



# Alexandria Transit Company Board of Directors Meeting



**September 13, 2023 @ 5:30pm**  
**Meeting Held at Del Pepper Community Resource Center:**  
**4850 Mark Center Dr. Room 1301, Alexandria, VA 22311 and**  
**Electronically - Livestream on ZOOM and Facebook Live**

ITEM	DESCRIPTION	PAGE #	PRESENTER
#1	Call to Order & Welcome	N/A	Mr. Kaplan
#2	DASH Line 34 and the Alexandria Adult Day Services Center at Lee Center	N/A	Mr. Darrell Wesley
#3	Public Comment Period	N/A	All
#4	FOIA and Open Meeting Rules Training	N/A	Mr. Lonnie Rich
#5	Consideration of Approval Meeting Minutes a) ATC Board of Directors Meeting – June 14, 2023	2-5	All
#6	Board Member Announcements, Reports & Business Items a) Chair's Report b) T&ES Report c) Letter of Support for Arlington NVTA Application ( <i>Action Item</i> ) d) ATC Support for the City of Alexandria's 2023 U.S. DOT's Pilot Program for Transit Oriented Development Planning Grant Program Application ( <i>Action Item</i> ) e) Others	6-9	Mr. Kaplan Ms. Orr Ms. Orr Ms. Orr  All
#7	General Manager's Report a) Manager Updates (Maintenance Election Results, Proterra Bankruptcy Update, DRPT Compliance Review, Summer Updates, Departmental Accomplishments)	10-14	Mr. Baker
#8	Financial Reports a) Financial Report	15	Mr. Ryder
#9	Planning Reports a) KPI Reports and Planning & Marketing Updates	16-17	Mr. Barna
#10	Next Meeting Date & Adjournment The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for Wednesday, October 11, 2023	18	All

## **ATC Board Agenda Detail**

**Item #:** 5  
**Item Title:** Meeting Minutes—June 14, 2023  
**Contact:** Beth Reveles, Secretary to the Board  
**Board Action:** Consideration of Approval



### **Alexandria Transit Company (ATC) BOARD OF DIRECTORS MEETING MINUTES June 14, 2023**

A meeting of the Board of Directors of the Alexandria Transit Company was held at 5:30 pm on Wednesday, June 14, 2023, 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, Matt Harris, Hillary Orr, Ajashu Thomas, Murat Omay, Brandi Collins, Kendel Taylor, Jesse O'Connell

Board members participating electronically: Steve Klejst due to business travel in Minneapolis, Minnesota.

Board member absent: Linda Bailey

Staff members present: Josh Baker, Raymond Mui, Beth Reveles, Edward Ryder, Stephanie Salzone, Swinda Carcamo, Kato Carter, Ryan Visci

Other attendees: Jim Murphy, Paul Friedman, Al Himes

Chair David Kaplan welcomed everyone and called the meeting to order at 5:32 pm. A quorum was reached at that time. Kendel Taylor arrived at 5:37 pm, and Brandi Collins arrived at 5:43 pm.

#### **Agenda Item #1 – WMATA Better Bus Network**

Al Himes, WMATA Director for Office of Bus Service Planning & Scheduling, presented the Better Bus Network. Information regarding this project was provided to the Board in advance of the meeting.

#### **Agenda Item #2 – Public Comment Period**

Jim Murphy spoke on behalf of the North Pitt Street Ad Hoc Planning group. Mr. Murphy reminded the Board that he spoke during the May 10 Board meeting expressing concerns regarding how the effectiveness of Line 34 would be evaluated. His group is interested in the number of boardings and alightings at the following bus stops: North Pitt Street and Pendleton, North Fairfax and Pendleton, and Montgomery and North Pitt Street.

Bob Gronenberg addressed Al Himes regarding the Better Bus Network redesign stating that it appeared there will be fewer WMATA buses serving the Shirlington Transit Center, which has been a hub for many years. He expressed concern that the 10A, 23A, B, and T would no longer be serving the Transit Center thus losing connections with DASH and ART service. Mr. Himes responded that his team may relook at that, but he pointed out that Mr. Gronenberg should consider the frequency of the routes that are continuing to travel through the Transit Center. Mr. Himes feels that there will continue to be a number of good connections through Shirlington. The network redesign's focus is to have routes running frequently rather than having many routes that run infrequently traveling to various locations. The goal is to consolidate into patterns where there are a smaller number of routes but have them run more frequently. He pointed out that DASH Line 36 A/B service will continue, along with some ART service, which do not appear on the network redesign visionary map.

Chair Kaplan closed public comment as there were no further speakers.

### **Agenda Item #3 – Consideration of Approval of Meeting Minutes**

#### **#3a – ATC Board of Directors Meeting – May 10, 2023**

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

### **Agenda Item #4 – Board Member Announcements, Reports & Business Items**

#### **#4a – Chair's Report**

Chair Kaplan displayed a pennant which was handed out at the Potomac Yard Metro Station grand opening event which he attended. He stated it was a great event and well attended. The event showcased the importance of transit.

Mr. Kaplan pointed out that Line 34 runs on the transitway along Richmond Highway, which may not be well known. He feels this fact should be publicized.

Mr. Kaplan mentioned that there is the Alexandria Adult Day Services Center, which helps those with dementia, located at Lee Center. Line 34 stops at Lee Center and some of the Adult Day Services participants have taken trips around the City. Darrell Wesley spoke to the Commission on Aging recently and mentioned how meaningful this was to the participants to see various locations around the City and to interact with others on the bus. Mr. Kaplan is going to ask Mr. Wesley to join the September Board meeting to discuss what the experience has been for those adults that have ridden on Line 34.

#### **#4b – T&ES Report**

Transportation Deputy Director Hillary Orr provided a review of her written report which was shared with the Board in advance of the meeting.

#### **#4c – NVTA Grant Letter of Endorsement (Action Item)**

Chair Kaplan called for a motion to approve the letter. Jesse O'Connell moved to approve the letter, and Matt Harris seconded the motion. There was no further discussion, and the motion carried unanimously.

#### **#4b – Duke Street In Motion Letter of Endorsement (Action Item)**

Chair Kaplan called for a motion to approve the letter and asked for an endorsement to testify on behalf of the Board at the City Council hearing on June 27. Matt Harris moved to approve the letter and have the Chair testify at the City Council meeting, and Ajashu Thomas seconded the motion. There was no further discussion, and the motion carried unanimously.

#### **#4e – ATC Strategic Planning Committee Proposed Goals and Objectives**

Steve Klejst and Murat Omay reviewed the proposed goals and objectives which were shared with the Board in advance of the meeting.

Mr. Klejst asked the Board to provide any suggestions/feedback to him during the summer break. He hopes to have a document available for consideration at the September Board meeting.

