



MEETING WILL BEGIN SOON

ALEXANDRIA TRANSIT COMPANY
BOARD OF DIRECTORS MEETING
JANUARY 10, 2024



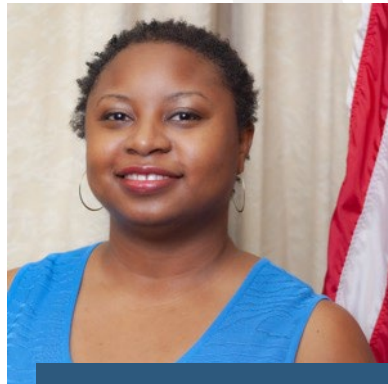
CALLING OF THE ROLL



David Kaplan
Chair of the Board



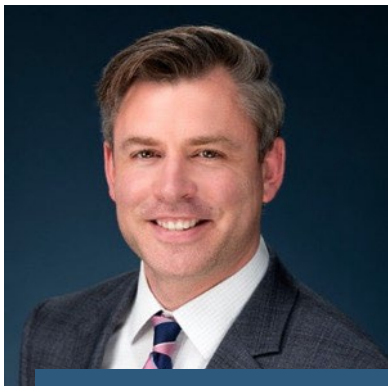
Steve Klejst
Vice-Chair of the Board



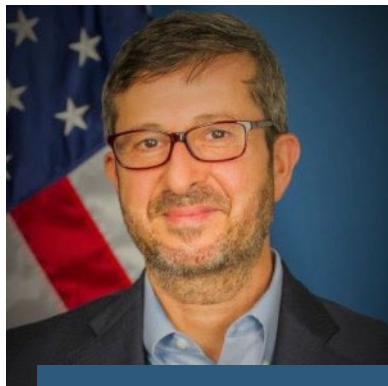
Ajashu Thomas



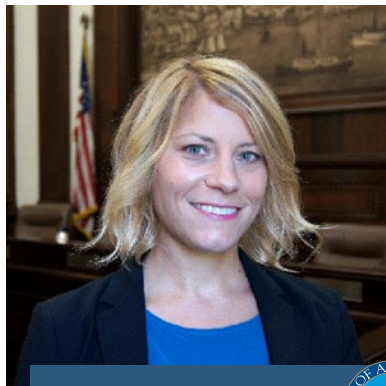
Matt Harris



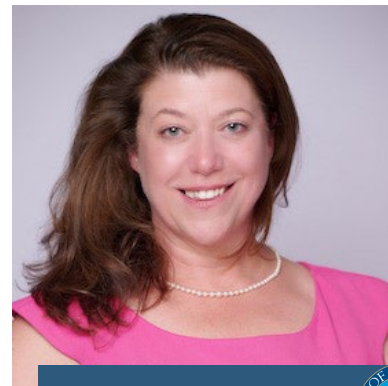
Jesse O'Connell



Murat Omay



Hillary Orr



Kendel Taylor



Arthur Wicks



PUBLIC COMMENT PERIOD

Those wishing to speak during Hearing may pre-register at dashbus.com/ and join via Zoom.

Alternatively, attendees may use the “RAISE HAND” feature to be recognized for comment.

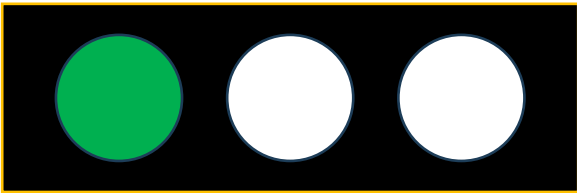


PUBLIC COMMENT PERIOD

Each speaker is permitted 3 minutes for public comment.

When the **YELLOW** light appears, 1 minute remains.

When the **RED** light appears, you are out of time.



Time Has Expired



APPROVAL OF MINUTES

Consideration of approval of **Meeting Minutes from the December 13, 2023** meeting of the Alexandria Transit Company Board of Directors.

