

COORDINATING TRANSPORTATION SOLUTIONS IN NORTHERN VIRGINIA

BEST PRACTICES AND LESSONS LEARNED

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Presentation to Gwinnett County Georgia's Chamber of Commerce Leadership Visit

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WHAT IS NVTC?



- Created in 1964 by Virginia General Assembly.
- 20 board members (state and local elected officials).
- Six jurisdictions:
 - --Alexandria
 - --Arlington
 - --Fairfax City
 - --Fairfax County
 - --Falls Church
 - --Loudoun County



WHAT IS NVTC?

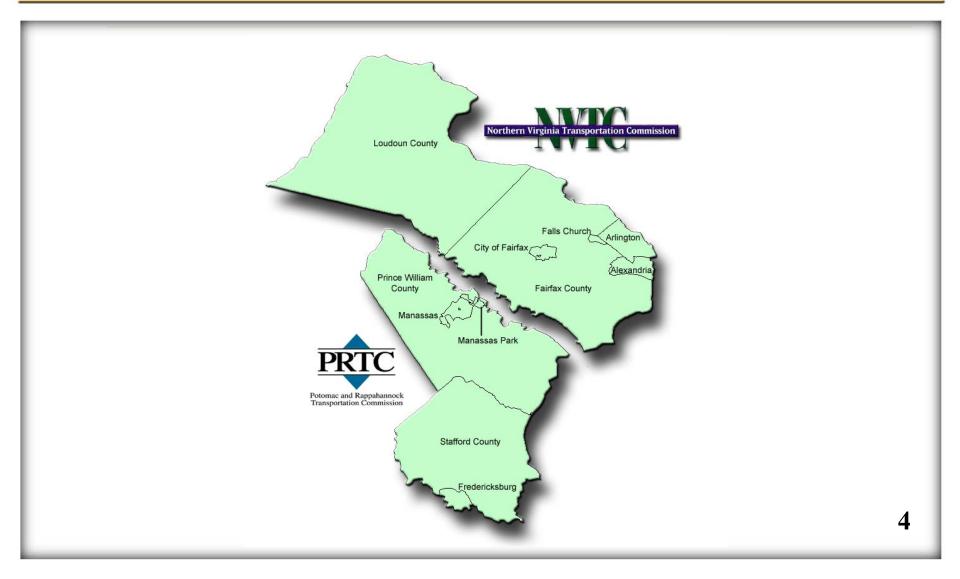


- 1,000 square miles.
- Population of 1.6 million.
- Responsibilities:
 - --Transit finance (\$150 million annually)
 - --Telework/ridesharing promotion
 - --Transit planning
 - --Transit demonstrations
 - --Legislative advocacy
 - --Coordinating transit service
 - -- Co-own Virginia Railway Express
- www.thinkoutsidethecar.org



MAP OF NVTC/PRTC







OVERVIEW



- Description of institutional architecture (a taste of alphabet soup).
- Commuting issues (congestion causes/solutions).
- Public transit's success story and lessons from individual transit systems.
- Funding issues (jumping over and crashing through barriers).



OVERVIEW



- Positive examples and some not so positive of regional transportation coordination, including: introducing new technology, transit oriented development, high-occupancy vehicle lanes, and responding to emergencies and sudden drastic changes.
- Summary of most important best practices and lessons learned.
- Questions and discussion.





Alphabet Soup

- Metropolitan Washington Council of Governments (MWCOG)
- Transportation Planning Board of the National Capital Area (TPB)
- Metropolitan Planning Organization (MPO)
- Metropolitan Washington Air Quality Committee (MWAQC)
- Northern Virginia Transportation Authority (NVTA)
- Northern Virginia Regional Commission (NVRC)





Alphabet Soup

- Northern Virginia Transportation District Commission (NVTC)
- Potomac and Rappahannock Transportation District Commission (PRTC)
- Metropolitan Washington Airports Authority (MWAA)
- Washington Metropolitan Area Transit Authority (WMATA)





Examples

- Voting structures:
 - --WMATA has jurisdictional veto (General Manager selection; where do the new railcars go?).
 - --NVTA requires affirmative vote from jurisdiction with large percentage of population (Fairfax County).
 - --NVTC needs majority vote of jurisdictions and members (lawsuit over funding formula).
 - --TPB weighted voting by population on request (little jurisdictional interference).





Examples

- Processes:
 - -- CMAQ/RSTP (modal/jurisdictional balance).
 - --TIP/Plan amendments (Prince William County Disney Theme Park).
 - --Creation of NVTA (NVTC to be "merged" into new agency).



