Ingebritsen next requested the WV&M Coach Company to begin operating a bus on March 4, 1968. In the course of this discussion, President DeStefano reduced the charge for a week's service from the original figure of $300 to $270, the lowest amount that could be charged under the various options in the official tariff.

On that first morning the sun shone brightly, and the spirits of the transportation committee members were greatly boosted when they saw sizable numbers of persons gathered at each of several stops. By the time the bus left Reston, the promoters of the service knew that their enthusiasm had not been misplaced -- there were 29 passengers on the first trip. All were Reston residents except for one from Herndon and one who had driven in from Sterling Park. There would have been 32 passengers, but three men were left waiting at the wrong spot in the Lake Anne Center -- the only misfortune of the first day's operation.

On the first trip into the city, Ingebritsen briefed the passengers on the procedures to be followed on the return trip that evening. He disembarked in Rosslyn, and Gaver guided the bus through Washington on its initial run.

The route as determined experimentally in the first days of operation brought the bus into Washington along Constitution Avenue to 22nd Street, N.W. where it turned north and then east to serve the Department of State, the Department of the Interior and other Federal buildings nearby. The bus then turned north on 17th Street to K Street, stopping at the Executive Office Building and turning east to serve the office buildings along K Street. Turning south on 10th Street, the bus proceeded to the Federal Triangle. Since some of the first day's passengers were employed in the southwest section of the city, the bus crossed the Mall on 7th Street, turned east on Independence Avenue, and reached the Department of Health, Education and Welfare at about 8:55 a.m.\(^5\) (See Figure 3.)

Most of the passengers during the experimental weeks alighted in Rosslyn or in the areas of Washington closest to the Potomac River. The greatest concentrations of persons boarding for the homeward trip were at 18th and K and 19th and E Streets, N.W.

While ridership was not quite as high after the first day, a corps of regular passengers kept the total above 20 on each trip. They quickly developed an esprit which not only helped to make the trip enjoyable, but supported the efforts of the transportation committee members to attract and hold additional riders.

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5. Extension of the route across the Mall made it necessary to advance the start of the evening trip to 5:05 p.m.
Ingebritsen and his associates did not slacken their promotional efforts when the wheels began to turn. They made a determined effort to insure that the beginning of the operation would be a focus of community interest. On the first few mornings, Ingebritsen's wife, Shirley, sent thermos jugs of coffee aboard the bus. On the second day, the coffee was accompanied by doughnuts, by courtesy of Reston's Lake Anne Pharmacy. And to provide still another attraction for the early morning rider, Jeffrey O. Wellborn, RCA board member and owner of a Reston realty firm, contributed 20 copies of the Washington Post on each day of the two-week experiment.

One of the outstanding features of the service was the personal attention given to new passengers. It was impossible for a new rider to remain a stranger to the "club" of regular riders. When a newcomer boarded the bus in the morning, Ingebritsen would welcome him, inquire as to his destination, and introduce him to some of the others. This attention gave the rider a chance to ask any questions he might have about the service, and alerted the other riders to expect him on the return trip.

The latter point was important, since the arrangements for catching the return bus were a source of some anxiety for new riders. The Reston bus did not stop at all of the regular WV&M stops, was identified only by a small placard in the front window, and was just one of the vast number of buses operating along the crowded streets of Washington during the rush hour. More than once the watchful eye of an experienced rider saved a newcomer from missing the evening bus home-ward. The riders likewise looked out for one another in the mornings, even to the extent of asking the driver to wait a moment when a regular rider was not present at his usual stop.

In another manifestation of commuter sociability, the riders quickly organized a Friday afternoon social hour. These celebrations of the end of the week always included liquid refreshments, and upon occasion riders boarded the homeward bound bus with contributions of hors d'oeuvres.

The smooth operation of the service during the initial trial owed much to Phil Jones, the bus driver. Jones, a native of Great Britain, took a personal interest in the "express" and drove the bus in a manner that cut minutes off the schedule, to the warm applause of the passengers. His cheerful English-accented comments, his driving ability, and his unfailing courtesy added greatly to the enthui-iasm of the two dozen pioneering riders.

