



NVTC COMMISSION MEETING

THURSDAY, JUNE 2, 2011
MAIN FLOOR CONFERENCE ROOM
2300 Wilson Blvd.
Arlington, VA 22201
8:00 PM

NOTE: Dinner will be available at 7:30 P.M. Commissioners are reminded that if they use paid underground parking for the meeting, their tickets will be validated by NVTC staff.

AGENDA

1. Minutes of the NVTC Meeting of May 5, 2011.

Recommended Action: Approval.

2. VRE Items.

- A. Report from the VRE Operations Board and VRE's CEO--Information Item.
- B. Approval of Funding for the Second Year of VRE's Operating and Maintenance Contract with Keolis Rail Services--Action Item/Resolution #2170.

3. Metro Items.

- A. WMATA Governance Update and Review of Draft By-Laws, Procedures and Code of Ethics.
- B. May Vital Signs Report.
- C. FY 2012 Budget Hearings.

Recommended Action: After discussion, approve letter to WMATA containing comments on draft by-laws and procedures.

4. Proposed Amendment to NVTC's Subsidy Allocation Process.



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NVTC and jurisdiction staff are recommending that NVTC's subsidy allocation model (SAM) resolution should be amended to include a process for responding to significant reductions in anticipated state aid precipitated by a jurisdiction failing to proceed with a project after receiving credit for that project in NVTC's SAM.

Recommended Action: Approve Resolution #2171.

5. Study on Pentagon Bus Bays and WMATA's Negotiations for a Memorandum of Understanding Governing Access.

The Department of Defense has commissioned and requested comments on a report by Batelle on bus bay usage at the congested Pentagon Transit Center. At issue is access to scarce bus bays for Pentagon shuttles. This is part of broader negotiations between DOD and WMATA regarding the Pentagon Transit Center.

Recommended Action: Authorize a letter to DOD containing comments on Batelle's study.

6. Overview of Transit Technology Development Trends.

Staff will describe the significant shift in transit technology development to third party specialists and away from proprietary systems. A description of the Washington Metropolitan Region's Regionally Integrated Transportation Information System (RITIS) will illustrate the trend.

Information Item.

7. Virginia Department of Taxation's Administration of NVTC's Motor Fuels Tax.

A monthly progress report is provided on clearing up misallocations of tax revenue among jurisdictions.

Discussion Item.

8. Regional Transportation Items

- A. BRAC Items.
- B. Brookings Institution Report on Transit and Jobs.
- C. Initiatives to Relieve Traffic Congestion in Tysons Corner.
- D. Dulles Rail Project.
- E. New Transportation Corridor of Statewide Significance.

Information Item.

9. NVTC Financial Items for April, 2011.

Information Item.



AGENDA ITEM #1

MINUTES
NVTC COMMISSION MEETING – MAY 5, 2011
NVTC CONFERENCE ROOM – ARLINGTON, VIRGINIA

The meeting of the Northern Virginia Transportation Commission was called to order by Secretary-Treasurer McKay at 8:10 P.M.

Members Present

Sharon Bulova
Kelly Burk
Barbara Comstock
Thelma Drake
Adam Ebbin
John Foust
Mark R. Herring
Catherine Hudgins
Mary Hynes
Joe May
Jeffrey McKay
Thomas Rust
Paul Smedberg
Lawrence Webb (alternate, City of Falls Church)
Christopher Zimmerman

Members Absent

John Cook
William D. Euille
Jay Fisette
Jeffrey Greenfield
David F. Snyder
Mary Margaret Whipple

Staff Present

Rhonda Gilchrest
Scott Kalkwarf
Greg McFarland
Adam McGavock
Kala Quintana
Rick Taube
Dale Zehner (VRE)



Minutes of the April 7, 2011 NVTC Meeting

On a motion by Mr. Zimmerman and a second by Mr. Foust, the commission unanimously approved the minutes. The vote in favor was cast by commissioners Bulova, Burk, Comstock, Drake, Ebbin, Foust, Herring, Hudgins, Hynes, May, McKay, Rust, Smedberg and Zimmerman.

VRE Items

Report from the VRE Operations Board and VRE CEO. Mr. Zehner reported that for April average daily ridership reached over 19,126 trips each day. Ridership continues to climb. April 12th was the highest to-date ridership day with 21,496 passenger trips and all 10 top ridership days have occurred in the last several months. On-time performance is at 88 percent on the Manassas Line and 95 percent on the Fredericksburg line for the month of April. Mr. Zimmerman noted that it is remarkable that VRE has had its top highest ridership days in the history of VRE over the last few months. Mrs. Bulova reported that the VRE Operations Board is convening a Strategic Planning Retreat this summer to address capacity issues.

Delegate Comstock left the room.

Financial Plans for the Spotsylvania Third Track and Railcar Project. Mrs. Bulova stated that the VRE Operations Board recommends approval of Resolution #2169, which would authorize the allocation of additional funding for the Spotsylvania Third Track project and the procurement of additional railcars. DRPT is making available an additional \$26.8 million from bond funds and VRE will require an additional \$2.2 million of matching funds (\$1.9 million for the third track and \$0.3 million for the railcars). VRE staff proposed that \$1.2 million of reserved matching funds in the FY 2011 budget, \$1.4 million of unprogrammed capital reserve funds and \$1.4 million of anticipated above budget FY 2012 fare revenue are possible sources of the new matching requirement. Mrs. Bulova explained that the third track project could be accelerated by two years.

Mrs. Bulova moved, with a second by Mr. Smedberg, to approve Resolution #2169 (copy attached). The vote in favor was cast by commissioners Bulova, Burk, Drake, Ebbin, Foust, Herring, Hudgins, Hynes, May, McKay, Rust, Smedberg and Zimmerman.

Mr. Webb arrived and joined the meeting.

Transit Elements of Virginia's Draft Six-Year Improvement Program for FY 2012-2017

Mr. Taube reported that Chairman Euille designated Mr. McKay to give NVTC's testimony at the public hearing on May 4, 2011. Mr. Taube stated that according to the current draft, the total FY 2012 DRPT program (including federal funds) is up slightly from last year at \$400.4 million, which is a 2.1 percent increase from FY 2011. Also

worthy of note is that NVTC's per capita transit ridership is 10 times greater than the rest of the commonwealth and its local level of effort to fund transit is more than 10 times greater than any other district. Mr. McKay observed that NVTC jurisdictions have a combined local effort of \$293 per person compared to Hampton Roads at \$36 per person. Mr. Taube also stated that highway construction in the six-year program is \$8 billion but it does not include maintenance costs, compared to rail and public transportation at \$2.3 billion and operating costs are included.

Mr. Taube stated that SJR 297 directs DRPT to conduct a study of performance, prioritization, stability and allocation, all of which could affect NVTC's state transit assistance. Mrs. Drake reported that the study is already underway. DRPT is accepting names to serve on a panel of stakeholders. She also stated that intercity passenger rail operating funds will not be looked at as part of this study.

Metro Items

WMATA Governance Update. Mrs. Hynes reported that the WMATA Governance Committee has finished the first draft of the WMATA By-Laws, which have been sent out for public comment. She encouraged NVTC to submit comments. She explained that the By-Laws are written in concrete and need to stand the test of time. WMATA's Procedures, which can be changed easier, will be used in association with the new By-Laws. The draft of the WMATA Procedures will be available May 12th for comment. Potential changes to the WMATA Compact are not addressed in the By-Laws.

Mrs. Hynes reviewed some of the highlights. She stated that the committee looked at whether to rotate the chairman position among the jurisdictions and took out wording of "serve a year" to create a possibility for change. There is also a commitment to a robust role of alternates. The Compact calls for eight voting members on the Board and that cannot be changed without legislation, but on the committee level, principals and alternates participate and vote. The By-Laws are scheduled to be approved by the WMATA Board in June, 2011.

Mrs. Burk expressed her concern that Loudoun County wants a voice on the WMATA Board when the county begins to pay for Metro service with the Dulles Metrorail Extension.

Mrs. Drake stated that the governors/mayor of Virginia, Maryland and the District of Columbia are working together to look at Compact changes, but they are waiting for the GAO Report.

Mrs. Hynes noted that there will be a roundtable discussion on May 23rd, which will be audio streamed live for anyone who is interested in listening to the discussion. Mrs. Hudgins stated that the WMATA working group would like to be engaged in Compact change discussions with the Governors' group, because it needs to be a collaborative effort.

Delegate Comstock returned to the meeting.

Delegate May stated that he is glad to see that the By-Laws are being worked on and he asked when was the last time the By-Laws have been amended. Mrs. Hynes explained that WMATA did not have By-Laws, just Procedures. Also, WMATA is working on updating its Code of Ethics, which will also be sent out for comment. Secretary-Treasurer McKay offered to circulate a current copy of the Code of Ethics.

Mrs. Drake announced that Governor McDonnell signed the budget bill and names are being considered for the person to represent the commonwealth on the WMATA Board. She encouraged commissioners to submit names to be considered. She also reported that DRPT will be hiring a staff member to cover WMATA issues.

FY 2012 WMATA Budget. Mrs. Hudgins stated that the budget had a deficit of \$72 million but the General Manager has identified another \$6 million in cost savings, which reduces the deficit to \$66 million. Public hearings have been announced on proposed service changes. Commissioners discussed the locations of the public hearings and the need to be accessible by transit. Mrs. Hynes stated that, for Virginia, WMATA is not advertising any bus service reductions, just changes to the weekend operating hours of Metrorail service.

Vital Signs. Mrs. Hudgins stated that Vital Signs is a good tool to monitor Metro ridership and performance.

Alexandria DASH's Real-Time Bus Arrival Information System

Mr. McGavock explained that NVTC is managing the consulting project that has developed the real-time bus arrival/passenger information system currently installed and operating on Alexandria DASH. He gave an update on the project.

BRAC Developments

Ms. Quintana reminded commissioners that at the last meeting, staff was asked to investigate impediments that the Department of Defense may have to cooperating with public transit agencies. Specifically, concern was expressed regarding laws and/or regulations that prevent BRAC facilities administrators from contracting with local transit systems. Staff has concluded that there are no known current federal laws or regulations that prohibit local transit systems from providing transit service to the BRAC facilities. However, staff did discover several issues that have proved to be impediments, including Base security/ID policy, funding issues, and a fundamental disconnect regarding objectives of the Base facility and the practical needs of employees who are using transit to get to and from these facilities.

In response to Secretary-Treasurer McKay, Ms. Quintana stated that Fort Belvoir does not charge for parking. Currently, BRAC employees are transitioning over in small numbers and continue to drive alone with little challenge or difficulty in finding parking. However, once the entire transition is complete there will be roughly 30 percent fewer parking spaces than people. Instead of using the opportunity to get people into new

commuting patterns, they are currently allowed to continue with the status quo, likely resulting in some serious parking problems in the very near future.

Secretary-Treasurer McKay stated that WMATA will have problems accommodating additional private shuttles at the Franconia/Springfield Metrorail station, which is the station most Mark Center employees will use. He stated that there is a limit to the number of private shuttles that can access the station without major capital improvements.

Secretary-Treasurer McKay stated that Pentagon officials have announced that they will provide \$20 million for highway improvements around the Mark Center at Seminary Road in Alexandria. But a decision by FHWA to require an environmental assessment of the proposed HOV ramp there will delay its construction for eight months. He suggested NVTC ask that FHWA reconsider. Since the ramp is being built in the existing I-395 right-of-way, a Categorical Exclusion should be used. If an Environmental Assessment is needed, the process should be shortened.

Secretary-Treasurer McKay moved, with a second by Mrs. Bulova, to authorize that a letter be sent to FHWA and the Northern Virginia congressional delegation concerning this issue.

Mrs. Bulova noted that the region is not objecting to going through proper environmental reviews, but in the I-395 corridor, it has already been reviewed. Mr. Smedberg observed that the EA review would be the same as a CE, but there would be a public review process in the EA.

The commission then voted on the motion and it passed. The vote in favor was cast by commissioners Bulova, Burk, Comstock, Ebbin, Drake, Foust, Herring, Hudgins, Hynes, May, McKay, Rust, Webb and Zimmerman. Mr. Smedberg abstained.

Mrs. Burk left the meeting at 9:10 P.M. and did not return.

Legislative Items

Mr. Taube stated that Congress has honored its commitment to provide \$150 million in FY 2011 for WMATA's safety and other vital capital improvements. The FY 2011 budget deal eliminated high speed rail funding (\$2.5 billion). The House-passed Budget Resolution for FY 2012 (and framework through 2021) would also impose substantial cuts in transit funding. On the state level, Governor McDonnell has signed HB 2527/SB 1446 that creates a framework to invest almost \$4 billion for Virginia's roads, rails and transit over the next three years.

Virginia Department of Taxation's Administration of NVTC's Motor Fuels Tax

Mr. Taube stated that NVTC wrote to TAX Commissioner Burns on March 3, 2011 approving the recommended personnel changes and reiterating concerns with

misallocations of revenue. He announced that NVTC received a response from Commissioner Burns and progress is being made on the reallocation issues.

Regional Transportation Items

I-95 Transit Stakeholders Meeting. On April 12th DRPT convened a meeting of transit system representatives to discuss a consulting project underway to revisit transit improvements in light of the revised HOT Lanes project. The objective of the study is to determine cost effective transit and Transit Demand Management improvements for the I-95 corridor for 2015, 2035 and beyond. The final report is due by mid-August, 2011. Mrs. Drake stated that public hearings will be conducted this summer.

Route 7 Multi-Modal Study. NVTC staff is working to verify sources of required matching funds for the study. In response to a question from Mr. Smedberg, Mr. Taube stated that there are no immediate federal deadlines for this project. NVTC staff is also completing a draft scope of work for discussion with the stakeholders group.

NVTC Rail-Volution Proposal. Mr. Taube reported that NVTC staff submitted several proposed session topics to the Rail-Volution program committee. A decision is expected soon and if any are selected, NVTC staff will work with the appropriate jurisdictions/agencies to develop the sessions.

Dulles Metrorail Extension Lawsuit. The grounds for the class action suit on behalf of users of the Dulles Toll Road appear to mirror the challenge to regional transportation taxes that were struck down by the Virginia Supreme Court a few years ago. Those bringing the suit argue that the toll increases are a tax that is levied by an unelected body (MWAA) and are therefore unconstitutional. A refund to motorists of \$130 million is requested.

Regional Bus Priority Projects. NVTC and jurisdiction staff spoke on April 19th with representatives of the D.C. Department of Transportation about the status and implications of one such important project in the 14th Street and Theodore Roosevelt entrances to the city. Using Federal TIGER money, 82 intersections are scheduled to be part of the Traffic Signal Priority (TSP) system in which transit buses will be able to influence the signal timing to facilitate faster transit trips. As many as 200 additional intersections will receive optimization. The initial design of TSP will benefit Metrobuses but open architecture in the design will allow other transit systems to purchase compatible equipment. VDOT will be installing TSP in the Route 7 corridor.

Governor McDonnell's Transportation Challenge. As part of Virginia's celebration of Earth Day, Governor McDonnell has challenged people to use alternative transportation once every two weeks, rather than drive alone. The challenge is designed to help Virginia residents begin to shift the way they look at their daily commute and make small changes that can have a big impact on congestion on Virginia highways and the quality of the environment.

NVTC's Financial Items for March, 2010

Commissioners were provided with the financial report and there were no questions or comments.

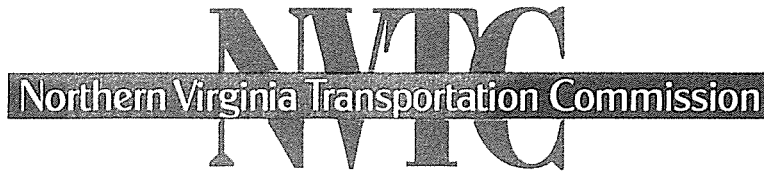
Adjournment

Without objection, Secretary-Treasurer McKay adjourned the meeting at 9:18 P.M.

Approved this second day of June, 2011.

William D. Euille
Chairman

Jeffrey McKay
Secretary-Treasurer



RESOLUTION #2169

SUBJECT: Financial Plans for the Spotsylvania Third Track and Railcar Projects.

WHEREAS: In January, 2011 the commissions approved a six-year Capital Improvement Program (CIP) that included construction of the Spotsylvania third track and new railcar procurement as short-term priorities;

WHEREAS: VRE's Capital Improvements Program funding relies on accumulating limited annual federal formula funds;

WHEREAS: Construction of the third track was, therefore, spread over several years and the bulk of the railcar purchase was unfunded during the six-year CIP;

WHEREAS: VRE and DRPT staff subsequently identified funding from state bond proceeds and other state sources to enable VRE to accelerate the implementation of both priority projects;

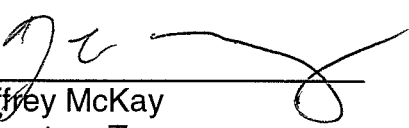
WHEREAS: Funding plans for the two projects include a new commitment of \$26.8 million of state funding and require additional VRE funds of \$2.2 million;

WHEREAS: Several potential VRE funding sources are available that, in total, exceed the amount needed for the two projects; and

WHEREAS: Options include capital reserve funds not currently programmed, anticipated above budget FY 2011 fare revenue, and unfunded match set aside in FY 2011.

NOW, THEREFORE, BE IT RESOLVED THAT the Northern Virginia Transportation Commission approves financial plans for the Spotsylvania third track and the railcar procurement and authorizes the allocation of additional funding for these projects as recommended by the VRE Operations Board.

Approved this 5th day of May, 2011.



Jeffrey McKay
Secretary-Treasurer

William Euille
Chairman



NVTC

Northern Virginia Transportation Commission

NVTC

AGENDA ITEM #2

TO: Chairman Euille and NVTC Commissioners
FROM: Rick Taube
DATE: May 26, 2011
SUBJECT: VRE Items

- A. Report from the VRE Operations Board and VRE CEO--Information Item.
- B. Approval of Funding for the Second Year of VRE's Operating and Maintenance Contract with Keolis Rail Services--Action Item/Resolution #2170.



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CHIEF EXECUTIVE OFFICER'S REPORT

May 2011

MONTHLY DELAY SUMMARY

	January	February	March	April
System wide				
Total delays	64	32	76	54
Average length of delay (mins.)	27	23	18	21
Number over 30 minutes	12	8	7	10
Days with Heat Restrictions/Total days	0/20	0/19	0/23	0/21
On-Time Performance	89.1%	94.4%	89.0%	91.4%
Fredericksburg Line				
Total delays	37	14	58	36
Average length of delay (mins.)	27	21	16	20
Number over 30 minutes	7	2	3	6
On-Time Performance	86.5%	94.7%	82.0%	87.8%
Manassas Line				
Total delays	27	14	18	18
Average length of delay (mins.)	28	25	25	21
Number over 30 minutes	5	6	4	4
On-Time Performance	91.4%	94.1%	95.1%	94.6%

SYSTEM RIDERSHIP

With an average daily ridership of 19,307 for April 2011, ridership increased 8.9% compared to April 2010. Year-to-date ridership is 11.1% higher than last year. All top ten ridership days have occurred since March 1, 2011. The top ten days (as of May 10) are below.

1	April 12, 2011	21,496
2	March 23, 2011	21,136
3	April 13, 2011	20,803
4	May 10, 2011	20,803
5	April 6, 2011	20,791
6	March 29, 2011	20,694
7	March 15, 2011	20,573
8	March 30, 2011	20,545
9	May 3, 2011	20,423
10	April 5, 2011	20,371

SYSTEM ON TIME PERFORMANCE

System wide on-time performance (OTP) was 91.43% in April, with 87.76% on the Fredericksburg Line and 94.64% on the Manassas Line. Most of the delays were railroad-related such as track work, signal and switch issues, etc. I continue to see improvement in the reduction of mechanical delays, especially as older locomotives are replaced with new

locomotives. In addition, track work on the CSX line has been completed and I predict OTP on the Fredericksburg Line will improve in the near future.

CONSIST CHANGE

On Monday May 2, we began turning one Manassas Line train at Union Station and returning it to Broad Run to be stored during the mid-day. By doing this, we were able to add railcars to the following trains:

- Train 300/313 had one railcar added, bringing this train to 5 railcars
- Train 310/311 had one railcar added, bringing this train to 6 railcars
- Train 312/301 had one railcar added, bringing this train to 4 railcars
- Train 326/329 had two railcars added, bringing the train to 8 railcars

These five railcars add 700 seats to our service and should accommodate 1,400 additional trips each day. In addition, the 8 car Fredericksburg Line train has been moved to train 306 in the morning and continues to operate as 307 in the evening.

We received many appreciative comments during the on-line forum on Wednesday, May 4th.

GAINESVILLE-HAYMARKET EXTENSION

Revisions to the Addendum to the Rail Enhancement Fund (REF) agreement for the Gainesville-Haymarket Extension project are underway to address changes requested by the Commonwealth. The award of the consultant contract for environmental review and preliminary engineering is pending the execution of this Addendum.

FRENCH DELEGATION VISIT

On Friday, April 29, VRE hosted a tour for members of the French Delegation who came here to meet with the U.S. Secretary of Transportation. They rode a VRE train to Alexandria where I made a presentation on the transition from Amtrak to Keolis. A dinner in Georgetown followed, attended by several of our Operations Board members.

VDRPT TRANSPORTATION VIDEO

VDRPT is in the process of creating a YouTube video site where all transportation systems in Virginia will be featured. The idea is to show potential riders how to use each system in a friendly and educational way. VRE was filmed on Thursday, May 5th. After editing, a short version will also be available for viewing on VRE's Facebook page.

LOCOMOTIVE PROCUREMENT

Ten new locomotives have been delivered to VRE, with nine currently in service. Four out of the five train sets on the Manassas Line have a new locomotive and five out of the seven train sets on the Fredericksburg Line have a new locomotive. We have sold all of our older locomotives with the exception of two and I am hoping to find a buyer for those as well. All VRE revenue trains (12 trains) will be equipped with a new locomotive by the end of this month. The remaining eight locomotives will be delivered by the end of July.

MEET THE MANAGEMENT

Our annual "Meet the Management" program is going well. These events are an opportunity to show appreciation to our riders. During this time, VRE management visits a different station every week, bringing refreshments for passengers. The goal is to meet our riders in person and to hear any questions, complaints, or comments they may have. Board Members are welcome to attend any or all of the events in their jurisdictions. Below please find this years' remaining Meet the Management schedule:

May 18	Fredericksburg, all morning trains
May 25	Broad Run, all morning trains
June 1	Leeland Road, all morning trains
June 8	Manassas, all morning trains
June 15	Brooke, all morning trains
June 22	Manassas Park, all morning trains
June 29	Quantico, all morning trains
July 6	Burke Centre, all morning trains
July 13	Rippon, all morning trains
July 20	Rolling Road, all morning trains
July 27	Woodbridge, all morning trains
August 3	Backlick, all morning trains
August 10	Lorton, all morning trains

CUSTOMER SERVICE SURVEY

The annual customer service survey was held on Wednesday, May 11th. This is the survey where customers rate our service and show us where we can improve. This year, the survey will be very important because it will show us how Keolis compares as our service provider as well as where management can improve. All morning trains, including the Amtrak Step Up trains, were included in the survey. Results will be tabulated and reported to the Board in August.

SUMMONS OVERVIEW

In April, there were 124 cases of fare evasion that were brought before the court, most of them written in previous months. Details are provided below.

Outcome	Occurrences	Fine	Court Costs
Appealed	1		
Prepaid	31	100	81
Guilty	7	0	81
Guilty	13	100	81
Guilty in absentia	27	100	81
Continued	4		
Dismissed	11	0	0
Dismissed	9	0	81
Dismissed per conductor request (in court)	1	0	0
Held in juvenile court	1	N/A	N/A
No Information	1	N/A	N/A

QUEUING ISSUES

Over the last few months as our ridership has grown, VRE has received more and more complaints from riders about nearly missing their station stop as they were unable to get off the train in time. In some cases, riders have missed their station entirely. While queuing occurs in the morning, the problem is more prevalent in the evenings when seats are available.

The strategy of VRE's queuing policy is to clear the aisles so that everyone who needs to get off the train can. When a train is in the station, it is assumed that anyone standing is attempting to detrain. As such, once everyone has detrained, the aisles should be clear. Once the train has departed the station, the next group of riders is permitted to stand. If passengers are observed standing in the aisles when the train is at a station, the doors will remain open and the train will not move.

This policy is based on an operational trial conducted on Manassas Train 329 and passenger feedback. We will be implementing this policy system-wide on an as needed basis beginning June 1.

AUDIT OF VRE'S SYSTEM SAFETY PROGRAM PLAN

During the week of May 9th VRE was audited on its System Safety Program Plan by representatives from the FRA, APTA and the Volpe Center. The audit involves interviews of key personnel from both VRE and Keolis, field visits to rail yards, the riding of VRE trains and document verification.

To-date, VRE has undergone three of these audits, which usually occur at three year intervals. The last audit was completed in 2007. The 2007 audit recommended several enhancements to VRE operations as well as to VRE mechanical activities. The majority of these recommendations were implemented as part of the contract with Keolis. There were no findings of non-compliance in the 2007 audit. A final report will be issued by APTA within 90 days.

MONTHLY PERFORMANCE MEASURES – April 2011

MONTHLY ON-TIME PERFORMANCE	ON-TIME PERCENTAGE
April Fredericksburg OTP Average	87.76%
April Manassas OTP Average	94.64%
VRE APRIL OVERALL OTP AVERAGE	91.43%

RIDERSHIP YEAR TO DATE	RIDERSHIP
VRE FY 2011 Passenger Totals	3,680,696
VRE FY 2010 Passenger Totals	3,314,062
PERCENTAGE CHANGE	11.1%

RIDERSHIP MONTH TO MONTH COMPARISON	
DESCRIPTION	MONTHLY RIDERSHIP
APRIL 2011	405,453
APRIL 2010	372,232
PERCENTAGE CHANGE	8.9%
SERVICE DAYS (CURRENT/PRIOR)	21/21

Monthly Ridership and OTP: April 2011

Date	Manassas AM	Manassas PM	Total Manassas	Actual OTP TD	Fredburg AM	Fredburg PM	Fredburg Total	Actual OTP TD	Total Trips	Actual OTP TD
1	4,321	4,068	8,389	94%	4,464	4,340	8,804	43%	17,193	70%
2										
3										
4	4,754	4,244	8,998	81%	5,261	5,439	10,700	79%	19,698	80%
5	4,859	4,838	9,697	100%	5,240	5,434	10,674	57%	20,371	80%
6	4,856	5,017	9,873	94%	5,461	5,457	10,918	79%	20,791	87%
7	4,874	4,587	9,461	88%	5,119	5,596	10,715	93%	20,176	90%
8	4,322	3,953	8,275	100%	4,573	4,886	9,459	86%	17,734	93%
9										
10										
11	4,872	4,568	9,440	100%	5,032	5,096	10,128	100%	19,568	100%
12	5,176	5,229	10,405	100%	5,507	5,584	11,091	100%	21,496	100%
13	4,909	5,064	9,973	100%	5,333	5,497	10,830	93%	20,803	97%
14	4,989	4,552	9,541	94%	5,161	5,147	10,308	79%	19,849	87%
15	4,208	4,092	8,300	100%	4,522	4,808	9,330	100%	17,630	100%
16										
17										
18	4,711	4,346	9,057	94%	4,254	4,732	8,986	79%	18,043	87%
19	4,607	4,303	8,910	94%	5,234	5,181	10,415	100%	19,325	97%
20	4,694	4,365	9,059	100%	5,052	5,088	10,120	86%	19,179	93%
21	4,358	3,876	8,234	100%	5,003	5,233	10,236	100%	18,470	100%
22	3,364	2,888	6,252	88%	4,335	4,819	9,154	86%	15,406	87%
23										
24										
25	4,762	4,285	9,047	69%	5,030	4,935	9,965	93%	19,012	80%
26	4,849	4,817	9,666	100%	5,152	5,216	10,368	93%	20,034	97%
27	5,176	4,808	9,984	100%	5,102	5,016	10,118	100%	20,102	100%
28	5,035	4,654	9,689	100%	5,156	5,061	10,217	100%	19,906	100%
29	4,487	3,575	8,062	94%	4,048	4,767	8,815	100%	16,877	97%
30										
	98,183	92,129	190,312	95%	104,039	107,312	211,351	88%	401,663	91%
	Adjusted total: 190,889		Adjusted Total: 214,564		Adjusted Total: 405,453		Adjusted Total: 405,453			

# of Service Days:	21	Total Trips This Month:	405,453
Manassas Daily Avg. Trips:	9,062	Prior Total FY-2011:	3,275,243
Fredburg Daily Avg. Trips:	10,064	Total Trips FY-2011:	3,680,696
Total Avg. Daily Trips:	19,127	Total Prior Years:	48,489,212
		Grand Total:	52,169,908

Note: Adjusted Averages & Totals include all VRE trips taken on Amtrak trains, but do not include "S" schedule days.
 * designates "S" schedule day

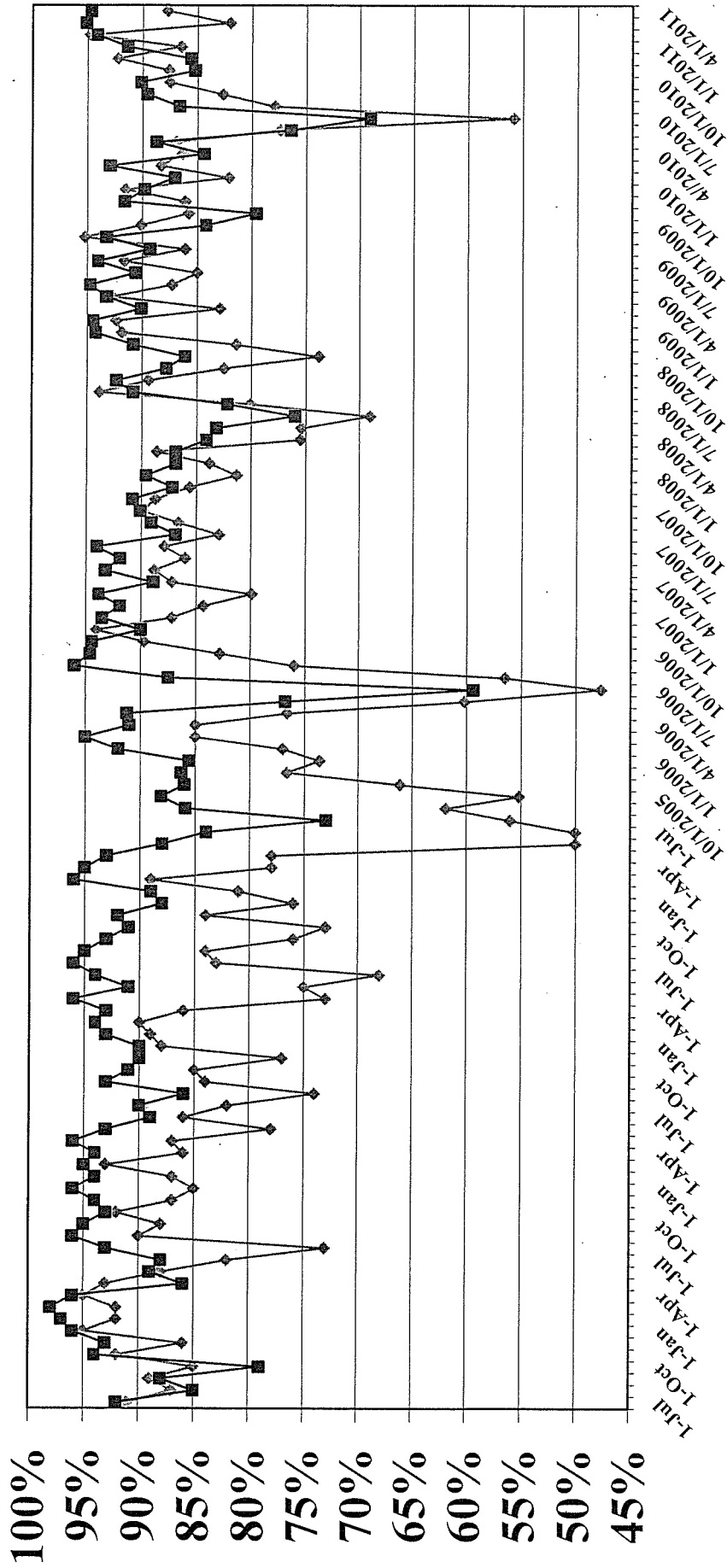
Monthly Ridership Changes: FY 2010 v. FY 2011

Current Month	MANASSAS				FREDERICKSBURG			
	Cumulative FY2010	Cumulative FY2011	% change	Cumulative FY2010	Cumulative FY2011	% change	Current Total	% change
July	163,100	177,199	8.6%	179,830	183,554	2.1%	360,753	5.2%
August	317,944	356,554	12.1%	351,580	369,561	5.1%	726,115	8.5%
September	479,425	531,826	10.9%	528,890	560,951	6.1%	1,092,777	8.4%
October	646,968	687,461	6.3%	707,230	749,050	5.9%	1,436,511	6.1%
November	795,248	842,550	5.9%	861,321	936,793	8.8%	1,779,343	7.4%
December	945,530	992,422	5.0%	1,017,358	1,119,345	10.0%	2,111,767	7.6%
January	1,110,585	1,156,798	4.2%	1,185,171	1,311,930	10.7%	2,468,728	7.5%
February	1,234,347	1,321,505	7.1%	1,307,174	1,503,871	15.0%	2,825,376	11.2%
March	1,430,590	1,530,573	7.0%	1,511,240	1,744,670	15.4%	3,275,243	11.3%
April	1,611,255	1,721,462	6.8%	1,702,807	1,959,234	15.1%	3,680,696	11.1%
May	1,778,326			1,876,822				
June	1,963,430			2,069,800				

*Ridership figures are shown in passenger trips. Includes Amtrak cross honor train riders.

On-Time Performance

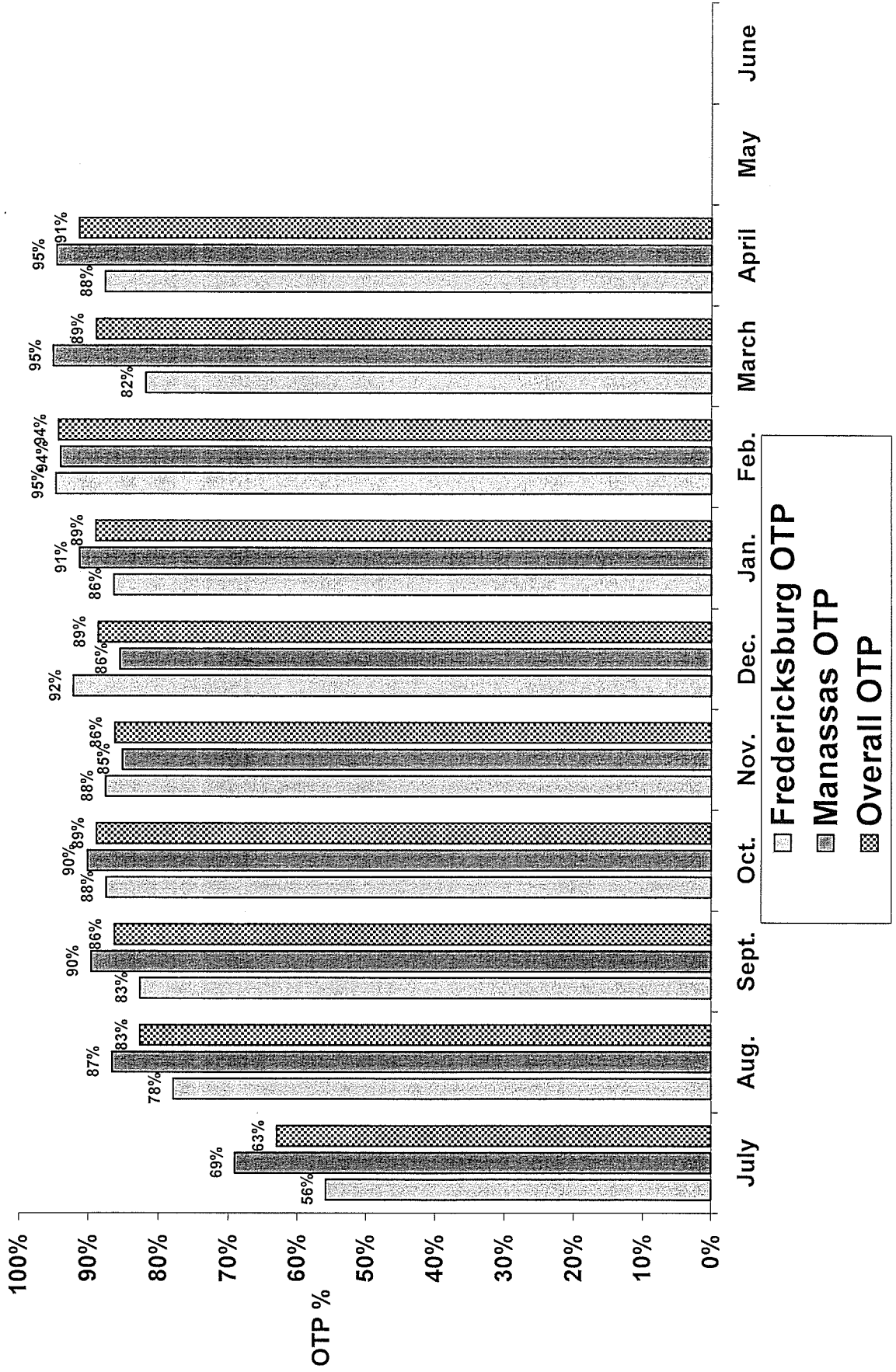
July 2001 – April 2011



◆ Frederickburg Line ■ Manassas Line

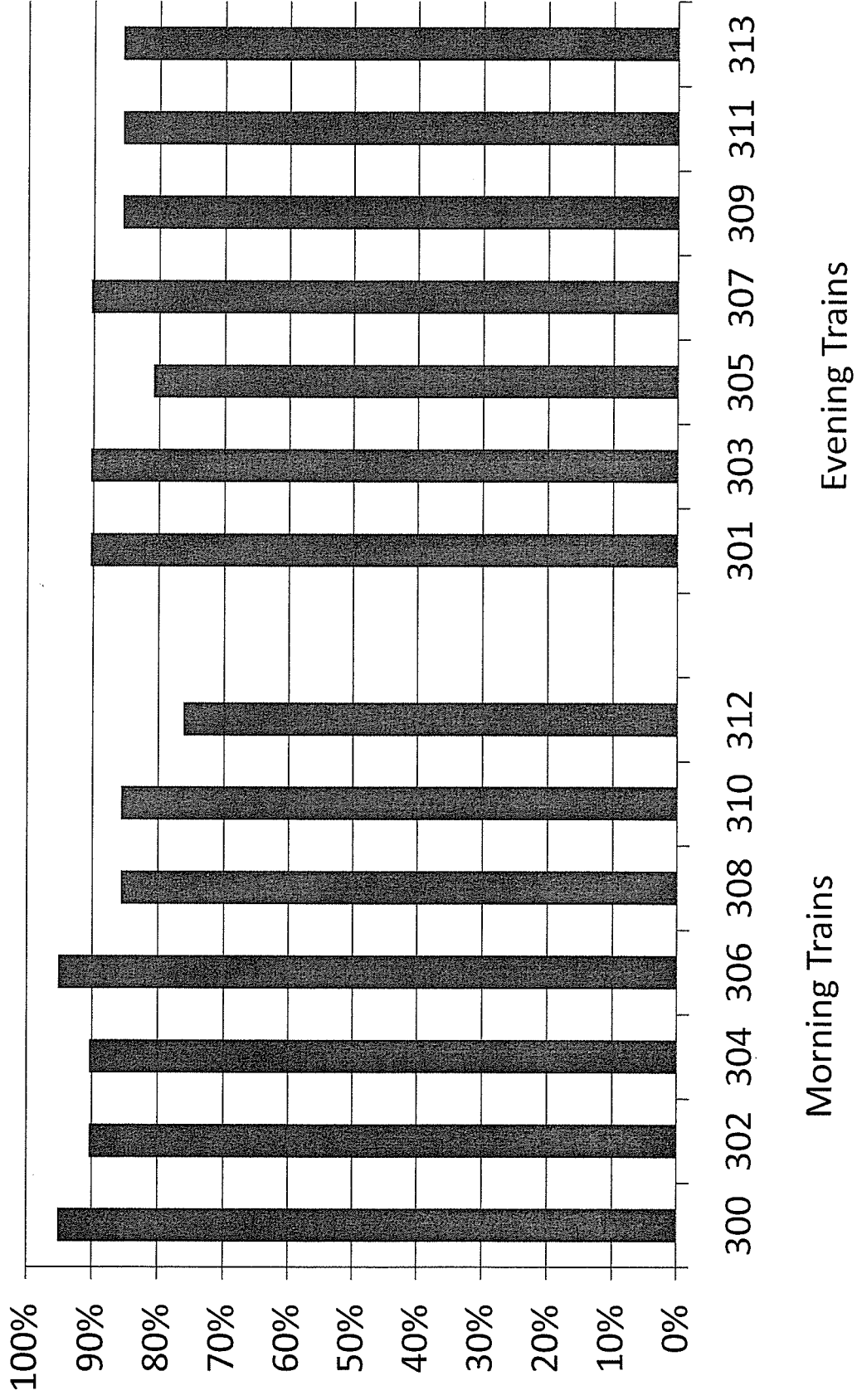
Average On-Time Performance

FY-2011



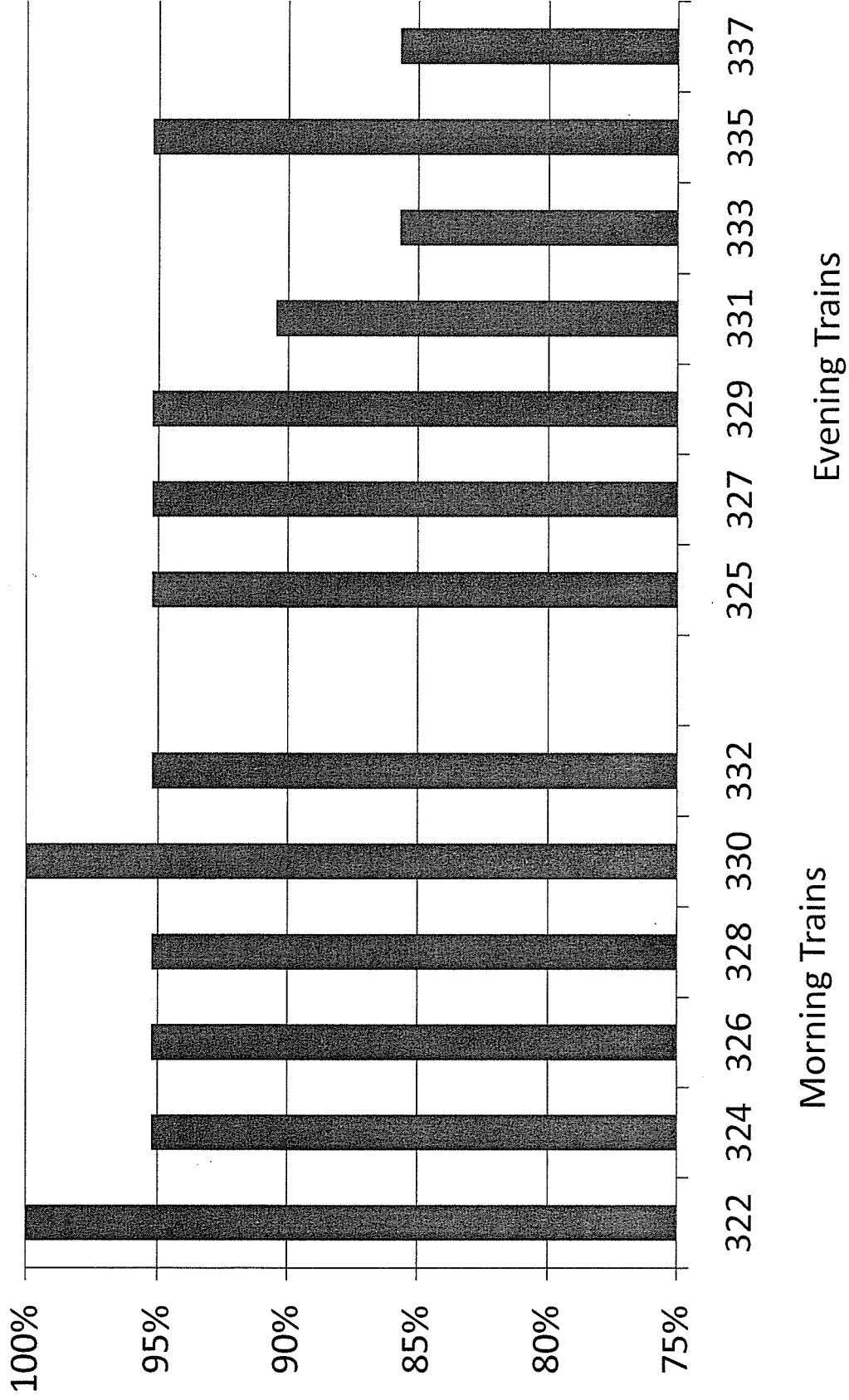
On-Time Performance By Train

Fredericksburg Line – April 2011



On-Time Performance By Train

Manassas Line – April 2011

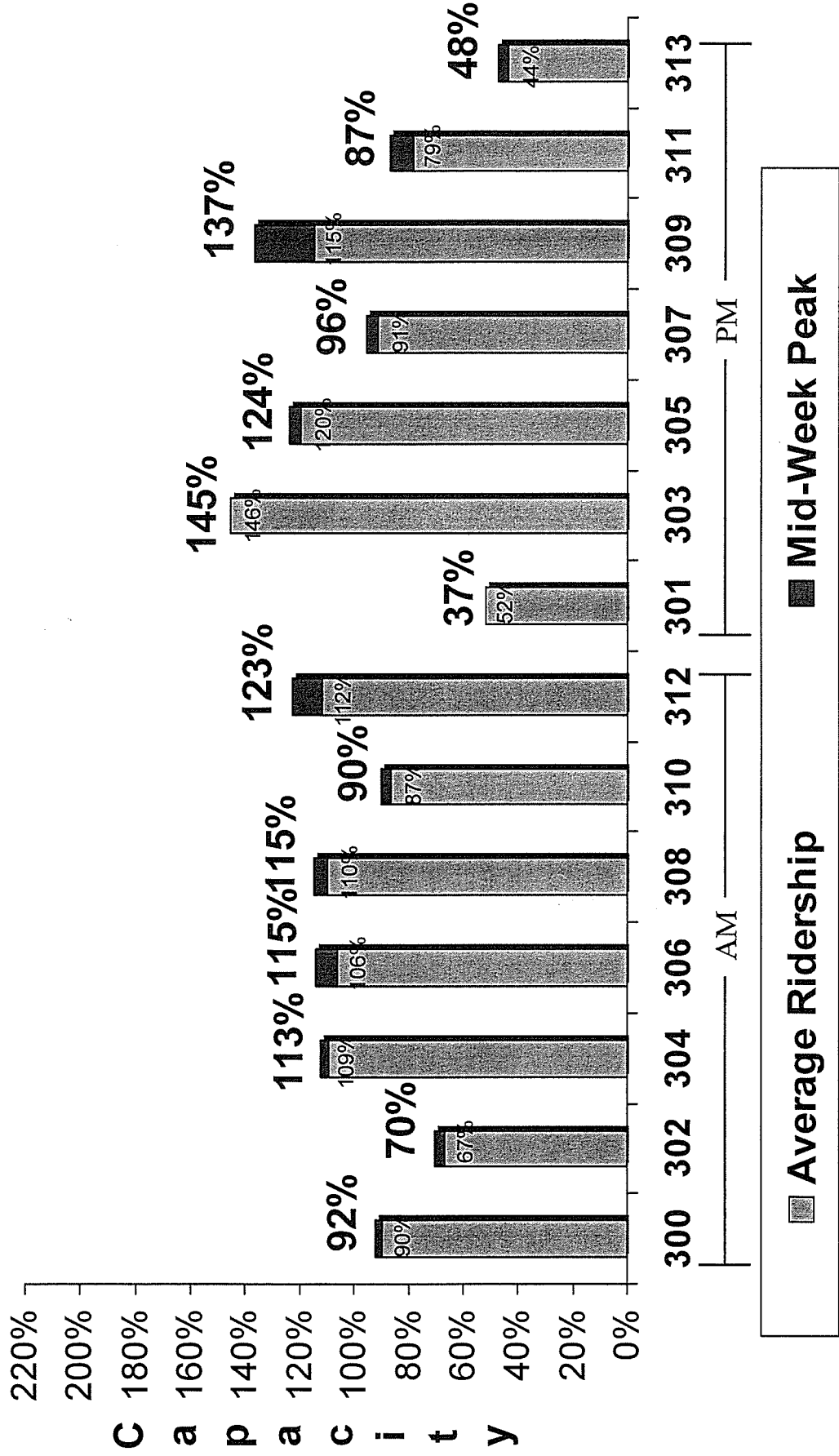


Delays by Cause February 2011 Through April 2011

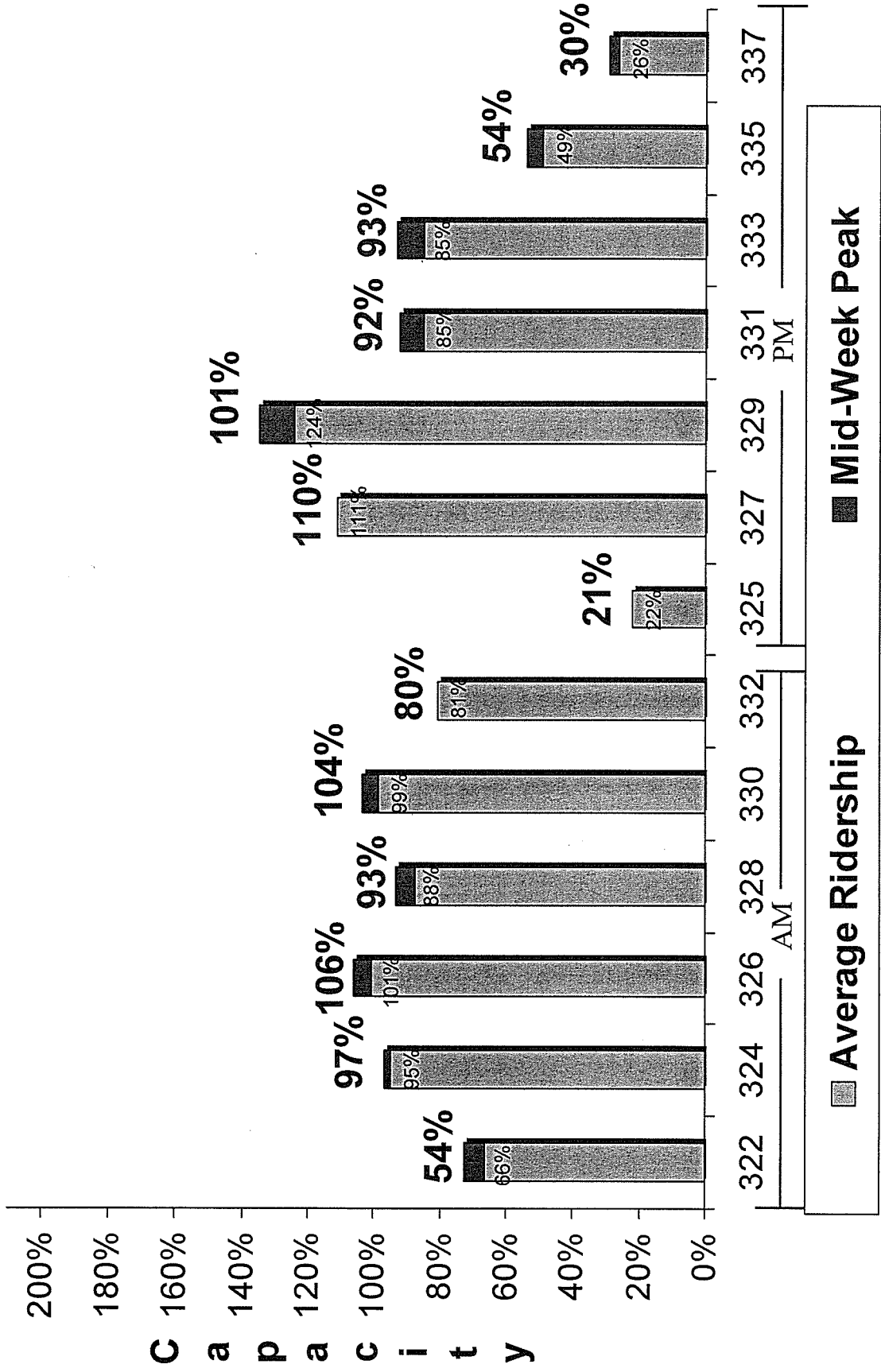
	February Delays	March Delays	April Delays	% of Overall Delays
VRE				
<i>VRE Train Interference, Mechanical Problems, Crew Related and Late Turns</i>	20%	12%	13%	13%
Freight Railroads				
<i>Train Interference, Switch/Signal Problems, Slow Orders/Restricted Speeds/Stop Signals, Maintenance of Way</i>	49%	46%	52%	55%
Amtrak				
<i>Train Interference, Switch/Signal Problems, Slow Orders/Restricted Speeds/Stop Signals, Maintenance of Way</i>	6%	12%	11%	8%
Other				
<i>Weather, Passengers, Other</i>	25%	30%	24%	24%
Total Delays	100%	100%	100%	100%

*Each train can have more than one cause for its delay. For example a train may be 5" late due to a slow order and 4" late due to heavy passenger travel on that train. Both causes would be listed in this chart: One for "Other" and one for "Freight Railroads."

