



Alexandria Transit Company Board of Directors Meeting



Wednesday, November 8, 2017
5:30 p.m.
City Hall, Council Workroom, 2nd Fl.

Meeting Agenda

#1	Public Comment	
#2	Consideration of Meeting Minutes Approval October 18, 2017	All
#3	Chairman's Report	Paul Abramson Chairman
#4	T&ES Director's Report	Yon Lambert Director, T&ES
#5	DASH General Manager's Report <ul style="list-style-type: none">a) Management Reportb) Performance Reportsc) Operating Reportd) Fiscal Reportse) General Manager's Summaryf) DASH Daily Ridership Trends by Route & DASH Service Updates from Planning (Supplemental Board Material)	Josh Baker General Manager
#6	New Business <ul style="list-style-type: none">a) Board Resolution, Hybrid vs. Clean Diesel follow-up on recommendation by the General Manager and letter from EPCb) FY 2018 Budget Assumptions & Priorities	All
#7	Old Business <ul style="list-style-type: none">a) OT Report and Analysis by General Manager	All
#8	Next Meeting Date & Adjournment The next regular Board Meeting will be Wednesday, December 13 th , 2017 Consider Adjournment	All



ATC Board Agenda Detail

Agenda Item #: 2
Item Title: October 18, 2017 Minutes
Contacts: Fatima Ahmed
Attachments: None
Customer Impact: None
Board Action: Consideration of Approval



Minutes
Alexandria Transit Company (ATC)
BOARD OF DIRECTORS MEETING
October 18, 2017 – 5:30 p.m.

A meeting of the Board of Directors of the Alexandria Transit Company was held on Wednesday, October 18, 2017 at City Hall Chet & Sabra Avery Conference Room, 301 King Street, Alexandria, Virginia.

Board members attending were: Paul Abramson, Kerry Donley, David Kaplan, Stephen Klejst, Yon Lambert, Meredith MacNab and Laura Triggs.

Staff members attending were: Josh Baker, Raymond Mui, Rick Baldwin, Martin Barna, John Lanocha, Lorenza Myers, Fatima Ahmed and Allan Fye.

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

Board Meeting

Agenda Item #1 – Public Comment

Mr. Abramson called the meeting to order at 5:31 p.m. and welcomed the board members, staff, and guests. There was no public comment.

Agenda Item #2 – Consideration of Meeting Minutes Approval

Mr. Abramson asked for consideration of approval of the minutes of September 13, 2017. Ms. MacNab made a motion to accept the minutes as presented with Mr. Klejst seconding the motion, the vote was carried in approval.

Agenda Item #3 – Chairman's Report

The Chairman reported that the DASH Board Retreat will take place on Thursday, January 18, 2018. Mr. Abramson stated that the Board will be notified once the location has been determined.

Mr. Abramson announced that the annual DASH Bus Roadeo will take place this Sunday, October 22 at DASH and welcomed the Board to attend the event. The Chairman commented that the General Manager and DASH Staff attended the APTA Annual Meeting and EXPO in Atlanta. Following the APTA conference, the General Manager attended the New Flyer Vehicle Innovation Center Grand Opening & Technology Day in Anniston, Alabama.

Mr. Abramson announced that Mr. Baker is hosting the board meeting of the Community Transportation Association of Virginia at DASH on Thursday, October 19 and invited the Board to attend.

Agenda Item #4 – T&ES Director's Report

Mr. Lambert provided the T&ES Director's Report in advance to the Board and welcomed any questions or comments. Mr. Lambert stated that for the first time this year, the NVTA is putting together a 6-year plan and the projects that will be submitted are the fleet facility expansion and technology needs funding. Mr. Lambert stated that the Board will be updated as future options come up.

Mr. Lambert commented that the DOT & MetroAccess program has received very good feedback so far.



Staff Reports

Agenda Item #5 – General Manager's Report

Mr. Baker summarized the month of August reports as presented to the Board. The General Manager updated the Board that the Planning Department is looking at ridership trends. Mr. Baker commented that he welcomes all feedback on the reports.

Mr. Donley commented that the performance reports are presented well and the comparable data on trends is helpful. Ms. Triggs suggested to include WMATA data in the performance reporting. Mr. Kaplan suggested to include individual routes on ridership in the performance report. Mr. Baker thanked the Board for their feedback and will provide the WMATA data monthly and the individual routes on ridership data will be presented to the Board quarterly. Mr. Abramson asked if we are getting any feedback from TC Program from students. Mr. Barna the Director of Planning stated that feedback has been received and that there is a good line of communication between DASH Staff and TC Williams Staff.

Mr. Baker summarized the financial reports and reported that wages are significantly high due to overtime. Mr. Baker reported that the career fair was successful and will help in resolving the staffing issues. Mr. Baker commented on the additional expenses in the summary income statement. Mr. Baker reported to the Board that the dues and subscriptions amount relates to subscriptions for software renewed at the beginning of the fiscal year. These subscriptions are professional training and technology based. Mr. Mui confirmed that the budget allocation for dues and subscriptions has not exceeded for the fiscal year. Mr. Klejst suggested to separate the dues and subscriptions for the actual projected budget put forward. Mr. Baker concluded the General Manager's report with a summary of the additional activities and accomplishments in September.

Agenda Item #6 – New Business

Item #6a – Mr. Baker summarized the ridership to date and projected revenue impacts related to ACPS and the DOT MetroAccess programs.

Item #6b – The Chairman presented the Board resolution and reported that the General Manager and Assistant General Manager have been meeting and presenting their ideas to the EPC. The Chairman opened this up for discussion to the board and the Board agreed to plan for a December target for this decision. Mr. Lanocha the Director of Maintenance provided a summary on the financial impacts of maintaining hybrid vehicles. Ms. MacNab thanked Mr. Lanocha for the additional information provided to the Board.

Item #6c – Mr. Baker presented the new Budget Schedule and TDP Process and reported that this proposal is to create a clear process by which the DASH Budget and TDP are developed. Mr. Baker commented that the core is to separate the budget from the TDP so the Board is able to review and approve this internally before it becomes final.

Agenda Item #7 – Old Business (No significant changes from last report)

Agenda Item #8 – 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.

Consideration of convening executive session for the purpose of discussing legal and personnel matters, pursuant to Section 202-3711 (A1) of the Code of Virginia was motioned by Ms. Triggs and seconded by Mr. Lambert at 7:20 p.m. Ms. Triggs made a motion to end the executive session and reconvene the regular Board of Director's Meeting with Mr. Lambert seconding the motion at 7:26 p.m.

Agenda Item #9 – Next Meeting Date & Adjournment

As there was no further business, the Chairman asked for a motion to adjourn. On a motion by Ms. Triggs and seconded by Mr. Lambert, the regular monthly meeting adjourned at 7:26 p.m.

The next meeting is November 8, 2017 at 5:30 p.m.

Minutes submitted by the Secretary



ATC Board Agenda Detail

Agenda Item #: 3
Item Title: Chairman's Report
Contacts: Paul Abramson
Attachments: None
Customer Impact: None
Board Action: None/FYI



Report by the Chairman of the ATC Board

DASH Employee Holiday Luncheon
Commonwealth Coach & Trolley Fire
Environmental Policy Commission Actions on Hybrid v. Clean Diesel



ATC Board Agenda Detail

Agenda Item #: 4
Item Title: T&ES Director's Report
Contacts: Yon Lambert, Director of Alexandria City T&ES
Attachments: None
Customer Impact: None
Board Action: None/FYI



ATC Board Meeting – November 8

T&ES Director's Report

FY 2019 City of Alexandria Budget

The City is in the process of developing the FY19 budget. Last year, the City Council adopted the FY2018 – FY2027 Capital Improvement Program (CIP), which was the City's first two-year CIP development cycle. The FY 2019 CIP represents the second year of this two-year CIP and will only include minor updates to projects. Changes to project funding and new projects are only allowed under specific circumstances, such as if a project is required under a state or federal mandate, or the project represents an investment to mitigate an immediate threat, risk or liability to the City. New projects that don't meet these criteria should be further developed for inclusion in the FY 2020-2029 CIP development cycle.

For the FY 2019 Operating budget, the City Manager has identified a reduction target of 2%. Any new budget requests will be limited to items that the City Manager has identified as a priority. The City is starting to move toward priority based budgeting. This year, departments will catalog their services which will be used toward prioritizing city services for next year's budget update. In addition, City departments are being asked to review current vacancies to determine if the positions are actually needed. On November 4, staff met with the City Council at its retreat to discuss the budget process and budget landscape for FY 2019.

Attached to this email is a memorandum from the City Manager to Boards and Commissions that discusses the 2% reduction target, and requests your input on the highest and lowest program and policy priorities. Feedback is requested by December 15, 2017.

FY 2019 Interdepartmental Work Plan

Each year, the City departments involved in long range planning collaborate on development of a planning work program for the upcoming fiscal year.

This year, staff is beginning the process earlier to allow additional time to solicit feedback from stakeholders, including you as members of boards and commissions involved in long range planning issues. The City's "listening period" will launch on November 9, when the Planning Commission will discuss and take public comment on items to prioritize in the long range planning work program. Staff will be taking comments through February 2018, when Planning Commission and City Council will receive and discuss a draft proposed work program, and then through May 2018, when City Council will ultimately vote to approve a long range planning work program for the following year.

You are invited to provide feedback on planning priorities at any time – either as a group or individually. Questions and comments can be directed to the Department of Planning and Zoning, c/o Carrie Beach, coordinator of the Long Range Planning Work Program at carrie.beach@alexandriava.gov.

Hybrid/Clean Diesel

In addition to the items contained in this week's packet, staff wishes to note that the City Manager has requested that the DASH General Manager provide an oral update to City Council at its regular meeting on November 28. The presentation will be an update and no Council action is requested or expected.



Alexandria Transit Company (DASH)

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ATC Board Agenda Detail

Agenda Item #: 5
Item Title: DASH General Manager's Report
Contacts: Josh Baker, General Manager
Attachments: None
Customer Impact: None
Board Action: None/FYI

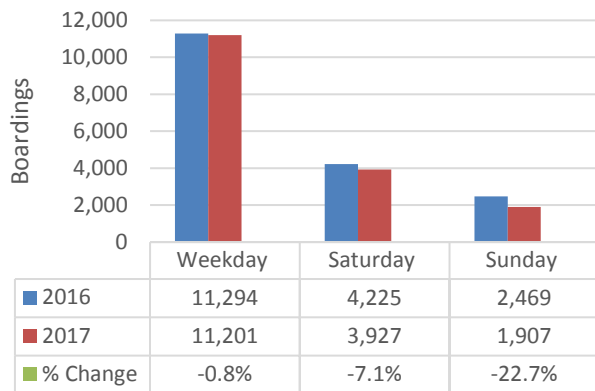


5a Summary: Management Report

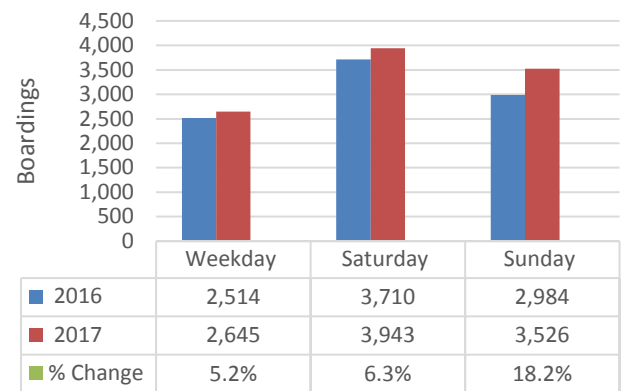
FOR THE MONTH OF SEPTEMBER 2017

- A. RIDERSHIP:** Total system ridership for the month decreased by 1.6% from last September, with 343,427 total passengers. Without the King Street Trolley, total ridership decreased by 5.0% from last September, with 253,180 passengers.

September Total Average Daily Boardings (Excluding Trolley)



September King Street Trolley Average Daily Boardings



B. SAFETY:

DASH experienced one preventable vehicle accident during the month of September. Bus made contact with car at Shirlington Circle. No injuries were reported.

