



Alexandria Transit Company Board of Directors Meeting



January 11, 2023 @ 5:30pm
Meeting Held at City Hall, Council Workroom, 301 King St., Alexandria, VA 22314 and
Held Electronically - Livestream on ZOOM and Facebook Live

| ITEM | DESCRIPTION | PAGE # | PRESENTER |
|------|--|--------------|-------------------|
| #1 | Call to Order, Welcome, and Public Comment | N/A | Mr. Kaplan |
| #2 | Consideration of Approval Meeting Minutes a) ATC Board of Directors Meeting – December 14, 2022 | 2-5 | All |
| #3 | Board Member Announcements, Reports & Business Items a) Chair's Report b) T&ES Report c) Others | 6 | Mr. Kaplan All |
| #4 | General Manager's Reports a) Leadership Solutions (Terrie Glass) Agenda for Board Retreat | 7-8 | Mr. Baker |
| #5 | Financial Reports a) Financial Report b) Balance Sheet c) Summary Income Statement d) Budget vs. Actual | 9-12 | Mr. Ryder |
| #6 | Planning Reports a) Ridership Update b) KPI Dashboard Updates | 13-17 | Mr. Barna |
| #7 | Next Meeting Date & Adjournment The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for Wednesday, February 8, 2023 | 18 | All |

ATC Board Agenda Detail

Item #: 2a
Item Title: Meeting Minutes—December 14, 2022
Contact: Beth Reveles, Secretary to the Board
Board Action: Consideration of Approval



Alexandria Transit Company (ATC) BOARD OF DIRECTORS MEETING MINUTES December 14, 2022

A meeting of the Board of Directors of the Alexandria Transit Company was held at 5:30 pm on Wednesday, December 14, 2022, at the DASH Facility and was also available electronically. A recording of the meeting was made and is available upon request.

Board members present in person: David Kaplan, Hillary Orr, Murat Omay, Jesse O'Connell, Steve Klejst, Kendel Taylor, Brandi Collins, Matt Harris

Board members absent: Linda Bailey, Ajashu Thomas

Staff members present: Josh Baker, Martin Barna, Kaitlyn Beisel, Beth Reveles, Edward Ryder, Joseph Quansah, Swinda Carcamo, Raymond Mui, Kevin Hernandez, Jake Hicks

Other attendees: Jim Durham, Cristin Tolen

Board Meeting Agenda Item #1

#1 – Call to Order, Welcome and Public Comment

Chair David Kaplan welcomed everyone and called the meeting to order.

Chair Kaplan opened the meeting to public comment.

Jim Durham spoke as a member of the Partnership for a Healthier Alexandria volunteer group which supports public health initiatives; he thanked DASH for releasing the fare free report. One of the group's initiatives is to remove barriers for DASH ridership, so the group was glad to see the fare free program implemented. From the report, he noted the issue of overcrowding and was appreciative of DASH's mitigation measures taken, such as using larger buses and extra buses where needed.

As there were no other speakers, the Chair closed public comment.

Agenda Item #2 – Consideration of Approval of Meeting Minutes

#2a – ATC Board of Directors Meeting – November 9, 2022

Chair Kaplan called for a motion to approve the November 9 minutes and asked if there were any corrections, revisions, or amendments. A motion was made by Matt Harris and seconded by Steve Klejst to approve the minutes. There was no further discussion, and the motion carried. Brandi Collins abstained.

#2b – ATC Board of Directors Meeting – November 30, 2022

Chair Kaplan called for a motion to approve the November 30 minutes and asked if there were any corrections, revisions, or amendments. A motion was made by Steve Klejst and seconded by Jesse O'Connell to approve the minutes. There was no further discussion, and the motion carried. Matt Harris abstained.

Agenda Item #3 – Board Member Announcements, Reports & Business Items

#3a – Chair’s Report & Possible Revision to By-Laws

Chair Kaplan announced that the only item in his report was the consideration for a revision to the by-laws. He reminded the Board that the by-laws change being considered is whether or not to return to a fixed number of Board members.

Matt Harris, Jesse O’Connell, and Steve Klejst expressed their preference for a fixed number of Board members. Hillary Orr, Brandi Collins, Kendel Taylor, and Murat Omay preferred keeping the by-laws flexible in setting the number of Board members, which would be beneficial when the Board needs more representation or areas of expertise.

It was the consensus that the Board would leave the by-laws as is. The Board agreed that they would provide more direction in the scope of recruitment for future recruitment committees.

#3b – Others

Chair Kaplan asked if there were any other announcements from the Board. Hillary Orr stated that WMATA announced that the Potomac Yard Metro station was scheduled to open in May 2023. Ms. Orr also informed the Board that the Duke Street Transitway Advisory group was holding their meeting tomorrow night.

Agenda Item #4 – General Manager’s Reports

#4a – Transdev North America Acquisition of First Transit

Cristin Tolen, Region Vice President of First Transit, informed the Board that at the end of October Transdev announced that it signed an agreement to purchase First Transit. The acquisition is highly complementary in terms of the regional presence and solutions offered by both companies. Transdev and First Transit are similar in size and function in the same realms. In the last few weeks, the deal moved into the regulatory process.

#4b – Operations KPI Report

Director of Operations Kevin Hernandez presented an Operations KPI report.

Mr. Hernandez reviewed the following:

- Current staffing levels
- 2022 Historical Staffing (Budgeted vs. Actual positions)
- 2022 Attrition Timeline
- 2022 Separation Reasons
- 2022 Attrition Analysis
- Transit Industry Analysis/Comparison
- 2022 Staffing (percentage of open shifts per pay period)
- Summary and Key Take-Aways:
 - We have experienced similar staffing challenges compared to the transit industry in the past year
 - We struggle with a combination of planned absences (vacation, pre-notified absences) and same day call-outs
 - We are trending down in both vacancies and absences, experienced spikes around COVID variants and down-trends around bid (shift) picks
 - Driver fatigue is a major contributor to call-outs
 - Driver pay is lagging behind peers but has not shown to be as much of a factor in recruitment thanks in part to sign-on bonuses
 - Turnover is highest in the first three years of employment, likely attributable to undesirable work schedules and seniority-based overtime and schedule selection requirements in the CBA
 - Drivers are twice as likely to leave versus being terminated and most often state “family” reasons for their resignation
 - Overtime costs are correlated to seasonal trends in absences and likely to driver fatigue

- DASH is doing better! And we continue to see a positive trend we hope to sustain in recruitment and retention

#4c – Facilitator Options for February 1 Board Retreat

General Manager Josh Baker reviewed information for three possible facilitators, which was provided to the Board in advance of the meeting. The Board agreed to choose Terrie Glass of Leadership Solutions as the facilitator. It was agreed that Ms. Glass should provide DISC assessments and review the results with individual Board members in advance of the retreat.