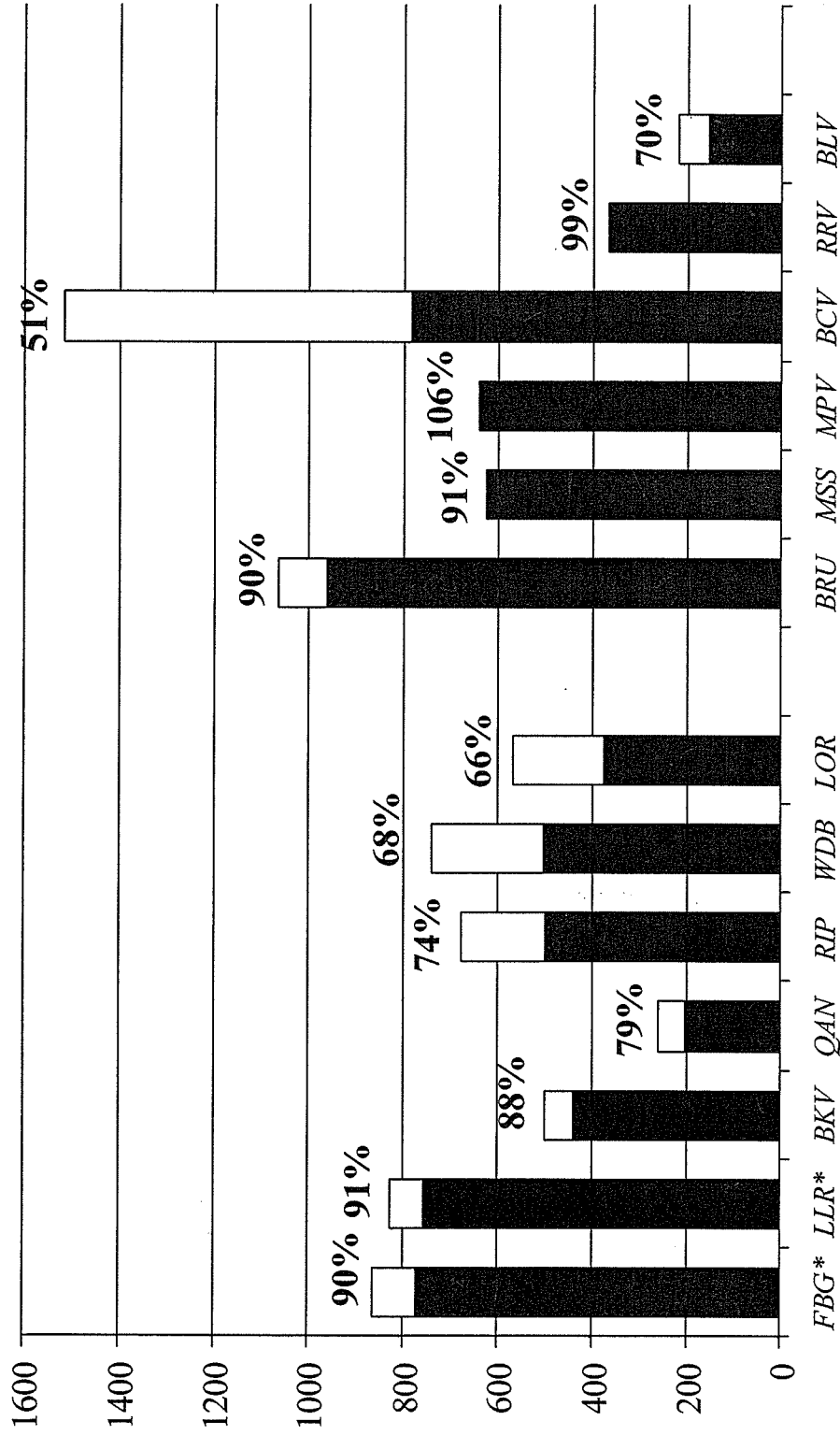
Train Utilization: Fredericksburg Line – April 2011



Train Utilization: Manassas Line – April 2011



Parking Lot Utilization: April 2011

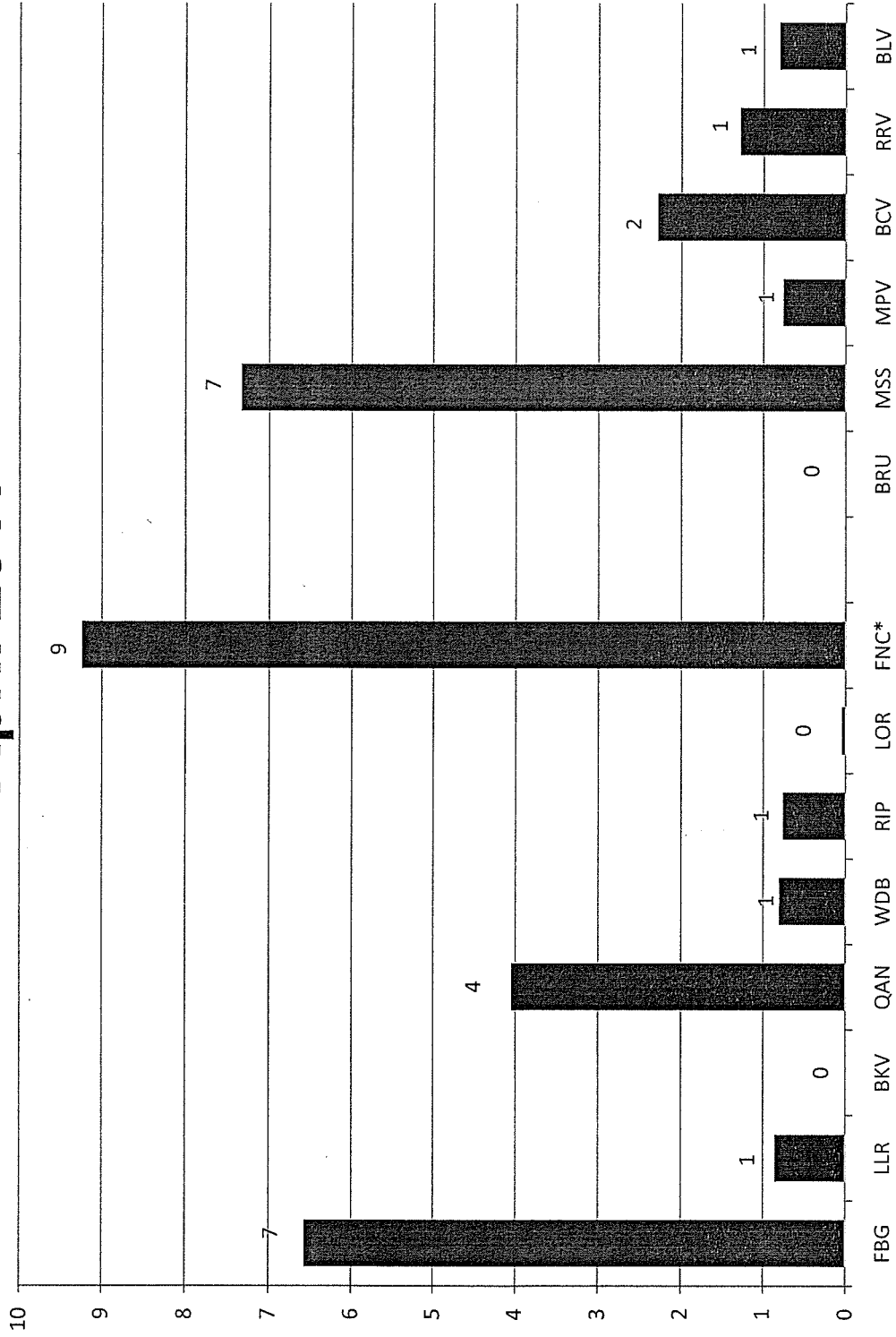


□ # of spaces ■ # in use

*Denotes stations with overflow parking available that is now being included in final counts.

Average Bicycle Counts Per Station

April 2011



*Joint use facility - riders of VRE and Metro cannot be differentiated

FINANCIAL STATISTICS FOR APRIL 2011

Copies of the April 2011 Operating Budget Report are attached.

Fare income for the month of April 2011 was \$279,201 above the budget – a favorable variance of 11.12%. The cumulative variance for the year is 7.30% or \$1,814,783 above the adopted budget. Revenue in the first ten months of FY 2011 is up 7.0% over FY 2010. This positive variance is the result of higher than budgeted ridership. Amended budget amounts are reflected in these calculations.

A summary of the financial results (unaudited) as of April 2011 follows. Detail on the major revenue and expense categories is provided in the attached Operating Budget Report.

Measures		Goal	Actual
Operating Ratio		55%	79%
Budgeted Revenue	72,109,066		
Budgeted Revenue YTD	62,741,748		
Actual Revenue YTD	64,636,872		
Cumulative Variance	1,895,124		1,895,124
Percent Collected FY 07 YTD		87.01%	89.64%
Budgeted Expenses	72,109,066		
Budgeted Expenses YTD	58,470,582		
Operating Expenses YTD	57,993,836		
Cumulative Variance	476,746		476,746
Percent Collected FY 07 YTD		81.09%	80.43%
Net Income (Loss) from Operations			2,371,870

These figures are preliminary and unaudited.

VIRGINIA RAILWAY EXPRESS
FY 2011 Operating Budget Report
April 30, 2011

	CURR. MO. ACTUAL	CURR. MO. BUDGET	YTD ACTUAL	YTD BUDGET	YTD VARIANCE \$	%	TOTAL FY11 BUDGET
OPERATING REVENUE							
Passenger Ticket Revenue	2,789,161	2,509,960	26,675,341	24,860,558	1,814,783	7.3%	30,000,000
Equipment Rental and Other	15,029	12,633	160,229	125,131	35,098	28.0%	151,000
Subtotal Operating Revenue	2,804,190	2,522,594	26,835,570	24,985,689	1,849,881	7.4%	30,151,000
Jurisdictional Subsidy (1)	-	-	15,426,787	15,426,787	-	0.0%	15,426,787
Federal/State/Other Jurisdictional Subsidy	1,565,033	1,717,577	22,361,296	22,204,968	156,328	0.7%	29,411,316
Appropriation from Reserve	-	-	-	-	-	0.0%	-
Interest Income	923	12,550	13,218	124,303	(111,085)	-89.4%	150,000
Total Operating Revenue	4,370,146	4,252,720	64,636,872	62,741,748	1,895,124	3.0%	75,139,103
OPERATING EXPENSES							
Departmental Operating Expenses	4,340,420	4,365,224	43,703,473	44,421,695	718,222	1.6%	53,474,143
Debt Service	588,425	570,302	10,104,375	10,023,887	(80,488)	-0.8%	13,599,979
Insurance	-	-	4,025,000	4,025,000	-	0.0%	4,025,000
Other Non-Departmental Expenses	4,155	-	160,988	-	(160,988)		4,039,981
Total Operating Expenses	4,933,000	4,935,526	57,993,836	58,470,582	476,746	0.8%	75,139,103
NET INCOME (LOSS) FROM OPERATIONS	(562,854)	(682,806)	6,643,035	4,271,165	2,371,870		0
CALCULATED OPERATING RATIO							
			79%				

(1) Total jurisdictional subsidy is \$16,070,309. Portion shown is attributed to Operating Fund only.



MINUTES

VRE OPERATIONS BOARD MEETING PRTC HEADQUARTERS – PRINCE WILLIAM COUNTY, VIRGINIA MAY 20, 2011

**VIRGINIA RAILWAY
EXPRESS**

BOARD MEMBERS

**SHARON BULOVA
CHAIRMAN**

**WALLY COVINGTON
VICE-CHAIRMAN**

**SUSAN STIMPSON
TREASURER**

**PAUL SMEDBERG
SECRETARY**

**MAUREEN CADDIGAN
JOHN COOK
THELMA DRAKE
FREDERIC HOWE
JOHN JENKINS
PAUL MILDE
SUHAS NADDONI
GARY SKINNER
JONATHAN WAY
CHRIS ZIMMERMAN**

ALTERNATES

**MARC AVENI
HARRY CRISP
MARK DUDENHEFER
BRAD ELLIS
JAY FISETTE
FRANK JONES
ROB KRUPICKA
JERRY LOGAN
MICHAEL MAY
JEFF McKAY
MARTIN NOHE
KEVIN PAGE
JOHN STIRRUP**

**DALE ZEHNER
CHIEF EXECUTIVE
OFFICER**

1500 King Street, Suite 202
Alexandria, VA 22314-2730

MEMBERS PRESENT	JURISDICTION
Sharon Bulova (NVTC)*	Fairfax County
Maureen Caddigan (PRTC)	Prince William County
John Cook (NVTC)	Fairfax County
Wally Covington (PRTC)	Prince William County
Frederic Howe (PRTC)	City of Fredericksburg
John D. Jenkins (PRTC)	Prince William County
Susan Stimpson (PRTC)	Stafford County
Jonathan Way (PRTC)	City of Manassas

MEMBERS ABSENT	JURISDICTION
Thelma Drake	DRPT
Paul Milde (PRTC)	Stafford County
Suhas Naddoni (PRTC)	City of Manassas Park
Gary Skinner (PRTC)	Spotsylvania County
Paul Smedberg (NVTC)	City of Alexandria
Christopher Zimmerman (NVTC)	Arlington County

ALTERNATES PRESENT	JURISDICTION
Kevin Page	DRPT
Jerry Logan (PRTC)	Spotsylvania County

ALTERNATES ABSENT	JURISDICTION
Marc Aveni (PRTC)	City of Manassas
Harry Crisp (PRTC)	Stafford County
Mark Dudenhefer (PRTC)	Stafford County
Brad Ellis (PRTC)	City of Fredericksburg
Jay Fiset (NVTC)	Arlington County
Frank C. Jones (PRTC)	City of Manassas Park
Rob Krupicka (NVTC)	City of Alexandria
Michael C. May (PRTC)	Prince William County
Jeff McKay (NVTC)	Fairfax County
Martin E. Nohe (PRTC)	Prince William County
John Stirrup (PRTC)	Prince William County

STAFF AND GENERAL PUBLIC	
John Duque – VRE	April Maguigad – VRE
Anna Gotthardt – VRE	Jennifer Mouchantaf – VRE
Al Harf – PRTC staff	Sirel Mouchantaf – VRE
Rufus Hayes – VRE Conductor	Larry Moss – citizen
Ann King – VRE	Dick Peacock – citizen
Mike Lake – Fairfax County DOT	Mark Roeber – VRE
Bob Leibbrandt – Prince William County	Rick Taube – NVTC staff
Steve Maclsaac – VRE counsel	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 Covington called the meeting to order at 9:38 A.M. Following the Pledge of Allegiance, roll call was taken.

Approval of the Agenda – 3

Ms. Caddigan moved, with a second by Mr. Jenkins, to approve the agenda. The vote in favor was cast by Board Members Caddigan, Cook, Covington, Howe, Jenkins, Logan, Page, Stimpson and Way.

[Chairman Bulova arrived at 9:39 A.M.]

Vice-Chairman Covington handed the gavel over to Chairman Bulova for her to chair the meeting.

Approval of the Minutes of the April 15, 2011 Operations Board Meeting – 4

Ms. Stimpson moved, with a second by Mr. Jenkins, to approve the minutes. The vote in favor was cast by Board Members Bulova, Caddigan, Cook, Covington, Howe, Jenkins, Logan, Page, Stimpson and Way.

Chairman's Comments – 6

Chairman Bulova announced that VRE has made great progress in on-time performance (OTP). Through May 17th, VRE has had an overall OTP of 96.7 percent for the month of May. Ridership continues to increase and average daily ridership has been 10,122 on the Fredericksburg line and 9,427 on the Manassas line. VRE has had 21 days of ridership over 20,000 during this current calendar year.

Chairman Bulova stated that members of VRE's Executive Committee and staff met with members of the French Parliament, the Mayor and two Deputy Mayors of Paris, and representatives of SNCF, who were visiting the United States. The event went exceptionally well. The French delegation is very proud that Keolis, a French company, is the operator of VRE service. Ms. Stimpson stated that the French delegation seemed very eager to get feedback on rail improvements. She learned a lot about their perspective on rail issues. Secretary of Transportation Sean Connaughton also attended.

Chief Executive Officer's Report – 7

Mr. Zehner reported that on May 2nd VRE added five railcars, which helped dissipate some of the overcrowding on the trains. Sales of the step-up ticket have also increased. VRE is waiting for ridership data from Amtrak, but staff anticipates that the number of passengers using the step up ticket has increased. He announced that VRE

will participate in the Manassas Rail Festival on June 4, 2011. VRE has been involved in this event for over ten years.

Mr. Zehner also announced that a Meet the Management event was held at the Fredericksburg station on May 18th and Mr. Howe and two executives from CSXT participated. The rehabilitation of the station looked good. The contractor should be finished by the end of June and a ribbon cutting ceremony will be planned for July. Meet the Management will be held at the Manassas station next week. Norfolk Southern representatives will be present.

Mr. Zehner reported that VRE has 11 out of 20 new locomotives on property and in service. Another locomotive is being delivered today and the 13th will be delivered next week. By the end of May every train in service will have a new locomotive. The remaining seven locomotives will be delivered by the end of July 2011. VRE has already shipped three of the old locomotives to MotivePower who purchased 10 old GP-39 VRE locomotives.

Mr. Way asked if there are specific things VRE has done that resulted in the higher OTP and if that percentage is sustainable. Mr. Zehner stated that 96 percent is considered high. Mechanical issues have been resolved with the new locomotives and tie work has been completed on the Fredericksburg line. However, tie work will begin on the Manassas Line in June, which could result in some delays. Dispatching continues to also improve. Ms. Stimpson asked if there were reasons for this. Mr. Zehner responded that VRE has a very good relationship with CSX and Norfolk Southern and they want to see VRE succeed. With mechanical issues resolved, VRE is not causing delays. Amtrak is also doing an exceptional job at the terminal getting VRE trains out of Washington Union Station on-time. VRE staff's goal is to keep OTP in the 90 percentile.

Mr. Zehner stated that at the September Board meeting, staff will brief the Board on the Central Diagnostic System (CDS) for the new locomotives, which provides status information on locomotives every five seconds. This will allow VRE to diagnose problems on locomotives in operation, which will result in quicker turn-around time for maintenance. In the near future, VRE will be able to do the same thing for railcars. VRE will be the first commuter railcar in the country to have this capability.

Operations Board Member's Time – 8

There were no comments.

VRE Riders' and Public Comment – 9

Mr. Peacock urged the Board to approve Agenda Item #9A to procure new railcars. The Pullman gallery railcars were built between 1956 and 1969 and they need to be replaced. He suggested that VRE announce the good news to passengers every time a new locomotive is put into service and when ridership hits over 21,000 daily trips. It is also important to tell legislators about VRE's problem of "standing room only" capacity to show VRE needs additional funding.

Larry Moss, a resident of Prince William County and a VRE passenger on the Manassas line for the past eight years, was present to discuss a problem he is having over the queuing policy. He stated that VRE's "Standing Means Detraining" queuing policy is in conflict with VRE's public address announcements of "Sit Until Your Stop." He stated that there is a difference between crowding and queuing. Not all the passengers in the aisles are queuing. He observed that there are no Manassas line queuing problems except for at Broad Run. However, crowding is a problem on the Manassas line. He provided comments from other passengers on VRE's on-line forum. Many riders are confused by the queuing process.

Mr. Moss made several recommendations, including that VRE provide a public comment webpage for passengers to make comments and ask questions; the Operations Board review the revised queuing policy before implementation; terminate "Life on the Train" public announcements; publish the current "Standing Means Detraining" policy on VRE's website under a Policy webpage or terminate the policy; and fix the Broad Run queuing problem without penalizing the rest of the passengers. He also stated that he would like to see the data he previously requested from staff. VRE does not have statistics showing riders missing their stops because of the queuing.

Chairman Bulova stated that it is her understanding that the crux of the problem is overcrowding. She stated that providing a means for passengers to comment sounds like a good idea.

Mr. Zehner stated that to put it in perspective, VRE has six or eight-car trains which carry approximately 1,000 people on a train with two or three conductors. VRE counts on its passengers to be courteous. VRE does have feedback from passengers not being able to get off at their stations because of queuing. The problem of queuing is becoming more difficult because of the number of people on the trains. Broad Run has been a problem for years. The VRE system was designed for 10,000 riders and VRE now has 20,000. Mr. Zehner stated that he will accept riders' comments but he will make the final decision. A safety audit was conducted this week by APTA and one of the findings is that VRE needs to do a total safety audit regarding crowding and queuing. He is concerned that VRE will reach a point where the only way to control crowding is to limit the number of passengers getting on the trains.

Chairman Bulova stated that staff will review Mr. Moss's comments and seek riders' comments and suggestions. A safety audit is a good idea. These issues should also be discussed at the Strategic Planning Retreat.

Authorization to Issue a Request for Proposals for New Passenger Railcars – 9A

Mr. Zehner stated that Resolution #9A-05-2011 would authorize him to issue a Request for Proposals (RFP) for new passenger railcars. Currently, VRE's railcar fleet includes 71 bi-level gallery railcars and 30 Pullman Gallery railcars. VRE projects that the Pullman railcars can be operated no later than the end of calendar year 2013 without a major overhaul. With an expected delivery time of two years, procurement for new railcars must be initiated at this time.

In response to a question from Ms. Stimpson, Mr. Zehner explained that VRE currently owns 30 Pullman railcars, but ten have been sold to the Army and the much lower spare ratio of old railcar equipment compared to new allows 20 old Pullman railcars to be replaced with 15 new railcars.

Mr. Covington moved, with a second by Mr. Jenkins, to approve the resolution.

Mr. Logan stated that Spotsylvania County's UDA plan will be centered around the new VRE station. There is potential for substantial growth and he asked if VRE will be able to accommodate this growth long-term. He stated that this is a major concern for the County and he stated that he would like to see a plan showing the feasibility of taking ridership from 20,000 to 30,000 and then to 40,000 to accommodate the growth Spotsylvania is projecting. Mr. Way stated that the Strategic Planning Retreat will be useful to look at long-term, unconstrained potential for growth. Mr. Zehner noted that no one anticipated that VRE would see such a substantial leap in ridership. If the Board decides to increase capacity, VRE could move quickly to exercise the option for additional equipment. This approach aids VRE in identifying and seeking funding sources.

Mr. Logan asked about the maximum limit of VRE capacity. Mr. Zehner stated that VRE is at capacity now. VRE has the option of adding four roundtrip trains, but VRE gave two of the slots to the Commonwealth for their state sponsored train service. VRE can add railcars to trains sets, but that results in complications such as storage issues, parking capacity and needed station modifications. These are issues that will be discussed at the Strategic Planning Retreat. In response to a question from Ms. Caddigan, Mr. Zehner stated that with growth there is potential for increased subsidy.

In response to a question from Mr. Cook, Mr. Zehner stated that staff would come back to the Operations Board to approve each option. Chairman Bulova asked when new railcars would be available if VRE started the procurement now. Mr. Zehner stated that it would take approximately 2-3 years to have them delivered. Mr. Way asked if VRE would have to pay additional funds with the options as part of the contract. Mr. Zehner stated that bidders can price their contract in any way but they usually provide incentives to exercise the options.

Mr. Harf noted that the Pullman Gallery railcars are "living on borrowed time" and he stated that it would be worth it to look at the possibility of what it would take to order all 15 railcars. He asked what would be the basis of the award. There is some sensitivity

with the federal funds. Mr. Zehner responded that funding would be available to purchase nine railcars in the first year, but to sit and wait for funding for all 15 railcars could take two years. DRPT requires that the funds be spent quickly. VRE has a track record of going out with a small procurement with big options and exercising every option at a later date. VRE also has a track record with legislators because VRE spends funds quickly.

Mr. Harf asked if there is a way to fashion a purchase knowing federal funds will be authorized and can there be a financing option to acquire all 15 railcars at the front end. Mr. Zehner stated that this is not possible right now. He explained that the bids can be priced any way the bidder wants to submit it. In response to a question from Mr. Howe, Mr. Zehner stated that the contract does not require all new vehicle components.

Mr. Howe asked if VRE has stop gap measures in place if gasoline prices further rise and ridership increases substantially. Mr. Zehner stated that this will be discussed at the Strategic Planning Retreat.

Chairman Bulova noted that this action does not need to go to the commissions for approval. The Board then voted on the motion and it unanimously passed. The vote in favor was cast by Board Members Bulova, Caddigan, Cook, Covington, Howe, Jenkins, Logan, Page, Stimpson and Way.

Authorization to Award a Contract for Portable Locomotive Jacks – 9B

Mr. Zehner reported that the Operations Board is being asked to authorize him to enter into a contract with Macton Corporation of Oxford, Connecticut for the purchase of eight portable locomotive jacks in an amount not to exceed \$236,880. Resolution #9B-05-2011 would approve the contract.

Mr. Zehner stated that following a bid process, two bids were received on March 25, 2011. Macton Corporation was the lowest responsive and responsible bidder. Mr. Zehner explained that these jacks are necessary to lift the locomotives to do traction motor and truck maintenance. Currently, VRE has to use a crane to do the lifting, so this action will save VRE money.

Mr. Jenkins moved, with a second by Mr. Howe, to approve the resolution. The vote in favor was cast by Board Members Bulova, Caddigan, Cook, Covington, Howe, Jenkins, Logan, Page, Stimpson and Way.

Authorization to Award a Contract for Marketing, Advertising and Public Relations Services – 9C

Mr. Zehner stated that the Operations Board is being asked to authorize him to enter into a contract with a new marketing firm, Sparky's Garage of Leesburg, Virginia for marketing, advertising and public relations services in an amount not to exceed \$350,000 during the first year. Resolution #9C-05-2011 would accomplish this.

Mr. Zehner reported that following a procurement process, VRE received five proposals and VRE staff interviewed the top three firms. Following this process, staff recommends award be made to Sparky's Garage. Staff was impressed with their creative ideas. The contract includes a three-year term commencing July 1, 2011 and the option of two, two-year contract renewals. VRE staff will return to the Board for authorization to approve funding for the second contract year.

Mr. Howe moved, with a second by Ms. Caddigan, to approve Resolution #9C-05-2011. The vote in favor was cast by Board Members Bulova, Caddigan, Cook, Covington, Howe, Jenkins, Logan, Page, Stimpson and Way.

Authorization to Approve the Second Year of the Operating and Maintenance Services Contract – 9D

Mr. Zehner reported that the VRE Operations Board is being asked to recommend that the Commissions authorize him to modify the contract with Keolis Rail Services Virginia, LLC for operating and maintenance services by approving up to \$17,954,527, for a total contract amount not to exceed \$38,498,875, for the second year of operation, through June 30, 2012, and to make other minor contract changes. Resolution #9D-05-2011 would accomplish this.

Ms. Caddigan moved, with a second by Ms. Stimpson, to approve the resolution.

Mr. Zehner explained that the second year of the contract begins July 1, 2011. The amount being requested is actually less than the first year, since there are no mobilization costs. It is also within the approved budget for FY 2012 and reflects an increase to fixed cost services of 1.2 percent based on the increase to the CPI for a 12 month period. The contract includes the full year cost of the turn-back train initiated at the beginning of May and the lengthening of two other trains. In response to a question from Mr. Way, Mr. Zehner stated that Keolis reimbursed VRE for the costs associated with the two week service delay at the beginning of operations.

Mr. Logan asked if staff is satisfied with the performance by Keolis. Mr. Zehner responded that VRE is receiving many positive comments on crews from passengers. Comments range across all the conductors, not just a few. Keolis is also working to raise expectations higher. However, Mr. Zehner stated that staff would like to see improvement on mechanical issues. Mr. Howe expressed his opinion that the Keolis crews are impressive with their high level of professionalism and dress code, as well as their friendliness and responsiveness. They are doing a very good job as the face of

VRE. Chairman Bulova stated that it would be nice to pass these comments onto the Keolis crews.

The Board then voted on the motion and it passed. The vote in favor was cast by Board Members Bulova, Caddigan, Cook, Covington, Howe, Jenkins, Logan, Page, Stimpson and Way.

Strategic Planning Retreat – 10A

Chairman Bulova announced that the Strategic Planning Retreat is scheduled for July 29th from 9:00 A.M. to 2:00 P.M. at PRTC Headquarters. A proposed agenda has been drafted and Board Members are encouraged to comment and make suggestions.

[Ms. Caddigan left the meeting at 9:56 A.M. and did not return.]

Mr. Zehner observed that some Board Members were not on the Board back in 2004 when VRE conducted a similar Strategic Planning Session. He stated that it would be helpful for those members to read the 2004 strategic planning documents. Chairman Bulova requested that all current Board members receive a copy of the material.

Adjournment

Without objection, Chairman Bulova adjourned the meeting at 10:59 A.M.

Approved this 17th day of June, 2011.

Sharon Bulova
Chairman

Paul Smedberg
Secretary

CERTIFICATION

This certification hereby acknowledges that the minutes for the May 20, 2011 Virginia Railway Express Operations Board Meeting have been recorded to the best of my ability.

Rhonda Gilchrest

Rhonda Gilchrest

Item #2B

Approval of Funding for the Second Year of VRE's Operating and Maintenance Contract with Keolis Rail Services.

The VRE Operations Board recommends approval of Resolution #2170. This resolution authorizes VRE's Chief Executive Officer to add \$17,954,527 to the contract with Keolis Rail Services for the second year of operating and maintenance services. The revised amount of the first year of the contract is \$20.5 million. Details are provided in the attached memorandum. Funding is available in VRE's approved FY 2012 budget.



RESOLUTION #2170

SUBJECT: Approval of funding for the Second Year of VRE's Operating and Maintenance Contract with Keolis Rail Services.

WHEREAS: The existing contract with Keolis Rail Services Virginia, LLC for VRE operating and maintenance services and mobilization provides \$20.5 million through June 20, 2011; and

WHEREAS: The VRE Operations Board has asked the commission to modify the contract value to fund the second year of services and to include other minor changes proposed by VRE staff, including a change to the Free Ride Certificate schedule and the inclusion of a provision for facilities task orders.

NOW, THEREFORE, BE IT RESOLVED THAT the Northern Virginia Transportation Commission authorizes the VRE Chief Executive Officer to modify the contract with Keolis Rail Services Virginia, LLC for operating and maintenance services by approving up to \$17,954,527 for the second year of operation through June 30, 2012, for a total contract amount not to exceed \$38,498,875.

BE IT FURTHER RESOLVED THAT the Northern Virginia Transportation Commission authorizes the VRE Chief Executive Officer to include the other minor contract changes recommended by the VRE Operations Board.

Approved this 2nd day of June, 2011.

William Euille
Chairman

Jeffrey McKay
Secretary-Treasurer





Virginia Railway Express Operations Board

1500 King Street • Suite 202 • Alexandria, Virginia 22314-2730 • (703) 684-1001 • FAX (703) 684-1313
Web Site: <http://www.vre.org> • E-Mail: gotrains@vre.org

AGENDA ITEM 9-D ACTION ITEM

TO: CHAIRMAN BULOVA AND THE VRE OPERATIONS BOARD

FROM: DALE ZEHNER

DATE: MAY 20, 2011

**RE: AUTHORIZATION TO APPROVE THE SECOND YEAR OF THE
OPERATING AND MAINTENANCE SERVICES CONTRACT**

RECOMMENDATION:

The VRE Operations Board is being asked to recommend that the Commissions authorize the Chief Executive Officer to modify the contract with Keolis Rail Services Virginia, LLC for operating and maintenance services by approving up to \$17,954,527, for a total contract amount not to exceed \$38,498,875, for the second year of operation, through June 30, 2012, and to make other minor contract changes as described below.

BACKGROUND:

On October 16, 2009, the VRE Operations Board approved a contract with Keolis Rail Services Virginia for VRE operating and maintenance services and mobilization in the amount of \$18,459,348 through June 30, 2011. A contract amendment was approved on December 17, 2010 to add \$2,085,000 to the contract value to reflect service enhancements, higher than anticipated insurance costs, items added during negotiations, contingency funds, and to remove the requirement that Keolis indemnify VRE for all liability claims arising from the contract service with a value of up to \$5,000,000.

Authorization is now being sought to modify the contract value for the cost of services for the second contract year in the amount of \$17,954,527. This amount is within the approved budget for FY 2012 and reflects an increase to fixed cost services of 1.2%, based on the increase to the CPI for a 12 month period. In

addition, the contract will also now include the full year cost of the turn-back train initiated in May 2011 and the lengthening of two other trains.

The contract is also being modified to reflect other minor changes proposed by VRE staff, including a change to the FRC schedule and the inclusion of a provision for facilities task orders, if needed.

FISCAL IMPACT:

Funding for the second year of commuter rail operating and maintenance services contract is included in the FY 2012 operating budget.



Item #2A

Report from the VRE Operations Board and VRE CEO

Copies of the minutes of the VRE Operations Board's meeting of May 20, 2011 will be provided. The report of VRE's CEO is attached, including reports on ridership and finances.



2300 Wilson Boulevard • Suite 620 • Arlington, Virginia 22201
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Item #2B

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AGENDA ITEM #3

TO: Chairman Euille and NVTC Commissioners
FROM: Rick Taube and Adam McGavock
DATE: May 26, 2011
SUBJECT: Metro Items.

A. WMATA Governance Update and Review of Draft By-Laws, Procedures and Code of Ethics.

Copies are attached of WMATA's draft By-Laws, together with the Board's Procedures and the Code of Ethics. Commissioners have previously been provided with copies of these items for review. After additional discussion, the commission is asked to authorize Chairman Euille to send a letter such as the attached draft to WMATA containing comments on those documents.

B. May Vital Signs Report.

Copies are attached of WMATA's monthly performance report and NVTC staff's short summary. Another document describes proposed changes to several of WMATA's performance targets.

C. FY 2012 Budget Hearings.

Excerpts are attached describing the budget issues highlighted for public comment at several budget hearings held in May.



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DRAFT: June 2, 2011

The Honorable Catherine Hudgins
Chairman
Washington Metropolitan Area Transit Authority
600 Fifth Street, NW,
Washington DC 20001-2693

Dear Chairman Hudgins:

As you know, the Northern Virginia Transportation Commission reviewed WMATA's proposed By-Laws, Procedures and Code of Ethics at its meeting of June 2, 2011. The commission has been briefed regularly for several months by the Chairman of WMATA's Governance Committee, Mary Hynes. At this point we wish to offer our comments as the WMATA Board considers formal action later this month on the new By-Laws and changes to the previous Procedures and Code of Ethics.

In general NVTC applauds the rigorous approach of the WMATA Board in carefully crafting a set of By-Laws, that in combination with the Procedures and Code of Ethics, should provide for an open, transparent and effective Board structure. The commission appreciates the outreach from WMATA's Governance Committee and the proactive way in which the WMATA Board has addressed many of the issues identified in previous studies by outside groups.

Throughout the process of drafting those items, WMATA's Governance Committee has invited reactions and suggestions by local staff. At this point the staff of NVTC's jurisdictions have no outstanding issues not previously addressed by the Governance Committee.

[Insert any comments from Commissioners]

NVTC understands that the WMATA Board is ready to work with the Governors/Mayor of Virginia, Maryland and D.C. to examine other governance changes what may require Compact amendments. Any such changes to the Compact should be devised in a collaborative manner.

Thank you for the opportunity to comment and our best wishes to the WMATA Board as it considers action on the final By-Laws and related documents.

Sincerely,

William Euille
Chairman

cc: Mary Hynes (Chairman, WMATA Governance Committee)

NVTC Monthly Summary of Systemwide Metrorail and Metrobus Performance May 2011



System-wide Ridership Data (millions of one-way passenger trips)

	Jan-11	Feb-11	Mar-11		Jan-11	Feb-11	Mar-11
FY 2011 Metrorail	16.00	15.98	19.7	FY 2011 Metrobus	9.30	9.72	11.5
FY 2010 Metrorail	16.50	13.40	20.3	FY 2010 Metrobus	9.60	7.09	11

Budget

Month to Month Budget Variance (\$ Millions)

	Mar-10	Mar-11	Mar-11	
	Actual	Actual	Budget	Variance
Revenue	\$68.4	\$77.9	\$73.8	6%
Expense	\$118.1	\$120.7	\$124.8	3%
Subsidy	\$49.8	\$42.9	\$51.0	16%
Cost Rec.	58%	64%	59%	

Fiscal Year To Date Budget Variance (\$ Millions)

	Mar-10	Mar-11	Mar-11	
	Actual	Actual	Budget	Variance
Revenue	\$537.6	\$593.9	\$613.5	-3%
Expense	\$1,042.2	\$1,058.5	\$1,097.2	4%
Subsidy	\$504.6	\$464.5	\$483.6	4%
Cost Rec.	52%	56%	56%	

Source: WMATA Monthly Financial Reports

On-Time

Bus On-Time Performance	FY 2010	FY 2011
Oct	72.0%	72.7%
Nov	74.0%	74.0%
Dec	75.0%	75.7%
Jan	79.4%	78.5%
Feb	70.6%	76.9%
Mar	76.6%	77.5%

Target = 80%

Rail On-Time Performance	FY 2010	FY 2011
Oct	N/A	89.3%
Nov	N/A	88.5%
Dec	N/A	87.9%
Jan	N/A	85.1%
Feb	N/A	88.7%
Mar	N/A	91.0%

Target = 95%

Source: WMATA Vital Signs Reports

Safety

Preventable and Non-Preventable Customer Injury Rate (per million trips)*

	Nov	Dec	Jan	Feb
FY 2011	3.49	1.49	2.08	1.66

* includes Metrorail, rail facilities, Metrobus, and Metroaccess

Crime Rate (per million trips)

	Dec-10	Jan-11	Feb-11
Bus	0.78	0.86	0.31
Rail	6.71	6.63	4.68
Parking	4.54	3.06	2.5

Customer Complaint Rate (per million trips)

	Dec	Jan	Feb	Mar
FY 2011	125	130	148	128
FY 2010	121	119	162	140

Source: WMATA Vital Signs Reports

Reliability

Bus Fleet Reliability by Fuel Type (target = 7,400) Miles Without Service Interruption

	CNG	Hybrid	Clean D.	Diesel
Mar-11	9,802	10,433	7,637	5,340
Feb-11	8,480	11,158	8,042	6,191

Rail Fleet Reliability by Series (target = 60,000) Miles Without Service Interruption

	1000	5000	6000	All
Mar-11	43,866	41,251	94,443	50,328
Feb-11	46,302	47,868	110,928	48,241

Escalator Availability (Target = 93%)

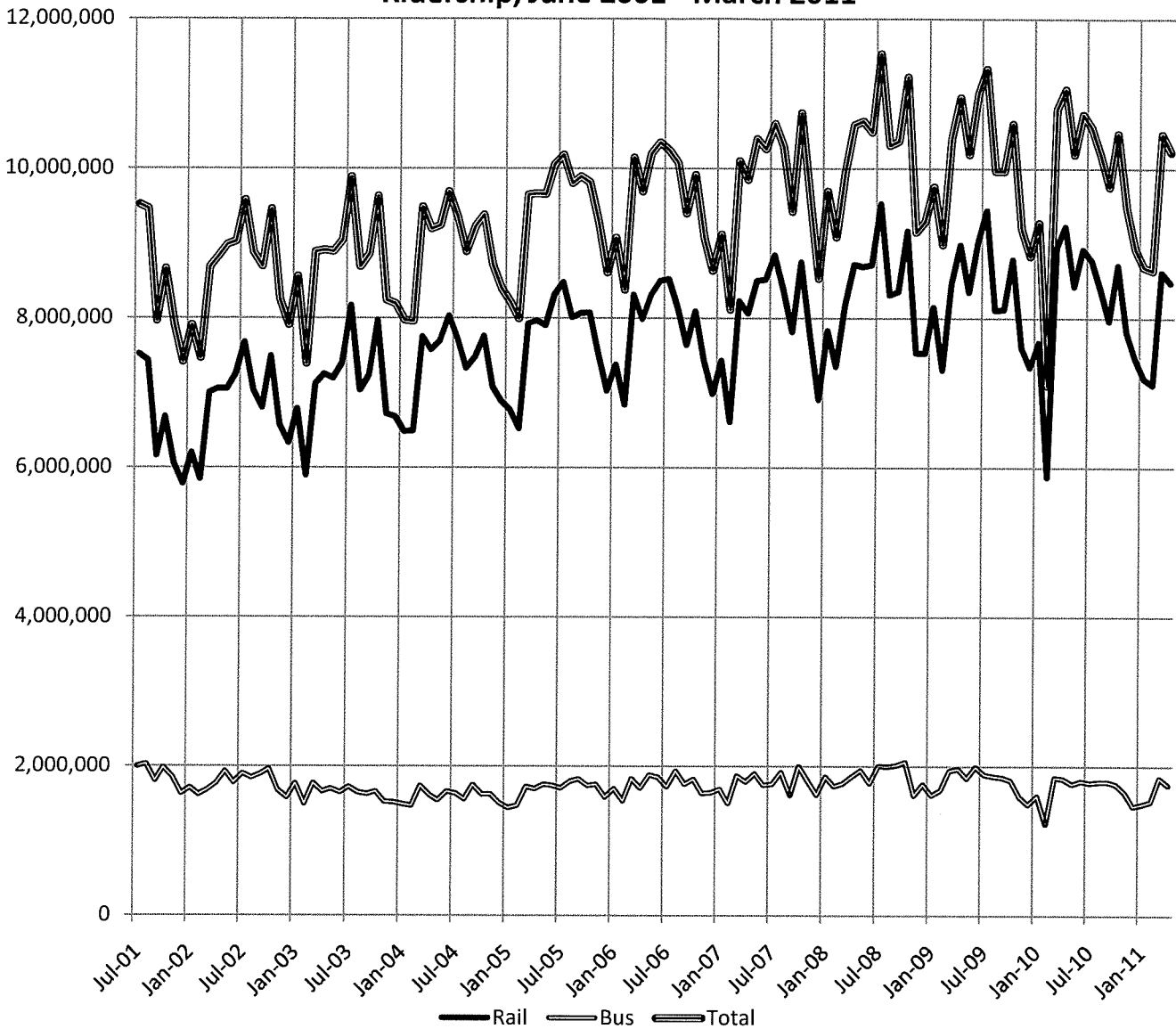
Mar-11	86.9%
Feb-11	86.6%

Elevator Availability (Target = 97.5%)

Mar-11	96.9%
Feb-11	96.0%

Source: WMATA Vital Signs Reports

Northern Virginia Metrobus, Metrorail, and Combined Monthly Ridership, June 2001 - March 2011



ta (thousands of one-way passenger trips)

	September	October	November	December	January	February	March
Metrorail FY 2011	7,960.2	8,707.7	7,823.9	7,463.6	7,190.9	7,108.7	8,615.1
Metrorail FY 2010	8,115.3	8,788.1	7,603.7	7,340.3	7,675.1	5,874.8	8,946.4
Metrorail 5 yr. Avg. (FY 06-10)	7,998.1	8,573.3	7,578.1	7,157.9	7,693.5	6,797.7	8,426.1
Metrobus FY 2011	1,792.0	1,757.9	1,650.5	1,464.0	1,491.6	1,516.8	1,843.3
Metrobus FY 2010	1,848.9	1,807.9	1,591.9	1,486.2	1,599.8	1,225.5	1,846.9
Metrobus 5 yr. Avg. (FY 06-10)	1,809.8	1,883.9	1,678.8	1,618.4	1,690.4	1,533.5	1,850.6

Vital Signs Report

A Scorecard of Metro's

Key Performance Indicators (KPI)



Office of Performance

Chief Performance Officer

Published: May 2011

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Vital Signs Report – May 2011

Executive Summary

Metro performance is moving in the right direction. Twelve out of thirteen Vital Signs Key Performance Indicators improved this month and the one that declined still out-performed its target.

Metrobus on-time performance continued to steadily improve as a result of better departure/arrival time monitoring and effective alternate route scheduling for special events. Bus fleet reliability in March declined slightly, but remained above target.

Rail on-time performance improved for the third month in a row, with March showing the best result since November 2009. Improvements were largely due to conclusion of mid-day track work on the Red Line, and better on-time train dispatching from terminals. Rail fleet reliability improved largely due to better 2000-3000 series railcars reliability.

MetroAccess on-time performance improved in March as staff maximized scheduling and route efficiencies.

Escalator availability improved slightly in March primarily due to quicker resolution of unscheduled service calls. Elevator availability also improved, with an average of 230 of 237 elevators available. Both escalator and elevator availability have declined from last year's performance.

The total number of Part I crimes in the Metro system hit a two year low in February, with crime down on bus, rail and in parking facilities. Metro Transit Police have been actively adapting policing strategies and the results are now showing.

Customer injuries decreased in February with the Metrobus customer injury rate reaching its lowest level since January 2010 as a result of improved safe driving behavior. The employee injury rate also improved in February.

Future Performance Action Highlights:

- Conduct studies of bus service provided along Martin Luther King Avenue, Georgia Avenue, Rhode Island Avenue and 14th Street to improve the quality of service.
- The Rail Operations Control Center will monitor incident response times to identify ways of improving communication between control center staff and response teams stationed throughout the system to resolve incident delays quicker.
- Metro will begin an initiative to evaluate and revise escalator maintenance procedures with an emphasis on "getting things right the first time."
- Metrobus will start a DriveCam campaign ("Keep it Green") to remind bus operators to drive safely all day to prevent triggering a DriveCam red light that indicates a risky driving occurrence.
- Jurisdictional police officers who patrol areas around Metro stations will receive passes allowing access to Metro parking facilities so officers can monitor the lots as part of their regular patrol.

Strategic Framework Overview

There are five strategic goals that provide a framework to quantify and measure how well Metro is performing. Each of the goals have underlying objectives intended to guide all employees in the execution of their duties. Although Metro is working on all goals and objectives only a select number of performance measures are presented in the Vital Signs Report to provide a high-level view of agency progress.

5 Goals

- | | |
|-------|--|
| Goals | 1. <u>Create</u> a Safer Organization |
| | 2. <u>Deliver</u> Quality Service |
| | 3. <u>Use</u> Every Resource Wisely |
| | 4. <u>Retain, Attract</u> and <u>Reward</u> the Best and Brightest |
| | 5. <u>Maintain</u> and <u>Enhance</u> Metro's Image |

12 Objectives

Goal	Objective
1	1.1 <u>Improve</u> customer and employee safety and security ("prevention")*
	1.2 <u>Strengthen</u> Metro's safety and security response ("reaction")
2	2.1 <u>Improve</u> service reliability
	2.2 <u>Increase</u> service and capacity to relieve overcrowding and meet future demand
	2.3 <u>Maximize</u> rider satisfaction through convenient, comfortable services and facilities that are in good condition and easy to navigate
	2.4 <u>Enhance</u> mobility by improving access to and linkages between transportation options
3	3.1 <u>Manage</u> resources efficiently
	3.2 <u>Target</u> investments that reduce cost or increase revenue
4	4.1 <u>Support</u> diverse workforce development through management, training and provision of state of the art facilities, vehicles, systems and equipment
5	5.1 <u>Enhance</u> communication with customers, employees, Union leadership, Board, media and other stakeholders
	5.2 <u>Promote</u> the region's economy and livable communities
	5.3 <u>Use</u> natural resources efficiently and reduce environmental impacts

*WMATA Board of Directors System Safety Policy states:

1. To avoid loss of life, injury of persons and damage or loss of property;
2. To instill a commitment to safety in all WMATA employees and contractor personnel; and
3. To provide for the identification and control of safety hazards, the study of safety requirements, the design, installation and fabrication of safe equipment, facilities, systems, and vehicles, and a systematic approach to the analysis and surveillance of operational safety for facilities, systems, vehicles and equipment.

Metro Facts at a Glance

Metro Service Area

Size	1,500 sq. miles
Population	3.5 million

Ridership

Mode	FY 2010	Average Weekday
Bus	124 million	439,648 (March 2011)
Rail	217 million	753,469 (March 2011)
MetroAccess	2.4 million	7,932 (March 2011)
Total	343.4 million	

Fiscal Year 2011 Budget

Operating	\$1.5 billion
Capital	\$0.7 billion
Total	\$2.2 billion

Metrobus General Information

Size	11,624 bus stops
Routes*	323
Fiscal Year 2011 Operating Budget	\$538 million
Highest Ridership Route in 2009	30's – Pennsylvania Ave. (16,330 avg. wkdy ridership)
Metrobus Fare	\$1.70 cash, \$1.50 SmarTrip®, Bus-to-bus Transfers Free
Express Bus Fare	\$3.85 cash, \$3.65 SmarTrip®, Airport Fare \$6.00
Bus Fleet*	1,491
Buses in Peak Service	1,244
Bus Fleet by Type*	Compressed Natural Gas (460), Electric Hybrid (401), Clean Diesel (116) and All Other (514)
Average Fleet Age*	6.4 years
Bus Garages	9 – 3 in DC, 3 in MD and 3 in VA

*As of December 2010.

