



Alexandria Transit Company Board of Directors Meeting



Wednesday, October 10, 2018
5:30 p.m.
City Hall, Council Workroom, 2nd Fl.

Meeting Agenda

#1 Public Comment

#2 Consideration of Meeting Minutes Approval
September 12, 2018

All

#3 Board Member Announcements & Presentations

- a) Chairman's Report
- b) T&ES Directors Report
- c) All Others

Chairman & Board
Members

#4 General Manager's Report

- a) Management Report
- b) Performance Report
- c) Operating Report
- d) Overtime Report
- e) General Manager's Summary

Josh Baker,
General Manager

#5 Financial Report

- a) August Financial Update
- b) August Balance Sheet
- c) August Summary Income Statement
- d) August Budget vs. Actual (BVA)

Evan Davis,
Director of Finance
& Administration

#6 New Business

- a) First Transit Visit
- b) Fiscal Year 2020 Budget Preview
- c) Mobile Ticketing Pilot
- d) VTLP Introduction

Larry Morris
Josh Baker
Josh Baker
David Harmer

#7 Executive Session for Virginia Transit Liability Pool (VTLP)

Consideration of Convening an Executive Session for the Purpose of Discussing Legal and Personnel Matters, pursuant to Section 2.2-3711 (A1) of the Code of Virginia

Chairman & Board
Members

#8 Next Meeting Date & Adjournment

The next regular Board Meeting is Wednesday, November 14th at 5:30 p.m.,
Alexandria City Hall, Council Workroom, 2nd Fl.

All



ATC Board Agenda Detail

Agenda Item #: 2
Item Title: Meeting Minutes
Contact: Fatima Ahmed, Secretary
Attachments: None
Customer Impact: None
Board Action: Consideration of Approval



Alexandria Transit Company (ATC) **BOARD OF DIRECTORS MEETING MINUTES**

A meeting of the Board of Directors of the Alexandria Transit Company was held on Wednesday, September 12th at Alexandria City Hall, Council Workroom, 2nd Floor, 301 King Street, Alexandria, VA 22314.

Board members attending were: David Kaplan, Kerry Donley, Ian Greaves, Matt Harris, Jim Kapsis, Yon Lambert, Richard Lawrence, and Meredith MacNab. Board member Stephen Klejst was excused from attending.

Staff members and visitors attending were: Josh Baker, Raymond Mui, Fatima Ahmed, Martin Barna, Swinda Carcamo, Evan Davis, John Lanocha, Gabriel Morey, Dale Dover, Alicia Wright, Nicole Evans, Carmen Frasier and Bill Eger. There was one visitor in attendance.

The board holds meetings every second Wednesday from September to June and all are welcome to attend.

Board Meeting

Agenda Item #1 – Public Comment

The Chairman called the meeting to order at 5:30 p.m. and there was no public comment.

Agenda Item #2 – Consideration of Meeting Minutes Approval

The Chairman asked for consideration of approval of the minutes of June 6, 2018. Mr. Lambert made a motion to accept the minutes as presented with Mr. Donley seconding the motion, and the vote was carried in approval.

Agenda Item #3 – Reports, Updates and Other Business

Item #3a – Chairman's Report

The Chairman welcomed the Board members, staff and guests to the regular monthly Board meeting. Mr. Kaplan welcomed the two new ATC Board members, Mr. Jim Kapsis and Mr. Matt Harris to their first meeting, which was followed by introductions by the new Directors.

The Chairman recommended a title change to meeting agenda item #3c to Announcements and Presentations, for the Board to be better informed and strategic. Mr. Kaplan encouraged the Board members to think about what they would like to discuss during the meeting and any Board member presentations are welcomed.

Item #3b – T&ES Director's Report

Mr. Lambert provided the Board with the T&ES Report items that may be of interest to the DASH Board, prior to the meeting. Mr. Lambert welcomed all questions or comments. Mr. Lambert summarized the high-level items from his report as follows:

- King Street-Old Town Metrorail Station Access Improvement Project Update: closure of bus loop is delayed, currently under construction and the delay will not affect the overall project closure.
- WMATA Bus Shutdown: the shutdown is in the early stages, there is the opportunity for DASH shuttle services and the DASH/City Coordination Group are looking at all options especially keeping DASH replacement buses available.

The General Manager informed the Board that City and DASH Staff are working hard to be prepared for the shutdown. Stating the priority is to make sure that the people of Alexandria can point to DASH and see us as part of the solution. Mr. Donley stated he welcomes the involvement and the opportunity for the system to benefit from helping with the shutdown shuttle services.



- Metrobus Transformation Project: Mr. Lambert reported that both City and DASH Staff are participating in the Metro Bus Transformation Project, taking a close look at metro bus routes and how it operates as a system. The process has kicked off and information will be shared as these advances.
- FY 2020 Budget Update: Mr. Lambert offered to meet with the Chairman and General Manager offline as the Board does not need to have comments to the City Manager until October 26th. Mr. Lambert commented one of the areas of focus is the areas in which additional resources are needed. Mr. Donley commented that the challenge is to find the way to raise the money, and this isn't only for Alexandria but also other jurisdictions.
- Metro and City of Alexandria Announce Selection of Contractor for Potomac Yard Metro Station: Mr. Lambert concluded the T&ES Director's Report by sharing with the Board the announcement by WMATA Metro and the City that Metro today selected Potomac Yard Constructors as the prime construction contractor for the Potomac Yard Metrorail Station. Construction of the station is expected to begin in spring 2019, with completion by late 2021 or early 2022.

Staff Reports

Agenda Item #4 – General Manager's Report

The General Manager introduced the Management Report to the new board members, pointing out any high-level items, and welcoming all comments or questions.

Item #4a – The General Manager commented on the on-time performance difference during the month of July. Noting that Planning Staff are now using a new more accurate method for calculating on-time performance using CAD/AVL data instead of the manual checks by field supervisors. Mr. Baker shared the plan to fully implement a fleet wide passenger calculating system where every bus will record at every stop. Mr. Baker stated this data will help understand underutilized stops throughout the entire year and the pattern or trends at certain stops.

Item #4b – Mr. Baker commented that boardings are up and ridership has shown strong performance with the TC Williams Program implementation of SmartTrip cards, which were manually counted previously. Concluding the performance report stating that fundamentally we have a positive community image and use of our community.

Item #4c – Mr. Baker summarized that the operating report highlighting that it will be difficult to reach revenue goals considering WMATA shutdowns. Mr. Donley commented on the trolley ridership numbers being down, consider doing some verification and talking to visit Alexandria. Mr. Baker stated there have been talks with Visit Alexandria and they have had low revenue due to a lot of factors such as competing with a lot of local environments. Mr. Baker stated he plans on discussing this further with Visit Alexandria during the annual meeting he will be attending on Monday, September 25, 2018.

Item #4d – Mr. Baker reported on the overtime analysis stating he set an aggressive goal of 7% which we haven't got there yet but will get there. Sharing with the Board that the current training class will give us the minimum operators to cover our runs and our extra board, various absenteeism that would be covered. The General Manager informed the Board the new processes and systems implemented internally, in an effort to reduce our costs.

Item #4e – Mr. Baker concluded the General Manager's Report by summarizing the notable activities that occurred during the summer hiatus. The General Manager recognized DASH's Marketing Intern for his hard work on the bus facelift, informing the Board there are 14 new buses on the way and another 13 coming in December.



Agenda Item #5 – Financial Report

Item #5a – Mr. Evan Davis, the Director of Finance & Administration shared the Financial Reports, summarizing the data for the Boards consideration. Mr. Davis stated the Munis system took a little longer to produce the July report, which was provided to the Board today. Mr. Davis outlined the format of the Financial Report, which will consist of a balance sheet, income statement and budget vs. actual summary reported each month. Mr. Davis commented that the transfer of funds from the payroll account and additional supplemental appropriation has helped closed the gap for FY 2018.

