



APPROVED SCOPE OF WORK

JULY 1984



Northern Virginia Transportation Commission

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BUS SERVICE COORDINATION PLAN

APPROVED SCOPE OF WORK

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	<u>Page</u>
1.0 INTRODUCTION	
	2
1.1.1	5
1.1.2	6
1.1.3	8
1.1.4	10
	12
	14
1.2.2	16
	19
	20
	24
2.0 IMPROVING ACCESS TO TRANSIT RESOURCES	26
2.1	27
2.2	28
2.2.1	28
2.2.2	30
2.2.2.1	30
2.2.2.2	3
2.2.2.3	32
	33
	34
	35
2.6	36
	37
	38
	39

	<u>Page</u>
2.10 Abstracts of Work in Progress	40
3.0 INITIATIVES FOR ENHANCED COORDINATION	41
3.1 Planning	42
3.1.1 Sketch Planning Process for Vienna Opening	44
3.2 Ownership	45
Operations	47
Information and Inducements to Ride	48
Responses to New Service Requests	50
Financing	51
4.0 IMPLEMENTATION OF THE PLAN AND MEASUREMENT OF BENEFITS	52
Action Plan	53
4.2 Feedback Loop	58
Identification of Issues	59
NVTC Policy Recommendations	63
Publicity and Public Participation	64
5.0 CONCLUSION	65
APPENDICES	66

LIST OF FIGURES

<u>Figure Number</u>		<u>Page</u>
1	MAP OF METROPOLITAN WASHINGTON AREA	3
2	NVTC COMMISSIONERS	4
3	CURRENT MEMBERS OF NVTC'S MANAGEMENT ADVISORY COMMITTEE, SERVING AS A TECHNICAL COMMITTEE FOR THE BUS SERVICE COORDINATION PLAN	11
4	USES AND SOURCES OF FUNDS TO SUPPORT METRORAIL, METROBUS, AND LOCAL BUS OPERATIONS, CAPITAL, AND CONSTRUCTION PROGRAMS IN NORTHERN VIRGINIA	7
5	SELECTED ELEMENTS OF THE BUS SERVICE COORDINATION PLAN	22
6	LIST OF ACTIVITIES BY COMPLETION DATE AND ACTIVITY MANAGER	54
7	SCHEDULE OF MAJOR ACTIVITIES	56
8	IMPORTANT REGIONAL ISSUES	60

NVTC's Bus Service Coordination Plan is an ambitious ongoing effort to improve transit information sharing for planners, riders, and policymakers in Northern Virginia. The result should be better coordination of bus planning and service, and an improved ratio of bus service benefits to costs

The Plan is an amalgam of existing information that is being reordered to be more meaningful and accessible, plus innovative new initiatives.

The need to coordinate regional Metro service with locally and privately sponsored transit service is one important problem that sparked this effort, but there are many other issues, and the Plan will constitute a major part of the Commission's overall work program in the coming years.

The Plan is action oriented, and proposes a detailed set of activities and products, carefully structured with explicit objectives to be achieved by specified dates. The Plan is a dynamic process that will be periodically redirected by NVTC to maximize its effectiveness.

A major focus of the Plan will be the development and application of a sketch planning process for bus service adjustments coincident with the Vienna Metrorail opening in mid-1986. Other important products will be a computerized marketing database, an operators' council to coordinate service, and attitude surveys of bus passengers and potential transit users.

The duration of the initial planning process will be one year. By July, 1985, a final plan report will be prepared which documents experiences and conclusions of the past year. It is very important to recognize that planning activity will not end with completion of the first report; rather, the process will build on itself, with even greater utilization of the new databases and planning techniques as the Commission looks to the opening of the Vienna line in mid-1986, and beyond.

NVTC formally approved this scope of work at its July 5, 1984 meeting.

1.0 INTRODUCTION

In this section, the reasons for producing the Bus Service Coordination Plan (BSCP) are provided. The NVTC is described, and its coordination role is set forth. The 1983 SJR 20 study is introduced, and key regional coordination issues listed.

NVTC's formal goals for the BSCP are described.

The contents of the Plan are reviewed, with emphasis on its unique features, and the importance of its successful implementation.

Uses of the document are identified, and the "action plan" nature of the process is stressed.

1.1 Overview of NVTC

The Northern Virginia Transportation Commission (NVTC) was created by the Virginia General Assembly in 1964, and consists of 18 Commissioners. Twelve are locally elected officials from its five member jurisdictions: Arlington and Fairfax Counties, and the cities of Alexandria, Fairfax, and Falls Church. Five of the 18 Commissioners are appointed from the State Legislature. The other Commissioner represents the Virginia Department of Highways and Transportation. Figure 1 is a map of NVTC jurisdictions and Figure 2 lists NVTC's officers and Commissioners for 1984.

NVTC provides a policy forum for the region, and is charged with allocating over \$35 million in state and Federal transit aids each year among the member jurisdictions. NVTC also appoints two principal and two alternate members to the Board of Directors of the Washington Metropolitan Area Transit Authority.

is a strong advocate of adequate, stable and reliable funding to support public transit, and also supports ride-sharing and other effective measures for improved efficiency of the region's transportation systems. NVTC policies endorse easy to understand fare structures and convenient interchange of riders between all public and private transportation services.