CHAIR'S REPORT

Amendment to Article I of By-Laws

Stockholders Meeting Scheduled for:
March 12, 2024



David Kaplan
Chair of the Board

CHAIR'S REPORT

By-Laws Amendment – Article I, Section 1

Section 1 - Annual Meeting. The annual meeting of the stockholders of the corporation shall be held in February on a date in the first three months of each calendar year of each year on a day as determined by the Chairperson of the Board of Directors in consultation with the City Manager of the City of Alexandria. (Amended 1/8/85)

T&ES REPORT



Hillary Orr
Deputy Director
T&ES – City of Alexandria

T&ES REPORT

MonumentalALX

Last month, the Commonwealth of Virginia, the City of Alexandria, and JBG SMITH announced a proposed public-private partnership between Monumental Sports & Entertainment (MSE), the Commonwealth of Virginia, the City of Alexandria, and JBG Smith to develop a world-class entertainment district in Alexandria, Virginia.

The proposed entertainment district would be located at Potomac Yard and would include the global headquarters for MSE, an industry-leading arena for the Washington Capitals and Wizards, a state-of-the-art media studio, a performing arts venue, practice facilities for the Wizards and an e-sports facility.

More information about the project, including timing, transit, and transportation opportunities, will be provided as it becomes available.

Duke Street Transitway

After two years of planning, Alexandria's Duke Street Transitway got a green light for dedicated bus lanes. Now, feedback is sought on concepts for side roads in one section, with input accepted through January 15th. This feedback will help finalize designs before moving to the next stage.

WMATA Budget

Facing a major budget shortfall, WMATA proposes significant cuts to rail and bus services, fare hikes, and even station closures for 2025. The Board will finalize details after revisions and public input through January and beyond.

RESOLUTION IN SUPPORT OF DRPT TRIP GRANT

- City applying for DRPT TRIP grant to improve 12-15 bus stops.
- Grant funds shelters, benches, real-time signage for enhanced passenger experience.
- Improved stops to increase ridership, safety, and convenience.
- Board resolution requested to support city's grant application.
- DRPT funds up to 68%, city match of \$160,000 needed.
- Grant aligns with City's goal of reducing SOV driving and promoting transit.
- **BOARD ACTION – Consider Approval of Draft Letter in Packet**

BOARD MEMBER RECRUITMENT COMMITTEE UPDATES



STRATEGIC PLAN UPDATE

Committee Members:

Steve Klejst
Murat Omay
Hillary Orr



THE DASH DIFFERENCE

Activities Recap

1. Staff retreat in Jan 2023
 - Board dashboard and performance measures
2. Board retreat in Feb 2023
 - The future direction of DASH
3. Board committee work – March-June 2023
 - Draft presented to the full Board
4. Board Chair requested additional work by DASH staff
 - Staff work – July-October 2023, and
November/December 2023
5. Committee Meetings w/staff
 - October, 2023 and January, 2024

THE DASH DIFFERENCE

Presentation of Concept

1. The framework and definitions we used
2. Review of the Vision, Mission, and Values
3. Presentation of new goals built on the foundation of the committee's earlier work

THE DASH DIFFERENCE

What is our approach?

Thinking from a pyramid concept comprised of 5 levels that takes us from “high-level strategy” all the way to implementation in the near-term.



THE DASH DIFFERENCE

STRATEGIC PLAN

Presentation of Mission, Vision, Values

Presentation of Strategic Goals

Overview of Objectives

Mission, Vision, Values

Strategic Goals

Objectives

Strategic Initiatives

People & Resources

Mission, Vision, Values

Our Mission:

We deliver a safe, trusted, customer-focused experience by providing exemplary bus service to the diverse Alexandria community.

Our Vision:

The Alexandria Transit Company envisions a community with equal access to convenient and sustainable transportation that improves the overall quality of life throughout the City of Alexandria.

Our Values:

“The principles that govern our behavior. They are what we stand for.”

Strategic Goals

Objectives

Strategic Initiatives

People & Resources

The DASH Difference is evident every day to our riders, the community, our workforce, and our regional partners.

In everything we do, DASH values:

Connecting lives, enriching journeys.

We ensure a smile on every ride through timely, convenient, and stress-free transportation that adds value to the community and builds trust with all our stakeholders.

Driving progress with heart.

We welcome and nurture a diverse, passionate, service-first workforce who are empowered to innovate, grow, and thrive.

Weaving a city together.

We create and nurture a welcoming, safe, inclusive, and accessible environment for our employees, customers, and the Alexandria community.

Riding on tomorrow, today.

We pioneer customer-centric innovations and embrace technology to anticipate future customer needs and to expand seamless transportation connections, all while doing better tomorrow than we did today.

