<table>
<thead>
<tr>
<th>Workshop Agenda</th>
<th>Presenter</th>
<th>Estimated Time Allotted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Chair Update</td>
<td>Jennifer Mitchell, Chairperson</td>
<td>10 mins</td>
</tr>
<tr>
<td>Transforming Rail in Virginia – Major Capital Projects</td>
<td>Michael McLaughlin, Chief of Rail – DRPT</td>
<td>20 mins</td>
</tr>
<tr>
<td>Virginia Passenger Rail Authority Organizational Structure</td>
<td>Jennifer Mitchell, Chairperson</td>
<td>20 mins</td>
</tr>
<tr>
<td>Draft VPRA Budget – Operating and Capital</td>
<td>Steve Pittard, Chief Financial Officer – DRPT</td>
<td>30 mins</td>
</tr>
<tr>
<td>Virginia Railway Express – Decades of Transformation</td>
<td>Rich Dalton, CEO – Virginia Railway Express</td>
<td>15 mins</td>
</tr>
<tr>
<td>Closed Session</td>
<td></td>
<td>30 mins</td>
</tr>
<tr>
<td>Break - Lunch</td>
<td></td>
<td>60 mins</td>
</tr>
<tr>
<td>Draft VPRA Personnel Policy</td>
<td>Jeremy Latimer, Director of Rail Programs – DRPT</td>
<td>15 mins</td>
</tr>
<tr>
<td>Virginia Passenger Rail Authority Administrative Items</td>
<td>Steve Pittard, Chief Financial Officer – DRPT</td>
<td>10 mins</td>
</tr>
<tr>
<td>Public Comment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action Agenda</th>
<th>Presenter</th>
<th>Estimated Time Allotted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Comment</td>
<td></td>
<td>10 mins</td>
</tr>
</tbody>
</table>
Board Chair Update

Jennifer Mitchell, Chairperson
Transforming Rail in Virginia
Major Capital Projects

Michael McLaughlin, Chief of Rail – DRPT
Transforming Rail in Virginia Capital Program

• Of the $3.7 Billion TRV Program, $3.2 billion is for capital projects.

• The projects will be constructed in phases:
  • Phase 1 to be completed ~ 2026
  • Phase 2 to be completed ~ 2030

• Virginia is close to finalizing the definitive legal agreements with CSX, Amtrak, and VRE on the $3.7 billion TRV Program.
Completion of Phases Correspond with New Passenger Service

- Proposed Future Virginia Railway Express (VRE) Service Plan
• Proposed Future Amtrak Service Plan
Acquisition

• The acquisition map stretches from the nation’s capital to the Allegheny Mountains to North Carolina.

• Phases 1 and 2 are concentrated on the RF&P from Washington to Richmond
Program Highlights

**Central RF&P Area Projects**

**Railroad Right-of-Way (ROW) and Track Acquisition**
Purchase of 398 Miles of Railroad ROW and 234 Miles of Track

**RF&P Corridor Improvements**
Construct 37 Miles of New Track

**RF&P Corridor**
- Half CSXT ROW between Washington, DC and Richmond, VA (120 miles) and 48 miles of track

**Buckingham Branch Line**
- All CSXT ROW between Doswell, VA and Clifton Forge, VA (173 miles) and 186 miles of track

**S-Line**
- All CSXT ROW (abandoned rail line) between Petersburg, VA and Ridgeway, NC (75 miles)

**S-Line/A-Line**
- Half CSXT ROW and passenger rights on CSXT track between Richmond, VA and Petersburg, VA (~30 miles)

**Legend**
- Stations
- RF&P Railroad Tracks
  - Existing
  - Phase 1
  - Phase 2

**Projects**
- Aquia Creek Third Track (Siding E)
- Potomac Creek Third Track (Siding A)
- Crossroads Third Track (Siding F)
- Woodford to Milford Third Track (Siding B)
Southern RF&P Area Projects

Program Highlights

**Railroad Right-of-Way (ROW) and Track Acquisition**
Purchase of 398 Miles of Railroad ROW and 234 Miles of Track

**RF&P Corridor Improvements**
Construct 37 Miles of New Track

**RF&P Corridor**
- Half CSXT ROW between Washington, DC and Richmond, VA (120 miles) and 48 miles of track

**Buckingham Branch Line**
- All CSXT ROW between Doswell, VA and Clifton Forge, VA (173 miles) and 186 miles of track

**S-Line**
- All CSXT ROW (abandoned rail line) between Petersburg, VA and Ridgeway, NC (75 miles)

**S-Line/A-Line**
- Half CSXT ROW and passenger rights on CSXT track between Richmond, VA and Petersburg, VA (~30 miles)

**Legend**
- Stations
- RF&P Railroad Tracks
  - Existing
  - Phase 1
  - Phase 2

**Phase 1 (Complete 2026)**
- 23 miles of new track

**Phase 2 (Complete 2030)**
- 14 miles of new track

Map showing locations such as Ashland, Staples Mill, Richmond, and Hanover Third Track (Siding C) with mileage markers.
Individual Project Profiles
Long Bridge

