A GROWING CAPITOL COMPLEX AND VISITOR CENTER: NEEDS FOR TRANSPORTATION, SECURITY, GREENING, ENERGY, AND MAINTENANCE

(110–107)

HEARING

BEFORE THE

SUBCOMMITTEE ON
ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS AND EMERGENCY MANAGEMENT

OF THE

COMMITTEE ON
TRANSPORTATION AND
INFRASTRUCTURE
HOUSE OF REPRESENTATIVES

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CONTENTS

Page

Summary of Subject Matter vi

TESTIMONY

Ayers, Stephen T., AIA, Acting Architect of the Capitol, U.S. Capitol 10
Beard, Hon. Daniel P., Chief Administrative Officer, U.S. House of Representatives 10
Moneme, Emeka, Director, District of Columbia Department of Transportation 30
Morse, Chief Phillip, U.S. Capitol Police 30
Pantuso, Peter, President and Chief Executive Officer, American Bus Association 49
Pew, James, EarthJustice 49
Rouse, Terrie, Chief Executive Officer for Visitor Services, Capitol Visitor Center 10

PREPARED STATEMENTS SUBMITTED BY MEMBERS OF CONGRESS

Altmire, Hon. Jason, of Pennsylvania 60
Norton, Hon. Eleanor Holmes, of the District of Columbia 61
Oberstar, Hon. James L., of Minnesota 64

PREPARED STATEMENTS SUBMITTED BY WITNESSES

Ayers, Stephen T. 68
Beard, Daniel P. 84
Moneme, Emeka 87
Morse, Sr., Chief Phillip D. 91
Pantuso, Peter J. 100
Pew, James Samuel 148
Rouse, Terrie S. 152

SUBMISSION FOR THE RECORD

Ayers, Stephen T., AIA, Acting Architect of the Capitol, U.S. Capitol, response to question from Rep. Mica 18

ADDITION TO THE RECORD

Architect of the Capitol, White Paper, drafted in response to comments made by James Pew during the hearing 155

U.S. House of Representatives
Committee on Transportation and Infrastructure
Washington, DC 20515

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March 31, 2008

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 "A Growing Capitol Complex and Visitor Center: Needs for Transportation, Security, Greening, Energy, and Maintenance"

PURPOSE OF THE HEARING

On Tuesday, April 1, 2008, at 10:00 a.m. in room 2167 Rayburn House Office Building, the Subcommittee on Economic Development, Public Buildings, and Emergency Management will examine the Capitol Complex Master Plan and the Capitol Visitor Center, with a focus on transportation, security, greening initiatives, energy, and maintenance.

BACKGROUND

The United States Capitol Complex ("Capitol Complex") consists of the U.S. Capitol, the Cannon, Longworth, Rayburn and Ford House Buildings, the Hart, Dirksen, and Russell Senate Office Buildings, the U.S. Botanic Garden, the Capitol Grounds, the Library of Congress buildings, the U.S. Supreme Court Building, and the Capitol Power Plant. The Capitol Complex contains approximately 16.5 million square feet of building space including surface and below grade parking structures, and special purpose space such as the power plant, storage, and child care centers, housed in historic as well as modern buildings over approximately 450 acres. The replacement value for these facilities is approximately $9 billion. The Architect of the Capitol ("AOC") is responsible for maintaining the Capitol Complex.

During the 1930s, which signaled the beginning of the modern construction era of the Capitol, the Capitol Complex underwent significant construction. In 1933, the U.S. Botanic Garden Conservatory, and Bartholdi fountain and park were completed. Further, during that same year, the Senate Office Building's First Street wing was added, and the Longworth House Office Building was

completed and occupied. In 1935, the U.S. Supreme Court Building was completed. In 1939, the Library of Congress' annex, the John Adams Building, was completed. The Cannon House Office Building, completed in 1908, preceded all these office buildings and was the first congressional office building.

By the early 1950s, attention returned to the need for more congressional office space. This need led to the construction of a second building for the Senate, the Dirksen Senate Office Building, which was completed in 1958. The Rayburn House Office Building, the third building on the House side of the Capitol, opened in 1965. Both the O'Neill Building and the Ford Building became available to the AOC for office use during the 1970s. In 2002, the O'Neill House Office Building was demolished. The Library of Congress James Madison Memorial Building opened in 1980. On the Senate side of Capitol Hill, the Senate's third building, the Hart Senate Office Building, was completed and occupied in 1982. Finally, in 1992, the Thurgood Marshall Federal Judiciary Building, which is located next to Union Station, was occupied and opened.

In addition to office space, the AOC constructed a support facility for the Botanic Gardens in Anacostia, Washington, DC.

Capitol Complex Master Plan

In 2001, the Senate Appropriations Committee instructed the Architect of the Capitol to contract for the "necessary expertise" to develop a master plan. S. Rept. 107-31. The AOC contracted with the National Academy of Sciences to fulfill this obligation and begin the initial steps to develop a Capitol Complex Master Plan. The Senate report states:

> In addition, the Architect does not have a long-term capital plan, despite its reference to its capital budget as a 5-year plan. In reality, the projects and associated funding change dramatically from year-to-year leaving the Congress without a clear vision of its long-range capital requirements and priorities. The Architect is directed to contract within 30 days of enactment of this Act for necessary expertise to develop a 5-year master plan for the Capitol complex.

The objective was for the AOC to develop a long-term and long-range planning document which would move project planning from an anecdotal exercise to one grounded in a schedule and budget framework. Plans for long-term maintenance, repair, alteration, and construction would be linked to budgeting and schedules. Such a plan would help ensure the most appropriate level of asset management for the Capitol Complex.

As the process unfolded, the AOC identified adequate documentation, long-term planning, and prioritization as essential elements in its plan to preserve and maintain the Capitol Complex. The AOC subsequently incorporated these elements into a series of summaries addressing fundamental areas of the Capitol Complex Master Plan.

These fundamental areas are:

- Sustainability Framework Plan
- Landscape & Open Space Framework Plan
- Utilities and Infrastructure Framework Plan
- Historic and Cultural Assets Framework Plan
- Security Framework Plan
- Transportation Framework Plan
- U.S. House of Representatives Jurisdiction Plan
- U.S. Senate Jurisdiction Plan
- U.S. Botanic Garden Jurisdiction Plan
- Capitol Power Plant Jurisdiction Plan
- U.S. Capitol Police & AOC Security Programs Jurisdiction Plan
- U.S. Capitol Jurisdiction Plan
- Library of Congress Jurisdiction Plan
- Capitol Grounds & General Facilities Jurisdiction Plan.

Each summary contains assumptions, actions, desired outcomes, and an action plan. The hearing will focus on the Master Plan and the component parts of transportation, security, greening efforts, energy, and maintenance.

Capitol Power Plant Jurisdiction Plan

The Capitol Power Plant Jurisdiction Plan for the Capitol Complex contemplates four major capitol projects over the next 15 years. These projects include utility tunnels for the Capitol Complex Infrastructure, stack renewal for the Boiler Plant, cogeneration and distribution for the East Refrigeration Plant, and Boiler Plant renewal for the Boiler Plant. The Master Plan envisions that the Capitol Power Plant will continue to operate at its current location while using multiple fuel sources and continuing to optimize and enhance Plant performance through the utilization of sustainable practices.

Transportation Framework Plan

The Transportation Framework Plan for the Capitol Complex depends heavily on effective regional connectivity to the Washington, DC metropolitan region public transit system. The Master Plan for the Capitol Complex calls for limiting future street closures and maintaining and improving existing parking facilities. However, the Plan goal is to gradually decreasing the ratio of parking spaces to the number of employees. Even with 28 percent of Capitol Complex employees using public transit, the Transportation Framework Plan encourages more connectivity between transit services and identifies additional incentives for transit users. The Transportation Framework Plan also encourages bicycle use by implementing incentives for bicycle commuters along with improvements to sidewalks and campus connections to encourage pedestrian traffic.

Security Framework Plan

The Security Framework Plan for the Capitol Complex has the overarching goal of deterring criminal or terrorist incidents on the grounds of the Capitol Complex. To improve security of the Capitol Complex, the Master Plan contemplates eliminating or reducing parking under buildings, providing off-site delivery/screening facilities and hardening building facades where needed. The Security Framework Plan also calls for expansion of the Capitol Interest Overlay, which would provide the Architect of the Capitol with the opportunity to influence economic development along the South Capitol Street corridor that may impact security on the Capitol Complex.

Sustainability Framework Plan

The Sustainability Framework Plan calls for implementing sustainable operations practices and procedures to reduce the environmental and carbon footprint of the Capitol Complex. The Plan calls for the use of renewable and alternative forms of energy like photovoltaics, wind power, and fuel cells. In addition, the Plan would create and implement policies to encourage green purchasing. The Sustainability Framework Plan also calls for energy, water, and waste audits for the facilities of the Capitol Complex to promote efficiency while also pursuing cleaner sources of fuel to reduce the Capitol Complex contribution to air pollution in the Washington, DC metropolitan area.

Utility and Infrastructure Framework Plan

The Utility and Infrastructure Framework Plan calls for relocating utility lines to enable the further development of the Capitol Complex while reducing the burden on the combined sewer system by limiting stormwater runoff and reducing wastewater generation. To promote water efficiency, the Plan calls for reduced usage of potable war. The Plan also contemplates the expansion of the Capitol Power Plant, the construction of electricity interconnections and generation to improve redundancy and to continue to have natural gas provided by Washington Gas.

Architect of the Capitol Budget Request

The AOC Fiscal Year 2009 Budget Request highlights the significant capital asset needs of the Capitol Complex. Primarily due to limited funding over a period of years, there exists a significant backlog of both deferred maintenance and capital renewal projects. The AOC's analysis indicates that it will need $3.2 billion over the next five years to cure the deferred maintenance backlog and capital renewal projects as well as provide funds for scheduled revitalizations and renewals. In fiscal year 2009, the AOC requests $643 million, which is $200 million, or 55 percent, more than the AOC's fiscal year 2008 appropriation.

The AOC defines deferred maintenance as "maintenance or repair work on existing facilities and infrastructure that is past due and is already detrimentally affecting the building or facility." For example, the list of deferred maintenance includes vehicle barriers on Independence Avenue, air handling replacement units for the Library of Congress' Thomas Jefferson Building, firefighter telephones, and emergency lighting upgrades throughout the Capitol Complex. Several projects in the design phase have been deferred such as emergency lighting upgrades in the Cannon House Office Building, fire protection systems upgrades in all house tunnels, and sustainable gardens for Bartholdi Park.

Capital renewal projects are defined as projects to "prevent a situation for deteriorating to where a deferred maintenance situation exists." According to the AOC, capital renewal projects are those which will correct unacceptable conditions caused by aged building components that will exceed their useful life within the next 10 years Capital renewal projects may be performed by reconstruction or replacement of essential parts damaged or deteriorated to the point where the parts cannot be maintained.

In addition to funding shortfalls, there are increased maintenance demands due to buildings being added to the AOC inventory such as the Senate Mail Facility, and the Alternate Computing Facility located in Manassas, Virginia. Furthermore, increased security requirements and energy requirements impact the budget and the prioritization of projects.

Capitol Complex Energy Independence and Security

On June 20, 2007, the Committee on Transportation and Infrastructure ordered reported H.R. 2701, the "Transportation Energy Security and Climate Change Mitigation Act of 2007". The bill included several provisions to promote energy efficiency of the U.S. Capitol Complex. These provisions were incorporated into P.L. 110-140, the "Energy Independence and Security Act of 2007". The provisions include:

- **Section 501. Capitol Complex Photovoltaic Roof Feasibility Studies.** This section authorizes the Architect of the Capitol to conduct feasibility studies regarding construction of photovoltaic roofs for the Rayburn House Office Building and the Senate Hart Building and submit a report on the results of the studies along with recommendations.

  Status: The feasibility study for the Rayburn House Office Building has been completed. Based on the study, the AOC has opted to complete a design and cost analysis for the installation of a building integrated photovoltaic ("BIPV") roof system with exposed PVC roofing membrane. A consolidated report including the Senate Hart Office Building will be completed shortly. A report including results and recommendations will be transmitted to the Committee by June 2008.[1]

- **Section 502. Capitol Complex E-85 Refueling Station.** This section authorizes the Architect of the Capitol to construct a fuel tank and pumping system for E-85 fuel to be available for use by all Legislative Branch vehicles.

  Status: The cost estimate for the project is $640,000. The AOC has requested permission to reprogram available resources to fund this project this fiscal year.

- **Section 503. Energy and Environmental Measures in Capitol Complex Master Plan.** This section directs the Architect of the Capitol to include energy efficiency and conservation measures, greenhouse gas emission reduction measures, and other appropriate environmental measures in the Capitol Complex Master Plan and submit a report on the measures taken.

  Status: The AOC is on schedule to provide the requested report by June 16, 2008. Prior to submitting our report, we will modify our Sustainability Framework Plan to reflect the "Greening of the Capitol" report and the many initiatives that the AOC have undertaken in response to the Energy Act.

- **Section 504. Promoting Maximum Efficiency in Operation of Capitol Power Plant.** This section directs the Architect of the Capitol to operate the boiler system and chiller system at the Capitol Power Plant ("CPP") in the most energy efficient manner possible. This section also directs the AOC to evaluate the accuracy of the meters at the CPP. Finally, this section requires that the AOC submit a report describing the actions taken.

  Status: The Capitol Power Plant has created an on-going program to revise standard operating procedures and continually review operations of the boiler and chiller plants to

[1] The status of implementation of the Energy Independence and Security Act Capitol Complex provisions is based upon information provided by the Architect of the Capitol.

improve efficiencies. A full report on this initiative will be submitted in June 2008. In 2007 an independent consultant performed an audit of the CPP reimbursable meters for non-Legislative Branch buildings served by the CPP to identify potential improvements in metering selections to improve meter and billing accuracy. Concurrently, the AOC was researching alternative meters to monitor steam and chilled water supplied to Legislative Branch buildings.

In September 2007, the AOC awarded a construction contract to install highly accurate chilled water meters throughout the Capitol Complex. The AOC is installing meters in the Capitol Building, House Office Buildings, and CPP with a goal of project completion in 2008.

To address the requirement regarding the evaluation and installation of metering at the CPP, the CPP evaluated the phased replacement of CPP metering through both the West Refrigeration Plant Expansion project and Distribution System metering replacement. The CPP also verified that all existing meters are being calibrated and maintained as per the meter manufacturers recommendation, and that all new meters are calibrated and certified by the meter manufacturer or their representative. To date, the CPP is using metering as outlined in the WRPE design and will continue to evaluate and update metering to ensure that the CPP operates the plant in the most efficient manner possible.

- **Section 505. Capitol Power Plant Carbon Dioxide Emissions Feasibility Study and Demonstration Projects.** This section directs the Architect of the Capitol to conduct a feasibility study evaluating the available methods to capture, store and use carbon dioxide emitted from the CPP. If the feasibility study determines that a demonstration project is technologically feasible and economically justified, the AOC may conduct one or more demonstration projects to capture and store or sue carbon dioxide emitted from the CPP.

  Status: The AOC has worked with both the U.S. Environmental Protection Agency and the Department of Energy ("DOE") to determine the most appropriate scope of work to meet the intent of this requirement. As a result the AOC has created a draft Inter-Agency Agreement ("IAA") for review by the DOE. The abbreviated scope of work being provided by DOE includes:

  1. Identify commercially available carbon capture technologies that could be applied at the CPP, either as a retrofit to, or replacement of, the existing equipment.

  2. Identify potential strategies for disposing of the captured carbon dioxide ("CO_2") including geologic sequestration and alternative uses including but not limited to the conversion into food-grade CO_2 or bio-fuels.

  3. Complete a screening analysis that assesses the technical and economic feasibility of implementing the identified capture technologies and disposal strategies at the CPP, and compares the most attractive options.

  4. Complete a feasibility study that assesses the technical and economic feasibility of implementing potential technologies as a demonstration project opposed to full scale carbon sequestration.

PRIOR LEGISLATIVE AND OVERSIGHT ACTIVITY

On May 11, 2007, the Committee on Transportation and Infrastructure held a hearing on "Administration Proposals on Climate Change and Energy Independence". Acting Architect of the Capitol Stephen Ayers and Chief Administrative Office Daniel Beard testified at this hearing regarding energy efficiency and climate change mitigation initiatives in the Capitol Complex.

On June 8, 2007, the Subcommittee on Economic Development, Public Buildings, and Emergency Management held a hearing on "What Visitors can Expect at the Capitol Visitor Center: Transportation, Access, Security, and Visuals".

On June 20, 2007, the Committee on Transportation and Infrastructure ordered reported H.R. 2701, the "Transportation Energy Security and Climate Change Mitigation Act of 2007". The bill included several provisions to promote energy efficiency of the U.S. Capitol Complex. These provisions were incorporated into P.L. 110-140, the "Energy Independence and Security Act of 2007".

WITNESSES

Mr. Stephen T. Ayers, AIA
Acting Architect of the Capitol
U.S. Capitol

Ms. Terrie Rouse
Chief Executive Officer for Visitor Services
Capitol Visitor Center

The Honorable Daniel P. Beard
Chief Administrative Officer
U.S. House of Representatives

Chief Philip Morse
U.S. Capitol Police

Mr. Emeka Moneme
District of Columbia Director of Transportation

Mr. James Pew
EarthJustice

Mr. Peter Pantuso
President and Chief Executive Officer
American Bus Association

HEARING ON A GROWING CAPITOL COMPLEX AND VISITOR CENTER: NEEDS FOR TRANSPORTATION, SECURITY, GREENING, ENERGY AND MAINTENANCE

Tuesday, April 1, 2008

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 10:13 a.m., in Room 2167, Rayburn House Office Building, the Honorable Eleanor Holmes Norton [Chairwoman of the Subcommittee] presiding.

Ms. NORTON. Good morning and welcome to today's hearing. I especially welcome our distinguished witnesses and look forward to their testimony.

Today, the Subcommittee plans to examine the long-term master plan for the Capitol Complex and the efforts of the Architect of the Capitol and other officials who must work as partners to account for the rapidly changing needs and concerns of the entire complex, including the challenges posed by transportation, security, energy, greening, the new Capitol Visitor Center and the mounting infrastructure backlog in urgent need of attention.

The extraordinary centerpiece, the U.S. Capitol, whose construction began in 1793, has a long and storied history. As documented in our Subcommittee hearing on September 25th, 2007, to authorize the naming of Emancipation Hall in the CVC, workers who built the Capitol included enslaved blacks and indentured servants.

A striking new Visitor Center, which I visited again yesterday, is expected to open later this year. However, this hearing is not about the centerpiece Capitol and the CVC alone. Today, we are examining the entire campus and all the components that comprise today's Capitol.

Although the Senate and the House had office buildings beginning in the early 20th Century, the Capitol Complex, so called, is fairly vintage. The Capitol became a complex only beginning the 1930s during the Great Depression when the Federal Government built most of its structures here and on Independence and Constitution Avenues.

Construction of the lion's share of the Capitol's office buildings began with the Botanic Gardens in 1933. The rest of the complex was only gradually added in the 1960s and the 1980s, ending with

the Thurgood Marshall Judicial Building near Union Station in 1992.

Today, the Capitol Complex consists of the House and Senate office buildings, the Supreme Court, the Library of Congress, the Botanic Gardens, the Capitol Power Plant and other buildings, extensions, additions and renovations. The Capitol Complex is comprised of 16.5 million square feet and stretches over 450 acres. However, neither the best known historic buildings nor the newer structures constitute the only or even the primary focus of today's hearing.

Much of the $3.2 billion needed over the next 5 years would go to parts of the complex that are most desperately in need of support but that the public never sees such as firefighter telephones and the notorious House tunnels that have adversely affected the health of workers in the Capitol. Time and again, this Subcommittee has found that asset management and maintenance is just as important as the time, care and funds used to do new construction and deserves just as much attention.

Of particularly deep concern to the Subcommittee is:

The inattention to the deteriorated infrastructure and energy plants that support the vital buildings;

The absence of long-range planning, using a master plan until mandated in 2001;

Controversy concerning whether the transportation plan will accommodate millions of additional visitors drawn by the new CVC, major closures of necessary thoroughfares;

Primitive security screening that keeps constituents of Members of the House and Senate and other visitors lined up in the cold and the heat, waiting to go through old-fashioned magnetometers;

A Capitol overlay from two years ago that attempted needlessly to preempt development in the District by fiat until we stopped it; and

An environmental and carbon footprint complete with a coal-based power plant that makes Congress appear oblivious of the environmental implications until last year when Speaker Nancy Pelosi began her greening of the Capitol initiative.

Today, we take the first hard look at long-term plans to maintain the beauty and majesty of the United States Capitol Complex. With the completion of the new 580,000 square foot capitol Visitor Center, now is the time for this Subcommittee to look closely at the entire complex of which the CVC site is only one part, so that the Subcommittee and the Transportation and Infrastructure Committee can draw upon its long collective expertise in construction management and long-term capital asset planning to ensure the integrity and beauty of the U.S. Capitol Complex.

Tellingly, it was the Senate Appropriations Committee that first required a Capitol Complex master plan seven years ago, and the House and Senate Appropriations Committees annually give the oversight necessary to approve the yearly appropriations for the Capitol Complex. However, only this Subcommittee and our Full Committee are equipped to do the in-depth continuing oversight that a growing capitol requires.

This oversight lapsed for years until we resumed oversight last year with three hearings that included two by this Subcommittee, a hearing on the CVC including transportation and security and

another on the naming of Emancipation Hall as well as testimony before the Full Committee by the Architect of the Capitol during climate change and energy independence hearings.

The Full Committee and the Subcommittee have a special interest in the energy and conservation issues raised by expanding the Capitol Complex. It will be particularly important to examine the energy efficiency efforts contemplated by the Capitol Complex.

In the most recent energy bill, Public Law 110-140, the Architect is directed to examine the feasibility of placing photovoltaic roofs on the Rayburn House office building in addition to an authorization to build an E85 fueling station and, to the greatest extent practical, to implement greening and conservation measures to the operations of the Capitol. We are interested in how the AOC plans to prepare and carry out these directives as well as any other initiatives that the Architect and his partners are contemplating in future planning.

My personal interest and devotion to the Capitol Complex is, of course, deep seated, not only because I represent the District of Columbia but especially in my role as Chair of our Subcommittee with jurisdiction over the Capitol program of the Architect of the Capitol.

I am also delighted to live on Capitol Hill and to count the Capitol and its campus as my neighbor. My Capitol Hill neighbors and I expect the Architect of the Capitol and our partners to continue to be a good neighbor.

We look forward very much to learning from today's witnesses. We thank the Architect, the Capitol Police Chief, the Chief Administrative officer and other partners within the U.S. Capitol Complex for their testimony.

I would like now to ask Mr. Graves, our Ranking Member, if he has any opening remarks.

Mr. GRAVES. Thank you, Madam Chair, for having this hearing.

I want to thank all of our witnesses for coming today.

In particular, I want to recognize Mr. Ayers. I do appreciate your coming today to tell us about the Capitol Complex master plan. The planning process you have undertaken has been needed for some time. It is the right approach, and it is an important step to ensuring that our Capitol facilities are here for generations to come.

While we are stewards of these great buildings, we are also stewards of the taxpayers' money, and it is imperative we have a master plan that funds the most critical and cost-effective projects first. Without this approach to long-term planning, Capitol facilities will experience system failures, building closures and cost more money in the long run.

It is clear from the Architect's budget, the Capitol Complex is facing a looming crisis. This is one of the first time's the Architect's budget is based on a needs assessment of facilities rather than an estimate of what will be received through the appropriations process. This assessment shows the facility requirements and new mandates far exceed available funding.

The Architect has reported a $600 million backlog in deferred maintenance projects to fix systems that are already broken. In ad-

dition, there is an $800 million backlog in capital renewal projects to fix systems that are predicted to fail in the near future.

We face this crisis because of the absence of a clear vision of the long-range capital requirements and priorities for the Capitol Complex. Instead, facilities projects and their associated funding have changed dramatically from year to year. Additionally, too often, we have rushed from crisis to crisis which has resulted in short-term, short-sighted decisions with the most expensive outcome. This is no way to run a large infrastructure program.

The utility tunnel project currently underway is a prime example of this. Instead of upgrading these tunnels in a reasonable time frame, we now have to drop other projects and spend $300 million just to repair these tunnels in compliance with the settlement agreement.

It is important to me that we end up getting the most for the taxpayers' dollars. While the Capitol Complex master plan is an important step forward, I am concerned the project prioritization process may not fund the most critical or cost-effective projects first. Instead, the process appears to put energy projects before deferred maintenance and renewal projects regardless of whether they are cost effective.

Once more, I would like to commend your efforts on the Capitol Complex master plan and offer you the Subcommittee's assistance to ensuring its effectiveness.

Again, I want to thank everyone for being here today, and I look forward to your testimony.

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

May I ask the Ranking Member, who specifically was anxious that we hold this hearing and we assert our jurisdiction, if he has any opening remarks as well.

Mr. MICA. Well, first of all, I want to thank Chairman Norton and also Ranking Member Graves for holding this meeting.

I did request some time ago that as one of my priorities that our Committee and this Subcommittee, in particular with jurisdiction, conduct this type of forum and hearing because I think it is imperative as we, as the Ranking Member said, are stewards of the United States Capitol Complex and the building, the Capitol building itself, one of the most historic structures in the United States and recognizable symbols, an edifice of liberty in our system of government. So we do have a distinct role and responsibility.

I think as good stewards also, I would have to agree with both the Chairman and Ranking Member that we do have a plan and that this Committee exercise its jurisdiction in adopting a plan. I think what we are doing here and what has been done here is a step in the right direction.

Unfortunately, part of the problem in the past has not only been one of authorization of projects but also of funding of projects, and that has been done on a helter-skelter basis and sort of the biggest project or the most critical project at the time gets the most funding. Probably, I am as guilty as anyone, having advocated the Capitol Visitor Center which I saw a need.

Prior to that, I worked extensively on some of the retrofitting of the Capitol to make it ADA-compliant for those Americans and other visitors with disabilities who come to this complex to meet

with their Representatives and didn't have access that ordinary citizens were guaranteed outside the purview of the Capitol Complex and the legislative arena.

So we made some good progress. I think this setting forth a plan will be excellent. We will have done our job. Then, hopefully, these projects then can be appropriated on a prioritized basis.

I think the Ranking Member has also said that prioritization process, we have to take a very serious look at that. Some life-health-safety things just can't wait.

The $3.2 billion over five years is just sort of fix-it money. That doesn't take care of, I am told, problems, massive renovation projects. One, for example, the Cannon Building, I am told now the price tag may reach a half a billion dollars to renovate that complex. That is not included in the $3.2 billion.

So we are going to face some fiscal challenges, some prioritization challenges. We can't do everything, and we don't have unlimited amount of money.

First, I want to thank publicly, Mr. Ayers and his predecessor, Alan Hantman. Alan Hantman will go down in history as one of the greatest architects in the history of the United States Capitol, without question. History will see him in that light and others who worked with him to bring forth magnificence.

The Chairman said she was down yesterday. The American people can be proud, absolutely proud of that complex.

I know it has cost more, but if you start out by saying you are going to build a 2,000 square foot house and you end up with a 5,000 square foot house, it costs more. If you say that you are going to change the plans after you have already designed the initial plans for that 2,000 square foot house and you are going to have bio-chem components and security measures that are unprecedented in the construction of a building, you are going to have additional costs.

During the period of construction, we built the Capitol Visitor Center and we often had dramatic increases in costs, all of which get to the point that I think we got an excellent deal for the taxpayer, a magnificent structure.

Most people don't know it, but we actually raised about half of what the original cost of the building was projected to be from private donations. Most people don't have a clue because most of them were not involved in that process. In fact, I had the opportunity to host the last fundraiser for the private money for the Capitol Visitor Center on the evening of September 10th, 2001, an irony that had me here the next day on that historic day.

Finally, in closing, Madam Chairman, I have a new request. We are looking at the mega-project of the Capitol Complex. The Capitol Building itself, I am becoming very concerned about. I have to say, first, I think the Republicans did not do an adequate job in being good stewards of some of the spaces, although there were confinements in the space, and I think our Democrat new majority is repeating the same mistake.

First of all, I am going to ask through letter today and ask the Chairman if she will join me or the Ranking Member—I welcome both—to have an inventory of the historic rooms in the United States Capitol Building. I would like to have either to me or the

Committee that information provided, hopefully, in this record a list of those buildings and then a list of rooms that have the potential for being used for public access as opposed to individual leader's or individual Member's utilization in the Capitol.

As we transition to the Visitor Center, there is some space in that complex as we have taken over spaces in some of the HC areas. We need to be looking at what can be open, not closed, to the public. I will give you two examples.

We actually have diminished with the construction of the Visitor Center. EF-100 no longer exists. So we have lost that public space.

A room that was given to Mr. Hastert who became the immediate past Speaker of the House, which is on the first floor, when Mr. Hastert left recently, has now become a press office for someone—a historic, beautiful room.

So what I see is the gradual and continual erosion of historic sites particularly on the House side. We can't do a lot about the Senate. But I am going to ask for that inventory be provided, and then I want to use that as the template so that we could plan on the opening of more spaces in the Capitol for public and general use by Members as opposed to squirreling away these spaces that the public continues to be deprived access to.

Thank you so much again for your cooperation, and I look forward to comments from our witnesses.

Ms. NORTON. Well, thank you very much, Mr. Mica. I certainly agree with you about the majesty and beauty of the new CVC, really. The workmen are gone. I see no reason for there to be yet another delay in when they open it.

I certainly join you in your concern about how space requirements will be changed by the renovations. Yes, we are always scrambling for public access rooms, and I do think that we need to look at the whole complex in that way again. I am sure the Ranking Member will note that when I went to look yesterday, they told me that some of the Senate's hideaways had been removed, those places, those extra rooms that some of them had, to make room for the CVC.

So I certainly would join you in looking at the space requirements here anew and in seeing whether there could be afforded more space. I was pleased to see that there will be some additional space in the CVC. But, again, how does that really figure into our needs?

If I could ask the Ranking Member when he asks for a inventory of the historic rooms, by that, what do you mean, an inventory?

Mr. MICA. Again, within the Capitol Building itself, the core of the Capitol Building, we have historic rooms and spaces.

For example, I don't want to get into the physician's office but across from the physician's office, I gave the example of the space that was afforded to Mr. Hastert. He left, and I walk down the hall, and now it is a press office. That is a gorgeous room that should be available. It is one of the rooms that has the potential to be made available to the public.

We have the Sergeant at Arms in a location. I don't know where he will finally end up, but if you look at the House side, there are only a handful of rooms that can be used for public meetings or for

access. The Senate, of course, as a smaller body, has many more rooms.

But as we make this transition, let's inventory those rooms, that the Architect can say yes, this is a historic part of the Capitol. This is a room that could be restored. Many of them are absolutely gorgeous, fireplaces, vaulted ceilings, some paintings, and they have been absconded by whomever, whether it was Republicans or, now, Democrats.

If we have an inventory of those rooms in the historic Capitol itself, I don't want to detract from the purpose of today's hearing which is to look at the mega-planning for the whole complex, but one of the most important structures in the Nation, in the world, is that historic building. Again, the space that is available even for Members for use for public meetings has diminished and continues to shrink.

So if we could open some of that up. Again, by inventory, we can see what is available, what might be conducive, and also looking at the spaces we have within the Visitor Center or in some of the places that have been closed off for construction where we will be moving other activities back to.

I will be glad to work with staff.

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

I do want to note that the shortage of space here has a lot to do with the fact that there is no place to go. I heard some really crazy schemes about building new office space or having office space down in the garage of the Rayburn. Forget about it.

We are going to have to learn to live mostly in this very tight city called the Nation's Capital by, yes, making new use of old spaces. I don't know where you would build a new office space. Sorry, the last space for that was taken by the Nationals baseball team.

The full Chairman of the Committee has been kind enough to join us, and he has had a long-term interest and concern about the subject matter of today's hearing. I would like to ask Mr. Oberstar if he has any opening remarks.

Mr. OBERSTAR. Madam Chair, thank you very much for launching this hearing, for the effort you have put in personally to the matter.

Mr. Mica has had a longstanding and very keen professional interest in the National Visitor Center and all the activities and responsibilities of the Office of the Architect of the Capitol.

I just feel fortunate to be here this morning, frankly. Well, no. I left our little townhouse in plenty of time to get here, well in advance of the hearing, and then there was a three car accident just ahead of me on the entrance to the Clara Barton Parkway and four rescue vehicles and another one headed toward it. I just felt fortunate to not have been there three minutes earlier or I had been probably in that mess.

So I took an alternate route, took Canal Road, and there was a two car accident on it. I said, I am never getting in today.

Parenthetically also, I am feeling additionally blessed to be here this morning. Three weeks ago, I was on the operating of the Mayo Clinic, getting a new hip installed, my right hip. Today, I am walk-

ing without cane, without crutch, without walker and without pain. I tell you, it is a whole new life.

Thank you.

Ms. NORTON. Mr. Chairman, if I might say so, I think that is from a life spent both cycling and walking.

Mr. OBERSTAR. Well, good genes do no harm. Thank your parents and thank the Lord.

I think we now have with the Office of the Architect of the Capitol, largely because of bipartisan prodding and pushing and directives in the legislation our Committee reported that became part of the Energy Security and Climate Change Act, we now have a Capitol Complex master plan. I think it is the first time we had a credible one since George White was Architect of the Capitol and maybe even before him.

I remember serving on staff at the time of my predecessor, John Blatnik. Over there in the corner, his portrait hangs in this Committee room. He was frustrated that this extraordinarily precious historic structure did not have a comprehensive overall master plan.

Congress had no way of measuring progress, assessing the needs that our Committee which has responsibility for these activities did not an effective road map of what was needed to continue the maintenance and upkeep of this extraordinary structure.

We now have one. George White developed such a plan. His was the first to propose such a Visitor Center underground, much like what we have today but not nearly so elaborate as the one that is now in place.

We also have, as a result of the energy legislation, a very specific set of requirements for the Architect of the Capitol and a report on the status of each of the several items which are very well laid out in the briefing document accompanying this hearing.

I would like to work with our Subcommittee Chair, Ms. Norton, with Ranking Member Graves over here and with Mr. Mica, our Full Committee Ranking Member, to develop jointly a long-term authorization bill that is a multi-year authorization bill for the Architect of the Capitol in which we will spell out specifically the needs, the authorization levels to address the backlog laid out in this report.

I would suggest that we prioritize projects, that we require justification for projects, that we lay out and require the Architect of the Capitol showing of administrative cost savings.

I think a multi-year authorization bill with specific goals, specific benchmarks, measurements, dollar amounts that we can evaluate periodically will be of great benefit to the Office of the Architect of the Capitol, to the Committee and indeed to the Congress and to the public who come here to visit this national and international treasure. We need a complete picture of what needs to be done and how much it will cost.

In that authorization, we could include the request of the gentleman from Florida, Mr. Mica, for an inventory of facilities in the Capitol.

We might get a lot of pushback, I would say to the gentleman, from our colleagues on the other side of the Hill. There are innumerable hideaways that are unlisted. It is like unlisted phone num-

bers in a book. They are not there. The rooms are there, but you don't know who has them and who is controlling.

You got to a meeting with a United States Senator.

Ms. NORTON. Mr. Chairman, do they have any on this side of the Capitol?

Mr. OBERSTAR. I don't know, but you go to a meeting with a United States Senator and they have a little hideaway here and they have a little hideaway over there.

There are a lot of new hideaways that came to light in 1995 when the new majority took over, and I discovered some rooms in which I went to meetings that I didn't know existed before. I thought I knew this place pretty well.

I think it will be useful to have an inventory of rooms and who has control. It is always a murky business of who has control over those facilities. So I look forward, and I see the gentleman from Florida nodding that we will work together in developing such an initiative.

Meanwhile, we will proceed with this hearing, and I want to thank the office of the Architect of the Capitol and Mr. Ayers, the Interim. It is kind of hard to be an Interim. You have all the responsibilities and authority only until you mess up, and then it is your problem, I guess.

You and Mr. Beard have prepared a very useful and effective document, and we want to explore the issues laid out in the various sections Energy Independence Bill. Particularly, I want to see us proceed as vigorously as we possibly can with installation of photovoltaic systems on the Capitol.

We need, and Mr. Mica has said this many times. Ms. Norton has said it. The Capitol should be the leader in the greening of America. If we are going to preach to others, then we ought to take care of our own house.

And, the installation of meters. I will just tell one little anecdote. It was 1975. On the Senate floor, there was a vigorous debate about energy independence that President Nixon had launched and President Ford was going to carry through.

The Senate was having this vigorous debate. It was February, and Senator Jennings Randolph pulled out a thermometer, held it up and said, look at temperature here. It is 72. We don't need to have 72 degrees on the floor of the Senate. We could be saving energy if we just turn the thermostat down.

So, the next day, the Senators are all gathered for their meeting, and someone pulled out a thermometer, and it said 68. A reporter asked the engineer for the Office of the Architect of the Capitol, what did he do?

He said, hell, we can't change anything. We just open the windows a little bit, open the vents and let some outside cold air in.

That's not good enough. We need better metrics than that. The installation of a metering system as the Architect is doing in pursuance of this legislation will get us around such embarrassments, frankly, and lapses of good stewardship.

Madam Chair, thank you. I've said well far enough, and it is important to hear from our witnesses.

Ms. NORTON. Well, thank you very much, Mr. Chairman. I am glad you are here, safe and sound.

We will hear next from our first panel. We will hear first from Stephen Ayers, the Acting Architect of the Capitol, then from Terrie Rouse, the CEO of the Visitor Center and then from Daniel Beard, the Chief Administrative Officer of the House of Representatives.

Why don't you proceed, Mr. Ayers?

TESTIMONY OF STEPHEN T. AYERS, AIA, ACTING ARCHITECT OF THE CAPITOL, U.S. CAPITOL; TERRIE ROUSE, CHIEF EXECUTIVE OFFICER FOR VISITOR SERVICES, CAPITOL VISITOR CENTER; AND THE HONORABLE DANIEL P. BEARD, CHIEF ADMINISTRATIVE OFFICER, U.S. HOUSE OF REPRESENTATIVES

Mr. AYERS. Madam Chair and Members of the Committee, thank you for inviting me here today to discuss the AOC's Capitol Complex Master Plan and to update you on the progress of the Capitol Visitor Center and our energy conservation efforts. I would like to begin with a brief overview of the CVC project. As you know, we have a great team of people working diligently behind the scenes, not only to build the Capitol Visitor Center but to ensure a safe, memorable, and educational visitor experience when it opens.

The comprehensive fire alarm and life-safety testing continues to be performed as planned. Overall, we remain pleased with the progress being made. Crews are working to complete punch list items such as millwork, wall stone, floor stone, plaster work, carpeting and door hardware, among other finishes.

