

DASH42

Meeting Will Begin Soon

Board of Directors

March 11, 2026



Calling of the Roll



David Kaplan

Chair of the Board



Jesse O'Connell

Vice-Chair



Ajashu Thomas



Matt Harris



Kursten Phelps



Arish Gajjar



Praveen Kathpal



Hillary Orr



Kevin Greenlief



Arthur Wicks





Welcome & Introductions

Board of Directors Meeting

March 11, 2026





Public Comment

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

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



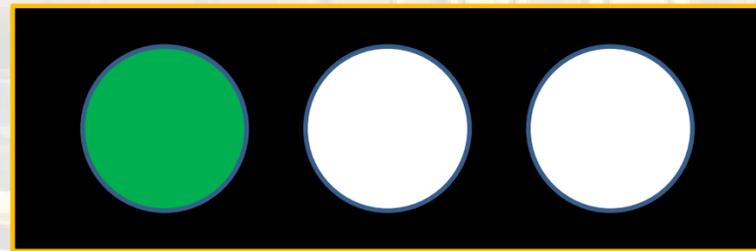


Public Comment

Each speaker is permitted 3 minutes for the public comment.

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

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



Time Spoken Expired



Collaboration & Engagement

2b. Chairs Report

David Kaplan – Chair of the Board

2c. T&ES Report

Hillary Orr, Deputy Director, Transportation & Environmental Services

2d. DASH Rider Advisory Committee (DAC) Updates

(as needed - DAC Chair or DASH Staff)

2e. Other Member Reports

All



T&ES Report

- **NVTC Commission Meeting**
- **DMV Moves Implementation Coordination Group – Kickoff Meeting**
- **Envision Route 7**
- **Old Town Circulator Stop Rebalancing**





DOT

PARATRANSIT

Program Updates

Owen Albrecht
Paratransit Manager

March 11, 2026

Purpose

1. Overview of the DOT Paratransit Program
2. Current Service Performance
3. Recent Program Updates
4. Upcoming Initiatives to Improve Mobility
Options

Program Overview

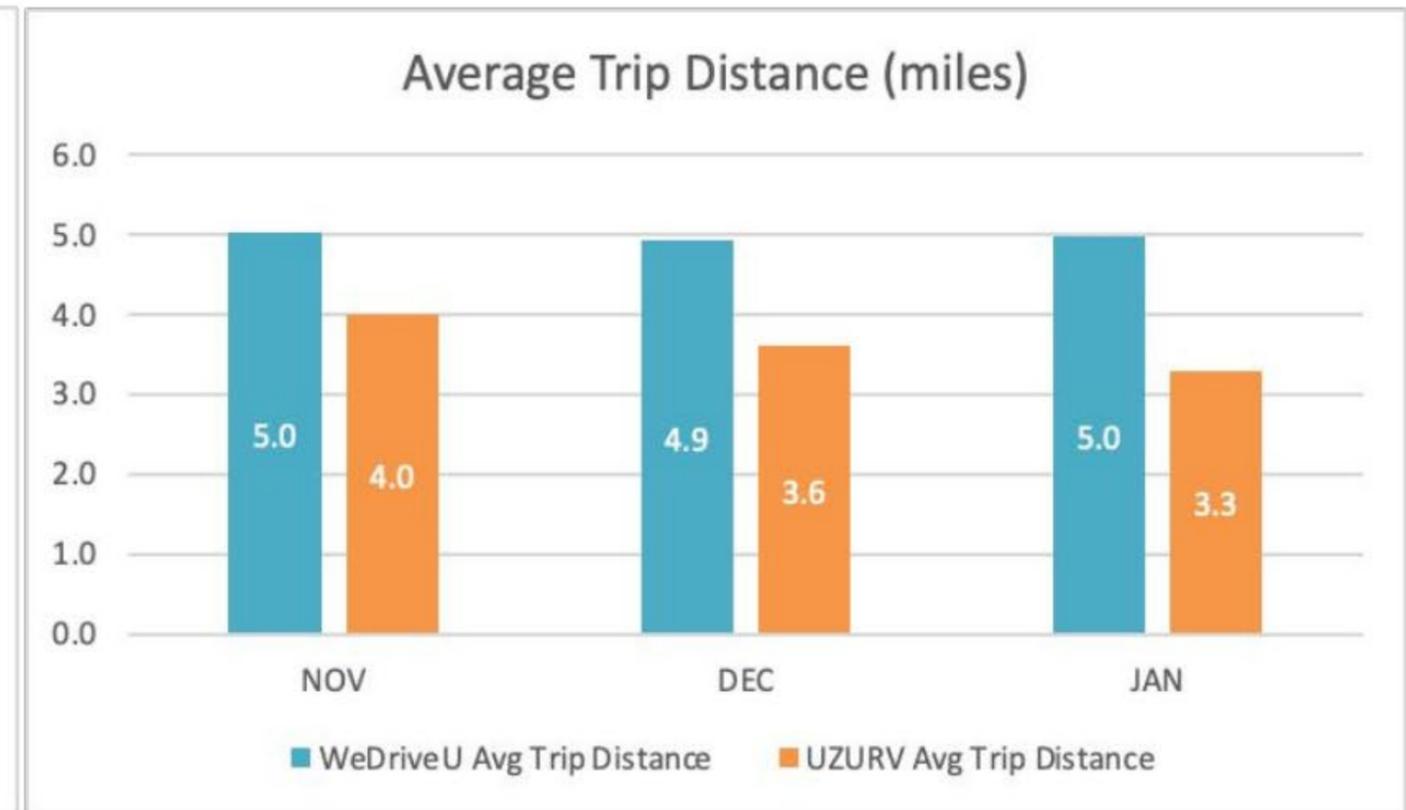
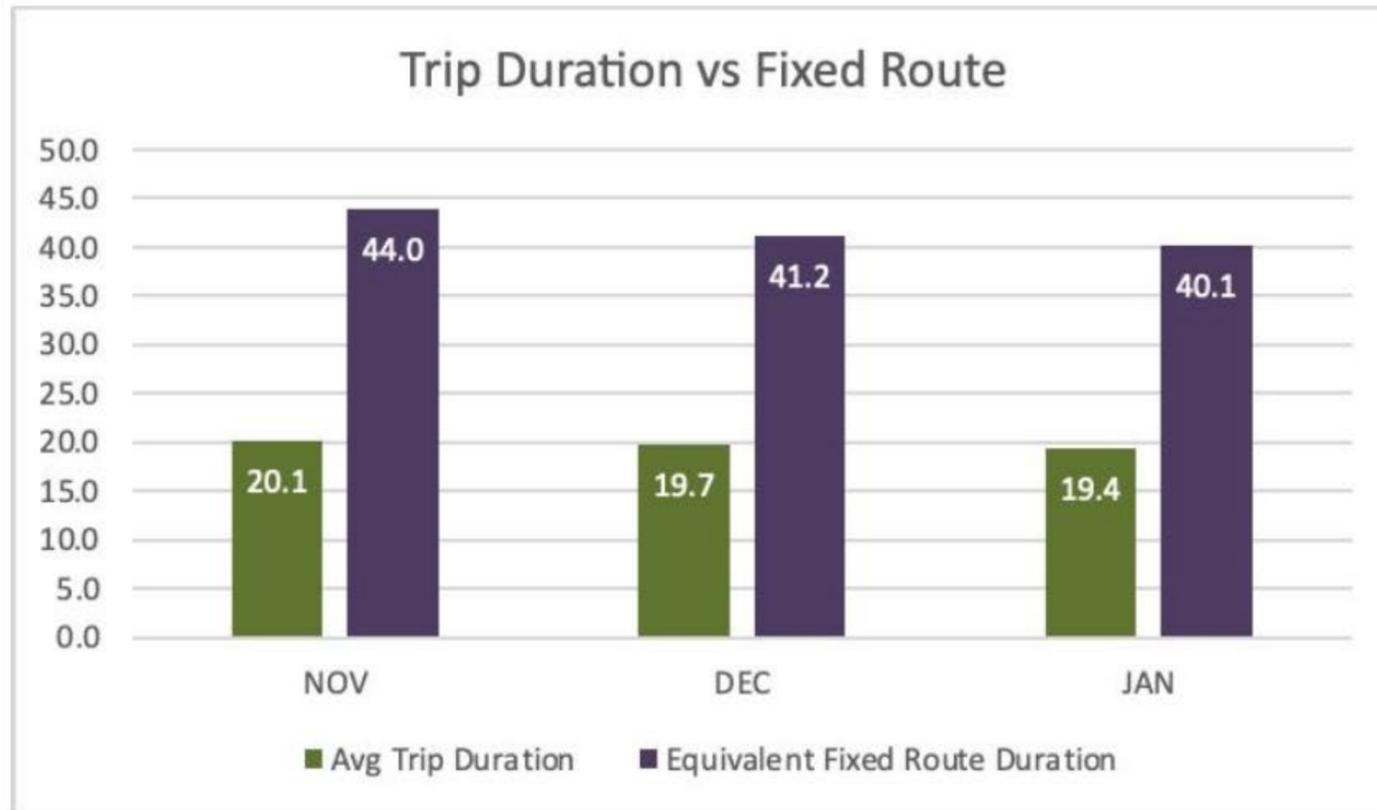
DOT Paratransit Service