Item #5b – Mr. Davis reported on the negative cash position stating that this will be booked quarterly to keep the negative cash position lower. The Board discussed putting City Council on notice mid-year instead of at end of year with some form of communication addressing the declining revenue. Group acknowledge it would be appropriate to communicate to the City Manager or City Council that unrealistic revenue has been incorporated in the budget, in light of hurdles with WMATA that will affect revenue projected revenue for the year.

Item #5c – Mr. Davis shared a potential revenue opportunity with the rail shutdown, if we can secure one of those runs and use this as charter revenue. The board welcomed this, and require DASH taking an active part in planning phase. Mr. Baker stated that once the spare ratio can figure in to core operations, we will have additional buses for charter services.

Mr. Davis concluded the Financial Report with the internal budget control and grant summary, showing how we are progressing with grants throughout the year and how we are controlling interdepartmental budget expenses.

Agenda Item #6 – New Business

Item #6a – Mr. Barna provided an update on the Alexandria Transit Vision Plan and provided a presentation on the ATV events during the month of September, which will be led by Jarrett Walker. Ms. MacNab and Mr. Lambert will be representing the ATC Board of Directors at the exclusive stakeholder's event on Saturday, September 29th.

Item #6b – Mr. Barna provided an update on the Zero Emission Bus Program, Mr. Barna shared with the group that he recently went on the ZEB program with Mr. Eger, also present at the meeting. Mr. Barna provided a presentation on the Zero Emission Bus Program along with editorial comments by Mr. Eger informing the group that the next step is to plan the framework for implementation for the Board to determine the direction to go in future.

Item #6c – Mr. Barna presented to the Board the resolution authorizing the Alexandria City Manager to execute 2 standard project agreements between the City of Alexandria and NVTA. Mr. Donley made a motion to approve the Board Resolution for DASH NVTA 70% Grant Projects, with Ms. MacNab seconding the motion, and the vote was carried in approval.

Agenda Item #8 – Next Meeting Date & Adjournment

As there was no further business, the Chairman asked for a motion to adjourn. On a motion by Mr. Donley and seconded by Ms. MacNab, the regular monthly meeting adjourned at 7:33 p.m.

The next regular monthly meeting is Wednesday, October 10th, 2018 at 5:30 p.m. at City Hall, City Council Workroom, 2nd Fl.

Minutes submitted by Fatima Ahmed, Secretary



ATC Board Agenda Detail

Agenda Item #: 4
Item Title: DASH General Manager's Report
Contact: Josh Baker, General Manager
Attachments: None
Customer Impact: None
Board Action: None/FYI

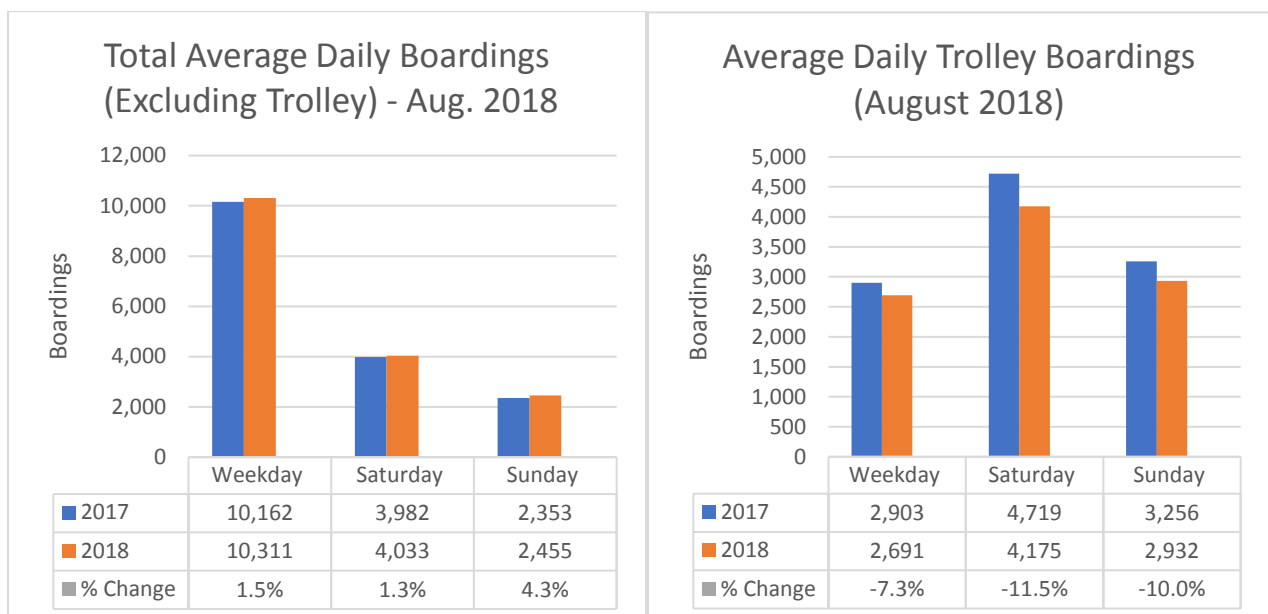


4a Summary: Management Report

FOR THE MONTH OF AUGUST 2018

A. RIDERSHIP:

Total system ridership for the month decreased by 1.2% from last August, with 353,415 total passengers. **Without the King Street Trolley, total ridership increased by 1.6% from last August**, with 263,096 passengers.



B. SAFETY:

DASH experienced three accidents during the month of August. No injuries reported.

- 08/01 – Bus made contact with school bus at Glebe Road and Route 1 (*Preventable*).
- 08/18 – Bus made contact with light pole at Braddock Metro. (*Preventable*).
- 08/23 – Car made contact with bus at Dangerfield and Diagonal Streets (*Non-Preventable*)

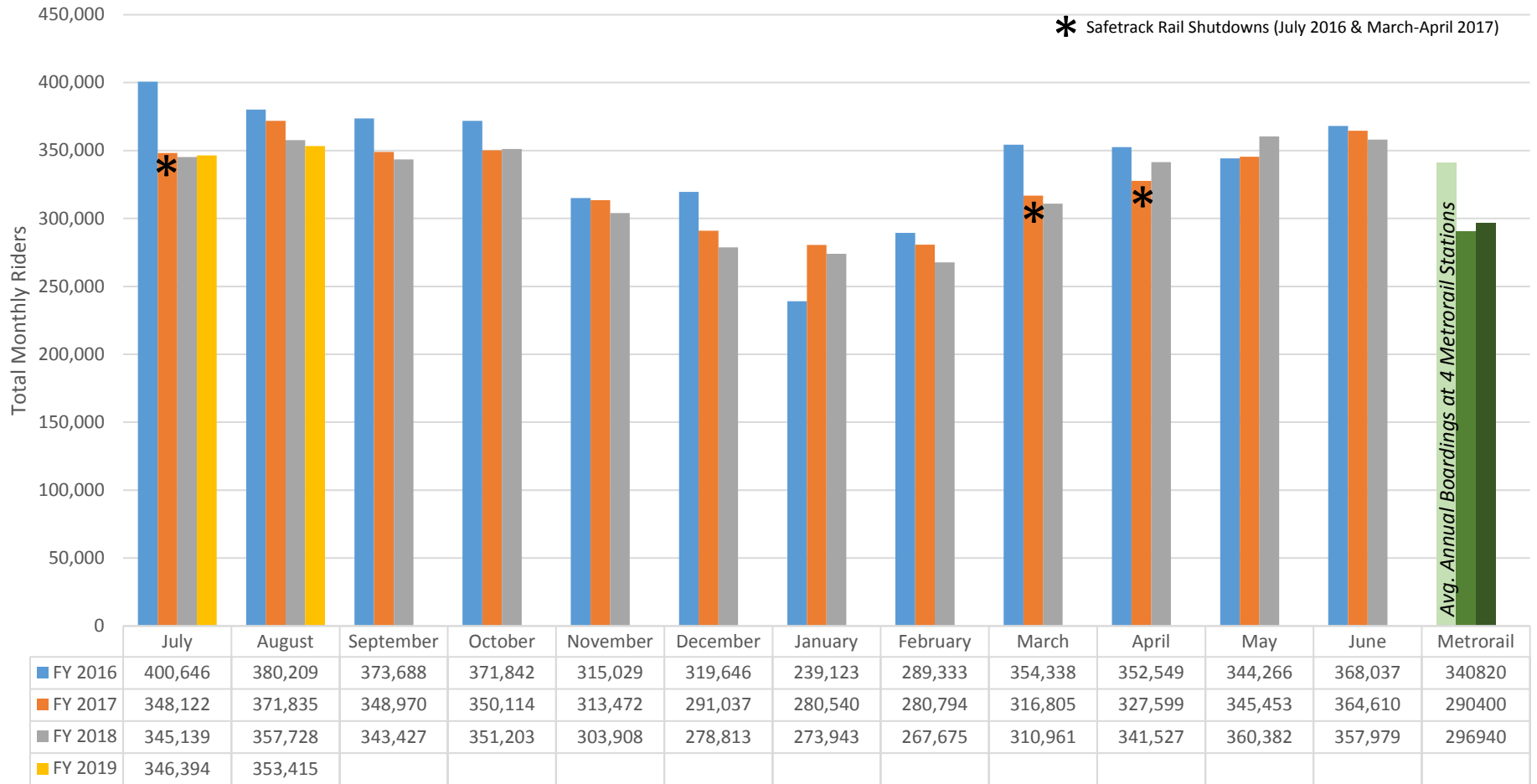
C. RELIABILITY & MAINTENANCE:

	August 2017	August 2018	% Change	Industry Avg.
On-Time Performance*	98.2%	85.3%	n/a*	83.6%
Missed Trip Percent	0.01%	0.06%	480.0%	N/A
Avg. Miles Per Road Call	22,876	16,782	-26.6%	11,439

*Note – Beginning in FY19, Planning staff are using a new, more accurate methodology for calculating on-time performance using CAD/AVL data instead of the manual checks by field supervisors.

4b Summary: Performance Report
 (System-Wide Ridership August 2018)

DASH Monthly Systemwide Ridership (FY2016-FY2019)



*Metrorail ridership (green columns) represents average daily total boarding's at the City's four Metrorail Stations for FY15-17.

**Totals were multiplied by 20 for comparison to DASH monthly data.



4c Summary: Operating Report August 2018

	PREVIOUS YEAR (AUGUST 2017)	CURRENT YEAR (AUGUST 2018)	PERCENT CHANGE
<u>RIDERSHIP</u>			
Total Monthly Passengers	357,728	353,415	-1.2%
Total Monthly Passengers (Excl.Trolley)	259,058	263,096	1.6%
Passengers / Revenue Mile	2.2	2.1	-2.3%
Passengers / Revenue Hour	24.3	23.4	-3.5%
<u>SERVICE LEVELS</u>			
Total Miles	183,009	184,605	0.9%
Revenue Miles	165,361	167,146	1.1%
<u>SAFETY</u>			
Accidents - Total	1	3	200.0%
Accidents - Preventable	0	2	200.0%
<u>FARES</u>			
Average Fare	\$1.21	\$1.27	5.2%
ATC DASH Pass	22,170	24,778	11.8%
TC Williams Free Fare Service	0	166	100.0%
Regional Bus Transfers	22,148	18,568	-16.2%
Rail-Bus Transfers	38,307	36,550	-4.6%
% Paid by SmartTrip	80.3%	80.0%	-0.4%
<u>FINANCIAL PERFORMANCE</u>			
Operating Expense / Total Mile	\$7.94	\$7.18	-9.5%
Operating Expense / Total Platform Hour	\$69.20	\$62.84	-9.2%
Total Revenue / Operating Expense Ratio	31.7%	37.5%	18.2%



ATC Board Agenda Detail

Agenda Item #: 4d
Item Title: Overtime Report
Contact: Josh Baker, General Manager
Attachments: None
Customer Impact: None
Board Action: None/FYI



4d Summary – Overtime Report

Fiscal Year 2019 has an overtime target of 7% per pay period.

Payroll Period	Total Overtime	Total Payroll	Percentage of Total Payroll
Saturday, July 7, 2018	\$38,831.79	\$407,700.69	9.52%
Saturday, July 21, 2018	\$43,091.65	\$437,432.29	9.85%
Saturday, August 4, 2018	\$38,373.16	\$397,779.79	9.65%
Saturday, August 18, 2018	\$40,926.90	\$394,789.21	10.37%
Saturday, September 1, 2018	\$41,497.10	\$400,479.85	10.36%
Saturday, September 15, 2018	\$33,698.80	\$404,019.95	8.34%





ATC Board Agenda Detail

Agenda Item #: 4e
Item Title: DASH General Manager's Summary
Contact: Josh Baker, General Manager
Attachments: None
Customer Impact: None
Board Action: None/FYI

4e Summary: General Manager's Summary

We have continued to enhance the DASH website, riders are now able to order and pay for a paper [DASH Pass](#) online and receive it by mail. This is a convenient and user-friendly way for customers to obtain their passes each month. In addition, we have added a new interactive map that allows passengers to find locations to purchase passes in person.

DASH PASS

Electronic Pass Info

Load your DASH Pass onto your SmartTrip® Card between the 1st and 15th of the month and your pass will be valid for the current calendar month. Load your DASH Pass between the 16th and 31st of the month and your pass will be valid for the following calendar month.
 If you purchase a second SmartTrip® DASH Pass during the same month (for example, buy a pass for May when using one during April), the second pass will activate upon first use of your SmartTrip® Card on your first ride in May.
 Available only on SmartTrip® Cards and valid for unlimited rides on all DASH and Fairfax Connector buses during the calendar month.
NOTE: The DASH Pass is also accepted on Fairfax Connector local routes. However, additional charges may apply.
 Load your DASH Pass to your SmartTrip Card Online @ smartrip.com

Paper Pass Info

The paper DASH Pass offers the same great benefits of the electronic pass in a paper format for those who don't use SmartTrip cards.

Purchase Paper Pass Online

Free shipping to any US address!

Month:

Please allow 10 business days for mailing.

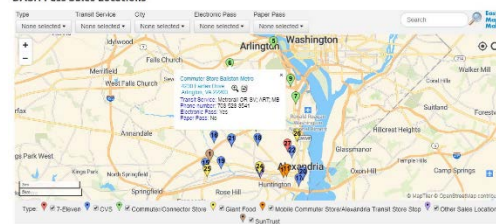
Receive Paper Pass Automatically

Set it and forget it!

First Month:

You can also purchase the Paper DASH Pass by mail. Make check or money order payable to:

DASH Pass Sales Locations



Wednesday, September 12th, DASH Staff attended the Kickoff Summit for the Bus Transformation Project at American University. This is a project somewhat similar to the Alexandria Transit Vision Plan (ATV).

This month two important meetings were conducted pertaining to ATV, one being a joint Transportation Commission/ATC Board meeting and the other an ATV Stakeholders Workshop. Both were well attended and generated great discussions surrounding this important project.