Metrorail General Information

Fiscal Year 2011 Operating Budget	\$822 million
Highest Ridership Day	Obama Inauguration on Jan. 20, 2009 (1.1 million)
Busiest Station in 2010	Union Station (34,713 average weekday boardings in April)
Regular Fare (peak)	Minimum - \$2.20 paper fare card, \$1.95 SmarTrip® Maximum - \$5.25 paper fare card, \$5.00 SmarTrip®
Reduced Fare (non-peak)	Minimum - \$1.85 paper fare card, \$1.60 SmarTrip® Maximum - \$3.00 paper fare card, \$2.75 SmarTrip®
Peak-of-the-peak Surcharge	\$.20 - weekdays 7:30 – 9 a.m. and 4:30 – 6 p.m., depending on starting time of trip
1 st Segment Opening/Year	Farragut North-Rhode Island Avenue (1976)
Newest Stations/Year	Morgan Boulevard, New York Avenue, and Largo Town Center (2004)
Rail Cars in Revenue Service	1,104
Rail Cars in Peak Service	850
Rail Cars by Series	1000 Series (288), 2000/3000 (362), 4000 (100), 5000 (184) and 6000 (184)
Lines	5 – Blue, Green, Orange, Red and Yellow
Station Escalators	588
Station Elevators	237
Longest Escalator	Wheaton station (230 feet)
Deepest Station	Forest Glen (21 stories / 196 feet)
Rail Yards	9 – 1 in DC, 6 in MD and 2 in VA

MetroAccess General Information

Fiscal Year 2011 Operating Budget	\$104 million
MetroAccess Fare	Within the ADA service area – twice the SmarTrip-based fare up to a \$7 maximum
Paratransit Vehicle Fleet**	600
Average Fleet Age**	3.12 years
Paratransit Garages	7 (1 in DC, 4 in MD and 2 in VA)
Contract Provider	MV Transportation

**As of February 2011.

KPI: Bus On-Time Performance (March)

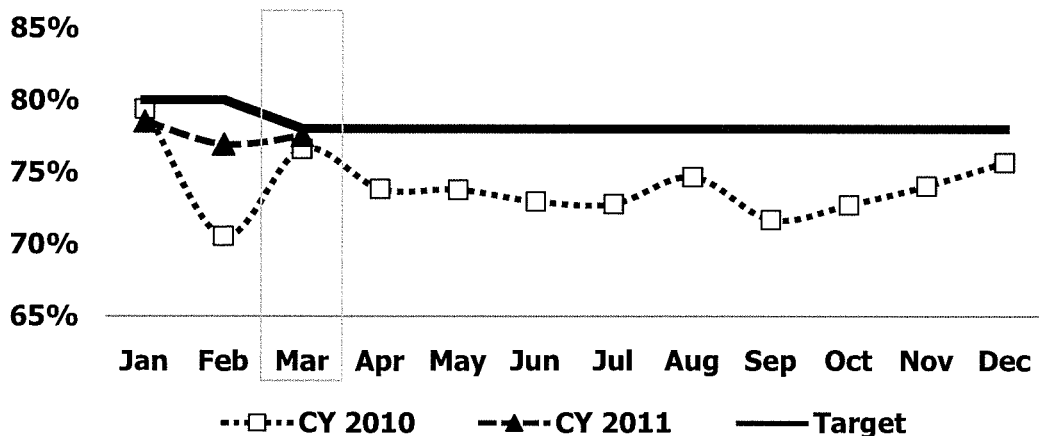
Objective 2.1 Improve Service Reliability

Reason to Track: This indicator illustrates how closely Metrobus adheres to published route schedules on a system-wide basis. Factors which affect on-time performance are traffic congestion, inclement weather, scheduling, vehicle reliability, and operational behavior. Bus on-time performance is essential to delivering quality service to the customer.

Why Did Performance Change?

- Bus on-time performance virtually met target. This is a slight improvement from February. The improvements are a result of: aggressive monitoring of departure and arrival times, organizing effective alternate routes during special events, and the ability of Service Operation Managers to identify real time solutions.
- Bus operator vacancies have reduced, resulting in more dedicated operators on assigned routes. This supports on-time performance as dedicated operators become familiar with their route and schedule.
- Customers used NextBus over 620,000 times in March, setting another record. Because NextBus was designed to help customers be aware of bus arrival times it improves the customer's ride by allowing them to better manage their time.

Bus On-Time Performance



Actions to Improve Performance

- Conduct two studies for service provided along Martin Luther King Jr. Avenue and Georgia Avenue to identify service, operations and customer information enhancements.
- Complete a Rhode Island Avenue and 14th Street bus study to help address overcrowding, bus bunching, and delays caused by heavy traffic on these routes.
- Service Operations Managers will continue to monitor delays/detours caused by special events and temporarily adjust schedules as necessary.
- Explore putting some routes on headway schedules rather than the current stop time schedule and identify the resources needed to implement additional Limited Stop services.

Conclusion: Metrobus on-time performance has steadily improved since September 2010.

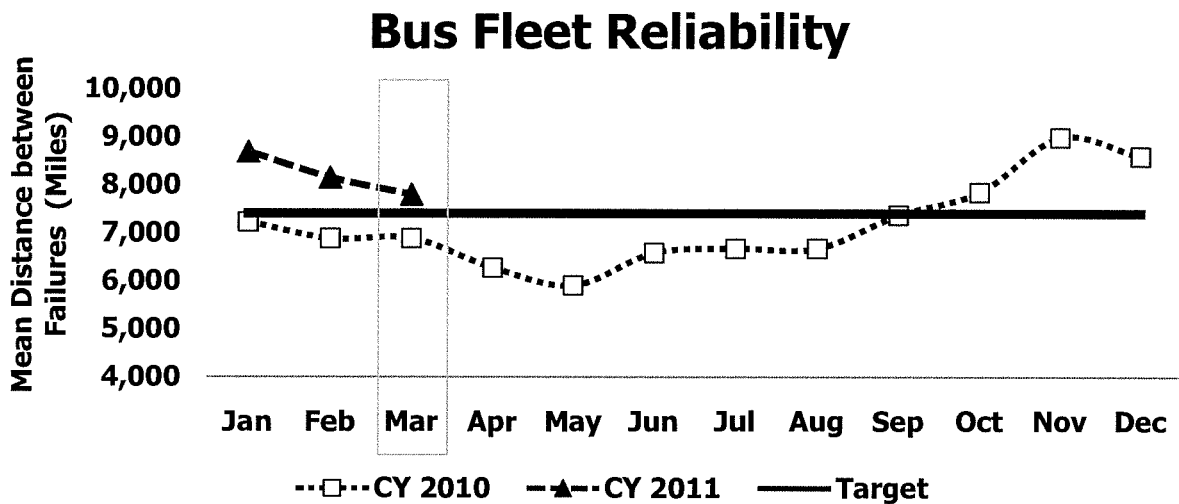
**KPI: Bus Fleet Reliability (March)
(Mean Distance Between Failures)**

Objective 2.1 Improve Service Reliability

Reason to Track: This key performance indicator communicates service reliability and is used to monitor trends in vehicle breakdowns that cause buses to go out of service and to plan corrective actions. Factors that influence bus fleet reliability are the vehicle age, quality of a maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction. For this measure higher miles are better, meaning that the vehicle goes farther without breaking down.

Why Did Performance Change?

- Bus fleet reliability remains above target although it has declined when compared to recent months.
- The decline was largely related to significant changes in temperatures, as wide fluctuations in temperature challenged air systems and subsequently decreased the reliability of the doors, brakes, and wiper systems.
- Coolant system problems also contributed to the decline in bus fleet reliability. There was an increase in leaks which caused the heating and cooling system to contract. Essentially when engine cooling systems are compromised the engine protection system will shut the engine down.
- Hybrid, CNG, and Clean Diesel buses all remained above the target. Although the reliability of the Hybrid and Clean Diesel fleet declined from the previous month, the CNG fleet performed better than the previous month as a result of the mid-life rehabilitation project. The reliability of All Other fleet remained relatively the same.
- The top six service interruptions in order of frequency that occurred this month: engine, warning light, brakes, air, body, and transmission.



Actions to Improve Performance

- Bus Maintenance will continue to monitor condensation and coolant problems and make necessary changes to preventative maintenance. For example, coolant systems will be monitored bi-weekly versus every 6,000 miles.
- Evaluate all technology aspects of the Hybrid, Compressed Natural Gas, and Clean Diesel to prepare for the next five year bus procurements.

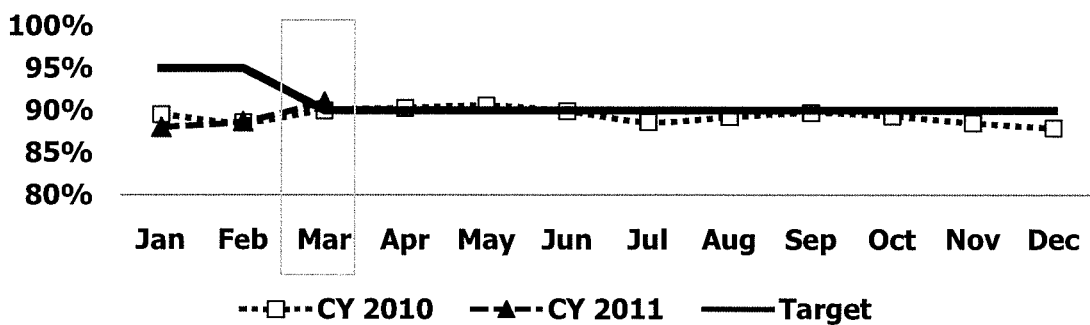
Conclusion: Vast temperature fluctuations not only impact people’s health, but it can also cause mechanical failures. Bus Maintenance will continue to identify solutions that stabilize bus fleet reliability.

Reason to Track: On-time performance measures the adherence to weekday headways, the time between trains. Factors that can affect on-time performance include track conditions resulting in speed restrictions, the number of passengers accessing the system at once, dwell time at stations, equipment failures and delays caused by sick passengers or offloads. On-time performance is a component of customer satisfaction.

Why Did Performance Change?

- Overall Metrorail on-time performance improved to 91% in March, the highest since November 2009. Four out of five lines had performance improvements, while the fifth (Yellow) stayed consistent with February. There were 171 fewer minutes of system-wide train delay during the month.
- Improvement in March was largely due to the conclusion of mid-day track work on the Red Line, and better on-time dispatching of trains from terminals throughout the rail system.
- Red Line on-time performance increased to 91%, the highest since May 2010. Because the Red Line provides service nearly twice as frequently as other lines it weighs heavily on the overall system-wide calculation of on-time performance.
- Orange Line on-time performance increased to 93% in March largely due to a 10% reduction in train delay associated with customers, Metro personnel and track work. Orange Line performance was also boosted in the PM peak period by the addition of trains in between scheduled trains called "gap trains" or "trippers."

Rail On-Time Performance



Actions to Improve Performance

- The Rail Operations Control Center will monitor incident response times to identify ways of improving communication between control center staff and response teams stationed throughout the system to resolve incident delays quicker.
- To keep trains running on time, customers may experience a train holding at a station for "schedule adjustment." This is done to improve system-wide on-time performance, as trains running ahead of schedule can result in larger gaps between trains. Even spacing of trains also minimizes platform overcrowding through consistent "dwell times" (time for passengers to board).
- Mid-day track work is planned during April on the Orange Line between East Falls Church and West Falls Church stations in preparation for the Dulles rail extension.

Conclusion: March was the third month in a row of improved rail on-time performance. 91% was the best on-time performance result for Metrorail since November 2009.

KPI: Rail Fleet Reliability (March)
(Mean Distance Between Delays)

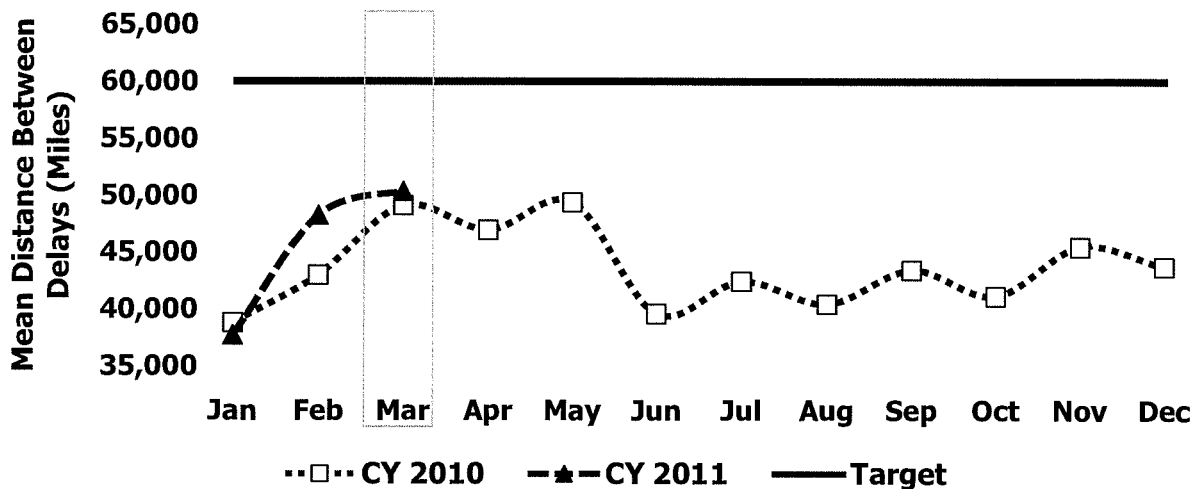
Objective 2.1 Improve Service Reliability

Reason to Track: Mean distance between delays communicates the effectiveness of Metro’s railcar maintenance program. This measure reports the number of miles between railcar failures resulting in delays of service greater than three minutes. Factors that influence railcar reliability are the age of the railcars, the amount the railcars are used, and the interaction between railcars and the track. The higher the mileage for the mean distance between delays, the more reliable the railcars.

Why Did Performance Change?

- Overall fleet reliability improved 4% from February largely due to the 2000-3000 series railcars which not only provided a large share of Metro’s service but also experienced improved performance.
- The 2000-3000 Series railcars reliability improved due to continued improvement in door systems. The biggest improvement came from the 4000 Series which had fewer delays due to ATC, brakes and doors. Both the 5000 Series and 6000 Series cars experienced more delay-causing events than in February. Pneumatic system failures impacted the 5000 Series cars more than other types of cars, and doors caused the most delays for the 6000 Series cars. Even so, the 6000 series continued to be Metro’s most reliable cars.
- The 1000 Series cars had an increase in failures due to brakes for the month of March. Most of these failures can be attributed to wearing out of Electronic Brake Control Unit valves more frequently while under manual operation. Even so, the mean distance between delays for this car type remained above average for the last 12 months.

Rail Fleet Reliability



Actions to Improve Performance

- Railcar Maintenance will continue to improve the parts ordering process through asset tracking procedures. This will ensure that component parts are available to make repairs.
- Staff will continue to work with Alstom and IFE (door sub-system contractors) on the 2000-3000 & 6000 Series vehicles in an effort to improve reliability of the door systems on these cars. Metro’s maintenance staff and vehicle engineers are researching the root cause and developing suitable corrective actions for 1000 Series brake failures.

Conclusion: For the 6,089,696 miles operated in March, the mean distance between delays improved slightly as staff continues to focus on the reasons for breakdowns and search for ways to prevent failures.

KPI: MetroAccess On-Time Performance (March)

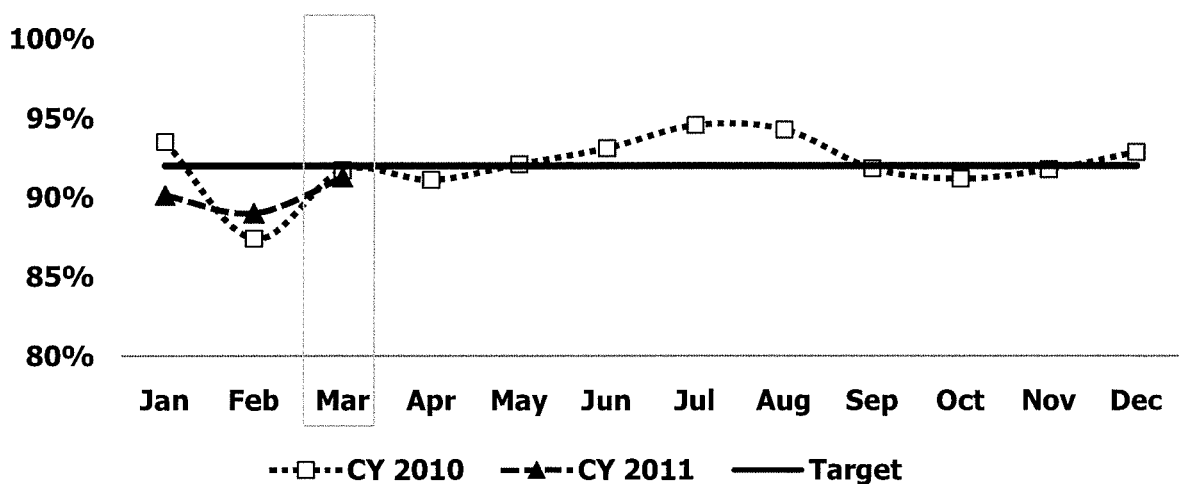
Objective 2.1 Improve Service Reliability

Reason to Track: On-time performance is a measure of MetroAccess service reliability and how well service meets both regulatory and customer expectations. Adhering to the customer's scheduled pick-up window is comparable to Metrobus adhering to scheduled timetables. Factors which affect on-time performance are traffic congestion, inclement weather, scheduling, vehicle reliability and operational behavior. MetroAccess on-time performance is essential to delivering quality service to customers, and meeting service criteria established through Federal Transit Administration regulatory guidance.

Why Did Performance Change?

- MetroAccess on-time performance improved in March. Efforts to maximize scheduling and route efficiencies while preserving on-time performance yielded positive results.
- Improved processes and procedures designed to increase efficiencies during the pre-trip and post-trip inspection cycles, combined with enhanced monitoring by road and yard supervisors at each garage location, has improved pull-out performance resulting in better adherence to schedules.

MetroAccess On-Time Performance



Actions to Improve Performance

- MetroAccess staff will continue to work on maximizing the schedule efficiency while meeting the on-time performance target. Maintaining efficiency and quality requires constant monitoring not only when developing the schedule, but also in managing service on the street.
- While Schedulers will continue to work to develop efficient daily schedules, Dispatchers will continue to improve management of service changes that occur throughout the day and that can impact on-time performance.

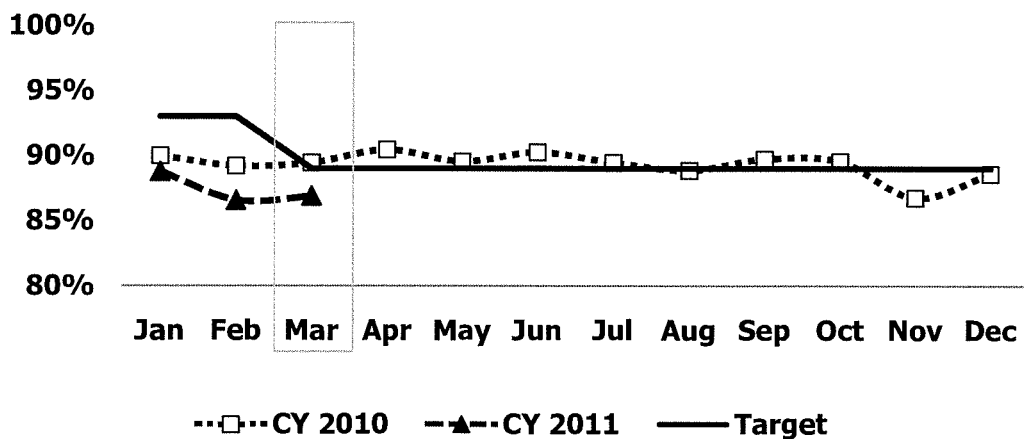
Conclusion: MetroAccess on-time performance improved during March as a result of improved processes and procedures. Staff continues to seek ways to manage service demands and reduce costs while meeting performance standards.

Reason to Track: Customers access Metrorail stations via escalators to the train platform. An out-of-service escalator requires walking up or down a stopped escalator, which can add to total travel time and may make stations inaccessible to some customers. Escalator availability is a key component of customer satisfaction with Metrorail service. This measure communicates system-wide escalator performance (at all stations over the course of the day) and will vary from an individual customer's experience.

Why Did Performance Change?

- Escalator preventive maintenance inspection compliance continued at a high level in March (65% completed on-time), consistent with February (66%) and well above January (41%).
- 511 out of 588 Metrorail escalators were operating in March (based on hours of available service). This represents a minor increase primarily due to quicker resolution of unscheduled service calls (time to repair was 24% faster in March than February).
- Availability gains were offset by a 75% increase in maintenance hours for repairs resulting from regulatory inspections required by jurisdictions. As technicians perform these required inspections, follow-up repairs are identified which take units out of service.
- Modernization (aka overhaul) work continued at a significantly higher pace than 2010. In March 2011, hours out of service for modernizations (including corresponding "walkers") were 98% higher than March 2010 (23% of escalator out-of-service hours in March 2011 were due to modernization work).
- Three track-work weekends in March (4-6, 11-13 and 18-20) caused temporary closure of stations along Metro's Orange Line. Maintenance staff leveraged this opportunity to maximize escalator/elevator inspections and repairs at these seven stations without impacting Metro customers.

Escalator System Availability



Actions to Improve Performance

- Begin an initiative to evaluate and revise maintenance procedures with an emphasis on "getting things right the first time," followed by training for elevator/escalator employees.
- Increase inventory for critical components to reduce units out of service due to parts availability.

Conclusion: Escalator availability slightly increased in March primarily due to quicker resolution of unscheduled service calls.

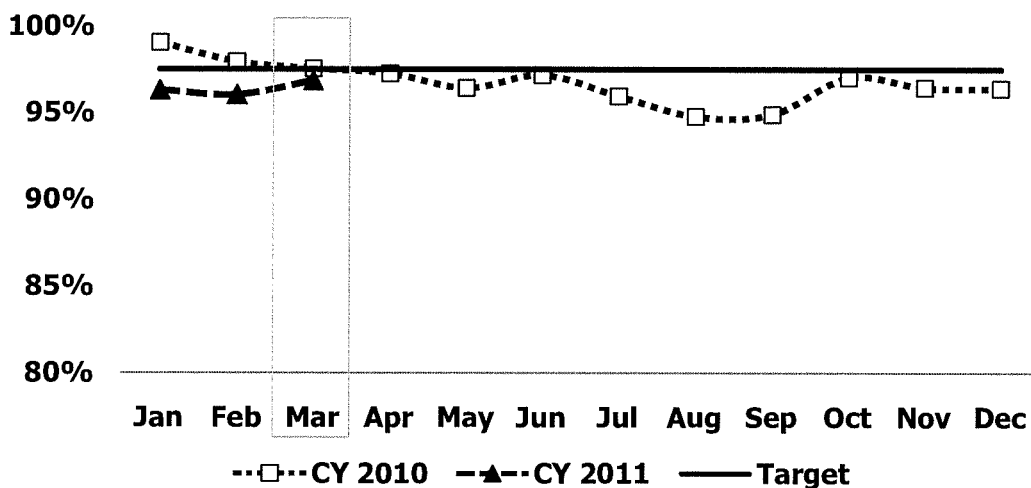
KPI: Elevator System Availability (March)**Objective 2.1 Improve Service Reliability**

Reason to Track: Metrorail elevators provide an accessible path of travel for persons with disabilities, seniors, customers with strollers, travelers carrying luggage and other riders. When an elevator is out of service, Metro is required to provide alternative services, which may include a shuttle bus service to another station.

Why Did Performance Change?

- March 2011 system-wide elevator availability was 96.9%, an improvement of two additional units in operation compared to February (96.0%). On average, 230 of 237 elevators were available for the month.
- The March availability gain is the result of quicker resolution of inspections/repairs following customer incidents (time of repair was 59% faster in March than February).
- Out-of-service hours associated with station maintenance work (lighting, communications, alarm testing, etc.) were also down 50% from February.
- Three track-work weekends in March caused temporary closure of stations along Metro's Orange Line. Maintenance staff leveraged this opportunity to maximize escalator/elevator inspections and repairs at these seven stations without impacting Metro customers.

Elevator System Availability

**Actions to Improve Performance**

- Begin an initiative to evaluate and revise maintenance procedures with an emphasis on "getting things right the first time," followed by training for elevator/escalator employees.
- Increase inventory for critical components to reduce units out of service due to parts availability.

Conclusion: Elevator availability slightly increased in March primarily due to quicker resolution of unscheduled service calls.

KPI: Customer Injury Rate (February) Per Million Passengers

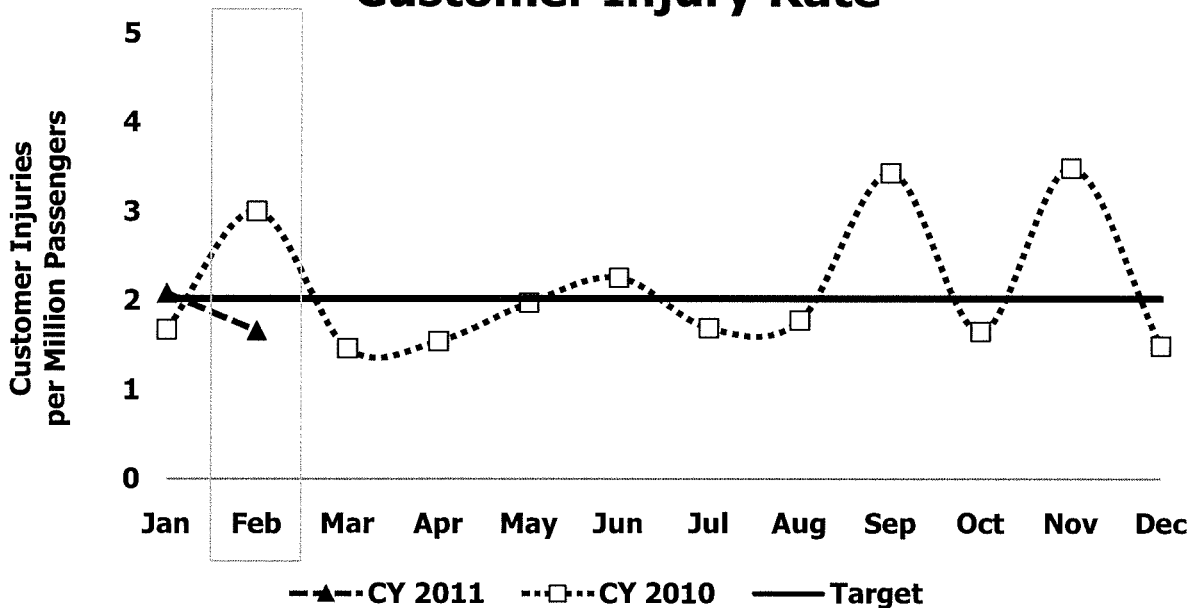
Objective 1.1 Improve Customer and Employee Safety and Security

Reason to Track: Customer safety is the highest priority for Metro and a key measure of quality service. Customers expect a safe and reliable ride each day. The customer injury rate is an indicator of how well the service is meeting this safety objective.

Why Did Performance Change?

- This month the customer injury rate improved due to fewer incidents on Metrobus, MetroAccess, and in Metro rail facilities.
- The Bus customer injury rate was at its lowest since January 2010, ~ 1 customer injury for every 1 million passenger trips. An improvement in safe driving behavior continued to contribute to the reduction of Bus customer injuries. For those displaying a need for improvements in their driving patterns, training instructors were sent to accompany Bus Operators.
- Rail facility injuries accounted for 67% (18 stations/parking facilities, 11 escalators) of the overall passenger injuries; however, February's performance improved due to the reduction of slips and falls. Improved weather conditions in February resulted in fewer slip and fall incidents in Metro's rail facilities.

Customer Injury Rate



Actions to Improve Performance

- Resolve emergency escalator repairs that are found after safety incidents.
- Continue to address National Transportation Safety Board recommendations and close corrective action plans designed to rebuild safety.
- Bus Service will start a DriveCam campaign, "Keep it Green." This campaign is intended to remind Operators to drive safely all day to prevent triggering a DriveCam red light that indicates a risky driving occurrence.
- Use Smith Systems to train Metro's drivers who have higher DriveCam incidents. Smith Systems is intended to complement DriveCam and ultimately prevent passenger injuries.

Conclusion: The customer injury rate declined to its lowest rate since January 2010 as Metro continues to build its core safety fundamentals.

KPI: Employee Injury Rate (February)

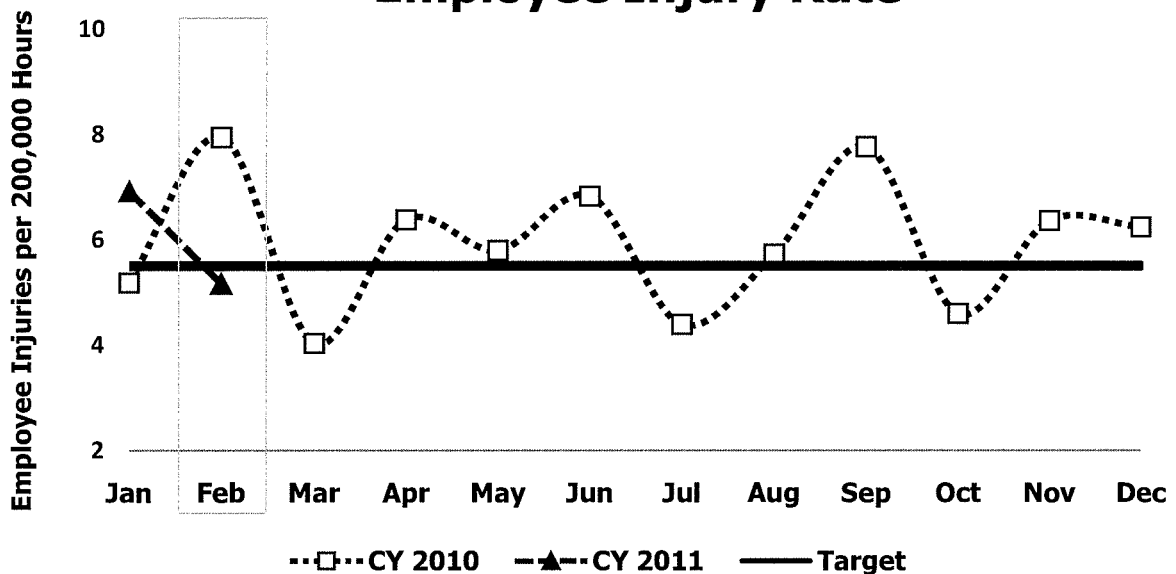
Objective 1.1 Improve Customer and Employee Safety and Security

Reason to Track: Worker's compensation claims are a key indicator of how safe employees are in the workplace.

Why Did Performance Change?

- This month performance improved because of a decline in straining and slips/falls. A decrease in these injuries positively impacts employee safety because straining and slips/falls represent the largest cause of employee injuries, 27% and 23% respectively.
- Overall performance has improved mainly due to the implementation of proper footwear policies across the agency and improved weather conditions.
- Although Bus Transportation has a larger proportion of employee injuries than any other group of employees, they have been able to consistently meet their reduction target. Performance has largely improved in this area as a result of a new At Risk program, aggressive investigations, and training.
- Metrorail developed a rail instructor training certification program to maintain highly skilled employees and create a safer work environment. The program is provided by the Transportation Safety Institute and designed to prepare instructors to better train front line employees in the areas of safety and customer service.

Employee Injury Rate



Actions to Improve Performance

- Continue to focus on quality incident investigations, local safety committees, the At Risk program, and safety conversations.
- Reinforce rail yard speed and driving restrictions, and begin training roadway access employees on the new Roadway Worker Protection guidelines. Familiarize roadway access employees with the changes in the new manual.
- Enforce new agency wide cell phone policy restrictions which focus on the safety of Metro's customers and employees alike.

Conclusion: Each and every department in the agency has a professional responsibility to be safe. This month's employee injury rate improvement illustrates Metro's commitment to actions that keep employees safe.

KPI:

Crime Rate (February) Per Million Passengers

Objective 1.1 Improve Customer and Employee Safety and Security

Reason to Track: This measure provides an indication of the perception of safety and security customers experience when traveling the Metro system. Increases or decreases in crime statistics can have a direct effect on whether customers feel safe in the system.

Why Did Performance Change?

- The total number of Part I crimes in the Metro system hit a two-year low in February.
- The Metrobus crime rate was down 64% from January, the lowest rate since February 2010. There were only three Part I crimes across all 1,491 buses and all 323 routes in February as MTPD continued bus crime suppression efforts east and south of the Capitol, particularly along the DC/MD line.
- The crime rate for Metrorail was down 29% from January, a one-year low. This was driven by a 42% reduction in robbery snatches of small electronic devices. Police patrols addressed robberies and youth disorder at identified stations in February. MTPD worked cooperatively with Metropolitan Police and DC DOT to support the safe passage of students from school to home, reducing the potential for youth disorder.
- The crime rate in Metro's parking facilities continued to decrease in February, down 18% from January. The February rate of 2.50 was well below the 2010 average of 3.42.



Target: Less than 2,279 Part I Crimes in Calendar Year 2011

Actions to Improve Performance

- Specialized officers will coordinate schedules with patrol officers to ensure coverage during gap times between shift assignments.
- MTPD is identifying stations that could benefit from improved lighting conditions to prevent crime.
- Jurisdictional police officers who patrol areas around Metro stations in Prince George's County will receive passes allowing access to Metro parking facilities so officers can monitor the lots as part of their regular patrol.
- Metro will install 153 additional cameras at the entrances of all 86 Metro stations with a \$2.8 million federal grant. Installation will begin this spring and will be completed within the year.

Conclusion: In February, crime was down system-wide (bus, rail and parking facilities), reaching the lowest level in two years.

KPI: Arrests, Citations and Summonses (February)

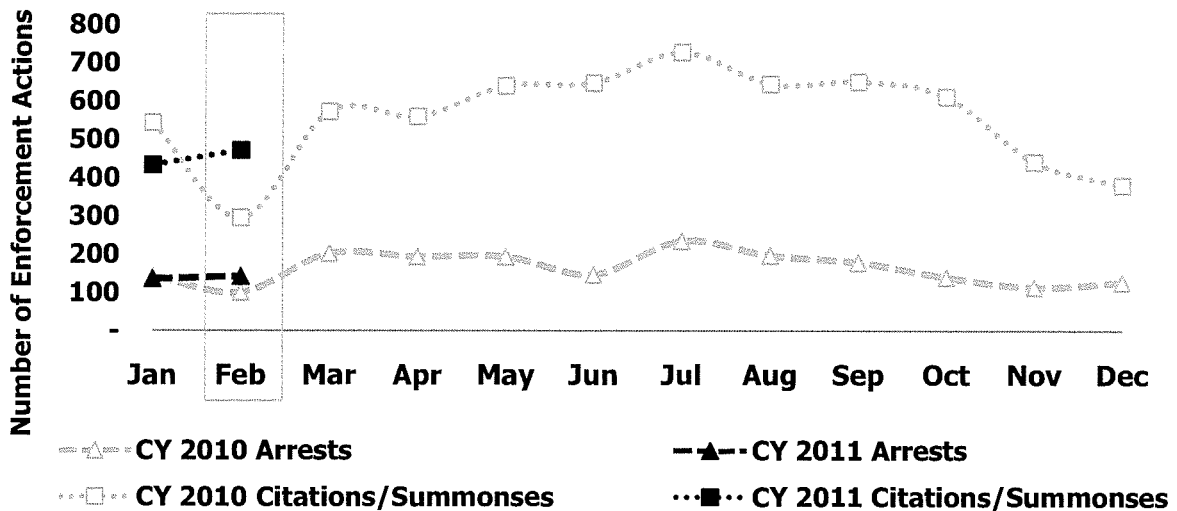
Objective 1.2 Strengthen Metro's Safety and Security Response

Reason to Track: This measure reflects actions by the Metro Transit Police Department to keep the Metro system safe. This includes arrests of individuals breaking the law within the Metro system and citations/summonses issued by transit police officers. Examples of citations/summonses include fare evasion and public conduct violations.

Why Did Performance Change?

- Arrests continued to increase in February (up 5% from January) as a result of increased officer presence in rail stations and on trains.
- Eight arrests were made as a result of one event at the Stadium-Armory station where officers observed a large fight onboard a train. The officers intervened to separate the parties and then determined the altercation was a robbery in progress. Following on-site investigation, two adults and six juveniles were arrested.
- February saw an increase in citations/summonses (up 9% from January) issued as officers conducted sweeps of stations during peak crime periods. MTPD's focus on fare evasion, disorder and other minor offenses has had a positive impact on overall station safety.

Arrests, Citations and Summonses



Actions to Improve Performance

- As the busy tourism season begins, officers will shift from an enforcement focus to assisting visitors travel safely through the Metro system. MTPD will be providing crowd control as the region welcomes large numbers of visitors for events like the Cherry Blossom Festival and Washington Nationals Opening Day.
- MTPD will be hosting a roundtable for regional Police Chiefs to discuss strategies for reducing crime on the Metro system and identifying opportunities for collaboration.
- MTPD is researching how other law enforcement agencies are utilizing citizen volunteers to supplement Metro's police force.

Conclusion: Arrests and citations increased in February, reflecting aggressive action by MTPD to keep the Metro system safe for our customers.

KPI: Customer Comment Rate (March) Per Million Passengers

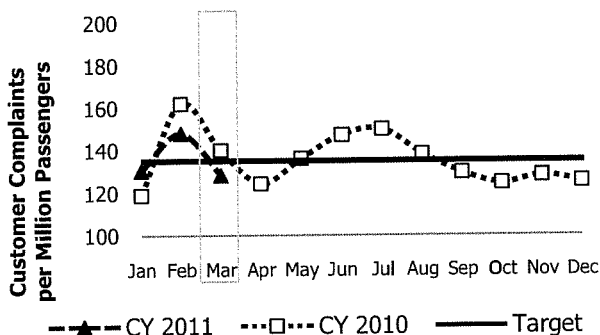
Objective 2.3 Maximize Rider Satisfaction

Reason to Track: Listening to customer feedback about the quality of service provides a clear roadmap to those areas of the operation where actions to improve the service can best help to maximize rider satisfaction.

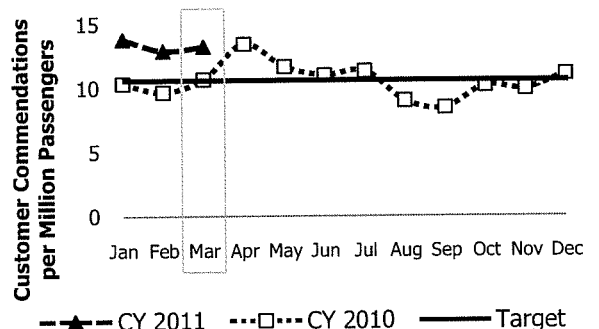
Why Did Performance Change?

- The complaint rate dropped 13% across all modes and the commendation rate increased for both bus and rail during March.
- Commendations on bus operation assistance and professionalism were up in March.
- Complaints about inadequate service increased slightly while customers expressed frustration with the train capacity, the amount of time the trip is taking and the amount of available parking in some locations. Metrorail commendations regarding professionalism and expert customer assistance increased along with more visitors using the system.
- MetroAccess customer complaints increased along with commendations. More than a third of MetroAccess complaints were about vehicles arriving either early or late and scheduling errors. These comments reflect the continued effort MetroAccess has placed on adjusting the scheduling parameters to operate more efficiently. For information on MetroAccess on-time performance, please see page 12.

Customer Complaint Rate



Customer Commendation Rate



Actions to Improve Performance

- Metrobus will continue to fill Service Operations Manager positions to make sure buses leave the garage on time and to support operators in maintaining and monitoring schedule adherence.
- As Metro moves into its busiest season, Metrorail supervisors will be stationed on platforms to communicate with the Operations Control Center to make adjustments to and maintain train spacing.
- MetroAccess will continue to adjust its scheduling parameters and work with the contractor to ensure that service is provided efficiently and within expectations. MetroAccess will continue to provide options for customers to communicate with MetroAccess personnel and to get information about their scheduled trips.

Conclusion: The system-wide complaint rate improved in March and the number of commendations increased for bus, rail and MetroAccess services.

Vital Signs Report

Definitions for Key Performance Indicators

Bus On-Time Performance – Metrobus adherence to scheduled service.

Calculation: For delivered trips, difference between scheduled time and actual time arriving at a time point based on a window of no more than 2 minutes early or 7 minutes late. Sample size of observed time points varies by route.

Bus Fleet Reliability (Bus Mean Distance between Failures) – The number of revenue miles traveled before a mechanical breakdown. A failure is an event that requires the bus to be removed from service or deviate from the schedule.

Calculation: Number of failures / miles

Rail On-Time Performance by Line – Rail on-time performance is measured by line during weekday peak and off-peak periods. During peak service (AM/PM), station stops made within the scheduled headway plus two minutes are considered on-time. During non-peak (mid-day and late night), station stops made within the scheduled headway plus no more than 50% of the scheduled headway are considered on-time.

Calculation: Number of Metrorail station stops made up to the scheduled headway plus 2 minutes / total Metrorail station stops for peak service. Number of Metrorail station stops made up to 150% of the scheduled headway / total Metrorail station stops for off-peak service.

Rail Fleet Reliability (Railcar Mean Distance between Delays) – The number of revenue miles traveled before a railcar failure results in a delay of service of more than three minutes. Some car failures result in inconvenience or discomfort, but do not always result in a delay of service (such as hot cars).

Calculation: Number of failures resulting in delays greater than three minutes / total railcar miles

MetroAccess On-Time Performance – The number of trips provided within the on-time pick-up window as a percent of the total trips that were actually dispatched into service (delivered). This includes trips where the vehicle arrived, but the customer was not available to be picked up. Vehicles arriving at the pick-up location after the end of the 30-minute on-time window are considered late. Vehicles arriving more than 30 minutes after the end of the on-time window are regarded as very late.

Calculation: The number of vehicle arrivals at the pick-up location within the 30-minute on-time window / the total number of trips delivered

Elevator and Escalator System Availability – Percentage of time that Metrorail escalators or elevators in stations and parking garages are in service during operating hours.

Calculation: Hours in service / operating hours. Hours in service = operating hours – hours out of service (both scheduled and unscheduled). Operating hours = revenue hours per unit * number of units.

Customer Injury Rate (per million passengers¹) – Injury to any person (customers or non-customer, but not employees) caused by some aspect of Metro’s operation that requires immediate medical attention away from the scene of the injury.

Calculation: Number of injuries ÷ (number of passengers ÷ 1,000,000)

Employee Injury Rate (per 200,000 hours) – An employee injury is recorded when the injury is (a) work related; and, (b) one or more of the following happens to the employee: 1) receives medical treatment above first aid, 2) loses consciousness, 3) takes off days away from work, 4) is restricted in their ability to do their job, 5) is transferred to another job, 6) death.

Calculation: Number of injuries ÷ (total work hours ÷ 200,000)

Crime Rate (per million passengers) – Crimes reported to Metro Transit Police Department on bus, rail, or at parking lots, Metro facilities, bus stops and other locations in relation to Metro’s monthly passenger trips. Reported by Metrobus, Metrorail, and Metro parking lots.

Calculation: Number of crimes / (number of passengers / 1,000,000)

Arrests, Citations and Summonses – The number of arrests and citations/summonses issued by the Metro Transit Police Department. Examples of citations/summonses include minor misdemeanors, fare evasion and public conduct violations.

Customer Comment Rate (per million passengers) – A complaint is defined as any phone call, e-mail or letter resulting in investigation and response to a customer. This measure includes the subject of fare policy but excludes specific Smartrip matters handled through the regional customer service center. A commendation is any form of complimentary information received regarding the delivery of Metro service.

Calculation: Number of complaints or commendations / (number of passengers / 1,000,000)

¹ *Passengers are defined as follows:*

- *Metrobus reports unlinked passenger trips. An unlinked trip is counted every time a customer boards a Metrobus. In an example where a customer transfers between two Metrobuses to complete their travel two trips are counted.*
- *Metrorail reports linked passenger trips. A linked trip is counted every time a customer enters through a faregate. In an example where a customer transfers between two trains to complete their travel one trip is counted.*
- *MetroAccess reports completed passenger trips. A fare paying passenger traveling from an origin to a destination is counted as one passenger trip.*

**Vital Signs Report
Performance Data**

May 2011

KPI: Bus On-Time Performance / Target = 78%

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. Thru Mar.
CY 2010	79.4%	70.6%	76.6%	73.8%	73.8%	73.0%	72.8%	74.7%	71.7%	72.7%	74.0%	75.7%	75.5%
CY 2011	78.5%	76.9%	77.5%										77.6%

KPI: Bus Fleet Reliability (Bus Mean Distance Between Failures) / Target = 7,400 Miles

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. Thru Mar.
CY 2010	7,223	6,878	6,882	6,270	5,902	6,578	6,670	6,673	7,366	7,842	8,982	8,587	6,994
CY 2011	8,681	8,144	7,794										8,206

Bus Fleet Reliability (Bus Mean Distance Between Failure by Fleet Type)

Type (~ % of Fleet)	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Avg.
CNG (30%)	7,842	7,905	9,059	9,093	6,680	9,165	9,939	10,410	9,520	10,242	8,480	9,802	9,011
Hybrid (27%)	9,499	8,844	9,944	10,161	11,378	11,361	13,526	14,198	12,474	11,853	11,158	10,433	11,236
Clean Diesel (8%)	7,990	7,345	7,933	10,547	7,931	10,300	12,118	12,290	12,958	11,473	8,042	7,637	9,714
All Other (35%)	4,562	4,102	4,517	4,332	4,921	4,798	4,698	5,718	5,699	5,751	6,191	5,340	5,052

KPI: Rail On-Time Performance by Line / Target = 90%

	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Avg.
Red Line	90.0%	91.0%	90.1%	88.5%	88.3%	88.0%	88.3%	87.5%	87.9%	85.1%	87.2%	90.7%	88.5%
Blue Line	88.9%	88.3%	87.5%	86.0%	86.1%	88.3%	87.3%	87.9%	86.3%	88.0%	86.4%	88.9%	87.5%
Orange Line	92.1%	91.4%	90.4%	88.8%	90.5%	92.1%	91.6%	91.0%	90.0%	91.7%	91.4%	93.0%	91.2%
Green Line	90.7%	91.0%	90.8%	90.3%	91.9%	91.9%	91.0%	88.3%	86.5%	90.2%	90.1%	91.3%	90.3%
Yellow Line	90.4%	90.7%	89.8%	89.0%	91.4%	92.0%	90.7%	91.2%	91.0%	91.5%	92.4%	92.3%	91.0%
Average (All Lines)	90.3%	90.6%	89.9%	88.6%	89.2%	89.7%	89.3%	88.5%	87.9%	88.0%	88.7%	91.0%	89.3%

KPI: Rail Fleet Reliability (Rail Mean Distance Between Delays by Railcar Series) / Target = 60,000 miles

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Avg.
1000 series railcars	33,487	41,859	32,241	32,258	46,370	43,908	40,517	45,595	45,557	54,137	46,302	43,866	42,175
2000/3000 series railcars	52,011	44,354	49,175	65,428	39,911	49,582	31,572	35,820	42,065	28,076	40,431	45,169	43,633
4000 series railcars	27,659	41,703	18,166	21,553	17,893	18,645	36,587	25,073	25,195	31,393	31,646	58,442	29,496
5000 series railcars	47,952	55,967	29,265	28,290	29,410	34,094	44,462	54,016	47,509	30,078	47,868	41,251	40,847
6000 series railcars	110,522	80,046	93,631	57,029	107,198	77,921	88,918	119,427	56,172	74,865	110,928	94,443	89,258
Fleet average	46,943	49,375	39,573	42,424	40,435	43,420	41,121	45,471	43,712	37,703	48,241	50,328	43,493

**Vital Signs Report
Performance Data (cont.)**

May 2011

KPI: MetroAccess On-Time Performance / Target = 92%

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Avg. Thru Mar.
CY 2010	93.5%	87.4%	91.7%	91.1%	92.1%	93.1%	94.6%	94.3%	91.8%	91.2%	91.8%	92.9%	90.9%
CY 2011	90.1%	89.0%	91.3%										90.1%

KPI: Escalator System Availability / Target = 89%

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Avg. Thru Mar.
CY 2010	90.0%	89.2%	89.5%	90.5%	89.6%	90.3%	89.5%	88.9%	89.7%	89.5%	86.7%	88.6%	89.5%
CY 2011	88.8%	86.6%	86.9%										87.4%

KPI: Elevator System Availability / Target = 97.5%

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Avg. Thru Mar.
CY 2010	99.0%	97.9%	97.5%	97.3%	96.4%	97.2%	96.0%	94.8%	94.9%	97.0%	96.4%	96.4%	98.2%
CY 2011	96.3%	96.0%	96.9%										96.4%

KPI: Customer Injury Rate (per million passengers)* / Target = ≤ 2.02 injuries per million passengers

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. thru Feb.
CY 2010	1.67	3.00	1.46	1.54	1.97	2.25	1.69	1.78	3.43	1.65	3.49	1.49	2.34
CY 2011	2.08	1.66											1.87

*Includes Metrobus, Metrorail, rail transit facilities (stations, escalators and parking facilities) and MetroAccess customer injuries

Bus Customer Injury Rate (per million passengers)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. thru Feb.
CY 2010	2.08	3.66	1.73	1.77	1.84	3.33	2.40	1.61	6.92	1.98	5.91	1.78	2.87
CY 2011	1.72	0.93											1.32

Rail Customer Injury Rate (per million passengers)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. thru Feb.
CY 2010	0.06	0.15	0.10	0.19	0.22	0.20	0.10	0.11	0.17	0.11	0.18	0.00	0.10
CY 2011	0.13	0.19											0.16

**Vital Signs Report
Performance Data (cont.)**

May 2011

Rail Transit Facilities Occupant Injury Rate (per million passengers)*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. thru Feb.
CY 2010	1.09	2.31	0.99	0.91	1.31	1.03	0.89	1.35	0.95	1.22	1.56	1.09	1.70
CY 2011	2.00	1.81											1.91

*Includes station, escalator and parking facility customer injuries.

KPI: MetroAccess Customer Injury Rate (per million passengers)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. thru Feb.
CY 2010	26.18	22.06	21.57	31.55	48.11	46.48	34.47	38.84	24.61	14.45	25.50	20.53	24.12
CY 2011	16.45	10.55											13.50

KPI: Employee Injury Rate (per 200,000 hours) / Target = ≤ 5.05 injuries per 200,000 hours

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. thru Feb.
CY 2010	5.18	7.94	4.03	6.38	5.79	6.82	4.39	5.72	7.76	4.59	6.36	6.24	6.56
CY 2011	6.92	5.16											6.04

KPI: Crime Rate (per million passengers) / Target = ≤ 2,279 Part I Crimes in Calendar Year 2011

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. thru Feb.
CY 2010 Metrobus	0.52	0.23	0.74	1.23	1.46	0.96	0.86	0.66	1.50	1.51	0.90	0.89	0.38
CY 2011 Metrobus	0.86	0.31											0.59
CY 2010 Metrorail	7.59	6.11	4.68	5.06	6.11	5.26	6.19	4.91	6.95	4.97	6.38	6.71	6.85
CY 2011 Metrorail	6.63	4.68											5.66
CY 2010 Parking	2.79	2.53	3.05	2.39	4.53	3.94	4.06	5.40	2.75	2.17	2.89	4.54	2.66
CY 2011 Parking	3.06	2.50											2.78

**Vital Signs Report
Performance Data (cont.)**

May 2011

Crimes by Type**	Mar-10	Apr-10	May-10	June-10	July-10	Aug-10	Sept-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Avg.
Robbery	86	91	89	71	66	58	83	76	91	97	92	60	80
Larceny	69	66	97	111	131	111	91	50	58	67	44	40	78
Motor Vehicle Theft	6	9	13	13	10	18	9	17	13	10	15	5	12
Attempted Motor Vehicle Theft	6	9	9	5	10	6	9	3	3	3	6	5	6
Aggravated Assault	7	9	15	7	14	15	14	14	11	12	9	11	12
Rape	0	0	0	0	1	0	0	0	1	0	0	0	0
Burglary	0	0	1	0	0	0	1	1	1	0	0	0	0
Homicide	0	0	0	0	0	0	0	0	0	0	0	0	-
Arson	0	0	0	0	0	0	0	0	0	0	0	0	-
Total	174	184	224	207	232	208	207	161	178	189	166	121	188

**Monthly crime statistics can change as a result of reclassification following formal police investigation.

KPI: Metro Transit Police Arrests, Citations and Summonses

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. Thru Feb.
CY 2010 Arrests	142	100	201	193	193	146	234	196	178	139	113	126	121
CY 2011 Arrests	135	142											139
CY 2010 Citations/Summonses	543	295	572	559	639	647	727	644	650	611	440	379	419
CY 2011 Citations/Summonses	433	471											452

KPI: Customer Commendation Rate (per million passengers) / Target = ≥ 10.6 per million passengers

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Avg. Thru Mar.
CY 2010	10.3	9.7	10.7	13.4	11.7	11.0	11.3	9.0	8.5	10.2	10.0	11.1	10.2
CY 2011	13.8	12.9	13.2										13.3

KPI: Customer Complaint Rate (per million passengers) / Target = ≤ 135 complaints per million passengers

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Avg. Thru Mar.
CY 2010	119	162	140	124	136	147	150	138	129	125	128	125	140
CY 2011	130	148	128										135

**Vital Signs Report
Performance Data (cont.)**

May 2011

Metrobus Ridership (millions of unlinked trips)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. Thru Mar.
CY 2010	9.6	7.1	11.0	10.8	10.3	10.5	10.4	10.6	10.5	10.6	10.1	9.0	9.2
CY 2011	9.3	9.7	11.5										10.2

MetroRail Ridership (millions of linked trips)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. Thru Mar.
CY 2010	16.5	13.4	20.3	20.8	18.3	20.3	20.2	18.5	17.8	18.9	16.6	15.7	16.7
CY 2011	16.0	16.0	19.7										17.2

MetroAccess Ridership (100,000s of completed trips)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Avg. Thru Mar.
CY 2010	1.91	1.36	2.32	2.22	2.08	2.15	2.03	2.06	2.03	2.08	1.96	1.95	1.86
CY 2011	1.82	1.90	2.05										1.92

Note: targets are re-evaluated periodically based on operating conditions and performance.



