities in a variety of ways, but in addition to those planning issues with which we are so familiar, I sat down and penciled out some of the ways that I might know something about terrorism. It is remarkable how quickly anyone of a certain age can fill up a sheet of paper with notes on the many ways in which

Throughout much of the 19th and the entire 20th Century, Americans experienced what would now be classed as terror attacks. However, in the media of the time, they were usually "someplace else" and not as important as local news. Minimal preparations were made for dealing with the issue, because it was "not happening here." Lead headline in the Night Sports Final edition involved plans for what was to become the home of the Portland Trailblazers basketball team.

Home-Owned and Published in the Interests of the Pacific Northwest and Its People

VOL. LV, NO. 297 Section 1 PORTLAND, OREGON, WED., FEB. 20, 1957 PRICE 5c

E-R IN COURT; SPEED HOPED

Hells Dam Talks Due At Salem

By Larry Smyth
Journal Political Editor

STATEHOUSE, Salem, Feb. 20—Hells Canyon will be back on stage here tonight when a public hearing is held on the memorial to congress asking for immediate construction of a high dam in that reach of the Snake river. The session will be held before the senate state and federal affairs committee at 7:30.

A hearing was started on the memorial before the senate committee a week ago but postponed until tonight when time did not permit all witnesses to be heard. At that ...

ADDITIONAL legislative news is on Pg. 14, Sec. 1, and Pg. 6, Sec. 3.

... senate, will be forwarded to congress. Sen. Wayne Morse told The Journal last week he expected a two-day hearing on his Hells Canyon bill about March 1 with the matter to reach the floor of the United States senate March 15.

State Sen. Monroe Sweetland (D-Milwaukie) and R. P. Parry, attorney for Idaho Power company, which is building two dams in the Snake at Oxbow and Brownlee and plans another at Hells canyon, have been the only witnesses on the senate side.

There are now almost 900

'Satch' Show Bomb Target

KNOXVILLE, Tenn., Feb. 20.-(AP)-Negro Trumpet Player Louis (Satchmo) Armstrong refused to interrupt his Southern tour today because of a racial bombing at his concert here Tuesday night.

"I've been playing the horns for 44 years and never had any trouble before," Satchmo said, commenting on the blast set off outside the auditorium in city-owned Chilhowee park.

Armstrong was bearing down on his "Back o' Town Blues" when two or three sticks of dynamite exploded outside, sending a shock wave through the segregated auditorium jammed with 2000 white and 1000 Negro jazz fans.

THERE WAS a stir. Many heads turned toward the direction of the earth-shaking explosion, which tore a five-foot hole in the ground outside. It did no other damage and no one was hurt.

The Armstrong instrumental ensemble did not miss a beat and Satchmo himself stopped blowing his trumpet only long enough to say, "It's OK, folks. It was just my telephone ringing."

The concert of Armstrong favorites such as "I Get Ideas" and "Lucky Old Sun" continued for 20 more minutes. The troupe left immediately afterward by chartered bus for Columbia, S. C.

ELI WEINBURG, a show promoter from Bluefield, W. Va., said Armstrong will not let the incident shorten his Southern tour now in its third week.

Armstrong, wearing a dark blue suit with white buttons and a black four-in-hand tie, told reporters afterward, "I feel like I could go right to Birmingham and play—I don't believe we'd have any trouble."

Negro Singer Nat (King) Cole was assaulted on the stage of the city auditorium in Birmingham, Ala., a year ago by white segregationists campaigning against mixed musical performances.

Snow, Rain Predicted

Portland was plunged back into winter this morning when big, wet flakes of snow drew ... white over ... melted at ... forecast- ... light ... continue through Thursday. Gusty east winds will accompany the snow and the temperature tonight will drop to about 23 degrees. This morning's low was 34.

THE SNOW extended down the valley about as far as Salem this morning and showers of rain mixed with snow are predicted in that area through Thursday.

Slippery pavement on upper W Burnside street piled up traffic this morning but sanding by city crews controlled the bottleneck fairly well by

Hearings Thursday In Salem

The state supreme court suit to determine legal powers of the exposition-recreation commission will be argued at Salem Thursday morning.

This was revealed today by Carvel Linden, E-R chairman. He added that he hopes for an opinion soon so the commission can "quit laying back in the traces and get started on our new center." The suit is an appeal from an earlier circuit court decision which found that the E-R commission has all its original powers except that it must build a center on the East Side.

Commissioners have been prevented from starting to build a center until the courts rule on E-R powers. However, at the E-R commission meeting today, commissioners said they have been actively thinking about the center and reviewing research reports.

COMMISSIONER Gale Livingston declared, "We've all been studying this material so we can get going at the soonest possible time."

And Thaddeus B. Bruno added that he has been seeking to make up his own mind, privately, about his preference as to site, architect, manager and public relations firm.

Legal counsel for the Portland housing authority offered the opinion that the authority cannot legally sell the University Homes tract to the E-R commission for less than fair market value, which was estimated at $2500 an acre. The planning commission currently is studying this 90-acre tract as a possible E-R

Knoxville event bombed.
Oregon Journal - Page One
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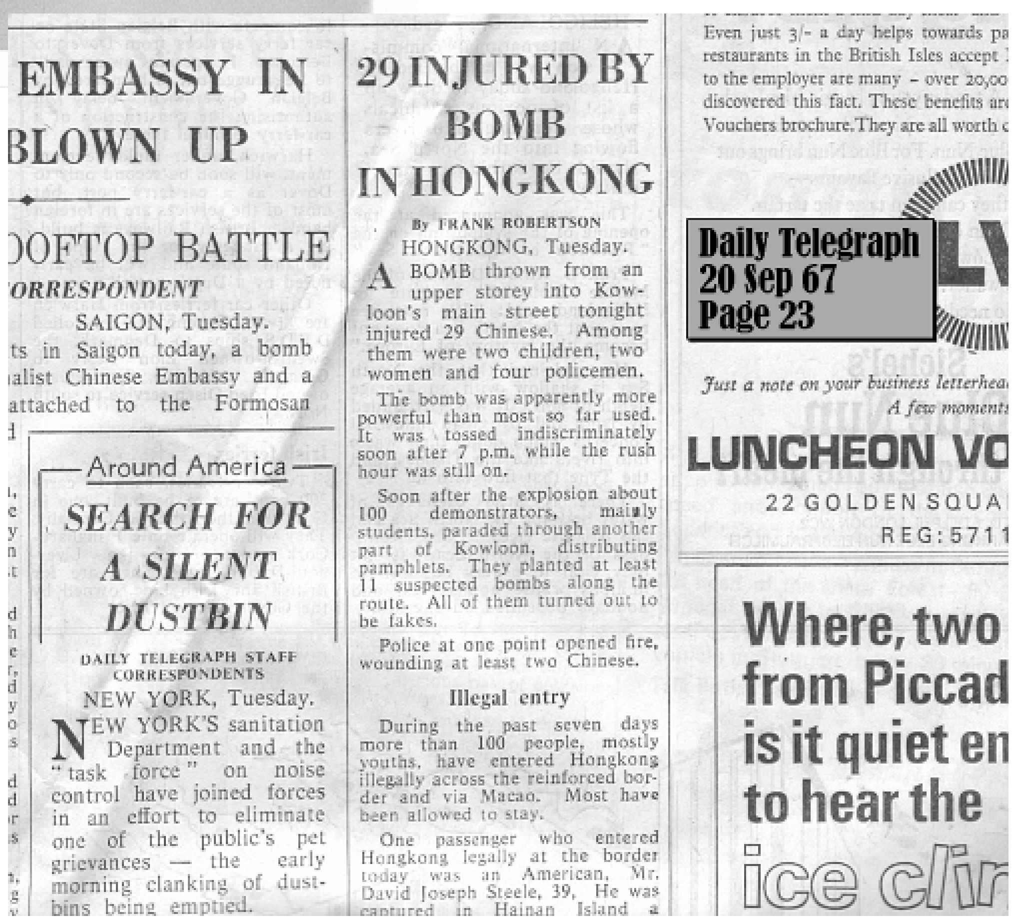
they have been affected by angry people with weapons and a craving for attention, even though some may not feel their experiences were as direct and dangerous as those of others.

Into the 1960's, news moved at the speed of typewriters, over pounding Teletype printers and through an ocean of copy paper.

(Left: In the morgue at the now-vanished *Oregon Journal*.)

Until the end of that decade, terrorists seeking publicity, as compared to those trying to achieve a quasi-military objective, strove for headlines, but given the slow movement of graphic images, their attacks were often buried in the daily flow of words. London bus bombings by the IRA belonged to that era, as did the random attack "buried" below.

You're going to be spared the whole list, but there are some common threads that I noticed in going over it. Most of the places attacked were public



EMBASSY IN
BLOWN UP

OOFTOP BATTLE

ORRESPONDENT

SAIGON, Tuesday.

ts in Saigon today, a bomb
ialist Chinese Embassy and a
attached to the Formosan

Around America

SEARCH FOR A SILENT DUSTBIN

DAILY TELEGRAPH STAFF CORRESPONDENTS

NEW YORK, Tuesday.

NEW YORK'S sanitation Department and the "task force" on noise control have joined forces in an effort to eliminate one of the public's pet grievances — the early morning clanking of dustbins being emptied.

29 INJURED BY BOMB IN HONGKONG

By FRANK ROBERTSON

HONGKONG, Tuesday.

A BOMB thrown from an upper storey into Kowloon's main street tonight injured 29 Chinese. Among them were two children, two women and four policemen.

The bomb was apparently more powerful than most so far used. It was tossed indiscriminately soon after 7 p.m. while the rush hour was still on.

Soon after the explosion about 100 demonstrators, mainly students, paraded through another part of Kowloon, distributing pamphlets. They planted at least 11 suspected bombs along the route. All of them turned out to be fakes.

Police at one point opened fire, wounding at least two Chinese.

Illegal entry

During the past seven days more than 100 people, mostly youths, have entered Hongkong illegally across the reinforced border and via Macao. Most have been allowed to stay.

One passenger who entered Hongkong legally at the border today was an American, Mr. David Joseph Steele, 39. He was captured in Hainan Island a

Even just 3/- a day helps towards pa
restaurants in the British Isles accept
to the employer are many – over 20,00
discovered this fact. These benefits are
Vouchers brochure. They are all worth c

Daily Telegraph
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Page 23

Just a note on your business letterhea
A few moments

LUNCHEON VO
22 GOLDEN SQUA
REG: 5711

Where, two
from Piccad
is it quiet en
to hear the
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facilities or in unguarded areas. The first one on my list was a bomb set off on April 15, 1955 in the Meier & Frank Co. department store in my home town of Portland, by an extortionist named William Clarence Peddicord. I can remember the mess in the streets and the boarded up store windows. In the style of the time, the dailies nicknamed him the "Blind Bomber" – he was blind – he was caught, jailed, and forgotten. His politics were limited to having a grudge against the store, but the rest of the events that I listed were also carried out by people who felt that creating fear and disruption was the only way that they could call attention to their cause.

Newsreel cameras were the standard television image-gathering tool in 1970, as pre-schoolers walk past media personnel setting up for a diplomatic meeting in Berlin. Film would be rushed through processing, flown to Frankfurt and put on a TWA jet to news rooms in New York. A terrorist attack would likely have been second to other stories on U.S. news programs, and only a few minutes of film footage would have been available on the following day.

Thirteen months after this photo was snapped, new-style German terrorists published a manifesto titled "Concept of the Urban Guerilla" and launched a media-attracting attack on the German Federal Republic government and Allied military forces in Germany, complete with a marketing visual identity program.

Today's media-savvy terrorists have learned that a highly visual event will gain much air time, especially if a sense of around-the-clock urgency can be created. In turn, modern security measures would likely prevent this relaxed convergence of kids and world affairs and the bus might be detoured.

All of them had the goal of obtaining publicity for one cause or another, some of them planned with the thought that they would influence government policies, but most interestingly, in the long run they accomplished nothing. The information on the Portland bombing was in the local library, but it is hard to find a Portlander who can remember anything about this.

This creates a problem—even though this type of crime has been with us for a long time, we have a tendency to push it aside. A bomb at the same location today would disrupt light rail service.

Some of us were kids when the Portland bombing occurred, but now as adults we are in responsible positions and we have to think about things like that. No one in 1955 expected that kind of bombing, but the Portland Traction Company officials of the time had been through the planning for a Japanese attack, and their network had a number of planned turnback points that aided in dealing with drawbridge delays, so I am sure they handled it. We will hear about planning for an emergency response in the following presentation.

So, you may ask, what might I do about this continuing risk in my property? We might agree that as citizens of our respective countries there are some things that we can do, in some properties we may participate in emergency response plans, but what about in our daily work?

Service planners are often called upon to integrate the work of the various departments of transportation firms or agencies with which they work. Increased interest in security considerations is a new factor for many, but it cannot simply be delegated to a security department and then ignored.

Today I will outline some of the factors involved in service planning security matters and also identify some service benefits that may be overlooked. The areas that I will cover are:

- **Service design at secure facilities**

- **Planning the ability to recover from disruptions**
- **Facility designs with security in mind.**

While it is rare that a security threat gives warning of itself with specifics, there are certain principles that identify the likely issues. In our business – a business that in general cannot by its nature be restricted against public access -- some types of locations must be identified as priorities for security concerns.

Experience in Denver, Colorado offers lessons. The most obvious homeland security issue confronting service planners comes when a bus driver is suddenly confronted with a closed gate during an alert or due to a change in policies at a site. It is not a new phenomenon. How might we cope with that?

We have not always followed a rigorous process, but there is a logical way to tackle this problem and I will describe it:

- First of all, is this site one that is worth the deviations, restricted speeds, gate inspection delays, etc. that are associated with entering a secure facility? And on the other side of that coin, put yourself in the shoes of the security people at the facility. Does their facility draw employees or dependents or visitors who might be likely to use public transportation?

- If the answer to these is 'no' then you have the same issues and decisions to make as in any low-density area where service might remain on a nearby arterial. That is how the RTD dealt for two generations with the Rocky Flats plant that built triggers for nuclear bombs. This was at a remote location, with unlimited parking, and well paid employees whose worksites were scattered through the complex. It was *not* transit-oriented development.

- There is a complicated subset of the 'no' response. That is when you have information that justifies service from a market standpoint and when you have reason to believe that the security or facilities manager is not reflecting the needs of the potential customers or is not really contributing to meeting the mission of that facility. Most of the mid-level security people reflect the ordinary cross-section of views about public transportation, and so an individual may be making decisions based on stereotypes about transit riders. If that is the case, your potential customers are the ones who need to contact their leadership and ask for reviews at higher levels. In the nature of property access negotiations, we usually are dealing with mid-level people, and some issues need to be dealt with instead by those who have the whole picture for their facility in mind. Employees or dependents who need your service are the ones who can articulate the need in terms of accomplishing their mission.

- So now we are at the point of deciding what the service design might be. The traditional way of handling access inside a large military base or secure industrial facility has been to operate a separate shuttle route inside the secure area. The transit system vehicles and operators remain outside of the fence or just inside it, and customers walk through. This is how our corporate ancestor, the Denver Tramway Company, served Lowry Army Air Corps Field in World War II. The problem with that approach today is the use of military resources in the present all-volunteer military. Some of you may have noted the article in *Passenger Transport* [16 Jun 03] that described an alternative approach: the Hampton Roads Transit system is operating a free shuttle route inside the Norfolk Naval Station. Eighty percent of the cost is covered by a CMAQ grant. This keeps their line-haul service out of security delays and still deals with the needs of their customers.

- The Norfolk approach makes sense when we are serving a sprawling facility with activity around the clock. What about “white collar” facilities, such as Buckley Air Force Base in Aurora, Colorado? This base has a small commuter market and it has a Base Exchange that attracts trips by military dependents and retirees in our metro area. It is located in a site that makes it a logical terminal for Local Route 10, and so the bus goes into the facility. Because the route terminates there, it is relatively simple to determine whether the people or items on the bus should be admitted. If there is a high security alert and access is denied, turning buses around will not affect many other customers. Here is where the service recovery aspect comes into play: our route has designated short turns on it that can be used if the end of the line is unavailable. If that were not the case, we would designate a turnback route and put it into information for drivers, Dispatch and the public. The Denver Water Board's headquarters and maintenance center is handled that way on Local Route 7.

Denver's **Rte 7** serves the Water Board headquarters and maintenance center. The facility is closed to access on some municipal holidays when buses are on weekday schedules. It may also be closed in an emergency.

Map is an excerpt from the public timetables and the bus operators' route map. A turn list is also provided for the turnback loop in the operators' manual.

