



# Alexandria Transit Company Board of Directors Meeting



Wednesday, October 23<sup>rd</sup>, 2019  
5:30 p.m.  
Alexandria City Hall, 301 King Street

## Meeting Agenda

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<b>#1</b>	<b>Public Comment</b>	All
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<b>#2</b>	<b>Consideration of Meeting Minutes Approval</b> <ul style="list-style-type: none"><li>September 11<sup>th</sup>, 2019</li></ul>	All
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<b>#3</b>	<b>Board Member Announcements &amp; Presentations</b> <ul style="list-style-type: none"><li>a) Chairman's Report</li><li>b) T&amp;ES Directors Report</li><li>c) All Others</li></ul>	Chairman & Board Members
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<b>#4</b>	<b>General Manager's Report</b> <ul style="list-style-type: none"><li>a) Management Report</li><li>b) Performance Report</li><li>c) Operating Report</li><li>d) GM's Summary Report</li></ul>	Josh Baker, <i>General Manager</i>
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<b>#5</b>	<b>Financial Report</b> <ul style="list-style-type: none"><li>a) August Financial Update</li><li>b) August Balance Sheet</li><li>c) August Summary Income Statement</li><li>d) August Budget vs. Actual (BVA)</li><li>e) Financials – FY 2019</li></ul>	Evan Davis, <i>Director of Finance &amp; Administration</i>
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<b>#6</b>	<b>New Business</b> <ul style="list-style-type: none"><li>a) Planning Updates (Alexandria Transit Vision Plan and I-395 Service)</li><li>b) First Transit Safety &amp; Security Manager</li><li>c) Fiscal Year 2021 Budget Presentation by City Staff</li></ul>	Martin Barna Josh Baker City Staff
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<b>#7</b>	<b>Executive Session</b> <p>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</p>	All
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<b>#8</b>	<b>Next Meeting Date &amp; Adjournment</b> <p>The next Board Meeting is a Public Hearing: Wednesday, November 13<sup>th</sup>, 2019 at 5:30 p.m. Next Meeting Location: Council Chambers, Alexandria City Hall for the ATV Hearing</p>	All
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## **ATC Board Agenda Detail**

<b>Agenda Item #:</b>	<b>2</b>
<b>Item Title:</b>	Meeting Minutes
<b>Contact:</b>	Fatima Ahmed, Clerk to the Board
<b>Attachments:</b>	None
<b>Customer Impact:</b>	None
<b>Board Action:</b>	Consideration of Approval



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

A meeting of the Board of Directors of the Alexandria Transit Company was held on Wednesday, September 11<sup>th</sup>, 2019 at the Alexandria City Hall Council Workroom, 301 King Street, Alexandria, VA 22314.

Board members present were David Kaplan, Kerry Donley, Ian Greaves, Matt Harris and Yon Lambert. Board members excused were Jim Kapsis and Richard Lawrence.

Staff members and visitors attending were: Mark Jinks, Josh Baker, Raymond Mui, Rick Baldwin, Martin Barna, Swinda Carcamo, John Lanocha, Amaha Legesse, Alicia Wright and Nicole Evans. There was one visitor present.

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

### **Board Meeting**

The Chairman called the meeting to order at 5:39 pm.

#### **Agenda Item #1– Public Comment (5:39 pm)**

Speakers:

- Mark Jinks was recognized and addressed the Board and Audience to thank DASH for the hard work on the successful summer shutdown project
- Carolyn Griglione was recognized as a speaker and addressed the Board requesting they support the Seminary Road project Alternative #3

#### **Agenda Item #2 – Consideration of Meeting Minutes Approval (5:49 pm)**

Approval of Minutes:

- A Motion by Yon Lambert with Second by Kerry Donley was made to approve the minutes of the prior meeting.
  - The motion carried unanimously

#### **Agenda Item #3 – Reports, Updates and Other Business**

##### **Item #3a – Chairman’s Report (5:49 pm)**

- The chairman announced the resignation of Meredith MacNab from the ATC Board of Directors effective immediately due to personal reasons, it is the hope that she may return soon to be recognized.
- The chairman requested volunteers to serve on a nomination committee for an applicant to fulfill the vacant board position.
  - Kerry Donley, Matt Harris and Yon Lambert have volunteered and been confirmed by the Chairman to serve on this committee.
  - The chairman requested that Fatima and Josh work to put together the application packet and other related materials so that the committee may review them prior to the position being posted.
- The chairman reviewed meetings with Council members, having met with all of the new members and some returning to discuss DASH and their support of the system.
- The chairman requested that the Board convene the December Board Meeting at the DASH Facility early (at 5:00pm) to allow for a brief tour) and for the General Manager to review major facility projects and facility issues.
- The chairman updated the Board that the Commission on Aging met with the General Manager and is in strong support of his recommended advisory committees. Both were expressions in thanks for their support and work in establishing the labor agreement in the spring.
- DASH Bus operators were recognized by the Chairman for a brief presentation. The operators recognized the General Manager and the Board separately, both in thanks for their support and work in establishing the labor agreement in the spring.

##### **Item #3b –T&ES Directors Report (6:05 pm)**

The Director provided a brief review of his written report shared with the board in advance.