C. RELIABILITY & MAINTENANCE:

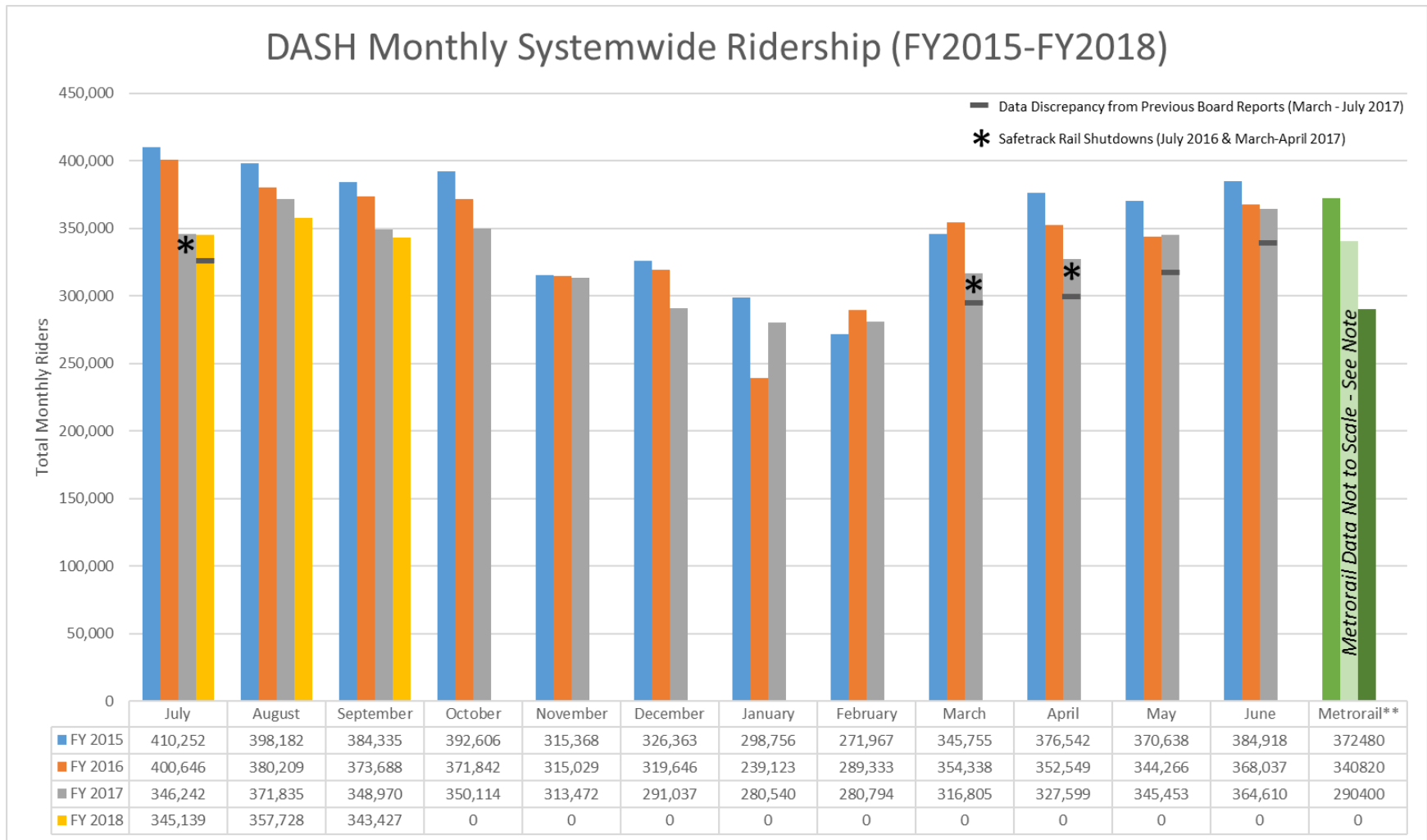
	September 2016	September 2017	% Change	Industry Avg.
On-Time Performance	94.9%	98.2%	3.4%	83.6%
Missed Trip Percent	0.01%	0.01%	0.0%	N/A
Avg. Miles Per Road Call	14,573	22,876	57.0%	11,439

D. SPECIAL EVENTS:

PATRIOT RUN: On September 10, 2017, DASH transported 1,728 riders during the 2017 George Washington Patriot Run.



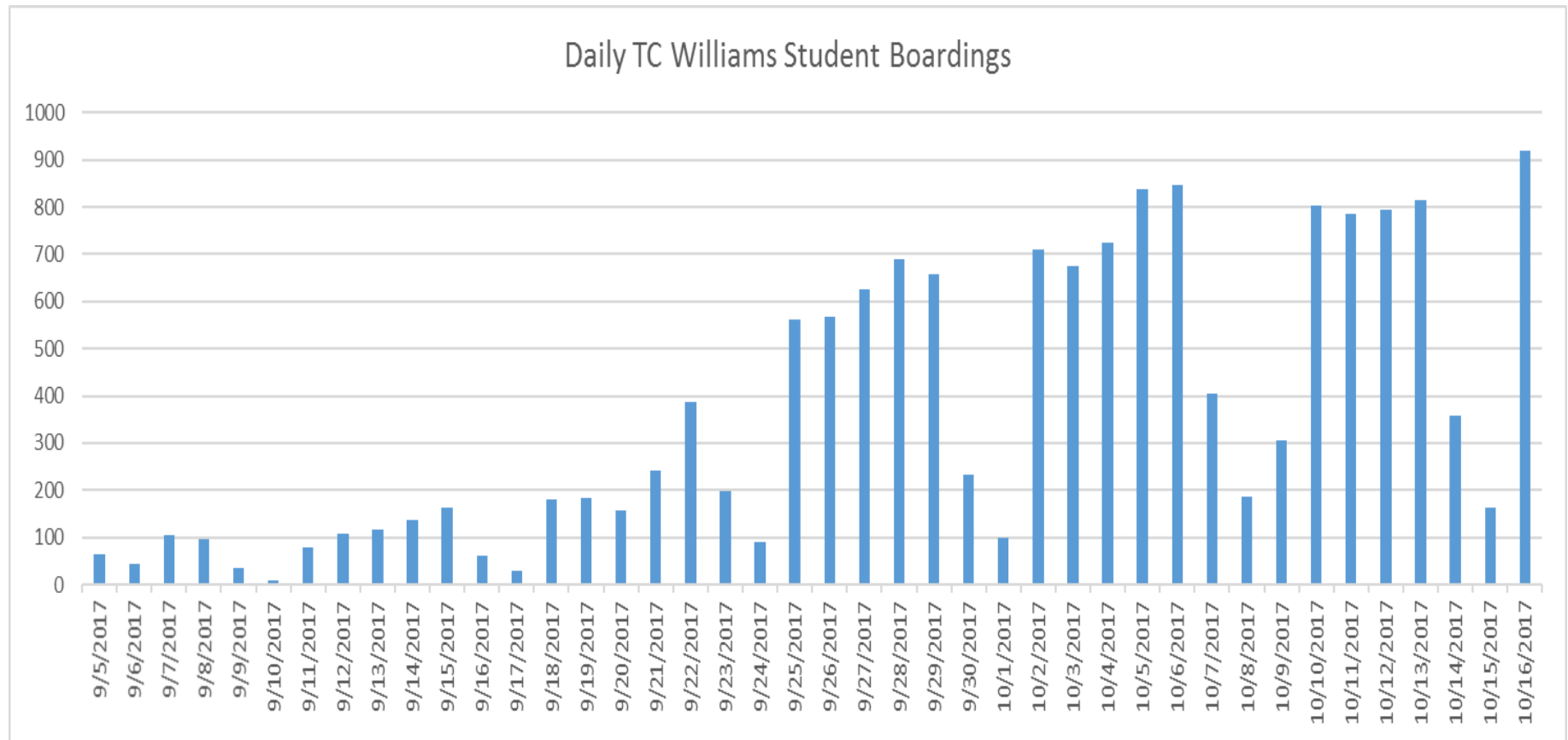
5b Summary: Performance Reports (System-Wide Ridership)



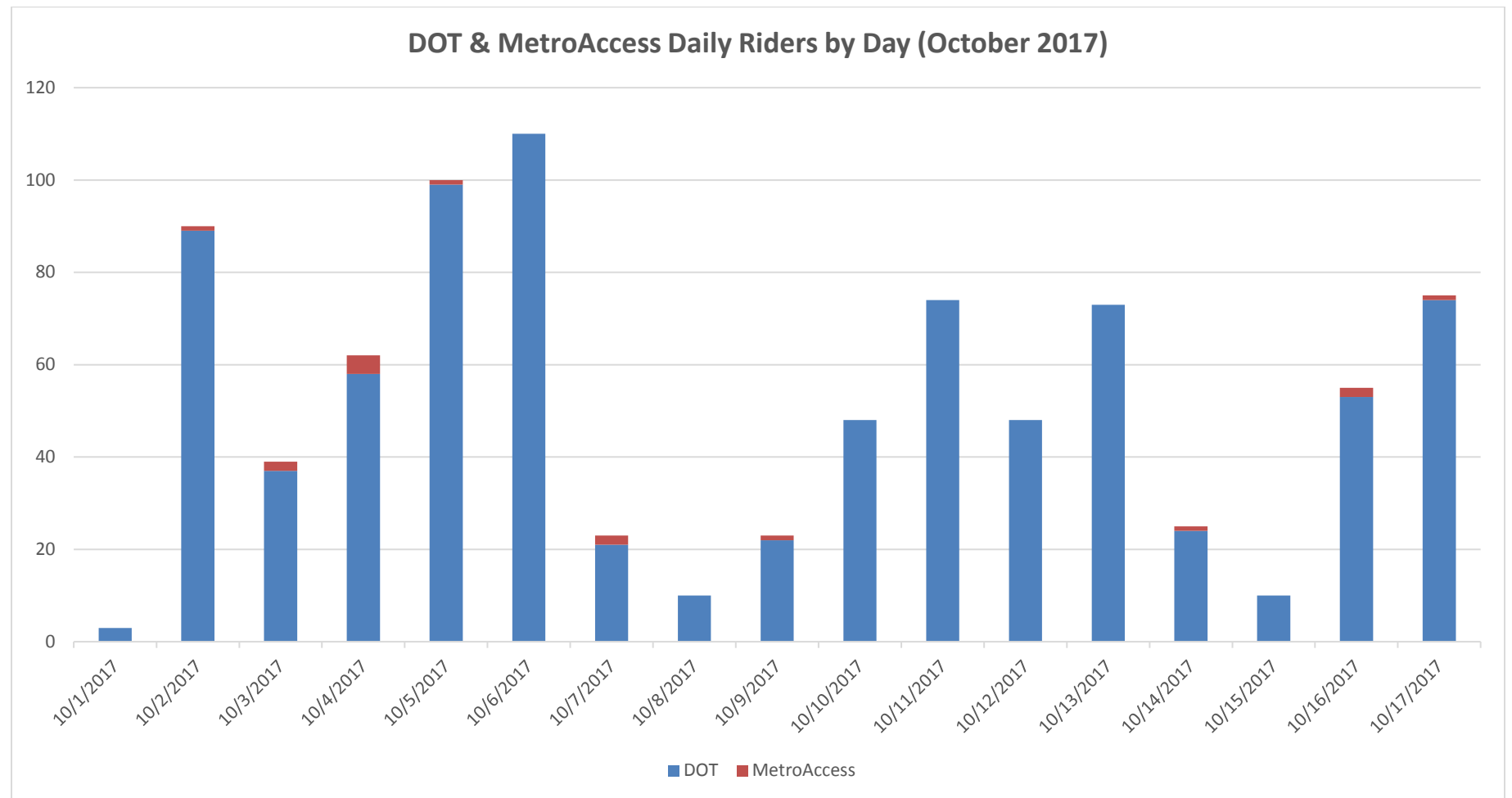
* WMATA SafeTrack (July 2016 & March – April 2017)

** Metrorail ridership represents average total daily boarding at Braddock Road, King Street, Eisenhower and Van Dorn Metro Stations for FY15-17. Totals were multiplied by 20 for comparison purposes to DASH monthly data.

5b Summary: Performance Reports (TC Williams Daily Ridership)



5b Summary: Performance Reports (DOT & MetroAccess Ridership)



5c Summary: Operating Report

FOR THE MONTH OF SEPTEMBER 2017

	PREVIOUS YEAR (SEPTEMBER 2016)	CURRENT YEAR (SEPTEMBER 2017)	PERCENT CHANGE
<u>RIDERSHIP</u>			
Total Monthly Passengers	348,970	343,427	-1.6%
Total Monthly Passengers (Excl.Trolley)	266,410	253,180	-5.0%
Passengers / Revenue Mile	2.3	2.3	0.0%
Passengers / Revenue Hour	25.5	25.5	0.0%
<u>SERVICE LEVELS</u>			
Total Miles	169,812	166,736	-1.8%
Revenue Miles	153,651	151,028	-1.7%
<u>SAFETY</u>			
Accidents - Total	2	1	-50.0%
Accidents - Preventable	2	1	-50.0%
<u>FARES</u>			
Average Fare	1.18	1.35	14.5%
ATC DASH Pass	20,785	28,116	35.3%
Regional Bus Transfers	23,099	20,789	-10.0%
Rail-Bus Transfers	38,590	35,959	-6.8%
% Paid by Smarttrip	79.4%	77.2%	-2.8%
<u>FINANCIAL PERFORMANCE</u>			
Operating Expense / Total Mile	\$8.03	\$8.82	9.8%
Operating Expense / Total Platform Hour	\$68.28	\$76.59	12.2%
Total Revenue / Operating Expense Ratio	34.9%	31.5%	-10.0%



5d Summary: Fiscal Reports (Summary Income Statement)

FOR THE MONTH OF SEPTEMBER 2017

Account				Year to Date	Year to Date		
Description	Actual	Budget	Variance	Actual	Budget	Variance	Annual Budget
OPERATING REVENUE							
PASSENGER REVENUE	\$333,189	\$302,667	\$30,522	\$895,665	\$908,001	(\$12,336)	\$3,632,000
KING STREET TROLLEY REVENUE	79,412	79,412		238,235	238,236	(1)	952,938
CHARTER REVENUE	61,167	70,583	(9,416)	191,981	211,749	(19,768)	847,000
MISCELLANEOUS REVENUE	<u>11,402</u>		<u>11,402</u>	<u>15,737</u>		<u>15,737</u>	
TOTAL OPERATING REVENUE	485,170	452,662	32,508	1,341,618	1,357,986	(16,368)	5,431,938
OPERATING EXPENSE							
TRANSPORTATION LABOR WAGES	715,941	623,882	(92,059)	2,048,085	1,871,646	(176,439)	7,486,575
FRINGE BENEFITS	<u>212,022</u>	<u>142,417</u>	<u>(69,605)</u>	<u>593,712</u>	<u>427,251</u>	<u>(166,461)</u>	<u>1,709,000</u>
TOTAL TRANSPORTATION LABOR	927,963	766,299	(161,664)	2,641,797	2,298,897	(342,900)	9,195,575
MAINTENANCE LABOR							
WAGES	123,966	140,475	16,509	367,853	421,425	53,572	1,685,700
FRINGE BENEFITS	<u>45,424</u>	<u>36,525</u>	<u>(8,899)</u>	<u>128,313</u>	<u>109,575</u>	<u>(18,738)</u>	<u>438,300</u>
TOTAL MAINTENANCE LABOR	169,390	177,000	7,610	496,166	531,000	34,834	2,124,000
ADMINISTRATIVE LABOR							
WAGES	75,528	95,849	20,321	219,611	287,547	67,936	1,150,200
FRINGE BENEFITS	<u>22,206</u>	<u>19,317</u>	<u>(2,889)</u>	<u>63,941</u>	<u>57,951</u>	<u>(5,990)</u>	<u>231,800</u>
TOTAL ADMINISTRATIVE LABOR	97,734	115,166	17,432	283,552	345,498	61,946	1,382,000
MARKETING LABOR							
WAGES AND FRINGE BENEFITS	7,669	9,585	1,916	23,194	28,755	5,561	115,000
SERVICES							
PROFESSIONAL & TECHNICAL	21,764	21,334	(430)	94,605	64,002	(30,603)	256,000
EMPLOYEE PHYSICALS	1,200	1,917	717	6,430	5,751	(679)	23,000
REPAIRS - BLDG. & EQUIP.	14,763	11,084	(3,679)	43,814	33,252	(10,562)	133,000
REPAIRS - VEHICLES	4,678	12,083	7,405	9,984	36,249	26,265	145,000
PRINTING	2,885	6,667	3,782	3,286	20,001	16,715	80,000
LAUNDRY SERVICES	2,095	1,500	(595)	5,534	4,500	(1,034)	18,000
COPYING & REPRODUCTION	<u>100</u>	<u>500</u>	<u>400</u>	<u>151</u>	<u>1,500</u>	<u>1,349</u>	<u>6,000</u>
TOTAL SERVICES	47,485	55,085	7,600	163,804	165,255	1,451	661,000