DASH in the Community

(Marketing Events)



ATV Stakeholders Workshop



Student Ride Free Program Pop-Up



Alexandria Transit Company (DASH)

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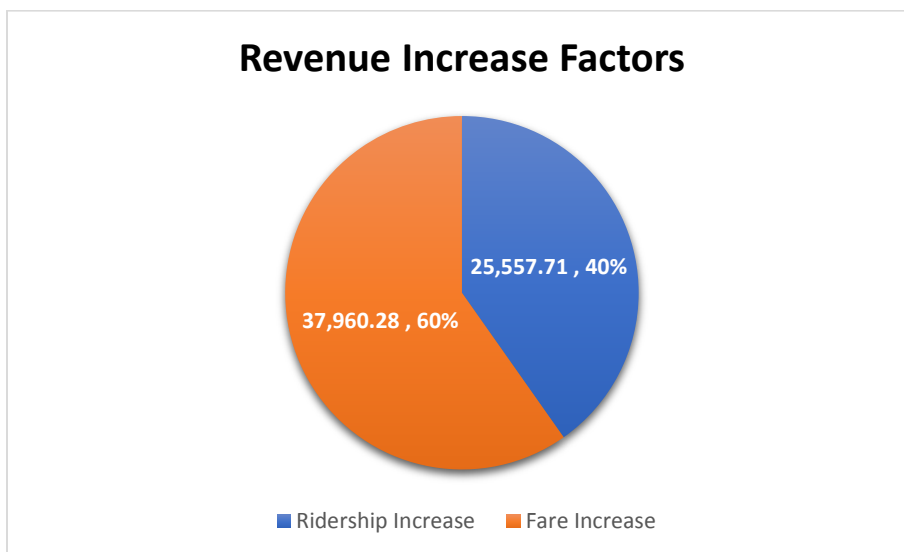
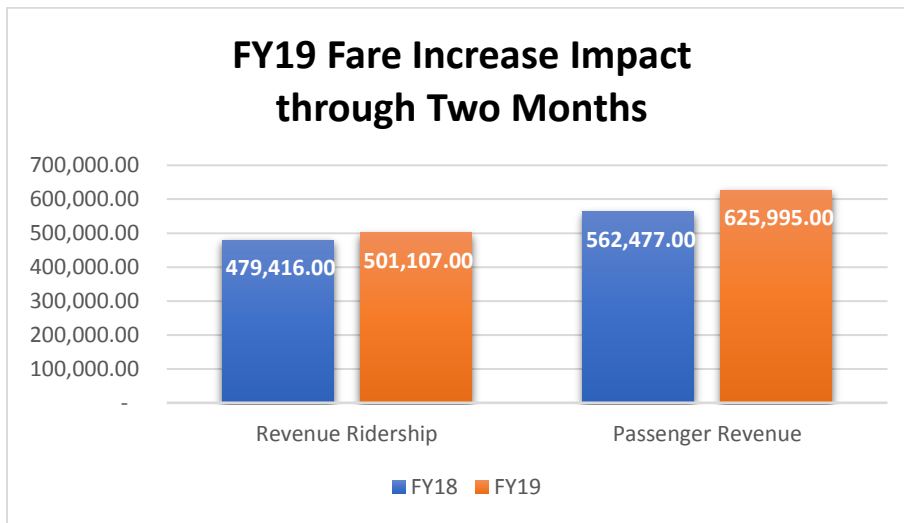
ATC Board Agenda Detail

Agenda Item #: 5a
Item Title: Financial Update
Contact: Evan Davis, Director of Finance & Administration
Attachments: None
Customer Impact: None
Board Action: None/FYI

Alexandria Transit Company (DASH)
 Financial Update
For the Two Months Ended August 31, 2018

Fare Increase Impact: Ridership Steady, Passenger Revenue Up Slightly

Two months into the fiscal year, the fare increase from \$1.60 to \$1.75 per trip and \$40 to \$45 for the monthly DASH Pass appears to have not turned riders away. Excluding King Street Trolley, student, and other non-paying riders, revenue ridership and passenger revenue have increased compared to a year ago.



Our year over year average fare (*excluding student riders*) has increased from \$1.13 to \$1.22 for July, and from \$1.21 to \$1.27 in August. As a result, we have revised our revenue forecast for FY18. We are now projecting passenger revenue of roughly \$3.53 million which is 7% below budget (\$284,046).



August Results – Budget vs. Actual Report

DASH experienced a **current month surplus of \$108,728 in August**, this was driven by the following factors:

- Stronger passenger revenue, which exceeded the monthly target by \$12,126.
- Receipt of ACA-related insurance premium rebate of approximately \$20,000.
- No timing-related large expenditures.

Through two months, the year-to-date budget deficit is (\$21,634), with an overall cash deficit of (\$143,838) when grant activity is included. Of course, all grant expenditures will be offset by grant reimbursements throughout the year.

FY19 Projection

With the August results in hand, **the projected deficit for FY19 has narrowed by \$51,169 from (\$334,245) to (\$283,076)**. This was driven by an increase in projected passenger revenue from \$3.47 million to \$3.53 million, reflecting the revenue trends outlined above.

- **Passenger Revenue Still Short for the Year:** Passenger revenue is still projected to come up short of budget by 7% (\$284,046). This projection assumes the expected ridership used in constructing the FY19 budget for the remaining 10 months of FY18, adjusted downward in June for the Metrorail shutdown. Should ridership continue to surpass expectations, the revenue projection will increase further.
- **Expenditures on Track:** Our forecast is that expenditures will come in almost exactly on budget. Fuel costs, while offset by savings elsewhere, have been trending upward. Diesel prices have increased in recent weeks, leading to a conservative fuel cost projection of \$70,070 over budget. We are actively looking to switch to the City's contracted diesel provider, which we anticipate will generate significant savings.
- **Better Personnel Cost Classification:** The projected surplus in maintenance labor will offset projected deficits in operations and administrative labor. Part of this is a result of ongoing improvement needed in the classification of labor costs, which we will see with the implementation of Paychex as a payroll processing and HR information system. That implementation is in progress and our first payroll in Paychex will occur in October.



ATC Board Agenda Detail

Agenda Item #: 5b
Item Title: Balance Sheet
Contact: Evan Davis, Director of Finance & Administration
Attachments: None
Customer Impact: None
Board Action: None/FYI



ALEXANDRIA TRANSIT COMPANY
Balance Sheet as of August 31, 2018

ASSETS

Cash - City of Alexandria Pooled	\$	-
Cash - Payroll Account		41,264
Receivables		2,423,147
Parts and Supplies Inventory		693,531
Capital Assets		43,586,652
Less: Accumulated Depreciation		(22,452,236)
TOTAL ASSETS	\$	24,292,358

LIABILITIES

Accounts Payable	\$	152,309
Payroll Liabilities		144,502
Accrued Vacation		682,630
Due to Other Funds (Negative Cash Position)		2,169,416
Total Liabilities	\$	3,148,857

NET POSITION

Net Investment in Capital Assets		21,134,416
Unrestricted		9,085
Total Net Position	\$	21,143,501

TOTAL LIABILITIES AND NET POSITION	\$	24,292,358
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This statement is unaudited and prepared for the sole use of management and the Board of Directors of ATC.





ATC Board Agenda Detail

Agenda Item #: 5c
Item Title: Balance Sheet
Contact: Evan Davis, Director of Finance & Administration
Attachments: None
Customer Impact: None
Board Action: None/FYI

ALEXANDRIA TRANSIT COMPANY
Summary Income Statement for the Two Months Ended August 31, 2018

	Actual	Budget	Variance
REVENUES:			
City Contribution - King Street Trolley	159,822	159,822	-
DASH Passenger Revenue	625,995	635,392	(9,397)
DASH AT2X Mark Center Charter	130,946	130,946	-
DASH Other Charter Revenue	763	25,388	(24,625)
Miscellaneous Revenue	23,761	9,166	14,595
Total Operating Revenue	941,287	960,714	(19,427)
City Contribution - Regular Subsidy	1,892,442	1,892,442	-
Total Revenue	2,833,729	2,853,156	(19,427)
EXPENDITURES:			
Operations	1,462,205	1,608,930	146,725
Maintenance	660,083	689,322	29,239
Administration	722,386	540,732	(181,654)
Capital Outlay	10,689	14,172	3,483
Total Expenditures	2,855,363	2,853,156	(2,207)
GRANT ACTIVITY:			
State Grants	5,378	-	-
Local Match on State Grants	-	-	-
Grant Expenditures	(127,582)	-	-
Total Grant Activity	(122,204)	-	-
Net Surplus (Deficit)	(143,838)	-	(21,634)

This statement is unaudited and prepared for the sole use of management and the Board of Directors of ATC.





