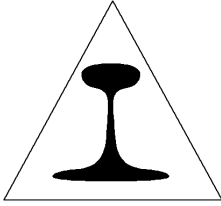


Advancing the passengers' agenda...



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Commission Begins its Work

SEPTA Operational Audit Coming

Governor Rendell welcomed the nine members of the Transportation Funding and Reform Commission as it held its first meeting this month. The meeting ran longer than expected, and even overran its scheduled finish as the nine commission members (see April DVARP) discussed the issues they were most concerned about and made plans for the commission's work.

While the specifics of the work program have not been finalized, it's clear the commission is on board with the instructions in Rendell's executive order creating the commission. In particular, the commission will oversee a new operational audit of SEPTA and other Pennsylvania transit agencies, and will examine alternative governance and management structures, particularly for SEPTA.

The commission met in a PUC hearing room in Harrisburg June 6. Rendell was in attendance at the beginning of the meeting, and read his charge to the commission. Then the nine commission members introduced themselves and spoke briefly about the state of transportation and transportation funding in Pennsylvania.

Commission chairman and Secretary of Transportation Alan Bieher spoke next. He introduced the three specific elements of the commission's work: auditing systems to ensure they are being run efficiently, better matching transportation planning to development patterns throughout the commonwealth, and reviewing the structure of transportation agencies. His question is 'is there an alternative structure that would improve transit service and lower costs?'

The three state legislators on the commission are all from rural areas. Though they disagreed about the awareness level of their colleagues, all three knew that funding for transit in Pennsylvania is inadequate, and all three indicated that the best chance for increasing that funding would be as a package with increased highway and bridge funding. Senator J. Barry Stout (D-Washington County) said the commission could make suggestions about the shape of such a package, and provide political cover for legislators as they vote on a possible gas tax increase. Stout said the commission had important work to do, describing transportation as "the most visible part of state government."

After the initial roundtable discussion, Bieher and his staff briefed the commission on transportation funding in Pennsylvania: where it comes from and where it goes. Public transit agencies throughout the commonwealth are facing deficits caused by soaring fuel prices and employee benefit costs. By 2009, the statewide combined deficit is projected to be \$266 million if nothing is done to increase funding.

Continued on page 12

Schedule Change Alert

New timetables now in effect for SEPTA commuter rail and city transit (see pages 4 and 5)

New timetables now in effect for NJ Transit commuter rail (see page 7)

From the Editor's Seat **Destination Please?**

Train Trip Ideas for 2005

Each year, I wonder how I'm going to find five more travel suggestions for this annual column; and each year, I come up with those five and more. That stands as a tribute to the variety of this region and the world. You can spend a long time traveling, and still not run out of great places to go by train. However, you can run out of time to make some of these trips, so you'd better start making plans soon.—MDM

One way or another, the **Sunset Limited** is on the endangered list. If the Bush Administration doesn't succeed in restructuring all the nation's long-distance trains into oblivion, the challenge of keeping the train on time on the crowded CSX and Union Pacific tracks spanning the southernmost parts of the country could do this particular train in. It is still the only way to go from sea to shining sea (Jacksonville to LA) without having to change trains. And it also could be part of a fabulous circle trip, matched up with the Coast Starlight and the Empire Builder on an Explore America fare that is just \$443.00, less outside peak season.

While the Sunset might survive, we know for sure that **open section** sleeping cars will soon be running their last scheduled miles in North America. These are the classic Pullman cars with facing seats by day, beds that pull down by night, and a curtain separating you from the aisle instead of individual roomettes and bedrooms. They're also still an economical way to travel long distances. To get the experience, book now for the Canadian, at www.viarail.ca.

Of course not all of us have that much time to devote to our travels, so let's pick some destinations closer to home. I've been to **Harrisburg** on DVARP business a couple of times recently. I'd planned to get some writing done on the train, but didn't do as much as I expected. Was it the rough track, now being replaced; or was it scenery like horse-drawn plows or autumn colors in central

Pennsylvania? The State Capitol in Harrisburg is much more visitor-friendly than the Capitol in Washington, and like the U.S. Capitol, it's just a few blocks walk from the station. There are history and art exhibits throughout the Capitol, so if you go there to see your legislator or on other business, catch a later train home and allow some time to explore the place.

This time last year, I hadn't been to the new **Phillies ballpark**, so I didn't feel quite right about adding it to the list. Four or five trips later, I can now recommend it wholeheartedly. The sights and sounds are quite a lot better than at the Vet, regardless of where you sit, and the features of the place give it character. I've been enough times to now have a routine: park at Fern Rock, catch the Phillies express subway trip, get to the park early enough that I can get a Geno's cheesesteak (one with, whiz, extra fried onions) and a beer (usually a local brew like Yards or Flying Fish) and get to my seat by the home half of the first inning. Plus there's a bonus for taking the subway—one of the people I get tickets from sometimes gives me his parking pass too. As I'm walking from the subway to the park, I can sell it to someone in a car, to get my beer money.

Do you mind another sports reference? You'd better not, since I'm not going to pass up a rare opportunity to promote a destination along the P&W (the Route 100 trolley for those of you who aren't old-timers). The **US Amateur** Golf Championship will be held August 22-28 at Merion Golf Club, just a well-struck pitching wedge (uphill) from Ardmore Avenue station. I went to the Girls' Junior Amateur there in 1998, just for the chance to walk around and see the beautiful and historic course at Merion. Tickets are \$15.00, visit www.meriongolfclub.com for more information.

Corrections

The name of photographer John Almeida was spelled incorrectly in the photo caption on page 5 of last month's DVRP.

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House Hands Amtrak a Shutdown Budget

The House Appropriations Committee has approved a plan to cut Amtrak funding during the coming fiscal year from \$1.2 billion to \$550 million. Amtrak President David Gunn says his company cannot continue operations on that budget, and will have to completely shut down if it is enacted.

Committee members argued that Amtrak could continue to operate short-distance corridor service at the \$550 million funding level, but they apparently do not understand that there are significant costs to even a partial shutdown that would only cut the long-distance trains. Under federal law, Amtrak must pay severance to employees who would be laid off, while the cost of systemwide services like reservations computers and repair facilities would have to be spread out over fewer trains and fewer passengers, accelerating a downward spiral in service and ridership.

Though Northeast trains lose only \$300 million per year, the \$550 million appropriation would not be enough to save that service, even if every other train were shut down. That's because most of that money has to be used to cover debt service and excess payroll taxes. The latter funds go right back to the federal treasury. Amtrak also must worry about bank loans and other payables. In the event of an inadequate appropriation being passed, Amtrak's credit rating would plummet, and lenders would call in loans. That would force Amtrak into bankruptcy.