Brandi Collins mentioned that the strategic plan seems to be focused primarily on the organization of DASH and does not include any recommendations or strategies for the Board itself. She feels the Board should have priorities that are updated every year, similar to what City Council does.

Matt Harris stated that he felt Staff should list their goals and present those goals to the Board for their input/approval. He feels DASH is run very well and not broken.

General Manager Josh Baker stated it may be best to start by focusing on just the objective statements for the time being. Once the objective statements are developed, he would work with Staff to process those and understand the metrics that play into them.

Mr. Klejst stated that if the Board would prefer to develop Strategic Priorities rather than a Strategic Plan, the work that he and Mr. Omay have done can be realigned to fit that paradigm.

#### **#4f – Others**

The Chair asked if there were any other announcements from the Board. Hearing none, he moved on to the General Manager's report.

### **Agenda Item #5 – General Manager's Reports**

#### **#5a – Red Flag Law Awareness Campaign**

Paul Friedman, Founder & Executive Director of Safer Country, provided a review of this campaign. Information on the campaign was shared with the Board in advance of the meeting.

### **Agenda Item #6 – Financial Reports**

#### **#6a – Financial Report**

#### **#6b – Balance Sheet**

#### **#6c – Summary Income Statement**

#### **#6d – Budget vs. Actual**

#### **#6e – Budget Forecast**

The financial reports were shared with the Board in advance of the meeting.

### **Agenda Item #7 – Planning Reports**

#### **#7a –Detailed Ridership Update**

General Manager Josh Baker briefly reviewed this portion of his report which was shared with the Board in advance of the meeting.

### **Agenda Item #8– Executive Session**

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.

A motion was offered by Matt Harris and seconded by Ajashu Thomas to enter Executive Session pursuant to Section 2.2-3711 (A1) of the Code of Virginia. A vote was called, and the motion was approved unanimously.

At the conclusion of the Executive Session, a motion was offered by Matt Harris and seconded by Hillary Orr to reconvene the public meeting. A vote was called, and the motion was approved unanimously.

A motion was offered by Matt Harris and seconded by Hillary Orr to certify what was discussed during the Executive Session was pursuant to Section 2.2-3711 (A1) of the Code of Virginia. A vote was called, and the motion

was approved unanimously.

A motion was offered by Matt Harris and seconded by Hillary Orr to approve the recommendations and decisions discussed during the Executive Session. A vote was called, and the motion was approved unanimously.

**Agenda Item #9—Next Meeting Date & Adjournment**

A final motion to adjourn the meeting was made by Matt Harris and seconded by Hillary Orr. 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 September 13, 2023, at 5:30 pm at the Del Pepper Community Center and via Zoom/Facebook Live.

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

## **ATC Board Agenda Detail**

**Item #:** 6b  
**Item Title:** T&ES Report  
**Contact:** Hillary Orr, Deputy Director, Transportation  
**Board Action:** FYI

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### **New T&ES Director**

Adriana Castañeda has been appointed to lead the City's Department of Transportation and Environmental Services (T&ES). Adriana joins the organization from the City of Tracy, California, where she oversaw housing, transit, airport, and economic development services as the Director of Mobility and Housing. Previously Castañeda served the City of Dallas, Texas, as its Director of Bond, and Construction Management, where she oversaw the capital infrastructure activities of nearly 200 staff and a \$23 million operating budget.

As Director of T&ES, Adriana will be responsible for transportation systems and infrastructure, emergency weather planning, and refuse collections for the city. She was selected following a months-long national recruitment search where more than 60 industry experts applied to lead the department. Adriana holds a Bachelor of Arts in Criminology, Law, and Society from the University of California, Irvine and a Master of Public Administration from San Diego State University.

### **WMATA Blue Orange Silver Study**

Metro launched the Blue/Orange/Silver Capacity & Reliability Study (BOS Study) in early 2019 to identify the best and most cost-effective solutions to better serve the needs of their customers and the region. WMATA identified long-standing issues and opportunities on the Blue, Orange, and Silver lines including capacity, reliability, equity, and long-term sustainability. To address these needs, the Blue/Orange/Silver Corridor Capacity & Reliability Study sought to identify alternatives to address the issues. The study concludes when Metro's Board of Directors selects a locally-preferred alternative (LPA).

After more than two years of study, intensive data analysis, and a lot of feedback from community partners and the public, WMATA identified six potential alternatives:

- Alternative 1: No-Build
- Alternative 2: Rail Optimization & Bus Service (Lower Capital Cost) Alternative
- Alternative 3: Blue Line to Greenbelt
- Alternative 4: Blue Line to National Harbor
- Alternative 5: Silver Line Express in VA
- Alternative 6: Silver Line to New Carrollton

Based on the criteria developed around the project's goals and objectives, Alternative 4 scored the highest. This project would connect Huntington Station to National Harbor via the Wilson Bridge and connect the Blue Line north to Capitol South via several new stations and a connection at Navy Yard.

Metro's selection of a preferred alternative is the first step of a 10- to 20-year process. There will be no commitment to build until there is a funding agreement.

**Metro is collecting feedback to inform the board's selection of a preferred alternative through September 30, 2023. The online survey is available at:**

**<https://wmata.questionpro.com/a/TakeSurvey?tt=DkQF6cSMJGQ%3D>.**

**More information about the project and the potential alternatives are available at:**

**<https://www.wmata.com/initiatives/plans/BOS-Capacity-Reliability-Study/>.**

### **King Street & Commonwealth Avenue Streetscape & Rail Projects**

The City of Alexandria's Departments of Transportation & Environmental Services and Department of Project Implementation, in partnership with Virginia Rail Express (VRE), the Virginia Passenger Rail Authority (VPRA), and AlexRenew are hosting a Community Open House on Wednesday, October 4 at the Alexandria Union Station (110 Callahan Drive) from 5 - 7 p.m. to share information on upcoming infrastructure projects occurring within the vicinity of the Alexandria Station. From 5 – 7 p.m., attendees can visit individual project boards to learn more about each project which will be staffed by project representatives. A brief presentation at 6 p.m. will introduce the various project teams, highlight the projects, and identify ways the community can stay in touch and learn more.

### **Duke Street Transitway**

On June 27th, City Council approved the concept design for the Duke Street Transitway as [proposed](#) by the Duke Street Advisory Group. The City will continue to work with residents on design elements of the project, specifically some of the service roads and intersections in Segments 2B and 3, in the next few months. View the Council [docket](#), [meeting video](#), and [presentation](#).

Staff aim to provide an update to Council before the end of the year on the design around service roads and plans for an engagement process through the design phase, which will begin in 2024 once a contractor is brought on board.