5d Summary: Fiscal Reports (Summary Income Statement)

FOR THE MONTH OF SEPTEMBER 2017

Account				Year to Date	Year to Date		
Description	Actual	Budget	Variance	Actual	Budget	Variance	Annual Budget
MATERIALS & SUPPLIES							
OFFICE SUPPLIES	\$211	\$1,167	\$956	\$607	\$3,501	\$2,894	\$14,000
REPAIR PARTS	21,215	31,667	10,452	69,009	95,001	25,992	380,000
FUEL & LUBRICANTS	82,495	89,917	7,422	264,415	269,751	5,336	1,079,000
OPERATING SUPPLIES	8,762	7,750	(1,012)	24,578	23,250	(1,328)	93,000
TOOLS	1,443	3,750	2,307	6,733	11,250	4,517	45,000
TIRES & TUBES	3,840	10,584	6,744	23,812	31,752	7,940	127,000
TOTAL MATERIALS & SUPPLIES	117,966	144,835	26,869	389,154	434,505	45,351	1,738,000
INSURANCE	41,706	41,859	153	125,862	125,577	(285)	502,304
MISCELLANEOUS EXPENSES							
TRAVEL	3,225	2,666	(559)	10,728	7,998	(2,730)	32,000
POSTAGE	21	333	312	1,225	999	(226)	4,000
TELEPHONE	6,973	6,250	(723)	15,126	18,750	3,624	75,000
UTILITIES	17,595	26,417	8,822	56,055	79,251	23,196	317,000
DUES & SUBSCRIPTIONS	634	1,666	1,032	36,243	4,998	(31,245)	20,000
EDUCATION & TRAINING	138	4,500	4,362	3,308	13,500	10,192	54,000
MISCELLANEOUS	289	3,416	3,127	1,607	10,248	8,641	41,000
CONTINGENCY		8,333	8,333		24,999	24,999	100,000
MARKETING & ADVERTISEMENT	402	1,667	1,265	9,254	5,001	(4,253)	20,000
TOTAL MISCELLANEOUS EXPENSES	29,277	55,248	25,971	133,546	165,744	32,198	663,000
TOTAL OPERATING EXPENSES	1,439,190	1,365,077	(74,113)	4,257,075	4,095,231	(161,844)	16,380,879
NET OPERATING EXPENSES	<u>954,020</u>	<u>912,415</u>	<u>(41,605)</u>	<u>2,915,457</u>	<u>2,737,245</u>	<u>(178,212)</u>	<u>10,948,941</u>
DEPARTMENTAL EXPENSE BREAKDOWN							
ADMINISTRATION	141,044	174,541	33,497	444,168	523,623	79,455	2,094,500
TRANSPORTATION	935,151	777,240	(157,911)	2,690,456	2,331,720	(358,736)	9,326,875
MAINTENANCE	305,164	343,434	38,270	945,051	1,030,302	85,251	4,121,200
MARKETING	16,126	19,920	3,794	51,538	59,760	8,222	239,000
INSURANCE	41,706	41,859	153	125,862	125,577	(285)	502,304
CONTINGENCY		8,333	8,333		24,999	24,999	100,000
TOTAL OPERATING EXPENSES	1,439,191	1,365,327	(73,864)	4,257,075	4,095,981	(161,094)	16,383,879



5d Summary: Fiscal Reports (Month 3 Projection)

DASH FY18 Month 3 Projection (September 2017)

	FY18 Operating Revenue	FY18 Revenues YTD	Projected Operating Revenues				
Fares	\$ 3,632,000	\$ 590,660	\$ 3,401,304				
Charters	\$ 847,000	\$ 10,731	\$ 847,000				
Miscellaneous	\$ -	\$ 2,000	\$ 65,000				
Total	\$ 4,479,000	\$ 603,391	\$ 4,313,304				
FY16 Surplus/(Deficit)	\$ (165,696)						
YEAR-TO-DATE ACTUAL				YEAR-END PROJECTION			
	FY18 Operating Budget	FY18 Expenditures	Available Budget	% Used	Projected Expenditures (Total FY18 Expenditures at Year-end)	Projected Balance (Projected Year-end Surplus or Deficit)	Projected % of Budget Used
Administration	2,824,301	\$ 642,679	\$ 2,156,125	24%	2,764,730	59,571	98%
Operations	9,398,725	\$ 2,384,165	\$ 6,942,710	26%	10,319,886	(921,161)	110%
Vehicle Maintenance	3,967,580	\$ 821,718	\$ 3,124,482	21%	3,561,347	406,233	90%
Non-Vehicle Maintenance	218,066	\$ 49,929	\$ 168,071	23%	213,444	4,622	98%
Marketing	243,151	\$ 51,197	\$ 183,803	24%	224,381	18,770	92%
Total	16,651,823	\$ 3,949,688	\$ 12,575,191	24%	\$ 17,083,788	\$ (431,965)	103%
Balance							
Personnel	\$ (711,301)						
Non-Personnel	\$ 257,086						
Capital	\$ 22,250						
Total	\$ (431,965)						
Revenue Projection	(\$165,696)						
Total Projected Balance	(\$597,661)						



ATC Board Agenda Detail

Agenda Item #: 5
Item Title: DASH General Manager's Report
Contacts: Josh Baker, General Manager
Attachments: None
Customer Impact: None
Board Action: None/FYI



5e Summary: General Manager's Summary

Notable Activities for the Month of October are as follows:

- DASH's General Manager participated in the City's first Leadership Network Speaker Series focused on helping to provide City Leaders with important tools to be successful in their jobs. This was hosted by the City Manager, Mr. Jinks.
- DASH Staff attended the 2017 APTA Conference and EXPO in Atlanta, GA. This is the largest and most prominent event in the Transit Industry. This year, the conference focused on new bus technologies and electric buses.
- DASH hosted our local Bus Roadeo event on Sunday, October 22, 2017. It was a great success and fun for all. We are proud of our top four operators who will go on to represent DASH at the State Competition next March in Lynchburg, VA. The DASH Roadeo winners are:
 1. Clarence Jackson
 2. Lonnel Glover
 3. Veronica Najarro
 4. Chalachew Hunegn
- The General Manager and the Senior Management Team hosted a series of All-Hands Meetings October 24th & 25th. These meetings are an important part of our ongoing efforts to ensure open communications, feedback and safety & training.



ATC Board Agenda Detail

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



6a Summary – Board Resolution for Hybrid vs. Clean Diesel Proposal by General Manager

DASH staff had been working to secure a letter of support for the transition to a Fleet Replacement Policy of Clean Diesels in lieu of Hybrid-Electric. The Environmental Policy Commission (EPC) final position letter has yet to be received at the time of production of the Board Packet, however the packet from their meeting is included as an attachment. Contained within their packet is their draft letter.

At their meeting, the EPC deliberated and voted unanimously to change their draft letter to reflect the following recommendations from the EPC: (i) DASH to purchase 7 clean diesel immediately to replace all 2000 & 2002 model year buses; (ii) EPC would like to work with DASH on the CIP for FY19 to analyze possible plans to accelerate moving toward hybrid/electric buses. Basis for recommendations include: (i) clean diesel represents a quantum leap in PM emissions compared to present diesel buses; (ii) also, since clean diesel offers significantly better mileage it also further reduces all emissions including greenhouse gases; (iii) even if DASH decided on electric buses now, it would take some time to acquire these buses as well as modify infrastructure such as charging stations and train operators.

It is the recommendation of the General Manager that the Board not endorse this approach. It is insufficient in addressing the purpose of buying clean diesel buses as has been discussed. 7 buses does not net the effect of mitigating concerns about state of good repair, reliability and service quality which has (among many other factors) been the reasoning to purchase clean diesels.

There is a draft proposed resolution for the Board to consider below which was deferred in the October meeting pending the position taken by the EPC, this outlines the GM's proposed approach for DASH.

Resolution Supporting the Recommendations of the Alexandria Transit Company General Manager for Purchase of Clean Diesel Buses

BE IT RESOLVED by the Alexandria Transit Company Board of Directors (Board) that the Board hereby supports the General Manager's **recommendation to adopt a policy of purchasing Clean Diesel Buses for all bus replacement procurements on the basis that Hybrid-Electric Technology** is no longer economically responsible and Clean Diesel technology meets the goals of Eco-City Alexandria. Further, BE IT RESOLVED that the Board endorses a gradual transition to all electric (Battery Powered) buses as soon as it is technically and financially possible. As the Alexandria Transit Company recognizes its role as a part of Alexandria's Eco City Charter, it endorses all efforts previously made and conducted in the future towards a goal of Environmental Sustainability.

BE IT RESOLVED that the Alexandria Transit Company certifies that it will make every effort to adopt electric bus technology as soon as possible, while maintaining a focus on service quality and being a good steward of public funds. It is the request of the Alexandria Transit Company Board of Directors that The Alexandria City Council prioritize funding wherever possible towards the Alexandria Transit Company bus fleet replacement program and expansion programs with electric bus technology as a priority.

The undersigned duly qualified and acting Chairman of the **Alexandria Transit Company** certifies that the foregoing is a true and correct copy of a Resolution of the Board of Directors has adopted at a legally convened meeting of the Alexandria Transit Company held on the Eighth day of November, 2017.

(Signature of Recording Officer)

(Title of Recording Officer)

November 8, 2017



Alexandria Transit Company (DASH)

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6b Summary – FY2018 Budget Assumptions and Priorities

As of the date of this board packet, there has not been budget guidance issued by the City Manager's office to the General Manager. With that said, Budget priorities recommended by the GM for DASH are as follows. The Board is asked to provide feedback on these priorities and identify any other priorities for the development of the new budget.

A draft "preliminary" budget for submission to the City Manager will be presented at the December Board Meeting for review and approval.

GM's Budget Goals and Priorities

- Submit a balanced and "clean" budget which includes an intensive review of all line items for efficiency and necessity.
- Maintain current Fares and seek implementation of a reduced or free ride program for Seniors.
- Adjust City subsidy requests to compensate for any actual revenue losses from DOT/MetroAccess Programs and TC Williams Program. Adjust further to expand the TC Williams program to all school students.
- Maintain current route service levels, if possible seek to address service deficiencies between the Carlyle Area and King Street due to opening of the NSF Building and continued growth in that area of the City.
- Focus on employee retention and market competitiveness by adjusting salaries 3-5% with a focus on cost of living adjustments with higher or lower adjustments per position in order to ensure equity and consistency across all positions at DASH.
- Reduce the length of the Bus Operator pay scale to be more in line with industry standards. Current pay scale is excessively long and takes too many years to make it to top pay, with the final 3 years of the scale having no raise at all.
- Reduce un-necessary expenses by evaluating all technologies and dues and subscriptions, seek savings by eliminating redundant systems or those that do not serve to benefit the company and riders. Further evaluate the benefits of expensive memberships and programs, reduce where possible.
- Evaluate and adjust staffing levels to the needs of the organization ensuring a priority is placed on the Safety & Training Department which is deficient in resources.
- Focus on advancing Information Technologies in use at DASH, specifically a comprehensive and fiscally responsible computer replacement program.
- Evaluate and fund replacements for support vehicle/non-revenue fleet, prioritize State of Good Repair (SGR) to reduce operating costs associated with an aging fleet.
- Continue to follow SGR replacements for the revenue fleet in order to reduce operating costs associated with vehicles beyond their rated useful life. Evaluate Electric Bus Technologies for implementation as soon as possible while continuing with a Clean Diesel replacement program in the short term.

Historically, the City Managers Budget will call for budget reduction scenarios, if this is the case DASH Staff will evaluate options utilizing the priorities above with the primary goals of maintaining service levels and fares.

Reduction scenarios are not presented here due to no guidance having been received at the time of printing, however if such scenarios are requested they will be presented in December to the Board for review and discussion.



ATC Board Agenda Detail

Agenda Item #: 7
Item Title: Old Business
Contacts: Josh Baker, General Manager
Attachments: None
Customer Impact a) Moderate ●
Board Action: None/FYI



7a Summary – OT Report and Analysis by General Manager

This is a continuing item which you will receive regular updates as additional information is collected. There are no further updates beyond continued staffing efforts which included a DASH Career Fair held on September 30th, 2017. The career fair was an overwhelming success with approximately 60 applicants interviewed for 20 open positions throughout the organization.

Updates will continue to be provided on this important subject as work progresses in resolving the staffing challenges and related contributing factors.