There are legislators, as well as administration officials, who see bankruptcy as a means to reform Amtrak. (see February/March DVRP) They think bankruptcy would permit Amtrak to shed routes and rewrite labor contracts, but Amtrak's finances are so tight that creditors would demand Amtrak liquidate completely instead. Several of Amtrak's airline competitors are continuing to operate under reorganization plans, but they have access to billions of dollars in federal loan guarantees and bailouts Amtrak has not been offered.

The National Association of Railroad Passengers is publishing action alerts with messages you can pass on to your legislators about the need for adequate Amtrak funding. NARP also has a growing "Fact Check" page dedicated to dispelling false statements by the Appropriations Committee, Transportation Secretary Norman Mineta, and others who are trying to force Amtrak into a shutdown. Get the latest information, as well as links to fax numbers to contact your representatives in Congress, at www.narprail.org.—MDM

Acela Returning Soon?

Amtrak President David Gunn has reported progress in replacing the cracked brake rotors that caused the sudden withdrawal of Acela Express service two months ago. However, the return of the high-speed trains will take time. Gunn hopes to have at least a few of the trains back in service in July.

If the replacement rotors pass inspection during routine service and added testing, the rest of the fleet will be equipped with them and returned to service. It's too early to estimate when that will happen.

Breakthrough in Trolley Standoff

Congressman Bob Brady, in his role as Democratic City Committee chairman, announced the resolution of a nearly year-long impasse and an agreement to permit SEPTA streetcars to access Route 15 on Girard Avenue. More than 80 million dollars had been spent to repair the Route 15 infrastructure, but it was sitting unused because trolleys couldn't get to Girard Avenue from the Callowhill carhouse.

The problem was on one block of 58th Street. Area residents and powerful Democratic ward leader Carol Campbell held that block of trolley tracks hostage over issues of parking and community impact from the SEPTA facility. Councilman Michael Nutter refused to intercede on SEPTA's behalf, citing other grievances he had with SEPTA, and Mayor Street did nothing.

Under the agreement announced June 21, illegally parked cars on the block in question will be removed, so travel lanes can be shifted. That way, the trolley tracks, which are in the middle of the street (it formerly was a one-way street) will not interfere with oncoming traffic. SEPTA will power-wash its facility, make some landscaping improvements, and try to reduce the number of SEPTA employees parking on nearby streets. Though the area improvements can go ahead right now, rail service will not return to Route 15 until September, because of union rules for selecting work assignments.

The problem came to a head after a series of Daily News articles embarrassed SEPTA and the city politicians into action. The dispute may have permanent repercussions for SEPTA, as state legislators whom SEPTA is counting on for increased funding read about millions of SEPTA dollars going to waste in a petty squabble. The chief of staff to State Senator David Brightbill (R-Lebanon) said “this is exactly the kind of thing that people from the middle and western parts of the state think of when they think about SEPTA’s waste, bad management, and bad decisions.”—MDM

On the Railroad Lines

SEPTA Approaching 90% On-Time

SEPTA’s on-time performance in the April reporting period was a more satisfactory 92.5%, and the 12-month average is just shy of 90%. If the RRD can match that April score in May and June, it could finally top 90%, a significant triumph for management and its on-time performance task force, set up after SEPTA took fire from DVARP and the media for going more than a year and a half without reaching the mediocre 90% level for even a single month.—MDM

Slower Schedules for Peak Trains

At press time, SEPTA issued its new commuter rail timetables, which are effective June 19. A press release accompanying them says that time has been added to a number of peak-hour trips to account for additional passenger boarding time.

Primarily affected is the trunk line from Glenside and Jenkintown to Center City. A preliminary look shows as much as three minutes added to the schedules of some trains. SEPTA says this will smooth the flow of trains through this segment of the system, presumably improving on-time reliability.—MDM

Wayne Junction-Fern Rock Shutdown Next Month

The ongoing Wayne Junction-Glenside track and signal project continues to cause weekend single track operations and train delays, with the first all-weekend service outage coming up July 8-10. Here’s a look at some of the elements of this project and the concurrent project on the Fox Chase line, where there are shuttle bus operations each weekend.

Part of this work is the installation of a ‘pocket track’ siding at Newtown Junction, where the Fox Chase Branch splits off from the Main Line. At the end of May work was nearly complete on a second siding between Lawndale and Cheltenham stations. These two controlled sidings, cut in during the weekend of June 18-19, will permit the R8 line to be operated as a single track over the 3.4 miles

between Newtown Junction and Cheltenham Junction. The present #1 SEPTA track already is signaled in both directions, which allows for the permanent separation of SEPTA traffic from the paralleling CSX freight main. Meets will be scheduled at the sidings, with a few reverse-peak trains being held during rush hours.

Major trackwork changes between Wayne Junction and Glenside will require four weekend shutdowns of rail traffic on this segment of the main line. The work will include the installation of new turnouts and crossovers, the rebuilding of four existing interlockings, and installation of entirely new interlockings at “Jenkintown South” and “Carmel South” in Glenside.

As part of this major effort to improve traffic flow over the busiest seven miles of the Regional Rail system, new bi-directional signaling also will be placed in service on the double-track line. The “bulge” in the #2 northbound track at the former Logan station north of Wayne Junction also is to be straightened.—FGT

R8 Single Track Now Permanent

New schedules take effect June 20 for the R8 Fox Chase line. Schedules will have to be altered to allow for trains to meet on sidings, as the branch is now single track. This will result in delays for some off-peak trains, as they will have to wait for trains coming the other way.

North Philadelphia Future Secure?

Though there’s not been a formal reprieve declared for the R8 North Philadelphia station, it is apparent that the station will not be closed any time soon, as SEPTA plans to make repairs to the deteriorated platforms and other structures there.

While the passengers there are relatively few in number, the station is an important connecting point between the Chestnut Hill West branch and Amtrak service to New York.