We believe we are on schedule to receive a temporary certificate of occupancy on July 31st, 2008, as planned and will have the facility ready to open in November 2008, as currently scheduled.

With the addition of the CVC and several facilities to our jurisdiction over the past several years, the AOC is now responsible for some 16.5 million square feet of buildings and nearly 450 acres of land. In recent years, the number and magnitude of our projects has also greatly increased.

This means that there are many potential projects that call for our attention to ensure that these buildings continue to effectively serve Members of Congress. This includes ensuring that fire and life-safety deficiencies are corrected, and that significant resources are devoted to protecting the people who work in and visit the Capitol complex each day.

In order to prioritize, coordinate, and effectively complete the many current and future projects we need to accomplish to meet the future needs of Congress, a comprehensive Capitol Complex Master Plan must be in place as a way to bring the future into the present.

The first step in that planning process was to establish a baseline by which to measure and compare building conditions, plan and evaluate funding requirements, and determine priorities. We had independent experts complete facility condition assessments on most of our buildings here in the Capitol complex.

These condition assessments validated a backlog of more than $600 million in deferred maintenance and $800 million in capital renewal projects with $900 million of this $1.4 billion being immediate or high priority. As the AOC continues to be unable to fund

deferred maintenance, capital renewal and new projects and initiatives, this bow wave of unfunded requirements continues to grow.

Ultimately, the Capitol Complex Master Plan will establish a framework that will help the Congress prioritize the maintenance, renovation, and construction of facilities over the next five, ten, and twenty years while allowing for prudent budgeting of costs necessary for upkeep and construction.

The AOC has been engaged in energy savings activities since the energy crisis in the 1970s. Most recently, we have demonstrated our commitment to energy conservation by complying with the requirements of the Energy Policy Act of 2005. Under the Act, the AOC was required to reduce the amount of energy consumed per square foot in the Capitol complex in 2006 by 2 percent as compared to a 2003 baseline, and I am pleased to report that we exceeded the goal of 2 percent by reducing energy consumption 6.5 percent in 2006.

We exceeded this goal through a variety of projects and pilot programs including installing modern energy efficient lighting and comfort control systems, and replacing conventional incandescent light bulbs with compact fluorescent lamps campus-wide.

We initiated a feasibility study to replace the Rayburn roof with a building integrated photovoltaic roofing system or a vegetative roof for decreased stormwater runoff and improved insulation. We are also preparing to install an E85 gasoline dispensing station.

To ensure that our efforts save energy and taxpayer dollars, as well as identify new energy conservation opportunities, we are conducting energy audits on our facilities on a five-year rotating schedule.

It is important to note that the largest single contributor to our energy reduction efforts is the Capitol Power Plant. It operates under the Title V permitting program established under EPA's 1990 Clean Air Act amendments, and that permit is administered through the District of Columbia's Department Health, Air Quality Division.

The plant has a complex emissions monitoring system in place, and it is required to certify the emissions monitoring system quarterly, with a certification performed by an independent third-party testing firm on an annual basis.

Madam Chair, we greatly appreciate this Subcommittee's support and the investment Congress has made in our facilities and infrastructure over the past several years as we continue to make the Capitol complex safer and more energy efficient. As these buildings age, they will require significant repairs, renovations, and upgrades, and this will require a significant investment.

The AOC is committed to being good stewards of the Capitol complex. Our goal is to work with the Congress to create a clear plan by which we prioritize our projects and the future needs of the Capitol complex. With such a master plan in place, we can then begin reducing this backlog of deferred maintenance and capital renewal work that has been identified and validated through these independent condition assessments.

Once again, thank you for this opportunity to discuss these issues with you today, and I would be happy to answer any questions you may have.

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

Ms. Rouse.

Ms. ROUSE. Good morning. Madam Chairman, Members of the Subcommittee, I am pleased to be here today to update you on the progress we have made to stand up the Office of Visitor Services for the Capitol Visitor Center.

We are working to ensure that the U.S. Capitol is welcoming and an educational environment that will inform, involve and inspire everyone who visits; tourists and residents alike. We predict that the Visitor Center will become an exciting new destination.

The programs and events are designed to entertain and to inspire multi-generational audiences. The programming will reflect the important impact that the Constitution, Congress and more than 200 years of laws have made in the shaping of the fabric of daily life in the United States.

Exciting experiences await our visitors: a moving 13-minute orientation film that will begin a Capitol tour, an exhibition that includes a well-curated selection of documents and artifacts, as well as a specially designed touchable model of the Capitol Dome that will allow visitors to have an intimate view of this iconic structure.

The Capitol Visitor Center was designed to incorporate as many green features as possible. In fact, the Capitol grounds will be greener when our landscaping is completed this summer.

In the six months since I arrived in Washington, I have been building upon the operational framework that was developed by the AOC, Congressional leadership and the CVC Oversight Committees.

My first priority was to create a hiring plan and recruit a team of experienced professionals. We are holding a job fair this month to hire more than 50 visitor assistants who will be our first-line ambassadors to the visiting public.

I am committed to hiring a diverse and professional staff, so I have directed our human resources offices to reach out to Members of Congressional caucuses, including the Congressional Black Caucus, the Congressional Asian Pacific American Caucus, Congressional Hispanic Caucus and Congressional Native American Caucus, to inform potential candidates of job opportunities with the Visitor Center.

On another front, we are in the process of developing the necessary tools to assist the public in planning a trip to the Capitol, tools that will also help them learn more about Congress, the legislative process and the history of the Capitol Building itself.

Our new Visitor Center web site will be the key to our comprehensive public education program to help people arrange a visit to the Capitol and to their Members' offices and to begin their study of how Congress works. Millions of visitors including local residents will visit the CVC in its first year of operation, and the web site will help manage expectations by preparing the public with clear information about the Visitor Center from how to get there to the amenities and educational opportunities that await them.

We have been working with our internal local and regional partners on every aspect of the Visitor Center-related logistics including transportation to and from the Visitor Center. Specifically, we

have been facilitating meetings between the U.S. Capitol Police and the District Department of Transportation to discuss transit options for the visitors. Visitors to the CVC will arrive at our doors using a range of transit modes from walking and biking to traveling with a commercial tours company.

We want to make the Visitor Center as accessible as possible to everyone, so we will continue to work through transportation logistics in order to meet the needs of our residents, the Capitol Police and our tourist business community. We especially want to keep our Capitol Hill neighbors informed of our efforts at the Visitor Center as any changes in pedestrian or particular traffic will affect them.

On another front, we have been working with our Oversight Committees on the Capitol Tour Action Plan to ensure a positive visitor experience. Included in this plan is the institution of a new program, the Congressional Historical Interpretive Training Program or CHIP. CHIP training is for Congressional staff to give tours to ensure that they have accurate information to conduct constituent tours of the Capitol Building and exhibits.

We will also train staff in providing for the safety needs of the constituents if that becomes necessary. For example, if an emergency evacuation of the Capitol is required, they will be trained I how to lead their group to safety.

Thank you again for this opportunity to update the Subcommittee on our activities. This concludes my statement. I will be pleased to answer any questions.

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

Mr. Beard.

Mr. BEARD. Thank you, Madam Chairwoman.

I appreciate the opportunity to be here on behalf of Speaker Pelosi's Green the Capitol Initiative. The initiative, which was approved in June of 2007, has the stated purpose of making the House of Representatives carbon neutral in its operations by December of 2008.

We will offset the 91,000 metric tons of greenhouse gases the House generates by, first, purchasing only electric power from renewable sources, primarily wind energy, to meet our needs. This will reduce the House carbon footprint by 57,000 metric tons.

Second, we are working with the AOC to ensure that natural gas, not coal, will meet the heating and cooling needs of the House of Representatives from the Capitol Power Plant. This will reduce our carbon footprint by another 10,000 metric tons.

Finally, the House purchased offset credits from the Chicago Climate Exchange for the remaining 24,000 metric tons of greenhouse gases to ensure carbon neutral operations by the deadline set out by the Speaker.

The Speaker has also directed us to further reduce our carbon footprint by cutting energy consumption or reducing energy consumption in the House by 50 percent over the next 10 years. As you heard from the Architect, the Acting Architect of the Capitol, the AOC has reduced its energy consumption by 6.5 percent in 2006.

In order to meet her directives, we have launched a number of important programs. First, the House now has a green food service

operation and facilities. All of the House restaurants, cafeterias and catering facilities have taken steps to green their processes, install more energy-efficient equipment and use recycled materials for counters and food stations.

More important, the food waste from all House facilities is now composted. An onsite food pulper reduces the weight of the waste from our food service operation by as much as 25 percent.

We are sending the output from the pulper to the Department of Agriculture's Beltsville research station and a commercial compost facility in Crofton, Maryland. In February, for example, we diverted between 38 and 45 tons of waste from landfills and sent 11.3 tons to be composted.

The House now sells only 100 percent post-consumer waste recycled paper. The House currently uses about 70 million sheets of paper a year. By selling only recycled paper, we will save significantly on energy and water use and reduce greenhouse gas emissions as outlined in my testimony.

The House, through the AOC, is in the process of revamping its paper recycling program, and we are now picking up compostable waste from all offices.

The Architect of the Capitol, as Stephen mentioned, has received approval for installation of new and improved electricity meters in all House office buildings, and this will improve our management of electricity.

Seven thousand compact fluorescent light bulbs have already been installed in House offices, and we are working to replace the remaining incandescent bulbs with improved CFLs which have a payback of less than five months.

Our computer services are in the process of being consolidated at fewer locations to diminish energy consumption. By changing operating procedures and installing new technology, we have set a goal of reducing our energy consumption at computer centers by 40 percent.

All of the House's 84 vending machines have been replaced with energy-efficient machines.

A bike-sharing program known as "Wheels 4 Wellness" will be launched in May for employees using House-owned bikes to reduce carbon emissions and also provide an exercise option for our employees.

A car-sharing program contracted out to Zipcars is already in place, allowing Members and staff to rent hybrid cars on an hourly basis from the House parking garage.

We have put in place other transportation improvements. First, employees taking public transportation will now use Smart Cards and Metro benefits will be automatically loaded up onto cards electronically each month, thus eliminating the need for a paper card and the use of the Department of Transportation to hand them out.

The Metro benefits program will be centrally funded and administered starting in fiscal year 2009 instead of managed by each office, thus, we hope, increasing participation in the program and providing some additional assistance to Members by a higher MRA.

Finally, we have requested $1.7 million to reimburse House commuters for parking at VRE, MARC and Metro lots.

The House has purchased its first electric-powered truck for small package deliveries, and we are working with manufacturers to purchase hybrid diesel trucks for larger capacity needs.

The Capitol Dome will be relit with energy-efficient lighting in the next six months. The conventional lights illuminating the outside of the structure are, in fact, prime examples of somewhat outdated and uneconomical technology.

Chairwoman Norton, I want to thank you for providing us with this opportunity. We believe that the Green the Capitol Initiative has brought about some enormous changes in the way we do business in a short period of time.

We are doing this in your District and would be happy to work with you and Mayor Fenty to put the lessons we have learned into the District of Columbia schools or work with other local institutions.

Again, thank you.

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

Indeed, in this Subcommittee, we are going to be pursuing several hearings on greening Washington because the Subcommittee has jurisdiction over leasing and building of Federal buildings, and this is where the footprint of the Federal Government is with more than half the facilities located here. So it seems to me that what you have just said, linking what the District, which already has some very progressive legislation, has done would make a great deal of sense.

Mr. Ayers, I would like to ask you about your own capital improvement program. As I understand it, essentially, that will simply be a list. There has been some interest on the Committee about how to address this backlog.

You have a five-year capital improvement plan which could be the basis for a real capital program. Have you any ideas about how a capital program that might be legislated might work?

Mr. AYERS. Yes, ma'am. Certainly I think that that would be helpful to alleviate the backlog, but I think it is important to look at the entire picture. I think there are three important elements. First, we have to eliminate the backlog. Secondly, looking forward, we have to prevent that backlog from recurring, which is an ongoing reinvestment in facilities that we really haven't made in my estimation. Then, thirdly, there are a variety of projects and needs from the Congress that are gathered in the Capitol Complex Master Plan that will ultimately need to be funded as well.

So I think those three pieces, if they are addressed in some form of legislation authorizing them, that would be very helpful to that process.

Ms. NORTON. Well, are you proceeding now without such legislation? How do you prioritize?

I agree with you that this long-term planning is large. Congress hasn't done that yet. I am very interested in proceeding along those lines. Meanwhile, you have been proceeding in some form or fashion. Give us some idea of what your priorities have been and how you have arrived at them.

Mr. AYERS. Certainly. I think our priorities reflect the Congress' priorities, and that is the way it should be.

We use three factors to prioritize projects, and that is, first, the importance of a project. We will evaluate every project that comes to us on a variety of pre-established criteria like energy conservation, fire and life-safety, security, economics, and historic preservation, among others, and we will give each project an independent score.

We will then rank each project by its classification: deferred maintenance, capital renewal, capital improvement, or capital construction. Any project that is deferred maintenance is a higher priority than capital construction, meaning you take care of what you have before you build new.

Then, lastly, as our independent consultants have reviewed all of our facilities and developed a condition assessment for each, each of those projects has been given an urgency classification: whether it needs to be done immediately, whether it is a high urgency, which means the next two to four years, or medium, or low.

So we take all three of these factors then in sort of a composite rating guide, and ultimately, that will shake out a list from one to three hundred projects in priority order for us.

Ms. NORTON. Wow. I just think your answer is a virtual description of the need for authorization legislation so that you can proceed. You seem to have some notion of priorities that I think the Subcommittee will be very interested in examining as we contemplate such legislation.

Mr. Beard, you indicated that the House had purchased its first electric-powered truck for small package deliveries and that you are working with manufacturers to purchase hybrid diesel trucks. How many vehicles do we own? Do we own a large stable of vehicles in the House of Representatives?

Mr. BEARD. No. Forty vehicles in a fleet split among the House officers. I think I have approximately 10 vehicles. The Clerk has a number, and then we have a number of security vehicles for the leadership.

Ms. NORTON. The Speaker has a vehicle. The people like that have vehicles.

Mr. BEARD. The leadership, yes.

Ms. NORTON. What is the turnover on those vehicles? How long do they last before they are over with?

Mr. BEARD. Well, the security vehicles are turned over a lot, on a lot faster basis, usually two to four years. The trucks that I was describing, which we use for hauling furniture and moving large objects as well as for computers and small supplies, we usually have an eight to ten-year life span for those trucks.

Ms. NORTON. Is there any reason why the House should ever purchase another vehicle except one that is alternatively fueled?

If you had to turn over five vehicles today, would you automatically go to some form of alternative fuel vehicles or would you just continue to buy gas-powered SUVs and whatever it is you have been doing until now?

Mr. BEARD. I can't think of a reason why you wouldn't. I can't think of a reason. I mean the Speaker has made it eminently clear to everybody that works in the House of Representatives what her view is on the subject, and I am a little bit perplexed as to why we have some vehicles, have purchased or leased some vehicles.

There is a provision in the Energy Bill.

Ms. NORTON. What about the Capitol Police vehicles?

Mr. BEARD. Capitol Police takes their direction through the Police Board, but I notice that they just did purchase an electric vehicle. But they have police cars, and you would have to ask the chief who I think will be testifying later.

Ms. NORTON. Not to worry.

Mr. BEARD. Not to worry.

But I would say, Madam Chair, if I could, as you know, Members are authorized to lease vehicles and one of the provisions in the Energy Bill was that they be energy-efficient vehicles on leases in the future. Our office handles those leases, and so we are working through that process.

Ms. NORTON. Indeed, I did know that.

In fact, what you described that you have done already is impressive, but I may say, sir, that this Committee will be looking to see whether or not your office ever purchases another gas vehicle. It seems to me it is a small fleet. It is one of the ways in which we ought to be setting the example, and I will be speaking with the Park Police later.

I would like to know, Ms. Rouse, you are going to have a whole new operation there. I looked at the cafeteria that will be huge. How are you tied into the recycling efforts of the Capitol? How is it tied together?

Do you have a separate recycling effort? Do you do recycling? How will you manage the amount of recyclables that will come out, not to mention trash, garbage and the rest that will be generated by a huge, new facility?

Ms. ROUSE. Part of the recycling for the restaurant is through Restaurant Associates. Built into their contract is recycling of food products, as well as using utensils which are recyclable. That is a key component of what we are looking at.

We are, of course, part of the AOC's operation. So the recycling efforts that are in place and will continue to be in place will fall under the Architect's facilities maintenance people who will be working there. So that is a key component of what we are doing.

We will not be allowing food to be taken out of the restaurant area. It will be confined to that area. That is part of our ongoing plan.

Ms. NORTON. Thank you very, Ms. Rouse.

I am going to move to the Ranking Member or to the Ranking Member of the Full Committee, whichever you prefer.

Mr. MICA. If it is okay, I thank both the Chairman and our Ranking Member to let me go. I have to scoot, but this is an important hearing. Again, I congratulate you on holding it and so far, I think, helping establish a very solid pattern and blueprint from which we can move on getting a better handle on our planning, our priorities for the Capitol complex.

I cited in the figures that were given to me, $3.2 billion over I believe a period of 5 years just to do sort of the fix-it work. Mr. Ayers, is that correct?

And, I was told that did not include the Cannon Building.

[Information follows:]

Insert to Mr. Ayers Testimony, p. 46 as noted:

Subsequent to the hearing, upon review of the list of "get well" projects we are anticipating over the next several years, the projected $3.2 billion figure does include the first of several phases of the Cannon Renovation Project, among other projects.

Mr. AYERS. That is correct.

Mr. MICA. In the Cannon Building, we are now probably talking about $500 million, $400 million to $500 million for renovation of that building. Are there any other whoppers out there as far as the big bucks?

I know that the Capitol Building itself does need. The dome has several hundred million dollars worth of work, I think. Is that within the framework of the 3.2?

I am trying to get the whoppers sort of outside the 3.2. Could you give us any in as to those kinds of costs?

Mr. AYERS. Certainly. The Cannon Building would be one of them, and that is four to five hundred million dollars, we estimate at this point.

If you recall, Congressman Mica, that several years ago we began the renovation of the Dome of the Capitol Building and did the interstitial space between the inner and outer dome. If you recall, we used a sort of parachute inside the rotunda. That was only phase one of two phases. We have to come back and do the second phase, which is the exterior of the dome, and that is certainly one of the whoppers.

Mr. MICA. A couple hundred million?

Mr. AYERS. No, probably less than a hundred million but certainly a significant project that is not in the number.

The Capitol Power Plant, collectively, the Congress decided we want to install a cogeneration facility there. That is probably $250 million to $300 million that is not in that "get well" plan.

Mr. MICA. Okay. Well, again, the staff have given me a figure in the multi-billion dollar area of what it would take. Do you recall what the total figure was that was given to me outside the $3.2 billion long-term capital requirements?

He is estimating a three or four billion over the next twenty years. Would that sound about right?

Mr. AYERS. That sounds low to me.

Mr. MICA. I thought I saw an $11 billion figure.

Mr. AYERS. Eleven or twelve billion over twenty-plus years.

Mr. MICA. Okay, that is what I thought. Eleven or twelve billion, okay. I am just trying to clarify what the immediate picture is to fix it and then the long term.

I do have concerns, too, about going back to the Capitol Building, the historic Capitol Building, and even the House chamber. The House chamber is in some serious need of some life, healthy, safety renovations. I've toured, myself, underneath the floors and seen some of the wiring and things that need. We have been very fortunate because it has sort of been a patchwork of communications and electrical additions that would give a fire marshal a great deal of heartburn in the private sector.

You have mentioned that in 2006 there were some calculated savings of 6 percent. Was that energy costs?

You had cited a 6 percent, 2006 figure in your testimony. Do you recall what that was?

Mr. AYERS. That is energy reduction per square foot.

Mr. MICA. Okay. Now do you have 2007?

Mr. AYERS. Not yet. We are required to achieve a 4 percent reduction in 2007. We report those numbers in April. So, later this

month we will be reporting that, but I do know that we are right at that 4 percent.

Mr. MICA. So there has been a decrease from 2006 to 2007?

Mr. AYERS. Correct.

Mr. MICA. Okay. That is what I had heard.

One of the big expenses might be and maybe one of the big savings areas might be utility conversion. I remember, I guess it would be BCVC, Before Capitol Visitor Center, was the talk about redoing some of the utilities, and cogeneration was one of the considerations. Right now, we are using coal, natural gas and also some fuel oil?

Mr. AYERS. That is correct.

Mr. MICA. How long are the contracts on the coal?

Mr. AYERS. I believe we do an annual contract on coal purchases. I don't believe we have a long-term contract.

Mr. MICA. It is not long term?

Mr. AYERS. I don't believe so. It is long term on natural gas which I think runs through 2009.

Mr. MICA. Have there been any proposals or any requests for proposals for cogeneration based on the most fuel-efficient, green energy production, power facilities improvements and with a payoff, because I am sure there would be a wide variety of return based on what you use.

Have you had requests out for that or have you seen proposals or estimates back?

Mr. AYERS. We have done one initial study on simply the feasibility of installing, the physical feasibility of installing a cogeneration facility at the Capitol Power Plant. That study validated that it is possible. It is in the magnitude of 250 to 300 million dollars.

We have not gone to the level of determining——

Mr. MICA. Payback.

Mr. AYERS.—payback and what kind of fuel mix would be the best scenario there.

Mr. MICA. I think that would be something that you could put a request for proposals out if we are really interested in the greening. It is probably most of the negative footprint that is put out from the Capitol, sans some of the legislation that has recently been passed. At least you smiled on that one.

But if you wanted to really see how we could green the place, the best example for energy generation with the least negative effect on the environment, and I don't think it costs a lot.

Some years ago, I did have an energy company look at it when we were looking at building the Visitor Center. They told me the payback could be so great that they could have actually paid for the Visitor Center just if they could keep the same payment and change out the energy production system. I don't know that that would be the case today.

Also, one of the big overruns I know on the Visitor Center was the repair and upgrades on utility, both accessing the Capitol Visitor Center Complex. Wasn't that the case, huge amounts of extra money gone into that?

Some of those systems were old or service connectors were old and were not part of the original plan of the Visitor Center expansion. Is that correct?

Mr. AYERS. I am not familiar with that, Congressman Mica. I know that we certainly had to construct a new tunnel from the Visitor Center to connect to our existing steam and chilled water distribution.

Mr. MICA. Well, that is one of the ones that I meant.

Mr. AYERS. That was always in the project.

Mr. MICA. It was. It depends what point in the project you were looking at, but that got pretty costly as I recall, and we had the collapse of a couple of the other utilities or finding that they were inadequate to support the relocation.

Well, finally, Ms. Rouse, you are working on the Visitor Center. Hopefully, we will open it in November, hopefully after the election. We have enough things to be issues without the Visitor Center being primary.

A date has not been set. Who will make the final decision? Is there a commission that will be bicameral and bipartisan?

Ms. ROUSE. I believe Congress will set the date. We have been working with the leadership and the Oversight Committees on that. We are discussing very actively the test and adjust periods and the things that we will need to do to make sure that the operation is running effectively when the CVC is handed off to us from the Architect's Office.

We are very conscious of the many things that will be going on towards the end of the year. We want to make sure that our opening to the public is a comprehensive one.

Mr. MICA. Well, finally, I had suggested that based on historical precedent, each of the additions of the Capitol have had a cornerstone laid by a President back to George Washington. I felt that, well, we don't have a cornerstone per se.

I suggested a center stone, and it would be fitting to have the President participate and have a ceremony that included a center stone because the Visitor Center is unique. It is the only addition like, well, that transcends both the HC and the SC turf requirements. It does belong to all the people, and it was an extension extended for the people as opposed to for the convenience of the Representatives.

Thank you for your service, too.

Ms. ROUSE. Thank you.

Ms. NORTON. Thank you, Mr. Mica.

Mr. Ayers, I think you testified that you exceeded the goals. Who else testified?

There was testimony about exceeding goals, climate change goals or environmental goals. I know you did, Mr. Ayers and Mr. Beard.

I have just been with the Speaker on this climate change CODEL to India. It was remarkable and here we are, of course, wanting to see what the Indians do. We find that they have done a great deal. For example, the Minister of External Affairs said they will never exceed. They will never exceed the average, the world average of CO2 emissions.

That is just in doing what they can do with people who 80 percent of the population earn less than $2 a day. A third of the population earn less than $1 a day. We were not exactly in a position to preach to the Indians and nor did we try.

But, in light of your testimony about exceeding goals, Mr. Ayers, I believe had goals of 2 percent. He got up to 6 percent. In light of the urgency of climate change, would you not recommend that higher goals be set for each of you?

Mr. AYERS. Certainly the goals I was referring to are the goals that the Congress established in the Energy Act legislation of 2005. Those goals were 2 percent per year. The first year I mentioned was 2 percent. We achieved 6.5. The second year is 4 percent. We are on track to achieve that 4 percent.

Ms. NORTON. Is the 6 percent at the end?

I am sorry. In other words, this 6 percent was only what you were supposed to achieve at the end of a certain number of years. Is that what you are saying?

Mr. AYERS. No, ma'am. All Federal agencies were required to have a 2 percent reduction the first year. We achieved a 6.5 percent reduction the first year.

Ms. NORTON. I see what you are saying. You know this is a legislative branch. My own sense is that, particularly with the initiative that the Speaker has taken, if the legislative branch leads, we have a better chance, it seems to me, of getting the attention of the executive agencies.

I am very impressed that you have exceed your goal. I have to ask you, what was the investment necessary in order to reach the climate change or the energy conservation goals?

Obviously, one of the things we have had to make people understand is that, as with everything else, you have to invest in order to get a return. I am interested in the payback and how soon the payback comes so that we can either make the case or improve in what we do. What can you tell me on that, Mr. Ayers or any of the rest of you?

Mr. AYERS. I don't have the specific numbers but certainly investments to date are several million dollars, three, four, five, six million dollars to achieve those results. We have talked about certainly looking forward. Those investments will have to significantly increase to continue to drive some energy reduction.

Mr. BEARD. Well, if I could interject, Madam Chair, or just add to that, the legislation passed by the Congress requires a 2 percent per year, but the Speaker as the Chair of the House Office Building Commission has directed that we reach an energy savings of 5 percent per year for the next 10 years in House office buildings. Now Mr. Ayers is responsible for a lot more than the House.

I would point out that this 5 percent is pretty aggressive for 10 years. That is a 50 percent reduction. It is aggressive, but it certainly is nowhere near as aggressive as the private sector is doing. Wal-Mart, for example, in each of its new stores, requires a 25 percent reduction.

Ms. NORTON. What are they doing that we are not doing? That is amazing.

You see what the bottom line will do to people who have to pay for the energy out of their own pocket. They set goals that, in fact, get significant reductions. This 2 percent, 3 percent—here we are talking to the Indians—is impressive only as we exceed them.

What is Wal-Mart doing? Why do they set such a high goal and we have these teeny, teeny, eeny goals?

Mr. BEARD. Because it pays off. It goes directly to the bottom line. That is why they do it.

Ms. NORTON. So then you would recommend we set higher goals?

Mr. BEARD. I certainly would, but 5 percent is a size we can get at the present time per year. Over a 10-year period of time, that is a 50 percent reduction in our energy.

Ms. NORTON. Mr. Ayers and Mr. Beard, when I ask Mr. Ayers what kind of investment, how much you have to invest to get, this is critical information. No matter how you get it, you have to get us that information. At some point, somebody is going to ask for a GAO report, and it is going to say, well, how much did they spend in order to save how much?

We are just beginning this. We need to know. This Subcommittee needs to know how do we measure whether or not this, in fact, saves anything? I don't know.

It is going to be very important for you and for Mr. Beard to find a way. It is not rocket science. That is why Wal-Mart is doing it. They know exactly how much they have invested in order to get the payback.

Go visit them. Do something. But the next time we have a hearing, we will need to have some cost-benefit analysis. How much did we invest? What is the payback this year? What are we getting?

A lot of this is, in fact, being measured now. So I would very much press for measurements to begin now because if you only begin it later on, it is harder to, in fact, do cause and effect. It could not be more critical.

Mr. BEARD. Could I respond to that?

Ms. NORTON. Yes, please.

Mr. BEARD. As the testimony points out, we, my office invested $100,000 in the purchase of compact fluorescent light bulbs. We have replaced 7,000 of the 30,000 light bulbs in the House of Representatives. The total cost of that was $100,000, and we know that the energy savings attributable to that investment. It will pay back in five months. So, in six months, we are going to be making money.

Ms. NORTON. I want you to bring me the bill. I want you to bring us the bill.

Mr. BEARD. I will be more than happy to bring you the bill, but I would also point out to you that the Inspector General has been following along behind us and has calculated what it will cost. The energy savings attributable for the investment we made in CFL light bulbs will be $1.2 million over the next 10 years. That is $120,000 a year from the investment that we have made.

Ms. NORTON. Mr. Beard, you are talking here to a true believer.

Mr. BEARD. Yes, you are talking to a true believer, too.

Ms. NORTON. But I want to make sure, and it looks like you are being tracked. You are small enough, for that matter, the Capitol itself is a small enough enterprise to do it.

Because you are at the threshold of this and because it seems so impressive, I am very anxious to have the documented evidence of exactly what you are saying. Everyone says it will produce. Well, let's see if it does.

I believe it will. Don't prove us wrong, but let's see the evidence.

Mr. BEARD. Yes, we do have the evidence, and we would be more than happy to provide that.

As I pointed out in my testimony, we used to send somewhere between 37 and 45 tons of material to the landfills in the area. We now are sending only 11 tons to the landfills, and that is in the form of compost which will then be coming back here as a product.

Ms. NORTON. Yes, that is very impressive. What do you do with the compost? Do you sell it? What do you do?

Mr. BEARD. It is being used at the Department of Agriculture for their research. At their research station, they use it on the facility.

Food compost waste is not high quality enough. You have to add carbon to it. As a result, they need to add sawdust and other kinds of materials to make it a much richer product.

Ms. NORTON. Mr. Graves.

Mr. GRAVES. Thank you, Madam Chair.

What you are talking about here is making investments for actually two things. One, I can see making an investment to reduce the costs in the future or for energy efficiency, and then there is making investments in green initiatives. Cost for a 50 percent reduction, $600 million is a pretty hefty cost, and I have to ask you about some of these things.

How much did you spend on carbon offsets this year?

Mr. BEARD. Eighty-nine thousand dollars.

Mr. GRAVES. How much are you going to spend next year on carbon offsets?

Mr. BEARD. Don't know.

Mr. GRAVES. Is that making us more efficient because, quite frankly, I think it is a bunch of crap? If you purchase somebody else's efficiency, you are not doing anything to make the Capitol more efficient when you do that. What has that got to do with saving the taxpayers' money and making the Capitol more efficient?

Mr. BEARD. A carbon offset is simply a license to pollute. What we have done is prevent that pollution from taking place in the future by purchasing that offset credit and retiring it. That means it can't be used to add carbon to the atmosphere.

Mr. GRAVES. How does that make us more efficient? How is that going to save the taxpayers' money?

Mr. BEARD. The directive we are under is to operate the Capitol in a carbon neutral manner. Now the question is how do we get there? We need to reduce our carbon footprint and, to do that, we are making investments in electricity, produced from renewable sources.

Mr. GRAVES. Well, let me ask you about that.

Mr. BEARD. Purchasing more natural gas.

Mr. GRAVES. Let me ask you about that. The House is going to be 100 percent wind energy by when, whatever? Are you doing that now or you are purchasing all wind energy right now, is that right, to produce electricity?

Mr. BEARD. The Appropriations Committee provided the funds to do that in last year's Appropriations Bill, and we are working with the Architect to get the contract signed by Pepco.

Mr. GRAVES. Well, how does that make the House more efficient when it comes to saving the taxpayers' money on energy? What if the wind doesn't blow?

Mr. BEARD. We are part of a regional network, and that purchase will reduce the carbon emissions from the operations of the House of Representatives.

Mr. GRAVES. But how does that save the taxpayer money by making us more efficient when you shut off and you say we are no longer going to use coal or use natural gas, we are just going to use wind? How does that save the taxpayers' money in the long run by energy savings, by savings? I just don't see that happening.

What is more, and this goes to Mr. Ayers. It kind of ties into it too. How does it save the taxpayers' money when we retrofit a system instead of just waiting for the capital improvement project that is going to come eventually down the line?

When you are changing out components and changing out systems now, but you know you are going to have to completely redo the system or a building in the future, how does that save the taxpayer money and make us more energy efficient?

It seems to me like we are spending money that we are going to turn back around and spend again eventually. Wouldn't you rather do it when the project comes up in its timetable?

Mr. AYERS. That would certainly be the best and most cost-effective time to do it.

Mr. GRAVES. If we are talking about saving the taxpayer money and being more efficient, a lot of these things aren't going to save the taxpayer money. I can see investing in the future to have more cost savings through energy efficiency.

But cutting off certain sources of electricity and saying that we are 100 percent wind power, which I think is a bunch of crap too because it all goes into the grid and you can't tell me that all the energy that we are getting for electricity is coming from wind power. If you are getting that from your consortium or whatever in, say, West Virginia or Pennsylvania, and the wind isn't blowing or they are not producing enough electricity, then what are you getting that wind power from? Where are you purchasing it from?

How far away is it coming from? What is that costing the taxpayers?

So there are two different things. If you are talking about spending money, again, to make us more efficient and save the taxpayers' money, that is one thing. But when you are talking about spending money to purchase carbon credits and stuff like that, that isn't doing anything to save the taxpayers' money in the long run. That is just spending money, so you can say something that really feels good.

Ms. NORTON. Well, I think Mr. Graves' questions are fair questions, indicating what I have said to Mr. Beard, show me the evidence, because I do think that not only Members but the American people still have rather low consciousness, frankly, on whether or not this should be done, whether it is worth the investment. It is a lot of money from their point of view. They need to be convinced.

I have seen data that I find convincing, but it does seem to me as we go along, yes, these questions have to be taken very seriously and answered.

Mr. Graves' question about you are patching something and you may take down the whole thing really has to do with the appro-

priations system. We don't do that. We have a building fund that keeps us from having to do that.

One of the things, if we do legislation as I hope we do, we are going to have to figure out is how to guarantee that there is enough money to go ahead and do a project. I see, Mr. Beard and Mr. Ayers. I see real competition here between the need to comply with long-term planning and plan to overhaul something entirely or take it out and the need to maintain things when almost things need a separate maintenance budget from your budget to really renew, rehab and reconstruct.

I don't know what we will need, but it does seem to me that it calls for thinking outside the box if we are serious about doing something. Pay-go climate, nobody is going to look like we are spending so much more for the Capitol than we are spending for the Veterans Administration or other pressing needs. And so, I am very interested in getting together with all three of you and others you would recommend to think through how to keep these parts of the process from competing with one another and making it look like maybe we are wasting money.

Ms. Rouse, you said you would be hiring a diverse workforce, et cetera. How much hiring has been done? How many people are to be hired?

Ms. ROUSE. There are about 252 people to be hired.

Ms. NORTON. How many?

Ms. ROUSE. Two hundred fifty-two. We have probably hired in the neighborhood of about 20 as of the middle of April. The large job fair will be held on April 7th and 8th.

Ms. NORTON. Where is that going to be held?

Ms. ROUSE. It is going to be at a hotel near the Ford Building.

Ms. NORTON. Downtown Washington.

Ms. ROUSE. That is on the 7th and 8th, next Monday and Tuesday. Two hundred and eighty-five people qualified for those interviews.

Ms. NORTON. Excuse me. Say that. You have already held it?

Ms. ROUSE. No. It is next Monday and Tuesday, the 7th and 8th.

Ms. NORTON. Two hundred and eighty-five?

Ms. ROUSE. 285 people qualified—almost 400 applied for the visitor assistants.

Ms. NORTON. How did you advertise for people to apply?

Ms. ROUSE. Well, we actually did some unique things. We did ads in the Washington Post. We also took out some ads in the Metro Express which attracted a different audience, and other web sites. We also distributed information through the various Congressional caucuses. So we were able to get a rather diverse pool of people to apply, and our partners around the Capitol are going to help us through the interview process.

Ms. NORTON. What are the job categories?

Ms. ROUSE. The category we are talking about here is visitor assistants. These are people who will be greeting people. They may be sitting at terminals. They may be outside. So it is an interesting position.

We will be hiring, moving forward, supervisors within the visitor assistance program. I have coming on board, web site people and

an attorney who started today. So it is a whole spectrum of the professional world.

Essentially, there will be 205 people who will be engaging the public directly.

Ms. NORTON. So there is 205 people who will be.

Ms. ROUSE. Guides as well as your visitor assistants.

Ms. NORTON. Then how many total?

Ms. ROUSE. Two hundred and fifty-two. If you add in the building maintenance under the Capitol Superintendent's supervision, then superintendents, there will be about 318 individuals supporting the CVC. Of course, we are supported in general by the Capitol Police.

Ms. NORTON. Would all three of you, within 30 days, submit to the Committee the breakdown by job category based on the general categories reported to the Equal Employment Opportunity Commission, the same categories, within 30 days? We would like to receive that from each of you.

Could I ask about this very controversial Capitol Power Plant? It is the bane, if I may say so, of my personal existence since I have come here. This is the greatest polluter in the District of Columbia which has taken great pains to rid ourselves of such power plants. We are aware of the political implications, and the Speaker is trying to get around them in the only way she can.

How much is the power plant in use since I believe you testified that a great deal of what is being done is being done through natural gas and the rest, Mr. Ayers?

How much of that power plant, where I have personally seen from my constituents the flakes on their houses and on their porches, not recently but when I first came to Congress. So I am trying to find out how much of the power plant still remains, how much of it is in use and how much of it is necessary still, what is it used for?

Mr. AYERS. Madam Chair, the Capitol Power Plant provides steam and chilled water, steam for heating purposes and chilled water for cooling purposes, to all of the facilities on Capitol Hill, as well as several that are off the Hill. That is its primary purpose. It operates 24 hours a day, 7 days a week, 52 weeks a year.

We are nearing the completion of an expansion of the west refrigeration plant, and that portion of the plant will provide additional cooling water capacity that was primarily needed for the new Capitol Visitor Center but also to meet the increasing cooling demands of the Capitol complex as a whole.

Ms. NORTON. That is going to come from the Capitol Power Plant too?

Mr. AYERS. Yes, ma'am.

Ms. NORTON. Does everything we do have to come from that? I mean do we have any alternative where it can come from some place else?

Mr. AYERS. I don't know that there is an alternative that is in the District.

Certainly there is an alternative that we could move from a district or a central utility plant to an individual building-by-building utility system. We have taken a look at that. It is probably $2 billion to $2.5 billion dollars to move to that kind of system.

Ms. NORTON. Well, nobody is going to do that when we all had to do was change the way in which the power plant is. Okay, I am bitching here. I will just wait for a way around this.