Strategic Goals

Objectives

Strategic Initiatives

People & Resources

Mission, Vision, Values

Strategic Goals

System Excellence	Provide a robust transportation system that meets our customers' needs
Customer Experience	Deliver a top-notch customer experience so that people choose to ride
Environmental Stewardship	Minimize the community's carbon footprint on the environment
Workplace Excellence	Foster an environment that champions inclusion, work-life balance, innovation, and professional growth and satisfaction
Fiscal Responsibility and Efficiency	Deliver high-quality, cost-efficient services that offer maximum value to the community

Objectives

Strategic Initiatives

People & Resources

Mission, Vision, Values

Strategic Goals

Objectives

Objectives are the things we must do really well in our current environment, or they are barriers that we need to overcome today, to achieve our strategic goals.

Objectives may change over time.

We will show you Objective-level measures in the places where it makes sense to have them.

Strategic Initiatives

People & Resources

Mission, Vision, Values

Strategic Goals

Objectives

Strategic Initiatives

-- sometimes called Projects, sometimes called Action Items --

These are our specific **programs, projects, or activities** that help us meet our objectives and achieve our goals.

These are typically **updated and revisited annually** and are the most changeable part of the strategic plan.

We can “check them off”, celebrate accomplishments, and tackle the next thing.

As an example: Implementation of a new and innovative technology would be a strategic initiative.

Mission, Vision, Values

Strategic Goals

Objectives

Strategic Initiatives

People & Resources

What and Who we have available to make our strategy and plans possible.

We make choices in how we deploy them through our **operational plans**.

This is where the magic really happens, *and it's often treated as separate from strategic plans*.

We can't have a Strategic Initiative without people to do it, and sometimes that requires actual funding.

When we develop our initiatives, we cannot forget about the people & resources required to get them done.

THE DASH DIFFERENCE

Proposed Strategic Goals

System Excellence - Provide a robust transportation system that meets our customers' needs

Customer Experience - Deliver a top-notch customer experience so that people choose to ride

Environmental Stewardship - Minimize the community's carbon footprint on the environment

Workplace Excellence - Foster an environment that champions inclusion, work-life balance, innovation, professional growth, and satisfaction

Fiscal Responsibility and Efficiency - Deliver high-quality, cost-efficient services that offer maximum value to the community

FOR EACH GOAL:

- Outcome measure(s)
- Multiple objectives, each with a measure
- Initiatives/Actions

Mission, Vision, Values

Strategic Goals

Objectives

Strategic Initiatives

People & Resources

THE DASH DIFFERENCE

Goal 1: System Excellence

Goal 1: System Excellence

**Provide a robust transportation system
that meets our customers' needs**

→ Percentage of population within 1/4 mile radius of DASH bus stop with high frequency service (Target: increase to 80%, baseline 73%)

Objectives →	Objective Measures
Place bus stops in the right places	→ Percentage of population in walking distance (1/4 mile) of a DASH bus stop (Target: increase to 80%)
Run buses when people need them	→ Percentage of total service that is high frequency (15 minutes or less) (Target: maintain 95%) → Percentage of service that is full-time service (7 days/week) (Target: increase to 85%, baseline 62%)
Take people where they want to go	→ Ridership per capita (Target: increase to 31.0, baseline 28.4)
Coordinate with other regional transportation providers and services	<i>(Will measure success at the initiative level.)</i>

THE DASH DIFFERENCE

Goal 2: Customer Experience

Goal 2: Customer Experience

**Deliver a top-notch customer experience
so that people choose to ride**

- Customer Service Index (CSI) monthly (Target: 80 or above; baseline 95)
- On-time performance, monthly (Target: 85%; baseline 80%)

Objectives →	Objective Measures
Provide a <u>reliable</u> service and fleet	<ul style="list-style-type: none">→ Pull-out on-time performance, monthly (Target; baseline TBD)→ Percent of fleet vehicles that are out of service (Target: TBD; 2023 average is 19.5%)→ Average downtime duration (Target: TBD; 2023 average is 12.5 days)
Provide a modern, clean, comfortable fleet	<i>(Will measure success at the initiative level)</i>
Serve with friendly and helpful bus operators	→ <i>Reflected in the outcome measure: CSI</i>
Transport our customers safely throughout our community	<ul style="list-style-type: none">→ Preventable events per 100,000 miles (Target: TBD; data sources identified)→ Safety index (NEW, data and baseline TBD)

