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THE CONGRESSIONAL VISION FOR A 21ST CENTURY UNION STATION: NEW INTERMODAL USES AND A NEW UNION STATION LIVABLE COMMUNITY

(111–52)

HEARING

BEFORE THE

SUBCOMMITTEE ON
ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS, AND
EMERGENCY MANAGEMENT

OF THE

COMMITTEE ON
TRANSPORTATION AND
INFRASTRUCTURE
HOUSE OF REPRESENTATIVES

ONE HUNDRED ELEVENTH CONGRESS

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July 21, 2009

SUMMARY OF SUBJECT MATTER

TO: Members of the Subcommittee on Economic Development, Public Buildings, and Emergency Management

FROM: Subcommittee on Economic Development, Public Buildings, and Emergency Management Staff

SUBJECT: Hearing on "The Congressional Vision for a 21st Century Union Station: New Intermodal Uses and a New Union Station Livable Community"

PURPOSE OF THE HEARING

The Subcommittee on Economic Development, Public Buildings, and Emergency Management will meet on Wednesday, July 22, 2009, at 2:00 p.m., in room 2167 of the Rayburn House Office Building to examine current Union Station intermodal planning, as well as future development plans for Union Station.

BACKGROUND

Union Station, a monumental gateway structure, was built on its current location as a result of a recommendation from the 1901 McMillan Commission Report. It was designed by the eminent architect Daniel H. Burnham and was completed in 1907. Mr. Burnham designed the building in the Beaux Arts style favored by himself and other proponents of the turn-of-the century "City Beautiful" movement. The Federally owned building is 760 feet in length in length and the ceilings are 95 feet high. The exterior is adorned with sculptures and three Romanesque archways. The commercially available space is approximately 213,000 square feet. Currently, there are 130 shops in the building and approximately 90,000 persons pass through the building daily. Union Station's Washington Metropolitan Area Transit Authority (Metro) stop is the busiest stop on the Red Line.

The Department of Transportation established the Union Station Redevelopment Corporation (USRC), as a wholly-owned government corporation, to meet the obligations of the "Union Station Redevelopment Act of 1981" (P.L. 97-125), with the goal of "commercial

development of the Union Station complex that will, to the extent possible, financially support the continued operation and maintenance of such complex". The corporation's principal office is required to be in the District of Columbia. The USRC board is composed of the Administrator of the Federal Railroad Administration, the Secretary of the Department of Transportation, the Mayor of the District of Columbia, the President of the Federal City Council, and the President of Amtrak.

According to the Senate report for the "Union Station Redevelopment Act of 1981" (Rep. No. 97-269), the idea of an intermodal center dates back to the mid-1960's, to a 1967 report issued by the National Capitol Planning Commission (NCPC), which envisioned a station combining bus, intercity, and intracity rail components with local transportation modes. Further, the report envisioned approximately 300,000 square feet dedicated to intermodal activities.

PRIOR LEGISLATIVE AND OVERSIGHT ACTIVITY

On March 20, 2008, Transportation and Infrastructure Committee Chairman James L. Oberstar, Ranking Member John Mica, and Subcommittee Chair Eleanor Holmes Norton wrote a letter to David Ball, President of the USRC. The Committee requested that the Union Station Redevelopment Corporation engage in discussions with the Greyhound Lines, Inc. on relocating their bus terminal to Union Station.

On May 9, 2009, the same three members, in a letter to USRC, urged the USRC to come to an agreement in the near future with the Greyhound Lines, Inc. on the relocation of their Washington, D.C. terminal to Union Station as soon as possible to enhance Union Station's intermodal capabilities.

Intermodal plans for Union Station were explored at two Subcommittee hearings: on June 8, 2007 "What Visitors Can Expect at the Capitol Visitor Center: Transportation, Access, Security, and Visuals" and on April 1, 2008, "A Growing Capitol Complex and Visitor Center: Needs for Transportation, Security, Greening, Energy, and Maintenance."

On July 22, 2008, the Subcommittee held an oversight hearing on Union Station titled "Union Station: A Comprehensive Look at the Private Management, the Public Space, and the Intermodal Spaces Present and Future." At this hearing, Union Station's photography policy, its intermodal plans, and administrative structure were examined. The Subcommittee followed up with questions for the record on the ownership structure, the retraining of security staff on the photography policy, the leasing policy, and plans to incorporate more commercial bus lines within Union Station.

WITNESSES

Mr. David Ball
President
Union Station Redevelopment Corporation

Mr. David Leach
President and Chief Executive Officer
Greyhound Lines, Inc.

Mr. David Lustig
Ashkenazy Acquisition Corporation
New York City

Mr. Gabe Klein
Director
District of Columbia Department of Transportation

Mr. John Akridge
President
Akridge Corporation

Mr. Joseph Boardman
President
Amtrak

HEARING ON CONGRESSIONAL VISION FOR A 21ST CENTURY UNION STATION: NEW INTERMODAL USES AND A NEW UNION STATION LIVABLE COMMUNITY

Wednesday, July 22, 2009

HOUSE OF REPRESENTATIVES
COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE,
SUBCOMMITTEE ON ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS AND EMERGENCY MANAGEMENT,
Washington, DC.

The Subcommittee met, pursuant to call, at 2:12 p.m., in Room 2167, Rayburn House Office Building, the Honorable Eleanor Holmes Norton [Chair of the Subcommittee] presiding.

Ms. NORTON. We are pleased to welcome today's witnesses to our oversight hearing on Union Station, its entire complex and the actions taken since our last hearing to carry out the Congressional vision and mandate that Union Station become one of the Nation's most important state-of-the-art intermodal transportation centers for all modes of transportation, maximizing the available space, including the planned multi-use addition, a result of the congressional competition that awarded air rights over the rail tracks behind Union Station.

Designed by Daniel Burnham, for whom the new development, Burnham Place, is to be named, Union Station first opened in 1907 as a train facility for the Nation's capital with a grand design commissioned by Congress that produced its landmark building. However, as rail use declined in the 1950s, the station rapidly deteriorated, and a series of failed ideas, wasted Federal funds, cost overruns, major utility needs, mismanagement and litigation resulted.

In 1981, Congress passed the Union Station Redevelopment Act, which authorized the Secretary of Transportation to create the Union Station Redevelopment Corporation, or USRC, a non-profit corporation, which later spearheaded the redevelopment of Union Station.

In 1988, after a $180 million renovation, Union Station, which had been a neglected, boarded up wasteland, hardly fit for trains, reopened as a fully and historically restored beautiful facility and shopping mall. Thus was a 20th century Union Station reborn, but Congress wanted much more and mandated that Union Station become a model all-purpose transportation center.

To continue to maximize the value of the historic station, in 2002, Congress, through the General Services Administration, bid and later sold the 15 acres of air rights above the adjacent Union

Station rail yard. As a result of that sale, a new development adjacent to Union Station, Burnham Station, is expected to bring an additional 2 million square feet of development, including hotel, office space and expanded transportation capabilities and the like.

By statute, the ownership of Union Station, as the Union Station Redevelopment Act report reiterated, remained with the Federal Government. However, we were unable to find evidence of congressional oversight of Union Station since its redevelopment. This Subcommittee resolved to fill this unfortunate hiatus in much needed oversight, including hearing testimony and complaints from the public, at our first hearing exactly a year ago, July 22nd, 2008. The hearing is a continuation of what will be regular oversight hearings, sometimes more than annually.

Even after the hearing last year, the Full Committee and Subcommittee has had to press Union Station management even to provide basic intercity bus transportation. Instead, intercity bus service continued to bang at the door of Union Station. Even a bus company seeking to sub-lease of unused spaces was turned away for unjustifiable reasons. On March 20th, the leaders of the Committee and Subcommittee, including the Ranking Member of the Full Committee, who is here today, Mr. Mica, and I wrote a letter asking for the co-location of an intercity bus terminal at Union Station to further enable passengers to seamlessly move from one mode of transportation to another.

Considering the public/private investment in Union Station, and its intermodal center mandate, it seemed indefensible that the addition of mere bus transportation had not occurred long ago. However, the Subcommittee and Committee leadership had to write again to Union Station management on May 7th, 2009, urging expeditious handling of the relocation of Greyhound to Union Station. No world class intermodal facility would operate without intercity bus services included in its package of transportation services. We want to learn today whether aggressive and expeditious action has been taken to bring intercity services to Union Station.

We are determined to speed the slow walk of Union Station toward true intermodalism. Today, Union Station offers Amtrak, the Washington Metropolitan Transit service rail and bus, the Virginia Rail Express, or VRE, the Maryland Area Rail Commuter, or MARC, a bike sharing program, and tourist-friendly transportation services. Union Station is already the busiest rail stop on the WMATA subway line, with over 30,000 daily riders and visitors.

However, the facility covers 12 acres, with 2200 parking spaces and 125 stores, and the new Intermodal Center will require parking facilities for buses, new rail concourses, and additional homeland security improvements. The District of Columbia is currently completing a state-of-the-art bike facility and is assisting in improving the traffic circle and taxi access. VRE is planning to extend its service to New York City, while at the same time MARC is extending to Fredericksburg and other Virginia locations. Amtrak will operate many of these new routes, but major renovation at the facility will be required in order to do so and will be necessary to bring Union Station into the congressional 21st century vision.

We look forward to a status report on Union Station from the full array of the responsible parties and thank each of them for today's testimony.

I would like to ask the Ranking Member, Mr. Mica, who has long had an interest in Union Station, if he has any opening remarks. I am pleased to have him join us today.

I ask, of course, unanimous consent that the Ranking Member of the Full Committee sit with us at today's hearing. So ordered.

Mr. MICA. Well, thank you. Good to be here today and also to present some viewpoints from our side of the aisle.

First, I have to commend you, Ms. Norton, for calling this hearing and for taking time to spend congressional oversight and attention to a very important issue.

Now, this isn't a hearing about Union Station and it being a train depot just in another community; this is about probably one of our most significant transportation intermodal centers in the United States, and certainly one of the most important and key components to transportation across the entire northeast corridor that serves a huge portion of America's population.

If people don't know it, they need to know that Amtrak, again, is more than just a train terminus; it is our major transportation hub, it provides connections to Amtrak throughout the northeast corridor of the United States. It is intermodal to our Metro system, which now links us both to Reagan National and will soon link us to Dulles Airport. We have connections to BWI. We have both a commercial and business center. We have surface transportation links that include commercial carriers, charter carriers, tour carriers, circulators throughout the communities. It is, indeed, our major hub for transit in our Nation's capital.

So we are talking about a very important component of infrastructure not just for this community, but for the whole region and the Nation.

I am very pleased, again, that the focus of the hearing is going to be the vision for 21st century because we have to look ahead. We have to make certain, as Ms. Norton said, that this is a world class facility and that it in fact serves and is intermodal to all of the transportation modes and some for the future. I cannot think of a better time for this Committee to act both in looking at the long-term plan, looking at some of the things that we have developed in a bipartisan basis as priorities.

There is absolutely no reason in the world why people who take our major long distance and short distance surface transportation commercial carriers, whether it be Greyhound or some other commercial carrier, should be treated as second class citizens, dumped in some other part of the community, and then have to make their way to our major intermodal hub. So I think getting surface transportation and, again, accommodating all the other needs in that intermodal center, will be a great step forward. So I join in offering anything from our side of the aisle to move a successful completion of some of our previous efforts and the vision you are looking to establish for the future.

Let me say, finally, we cannot act at a better time on behalf of taxpayers and the people of the United States. To fulfill the proper vision for Union State, we may need to look at acquiring back some

of that air space that we sold or some of that space to make certain that we have adequate space and we can accommodate all modes at that intermodal center. So I am willing to work again with Ms. Norton and everyone to try to make certain that we have the blueprint and the physical capability of accommodating all of those modes.

The other thing is we will never get better deals, either from people we might have to get some space back from or if we have to acquire new space. I had here today no buyer for Watergate at auction. Property is distressed not just in our Nation's capital, but across the land. So if we can acquire back space or we can acquire new and additional space by planning for the future, I think it will be a great plus for everyone, including the taxpayers.

Finally, NoMa again an is important key component, and we have got to make it a success. It will be one of the most vibrant parts of this community in the future, and we are going to make certain that it is working with Ms. Norton and others. She does an incredible job representing the District, its interest in these type projects. And, finally, she said we are going to do it right, world class, and I am committed to whatever it takes and will join her in that effort.

So I am pleased to be here and I know our Ranking Member, who isn't here, Mr. Diaz-Balart—oh, I am sorry, well, he will come forward and said Amen after I am finished.

[Laughter.]

Mr. MICA. Thank you. I yield back to Mr. Diaz-Balart or to the Chair.

Mr. DIAZ-BALART. He was on a roll.

Ms. NORTON. Yes, we could see that, particularly when you got all the way over to NoMa.

I do want you to know that part of what we are committed to do is to open up the back of Union Station to H Street, the NoMa side of Union Station.

I am particularly pleased that the Ranking Member has joined us, because he has been a very important part of the bipartisan push for a world class intermodal Union Station from the very beginning, and I appreciate having him here today and am pleased now to ask Ms. Edwards if she has any opening remarks for us today.

Ms. EDWARDS. Madam Chair, I will only say to Mr. Mica, Amen. I remember Union Station of old as a kid. I remember and have, of course, used Union Station that we know today, and I am looking forwards to working with you, Madam Chairwoman, and our Committee on building the Union Station of the 21st century that really does envision every mode of transportation, becomes really an example for this Country about how we can develop these hubs of transportation that serve multiple different needs of community, whether those are commercial needs, recreational needs, and basic multiple modes of transportation; and just look forward to continuing to work with you on that.

Union Station, when you travel to Union Station and you visit the other stations, particularly along the eastern corridor, Union Station actually really does stand out as an example of what we can do around transportation, and many of the other stations in

this corridor have gone through their own revisioning and revamping as a result of the fine work that was done here; and I think that that, Madam Chairwoman, will actually continue into the future. So what we do here is really important not just to serve this city and the millions who come to visit here each year, but also to serve as a model for what will happen in these transportation hubs around the Country.

Thank you very much.

Ms. NORTON. Thank you, Ms. Edwards. Ms. Edwards and I will be looking to the entire regional delegation, particularly as VRE and MARC expand. None of that can happen if Union Station remains as it is.

With all respect, of course, to the Ranking Member of our Full Committee, I am pleased to welcome the real Ranking Member to offer opening remarks at this time, Mr. Diaz-Balart.

Mr. DIAZ-BALART. Thank you, Madam Chairwoman. I apologize that I was a little late. I actually really need to say Amen to Ms. Edwards, Amen to Mr. Mica's Amen. I think the Ranking Member has actually stated it very succinctly and, if that is all right with you, Madam Chairwoman, again, I thank you for your leadership. You have put together another great group of experts that I know have been waiting, so I would love to hear from them. Thank you very much.

Ms. NORTON. Thank you very much, Mr. Diaz-Balart.

We are pleased now to hear from our first two witnesses. Let's begin with Mr. Ball and then go to Mr. Leach.

Mr. Ball is the President of the Union Station Redevelopment Corporation, David Ball. David Leach is the President and CEO of Greyhound Lines, Inc.

Mr. Ball.

TESTIMONY OF DAVID BALL, PRESIDENT, UNION STATION REDEVELOPMENT CORPORATION; AND DAVID LEACH, PRESIDENT & CEO, GREYHOUND LINES, INC.

Mr. BALL. Chairman Norton, Ranking Member Diaz-Balart, and Members of the Subcommittee, I am pleased to be here this afternoon on behalf of the Union Station Redevelopment Corporation, also known as USRC, to provide testimony support of The Congressional Vision for a 21st Century Union Station: New Intermodal Uses and a New Union Station Livable Community. It is important to note that USRC is the custodian for Union Station.

Since last coming before this Committee in July 2008, USRC and other Union Station stakeholders have met and held serious discussions about constructing an intercity bus terminal at Union Station, which Greyhound would be a participant, increasing the intermodal use of the station and how best to ensure that what we do today improves access and usability for the station's constituents.

USRC and its stakeholders view this opportunity as a chance to take a holistic approach to intermodal improvements at Union Station. We are framing solutions to reduce patron congestion in the Amtrak passenger concourse, to bring new retail opportunities into the station, to improve pedestrian and vehicular access in and around Columbus Plaza, to install a perimeter security bollard sys-

tem at that station, also, to work on an immediate solution to construct an intercity bus terminal in the parking garage.

We look to gain new pedestrian access into the proposed intercity bus terminal via the WMATA pedestrian tunnel and the proposed vertical access shaft adjacent to H Street. We are doing this along with the installation of 10 new escalators in the parking garage to enhance patron egress and ingress. Our attention to these matters will improve the services rendered to our current intermodal transportation providers: WMATA buses, Metro subway, the tour buses, the D.C. Circulator, Amtrak, VRE, and MARC.

Recent USRC successfully worked and obtained agency approval from the Commission of Fine Arts, the National Capital Planning Commission, and the D.C. State Historic Preservation Officer for the implementation of security upgrades at the station and the rehabilitation of Columbus Plaza. DDOT is preparing the bidding documents. As part of the Columbia Plaza improvements, WMATA will gain 10 free bus slips in the garage to enhance bus travel in the area. The D.C. Circulator currently runs two routes out of the garage.

The draft Intermodal Transportation Center study being conducted by DDOT provided data and insight into the future uses and expectations of the Union Station complex. The ITC identified the northern portion of the garage as the most feasible location for an intercity bus terminal. The majority of stakeholders concur that the best location for an intercity bus terminal was in the north end of the garage.

In February 2009, Representative Mica requested that Amtrak, Greyhound, USRC, and the District meet in his office to discuss Greyhound's tenancy at Union Station. His directions were clear: think outside the box; don't be limited by lease lines or contractual issues. His goal was to make the intercity bus terminal work.

The best solution that seemed to work for the stakeholders was locating the intercity bus terminal in the north end of the bus deck and creating a vertical connection from the H Street bridge to the WMATA pedestrian tunnel. This plan would allow patrons to come directly from Metro to gain access to the intercity bus terminal via walking a short distance through a climate controlled, well lit walkway to reach their destination. It would improve passenger flow at the Union Station Metro station and reduce potential traffic flow problems in the Amtrak passenger areas. The intercity bus terminal would be designed to have a prominent presence on H Street.

In May, Representative Norton, you and I met to discuss our progress to date. Even though we were on the right track, you requested that we find a way to speed up the process to construct this intercity bus terminal. To that end, USRC and Greyhound have engaged an engineering firm to investigate the physical limitations of the existing bus deck to determine where utilities can be found to support the new use.

The results of that study are due in August. Once the cost for the delivery of the utilities and the structural carrying capacity of the deck has been identified, a cost can be established for building the terminal. The stakeholders will focus on this data and we should be able to make end-user, design, construction, financing,

and scheduling decisions by late this fall. That is our goal. Most recently, USRC has provided the new Greyhound management with a site tour of the garage and we have also received their concurrence that the north end of the bus deck is most situated for the terminal.

We look forward to working with Greyhound and all other parties to make the intercity bus terminal a reality for Union Station.

At this time, I want to thank you, and I would be pleased to answer any questions that you may have.

Ms. NORTON. Thank you very much, Mr. Ball.

Mr. Leach.

Mr. LEACH. Chairwoman Norton and Members of the Subcommittee, I appreciate the opportunity to appear before you today to discuss Greyhound's plans to relocate to Washington Union Station. Greyhound is eager to move its operations to Union Station and has been actively engaged in discussions focused on making that happen. I greatly appreciate your strong support for that initiative.

When I appeared before you a year ago, I said that after years of off and on again efforts, forces were converging that made me optimistic that plans could be finalized for Greyhound to move to Union Station in the fairly near future.

My optimism proved premature. Because of concerns of various parties, Greyhound went through a series of four options, as outlined in my testimony, for its relocation to Union Station. Finally, when various parties suggested that our relocation be delayed until a further expansion of the bus deck for the long-range Burnham Place development, we dug our heels in.

Our position was that although we strongly supported the long-range Union Station plans, Greyhound's move to Union Station needed to be, and could be, completed in a much shorter time frame on the existing bus deck. Our surveys indicated that even at peak periods, buses occupied less than one-third of the bus deck parking spaces.

Since the May 7th, 2009 congressional letter urging that Greyhound be moved to Union Station expeditiously, there have been a series of discussions among the major relevant parties. Out of those discussions, I believe a consensus has emerged on a plan to create an intercity bus terminal on the existing bus deck. Here are the key parts of the plan as I see it:

First, I believe that all parties are in agreement that the location of the intercity bus terminal on the rear of the bus deck, toward H Street, is the preferred option. This is Option 1 in my prepared testimony.

Second, there needs to be a feasibility study to determine any weight restrictions for the terminal and issues with regard to utility access. Greyhound and USRC have agreed to split the cost of that feasibility study, which is about to start. We hope that it can be completed in about 30 days.

Third, the completion of the Metro tunnel to H Street, with moving walkways and vertical access to the bus deck, is essential to the location of the bus terminal at the rear of the deck. This also has major benefit to residents and office workers in NoMa in that it provides climate controlled, convenient access to Union Station.

Fourth, funding of the tunnel and vertical access is a critical issue. DDOT has indicated that it intends to make available existing Federal planning funds for the design and engineering work on the tunnel and vertical access. Other sources of funding will need to be identified for the construction.

Fifth, existing easements that will be impacted by the tunnel and vertical access must be identified and addressed.

Sixth, USRC and Greyhound must negotiate agreement for lease for the space for the terminal and buses. Both parties have indicated a willingness to start negotiating in the near future.

Seventh, other uses of the bus deck must be addressed. DDOT has indicated an interest in moving all of the curbside operators to the bus deck so that it can be a complete intercity bus terminal like the Boston South Station. Greyhound does not object to that approach, but it must be done in a comprehensive manner that provides equity in both access and cost-sharing.

Eighth, the bus terminal must be constructed. Greyhound has committed to pay for the construction of the terminal if it is a Greyhound facility, and has already expended considerable resources on design and location.

Ninth, timeliness needs to be identified and adhered to. Greyhound has suggested to all parties that a realistic goal for completion and occupancy of the bus terminal is three years from now.

Tenth, Greyhound must sell its NoMa location in order to free that property up for future development. Greyhound fully intends to do so, although not until its future at Union Station is secure.

In closing, we have got a lot of work to do to make an intercity bus terminal at Union Station a reality. But based on recent developments, I have a renewed sense of optimism that it can be done. Chairwoman Norton, your strong support for this project has been essential to getting us to this point and will be critical to its successful completion. Thank you very much for that support. I would be happy to answer any questions that you may have.

Ms. NORTON. Thank you very much, Mr. Leach. I appreciate the detail in your testimony.

First, let me start with a more general question to Mr. Ball.

The Union Station Development Act, of course, indicates that transportation is the raison d'etre of the facility and, of course, particularly today, when rail, light rail, public transportation of all kinds is what Congress and the President are focused on. We want to keep to that focus.

But as we look at what happened, finally, with Union Station in the 1980s, we got through almost the end of the century before we brought Union Station into the 20th century, and, as you know, even then Congress, with its mandate for a 21st century true intermodal facility, looking at some facilities that were springing up already around the Country, envisioned a 21st century even as we were applauding finally getting into the 20th century. And we were, we were delighted with the new facility, and, of course, even that is undergoing a makeover.

I would like to hear your vision. Indeed, I would like to know whether the Corporation has itself designed a plan that it would then submit to Congress for accomplishing the intermodal vision that Congress has on paper, but obviously set up the Corporation

to deliver. Has the board ever charged you or you gone to the board and said if we are going to make this happen, we have got to do what any master developer would do; we would put on paper what the plan is to achieve this grand intermodal vision that Congress keeps talking about so that they know what resources are necessary, what time frame we envision as possible, etcetera? Has that ever happened?

Mr. BALL. Ms. Norton, back in 2000—I want to say it was probably 2000, maybe 2000 when Tom Nelson, I think was president of Amtrak, he did what was considered a 10-year master plan for Union Station; interviewed all the stakeholders, public/private, neighborhood constituents, and took a look in terms of what was going on at the station, how they viewed the station.

And a couple of things that came out was that the access to and from Union Station was hard to get in; handicap accessibility from Union Station up to Capitol Hill did not exist; the cobblestone pavements in Columbus Plaza were not in good repair. Out of that 10-year master plan we have finally moved through all our hurdles and got the okay from the Commission of Fine Arts, NCPC to redo Columbus Plaza; a new traffic circle, new lights, improvements. It is a whole new look at Union Station; bollards in front of Union Station. That was 10 years ago.

To answer your question, we can always go back and do a 10-year look in terms of where Union Station is. When we did it last year, we understand that ridership from Amtrak has increased over the period of time. There is more use of Union Station. When we went before the board, we increased our parking garage a couple years ago, we started the garage expansion program and put the new parking space in parking garage.

During that same time period, the last three years the retail side of the station was sold, so we have been working with the developer, trying to understand his concept; working with the developer in terms of getting his plans to the Commission of Fine Arts and really trying to put the pieces together. At the same time, Amtrak's ridership has grown.

So a lot of things have happened to the station. We are really trying to figure out what this nut is that we have. So between the meetings that we have with the stakeholders, I believe we are in a good position to sort of understand what we need to do just in the next couple of years just to make the station work for the people that are in there today. So I hope that answers your question.

Ms. NORTON. Well, it is certainly important what you are doing, because the master plan notion in the station, which is rapidly being changed, regardless of what you do, means that you are trying to keep up with current very rapidly changing conditions, and I appreciate the master plan notion.

However, you will note that here we have VRE and MARC expanding great distances. Some of that funding, I believe, has already begun in planning and design. That is going to happen somehow. The kind of planning I am talking about envisions a Burnham Place. I mean, it is in keeping with Congress's grand vision. You can't always put in place a grand vision, but the point is to know where you are going.

And the 10-year master plan is extremely important because Union Station is experiencing great changes just by the pressures being brought on you; the new pressures on Amtrak, the new pressure on intercity rail, the demand for biking, the culture transition that is finally happening in our society as we finally understand the limits of automobile travel. All eyes focused really on various kinds of rail.

This Congress, having reauthorized Amtrak, $13 billion into Amtrak, which had been starved. Competition, now several years completed, for Burnham Place. The kind of plan I am talking about is not a true master plan, but master development plan. It is the kind of plan that, for example, we did here in Congress when we passed the Southeast Federal Center Act. We need to know here, for the first time, almost 50 acres of Federal land along M Street we were going to open up and create what amounted to a new section of Washington, D.C. Well, we didn't say, well, we need a developer here and a developer there; we said what is the grand vision. Well, out of the grand vision we quickly began to fill in the spots and places.

I am asking whether or not anyone on the board or you have in mind, given what we already know about the plans, which take us a long way now forward from where we are, structurally forward, whether or not you believe that it is time to have a 21st century plan for Union Station and whether you believe you have the capacity to produce such a plan.

Mr. BALL. Well, if I understand your question correctly, yes, we believe in a growing Union Station, the intermodal use, and take a look at what is called just the Union Station complex, the area within Union Station, how that should actually be looked at and used. And we have done that to a point. We may not have "the plan" written down or developed and written down, but from the ownership that encircles Union Station, we are in constant talk with them in sort of understanding where they are, what needs to be done at the station. So we don't operate within a vacuum, but we look to the outside developers, the ones who have ideas, that can bring new ideas, and we try to work with them and see Union Station sort of like the hub, and we support their activities.

If you want us to come back and develop what you would consider sort of like a master development plan so you can get an idea where the different pods go, that can be done; we can look at something like that. That is not a problem.

Ms. NORTON. The reason that I ask, Mr. Ball, is that if this vision that Congress talks about all the time is to come about, guess what? Congress is going to have to come up with some funds too. If Greyhound wants to move in, we would have to make a decision if they were going to have exclusive control and what that would be worth to them. There are decisions that would have to be made, and I tell you one thing. It is hard enough to get money if there is a grand plan, but it is impossible if Congress doesn't see something that looks worthwhile.

So you have got Members of Congress talking about the grand plan as if you could go ahead and do it tomorrow, when there is not a plan. If the President, for example, were to say here is the ultimate stimulus package; we are going to do exactly what FDR

did. If you go to Constitution Avenue and Independence Avenue today, every cornerstone has some 1930s on it, because he used the stimulus funds to build the whole Federal network. We are not in a position to even ask for those funds because we don't have that kind of plan.

Let me go to Mr. Leach. Yes, I think such a plan is in order. I think it is very important so that we know where we are going, even though how long it would take to get there, what its component parts are, what the needs are, what the finances would look like, what is the undone business so that we don't go, step by step, to have people come to us to say, for example, they can't lease even unleased spaces for buses.

Let me ask you this, Mr. Ball. Has Amtrak ever said to you that for any reason the management of Amtrak opposes buses in Union Station?

Mr. BALL. No.

Ms. NORTON. Have they expressed any compunction about buses in Union Station?

Mr. BALL. Not so much buses directly, but just the fact that their passenger waiting room is tight. We just need to make certain that if buses come, that we can provide services to Amtrak travelers as well as Greyhound travelers.

Ms. NORTON. Has that matter, which is perfectly legitimate, ever been presented to Congress for whatever help Congress might provide? And I am not here suggesting that it has help to provide, but has anyone ever had a request based on Amtrak's concerns? It seems to me a legitimate concern.

Mr. BALL. I don't know the answer to that.

Ms. NORTON. Well, you are the man in charge. I would expect it to come from you. I will ask the Amtrak president when he steps forward. But, again, I am trying to look at whether or not anybody wants this to happen enough to make it happen and to make us make it happen and to make the other actors make it happen, because I can tell you something, we can't even get a bill out of Committee or Subcommittee if we don't make it happen.

Mr. BALL. I understand. We will look at, as you said, and we will also look to the ITC study for some of the data collection in terms of actually taking a look at the overall picture.

Ms. NORTON. Well, I would appreciate that, Mr. Ball.

Mr. Leach, is it your understanding that Amtrak had some opposition to Greyhound moving into Union Station?

Mr. LEACH. It is exactly as Mr. Ball had expressed. There was a significant concern about congestion in the head house with the inclusion of Greyhound's ticketing facilities in the head house. So that is why we looked at the back end of the bus deck as a separate bus facility area, so that we could get around the congestion issue.

Ms. NORTON. Have you reached agreement on that?

Mr. LEACH. We have.

Ms. NORTON. I think your testimony indicated that you have.

Before I go forward, I would like to ask the Ranking Member if he has any questions.

Before I go to Ms. Edwards, I note that Ms. Markey is here and wonder if she has any opening remarks before we continue with Ms. Edwards.

Ms. MARKEY. No thank you, Madam Speaker. Thank you, though.

Ms. NORTON. Thank you very much, Ms. Markey.

Ms. Edwards, have you any questions?

Ms. EDWARDS. Just a couple of questions, because I am very interested in the planning aspect of this, and I think that it really is important to take a vision with all of the stakeholders at the table and then come up with an idea, and there is going to be a lot of push and pull, I think, along the way.