Look, I am interested. Mr. Graves spoke about wind. All of us romanticize when it comes to wind. I am interested in how does it work if you purchase your electricity from Pepco. How do you get wind power? Is there significant wind-generated energy in this place?

Mr. AYERS. You can buy a variety of types of electricity from Pepco, and wind is one of them.

Ms. NORTON. How much wind do we buy?

Mr. AYERS. Today, we purchase 3 percent renewable energy. Some of that may be wind. Some of it may be other sources.

Ms. NORTON. Could I ask about Zipcar? Who knows about Zipcar? I just found out about it when we were on our trip to India?

Mr. Beard, would you explain Zipcar, please?

Mr. BEARD. Yes. We went to Zipcar which is a private company, and we went to Flexcar. There were two companies at the time. We got proposals from them to store their vehicles here in the Rayburn garage. Since we signed them up, the two companies have merged. So it is just Zipcar.

There are no costs for Members or staff to participate in the program. If you want to use a car, you simply go online and reserve the car and go down and pick it up and drive it on an hourly basis.

Ms. NORTON. You get the car where, Mr. Beard?

Mr. BEARD. Rayburn garage.

Ms. NORTON. What is the frequency of use, Mr. Beard?

Mr. BEARD. I would have to get the statistics. The greatest use of Zipcars has been by people, Members particularly, who signed up here and then use it in their districts, but Zipcar has been satisfied enough with it that we still have two cars here.

Ms. NORTON. How are they powered?

Mr. BEARD. These are Prius, Toyota Prius or hybrids.

Ms. NORTON. Could you get us those statistics?

Mr. BEARD. Sure.

Ms. NORTON. Is it well known?

I have a hybrid. Maybe I wouldn't have thought to look. Is it well known in the House among staff and Members that you can use a Zipcar rather than your big old whatever to get around?

Mr. BEARD. Well, it seems to be fairly well known. We have made multiple efforts to try to advertise the program with Zipcars.

Ms. NORTON. Could I ask Ms. Rouse, well, between you and Mr. Ayers? Mr. Ayers spoke about the treadmill on which we are operating. The Ranking Member referred to it as well, and that has to do with you have to maintain things while you are trying to move forward, sometimes to retrofit altogether.

How will we maintain this CVC? How can you assure me that this CVC is going to look just like it looks because we are engaged, if we are, in a maintenance effort of the kind we have never used in any other part of the Capitol of the United States or, given your needs, is it necessary for you to move resources to more urgent needs since it is a brand spanking new facility? That is your dilemma.

Mr. AYERS. I can certainly assure you that the execution of that project and its transformation to a fully functional visitor services operation is our top priority, and we are simply not going to drop the ball. It will be a Class A facility as it should be, and we will ensure it is maintained.

Ms. NORTON. It is going to be costly?

My point is that, given these needs which are pretty awesome, Mr. Ayers, I am trying to find out if significant dollars are going to be needed to maintain this facility as we move forward. You heard the Ranking Member ask about Cannon, the oldest building.

I am trying to figure out as we contemplate legislation, how in the world do you figure out your priorities?

A new building, you wouldn't want a scratch on it, and yet you have buildings that have been scratched up for decades. Is maintaining a new facility like this, at this stage of the game, fairly low cost? Does it become high cost only at some later stage? Educate me.

Mr. AYERS. That is certainly true. A new building does not require the kind of maintenance that a 200-year-old Capitol Building does. You are absolutely right.

The dollars in our appropriations are segregated. Our maintenance dollars are generally in a different category than our capital improvement dollars. Generally speaking, they are not going to compete with one another unless we really get upside down in a particular building.

Ms. NORTON. Well, thank you. That is very reassuring.

The Chairman of the Full Committee, I think, would surely, if he were here, ask about the status of the photovoltaic study for the Rayburn roof. I will go further and say about the other photovoltaic undertakings that we believe may be underway in order to save energy and to move us toward a greener Capitol. Could you give us anything further on that?

Mr. AYERS. Yes, Madam Chair. We have partnered with the Department of Energy to look at the Rayburn roof as well as the Hart roof, as was required by the legislation. In addition, we have looked at all of the other buildings on the Capitol complex to determine their feasibility for the building integrated photovoltaic roof systems. We focused, of course, on Rayburn and Hart as they have roof replacements that are necessary in the very near future.

We have done that. We have received their report, and I believe we have shared that with the Subcommittee as well. Generally speaking, the report indicates that photovoltaics are not cost effective in this application.

Ms. NORTON. Meaning? That is important to know. Meaning?

Mr. AYERS. The payback period is typically longer than the life span of the products themselves. So, for example, the Rayburn payback was well over 50 years.

Ms. NORTON. Why? That is the kind of evidence we need.

Mr. AYERS. Typically, you wouldn't want to do that with a payback greater than 20 years.

Ms. NORTON. By that time, there will probably be a whole new kind of photovoltaic with a better payback.

Mr. Beard, that is the kind of information we need since you know we are going off of what seems to make better sense.

Is there any substitute, like green roofs, that should be used at this time, that would be energy efficient, would save us from runoff addition and the like?

Mr. AYERS. We also took a careful look at green roofs both on Rayburn and on the Hart Buildings. The structural analysis on the Rayburn Building simply said it is not feasible to install a green roof on the Rayburn Building. It was feasible on the Hart Building and portions of the Dirksen Building, but again the payback period far exceeded the potential life span.

Ms. NORTON. I don't understand why it is not feasible to put some plants and some grass up on a roof. So tell me why it is not feasible.

Mr. AYERS. Well, typically, it is up to a foot of soil and other product on top of your existing roof. So the weight of one of those far exceeds the weight of the existing roof. So the structural members simply weren't designed to carry that amount of weight.

Ms. NORTON. Thank you very much, very important feedback.

I want to thank all three of you for very, very helpful testimony. Thank you very much. Until next time.

Mr. AYERS. Thank you.

Ms. NORTON. Could we call the next panel?

The U.S. Capitol Chief of Police, Phillip Morse and Emeka Moneme, Director of the District of Columbia Department of Transportation—panel two, thank you very much for your patience.

You may proceed first, Chief Morse. Thank you.

TESTIMONY OF CHIEF PHILLIP MORSE, U.S. CAPITOL POLICE; AND EMEKA MONEME, DIRECTOR, DISTRICT OF COLUMBIA DEPARTMENT OF TRANSPORTATION

Chief MORSE. Good morning, Madam Chair and Chairman Oberstar. I would like to thank you and Members of the Committee for inviting me here today to discuss the United States Capitol Police Department's involvement in the AOC's Capitol Complex master plan as well as our ongoing planning for the security requirements for the Capitol Visitor Center and the department's efforts to support the AOC's energy conservation program.

I would like to begin by acknowledging the relationship we enjoy between the United States Capitol Police and the AOC. While faced with many facilities and security issues, we have formed a collaborative relationship intent on finding solutions for our common goal of providing a Capitol Complex that provides for the operational and security needs of the legislative branch.

Various projects included in the master plan have an effect on our security systems and operations. For example, we are currently working with the AOC to provide security for the ongoing tunnel project as well as completion of the Capitol Visitor Center.

Related to ongoing facility requirements directly facing the department, we worked with the AOC and established the facility's master plan in 1999 that forecasted the needs of the department into the year 2010. This initial plan, along with subsequent updates, resulted in establishing short and medium-term leases designed to bridge the gap until permanent solutions could be funded and constructed.

Currently, the department is seeking a permanent solution for an offsite delivery center, vehicle maintenance facility, property management storage facility, command and communications complex to include the radio and data, and a long-term location consolidation for all occupants of the Fairchild and current headquarters buildings. The department is working with the AOC on long-term solutions in these issues.

In the near term, the department is working closely with the AOC on the final steps to prepare for the completion of the CVC in 2008. This new facility will efficiently process high volumes of guests and visitors and bring them into a safe, controlled, monitored environment as quickly as possible while maintaining the highest level of security and protection.

We are continuing discussions with the AOC and the District's Department of Transportation to look at bus routes on the Capitol Complex as well as the most efficient methods for transporting visitors while maintaining our operational security plans for the complex. Should the concept of Circulator buses be approved to move tourists around the Capitol Complex as well as address increased pedestrian flow, we believe that additional personnel and infrastructure resources may be necessary.

In an effort to support the Legislative Branch's energy conservation initiative, the department serves as a member of the Legislative Branch, Chief Administrative Officer's Council's Green Buildings/Processes Working Group addressing this matter. Additionally, the department is working with the AOC on an energy conservation evaluation of all Capitol Police facilities.

In addition, the department is incorporating hybrid and E85 vehicles into the life cycle replacement of our fleet where feasible. Further, we have a fleet of bicycles which are utilized to provide campus coverage and mobility for operational activities.

The department remains committed to continuing the highest level of security and services provided to the Congress and the visitors of the Capitol Complex. With the continued support of Congress, our partners at the AOC and the department, we will be able to provide for the sworn workforce and operational mechanisms needed to meet the security requirements for the complex.

Once again, I just want to thank you for this opportunity to discuss these issues with you today, and I would also like to thank you for your continued support of the United States Capitol Police. At this time, I would be happy to answer any questions that you might have.

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

Mr. Moneme.

Mr. MONEME. Let me be the first to say good afternoon, Chairwoman Norton and Chairman Oberstar.

My name is Emeka Moneme. I am the Director of the District of Columbia Department of Transportation or DDOT.

Thank you for this opportunity to share the District's plan to offer enhanced transit service to the Capitol Complex and to outline other measures designed to ensure traffic flow and enhance pedestrian safety in the area.

In June of last year, I testified before this Subcommittee and gave an overview of a proposed Union Station-Capitol Visitor Cen-

ter-Navy Yard Circulator bus route. This route would allow visitors to our Nation's Capital to utilize Union Station as an initial staging area before venturing to other sites within the complex and adjacent neighborhoods.

I am pleased to report that this route is currently being piloted using existing WMATA buses. The District has also procured several new buses that are scheduled to arrive as late as January, 2009, that will replace the existing Metrobus vehicles.

The Architect of the Capitol has indicated that approximately three million people will visit the new CVC in fiscal year 2009, this in addition to the one million Library of Congress visitors per year. Our hope is that the new Union Station-CVC-Navy Yard route will offer a reliable, frequent, low cost, tourist-friendly transit service to individuals and families visiting the CVC and other National Mall area attractions.

In anticipation of this massive influx of people of people in and around the new CVC, the District is preparing a set of pedestrian safety enhancements to implement. We plan to share these ideas with the U.S. Capitol Police for their input, and these recommendations will include measures such as the following: the deployment of traffic control officers at key intersections, the retiming of traffic signals in the immediate vicinity of the CVC, the re-striping enhancement of crosswalks and the installation of weight signage and other appropriate signage.

We will monitor conditions after the opening of the CVC and adjust our tactics as necessary.

We have estimated the fiscal year 2009 operating costs for the proposed D.C. Circulator route at approximately $3.2 million. The District is planning to make a contribution of local funds. However, it is critical that the Federal Government assist us with the fiscal year 2009 operating costs of this new route.

In the absence of a significant Federal contribution, other District transit improvements will suffer and the planned route must be scaled back.

I would like to take this opportunity to thank you, Congresswoman Norton, for your leadership to ensure that the transportation needs of the CVC are adequately addressed both in terms of transit and minimizing the impacts of the center on the surrounding community. This has certainly been the case in regards to your sponsorship of our request for funding in the fiscal year 2009 Federal budget.

At the hearing last summer, I stated the following: Continuous communication and coordination with the Architect of the capitol and U.S. Capitol Police would be essential to ensure the smooth movement of people around the Capitol and, two, securing operational and capital funding is challenging and additional funding is needed to implement the planned transit services to accommodate CVC visitors.

I am pleased to report that DDOT, the U.S. Capitol Police and the Architect of the Capitol have maintained continuous communication and have worked very closely together over the past several months.

Secondly, funding does continue to be a challenge. The District has already made an investment in new buses and will allocate ad-

ditional local resources for the fiscal year 2009 operational costs. However, it is certainly our view that we do need a commitment from our Federal partners to support, in fiscal year 2009, the opening of the new CVC and to make it a safe and enjoyable experience for all.

I thank you again for the opportunity to share the city's plans with you. We will continue to partner with this Subcommittee, the Architect of the Capitol, the U.S. Capitol Police and others in anticipation of the opening of the CVC this fall.

Thank you for your time, and I welcome any questions.

Ms. NORTON. Thank you both, and may I thank Chief Morse for the way in which the Capitol Police have worked closely with the District of Columbia as they have assured all along and as we now have heard testimony. This is a Federal city, and working closely together is absolutely essential, particularly on security matters and particularly transportation matters.

Gentlemen, without knowing, because who can know, we anticipate that whatever is the number, and it is in the millions of people who come to the Capitol every year, will be substantially increased when they hear there is a new convention center. Of course, Mr. Moneme knows that we like them spending another few hours or days in the District.

What have you done? Before we get to how they get there, do you anticipate significantly more visitors coming to the Capitol Complex, whether they are coming to the Capitol, to Rayburn or to CVC, than came in the last fiscal year?

Chief MORSE. Well, I think that as far as visitors are concerned to the Capitol, I have been a police officer here for about 23 years. It is always a consistent flow of visitors, and they have always come no matter rain, sleet or snow or what the threat environment is. So I fully anticipate that the numbers that we have seen over the past years will continue to come to the Capitol.

Ms. NORTON. Well, I am sure we are going to have as many. What I am trying to find out is what only my gut tells me, and I am trying to find out if you have a more scientific way of calculating whether or not there will be a significant increase or whether the flow will be since I was a kid and since my father was a kid.

We know that they continue to come. They even continue to come when the crime spikes in the District. They come.

I am trying to find out whether there will be an onslaught of new visitors who, for example, I will give you exactly what I am talking about. Half the people who come here are school children. Well, if your school children have been to the Capitol before, the teacher might say, well, this time we are going to spend more of our time at the butterfly exhibit, which we now have to make sure it doesn't charge them $6 to get in, or we are going to go the Spy Museum this time.

But this year, it does seem to me that any teacher worth her degree will say, well, I am taking the kids to the CVC and then to the Spy Museum and the rest.

Is there any way? I am not asking you to do the impossible, but sometimes people are able to calculate.

For example, Mr. Moneme may have a better notion of this because our Department of Tourism or whatever you call them may keep better records. I am trying to know whether there is any way to prepare for what is in my gut and what may be in the data, a significant increase in visitors coming just because there is a CVC, assuming we open it, by the way, at the end of the year or the beginning of next year or whatever.

Mr. MONEME. I will attempt to respond to that. I know that we have the WCTC, the Washington Convention Tourism Commission.

Ms. NORTON. I can't hear you.

Mr. MONEME. We do have the Washington Convention Tourism Commission which does do some estimations of visitors to the city, and we have heard from them that we are anticipating an increase for the next several years, not only due to the CVC but other new attractions opening in the city.

I think perhaps, as the Chief and I were discussing in the panel before, they may have already started to get some commitments or reservations being made for visitors in the future. We may be able to rely on them to get us some more specifics.

Ms. NORTON. Could you ask the Convention Tourism Bureau to submit, within 30 days to the Subcommittee, their calculations of what increases are likely and over what period of time?

For example, you might imagine that the greatest increase will come. I know not of which I speak. I know not of what I am talking about. But you might imagine that the greatest influx would come in the warmer weather. You might imagine that the greater influx would come when we first opened.

I am just trying to make sure that we are not caught unaware just because we don't know. There are ways to calculate these things as the District of Columbia does all the time because it wants these tourists here. That calculation hasn't been done. I would request that it be done.

Now transportation is a major concern, and it is so entwined with security, you can't delink the two. We are going to hear testimony that calls into question our transportation plan.

There may be some vested interest in this, but that is exactly how we get things sorted out. There is a vested interest in everything. You all have a vested interest. So when I heard there were concerns, I asked for the American Bus Association, with whom we have worked very well and very consistently, if they would offer testimony.

Essentially, they argue that if you take these visitors, that they come to Union Station. Then they transfer to the Circulator bus and are transported to the CVC. In that, we are getting ourselves from the frying pan into the fire because then you have a whole, huge buildup at our hub. That is what Union Station is.

There isn't enough space to accommodate these large—I hate them because they are too large—buses. Somebody decided they were going to buy great, long buses that I think they got on sale and that is why they bought them. But, in any case, Union Station won't accommodate them, and there aren't enough smaller Circulator buses to accommodate them.

In other words, it is going to be even worse having to go there. I am sure the tourists are going to just love it. You go over there.

Then you come here. It is like calling somebody up, and I switch you to this one, and then you will finally get there.

What would be your response to that criticism of the transportation plan?

Mr. MONEME. Well, let me. I will speak to the buses that you mentioned before. I think in my testimony, I mentioned that we have just ordered additional buses that will be here in January, 2009.

Ms. NORTON. Tell me about those buses.

Mr. MONEME. The good news about those buses, they are the smaller vehicles. They are the 30-foot Circulator vehicles that will be able to maneuver in tighter spaces.

Ms. NORTON. How many of those, Mr. Moneme?

Mr. MONEME. We are ordering 14 in that order. They should be here no later than January.

Ms. NORTON. Who is paying for those, Mr. Moneme?

Mr. MONEME. The city is.

Ms. NORTON. Thank you very much. That is a real contribution. That is a real contribution that the Federal Government ought to be helping you with.

But go ahead.

Mr. MONEME. We thought it was the right investment to make.

Ms. NORTON. Are those hybrids or alternative vehicles?

Mr. MONEME. They are clean diesel. It is a modern diesel which is a lot cleaner than what you stereotypically think of diesel.

Low floor, easy to inspect, which is one of the security concerns that our partners at the U.S. Capitol Police have.

One of the reasons why we proposed the Union Station as the dropoff point or the collection point——

Ms. NORTON. When you say Union Station, pardon me if I interrupt you as you speak, as I am trying to understand this. Where do you go in Union Station?

First of all, are we talking also about the things like the big ones or are we only talking about these smaller ones?

Mr. MONEME. In the interim right now, we are doing the pilot with the WMATA buses, which I believe those are 30-foot buses.

Ms. NORTON. Are we talking about the Circulator things? You know those. Do they go to Union Station along with these smaller vehicles that you are purchasing and already have, I guess?

Mr. MONEME. The existing Circulator buses, the longer ones, do serve the Union Station. They take folks down to Georgetown, the K Street route. This proposed route with the 30-foot buses will also be there as well.

Ms. NORTON. Okay. It is only the 30-foot buses that will go to Union Station?

Mr. MONEME. No. Both will be at Union Station.

Ms. NORTON. Okay. Where do they go?

Mr. MONEME. Typically, they go in front on Columbus Circle, right there in front of Union Station. But we are in the process of doing reconstruction there now, collecting people at the rear of Union Station and then coming up front and taking folks down K Street.

Ms. NORTON. The rear of Union Station, do you mean you go up H Street or do you mean you somehow go through Massachusetts Avenue and go to the rear?

Mr. MONEME. Yes, Massachusetts into the parking deck, you go by the SEC and then behind Union Station. It is the parking garage between H and the actual Union Station.

Ms. NORTON. But you enter it how?

Mr. MONEME. Through the main, right off Massachusetts Avenue.

Ms. NORTON. Oh. How many are we talking? What do you do with the long Circulator buses?

Mr. MONEME. Currently, excuse me.

Ms. NORTON. We are talking about they go to the rear, including those Circulator buses.

Mr. MONEME. They do go in the rear, right.

Ms. NORTON. There is room for them back there with all those other buses back there?

Mr. MONEME. There is. There is space back there.

Ms. NORTON. Now how do the commercial buses, how do they get there?

Mr. MONEME. They come the same way. They can either access the garage from Massachusetts or I believe they can actually access it from H Street as well.

Ms. NORTON. It sounds very, I don't know. This is a facility with which I am familiar, and I am a hard time envisioning the logistics you describe. I would like us all to get together.

Mr. MONEME. Right now, we are in a bit of transition because there is construction that is about to commence at the front of Union Station at Columbus Circle and, for that reason, we relocated the Circulator buses to the rear of the facility to allow us to do the construction.

Ms. NORTON. Plus the other buses? Plus the commercial buses that will bring the visitors in the first place there?

Mr. MONEME. That is correct. So that will be the current situation, frankly, and it is temporary until the construction is complete.

Ms. NORTON. Well, I am having a hard time envisioning all those buses around the circle as well. I understand that you have been dealt this deck.

Chief MORSE. I think that perhaps if we do meet with you and give you a totality of information involved around this because there are many other things than just Union Station, as far as the marketing, getting people to the CVC itself and perhaps the previous panel, Ms. Rouse, would be able to answer these questions better as far as the marketing. But we have three Metro systems that surround the Capitol Complex with Capitol South and Federal South.

Ms. NORTON. Are you working with the bus transportation people who bring our visitors here in the first place so that maybe they go by Metro?

Chief MORSE. Yes. All information to travelers and commercial buses and the public conveyances, we have communicated to them. What we are doing now is we are refining some current bus routes, public conveyance to make it easier for people to traverse from

Union Station, as one example, to the eastern corridor as well as to the stadium.

Ms. NORTON. Could I just ask a question? Why couldn't people get on the smaller Circulator buses or even the larger ones at some point without going all the way to Union Station?

Chief MORSE. They can, actually, and Emeka can tell you more about that, but there are other Circulator systems and routes that serve the western visitor area.

Ms. NORTON. I am talking about for the commercial vehicles that bring the people to the city in the first place. Why do these people have to be brought to Union Station which is going to have some of them angry in the first place and then brought to the Capitol? I am the first to say you are not bringing those buses through our streets. So there are certain things that are off limits.

But I am trying to wonder whether we are not creating another pileup point at one of the most congested parts of the District already, which is that Massachusetts Avenue thoroughfare. I hate to go there. I avoid it because of the circles and the rest of it. I live on Capitol Hill, so I know how bad that can get.

Mr. MONEME. Well, that was really one of the reasons for advocating for a Circulator service to serve the CVC because you can pick it up at other locations that tourists are going to be.

Ms. NORTON. Well, how about doing that instead of bringing them in. These bus companies want to come up here with their folks. I can understand.

I can understand, and I am not trying to suggest that Union Station should be off limits, but we are creating a transfer point for people who are anxiously trying to get to the Capitol. It is very good what you are doing because you are trying to get them here rather than using these great, long buses that the Capitol, for security reasons, is not going to let come close to this place.

But what I am missing is why? What magic? Why is there is magic in Union Station?

Mr. MONEME. I would argue that that magic for Union Station, Madam Chair, is that a number of modes can be served at Union Station. You can take Metro rail. You can come off the Metro rail and walk onto the Circulator bus. If you can take Amtrak from the northeast corridor, you can hop off.

Ms. NORTON. We are trying to deal with people already in the city on tour buses at the moment. I understand these other folks. God bless them. The ones I am most concerned about are the ones who come on these tour buses from out of town.

If you are coming some other way, then the transfer point makes greater sense. You come from that other way. You got to Union Station. We will take you to the Capitol.

But, as I indicated, half the people who come here are school children. Most of them come through these buses, one way or the other. Many of them, of course, do not. I am trying to find where do they start from. Can we pick them up at some point other than Union Station? I suppose that is my bottom line question on this one.

Chief MORSE. One thing that you had asked us to do, there were several questions especially for the commercial buses coming to the city from out of town. One was: Where do we park? One of the solu-

tions is Union Station where there is parking spaces. There are other alternative locations that they are working on to direct commercial buses to park after they drop off passengers.

The other solution is connecting the various Circulator systems at the other visiting sites in order for buses to do one dropoff and have people circulated through the various attractions.

So several things are working here. One is a Circulator system that provides from a hub at Union Station, which provides commercial buses, parking. It provides amenities that are not available or have not been available and parking that has not been available in the past. The Department of Transportation is also working on other locations where buses can park.

So what we have provided at your direction is a Circulator bus system, existing Circulator bus systems with other attractions that all interconnect with the Capitol Visitor Center as well as providing commercial buses a place to park at the rear of Union Station, as well as giving direction and other locations to park whenever they drop off at other scenic attractions. I think the Department of Transportation's effort in that respect, at your direction, has been very positive.

Then the marketing aspect of this is very critical as well from the standpoint of Ms. Rouse's area of responsibility, that they provide information not only to the public but also to the commercial and the various transportation systems about timing and locations of dropoffs and pickups at the CVC in and of itself.

So I think we have done a pretty good job of, at your direction, Madam Chair, to answer those questions that were concerning the bus industry.

Ms. NORTON. Well, I think you have. I think you have.

By the way, Chief Morse, Mr. Moneme will tell you that marketing about not taking public transportation worked pretty well for the ballpark at the games this week. Every other word that came out of our mouths was at your own peril, you don't want to. Somehow people did it and trains were. What was crowded were the trains. So marketing can be done.

How is paying for the 50 spaces?

I mean you say there are 50 spaces or staff tells me there are 50 spaces that are dedicated at Union Station? Who is paying for those spaces? The bus companies? Who?

Mr. MONEME. Yes, they are paying rent, rent for a fee to park.

Ms. NORTON. All right. I have just a couple more questions, but I am pleased that the Chairman has been able to break loose from his meetings and he may have questions on this to these witnesses.

Mr. OBERSTAR. Thank you for your presentation, Chief Morse and Mr. Moneme. You have given a great deal of thought to how to manage the influx of visitors to the Capitol with the new Visitor Center.

Things have come a long way from the days when I worked up here on Capitol Hill in the House post office in the 1950 as a graduate student. Most of the Capitol Police at that time were also graduate students. There are very few.

We all had friends and family coming to Washington to visit the Nation's Capital and see the Capitol facility itself. Often at 8:00, 9:00, 10:00 at night, we would walk through the Capitol with fam-

ily and the police, our graduate school or law school colleagues, would say: Oh, come on. Can we hep you?

Now, if you try to come as a Member that late at night with the House not in session, you are treated like a suspect, a terrorist. You can't get through. The doors are locked. It is most public unfriendly because of security, not because you want to make it miserable, but the whole environment has been transformed because of the threat to public security.

How many officers are there on the Capitol Police Force today?

Chief MORSE. Our authorized strength is about 1,700 sworn and there are about 400 civilian workforce.

Mr. OBERSTAR. And, are you at strength?

Chief MORSE. We are.

Mr. OBERSTAR. You are authorized at 1,700, but what is the actual strength?

Chief MORSE. The actual strength, I would have to get you the numbers, but we are probably in the 1,600 range.

Mr. OBERSTAR. You also, in your testimony, Chief, said that you established a unified incident command system, but you didn't unified with whom. Is that with the District of Columbia Police, with the Maryland and Virginia jurisdictions as well?

Chief MORSE. Well, we have an incident command structure within the Capitol Police and a command center which is the nerve center of that.

We also have the interoperability, if you will, from a command standpoint to operate with the metropolitan police as well as other law enforcement agencies in the District of Columbia and the metropolitan area through either direct access to them or liaison to their police departments throughout.

Mr. OBERSTAR. Do you also connect with the Homeland Security Department?

Chief MORSE. Yes, we have representatives and liaisons with various Federal law enforcement agencies throughout the region.

Mr. OBERSTAR. As in the incident when airspace was violated and the alarm went out, the Capitol Police were coordinating with Secret Service, with Homeland Security, with the D.C. Metropolitan Police Force. Is that essentially it?

Chief MORSE. Right, there are obviously other Federal law enforcement agencies that are affected by an air threat. We all collaboratively together before, during and after those events to perfect the response to that.

Mr. OBERSTAR. You have fully interoperable communication systems?

Chief MORSE. We do not have interoperable radio systems.

Mr. OBERSTAR. Oh, you do not?

Chief MORSE. We do not.

Mr. OBERSTAR. That is unusual. This is the seat of September 11, one of the three sites of destructions. Why not?

Chief MORSE. We have about a 25-year-old radio system that last year in the spring, during budget hearings, I made a priority to look at that radio system and look for an interoperable and encrypted radio system that would serve the United States Capitol Police and the Congress.

Mr. OBERSTAR. Did the Appropriations Committee provide the funding for you to do this?

Chief MORSE. The Oversight Committees have been very, very helpful, and Appropriations has given us direction, and we have followed that direction and will be reporting to them very shortly on our finding regarding the interoperable radio system.

Mr. OBERSTAR. What did they direct you to do?

You said the Appropriations Committee gave you direction. What was that?

Chief MORSE. The direction was to do an analysis of and a design structure to find out what the costing would be and the extent of work that would need to be accomplished in order to get an interoperable radio system for the United States Capitol Police.

Mr. OBERSTAR. What has been the effect of not having an interoperable communication system? What has it meant for the Capitol Police and for the other jurisdictions?

Chief MORSE. Well, in respect to having an old generation radio system, there are obviously maintenance problems that you have with that and reliability. Regarding the interoperability, as we see area jurisdictions around us go interoperable, knowing that in a catastrophic situation or a crisis situation that all thee agencies must be able to work together.

Mr. OBERSTAR. So you can't use your radio communication. You have to use land lines.

Chief MORSE. We would have to use land lines, cell phones, BlackBerrys and/or direction communication at one of our command posts.

Mr. OBERSTAR. You have good company. There are volunteer fire departments in remote areas of my Congressional district that have the same problem in Superior National Forest and the Chippewa National Forest and Voyageurs National Park where we have vast tracks of land. One county is 7,000 square miles of itself.

But the radio systems don't work in those remote areas, and they can't get funding from FEMA to upgrade their systems. FEMA then said, well, we want you to haven an 800 megahertz communication network, and it doesn't work in the trees of the northern forest.

It seems to me I want our volunteer fire departments to have the best equipment and be able to talk to each other, talk to the county sheriff's department and to communicate among the several counties that need to back each other up. We are talking vast expanses of land.

But here we are in the Nation's Capital, and you would not be able instantly to communicate with your brother police departments is astonishing to me.

Chief MORSE. Well, as you know, Congressman, as Chief for 15-16 months now, I identified this pretty quickly as a necessity for operations. Like I said, reporting this to our committees of oversight, and their support got us pretty far down the road on this. We are ready to report out to them on our findings and looking for their support in this area, this very critical area.

Mr. OBERSTAR. Do the other jurisdictions support the concept of an interoperable communication system?

Chief MORSE. Yes, there are.

Mr. OBERSTAR. What would it cost to do that?

Chief MORSE. The costing is something that we are completing, and we will be forwarding to the Oversight Committees.

We are a very unique police department. We are talking about a Capitol Visitor Center which is subterranean, which is unique, where our officers will be working below ground and have been working in tunnel systems, et cetera, where radio communication is very, very important. So we are very unique in that respect, and certainly that is probably the most different in systems from a municipality.

But as we look around the metropolitan area, as we look at the metropolitan police and just most recently in Prince Georges County where they are establishing an interoperable radio system for, I believe, 27 municipalities within that county, we see that interoperability is critical.

The 9/11 Commission Report talked about interoperability with the aircraft over at the Pentagon, it was clearly seen that interoperability was critical to handling that situation. Those types of events are really the threat environment that we work in and, as a police department, I saw it necessary that we prepare ourselves accordingly for that type of incident.

Mr. OBERSTAR. When do you anticipate that you will be able to give a response to the Appropriations Committee on the cost and the type and number of equipment to be administered?

Chief MORSE. We will be presenting our presentation to the Capitol Police Board this week or next week at a routine board meeting, and then we will be prepared at that point to go forward to the Oversight Committees with the findings.

Mr. OBERSTAR. Will that be a classified document?

Chief MORSE. I don't believe it will be classified. It will certainly be law enforcement sensitive.

Mr. OBERSTAR. We would like to have a copy available to the Committee for our review and our consideration, given our responsibilities in this area as well, in whatever form, whatever restricted that you deem necessary, given the sensitivity of the situation. Certainly the Subcommittee Chair, the Ranking Member of the Subcommittee and the Ranking Member of the Full Committee and I would be interested in having that information.

Chief MORSE. Yes, sir.

Mr. OBERSTAR. On the proposal for visitation to the new Capitol Visitor Center, it is one thing to propose a grand Visitor Center and a grand scheme. It is quite something else to get people to and from it.

The planning for a Visitor Center began well before September 11th. Events have overtaken that scheme.

I really have questions about the proposal, not questions but concerns about the proposal to shuttle buses over to Union Station and offload people from those buses onto a Circulator system, send them up to the Visitor Center, and then shuttle them back to Union Station.

I think that is going to result in a great discouragement of travel. I wonder if you have given consideration to other options. One thing, for example, offloading visitors onto the shuttle. Are they going to have to pay for that shuttle to the Visitor Center?

Mr. MONEME. The proposal is that there would be, just like the rest of the Circulator route for the city, a $1 charge for the shuttle. I do want to add, though, that the shuttle.

Mr. OBERSTAR. One charge? I didn't quite understand what you said. A charge?

Mr. MONEME. It is a $1 fare for the shuttle.

Mr. OBERSTAR. A $1 fare for passengers.

Mr. MONEME. Yes, for the Circulator, to ride the Circulator, but I would add.

Mr. OBERSTAR. Round trip, $1?

Mr. MONEME. It is an all day. Is it an all day pass?

Per trip. It is per trip.

It is not the only way to get to the Capitol Visitor Center. We want to make it clear it is not the only way to actually get to the CVC. You can choose to walk, ride your bicycle or other means, but that would be the fastest, most direct route is to take that Circulator, the proposed Circulator vehicle.

Mr. OBERSTAR. The testimony that comes from the American Bus Association indicates that they estimate 1,000 buses a day. I imagine that is peak tourism season. That is an awful lot at 55 passengers a bus. I would assume they are pretty well loaded with visitors, at least what I see. I see those buses converging on the Capitol.

Why couldn't you have, as they suggest, screening of those buses to secure them and then let the bus drop people off at the Visitor Center entrance and move them smartly off to another location?

Chief MORSE. Those were options that were discussed prior to the options that are being looked at now. Those drive costs of manpower. They drive costs of equipment and resources in order to do an adequate screening. The location to do this is minimum. There are traffic congestion issues.

Those are the considerations that were made by the taskforce of people who are involved in the decision-making process for the moving of people to the CVC.

Mr. OBERSTAR. It would seem to me that you could have a screening of a bus well before it arrives on the Capitol Complex, check it for bombs and you know who these bus companies are. They are pretty standard. I can just, off the top of my head, think of at least six names that I see regularly. I won't name them here. I don't want to get in the business of advertising.

Year after year after year, it is the same bus companies who are bringing people to the Capitol. You should know who their chief officers are and know who their drivers are.

You can certify the drivers. You could screen the bus in some way, and then meter them into the Visitor Center dropoff, what time it takes, a few minutes to drop people off and shoo the buses on.

Why, in your mind, is that a security issue?

Chief MORSE. It is not a security issue once a bus is screened and secured at all. I mean once we do this daily with our commercial conveyance, Metro transit, Circulator system, Maryland Transportation, Virginia because we didn't impact commercial conveyance.

But it becomes very problematic with regard to traffic and where you do that, and the logistics of facilitating that are very difficult.

But, with being said, it takes manpower to do that and equipment to do that, and it becomes a funding issue as well.

But, as far as the security issue is concerned, once a vehicle is rendered safe, then certainly we are satisfied that it can traverse the grounds. It is just the number of buses that we are talking about, the limited space to do this type of screening, the manpower involved and the funding involved.

There seemed to be other solutions that were more economically feasible and also really participated in the other visiting sites within the District of Columbia because the buses don't just come to the Capitol. The visitors don't just come to the Capitol. They go to so many other attractions in the city.

What the Department of Transportation has offered is a means in which visitors are not just limited to one attraction. Now they can come to the District of Columbia. They have a place to park. They will be directed to other locations to park. They have amenities and shelter. They have a means of transportation to and from, and they really interact with the other attractions here in the city.

So I think, overall, it is a really good plan and it is connecting the dots between all the locations in the city that are attractions.

Mr. OBERSTAR. In that scenario then, do you envision the Circulator taking visitors after they have seen the Capitol, load them back on the Circulator and go to the Lincoln Memorial, the Washington Monument, to other locations? Is that what they would be doing?

Mr. MONEME. The currently operating Circulator does serve a lot of those locations. The route that we are discussing right here actually serves or goes down to the Navy Yard, near the baseball stadium, also over by the waterfront area and then the L'Enfant Federal City area.

So the Circulator was developed as a system, a broader system to really tie together what the Federal City offers to tourists as well as the city, the District of Columbia. It gives people the opportunity to not only just come and see the monuments but able to see other parts of the city including downtown, the Washington Monument, the Lincoln Memorial and on and on.

So it is really a part. This is just one tactic in a broader strategy of moving people around and getting them to see more than just one or two buildings.

Chief MORSE. The other one point I wanted to make, and this was a concern of our community and I meet with the ANC commissioners, Mr. David Garrison specifically, to address their concerns pretty routine. With the multiple sites and attractions, we do have buses that are now traversing throughout the city.

With giving them a hub and a central location and providing them with parking and providing them with connectivity with other monuments, we lessen the amount of movement of these buses which translates into environmental issues and traffic issues and certainly being in our neighborhoods. So I think this plan also addresses that as well, the concern of our neighbors, the movement of buses throughout the city, parking issues, traffic issues and environmental issues.

So I think it is a sound proposal and one that we support, not only from that perspective but from a security perspective.

Mr. MONEME. Mr. Chairman, if I could.

Mr. OBERSTAR. Yes.

Mr. MONEME. I just wanted to clarify one point. You mentioned the $1 charge. That is a per trip charge, but for $3 you have an all day pass and you can ride the system anywhere throughout the city that it runs for $3 for the day.

Mr. OBERSTAR. Well, I think this bears further scrutiny, Madam Chair, and I think we will need to give this further thought as the plan moves forward. I won't belabor the issue further. It is enlightening to have these thoughts but also some concern.

Thank you.

Ms. NORTON. Mr. Chairman, I think you have brought up important points, and I think your answers have been important, too. I think this discussion, this exchange shows the dilemma, and I see the advantages. I certainly see the advantages.

We may be too Capitol Center-oriented. That is one of the reasons I am going to ask you both to come see me to make me understand just a little more because I see the dilemma. I see your competing considerations.

I do want you to consider before you come see me and come prepared to talk about this. Tour buses come to the Botanic Gardens, don't they, right now? Now, of course, if you are handicapped you can get a way up. Otherwise, you walk the way up, and most people do.

One begins to wonder whether or not we ought to, instead of providing lots of great big buses going to Union Station, whether or not smaller non-gas powered vehicles like golf carts or whatever, more readily available to simply bring people up the hill might be a better way than this transfer point.

People are used to coming to the Botanic Gardens. They don't complain.

I congratulate the way you all put something over them. They know it is the Capitol. You have them wait down at the bottom. Then there is another waiting point. Then there is another point that gets you in. One would have to figure out how to get them to the convention center. That is not difficult.

All I am doing is trying to think of some alternatives since we already allow these tour buses to come pretty close to the Capitol. As I understand it, that has been working. I don't want to spend more time either, but I think the Chairman has opened important points.