The members of the transportation committee spent much of their time on each trip in observing the strengths and weaknesses of the operation and in devising improvements. On the first day Ingebritsen concluded that the schedule through Reston could be tightened up,
saving five minutes. He was constantly appraising the traffic conditions on the roads between Reston and Rosslyn, and during the first days he made several route changes in consultation with the driver and riders who had tried the alternative routes when commuting by automobile.

In a continuing effort to tailor the service to the needs of present and future riders, Ingebritsen arranged with the bus company for free transfers from the Reston bus to any WV&M bus line that it crossed. This feature was especially attractive to people employed at the Pentagon, and a few riders soon began to take advantage of it. In order to get these passengers back on the Reston bus coming home, they were offered a reduced round-trip fare of $1.70, so their total round-trip cost was held at $2.

During the first week of operation, the RCA express bus carried 252 riders. In the second week there were 248 riders. While these totals were less than the break-even figure (a little over 270 riders per week), a sizable number of tickets sold in advance had not yet been used, so there was no cash deficit. At the end of the first week the transportation committee announced that the experiment would be extended from two to four weeks. When the initial supply of printed tickets was exhausted, the promoters of the service temporarily resorted to handwritten index cards signed by Karl Ingebritsen. Then the bus company donated a large supply of tickets that had been printed for the ill-fated Sterling Park service.

During the remainder of the experimental period, the transportation committee made a determined effort to put the express bus service on a permanent and secure basis. Conversations with the bus company's president convinced Ingebritsen that WV&M was not willing to take over the operation without a longer trial period. The company remained very skeptical about the long-term success of the service.

Turning next to the new town developer, Ingebritsen and Gaver wrote a memorandum to William H. Magness, president of Gulf Reston, reporting the results of the two-week trial. They asserted that the demand for the express bus service had been clearly demonstrated and proposed that the developer consider the immediate establishment of two additional express buses from Reston to Washington. Assuming that 50 percent of the costs of the three proposed buses would have to be subsidized, they estimated the cost to the developer at approximately $20,000 a year, or about the amount realized by a 3 percent

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6. When used in a quantitative sense, "rider" here denotes a one-way person-trip. "Ridership" is calculated on a daily or weekly basis. "Passenger" is used to denote a person riding the bus. A regular passenger accounts for a ridership of two per day, and 10 per week.
profit on the sale of 23 homes costing $30,000 each. Gaver and Ingebritsen argued that the provision of express bus service would promote additional sales of houses in Reston. This argument, coming at a time when the new owner was still struggling to increase the rate of sales to a profitable level, was perhaps not very persuasive. No reply to this proposal was received from Gulf Reston.

Lacking further support by WV&M or Gulf Reston, Ingebritsen and Gaver concluded that if the service were to be continued, this would have to be undertaken at their own risk. On March 22 an editorial in the Reston Times called for community support to assure the permanence of the express bus service.

During the last two weeks of March, the RCA express carried 499 passengers. While this was still below the break-even point, the "float" of tickets sold but unused again prevented a cash deficit. In fact, the RCA express bus account showed a surplus of about $25 at the end of the month. It seemed safe to announce the continuation of the service in April.

Late in March, Gaver and Ingebritsen decided to experiment with the fares, in the hope that a reduced price for regular riders would attract more passengers. They announced a monthly pass, whose cost was to equal $1.60 multiplied by the number of working days in the month. The pass was designed and produced by Obie C. Dodson, one of the early boosters of the bus. The monthly fare was an immediate success -- 15 riders bought passes (at $35) for April, saving themselves some money and providing a base of assured patronage for the express service.

During the first week of April, ridership held steady at 248, still a little below the break-even point. The next week saw a sharp reduction to 205 riders, as a result of the disruption of travel habits that occurred in the aftermath of the civil disturbances in Washington following the assassination of Dr. Martin Luther King, Jr. The bus operation was in trouble financially for the first time -- the residents of the new town had found that their enterprise was not immune from the impact of urban crisis.
IV. EXPANSION AND REFINEMENT OF THE EXPRESS BUS SERVICE

In April the transportation committee made a new questionnaire survey of all Reston households to guide its plans for further improvement of transportation for the new town. The survey showed that there was considerable interest in a bus leaving Reston much earlier than the initial service, and in a bus leaving Washington earlier than the current 5:05 p.m. departure. The data also showed a significant number of people who wanted a bus leaving the city later than 5:05 p.m. A late departure, while not helpful to commuters with early starting and quitting times, would offer riders the important advantage of a more flexible travel schedule -- of special importance to the many whose job responsibilities sometimes prevented them from leaving their desks promptly at quitting time.