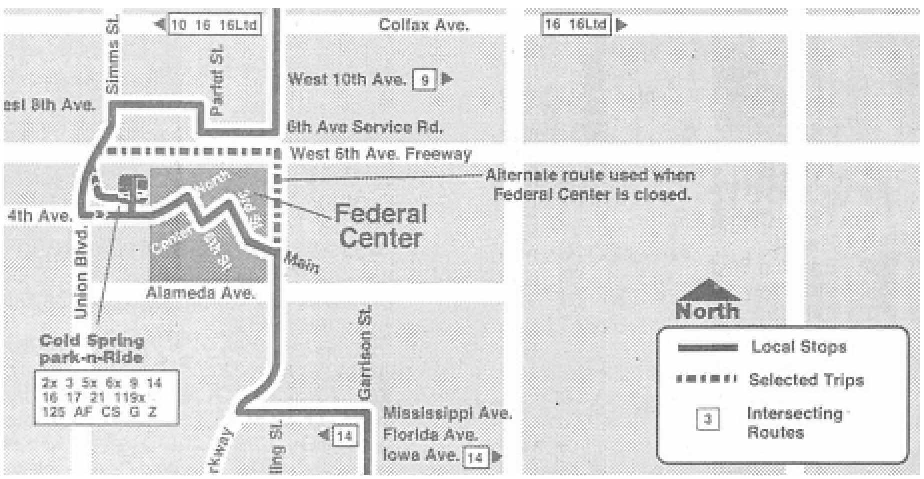
- We have a third level of access in secure facilities, a method that absolutely requires planning beyond that of a regular route. In Lakewood, Colorado there's a World War II Remington Arms manufacturing facility that was revamped by the General Services Administration to offer office space in a semi-secure environment. The public is welcomed to it on business that includes – for example -- the planners' favorite: the USGS map store. It also has Federal activities that are involved in controversies and it has activities that rely on expensive technical equipment that could be targeted for anything from criminal to domestic to international terrorism. Most of the transit market at this location is commuters on conventional work hours, with a small number of the general public visiting through the business day. We serve this facility with three through routes, in addition to two routes that terminate inside. On weekends and during security alerts, only one gate is open, which would make a through bus run unacceptable to other customers and unworkable for us. Therefore, we have taken several steps:

- Each of the through routes has been designed so that the alternative route makes little difference in running time, so that the disruption does not carry into the rest of the route.

- Each of the through routes has an alternative route designated right in the public timetable map and in the bus operators' guidebook. The description of the alternate is that it is used "when the Federal Center is closed" but that is broad enough to cover security alerts.

- Because the alternate route is used on weekends, we have a built-in check on the back-up. One problem with a turnback loop or alternate route only used in emergencies is that it may not be functional when that emergency comes. It is the transit equivalent of the back-up generator that fails to start automatically in a power failure. The best way to beat that problem is to use the loop for some regular purpose. If there is no good reason to use it regularly, then before republishing system information, it is a good idea to go over loop bus routes in a car.

- On a rail or trolley coach line, ask if alternate turnback loops have been tested. Your Training Department could check those out in the process of doing training runs. This might sound mundane, but I remember at another phase in my career standing at a jammed intersection looking at a bus that had high-centered -- broadside to traffic -- on a median that had been extended across our old turnback loop. It still had the trolley overhead in service above it, and the operator had just followed instructions from Control to turn around there. It is almost a rule that in disasters, natural or terrorist-caused, some secondary accidents divert resources or create additional problems. After that incident, I made a habit of checking on the status of the system and trying to keep our maps up to date.



RTD's **Rte 100** runs through the Federal Center in Lakewood, Colorado. Maps showing alternate are included in public timetables and operator information. Latter also includes turn list for the bypass route on W. Sixth.

So, now we have made arrangements with the facility managers to run the bus through their secure site, set up clear alternatives as to what to do if they cannot, made sure that we have a workable turnback route, and there is one more thing for a smoothly functioning through route:

- Bus operators are instructed to announce that passengers on the bus are subject to inspection when they ride through the Federal Center. We have had some debate with one customer about when this announcement should be made, but in general this has worked out when it is made shortly before entering the facility.

> We did have a through operation which experienced more problems. At Lowry Air Force Base, we were permitted to run through the facility, providing local access to a variety of attractions. However, the alternative routing if the base was closed was not published and it caused schedule adherence problems when used. When the Air Force was able to, they put on Air Police to ride the buses through the base, but that put a burden on them. This could have been cured by restructuring the route, but by the time the issue became a frequent problem, the Air Force had decided to dispose of the base. Today its former route structure works well with some alterations to fit the new situation.

This segues nicely into the last of the points that we are reviewing today. I have talked about some of the short-run service design issues. Over the long run it is important to take homeland security issues into account in the design of new facilities or the renovation of old ones.

The General Services Administration proposes to redesign the Federal Center in Lakewood. In cooperation with our planning for the West Corridor Light Rail line, they designed a reduced secure area that would encourage walk access from the LRT station and local buses outside of the new fence. Reducing the perimeter of their secure area will save them operating expenses, while at the same time moving some Federal functions into conventional office space in the open area will make them more accessible to their customers.

Public spaces at the entry are to include security features that will be less obtrusive than the current World War II vintage set-up. Some of the GSA's decisions will depend on the outcome of our public's vote on expansion of the RTD's network in November, but we have already participated in design workshops with the GSA in respect to Downtown Denver court facilities. Some of the courthouse principles will apply at the Federal Center.

Briefly, I will go over some of the design features that are now being considered for public spaces. Some of these were developed in the GSA workshop in Denver, others are based on some field work on this subject that I did in Denver and in The Hague.

Older Federal facilities are being remodeled. Timothy McVeigh trial for the Oklahoma City bombing was held in this 1960's courthouse, now being renovated with security a consideration.

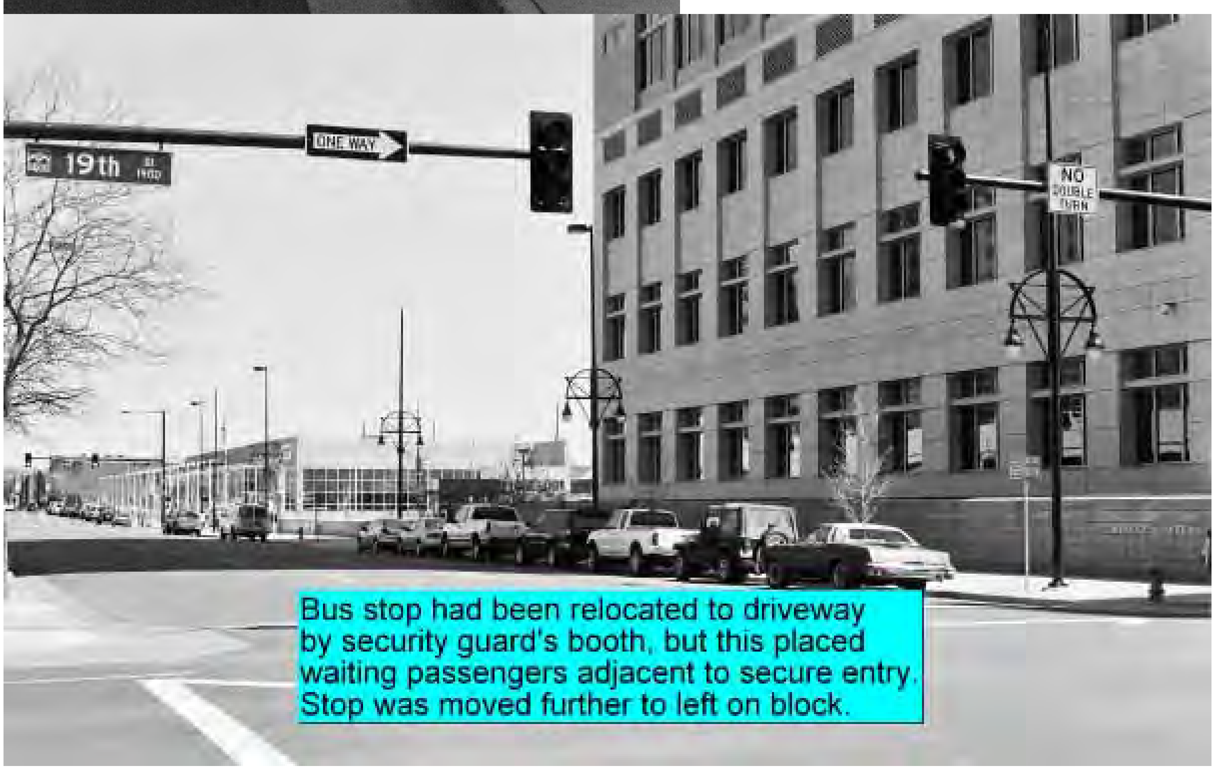
- Most importantly, the same considerations that reduce the risk of "ordinary" crime in public spaces will help in reducing the risk of a space being the scene of a terrorist attack. Public spaces that are routinely under the eyes of passers-by or police officers or office workers who might climb a stairway that offers a view of a plaza are safer places for that. As with the work on planning and maintaining turnback locations, you'll find that there can be everyday benefits from the attention given to security.
- In the U.S. and Canada, government buildings used to imitate European designs that put their main level a half floor up from the street and some were set back from the street. Those are tough to bring into compliance with

the codes that now cover building access, but it turns out that they had an advantage in terms of security. In the 1950's and 1960's, government buildings were put up that were level with the street and often built right up to the property line in urban settings, and these are easy targets. As we are learning now, a slightly raised floor level and the resulting long run for a gentle approach for a wheelchair ramp may also provide the logical visual reason for a wall or landscaped edge on a more secure office site. That wall or landscaped edge can be planned as a bus stop.

- We have learned that bus stops may be considered a plus or minus. Where they fit into a location as I just described, the people planning more secure buildings will find that they fit in well. The main concern that we have heard expressed involves access points to the secure facilities, at which an adjacent bus stop may provide a cover for someone waiting to commit a terrorist act. Yes, this sounds like the usual sort of excuse for moving a bus stop, but consider that the possibilities in front of us include a spill-over of narco-terrorism, that attacks on judges or law enforcement figures have been a part of that, and that overseas terrorist groups a generation ago targeted judges in Western Europe.

New Federal Courthouse in Denver returns to the old style, standing on a raised platform with a low wall around it. Bus stop on this corner was relocated to midblock at a driveway.

The midblock location had conflicts with metered spaces and with parking by service vehicles. However, it was able to utilize the "no parking" space as part of the bus stop, so that wheelchair passengers could be served.



Bus stop had been relocated to driveway by security guard's booth, but this placed waiting passengers adjacent to secure entry. Stop was moved further to left on block.

The effort to work out a satisfactory bus stop at this sensitive location continues.

After it was determined that the midblock location described in the previous photograph placed waiting passengers at a location close to the secure entrance, the stop was moved by a General Services Administration crew to this location.

The RTD stop flag was piggybacked onto an existing City and County of Denver pole, and the City's steel bench was moved to the site shown here.

This location is not visible to bus drivers when vehicles are parked at the meters, and it does not work for customers in wheelchairs. The next logical bus zone location, farside, is in a high potential site for illegal parking – next to the door of the main postal station.

- In looking at the design of public buildings and spaces, there also is an opportunity to review functions that are to be performed, consider them in light of security issues, and then design in ways that will accomplish security objectives without disappointing us architecturally. For example, the new Federal courthouse in Denver has a visitor screening area that is offset from the main building. It does not look like a guardhouse – it's not separate from the main court building as in several world-significance sites that I visited in The Hague – but it is not a critical part of the building structure. On a simpler scale, the new City and County of Denver office building has old-fashioned wide entrances, which offer space for security inspections of visitors.

So, we've gone through a survey of everyday ways in which homeland security issues touch on our work. We know that this is not a new problem, but it still leaves a nagging feeling that there is something else that we should be doing.

This customer wants to use transit, but has a personal auto. Confronted by an out-of-order municipal elevator at a transit station, will she drive next time, contributing to funding terrorists?

When we step back and look at the whole picture, there is something very important that we can do. Although terrorist attacks have been part of the social landscape for generations, the biggest current threat comes from people who are financed with our oil money. In the long run, work that you do every day to provide useful and efficient transportation service is important.

###

Personal Background

Robert Rynerson is Senior Lead Service Planner/Scheduler with the Regional Transportation District in Denver, Colorado, where he has worked since 1985. He is not an expert on homeland security. Rather, security issues come up as one of the many aspects dealt with over his past forty years of transportation work. These continuing "intersections" provide the reason for this paper's point of view—that terrorism is an ongoing concern, regardless of current events. Some of these intersections between his work and homeland security issues include:

- B.A. History Lewis & Clark College. Senior thesis on Portland, Oregon's World War II Commissioner of Public Utilities. Her responsibilities included public transit in wartime.

- Service in the U.S. Army Rail Transportation Office, Berlin, 1969, followed by

- Service in Berlin Brigade's G-2 (Intelligence) Division, 1969-71, in a time and place described by Major General Chuck Scanlon, former head of U.S. Army Intelligence, as having seen "the dawn of modern terrorism." Read http://www.baader-meinhof.com . In the same period, OPEC was formed, and Middle Eastern terrorists launched attacks against air transport.

- Planning with Oregon Department of Transportation during the 1973-74 Energy Crisis. In 1973, threats were made by right-wing elements against the new Klamath Falls transit system being set up with State staff aid.

- Work on the British Commonwealth Games, World University Games, Papal and Royal visits while with Edmonton Transit, 1976-84. Redesigning the trolley coach network for more flexibility. Bomb threats against the new Light Rail line. As Marketing Officer, produced one of the transit industry's first customer safety and security brochures.

- In Denver, work as a Service Planner, then Service Planner/Scheduler, including projects with secure sites, new Federal buildings, World Youth Day, including another Papal Visit, and the Summit of Eight.

- Research for previous essay on the subject, which in 1993 explained to transport interests that a new type of terrorism by Muslim fundamentalists was being funded by revenues from our insatiable demand for oil. Excerpts of this now dated document available at http://home.att.net/~rw.rynerson/terror.htm .

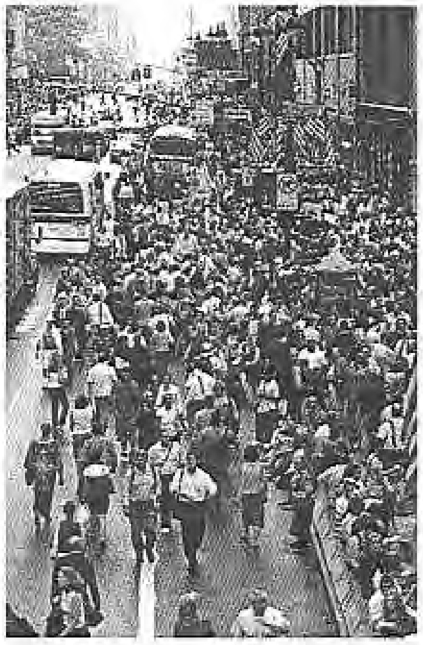
Transit Security Design Considerations

3rd Infrastructure Security for the Built Environment (ISBE) Congress
St. Louis, MO – November 2004

Matthew Rabkin, Project Manager
Volpe National Transportation Systems Center – Planning & Policy Analysis Division

U.S. Department of Transportation
Research and Special Programs Administration

Project Goals



- Increase awareness of the relationship between design and security
- Provide design strategies to reduce the vulnerability of transit systems to acts of terrorism
- Provide considerations, not mandates

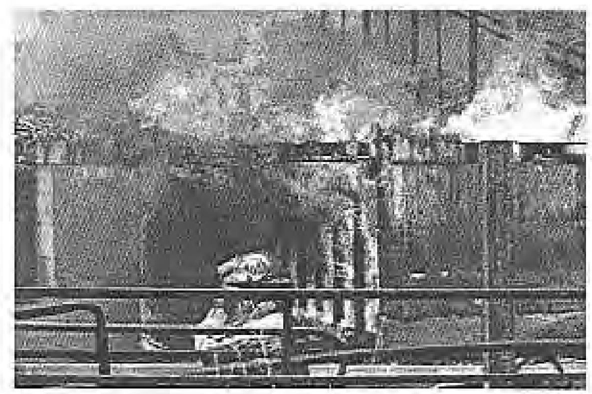
Project Target Audience

- Managers, administrators, security professionals, and system designers in small, medium, and large transit agencies

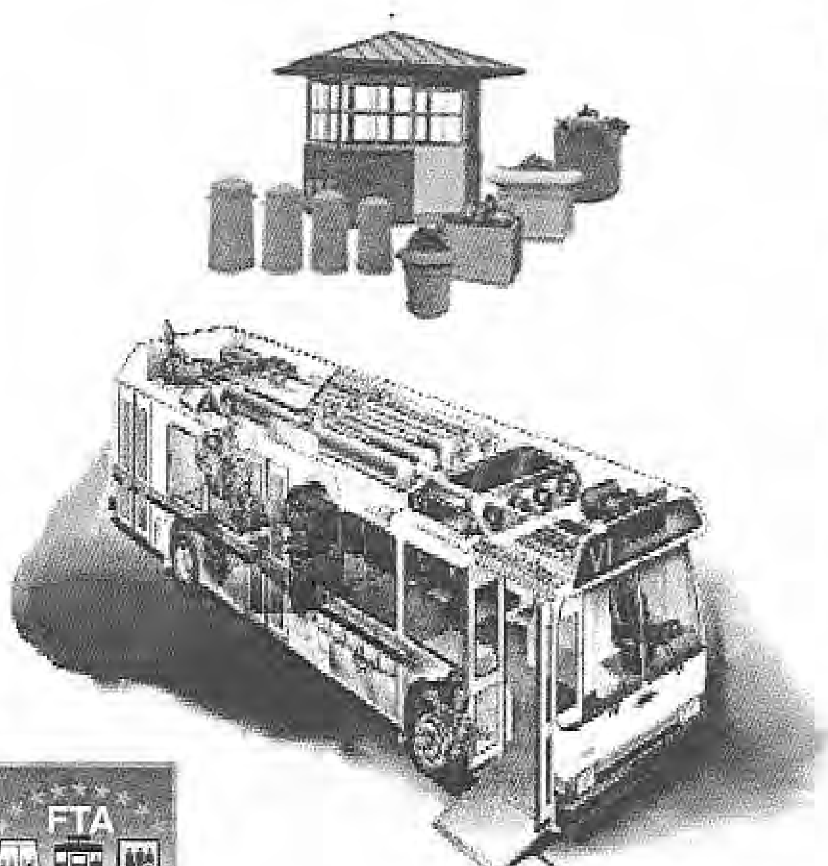
- Consultants who provide design and construction services to transit agencies