MAP OF METROPOLITAN WASHINGTON AREA

METROPOLITAN WASHINGTON AREA

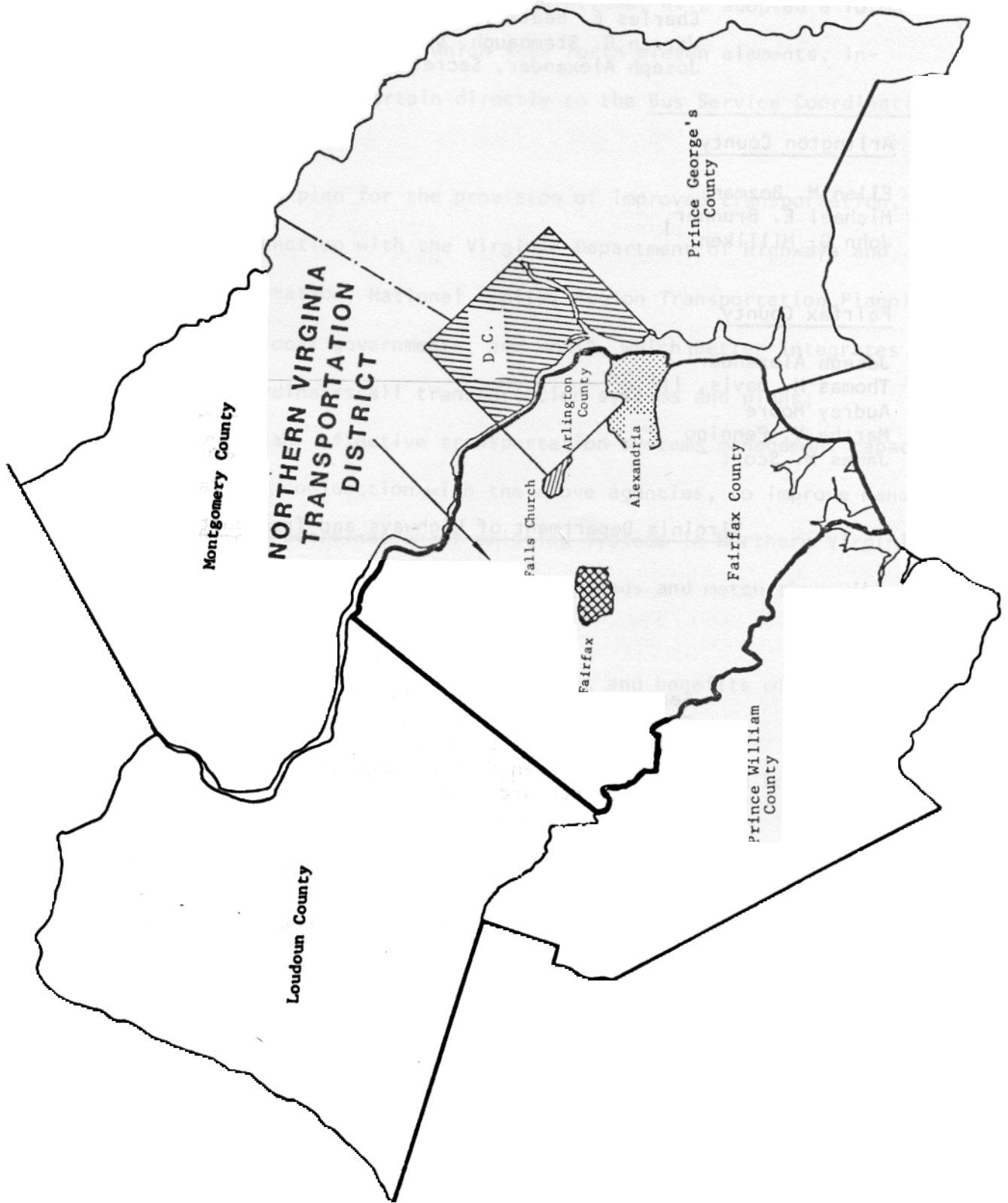


Figure 2

NVTC OFFICERS AND COMMISSIONERS
--1984--

Charles E. Beatley, Jr., Chairman
Warren G. Stambaugh, Vice-Chairman
Joseph Alexander, Secretary-Treasurer

Arlington County

Ellen M. Bozman
Michael E. Brunner¹
John G. Milliken

Fairfax County

Joseph Alexander¹
Thomas M. Davis, III
Audrey Moore
Martha V. Pennigo
James M. Scott²

City of Alexandria

Charles E. Beatley, Jr.
Donald C. Casey²

City of Fairfax

George T. Snyder

City of Falls Church

Carol W. DeLong

Virginia Department of Highways and Transportation

Sally H. Cooper

General Assembly

Senator Joseph V. Gartlan, Jr.
Senator Edward M. Holland
Delegate Robert E. Harris
Delegate Warren G. Stambaugh
Delegate Bernard S. Cohen

¹ Principal member of Metro Board

² Alternate member of Metro Board

1.1.1 NVTC Mission and Role

On June 10, 1983, after extensive deliberations, NVTC adopted a formal Mission and Role Statement, which sets forth eleven elements, including several which pertain directly to the Bus Service Coordination Plan:

- o Develop a plan for the provision of improved transportation, in conjunction with the Virginia Department of Highways and Transportation, National Capital Region Transportation Planning Board, local governments, and WMATA, which better integrates and coordinates all transportation systems and plans;
- o Develop an effective transportation systems management capacity, again in conjunction with the above agencies, to improve management and coordination of existing systems in Northern Virginia;
- o Define public transit markets and needs and match them with appropriate services;
- o Inform the public of the real costs and benefits of transportation system alternatives; and
- o Coordinate all public transit service within the Northern Virginia Transportation District

Thus, by successfully undertaking the Bus Service Coordination Plan, NVTC will be accomplishing several of its own important objectives

1.1.2 NVTC Service Demonstrations

NVTC is prohibited by statute from operating permanent transit service, but it has continued to sponsor successful demonstrations. Three such current demonstrations are:

- o Express bus service between the West Falls Church Metrorail Station and Rosslyn is offered during peak commuter hours. Metrorail service will not begin for two years; in the meantime, commuters park free and use the express bus or stage carpools, and benefit from access to I-66 (which is restricted during these hours to use by High Occupancy Vehicles).
- o Feeder taxi service to and from Metrorail Stations late at night and on weekends, to supplement regular route bus service that may be little used during these hours. The demonstration will illustrate savings to local jurisdictions from reduced bus subsidy payments, better value for transit users who receive doorstep service and increased ridership for taxi firms and Metrorail.
- o Marketing of the Washington Flyer transit service to Dulles and National Airport using taxis, vans, and new intercity coaches, all identified by a common logo and operating frequent schedules at reasonable rates.

Perhaps NVTC's most widely known success was operation and management of the Shirley Highway Express Bus-On-Freeway Demonstration. In September 1970, UMTA approved a demonstration grant to NVTC to design and implement transit service on an 11-mile exclusive busway from suburban Virginia to downtown Washington D.C. The grant also called for

development of fringe parking lots to serve the exclusive lanes. Between the initial 1970 grant and the final project report in 1976, well over \$6 million was expended on the project. Ninety new buses costing \$4 million were introduced into service between June 1971 and February 1973, and bus trips in the corridor more than doubled, to 190 in the morning rush hour by 1975. A private bus company, AB&W, operated the buses under contract to NVTC during the first two years of the demonstration, and METRO continued thereafter. Over 13,000 new daily transit trips were attracted to the NVTC bus service during the demonstration, and bus travel times were cut by up to 30 minutes.

Load factors were extremely high (usually above 100 percent), and consequently, fare box revenues nearly covered operating costs during most of the project. From mid-1971 through the end of 1974, operating short falls totaled only \$250,000, compared to total operating costs of almost \$7 million.

At the conclusion of the demonstration, buses were sold to Metro and many routes continued to use the express lanes.

The Shirley express bus experiment established a tradition of successful transit innovation by NVTC that carries over to today's 66X express bus, and establishes NVTC's credentials as eminently qualified to prepare a bus service plan.

1.1.3 NVTC's Institutional Role

In the Northern Virginia region, most bus service is operated by WMATA.

The regional transit authority was formed by an interstate compact in 1966, and took over Northern Virginia bus service in 1973. It is governed by a Board of Directors appointed equally from the District of Columbia, Maryland, and Northern Virginia. As stated above, NVTC appoints the Northern Virginia representatives to the Metro Board.

Metrobus costs are allocated to individual jurisdictions using a formula based on buses in service as of 1975, and hours and miles of operations, and bus revenues are allocated based on a survey of riders. In essence, individual jurisdictions are responsible for decisions as to Metrobus routes and operations, since they must bear the subsidy costs. However, in many instances, Metrobus routes cross jurisdiction boundaries, and hence the need arises for multijurisdiction agreements on such operations. NVTC's role has been to conduct public hearings on Metrobus service, and to work informally with jurisdiction policy makers and staffs to reach effective agreements. The Bus Service Coordination Plan will examine this informal process, and suggest methods to improve coordination.

Further, some jurisdictions provide local service outside the regional Metro system. For example, Fairfax City operates a small local bus system jointly with George Mason University known as City-University-Energy Saver (or CUE), and the City of Alexandria instituted a 17-bus local bus system in March, 1984. Again, since these jurisdictions pay for the bus service, NVTC's role has been to facilitate cooperation between locally sponsored systems and with Metro, through joint transfer arrangements and improved customer information. The Bus Service Coordination Plan would also offer ways to strengthen coordination in these areas.

Other planning bodies serve the area, including the Metropolitan Washington Council of Governments, and its National Capital Transportation Planning Board. Several NVTC Commissioners typically serve on this regional planning body, and the same is true of the Northern Virginia Planning District Commission. In the transportation area, the latter planning group has concentrated on planning studies of elderly and handicapped needs, and is conducting a demonstration of user-side subsidies to be applied to taxi service.

Neither COG/TPB nor NVPDC are equipped to coordinate regional bus service. Their mandates cover a broader array of activities. COG/TPB serves the District and Maryland as well as Northern Virginia, and is designated as the Federal Metropolitan Planning Organization (MPO) for the area, while NVPDC is the Federal A-95 review agency for Northern Virginia. Since NVTC does not have a formal role in state or Federal planning reviews, it is free to pursue an aggressive coordination role in the regional transit field.