### **West End Transitway**

The City is getting ready to begin the development of an operations plan for the [West End Transitway](#) to confirm peak and off-peak service levels, whether any neighboring routes should be adjusted, and provide data to inform the City's decision on who should operate the service. This effort will include coordination with DASH, WMATA and Arlington.

### **[King-Bradlee Corridor Project](#)**

T&ES is beginning a community outreach process to seek community feedback on mobility, safety, access, and stormwater issues along King Street between N. Quaker Lane and Menokin Drive. The purpose of this project is to evaluate existing safety issues and develop concept designs for future improvements. Project goals are to:

- improve the mobility, safety and access for all roadway users of all ages, abilities and modes of travel;
- to install safer pedestrian access and bicycle facilities which connect into the surrounding network;
- improve existing stormwater and treatment in the corridor to reduce instances of standing water; and
- maintain or enhance existing transit facilities.

T&ES staff has coordinated with DASH staff, including coordination meetings and participation in a shared site walk to assess existing site conditions. T&ES staff has begun limited outreach to surrounding community associations and stakeholders to share information on the upcoming community engagement period, which will start September 20<sup>th</sup> and conclude on October 20<sup>th</sup>. Design teams will be hired in winter 2023 with initial concept designs sought by Spring 2024 and additional community engagement to occur throughout.

## ATC Board Agenda Detail

**Item #:** 6c  
**Item Title:** Letter of Support for Arlington NVTA Application  
**Contact:** Hillary Orr, Deputy Director, Transportation  
**Board Action:** Consideration of Approval



## ALEXANDRIA TRANSIT COMPANY

September 13, 2023

RE: Endorsement of Arlington County Grant Application to Northern Virginia Transportation Authority (NVTA) for Regional Transportation Funding (70% Funds) for FY2028-FY2029

Dear Mayor Wilson, Vice Mayor Jackson, and members of City Council:

At its September 13 meeting, the Board of Directors of the Alexandria Transit Company (ATC) voted to endorse Arlington County's grant application to the NVTA for regional transportation funding for FY2028-FY2029. Arlington County's grant application is for \$11,600,000 for the Shirlington Bus Station Expansion.

The Shirlington Bus Station located at 2975 S. Quincy St. is Arlington County's only enclosed public bus station and the principal transfer point for DASH, ART, and Metrobus service in South Arlington. The station houses a Commuter Store and includes an indoor waiting area with customer seating, a partially covered outdoor plaza, and covered parking for bicycles and other shared mobility devices such as for-hire electric scooters. There are currently seven bus bays located at the station. The scope of Arlington County's NVTA application is the relocation of three existing bus bays, four new bus bays (platforms, shelters, and amenities), and upgrades to the existing bus station and site.

Shirlington Bus Station is currently served by DASH Line 36A/B. ATC and the City plan to add more service to the Shirlington Bus Station following the implementation of the West End Transitway Bus Rapid Transit (BRT) project between the Van Dorn Street Metrorail Station and the Pentagon. The West End Transitway is currently in design and has \$96 million in allocated State and NVTA funding.

The ATC Board appreciates the opportunity to review City staff recommendations for this important grant program, and to support Arlington's application to expand this key regional transit facility. The Shirlington Bus Station Expansion is consistent with the Alexandria Transit Vision Plan and NVTA's TransAction plan and will help increase regional transit capacity and improve regional transit operations.

If you have any questions, please feel free to contact me.

Sincerely,

David Kaplan  
Chair, Alexandria Transit Company Board of Directors

cc: Jim Parajon, City Manager  
Emily Baker, Deputy City Manager  
Terrance Moorer, Interim Director, T&ES  
Hillary Orr, Deputy Director, T&ES  
Christopher Ziemann, Division Chief, Transportation Planning, T&ES  
Richard Roisman, Regional Transportation Planning Program Coordinator, Arlington County DOT





**ATC Board Agenda Detail****Item #:** 6d**Item Title:** ATC Support for the City of Alexandria's 2023 U.S. DOT's Pilot Program for Transit-Oriented Development Planning Grant Program Application**Contact:** Hillary Orr, Deputy Director, Transportation**Board Action:** Consideration of Approval***DRAFT***

The Honorable Pete Buttigieg, Secretary of Transportation  
U.S. Department of Transportation (Federal Transit Administration)  
1200 New Jersey Ave SE  
Washington, DC 20590-0001

Dear Secretary Buttigieg,

On behalf of the Alexandria Transit Company (DASH) Board of Directors, I am writing to share the DASH's support for the City of Alexandria's 2023 U.S. Department of Transportation's Pilot Program for Transit Oriented Development (TOD) Planning Grant Program application. The proposed application will advance transit-oriented development planning in the Duke Street Corridor of Alexandria.

The City is a leader in advancing and expanding equitable transportation access and providing new methods for guideway and transit project corridors. This opportunity, created by President Biden's Bipartisan Infrastructure Law, is intended to strategically provide funding to communities to integrate land use and transportation planning for this criterion. In June 2023, the City Council approved the concept design for the Duke Street Transitway. That same month, the City approved the FY 2024-2025 Long-Range Planning Work Program, identifying the Duke Street Corridor Plan as the next Comprehensive Plan the City will undertake, scheduled to begin in mid-2024. This planning effort represents an opportunity to promote equity and sustainability through the creation and retention of affordable housing and mixed-use development in close proximity to transit, and increased street and bicycle network connections.

The proposed planning effort will comprehensively analyze and update land use for the areas adjacent to the planned Duke Street bus rapid transit (BRT) corridor to reflect current City policy and priorities related to housing affordability, equity, sustainability, and mobility while leveraging transit-oriented development principles, such as walkability, variety of uses, and transit-supportive density, among others. The planning effort will continue to integrate recommendations from the recently completed transit planning process for the corridor.

DASH is committed to continuing our support for the City of Alexandria and this transit-oriented development planning project. We support the proposed Duke Street planning process, as it supports the vision and objectives of DASH to provide public transportation service, promote smart growth, and facilitate a car-free lifestyle in our community. In addition, this grant will leverage resources already committed by the Northern Virginia Transportation Authority (NVTA) for the design and implementation of BRT in this corridor, expanding transit access locally and regionally.

Thank you for your full and fair consideration of the City of Alexandria's grant application. Should you have any questions, please contact me.

## **ATC Board Agenda Detail**

**Item #:** 7a  
**Item Title:** Manager Updates  
**Contact:** Josh Baker, General Manager  
**Board Action:** FYI

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### **Maintenance Union Election**

On August 1, 2023 the Amalgamated Transit Union Local 689 filed a petition for election to represent All full-time and regular part-time mechanics, parts clerks, service workers, and cleaners, excluding all office clerical employees, managers, guards, professional employees, and supervisors as defined in the National Labor Relations Act ("NLRA"), 29 U.S.C. §§151-169.