One of my questions is how do you then envision both what happens, or ought to happen, at Union Station with what is going on in the suburbs with VRE and MARC, and are those considered, then, partners at the table? And there is a lot of activity going on at our MARC stations and we did get, in fact, stimulus money and other resources to expand some of our MARC capacities in Maryland. That is going to have a huge impact, actually, on Union Station, but I am trying to envision what the planning table looks like for the purposes of creating this 21st century vision for Union Station. And if that doesn't happen now, how does it happen if you want to get resources?

Mr. BALL. If you are directing that question to me, in terms of VRE and MARC, we work with Amtrak, who actually brings the trains into Union Station and has to deal with their passengers on a day-to-day basis. So the problems or opportunities that Amtrak has with MARC and VRE are known to our office through Amtrak. So Amtrak is aware. If Amtrak is aware, we are aware. So we work in a partnership like that.

Ms. EDWARDS. But MARC is bringing—I know people out in my district, especially the farther reaches, and then when you get out to areas like Bowie, if they are getting on the MARC train, maybe they are coming in as commuters to then get on Metro. I mean, they are using Union Station as sort of that transfer point for them for regular commuting.

Mr. BALL. The most critical aspect, as I understand it, is basically platform space and holding space for the trains on the platforms, and that is Amtrak's sort of like long-term issue in terms of how do you actually bring trains in and get them out, because most of the trains from MARC, they actually dead-head into the station, so they sit on the platforms, other trains come in. So it has to do with capacity, where tracks are located, where platforms are located, and how they travel. So those are, I want to say, inherently rail issues, but the end result is that they do deposit people in Union Station.

So we can work with the movement of people. We try to free up passengers. We have done a lot of movement studies within Union Station itself to see how people move, how to go back. Some deals with WMATA, who is not here today, but just for the ability of commuters to exit out of Union Station at the north end, because there is just not enough capacity to exit the number of people out of the north end of Union Station when the commuter rails come in.

So we do see the same problem that you see. No matter how many people come in from the suburbs, there is the fact that, when you come to Union Station, we need to be able to get the people

out easily and quickly as they leave the station. So we understand that and we are working on that.

Ms. EDWARDS. Well, I guess I wonder, following up on the Chairwoman's question and concern, that if you are not looking at sort of the entire footprint and saying, well, what do we need to do for WMATA purposes on Metro and bus, what do we need to do for VRE and MARC and Amtrak, and to really turn this into a hub for other modes of transportation, where is the place and who organizes how that footprint is designed?

Mr. BALL. That data that you just asked for, a lot of that is found in the ITC study that is being done by DDOT. They have done polls, they have done surveys to understand where people are going and where people are moving. So that information is in that and they have identified some solutions in terms of moving people from point A to point B, east, west, north, and south.

So when that document is published, it will give you a pretty good footprint of what is at Union Station, who is coming to Union Station, who uses Union Station, the access points of Union Station and the problems. So once that document comes out, that will sort of give us a viable footprint to sort of follow and understand all the issues that you just mentioned.

Ms. EDWARDS. Thank you, Madam Chairwoman.

Ms. NORTON. Thank you very much, Ms. Edwards.

Ms. Markey, do you want to listen some more before you ask any questions or do you have any questions at this time?

Ms. MARKEY. I don't have any questions at this time. I am really here to learn more about this plan. Thank you.

Ms. NORTON. Thank you. We are glad to have you. This is a facility that Congress envisioned as a model intermodal transportation center for the Country, and we are trying to kick it to the next step.

Now, I have spoken of Greyhound because Greyhound has been energetic, because the District of Columbia, frankly, would like Greyhound to move from where they are, if at all possible, to this center because Greyhound, among other inter-bus transportation services, had to contend with how you in fact deal with people who want to get on a bus and get off a bus. I was personally mortified to see my constituents, especially as bus travel became more and more necessary and economical, to see them waiting out in front of public buildings in order to get buses, as if this were some, shall we say, third class city, because we were not providing inter-bus transportation.

Now, by mentioning Greyhound, I make no judgment about who should be in the station. I want to know whether or not, Mr. Ball, you have been in touch with other intercity bus companies. Are there others who wish to get slots at Union Station at this time and what is the status of those inquiries or any action in response to those inquiries?

Mr. BALL. We did do a survey and talked to several of the bus companies that do, I want to say, curbside pickup in the District at this time. Some of them believe that because how their constituents catch the bus, they sort of have preferred locations for the buses. I have worked with Greyhound just in terms of looking for their expertise in seeing how they actually design a bus facility.

Greyhound may not be the dominant person in that, they may be a small participant, but they have enough knowledge about how bus terminals work, movement of people that we need their expertise in here in terms of designing an intercity bus terminal in the parking garage.

So, again, we want their partnership, but we do need their support as we go through to make intercity bus facility actually be able to function correctly.

Ms. NORTON. Now, is there competition going on among bus companies who may want access to the station, or how does one get slots at Union Station?

Mr. BALL. I don't——

Ms. NORTON. What is the status of bus service coming to Union Station right now, with Mr. Leach or any other bus service? What is the status? How close are we with what bus companies?

Mr. BALL. I think——

Ms. NORTON. Pursuant to what process?

Mr. BALL. I think we are close to working with Greyhound. On the other bus companies, we did send out a survey, and, again, a lot of the bus companies are not interested in leaving their current location.

Ms. NORTON. Let me just say a word about that, because we in the District of Columbia, who are trying to clean up our air, are not trying to facilitate people who pick up people on the side and let them off on the side. And I understand why that—they don't have to pay, for one thing, to in fact have a facility, and yet they are in competition with people who do have a facility.

Now, they offer lower fares, and that is one of the reasons why we want them there, but a city of this size can hardly tolerate increasing numbers of bus companies that are leaving people off at any curb they happen to find vacant. Then the city gets all kinds of complaints about traffic, which is already among the most congested in the Country. So I think you are right, but their preference is not the preference of either this Committee, the Congress, or the District of Columbia.

Mr. BALL. And we will work in concert with DDOT in terms of how these curbside buses are picked up.

Ms. NORTON. And I am sure DDOT doesn't have any alternative now. That is why we are trying to see if there are alternatives that can be provided at Union Station so that we could curb curbside. Maybe we wouldn't get rid of them all, but we really don't need to have people in the middle of the day or the middle of rush hour being let off and picked up in downtown Washington.

It absolutely goes against everything we are trying to do. We are trying to get people to get on buses, but not intercity buses. The kind of buses we are trying to get them on keep them going back and forth to the suburbs. So we don't want to set up something at odds with the overall transportation goals of the region and of the Country, and that is something we are going to have to work on.

Now, I don't know the extent to which what you are doing with Mr. Leach or others would in fact drink up some of this curbside need. Do you have any idea? How many bus companies are out there letting people off and taking them on as if this were the Metro? How many are out there today?

Mr. BALL. Well, when we did a survey, it was either 10, 12, or 13. They operate under different names, different postures. So it probably about 10, I would think.

Ms. NORTON. Mr. Leach, this has become fairly common. Of course, they cost less because they don't have any overhead, and I know you don't consider that the best competition. We, of course, love the fact that our people can get the cheapest transportation, but we are very, very firmly committed to climate change and to easing congestion. So I would like to know how what we see here compares with other large cities.

Mr. LEACH. Well, if I may, there were several questions I would like to comment on, Chairwoman.

There are 15 bus operators that operate into Washington, D.C. that are private sector intercity bus operators. All of those——

Ms. NORTON. Fifteen different services, are you saying?

Mr. LEACH. Fifteen different operators. And depending on who owns them, as Mr. Ball said, depends on how you classify them. For example, Greyhound runs an intercity bus service under the brand of Greyhound, but we also run a curbside service under the brand BoltBus. That is a wholly owned subsidiary of ours.

Ms. NORTON. So you decided you better get in the curbside business or else this competition would just be a bit much.

Mr. LEACH. Actually, there are two different consumer groups. The Greyhound business traditionally is friends and family going to see other friends and family in other cities around the Country.

Ms. NORTON. What is the difference in cost between going, you know, luxury Greyhound style and going through your subsidiary?

Mr. LEACH. The walk-up fares are identical, or very close, within three or four dollars. But on the curbside, depending on market demand, you shift the price. So you may get a seat for a dollar, you may get a seat for ten dollars, depending on the demand on that particular schedule on that particular day. It is a yield managed service, which is easy to do on a city pair specific basis.

But when you are dealing with a national network, where you are going from Washington to Los Angeles or Denver, something like that, the consumer is a different consumer with a different need, and they are accessing a national network.

So you have two different consumer needs. You have this city pair specific——

Ms. NORTON. Well, now, do we have that, how these two different consumer needs are being met throughout the United States?

Mr. LEACH. In the U.S. northeast they are.

Ms. NORTON. In what?

Mr. LEACH. In the U.S. northeast. So in Washington, Philly, in the large metropolitan centers where you have heavy congestion, we have a different lifestyle requirement, where there is more of a predominance of use of public transportation. In the rural parts of the Country, a curbside operation like BoltBus wouldn't have the same reason for being as it does here; there is more of a requirement to travel larger distances with more members of family and for longer periods of time.

Ms. NORTON. Do you have curbside service at K Street, N.E.?

Mr. LEACH. We do.

Ms. NORTON. That is your only service?

Mr. LEACH. Yes.

Ms. NORTON. Drop-off and pickup service?

Mr. LEACH. Correct. And that is the BoltBus or curbside operation.

Ms. NORTON. That is K Street, N.E. and what?

Mr. LEACH. I am not 100 percent sure of the cross street, but we can certainly get that for you.

Ms. NORTON. Is that near the old Greyhound and Trailways bus station? Is it the Convention Center site? What is the location of your drop-off and pickup? Northeast doesn't sound right.

Mr. LEACH. I will get it for you.

Ms. NORTON. But it is one location?

Mr. LEACH. It is one, yes.

Ms. NORTON. And if it is K Street, N.W., I can only ask you if that is a favorite location for pickup and drop-off.

Mr. LEACH. The location is one where we felt the consumer need was there, so that is why we are positioned there.

Ms. NORTON. K Street, that is one of the most awkward streets in Washington.

Mr. LEACH. I don't disagree with you at all, Chairwoman. In fact, we are——

Ms. NORTON. We have to ask D.C. how they figure this out with you, because this must have had the sign-off by DDOT.

Mr. LEACH. Yes, there were numerous discussions. There are other competitors in the marketplace. We looked at where they were picking up and chose similar locations to where they were picking up.

Ms. NORTON. Well, now, are they picking up? Where are they picking up, also along the K Street corridor?

Mr. LEACH. Exactly where we were picking up. In fact, they were there first, so we went in afterwards.

Ms. NORTON. So everybody comes to K Street?

Mr. LEACH. There are several carriers that come to K Street. There are other carriers that don't. And I will have to get you those locations if you want the specifics.

Ms. NORTON. And we will ask D.C. how they came to that. So you think at least they converge on one terribly crowded spot to pick up.

Mr. LEACH. Right.

If I may, though, I think the point I was trying to make is that those network passengers, or the Greyhound traditional passengers, need a facility to transfer. They are traveling through Washington, D.C. as much as they are traveling to and from Washington, D.C., so there is a requirement for a facility. A curbside operator doesn't necessarily need that transfer facility because people are originating or ending their trips at this location.

I think it is important also to note that there are other cities——

Ms. NORTON. Actually, I understand that perfectly. But I also understand a lot about congestion, air pollution, and the most crowded section of the city. At some point we are going to have to make a decision in the city and in the Congress about what the tradeoffs there, because we want low-cost service. We understand the difference between having to make a connection and going on your

regular Greyhound service and just needing to get from here to New York the cheapest way you can.

But we just passed a climate change bill. We are just trying to get people to get off the streets to use buses when they are traveling, rather than automobiles. This does that to some extent, far less so than your other facility. So that is something that needs some policy consideration is all I am saying, and we need to work with the city to see what their concerns are.

Mr. LEACH. Agreed. And DDOT has expressed a desire to put all intercity bus operators into Union Station, for the record. They have asked us to consider that and we certainly do that in other cities.

Ms. NORTON. So DDOT has made a formal request that all of these facilities be put at Union Station.

Mr. LEACH. They have expressed a desire to consider that. I don't think it is a formal request or a direction, but certainly have asked us to consider having all of the bus operators at one location.

Ms. NORTON. Because, of course, they are trying to not be at odds with their own climate change policy and their own congestion policy.

Mr. LEACH. Correct.

Ms. NORTON. Ms. Edwards?

Ms. EDWARDS. Just one question.

Mr. Ball, what is the relative value of a location on site at Union Station to a commercial bus operator?

Mr. BALL. The buses, I think, are 10 feet wide by 45 feet long. It is 779 a month.

Ms. EDWARDS. I am talking about commercial value.

Mr. BALL. In terms of——

Ms. EDWARDS. If I were at an airport and the airport authority gave me permission to operate a ticket center or ticket counter at the airport, there is a value attached to that. What is the value of being able to operate out of Union Station?

Mr. BALL. I think it is a strong intrinsic value to be at Union Station for all the services that are offered. If you have clients come and they can eat, they have a place to use the rest room. So the value is very beneficial to whomever uses Union Station.

Ms. EDWARDS. So there is a commercial value. So, for example, if one had to compete for those spots at Union Station, could that be a kind of healthy competition, to be able to operate out of Union Station?

Mr. BALL. I think that it could be, yes.

Ms. EDWARDS. So just for Union Station and its own operations and maintenance, why restrict that to one operator over another operator, or why not put it out for bid? I am just asking a question. I don't really know very much about this, but why not put it out for competition if it actually has some commercial value that could be of benefit for Union Station's ongoing operations?

Mr. BALL. To answer your question, we do not discriminate against the different users. Some of the buses, talking about the curbside buses, they don't want to pay for parking. They don't want to pay. They don't want to pay. Now, if that location were they were parking for free is not there, then they would understand the benefits of coming to Union Station, paying whatever fee is at

Union Station, and their customers would also reap the same benefits.

Ms. EDWARDS. Right. So if there were some public policy reason that the District of Columbia decided that it didn't want all those buses at the curbside operating, there would be some, at least, competition for access to Union Station if it were serving as a hub. So we wouldn't just be having a conversation about Greyhound operating at Union Station.

Mr. BALL. Correct. And I do believe that DDOT is working on a policy for the curbside buses, to get them off the streets. Then our facility would be one of the facilities where they can park.

Ms. EDWARDS. So as part of your thinking, though, do you envision that—I mean, when I hear the description from Mr. Leach about the possibility of Greyhound basically developing its own facility, etcetera, Mr. Leach, you would envision that you own that, right? It is yours. So my question is why not Union Station and simply lease it out?

Mr. LEACH. If I may answer that, we threw that option out as a motivator for Union Station and the folks in the station because we are a private sector organization with cash, and if cash is an issue in construction, then that is what we do. We own bus terminals all over the United States. We operate in 137 intermodal facilities and we are experts at doing this. And there is more than one way to skin the cat, and if USRC wants to own the facility, then we are more than willing to rent space. That is one business model that works very well.

We have other ones where it is built by the community, by the State, by the Federal Government, where we have a head lease and we sublease to other carriers. There are clear rules and regulations to make sure that all intercity bus operations are treated fairly in the Country. We are the largest carrier, so we have to provide leadership in that role, but we do that everywhere else in the Country, and I don't know why we couldn't do it here.

Ms. EDWARDS. And I guess, going forward, I am interested to know what the relative cost or benefit is to the public, to Union Station so that there is some sense that there is actually a fair deal that is really struck for the public.

Mr. LEACH. And I think the answer to that question is the intermodal connectivity of the modes of transportation. In the northeastern part of the United States, again, that Washington to New York/Boston corridor, Greyhound itself moves upwards of 10 million people, and we have no access other than to carry luggage, suitcases and such, through the snow in the winter from our current facility, which we own and operate, to Union Station; and from a national transportation strategy perspective, it is lunacy.

People should be able to get from public transportation to private sector transportation just as easily as they do from public to public; and there is a whole asset sitting there that would facilitate that. So we are not asking for preferential treatment as Greyhound; we are asking as an industry access to an intermodal transportation facility in one of the largest cities in the Country.

Ms. EDWARDS. Thank you very much.

Thank you, Madam Chairwoman.

Ms. NORTON. Thank you, Ms. Edwards, because you were getting toward, it seems to me, the salient question here. Now, Greyhound owns property. It was to leave property it owns. Guess what? It would sell that property. Now, as I expressed earlier, we don't have a preference for whoever it is, but the first issue is if Greyhound wanted to be there and somebody else or other folks, first let me go back to Mr. Leach's offer of a useful division about two tiers.

Working with the District of Columbia, we might decide that we wanted two tiers in Union Station. That is a possible policy decision given our huge, huge—it is impossible to overemphasize our concern about air pollution and climate issues and congestion issues here in Washington. We could make that policy decision if it were ever put to us. That is why we are having this oversight hearing today, to see what are the outstanding decisions. So you could have a two tier system.

Nevertheless, you get back to competition. We don't do things otherwise. Now, a decision could be made, and I am the last one to suggest what decision it would be, but at least let me pose a hypothetical. If the Federal Government is facing the need to provide infrastructure for bus facilities and it decides that it cannot pony up the money, it could make a policy decision that a user might do so after the appropriate negotiations to allow that to happen.

Or you could use some of what Mr. Leach was suggesting that happens all over the Country, you know, the city could be asked to kick in, the Federal Government could be asked to kick in. Both of them want this to occur. There could be public/private. If the provider were to do it, that wouldn't do it by itself. There are all kinds of infrastructure and the provider would want to talk with the Federal Government, who is, even as I speak, with a new transportation bill, looking at Union Station to see what funds should go to Union Station. So there are many different ways to proceed.

Mr. Ball, we can't know what to do if there is not somebody in charge putting forward a plan that says to the Committee and to the Congress here are your options. We need policy direction on what to do. This I see, though. I see exactly what I saw on M Street, lost value. It was property that the Federal Government owned along M Street, the Southeast Federal Center, some of the most valuable property on the east coast sitting there fallow.

The Congress has not been oblivious to lost value at Union Station. Air rights. So we have gone and tried to capture the value above the tracks, and the value right there before us is unused and we don't have a plan or a request for how to get value out of that space. That, Mr. Ball, is the issue before the man in charge, and last time I heard that was you. That is why more than a 10-year plan or a 2-year plan is necessary to get anything done in Washington, and certainly out of the Congress. That has to be settled.

If we are going to pay for it—because I can tell you this much, we are not going to pay for everything. We have got to find creative ways to pay for things today. And if there had been such a plan, it would have been up to Ms. Edwards and I and the regional delegation to get some stimulus money to start that happening. That is how you move things in Washington.

So I am concerned as to how we get there and what kind of guidance is going to be necessary without suggesting which is the preferred way, because, to be frank with you, no one has put before us the options that allow us to weigh them, to cost them out, and to see what the value is for the District of Columbia as well as for the United States Government. We need to have that.

I take it that you have already decided, Mr. Leach, that it would be added value if you moved. So at least you would be in the running. Is that true?

Mr. LEACH. Without question.

Ms. NORTON. Have you ever had serious discussions about what it would take for you to become a provider, taking on some of what otherwise the public, District of Columbia, or the Government would do? Have you ever thought about that or had those discussions with anyone connected with the Corporation?

Mr. LEACH. We have had discussions with Mr. Ball about Greyhound head-leasing the facility, about Greyhound owning the facility, about Greyhound providing management of the bus section of the facility, subleasing or at least facilitating the management of the subleasing of the facility. We do this all the time, all over the Country, and we have that expertise, so we have offered that expertise, I have offered it, all the resources that Greyhound can bring to bear to assist USRC in the development of an intermodal facility and the planning of such.

Ms. NORTON. What is the status of those talks?

Mr. LEACH. Right now, we have agreed that the best place to put an intercity bus facility is on the back end of the bus deck. We are now looking at a feasibility study—half paid for by Greyhound, half paid for by USRC—to look at what it is going to take to put that facility there. And there are several needs, infrastructure, physical plant changes that are going to be required, as I laid out in my testimony, so we are at that stage right now.

Ms. NORTON. Who do you expect to provide them, Mr. Leach?

Mr. LEACH. Between ourselves and USRC we will provide that feasibility study.

Ms. NORTON. So you would be willing to share in those infrastructure improvements in return for locating, co-locating at Union Station?

Mr. LEACH. I think it is important that it has to be cost-effective for Greyhound, so we need to keep that in mind. But certainly, as Greyhound's investment in bus facility in this city, we are there and we are certainly prepared to do that.

Ms. NORTON. That is the kind of thing that can't happen without a larger vision and plan before us.

Mr. Ball, at our hearing last year, we had public testimony. I would like to follow up on the status of the complaints from the public, for example, photographers. Can an ordinary photographer come into Union Station and begin to shoot pictures unobstructed today?

Mr. BALL. To my understanding, Chairman, yes, they can.

Ms. NORTON. So you have not had any complaints? We have not, so I want to know if you have had any complaints and have been able to straighten them out.

Mr. BALL. We have not received any complaints in our office.

Ms. NORTON. We were concerned at training for guards. Guards seem to be at their own discretion on lots of matters. Photographers is only one where some stopped people, some didn't. Some though Amtrak was in charge, some thought they were on their own in trying to figure out whether or not somebody should take pictures. Then when we got more deeply, we learned that there had not been rigorous training of guards. What training, if any, has occurred since our last hearing?

Mr. BALL. I can't speak specifically to that. I do know that they do have new management that oversees the——

Ms. NORTON. Just a moment. You are in charge. Here we go again. Remember, the three of you were sitting here when we had our last hearing, and it was hard to know that there was a Corporation with somebody who called the shots because we kept being flitted from Amtrak to Ashkenazy, or whoever happened to be there at the time. So I am asking, since you are the man in charge, my question is directed at you. Because even if you are not the one who would implement it, you are the director of the Corporation.

Mr. BALL. So they have undergone different training within—if you ask me specifically what type of training, I can't tell you specifically. I do know——

Ms. NORTON. Who did the training? Who took responsibility for doing the training?

Mr. BALL. It would have been the security forces, IPC, and they would have done proper training.

Ms. NORTON. Who employs them?

Mr. BALL. They are employed by Jones Lang LaSalle, who actually works for Ashkenazy Corporation, or the retail developers of the station.

Ms. NORTON. Okay.

I want to thank both of you for this testimony. It reveals that you have made some progress. We appreciate that some progress has been made. In my opening remarks I called it a slow walk. That is what I regard it as. I understand and accept full responsibility for what Congress must do if all of this is to happen. We are, indeed, the Chairman has written and we have looked at the transportation plan. It is going to be a very different transportation bill than SAFETEA-LU or the one that went before it, and even it isn't going to come out right away.

But if I were sitting where you are sitting, Mr. Ball, I would want to try my best to get in that four-year plan; and you can't get in there by Norton writing something in there off the top of her head, because she has got to be able to back up anything that she asks the Congress to do. And the full Chairman of this Committee has encyclopedic knowledge of everything that happens, including knows more about Union Station than I will ever know. I will never get anywhere if I can't demonstrate to him that there is a master plan to back up the Congress's master vision, a non-self-implementing master vision at that.

Thank you both very much for this testimony.

I would like to call the next witnesses. Panel two, Gabe Klein, the District Department of Transportation; Steven Alleman, Amtrak General Superintendent; Barry Lustig, Senior Vice-President of Leasing and Development, Ashkenazy Acquisitions Corporation;

John Akridge, Chairman of the Akridge Corporation. Pleased to receive testimony from all of you at this time.

Before we begin with Mr. Klein, going straight across after that, I want to welcome D.C. Health Academic Preparatory Program. Where are you? Raise your hands. Normally, I would be meeting with 30 students in my office. They have been to my office. They are high school graduates attending college in the fall and majoring in health-related fields. All of this is relevant. Stay as long as you would like. Very pleased to have you.

Mr. Klein. Mr. Klein is the Director, District Department of Transportation. Pleased to have you, Mr. Klein.

TESTIMONY OF GABE KLEIN, DIRECTOR, DISTRICT DEPARTMENT OF TRANSPORTATION; STEVEN ALLEMAN, GENERAL SUPERINTENDENT, AMTRAK; BARRY LUSTIG, SENIOR VICE-PRESIDENT OF LEASING AND DEVELOPMENT, ASHKENAZY ACQUISITIONS CORPORATIONS; AND JOHN "CHIP" AKRIDGE, CHAIRMAN, AKRIDGE CORPORATION

Mr. KLEIN. Thank you. Good afternoon, Chairwoman Norton and Members of the Subcommittee. I am Gabe Klein, Director of the District of Columbia Department of Transportation, more commonly known as DDOT. I thank you for the opportunity to join this discussion on The Congressional Vision for a 21st Century Union Station: New Intermodal Uses and New Union Station Livable Community. My remarks today will largely focus on the results of the draft Final Union Station Intermodal Transportation Center Feasibility Study and its recommendations for planned improvements. I did bring a hard copy for you, if you would like that today.

Before going further, I would like to express the District's gratitude and appreciation for the leadership role that the Subcommittee, and particularly Chairwoman Norton, has taken to support the development and improvement of Union Station.

DDOT has been active in seeking improvement to Union Station for many years. When Union Station was renovated in the 1980s, the District of Columbia contributed $40 million towards the construction of the Union Station garage. In the late 1990s, DDOT also provided Amtrak with $3 million for lead paint abatement and renovation of train platform canopies.

More recently, DDOT participated with the Union Station Redevelopment Corporation, USRC, and several other local and Federal agencies in analyzing Columbus Circle and Columbus Plaza in front of Union Station. In 2000, a plan was developed to minimize conflicts between vehicles, pedestrians, and cyclists. The plan entailed reconfiguring Columbus Circle and Columbus Plaza.

In recent years, Amtrak has sought to add a system of bollards to this plan. This has resulted in considerable back and forth between the National Capital Planning Commission, NCPC, and the Commission on Fine Arts, CFA. In June, both agencies agreed on the bollard design. DDOT is now incorporating their latest guidance into the scope of work so that a solicitation for construction bids can go out this September.

A new bike station, which was envisioned as part of the Columbus Circle reconfiguration, has been able to proceed on its own and

DDOT expects the bicycle station to open near the end of September.

The Union Station garage occupies only half of the air rights above the tracks immediately east of the station. As you know, the Akridge Companies acquired these air rights from the General Services Administration. Akridge proposed creating additional transportation-related facilities in association with their development of these air rights, and these proposed transportation facilities gave rise to the Intermodal Transportation Center funds appropriated by Congress.

As an initial step, DDOT has used some of these funds to undertake a feasibility study for these facilities. Over the past year, DDOT has been analyzing the feasibility of new transportation facilities as part of this new proposed development in and around Union Station. Our analysis examines these new facilities' impacts on Union Station's existing facilities and services and on its ability to accommodate future passenger, rail, public transit, and tourism growth.

The study represents the most comprehensive analysis to date of the myriad transportation alternatives at Union Station. The overarching purpose was to investigate the feasibility of the development, design, and construction of new intermodal transportation facilities as part of the proposed Burnham Place commercial and residential development.

The study area of the project encompasses an appropriately 20 square block site bounded by M Street to the north, 3rd Street to the east, Massachusetts Avenue to the south, and North Capitol Street to the west, and includes residential, commercial, and Federal stakeholders such as the Capitol Complex and the neighborhoods of Capitol Hill, NoMa, Stanton Park, Sursom Corda, and Near Northeast.

After studying the existing demand for the multiple modes of transport at Union Station, we identified several key needs paramount to the goal of making Union Station a world class multimodal center. Number one, improved modal connections; number two, increased rail and bus capacity; and, number three, enhanced pedestrian circulation and weigh finding signage.

We developed the following framework goals to guide the development of the improvements proposed in the Union Station ITC feasibility study and evaluated each recommendation on its ability to meet the aforementioned identified needs. The framework goals are: number one, maintain and enhance Union Station as a multimodal transportation hub; two, promote Union Station as a fluid pedestrian environment that supports comprehensive connectivity; three, ensure enhanced safety and security in and around the station; and, four, respect the architecture, cultural, and regional significance of the historic station.

For the purposes of this testimony, I would like to focus on three of the study's recommended improvements that are of particular interest to this body, and also maximizing leverage investments recently made by Union Station stakeholders, including Congress, Amtrak, USRC, as well as DDOT: number one, construction of an intercity bus station on the Union Station parking deck; two, completion of the WMATA pedestrian tunnel to 1st Street and vertical

connections to H Street; three, expansion of the train concourse areas, including improved weigh finding signage.

Currently, DDOT is working with Greyhound, USRC, and Akridge to identify the optimal location for an intercity bus facility that will provide the necessary access and capacity for intercity bus operations on the existing Union Station parking deck. An essential element in creating an intercity bus terminal on the Union Station parking deck is determining the structural integrity of the existing parking deck to support passenger facilities that are associated with this intercity bus service. USRC has begun this analysis and the findings will influence decisions regarding the type of intercity facility that can be constructed.

In addition, care must be taken to ensure operational compatibility between intercity bus services and the transit services, sightseeing services, and charter bus parking that must also share this space. Another challenge is to determine how Greyhound and other carriers can share an intercity bus terminal while paying their fair share for the terminal's construction, operation, and maintenance.

DDOT envisions a future intercity bus facility providing a new front door to Union Station from enlivened H Street with vertical pedestrian access for Metrorail occurring via the extension of the WMATA pedestrian tunnel from the northern Metrorail mezzanine to 1st Street, N.E., beneath the H Street overpass. Given the existing pedestrian conflicts, the northern Metrorail access and egress points, a new entrance at 1st Street, NE will provide residents, employees, and visitors to NoMa with direct unencumbered access to Union Station.

We are currently working with WMATA to develop conceptual designs for the completion of this pedestrian tunnel and reconfiguration of the existing 1st Street entrance to facilitate improved pedestrian circulation between commuter rail, Metrorail, and intercity rail passengers. The cost estimates for these pedestrian improvements are approximately $9 million.

Due to the projected growth in visitors to Union Station, the existing waiting areas and bathrooms at Union Station must be expanded. Expansion of the east-west concourse to the north, expansion of the mezzanine level, and expansion of the north concourse will provide more waiting areas and facilitate improved passenger circulation between regional and commuter rail passengers. The cost estimates for the phased improvements to these concourse and mezzanine areas are approximately $20 million.

These improvements are but a small breakout of the detailed recommendations for improvements to Union Station provided in the Intermodal Transportation Feasibility Study. DDOT will work cooperatively with all of Union Station's stakeholders to review each of the recommendations and design concepts developed under the ITC feasibility study to ensure a sound implementation plan that improves Union Station.

I also want to note that DDOT has already submitted pre-applications to the Federal Railroad Administration for economic stimulus grants to assist with the waiting area enhancements and the reconfiguration of the existing Metrorail connection.

In conclusion, DDOT is proud to be one of the partners that has helped make Union Station one of the premier intermodal trans-

portation centers in this Country. We are grateful for your leadership and assistance in providing funding that makes continued improvements possible. With your help, we will allow even more people to find safe, convenient, and affordable ways to come to the Nation's capital and access its many attractions.