## **Staff Reports**

### **Agenda Item #4 – General Manager’s Report (6:09 pm)**

The General Manager presented his written report:

- At 6:34pm the General Manager reviewed his recommendation regarding the Seminary Road project support letter to City Council.
  - A Motion by Matt Harris with a Second by Kerry Donley, was presented to support the draft letter to be sent to Alexandria City Council supporting Alternative #3 in the Seminary Road project.
    - A vote was called with Matt Harris, Kerry Donley and David Kaplan "aye"
      - Yon Lambert and Ian Greaves Abstained from the vote.

### **Agenda Item #5 - Financial Report (6:50 pm)**

Evan Davis, Director of Finance & Administration presented his report as written.

- It was noted that 96% of allowable service under the contract with WMATA was exercised and billed

### **Agenda Item #6 a– Planning Report (7:04 pm)**

Martin Barna, Director of Planning presented his report as written.

- The chairman noted a concern that DASH ensure that all Senior Groups are reached in planning efforts and that key groups be identified to ensure that outreach is sufficient

### **Agenda Item #6b – New Business (7:16 pm)**

- The Director of Planning requested the Board consider approval of the NVTa Supporting Letter.
  - A motion was offered by Kerry Donley with a Second by Matt Harris to approve the letter as drafted.
  - All voted in favor as "aye"
- The Chairman outlined the Budget priorities letter as requested by the City Manager, Board identified priorities were identified as follows:
  - Sustaining Core Service Levels with adequate funding
  - Prioritizing State of Good Repair (SGR) with the following key focus areas:
    - On Time Fleet Replacement
    - Maintenance & Operations Facility Capital Infrastructure State of Good Repair
    - Hold Steady (Maintain) Current Fare Structure, no Fare Increases
    - Fully Fund the Alexandria Transit Vision Plan once approved

No motion was offered regarding this letter, rather the Board directed staff to prepare the letter with the Chairman to review.
- General Managers Advisory Committees
  - The General Manager outlined his priorities related to the formation of Customer Advisory Committees, further the guidelines under which they would operate.
  - The Board expressed support and directed the General Manger to return with a more broad and general recommendation for the Board to support in lieu of the detailed policies as presented.

### **Agenda Item #7 – 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 (7:53 pm).**

- 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, a Motion was offered by Kerry Donley with Second by Yon Lambert to enter closed session to discuss legal and/or personnel matters.
  - The motion was carried all in favor as "aye"
- Exiting Closed Session at 8:02 pm: A Motion was offered by Kerry Donley with Second by Ian Greaves to end the Closed Session and resume open session.
  - The motion was carried all in favor as "aye"
- Certification of Closed Session at 8:03pm: A Motion was offered by Kerry Donley with Second by Matt Harris certifying that all matters discussed in closed session were in accordance with the stated purpose of the session.
  - The motion was carried all in favor as "aye"

### **Agenda Item #8 – Next Meeting Date & Adjournment (8:04 pm)**

- Prior to Adjournment, it was stated that due to numerous conflicts with the regularly scheduled Board of Directors Meeting on October 9th, a new date is to be proposed and posted. The Board directed the General Manager to solicit availability and select a new date.
- Adjournment at 8:04pm: A Motion was offered by Kerry Donley with Second by Yon Lambert to adjourn the meeting.
  - The motion was carried all in favor as "aye"
- The next regular monthly meeting is to be rescheduled from October 9<sup>th</sup> to a new date as identified and posted.
  - Such meeting will take place at 5:30 pm at the City Council Workroom, City Hall, 2<sup>nd</sup> Fl., 301 King Street, Alexandria, VA 22314.

**ATC Board Agenda Detail**

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

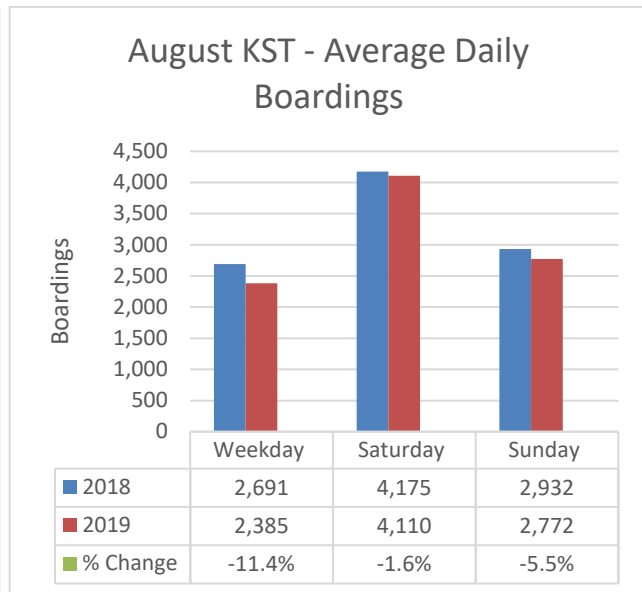
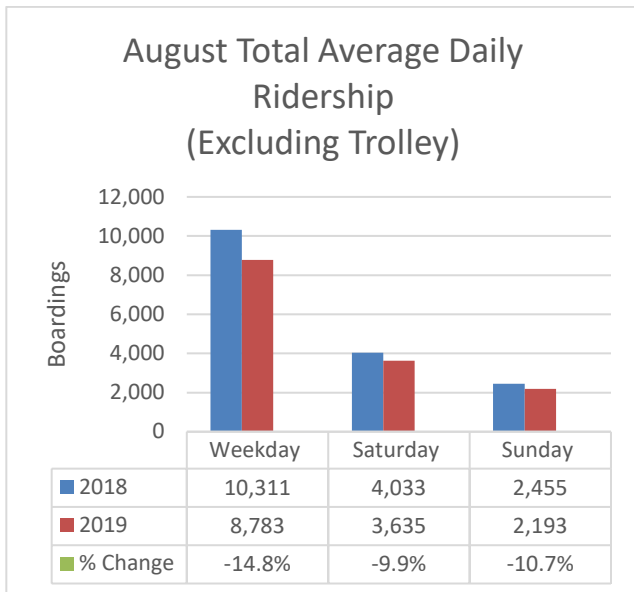