1.1.4 NVTC's Management Advisory Committee

NVTC formed a Management Advisory Committee (MAC) in the early 1970's consisting of senior transportation officials of its member jurisdictions. This group meets periodically (often weekly) to discuss regional transit issues, consider technical questions pertaining to NVTC's administration of transit aid funds, advise NVTC staff on jurisdictional positions and policies, and serve as a liaison between NVTC staff and Commissioners representing the jurisdictions. Members of the MAC group are the same officials who recommend to policy makers of the jurisdictions how Metro affairs should be conducted, and they also oversee transit planning performed independently by the jurisdictions. Figure 3 shows several of the MAC members and their affiliations.

MAC already performs a coordination role, since ideas are freely exchanged and information shared at its regular sessions. This body will serve as a technical monitoring group for the Bus Service Coordination Plan. For particular aspects of the plan, additional staff from other agencies will be consulted, including COG/TPB, NVPDC, and VDH&T, among others.

Figure 3

CURRENT MEMBERS OF NVTC'S MANAGEMENT
ADVISORY COMMITTEE¹ SERVING AS
A TECHNICAL COMMITTEE FOR
THE BUS SERVICE COORDINATION PLAN

Alexandria

Cliff Rusch
Deputy City Manager

Carol Kachadoorian
Budget Analyst

Sandy Modell
Transit Coordinator

Arlington

Ed Tennyson
Public Works Planning
Coordinator

Barbara Donnellan
Budget Analyst

Fairfax City

Jon Ellestad
Asst. City Manager

Paul Briggs
Transportation Coordinator

Fairfax County

Andy Szakos
Chief of Transit Operation
Section

Dean Dike
Transportation Planner

Lee Yolton
Engineer Technician

Chris Jenks
Transportation Planner

Falls Church

Henry Bibber
Planning Director

NVTC

Stephen T. Roberts
Chairman

Ex Officio

Mark Kellogg
Asst. to Chairman, Metro

David Erion
Bus Operation Specialist
Metro

¹ Many additional staff attend MAC meetings as needed,
depending on the agenda.

1.2 Background of the Plan

The need to coordinate locally and privately sponsored transit service with Metro's bus and rail operations is one important problem that precipitated NVTC's Bus Service Coordination Plan. Northern Virginia jurisdictions are searching for ways to reduce transit subsidy costs while improving service to riders, and local ownership of bus service (such as Montgomery County, Maryland's extensive Ride-On network, in service since 1975, or Alexandria's new 17-bus system) is receiving careful study by several NVTC jurisdictions. Although NVTC's Plan emphasizes coordination of bus services it must encompass a wide range of transit operations. Public Transportation is a mixture of modes (e.g., bus and rail urban transit, ridesharing, paratransit such as taxis and specialized services for the elderly and handicapped, commuter buses) and these should be viewed collectively as a system for passenger mobility.

While fixed-route, high density transit service forms the trunk of the system, innovative low-density feeder routes offer great promise for filling out its branches. The region's Metro system has typically operated the trunk routes, while private and locally sponsored entities may provide the feeder service. This is not necessarily the optimal division of responsibilities, and the BSCP will attempt to shed further light on this issue. The Virginia General Assembly ordered a study on the issue of locally sponsored bus service in Northern Virginia, and the report, completed in 1983, was a primary motivation for undertaking NVTC's Bus Service Coordination Plan. The report to the Governor and General Assembly is summarized below in Section 1.2.1

Accelerating local subsidy requirements to support transit, at the same time that street and highway needs are mushrooming, place sharp pressure on local budgets. This need to make the most of transit service in times of financial austerity also lends support to NVTC's Plan.

It can be argued that the greatest deterrent to coordination is not a lack of integrated planning and operations on the part of the local jurisdictions, but rather the severely constrained financial resources with which government must cope with transportation issues. Accordingly, the BSCP must examine financial as well as planning related issues

~~is not intended to be a substitute for the history and information~~

1.2.1 SJR 20 Report

Virginia's Senate Joint Resolution 20, passed in 1983, directed the state's Department of Highways and Transportation and NVTC to conduct a study of bus transportation in Northern Virginia. This study, known as the SJR 20 Report (or more formally, Report on the Feasibility and Desirability of Locally Sponsored Bus Service in Northern Virginia) examined the consequences of providing bus service independently of WMATA, and set forth the pros and cons of NVTC's potential involvement in ownership and operation

The report provides a very useful guide to the history and institutional conditions governing transit in Northern Virginia. It concludes that, with or without the labor protection provisions in the 1964 Transportation District Act that created NVTC, the Commission would have little or no advantage over WMATA in operating regional transit service. The report did conclude that decentralization of some transit services to the local government level, with NVTC's active involvement to mitigate spill-over cost impacts, offered potential reductions in operating costs, better local budget control and improved neighborhood feeder and paratransit service provision. On the other hand, absence of Federal aid for capital costs might offset these gains from the perspective of local governments. Thus, "a great deal of planning and coordination by NVTC and localities" would be necessary to achieve potential gains from decentralization.

Recommendations contained in the SJR 20 report include:

- o Although NVTC should not promote decentralization, it should take an active role in decentralization by developing a bus service management plan. The plan would "examine feasible options for planning, routing, scheduling, establishing fare structures,

operating, marketing, and coordinating a diverse set of public transportation needs of Northern Virginia."

- o As part of its plan, NVTC should make a determination of when and when it is appropriate to implement joint NVTC/local operations, and inform the General Assembly so that it may consider the necessary legislative changes.

Thus, NVTC's decision to prepare the Bus Service Coordination Plan receives support from, and is consistent with, the findings of the SJR 20 report.

1.2.2. Financial Considerations

Transit operations in Northern Virginia serve about 200,000 trips each work day. As shown in Figure 4, there are several sources of funding to support transit in Northern Virginia, including passenger revenues and Federal, state and local assistance. Farebox revenues now cover almost half of transit operating costs in the region. Northern Virginia's transit riders contributed about \$38.7 million in bus and rail fares in FY 1983. The remainder of operating costs, and all capital and construction costs, must be met from government subsidies. In FY 1983, the total capital, operating, and construction costs of transit service provided in Northern Virginia were about \$233 million.

The Virginia General Assembly appropriated \$20.6 million in transit aids for NVTC in FY 1983 (and \$21.1 million for FY 1984). These same amounts were appropriated for FY 1985-86. In addition, a two percent state tax is applied to motor fuels sold in Northern Virginia, with the proceeds (about \$8-10.5 million annually) made available to NVTC.

The remaining external source of transit aids is the Federal government. Section 9 of the Urban Mass Transportation Act as amended, now provides less than \$5 million annually to support operations in Northern Virginia and the continued availability of this amount is in doubt, considering the efforts of the Reagan Administration to reduce Federal operating aids. In addition, for FY 1983, about \$13.8 million in Federal aids supported rail and bus capital (rolling stock) costs assessed to Northern Virginia. Finally, of about \$250 million available for Metrorail construction from the Federal government, approximately \$92.8 million supported Northern Virginia activities.