The results of this survey merited belief, since the initial experience had shown that a large proportion of the people who expressed interest in the service had actually made use of it. However, the transportation committee was not in a position to launch a second bus unaided, since the first bus was not yet breaking even. The members of the committee had been devoting a large part of their waking hours, both in Reston and at their offices, to the inauguration and management of the one-bus service. They were not in a position to undertake another large-scale drive to sell advance tickets for a second bus, and in any case this technique would probably not generate enough cash to give them the necessary assurance against losses.

The members of the transportation committee felt that addition of another bus was essential. It would not only attract riders for whom the existing schedule was unsatisfactory, but might increase ridership of the first bus by offering commuters an alternative departure time. A growth in ridership was needed to achieve financial solvency and assure survival of temporary setbacks such as resulted from the April disorders.

Determined to maintain the momentum built up in the first two months, the transportation committee decided to approach the bus company and the developer once again, with a proposal requesting financial backing for the launching of a second bus. This time, the committee was able to speak from a much stronger position, since it could point to a nearly profitable operation for more than a month, and ridership had surged upward to a record level in the week after the funeral of Dr. Martin Luther King, Jr.
At this critical juncture in the history of the express bus service, President DeStefano of WV&M proved willing to render some much-needed help. He agreed to assume responsibility for one-half of the deficit incurred in operation of a second bus for a period of 20 weeks if Gulf Reston were willing to pay the other half.

On April 19, in the seventh week of the express bus operation, Ingebritsen and Gaver met with William Magness and Glenn W. Saunders, Jr., president and executive vice president of Gulf Reston, to discuss the financial backing of RCA's second express bus. Little explanation was needed to convince the Gulf Reston executives of the value of the proposed additional service. Magness quickly agreed to join the bus company in underwriting any deficits during the 20-week period, up to a total contribution by Gulf Reston of $1,200. This amount, combined with the bus company's contribution, would compensate for a shortage of approximately 12 fare-paying commuters.

RCA's second express bus, following the same route as the original bus, provided an earlier morning and a later evening trip. It left Lake Anne Center at 7:00 a.m. and began its return trip at the Department of Health, Education and Welfare, at 4th and C Streets, S. W., at 5:55 p.m.

On May 6, the first day of operation, the second bus carried 14 inbound and 15 outbound passengers. While this was far below the break-even point, the addition of this bus was an immediate success. It both provided potential riders with an attractive flexibility in scheduling their travel and gave concrete evidence that the RCA bus service was in business to stay, so that commuters could safely abandon their former travel arrangements (car pools, reserved parking spaces, etc.). The result was a sharply increased ridership on the original bus. In the first week of two-bus operation, an average of 10 new commuters were attracted to the original RCA express each day. Total weekly ridership jumped from 282 in the previous week to 470. (See Figure 4.)

Ridership increased steadily in the next two months, to totals of 543 in the first week of June and 603 during the first full week in July. The subsidy required of the bus company and the new town developer during May and June totaled only $338, and in July the two buses paid their way.

As patronage grew, the transportation committee continued to refine its pattern of operation. In order to provide the same kind of personal service on the second bus as on the first, the concept of "bus master" was devised. The functions performed on the original bus by Ingebritsen and Gaver were delegated on the other bus to the bus master. His duties included collecting fares, selling passes and tickets, welcoming new passengers and giving them detailed
Figure 4

Ridership on the Reston Express Bus

Weekly Ridership
(adjusted for holidays)

Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun
1968 1969

Introduction of fifth bus
Ridership needed to pay bus charter cost
Date of increase in bus charter cost and passenger fares
Christmas week
Aftermath of civil disturbances
Introduction of fourth bus
Introduction of third bus
Introduction of second bus
information on the bus service, supervising each day's operation (such as telling the driver to wait for someone running for the bus and asking the group of riders if they wanted a change in the level of heating or cooling), keeping a statistical record of ridership, and formulating suggestions for service improvements. These suggestions were to be based on experience in the daily operation of the bus and on discussions with the passengers. In compensation for this help, the bus master was allowed to ride the bus free of charge. No difficulty was experienced in finding people to act as bus masters on these terms; in fact, competition for the job appeared possible.