Major Threats

- Arson
- Explosives
- Weapons of Mass Destruction
- Violent incidents
- Hostage situations
- Physical tampering
- Cyber attacks



Strategic Approach



- Physical design supports four critical security functions:
  - Detection
  - Deterrence
  - Minimization of consequences
  - Response/recovery

Areas of Focus

Transit assets
- Bus vehicles
- Rail vehicles
- Infrastructure assets

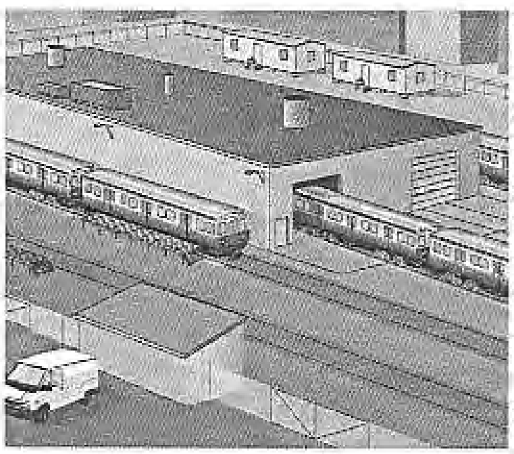
Security tools
- Access management
- Credentialing
- Systems integration

Transit asset & security tool
- Communications

Research Process

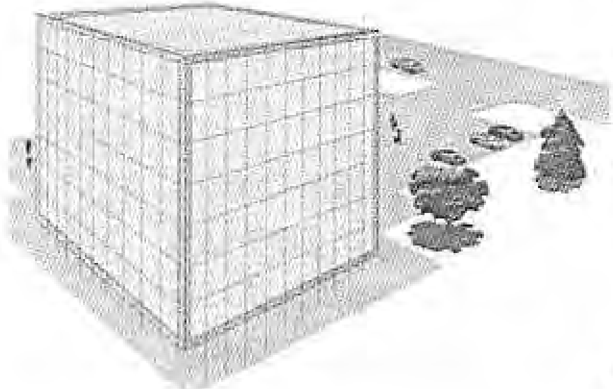
- Conduct literature search and industry interviews
- Develop draft documents
- Submit to FTA for initial review
- Form technical working groups of industry representatives (with APTA & CTAA input)
- Receive working group feedback
- Revise documents
- Distribute to industry

Transit Infrastructure: Topics Covered



- Concepts and definitions
- Threats
- Strategies for:
  - Transit stations
  - Transit stops
  - Buildings & OCCs
  - Maintenance & storage facilities
  - Elevated structures
  - Tunnels
  - ROW, track, & signals
  - Remote/unmanned facilities

Transit Infrastructure: Proposed Strategies

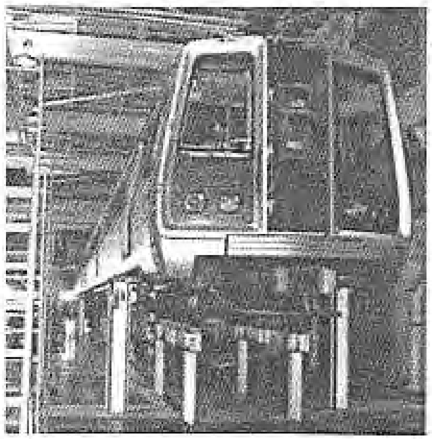


1. Secure facility and equipment from tampering or unauthorized entry
2. Limit ability to place or hide explosives
3. Harden fuel-storage areas
4. Reduce damage (by hardening materials, enhancing detection systems, isolating vulnerable areas, etc.)
5. Enhance emergency egress through doors, windows and route planning

Transit Infrastructure: Considerations

- Site layout
  - Site selection
  - Building orientation
  - Access points
  - On-site vehicle circulation
  - Mixed-use facilities
- Interior layout
  - Shielding assets
  - Facilitating surveillance
  - Emergency routes
- Structural engineering
  - Damage from blasts
  - Progressive collapse
  - Fire damage
- Architectural features
  - Facades
  - Entrances
  - Fenestration
  - Small features
  - Utility openings
  - Signage
- Systems and services
  - Public utilities
  - Electrical system
  - Building system controls
  - HVAC
  - Lighting
  - Communications
  - Security systems
  - Water and sewer
  - Fire protection

Transit Infrastructure: Considerations for each

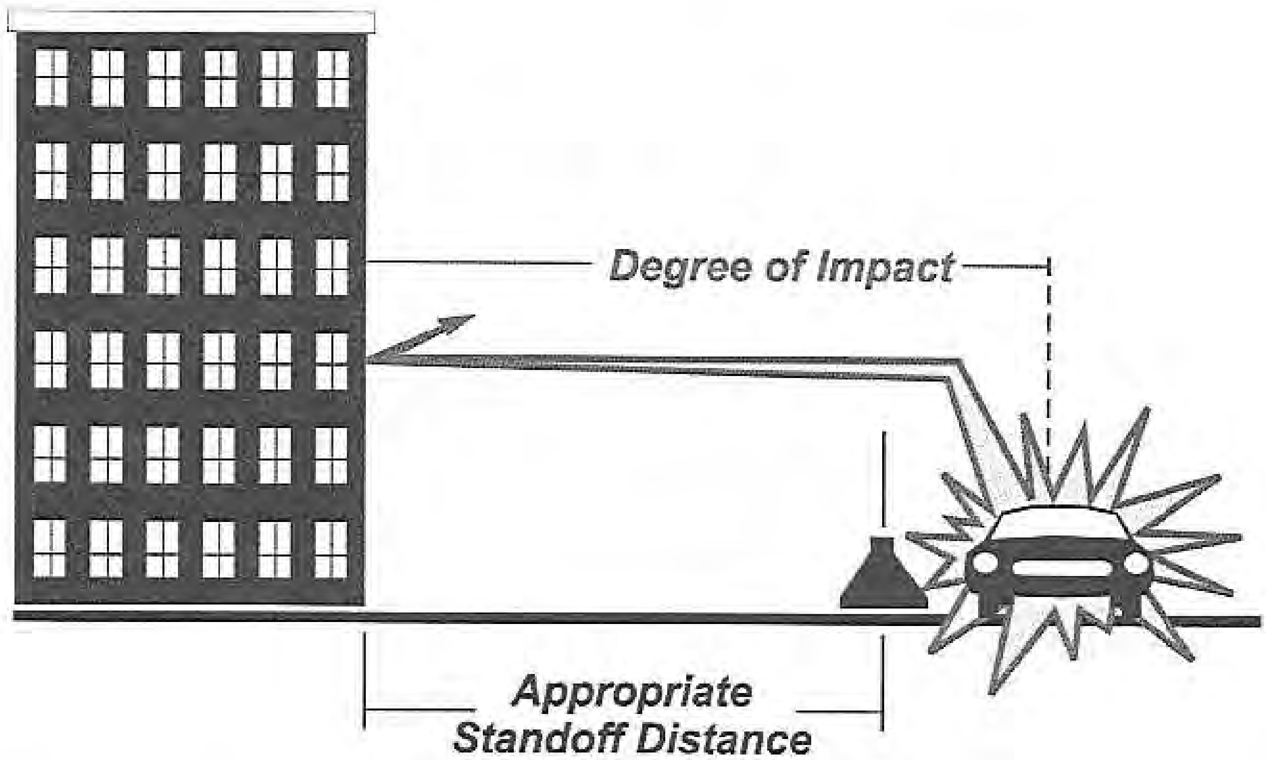


- Maturity of the technologies
- Cost
- When to install:
  - During new construction
  - Retrofit during major renovation

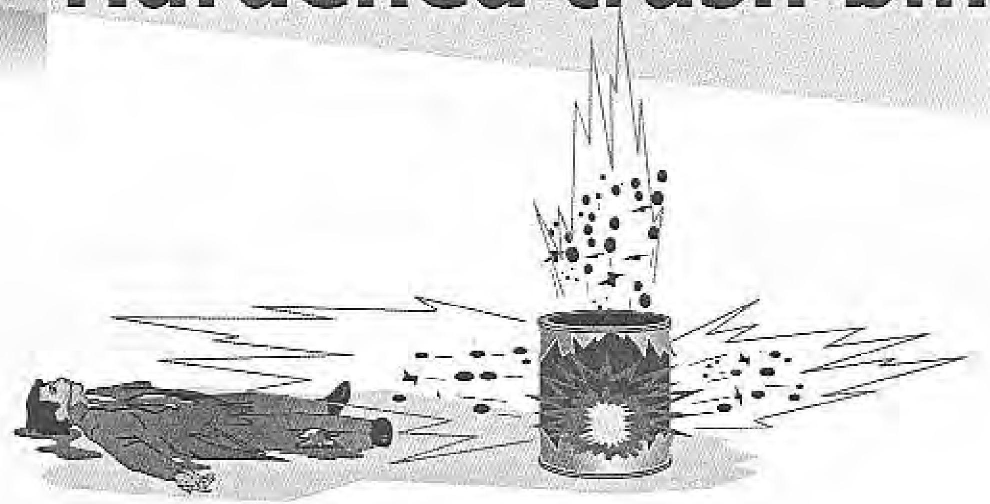
Transit Infrastructure:
Key Points/Highlights

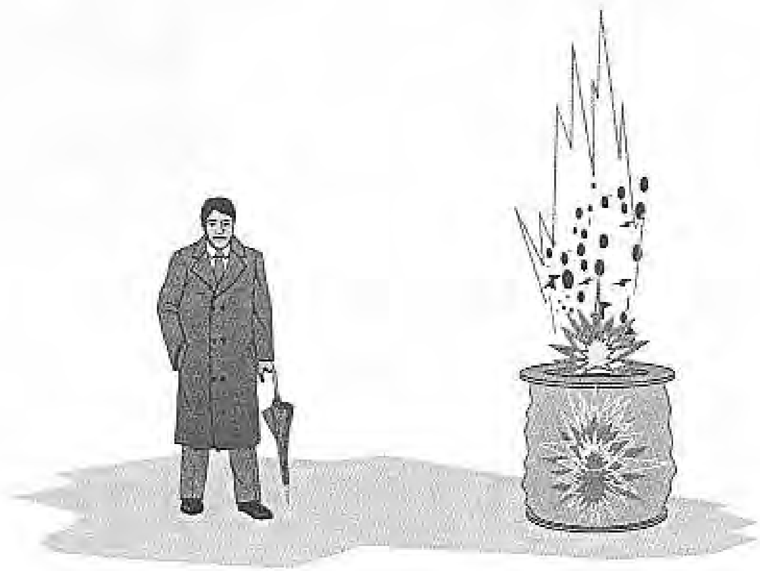
- Access management
- Standoff distances
- Hardening/resiliency
- Redirection of blast force
- Emergency response features
- Backup/dispersion of assets

Example Strategy: Standoff distances

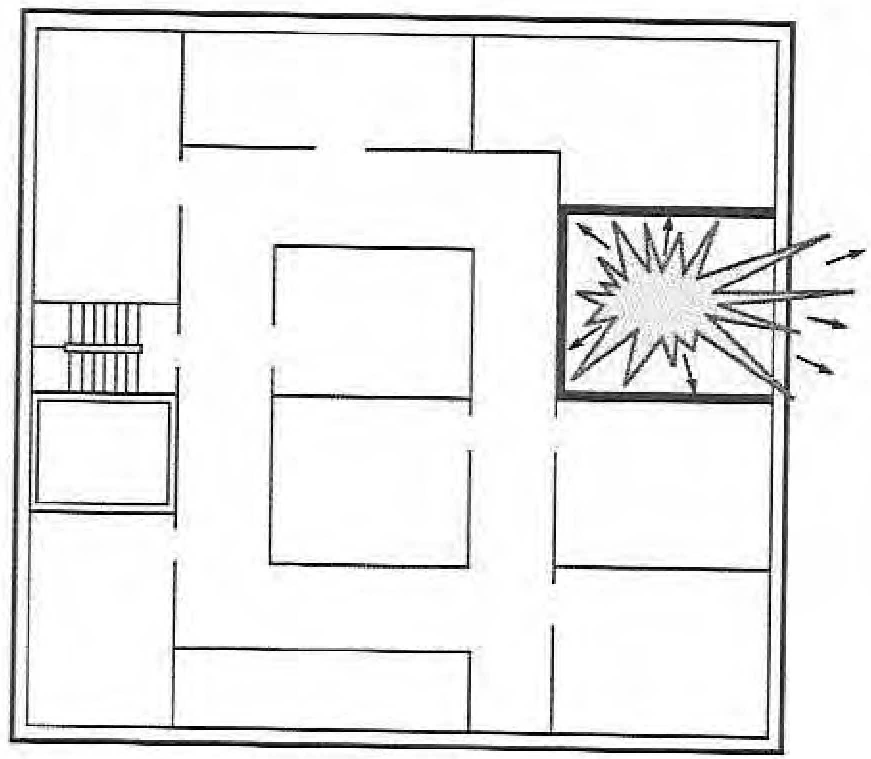


Example Strategy: Hardened trash bin

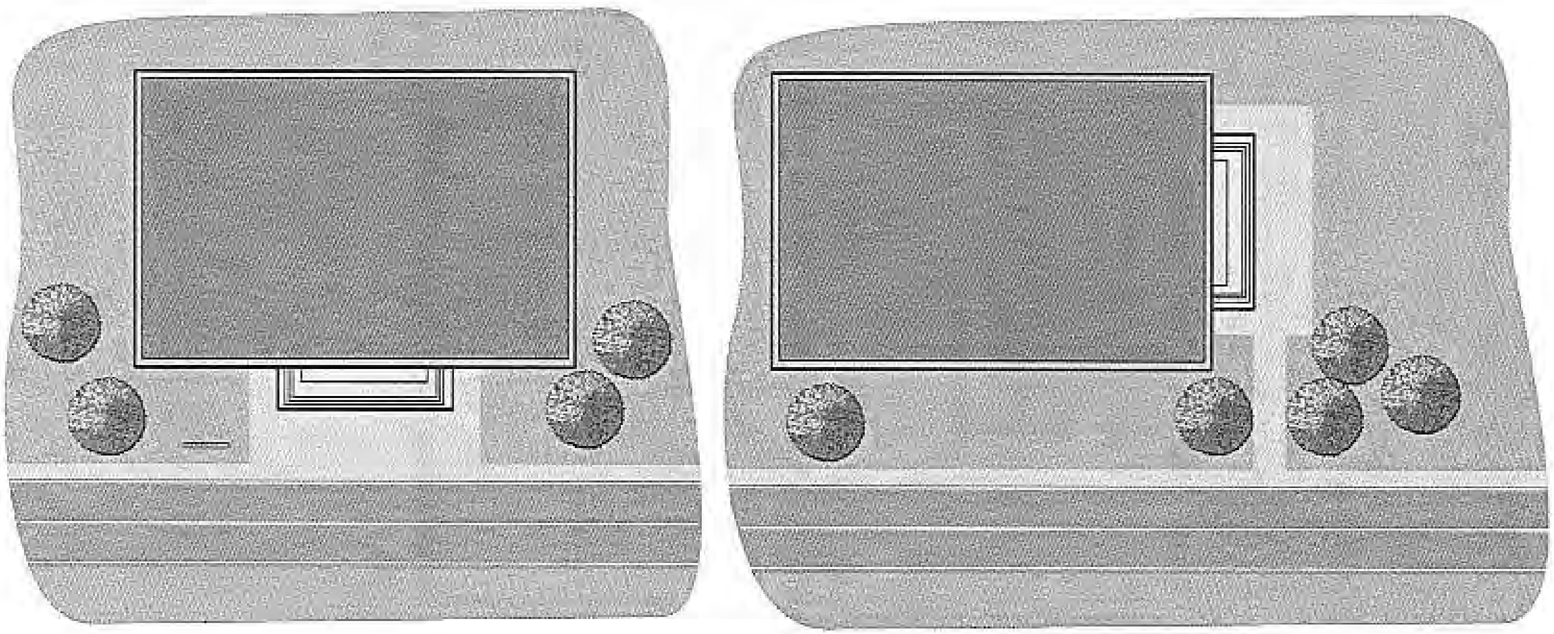




Example Strategy: Isolate Vulnerable Areas

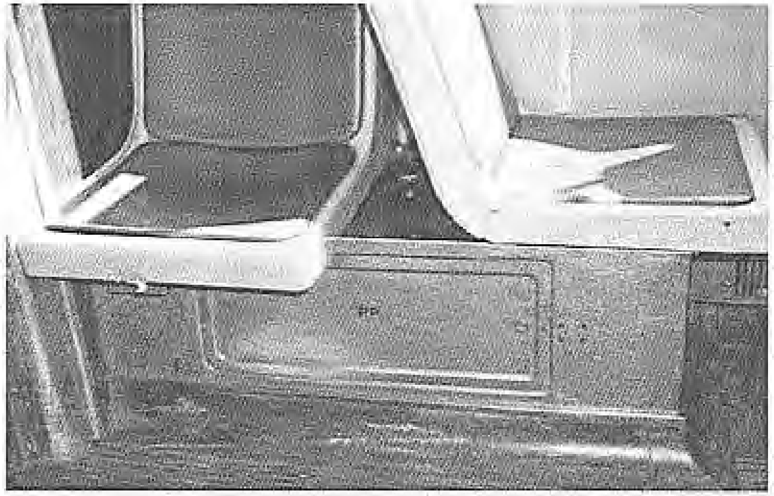


Example Strategy:
Orient Entrance Location



Example Strategy: Restrict Access

Example Strategy:
Reduce concealed spaces



Example Strategy: Surveillance

Transit Infrastructure:

Sample from the report

Design Feature	Goal (Detect/ Deter/Minimize)	Able to Retrofit
Site layout		
Securable perimeter	Deter	X
Structures and vehicle-storage areas set back from roads and public parking areas	Deter / Minimize	
Physical barriers such as bollards, fencing, and grade changes to enforce setbacks and secure perimeter	Deter	X
Minimum number of access points necessary	Deter / Detect	X
Staffed security checkpoints at site access points	Deter / Detect	X
Unobstructed sightlines throughout site	Detect / Deter	X
Fuel storage site isolated from rest of facility with appropriate standoff distance	Minimize	Maybe
Parking areas segregated from transit	Deter / Minimize	X

Project Contact

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(I)

THE FAST LANE

As gridlock gets worse and technology improves, the use of toll lanes and other market-based tools to regulate rush-hour driving is gaining acceptance.