ATC Board Agenda Detail

Agenda Item #: 8
Item Title: Next Meeting and Adjournment
Contacts: All
Attachments: None
Customer Impact: None
Board Action: Motion and Approval of Adjournment



Opportunity for any final Board Member Comments or Remarks.

The next ATC Board of Directors Meeting will take place on **Wednesday, December 13th, 2017 at 5:30 p.m.**

Please note, all future meetings will take place at the **Council Workroom, 2nd Fl.**

Consider Adjournment

-- Board Attendance Log on Next Page --



Alexandria Transit Company Board of Directors

ATTENDANCE LOG

2017 - 2018 REGULAR (*and special*) BOARD MEETINGS

("P" present - "A" absent - "E" excused)

Meeting Date	Paul Abramson	Chieko Clarke	David Kaplan	Kerry Donley	Stephen Klejst	Yon Lambert	Richard Lawrence	Meredith MacNab	Laura Triggs
07/2017	<i>No Meeting</i>								
08/2017	<i>No Meeting</i>								
09/13/2017	P	P	P	P	E	E	P	P	E
10/18/2017	P	E	P	P	P	P	E	P	P
11/08/2017									
12/13/2017									
01/10/2018									
02/14/2018									
03/14/2018									
04/11/2018									
05/09/2018									
06/13/2018									





Alexandria Transit Company Board of Directors Meeting



Supplemental Board Material Item #5F

DASH Daily Ridership Trends by Route & DASH Service Updates from Planning



ATC Board Agenda Detail**Agenda Item #:** 5F**Item Title:** DASH General Manager's Report**Contacts:** Josh Baker, General Manager**Attachments:** None**Customer Impact:** None**Board Action:** None/FYI**DASH Daily Ridership Trends – Q1 (FY2015 – FY2018)**

Note: FY18 data shown is lower than actual ridership numbers due to farebox configuration error that resulted in underreported ridership data from March 2017 through July 2017.

DASH DAILY RIDERSHIP TRENDS - Q1 (FY2015-FY2018)							
Average Daily WEEKDAY Boardings (Q1, FY15-FY18)							
Route	FY15	FY16	FY17	FY18*	% Change (FY17-18)	% Change (FY15-18)	Trend (FY15-18)
AT-1	1,610	1,476	1,430	1,582	10.7%	-1.7%	
AT-2	1,762	1,669	1,469	1,429	-2.8%	-18.9%	
AT-3	757	702	759	644	-15.1%	-15.0%	
AT-4	697	647	650	544	-16.2%	-21.9%	
AT-5	1,660	1,659	1,382	1,186	-14.2%	-28.6%	
AT-6	932	865	758	660	-13.0%	-29.2%	
AT-7	680	669	612	577	-5.6%	-15.1%	
AT-8	3,146	2,925	2,675	2,503	-6.4%	-20.4%	
AT-9	213	376	410	369	-9.9%	73.0%	
AT-10	663	570	545	472	-13.4%	-28.7%	
AT-3/4	82	56	45	44	-3.3%	-46.5%	
AT-2X	249	217	183	150	-18.1%	-39.9%	
KST	2,843	2,910	2,860	2,968	3.8%	4.4%	
TOTAL	15,293	14,739	13,777	13,129	-4.7%	-14.2%	
TOT (NO KST)	12,450	11,830	10,918	10,160	-6.9%	-18.4%	
Average Daily SATURDAY Boardings (Q1, FY15-FY18)							
Route	FY15	FY16	FY17	FY18*	% Change (FY17-18)	% Change (FY15-18)	Trend (FY15-18)
AT-1	1,135	981	823	894	8.6%	-21.2%	
AT-2	568	472	435	385	-11.5%	-32.3%	
AT-5	1,159	1,198	1,090	828	-24.0%	-28.6%	
AT-8	1,579	1,517	1,280	1,157	-9.6%	-26.7%	
AT-9	91	127	161	186	15.5%	104.6%	
AT-10	420	340	299	289	-3.5%	-31.2%	
AT-3/4	63	64	58	54	-6.9%	-14.5%	
KST	4,027	4,226	4,159	4,414	6.1%	9.6%	
TOTAL	9,042	8,925	8,304	8,204	-1.2%	-9.3%	
TOT (NO KST)	5,014	4,700	4,145	3,791	-8.5%	-24.4%	

Average Daily SUNDAY Boardings (Q1, FY15-FY18)							
Route	FY15	FY16	FY17	FY18*	% Change (FY17-18)	% Change (FY15-18)	Trend (FY15-18)
AT-1	568	491	429	379	-11.5%	-33.2%	
AT-2	469	443	366	377	3.1%	-19.6%	
AT-5	426	497	450	347	-22.9%	-18.5%	
AT-8	1,230	1,137	813	775	-4.6%	-37.0%	
AT-10	195	175	141	118	-16.1%	-39.4%	
AT-3/4	62	49	49	52	5.0%	-16.3%	
KST	3,021	3,463	2,898	3,604	24.4%	19.3%	
TOTAL	5,970	6,255	5,146	5,654	9.9%	-5.3%	
TOT (NO KST)	2,950	2,792	2,248	2,049	-8.9%	-30.5%	

DASH Service Updates from Planning

DASH Planning staff are reviewing the following potential service improvements for implementation in February/March 2018. This information is provided as a Board FYI for comment and any input necessary related to such changes.

Potential Trolley Extension to Masonic Temple

DASH staff are considering a potential extension of the King Street Trolley route from the King Street Metro up to the George Washington Masonic National Memorial for a one-year pilot period. This cost-neutral improvement would create a free and direct transit link between Old Town and its most iconic landmark for residents and visitors. It would also provide a convenient and safe location for the trolleys to turn around and layover at the end of each westbound trip while the bus bays at the King Street Metro are closed for construction. Pending staff review, the pilot period for this improvement would coincide with Phase I of the King Street Metro project, or roughly February 2018 through February 2019. Staff would re-evaluate the extension at the end of the pilot period to determine if it should be continued once the King Street Metro is reopened.

Realignment of AT3 and AT 3-4

DASH staff are evaluating a potential realignment of the AT3 and AT-3/4 in Old Town. Currently, the AT3 and the AT-3/4 both use Royal Street to travel southbound from Pendleton Street to Cameron Street. In the northbound direction, both routes use Fairfax Street. As part of the Royal Street Neighborhood Bikeway Project, the City has requested that DASH realign these southbound routings onto Fairfax Street to create a more bicycle-friendly Royal Street corridor. This realignment would impact four stops on Royal Street, which are patronized by roughly 20-30 passenger per day. These passengers would need to walk 1-2 blocks further than they do to get to the current stops on Royal Street.





Alexandria Transit Company Board of Directors Meeting



Meeting Agenda Detail #6a Attachments:

Hybrid vs. Clean Diesel follow-up on recommendation
by the General Manager and letter from EPC





AGENDA

Environmental Policy Commission

Work Session

Monday, October 30, 2017

7:30–9:30 PM

Conference Room 2000

7:30 – 7:35	Welcome
7:35 – 8:05	FY19 Budget Review
8:05 -- 8:30	Parking Letter to Parking Task Force (Schroeder/Milone)
8:30 -- 9:00	Review Letter to Council: DASH budget proposal (Kathpal/Goode)
9:00 -- 9:30	Agenda and work plan for public meeting on Environmental Action Plan update
9:30	Adjourn

Khoa Tran

From: Yon Lambert
Sent: Tuesday, September 12, 2017 6:26 PM
To: Paul Abramson; Jim Kapsis (kapsisje@gmail.com); Jerry King; Johnson, T Y (Jay) JR CIV OSD OUSD P-R (US); David Kaplan (ellisranger@yahoo.com); Steve Klejst (sjklejst@comcast.net); Praveen Kathpal (praveen@kathpal.com)
Cc: Matt Melkerson; William Skrabak; Jeffrey DuVal; Megan Cummings; Lisa Goldberg; Khoa Tran; Ellen Eggerton; Bob Garbacz; Allan Fye; Christopher Ziemann; Emily Baker; Morgan Routt
Subject: FY2019 Budget Process Outreach/T&ES Boards and Commissions

To the Chair and Vice Chairs of the following T&ES-Related Boards and Commissions:

DASH Board
Environmental Policy Commission
Transportation Commission
Traffic and Parking Board

We are off and running with this year's budget process! As we have in the past, T&ES staff aims to keep you informed of the planning process as set forth by the Office of Management and Budget as we progress through the year, and hope that you will join us in crafting a meaningful and effective budget for fiscal 2019.

Similar to prior year budgets, T&ES is seeking input on City services and priorities as we begin the budget process. We ask that you set aside time at your September or October meetings to discuss priorities that may be of concern to your respective bodies and answer the following two questions:

1. What are the highest priority services and initiatives within your policy area that you feel should be addressed in the FY 2019 budget?
2. If your area of the budget is required to identify potential reductions for FY 2019, what are the lowest priority services and initiatives that should be considered?

As you consider input from members, please consider your board and commission's goals and initiatives. Additionally, consider the [City's Strategic Plan](#) as it remains an important guiding document for the City.

Last year we began a new two-year CIP process: the first year when all projects new and old were reviewed and evaluated, and the second year in which only technical adjustments, externally funded projects, and state or federally mandated projects will be considered. As we are in the second, "off-year" for the CIP process, it is not a year to pitch new ideas or projects for the CIP. If you have new ideas, great! We will work over the next year to craft the scope, timeline and budget request for a healthy submission next year.

We expect budget guidance from City Council regarding their priorities and following the annual City Council fall retreat on November 4. Dates for outreach and public involvement in the FY2019 budget have not been announced, but we will let you know as soon as they are.

Once we have additional information about the upcoming budget schedule, we will reach out to provide you with guidance on how you can share feedback on the questions above with us. In the past, we have scheduled an informal discussion to provide you with an opportunity to communicate input from your Board or Commission directly to me and the T&ES budget staff. You may also simply have this discussion at one of your next two meetings and ensure that T&ES staff shares the outcome from those discussions with us.

Thank you for your continued work and service to the City.

All my best,
Yon

Khoa Tran

From: Khoa Tran
Sent: Thursday, October 26, 2017 10:36 AM
To: Brendan Owens; Carolyn Schroeder (peecefrog@gmail.com); Eldon Boes; Geoffrey Goode (Geoffrey.Goode@gmail.com); Jessica Lassetter; Jim Kapsis; Leslie Jones; Natasha Garcia Andersen; Praveen Kathpal; Reid Sherman; Scott Barstow (shbarstow@gmail.com); Sean Wilson; Stephen Milone
Cc: Carrie Beach; Yon Lambert; William Skrabak; Lisa Goldberg; Ellen Eggerton
Subject: FY2019 Long Range Inter-departmental Work Plan (LRIWP)
Attachments: FY18ILRWP05024017Adopted.pdf

Dear members of the EPC:

Each year, the City departments involved in long range planning collaborate on development of a planning work program for the upcoming fiscal year. I've attached last year's approved work program to this email for your reference; [previous years' approved long range plans are available on the city's website](#).

This year, we are beginning the process earlier to allow additional time to solicit feedback from stakeholders, including you as members of boards and commissions involved in long range planning issues. Our "listening period" will launch on November 9, when the Planning Commission will discuss and take public comment on items to prioritize in the long range planning work program. We will be taking comments through February 2018, when Planning Commission and City Council will receive and discuss a draft proposed work program, and then through May 2018, when City Council will ultimately vote to approve a long range planning work program for the following year.

You are invited to provide feedback on planning priorities at any time – either as a group or individually. Questions and comments can be directed to the Department of Planning and Zoning, c/o Carrie Beach, coordinator of the Long Range Planning Work Program. Her contact information is provided below.

Carrie S. Beach
Division Chief, Neighborhood Planning and Community Development
City of Alexandria Department of Planning & Zoning
Room 2200 | 301 King Street | Alexandria, VA 22314
Carrie.beach@alexandriava.gov
703-746-3853

Thank you in advance for your input!

Regards,

Khoa

23-May-17

Internal Staff Work

Public Hearing

Departments: Housing; Planning & Zoning; Recreation, Parks & Cultural Activities; Transportation & Environmental Svcs; Project Implementation, Office of Historic Alexandria, Code Administration, General Svcs, AEDP; Visit Alexandria, ACPS

[illegible]

November 1, 2017

Parking Standards for New Development Projects Task Force
[address]

Re: Environmental Policy Commission (EPC) Comments on Draft Recommendations for
Updating the Commercial Parking Standards for New Development Projects

Dear Parking Standards for New Development Projects Task Force (Task Force):

On behalf of the EPC, I'm writing to share our comments on the draft recommendations for updating Alexandria's commercial parking standards for new development projects.

First, thank you to Transportation and Environmental Services (T&ES) staff and the Task Force for providing the parking study report for discussion at the October 16, 2017, EPC monthly meeting, including select parking study results, goals and draft recommendations for updating the parking standards based on the Task Force's efforts and analysis of the study results. We appreciate the opportunity to provide input to the Task Force in advance of finalizing the recommendations.

The EPC generally supports the draft recommendations aimed at reducing or "right-sizing" commercial parking in new development projects based on study of existing demonstrated parking needs, as well as anticipated reductions in parking demand based on mass transit improvements anticipated along the Beauregard and Duke Street corridors. EPC supports the Task Force recommendations to:

- simplify zoning map into two zones, designating lower minimum parking ratio requirements in areas with enhanced transit access (includes current anticipated transit systems),
- lower the minimum parking ratios,
- add maximum parking ratios,
- combine retail types into one retail category to the extent the new requirements can meet anticipated need and enable flexibility in changing types of retail uses in a space,
- exempt small businesses below a certain square footage from providing required parking, and
- develop a process to allow for shared parking between businesses.