**4a Summary: Management Report**

FOR THE MONTH OF AUGUST 2019

**A. RIDERSHIP:**

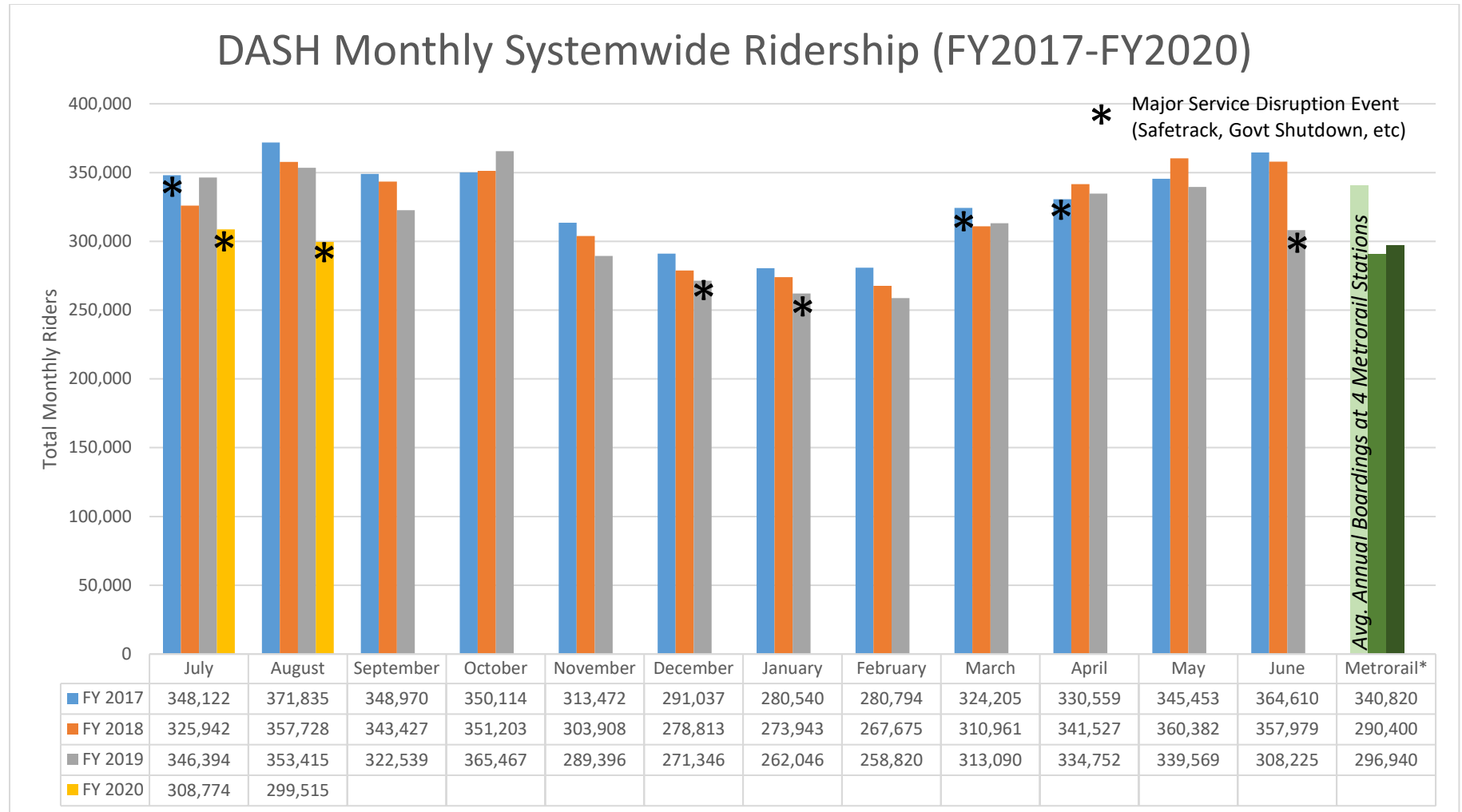
Total system ridership for the month decreased by 15.3% from last August, with 299,515 total passengers. Without the King Street Trolley, total ridership decreased by 16.3% from last August, with 220,179 passengers. It is important to note that this is largely as a result of the Summer Platform Improvement Project (Metrorail Shutdown)



**B. SAFETY:** DASH experienced one accident during the month of August. No injuries reported.  
 8/14 – Bus made contact with vehicle that failed to stop at stop sign on Dawes Avenue. (*Non - Preventable*)

## 4b Summary: Performance Report

(System-Wide Ridership August 2019)