ATC Board Agenda Detail

Agenda Item #: 5d
Item Title: Budget vs. Actual Report
Contact: Evan Davis, Director of Finance & Administration
Attachments: None
Customer Impact: None
Board Action: None/FYI

Alexandria Transit Company (DASH) Budget vs. Actual Report for the Two Months Ended August 31, 2018

Description	CM Actual	CM Budget	Variance	YTD Actual	YTD Budget	Variance	FY2019 Projected	FY2019 Annual Budget	Projected Year End Variance
REVENUE									
City Contribution - King Street Trolley	79,911	79,911	-	159,822	159,822	-	958,936	958,936	-
DASH Passenger Revenue	329,822	317,696	12,126	625,995	635,392	(9,397)	3,528,311	3,812,357	(284,046)
DASH AT2X Mark Center Charter	65,473	65,473	-	130,946	130,946	-	785,671	785,671	-
DASH Other Charter Revenue	763	12,694	(11,931)	763	25,388	(24,625)	152,329	152,329	-
Miscellaneous Revenue	20,943	4,583	16,360	23,761	9,166	14,595	55,000	55,000	-
TOTAL OPERATING REVENUE	496,912	480,357	16,555	941,287	960,714	(19,427)	5,480,247	5,764,293	(284,046)
City Contribution - Regular Subsidy	946,221	946,221	-	1,892,442	1,892,442	-	11,354,656	11,354,656	-
TOTAL REVENUE	1,443,133	1,426,578	16,555	2,833,729	2,853,156	(19,427)	16,834,903	17,118,949	(284,046)
OPERATING EXPENDITURES									
OPERATIONS									
Wages - O	574,409	625,035	50,626	999,624	1,250,070	250,446	7,439,748	7,500,440	60,692
Fringe Benefits - O	120,316	115,084	(5,232)	350,157	230,168	(119,989)	1,462,000	1,381,000	(81,000)
Payroll Taxes - O	40,877	43,175	2,298	74,414	86,350	11,936	552,790	518,100	(34,690)
Retirement Contributions - O	16,200	14,908	(1,292)	28,462	29,816	1,354	211,432	178,900	(32,532)
Total Operations Labor	751,802	798,202	46,400	1,452,657	1,596,404	143,747	9,665,970	9,578,440	(87,530)
Operating Materials and Supplies	6,143	4,875	(1,268)	6,907	9,750	2,843	55,839	58,500	2,661
Training and Travel - O	9	1,388	1,379	2,641	2,776	135	16,650	16,650	-
TOTAL OPERATIONS EXPENDITURES	757,954	804,465	46,511	1,462,205	1,608,930	146,725	9,738,459	9,653,590	(84,869)
MAINTENANCE									
Wages - M	112,053	138,875	26,822	200,184	277,750	77,566	1,422,958	1,666,500	243,542
Fringe Benefits - M	19,240	22,829	3,589	43,203	45,658	2,455	247,738	273,950	26,212
Payroll Taxes - M	9,422	10,125	703	16,885	20,250	3,365	125,431	121,500	(3,931)
Retirement Contributions - M	3,558	4,208	650	6,157	8,416	2,259	45,738	50,500	4,762
Total Maintenance Labor	144,273	176,037	31,764	266,429	352,074	85,645	1,841,865	2,112,450	270,585
Fuel & Lubricants	116,703	95,375	(21,328)	248,834	190,750	(58,084)	1,214,570	1,144,500	(70,070)
Repair Parts	43,338	35,883	(7,455)	83,303	71,766	(11,537)	452,673	430,600	(22,073)
Tires	8,369	8,250	(119)	9,859	16,500	6,641	99,000	99,000	-
Vehicle Maintenance Service	6,011	5,833	(178)	12,060	11,666	(394)	72,858	70,000	(2,858)
Laundry	4,352	2,500	(1,852)	4,344	5,000	656	27,500	30,000	2,500
Tools and Equipment	3,145	1,250	(1,895)	3,261	2,500	(761)	15,000	15,000	-
TOTAL MAINTENANCE EXPENDITURES	344,645	344,661	16	660,083	689,322	29,239	3,949,667	4,135,950	186,283
ADMINISTRATION									
Wages - A	102,799	104,735	1,936	189,795	209,470	19,675	1,301,037	1,256,800	(44,237)
Fringe Benefits - A	11,470	11,898	428	27,420	23,796	(3,624)	152,481	142,800	(9,681)
Payroll Taxes - A	28,413	8,020	(20,393)	21,744	16,040	(5,704)	125,020	96,250	(28,770)
Retirement Contributions - A	4,188	2,267	(1,921)	6,989	4,534	(2,455)	49,762	27,200	(22,562)
Total Administrative Labor	146,870	126,920	(19,950)	245,948	253,840	7,892	1,628,300	1,523,050	(105,250)
Insurance	-	57,667	57,667	296,318	115,334	(180,984)	692,000	692,000	-
Professional Services	42,839	35,639	(7,200)	121,172	71,278	(49,894)	428,300	427,670	(630)
Utilities	18,037	26,792	8,755	19,232	53,584	34,352	322,370	321,500	(870)
Printing & Advertising	205	5,500	5,295	7,353	11,000	3,647	58,750	66,000	7,250
Telecommunications	5,862	5,417	(445)	10,987	10,834	(153)	65,922	65,000	(922)
Training and Travel - A	7,955	2,708	(5,247)	10,630	5,416	(5,214)	32,164	32,500	336
Postage and Office Supplies	1,534	1,665	131	2,946	3,330	384	19,558	20,000	442
Dues and Subscriptions	55	1,246	1,191	7,800	2,492	(5,308)	15,750	14,950	(800)
Grant Local Match	-	6,812	6,812	-	13,624	13,624	81,739	81,739	-
TOTAL ADMINISTRATIVE EXPENDITURES	223,357	270,366	47,009	722,386	540,732	(181,654)	3,344,853	3,244,409	(100,444)
TOTAL OPERATING EXPENDITURES	1,325,956	1,419,492	93,536	2,844,674	2,838,984	(5,690)	17,032,979	17,033,949	970
CAPITAL OUTLAYS (non-CIP)									
Computer and Office Equipment	8,449	1,544	(6,905)	10,689	3,088	(7,601)	18,500	18,500	-
Power Train Rebuilds, Other Eq.	-	5,542	5,542	-	11,084	11,084	66,500	66,500	-
TOTAL CAPITAL OUTLAYS (non-CIP)	8,449	7,086	(1,363)	10,689	14,172	3,483	85,000	85,000	-
NET SURPLUS (DEFICIT)	108,728	-	108,728	(21,634)	-	(21,634)	(283,076)	-	(283,076)

(see next page for further analysis)

This report is unaudited and prepared for the sole use of management and the Board of Directors of ATC.