DASH maintains a neutral position and respects the rights of workers to choose to be a part of a Union or not. Thusly, we worked quickly in accordance with the process to agree to the stipulations of the election. An election was scheduled for Friday, September 8, 2023 and the members of the department voted in favor of joining ATU 689 with a 15 yes to 6 no ballot.

Staff will now work with ATU to determine next steps in establishing a new Collective Bargaining Agreement for the Maintenance Department.

### **Proterra Bankruptcy Update**

Bus Manufacturer Proterra recently filed for Chapter 11 Bankruptcy. DASH currently owns and operates seven (7) buses and three (3) chargers manufactured by Proterra. We are closely monitoring this process and ensuring that our interests are protected. There are no buses on order for DASH from Proterra.

The following is the letter transmitted by Proterra to Customers, this is the most recent update we have regarding the process:

*Dear Customers,*

*We continue to be humbled by the response from our customers and industry, and the dedication to our mission demonstrated by our team since our Chapter 11 filing. It's been incredibly heartening.*

*We shared with you the Bankruptcy Court granted all our First Day Motions on August 10th, which has allowed us to continue operating our business. Our goal is to maximize the value of our business by doing our best to take care of our customers. The next key milestone will be on September 7th, when we will return to the Bankruptcy Court to request final relief related to our continued use of cash to fund our operations until an outcome is determined. This will be followed very shortly by other key milestones in that process.*

*Chapter 11 allows us to maximize the value of the Transit business for the long-term, and we will continue to provide updates on this process as they become available. You no doubt have additional questions about what you can expect as we move forward. In addition to our updates, you can find more information on Proterra's Chapter 11 cases at our third-party claims agent website [www.kccllc.net/proterra](http://www.kccllc.net/proterra).*

*I recognize this is a complicated message and appreciate your patience and understanding as we work through things. Please continue to reach out to your normal Proterra contacts as needed.*

## DRPT Compliance Review

Every three (3) years DRPT conducts a compliance review of DASH to ensure that the company has materially complied with the various agreements, policies, and procedures that govern the receipt of DRPT-controlled funding and to ensure, if applicable, that DASH has properly implemented the Corrective Action Plan that they submitted as a result of the findings related to their fourth DRPT Compliance Review. It is the responsibility of the management of DASH to ensure adherence to the various agreements, policies, and procedures that govern the use of funds received from DRPT.

The most recent review was completed and concluded that DASH materially complied with the requirements of the various agreements, policies, and procedures that govern the receipt of DRPT-controlled funding. We did find three (3) instances of noncompliance that are described in the section titled, "Compliance Findings and Recommendations". A corrective action plan (CAP) submitted by DASH's management that addresses the Compliance Review Findings is included in Appendix B of this report. The CAP includes the grantee's corrective action, responsible staff, and estimated completion date. The DRPT Program Manager is required to follow-up with the Grantee to ensure that the CAP has been implemented.

A copy of the review findings is included as **Attachment II** in this packet.

## Summer Updates/DASH Activities

DASH hosted a Ridership Celebration event on Friday, August 18th to commemorate its new all-time ridership record of 4.5 million passenger boardings in FY 2023 and thank its customers. The event was held at the King Street Metro and featured live music, coffee, pastries, giveaway items, and remarks from City and DASH officials. The event also highlighted a series of rider stories where DASH customers talked about why they ride DASH and what it means to their family or community. A collection of rider quotes is included in **Attachment I**.



## **Departmental Accomplishments**

Each year the General Manager provides a summary of accomplishments by Department throughout the DASH organization. Thanks to our incredibly talented team, DASH has continued to improve, innovate, and serve our community with the highest quality services available. Listed below is a summary of accomplishments by department.

### **Operations:**

- Implemented a completely revamped driver pick which included expanded service and new stops at the Potomac Yard Metro Station.
- Signed and began implementation of new 2023-2026 Bus Operator CBA. The changes will benefit both employees and the company by improving driver compensation and working conditions while allowing operations staff to continue providing the highest quality service.
- Implemented a new employee electronic device policy to reduce operator distractions and improve overall system safety.

### **Planning & Scheduling:**

- Helped DASH and the City of Alexandria to secure \$24 million in FTA grant funding for the purchase of 100% electric buses and facility upgrades.
- Helped DASH to secure more than \$14 million in NVTC I-395 Commuter Choice funding for continued high-frequency service on Lines 35 and 36A/B, including extensive public outreach efforts.
- Implemented multiple route realignments, schedule changes, and bus stop improvements for Lines 33, 34, and 36A/B to begin serving the new Potomac Yard Metro in May 2023.

### **Intelligent Transportation Systems:**

- DASH ITS Team completed a successful 6-month testing of new destination signs that will be applied to DASH's new incoming buses beginning this fall. The new signs have a higher resolution and will allow DASH to use color codes that match our system ride guide route colors. The signs are expected to be easier to maintain and allow for programming remotely via Wi-Fi instead of manually which will eventually save hundreds of hours.
- The ITS department has instituted a new option for operators and dispatchers to alert the department to any ITS related issues on buses. It is a scannable QR code that has been posted within the DOCC and the Operator's crew quarters. This has shortened the previous time frame that ITS gets notified of any buses with any issues.

### **Marketing & Communications:**

- Conducted a promotional campaign for the new DASH service to Potomac Yard Metro, including pop-up events, outreach to community organizations, social media engagement, and multilingual websites, signage, and flyers.
- Commemorated new annual ridership record with Ridership Celebration event, featuring music, refreshments, giveaways, VIP speakers, and an emphasis on DASH rider stories.

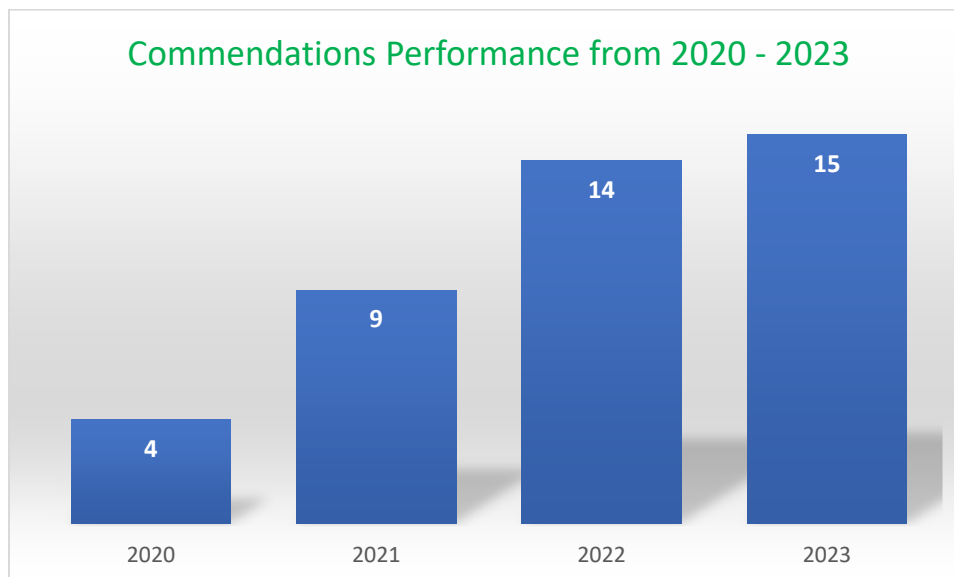
- Established new partnership with the Alexandria Aces – a local minor league baseball team - that allowed DASH to reach communities near Potomac Yard Metro to promote DASH service and free fares.