Vital Signs Report

A Scorecard of Metro's
Key Performance Indicators

Customer Service and Operations Committee

May 12, 2011



Purpose of Presentation

- Summarize the most recent results for Metro's Key Performance Indicators (KPIs)
- Highlight actions being taken to improve performance
- Discuss target setting for Vital Signs measures
- Present benefits and limitations of benchmarking



Vital Signs

Metro's KPIs (March data)

- Rail on-time performance improved for the third month in a row, the best result since Nov. 2009. Improvements were largely due to the conclusion of mid-day Red Line track work and better on-time dispatching of trains.
- Bus on-time performance continued steady improvement as a result of better departure/arrival monitoring and effective route scheduling for special events. Bus fleet reliability declined slightly, but remained above target.
- MetroAccess on-time performance improved as staff maximized scheduling and route efficiencies.
- Escalator availability improved primarily due to quicker resolution of unscheduled service calls. Elevator availability also improved in March. Both have declined from last year's performance.

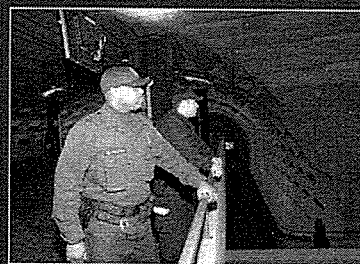
	Year over Year		Prior Month
	Mar-11	Mar-10	Feb-11
On-time Performance:			
Metrobus	77.5%	76.6%	76.9%
MetroRail	91.0%	90.0%	88.7%
MetroAccess	91.3%	91.7%	89.0%
Escalator Availability	86.9%	89.5%	86.6%
Elevator Availability	96.9%	97.5%	96.0%



Vital Signs

Metro's KPIs (Feb data)

- The total number of Part I crimes in the Metro system hit a two-year low in February, with crime down on bus, rail and in parking facilities.
- Customer injuries and employee injuries decreased in Feb. The Metrobus customer injury rate reached its lowest level since January 2010 as a result of improved safe driving behavior.





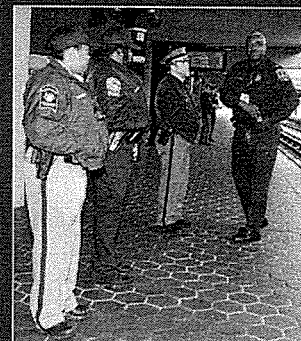
Future Performance Action Highlights

- Conduct studies of bus service provided along Martin Luther King Avenue, Georgia Avenue, Rhode Island Avenue and 14th Street to improve the quality of service.
- The Rail Operations Control Center will monitor incident response times to identify ways of improving communication between control center staff and response teams stationed throughout the system to resolve incident delays quicker.
- Metro will evaluate and revise escalator maintenance procedures with an emphasis on "getting things right the first time."



Future Performance Action Highlights

- Metrobus will start a DriveCam campaign ("Keep it Green") to remind bus operators to drive safely all day to prevent triggering a DriveCam red light that indicates a risky driving occurrence.
- Jurisdictional police officers who patrol areas around Metro stations will receive passes allowing access to Metro parking facilities so officers can monitor the lots as part of their regular patrol.





Shifting to Calendar Year and Setting Targets

- All measures on Calendar Year basis = GM/CEO Execution Plan
- Performance Office conducted target-setting workshops with ELT
 - Type of target (% or number)
 - Timeframe (end of Calendar Year 2011)
 - Trend data analysis (Calendar Years 2009 and 2010)
 - Considerations (e.g., internal capabilities, external constraints)
- GM/CEO finalized Calendar Year 2011 targets with ELT
 - Legacy targets updated
 - New targets created

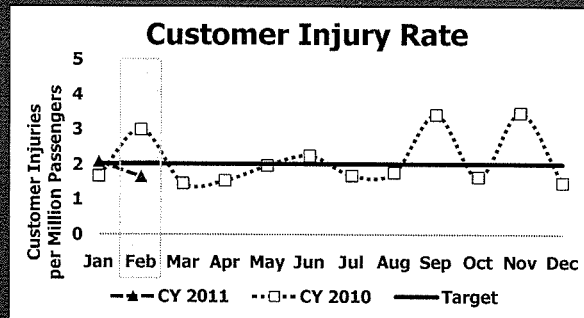
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New Target: Customer Injury Rate

- New Target: **<2.02 injuries**
per million passengers
- Trend Data

Calendar Year	Annual Average	High Month	Low Month
2009	1.90	N/A	N/A
2010	2.12	3.49	1.46



- Why?
 - The Chief Safety Officer revised customer injury rate measure
 - As Metro becomes a safer organization, injury rate should decline
 - The Chief Safety Officer set new target at 4.72% lower than 2010 average

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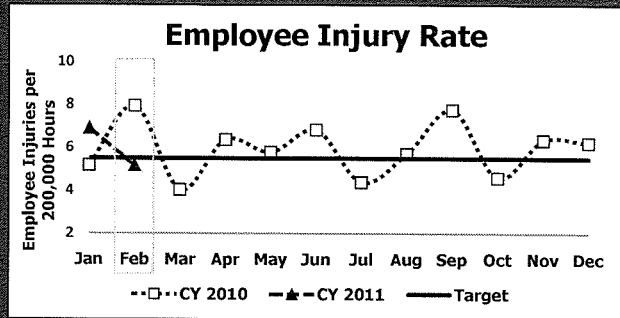


New Target: Employee Injury Rate

- Target: **<5.55 injuries** per 200,000 hours

- Trend Data

Calendar Year	Annual Average	High Month	Low Month
2009	6.92	8.92	4.73
2010	5.93	7.94	4.03



- Why?

- The Chief Safety Officer revised employee injury rate measure
- As Metro becomes a safer organization, injury rate should decline
- The Chief Safety Officer set new target at 6.40% lower than 2010 average

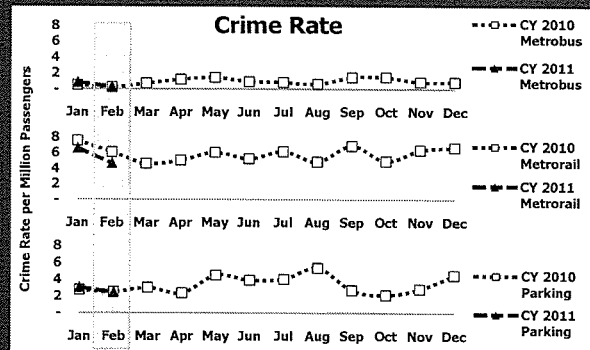


New Target: Crime Rate

- New target: **<2,279 Part I Crimes** in CY 2011

- Trend Data

Calendar Year	Annual Total	High Month	Low Month
2009	2,032	242	98
2010	2,279	232	123



- Why?

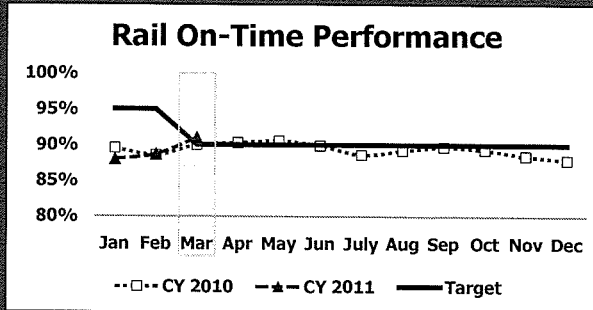
- Although robbery snatches of electronic devices continues to increase, MTPD aims to reduce crime below CY 2010 level
- MTPD will continue to align deployment strategies to where and when crime is happening (MetroStat)



Revised Target: Rail On-Time Performance

- Old target: >95%
- Revised target: >90%
- Trend Data

Calendar Year	Annual Average	High Month	Low Month
2009	91%	95%	86%
2010	89%	91%	88%



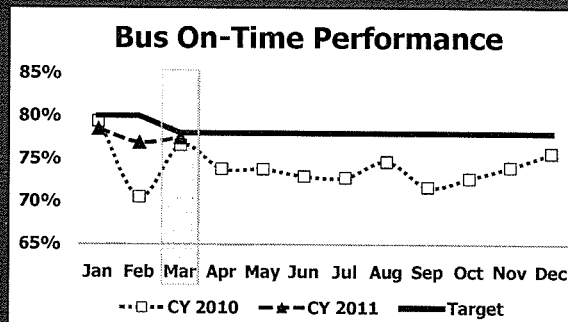
- Why?
 - 5% reduction due to manual train operations
 - Operators need additional time to manually stop at the stations and open/close the doors and there is greater variability between train operators
 - Trend data and prior experience validates new target



Revised Target: Bus On-Time Performance

- Old target: >80%
- Revised target: >78%
- Trend Data

Calendar Year	Annual Average	High Month	Low Month
2009	75%	78%	72%
2010	74%	79%	71%



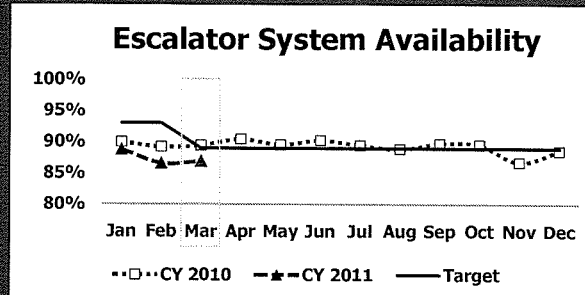
- Why?
 - Metrobuses get caught in traffic on area roadways where congestion is bad and getting worse
 - Washington, DC is the most congested U.S. region according to the Texas Transportation Institute
 - Metrobus selected a stretch target of 78% even though historical trends indicate 75% as more attainable



Revised Target: Escalator Availability

- Old target: >93%
- Revised target: >89%
- Trend Data

Calendar Year	Annual Average	High Month	Low Month
2009	90%	92%	89%
2010	89%	90%	87%



- Why?
 - Performance in 2011 is anticipated to decline, making 89% a stretch target
 - Needed capital overhauls will take almost twice as many units out of service
 - Improving to 60% preventive maintenance compliance will identify a backlog of repairs that must be addressed
 - In 2012 it is anticipated this target will be raised



New Targets: Customer Comment Rate

- New targets:
 - >10.6 commendations per million passengers
 - <135 complaints per million passengers
- Trend Data

Commendations from Customers per million passengers			
Calendar Year	Annual Average	High Month	Low Month
2009	11.3	14.0	8.7
2010	10.6	13.4	8.5

Complaints from Customers per million passengers			
Calendar Year	Annual Average	High Month	Low Month
2009	131	179	98
2010	135	162	119

- Why?
 - As a new measure, Metro has established 2010 as the baseline

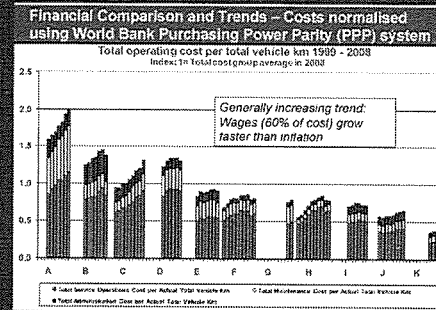


Benchmarking Done Well: Nova, IBBG and CoMET

- Nova, IBBG and CoMET by invitation only
 - Metro respectfully declined invitation to join Nova in 2010
- Uses numerical comparison to share best practices vs. ranking best to worst
- Trend analysis identifies who's improving over time, stimulating learning on "why?"
- Strict confidentiality encourages frank communication, not "gotcha"



International Bus Benchmarking



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Benchmarking Limitations

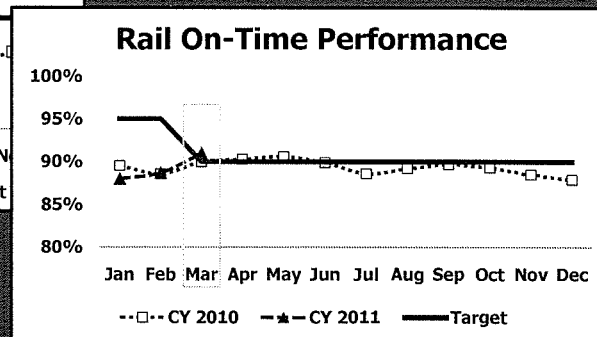
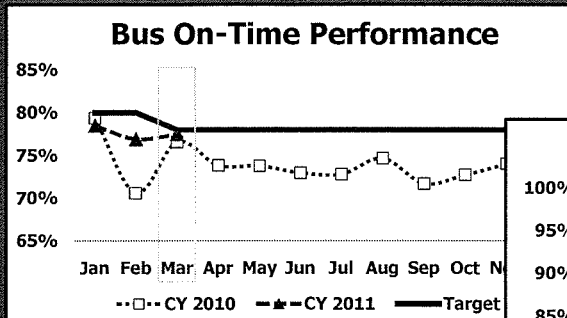
- Near impossible to do U.S. transit apples-to-apples comparisons
 - Disparate agency characteristics
 - Lack of data accessibility / usability
 - Different measure definitions
 - No U.S. version of Nova / CoMET / IBBG
- Results can be easily misinterpreted
- Without U.S. version, benchmarking limited to one-time exercises
- National Transit Database (NTD) not reliable for benchmarking
 - Transit agencies apply definitions differently
 - NTD does not define peers

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Benchmarking: Conclusion

- Metro is committed to benchmarking against ourselves in order to continually improve performance



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Next Steps

- Continue to monitor performance outcomes and report actions to improve performance in *Vital Signs Report*
- Release 2010 Performance Report in June
- Conduct Performance Spotlights
 - Bus On-Time Performance (July)
 - Rail On-Time Performance (Sept)
 - Escalator Performance Update (Sept)

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Washington Metropolitan Area Transit Authority

Public Hearing Presentation FY2012 Budget Challenge

May 2011



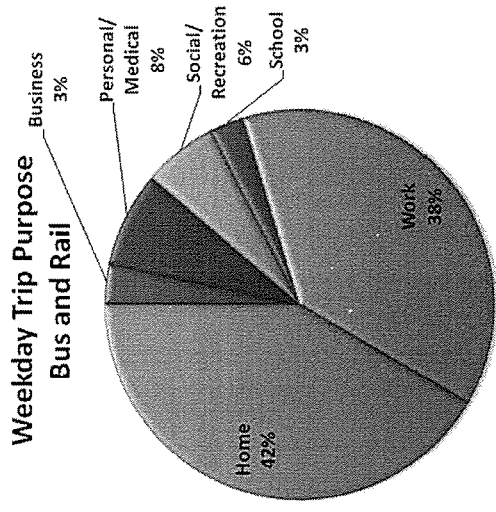
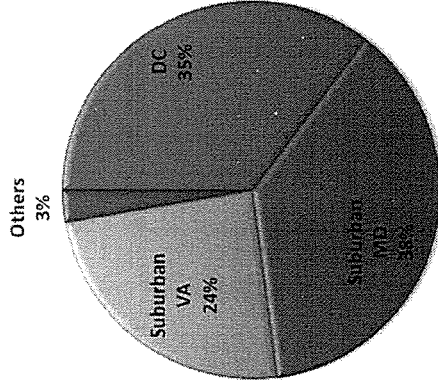


Metro's Regional Role

Metro's transit system provides critical mobility to the region's residents and businesses, carrying a projected 343 million trips this fiscal year (FY2011), including:

- Metrorail: 217 million trips
- Metrobus: 124 million trips
- MetroAccess: 2 million trips

Jurisdiction of Residence
Bus and Rail



Source: 2007 Passenger Survey



FY2012 Initiatives & Going Forward

- Implement the largest capital rebuilding program since the construction of the Metrorail system to improve safety and reliability
- Implement NTSB recommendations
- Advance replacement of the 1000 series rail cars
- Overhaul and replace 153 escalators
- Rehabilitate rail and bus equipment and infrastructure



Improving financial efficiency

- 91% of proposed operating budget supports Metro's core bus, rail and paratransit services
- Only 9% of the total operating budget supports vital administrative services (vs. 10% in FY2009)
- Over the last three years, Metro has implemented \$165 million in budget reductions



Fully Funded FY2012 Budget

The General Manager's proposed budget included:

- \$74.2 million in operating budget reductions
- No fare increase
- No service reductions
- Increased jurisdictional support request lowered to \$66 million



Other Funding Options

Funding options under consideration by the Board include:

- Monetization of ground leases; negotiate a lump sum payment rather than receive lease revenue annually (\$30-\$50M)
- Preventive maintenance at FY2011 levels (\$30M)
- Service adjustments (\$7 million annually, \$5.3 million in FY12)



Rail frequency change - Saturday

- Increase wait time between trains by 3-6 minutes until 9:30 pm
- Increase wait time by 5 minutes from 9:30 pm to closing
- Average Saturday ridership is approx. 335,000 or 16,700 per hour
- Change would save \$3 million annually



Rail frequency change - Sunday

- Increase wait time between trains by 5 minutes
- Average Sunday ridership is approx. 219,000 or 12,800 per hour
- Change would save \$3 million annually



Calendar

- May 16-19 – Public hearings
- June 2011 – Board adoption of the FY2012 Operating and Capital Budgets
- July 1, 2011 – FY2012 begins
- Any changes in service would take effect on or about September 25, 2011.



Washington Metropolitan Area Transit Authority

Moving Metro Forward

Town Hall Meetings
May 2011



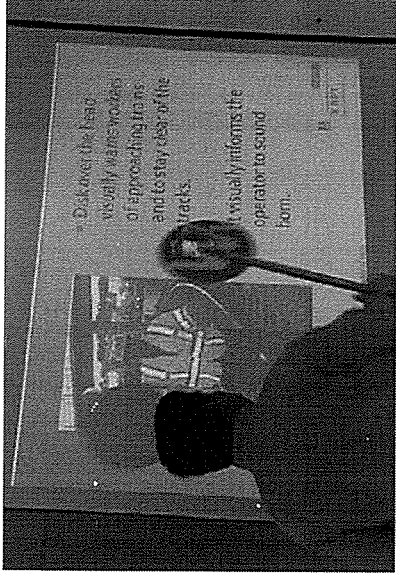
Metro's Value to the Region

- Serves 17% of region's commuting trips (vs. 5% nationally), removing over 500,000 cars from roads daily
- Alleviates the region's traffic congestion, with annual savings of 26 million hours of travel time and \$520 million
- Supports the federal government
 - 50% of stations are located at federal facilities
 - 40% of peak commuters are federal employees
- Generates development value for jurisdictions
 - \$40 billion for regional economy
- Sustains region's economic growth with critical transportation foundation
 - 40% job growth and 30% population growth by 2040



Progress on Safety

- **Safety focus throughout Metro**
- NTSB recommendations
- Rebuilt Safety Department
- Developed Safety Measurement Program
- Instituted Roadway Worker Protection Program
- Revised rail rules
- Expanded training at all levels
- Established Safety Hotline
- Revised Whistleblower Policy
- Established Board Safety Committee





Progress on Reliability and Customer Service

Service Reliability

- Replacing 5,000 feet of track, 30 turnouts, switches and repairing tunnels in FY2012
- Replacing buses, paratransit vehicles

Customer Service:

- Call center assessment
- Mystery Shopper
- Transparency of information -- Vital Signs
- New web pages dedicated to status of escalators and elevators
- Customer information campaign

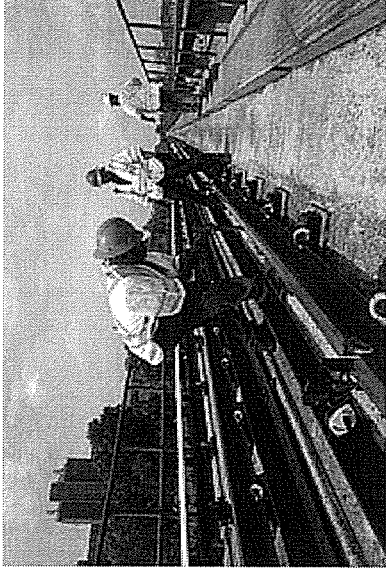
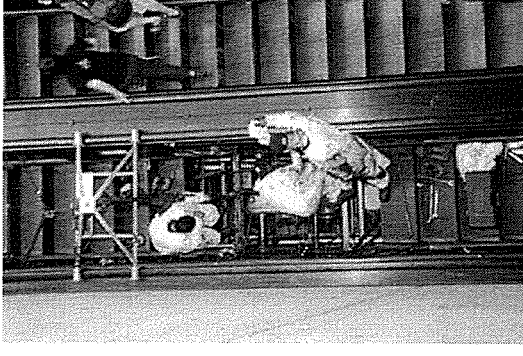




Progress on Reliability and Customer Service

Capital Improvement Program

- \$5 billion investment- largest since construction of system
- Overhauling or replacing 153 escalators at 25 stations on every line of the system
- Replacing 30 year old vehicles, the 1000 series
- Replacing 60 miles of track
- Replacing or rehabilitating 80% of bus fleet
- Improving NextBus for better accuracy
- Rehabilitating platforms and canopies
- Upgrading signage





Metro Funding

- Metro is getting more efficient even with greater workload
 - 91 cents of every operating dollar directly funds core service
- Cuts made previously and for next year to continue efficiencies
 - Expense budget same at last year
- To maintain core services, Metro requires \$66 million to close its FY12 budget





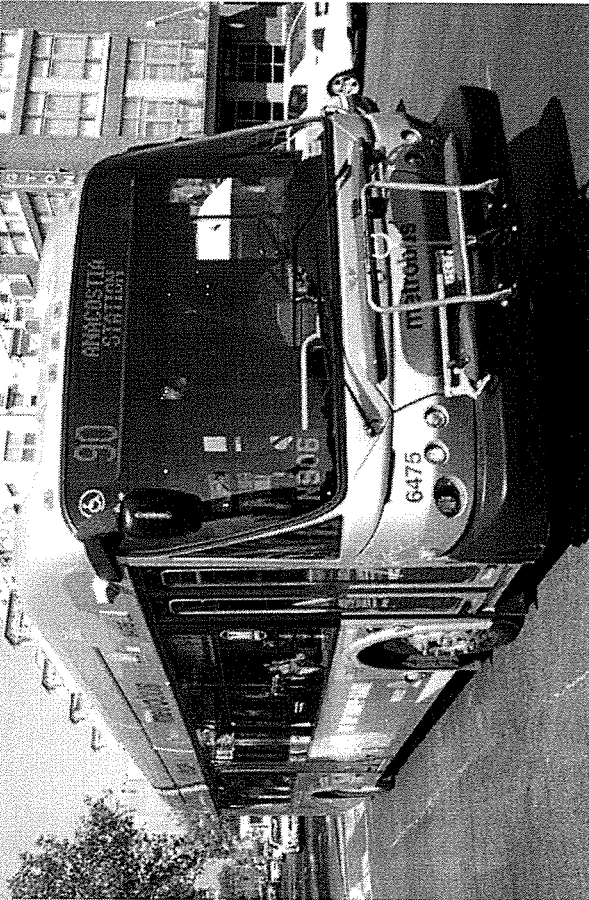
FY12's Challenge: Operating

Options for additional required funding:

- Bus and rail service changes
 - \$7 million in annual savings
 - \$5.3 million partial year savings for FY2012
- Use of capital funds for preventive maintenance
- One-time gap closers
 - Monetization of ground leases
- Increased jurisdiction support



Q & A



Washington Metropolitan Area Transit Authority Board of Directors

BYLAWS

Article I MISSION

The WMATA Board of Directors, which is composed of all principal and alternate Directors, (hereinafter "Board" or "Board Members") furthers the mission of the Washington Metropolitan Area Transit Authority (WMATA) to operate and maintain a safe, reliable and effective transit system that enhances mobility, improves the quality of life, and stimulates economic development in the Washington metropolitan area.

Article II BOARD RESPONSIBILITIES

The Board governs through policies and exercises oversight over policy compliance and results. Active healthy debate is encouraged; once a decision is made, the Board speaks with one voice. The Board ensures regular reporting to the public related to Board and Authority priorities and targets.

The Board is primarily responsible for policy, financial direction and WMATA's relationships with its customers, jurisdictional partners and signatories.¹ See Article IV.

Board Members place the public interest of the Authority and the people of the region foremost while ensuring that the Authority provides safe, reliable customer-friendly transit services across the entire Washington DC metropolitan region. The key Board responsibilities are to:

¹ "Signatories" is a Compact term meaning the State of Maryland, the Commonwealth of Virginia and the District of Columbia. Compact § 1(d). By "jurisdictions," "jurisdictional partners" and similar terms, these Bylaws mean the jurisdictions encompassed by the Transit Zone as defined in Compact § 3: "the District of Columbia, the cities of Alexandria, Falls Church and Fairfax and the counties of Arlington, Fairfax and Loudoun and political subdivisions of the Commonwealth of Virginia located within those counties, and the counties of Montgomery and Prince George's in the State of Maryland and political subdivisions of the State of Maryland located in said counties," and any jurisdictions that may be added by enlarging the Transit Zone per Compact § 83.

A. Ensure a Safe & Reliable System

1. Develop Board policies and encourage Authority practices that ensure safety, transparency, accountability, customer service, regular communication practices and prudent financial decision-making.
2. Following public hearings, adopt rules and regulations for the safe, convenient, and orderly use of the transit facilities owned, controlled, or operated by the Authority, including the payment and the manner of the payment of fares or fees, the protection of the transit facilities, the control of traffic and parking upon the transit facilities, and the safety and protection of the riding public.

B. Exercise Fiduciary Responsibility

1. Create and adopt a budget, the fare structure, service levels, and a business plan, which shall be updated from time to time.
2. Develop Board priorities and targets, and include them in an annual report to customers and stakeholders.
3. Provide opportunities for customer and stakeholder input.
4. Assure transparency in reports on priorities and targets.
5. Maintain clear lines of communication between the Board, the General Manager and Chief Executive Officer (CEO), the public and all stakeholders, and oversee WMATA's relationships with local, state and federal governments.
6. Promote and support adequate resources to ensure a state of good repair for the Adopted Regional System and the overall fiscal health of WMATA.
7. Develop state and federal legislative strategies and coordinated transit advocacy programs.

C. Oversee Planning, Operations and Customer Service

1. Determine Authority policy and provide oversight for the funding, operation and expansion of safe, reliable, and effective transit service within the Transit Zone.
2. Regulate the use of facilities owned or controlled by the Authority, the service to be rendered and the fares and charges to be made therefor.
3. Hold public hearings and conduct investigations relating to any matter affecting transportation in the Zone with which the Authority is concerned and, in connection therewith, subpoena witnesses, papers, records and documents; or delegate such authority to any officer.
4. Hold public hearings prior to raising any fare or rate or implementing a major service reduction.
5. Develop and adopt, and from time to time review and revise, a mass transit plan.

6. Prepare and adopt a plan for financing the construction, acquisition, and operation of facilities specified in a mass transit plan.
7. Annually adopt a capital budget, including all capital projects the Board proposes to undertake or continue during the budget period, containing a statement of the estimated costs of each project and the method of financing thereof.
8. Annually adopt an operating budget.
9. Enlarge the Transit Zone to embrace any additional area per advice of the Northern Virginia Transportation Commission or the Washington Suburban Transit Commission.
10. Adopt key performance and service standards to provide policy guidance regarding the quantity and quality of service.

D. Exercise Individual Responsibility as a Member of the Board

1. Act in a manner that enhances and promotes WMATA's mission.
2. Regularly attend and participate in Board and Committee meetings and Authority activities that build knowledge, awareness and support for WMATA.
3. Execute and adhere to the Standards of Conduct for Members of the WMATA Board of Directors.
4. Help build good working relationships among Board Members.
5. Facilitate stakeholder input and feedback in ways that assure all Board Members have access to the same information.
6. Participate in open healthy debate on issues; after a decision is made, speak with one voice.
7. Avoid individually directing or supervising the CEO or any WMATA employee or Contractor.

E. Evaluate CEO, Board Secretary, General Counsel and Inspector General

1. Appoint, remove, determine the compensation and specify the duties and functions of the CEO, Board Secretary, General Counsel and Inspector General.

Article III BOARD OFFICERS

As established by Compact § 7, the Board annually elects a Chair and Vice-Chair.² The Board may also elect a Second Vice-Chair. The election is held at the

² Compact § 7 provides, in pertinent part, "The Board shall provide for its own organization and procedure. It shall organize annually by the election of a Chairman and Vice-Chairman from among its members."

January Board meeting each year. These Officers shall be elected without regard to jurisdiction of residence or representation.

The Chair is first among equals and is dedicated to facilitating the work of the Board, encouraging the creation of common ground and consensus that moves the Board's work forward in a manner that promotes and enhances WMATA's overall mission. The Chair is accountable to the Board, and:

A. Facilitates Work of Board

1. Leads the development of Board policies and encourages Authority practices that ensure transparency, accountability, customer service, regular communication practices and prudent financial decision-making.
2. Chairs all Board meetings, sets the Board meeting schedule (including Executive Sessions and any Special or Emergency meetings, see Articles X, VIII.C and XI, respectively); works with the General Manager and Chief Executive Officer (CEO) on agenda development for Board meetings, including waiving Committee review of particular items jointly with the applicable Committee Chair.
3. Appoints Board Committee chairs and members, any special or ad hoc committees that may be needed, and resolves any questions of Committee jurisdiction over issues. See Article XII.A.
4. Maintains communication with Board Committee chairs and members to ensure awareness and understanding of important issues.
5. Builds strong relationships among Board Members.
6. Facilitates self-evaluation of the Board.
7. Limits use of the "jurisdictional veto" by facilitating the resolution of disputes between Board Members representing different signatories. See Article VIII.H.
8. Initiates the hiring process for the CEO, Board Secretary, General Counsel and Inspector General.
9. Initiates the annual performance review of the CEO, Board Secretary, General Counsel and Inspector General.

B. Establishes Strong Board and CEO relationship

1. Serves as a liaison between the CEO and the Board to help build a strong partnership with the Board.
2. Works with the CEO in developing CEO performance measurements for review and agreement by the full Board.

C. Fosters Board Communication with External Stakeholders

1. Represents the Board as the primary spokesperson to the media, customers and external stakeholders (on behalf of the Board not the Authority).

2. Acts in a manner that enhances and promotes WMATA's mission.
3. Exercises leadership by moving the Board toward consensus.
4. Ensures regular reporting of the Board and the Authority's priorities and targets.

In the absence or inability of the Chair to serve, the Vice-Chair shall have all of the powers and shall perform all of the duties of the Chair in an acting capacity. The same applies to the Second Vice-Chair in the absence or inability of the Chair and Vice-Chair to serve.

Article IV BOARD-CEO INTER-RELATIONSHIP

The Board and General Manager and Chief Executive Officer (CEO) are guided by mutual respect and confidence in each other's role. The Board has confidence that the CEO shall build and manage a high-performing organization. The CEO has confidence that the Board shall focus its efforts and attention on policy matters. The Board is primarily responsible for policy, financial direction and WMATA's relationships with its customers, jurisdictional partners and signatories. No Board Member individually shall direct or supervise the CEO or any WMATA employee or contractor. The CEO is primarily responsible and delegated the authority for the overall administration and operations of WMATA, subject to policy direction and oversight from the Board, in order to achieve the Authority's mission to operate a safe, reliable and effective transit system that enhances mobility, improves the quality of life, and stimulates economic development in the Washington metropolitan area.

Article V BOARD COMMUNICATION WITH CEO AND OTHER OFFICERS

All requests to staff by Board Members are directed to the General Manager and Chief Executive Officer (CEO), General Counsel, Inspector General or Board Secretary. Copies of requests shall be provided to the Board Secretary who shall inform all Board Members of the requests. All responses to Board Member requests are distributed to all Board Members, as are pertinent inquiries from jurisdictions and the corresponding responses.

Any request for a study, which contemplates a change in the Adopted Regional System or other Board-approved plan or which affects more than one signatory, is referred to the Board for discussion and appropriate action before any staff resources are authorized by the CEO.

Article VI JURISDICTIONAL COORDINATING COMMITTEE

The Jurisdictional Coordinating Committee (JCC) was established by the Board to facilitate the exchange of information and viewpoints between jurisdictional and WMATA staff on all substantive issues coming before the Board, and to improve the quality of information for Board decisions. Issues will be presented to the JCC sufficiently prior to any required Board action to ensure time for staff review, analysis and discussion. The agenda for meetings is established by the WMATA staff in coordination with the annually elected Chair of the JCC. JCC meetings are open to participating jurisdictional and WMATA staff and invitees. Board Members are provided copies of the agenda and meeting summaries.

Article VII COMMUNICATION WITH PUBLIC

The Board is committed to the broadest possible communication with customers, jurisdictional partners, signatories, the federal government, stakeholders, funding partners, transportation agencies, Board-established advisory bodies, other transportation service providers, and oversight agencies including the Tri-State Oversight Committee, and will provide regular opportunities to receive and respond to comments. Board and Committee meetings (other than executive sessions) will be publicly broadcast to the extent technologically feasible.

Article VIII BOARD MEETINGS

A. Schedule

The Board normally meets on the fourth Thursday of each month at a time specified by the Chair.

B. Quorum

A quorum requires the presence of four voting Board Members, including one from each signatory. In the absence of a principal Board Member, the alternate for that Member shall be considered to be a voting Member except that either alternate from the District of Columbia is considered to be a voting Member if either Principal Director from the District of Columbia is absent.

C. Special Meetings

The Board may vote to hold, or the Board Chair may call, a special meeting of the Board. Except in emergencies, 48 hours advance notification is required to hold a special meeting.

D. Public Notice

Notifications for the public concerning Board and Board Committee Meetings shall be posted on the WMATA Internet site ("WMATA website").

E. Public Comment

The Board shall provide an opportunity for members of the community to provide comments during its monthly Board meetings. From time to time the Chair may invite jurisdictional staff members; consultants; members of the Accessibility Advisory Committee, Riders' Advisory Council, or Tri-State Oversight Committee; or other parties to make a presentation or comment on a particular issue.

F. Actions

The actions of the Board shall be expressed by motion or resolution. The authority of the Board of Directors is vested in the collective body and not in its individual Members. Accordingly, the Board, in establishing or providing any policies, orders, guidance, or instructions to the CEO, General Counsel, Inspector General or Board Secretary, shall act as a body.

G. Voting

If a Principal Director is absent, his or her alternate Director may vote, except that either alternate from the District of Columbia may vote if either Principal Director from the District of Columbia is absent. No action of the Board shall be effective unless a quorum is present and a majority of the voting Board Members vote affirmatively, which majority shall include at least one principal or eligible alternate from each signatory, provided, however, that a plan of financing may be adopted or a mass transit plan adopted, altered, revised or amended by the unanimous vote of the voting Board Members from two signatories.

H. Limiting Jurisdictional Vetoes

The Compact voting requirements establish what is commonly referred to as the "jurisdictional veto," because, for other than a plan of financing or a mass transit plan, one signatory can block the proposed action of the Board. Board Members are responsive to their jurisdictional concerns, yet also have responsibilities to WMATA and the region as a whole. All Board Members will provide advance notice of the intent to

invoke a jurisdictional veto, and will attempt to resolve disputes over proposed actions prior to invoking a jurisdictional veto. The Chair shall facilitate the resolution of disputes that may lead to a jurisdictional veto.

Article IX AGENDA, MINUTES AND PARLIAMENTARY AUTHORITY

A. Agenda Development and Distribution

The final Board agenda and the supporting documents for the Board meetings shall be published in advance, except where unavoidable circumstances prevent advance publication or where the subject of the documents requires discussion in executive (closed) session, as provided in Article X.

B. Record of Board and Committee Meetings

There shall be a recording of every Board and Committee meeting, except for executive (closed) sessions pursuant to Article X, to be available for public review at the Office of the Board Secretary and on the WMATA website.

The written records of Board meetings shall be prepared by the Secretary, approved by the Board and made available to the public.

C. Parliamentary Authority

Except where inconsistent with the provisions of the Compact or these Bylaws, *Robert's Rules of Order Newly Revised*, as revised from time to time, shall be the Parliamentary authority at all meetings of the Board and of Board Committees.

Article X EXECUTIVE (CLOSED) SESSIONS

A. Matters Appropriate for Executive Session

The Board, and Committees as provided in this Article and in the Board's Procedures, may meet in executive session only to discuss critical, sensitive matters, and confidential or proprietary matters, the untimely disclosure of which may be detrimental to the Authority. Such topics include, but are not limited to, the following:

1. Budgetary matters that may affect legal positions, Authority contracts, or sensitive relationships with local jurisdictions or the federal government.

2. Litigation, investigations and other legal matters requiring the provision of legal advice or consultation with counsel and staff members.
3. Personnel or labor issues including discussions of labor contracts and labor negotiations, consideration or interviews of candidates for employment, and the assignment, appointment, promotion, performance, demotion, or resignation of individuals.
4. Contractual or other matters involving confidential or proprietary concerns, or the investment of public funds where discussion in public would adversely affect the financial interests of the Authority.
5. Audit matters and investigations to include, for example, audits of IT security matters and investigations to be referred for further criminal investigation or prosecution.
6. Safety and security matters when premature release would compromise public safety.
7. Disposition of Authority property or acquisition of real property for Authority purposes where discussion in public would adversely affect the Authority's negotiating or bargaining position.
8. Legislative strategy.

B. Procedures for Executive Session

An executive session of the Board shall be regularly scheduled, subject to cancellation by the Chair should there be no need for such a session. The agenda for each session shall be made available to the public prior to the meeting and shall include the title of each topic to be discussed, reasonably identified without violating confidentiality. Executive sessions may also be authorized by a public action of the Board in which the purposes of the session are reasonably identified. If the Board is not in session, the Chair may convene an executive session, which shall be announced immediately. Committees shall only meet in executive session, when authorized by the Board's vote in a meeting consistent with Compact § 8(a),³ or as provided in the Procedures.

The Board will not take formal action in Executive Session. Actions resulting from discussion in Executive Session must be taken at an open meeting of the Board.

³ Compact § 8 (a) provides, in pertinent part, "[N]o action by the Board shall be effective unless a majority of the Board present and voting, which majority shall include at least one Director or alternate from each Signatory, concur therein; provided, however, that a plan of financing may be adopted or a mass transit plan adopted, altered, revised or amended by the unanimous vote of the Directors representing any two Signatories."

Minutes of Executive Sessions will not be kept. Attendance at Executive Sessions of the Board is limited to Board Members, the CEO, the Board Secretary, the General Counsel, and other staff and persons deemed by the CEO and the Board to be necessary for the discussion.

Article XI EMERGENCY SESSIONS OF THE BOARD

The Board and any Committee may meet by telephonic, video or other electronic communication means in either open or executive session with or without a quorum when the Chair (or Vice Chair, if the Chair is unavailable) determines that there is an immediate need to provide Board Members with information regarding significant events that require their immediate notification and/or advice, or when Board action or Committee consideration is critically required on an issue that could not reasonably have been foreseen, and that cannot wait until the next meeting, provided:

1. The purpose of the emergency session is to address the emergency situation.
2. Public notice of the emergency session is given using the best available method given the nature of the emergency situation.
3. Procedures governing voting in an emergency Board session are as provided in Compact § 8(a).
4. Actions taken at an emergency Board session may take effect upon approval, but must be ratified at the next available open Board meeting.
5. To the extent feasible in the circumstances of the emergency situation, the proceedings of an emergency session will be broadcast to the public.

Article XII COMMITTEES

A. Committee Structure

Board Committees are as follows:

1. Safety and Security Committee
2. Finance and Administration Committee
3. Audits and Investigations Committee
4. Customer Service and Operations Committee

5. Planning, Program Development and Real Estate Committee
6. Governance Committee

Committees will consist of a minimum of four members up to committees-of-the-whole, as provided in the Procedures. A majority of any Committee's membership constitutes a quorum provided it includes at least one member from each signatory and a federal member.

All Board Members may attend and participate in Committee meetings. The Chair may establish special or ad hoc committees as needed, with Board concurrence. Any Committee Chair may establish a special, ad hoc or subcommittee consistent with the Committee's responsibilities. Any question of Committee jurisdiction over an issue is resolved by the Board Chair.

As stated in Article X, Committees may meet in executive session only as provided in that Article and in the Board Procedures.

Committee actions are recommendations to the Board of Directors, to be placed on a Board agenda for consideration and action.

Occasionally, an item that would normally be reviewed and forwarded to the Board of Directors by the appropriate Committee may be presented directly to the Board, with the concurrence of the Board Chair and the relevant Committee Chair.

B. Board Committee Responsibilities

The **SAFETY AND SECURITY COMMITTEE** provides continual oversight to assure that all facilities, equipment, and operations of the transit system are safe and secure for passengers, employees, and the public affected by Metro services, and recommends for Board adoption Authority safety and security policy direction as well as safety and security goals for the CEO and for the Authority. In doing so the Committee reviews the WMATA System Safety Program Plan for consistency with safety goals, receives periodic reports from the Tri-State Oversight Committee and works with the Federal Transit Administration and the National Transportation Safety Board as appropriate to review the status of Authority safety and to assure that all safety recommendations from any internal or external safety review or investigation are handled expeditiously and effectively. The Committee receives regular reports from the Chief Safety Officer and Chief of Police on the status of safety and security, on any significant accidents or incidents, on safety and security metrics, and on the responsiveness of the Authority to any safety findings, both internal and external, including the status of corrective action plans. The Committee assures that both employees and the public have accessible channels for reporting safety and security concerns, that such reports are taken seriously, evaluated, and acted upon as appropriate, and that persons reporting such information are protected from reprisals.

The **FINANCE AND ADMINISTRATION COMMITTEE** monitors the financial integrity and viability of the Authority and its programs and services. The Committee develops budget preparation guidance, recommends capital and operating budget approval to the Board, monitors capital and operating budget implementation and management, and recommends proposed budgetary changes to the Board. The Committee recommends policies and programs for setting fares and fees and creating fare structures, oversees operation and development of fare media and fare collection mechanisms, and explores enhanced and expanded techniques for generating revenue. The development of guidance for administrative matters, including procurement/contracting issues and programs; human resources, compensation and benefits issues; civil rights programs; insurance coverages; and WMATA's business systems implementation also fall within the purview of this Committee.

The **AUDITS AND INVESTIGATIONS COMMITTEE** provides oversight of the quality and integrity of the Authority's internal controls, compliance systems and accounting, auditing, financial reporting processes, and investigation processes. The Committee receives and reviews significant audit and investigative findings and corrective actions; establishes criteria and mechanisms for forwarding those findings to the Board; reviews the reports of the external (financial statement) auditor; receives and reviews the recommendation of the Inspector General on the selection of the external auditor and recommends appropriate action to the Board. The Committee provides policy direction and guidance to the Inspector General. The Committee will meet no less than annually to review the annual audited financial statements of the Authority.

The **CUSTOMER SERVICE AND OPERATIONS COMMITTEE** shall ensure that WMATA operational activities and programs are designed to provide reliable, effective and clean transit service, responsive to customer needs. The Committee oversees transit system performance and service standards; the quality of operations programs and procedures; technology initiatives; and customer service, communication and outreach activities, including public and media relations.

The **PLANNING, PROGRAM DEVELOPMENT AND REAL ESTATE COMMITTEE** is responsible for capital program planning and oversight; regional corridor development and system expansion planning; coordination of regional planning issues through the Transportation Planning Board and other state, local and subregional agencies; regional transit service planning and coordination with other transportation service providers; project development; and transit access planning. The Committee is also responsible for coordinating the community development and smart growth aspects of the Authority's system and service development, and oversees the Joint Development Program, including the Transit Infrastructure Investment Fund (TIIF) and other Real Estate matters. The Committee specifically reviews and recommends to the Board actions on 1) Real Estate Acquisitions in the amount of \$250,000 or higher that have not been previously approved by the Board of Directors as part of a specific line

expansion or facility project; and 2) Real Estate Dispositions where the estimated fair market value exceeds \$100,000.

The **GOVERNANCE COMMITTEE** is responsible for maintaining all Board governing documents—Strategic Plan, Bylaws, Procedures and Standards of Conduct—in order to improve effective policymaking, oversight, communications and outcomes. The Committee shall develop revisions and enhancements to these documents using a process of open discussions with stakeholders and other interested parties, ensuring any recommended actions are consistent with Compact requirements. The Committee shall implement an orientation program to assist all Board Members in understanding the transit system and their individual and Board roles and responsibilities, while building cohesion among the Members. The Committee is also responsible for nominating candidates for Board Chair, Vice-Chair and, if applicable, Second Vice-Chair. The Committee shall ensure the timely and regular completion of Board member self-evaluation, and shall also oversee the hiring process and annual performance review of the CEO, Board Secretary, General Counsel and Inspector General.

C. Committee Attendance and Voting

Committee Chairs are responsible for convening Committee meetings at the scheduled time. All Committee meetings are open to all Board Members.

In recognition of the limited time that is available for the conduct of Committee business, Committee Chairs may limit debate. From time to time the Committee Chairs may invite jurisdictional staff members; consultants; members of the Accessibility Advisory Committee, Riders' Advisory Council, or Tri-State Oversight Committee; or other parties to make a presentation or comment on a particular issue.

Article XIII PUBLIC HEARINGS

The Board authorizes the conduct of public hearings for major bus and rail service reductions, fare increases, and other WMATA activities as required by the WMATA Compact or deemed appropriate by the Board. The hearings will be advertised to the general public, and staff will coordinate with local officials and other interested parties in order to ensure adequate notice.

Article XIV BOARD-ESTABLISHED ADVISORY BODIES

A. Accessibility Advisory Committee

The Accessibility Advisory Committee (AAC) was established to provide recommendations on accessibility related items. The AAC actively seeks input from a broad range of seniors and persons with disabilities and organizations with an expressed interest in public transportation for seniors and persons with disabilities on operational issues that affect the accessibility of Metrorail, Metrobus and MetroAccess services; advise the WMATA Board on ways to resolve such issues in order to improve these services; and promote WMATA responsiveness to riders who are seniors and persons with disabilities.

The AAC periodically makes reports and recommendations to the Board, based on public input, so that WMATA can effectively address the diverse concerns of seniors and persons with disabilities who use WMATA services.

B. Riders' Advisory Council

The Riders' Advisory Council (RAC) was established to actively seek input from a broad range of riders on operational and budgetary issues that affect Metrorail, Metrobus and MetroAccess riders and organizations with an expressed interest in public transit; advise the Board on ways to resolve such issues in order to improve Metrorail, Metrobus and MetroAccess; and recommend possible solutions to the Board and staff, based on public input, so that WMATA can effectively address the diverse concerns of the riding public.

The RAC provides monthly reports to the Board concerning its activities and recommendations.

Article XV STANDARDS OF CONDUCT FOR MEMBERS OF THE BOARD

The Board will maintain and periodically update standards of conduct for its Members. The Standards of Conduct for Members of the WMATA Board of Directors, adopted by the Board of Directors are attached to and are incorporated by reference into these Bylaws.

Article XVI BYLAW AMENDMENTS

A majority vote of the Board in a meeting, consistent with Compact § 8(a), can amend these Bylaws. The Board's intent is that these Bylaws remain as stable as possible to further the Board's mission and promote good working relationships with the CEO, the public and all other stakeholders. The Board shall also adopt, maintain and periodically update procedures to address more detailed and flexible matters of governance.

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Procedures of the Washington Metropolitan Area Transit Authority Board of Directors

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Washington Metropolitan Area Transit Authority Board of Directors

Procedures

I. Board Communication with CEO and Agency Officers (Bylaws Article V)

All requests to staff by Board Members are directed to the General Manager and Chief Executive Officer (CEO), General Counsel, Inspector General or Board Secretary. Copies of requests shall be provided to the Board Secretary who shall inform all Board Members of the requests. The appropriate officer will provide a timely response. For complex requests, an interim response should be provided, which will include a timetable for a full response. Should the response require significant resources, the CEO may request to discuss how to proceed at the next meeting of the Board or its appropriate Committee.

II. Jurisdictional Coordinating Committee (Bylaws Article VI)

A. Reporting Responsibility

The CEO will make appropriate staff available to present and discuss issues on the JCC agenda. Issues may be brought to the JCC in one of three ways: 1) by request of the CEO, 2) by request of the Board through the CEO, or 3) by members of the JCC, or WMATA staff, with approval of the Committee.

B. Organization

The JCC shall organize itself to accomplish the goals established in the Board Bylaws.

III. Communication with the Public (Bylaws Articles VII & VIII.E)

A. Responding to Written Communication from Customers and Stakeholders

The Board holds the CEO responsible and accountable for the administration and operation of WMATA. While the Board welcomes communication from the public regarding policy, suggestions for improvement, or agency oversight, communicating with the Board is not a means to undermine the CEO's responsibilities or accountability.

Board Members will ensure that all communications they receive that require staff assistance are shared with the full Board and the CEO. Board Members shall

exercise discretion in providing personal answers to policy-oriented communications, and will provide any such answers to the rest of the Board and to management. All other customer communications shall be submitted to the CEO for an appropriate response. The CEO shall assure that all agency responses are shared with the full Board.

B. Board Liaison to Established Stakeholder Groups

To the extent necessary to facilitate communication with various stakeholders, the Board Chair, with concurrence of the Board, may designate a Board Member to act as a liaison between the Safety and Security Committee and the Tri-State Oversight Committee and between the Customer Service Committee, the Riders' Advisory Council and the Accessibility Advisory Committee.

C. Public Comment at Board and Committee Meetings

Oral and written comments are welcome and receive equal consideration. Persons who wish to provide written comments may bring a copy of their comments for staff to copy and distribute to the Board and to the public. Written comments may also be submitted electronically, and the WMATA website will describe a convenient method for electronic submission. The Office of the Secretary will administer the Public Comment procedures.

1. Public Comment at Board Meetings

The Board of Directors of the Washington Metropolitan Area Transit Authority (WMATA) shall provide an opportunity for members of the community to provide comments during its monthly Board meetings. Comments shall be limited to matters that pertain to WMATA or other transportation issues. The Board Chair shall have discretion to waive or modify any of the following Procedures for Public Comment.