Ridership continued to increase during August -- an auspicious trend in a vacation month. On several days there were standees on one bus. The transportation committee therefore proceeded to plan a third daily trip. It was to be routed along Constitution Avenue and across the Mall to the large employment sector under development in southwest Washington, where several Federal office buildings were being completed. Ingebritsen, pointing to the financial surplus created by the operations in July and August, secured agreement by WV&M and Gulf Reston to extend their guarantee to a third bus.

The Southwest Express made its first run on August 26, and immediately attracted a new group of riders. The morning trip, leaving Reston about halfway between the other two buses, was timed to serve people beginning work at 8:30 a.m., and the direct routing cut about 10 minutes from the time that a bus would consume in making the round-about trip through the upper part of the business district at this hour. The evening bus was scheduled to leave 4th and C Streets, S.W. at 4:55 p.m., to accommodate the many people with early working hours who had been riding into the city on the bus established in May but had to wait for the original bus in the evening. (See Table 1.)

In September weekly ridership jumped to a new high of 925 (average for the month), and no subsidy was needed for the third bus. With operation now apparently safely above the break-even point, a new reduced fare was introduced for riders who did not ride often enough (or did not have enough cash at the beginning of the month) to buy a monthly pass. A book of ten tickets, selling for $9, became the preferred method of payment for a sizable group of riders.

Weekly ridership increased again to 1,000 in October, leveled off in November, and dropped to 935 in December. The transportation committee regarded the December decline as a natural result of the holiday season, and continued to plan further expansion of the service.

On January 6 a fourth bus was inaugurated for the "late risers," leaving Lake Anne at 7:45 a.m. and beginning its return trip at 5:10 p.m. The transportation committee was so confident of continued ridership growth that it made no request for a further extension of
the subsidy guarantee by WV&M and Gulf Reston. In any event, the heavy ridership during the preceding months had produced a surplus in the bank account that would be sufficient to carry the fourth bus for a month even if it did not attract new riders.

Once again the addition of another choice of departure time produced a surge in ridership, which reached 1,245 per week during the portion of January in which four buses were operated. By the end of March, ridership was averaging 1,315 per week and a one-day record of 300 had been set on a snowy Monday.

Early in February, Karl Ingebritsen left his government job to become the first full-time executive director of the Reston homeowners association. His responsibilities included operation of the swimming pools and other village recreational facilities, maintenance of the open spaces, eventual supervision of trash collection, and the budgetary planning involved in the support of these activities. While he was immediately preoccupied with preparations for the outdoor season, he was in a good position to devote further effort to development of the new town's transportation system.

On the night of Saturday, March 8, 1969, the Reston Community Association sponsored a dance in celebration of the first anniversary of the express bus. This event, perhaps unique in the history of mass transportation, was attended by over 150 people, offering a favorable augury for the continued support of the Reston express bus service by residents of the new town.

Later in the spring, during the weekend celebration of Reston's third birthday, the Reston Community Association presented a certificate of appreciation to Allen B. Linaburg, the first WV&M bus driver to complete a full year of service on the Reston express.

Ridership on the express bus dipped a little in April and rose to new heights in May. The transportation committee conducted a new survey of Reston residents to provide a basis for planning further expansion of the service, and concluded that the time had come to launch a daily trip to the Pentagon and other employment centers on the Virginia side of the river, between Rosslyn and National Airport. In addition to serving a large group of commuters, this bus might be of value to Reston's air travelers, since many more flights landed at National than at Dulles.

