



*Cobb County...Expect the Best!*

## Northwest Transit Corridor Alternatives Analysis



### Stakeholder Roundtables Summary December 2011

In December 2011, a series of five stakeholder roundtables was conducted for the Connect Cobb Alternatives Analysis. The purpose of the roundtables was to gain insight from community members, planning partners, key stakeholders, special interest groups, elected and appointed officials, and agency staff about the study's purpose, need, goals and objectives as well as the criteria that will be used to evaluate the study's alternatives.

The individual roundtables were organized by topic and included transportation and air quality, land use, economic development, environment, and financial. Over eighty attendees participated in the roundtables, many attending more than one or even all five. A broad cross-section of stakeholders was achieved with representation from the general public; local, state and regional agency staff; the business community; environmental groups; civic organizations; and advocacy groups. The following table lists the details for each roundtable. All roundtables were held at Cobb County Department of Transportation.

<i>Topic</i>	<i>Date and Time</i>	<i>Number of Attendees</i>
Transportation and Air Quality	December 6, 2011 4:00 - 5:30pm	43
Land Use	December 6, 2011 6:00 -7:30pm	30
Economic Development	December 8,2011 4:00 - 5:30pm	29
Environment	December 8, 2011 6:00 – 7:30pm	19
Financial	December 13, 2011 4:00 - 5:30pm	21

Upon arrival at the roundtables, attendees signed-in, were offered an information folder and asked to select seating in at a six-person group table with a facilitator. Each roundtable began with a short presentation directed at the entire audience, followed by a breakout group exercise. See attached documents for agenda and handouts for each roundtable.

In the breakout exercise, attendees were asked their thoughts on the draft goals and objectives, specifically how well they reflected the issues in the study area and if any pertinent statements had been left out. Next, attendees were asked to discuss the draft purpose and how well the statement married with the goals and objectives. A facilitator guided the conversation, and a recorder documented the verbal comments. The following summaries detail the collective conversations compiled from each table at the individual roundtables. Also included are comments submitted by attendees after review of the summary notes.



## General Discussion Comments

- Select a cost-effective project:
  - Example of measures for objective are good descriptions:
    - Capital and O&M cost per passenger
    - Capital and O&M cost per passenger mile
    - Annualized capital and O&M cost per passenger
    - Capital cost per mile
    - O&M cost per mile
    - Annualized capital and O&M cost per hour of congestion relief
  - Capital cost:
    - Effective inflation taken into consideration
    - Should be based per mile
    - Includes administrative/legal and such
  - Regional information used to determine capital costs. Wanted to know who would be coming up with this information. Answer: Engineering consultant.
  - Cities have used new and old rail to do their projects.
    - The ones that were started by using old rail started more economically and the ones that began with new rail were more costly.
    - Requests that we look at these variables and that the study needs to explore/determine why and if other cities projects have failed.
    - Old rail is more economical because of right of way costs.
- Seek a high cost recovery ratio:
  - Ability to capture value discussion
    - Possible increased mix use development can occur
    - Can use tax dollars to pay back bonds
    - A lot of high dollar properties are within the corridor study area. They will be taken away and therefore we will lose tax dollars which is a negative impact on the County.
- Seek a high benefit-cost ratio:
  - How are we getting O&M savings?
    - Need to reorient system like CCT to accommodate rail
    - Aren't we just transferring current riders from one system to another?
    - Example of measures needs to say savings/cost not just savings.
  - As a cost element, what's the revenue effect on taxpayers?
  - Travel time reliability:
    - How do you value reliable transportation?
    - Emphasis on job creation
      - Then could use other funds, i.e. TIGER (Transportation Investment Generating Economic Recovery).
      - Link to APTA (American Public Transportation Association) was requested.
    - Need to figure costs of project on an inter-station basis rather than length of project since some areas will have higher use than others.