The public comment period shall follow the approval of minutes on the agenda, and generally shall be no more than 20 minutes.

2. Public Comment at Committee Meetings

Committee Chairs may designate action items on their agendas on which written and oral comments will be received. The agenda released to the public will clearly identify all items on which comments will be received. Comments shall be limited to matters germane to designated items. Committee Chairs shall have discretion to waive or modify any of the following Procedures for Public Comment.

The public comment period shall follow the approval of minutes, and shall be for the period of time set by the Committee Chair, generally no more than 20 minutes.

D. Procedures for Public Comment

1. Any person wishing to make comments pertaining to WMATA/transportation-related topics during the public comment period shall sign a speakers' list prior to the commencement of the meeting. The speakers list will be available beginning at 9:00 A.M. on the day of the meeting, and it will be closed once the meeting begins. Persons who have not signed up prior to the start of the meeting will not be permitted to provide public comment. WMATA staff shall be responsible for ensuring that members of the public have properly signed up for the public comment period, and will ascertain the topic to be discussed consistent with these guidelines.

2. Speakers shall identify themselves in writing on a sign-up sheet by providing their name, address, signature, and the subject matter and/or agenda item to which their comments pertain.

3. Comments related to individual employee personnel issues, claims against the Authority or disputes concerning the award or administration of specific contracts will not be allowed in this forum, as there are other avenues to pursue these matters.

4. At the public comment period, each person will be limited to a time not to exceed two minutes. The Chair shall have discretion to modify the allotted time for speakers, and shall do so before the start of public comment. WMATA staff is responsible for ensuring the time limit for each speaker is not exceeded.

5. Public comments will be made in the order in which individuals signed up, and are to be directed to the Board or Committee as a whole. The public comment period is intended to provide an opportunity to hear members of the community. Board Members may refer matters that arise to the CEO for investigation and/or follow-up.

6. The Chair will moderate the comment period. The Board reserves the right to ban from public comment persons who engage in a consistent pattern of disruptive behavior at WMATA meetings. This may include use of slurs, derogatory comments, or any other conduct, whether physical, verbal or written directed at another person or based upon another person's race, color, origin, sex, religion, sexual orientation, disability or age.

7. Should the time allotted be used before all those who signed up have provided public comment, those who did not have an opportunity to speak will be transferred to the next meeting. At the next meeting, their names will be placed at the

beginning of public comment order, and be permitted to speak in the order they appeared on the original list.

IV. Board and Committee Meetings (Bylaws Articles VIII, IX and XII)

A. Agenda Development and Distribution

The final Board and Committee agendas and any supporting documents are ordinarily distributed to the Board Members on the Friday in advance of the meeting (or Thursday if that Friday is a holiday), including executive sessions of the Board. Any subsequent changes to the previously submitted agenda or other Board material shall be clearly highlighted and documented. Changes proposed by the CEO to the agenda or materials after the Friday distribution shall be shared, to the extent possible, with the Board Members and the public in advance of the Board meeting.

The final agenda will be made available to the public at the same time it is distributed to Board members. Other materials distributed to the Board Members for Board or Committee meetings shall be made available to the public, by posting on the WMATA website by close of business on the Monday before the Board meeting (or Tuesday if that Monday is a holiday), except where unavoidable circumstances prevent advance publication or where the subject of the materials requires discussion in executive session as provided in the Bylaws, Article X.

B. Board Meeting Agenda

The following agenda items shall ordinarily appear on each agenda in the order listed:

1. Call to Order
2. Approval of Agenda
3. Approval of Board Minutes
4. Public Comment
5. Report by Board-Established Advisory Bodies (in total, up to 5 minutes)
6. Report by the Chair
7. Report by General Manager/Chief Executive Officer
8. Reports by Board Committees (Committee recommendations for Board action, if so referred by the Committees)
9. Consent Items
10. Other Actions
11. Reports by Jurisdictions

Any of the above items may be deleted or additional items included at the discretion of the Board Chair.

A voting Board Member may move parts of, or the entire, Consent Items or Other Actions agenda items as single actions.

C. Limiting Jurisdictional Vetoes

In accordance with the Bylaws, every Board Member will, whenever possible, provide advance notice to the Chair whenever he or she intends to exercise a jurisdictional veto. The Chair will facilitate the resolution of such disputes in order to limit jurisdictional vetoes.

V. Record of Board and Committee Meetings (Bylaws Article IX)

A written record of formal actions taken by the Board or Committees shall be filed in hard copy and posted on the WMATA website, including:

1. the kind of meeting (e.g. Board, Committee or special);
2. the date and time of the meeting;
3. the names of the Members present;
4. a listing of all actions considered by the Board, identifying the mover and seconder;
5. the votes on each side of each action, and the disposition of the action;
6. explanatory material for each action, such as a resolution, if passed, and staff information material, such as a Board Action Information Summary (BAIS); and
7. the time of adjournment.

The Board Secretary shall be responsible for the posting and filing of all written and audio records of Board meetings and audio records of Committee meetings, except for executive sessions pursuant to the Bylaws, and shall prepare an index to audio records to assist in locating discussions of specific actions taken by the Board, and shall organize resolutions in such a manner to be readily accessible. Committee Coordinators shall be responsible for posting and filing of all written records of Committee meetings, except for executive sessions pursuant to the Bylaws.

VI. Executive (Closed) Sessions (Bylaws Article X)

A. Prior to any executive session, the Board will be provided any supporting materials that are available.

B. The Committee Chairs may schedule executive sessions in advance or a Committee may vote to meet in executive session on the day of the meeting for the

purpose of discussing any topic authorized under the Bylaws Article X.A., "Matters Appropriate for Executive Session." The Committee will reasonably identify each matter to be discussed in executive session, and reference the topic in Bylaws Article X.A that authorizes the executive session. At the conclusion of each executive session, the Board or Committee shall reconvene in an open meeting to certify by an affirmative vote that only those matters identified prior to convening the executive session and only matters authorized by Bylaw Article X.A were heard, considered or discussed in the preceding executive session.

VII. Board Committees (Bylaws Article XII)

A. Formation

1. Committee membership is established by the Board Chair at the annual Board organizational meeting, which generally occurs at the regularly scheduled February Board meeting. Each Committee shall be chaired by a Principal Board Member and shall be a committee of the whole. A list of Committee Chairs and Vice Chairs for 2011 is shown in Attachment 1.

2. Committee Chairs, with the concurrence of the Committee Members, may establish special, ad hoc or subcommittees consistent with the Committee's responsibilities, which shall operate consistently with the Bylaws, including the Articles regarding executive sessions and conduct of committee meetings.

B. Committee Meetings

The Finance and Administration Committee and the Customer Service and Operations Committee normally meet on the second Thursday of each month, and the Safety and Security Committee and the Planning, Program Development and Real Estate Committee normally meet on the fourth Thursday of the month, except in November and December, when they meet on the first and third Thursdays, respectively, as shown on the calendar in Attachment 2. The Audits and Investigations Committee and Governance Committee meet on an as-needed basis when convened by the Committee Chair.

C. Committee Agendas

The Chairs of Board Committees shall determine the need for a meeting and develop the agenda for the Committee meetings. To the extent possible, items will be presented to only one Committee, per the Committee responsibilities defined herein.

VIII. Compact Public Hearings (Bylaws Article XIII)

In most cases, the hearing officer for Board-Authorized Public Hearings will be a Board Member. However, the Board Chair may delegate to the Board Secretary or another WMATA officer/executive the authority to conduct public hearings in the absence of a Board Member, to ensure proper public review of WMATA activities. In an emergency resulting in the unexpected absence of a public hearing officer, the staff presenting the proposed action may conduct the hearing.

IX. Process to Amend These Procedures (Bylaws Article XVI)

A majority vote of the Board, consistent with Compact § 8(a), in a meeting for which advance notice has been given as a regularly-scheduled agenda item, can amend these procedures.

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ADOPTED: August 22, 1991
REVISED: January 27, 1994
REVISED: February 16, 2006
REVISED: January 28, 2010

**STANDARDS OF CONDUCT CODE OF ETHICS FOR
MEMBERS OF THE WMATA BOARD OF DIRECTORS**

Article I. Purpose and Scope.

These Rules shall govern the conduct of all Members of the Board of Directors in all their activities relating to their positions as Board Members. They also apply to all individuals, corporations and other entities that have actual or prospective business relationships with the Authority. These Rules do not supersede or abrogate any laws, rules or regulations of the United States or of the applicable state or local governing body represented by the Members of the Board of Directors.

These Rules address several types of conflicts: those arising from gifts and favors and from financial and employment interests. They prohibit certain actions, including misuse of official positions; set out the nature of financial interests which may cause an appearance of conflict; and provide procedures for disclosure, recusal and enforcement.

Article II. Definitions.

A. "Actual or Prospective Business Relationships with the Authority" means any actual or prospective arrangement whereby an individual, corporation or other entity has entered into or has offered or proposed to enter into or has decided to offer or proposed to enter into a financial transaction with the Authority which obligates the Authority to purchase, sell, lease, transfer, receive or convey any interest in real or personal property; to construct or improve any facility; or to furnish or obtain services including personal and/or consulting services, but does not include consignment sales by the Authority of goods or services (such as fare media) where price is determined without competition or negotiation.

B. "Board Member" or "Member" means a Director and/or Alternate Director of the Board of Directors of the Washington Metropolitan Area Transit Authority.

C. "Direct Financial Interest" means an interest in an enterprise that consists of securities of any kind that constitute ownership of three percent (3%) or more of the total equity of the enterprise. The test for a direct financial interest shall exclude any arrangement with the Authority which is not within the definition of financial transactions contained in ~~these Standards of Conduct~~ this Code of Ethics.

K. "Participate" means vote, address, or otherwise attempt to influence a decision of the Board of Directors or any action undertaken by WMATA staff.

L. "Party" means an individual, corporation, partnership or other legal entity.

Article III. Policy.

A. Public funds must be expended in a manner which assures the highest degree of confidence and public trust in WMATA. It is imperative that Board Members in their private financial relationships and in their official conduct strictly avoid engaging in actions which create conflicts of interest or the appearance of a conflict of interest. It is likewise imperative that Board Members act impartially in their official conduct by avoiding any actions which might result in favored treatment or appearances thereof toward any individual, private organization, consultant, contractor or potential consultant or contractor. Each Board Member, while acting in his/her capacity as a WMATA Board Member, has a duty to place the public interest foremost in any dealings involving WMATA.

B. Under the Compact, Board Members shall not (1) be financially interested, either directly or indirectly, in any contract, sale, purchase, lease or transfer of real or personal property to which the Board or the Authority is a party; (2) in connection with services performed within the scope of their official duties, solicit or accept money or any other thing of value in addition to the expenses paid to him by the Authority; (3) offer money or any thing of value for or in consideration of obtaining an appointment, promotion or privilege with the Authority

C. Financial Interest. No Board Member or household member may singly or in combination, be a party of or have a direct financial interest in a party with an actual or prospective business relationship with the Authority.

D. Financial Transactions.

1. A Board Member shall neither vote on nor participate in any WMATA financial transaction if:

- (i) the Board Member,
- (ii) a household member, or
- (iii) a Board Member's business associates has a direct or indirect financial interest in the enterprise.

2. A Board Member shall neither vote on nor participate in any WMATA financial transaction if the Board Member or household member is employed by a party with an actual or prospective business relationship with the Authority.

2. disclose or permit others to disclose to anyone outside the Authority information obtained through their official position with the Authority and not generally available to the public except where and to the extent necessary to fulfill the Board Member's public responsibility;

3. use WMATA property other than for authorized purposes, nor will they seek assistance from other WMATA personnel, while in duty status, to assist them in connection with business enterprises (including self-employment, home-based businesses, consulting, purchase or sale of real estate or other professional services) or personal matters (non-WMATA matters including a Board Member's social, religious or educational interests);

4. offer money or anything of value for or in consideration of obtaining an appointment or privilege in the Board Member's official position with the Authority; or

5. receive compensation from WMATA except for reimbursement for necessary expenses incurred incident to the performance of their duties.

G. Post WMATA Service Restrictions. Board Members shall not, for a period of one year following the end of their term or effective date of their resignation, accept employment with any private third party to work on a matter upon which the Board Member has voted on or participated in.

H. No party shall have, nor seek to have, actual or prospective business relationships with the Board or the Authority if to do so would create a violation by a Board Member of the provisions of Paragraphs B or C of this article. No party shall induce or seek to induce a Board Member to violate the provisions of Paragraph D of this article.

I. Each Board Member shall disclose, on the form attached as Exhibit B, each contact with a WMATA contractor or bidder, in which the Member has any financial interest, during the Initiation and Pre-Award Phases of the Procurement Process. Notifications will be kept on file for one year beyond the date of the financial closeout of the procurement contract, at which time they shall be destroyed unless otherwise instructed by the filing Board Member.

Article IV. Submission of Disclosure Form.

Upon appointment, a Board Member shall file a disclosure form in substantially the form attached as Exhibit A disclosing employment and other economic interests of the Board Member and household members and gratuities received from any party with an actual or prospective business relationship with the Authority. The Statement shall be available for public review in the office of the Board Secretary. Each Board Member shall annually

allegations of misconduct ~~, employ appropriate to~~ outside legal counsel for assistance or to obtain other external investigative assistance.

PART I - BACKGROUND INFORMATION

NAME

JURISDICTION

PART II - ACTIVITIES AND INTERESTS

A. FINANCIAL INTEREST

1. DO YOU OR DOES A MEMBER OF YOUR HOUSEHOLD OR A BUSINESS ASSOCIATE HAVE A FINANCIAL INTEREST IN ANY ENTITY WHICH IS A PARTY TO AN ACTUAL OR PROSPECTIVE FINANCIAL TRANSACTION WITH WMATA?

YES _____ NO _____

IF YES, DOES YOUR OWNERSHIP INTEREST EXCEED THE 3% OWNERSHIP INTEREST OR THE 3% GROSS INCOME (FOR BUSINESS ENTERPRISES) THRESHOLD CONTAINED IN SECTIONS II.C AND II.I OF THE ~~STANDARDS OF CONDUCT~~ CODE OF ETHICS?

B. NON-WMATA EMPLOYMENT AND OTHER ACTIVITIES

2. DO YOU HAVE ANY NON-GOVERNMENTAL, NON-WMATA EMPLOYMENT WITH A PARTY WHO HAS AN ACTUAL OR PROSPECTIVE BUSINESS RELATIONSHIP WITH WMATA?

YES _____ NO _____

IF YES, EXPLAIN:

PART III - CERTIFICATION

I CERTIFY THAT THE STATEMENTS I HAVE MADE ARE TRUE, COMPLETE, AND CORRECT TO THE BEST OF MY KNOWLEDGE.

SIGNATURE

DATE

PART IV - REVIEW BY BOARD SECRETARY

TO BE COMPLETED ONLY IF THE BOARD MEMBER ANSWERED "YES" TO ANY QUESTION ABOVE.

I HAVE EXAMINED THIS STATEMENT AND ANY ATTACHMENTS.

___ I FIND NO CONFLICTS.

___ I RECOMMEND BOARD REVIEW OF THE FOLLOWING:

SIGNATURE

DATE

CONTACTS WITH BIDDERS AND CONTRACTORS

IDENTIFY EACH WMATA BIDDER OR CONTRACTOR IN WHICH YOU HAVE A FINANCIAL INTEREST WITH WHOM YOU HAVE HAD CONTACT DURING THE INITIATION AND PRE-AWARD PHASES OF THE PROCUREMENT PROCESS, AS DEFINED BY SECTION II.H.

NAME OF CONTRACTOR _____



Subsequent Governance Committee Agenda

May 26, 2011

- I. Action Items**
 - A. Adoption of the Board Bylaws and Revised Board Procedures**
 - B. Affirmation of the Standards of Conduct**

COMPACT	CODE OF ETHICS: PROHIBITION	CODE OF ETHICS: DEFINITIONS
<p>Board Members shall not be financially interested, either directly or indirectly, in any contract, sale, purchase, lease or transfer of real or personal property to which the Board or the Authority is a party.</p>	<p><u>Financial Interest</u> No Board Member or household member may singly or in combination [be a party to or] have a financial interest in a party with an Actual or Prospective Business Relationship with the Authority.</p> <p><u>Financial Transactions</u> A Board Member shall neither vote on nor participate in any WMATA financial transaction in which: the Board Member; a household member; or a Board Member's business associates has a financial interest in the enterprise.</p> <p>A Board Member shall neither vote on nor participate in any WMATA financial transaction in which: the Board Member; or a household member is employed by a party with an actual or prospective business relationship with the Authority.</p>	<p><u>Financial interest</u> includes:</p> <p>(a) <u>Direct Financial Interest</u> is an interest in an enterprise that constitutes ownership of three percent (3%) or more of the total equity of the enterprise.</p> <p>(b) <u>Indirect Financial Interest</u> is income from revenues for services provided to an enterprise by a Director's partnership, business, or other entity when those revenues exceed three percent (3%) of the partnership, business, or entity's gross income for its current or preceding fiscal year.</p> <p>Financial interest excludes any arrangement with the Authority which is not within the definition of Financial Transactions. Article II, C & I</p> <p><u>Financial Transaction</u> means any arrangement where a party anticipates receiving or transferring money or any other thing of value including, but not limited to, arrangements for purchase, sale, lease or other transfer or conveyance of any interest in real or personal property; construction or improvement of any facility or property; and procurement of services, both personal and consulting, but does not include consignment sales by the Authority of goods or services (such as fare media) where price is determined without competition or negotiation. Article II, E</p> <p><u>Household Member</u> means a spouse or minor child and any other dependent who resides in a Board Member's household on other than a temporary basis. Article II, G</p> <p><u>Member's Business Associates</u> means a person(s) who is engaged with a Board Member in a venture expected to result in a benefit to the Board Member or a resident of the Board Member's household in the form of money or other thing of value. Article II, J</p>



AGENDA ITEM #4

TO: Chairman Euille and NVTC Commissioners
FROM: Rick Taube and Scott Kalkwarf
DATE: May 26, 2011
SUBJECT: Proposed Amendment to NVTC's Subsidy Allocation Process

The commission is asked to approve Resolution #2171.

NVTC staff has discussed with jurisdiction staff the consequences of one or more jurisdiction(s) failing to proceed with a major project for which costs have been included in NVTC's Subsidy Allocation Model (SAM). Because NVTC's WMATA jurisdictions share state aid using a formula (known as SAM), when such a project is discontinued, the result is two-fold: a loss of state revenue and an unfair allocation of remaining revenue among the jurisdictions. This is because such costs are used to determine each jurisdiction's share; the greater the relative budgeted costs the larger the share. Further, if the jurisdiction later reapplies for state aid for the same project, it again gets a boosted share for the same spending it previously promised but didn't deliver.

This has rarely been a problem, but the potential consequences are large. For example, if one jurisdiction deobligated a \$1 million project five years after including it in SAM without incurring any costs for the project during that period, another jurisdiction could lose up to \$186,000 in reduced allocations of NVTC state aid.

To resolve this issue, staff is proposing an amendment to NVTC's SAM. The change would clarify that if a jurisdiction discontinues a project for which it was credited in SAM so that expected state revenue is not received and that jurisdiction's share was higher than it otherwise would be, the gain it realized will be recaptured.

This will occur by reversing the costs of the project included in SAM over the same period for which the costs were included. In SAM, local transit capital costs are amortized over five years. If, for example, a jurisdiction promised to incur \$1 million of costs for a project in year 1, SAM would credit that jurisdiction with \$200,000 of the costs in year 1, \$200,000 in year 2, etc. until after five years the entire cost of the project has been included.



If it turns out in this example that the jurisdiction does not proceed after two years and had been credited with \$400,000 of costs in SAM over those two years, the SAM adjustment would occur over the next two years by reducing that jurisdiction's total SAM costs by \$200,000 annually. The amortization of the costs originally scheduled for years three through five would not be included in the SAM for those years.

Such a jurisdiction would then be able to reapply for funding and incur costs later for the same project and receive credit in NVTC's SAM, because any unfair advantage it otherwise would have gained would have been corrected.

A new "whereas clause" and "resolved clause" #16 in NVTC's complex subsidy allocation resolution would accomplish the desired changes. A few other strictly editorial changes have been made to the proposed resolution that do not affect the allocation process.

RESOLUTION #2171

SUBJECT: Allocation of Northern Virginia Motor Fuel Sales Tax Revenue and State Aid for Mass Transit Beginning in Fiscal Year 2012.

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

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

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

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

WHEREAS: NVTC desires to update Resolution #1065 (February 3, 2005) to deduct deobligated project costs greater than \$1 million from a jurisdiction's costs in the fiscal years after the project is deobligated by that jurisdiction. The purpose of NVTC's action is to restore to NVTC's other jurisdictions the amounts of revenue lost due to crediting the deobligating jurisdiction for project costs it did not actually incur.

NOW, THEREFORE BE IT RESOLVED for fiscal years 2012 and beyond:

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

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3. The allocation formula and accompanying conditions specified below shall remain in effect during FY 2012 and beyond and be used by NVTC to allocate revenues received by NVTC on behalf of its member jurisdictions, with the exceptions noted in Sections 4 through 6 below.

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4. Except as noted in Section 5, motor fuel tax revenues received by NVTC for Loudoun County are not subject to the following allocation provisions, but are subject to the trust obligations in Sections 17 and 18 below.

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5. The maximum available funds from state aid are to be used (before being allocated to local jurisdictions) to pay up to 95 percent of the NVTC administrative costs; up to 95 percent of the Northern Virginia share of WMATA revenue bond debt service, before those debt service obligations are allocated to the jurisdictions; to pay the eligible costs agreed upon by the jurisdictions of assisting local bus systems in filing annual National Transit Database reports; and to pay the eligible costs agreed upon by the jurisdictions of updating electronic transit schedules. To the extent that additional funds are required for these purposes, motor fuel taxes (before being allocated to local jurisdictions) will be used. The executive director is hereby authorized to transmit the appropriate payments to WMATA or other parties on or before the dates upon which such payments are due. Loudoun County's percentage share of the cost of updating electronic transit schedules is the same as the county's percentage share of NVTC's annual administrative budget. The agreed upon amount for electronic schedules will be withheld each year from the county's motor fuel tax proceeds received by the commission.

6. If, at local option, federal Congestion Mitigation and Air Quality or Regional Surface Transportation Program or other federal or state program monies are provided to a local jurisdiction for a local project through NVTC using NVTC's state aid contract or some other mechanism, those proceeds will not be allocated by formula but instead will be provided directly to the local jurisdiction or held in trust for the jurisdiction. The local subsidies for such eligible transit projects would still be incorporated into NVTC's formula for purposes of determining the jurisdiction's share of NVTC total aid.

7. Remaining motor fuels taxes (net of any portion used for WMATA debt service) will be allocated based on the jurisdictions in which the tax was collected (point of sale), using annual data for the most recent available fiscal year.

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8. To the extent motor fuel tax revenues, using the point of sale method defined in Section 7 above, that are provided to the cities of Fairfax and Falls Church exceed NVTC aid that would be provided using NVTC's previous formula (Resolution #689), and to the extent those cities also benefit from changes defined in Section 9 below compared to Resolution #730, those cities will apply the additional aid to their assigned Metrobus subsidies. Also, if new revenues become available to NVTC such that the NVTC aid to those cities exceeds the amounts that would have been available from previous sources, the cities will apply the increment to pay their assigned Metrobus subsidies. If for any year increased shares of motor fuel taxes and of any new revenues are anticipated not to be sufficient to cover their full assigned Metrobus subsidies, NVTC will continue to use gas tax taken off the top for Falls Church and the hold harmless mechanism defined in Section 14 below for the city of Fairfax. For FY 2000 Falls Church agreed to pay at least \$275,625 of its Metrobus subsidy from existing revenues and to increase that minimum by five percent annually in each subsequent year. This section supersedes the obligations of NVTC to the city of Falls Church defined in Resolution #689 (January 2, 1997) and in Resolution #730 (February 5, 1998) and is identical to the obligations defined in Resolution #756 (November 5, 1998) and Resolution #971 (June 5, 2003).
9. The executive director shall allocate all remaining state aid to mass transit using the shares of WMATA and local transit subsidies estimated to be paid by NVTC's local governments in adopted budgets for each year, and shall hold the funds in trust while making investments on behalf of the jurisdictions, pending written instructions to make payments for eligible transit subsidies. However, only 20 percent of eligible local transit capital project costs will be included in this allocation through a five-year rolling average each year.
10. NVTC will use the best available data from adopted budgets for its formula allocation each year.
11. To be included as an eligible subsidy in NVTC's allocation formula, local transit operations (including transit services for mobility-impaired and other persons) must be available to the general public.
12. The only eligible subsidies in NVTC's formula for the Virginia Railway Express commuter rail program are those capital costs of parking lots not otherwise reimbursed from state or federal grants.
13. Subsidies for locally sponsored park-and-ride facilities located at Metrorail stations or served by transit vehicles are eligible for inclusion in NVTC's formula, but only at such time as funds for

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construction of the lots have been appropriated by the government. Any locally incurred capital costs of such a facility will be included in NVTC's formula at the rate of one-fifth of the total capital subsidies, or if debt financed, then actual annual debt service will be included.

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

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

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

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

- 15. NVTC's policy for allocating state bond proceeds for WMATA received by NVTC on behalf of its member jurisdictions is to use the formula shares in effect in the fiscal year in which the funds are received, determined using the methods defined in Section 9 above.

- 16. A jurisdiction credited with local capital costs for a project that is deobligated with an unbilled balance of \$1 million or greater will have its eligible costs reduced by the amount previously amortized. This will occur over the same number of years those amortized costs were included in the formula. This adjustment will begin in the first year after the funding is deobligated, and none of the remaining amortized costs will be included in the formula. If the project is reinstated in the future after the adjustment is completed, the jurisdiction may again include costs for that project in the formula.

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17. The funds allocated to the member jurisdictions shall be held in trust by NVTC (hereinafter "Trustee") for the benefit of the member jurisdictions. The Trustee may combine the funds allocated to each member jurisdiction for investment purposes. The Trustee shall keep records of the exact amount held by each member jurisdiction in the trust. The Trustee shall invest such funds prudently to earn the greatest return consistent with requirements of safety and liquidity.

The Trustee will encourage bids for investment funds from financial institutions approved by the Virginia Treasury Board, or otherwise eligible under state statutes, and require adequate collateral which, in the case of bidders not approved by the Treasury Board, shall consist of U.S. Government or Agency securities of at least 100 percent of the value of trust funds, to be held for the trust by a third-party institution, with proper verification provided to the Trustee. To provide a greater investment return, and consistent with state statutes, the Trustee may seek bids for purchase or repurchase of Certificates of Deposit, U. S. Treasury Bills, Government National Mortgage Association debt, other Federal Agency securities, top grade commercial paper rated by Moody's and Standard and Poor's and bankers acceptances rated by Keith Bank Watch service.

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

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

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

Res. #2171

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distribute the remaining funds held on behalf of each member jurisdiction to that member jurisdiction.

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

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Adopted this 2nd day of June, 2011.

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Deleted: Paul Ferguson

Deleted: Christopher Zimmerman

Deleted: David F. Snyder

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William Euille
Chairman

Jeffery McKay
Secretary-Treasurer

NVTC

Northern Virginia Transportation Commission

NVTC

AGENDA ITEM #5

TO: Chairman Euille and NVTC Commissioners

FROM: Rick Taube

DATE: May 26, 2011

SUBJECT: Study on the Pentagon Transit Center's Bus Bays and WMATA's Negotiations for a Memorandum of Understanding Governing Access.

Pentagon officials have commissioned and requested comments on a report by Batelle on the use of bus bays at the congested Pentagon Transit Center. This issue is one of many being negotiated by WMATA and the Department of Defense regarding ownership of and access to the Pentagon Transit Center.

The attached draft letter is provided for your review. The Commission is asked to authorize Chairman Euille to send the letter to the person in charge of the study at the Pentagon. The separate transit systems serving NVTC's jurisdictions are also expected to send comments, and staffs are coordinating comments to ensure they are consistent.



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E-mail nvtc@nvtdc.org • Website www.thinkoutsidethecar.org

DRAFT: June 2, 2011

Lisa Passagaluppi
WHS/DFD/PSD Management Analyst
Department of Defense
Washington Headquarters Services
1155 Defense Pentagon
Washington, DC 20301-1155

Re: Pentagon Transit Center Usage
Analysis (March, 2011).

Dear Ms. Passagaluppi:

At its June 2nd meeting, the Northern Virginia Transportation Commission authorized me to provide the following comments on the subject study performed for Washington Headquarters Services (WHS) by Batelle. You will recall that NVTC has corresponded with WHS previously on behalf of public transit systems in Northern Virginia serving customers at the Pentagon Transit Center. Your agency was very responsive to our concerns at that time and we are offering the following comments for your consideration in that same spirit of mutual cooperation.

As you know, in its study Batelle analyzed existing use of the bus bays at the Pentagon Transit Center and based on its assumptions identified under-utilized and highly utilized bus bays and proposed relocations of buses among the existing bus bays. To do so the consultants separated the hours of operation into three periods (5:00 AM to noon; noon to 7:00 PM; 7:00 PM to 2:30 AM).

Recommendations in the short term included shifting some buses to different bus bays. In the long term, five prime bus bays in the center of the upper level would be reserved for exclusive use of DOD shuttles. Investments in advanced communication devices would "improve alighting of the buses on a real-time basis" and investments in kiosks would allow passengers to see "where/when the next bus/shuttle will be arriving." Also, automatic vehicle location should be employed along with computerized dispatching. Cost estimates for these investments would require another study.

In general, NVTC believes the study underestimates the current challenges experienced by public transit operators at the Pentagon Transit Center. By examining bus movements averaged over large blocks of peak and off-peak hours, the study masks the serious congestion experienced by those operators during the peak hours when transit buses carry the great majority of riders. Also, by selecting a three-minute dwell time for buses (taken from one section of the TCRP Report #100), congestion issues were minimized. If a longer and more realistic dwell time had instead been used in the consultant's analysis (say the five to eight minute dwell time used in the sample problems included in the same TCRP Report #100), a significantly different outcome would result.

To see an illustration of this fatal flaw in Batelle's analysis, please refer to the attached chart. Batelle reached the misleading conclusion that no bus bays currently exceed 80 percent of capacity in the upper tier. NVTC staff replaced Batelle's unrealistic assumptions regarding peak periods and dwell time with realistic figures. As can be seen, examining the peak period of 6 A.M. to 9 A.M. instead of 5 A.M. to noon and assuming a five minute dwell time (from TCRP Report #100) instead of three minutes, several bus bays on the upper level are at or well above capacity now.

For example, NVTC's chart shows that one bus bay (#4) operates at 175 percent of capacity, while Batelle concluded erroneously that the same bus bay operated at about 80 percent of capacity. Similarly, for bus bay #5, Batelle reported that it was used at less than 60 percent of capacity, whereas with NVTC's realistic approach that same bus bay is currently used at almost 175 percent of capacity.

Batelle's analysis suffers from other problems as well. The consultant's proposal separates buses from the same operator and assigns them to bus bays that are no longer adjacent. This disadvantages transit customers seeking to transfer. Similarly, the capacity of the nearby platforms and walkways to handle safely pedestrian and transit customer queuing and movements was not addressed. Such vital factors are considered by WMATA in its current assignments of bus bays and should not have been ignored in Batelle's study.

NVTC is unable to find in the material provided for our review any justification for awarding the five contiguous, centrally located bus bays to DOD shuttles throughout the entire day at the expense of public transit buses serving 300,000 daily passenger trips on 84 bus routes with 1,500 daily bus arrivals and departures, many during the morning and afternoon peak periods. In fact, WMATA's current policy provides the opposite hierarchy based on levels of use: 1) WMATA services; 2) WMATA Compact member local services; 3) Other regional transit services; 4) Private shuttles (including DOD shuttles not open to the public).

We do not see any analysis of specifically how the proposed ITS investments would create sufficient additional capacity without investments in additional bus bays. WMATA and our other transit systems assert that during peak periods they encounter

congested conditions. This is confirmed by replacing Batelle's unrealistic assumptions in its own analysis. The solution to this congestion appears to be constructing additional bus bays, especially if DOD wishes to insert more shuttles. Gambling on the potential benefits of the recommended technologies seems to be unwise (notwithstanding the question of who will pay), because to do so jeopardizes a very successful transit hub.

NVTC also requests that your consultants examine the potential for DOD shuttles using other Pentagon entrances (especially during peak periods) to reduce the number of shuttle trips using the PTC. The PTC is used by many public transit customers and Pentagon visitors, while many persons holding credentials necessary to use the DOD shuttles could likely use other entrances.

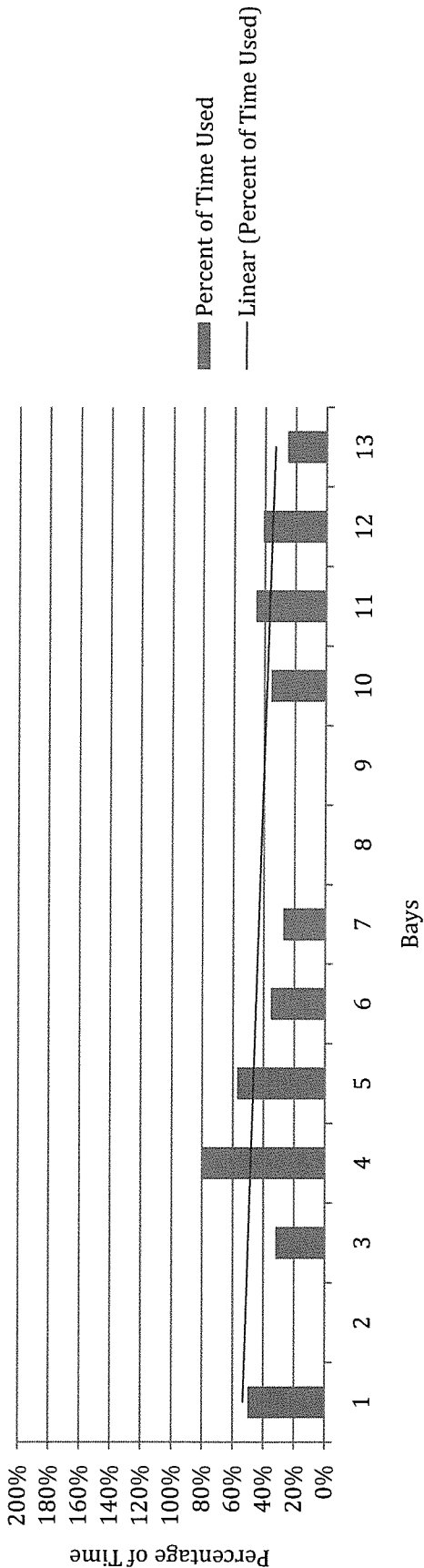
We again thank you for the opportunity to comment on your consultant's study. We believe that if the unrealistic assumptions described above are revisited, the recommended insertion of DOD shuttles will need to be revised as well. Clearly there are opportunities to insert DOD shuttles during off peak hours, but the idea of providing priority to DOD shuttles during peak hours at the expense of thousands of the region's transit commuters is unwise.

Please feel free to contact NVTC's executive director, Rick Taube, with any questions. We would greatly appreciate the opportunity to continue to share our reactions with you as your Transit Development Plan proceeds.

Sincerely,

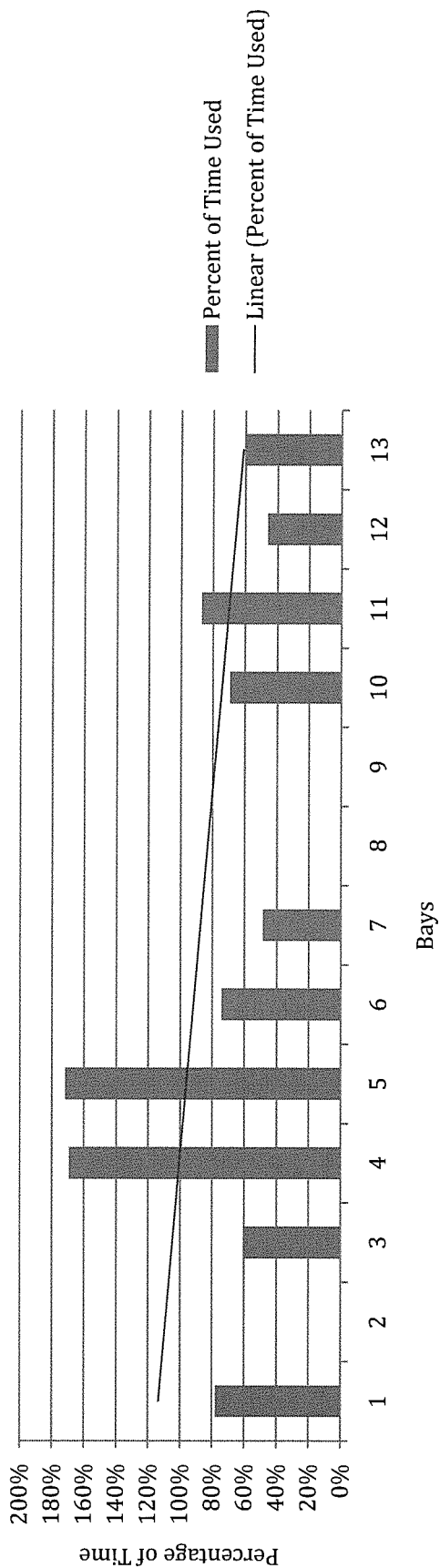
William D. Euille
Chairman

Original Analysis Completed by Battelle for Washington Headquarters Services (WHS) Presentation
Assumes AM Period of 5am to Noon, Average 3 minute Dwell Time Per Bus
Usage Percentage Per Bus Bay




Revised Analysis Completed by NVTC and WMATA Staff
Assumes AM Peak Period of 6am to 9am, Average 5 minute Dwell Time Per Bus

Usage Percentage per Bus Bay (6am to 9am)



DEFENSE *For Official Use Only* **WHS**

DEPARTMENT OF DEFENSE (DoD)
WASHINGTON HEADQUARTERS SERVICES (WHS)



TRANSIT DEVELOPMENT PLAN
PENTAGON TRANSIT CENTER USAGE ANALYSIS
MARCH 2011

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DEFENSE *For Official Use Only* **WHS**

WHS TRANSIT DEVELOPMENT PLAN – PTC USAGE ANALYSIS
AGENDA

- Purpose
- Existing Conditions
- Methodology
- Findings
- Short- and Long-Term Recommendations
- Next Steps
- Questions

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WHS TRANSIT DEVELOPMENT PLAN – PTC USAGE ANALYSIS

PURPOSE

ANALYSIS PURPOSE:

- Determine the Pentagon Transit Center's (PTC) existing level of usage.
 - Identify underutilized/highly-utilized bus bays.
 - Identify opportunities for maximization.
 - Identify bus route relocations from highly utilized bays to lesser used bays.
- Potential Impact:
 - Reduce DoD/Local Transit/Regional Transit financial impacts.
 - Highlight the integration of additional DoD/Local Transit/Regional Transit routes into the PTC.

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WHS TRANSIT DEVELOPMENT PLAN – PTC USAGE ANALYSIS

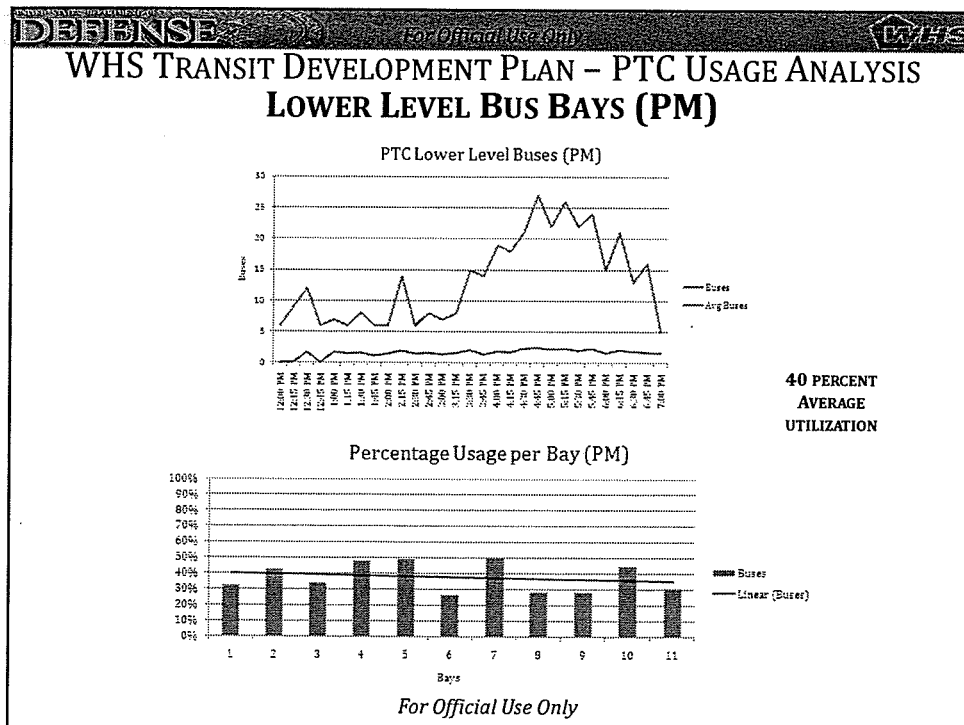
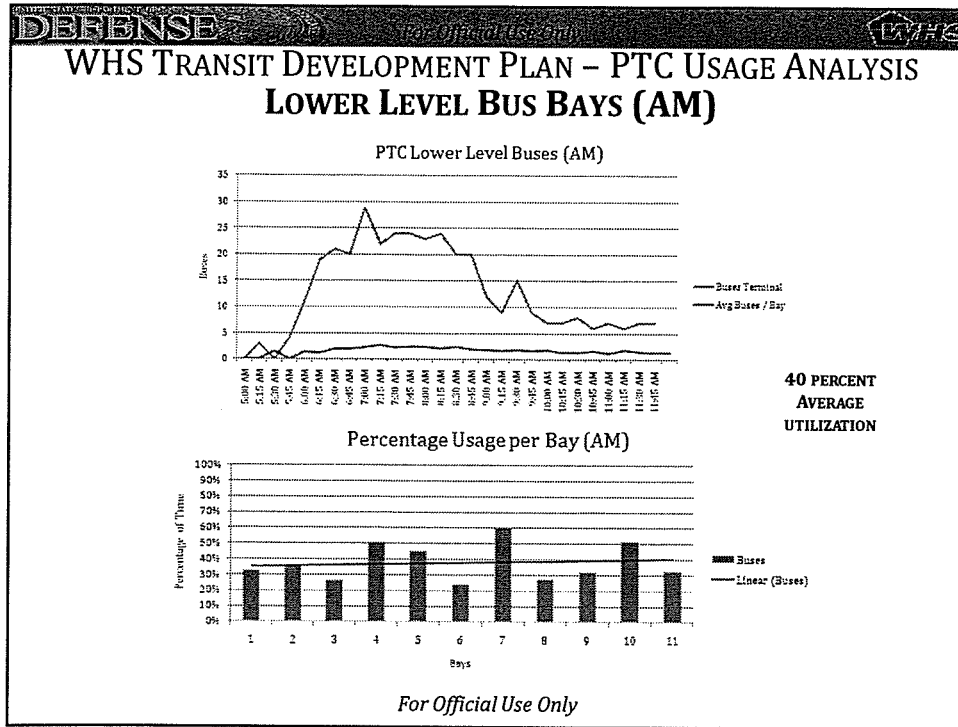
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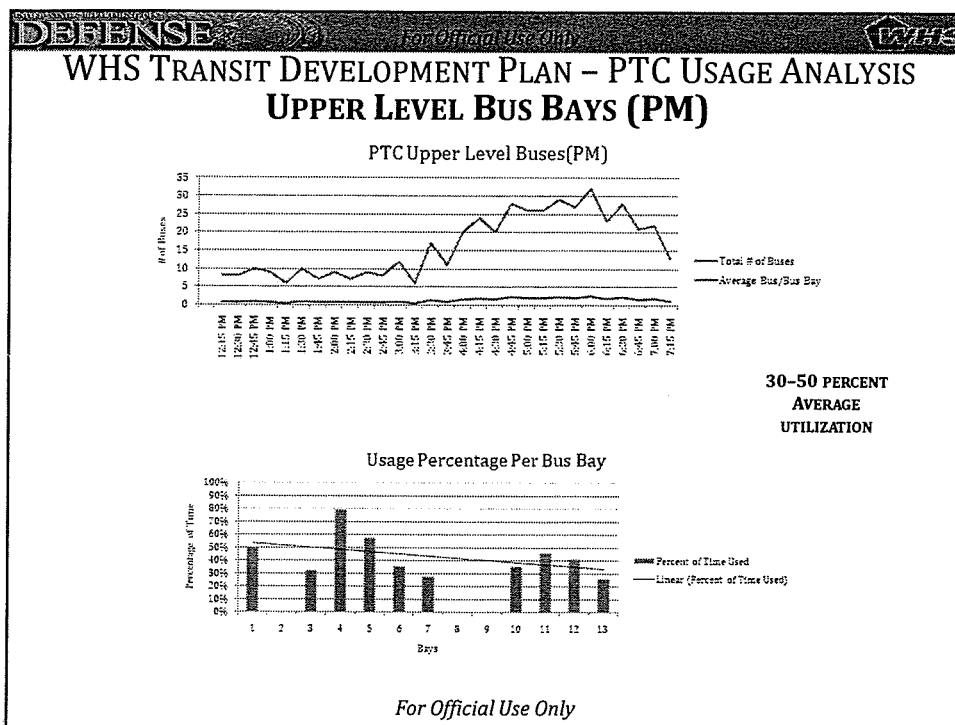
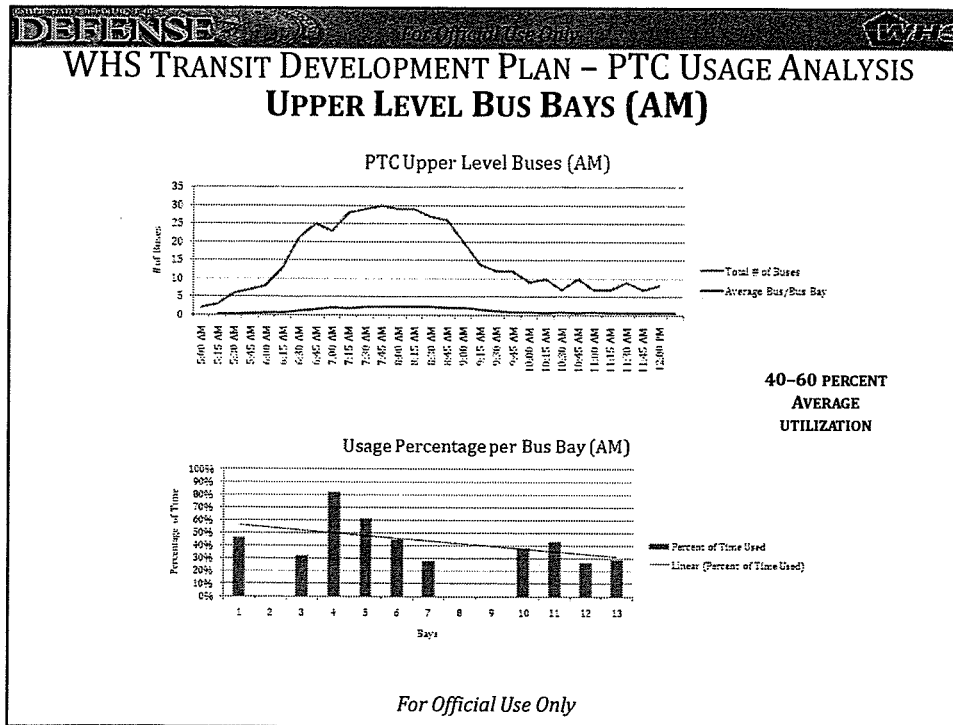
ANALYSIS METHODOLOGY:

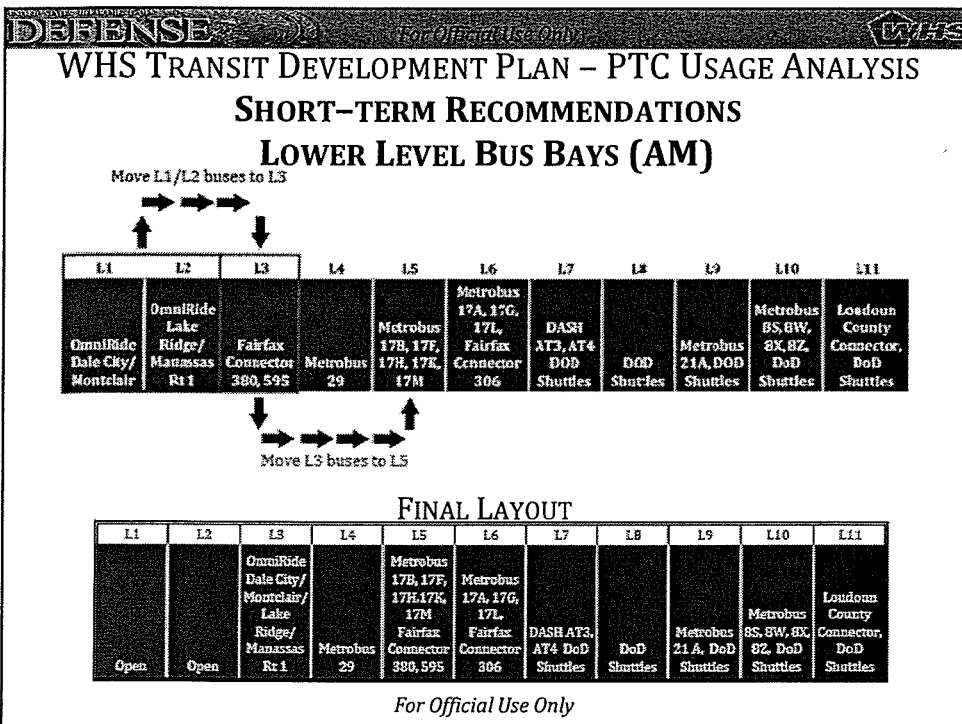
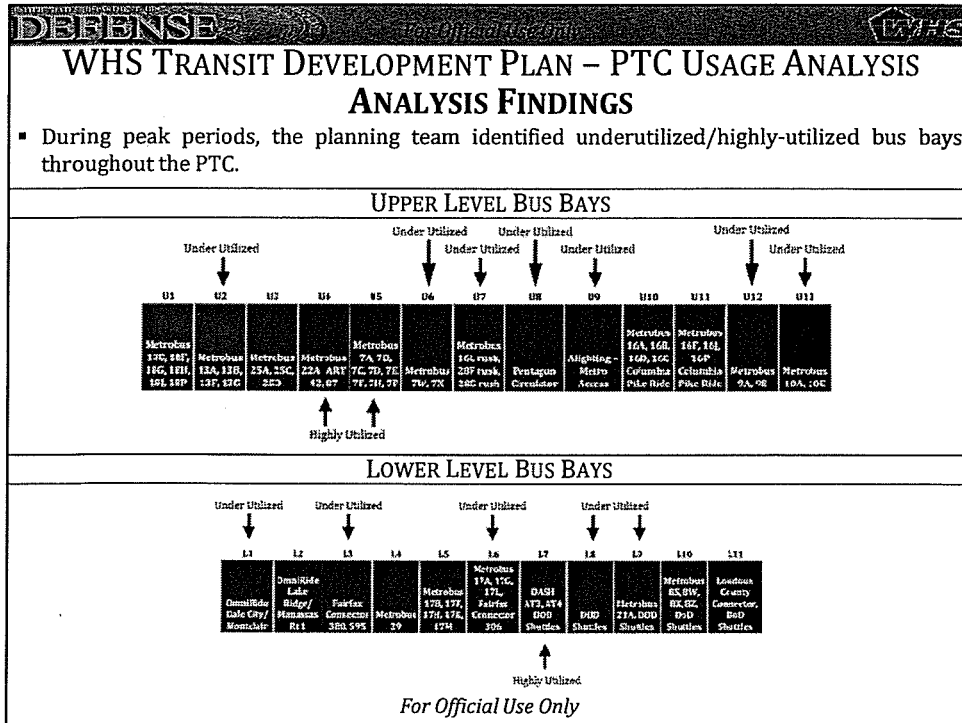
- Determine the Pentagon Transit Center's (PTC) existing level of usage.
 - Separated the PTC's hours of operations into three (3) periods:
 - A.M. (5:00 AM to Noon)
 - P.M. (Noon to 7:00 PM)
 - Evening (7:00 pm to 2:30 AM)
 - Divided the above periods into 15-minute intervals.
 - Calculated the number of buses/shuttles entering each bus bay during each period in 15-minute intervals.
 - Usage Factor (number of buses per 15-minutes)*:
 - 1 to 2 = low
 - 3 to 4 = medium
 - 5 + = high

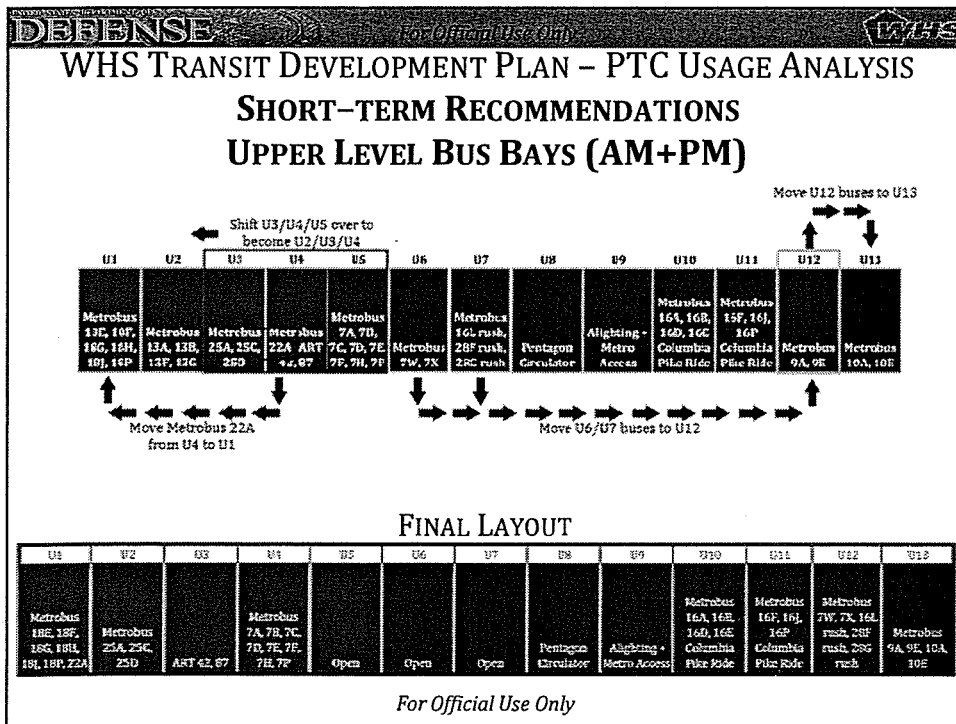
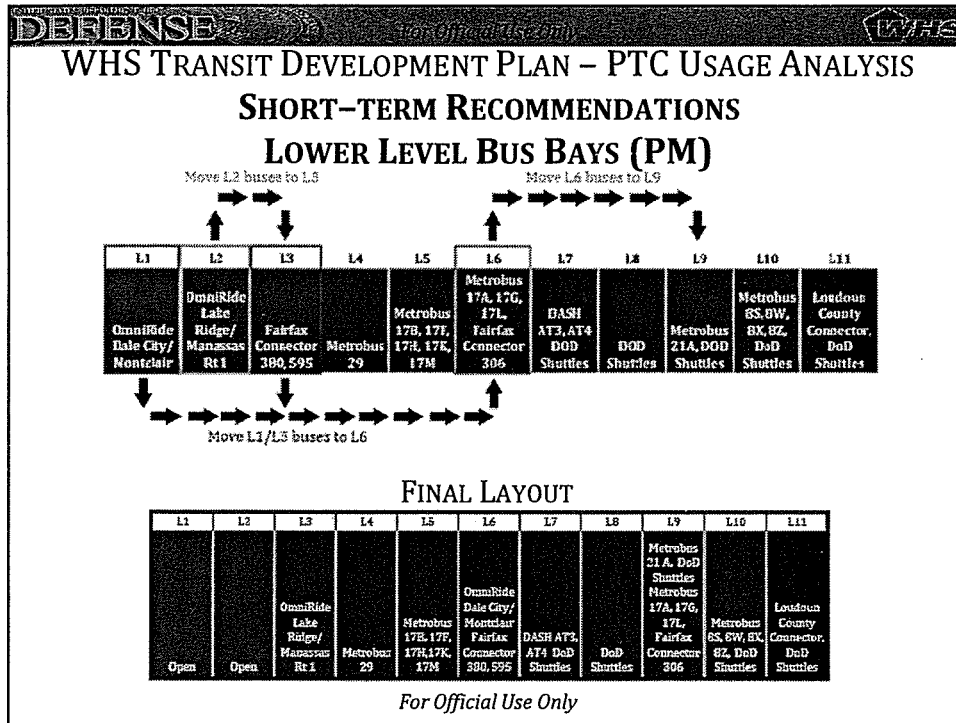
*Transit Cooperative Research Program (TCRP) Report 100 (Bus Terminal Capacity) - details average bus dwell time of three (3) minutes per bay.