Thank you for inviting me to testify and I am happy to answer any questions. Thank you.

Ms. NORTON. Thank you, Mr. Klein. And thank you for your help with that study; it is absolutely indispensable to our moving forward.

I want to hear now from the General Superintendent of Amtrak, Steven Alleman.

Mr. Alleman.

Mr. ALLEMAN. Good afternoon, Madam Chair. I am Steve Alleman, Amtrak's General Superintendent, responsible for all rail operations at the Washington Union Station. Thank you for the invitation to testify.

Amtrak has its monthly board meeting today, so, because of this conflict, our Board Chair, Mr. Tom Carper, and our CEO, Mr. Joe Boardman, are unable to attend. They asked me to express their regrets and to thank you on their behalf for your longstanding record of support for this station.

Union Station is Amtrak's second busiest station, and it sits at a point of convergence of three rail routes that connect Washington with destinations to the north, the west, and the south. Above the station tracks is a bus deck that provides travelers with connections to both intercity and local bus services. These connections are very important to Mr. Boardman's vision of an interconnected rail system with complimentary transportation services.

Mr. Boardman has a lot of experience in the transit world, and he appreciates the need for a close modal integration and the best way to provide travelers with a satisfactory range of transportation options. This belief is anchored in the knowledge that the network must provide the citizens of the District with transportation choices that will satisfy their needs.

We expect train ridership trends will increase, and we can expect to see corresponding growth and demand on our facilities. Given the extraordinary demands that the various users are making on this historic structure, Amtrak believes the appropriate course of action is to form a joint consultive process involving all key stakeholders. This process needs to recognize Union Station's unique and irreplaceable role as D.C.'s intermodal terminal and to address growth needs for rail and existing bus services.

Once we have an idea of the engineering feasibility, a joint effort should undertake the necessary environmental studies to determine the impact and cost of major changes so that we can have a definite idea on what they likely would be. A consultive process will also allow us to bring our neighboring stakeholders, such as the NoMa Business Improvement District.

We are currently working with D.C. DOT, USRC, as well as other involved entities to determine the best way forward. USRC is an excellent forum for these discussions, since the USRC board includes Amtrak, the city, and Federal City Council, all of whom are present today, and believe the board is an appropriate forum

for these discussions, and are interested in moving forward with a plan that is adaptive and reflective of the region and national goals for livable communities.

In closing, I suggest we formalize the steps that we need to take by identifying the funding that we need to develop plans, assessing the impact of those plans, determining costs, and finding the funding to pay for feasible projects.

I am confident that we can work together with all stakeholders on this, and I believe this collaborative effort will yield a vision for the 21st century Union Station. That vision will help us to make the intermodal improvements that we need to truly realize a new and revitalized Union Station. Thank you.

Ms. NORTON. We will hear next from Barry Lustig, Senior Vice-President, Leasing and Development, Ashkenazy Acquisitions Corporation.

Mr. Lustig.

Mr. LUSTIG. Chairwoman Norton and the Members of the Subcommittee, I thank you for the opportunity to speak before you today on behalf of Union Station Investco LLC, USI, regarding the progress behind Union Station Investco LLC, the operation and management of Union Station, and its leasing and development plans over the past year since our last meeting a year ago.

Union Station leasing and development activity. Union Station is not only an historic landmark, but an architectural gem. USI's goals are to continue to enhance the functionality of the station as a premier intermodal transportation hub, while continually adhering to the architectural, historic, vendor/tenant equality and tenant/landlord communication standards for the property. Included within this presentation is an Exhibit A showing pictorially what I will be discussing today. I will now summarize for you what you will see in the following pages.

The leasing and development activity since our acquisition within the station concourses is as follows, which is you see in this sheet here, which is 910 in activities. The proposed redevelopment within the station concourse/train concourse peninsula is presently in the architectural MEP design phase. The redevelopment incorporated new two-story visual presence for the train concourse/retailer visibility. A new hallway will be created from the train concourse to the station concourse on the far east side of the building so as to alleviate traffic pinch points. The leasing strategy for the peninsula development will remain consistent with present retail focus on the intermodal traveler retail, food, and dining needs.

The leasing and development activities since last year's hearing within the Metro concourse, or otherwise known as the food hall, has included nine new tenants. We also have redeveloped the Metro Marketplace with the introduction of a cart kiosk marketplace consisting of eight merchants which caters to the vast array of tourists on this level.

Within the train concourse we are presently working, along with Amtrak, in developing an enhanced waiting gate area for the transit consumers. The train concourse redevelopment is within its first phase of design, operational feasibility, between USI, Amtrak, and USRC. Redevelopment involves the expansion and reconfiguration of the entire Amtrak waiting gate area to create a friendlier, relax-

ing, and more security conscious area throughout the entire Amtrak gate zone.

As we spoke last year, we continually work on the development for the main hall in creating a new Center Cafe structure along with communicating vertical stair elements, bringing property guests up and down to the present theater area within the Metro concourse. Replacement of current structure will enhance traffic flow and sight lines throughout the main hall, east, and west halls visibility. The entire project will be fully integrated to better represent a 21st century intermodal transportation hub. Status of this development, approximately nine moths have been spent working with the involvement of the CFA.

We are also proposing to re-merchandise the west hall of the property with the introduction of a new category of fast, casual dining establishments with the "best in the category" quality of merchandising. Pleasant new interior patio space within the west hall will be created for visitors to enjoy the historic architecture and unique ambiance. Our goal is to develop a unique gathering space, promoting longer stays with customers of Union Station. Tenants proposed patios will be flex in nature to allow exhibits and property events to still remain. All architectural MEP design work has been completed. We are presently seeking acceptance and approvals from all appropriate parties.

Burnham Place and Columbus Plaza Developments. USI and architects continually work to support the ability to improve Union Station for the addition of Burnham Place, which will be developed using the air rights located over the train tracks at Union Station.

Finally, USI is in agreement with the National Park Service, District of Columbia, and the USRC for the enhancements to be made to Columbus Plaza adjacent to the Station. As part of the overall improvement project, city Metro buses will have a convenient location, front and center, for passenger boarding and drop-off.

Possessory Interest Tax. Still looming over Union Station and all of the previously stated development plans is the unintended and unbudgeted impact of the District of Columbia's Possessory Interest Tax legislation, otherwise known as PIT, which is the greatest single threat to the future and Union Station's ongoing sustained viability.

Prior to the adoption of the PIT legislation by the D.C. Government, and over the short period of time since the Redevelopment Corporation took charge of the rehabilitation of Union Station, it has transformed from a dilapidated building, condemned as unfit for human habitation, to a major transportation hub, retail center, and tourist destination catering to the residents of the District of Columbia, tourists, commuters from both D.C. and across America.

The success of Union Station as an intermodal transportation facility is based on a careful and strategic balance of, one, budgeting for the ever-growing costs of maintaining, securing, and operating the century old national landmark; preserving the crucial tenant mix at Union Station; and the costs to improve Union Station as an intermodal transportation facility.

The District's PIT has endangered all of that process. For instance, the possessor interest tax under the proposed assessment for year 2008 to 2009 has increased by 278 percent above 2007. It

is USI's position that the PIT is being wrongfully assessed against it and USI is vigorously fighting to save Union Station from the inevitable downward spiral that it would suffer as a result of the excessive PIT assessment and taxes that are currently sought by the District.

USI has been negotiating with the D.C. Mayor and Council for the adoption of a pilot program that would specify and permit a reasonable amount of annual PIT for Union Station to pay. The D.C. Council has introduced such legislation and is currently pending action and funding. If passed, it would ensure that the future success of USI will not be sidetracked or endangered by such local taxation.

Absent this significant local tax relief that has been vigorously championed by various D.C. Council members, including Mr. Evans and Mr. Wells, it is unlikely that USI will be able to pay the proposed PIT taxes together with all of the increased operating costs, security costs, tenant allowances, and improvements that are required to maintain and improve Union Station as an intermodal transportation facility which is state-of-the-art.

In the unfortunate event that the pilot legislation does not pass or is not fully funded, then we may have to return to you in this Committee to seek congressional relief from the local District PIT in order to ensure the completion and success of the projects outlined in this testimony, as well as the overall viability and purpose of this important Federal building.

Chairwoman Norton and the Members of the Subcommittee, I thank you again for the opportunity to speak to you today on behalf of Union Station Investco LLC.

Ms. NORTON. Thank you very much, Mr. Lustig.

Mr. John Akridge of Akridge Corporation.

Mr. AKRIDGE. Madam Chairwoman and Members of the Committee, my name is Chip Akridge and I am Founder and Chairman of Akridge, a Washington, D.C.-based company which owns the air rights adjacent to the north of Union Station.

As you know, we were the winning bidder for this 15-acre property in the competition conducted by the GSA in 2002. Since then, we, along with our financial partner, Leucadia National Corporation, have spent a substantial amount of time and resources on plans and ideas for a new mixed-use development in the air rights above the rail yard.

In the course of this comprehensive planning exercise for our private development, which we call Burnham Place, we have also devoted substantial resources to the rehabilitation, the reconfiguration, the rescue, if you will, of the intermodal transportation facilities at this crown jewel in the Nation's inventory of grand, historic structures.

We appreciate the opportunity to participate in this hearing. We believe that in the past year there has been a genuine momentum in this project, and that is primarily due to your support and focus.

While the historic halls of Union Station are as grand as they come, the state of the adjoining intermodal transportation center is really not a very pretty one. Tourists passing from the historic main hall to the existing rail waiting areas must wonder if they have fallen down the rabbit hole when they see what is down there.

The finishes of the concourse area give no witness to the architectural treasure that is Union Station. The area is also congested, unsafe, inefficient, and generally unworkable. The ITC is, to be blunt, a dismal reflection upon the grand facility which houses it, and it is a frustrating disappointment to the citizens that use it daily.

For example, during rush hour, woe is the commuter who is trying to navigate through the congested Amtrak or MARC concourse areas to reach Metro. Or the Amtrak passengers trying to move through the boarding cues to the platform. There are a couple pictures over there that tell the story much better than I can in words. Throw in the tourists trying to use the food court, and you have a frustrating mix of users all trying to move in cross purposes in the same place.

In the 1980s, a badly neglected Union Station was restored with a public/private investment of almost $200 million. We feel the time has come to likewise shore up and modernize the intermodal center at Union Station. The current heavy over-utilization of the ITC shows no signs of abating. In fact, as you have heard here today, ridership on all modes at the station are growing, and they are growing fast. Add that to the intercity bus, high speed rail, streetcar, and other transportation uses that are on the boards and coming in the future, it is clear that the time to act is now.

Akridge's development of the air rights presents a once in a lifetime opportunity to address these challenges. The construction of our concrete deck and the connection to the north end of the station provides what now is the ideal time to undertake the required modernization of the ITC. While substantial Federal dollars will be required, this is a modest investment when you consider that over 25 million people use this as a transportation center today, and the projected numbers will get only greater in the future, not to mention the importance of the station to regional and national security.

As I mentioned, we have spent a lot of time and resources studying the infrastructure needs at Union Station and propose the following projects be undertaken to modernize the ITC. If the necessary Federal support is allocated, many of these components can be underway immediately, with the completion of these efforts in a five to six year window. We have coordinated the general concept of these projects with all the stakeholders and they are compatible with all the suggestions that you have heard here from my fellow panel members today.

The first project is, to alleviate the severe passenger congestion, the current rail concourse must be upgraded and expanded. The concourse serves subway, commuter rail, Amtrak, and other station visitors and is dysfunctional, especially at these periods. Also, the north station entrance must be upgraded for better access to the station. These improvements would also be beneficial to the public's safety officers handling emergencies.

The second project is the construction of a new north-south concourse which would further lessen congestion by doubling the space available for passenger transfers among the various modes at the station. This project would connect directly to the existing concourse and the lower tracks.

In order to incorporate the intercity bus service which we have spoken about today, it will be necessary to create a new entrance for Metro passengers on 1st Street, N.E., below the H Street overpass, and construct a connecting walkway. A second new entrance for Metro passengers would also be beneficial on the H Street overpass, adjacent to the new intercity bus terminal.

The fourth project is the future introduction of streetcar service, which also will require improvements to the H Street overpass. Also needed is the construction of an emergency connector road between Massachusetts Avenue to the south of the station and H Street to help avoid the difficult experience during the evacuation efforts of 9/11. Finally, hardening and other blast-proof features would improve security of potentially vulnerable portions of the station.

It is our estimate at this time that the total budget for all these projects will be in the $150 to $200 million range. It could be, as I said earlier, completed over the next four to six years.

Madam Chairman, you asked earlier the correct question. In undertaking large, complicated projects such as this one, it is always instructive to have a general plan. We have prepared such a plan and we have coordinated that with the many stakeholders involved. I brought with me today some images to share with the Committee because it is helpful to see some before and after pictures of what we are talking about. The plans that we have proposed, of course, are not final, but they are conceptual and they do address, I believe, all the issues that you have heard today. I think you will see that there is a sharp contrast between the unacceptable current conditions and the proposed modernizations.

Madam Chairwoman, as you know, we are committed to the long-term success of Union Station. As a local development firm with 35 years of experience here, we have participated in the development of Washington, D.C. to a world class city, and a world class city needs a world class intermodal transportation system. This is a vision of Union Station which we know you share, and we again want to thank you for your relentless efforts to restore Union Station and its ITC as a national model.

With that, Madam Chairwoman, I would be happy to answer any questions you or the Members may have. Thank you.

Ms. NORTON. Thank you very much, Mr. Akridge. Indeed, all the testimony has been very important to hear.

Now, I don't know if all of you at the table are hearing what I am hearing, but what I am hearing are quite able parts of the whole, each of which is proceeding, it seems to me, in directions no one would take exception to in and of themselves. But what I hear are pieces that, if they come together, might constitute a vision and a master plan, as opposed to what I am more accustomed to as Chair of this Subcommittee, which is a master plan where each of the actors is tested by how it fits that plan, complete with costs, feasibility, and all that goes along with it.

Am I wrong? Are you working to a master plan or are you doing the best you can knowing what you know about your part of Union Station, the part you play in Union Station? Is anybody working pursuant to some overall plan, master plan that might end up with what Mr. Akridge is talking about and testing what it is you want

to do in the interim against whatever that plan should be, or how do you work, if at all, together?

Mr. LUSTIG. If I could speak on behalf of USI, we have had, our group with Akridge's group, have had several meetings over the past year and a half, and the plan that we have in place, specifically the plan we have in place that addresses the needs of enriching the train concourse is in fact consistent with what would be the second phase, call it, when Burnham Place takes place. So that is a marriage, and it could only have been that way because of the meetings we had.

And that really is the same, consistent with the meetings that we have had with Amtrak, the meetings with USRC, I believe there has been—at least I can speak—I believe there has been some very, very good, broad communication about what the desires were, what the needs were, and what the present problems of the property exist.

I think we all share that there are extreme pinch points of the property today; there are security issues of the property today; there are lighting issues of the property today; there are materials that are used on the property today that are not state-of-the-art, that are not 21st century. We share the weaknesses and we have communicated amongst each other what each other's visions are and try to create this one master plan.

Ms. NORTON. That is the same way we operate in NoMa, Mr. Lustig; businesses on the same block communicate with one another and they each make sure that each other knows what they are doing. And I don't want us to guess that I don't hear that happening, nor that there is lack of communication, but there are people at this table who have a revenue stream and who don't. There are people who have value; there are people who have a revenue stream; there are people who have an existing place in Union Station; and there are buses which aren't at the table.

Mr. Lustig, particularly Mr. Alleman, have you ever sat down with anyone to discuss the integration of buses into Union Station as part of the intermodal concept?

Mr. ALLEMAN. Yes, we have. My superintendent of station operations has been involved in every one of the meetings regarding the bus proposals, taking it from the ticket office actually being in the station, to the concept of going out to H Street bridge, and now the bus deck. So Amtrak has participated in all discussions.

Mr. AKRIDGE. Madam Chairwoman, Akridge has met with Greyhound numerous times as well. I think there has been more coordination here than might be immediately obvious.

Ms. NORTON. But who is the driver of the process? Of course you all, particularly those of you who have a bottom line, will drive your process accordingly, but, as you know, there is an actor I can assure you hasn't been at the table, except insofar as I find funds, pick up funds here and there, and that is the Federal Government. So I can tell you right now that that should be a major actor.

But except for Members of this Committee, I am not sure that they consider themselves—you all want to go ahead, recognizing that some people hold value, some people hold revenue. Mr. Akridge can't move unless the transportation issues are settled and unless the infrastructure issues are done. And a master developer

would begin to put together that value with the revenue, with what people want to make more money and what people have who are sitting on top of value that are making nothing for anybody; and then they try to get together with the Federal Government, who is the only entity in the world, or at least in this Country, who can write a check without having money in the bank, and proceed from thereon in.

I am just trying to indicate how, in this Subcommittee, we see projects move forward far less ambitious than this, where we are putting together transportation and development in the same package. Marvelous opportunity. Too bad we didn't take advantage of that economy we had in the 1990s and up until then, and we could have gotten some of this started, gentlemen.

Mr. Klein, you had wanted to respond to these questions.

Mr. KLEIN. Yes. I just wanted to speak to what role we are playing at DDOT, and also my point of view coming into this process somewhat late in the game. I have been on the job for about six months, so I will give you my perspective.

It seems that there are some financially constrained long-range plans that obviously are not funded, so what we have been trying to do is collaborate as much as possible with all the stakeholders. We have been working on this study, which I think is going to be very valuable and really does look at all the different——

Ms. NORTON. Did you say that you had that study with you?

Mr. KLEIN. I do. I have the latest draft. It is right here. It is basically finished. This is for you. What we have to do is go through the technical advisory committee review, which is basically all the stakeholders signing off, and then we have to go through a public review. So by September it will be official and it will be out there.

So we have been working hard on this. And I realize I think we are a little behind on it, but it is about finished. Then we have been trying to identify low-cost interim solutions because of the financial constraints that we see with some of these $80 million, $100 million projects.

I had a great meeting recently with Jane McClelland from First Group, which is the parent company for Greyhound. She was over from the U.K. and she seemed to be of the same mind that there were some things that could happen over a two-, three-, four-year period, including the vertical integration with H Street on that bus deck, building a large structure.

But I said to her, I said, you know, looking at the state of the economy, looking at the business model for the curbside buses versus Greyhound, and now you are entering the curbside business as well, might we not want to look at a phased approach, phase 1, 2, and 3, where we literally put kiosks in the parking lot and start moving the buses over? And then phase 2 we look at the——

Ms. NORTON. Kiosks in which parking lot?

Mr. KLEIN. I am saying in the parking deck itself.

Ms. NORTON. Oh.

Mr. KLEIN. We can get the vertical integration. I think we can commit to that as a group. I think we can commit to some sort of structure. I don't know how large it needs to be, and I think we will have a study by the end of August that will state what that deck can handle. But I guess what I am suggesting is that DDOT

can play a role in trying to facilitate more expedited approaches and solutions, which brings me to the fourth piece, which is that we have also been looking to identify funding for a variety of projects ranging from Columbus Circle Plaza, which we are $800,000 short, but we are going to find a way to plug that hole——

Ms. NORTON. Are you funding that out of your transportation funding?

Mr. KLEIN. Yes. We have an earmark and then I believe National Parks Service was committed to $800,000, which they have since backed out of, so we are considering trying to use some stimulus money or finding other local funds, even if we have to, because we want to keep to a September date to issue that contract.

We have also been trying to help to identify other stimulus monies, particularly for enhancements within the station.

Ms. NORTON. Have you met with Mr. Ball or anyone else at the table on this possible use of stimulus money and where would that be used?

Mr. KLEIN. Yes. Actually, my staff has been in close coordination with all the different stakeholders, so they have been a part of this, including the DOT delegation from Maryland. So we have really tried to reach out to everybody, and we have submitted a pre-application via FRA and we will submit a final application the 24th of August for, it looks like, approximately $31 million of improvements in the form of stimulus grants.

So that is our role at this point, but we are open to playing whatever role you and others see fit.

Ms. NORTON. Oh, it is a very important role that the District would bring perhaps funds in that way, but what I am looking for is more than coordination. Mr. Klein can't do that by himself; he has some revenue that we thrust upon him, but I get back to how the Federal Government is really not going to get in it until you have the kind of thinking that we have just seen to the point we can do this, this is what you can do, this is what you have, this is what you need; and I recognize that that may not fall to any single person at the table, but it has got to happen.

I want to ask Mr. Alleman about his view of what the central issue has been for intercity bus travel. We have heard some quite horrendous things that—I can't vouch for this; it wasn't under oath—that Amtrak would prefer not to have the competition of buses there.

What is an intermodal transportation center to? Well, it is associated with various infrastructure needs, and yet, you see, we didn't see anybody moving to make it happen, which really led us to believe there was active resistance to the congressional mandate for intermodalism. So I have got to ask you what you see now that we understand where it is going to be. What issues, if any? We understand revenue is always an issue. I see how people who wanted to do it could begin to put together a package for revenue if there was the will to do it, but you folks know a whole lot more about that than I do.

So I want to know what you who are the largest user at Union Station believe should be done as the next steps to at least get bus service of some kind in there, whether or not, as a business model,

you think that somebody who brought value himself, brought money is going to be necessary in order to accomplish the infrastructure needs that you yourself want to see occur, or if you see some other way for bus service to come to Union Station before the next millennium.

Mr. ALLEMAN. Well, with Amtrak, the bus service, as far as we are concerned, could start tomorrow using the bus deck in a limited style, maybe a smaller service. But that doesn't affect Amtrak. And we support the——

Ms. NORTON. So actually that—there have been people wanting to sublease. So we could get some buses in there tomorrow and get that value.

Mr. ALLEMAN. From Amtrak's view, that would be fine. There is no hindrance there for Amtrak. Were Amtrak——

Ms. NORTON. Even if Greyhound weren't ready to try to make a deal to get in there? Some of these intercity bus people who have been trying to get in there you are saying you would have no objection?

Mr. ALLEMAN. Amtrak would have no objection.

Ms. NORTON. And there would be value added, wouldn't there be, because somebody would have to compete and pay to get in there, and you would have to measure that against the vacancies that are there or, for that matter, the people who are there, the services that are there?

Mr. ALLEMAN. We have numerous intermodal stations throughout the Country, so we know and understand the benefit both from a revenue perspective with the connectivity along with just being able to offer diverse transportation services in one hub. So Amtrak supports the intermodal approach.

Where Amtrak gets concerned is with the impact on our queing area. We started to take things into our own hands, working with Ashkenazy, working with DDOT, speaking with Akridge and, of course, USRC, and we are currently working to do an analysis on our passenger queuing area. When that was designed——

Ms. NORTON. Your what? I am sorry.

Mr. ALLEMAN. The passenger queuing area, where folks go to board the trains. As you may remember, before the station was revitalized, that is where the trains actually stopped. The steel gates that you walk through into our queuing area was actually trackage. So when the station was redeveloped in the 1980s, it is almost as if there was an afterthought for Amtrak. We ended up actually outside the natural structure with a canopy. That worked fine when Amtrak——

Ms. NORTON. Well, how in the world did that occur? It was a train station first and foremost. We are trying to make it train plus. You weren't at the table? Amtrak was not at the table?

Mr. ALLEMAN. I can't speak to that. I have been here 32 years, but I was not at that table.

Ms. NORTON. That is what I mean. You don't have any vision as to what you are doing, then you just slapped together something that turned out to be gorgeous, but guess what? It didn't accommodate Amtrak, which was the whole purpose in the first place.

Mr. ALLEMAN. And I believe that the rail trends that we are seeing today may not have been expected when that construction was done.

Ms. NORTON. That is understandable. But the fact that you found yourselves on the outside looking in from the beginning, that is unfortunate.

Mr. ALLEMAN. So we have worked closely and we are looking, I believe, in August that Ashkenazy will have a preliminary design on how to integrate that structure and be able to increase the capacity for queuing our passengers, both Amtrak, VRE, and MARC.

Ms. NORTON. Now, you are bearing in mind VRE and MARC wanting to expand rather substantially?

Mr. ALLEMAN. We are currently working with MARC and VRE on capacity analysis. Again, this facility was built over 100 years ago and it is seeing traffic now that it hasn't seen for 100 years.

Ms. NORTON. And that is without anything else you would need to do something.

Mr. ALLEMAN. That is correct. So that stands alone as far as infrastructure, adjustments, increases, and such for higher capacity with trains. But that is currently under discussion also. But right now my focus with Amtrak is to do the work in the passenger boarding area that now gives us a more livable station.

Ms. NORTON. And that appears to be satisfactory to those concerned?

Mr. ALLEMAN. It is moving along well.

Ms. NORTON. Mr. Klein, I have to ask you something about charters. This is something I need to work with the District. First of all, do any of you know whether there are charter buses, like day buses, that wait for people on a daily basis at Union Station?

Mr. KLEIN. Yes, there are. Those buses are currently on the deck. I was over there yesterday, and as you speed through the morning, towards 9:00, 10:00, it starts to fill up.

Ms. NORTON. How awful. I can't believe that isn't the least value you could get from the use of the available space. I mean, correct me. If you rent them out on a day basis, as opposed to negotiating to get a player in there or several players who get into competition, which is the best way to get the most value from what there is there?

Mr. KLEIN. No, I think that is absolutely right and I think that—we are working on regulations right now, so the curbside buses will not be able to operate unregulated.

Ms. NORTON. Mr. Klein, let me ask you about the charter buses. I am not talking about curbside. If anything, the District has been forward-looking. You understand what the policy is and you didn't have a lot of choices here with curbside. I want to ask you about the charters, but curbside, is it true that they all gather at K Street the way we heard, and is that the best place and is it better to have them in one place? How did you arrive at that?

Mr. KLEIN. Well, okay, so there are a number of places throughout the city where they pick up, and it depends on the company, but we have tried to push them towards the old convention center lot area.

Ms. NORTON. Oh, the lot that is vacant there. I see.

Mr. KLEIN. So they will pick up primarily——

Ms. NORTON. So they go inside the lot. Oh, all right.

Mr. KLEIN. They can. A lot of them pick up actually around the sides because you have that sort of unused dedicated bus lane and you have a lot of curb space. So you will see——

Ms. NORTON. But why wouldn't we at least make them go inside? That is also—what are we talking, 9th Street?

Mr. KLEIN. Yes, 9th Street.

Ms. NORTON. Busy street.

Mr. AKRIDGE. The 700 block of H Street.

Ms. NORTON. Is it too much to ask it to go inside, let off your passengers, as if we were a real world class city? What is the reason why? Do they get crowded or something? Is there a reason why it is preferable, perhaps, to be on the outside? I don't know, so I need to ask that question.

Mr. KLEIN. I think that is a good question. I think they prefer it that way; it is sort of easy in, easy out.

Mr. AKRIDGE. Well, if I could interrupt, I think that the use of the old convention center site as a pickup spot is a new turn of events. The standard pickup spots are in the 700 block of H Street, the 800 block of I Street, and some other outlying areas there. That is where——

Mr. KLEIN. 15th and K.

Mr. AKRIDGE. 15th and K. That is where their riders know to come and they just haven't been asked or encouraged to move to the old convention center site. Some have. Some have.

Ms. NORTON. Mr. Klein, I am really going to ask you to do that. We have accommodated them. You had to. We would like them off the streets altogether, as long as you have room. And I commend the city for finding a use of that space. Maybe—tell me if I am wrong—is there some payment to go on the inside, not to go on the curb? Is there——

Mr. KLEIN. There is. There is. We have tried to work with the parking provider on that. We sort of hit a roadblock, but the real issue is that that is going to be under construction relatively soon. So we are going to——

Ms. NORTON. That will take care of it because it will be under construction and—oh, you mean the old——

Mr. KLEIN. The old convention center lot.

Ms. NORTON. You really think that is going to be under construction soon?

Mr. KLEIN. Well——

Ms. NORTON. That is good news too.

Mr. KLEIN. Yes, preconstruction. But what we want to do is we want to start moving those folks over to Union Station once we pass these regulations.

Ms. NORTON. So that is the policy of the District of Columbia, you would like curb sides to be at Union Station? All right, we don't have a difference there, and it is very important. As important as it was to keep it going, we don't want to keep it going like charters. I mean the charters that we must have, the tourists who come in. Are they using Union Station as well, and is that the highest and best use for Union Station?

Mr. KLEIN. It is not the highest and best use. I think they can drop off and then we can put them at RFK or there are various other lots that we can look at——

Ms. NORTON. Mr. Klein, let me ask you when—I believe it was under Mayor Williams—a plan was drawn for the life of us—Did you find it? We searched and searched. Staff tells me that they found this plan for RFK. If so, I would like Mr. Klein to perhaps come in and see what can be done, because there we have, of course, unused space as well, and we recognize—I endorse the city's policy of making sure we keep these tour buses coming, but over and over again—we went through this horrific process when the Visitor's Center opened, and it came up then. That is when we began looking for this old plan.

So I would appreciate your coming in perhaps next week to talk about the RFK plan. We apparently have been able to find part of it. We would like to clear those decks, at least, if it is feasible to do so.

Mr. Akridge, don't all of these infrastructure matters have to be taken care of before Burnham Place even rolls off our lips as a possibility?

Mr. AKRIDGE. Well, I wouldn't say all of them, Madam Chairman, but it would be preferable for many of them to be accomplished before we start construction, especially on the north end of the existing station, where the two projects——

Ms. NORTON. As you envision it, Burnham Place, what would be its relationship to the greater Union Station complex?

Mr. AKRIDGE. It will be similar to what Gallery Place is to the Verizon Center, with the Verizon Center being the existing Union Station and, of course, we built Gallery Place next door and they are an integrated structure working together. So we have finished over the last year our conceptual plan of what the Burnham Place development will look like.

We have about 2.5 million square feet of space with retail, office, hotel, and parking. It will integrate with the north end of the station and the connections there are not optimal right there. If they are not good for the station, they won't be good for our project. And it is where that intersection occurs where the majority of economies are to be gained by doing the construction there in conjunction with our construction of our platform.

But some of the other areas that we were talking about improving that have been mentioned here, part of project number one, which I have described, about relieving some of the passenger congestion and getting on the trains, Amtrak's number one goal, can be done in part before we start construction and independent of our construction. Part of it is integrated with our construction.

So the projects fit together. Some things need to be done together, but some can be done in advance, which is one of the reasons why I suggested that now is the time to be moving on some of these projects in this appropriations bill that some of these projects can be begun now. They will stretch out over four or five years. They fit perfectly, the funding frequency of this piece of legislation, and I think we have a lot of the bones of what you are looking for here.

They may not be pulled together just the way you would like to see them tied in a nice, neat little package, but the folks at this table and our staffs have thousands of hours. We spent seven figures on planning for the public portion of this project, as have these gentlemen as well.

So I think a lot of the bones are laying around. I think we just need to work with you as to how we can best put them together so that they are comprehensible, because I think we are ready to go do the fight with the Congress and with the Committee to get this funding passed.

