



# Alexandria Transit Company Board of Directors Meeting



**November 10, 2021 @ 5:30pm**  
**Meeting Held Electronically**  
**Livestream on ZOOM and Facebook Live**

ITEM	DESCRIPTION	PAGE #	PRESENTER
#1	<b>Public Meeting Call to Order, Welcome, and Public Comment</b>	N/A	Mr. Kaplan
#2	<b>Consideration of Approval Meeting Minutes</b> a) ATC Board of Directors Meeting – October 13, 2021	2-5	All
#3	<b>Board Member Announcements, Reports &amp; Business Items</b> a) Chair Reports b) T&ES Report c) City of Alexandria's Transit Access and Amenities Program d) Others	6-8	Mr. Kaplan Ms. Orr All
#4	<b>General Manager's Reports</b> a) Manager Updates b) Virginia TRIP Program Update c) Bus Donation Requests – Board Action	9-12	Mr. Baker
#5	<b>Financial Reports</b> a) Financial Report b) Balance Sheet c) Summary Income Statement d) Budget vs. Actual e) FY 2023 GM's Proposed Supplementals and Reductions – Board Action 2.5% Service Reduction Option – Board Action FY 2023 Supplemental Request – Board Action	13-20	Mr. Baker
#6	<b>Executive Session (Tentative)</b> 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	21	All
#7	<b>Next Meeting Date &amp; Adjournment</b> The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for Wednesday, December 8, 2021	22	All

**ATC Board Agenda Detail**

**Item #:** 2  
**Item Title:** Meeting Minutes  
**Contact:** Beth Reveles, Secretary to the Board  
**Board Action:** Consideration of Approval

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**Alexandria Transit Company (ATC)**  
**BOARD OF DIRECTORS MEETING MINUTES**  
October 13, 2021

A meeting of the Board of Directors of the Alexandria Transit Company was held on Wednesday, October 13, 2021, on Zoom due to the Covid-19 outbreak. The meeting was held pursuant to Virginia Code Section 2.2-3708.2(A)(3), the Continuity of Government ordinance adopted by the City Council on June 20, 2020, to undertake essential business. All the members of the Board and staff participated from remote locations through the Zoom meeting. A recording of the meeting was made and is available upon request.

Board members present: David Kaplan, Linda Bailey, Larry Chambers, Brandi Collins, Ian Greaves, Matt Harris, Jim Kapsis, Steve Klejst, Hillary Orr, Ajashu Thomas.

Staff members attendees: Josh Baker, Raymond Mui, Martin Barna, Joseph Quansah, Corey Black, Whitney Code, Kaitlyn Beisel, Beth Reveles, John Lanocha, Brian Robey, James Owens, Stephanie Salzone, Natalie Harris, Elizabeth Kelley.

Other attendees: Bob Gronenberg, Jim Durham, Eben Sweetser.

**Board Meeting**  
**Agenda Item #1**

**#1 – Call to Order, Welcome and Public Comment**

Chair Kaplan welcomed everyone and called the meeting to order. The meeting began with the electronic reading of the required public notice for virtual board meetings.

The Chair asked for the Calling of the Role and asked if there was any public comment. Whitney Code, Marketing and Communications Manager responded that Sheldon Campbell had submitted a written comment but had not joined the meeting. General Manager Josh Baker read aloud the following comment from Mr. Campbell:

The bus stop at Duke Street & Dove Street on the #30 line (formerly the AT8) has been moved closer to the eastbound off-ramp for Telegraph Road. The bus has to cut across traffic to pick up passengers and often the bus is in the lane closest to the median and preparing to make a left turn onto Callahan and simply skips the stop. Please tell operators to be prepared to pick up passengers at stop # 4000029. Alternative #1 would be to move the stop to the southeast corner of the intersection. There is plenty of time for the bus to move over to the leftmost lane to make the turn onto Callahan. Alternative #2, the eastbound 30 could enter the King Street Metro station from Diagonal Road rather than from King Street.

Mr. Baker stated that Mr. Campbell's comments would be forwarded to the DASH Planning Department for follow-up.

The Chair then closed public comment as there were no speakers.

## **Agenda Item #2 – Consideration of Approval of Meeting Minutes**

### **#2a – ATC Board of Directors Meeting – September 8, 2021**

The Chair called for a motion to approve the September minutes and asked if there were any corrections, revisions, or amendments. A motion was made by Matt Harris and seconded by Larry Chambers to approve the minutes. There was no further discussion, and the motion was adopted.