- Needs to have travel times added
- Description of the ability of each alternative as it compares to driving time
  - Compare cost/ time savings vs length/alternative.
- If someone will pay 8/10 dollars to park downtown, why wouldn't they pay that much to ride transit?
  - Eric (table moderator) stated fares aren't being covered in the Alternative Analysis
  - People at table responded by saying that we don't have a baseline to establish fares and that it should be included.
- Define and secure capital funding for project and overall system
- Fare box recovery:
  - Wants previous discussion to be added to example of measures for this objective
    - People at table said that we don't have a baseline to establish fares and that it needs to be included here also.
- We don't have a management company to deal with the funding issues of all the transit in the metro and in Atlanta and until that happens, the project shouldn't happen.
- The question was asked where were some major projects outside of our area. Sharon Greene, consultant, told the group of two particular initiatives: One was Salt Lake City with 5 projects – 2 with federal assistance; 3 with local sales tax; the other was Los Angeles with 14 projects (these projects were separate corridors but linked) Their funding consisted of 3 projects with federal funding and 11 projects with local funding)
- Funding is faster if it is local funding
- Someone asked why the fare box can't cover all of the costs? Local communities need to decide what the fare allocation is.
- Discussion ensued on MagLev and HighRoad rail. It can be installed rapidly, elevated to overcome obstacles, etc. The group concluded that this technology should be considered. Someone asked why this wasn't on the TSPLOST? The cost is \$22 million / mile or approximately \$32 – 33 million / mile inclusive. The group again believed that we should consider all technologies...even if it is not FTA supported. Noted was the fact that FTA doesn't approve this type of rail.
- We should consider paying for parking unlike MARTA riders who do not.
- A city/county would determine if you should charge for parking; once you provide parking then another cost to be added would be security, etc.
- Smaller rail types would require smaller storage/maintenance facilities.
- Should seek funding commitments by partners and shareholders
- A short-coming of the legislature – we need dedicated Federal funding!
- A discussion ensued on non-traditional funding sources:
  - Public/private
  - Reduce parking requirements; pay fees to developer, etc.
  - Marketing fees
  - Concierge services
  - Dry Cleaners
  - Nursery Care
  - "A Mayberry that is vertical" – next to Hooterville Express!
  - Concessions (IMAX in Chattanooga popcorn fee covers transit)
  - Ground leases
- Feeder system discussion – each alternative should have interchangeable pieces, i.e. high speed rail should tie into bus systems, other transit systems.
- Someone asked if we could use any of Cobb's property taxes for this initiative
- There was discussion of being creative with "future property taxes" near a new station...could use those taxes for funding; it is done differently at the local level...

- TAD along beltline in Atlanta – goes to build transit (non-traditional)
- Overall two conclusions:
  - Look at all technology – traditional and non-traditional
  - Look at which are cost effective
- Ridership
  - Fare box evaluation
  - If project is based around existing infrastructure can a cost saving be evaluated
- Funding possibly from CID
  - Use of large generators / employers
    - Kennestone
    - Lockheed
  - Subsidizing fares through employers
    - Like the Clean Air Atlanta program
- Should analysis compare total costs /door to door
  - Every cost should be included
- Most effective funding sources
  - Sources would differ per alternative
  - Sources would change over time

#### **Comprehensive List of Comments Received Regarding the Proposed Need and Purpose Statement:**

“This Alternatives Analysis will focus on public transportation improvements that can best serve future demand, by building an integrated regional network that can support existing and future needs in the Northwest Corridor.”

- Mirrors what came out of Concept 3
- May want to add something about the corridor’s congestion ranking - from a listing of bad bottlenecks in the US. Also, the corridor is home 3 Fortune 500 Corporations – Home Depot, Genuine Parks, Coca Cola Enterprises.
- Include statement about importance of clean transportation alternatives. Prefer CNG/light rail over diesel.
- Clarification
  - Reduces Traffic Congestion
  - Sustainable Financially
  - Optimize trip time
  - Corridor Development
  - Interface with future regional transit networks while reducing travel times versus the no-build condition.
- There is nothing about cost effectiveness or accommodating bicycles and pedestrians
  - Planned bicycle and pedestrian facilities will help access to potential transit stations.
- Need to add Health Systems, this is a very important component
- Need to incorporate minimizing adverse environmental impacts into the need and purpose
- With regards to financial aspect of the Need and Purpose Statement
  - The primary objective is that this needs to be as cost effective as possible.
  - The secondary objective needs to include that the project be financially realistic to build/operate.

- Clarification
  - The P3 project should be included in analysis
    - It can be utilized for BRT
    - There would be a seamless integration for long distance and corridor commuting

### **Post Meeting Review Comments Submitted by Ron Sifen**

**From:** [Rsifen@aol.com](mailto:Rsifen@aol.com) [<mailto:Rsifen@aol.com>]  
**Sent:** Tuesday, December 20, 2011 2:02 AM  
**To:** [hansen-dederick@sycamoreconsulting.net](mailto:hansen-dederick@sycamoreconsulting.net)  
**Subject:** Re: Connect Cobb Roundtables Summaries

Hi Kristine. I am requesting that this email be included in the official comments for this Alternatives Analysis study.

I have reviewed the meeting summaries from all 5 AA Roundtables, and I am alarmed at several omissions.

It is my understanding that the purpose of the 5 Roundtable sessions was to obtain and document public input. It is my understanding that the discussion summaries should include and document all comments, and not selectively omit or alter any comments, nor target certain types of comments for omission. Accurate consolidation would have been acceptable. Outright omission is unacceptable, and is evidence of bias.