I do want to ask you this. Chief Morse, with respect to we are now going to open streets. This is one advantage, it seems to me. We would be opening, is it First Street, to these buses to come through First Street which is now got us closed, looking like we are scared of our shadow.

These buses at least could come through First Street between Constitution and I guess it is Massachusetts Avenue, transporting people from Union Station. Is that not correct?

Chief MORSE. The bus route that is proposed is Massachusetts to Louisiana to First Street, N.W. to Constitution, to First Street, N.E. and then over to Independence and then a continuation of the route east on Independence Avenue to 8th Street, S.E.

Ms. NORTON. You mean to say that these buses would not come down First Street or not?

Chief MORSE. Okay. At this point, that is not the route.

Ms. NORTON. Foul. That is one of the things I thought was definitely in the plan. The tour buses can't do this. You close it off to the world but with these buses, these Circulator buses, the Circulator buses would be able to come down First Street.

Now you have them touring all around Robin Hood's barn even with these approved vehicles. Why? What happened?

You all told me that that was one of the advantages and now you are telling me that that is not to happen?

Chief MORSE. There are several things that have changed with respect to First Street, N.E. in that the parking is now in the 100 block, yes, the 100 block of First Street, N.E. on both sides of the street. It didn't used to be there and the proposed two-way traffic of buses.

Ms. NORTON. Are you joking? This is one of the widest streets in the District of Columbia. Our buses go down streets a whole lot narrower than this. Well, this is an excuse? Sure, I have seen the parking. It makes sense, plenty of room to go both ways with Circulator buses, particularly the smaller ones but even the bigger ones.

Mr. MONEME. Madam Chair, if I could.

Ms. NORTON. You are now really hitting one of my real principles.

You shouldn't have closed it in the first place.

Mr. OBERSTAR. Right.

Ms. NORTON. It was one of those knee-jerk things. Even though, Chief Morse, I want you to come and see me about this, there is technology even for buses, regular Metro buses that assures that those buses could go to secure places.

Now you are telling me that the most secure transportation can't go down C Street despite a promise made directly to me that that would be one of the advantages of using the Circulator system.

Now you are telling me, sorry, they have to park on both places as if I did not know what First Street looks like. Who made that decision?

Mr. MONEME. Madam Chair, if I could, this is definitely one of the points that is still on the table for negotiation when something in the District obviously wants to happen, to be able to use First Street for that purpose. It has one of the issues we have been going back and forth with the Capitol Police.

Ms. NORTON. Tell me: Are you all serious to go back down Louisiana and go all around again and then what? Come up Independence?

Go down Louisiana, then we come where?

Mr. MONEME. Constitution. They would follow the route of the existing N22 route that Metro currently runs. That is the fallback, but that is an open point that we have been discussing.

Ms. NORTON. I don't know who made this decision, but whoever are the people who were making the decision to close First Street in the first place seem to be back into the act, and we are just not going to have it.

First of all, First Street ought to be open. There is technology that we discussed even at the time it was closed. Nobody wanted to hear about it.

We are 5 years after 9/11. We are not going to take closing down this city and can't even open it up to get people to the Capitol Visitor Center because we are afraid of what? What? People on both sides of the street have been allowed to park?

This is very disappointing for me to hear. I am pleased that you say it is on the table. I am telling you, gentlemen, these things are coming through First Street if I have anything to do with it or else the whole notion of creating another whole pattern of traffic, making Constitution Avenue more difficult to get up, makes no sense unless you can show me that there are security reasons for it.

Certainly the reasons about parking on both sides, which I have personally witnessed, do not make the case.

As to the cost, I accept, Mr. Moneme, that there would be a cost. If you want to go around the city, that would be $3, $1 if you just want to come to the Capitol. That is terrible.

Mr. Moneme, that is very visitor unfriendly. You should never agree to that. That is very anti-District of Columbia, to say now if you really want to get to the Capitol from here, here is a buck you have to put down. This is awful.

Even as I criticize it, don't think I have not looked at your competing, really quite impossible situation.

By the way, Mr. Chairman, you and I have just signed a letter, saying we want Greyhound to be located there. We recognize that wouldn't happen immediately, but we have just signed a letter, a bipartisan letter. And, by the way, everyone, Greyhound bus station there, and then I don't know what you do with these 50 buses if Greyhound came there.

Mr. OBERSTAR. Madam Chair, you have picked up on a very important theme—I recognize and I think we are both singing the same theme here—that The Chief and Mr. Moneme have a very difficult job to do, but we should not let the security considerations become yet another impediment between the people of this Country and their Capitol.

I mentioned very early on, just casually, how things were 50 years ago when I was a graduate student here. Times change. We recognize this is a new era, but security is trumping everything, and overweening emphasis on security is going to make our Nation's Capital so discouraging to people from the Heartland.

Ms. Norton's constituency is the District of Columbia, is all the people who live here, work here, recreate here. She also has a responsibility to those who come from around the Country, throughout the United States and from abroad to visit this Capital, and she discharges that responsibility exceedingly well.

I think the net result of these security schemes is going to be to discourage people to visit our Nation's Capital. You are going to make it so arduous, so complex and, yes, some additional cost, that people are going to say it is just not worth it. It is just not worth it.

I don't want to see that happen, and I think from a business standpoint the District of Columbia should not want to see that happen. Tourism is a massive economic factor in the life blood of

this city. We have begun a dialogue, and we will pursue the dialogue further.

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

Indeed, I would appreciate both of you and whomever else you think is relevant making an appointment so that we can see if we can get from the testimony that is to come after you and perhaps our own thinking, some, if not alternatives, some supplements to what you are speaking about.

Mr. Chairman, before you go, what you brought out in terms of interoperability—here I am sitting as a Member of the Homeland Security Committee—stunned me. I have been under the impression that the Capitol Police had interoperability at least with the D.C. Police Department and with a number of others. What good are they if they do not have interoperability.

Do you have it with anybody?

Mr. OBERSTAR. A 25-year-old system, it is astonishing.

Ms. NORTON. I can't. I just can't believe this. We have been in danger all this time is all I can say. All you know is once people get here, sir. Who is going to say?

The Paul Reveres are all out there including the District of Columbia Police Department. This is extremely disturbing.

Mr. Chairman, if you would, I believe we should write a letter to the Appropriations Committee, indicating our concern.

Mr. OBERSTAR. Madam Chair, I asked the Chief to share with the Committee for you, for Mr. Graves, for Mr. Mica, myself at least, their report and their recommendations which are forthcoming in a week as I understand it. We ought to get together, evaluate that report and take whatever action we think is appropriate then. We should do it at that point.

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

Mr. OBERSTAR. We might convene not a Committee meeting but just, as I call it, a comitia meeting.

Ms. NORTON. A comitia meeting, all right. We certainly want to be helpful here.

Quite apart from security, imagine the transportation nexus between Capitol Police now and the District of Columbia as you move toward this, what amounts to a joint system, and not having interoperability. Forgive me.

Chief, I do have another question. You heard me ask the preceding panel whether with turnover of vehicles we are committed to alternative fuel vehicles. What can you tell me about the Capitol Police?

What is your fleet? How big is your fleet? How often are they replaced?

Chief MORSE. We have 237 motorized vehicles; 67 are motorcycles.

Ms. NORTON. Please speak up. I can't hear you.

Chief MORSE. We have 237 motorized vehicles, 67 motorcycles. Also included in our fleet vehicle inventory are the mobile signage, mobile lights and those types of things.

With respect to vehicles that are alternative fuel vehicles, we currently have 15 hybrid or E85 battery-operated vehicles. At my direction, all replacement vehicles with respect to patrol type cars and motorized vehicles will be E85.

We currently lease 16 DPDs, our Dignitary Protection Division. We have Suburbans. Those are E85 that we lease.

So this year in fiscal year 2008, we will replace three new vehicles with E85. So we are replacing vehicles as budget allows and recycling process.

We get about 120,000 miles on a vehicle. Probably somewhere in the neighborhood of four to six years is the life cycle. So it is a slow transition.

Ms. NORTON. Well, congratulations, Chief Morse. You are living up the Speaker's greening of the Capitol goals.

If I can ask you, Mr. Moneme, is the District of Columbia also replacing vehicles only with alternative vehicles?

Mr. MONEME. Actually, when Mayor Fenty came into office, a new directive was given. A new directive was given for all new sedan type vehicles, to purchase alternative fuel hybrid vehicles, and we have been doing that. Actually, the directive was given to reduce the size of the fleet over the next several years.

I don't have a specific count for us as we have, in addition to sedans, we also have heavy equipment that we operate that they don't have hybrid alternatives quite yet for, but that has been a goal of ours.

In addition, I will add the car-sharing program. The District has been a very strong supporter of that program since 2002, in fact, identifying spots for Flexcar and Zipcar throughout the city to locate those car-sharing vehicles. One of the new initiatives that the Mayor has announced or is working on is to look at expanding the use of car-sharing within the District of Columbia, so professional staff and all workers can share vehicles instead of having one vehicle for an individual.

So those are some of efforts we are making to reduce our carbon footprint.

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

Final question for the Chief. I have forgotten his name but the predecessor person for the prior Speaker. Staff and I went looking for possible headquarters. Yes, Ted Vandermeter, who was very interested in the by now perennial process of trying to find a police headquarters. We went up in NOMA. He should have bitten while the bite could come because that is certainly being eaten up now by private sector and other government agencies.

I don't know where you are nor do I know if the Congress would fund a new police headquarters, but may I ask you on the status of that matter before you leave us?

Chief MORSE. The radio system was one of my number one priorities last year.

We are looking at the various recommendations for headquarters buildings that have been proposed of the past. We certainly are working very closely with the Architect of the Capitol regarding various facilities that we need to help our security operations continue.

So we are actively working on space that we have, leased space that we have, the possibility of acquiring current leased space to be our own, but there are a lot of different options out there before we make a proposal.

Ms. NORTON. Chief Morse, let me say the options are fleeting quickly. At one point, I was told we want to make sure we are on Capitol Hill. Forget about it again.

The private sector understands where the action is. If you want a headquarters with a downturn, if you wanted to advocate for it with a downturn in the economy, it would be the time to begin looking.

There has been a feeling that it ought to be on Capitol Hill? Why? It reached to the point where it ought to be and obviously has to be in the District of Columbia, and you passed up, you, your predecessors, many predecessors before you have passed up other sites. It is unlikely to be on Capitol Hill. Just carry that back to whoever is talking about Capitol Hill.

If it is not on Capitol Hill, with sites rapidly going, we are building on every blade of grass in the District of Columbia. The only thing we won't build on is real park land and Federal land, and we are going to keep doing it. It is the only way to keep alive.

So that, at the very least if you want headquarters, somebody better put a stake in the ground on some site within the next year or so or else there are going to be no sites left. I am just giving you that advice as the Member who does a lot of the development for the Federal Government, much of it in the District of Columbia and just sees there is no place to go now.

We are going across the river to St. Elizabeth's for the largest Federal agency except for the Pentagon, the Department of Homeland Security. If you think the Federal Government would easily go to the old St. Elizabeth's, you don't understand the nature of land availability. We are going there because we own the land and there is no place else to go.

So I would suggest, not that it can be funded, but at least you try to focus on a site if you are serious. Otherwise, you are going to be stuck where you are and then looking for off-site places for parts and parcels in office buildings, frankly, to go to.

Thank you both very much. It was very helpful. We will just sit and talk and see if there is anything more can be done on this transportation matter.

I appreciate very much the way you have worked together and how far you have come.

May we ask Peter Pantuso, President and Chief Executive Officer, American Bus Association, and James Pew of EarthJustice? We appreciate your patience. The only way to learn is to keep a dialogue going and try to find out where we are.

We are going to try to quickly take this testimony. Both of you are very important to this hearing.

Mr. Pantuso, why don't we begin quickly with you?

TESTIMONY OF PETER PANTUSO, PRESIDENT AND CHIEF EXECUTIVE OFFICER, AMERICAN BUS ASSOCIATION AND JAMES PEW, EARTHJUSTICE

Mr. PANTUSO. Thank you, Madam Chair, and thank you for your leadership in convening this hearing.

The American Motorcoach Association is quite diverse with both large and small companies, and we provide nearly 600 million passenger trips yearly, nearly the equivalent to what airlines provide.

Most of my Members bring school groups, senior citizens and veterans to Washington, D.C. and each spring nearly 1,000 coaches a day come to the District with as many as 55,000 people.

The testimony today is also supported by four other trade associations and organizations whose members are engaged in bringing visitors safely to the Nation's Capital.

We believe the proposal for the CVC transportation, if implemented as drafted, would be a disaster. People attempting to visit the CVC by motorcoach, as was stated, would arrive at Union Station, disembark, then be reloaded onto other buses, likely Circulators or even smaller vehicles. They would pay an additional dollar per trip to travel six blocks.

Now we understand that this proposal is advanced in the name of security, and motorcoaches are assumed to be more of a threat than D.C.'s transit buses.

Motorcoach visitors are very important to the area's economy. As many as one-third of D.C.'s visitors may come by coach or ride private buses once they arrive. A George Washington University study estimated that each motorcoach, arriving for an overnight stay, leaves approximately $8,000 per day in the local economy. So that is as much as $8 million a day for all coaches.

Our coalition's concerns with the current proposal are, first, that Union Station does not have the space to accommodate the number of coaches. There is no way a fraction of 1,000 coaches can be accommodated in front of Union Station or behind especially when you realize that an equal number of Circulators, in fact more than an equal number because of their smaller size, would be there to meet those visitors disembarking.

In addition, motorcoaches are the friendliest, environmentally friendliest form of transportation. Adding another one and a half vehicles per coach is a bad environmental policy.

Second, most motorcoach passengers coming to D.C. are part of a group, mostly students this time of the year to see their government in action and meet their representatives. The CVC transportation proposal will make it more difficult for groups to stay together since they will be separated on their way to and on their way from the CVC, and that is not safe.

Third and most important is the assumption that the Circulator buses are more secure than private coaches and less of a threat to the Capitol Complex.

Well, this is simply not true. Motorcoaches carry people who are not strangers to one another. Their security comes from knowing who is on the bus. That is not the case for the city bus where the general public can board.

The scenario really begs the question, which group has better security?

Security on coaches is most often enhanced in D.C. by D.C. guides who undergo background checks, and many of the city's transit buses use compressed natural gas which is more explosive than the diesel used by coaches.

Finally, while private coaches are banned from the Capitol Complex, the ban is neither uniform nor logical since, as was said earlier by the Chief, those same types of vehicles providing commuter

service to Maryland and Virginia can proceed along the streets adjacent to the Capitol.

It is not the motorcoach that is the security problem. It is people within any potential vehicle.

There are several ways where security can be maintained without banning coaches. We could put in place a tour bus inspection system, enabling coaches to move to the closest dropoff point nearer the new CVC.

Prescreening could be done including preregistration of companies or company-based clearances. In fact, one-third of all the coaches in the Country have already been cleared for military moves.

There could be advanced screening of vehicles and their contents. Baggage bays could be left empty, and timed tours of the CVC could be put in place.

There could be an identified area close to the CVC that can serve as a screening area and holding area for the empty buses. Our group would be happy to work with the city to find an appropriate location. It is something the city and the District have talked about for the past decade, and it is really quite ironic that there exists screening areas for cargo trucks coming to the Capitol Complex but not for people who arrive here.

Identifying a dropoff location for security-cleared buses to drop their passengers, so everyone would have easy pedestrian access without paying a dollar is another option.

Finally, a communications plan that educates our industry, the motorcoach and tour operators, on implementation of this plan.

Our coalition would be pleased to use our collective resources to assist in all of these efforts, and we want to work with Congress, with the Capitol Hill Police and DDOT, and with the CVC to maintain security without clogging Columbus Circle or destroying visitation to the region or limiting the people's ability to see their Capitol and meet with their Members of Congress.

Certainly, Madam Chair, we would be more than pleased to meet with you, the Chief, with Mr. Moneme and others as we discuss further options for transportation of visitors to the city.

Thank you very much.

Ms. NORTON. Thank you, Mr. Pantuso.

Mr. Pew.

Mr. PEW. Thank you, Chairman Norton.

My remarks focus on the aspect of the Capitol Complex that has the biggest impact on public health and the environment in the District, and that is the Capitol Power Plant.

Based on its coal consumption as reported in the Washington Post last year as well as its size in comparison to relatively similar units and its inclusion on a list of affected facilities by the Environmental Protection Agency, the Capitol Power Plant is a major source of hazardous air pollutants. If that is correct, it is currently operating in direct violation of the Clean Air Act.

In the Clean Air Act amendments of 1990, Congress listed more than 170 pollutants as hazardous based on their potential to cause cancer and similarly devastating adverse health effects. A major source, as the Capitol Power Plant appears to be, has the potential to emit these pollutants in large quantities, at least 10 tons a year

of any single hazardous air pollutant and at least 25 tons a year of any combination of hazardous air pollutants.

The Environmental Protection Agency has stated that the type of boilers that the Capitol Power Plant operates, in particular the coal-fired boilers, emit hazardous air pollutants including toxic metals like mercury, arsenic and lead; toxic organic pollutants including benzine, formaldehyde and dioxins, all of which are known or suspected carcinogens; and toxic acids including hydrochloric acid and hydrofluoric acid.

These pollutants are not, of course, emitted into a remote area. They are emitted into a densely populated city.

One might expect that a major source of hazardous air pollutants located in the heart of the Nation's Capital would be closely monitored, that its emissions would be closely monitored and its emissions would also be subject to strict and protective standards.

In fact, the Capitol Power Plant does not today meet any emission standards for its hazardous air pollutants. Its permit does not contain any emission limits for its hazardous air pollutants or any schedule for meeting limits in the future. In fact, the Capitol Power Plant does not even report how much it emits of the different hazardous air pollutants or what they are.

Now the problem for a long time was entirely the fault of EPA. By 2000, the Clean Air Act required EPA to set emission standards not just for the Capitol Power Plant but for all of the industrial boilers of this type throughout the Country.

EPA defied that statutory deadline until 2004 and then issued standards that were hopelessly defective, so defective that they left most of the hazardous air pollutant emissions from boilers completely uncontrolled and so defective that they were vacated as flatly unlawful by the D.C. Circuit in 2007, so that now in 2008 we are in the same sorry situation that Congress tried to fix in 1990 by amending the Clean Air Act. There are no controls for these pollutants.

Congress did anticipate that EPA would fail in its mission. That is both sad to say, but also it is a good thing that Congress anticipated it. It enacted a backup provision which is know as the Hammer.

As both EPA and the Department of Justice have recognized, this Hammer provision was triggered by the D.C. Circuit's vacation of EPA's rule. What it means is that as a condition of continued operation, the Capitol Power Plant had to submit a permit application to the District, requesting limits on all of the hazardous air pollutants that it emits.

The obligation to get that permit application in accrued on July 30, 2007 when the D.C. Circuit's decision became final. That is more than seven months ago, and yet the operators of the Capitol Power Plant, that is the Architect of the Capitol and the General Services Administration, have not submitted a permit application. Every day that they continue to operate without submitting this application is another violation of the Clean Air Act.

The process of submitting an application is far from burdensome. The National Association of Clean Air Agencies, which is the organization representing virtually all of the State and territorial agencies that act as permitting authorities in all of the 50 States and

I believe all of the territories, has estimated that completing this application would take four hours or less. In the seven months since July 30th, 2007, the Architect of the Capitol has had ample opportunity to put in the four hours of effort necessary to get this application in.

To conclude, the Federal Government should not be acting in violation of Federal law. That is fundamental. But this application is not just an exercise in paperwork. It is a necessary beginning to the process of finally getting limits on toxic emissions from the Capitol Power Plant and finally providing the protection that Congress intended to provide for the District's residents who are exposed to these emissions.

The last point I would like to make is that as important as the Capitol Power Plant is, it is not the only Federal facility that is in violation of the law. Virtually, every Federal facility that operates a similar boiler is also in violation of this requirement as are thousands of privately owned boilers.

We hope that this Committee will look into the Federal facilities and, if necessary, refer the question of the privately owned facilities to the appropriate Committee.

Thank you.

Ms. NORTON. Well, thank you both for that testimony.

I specifically ask that you both be added to the agenda. I don't believe in hearing from government witnesses alone even when they are as credible as our prior witnesses have been. You have already told me things I didn't know and things that raise issues for us.

Mr. Pantuso, where would you like the buses to drop people off?

I am real results-oriented on these matters. Bearing in mind all of the competing issues that I think must be legitimately taken into account, where would you like the buses to drop off?

Mr. PANTUSO. Under the best scenario, Madam Chair, we would love to have them dropped off right at the Visitor Center. We understand.

Ms. NORTON. Well, you know what? You are not going to drop them off where my constituents live. So they are not going to have buses going back and forth near East Capitol Street, and I think you would understand that.

Mr. PANTUSO. Absolutely, but we would certainly like them as close to the Visitor Center as possible. We don't see Union Station as being any kind of an objective alternative.

Ms. NORTON. Well, let me ask you, don't you already drop people off at the Botanic Gardens?

Mr. PANTUSO. We absolutely do. That is the current dropoff point for groups that are coming to the Capitol, the bottom.

Ms. NORTON. Are you screened before you drop people off there?

Mr. PANTUSO. Absolutely not.

Ms. NORTON. Have you suggested anything about the Botanic Gardens to any of the parties involved?

Mr. PANTUSO. We have discussed this issue a number of times both with the Capitol Police, and we have also discussed it with Mr. Moneme as recently as last December.

The concern over having Circulator buses or other buses meet these current motorcoaches is you would have to have a one for one

situation in addition to the fact that the general public rides Circulator buses. When you have a group of school students, maybe an eighth grade history class, and you might have as many as three to five buses, to expect them to split them on Circulators that come by on an infrequent basis is just a disaster waiting to happen.

Ms. NORTON. They would come by where, Mr. Pantuso?

Mr. PANTUSO. Well, if they are coming by Union Station or any other point.

Ms. NORTON. Well, they could dedicate Circulator buses.

Mr. PANTUSO. Absolutely.

Ms. NORTON. They would have to do that, wouldn't they?

Mr. PANTUSO. Yes, ma'am.

The great thing about the motorcoach and the way the system works right now is the groups stay together. There is safety in staying together. Certainly that was evident after 9/11 when groups traveling wanted to be as close together as possible. Well, groups coming from out of town are no different than any other group in the Country. They want to be with their own.

In addition, you have schools that are sending countless millions of students here for study, for different programs, for educational purposes. There is a tremendous liability when you begin to split those groups up into smaller groups.

Ms. NORTON. I want to say before I go any further, Mr. Pantuso, not only do I intend to meet with the Capitol Police and our own D.C. officials, but later on I would like to have all of us in a meeting together. I just believe that these things can only be worked out when everybody is at the table because I do see issues that you raise and I see issues that they raise.

That is why I like the adversarial system. You hear it all out, and then maybe you can figure something out.

Mr. PANTUSO. Thank you.

Ms. NORTON. I am astonished, Mr. Pew, by your testimony in light of the testimony we just received from the Architect of the Capitol. The Architect left us believing that he was in compliance with regulations, and you appear to cite chapter and verse to the contrary.

Is the Architect exempt from the requirement, for example, to file for a permit?

Mr. PEW. No. The Architect is in the same position as any other owner or operator of a major source of hazardous air pollutants.

Ms. NORTON. So there is nothing in Federal law, whether in EPA regulations or law that we pass, that would exempt the Architect from filing for a permit?

Mr. PEW. No, not that I am aware of.

Ms. NORTON. What would be implications of filing for a permit?

Mr. PEW. Filing this application for a permit would start the process of getting from D.C., limits on all of the toxic air pollutants.

Ms. NORTON. Of doing what? Sorry.

Mr. PEW. Of getting emission standards for all, a specific permit, specific limits on all of the toxic air pollutants that the Capitol Power Plant emits.

Ms. NORTON. Do you think that perhaps because, well, you understand the situation we are in, that the Speaker is in, that I am in, that there are some Senators apparently from coal-producing

States who are standing in the way of getting what we have already gotten passed in the House.

If it starts a process that requires something, it is a non-starter because that is not allowed. We live in the kind of Country where some people from some part of the Country can stop others.

I hate ethanol. I see what it is doing to food all over the world, but until we get into some crisis, you are going to have ethanol. Everybody thinks that is a great answer. That is the way in which we work things out here.

If, in fact, this starts some kind of legal process, that would be reason enough for a permit not to be required, given the fact that the Congress is not, at this point, going to allow that process to go ahead. Is that the case?

Mr. PEW. I don't think so, Your Honor. I do understand that there is political opposition to the idea of cleaning coal out of the power plant.

Ms. NORTON. Isn't the House committed to capturing the carbon emissions and the rest in any case from the power plant? Isn't that the plan?

Mr. PEW. I hope so, Your Honor, but this actually has to do with their hazardous air pollutants and not their carbon emissions. For that reason, I don't think that this should run into any opposition.

Ms. NORTON. So if they filed for a permit, then what would they have to do?

Mr. PEW. Well, then the ball would be in the court of the D.C. Government. The D.C. Government would have 18 months to review that permit and ultimately set standards.

Ms. NORTON. See, that is the problem. You and I have to meet you. Because of something called Federal Supremacy, the District of Columbia can't set standards for the Federal Government.

We have to figure out a way in the same way we did with the so-called compliance commission we have that says we, the Congress of the United States, have to abide by the same laws as everybody else. We have to abide by the EEO laws. We have to abide by other labor laws and so forth.

You would have thought that would also apply, and I think it does, to the environmental laws. We have a political problem we can't get around. I am looking for a solution.

If all it does is trigger a local jurisdiction telling the Federal Government what to do, that is a non-starter. It may be that we have to, in fact, pass a piece of legislation that says you can continue to use coal. The Senators say you don't have to, but you still have to go through this permit process to reduce as far as possible hazardous materials.

Nothing of that kind is being done now, Mr. Pew?

Mr. PEW. That is correct, Madam Chair.

Ms. NORTON. Nothing is being done?

Mr. PEW. Nothing of that kind is being done, and complying with this permit application process wouldn't necessarily lead to the elimination of coal. The Clean Air Act is neutral on how the Capitol Power Plant or any other source would reduce its emissions of toxic pollutants.

Ms. NORTON. So I am going to find out following this hearing, within 30 days, why there is no permit. I am going to hear from

them, the Architect, that is, why there is no permit being requested.

Now you say there is no reporting. Didn't you say that as well?

Mr. PEW. With respect to the hazardous air pollutants, that is correct.

Ms. NORTON. By hazardous air pollutants, you mean what, for example?

Mr. PEW. Well, mercury would be a good example, or lead or arsenic, all of which are trace elements in coal and are emitted by all coal-fired boilers.

But the hazardous air pollutants I am talking about are the ones. There is a list of 170 or so hazardous air pollutants in the Clean Air Act itself, but they include and the ones that are of particular concern in this city because of the power plant, I would say, would be mercury and lead and arsenic as well as the acid gases.

Ms. NORTON. Well, it certainly is because we find trace amounts of lead in our children in very disproportionate numbers.

I thought you were talking about CO2 emissions. You are talking about hazardous substances.

Mr. PEW. Yes.

Ms. NORTON. You are saying nothing is being done to eliminate.

Mr. PEW. That is correct.

Ms. NORTON. How about the kind of coal being used?

Mr. PEW. I don't know what kind of coal the Capitol Power Plant uses. I think it would be a very interesting question to learn the answer to.

Ms. NORTON. Well, one of the things we have to find out is whether or not we use the cleaner coal or whether we are using the same old dirty stuff, but above all I want to measure what is coming out of there. You are telling me nobody is measuring, nobody knows?

Mr. PEW. Nobody is measuring it. A review of the Capitol Power Plant's permit does not indicate or does not provide any information about which of these hazardous air pollutants is coming out and how much. As far as I know, there are no requirements that they be tested, but it is not impossible to test. I mean there are stack tests for a lot of plants.

Ms. NORTON. Do you see a remedy for this in light of the fact that we are blocked from getting rid of the coal power plant?

Mr. PEW. I think.

Ms. NORTON. Given that that is on the table, are there ways to reduce the hazardous materials coming from this coal?

Mr. PEW. There are other ways to reduce the hazardous air emissions coming from the coal. I mean my opinion is the most sensible way is to stop burning the coal, but if it is impossible to stop burning the coal, there are controls that can be used that would reduce.

Ms. NORTON. At the power plant?

Mr. PEW. At the power plant.

Ms. NORTON. I would ask you, Mr. Pew, because I believe the Speaker of the House would be very open to, in fact, implementing at least that. Remember what we have done with CO2 already even though we are getting the coal.

I would very much like to have in writing what you think could be done to reduce the emissions of hazardous substances which af-

fect mostly children, to be frank. The older you get, the more immune you are because you have lived through absorbing it all your life.

This is very, very disturbing to me, and I am not sure it is understood here. So I would very much appreciate your testimony.

What other Federal facilities are in violation in the sense that they are emitting hazardous substances?

Mr. PEW. I can't provide other examples, although I do have a list that I can provide after the meeting.

Ms. NORTON. I wish you would because you said that there were other Federal facilities.

Mr. PEW. There are other Federal facilities. EPA has provided or has compiled a database of facilities. It is easy to isolate the Federal facilities on that database. All of them that operate boilers such as the boilers that operate at the Capitol Power Plant, if they run on coal or even if they run on oil, they are emitting hazardous air pollutants.

Ms. NORTON. Yes, thank you.

I must say, Mr. Pantuso, as helpful as your testimony was, I have a hard time with 1,000 private motorcoaches. I just don't think that we get that many motorcoaches.

Mr. PANTUSO. That was a number.

Ms. NORTON. I mean you know exactly how many motorcoaches come to the Botanic Gardens. How many of those?

Mr. PANTUSO. I don't know that number.

Ms. NORTON. Would you submit that number to us?

Mr. PANTUSO. I will get that for you.

Ms. NORTON. We want real numbers. We don't believe in any 1,000 that get up here.

Mr. PANTUSO. No. Actually, the 1,000 came in testimony from the tourism office a number of years ago. That was the estimate.

Ms. NORTON. Our tourism office?

Mr. PANTUSO. Yes, ma'am, from DC.

Ms. NORTON. What do you mean coming to the Capital? Would you submit to us, within 30 days, the number of buses that come to the Botanic Gardens every day? I mean I am looking for a way to do this.

Mr. PANTUSO. Absolutely, we will do that.

Ms. NORTON. Now you heard in prior testimony that 50 spaces are being dedicated for your buses. What is wrong with that?

Mr. PANTUSO. Well, that is not quite accurate. There may be 50 space over there, but some of those are already in contract with some other bus companies.

Ms. NORTON. No. Wait a minute. If that is true, I am going to find out because they testified, I thought, that there were 50 dedicated spaces.

Mr. PANTUSO. There may be but, for example, the Martz Company which runs Greyline has some dedicated.

Ms. NORTON. Who?

Mr. PANTUSO. Martz Company.

Ms. NORTON. Excuse me. You think the 50 means total?

Mr. PANTUSO. I think the 50 means total. That is correct.

Ms. NORTON. Oh, awful, because my question went to dedicated spaces.

Mr. PANTUSO. And they are dedicated for coaches, but I believe some of those are already tied up, and we will be happy to find that answer out for sure.

Ms. NORTON. Oh, I know some of them are already tied up because anybody who goes up there sees that some of them are tied up.

Mr. PANTUSO. Again, a lot of those spaces are for people who are visiting Union Station at that time, when you put into the mix.

Ms. NORTON. This is a clarification we are going to need to get. It all sounds fishy to me, frankly, that all of a sudden everybody comes in, it is all hunky-dory.

Mr. PANTUSO. Ma'am, Union Station is a member of the association. So I will be glad to contact them and get their number directly.

Ms. NORTON. Thank you.

I do agree with you that everybody knows everybody on the bus already. If there was some way to secure so that everybody got on that bus was known ahead of time and you could secure that, you would be ahead of the game.

But your suggestion, I am not sure you heard what the Capitol Police said. They said they already don't have the funds needed, they think, to do all the security that needs to be done, and you want them to do a whole lot more security.

Mr. PANTUSO. Well, I appreciate that, but I also heard Mr. Moneme say that he needed $3.2 million for Circulator buses and I wonder if some of that $3.2 million for buses that really aren't needed could be dedicated for security and screening.

Ms. NORTON. Well, his buses would not just go for coming up here. He is trying to deal with tourism in the District of Columbia as well, and he says that some of these buses will take people, essentially drop them off.

I am not sure, though, whether those are the same people that are coming on your buses at all. If they are dropping them off, they are probably coming some other form and fashion.

Mr. PANTUSO. I can tell you with a lot of certainty, the Circulator buses that are operating today are not moving our passengers that are coming into town. Those passengers are staying with the vehicle that they came in with. When you see them lined up along the streets downtown, they are waiting for a group that is coming back out.

Ms. NORTON. We don't like that, Mr. Pantuso. We know we haven't given you any place to go and no place to hide, but we also don't like you lining our Mall, but we haven't given you any other place to go.

Mr. PANTUSO. No, absolutely. The city said they were going to do it 10 years ago, and they still haven't done it.

Ms. NORTON. I want to look into that matter when I see Mr. Moneme. That is why you haven't heard me complain about it. You can't say scat if there is no place to scat to.

I don't see a perfect solution for either of you. I think your testimony has been every bit as vital as the prior testimony, every bit as vital.

I ask you to submit the material I have requested. I think we can get some action from the Speaker whom I have just gone with on

a climate change tour. On hazardous substances that could be infecting our children, this is one of our main, not only climate change but children. So that is extremely disturbing.

Mr. Pantuso, you have been left between a rock and a hard place since I was a child. You all just come here, bring as many people as you can and just find a place to go and hang out. We are going to find you some place in the District of Columbia or close by. I want to talk to you about that.

I do mean that I am going to have a problem-solving session first with my own folks. Then I want to meet privately with you, and then I want us all to get together.

Mr. Pew, I think all you need to do is to get me some of that material, some of that data.

Mr. PEW. It would be a pleasure.

Ms. NORTON. Thank you both for your great patience in staying through the cross examination we went through with your predecessors, and I appreciate your testimony.

Mr. PANTUSO. Thank you, Madam Chair. We appreciate it.

Ms. NORTON. Thank you very much.

This hearing is adjourned.

[Whereupon, at 1:37 p.m., the Subcommittee was adjourned.]

Subcommittee on Economic Development, Public Buildings and Emergency Management

Hearing on "A Growing Capitol Complex and Visitor Center: Needs for Transpiration, Security, Greeting, Energy, and Maintenance"
Tuesday, April 1, 2008

Statement – Congressman Jason Altmire (PA-04)

Thank you, Chairman Norton for calling today's hearing. The Capitol Complex is important to all of us and its sustainability and improvement must be carefully considered. I look forward to hearing from today's witnesses to obtain a better understanding of the challenges the Capitol Complex faces and how to overcome these issues.

Since construction began on the Capitol Complex in the late 1780's, it has undergone constant change and growth. Over 3 million people visit the Capitol every year and as demand grows, it is essential for the Architect of the Capitol (AOC) to have a long-term plan in place that addresses the needs of our visitors and those of us who work on Capitol Hill.

As the Capitol Complex has expanded, the price tag for simple maintenance and up-keep has also grown. The AOC stated it will need $3.2 billion over the next five years to address the backlog of deferred maintenance and capitol renewal projects in order to maintain the Capitol Complex's integrity. This year alone the AOC has submitted a budget request of $643 million - a 55 percent increase over last year.

In 2001, the Senate Appropriations Committee required the AOC to develop a master plan in order to direct the maintenance and oversight of the Capitol Complex. Since then, the AOC and National Academy of Sciences have identified several areas to focus on and steps that can be taken to help maintain the integrity of the Capitol Complex for the future. I look forward to hearing from our panel today and discussing how this master plan is evolving and the steps that are being taken to make it a reality.

Madam Chair, thank you again for holding today's hearing.

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STATEMENT OF
THE HONORABLE ELEANOR HOLMES NORTON
COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE
HEARING ON "A Growing Capitol Complex and Visitor Center: Needs for Transportation, Security, Greening, Energy, and Maintenance"
APRIL 1, 2008

Good morning and welcome to today's hearing. I am pleased to welcome our distinguished panels and look forward to their testimony. My interest and devotion to the Capitol Complex is deep seated as the District of the Columbia's lone federal representative and as the Chair of the subcommittee with jurisdiction over the capital program of the Architect of the Capitol. I also count myself as a neighbor of the Capitol Complex, living on Capitol Hill, as one of my many roles, and fully expect the Architect of the Capitol to continue to be a good neighbor. Today the subcommittee plans to examine the long term master plan for the Capitol Complex and how the Architect of the Capitol plans work with its partners to account for the changing needs and concerns of the transportation policy, Capitol Power plant, the infrastructure, and sustainability of the master plan of the U.S. Capitol Complex.

The Capitol Complex has a long and storied history. The Capitol Complex includes the House office buildings, the Capitol, the Senate office buildings, the Library of Congress, the Supreme Court building, the Botanical Gardens, the Capitol Power Plant, and other buildings. The Capitol first began construction in 1793. As documented in a previous hearing on the naming of Emancipation Hall, the early laborers on the Capitol included both indentured servants and enslaved blacks from local slave owners. Extensions, additions and renovations of the Capitol have continued from the late 18th century until now when the

Capitol Visitors Center, the most recent addition to the Capitol, is expected to open later this year. The first Congressional Office building, the Canon building opened in 1908, and the last ne w Congressional Office building, the Hart Senate Office Building opened in 1982.

Today, the Capitol Complex encompasses over 450 acres and houses several important institutions in American government. With several of the buildings approaching 100 years old, the care and condition of the buildings of the Capitol Complex is an important issue for this subcommittee to address. The buildings of the Capitol Complex represent the beauty and magnificence of the American ideal of a representational form of government. In addition though to being symbols of democracy, these buildings also house to the working offices of America's elected officials, the House of Representatives and the U.S. Senate, the national library, and the Supreme Court.

. My duty is provide oversight of the Architect of the Capitol's plan to maintain these irreplaceable assets that represent the American ideal of democracy and government. Time and time again, this subcommittee has learned in oversight of the General Services Administration that asset management and maintenance is just as important as the time, care and money needed construct a building or campus and deserves just as much attention.

I believe that we need to take a hard look at the long term plans to maintain the beauty and majesty of the United States Capitol Complex. We want to be sure that the Architect of the Capitol has the plans and tools to deal with the challenges of the future. With the completion of the new 580,000 square feet Capitol Visitors Center, now is the time for this subcommittee to ask the Architect of the Capitol about the next major project, and

the project after that, so that the Transportation and Infrastructure Committee can draw upon its long term collective expertise in construction, management and long term capital assets planning to ensure that the U.S. Capitol Complex remains something all Americans can be proud of.