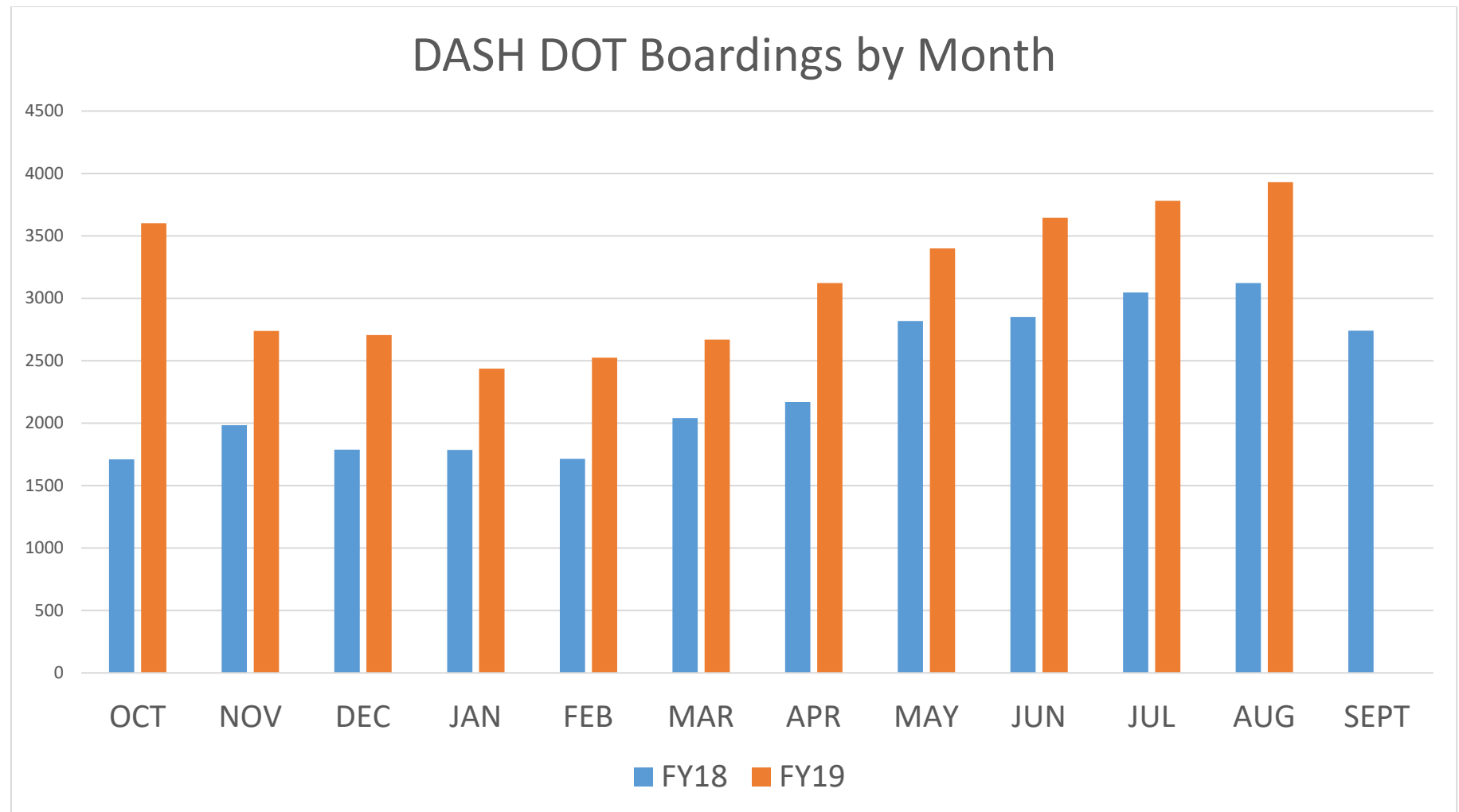


\*Metrorail ridership (green columns) represents average daily total boarding's at the City's four Metrorail Stations for FY15-17.

\*\*Totals were multiplied by 20 for comparison of DASH monthly data vs. Metrorail.



**4b Summary: Performance Report**  
(DOT Program Boarding by Month August 2019)



#### 4c Summary: Operating Report

(Operating Report August 2019)

	CURRENT YEAR (AUGUST 2018)	CURRENT YEAR (AUGUST 2019)	PERCENT CHANGE
<b><u>RIDERSHIP</u></b>			
Total Monthly Passengers	353,415	299,515	-15.3%
Total Monthly Passengers (Excl.Trolley)	263,096	220,179	-16.3%
Passengers / Revenue Mile	2.1	1.7	-19.4%
Passengers / Revenue Hour	23.4	19.0	-18.6%
<b><u>SERVICE LEVELS</u></b>			
Total Miles	184,605	178,766	-3.2%
Revenue Miles	167,146	161,977	-3.1%
<b><u>SAFETY</u></b>			
Accidents - Total	3	1	-66.7%
Accidents - Preventable	2	0	-100.0%
<b><u>FARES</u></b>			
Average Fare	1.27	1.36	6.7%
ATC DASH Pass	24,778	24,286	-2.0%
TC Williams Free Fare Pilot	0	0	100.0%
Regional Bus Transfers	18,568	19,479	4.9%
Rail-Bus Transfers	36,550	13,640	-62.7%
% Paid by SmartTrip	80.0%	71.4%	-10.8%
<b><u>FINANCIAL PERFORMANCE</u></b>			
Operating Expense / Total Mile	\$7.18	\$13.83	-
Operating Expense / Total Platform Hour	\$62.84	\$121.08	-
<b>Total Revenue / Operating Expense Ratio</b>	<b>37.5%</b>	<b>86.4%</b>	<b>-</b>