I made the following comments during these Roundtables, and these comments should have been included in the meeting summaries. In most cases, there was extensive discussion about these points, so it is surprising that these points are completely omitted from the summaries of various Roundtables.

#### Financial Roundtable

The following points were discussed at the Financial Roundtable, and should be included in the discussion summary for the Financial Roundtable..

- \* The primary objective of this project should be alleviating traffic congestion.
- \* Other objectives are ok as long as they do nothing to obstruct alleviating traffic congestion.
- \* This project will cost billions of taxpayer dollars. The only way this is a good investment for taxpayers is if taxpayers get substantial traffic congestion relief for their investment.
- \* This project cannot contribute to alleviating traffic congestion unless it provides a transit alternative that meets the needs of commuters who currently drive their cars.
- \* Commuters will not use transit as an alternative to driving unless transit provides trip times that are reasonably competitive with driving.

\* Time-competitive trip times cannot be achieved if there are too many stops. More stops results in slower trip times.

\* Under Select a cost-effective project, I requested a clarification that congestion relief be looked at specific to rush hour traffic congestion, and determine how many rush hour commuters who currently drive would be likely to utilize transit, vs existing transit users, and also vs other users using transit for short trips.

\* Under Select a cost-effective project, we had an extensive discussion where all agreed that Express Bus should be included as an alternative. I suggested that all modes, including express bus needed to be evaluated from the perspective of how to provide the most cost-effective and seamless transit for suburban commuters to get to various destinations in the region (including Perimeter Center and other destinations beyond the boundaries of the Northwest Corridor).

\* I also questioned how the AA could be considered to be an evaluation of all alternatives without including an expanded Express Bus network as a distinct separate alternative. Express Bus is not a proprietary technology; it is a standard, accepted form of transit, and it is already proven to be extremely successful in the Atlanta region.

\* I also pointed out that Atlanta is an extremely low-density metropolitan area with many scattered employment centers, and that express bus may be both the most effective, and most cost-effective mode to address the unique needs of this region.

\* Under Seek a high benefit-cost ratio, I requested a clarification on Travel time savings non-transit users to be specific to rush hour commuters, and that this be evaluated for each mode of transit including express bus, compared to the commuter continuing to drive.

\* Under Seek a high benefit-cost ratio, we also discussed that O&M cost savings for transit users and non-transit users was not a real issue, but that O&M costs for each form of transit was a real issue, and that the wording of these objectives should be modified.

### - All of the above was discussed at the Financial Roundtable, and it should be included in the discussion summary for the Financial Roundtable.

#### Purpose and Objectives statement

\* At all 5 Roundtables, when we got to this part of the discussion, I recommended that the statement needed to state that cost-effectively alleviating traffic congestion was a primary objective.

### Please also note. This project is already marred by bias. Several Cobb County officials repeatedly declared this would be light rail, before the AA even started. This continued until numerous citizens questioned whether the AA was a sham, and the conclusions had already been predetermined. Even worse, at one point, Cobb almost approved spending millions of dollars to start building a transit station and parking in a specific location, which led to questions as to whether the AA was a sham, and that the conclusions were already predetermined, and also raising questions as to whether Cobb was attempting to force the AA to approve what was already being built!!!

If the process is supposed to document all points of view, and all comments and recommendations, then that is what this record should reflect. The summaries should not have all of these selective omissions. The meeting summaries be corrected. And again, I want all of my comments in this email to be included in the official records for this AA study.

Thanks

Ron Sifen

### **Post Meeting Review Comments Submitted by Bob Hovey**

General Corrections / Clarification:

third bullet, third sub point - The first words should be "Travel Time Reliability", not "Liability. The ensuing sub/sub point makes that clear.

third bullet - uncommon abbreviations "APTA" and "TIGGER" should be spelled out.

Goal 1 / Objective 2 / Measure 2:

The value measurement should be a NET number as seen by the Cobb tax digest.

New anticipated development gains must be offset by losses to the digest from existing taxpayers. This will affect Station areas, circulator areas, parking, right of way, etc.

Goal1 / Objective 3 / Measure 1:

Time savings between the extreme ends of the project are not representative of an Alternative's performance. Measurement of savings and cost must be be inter-station, not end to end. Logical pairs of stations for highest anticipated use route combinations should be detailed. For instance, a rider loading in Cumberland and unloading near Kennestone Hospital for work will not provide any benefit to traffic north of GA 5 or south of I-285.

Goal 1 / Objective 3 / Measure 6:

Air Quality benefits must be net. Gains from the traffic removed by transit must be reduced by the added emissions from the electric power plant, or diesel engine, that moves the transit vehicles.