- ADA paratransit service complementing DASH fixed-route system
- Demand-response service
- Trips scheduled through reservations system
- Operations provided through contracted service provider
- Technology platform manages reservations, dispatching, and reporting

Program Performance

Current Service Metrics

- 4.5 mile average trip distance



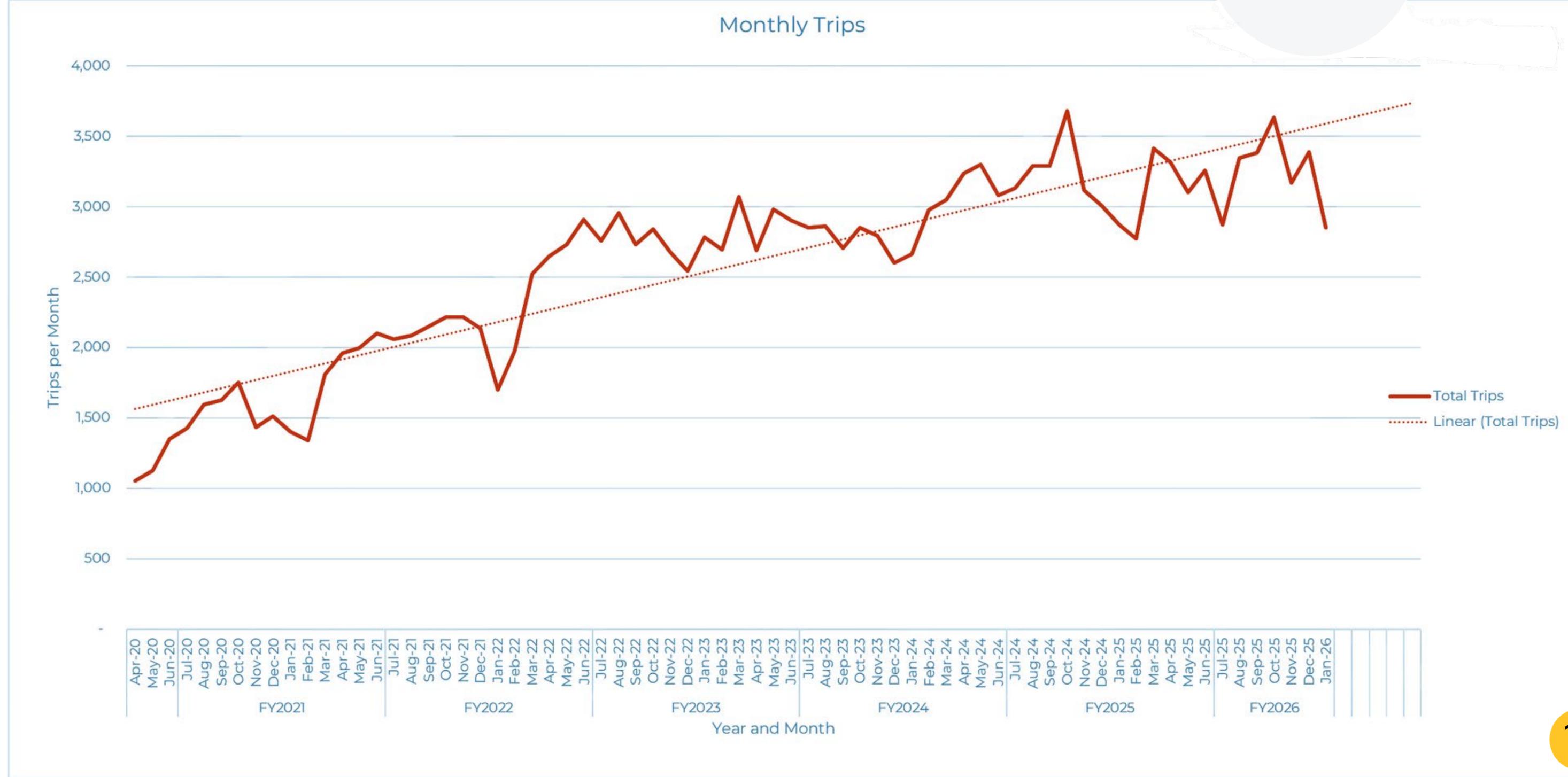
Program Performance

Current Service Metrics

- 3,100 trips per month
- 104 trips per day
- 96.3% on-time performance
- 3.5% no-show rate
- 25.3% trip cancellations



Program Performance



Recent Programmatic Updates



Fare Restructuring

- Update fares to meet inflation
- Add 10 dollar zone and peak time charge to adjust demand



AI Agents for some Call Center services

- Improved call response capacity and reduced wait times
- Spanish language now available during all call center hours

Upcoming Programmatic Updates



Fleet Updates

- Improved vehicle cleanliness and age
- Improved vehicle reliability
- Improved customer experience with fewer BOCs



Mobility Pass

- Provide subsidized access to multiple transportation options through City provided debit card
- Expand mobility choices and support independent travel



Travel Training



- Help residents learn to use fixed-route transit safely and independently



Implement Spare Software Across Departments

- Creates a unified system for trip scheduling, dispatching, reporting, and service coordination

Collaboration & Engagement

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Regular Business

3a. Consideration of Approval – Meeting Minutes

Action Item: Consideration of approval of February 2026 Meeting Minutes

3b. Financial Reports

Deferred until next Board Meeting



Action Items

There are no action items for this meeting.



Employee Engagement at DASH

Yvonne Jung
Chief Labor Relations &
Engagement Officer

March 11, 2026



Culture & the DASH Difference



MISSION

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

A community with equal access to convenient and sustainable transportation that improves overall quality of life throughout the City of Alexandria.

VISION



VALUES

- ✓ Connecting lives, enriching journeys
- ✓ Driving progress with heart
- ✓ Weaving a city together
- ✓ Riding on tomorrow, today

1. System Excellence
2. Customer Experience
3. Environmental Stewardship
4. Workplace Excellence
5. Fiscal Responsibility and Efficiency