The difference between the non-local funding sources just discussed,

Figure 4

USES AND SOURCES OF FUNDS
TO SUPPORT METRORAIL AND
BUS OPERATIONS, CAPITAL AND CONSTRUCTION
PROGRAMS IN NORTHERN VIRGINIA
(FY 1983-1985)

--\$Millions--

	<u>FY 1983</u>	<u>FY 1984</u> ✓	<u>FY 1985</u> ✓
USES OF FUNDS			
Operating Costs			
Bus	\$ 56.5	\$ 58.8	\$ 59.6
Rail	34.1	39.8	49.0
Subtotal	<u>90.6</u>	<u>98.6</u>	<u>108.6</u>
Debt Service	7.2	7.5	7.5
Capital Costs			
Bus and Rail	18.9	21.9	22.2
Rail Construction	116.0	108.0	137.0
Total Uses	<u>\$232.7</u>	<u>\$236.0</u>	<u>\$275.3</u>
SOURCES OF FUNDS			
Operating Revenues			
Bus	\$ 21.1	\$ 19.2	\$ 18.9
Rail	17.6	23.3	30.3
Subtotal	<u>38.7</u>	<u>42.5</u>	<u>49.2</u>
Federal Grants			
Capital	13.8	17.0	17.3
Operating	4.8	4.8	4.8
Stark-Harris	92.8	86.4	109.6
State Aid	20.6	21.1	20.6
Regional Motor Fuels Tax	8.0	9.0	10.5
Local	<u>54.0</u>	<u>55.2</u>	<u>63.3</u>
Total Sources	<u>\$232.7</u>	<u>\$236.0</u>	<u>\$275.3</u>

(\$178.7 million) and the total uses of transit funds shown in Figure 4 (\$233.0 million) must, of course, be provided by NVTC's member jurisdictions. Thus, local units of government comprising NVTC paid about \$54.0 million in FY 1983 to support the region's transit operations, capital and construction programs. In FY 1984, this amount is estimated to be about \$55.2 million and for FY 1985, about \$63.3 million. Given the structure of state and Federal aids, Metrobus net operating subsidies are the largest components of local transit payments. These subsidies are forecast to increase sharply, while external sources of transit aid will, at best, remain constant.

As a result of these increasing transit expenditures, severe pressure exists to raise fares and/or increase local subsidies. Higher fares deter riders, and increased local subsidies hurt taxpayers. The alternatives are to seek other revenue sources (e.g. a new dedicated tax), or to increase farebox revenue by increasing ridership through service improvements and marketing initiatives, or to improve productivity and reduce transit costs, or a combination of these approaches. The BSCP will attempt to identify and implement measures to produce more farebox revenue without raising fares; also measures to reduce costs and provide--through coordination--more productive transit, will be determined.

1.3 Goals of the Plan

Following completion of the SJR 20 report discussed above, and consistent with its Mission and Role Statement of June, 1983, NVTC passed a resolution at its January 5, 1984 meeting which established a formal process for planning and evaluating bus service in the region. The Commission directed its staff to prepare a statement of goals for the Bus Service Coordination Plan. These goals for the BSCP were adopted at NVTC's meeting of February 2, 1984:

- o Improve transit information sharing within the region;
- o Provide better coordination of bus planning and service; and
- o Improve the ratio of bus service benefits to costs.

The specific tasks set forth in this BSCP scope of work are all designed to fulfill one or more of these three general goals. Note that the goals are directed toward improved planning and service. That is, the Plan should venture beyond theoretical constructs to reach bus operations in a manner which will demonstrably improve the quality of transit service as perceived by riders.

At its July 5, 1984 meeting, the Commission completed its review of this scope of work, and approved it.

1.4 Review of the Contents of the Plan

The Plan consists of three major sections:

Inventories of plans, processes, models, data, services, and studies in a form which is complete and accessible. This part

of the plan will function as a computerized library, but emphasizing easy access, up-to-the minute information, and active dissemination of facts.

2. New initiatives for coordination including:

--Sketch planning process initially applicable to the Vienna Metrorail opening.

--Uniform planning assumptions for use by member jurisdictions.

--Service coordination emphasized through a regional Operators

Council

--Quick and inexpensive transfers among systems for riders utilizing a "Connections" marketing initiative.

--Development of appropriate system performance measures and a ranking of the poorest performing bus routes as candidates for adjustments

--Shared information among jurisdictions, including results of regular ride-checks.

--Development of a regional transit database using partial funding from an UMTA Section 8 grant for FY 1985.

--Preparation of a computerized marketing techniques database

3. Action Plan for implementation, including a schedule of activities and measures of success.

Development of issues, policies, and a legislative agenda for NVTIC and other agencies

Formulation of a monitoring mechanism to revise and update the planning process as needed.

These elements will be described in a planning document to be completed by July 1, 1985, and updated annually thereafter.

Figure 5 lists key elements of the BSCP and target completion dates.

Continued

Figure 5

SELECTED ELEMENTS OF THE BUS
SERVICE COORDINATION PLAN

Activity Number	<u>Plan Element</u>	<u>Initial Completion Date</u>
	Inventory of transportation agencies and service providers	9/1/84
	Inventory of transit policies	9/1/84
	Inventory of transit services	10/1/84
	Inventory of attitude surveys	10/1/84
	New surveys	2/1/85
2.7	Computerized marketing inventory	10/1/84
	Computerized productivity inventory	10/1/84
2.9	Computerized transit bibliography	12/1/84
2.10	Computerized study abstracts	12/1/84
3.1.1	Develop sketch planning process for Vienna Metrorail opening	10/1/84
3.1	Develop common planning assumptions	10/1/84
	Establish performance measures	10/1/84
	Establish functional classification for transit services	11/1/84
3.2	Utilize initial taxi demonstration results to establish conditions under which private sector can be more involved	2/1/85
	Identify further local transit sponsorship benefits and costs, and address coordination issues	2/1/85
	Rank poorest performing transit routes and evaluate adjustments	12/1/84
	Analyze, improve, and share ridecheck data	10/1/84
	Convene operators' council	9/1/84
	Derive coordinated marketing programs using a "connections" theme	10/1/84
	Implement a process to coordinate new service requests	3/1/85
	Establish transit database for region and analyze financing issues	2/1/85

-Continued-

<u>Activity Number</u>	<u>Plan Element</u>	<u>Initial Completion Date</u>
4.3	Identify regional transit issues for Commission action	10/1/84
5.0	Finish first annual plan, Obtain Commission approval and release.	7/1/85

✓ To be updated regularly thereafter.

~~1984 1985 1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 2036 2037 2038 2039 2040 2041 2042 2043 2044 2045 2046 2047 2048 2049 2050~~

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1.5 Uses of the Plan

NVTC's Bus Service Coordination Plan is both a process and a set of products.

The intent is to set in motion forces that will give coordination a momentum of its own. Effective transportation in the congested Northern Virginia Area is like a relay race rather than a sprint; it requires coordination, teamwork, and finesse, as much as raw speed.

Since the BSCP sets forth a specific set of actions, it is useful to refer to the effort as an action plan. The actions are recurrent; that is, initially the products may be sketchy, and the cooperation among jurisdictions halting and wary. However, as the process continues year after year, products (such as the marketing inventory) will be filled out, and the jurisdictions will gain facility in its application.

The BSCP will seek to bring together much information that is not new, yet it will emphasize as it does so applications which are innovative, and which enhance productivity and integration. To these existing resources the Plan will add filips of new material, like a cookbook with extra packets of secret herbs and spices. Of course, the major contribution of the Plan should be its development of totally new and original products for the region, such as an effective mutual planning process for the Vienna opening, or the Operators' Council, or the list of poorly performing bus routes. Both sudden problems (need for service adjustments due to a shift of a major employment site) and long-term issues (planning for new Metrorail stations) will be addressed.

The BSCP should be an active, user-friendly plan that seeks out applications and warns of missed opportunities. As such, it offers distinct benefits for transit users, planners, and policymakers.

For users, improved information and better service are the potential rewards. Promotion of ridership is a key ingredient of the Plan. For planners, better ridership forecasting and costing models--to supplement existing planning procedures--offer great promise. While each jurisdiction will plan for the Vienna opening, the BSCP offers the chance to avoid duplication, to share data, to allocate responsibilities, to consider a much wider range of alternatives, and to compare findings. Before the Orange Line opens to the Vienna station in mid-1986, bus service adjustments must be planned for all the stations between Vienna and the current terminus at Ballston. These additional stations are East Falls Church, West Falls Church and Dunn Loring. Thus, Arlington and Falls Church will be engaged in planning bus service adjustments in addition to Fairfax City and County.