Going forward with a long term capital assets planning I believe it will also be important to examine some of the energy efficiency efforts being contemplated for the Capitol Complex. In the most recent energy bill, P.L. 110-140, the Architect is directed to examine the feasibility of placing photovoltaic roofs on the Rayburn and Hart Office buildings, in addition to an authorization to build an E-85 fueling station, and to the greatest extent practicable to implement greening and conservation measures to the operations of the Capitol. I remain interested in how the Architect of the Capitol plans to implement these concepts into the master plan of the Capitol Complex, as well as any other initiatives that the Architect is contemplating in future planning.

I look forward to the testimony of officials from the Architect of the Capitol, the Capitol Police, the Chief Administrative Officer, and other partners of the U.S. Capitol Complex to hear about the master plan of the Architect of the Capitol for the U.S. Capitol Complex

STATEMENT OF
THE HONORABLE JAMES L. OBERSTAR
SUBCOMMITTEE ON ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS,
AND EMERGENCY MANAGEMENT
"A GROWING CAPITOL COMPLEX AND VISITOR CENTER: NEEDS FOR TRANSPORTATION,
SECURITY, GREENING, ENERGY, AND MAINTENANCE"
APRIL 1, 2008

I appreciate the Subcommittee holding this important hearing on the Capitol Complex. The Architect of the Capitol ("AOC"), like much of the nation, faces an infrastructure crisis. Years of underinvestment and deferred maintenance have created an enormous backlog of capital investment needs. The AOC estimates that it needs $3.2 billion over the next five years to cure the deferred maintenance and capital renewal projects necessary to address the many infrastructure needs of the Capitol Complex. This year, the AOC requests $643 million for capital improvements, which is $200 million, or 55 percent, more than the AOC's fiscal year 2008 appropriation.

The AOC's capital asset conditions are varied and wide ranging. Its inventory includes parts of the Capitol that date back almost 200 years. The Cannon, Jefferson, and Russell buildings are over 100 years old, and "newer" buildings, such as the Madison and Rayburn buildings are 30 to 45 years old. Maintenance and operations include everything from planting flowers to installing kitchen exhaust systems, to implementing state-of-the-art energy savings programs at the Capitol Power Plant.

Similar to Federal agencies with large real estate inventories, such as General Services Administration, the Smithsonian Institution, and the Veterans' Administration, the AOC has experienced a severe lack of capital investment in its buildings over the past decade. Its budget requests have far outpaced the amounts actually appropriated to maintain such a vast, and I might add, aging inventory.

In a recent budget presentation to Committee staff, Acting Architect Stephen Ayers described what he called a "bow wave" of unfunded requirements and that wave is headed toward Congress and this Committee. By a toxic combination of scant financial resources and increased mandates, the AOC has concluded that demand, now and in the future, far outstrips resources. The Office of Compliance has issued citations to the AOC for the conditions of the Capitol tunnels and exit pathways and stairs. These citations address serious safety situations and must be corrected. In addition, deferred maintenance, requirements for new technologies, energy efficiency requirements of the Energy Independence and Security Act of 2007 (P.L. 110-140), and other needs have added to the growing backlog of projects.

After a decade of neglect, it is time for this Committee to work with the AOC to address the enormous infrastructure investment backlog of maintenance and repair

before it creates new life safety issues for the people who work in and visit the Capitol Complex.

We began this effort with the energy efficiency and climate change mitigation provisions of the Energy Independence and Security Act of 2007. For the first time in recent memory, this Committee did more with its jurisdiction over the Capitol Complex than name a room in the Capitol. We authorized a feasibility study for construction of photovoltaic roofs for the Rayburn House Office Building and Senate Hart Office Building, authorized construction of an E-85 refueling station, required the Capitol Power Plant to operate in the most energy efficient manner possible, and required that the Capitol Complex Master Plan include energy efficiency and conservation and greenhouse gas emission reduction measures. I look forward to hearing from Mr. Ayers and Mr. Beard on implementing these provisions and the Speaker's "Greening the Capitol" initiative.

However, as the AOC has outlined in its budget submission, we must do much more if we are to address the infrastructure investment backlog of the Capitol Complex.

In the coming weeks, I would like to work with Subcommittee Chairwoman Norton, Subcommittee Ranking Member Graves, and Ranking Member Mica to

develop a bill to authorize appropriations for the AOC to address this backlog. For its part, the AOC would be required to prioritize and justify projects, identify economies of scale, and potential administrative savings. A comprehensive, multi-year authorization bill with specific goals and benchmarks will provide Congress with a full and complete picture of what needs to be done and how much it will cost. The Committee has used a similar approach to Kennedy Center authorization acts with great success.

In this way, we can ensure that the Capitol Complex is a safe working environment for thousands of staff and remains a shining example of democracy in action to visitors from our Districts and around the world.

STATEMENT OF STEPHEN T. AYERS, AIA
ACTING ARCHITECT OF THE CAPITOL

Regarding "A Growing Capitol Complex and Visitor Center: Needs for Transportation, Security, Greening, Energy, and Maintenance"

Subcommittee on Economic Development, Public Buildings, and Emergency Management, Committee on Transportation and Infrastructure U.S. House of Representatives

April 1, 2008

Madam Chair, Chairman Oberstar, Congressman Mica, Congressman Graves, and members of the Subcommittee, thank you for inviting me here today to discuss the Office of the Architect of the Capitol's (AOC's) Capitol Complex Master Plan, and to update you on the progress on the Capitol Visitor Center (CVC) and our energy conservation efforts.

Capitol Visitor Center Construction Update

I'd like to begin with a brief overview on the CVC project. As you know, we have a great team of people working diligently behind the scenes not only to build the Capitol Visitor Center, but to ensure a safe, memorable, and educational visitor experience when it opens.

The CVC will greatly enhance the visitor experience by providing greater educational opportunities and much-needed amenities to the millions of people who visit their Capitol Building each year. It is designed to match the Capitol in quality and endurance, and generations of Americans will greatly benefit from all it has to offer including the educational exhibits and the inspirational orientation film; providing everyone with the opportunity to learn about Congress and our legislative process.

Each day, the CVC takes on a more finished appearance, and the comprehensive fire alarm and life-safety testing continues to be performed as planned. In fact, in March our crews began working double shifts to ensure that our testing work remains on schedule. A few minor issues have arisen and have been quickly addressed by the contractor. We have completed or are well underway with final testing of a number of systems and devices including, but not limited to, the emergency

generators, fire pumps, fire dampers, sprinkler systems, FM 200 suppression systems, kitchen hoods, the pollution control system, and elevators.

Overall, we remain pleased with the progress being made. Specifically, as the fire alarm testing is proceeding, we are completing minor construction in the following areas: the Library of Congress (LOC) tunnel, the House hearing room, the East Front, the exterior grounds, and the House and Senate atria stairs.

Crews are working to complete punchlist items such as millwork, wall stone, floor stone, ceiling panels, plaster work, carpeting, doors, and other finishes. At this pace, we believe that we are on schedule to receive the temporary Certificate of Occupancy by July 31, 2008, and will have the facility available to open in November 2008, as planned. In anticipation of these milestones, Ms. Rouse and our team continue to work with Oversight Committees and Congressional leadership on plans for CVC's visitor services operations.

Long-Term Demands Vie for Limited Resources

"Planning is bringing the future into the present so that you can do something about it now."

— Alan Lakein, author

With the addition of the CVC and several new facilities to our jurisdiction over the past several years, including the LOC's National Audio Visual Conservation Center, Book Storage Modules at Fort Meade, the National Garden, and the U.S. Capitol Police's Fairchild Building, the AOC is now responsible for some 16.5 million square feet of buildings and nearly 450 acres of land. In recent years, the number and magnitude of our projects has also greatly increased.

Stewardship of the Capitol complex is a unique challenge. The challenge is amplified by the historic significance of our iconic buildings, aging physical infrastructure, and day-to-day operational requirements. Our buildings range in age from 27 years old for the Library of Congress's Madison Building, to 100 years old for the Cannon, Russell, and Jefferson Buildings, to 200 years old for parts of the Capitol Building.

This means there are many potential projects that call for our attention to ensure that these buildings continue to effectively serve Members of Congress and their staffs for the next 200 years. This includes ensuring that fire and life-safety deficiencies are corrected and that significant resources are devoted to protecting the people who work in and visit the Capitol complex.

In order to prioritize, coordinate, and efficiently complete the many current and future projects we need to accomplish to meet the future needs of Congress, a comprehensive Master Plan must be in place as a way to bring the future into the present. The current Capitol Complex Master Plan was developed in 1981, and is no longer relevant given the changes in security, technology, and other areas over the past 25 years.

We knew in developing a new Capitol Complex Master Plan we had to strike an important and delicate balance because the U.S. Capitol building functions as much more than an office building. It is a museum, a conference center, a tourist attraction, the world's most recognizable symbol of democracy, the seat of our nation's lawmaking branch of government, a place to celebrate our open society, and a target for those who seek to undermine the freedoms it represents.

The intent of our current Capitol Complex Master Plan is to strike the right balance in these contrasts. Therefore, we crafted the following vision statement which became the organizing principle from which all other planning activities begin: *The Capitol complex is an enduring symbol that will continue to provide a forum for democracy and represent our commitment to a free and open society.*

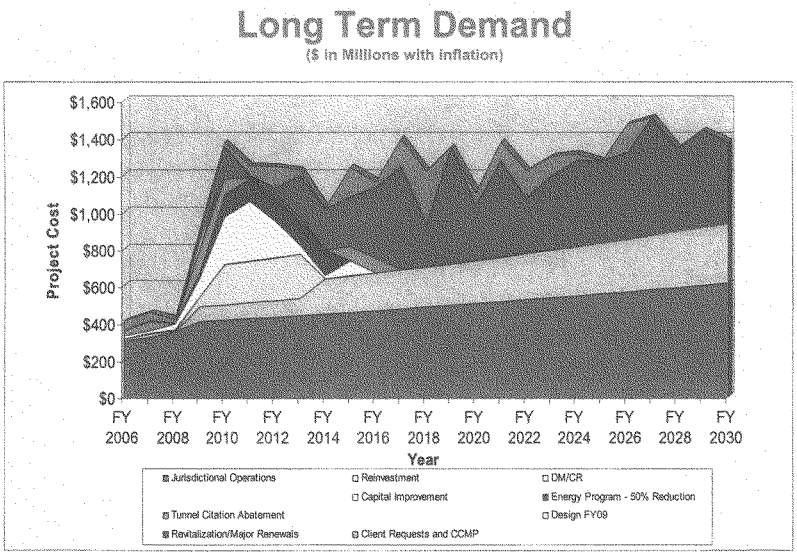
From there we developed four themes that were the basis of the Master Plan and are attributes upon which to judge its success:

1. The Capitol complex as a national seat of government and as a historic, symbolic, and cultural place.
2. The Capitol complex as a workplace and a visitor destination.
3. Facility management philosophies and stewardship of the Capitol complex.
4. Open space and landscape strategies.

With these themes in place, we began the next step in the planning process: establishing a baseline by which to measure and compare building conditions, plan and evaluate funding requirements, and determine priorities.

As a first step in prioritizing competing demands, we had independent experts complete Facility Condition Assessments (FCAs) on most Capitol complex facilities. These assessments validated a "bow wave" of unfunded Deferred Maintenance and Capital Renewal requirements. FCAs are the primary tools we use to evaluate existing facilities and to identify maintenance and repair issues.

The FCAs have validated a backlog of more than $600 million in Deferred Maintenance and $800 million in Capital Renewal projects, with $900 million of the total $1.4 billion being immediate or high priority. As the AOC continues to be unable to fund Deferred Maintenance, Capital Renewal, and new projects and initiatives, the "bow wave" of unfunded requirements continues to grow, as demonstrated in the following table.



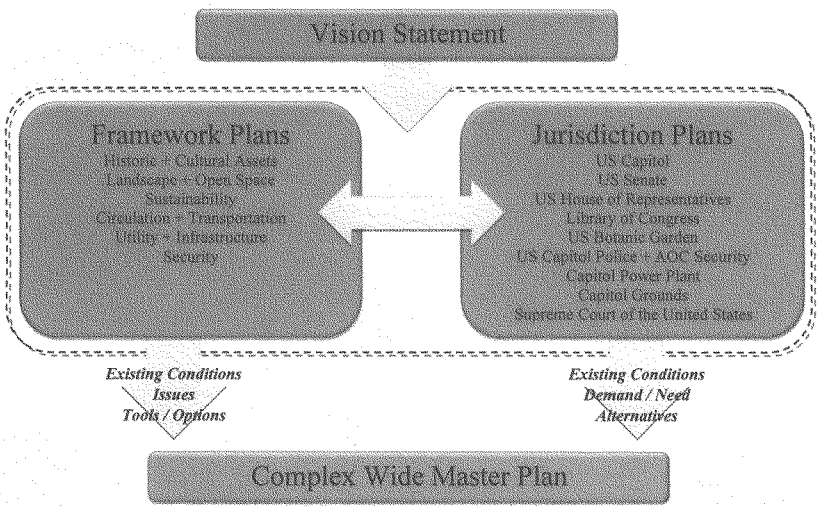
If not addressed, unfunded requirements will only grow more serious and expensive over time. Our experience has shown that if building systems are not replaced or repaired at the end of their expected life, the rate of emergency failures increase dramatically. As a result, funds and labor needed for maximizing the life of other systems are diverted to address the emergency situation, reducing the value of our existing investments. Deferring maintenance also drives increased operating costs as inefficient equipment uses more energy, and requires far more maintenance. This is especially poignant as the cost of natural gas, fuel oil, and electricity continues to rise. My biggest concern about deferring maintenance and capital renewal is that costs accumulate and the bow wave continues to grow to a point that becomes too large to fund.

In terms of our overall planning process, once a Facility Condition Assessment is completed on each facility, the information is rolled into a five-year Capital Improvements Plan (CIP). The Capital Improvements Plan is used to evaluate projects based on a set of pre-established criteria. These criteria include whether the work addresses fire and life-safety issues; code compliance; preservation of historic or legacy elements; economics and life cycle cost considerations; physical security; and other considerations, such as environmental and energy efficiency. The projects are further evaluated based on the conditions of the facilities and their components, and the urgency in correcting the deficiencies.

This fall we will begin drafting our first Five-Year Capital Improvements Plan using the information gathered from our FCAs and the Capitol Complex Master Plan. We will be working to ensure all requirements are identified, prioritized, and included in the CIP. Once developed, the CIP will be updated each year to reflect changes resulting from funding decisions of the prior year, previously identified projects that have moved into the five-year window for accomplishment, and any new requirements not previously known. This tool will lead to significant efficiencies in our program development and budget preparation processes.

The Capitol Complex Master Plan incorporates our major requirements for Deferred Maintenance and Capital Renewal work, along with Congress's requirements for Capital Improvements and new construction.

The chart below outlines the CCMP planning process.



Throughout the planning process, we have looked to external agencies for involvement and guidance in the planning process. For example, the National Academy of Sciences participated greatly in the visioning process, convening an Expert Advisory Panel. Later, representatives from our planning team met with staff of federal and local agencies that influence planning of the Capitol within the city, including the National Capital Planning Commission, Commission of Fine Arts, Smithsonian Institution, National Park Service, D.C. Office of Planning, D.C. Department of Transportation, and the Anacostia Waterfront Initiative. The team also reached out to the adjacent neighborhood via the Friends of Garfield Park, the Capitol Hill Historical Society, and other neighborhood/community groups.

Supporting the Capitol Complex Master Plan are six Framework Plans. Their purpose is to evaluate influences and make recommendations on projects and other initiatives that affect multiple jurisdictions and impact the Capitol complex. They also establish the basis for organizing Jurisdictional Plans into an integrated Master Plan. The six Framework Plans focus on

Sustainability; Transportation; Historic and Cultural Assets; Landscape and Open Spaces; Security; and Utilities and Infrastructure.

The purpose of the Jurisdiction Plans is to identify, quantify, and plan for unmet needs of the nine separate Jurisdictions within the Capitol complex, while at the same time seek to provide a flexible investment strategy that incorporates reinvestment and new construction to meet future needs. Each Jurisdiction Plan is being evaluated to ensure sequencing of short- and long-term priority work is properly expedited and aligned for successful execution and to avoid duplication of efforts.

In the development of the Jurisdiction Plans, we engaged in a thorough and inclusive process that ensured full participation of our stakeholders. Stakeholders were invited to participate in interviews, focus groups, and review sessions, and we provided continuous feedback to ensure parties were kept well informed of our progress.

The Capitol Complex Master Plan is a work in progress. Ultimately, it will establish a framework that will help the Congress to prioritize the maintenance, renovation, and construction of facilities over the next five, 10, and 20 years while allowing for prudent budgeting of the costs for necessary upkeep and construction. We appreciate Congress's support and investment in our Capitol Complex Master Plan process. Planning for our future now will ensure that the Capitol complex continues to provide a diverse and balance experience for Americans, and it will ensure that we make the right investment in its future.

Energy Conservation Efforts

Next, I'd like to discuss the initiatives and projects the AOC has undertaken over the past several years, and the initiatives we are currently implementing to conserve energy, and instill environmental sustainability in facility design and operations across the Capitol complex.

As I discussed earlier with regard to the Capitol Complex Master Plan, as we address the aging infrastructure and significant backlog of deferred maintenance and renewal work, it is imperative that we make the right investments in the right places.

The way in which we design, construct, manage, and maintain our facilities has a major impact on environmental issues such as energy consumption, resource management, pollution, and environmental impact. Sustainable design and construction is a holistic approach to facility management that considers impacts on human health and well-being as well as the natural environment at every stage of the building life cycle.

The AOC has embraced the principals of sustainable design in the ongoing planning, building, operations, and maintenance of the facilities and grounds entrusted to its care. Our Sustainability Framework Plan's goal, over 20 years, is to engage in off-grid sources of energy production, improve energy and water efficiency, and use alternative and renewable forms of energy. These goals will also, ultimately, minimize operating costs.

The Capitol Visitor Center is an excellent example of our use of sustainability principles as it was designed to incorporate as many green features as possible within the constraints of its unique requirements. A few of the CVC's specific "green" features include:

- Built below an existing parking lot, the CVC is a "redevelopment" of an urban site which has not increased the amount of hard surfaces relative to run-off.
- A storm water management system was incorporated into the design to mitigate the impact of run-off and sediment into the city's storm sewer system.
- Compact Fluorescent Light (CFL) fixtures were used wherever possible and light fixture occupancy sensors provided.
- Low-flow bathroom fixtures and automatic faucets and toilets were installed.
- Low-emitting construction materials (paints, solvents, carpets) were used.

Committed to Saving Energy since the 1970s

The AOC has been engaged in energy-saving activities since the energy crisis of the 1970s. In 1978, the AOC presented a report to Congress entitled, "Program for the Energy Conservation and Management for the United States Capitol Complex Buildings," which proposed the concept for the Program for Energy Conservation (PEC). The purpose of PEC was to investigate and implement measures for energy conservation.

It was decided that a pilot program would be launched to try a number of initiatives before implementing it campus-wide. Some of the strategies executed included developing an automated energy management and control system to achieve specific efficiencies in the operation of mechanical and electrical systems. By the early 1980s, the system had proven itself and it was expanded to other office buildings and refined. Since 1992, our Energy Management Control System has produced significant energy savings annually.

Over the years, we expanded our efforts from a pilot program to a campus-wide effort. In the late 1990s, we completed a campus-wide lighting upgrade, replacing more than one-half million fluorescent lamps and ballasts resulting in a savings of more than $1.5 million annually. We have continued these lighting upgrades to the present day which includes our group re-lamping program and comprehensive ballast replacement in selected buildings.

Public Law 105-275, Sec. 310

When H.R. 4112, the Legislative Branch Appropriations Act for FY 1999, was signed into law, the AOC was required "to develop and implement a cost-effective energy conservation strategy for all facilities to achieve a net reduction of 20 percent in energy consumption . . . not later than 7 years after the enactment of this Act." The AOC responded by fulfilling the requirements of the amendment by developing a comprehensive energy conservation and management plan; performing energy surveys of some facilities; continued to install energy and water conservation measures, and considered Energy Savings Performance Contracts to finance energy conservation projects and help achieve energy consumption targets.

Energy Policy Act of 2005 (EPAct), Energy Independence and Security Act of 2007 (EISA), and Recent Energy Savings and Efficiencies

Most recently, we have demonstrated our commitment to energy conservation by complying with the requirements and goals of the Energy Policy Act of 2005. Under the Act, the AOC was required to reduce energy consumption in the Capitol complex in FY 2006 by two percent, as compared to the baseline set in FY 2003. The long-term requirement of the Energy Policy Act is to increasingly reduce, by percentage, energy consumption per gross square foot per year in fiscal years 2006 through 2015. I am pleased to report that the AOC exceeded the goal of two percent by reducing its energy consumption by 6.5 percent in FY 2006.

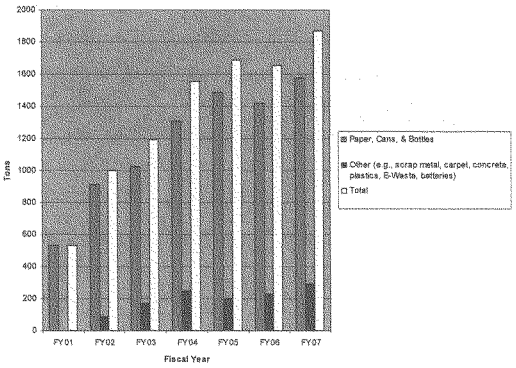
We exceeded our goal through a variety of projects and pilot programs.

The AOC:

- Installed Capitol complex-wide modern, energy-efficient lighting and comfort-control systems that are saving taxpayers more than $2.2 million per year.
- Implemented a pilot program to install dimmable lighting ballast systems with daylight and occupancy sensors in overhead lighting to maintain consistent lighting levels in Senate offices. A similar pilot is ongoing in the Capitol Building.
- Is replacing conventional incandescent light bulbs with compact fluorescent lamps (CFLs) across the Capitol complex.
- Is installing occupancy sensor light switches in offices and installing restroom fixture motion sensors and additional low-flow devices for water conservation.
- Initiated a feasibility study to replace the Rayburn House Office Building roof with a building integrated photovoltaic roofing system or a vegetative roof for decreased storm water run-off and improved insulation.
- Is installing modern heating/cooling systems and adjusting and controlling HVAC schedules.
- Is preparing to install an E-85 gas pump.
- Is auditing the energy consumption of facilities to identify energy saving opportunities and planning to add new steam and chilled water meters to all buildings to monitor actual energy use.
- Is using Energy Savings Performance Contracting to increase building energy efficiencies and upgrade infrastructure.

The AOC also implemented a procurement policy that establishes our preference for the use of bio-based products. We require the use of USDA-approved bio-based products. The AOC is also taking the initiative to identify environmentally-friendly products in our daily operations by adding requirements for environmentally-friendly products to our contracts.

We also administer recycling programs and active, voluntary participation by Congressional and other offices has been significant to its success the past several years. In both the House and Senate Office Buildings, offices are outfitted with recycling bins under the voluntary recycling program.



Over the past five years, the total tonnage of non-contaminated recyclable wastes has tripled, while revenue from AOC's recycling program is up over 60 percent. The contamination rate (or off-specification rate) has been reduced to zero over the past five years. In addition, over the past two years, we have recycled 100 percent of all AOC computer and electronic waste which includes monitors, keyboards, computers, printers, laptops, and other computer hardware.

To further encourage participation, last month, we implemented a new and improved recycling program in the House Office Buildings. We simplified the program by combining all paper into one recycling category. This means high grade paper, mixed paper, and newspaper will all be collected as one category, simply called "Paper." We began delivering new recycling bins and labels House offices on March 17.

The AOC also has initiated two Energy Saving Performance Contracts (ESPCs) and we plan to utilize them to achieve a portion of the required energy reductions under the EPAct and EISA. ESPCs allow the AOC to initiate energy saving projects with little upfront funding. An Energy Savings Contractor (ESCO) identifies improvements with short-term payback periods. The AOC and the ESCO then select projects to perform under terms of an ESPC. A negotiated portion of the savings generated by the project pays the ESCO in accordance with the terms of the ESPC. Once the negotiated term of the contract is over, the government retains the energy savings of the project.

To ensure that our efforts save energy and save taxpayer dollars, we are planning to conduct energy audits on several facilities throughout the Capitol complex. The Government Accountability Office, in its report entitled, "Energy Audits are Key to Strategy for Reducing Greenhouse Gas Emissions" validates that energy audits are a key "because these audits identify cost-effective systemwide energy-efficiency and renewable-energy projects."

To date, five energy audits have been performed. We are currently conducting energy audits on all buildings on a five-year rotating schedule. Although funding was requested in FY 2007 to continue these audits, of the funding level of the continuing resolution precluded any projects from receiving funding. We requested $1.1 million in our FY 2008 budget request to fund energy audits as part of our five-year plan, and $400,000 was appropriated. These funds will be used to begin energy audits for the Capitol Building, the Hart Senate Office Building, and the LOC's Madison Building.

In addition to the energy audits, we have completed studies to identify projects, techniques, and policies which can be implemented to save energy. For example, we have been evaluating the viability of cogeneration capacity to the Capitol Power Plant, which could provide steam, supplementary electricity, and backup power to the Capitol complex and reduce regional emissions by more efficiently capturing the energy output.

It is important to note that the largest, single contributor to our energy reduction efforts is the Capitol Power Plant. Between FY 2003 and FY 2006, the Capitol Power Plant, as a result of new and improved energy efficiency measures implemented there, cut its electricity consumption by six percent and consumption of gas, oil, and coal, measured as total million BTUs of energy, by 12.3 percent.

Capitol Power Plant and Energy Efficiency

Madam Chair, because the Capitol Power Plant (CPP) plays a critical role in our efforts, I would like to provide a brief history of the facility. The Capitol Power Plant operates 24 hours per day, 365 days per year to provide steam and chilled water service. Since the first initiation of steam service in 1910, the Capitol Power Plant has never been offline.

When it was first placed in operation, the CPP provided the Capitol complex with refrigeration and electricity. However, in 1952, the electrical generation plant was decommissioned and modern steam and refrigeration plants were built to provide buildings with steam and chilled water for heating and cooling purposes. Today, the CPP generates steam and chilled water used for heating and cooling of 23 buildings located on Capitol Hill. The electricity used today throughout the Capitol complex is purchased from PEPCO. The steam plant contains seven boilers that utilize a combination of three fuels (natural gas, low-sulfur coal, and fuel oil) to generate steam. Fuel selection is made based on a combination of economics and equipment availability. The refrigeration plant contains 13 electric driven mechanical chillers that utilize refrigerant to produce chilled water used for cooling purposes.

The Capitol Power Plant operates under the Title V permitting program established under the Environmental Protection Agency's (EPA's) 1990 Clean Air Act Amendments. The Title V program requires all new and existing major sources of air emissions to obtain a federally-approved, state-administered operating permit. All Title V operating permits include applicable requirements from federal and state emission standards. We take great pride in abiding by the permit because the permit is designed to protect the public.

The Title V operating permit currently held by the Capitol Power Plant is administered through the District of Columbia Department of Health, Air Quality Division. In addition, the CPP has a complex emissions monitoring system in place, and is required to certify the emissions monitoring systems quarterly, with a certification performed by an independent third party testing firm annually. The Capitol Power Plant must submit quarterly reports to the District of Columbia and Semi-Annual reports to the Director of EPA Region III.

The AOC has spent and will continue to expend the funds needed to improve efficiencies and reduce emissions at the CPP. Several initiatives have been completed over the past several years to expand environmental controls at the Capitol Power Plant.

A few of these projects include:

- Baghouses were added in the 1990's to reduce the amount of particulate matter emitted from boilers.
- New Continuous Emissions Monitoring System (CEMS) and Continuous Opacity Monitoring System (COMS) were installed to monitor emissions levels and maintain compliance as set forth in Federal and local regulations.
- New filter-bags in the baghouses to lower emissions of particulate matter from boilers were installed in 2005.
- Ongoing expansion of the West Refrigeration Plant involves upgrading refrigeration systems to increase overall efficiency, including the use of environmentally friendly 134-A Freon.
- In 2005, new coal under-throw stokers were installed to replace the original coal feeder systems. In addition, the CPP is replacing the stoker grate drive system in both coal boilers in 2007 and 2008. These modern systems should provide more efficient operation and coal combustion.
- The CPP is required to continuously monitor opacity, nitrogen oxides (NOx), and oxygen emissions. New monitors were installed in 2005 and provide constant monitoring of emissions from the coal boilers, which allow us to adjust our fuel mix in real time.
- In addition, the Plant only uses low-sulfur, low-ash coal.

We are working to make the CPP more energy efficient and to reduce emissions. This is a long-term effort and one that will take considerable investment. However, this investment is reasonable compared to the impractical and cost-prohibitive potential of eliminating the CPP. Existing, centralized heating and cooling systems have been studied and proven to be most cost-effective for a large campus such as the Capitol complex. The ability to burn three fuels at the CPP assures reliability, provides flexibility, and ensures some protection against rapidly rising fuel costs as we can switch to a lower cost fuel at any time. However, to cease using one fuel completely would require significant capital improvements to the CPP, necessitate disruptive infrastructure changes to the Capitol complex, and increase average annual fuel costs by millions of dollars.

New AOC Energy Saving Projects, Programs, and Initiatives

In addition to improving efficiencies at the CPP, there are a number of initiatives that we have planned to ensure the Capitol complex's continued compliance with the Energy Policy Act of 2005

and the Energy Independence and Security Act of 2007. To meet these laws' requirements, we plan to undertake the following projects, programs, and initiatives.

- Improve metering so that the impact of energy and water conservation projects can be measured rather than estimated.
- Continue use of Energy Savings Performance Contracts (ESPCs) as a means to pursue projects that offer lifecycle cost-effectiveness but may require increased first-cost investment.
- Evaluate opportunities for onsite renewable energy generation such as use of photovoltaics and supplementing existing fuel with biodiesel.
- Evaluate opportunities for energy recovery both at the Capitol Power Plant and within individual buildings.
- Continue analysis of currently planned facility repairs and upgrades for energy and water savings opportunities.
- Continue development of the Capitol Complex Master Plan/Sustainability Framework Plan to ensure an overarching sustainable approach to facilities and grounds administered by Congress.

By practicing efficient energy management, we save taxpayer dollars and protect the environment and natural resources. As you can see, the AOC has taken considerable action over the years to save energy across the Capitol complex. There is more we all can do to further conserve energy; however we need to ensure that the projects we chose to invest in are fiscally responsible, energy efficient, preserve the historic integrity of these landmark buildings, and have minimal adverse effects on the buildings' occupants, the local community, or on Congressional operations.

Conclusion

Madam Chair, we greatly appreciate this Subcommittee's support and the investment Congress has made in our facilities and infrastructure over the past several years as we continue to make the Capitol complex safer and more energy efficient. As these buildings age, they will require significant repairs, renovations, and upgrades. This will require significant investment.

My goal is to work with Congress to create a clear plan by which we prioritize our projects and the future needs of the Capitol complex. With this Master Plan in place, we can then begin reducing the backlog of Deferred Maintenance and Capital Renewal work that has been identified through Facility Condition Assessments, and address the "bow wave" of unfunded requirements that has continued to grow.

The AOC is committed to being good stewards of the Capitol complex, and in that regard, our achievements and successes can be directly attributed to the dedicated, professional individuals that make up the AOC team. In my role as Acting Architect, I am honored and privileged to work along side them. Because of their efforts and commitment to excellence, we continue to provide exceptional service to Congress and the American public. Once again, thank you for this opportunity to discuss these issues with you today. I'd be happy to answer any questions you might have.

Testimony of Daniel P. Beard
Chief Administrative Officer
U.S. House of Representatives

Hearing on
"A Growing Capitol Complex and Visitor Center: Needs
For Transportation, Security, Greening, Energy and Maintenance"

Before the
Subcommittee on Economic Development, Public Buildings
and Emergency Management
Committee on Transportation and Infrastructure
April 1, 2008

Madam Chairwoman, I appreciate this opportunity to appear before the subcommittee this morning to address the progress we're making in implementing Speaker Pelosi's Green the Capitol Initiative.

On June 21, 2007, the Speaker approved a "Green the Capitol Initiative." The stated purpose of this initiative is to make the House of Representatives "carbon neutral" in its operations by the end of the 110th Congress. This initiative, which was based on recommendations developed by my office, was designed to offset the 91,000 metric tons of greenhouse gases the House generates as a result of its operations each year.

After less than one year of operating under initiative, we have implemented a wide variety of innovative actions designed to reduce energy consumption, offset carbon emissions and change the way the House does business. As a result, rather than achieve carbon neutrality by December 2008, it is now anticipated the House will achieve that goal before July 4, 2008.

The major way in which we will meet our goal of carbon neutrality includes the following three steps:

(1) Purchasing only electricity generated by wind energy to meet the Houses needs. This will reduce the House carbon footprint by 57,000 metric tons.
(2) Using natural gas, not coal, to meet the House's needs for heating and cooling from the Capitol Power Plant. This will reduce the carbon footprint by an additional 10,000 metric tons.
(3) Finally, the House purchased offset credits from the Chicago Climate Exchange for remaining 24,000 metric tons of greenhouse gases to insure carbon neutral operations.

In addition, the Speaker directed us to reduce our carbon footprint by working to achieve a goal of reducing energy consumption in the House by 50 percent over the next ten years. We recognize this is an aggressive goal, but we think it can be attained if we implement our Green the Capitol plan.

We have launched a number of other important efforts to reduce the institution's carbon emissions:

- **The Capitol Dome** will be relit with energy efficient lighting within the next six months. The conventional lights illuminating the outside of the structure are, in fact, prime examples of dated and uneconomical technology: They use a considerable amount of energy, need to be changed frequently and get extremely hot.

- **The House now has "Green" food service facilities.** All of the House restaurants, cafeterias and catering facilities are taking dramatic steps to "green" their processes and equipment. More energy efficient equipment has been purchased, and recycled materials have been used for counters and food stations. More important, the food waste from all House facilities is now composted. What was garbage yesterday is being turned into a commercially usable asset: compost. This will significantly reduce the estimated 250 metric tons a year of waste sent to landfills.

- **A new on-site food pulper** reduces the weight of the waste by as much as 70 percent by extracting the water from it. We are sending the output from the pulper to a U.S Department of Agriculture research facility and a commercial composter. These efforts will reduce the waste sent to landfills by the House and save us tipping and transportation fees.

- The House now sells only environmentally-sound **100 percent post-consumer recycled paper**. The House uses 70 million sheets of copy paper a year. Using the 100 percent recycled paper will save more than 29,000 trees, 3.5 million gallons of water and 400,000 pounds of solid waste annually. The recycled paper will also prevent the creation of nearly 775,000 pounds of greenhouse gases.

- **The House has completely revamped its paper recycling program** to insure compostable food waste is picked up from Member offices. In addition, the paper recycling program has been streamlined to promote greater participation by Member offices.

- **Low VOC carpeting** is now used throughout all House facilities. Using low VOC materials significantly reduces the emission of chemical compounds which have been linked to eye and respiratory irritation, headaches, fatigue and other symptoms associated with "sick building" syndrome. Low VOC materials improve regional air quality, broadly improving worker safety and health.

- **The Architect of the Capitol has now received approval to begin installation of new and improved electricity meters** in all House office buildings. This will improve management of electricity consumption in each building and will lead to reduced energy use.

- **7,000 compact fluorescent lights** (CFLs) have already been installed in House offices. The House is working to replace the remaining 30,000 incandescent bulbs with the improved CFLs, which pay for themselves in as little as five months.

- **Computer servers**, which are now spread out in various locations and require individual cooling systems, are in the process of being consolidated at fewer locations to diminish energy consumption by 65 percent. By changing operating procedures and installing new technology, we are working to reduce energy consumption in our computer centers by 40 percent.

- All of the House's **84 vending machines** have been replaced with energy-efficient machines.

- **A Green Expo** was held in October, 2007, showcasing more than 30 leading green transportation companies and 19 alternative fuel vehicles. Exhibitors provided 1500 House employees with information on ride-sharing technologies, bike-to-work programs and various public transportation commuter solutions.

- **A bike-sharing program,** known as "Wheels4Wellness", has been launched for employees to take House-owned bikes, rather than motor vehicles, on short errands during the day. The program helps reduce carbon and provides an exercise benefit for employees.

- **A car-sharing program** is already in place, allowing employees to rent a hybrid car on an hourly basis right out of the House parking garage.

- **Other transportation improvements** have been introduced in three areas. Employees taking public transportation won't need to deal with cumbersome paperwork any longer and will instead use a "smart card," which will have their benefits automatically loaded onto it every month. Those benefits will also be centrally funded and administered, instead of managed office by office, which will further increase participation in the program. And commuters who pay to park their cars at public transportation stations will also now receive a benefit for their parking expenses.

- **The House has purchased its first electric powered truck for small package deliveries** and is working with manufacturers to purchase hybrid diesel trucks for larger capacity needs.

Chairwoman Norton, I want to thank you for providing us with this opportunity to outline our efforts. I believe the Green the Capitol Initiative has brought about some enormous changes in the way we do business in a very short period of time. The House has provided leadership in showing that being green can save money, taxpayer money in this case and do the right thing for the environment. We are doing this in your district and would be happy to work with you and Mayor Fenty to put the lessons we have learned into the District of Columbia schools and other local institutions.

Testimony of Emeka Moneme, Director
District of Columbia Department of Transportation

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

April 1, 2008

Good morning Chairwoman Norton and members of the Subcommittee. I am Emeka Moneme, Director of the District of Columbia Department of Transportation or DDOT. I thank you for this opportunity to share the District's plans to offer enhanced transit service to the Capitol complex and to outline other measures designed to enhance traffic flow and pedestrian safety.

DC Circulator Service

In June of last year, I testified before this Subcommittee and gave an overview of a proposed Union Station-Capitol Visitors Center-Navy Yard Circulator route. This route will allow visitors of our nation's capitol to utilize Union Station as an initial staging area, before venturing to other sites. I am pleased to report that this route is currently in operation utilizing WMATA buses. The District has procured several new buses that are scheduled to arrive in January 2009 that will replace the current WMATA vehicles.

The Architect of the Capitol has indicated that approximately 3 million people will visit the new Capitol Visitors Center (CVC) in FY09, in addition to 1 million Library of Congress visitors. Our hope is that the new Union Station-CVC-Navy Yard Route will

offer a reliable, frequent, low-cost and "tourist-friendly" transit service to individuals and families visiting the CVC and other National Mall-area attractions.

Pedestrian Safety Measures

In anticipation of the massive influx people in and around the new CVC, DDOT is preparing a set of pedestrian safety enhancements to implement. We will share these plans with the U.S. Capitol Police for their input. These recommendations will include measures such as:

- Deployment of traffic control officers (TCOs) at key intersections
- Re-timing of traffic signals
- Re-striping and enhancement of crosswalks and
- Installation of way-finding and other appropriate signage

DDOT will monitor conditions after the opening of the CVC and adjust tactics as needed.