Rail Observations

by Frank G. Tatnall, Jr., member, DVARP
and Philadelphia Chapter–NRHS

•On May 22 the *Inquirer* ran an article entitled “Station project sees light at end of the tunnel,” an update on SEPTA’s \$63-million makeover of Suburban Station. While construction barriers are everywhere in the station concourse, the project is actually better than 75% completed and should be wrapped up by the third quarter of 2006. With the new headhouses on 15th and 16th Streets as well as five new or refurbished elevators in service, and much behind-the-scenes mechanical work already done, this should be the last summer that passengers and shoppers will have to endure the familiar discomforts of the 75-year-old station. A full air conditioning system is being installed, and an effort made to preserve as much of the station’s historic Art Deco “look.” An added feature will be a direct entrance from the concourse level into the new 57-story Comcast Center office building, now under construction at 17th & Arch Streets

•Track upgrading work continues on the R6 Norristown Line, and probably will not be completed before the end of the year. Adjustments in midday train schedules remain in effect. Crews were recently seen replacing ties between Ivy Ridge and Spring Mill.

SEPTA has awarded a \$5.4-million contract to URS Corp. for engineering and design work on the proposed three-mile extension of R3 service from Elwyn to Wawa. This is an initial part of the \$51-million project which will include construction of a

park-and-ride station just off U.S. 1 at Wawa, and conversion of the Lenni training facility for possible car storage

•SEPTA will substitute buses for trolleys over most of the Route 36 subway-surface line effective with the summer schedule change on June 12. This will permit the replacement of the Lindbergh Blvd. bridge over the CSX main line, and installation of new welded rail on Route 36 between 49th & Woodland and 56th & Elmwood. Route 36 cars will operate only between 49th & Woodland and the Juniper station in center city. Regular light rail service should resume with the fall schedule change on September 4.

New Marketing Plan

SEPTA has begun an aggressive three-year marketing campaign aimed at retaining present riders as well as attracting new ones. The campaign’s goal is to increase ridership by five percent over the next three years and beginning in August the public will see the launch of a new advertising program. (Gone and forgotten are such past slogans as “Serious about change,” “We’re getting there” and “You can’t beat the system.”)

Using the theme of “Genuine Philly,” the new campaign will try to create “buzz,” changing the public’s perception of SEPTA by giving it credit for being “part of the unique Philly way of life” like the Eagles, cheesesteaks and the Liberty Bell. The August campaign will showcase three key destinations reached by SEPTA, the Sports Complex, the airport and King of Prussia. The airport promotion will focus on the R1 rail line, which will be rebranded “Air One.”—FGT

Transit News Update

New Transit Schedules This Month

SEPTA’s summer transit schedule change took effect June 12 and 13, bringing slight reductions in peak service to reflect the reduction in school travel. Perhaps the most significant news in this schedule change is the addition of eight routes to the list of those running buses equipped with bicycle racks. The 7, 9, 31S, 44, 67, 84, 121, and L all now can accommodate bike-and-ride passengers. With those additions, places like Torresdale, Byberry, Ardmore, Roxborough, and Plymouth Meeting are all now on the bicycle route network.

Route G is being diverted to 52nd Street, to make El connections while 56th Street station is

closed for reconstruction. Shuttle buses will replace Route 36 trolleys from 49th and Woodland to the end of the line in Eastwick.

On Route 20, there are minor changes in the express routing, and on the routing through Franklin Mills Mall. Afternoon trip times are also changed.

Rush-hour service patterns are changing again on Route 100. SEPTA says this will relieve terminal-area congestion at 69th Street. The 109 is the only other Red Arrow route with a new schedule this month.

The pendulum has swung back to separate timetables for routes 124 and 125. Also on these

routes, some additional trips will operate via Wissahickon Transfer Center.

Check the news page at www.septa.org for details of minor schedule changes on routes 26, and 27, and be sure to pick up new timetables for the routes you ride.—MDM

El Reconstruction By the Numbers

6: stations to be reconstructed during the project.
26: new single-column bents to be erected this summer.
45: sections of decking to be replaced—they are 75 feet each.
56: the new 56th Street station is already fabricated, and ready to be moved into place once the old station is demolished.
98: age in years of the elevated structure.
1,500: feet of guideway to be replaced this summer.
2008: scheduled year for project completion.
11,000: total feet of guideway to be replaced in the project.
175,000: daily ridership of the Market-Frankford Subway-Elevated.

The project has been divided into five phases:

- (1) Installation of automatic train control equipment along the line, already completed
- (2) Construction of new foundations and cable ducts for the elevated guideway, now largely complete
- (3) Construction of the Cobbs Creek section west of 63rd Street, as well as the 63rd Street and Millbourne stations, 30% complete
- (4) Installation of the guideway between 46th and 63rd Streets, about 10% complete, which is the focus of this summer's work, and
- (5) Replacement of the 46th, 52nd, 56th and 60th Street stations, plus contiguous sections of guideway, now approximately 15% complete. (MDM, FGT)

Senior Ridership Slips, But Budget Still on Track

With a month to go in the current fiscal year, SEPTA formally rescinded the contingency plan for fare increases and service cuts that were to be implemented if increased state finding did not materialize.

SEPTA's 2006 budget could be stabilized this month if the Delaware Valley Regional Planning Commission votes to approve the transfer of some federal surface transportation program money from highway projects to transit, as proposed by Governor Rendell in February.

Meanwhile, SEPTA increased its radio advertising in response to a falloff in senior citizen ridership. Through April, senior revenue is down 2.6 percent from fiscal year 2004, where SEPTA was budgeting for about a percentage point increase.

Systemwide revenue performance is mixed: up a half-percent over last year, but also falling short of budget expectations. Most of the revenue problems are on the City Transit Division. CTD revenue is down 0.4% so far this year, while Railroad Division revenue is up 2.0%, just shy of the goal. Suburban Transit revenue is actually ahead of budget, up 3.3% so far.

On the other side of the ledger, total expenditures are about as budgeted. Increased fuel costs are being offset by decreased labor costs.—MDM

Honors Department

•SEPTA's team won the annual Rail Roadeo at the APTA annual rail transit conference this month in Pittsburgh. The team included Broad Street Subway operators Gerald Holland and Sonny Mapp, and Wayne Electric Car Shop (RRD) maintenance specialists James Pham, Jason Rickert, and Charles Schoen.

•Once again, local railroads placed well in the annual Harriman Memorial safety competition. Norfolk Southern won the top Harriman award for large railroads for the 16th consecutive year.

Conrail, which still exists as a switching and terminal operator in Philadelphia, South Jersey, and a few other locations, earned the silver medal in its class for the third straight year. Conrail also won a special commendation for continued improvement in safety performance, as did the Long Island Rail Road.

The top honor for medium-size railroads went to Metra in Chicago, proving that you don't have to cut corners on safety to run a railroad fast and on-time.