July projection (334,245)
Improvement 51,169



Budget Comparison	FY2019 Projected	FY2019 Budget	Variance	% Variance
City Contributions	12,313,592	12,313,592	-	0.0%
DASH Operating Revenue	4,521,311	4,805,357	(284,046)	-5.9%
Total Revenue	16,834,903	17,118,949	(284,046)	-1.7%
Total Personnel	13,136,135	13,213,940	77,805	0.6%
Total Non-Personnel	3,896,844	3,820,009	(76,835)	-2.0%
Total Capital Outlay (non-CIP)	85,000	85,000	-	0.0%
Total Expenditures	17,117,979	17,118,949	970	0.0%

Year over Year Comparison	FY2019 Projected	FY2018 Actual	Variance	% Variance
City Contributions	12,313,592	12,340,890	(27,298)	-0.2%
DASH Operating Revenue	4,521,311	4,515,143	6,168	0.1%
Total Revenue	16,834,903	16,856,033	(21,130)	-0.1%
Total Personnel	13,136,135	13,227,349	91,214	0.7%
Total Non-Personnel	3,896,844	3,763,878	(132,966)	-3.5%
Total Capital Outlay (non-CIP)	85,000	119,420	34,420	28.8%
Total Expenditures	17,117,979	17,110,647	(7,332)	0.0%

DASH Operating Grant Summary as of August 31, 2018							
Grantor	Grant	End Date	Amount Awarded	State Portion	Local (DASH) Portion	Funds Expended	Remaining
DRPT	Transit Displays / Real-Time Bus Information	12/31/2018	200,000	190,000	10,000	83,406	116,594
DRPT	Transit Fleet Management System (Smart Yard)	12/31/2018	375,000	300,000	75,000	308,895	66,105
DRPT	Transit Signal Prioritization	6/30/2019	120,000	96,000	24,000	-	120,000
DRPT	Pedestrian Collision Avoidance Program	5/31/2019	20,000	19,200	800	17,807	2,193
DRPT	FY18 Intern Grant	6/30/2019	66,660	53,328	13,332	26,642	40,018
DRPT	FY19 Intern Grant	6/30/2019	40,000	32,000	8,000	-	40,000



ATC Board Agenda Detail

Agenda Item #: 6
Item Title: New Business
Contacts: Josh Baker, General Manager
Attachments: None
Customer Impact: 6a) Minimal ● 6b) Minimal ● 6c) Minimal ● 6d) Minimal ●
Board Action: None



6a Summary –First Transit Visit

Larry Morris, Regional Vice President of First Transit, will provide a brief summary of the DASH Site Review and discuss First Transit's role for ATC.

Board Action: None.
Next Steps: None.

6b – Fiscal Year 2020 Budget Preview

The General Manager will review the FY 2020 Budget Proposed Priorities, Budget Process and Schedule with the Board.

Board Action: None.
Next Steps: None.

6c Summary – Mobile Ticketing Pilot

DASH is currently exploring Mobile Ticketing opportunities for our riders, Josh Baker and Martin Barna will provide a brief update of the efforts surrounding this technology and what it means for our customers.

Board Action: None.
Next Steps: None.

6d Summary – VTLP Introduction

David Harmer, Administrator of the Virginia Transit Liability Pool will be present for an introduction.

Board Action: None.
Next Steps: None.



ATC Board Agenda Detail

Agenda Item #: 7
Item Title: Next Meeting and Adjournment
Contact: All
Attachments: None
Customer Impact: None
Board Action: Motion and Approval of Adjournment



The ATC Board of Directors will meet next on:

Wednesday, November 14th at 5:30 p.m.
Alexandria City Hall, Council Workroom, 2nd Fl.

Consider Adjournment

-- Board Attendance Log on Next Page --



**Alexandria Transit Company Board of Directors
ATTENDANCE LOG**

2018 - 2019 REGULAR (*and special*) BOARD MEETINGS
("P" present - "A" absent - "E" excused)

Meeting Date	David Kaplan	Kerry Donley	Ian Greaves	Matt Harris	Jim Kapsis	Stephen Klejst	Yon Lambert	Richard Lawrence	Meredith MacNab
09/12/2018	P	P	P	P	P	E	P	P	P
10/10/2018									
11/14/2018									
12/12/2018									
01/09/2019									
02/13/2019									
03/13/2019									
04/10/2019									
05/08/2019									
06/12/2019									





Alexandria Transit Company Board of Directors Meeting



Meeting Agenda Detail #6a Attachments:

First Transit Location Review



Location Review

Alexandria Transit Company – d/b/a ATC (Alexandria, VA)

First Transit performed a location review of the Alexandria Transit Company (ATC) over the period August 14, 2018 through August 15, 2018. The review consisted of a safety inspection along with department reviews of Administration, Maintenance, and Operations. The system performs very well with a competent and dedicated staff. The following recommendations and documented practices will serve to make the ATC system stronger and more efficient.

Safety

The overall safety posture of the maintenance facility, bus storage and bus wash area was impressive. There is a noticeable attention to detail, focus on cleanliness and workplace organization with an emphasis on a safe work environment. Slip trip and fall hazards were minimal, exceptions noted below. Safety equipment and signage was present throughout the facility. Cords, hoses, and equipment were properly stored and did not create trip hazards. There were no observed fluid spills or leaks, the floors were exceptionally clean and free of any hazards.

Electric Outlet Cover Plate

There were two electric outlets in the bus wash area there had damaged or missing cover plates. One was next to a hose reel and facet that is routinely used.

Safety Signs

There were adequate safety warning signs throughout the facility. One set of signs near the battery storage area were blocked by the storage shelves and should be relocated to be more visible.

Storage

Most materials were stored on shelves in a safe manner preventing a fall hazard. Safe organization of stored materials, parts and equipment was impressive. Only two issues were noted. One storage unit had materials heaped on the top that looked like it could fall and damage equipment or hurt personnel. The roof over the Parts Manager office had an unusual assortment of miscellaneous items placed there to include a small gas can.

Spill Kits

There are numerous fluid spill kits located throughout the fuel area and vehicle storage area. These kits have a label on them to show if the kit has been used and needs restocking. Many of the kits had broken labels indicating that they needed service.

Overhead Doors

Many of the overhead doors had safety features that appeared to be damaged. All doors should be checked to ensure that all safety features are properly working.

Bus Wash

The bus wash emergency shut-off is being held together by a band and appears to need repair.



Miscellaneous

- The floor markings in the vehicle storage area need repainting.
- There are holes in the floor grates which could cause a trip hazard.
- The scrap metal bin was uncovered which could lead to ground contamination.

Administration

Payroll and Benefits Records

Records for 2017 and 2018 were reviewed. IRS Form 941 and 940 (FUTA) were current and up to date. Problems with 2017 IRS payments have been corrected by the staff. Payments for the 401A retirement plan were current and up to date. The HR Manager and Finance Manager explained the recent changes made to the employee 401A end of year contributions.

Affordable Care Act (ACA) Reporting

In discussions with the HR and Finance Managers, it was noted that there have been some past bookkeeping and reporting errors with ACA reporting and completion of Forms 1094 and 1095. The staff is aware of the deficiencies. Solutions and corrections are a work in progress. The staff is reviewing potential plans to contract with a payroll processing service and software program that will help to alleviate future issues with ACA reporting.

HR Consolidation

Since the visit in May 2017 the HR Department has consolidated many records, procedures and personnel under one office with a new HR Manager. This looks to be going well. There are still some files and procedures in the Operations department, but transition to the HR department is still a work in progress. For example, the Operator Intake procedures are being consolidated to the HR Department. DOT physicals are still on file in Operations, but plans are in place to move those to HR. Job Descriptions are available in the HR department for all positions.

Standard Operating Procedures (SOPs), Written Plans and Procedure Guides

ATC does have some industry standard written plans and procedures but does not appear to have good written procedures in all departments as is normally found in a transit agency. For example, there is a current Employee Handbook but it is subject to revision depending on pending pay and benefits policies that are being considered. There is no written Maintenance Plan for vehicle maintenance and facilities maintenance. In Operations, there were no apparent written procedures for routine daily operations. For example, there are procedures for conducting driver audits or Ride Checks but no written procedures available. In Administration, there are no written procedures which led to many key tasks such as IRS payments not being conducted when the past HR manager and Finance manager departed. Although ATC is often tasked with providing bus bridges to WMATA during emergencies there are no written Emergency Action Plans available to help plan and execute such operations. Other standard transit industry plans and procedures such as Customer Service Procedures, Advertising Procedures, Cash Handling Procedures, Safety Procedures, Safety Review Committee Procedures, FMLA and Workers Compensation Procedures, Drug and Alcohol and Drug Free Workplace Procedures are all examples of industry standard documents that would benefit ATC.