Operating Costs

We estimate that the FY09 operating costs of the proposed DC Circulator route at approximately $3.2 million. The District is planning to make a contribution of local dollars; however, it is critical that the federal government assist with the FY09 operating costs of this new route. In the absence of a significant federal contribution, other District transit improvements will suffer and the planned Union Station-CVC route must be scaled back.

I would like to take this opportunity to thank Congresswomen Norton for her leadership to ensure that the transportation needs of the CVC are adequately addressed, both in terms of transit and minimizing the impacts of the center on the surrounding community. This has certainly been the case in regards to her sponsorship of a request for funding in the FY2009 federal budget

Conclusion

At the hearing last summer I stated the following:

(1) Continuous communication and coordination with the Architect of the Capitol and U.S. Capitol Police is essential to ensure the smooth operation of transit services around the Capitol and

(2) Securing operational and capital funding is challenging and additional funding is needed to implement the planned transit services to accommodate CVC visitors.

I am pleased to report that DDOT, the U.S. Capitol Police and the Architect of the Capitol have maintained continuous communication and have worked closely together over the past several months. Second, funding continues to be a challenge. The District has made an investment in new buses and will allocate local resources for FY09 operating costs – **what is now necessary is a commitment from our federal partners to support, in FY09, the opening of the new CVC, and make it a safe and enjoyable experience for all.**

I thank you for the opportunity share DDOT's plans with you. We will continue to partner with this Subcommittee, the Architect of the Capitol, the U.S. Capitol Police, and others in anticipation of opening the CVC this fall. Thank you for your time and I welcome any questions you may have.

United States House of Representatives
Committee on Transportation and Infrastructure
Subcommittee on Economic Development, Public Buildings and Emergency Management

Statement of Phillip D. Morse, Sr., Chief, United States Capitol Police
April 1, 2008
Hearing on "A Growing Capitol Complex and Visitor Center: Needs for Transportation, Security, Greening, Energy and Miantenance"

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United States Capitol Police
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Statement of Phillip D. Morse, Sr.
Chief of Police, United States Capitol Police

Regarding "A Growing Capitol Complex and Visitor Center: Needs for Transportation, Security, Greening, Energy, and Maintenance"

Subcommittee on Economic Development, Public Buildings, and Emergency Management, Committee on Transportation and Infrastructure
U.S. House of Representatives

April 1, 2008

Madam Chair, Chairman Oberstar, Congressman Mica, Congressman Graves, and members of the Subcommittee, thank you for inviting me here today to discuss the United States Capitol Police Department's involvement on the Office of the Architect of the Capitol's (AOC's) Capitol Complex Master Plan, as well as our ongoing planning for the security requirements of the Capitol Visitor Center (CVC) and the Department's efforts to support the AOC's energy conservation program.

I would like to begin my comments by acknowledging the relationship we enjoy between the United States Capitol Police and the AOC. While faced with many facilities and security issues, we have formed a collaborative relationship intent on finding solutions for our common goal of providing a Capitol Complex that provides for the operational and security needs of the Legislative Branch.

AOC Capitol Complex Master Plan

The Complex is now comprised of some 16.5 million square feet of buildings and nearly 450 acres of land. The Department works closely with the AOC to better understand how projects create security challenges, allowing the Department to forcast necessary resources required to provide security during the renovation/construction or

expansion of the Capitol Complex, as well as how additional personnel and equipment requirements will drive space needs within USCP facilities.

The Capitol Complex Master Plan includes Facilities Condition Assessments (FCA), which are used to evaluate the extent of the backlog of deferred maintenance. Two of the facilities that directly affect the Department are incorporated into the FCA. This includes the Department's Vehicle Maintenance Facility. The deferred maintenance projects affecting the Department reside low within the prioritization of AOC projects. Further, new security work has been emphasized within the Master Plan, in lieu of deferred or recurring facility maintenance. Realizing that the AOC has many competing priorities for its limited resources, we are concerned that the Department's facilities are in jeopardy of deterioration and that those under leased occupancy may not realize long term resolution without additional resources being provided to the AOC.

Another aspect of the Master Plan's effect on the Department relates to the impact that various projects have on our security systems and operations. Currently, the Department is working with the AOC to provide security for the ongoing Tunnel Project, as well as the completion of the Capitol Visitor Center. As the tunnel system allows access to various Congressional Buildings and thus to the Capitol itself, the Department must provide sworn personnel to be posted each time an exterior hatch, manhole, grate or door is opened to support the tunnel retrofit project. To date the Department has been able to mitigate the security vulnerabilities via physical security modifications, thus limiting our sworn staffing requirements. However, as the project moves forward we anticipate that considerable sworn staffing requirements will be required to fully support the AOC's efforts.

Another project which effects security is the upcoming American Veterans Disabled for Life Memorial (AVDLM), which is slated for construction on a parcel of land bounded by 2nd Street Southwest, the C Street Southwest ramp to I-295, the D Street Southwest ramp to I-395, and I-295. The most resent designs have met the approval of the National Park Service, National Capital Planning Commission (NCPC), the DC

Department of Transportation, and the Disabled Veterans LIFE Memorial Foundation (DVLMF). The Memorial will be built in two phases, the memorial phase encompassing the actual memorial, and the utility phase encompassing the streets, traffic signaling, and infrastructure. The utility phase (anticipated to start in 2008 and take approximately one year to complete) will require USCP oversight as it requires the reconfiguration of C Street, I-295 off ramps, I-395 tunnel waterproofing, and the rerouting of USCP security and House of Representatives utility infrastructure. All work associated with this project will be performed by others, however it will impact Congressional assets and will require the Department to monitor the project to mitigate security issues should they occur.

Further, the Federal Office Building Number 8 (FOB 8) is a General Services Administration (GSA) owned and operated facility located at 200 C Street, SW. FOB 8, is currently being completely renovated to accommodate approximately 400,000 square feet of office space, of which approximately 200,000 square feet will be leased by the AOC for occupancy by committee staff of the U.S. House of Representatives. This project currently has a timeline, which indicates initial occupancy in December 2010. The USCP have been coordinating with the AOC and GSA to ensure that all requisite security measures are incorporated into the facility. The project is currently in a design development phase, which is focused on the grounds and structure of the facility. At this design level the security features include a rated perimeter security line located at the curb, rated operable vehicle barriers for the parking garage entry, a hardened kiosk for the parking garage entry, personnel and package screening equipment, and increased structural hardening (walls and windows) for blast mitigation. Subsequent design phases for the interior of the facility will include security features such as, intrusion detection alarms, duress alarms, CCTV security cameras, and electronic access control equipment.

I would also like to focus on some ongoing facility requirements directly facing the Department. Previously, the USCP identified facilities needs through a Facilities Master Plan. The USCP worked with the AOC and established the first plan in 1999 that forecasted the needs of the Department into the year 2010. Subsequently, Facilities Implementation Plans were created that outlined short and long term needs and provided

timelines for achieving those requirements. Those initial plans resulted in establishing short and medium term leases designed to bridge the gap until permanent solutions could be funded and constructed. Currently, the Department is seeking a permanent solution for an Off-Site Delivery Center, Vehicle Maintenance Facility, Property Management storage facility, Command and Communications complex, to include the radio and data center, and a long-term location consolidation for occupants of the Fairchild and current headquarters buildings, such as a new headquarters facility. All of these operations, except the current headquarters, are in leased on a reimbursable status with the outstanding requirement for long-term solutions.

The current temporary offsite delivery center was originally designed and scoped as a five year solution to replicate the existing process, but will not accommodate the full transfer model for security screening of deliveries to the Capitol Complex to reduce trucks coming to the Capitol Complex. Based on the Capitol Police Board's determination, the Department is working with the AOC to locate an adequate location for a transfer model facility intended to house an inspection facility, vehicle staging area and logistical support. The utilization of a transfer model reduces the threat from vehicle borne improvised explosive devices, which are the #1 threat to the Capitol Complex.

Further, the Department is working with the AOC to examine the facilities requirements associated with the Department's new radio system project, as well as our overall data and communication center requirements.

Finally, the Department is in need for a new USCP Headquarters building. A new building would offer the opportunity to consolidate most operations into a single structure, improving overall efficiency and minimizing lease costs. These projects are critical to Police operations and I hope are considered when prioritizing limited resources for future construction. The Department has worked closely with the Capitol Police Board and its Oversight Committees in the past on this issue and we greatly appreciate this Subcommittee's support and the investment Congress has made in our facilities and infrastructure over the past several years.

Because of the evolving facilities requirements to the Department and the inability to incorporate additional personnel or functions within existing USCP facilities, we are continuing our work with the AOC to affect revisions to the Jurisdiction Plan to include the Department's current space requirements. These requirements incorporate the merger of the Library of Congress Police, as well as the initiatives contained within the Department's FY 2009 budget estimate. In addition, the Department recently concluded a manpower study for all processes within our operational mission. We are utilizing the results of this study to determine future staffing needs of the Department and the resulting facilities and support requirements. The outcome of these determinations will also be provided to the AOC for inclusion in the Jurisdiction Plan.

Capitol Visitor Center Update

The USCP has worked closely with the AoC on final steps to prepare the Capitol Visitor Center (CVC) for an initial occupancy by July 31, 2008. With the completion of the CVC in November 2008, there will be the capability and the capacity to welcome larger numbers of guests and visitors at any one time to the Capitol. This new facility will efficiently process high volumes of guests and visitors and bring them into a safe, controlled and monitored environment as quickly as possible, while maintaining the highest level of security and protection.

The United States Capitol Police has developed operational plans for its role in supporting this effort. These plans have several primary objectives:

- To move guests and visitors as quickly as possible through our screening process so we can welcome them into a safe and secured facility;
- To provide an immediate and appropriate response to any event which may occur within the facility;

- To provide the maximum support, protection and response for Members and their staff while they are conducting business and meeting with constituents within the Capitol Visitor Center, and;
- To use state-of-the-art security technology and practices to maximize throughput of visitors and efficiently utilize police staffing for proper security and law enforcement coverage within the CVC.

What these plans cover is nothing new to the current operations of the U.S. Capitol Police. Our planning assumptions have consistently relied upon the state-of-the-art CVC entrance configuration to process large numbers of visitors in a more efficient manner so that we can sustain the high security standards currently maintained throughout the Capitol Complex. With the anticipated influx of visitors, we are mindful of the need to closely monitor and regulate the number of visitors in the Capitol and the CVC at any given time so that we can ensure that an evacuation of these structures can be accomplished in a safe and timely manner.

The Department understands that the concept of operations for the CVC has not been finalized and further adjustments may be made to ensure that the facility provides for the needs of visitors to the Capitol Complex, while serving as a working building in which the Congress may conduct its business.

The Department is conducting training on emergency procedures and evacuation plans for the CVC. However, the overall training provided to all of our sworn personnel addresses crowd control under various operational situations. We believe that this training and its operational application provide our personnel with the resources necessary to address increased pedestrian traffic resulting from the operation of the CVC.

The USCP operates under a unified incident command system. This system allows for the reassignment of resources and personnel to meet critical needs throughout the Capitol complex. We believe that we have the capability to move personnel in a timely manner to address surges in pedestrian flow, as well as other events, while maintaining the security of the Capitol complex.

Based on historical data, tourists to the Nation's Capitol do not typically drive to their locations. Therefore, we would anticipate the same flow of vehicular traffic that is currently present. The Department currently supports large charter buses dropping off visitors to the Capitol on First Street NW/SW along the West Front.

The Department is continuing its discussions with the AOC and the District's Department of Transportation to look at bus routes on the Capitol Complex, as well as the most efficient methods for transporting visitors, while maintaining our operational security plans for the complex. Should the concept of Circular buses be approved to move tourist around the Capitol complex, as well as address increased pedestrian flow, we believe that additional personnel and infrastructure resources may be necessary to address impacts at First Street and Independence Avenue resulting from these Circulator buses.

As for the impacts on office buildings and other buildings on the Capitol Complex resulting from additional pedestrian traffic associated with the CVC, we do not anticipate an increase in personnel needs for this purpose at this time. Based on the physical constraints on the pedestrian flow through the building entrances and available equipment, we do not believe that the flow of pedestrian traffic through the entrances would be increased should the Department provide addition of personnel at these screening locations.

Support the AOC's Energy Conservation Efforts

In an effort to support the Legislative Branch's energy conservation initiative, the Department serve as a member of the Legislative Branch Chief Administrative Officer Council' Green Buildings/Processes Working Group addressing this matter. Additionally, the Department is working with the AOC on an energy conservation evaluation of the USCP facilities. When the AOC worked with the Department to develop the Fairchild Building for our use, many energy efficient aspects were adopted in

the retrofit of space. Some examples of these are: the installation of recyclable carpet and ceiling tiles, the adaptation of the mechanical and electrical systems using conservation technology, low flow restroom plumbing fixtures and the utilization of T-8 fluorescent lighting.

In addition, the Department is incorporating hybrid and E-85 vehicles into the lifecycle replacement of our fleet were feasible and thus far converted 16% of our fleet to alternate fuel vehicles. Further, we have a fleet of 91 bicycles, which are utilized to provide campus coverage and mobility for operational activities.

Conclusion

The Department remains committed to continuing the highest level of security and service provided to the Congress and the visitors of the Capitol Complex. With the continued support of the Congress and our partners at the AOC, the Department will be able to provide for the sworn workforce and operational support mechanisms needed to meet the security requirements of the Complex. Once again, thank you for this opportunity to discuss these issues with you today. I'd be happy to answer any questions you might have.

United States House of Representatives
Committee on Transportation and Infrastructure
Subcommittee on Economic Development, Public Buildings, and Emergency Management

Hearing on

A Growing Capitol Complex and Visitor Center: Need for Transportation, Security, Screening, Energy and Maintenance

April 1, 2008

Testimony of

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Madame Chairman and members of the Subcommittee. My name is Peter J. Pantuso and I serve as the President and Chief Executive Officer of the American Bus Association (ABA). The ABA would like to thank you, Madam Chairman for your leadership in convening this hearing and we appreciate the opportunity to testify on this important matter. The ABA is the national trade association for the private over-the-road bus industry. ABA is comprised of approximately 3800 member companies that operate buses and provide related services to the motorcoach industry. Our members operate 40-45 foot touring style coaches with baggage bays under a passenger compartment. Nearly all of the operator members provide charter, tour or commuter service and some 100 ABA member companies provide regular route scheduled service. The American motorcoach industry is large and diverse. Our operator members are large and small; provide local, regional and national services' and are saddled with a variety of operational challenges.

All together, ABA members provide all manner of bus services to 600 million U.S. passengers annually, a number that is equal to the number of passengers carried by all U.S. airlines in a year. In addition, we move more passengers in two weeks than Amtrak does in that same year. In providing transportation services and most pertinent to this hearing, the majority of our members, large and small provide charter and tour services to the nation. It is our mission to bring families, school groups and senior citizens to the nation's capitol and we do so to the tune of up to a thousand buses every day and 55 passengers to a bus. With this as a backdrop you can see how the subject of the Capitol Visitor Center (CVC) is a topic of great interest to the ABA and its members.

ABA is not alone in this interest. This testimony is supported by the Student Youth Travel Association (SYTA), the National Tour Association (NTA), the Guide Service of Washington (GSW) and the United Motorcoach Association (UMA). Each of these organizations is engaged in the business of bringing visitors to the nation's capitol and providing them with a safe, secure and pleasant experience. All five of the organizations, known as the Travel & Tourism Advocacy Group, have serious concerns about the proposal for allowing visitors to view the nation's capitol and capitol city and believe that the proposal, if implemented as drafted, would be a disaster for the District of Columbia, the people who visit here and the organizations that carry those people to D.C.

As we understand the proposal, people attempting to visit the CVC by motorcoach would arrive at Union Station, disembark and then be reloaded on to other buses (the current DC Circulator bus has been mentioned as a candidate for this duty) for which they would pay a fee, for the six block ride to the entrance to the CVC. Presumably, once at the CVC they would disembark, be cleared through security and led

into the CVC. We further understand that this proposal is advanced in the name of security and that standard motorcoaches are in some way more of a threat to the security of the CVC than the D.C. Circulator buses mentioned in the proposal.

Tourism and motorcoach visitors in particular are an important part of the area's economy. In fact, in past statements, the Washington Convention and Tourism Corporation had estimated that as many as one-third of D.C.'s visitors come by motorcoach or are transported by private bus companies when they arrive in the area.

A study done by George Washington University, a copy of which is appended to my testimony, estimated that for each motorcoach that brings visitors to the area for an overnight stay, as much as $8,000/per day remains in the local economy through the purchase of meals, hotel rooms, attraction tickets, gifts, etc.

The Travel & Tourism Advocacy Group has analyzed this proposal and have found several deficiencies that call into question its usefulness from a security as well as transportation standpoint. It is to those deficiencies I turn to now.

First of all, Union Station does not have the space to accommodate the motorcoaches that would bring visitors to its doors either in the front of the Station or in the rear, where there is space to accommodate approximately 35 motorcoaches. During the peak season, 1,000 private motorcoaches bring as many as 55,000 visitors each day into the District of Columbia. There is no way that anywhere near that number can be accommodated in the area in front of or around Union Station. In addition, the limited space at Union Station would not be able to accommodate the D.C. Circulator buses that would be needed to load and unload passengers to and from the CVC. Moreover, the proposal would require more Circulator buses to be available than motorcoaches due to

the difference in capacity between them. A modern motorcoach will seat approximately 55 passengers. A D.C. transit bus holds several fewer passengers. So for each motorcoach unloaded at Union Station, one would need one Circulator bus plus several additional seats. The potential for mass confusion at best is obvious.

Second, most motorcoach passengers coming to D.C. are part of a group. Either the Girl Scouts from a specific council or the D.C. Classroom program from a State or even the senior class trip are in D.C., particularly at this time of year to see the government in action and to meet their Congressional representatives. Generally, these groups are easy to spot; their members usually wear identically colored shirts and hats or badges. Thus, allowing harried chaperones to find the members quickly.

The coalition's fear is that the proposal will make it more difficult for groups to stay together. Again, with the use of the Circulator bus performing this shuttle service it is probable that groups will have to be separated on their way to or from the CVC. Not a good prospect as far as any chaperone is concerned.

Third, and perhaps the most important issue, is the assumption that D.C. Circulator buses are somehow more secure than the private motorcoaches and therefore present less of a threat to the CVC and the Capitol complex. This is simply not true and for several reasons. First, motorcoaches are chartered by groups of people. The people in the group are not strangers to each other. Their security comes from knowing who is on the bus. That is not the case when the bus is a city bus. As we understand the proposal, anyone can board the D.C. Circulator at Union Station and ride to the CVC. That scenario asks the question: Which group has the better security? Second, security on chartered motorcoaches is enhanced by the presence of guides from the Guide Service of

Washington, whose members must undergo background checks by the police. Thus, every motorcoach tour that has a licensed guide has more security than any municipal bus or trolley. Third, many city transit buses are fueled by compressed natural gas, which is more of a threat to explode than a standard motorcoach which uses diesel fuel. Finally, while private motorcoaches are banned from the Capitol complex and transit buses are not, that ban is neither uniform nor logical. There are private motorcoaches, leased to the States of Virginia and Maryland for use as commuter buses that are allowed to proceed on the streets adjacent to the Capitol. The same bus, without a Virginia or Maryland decal is forbidden to use the same street.

With all respect to the law enforcement agencies and the job they do, the current ban makes little sense. It is not the bus or the motorcoach that is the security problem; it is the people within the motorcoach. There are many ways to resolve that issue without banning a class of vehicles from the streets of the District of Columbia.

There is no reason to exclude motorcoaches from the CVC. There are several ways in which security concerns may be alleviated without banning a class of vehicles from the CVC.

We suggest the following solutions:

1. **Security** - Putting into place a system wherein all tour busses can be inspected to enable them to move to the closest drop off point to the new Capitol Visitors Center, while maintaining maximum security. The Travel & Tourism Advocacy Group suggests the implementation of a thorough screening system, possibly including pre-registration, company based clearances, and/or on site inspections, as part of this process.

2. **Screening** - Identifying steps necessary to clear vehicles, and contents to move occupied busses prior to drop offs close to the new Capitol Visitors Center to maximize security. The Travel & Tourism Advocacy Group suggests the establishment of procedures through which tour operators can minimize screening by using steps to expedite clearance, such as having mostly empty luggage bays on the bus, registering the passengers and schedule tours of the CVC in advance, or other steps which will assist the Capitol Police in its duties to maintain maximum security. We assume that the actual screening of passengers will occur at the Capitol Visitors Center, if they are traveling on screened vehicles.
3. **Staging** - Identifying an area close to the Capitol Visitors Center, which can serve as a location for both screening and holding emptied busses waiting to reload their passengers after visiting Capitol Hill and the Capitol Visitors Center. Having amenities for the drivers, such as a lounge and refreshment area, would be appreciated. The Travel & Tourism Advocacy Group would work with the City of Washington to identify an appropriate location and improvements which would facilitate maximum economic impact for the District.
4. **Access** - Identifying a drop off location for security cleared busses to disembark their passengers on a pre-scheduled basis, as well as pick them back up, close enough to the new Capitol Visitors Center, so that virtually everyone will have easy pedestrian access without a fee based circulator transfer being required. The Travel & Tourism Advocacy Group will work with its governmental partners to implement all of the previously cited steps to make this more accessible drop point work smoothly.

5. **Communications -** Establish an internal and external communications plan to educate motorcoach and tour operators on how to participate in the implementation of this program. The Travel & Tourism Advocacy Group would be pleased to use their collective membership contacts, trade publications, industry media, and other means to assist their governmental partners to notify tour operators visiting the District on how to utilize Capitol Visitor Center procedures to maximize security, enhance visitation, and provide the best visitor experience possible.

The members of the ABA and of the Travel & Tourism Advocacy Group want to work with the Capitol Hill Police and with Congress to find a way to maintain security without destroying the tourism of the Capitol region or the people's ability to see their Capitol Visitor Center. We applaud you, Madam Chairman for allowing us this opportunity to testify and for using your good offices to set a meeting with the Capitol Hill police to allow us all to find ways to secure the complex without turning it into a fortress in which no one enters or leaves.

We look forward to working with you and the Committee in the future. The CVC and the bus industry will need to work together for many years to come. This is the first of many issues we will have to face.

Thank you for your interest and your leadership. I am prepared to answer any questions from the Committee.

Bus Tours and Bus Passengers: Impact on Local Economies

American Bus Association

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ABA
AMERICAN BUS ASSOCIATION

Bus Tours and Bus Passengers: Impact on Local Economies

TABLE OF CONTENTS

EXECUTIVE SUMMARY, 5

INTRODUCTION, 10

SURVEY FINDINGS, 10
Survey One: Bus Company Survey Findings, 10

Survey Two: Local Business Survey Findings, 14

Tour Passenger Surveys, 16

Survey Three: Day Passenger Survey Findings, 16

Survey Four: Overnight Passenger Survey Findings, 24

Survey Five: Bus Terminal Survey Findings, 32

ECONOMIC IMPACT ANALYSIS, 38
Summary of Findings by Trip Type and Destination, 38

Average Package Price, 38

Percent Remaining in Local Area, 39

Number of Passengers Per Bus, 39

Additional Amount Spent Per Passenger, 39

Overall Economic Impact on the Destinations Surveyed, 39

Impact of Passengers on Regularly Scheduled Bus Service, 40

ANALYSIS, 41
Estimating Economic Impact on Other Destinations, 41

Conclusion, 43

Executive Summary

INTRODUCTION

Destination marketers and travel industry suppliers have long known that a significant share of their visitors either arrive by motorcoach or join a group for sightseeing or transportation at some point in their visit. Now, with the publication of this report on a series of surveys performed by a research team from The George Washington University (GWU), tourism stakeholders can better quantify the nature and economic impact of those visitors on the places they visit. The GWU team conducted five separate surveys to profile the nature and scope of bus tour expenditures among five distinct groups:

- Motorcoach operators
- Local businesses that serve travelers
- Overnight tour passengers
- Single-day charter passengers
- Passengers in scheduled intercity bus terminals

The primary objectives of the study were to:

- Identify bus tour characteristics including frequency, duration, type of accommodations, local attractions, tour size, and average price of package.
- Create three distinct formulas based on the data collected that cities can use to determine the economic impact of bus tours in their specific area.
- Determine the impact of bus tours on local businesses in the areas studied.
- Estimate the economic impact of bus passengers on regular scheduled bus service.

METHODOLOGY

All work for the study was done in the field in New York City, Washington, D.C., and Lancaster, Pa., three tourism destinations with unique attractions and characteristics. The study, commissioned by the American Bus Association, was implemented between January 2001 and July 2001.

Data for this study was collected from nine major bus companies primarily located in the North East, over 900 bus tour passengers on day and over night tours in Washington, D.C., Lancaster, Pa. and New York, N.Y., 394 bus passengers on regular scheduled bus service from either Washington, D.C. or New York City and 28 local businesses. Surveys were mailed to the bus companies with follow-up phone interviews. Trained data collectors met bus tours at specific points in their itineraries and distributed surveys to individual bus tour passengers. These same data collectors

were assigned to bus terminals to collect data from regular service passengers. Local businesses were mailed surveys and also interviewed in person. [1]

SURVEY RESULTS

Survey One: Bus Company Profile

Bus companies–that is, operators of motorcoach charters or tours–were asked to provide information on tour itineraries, passenger loads, and costs in each of the destinations studied. The average total hours spent by bus tours were reported to be 20.4 hours in Washington, 14.1 hours in Lancaster, and 14.6 hours in New York. The average total number of nights spent in each destination was reported to be 1.3 in Washington, 0.7 in Lancaster, and 1.0 in New York. The average number of day passengers per bus was 39.1 for Washington, 45.7 for Lancaster, and 45.0 for New York. The average number of overnight passengers was 45.4 for Washington, 38.1 for Lancaster, and 38.4 for New York.

For overnight tours, the bus companies tended to stay in three and four star accommodations with Best Western, Choice Hotels, Hampton Inn, Holiday Inn, and Travelodge being cited most frequently. For meals, most of the bus companies reported using full-service restaurants that were unique to the area versus chain establishments.

The average amount spent per bus on accommodations, meals, attractions, fuel and additional fees in each of the destinations was $4,780.31 in Washington, $4302.01 in Lancaster, and $7,107.47 in New York. The average price of tours ranged from $58.80 for a Washington, day tour to $900.00 for a 3-day trip to New York City. Of this price, approximately 63.9% remained in Washington, 62.1% remained in Lancaster, and 47.1% remained in New York.

Survey Two: Local Business Survey

Local restaurants, retailers, hotels, and attractions were surveyed in each of the three destinations to determine the importance of bus tours to their individual businesses. The estimated share of total business generated from bus tours per quarter ranged from a low of 18.3 percent January through March to a high of 40% April through June. The estimated amount spent per bus passenger at each of these establishments was $15 at restaurants, $35 at retail locations, $268.12 at hotels and $35 at attractions. Ninety percent of the businesses rated the importance of bus tours to their business as "Very Important" or "Somewhat Important."

Survey Three: Day Trip Passenger Survey

Day trip bus passengers were asked to complete a survey regarding their expenditures and demographics. The average price paid for a day-trip bus tour was $74.34. Sixty-

[1] All data was analyzed using StatView, a statistical software package.

two percent reported that lunch was included and 21% reported that dinner was included. Passengers spent an additional $22.69 on meals, retail, transportation and tourist attractions. More females (62%) than males (38%) completed the survey. The majority of passengers fell between 45-74 years in age, 58% were married, 47% were retired, 16% were students, 42% completed college, and 37% made less than $50,000 per year. Ninety-two percent (92%) of the passengers said that they would like to return to the destination and 98% would recommend the destination to their friends and family.

Survey Four: Overnight Passenger Survey

Passengers on overnight bus tours (tours including one or more overnight stays) were asked to complete a survey regarding their expenditures and demographics. The average price paid for an overnight bus tour was $448.71 with the average length of stay being 3.1 nights. Most of the tours included some meals in the package price with the average including 2.3 breakfasts, 2.4 lunches, and 2.1 dinners. Passengers spent an additional $75.84 on meals, retail, transportation and tourist attractions. More females (61%) than males (39%) completed the survey. Approximately half of the respondents were 17 years old or under representing school groups, 56% were single (never married) and 47% had an income level of $50,000 or less. Ninety-five percent (95%) of the passengers said that they would like to return to the destination and 99% would recommend the destination to their friends and family.

Survey Five: Bus Terminal Survey

Passengers traveling independently on regularly scheduled buses were asked to complete a survey regarding their expenditures, travel behaviors, and demographics. The majority of passengers (51%) were traveling between Washington, DC and New York City with the other passengers traveling to various destinations across the United States but primarily on the East Coast. The main reason for traveling by bus was cost (63%), followed by ease of travel (21%). The main reason for selecting a particular bus company was also cited as cost. Twenty-eight percent (28%) said that they travel by bus "very often" or "fairly often" with 15% reporting this to be their first time traveling by scheduled bus service. The average amount spent on a bus ticket was $67.14. The amount spent in the travel destination was $91.71. Of the 43.4% that reported staying in paid accommodations (not staying with family or friend), the average amount spent on accommodations was $46.47. The largest percent of passengers were between 18-24 years old (45%) followed by 20% in the 25-34 year old category. More males (58%) than females (42%) responded to the bus terminal survey. Thirty-six percent were students and 33% had finished college. Fifty-four percent (54%) had an income level of $50,000 or less.

ANALYSIS

Based on the figures reported by bus companies and tour passengers, there is little doubt that the economic impact of bus travel is significant, and that charter and tour bus passengers experience a high level of satisfaction with both individual tour components and the destinations visited. The local businesses studied proved well aware of the economic importance of bus visits to their own business, in terms of both the revenues taken in from bus groups and their relative share of overall business.

By applying the survey data to a mathematical formula that takes into account these new findings (average package price, the percent that remains in the local area, the number of passengers per bus, and the additional amount spent per passenger), the total economic impact of a bus visit can be estimated for each of the three destinations studied. In addition, though every destination has its own unique mix of attractions and hospitality offerings, the new data yielded by these formulas offers a starting point for other destinations to estimate their own local stake in the motorcoach tourism market.

To use the formulas, local data will still be required. Specifically, local businesses that serve travelers must be surveyed to determine how many overall bus visits they receive on either a weekly, monthly, quarterly or other relevant seasonal basis. Because obtaining specific revenue data traditionally has been the biggest barrier to bus impact data collection in the past, destination marketing organizations may find their data collection burden substantially eased by the formulas in this report.

Next, it will be necessary to determine the average trip duration to the local destination. Annual bus visit data from local lodging businesses can be compared to annual bus visit data from the destination's major local attraction(s) to roughly determine the overall percentage of local bus visits that remain overnight. An inquiry should be made to local lodging businesses as to what rough percentage of motorcoach groups stay for more than one night, as this figure varies most from place to place based on the nature and number of nearby attractions that support it as a motorcoach tour "hub." A general U.S. and Canadian finding has been that 72 percent of bus visits are day trips and 28 percent of bus visits are by groups staying one night or more.[2]

Motorcoach operators can utilize this data to support their efforts for enhanced bus amenities such as access and parking and more informed oversight at the local level. In addition, destinations can use this data to help shape their own marketing efforts and determine the appropriate level of attention and investment to dedicate to bus tour operators and the group travel segment. To aid in this analysis and planning, the full report offers a formula for calculating the overall economic impact of bus tours on the three surveyed destinations. Destinations interested in applying this formula to their own situation should consider which of the three studied sites most closely matches their own and use or adapt the data provided for that destination. To use the model

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[2] Breakout of day trips versus overnights is based on an October 1996 survey of 33 million U.S. and Canadian motorcoach travelers by Longwoods International, sponsored by the American Bus Association.

below, choose a "destination type" and combine the products of the three corresponding columns to estimate annual economic impact.

Destination Type:	Multiply the number of **day-trip** buses by this number	Multiply the number of **one-night bus tours** per year by this number	Multiply the number of **two-night bus tours** per year by this number
Historical/ Cultural Destination, like Washington D.C., with a number of popular monuments, museums, and places of historical interest, use these per-bus value figures:	$2,536	$7,685	$12,199
Rural/ Ethnic Destination like Lancaster, Pa., in a more rural setting, with outlet shopping, local food and flavor, and an emphasis on cultural heritage and ethnic tourism, use these per-bus value figures:	$2,415	$5,094	$9,021
Major Cosmopolitan Destination like New York City, in or close to a major city, dense with restaurants and lots of entertainment and shopping, use these per-bus value figures	$4,563	$11,264	$16,080

CONCLUSION

No two travel destinations are the same. The characteristics of local geography, regional populations, attractions, weather, accessibility, history and cultural relevance make it difficult to precisely assign dollar values and estimate impacts to the diverse motorcoach tourism that may be experienced in various locales. Still, the survey findings demonstrate that motorcoach tour groups comprise a dynamic and powerful economic force that should be considered when formulating public policy, transportation and overall city planning. Destination marketers can now engage in more informed planning and budgeting in order to both attract motorcoach tour groups, and serve them successfully, so that tour operators will be encouraged to return, ultimately as partners in their success.

Bus Tours and Bus Passengers: Impact on Local Economies

INTRODUCTION

The American Bus Association commissioned the George Washington University to conduct a study to determine the economic impact of bus tours on first and second tier cities, specifically New York City, Washington, D.C. and Lancaster, PA. These cities were selected for their unique tourism characteristics and sampling convenience. The objectives of this study were to:

1. Create three distinct formulas based on the data collected that cities can use to determine the economic impact of bus tours in their specific area.
2. Estimate the economic impact of bus tours in the three cities studied.
3. Determine the impact of bus tours on local businesses in the areas studied.
4. Identify bus tour characteristics including frequency, duration, type of accommodations, local attractions, tour size and average price of package.
5. Estimate the economic impact of bus passengers on regular scheduled bus routes from Washington, D.C. and New York City.

To achieve these objectives, five different surveys were created and disseminated:

- Bus company survey
- Local business survey
- Overnight passenger survey
- Day passenger survey
- Bus terminal surveys

Findings from these surveys are included in this report.

SURVEY FINDINGS

Survey One: Bus Company Survey

The "Bus Company Survey" (see appendix A) collected data on tour characteristics and bus company expenditures in local areas. A list of bus companies conducting day trip and overnight business in each of the three study areas was received from the ABA. The companies conducting the most tours in each area were selected to participate in the study. A total of 20 bus companies were mailed the survey at the end of January 2001. Follow-up phone calls and e-mails were made every two weeks in an attempt to increase the response rate. Nine companies ultimately responded for a 45% response rate.

The sample included three companies that took day and night trips to all three cities, two companies that took just day trips to all three cities, one company that took just night trips to all three cities, one company that took just night trips to Washington and just day trips to Lancaster and New York, one company that took just day trips to Washington and Lancaster and just night trips to New York and one company that took just night trips to Washington and New York and both day and night trips to Lancaster.

On average, the companies reported taking 69.3 day trips to Washington, 33.0 to Lancaster and 14.6 to New York. The average overnight trips reported by these companies were 25.4 to Washington, 18.9 to Lancaster and 8.3 to New York.

The bus companies reported traveling an average of 458 miles to Washington, 327 miles to Lancaster and 433 miles to New York.

The average number of nights spent in each destination was 1.3 for Washington, 0.7 for Lancaster and 1.0 for New York.

The average total hours spent in each destination were reported to be 20.4 hours in Washington, 14.1 hours in Lancaster and 14.6 hours in New York.

The average number of day passengers per bus was 39.1 for Washington, 45.7 for Lancaster and 45.0 for New York. The average number of overnight passengers was 45.4 for Washington, 38.1 for Lancaster and 38.4 for New York.

As far as the **type of hotels** used in each of the destinations:

- **Washington:** four companies (44%) reported using four star hotels, three (33%) reported using three star hotels, one (11%) company reported using less than three star hotels and one company did not answer this question.
- **Lancaster:** three companies (43%) reported using four star hotels, three (43%) reported using three star hotels and one (14%) reported using less than three star hotels.
- **New York:** three companies (43%) reported using four star hotels, three (43%) reported using three star hotels and one (14%) reported using less than three star hotels.

The **hotels most commonly visited** by the bus companies:

- **Washington:** Best Western, Holiday Inn, Days Inn, Econolodge, Hampton Inn, Comfort Inn, Howard Johnson, Quality Inn, Ramada Inn, Choice Hotels, Fairfield Inn and Travelodge.
- **Lancaster:** Best Western, Choice Hotels, Comfort Inn, Holiday Inn, Hampton Inn, Travelodge, Milford Plaza and Your Place Country Inn.
- **New York:** Best Western, Choice Hotels, Days Inn, Hampton Inn, Quality Inn, Ramada Inn, Holiday Inn, Travelodge and La Quinta Inn.

The **restaurants most commonly visited** by the bus companies:

- **Washington:** Old Country Buffet, Phillips Seafood, Filomena, Hogate's, Union Station, Hard Rock Café, Pier 7, Tony & Joe's and Odyssey Cruise. Of restaurants listed for Washington, one was fast food while the rest were full-service restaurants.
- **Lancaster:** Amish Experience, Hershey Farms, Miller's Smorgasbord, Strasberg Inn, Willow Valley, Plain and Fancy, Bird in the Hand, Cracker Barrel, Good & Plenty, Stoltzfus Restaurant and Your Place Country Inn. Of restaurants listed for Lancaster, all were full-service restaurants.
- **New York:** Crust-On Own, Lisa's Catering, Tavern on the Green, Carmine's, Ernie's, Marriott Marquis, Tutto Bene, World Yacht Lunch, Bradigano, Hard Rock Café and Sparks. Of restaurants listed for New York, all were full-service restaurants.

The **attractions most commonly** visited by bus companies:

- **Washington:** Ford's Theater, The Smithsonian, Step-on-Guide, Washington Monument, Arlington Cemetery, Lincoln Memorial, the White House, the Air and Space Museum, Capitol Hill, the Holocaust Museum, the Kennedy Center, the Vietnam War Memorial and Odyssey Cruise
- **Lancaster:** the American Music Theater, Millennium Theater, Rainbow Theater, Dutch Apple Dinner Theater, Amish Country, Dutch Country, Rockvale Mall, Outlet Center, Sturgis Pretzel, Kitchen Kettle Village, Strasberg Railroad and Moravian Church Tour.
- **New York:** Broadway, the Theater District, NASDAQ, Ellis Island, Yankee Stadium, Empire State Building, Museum of Natural History, Radio City Music Hall, United Nations and World Yacht Cruise.

The **shopping areas most commonly** visited by bus companies:

- **Washington:** Union Station, Georgetown and the Old Post Office Pavillion
- **Lancaster**: Outlet Centers, Rackvale Square, Tangiers Mall and Kitchen Kettle Village.
- **New York:** Grand Central Station, South Street Seaport, 5th Avenue and Macy's.