Finally, for policymakers, the Plan will serve as a major focal point of NVTC activities. Commissioners will be closely involved in identifying issues, devising solutions, establishing policies, and educating legislators about the needs of Northern Virginia's transit users and taxpayers.

2.0 IMPROVING ACCESS TO TRANSIT RESOURCES

This section of the BSCP stresses the current state of transit affairs.

The emphasis is on compiling, recording and improving knowledge of facts that now may be inaccessible.

Inventories of plans, models, databases and studies will be prepared, kept current, publicized, and utilized to improve information and service.

2.1 Overview of Inventories

Describe process of compiling, updating, and disseminating inventories of Northern Virginia transit information, including plans, models, databases, policies, issues, studies, agency and institution contacts, service providers, system maps and schedules, public attitude surveys, marketing techniques and abstracts of regional transit research in progress.

The inventories will be computerized to facilitate rapid sharing with interested users.

The availability of the information will be widely publicized

The purpose of the inventory process is to provide an accurate com-
pendium of current conditions. Such information is useful in itself, especially to riders, and sets the stage for improvements by identifying problem areas and trends.

2.2 Inventory of Plans and Related Studies

2.2.1 Plans and Processes

Describe and provide examples of:

Planning processes: COG's "3-C" approach;

WMATA's proposed process;

Jurisdictions' approaches.

Planning models: COG's network models of Metrorail, Metrobus, and

Ride-on;

WMATA's forecasting procedures;

Net Income Analysis approach;

UTPS models (UMTA/FHWA)

Transit databases: COG; WMATA; UMTA/FHWA (i.e. Section 15 performance data);

Private contractors (ATE, Sydec, etc.); Fairfax

County (including county housing, population, construction activity and land use reports, plus

1980 census data, identifying densities and

trends, and preparing maps showing major trip

generators with overlays of development underway)

Of particular interest are ridecheck data. Currently

WMATA carries out a program of checks at maximum

load points, while jurisdictions like Fairfax

County selectively compile ridership information for bus routes within their respective jurisdictions.

Similarly, COG conducts biennial cordon counts for

all traffic, including buses, and VDH&T conducts

traffic studies on -66 and -395, both of which

are major arteries for buses (especially the

reversible Shirley Highway express lanes).

- Facilities plans: Metrorail construction;
Metrobus garages
- Development Plans: Metrorail station sites;
Jurisdictional plans (e.g. for Dulles corridor)
- Policy Plans: List transit-related components of State Transportation Plan, which identifies issues, analyzes alternatives and recommends policy positions
- Strategic Plans: Examples from corporations with parallels to transit.
- Sketch Plan: UMTA prototypes; examples from transit literature.

Combine features of above inventories to construct an NVTC sketch plan process, to be applied to the Vienna Metrorail Station opening. Emphasize common definitions, assumptions, data, and methods.

- Action Plan: This is what the BSCP is: A detailed set of inputs, activities, and products, carefully structured, with explicit objectives to be achieved by specified dates. A dynamic process that requires periodic redirection to maximize effectiveness.

2.2.2. Major Planning Studies.

For each study, stress common themes, techniques and problems

2.2.2.1 Completed Studies

- o SJR 20 Report on the Feasibility and Desirability of Locally Sponsored Bus Service in Northern Virginia. Summarize approach, findings, and lessons for the BSCP.
- o Alexandria Bus Planning Studies by Sydec and ATE, and early implementation results of the Alexandria Transit Company's bus system.
- o Fairfax County Bus Planning Studies by Sydec and ATE, new staff implementation work, and the Metro cost study of operating the Huntington bus network.

2.2.2.2. Ongoing Studies

- o JHK/TPB Surface Transportation Alternatives Study, especially the Reston Bus Case Study, (March, 1984). This study illustrates how a local jurisdiction might gain by withdrawing service from the regional Metro system and purchasing new buses to be operated by a private firm, while at the same time the entire region loses. This could occur through duplication of fixed costs and due to the peculiar nature of the ways in which Metro costs are allocated among jurisdictions
- o WMATA Turnback Study. Metro is considering the impacts of service adjustments in which bus routes are cut back at newly opened rail stations to avoid costly duplication of transit service. At the same time, riders often face transit trips that are much more expensive and time consuming than was true before the turnbacks. The study will be completed soon, and could provide useful data for application to the Vienna Metrorail opening scheduled for mid-1986.
- o Metro Study of Local Bus Options. Jurisdictions are understandably concerned with the impacts of withdrawals of service from the Metro system, since remaining jurisdictions must bear the fixed costs. Metro's Board of Directors has commissioned a staff study to be conducted during 1984 on these issues. Since the subject matter of the Metro study closely parallels that of parts of this Plan, close cooperation is in order.

2.2.2.3. Proposed Studies

- o Fairfax City Section 8. Fairfax City has received a FY 1985 planning grant from UMTA to hire a consultant to evaluate its local bus service options. The consultant will be invited to participate in the jointly developed NVTC sketch planning process, so that common definitions, assumptions and methods can be employed, so that data will be shared, and so that results will be consistent with planning studies underway in neighboring jurisdictions.
- o NVTC Section 8 Study of 1980 Census Data. NVTC itself will undertake a \$60,000 planning study as part of the BSCP, to identify patterns of travel to work, using the 1980 census. The COG will provide the computer graphics analysis, with a transit network to be overlaid on the work-trip flows. The result will be a new visual perspective of the extent to which bus service meets commuting needs in the Northern Virginia region.

2.3 Inventory of Organizations, Agencies, Service Providers and User Information Services.

Several resource books exist, and these need to be combined and kept current. Examples are the COG directory of regional planning and other officials, the VDH&T compilation of transit/ridesharing programs, and a Board of Trade reference manual. WMATA and Alexandria Transit Company provide separate telephone information services. This inventory will include providers of elderly-handicapped services, taxis, and other forms of public transportation.

COG is seeking a grant to build such an inventory, but the proposal calls for a lag of several months between data collection and publication. The results would be printed in a paperback book, and be sold at retail outlets throughout the area

In addition to compiling an inventory of transit agencies and providers, NVTC will survey these groups from time to time to ascertain attitudes, issues, and ideas for improvements

An inventory of funding programs and consulting resources will also be provided. Mass Transit and other journals prepare annual consultant directories. UMTA's Public Transportation Network provides free or low cost trouble-shooting by transit experts. Other UMTA programs such as those funded by Sections 4(i) and 6 seek to introduce transit innovations

2.4 Inventory of Local and Regional Transit Policies

Where do policy-making bodies in the region stand on the issues to be addressed in the Plan? Are any on record in favor or against local bus substitution, for example. Since the findings of the Plan will be used by NVTCT to determine its future policies, and will be provided to other agencies for consideration, it is important to ascertain existing positions on these matters.

of several months between data collect

2.5 Inventory of Service

While it is impractical to duplicate Metro's AIDS system, efforts will be made to provide better linkage of this information with details of service by other modes, including taxis, elderly/handicapped services local bus systems, ride-sharing, subscription commuter routes, etc.

Whether or not such a broadened transit customer information service can be established, the overall service inventory will be useful for planners in identifying poorly served market niches.

NVTC's Section 8 grant will fund development of a transit database which will contain service attributes (routes, hours, frequencies, ridership, costs, revenues, etc.) In addition, transit network overlays will be developed, and computer graphics techniques used to display travel patterns

The Rail Progress Institute of Alexandria will be contacted for ideas regarding its computerized inventory of rail transit projects completed or in progress. Inventories of park-and-ride lots and carpool staging areas will also be provided, since these are often served by bus and such areas provide concentrations of persons who are accustomed to ridesharing and therefore may be potential bus users.