- In order to add more freight and passenger rail, the biggest rail bottleneck on the East Coast – Long Bridge – needs to be addressed.
- Long Bridge carries almost 80 trains a day over a 100-year old 2-track bridge.
- The bridge is at 98% capacity during peak hours.
- Environmental clearance started in 2016 and was finalized in September 2020; names Virginia as the lead on design and construction.
Current Status and Next Steps

• Estimated $1.9 billion cost
• Project is currently at 15% design – Virginia is close to hiring a contractor to complete 30% Preliminary Engineering.
• In 2021 Virginia will apply to enter the FTA’s “Project Development” phase for its 5309 “Core Capacity” program – this could fund up to 50% of the project’s transit component (~$800 million).
• During Preliminary Engineering Virginia will determine the procurement method for construction – i.e. Design-Bid-Build or Design-Build or an alternative method.
• Virginia is also working with other stakeholders such as the District of Columbia Department of Transportation (DDOT), Amtrak, and VRE to coordinate various engineering and construction issues.
• PE will take 2 years and Final Design and Construction is estimated to be complete by 2030.
4th Track Project: “AF to RO”

- 3 Fredericksburg line tracks and 2 Manassas line tracks – which carry all of the Commonwealth’s VRE and Amtrak passenger trains in addition to freight traffic – converge into 3 tracks at the AF interlocking in Alexandria.

- The project will design & construct 6 miles of fourth track between the AF (Alexandria) and RO (Rosslyn) Interlockings.

- The new track will be coordinated with the Crystal City Station and Alexandria Station projects performed by VRE.

- Project received a $45 million FASTLANE grant from US DOT in 2016.

- When complete CSX will convey an existing track on the west to Virginia.
Project Status and Next Steps

- $161 million estimated project cost.
- DC2RVA Tier II EIS complete in Sept. 2019 - environmental clearance for AF to RO achieved through DC2RVA project.
- PE plans were completed for the full DC2RVA project corridor and DRPT is close to finalizing AF to RO PE Signature Plans.
- Early works PE design plans for a Crash wall at Airport Access Road – will satisfy the grant requirement of construction start w/in 18 months of DOT grant agreement execution.
- CSX will be leading final design and construction as the right of way to build the project is on the east on CSX land.
- When complete CSX will convey an existing track on the west to Virginia.
- Final Design estimated to be complete in 2022 and Construction estimated for 2025 completion
Franconia to Lorton Projects

- Franconia to Lorton 3rd track is a 6+-mile Segment that will extend the 3rd track that is currently from Franconia to Alexandria.
- Franconia Bypass just south of the Franconia Station will allow passenger trains to crossover to serve VRE Stations on the west north of Franconia and on the east south of Franconia.
Project Status and Next Steps

3rd Track
• $162 million cost
• PE complete
• Environmental Clearance in-progress: Categorical Exclusion
• Final Design will begin in 2021 and construction will begin in 2023 with completion in 2025

Bypass
• $340 million cost
• Concept Level design
• Environmental Clearance in-progress: Categorical Exclusion
• Design to begin in 2021 and construction will begin in 2023 with completion in 2026
DC to Richmond Sidings

- The Phase 1 and 2 sidings are located from Woodbridge to Hanover County are approximately 3-4 miles in length and will allow for strategically placed 3rd tracks that will allow freight and passenger trains to utilize the sidings to fluidly move from Washington, DC to Richmond.

6 sidings:
- Siding A: Potomac Creek near Leeland Station
- Siding B: Woodford Milford in Caroline County
- Siding C: Hanover Siding north of Ashland
- Siding D: Neabsco Creek south of Rippon
- Siding E: Aquia Creek north of Brook Station
- Siding F: Crossroads south of Spotsylvania

- 4 of these sidings, when combined with other 3rd tracks on the ground or in development, will be the start of a dedicated 3rd track passenger corridor (to be completed in Phases 3 and 4) from Alexandria to Spotsylvania, which is the end of the VRE Territory.
Project Status and Next Steps

- Estimated cost of $472 Million.
- All sidings were cleared environmentally by DC2RVA, as was 30% design for most of the sidings.
- Of the 3 sidings that are part of “Phase 1”, final design procurement will begin in 2021.
- The other 3 sidings in “Phase 2” will begin final design in 2026.
- Construction Dates: 2022-2025 for Phase 1 sidings; 2027-2030 for Phase 2 sidings
Future Phases

• As identified in the CSX agreement there are future phases that would complete a 3rd track from DC to Spotsylvania.