COMMUTING CONTEXT



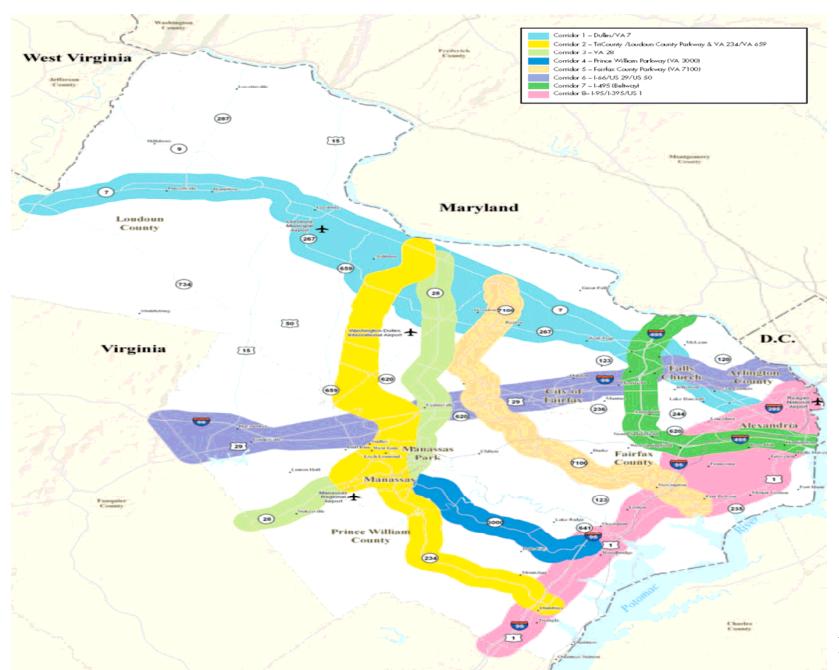
- Metropolitan Washington is the third worst in the U.S. for congestion (\$2.5 billion in costs per year).
- \$1 billion lower costs due to transit investments.
- In Fairfax County, 73% drive alone to work (vs. 77% national average).
- Fairfax County is 21st in nation for average length of time of commute to work at 30.7 minutes (Gwinnett is 18th at 30.8).
- As of 2000, 62% of all traffic in Fairfax County during evening rush operated at LOS F (71% in Springfield).
- Just as fast-growing Fairfax County's drivers flooded Arlington's commuting corridors now fast-growing Prince William and Loudoun counties are doing the same to Fairfax County.



COMMUTING CONTEXT



- The recently completed 2030 transportation plan tries to turn "ketchup" into "mustard" but is seriously underfunded and Smart Growth community is still opposed.
- Requires \$15.4 billion in new funds over 25 years.
- Huge projects underway:
 - --Springfield Interchange (\$675 million and 8 years).
 - --Wilson Bridge (\$2.4 billion and 5 years).
 - --Rail to Dulles (\$4 billion and 60 years?).





2030 PLAN COMMUTING CORRIDORS



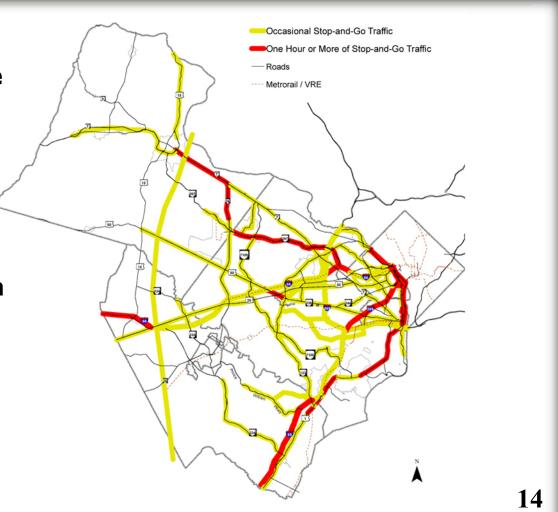
Highway System Peak Period Performance

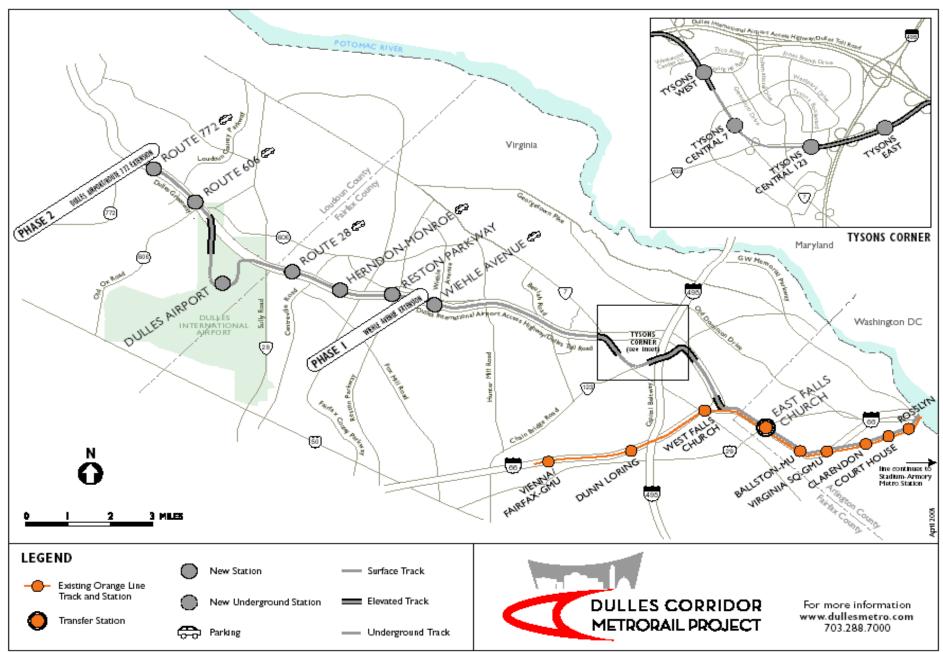
-- 2005

-- 2005 Network with 2030 Land Use

-- 2030 CLRP

-- TransAction 2030 Plan







COMMUTING CONTEXT



- Major projects needed:
 - --Metro extension out I-66 and down I-95.
 - --VRE extended to Gainesville/Haymarket.
 - --Light rail along Columbia Pike, Route 28 and Route 7.
 - --Widening Beltway with HOV and HOT lanes.
 - --Widening Routes 28, 29 and I-66.
 - --Adding priority bus service in many corridors.
 - --Adding miles of biking and walking trails.
- Running to stay in place:
 - --By 2030, jobs in Northern Virginia will grow by 53% and population by 42%, while housing won't keep pace and trips to work will accelerate.
 - --Telework is needed and Fairfax County is exceeding its target.