These recommendations are more flexible and reduce obstacles for businesses inclined to reduce parking. Reduced parking is consistent with the City's environmental goals as outlined in the Environmental Action Plan (EAP), as part of a strategy to "create a holistic city transportation system that puts the health, mobility, and accessibility of "people first" by implementing development and transportation programs and projects consistent with the following level of precedence: pedestrians, bicyclists, public transportation, shared motor vehicles and private motor vehicles." In that light, the EPC encourages the Task Force recommendations to include the necessity to promote complementary, proportional infrastructure improvements to enhance

the transportation network to promote walking, biking, car share and carpooling, in addition to improvements to public transportation and reducing vehicular parking. It will be vitally important that City practices incorporate the EAP recommended “mixed-use zoning, interconnected pathways, and targeted density increases around public transportation hubs. In addition to public street and infrastructure improvements, commercial development should be required to provide significant bicycle parking and related facilities for building occupants, as well as bicycle parking for customers, within the building. Considering advances observed and expected in electric vehicles (EVs), EV charging stations should be incorporated into significant proportion of all future off-street parking spaces which will aid the City in meeting the EAP goal to reduce the environmental footprint of travel.

The EPC thinks that the recommendations can go further in the following areas to support the reduction of parking:

- **Lower maximum ratios.** We think the maximums should be lowered and, in the event there’s a reasonable need for more parking, developers would be required to submit an exemption request. Having to meet a set of criteria, general or specific, to justify the need for additional parking would be an opportunity for the City to negotiate development that ties the parking standards to environmental and transportation plans and policies. This is a way to push developers to be innovative and encourage alternative modes of transportation (e.g., bike facilities and car share drop-offs), build a greener parking facility (e.g., permeable surfaces, tree coverage, and designs that could more easily convert unused parking spaces into alternative uses such as open space), and implement shared parking. Also, the exemption process allows an opportunity to collect data about under what circumstances developers request to build more parking.
- **Lower minimum ratios.** [Eliminate the minimum ratio (options could include set ratio to zero within a specified walking distance of enhanced transit hubs, lower minimum outside enhanced transit area)]. Similar to lowering the maximum ratios, setting criteria for lower minimums would be an opportunity to negotiate with developers to design parking that encourages alternative modes of transportation and reduce single occupancy vehicles. Like lowering the maximum ratios, the exemption process allows an opportunity to collect data under what circumstances developers identify the need for less parking.
- **Demand-related policies.** Examine dynamic pricing and other demand-related policies to address supply rather than just focusing on parking minimum and maximum ratios. Dynamic pricing has the opportunity to impact how the available parking is utilized.
- **Evaluation of parking.** On-going data collection should be implemented to monitor how people are using parking to ensure that the policy is working as intended. As stated in the bullets regarding the lowering of ratios, collecting data on the parking plan approvals, especially through the exemption process, would provide data to inform refinements to the standards. Consider the data collection in the framework of an evaluation plan to measure the impact of the updated parking standards and other policies and plans that affect parking. Although we

appreciate the appeal of having a wide range of parking ratios to allow maximum flexibility and minimize the burden of the process to meet the standards, updating the parking standards is an opportunity to encourage alternate modes of transportation and green development. The parking standards should aim to work in tandem with other City policies and plans to support environmental and transportation goals. The recommendations reflect the current state of transportation and parking in the City, but should consider the decades to come.

Thanks for your consideration.

Jim Kapsis
Chair Alexandria Environmental Policy Commission

cc: Alexandria Environmental Policy Commission
Alexandria Transportation Commission
Yon Lambert, Director, T&ES
Katie North, Principal Planner, T&ES

October __, 2017

Honorable Mayor Allison Silberberg and Members of City Council
City Hall
301 King Street
Alexandria, VA 22314

Re: DASH Clean Diesel Conversion Plan

Dear Mayor Silberberg and Members of Council:

The Environmental Policy Commission (EPC) cannot support the Alexandria Transit Company's (DASH) current Proposed Clean Diesel Conversion Plan (Conversion Plan) as it fails to consider all alternatives for the next generation of buses. In particular, the analysis does not examine accelerating DASH's long term goal to electrify its bus fleet in lieu of hybrid or clean diesel technologies.

DASH has presented a well-reasoned and supportable argument that purchasing clean diesel rather than hybrid buses will yield better outcomes with respect to [environmental], fiscal, and operational impacts over the operational life of the new buses. Again, EPC applauds DASH on its thorough analysis of these two alternatives -- as the data seems to indicate, purchasing new hybrid buses no longer makes sense for the City.¹ Furthermore, DASH leadership and its Board are to be commended for stating that a future goal is the "gradual transition to all electric (Battery Powered) buses as soon as it is technically and financially possible."²

However, EPC's preliminary research on this topic shows that transitioning to electric buses now is feasible, even under current fiscal and operational constraints, and doing so would include significant ancillary benefits for the City and its residents.³ Until accelerated electrification of the bus fleet is evaluated with the same detail and thoroughness as the hybrid and clean diesel technologies, the Commission is unable to support a decision based on the current DASH Conversion Plan. As an alternative, the Commission provides the following recommendations to DASH and Council.

1. **Financing Options.** Concentrate resources and existing expertise within the City staff to help identify possible funding mechanisms for large-scale acquisition of electric buses and associated infrastructure upgrades.⁴ The sticker price of an electric bus is significantly higher than either a clean diesel or hybrid, and the current strategy to

¹ DASH's analysis is reinforced by external studies and decisions by other jurisdictions to move away from hybrid technology in favor of clean diesel as a bridge to electric buses.

² DASH Board Resolution for Hybrid vs. Clean Diesel Proposal by General Manager, p. 17 (Handout from October 2017 DASH Board Meeting).

³ See Aber, Judah, Columbia University, "Electric Bus Analysis for New York City Transit" (May 2016), concluding that conversion to an all-electric bus fleet, made possible by capitalizing the operations and maintenance cost savings associated with electric buses, "would provide an improvement in overall lifetime bus cost to the city, while reducing greenhouse gases appreciably, and significantly improving the health of NY City residents, and lowering their cost of healthcare."

⁴ Under the current Conversion Plan, DASH intends to pilot an electric bus program in 2020 by purchasing 6 electric buses with VW Mitigation funds awarded through Virginia DEQ. While certainly a worthy use of these funds, EPC cautions against characterizing the reliance on external, temporary funding sources like this when creating a long-term strategy for electrifying the bus fleet.

purchase buses outright with capital funds is a hindrance in making electric buses a viable option to meet DASH's State of Good Repair requirements. However, as noted in the Columbia University study (note 3), there are other ways to approach bus purchases, including factoring in savings from reduced lifetime operation and maintenance costs when calculating the cost of acquisition. Electric bus manufacturers are offering financing options through which electric buses are available for roughly the same price as diesel buses, allowing transit agencies to fit electrification with their current capital and operating budgets by applying the operating cost savings vs diesel toward a battery lease payment.⁵ EPC encourages DASH to leverage expertise on City staff to explore these various calculation methods, discuss financing options with electric bus manufacturers or other organizations similarly situated, and/or fund a short term, targeted study to tailor existing analysis of these topics to DASH's specific operating, financial, and legal constraints.

2. **Complete Cost/Benefit Profile.** Incorporate the positive externalities associated with electrifying the bus fleet (significant reduction in greenhouse gas emissions, elimination of particulate matter and NOx emissions leading to reduced impacts to human health and the local environment, etc.) when making this long term decision, with a particular focus on those factors that can be quantified as cost reductions or net benefits to the City. For example, the social cost of carbon -- a measure, in dollars, of the long-term damage done by a ton of carbon dioxide emissions in a given year -- is a way to quantify and compare this societal cost between clean diesel, hybrid, and electric buses. EPC would like an evaluation of greenhouse gas emissions impacts to factor into bus fleet and other decisions the City considers.
3. **Alexandria's Commitment to be an Eco-City.** Consider how the Conversion Plan fits within the City's broader Eco-City commitments, including the Environmental Action Plan (EAP), the Energy and Climate Change Action Plan (CCAP), and the City's recent pledge to uphold goals embodied in the Paris Agreement under the United Nations Framework Convention on Climate Change.
 - a. As you know, this fiscal year the Commission and City staff are concentrating efforts to update the Environmental Action Plan (EAP). Adopted in 2009, the EAP is the City's blueprint to implement and achieve the goals established in the Eco-City Charter. The current Conversion Plan could be viewed as a step back from these commitments, particularly in light of the higher GHG emissions as compared with electric buses and with respect to the specific EAP action item for the City to "develop a DASH policy that requires all new buses to be low emission, hybrid, or CNG vehicles."
 - b. In its 2011 CCAP Alexandria cited DASH's hybrid bus purchases as case in which the City was leading by example to "accelerate the goal of reducing fossil fuel use, greenhouse gas and particulate matter emissions, and environmental noise pollution."⁶ Electrification poses an opportunity to recommit to those goals.

⁵ See, e.g., Proterra, which, according to a quick review of claims on its website, offers a battery lease program that enables the purchase of its electric bus you roughly the same price as a diesel bus, putting the operating savings toward the battery lease. <https://www.proterra.com/financing/>.

⁶ City of Alexandria Energy and Climate Change Action Plan, p.41 (2011)

- c. By signing on to the Mayor's National Climate Action Agreement (MNCAA) in 2017, Alexandria committed to "intensify efforts to meet [its] current climate goals" and "push for new action to meet the 1.5 degrees Celsius target".⁷ Accelerating electrification of the DASH fleet, combined with purchasing renewable energy, is a means by which the City can intensify its efforts and push for new actions.

EPC applauds the work that DASH has completed so far in this process and believes that with some additional work to examine the feasibility of electrifying the bus fleet, DASH, the City, and its residents will be in the best position to make a long-term commitment on the direction of the bus system.

We look forward to being a part of this process and thank you for your continued leadership and steadfast commitment to the City's Eco-Charter.

Sincerely,

Jim Kapsis
Chair
Alexandria Environmental Policy Commission

⁷ 382 US Climate Mayors commit to adopt, honor and uphold Paris Climate Agreement goals.
<http://climatemayors.org/actions/paris-climate-agreement/>

Khoa Tran

From: Josh Baker
Sent: Wednesday, October 25, 2017 1:58 PM
To: Praveen Kathpal
Cc: Jim Kapsis; Yon Lambert; Khoa Tran; Lisa Goldberg; Raymond Mui
Subject: Follow-Up on DASH Clean Diesel Discussion

Good Afternoon Praveen,

I hope this e-mail finds you doing well. I understand via Jim Kapsis, Khoa Tran and Yon Lambert that the EPC continues to be concerned about the direction DASH is looking to go regarding our bus fleet replacements. Further I understand a letter draft is being considered at the upcoming meeting on Monday.

I wanted to provide you with some critical follow-up points to consider as you all draft your letter and frame your discussion. It is my hope that this additional information will help the EPC to come to an understanding about what we are looking to do and the alternatives that DASH is open to pursuing.

It's important to understand that DASH currently has approximately \$12,990,000 of backlogged unspent bus capital replacement funds from fiscal year 2015 to fiscal year 2018. Approximately \$10,200,000 of these funds are NVTA (State Funds) funds which are competitive in nature, while the remaining funds are sourced from reprogrammed TIP bonds, general obligation bonds, and City cash capital.

A summary table of funding sources is attached below for your reference:

DASH BUS REPLACEMENT FUNDS (APPROXIMATE)

	FY 2015	FY2016	FY 2017	FY 2018	TOTAL
NVTA (State)	\$526,394	\$3,250,000	\$3,250,000	\$3,250,000	\$10,276,394
Reprogrammed TIP Bonds		\$660,000			\$660,000
General Obligation Bonds			\$150,000		\$150,000
Cash Capital			\$1,400,000		\$1,400,000
Prior Year/Close-Out			\$500,000		\$500,000
TOTAL:	\$526,394	\$3,910,000	\$5,300,000	\$3,250,000	\$12,986,394

With the total amount of current available funding, approximately 17 hybrid (or) 27 clean diesel buses may be ordered. At the moment, DASH has a pending order with secured production slots and pricing. This slot if utilized would be produced in or around August of 2018, however a final decision on Hybrid vs. Clean Diesel must be furnished to the bus manufacturer no later than December of 2017 in order to retain the pricing and production slots. Failure to meet this deadline will force DASH to relinquish the current production slots which will delay replacement of our old diesel buses by approximately 18-24 months *beyond* August.

The other risks we run are related to the failure to expend state funds including loss of funds, reprogramming of funds, and challenges related to our capacity to meet the order quantities due to bus unit price increases. The bus procurement contract we use is renewed and subjected to PPI adjustments every 6 months (it will adjust around December). Even with the current production schedule, DASH will be required to operate some of its oldest fleet upwards of 18 years of age by the time they are retired. Any further delays to the pending bus order will force DASH to operate these buses in their 19th/20th year of life, dangerously far beyond their Federally rated lifespan of 12 years. This is all with the added risk of creating a cascading inflation of costs related to increased maintenance and operating costs,

and reductions in service reliability. Remember the old buses have unregulated emissions, do not meet current industry accessibility and design standards, and were manufactured by a company that is no longer in business.

In light of this, and out of our dire need to resolve this issue, DASH is supportive of a compromise policy proposal that would support the procurement of Clean Diesel buses ONLY for the current pending order and funding or until 2020 whichever reaches State of Good Repair first. Further, we would support limiting the maximum number of clean diesels in the DASH fleet to 34 which is equal to the current number of Diesels in the fleet.

The long term strategy of this compromise would be to replace all remaining old diesel buses with clean diesel buses, and to more adequately explore replacing hybrid buses with Electric Buses and/or additional Hybrid Buses when they are due for retirement. DASH agrees that this compromise policy would help improve environmental performance in the immediate and long term future. This is a preferred strategy and vision that DASH is open to continue discussions on, with the understanding that it is subject to funding commitment from the City in order to meet the long term environmental goal of electrification while maintaining State of Good Repair. Please keep in mind that DASH cannot change its CIP nor does it have control over the allocations the City grants in our capital programs. Further the City has outlined the terms of what we can submit and when, and all that has to happen next. We feel this gives us ample time to work together with the EPC on a more long term and effectively researched solution.