• The CSX agreement also identifies the goal of Virginia building a 4 track corridor from Washington to Richmond in the future, with 2 tracks dedicated to passenger rail.

• 4 tracks would allow for skip stop service and reverse-flow VRE trains

• Additional projects are in planning for:
  • Main Street Station in Richmond - to allow all Amtrak trains to serve Main Street
  • The Commonwealth Corridor utilizing the Buckingham Branch
  • The S-Line from Petersburg to North Carolina
  • Roanoke to Christiansburg
Questions?

Michael McLaughlin

michael.mclaughlin@drpt.virginia.gov

www.drpt.Virginia.gov

Note: “Chief” and “Director” nomenclature is used to illustrate common reporting levels within the management structure but may not hold in all cases as positions are better defined in future phases of the organizational design.
VPRA DRAFT Expanded Management Organization

Executive Management Team

Chief Operating Officer
- Director of Planning & Programming
  - Program Manager
  - Manager of Planning
- Manager of Design Services
- Manager of ROW / 3rd Party
- Construction Manager
- Manager of Real Estate Management

Chief Financial Officer
- Director of Rail Contracting & Management
- Director of Budget & Financial Planning
- Director of Accounting & Reporting
- Director of Treasury & Cash Management
- Director of Accounting & Reporting
- Director of Treasury & Cash Management

Chief of External Affairs
- Director of Government Affairs
- Director of Marketing & Media Relations
- Director of Procurement
- Director of IT
- Human Resources Director
- Construction Contracting
- Real Estate Contracting

Chief Administrative Officer
- Director of Procurement
- Director of IT
- Human Resources Director
- Construction Contracting
- Real Estate Contracting

Board Secretary
- Attorney General of Virginia

Management
FY2022 Draft Operating and Capital Budget

Steve Pittard, Chief Financial Officer – DRPT
The law establishing the Virginia Passenger Rail Authority (VPRA) also established that the CTB should prescribe the form of the VPRA operating plan and budget.

- 33.2-298. Annual budget.

The Authority shall prepare and submit a detailed annual operating plan and budget to the Transportation Board by February 1 of each fiscal year. The Authority shall also prepare and submit for approval any proposed capital expenditures and projects for the following fiscal year to the Transportation Board by February 1. The Transportation Board shall have until May 30 to approve or deny any capital expenditures, and, in the event the Transportation Board has not approved or denied the Authority's proposed capital expenditures by such deadline, such expenditures shall be deemed approved. The operating plan and budget shall be in a form prescribed by the Transportation Board and shall include information on expenditures, indebtedness, and other information as prescribed by the Transportation Board.
VPRA Budget Requirements

• By February 1\textsuperscript{st} of each year, submit an annual operating and capital budget to the CTB.

• The CTB has until May 30\textsuperscript{th} each year to approve or deny any capital expenditures in the budget.

• CTB provided the ability to prescribe the format and contents of the operating budget.
Basic Assumptions – Operating Budget

• One year budget (FY2022); will include an estimate for FY2021 for comparison

• Based on anticipated expenditures as accrual basis required

• Zero-based estimate for FY2022

• Two main elements of Operating Budget:
  ➢ Amtrak Operations Costs
  ➢ VPRA Administration
<table>
<thead>
<tr>
<th>Project Description</th>
<th>FY21 (Millions)</th>
<th>FY22 (Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Budget</td>
<td>$2.3</td>
<td>$5.2</td>
</tr>
<tr>
<td>Roanoke Service - Amtrak Route 46 (1 daily roundtrip)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Support</td>
<td>3.5</td>
<td>6.0</td>
</tr>
<tr>
<td>Capital Equipment Charge</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Subtotal</td>
<td>3.5</td>
<td>6.0</td>
</tr>
<tr>
<td>Newport News Service - Amtrak Route 47 (2 daily roundtrips)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Support</td>
<td>6.5</td>
<td>12.0</td>
</tr>
<tr>
<td>Capital Equipment Charge</td>
<td>1.2</td>
<td>1.2</td>
</tr>
<tr>
<td>Subtotal</td>
<td>7.7</td>
<td>13.2</td>
</tr>
<tr>
<td>Norfolk Service - Amtrak Route 50 (2 daily roundtrips)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Support</td>
<td>2.9</td>
<td>7.5</td>
</tr>
<tr>
<td>Capital Equipment Charge</td>
<td>2.4</td>
<td>2.4</td>
</tr>
<tr>
<td>Subtotal</td>
<td>5.3</td>
<td>9.9</td>
</tr>
<tr>
<td>Richmond Service - Amtrak Route 51 (1 daily roundtrip)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Support</td>
<td>0.8</td>
<td>6.0</td>
</tr>
<tr>
<td>Capital Equipment Charge</td>
<td>0.9</td>
<td>1.0</td>
</tr>
<tr>
<td>Subtotal</td>
<td>1.7</td>
<td>7.0</td>
</tr>
<tr>
<td>Future Roanoke/NRV Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Support</td>
<td>-</td>
<td>6.0</td>
</tr>
<tr>
<td>Capital Equipment Charge</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Subtotal</td>
<td>-</td>
<td>6.0</td>
</tr>
<tr>
<td>Future Norfolk Train 3 Operations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Support</td>
<td>-</td>
<td>2.2</td>
</tr>
<tr>
<td>Capital Equipment Charge</td>
<td>-</td>
<td>0.5</td>
</tr>
<tr>
<td>Subtotal</td>
<td>-</td>
<td>2.7</td>
</tr>
<tr>
<td>Bedford Amtrak Thruway Intercity Bus Connector</td>
<td>0.3</td>
<td>0.3</td>
</tr>
<tr>
<td>Amtrak Marketing Costs</td>
<td>0.9</td>
<td>0.9</td>
</tr>
<tr>
<td>Total Operating Budget</td>
<td>$21.7</td>
<td>$51.2</td>
</tr>
</tbody>
</table>
Amtrak State-Supported Operating Budget