Association of American Railroads president Ed Hamberger reported that the employee injury rate for the entire US railroad system was at an all-time low, decreasing nine percent from 2003. Injury rates are continuing to drop so far in 2005. That is a credit to all railroaders, whether or not their company earned a Harriman award.—MDM

*News compiled by Matthew Mitchell and
correspondents: Robert Montgomery, Don Nigro,
Bill Ritzler, Owen Robatino*

*Additional news from. Atlantic City Press, NARP,
Philadelphia Daily News, Philadelphia Inquirer,
Pittsburgh Post-Gazette, Pittsburgh Tribune-Review*

South Jersey Report

Trenton Station Expansion This Summer

NJ Transit has signed a \$53 million contract for the reconstruction and expansion of Trenton station. The project will more than triple the size of the station, with proportional expansion of waiting room space, new shops, and a redone restaurant. Heating and air conditioning systems, escalators, and elevators will all be replaced. Additional rest rooms and retail space will be added on the Walnut St. side of the station.

A mezzanine level will be added, and NJ Transit offices and utility space will be moved there, freeing up more space on the main level for an expanded ticket office and waiting room. Also in the plan are improvements outside, particularly for connections to RiverLine light rail and NJT buses to the Capitol area and other points.

Work is scheduled to begin this summer, and will take about two years to complete. The station took its present form in 1972, while the original station building dates to 1891.

Waterfront Connection Now Free

To encourage people to take public transit to the Camden waterfront attractions, NJ Transit will offer free River LINE rides all summer between the Camden Transportation Center and the Entertainment Center station to passengers transferring to or from PATCO. Just be sure to buy a round trip or two one-way PATCO tickets in advance, and show the PATCO ticket to the River LINE fare inspector.

The offer is good throughout the summer, and is not restricted by day or time, so if your idea of entertainment is to attend a DRPA board meeting, you've got your connection covered.

New Schedules in New Format

NJ Transit will update all its commuter rail schedules on July 3. The timetables will also reflect the fare increase to go into effect July 1.

A new format for the timetables is also being introduced. The revisions start with the cover, which enlarge the line icons introduced recently (e.g. the Capitol dome on the Northeast Corridor timetable) to fill about a third of the cover while the color block takes up the bottom two thirds.

NJT is also dropping the bound stapled format used for some timetables in favor of the usual folded design for all. Inbound and outbound schedules are on the same side of the sheet, with weekdays and weekends on opposite sides. Presently all weekday and weekend inbound schedules are on one side and all outbound on the other. Interestingly, the redesign is projected to save \$150,000 per year in printing costs.

The schematic maps in the timetables are all new. While distances are compressed as before, the maps are a little more accurate in showing directional relationships with the increasing number of connecting services NJT operates.

The timetables also function as marketing tools for the new services: for instance, the Northeast Corridor timetable includes a map of the River LINE to Camden and even a schedule of departures for those trains.

With all the changes to digest, it's a good idea that the timetables include a guide to new features as well as a section listing fare and service changes that will take effect next month. Added space has been provided for ticketing information, including new policies for train pass validity on NJ Transit bus and light rail and instructions for travel to Newark Airport.

New timetables are available now at Trenton Station, other major NJ Transit locations, and online at www.njtransit.com. Be warned though, the online schedule files are much larger than stated on the site.

SEPTA Too

SEPTA also made some redesigns to its rail-road timetable format. Passengers will be pleased by the changes, particularly that all timetables will now be published in two colors. All the train schedules will be in black, with headers and highlighting in the familiar line color codes.

Readability also is improved by the selection of a less condensed (wider) font for schedule and fare information.—MDM

How Are Agencies Structured in Multi-Modal Cities?

SEPTA structure an outlier

A comparison of transit and commuter rail organizational structures in cities with commuter rail as well as subways and other urban transit shows that SEPTA's structure, which combines transit and railroad operating management, is most unusual. Every other city in North America separates its commuter rail and transit operations: either with a separate governing board, a separate operating company, or by contracting out commuter rail operations. DVARP believes that one cause of SEPTA's woeful commuter rail service is its management structure.

The boom in commuter rail startups in the 1980s and 90s have raised the number of commuter rail systems in the US to 18 (not counting the Amtrak Keystone Corridor service, which is counted as a commuter rail system for certain federal programs), plus three systems in Canada. Most of those new systems, like Metro-link in Los Angeles, and Sounder in Seattle, are managed by separate boards from their city's transit systems; and most of them also contract out operations rather than using their own employees to run the system.

Only in the legacy systems of the Northeast and Chicago do we have government agencies directly running commuter trains. And nowhere else besides Philadelphia are those trains under the same management as subways and buses.

Here there are three layers of management between the General Manager, Faye Moore, and the highest-ranking person whose responsibilities are exclusively for commuter rail. Railroad chief officer Ben Dwinnell reports to Director of Rail Transportation Rich Hanratty, who reports to Operations AGM Pat Nowakowski, who reports to Moore.

Most other systems have one layer of management at most between the person at the top and the person responsible for commuter rail. In the majority of systems, the person at the top is responsible solely for the commuter rail operation, and can devote his or her full attention to making sure it is run efficiently and effectively.

Our closest peer systems, the New York Metropolitan Transportation Authority, and New Jersey Transit, both have a single board governing both commuter rail and urban transit operations.

However, both agencies have separate operating units. The MTA's operating companies, like Metro-North and the New York City Transit Authority, are branded separately and have their own CEOs. While bus and rail services of NJ Transit both have the same name, they in fact are subsidiary companies: NJ Transit Bus Operations and NJ Transit Rail Operations. Both subsidiaries report to the same Executive Director, George Warrington, but otherwise are managed independently.

Structure no obstacle to intermodal travel

The chief argument against separating SEPTA's commuter rail and transit operations is that opportunities to make intermodal travel more seamless will be lost. But the experience in other cities is that good intermodal links depend much more on the will to make them than on who works in the same office.

NJ Transit and New York's MTA both offer passes that are good on both buses and commuter trains—they differ from SEPTA in that they charge extra for those passes, but that's just a policy decision to charge more for the additional value of service. [late news flash: effective next month, NJT rail passes will all be good for bus and light rail travel at no extra charge!] Likewise, while Metro-North and the Long Island Railroad let you buy a combination train ticket and Metrocard for transit travel, there is no further discount: only the added convenience of paying both fares at once.