BY CHRISTOPHER SWOPE

KEN LIVINGSTONE, THE ONE-TIME SOCIALIST RABBLE-rouser and current mayor of London, isn't your typical free-market disciple. But when Livingstone, who still goes by the nickname "Red Ken" in some circles, talks about how cities can tackle traffic congestion, he sounds like a conservative economist.

When Livingstone took office in 2000, traffic in central London was perpetually gridlocked. The streets were so clogged with cars and trucks, as well as the city's famous double-decker buses and black taxi cabs, that they all poked along at an average speed of 8 mph. In 2003, Livingstone devised a plan, which combined market principles with new technology, to get London moving again. He drew a ring around the 8 square miles of central London, and set up cameras alongside all roads into town. Whenever a car passes into the "congestion charging zone" on a weekday between 7 a.m. and 6:30 p.m., its license plate is photographed and entered into a database. Drivers are assessed a toll of about $9.50, and have a choice of paying online, by phone, at kiosks, stores or gas stations. Anyone who hasn't paid up by midnight on the day of travel receives a $190 ticket by mail. "I nicked the idea off Milton Friedman," Livingstone once said.

Livingstone's critics predicted that congestion pricing would prove a spectacular disaster. The technology would overload,

COURTESY MINNESOTA DEPARTMENT OF TRANSPORTATION

they said. Even if it did work, the scheme wouldn't put a dent in congestion anyway—and it might just spark a commuter rebellion. "CONGESTION CHAOS IN STORE," predicted the *London Evening Standard*.

None of the doomsday scenarios came to pass. Rather than revolting, drivers did one of two things: They either paid up, as 100,000 a day now choose to do, or they changed their commuting behavior. Many people who used to drive to work switched to mass transit, which became a more attractive option because Livingstone pumped toll revenues into expanded bus service. Other commuters bought scooters or bikes, either of which they can ride downtown for free. All in all, 60,000 fewer automobile trips are made into central London today than before the charge. Traffic moves more quickly, there are fewer accidents, and taxis and buses are more plentiful. Livingstone got re-elected handily last June, some say because of—not in spite of—his congestion-charging scheme.

London's experiment with road pricing has sparked a lot of discussion in the United States. The reason is not because lots of American cities will want to copy London. With the exceptions of Manhattan, San Francisco, Chicago or Washington, D.C., traffic congestion in this sprawling country is much more a highway phenomenon than a matter for the downtown street grid. Rather, people are talking about London because Livingstone showed that voters might agree to putting a price tag on driving—so long as they get a better ride in return.

Starting this month, solo drivers in the Twin Cities can buy their way into I-394's carpool lanes.

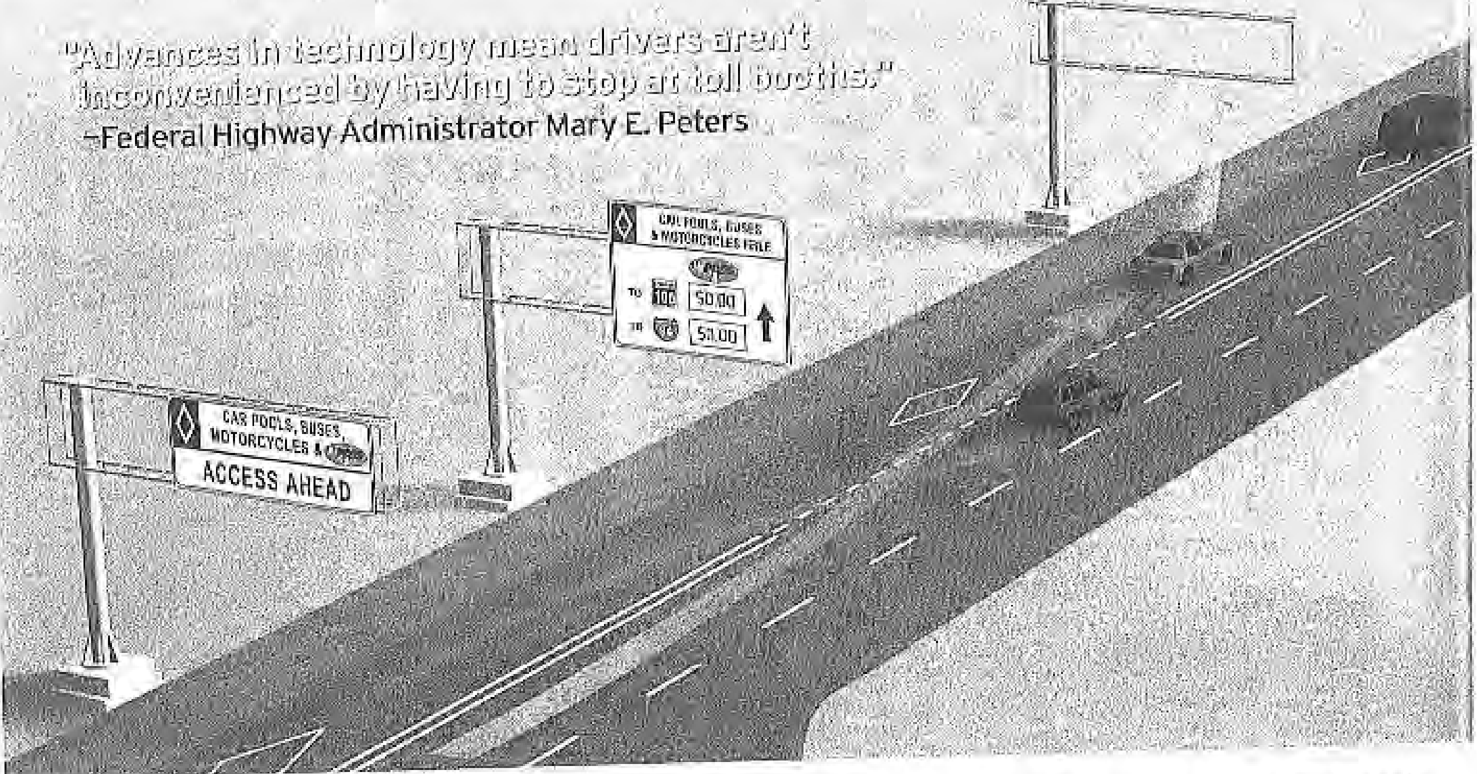
Could the same principle apply in the car-crazy United States? Conventional wisdom says no: Americans are accustomed to their freeways being free. But a dramatic shift in thinking is going on among highway planners and the politicians who give them orders. More and more, it seems, American policy makers are coming around to the idea of charging rush-hour commuters. That's because three important trends are converging all at once: Congestion in many metro areas is getting palpably worse; states are running out of money to build new roads; and "smart" tolling technology is making it possible to charge drivers according to when, where or how often they use the roads.

Minnesota's HOT Climate

One version of that future will be unveiled this month in Minnesota. Starting May 16, congestion pricing is coming to Interstate 394, west of Minneapolis. The highway's carpool lanes will open up to solo drivers, who may buy their way into the lanes using a transponder attached to their windshield. Sensors in the pavement will monitor traffic volume, feeding data into a central computer every 30 seconds. The price will fluctuate as often as every three minutes, depending on how heavy the traffic is, and will be determined based on an algorithm intended to keep traffic moving in the toll lanes at 55 mph. During rush hour, the total price for an 11-mile trip could rise as high as $8. Late at night, when fewer drivers are on the road, it will cost a flat 50 cents to use the toll lanes (the price will be posted on electronic highway signs). Carpoolers and buses can still use the lanes for free.

Minnesota's approach isn't entirely new. A similar system has been operating on a patch of Interstate 15 in San Diego since 1996. Other congestion pricing experiments are running in Orange County, California, and in Houston. But Minnesota's variable pricing plan, called MnPass, is significant in two ways.

First, Minnesota is leading a new wave of these so-called "high occupancy toll" or "HOT" lane projects. Colorado, Washington State, Georgia and Virginia all have HOT lane projects under construction or under review, while Maryland, the Bay Area of California and San Diego are looking at creating regional networks of toll lanes. "For about the cost of a good cup of coffee, drivers have another option to get to where they need to go on time," says Federal Highway Administrator Mary E. Peters. "And advances in technology



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mean drivers aren't inconvenienced by having to stop at toll booths."

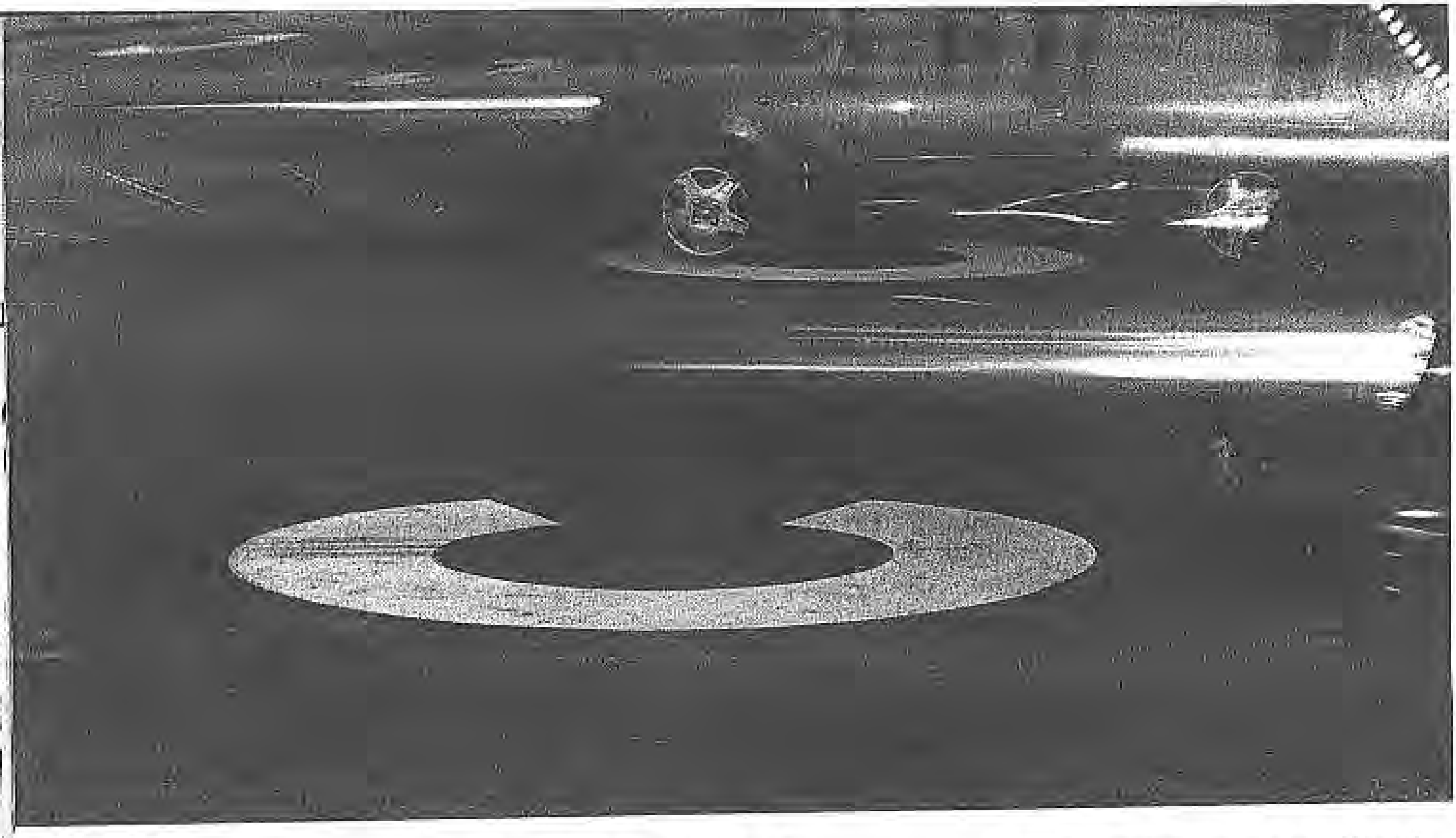
Minnesota's HOT project also proves that the politics of road pricing have changed. The early experiments with congestion charging in California were continually dogged by a social-justice critique that said only rich people could afford to buy into toll lanes. Critics called these projects "Lexus lanes," invoking an image of luxury cars breezing past lower-income drivers, stuck in their Chevys and Hondas amid the red glow of brake lights. Today, however, the Lexus lane argument seems to be fading. For one thing, California's experience is proving it wrong. It isn't just rich people using the fast lane. But there also is a new consensus on road pricing, between many on the political right and the left, that didn't exist just a few years ago.

Historically, it was free-market conservatives who gravitated to the idea of using tolls to manage congestion. Economists have been talking about it since the 1950s; Friedman himself once co-authored an essay on the topic. Through the 1990s, the conservative Reason Foundation made congestion pricing one of its most celebrated causes, promoting it as a market-oriented tool for dealing with traffic. Lately, however, the idea is catching on with the political left—not just in the United Kingdom but in the United States, too. Environmentalists have come to see congestion pricing as a way to improve air quality by keeping traffic moving. Transit supporters see toll revenues as a source of funding for public transit systems. And advocates of "smart growth" see any movement to put a price tag on driving as a good thing—hopefully inspiring more people to use transit or to buy homes located closer to where they work. "Road pricing 15 years ago was a bit of a gleam in an economist's eye," says Michael Replogle, a transportation specialist with Environmental Defense. "Today, we see that it works, it's efficient and it can produce a lot of winners."

To see how much the political equation has changed in Minnesota, you only have to go back eight years. In 1997, the state legislature approved a toll plan for I-394 that is almost exactly like the one in motion now. But a public backlash, which revolved largely around the Lexus-lanes argument, forced the state Transportation Department to cancel the project. At the time, Curt Johnson was head of the Metropolitan Council, a regional planning agency in the Twin Cities area. It was his job to run a public hearing on the proposal. "It was the one time in my four years as chairman that I knew if the fire marshal saw how many people were packed in the council chambers, he would have ordered an evacuation," Johnson says. "It was packed, wall to wall with people. It was an angry group. Everyone who wanted to talk was emotional, they were dead set against it. And the few people who said maybe this is a good thing for us to experiment with were drowned out by boos and hisses."

Since then, however, traffic congestion in the Twin Cities area has gotten much worse. According to the Texas Transportation Institute, which measures congestion nationwide, rush-hour delays due to traffic backups in Minneapolis have doubled in the past decade. Meanwhile, an anti-tax mood that has prevented Minnesota from raising its gas tax since 1988 makes financing new roads or expansions difficult. So it was desperation, more than anything else, that turned Minnesota back to HOT lanes. When the legislature debated the issue again in 2003, nobody seemed too concerned about the prospect of turning I-394 into an autobahn for the rich. The plan passed with broad bipartisan support. "There is now a much clearer recognition that the pricing tool is the most powerful way to manage congestion," Johnson says. "We'd be absolutely silly not to give this a try."

Public opinion seems to have shifted, too. In March, the University of Minnesota released a survey of 1,000 people who drive I-394 frequently. Sixty-four percent thought the toll plan was a good idea. Most tellingly, support is just as strong among people whose household incomes fall below $50,000 as it is among those above $150,000. Minnesota's data tracks with surveys from San Diego, where focus groups



show that lower-income drivers use the HOT lanes, too, especially when they're in a pinch. "Even for the less well-off, it's affordable, and probably smart, to use the lanes on days when their value of time is higher," says Ken Buckeye, the program manager for MnDOT. If the choice is between paying $1-per-minute late fees at the day care center or a $4 toll, for example, people of all income levels are likely to pay the toll.

Part of the political support for congestion pricing in Minnesota came from transit advocates. One reason is because some of the toll revenues—half of whatever is left after paying to administer the system—will support expanded bus service along the corridor. A second factor is that transit advocates like the idea of sending drivers another price signal, in addition to the cost of a gallon of gasoline, which might induce them to consider alternative modes of transportation. Ann Rest, a Democrat and transit supporter, sponsored the HOT lane bill in the Senate. "I hope that when people begin to see the actual price of driving their single-occupant car, that they will realize the savings they could get from carpooling, vanpooling or taking the bus," Rest says.

Evidence from San Diego suggests that those price signals make a big difference. After I-15 switched over to variable tolling, the number of carpoolers on the road doubled. This is very exciting stuff for transportation planners, because it means that the existing highway capacity is being used more efficiently. "When you've got a finite resource like highway lanes, you've got to manage it in a way that provides you with the greatest return on your investment," Buckeye says. "The variable fee is just a very logical step to manage demand."

The number of cars entering central London has dropped substantially.

Looking to London

While a political consensus is emerging around HOT lanes, other ideas for pricing the commute remain controversial. Mayor Livingstone's scheme in London, for example, has been discussed in several big U.S. cities, but none yet seem willing to copy it. New York Mayor Michael Bloomberg proposed putting tolls on the Brooklyn Bridge and other East River bridges, a plan that he called congestion pricing. But Bloomberg yanked the idea under political pressure. "New York City is an obvious place to do congestion pricing," says Robert Dunphy, a transportation analyst with the Urban Land Institute. "The problem is that New York City politics says you can't get elected mayor by ticking off people in Queens and Brooklyn."