• Presents the costs of the six state-supported Amtrak trains

• Includes funding for marketing, train operating costs, and for Virginia’s share of contributions for Amtrak equipment

• Presents net subsidy required by route
VPRA Administration Budget

• Developed at general ledger account level using DRPT's current chart as a base

• Present using a roll-up by certain classifications of expenditures. For example:
  - Payroll includes base salaries and all fringes
  - IT includes telecomm, network, hardware, software and maintenance

<table>
<thead>
<tr>
<th>TOTAL PAYROLL</th>
<th>TOTAL INFORMATION TECHNOLOGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>TELECOMM SERVICE</td>
<td>CLERICAL SERVICES</td>
</tr>
<tr>
<td>VOICE/DATA TRANS. EQUIP</td>
<td>AUDITING SERVICES</td>
</tr>
<tr>
<td>COMPUTER SYSTEMS &amp; SUPPORT</td>
<td>CONSULTING SERVICES</td>
</tr>
<tr>
<td>MOBILE CLIENT COMPUTERS</td>
<td>PERSONNEL MANAGEMENT SERVICES</td>
</tr>
<tr>
<td>NETWORK COMPONENTS</td>
<td>LEGAL SERVICES</td>
</tr>
<tr>
<td>OTHER COMP. EQUIPMENT</td>
<td>MANUAL LABOR SERVICES</td>
</tr>
<tr>
<td>COMPUTER SOFTWARE PURCHASES</td>
<td></td>
</tr>
<tr>
<td>COMPUTER OPERATING SUPPLIES</td>
<td>TOTAL OUTSIDE SUPPORT SERVICES</td>
</tr>
<tr>
<td></td>
<td>EMPLOYEE INCENTIVES</td>
</tr>
<tr>
<td>TOTAL INFORMATION TECHNOLOGY</td>
<td>EMP TRNG COURSE, WKSHP, CONF</td>
</tr>
<tr>
<td></td>
<td>AUDITING SERVICES</td>
</tr>
<tr>
<td></td>
<td>CONSULTING SERVICES</td>
</tr>
<tr>
<td></td>
<td>PERSONNEL MANAGEMENT SERVICES</td>
</tr>
<tr>
<td></td>
<td>LEGAL SERVICES</td>
</tr>
<tr>
<td></td>
<td>MANUAL LABOR SERVICES</td>
</tr>
<tr>
<td>TOTAL TRAINING TRAVEL OTHER</td>
<td></td>
</tr>
<tr>
<td>PROPERTY INSURANCE</td>
<td></td>
</tr>
<tr>
<td>BUILDING RENTALS</td>
<td></td>
</tr>
<tr>
<td>OFFICE APPURTENANCES</td>
<td></td>
</tr>
<tr>
<td>OFFICE FURNITURE</td>
<td></td>
</tr>
<tr>
<td>CONSTRUCTION, BLDG IMP</td>
<td></td>
</tr>
<tr>
<td>TOTAL OFFICE BUILDING &amp; RELATED</td>
<td></td>
</tr>
<tr>
<td>PUBL. SUBSCRIPTIONS</td>
<td></td>
</tr>
<tr>
<td>OFFICE SUPPLIES</td>
<td></td>
</tr>
<tr>
<td>PRINTING SERVICES</td>
<td></td>
</tr>
<tr>
<td>EQUIP. REPAIR &amp; MAINT.</td>
<td></td>
</tr>
<tr>
<td>POSTAL SERVICES</td>
<td></td>
</tr>
<tr>
<td>TOTAL OTHER ADMINISTRATIVE</td>
<td></td>
</tr>
<tr>
<td>TOTAL FY2022 BUDGET</td>
<td></td>
</tr>
</tbody>
</table>
Draft VPRA Administration Budget