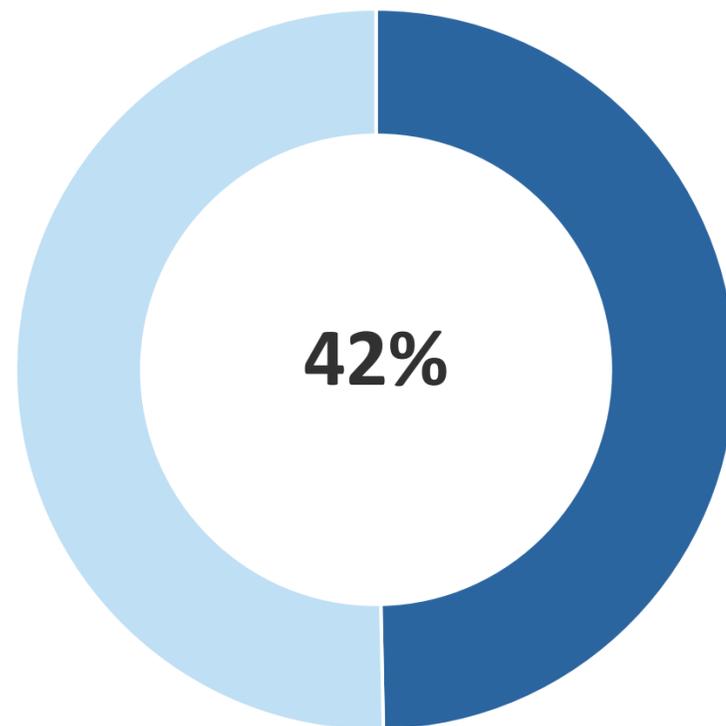
STRATEGIC PLAN GOALS



Engagement Survey

Response Rate

130 of 308 Responded



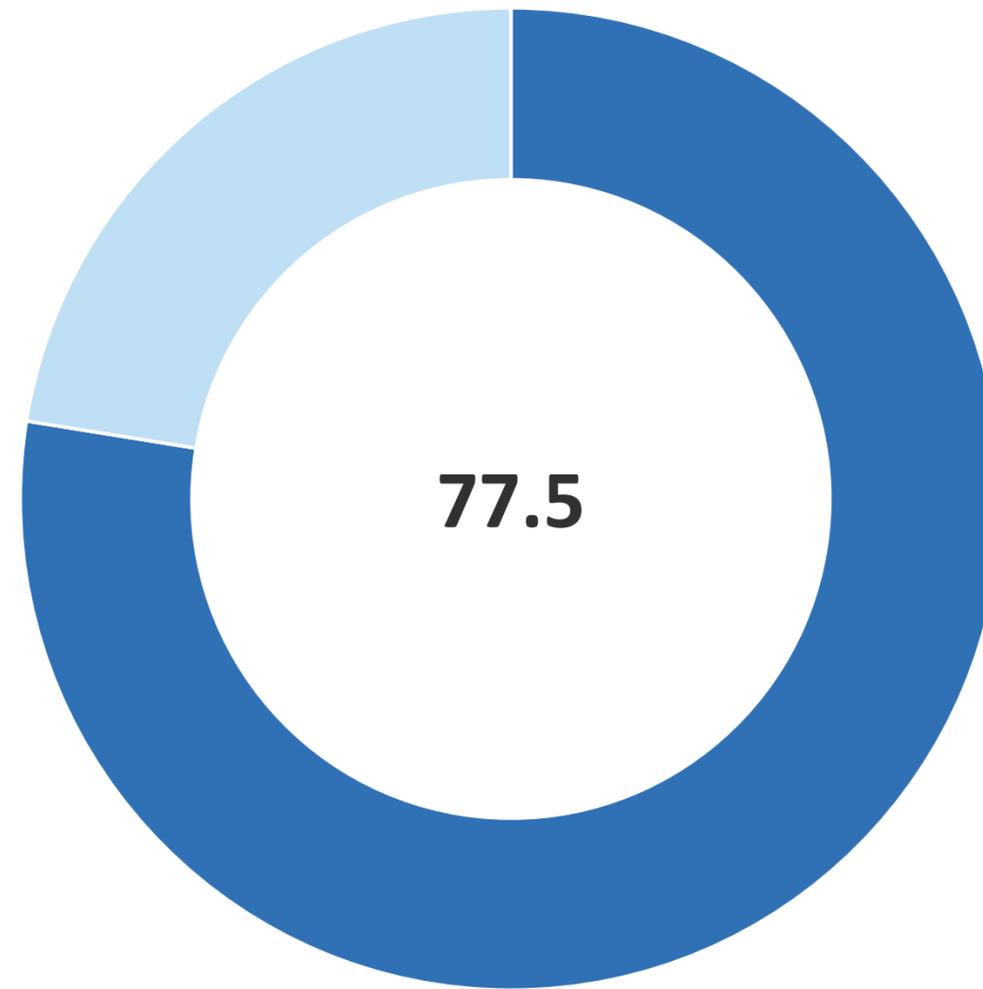
Department	# employees	% participation
Administration	5	100%
Facilities/IT/Safety & Security	8	63%
Finance & HR	5	100%
Maintenance	34	59%
Marketing	5	100%
Operations	239	32%
Planning	7	100%
Training	5	100%
	308	42%