2.6 Inventory of Public Attitudes

Several surveys have been conducted or are planned in the region, including a survey pertaining primarily to public attitudes regarding transit finance, a Board of Trade survey slated for June 1984, and a WMATA proposal to supplement its monthly Vital Signs report with attitude surveys.

NVTC will conduct a series of surveys of public agencies, and transit users, focused primarily on improving ridership through effective marketing.

NVTC will also survey persons who are not transit users, to learn about feelings that inhibit the use of transit.

2.7 Inventory of Marketing Initiatives

NVTC will compile and update a computerized listing of relevant marketing programs from around the world, including passes, promotions, pricing, advertising, give-aways, etc. The data will be compiled from transit journals and interviews. A library of hardcover materials will be maintained, in addition to the sorting and listing capability of the computerized inventory. Listings will indicate the location of the transit property, the type of marketing initiative, relevant facts about the program, and the source and location of the information, including names of contact persons.

2.8 Inventory of Productivity Improvements

A computerized file of measures to improve transit productivity will be maintained by NVTC, with data compiled from journals and interviews. Listings will be kept in a format very similar to that described above in Section 2.7.

2.9 Annotated Bibliography of Studies

In the course of compiling the BSCP, NVTC will assemble relevant transit studies, prepare abstracts, and disseminate these capsule descriptions, organized by jurisdiction, subject, etc. For example, Fairfax County has prepared or funded several reports on a County-operated bus system, performance measures, land use, travel, transportation implementation, funding, and human service transportation, and also has an approved transportation element of its comprehensive plan. Synopses of these reports would be useful to planners in the neighboring jurisdictions and at Metro.

2.10 Abstracts of Work in Progress

Of great importance will be listings of studies that are in progress or proposed. Avoiding costly duplication of effort, and improving the products through timely sharing of data and expertise will be encouraged thereby.

3.0 INITIATIVES FOR ENHANCED COORDINATION

Active efforts will be initiated to improve coordination of transit planning, ownership, operations, information, and finance. In contrast to the previous section--which sought to better organize and supplement existing information, this section specifies new initiatives to actively improve coordination.

The linchpin in the process will be the development of a regional transit database, and other key initiatives will be the sketch planning process applied to the Vienna opening, convening a transit operators council, and beginning a transit "connections" marketing and service program, among others.

3.1 Planning

While each jurisdiction will continue to plan for itself, cooperation in additional aspects of the planning process should be productive and be welcomed by all.

First, uniform definitions and planning assumptions would be adopted.

For example, a common source of consumer price index forecasts would be chosen. Next, functional classification of transit service would be agreed to (e.g. transit service could be classified by volume and trip purpose) Also, performance targets would be proposed, and used to identify ranges of acceptable market shares, headways, load factors, and cost recovery ratios.

If possible, common forecasting models would be utilized, and uniform methodologies devised. Accordingly, alternative plans proposed by jurisdictions could be clearly evaluated based on widespread knowledge of underlying procedures. The process would be applied to bus turnbacks at Vienna, but also to longer term issues such as optimum Metro garage locations and improved cross-region service for trips not destined for the District of Columbia.

Agreement on assumed future fare policies would be reached, utilizing findings of Metro's new Task Force on Fare and Allocation Policy and NVTC's 10-point fare policy. Future relative prices of competitive modes would be examined, such as the potential of ridesharing, biking, and other transit alternatives.

New Park-and-Ride alternative sites will be examined (e.g. Pan Am Shopping Center at Lee Highway and Route 60) and implementation sought where warranted.

In planning for the Vienna opening, the experience of NVTC's 66-X express bus service between Rosslyn and the West Falls Church Metrorail parking lot will be examined. Similar service from the Vienna lot may be initiated in mid-1985, one year before rail service begins

The last set of integrated forecasts for future Metro performance appeared in the FY 1980 Net Income Analysis report. These forecasts were controversial (e.g. some alleged too much bus service was assumed for the full 101-mile Metrorail system, and that the direct-demand forecasting procedure used for non-work trips produced ridership estimates that were too low).

With agreement on planning assumptions and the development of a uniform regional transit database, it should be possible to forecast local financing requirements with more precision.

3.1.1 Sketch Planning Process for Vienna Opening

An NVTC sketch planning process for bus service adjustments coincident with the opening of the Vienna Metrorail Station in mid-1986 will be established.

Activities will be:

- Use NVTC Management Advisory Committee (M.A.C.) as a technical review group, as augmented with WMATA and COG planners and representatives of consulting firms who may be participating in relevant studies (e.g. Fairfax City's Section 8 planning grant).
- Concentrate initial development of NVTC's new regional transit database on the Vienna/I-66 corridor.
- Apply the modeling processes region-wide, since most jurisdictions will be affected by bus service adjustments coincident with the Vienna opening (that is, many buses serve more than one jurisdiction).
- Set up weekly schedule of activities with progress to be monitored by NVTC using new computer system.
- Agree on individual and shared responsibilities for a broad-based planning effort.
- Agree on common definitions, assumptions, methods and data.
- Recommend for NVTC and jurisdictional approval goals and objectives for service changes.

3.2 Ownership

Whether Northern Virginia jurisdictions should continue to rely on the regional Metrobus system, or should follow the lead of Montgomery County and Alexandria by establishing local feeder bus networks, is a matter of serious contention. The BSCP should shed light on the issue, by identifying those circumstances under which it is desirable for a jurisdiction and for the region to sponsor non-Metro service. Similarly, opportunities for improved Metrobus service will be identified. Two ongoing Metro studies should be instructive, including the Local Bus Study and the report of the Task Force on Fare and Allocation Policy.

As demonstrated in the JHK Case Study of Reston bus service, the existing Metro allocation formula penalizes jurisdictions that add service to the Metro system, and rewards those that cut-back service, to the benefit or detriment of other jurisdictions. Thus, incentives to withdraw are built into the formula. Further, fixed costs (e.g. garages) remain to be financed, so the equity of permitting jurisdictions to substitute locally sponsored for Metrobus service is also at issue.

The data and methods developed in the BSCP, and the planning process initiated, should help to identify improvements in the cost allocation process and ways in which the Metro system can become more cost competitive where local or private systems are clearly superior due to the nature of the service provided (e.g. feeder service to remote Metrorail stations late at night and on weekends), then the BSCP will identify ways to coordinate such service with the Metro system. NVTC has received a FY 1985 grant from the State Department of Highways and Transportation to demonstrate the benefits involved to jurisdictions, taxi firms and riders from operating just such a taxi feeder service.

In essence, the Plan will seek to identify, using a functional classification of transit services, a hierarchy of appropriate service-ownership combinations for Northern Virginia, ranging from high-density radial line-haul/WMATA to low-density off-peak neighborhood feeder/local bus or taxi.

While the purpose of the Plan is not to promote local bus operation, NVTC should be in a position to provide information to those jurisdictions or private operators that do choose to initiate service. Examples are articles of incorporation, studies, and other information gathered from Montgomery County, Alexandria, and elsewhere.

3.3 Operations

Coordinated operations will improve productivity and reduce local subsidies while providing better service for riders.

Uniform performance measures will be compiled. Metro's Vital Signs will be compared with similar transit systems using UMTA's Section 5 database. While Section 15 data have been criticized, improvements have been made to make the details more timely and accurate.

The SJR 20 report stressed this aspect--performance measurement-- of Bus Service Coordination.

Using the performance measures, NVTC can compile lists of the poorest performing routes. These would be candidates for adjustments or targeted marketing to boost utilization. Metro is also moving toward this capability.

Survey data compiled by Metro and the jurisdictions will be analyzed and distributed. This especially includes enhanced ride-checks.