• Payroll includes 28 potential employees at an average employment length for the year of 75%
• Training Travel Other includes: employee training, conferences, work travel to oversee projects; employee incentives - bus pass subsidy or tuition reimbursement; organizational memberships; work apparel; food and dietary costs
• Outside support services include professional services (audit, legal) and consultants needed for the standup of the organization
• Information Technology includes the purchase / install / maintenance of ERP financial system
• After organization standup period some categories should decrease

<table>
<thead>
<tr>
<th>EXPENSE CATEGORY</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYROLL</td>
<td>$1,950,000</td>
<td>$3,423,000</td>
</tr>
<tr>
<td>TRAINING TRAVEL OTHER</td>
<td>18,000</td>
<td>138,700</td>
</tr>
<tr>
<td>OFFICE FUNCTIONS</td>
<td>5,000</td>
<td>12,300</td>
</tr>
<tr>
<td>OUTSIDE SUPPORT SERVICES</td>
<td>146,500</td>
<td>531,000</td>
</tr>
<tr>
<td>INFORMATION TECHNOLOGY</td>
<td>98,000</td>
<td>904,000</td>
</tr>
<tr>
<td>OFFICE BUILDING &amp; RELATED</td>
<td>45,000</td>
<td>157,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,262,500</strong></td>
<td><strong>$5,166,000</strong></td>
</tr>
</tbody>
</table>
Basic Assumptions – Capital Budget

• Will include current year expenditures and (FY2021), budget for following fiscal year (FY2022) and five-year forecast (FY2023-FY2027)

• Based on cash flows - approximate accrual based expenditures

• Includes existing projects (~30 projects) and planned future efforts (Transforming Rail Initiative)

• Two sections:
  
  ➢ **Capital Projects** section: VPRA-managed projects
  
  ➢ **Capital Grants** section: Projects managed by external grantees

• Will include one-page narrative description with status update on each project
## DRAFT VPRA CAPITAL PROJECTS BUDGET (IN MILLIONS)