<b><u>SERVICE RELIABILITY</u></b>	August 2018	August 2019	% Change
On-Time Performance	85.7%	89.6%	3.9%
Missed Trip Percent	0.06%	0.10%	0.04%
Avg. Miles Per Road Call	16,782	8,513	-49.3%



## **ATC Board Agenda Detail**

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



### **4e Summary: General Manager's Report**

#### **Electric Bus Order**

We are pleased to announce that orders for DASH's first set of fully electric buses has been placed and production is commencing. Awards were issued to both Proterra, Inc. and New Flyer of America. Each manufacturer will supply three (3) 40' transit buses with charging infrastructure. Launch of these vehicles in DASH Service is anticipated for early fall, 2020.

#### **Virginia Tech RFI**

Virginia Tech has released a Request for Information (RFI) soliciting for feedback and capabilities to provide service to and from the forthcoming Innovation Campus located in Alexandria. Further, the University has identified needs to be able to efficiently move students, faculty and staff between their other Northern Virginia Campuses both within and outside of Alexandria.

DASH Staff have met to review this solicitation and have identified it as something our organization is in prime position to help meet their service needs. There are many unknowns at this point but here are the high-level facts included in the initial RFI:

- Service feasibility is being explored between all Virginia Tech Campuses located in Northern VA (Between now and when the new Innovation Campus opens, the University will have locations inside the Beltway (I-495) at Potomac Yard, in Arlington at the Arlington Research Center, in Falls Church at the Northern Virginia Center, and in Old Town Alexandria.)
- Questions are due October 23<sup>rd</sup> and submissions are due November 10<sup>th</sup>, 2019
- The university is looking for information in the development of a routine, scheduled shuttle service that connects these locations with one another and with nearby DC Metro stations.
- Key components of the service considerations and their solicitation are:
  - Vehicle Type and Acquisition
  - Schedule
  - Shuttle Management
  - Driver Management
  - Cost Estimates
  - Implementation Plans
  - Business Models (ways service could be provided)

Following the RFI it is anticipated that the University would solicit proposals for the provision of services and engage a substantial and long-term contract.

DASH is well positioned to be a key partner in this type of service, further expanding our diversity of revenue sources and most importantly being a visible and key partner with Virginia Tech aligned with their new and substantial presence in Alexandria.

#### **Consideration of Fare Free Day on Election Day**

Election day is Tuesday, November 5<sup>th</sup>, 2019. Many Transit Systems offer free or reduced rides on election day to support a strong voter turnout and enable all Citizens easy access to polling locations. The General Manager recommends the Board consider a Fare Free Day for November 5, 2019. If this is supported the Board will need to vote to authorize this date which will then be advertised to the community.





## **DASH in the Community** **First Day Celebration**



On September 3, DASH participated in the first day of school celebration at TC Williams High School. A DASH bus was prominently displayed at the front of the school, the Student DASH Pass was promoted, and giveaways were provided to students as they arrived to school.

## **Final Blue Line Shuttle Trip**

On Sunday, September 8, 2019, the last Blue Line Shuttle bus departed Ronald Reagan National Airport station at 11:45 PM. This trip concluded DASH's historic Blue Line Shuttle service during the 2019 WMATA Platform Improvement Project. (The final trip can be viewed on the DASH YouTube Channel)



## **Whitaker's Bumblebee Birthday Surprise**

Whitaker has been fighting stage 4 Neuroblastoma, and this year Whitaker's mom wanted to make sure he had a birthday to remember! Whitaker's love of the Transformer Bumblebee, and with the help of NBC Washington's Irene Johnson and Molette Green, we were able to help make Whitaker's Surprise Birthday Bumblebee Walk even more special on September 11.



## **Try Transit Week**

DASH supported DRPT led Try Transit Week this year from September 16-20 by offering a free 45-Day Flex Pass on the DASH Bus mobile app to a lucky Alexandria winner. The weeklong educational event is held to encourage Virginians to try the bus, commuter rail, ferry, or vanpool.



## **ATC Board Agenda Detail**

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



### **Alexandria Transit Company (DASH) Financial Update**

**For the Two Months Ended August 31, 2019**

#### **August Results – Budget vs. Actual Report**

**In August, ATC experienced a monthly surplus of \$967,745**, which was driven by Blue Line Shuttle contract revenue earned. By August, we had “broken even” on this contract, which is reflected in the excess of revenue variances over expenditure variances against the budget.

Significant budget variances and notable accounts in August include:

- **Passenger revenue** was 8.2% (\$26,133) short of the straight-line monthly target, a result of ridership loss during the Platform Improvement Project and the fact that the base fare increases to \$2 does not take effect until September 15. As in July, given the above factors this is a quite favorable result. In August, revenue ridership was down 17.2% year over year, just short of the 20% loss expected during the shutdown.
- **Shuttle** expenditures are driving the variances in the following expenditure accounts: Operations personnel costs, operating materials and supplies, fuel, repair parts, tires, vehicle maintenance service, advertising, training & events (Shuttle employee recognition), and Maintenance equipment.
- **Building maintenance** costs were pushed over budget by \$24,589 as a result of flood-related repairs to our in-ground bus lifts. We have applied for these costs to be reimbursed by state disaster recovery funds.