Mr. Baker agreed he would work with Ms. Glass to provide the Board with a final agenda for the February retreat.

Agenda Item #5 – Financial Reports

#5a – Financial Report

Director of Finance and Administration Edward Ryder provided a review of his report which was shared with the Board in advance of the meeting.

#5b – Balance Sheet

Mr. Ryder provided a review of his report which was shared with the Board in advance of the meeting.

#5c – Summary Income Statement

Mr. Ryder provided a review of his report which was shared with the Board in advance of the meeting.

#5d – Budget vs. Actual

Mr. Ryder provided a review of his report which was shared with the Board in advance of the meeting.

Agenda Item #6 – Planning Reports

#6a – Ridership Update

Director of Planning & Marketing Martin Barna reviewed this portion of his report which was shared with the Board in advance of the meeting.

#6b – Annual Fare-Free Program Report

Mr. Barna reviewed the report which was shared with the Board in advance of the meeting.

#6c – Resolution of Support for FY24-25 I-395 Commuter Choice Applications

Mr. Barna reviewed the resolutions which were shared with the Board in advance of the meeting.

Chair Kaplan called for a motion to approve the three resolutions. A motion was made by Matt Harris and seconded by Steve Klejst. There was no further discussion, and the motion carried. Murat Omay abstained.

#6d – Resolution of Support for FY24 DRPT Grant Applications

Mr. Barna reviewed the resolutions which were shared with the Board in advance of the meeting.

Chair Kaplan called for a motion to approve the three resolutions. A motion was made by Matt Harris and seconded by Steve Klejst. There was no further discussion, and the motion carried. Murat Omay abstained.

Agenda Item #7– Next Meeting Date & Adjournment

A final motion to adjourn the meeting was made by Matt Harris and seconded by Kendell Taylor. A vote was called, and the motion was approved unanimously.

The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for January 11, 2023, at 5:30 pm at City Hall, Council Workroom and via Zoom/Facebook Live.

Minutes respectfully submitted by:
Beth Reveles
Secretary to the Board
Alexandria Transit Company

ATC Board Agenda Detail

Item #: 3b
Item Title: T&ES Report
Contact: Hillary Orr, Deputy Director, Transportation
Board Action: FYI



Duke Street in Motion

At their December meeting, the Duke Street Transitway Advisory Group gave direction to the Project Team to advance the following options for further design and analysis for near-term implementation:

- Segment 1 (Ripley to Jordan): Center and Curb Running
- Segment 2A (Jordan to Wheeler): Hybrid and Mixed Traffic
- Segment 2B (Wheeler to Roth): Bidirectional and Mixed Traffic
- Segment 3: Center and Curb Running

Center Running will still be considered in the long-term for Segment 2.

This winter, staff is conducting targeted outreach to businesses, civic associations and other groups, including those groups identified as underrepresented during Phase I and II engagement efforts, to build awareness and get more feedback on the project. This spring, the project team will present a more detailed analysis of the selected busway options to the community, and that information will ultimately inform the preferred concept for the corridor.

Metro Budget

On December 8, 2022, the GM/CEO of WMATA presented the proposed FY 2024 Budget and FY 2024-2029 Capital Improvement Program (CIP) for Board consideration.

The Title VI analysis and public hearings will occur in February/March 2023, with anticipated budget adoption in April 2023, and implementation by the start of FY2024.

Key rail service changes impacting Alexandria include Yellow Line trains every 6 min all day (An increase from 10 minutes budgeted in FY23 during peak periods and 12 minutes during off-peak, with 15-minute actual frequencies as of August 2022 due to 7000 series train issues) and Yellow Line turning around at Mt Vernon Square. No bus services changes impacting Alexandria were proposed in the December 8, 2022, budget. The budget only proposed three routes that would see changes. A full bus network redesign is anticipated to be implemented in FY25.

Another major component of this budget is a simplification of the fare structure, including:

- Consolidated peak/off-peak fares
- Max fare increase to \$6.50; Reduced base fare of \$2 to match bus fare
- Introduction of a low-income fare program administered by Metro

Bicycle Parking at Transit

The City has awarded the construction contract for the Bicycle Parking at Transit project. This project will install bicycle racks at approximately 100 locations citywide, including near bus stops, parks, schools, recreation centers, libraries, and retail. Bicycle repair stations will also be installed at select locations. Construction is expected to begin this spring.

ATC Board Agenda Detail

Item #: 4a
Item Title: Leadership Solutions (Terrie Glass) Agenda for Board Retreat
Contact: Josh Baker, General Manager
Board Action: FYI



ATC Board of Directors Retreat Agenda February 1, 2023

The Alexandria Transit Company Board of Directors (DASH) will convene on February 1, 2023 from **12:00pm – 5:00pm** for a team building and Board educational retreat. No matters of business will be discussed, the retreat is for the purposes of providing the members with tools for continued success as a Board Member. The meeting is open to the public and will take place at the DASH Administrative Offices located at 3000 Business Center Drive, Alexandria, VA 22314.

Board Member Prework – Complete the DISC communication style assessment, prior to January 25, 2023.

A link for the DISC assessment will be emailed to you by the facilitator, Terrie Glass.

| | | |
|--|------------------------------|----------------------|
| Welcome and Introductions <ul style="list-style-type: none">• Ice Breaker/Warm-Up• Years on the Board• What engages you most about serving on this Board? | Board Chair | 12:30-12:45pm |
| Ice Breaker/Warm-Up | Terrie Glass, Facilitator | 12:45pm – 12:55pm |
| Goals for the Retreat <ul style="list-style-type: none">• Building a greater understanding of Board members' communication styles• Improving effectiveness of Board dialogue and decision making• Increasing the effectiveness of the Board's work together• Facilitation best practices• Learning tools and techniques for efficient decision making, especially if there is disagreement• Establishing some "take-aways" and priorities moving forward | Terrie Glass | 12:55pm – 1:00pm |

| | | |
|---|----------------------------|-----------------|
| Understanding Communication Styles <ul style="list-style-type: none"> • Our communication style impacts key factors evident in group dialogue: <ul style="list-style-type: none"> ○ Pace – <i>How quickly you want the discussion to proceed; how patient you are with others who prefer to move more slowly or flexible you are with those who want to "plow ahead".</i> ○ Detail Focus – <i>How much detail you want to know before you agree to a direction or are willing to make a decision; how many questions you want answered and at what level.</i> ○ Tolerance for Disagreement or Controversy – <i>How comfortable you are with disagreements, intense debate, or others "losing" in a discussion; how willing you are to speak up if you disagree.</i> | Terrie Glass | 1:00pm - 1:50pm |
| BREAK | | 1:50pm - 2:00pm |
| Exploring Communication Styles: How they "Show Up" in DASH Board Meetings | Terrie Glass | 2:00pm - 2:30pm |
| Increasing Effectiveness and Efficiency in Board Discussions: Facilitation Techniques and Best Practices | Terrie Glass | 2:30pm - 3:30pm |
| Increasing Effectiveness and Efficiency in Decision Making: Tools for Consideration | Terrie Glass | 3:30pm – 4:30pm |
| Establishing Take-Aways, Priorities Moving Forward, and Wrap Up | Terrie Glass & Board Chair | 4:30pm – 5:00pm |