Ms. NORTON. Normally, I speak to you, Mr. Akridge, as a developer in the city with considerable experience and success. Normally, you're sitting at the table with maybe the District of Columbia, and the District of Columbia has—you bring certain value to the table. The District of Columbia brings other kinds of value and together, working with the District of Columbia, with only the developer and usually the city, perhaps the Federal Government could have something to do with it, but basically these, I won't call them deals, are put together with, you know, a couple of actors.

Now, I see more than a couple of actors. I see the District of Columbia already is talking about stimulus funds and the rest of it. You all are aware of that, apparently. I see Mr. Lustig, he is doing a makeover as we speak on the mall, trying to upgrade the mall, get it ready, I guess, for Burnham Place. I see Amtrak both, Mr. Alleman, Mr. Lustig, of course, has at least the revenue stream. So does the District of Columbia. You haven't been called yet for that part of it. That doesn't mean you don't have value.

What I am trying to understand is that with actors, all of whom need some parts of this to be done by others, why the typical bringing together of the available parties, some of whom have value, some of whom don't have as obvious a value, why that has not taken place and whether that can take place even now.

Mr. AKRIDGE. Well, I think in general the answer to that question is the interests here are very disparate and cover different areas of the project.

Ms. NORTON. Well, are they? And that is what this Committee wants to put before you, because I can tell you this, Mr. Akridge, the Congress will never see it that way. The Congress will see this as interests who depend one upon another. And if they can't figure out that co-dependence, the Congress will not get into it. It's as simple as that. I can guarantee you that.

They want to know what value everybody at the table is bringing to the table, and with Congress locked in all kinds of call upon what funds are available to it, that's the only way to get anything out of Congress. That's why when I looked at more than the usual number of actors, I am looking to see whether anyone is looking for the co-dependence that ultimately is going to be there. And I recognize it is a little premature, Mr. Akridge, a little more premature for you than for others.

Mr. AKRIDGE. Well, I don't think it is premature and I don't think that we are not cognizant of the fact that there is co-dependence on all of us. I think the amount of cooperation that has been exhibited amongst this group over the last at least 18 months is exemplary.

Ms. NORTON. Resulting in what?

Mr. AKRIDGE. In a plan which is pretty close to being——

Ms. NORTON. What plan is that? Has it been submitted?

Mr. AKRIDGE. No, it has not been submitted. Well, we have a plan that we would be happy to submit to you that we prepared, that we have circulated with all these people, that they have looked at.

Ms. NORTON. And that plan is for what?

Mr. AKRIDGE. It is for—well, we have two plans. We have one for the public portion of the project, which all these people have seen and commented on numerous times; and we have one for the private portion of the project, which we have just finalized and we are getting ready to submit to the District and zoning process.

So as I said, I think we are further along than we have made it clear to you. We don't have anything ready to present to you today, but hearing what it is that you are looking for, I think we can put our collective heads together and in pretty short order come back to you.

Ms. NORTON. Well, I agree. I see the makings of a plan.

Mr. AKRIDGE. It is there, and it hasn't been without discussions and not without give and take, understanding what the needs certain people have, the restrictions others have. And I think so far, it has been a pretty cooperative process.

I would ask my fellow panel members to comment on that.

Mr. LUSTIG. And if I could comment further, Madam Chairwoman, it is truly that plan that Akridge had showed us more than 18 months ago, and supplementary plans after that, that really spurred our idea, and I am sure it spurred Amtrak's as well, to go forward with this development and this plan on the train concourse as it relates to the queuing line with Amtrak and expanding and addressing a lot of those things that were in Akridge's plans, so when Akridge does do their development, our development will be seamless with theirs.

Ms. NORTON. I am not sure we have seen the plan. I am sure we will. But Mr. Klein said something that was important. Any project this monumental is necessarily incremental. The reason that a plan is important to see is that following that plan, you know in what order what should proceed and who is prepared to fund what. And that is the kind of planning we are accustomed to, at least when we are dealing with this magnitude of change.

And I am very interested to know, for example, what should be the first step, given what you know now, and who would it involve?

Mr. LUSTIG. Well, if I could speak. Our first step, like I described in my testimony, is going forward, to go forward with I would say probably the most major step of the four call it "redevelopments" of the property, the most major step is, again, working with Amtrak, working with over 50,000 square feet of the property and reinvigorating and revitalizing, opening areas, opening ceilings, redoing all of the MEP structure within that area, to create a truly world-class experience for anybody coming.

Ms. NORTON. How would you fund that, Mr. Lustig?

Mr. LUSTIG. How would we fund that?

Ms. NORTON. Yes.

Mr. LUSTIG. We are looking for the government to assist us in that.

Ms. NORTON. Yes, that is what I mean. And the government is looking for a plan where the actors at the table——

Mr. LUSTIG. I agree with you and I really do believe that when you call for a plan, I mean, the depth of what I have seen with Akridge and what we will have finished over the next, let's say, 60 days, the incorporation of those two plans would be very well on our way to show what, as it relates to the core structure. Of course, DDOT will have to come in and understand how it relates to the bus concourse, which——

Ms. NORTON. Will the plan have a financial component to it?

Mr. LUSTIG. Absolutely.

Ms. NORTON. Indicating the, I am taking Mr. Klein's idea of incremental steps so that one could, for example, begin on the plan this or next year.

Mr. LUSTIG. Yes, that is our goal.

Ms. NORTON. What do you all think? This is going to happen over 20, 25 years, you know. So first we have to have a plan then somebody has got to start doing something. And Congress tends to get interested when it sees something happening. It goes completely asleep and lets sleeping dogs lie if nothing happens. I just put it out there.

Let me ask Mr. Klein about this so-called pilot legislation that apparently members of the Council are championing. I think Mr. Lustig—was it Mr. Lustig who raised that? I know that I dealt with the District on a pilot.

Mr. LUSTIG. A pilot program in relationship to the taxes?

Ms. NORTON. Yes. I want to ask Mr. Klein the status of——

Mr. LUSTIG. Oh, I am sorry.

Mr. Klein?

Mr. KLEIN. I have to be honest. I am not familiar with that. It sounds like——

Ms. NORTON. Do you know the status—that really isn't in DDOT's bailiwick, but I thought there might be—members of the Council, you suggest that some kind of pilot legislation, which of course the District has done before, to pay for—to help pay for infrastructure projects would be necessary in order for you to move forward.

Now, what is the status of that, Mr. Lustig?

Mr. LUSTIG. The pilot program that I was referring to was a pilot program that we are trying to have consideration is in lieu of the possessory interest tax for the property, having nothing to do with DDOT.

Ms. NORTON. I know. So what is the status of that?

Mr. LUSTIG. We are going through the process.

Ms. NORTON. So it is proceeding and the District is considering it?

Mr. LUSTIG. Yes, it is in front of the District right now.

Ms. NORTON. Mr. Klein, it is page two, I think, of your testimony you mention you support garage expansion tied to—and I didn't understand quite what—removal of sedan parking from the deck referred to. What kind of sedans park up there?

Mr. KLEIN. So, okay, so right. That was speaking about the old garage before the expansion. And I guess there are rental cars on the deck at this point.

Ms. NORTON. They are rental cars? Okay, that's a part of the intermodal transportation, so I am not——

Mr. KLEIN. Right. Right. There were rental cars on the deck. Rick just clarified for me. They have been moved off of the deck at this point, so I am not sure if that is what you were——

Ms. NORTON. Yes, whatever was the sedans you spoke about. I didn't understand what that meant.

Mr. KLEIN. Okay.

Ms. NORTON. Are you satisfied with the corporation's community outreach? We don't like to hear after the fact about community outreach on something as important as this expansion is to the city.

Mr. KLEIN. Yes. I mean I think this is a joint effort, you know. I mean, right now our next steps, as I have laid out some of them for you, are working on the stimulus grants, getting the feasibility study out to the public, getting the regs finished for the curbside buses so they can start to move to Union Station, if everybody agrees. We can move the other buses to RFK.

And we want to see movement and we want to see it this year. We also would hope to start construction on Columbus Circle by the end of the year as well.

Ms. NORTON. We very much want to meet with you. The Capitol Hill community doesn't want those buses coming down the street. We have thought of ways to get them over. We think you have been put in the worst position because some of them remain outside of the Smithsonian because we don't want to lose them, and yet we have not used this plan. This is very important that we proceed on that.

I have to ask you, Mr. Lustig. You started this virtual entire makeover, at least downstairs in Union Station before the economy fell flat on its face. It is never coming back like it was. This is a structural make-money economy. It is going to be far more stable. It is going to be harder to get money even for the best of them and the largest developers and businesses.

So I wanted to know whether the economy has affected your plans, how it has affected, and surely it has affected them. Are you able to get the requisite financing in this economy to continue at what pace for the makeover that was underway?

Mr. LUSTIG. All of the areas that, outside of what we are discussing with Amtrak, is going to be self-funded through our organization. As it relates to——

Ms. NORTON. What does that mean, please?

Mr. LUSTIG. That we are not looking to the government.

Ms. NORTON. You are not going to borrow in order to make these?

Mr. LUSTIG. Correct. Correct.

Ms. NORTON. Did you make that decision before the economy——

Mr. LUSTIG. Well, I was just going to get into that. I mean, what the economy has done is fortunate for the fact that there are 25 million, arguably some people say between 28 million and 30 million people that come through the property every year. For the most part, the retail expansion across the United States, as we all

know, has pretty much to a screeching halt, as far as retail expansion.

We have been fortunate because of the dynamics of the asset, because of the dynamics of Union Station and the amount of people coming through to still attract retailers to the asset. What has become more problematic today that we didn't have when we came onto the property two years ago was that it costs us more to bring the tenant to the property.

The fact that they do not have open-to-buys, we have to spend more money, give more allowance, have more consideration in a rent role than we would have considered two years ago. But we still have an active pace with transactional activity at the property, if that is what you are asking.

Ms. NORTON. Well, and so that is a function of the economy, how you have to market.

Mr. LUSTIG. Correct.

Ms. NORTON. Are you experiencing the same thing, Mr. Akridge?

Mr. AKRIDGE. On a slightly different scale, yes, we are.

Ms. NORTON. And that is understandable. I have one more question.

Mr. AKRIDGE. Could I add to that, though, that the current financial situation is not affecting our——

Ms. NORTON. Could you say that again, please?

Mr. AKRIDGE. The current general financial situation is not affecting our interest or our time frame on this project. We have a number of approval processes we need to go through with the Zoning Commission, with the Commission on Fine Arts, with the Architect of the Capitol, with Historic Preservation. We have a number of years of approval processes that we still need to go through.

Ms. NORTON. Absolutely.

Mr. AKRIDGE. That is why it is so important to us that we get these infrastructure projects in the station begun and underway so that when they are finishing, we can start and link up with them.

Ms. NORTON. I couldn't agree more. And I hope everybody has heard what I said.

Mr. AKRIDGE. We heard you.

Ms. NORTON. If you all don't get together and make a deal, don't even come here.

Mr. AKRIDGE. When we come back, we will have a plan. Okay?

Ms. NORTON. Okay.

This is a final question for Mr. Alleman. I am pleased to hear about your partnership with the National Association of Minority and Women Owned Law Firms in connection with the fact that you use outside law firms and you set yourself something of a goal of 5 percent of whatever you spend for outside counsel on women-and minority-owned law firms. Have you reached that goal yet? What is the status of that controversy? It was apparently something you negotiated.

Mr. ALLEMAN. Madam Chair, I would not be able to answer that question for you. I will have to check into it and we will be back to you.

Ms. NORTON. Seven days, we would like the answer to that question.

Mr. ALLEMAN. Seven days, yes, ma'am.

Ms. NORTON. The number of black-owned firms—the word minority is not a word that has any meaning any longer. It is going to be a minority Country in a few minutes, people, so we want it broken down: black, Hispanic, whatever else we now are building up in this Country; then woman, and that broken down to see what we have. We are not suggesting through the breakdown that you must have any particular breakdown. It is just that we like to know what data we are looking at and what it means.

This oversight hearing where you see me asking lots of questions really has more to do with educating me, who will have to be the chief advocate for Union Station in the larger mix on the Transportation Committee if anything is to be done competing with very well planned, some in operation, intermodal facilities who now want to spread out and do more.

We are in an extraordinary position. The only thing that we don't have or can't have on the ground, we can get you do in probably 10 minutes, and that is to National Airport. I couldn't be more pleased with what you have done so far. It does not begin to meet what Congress in its always grand vision expects because we always look at any one facility measured against what we see elsewhere.

And intermodalism is becoming a virtual catch-word in the transportation bill that we are preparing. It is very results-oriented and is going to reward people who are results-oriented, have proceeded X distant and then come and say, see what we have done; can you help us get the rest of the way?

I mean, the Chairman is on the record and on the bill that has been produced so far, so committed to that that that is why I am trying to educate myself as to what we have got going, because some of the intermodal systems we have seen do not have as many actors as we have in Washington. In fact, most do not have as many actors as we have in Washington.

And most of them start with one, try to get—they have buses and they usually have some major rail. Then they have to figure out how to get the rest. And so, you know, they create great big malls. And we are very pleased that we have a very good mall, but they are way beyond us in air rights and in looking for other ways to out-do one another in intermodalism.

So when I get to talking to the Committee, they are not going to say, oh, isn't that terrific, Eleanor. Somebody on this very large Committee is going to pipe up what is being done in some other metropolis, and you know, then I sound off about the Nation's Capital, the center of the universe, the congressional mandate for intermodalism. And then I have to fill in the blanks.

You have helped me to begin to fill in the blanks. I ask you to get me a master plan for a 21st century Union Station. And then with the region and with other Members of our Committee, I am prepared to go the full distance.

Thank you very much for your testimony.

The hearing is adjourned.

Mr. AKRIDGE. Thank you, Madam Chairman.

[Whereupon, at 4:51 p.m. the Subcommittee was adjourned.]

OPENING STATEMENT OF
THE HONORABLE RUSS CARNAHAN (MO-03)
HOUSE COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE
SUBCOMMITTEE ON ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS, AND EMERGENCY MANAGEMENT

Hearing on
The Congressional Vision for a 21st Century Union Station: New Intermodal Uses and a New Union Station Livable Community

Wednesday, July 22, 2009
2167 Rayburn House Office Building

Madam Chairwoman Norton and Ranking Member Diaz-Balart, thank you for holding this hearing about the future development of Union Station.

Union Station, located just north of the Capitol, has been a central hub of transportation in Washington and the entire nation for many years. Currently, Union Station contains the most heavily trafficked red line Metro stop and serves as the primary train station for the Greater Washington area. Since the passage of the Union Station Redevelopment Act of 1981, the maintenance and development of Union Station have been overseen by the Union Station Redevelopment Corporation (USRC).

The USRC is an entirely government-run entity, and it is important that we examine the success of the USRC and help guide future developments for Union Station. Given that Union Station is such a pivotal focal point in Washington transportation, we must explore ways to make the best use of the space and location in order to create a more dynamic and intermodal place of transit. Strong efforts have been made over the past few years to achieve this goal, and we must continue to work diligently to see Union Station continue to develop.

I would like to thank the witnesses for joining us today. I look forward to hearing your testimony.

Testimony before the Transportation & Infrastructure Committee
Subcommittee on Economic Development, Public Buildings & Emergency Management
by Chip Akridge
Chairman
Akridge
July 22, 2009

Madame Chairwoman and members of the Committee, my name is Chip Akridge and I am the founder and chairman of Akridge, the Washington, DC-based company which owns the air rights adjacent to the north of Union Station. As you know, we were the winning bidder for this 15-acre property in a competition conducted by the GSA in 2002. Since then, we, along with our financial partner, Leucadia National Corporation, have spent a substantial amount of time and resources on plans and ideas for a new mixed use development in the air rights above the rail yard.

In the course of this comprehensive planning exercise for our private development, called Burnham Place, we have also devoted substantial resources to the rehabilitation -- rescue if you will -- of the intermodal transportation facilities at this "crown jewel" in the nation's inventory of grand historic structures.

We appreciate the opportunity to participate in this hearing which you have called one year to the day following a hearing you conducted last year on the future of Union Station. We believe that in the past year, there has been genuine momentum on this project, and that is primarily due to your support and focus. We think it is fair to say that no one in the Congress has done more than you to advance these efforts to modernize Union Station and take it to the next level.

Union Station is the entry to the city for every walk of life. The Wall Street executive arriving on Amtrak from New York. Congressional staff taking the Metro to Capitol Hill. Commuters from Baltimore and Manassas aboard MARC and VRE trains. The student bicycling from Gallaudet. And, yes, the tourists aboard buses from Minnesota and Florida and Oregon and Tennessee. All of these converge at and rely upon Union Station.

The strategic importance of Union Station is what attracted our firm to this development opportunity. A more efficient, pleasant and safe intermodal transportation facility at Union Station is important to the success of Burnham Place. It is also critical to the City, the region and the entire nation, and this has motivated our partnership with DDOT and our desire to help facilitate public improvements for the station.

While the historic halls at Union Station are as grand as they come, the state of the adjoining intermodal transportation center (ITC) is really not a very pretty one. Tourists passing from the historic Main hall to the existing rail waiting areas must wonder if they have fallen down a rabbit hole. Not only do the finishes of the concourse area give no witness to the architectural treasure that is Union Station, but the area is congested, unsafe, inefficient and generally unworkable.

The ITC is, to be blunt, a dismal reflection upon the grand facility which houses it, and is a frustrating disappointment for the citizens who use it daily.

Originally used solely for intercity rail service, Union Station now serves over 100,000 passengers per day via 14 modes of transportation, in addition to thousands of visitors and shoppers. The station has not kept pace with this rapid growth. For example, during rush hour, woe is the commuter who is trying to navigate through the congested Amtrak or MARC concourse areas to reach Metro. Equally cramped are the Amtrak passenger boarding queues leading to the train platforms. Throw in the tourists trying to use the food court, and you have a frustrated mix of users all trying to move at cross purposes in the same space.

This is not a mental picture we are conjuring. This is reality, and it does not comport with the history of this landmark, or with its importance to modern day uses. As this Committee knows, Union Station has been rescued before. In 1981, after falling into disrepair and suffering a roof collapse, the station was closed to the public. Following public-private investment of almost $200 million, Union Station reopened in 1987, fully restored.

The time has come to likewise shore up and modernize the intermodal center at Union Station. The current heavy over-utilization of the ITC show no signs of abating. In fact, ridership on all modes at the station is growing fast. Add that to intercity bus, high speed rail, Streetcar and other transportation uses coming in the future, and it is clear that the time to act is now.

Akridge's development of the air rights presents a once-in-a-lifetime opportunity to address these challenges. The construction of our concrete deck and connection to the north end of the station provide the ideal time to concurrently undertake the required modernization of the ITC. Just as the federal government has historically stepped up to rescue and refurbish this landmark facility, so will federal support and resources be required to modernize its ITC.

Allow me to note, Madame Chairwoman, that the upgrades urgently needed at Union Station will require substantial federal dollars, as was the case more than two decades ago when the station was rescued from neglect and restored to its intended grandeur. However, based on the number of citizens who depend on the facility, as well as the numbers projected to use it in the future, and given the importance of the station to regional and national security, it is a very modest investment.

In that regard, the following ideas have been developed and requests have been submitted for consideration in the surface transportation authorization legislation:

I. Union Station Concourse Renovation Project – $54.8 million is requested to upgrade and expand the existing Union Station concourse and renovate the northern station entrance. This project would alleviate severe passenger congestion with northern expansion of the existing concourse which serves subway, commuter rail, Amtrak and other station visitors. It would also provide increased vertical transportation capacity between intercity and commuter rail (Amtrak, MARC and VRE) and subway service (WMATA). Also, the expansion and renovation of the north station entrance would provide more efficient access to the existing 2,300 car parking

garage, the rental car facility, tour buses and the proposed future Greyhound terminal. An added and critical benefit with the expansion and reconfiguration of the existing concourse will be vast improvements in the ability of public safety officers to handle emergency situations.

II. Union Station New North-South Concourse Project – $20 million is requested to construct a new concourse which will further lessen congestion in existing rail concourse areas by doubling the space available for passenger transfers among the various modes at the station. This project would connect directly to the existing concourse and provide passenger access to the lower level tracks which serve Amtrak trains and all VRE trains. This new concourse will also substantially improve air quality in the immediate passenger boarding areas through improved ventilation systems.

III. Union Station Intercity Bus and Metro Access Project – $40 million is requested to construct a new facility so that intercity bus service can be incorporated into the Union Station complex. This project also includes the creation of a new entrance for Metro passengers on 1st Street NE, below the H Street overpass, and construction of a connecting walkway to the existing ticketing and entrance area. A second new entrance for Metro passengers would also be built on the H Street NE overpass adjacent to the new intercity bus terminal. Currently, intercity bus passengers making transfers from Metro and other modes at Union station must walk outdoors with their luggage for about seven minutes in order to reach the existing Greyhound station. Not only will this project improve access to the station for all Metro riders, but it will be a vast improvement for intercity bus passengers who will be able to make safer, seamless transfers.

IV. Union Station H Street Connectivity, Safety & Security Project – $25 million is requested to structurally reinforce and repair the H Street overpass to accommodate planned intercity bus service and street car service. This project also includes better access for bicyclists to Union Station, and alleviation of the challenges for new streetcar service posed by H Street overpass grade change. Another component of this project is the construction of a connector road between Massachusetts Avenue and H Street to provide a critical north-south emergency egress route for the U.S. Capitol complex and surrounding neighborhoods in order to avoid the difficulties experienced during the evacuation efforts of 9/11. Also, implementation of hardening and other blast-proof features would improve security of potentially vulnerable portions of the station.

In undertaking large complicated projects such as this one, it is always instructive to look at the "before" and the "after." I have brought with me today some images to share with the Committee. I think you will agree that there is a sharp contrast between the unacceptable current conditions, and the efficient, safe and attractive proposed modernizations.

Madame Chairwoman, as you know we are committed to the long term success of Union Station. As a local development firm with more than 30 years of experience here, we have participated in

the redevelopment of the City. From the Homer Building, completed in 1990, to Gallery Place in 2004, and now the Southeast, Southwest and Northeast quadrants where we have projects in the pipeline totaling more than ten million square feet, we have seen the District of Columbia become a world class city. And a world class city needs a world class intermodal transportation center which can be a model for our entire nation. That is a vision of Union Station which we know you share and we again want to thank you for your relentless pursuit of a Union Station ITC which not only relieves the current congestion but which also paves the way for future growth and new transportation modes.

With that, Madame Chairwoman, I would be glad to answer any questions you or Members of the Committee may have.

Transportation & Infrastructure Committee
Subcommittee on Economic Development, Public Buildings & Emergency Management
Hearing July 22, 2009
Questions for the Record
Responses by Chip Akridge

1. What additional transportation related facilities did you propose for the air rights development at Union Station?

- The proposed North-South Concourse will be located beneath and likely partially inside of our air rights. We also plan to build a direct vertical connection from our central plaza area into this new concourse, which will vastly improve pedestrian flow in and out of the station.
- The proposed expansion and renovation of the North Station Entrance areas will also be integrated into another entrance into our air rights project.
- A pedestrian walkway and plaza area will be provided through our air rights to facilitate passage from the north of the station to H Street and surrounding communities.
- We will provide easements to facilitate a street presence (signage and/or passageways) on H Street for the proposed Intercity Bus Terminal. Alternatively, we are willing to lease or sell space to the Bus Terminal entity for an increased presence on H Street in our current air rights holdings.
- The development will provide dedicated areas which promote the circulation and storage of bicycles and integration into the Metropolitan Branch Trail.

2. In your testimony you mention the need for improvements to the concourse which then will improve the ability of public safety officers to handle emergencies? What are the limitations as they exist now?

Based on our discussions with Amtrak public safety and security experts, we have learned that:

- The current concourse does not provide enough access points (gate entries) between passenger waiting and track areas. This decreases the ability to cordon off the multiple types of passengers boarding trains or alighting trains.
- When train delays occur, the current facilities do not have the capacity to accommodate the extra passengers in the waiting areas resulting in overcrowded conditions.
- Amtrak desires an increased amount of space in order to accommodate enhanced passenger screening which may be required during periods of high alert or for other reasons in the future. Enhanced screening will require dedicated space and queuing as well as distinct 'sterile' areas for those who have passed through screening. Expanding spaces, including the concourse mezzanine level, will facilitate such measures, whereas current conditions create significant limitation.

- A reconfiguration of the locations where security officers are stationed could improve the ability of such personnel to respond to emergency situations.

3. What suggestions do you have for funding the project you outline in your testimony?

- While many private entities will provide support, both through direct funding and in-kind services, the Federal government must take the lead role in providing financial support for the modernization of the ITC, a public project which will benefit millions of passengers and visitors to the station each year. More than $3 million has already been provided by Congress in annual appropriations bills for feasibility studies and planning. In addition to these annual funding bills, the upcoming multiyear reauthorization of surface transportation programs represents an opportunity for the allocation of the substantial funds which are needed to place the proposed ITC renovations on a five- to six-year trajectory for completion. Another source of support could be the High Speed and Intercity Passenger Rail funds from the American Recovery and Reinvestment Act of 2009 (ARRA). In addition, given the critical importance of Union Station to regional security, homeland security funding represents another source of support for addressing components of the project which relate to emergency response.
- Through its capital improvement programs and other sources, Amtrak may also be a source of funding.
- Local matching funds for federal dollars could also be derived from the three jurisdictions (Virginia, Maryland and the District of Columbia) whose residents will most directly benefit from an improved Union Station.
- As noted above, the private stakeholders such as the Burnham Place development team, Ashkenazy Acquisition Corporation and Greyhound will also contribute matching funds through both direct monetary outlays and in-kind services. Speaking for the Burnham team, we have devoted more than $300,000 to date on helping move the proposed ITC modernization project from an idea to the urgent debate it is today. We have deployed architects, engineers, traffic planners and attorneys to develop proposals for a functional, attractive intermodal facility. These changes would not only alleviate today's extreme congestion but also accommodate future growth and additional modes of transportation, such as enhanced high speed rail. As we undertake our private development in the air rights, we will continue to invest in public transportation facilities at Union Station, particularly those located in, or connecting to, the air rights, such as the facilities outlined in question number 1 above. Additionally, we will commit a substantial amount of funding and in-kind services related to the construction of the platform above the rail yard, a structure which will be integrated with the operations of Amtrak and other modes.
- Finally, given the critical significance of Union Station as a regional transportation hub, it might be worthwhile to examine the feasibility of some kind of innovative regional financing mechanism in order to provide a dedicated revenue stream for this grand facility. Although such a program for Union Station would be on a smaller scale, a model for such a financing scheme might be found in the Passenger Facility Charge (PFC) program. PFCs are collected for every enplaned passenger at commercial airports

controlled by public agencies. Airports then use these fees to fund FAA-approved projects that enhance capacity, safety and security. Under this program, the users who benefit from the facility contribute to its viability. Likewise, a program might be devised which would collect a small fee from each passenger embarking or debarking at Union Station in order to help rehabilitate and modernize the facility.

4. **Will Akridge contribute financially to the construction of the pedestrian tunnel? To the intercity bus terminal?**

- Others parties such as intercity bus operators will take the lead in matching public funds for these projects. Our team will continue to provide coordination and design assistance with the planning efforts for these projects and other initiatives.

TESTIMONY

OF

STEVEN ALLEMAN
GENERAL SUPERINTENDENT
AMTRAK OPERATIONS
900 SECOND STREET, NE, SUITE 101
WASHINGTON, DC 20002

BEFORE THE

SUBCOMMITTEE ON ECONOMIC
DEVELOPMENT, PUBLIC BUILDINGS AND
EMERGENCY MANAGEMENT

OF THE

HOUSE COMMITTEE ON TRANSPORTATION
AND INFRASTRUCTURE

WEDNESDAY, JULY 22, 2009
2:00 P.M.

2167 RAYBURN HOUSE OFFICE BUILDING

Good afternoon, Madam Chair, I am Steve Alleman, Amtrak's General Superintendent responsible for all rail operations at Washington Union Station. Thank you for the invitation to testify. Amtrak has its monthly board meeting today, so because of this conflict, our Board Chair, Mr. Tom Carper, and our CEO, Mr. Joe Boardman, are unfortunately unable to attend. They asked me to express their regrets, and to thank you on their behalf for your longstanding record of support for the station.

Union Station is Amtrak's second busiest station (in terms of annual ridership), and it sits at the point of convergence of three rail routes that connect Washington with destinations to the north and west, and one that runs across the Potomac River to connect the city to Virginia and the South. Above the station tracks is a bus deck that provides travelers with connections to both intercity and local bus services. These connections are very important to Mr. Boardman's vision of an interconnected rail system with complementary transportation services. Mr. Boardman has a lot of experience in the transit world, and he appreciates the need for close modal integration; it's the best way to provide travelers with a satisfactory range of transportation options. This belief is anchored in the knowledge that the network must provide the citizens of the District with transportation choices that will satisfy their needs.

There are currently several proposals to construct a bus station on the existing deck at Union Station. Greyhound would like to move its services to the deck, a move we would support. DCDOT is interested in expanding the facility as well, and I think it's a reasonable goal – the deck entrance at H Street is large enough for the volume of traffic.

Union Station handled 11,888 busses last year. A number of these services provide intermodal connections that make rail service convenient and effective. The larger issue of an intercity bus station is the subject of a study that's jointly funded by USRC and Greyhound; I understand that we can expect to see a report in August. The study will analyze the structural, ventilation, and water and sewage needs of these proposals, and the ability of our structure to accommodate them. The existing waiting areas and restroom facilities in the station are inadequate for Amtrak's daily clientele, to say nothing of the needs of an intercity bus station. While it doesn't address them specifically, we would hope that the study will begin a process to identify those needs, because there's not enough room in Union Station.

We expect that the train ridership trend will increase, and you can expect to see corresponding growth in demands on our facilities. Given the extraordinary demands that various users are making on this historic structure, Amtrak believes the appropriate course of action is a formal joint consultative process involving key stakeholders. This process needs to recognize Union Station's unique and irreplaceable role as DC's intermodal terminal, and to address growth needs for rail and the existing bus services. Once we have an idea of the engineering feasibility, a joint effort should undertake the necessary environmental studies to determine the impact and cost of major changes so that we could have a definite idea of what they will likely be. A consultative process would also allow us to bring in other neighboring stakeholders such as the NOMA Business Improvement District.

We are currently working with DC DOT and Union Station Redevelopment Corporation, as well as the other involved entities to determine the best way forward. USRC is an excellent forum for these discussions, since the USRC Board includes Amtrak, the city, and the Federal City Council, all of whom are present today and believe the Board is an appropriate forum for these discussions, and are interested in moving forward with a plan that is adaptive and reflective of the regional and national goals for intermodality and livable communities.

In closing, I suggest we begin formalizing the steps we need to take by:

- Identifying the funding we will need to develop plans,
- Assessing the impacts of those plans,
- Determining costs, and
- Finding the funding to pay for feasible projects.