#### **FY 2020 Projection**

Considering the full Shuttle operation and all other known factors, we currently project a year end surplus of \$15,233 for FY20. This represents a conservative estimate of Shuttle and regular operating costs throughout the year. When the Shuttle budget is added by supplemental appropriation, budget vs. actual variances should become minimal. Likewise, the additional AT-1 and AT-9 service should track closely with the budget once it is established.

Passenger revenue is currently on track to exceed the budget. As the Platform Improvement Project ends, two factors to watch will include how much revenue ridership rebounds and the impact of the September 15 base fare increase.

The mobile app has added a new revenue stream that is difficult to project at this point, however the discounted \$1 fare available on the *DASH Bus* app should attract riders particularly once the fare increase goes into effect. The discount will continue to be reimbursed to ATC by DRPT through December 31, 2019.



**Budget Updates Coming Soon**

There are three large increases to the FY20 budget as compared to the original budget approved by the Board in the spring:

<b>Project</b>	<b>Amount</b>	<b>When Added to FY20 Budget?</b>
CBA Personnel Cost Increases	\$3.8 million	Appropriated and included now
Blue Line Shuttle – FY20 Impact	\$3.3 million	Nov Supplemental Appropriation
AT-1, AT-9 Increased Service (funded by I-395 Commuter Choice)	\$2.4 million	Nov Supplemental Appropriation

Only the CBA personnel cost increases have already been appropriated and included in the budget presented here. Therefore, this report is showing large revenue and expenditure budget variances because the FY20 portion of the Shuttle budget is yet to be added in the November supplemental appropriation ordinance.



**ATC Board Agenda Detail**

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



**ALEXANDRIA TRANSIT COMPANY**  
**Balance Sheet as of August 31, 2019**

**ASSETS**

Cash - City of Alexandria Pooled	\$ 1,656,330
Cash - Payroll Account	3,313
Receivables	1,851,456
Prepaid Expenditures	393,646
Parts and Supplies Inventory	682,145
Capital Assets	56,574,240
Less: Accumulated Depreciation	(25,453,160)
<b>TOTAL ASSETS</b>	<b>\$ 35,707,970</b>

**LIABILITIES**

Accounts Payable	\$ 292,548
Payroll Liabilities	30,021
Accrued Vacation	771,773
Due to Other Funds	2,120,000
<b>Total Liabilities</b>	<b>\$ 3,214,342</b>

**NET POSITION**

Net Investment in Capital Assets	\$ 31,121,080
Unrestricted	1,372,548
<b>Total Net Position</b>	<b>\$ 32,493,628</b>

<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 35,707,970</b>
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This statement is unaudited and prepared for the sole use of management and the Board of Directors of ATC.



**ATC Board Agenda Detail**

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



**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Two Months Ended August 31, 2019**

	Actual	Budget	Variance
<b>REVENUES:</b>			
City Contribution - King Street Trolley	166,216	166,216	-
DASH Passenger Revenue	551,710	634,638	(82,928)
DASH AT2X Mark Center Charter	134,874	134,874	-
DASH Other Charter Revenue	3,011,351	25,388	2,985,963
Miscellaneous Revenue	3,246	10,000	(6,754)
<b>Total Operating Revenue</b>	<b>3,867,397</b>	<b>971,116</b>	<b>2,896,281</b>
City Contribution - Regular Subsidy	2,665,832	2,665,832	-
<b>Total Revenue</b>	<b>6,533,229</b>	<b>3,636,948</b>	<b>2,896,281</b>
<b>EXPENDITURES:</b>			
Operations	2,784,686	2,121,586	(663,100)
Maintenance	1,152,016	815,478	(336,538)
Administration	688,595	672,390	(16,205)
Capital Outlay	60,113	27,494	(32,619)
<b>Total Expenditures</b>	<b>4,685,410</b>	<b>3,636,948</b>	<b>(1,048,462)</b>
<b>GRANT ACTIVITY:</b>			
State Grants	-	-	-
Local Match on State Grants	-	-	-
Grant Expenditures	-	-	-
<b>Total Grant Activity</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus (Deficit)</b>	<b>1,847,819</b>	<b>-</b>	<b>1,847,819</b>

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**ATC Board Agenda Detail**

**Agenda Item #:** 5e  
**Item Title:** Final Financials – FY 2019 Balance Sheet  
**Contact:** Evan Davis, Director of Finance & Administration  
**Attachments:** None  
**Customer Impact:** None  
**Board Action:** None/FYI



**ALEXANDRIA TRANSIT COMPANY**  
**Balance Sheet as of June 30, 2019**

**ASSETS**

Cash - City of Alexandria Pooled	\$	12,176
Cash - Payroll Account		71,975
Receivables		2,333,021
Due from Other Governments		109,019
Prepaid Expenditures		253,696
Parts and Supplies Inventory		682,145
Capital Assets		56,574,240
Less: Accumulated Depreciation		(25,453,160)
<b>TOTAL ASSETS</b>	<b>\$</b>	<b><u><u>34,583,112</u></u></b>