Recommendation: ATC staff should begin implementation of establishing written procedures for all key Operations, Maintenance and Administration activities. First Transit can assist in providing examples as needed. A complete set of written policies and procedures will assist in not only clarifying routine transit operations but are invaluable in continuity when personnel depart with years of institutional knowledge.

Maintenance

Maintenance Plan

The system does not have a vehicle, equipment or facility maintenance plan. This plan will describe the preventive maintenance intervals and actions, identify responsibilities and outline the goals and objectives. The current preventive maintenance inspection (PMI) program is based on days instead of miles. While this is acceptable if the interval does not exceed the manufactures requirements, it is not the best industry practice. Basing PMIs on mileage takes in to account the usage of the vehicle. The current program also results in vehicles being in the shop very frequently which affects operations. Upon review of the PMI records and Monthly



Maintenance Reports, it was determined that many of the PMIs were not performed on-time. This is partially due to the high frequency of PMIs required under the current program. Recommendation: the PMI schedule be based on 6,000 miles with the base service of oil changes and filters occurring then. Subsequent services (12,000, 18,000, and 24,000 miles) would build on the base service and include additional items. If there is a desire to see vehicles more frequently, a safety inspection to check things like brakes, lights, fluids, etc., could be set at 3,000 miles. This will allow the Maintenance Department to perform PMIs on-time and relevant to the actual usage of the vehicle. Recommendation: Develop maintenance plans for the vehicles, facilities, and equipment and train employees on the plan.

Maintenance Procurement

The Maintenance Parts Clerk buys all maintenance parts. The parts item is ordered and charged to a credit card and that is reconciled at month end by the parts clerk, the Finance Department and then finally by the City of Alexandria. It does not appear that much effort is made to price shop. Recommendation: There should be a process in place where price quotes are solicited by various vendors.

Operations

Staffing Levels

ATC is still having issues with adequate staffing levels, there is a shortage of operators. Although ATC conducts several training classes each year, it appears that the training class size and recruiting levels of new operators does not keep up with the required demand for operators. It was noted that there is no current active recruiting campaign. ATC recently added more Full Time Equivalent (FTE) operator positions as the budget allows. ATC is reviewing adding an on-line application system which should help in streamlining the application process. ATC has reviewed local equivalent wage rates for CDL drivers and is considering small increases to remain competitive.

Overtime

Currently overtime rates are at approximately 9%-10%. The budget is 7%. Although the staff is very aware of the overtime issue, it was not clear what might be causing the overtime other than an operator shortage. There does appear to be a culture of accepting overtime as the norm. It was not clear exactly how ATC monitors and tracks daily, weekly and pay period overtime although all operator overtime is approved by Operations staff. There did not appear to be issues with overtime in Maintenance and Administration. Salaried administration employees have been offered Comp Time in the past but this process is under review and may be eliminated. Recommendation: A detailed analysis of what is causing the overtime is needed. Once it is clear as to the causes of the overtime, a plan should be developed to control and reduce overtime.

Fareboxes

There were unsecured fareboxes in the machine shop area. All fareboxes that contain keys should be secured and an inventory maintained of all fareboxes and cashboxes.





Alexandria Transit Company Board of Directors Meeting



Meeting Agenda Detail #6b Attachments:

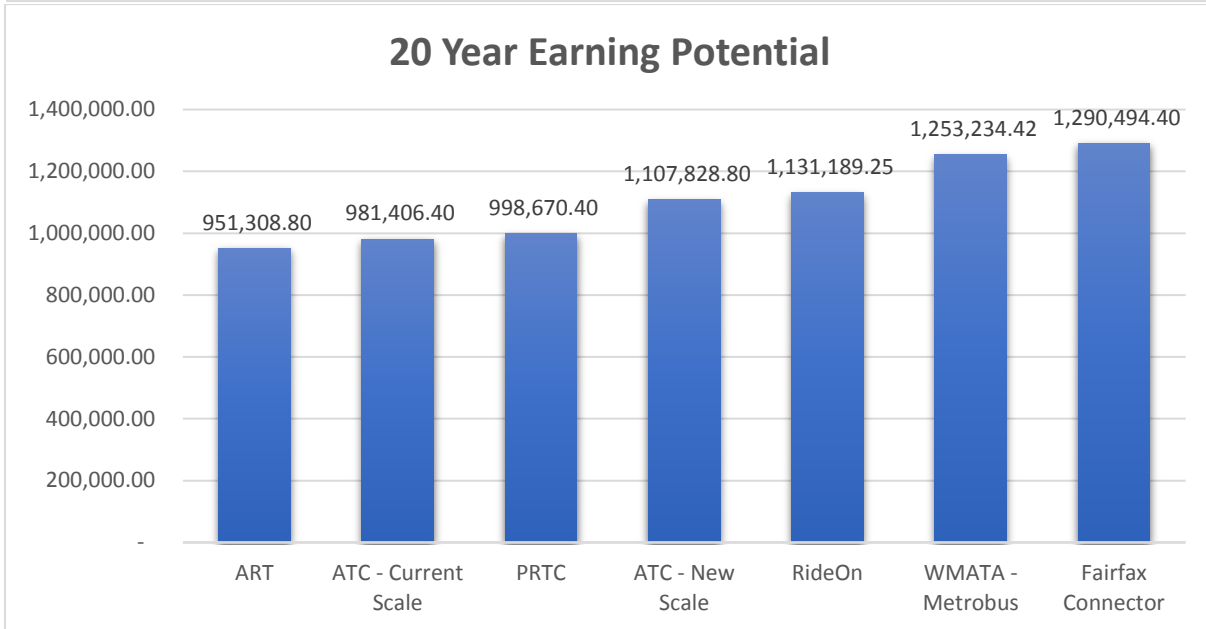
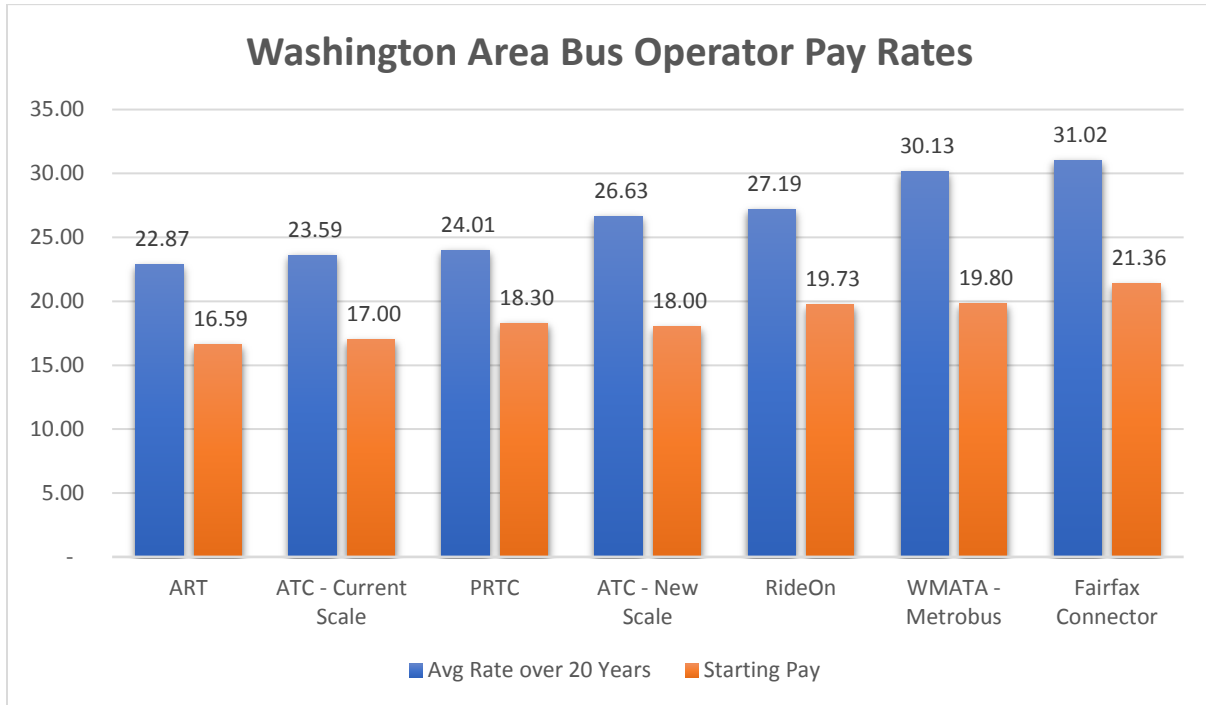
Fiscal Year 2020 Budget Preview



FY 2020 Budget Preview

EMPLOYEE PAY: BEHIND THE COMPETITION

Over the last few years, DASH has fallen behind the competition in employee base pay:



As you can see, ATC/DASH is second from the bottom in starting pay rate, 20-year average rate, and 20 year earning potential. Particularly notable are our biggest competitors for bus operators, WMATA-Metrobus and Fairfax Connector, which now lead the pack in employee pay. Fairfax Connector operators, beginning in FY20, will rise to \$32 per hour in just three years.