### **Human Resources:**

- Implemented an entirely new HRIS system that will provide more access for employees and managers to view their employment information, is fully mobile device friendly, and enhances all employee self-services.
- Open Enrollment – HR helped enroll about 100 employees through in person lounge hours or via one-on-one appointments. We also successfully brought back our in-person Health Fair for the first time since the pandemic.
- Added Benefits – We have updated our Vacation Policies for non-bargaining employees and with the addition of Commuter benefits and Parental Leave, our comprehensive benefit package is now even more competitive than our regional partners.

### **Customer Service:**

- “Track-It” Implementation: The Customer Service team has moved to a modernized, efficient, and highly automated customer contact center solution. This solution integrates with other departments and directly with personnel files to ensure a comprehensive view of the causes and resolutions of customer complaints. Further, it ensures we can fully understand the utilization of our customer contact center and ensure no cases are left unresolved.
- As a result of our incentive driven recognition program of Customer Commendations, DASH has seen a steady increase in positive customer feedback. At the same time customer complaints related to driver attitudes or controllable factors has trended down. The following graph represents total customer commendations by year since 2020.



**Maintenance:**

- DASH hosted our first ever Maintenance Employee Appreciation Day
- We continued to make progress filling open positions, and have recently Hired a new Parts and Inventory Supervisor who has already helped us identify opportunities to save costs and ensure the highest quality repairs of our fleet.
- DASH hosted and facilitated a Test Pilot training for the Battery Electric Bus Familiarization Course developed through collaborating with the International Transportation Learning Center and WMATA, several fleets joined us in this program including PG County's "The Bus" and Fairfax Connector.

**Safety:**

- We launched a new Near Miss Reporting system that integrates with other department files. We anticipate it will help us to identify hazards to prevent major accidents and incidents.
- We have increased the safety department's engagement with frontline employees: Weekly field visits to show support for front-line employees.

**Training:**

- For the first time in over a year we have a new Director of Training, Brent Reutter who joins us most recently from WMATA Bus Operations and previously Charlottesville Transit/UVA Transit.
- We have implemented new 8-hour annual refresher training for bus operators, this is now managed through our integrated "Track-It" system and will ensure that Drivers are receiving regular refreshers even when they do not have any incidents or accidents.
- We have implemented a new Customer Service Training & ADA Training Module for New Hire Training which will help to further improve the service from our new employees.

**Finance:**

- In coordination with HR, oversaw the full implementation of our new HRIS called Paycom. This touches all aspects of finance, payroll, and HR and took months of intense coordination between our teams.
- We worked with funding available from the approved FY24 budget to help prepare for wage changes related to the new CBA.
  - This also involved working with additional funding from the city to meet an agreeable rate increase.
  - As part of the CBA negotiation process, finance developed a "plug and play" style series of budget documents to test the financial impacts of different scenarios from the CBA. This was developed in a way that will allow it to be used in all future budget processes, future contracts, and other modeling activities.

## **ATC Board Agenda Detail**

**Item #:** 8a  
**Item Title:** Financial Report  
**Contact:** Edward Ryder, Director of Finance & Administration  
**Board Action:** FYI

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## **Final FY2023 and July and August FY2024 Results**

The City of Alexandria is still closing the books for FY2023 as of September 12<sup>th</sup>, 2023. Until that process is completed, ATC does not have clear insight into the final financial position for the year past year, though there was likely little change in the year-end position when compared to where ATC had trended for the final months of the year.

Also related to the closing process for FY23, the books are not yet closed for July or August of FY 24, thusly we do not yet have financial reports for July or August.

We hope to have an update available at the October meeting of the ATC Board that will include both FY2023 Year-End results along with FY2024 financials through September 2024.

## **ATC Budget Adjustments for CBA**

In order to reach an agreement for the Collective Bargaining Agreement (CBA) renewal, ATC adjusted the FY2024 budget to account for the increased wages and other economic impacts of the CBA.

ATC was able to fund some of the increase with a reallocation of existing funds but will need to submit a Supplemental Appropriation Ordinance (SAO) request to increase the budget by \$656,350. This request will be submitted during the Fall SAO. Upon adoption of the SAO, a revised ATC Budget shall also be provided to the Board.



## ATC Board Agenda Detail

Item #: 9a

Item Title: KPI Reports and Planning & Marketing Updates

Contact: Martin Barna, Director of Planning and Marketing

Board Action: FYI



Included below are the current DASHboards for July of 2023. These reports are also available live on the DASH website at [www.dashbus.com/performance-reports](http://www.dashbus.com/performance-reports)

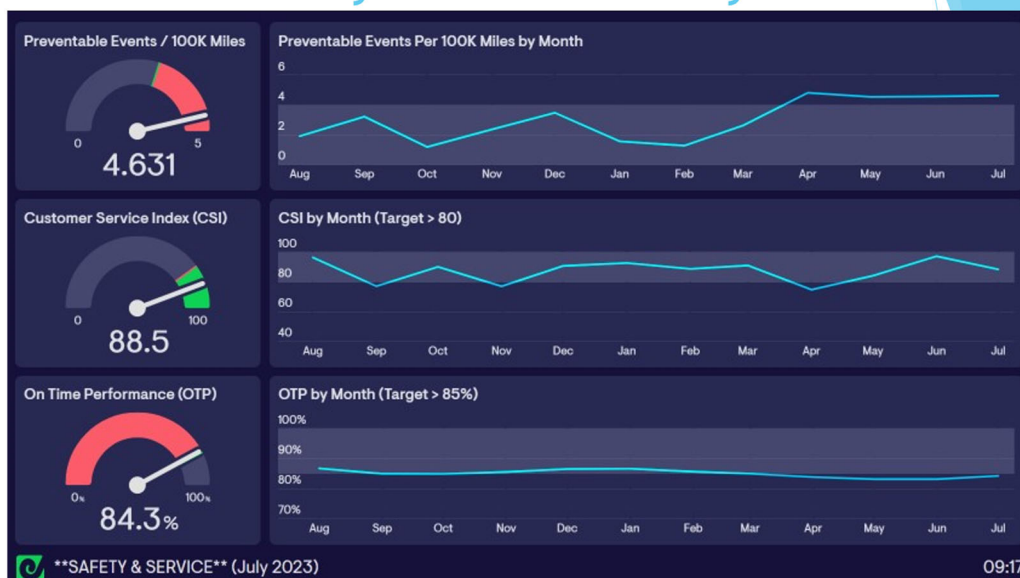
## Ridership - July 2023



### Notes:

- (1) "Boardings" are the number of times a passenger boards a bus. A passenger making a roundtrip 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 is 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 2022.