Dunphy, who works in Washington, D.C., says that a London-style system could help the nation's capital relieve its downtown congestion problems. Only 39 percent of Washington commuters take transit to work—a high figure compared with other U.S. cities but relatively low for a dense place with such an extensive subway and bus system. According to Dunphy's back-of-the-envelope analysis, transit's share would rise 5 percent if Washington used a downtown car charge. The problem, though, is that downtown might also lose businesses to suburban office districts where the roads are free.

San Francisco is the one U.S. city that is seriously studying the London plan. In fact, Livingstone will visit local leaders there in June to discuss his system and changes he's making to it, including raising the toll to $15 and possibly expanding the toll zone. The San Francisco County Transportation Authority is looking at what boundaries would make sense for a potential toll zone, how much money a charge might raise and what the impact on traffic would be. "Clearly Mayor Livingstone has done a successful job with it," says San Francisco Mayor Gavin Newsom. "It's worth exploring."

Christopher Swope can be reached at
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Northern Virginia Transportation Commission

AGENDA ITEM #9

MEMORANDUM

TO: Chairman Ferguson and NVTC Commissioners

FROM: Rick Taube

DATE: May 26, 2005

SUBJECT: Update on NVTC Correspondence

A. Response to Telework Letter.

On April 19, 2005 NVTC sent the attached letter to Governor Warner. When a response is received it will be provided to the commission. At the July 7th NVTC meeting staff will brief the commission on the status of telework initiatives in Northern Virginia.

B. More on Transit vs. Free Luxury Autos.

Attached for your information are copies of an exchange with Ronald Utt regarding the costs of VRE, as published in the Fredericksburg Free-Lance Star. Another statement from Wendall Cox is also attached.

C. NVTC Alternates.

In response to NVTC's change to its By-Laws to allow alternates, the Falls Church City Council selected Robin Gardner as an alternate for Dave Snyder. Council Member Gardner attended NVTC's May 16th meeting and was sworn in.

The Fairfax City Council has selected Council Member Jeff Greenfield as an alternate for Scott Silverthorne.

D. Award of VDOT Grant.

VDOT has announced the award of $1.4 million in planning grants to 15 projects statewide. NVTC's request for $150,000 to complete Phase 2 of the commission's Senior Mobility Study was approved.

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There were 33 applications totaling $5.2 million from which VDOT made its selections.

The emphasis of VDOT's program is on implementation. No federal funds are included to provide greater flexibility and no local match is required.

The Hampton Roads Planning District Commission also received $150,000 for follow up on its study of elderly and handicapped mobility. NVTC staff currently is using the results of that district's earlier study.

Several other awards were made to the Northern Virginia Planning District Commission on behalf of agencies and localities in this region, including:

- Alternative Transportation and Land Use Activity Strategies Study/Program Phase 2 ($155,000).

- Multimodal Level of Service Analysis for TransAction 2030 ($40,000).

- Alexandria Mobility Needs Assessment of Persons with Disabilities, Pedestrian and Bike ($120,000).

(A)

Northern Virginia Transportation Commission

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Executive Director
Richard K. Taube

April 19, 2005

Honorable Mark Warner
Governor of Virginia
State Capitol, 3rd floor
Richmond, VA 23219

Dear Governor Warner:

At its meeting of April 7, 2005, the Northern Virginia Transportation Commission considered the benefits of an active telework policy in which decentralized workplaces and alternative work schedules are encouraged as a means to reduce traffic congestion and help clean our air.

As you know, the 2005 Virginia General Assembly considered but failed to create a Telework Council with 15 members to be appointed by the Governor. Nonetheless, each state agency head is required to include specific budget requests for information technology, software and other equipment needed to increase opportunities for telecommuting and participation in alternate work locations.

We respectfully ask you to increase your efforts to promote teleworking by state employees, especially in Northern Virginia. This would also set a good example for private employers.

We are prepared to provide whatever assistance we can to help you achieve that objective. Please feel free to contact me with any questions about our request.

Sincerely,

Paul Ferguson

Paul Ferguson
Chairman

cc: Secretary Pierce Homer

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Northern Virginia Transportation Commission

(B)

Response to Ronald Utt
Special to the Fredericksburg Free-Lance Star

Richard K. Taube

--May 13, 2005--

In a May 13th response to my April 28th critique of his unsubstantiated claims about VRE, Ronald Utt of the Heritage Foundation dismissed his own assertion that "... taxpayers could lease or buy on credit a new mid-priced car for every VRE rider and still have millions of dollars left over...." He now calls it an "illustration" and "a humorous scheme" although given its laughable lack of grounding in facts a better label would be "cartoon."

Mr. Utt complains that I ignored his recommendations for the future of VRE. In fact, I did list all four of the elements of his "reform plan": Freeze service and end all capital improvements (such as more railcars); put operations out to bid; cut service; and raise fares to eliminate any deficit (which would translate into more than double the current level). I showed that VRE yields substantial investment benefits to VRE riders and non-riders alike in mobility, clean air, job access, fuel savings and congestion relief. Mr. Utt's prescriptions that call for poisoning the patient are clearly the wrong medicine for this robust and healthy public service.

Finally, Mr. Utt writes that I misrepresented the findings of the Texas Transportation Institute. I stated that investments in public transit in the Washington, D.C. metropolitan area are saving $1.2 billion in congestion costs each year. Your readers should go to http://tti.tamu.edu/documents/mobilityreport2004.pdf to see the September, 2004 report on Urban Mobility which shows on page 16 that 69.2 million hours of delay were saved in this region valued at $1.242 billion. The savings shown in the 2005 report just released are comparable.

Let the readers judge who is misrepresenting the facts.

fredericksburg.com

Print this Page

Return to story

If you can't defend VRE expense, try being a comedian

May 13, 2005 1:07 am

Apparently Richard Taube ("Put the brakes on unfair criticism--the VRE still beats driving," April 28) had access only to the first half of my two recent VRE articles and was unaware of my recommendations for its improvement. As a result, he mistook my attempt to illustrate the magnitude of VRE's extraordinary operating losses--enough to lease a midsize car for every passenger--as my recommendation for reform.

Had he read the whole article he would have stumbled upon my four recommendations at the end on what VRE should be doing on behalf of taxpayers and commuters, none of which encouraged VRE to lease a car for anybody.

One can only wonder how he would have defended his money-losing venture had I expressed per passenger losses in terms of the number of jet skis or breast implants that could be purchased for passengers in lieu of a ride.

Alternatively, Mr. Taube may very well have known that a humorous car-leasing scheme was not my recommendation, and I probably should be flattered that he had to resort to a misrepresentation of my views to defend his operations against my critique and the reform plan I offered.

As for the alleged benefits he describes, the misrepresentations continue, most notably the fact that the Texas Transportation Institute didn't find that transit in Northern Virginia saves $1.2 billion in congestion costs, as another Heritage Foundation report--published in January 2004--has noted.

Ronald Utt

Falmouth

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B

MEDIA RELEASE

For Immediate Release
Contact: Kala Quintana
April 19, 2005
703/ 524-3322 ext 104
kala@nvtdc.org

THE NORTHERN VIRGINIA TRANSPORTATION COMMISSION RESPONDS TO THE HERITAGE FOUNDATION ON THE BENEFITS OF VRE

NVTC ENCOURAGES AUTHOR TO'GO BACK TO THE DRAWING BOARD' FOR REALISTIC SOLUTIONS TO OUR REGION'S TRAFFIC CONGESTION PROBLEMS

Arlington, VA -- Under the things that make you go "Hmmmm?" category: The Heritage Foundation has published a web memo calling for governments to stop funding public transit and instead to lease each of the 7,800 average daily riders of the Virginia Railway Express a new mid-sized car.

In web memo (#717) published on The Heritage Foundation's web site (www.heritage.org) on April 11, 2005 Mr. Ronald Utt, Ph. D proposes this as one solution to our region's traffic congestion challenges --instead of funding a popular and viable congestion easing alternative like the Virginia Railway Express.

The following response to Dr. Utt by NVTC staff examines his short sighted approach and provides hard facts in rebuttal.

The Heritage Foundation Erroneously Uses VRE as an Example of Burdensome Transit

The Heritage Foundation has published a monograph by Ronald D. Utt, Ph.D. titled "Getting Urban Transit Systems Focused on Cost and Service." The Virginia Railway Express is used as an example of rail passenger transportation and what Dr.Utt characterizes as a "19th century technology [that] doesn't measure up to 21st century needs." He calls for government officials to cut service and raise fares to put an end to transit's burden on taxpayers.

Dr. Utt repeats several assertions typically used by critics of public transit:

Do transit systems not cover their costs from farebox revenue and therefore require government subsidies that burden taxpayers?

The truth is, as with any other investments, what matters is the return on government investment in transit. Transit investments benefit transit users and the population at large, because transit usage eases traffic congestion, reduces air pollution, conserves energy and acts as an economic stimulus. That's why USDOT in its reports to Congress uses a methodology that considers mobility, location efficiency and congestion relief and concludes that transit benefits exceed costs by over $12 per trip. The Texas Transportation Institute reported that annual congestion costs are $1.2 billion lower in the Washington, D.C. area because of its existing transit system. NVTC's consultants found the rate of return on the investments by the Commonwealth of Virginia in Metrorail is over 19% annually in additional state tax revenues. And the 428,977 weekday transit trips in Northern Virginia save 8,150 tons of air pollutants and 59 million gallons of motor fuel each year.

Looking only at farebox revenues to determine whether transit is a wise investment is like ignoring interest on a bank account in months including the letter "r." Disregarding a significant portion of the economic return is not a useful way to guide future investments.

Is transit ridership a small share of total urban passenger trips?

Measuring transit usage as a percentage of a region's overall trip-making masks the fact that transit is not available to many travelers in the region. Statistics like this suffer the additional distortion of including travel in off-peak hours, when surplus roadway capacity is present and transit often is not. When measured in peak travel times in corridors in which transit investments have been made, transit ridership comprises significant shares of passenger trips. For example, Metrorail and transit buses carry over 60 percent of morning peak traffic along I-66 inside the Beltway in Northern Virginia.

Are transit subsidies paid unfairly from taxes, including fuel taxes on motorists, truckers and private bus companies?

As mentioned, the benefits of transit are derived by users and non-users. These benefits include space on existing highways made available when commuters choose to use transit, cleaner air, and reduced reliance on foreign oil. Taxpayers share the costs of public schools whether or not they have children attending those schools, because society gains from an educated citizenry just as it does from options for mobility created by transit investments.

Is it true that for VRE, a passenger at the most distant station paying $7.29 per trip is subsidized by $10.50? Does each of the 7,800 daily VRE passengers require an annual taxpayer subsidy of $4,481? Does it follow that "At that annual cost, taxpayers could lease or buy on credit a new mid-priced car for every VRE rider, and the government would still have millions of dollars left over for schools or tax relief?"

An informed Wall Street Journal reader has previously responded to Heritage Foundation claims along these lines:

A lease for a new mid-size car at $3,600 annually for 7,800 people is $28 million (of course, not the same 7,800 people ride each day). Each lessee would pay about an additional $2,800 for operating costs ($22 million), including fuel, maintenance and insurance. Peak hour space on I-66 and I-95 is needed to accommodate these extra cars. That's $20 million per mile ($100 million for interchanges) for the average VRE trip length of 35-miles, or $900 million assuming only two interchanges and ignoring the fact that many riders travel as far as 55-miles on VRE. How about annual highway maintenance costs for the additional lanes?

When they arrive downtown at work, the additional influx of leased cars must be parked. That's another $94 million for structures at about $12,000 per space, plus the significant loss of tax revenue for local governments forced to convert commercial property to parking. Assume a million square feet of new parking at a value differential of $45 per square foot and the resulting tax revenue loss is $45 million annually. That can blow a large hole in local school budgets.

Adding the costs of Dr. Utt's automobile option, we would need well over a billion dollars for new roads and parking, plus annual operating/lease/maintenance costs exceeding $50 million, plus annual government revenue loss of $45 million. The VRE budget that Dr. Utt deplores requires government subsidies of $36 million annually. Which is the better economic choice?

Should VRE end any plans to expand service, put out its operations for competitive bid, cut service and raise fares to reduce ridership in order to cover any operating deficit that remains?

By investing in new maintenance facilities and negotiating for access to Washington Union Terminal, VRE is readying itself for competitive bids to operate its system. But by pursuing Dr. Utt's other policy prescriptions, VRE would sacrifice the strong economic benefits enjoyed by its customers and those who prefer to keep driving.

Finally, in addition to the errors in economic and policy analysis listed above, Dr. Utt's monograph is marred by factual errors as well. For example, "the nation's capital and its surrounding jurisdictions" have not "refused to enact a new sales tax" to fund WMATA. Only Northern Virginia voters rejected a proposed sales tax increase for transportation, primarily highways. Also, "many of the local governments" funding VRE did not reject its proposed FY 2006 budget. In fact, only Stafford County has so far refused to budget a $90,000 portion of its subsidy. Finally, Dr. Utt alleges WMATA has turned to Congress for a billion dollar bailout. In fact, a Blue Ribbon Commission of government and business leaders has recommended that the federal government begin to pay a portion of the costs imposed on the system by the significant share of Metro customers working for federal agencies.

Dr. Utt concludes "VRE's managers are not necessarily the problem. No doubt they are doing as well they can in applying a 19th century technology to 21st century needs." He also concedes that "in the world of local transit, VRE is considered an efficient system...." But he does not address why he believes rail transit isn't appropriate for today's world other than to identify the obvious fact that farebox revenues don't cover direct rail transit operating and capital costs. His suggested remedy, leasing autos for all VRE customers, is economically wasteful while simply cutting back VRE service drastically also would dump more cars onto already packed highways.

With transportation dollars in short supply, decisions about what to fund are important ones requiring thoughtful analysis. Dr. Utt's proposals need to go back to the drawing board.

NVTC is *the* leading source of information about public transportation issues in Northern Virginia. NVTC is a regional agency with the mission of managing traffic congestion, restoring clean air, boosting the economy and improving the quality of life for all of Northern Virginia's citizens through effective public transit and ridesharing networks. NVTC includes the counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax and Falls Church covering over 1,000 square miles with a population of 1.5 million. The agency manages over $100 million of state and federal grant funds each year for public transit and serves as a forum for its board of 20 state and local elected officials to resolve issues involving public transit and ridesharing. **Information about NVTC is available at www.thinkoutsidethecar.org or call 703-524-3322.**

NVTC

Web Memo
Published by The Heritage Foundation
www.heritage.org

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Getting Urban Transit Systems Focused on Cost and Service

by Ronald D. Utt, Ph. D.
WebMemo #717

April 11, 2005 | printer-friendly format |

Despite multi-billion dollar subsidies and frequent fare increases, many of America's urban transit systems face widening operating deficits, and some are near the brink of financial collapse. The problem is that 19th century train technology doesn't measure up to 21st century needs. Local officials financing such money-losing transit systems should cut service and raise prices to put an end to transit's burden on taxpayers. And Congress should put an end to federal subsidies for new transit systems.

Urban transit is in bad financial shape. When the nation's capital and its surrounding jurisdictions refused to enact a new sales tax to fund the Washington Metropolitan Area Transit Agency, WMATA turned to Congress with a request for a billion dollar bailout—something it is not likely to get. In the Philadelphia area, the Southeastern Pennsylvania Transportation Authority recently turned to the government of Pennsylvania for an additional $90 million subsidy to cover its expected deficit. Both systems had already raised fares recently—Washington twice in two years.

In New York City, the MTA raised fares 33 percent in 2003 but still expects next year's deficit to reach $1.3 billion, an estimate the State's Comptroller says is understated. He expects MTA's deficit to come in nearer $1.7 billion. In California, San Francisco's MUNI plans to raise fares and cut back service, while the Santa Clara County system has cut back service by 21 percent despite benefiting from a dedicated sales tax of one-half percent levied in the service area. And deficits are beginning to emerge at Los Angeles County's MTA despite a dedicated regional sales tax of one percent.

While the effect of fare increases on riders has been the focus of the debate over transit's fiscal health, the real burden of transit falls on the federal, state, and local taxpayers who subsidize the widening gap between fares and costs. At the federal level, the highway trust fund provides subsidies of approximately $9 billion per year to local transit systems. Billions more come from state governments, usually from state-levied fuel taxes on motorists, truckers, and private bus companies, while local governments supplement these revenues with a variety of other taxes.

Despite decades of generous subsidies, urban transit ridership is less than 2 percent of the overall urban passenger market and less than 5 percent of the commuter market. Because more than 40 percent of U.S. transit ridership takes place within the New York City area, excluding New York reduces transit's national urban market share to just one percent.

The Virginia Railway Express, a commuter rail system operating in the Virginia suburbs of Washington, D.C., illustrates the great expense of transit. Operating 31 trains per work day over two lines and serving an estimated 7,800 daily commuters in 8 municipalities, VRE's operating and capital costs for next year are expected to exceed its combined fare revenues and existing subsidies from federal, state, and local governments. VRE raised fares last year and has proposed another fare increase for mid-2005. But despite increased ridership and higher fares, VRE still expects its escalating costs to leave a deficit, and it asked the eight local governments in its service area to increase their combined annual subsidies by a half of a million dollars per year.

Many of the local governments rejected the request and are urging VRE to look elsewhere for deficit relief. And well they should: Expressed on a per rider basis, when a passenger at the most distant station on the line buys his or her $7.29 ticket (at the discounted ten-pass rate), taxpayers kick in another $10.50 to finance that ride. And because morning riders return in the evening, each passenger embarking imposes a daily cost of $21.00 on taxpayers. Counting new capital spending plans, VRE's FY 2006 budget will require $35.5 million in taxpayer subsidies on top of the $19.9 million it expects to receive from fares.