ATC Board Agenda Detail

Item #: 5a
Item Title: Financial Report
Contact: Edward Ryder, Director of Finance & Administration
Board Action: FYI/Discussion



Financial Results for the Month Ended November 30, 2022

November 2022 Results

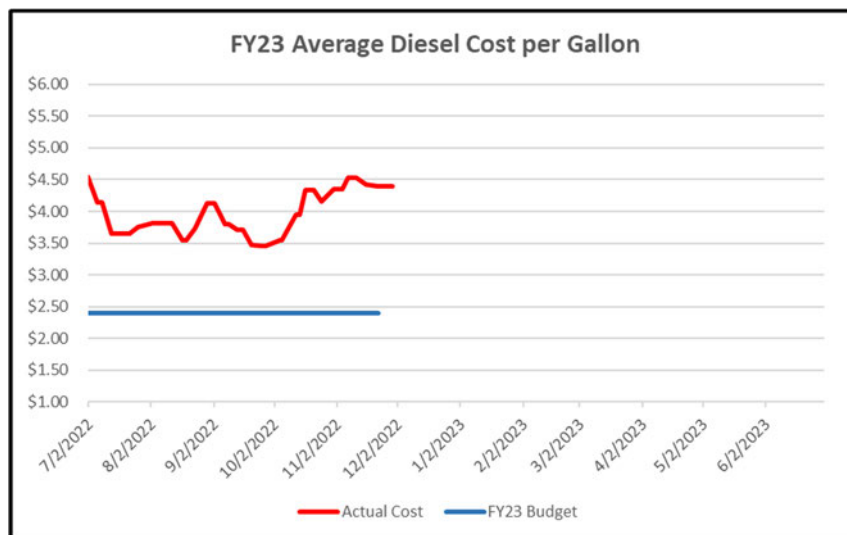
In November, ATC experienced a monthly deficit of (\$234,528) and a monthly year-to-date deficit of (\$905,088) with a projected year-end deficit of (\$901,777).

The format for monthly financial forecasting has now been revised to be more dynamic and reflect true anticipated revenue and expenses for each month. This is a departure from the previous linear format that had revenue and expenses spread evenly across each month. This new format should help staff to analyze spending and to present a more thorough analysis of year-to-date financials.

Significant budget variances and notable accounts in November include:

- Through November **Fuel & Lubricants** continued to represent the largest pressure on ATC's FY23 budget.

Fuel in November averaged \$4.43 per gallon against a budget of \$2.40 per gallon. Since November, fuel costs have decreased, now averaging \$3.46 per gallon in December. Future months are forecast at \$4.00 per gallon to hedge against continued volatility in the market. We continue to project exceeding our fuel budget by **(\$1,111,858)**.



- As with prior periods, **operations overtime** remains an ongoing challenge. Recent efforts by staff to address excessive overtime, have started showing signs of success in bringing overtime costs down. For example, operations overtime costs in November were 20% lower than October.
- Maintenance Repair Parts & Supplies** costs remain high, and we are projected to exceed the budget for these items by **(\$291,182)**. Staff continue to explore options to limit budget overruns in this category.

ATC Board Agenda Detail

Item #: 5b
Item Title: Balance Sheet
Contact: Edward Ryder, Director of Finance & Administration
Board Action: FYI/Discussion



ALEXANDRIA TRANSIT COMPANY
Balance Sheet as of November 30, 2022

ASSETS

| | |
|----------------------------------|-----------------------------|
| Cash - City of Alexandria Pooled | \$ (156,955) |
| Cash - Payroll Account | (1,657,509) |
| Due from Other Governments | 183,907 |
| Receivables | 353,552 |
| Prepaid Expenditures | 384,150 |
| Parts and Supplies Inventory | 973,992 |
| Capital Assets | 68,018,776 |
| Less: Accumulated Depreciation | (30,988,759) |
| TOTAL ASSETS | <u>\$ 37,111,154</u> |

LIABILITIES

| | |
|------------------------------|----------------------------|
| Accounts Payable | \$ 291,616 |
| Payroll Liabilities | 56,537 |
| Accrued Vacation | 1,190,371 |
| Deferred Revenue (CARES Act) | - |
| Total Liabilities | <u>\$ 1,538,524</u> |

NET POSITION

| | |
|----------------------------------|-----------------------------|
| Net Investment in Capital Assets | \$ 37,030,017 |
| Unrestricted | (1,457,387) |
| Total Net Position | <u>\$ 35,572,630</u> |

| | |
|---|-----------------------------|
| TOTAL LIABILITIES AND NET POSITION | <u>\$ 37,111,154</u> |
|---|-----------------------------|

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

ATC Board Agenda Detail**Item #:** 5c**Item Title:** Summary Income Statement**Contact:** Edward Ryder, Director of Finance & Administration**Board Action:** FYI/Discussion

ALEXANDRIA TRANSIT COMPANY
Summary Income Statement for the Month Ended November 30, 2022

| | Actual | Budget | Variance | FY2023 Projected | FY2023 Annual Budget | Variance |
|---|-------------------|-------------------|-----------------|-------------------|----------------------|------------------|
| REVENUES: | | | | | | |
| Passenger Revenue | 78,171 | - | 78,171 | 78,171 | - | 78,171 |
| Charter Revenue | 8,945 | - | 8,945 | 8,945 | - | 8,945 |
| Advertising Revenue | 4,405 | 168,200 | (163,795) | 34,405 | 336,400 | (301,995) |
| Miscellaneous Revenue | 43,437 | 25,000 | 18,437 | 74,400 | 60,000 | 14,400 |
| Total Operating Revenue | 134,958 | 193,200 | (58,242) | 195,921 | 396,400 | (200,479) |
| Virginia TRIP Program | - | - | - | 2,829,644 | 2,829,644 | |
| City Contribution - King Street Trolley | 452,085 | 452,083 | 2 | 1,085,004 | 1,085,000 | 4 |
| City Contribution - Regular Subsidy | 10,033,110 | 10,033,108 | 2 | 24,079,464 | 24,079,459 | 5 |
| Total Revenue | 10,620,153 | 10,678,391 | 4 | 28,190,033 | 28,390,503 | 9 |
| EXPENDITURES: | | | | | | |
| Operations | 6,077,748 | 6,547,459 | 469,712 | 15,840,289 | 16,159,400 | 319,111 |
| Maintenance | 3,253,315 | 2,568,927 | (684,388) | 7,419,774 | 6,242,392 | (1,177,382) |
| Administration | 2,194,178 | 2,313,432 | 119,254 | 5,641,747 | 5,791,790 | 150,043 |
| Capital Outlay | - | - | - | 190,000 | 190,000 | - |
| Total Expenditures | 11,525,241 | 11,429,819 | (95,422) | 29,091,809 | 28,383,582 | (708,228) |
| Net Surplus (Deficit) | (905,088) | (751,427) | (95,419) | (901,777) | 6,921 | (708,219) |