THE DASH DIFFERENCE

Goal 3: Environmental Stewardship

Goal 3: Environmental Stewardship

Minimize the community's carbon footprint on the environment

→ Tons of CO2 emissions reduced (last 12 months) (Target: increase by ~23% to 16,000; baseline 13,000)

Objectives →	Objective Measures
Reduce single occupancy vehicle trips (SOV) within the Alexandria community	→ # of SOV miles or trips replaced by transit (Target: increase by 20% to 3,154,000; baseline 3,800,000)
Minimize emissions of the DASH fleet	→ Zero emission revenue fleet by 2037 (Target: 100%; will report progress)
Minimize the carbon footprint of DASH facilities	→ LEED certification at Gold level (Target: retain current level)

Mission, Vision, Values

Strategic Goals

Objectives

Strategic Initiatives

People & Resources

THE DASH DIFFERENCE

Goal 4: Workplace Excellence

Goal 4: Workplace Excellence

Foster an environment that champions inclusion, work-life balance, innovation, and professional growth and satisfaction

→ Retention rate (Target: TBD; baseline under study)

Objectives →	Objective Measures
Recruit the best people in a timely manner	→ Time to fill (Target: TBD; 2023 baseline __)
Invest in and encourage employee growth and development in their careers	→ Percent of open positions filled internally (Target: TBD, 2022 baseline 49%, 2023 baseline 58%)
Provide for networking and professional development opportunities in the budget	→ Average dollars spent per person on training, network, and associated travel in budget (NEW. Target: TBD)
Understand and prioritize what makes employees choose to work at DASH	→ <i>NEW: Will identify themes and measures from stay and exit interviews</i>

Mission, Vision, Values

Strategic Goals

Objectives

Strategic Initiatives

People & Resources

THE DASH DIFFERENCE

Goal 5: Fiscal Responsibility

Goal 5: Fiscal Responsibility

Deliver high-quality, cost-effective services that offer maximum value to the community

- Series from the Annual Budget, including:
 - \$0 fares (Policy)
 - Cost per rider (Target TBD)
 - Cost per ton of pollution eliminated (Target TBD)
- Federal formula funds allocated based on DASH performance metrics (Target: sustain or grow over time, baseline under study)

Objectives →	Objective Measures
Fully fund the operational functions of the organization	<ul style="list-style-type: none">→ \$/% funding for current services (Target TBD)→ \$/% funding available for expansion services (Target TBD)
Properly use allocated funding to achieve the best possible outcomes	<ul style="list-style-type: none">→ Platform / revenue hour cost compared to other systems, such as WMATA (Target TBD)

Mission, Vision, Values

Strategic Goals

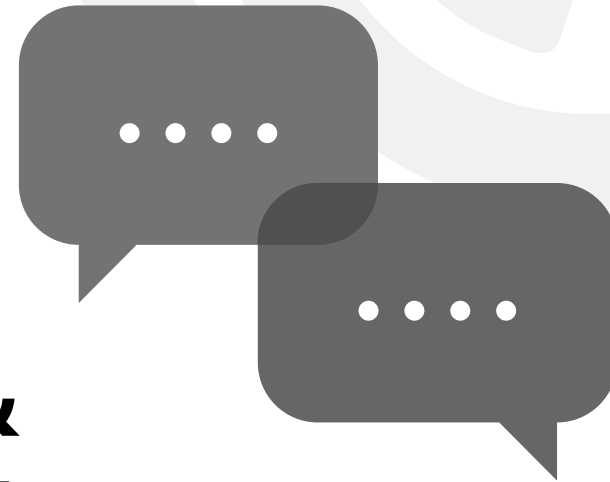
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THE DASH DIFFERENCE