The **average amount spent per bus (by bus companies) on hotel accommodations:**

- **Washington:** $2,547.14
- **Lancaster:** $2,089.17
- **New York:** $3,655.83

The **average meal spending per bus (by bus companies):**

- **Washington:** $1,059.50
- **Lancaster:** $898.13
- **New York:** $1,437.14

The **average spent on attractions per bus (by bus companies):**

- **Washington:** $1,000.00
- **Lancaster:** $1,170.71
- **New York:** $1,891.00

The **average spending on fuel per bus (by the bus companies)**:

- **Washington:** $98.67
- **Lancaster:** $69.00
- **New York:** $91.00

And for **additional fees**, the bus companies reported spending an average of $75.00 in Washington, $75.00 in Lancaster and $32.50 in New York.

	Washington	Lancaster	New York
Accommodations	$2,547.14	$2,089.17	$3,655.83
Meals	$1,059.50	$898.13	$1,437.14
Attractions	$1,000.00	$1,170.71	$1,891.00
Fuel	$98.67	$69.00	$91.00
Fees	$75.00	$75.00	$32.50

Table 1. Amounts spent, listed by city

In terms of the **total bus tour package price** (see table 2 below), the average price reported for a day trip was $58.80 to Washington, $64.17 to Lancaster and $81.38 to New York. The average price for a one-night trip was $179.00 to Washington, $171.00 to Lancaster and $316.00 to New York. The average price for a two-night trip was $334.60 to Washington, $337.00 to Lancaster and $579.00 to New York. The only company reporting to have a three-night trip to New York reported $900.00.

	Washington	Lancaster	New York
Day Trip	$58.80	$64.17	$81.38
One Night Trip	$179.00	$171.00	$316.00
Two Night Trip	$334.60	$337.00	$579.00
Three Night Trip	N/A	N/A	$900.00

Table 2. Amount spent on specified number of days, listed by city

When asked what percentage of the total tour package price per person remains in the local area, the bus companies reported that 63.9% remained in Washington, 62.1% remained in Lancaster and 47.1% remained in New York.

Survey Two: Local Business Survey Findings

Local businesses were surveyed in each of the three destinations to determine the importance of bus tours to their individual business. Of the 50 local businesses asked to participate, 33 responded. In Washington, the responses were from eight hotels, three restaurants and two retailers. In Lancaster, the responses were from two attractions, two hotels, four restaurants and two retailers. In New York, the responses were from six hotels, two restaurants and one retailer. This constitutes a 66 percent response rate. The businesses that responded were restaurants, hotels, retailers and attractions. From those that responded from each of the three tourism destinations, the following data was collected.

On average, the **percent of business** (see tables 3-6 below) attributed to bus tour passengers per quarter in Washington was 20.5% for January to March and 33% for April to June, 21.3% for July to September and 18.8% for October to December. In Lancaster, the business attributed to bus passengers per quarter was 15.6% for January to March, 49.8% from April to June, 49.7% for July to September and 49.8% for October to December. In New York, the business attributed to bus passengers per quarter was 18.1% for January to March, 17.5% for April to June, 11.9% for July to September and 19.1% for October to December. The total average of all three destinations combined was 18.3% for January to March, 40.0% for April to June, 27.7% for July to September and 28.9% for October to December.

The businesses were asked **how many buses** frequented their place of business per quarter. On average, the number of buses stopping at businesses in Washington was 55.6 from January to March, 144.5 from April to June, 106.3 from July to September and 57.9 from October to December. In Lancaster the average was 94.9 from January to March, 694.8 from April to June, 737.4 from July to September and 753.7 from October to December. In New York the average number of stops per quarter were 70.3 from January to March, 151.4 from April to June, 69.6 from July to September and 70.8 from October to December. The total average of all stops in all three destinations was 71.6 from January to March, 323.3 from April to June, 298.7 from July to September and 285.2 from October to December.

	Jan – Mar	April - June	July - Sept	Oct - Dec
% business	18.3	40.0	27.7	28.9
# of stops	71.6	323.3	298.7	285.2

Table 3. Quarterly percentages of business attributed to bus tours for Washington, Lancaster, and New York combined and number of buses stopping at businesses

	Jan – Mar	April - June	July - Sept	Oct - Dec
% business	20.5	33.0	21.3	18.8
# of stops	55.6	144.5	106.3	57.9

Table 4. Quarterly percentages of business attributed to bus tours and numbers of buses stopping at businesses for Washington

	Jan - Mar	April – June	July - Sept	Oct - Dec
% business	15.6	49.8	49.7	49.8
# of stops	94.9	694.8	737.4	753.7

Table 5. Quarterly percentages of business attributed to bus tours for Lancaster

	Jan - Mar	April – June	July - Sept	Oct – Dec
% business	18.1	17.5	11.9	19.1
# of stops	70.3	151.4	69.6	70.8

Table 6. Quarterly percentages of business attributed to bus tours for New York

The average amount that each passenger spent at their place of business reported for all three destinations was $192.34. This average was $167.46 in Washington, $53.28 in Lancaster and $310.50 in New York. When broken down into the different types of businesses, the resulting averages for Washington were $225.38 for hotels, $13.00 for restaurants and $32.50 for retailers. In Lancaster, the averages were $30.00 for attractions, $170.00 for hotels, $15.90 for restaurants and $40 for retailers. In New York, the averages were $409.00 for hotels, $15.00 for restaurants and $45 for retailers.

When asked to rate the **importance of bus tours to their business** (see table 7 below), 21 companies (64%) reported that they were very important, seven (21%) considered them somewhat important, four (12%) remained neutral and one (3%) reported that buses were not very important to their business. From the businesses in Washington, seven considered buses very important to business, five considered buses somewhat important and one was neutral. In Lancaster, all of the businesses reported that buses were very important to their business except one that was neutral. In New York, four businesses considered buses very important, two reported somewhat important, two remained neutral and one said that buses are not very important to their business.

	Very Important	Somewhat Important	Neutral	Not Very Important	Not Important At All
Washington	7	5	1	0	0
Lancaster	10	0	1	0	0
New York	4	2	2	1	0
Total	21	7	4	1	0

Table 7. Importance of bus tours as reported by local businesses, by city

The final question on the survey asked the business to report **the dollar figure that each bus contributes to their business**. The average from all three destinations was $6,381.25. The average was $6,525.90 in Washington, $2,232.22 in Lancaster and $10,850.00 in New York. When broken down into the different types of businesses, the resulting averages for Washington were $8,768.75 for hotels and $545.00 for restaurants. One food court with 22 vendors reported that the bus business contributed $2 million dollars worth of business and was very important. In Lancaster the averages were $1,200.00 for attractions, $7,250.00 for hotels and $638.00 for restaurants. In New York the averages were $14,250.00 for hotels and $650.00 for restaurants.

Tour Passenger Survey Findings

Surveys were collected from bus tour passengers on both day and overnight tours. These surveys were designed to determine the amount spent by each passenger in the local area. Demographic information was also gathered to learn more about the people traveling to each destination. A total of 900 surveys were collected from all three cities. The breakdown is shown in table 8 below.

	Washington	Lancaster	New York	Total
Day Surveys	56	200	142	398
Overnight Surveys	244	100	158	502

Table 8. Total number of surveys collected, listed by city

Survey Three: Day Passengers

In the "Day Passenger Survey," passengers were asked **which meals were included** in their tour package price (see table 9 below). In the combined destinations, 247 (62%) reported that lunch was included and 83 (21%) reported that dinner was included. In the individual destinations, 14 (25%) passengers reported receiving lunch in Washington, in Lancaster 186 (93%) passengers received lunch and 18 (9%) passengers received dinner, in New York 46 (32%) passengers received lunch and 65 (46%) passengers received dinner. No snacks were reported as included for any of the three destinations.

	Washington	Lancaster	New York	Total
Breakfast	0	0	0	0
Lunch	14	186	46	247
Dinner	0	18	65	83
Snacks	0	0	0	0

Table 9. Total number of meals included, listed by city

Passengers were also asked the **additional amount spent on each meal** (see table 10 below). The total average amount spent in the three destinations combined was $0.91 on breakfast, $4.73 on lunch, $2.04 on dinner and $1.60 on snacks. When broken down into destinations, those visiting Washington reported spending an additional $1.09 on lunch, $6.07 on dinner and $0.80 on snacks, Lancaster passengers spent $0.10 on breakfast, $0.27 on lunch and $2.01 on snacks and New York passengers spent $2.42 on breakfast, $11.43 on lunch, $1.98 on dinner and $1.33 on snacks. This comes to a total average spending of $7.96 for Washington, $4.23 for Lancaster and $17.16 for New York.

	Washington	Lancaster	New York	All Destinations
Breakfast	$0.00	$0.10	$2.42	$0.91
Lunch	$1.09	$0.27	$11.43	$4.73
Dinner	$6.07	$0.00	$1.98	$2.04
Snacks	$0.80	$2.01	$1.33	$1.60
Total	$7.96	$4.23	$17.16	$9.28

Table 10. Additional amounts spent by passengers on meals, listed by city

Questions were also asked about other spending in the local areas such as groceries and necessities bought at retail outlets, gifts and souvenirs, sports equipment rental and antiques and crafts (see table 11 below). The averages spent on these categories for all three destinations were $0.34 in retail outlets, $9.64 on gifts/souvenirs, $0.73 on sport rental and $1.05 on antiques/crafts. The averages for Washington were $0.00 in retail outlets, $16.00 on gifts/souvenirs, $1.43 on sport rental and $0.00 on antiques/crafts. The averages for Lancaster were $0.00 in retail outlets, $7.08 on gifts/souvenirs, $0.05 on sport rental and $1.59 on antiques/crafts. The averages for New York were $0.97 in retail outlets, $11.72 on gifts/souvenirs, $1.40 on sport rental and $ 0.70 on antiques/crafts.

	Washington	Lancaster	New York	All Destinations
Retail Outlets	$0.00	$0.00	$0.97	$0.34
Gifts/Souvenirs	$16.00	$7.08	$11.72	$9.64
Sport Rental	$1.43	$0.05	$1.40	$0.73
Antiques/Crafts	$0.00	$1.59	$0.70	$1.05
Total	$17.43	$8.72	$14.79	$11.76

Table 11. Additional amounts spent on meals, listed by city

Spending on transportation while in the destination was reported (see table 12 below). For all day passengers an average of $0.07 was spent on taxis and $0.11 was spent on metro buses. No additional spending on transportation was reported for Washington. In Lancaster, the averages were $0.04 on taxis and $0.01 on buses. The averages for New York were $0.14 on taxis and $0.28 on buses.

	Washington	Lancaster	New York	Total
Taxi	$0.00	$0.04	$0.14	$0.07
Metro	$0.64	$0.01	$0.28	$0.11
Total	$0.64	$0.05	$0.42	$0.18

Table 12. Amount spent on additional transportation, by city

Additional **spending on tourist attractions** was reported (see table 13 below). The combined averages were $0.10 for sightseeing, $0.01 for attractions and $1.14 for theatre. In both Washington and Lancaster no additional tourist spending was reported. The averages for New York were $0.27 for sightseeing and $3.10 for theatre.

	Washington	Lancaster	New York	All Destinations
Sightseeing	$0.00	$0.00	$0.27	$0.10
Attractions	$0.00	$0.00	$0.01	$0.00
Theatre	$0.00	$0.00	$3.10	$1.14
Sports Activity	$0.00	$0.00	$0.00	$0.00
Tips (Total)	$1.25	$0.00	$2.89	$1.21
Total	$1.25	$0.00	$6.27	$2.45

Table 13. Amount spent at additional attractions, by city

The **amount spent on tips** was also gathered (see table 14 below). The averages from all three destinations were $1.17 in restaurants and $0.04 for taxis. In Washington the average was $1.25 in restaurants. In Lancaster no additional tips were reported. In New York the averages were $2.78 in restaurants and $0.11 for taxis.

	Washington	Lancaster	New York
Tips in Restaurants	$1.25	$0.00	$2.78
Tips in Taxis	$0.00	$0.00	$0.11

Table 14. Average passenger amounts spent on tips, by city

Passengers were asked to report the **price of their tour package** (see table 15 below). The average price for all three destinations was reported to be $74.34. The individual averages were $52.38 for Washington, $54.02 for Lancaster and $111.63 for New York.

	Washington	Lancaster	New York
Price averages	$52.38	$54.02	$111.63

Table 15. Average passenger tour package prices, by city

	Washington	Lancaster	New York	Total
Would Return	56 (100%)	177 (87%)	131 (92%)	364 (95%)
Would Not Return	0 (0%)	23 (13%)	11 (8%)	34 (5%)

Table 16. Visitors choosing to return to destination, by city

Passengers were asked if they would **recommend the destination that they visited to their friends and families** (see table 17 below). Of those who visited Washington, all 56 said that they would recommend the city. Of those who visited Lancaster, two passengers reported that they would not recommend Lancaster while 298 said that they would. Ninety-nine percent would recommend Lancaster. Of those who visited New York, 136 reported that they would recommend New York, while six reported that they would not. This is a 96% recommendation rate. Overall 390 said that they would recommend the destination that they visited while eight would not. This is a 98% recommendation rate.

	Washington	Lancaster	New York	Total
Would Recommend	56 (100%)	298 (99%)	136 (96%)	390 (98%)
Would Not Recommend	0 (0%)	2 (1%)	6 (4%)	8 (2%)

Table 17. Visitors who would recommend the destination, by city

Day Passenger Demographic Information

Gender

(See table 18 below.) Of all day passengers, 245 (62%) were female and 153 (48%) were male. Of those traveling to Washington, 31 (55%) were female and 25 (45%) were male. Of those traveling to Lancaster, 124 (62%) were female and 67 (38%) were male. Of those traveling to New York, 90 (63%) were female and 52 (47%) were male.

	Male	Female
Washington	25 (45%)	31 (55%)
Lancaster	124 (62%)	67 (38%)
New York	90 (63%)	52 (47%)
Total	153 (38%)	245 (62%)

Table 18. Visitor gender by city

Age

(See table 19 below.) Of all day passengers, 30 were under 14, 13 were between 14 and 17, 23 were between 18 and 24, 15 were between 25 and 34, 42 were between 35 and 44, 62 were between 45 and 54, 61 were between 55 and 64, 112 were between 65 and 74 and 40 were older than 74 years old. Of the day travelers to Washington, 28 were under 14 years old, three were between ages 14 to 17, 12 were between 18 and 24, four were between 25 and 34, six were between 35 to 44 and three were between 45 to 54. Of those traveling to Lancaster, two were under 14, seven were between 14 and 17, five were between 18 and 24, three were between 25 and 34, 13 were between 35 and 44, 31 were between 45 and 54, 31 were between 55 and 64, 82 were between 65 and 74 and 26 were older than 74. Of those traveling to New York, three were between 14 and 17, six were between 18 and 24, eight were between 25 and 34, 23 were between 35 and 44, 28 were between 45 and 54, 30 were between 55 and 64 and 30 were older than 74.

	Washington	Lancaster	New York	Total
Under 14	28 (50%)	2 (1%)	0 (0%)	30 (8%)
14 to 17	3 (5%)	7 (4%)	3 (2%)	13 (3%)
18 to 24	12 (22%)	5 (3%)	6 (4%)	23 (6%)
25 to 34	4 (7%)	3 (2%)	8 (6%)	15 (4%)
35 to 44	6 (11%)	13 (6%)	23 (16%)	42 (11%)
45 to 54	3 (5%)	31 (15%)	28 (20%)	62 (16%)
55 to 64	0 (0%)	31 (15%)	30 (21%)	61 (15%)
65 to 74	0 (0%)	82 (41%)	30 (21%)	112 (28%)
75 or older	0 (0%)	26 (13%)	14 (10%)	40 (9%)

Table 19. Visitor age by city

Marital Status

(See table 20 below.) Of the combined destinations, 80 (20%) were single, 230 (58%) were married and 88 (22%) were divorced, separated, or widowed. Of those visiting Washington, 44 (79%) were single, 12 (21%) were married and none were divorced. Of those traveling to Lancaster, 17 (9%) were single, 118 (59%) were married and 65 (32%) were divorced. Of the passengers to New York, 19 (13%) were single, 100 (71%) were married and 23 (16%) were divorced, separated, or widowed.

	Washington	Lancaster	New York	Total
Single	44 (79%)	17 (9%)	19 (13%)	80 (20%)
Married	12 (21%)	118 (59%)	100 (71%)	230 (58%)
Divorced/ separated/ widowed	0 (0%)	65 (32%)	23 (16%)	88 (22%)

Table 20. Visitor marital status by city

Employment

(See table 21 below.) Of the combined destinations, 2 (0.5%) were executives, 120 (30%) were professionals, 18 (5%) were labor/service workers, 189 (47%) were retired, 65 (16%) were students and 4 (1%) reported having no job. Of the day passengers that visited Washington, 12 (21%) were professionals, 42 (75%) were students and 2 (4%) reported no job. Of those visiting Lancaster, 48 (24%) were professionals, 7 (4%) were labor/service workers, 128 (64%) were retired, 15 (7%) were students and 2 (1%) reported no job. Of those in New York, 2 (1%) were executives, 60 (42%) were professionals, 11 (8%) were labor/service worker, 61 (43%) were retired and 8 (6%) were students.

	Washington	Lancaster	New York	Total
Executive	0 (0%)	0 (0%)	2 (1%)	2 (0.5%)
Professional	12 (21%)	48 (24%)	60 (42%)	120 (30%)
Labor/Service Worker	0 (0%)	7 (4%)	11 (8%)	18 (5%)
Retired	0 (0%)	128 (64%)	61 (43%)	189 (47%)
Student	42 (75%)	15 (7%)	8 (6%)	65 (16%)
None	2 (4%)	2 (1%)	0 (0%)	4 (1%)

Table 21. Visitor work status by city

Highest Educational Level

(See table 22 below.) Of all three destinations combined, 38 (10%) reported grade school, 27 (7%) reported some high school, 153 (38%) reported high school, 11 (3%) reported technical school, 60 (32%) reported college or university and 40 (10%) reported master or Ph.D. Of those visiting Washington, 28 (50%) reported grade school, 3 (5%) reported some high school, 15 (27%) reported high school, 4 (7%) reported college or university and 6 (11%) reported master or Ph.D. Of those passengers in Lancaster, 10 (5%) reported grade school, 17 (9%) reported some high school, 82 (41%) reported high school, 7 (3%) reported technical school, 65 (32%) reported college or university and 19 (10%) reported master or Ph.D. Of those who traveled to New York, 7 (10%) reported some high school, 56 (39%) reported high school, 4 (3%) reported technical school, 60 (42%) reported college or university and 15 (11%) reported master or Ph.D.

	Washington	Lancaster	New York	Total
Grade School	28 (50%)	10 (5%)	0 (0%)	38 (10%)
Some High School	3 (5%)	17 (9%)	7 (10%)	27 (7%)
High School	15 (27%)	82 (41%)	56 (39%)	153 (38%)
Technical School	0 (0%)	7 (3%)	4 (3%)	11 (3%)
College or University	4 (7%)	65 (32%)	60 (42%)	129 (32%)
Master or Ph.D.	6 (11%)	19 (10%)	15 (11%)	40 (10%)

Table 22. Visitor education level by city

Income Level

(See table 23 below.) Of the combined destinations, 146 (37%) reported less than $50,000, 47 (12%) reported between $50,000 and $74,000, 25 (6%) reported between $75,000 and $99,999, 18 (4%) reported between $100,000 and $124,999, 1 (0.3%) reported more than $150,000 and 162 (41%) did not know or refused. Of those visiting Washington, 8 (15%) reported less than $50,000, 3 (5%) reported between $50,000 and $74,000, 3 (5%) reported between $75,000 and $99,999, 3 (5%) reported between $100,000 and $124,999 and 39 (70%) did not know or refused. Of those that traveled to Lancaster, 99 (49%) reported less than $50,000, 22 (11%) reported between $50,000 and $74,000, 6 (3%) reported between $75,000 and $99,999, 9 (5%) reported between $100,000 and $124,999 and 64 (32%) did not know or refused. Of those in New York, 39 (27%) reported less than $50,000, 22 (15%) reported between $50,000 and $74,000, 15 (11%) reported between $75,000 and $99,999, 6 (4%) reported between $100,000 and $124,999, one (1%) reported more than $150,000 and 59 (42%) did not know or refused.

	Washington	Lancaster	New York	Total
Less than $50,000	8 (15%)	99 (49%)	39 (27%)	146 (37%)
Between $50,000 and $74,999	3 (5 %)	22 (11%)	22 (15%)	47 (12%)
Between $75, 000 and $99,999	3 (5%)	6 (3%)	15 (11%)	25 (6%)
Between $100,000 and $124,999	3 (5%)	9 (5%)	6 (4%)	18 (4%)
Between $125,000 and $149,999	0 (0%)	0 (0%)	0 (0%)	0 (0%)
More than $150,000	0 (0%)	0 (0%)	1 (1%)	1 (0.3%)
Don't Know/Refused	39 (70%)	64 (32%)	59 (42%)	162 (41%)

Table 23. Visitor income by city

When asked how many people contributed to their household income, the averages were 1.36 from Washington, 1.32 from Lancaster and 1.45 from New York. The average from all three combined was 1.37.

Survey Four: Overnight Passenger Survey

Visitors staying in their destination overnight completed a separate survey that contained the same basic questions as those asked of day passengers, but solocited additional information regarding hotel spending.

The average number of nights that all overnight passengers stayed in their destination was 3.1. The averages for the individual destinations were 3.6 for Washington, 2.0 for Lancaster and 3.0 for New York.

Passengers were asked **which meals were included in their tour package price** (see table 24 below). The number of people responding that received a meal indicates that they received at lest one of that type of meal during their stay. In the combined destinations 378 (75%) reported that breakfast was included, 360 (72%) reported that lunch was included and 435 (86%) reported that dinner was included. In Washington, 221 (91%) passengers reported receiving breakfast, 196 (80%) received lunch and 220 (90%) received dinner. In Lancaster 100 (100%) received breakfast, 100 (100%) passengers received lunch and 100 (100%) passengers received dinner. In New York 57 (36%) received breakfast, 64 (40%) passengers received lunch and 114 (72%) passengers received dinner. No snacks were reported as included for any of the three destinations.

	Washington	Lancaster	New York	Total
Breakfast	221 (91%)	100 (100%)	57 (36%)	378 (75%)
Lunch	196 (80%)	100 (100%)	64 (40%)	360 (72%)
Dinner	220 (90%)	100 (100%)	114 (72%)	435 (86%)
Snacks	0 (0%)	0 (0%)	0 (0%)	0 (0%)

Table 24. Passengers w/ meals included in their tour package price, by city

The **average number of meals included in the three destinations combined** (see table 25 below) was 2.3 breakfasts, 2.4 lunches and 2.1 dinners. In Washington the average was 3.0 breakfasts, 2.8 lunches and 2.7 lunches. The average in Lancaster was 1.0 breakfast, 2.0 lunches and 1.8 dinners. In New York the average was 2.0 breakfasts, 1.8 lunches and 1.0 dinner.

	Washington	Lancaster	New York	Total
Breakfast	3.0	1.0	2.0	2.3
Lunch	2.8	2.0	1.8	2.4
Dinner	2.7	1.8	1.0	2.1
Snacks	0.0	0.0	0.0	0.0

Table 25. Average number of included meals, by city

Of all passengers taking overnight trips 125 (25%) did not receive breakfast, 143 (28%) did not receive lunch, 69 (14%) did not receive dinner and 503 (100%) did not receive snacks. Of those visiting Washington 23 (9%) did not receive breakfast, 48 (20%) did not receive lunch, 24 (10%) did not receive dinner and 244 (100%) did not receive snacks. Of those visiting Lancaster at least one breakfast, lunch and dinner were included but no snacks were included in their package. Of those traveling to New York 102 (64%) did not receive breakfast, 95 (60%) did not receive lunch, 45 (28%) did not receive dinner and 158 (100%) did not receive snacks.

Information on **additional meal spending was also gathered** (see table 26 below). The averages for all three destinations combined were $3.39 for breakfast, $5.93 for lunch, $12.26 for dinner and $3.74 for snacks. The averages for Washington were $1.16 for breakfast, $8.62 for lunch, $8.10 for dinner and $3.79 for snacks. The averages for Lancaster were $0.22 for breakfast, $0.00 for lunch, $0.00 for dinner and $2.27 for snacks. The averages for New York were $8.91 for breakfast, $12.53 for lunch, $26.51 for dinner and $4.59 for snacks.

	Washington	Lancaster	New York	Total
Breakfast	$1.16	$0.22	$8.91	$3.39
Lunch	$8.62	$0.00	$12.53	$5.93
Dinner	$8.10	$0.00	$26.51	$12.26
Snacks	$3.79	$2.27	$4.59	$3.74
Total	$21.67	$2.49	$52.54	$25.32

Table 26. Additional amounts spent by passengers on meals, by city

Questions were also asked about **other spending in the local areas such as groceries and necessities bought at retail outlets, gifts and souvenirs, sports equipment rental and antiques and crafts** (see table 27 below). The averages spent on these categories for all three destinations were $2.71 in retail outlets, $27.87 on gifts/souvenirs, $1.04 on antiques/crafts and $5.09 on other shopping. The averages for Washington were $0.23 in retail outlets, $28.06 on gifts/souvenirs and $0.16 on antiques/crafts. The averages for Lancaster were $0.20 in retail outlets, $19.96 on gifts/souvenirs and $4.85 on antiques/crafts. The averages for New York were $2.71 in retail outlets, $27.87 on gifts/souvenirs, $1.04 on antiques/crafts and $5.09 on other shopping.

	Washington	Lancaster	New York	All Destinations
Retail Outlets	$0.23	$0.20	$8.08	$2.71
Gifts/Souvenirs	$28.06	$19.96	$32.69	$27.87
Antiques/Crafts	$0.16	$4.85	$0.00	$1.04
Other Shopping	$0.00	$0.00	$16.10	$5.09
Total	$28.45	$25.01	$56.87	$36.71

Table 27. Amount spent on gifts, by city

Spending on transportation while in the destination was reported (see table 28 below). Of all overnight passengers an average of $0.34 was spent on taxis and $0.34 was spent on the metro. In Washington an average of $0.64 was reported spent on the metro. In Lancaster no additional transportation was reported. The averages for New York were $1.05 on taxis and $0.10 on the metro.

	Washington	Lancaster	New York	Total
Taxi	$0.00	$0.00	$1.05	$0.34
Metro	$0.64	$0.00	$0.10	$0.34
Total	$0.64	$0.00	$1.15	$0.68

Table 28. Amount spent on transportation, by city

Additional **spending on tourist attractions** was reported (see table 29 below). The combined averages were $1.53 for sightseeing, $0.86 for attractions, $0.04 for sports activities and $5.65 for theatre. In Washington the only additional average spending for tourist activities was $0.92 for theatre. There was no reported additional spending in Lancaster on tourist activities. The averages for New York were $4.83 for sightseeing, $2.72 for attractions, $0.13 for sports activities and $16.35 for theatre.

	Washington	Lancaster	New York	All Destinations
Sightseeing	$0.00	$0.00	$4.83	$1.53
Attractions	$0.00	$0.00	$2.72	$0.86
Theatre	$0.92	$0.00	$16.35	$5.64
Sports Activity	$0.00	$0.00	$0.13	$0.04
Tips (total)	$3.21	$0.00	$11.46	$5.06
Total	$4.13	$0.00	$35.49	$13.13

Table 29. Additional amounts spent by passengers on tourist attractions, by city

The **amount spent on tips was also gathered** (see table 30 below). The averages from all three destinations were $0.18 in hotels, $4.52 in restaurants, $0.13 for taxis and $0.23 on local guides. In Washington the average was $3.21 in restaurants. In New York the average was $0.59 for hotels, $9.27 for restaurants, $0.42 for taxi, $0.72 for guides and $0.46 on other tips. There were no additional tips reported for Lancaster.

	Washington	Lancaster	New York
Tips in Restaurants	$3.21	$0.00	$9.27
Tips in hotels	$0.00	$0.00	$0.59
Tips in taxis	$0.00	$0.00	$0.42
Tips for guides	$0.00	$0.00	$0.72
Other tips	$0.00	$0.00	$0.46

Table 30. Average passenger amounts spent on tips, by city

Passengers were asked **to report the price of their tour package** (see table 31 below). The average price for all three destinations was reported to be $448.71. The individual averages were $524.59 for Washington, $162.94 for Lancaster and $503.21 for New York.

	Washington	Lancaster	New York
Price averages	$524.59	$162.94	$503.21

Table 31. Average passenger tour package prices, by city

Occupancy numbers were also reported (see table 32). The package prices were based on nine single occupancies, 450 double occupancies, 17 triple occupancies and 27 quadruple occupancies. In Washington, there were three single occupancies, 237 double occupancies and four triple occupancies. In Lancaster, there were two single occupancies and 98 doubles. In New York, there were four single occupancies, 115 doubles, 13 triples and 27 quadruple occupancies.

	Washington	Lancaster	New York
Single occupancy	3	2	4
Double occupancy	237	98	115
Triple occupancy	0	0	13
Quadruple occupancy	4	0	27

Table 32. Room occupancy numbers, by city

When asked **if the passengers would like to return to the destination they had visited** (see table 33 below), overall 476 passengers said that they would like to return while 27 said that they would not like to return. This is a 95% return rate. Of the passengers that traveled to Washington, 242 said that they would return while two said that they would not. This is a 99% return rate. Of the passengers visiting Lancaster, 83 reported that they would like to return, while 17 would not. This is an 83% return rate. Of the passengers visiting New York, 151 said that they would return while eight said that they would not return. This is a 95% return rate.

	Washington	Lancaster	New York	Total
Would Return	242 (99%)	83 (83%)	151 (95%)	476 (95%)
Would Not Return	2 (1%)	17 (17%)	8 (5%)	27 (5%)

Table 33. Visitors who would return to destinations, by city

Passengers were asked **if they would recommend the destination that they visited to their friends and families** (see table 34 below). Of those who visited Washington, all 244 said that they would recommend the city. Of those who visited Lancaster, four passengers reported that they would not recommend Lancaster while 96 said that they would. This is a 96% recommendation rate for Lancaster. Of those who visited New York, 156 reported that they would recommend New York while three reported that they would not. This is a 98% recommendation rate. Overall 496 said that they would recommend the destination that they visited while seven would not. This is a 99% recommendation rate.

	Washington	Lancaster	New York	Total
Would Recommend	244 (100%)	96 (96%)	156 (98%)	496 (99%)
Would Not Recommend	0 (0%)	4 (4%)	3 (2%)	7 (1%)

Table 34. Visitors who would recommend destinations, by city

Overnight Passenger Demographic Information

Gender

(See table 35 below.) Of all the overnight passengers combined, 305 (61%) were females and 198 (39%) were males. Of those traveling to Washington, 156 (64%) were females and 88 (36%) were males. Of those traveling to Lancaster, 50 (50%) were females and 50 (50%) were males. Of those traveling to New York, 99 (62%) were females and 60 (38%) were males.

	Male	Female
Washington	88 (36%)	156(64%)
Lancaster	50 (50%)	50 (50%)
New York	60 (38%)	99 (62%)
Total	198 (39%)	305 (61%)

Table 35. Visitors, by gender and city

Age

(See table 36 below.) Of all the overnight passengers combined, 138 were under 14, 117 were between 14 and 17, 18 were between 18 and 24, 19 were between 25 and 34, 48 were between 35 and 44, 69 were between 45 and 54, 52 were between 55 and 64, 35 were between 65 and 74 and seven were older than 74 years old.

Of those traveling to Washington, 136 were under 14 years old, 50 were between ages 14 to 17, one was between 18 and 24, six were between 25 and 34, 21 were between 35 and 44, 23 were between 45 and 54, five were between 55 and 64, one was between 65 and 74 and one was older than 74. Of those traveling to Lancaster, two were under 14, 61 were between 14 and 17, two were between 18 and 24, one was between 25 and 34, five were between 35 and 44, nine were between 45 and 54, 10 were between 55 and 64, nine were between 65 and 74 and one was older than 74. Of those traveling to New York, six were between 14 and 17, 15 were between 18 and 24, 12 were between 25 and 34, 22 were between 35 and 44, 37 were between 45 and 54, 37 were between 55 and 64, 25 were between 65 and 74 and 30 were older than 74.

	Washington	Lancaster	New York	Total
Under 14	136 (56%)	2 (2%)	0 (0%)	138 (27%)
14 to 17	50 (20%)	61 (61%)	6 (4%)	117 (23%)
18 to 24	1 (0.5%)	2 (2%)	15 (9%)	18 (4%)
25 to 34	6 (0.5%)	1 (1%)	12 (8%)	19 (4%)
35 to 44	21 (9%)	5 (5%)	22 (14%)	48 (10%)
45 to 54	23 (9%)	9 (9%)	37 (23%)	69 (14%)
55 to 64	5 (2%)	10 (10%)	37 (23%)	52 (10%)
65 to 74	1 (0.5%)	9 (9%)	25 (16%)	35 (7%)
75 or older	1 (0.5%)	1 (1%)	5 (3%)	7 (1%)

Table 36. Visitor age, by city

Marital Status

(See table 37 below.) Of the combined destinations, 284 (56%) were single, 166 (33 %) were married and 53 (11%) were divorced, separated, or widowed. Of those visiting Washington, 192 (79%) were single, 40 (16%) were married and 12 (5%) were divorced, separated or widowed. Of those traveling to Lancaster, 64 (64%) were single, 20 (20%) were married and 16 (16%) were divorced, separated, or widowed. Of the passengers to New York, 28 (18%) were single, 107 (67%) were married and 24 (15%) were divorced, separated, or widowed.

	Washington	Lancaster	New York	Total
Single (never married)	192 (79%)	64 (64%)	28 (18%)	284 (56%)
Married	40 (16%)	20 (20%)	107 (67%)	166 (33%)
Divorced/separated/ widowed	12 (5%)	16 (16%)	24 (15%)	53 (11%)

Table 37. Visitor marital status, by city

Employment

(See table 38 below.) Of the destinations combined, 0 (0.0%) were executives, 114 (22.7%) were professionals, 22 (4.4%) were labor/service workers, 75 (14.9%) were retired, 273 (54.3%) were students and 4 (0.8%) reported having no job. Of the passengers that visited Washington, 44 (18%) were professionals, 2 (1%) were labor/service workers, 2 (1%) were retired, 189 (77%) were students and 1 (0.5%) reported no job. Of those visiting Lancaster, 15 (15%) were professionals, 21 (21%) were retired and 62 (62%) were students. Of those in New York, 56 (35%) were professionals, 20

(12%) were labor/service worker, 52 (33%) were retired, 22 (14%) were students, 1 (1%) was military and three (2%) reported having no job.

	Washington	Lancaster	New York	Total
Executive	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Professional	44 (18%)	15 (15%)	56 (35%)	114 (22.7%)
Labor/Service Worker	2 (1%)	0 (0%)	20 (12%)	22 (4.4%)
Retired	2 (1%)	21 (21%)	52 (32%)	75 (14.9%)
Student	189 (77%)	62 (62%)	22 (14%)	273 (54.3%)
None	1 (0.5%)	0 (0%)	3 (2%)	4 (0.8%)

Table 38. Visitor employment status, by city

Highest Educational Level

(See table 39 below.) Of the destinations combined 140 (28%) reported grade school, 121 (24%) reported some high school, 98 (20%) reported high school, 13 (3%) reported technical school, 89 (18%) reported college or university and 36 (7%) reported master or Ph.D. Of those visiting Washington, 139 (57%) reported grade school, 49 (20%) reported some high school, 11 (5%) reported high school, 26 (11%) reported college or university and 16 (7%) reported master or Ph.D. Of those passengers in Lancaster, 3 (3%) reported grade school, 63 (63%) reported some high school, 13 (13%) reported high school, 3 (3%) reported technical school, 13 (13%) reported college or university and 5 (5%) reported master or Ph.D. Of those who traveled to New York, 1 (1%) reported grade school, 9 (6%) reported some high school, 74 (47%) reported high school, 10 (6%) reported technical school, 50 (31%) reported college or university and 15 (9%) reported master or Ph.D.

	Washington	Lancaster	New York	Total
Grade School	139 (57%)	3 (3%)	1 (1%)	143 (28%)
Some High School	49 (20%)	63 (63%)	9 (6%)	121 (24%)
High School	11 (5%)	13 (13%)	74 (47%)	98 (20%)
Technical School	0 (0%)	3 (3%)	10 (6%)	13 (3%)
College or University	26 (11%)	13 (13%)	50 (31%)	89(18%)
Master or Ph.D.	16 (7%)	5 (5%)	15 (9%)	36 (7%)

Table 39. Visitor education status, by city

Income Level

(See table 40 below.) Of the combined destinations, 238 (47%) reported less than $50,000, 69 (14%) reported between $50,000 and $74,000, 35 (7%) reported between $75,000 and $99,999, 16 (3%) reported between $100,000 and $124,999, six (1%), 1 (0.2%) reported more than $150,000 and 138 (27%) did not know or refused.

Of those visiting Washington, 139 (57%) reported less than $50,000, 17 (7%) reported between $50,000 and $74,000, 11 (4%) reported between $75,000 and $99,999, 7 (3%) reported between $100,000 and $124,999, 4 (2%) reported between $125,000 and $149,000 and 66 (27%) did not know or refused. Of those that traveled to Lancaster, 19 (19%) reported less than $50,000, 13 (13%) reported between $50,000 and $74,000, 7 (7%) reported between $75,000 and $99,999, 4 (4%) reported between $100,000 and $124,999 and 57 (57%) did not know or refused. Of those in New York, 80 (50%) reported less than $50,000, 39 (24%) reported between $50,000 and $74,000, 17 (11%) reported between $75,000 and $99,999, 5 (3%) reported between $100,000 and $124,999, 2 (2%) reported between $125,000 and $149,999, 1 (1%) reported more than $150,000 and 15 (9%) did not know or refused.

	Washington	Lancaster	New York	Total
Less than $50,000	139 (57%)	19 (19%)	80 (50%)	238 (47%)
$50,000 - $74,999	17 (7 %)	13 (13%)	39 (24%)	69 (14%)
$75, 000 - $99,999	11 (4%)	7 (7%)	17 (11%)	35 (7%)
$100,000 - $124,999	7 (3%)	4 (4%)	5 (3%)	16 (3%)
$125,000 - $149,999	4 (2%)	0 (0%)	2 (2%)	6 (1%)
More than $150,000	0 (%)	0 (0%)	1 (1%)	1 (0.2%)
Don't Know/Refused	66 (27%)	57 (57%)	15 (9%)	138 (27%)

Table 40. Visitor income level, by city

When asked how many people contributed to their household income. The averages were 1.2 from Washington, 1.4 from Lancaster and 1.5 from New York. The average from all three combined was 1.4.