Goal 1 / Objective 5:

Add an objective to determine fare levels. Comments that fares might not be considered were not met with approbation. Ridership is very cost sensitive, and each Alternative evaluation must start with a fare price assumption.

Goal 2 / Objective 2:

There is no long term source of operating and maintenance funds for any of the Alternatives proposed. It makes no sense to build a transit system that will be parked for lack of funds. Cobb just cut several CCT routes for this exact reason.



# CONNECT COBB

## Northwest Transit Corridor Alternatives Analysis

Stakeholders Roundtable Meeting

Financial

December 13, 2011

Connect  
Cobb



Connect Cobb  
Northwest Transit Corridor Alternatives Analysis

## Financial Planning Process

- Demonstrate agency's ability to fund/finance construction and ongoing operating of both the proposed project and the existing transit system
- Evaluate agency's ability to meet FTA and local financial capacity and capability criteria
- Financial plan is a living document which evolves as the project moves through the FTA project implementation process



## Key Goals and Objectives

- Maximize cost-effectiveness and cost-efficiency in project selection:
  - Cost-effectiveness
  - High cost recovery
  - High benefit/cost ratio
  - High transportation system user benefits
- Develop a financially feasible project:
  - Define plan to secure capital funding for project and overall transit system
  - Define plan secure O&M funding for project and overall transit system





Goals	Objectives	Examples of Measures
<b>Evaluating the Financial Plan</b>		
Develop a financially feasible project	Define and secure capital funding for project and overall system	Leverage available federal, state and local resources
		Utilize non-traditional funding sources
		Utilize public/private options and opportunities
		Seek funding commitments by partners and stakeholders
	Define and secure operating funding for project and overall system	Achievable reasonable return from farebox
		Leverage available federal, state and local resources
		Utilize non-traditional funding sources
		Utilize public/private options and opportunities
Seek funding commitments by partners and stakeholders		



**DRAFT Financial Goals and Objectives**

Goals	Objectives	Examples of Measures
<b>Selecting the Project</b>		
Maximize cost effectiveness and cost efficiency	Select a cost-effective project	Capital and O&M cost per passenger Capital and O&M cost per passenger mile Annualized capital and O&M cost per passenger Capital cost per mile O&M cost per mile Annualized capital and O&M cost per hour of congestion relief
	Seek a high cost recovery ratio	Farebox recovery (fare revenue/operating costs) Ability to create and capture value to fund the project (development potential)
	Seek a high benefit-cost ratio	Travel time savings: transit users Travel time savings: non-transit users O&M cost savings: transit users O&M cost savings: non-transit users Reduction in accident and fatalities Environmental and air quality benefits Enhanced development opportunities Change in land values
	Maximize transportation user benefits	Hours of travel time saved / Annualized capital and O&M cost

## FTA Capital Financial Evaluation

- Current capital financial condition
  - Average age of existing vehicle fleet
  - Agency's bond rating
- Commitment of capital funds
  - Share of capital funding from FTA New Starts
  - Shares of non-New Starts funding that are existing, committed, and planned
- Capital cost estimates/ funding capacity
  - Reasonableness of capital cost estimates
  - Available cash reserves, debt capacity, backstop funding