I am confident we can work together with all of the stakeholders on this, and I believe this collaborative effort will yield a vision for the 21st Century Union Station. That vision will help us to make the intermodal improvements that we need to truly realize a new and revitalized Union Station. I will be happy to answer any questions you have at this time.

UNION STATION REDEVELOPMENT CORPORATION

WRITTEN STATEMENT OF DAVID S. BALL
PRESIDENT, UNION STATION REDEVELOPMENT CORPORATION
BEFORE THE
SUBCOMMITTEE ON ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS AND EMERGENCY MANAGEMENT
COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE,
U.S. HOUSE OF REPRESENTATIVES

July 22, 2009

Chairwoman Norton, Ranking Member Diaz-Balart, and Members of the Subcommittee, I am very pleased to be here this morning on behalf of the Union Station Redevelopment Corporation, also known as USRC, to provide testimony support of "The Congressional Vision for a 21st Century Union Station: New Intermodal Uses and a New Union Station Livable Community". It is important to note that the care and custody of Washington Union Station has been entrusted to the Union Station Redevelopment Corporation, USRC. The testimony also provides important information concerning steps taken since the Congressional Testimony of July 22, 2008 and the committee's follow-up questions of August 22, 2008 with concerns about enhancing Union Station's stature as a intermodal transportation center including steps being taken to construct an intercity bus terminal at the Union Station complex in which Greyhound would be a participant; and overseeing the retail developer's re-tenanting plans for the station.

Since the committee meeting held on July 22, 2008, USRC and other Union Station stakeholders have met and held serious discussions about constructing an intercity bus terminal at Union Station, increasing the intermodal use of the station and how best to ensure that what we do today improves access and usability for the station's constituents. USRC and most of its stakeholders view this opportunity as a chance to take a holistic approach to intermodal improvements at Union Station. We are focused on today and the next 100 years. We are framing solutions to reduce patron congestion in the Amtrak passenger concourse; to bring new retail opportunities into the station; to improve pedestrian and vehicular access in and around Columbus Plaza; to install a perimeter security bollard system; to work on an immediate solution to construct an intercity bus terminal in the parking garage; to gain new pedestrian access into the garage via the WMATA pedestrian tunnel and the proposed vertical access shaft adjacent to H Street; along with the installation of 10 new escalators in the garage to enhance patron egress and ingress. Our attention to these matters will improve the services rendered to our current intermodal transportation providers – WMATA busses and Metro, tour busses, the DC Circulator, Amtrak , VRE and MARC.

10 G Street NE • Suite 504 • Washington, DC 20002 • (202) 222-0271 • Fax: (202) 222-0280

To: Subcommittee on Economic Development, Public Buildings
and Emergency Management
July 22, 2009

What has happened since the July 22, 2008 Hearing

- USRC successfully worked with and obtained agency approval from the Commission of Fine Arts, the National Capital Planning Commission, and the DC State Historic Preservation Officer for the implementation of security upgrades at the station and the rehabilitation of Columbus Plaza. The contractor documents are being prepared to be bid out competitively by District Department of Transportation (DDOT). As part of the Columbus Plaza improvements WMATA will gain 10 free bus slips in the garage to enhance bus travel in the area. The DC Circulator currently runs two routes out of the garage.

- During the fall of 2008 USRC participated in meetings with the DDOT, Akridge, WMATA, Amtrak, the Ashkenazy Acquisitions Corporation (AAC—the station retail developer) and Greyhound on how to incorporate an intercity bus terminal in the station. The draft Intermodal Transportation Center (ITC) study being conducted by DDOT provided data and insight into future uses and expectations of the Union Station complex. The ITC identified the northern portion of the garage as the most feasible location for an intercity bus terminal.

  All stakeholders met to share ideas regarding the various plans for the future of Union Station and Greyhound was a welcomed participant in these meetings. After analyzing all the data, the majority of stakeholders agreed that the best location for an intercity bus terminal was on the north end of the garage. During that period architects from the various stakeholders worked on this concept.

  In February 2009, Representative Mica requested that Amtrak, Greyhound, USRC and the District meet in his office to discuss Greyhound tenancy at Union Station. His directions were clear, think outside the box; don't be limited by lease lines or contractual issues. Make it work.

  After several working group sessions we convened a meeting of all the stakeholders in April. The best solution that seemed to work for everyone was placing the intercity bus terminal on the north end of the bus deck and constructing a northern Metro access point via the WMATA pedestrian tunnel and the creation of a vertical pedestrian access route connecting with the H Street Bridge. This plan would allow intercity bus passengers to come directly off Metro and gain access to the intercity bus terminal via walking a short distance through a climate controlled well-lit walkway to reach their destination. It would improve passenger flow at the Union Station Metro Station and reduce potential traffic flow problems in the Amtrak passenger waiting areas. The intercity bus terminal would be designed to have a prominent presence on H Street.

In May Representative Norton requested that I meet with her to discuss progress to date. Even though she thought that we were moving on the right track she requested that USRC see if there was a way to move forward with the construction of an intercity bus terminal in which Greyhound and/or other carriers would be participants. Since that time we have identified approximately 42,000sf that could be used for a bus terminal – temporary or permanent. USRC and Greyhound have engaged an engineering firm to investigate the physical limitations of the existing bus deck to determine where utilities can be found to support the new use. The results of that study are due in August. Once the cost for the delivery of the utilities and the structural carrying capacity of the deck has been identified a cost can be established for building the terminal. Stakeholders will focus on this data and we should be able to make end user, design, construction, financing, and scheduling decisions by late fall. Most recently USRC provided the new Greyhound management with a site tour of the garage and we received their concurrence that the north end of the bus deck is most suited for the terminal.

- We have been working continuously with AAC and Amtrak in reviewing AAC's retail plans and expect that some of the plans will be instituted this year.

USRC looks forward to working with Greyhound and all other parties to make the intercity bus terminal a reality for Union Station. Thank you. I will be pleased to answer any questions you may have.

UNION STATION REDEVELOPMENT CORPORATION

David S. Ball
President

MEMORANDUM

To: To the Subcommittee on Economic Development, Public Buildings and Emergency Management Committee on Transportation and Infrastructure

From: David S. Ball

RE: Responses to Questions for the Record From the Union Station Redevelopment Corporation Concerning the July 22, 2009 Hearing on "The Congressional Vision for a 21st Century Union Station: New Intermodal Uses and a New Union Station Livable Community".

Date: August 31, 2009

On July 22, 2009 the Union Station Redevelopment Corporation (USRC) was invited to and gave testimony before the Subcommittee on Economic Development, Public Buildings and Emergency Management concerning "The Congressional Vision for a 21st Century Union Station: New Intermodal Uses and a New Union Station Livable Community". As a follow up to the hearing we received Questions for Record from the Committee that required our response. This document is the response to the Questions for the Record.

For ease of reading we have included each question prior to the response.

1. **Question: What is the general estimate for the new intercity bus terminal?**

   Response: Based on the Proposed Greyhound Bus Terminal at the Union Station Parking Garage Study dated August 31, an order of magnitude cost is $3.0 million. This cost does not include soft/professional cost; construction contingencies, temporary facilities for intercity bus services; lost revenue from the bus deck during construction; and Amtrak's safety related field and engineering support services. Including the items at an estimated cost of $1.0 million, the total estimate is $4.0 million.

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dball@usrcdc.com

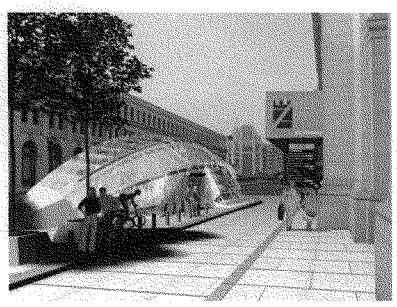
2. **Question: Last year there was mention of a new bike center at Union Station. What can you tell us about that? Where will it be? How large? Hours of operation? Will there be a charge for use?**

Response: Please see the attached "Union Station Bicycle Transit Center" fact sheet prepared by the District Department of Transportation.

3. **Mr. Ball, in previous testimony you mentioned parking spaces at the garage for 98 buses. Is that an ideal number especially in light of the recently opened Capitol Visitor Center?**

Response: The bus deck is optimally striped for 98 bus slips. Ninety eight is not an Ideal number especially in light of the recently opened Capitol Visitor Center. When an intercity bus facility is constructed on the bus deck the number of available spaces will be reduced by approximately 30% from 98 to 65.

Union Station Bicycle Transit Center



What is the Bicycle Transit Center?
The Bicycle Transit Center (aka the Bike Station) will offer bicycle parking, rentals, repairs and accessories in a 1700 square foot building being constructed at the west end of Union Station.

When will it open?
In the Fall of 2009.

How many bikes will it hold?
About 128 inside, on 2-tier racks. It will also accommodate recumbent bikes and tandems.

Will it have showers?
No, we do not have the space or the plumbing to provide showers or bathrooms. There will be a changing room and small lockers for personal items.

How much will it cost to park?
We have not set the rates yet, but we expect the cost to be about $1 a day or $100 for an annual membership. There will still be about 40 free spaces at outdoor racks.

What is the benefit of membership?
In addition to a reduced parking rate, members will receive a card-key so they can access the parking portion of the building 24/7. Non-members will be able to enter 7:00am to 7:00pm during the week, and 9:00am to 5:00pm on the weekend.

Who will operate the Bicycle Transit Center?
DDOT will shortly announce the vendor selected to operate the Bicycle Transit Center. The organization selected demonstrated the best combination of qualifications, experience, and cost effectiveness.

What will be required of the operator?
The operator will be required to park bicycles and provide repairs, rentals and accessories.

Will the Bicycle Transit Center be subsidized?
We expect that revenues from rentals, repairs, and retail accessories will offset the expense of operating the bicycle parking.

How much will it cost to build?
Roughly $3 million for the building, plus and estimated $1 million for associated site improvements. The project is funded with 80% federal transportation money and 20% city money.

For more information see www.ddot.dc.gov/bike, or call 202 671 2331.

d.
District Department of Transportation

September 2008

Testimony of Gabe Klein, Director
District of Columbia Department of Transportation

Before the House Committee on Transportation and Infrastructure
Subcommittee on Economic Development, Public Buildings
and Emergency Management

July 22, 2009

Good morning Chairwoman Norton and members of the Subcommittee. I am Gabe Klein, Director of the District of Columbia Department of Transportation or DDOT. I thank you for the opportunity to join this discussion on "The Congressional Vision for a 21st Century Union Station: New Intermodal Uses and New Union Station Livable Community".

DDOT has been involved with Union Station for many years, beginning with our funding for the garage behind the station. My remarks today will largely focus on the results of the DRAFT Final Union Station Intermodal Transportation Center Feasibility Study and its recommendations for planned improvements. Before going further, I would like to express the District's gratitude and appreciation for the leadership role the Subcommittee and Chairwoman Norton has taken to support the development and improvement of Union Station.

Background

DDOT has been active in seeking improvement to Union Station for many years. When Union Station was renovated in the 1980s, the District of Columbia contributed $40 million toward the construction of the Union Station Garage. In the late 1990s, DDOT also provided Amtrak with $3 million for lead paint abatement and renovation of train platform canopies.

More recently, DDOT participated with the Union Station Redevelopment Corporation (USRC) and several other local and federal agencies in analyzing Columbus Circle and Columbus Plaza in front of Union Station. In 2000, a plan was developed to minimize conflicts between vehicles, pedestrians and cyclists. The plan entailed reconfiguring Columbus Circle and Columbus Plaza. In recent years, Amtrak has sought to add a system of bollards to this plan. This has resulted in considerable back-and-forth between the National Capital Planning Commission (NCPC) and the Commission on Fine Arts (CFA). In June, both agencies agreed on the bollard design. DDOT is now incorporating their latest guidance into the scope of work so that a solicitation for construction bids can go out in September. A new bike station, which was envisioned as part of the Columbus Circle reconfiguration, has been able to proceed on its own and DDOT expects the bicycle station to open near the end of September.

In 2003, DDOT supported Union Station's effort to expand its garage – provided that Union Station remove sedan parking from the bus deck. This position expressed DDOT's support for increased transit, charter, and intercity bus use at Union Staiton. The garage has been expanded and DDOT reconfigured the H St Bridge median to accommodate additional bus traffic. The garage now holds 2,194 cars instead of 1,450 and the bus deck now has space for 98 buses instead of 65.

Today, Union Station is the premier intermodal transportation center in Washington, D.C. About 90,000 people utilize the station every day – about 32 million annually. As a transportation facility, people go there to access intercity passenger rail, commuter rail, transit (Metrorail, Metrobus and the DC Circulator), sightseeing buses, charter buses, intercity buses, rental cars, car-sharing vehicles, taxicabs, private autos and soon, bikesharing and bike storage.

ITC Feasibility Study

The Union Station Garage occupies only half of the air rights above the tracks immediately east of the Station. During the past decade, there has been considerable interest in developing the other half as well as air rights north of the H Street Bridge. The Akridge Companies acquired these air rights from the General Services Administration. Akridge proposed creating additional transportation-related facilities in association with their development of these air rights – and these proposed transportation facilities gave rise to the Intermodal Transportation Center funds appropriated by Congress. As an initial step, DDOT used some of these funds to undertake a feasibility study for these facilities.

Over the past year, DDOT has been analyzing the feasibility of new transportation facilities as part of the proposed new development in and around Union Station. Our analysis examines these new facilities' impacts on Union Station's existing facilities and services, and on its ability to accommodate future passenger rail, public transit and tourism growth. Data collection for the feasibility study began in February 2008 and represents the most comprehensive analysis to date of the myriad transportation alternatives at Union Station. The overarching purpose was to investigate the feasibility of the development, design and construction of new intermodal transportation facilities as part of the proposed Burnham Place commercial and residential development. The study area of the project encompasses an approximately 20-square block site bounded by M Street to the north; 3rd Street to the east; Massachusetts Avenue to the south; and North Capitol Street to the west and includes residential, commercial and federal stakeholders such as the Capitol Complex, and the neighborhoods of Capitol Hill, NoMa, Stanton Park, Sursum Corda and Near Northeast.

Needs Assessment & Framework Goals

After studying the existing demand for the multiple modes of transport at Union Station, we identified several key needs paramount to the goal of making Union Station a world-class, multi-modal center: 1.) Improved modal connections; 2.) Increased rail and bus capacity; and 3.) Enhanced pedestrian circulation and wayfinding.

We developed the following framework goals to guide the development of the improvements proposed in the Union Station ITC Feasibility Study and evaluated each recommendation on its ability to meet the aforementioned identified needs, and support the development of a comprehensive, efficient and accessible multi-modal station at Union Station:

Framework Goals

1. ***Maintain and enhance Union Station as a multi-modal transportation hub;***
2. ***Promote Union Station as a fluid pedestrian environment that supports comprehensive connectivity;***
3. ***Ensure enhanced safety and security in and around the station; and***
4. ***Respect the architecture, cultural, and regional significance of the historic station.***

Study Recommendations

There are over 22 recommended improvements outlined in the DRAFT FINAL Union Station ITC Feasibility Study which cover five areas: Columbus Plaza; the Train Concourse Area; First Street, NE; H Street, NE; and the Parking Garage and Tracks Area.

For the purposes of this testimony, I would like to focus on three of the study's recommended improvements that are of particular interest to this body, and also maximize and leverage

investments recently made by several Union Station stakeholders including The Congress of the United States, Amtrak, USRC and the District of Columbia Department of Transportation:

1.) Construction of an inter-city bus station on the Union Station parking deck;

2.) Completion of the WMATA pedestrian tunnel to 1st Street and vertical connections to H Street;

3.) Expansion of Train Concourse Areas including improved wayfinding signage.

These and the other recommended improvements are necessary to support the proposed growth in and around Union Station to the year 2050.

Currently DDOT is working with Greyhound, USRC and Akridge to identify the optimal location for an inter-city bus facility that will provide the necessary access and capacity for inter-city bus operations on the existing Union Station parking deck. We will continue to keep you abreast of these developments as they are on-going. An essential element in creating an inter-city bus terminal on the Union Station parking deck is determining the structural integrity of the existing parking deck to support passenger facilities associated with intercity bus service. USRC has begun this analysis and the findings will influence decisions regarding the type of inter-city facility that can be constructed.

In addition, care must be taken to ensure operational compatibility between intercity bus services and the transit services, sightseeing services and charter bus parking that must also share this space. Another challenge is to determine how Greyhound and other carriers can share an inter-city bus terminal while paying their fair share for the terminal's construction, operation and maintenance.

DDOT envisions a future inter-city bus facility providing a new "front-door" to Union Station from an enlivened H Street with vertical pedestrian access from Metrorail occurring via the extension of the WMATA pedestrian tunnel from the northern Metrorail mezzanine to 1st Street, NE beneath the H Street overpass. Given the existing pedestrian conflicts at the Northern Metrorail access and egress points, a new entrance at 1st Street, NE will provide residents, employees and visitors to NoMa with direct, unencumbered access to Union Station. We are currently working with WMATA to develop conceptual designs for the completion of this pedestrian tunnel and reconfiguration of the existing 1st Street entrance to facilitate improved pedestrian circulation between commuter rail, Metrorail and inter-city rail passengers. The cost estimates for these pedestrian improvements are approximately $9 million.

Union Station serves over 5 million inter-city rail passengers annually who access the station via Metrorail, taxi, buses, walking, and bicycle. That figure is expected to increase significantly as planned improvements to Amtrak's Northeast Corridor and the Southeast High Speed Rail Corridor through Virginia and North Carolina are implemented over the next five to ten years and MARC and VRE expand their commuter services. The existing waiting areas and bathrooms at Union Station must be expanded to support the growth of inter-city and commuter rail travel. Expansion of the East-West concourse to the North, expansion of the Mezzanine Level and expansion of the North Concourse will provide more waiting areas and facilitate improved passenger circulation between regional and commuter rail passengers. The cost estimates for the phased improvements to these concourse and mezzanine areas are approximately $20 million.

These improvements are but a small breakout of the detailed recommendations for improvements to Union Station provided in the Intermodal Transportation Feasibility Study. DDOT will work cooperatively with all of Union Station's stakeholders to review each of the

recommendations and design concepts developed under the ITC Feasibility Study to ensure a sound implementation plan to improve Union Station. DDOT has already submitted pre-applications to the United States Department of Transportation for economic stimulus grants to assist with the waiting area enhancements and the reconfiguration of the existing Metrorail connection.

Timeline

In August, the Community Leaders Committee and the Technical Advisory Committee will receive copies of the DRAFT Final Union Station ITC Feasibility Study for review and comment. Upon receiving their comments and recommendations the DRAFT will be finalized and presented to the public in late September. We will also have the results of the structural analysis study of the parking garage and its ability to support an intercity bus terminal facility.

Conclusion

DDOT is proud to be one of the partners that have helped make Union Station one of the premier intermodal transportation centers in the country. We are grateful for your leadership and assistance in providing funding that makes continued improvements possible. With your help, we will allow even more people to find safe, convenient and affordable ways to come to the Nation's Capital and access its many attractions. Thank you for inviting me to testify. I am happy to answer any questions.

July 22, 2009 Congressional Hearing on Union Station Intermodal Station
Subcommittee on Economic Development, Public Buildings and Emergency Management
District Department of Transportation
Questions for the Record

1. **On page 4 of your testimony you mention 3 key needs to making Union Station a world class intermodal center. One of the key needs is increased capacity. Given an already-determined footprint of Union Station, I am interested in how capacity could be increased.**

   The capacity of Union Station to handle more visitors and patrons can be increased within its existing footprint in at least two ways:

   A. First, by reconfiguring existing spaces within the station to accommodate predicted increases in pedestrian and passenger traffic. Examples of this include:
      - The reconfiguration of the Amtrak waiting areas to take advantage of space that is now largely empty between the existing waiting areas and the track platforms;
      - Extension of the mezzanine above the waiting areas;
      - Creating a new pedestrian passageway between the Amtrak waiting area and Victoria's Secret; and
      - Providing men's and women's restroom facilities on both sides of the waiting area. This would reduce the extent of some pedestrian traffic within the Amtrak concourse without reducing the number of pedestrians.

   B. Second, by improving signage to more effectively and efficiently direct people to their preferred destinations. This could reduce conflicts between pedestrians seeking different destinations within the station.

2. **What, if any, are the major impediments to an intermodal center at Union Station?**

   Union Station is already an inter-modal and multi-modal transportation center. The modes available at Union Station include:
   1. Intercity passenger rail (with connection to BWI airport)
   2. Commuter Rail (with connection to BWI airport)
   3. Rail transit (with connection to National airport)
   4. Bus transit
   5. Taxi service
   6. Rental car
   7. Car sharing
   8. Private auto parking
   9. Bike parking (soon to be improved with an attended bike station)
   10. High-quality pedestrian connections to nearby destinations. (These will be improved by the reconfiguration of Columbus Plaza and Columbus Circle that will begin within a few months.)
   11. Sightseeing bus service (including amphibious vehicles)

12. Intercity Bus Service. However, currently there is only a very limited intercity service here. (Greyhound rents one berth on the bus deck from which it operates four schedules daily, two each way between Charlottesville and our Washington DC facility. DDOT and USRC have been working with many stakeholders over the past year-and-a-half with the goal of substantially enhancing intercity bus services at Union Station.

Major impediments to enhancing intercity bus services at Union Station include:

- The availability of free curbside bus loading and unloading on downtown streets. DDOT is drafting regulations to curtail this activity due to the negative externalities associated with it regarding traffic congestion, pollution and access to transit and adjacent properties.
- The willingness (or unwillingness) of intercity bus operators to compensate USRC for the creation, operation and maintenance of intercity bus facilities and services at Union Station.

3. How will the costs be allocated among the major stakeholders?

Cost allocations among the stakeholders associated with an inter-city bus facility have to be approached systematically. There are only limited spaces available for intercity bus services at Union Station. Therefore, we may need to rely on the market to price the availability of intercity bus arrival and departure slots. Companies availing themselves of intercity bus facilities and services will be required to pay in proportion to their use – with the understanding that the total payment from all users and beneficiaries must compensate USRC for the creation, operation and maintenance of these facilities and services. Benefits to existing stakeholders from the existence of intercity bus operations, to the extent that they can be quantified, might reduce the extent to which the bus operators must bear the full cost for intercity bus facilities and services.

4. Do you have any estimates now of the anticipated costs for the intercity bus center at Union Station?

It should be noted that the plans for intercity bus facilities are still in development. The size, capacity and design are all being considered. Currently USRC is conducting an engineering study of the bus deck to determine its structural capacity. This study will inform decisions related to the potential size of any bus facilities.

The preliminary cost estimates for intercity bus facilities at Union Station in DDOT's DRAFT USITC Report were considered to be low based on the recent review of the document by members of our Technical Advisory Committee (TAC). The TAC and Citizen's Leaders Committee (CLC) have until August 28th to provide comments/edits back to the project team. Greyhound has already provided a recommended order of magnitude cost estimate range for us to include in our revised final report. Based on the comments received to date, a cost range between $1 million and $5 million is possible. However, the provision of utilities and other engineering requirements could add an unknown amount to this range.

TESTIMONY OF DAVID LEACH

PRESIDENT AND CEO
GREYHOUND LINES, INC.
350 NORTH ST. PAUL STREET
DALLAS, TX 75201
(972) 789-7373

BEFORE THE SUBCOMMITTEE ON ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS AND EMERGENCY MANAGEMENT

Of The

HOUSE COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE

On

WASHINGTON UNION STATION: DEVELOPING NEW INTERMODAL USES

July 22, 2009

Chairwoman Norton and Members of the Subcommittee, I appreciate the opportunity to appear before you today to discuss Greyhound's potential plans to relocate to Washington Union Station. Greyhound is eager to move its Washington intercity bus operations to Union Station and has been actively engaged in discussions focused on making that happen. I greatly appreciate the strong support for that initiative shown by Chairwoman Norton and Chairman Oberstar and Ranking Member Mica of the full Committee.

When I appeared before you a year ago, I said that after years of off and on again efforts, forces were converging that made me optimistic that plans could be finalized for Greyhound to move to Union Station in the fairly near future. The Deputy Mayor's office was actively pushing for Greyhound to move to Union Station; there was a new landlord for the Union Station interior spaces who had plans for Greyhound to have it ticket selling facilities inside the headhouse; and there was strong congressional support for the move.

My optimism proved premature. Because of opposition from Amtrak, the landlord was not able to proceed with the plans to locate Greyhound's ticketing facilities in the headhouse. Greyhound then developed plans for a ticket selling facility at the head of the escalators leading from the bus deck to the headhouse. That design is the attached Option 2. Various parties opposed that design because of crowding on those escalators.

Greyhound then came up with an alternative design (attached Option 3), which would locate the terminal in the Southwest corner of the bus deck, that is, at the front of the bus deck, but on the other side of the bus deck from the existing escalators. The benefit of that design was that there is an old escalator shaft in the middle of that space, which

could be re-opened for new vertical access. However, various parties opposed that location because of congestion at the foot of those escalators and at the front entrance to the bus deck.

Then, we came up with a third design (attached Option 1), which would locate the bus terminal at the rear of the bus deck (north end, just south of H Street). This solved the congestion issue, but created a problem for Greyhound in that it would leave its passengers with an extremely long walk from the Union Station Metro station and the headhouse. Greyhound said that this location was acceptable if the existing tunnel running from the Metro station could be finished all the way to H Street with vertical access to the bus deck.

Various parties expressed concerns about this location also. The main concern was that it would take space from other vehicles that use the bus deck, primarily charter and tour motorcoaches. Those parties took the position that the bus terminal should not be on the existing bus deck, but rather should be located on an extension of the bus deck to be constructed as part of the long range Burnham Place and redevelopment plans for Union Station.

At this point, we dug our heels in. Our position was that, although we strongly supported the long range Union Station plans, Greyhound's move to the Union Station bus deck needed to be, and could be, completed in a much shorter timeframe. We also thought that there was room on the existing bus deck to accommodate both Greyhound and the other bus deck users.

In that regard, Greyhound conducted a survey of the number of buses (including Metro buses) on the bus deck at varying times and dates at the height of Spring break and the Easter Holiday, which is the busiest period for the bus deck. We found that of the 98 bus parking spaces on the bus deck, the most that were ever occupied with buses was 36 at 12:40 PM on Saturday, April 18. The average number of buses on the bus deck for the 37 times the survey was conducted was 15.

Soon after that survey, Chairwoman Norton and Chairman Oberstar and Ranking Member Mica of the full Committee sent a May 7, 2009 letter to USRC stating that "We want Greyhound to be moved to Union Station expeditiously, and urge you to continue working with Greyhound on a more immediate solution" than incorporation in the long-range Burnham Place development.

Since that letter, there have been a series of meetings and discussions involving the major relevant parties – USRC, the DC Department of Transportation, the Office of the DC Deputy Mayor for Planning and Development, Akridge, Washington Metro, and Greyhound. Out of those discussions, I believe a consensus has emerged on a plan to proceed expeditiously to create an intercity bus terminal on the existing bus deck. I cannot say definitively that all parties agree with all parts of the plan – hopefully, this hearing will help to clarify that – but here are the key parts of the plan, as I see it:

First, I believe that all parties are in agreement that the location of the intercity bus terminal on the rear of the bus deck is the preferred option (Option 1). That option would allow for approximately 51 bus loading zones unrelated to the bus terminal.

Second, there needs to be a feasibility study to determine any weight restrictions for the terminal and issues with regard to access of utilities to the bus deck. Greyhound and USRC have agreed to split the cost of that feasibility study. The study is about to start and we hope that it can completed in 30 days.

Third, the completion of the Metro tunnel to H Street with moving walkways and vertical access (escalators, elevator, and utilities) to the bus deck is essential to the location of the bus terminal at the rear of the bus deck. This also has major benefit to residents and office workers in NoMa in that it provides climate controlled, convenient access to Union Station, the Union Station Metro station, and the future Burnham Place.

Fourth, funding of the tunnel and vertical access is a critical issue. DDOT has indicated that it intends to make available existing federal planning funds for the design and engineering work on the tunnel and vertical access. Other sources of funding will need to be identified for the construction.

Fifth, existing easements that will be impacted by the tunnel and vertical access must be identified and addressed. As with everything at Union Station, multiple parties will be involved and the process will be complicated. The process needs to get started quickly.

Sixth, USRC and Greyhound must negotiate an agreement for lease of the space for the terminal and buses. Both parties have indicated a willingness to start negotiating in the near future.

Seventh, other uses of the bus deck must be addressed. DDOT has indicated an interest in moving all of the curbside bus operators to the bus deck so that it can be a complete intercity bus terminal like Boston South Station. Greyhound does not object to that approach, but it must be done in a comprehensive manner that provides equity in both access and cost sharing.

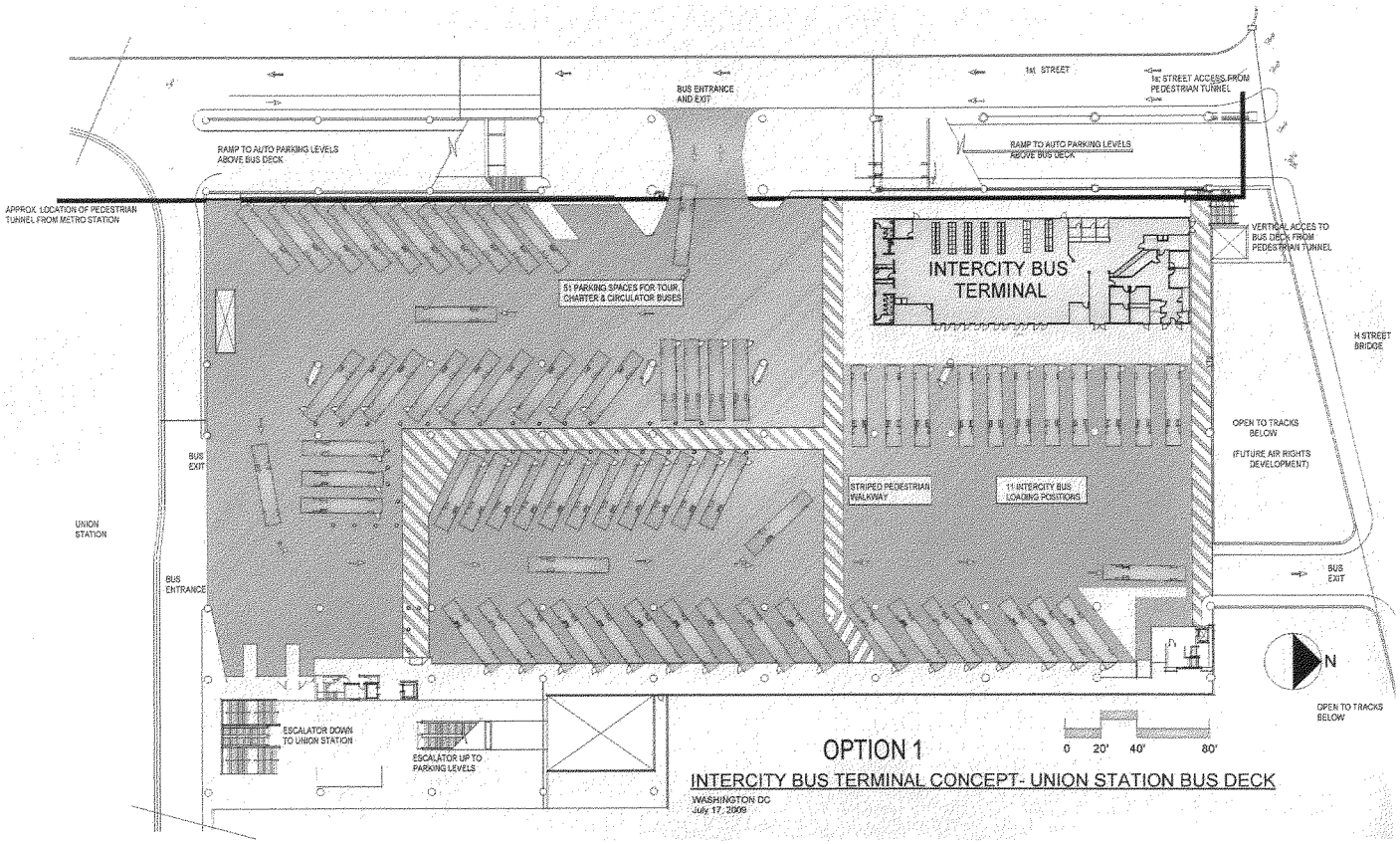
Eighth, the bus terminal must be constructed. Greyhound has committed to pay for the construction of the terminal if it is a Greyhound facility and has already expended considerable resources on design and location.