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ATC Board Agenda Detail

Item #: 5d

Item Title: Budget vs. Actual

Contact: Edward Ryder, Director of Finance & Administration

Board Action: FYI/Discussion



Summary Income Statement for the Month Ended November 30, 2022

With Application of I-395 Reimbursements

| Description | Nov Actuals | Nov Forecast | Variance | YTD Actuals | YTD Forecast | Variance | FY 23 Projected | FY 23 Budget | Variance |
|---|------------------|------------------|------------------|-------------------|-------------------|------------------|-------------------|-------------------|--------------------|
| REVENUE | | | | | | | | | |
| Passenger Revenue | 576 | - | 576 | 78,171 | - | 78,171 | 78,171 | - | 78,171 |
| Other Charter Revenue | - | - | - | 8,945 | - | 8,945 | 8,945 | - | 8,945 |
| Advertising Revenue | - | 84,100 | (84,100) | 4,405 | 168,200 | (163,795) | 34,405 | 336,400 | (301,995) |
| Miscellaneous Revenue | 1,000 | 5,000 | (4,000) | 43,437 | 25,000 | 18,437 | 74,400 | 60,000 | 14,400 |
| TOTAL OPERATING REVENUE | 1,576 | 89,100 | (87,524) | 134,958 | 193,200 | (58,242) | 195,921 | 396,400 | (200,479) |
| Virginia TRIP Program | - | - | - | - | - | - | 2,829,644 | 2,829,644 | - |
| City Contribution - Regular Subsidy | 2,006,622 | 2,006,622 | 0 | 10,033,110 | 10,033,108 | 2 | 24,079,464 | 24,079,459 | 5 |
| City Contribution - King Street Trolley | 90,417 | 90,417 | 0 | 452,085 | 452,083 | 2 | 1,085,004 | 1,085,000 | 4 |
| TOTAL REVENUE | 2,098,615 | 2,186,138 | (87,523) | 10,620,153 | 10,678,391 | (58,238) | 28,190,033 | 28,390,503 | (200,470) |
| OPERATING EXPENDITURES | | | | | | | | | |
| OPERATIONS | | | | | | | | | |
| Wages - O | 780,558 | 789,363 | 8,805 | 3,464,007 | 4,447,996 | 983,989 | 9,504,806 | 10,924,400 | 1,419,594 |
| Overtime - O | 190,674 | 82,837 | (107,837) | 1,121,925 | 455,604 | (666,322) | 2,651,014 | 1,118,300 | (1,532,714) |
| Fringe Benefits - O | 156,610 | 152,637 | (3,973) | 713,796 | 839,504 | 125,708 | 1,781,398 | 2,145,100 | 363,702 |
| Payroll Taxes - O | 72,839 | 67,044 | (5,795) | 348,140 | 368,744 | 20,605 | 798,740 | 905,100 | 106,360 |
| Retirement Contributions - O | 74,216 | 70,111 | (4,105) | 375,648 | 385,611 | 9,963 | 989,450 | 946,500 | (42,950) |
| Total Operations Personnel | 1,274,898 | 1,161,993 | (112,905) | 6,023,517 | 6,497,459 | 473,942 | 15,725,407 | 16,039,400 | 313,993 |
| Operating Materials and Supplies | 1,565 | 3,333 | 1,768 | 14,185 | 16,667 | 2,482 | 38,143 | 40,000 | 1,857 |
| Operator Training | 1,981 | 2,790 | 809 | 19,071 | 13,949 | (5,121) | 33,410 | 33,478 | 68 |
| Training and Travel - O | - | 3,877 | 3,877 | 20,975 | 19,384 | (1,591) | 43,329 | 46,522 | 3,193 |
| TOTAL OPERATIONS EXPENDITURES | 1,278,444 | 1,171,993 | (106,452) | 6,077,748 | 6,547,459 | 469,712 | 15,840,289 | 16,159,400 | 319,111 |
| MAINTENANCE | | | | | | | | | |
| Wages - M | 167,756 | 180,311 | 12,556 | 892,101 | 991,711 | 99,610 | 2,267,956 | 2,434,200 | 166,244 |
| Overtime - M | 7,887 | 9,126 | 1,239 | 44,531 | 50,193 | 5,661 | 114,931 | 123,200 | 8,269 |
| Fringe Benefits - M | 29,226 | 28,711 | (515) | 134,114 | 157,911 | 23,797 | 358,930 | 387,600 | 28,670 |
| Payroll Taxes - M | 13,254 | 14,311 | 1,057 | 70,568 | 78,711 | 8,143 | 180,968 | 193,200 | 12,232 |
| Retirement Contributions - M | 13,215 | 14,970 | 1,755 | 68,485 | 82,337 | 13,853 | 184,185 | 202,100 | 17,915 |
| Total Maintenance Personnel | 231,338 | 247,430 | 16,092 | 1,209,799 | 1,360,863 | 151,064 | 3,106,971 | 3,340,300 | 233,329 |
| Fuel & Lubricants | 221,449 | 123,474 | (97,975) | 1,124,433 | 617,372 | (507,061) | 2,593,549 | 1,481,692 | (1,111,858) |
| Repair Parts & Supplies | 116,742 | 66,283 | (50,458) | 592,207 | 331,417 | (260,791) | 1,086,582 | 795,400 | (291,182) |
| Maintenance Services | 22,898 | 22,917 | 19 | 126,507 | 114,583 | (11,924) | 276,475 | 275,000 | (1,475) |
| Building Maintenance | 28,459 | 26,359 | (2,100) | 199,175 | 136,359 | (62,816) | 338,548 | 330,000 | (8,548) |
| Training and Travel - M | - | 1,667 | 1,667 | 1,195 | 8,333 | 7,139 | 17,648 | 20,000 | 2,352 |
| TOTAL MAINTENANCE EXPENDITURES | 620,885 | 488,130 | (132,755) | 3,253,315 | 2,568,927 | (684,388) | 7,419,774 | 6,242,392 | (1,177,382) |
| ADMINISTRATION | | | | | | | | | |
| Wages - A | 168,241 | 172,136 | 3,896 | 852,521 | 927,906 | 75,385 | 2,243,647 | 2,397,900 | 154,253 |
| Fringe Benefits - A | 22,233 | 23,201 | 968 | 109,292 | 124,542 | 15,250 | 327,913 | 333,290 | 5,377 |
| Payroll Taxes - A | 12,416 | 13,168 | 752 | 63,267 | 70,985 | 7,718 | 180,717 | 183,600 | 2,883 |
| Retirement Contributions - A | 13,137 | 13,732 | 595 | 62,567 | 74,775 | 12,208 | 173,857 | 192,100 | 18,243 |
| Total Administrative Personnel | 216,028 | 222,237 | 6,210 | 1,087,647 | 1,198,207 | 110,561 | 2,926,134 | 3,106,890 | 180,756 |
| Insurance | 77,223 | 78,483 | 1,261 | 383,428 | 392,417 | 8,988 | 932,812 | 941,800 | 8,988 |
| Professional Services | 71,870 | 85,717 | 13,846 | 426,796 | 428,583 | 1,787 | 1,069,564 | 1,028,600 | (40,964) |
| Utilities | 28,304 | 27,083 | (1,221) | 135,342 | 135,417 | 75 | 324,925 | 325,000 | 75 |
| Telecommunications | 7,541 | 9,667 | 2,126 | 45,069 | 48,333 | 3,265 | 112,735 | 116,000 | 3,265 |
| Printing & Advertising | 23,610 | 5,883 | (17,727) | 42,988 | 29,417 | (13,571) | 84,171 | 70,600 | (13,571) |
| Training, Travel, Events | 1,282 | 4,167 | 2,884 | 21,149 | 20,833 | (316) | 47,514 | 50,000 | 2,486 |
| Office Equipment and Supplies | 3,720 | 8,758 | 5,038 | 33,578 | 43,792 | 10,214 | 94,886 | 105,100 | 10,214 |
| Employee Recognition | 3,552 | 150 | (3,402) | 12,634 | 8,600 | (4,034) | 17,492 | 14,000 | (3,492) |
| Dues and Subscriptions | 684 | 1,567 | 882 | 5,547 | 7,833 | 2,287 | 16,513 | 18,800 | 2,287 |
| Grant Local Match | - | - | - | - | - | - | 15,000 | 15,000 | - |
| TOTAL ADMIN EXPENDITURES | 433,813 | 443,712 | 9,899 | 2,194,178 | 2,313,432 | 119,254 | 5,641,747 | 5,791,790 | 150,043 |
| CAPITAL OUTLAYS (non-CIP) | | | | | | | | | |
| Computer and Office Equipment | - | - | - | - | - | - | 48,232 | 60,000 | 11,768 |
| Maintenance Equipment | - | - | - | - | - | - | - | - | - |
| Other Equipment Investments | - | - | - | - | - | - | 141,768 | 130,000 | (11,768) |
| TOTAL CAPITAL OUTLAYS (non-CIP) | - | - | - | - | - | - | 190,000 | 190,000 | - |
| TOTAL OPERATING EXPENDITURES | 2,333,143 | 2,103,835 | (229,308) | 11,525,241 | 11,429,819 | (95,422) | 29,091,809 | 28,383,582 | (708,227) |
| NET SURPLUS (DEFICIT) | (234,528) | 82,303 | (316,831) | (905,088) | (751,427) | (153,661) | (901,777) | 6,921 | (908,698) |