NORTHERN VIRGINIA'S TRANSIT SYSTEMS













Potomac and Rappahannock Transportation Commission





More Places, More Often, More Columbia Pike,













TRANSIT SUCCESS STORY



Ridership Trends

- --In the past four years, transit ridership in Northern Virginia is up 17 percent.
- --Local bus systems are up 46 percent.
- --Metrorail and Metrobus carried over 115 million passenger trips in Northern Virginia in FY 2006. With 27% of Virginia's population, Northern Virginia has over 70% of statewide transit ridership.
- --Equivalent capacity of 12 to 15 peak freeway lanes. Regionwide 18% use transit in the peak hours, 40% to downtown D.C. and more in some corridors.

FY 2002 - FY 2006 Annual Ridership Growth on Transit Systems in Northern Virginia

Transit Provider	FY 2002 Passenger Trips	FY 2003 Passenger Trips	FY 2004 Passenger Trips	FY 2005 Passenger Trips	FY 2006 Passenger Trips
Metrorail (Northern Virginia)	80,008,842	83,529,741	87,817,948	89,624,272	94,642,466
Metrobus (Northern Virginia)	21,781,277	20,855,658	19,190,908	19,314,871	20,899,080
Fairfax Connector	6,831,313	7,595,138	7,990,825	8,474,143	9,529,056
Virginia Railway Express	2,735,025	3,179,957	3,645,434	3,745,382	3,640,000
Alexandria DASH Bus	2,736,719	2,986,631	3,131,284	3,323,021	3,556,486
PRTC OMNI Ride Bus	938,778	1,182,996	1,251,316	1,398,026	1,608,583
City of Fairfax CUE Bus	919,877	925,000	985,500	1,068,492	1,093,926
Arlington Transit	251,869	397,001	674,806	788,854	926,574
PRTC OMNI Link Bus	590,182	649,405	604,586	694,367	843,407
Loudoun County Transit	212,102	281,829	392,901	513,766	602,333
TOTAL	117,005,984	121,583,356	125,685,507	128,945,194	137,341,911
Annual transit ridership in Northern Virginia has increased 17 % since 2002!	117,005,984	121,583,356	125,685,507	128,945,194	137,341,911
	2002	2003	2004	2005	2006



HISTORICAL LOCAL TRANSIT GROWTH CHART



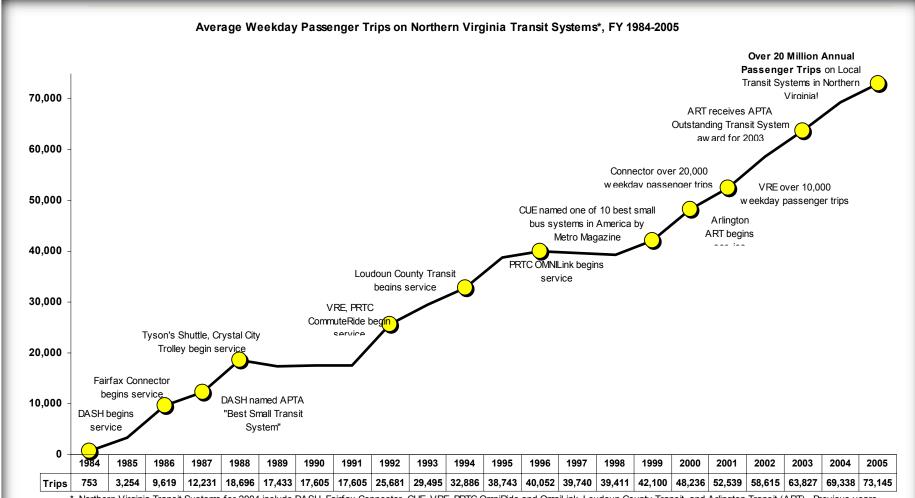


FIGURE 4

OWNERSHIP AND MANAGEMENT OF NORTHERN VIRGINIA'S PUBLIC TRANSIT SYSTEMS

Transit System	Created	Ownership	Management
WMATA Metrorail Metrobus	1967	Interstate Compact. Board of Directors from Maryland, D.C., Virginia	CEO/GM with 10,000 employees
Virginia Railway Express	1992	NVTC and PRTC.	CEO with 40 employees contracting with Amtrak for operations and CSXT and NS for access.
(VRE)		Operations Board	
Fairfax Connector	1985	Fairfax County	County staff currently contracts with Connex for operations.
Alexandria DASH	1984	Alexandria Transit Company with City Council as owner. Board of Directors appointed by Council.	ATC currently contracts with First Transit for General Manager. First Transit owns Transit Management of Alexandria, Inc. that provides other employees (120 total).
Arlington Transit (ART)	1999	Arlington County	Arlington staff currently contracts with ATC/Vancom for operations.
City of Fairfax (CUE)	1980	City of Fairfax	City Staff
PRTC Omni Ride Omni Link	1992 1996	PRTC	Commission staff currently contracts with First Transit.
Loudoun County Transit (LCT)	1994	Loudoun County	County staff currently contracts with Connex.
Falls Church (GEORGE)	2004	Falls Church	City staff contracts with WMATA.