The fifth bus began operation on June 2, and during its first week carried an average of 19 persons per day to Rosslyn, the Pentagon, the new office buildings along the Jefferson Davis Highway, and National Airport. Weekly ridership on the five buses jumped to 1,576. Once again, the prompt response of ridership to expanded service kept the bus operation above the financial break-even point, encouraging
<table>
<thead>
<tr>
<th>Location</th>
<th>Inbound Schedule</th>
<th>Date of Introduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Herndon*</td>
<td>Alabama Dr. &amp; Elden St.</td>
<td>6:40 7:00 7:10</td>
</tr>
<tr>
<td>Reston</td>
<td>Lawyer's Rd. &amp; Soapstone Dr.**</td>
<td>6:42 6:52 7:02 7:17 7:27</td>
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<tr>
<td>Hunters Woods</td>
<td>Colt's Neck Rd. &amp; Reston Av.</td>
<td>6:47 6:57 7:07 7:22 7:32</td>
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<tr>
<td>Lake Anne</td>
<td>North Shore Dr. &amp; Links Dr.</td>
<td>6:53 7:03 7:13 7:28 7:38</td>
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<td></td>
<td>North Shore Dr. &amp; Fairway East</td>
<td>6:57 7:07 7:17 7:32 7:42</td>
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<tr>
<td></td>
<td>North Shore Dr. &amp; Village Rd.</td>
<td>7:00 7:10 7:20 7:35 7:45</td>
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<tr>
<td>Rosslyn</td>
<td>Wilson Blvd. &amp; Moore St.</td>
<td>7:50 7:59 8:15 8:25</td>
</tr>
<tr>
<td></td>
<td>Lee Hwy. &amp; Moore St.</td>
<td>7:39</td>
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<tr>
<td>Washington N.W.</td>
<td>20th &amp; E St.</td>
<td>7:44 8:23 8:33</td>
</tr>
<tr>
<td></td>
<td>17th &amp; Eye St.</td>
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<td></td>
<td>7th &amp; Penn. Av.</td>
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<td>8:03</td>
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<td>12th &amp; Const. Av.</td>
<td>8:07</td>
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<tr>
<td>S.W.</td>
<td>7th &amp; Indep. Av.</td>
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<tr>
<td></td>
<td>4th &amp; C St.</td>
<td>8:00 8:20 8:50 9:05</td>
</tr>
<tr>
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<td>Pentagon</td>
<td>7:57</td>
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<tr>
<td></td>
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<td>8:07</td>
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<tr>
<td></td>
<td>National Airport</td>
<td>8:10</td>
</tr>
<tr>
<td></td>
<td>Building T-7</td>
<td>8:13</td>
</tr>
</tbody>
</table>
## Outbound Schedule

|--------------------------------|----------------------|--------------------|-----------------------------|------------------------|-----------------|---------------------|----------------------|--------------------------|-----------------------------|-----------------------------|-------------------|------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------------|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
the transportation committee to continue planning for further expansion.

At the end of fifteen months, the Reston express bus service could fairly be called a success. A sizable number of Reston citizens had contributed to this result. Of prime importance were the bus masters. Ingebritsen and Gaver had long since yielded this responsibility to other riders and in June the four buses to downtown Washington were being managed by James M. Kelly, Richard F. Jessup, Charles E. Thomsen, and William Rountree. The bus master of the Pentagon express was James J. Cross. Bus master Jessup, one of the most active members of the transportation committee, kept all of the information needed for the production of timetables on his office computer, reducing the clerical work involved in preparing each timetable revision.

As the supply of printed tickets neared exhaustion, Jessup and another rider, Dale Sortland, took responsibility for designing a book of 10 tickets and handling the printing arrangements. The cover design allowed for advertising space, which would provide an additional source of revenue.

A small bus stop sign, placed at each of the principal stops in Reston, was the handiwork of Irving Wasserman, a Gulf Reston architect and resident of the new town.

The Friday afternoon social hours, which helped to gain wide publicity for the Reston express bus,7 were entirely the product of passenger initiative. Vincente Forde, one of the original group of riders, started the custom shortly after the inauguration of the service by bringing aboard liquid refreshments, ice, and cups on the last trip of the week. Later, a bottle was raffled each week, with the profits paying the cost of the afternoon's refreshments. On the bus established in August, one rider brought canned cocktails aboard on a Friday afternoon, and the group thereafter had its own weekly equivalent of the bar car on a New York commuter train. The late bus from downtown, on the other hand, gained the reputation as a conveyance for sobersides and sleepers.