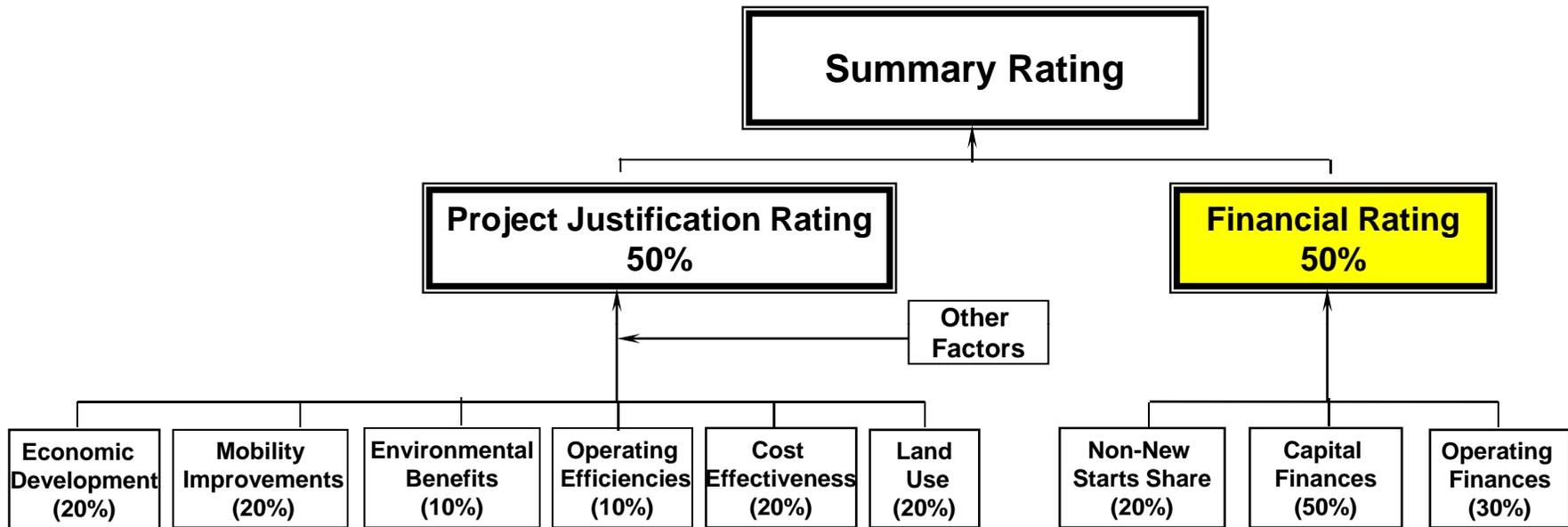


## FTA Operating Financial Evaluation

- Current operating financial condition
  - Historical/projected positive operating cash flow
  - Operating ratio
  - Recent service cutbacks
- Commitment of O&M funds
  - Share of O& M funding that is committed, budgeted, and planned
- O&M cost estimates/ funding capacity
  - Reasonableness of O&M cost estimates
  - Available cash balances, reserve accounts, access to line of credit



# FTA New Starts Project Evaluation and Rating Framework



## Key Financial Planning Steps

### Alternatives Analysis

- Financial evaluation of alternatives
- Identification of realistic funding sources

### Preliminary Engineering

- Project and system-wide financial plan
- Demonstrate a reasonable plan to secure needed project funding
- Document ability fund long term operations of project and system and maintain system in state of good repair

### Final Design

- Update project and system-wide financial plan
- Demonstrate 50% of Non-New Starts funds are committed
- Document ability fund long term operations of project and system and maintain system in state of good repair
- Demonstrate ability to address funding shortfalls

### Construction

- Update project and system-wide financial plan
- Demonstrate 100% of Non-New Starts funds are committed
- Document ability fund long term operations of project and system and maintain system in state of good repair
- Document all funding shortfalls are covered

# Capital Financial Evaluation Criteria

	High	Medium-High	Medium	Medium-Low	Low
<b>Current capital condition</b>	- Average bus fleet age under 6 years. - Bond ratings less than 2 years old (if any) of AAA (Fitch/S&P) or Aaa (Moody's) or better	- Average bus fleet age under 6 years. - Bond ratings less than 2 years old (if any) of A (Fitch/S&P) or A2 (Moody's) or better	- Average bus fleet age under 8 years. - Bond ratings less than 2 years old (if any) of A - (Fitch/S&P) or A3 (Moody's) or better	- Average bus fleet age under 12. - Bond ratings less than 2 years old (if any) of BBB+ (Fitch/S&P) or Baa (Moody's) or better	- Average bus fleet age 12 years or more. - Bond ratings less than 2 years old (if any) of BBB (Fitch/S&P) or Baa3 (Moody's) or below
<b>Commitment of capital funds</b>	For final design – 100% of Non-Section 5309 New Starts funds are committed or budgeted.  For PE – Over 50% of Non-Section 5309 New Starts funds are committed or budgeted. The remaining funds are planned.	For final design - Over 75% of Non-Section 5309 New Starts funds are committed or budgeted.  For PE – Over 25% of Non-Section 5309 New Starts funds are committed or budgeted. The remaining funds are planned.	For final design - Over 50% of Non-Section 5309 New Starts funds are committed or budgeted.  For PE - No Non-Section 5309 New Starts funds are committed or budgeted, but the sponsor has a reasonable plan to secure all needed funding.	For final design – Between 25% and 50% of Non-Section 5309 New Starts funds are committed or budgeted.  For PE - No Non-Section 5309 New Starts funds are committed. The sponsor has no reasonable plan to secure the necessary funding.	For final design - Under 25% of Non-Section 5309 New Starts funds are committed or budgeted.  For PE - The sponsor has not identified any reasonable funding sources for the Non-Section 5309 New Starts funding share.
<b>Capital cost estimates and planning assumptions/ Capital funding capacity</b>	Financial plan contains very conservative capital planning assumptions and cost estimates when compared with recent historical experience.  The applicant has access to funds via additional debt capacity, cash reserves, or other committed funds to cover cost increases or funding shortfalls equal to at least 50% of estimated project costs.	Financial plan contains conservative capital planning assumptions and cost estimates when compared with recent historical experience.  The applicant has available cash reserves, debt capacity, or additional funding commitments to cover cost increases or funding shortfalls equal to at least 25% of estimated project costs.	Financial plan contains capital planning assumptions and cost estimates that are in line with historical experience.  For final design - The applicant has available cash reserves, debt capacity, or additional committed funds to cover cost increases or funding shortfalls equal to at least 10% of estimated project costs.  For PE - The applicant has a reasonable plan to cover cost increases or funding shortfalls equal to at least 25% of estimated project costs.	Financial plan contains optimistic capital planning assumptions and cost estimates.  The applicant has a reasonable plan to cover only minor (under 10%) cost increases or funding shortfalls.  For PE –The applicant has a reasonable plan to cover cost increases or funding shortfalls equal to at least 10% of estimated project costs.	Financial plan contains capital planning assumptions and cost estimates that are far more optimistic than recent history suggests.