**LIABILITIES**

Accounts Payable	\$	427,652
Payroll Liabilities		102,786
Accrued Payroll		505,080
Accrued Vacation		771,773
Due to Other Funds (Negative Cash Position)		2,120,000
<b>Total Liabilities</b>	<b>\$</b>	<b><u><u>3,927,291</u></u></b>

**NET POSITION**

Net Investment in Capital Assets	\$	31,121,080
Unrestricted		(465,259)
<b>Total Net Position</b>	<b>\$</b>	<b><u><u>30,655,821</u></u></b>

<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$</b>	<b><u><u>34,583,112</u></u></b>
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**ATC Board Agenda Detail**

**Agenda Item #:** 5e  
**Item Title:** Final Financials – FY 2019 Summary Income Statement  
**Contact:** Evan Davis, Director of Finance & Administration  
**Attachments:** None  
**Customer Impact:** None  
**Board Action:** None/FYI



**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Year Ended June 30, 2019**

	Actual	Budget	Variance
<b>REVENUES:</b>			
City Contribution - King Street Trolley	958,932	958,936	(4)
DASH Passenger Revenue	3,470,279	3,812,357	(342,078)
DASH AT2X Mark Center Charter	785,676	785,671	5
DASH Other Charter Revenue	1,803,666	1,546,792	256,874
Miscellaneous Revenue	79,452	55,000	24,452
<b>Total Operating Revenue</b>	<b>7,098,005</b>	<b>7,158,756</b>	<b>(60,751)</b>
City Contribution - Regular Subsidy	11,829,652	11,354,656	474,996
<b>Total Revenue</b>	<b>18,927,657</b>	<b>18,513,412</b>	<b>414,245</b>
<b>EXPENDITURES:</b>			
Operations	11,290,906	10,228,840	(1,062,066)
Maintenance	4,427,673	4,303,000	(124,673)
Administration	3,428,794	3,588,372	159,578
Capital Outlay	129,442	393,200	263,758
<b>Total Expenditures</b>	<b>19,276,815</b>	<b>18,513,412</b>	<b>(763,403)</b>
<b>GRANT ACTIVITY:</b>			
State Grants	622,837	-	-
Local Match on State Grants	95,206	-	-
Grant Expenditures	(279,478)	-	-
<b>Total Grant Activity</b>	<b>438,565</b>	-	-
Change in Net Position before Nonoperating Items	<b>89,407</b>		
Depreciation	<b>(3,835,792)</b>		
Capital Contribution (from CIP funds)	<b>13,033,677</b>		
<b>Change in Net Position</b>	<b>9,287,292</b>		
Net Position at Beginning of Year	21,368,529		
<b>Net Position at End of Year</b>	<b>30,655,821</b>		

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## **ATC Board Agenda Detail**

**Agenda Item #:** 6  
**Item Title:** New Business  
**Contacts:** Josh Baker, General Manager  
**Attachments:** First Transit Proposal  
**Customer Impact:** 6a) Significant ● 6b) Minimal ● 6c) Minimal ●  
**Board Actions:** 6a) Discussion; 6b) Consideration of Approval; 6c) Discussion



### **6a) Planning Updates**

Martin Barna, Director of Planning will provide the Alexandria Transit Vision (ATV) Draft Recommended Networks to the Board and discuss the progress of the ATV, including a presentation of the Draft Recommended Bus Networks for 2022 and 2030.

These networks have developed based on extensive community feedback, data analyses, and guidance from the ATC Board.

The presentation will review the policy guidance that was provided by the Board in June, the Draft Recommended Networks that were developed as a result, an analysis of network outcomes, and a summary of the planned outreach over the next two months.

A public hearing for the ATV will be held at the November 13 meeting of the ATC Board, and the revised final recommendations will be considered for board adoption at the December 11 meeting.

**Board Action:** Discussion, Provide Input  
**Next Steps:** Ongoing

### **I-395 Commuter Choice Program**

Martin Barna, Director of Planning will brief the Board on the implementation of expanded service on the AT-1 and AT-9 which is a result of the successful application for funding under the I-395 Commuter Choice program funding.

**Board Action:** Discussion  
**Next Steps:** None



## **6b) First Transit Safety & Security Manager Proposal**

In the Spring of 2019, the General Manager outlined a plan to integrate a stronger presence of First Transit at DASH. Key positions identified as potentials for this project included the Safety and Security Manager and the Labor Relations Manager. Following extensive conversation, the GM determined that the ideal position for this relationship is the Safety and Security Manager. Thusly, Larry Morris of First Transit has presented a proposal to expand the current services contract and include this staff position at DASH. The provided proposal modifies the existing service contract to include this position.

It is the recommendation of the General Manager that the Board approve the proposal so that a contract may be signed.

**Board Action:** Consideration of Approval

**Next Steps:** None

## **6c) Fiscal Year 2021 Budget Preparation**

Alexandria City Staff will be present at the ATC Board Meeting to provide a brief presentation to the Board regarding the FY 2021 City Budget Process.