The steady growth in ridership had put an end to the precarious financial condition of the express bus service. In mid-May the RCA express bus bank account contained a balance of $1,765, reflecting ten months of almost continuous operation above the break-even point. During the period of four-bus operation from January through May, the

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7. The Washington Post on August 1, 1968 described the Reston express bus service in a feature article that emphasized the "happy hour."
service earned more than $15 per day after all expenses were paid. Thus an additional morning and evening bus could be inaugurated at any time with the assurance that the bank balance would not be quickly depleted, even if ridership did not respond with its usual quantum jump.

The balance sheet would not have looked so favorable if all of the costs of organizing and operating the express bus service had been paid in cash. While the bus bank account had paid some of the costs of reproducing and disseminating announcements and timetables, and had made a few other cash expenditures such as classified ads boosting the bus service in the Reston Times, the bus service owed its success to contributions of valuable services from several sources. The Reston Foundation for Community Programs had given valuable help in the form of typing services and promotional activities at its offices in the community hall. The developer had featured the bus service in large ads in the Washington newspapers and had included bus timetables with the sales literature distributed to prospective residents. Both the developer and the bus company had devoted numerous man-hours of executive time to the planning and support of this non-routine operation. And the hundreds of hours of volunteer work by members of the transportation committee and other Reston citizens would have cost several thousand dollars if priced at their regular salary rates.

8. "RESTON'S RAPID ROAD TRANSIT SYSTEM...

"Between seven and seven forty-five in the morning, four Reston express commuter buses leave for Washington, D. C. Less than an hour later, the well read and relaxed commuters, some warmed by the coffee of a neighbor’s pass-around thermos, arrive in the K Street business area, along Constitution Avenue or in Southwest.

"In the early evening, between five after five and ten after six, bus stop waiting lines are thinned by the departure of non-waiting Reston commuters enjoying the next best thing to a chauffeured limousine.

"This weekend visit Reston just 10 minutes West of Tysons Corners, off Route 7. Ask a resident hostess for more details on the Washington area's finest rapid transit system sponsored by the Reston Community Association -- a working example of community participation in Reston's growth and progress."

So began a half-page advertisement in the Washington Evening Star (April 18, 1969), with a photograph of a busload of commuters.
Figure 5
Life on the Reston Express Bus
On the other hand, the bus service produced some benefits that were not reflected in the RCA balance sheet. These benefits extended not just to the riders, but to their entire families. Housewives and children in one-car families had a new mobility during weekdays, while other families were enabled to get along with one less car and spend their money on other needs. Some Reston women were relieved of a long-standing worry about the risks that their husbands ran in driving a long distance over crowded highways after a hard day's work.

The developer also reaped a substantial benefit from the express bus service. The poor accessibility of the new town had been among the greatest impediments to sales and rentals. The express bus was a strong selling point to prospective residents who were employed in downtown Washington and vicinity. To the extent that the bus service helped to attract residents to the new town, it made a contribution to its own success, since such persons were naturally likely to become riders.

While the financial results were encouraging, the RCA transportation committee decided in late May that the fares should be increased. The immediate cause was a letter from president DeStefano of WV&M, advising that recent increases in operating costs would necessitate a rise in the charge for each bus trip, from $27 to $30. But the transportation committee was also about to incur some new costs that resulted from the very success of the service. Since the buses were now running at a profit, the committee could no longer expect to receive free typing assistance from the staff at the community hall. Since gross revenues were coming in at the rate of close to $70,000 per year, bookkeeping assistance was needed and outside auditors had to be employed.

The committee also believed that the bus operation, like any well-run business, should have sufficient working capital to enable it to survive any unforeseen expenses or adverse events, and to support the introduction of new services that might not at first pay their way. The bank balance was none too large for an operation of this size, and the rate of growth of the balance would be sharply curtailed by the new expenses beginning in June.

In framing the new fare schedule, the committee decided to increase the cash fare to $1.25, while making smaller proportionate increases in the charge for 10 tickets (to $1.00 per ride) and the monthly pass (to $.90 per ride if used every day, the cost of the pass depending on the number of working days in the month). Two considerations led to this decision. The bus masters were strongly in favor of the 25-cent boost in the cash fare in order to avoid handling nickels and dimes when making change. The committee also felt justified in charging the occasional riders at a considerably
higher rate than the regulars, since the latter were paying every day to support a service whose availability to a person who usually drove to work would be very valuable on days when the roads were icy or a family automobile was out of commission.