DISCUSSION & BOARD INPUT



OTHER BOARD MEMBER REPORTS AND UPDATES



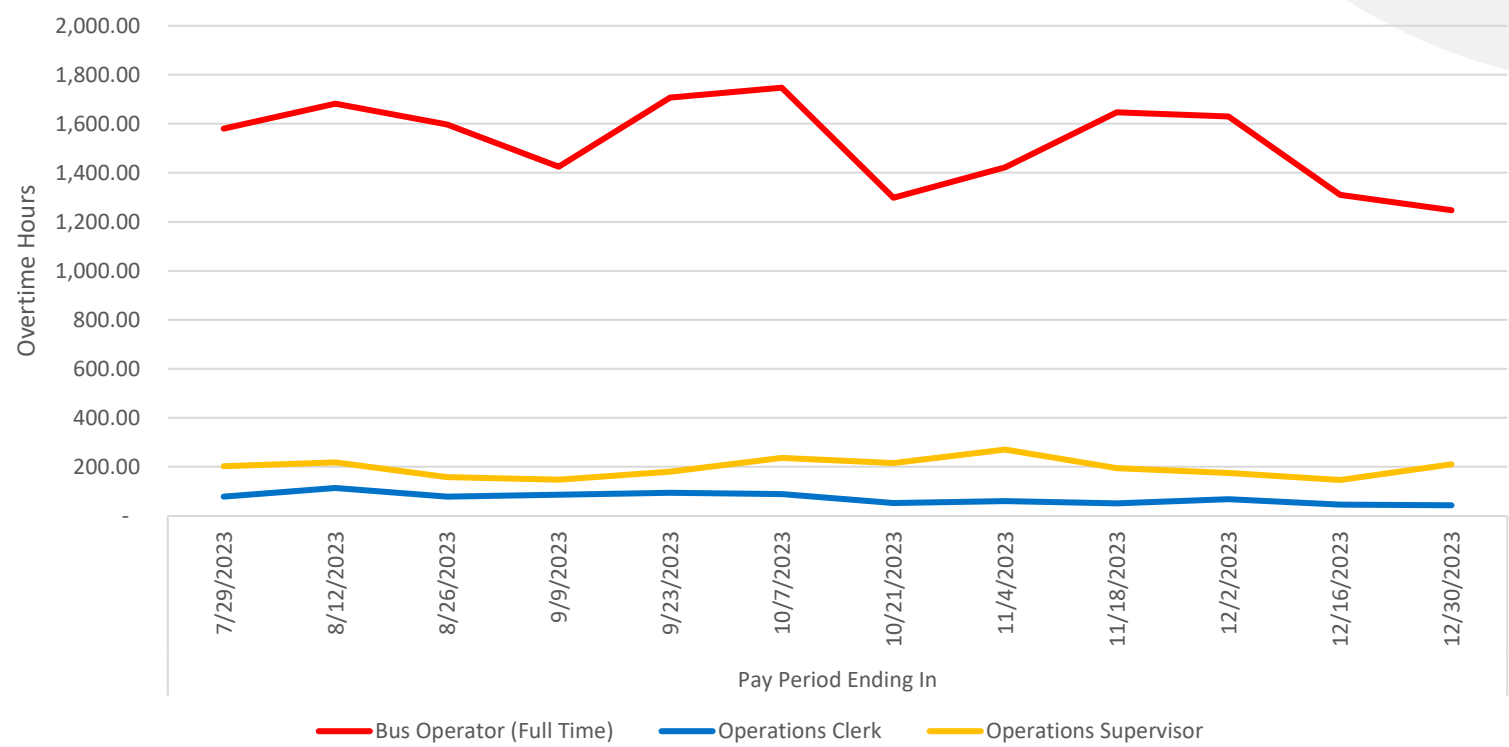
FINANCIALS

As of November 30th, 2023

ATC is projecting a revised year-end deficit of (~\$19,936)

Notable October Variances:

Operations Overtime remains as the most significant pressure on our budget, but steps are being taken to address this. November overtime is already down from October and changes in December have resulted in an additional 7% reduction compared to November. We are cautiously optimistic that adjustments made in January will continue this trend.



FINANCIALS

Response to Board Inquiry

At the December 2023 Board of Directors meeting Mr. Wicks asked if it is possible to isolate Metro bus platform hours specifically for the City of Alexandria to have a more accurate comparison of cost of operating between the two systems.

We have completed that analysis and determined that Metrobus services are **45% more expensive*** to operate per hour than DASH in the City.

	DASH FY25 Proposed Budget	Metrobus FY24 Budget (Alexandria Only)
Total Budget	\$ 34,855,913	\$ 27,132,878
Total Platform Hours	281,603	151,101
Operating Costs per Platform Hour	\$ 123.78	\$ 179.57

** Based on City of Alexandria WMATA Contribution for Metrobus*

WRAP-UP & CONSIDERATION OF ADJOURNMENT

Next ATC Board of Directors Meeting:

February 14, 2024

5:30pm

**THE BOARD
MEETING HAS
CONCLUDED**

NEXT MEETING

**FEBRUARY 14, 2024
5:30PM**