# Operating Financial Evaluation Criteria

	High	Medium-High	Medium	Medium-Low	Low
Current Operating Financial Condition	<ul style="list-style-type: none"> <li>- Historical and actual positive cash flow. No cash flow shortfalls.</li> <li>- Current operating ratio exceeding 2.0</li> <li>- No service cutbacks in recent years.</li> </ul>	<ul style="list-style-type: none"> <li>- Historical and actual balanced budgets. Any annual cash flow shortfalls paid from cash reserves or other committed sources.</li> <li>- Current operating ratio is at least 1.5</li> <li>- No service cutbacks in recent years.</li> </ul>	<ul style="list-style-type: none"> <li>- Historical and actual balanced budgets. Any annual cash flow shortfalls paid from cash reserves or annual appropriations.</li> <li>- Current operating ratio is at least 1.2</li> <li>- No service cutbacks or only minor service cutbacks in recent years</li> </ul>	<ul style="list-style-type: none"> <li>- Historical and actual cash flow show several years of revenue shortfalls. Any annual cash flow shortfalls paid from short term borrowing.</li> <li>- Current operating ratio is at least 1.0</li> <li>- Major Service cutbacks in recent years</li> </ul>	<ul style="list-style-type: none"> <li>- Historical and actual cash flow show several years of revenue shortfalls, or historical information not provided.</li> <li>- Current operating ratio is less than 1.0</li> <li>- Major service cutbacks in recent years</li> </ul>
Commitment of O&M Funds	<p>For final design - 100% of the funds needed to operate and maintain the proposed transit system are committed or budgeted.</p> <p>For PE – Over 75% of the funds needed to operate and maintain the proposed transit system are committed or budgeted. The remaining funds are planned.</p>	<p>For final design - Over 75% of the funds needed to operate and maintain the proposed transit system are committed or budgeted.</p> <p>For PE - Over 50% of the funds needed to operate and maintain the proposed transit system are committed or budgeted. The remaining funds are planned.</p>	<p>For final design – Over 50% of the funds needed to operate and maintain the proposed transit system are committed or budgeted.</p> <p>For PE – While no additional O&amp;M funding has been committed, a reasonable plan to secure funding commitments has been presented.</p>	<p>For final design - Sponsor has identified reasonable potential funding sources, but has received less than 50% commitments to fund transit operations and maintenance.</p> <p>For PE - Sponsor does not have a reasonable plan to secure O&amp;M funding. No unspecified sources.</p>	<p>For final design - Sponsor has not yet received any funding commitments to fund transit operations and maintenance and has not identified any reasonable plan for securing funding commitments.</p> <p>For PE - Sponsor has not identified any reasonable funding sources for the operation and maintenance of the proposed transit system.</p>
Operating Cost Estimates and Planning Assumptions/ O&M Funding Capacity	<p>The assumptions supporting the operating and maintenance cost estimates and revenue forecasts are very conservative relative to historical experience.</p> <p>Projected cash balances, reserve accounts, or access to a line of credit exceeding 50 percent (6 months) of annual systemwide operating expenses.</p>	<p>The assumptions supporting the operating and maintenance cost estimates and revenue forecasts are conservative relative to historical experience.</p> <p>Projected cash balances, reserve accounts, or access to a line of credit exceeding 25 percent (3 months) of annual systemwide operating expenses.</p>	<p>The assumptions supporting the operating and maintenance cost estimates and revenue forecasts are consistent with historical experience.</p> <p>Projected cash balances, reserve accounts, or access to a line of credit exceeding 12 percent (1.5 months) of annual systemwide operating expenses.</p>	<p>The assumptions supporting the operating and maintenance cost estimates and revenue forecasts are optimistic relative to historical experience.</p> <p>Projected cash balances, reserve accounts, or access to a line of credit are less than 8 percent (1 month) of annual systemwide operating expenses.</p>	<p>The assumptions supporting the operating and maintenance cost estimates and revenue forecasts are far more optimistic than historical experience suggests is reasonable.</p> <p>Projected cash balances are insufficient to maintain balanced budgets.</p>