To achieve such improvements in operations productivity, NVTC will establish an operators council, consisting of such persons as Metro's regional director of bus service and the general manager of the Alexandria Transit Company. In other words, individuals with responsibility for putting buses out into the street will be assembled for regular discussions of common problems. With such a council in place, communications problems such as those that occurred at the Pentagon Station when Alexandria commenced operations in early March 1984 could be anticipated and avoided. The council concept has been applied successfully in the San Francisco Bay area.

Also in the operations area, NVTC's transit demonstrations will continue to yield data that can improve productivity and provide better service.

3.4 Information and Inducements to Ride

Integrated fares and transit passes, by making through trips among systems easier, can contribute revenue to all systems. NVTC has an adopted fare policy that favors integrated fares. As part of the Plan, NVTC will identify opportunities for further integration, using the marketing database described above.

Ride-check data will be improved by using a common format, shifting resources from 100% counts to samples and encouraging local jurisdictions to cooperatively sample routes beyond their own boundaries.

Elasticity estimates will be derived, where possible, from NVTC demonstration data.

Aggressive, targeted marketing programs will be devised and implemented, featuring improved contacts with the riding public

Opportunities to broaden Metro's sales outlets for fare media will be examined.

In particular, techniques to implement the week-end group ride pass will be prepared expeditiously. The Metro Board has approved the concept of such a pass.

NVTC's computerized marketing inventory will form the basis for this section

A useful coordinating theme that has worked well in the San Francisco Bay area and that was just implemented in Baltimore, is known as "Connections". Transfer points are identified between systems at major activity centers (e.g. shopping centers or rail stations). Schedules are integrated, and free or reduced-fare transfers are provided. A major marketing effort is made to acquaint the public with these connections, including sale of multicolored guidebooks in a wide array of retail outlets. Such a Connections theme will be initiated in Northern Virginia, but one factor may limit its success. That is, the ability to utilize free transfers between systems

is circumscribed here, because unlike San Francisco, no central body controls financing for all systems. Notwithstanding this difficulty, the Connections theme appears to have great promise.

Better bus stop information signs will also be sought, perhaps utilizing grant funds.

NVTC will have available on its computer the Metro fare matrices, which will permit the Commission to analyze alternative fare proposals, and forecast the effects on local subsidy and ridership.

3.5 Responses to New Service Requests

NVTC will establish a process to coordinate requests for additional bus service by citizens and others:

1. Record caller's name, address, phone number for follow-up.
2. Record nature of request (locations, times, frequency of desired service).
3. If a request is made for information about existing service refer to appropriate telephone number (Metro, Alexandria Transit Company, taxi firms, etc.) and offer appropriate assistance.
4. For new service requests, using NVTC enhanced transit database, determine best existing service alternatives and estimate possible volume of travel on desired route.
5. Report contact and preliminary analyses to appropriate jurisdictions and Metro.
6. Inform caller of progress, discuss preliminary findings, and counsel further action (e.g. caller contacts local jurisdiction staff and/or elected officials, appears at public hearing, gathers petitions.)
7. For requests with a likelihood of success (based on NVTC route performance indicators for appropriate functional classification of transit) but which do not fit conveniently within established jurisdiction route planning procedures, NVTC staff will inform Commissioners and encourage action by appropriate jurisdiction.
8. Attach case study of NVTC role in initiating service improvements to Bolling Air Force Base to benefit commuters who were transferred there when the Defense Intelligence Agency moved its Northern Virginia worksites.

3.6 Financing

NVTC's transit database should prove extremely useful in analyzing the effects of alternative regional taxes that presumably will be studied by WMATA and other organizations.

Further, computerized models of the Metro subsidy, cost, and revenue allocation methods will permit rigorous analysis of alternatives. Similarly, interactions between a jurisdiction's bus service decisions and the impacts on that jurisdiction's receipt of state and Federal aids via the NVTC allocation formula will be addressed.

Also, relative effects on transit operations will be considered that are associated with possible restrictions on funds as proposed in recent studies by the Joint Legislative Audit and Review Commission.

4.0 IMPLEMENTATION OF THE PLAN AND MEASUREMENT OF BENEFITS

The BSCP can be successful at two levels. First, it could add to the body of knowledge in the region, and pieces of the process might result in demonstrated gains in productivity or ridership. For example the operators' council may prevent service coordination problems before they affect riders. Or, the marketing inventory may rapidly provide ideas that can boost ridership on a route that might otherwise be abandoned.

Even more important, the Plan might reach critical mass, and itself become an active force for regional cooperation. Through improved planning, early anticipation of potential trouble spots, and better data and analysis of alternatives, policy makers might have an easier time reaching decisions that truly enhance the quality of life in the region by mitigating its number one problem--transportation

4.1 Action Plan

The lengthy array of activities, presented above must be organized with respect to responsibility and time. Figure 6 provides such a list. In Figure 7, activities are grouped according to the month in which they will be completed initially. Most activities will be repeated regularly in order to implement the plan and keep it current.

Figure 6

LIST OF ACTIVITIES BY COMPLETION DATE AND ACTIVITY MANAGER

Activity Number	Description	Target Completion	Activity Manager
0	Write Introduction	7/1/84	RKT
1.1	Write NVTC overview	7/1/84	RKT
1.2	Write plan background	7/1/84	RKT
1.3	Write goals of plan	7/1/84	RKT
1.4	Write plan contnnts	7/1/84	RKT
1.5	Write uses of the plan	7/1/84	RKT
2.0	Distribute draft scope of work to Commission	7/1/84	RKT
2.0	Write introduction to resources section	9/1/84	RKT
2.1	Write overview of inventories	9/1/84	RKT
2.2	Write plan inventory introduction	9/1/84	RKT
2.2.1	Write plan and process summaries	9/1/84	RKT
2.2.2	Write major studies introduction	9/1/84	RKT
2.2.2.1	Write completed studies summaries	9/1/84	RKT
2.2.2.2	Write ongoing study summaries	9/1/84	RKT
2.2.2.3	Write proposed study summaries	9/1/84	RKT
2.3	Prepare and update inventory of organizations	9/1/84	MMR/MRP
2.4	Prepare and update inventory of transit policies	9/1/84	RKT
2.5	Prepare and update service inventory	10/1/84	BCL
2.6	Compile and update attitude surveys	10/1/84	MRP
	Conduct new surveys	2/1/85	MRP
2.7	Compile marketing initiatives inventory	9/1/84	MMR
	Conduct interviews of experts	9/1/84	MMR
	Computerize inventory	10/1/84	MMR/MRP/BCL
2.8	Computerized productivity inventory	10/1/84	MMR/MRP/BCL
2.9	Compile and update computerized bibliography	12/1/84	RKT/BCL
2.10	Prepare and enter abstracts	12/1/84	RKT/BCL
3.0	Write introduction to coordination section	9/1/84	RKT
3.1	Develop common planning definitions, assumptions and methods	10/1/84	EJB
	Establish appropriate performance measures	10/1/84	RKT/STR
	Utilize common forecasting models	2/1/85	RKT/EJB/BCL
	Use I-66 demo. data for planning Vienna	12/1/84	EJB
	Establish functional classification of transit service	11/1/84	EJB/BCL
3.1.1	Develop sketch planning process for Vienna	10/1/84	RKT/STR/EJB
3.2	Identify conditions under which local or private bus service should replace Metro service	2/1/85	RKT/STR
	Utilize results of taxi demonstration	2/1/85	RKT/MRP
	Compare Metro and local bus performance with systems in other cities using Section 15 data	12/1/84	STR/BCL
	Rank poorest performing routes and evaluate adjustments	12/1/84	STR/BCL
	Analyze, improve, and share ride-check data	10/1/84	STR/BCL
	Convvene operators' council	9/1/84	STR/RKT
	Devise targeted cooperative marketing programs using a "connections" theme	10/1/84	RKT/MRP
	Prepare elasticity estimates	2/1/85	RKT/BCL
	Implement connections theme	3/1/85	RKT/STR
	Analyze Metro fares using computerized matrix	10/1/84	STR/BCL