## Safety & Service - July 2023

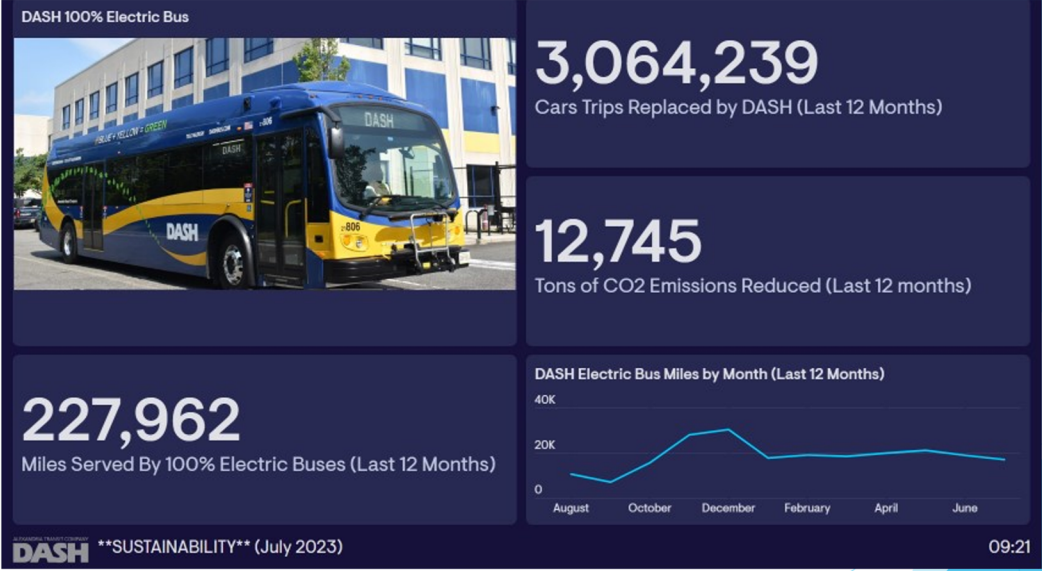


### Notes:

- (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) **Preventable Events:** "Preventable" Events are any events that the DASH Safety Review Committee determines could have been prevented by operator action. The current target is seven (7) preventable events per month or less.
- (3) **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.



# Sustainability - July 2023



**Notes:**  
(1) Number of car trips replaced is based on total DASH ridership and basic assumptions for alternative mode splits and average occupancies.  
(2) CO2 Emissions reductions based on average passenger trip lengths, average miles per gallon, and vehicle emissions data from Environmental Protection Agency (EPA) website.

**ATC Board Agenda Detail**

**Item #:** 10  
**Item Title:** Next Meeting Date & Adjournment  
**Board Action:** Discussion/Consideration of Approval

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**The next regular meeting of the Alexandria Transit Company Board of Directors  
is scheduled for Wednesday, October 11, 2023, at 5:30pm**

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***Consider Adjournment***



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

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## **Attachments**

### **Attachments:**

- I. DASH Rider Quotes from the Ridership Celebration Event**
- II. DRPT Compliance Review**



## **Attachment I**

### **DASH Rider Quotes from the Ridership Celebration Event**

## **DASH RIDER STORIES**

August 2023

Before the pandemic, I was paying \$80 a month to get to and from work. Now it is free to ride, and we no longer have to drive so it has taken at least one car off the road. Thank you, DASH!

Matthew N.  
Line 30 Rider

--

As a retired woman with a bad back, walking is difficult. I am now taking DASH more than I ever imagined, and it meets my retirement budget by being free! Thank you for this wonderful service.

Ruth H.  
Alexandria, VA

--

I ride DASH because it takes me where I need to go! Having the service for free has also helped me and my family with our budget during these difficult times.

Cathy S.  
Alexandria, VA

--

I love DASH. It is frequent, accessible and connects me to where I need to go. My job requires either very early or very late work hours and I am car-free. DASH bus is the best – if not the only option – for these times of day and on weekends and holidays.

Ben A.  
Line 35 & 36B Rider

--

Living in Old Town North, I rely on DASH to get to Braddock Road and Potomac Yard Metrorail stations for graduate school and hobbies! DASH is always my preferred first step out of Old Town to get to Washington, DC. And its free!

Cat G.  
Captain, U.S. Army

--

DASH Line 35 is an absolute lifeline for an entire community of Afghan refugees living in the West End. It allows them to access employment opportunities, ESL classes, and youth activities seven days a week. And its free! Thank you so much, DASH!

Dan A.  
NOVA Resettling Afghan Friends Together (RAFT)

--

The DASH bus is a blessing! I ride DASH because it is a great service – it is convenient, and the bus drivers are so pleasant and helpful. And it is free to ride! That is astounding! Keep up the good work!

Karen G.  
Alexandria, VA

--

DASH makes it easy for us to choose a more sustainable form of transportation. It's free, convenient, and our daughter is much happier on the bus looking out the big windows and babbling at the other riders than in a car seat. Happy toddler, happy life!

Alex G.  
Seminary Hill Resident

--

The frequency of DASH has allowed us to become a one-car family, lowering our cost of living and increasing our love of transit!

Matthew L.  
Parkfairfax Resident

--

I have so many reasons for riding DASH: It reduces pollution, its free, and it allows me to read during my commute. Line 30 takes me from Foxchase right to the King Street Metro or into Old Town and I don't have to look for parking!

Danika H.  
West End Resident

--

I love DASH. I appreciate the service, drivers, and beautiful buses. You bring so much to our community.

Carol R.  
Parkfairfax Resident

--

Free buses have changed my life. I am so portable again! I can go anywhere I want as much as I want. Thank you, DASH!

Mary C.  
Old Town Resident

--

Thank you for offering the rides for free. This is helping a lot of low-income families.

Santos R.  
West End Resident

--

Thanks for having the courage to rework the routes to serve more passengers and test free fares. I am proud that Alexandria is taking the lead on forward-thinking public transit!

Tom K.  
Alexandria, VA

--

We love the DASH buses. Please keep them around and free!

Brooke K.  
Old Town Resident

--

Thank you very much for doing an excellent job for our city, its residents and visitors, and the environment!