<table>
<thead>
<tr>
<th>Project</th>
<th>Total Budget</th>
<th>Expenses June 30, 2020</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>FY26</th>
<th>FY27</th>
<th>Total FY21 - FY27</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Long Bridge for Passenger Rail</td>
<td>$1,979.3</td>
<td>$2.6</td>
<td>$15.8</td>
<td>$7.5</td>
<td>$4.0</td>
<td>$60.7</td>
<td>$665.1</td>
<td>$742.8</td>
<td>$380.7</td>
<td>$1,876.6</td>
</tr>
<tr>
<td>Alexandria 4th Track</td>
<td>163.8</td>
<td>10.4</td>
<td>22.2</td>
<td>38.4</td>
<td>27.6</td>
<td>28.4</td>
<td>29.3</td>
<td>7.5</td>
<td>-</td>
<td>153.4</td>
</tr>
<tr>
<td>Franconia to Lorton 3rd Mainline</td>
<td>161.7</td>
<td>1.3</td>
<td>2.2</td>
<td>5.4</td>
<td>90.6</td>
<td>62.2</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>160.4</td>
</tr>
<tr>
<td>Franconia-Springfield Bypass</td>
<td>342.2</td>
<td>3.2</td>
<td>5.6</td>
<td>23.1</td>
<td>35.5</td>
<td>90.4</td>
<td>121.7</td>
<td>62.7</td>
<td>-</td>
<td>339.0</td>
</tr>
<tr>
<td>Richmond to DC Sidings - Phase 1</td>
<td>233.1</td>
<td>-</td>
<td>8.4</td>
<td>25.1</td>
<td>46.5</td>
<td>79.1</td>
<td>74.0</td>
<td>-</td>
<td>-</td>
<td>233.1</td>
</tr>
<tr>
<td>Richmond to DC Sidings - Phase 2</td>
<td>236.4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3.8</td>
<td>15.1</td>
<td>18.9</td>
<td></td>
</tr>
<tr>
<td>TRV Right of Way Acquisition</td>
<td>525.0</td>
<td>-</td>
<td>200.0</td>
<td>200.0</td>
<td>125.0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>525.0</td>
</tr>
<tr>
<td>TRV Other Infrastructure</td>
<td>116.6</td>
<td>-</td>
<td>35.6</td>
<td>19.8</td>
<td>0.1</td>
<td>0.7</td>
<td>0.5</td>
<td>23.4</td>
<td>7.3</td>
<td>87.4</td>
</tr>
<tr>
<td><strong>Total TRV</strong></td>
<td><strong>3,758.1</strong></td>
<td><strong>17.5</strong></td>
<td><strong>289.8</strong></td>
<td><strong>319.3</strong></td>
<td><strong>329.3</strong></td>
<td><strong>321.5</strong></td>
<td><strong>890.6</strong></td>
<td><strong>840.2</strong></td>
<td><strong>403.1</strong></td>
<td><strong>3,393.8</strong></td>
</tr>
<tr>
<td>Purchase of St. Julian's Yard: Amtrak Train Service Facility</td>
<td>1.8</td>
<td>-</td>
<td>-</td>
<td>1.8</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,759.9</strong></td>
<td><strong>$17.5</strong></td>
<td><strong>$289.8</strong></td>
<td><strong>$321.1</strong></td>
<td><strong>$329.3</strong></td>
<td><strong>$321.5</strong></td>
<td><strong>$890.6</strong></td>
<td><strong>$840.2</strong></td>
<td><strong>$403.1</strong></td>
<td><strong>$3,395.6</strong></td>
</tr>
<tr>
<td>Project Description</td>
<td>Grantee</td>
<td>Total Project Budget</td>
<td>Expenses</td>
<td>June 30, 2020</td>
<td>FY21</td>
<td>FY22</td>
<td>FY23</td>
<td>FY24</td>
<td>FY25</td>
<td>FY26</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>----------------------</td>
<td>----------</td>
<td>---------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>Crystal City Platform Study</td>
<td>VRE</td>
<td>$ 1.0</td>
<td>-</td>
<td>-</td>
<td>$ 0.7</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>L'Enfant Platform Study</td>
<td>VRE</td>
<td>3.2</td>
<td>-</td>
<td>-</td>
<td>1.1</td>
<td>1.1</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Alexandria Station Pedestrian Tunnel</td>
<td>VRE</td>
<td>6.9</td>
<td>-</td>
<td>-</td>
<td>2.3</td>
<td>2.3</td>
<td>2.3</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Brooke/Leeland Road/Potomac Shores Station Improvements: Design &amp; Construction</td>
<td>VRE</td>
<td>36.0</td>
<td>-</td>
<td>-</td>
<td>2.0</td>
<td>1.9</td>
<td>3.8</td>
<td>3.8</td>
<td>7.6</td>
<td>-</td>
</tr>
<tr>
<td>Broad Run Station &amp; 3rd Track Improvements</td>
<td>VRE</td>
<td>71.4</td>
<td>2.3</td>
<td>0.5</td>
<td>0.4</td>
<td>6.8</td>
<td>19.3</td>
<td>25.7</td>
<td>12.9</td>
<td>-</td>
</tr>
<tr>
<td>Lorton Platforms</td>
<td>VRE</td>
<td>4.0</td>
<td>-</td>
<td>-</td>
<td>0.3</td>
<td>0.5</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Manassas Station Platform Extension</td>
<td>VRE</td>
<td>9.2</td>
<td>-</td>
<td>-</td>
<td>2.3</td>
<td>4.6</td>
<td>2.3</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Real Time Multimodal Information</td>
<td>VRE</td>
<td>3.5</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Manassas Park Parking Garage and Bridge</td>
<td>VRE</td>
<td>23.5</td>
<td>-</td>
<td>-</td>
<td>3.9</td>
<td>3.9</td>
<td>3.9</td>
<td>3.9</td>
<td>4.0</td>
<td>-</td>
</tr>
<tr>
<td>Quantico Station Improvements</td>
<td>VRE</td>
<td>19.2</td>
<td>0.6</td>
<td>1.8</td>
<td>2.0</td>
<td>11.9</td>
<td>1.5</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Rolling Road Platform Extensions</td>
<td>VRE</td>
<td>2.0</td>
<td>0.1</td>
<td>0.3</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Track Lease Payment-Amtrak</td>
<td>VRE</td>
<td>52.5</td>
<td>-</td>
<td>5.8</td>
<td>6.4</td>
<td>6.4</td>
<td>6.4</td>
<td>6.4</td>
<td>6.4</td>
<td>6.4</td>
</tr>
<tr>
<td>Track Lease Payment-CSX</td>
<td>VRE</td>
<td>44.4</td>
<td>-</td>
<td>7.1</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
</tr>
<tr>
<td>Track Lease Payment-Norfolk Southern</td>
<td>VRE</td>
<td>25.7</td>
<td>-</td>
<td>2.8</td>
<td>3.1</td>
<td>3.1</td>
<td>3.1</td>
<td>3.1</td>
<td>3.1</td>
<td>3.1</td>
</tr>
<tr>
<td>Construction Storage Locations - WAS</td>
<td>VRE</td>
<td>14.5</td>
<td>-</td>
<td>-</td>
<td>1.1</td>
<td>1.1</td>
<td>1.1</td>
<td>1.1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Rehab Rail Facility - WAS</td>
<td>VRE</td>
<td>10.0</td>
<td>-</td>
<td>-</td>
<td>1.2</td>
<td>1.0</td>
<td>1.2</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Newport News Station Platform</td>
<td>Newport News</td>
<td>43.9</td>
<td>-</td>
<td>5.1</td>
<td>5.1</td>
<td>5.1</td>
<td>5.2</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Ettrick Station Improvements</td>
<td>Chesterfield County</td>
<td>4.6</td>
<td>-</td>
<td>-</td>
<td>0.5</td>
<td>1.0</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amtrak PIDS: Ashland, Richmond Main Street, Staples Mill Station</td>
<td>Amtrak/DRPT</td>
<td>1.2</td>
<td>-</td>
<td>0.4</td>
<td>0.4</td>
<td>0.4</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amtrak Station State-of-Good-Repair</td>
<td>Amtrak</td>
<td>7.1</td>
<td>-</td>
<td>1.3</td>
<td>1.4</td>
<td>1.4</td>
<td>1.5</td>
<td>1.5</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Positive Train Control</td>
<td>Amtrak</td>
<td>7.0</td>
<td>0.2</td>
<td>1.8</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>1.0</td>
<td>-</td>
</tr>
<tr>
<td>Arkendale to Powell's Creek Third Track Construction and Island Platforms</td>
<td>CSX</td>
<td>101.4</td>
<td>77.3</td>
<td>5.7</td>
<td>5.3</td>
<td>6.6</td>
<td>6.5</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Improvements Lynchburg to Roanoke</td>
<td>Norfolk Southern</td>
<td>102.1</td>
<td>80.1</td>
<td>2.0</td>
<td>7.5</td>
<td>7.5</td>
<td>5.0</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Route 29 Rail Corridor Improvements</td>
<td>Norfolk Southern</td>
<td>31.6</td>
<td>-</td>
<td>7.9</td>
<td>7.9</td>
<td>7.9</td>
<td>7.9</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>$ 625.9</td>
<td>$ 160.6</td>
<td>$ 31.5</td>
<td>$ 61.6</td>
<td>$ 80.5</td>
<td>$ 76.9</td>
<td>$ 61.1</td>
<td>$ 43.2</td>
<td>$ 19.5</td>
</tr>
</tbody>
</table>
Next Steps