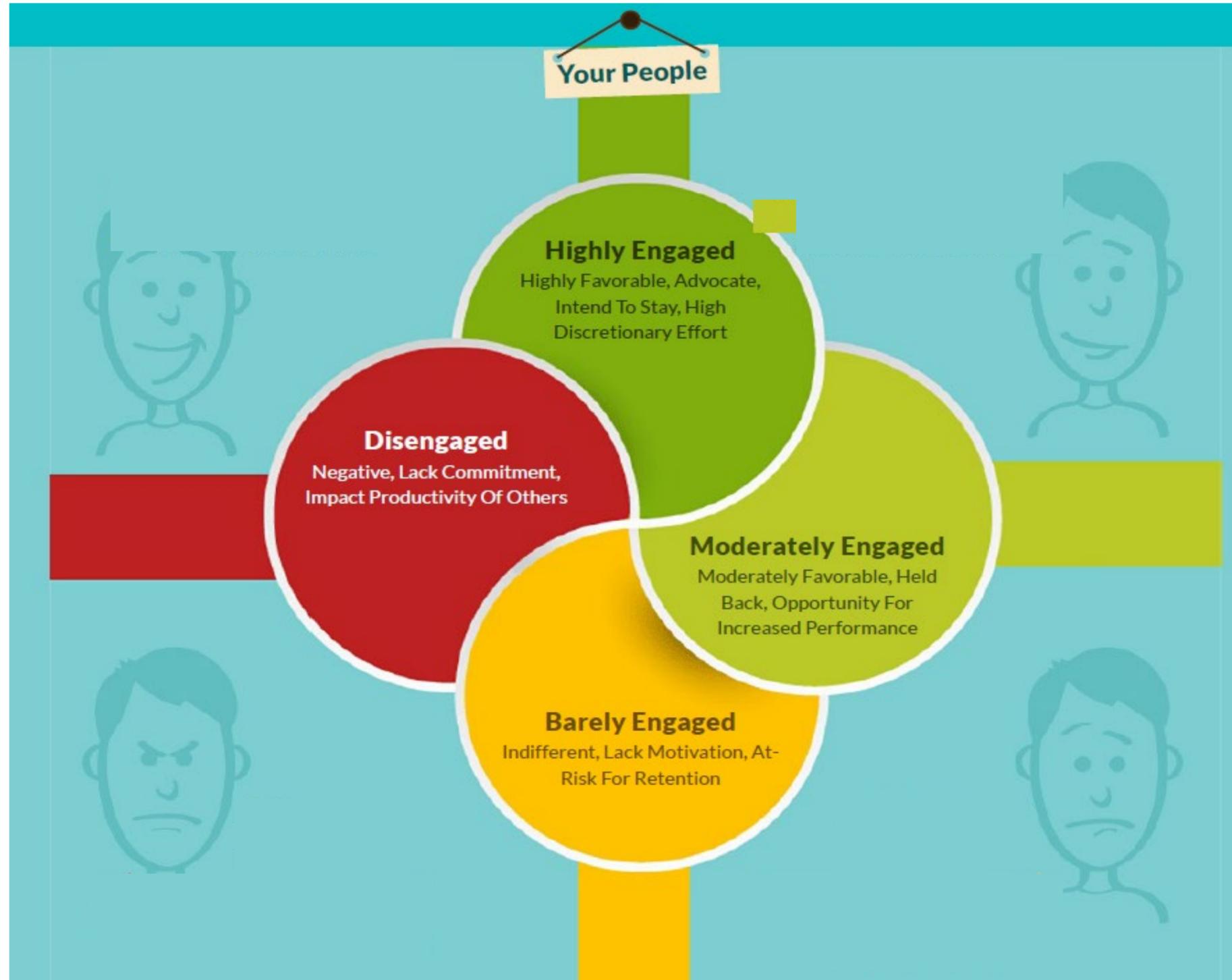
Engagement Survey

Score

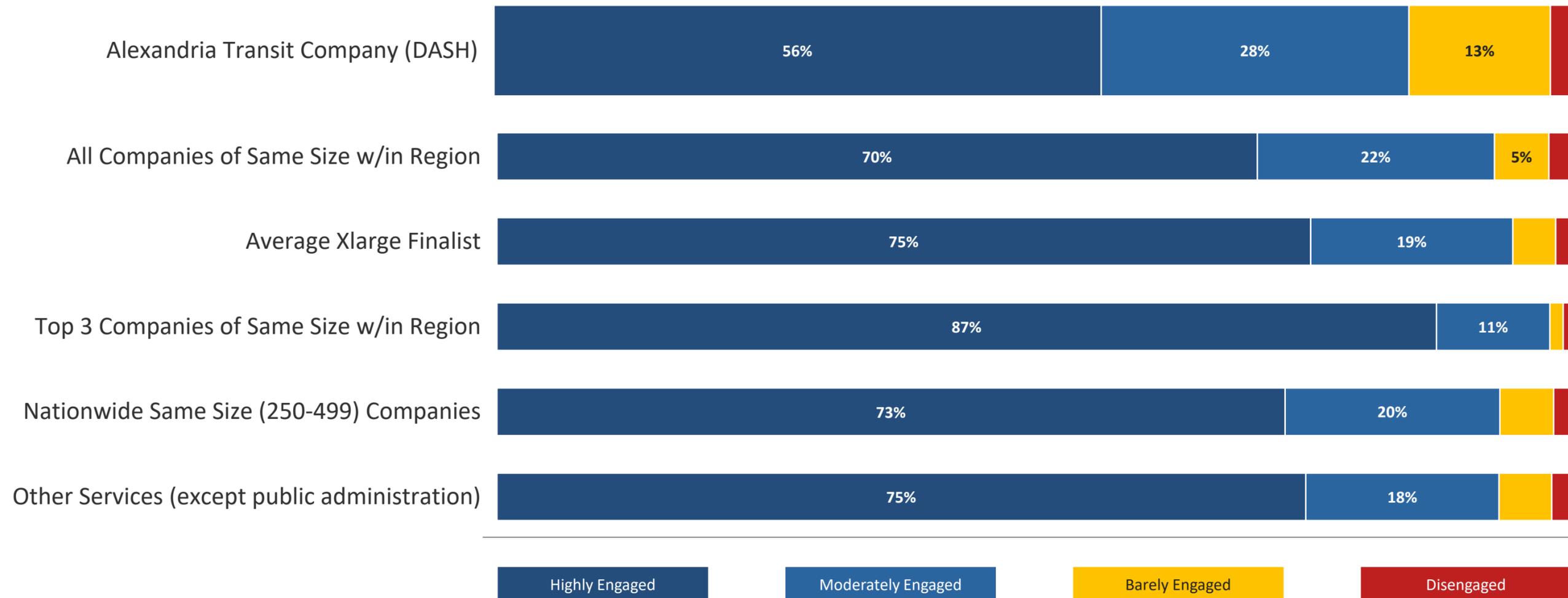
Total score for all items on a 100-point scale.



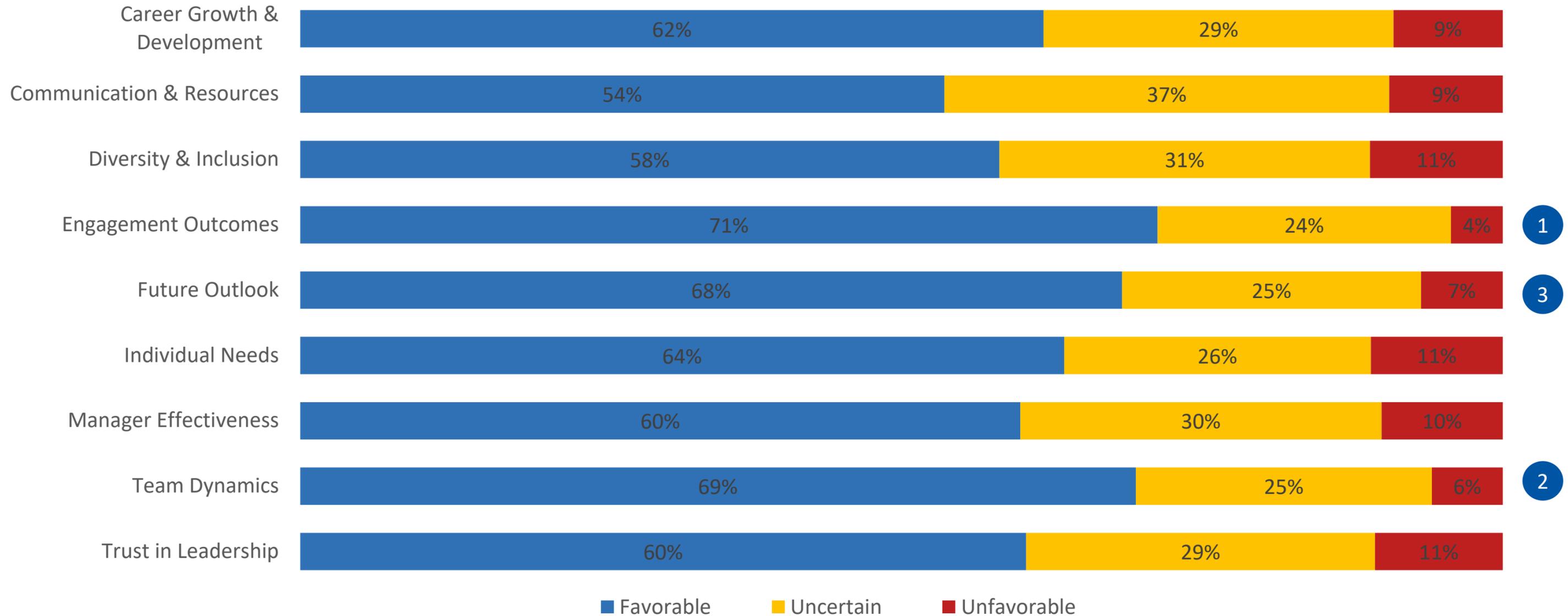
Levels of Engagement



DASH vs Benchmarks



Category Results



Strongly Agree - Agree

Somewhat Agree – Somewhat Disagree

Disagree – Strongly Disagree



Category benchmarks

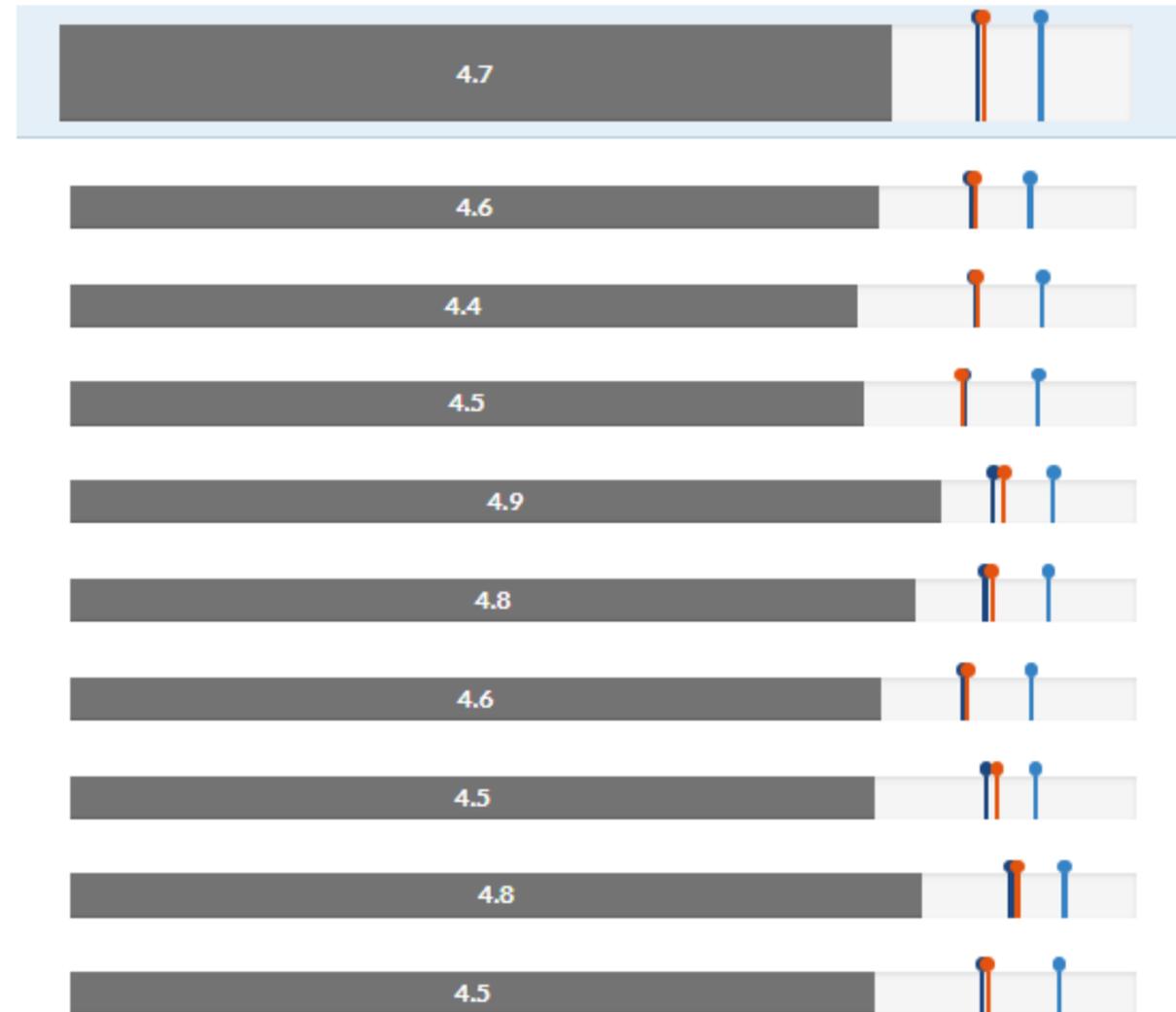
Compared To: **All Companies of Same Size w/in Region** **Top 3 Companies of Same Size w/in Region** **Nationwide Same Size (250-499) Companies**