ATC Board Agenda Detail

Item #: 6a

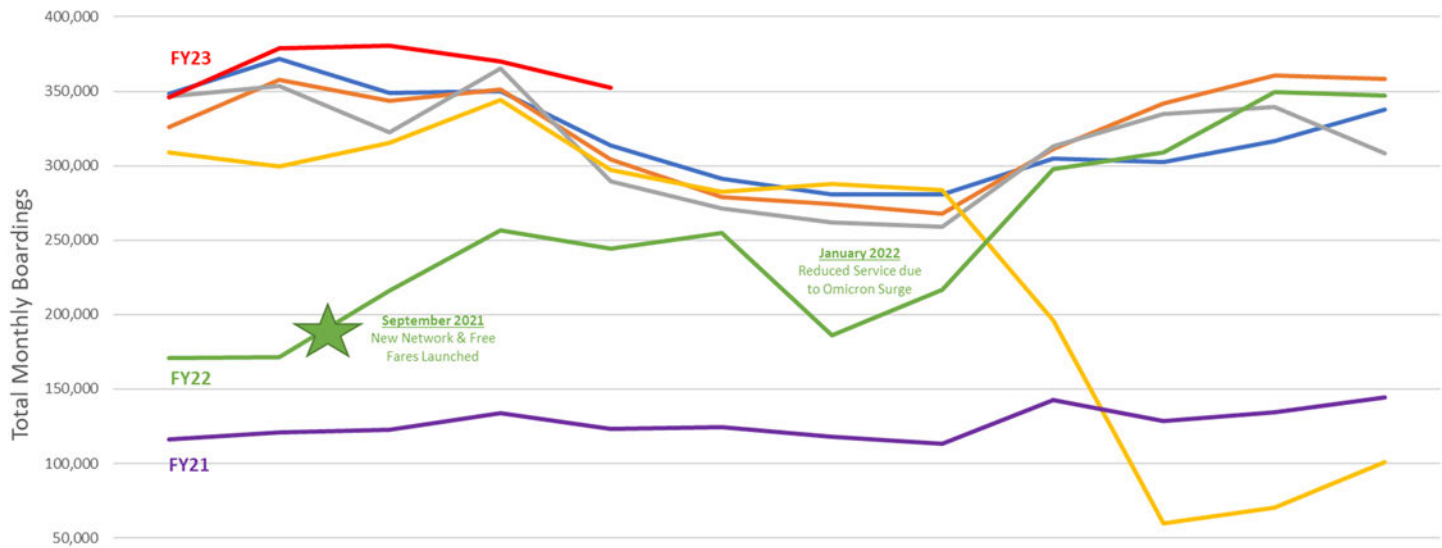
Item Title: Ridership Update

Contact: Martin Barna, Director of Planning & Marketing

Board Action: FYI



DASH Total Monthly Ridership (FY2017-FY2023)



| | July | August | September | October | November | December | January | February | March | April | May | June |
|---------|---------|---------|-----------|---------|----------|----------|---------|----------|---------|---------|---------|---------|
| FY 2017 | 348,122 | 371,835 | 348,970 | 350,114 | 313,472 | 291,037 | 280,540 | 280,794 | 304,617 | 302,589 | 316,442 | 337,667 |
| FY 2018 | 325,942 | 357,728 | 343,427 | 351,203 | 303,908 | 278,813 | 273,943 | 267,675 | 310,961 | 341,527 | 360,382 | 357,979 |
| FY 2019 | 346,394 | 353,415 | 322,539 | 365,467 | 289,396 | 271,346 | 262,046 | 258,820 | 313,090 | 334,752 | 339,569 | 308,225 |
| FY 2020 | 308,774 | 299,515 | 315,275 | 344,003 | 296,899 | 282,688 | 287,792 | 283,646 | 196,069 | 59,508 | 70,202 | 100,618 |
| FY 2021 | 116,166 | 120,935 | 122,418 | 133,975 | 123,126 | 124,552 | 117,798 | 112,978 | 142,490 | 128,752 | 134,190 | 144,558 |
| FY 2022 | 170,724 | 171,589 | 215,963 | 256,652 | 244,329 | 254,702 | 185,847 | 216,893 | 297,508 | 308,854 | 349,404 | 347,360 |
| FY 2023 | 346,170 | 378,711 | 380,709 | 370,281 | 352,206 | | | | | | | |