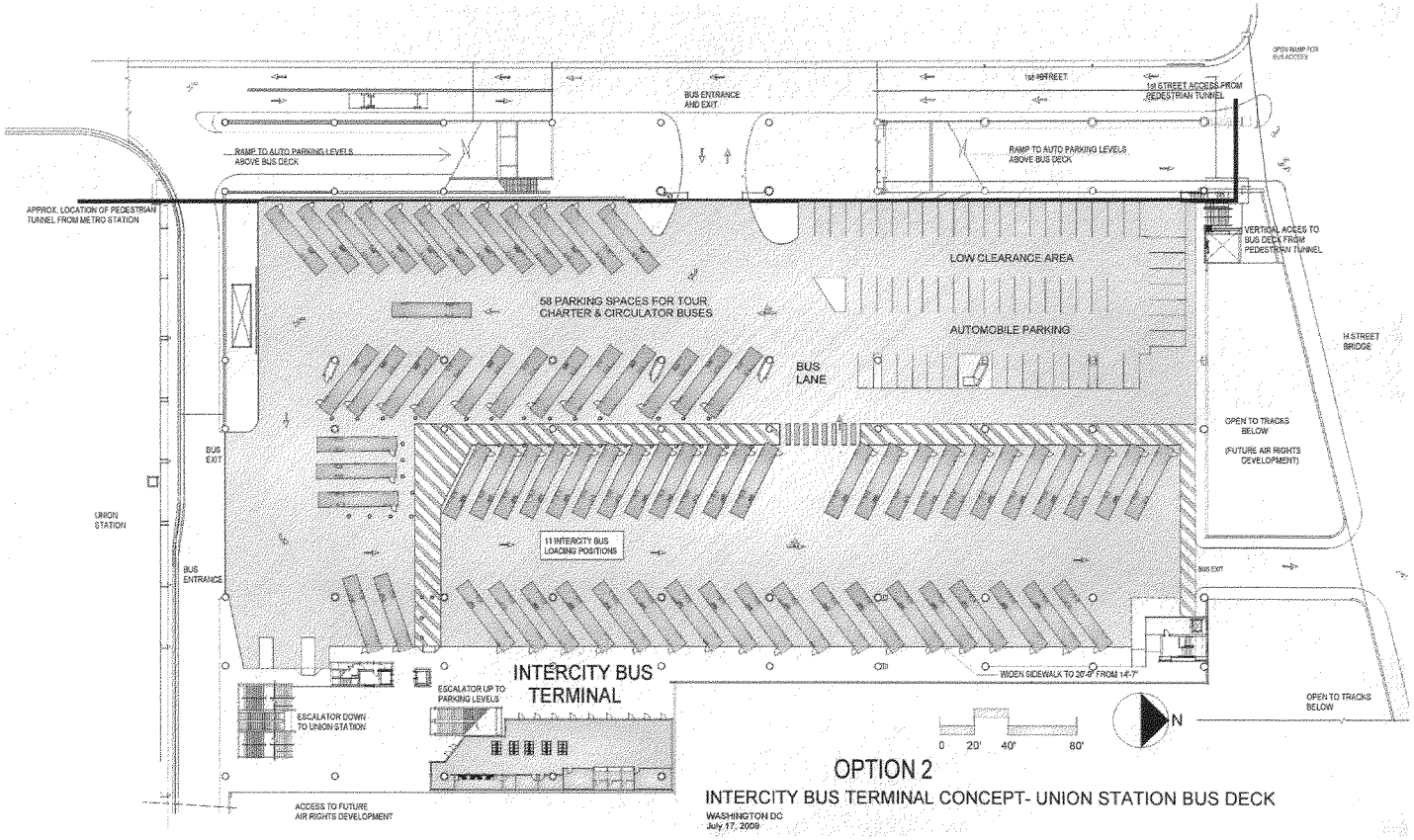
Ninth, timelines need to be identified and adhered to. Greyhound has suggested to all parties that a realistic goal for completion and occupancy of the bus beck bus terminal is 3 years from now – two years to complete the funding; design and engineering of the tunnel, vertical access, and bus terminal; and resolution of all legal issues, and one year for construction of the terminal, tunnel and vertical access.

Tenth, Greyhound must sell its NoMa location in order to free that property up for future development consistent with the City's long range plans. Greyhound fully intends to do so, although not until its future at Union Station is secure.

We have a lot of work to do to make an intercity bus terminal at Union Station a reality, but based on the recent developments I have outlined above, I have a renewed sense of optimism that it can be done. Chairwoman Norton, your strong support for this project has been essential to getting us to this point and will be critical to its successful completion. Thank you very much for that support.

I would be happy to answer any questions you or other members of the Subcommittee might have.

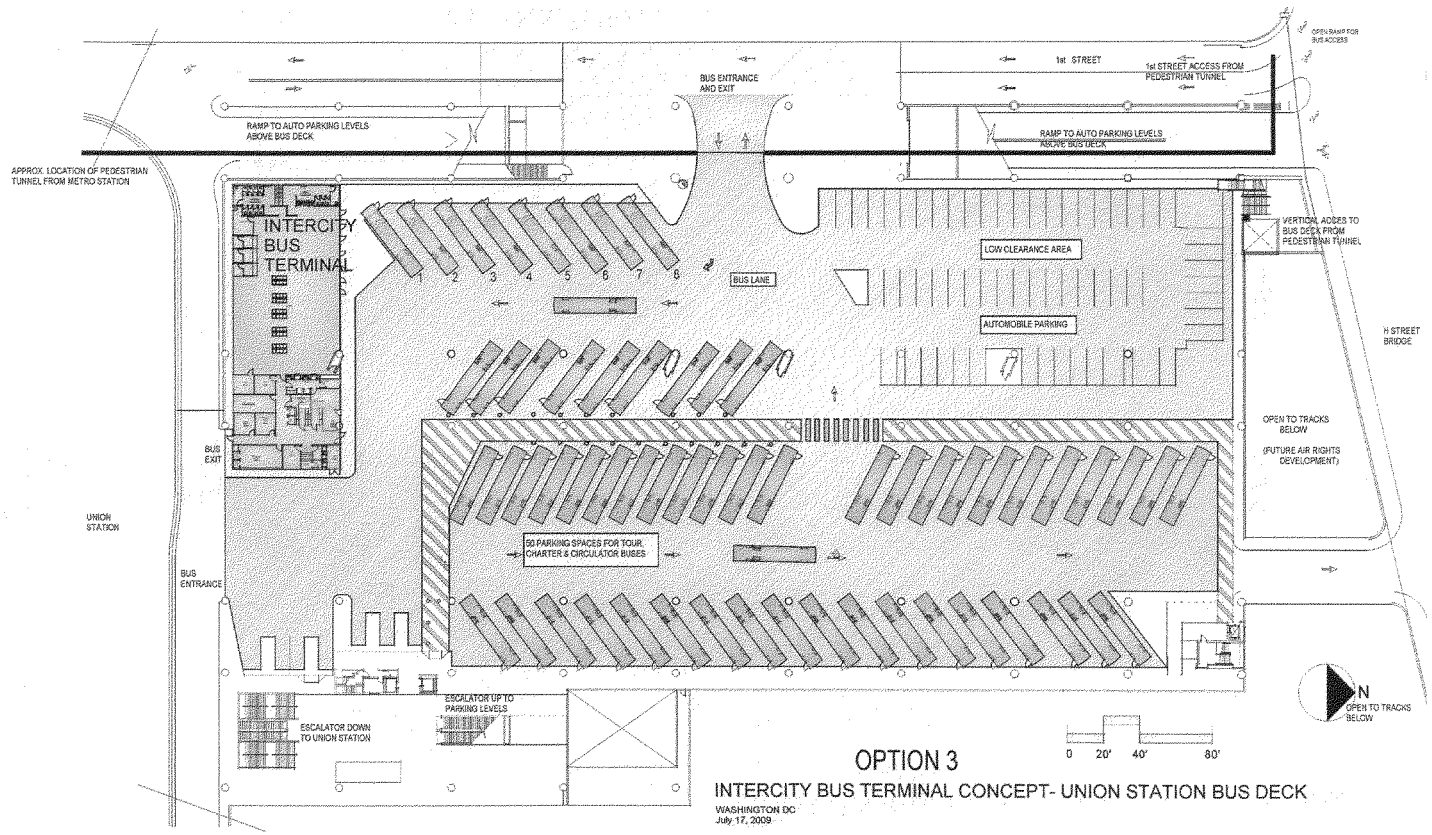

1st STREET
1st STREET ACCESS FROM PEDESTRIAN TUNNEL
BUS ENTRANCE AND EXIT
RAMP TO AUTO PARKING LEVELS ABOVE BUS DECK
RAMP TO AUTO PARKING LEVELS ABOVE BUS DECK
APPROX. LOCATION OF PEDESTRIAN TUNNEL FROM METRO STATION
VERTICAL ACCES TO BUS DECK FROM PEDESTRIAN TUNNEL
INTERCITY BUS TERMINAL
51 PARKING SPACES FOR TOUR, CHARTER & CIRCULATOR BUSES
H STREET BRIDGE
OPEN TO TRACKS BELOW
(FUTURE AIR RIGHTS DEVELOPMENT)
BUS EXIT
STRIPED PEDESTRIAN WALKWAY
11 INTERCITY BUS LOADING POSITIONS
UNION STATION
BUS ENTRANCE
BUS EXIT
N
OPEN TO TRACKS BELOW
ESCALATOR DOWN TO UNION STATION
ESCALATOR UP TO PARKING LEVELS
0 20' 40' 80'
OPTION 1
INTERCITY BUS TERMINAL CONCEPT- UNION STATION BUS DECK
WASHINGTON DC
July 17, 2009



OPTION 2

INTERCITY BUS TERMINAL CONCEPT- UNION STATION BUS DECK

WASHINGTON DC
July 17, 2009



OPTION 3

INTERCITY BUS TERMINAL CONCEPT- UNION STATION BUS DECK

WASHINGTON DC
July 17, 2009

August 25, 2009

Mike Obrock **Via Email**
Committee on Transportation and Infrastructure
Subcommittee on Economic Development, Public Buildings and Emergency Management
US House of Representatives

Dear Mr. Obrock:

P.O. Box 660362
Dallas, TX 75266-0362

In your email of August 19, 2009, you asked me to respond to the following question from the July 22 hearing on Washington Union Station:

What are Greyhound's plans for its existing site?

The answer to this question is:

Once Greyhound has finalized plans to move to Union Station, Greyhound intends to sell its existing site for development along the lines of the existing redevelopment in NoMa. The timing of that sale is linked to the timing of Greyhound's move to Union Station.

Please let me know if you have any further questions.

Thank you.

Sincerely yours,

David Leach
President/CEO
Greyhound Lines, Inc.

WRITTEN STATEMENT OF BARRY LUSTIG

SENIOR VICE PRESIDENT LEASING AND DEVELOPMENT TO ASHKENAZY ACQUISTION CORPORATION

BEFORE THE

SUBCOMMITTEE ON ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS AND EMERGENCY MANAGEMENT

COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE,

U.S. HOUSE OF REPESENTATIVES

JULY 22, 2009

Chairwoman Norton and the Members of the Subcommittee, I thank you for the opportunity to speak before you today on behalf of Union Station Investco LLC (USI) regarding the progress behind Union Station Investco LLC, the operation and management of Union Station and its leasing and development plans over the past year since our last meeting a year ago.

Union Station Investco LLC

Ben Ashkenazy, through Union Station Investco LLC, was the purchaser of the leasehold interest in Union Station. With over 20 years of experience in real estate and as Chairman and Chief Executive Officer of Ashkenazy Acquisition Corp, he leads the company's vision and under his stewardship the firm has developed into one of the leading real estate investors and operators in the United States. Mr. Ashkenazy has concluded real estate transactions valued over $5 billion throughout his career.

Headquartered in New York City, Ashkenazy Acquisition Corporation (AAC) is a private, real estate investment firm, focusing on retail and office assets. AAC is made of an experienced team of in-house, seasoned professionals. With more than seventy properties, AAC has a superior performance history in purchasing and managing premier assets. AAC has acquired over 13 million square feet of retail, office and residential properties, located throughout the United States and Canada some of which have been listed below.

Jones lang LaSalle (JLL) is currently engaged by USI to serve as manager and property agent. JLL has been involved with Union Station for the past 20 years, and has largely responsible for the revitalization of Union Station.

Union StationLeasing and Development Activity

Union Station is not only a historic landmark but an architectural gem. USI's goals are to continually enhance the functionality of the station as a premier intermodal transportation hub while continually adhering to the Architectural, Historic, Vendor / Tenant Equality and Tenant / Landlord communication standards for the property.

Included within this presentation is an "exhibit a" showing pictorially what I will be discussing today.

I will now summarize for you what you will see in the following pages:

The Leasing and Development activity since our acquisition within the Station Concourse is as follows.

- Swarovski Crystal 895 sf- New Tenancy (Open)
- Art of Shaving 670 sf – New Tenancy (Open)
- Shoo Woo 2535 sf – New Tenancy (Open)
- Citi Bank 800 sf – New Tenancy (under construction)
- Au Bon Pain – Renewal fully executed.
- Pizzeria Uno 9275 sf – Renewal fully executed
- B. Smith 7605 sf – Renewal fully executed.
- Bon Voyage 630 sf – Renewal / Relocation
- Sbarro 2575 sf – Renewal fully executed.

The proposed re-development within the Station Concourse / Train Concourse Peninsula is presently in the Architectural / MEP design phase. The re-development incorporates new two story visual presence for the train concourse retailer visibility. A new hallway will be created from the Train Concourse to the Station Concourse on the far east side of the building so as to elevate traffic pinch points. The Leasing strategy for this peninsula development will remain consistent with present retail focus on the intermodal traveler retail / food / dining needs.

The Leasing and Development activity since last years hearing within the Metro Concourse, or otherwise refered to as the food hall is as follows.

- Jamaica Jamaica @ 650 sf – New Tenancy (Open)
- Subway 790 sf – New Tenancy (Under construction)
- Taco Bell 535 sf – New Tenancy (under construction)
- Sarku Japan 535 sf – New Tenancy (Open)
- Haagen Dazs – Relocation / Renewal (soon under construction)
- Nothing But Donuts / Paradise Smoothings - Relocation / Renewal (Open)
- New York Deli 415 sf – Renewal
- Acropolis 395 sf – Renewal
- Bo Jangles 1180 sf - Presently under lease Negotiation

We also have re-developed the Metro Marketplace with the introduction of a cart / kiosk marketplace consisting of 8 merchants which caters to the vast array of tourists on this level.

Within the Train concourse we are presently working along with Amtrak in developing an enhanced waiting / gate area for the transit consumers. The train Concourse redevelopment is within first phase of design / operational feasibility between USI, Amtrak & USRC. Redevelopment involves the expansion and reconfiguration of the entire Amtrak waiting / gate area to create a friendlier, relaxing and more security conscious area throughout the entire Amtrak gate zone.

As we spoke last year we are continually working on the development for the main hall in creating a new Center Café structure along with the communicating vertical stair elements bringing property guests up and down to the present theatre area within the metro concourse. Replacement of current structure will enhance traffic flow and site lines throughout the main hall, east and west halls visibility. The entire project will be fully integrated to better represent a 21st Century intermodal transportation hub. Status of development; approximately 9 mos. have been spent working with the involvement of CFA staff. Full engagement of a Washington DC experienced historical architect will be created in the short term for the purpose of navigating USI through the approval process of all appropriate organizations.

We are also proposing to re-merchandise the West Hall of the property with the Introduction of a new category of fast casual dining establishments with the "best in category" quality of merchandising. Pleasant new interior patio space within the west hall will be created for visitors to enjoy the historical architectural and unique ambience. Our goal is to develop a unique gathering space promoting longer stays with customers of Union Station. Tenants proposed patio's will be flex in nature to allow exhibits and property events to still remain. All Architectural / MEP design work completed as of this date. Presently seeking acceptance and approvals from all appropriate parties.

Burnham Place and Columbus Plaza Developments

USI and its architects continually work to support the ability to improve Union Station for the addition of Burnham Place which will be developed utilizing the air rights located over the train tracks at Union Station.

Finally, USI is in agreement with the National Park Service, District of Columbia and USRC for the enhancements to be made to Columbus Plaza adjacent to Union Station. As part of the overall improvement project, City Metro buses will have a convenient location, front and center, for passenger boarding and drop off.

Possessory Interest Tax

Still looming over Union Station, and all of the previously stated development plans, is the unintended and unbudgeted impact of the District of Columbia's Possessory Interest tax legislation (PIT) which is the greatest single threat to the future and Union Station's ongoing sustained viability.

Prior to the adoption of the PIT legislation by the DC government, and over the short period of time since the Redevelopment Corporation took charge of the rehabilitation of Union Station, it has been transformed from a dilapidated building condemned as unfit for human habitation to a major transportation hub, retail center and tourist destination catering to the residents of the District of Columbia, tourists and commuters from both the DC area and across America.

The success of Union Station as an intermodal transportation facility is based on a careful and strategic balance of (1) budgeting for the ever growing costs of maintaining, securing and operating the century old National Landmark, (2) preserving the crucial tenant mix at Union Station and (3) the costs to improve Union Station as an intermodal transportation facility.

The District's PIT has endangered all of that progress. For instance, the possessory interest taxes under the proposed assessment for Tax Year 2008 – 2009 has reached nearly $3,000,000. This is an increase of **278 %** over the taxes for the TY 2007 assessment. Such an amount cannot be paid and the projects outlined herein still be accomplished.

It is USI's position that the PIT is being wrongfully assessed against it and USI is vigorously fighting to save Union Station from the inevitable downward spiral that it would suffer as a result of the excessive PIT assessment and taxes that are currently sought by the District. USI has been negotiating with the DC Mayor and Council for the adoption of a PILOT program that would specify and permit a reasonable amount of annual PIT for Union Station to pay. The DC Council has introduced such legislation and it is currently pending action and funding. If passed, it would ensure that the future success of USI will not be sidetracked or endangered by such local taxation.

Absent this significant local tax relief, that has been vigorously championed by various DC Council members including Mr. Evans & Mr. Wells, it is unlikely that USI will be able to pay the proposed PIT taxes together with all of the other increased operating costs, security costs, tenant allowances and improvements that are required to maintain and improve Union Station as intermodal transportation facility.

In the unfortunate event that this PILOT legislation does not pass or is not fully funded, then we may have to return to you and this committee to seek Congressional relief from the local District PIT in order to ensure the completion and success of the projects outlined in this testimony, as well as the overall viability and purpose of this important Federal building.

***

Chairwoman Norton and the Members of the Subcommittee, I thank you again for the opportunity to speak before you today on behalf of Union Station Investco LLC.

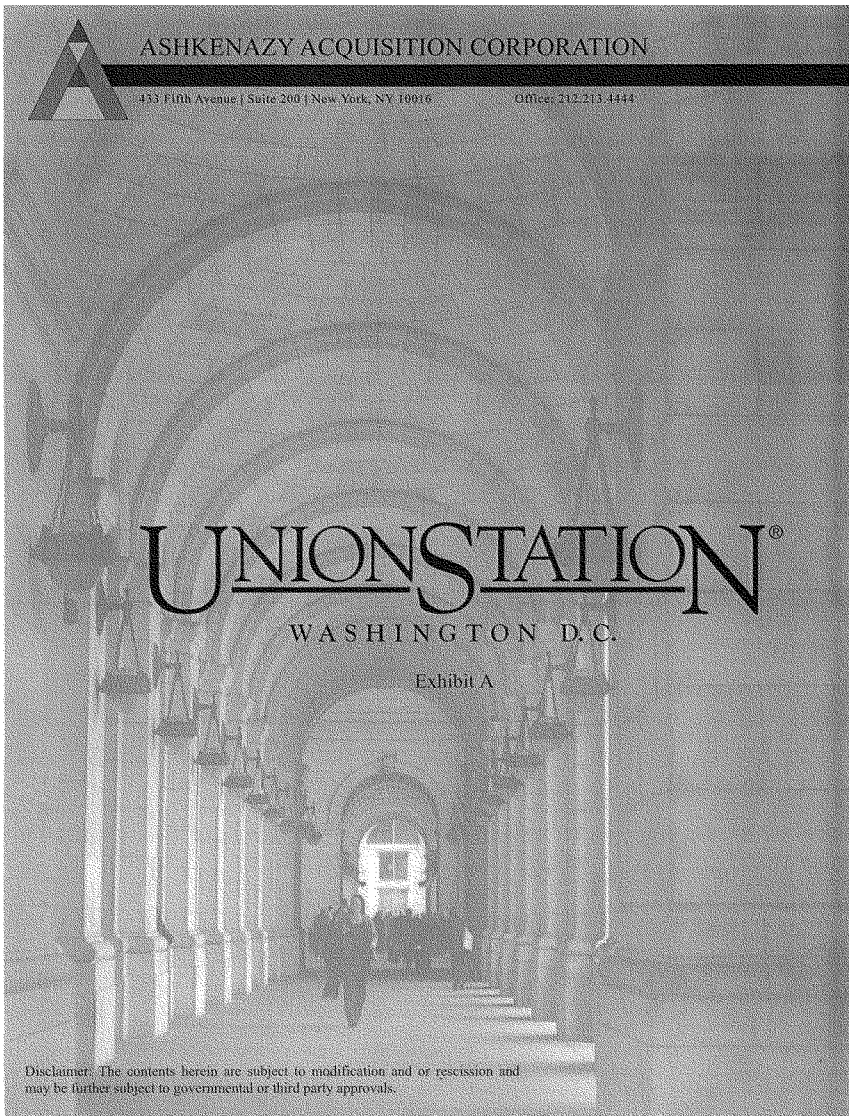

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Exhibit A
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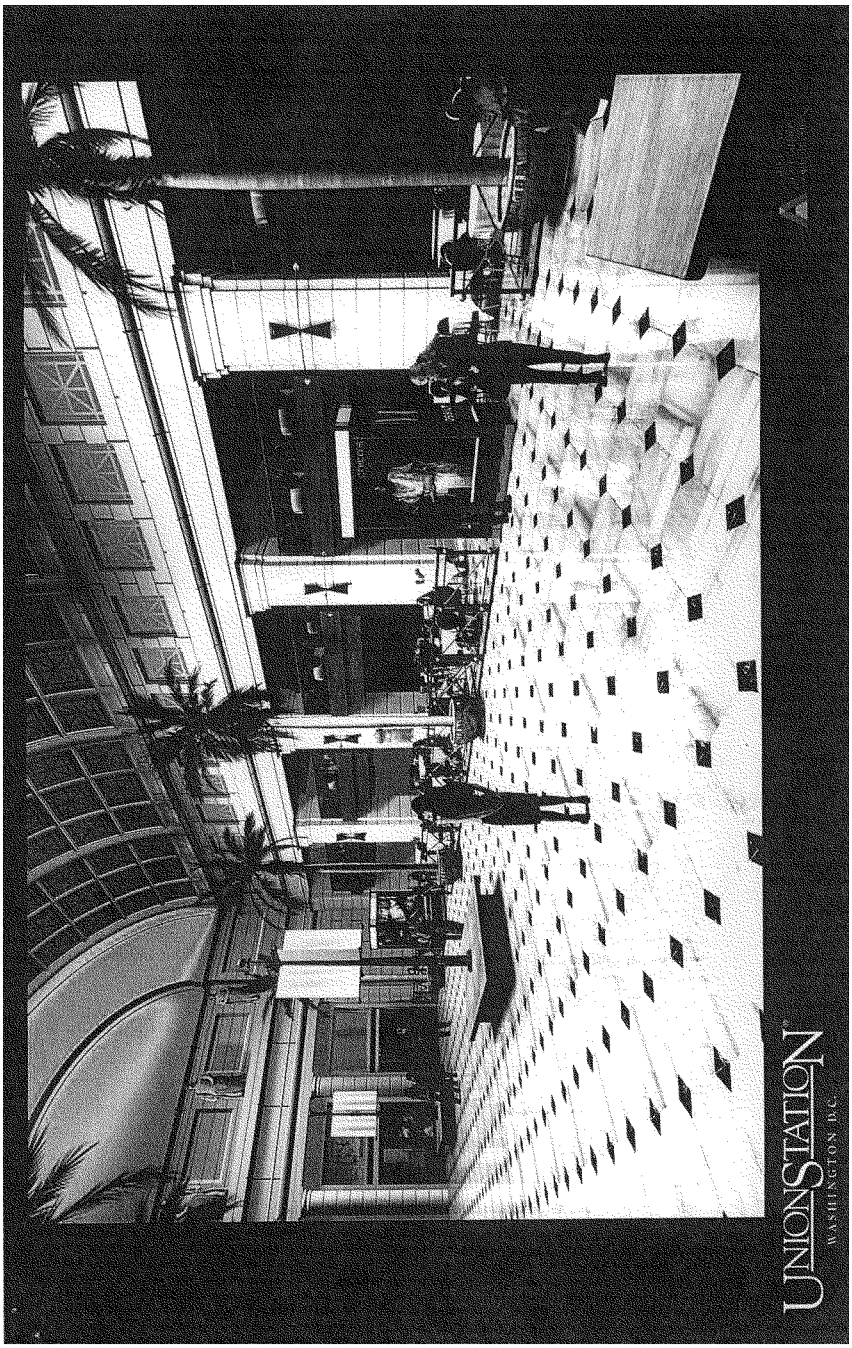
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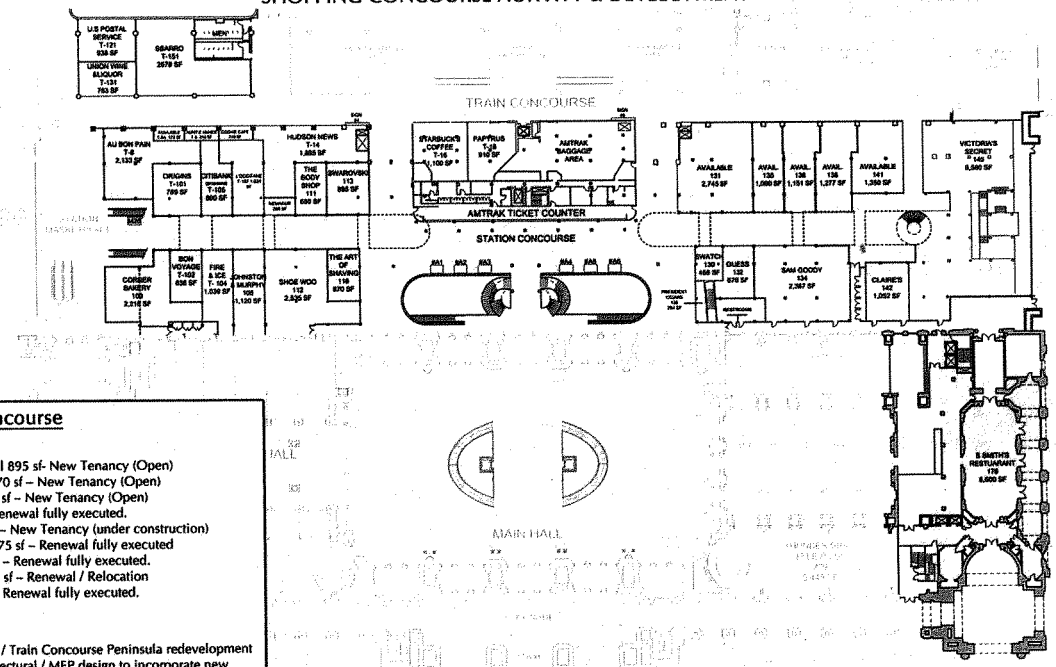
SHOPPING CONCOURSE ACTIVITY & DEVELOPMENT



I. Station Concourse

Leasing:

- Swarovski Crystal 895 sf- New Tenancy (Open)
- Art of Shaving 670 sf – New Tenancy (Open)
- Shoo Woo 2535 sf – New Tenancy (Open)
- Au Bon Pain – Renewal fully executed.
- Citi Bank 800 sf – New Tenancy (under construction)
- Pizzeria Uno 9275 sf – Renewal fully executed
- B. Smith 7605 sf – Renewal fully executed.
- Bon Voyage 630 sf – Renewal / Relocation
- Sbarro 2575 sf – Renewal fully executed.

Development

Station Concourse / Train Concourse Peninsula redevelopment presently in Architectural / MEP design to incorporate new 2 story visual elevation for train concourse visibility. New Hallway from Train Concourse to Station Concourse on far east side of building. Leasing strategy for this peninsula development will remain consistent with present retail focus on the intermodal traveler retail / food / dining needs.