TRANSIT COORDINATION TOOLS



- Monthly staff meetings at NVTC.
- Regional bus studies and mobility initiatives.
- Regional fare integration, including SmarTrip fareboxes.
- Linked websites and telephone information/Ride-Guides.
- Joint marketing.
- Shared technologies (Clever Devices, e-schedules).
- Emergency response exercises.
- Collective fuel purchases.



WMATA







WMATA



- Created by Interstate Compact:
 - --Amendments require action by legislatures of three signatories and Congress.
- America's subway—mutual dependence with federal government.
- Second largest rail system.
- Suffered from attacks by Washington Post.
- Now struggling to achieve dedicated funding for capital shortfalls. Concerns about funding formulas.

What would you do without METRO?



These people found out the hard way.



VIRGINIA RAILWAY EXPRESS







VIRGINIA RAILWAY EXPRESS



•History and issues:

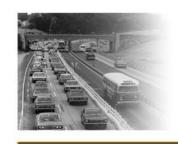
- --Southern jurisdictions didn't subsidize transit.
- --Hostility of private railroads, cooperation of labor unions, Amtrak, state, regional and local governments.
- -- Insurance was toughest issue.
- -- PRTC formed in 1986.
- --Compromise funding formula.
- --Now, Fairfax County concerned about formula.
- --How to handle growth of new members?



VIRGINIA RAILWAY EXPRESS



- Lessons learned dealing with freight railroads:
 - -- Dispatching priorities.
 - --Freight congestion.
- Get a picture of the freight railroad chief executive officer shaking hands with your governor over the concept, if not the details, of the project. Show the picture to railroad and government agency staff frequently over the succeeding months as progress stalls. Be more persistent than your opponents are obstinate. Remember that implementation is more like a relay race than a sprint. Translate project statistics into meaningful elements, such as cars taken off the freeway each morning; or vehicle miles of travel reduced—which together with emission factors allows estimation of tons (or kilograms) of hydrocarbons, carbon monoxide and oxides of nitrogen eliminated; or jobs created; or state tax revenues generated. Make liberal use of special train rides and station days in the neighborhoods, as nothing generates more favorable publicity than shining railcars and locomotives and happy children with colored balloons.



FAIRFAX CONNECTOR







FAIRFAX CONNECTOR



- •Started in 1986 in response to unintended consequence of Metro formula and desire for a more responsive system.
- Now almost 200 buses, one of the largest in the commonwealth.
- Contract with private sector for operations.
- Now providing BRT-equivalent service in Dulles Corridor as prelude to rail.
- Uses no federal funds.



FINANCIAL ISSUES



- Per capita level of effort for transit varies.
- •Fairfax spends less than its neighbors closer to the core but more than outlying jurisdictions.

PER CAPITA LOCAL FUNDING OF PUBLIC TRANSIT IN VIRGINIA

--FY 2005--

Jurisdiction	Population	Local Funding Sources (\$millions)	\$Per Capita
Alexandria	128,206	44.6	347.88
Arlington	186,117	77.4	415.87
Fairfax (city)	22,062	4.1	185.84
Fairfax County	1,003,781	152.3	151.82
Falls Church	10,781	2.7	250.44
Subtotal NVTC (including 1/2 VRE)	1,350,323	281.1	208.17
Northern Virginia District	1,975,199	318.7	161.37
Bristol District	360,761	2.1	5.70
Culpeper District	347,523	4.1	11.74
Fredericksburg District	429,840	1.4	3.28
Hampton Roads District	1,762,212	28.5	16.19
Lynchburg District	379,743	2.3	6.15
Richmond	1,173,005	23.7	20.18
Salem District	737,815	5.7	7.77
Staunton District	490,717	2.3	4.65

Note: U.S. Census 2004 estimated. Local funding includes operating revenue (fares), gas tax revenue and local general funds. Per capita gas tax for NVTC (excluding Loudoun) equals \$15.18.



FINANCIAL ISSUES



- The 2006 Constrained Long-Range Plan Update shows Fairfax County is required to provide over \$750 million in local funds for highways for FY 2007-2030 (out of \$15 billion regionwide in Northern Virginia from all sources), even though highways are a "state responsibility."
- Fairfax County must pay about \$1 billion in local funds for WMATA (\$1.3 billion if the Davis Bill passes) out of \$6.1 billion in Northern Virginia from all sources, <u>plus</u> over \$500 million for Phase I of the Dulles Rail Service (\$400 million from Transportation Improvement Districts) out of \$2 billion total costs. Another half billion is required from the county for the \$2 billion Phase 2.
- For VRE, Fairfax County may need about \$75 million for capital and operations (out of \$2.9 billion total costs).
- For the Fairfax Connector, capital and operating costs may reach \$1.4 billion, with about \$850 million required from local sources (including the county's share of NVTC's 2% gas tax).