Category

Alexandria Transit Company (DASH)
OVERALL RESULT

-  Career Growth & Development
-  Communication & Resources
-  Diversity & Inclusion
-  Engagement Outcomes
-  Future Outlook
-  Individual Needs
-  Manager Effectiveness
-  Team Dynamics
-  Trust in Leadership

Results (Average Score)



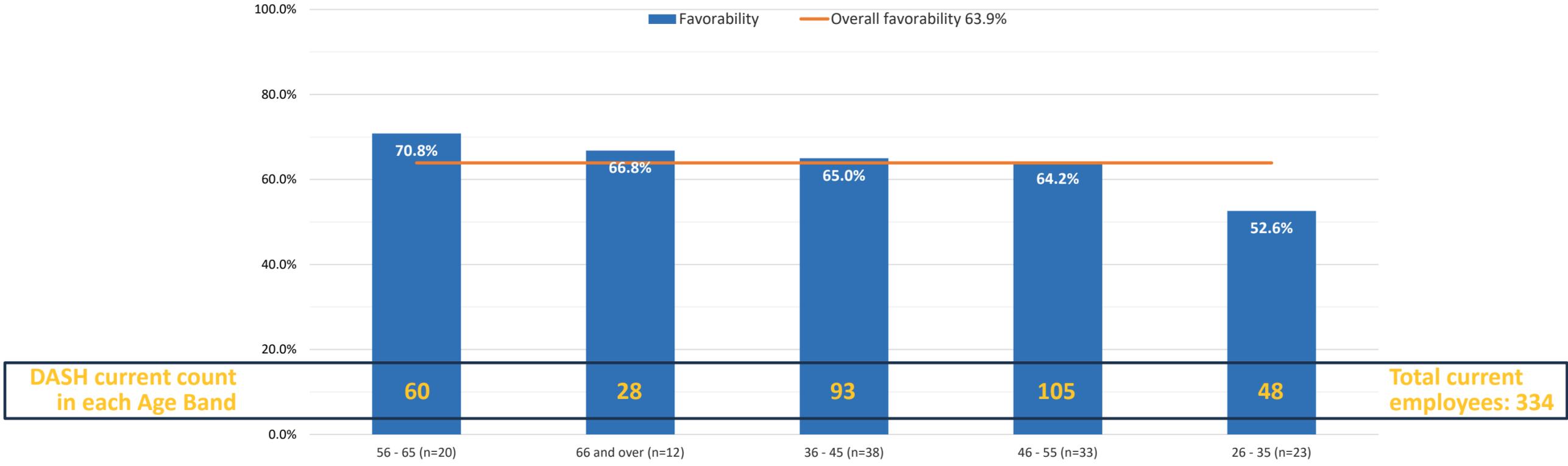
Favorability

Item	Category	% Favorable
I understand how my job helps the organization achieve success.	Future Outlook	86%
I feel accepted by my immediate coworkers.	Engagement Outcomes	83%
I am proud to work here.	Engagement Outcomes	81%
I am inspired by the work we do.	Engagement Outcomes	75%
I find my work engaging.	Engagement Outcomes	75%

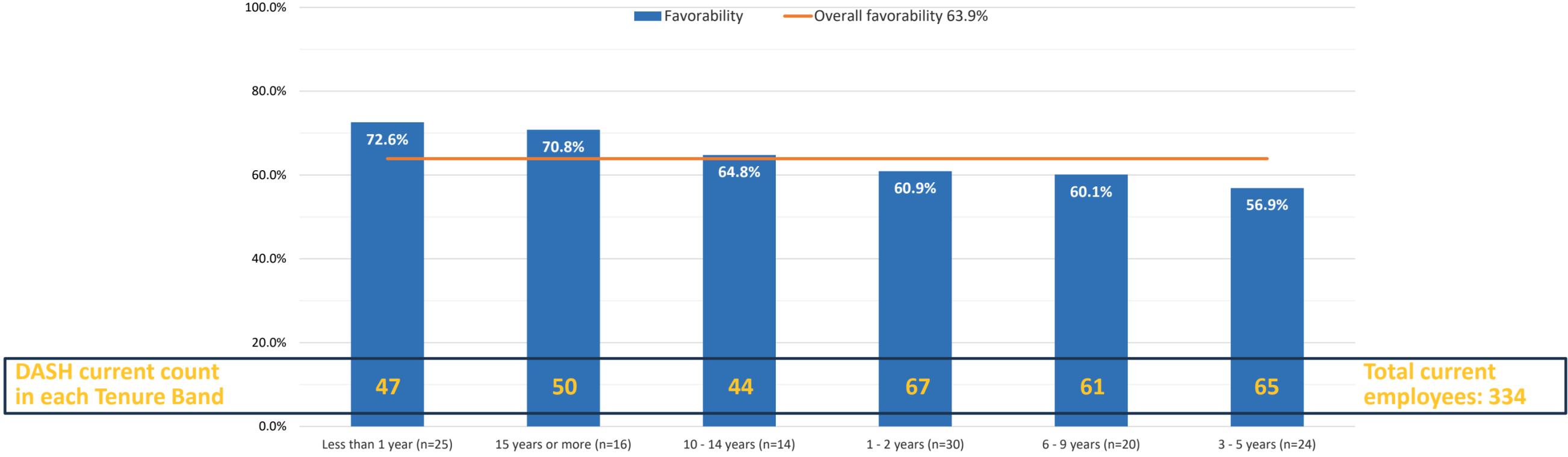
Item	Category	% Favorable
When the organization makes changes, I understand why.	Communication & Resources	44%
I am included in decisions that affect my work.	Diversity & Inclusion	45%
My immediate manager regularly coaches me on my job performance.	Manager Effectiveness	47%
I am paid fairly.	Individual Needs	48%
My opinions seem to count at work.	Communication & Resources	50%



Favorability: Age



Favorability: Tenure





Comments Distribution

ITEM	# COMMENTS
General Comments	45
Please explain why you rated the organization as you did.	61
What is one thing you would like your organization to CONTINUE doing that makes it a great place to work?	98
What is one thing you would like your organization to START doing to make it a better place to work?	101
What is one thing you would like your organization to STOP doing to make it a better place to work?	92



What 3 words best describe your work environment?