Some other systems offer free local circulator transit to commuter rail riders, even when the commuter trains are run by a different system. One example is close to home—DART offers free travel within downtown Wilmington to passengers with SEPTA passes. DART decided the benefits of promoting intermodal travel were worth the modest potential revenue loss.

Even different commuter rail systems find it easy to cooperate. In Washington, MARC and VRE cross-honor each other's passes, at no extra fare. That way, a commuter from Manassas can travel to New Carrollton, or a commuter from Baltimore can travel to Alexandria.

Perhaps the gold standard for interagency cooperation is in San Francisco. There the Metropolitan Transportation Commission (which is the designated metropolitan planning organization [MPO] for the region, akin to our DVRPC) has primary responsibility for making sure the plethora of individual public transportation agencies in the greater Bay Area work well together. MTC

provides a single source of online transit travel information, including a trip planner that is smart enough to provide coordinated information for intermodal trips.

MTC is also implementing a common regional transit fare card called TransLink. Pilot trials of the card were successful, and the system is to be launched systemwide on BART, the San Francisco Muni, and other major operators this year.

Another area where one might be concerned if commuter rail and transit were under separate management is handling of service disruptions. But there are plenty of examples of interagency cooperation here too. For instance, Virginia Railway Express has an arrangement with a local bus operator to provide alternative service in case of a line blockage or other emergency, plus an arrangement with the Washington Metro where VRE

continued on page 12

Governance and Operations Structures for North American Commuter Rail Systems

City	Railroad	Board	Operations	Layers
Boston	MBTA	Common	Contracted (MBCR)	1
New Haven	Shore Line East	State agency (CDOT)	Contracted (Amtrak)	1
New York	Metro-North	Common (MTA)	Separate operating company	0
New York	LIRR	Common (MTA)	Separate operating company	0
New Jersey	NJT	Common	Separate operating subsidiary	1
Philadelphia	Keystone	State agency (PennDOT)§	Contracted (Amtrak)	NA
Philadelphia	SEPTA	Common	City transit management	3
Washington	MARC	State Agency (MDOT/MTA)	Separate operating company, Contracted (Amtrak)	2
Washington	VRE	Separate (PRTC)	Contracted (Amtrak)	0
Syracuse	OnTrack	Common (CENTRO)	Contracted (NYSW)	1
Miami	Tri-Rail	Separate (SFRTA)	Contracted (Herzog)	0
Chicago	Metra	Separate board under common board (RTA)	Separate operating company, partly contracted (BNSF, UP)	0
Chicago	South Shore	Separate (NICTD)	Direct	0
Dallas	TRE	Shared (DART/FWTA)	Contracted (Herzog)	0
Seattle	Sounder	Common (CPSRTA) but separate from Seattle transit†	Contracted (BNSF)	0
San Francisco	CalTrain	Separate (PCJPB)	Contracted (Amtrak)	0
San Jose	ACE	Separate (SJRRRC)	Contracted (Herzog)	0
Los Angeles	Metrolink	Separate (SCRRA)	Contracted (Amtrak)	0
San Diego	Coaster	Common (NCTD) but separate from San Diego transit†	Contracted (Amtrak)	1
Albuquerque	Rail Runner‡	Separate (MRCOG)	In negotiations	0
Montreal	AMT	Separate (AMT)	Contracted (SNC-Lavalin-Gesproex)	1
Toronto	GO	Common (GTTA) but separate from Toronto transit†	Contracted (CN, CP)	1
Vancouver	West Coast Express	Common (GVTA)	Separate operating subsidiary	1

Layers—layers of management between general manager and highest official responsible only for commuter rail

§—Philadelphia-Harrisburg considered a commuter rail line for FTA grant purposes

†—Agency also responsible for suburban/interregional bus service

‡—Service to commence late 2005

Long Island, Metro-North have separate managements, up to and including President level

NJ Transit has separate rail operations and bus operations subsidiaries under same Executive Director

Take Another Look at Long-Distance Economics

by Fritz Plous

When passenger-train critics go after their favorite target they use their favorite argument—so-called “high costs per passenger.” “The federal government is paying \$300 in subsidies for every passenger on the Sunset Limited!”—the anti-train crowd wails. “Why, for that kind of money we could buy every passenger on that train a plane ticket.” Forget for a moment that most city pairs served by the Sunset don’t have air service. The real question: is loss-per-passenger a meaningful metric? The answer is no—and for several reasons.

Transportation “losses” ignore value. First, loss-per-passenger is meaningless when taken out of context because it does not identify value—especially value to the economy, which benefits whenever an individual travels.

Look at all that real-estate development around O’Hare: The airport itself loses money handling airplanes, and the Federal Aviation Administration requires huge subsidies to run the Air Traffic Control system and enforce safety regulations.

But government recovers all of those losses—and earns billions more—in taxes paid by individuals and businesses that use air transportation to create new wealth. A “money-losing” government transportation activity—an airport or a highway—can be a powerful driver of business growth. In fact, that’s why the government subsidizes its transportation infrastructure.

A “money-losing” passenger-train network can perform the same economic magic if given the same resources and rules. But failure to calculate value is only one reason why loss-per-passenger-per train is a silly number. The real absurdity is assigning costs to individual trains rather than to the overall system—the business that runs all the trains.

Analyze this: Imagine that Amtrak’s Texas Eagle is losing \$100 per passenger on its 1,306-mile itinerary between Chicago and San Antonio. Now imagine the Texas Eagle has been broken up into three trains—an Illinois Eagle operating the 284 miles between Chicago and St. Louis, an overnight Ozark Eagle covering the 707 miles between St. Louis and Dallas via Little Rock, and a Texas Eagle day train serving the last 315 miles between Dallas and San Antonio. The equipment would continue to operate from Chicago through to San Antonio in order to minimize operating costs.

Bingo!—the Eagle just got cheaper. Instead of one “unacceptable” train costing the government \$100 per passenger, we now have three “acceptable” trains each costing the government \$33 per passenger. Problem solved. If it was ever a

problem to begin with.

Assigning costs to each passenger on each individual train leads to another absurdity. It forces certain kinds of trains, particularly long-distance trains that operate only once a day or less, to absorb an unfairly high share of the carrier’s overhead costs.

As a rule, overhead costs, such as administration, station expenses, building rental, and utilities, are relatively fixed. As business grows, overhead expenses stay at pretty much the same level, so that each new customer removes more and more of the overhead burden from all the others.

For example, if it costs \$500 per day to keep a station open and the station handles 500 passengers per day, a dollar of each passenger’s fare must be allocated to the costs of that station. But if the railroad can build traffic to 1,000 passengers a day, the same station can process each passenger for 50 cents. The cost per passenger drops as the number of passengers rises. Voila! The railroad station just doubled its productivity.