Thanks for your consideration of these important facts as you all finish your review of our proposal.

Josh Baker, CCTM
CEO & General Manager

Alexandria Transit Company (DASH)
3000 Business Center Drive
Alexandria, VA 22314
josh.baker@alexandriava.gov
(O) 703.746.5642 | (F) 703.746.5641

dashbus.com | [Twitter](#) | [Facebook](#)



Khoa Tran

From: Khoa Tran
Sent: Monday, October 30, 2017 3:51 PM
To: Brendan Owens; Carolyn Schroeder (peecefrog@gmail.com); Eldon Boes; Geoffrey Goode (Geoffrey.Goode@gmail.com); Jessica Lassetter; Jim Kapsis; Leslie Jones; Natasha Garcia Andersen; Praveen Kathpal; Reid Sherman; Scott Barstow (shbarstow@gmail.com); Sean Wilson; Stephen Milone
Cc: Josh Baker; Yon Lambert; William Skrabak; Ellen Eggerton; Lisa Goldberg
Subject: FW: Additional Items for Consideration Diesel v. Hybrid Technologies (True Cost)

Members of the EPC:

Please see below additional data provided by Josh Baker regarding the DASH bus purchase plan.

Regards,

Khoa

Khoa D. Tran
Environmental Program Manager
City of Alexandria
Department of Transportation & Environmental Services
Office of Environmental Quality
Telephone: (703) 746-4076

 ECO-CITY ALEXANDRIA

From: Josh Baker
Sent: Monday, October 30, 2017 2:45 PM
To: Yon Lambert
Subject: Additional Items for Consideration Diesel v. Hybrid Technologies (True Cost)

Yon,

Per our discussion this morning, two additional data points to consider relative to Diesel's vs. Hybrids.

6-Year Look back fuel costs:

2011 Average Diesel Price: \$3.84/gallon

2016 Average Diesel Price: \$2.30/gallon (latest data available from Energy Information Administration)

2-Year Look back maintenance costs:

- Diesel Buses: \$1,665,794
- Hybrid Buses: \$1,750,998
- Variance: ~\$85k

Major variances:

- 25% of total spent on Hybrids is in inspection/check costs
- 20% of the total spent on Hybrids is in Drive System repair costs
- Hybrids have double the costs in towing due to breakdowns

- Diesels (old models) have 27% of their costs associated with Engine replacements due to age related failures

The sample data is as follows:

- 52 Hybrids (2011 MY and Newer)
- 43 Diesels (2000 MY and Newer)

Data Reliability Note: There are 9 more hybrids than diesels in this comparison, however 6 of those Hybrids are brand new 2017 Model Year. So the true margin of error in data is +/- 3 buses.

Summary: the Hybrid fleet is newer and should be less costly and more reliable when in reality it is not. Further clear indicators of failures while in service are inspection/check costs and towing as this is where road service calls are charged.

If you feel this information will help with the discussion please feel free to share it with those who would benefit from reviewing it.

Thanks,
-Josh

Josh Baker, CCTM
CEO & General Manager

Alexandria Transit Company (DASH)
3000 Business Center Drive
Alexandria, VA 22314
josh.baker@alexandriava.gov
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Khoa Tran

To: Khoa Tran
Subject: FW: FW: Follow-Up on DASH Clean Diesel Discussion

From: Josh Baker
Sent: Monday, October 30, 2017 2:28 PM
To: Scott Barstow
Cc: Jim Kapsis; Praveen Kathpal; Yon Lambert
Subject: RE: FW: Follow-Up on DASH Clean Diesel Discussion

Hi Scott,

Thanks for your e-mail and to all for the continued work in supporting us on this. Here is the answer to your question, hope it helps as you discuss tonight. (**Note:** EPA regulations varied throughout the years related to emissions, with optional standards in 1998-2003 –DASH buses didn't comply with these "optional standards". So ultimately the changes didn't really come into play until they were mandatory in 2004 but even those were weak compared to today's standards. 2010 is when things finally improved with any significance and got us on the road to where we are today with Clean Diesels)

Here's a link to the explanation of changes in Diesel Emissions Standards:

<https://www.dieselnet.com/standards/us/hd.php>

Here is the breakdown of the oldest buses we are trying to get off the road:

2000MY (17 Years) – 1
2002MY (15 Years) – 6
2005MY (12 Years) – 14
2007MY (10 Years) – 13

If we were able to buy Clean Diesels today with the money we have, **we'd have every bus prior to 2007 off the road.** This would be a major step in really dramatically reducing our current day emissions and improving our overall fleet reliability.

Lastly, we currently have 52 hybrids in operation today ranging from 2011 – 2017 MY.

Josh Baker, CCTM
CEO & General Manager

Alexandria Transit Company (DASH)
3000 Business Center Dr, Alexandria, VA 22314
(o) 703.746.5642 | (f) 703.746.5641
josh.baker@alexandriava.gov

From: Scott Barstow [<mailto:shbarstow@gmail.com>]
Sent: Friday, October 27, 2017 12:25 PM
To: Josh Baker <josh.baker@alexandriava.gov>
Cc: Jim Kapsis <kapsisje@gmail.com>; Praveen Kathpal <Praveen@kathpal.com>
Subject: Re: FW: Follow-Up on DASH Clean Diesel Discussion

Thank you for this email, Josh. I appreciate the information and your willingness to continue discussing this with us.

One other piece of information that might be helpful would be an age breakdown of the diesel buses DASH currently has. How many buses are 18 (or more) years old? 17, 16, 15, etc.? I suppose the same info on hybrids would be good to have, too. My apologies if you've already provided this to us before and I'm not finding it.

-Scott

Environmental Action Plan (EAP) 2030 - Update 2017-2018	Update Process				Approval Process					
						Progress Updates	Reviews by Policymakers	Final Draft		Approval
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Process Update										
GreenVentory update	●		◆							
Update committee participants		●								
Highlight accomplishments using PIO			◆	◆	◆	◆	◆	◆		
Staff update partners										
1. Communicate with partner agencies										
2. Eco-City Steering Committee			● Nov 20, 2017			●				
EAP matrix items										
Prioritize matrix items			●	●		●				
EAP Phase One reviews										
1. Draft 1				◆						
2. Draft 2					◆					
3. Draft 3						◆				
3. Final							◆			
Public Meeting & Events										
Environmental Policy Commission	▲	▲	▲	▲	▲	▲	▲	▲	▲	▲
Public Engagement				▲ December 4, 2017*		▲ CAFE				
Planning Commission								▲		
City Council and Public hearing									▲	▲

Earth Day April **

EAP Environmental Action Plan
PIO Public Information officer

Public



Action indicator



Deliverable



Ongoing Task

Finalize Changes

Approval Process

* To be set by EPC and staff

** To be set by EPC Earth Day Comm + staff

Oct 30, 2017 Working Draft

Ellen Eggerton

To: Ellen Eggerton
Subject: FW: Environmental Action Plan (EAP) Updates Requested

From: Mark Jinks
Sent: Friday, October 27, 2017 10:54 AM
To: Department Heads
Cc: Julie Fuerth
Subject: Environmental Action Plan (EAP) Updates Requested

As many of you know, the City is working to update the 2009 [Eco-City Environmental Action Plan](#) (EAP). The effort is a citywide initiative that involves a number of departments but it is being coordinated from the Department of Transportation & Environmental Services (T&ES) by the City's Sustainability Coordinator, Ellen Eggerton.

The purpose of this email is to request your assistance in providing up-to-date information on action items relevant to your area in the EAP matrix and GreenVentory. Because this is a fast track effort, it is essential to respond by **November 14, 2017**.

Here is TES's request:

At this time, we are only asking for a small amount of information to be entered in the EAP matrix in SharePoint as shown in the orange row in the graphic below. Most of the information is already in the EAP matrix and you (or your departmental designee) may already be familiar with it. If you have any questions, you may reach out to Ellen at any time at x4184 or ellen.eggerton@alexandriava.gov.

	A	B	C	D	E	F	G	H	I	J	K	L
1	Example update entry.											
2			PRINCIPLE: WATER RESOURCES									
3	EAP Principle area, for example, GLOBAL	Action number (existing or new)	Actions: Short-term (SA), Mid-term (MA), and Long-term (LA)	Lead Agency/Contact	Other Agencies & External Partners	Previous Status updated from 2009- to about 2015	2017 updated status				Completion: Yes or No or Ongoing or Replaced or Blank	Uninfpu
4												
5	WATER	W2	Goal 2: Maintain and enhance stormwater and sanitary infrastructure and stream systems to minimize environmental degradation.									
6	WATER	MAW2.1	MA 1: Establish long-term dedicated funding mechanisms such as storm water utility fees or other taxes to improve and maintain stormwater infrastructure.	TES/ Jessie Maines			A new stormwater utility was adopted May 4, 2017. This will be applied to all residential and non-residential property owners to pay for costly new federal and state mandates with the fee reflecting properties with greater impact on stormwater runoff.				Yes	http://avc/193

Please update your update information in SharePoint directly ([click here to access the matrix](#) and GreenVentory, the Chrome browser is recommended) or email your update information to Ellen. The EAP matrix is divided into ten

principle areas. Your work might only be in one or two principle areas and a new or updated program description in the GreenVentory.

The link above will allow you to take the following two actions:

1. Update your relevant [EAP matrix](#) action items in our **internal file**. These updates will be *the basis for key indicators for the public update and to Council. In your update, note that we are requesting that you address:*
 - a. How was each action or goal achieved or not?
 - b. Was or should an action items be revised or eliminated?
 - c. Add short-term action items that have been accomplished (this is a place to get credit for sustainable efforts).
 - d. Add a new excel row for any new sustainable **short-term** action items that are planned for the next 5 years (more sustainable credits for future planned efforts)
2. Provide updates to the [GreenVentory](#), on our current programs and processes, in a separate document in the same SharePoint EAP file site.

Please do not hold information to submit all at once. All staff can view the EAP matrix and the GreenVentory on SharePoint but not the ability to edit. You or your designated staff can have edit rights to both documents as soon as Ellen has staff names. The rights are the same for both the EAP and GreenVentory. Again, please feel free to contact Ellen, at ext. 4184 if you have questions.

A Eco-City Steering Committee of the Council members and some Directors and department heads will meet November 20th and again around January for draft finalization. Meetings of division chiefs will be as needed to facilitate timely reporting. The more updates and information coming in before November 14, 2017, the fewer meetings needed.

TES is planning a final draft for the public on Earth Day in April, with the first phase of this effort going to City Council after then.

Thank you in advance for your collaboration in this matter.

TABLE I – Draft Snap Shot of All Action Items in the EAP 2030 as of October 2017

	TOTAL ACTIONS	ACTIONS COMPLETED OR ONGOING		ACTIONS NOT STARTED	
		#	%	#	%
SHORT TERM	148	106	72	42	28
MEDIUM TERM	190	35	18	155	82
LONG TERM	25	1	4	24	96
TOTAL	363	142	40	221	60

Draft - 2017 Status of EAP 2030 Targets by Date

Target Year	Action	Status
2010	Obtain a funded OEQ outreach position to manage MS4 and Eco-City outreach	√
	City will purchase 5% of electricity through green certificates	√
2011	Reduce fugitive emissions from the ash loading operations at Mirant Potomac River Generating Facility by 25% and coal yard operations by 20% by December 2011	√
2012	95% of the restaurants in Alexandria will be totally smoke-free	√
	Reduce the number of Daily Vehicle Miles Traveled (VMT) on a per capita basis by 5% every five years	
	Reduce GHG emissions by 10% below business as usual levels by 2012 (i.e., Reduce GHG emissions to the 2005 level)	√
2013	Reduce stack PM emissions by a minimum of 20% by December 2013 at Mirant Power Generating Stations	√
	Establish mechanism for long-term dedicated funding for the purpose of maintaining and improving stormwater infrastructure	√
	Preserve and/or acquire the remaining 35 acres of open space to complete 100 acre goal of the Open Space Master Plan	√
2015	Complete Cameron Run Master Plan	N/A
	A 10% reduction in per capita water consumption as estimated from wastewater volume conveyed from the city to treatment facilities	X
	Reduce the per capita energy use in Alexandria by 15%	X
	Track energy use of 30% of multi-family residence units	X
	Ensure that all plantings on City property are non-invasive and incorporate native plants	
	Design and install a pedestrian bridge to link Arlington and Alexandria sides of Four Mile Run	Design completed but project abandoned because of lack of funding
2020	Increase the number of commuters who use public transportation alternative by 25% using the 2000 census data as the baseline	
	All new buildings to achieve LEED Gold standards(3)	
	60% of all existing buildings to achieve a 20% energy consumption reduction	
	Complete 90% of the in-stream portions of the Four Mile Run Master Plan	
	Retrofit 70% of feasible City facilities with BMPs by 2020 and explore water reuse operations	
	80% of the workplaces in Alexandria employing more than 25 persons will be totally smoke-free	