Put differently, each of VRE's 7,800 passengers will require a taxpayer subsidy of $4,481 per year to keep the system going and growing. At that annual cost, taxpayers could lease or buy on credit a new mid-priced car for every VRE rider, and the government would still have millions of dollars left over for schools or tax relief.

As costly as the VRE is to operate, by commuter rail standards it is considered one of the more efficient based upon its fare-box recovery rate. In late 2003, for example, Maryland canceled five bus routes whose fares covered only 5 to 22 percent of operating costs. VRE's 41 percent recovery rate, relative to operating and current costs, rises to 58 percent when based on narrowly defined operating costs. This is about the national average for heavy rail systems. New York City did best with a 67 percent recovery rate, while the worst system could cover only 16 percent of its costs with fares.

It follows, then, that VRE's managers are not necessarily the problem. No doubt they are doing as well as they can in applying a 19th century technology to 21st century needs—a costly proposition no matter the details.

Another part of VRE's problem is that it is dependent upon one of America's least effective "businesses"—Amtrak—to operate and maintain its daily rail service under a multi-million dollar contract. As other commuter lines have discovered, Amtrak is one of the most expensive operators in the country, and several commuter rail systems—notably in Boston and Los Angeles—have saved millions of dollars by dumping Amtrak for private operators. VRE has been exploring this option for years. One alleged obstacle is that Amtrak's would deny VRE access to Union Station if VRE went with a private operator.

While VRE's management should take every opportunity to hold down costs, the economics of rail transportation are such that efficiency alone will not be enough to offset high costs and major deficits. But there is a way out for elected officials whose constituents face the prospect of paying ever-higher subsidies for this marginally important mode of transportation.

The first step is for local officials to put an end to any plans to expand service by adding more trains and stations. More trains mean higher losses and larger subsidies. In the example of the VRE, its proposed budget reveals that merely freezing service and canceling its capital wish list would reduce the annual passenger subsidy to $3,558.

The second step is to put its operations out to competitive bid to cut operating costs. Though a necessary step, even these savings will not be enough for VRE to reach the break-even point, such are its losses today.

The third step is to raise fares to cover the operating deficit that remains. No longer burdened with the goal of increasing ridership, VRE could afford to raise fares to reflect its premium service. In comparison to driving, commuter rail allows users to sleep, read, work, watch a DVD, or just watch the countryside pass by. These are valuable benefits, and a core of commuters would be happy to pay for them. And those who disagree will seek alternatives.

As a final step, with declining ridership, VRE could save millions of dollars by canceling some scheduled routes. Between raising fares and reducing costs, VRE could quickly reach the break-even point. At this point, VRE will have achieved financial independence, built a discerning customer base, and freed more than 99 percent of adults in the area who don't ride VRE from the burden of subsidizing those who do.

These same steps would work in other communities and cities where costly commuter rail is running in the red and pleading for higher subsidies.

Federal policy could be improved to help states and local communities avoid the expensive long-term commitment of commuter and light rail. Of the $8.4 billion that the federal government proposes to spend on transit subsidies in FY 2006, $1.5 billion is dedicated to "new starts," including a new "small starts" program. Seduced by federal money and visions of new trolley cars, impressionable mayors and county supervisors condemn their communities to paying substantial annual subsidies in perpetuity. Ending the new starts program and redirecting the $1.5 billion to expand road capacity will help communities to avoid this temptation and provide citizens with the transportation choices they are more likely to use.

And federal law has an impact, as well. The Senate-passed transportation bill (S. 248) would reduce federally mandated transit worker severance pay protection from 6 to 4 years. The legislation also would encourage state and local transportation organizations to hire private sector planners and operators. The House transportation bill (H.R. 3) omits these improvements, meaning that the final bill's provisions will have to be worked out in conference.

In the world of local transit, the Virginia Rail Express is considered an efficient system, despite its reliance on subsidies large enough to buy each of its passengers a mid-size car. The truth is that for almost all cities and communities, the economics of rail-based transit just don't make sense. State and local governments should accept this and free their constituents from transit's burdensome subsidies. And the federal government should put an end to policies that make the problem worse.

Ronald D. Utt, Ph.D., is Herbert and Joyce Morgan Senior Research Fellow in the Thomas A. Roe Institute for Economic Policy Studies at The Heritage Foundation.

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Web Memo
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Obfuscation Doesn't Change the Facts: Rail Transit Is Unreasonably Expensive

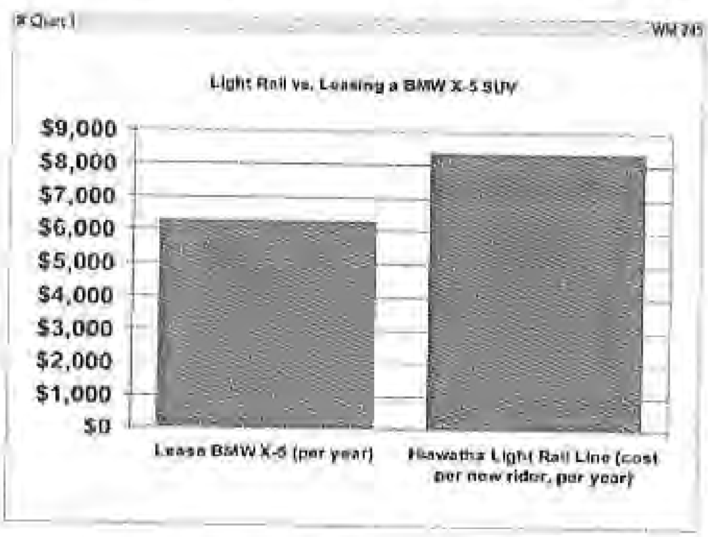
by Wendell Cox
WebMemo #745

May 16, 2005 | printer-friendly format |

In a recent *Wall Street Journal* column, P.J. O'Rourke described the great expense and ineffectiveness of mass transit.[1] In the process, he referred to Heritage Foundation research on the exorbitant costs of urban rail (light rail, subways, and commuter rail).[2] Specifically, O'Rourke compared the cost of new rail systems to the cost of leasing riders luxury SUVs and found transit wanting. Transit advocates have challenged this point, but it still holds true.

For proof of the proposition, start by looking in almost any daily newspaper. The Newark *Star-Ledger*, for example, recentlycarried an advertisement for a new BMW X-5 luxury SUV, available for lease at an annual cost of less than $6,300.

Then compare that to the cost of rail. For example, the Federal Transit Administration reported in 2000 that each new trip on the Hiawatha light rail line in Minneapolis would cost a projected $18.57—and this was before the cost of the line escalated more than 50 percent. Using the pre-escalation number, the cost for each new annual commuter using the line two ways each work day (for 450 trips each year) would be approximately $8,400—or about $2,100 more than the cost to lease a BMW luxury SUV for the year. If that's not clear enough, see Chart 1 for a graphical comparison.



Responding to the O'Rourke column, Mr. Janek Kozlowski of Alexandria, Virginia, wrote a letter, which the *Journal* published, disputing the transit/luxury car comparison. Mr. Kozlowski bases his argument on the new Hiawatha line. His detailed calculations include the cost of leasing cars for all riders of the Hiawatha system, most of whom were previously bus riders, not drivers. Kozlowski adds in the cost of operating the cars—that is, gasoline and maintenance—and building new highway capacity—on the specious assumption that, without light rail, more highway capacity would be necessary. But if one thing is clear from the U.S. experience in light rail, it is that new rail systems have a minimal impact on traffic congestion. For example, Portland's expensive new light rail system has been accompanied by one of the largest increases in traffic congestion in a major urban area.

Mr. Kozlowski, like some other transit funding advocates before him, mistakes the transit/luxury car comparison as an actual policy alternative to building urban rail. But it is a rhetorical point, not a policy proposal. More often than not, the most prominent justification for building new rail systems is alleviation of traffic congestion, which requires getting drivers out of their cars. It is difficult to imagine a more absurd public policy approach than to spend more money to get a driver out of a car than to lease him or her a new one. Urban rail is an unreasonably expensive way to get cars off the road.

Mr. Kozlowski is not alone in attempting to refute the cost comparison. The same tactic has been used before in transit industry reports, perhaps to cloud the issue—and for good reason: transit's extravagant expense should be an embarrassment.

If, for example, the people of Minneapolis and St. Paul were to invest the same amount of money per driver—$8,400, as described above—to attract all drivers in the area to transit, they would have to spend $13 billion per year, almost as much as Minnesota's total tax revenue. Obviously, no urban area could afford such an expensive congestion reduction strategy.

And if the people of Minneapolis-St. Paul were to invest the same amount per daily trip to attract all trips from cars to transit, the cost would approach the gross personal income of the metropolitan area. If there were a Nobel Prize for irrational public policy, reducing traffic congestion with light rail would be the winner.

Of course, projections based on planning reports tend to be overly optimistic. In some cases, virtually no net transfer of ridership from cars to urban rail systems occurs at all. For example, the most recent expansions of the Dallas area DART light rail system have been accompanied by a *reduction* in transit ridership. Similarly, rail ridership is now *lower* after the doubling of the length of the St. Louis light rail line.

All of this demonstrates that it is extremely expensive to build urban rail systems. And more importantly, even the most grandiose systems have little or no impact on traffic congestion. That is because, whether in the United States or Western Europe, transit principally serves core urban areas and is not an affordable way to serve the non-core and suburban markets that represent the bulk of travel demand. This fact is well understood, if not readily admitted, by transit and urban planners, who blather on about transit and its ability to reduce traffic congestion. However, their actions speak louder than their words: no regional transportation plan anticipates transit improvements that would materially reduce automobile use. Case closed.

Wendell Cox is a Visiting Fellow at The Heritage Foundation and a visiting professor at the Conservatoire National des Arts et Metiers in Paris.

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[1] P.J. O'Rourke, "Mass Transit Hysteria," *The Wall Street Journal*, March 16, 2005, at http://www.opinionjournal.com/editorial/feature.html?id=110006428.
[2] See Wendell Cox, "Public Transit Systems: The High Cost of False Promises," Heritage Foundation *Executive Memorandum* No. 838, November 12, 2002, at http://www.heritage.org/Research/SmartGrowth/em838.cfm.

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AGENDA ITEM #10

MEMORANDUM

TO: Chairman Ferguson and NVTC Commissioners

FROM: Rick Taube

DATE: May 26, 2005

SUBJECT: NVTC Meeting of July 7, 2005

The draft agenda is attached for your information. Commissioners are invited to provide feedback about the proposed 7:30 P.M. starting time for that meeting. The commission will not meet in August.

4350 N. Fairfax Drive • Suite 720 • Arlington, Virginia 22203
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E-mail nvtc@nvtdc.org • Website www.thinkoutsidethecar.org

Northern Virginia Transportation Commission

NVTC COMMISSION MEETING
THURSDAY, JULY 7, 2005
NVTC CONFERENCE ROOM
7:30 PM

NOTE: The meeting starts 30 minutes earlier than usual. A barbecue supper will be available for attendees starting at 7:00 p.m.

AGENDA

1. **Minutes of NVTC Meeting of June 2, 2005.**

   Recommended Action: Approval.

2. **Presentation: 511 in the Washington D.C. Metropolitan Area.**

   Scott Cowherd of VDOT and Kala Quintana will brief the commission on the status of this transportation telephone information program and describe the issues associated with its implementation.

   Discussion Item.

3. **State Aid Contract for FY 2006.**

   Each year DRPT offers a standard contract in order to provide state aid to NVTC.

   Recommended Action: Authorize NVTC's Executive Director to execute the state aid contract.

4. **GEORGE Bus Evaluation**

   NVTC staff has prepared an evaluation of the demonstration of new technology associated with the implementation of the Falls Church bus system.

   Recommended Action: Authorize staff to distribute this report to project sponsors and to post it on the NVTC Website.

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5. **Request for Proposals for Transit AVL Cellphone Project.**

   NVTC has received funding from DRPT to develop a method to automatically locate transit vehicles and inform customers of expected bus arrival times using cell phones.

   Recommended Action: Authorize staff to issue a Request for Proposals for a consultant to develop and test software for this project.

6. **VRE Items.**

   A. Report from the VRE Operations Board (including minutes of the board meeting of June 17, 2005) and from VRE's CEO--Information Item.

   B. Other. Action Item/Resolution #1076.

7. **Legislative Items.**

   A. State.

   B. Federal.

   Recommended Action: Authorize a letter to the CTB containing NVTC's comments on the new Virginia Rail Enhancement Fund.

8. **Mid-Year Progress Report on NVTC's Workprogram.**

   Staff will summarize results to date with emphasis on performance measures.

   Discussion Item.

9. **NVTC's New Look Website.**

   Staff will display the improvements to NVTC's website.

   Information Item.

10. **Status of Telework in Northern Virginia**

    The commission has expressed an interest in promoting more effective teleworking to be spearheaded by the commonwealth. Staff will review the status of various telework initiatives.

    Discussion Item.

11. WMATA Items.

A. Metro Board Digest for June, 2005.

B. Approval of FY 2006 Metro Budget.

<u>Information Item</u>.

12. Regional Transportation Items.

A. Federal ITS Benefits/Cost Database.

B. Revised Structure for Commuter Connections Workprogram.

<u>Information Item.</u>

13. NVTC Financial Reports for May, 2005.

<u>Information Item.</u>

AGENDA ITEM #11

MEMORANDUM

TO: Chairman Ferguson and NVTC Commissioners

FROM: Rick Taube

DATE: May 26, 2005

SUBJECT: NVTC Financial Reports for April, 2005

The financial reports are attached for your information.

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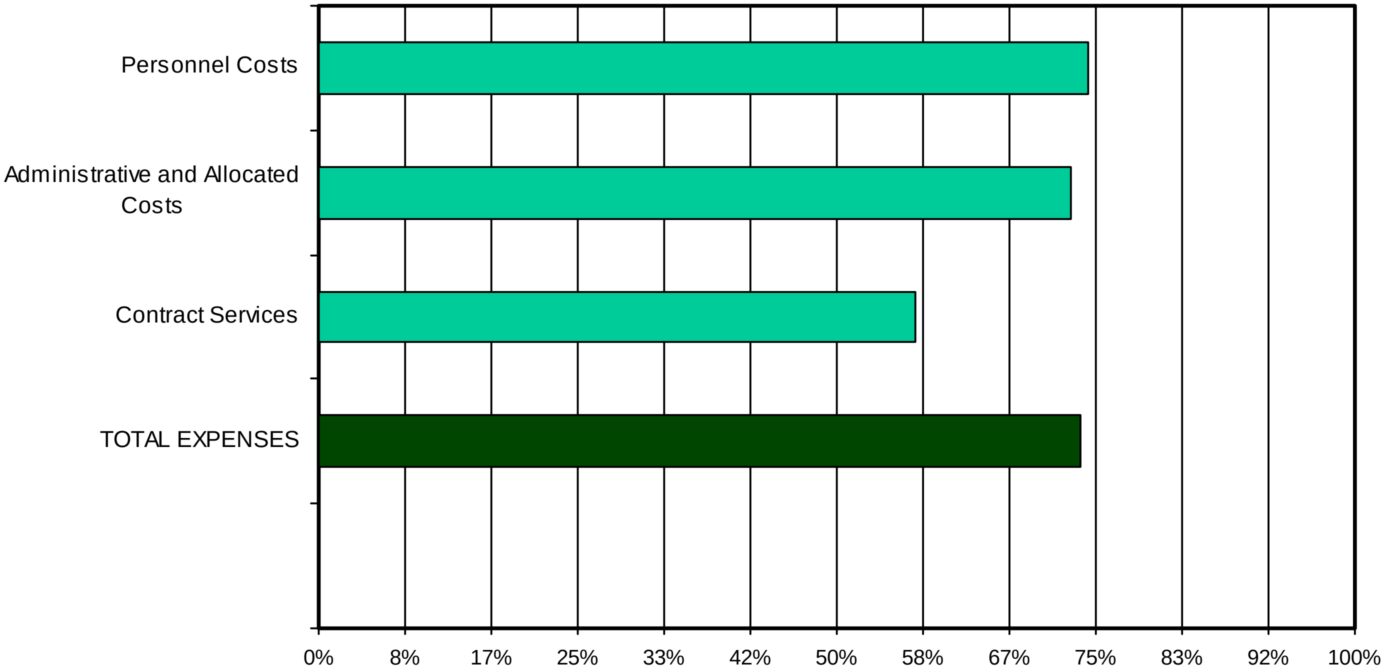
Northern Virginia Transportation Commission

Financial Reports

April, 2005

Percentage of FY 2005 NVTC Administrative Budget Used
April, 2005
(Target 83.33% or less)



Note: Refer to pages 2 and 3 for details

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
G&A BUDGET VARIANCE REPORT
April, 2005