But it’s very hard to raise the productivity of stations serving long-distance trains, since doubling the number of passengers at most stations would require doubling the number of seats. Amtrak has no budget to acquire the additional cars and locomotives needed to run additional trains or to make the existing trains longer.

That means Amtrak is barred from increasing its productivity. Amtrak can’t do what the California Department of Transportation did when it used funds from a 1990 bond issue to buy new cars and locomotives for Amtrak’s California intrastate routes (See “California’s Passenger-Rail Boom: Can It Be Replicated?” *Midwest Rail Report*, July 2003). Amtrak is stuck.

What California learned is that when it ran more trains it reduced its cost per passenger. When the Capitol Corridor trains started running in 1991, costs were high because the service was in startup mode. Only three round trips per day

were operated, and in the first full year of operation the subsidy per passenger came to \$22.45.

But by the 1994-95 fiscal year, annual ridership on the three trains had nearly tripled, and the loss-per-passenger dropped to \$16.96. In April of 1996 a fourth round trip was added. That generated additional expense, but it also made the Corridor more attractive. Ridership jumped more than 13 per cent, and the loss-per-passenger sank to \$15.56.

The economic principle for trains is no different than for a restaurant, a manufacturer or a retailer: The more hamburgers, widgets or shoe sales you can generate under the same roof, the less it costs to produce each one. In MBA language, unit costs drop as volume increases.

If loss-per-passenger-per-train misrepresents passenger-train performance, what's the right number? It's something called "farebox recovery," the portion of the business's total operating costs that is borne by all its customers.

Farebox recovery is the standard measurement of productivity in the transit industry. Chicago's Metra commuter rail system, for example, recovers about 55 per cent of its operating costs from passenger fares. That's considered strong performance for a mass-transit operation. Amtrak recovers about 65 per cent of its operating costs from passenger fares.

And what about Amtrak's two competitors, the government-funded civil-aviation infrastructure and its manager, the Federal Aviation Administration; and the government funded highway network and the local streets that feed it? How much of their costs do they recover from their users? A 1989 study by the Congressional Budget Office showed that the 15 per-cent federal airline ticket tax covered only about two-thirds of the government's civil-aviation costs. That's about a 65% recovery—the same as Amtrak. The balance was covered by subsidies from the General Fund (i.e., income taxes).

A 1992 study by Chicago's Metropolitan Planning Commission found that highway costs in the six-county Northeastern Illinois region had about the same recovery rate: motor-fuel taxes, license fees and taxes on the sale of motor vehicles covered about two-thirds of direct highway costs. The balance had to be subsidized from non-user sources such as sales taxes, real-estate taxes and income taxes. Similar studies have shown about the same 65 percent highway "farebox ratio" nationwide.

June 2005

However, most studies of civil aviation and highway financing contain a caveat: the two-thirds of costs ostensibly covered by user fees represent only the direct costs of building and maintaining the infrastructure. A major share of highways costs, including law enforcement and snow plowing, are paid out of police, fire and public-safety budgets funded by such non-user sources as property, income and sales taxes.

Nor do studies of aviation and motoring calculate the costs of the pollution both modes generate, or the huge military budget needed to supply the massive volumes of "cheap" Middle Eastern oil on which both forms of travel critically depend. Those costs are shed to other areas of government or simply to the economy as a whole. When these hidden costs are included as part of the real price of travel, driving and flying turn out to have no better farebox-recovery ratios than passenger trains or mass transit. All are subsidized.

Freight Railroads True Partners

Good time keeping is crucial. On-time trains attract more riders, cost less to operate and have better employee morale.

Conventional wisdom holds that fast, dependable passenger service cannot be obtained on trackage shared with freight trains. High-volume, high-speed passenger routes should be separated from freight traffic. But doing so creates a very high threshold for service introduction since special track just for passenger trains is expensive (though less expensive than comparable highway capacity.)

A way to operate dependable intercity passenger trains on busy freight tracks needs to be found. Fortunately, mixing freight and passenger trains can be done if the infrastructure is properly designed. VIA Rail Canada operates seven round trips a day between Toronto and Montreal at very competitive times with an 85% on-time record—on a busy CN mainline. Chicago's commuter operator, Metra, operates very frequent service on several very busy freight lines with a high level of reliability.

Success depends upon proper incentives. Not only incentives to operate the trains on time, but proper incentives for making the additional infrastructure investments. On-time service will require a culture in which everyone from the freight railroad CEOs to the dispatchers believes that running passenger trains is a good business decision.

page 11

Developing that culture calls for a new approach. Policymakers should begin looking for ways to make passenger trains beneficial to America's freight railroads. Imagine what could occur if the Class 1 railroads wanted to operate passenger trains (for Amtrak or for themselves.) Trains would run faster, more reliably and more frequently. Relatively quick infrastructure fixes—which would pay huge dividends in travel time reductions and reliability improvements—would be easier to accomplish. And passenger advocates would gain strong allies with considerable lobbying power.

An alliance with the freight industry isn't inconceivable. The Southern Pacific was instrumental in the passage of the bond issue that launched the California rail program in 1990. The Burlington Northern Santa Fe and the Union Pacific recently competed to operate fast, cross-country trains for United Parcel Service. After winning the competition, UP realized that its routes lacked the capacity to handle this business. Now those loads move by truck. Mixed-use tracks would have allowed this venture to succeed.

Growth in high-value, service sensitive business will require, in large part, the same infrastructure investment as passenger trains. Creating an incentive package that makes it attractive for railroads to operate faster and more frequent passenger trains will also allow railroads to service the projected growth in service sensitive freight movements.

Making passenger trains attractive to railroads will most likely mean higher track payments and additional capital funds. If designed properly, higher on-time incentive payments should result in the railroads removing bottlenecks. Faster, more reliable service would result in increased revenues for Amtrak (if additional seats are available) and lower operating expenses, offsetting the increased track payments. Making the freight railroads true business partners will be key to future passenger train success.

*These articles originally appeared in the Midwest Rail Report, August 2004.
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Watch for additional articles from this series in coming months.*

Mark Your Calendar

RUN North of the Border

The fourth international conference of the Rail Users' Network will be held November 12 and 13 in Toronto. RUN brings together rail passenger advocates from volunteer organizations like DVARP and statutory organizations like the SEPTA Citizen Advisory Committee. RUN also is notable for including passenger advocates from the U.S., Canada, and Great Britain.