ATC Board Agenda Detail

Item #: 6b

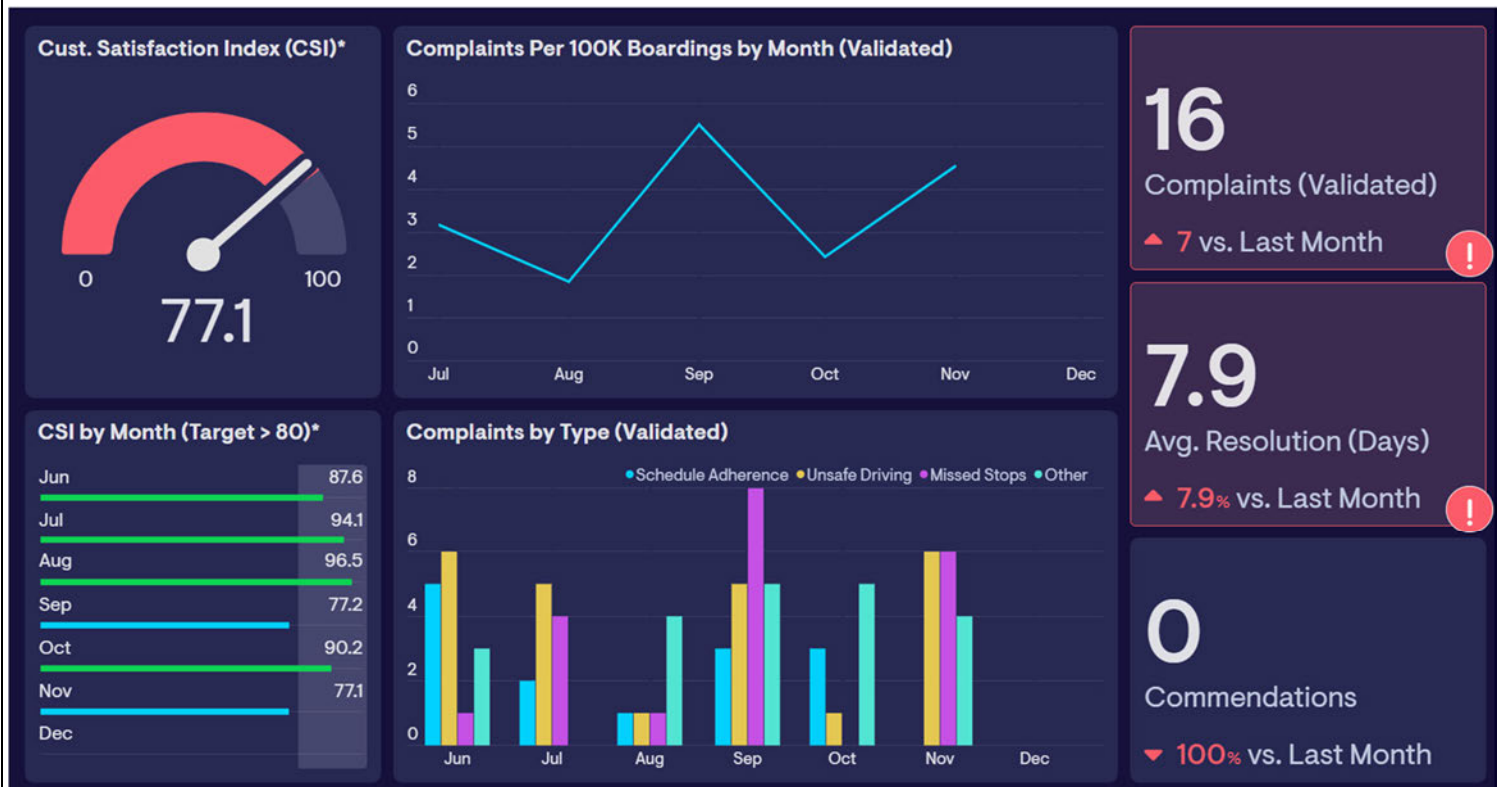
Item Title: KPI Dashboard Updates

Contact: Martin Barna, Director of Planning & Marketing

Board Action: FYI



1. CUSTOMER SERVICE – NOVEMBER 2022



Notes:

Customer Satisfaction Index (CSI). This index quantifies the number of customer calls, complaints and commendations that are received each month into a single metric that can be tracked over time. The index assigns weighted values for each complaint (negative) and commendation (positive) that are received each month; however, since commendations are relatively uncommon in the transit industry, commendations are weighted 20% more than complaints. The higher the CSI value, the higher the customer satisfaction. The typical range for CSI is 80-95, so months with a CSI below 80 would be cause for concern. Months with a CSI value of 95+ would be indicative of exceptional customer satisfaction for that month.