Most Mentioned Word: **Friendly**
(15 MENTIONS)

Words employees used to describe your culture:





Engagement Action Plan Examples

Focus on Communication

- Town halls, listening sessions
- New hire focus groups
- Multi-mode communication (email, text, flyers, posters)
- Launched Ethics Hotline

Focus on Individual Needs

- Quiet Room renovation
- Adjusted 401(k) plan to immediate enrollment and employee deferrals on date of hire
- Financial management webinars
- Monthly communication on individual health outcomes
- Legal services benefit launches this month
- On site medical van from Kaier Permanente

Focus on Development

- VA Transit Leadership Institute and CTAA Leadership Academy
- TSI training
- Ensuring all leaders have a professional development plan

Focus on Fun!

- Pumpkin carving contest
- Holiday luncheon & ugly sweater contest
- 41st DASH anniversary – week long celebration
- 42nd DASH anniversary and Transit Worker Appreciation Days



Looking Ahead

- Strengthen participation in the **digital suggestions**
- Continued focus on development:
 - monthly **Supervisor training series**
 - more **frequent coaching**
- Department head accountability for department-specific action plans
 - **increased communication** in small groups & at individual employee level
 - **explain the “why”**
 - solicit and **recognize suggestions**
- Continue focus on **hiring the best**





Thank You!

Employee Engagement Matters

@DASHbus_ @DASHbusva @DASHbus



Staff Reports

Josh Baker
General Manager & CEO

March 11, 2026



City Manager's Proposed Budget

- DASH core funding **preserved in a constrained fiscal year**
- Transit Services budget: **\$51.9M (+\$1.44M / +2.8%)**
 - **Inclusive of DASH**, King Street Trolley, DOT Paratransit, VRE, and WMATA
- Supports **Collective Bargaining** and **one additional year of Line 32** expanded service
- Includes \$27.5M for **DASH fleet replacement** to maintain State of Good Repair

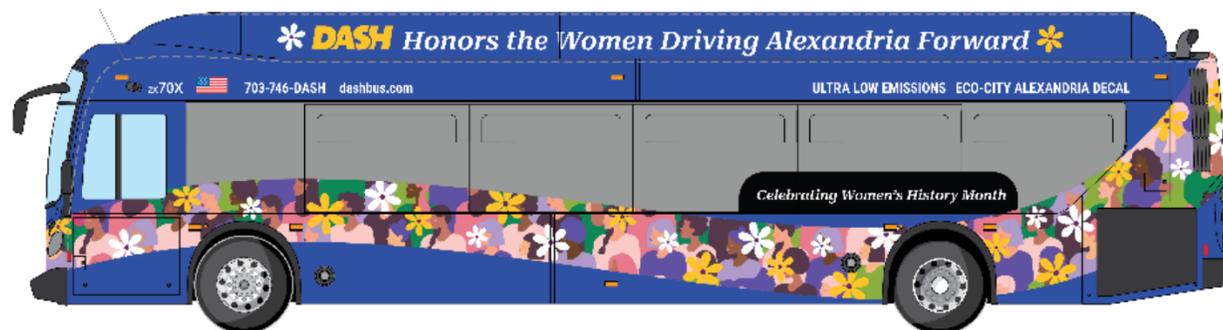


Activities & Community Engagement



DASH 42

KIDS' FIRST YEARS



Daisy Allman, DASH Operations Manager
Graduates from the CTAA Leadership Academy

DASH Roadeo Team



**Shifraw Luesged, DASH Bus Operator
Winner of the
Maria Boone Rookie Award**



DASH Celebrates our Team



DASH Celebrates our Team



**Safe and Event Free
Maintenance Team Members**



**Earl Jackson
36 Years at DASH**



**Hadgembes
Gebrehiwot**

**James
Tran**

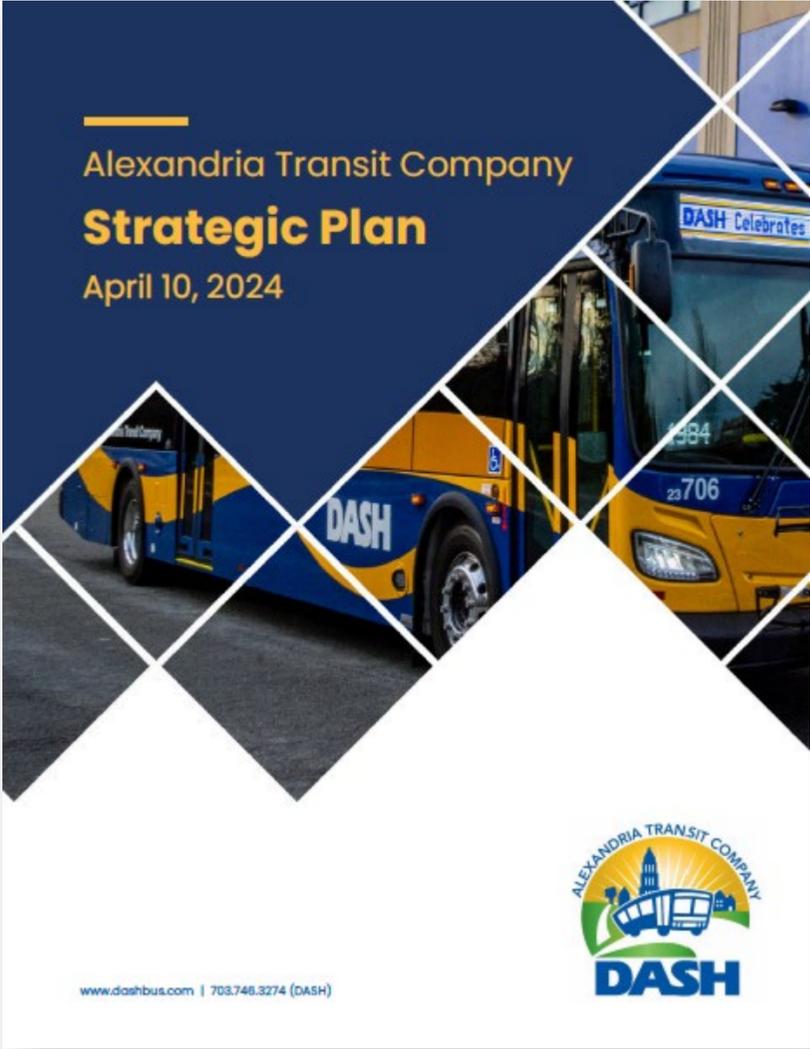
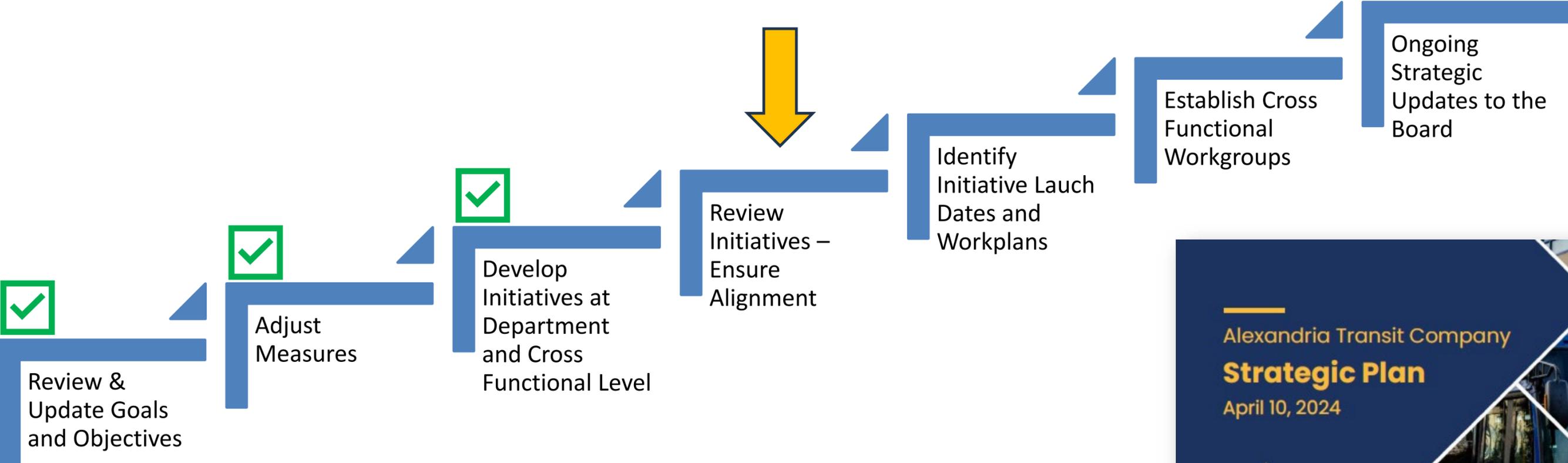
**Eric
Voigt**