SURVEY FIVE: BUS TERMINAL SURVEY FINDINGS

The final survey, called the "Bus Terminal Survey" (See Appendix A), was completed by passengers who were traveling independently on **regularly scheduled buses**. Again, this survey was to establish the economic impact of passengers arriving on regularly scheduled buses. Data was collected from passengers waiting in the main bus terminals in Washington, D.C. and in New York City (Port Authority).

A total of 394 surveys were collected from all destinations. In the two individual cities being focused on, 84 surveys were collected in Washington and 108 in New York. The majority of travelers were traveling to Washington, D.C. (84) or to New York (108) with the other passengers traveling to various destinations including Albany, N.Y. (10), Albuquerque, N.M. (2), Atlanta, Ga. (6), Arlington, Va. (2), Baltimore, Md. (15), Becket, Mass. (2), Brooklyn, N.Y. (5), Burlington, Vt. (2), Calhoun, Ga. (4), Canada (2), Chicago, Ill. (4), Cincinnati, Ohio (3), Colo. (1), Del. (2), Elizabeth City, N.Y. (2), Fall River, Mass. (1), Fla. (2), Fredericksburg, Va. (1), Harrisburg, Pa. (1), Harrisonburg, Va. (2), Houston, TX (2), Indianapolis, Ind. (1), In transit (1), JFK Airport (3), Knoxville, Tenn. (1), Lee, Mass. (2), Lexington, Ky. (2), Long Island, N.Y. (2), Manhattan, N.Y. (7), Md. (1), Mass. (4), Memphis, Tenn. (2), Mount Pocono, Pa. (6), N.J. (6), Newark, N.J. (2), Norfolk, Va. (1), Ocean City, Md. (16), Ohio (4), Orlando, Fla. (2), Pa. (2), Philadelphia, Pa. (3), Pittsburgh, Pa. (4), Plattsburgh, N.Y. (4), Queens, N.Y. (5), Raleigh, N.C. (5), Richmond, Va. (4), Roanoke, Va. (1), Shepherdstown, W.Va. (1), Va. (1), Virginia Beach, Va. (5) and Wis. (1).

Passengers were asked about other destinations that they have traveled to and the following were listed: Atlantic City, N.J., Austin, Texas, Bloomsburg, Pa., Boston, Ma., Buffalo, N.Y., Cape Cod, Mass., Cleveland, Ohio, Cincinnati, Ohio, Coeburn, Va., Columbus, Ohio, Dallas, Texas, Ithaca, N.Y., Kansas City, Key West, Fla., Lakeland, Fla., Los Angeles, Calif., Maryland, Meridian, Miss., Miami, Fla., North Carolina, San Francisco, Calif., Seattle, Wash., St. Louis, Mo. and Toronto, Ont.

When asked the **reason for choosing to travel by bus,** 249 (63%) said cost, 84 (21%) said ease of travel and 61 (16%) said it was because they had no reliable personal vehicle. Of those traveling to Washington, 59 (70%) said cost, 11 (13%) said ease of travel and 14 (17%) said it was because they had no reliable personal vehicle. Of those traveling to New York, 52 (48%) said cost, 34 (32%) said ease of travel and 22 (20%) said it was because of no reliable personal vehicle.

The **average number of nights that passengers stayed** at their destination was 9.7 for all passengers, 4.4 for Washington visitors, and 5.5 for New York visitors.

Passengers were asked **how much they spent in the local area** (see table 41 below). The averages for all passengers combined were $19.29 for food and beverages, $20.17 for accommodations, $8.61 for local transportation, $9.17 on attractions, $10.37 for theatre, $3.34 for sports events, $1.58 for recreation and $11.31 on other expenditure (gifts, shopping and camping). The averages for those traveling to Washington were $15.56 for food and beverages, $12.14 for accommodations, $5.76 for local transportation, $2.37 on attractions, $8.79 for theatre, $2.14 for sports events, $2.56 for recreation and $5.56 on other expenditure (gifts and shopping). The averages for those traveling to New York were $21.94 for food and beverages, $30.80 for accommodations, $13.33 for local transportation, $17.82 on attractions, $10.03 for theatre, $2.50 for sports events, $2.22 for recreation and $5.54 on other expenditure (gifts and shopping).

	Washington	New York	Total
Food and Beverages	$15.56	$21.94	$19.29
Accommodations	$12.14	$30.80	$20.17
Local Transportation	$5.76	$13.33	$8.61
Attractions	$2.37	$17.82	$9.17
Theatre	$8.79	$10.03	$10.37
Sports Events	$2.14	$2.50	$3.34
Recreation	$2.56	$2.22	$1.58
Other Expenditure	$5.54	$5.56	$11.31
Tips (total)	$5.83	$12.87	$7.87
Total	$60.69	$117.07	$91.71

Table 41. Passenger amounts spent in local areas, by category and city

The **amount spent on tips was also recorded** (see table 42 below). The averages for all passengers combined were $5.06 in restaurants, $2.29 for taxis and $0.52 for guides. Of those traveling to Washington the averages were $4.32 in restaurants, $1.21 for taxis and $0.30 for guides. Of those traveling to New York the averages were $6.11 in restaurants, $6.11 for taxis and $0.65 for guides.

	Washington	New York
Tips in Restaurants	$4.32	$6.11
Tips in taxis	$1.21	$6.11
Tips for guides	$0.30	$0.65

Table 42. Average passenger amounts spent on tips, by city

Further analysis of just those individuals that reported staying in paid accommodations (not staying with family or friend) showed that the average amount spent on accommodations by passengers to all destinations (171 of 394 or 43.4% of the entire sample) was $46.47. Of those traveling to Washington, DC (23 of 84 or 27%) the average spent on accommodations was $44.35. And of those traveling to NY (53 of 108 or 49%) the average spent on accommodations was $62.76.

Passengers were asked to report which bus company they traveled with. Of all bus passengers 78% traveled Greyhound 9% traveled Peter Pan Lines and 13% rode other buses. Of those visiting Washington 88% traveled with Greyhound, 12% traveled with Peter Pan Lines. Of those visiting New York 62% traveled with Greyhound, 14% traveled with Peter Pan Lines and 24% rode other buses. The bus companies that were listed as "other" were Carl Bieber, Bonanza, Delta, Martz, Susquehanna, Trailways and Trans-Bridge.

The passengers were asked **why they chose the particular bus companies that they did** (see table 43 below). Passengers were allowed to choose more than one reason. Of all passengers, 19 said movies offered, 34 said comfort, 225 said cost and 71 said they were satisfied with previous use. Of those traveling to Washington one said movies, four said comfort, 64 said cost and seven said they were satisfied with previous use. Of those visiting New York four said movies, 15 said comfort, 57 said cost and 18 said that they were satisfied with previous use. Other reasons given were location (5%), route (1%) and that it was their only choice (9%).

	Washington	New York	Total
Movies	1	4	19
Comfort	4	15	34
Cost	64	57	225
Previous Use	7	18	71

Table 43. Number of passengers choosing particular bus companies, by reason by city

The **frequency of travel by bus outside of the passenger's home city was also reported** (see table 44 below). All combined, 11% reported very often, 17% fairly often, 25% sometimes, 32% almost never and 15% first time. Of those visiting Washington, 4% reported very often, 7% fairly often, 14% sometimes, 54% almost never and 20% reported that it was their first time. Of those visiting New York, 14% reported very often, 27% fairly often, 27% sometimes, 20% almost never and 12% reported that it was their first time.

	Washington	New York	Total
Very Often	4%	14%	11%
Fairly Often	7%	27%	17%
Sometimes	14%	27%	25%
Almost Never	54%	20%	32%
First Time	20%	12%	15%

Table 44. Frequency of travel by bus (outside passenger's home city), by city

The average price of bus tickets was also gathered. The averages were $67.14 for all passengers, $62.45 to Washington and $60.30 to New York.

Of all passengers 35% had one-way tickets and 65% had round-trip tickets. Individually, Washington had 14% one-way and 86% round-trip and New York had 42% one-way and 58% round-trip.

Bus Terminal Passenger Demographic Information

Gender

(See table 45 below.) Of all passenger 42% were female and 58% were male. Of just those traveling to Washington 30% were female and 70% were males. Of those visiting New York 45% were female and 55% were male.

	Washington	New York	Total
Male	70%	55%	58%
Female	30%	45%	42%

Table 45. Passengers gender, by city

Age

(See table 46 below.) Of all passengers 2% were 14 to 17, 45% were 18 to 24, 20% were 25 to 34, 14% were35 to 44, 11% were 45 to 54, 7% were 55 to 64, 1% was 65 to 74 and 1% was 75 or older. Of only Washington passengers 53% were 18 to 24, 11% were 25 to 34, 11% were35 to 44, 16% were 45 to 54, 5% were 55 to 64 and 4% was 65 to 74. Of those visiting New York 6% were 14 to 17, 34% were 18 to 24, 21% were 25 to 34, 19% were35 to 44, 8% were 45 to 54, 9% were 55 to 64 and 3% was 65 to 74.

	Washington	New York	Total
Under 14	0%	0%	0%
14 to 17	0%	6%	2%
18 to 24	53%	34%	45%
25 to 34	11%	21%	20%
35 to 44	11%	19%	14%
45 to 54	16%	8%	11%
55 to 64	5%	9%	7%
65 to 74	4%	3%	1%
75 and Older	0%	0%	1%

Table 46. Passenger age, by city

Employment

(See table 47 below.) Of all passengers 7% were executive, 32% were professionals, 12% were labor/service workers, 6% were military, 6% were retired, 36% were students and 1% reported no job. Of those traveling to Washington 8% were executive, 25% were professionals, 6% were labor/service workers, 21% were military, 9% were retired, 27% were students and 2% reported no job. Of those traveling to New York 8% were

executive, 37% were professionals, 15% were labor/service workers, 1% was military, 6% were retired and 33% were students.

	Washington	New York	Total
Executive	8%	8%	7%
Professional	25%	36%	32%
Labor/Service Worker	6%	15%	12%
Military	21%	2%	6%
Retired	9%	6%	6%
Student	27%	33%	36%
No Job	2%	0%	1%

Table 47. Passenger employment status, by city

Highest Educational Level

(See table 48 below.) When asked their level of education 4% of all passengers reported grade school, 4% reported some high school, 38% high school, 5% reported technical school, 17% reported college or university and 8% reported master or Ph.D. Of those traveling to Washington reported high school, 5% reported technical school, 17% reported college or university and 8% reported master or Ph.D. Of those traveling to New York 6% reported grade school, 6% reported some high school, 19% reported high school, 12% reported technical school, 45% reported college or university and 11% reported master or Ph.D.

	Washington	New York	Total
Grade School	0%	6%	4%
Some High School	0%	6%	4%
High School	70%	19%	38%
Technical School	5%	12%	11%
College/University	17%	45%	34%
Master or Ph.D.	8%	11%	9%

Table 48. Passenger education level, by city

Income Level

(See table 49 below.) Of all bus passengers 54% reported less than $50,00, 16% reported between $50,00 and $74,999, 10% reported between $75,000 and $99,999, 3% reported between $100,000 and $124,999, 1% reported between $125,000 and $149,999, 2% reported more than $150,000 and 14% either did not know or refused. Of those passenger traveling to Washington 64% reported less than $50,00, 13% reported between $50,00 and $74,999,

7% reported between $75,000 and $99,999, 3% reported between $100,000 and $124,999 and 14% either did not know or refused. Of just those passengers traveling to New York 51% reported less than $50,00, 16% reported between $50,00 and $74,999, 15% reported between $75,000 and $99,999, 4% reported between $100,000 and $124,999, 3% reported more than $150,000 and 11% either did not know or refused.

	Washington	New York	Total
Less Than $50,000	64%	51%	54%
Between $50,000 and $74,999	13%	16%	16%
Between $75,000 and $99,999	7%	15%	10%
Between $100,000 and $124,999	3%	4%	3%
Between $125,000 and $149,999	0%	0%	1%
More Than $150,000	0%	3%	2%
Don't Know/Refused	13%	11%	14%

Table 49. Passenger income level, by city

When asked how many people contributed to the household income, passengers to all destinations reported 69% one contributor, 25% two contributors, 3% three contributors and 3% for or more contributors. Of just those visiting Washington 88% reported one, 8% reported two and 4% reported three. Of those traveling to New York, 71% reported one, 20% reported two, 3% reported three and 6% reported four or more.

ECONOMIC IMPACT ANALYSIS

Summary of Findings by Trip Type and Destination

The following tables summarize, by destination, the findings presented earlier in this report.

A. Average Package Price

	Washington	Lancaster	New York
Day Trip	$58.80	$64.17	$81.38
One Night Trip	$179.00	$171.00	$316.00
Two Night Trip	$334.60	$337.00	$579.00
Three Night Trip	N/A	N/A	$900.00

Table 50. Average per passenger cost for bus tour, for all three destinations

B. Percent Remaining in Local Area

Washington	Lancaster	New York
63.9%	62.1%	47.1%

Table 51. Percent of package price that remains in local area, by city

C. Number of Passengers Per Bus

	Washington	Lancaster	New York
Day Trip	39.1	45.7	45
Over Night Trip	45.4	38.1	38.4

Table 52. Average number of passengers per bus, by city

*D. Additional Amount Spent Per Passenger**[3]

	Washington	Lancaster	New York
Day Trip	$27.28	$13.00	$63.07
One Night Trip	$54.89	$27.50	$146.05

Table 53. Total additional spent per bus tour passenger, by city

Overall Impact of Various Bus Trip Types on the Destinations Surveyed

By taking the figures summarized above and applying them to a simple formula, the overall impact of various types of bus visitors to the three destinations studied can be calculated (Table 54).

Economic Impact Per Bus = A x B x C + (D x C)

A = average package price

B = percent remaining in local area

C = number of passengers per bus

D = additional amount spent per passenger

[3] The total number of bus tours to Washington, Lancaster and New York City was not measured for this study. Additional data must be provided by individual destinations.

	Washington	Lancaster	New York
Day Trip	$58.80 x 63.9% x 39.1 + ($27.28 x 39.1) = **$2,535.77**	$64.17 x 62.1% x 45.7 + ($13 x 45.7) = **$2,415.23**	$81.38 x 47.1% x 45 + ($63.07 x 45) = **$4,563.00**
One Night Trip	$179.00 x 63.9% x 45.4 + (54.89 x 45.4) = **$7,684.90**	$171.00 x 62.1% x 38.1 + (27.50 x 38.1) = **$5,093.63**	$316.00 x 47.1% x 38.4 + (146.05 x 38.4) = **$11,264.10**
Two Night Trip	$334.60 x 63.9% x 45.4 + (54.89 x 45.4) = **$12,198.95**	$337.00 x 62.1% x 38.1 + (27.50 x 38.1) = **$9,021.20**	$579.00 x 47.1% x 38.4 + (146.05 x 38.4) = **$16,080.35**
Three Night Trip	N/A	N/A	$900.00 x 47.1% x 38.4 + (146.05 x 38.4) = **$21,886.08**

Table 54. Per bus economic impact cost calculations, by city

By combining the aggregate data from all three destinations, Table 55 provides an average per-bus revenue figure by each trip type.

	Average impact per bus tour, for all three destinations
Day Trip	$3,171.33
One Night Trip	$8,014.21
Two Night Trip	$12,433.50
Three Night Trip	N/A

Table 55. Average economic impact per bus tour, for all three destinations

Impact of Passengers on Regularly Scheduled Bus Service

Based upon the data collected in the Washington and New York City bus terminals, passengers traveling on regularly scheduled buses spend on average $91.71 in their destination city. Those passengers traveling specifically to Washington reported spending $60.69 and those traveling to New York City reported a total spending of $117.07.

	Bus Terminal Passenger
Washington	$60.69
New York	$117.07
All Destinations	$91.71

Table 56. Economic impact per passenger on regular scheduled bus service, by city

An area therefore can estimate the economic impact of regularly scheduled bus passengers by multiplying the number of bus passengers arriving in their destination by one of the figures above most representative of their destination.

ANALYSIS

Based on the figures reported by bus companies and tour passengers, there is little doubt that the economic impact of bus travel is significant, and that charter and tour bus passengers experience a high level of satisfaction with both individual tour components and the destinations visited. The local businesses studied proved well aware of the economic importance of bus visits to their own business, in terms of both the revenues taken in from bus groups and their relative share of overall business.

By applying the survey data to a mathematical formula that takes into account these new findings (average package price, the percent that remains in the local area, the number of passengers per bus, and the additional amount spent per passenger), the total economic impact of a bus visit can be estimated for each of the three destinations studied.

To use the formulas, local data will still be required. Specifically, local businesses that serve travelers must be surveyed to determine how many overall bus visits they receive on either a weekly, monthly, quarterly or other relevant seasonal basis. Because obtaining specific revenue data traditionally has been the biggest barrier to bus impact data collection in the past, destination marketing organizations may find their data collection burden substantially eased by the formulas in this report.

Next, it will be necessary to determine the average trip duration to the local destination. Annual bus visit data from local lodging businesses can be compared to annual bus visit data from the destination's major local attraction(s) to roughly determine the overall percentage of local bus visits that remain overnight. An inquiry should be made to local lodging businesses as to what rough percentage of motorcoach groups stay for more than one night, as this figure varies most from place to place based on the nature and number of nearby attractions that support it as a motorcoach tour "hub." A general U.S. and Canadian finding has been that 72 percent of bus visits are day trips and 28 percent of bus visits are by groups staying one night or more.[4]

Motorcoach operators can utilize this data to support their efforts for enhanced bus amenities such as access and parking and more informed oversight at the local level. In addition, destinations can use this data to help shape their own marketing efforts and determine the appropriate level of attention and investment to dedicate to bus tour operators and the group travel segment.

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[4] Breakout of day trips versus overnights is based on an October 1996 survey of 33 million U.S. and Canadian motorcoach travelers by Longwoods International, sponsored by the American Bus Association.

Estimating Economic Impact on Other Destinations

While every destination has its own unique mix of attractions and hospitality offerings, the new data yielded by these formulas offers a starting point for other destinations to estimate their own local stake in the motorcoach tourism market.

To aide in this analysis and planning, the full report offers a formula for calculating the economic impact of bus tours on the three survey sites. Destinations interested in applying these formulas locally should consider which of the three study sites most closely matches their area and use the data provided for that city:

1. **Historical/Cultural Destinations:** Destinations with a number of national monuments, museums, and places of historical interest should use the following formula, based on the study's **Washington D.C.** findings, to determine the economic impact of bus tours on their specific destination:

   # of day-trip buses per year x $2,536 $_____
   # of one-night bus tours per year x $7,685 $_____
   # of two-night bus tours per year x $12,199 $_____

   Add these three figures to estimate the total economic impact of motorcoach visits to this type of destination.

2. **Rural/ Ethnic Heritage Destinations:** Destinations in a more rural setting, with outlet shopping, local food and flavor, and an emphasis on cultural heritage and ethnic tourism should use the following formula, based on the study's **Lancaster, Pa.** findings, to determine the economic impact of bus tours on their specific destination:

   # of day trip buses per year x $2,415 $_____
   # of one-night bus tours per year x $5,094 $_____
   # of two-night bus tours per year x $9,021 $_____

   Add these three figures to estimate the total economic impact of motorcoach visits to this type of destination.

3. **Major Cosmopolitan Destinations:** Destinations in or close to a major city, dense with restaurants and lots of entertainment and shopping should use the following formula, based on the study's **New York City** findings, to determine the economic impact of bus tours on their specific destination:

   # of day trip buses per year x $4,563 $_____
   # of one-night bus tours per year x $11,264 $_____
   # of two-night bus tours per year x $16,080 $_____

   Add these three figures to estimate the total economic impact of motorcoach visits to this type of destination.

CONCLUSION

No two tourism destinations are the same. The characteristics of local geography, regional populations, attractions, weather, accessibility, history and cultural relevance make it difficult to precisely assign dollar values and estimate impacts to the diverse motorcoach tourism that may be experienced in various locales.

The formulas offered in this summary are intended to outline helpful rules of thumb that take into account the many types of expenditures that bus visitors make. Still, the precise ranges of expenditures catalogued through the implementation of these surveys speak for themselves: at a minimum, bus groups spend readily and are relied upon considerably by local businesses that serve travelers. The survey findings demonstrate that motorcoach groups comprise a dynamic and powerful economic force that should be considered when formulating public policy, transportation and overall city planning. Destination marketers can now engage in more informed planning and budgeting in order to both attract motorcoach groups, and serve them successfully, so that tour operators will be encouraged to return, ultimately as partners in their success.

TESTIMONY OF JAMES SAMUEL PEW
STAFF ATTORNEY, EARTHJUSTICE
BEFORE THE
HOUSE SUBCOMMITTEE ON ECONOMIC DEVELOPMENT, PUBLIC BUILDINGS, AND EMERGENCY MANAGEMENT
COMMITTEE ON TRANSPORTATION AND INFRASTRUCTURE
UNITED STATES HOUSE OF REPRESENTATIVES
APRIL 1, 2008

Chairman Norton, Ranking Member Graves, and members of the subcommittee, thank you for holding this hearing today on the Capitol Power Plant, a significant threat to the health and welfare of the District of Columbia. My name is James Pew. I am a staff attorney with Earthjustice, a non-profit public interest law firm founded in 1971 as the Sierra Club Legal Defense Fund. Earthjustice represents, without charge, hundreds of public interest clients, large and small, to protect public health and the environment.

Based on the Capitol Power Plant's reported coal consumption, its size in comparison to similar units, and its inclusion on a list of affected facilities compiled several years ago by the Environmental Protection Agency, it appears extremely likely that the Plant is a major source of hazardous air pollutants. If so, it is currently operating in direct violation of federal law, which required it to obtain a permit setting limits on its toxic emissions.

According to EPA, steam-generating boilers such as those used by the Capitol Power Plant can be expected to emit toxic metals including mercury, lead, and arsenic, toxic organic compounds such as dioxins, benzene, and formaldehyde, and toxic acids, such hydrochloric acid and hydrofluoric acid.[1] After lengthy investigation and extensive hearings involving testimony from experts from a wide variety of disciplines, Congress listed these pollutants and more than 150 others as "hazardous" in the Clean Air Act Amendments of 1990.[2] A "major source" of hazardous air pollutants has the potential to emit them in large quantities — ten tons or more of any single hazardous air pollutant or twenty-five tons or more of any combination of hazardous air pollutants.[3]

EPA has indicated that exposure to the pollutants emitted by boilers such as the Capitol Power Plant can cause cancer, birth defects, developmental damage in babies and children, and damage to the lungs, kidneys, liver, and nervous system.[4] Pollutants from

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[1] 68 Fed. Reg. 1660, 1664-1665 (January 13, 2003).

[2] 42 U.S.C. § 7412(b)(1).

[3] 42 U.S.C. § 7412(a)(1).

[4] 68 Fed. Reg. at 1664-1665.

this plant, in particular, are emitted directly into a densely populated city. Needless to say, the District of Columbia is already afflicted by some of the worst levels of toxic pollution in the country.[5]

One might expect that a major source of hazardous air pollutants located in the heart of the Nation's Capitol would be closely monitored and subject to protective standards requiring the maximum level of reduction in emissions that is achievable. In fact, notwithstanding Congress' clear direction in the 1990 Amendments, the Capitol Power Plant does not today meet any standards for emissions of toxic air pollutants. Its permit does not contain any limits or, indeed, any schedule for meeting limits in the future. The permit does not even indicate which hazardous air pollutants the Capitol Power Plant emits, or in what quantities it emits them.

Although the Clean Air Act required EPA to issue the Act's most protective standards for hazardous air pollutants from major source boilers by November 15, 2000, the agency missed this deadline by almost four years.[6] When EPA finally issued standards in 2004, they were hopelessly defective. Among other things, they failed to establish any standards for the majority of hazardous air pollutants that boilers emit. They were vacated as unlawful by the United States Court of Appeals for the District of Columbia Circuit in a June 8, 2007 decision.[7]

When Congress enacted the Clean Air Act Amendments of 1990, it wisely anticipated the possibility that, despite its statutory obligations, EPA would leave major sources of hazardous air pollutants uncontrolled. Accordingly, Congress enacted a backup provision known as the "hammer." When EPA has failed to set standards for air toxics by the statutory deadline, State governments and the polluters themselves must take over the job.[8]

Although responsibility for the delay in reducing hazardous emissions from the Capitol Power Plant fell on EPA until the D.C. Circuit vacated the agency's unlawful standards, responsibility shifted to the District when that decision took final effect on July 30, 2007. To continue operating the Plant, the Architect of the Capitol and the General Services Administration were required to submit a special permit application to the

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[5] *See* EPA, National Air Toxics Assessment, http://www.epa.gov/ttn/atw/nata/natsa4.html.

[6] 69 Fed. Reg. 55218 (September 13, 2004). *See* 42 U.S.C. § 7412(e)(1)(E) (requiring standards for all categories of major sources of hazardous air pollutants "not later than 10 years after November 15, 1990").

[7] *Natural Resources Defense Council v. EPA*, 489 F.3d 1250 (D.C. Cir. 2007).

[8] 42 U.S.C. § 7412(j).

District requesting limits on the Plant's emissions of hazardous air pollutants.[9] EPA and the Department of Justice have confirmed that vacating EPA's defective standards for boilers triggered these hammer requirements.[10]

Technically, these applications were due immediately. At a minimum, they were due within a reasonable time afterwards. While Congress did not anticipate that EPA's rulemaking would be so outrageous as to merit a vacatur by the Courts, analogous regulatory provisions make clear that hammer permit applications must be filed within 30 days.[11] This deadline can be met easily. The National Association of Clean Air Agencies, which represents the permitting authorities that receive and evaluate permit applications, estimates that the total time needed for filing the required applications is four hours or less.[12] Thus, filing the required application is not burdensome and requires no significant effort on the part of the Architect of the Capitol or GSA.

No notice is required from EPA or the Government of the District of Columbia to trigger the hammer requirements. The Clean Air Act places the obligation to apply for a permit squarely and unconditionally on the source itself.[13] Despite its assertions to the D.C. Circuit,[14] EPA has refused to acknowledge sources' obligation to submit permit applications. Further, EPA has attempted to muddy the waters with reference to the Paperwork Reduction Act.[15] The Paperwork Reduction Act applies only where a government agency seeks information, not here where a Federal statute requires a source

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[9] 42 U.S.C. § 7412(j)(2)-(3). *See also* 42 U.S.C. § 7412(j)(4)-(5) (within eighteen months after it receives the permit application, the District Government must set the required limits and include them in the Capitol Power Plant's permit).

[10] In a May 4, 2007 pleading in *Natural Resources Defense Council*, DOJ on behalf of EPA asserted "EPA recognizes that vacatur of the standards will trigger the requirements of Clean Air Act Sections 112(g) for new sources and 112(j) for existing sources."

[11] 40 C.F.R. § 63.52(b) (providing that when sources become "major" after the deadline for hammer permit applications has expired, they must file applications within thirty days).

[12] Comments of NACAA on EPA's Proposed Collection Comment Request; Requirements for Control Technology Determinations from Major Sources in Accordance with Clean Air Act Sections 112(g) and (j); EPA ICR No. 1648.06 OMB Control No. 2060-0266 ("NACAA Comments") at 9-10.

[13] 42 U.S.C. § 7412(j)(2)-(3).

[14] *See supra* at n9.

[15] NACAA Comments at 1.

to submit an application to State permitting officials.[16] The current administration's foot-dragging does not release the Architect of the Capitol or GSA from their statutory obligations.

If the Capitol Power Plant is a major source of hazardous air pollutants, it is currently violating federal law by operating without a permit. Its operators, the Architect and GSA, violate the Clean Air Act each day the Capitol Power Plant continues to operate without submitting this permit application.

It is fundamental that the federal government should not be acting in violation of federal law. Beyond that, Congress enacted the hammer permit requirements for a reason, to ensure that the public is protected from exposure to air toxics even if EPA fails to set standards. Since July 30, 2007, GSA and the Architect have had ample time to put forth the 4 hours of effort needed to submit a permit application for the Capitol Power Plant's toxic emissions. The Capitol Power Plant needs to submit its permit application immediately to start the process that will yield important practical results: emission standards that at last control the toxic pollutants that it pumps into this city and protect the District's residents from the adverse health and welfare effects these pollutants can cause.

The obligation of Federal facilities goes far beyond the Capitol Power Plant. GSA and other Federal agencies are similarly operating numerous other major sources of hazardous air pollutants and to our knowledge none of these sources have complied with the law. In addition, several thousand privately owned industrial boilers are similarly operating without the necessary permits and controls for hazardous air pollutants. Earthjustice respectfully requests that this Committee act (or refer to the appropriate committee) to fully investigate this broader issue.

Thank you again, Ms. Chairman, for the opportunity to testify on this important issue.

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[16] NACAA Comments at 1-2, 5-6.

Statement of Ms. Terrie S. Rouse
Chief Executive Officer for Visitor Services
for the Capitol Visitor Center, Office of the Architect of the Capitol

Regarding "A Growing Capitol Complex and Visitor Center: Needs for Transportation, Security, Greening, Energy and Maintenance"

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

U.S. House of Representatives

April 1, 2008

Madam Chairman, members of the Subcommittee, I am pleased to be here today to update you on the progress we have made to stand-up the Office of Visitor Services for the Capitol Visitor Center. We are working to ensure that the U.S. Capitol is a welcoming and educational environment that will inform, involve, and inspire everyone who visits – tourists and residents alike. We predict that the Visitor Center will become an exciting new destination – the programs and events are designed to entertain and to inspire multi-generational audiences. The programming will reflect the important impact that the Constitution, Congress, and more than 200 years of laws have had in the shaping of the fabric of daily life in the United States. Exciting experiences await our visitors -- a moving 13-minute orientation film that will begin a Capitol tour, an exhibition that includes a well-curated selection of documents and artifacts, as well as a specially-designed ten-foot touchable model of the Capitol Dome that will allow them an intimate view of this iconic structure.

In the six months since I arrived in Washington, I have been building upon the operations plan framework that was developed by the AOC, Congressional Leadership, and CVC Oversight Committees. My first priority was to create a hiring plan and recruit a team of experienced professionals. The first eight members of my staff have reported for duty and have hit the ground running. I am pleased to announce that Maurice Parrish joined us last month as our

Deputy Chief Executive Officer for Visitor Services. He comes to us following 17 years at the Detroit Institute of Arts where he recently served as Executive Vice President.

We are holding a job fair this month to hire more than 50 visitor assistants who will be our "front-line ambassadors" to the visiting public. I am committed to hiring a diverse and professional staff so I have directed our Human Resources Office to reach out to a number of Congressional caucuses, including the Congressional Black Caucus, the Congressional Asian Pacific American Caucus, Congressional Hispanic Caucus, and Congressional Native American Caucus, to inform potential candidates of job opportunities with the Visitor Center.

On another front, we are in the process of developing the necessary tools to assist the public in planning a trip to the Capitol – tools that will also help them learn more about Congress, the legislative process, and the history of the Capitol Building itself.

Our new Visitor Center Web site will be key to our comprehensive public education campaign to help people arrange a visit to the Capitol and to their Members' offices, and to begin their study of how Congress works. Millions of visitors – including many local residents – will visit the CVC in its first year of operation, and the Web site will help manage expectations by preparing the public with clear information about the Visitor Center from how to get there to the amenities and educational opportunities that await them. We have been working with our internal, local, and regional partners on every aspect of Visitor Center-related logistics, including, as we'll be talking about today, transportation to and from the Visitor Center.

Through our Web site, Members' offices will be able to more easily facilitate constituent tours by making real-time reservations for them. This "advance reservation system" for Members' offices -- as well as for the public -- will also assist us in reducing crowding at the Capitol during peak tourist season by optimizing the number of opportunities people will have to visit the Capitol.

Our online and in-person communications and outreach efforts will target a variety of audiences -- from Members' offices to area residents; from international travelers to people who've lived in

Washington all their lives; from visitors' bureaus to taxi drivers; and from seniors to schoolchildren. We especially want to keep our Capitol Hill neighbors informed of our efforts at the Visitor Center as any changes in pedestrian or vehicular traffic will affect them.

We have been working with our Oversight Committees on a Capitol tour action plan to ensure a positive visitor experience. Included in the plan is the institution of a new program: the Congressional Historical Interpretive Training Program, or CHIP.

CHIP training is for Congressional staff who give tours to ensure that they are appropriately prepared with accurate information to conduct constituent tours of the Capitol Building and exhibits. We will also train them in providing for the safety needs of constituents, if that becomes necessary. CHIP training will ensure that Congressional staff are properly equipped to lead constituent tours while allowing them the flexibility to give their tours a "personal touch" and some local flavor.

As I mentioned earlier, we have also been developing a series of first year programs and events. The dynamic nature of the legislative process and the art and architectural history of the Capitol will be presented through exhibits, lectures, films, seminars, online productions, family activities, and curricula and outreach to schools.

Thank you, again, for this opportunity to update the Subcommittee on our activities. This concludes my statement. I would be pleased to answer any questions.

WHITE PAPER
CAPITOL POWER PLANT
ARCHITECT OF THE CAPITOL
APRIL 4, 2008

The Office of the Architect of the Capitol (AOC) has drafted this white paper to address comments made by Earthjustices' James Pew at the April 1, 2008, hearing on "A Growing Capitol Complex and the Visitor Center: Needs for Transportation, Security, Greening, Energy, and Maintenance."

1. INTRODUCTION

The U.S. Capitol Power Plant (CPP) was originally built in 1909 to supply steam for heating and electricity solely for the United States Capitol. In the ensuing years, additional facilities were added to the CPP's load, increasing the demands for steam and chilled water to heat and cool the buildings. In 1951, electrical energy production was eliminated. Currently, the CPP serves 23 facilities in the Capitol complex including the House and Senate Office buildings, the Supreme Court, and the Library of Congress. The CPP has taken a number of steps to improve operations including the development of new operating procedures, extensive training of CPP operations and maintenance staff, and extensive capital renewal and repair projects aimed at improving plant reliability and efficiency.

The CPP operates under a valid Title V Air Permit issued by the District of Columbia's Department of Environment (DDOE) under the oversight of the U.S. Environmental Protection Agency (EPA). The Title V program established by the Clean Air Act of 1990, requires AOC to obtain a federally-approved, state-administered operating permit. The Title V operating permit includes applicable requirements from federal and state emission standards. Under this permit, the CPP is required to continuously monitor NOx, O2 and Opacity. In addition to requirements to continuously monitor for these pollutants, the CPP must routinely test fuel burned to ensure that pollutants in the fuel are at recommended levels and prevent the possibility of exceeding limits set forth in local and federal regulations for these pollutants. There are no comprehensive requirements for hazardous air pollant (HAP) emissions that apply to the CPP, but should they become applicable, the CPP is prepared to comply.

2. AOC RESPONSE TO EARTHJUSTICE ASSERTIONS

In Mr. Pew's testimony, he makes several assertions about the CPP. Below are the AOC's responses to these assertions.

Assertion: The CPP is "currently operating in direct violation of federal law, which required it to obtain a permit setting limits on its toxic emissions."

Response: The CPP operates under a valid Title V permit and is in full compliance with the Clean Air Act of 1990. The permit requires that the CPP continuously monitor for Opacity, NOx, and Oxygen. Reports demonstrating compliance are submitted to DDOE on a quarterly and semi-annual basis. The semi-annual reports are also submitted to the EPA. In addition to the requirements for continuous monitoring and record keeping, the CPP must have an independent third party testing firm verify proper operation of the Continuous Emissions Monitoring Systems. The results of these reports are submitted to the DDOE and EPA.

The District of Columbia visits the CPP annually to inspect the facility and to ensure that it continues to meet the requirements of the Title V permit. In addition to these inspections, the CPP has also had two separate compliance inspections from the EPA in the past three years in which the CPP was able to demonstrate full compliance. In August 2005, the CPP was visited by the EPA for a full site compliance inspection. The regulators issued a formal report that indicated that the CPP was in full compliance with its Title V permit. A second visit by the EPA occurred in January 2007 to investigate complaints against the CPP regarding fugitive dust emissions. The EPA regulators again verbally expressed to CPP staff that they were satisfied with the CPP operations and could find no evidence of violations. The CPP has and will continue to ensure that it meets or exceeds regulatory requirements.

Assertion: "It appears extremely likely that the Plant is a major source of hazardous air pollutants."

Response: The CPP is considered a "major source" for Title V permitting purposes based on the level of criteria pollutant emissions (e.g., NO_x and SO_2) and HAPs that could be emitted from the facility (on a potential to emit basis). In an effort to ensure that emissions are within recommended levels, we continue to review and incorporate modern control technologies and emissions standards. There are several technologies that are utilized at the CPP to monitor and reduce a variety of pollutants including baghouses, stoker systems, a Continuous Emissions Monitoring System, and a Continuous Opacity Monitoring System.

Assertion: "The CPP does not meet any standards for toxic air pollutants. Its permit does not contain any limits or, indeed, any schedule for meeting limits in the future. The permit does not even indicate which hazardous air pollutants the CPP emits, or in what quantities."

Response: The Title V permit for the CPP assures compliance with all applicable air quality requirements through monitoring, testing, recordkeeping and reporting requirements for the various emission units at the CPP. The CPP is required to report its compliance status with each term of the Title V permit on an annual basis. Those reviews and related certifications have shown full compliance with the current Title V permit requirements over time.

Although there are no comprehensive requirements for HAP emissions that currently apply to the CPP in the existing Title V permit, should the requirements be amended through the permit process, the CPP is prepared to be in compliance.

Assertion: "The Architect of the Capitol and the General Services Administration were required to submit a special permit application to the District requesting limits on the Plant's emission of hazardous air pollutants. EPA and the Department of Justice have confirmed that vacating EPA's defective standards for boilers triggered these hammer requirements. Technically, these applications were due immediately."

Response: The CPP was on course to comply with Boiler Maximum Achievable Control Technology (MACT) requirements that would have gone into effect on September 13, 2007. Based on the former Boiler MACT rule, the air pollution control devices at the CPP are capable of meeting the applicable MACT emission limitations. Due to legal challenges, the U.S Court of

Appeals for the District of Columbia deleted the Boiler MACT from existence by vacatur. On July 31, 2007, the CPP held a meeting with DDOE and EPA Region 3 representatives to discuss CPP's compliance approach on the Boiler MACT. We reviewed the potential applicability of the MACT Hammer and subsequent steps that would be incumbent on the CPP to comply with the Boiler MACT. Neither DDOE nor EPA at this meeting or since that time has indicated that a permit application was immediately due from the CPP relative to the Boiler MACT Hammer. If this conclusion is made or when EPA provides further guidance, the CPP will prepare a MACT permit application. The CPP is prepared to comply with Boiler MACT Hammer requirements as they become known from DDOE and EPA.

158

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