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DEFENSE *For Official Use Only* **WHS**

WHS TRANSIT DEVELOPMENT PLAN – PTC USAGE ANALYSIS LONG-TERM RECOMMENDATIONS – UPPER/LOWER LEVEL BUS BAYS

Five (5) DoD Shuttle
Bus Bays

U1	U2	U3	U4	U5	U6	U7	U8	U9	U10	U11	U12	U13
Metrobus 18E, 18F, 18G, 18H, 18J, 18K, 22A	Metrobus 25A, 25C, 25D	Metrobus 22A, A1F, 42, 07	Metrobus 7A, 7B, 7C, 7D, 7E, 7F, 7H, 7P	DoD Shuttles	DoD Shuttles	DoD Shuttles	DoD Shuttles	DoD Shuttles	Pentagon Calculator Alphington Metro Access	Metrobus 16A, 16D, 16E, 16E, Columbia Pike Ride	Metrobus 16K, 16L, 16P Columbia Pike Ride	Metrobus 7W, 7X, 16L, with 28F rush, 28G rush

L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11
		OmniRide Dale City/ Mountair/ Lake Ridge/ Manassas Ex 1	Metrobus 29	Metrobus 17B, 17E, 17H, 17K, 17M Fairfax Connector 3E0, 555	Metrobus 17A, 17G, 17I, Fairfax Connector 305	DASH AT3, AT4	Metrobus 9A, 9E, 10A, 10E	Metrobus 21 A	Metrobus 6S, 6W, 6X, 6Z	Loudoun County Connector

- Consolidated DoD Shuttles into five (5) central Upper Level bus bays.
- Additional capacity available on six (6) Lower Level bus bays.
- Two (2) Lower Level bus bays vacant.
- Introduce Advanced Communication Technologies (ex. ITS) to improve alighting of the buses on a real-time basis.
- Develop kiosks for passengers to see where/when the next bus/shuttle will be arriving.

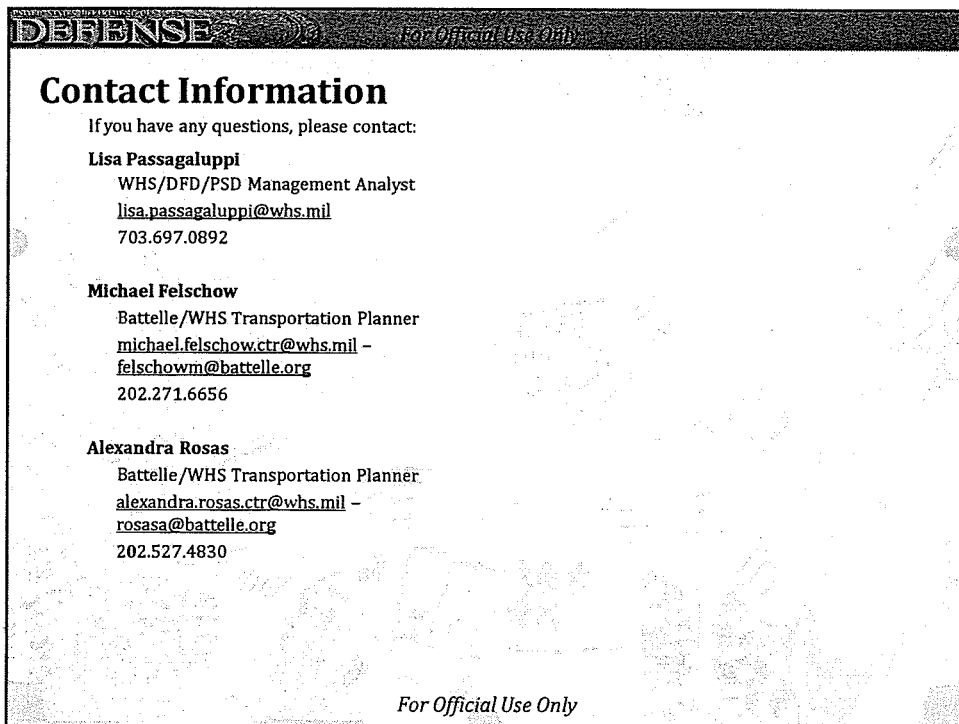
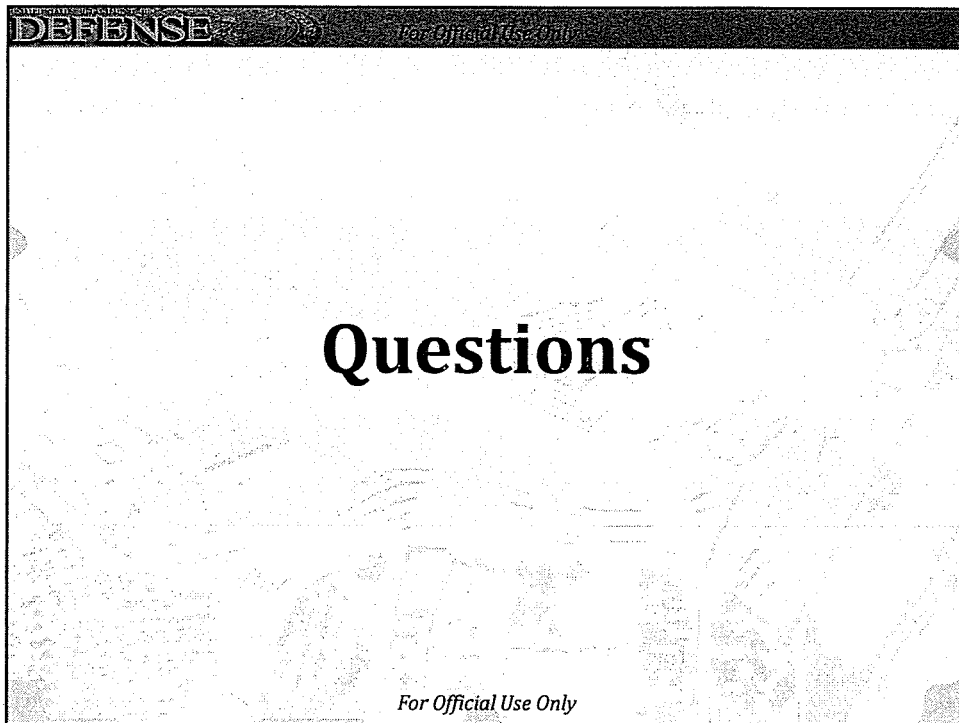
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DEFENSE *For Official Use Only* **WHS**

WHS TRANSIT DEVELOPMENT PLAN NEXT STEPS

- Coordinate with existing PTC stakeholders on the implementation of the short- and long-term recommendations.
- Refine TDP Preferred Service Plans A and B
- Inter-phase PTC analysis recommendations into TDP draft report.
- Develop TDP draft report and final plan.
- Introduction of Advanced Communication Technologies:
 - Intelligent Transportation Systems (ITS)
 - Automatic Vehicle Location (AVL)
 - Computerized dispatching
 - Develop scope of work (SOW) for above technologies.
 - Conduct feasibility study.
 - Develop recommendations for preferred technology.
 - Develop project cost estimates.

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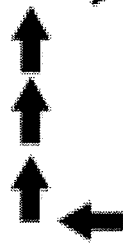


WHS TRANSIT DEVELOPMENT PLAN – PTC USAGE ANALYSIS

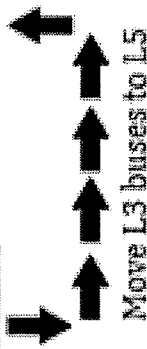
SHORT-TERM RECOMMENDATIONS

LOWER LEVEL BUS BAYS (AM)

Move L1/L2 buses to L3



L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11
Omniride Dale City/ Montclair	Omniride Lake Ridge/ Manassas Rt 1	Fairfax Connector 380, 595	Metrobus 29	Metrobus 17B, 17F, 17H, 17K, 17M	Metrobus 17A, 17C, 17L, Fairfax Connector 306	DASH AT3, AT4 DOD	DOD Shuttles	Metrobus 21A, DOD Shuttles	Metrobus 85, 8W, 8X, 8Z, DOD Shuttles	Loudoun County Connector, DOD Shuttles



Move L3 buses to L5

FINAL LAYOUT

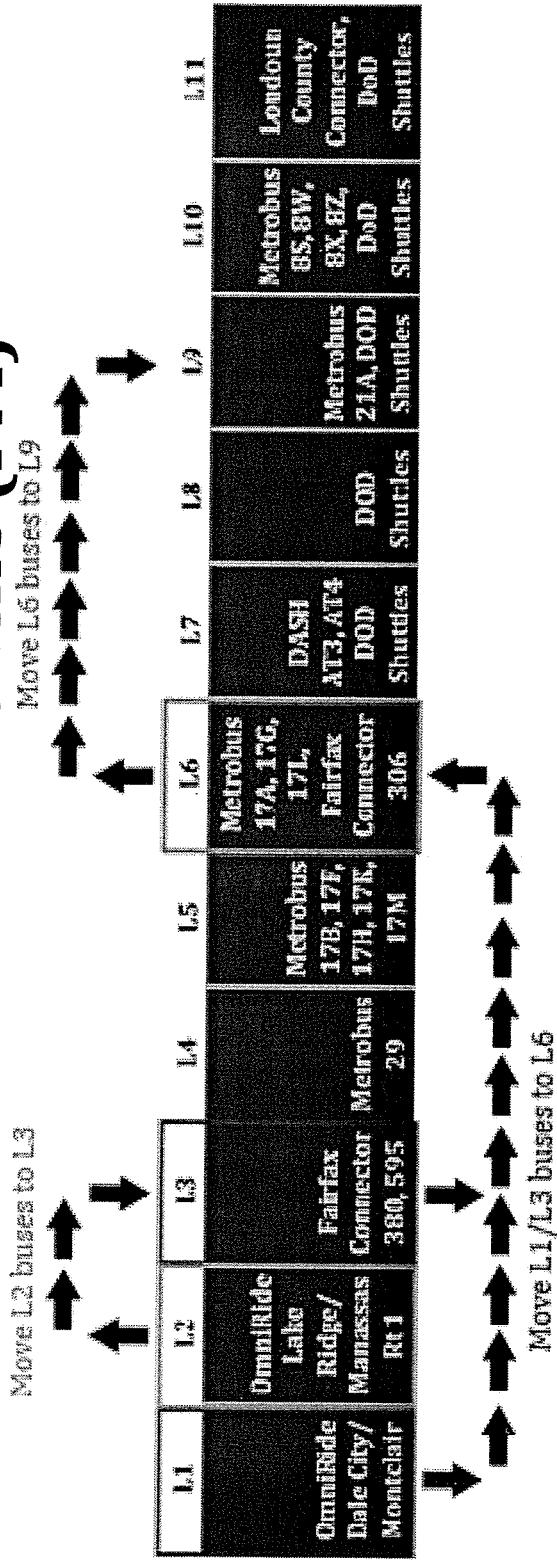
L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11
Open	Open	Omniride Dale City/ Montclair/ Lake Ridge/ Manassas Rt 1	Metrobus 29	Metrobus 17B, 17F, 17H, 17K, 17M Fairfax Connector 380, 595	Metrobus 17A, 17C, 17L, Fairfax Connector 306	DASH AT3, AT4 DOD Shuttles	DOD Shuttles	Metrobus 21A, DOD Shuttles	Metrobus 85, 8W, 8X, 8Z, DOD Shuttles	Loudoun County Connector, DOD Shuttles

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WHS TRANSIT DEVELOPMENT PLAN - PTC USAGE ANALYSIS

SHORT-TERM RECOMMENDATIONS

LOWER LEVEL BUS BAYS (PM)



FINAL LAYOUT

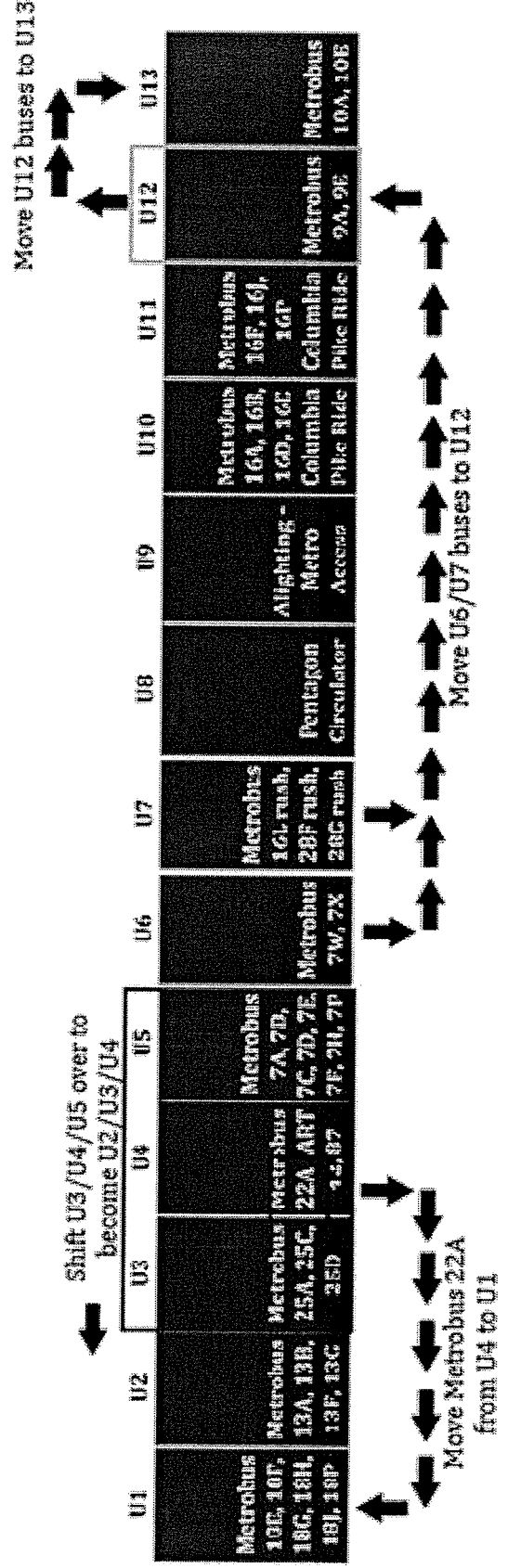
L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11
Open	Open	OmniRide Lake Ridges/Manassas Rt 1	Metrobus 29	Metrobus 17B, 17F, 17H, 17K, 17M	OmniRide Dale City/Montclair Fairfax Connector 380, 595	DASH AT3, AT4 DOD Shuttles	DoD Shuttles	Metrobus 21A, DOD Shuttles Metrobus 17A, 17G, 17L, Fairfax Connector 306	Metrobus 8S, 8W, 8X, 8Z, DOD Shuttles	Loudoun County Connector, DoD Shuttles

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WHS TRANSIT DEVELOPMENT PLAN - PTC USAGE ANALYSIS

SHORT-TERM RECOMMENDATIONS

UPPER LEVEL BUS BAYS (AM+PM)



FINAL LAYOUT

U1	U2	U3	U4	U5	U6	U7	U8	U9	U10	U11	U12	U13
Metrobus 10E, 18C, 18G, 18H, 18J, 18P, 22A	Metrobus 13A, 13B, 13F, 13C	Metrobus 25A, 25C, 35D	Metrobus 7A, 7B, 7C, 7D, 7E, 7F, 7H, 7P	Open	Open	Open	Pentagon Circulator	Lighting + Metro Access	Metrobus 16A, 16B, 16H, 16E Columbia Pike Ride	Metrobus 16F, 16J, 16P Columbia Pike Ride	Metrobus 7W, 7X, 7L, rush, 28F rush, 28G rush	Metrobus 9A, 9E, 10A, 10E

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WHS TRANSIT DEVELOPMENT PLAN – PTC USAGE ANALYSIS LONG-TERM RECOMMENDATIONS – UPPER/LOWER LEVEL BUS BAYS

Five (5) DoD Shuttle Bus Bays

U1	U2	U3	U4	U5	U6	U7	U8	U9	U10	U11	U12	U13
Metrobus 18E, 18F, 18G, 18H, 18J, 18P, 22A	Metrobus 25A, 25C, 25D	Metrobus 22A ART 42, 87	Metrobus 7A, 7B, 7C, 7D, 7E, 7F, 7H, 7P	DOD Shuttles	DOD Shuttles	DOD Shuttles	DOD Shuttles	DOD Shuttles	Pentagon Circulator Alighting + Metro Access	Metrobus 16A, 16B, 16D, 16E Columbia Pike Ride	Metrobus 16F, 16J, 16P Columbia Pike Ride	Metrobus 7W, 7X, 16L rush, 28F rush, 28G rush

L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11
		OmniRide Dale City/Montclair/Lake Ridge/Manassas Rt 1	Metrobus 29	Metrobus 17B, 17F, 17H, 17K, 17M Fairfax Connector 380, 595	Metrobus 17A, 17G, 17L, Fairfax Connector 306	DASH AT3, AT4	Metrobus 9A, 9E, 10A, 10E	Metrobus 21 A	Metrobus BS, 8W, 8X, 8Z	Loudoun County Connector

- Consolidated DoD Shuttles into five (5) central Upper Level bus bays.
- Additional capacity available on six (6) Lower Level bus bays.
- Two (2) Lower Level bus bays vacant.
- Introduce Advanced Communication Technologies (ex. ITS) to improve alighting of the buses on a real-time basis.
- Develop kiosks for passengers to see where/when the next bus/shuttle will be arriving.

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AGENDA ITEM #6

TO: Chairman Euille and NVTC Commissioners
FROM: Rick Taube and Adam McGavock
DATE: May 26, 2011
SUBJECT: Overview of Transit Technology Development Trends

NVTC staff is managing the consulting project that has developed the real-time bus arrival/passenger information system currently installed and operating on Alexandria DASH. NVTC staff also is managing the grants providing the funding for the project. This project was described at the May NVTC meeting.

Staff believes the approach used for the Alexandria project may be the last of its kind in Northern Virginia. There appears to be a trend toward development of such applications by third-party specialists using open architecture, as opposed to each transit system paying to develop its own proprietary system. Also, data produced by such systems are being shared regionally in the Regionally Integrated Transportation Information System (RITIS).



2300 Wilson Boulevard • Suite 620 • Arlington, Virginia 22201
Tel (703) 524-3322 • Fax (703) 524-1756 • TDD (800) 828-1120
E-mail nvtc@nvtdc.org • Website www.thinkoutsidethecar.org



AGENDA ITEM #7

TO: Chairman Euille and NVTC Commissioners
FROM: Rick Taube and Scott Kalkwarf
DATE: May 26, 2011
SUBJECT: Virginia Department of Taxation's Administration of NVTC's Motor Fuels Tax.

At NVTC's May meeting, a table was provided showing several adjustments designed to improve the proper allocation of tax revenues among jurisdictions. Since that time there are several favorable developments.

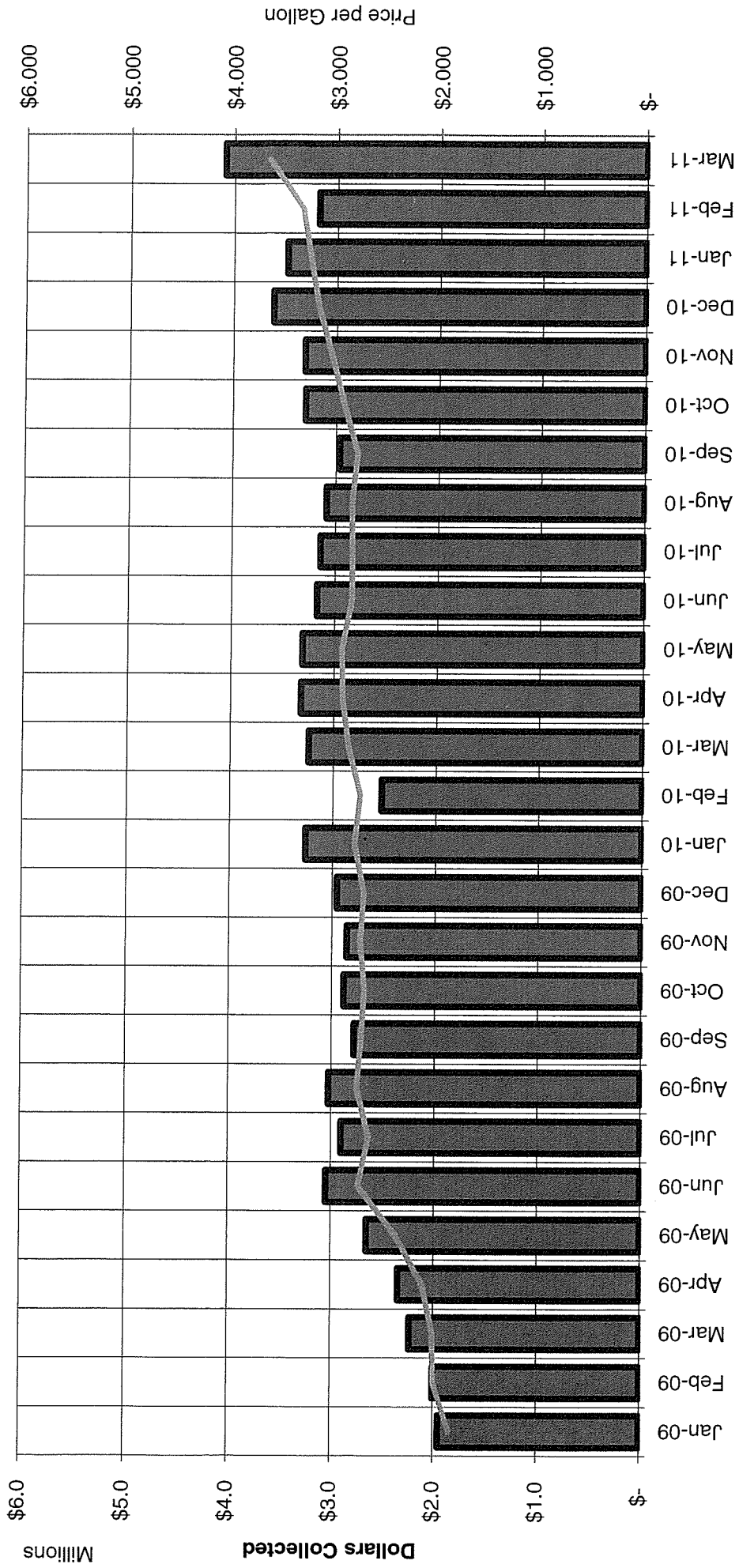
The Virginia Department of Taxation (TAX) is apparently ready to offer the new audit position to a person very experienced with the NVTC/PRTC tax so that TAX should be better able to maintain its audit schedule. Currently about 15 audits are underway and more adjustments are anticipated by June 30, 2011. It takes up to nine months to schedule audits with large taxpayers located out of state. There are reportedly over 100 distributors, although some are affiliated.

The attached charts were prepared by NVTC staff as another tool to demonstrate to TAX that misallocations have occurred after the new tax went into effect in January, 2010. This is the month in which the collection of the 2% retail tax shifted to a 2.1% tax paid by distributors. On the first chart, NVTC's total gas tax revenues are plotted against the average retail price per gallon. The next six charts show on one axis the tax collections of the individual jurisdictions and on the other axis the total collections for all NVTC jurisdictions. After January, 2010 the relationship of the individual jurisdictions to the NVTC total changed dramatically for some. For example, Falls Church, Alexandria and the city of Fairfax appear to be disproportionately better off, while Fairfax County is worse off and Arlington and Loudoun County are relatively unchanged. On the final chart the effect of adjustments detected by TAX so far are shown for the city of Fairfax as an example.



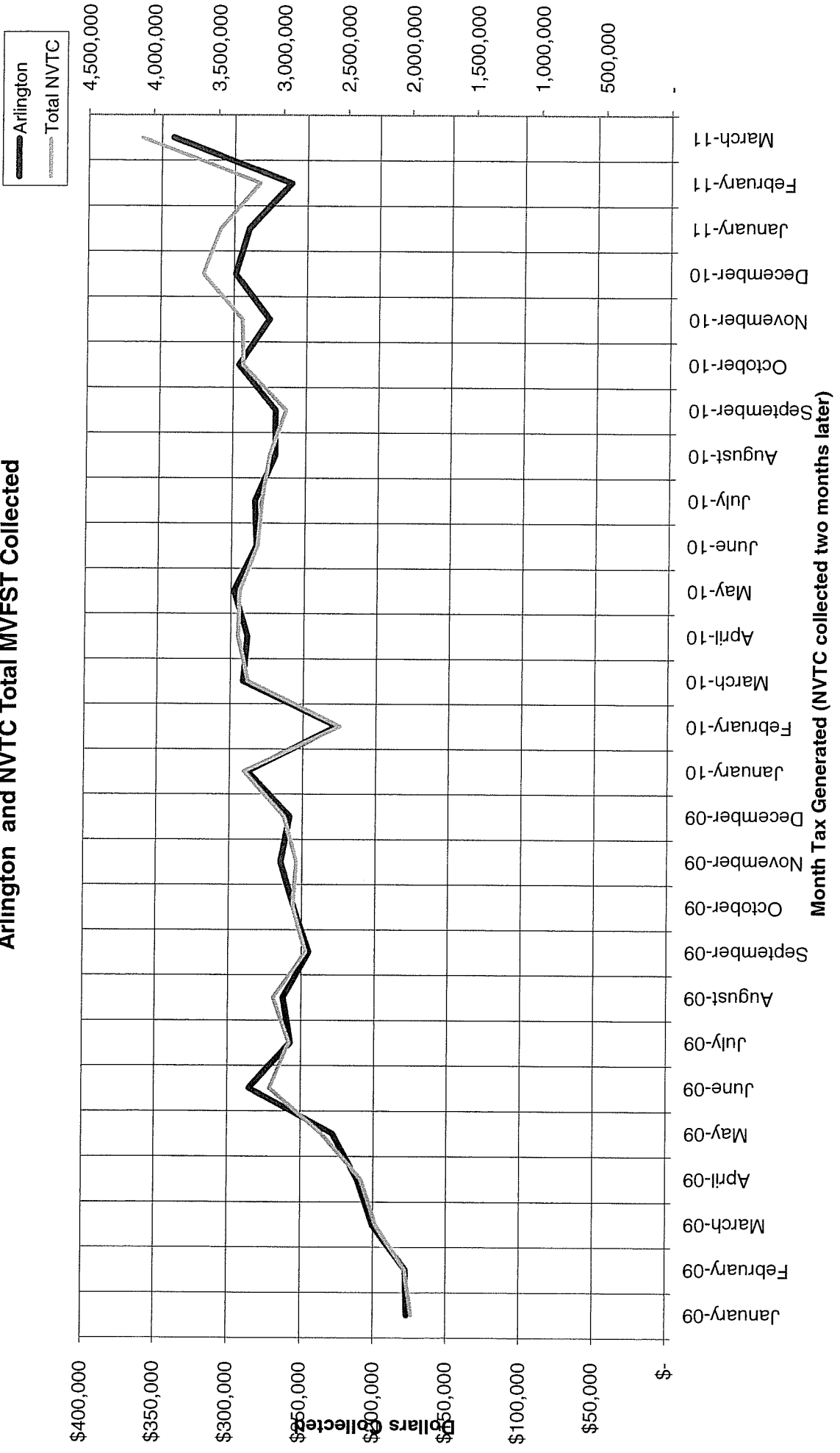
2300 Wilson Boulevard • Suite 620 • Arlington, Virginia 22201
Tel (703) 524-3322 • Fax (703) 524-1756 • TDD (800) 828-1120
E-mail nvtc@nvtdc.org • Website www.thinkoutsidethecar.org

NVTC MVFST Adjusted Collections / Average Price per Gallon



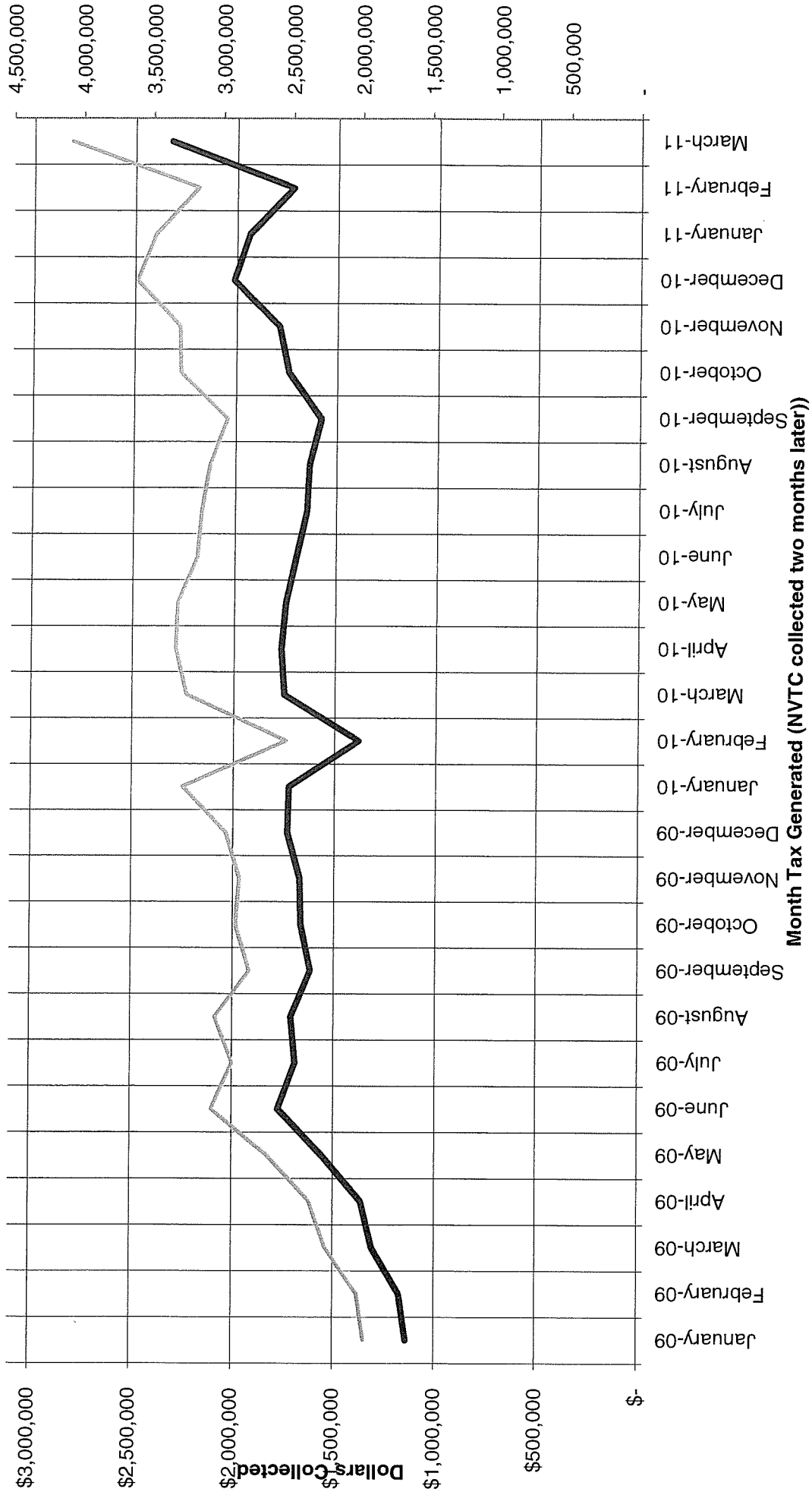
Month Tax Generated (NVTC collect two months later)

Arlington and NVTC Total MVFST Collected

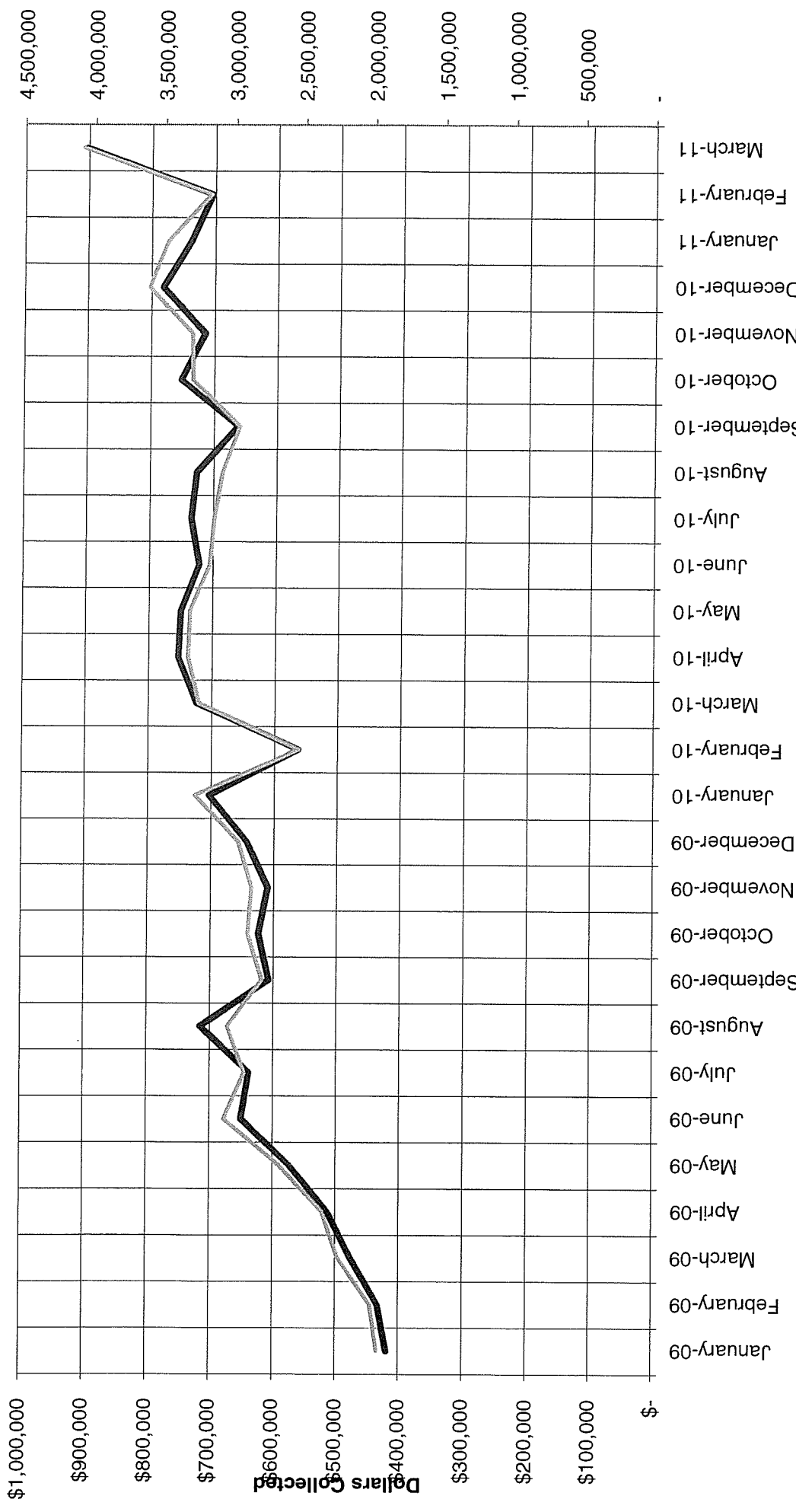


Fairfax County and NVTC MVFST Collected

Fairfax
 Total NVTC

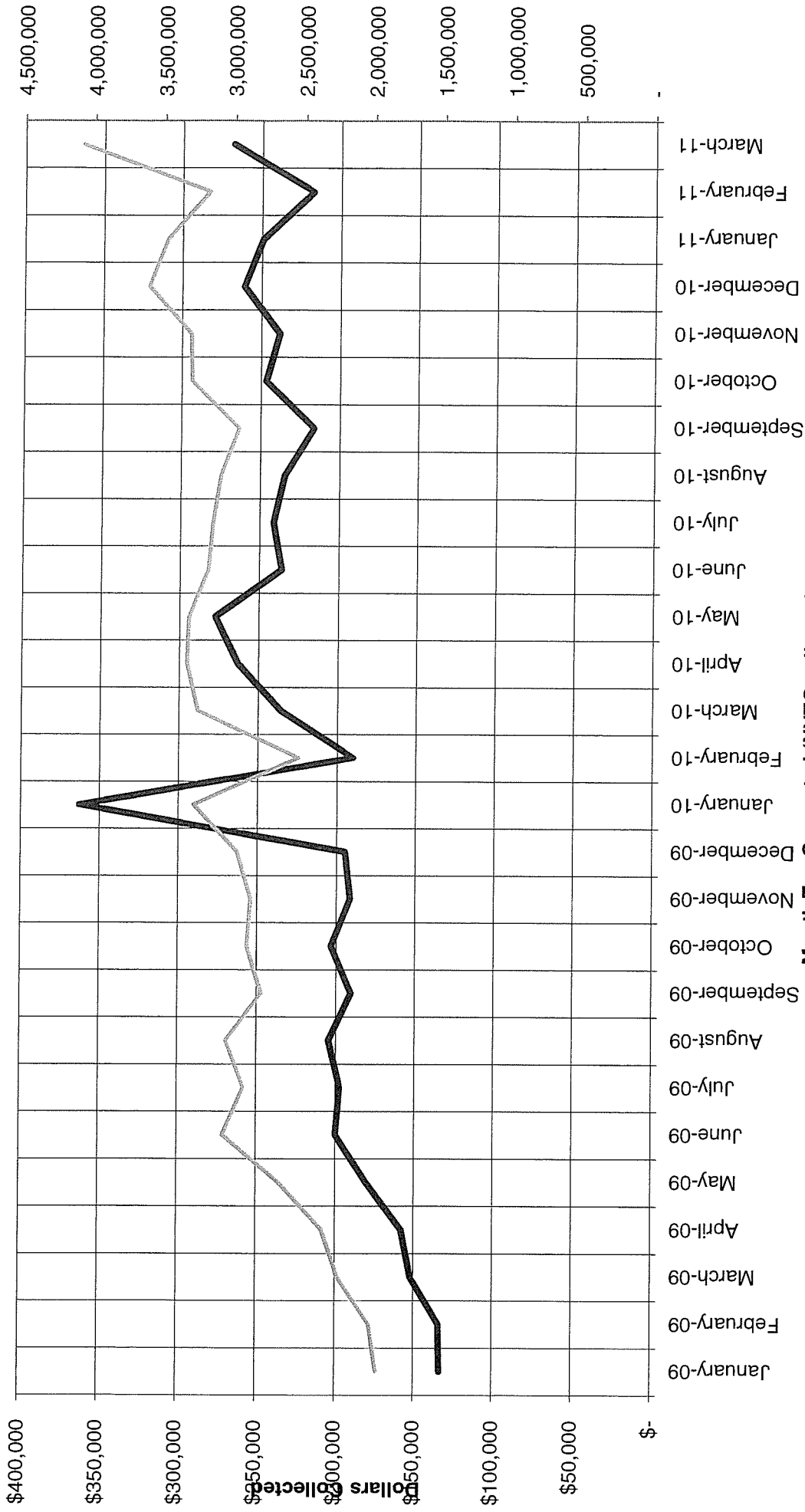


Loudoun and NVTC Total MVFST Collected



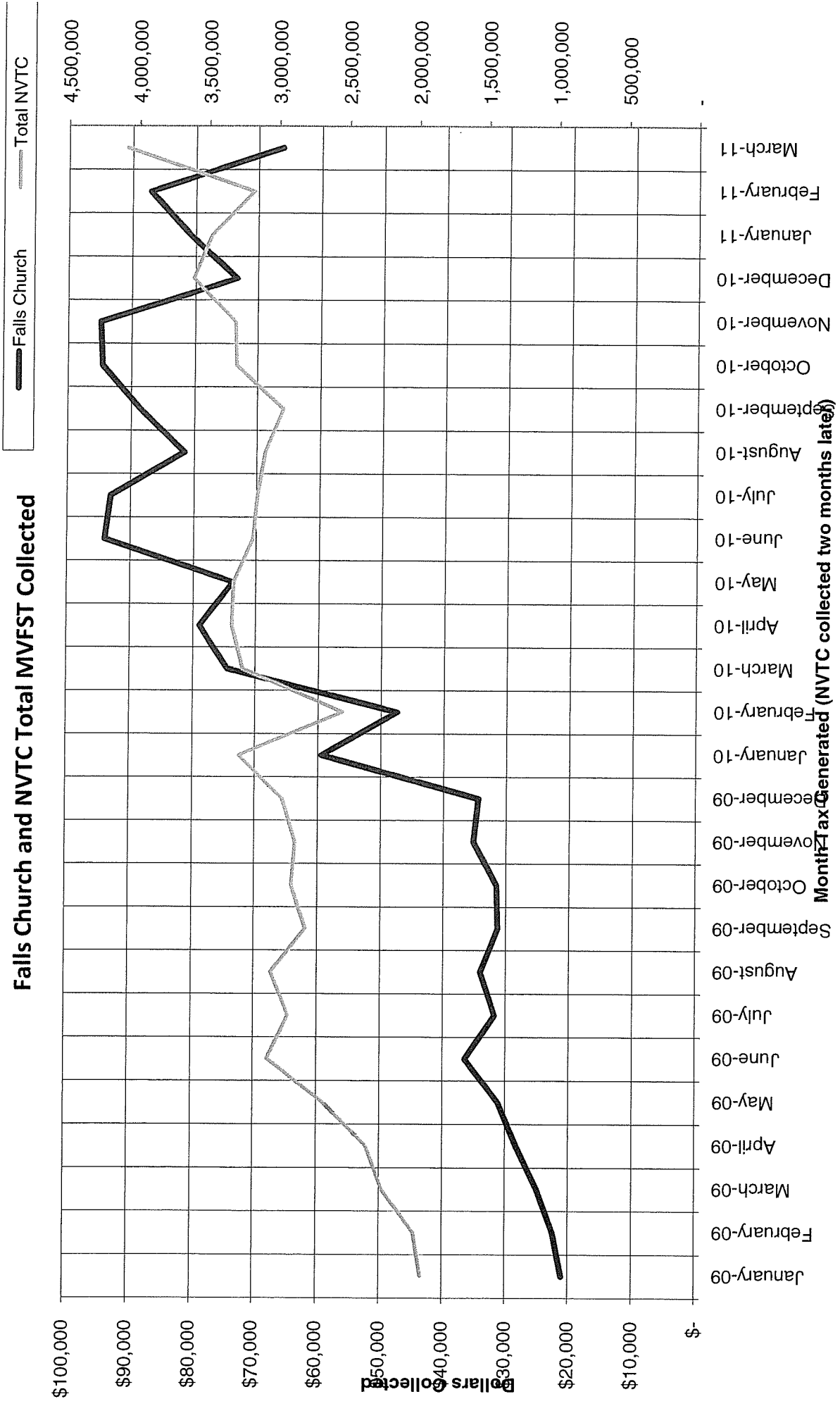
Month Tax Generated (NVTC collected two months later)

Alexandria and NVTC Total MVFST Collected



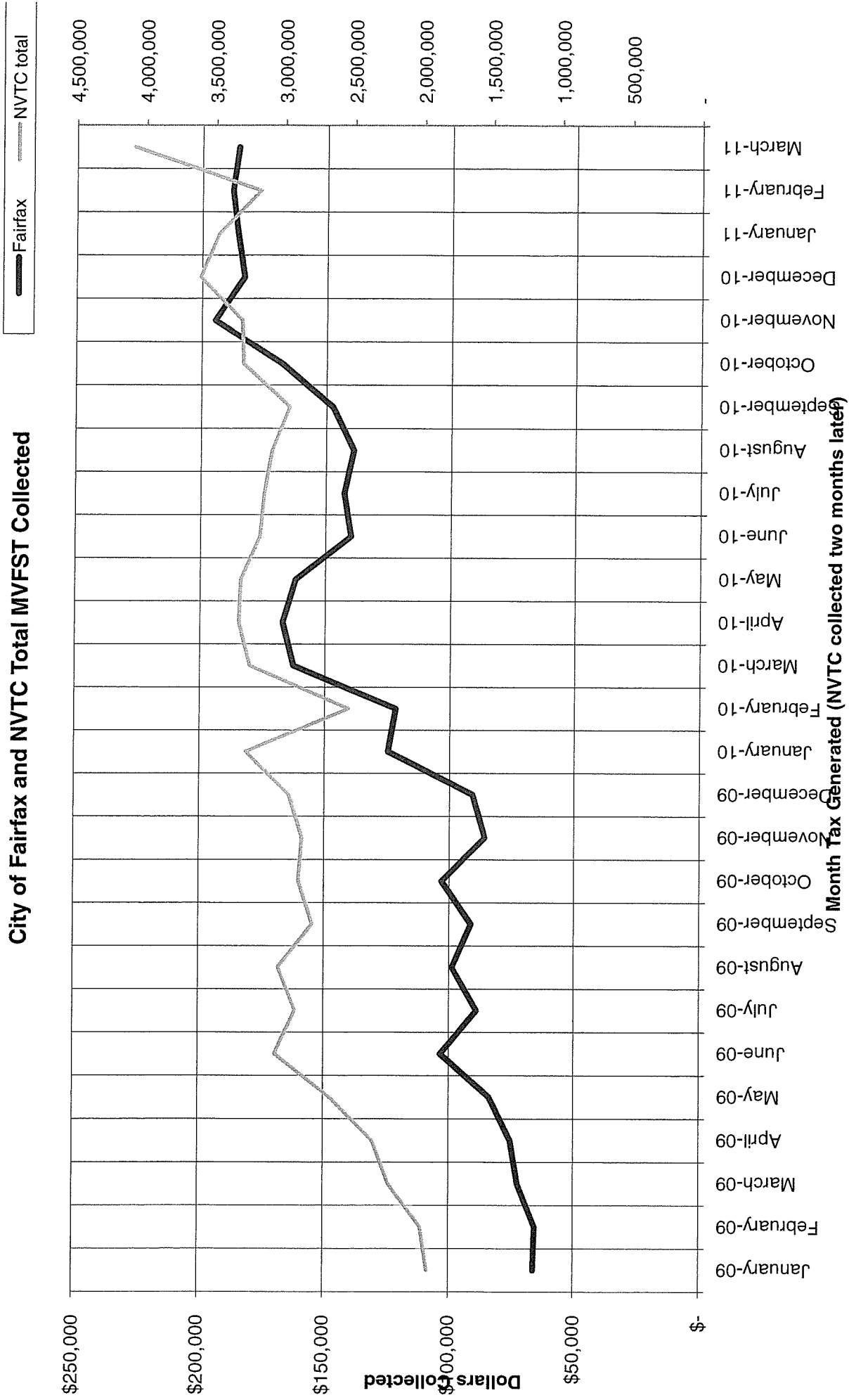
Month Tax Generated (NVTC collected two months later)

Falls Church and NVTC Total MVFST Collected

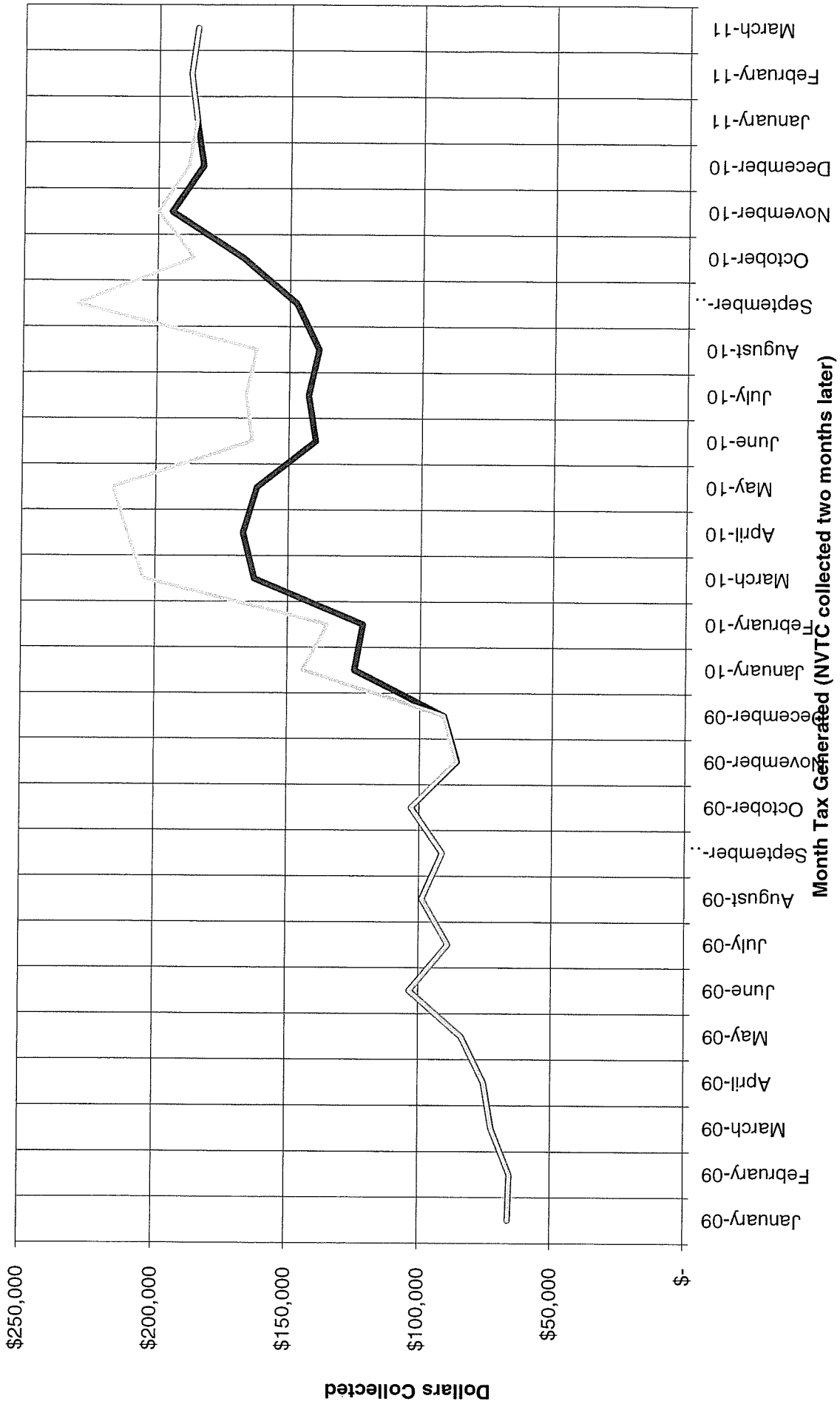


Month Tax Generated (NVTC collected two months later)

City of Fairfax and NVTTC Total MVFST Collected



City of Fairfax MVFST Collected and Adjusted





AGENDA ITEM #8

TO: Chairman Euille and NVTC Commissioners
FROM: Rick Taube and Adam McGavock
DATE: May 26, 2011
SUBJECT: Regional Transportation Items

A. BRAC Items.

A copy of NVTC's letter to FHWA is attached requesting a revised decision on the need for an Environmental Assessment of the HOV ramp at Seminary Road connecting to the new BRAC-133 facility. Also attached is a news release describing Governor McDonnell's letter to DOD requesting a delay of implementation of the move to the new Mark Center.