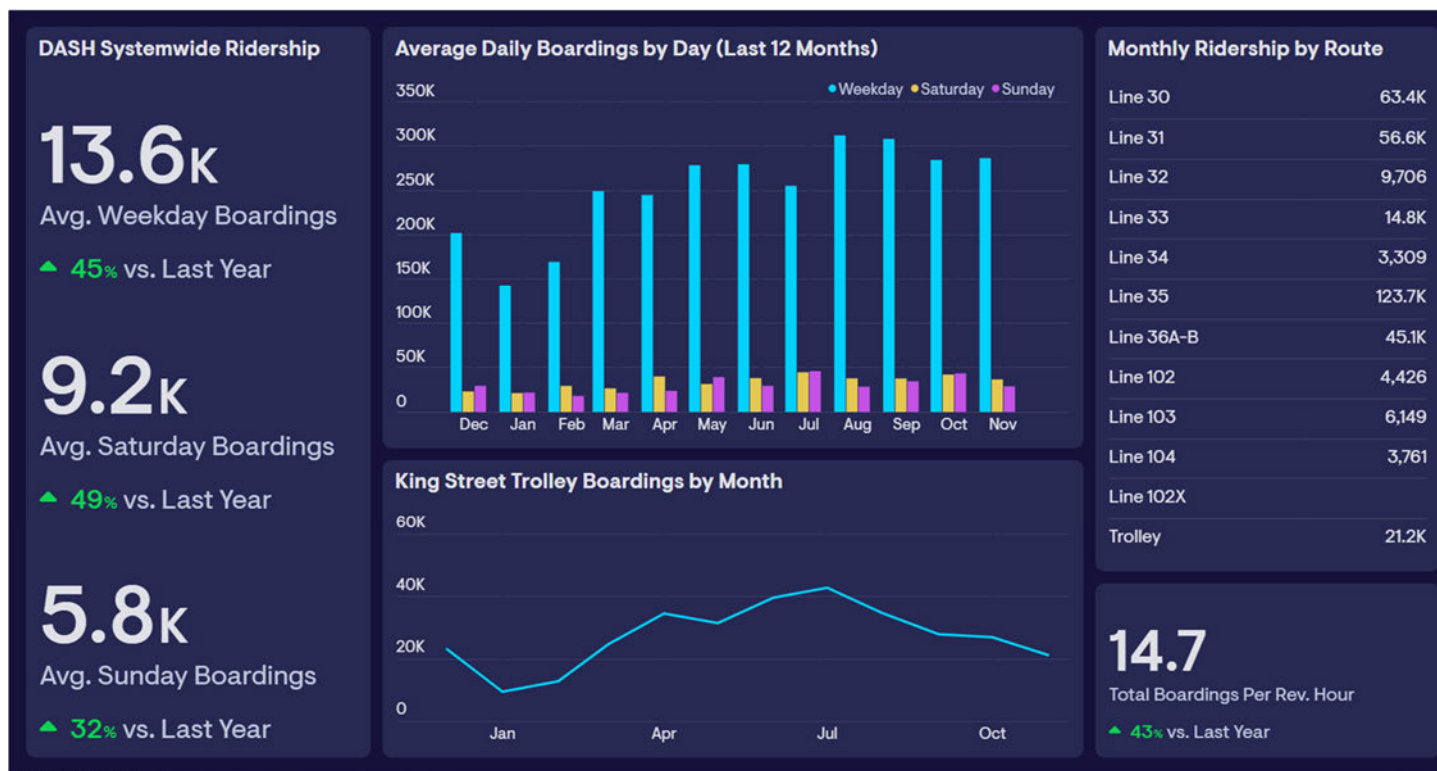
2. RELIABILITY– NOVEMBER 2022



Notes:

- (1) "On-Time Performance" tracks the percentage of scheduled departure times in which the bus departs the stop no more than 1 minute early and no more than 5 minutes late. The current DASH OTP target is 85% of all trips.
- (2) "Fleet Downtime" measures the total hours that DASH buses have spent on the "deadline" in a given month, divided by the total number of hours in that month. This is a new metric that does not currently have an industry standard.
- (3) "Available Buses" are the average number of buses that were available to be put into revenue service during weekday peak periods in each month.
- (4) "Missed Trips" are trips that are not provided due to mechanical breakdowns, driver error, or staffing shortages. "Average Distance between Failure" measures how often the buses are breaking down due to mechanical issues.

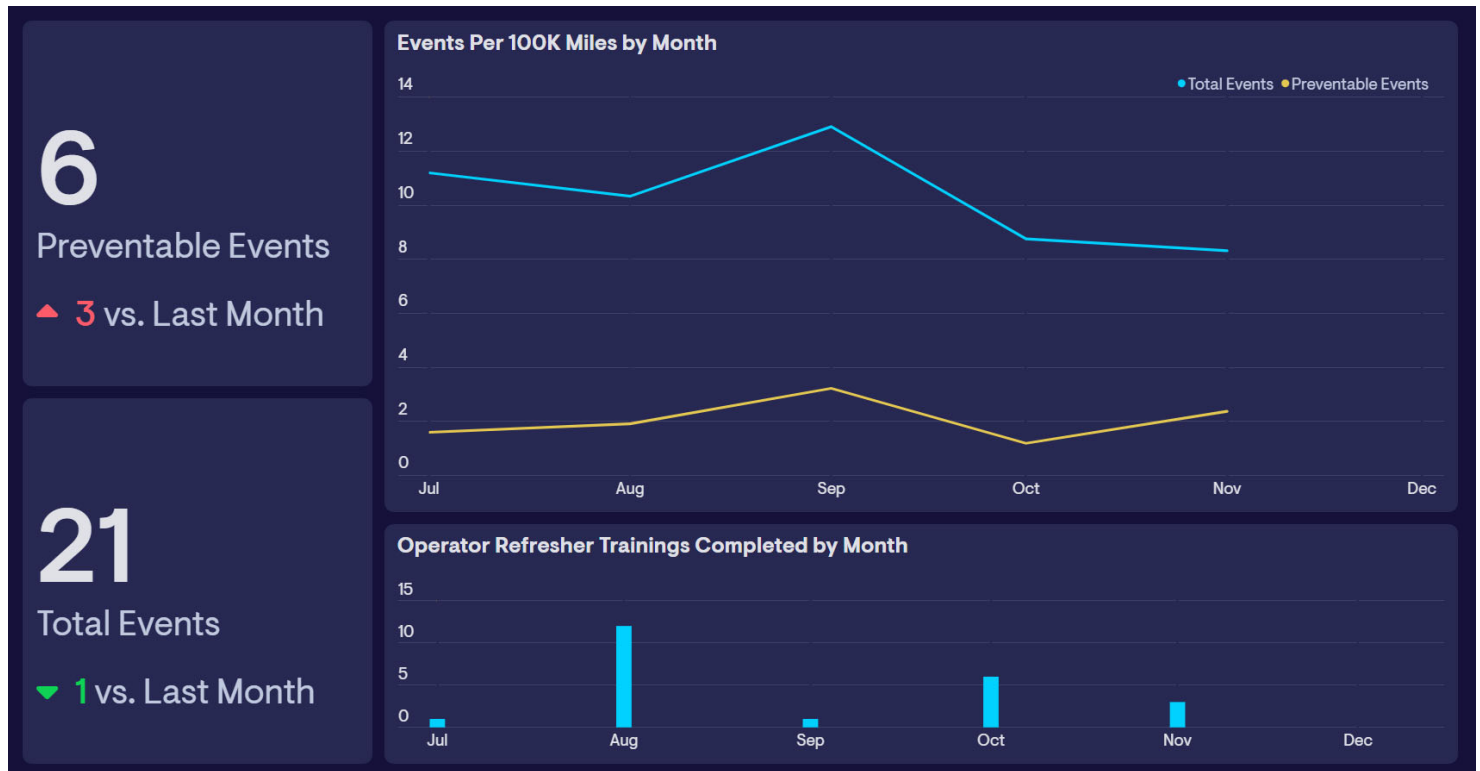
3. RIDERSHIP – NOVEMBER 2022



Notes:

- (1) "Boardings" are the number of times a passenger boards a bus. A passenger making a round-trip would count as two boardings.
- (2) "Boardings Per Revenue Hour" are calculated as the total boardings divided by total number of revenue hours of service that were provided. This metric is designed to normalize the number of boardings against the amount of service that is operated as a means of measuring service efficiency or productivity.
- (3) The contract with the Department of Defense for Line 102X (Mark Center Express) was suspended until further notice in December 2021.