Anonymous  
West End Resident

--

I've been really impressed with the DASH service. I grew up in Alexandria and never took the bus, but the redesign of the routes, plus the free fares, and nice new buses have made it great.

Sam F.  
Old Town Resident

--

I have no car and DASH makes my life here much more livable. Even with places I can walk to, if I am tired or running late or carrying something heavy, the bus is hugely helpful. Thank you for all you do!

Anonymous  
Old Town Resident

--

Thank you for continuing to operate this wonderful bus service!

Anonymous  
West End Resident

--



I love how clean and comfortable the buses are!

Anonymous  
West End Resident

--

Thank you for adding Lines 31 and 35 to Park Center with service on the weekends. Before we had no bus service on the weekends because the AT-6 only served NVCC during the week. And the bus comes so frequently now! It's so convenient to take it. Thanks again and keep up the great work!

Anonymous  
Park Center Resident



## **Attachment II**

### DRPT Compliance Review



# COMMONWEALTH of VIRGINIA

**Jennifer B. DeBruhl**  
Director

**DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION**  
600 EAST MAIN STREET, SUITE 2102  
RICHMOND, VA 23219-2416

(804) 786-4440  
FAX (804) 225-3752  
Virginia Relay Center  
(800)828-1120 (TDD)

August 28, 2023

Mr. Josh Baker, CEO and General Manager  
Alexandria Transit Company - DASH  
3000 Business Center Drive  
Alexandria, Va. 22314

Dear Mr. Baker,

The attached report represents the formal conclusion to the DRPT compliance review that was undertaken at Alexandria Transit Company (DASH) for the period covering FY2020 to FY2022. We would like to thank the management and staff at DASH for their assistance during this compliance review.

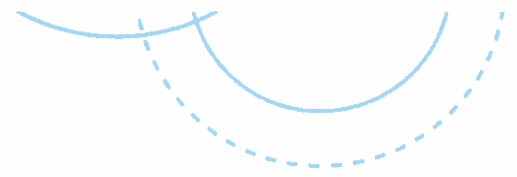
DRPT's compliance review program is part of an integrated process to ensure that state transportation funding is used efficiently, and to help Virginia receive strong consideration for further funding. The compliance review tests adherence to the various agreements and policies and procedures that govern the receipt of DRPT controlled funding. Additionally, the review is designed to ensure, if applicable, that DASH has properly implemented corrective action for any findings related to previous DRPT Compliance Reviews.

With respect to the detailed findings contained in this report, you should have been briefed by our review team on these issues and the recommendations to address the noted items. If you have any questions regarding this report or the compliance review process, please do not hesitate to contact me or any of my staff.

Sincerely,

A handwritten signature in black ink, appearing to read "Deanna J. Oware".

Deanna J. Oware  
Chief Financial Officer  
Department of Rail and Public Transportation



# Compliance Review

---

**Alexandria Transit Company  
(DASH)**

*Alexandria, Virginia*

July 1, 2019 – June 30, 2022

## Objective

The objective of the DRPT compliance review is to determine whether Alexandria Transit Company (DASH) has materially complied with the various agreements, policies, and procedures that govern the receipt of DRPT-controlled funding and to ensure, if applicable, that DASH has properly implemented the Corrective Action Plan that they submitted as a result of the findings related to their fourth DRPT Compliance Review. It is the responsibility of the management of DASH to ensure adherence to the various agreements, policies, and procedures that govern the use of funds received from DRPT.

## Scope

DRPT performed a compliance review of grant payments made to DASH between July 1, 2019 and June 30, 2022. We reviewed 8 of 16 payments made to DASH during this time frame. See Appendix A for a detailed list of payments reviewed. These payments included State funding for Capital, Demonstration, and Intern projects. DRPT also performed a review of vehicles that were listed on the capital asset inventory provided by DASH.

Our review was more limited than would be necessary to provide assurance on internal controls or to provide an opinion on overall compliance with laws and regulations. Due to inherent limitations in internal control and the limited basis of our test work, other errors, irregularities, or instances of noncompliance may have occurred and not been detected by our review. Additionally, projecting the results of this review is subject to the risk that the controls may become inadequate because of changes in conditions or that the effectiveness of the design and operation of controls may deteriorate.

## Conclusion

We found that DASH materially complied with the requirements of the various agreements, policies, and procedures that govern the receipt of DRPT-controlled funding. We did find three (3) instance of noncompliance that are described in the section titled, "Compliance Findings and Recommendations". A corrective action plan (CAP) submitted by DASH's management that addresses the Compliance Review Findings is included in Appendix B of this report. The CAP includes the grantee's corrective action, responsible staff, and estimated completion date. The DRPT Program Manager is required to follow-up with the Grantee to ensure that the CAP has been implemented.

# Compliance Findings and Recommendations

## Performance Data

*Finding:* During our compliance review test work, while validating the OLGA and NTD entries for annual operating performance data metrics for ridership, revenue hours, and revenue miles against backup information provided by DASH, we noted discrepancies between OLGA, NTD, and DASH's backup data.

Table 1. FY2021 Performance Data

Source	Passenger Trips	Revenue Hours	Revenue Miles
OLGA Data	1,521,938	208,263	1,843,660
NTD Data	1,521,938	208,263	1,843,660
DASH Backup	1,521,938	208,262	1,814,487
OLGA vs. NTD	0	0	0
OLGA vs. DASH Backup	0	1	29,173
NTD vs. DASH Backup	0	1	29,173

Table 2. FY2022 Performance Data

Source	Passenger Trips	Revenue Hours	Revenue Miles
OLGA Data	3,019,825	264,832	2,338,241
NTD Data	3,019,825	263,566	2,407,096
DASH Backup	3,019,825	263,565	2,407,578
OLGA vs. NTD	0	1,266	(68,855)
OLGA vs. DASH Backup	0	1,267	(69,337)
NTD vs. DASH Backup	0	1	(482)

DASH management explained that a formulaic error was identified in the spreadsheet utilized to calculate ridership data for each fiscal year. When the formula was updated, the information within the spreadsheet was updated to reflect the corrected amounts. However, as the spreadsheet is the main source utilized to report ridership information to DRPT and NTD, incorrect ridership information was reported in FY2021 and FY2022.

Accurate performance data information is required to be submitted into the DRPT OLGA System. DRPT uses this performance data in part to calculate state operating

assistance allocations.

*Recommendation:* DASH must update OLGA to be consistent with their backup information as soon as possible and eliminate any discrepancies.

## Multiple Project Reimbursements Submitted within a Month

*Finding:* While reviewing Intern project reimbursements for FY2019, we noted two reimbursement requests were submitted in the same month for the same project.