B. Brookings Institution Report on Transit and Jobs.

A staff memorandum is attached describing the report, together with news articles and excerpts from the report. It found that the Washington Metropolitan area's transit systems are 17th best in the U.S. based on linking residents to jobs.

C. Initiatives to Relieve Traffic Congestion in Tysons Corner.

An article is attached describing the NuRide initiative at Tysons Corner.

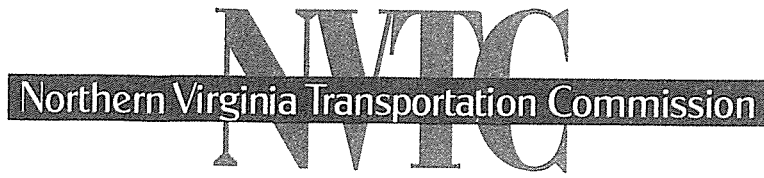
D. Dulles Rail Project.

Several articles are attached describing Loudoun County's deliberations and efforts to persuade MWAA to revise its decision to build an underground station at Dulles Airport.

E. New Transportation Corridor of Statewide Significance.

Several items are attached describing a recent CTB decision to establish a north-south planning corridor in Northern Virginia. Some believe this action will pave the way for a new outer beltway, while others view the decision as an overdue and benign action.





Chairman
Hon. William D. Euille

May 11, 2011

Vice Chairman
Hon. Jay Fisetle

Irene Rico
Division Administrator
Federal Highway Administration
400 North Eighth Street, Room 750
Richmond, VA 23219

Secretary/Treasurer
Hon. Jeffrey McKay

Commissioners:

Re: **Base Realignment and Closure (BRAC)**
I-395 HOV/Transit Ramp at Seminary Road

City of Alexandria
Hon. William D. Euille
Hon. Paul Smedberg

Arlington County
Hon. Jay Fisetle
Hon. Mary Hynes
Hon. Christopher Zimmerman

Dear Ms. Rico:

Fairfax County
Hon. Sharon Bulova
Hon. John Cook
Hon. John Foust
Hon. Catherine M. Hudgins
Hon. Jeffrey McKay

At its meeting on May 5, 2011, the Northern Virginia Transportation Commission (NVTC) authorized me as NVTC Chairman to express our concern about avoidable delays to the planned construction of the HOV/transit access ramp connecting to the BRAC-133 facility at Seminary Road and I-395. NVTC urges FHWA to change its determination that an Environmental Assessment (EA) of the project is required. An EA decision will likely result in an 18-month delay in project completion while our regional highways and local streets are impacted by traffic from the 6,400 new employees at the facility beginning this September. It is our belief, and that of the Commonwealth of Virginia, that the new ramp clearly qualified for a Categorical Exclusion (CE).

City of Fairfax
Hon. Jeffrey C. Greenfield

City of Falls Church
Hon. David Snyder

Loudoun County
Hon. Kelly Burk

A CE is appropriate because the ramp will be built entirely within the existing right of way of I-395. This conclusion is the result of extensive alternatives analyses that have been conducted over the past few years. The ramp will ultimately improve air quality and conserve fuel by encouraging the use of transit and ridesharing. Traffic counts by the Virginia DOT show that the two HOV lanes on I-395 near Seminary Road convey 5,100 persons per lane per hour during the morning peak period, while the four parallel conventional lanes convey only 2,000 persons per lane per hour. Providing an opportunity for more BRAC-133 employees to use transit and ridesharing via the new ramp will speed their trips, as well as the commutes of those who continue to use the conventional lanes.

Virginia Department of Rail and Public Transportation
Hon. Thelma Drake

Virginia General Assembly
Sen. Mark R. Herring
Sen. Mary Margaret Whipple
Del. Barbara J. Comstock
Del. Adam P. Ebbin
Del. Joe T. May
Del. Thomas D. Rust

Executive Director
Richard K. Taube

The essential fact is that well established traffic data show that the ramp will clearly help mitigate environmental impacts resulting from the BRAC-133 office building. As a result, NVTC respectfully requests that FHWA reconsider its EA determination and change the determination to a CE.

Sincerely,

A handwritten signature in black ink, appearing to read "William Euille". The signature is fluid and cursive, with a large initial "W" and "E".

William Euille
Chairman

cc: The Honorable Ray LaHood, U.S. Secretary of Transportation
The Honorable Victor M. Mendez, Federal Highway Administrator
The Honorable Mark Warner, U.S. Senate
The Honorable James Webb, U.S. Senate
The Honorable James P. Moran, U.S. House of Representatives
The Honorable Gerald Connolly, U.S. House of Representatives
The Honorable Frank Wolf, U.S. House of Representatives
The Honorable Sean T. Connaughton, Virginia Secretary of Transportation
Members, NVTC
Tom Fahrney, BRAC Coordinator, Virginia Department of Transportation



SHARON BULOVA
CHAIRMAN

COMMONWEALTH OF VIRGINIA
County of Fairfax
BOARD OF SUPERVISORS

12000 GOVERNMENT CENTER PKWY
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TTY: 711

chairman@fairfaxcounty.gov

April 19, 2011

Ms. Irene Rico
Division Administrator
Federal Highway Administration
400 North Eighth Street, Room 750
Richmond, VA 23219

Subject: Base Realignment and Closure (BRAC)
I-395 HOV/Transit Ramp at Seminary Road

Dear Ms. Rico:

The Fairfax County Board of Supervisors has grave concerns about any delays to the proposed construction of the I-395 HOV/Transit Ramp to Seminary Road, and strongly urges the FHWA to reconsider its decision to expand the environmental review of the project from a Categorical Exclusion (CE) to an Environmental Assessment (EA).

According to the Department of Defense, 6,400 employees will be relocated to Mark Center beginning in August of this year. The Virginia Department of Transportation (VDOT) traffic studies show gridlock conditions will occur on Seminary Road, Beauregard Street, and I-395. This will result in added delays upwards of 20 to 30 minutes per vehicle to traverse the interchange. The proposed ramp would promote carpool and transit ridership, would more directly move carpools and buses from I-395 to Mark Center, and would ease some of this severe congestion. However, the FHWA decision to require an Environmental Assessment (EA) rather than a Categorical Exclusion (CE) will delay the construction of the ramp by up to 18 months.

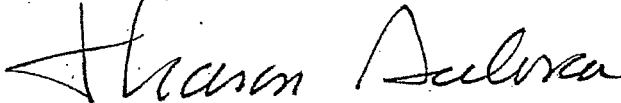
With a CE, VDOT could begin construction of the ramp under a design-build contract with completion around 2014. VDOT and Fairfax County believe that a CE is the most appropriate level of environmental documentation, because the ramp to Seminary Road will be built entirely within the existing I-395 right of way, and because the ramp will improve air quality in the non-attainment area by making transit and carpooling more convenient for Mark Center employees.

The Fairfax County Board of Supervisors is sensitive to environmental concerns, and wants any issues to be fully addressed. However, the impact on the transportation system from the Mark Center traffic is a significant environmental concern in-of-itself, and must be mitigated to the extent possible. This ramp project will do just that. To unnecessarily delay a project that has clear environmental advantages is contrary to the intended purpose of the environmental review

Ms. Irene Rico
April 18, 2011
Page Two

process. It is for these reasons that the Fairfax County Board of Supervisors questions and objects to the decision by the FHWA to expand the CE to EA, which would add unnecessary delay to a critically needed project. Once again, we respectfully ask that you reconsider your position on this matter.

Sincerely,

A handwritten signature in cursive script, appearing to read "Sharon Bulova".

Sharon Bulova
Chairman

Cc: Members, Fairfax County Board of Supervisors
The Honorable Representative James Moran
The Honorable Representative Gerald Connolly
The Honorable Representative Frank Wolf
The Honorable Senator Mark Warner
The Honorable Senator James Webb
Anthony H. Griffin, County Executive
Robert A. Stalzer, Deputy County Executive
Catherine Chianese, Assistant County Executive
Thomas P. Biesiadny, Acting Director, Department of Transportation

FOR IMMEDIATE RELEASE

May 11, 2011

Contact: Jeff Caldwell

Phone: (804) 225-4260

E-mail: Jeff.Caldwell@Governor.Virginia.Gov

Governor Releases Letter Sent to Department of Defense Requesting Mark Center Implementation Delay

~Letter says Virginia is planning for transportation investments to mitigate traffic impacts of BRAC change, but state needs more time to complete the work~

RICHMOND – Governor Bob McDonnell today released a May 6 letter that was sent to U.S. Secretary Robert Gates and the Department of Defense (DoD) asking that they delay full implementation of relocating 6,400 to the Mark Center in Alexandria. The letter asks for more time to complete planned transportation improvements to address the traffic impact of this significant employee relocation.

“Virginia is extremely fortunate to be home to a large number of military installations and we are pleased that our strategic location near the Capitol Region, our high quality of life and our pro-military policies have resulted in a significant investment and expansion of our military bases through much of the BRAC process,” Governor McDonnell said. “However, to ensure that these transitions are successful and do not result in gridlock for commuters and military personnel alike, we must work together to ensure that our transportation system is ready before we shift large numbers of new employees to our military bases. That is why I am asking for better coordination of these DoD efforts with the Commonwealth and a phased-in approach at the Mark Center to ensure a seamless and successful transition.”

Citing recent reports issued by the Department of Defense Inspector General and a Virginia Department of Transportation (VDOT) that foretell of gridlock around the expanding site if significant transportation enhancements are not completed, Governor McDonnell requested changes in the implementation schedule for the Mark Center relocation. The DoD plans to transfer 6,400 jobs to the center in September.

Since the selection of the Mark Center site in 2008, the Commonwealth has worked with Fort Belvoir and the City of Alexandria to find solutions to the impending traffic challenges. VDOT has performed major access studies and has recommended a package of short-term transportation improvements and an HOV/Transit ramp from I-395 to Seminary Road. As a result, \$80 million for the ramp was included in Governor McDonnell’s recently approved state transportation funding package.

In the letter, the governor wrote, “The Commonwealth believes a combination of the improvements cited above and strict implementation and adherence to the Army’s Transportation Demand Management Program will resolve many of the impending traffic issues at Mark Center. However, since these improvements are several years away from full implementation, the Commonwealth recommends that the DoD delay full employee relocations to the Mark Center until the short-term and HOV/Transit ramp projects are operational. If this recommendation is adopted, we further suggest employee relocations should be coordinated with the Commonwealth, phased in and continually monitored to determine the maximum number of employees the transportation systems can accommodate.”

The governor also requested funding through the defense Access Road Program to help pay for the I-395/Seminary Road HOV/Transit Ramp.

To read the full letter, visit http://www.governor.virginia.gov/docs/VIP-Gates_RobertFromGOV-5_6_11.pdf

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Friday, April 29, 2011



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REAL ESTATE NEWS

Next Article

McDonnell asks Pentagon to delay Mark Center move

TAGS: Alexandria | Army | Ben Giles | Bob McDonnell | BRAC | Fairfax County | Jeff McKay | jim moran | Mark Center | Pentagon

By: Ben Giles 04/26/11 8:05 PM

COMMENTS (0)

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Examiner Staff Writer Follow Him @Ben_Giles

Virginia Gov. Bob McDonnell on Tuesday said he will ask Defense Secretary Robert Gates to voluntarily delay the Army's move into new office space in Alexandria until traffic problems at the site can be addressed.

McDonnell's announcement came just hours before the Fairfax County Board of Supervisors concluded that it doesn't have the legal authority to challenge in court the Army's shift of 6,400 defense workers to the Mark Center near the intersection of Interstate 395 and Seminary Road this September.

Local officials said the additional commuters on what are already heavily congested roads will likely cause gridlock.

McDonnell said he will ask Gates delay the move entirely or to do it in phases to reduce the impact on traffic until road improvements around the site can be completed.

Rep. Jim Moran, D-Va., has urged local communities and the state to sue the Pentagon to stop the move. But Fairfax officials who discussed a possible lawsuit Tuesday concluded that they couldn't sue because the deadline for taking such action has passed.



Virginia Gov. Bob McDonnell will ask the Pentagon to voluntarily delay the Army's move to new office space at the Mark Center in Alexandria.-Andrew Harnik/Examiner File

"While we remain concerned about the significant impact from the new facility, we have determined that federal law does not give the county the opportunity to challenge" the move, said Fairfax County Supervisor Jeff McKay, D-Lee District.

A spokesman for Moran said the congressman is undeterred, still believing a lawsuit may be the region's best chance to delay the move.

"The statute of limitations issue is a roadblock but not an insurmountable one," said Austin Durrer, Moran's chief of staff. "The congressman will continue pressing forward with an 'all options on the table' approach in his ongoing battle to mitigate this looming traffic nightmare."

The Army has long insisted that there would be no traffic problems at the new offices even though the site has no access to public transportation. But the Pentagon's inspector general last week found the Army had erred in its traffic studies, bolstering local officials' assertions that road improvements needed to be done before the workers move in.

Prince William County officials have said they would not join in a lawsuit against the Pentagon. The Alexandria City Council was reviewing its legal options Tuesday evening.

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MEMORANDUM

TO: Chairman Euille and NVTC Commissioners
FROM: Adam McGavock
DATE: June 2, 2011
SUBJECT: Brookings Institution Study on Transit and Jobs

The Brookings Institution study entitled “Missed Opportunity: Transit and Jobs in Metropolitan America” attempts to examine the effectiveness of transit in connecting people with jobs in metropolitan areas. The study team from the Metropolitan Policy Program assembled a database of schedule and geospatial data for the 371 transit systems in the nation’s 100 largest metro areas, and combined that information with neighborhood-level data on income and employment. They examined that data to determine the levels of transit coverage and connectivity across and within metropolitan areas. The results show a considerable variation in terms of transit coverage and service levels across the country.

On the national level, the study found that nearly 70 percent of residents in large metropolitan areas live in neighborhoods with access to transit, and in these neighborhoods, morning rush hour transit service is provided with a headway of approximately 10 minutes. The typical resident of a metropolitan area can access approximately 30 percent of the jobs in their metro area via transit, within 90 minutes. For the Washington D.C. Metropolitan region, 82.5 % of residents live in neighborhoods with transit access, which ranks 17th out of 100 metro areas. The average rush hour transit headway is 6.6 minutes, which ranks 4th nationally. Residents of the D.C. Metropolitan area can access 36.6 percent of the jobs in the region via transit, within 90 minutes, which ranks 24th nationally.

Nation-wide, high-income skilled employment is more likely to be accessible via transit in under 90 minutes (approximately 33%) vs. lower-skilled and middle-skilled employment (approximately 25%). This reflects the higher concentration of skilled jobs in the more heavily urbanized areas (cities), but it does indicate accessibility problems for lower income workers who are more likely to depend on transit for job access. In contrast to the national trend, the Washington D.C.



metropolitan area has higher transit access for low and middle income jobs (43% and 35% respectively) versus higher income jobs (32%).

Overall, the study ranked the Washington D.C. metropolitan area 17th out of the 100 metropolitan areas studied, in terms of transit connecting workers to jobs. I do not believe this ranking should be of major concern to the transit community. The study does not stratify metropolitan areas according to size or population, unlike nearly every other transit study we have seen (such as the TTI Urban Mobility Report.) Comparisons are made between the Washington D.C. area and cities such as Honolulu (ranked 1st) and Albuquerque (ranked 6th). In a peer group of large metropolitan areas, the D.C. area ranks behind only Portland, New York, Denver, and San Francisco.

While the findings of the study are very interesting and informative, one should not use the results to judge the effectiveness of a transit system (or of several systems) in a given metropolitan area. The authors acknowledge that land use patterns and decisions can have an equal or even greater effect on the distribution of jobs than the location of transit services. The report states that “the jobs access measure more closely reflects where jobs lie within metro areas than the extent of transit coverage, particularly for metro areas ranking very high or very low on those measures.”

The Washington Post

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Study finds pluses in D.C. public transit

By Dana Hedgpeth, Published: May 11

Washington's transit system may seem unreliable to the commuter who gets stuck waiting for trains or walking up broken escalators, but it may not be so bad when examined as part of a regional network compared with other major metropolitan areas.

Transit in the Washington area ranked 17th among 100 major cities' bus and rail systems in a [report from the Brookings Institution](#) released Thursday. The cities were judged mainly on how accessible transit systems are to the areas where jobs are and on how much of the geographic area the systems cover.

The top-ranked cities were Honolulu and San Jose, respectively. New York's transit system ranked 13th.

The Brookings study looked at the bus and train systems in major metro areas and compared them based on how frequently trains and buses ran, how accessible public transportation was to residents and how close it was to where companies are located.

In the Washington area, it examined 16 agencies that provide train, bus or other public transit services, including [MARC](#), [Metro](#), [VRE](#), the [Fairfax Connector](#) and Montgomery County's [Ride On bus service](#).

Among the more interesting highlights of the report for the D.C. area:

1 Of working-age residents, 82 percent live within three-quarters of a mile of a transit stop.

1 The median wait for any rush-hour transit vehicle is 6.6 minutes. That makes the D.C. area one of five where there are frequent trains and buses almost every 10 minutes. The four others are New York, Los Angeles, Milwaukee and San Jose.

1 In the D.C. area and New York, more than 35 percent of the jobs are within a 90-minute commute by either train or bus. The D.C. area has about 1.2 million jobs that are accessible in a 90-minute commute, ranking it 24th in the country.

The Brookings study, titled "[Missed Opportunity: Jobs and Transit in Metropolitan America](#)," found that nationally 70 percent of people have access to transit systems in their neighborhoods. However, the

study said much of the job growth has been spread out in suburbs, where more low-income jobs in retail and manufacturing are being created.

“There’s a mismatch,” said Robert Puentes, a senior fellow at Brookings’ Metropolitan Policy Program who is one of the authors of the study. “The low-income neighborhoods have access to transit, but more and more jobs are in the suburbs” where there’s not always reliable public transportation options.

Puentes said it is important for large transit systems such as the Washington area’s Metro system to continue to invest money to maintain rail and bus services because they are an integral part of the area’s job growth and economy.

“We need to make sure the transit system continues to function in an efficient manner in order to get workers to jobs,” he said.

Staff columnist Robert Thomson, a.k.a. Dr. Gridlock, will moderate a panel on the report at 9:30 a.m. Thursday. Participants will include Housing and Urban Development Secretary Shaun Donovan and Transportation Secretary Ray LaHood. The event has reached capacity but may be viewed live at brookings.edu.

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Missed Opportunity: Transit and Jobs in Metropolitan America

Adie Tomer, Elizabeth Kneebone, Robert Puentes, and Alan Berube

Findings

An analysis of data from 371 transit providers in the nation's 100 largest metropolitan areas reveals that:

- **Nearly 70 percent of large metropolitan residents live in neighborhoods with access to transit service of some kind.** Transit coverage is highest in Western metro areas such as Honolulu and Los Angeles, and lowest in Southern metro areas such as Chattanooga and Greenville. Regardless of region, residents of cities and lower-income neighborhoods have better access to transit than residents of suburbs and middle/higher-income neighborhoods.
- **In neighborhoods covered by transit, morning rush hour service occurs about once every 10 minutes for the typical metropolitan commuter.** In less than one quarter of large metro areas (23), however, is this typical service frequency, or "headway," under 10 minutes. These include very large metro areas such as New York, Los Angeles, Houston, and Washington. Transit services city residents on average almost twice as frequently as suburban residents.
- **The typical metropolitan resident can reach about 30 percent of jobs in their metropolitan area via transit in 90 minutes.** Job access differs considerably across metro areas, from 60 percent in Honolulu to just 7 percent in Palm Bay, reflecting variable transit coverage levels and service frequencies, and variable levels of employment and population decentralization. Among very large metro areas, the share of jobs accessible via transit ranges from 37 percent in Washington and New York to 16 percent in Miami.
- **About one-quarter of jobs in low- and middle-skill industries are accessible via transit within 90 minutes for the typical metropolitan commuter, compared to one-third of jobs in high-skill industries.** This reflects the higher concentration of high-skill jobs in cities, which are uniformly better served by transit. It also points to potentially large accessibility problems for workers in growing low-income suburban communities, who on average can access only about 22 percent of metropolitan jobs in low- and middle-skill industries for which they may be most qualified.
- **Fifteen of the 20 metro areas that rank highest on a combined score of transit coverage and job access are in the West.** Top performers include metro areas with noted transit systems such as New York, Portland, San Francisco, and Washington, but also Salt Lake City, Tucson, Fresno, and Las Vegas. Conversely, 15 of the 20 metro areas that rank lowest are in the South.

These trends have three broad implications for leaders at the local, regional, state, and national levels. Transportation leaders should make access to jobs an explicit priority in their spending and service decisions, especially given the budget pressures they face. Metro leaders should coordinate strategies regarding land use, economic development, and housing with transit decisions in order to ensure that transit reaches more people and more jobs efficiently. And federal officials should collect and disseminate standardized transit data to enable public, private, and non-profit actors to make more informed decisions and ultimately maximize the benefits of transit for labor markets.

“As states and regions strive to put Americans back to work, policymakers should be careful not to sever the transportation lifelines between workers and jobs.”

Introduction

Public transit is a critical part of the economic and social fabric of metropolitan areas. Nearly 30 million trips are made every day using public transit. Almost all of these trips occur in the nation's 100 largest metro areas, which account for over 95 percent of all transit passenger miles traveled. People take transit for any number of reasons, but one of the most common is to get to work. Seven percent of workers in these metropolitan areas, or 6.5 million overall, rely on some form of public transit for their commutes. For lower-income residents the share is even higher, 11 percent.¹

But when it comes to the question of how effectively transit connects people and jobs within and across these metropolitan areas, strikingly little is known. There is no comprehensive national database of the spatial geography of transit service. While some have made efforts to identify gaps in metropolitan transit networks, the absence of detailed information has made it difficult to do so broadly.² As a result, few federal and state programs related to transportation use factors like job accessibility via transit to drive investment decisions. With governments at all levels considering deep budget cuts, it is increasingly important to understand not just the location and frequency of transit service, but ultimately how well transit aligns with where people work and live. This kind of information would ensure that limited funds are targeted in smart and effective ways to improve and maintain transit options for metropolitan residents, particularly those who depend most on public transportation.

To better understand these issues, the Brookings Metropolitan Policy Program developed a detailed database of schedule and geospatial data for all transit systems in the nation's 100 largest metropolitan areas, including each major transit mode (primarily bus and rail). This comprehensive database provides the first comparable, detailed look at transit coverage and connectivity across and within the nation's major metro areas. It combines transportation data with neighborhood-level information on income and employment to characterize access to jobs via transit.

The results reveal considerable variation in transit coverage and service levels across the country, and in how effectively systems connect workers to jobs, including the jobs they may be most likely to hold. Within metro areas, the analysis illustrates how well and how often transit serves each neighborhood, and how many and what kind of jobs can be accessed via transit within a reasonable travel time. It also underscores that transit on its own does not dictate access; a host of other factors—from land use patterns to where people choose to live and where jobs locate—matter greatly for how well transit ultimately functions. Understanding these dynamics can help national and state policy makers identify which metropolitan areas offer the strongest transit options, and help local and regional decision makers understand how well transit serves different parts of their metropolitan areas by location and income.

This report begins by providing background on factors that influence the reach and efficiency of transit in metropolitan areas. After describing the data and methods used to profile transit in the 100 largest U.S. metropolitan areas, the report presents a series of measures that characterize transit access across and within these metro areas. Along the way, it assesses the regional and local factors that relate to how well transit serves metropolitan populations and connects them to employment. The report concludes with a range of implications for policymakers, employers, and workers at all levels.

Background

The journey to work literally defines U.S. metropolitan areas. Because metropolitan areas are intended to represent regional labor markets, the federal government uses data on county-to-county commuting flows to construct metro area definitions. The metropolitan transportation network that connects different jurisdictions within the same region is critical for improving the efficient functioning of labor markets, increasing labor market flexibility, and providing access to employment. It is cliché to say that transportation is a means to an end, but it is absolutely true. In this analysis, the “end” is a job.

More immediately, transportation matters for establishing a broad-based economic recovery. Improving transportation connections to jobs enhances the efficiency of labor markets for both workers and employers.³ Years of study, research, and practice have tried to address the vexing logistical problems stemming from lack of access to transportation in major metropolitan areas.⁴ Today, transportation analysts increasingly consider *accessibility* to be a better measure of system performance than traditional *mobility*.⁵ It is at least as important for metropolitan residents to be able to access a range of activities, such as jobs, via the transportation system, than it is for systems to simply move vehicles faster and reduce travel times.⁶

One important way workers get to work is via public transit. While three out of four commutes occur alone in a car, recent statistics show that the share of Americans commuting to work via public transit grew during the 2000s for the first time in decades.⁷ Each of the nation's 100 largest metropolitan areas offers some form of public transit service. Many of the places with the largest recent increases in transit usage, such as New York and Washington, offer extensive rail networks. Other metro areas that recently opened light rail lines such as Charlotte and Phoenix also saw upticks, as did others that rely almost exclusively on buses for transit commuting, such as Colorado Springs and Albuquerque.

A high quality public transit network can allow employers to benefit from the clustering and agglomeration of people and businesses, and thereby raise productivity in metro areas. One recent analysis recommends using access to jobs and labor as a measure of the economic benefit of transportation to metropolitan areas.⁸ Transit also supplies travel choices for workers, and is thus especially important to populations who depend on such service because they are too old or poor, or otherwise choose not to own a car. Metro areas with a high number of transit commuters, such as Los Angeles, Honolulu, and Philadelphia, also stand out for having small per capita carbon emissions due to transportation compared with more car-dependent areas such as Nashville and Oklahoma City.⁹ In some metropolitan areas, transit can help workers avoid severe rush hour traffic congestion, and reduce the costs of their commutes relative to driving a car. Moreover, as gasoline prices continue to rise, transit use is predicted to increase as well.¹⁰

Of course, the success of a transit network in reaching workers and helping them to access jobs rises and falls on much more than the transit system itself. Transportation networks interact with the location of employment and housing in complex ways that influence the metrics analyzed in this report:

- **Metro growth and expansion.** In the 2000s, America's central cities continued their growth trend from the 1990s. In fact, from 2006 to 2009, their growth accelerated at the same time that suburban population growth slowed, largely due to the housing crisis and deepening recession. Nevertheless, much of the decade saw low-density exurban parts of metropolitan America grow at rates several times those of cities and high-density suburban counties. Today, about 40 percent of the metropolitan population lives in these spread-out areas.¹¹ Several metro areas are experiencing dual trends of growth in the urban core as well as outward expansion.
- **Employment decentralization.** Suburbs are no longer just bedroom communities for workers commuting to traditional downtowns. Rather, many are strong employment centers serving a variety of functions in their regional economies. An investigation into the location of jobs in the nation's largest metropolitan areas finds that nearly half are located more than 10 miles outside of downtowns.¹² Only about one in five metropolitan jobs is located near the urban core, within 3 miles of downtown. Some suburban job growth is undoubtedly occurring in city-like settings, yet a significant share continues to take shape in low density, "edgeless" forms.¹³
- **Suburbanization of poverty.** Poverty, once overwhelmingly concentrated in cities, has likewise drifted into the suburbs. By 2008, large metropolitan suburbs were home to a larger share—about one-third—of America's poor than big cities, small metropolitan areas, or rural areas. During the 2000s, poverty in suburbs grew five times faster than in cities.¹⁴ While poor suburban families are not yet geographically concentrated in the extreme degrees traditionally seen in some central cities, there are alarming trends in this direction.¹⁵ Furthermore, poor suburban residents tend to reside in less jobs-rich communities than their non-poor counterparts.¹⁶

These trends have enormous implications for how workers access a range of activities and opportunities in metropolitan America: education, shopping, health care, and recreation. Most importantly,

these challenges bring a new sense of urgency to metropolitan job access, particularly for the working poor. However, many cities and older communities have inherited a road and rail infrastructure geared more to the commuting and travel patterns of prior decades. Several problems emerge:

- **Old hubs and spokes.** Although nearly half of work commutes still originate from, or terminate in, central cities, 39 percent of work trips are entirely suburban.¹⁷ Some older rail transit systems—which still move millions of daily commuters—capture little of this market because they were laid out when the dominant travel pattern was still into and out of cities, before business and commercial development began rapid decentralization. These hub-and-spoke patterns provide dense metropolitan cores with large supplies of suburban workers, but may not serve other parts of metropolitan areas well.¹⁸
- **Serving low-density areas.** As metropolitan areas decentralize in low-density forms of development—where residential and commercial uses are kept separate—it becomes increasingly difficult to connect people to jobs with public transit in a cost-effective manner. From 2002 to 2007, the amount of developed land in the United States increased by 8.4 percent, nearly twice the rate of population growth (4.5 percent).¹⁹ Indeed, an estimated 55 percent of large metropolitan residents live under traditional or exclusionary zoning regimes that separate uses and/or emphasize low-density development.²⁰
- **Spatial mismatch and the costs of transportation.** As economies and opportunity decentralize, a “spatial mismatch” has arisen between jobs and people in metropolitan America.²¹ In some metro areas, inner-city workers are cut off from suburban labor market opportunities. In others, low- and moderate-income suburban residents spend large shares of their incomes owning and operating cars.²² While owning a car improves chances of employment, a growing body of work quantifies the large combined impact of housing and transportation costs on households’ economic bottom lines.²³

Faced with these trends and attendant challenges, policymakers have promoted many strategies to enhance job accessibility. Transportation-related responses aim to provide more or better transit so workers can get to more locations more often. Urban reinvestment strategies seek to bring jobs closer to inner-city workers. Housing mobility programs strive to expand opportunities for lower-income residents to live close to jobs, often in suburbs. Other recent efforts to increase spatial efficiency at the metropolitan, local, and neighborhood levels have included interventions such as place-based affordable housing, transit-oriented development, reverse commuting, and “livability” programs.

Numerous federal rules and regulations also aim to improve geographic employment accessibility, especially for lower-income workers. For example, the Federal Transit Administration’s (FTA) Job Access and Reverse Commute Program includes employment accessibility in its metrics for project evaluations.²⁴ Newer federal discretionary grant programs and activities—such as the National Infrastructure Investments and the multi-agency Partnership for Sustainable Communities—explicitly aim to improve access to employment opportunities.²⁵ Those approaches seek to link up often disparate policy areas such as transportation, housing, and economic development.

The effectiveness of these programs is still to be determined. Part of the challenge is that no comprehensive information exists that describes the relationship between transit and employment access.²⁶ One detailed assessment finds that only “a handful of areas” have developed sophisticated measures regarding the availability of transit services.²⁷

This research aims to fill that void by providing a national framework for the discussion. Using previously disaggregated or nonexistent data alongside complex modeling technology, this report presents accessibility metrics for the country’s most populous metropolitan areas, where nearly all transit ridership occurs. Beyond contributing to the research literature, the goal of this analysis is to establish a foundation for public policy and planning applications through comparative metrics useful for planning and economic development strategies. As policymakers, business and local leaders, and the general public grapple with 21st century challenges of achieving economic growth and prosperity, understanding how well workers can access jobs by transit is critically important.



Initiative offers food discounts to Tysons commuters who don't drive

Like

Wednesday - 5/4/2011, 7:50am ET

WASHINGTON -- A new transportation initiative aimed at alleviating Tysons Corner traffic saves gas money for participants -- more than \$4 million so far -- and also gives them a chance to win \$100 a week in groceries and get discounts.

The NuRide program rewards drivers for avoiding the traditionally gridlocked district, which has become even more heavily congested than usual thanks to the ongoing Dulles Rail and Interstate 495 High Occupancy Transportation Lanes construction projects. Commuters are encouraged to telework, or use van pools, car pools, buses and bicycles to get to work, or simply walk.

"Whenever we do heavy construction work in an area, we always try to find those transportation commuter solutions that we can put in place to ease the stress," says Steve Titunic, spokesman for the Virginia Department of Transportation, which which also has sponsored commuter buses since February.

Those who sign up -- more than 8,800 people in the D.C. region and counting -- receive discounts on food and groceries, and are eligible for a weekly drawing for a \$100 gift certificate.

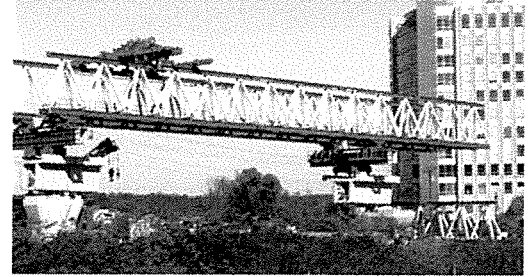
Participants also have access to a van pool for \$50 per month.

NuRide claims it has saved more than 580,000 car trips in the D.C. area, and spared drivers from traveling almost 18 million miles, according to its website. This has saved area commuters almost 800,000 gallons of gas totaling \$3.8 million, they report.

The users, evenly split between men and women, travel an average of 30 miles on each leg of their commutes.

WTOP's Hank Silverberg contributed to this report. Follow Hank and WTOP on Twitter.

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The Dulles Rail Project is one of the projects causing gridlock in Tysons. (Dulles Corridor Metrorail Project/Chuck Samuelson)



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Dulles Metrorail In Flux

Loudoun County Weighs Pullout

Thursday, May 19, 2011

By Dennis Moore

WASHINGTON – Loudoun County, Va., is looking at the possible impact of withdrawing its funding for the Washington, D.C., Metrorail extension to Dulles International Airport.

The county board told its staff Tuesday night to study how pulling out would affect the rail extension and the airport's operation.

Loudoun Board of Supervisors chairman Scott York says the project is beginning to “derail” because of what he sees as intransigence at the Metropolitan Washington Airports Authority in negotiating lower costs.

“This group seems not to care where the money's coming from and seems hell-bent on ignoring the cost for their little wish-list,” he said.

The part of the “wish list” that has supervisors of Loudoun and neighboring Fairfax County fuming is an underground station at the airport estimated to cost about \$330 million more than an above-ground station.

Robert Brown, chairman of the MWAA's finance committee, said “we continue to be very optimistic that we can find a solution.” He said the underground station was in the design and funding plans which Loudoun and Fairfax counties signed at the beginning of the project.

Loudoun County is expected to pay 4.8% of the cost, neighboring Fairfax County has committed to financing 16.1%, and the airports authority is scheduled for 4.1%. The rest would come from federal and state funds and tolls. The project is being built in two stages and the fighting is over phase two. None of phase one is in Loudoun County so it has no funding role.

The MMWA has issued \$1.3 billion of bonds in two offerings for its stage-one financing and plans more borrowing later this year or early in 2012. The Fairfax County Economic Development Authority has issued \$205.7 million in bonds, slightly more than half its \$400 million phase-one contribution.

The original budget estimate for phase two, in 2010, was \$2.5 billion. In September, the airports authority raised the cost estimate to \$3.5 billion. Both Loudoun and Fairfax counties sent letters to the authority in April warning they might pull out. Loudoun has now taken that threat one step further. Board chairman York expects the staff report by the end of June, but intends to continue meeting with MWAA and Fairfax County officials in the meantime.

Fairfax County Board of Supervisors chairwoman Sharon Bulova says “we fully intend to continue efforts to identify cost reductions to bring the Phase 2 estimate more in line with original estimates.”

The MWAA's Brown listed several options under discussion, including a smaller rail yard at the end of the line at Dulles Airport. Design changes at stations and their accompanying parking garages could also save money.

In the current economy, Brown thinks construction bids will come in significantly lower than when the estimates were made. The borrowers are also benefitting from lower rates.

Leo Schefer, president of the nonprofit Washington Airports Task Force, says the continuing cost negotiations are what matter.

“A Loudoun pullout is probably irrelevant, because if the costs aren’t reduced, our fear is there would be no project,” he said. “And if the costs are reduced, we are hopeful that Loudoun County will remain in the project.”

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FOR IMMEDIATE RELEASE

May 10, 2011

Contact: Jeff Caldwell

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E-mail: Jeff.Caldwell@Governor.Virginia.Gov

Statement of Governor Bob McDonnell on Congressman Frank Wolf Submitting Legislation to Change MWAA Board Appointment Rules

RICHMOND – Governor Bob McDonnell issued the following statement today after Rep. Frank Wolf introduced legislation to allow members of the Metropolitan Washington Airports Authority to be replaced more easily and to give the Commonwealth of Virginia greater representation on the panel, now a 13-member regional board.

Wolf's bill would allow the governors of Virginia and Maryland, the mayor of the District of Columbia and the president to remove board members even if appointed by their predecessor. The bill also would expand the board and increase Virginia's representation from five to nine members. Maryland would continue to have two members and the District of Columbia three. There are also three presidential appointees.

“Recent decisions by the MWAA board illustrate that more oversight by Virginia, Maryland and the District of Columbia is necessary to ensure that citizens' interests are taken into account when major decisions are made. The shortsighted and fiscally irresponsible decision to expand rail access to the airport via the costly underground route rather than the effective and less costly aerial alignment has been resoundingly criticized by the state and local governments to which the board supposedly is accountable.

“I applaud Congressman Wolf's efforts to expand Virginia's oversight of the MWAA board decision making process, and to enhance the accountability of those chosen to serve on the board so we are assured they are representing the will of the people. He has been a strong and vocal advocate for the Washington Dulles International Airport and Ronald Reagan Washington National Airport, as well as the Dulles Corridor Metrorail Extension project, and his vocal assertions that the board's latest decisions are contrary to the best interests of the Commonwealth and the localities assisting in funding the project should be a clarion call to the board. They must be more financially responsible in their management of this project.

“I, and the Commonwealth, share Congressman Wolf's opinion that the project should be managed to give the greatest benefit to the citizens who will use it while minimizing the financial impact to its partners and users of the Dulles Toll Road. All efforts should be made to finish the project on time and at or under budget.”

To read more about Congressman Wolf's actions, visit
<http://wolf.house.gov/index.cfm?sectionid=34§iontree=6,34&itemid=1723>

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Friday May 13, 2011

Loudoun might bail on rail project

County officials continue Metrorail financing debate

by Crystal Owens | Loudon Times-Mirror

Loudoun County supervisors want to know the consequences should they decide to pull funding from the Dulles Rail project that is set to bring Metrorail to the area.

The decision to investigate the option - one several government leaders will make in the coming months about the project - came Wednesday during a county Government Services and Finance Committee meeting on the heels of an already tense situation.

In the past month, federal, state and local officials have come out against the Washington Metropolitan Airports Authority, the board that governs the Dulles Rail project, after it decided to go with a pricer underground Metro station option for Dulles International Airport.

An underground option would cost \$300 million more to build than an above-ground station, which was endorsed by supervisors in Loudoun and Fairfax counties.

Under a financing agreement for the project, Fairfax County will pay 16.1 percent, Loudoun, 4.8 percent, and the airports authority, 4.1 percent. The other 75 percent is to come from federal and state funding, as well as Dulles Toll Road revenues.

However, the project's cost has swelled \$1 billion past the original \$2.5 billion estimate, leaving funding partners to wonder whether they should continue a commitment.

To finance the project, and keep rates on the Dulles Toll Road from rising, MWAA is pursuing federal loans. If MWAA gets federal financing, toll rates still will rise to \$6.75 for a one-way trip, county officials say. Without federal help, the tolls would increase to \$10.75.

Supervisors have 90 days to decide whether to opt out of financing upon completion of the Metrorail project's preliminary engineering design, which MWAA has said could be available as early as July.

Loudoun Supervisor Eugene Delgaudio (R-Sterling), who voted last year to deny funding for the project, said he feared MWAA would continue to increase the cost of the project, in turn driving up local taxes and user fees on the Dulles Toll Road.

"What I'm suggesting is today we vote to opt out and begin the process of saving hundreds of millions of dollars with a range of saving \$30 to \$40 million today," Delgaudio said.

However, Supervisor Jim Burton (I-Blue Ridge), chairman of the Government Services and Finance Committee, said it was too soon to make a final decision on whether to pull funding from the project.

MWAA officials, Burton said, are weighing their options on the project and a change in position could come soon.

"I think it would be a mistake to take that vote to opt out at this point in time. There are negotiations

going on," Burton said. "No one knows right now, but it appears there is pressure on that board to make that decision ... I would expect to see some changes before it's all over."

Some supervisors, including Delgaudio, said they think MWAA simply would end construction of the Metrorail branch at Dulles Airport should Loudoun pull financing from the project. Plans for the project currently are to build past the airport with stations at routes 606 and 772.

Loudoun Chairman Scott York (I-At Large) said Wednesday county officials already are working to gather information on how an absence of Loudoun funding would impact the project.

York requested a meeting with the MWAA advisory committee weeks ago to discuss the project's overall cost, but a firm date has not been set.

York said Loudoun County Administrator Tim Hemstreet already has sent a letter to the Washington Metropolitan Area Transit Authority and is working on a letter to MWAA, seeking clarity on how an opt-out of financing would impact the Metrorail project.

The transit authority, Hemstreet said, relaxed requirements for the airport Metrorail stations at the beginning of Phase 2 negotiations, such as bus bays, a Kiss and Ride lot and a lower cost of parking. If Loudoun opts out of financing, those waivers might disappear, he said, leaving the county to still pay for operation and maintenance of the airport station.

"There is a possibility that even if we opt out, because there is a station in Loudoun County, we may still be responsible for paying for the operations of that station," Hemstreet said.

York said MWAA is facing several problems if Loudoun pulls financing, including an absence of commuter parking garages. The proposed Route 606 Metrorail station was to provide 6,000 parking spaces, he said.

The Washington Post



[Back to previous page](#)

Transportation board designates new 'Corridor of Significance' near I-95 in N.Va.

By Ashley Halsey III, Published: May 18

By now there is a certain weary tone in the voices of those who joust over transportation in Northern Virginia, and no conversation ends without mention of the Manassas battlefield that sits smack in the middle of the contested turf.

The two Civil War battles fought there were more straightforward and a lot shorter than the decades of warfare over the best way get from here to there in the ever-more-congested part of the state. The battle was rejoined Wednesday in Richmond on a point that everyone agreed was "a gray area" but that all still assumed must be important because it seemed to be so to the other side.

The issue at hand: The [Commonwealth Transportation Board](#)'s proposal to designate a swath from Interstate 95 across Prince William and Loudoun counties as a "[Corridor of Statewide Significance](#)," making it the 12th place selected for the label since the state legislature created the designation two years ago.

This move is either recognition that north-south mobility is needed in a region that now moves on an east-west axis, or it's an attempt to accelerate construction of a controversial parkway linking the two counties and ultimately connecting to new Potomac River bridges to create an outer Beltway around Washington.

The true significance of the designation — approved by the board in a voice vote Wednesday — will only become clear over time.

"Essentially, what this will do is look at this as a corridor to put some planning money into it," said [Sean T. Connaughton](#), state transportation secretary and a veteran of Northern Virginia transportation warfare as former chairman of the Prince William County Board of Supervisors. "It is no specific road; it is no specific plan. We will look at roads, transit, buses, bike paths and even pedestrian accessibility."

To those who advocate measured growth around existing communities and development of public transit options to serve that growth, the new corridor points to one objective.

"They are jumping to the conclusion that a major circumferential route on the outer edges of suburbia is the solution to our transportation needs," said Stewart Schwartz, executive director of the [Coalition for Smarter Growth](#). "We don't think that building a north-south route is justified in a region where the east-west traffic is three to 10 times higher."

Schwartz sees the ultimate goal of the corridor effort as a bridge across the Potomac east of Leesburg or in Great Falls that would require highway construction on the Maryland side to link with Interstate 270 or the [Intercounty Connector](#).

Enter Bob Chase, another transportation war veteran and director of the [Northern Virginia Transportation Alliance](#).

"It doesn't involve an outer Beltway, though I wish it did, and it doesn't presuppose a bridge," Chase said. "The need for north-south mobility has been documented time and again, and this is about as benign a step as you could take."

If Connaughton, Schwartz and Chase are central players in the modern staging of the transportation debate, there are hundreds of others who have devoted thousands of hours to the discussion over the past 30 years.

In addition to the outer Beltway proposal, which still lives in a few hearts but generally fell out of favor in the 1980s, there have been a number of studies and proposals to link I-95 with a significant roadway through Prince William and Loudoun.

The intent of those pushing for such a highway has been to better serve [Dulles International Airport](#) and the rapid expansion around it. A Tri-County Parkway that would run east of the [Manassas Battlefield](#) to include Fairfax County and a Bi-County Parkway that would run west of it both still are on the planning boards.

Each of the three counties has its own transportation goals, and they don't always coincide or embrace the views taken by one side or the other in the arguments of those like Schwartz and Chase (or the Chamber of Commerce, or the Sierra Club, or the [Metropolitan Washington Airports Authority](#) or the [Southern Environmental Law Center](#)) who take the regional perspective.

Chase called Wednesday's vote "a major step forward" but acknowledged it "isn't the end of a process; it's the beginning of one where you go about evaluating a number of options."

Schwartz worries it's a sign that power over local decisions is being concentrated in Richmond and "leaving out the local bodies."

"Twenty years ago," Connaughton said, "this move might have been controversial. But today, when you look at population growth, we need to look at mobility between Prince William and Loudoun and start doing some planning."

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NVTA Alliance Alert

May 19, 2011

An Historic Day

CTB Designates New Northern Virginia North-South Corridor of Statewide Significance

The Commonwealth Transportation Board (CTB) took an historic, long-overdue step of designating a new Northern Virginia North-South Corridor of Statewide Significance (CoSS) connecting Route 7 in Loudoun County and I-95 and Route 1 in Prince William County. As with previously designated CoSS, this new corridor is not about a single roadway or solution but will consist of a range of multi-modal choices including the long-planned Bi-County and Tri-County Parkways as well as Virginia Railway Express, bus and other solutions.

The resolution designating this new CoSS was introduced by CTB member Doug Koelemay (Northern Virginia), who along with Virginia Transportation Secretary Sean Connaughton and CTB members Gary Garczynski (Urban at-large) and Dr. James Davis (Staunton) were instrumental in the deliberations which resulted in final passage.

Adoption of this resolution was also due in large part to the efforts of an 18-member Northern Virginia business organization coalition along with members of Northern Virginia's legislative delegation, the Prince William County Board of Supervisors and other local elected officials.

To read the Coalition's letter, [click here](#).

In testimony yesterday, the Alliance observed that--

- The proposed corridor has been the subject of 50 years of state, regional and local studies, each of which documented the need for and benefits of new multi-modal capacity/connectivity and have involved extensive public input.
- The new CoSS designation process has generated substantial additional input.
- Opposition to this CoSS designation is largely ideological, parochial, political and NIMBYish, or the very forces the CTB was established to supersede.
- Other Virginia communities would welcome CoSS designation and erect statues to CTB members. Yet, in Northern Virginia some officials/interest groups throw stones, which is why the region is #1 in congestion.
- CoSS designation is not an end, but the beginning of a process to fully address all concerns and identify and advance the best solutions.