	Current Month	Year To Date	Annual Budget	Balance Available	Balance %
Personnel Costs					
Salaries	$ 63,861.93	$ 470,749.40	$ 625,800.00	$ 155,050.60	24.8%
Temporary Employee Services	-	-	1,000.00	1,000.00	100.0%
Total Personnel Costs	63,861.93	470,749.40	626,800.00	156,050.60	24.9%
Benefits					
Employer's Contributions:					
FICA	4,693.19	32,263.29	44,900.00	12,636.71	28.1%
Group Health Insurance	5,393.06	51,256.76	77,000.00	25,743.24	33.4%
Retirement	3,676.94	38,326.04	52,500.00	14,173.96	27.0%
Workmans & Unemployment Compensation	189.95	3,611.23	2,000.00	(1,611.23)	-80.6%
Life Insurance	273.72	2,633.78	3,300.00	666.22	20.2%
Long Term Disability Insurance	233.56	2,280.79	3,450.00	1,169.21	33.9%
Total Benefit Costs	14,460.42	130,371.89	183,150.00	52,778.11	28.8%
Administrative Costs					
Commissioners Per Diem	1,050.00	9,800.00	15,250.00	5,450.00	35.7%
Rents:	*14,167.98*	*134,103.55*	*160,000.00*	*25,896.45*	*16.2%*
Office Rent	12,872.98	125,128.55	148,500.00	23,371.45	15.7%
Parking	1,295.00	8,975.00	11,500.00	2,525.00	22.0%
Insurance:	*22.80*	*3,475.00*	*3,850.00*	*375.00*	*9.7%*
Public Official Bonds	-	2,182.00	2,000.00	(182.00)	-9.1%
Liability and Property	22.80	1,293.00	1,850.00	557.00	30.1%
Travel:	*2,529.23*	*11,535.94*	*25,000.00*	*13,464.06*	*53.9%*
Conference Registration	-	1,295.00	3,000.00	1,705.00	56.8%
Conference Travel	1,297.26	1,724.39	5,500.00	3,775.61	68.6%
Local Meetings & Related Expenses	1,231.97	8,272.85	12,000.00	3,727.15	31.1%
Training & Professional Development	-	243.70	4,500.00	4,256.30	94.6%
Communication:	*390.39*	*6,540.32*	*13,800.00*	*7,259.68*	*52.6%*
Postage	(32.90)	2,369.52	7,000.00	4,630.48	66.1%
Telephone - LD	91.13	712.19	1,800.00	1,087.81	60.4%
Telephone - Local	332.16	3,458.61	5,000.00	1,541.39	30.8%
Publications & Supplies	*2,432.03*	*15,639.44*	*24,500.00*	*8,860.56*	*36.2%*
Office Supplies	170.21	2,682.51	5,300.00	2,617.49	49.4%
Duplication	1,898.82	11,451.63	13,200.00	1,748.37	13.2%
Public Information	363.00	1,505.30	6,000.00	4,494.70	74.9%

NORTHERN VIRGINIA TRANSPORTATION COMMISSION
G&A BUDGET VARIANCE REPORT
April, 2005

	Current Month	Year To Date	Annual Budget	Balance Available	Balance %
Operations:	*2,052.40*	*11,550.88*	*23,500.00*	*11,949.12*	*50.8%*
Furniture and Equipment	1,014.00	4,191.19	8,000.00	3,808.81	47.6%
Repairs and Maintenance	-	31.00	1,000.00	969.00	96.9%
Computers	1,038.40	7,328.69	14,500.00	7,171.31	49.5%
Other General and Administrative	*312.68*	*4,823.36*	*6,300.00*	*1,604.98*	*25.5%*
Subscriptions	-	31.13	500.00	468.87	93.8%
Memberships	100.00	1,462.00	1,200.00	(262.00)	-21.8%
Fees and Miscellaneous	212.68	2,089.57	2,300.00	210.43	9.1%
Advertising (Personnel/Procurement)	-	1,112.32	2,300.00	1,187.68	51.6%
40th Anniversary	-	128.34	-	-	0
Total Administrative Costs	22,957.51	197,468.49	272,200.00	74,859.85	27.5%
Contracting Services					
Auditing	-	9,225.00	14,000.00	4,775.00	34.1%
Consultants - Technical	-	-	1,000.00	1,000.00	100.0%
Legal	-	-	1,000.00	1,000.00	100.0%
Total Contract Services	-	9,225.00	16,000.00	6,775.00	42.3%
Total Gross G&A Expenses	$ 101,279.86	$ 807,814.78	$ 1,098,150.00	$ 290,463.56	26.5%

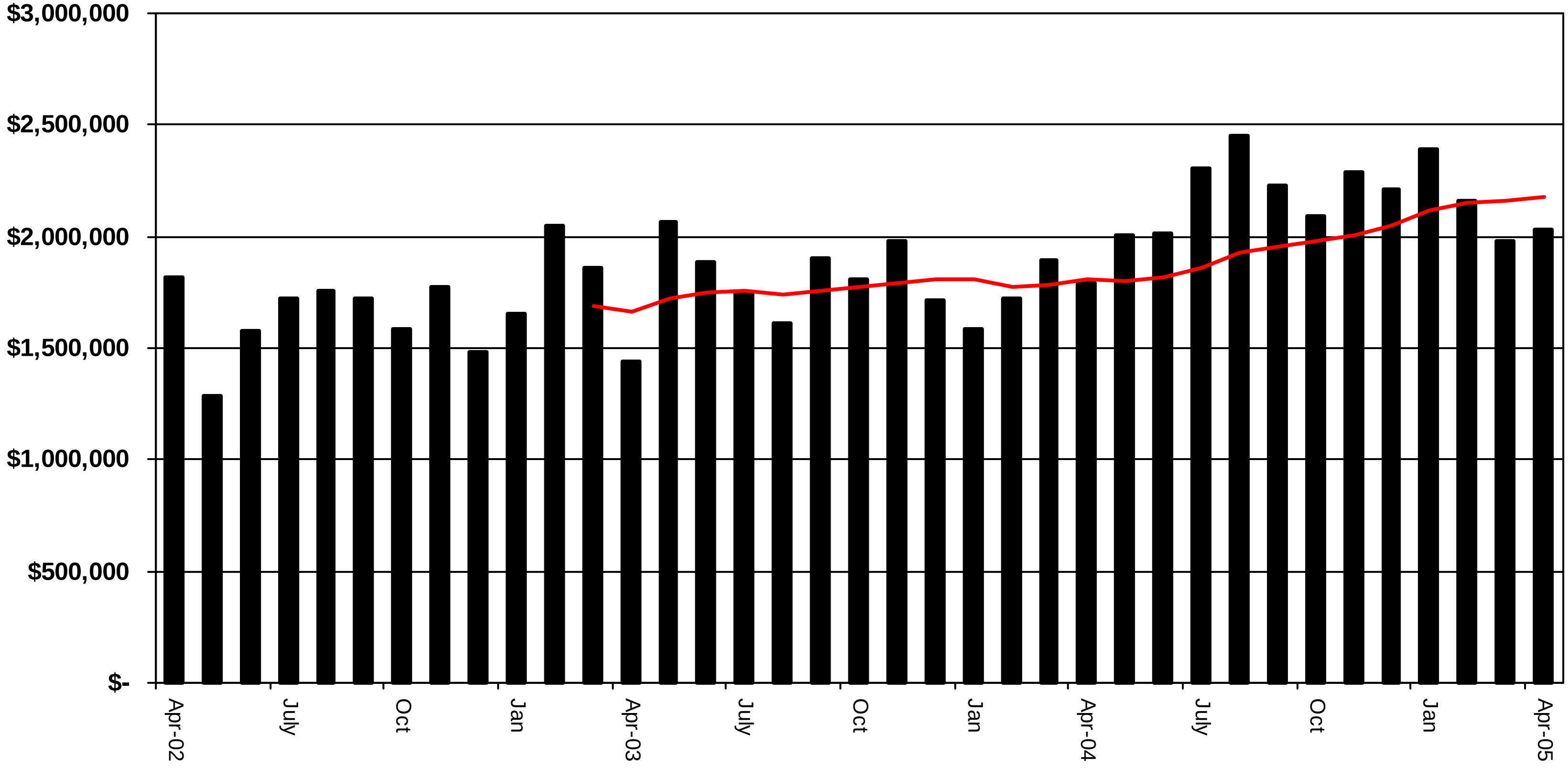
NVTC
RECEIPTS and DISBURSEMENTS
April, 2005

Date	Payer/ Payee	Purpose	Wachovia (Checking)	Wachovia (Savings)	VA LGIP	VA SNAP
	RECEIPTS					
1	City of Alexandria	G&A contribution		$ 12,479.50		
1	Arlington County	Farebox procurement advance		101,675.00		
1	Staff	Expense reimbursement		16.22		
5	Loudoun County	G&A contribution			3,091.50	
8	Dept of Taxation	Motor Vehicle Fuels Sales Tax receipt			2,029,269.93	
8	DRPT	Capital grant receipt			15,641.00	
8	DRPT	Capital grant receipt			5,766.00	
12	DRPT	Bus Stop Shelter project grant receipt			21,206.00	
14	Arlington County	G&A contribution		18,059.00		
19	DRPT	FTM/Admin grant receipt			4,460,949.00	
22	VRE	Reimbursement for staff support		9,673.58		
29	Staff	Expense reimbursement		55.76		
30	Banks	April investment income		372.64	116,008.48	
			-	142,331.70	6,651,931.91	-
	DISBURSEMENTS					
1-30	Various	NVTC project and administration	(69,334.86)			
1	WMATA	Bus operating			(10,295,403.00)	
1	WMATA	Rail operating			(6,438,738.00)	
1	WMATA	Rail capital			(1,151,005.00)	
1	WMATA	Bus capital			(587,335.00)	
1	WMATA	Debt service			(1,853,125.00)	
1	WMATA	Rail capital - VTA funds			(28,080.00)	
1	WMATA	Falls Church Bus net operating			(26,402.00)	
5	NVTC (Loudoun)	Other operating			(3,091.50)	
12	Arlington County	Bus shelter costs			(21,206.00)	
28	George Hoyt	Bus Data project consulting	(7,758.52)			
30	Wachovia Bank	March service fees	(72.68)	(3.82)		
			(77,166.06)	(3.82)	(20,404,385.50)	-
	TRANSFERS					
4	Transfer	From savings to checking	101,675.00	(101,675.00)		
4	Transfer	From checking to LGIP	(101,675.00)		101,675.00	
15	Transfer	From LGIP to checking	28,000.00		(28,000.00)	
26	Transfer	From LGIP to checking	7,758.82		(7,758.82)	
27	Transfer	From savings to checking	40,000.00	(40,000.00)		
			75,758.82	(141,675.00)	65,916.18	-
	NET INCREASE (DECREASE) FOR MONTH		$ (1,407.24)	$ 652.88	$ (13,686,537.41)	$ -

NVTC
INVESTMENT REPORT
April, 2005

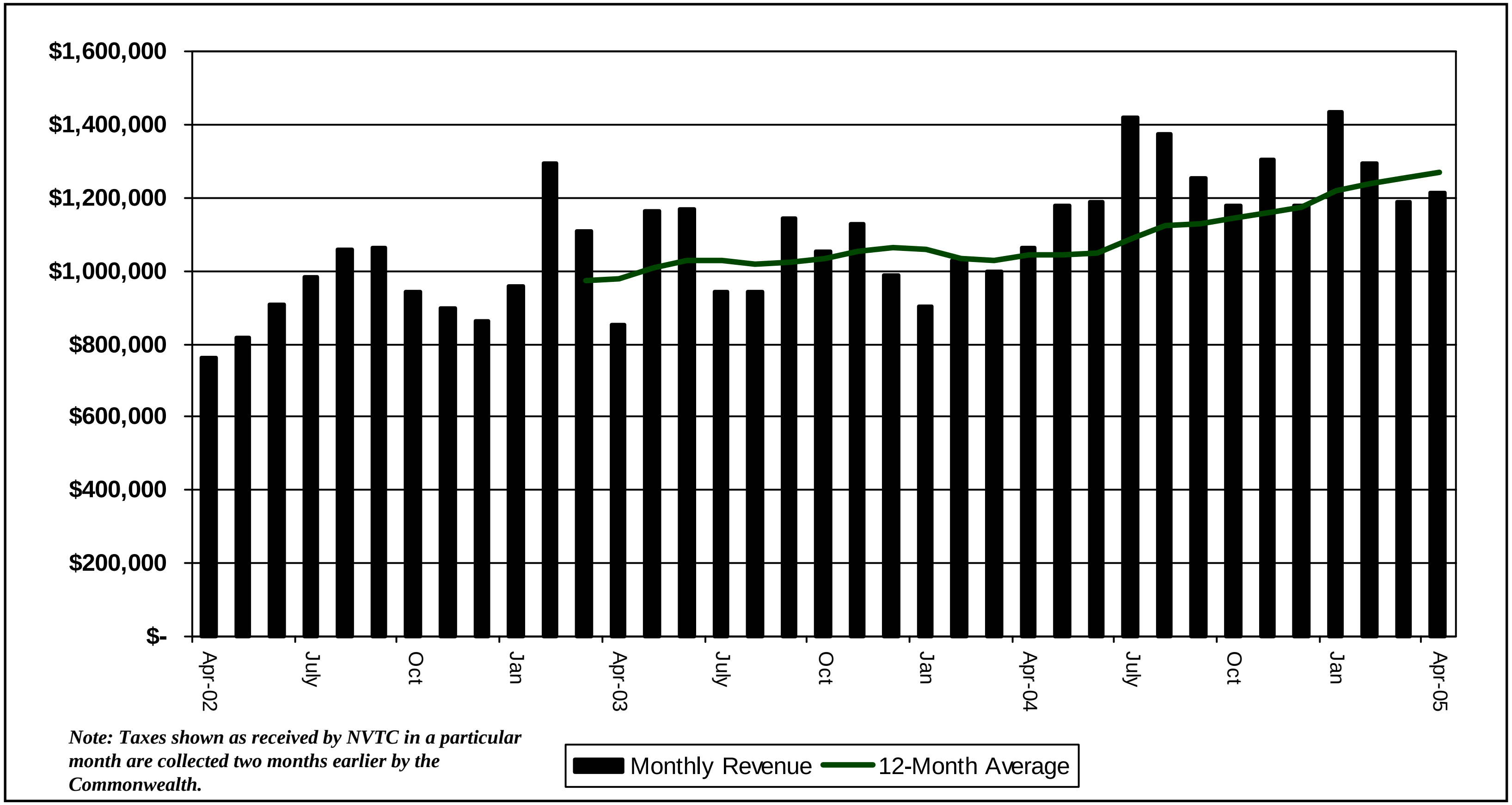
Type	Rate	Balance 3/31/2005	Increase (Decrease)	Balance 4/30/2005	NVTC G & A	Jurisdictions Trust Fund	Loudoun County
Cash Deposits							
Wachovia: NVTC Checking	N/A	$ 37,458.40	$ (1,407.24)	$ 36,051.16	$ 36,051.16	$ -	$ -
Wachovia: NVTC Savings	2.11%	195,013.59	652.88	195,666.47	195,666.47	-	-
Investments - State Pool							
Nations Bank - LGIP	2.69%	69,361,423.67	(13,686,537.41)	55,674,886.26	730,877.68	39,732,432.93	15,211,575.65
		$ 46,380,968.96	$ (13,687,291.77)	$ 55,906,603.89	$ 962,595.31	$ 39,732,432.93	$ 15,211,575.65

NVTC MONTHLY GAS TAX REVENUE
ALL JURISDICTIONS
FISCAL YEARS 2002-2005

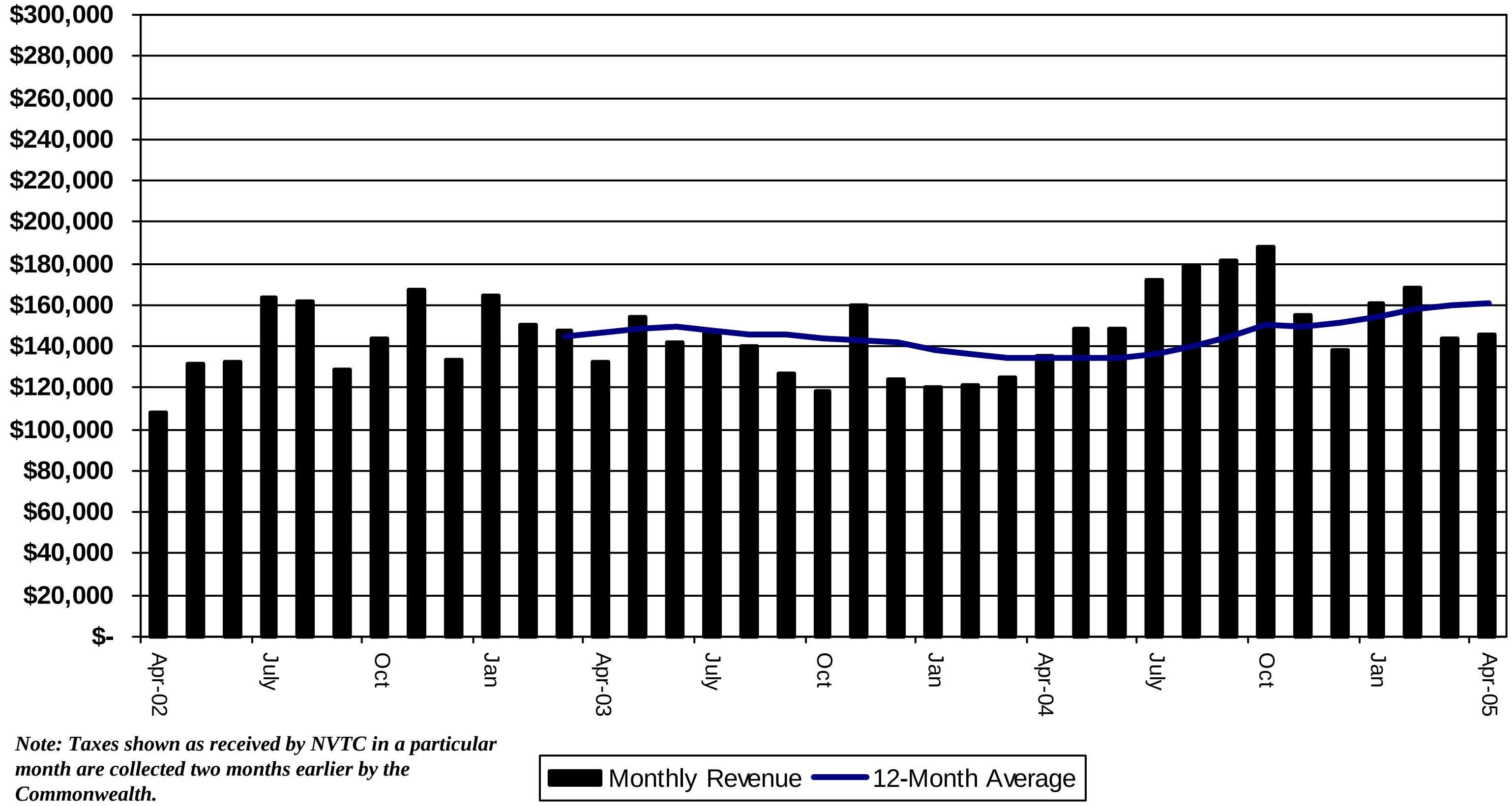


Note: Taxes shown as received by NVTC in a particular month are collected two months earlier by the Commonwealth.