Table 3. Multiple Reimbursement Requests

Project/Voucher Number	Grant Description	Amount	Reimbursement Request Date
71219-02 / 2065475	Alexandria - Intern	\$11,822	7/3/2019
71219-02 / 2065564	Alexandria - Intern	\$1,197	7/15/2019

The Master Agreement states that Grantees shall submit project reimbursement requests no more frequently than once per month. The DRPT Program Manager may pre-authorize a Grantee to submit multiple project reimbursement requests with a month.

*Recommendation:* DASH must establish procedures to ensure that only one reimbursement request is submitted per project each month.

## Vehicle Maintenance

*Finding:* We looked at preventative maintenance inspections (PM) for five buses for the period of July 2022 through June 2023. We noted one bus had PM performed over Alexandria Transit Company's policy. Additionally, the identified buses' PM fell outside the FTA's acceptable threshold of 6,600 (6,000 + 10%).

Table 5. Vehicle #704 Maintenance

Odometer Reading 1	Odometer Reading 2	Miles Between Inspections	Date PM Performed
88,235	96,648	8,413	1/21/2023
106,699	113,590	6,891	6/28/2023

The Code of Federal Regulations Title 49, Section 19, page 135, requires that adequate maintenance procedures be developed to keep the property in good condition. DASH's Maintenance Policy states that each vehicle will be subject to specific preventive maintenance procedures as outlined in the policy and dependent on the vehicle type. The buses selected in our sample are required to have an inspection every 6,000 miles.

The FTA's Contractors Manual (FY2022) allows recipients discretion in determining the appropriate intervals for preventive maintenance inspections to accommodate such things as specific manufacturer recommendations, vehicle/vessel age, unique site and operating conditions, etc. The FTA expects recipients to follow their program for preventive maintenance but understands that circumstances may prevent inspections being completed exactly at the interval specified. To account for this, FTA allows a 10 percent deviation from the scheduled interval as being considered on time.

*Recommendation:* DASH must follow their Maintenance Policy to properly maintain their physical inventory and keep vehicles in good condition.



## Appendix A

### Alexandria Transit Company (DASH) Listing by Project of Payments Reviewed

Table 6. Payments Reviewed

Description	Project	Task	Fund	Total Payments Reviewed
FY2020 - Capital	73020	23	477	\$51,000
FY2018 - Demonstration	71118	1	477	\$96,000
FY2021 - Demonstration	71121	8	472	\$26,800
FY2019 - Intern	71219	2	477	\$11,822
FY2020 - Intern	71220	2	477	\$32,667
FY2021 - Intern	71221	2	477	\$20,633
<b>TOTAL</b>				<b>\$238,922</b>

## Appendix B

### Alexandria Transit Company (DASH) Corrective Action Plan

Finding	Corrective Action	Responsible Staff	Estimated Completion Date
Performance Data	<p>To ensure that this oversight is avoided in the future, DASH Planning staff will be taking the corrective steps outlined in the following sections, effective immediately. These steps were identified during staff meetings that were held on August 22 and August 23, 2023 to discuss this issue.</p> <p>Monthly Performance Data Reporting Procedure (OLGA &amp; NTD)</p> <ol style="list-style-type: none"> <li>1. <b>By the 15<sup>th</sup> of each month, DASH Transit Data Analyst will notify the Service Planning Manager and Director of Planning &amp; Scheduling that the Monthly Performance Report spreadsheets have been completed for the previous month.</b></li> <li>2. <b>After receiving the above notification, the DASH Service Planning Manager will review monthly performance data for accuracy. Any red flags or potential errors should be identified during this phase and corrected in the Monthly Performance Report spreadsheets. Once the previous month's data has been finalized, the Transit Data Analyst should enter the data in both OLGA and NTD by the 20<sup>th</sup> of each month and notify the Service Planning Manager and Director of Planning &amp; Scheduling that the data has been finalized and submitted.</b></li> </ol> <p>Annual Performance Data Reporting Procedure (OLGA &amp; NTD)</p> <ol style="list-style-type: none"> <li>1. <b>Following the completion of the monthly processes for July data, the Transit Data Analyst and Service Planning Manager will hold a work</b></li> </ol>	Martin Barna; Tristan Cunningham	08/25/2023

session to perform a comprehensive review of the Monthly Performance Report spreadsheets for the previous 12 months. This review should focus on flagging any unusually high or low numbers, verifying day counts, and performing spot checks for formulas and cell references. This review and any corrections should be completed by July 30<sup>th</sup> of each year.

2. If any adjustments to monthly performance data from the previous twelve months is needed, the Service Planning Manager will notify the Director of Planning & Scheduling. Once the changes are verified by all staff parties, the Transit Data Analyst should go back and retroactively update the reports in OLGA and NTD.
3. As a final closeout step, the Director of Planning & Scheduling is responsible for comparing the final NTD reports, OLGA inputs and final Monthly Performance Report spreadsheet to make sure there are no discrepancies. This final sign off process should be completed no later than August 15<sup>th</sup> of and should be documented by an email to the Director of Finance & Administration.

Lastly, DASH Planning staff will also be working to redesign and simplify the Monthly Performance Report spreadsheet, which has not been revised in over a decade. Staff believes that this will reduce the likelihood of future issues with formulas and cell references not working correctly.

**Multiple Project Reimbursements Submitted within a Month**

This was a previous finding in the 2020 audit. Due to the overlap between audit periods, this item has already been addressed and the DASH team has taken actions since 2020 to ensure that no more than one grant reimbursement is submitted for a single grant in the same month. As part of this corrective action, DASH has taken steps to ensure the following:

- **Grants are reviewed at the end of the month each month.**

Most grants have reimbursement requests submitted no more than once quarterly, unless otherwise required by the specific grant.

Edward Ryder

08/25/2023

**Vehicle  
Maintenance**

**Issue**

DASH runs on Eastern Standard Time (EST) and Fleetyr, our fleet maintenance system, is on Universal Time (UTC). When daylight savings time occurred in Virginia it caused Fleetio, our fleet tracking system, to receive the mileage data an hour later than expected. This caused the system to stop sending updated information from Fleetwatch, another system related to fleet maintenance, to Fleetio. This caused mileage to be voided over a span of several weeks, and did not accurately update the Service Reminder schedule in Fleetio

**Corrective Action**

Fleetyr has rewritten their ingestion to pick up any filename, which means mileage from Fleetwatch will be sent on a continuous basis and not just one specific scheduled time as before.

The Maintenance Department will perform mileage checks with the Parts Department once every 3 months to ensure the mileage sent from Fleetyr is accurate; as well as check when work orders are completed and mileage has been entered manually by a mechanic or shop foreman.

Maintenance will schedule buses with additional mileage cushion so that adjustments can be made in time to service the bus within the 6,000 mile expectation.

Natalie Harris

09/15/2023