Scheduled workshops at the conference will include Effective Media Work, Role of Bus Rapid Transit, and the Future of Intercity Rail. Registration is \$125 if you sign up by September 25. For the full conference announcement, write RUN at P.O. Box 9373, St. Louis MO 63117, or phone 207-642-5161.

Buses Closer to Home

If you're a bus enthusiast, you'll want to attend the annual convention of the Motor Bus Society, to be held in Philadelphia October 7-9. The event will include a swap meet for memorabilia and parts, slide shows, and some chartered bus trips, but no big display of antique buses. To find out more, visit www.motorbussociety.org.

Commission

continued from page 1

Annual state highway spending has also been more or less flat, since 1997. As a result, the condition of state roadways has not improved, and a backlog of structurally deficient bridges remains to be addressed. Bielher said that estimating the amount of federal highway dollars Pennsylvania will receive has been difficult while program reauthorization remains stuck in a House-Senate conference committee and facing a presidential veto. Presently, some projects are being deferred while the scope of others is being narrowed.

Audit appears to be in good hands

Representative Keith McCall (D-Carbon County) was particularly interested in the transit operational audit called for by the governor, as was commission member Alex Sciulli, a Mellon Financial executive from Pittsburgh. Sciulli wants to see how SEPTA compares with its peer agencies in other states. But commission member Beverly Harper, a SEPTA contractor seen as quite friendly to SEPTA management, questioned the value of any further audits, citing the audit and peer review carried out last year in SEPTA's routine perfor-

mance review. But Biehler seemed to put little stock in that earlier audit, because the auditors were paid and selected by SEPTA, and determined much of the scope of their review in consultation with SEPTA. He likened it to the fox guarding the henhouse, a criticism DVARP also leveled at the audit.

Biehler further justified the need for a truly independent audit of SEPTA by explaining that the results of any audit or other investigation depend strongly on the particular units in which performance is being measured. As DVARP noted in its response to the SEPTA performance review, that audit primarily examined SEPTA's cost to move trains and buses, not the productivity of that service.

The most interesting discussion of the day covered alternatives for transit restructuring. It indeed appears that all options are to be considered, even privatization. While Biehler did not endorse privatization, he spoke approvingly of the results of competitive contracting of transit services in Denver. Sciulli and fellow commissioner Jim Roddey (former Allegheny County commissioner) also appeared interested in competitive contracting. Roddey also raised the idea of merging agencies, though he may have been speaking of PAT and other transit operators in western Pennsylvania.

Dick Voith, the former SEPTA Board vice-chairman serving on the commission, brought up other restructuring alternatives, including the two-tiered board structure of the RTA in Chicago, where the RTA board discusses and decides on broad policy questions while boards of operating companies like Metra and the Chicago Transit Authority oversee their systems' operations.

Voith also showed a special interest in the committees task of making recommendations on transportation and development issues. Voith, an economist and Manayunk resident, said that the present pattern of growth at the urban fringe is inefficient in its use of energy, land, and other resources. He called for "bigger vision" in planning for the futures of our urban regions.

Passengers will have a say

As they discussed the commission work plan, the commissioners agreed on the need for public input into the transportation funding and reform process, and considered alternatives like open meetings around the commonwealth. The commission particularly wants to hear from constituencies like metropolitan planning organizations

June 2005

such as the DVRPC, transit system managers, and PennDOT personnel.

Transport Workers' Union Local 234 president Jeff Brooks reminded his fellow commission members that passengers should have a voice, but otherwise was rather quiet as his union was working under a contract extension and still locked in negotiations with SEPTA.

Local government officials will also be heard from. The rural legislators said their municipalities were facing budget shortfalls of their own, and would be hard-pressed to come up with funds to match increased state transportation funding that might be provided to them. Thus a change in matching formulas might be recommended by the commission.

Though the specific means have not been decided yet, rail passengers and their advocates will have a chance to address the commission at some point. DVARP continues to keep watch, and will do its best to see that the passengers' interest is taken into account in transit reforms.

The meeting audience included legislative and PennDOT staffers, consultant firms including Michael Baker Corporation, for whom former city transportation chief Denise Goren now works, and other representatives and suppliers of the transit industry. Goren's firm appears to be consulting to PennDOT and the commission, she helped facilitate discussion by taking notes on a large pad of paper in the front of the room.

Agency structure

continued from page 9

riders can just show their train tickets to ride the Metro if there is a disruption and they need to get from Union Station to Crystal City or another station to catch trains or buses.

Coordination of schedules might be easier if both commuter rail and transit services are under the same management, but after more than twenty years of running the railroad, SEPTA has made little progress in this area.

So in theory, intermodal travelers should benefit when transit and rail operations are under the same roof, but real-life experience shows that the actual gains are much smaller than the loss of management focus that results when one company must operate both.—MDM

page 13

Amtrak News

More Trains Lose Food Service

Traveling on the Empire Corridor after July 1? Get to know the Rensselaer Price Chopper and the Penn Gourmart (see January 2001 DVRP). If you want a snack or a beer on a New York-Albany train, you're going to need to buy it before you get on board. Amtrak is dropping food service on those trains. Café cars remain in service on trains continuing past Albany to Niagara Falls or Toronto or Montréal. A new Amtrak commissary opened in Albany will be closed as a result. The company claims it will save \$1 million a year with the move, though that may not account for ticket sales lost because of the downgraded service.

Current Amtrak Promotion Codes

V547 (expires August 31): 50% off your companion's fare when you travel to New York. Reservations required three days in advance. Blacked out July 1-4.

Unless otherwise specified, Northeast Corridor promotion codes are not valid for Acela Express or Acela Express service, and promotion code discounts also apply to senior citizen and disabled persons' fares, but not with the 10% NARP members' discount. Promotion codes were valid when researched, but may be changed or withdrawn by Amtrak at any time.

Up and Down the Corridor

News from other Northeast rail and transit systems

NJT Chooses DMUs for North Bergen

Discarding an earlier plan to extend the Hudson-Bergen light rail line, NJ Transit is now planning to use diesel MU trains for its proposed service on the Northern Branch to north Bergen County. NJT's board voted this month to add the DMU mode to an engineering study currently in progress, and change the locally-preferred mode option. The mode could be changed back if the study results warrant.

The primary reason for the revised plan is cost: the DMU alternative costs half of the \$1 billion price tag for the light rail extension. However, the choice of FRA-compliant self-propelled trains instead of light rail vehicles also relieves some potential operational headaches on the line which is still owned by CSX Corporation and hosts regular freight service.