Draft - 2017 Status of EAP 2030 Targets by Date

	25% of the City's energy portfolio will consist of clean, renewable energy sources	
	Achieve 40% tree canopy coverage	
	Exceed the goal of 35% diversion through increased waste reduction and reuse	√
	Increase the recycling rate to achieve a goal of 50%	Within Reach; currently at 48%
	Reduce GHG emissions by 20% below 2005 level (4)	
2025	Existing City buildings in the aggregate are 25% more energy efficient	
	All new buildings to achieve LEED Platinum standards(5)	
	50% of the restaurants and grocery stores in Alexandria will qualify for designation as eco-friendly restaurants or grocery stores	
	50% of commercial buildings where more than 25 persons are employed will be participating in the Healthy Work Places program	
	Track energy use of 60%of multi-family residence units	
2030	Create three high capacity transit corridors as set form in the 2008 Transportation Master Plan	
	Increase the number of non-single occupant vehicle (SOV) commuting trips to 50% (6)	
	All new buildings will be carbon neutral (7)	
	Retrofit 100% of feasible City facilities with BMPs by 2030	
	25% of Alexandria children will walk or cycle to school	
	The percentage of Alexandria children and adults that are overweight or obese will have been reduced to less than 29% (currently 58%)	
	The incidence of asthma in Alexandria will be reduces by 50%	
	8 50% of the City's energy portfolio will consist of clean, renewable energy sources	
	Track energy use of 100% of multi-family residence units	
	Ensure that 25% percent of all Alexandria school children get to and form school by walking or riding bicycles.	
	Ensure that 50% percent of Alexandrians commute to work by non-SOV means	
	Reuse the site of the coal-fired power plant	√
2050	80% of the City's energy portfolio will consist of clean, renewable energy sources	
	Reduce (GHG) emissions by 80% below 2005 level (9)	



Alexandria Transit Company Board of Directors Meeting



Supplemental Board Material Item #6A

EPC Letter Re: DASH Clean Diesel Conversion Plan
November 4th, 2017



ATC Board Agenda Detail

Agenda Item #: 6A
Item Title: Board Resolution, Hybrid vs. Clean Diesel follow-up
Contacts: Josh Baker, General Manager
Attachments: EPC Letter to Council
Customer Impact: Moderate ●
Board Action: Review and Discussion



Following the completion of the Board of Directors Packet, the attached letter from the Environmental Policy Commission (EPC) was transmitted to Alexandria City Council. DASH was copied on this letter which was transmitted via e-mail on November 4th, 2017

GM's Synopsis:

- Despite significant effort by DASH staff to answer the questions and concerns of the EPC, the group failed to reach an agreement with staff as to the merit of switching to Clean Diesel.
- A seeming compromise approach was presented which offers DASH purchase seven (7) diesels to get the oldest and dirtiest buses off the road.
- The EPC advises against any financial commitment by council to clean diesel or hybrid technology at this time.
- The EPC believes an immediate transition to electric is feasible based on a "lease/finance" option and recommends that DASH pursue RFI's, Financing Options, and conduct a Complete Cost/Benefit Profile.
- The EPC references the Eco-City charter commitments including the Environmental Action Plan (EAP) and the Energy and Climate Change Action Plan (CCAP) and the Paris Agreement under the United Nations Framework.
- The EPC closes indicating willingness to collaborate with DASH and City Staff during the CIP process next year.

Please See Attachment





November 4, 2017

Honorable Mayor Allison Silberberg and Members of City Council
City Hall
301 King Street
Alexandria, VA 22314

Re: DASH Clean Diesel Conversion Plan

Dear Mayor Silberberg and Members of Council:

The Alexandria Transit Company (DASH) has asked the Environmental Policy Commission (EPC) to support DASH's: 1) Short term plan to purchase 27 clean diesel buses (i.e. replacing approximately one-third of DASH's current fleet) using presently available capital funds (i.e. ~ \$13 million); and 2) Longer term Proposed Clean Diesel Conversion Plan ("Conversion Plan") that is intended to address future fleet needs. We have greatly appreciated the significant amount of time that DASH has spent answering EPC's questions and the spirit of collaboration that they have brought to this important investment decision.

DASH leadership and its Board have stated that a future goal is the "gradual transition to all electric (Battery Powered) buses as soon as it is technically and financially possible."¹ We commend and support this goal, but have not seen evidence that DASH has yet meaningfully evaluated how it would make such a transition. Until DASH evaluates the electrification of the bus fleet with the same detail and thoroughness as hybrid and clean diesel technologies, the Commission is unable to support DASH's full request.

Instead, the EPC supports the purchase of only seven (7) clean diesel buses to replace the oldest and dirtiest diesel buses in DASH's fleet (one 2000 Model Year (MY) and six 2002MY).² Doing so would reduce harmful emissions and move towards achieving State of Good Repair (SGR) in the short term, while preserving the majority of available capital funds until DASH and the City can make a well-informed decision on the feasibility of purchasing electric buses. As such, the EPC advises Council against any additional financial commitment to clean diesel or hybrid technology at this time.

It is worth noting that DASH has presented a well-reasoned and supportable argument that pursuing clean diesel in lieu of hybrid buses will yield better outcomes with respect to certain environmental, fiscal, and operational impacts over the operational life of the new buses. The

¹ DASH Board Resolution for Hybrid vs. Clean Diesel Proposal by General Manager, p. 17 (Handout from October 2017 DASH Board Meeting).

² DASH noted in an email dated October 30, 2017 that the 27 new clean diesel buses would replace those from the oldest buses in the fleet, presumably 1 2000MY, 6 2002MY, 14 2005MY, and 6 2007MY.

data appears to indicate that purchasing new hybrid buses no longer makes sense for the City.³ However, EPC's preliminary research on the feasibility of electric buses shows that transitioning to electric now may be feasible, even under current fiscal and operational constraints, and doing so would include significant ancillary benefits for the City and its residents.⁴

The Commission provides the following additional recommendations to DASH and Council.

1. **Request for Information.** Issue a Request for Information ("RFI") to solicit input on various topics associated with electrifying the bus fleet, including financing options for purchasing electric buses, costs and requirements associated with installing and maintaining associated infrastructure, and any implications for the local grid to support the new infrastructure. Ideally, DASH would establish connections and receive interest and input from electric bus manufacturers, electric utilities (i.e. Dominion), and other organizations with experience in electric bus systems.
2. **Financing Options.** Identify possible funding mechanisms for large-scale acquisition of electric buses and associated infrastructure upgrades.⁵ The upfront sticker price of an electric bus is significantly higher than either a clean diesel or hybrid, and the current strategy to purchase buses outright with capital funds is a hindrance in making electric buses a viable option to meet DASH's State of Good Repair requirements under current CIP funding levels. However, as noted in the Columbia University study (note 4), there are other ways to approach bus purchases, including factoring in savings from reduced lifetime operation and maintenance costs. Electric bus manufacturers are offering financing options through which electric buses are available for roughly the same up-front price as diesel buses, allowing transit agencies to fit electrification with their current capital and operating budgets by applying the operating cost savings vs diesel toward a battery lease payment. EPC encourages DASH to leverage expertise on City staff to explore these various calculation methods, discuss financing options with electric bus manufacturers or other organizations similarly situated via the RFI or by other means, to tailor existing analysis of these topics to DASH's specific constraints.
3. **Complete Cost/Benefit Profile.** Incorporate the positive externalities associated with electrifying the bus fleet (significant reduction in greenhouse gas emissions, elimination of particulate matter and NOx emissions leading to reduced impacts to human health and the local environment, etc.) when making this long term decision, with a particular focus on those factors that can be quantified as cost reductions or net benefits to the City. For example, the social cost of carbon – a measure, in dollars, of the long-term damage done by a ton of carbon dioxide emissions in a given year – is a way to quantify and compare this societal cost between clean diesel, hybrid, and electric buses. EPC would like an evaluation of greenhouse gas emissions impacts to factor into bus fleet and other decisions the City considers.

³ DASH's analysis is reinforced by external studies and decisions by other jurisdictions to move away from hybrid technology in favor of clean diesel as a bridge to electric buses.

⁴ See Aber, Judah, Columbia University, "Electric Bus Analysis for New York City Transit" (May 2016), concluding that conversion to an all-electric bus fleet, made possible by capitalizing the operations and maintenance cost savings associated with electric buses, "would provide an improvement in overall lifetime bus cost to the city, while reducing greenhouse gases appreciably, and significantly improving the health of NY City residents, and lowering their cost of healthcare."

⁵ Under the current Conversion Plan, DASH intends to pilot an electric bus program in 2020 by purchasing 6 electric buses with VW Mitigation funds awarded through Virginia DEQ. While certainly a worthy use of these funds, EPC cautions against characterizing the reliance on external, temporary funding sources like this when creating a long-term strategy for electrifying the bus fleet.

4. **Alexandria's Commitment to be an Eco-City.** Consider how the Conversion Plan fits within the City's broader Eco-City commitments, including the Environmental Action Plan (EAP), the Energy and Climate Change Action Plan (CCAP), and the City's recent pledge to uphold goals embodied in the Paris Agreement under the United Nations Framework Convention on Climate Change.
- a. As you know, this fiscal year the Commission and City staff are concentrating efforts to update the Environmental Action Plan (EAP). Adopted in 2009, the EAP is the City's blueprint to implement and achieve the goals established in the Eco-City Charter. Given advances in clean bus technology, the current Conversion Plan could be viewed as a step back from these commitments.
 - b. In its 2011 CCAP Alexandria cited DASH's hybrid bus purchases as case in which the City was leading by example to "accelerate the goal of reducing fossil fuel use, greenhouse gas and particulate matter emissions, and environmental noise pollution."⁶ Electrification poses an opportunity to recommit to those goals.
 - c. By signing onto the Mayor's National Climate Action Agreement (MNCAA) in 2017, Alexandria committed to "intensify efforts to meet [its] current climate goals" and "push for new action to meet the 1.5 degrees Celsius target".⁷ Accelerating electrification of the DASH fleet is a means by which the City can intensify its efforts and push for new actions.

EPC applauds the work that DASH has completed so far in this process and believes that with some additional work to examine the feasibility of electrifying the bus fleet, DASH, the City, and its residents will be in the best position to make a long-term commitment on the direction of the bus system. EPC would welcome the opportunity to collaborate closely with DASH and City staff during the Capital Improvement Plan process that will reopen next fiscal year to develop a common vision for the transition to an electric fleet.

Thank you for your continued leadership and steadfast commitment to the City's Eco-City Charter.

Sincerely,



Jim Kapsis
Chair
Alexandria Environmental Policy Commission

⁶ City of Alexandria Energy and Climate Change Action Plan, p.41 (2011)

⁷ 382 US Climate Mayors commit to adopt, honor and uphold Paris Climate Agreement goals.
<http://climatemayors.org/actions/paris-climate-agreement/>



Alexandria Transit Company Board of Directors Meeting



Supplemental Board Material Item #6B

City Managers Board, Committee and Commission Chairs Letter
November 2nd, 2017



ATC Board Agenda Detail

Agenda Item #: 6B
Item Title: FY 2018 Budget Assumptions and Priorities
Contacts: Josh Baker, General Manager
Attachments: City Manager's Letter
Customer Impact: Significant ●
Board Action: Review and Discussion



Following the completion of the Board of Directors Packet, the attached letter from the City Manager was received by staff. In summary the budget guidance calls for a reduction plan of 2% of the DASH Budget be presented. We have estimated this to be equivalent to around \$200,000.

DASH is being asked to set budget priorities based on specific criteria such as:

- Level of Mandate
- Reliance on the City as the Service Provider
- Cost Recovery
- Portion of the Community Served
- How the service impacts the overall desired results of the community as defined by the City Council and City's Strategic Plan

As per previous years, DASH staff will work to present a menu of options for this reduction plan and present it to the ATC Board at the December meeting.

Please See Attachment





OFFICE OF THE CITY MANAGER
301 King St., Suite 3500
Alexandria, VA 22314

MARK B. JINKS
City Manager

703.746.4300
Fax:
703.838.6343

November 2, 2017

Dear City Board, Committee, and Commission Chairs,

Thank you for your commitment of time and knowledge to one of our City boards, committees and commissions. Your work is greatly appreciated by City staff, City Council, your fellow residents and the business community. We recognize the importance of your input and guidance on major policy decisions that our community faces.

Like many local governments, the City continues to experience limited revenue growth which cannot sustain the increasing costs of providing unchanged levels of service to the community. Revenues for FY 2019 are projected to grow by just over 1% and expenditures (if not constrained) by about 3%. This results in a \$31.8 million budget gap that must be closed. In addition, any increased spending for capital infrastructure, schools, or expanded services, continues to compete against the current services offered. In times of slow revenue growth, it is important to identify and align limited resources with community priorities. Therefore, to develop a fiscally responsible budget, service reductions may be necessary and any new or expanded services will likely be substantially limited in FY 2019.

This year departments will be instructed to develop reductions totaling 2% of their budget to help close the budget gap. Departments will also be asked to set budget priorities based on specific criteria such as: level of mandate, reliance on the City as the service provider, cost recovery, portion of the community served, and how the service impacts the overall desired results of the community as defined by the City Council and the City's Strategic Plan. The process will help identify programs and services that are essential to the community.

To help inform the development of the FY 2019 budget, I would appreciate your input on the priorities of your board, committee or commission. Specifically, it would be helpful to know the policy and programmatic areas that are (1) your highest priorities, as well as (2) areas which are the lowest priorities under your respective purview. This will inform the prioritization process and help to ensure key policy and programmatic areas are sustained as much as possible. Your feedback will assist City staff in developing budgets that support the most important services for the community at large.

City Board, Committee, and Commission Chairs
November 2, 2017
Page 2

Please provide feedback, coordinated through your staff liaison, by **December 15, 2017**. There will be additional opportunities to provide input into the budget process through the budget public hearing and the department for which you provide advice and counsel.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark B. Jinks', followed by a horizontal line.

Mark B. Jinks
City Manager

cc: The Honorable Mayor and Members of City Council
Morgan Routt, Director, Office of Management & Budget
Staff Liaisons to Boards, Committees and Commissions
Department Heads



OFFICE OF THE CITY MANAGER
301 King St., Suite 3500
Alexandria, VA 22314

MARK B. JINKS
City Manager

703.746.4300
Fax:
703.838.6343

November 2, 2017

Dear City Board, Committee, and Commission Chairs,

Thank you for your commitment of time and knowledge to one of our City boards, committees and commissions. Your work is greatly appreciated by City staff, City Council, your fellow residents and the business community. We recognize the importance of your input and guidance on major policy decisions that our community faces.