**Potential Capital Funding Sources - Based on Projects Implemented Across the Country**

Federal	Federal: Non- New Starts	State	Local	Financing
New Starts (50% of Project Costs)	Federal Highway (FHWA) Flexible Funds	Bond Proceeds	Sales Tax	Private Sector
	CMAQ	Sales Tax	City/County General Fund	Grant Anticipation Revenue Bonds
	FTA 5307 Urbanized Area Formula Funds	General Fund	Land Donation	General Obligation Bonds
	FTA 5309 Bus Discretionary Funds	Gas Tax	In-kind Contributions	Toll Revenue Bonds
	FTA Section 5309 Fixed Guideway Modernization Funds		Sale of Excess ROW	Transportation Infrastructure Finance and Innovation Act (TIFIA)
	FTA Competitive Grants		Improvement Districts	
			Rental Car Surcharge	
			Benefit Assessment Districts	

**Potential Operating Funding Sources - Based on Projects Implemented Across the Country**

Federal	State	Local
Federal Highway (FHWA) Flexible Funds	Sales Tax	Fare Revenue
CMAQ (First 3 years only)	General Fund	Sales Tax
FTA 5307 Urbanized Area Formula Funds	Gas Tax	City/County General Fund
FTA Section 5309 Fixed Guideway Modernization Funds		Improvement Districts
		Rental Car Surcharge
		Benefit Assessment Districts
		Improvement Districts
		Rental Car Surcharge
		Benefit Assessment Districts
		Advertising
		Naming Rights
		Parking Fees

FTA 2012 New Starts and Small Starts Report: Project Funding

	New Starts Funds			Other Federal Funds		State Funds		Local Funds		Private Funding		
	Total Cost	% Share	Amount	Source	Amount	Source	Amount	Source	Amount	Source	Amount	
<b>NEW STARTS PROJECTS</b>												
<b>Full Funding Grant Agreements</b>												
West Corridor LRT - Denver	\$709.83	43.5%	\$308.68	CMAQ	\$9.5			Local Sales Tax	\$391.7			
Northwest/Southeast LRT - Dallas	\$1,406.2	49.8%	\$700.00					Local Sales Tax	\$706.2			
Mid-Jordan LRT - Salt Lake City	\$535.4	80.0%	\$428.29					Local Sales Tax	\$80.1			
								Previously purchased ROW	\$27.0			
Dulles Metrorail - Northern Virginia	\$3,142.5	28.6%	\$900.00	FHWA Flexible Funds	\$75.0	VA Transportation Act of 2000 Bond Funds	\$51.7	Toll Rev & Bond Proceeds	\$1,467.0			
						State Bond Funds	\$125.0	Transportation Improvement District	\$523.8			
University Link LRT - Seattle	\$1,947.7	41.7%	\$813.00	Congestion Mitigation Air Quality Improvement Program (CMAQ)	\$9.00			Bond proceeds, local sales tax, sales of excess ROW	\$1,122.7			
				FTA 5307 Urbanized Area Formula Funds	\$3.00							
<b>Final Design</b>												
Central Subway LRT - San Francisco	\$1,578.3	59.7%	\$942.2	CMAQ	\$6.2	Proposition 1B Bond Funds	\$240	Prop B/K Sales Tax Funds	\$124.0			
						Transportation Congestion Relief Bond Funds	\$14.0	SFMTA and Parking Revenue	\$163.9			
						Regional Transportation Improvement Funds	\$88.0					
New Britain - Hartford Busway, Hartford CT	\$572.7	48.1%	\$275.3	FTA 5307 Urbanized Area Formula Funds	\$18.2	State Transportation Funds	\$113.3					
				FTA 5309 Fixed Guideway	\$21.2							
				FTA 5309 Bus Discretionary Funds	\$25.9							
				CMAQ	\$113.0							
				FHWA NHS Funds	\$6.0							
Central FL Commuter Rail - Initial Segment, Orlando	\$357.2	50.0%	\$178.6			Florida New Starts Transit Program	\$89.3	Volusia County	\$6.6			
								Seminole County	\$45.6			
								City of Orlando	\$13.5			
								Orange County	\$23.7			
North Corridor LRT - Houston TX	\$756.0	59.5%	\$450.0					Dedicated Sales Tax	\$306.0			
Southeast Corridor LRT - Houston TX	\$822.9	54.7%	\$450.0					Dedicated Sales Tax	\$372.9			