The fare increase took effect on June 2. The transportation committee detected little resistance, either in the ridership data or in the comments of passengers. As soon as the Pentagon-National Airport bus proved itself, the committee turned its attention to further expansions of the service. The most promising possibilities were additional trips on the direct route to the Southwest Washington employment area, and on the Pentagon-National Airport run.
V. PROBLEMS AND PROPOSALS

During the first fifteen months of operation, the upward trend of ridership gave the RCA transportation committee considerable satisfaction. Nevertheless, the committee had to contend with numerous problems as it managed the service and continued to devise improvements.

The response of Herndon commuters was a disappointment from the start. Only one or two riders entered Reston on the buses from Herndon each morning. The transportation committee was finally induced to terminate the Herndon service when a bus ran off the narrow, winding road from Herndon on the snowy morning of November 12. This minor accident, which eliminated one trip from that day's schedule, showed that the reliability of the entire service would be jeopardized by an attempt to serve Herndon when weather conditions became consistently bad. The Herndon service ended on December 6.9

November 12 was full of trials for the transportation committee -- all of the other buses were late that day. Following this experience, the committee considered adoption of a snow emergency plan providing less coverage of the two villages, but concluded that the buses would be able to function as well as private automobiles during bad weather. This proved to be the case during an ice storm in January, when the buses ran reasonably close to schedule, while many Virginia motorists slid off the roads. During the entire first year of service, an average of only about one bus per month failed to make its trip or started more than 20 minutes late, thereby enabling the transportation committee to reduce its payment to WV&M by the cost of one trip in accordance with the charter agreement.

The committee also went through a trying period in its relations with the bus drivers. Phil Jones, the cheerful, skilled operator of the initial bus, took a more desirable assignment after driving the Reston express for only a month. For a while, the committee had to contend with a series of drivers assigned to the buses for short periods, each of whom had to be instructed as to the route, stops, and procedures of the express service. Some were not adept at negotiating the downtown traffic or picking the fastest route home. On a few trips the buses strayed from the routes and a few riders were

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9. After the mileage to Herndon was eliminated, the route between Reston and downtown Washington was 34 miles long, and the buses traveled 61 miles from garage to garage.
passed up by inexperienced drivers. Following a series of requests from Ingebritsen, the bus company assigned regular drivers to each of the buses for periods of about six months.

There was a continuing struggle with the bus company over the quality of the equipment that it provided. The first bus was a standard 51-seat city bus of recent vintage. The second was a much older vehicle, which did not add to the allure of the service. From the beginning, Ingebritsen urged DeStefano to make available "suburban" coaches with reclining seats and higher performance capabilities. Finally, in June 1968, the two city buses were replaced by 49-seat suburban coaches. But the next two additions to the service were 44-seat city buses that had seen more than 10 years of service. Their riding qualities left much to be desired, and by November the third morning bus was carrying an uncomfortably full load. The bus company then replaced this with a newer 51-seater, but the outbound operation continued to depend on old 44-seat buses for the trips not served by the two suburban coaches. A better vehicle was provided for the Pentagon-National Airport service begun in June 1969.

The transportation committee regarded exclusive use of suburban coaches as essential to a high-quality operation that would achieve the full potential of the service, both providing a more comfortable ride and permitting quicker acceleration and higher speeds on the parkways and outlying highways where traffic flowed freely. Ingebritsen repeatedly asked for such vehicles, but the bus company, which had already made available the only two that it possessed, was unwilling to purchase more equipment for a single daily round trip.

Late in 1968 the transportation committee proposed to Gulf Reston that it put up the capital needed to finance acquisition of additional suburban coaches, but the developer, faced with the heavy capital demands of new town construction, declined to incur this added burden. At the end of the first 15 months, this remained one of the main unsolved problems of the express bus service.

While coffee and doughnuts were only provided on special occasions after the first few days, a copy of the Washington Post was included in the price of a ride every morning until the newspaper's circulation department heard about this practice and warned that its regulations prohibited free distribution of copies purchased at the wholesale price. Rather than incur the added expense of buying papers at the retail price, the transportation committee decided to drop this feature at the end of July and concentrated on other kinds of service improvements.

The time spent in negotiations on such matters, combined with the substantial amount of work and occasional crises involved in the day-to-day management of the bus service, were a heavy burden on the