By contract, a DASH operator will currently take 20 years to reach only \$29 per hour. It's a stark difference.

CONSEQUENCES OF INACTION ON EMPLOYEE PAY

DASH pay scale employees have not received a raise (other than step increases) since 2015. There has already been a noticeable increase in concerns raised by our workforce regarding pay. Without action to improve the pay scale, we anticipate:

- Increased resignations as employees seek higher pay with other systems
- Increased overtime costs as it becomes more difficult to stay fully staffed
- Lower employee morale, affecting DASH performance targets (on time performance, customer service, etc.)

NEW PAY SCALE

For these reasons, we have been pursuing options to increase pay for bus operators, operations supervisors, and maintenance staff. Our current proposal looks like this:

- Reduce time to top rate from 20 to 10 years
- Incorporate employee job performance in raises (4% base increase, up to 1.5% additional based on meeting performance targets for position)
- Increase both starting and top rate by \$1 for all pay scale positions

This would increase a DASH bus operator’s average 20-year rate from \$23.59 to \$26.63 (see “ATC – New Scale”) and her 20-year earning potential from \$981,406 to \$1,107,829. Under the new pay scale, DASH employees would fall towards the middle of the region’s bus transit systems.

PROPOSED FY 2020 BUDGET INCREASE

"Current Services" Increase in Personnel Costs	322,278.00	
Additional FY20 Cost to Implement New Pay Scale	876,242.00	
Total Personnel Increase	1,198,520.00	
Non-Personnel Increase	127,341.00	
Regular Equipment Replacement (Capital Outlay) Increase	90,000.00	
Total FY19 to FY20 Budget Increase	1,415,861.00	8.27%

Current Services Personnel Increase (\$322,278):

- Normal raises for administrative staff and step increases for pay scale staff
- Restoration of Safety Manager position: needed to maintain safe service at current levels
- More accurate estimate of 401(k) matching contributions

Non-Personnel Increase (\$127,341):

- Software licenses and service agreements for intelligent transportation systems (ITS) packages, supporting real-time bus location, efficient fleet management, pedestrian safety, and route planning
- Fuel cost increase per Energy Information Administration forecast

Equipment Replacement “Capital Outlay” (\$90,000):

- Restoring funding to historic baseline level after deep cut in FY19
- Funds purchase of needed maintenance equipment such as safer floor jacks, more efficient and energy-saving garage doors, and regular IT hardware replacement



INITIAL BUDGET SCENARIOS

We realize this budget increase cannot be borne by a subsidy increase alone. While these scenarios are still being developed, the following are options to partially offset a subsidy increase.

1) Fare Increase

Potential Passenger Revenue Increase: \$314,865

A second consecutive year of fare increases is not ideal, however FY19 results to date suggest the ridership impact might not be severe, particularly because DASH's fares remain below all other regional systems.

An increase of the base fare to \$2.00 and the DASH Pass to \$50 would bring DASH level with Metrobus, Fairfax Connector, and Arlington Transit (ART). **A preliminary estimate, assuming a 3.4% loss of revenue ridership, indicates a passenger revenue increase of approximately \$314,865 in FY20.**

	Base Fare	DASH Pass	Total
New Fare	\$2.00	\$50	
Revenue Ridership Change	(103,089)	5,827*	(97,262)
Revenue Change	\$247,049	\$67,817	\$314,865

*DASH Pass ridership is projected to increase because monthly DASH Pass savings compared to the base fare increases in this scenario by \$5.

2) Increase Employee Share of Health Costs

Potential Cost Savings: \$186,000

It appears that DASH offers as competitive an employee benefit package for bus operators as any system in the region. The company covers 90% of health insurance premiums and provides basic group life insurance and short-term disability coverage at no cost to employees. Dental, vision, and long-term disability premiums, which are fully paid by employees, are competitive.

Here is a brief comparison of benefit costs from the employee's perspective:

	DASH	WMATA*	RideOn (Montgomery County)
Percentage of Health Insurance Premiums Paid by Employee	10%	Unclear, likely 20%	20%
Health Premium Cost per Pay Period, Single Coverage (HMO)	\$25.78	\$48-52	\$45-67
Health Premium Cost per Pay Period, Employee + 1 Coverage (HMO)	\$51.56		\$88-115
Health Premium Cost per Pay Period, Family Coverage (HMO)	\$65.74	\$127-\$138	\$140-195

*WMATA information is a rough estimate

An increase in the employee portion of health costs to 20% would bring DASH level with other local systems, exactly doubling the employees per pay period premium deduction. **We estimate this would result in savings to the company of approximately \$186,000 in FY20.**

3) Service Cuts

A final option to account for pay and other budget increases would be service cuts. The ridership and revenue impacts of such cuts would need to be studied in greater detail before estimates can be presented.

As the **Alexandria Transit Vision (ATV) study** is underway, there is an opportunity to implement service changes envisioned by the study on a transitional basis. A final recommended service plan and route network would not be available for implementation until FY21, but it is possible we could "lean into" our best estimate of those changes. If service cuts are necessary in FY19, this process could direct us to the most logical and strategic options given the upcoming ATV-guided redesign of the network.





ALEXANDRIA TRANSIT COMPANY (DASH) FY 2020 BUDGET CALENDAR

Time	ATC/DASH Activity	City of Alexandria Activity
September – early October	FY20 Budget Assumptions and Preliminary Scenarios Developed	City “Current Services” Budgets Developed by Departments <ul style="list-style-type: none"> • DASH in conversation with OMB
October	Initial FY20 Budget Discussion with ATC Board – Assumptions and Scenarios	City Manager Releases Priorities and Instructions Memo – tied to City Strategic Plan and Priority Based Budgeting Process
November	ATC Board continues discussion re: FY20 Budget Assumptions and Scenarios <ul style="list-style-type: none"> • Finance will develop FY 2020 Preliminary Budget based on Board feedback 	City Supplementals & Reductions Process <ul style="list-style-type: none"> • DASH to submit supplementals (new service), if any • DASH to submit 2% reduction scenario, if required
December	FY 2020 Preliminary Budget Presented to ATC Board for Approval	Budget Request Submitted to City Manager using Approved Preliminary Budget
January	DASH Begins TDP Update Process	City Manager Finalizes Budget Development with Focus Area Teams, Dept Heads
February	Final (Revised) Budget Prepared Reflecting City Manager’s Proposed Subsidy <ul style="list-style-type: none"> • Changes to fares or service are prepared for implementation, if needed • TDP updated to reflect final budget, as needed 	City Manager Releases FY 2020 Proposed Budget to City Council
March	Draft TDP Update Presented to ATC Board, released for public comment	City Budget Hearings
April	No actions	City Budget Hearings ongoing
May	ATC Board Adopts FY 2020 Budget and TDP	City Council Adopts FY 2020 Budget
June	No actions	No actions