FTA 2012 New Starts and Small Starts Report: Project Funding

	Total Cost	New Starts Funds		Other Federal Funds		State Funds		Local Funds		Private Funding	
		% Share	Amount	Source	Amount	Source	Amount	Source	Amount	Source	Amount
<b>Preliminary Engineering</b>											
South Corridor Phase 2 - Sacramento CA	\$270.0	50.0%	\$135.0	CMAQ	\$7.1	Transportation Congestion Relief Bond Funds	\$8.1	Measure A Sales Tax	\$32.0		
				STIP Funds	\$4.3	Proposition 1B Bond Funds	\$19.2	Elk Grove, W Laguna, Vineyard CFD Developer Fees	\$6.2		
						State Transit Assistance	\$0.2	Certificates of Participation	\$57.9		
Silicon Valley Berryessa Extension - San Jose CA	\$2,509.1	35.9%	\$900.0			Traffic Congestion Relief	\$365.59	Measure A Sales Tax	\$1,243.5		
East Corridor - Denver CO	\$1,765.1	48.2%	\$850.4	CMAQ	\$20.9			Bond Proceeds	\$76.6	Concessionaire - Private Financing	\$505.5
								Sales & Use Tax	\$275.2		
								Local Jurisdiction Share	\$36.5		
Gold Line - Denver CO	\$715.5	25.2%	\$180.0	CMAQ	\$14.0			Bond Proceeds	\$19.3	Concessionaire - Private Financing	\$342.7
								Sales & Use Tax	\$144.9		
								Local Jurisdiction Share	\$14.7		
Honolulu High Capacity Transit Corridor Project	\$5,347.7	29.0%	\$1,550.0	FTA 5307 Urbanized Area Formula Funds	\$300.7	State/Local Sales Tax	\$3,492.96				
				ARRA FTA 5307 Urbanized Area	\$4.0						
Central Corridor LRT - St. Paul-Minneapolis	\$941.3	49.5%	\$466.2	CMAQ	\$4.5	General Obligation Bonds	\$94.1	Counties Transit Improvement Board	\$282.4		
								RCRRA	\$65.9		
								HCRRRA	\$28.2		
Northeast Corridor Light Rail Project Charlotte NC	\$1,180.0	50.0%	\$590.0			State Full Funding Grant Agreement	\$295.00	1/2 Cent Sales Tax	\$295.0		
Milwaukee LRT - Portland OR	\$1,471.8	50.0%	\$735.9	FHWA Flexible Funds - Grant Anticipation Revenue Bonds	\$72.5			Oregon DOT / TriMet Bond Funds	\$280.0		
								Other Local Funds	\$175.4		
								Oregon DOT/Tri Met Debt Service	\$170.0		
								In Kind Contributions	\$38.0		
University Corridor LRT - Houston TX	\$1,496.9	50.0%	\$748.5					Dedicated Sales Tax	\$748.5		
Draper LRT - Salt Lake City UT	\$212.2	80.0%	\$169.8					Local Sales Tax	\$38.2		
								Right-of-Way Contribution	\$4.2		

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	Total Cost	% Share	Amount	Source	Amount	Source	Amount	Source	Amount	Source	Amount
<b>SMALL STARTS PROJECTS</b>											
<b>Project Development</b>											
East Bay BRT - Oakland CA	\$234.6	32.0%	\$75.0	FHWA Flexible Funds	\$35.0			Regional Measure 2 Sales Tax	\$48.7		
				FTA 5309 Bus Discretionary	\$2.1			Alameda County Measure B Sales Tax	\$21.0		
				STIP Funds	\$52.7			Capital Funding	\$0.1		
Perris Valley Line - Riverside CA	\$232.7	32.2%	\$75.0	FTA 5307 Urbanized Area Formula Funds	\$26.2			Measure A Sales Tax - Rail Capital Program	\$42.7		
				FTA 5309 Fixed Guideway Modernization Funds	\$9.5			Property Tax	\$15.3		
				CMAQ	\$6.4						
				STIP Funds	\$57.7						
E Street Corridor sbX BRT - San Bernardino CA	\$191.7	39.1%	\$75.0	FHWA Flexible Funds (CMAQ)	\$11.6	Prop 1B Bond Funds	\$10.7	San Bernardino County Measure	\$23.6	Developer Contributions	\$1.0
				FTA 5307 Urbanized Area Formula Funds	\$40.9			Cities: San Bernardino & Loma Linda	\$7.1		
				FHWA Flexible Funds	\$5.0	Transit Assistance Fund	\$1.3	Local Transportation Board	\$8.4		
Van Ness Avenue BRT - San Francisco CA	\$118.6	63.0%	\$74.7					Proposition K Sales Tax	\$20.5		
								Other (Revenues, Tolls, Fees)	\$23.4		