• Late December: complete detailed budget document and provide to VPRA Board

• December – Mid January: update budgets based on feedback from VPRA Board and Audit and Budget Committee

• Late January: final budgets presented to the VPRA Board for approval to submit to the Commonwealth Transportation Board

• February – May: update budgets based on feedback received from CTB and any other significant changes

• Early June: final VPRA Board adoption of FY2022 budgets
Questions?
Decades of Transformation

VRE’s Role in the Expansion of Passenger Rail Service

Presented by
Rich Dalton
Chief Executive Officer
December 14, 2020
via Webex
In the Beginning

1950 Commuter rail abandoned in Northern Virginia

1964 Northern Virginia Transportation Commission initiates discussions on reestablishment of commuter rail service

1967-1984 Numerous studies validate the viability of commuter rail service
Early Milestones

1984 Planning for commuter rail begins in earnest. Grassroots effort garners community support.

1988 NVTC and PRTC establish the Virginia Railway Express Operations Board

1989 NVTC, PRTC and jurisdictions execute a Master Agreement
Early Milestones

1989 Operating and storage agreements are put in place

1992 First locomotive arrives (January)

1992 Inaugural ride with Governor (June)
Service Begins

1992
Manassas Line – June 22, 1992
Fredericksburg Line – July 20, 1992
Corridor Infrastructure Improvements

1991 To avoid the retirement of 11.5 miles of track north of Manassas, VRE agrees to pay Norfolk Southern $150,000 annually.

1995 To allow VRE to operate bi-level rail cars, an agreement is reached with Amtrak to share in the cost of enlarging the First Street Tunnel under the U.S. Capitol.
Corridor Infrastructure Improvements

CSX agrees to permit $10 million of state-funded improvements to the AF interlocking near Telegraph Road in Alexandria, plus upgrades to signals north to RW interlocking, and a third mainline track north of Slater’s Lane

1999

VRE completes its largest project to date, a new Quantico Bridge, to provide a double mainline crossing over Quantico Creek and greatly improve operational efficiency.

2007
Corridor Infrastructure Improvements

2011

VRE constructs a west platform at its Woodbridge station. The $3.9 million project includes an overhead pedestrian bridge connecting the second platform to the existing parking garage.