Rail advocates and local officials are divided over the choice. Many preferred the light rail option because it would provide more frequent service, offer a one-seat ride to the ferries and PATH trains in Hoboken, and thereby attract more passengers.

Others approve of the DMU switch, saying service will be able to be started sooner. They also say that if that option is chosen, it opens the door for direct service to New York City if and when a new rail tunnel under the Hudson is dug.

Of course any talk of further rail expansion in New Jersey would be moot if legislators don't take action to replenish the Transportation Trust Fund, which will run out of money next year.

T Adding Automated Fare Collection

Count Boston's MBTA as the latest major city transit agency to implement a stored-value farecard system. Their contactless smart card, scheduled to debut next year, is called the Charlie Card, after the 1948 song "Charlie on the MTA." According to the song, Charlie was "trapped forever 'neath the streets of Boston" because he didn't have the extra nickel fare he needed to exit the subway. The Kingston Trio, who made the song famous, came back to the subway to help introduce the card and its interim version, the paper Charlie Ticket.

As in other cities with these cards, like Washington and Chicago, you just have to touch the card to the turnstile or farebox to pay your fare, and discounts or transfers register automatically. You recharge the card using cash or a credit card at a touch-screen machine, or you can arrange to automatically replenish your card with a credit or debit card when the balance gets low, like with EZ-Pass for cars. If Charlie had one of those Charlie Cards, he'd have been home before the song was over.

Burlington Restart a No-Go

The Green Mountain Railroad had to shelve plans to operate a privately-financed commuter train from Charlotte to Burlington, Vermont this summer during US Route 7 construction. The railroad had offered to run the trains if a sufficient number of riders bought season tickets in advance, but there weren't enough orders to proceed. Trains had run from 2000 to 2003, on a mix of passenger fares and state and federal funding.

The Delaware Desk

DeIDOT Scales Back Plan

Federal and state budget uncertainty may force the Delaware Department of Transportation to trim projects from its capital plan. The original plan was quite ambitious, and included Northeast Corridor and other passenger rail infrastructure improvements as well as rail-trail effort. The NEC project would include DeIDOT payment for four of SEPTA's new Silverliners, to save on annual payments to SEPTA for use of those cars in SEPTA R2 Wilmington/Newark service.

Membership Renewal Time

If the label on your newsletter indicates you have not yet renewed your membership for 2005, please do so right away by clipping and mailing the coupon below. We need your continued financial support to carry out our work of building support for public transit while holding transit managers accountable for the quality of service they give you.

Name _____ Phone (optional)
Address _____ e-mail (optional)

City, State Zip _____

_____ Please contact me about volunteering for DVARP Member number (see mailing label)

Please choose a membership category below, enclose check, and mail to:

DVARP, 1601 Walnut St., Suite 1129, Philadelphia PA 19102

- () Regular: \$16.00 to \$25.00 () Limited income: \$10.00 to \$25.00
() Supporting: \$40.00 to \$75.00 () Benefactor: \$100.00 and up

Dates of Interest

Summer meetings may be subject to change or cancellation. Please confirm events with sponsor.

NJ Transit Board Meeting: Wed, Jul 13, 9:00 am at One Penn Plaza, Newark.

SEPTA Board committees: Thu, Jul 14, 12:00 pm at 1234 Market St., Philadelphia.

SEPTA CAC Railroad Subcommittee: Thu, Jul 14, 5:45 pm at 1234 Market St., Philadelphia.

DVARP General Meeting: Sat, Jul 16, 1:00 pm at 1601 Walnut St., Suite 1129, Philadelphia.

DVRPC Regional Citizens Committee: Tue, Jul 19, 12:00 pm at 190 N 6th Street, Philadelphia. Note new location!

SEPTA CAC Transit Subcommittee: Tue, Jul 19, 5:45 pm at 1234 Market St., Philadelphia.

DRPA and PATCO Board meetings: Wed, Jul 20, 10:00 am at One Port Center, Camden.

SEPTA Board meeting: Thu, Jul 21, 3:00 pm at 1234 Market St., Philadelphia.

South Jersey Transportation Planning Organization: Mon, Jul 25, 11:00 am at Vineland City Hall.

SEPTA Citizen Advisory Committee: Tue, Jul 26, 5:45 pm at 1234 Market St., Philadelphia.

Delaware Valley Regional Planning Commission: Thu, Jul 28, 10:30 am at 190 N 6th Street, Philadelphia.

NJ Transit Board Meeting: Wed, Aug 10, 9:00 am at One Penn Plaza, Newark.

Pennsylvania Public Transportation Association summer meeting: Aug. 13-16 in Rochester, PA. Visit www.ppta.net for further information.

DVRPC Regional Citizens Committee: no meeting in August.

DRPA and PATCO Board meetings: Wed, Aug 17, 10:00 am at One Port Center, Camden.

DVRPC Regional Transportation Committee: no meeting in August.

SEPTA Board committees: Thu, Aug 18, 12:00 pm at 1234 Market St., Philadelphia. Subject to cancellation.

No DVARP meeting scheduled in August

SEPTA CAC Transit Subcommittee: Tue, Aug 23, 5:45 pm at 1234 Market St., Philadelphia.

Delaware Valley Regional Planning Commission: no meeting in August.

SEPTA Board meeting: Thu, Aug 25, 3:00 pm at 1234 Market St., Philadelphia. Subject to cancellation.

SEPTA Citizen Advisory Committee: Tue, Aug 30, 5:45 pm at 1234 Market St., Philadelphia.

APTA Annual Meeting: Sept. 25-28 in Dallas. Visit www.apta.com for further information.

Passenger Trains on Freight Railroads Conference, presented by Railway Age: Oct 18-19 in Washington.

Visit www.railwayage.com for further information.

To add your event to this calendar, phone DVARP at 215-RAILWAY or e-mail calendar@dvarp.org

Need to renew your membership? See coupon on page 15.

DVARP Meeting Schedule

- **Saturday, July 16, 1:00 to 4:00**
at DVARP offices, 1601 Walnut St., Suite 1129 (Medical Arts Building), Philadelphia.
Building entrance on 16th St. If entrance is closed, use annunciator or phone 215-RAILWAY.
- **No meeting scheduled in August**
- **Saturday, September 17, 1:00 to 4:00** at 1601 Walnut St.

SEPTA On-Site

SEPTA On-Site schedule
unavailable at this time

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