To read the Alliance statement, [click here](#).

Designation of the CoSS represents an important victory for responsible, multi-modal planning, improved mobility, economic sustainability and Washington Dulles International Airport and a set-back for the parochial and special interests that have impeded regional and statewide transportation for too long,

NVTA Alliance Alert

May 24, 2011

Corridors of Statewide Significance, cont.

The Nose Grows

"They (CTB) are jumping to the conclusion that a major circumferential route on the outer edges of suburbia is the solution to out transportation needs."

Coalition for Smarter Growth
Washington Post
 May 19, 2011

Leaving aside the obvious misstatement that a transportation corridor consisting of *multiple* roads and transit services connecting Loudoun and Prince William Counties in Virginia constitutes a "major circumferential" (unless Virginia recently annexed Montgomery and Prince George's Counties in Maryland without telling them), consider the following in terms of the Commonwealth Transportation Board (CTB) "jumping to the conclusion" in designating a new Northern Virginia North-South Corridor of Statewide Significance --

- Virginia first identified the need for and significance of better connecting Northern Virginia's outer suburbs circa 1950 and called it the "*Western Loop*"
- The *Year 2000 Plan* prepared in the 1960s by the National Capital Region Planning Council reiterated its importance
- As did the 1969 Northern Virginia Thoroughfare Plan prepared by the Virginia Department of Highways and Transportation
- And Metropolitan Washington Governments'/Transportation Planning Board's Plans since 1970
- And re-affirmed by a 1986 Federal Highway Administration Study
- And a 1988-1990 Joint Maryland-Virginia EIS Study
- And still again by a 1994-1998 Virginia Major Investment Study
- And in modeling done in 2004 in conjunction with the Northern Virginia Transportation Authority's *TransAction 2030 Plan*
- In the 2005 Tri-County Parkway EIS and Location Study
- And the Bi-County and Tri-County Parkways have been and continue to appear on local master plans.

Virtually all of the above studies documenting the significance of this corridor involved processes of extensive public input and deliberation. To read the CTB resolution on this matter, [click here](#).

Opponents know they don't have to be accurate, just quotable. However-

Facts Are Stubborn Things.

**If Basing an Action on 60 Years of Study and Public Input Is "Jumping to a Conclusion,"
 Then the Commonwealth Transportation Board is**

Guilty as Hell.

Follow us on 

The Northern Virginia Transportation Alliance is the only organization focused solely on making better transportation a reality for Northern Virginia citizens and businesses.

Contact Info

The Alliance Alert is a free online update on regional transportation issues and public involvement opportunities provided by the Northern Virginia Transportation Alliance. For more information on regional transportation issues and NVTA, please visit our website at www.nvta.org.



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Northern Virginia Transportation Alliance | 7600 Colshire Drive | Suite 215 | McLean | VA | 22102

NVTC

Northern Virginia Transportation Commission

NVTC

AGENDA ITEM #9

TO: Chairman Eulle and NVTC Commissioners
FROM: Scott Kalkwarf and Colethia Quarles
DATE: May 26, 2011
SUBJECT: NVTC Financial Items for April, 2011.

The financial reports for April, 2011 are attached for your information.



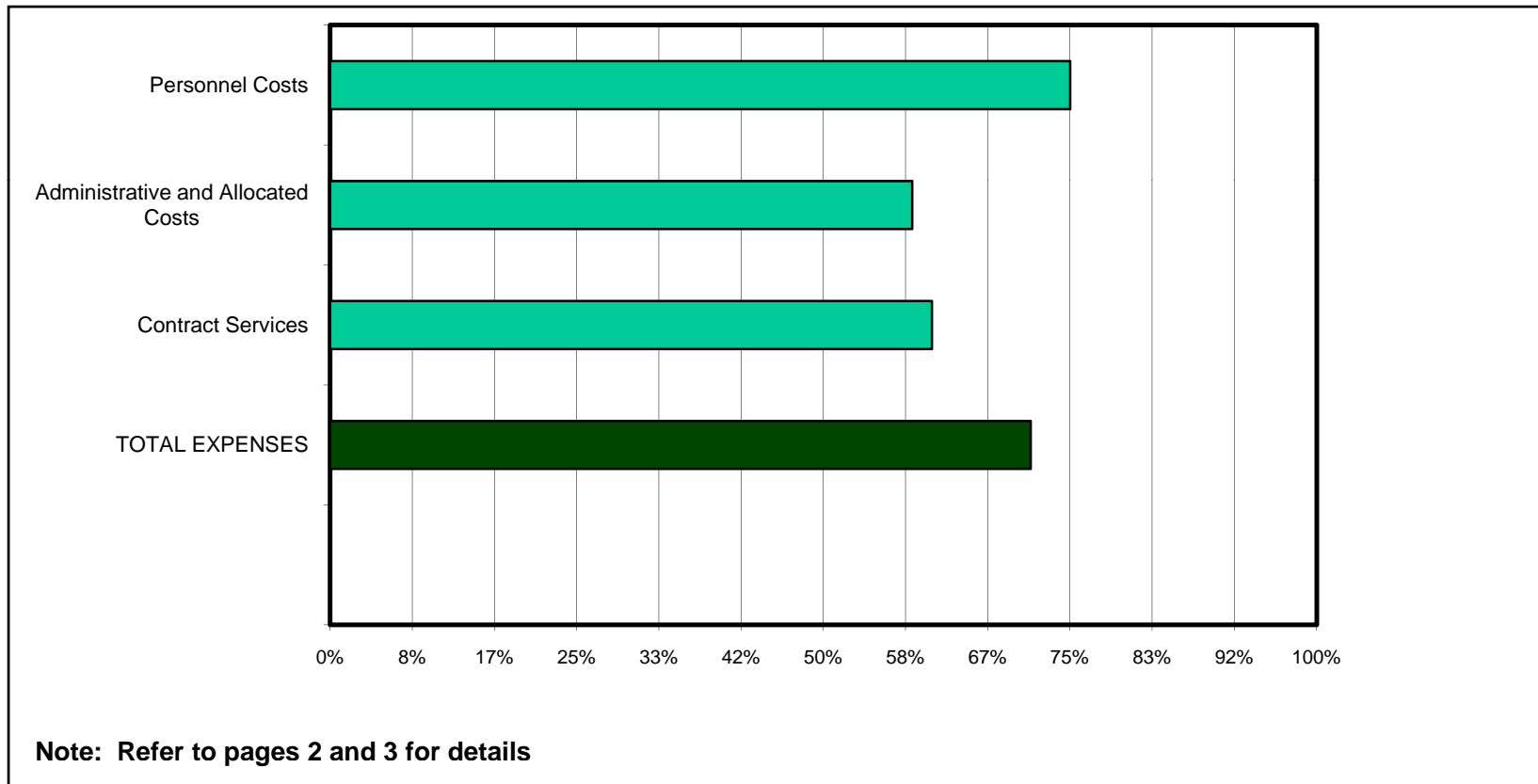
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Northern Virginia Transportation Commission

Financial Reports

April, 2011

Percentage of FY 2011 NVTC Administrative Budget Used
April 2011
(Target 83.33% or less)



NORTHERN VIRGINIA TRANSPORTATION COMMISSION
G&A BUDGET VARIANCE REPORT
April 2011

	<u>Current Month</u>	<u>Year To Date</u>	<u>Annual Budget</u>	<u>Balance Available</u>	<u>Balance %</u>
<u>Personnel Costs</u>					
Salaries	\$ 50,887.55	\$ 559,481.37	\$ 737,900.00	\$ 178,418.63	24.2%
Temporary Employee Services	-	-	-	-	
Total Personnel Costs	50,887.55	559,481.37	737,900.00	178,418.63	24.2%
<u>Benefits</u>					
Employer's Contributions:					
FICA	3,517.95	36,843.27	52,400.00	15,556.73	29.7%
Group Health Insurance	5,938.81	58,397.26	80,200.00	21,802.74	27.2%
Retirement	5,240.00	54,700.00	73,700.00	19,000.00	25.8%
Workmans & Unemployment Compensation	93.75	1,430.29	2,950.00	1,519.71	51.5%
Life Insurance	301.32	2,990.00	4,300.00	1,310.00	30.5%
Long Term Disability Insurance	252.81	2,780.91	3,950.00	1,169.09	29.6%
Total Benefit Costs	15,344.64	157,141.73	217,500.00	60,358.27	27.8%
<u>Administrative Costs</u>					
Commissioners Per Diem	1,100.00	14,350.00	16,850.00	2,500.00	14.8%
<i>Rents:</i>					
Office Rent	779.30	101,108.40	182,180.00	81,071.60	44.5%
Parking	59.30	93,426.60	170,980.00	77,553.40	45.4%
	720.00	7,681.80	11,200.00	3,518.20	31.4%
<i>Insurance:</i>					
Public Official Bonds	394.57	3,145.35	4,100.00	954.65	23.3%
Liability and Property	100.00	1,400.00	2,300.00	900.00	39.1%
	294.57	1,745.35	1,800.00	54.65	3.0%
<i>Travel:</i>					
Conference Registration	-	2,899.87	6,300.00	3,400.13	54.0%
Conference Travel	-	-	-	-	0.0%
Local Meetings & Related Expenses	-	367.04	2,000.00	1,632.96	81.6%
Training & Professional Development	-	2,435.83	4,000.00	1,564.17	39.1%
	-	97.00	300.00	203.00	67.7%
<i>Communication:</i>					
Postage	465.98	7,362.99	10,200.00	2,837.01	27.8%
Telecommunication	-	2,348.93	4,000.00	1,651.07	41.3%
	465.98	5,014.06	6,200.00	1,185.94	19.1%
<i>Publications & Supplies</i>					
Office Supplies	475.04	11,198.40	13,500.00	2,301.60	17.0%
Duplication	8.76	3,510.79	3,000.00	(510.79)	-17.0%
Public Information	466.28	7,287.61	10,000.00	2,712.39	27.1%
	-	400.00	500.00	100.00	20.0%

**NORTHERN VIRGINIA TRANSPORTATION COMMISSION
G&A BUDGET VARIANCE REPORT
April 2011**

	<u>Current Month</u>	<u>Year To Date</u>	<u>Annual Budget</u>	<u>Balance Available</u>	<u>Balance %</u>
<i>Operations:</i>	199.59	3,131.16	8,000.00	4,868.84	60.9%
Furniture and Equipment	-	-	-	-	0.0%
Repairs and Maintenance	-	-	1,000.00	1,000.00	100.0%
Computers	199.59	3,131.16	7,000.00	3,868.84	55.3%
<i>Other General and Administrative</i>	189.30	3,271.12	5,350.00	2,367.76	44.3%
Subscriptions	-	288.88	-	-	0.0%
Memberships	-	305.00	1,300.00	995.00	76.5%
Fees and Miscellaneous	189.30	2,412.88	2,950.00	537.12	18.2%
Advertising (Personnel/Procurement)	-	264.36	1,100.00	835.64	76.0%
Total Administrative Costs	<u>3,603.78</u>	<u>146,467.29</u>	<u>246,480.00</u>	<u>100,301.59</u>	<u>40.7%</u>
	<u>Contracting Services</u>				
Auditing	-	12,320.00	20,000.00	7,680.00	38.4%
Consultants - Technical	-	-	-	-	0.0%
Legal	-	-	-	-	0.0%
Total Contract Services	<u>-</u>	<u>12,320.00</u>	<u>20,000.00</u>	<u>7,680.00</u>	<u>38.4%</u>
 Total Gross G&A Expenses	<u><u>\$ 69,835.97</u></u>	<u><u>\$ 875,410.39</u></u>	<u><u>\$ 1,221,880.00</u></u>	<u><u>\$ 346,758.49</u></u>	<u><u>28.4%</u></u>

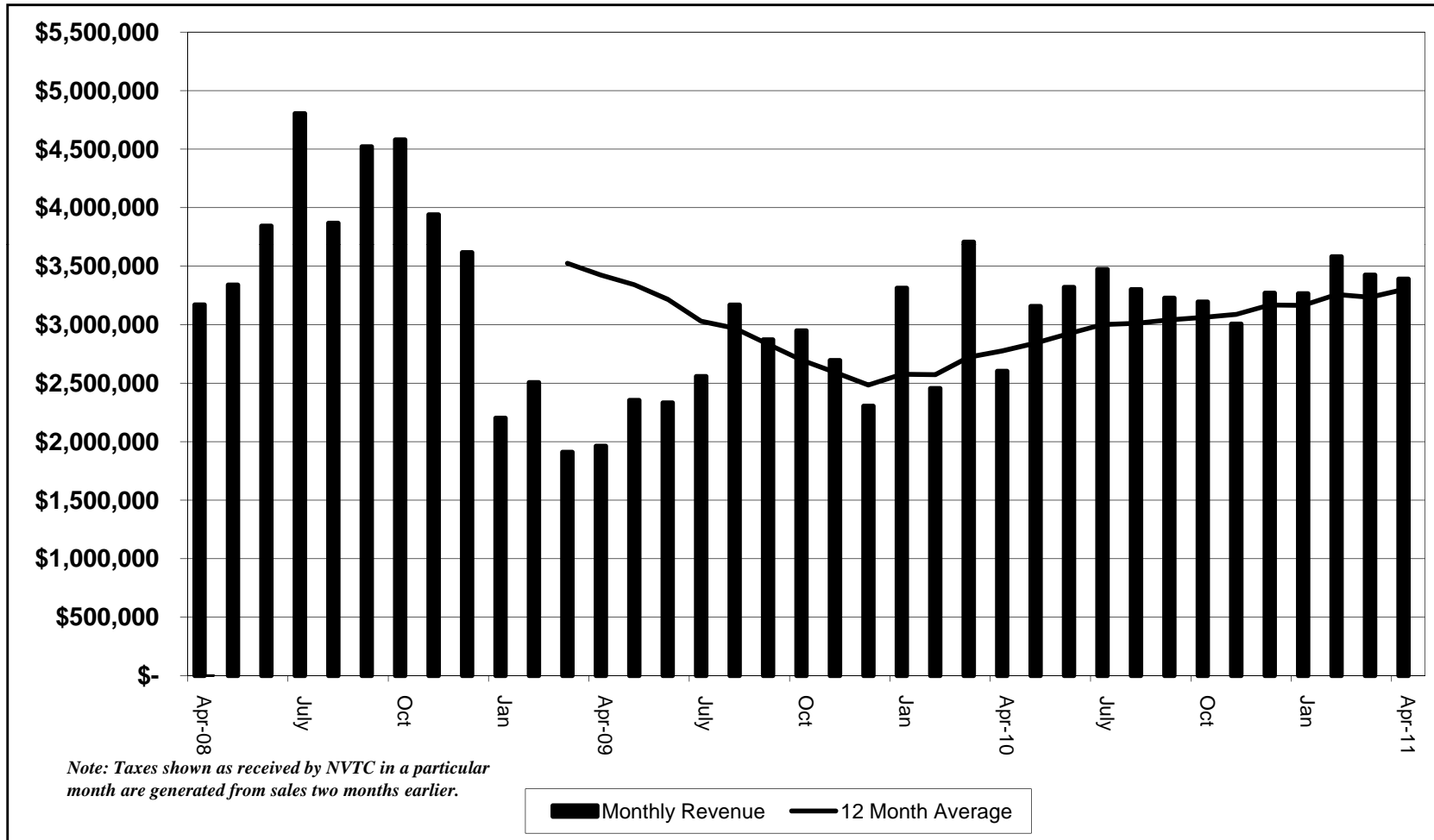
NVTC
RECEIPTS and DISBURSEMENTS
April, 2011

<u>Date</u>	<u>Payer/ Payee</u>	<u>Purpose</u>	<u>Wachovia</u>	<u>Wachovia</u>	<u>VA LGIP</u>	
			<u>(Checking)</u>	<u>(Savings)</u>	<u>G&A / Project</u>	<u>Trusts</u>
RECEIPTS						
1	City of Alexandria	G&A contribution receipt		\$ 8,776.25		
1	DRPT	Capital grant receipt				618,668.00
8	DRPT	Vanpool project grant receipt			7,310.00	
8	FTA	Vanpool project grant receipt			29,241.00	
14	DRPT	Capital grant receipts, VRE			309,646.00	
15	VRE	Staff support		6,185.92		
15	DRPT	Capital grants receipts, VRE			17,361.00	
18	Dept. of Taxation	Motor vehicle fuels sales tax receipt				3,389,313.16
18	DRPT	Capital grants receipts				4,934,026.00
18	Loudoun County	G&A contribution receipt			4,509.50	
19	DRPT	Operating grants receipts				1,649,622.00
22	DRPT	Capital grants receipts, VRE			39,551.00	
27	DRPT	Vanpool project grant receipt			7,726.00	
27	FTA	Vanpool project grant receipt			30,906.00	
27	DRPT	Capital grant receipt, VRE			45,690.00	
28	DRPT	Operating grants receipts				5,020,595.00
28	DRPT	Operating grants receipts, VRE			1,683,043.00	
30	Banks	Interest earnings		6.54	29.46	16,242.37
			<u>-</u>	<u>14,968.71</u>	<u>2,175,012.96</u>	<u>15,628,466.53</u>
DISBURSEMENTS						
1-30	Various	G&A expenses	(80,089.82)			
1	WMATA	Bus operating				(15,794,987.00)
1	WMATA	Paratransit operating				(2,917,754.00)
1	WMATA	Rail operating				(6,614,058.00)
1	WMATA	Capital improvement program				(860,742.00)
1	WMATA	Reimbursable capital				(3,500.00)
1	WMATA	Debt service				(1,880,653.00)
8	VHB	Consulting - Vanpool project	(36,550.63)			
14	VRE	Capital grant receipts			(309,646.00)	
15	VRE	Capital grant receipts			(17,361.00)	
18	Stantec	Consulting - Bus data project	(32,522.25)			
18	Loudoun County	Other operating				(4,509.50)
22	VRE	Capital grant receipts			(39,551.00)	
27	VRE	Capital grant receipts			(45,690.00)	
27	VHB	Consulting - Vanpool project	(38,632.49)			
28	VRE	Operating grant receipt			(1,683,043.00)	
30	Wachovia Bank	Service fees	26.38			
			<u>(187,768.81)</u>	<u>-</u>	<u>(2,095,291.00)</u>	<u>(28,076,203.50)</u>
TRANSFERS						
8	Transfer	LGIP to checking	30,000.00		(30,000.00)	
18	Transfer	LGIP to LGIP (Bus data project)			32,522.25	(32,522.25)
18	Transfer	LGIP to LGIP	150,000.00		(150,000.00)	
			<u>180,000.00</u>	<u>-</u>	<u>(147,477.75)</u>	<u>(32,522.25)</u>
NET INCREASE (DECREASE) FOR MONTH			<u>\$ (7,768.81)</u>	<u>\$ 14,968.71</u>	<u>\$ (67,755.79)</u>	<u>\$ (12,480,259.22)</u>

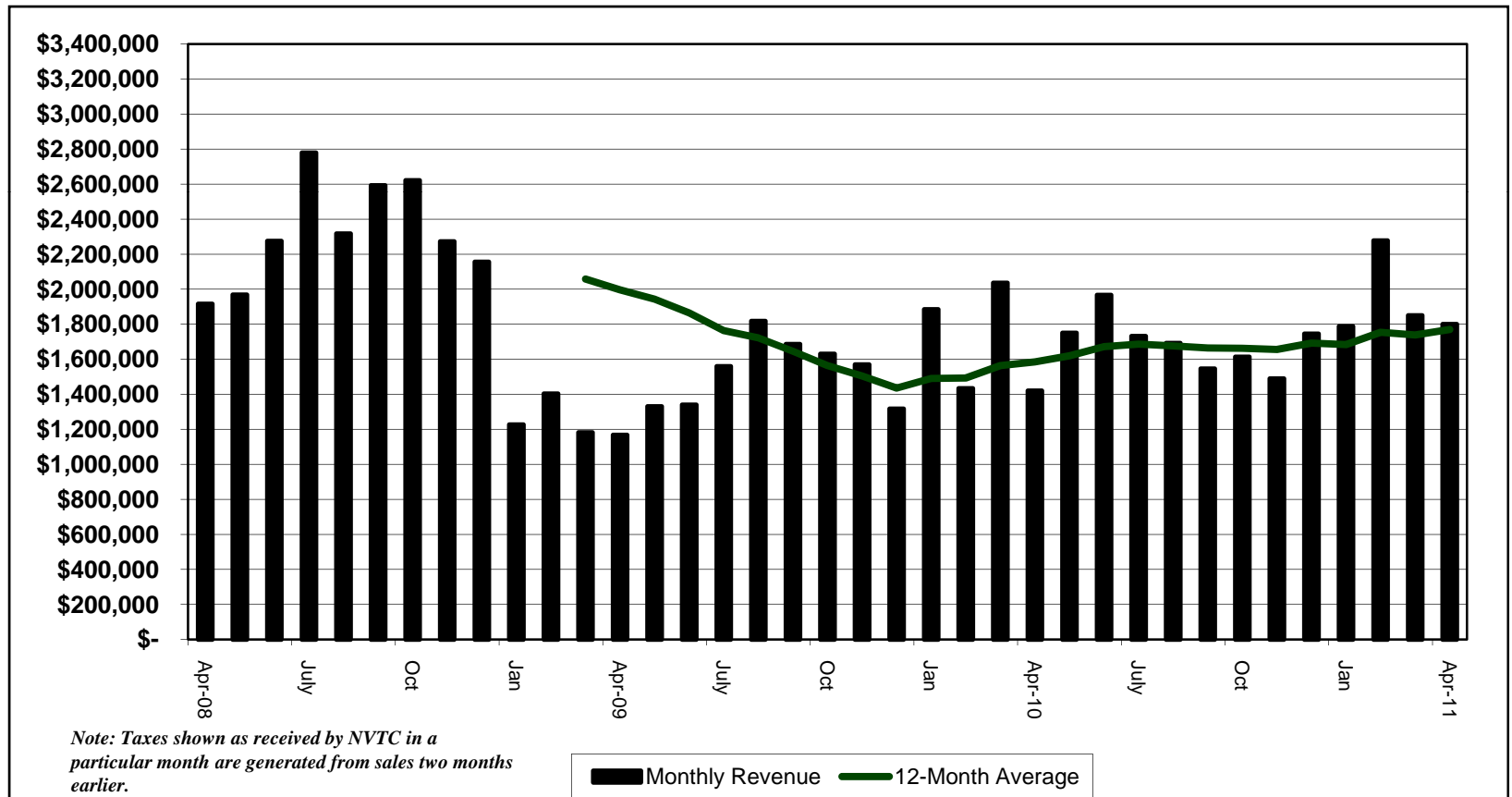
**NVTC
INVESTMENT REPORT
April, 2011**

<u>Type</u>	<u>Rate</u>	<u>Balance 3/31/2011</u>	<u>Increase (Decrease)</u>	<u>Balance 4/30/2011</u>	<u>NVTC G&A/Project</u>	<u>Jurisdictions Trust Fund</u>	<u>Loudoun Trust Fund</u>
<u>Cash Deposits</u>							
Wachovia: NVTC Checking	N/A	\$ 80,957.69	\$ (7,768.81)	\$ 73,188.88	\$ 73,188.88	\$ -	\$ -
Wachovia: NVTC Savings	0.050%	153,476.04	14,968.71	168,444.75	168,444.75	-	-
<u>Investments - State Pool</u>							
Bank of America - LGIP	0.170%	138,630,326.80	(12,548,015.01)	126,082,311.79	171,839.33	109,300,157.30	16,610,315.16
		<u>\$ 138,864,760.53</u>	<u>\$ (12,608,570.90)</u>	<u>\$ 126,323,945.42</u>	<u>\$ 413,472.96</u>	<u>\$ 109,300,157.30</u>	<u>\$ 16,610,315.16</u>

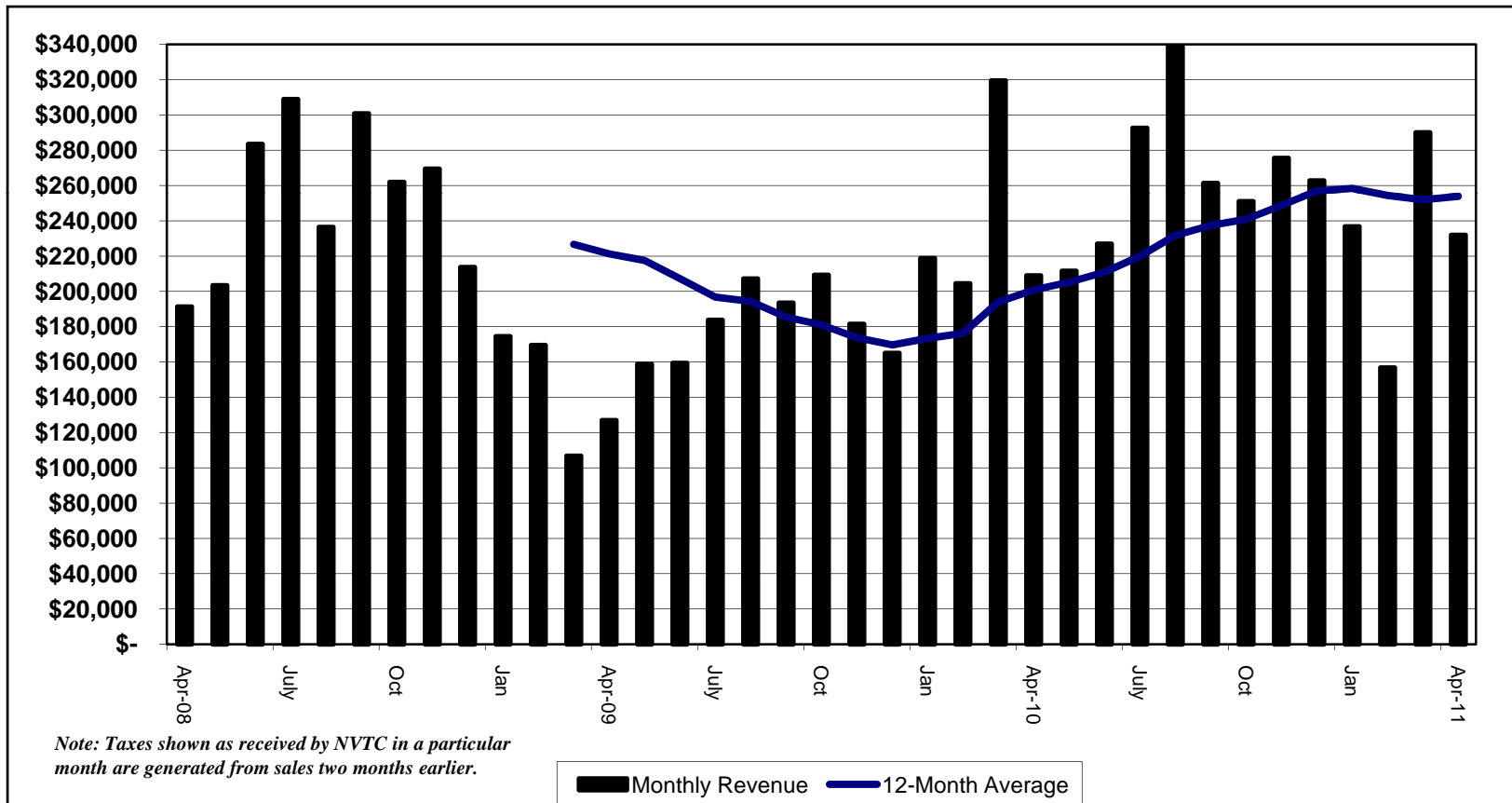
NVTC MONTHLY GAS TAX REVENUE ALL JURISDICTIONS FISCAL YEARS 2008-2011



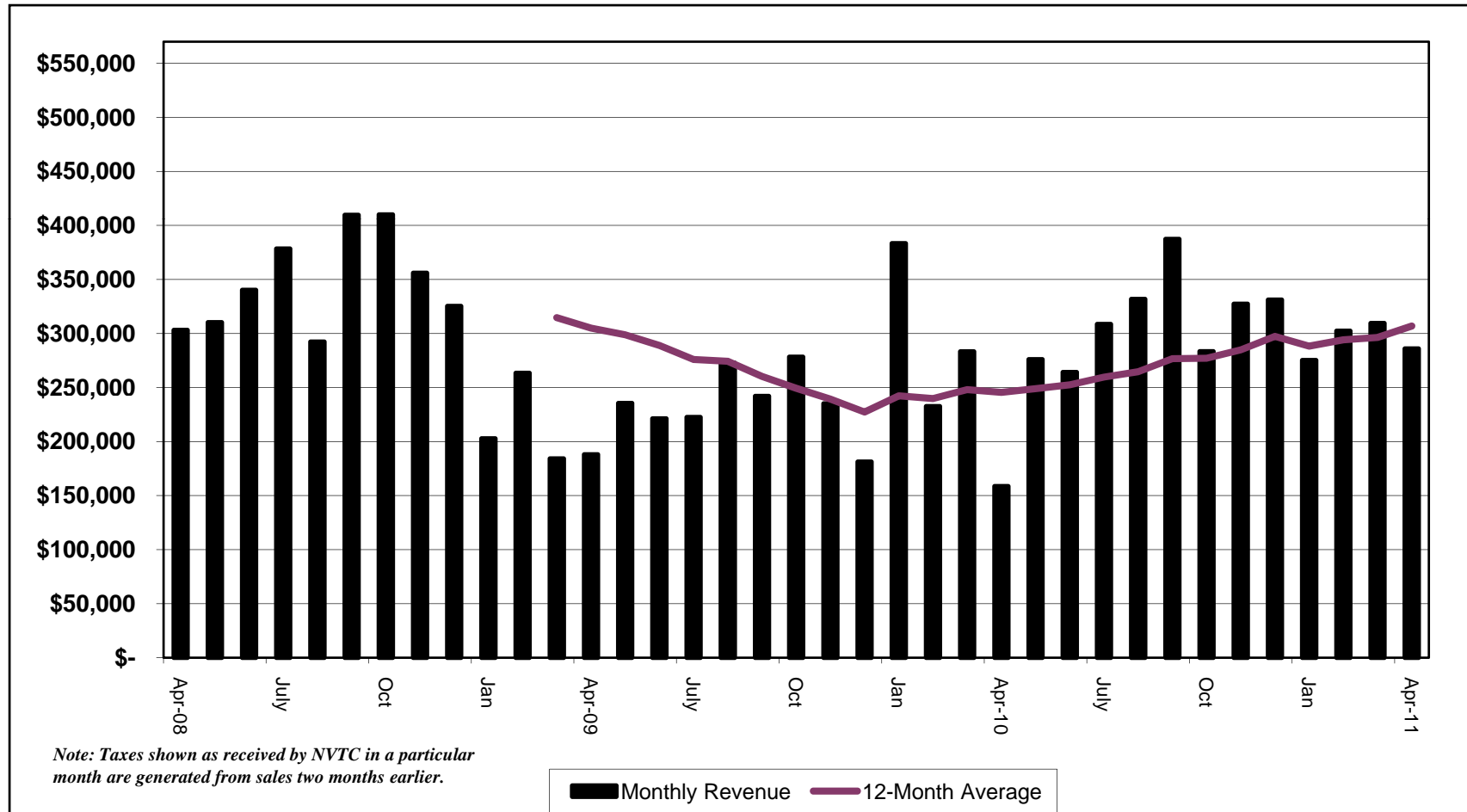
NVTC MONTHLY GAS TAX REVENUE FAIRFAX COUNTY FISCAL YEARS 2008-2011



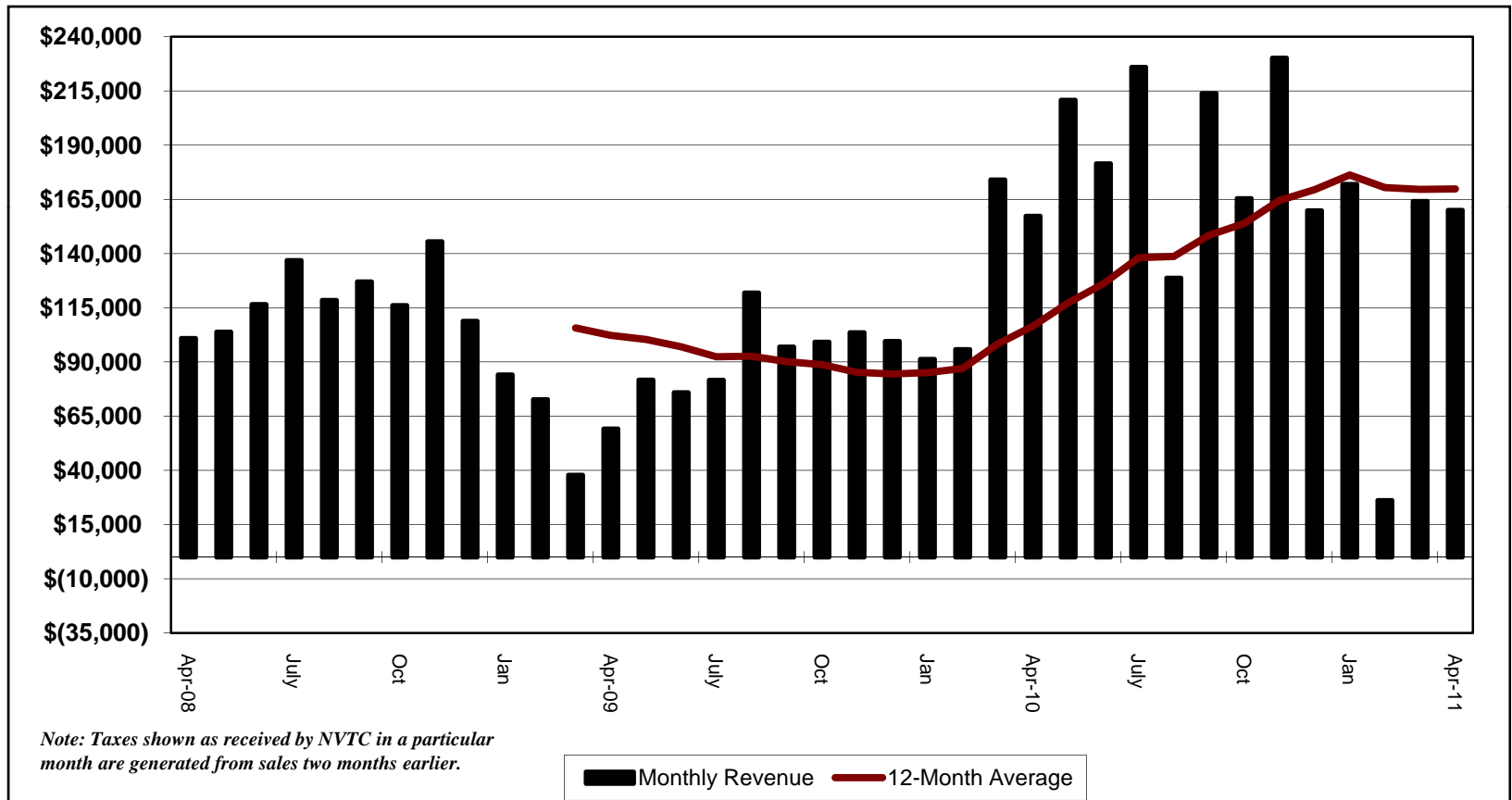
NVTC MONTHLY GAS TAX REVENUE CITY OF ALEXANDRIA FISCAL YEARS 2008-2011



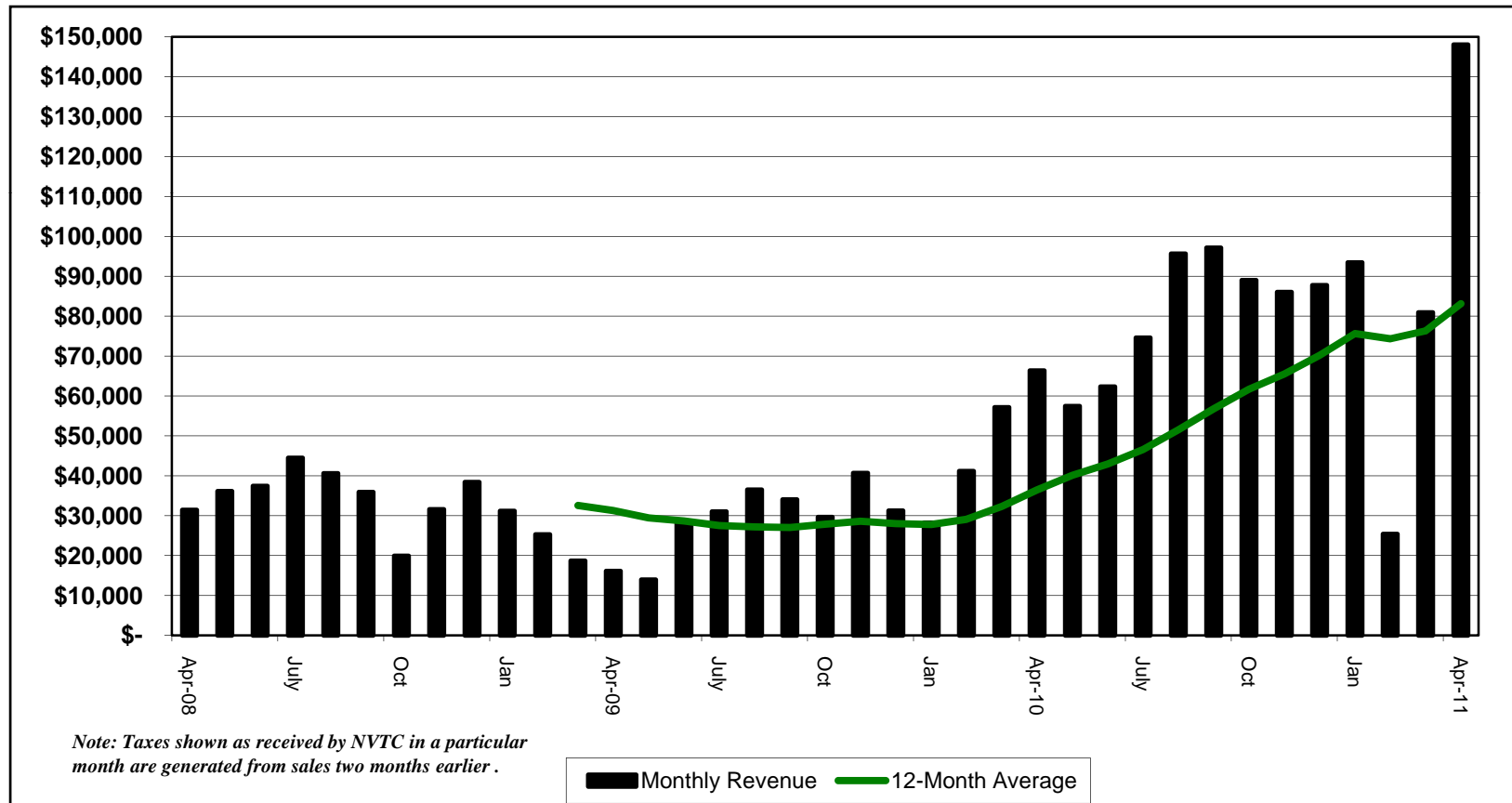
NVTC MONTHLY GAS TAX REVENUE ARLINGTON COUNTY FISCAL YEARS 2008-2011



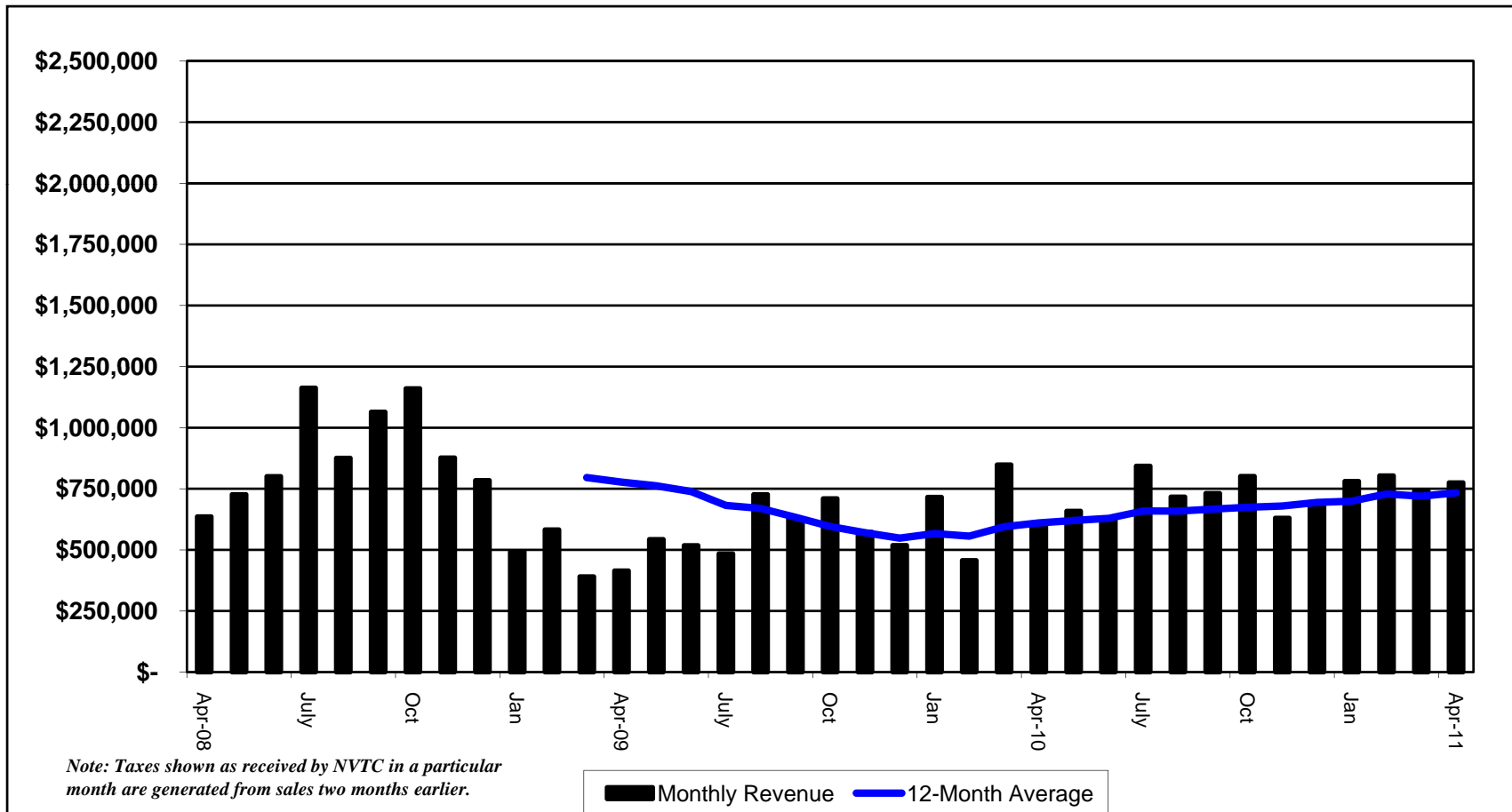
NVTC MONTHLY GAS TAX REVENUE CITY OF FAIRFAX FISCAL YEARS 2008-2011



NVTC MONTHLY GAS TAX REVENUE CITY OF FALLS CHURCH FISCAL YEARS 2008-2011



NVTC MONTHLY GAS TAX REVENUE LOUDOUN COUNTY FISCAL YEARS 2008-2011



Congress of the United States

Washington, DC 20515

May 26, 2011

The Honorable Robert Gates
Secretary of Defense
U.S. Department of Defense
1000 Defense Pentagon, Room 3E718
Washington, DC 20301

Dear Secretary Gates:

We write today to express our strong concern with the Department of the Army's recently submitted Transportation Plan for the implementation of BRAC Recommendation #133 at Fort Belvoir-Mark Center, Virginia. The plan, required by Section 2704 of the Fiscal Year 2011 National Defense Authorization Act (Public Law 111-383), is partially false and fails to address Congress's fundamental requirement that "existing levels of service" be preserved at roadways and intersections surrounding the Mark Center site.

The Army's report states, "Four separate traffic analyses conducted over the past several years do not show that there will be significant impacts on I-395." This assertion is factually incorrect. The Virginia Department of Transportation (VDOT) "Mark Center (BRAC 133) Access Study" found that even with the intersection improvements and the completion of HOT lanes improvements (which have been cancelled), the additional traffic resulting from BRAC #133 "will produce significant operational deficiencies" on I-395. In particular:

- Section 8.2.1 of the VDOT study indicates "new trips generated by the Mark Center site ... on the northbound off-ramp to Seminary is projected to double ... which would result in severe traffic congestion along northbound I-395."
- Section 8.2.1. also states, "Southbound general purpose lanes on I-395 between King Street and Seminary Road interchanges would experience severe traffic congestion ... during both AM and PM peak conditions."

Other analyses by both the Army's Military Surface Deployment and Distribution Command (SDDC) and VDOT warn that queuing along the on- and off-ramps will negatively impact I-395.

- According to the Army's Military Surface Deployment and Distribution Command (SDDC), at the I-395 and Seminary Road interchange, the number of vehicles exiting the northbound ramp due to BRAC #133 will nearly double. The increase in traffic will overwhelm the capacity of both the turning lane and intersection, resulting in a decline in the level of service from "D" to "F."

- Section 4.2 of the 2011 VDOT "Mark Center Short/Mid-Term Improvements Alternatives Technical Memorandum" concluded that "most of the study area intersections are showing significant delay resulting in recurring congestion. Queue spill-back from many of the intersections extend to and interfere with upstream intersections or freeway gore areas."

Further, VDOT explicitly urged the Army to study the impact that selecting the Mark Center as the preferred alternative for BRAC #133 would have on regional roadways. In a letter from then-Secretary of Transportation Pierce Homer, dated July 30, 2008 (enclosed), VDOT warned that the traffic study completed for the Mark Center solicitation was insufficient.

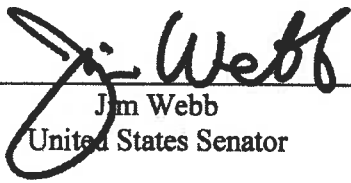
The Army's refusal to examine the traffic effects of the relocation beyond .3 miles of the Mark Center was a key reason the Department of Defense Inspector General (DOD IG) faulted the Army's 2008 Finding of No Significant Impact (FNSI) in its recent report, "Assessment of BRAC 133 Final Environmental Assessment of July 2008 and Transportation Management Plan (TMP) of July 2010." The DOD IG found that the Army did not include or sufficiently address several critical travel demand management strategies in its plan and recommended that it conduct a more technically robust, stand-alone traffic impact analysis, noting the BRAC #133 Environmental Assessment and/or TMP study limits were very narrowly defined. The IG noted that VDOT regulations require a standard for traffic impact analysis for the affected area radius to be up to two miles. To date, the Army has not accepted the IG's recommendations. This is unacceptable.

Finally, the Army's report does not satisfy the requirement of Section 2704, which mandated a Transportation Plan that will preserve existing levels of service at six identified intersections. Commendably, the Army's report accepts the most recent VDOT analysis which shows that without the proposed short- and mid-term improvements, five of the six intersections evaluated will experience failing levels of service. However, the Army's inability to produce a transportation plan that satisfies the law further highlights the need for the Department to accept the recommendations of the Inspector General and undertake its own comprehensive Traffic Impact Analysis (TIA). A TIA would either confirm or disprove that the mitigation measures identified in the Army's 2008 Environmental Assessment are sufficient to maintain a FNSI. Should the TIA disprove the FNSI, the Army would be required to implement additional mitigation measures to maintain existing levels of service.

The Army's report to Congress documents that should the Department fully implement BRAC #133 by the end of 2011, the worst levels of traffic congestion will occur at the intersections and roadways surrounding the Mark Center site, including I-395. It will take up to 24 months to implement the Defense Access Roads-certified short- and mid-term improvements. The proposed long-term improvement, which VDOT has identified as an HOV ramp to Seminary Road, is not expected to be completed until 2016.

For these reasons, we again urge the Department to consider all options to avoid the severe disruptions to traffic that will affect the nearly 200,000 commuters (including Army personnel) who travel on I-395 daily. In particular, we ask that the Department begin preparations to utilize the BRAC deadline extension as modified by H.R. 1540, the House-passed Fiscal Year 2012 National Defense Authorization Act. Thank you for your continued attention to this matter. We look forward to your prompt response.


Sincerely,



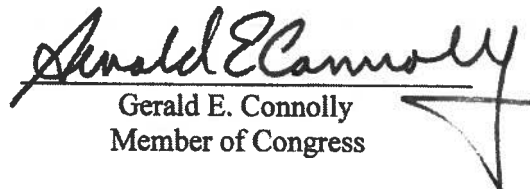
Jim Webb
United States Senator



Mark Warner
United States Senator



James P. Moran
Member of Congress



Gerald E. Connolly
Member of Congress

Comments on WMATA By-Laws and Procedures

By-Laws:

- P. 1 Article II: “The Board speaks with one voice.” Repeated on P. 3 (II.D.6.) Are board members not permitted to advocate for any change in policy once the Board has acted? Needs to be qualified to say something like “Board members should accurately state the actions of the board, even if they may disagree with those actions.”
- P. 3 Article II.D.3: “Standards of Conduct” should be “Code of Ethics.”
- P. 4 Article III: “First among equals” is a cliché and the duties of the chair vis-à-vis the other board members should speak for themselves. The chair has greater responsibilities in the By-Laws and is therefore not “equal” except having only one vote.
- P. 5 Article IV: “...are guided by mutual respect and confidence in each other’s role.” Needs to be qualified to state that this is a target, not an accomplished fact.
- P. 5 Article V: One of many references to the General Manager and Chief Executive Officer. Elsewhere only the CEO is used when responsibilities are described, leaving it unclear whether those responsibilities also apply to the General Manager. Should all references say GM/CEO?
- P. 5 Article V: Any request for a study affecting more than one signatory is referred to the Board. Why not any activity requiring staff time? What is special about a study?
- P. 7 Article VIII: Advance notice should be defined.
- P. 13 Article XII.C: The heading says “Committee Attendance and Voting” but voting is not described at all. Do alternates vote together with principals in committees?

Procedures:

- P. 6 Article VII.A.1: Can the chair change committee membership after the initial appointments at the annual Board organizational meeting?



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U.S. Department
of Transportation
**Federal Highway
Administration**

May 23, 2011

IN REPLY REFER TO:

RECEIVED

MAY 26 2011

Mr. William Euille
Chairman, Northern Virginia Transportation Commission
2300 Wilson Boulevard, Suite 620
Arlington, Virginia 22201

Dear Mr. Euille:

Thank you for your letter dated May 11, 2011 regarding the proposed ramp from the High Occupancy Vehicle lanes on Interstate 395 to Seminary Road. We recognize the importance of providing infrastructure improvements to support the increase in U.S. Department of Defense personnel at the Mark Center, and we are working with VDOT to implement short-term improvements so that personnel growth is accommodated.

After careful consideration of the proposed High Occupancy Vehicle ramp project and its circumstances, we decided that an Environmental Assessment was the appropriate level of environmental document in order to meet our responsibilities under the National Environmental Policy Act. We are committed to assisting the Virginia Department of Transportation (VDOT) in the expeditious completion of the Environmental Assessment. We began working with VDOT on the Environmental Assessment in April, and we anticipate the document being completed this fall.

Thank you for your interest in this important project. If you have any additional questions or concerns, please do not hesitate to contact me.

Sincerely,



Irene Rico

Division Administrator

cc: Victor Mendez (HOA-1)
Jeff Paniati (HOA-3)
Gloria Shepherd (HEP-1)
Sharon Vaughn-Fair, Esq. (HCC)
Sean Connaughton, Secretary of Transportation, VA
Greg Whirley, Virginia Department of Transportation
Tom Fahrney, Virginia Department of Transportation