NVTC MONTHLY GAS TAX REVENUE
FAIRFAX COUNTY
FISCAL YEARS 2002-2005

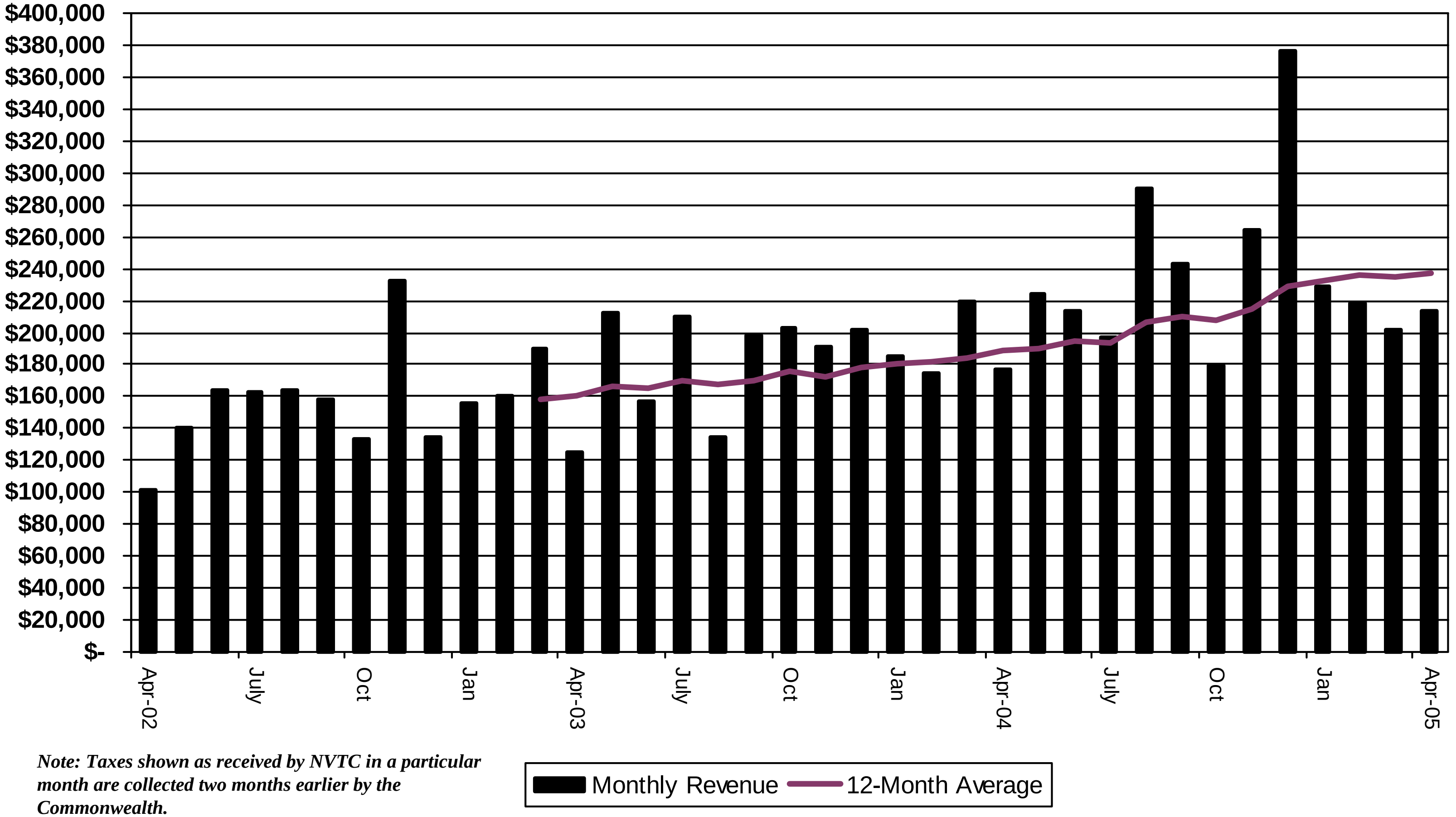


NVTC MONTHLY GAS TAX REVENUE
CITY OF ALEXANDRIA
FISCAL YEARS 2002-2005



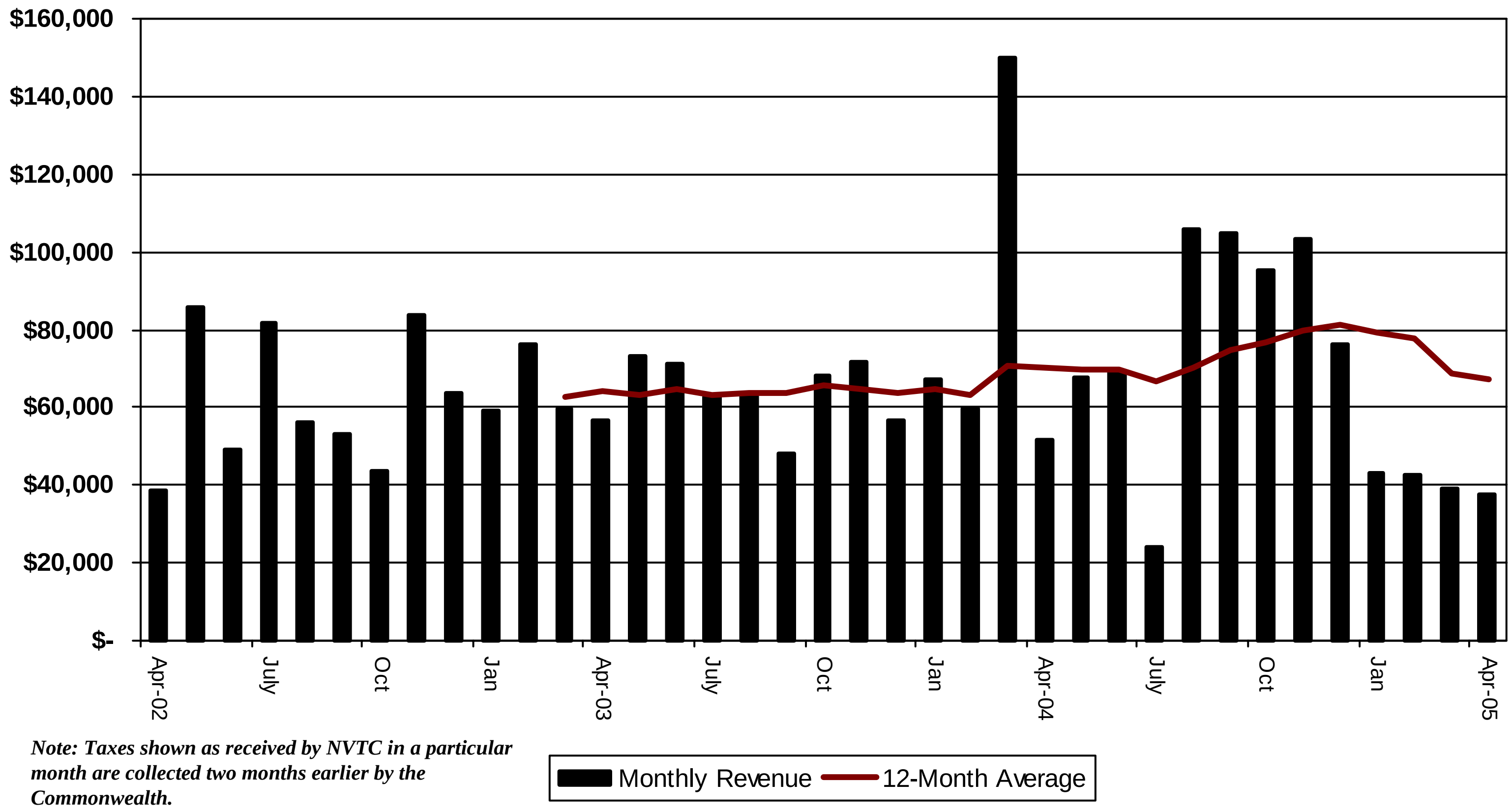
Note: Taxes shown as received by NVTC in a particular month are collected two months earlier by the Commonwealth.

NVTC MONTHLY GAS TAX REVENUE
ARLINGTON COUNTY
FISCAL YEARS 2002-2005



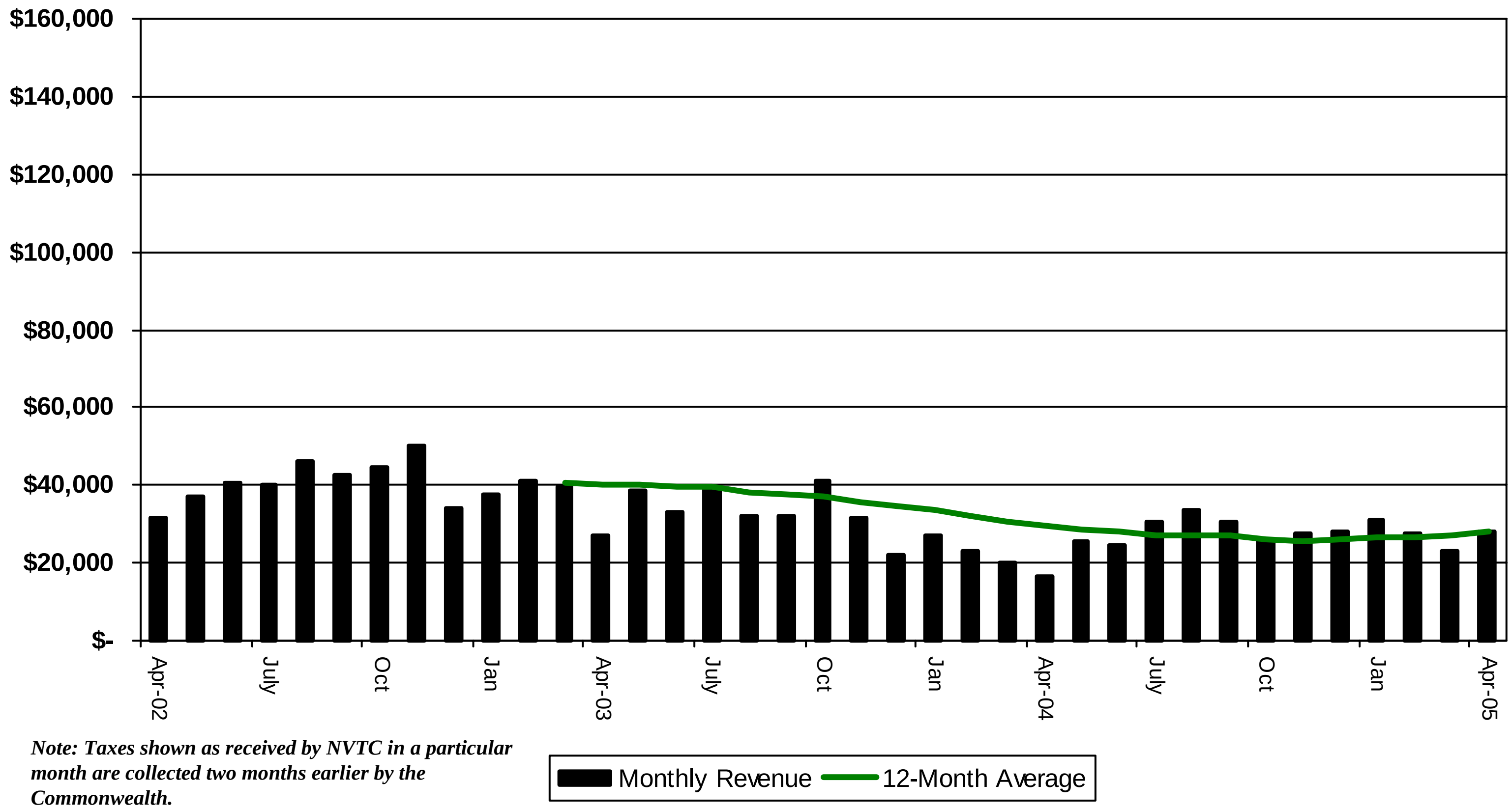
Note: Taxes shown as received by NVTC in a particular month are collected two months earlier by the Commonwealth.

NVTC MONTHLY GAS TAX REVENUE
CITY OF FAIRFAX
FISCAL YEARS 2002-2005



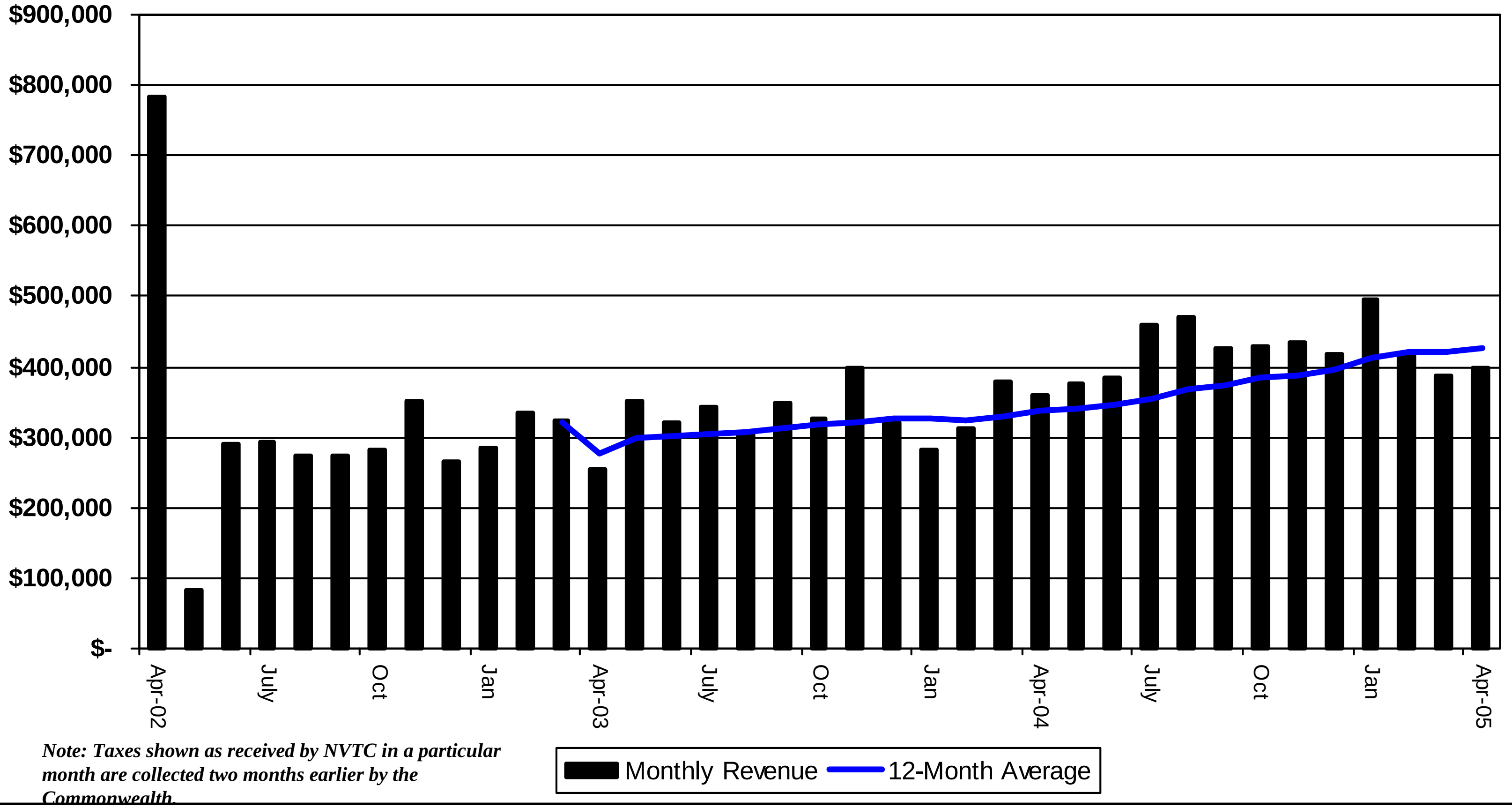
Note: Taxes shown as received by NVTC in a particular month are collected two months earlier by the Commonwealth.

NVTC MONTHLY GAS TAX REVENUE
CITY OF FALLS CHURCH
FISCAL YEARS 2002-2005



Note: Taxes shown as received by NVTC in a particular month are collected two months earlier by the Commonwealth.

NVTC MONTHLY GAS TAX REVENUE
LOUDOUN COUNTY
FISCAL YEARS 2002-2005



Note: Taxes shown as received by NVTC in a particular month are collected two months earlier by the Commonwealth.