2015

VRE constructs 2.5 miles of third track on the CSX right of way from the VRE Crossroads Yard to Hamilton. The project includes a longer yard lead to accommodate the VRE Spotsylvania station.
What VRE Is Known For

- Safe and Healthy Operations
- High Customer Satisfaction
- Quality Service
- Reliable Service
- Strong Partnerships
Operations

Service (Pre-Pandemic)
- 82 route miles of leased track
- 2 lines
  - Fredericksburg
  - Manassas
- 16 trains daily on each line
- 19 stations
- 5 stations connect to Metrorail

Staff
- 50+ at headquarters/warehouse
- 140+ contracted employees
  - Operations (Keolis)
  - Station upkeep (Fresh Air)
  - Maintenance (Keolis)
Equipment

- 20 MP36 diesel-electric locomotives
- 49 Gallery IV trailers with restrooms (132 seats)
- 30 Gallery IV trailers without restrooms (144 seats)
- 21 Gallery IV cab cars (123 seats)
VRE COVID-19 Response

SYSTEM UTILIZATION AVERAGE

MAX CAPACITY FOR SOCIAL DISTANCING

- 100%
- 90%
- 75%
- 60%
- 45%
- 30%
- 15%

SEE WHICH TRAINS OFFER THE GREATEST OPPORTUNITY TO DISTANCE
VRE’s Future

As a partner with the commonwealth in improving mobility options in the region, VRE looks forward to working with the Virginia Passenger Rail Authority in implementing Virginia’s visionary $3.7 billion Transforming Rail in Virginia program.
Break & Closed Session

VPRA Board Meeting will resume at 1:30pm after Closed Session
Draft Personnel Policy

Jeremy Latimer, Director of Rail Programs – DRPT
Priority Hires

- **Executive Director**
  - “The Board shall employ an Executive Director of the Authority…”
  - CFO to oversee finances currently managed by DRPT.
  - Human Resources Director to begin hiring VPRA Staff.
  - Procurement Officer to utilize Authority powers to advance projects.
Attracting the Right Work Force

Benefits
- VRS
- EAP
- Additional Leave

Stability
- Education
- Protection
- Equality

Flexibility
- PTO
- Telework
- Alternative Schedules

Accountability
- Code of Conduct
- Performance
- COI
Employee Manual Development

Reference Documents:
- VPA | DHRM | VA 529

Consultation:
- OAG | VDOT | DHRM

Result:
- VPRA Employee Manual
<table>
<thead>
<tr>
<th>Major Components</th>
<th>Employment</th>
<th>Compensation</th>
<th>Benefits</th>
<th>Employee Relations</th>
<th>Safety</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Classification</td>
<td>Payment</td>
<td>Leave</td>
<td>Communication</td>
<td>Automobile Usage</td>
<td>Media</td>
</tr>
<tr>
<td></td>
<td>Hiring</td>
<td>Overtime</td>
<td>HealthCare</td>
<td>Conduct</td>
<td>Work Incidents</td>
<td>Conflict of Interest</td>
</tr>
<tr>
<td></td>
<td>Termination</td>
<td>Hours of Work</td>
<td>Retirement</td>
<td>Discrimination/Harassment</td>
<td>Preventing Workplace Violence</td>
<td>Waste/Fraud/Abuse</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Wellness</td>
<td>Disciplinary Procedures</td>
<td></td>
<td>State of Emergency</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Pandemic</td>
</tr>
</tbody>
</table>
VPRA Administrative Items

Steve Pittard, Chief Financial Officer – DRPT
Public Comment
Live Public Comment

If you would like to provide comment:

• Please raise your hand in the participant panel

• If you are calling in, press *3 to Raise Hand and press *6 to unmute yourself

• We will unmute you when it’s your turn to speak
  ➢ *Please mute all other devices to avoid audio interference*

• You will have 3 minutes to share your comments

• Share comment offline: drptpr@drpt.Virginia.gov
If you would like to provide comment:

• Please raise your hand in the participant panel

• If you are calling in, press *3 to Raise Hand and press *6 to unmute yourself

• We will unmute you when it’s your turn to speak
  ➢ Please mute all other devices to avoid audio interference

• You will have 3 minutes to share your comments

• Share comment offline: drptpr@drpt.Virginia.gov
Action Item

Assignment of VPRA Board Committees
## Resolution for Committee Assignments

<table>
<thead>
<tr>
<th>Finance and Audit Committee</th>
<th>Executive Director Search Committee</th>
<th>Governance Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair: Mr. Hossein Sadid</td>
<td>Chair: Mr. Wick Moorman</td>
<td>Chair: Ms. Cynthia Moses-Nedd</td>
</tr>
<tr>
<td>Mr. James Spore</td>
<td>Ms. Sharon Bulova</td>
<td>Mr. Jay Fisette</td>
</tr>
<tr>
<td>Ms. Patricia Doersch</td>
<td>Mr. Victor Cardwell</td>
<td>Mr. Rod Hall</td>
</tr>
<tr>
<td>Ms. Deborah Painter</td>
<td>Mr. Rod Hall</td>
<td>Ms. Mariia Zimmerman</td>
</tr>
<tr>
<td></td>
<td>Ms. Deborah Painter</td>
<td>Mr. Paul Nichols</td>
</tr>
</tbody>
</table>