FINANCIAL ISSUES



•State context:

- --State responsibility for roads.
- --Declining state revenues--no new sources since 1986.
- --Dillon Rule.
- --6-Year Program unrealistic. Poor VDOT performance.
- --Formulas penalize Northern Virginia.
- -- Equitable state transit funding target.
- --Shortfall in promised transit funding (need to triple statewide amount).
- --Hurts Northern Virginia most (use 65% local funds versus 36% for the rest of the state).

Timothy D. Hugo (40) Oakton Chantilly airfax Metrorail Station VRE Stations Metrorail Metrobus Fairfax Connector West Springfield ART DASH CUE VTRA PRTC Manas Loudoun County Transit Newington

Public transit systems serving District 40 with state capital and operating formula funding increases if the Commonwealth meets its statutory 95 percent target.

System (FY 2005 Ridership)	Capital	Operating	Total
WMATA (108,995,687)	\$33,738,882	\$65,224,058	\$98,962,940
PRTC (2,086,691)	\$6,650,204	\$5,113,378	\$11,763,582
VRE (3,654,324)	\$7,016,259	\$428,654	\$7,44,913



FINANCIAL ISSUES



- Are residents willing to pay more for better transportation?
 - --Virginia House Republicans: No.
 - --Virginia Senate Republicans: Yes.
 - -- Democrats: Yes.
 - --Governor: Yes then No.
- Northern Virginia residents most worried about tax revenues staying in this region.
- NVTA Survey:
 - --Most (58%) would pay more than \$365 per year for congestion relief, while a quarter cent sales tax for WMATA yielding \$50 million annually would cost \$38 per capita.
 - --A dollar a day equals a gas tax of 61-cents per gallon.
 - --Most preferred the sales tax (72% first or second) to gas (39%) or income (57%) taxes.



FINANCIAL ISSUES



Strategies to Find Funds

- 1. Alliance with business community to lobby for more state funds.
- 2. Show the rest of the state that Northern Virginia is the economic engine. (Fairfax County has 14% of statewide jobs but produces 25% of statewide income tax; if Northern Virginia were a state it would rank first in per capita income and Virginia would drop to 39th from 10th).
- 3. Look for \$50 million annually of dedicated funds for Metro (state investments in Metrorail are yielding 19% annual rate of return).
- 4. Try to obtain new local sources (NVTC 2% gas tax, 0.5% sales tax referendum using lessons learned).



Referendum Results:

- Lost 55 to 45% region wide.
- Persuading 24,235 persons (out of 485,822 votes cast) to vote "yes" instead of "no" would have passed the referendum.
- Converting half of the "no" votes to "yes" votes in the only three jurisdictions that favored the referendum would have passed it.
- Areas close to Metrorail generally had much higher levels of support.

Figure 2 Official Results
Vote Totals-Regional Bond Issue-Northern Virginia (More Information)

<u>Locality</u>	Yes	<u>No</u>	Votes Cast	Precincts Reporting
Arlington County	28,842	28,027	56,869	48 of 48 100.00%
	50.7%	48.3%		
Fairfax County	122,259	146,146	268,405	220 of 220 100.00%
	45.6%	54.4%		
Loudoun County	18,386	32,268	50,654	54 of 54 100.00%
	36.3%	63.7%		
Prince William County	23,378	34,374	57,752	62 of 62 100.00%
	40.5%	59.5%		
Alexandria City	17,211	16,761	33,972	26 of 26 100.00%
	50.7%	49.3%		
Fairfax City	2,757	3,470	6,227	8 of 8 100.00%
	44.3%	55.7%		
Falls Church City	2,427	1,866	4,293	7 of 7 100.00%
	56.5%	43.5%		
Manassas Park City	542	753	1,295	2 of 2 100.00%
	41.9%	58.1%		
Manassas City	2,875	3,480	6,355	7 of 7 100.00%
	45.2%	54.8%		
District Totals:	218,677	267,145	485,822	434 of 434
	45.01%	54.99%		