DASH All-Stars 2026



**Angela Brown
DASH Difference Award
2026**

Strategic Plan 2026 Revision



Strategic Plan Updates

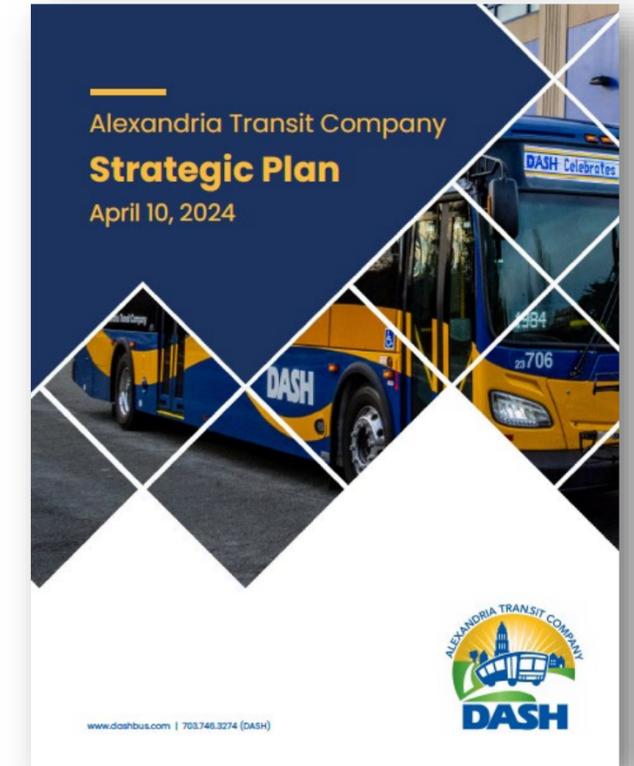


Goal 1: System Excellence

Provide a robust transportation system that meets our customers needs

Outcome measure:

Annual ridership flat or increasing.



OBJECTIVES	OBJECTIVE MEASURES
1.1 Run buses when people need them	<ul style="list-style-type: none"> • System-wide average of passengers per platform hour <i>(Baseline defined by end of 3/31/26)</i> • On time performance <i>(Target; 85%)</i>
1.2 Take people where they want to go	<ul style="list-style-type: none"> • Informed by ATV updated survey <i>(Target established by 6/30/27)</i>



Strategic Plan Updates



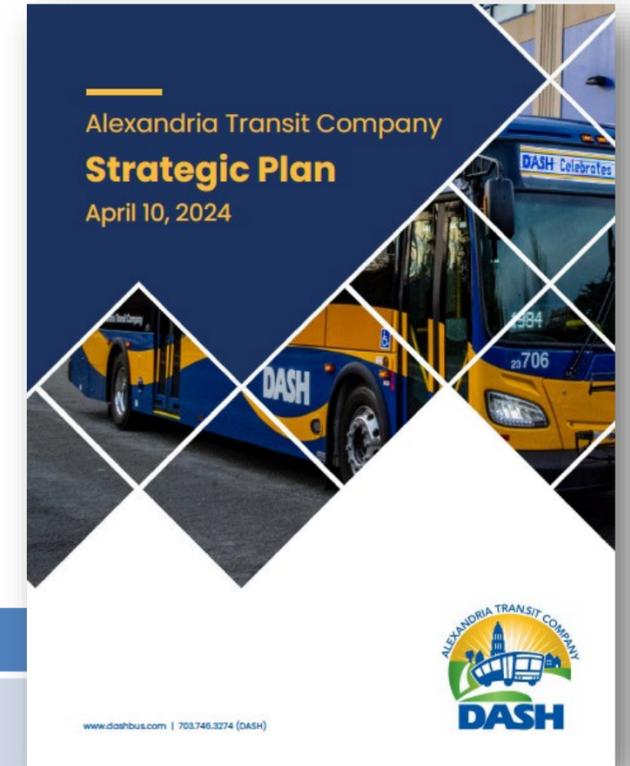
Goal 2: Customer Experience

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

Outcome measure:

“Rate your Ride” overall rating 4.0 or above.

OBJECTIVES	OBJECTIVE MEASURES
2.1 Provide a reliable service and fleet	<ul style="list-style-type: none"> On time performance (<i>Target; 85%</i>) Mean miles between failure (<i>Target: 4,000</i>)
2.2 Provide a modern, clean, comfortable fleet	<ul style="list-style-type: none"> Rate your Ride rating re: cleanliness (<i>Target: 75% satisfaction</i>)
2.3 Serve with friendly and helpful bus operators	<ul style="list-style-type: none"> Number of Valid Complaints for Operator Behavior per 100,000 passengers (<i>Target <4.0</i>)
2.4 Transport our customers safely throughout our community	<ul style="list-style-type: none"> Preventable events per 100,000 miles (<i>Target: Less than 3</i>)
2.5 Maximize accessibility to our services	<ul style="list-style-type: none"> Increase in percentage of stops that are accessible (<i>Target established by 9/30/26</i>)



Strategic Plan Updates



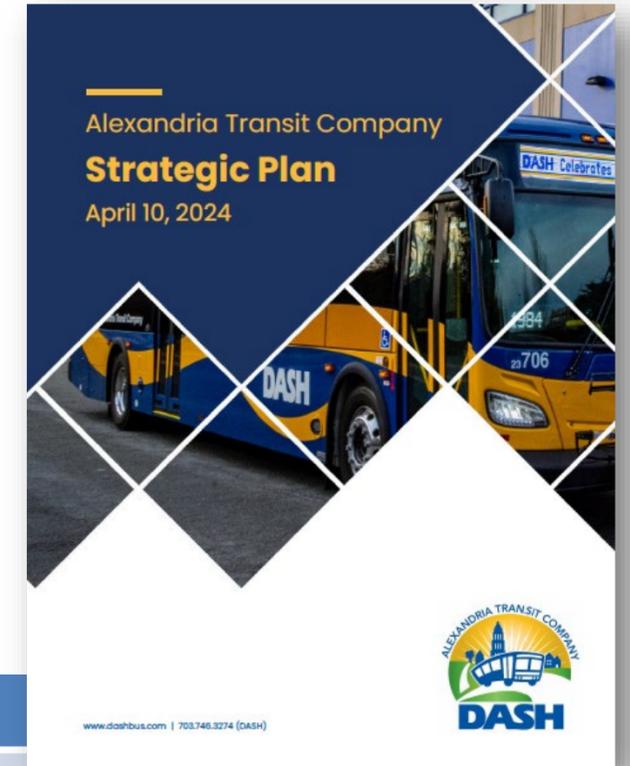
Goal 3: Environmental Stewardship

Minimize the community's carbon footprint on the environment

Outcome measure:

Tons of CO2 emissions reduced (last 12 months) *(Target established by 9/30/26)*

OBJECTIVES	OBJECTIVE MEASURES
3.1 Provide a desirable alternative to single occupancy vehicle (SOV) trips	<ul style="list-style-type: none"> Number of Choice Riders per year <i>(TBD from ATV updated survey, FY27)</i>
3.2 Minimize emissions of the DASH fleet	<ul style="list-style-type: none"> Number of revenue miles operated with zero emissions vehicles <i>(Target established by 6/30/26)</i>
3.3 Minimize the carbon footprint of DASH facilities	<ul style="list-style-type: none"> Each initiative will have its own metric and target