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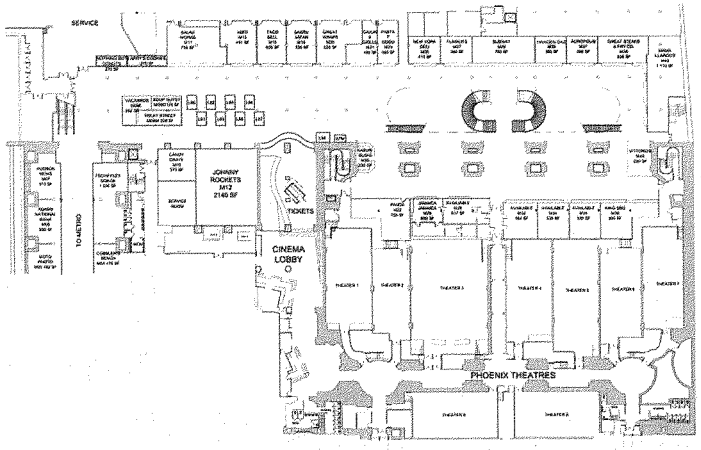
LOWER LEVEL ACTIVITY



II. Metro Concourse (Food Hall)

Leasing:

- Jamaica Jamaica @ 650 sf – New Tenancy (Open)
- Subway 790 sf – New Tenancy (Under construction)
- Taco Bell 535 sf – New Tenancy (under construction)
- Sarku Japan 535 sf – New Tenancy (Open)
- Haagen Dazs – Relocation / Renewal (soon under construction)
- Nothing But Donuts / Paradise Smoothings - Relocation / Renewal (Open)
- New York Deli 415 sf – Renewal
- Acropolis 395 sf – Renewal
- Bo Jangles 1180 sf - Presently under lease Negotiation

Development

Metro Marketplace - Developed and opened cart / kiosk marketplace consisting of 8 merchants.

LOWER LEVEL (EXISTING)

N

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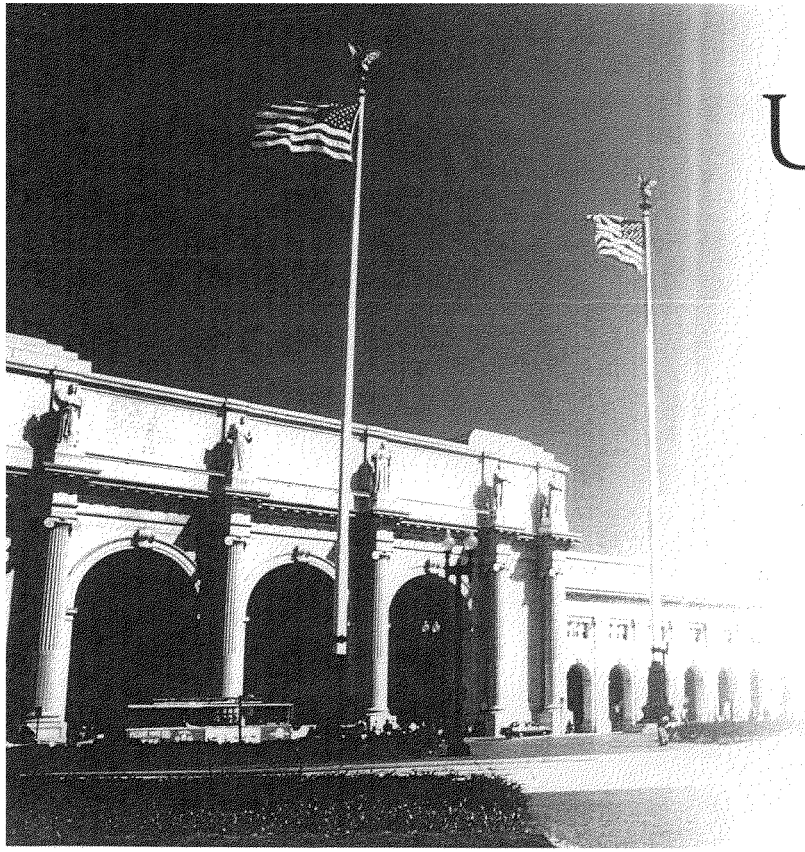

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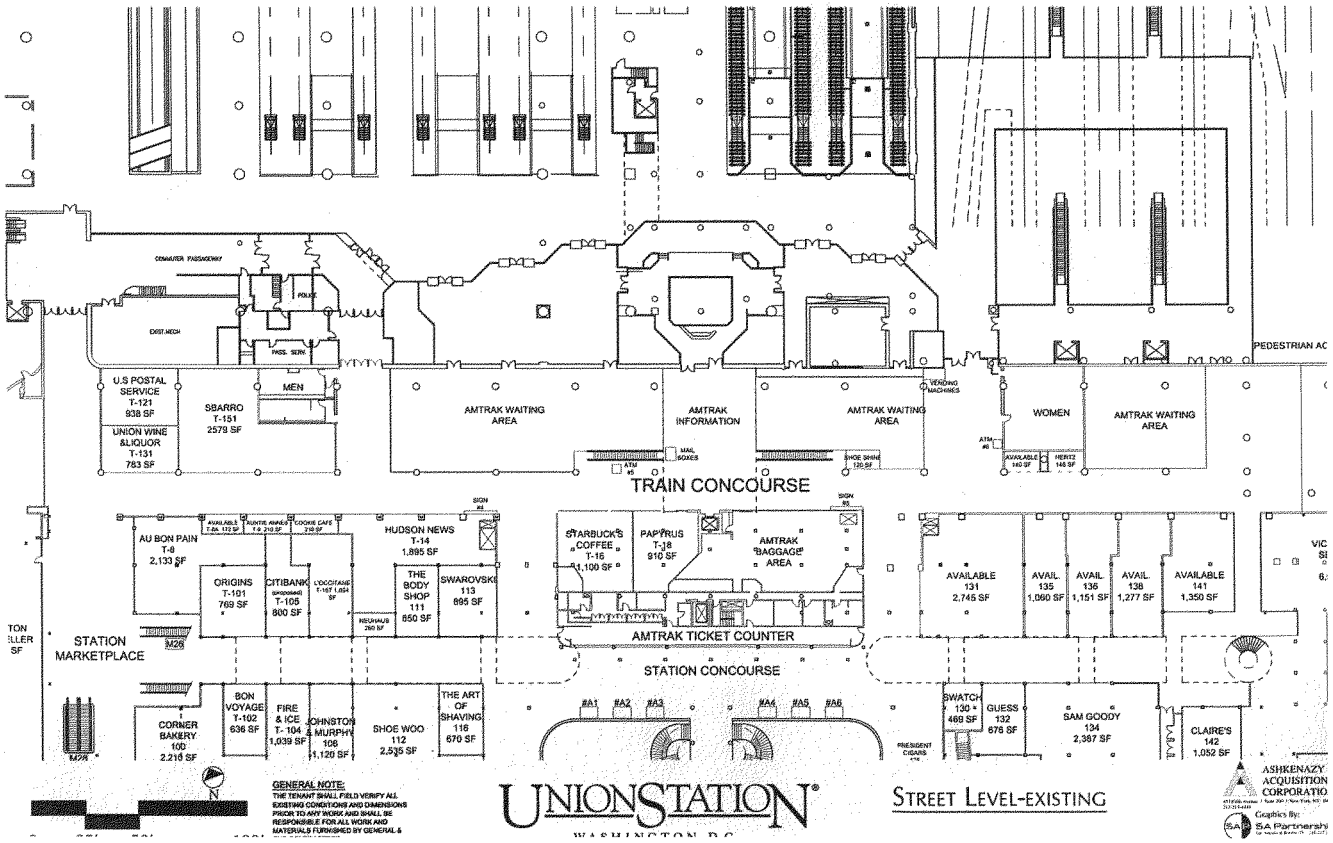
NATIONS GATEWAY TO WASHINGTON D.C.

AMTRAK

III. Amtrak Train Concourse

Development

Train Concourse redevelopment within first phase of design / operational feasibility between USI & Amtrak & USRC. Redevelopment involves the expansion and reconfiguration of the entire Amtrak waiting / gate area to create a friendlier, relaxing and more security conscious area throughout the entire Amtrak gate zone.


TRAIN CONCOURSE
STATION CONCOURSE
AMTRAK TICKET COUNTER
STATION MARKETPLACE
U.S POSTAL SERVICE T-121 938 SF
UNION WINE &LIQUOR T-131 783 SF
SBARRO T-151 2579 SF
MEN
AMTRAK WAITING AREA
AMTRAK INFORMATION
AMTRAK WAITING AREA
WOMEN
AMTRAK WAITING AREA
PEDESTRIAN AC
AU BON PAIN T-9 2,133 SF
ORIGINS T-101 769 SF
CITIBANK T-105 800 SF
HUDSON NEWS T-14 1,895 SF
THE BODY SHOP 111 850 SF
SWAROVSKI 113 895 SF
STARBUCK'S COFFEE T-16 1,100 SF
PAPYRUS T-18 910 SF
AMTRAK BAGGAGE AREA
AVAILABLE 131 2,745 SF
AVAIL. 135 1,060 SF
AVAIL. 136 1,151 SF
AVAIL. 138 1,277 SF
AVAILABLE 141 1,350 SF
CORNER BAKERY 100 2,210 SF
BON VOYAGE T-102 636 SF
FIRE & ICE T- 104 1,039 SF
JOHNSTON & MURPHY 106 1,120 SF
SHOE WOO 112 2,535 SF
THE ART OF SHAVING 116 670 SF
SWATCH 130 + 469 SF
GUESS 132 678 SF
SAM GOODY 134 2,367 SF
CLAIRE'S 142 1,052 SF
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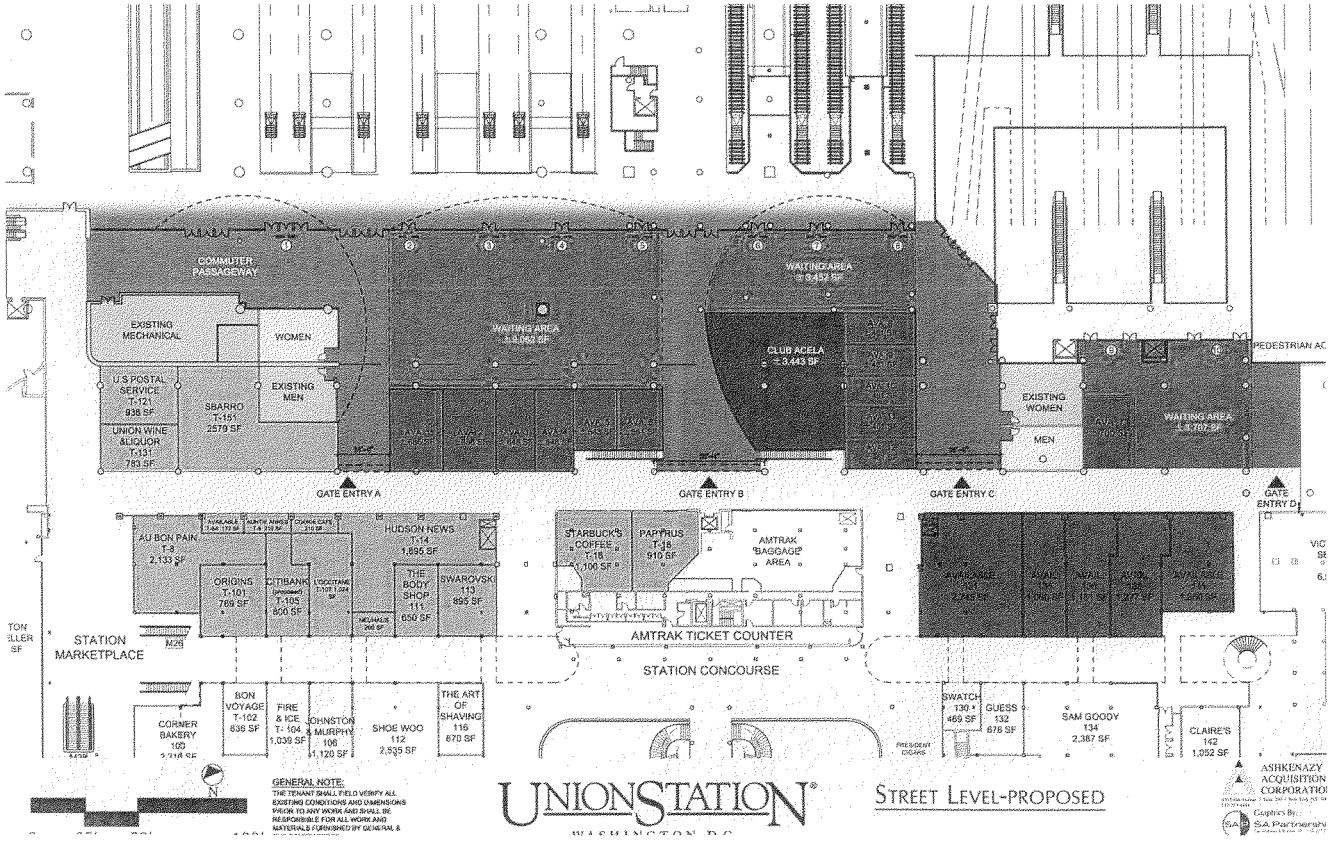
COMMUTER PASSAGEWAY
EXISTING MECHANICAL
WOMEN
U.S POSTAL SERVICE T-121 938 SF
SBARRO T-151 2579 SF
EXISTING MEN
UNION WINE &LIQUOR T-131 783 SF
WAITING AREA
WAITING AREA
CLUB ACELA
EXISTING WOMEN
MEN
WAITING AREA
PEDESTRIAN AC
GATE ENTRY A
GATE ENTRY B
GATE ENTRY C
GATE ENTRY D
AU BON PAIN T-3 2,133 SF
ORIGINS T-101 769 SF
CITIBANK T-105 600 SF
HUDSON NEWS T-14 1,895 SF
THE BODY SHOP 111 650 SF
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STARBUCK'S COFFEE T-16 1,100 SF
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AMTRAK BAGGAGE AREA
AMTRAK TICKET COUNTER
STATION CONCOURSE
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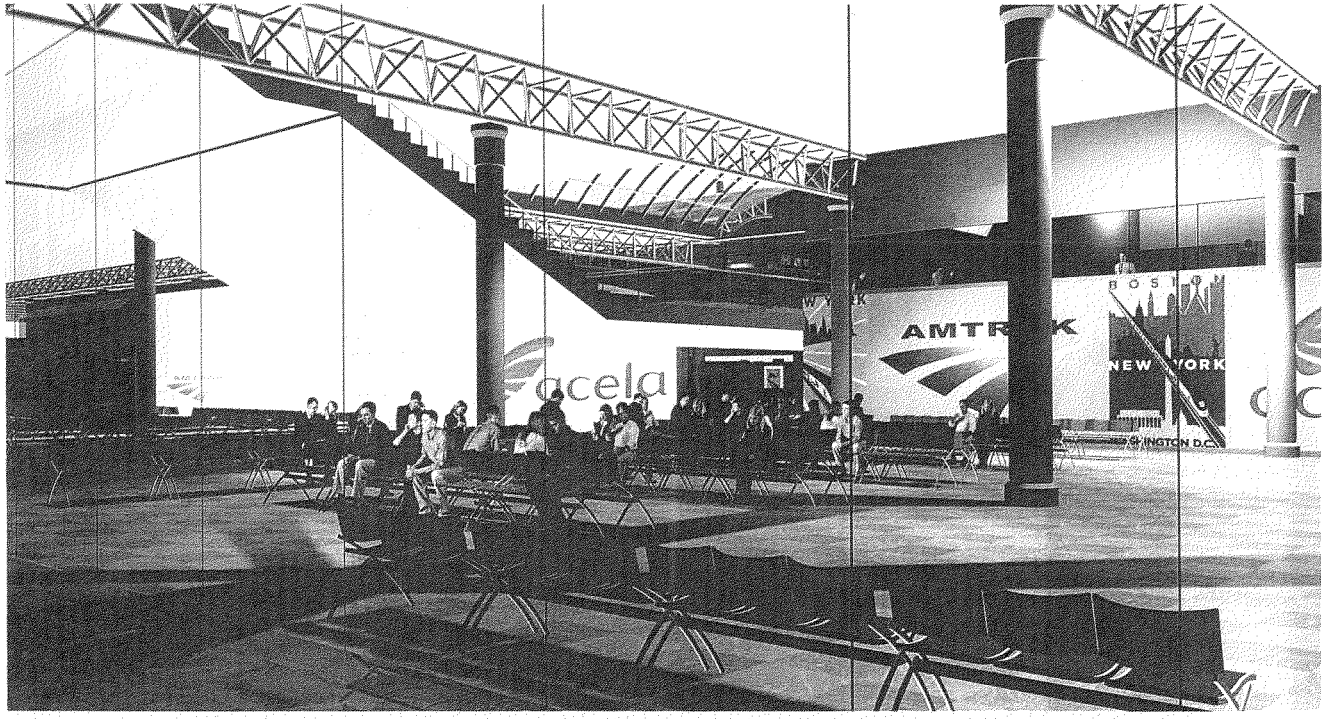

Rendering of Proposed New Amtrak Waiting, Acela Club and Offices

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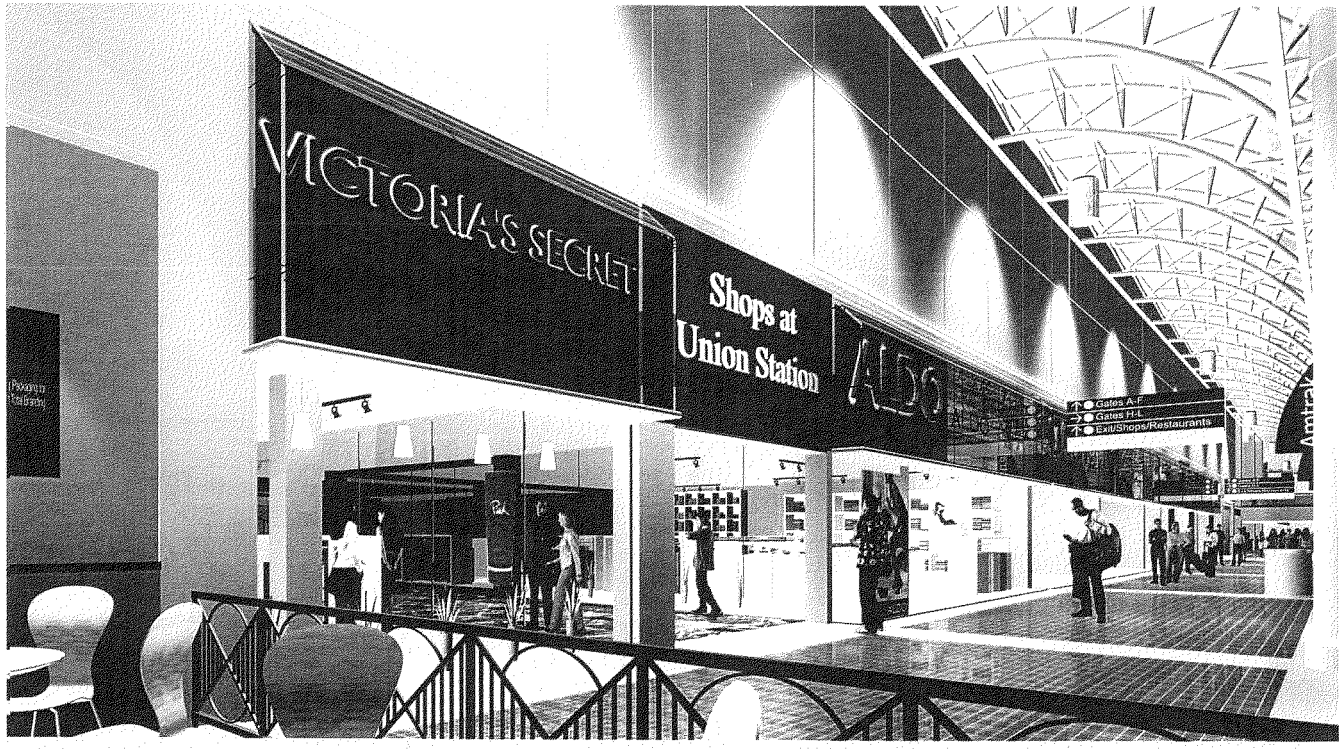

RENDERING OF PROPOSED NEW RETAIL

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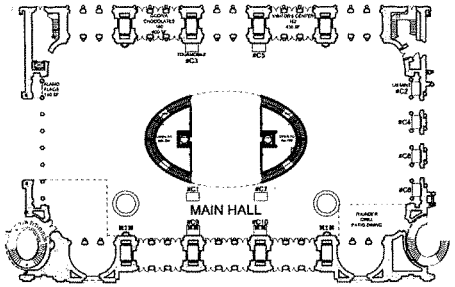
FUTURE REDEVELOPMENT



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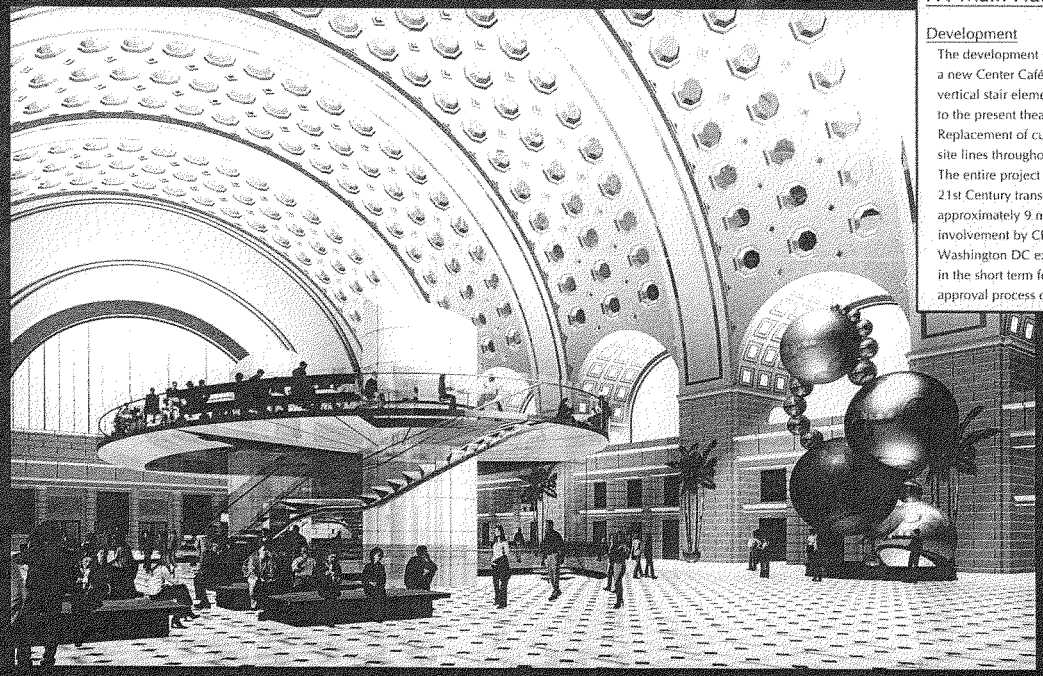

IV. Main Hall

Development

The development for the main hall is centered around creating a new Center Café structure along with the communicating vertical stair elements bringing property guest up and down to the present theatre area within the metro concourse. Replacement of current structure will enhance traffic flow and site lines throughout the main hall, east and west halls visibility. The entire project will be fully integrate better representing a 21st Century transportation hub. Status of development; approximately 9 mos. have been spent working with involvement by CFA staff. Full engagement of a Washington DC experienced historical architect will be created in the short term for the purpose of navigating USI through the approval process of all appropriate organizations.

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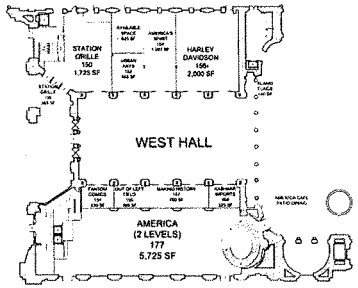
WEST HALL "AS IS"



STREET LEVEL-EXISTING

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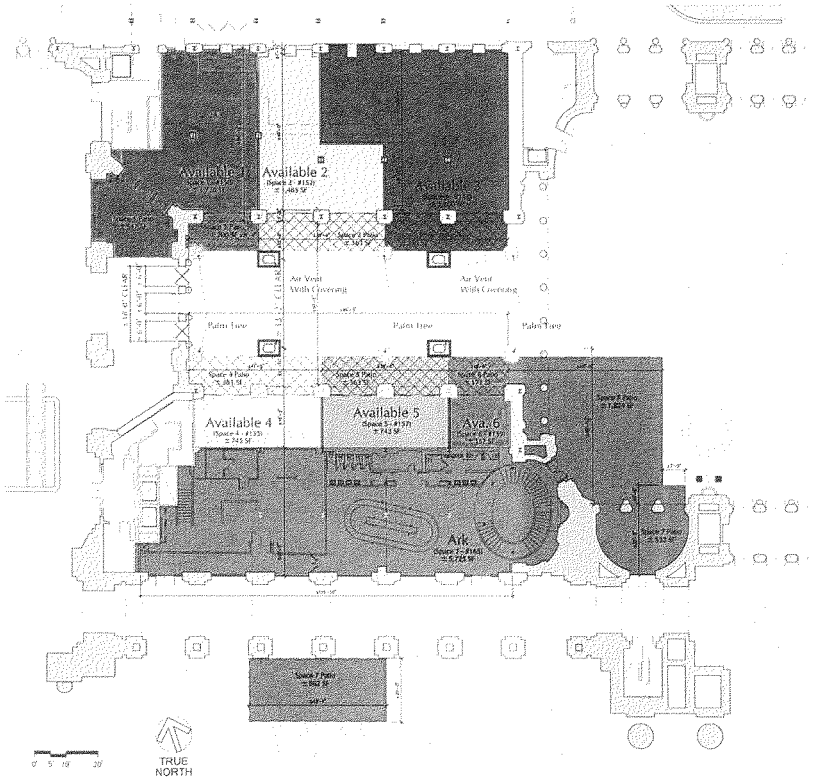

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Square footage for West Hall Common Area

Current net square footage:	± 4,657 SF
Future net square footage:	± 3,290 SF

STREET LEVEL-PROPOSED

V. West Hall

Development

West Hall re-merchandising / re-development ;
All Architectural / MEP design work completed as of this date.
Presently seeking acceptance and approvals from all appropriate parties.
Theme of development – Introduction of a new category of fast casual dining establishments with the "best in category" quality of merchandising.
Pleasant new interior patio space within the west hall will be created for visitors to enjoy the historical architectural and unique ambience. Goals of development is to create a unique gathering space promoting customers to stay at Union Station longer. Tenants patio's to be flex in nature to allow exhibits and property events to still remain.

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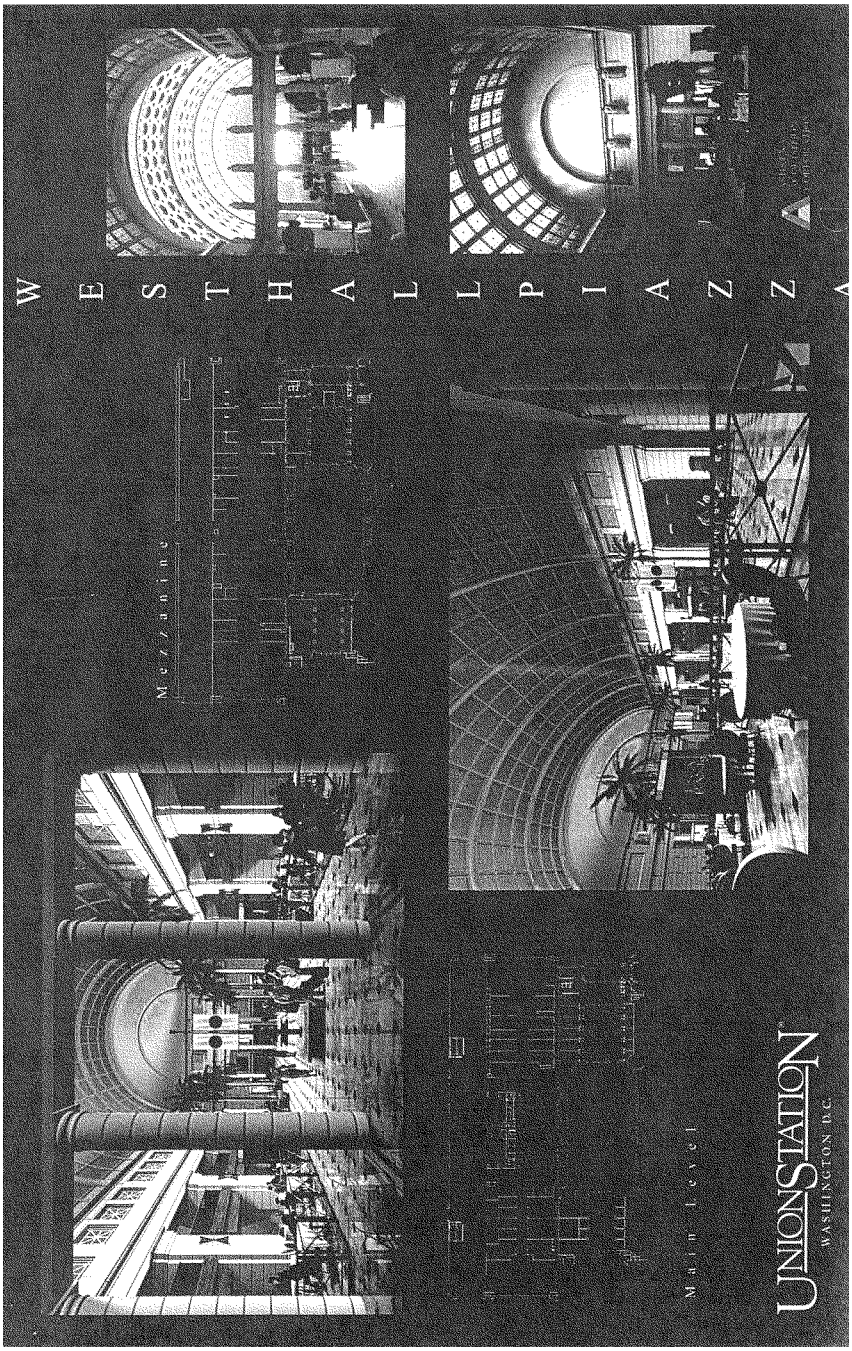
WESTHALL
PIAZZA
Mezzanine
Main Level
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UNION STATION INVESTCO, LLC
433 Fifth Ave, Suite 200
New York, NY 10016
(212) 213-4444

To: To the Subcommittee on Economic Development,
Public Buildings and Emergency Management
Committee on Transportation and Infrastructure

From: Barry Lustig

RE: Responses to Questions for the Record
From Union Station Investco, LLC
Concerning the July 22, 2009 Hearing on
"The Congressional Vision for a 21st Century
Union Station: New Intermodal Uses and a
New Union Station Livable Community".

Date: September 9, 2009

On July 22, 2009 Union Station Investco, LLC (USI) was invited to and gave testimony before the Subcommittee on Economic Development, Public Buildings and Emergency Management concerning "The Congressional Vision for a 21st Century Union Station: New Intermodal Uses and a New Union Station Livable Community". As a follow up to the hearing we received Questions for Record from the Committee that required our response. This document is the response to the Questions for the Record.

For ease of reading we have included each question prior to the response.