Figure 6 (Continued)

Activity Number	Description	Target Completion	Activity Manager
3.5	Implement process to respond to new service requests	3/1/85	STR/BCL
3.6	Evaluate financial effects using transit database	2/1/85	STR/BCL
4.0	Write introduction to action plan section	9/1/84	RKT
4.1	Devise action plan (activities/schedule) and measure progress	9/1/84	RKT
4.2	Evaluate and fine tune process	1/1/85	RKT
4.3	Identify issues	10/1/84	RKT/STR/EJB/MRP
4.4	Recommend policies for Commission action	11/1/84	RKT
4.5	Inform public and conduct publicity campaign	9/1/84	RKT/EJB
5.0	Finish draft plan and write conclusion	7/1/85	RKT
	Obtain Commission approval and release Plan		

Complete marketing
inventory and cost
of experts

Figure 7

SCHEDULE OF MAJOR ACTIVITIES

<u>Completion Date</u>	<u>Activity Number</u>	<u>Description of Activity</u>
July 1984	1.0 - 1.5	Write goals and general description of the plan Revise scope of work based on comments.
September 1984	2.0 - 2.3	Write inventory process and study summaries
	2.3 - 2.4	Prepare and update inventory of organizations and transit policies
	4.1	Compile marketing initiatives inventory and conduct interviews of experts Convene operators council Write introduction, devise action plan, and measure progress Inform public and conduct publicity campaign
October 1984	2.5 - 2.6	Prepare and update service inventory and attitude surveys
		Computerize marketing inventory
		Computerize productivity inventory
		Develop planning definitions and performance measures and sketch planning process for Vienna
		Analyze ride check data
		Develop marketing programs and analyze Metro fares
		Identify issues
November 1984	3.	Establish classes of transit service Recommend policies for action
December 1984	2.8 - 2.9	Computerize bibliography and enter abstracts
		Use I-66 demonstration to plan Vienna

Figure 7 (Continued)

<u>Completion Date</u>	<u>Activity Number</u>	<u>Description of Activity</u>
December 1984 (cont'd)	3.3	Compare Metro and local bus systems to other cities. Rank poorest routes and evaluate changes
January 1985	4.2	Evaluate and fine tune process
February 1985	2.6	Conduct new surveys
	3.1	Utilize common forecasting models
	3.2	Identify conditions under which Metro service should be replaced and use taxi service results.
	3.4	Prepare elasticity estimates
	3.6	Using transit database, evaluate financial effects
March 1985	3.4 - 3.5	Implement connections theme and process to respond to new service requests
July 1985	5.0	Finish draft plan and write conclusions. Obtain Commission approval and release <u>Plan</u> .

4.2 Feedback Loop

The Plan is a continuing process that also produces products. Each product must be evaluated, revised, and updated for maximum effectiveness.

Perhaps more important, the process itself must be examined to see if it is achieving its stated goals. The Management Advisory Committee and the Commission will be asked periodically to assess the effectiveness of the process. Other agencies such as the National Capital Region Transportation Planning Board, WMATA, and VDH&T will be kept informed and involved at every step, and critical evaluations encouraged. The public will also be involved, through NVTC public hearings and presentations to citizen groups such as the League of Women Voters and others.

4.3 Identification of Issues

The BSCP is to act as an early warning system. If it is well prepared bells and whistles will sound when something is amiss in the region, and permit the Commission to take corrective action before the situation has deteriorated into political confrontations. Figure 8 lists some of the key issues with which the BSCP will deal. During the course of planning, new issues will be identified, discussed, and corrective policies proposed.

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Figure 8

Important Regional Issues

<u>Issues</u>	<u>NVTC Role</u>
1. <u>Better quality transit service</u>	
Quicker trips	--NVTC has established the 66X Express Bus demonstration and supports easier bus access to HOV-Lanes.
Easier transfers	--NVTC favors acceptance of transfers between Alexandria Transit Company and Metro.
Add service when needed	--Several thousand Defense Intelligence Agency employees are being shifted to Bolling Air Force Base in the District from Northern Virginia worksites. Better bus service is needed in the District to serve these employees, and NVTC is working to accomplish this.
2. <u>Better marketing and transit information for riders</u>	
Better service from telephone information systems	--Work to include Alexandria Transit Company in Metro's AIDS.
Wider availability of Metro fare media	--NVTC is working with Metro to broaden retail sales outlets.
Weekend passes on Metro	--NVTC encourages implementation of such passes to benefit tourists and families riding at off-peak hours.
New promotions	--NVTC has sponsored a marketing program for the Washington Flyer, and is developing a marketing database.
3. <u>More productive transit service</u>	
Scrutinize Metro budget	--NVTC seeks to improve Metro's cost containment guidelines for FY 1986 and urges the continuation of the CAO Task Force review.
Adjust headways and train consist	--Analysis of ridership and car passenger loadings indicates opportunities for savings throughout the system.
Utilize appropriate modes for trip density and times of day	--NVTC will establish a demonstration of substituting taxi service for regular route buses late at night and during weekends.

Figure 8 (continued)

<u>Issues</u>	<u>NVTC Role</u>
4. <u>More equitable and efficient fare structure</u>	
Encourage ridership	--Infrequent fare adjustments are favored by NVTC.
Balance boarding charges and mileage charges to facilitate agreement among jurisdictions	--NVTC's 10-part fare policy suggests that jurisdictions pay for benefits received where special fare reductions are imposed
5. <u>Improved regional cooperation and better planning for future needs</u>	
Develop regional bus system to serve Orange Line Metrorail stations opening to Vienna in July, 1986.	--NVTC Bus Service Coordination Plan will include a sketch plan process for Vienna, to coordinate planning by Metro, Fairfax County, Fairfax City, and others.
Avoid gaps and duplications of planning data	--NVTC is establishing a transit database for the region using a Federal grant.
Improve allocation of costs among Metro jurisdictions to remove the incentives to withdraw and the disincentives to add service to the regional system	--NVTC's 66X express bus shows incremental operating costs of about \$100,000 but total payments of \$140,000. Other jurisdictions gain.
6. <u>Better traffic management systems</u>	
Maintain HOV policies on Shirley Highway and I-66	--NVTC chairs a regional Steering Committee that monitors data.
Promote ridesharing	--NVTC participates in COG's Commuter Club activities: the Washington, D.C. area is the Nation's number one ridesharing area.
Effective planning for future traffic patterns	--NVTC recognizes the strains that cross-region commuting will place on transit and the road system.

Figure 8 (continued)

<u>Issues</u>	<u>NVTC Role</u>
7. <u>Enhance stable and reliable financial support for transit</u>	
Use effectively existing Federal and state aids	--NVTC allocates over \$35 million annually among its members.
Seek flexibility in use of funds	--VA legislative study committee may consider restrictions on present flexible aid.
Encourage funds for completion of 101-mile Metrorail system	--Jurisdictions are committed to stable and reliable funding sources to match the Federal Stark-Harris authorizations.

4.4 NVTC Policy Recommendations

The BSCP will assemble a mass of data and procedures; NVTC and its jurisdictions will learn from the resulting information, and presumably be better able to establish policies. For example, NVTC should have a policy on local ownership of bus systems to define the conditions in which locally sponsored a private transit service is desirable. The information assembled in the Plan should permit such a determination.

4.5 Publicity and Public Participation

The BSCP attempts to organize and disseminate information about transit, and to improve service for riders. Both require the public to be aware of the Plan. This will be accomplished with regular press releases, occasional media events for Commissioners, public hearings, and extensive technical review.

5.0 CONCLUSION

Conclusions and lessons will be set forth.

APPENDICES

Technical materials will be described, including methodologies,
data sources, NVTC resolutions, etc.