Like many local governments, the City continues to experience limited revenue growth which cannot sustain the increasing costs of providing unchanged levels of service to the community. Revenues for FY 2019 are projected to grow by just over 1% and expenditures (if not constrained) by about 3%. This results in a \$31.8 million budget gap that must be closed. In addition, any increased spending for capital infrastructure, schools, or expanded services, continues to compete against the current services offered. In times of slow revenue growth, it is important to identify and align limited resources with community priorities. Therefore, to develop a fiscally responsible budget, service reductions may be necessary and any new or expanded services will likely be substantially limited in FY 2019.

This year departments will be instructed to develop reductions totaling 2% of their budget to help close the budget gap. Departments will also be asked to set budget priorities based on specific criteria such as: level of mandate, reliance on the City as the service provider, cost recovery, portion of the community served, and how the service impacts the overall desired results of the community as defined by the City Council and the City's Strategic Plan. The process will help identify programs and services that are essential to the community.

To help inform the development of the FY 2019 budget, I would appreciate your input on the priorities of your board, committee or commission. Specifically, it would be helpful to know the policy and programmatic areas that are (1) your highest priorities, as well as (2) areas which are the lowest priorities under your respective purview. This will inform the prioritization process and help to ensure key policy and programmatic areas are sustained as much as possible. Your feedback will assist City staff in developing budgets that support the most important services for the community at large.

City Board, Committee, and Commission Chairs
November 2, 2017
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Please provide feedback, coordinated through your staff liaison, by **December 15, 2017**. There will be additional opportunities to provide input into the budget process through the budget public hearing and the department for which you provide advice and counsel.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark B. Jinks', followed by a horizontal line.

Mark B. Jinks
City Manager

cc: The Honorable Mayor and Members of City Council
Morgan Routt, Director, Office of Management & Budget
Staff Liaisons to Boards, Committees and Commissions
Department Heads

Resolution Supporting the Recommendations of the Alexandria Transit Company General Manager for Purchase of Clean Diesel Buses

BE IT RESOLVED by the Alexandria Transit Company Board of Directors (Board) that the Board hereby supports the General Manager's **recommendation to adopt a policy of purchasing Clean Diesel Buses for all bus replacement procurements on the basis that Hybrid-Electric Technology** is no longer economically responsible and Clean Diesel technology meets the goals of Eco-City Alexandria. Further, BE IT RESOLVED that the Board endorses a gradual transition to all electric (Battery Powered) buses as soon as it is technically and financially possible. As the Alexandria Transit Company recognizes its role as a part of Alexandria's Eco City Charter, it endorses all efforts previously made and conducted in the future towards a goal of Environmental Sustainability.

BE IT RESOLVED that the Alexandria Transit Company certifies that It will make every effort to adopt electric bus technology as soon as possible, while maintaining a focus on service quality and being a good steward of public funds. It is the request of the Alexandria Transit Company Board of Directors that The Alexandria City Council prioritize funding wherever possible towards the Alexandria Transit Company bus fleet replacement program and expansion programs with electric bus technology as a priority.

The undersigned duly qualified and acting Chairman of the **Alexandria Transit Company** certifies that the foregoing is a true and correct copy of a Resolution of the Board of Directors has adopted at a legally convened meeting of the Alexandria Transit Company held on the Eighth day of November, 2017.


(Signature of Recording Officer)


(Title of Recording Officer)

November 8, 2017
(Date)

Josh Baker

From: Marvin Johnson
Sent: Thursday, November 02, 2017 4:42 PM
To: Josh Baker
Subject: Financial Questions

Josh,

Here is the information you requested as to some of the variances on the Income Statement.

Dues and Subscriptions:

APTA - \$21,908
VTA - \$5,829
IPMA (HR) - \$109
SHRM (HR) - \$199
Noregon (Maintenance membership) - \$5,400
Alexandria Chamber of Commerce - \$399
Visit Alexandria - \$510
Cummins (Membership for parts) - \$1,503

Transportation Labor:

For the month of September, there is a large variance due to the posting of 3 pay periods for 1 month. We would have still been over budget due to overtime costs associated with bus operations but not as much. Our budget is divided equally each month so twice a year we will have 3 pay periods that increases the actual amount charged.

I know that some of the individual line items are over budget for the year but there is just as many that are under budget for the year yielding a surplus in Services (\$1,451), Materials & Supplies (45,351) and Miscellaneous Expenses (\$32,198). The main item causing the overall deficit is the Operating Expense of Labor in Wages and Fringe Benefits due to overtime and some due to the payouts when employees separate from the company. With the new operator class and hopefully another one in the Spring, we should realize a significant decrease in labor in the 4th quarter of FY18.

Please let me know if this is the information you were looking for as far as the financials.

Marvin A. Johnson, Sr., MBA

Director of Finance and Administration
Alexandria Transit Company (DASH)
marvin.johnson@alexandriava.gov
(O) 703.746.5643 (C) 571.305.3030
dashbus.com



Josh Baker

From: Marvin Johnson
Sent: Tuesday, November 07, 2017 2:16 PM
To: Josh Baker
Subject: Professional and Technical Line Item

Josh,

Here are the details on the Professional and Technical Line Item dating back to July 1st.

First Transit - \$6,120/monthly
Kronos - \$19,000
WMATA - \$6,521 (Quarterly payment)
Dunbar – around \$4,500 a month
Redmon Group (Website Support) - \$16,891
Design Support for Schedules - \$2,322
Dale Dover \$2,000/monthly
Rosemont (Landscaping) - \$961/monthly
Anchor Solutions (GP Support) - \$1,253
City Car Washes - \$200/month average

Let me know if this is the information you need.

Marvin A. Johnson, Sr., MBA

Director of Finance and Administration
Alexandria Transit Company (DASH)
marvin.johnson@alexandriava.gov
(O) 703.746.5643 (C) 571.305.3030
dashbus.com



Josh Baker

From: Marvin Johnson
Sent: Wednesday, November 08, 2017 11:55 AM
To: Josh Baker
Cc: Raymond Mui
Subject: RE: Financial Questions

See below

Marvin A. Johnson, Sr., MBA

Director of Finance and Administration
Alexandria Transit Company (DASH)
marvin.johnson@alexandriava.gov
(O) 703.746.5643 (C) 571.305.3030
dashbus.com



From: Josh Baker
Sent: Friday, November 03, 2017 11:55 AM
To: Marvin Johnson <Marvin.Johnson@alexandriava.gov>
Cc: Raymond Mui <Raymond.Mui@alexandriava.gov>
Subject: Re: Financial Questions

Marvin,

Thanks this is helpful. There is also a line item that shows issues called Professional and Technical under 'Services'. Will need this detail the same as you did with Dues & Subscriptions.

Second, I'll need the following for the Board Meeting, also copying Raymond in for additional help. These have been submitted by a Board member already, if you need clarity on the questions please advise what you need to know.

Questions:

What rate you are using to project fuel? \$2.05

What were the average pay raises provided to staff last year? 3.4%

What are the total cost of the changes in headways have been in comparison to the estimates that Raymond and team projected last year? Raymond will answer

Also the AVL costs are going to be important to know what we really added to the budget for that little surprise. I am still investigating the answer to this question as we do not have the costs or estimates for the Clever Annual Contract.

I need to be as educated as possible so all details are important. Further, you and Raymond will need to be on hand to help with this discussion since you guys helped build this budget and have a deeper understanding than I do.

We can meet and discuss further Monday as needed.

Thanks.

Josh Baker

From: Laura Triggs
Sent: Wednesday, November 08, 2017 9:31 AM
To: Josh Baker; Marvin Johnson
Subject: Fwd: ATC Board Of Directors Meeting Packet
Attachments: image001.jpg; ATT00001.htm; image004.png; ATT00002.htm; image006.png; ATT00003.htm; ATC Board of Directors Packet - 11_08_2017.pdf; ATT00004.htm

Here is my feedback for the Board package.

I will likely go ahead and put my questions on the record for the meeting, but you can certainly look into the answers and share them later.

I will be asking for additional information about what information you used in the projection:

Does the assumption assume the same ratio of overtime to regular wages that is occurring now.

What is the fuel projection compared to budget

The monthly report that the number of miles driven is lower than what was budgeted. What mileage assumption are you using in the projection - the to date trends for mileage or the budgeted trends. I ask because our maintenance costs per capita are down even though our mileage is down as well.

What assumptions have you make about safe track related losses and potential in this projections

For the regular report: What are the primary components of dues/subscriptions (I may have asked this before :)

Laura Triggs
City of Alexandria

Begin forwarded message:

From: Fatima Ahmed <Fatima.Ahmed@alexandriava.gov>
Date: November 4, 2017 at 4:30:56 PM EDT
To: "Paul Abramson " <Pabramprop@aol.com>, "Chieko Clarke " <chiekoclarke@gmail.com>, "Kerry J. Donley " <kdonley@johnmarshallbank.com>, "David Kaplan " <Ellisranger@yahoo.com>, "Stephen Klejst " <SJKlejst@comcast.net>, Yon Lambert <Yon.Lambert@alexandriava.gov>, Richard Lawrence <Richard.Lawrence@alexandriava.gov>, "Meredith McNab " <Meredith@nova.org>, Laura Triggs <Laura.Triggs@alexandriava.gov>
Cc: Mark Jinks <Mark.Jinks@alexandriava.gov>, Sermaine McLean <Sermaine.McLean@alexandriava.gov>, Josh Baker <josh.baker@alexandriava.gov>, Raymond Mui <Raymond.Mui@alexandriava.gov>, Alexis Quinn <alexis.quinn@alexandriava.gov>, Rick Baldwin <Rick.Baldwin@alexandriava.gov>, Martin Barna <martin.barna@alexandriava.gov>, Todd Christiansen <Todd.Christiansen@alexandriava.gov>, Sherry Clarke <Sherry.Clarke@alexandriava.gov>, Megan Cummings <megan.cummings@alexandriava.gov>, Tristan Cunningham <Tristan.Cunningham@alexandriava.gov>, Andrea Dawood <Andrea.Dawood@alexandriava.gov>, Allan Fye <nathaniel.fye@alexandriava.gov>, Alyssa Ha <alyssa.ha@alexandriava.gov>, Marvin Johnson <Marvin.Johnson@alexandriava.gov>, Justin Isbell <Justin.Isbell@alexandriava.gov>, John Lanocha <John.Lanocha@alexandriava.gov>, Jennifer McClory <jennifer.mcclory@alexandriava.gov>, Matt Melkerson <Matt.Melkerson@alexandriava.gov>, Lorenza Myers <Lorenza.Myers@alexandriava.gov>, Morgan Routt <Morgan.Routt@alexandriava.gov>, Allyson Teevan <Allyson.Teevan@alexandriava.gov>, Alicia Wright <alicia.wright@alexandriava.gov>, Mark Curry <mark.curry@alexandriava.gov>, Valence

Josh Baker

From: Laura Triggs
Sent: Friday, November 03, 2017 11:28 AM
To: Josh Baker
Subject: Re: Upcoming Board Packet

Love those Friday emails that start with the words "alarming". I guess I had to assume that if I give you a flat budget, at some point it will come back to me.

So you can have a fun afternoon, I will want to know what rate you are using to project fuel, what were the average pay raises provided to staff last year, how the overtime discussion is going, and what the total cost of the changes in headways have been in comparison to the estimates that Raymond and team projected last year. What are your current travel costs planned. I have never been a fan of the types of travel chosen, but I would if it is part of what puts the organization over budget.

Also the AVL costs are going to be important to know what we really added to the budget for that little surprise.

If there is "lost" revenue from the ACPS deal, break that out separately. - that can be a good ask,

Laura Triggs
City of Alexandria

On Nov 3, 2017, at 11:22 AM, Josh Baker <josh.baker@alexandriava.gov> wrote:

Hi Laura,

You'll see in the packet when it comes out today an alarming deficit in the projections. Before you have a heart attack just wanted to let you know I included this with worst case assumptions. While it will still be an issue/challenge I am confident that we can sort it out better than it looks in Marvin's projections as the year progresses.

Fortunately we have a slim agenda so I'll be able to speak to what I've observed in the meeting and Marvin can provide additional insight.

Have a great Friday hope you've got some exciting plans for the weekend! :-)

Sent from my iPad

Revenue: Fares

Straight numbers are used

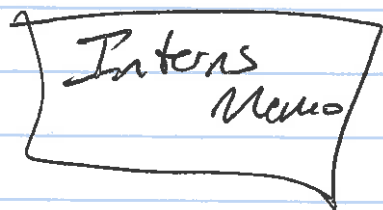
$$3 \text{ months actual} \div 3 \times 12 = \text{how we got Fares}$$

Charters - Expected based on

- 1) Dep. of Defense contract
- 2) Charters based on last year - but we lost one this year! We lost the Woodrow race.
Wilson half marathon

Miscellaneous - ~~was~~ was based on the last 3 years average.

Expenses



Administration:

Personnel $5\frac{1}{2}$ pay periods since
July 1, to Sept 30
Actual $\div 5\frac{1}{2}$ X 26.2 pay periods =
this is how we
get personnel

Admin Non personnel Straight line less
lump sum parts.
(one time)

Operation - Anticipating 1.7 million
if we stayed as we
are
Budget is 1.3 million

Full time employees budget is \$5.69 mill.
Straight calculation based on (FD)
parts as at \$5.67 million that's with
16-20 missing employees.

It is somewhat to cover for the

Insurance : Hrd to Budget
we open April - May for
Open enrollment.

We receive insurance rates in
March. So we guesstimate

Insurance providers:

Kelly - Brokerage Kaiser, Dental,
Vision, STD

We are → SELF insured with United
Aflac has their own represen
Accident plan