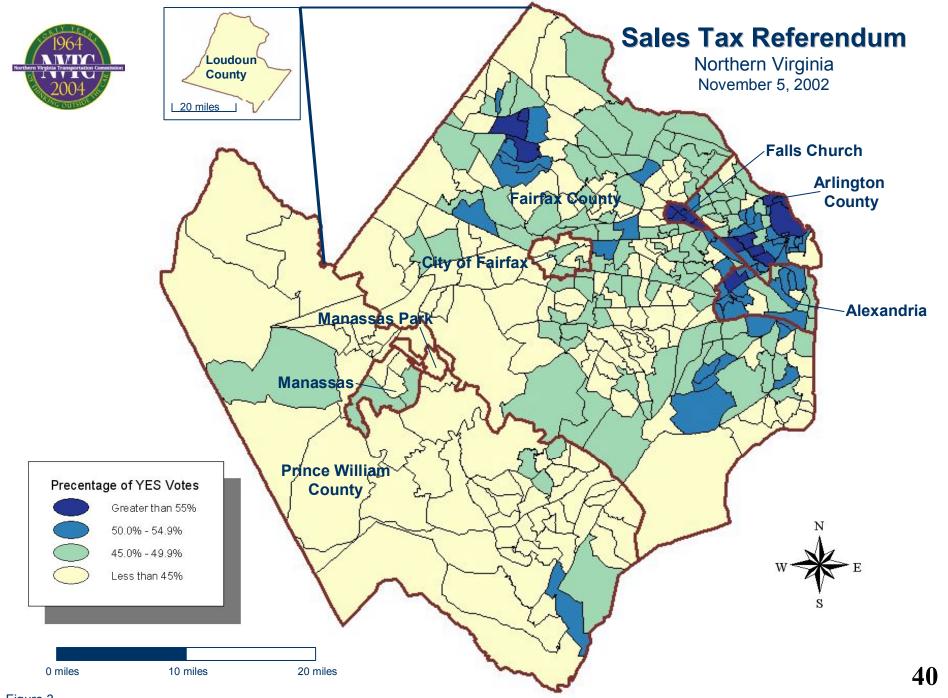


Figure 3



FINANCIAL ISSUES



Strategies to Find Funds

- 5. Transportation Improvement Districts (Route 28, Tysons, Dulles Corridor).
- 6. Public Private Transportation Act:
 - --Positive: New funds and fast, efficient work.
 - Negative: Closed process, high overhead, may only get discounted present value of future income stream.
- 7. Use Economic Development Authority/NVTC to issue bonds as well as G.O. Bonds.
- 8. Proffers.

THERE IS MORE THAN ONE KIND OF TAX RELIEF GET ON BOARD TRANSIT

Rising Gas Prices and Traffic Congestion Impose Burdensome "Taxes" on All of Us.

A \$400 Million Hit

Gasoline prices rising to \$3 per gallon cost Northern Virginia drivers **\$400 million annually** compared to the average gas price last year of "only" \$2.26 per gallon. That is \$250 more for every resident of this region. Each one-cent price increase costs \$5.4 million annually.

This is a "tax" paid to the oil companies and oil supplying countries. It is a tax that does not provide revenues to invest in benefits for taxpayers.

It hurts most those persons with lower incomes but also imposes a severe burden regardless of income level. A Gallup poll shows 84% of respondents are financially squeezed by \$3 per gallon gas.

Another \$2.5 Billion Hit

Traffic congestion costs in the Washington D.C. area are about **\$2.5 billion annually** (third worst in the U.S.) or \$577 annually per commuter.

This is also a tax that generates no revenues to invest to solve the problem.

Public Transit Can Beat Those Tax Increases.

Over \$1 Billion Tax Relief

At \$3 per gallon of gas, driving in this region can cost five times as much as transit. For example, a trip from the Ballston area of Arlington to Northwest D.C. would cost well over \$300 per month by car and only \$68 by Metrorail (which could be covered by tax-free Metrocheks).

Past investments in public transit save the metropolitan region about \$1 billion annually in congestion costs, or about \$3 for each Metro passenger trip. With 110 million annual Metro trips in Northern Virginia, about \$330 million in congestion taxes were avoided last year, or over \$200 per capita.

Auto drivers are flocking to Metro in record numbers to avoid these taxes.

Transit also generates air quality improvements (\$3 per trip in Northern Virginia) and job creation (\$7 per trip).

Dedicated Funding for Metro Is a Sound Investment.

One way to provide needed funding is the proposed quarter-cent sales tax for Metro. It yields over \$50 million annually in Arlington and Fairfax counties and the cities of Alexandria. Fairfax and Falls Church.

That is \$38 per capita per year. A recent NVTA survey shows most individuals in Northern Virginia are willing to pay more than \$100 annually in additional sales taxes for congestion relief.



Dedicated Metro funding (such as the small sales tax or other proposed sources) will leverage \$1.5 billion in federal funds over 10 years.

It will secure 340 new Metrorail cars, 275 new buses and many other rail and bus enhancements.

That money will stay here.

- · It will directly improve our lives.
- · It will offer drivers a choice of not paying higher congestion and gasoline costs.
- · It offers the prospect of property tax relief.

The Virginia General Assembly Should Act Now to Provide Dedicated Metro Funding.

Congestion costs \$577 annually per commuter throughout Metropolitan Washington. Higher-priced gas costs \$250 more per capita in Northern Virginia. On the other hand, a small dedicated Metro sales tax would cost \$38 annually per capita in five Northern Virginia jurisdictions supporting Metro. Other proposed funding sources would offer similar tax relief.

You do the math:

Is it wise to invest \$38 per person each year to help save almost \$1,000 annually per person (congestion, gas, air quality, jobs)? To read the complete document,

"There Is More Than One Kind of Tax Relief: Dedicated Funding for Metro Offsets Rising Gas and Congestion Costs"

please visit: <u>www.thinkoutsidethecar.org/taxrelief.pdf</u>





POSITIVE EXAMPLES OF COORDINATION



- 1) National Transit Database.
- 2) New Technologies:
 - --VDOT "regional architecture."
 - --Hybrid "failure" in Falls Church.
 - --Hydrogen bus.
 - --E-schedules.
 - --SmarTrip fareboxes.
- 3) Code Red free bus fares to improve air quality.
- 4) Value pricing demonstrations.