Strategic Plan Updates

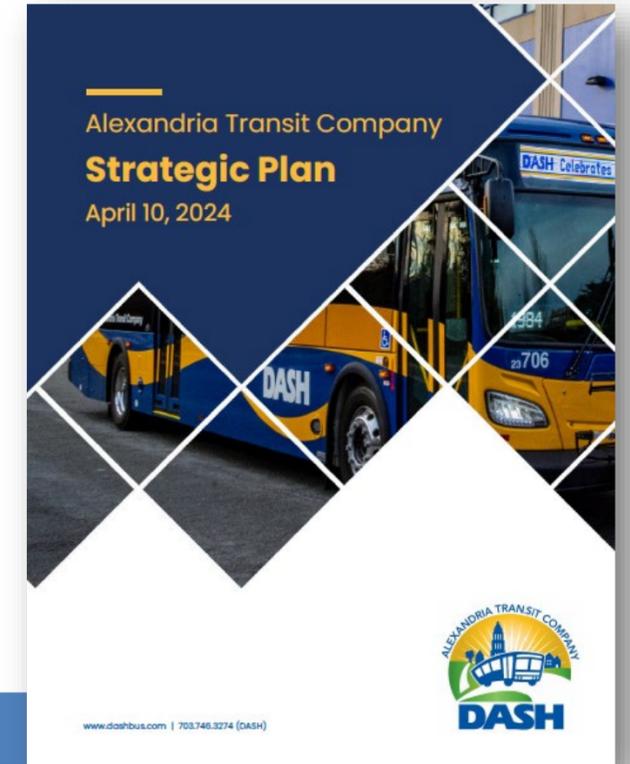


Goal 4: Workplace Excellence

Foster an environment that champions high levels of employee engagement.

Outcome measure:

Annual engagement score
(Early 2027 engagement survey target: 80%)



OBJECTIVES	OBJECTIVE MEASURES
4.1 Recruit the best people in a timely manner	<ul style="list-style-type: none"> Hiring Manager satisfaction with quality of hires <i>(Target: Baseline to be established by end of 6/30/26)</i>
4.2 Invest in and encourage employee growth and development in their careers	<ul style="list-style-type: none"> Percentage of employees who have a professional development plan <i>(Target: 100% of managers will have PDP by end of 6/30/26)</i>
4.3 Build a sense of inclusion and belonging among all employees	<ul style="list-style-type: none"> Employee Pulse Survey Questions <i>(Target: 85% Agree or Strongly Agree)</i>



Strategic Plan Updates

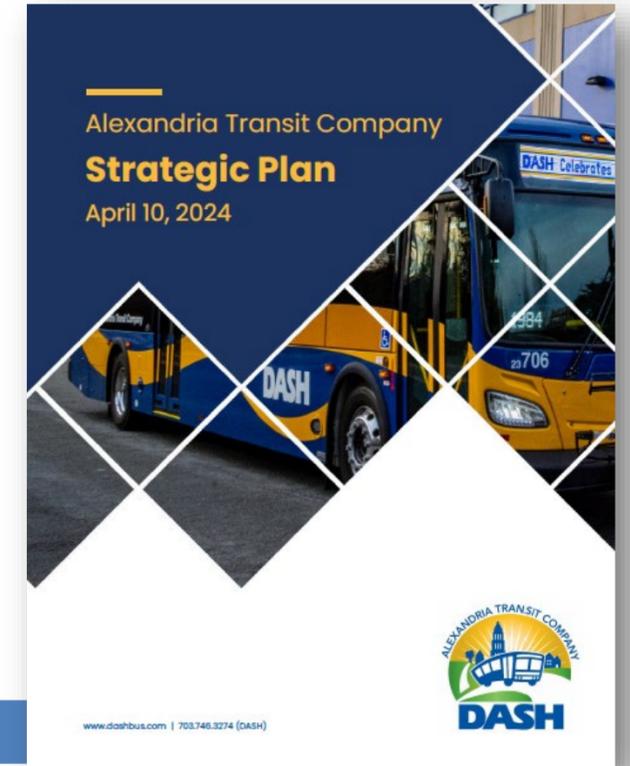


Goal 5: Fiscal Responsibility

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

Outcome measure:

Cost per rider (*Target at or below the median of the National Transit Database range*)

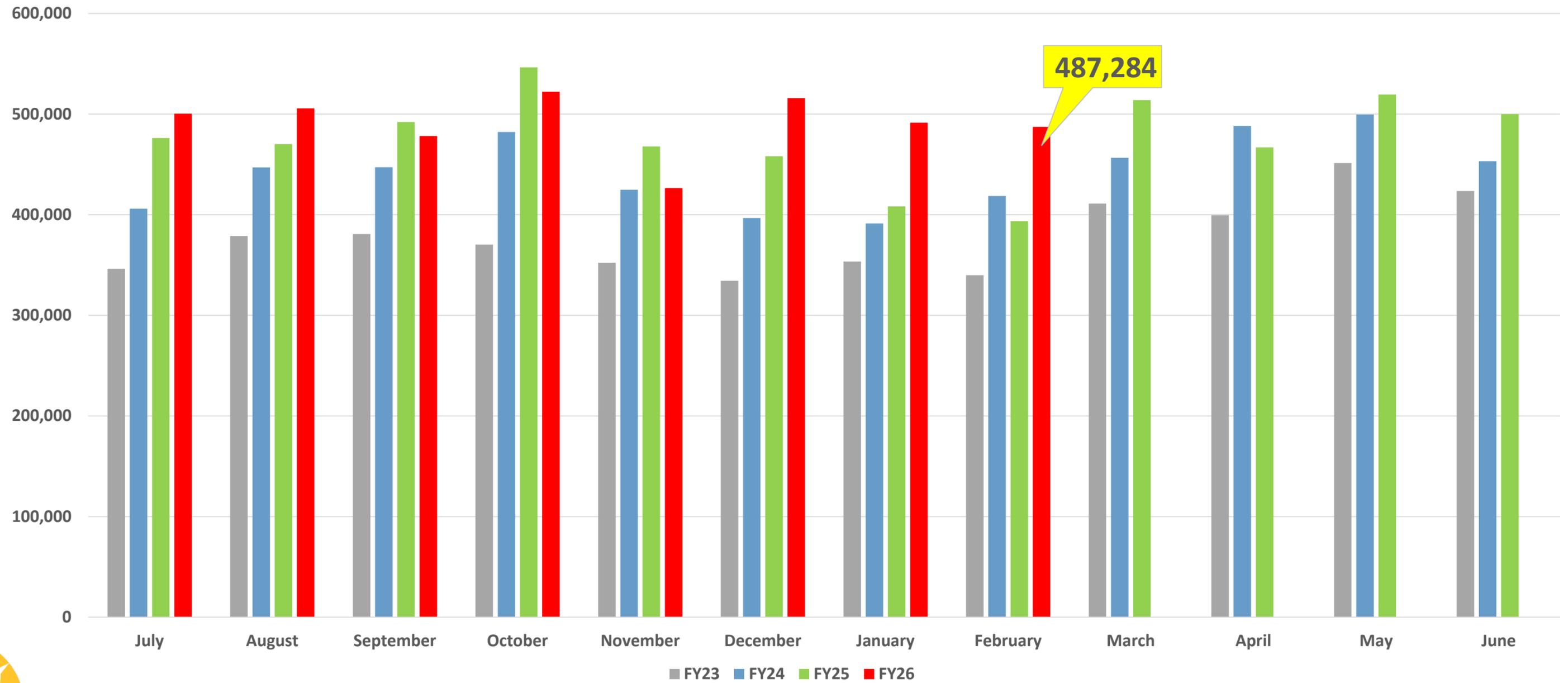


OBJECTIVES	OBJECTIVE MEASURES
5.1 Fully fund the operational functions of the organization	<ul style="list-style-type: none"> Year-end operating variance (<i>Target within +/- 2% of budget</i>)
5.2 Use allocated funding to deliver the best value in the region	<ul style="list-style-type: none"> Platform or revenue hour cost compared to other regional systems (<i>Target: Below mean</i>)
5.3 Maximize the use of our resources through coordination with our partners	<ul style="list-style-type: none"> Annual cost savings from collaborative purchases (<i>Target: Establish a baseline by end of 3/31/26</i>)



Ridership Report

DASH Monthly Ridership (FY2023 - FY2026)





Wrap Up & Consideration of Adjournment

Next Meeting: April 8, 2026

DASH Headquarters

3000 Business Center Drive, Alexandria VA 22314

DASH Board Room



Meeting Adjourned

March 11, 2026

@DASHbus_



@DASHbusva



@DASHbus