1. **What are your plans for the area that used to house the movie theaters?**

   Response: At the time of the grand reopening of Union Station, a theater was a good use for the large space located on the lower level of Union Station. There were no theaters in the City and it provided patrons and DC residents another type of entertainment. Since that time, however, state of the art theaters with stadium seating have opened in the City including Gallery Place which is located 1 mile from Union Station and 2 stops away on the red line. As a result, Union Station theater sales have declined from $6 million to $1.3 million.

   The theater tenant will vacate the premises October 31, 2009. The space will be demolished to expose structural walls, utility systems, etc. We need to go through this process in order to show prospective tenants what is available to

be leased. We expect the tenant(s) to be one that has the ability to help maximize the property's potential.

2. Are you part of the discussions regarding the intermodal center plans? What are your suggestions for a successful intermodal center?

Response: USI has participated in discussions with regard to intermodal possibilities at Union Station. We have supported the recommendations made by Greyhound and the intercity buses relocating to Union Station. We support the addition of bus companies and we also need to accommodate the large amount of tour bus traffic and parking we currently experience at the Station.

As part of the Columbus Plaza improvements and reconfiguration, we have agreed to allow city metro buses to drop off in the second lane (Lane B) located in front of Union Station. Currently city buses drop off and pick up passengers in an area of Columbus Plaza. Also, the City has built the bicycle center located on the west side of the building and we agreed to charge no rent to the operator of the bike center as we believe that intermodal transportation is important for the City and for Union Station.

3. Please elaborate on your plans to "re-merchandise" the West Hall.

Response: The West Hall is presently the home to one restaurant coupled with tenants who sell inexpensive gifts and souvenirs. Within the whole property – the west and east halls are the two areas shopped least by patrons of the property.

The introduction of a new category within the west hall of fast casual dining will now allow the hall to be re-energized where patrons to the property will be able to be engaged within the beauty of this area of the building. The uses will be recognized as "best in its category" for the food merchants within the West Hall. The fast casual category will bring a new food use to the property which does not exist today throughout the property.

The West Hall common area will remain public exhibit space for the Holiday Train and other public exhibits.

4. Is all available space currently leased in Union Station?

Response: Union Station has historically maintained a high level of retail occupancy. Currently, occupancy is 97%. We are in discussions with several retailers to lease space in the building. The few spaces that are vacant have not been leased as they are considered in the redevelopment of the retail space.

We do, however, have leases out to several tenants both existing (renewals) and new for spaces within Union Station.

5. How will Burnham Place affect the retail space at Union Station?

Response: We expect a positive traffic and sales impact at Union Station when Burnham Place is occupied.

The development, as planned, does not encroach on the retail space at Union Station.

6. What are the annual operating costs for Union Station?

Response: Since Union Station is operated as a private business enterprise, our budgets are proprietary information. However, we would be pleased to provide you with an overview in a private setting.

7. What are the marketing points used to attract tenants to Union Station?

Response:

- Over 33 million visitors per year
- Number One stop on the DC Metro System
- Average Household Income of $72,000
- Nine blocks from the sixth larges convention center in the country, hosting over 800,000 attendees per year
- One of the most visited buildings by tourists

8. What new amenities are you planning for Union Station?

Response: In the past twelve months a significant percentage of existing tenants have been successfully renewed. Our long term leasing goals for the project are to continue to merchandise the project consistent with the needs of all patrons to the building. We will continue work with existing tenants while complementing the merchandising with successful regional, local and national tenants.

9. What kinds of opportunities are being presented to long term tenants to maintain their presence in Union Station?

Response: Since 2008, we have contacted every tenant in Union Station who has a lease expiring within a year of expiration of lease. We work closely with tenants who are successful in order to renew their lease in place or to relocate the tenant to another location within Union Station.

10. How will development of Union Station as a full intermodal center impact space on the tenant mix within the station?

Response: We would anticipate tenant sales to increase based on additional patrons/customers to Union Station and anticipate an even greater response by the tenant community at large in relocating their operations to Union Station. We cater to a transportation customer in addition to tourists, office workers and residents.

11. What actions have you taken since last year to attract minority businesses into Union Station?

Response: At this time, Union Station has 38 minority tenants. Due to the high occupancy at Union Station, we work closely with existing minority tenants in order for them to maintain a presence in the building.
During fourth quarter of 2008, we introduced a new program in Union Station, retail kiosk rentals. The majority of merchants who lease these kiosks are minority tenants. The plan is to give opportunities to tenants who would most likely not be able to afford a long term lease in Union Station at the present time. It is considered an incubator program where some of these tenants may move into long term spaces within the Station.

12. What is strategy/policy on developing or maintaining small business operations in Union Station?

Response: See response to Question 9 and 11.

13. What is the possessory interest tax? How does it affect your plans for the future development of Union Station?
14. Mr. Lustig – would you like to comment on the possessory interest tax?

Response:
Possessory Interest Tax
Still looming over Union Station, and all of its pending development plans, is the unintended and unbudgeted impact of the District of Columbia's Possessory Interest Tax legislation (PIT).

The PIT is the greatest single threat to Union Station's future and the sustainability of its ongoing viability. It is also a major threat to the profitability of the businesses located there, and which have been the foundation of its revival. Overall, the District's PIT is a significant obstacle and threat to the financial success of the proposed intermodal transportation master plan at Union Station. If left unchecked by remedial legislative action, by either the District and / or the Congress, it will frustrate many of development and expansion plans which this committee has endorsed and wants to promote.

This Possessory Interest [PI] tax was never intended to apply to Union Station nor to any of the congressionally sanctioned leaseholds or subleaseholds that operate there. The DC Council expressly exempted all entities that are exempt from federal income taxation from that law, including Union Station Redevelopment Corporation [USRC]. This should have protected USRC, and its sub lessees, from property taxation or any such pseudo leasehold taxation like the current PIT.

Unfortunately, due to the actions and unilateral PIT policies of certain rogue elements of the District's Office of Tax and Revenue [OTR], the District continues to attempt to impose its PIT on the USRC sublessees, despite the obvious violation that represents of both the Congress' and the DC Council's intention that both USRC and its sub lessees should be exempt therefrom.

History of the PIT

For TY 2003, the District passed brand new Possessory Interest [PI] legislation that enabled it to impose a pseudo property tax on the value of all leaseholds granted by any governmental entity in DC to a 3rd party, for profit, lessee that was subject to Federal Income Taxation.

The District's rationale behind this legislation appears to have been that these non governmental lessees were inappropriately getting the same tax exempt status reserved for government owners of such properties. Therefore, according to the District's theory, these non governmental lessees should be taxed as though they actually owned the underlying real property under the fiction that their "for profit" activity voided the otherwise governmental use and, any ad valorem property tax exemption that attached thereto.

Surprisingly, the District's passage of the entire PIT law was based in no small part on the underlying and faulty premise that GSA would promptly provide a full list and details of all of its 3rd party leases in DC. OTR assumed and convinced the DC Council that GSA would willingly and promptly provide that information so as to allow OTR to promptly and easily implement this new tax by identifying, valuing and taxing these governmental leaseholds. Unfortunately, GSA has never provided that list to the OTR, despite their repeated requests for it. There seems to be no likelihood that GSA ever will unless expressly directed by Congress to do so.

The selective enforcement of the PIT

Even more surprisingly, DC then elected to begin a policy of selective enforcement of the PIT law and to only issue assessment notices for the very few leases it could then identify itself [only 186 initially].

The District should have scraped the entire PIT effort at that time, but unfortunately they refused to do so, even though their computer system was [and still is] incapable of capturing or showing the PI data gathered, and the entire program was run by a single assessor, who had numerous other duties to perform. To this day, all PI assessments are handled in DC off line, by a

single assessor. None are available for public review or analysis on the OTR's assessment website.

This lack of transparency and selective enforcement marks the PIT program as one obviously worthy of cancellation. Ironically, it is the anticipated PIT that DC hopes to receive from Union Station, which is assessed with over 1/3 of the total PIT taxes payable in DC that helps to sustain this defective program. Unfortunately, all of this bad tax policy has not cooled the zeal of a handful of OTR assessors and attorneys, who zealously believe that the PIT program must be implemented against the Federal Government and its lessees at all properties located within the District. For them, Union Station is the poster child of that goal.

In fact, since its inception only thirteen [13] PI's pay annually some 85% of the **total** PIT in the District. The PIT law is the poster child of selective taxation. Union Station's sub leasehold alone is assessed to pay over 1/3 of the District's entire PIT. Without the Union Station PIT the entire program would be marginalized and would produce less than $ 7,000,000 annually in DC tax revenue.

USRC is exempt from the PIT

The key point is that the PIT law was always intended to only capture leases that were **directly** entered into between Federal, State and Foreign governments with a third party who would then use the leased premises for a non exempt and for profit purpose. USRC is tax exempt by Act of Congress. Therefore, it cannot ever itself be subject to the District's PIT.

Sub leases from those direct governmental lessees were never mentioned or considered at the time that the PI legislation was adopted. They were never intended to be captured or taxed. In fact, of the 190+/- PI's that have ever been assessed in DC for the PIT since its inception not a single one is a sub lease other than at Union Station. All of the other PI's are based on direct leases from a governmental entity. Only the subleaseholds of Union Station have been singled out for special treatment and selective taxation.

As you will see from the attached exhibit 1, the United States through the Department of Transportation [DOT] granted a master lease to Union Station Redevelopment Corporation for all of the Station and its parking garage. You will recall that the Redevelopment Act expressly calls on USRC to lease to individual experts to run the retail and office premises at the station. Congress forced USRC to sublease certain operations in order to perform its mandate.

If USRC operated directly all of the retail and office premises at Union Station they would not be subject to the PIT or any other property taxes! However, because they fulfilled Congress' mandate and leased certain portions of Union Station to experts who have succeeded in the difficult revitalization of a decrepit and unprofitable retail facility, DC now thinks that they can go taxpayer hunting down the leasehold chain until they find a Golden Goose to tax.

Unfortunately, that is exactly what OTR has done. Everyone underestimated the zeal of a handful of assessors and attorneys within OTR who unilaterally took it upon themselves to try to apply the PI tax to **someone** at Union Station, and finally settled on the USRC sub lessees and even sub, sub lessees as targets. Yet there is no provision within the PI law that allows any such **sub lease(s)** to be taxed in this manner.

Nonetheless, first the OTR tried to tax the individual retailers at Union Station for TY 2004 [sub, sub lessees!], and then when that failed the OTR moved up

the lease chain for TY 2005 to USI the current sublessee of USRC, who master leases and manages the entire office and retail space at Union Station. Originally this was USLV, but they sold their interest to USI in 2006.

Notwithstanding that no such assessment should have ever been issued to a sub-lessee, as you will see in the Exhibit 2, the assessments at the ULV/USI level started out relatively reasonable, but when ULV sold its going concern interest and sub leasehold to USI the OTR increased the assessment almost 300% in one year [TY 2007 to TY 2008].

Since TY 2008, the OTR's proposed PIT assessment has indicated PI taxes of about $ 3,000,000 annually from USRC and USI who split the cost of any such tax. They have been unable to pay the PIT for TY 2008 and do not expect to be able to do so for TY 2009 either. This PIT if allowed to continue will literally kill the "Golden Goose" that has prospered at Union Station and created the environment that now acts as the under pinning for the proposed master development.

Since USRC receives less than $2.5M in total rent from USI annually, after paying its share of the PIT, there would be insufficient money left over for USRC to both pay for its primary mission of maintaining the historic Union Station facade and interior, as well those associated with the proposed new portal of an intermodal hub. Please note that when USRC entered into its long-term lease with USLV there was no PIT, nor any such leasehold taxation under consideration.

These PIT assessments have been vigorously challenged in the District's assessment appeal process by USRC and USI. Regrettably, in violation of their rules the District's Board of Real Property Assessment Appeals has yet to issue a decision on the appeals pending for TY 2008 & 2009. Even the OTR's assessor has still not issued a decision in the pending TY 2010 appeal. In the meantime, OTR is demanding payment of the full amount of PIT for TY 2008 and TY 2009. No other property taxpayer in the District has been treated so unfairly or has been denied so blatantly their due process rights in challenging their proposed tax assessments. USI / USRC do not have the funds to pay the demanded PIT and without some relief there will be a financial crisis that will not be helpful to the development and expansion to Union Station that this committee desires.

A possible solution to the PIT crisis

In order to find a solution to this problem, USI has proactively approached the DC Council to see if a Payment in Lieu of Taxes [PILOT] arrangement could be legislated so as to set an annual PIT payment to reflect both the limited City services that Union Station uses and at a level that would not interfere with USRC's primary mission as mandated by Congress to fully develop Union Station as one of the Nation's leading intermodal transportation portals.

With the support and leadership of Council Members Evans and Wells such a PILOT bill has been introduced to the DC Council and is awaiting approval and funding. Unfortunately, given the severe budget problems facing the District it is possible that even if passed, the District may be unable or unwilling to fund this PILOT that will result in a "loss" of District revenues of about $ 2.7M annually.

As detailed in the recent testimony of USRC, USI, Amtrak, DDOT and Greyhound before this committee, the only thing that could side track or delay the execution of the USI contribution of the redevelopment effort would be the District's continued assessment of PIT on USI and it sub lessee's. However, if the pending PILOT is passed then it would remedy this threat once and for all, and bring sanity and predictability back to operation of Union Station.

If the PILOT does not pass, then Union Station [and indirectly the Federal Government] would be paying about 35% of the total PIT for the entire District, which we believe would be an unintended and unfortunate result.

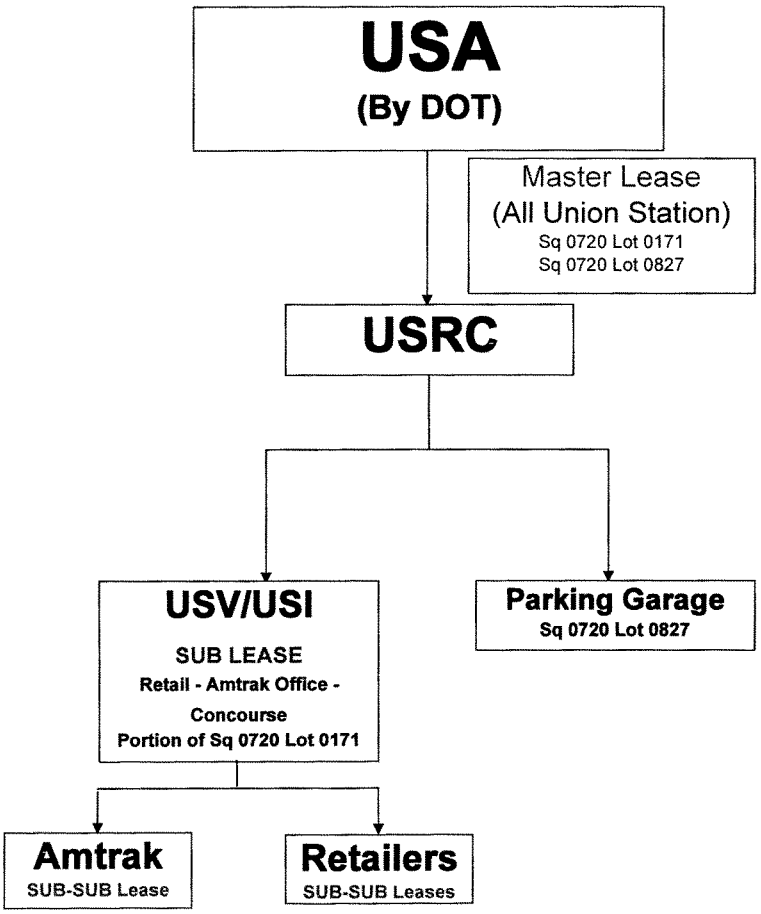
Furthermore, if the proposed relocation of Greyhound's DC terminal proceeds and is located in the USRC leased parking facility at Union Station [that is currently untaxed as a PI], that will create a new PI according to OTR's policy and we will have yet another problem. Extending the PILOT to the parking lot and Greyhound's lease thereof would again solve that problem.

I hope that this summary clarifies these issues for you. Obviously, whatever encouragement or support you and your committee members can give to the Mayor and DC Council to pass and fund the pending PILOT legislation would go a long way to solving this problem.

Attachments:
Exhibit I: Chain of leases at Union Station
Exhibit 2: Assessments and PIT at Union Station since TY 2005

UNION STATION CHAIN OF LEASEHOLDS

Confidential BRPAA TY 08 APPEAL



Percentage Increase of Union Station Possessory Interest Since Tax Year 2005

Confidential TY 08 BRPAA Appeal

TAX YEAR	ASSESSED VALUE	% INCREASE
TY 2005	$25,975,300	
TY 2006	$30,018,150	16%
TY 2007	$41,818,790	39%
TY 2008 [proposed]	$158,083,830	**278%**
[revised amount per 5 day letter: $147,305,390]		
TY 2009 [proposed]	$151,128,440	-4.4%
[from original TY 2008 proposed assessment]		

September 14, 2009

Honorable Eleanor Holmes Norton
Chairwoman
Subcommittee on Economic Development, Public Buildings
and Emergency Management
Committee on Transportation & Infrastructure
585 Ford House Office Building
Washington, DC 20515

Dear Chairwoman Norton:

The following are responses to your questions for the record as a follow up to the July 22, 2009, testimony that was presented to the Subcommittee on Economic Development, Public Buildings and Emergency Management regarding the use of Union Station as an intermodal station.

Question: Have there been any discussions with the NOMA Business Improvement District about contributing to the expansion of Union Station's intermodal capacity?

Response: No

Question: In your testimony you indicate that Amtrak train ridership is expected to increase. What are the expectations of in terms of an increase? How will it affect capacity? Does Amtrak plan to make infrastructure and capital investments to accommodate this anticipated ridership increase? Even if the bus proposal does not go forward, does Amtrak have a plan to accommodate the expected increase in capacity? If so, what is that plan?

Response: Amtrak expects ridership to increase by more than 50 percent nationwide by 2030 with significant growth by the commuter railroads that also use Washington Union Terminal (WUT). For Amtrak's Northeast Corridor, some of this growth will be accommodated by longer trains including longer high-speed trains and regional trains along the traditional service patterns between Washington, New York, and Boston. In addition, plans are underdevelopment for expansion of east coast service and potentially service to be added to our southeastern destinations through additional intercity passenger service into Virginia and the extension of high-speed rail into Virginia and North Carolina. On the commuter rail front, both Virginia Railway Express and Maryland Commuter Rail (MARC) have developed staged expansion plans that would add more trains into WUT. The combination of the three carrier's aspirations and growth plans will create major capacity challenges for both track capacity into and through WUT and passenger handling within the station area.

We believe initial growth can be accommodated by longer trains, but even this strategy creates terminal track capacity problems as trains are currently 'double-parked' in the terminal for existing operations creating undesirable boarding/de-boarding circumstances and constraining the servicing of intercity trains. Plans for added capacity for train storage for both MARC and VRE trains are underway including the development of the 'Wedge Yard' north of the station area for mid-day storage of MARC trains and the evaluation of other potential locations for VRE train storage. In addition, plans for converting one of the low level platforms on the lower level—serving trains to Virginia and beyond—are being considered to improve customer safety and service by avoiding the use of 'trap door' train coach steps down to low level platforms. Another strategy that is being evaluated is the use of service tunnels under the platforms (partial tunnels already exist). Separation of service vehicle traffic from passenger flow traffic would alleviate the congestion resulting from intermingling of passengers and service vehicles and allow trains to expedite the loading and unloading process (both passengers and supplies for food service). These investment projects will individually and collectively help relieve the train-side congestion at the stub end of the terminal.

Inside the terminal, Amtrak has plans to add to waiting capacity to better serve existing demand and provide capacity for passenger growth that is commensurate with expected train service growth. Amtrak's space plan also improves the intermodal connections to Metro and, in conjunction with the expansion of the Metro passageway to H Street, provides improved accessibility to intercity bus service. In addition, this reconfiguration complements the improved passenger handling processes that will become available through the implementation of electronic ticketing—a major Amtrak initiative that is currently undergoing technological and operational development and testing. The reconfiguration of the space north of the wall will improve passenger service, create increased passenger security, and improve operating support and operational efficiency at WUT.

All of these potential projects are under consideration as part of the Northeast Corridor Master Plan. This master planning process has been underway in partnerships with all the states along the Northeast Corridor (including the District of Columbia) and is designed to develop an integrated plan that will support the growth in intercity passenger rail service, as well as growth of commuter rail and freight service.

Finally, for the last few decades, the joint use of the corridor has resulted in cost-effective increases in passenger train service as 'spare' capacity has been maximized and largely consumed and capital and operating agencies have been shared. The twin investment challenges for the NEC remain: 1) achieving and sustaining a state of good repair for the NEC to support safe, reliable operation and 2) expanding capacity for growth and improving service quality (speed and reliability). These challenges are being met by a multi-jurisdictional, systems development planning effort that is currently underway. The objective of the NEC master planning process is to define the improvement projects and priorities for implementation and investment that will serve the region into the future.

Solving the capacity constraint and service quality problems at key terminals along the NEC—including those at WUT—in terms of both train handling and passenger handling is one of the keys to the development of the master plan. The collaborative planning effort for Washington Union Terminal is a key component in this regard. The solution for added space, overbuild capacity, and linkages to parking and intercity bus as well as Metro will provide WUT with the opportunity to support both the regional and local objectives of capacity, service, and quality improvement.

Please don't hesitate to contact me if I can be of further assistance.

Sincerely,

Joe McHugh
Vice President
Government Affairs and Corporate Communications

Joe McHugh
Vice President, Government Affairs and Corporate Communications

August 7, 2009

The Honorable Eleanor Holmes Norton
Chair
Subcommittee on Economic Development, Public Buildings
and Emergency Management
Committee on Transportation and Infrastructure
U.S. House of Representatives
585 Ford House Office Building
Washington, DC 20515

Dear Representative Norton:

I am in receipt of your request for information regarding Amtrak's use of minority and women-owned law firms and attorneys. Diversity as well as excellence has been both a priority and a hallmark of the Amtrak Law Department for many years, and our current General Counsel is committed to continuing that record.

Amtrak is a strong supporter of disadvantaged business enterprises and we seek out well-qualified minority and women owned firms, individual attorneys, and other vendors who provide legal support services. In addition the Law Department strives to attract high-quality in-house attorneys to work at Amtrak and has successfully recruited a number of talented women and minority attorneys to work in the Law Department.

The Amtrak Law Department identifies and engages outside counsel and contract lawyers by means of competitive RFP's or postings (in the case of contract lawyers), and the Department makes diversity a key point in our consideration of law firms that have the appropriate expertise for the matter in question. We also request that outside counsel use court reporters and other support personnel from a list of women and minority owned firms we have identified throughout the nation. The Department looks for opportunities to expand that list in order to enhance our goal of employing women owned and minority businesses.

We have reviewed our total legal fees paid to minority and women owned law firms in FY08, and they represent 14 percent of the total legal fees expended in FY08. We have also included a list of minority and women owned businesses as well as minority and women attorneys who are representing or have

Please let me know if you would like any further information.

Sincerely,

Joe McHugh
Vice President
Government Affairs and Corporate Communications

Enclosures

Minority/Women Owned Law Firms

Note: "Owned" for these purposes is not limited to sole ownership, but rather a significant proprietary interest.

Anderson Rasor & Partners, LLP: women/minorities ownership 68.4% women/minorities handling Amtrak cases 85.1%
Law Offices of Edwardo Cosio, P.A.: Edwardo Cosio founder and owner
Colette Holt & Associates: Colette Holt
Crowley Clarida & Head: Eileen Crowley founding partner
Flynn & Wirkus: nine attorneys five of which are women including partner Lori Wirkus
Gallagher and Rowan: Maureen Rowan founding partner handles Amtrak work 23% of firm attorneys are women
Irwin, Fritchie, Uruquhart & Moore: Kim Moore founding partner Tim Daniels Dow Edwards and Darlene Peters minority partners handle Amtrak work
Melkus, Fleming & Gutierrez: Jose Gutierrez minority partner and counsel
Sanchez Daniels & Hoffman, LLP: women/minorities ownership 65% women/minorities handling Amtrak cases 50%
Spence, Ricke, Sweeney & Gernes: Megan C. Ricke founding partner

Firms in which minorities/females have a proprietary/financial interest and/or perform a significant amount of Amtrak's work

Bate Peterson: Linda Deacon partner
Bonner Kiernan, Trebach & Crociata. 23.1%
Boyle Brasher, LLC: women/minorities ownership 0% women/minorities working on Amtrak cases 33%
Burns Anderson Jury & Brenner, LLP: women/minorities ownership 14.28% women/minorities working on Amtrak cases 50%
Cozen & O'Connor: Bernard Lee
DLA Piper: Susan Pope partner
Duane Morris: Majorie Reed partner
Durkin McDonnell Clifton & O'Donnell: women/minorities ownership 33.33%, women/minorities working on Amtrak cases 100%
Edwards and Angell, L.L.P: women partners 19% minority partners 6% women/minority partners handling Amtrak cases 35%
Fedota Childers: women/minoritiesownership: 28.6% women/minorities on Amtrak cases 100%
Hall & Evans, LLC: Fred Martinez member handles Amtrak work
Hodes Pessin: Patricia McHugh partner
Hogan & Hartson: Catherine Stetson partner
Landman Corsi Ballaine and Ford: providing representation nation-wide women partners 25% women/minority attorneys handling Amtrak case 40%
Diane Ruccia and Roxanna Campbell
Lane Powell, PC June Campbell: member litigation group
Lombardi Loper & Conant: Vincent Castillo litigation partner Liza Siu Mendoza litigation associate Karen Giguinto associate Lori Sobransky of counsel
McDermott Will & Emery: Jean Pawlow and Elizabeth Erickson
McKenna Long: Megan Hoffman
Millberg, Gordon & Stewart, Meredith Woods: female associate
Miller Canfield: Katherine Xlinas
Miller Chevalier: Ramya Sivasubramanian
Modrall Sperling: Sam L. Winder, shareholder (and member of Southern Ute Indian Tribe)
Morgan, Lewis, & Bockius: Grace Speights
Morrison Foerster: Chris Ford partner
Nixon Peabody, L.L.P.: women partners 17% minority partners 4%; women/minority attorneys handling Amtrak cases 100%
Sims Law Firm: Selim Mounedji partner
Thelen Reid: Barbara Werther
Trevette, Lenweaver & Salzer, P.C.: women partners 19% female/minority attorneys handling Amtrak cases 0%
Wise Carter Child and Caraway: James E. Graves minority counsel represents Amtrak

Vendors

A & A Court Reporting
Access Investigations: women/minority owners 0% women/minority investigator: 20%
Accurate Investigations: women/minority owners: 0% women/minority investigators: 25%
Aegis International: women/minority owners 0%, women/minority investigators: 50%
ASAP Court Reporting Inc
Ballerini Court Reporters
Behmke Reporting & Video Serv
Bell & Myers, CSR Inc
Bonnamy & Associates: women/minorities ownership 0% women/minorities working on Amtrak cases 41%
California Deposition
CalNorth Reporting Service
Casale Reporting Service
Central Bureau of Investigations, Inc.: women/minority owners 100% women/minority investigators: 75%
Computer Reporting Service
Comuscribe
DeMichele Deposition Reporters
Deposition Services
Doris O Wong Associates
Eames Court Reporters Inc
Ellen Grauer Court Reporting: holds national certification as a Women's Business Enterprise by the Women's Presidents' Educational Organization (WPEO), a regional certifying partner of the Women's Business Enterprise National Council (WBENC)
Evans Reporting Service
For The Record Inc
Gore Reporting
Grossman & Cotter
Hansen's Investigations: Laura Hansen half-owner
Hartsell & Olivieri
Investigative Consultants International: Linda August half-owner
Karyn Abbott Court Reporters
Kusar Court Reports
LAD Reporting
Lombardi Associates, Fairfield: (field case management company) Tracy Lombardi RN owner
Managed Care Advisors: owned by Lisa Firestone, Certified, Women's Business Enterprise Council (WBENC), Minority Business Enterprise, Maryland Dept of Transportation Certification No. 98-324
MCMC, LLC Medical Case Management Company: managed by Carlos Navarro Vice President, nurse case managers handling Amtrak work are women
Mission Investigations: women/minority ownership 50% women/minorities handling Amtrak cases: 30%
National Court Reporters
Northern Reporting Services: (advertises as an equal opportunity employer) women/minorities ownership: 0%, women/minorities working on Amtrak cases: 33.3%
Omega Medical Center: owner: Deidre O'Connell, RN
Paragon Medical Case Management: Elaine Blout RN owner nearly all case managers employed are female
Prime Source Investigations: women/minority ownership: 0%, women/minority investigators: 40%
Prout & Associate
Sandra Reichoff: vocational rehab services

Sandra Schuster and Associates: (vocational rehab) owned by Sandra Schuster, MPA, CRC, CCM
Summit Court Reporting, Inc.: women-owned and operated
Superior Investigations: women/minority ownership: 0%, women/minorities handling Amtrak cases: 20%
Talas Engineering: Elaine R. Serena, Ph.D, principal
Terrell Miceli Investigations: women/minorities ownership: 50%, women/minorities working on Amtrak cases: 35%
Terrier Claims Services: Kristan E. DeGrazio, Supervising Investigator, women/minority owners: 0%, women/minority investigators: 55%
The Norton Group Services, Inc.: Jodi LaBorde, Vice President, women/minorities ownership: 0%, women/minorities working on Amtrak cases: 50%
Vera Quest: private investigators, women/minority owners: 100%--owned and operated by Jeanne C. Short; 75% women/minority investigators
Victoria Reporting Service
Walls Reporting Inc
Younger & Associates: Crystal D. Younger, Ph.D, founder and owner, vocational rehab services

AMTRAK LAW DEPARTMENT EMPLOYEES	119
GENDER	
Female	64
Male	55
ETHNIC ORIGIN	
Asian Female	2
Black or African American Female	24
Black or African American Male	7
Hispanic/Latino Female	1
Hispanic/Latino Male	3
Native Hawaiian or Other Pacific Islander	1
White Female	37
White Male	44
ATTORNEYS	25
GENDER	
Female	13
Male	12
ETHNIC ORIGIN	
Asian Female	1
Black or African American Female	4
Black or African American Male	1
Hispanic/Latino Female	0
Hispanic/Latino Male	0
Native Hawaiian or Other Pacific Islander	0
White Female	8

White Male	11

CONTRACTORS

ATTORNEYS	6
GENDER	
Female	3
Male	3
ETHNIC ORIGIN	
Asian Female	0
Black or African American Female	1
Black or African American Male	0
Hispanic/Latino Female	0
Hispanic/Latino Male	0
Native Hawaiian or Other Pacific Islander	0
White Female	2
White Male	3

AMTRAK EMPLOYEES & CONTRACTORS	125
GENDER	
Female	67
Male	58
ETHNIC ORIGIN	
Asian Female	2

Black or African American Female	25
Black or African American Male	7
Hispanic/Latino Female	1
Hispanic/Latino Male	3
Native Hawaiian or Other Pacific Islander	1
White Female	39
White Male	47