TRANSIT ORIENTED DEVELOPMENT AND LAND USE ISSUES



- Goal: Lively, attractive neighborhoods with a unique sense of place.
- Tysons:
 - --About 215,000 work within 5 miles and 125,000 within 3 miles.
 - --Tunnel vs. aerial Metrorail.
 - -- Engineering contractors vs. large land owners.
 - --BRT v. Rail.
- Arlington Orange Line Corridor: 38% use transit to work;
 33% of property tax revenues from 7.6% of the land area.
- NIMBY's vs. Vienna TOD.

Rosslyn-Ballston Corridor - Transportation Overview

Infrastructure and Services

Metrorail: 5 stations on the Orange Line with Rosslyn also served by the

Blue Line, 4-6 minute headways in the peak and 10-12 minutes off-peak, the Orange Line carries over 145,000 people per day in

Virginia.

Metrobus: 11 Metrobus routes serving Arlington, Falls Church, Fairfax

County and the District of Columbia, 15,000 Average Weekday

Boarding & Alightings.

ART: 8 Arlington Transit bus routes and numerous other public and

private transit operations and shuttles, 2,700 Weekday Boarding &

Alightings.

Pedestrian Access: Sidewalks on both sides of all arterial streets and on at-least one

side of most residential streets. Over weekday 70,000 walking trips to transit, over 4,000 pedestrian trips on some street

segments.

Bicycle Access: Over five miles of bike lanes and direct connections to the regional

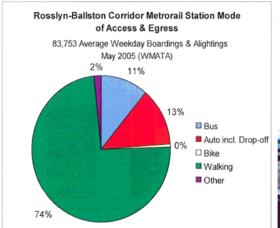
ail network.

Car-Sharing: Arlington County sponsored FlexCar and ZipCar stations located

on-street at each Metrorail station with 31 total vehicles.

Major Investments Planned or Underway

- Metrorail station access improvements Ballston and Rosslyn (new entrances/exits)
- Intermodal transit terminal upgrades Ballston and Rosslyn
- Metrorail shift from 6 to 8 car trains
- Bus stop enhancements throughout the corridor
- Arterial street reconstruction and new signals to improve multi-modal access
- · Upgraded sidewalks and bicycle facilities







Rosslyn-Ballston Corridor Demographics and Development

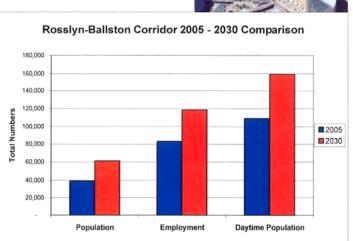
	Sq. Ft.	Sq. Mile	Acres
Area	56,131,447	2.01	1,289
		2030	% Change
Preliminary Round 7 Forecast	2005	Estimates	2005- 2030
Employment	83,057	118,422	42.6%
Population	39,165	61,291	56.5%
Daytime Population	109,286	159,689	46.1%
Households	22,660	35,486	56.6%
Housing Units	24,074	36,930	53.4%

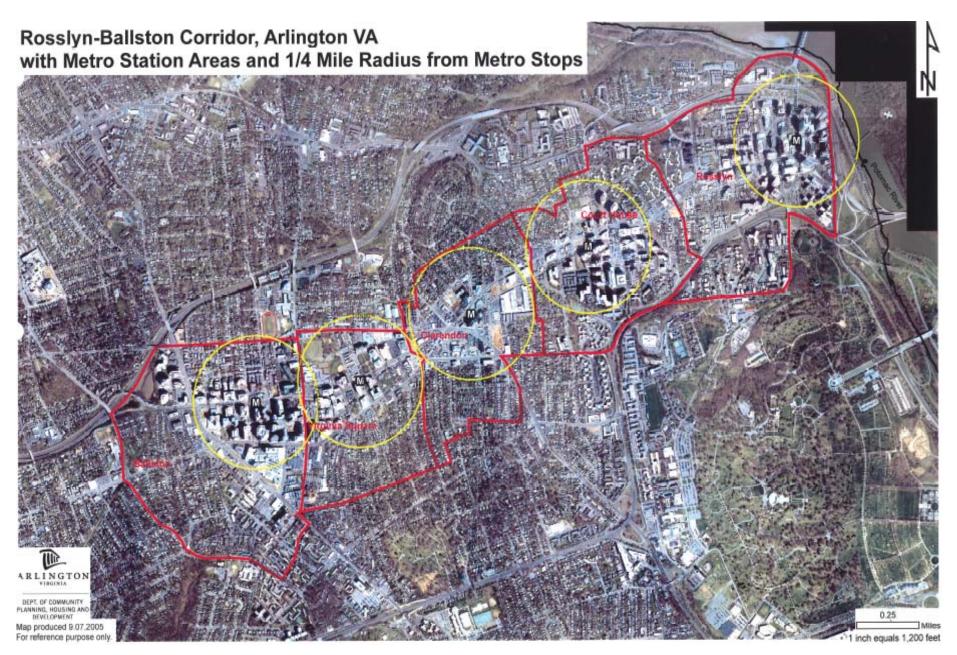


	Existing or Under Construction as of 3/3/2005	2030 Estimates	% Change 2005- 2030
Office (s.f.)	21,103,552	29,276,700	38.7%
Retail (s.f.)	2,598,186	3,318,215	27.7%
Residential Units	22,340	36,630	64.0%
Hotel Rooms	3,506	4,610	31.5%
Total	23,727,584	32,636,155	37.5%











HOV POLICIES



Corridors

- I-66:
- --Coleman Decision.
- --Wolf override regarding number of lanes and HOV restrictions.
- --State DOT pays \$800,000 per year for Metro ridership diversion.
- Dulles Toll Road:
 - --Opened early and "taking a lane" for HOV.
 - --Poor state accounting of revenues.
 - --Reserved tolls for transit.
 - --Controversy over MWAA obtaining revenues.
- I-95/395:
 - --Not all barrier separated initially.
 - --HOT lanes.
 - --Clean fuel vehicles unintended consequence.
 - --Law enforcement exception.