4. SAFETY & SECURITY – NOVEMBER 2022



Notes:

- (1) **Events.** Events include collisions, passenger incidents, property damage, employee injuries, and other safety-related incidents.
- (2) **Preventable Events.** "Preventable" Events are any events that the DASH Safety Review Committee determines could have been prevented by operator actions. The current target is seven (7) preventable events per month or less.
- (3) **Refresher Trainings.** Staff from the DASH Safety team conduct trainings with bus operators to reinforce safety best practices to ensure that all operators are doing everything they can to stay safe. Due to recent staff changes, the number of trainings has been atypically low, but recent hires have allowed regular refresher trainings to resume.

ATC Board Agenda Detail

Item #: 7
Item Title: Next Meeting Date & Adjournment
Board Action: Discussion/Consideration of Approval



**The next regular meeting of the Alexandria Transit Company Board of Directors
is scheduled for Wednesday, February 8, 2023, at 5:30pm**

Consider Adjournment

Ian McBurney

Alexandria, Virginia

December 6, 2022

Chairperson David Kaplan
3000 Business Center Drive
Alexandria, Virginia 22314

Dear Chairperson Kaplan,

I am writing to share my thoughts on the 2030 Alexandria Transit Vision (ATV) Plan and my propositions for further solutions that will elevate and enhance the DASH transit network in the city of Alexandria.

The use of cars has dominated urban and suburban areas for quite a long time, and our city is no exception. The freedom of private and individual transportation is undeniable, but many of its drawbacks are addressed by an extensive mass transit system. Greenhouse gas (GHG) emissions can be greatly reduced if cars are replaced with buses, especially if those buses have high ridership.¹ Traffic congestion and subsequently cut-through traffic would also see great reductions, both major concerns of local residents.² In theory, increased mass transit leads to fewer cars on the streets and allows for livelier streets with fewer parking spaces necessary.³ And, arguably most importantly, public transport offers mobility for those unable to afford or access other means of transportation such as cars or bikes.⁴ I believe that DASH will be able to achieve these benefits with the implementation of the ATV Plan as well as my supplemental propositions.

Currently, many residents, myself included, see little to no benefit in using the DASH. Using a car is faster in almost all cases due to low coverage and infrequent stops in my neighborhood. The bus stops near me are nothing more than blue signs on the edges of narrow sidewalks or, in some cases practically inaccessible, raising the question of whether they are legitimate bus stops or not. This is where the ATV Plan comes into play. From my understanding of the Plan, DASH is aiming to drastically increase ridership as well as generally increase coverage of the bus network, ultimately attempting to make public transportation more accessible and attractive to commuters and residents.⁵ I think this plan is well-drawn out, and I admire the effort to increase the number of residents near "frequent service." Creating an equitable, economically sound, and ecologically-friendly bus network is a key part of making Alexandria more sustainable.

¹ Hawken, P. "Transportation" *Drawdown*. 2017.

² Lawton, Beth. *Your Biggest Concerns about Traffic and Transit in Alexandria*. Alexandria Living. Jan. 16, 2020. <<https://alexandrialivingmagazine.com/transportation-opinions/>>

³ Millard-Ball et al. "What Do Residential Lotteries Show Us About Transportation Choices?" *Urban Studies*, UCSC. Jan. 2021.

⁴ Hawken, P. "Transportation" *Drawdown*. 2017.

⁵ "Final Report," *Alexandria Transit Vision Plan*. City of Alexandria, DASH. Feb. 2022.

My first proposition for DASH is to accelerate the introduction of electric vehicles into the fleet. While buses are already a better alternative to private vehicles in terms of greenhouse gas emissions, electric buses would further lower these emissions and allow for a greener transportation network. In 2018, Transportation and Mobile Sources accounted for 34% of Alexandria's GHG emissions, second only to all Residential and Commercial energy consumption.⁶ These numbers would greatly decrease with the introduction of an all-electric bus fleet as well as increased ridership of DASH buses and subsequent decrease in car usage. Furthermore, electric buses are significantly quieter than gasoline or diesel buses, greatly reducing noise pollution.⁷ In the future, this reduced noise pollution could open up opportunities for increased coverage of the bus network as quieter neighborhoods wouldn't have to worry about loud buses and polluted air. I understand that accelerating the electrification of the DASH fleet will be expensive and by no means an easy task, but I believe that it will pave the way for Alexandria to achieve net-zero emissions.

My second proposition to better the DASH network is the introduction of a mobile app designed to plan trips via DASH Bus. From what I could find, though not without trouble, Moovit is the app that can plan trips in accordance with DASH routes and other forms of public transit, such as bikeshare or walking, but its interface is not very easy to understand. I believe that a new app should be created that combines the versatility of Moovit with the user-friendly interface of TransLoc. TransLoc is the transit app used by the University of Virginia, where I attend, and I have found it very useful for navigating the University's public transit system. It has an easy-to-follow user interface, real-time tracking of buses and bus routes, and shows the bus stops closest to the user. An app that combines the benefits of these apps would generate higher ridership since trip planning and a greater understanding of the bus routes would become more readily accessible to a broader audience. Another key element in creating a brand-new app is that it would be easily searchable on the App Store or Google Play Store, with the app's name directly relating to DASH. A potential new rider may know of the DASH buses but not know where any of the routes go or how to best utilize the system. With said new app in place, a quick search for "DASH Bus" would yield the result of an app that gives them access to all the information they need. Maximizing the amount of people who have access to and understanding of the bus system is essential for growing its economy, reaping ecological benefits, and furthering equity among residents of varying socioeconomic classes.

I understand that these actions may impose a burden on the already large scope of the ATV Plan, but I urge you to take them into consideration. I believe that my propositions, if properly implemented, will help prove that Alexandria is capable of sustainability in the transportation sector.

Sincerely,
Ian McBurney



⁶ *Community-Wide Greenhouse Gas Inventory Summary*. City of Alexandria, 2018.

⁷ Felix Laib, Andreas Braun, Wolfgang Rid, *Modelling noise reductions using electric buses in urban traffic. A case study from Stuttgart, Germany*. Transportation Research Procedia, Volume 37, 2019, Pages 377-384