**Board Action:** Discussion

**Next Steps:** None



**ATC Board Agenda Detail**

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

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**NEXT ATC BOARD MEETING**

Wednesday, November 13<sup>th</sup>, 2019 at 5:30 p.m.  
Alexandria City Hall, **Council Chambers** (*ATV Public Hearing*)

*Consider Adjournment*

-- Board Attendance Log on Next Page --



## Alexandria Transit Company Board of Directors

### ATTENDANCE LOG

2018 - 2019 REGULAR (*and special*) BOARD MEETINGS

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

Meeting Date	David Kaplan	Kerry Donley	Ian Greaves	Matt Harris	Jim Kapsis	Stephen Klejst	Yon Lambert	Richard Lawrence
09/11/2019	P	P	P	P	E	E	P	E
10/23/2019								
11/13/2019								
12/11/2019								
01/08/2020								
02/12/2020								
03/11/2020								
04/08/2020								
05/13/2020								
06/10/2020								





# **Alexandria Transit Company Board of Directors Meeting**

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## **Meeting Agenda Detail #6b Attachments: *First Transit Safety & Security Manager Proposal***

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October 14, 2019

Mr. Joshua Baker,  
Alexandria Transit Company  
3000 Business Center Drive  
Alexandria, VA 22314

Dear Mr. Baker,

Over the past few months, we have discussed the need for a full-time safety and security transit professional at DASH and have jointly prepared the attached job description for this new position. Based on these efforts, First Transit requests that the Alexandria Transit Company consider an amendment to our Management Services Agreement to include the following:

- Add a Safety and Security Manager position to oversee safety and security at DASH. This will be a First Transit employee who will also serve as our local on-site Company representative. The and Safety Security Manager will have access to First Transit's extensive resources in the area of safety and security. This will include our Be Safe Safety Leadership Program, standard operating procedures to enhance safety and security, assistance in reviewing and revising training programs, and on-site assistance of our Regional Safety Director, as needed.
- Extend the agreement for two additional years through June 30, 2023. This will help us to recruit a qualified candidate for the Safety and Security Manager position. Our current Agreement expires on June 30, 2021.
- Adjust the monthly fee to account for the cost of the Safety and Security Manager.

### **Be Safe Safety Leadership Program**

We propose to implement our Be Safe Safety Leadership training program at DASH. This program focuses on changing the compliance culture through engagement to tap into employees' discretionary effort. The program design focuses on use of positive reinforcement to build safe operational practices. To do that, we improve the knowledge, foresight, awareness, judgment, and skills of employees to encourage preventative approaches to safety.

Typically, at-risk behaviors lead to negative consequences (e.g. reprimands). Safe behaviors only result in avoiding negative consequences. There are side effects of negative reinforcement and punishment include low morale, low productivity, decreased volunteerism, increased turnover, and suppressed reporting of incidents and near misses. The positive reinforcement approach recognizes safe behaviors through catching people doing it right. Positive reinforcement strengthens behavior so safe behaviors will happen more often. As momentum builds, so does the discretionary effort employees put into their jobs. Safety performance improves as does the passenger experience overall.

The Be Safe Program is incorporated into manager and supervisor training through hands-on, interactive training by certified Performance Management Consultants and further supported by additional e-learning modules. The training helps managers identify how their own everyday behaviors, and those of their team, influence safe behaviors and overall safety.

Led by local managers and supervisors, Be Safe encourages safety conversations to promote employee accountability to achieve safety. As frontline leaders, the managers and supervisors implement skills-based training to shape, promote, and maintain positive safety behaviors. Be Safe reinforces our group-wide safety goal of First to Zero – this means zero accidents, zero injuries, and zero fatalities.

The Be Safe Program ensures employees:

- Understand the behavioral causes of safe and at-risk behavior and how to create the optimal conditions for safety;
- Develop proactive safety practices, measure performance, and improve safety behaviors;
- Are confident in their skills to have consistent and quality safety conversations;
- Uphold a measurable three-point framework for safety conversations – plan, touch-point, review; and,
- Use the insight and data from safety conversations to make and influence better safety decisions.

The Program focuses beyond simply changing our safety processes and systems toward fundamentally changing our day-to-day safety habits and behaviors. As leaders, managers play a critical part in this process through daily interactions with employees to encourage, reinforce, and influence good safety behaviors.

### **Safety and Security Manager Candidate**

During our discussions, we also identified a potential candidate for the Safety and Security Management position who we agreed would be an ideal addition to the local DASH management team. First Transit has made a formal offer of employment to this individual contingent upon the approval of our proposed amendment of the Management Services Agreement. Our goal will be to have the Safety and Security Manager on site as soon as possible.

### **Price Proposal**

First Transit proposes the following monthly management fees:

<b>Period</b>	<b>Monthly Fee</b>
Safety & Security Manager Start Date - June 30, 2020	\$ 17,266
July 1, 2020 - June 30, 2021	\$ 17,682
July 1, 2021 - June 30, 2022	\$ 18,111
July 1, 2022 - June 30, 2023	\$ 18,552

The above fee will replace the monthly fees in our current Agreement, as amended. If the Safety and Security Manager begins work on other than the first of the month the monthly fee will be prorated.

I will be attending the Board Meeting on October 23, 2019 and will be prepared to present our proposal and answer questions. Please contact me at [larry.morris@firstgroup.com](mailto:larry.morris@firstgroup.com) or 724-689-6041 to discuss this proposal prior to the Board Meeting.

Sincerely,

A handwritten signature in blue ink, appearing to read "Larry J. Morris", is displayed on a light-colored rectangular background.

Larry J. Morris  
Region Vice President

Cc: Nick Promponas, Senior Vice President