EMERGENCY RESPONSE



MWCOG Process:

- --Bogged down with too many layers.
- --Federal agencies control major facilities:

Park Service=Parkways

Secret Service=White House

DOD preempts

--Phone Tree (RICCS)

NVTC Process:

- --First responders and transit providers.
- --Real world contingencies.
- --Getting Metro to implement (e.g.VDOT's policy for HOV closures).



Scenario 4 Bus Bridge Routing





- From Load and Go:
 - Continue on Lee Highway West
 - Left on Blake Lane
 - Left on Rt. 50
 - Left on Prosperity
 - Left on Gallows Road
 - Left into Dunn Loring Station

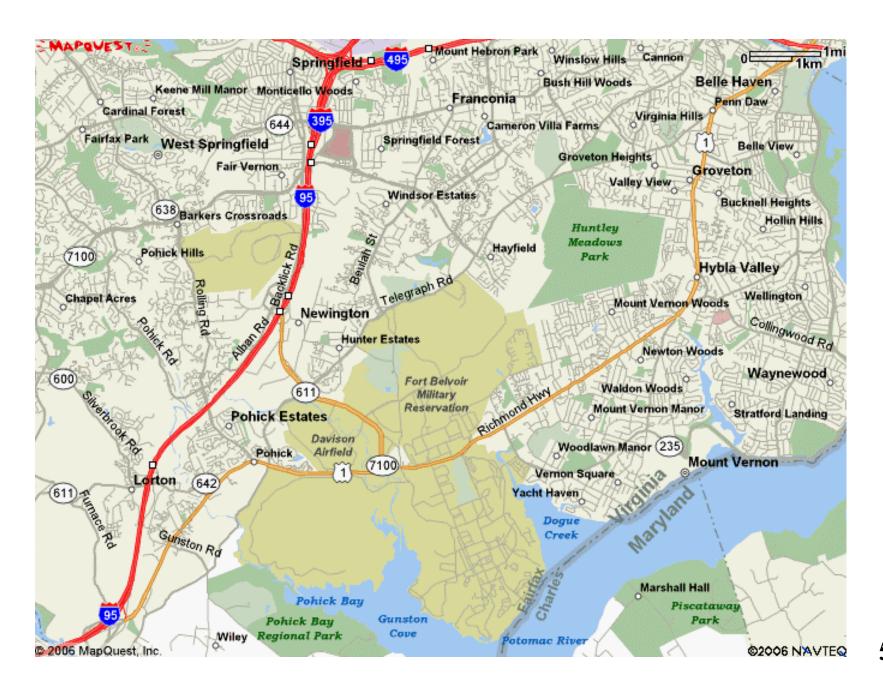
- From Dunn Loring:
 - Right on Gallows Road
 - Right on Prosperity
 - Right on Lee Highway



BASE REALIGNMENT AND CLOSURE COMMISSION (BRAC)



- Shift of 22,000 more employees to Ft. Belvoir/Engineer Proving Ground.
- Inadequate road facilities (e.g. unfunded Parkway segment).
- Local governments don't control the process.





LESSONS LEARNED



- 1. Create diverse but integrated public transit systems with customer focus.
- 2. Maintain inter-related institutions with interlocking directorates of elected officials and voting strength allocated in proportion to financial contributions. Institutional structures can still work well even if they are complex.
- 3. Build political, economic and transportation connections to the entire region, including the core.
- 4. Recognize that the region can't build its way out of traffic congestion. Employ better land use policies, affordable housing, telework, and other methods to slow the growth of VMT and maintain quality of life and economic prosperity.



LESSONS LEARNED



- 5. Be prepared to respond to sudden drastic change.
- 6. Follow the Golden Rule.
- 7. Keep government open and responsive.
- 8. Don't let perfect be the enemy of good.



LESSONS LEARNED



- 9. From the failed November, 2002 sales tax referendum:
 - --More public polling and public participation in priority project selection.
 - --More small area transit projects.
 - --Boost visibility and trust of NVTA.
 - --Reduce role of VDOT.
 - --Emphasize environmental benefits and Smart Growth components.
 - --Combine with property tax relief.
 - --Establish "trusts" to guarantee spending on identified projects.
 - --Lengthy campaign.
- 10. Prepare for growing senior mobility needs.
- 11. Goal: Make Things Worse More Slowly.



FOR MORE INFORMATION



Important Links

• NVTC: www.thinkoutsidethecar.org

• Fairfax Connector: www.fairfaxcounty.gov/connector

• WMATA: www.wmata.com

VRE: www.vre.org

• MWCOG: www.mwcog.org