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

### **#3a – Chair's Report**

The Chair announced that the Board meetings will continue using the virtual format through the end of January 2022, in accordance with the City of Alexandria's Emergency declaration. The Board will re-evaluate this as they receive additional guidance from the City and as local conditions change.

The Chair reminded the Board that there was an Executive Session at the end of the September Board meeting which included an action that occurred during the session regarding the compensation of the General Manager. The City has advised the Board that consistent with their policy for those employees that report to City Council, a motion during a Public Session is needed to approve changes in compensation. Vice Chair Steve Klejst moved to approve the performance rating and compensation changes for the General Manager that were agreed upon during the Executive Session held on September 8, 2021. Jim Kapsis seconded the motion. There was not further discussion, and the motion was carried unanimously.

The Chair announced that DASH had an event on September 23 at the Van Dorn Metro station celebrating the launch of the New DASH Network. He thanked those that organized the event.

Regarding the budget priorities letter to the City Manager, the Chair reminded the Board that at the September Board meeting he had expressed that he wanted to recognize bus stops that have accessibility challenges. He announced that the Transportation & Environmental Services team will be giving a presentation on the City of Alexandria's Transit Access and Amenities Program during the November Board meeting. The Chair has asked that the T&ES staff provide DASH staff information on those inaccessible bus stops that are served by DASH. From this information, the Board may be able to make requests through the Traffic and Parking Board to potentially have some parking removed to improve stops with accessibility challenges. He continued that there may be creative ways to solve the accessibility challenges including slightly relocating bus stops or consolidating stops that are very close together.

### **#3b – T&ES Report**

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

### **#3c – 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 #4 – General Manager's Report**

### **#4a – COVID-19 Vaccinations and Operations Update**

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

#### **#4b – DASH FY23 Funding Requests (Memorandum to City Manager)**

The GM reviewed the memorandum which was shared with the Board in advance of the meeting.

The Chair asked for a motion to adopt the memo. A motion was made by Larry Chambers and seconded by Jim Kapsis. There was no further discussion, and the motion carried unanimously.

#### **#4c – Current Services Budget Submittal**

The GM reviewed this portion of his report which was shared with the Board in advance of the meeting.

The Chair asked for a motion to submit the current services budget. A motion was made by Matt Harris and seconded by Steve Klejst. There was no further discussion, and the motion carried unanimously.

#### **#4d – DASH Intelligent Transportation Systems Update**

Gabriel Morey, Intelligent Transportation Systems Coordinator provided information on DASH's Intelligent Transportation Systems team and core responsibilities as well as ongoing and upcoming projects.

### **Agenda Item #5 – Financial Reports & Action Items (as needed)**

#### **#5a – Financial Report**

The GM advised the Board that DASH is continuing the search for a Director of Finance and Administration. In the meantime, Evan Davis will continue to assist DASH through the FY23 budget process. He then gave a brief review of the report which was shared with the Board in advance of the meeting.

#### **#5b – Balance Sheet**

The GM reviewed this portion of the report which was shared with the Board in advance of the meeting.

#### **#5c – Summary Income Statement**

The GM reviewed this portion of the report which was shared with the Board in advance of the meeting.

#### **#5d – Budget vs. Actual**

The GM reviewed this portion of the report which was shared with the Board in advance of the meeting.

### **Agenda Item #6 – Planning Reports**

#### **#6a – New DASH Network—Implementation Update**

Director of Planning & Marketing Martin Barna updated the Board on the status of the New DASH Network.

The Chair expressed his observation that the King Street Metro station is very crowded, and he has noticed that quite frequently delays occur because empty DASH and WMATA buses are parked and prevent off-loading and on-loading buses from stopping at their designated bay bus stops. Mr. Barna acknowledged this is a problem in Bay B, which is utilized by DASH line 30 and WMATA line 29K and 29N. The buses are laying over in Bay B which should not be occurring. Therefore, those buses that need access to Bay B to allow passengers to disembark or embark are having to park in the street which is unsafe. Mr. Barna assured the Board that this is a top priority for the DASH Operations team, and they are working with WMATA to correct this problem.

**Agenda Item #7 – Next Meeting Date & Adjournment**

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

The next regular meeting of the Alexandria Transit Company Board of Directors will be held November 10, 2021, at 5:30pm 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, Discussion

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## **ATC Board Update – November 10, 2021**

### **Alexandria Mobility Plan**

On October 16, the Alexandria Mobility Plan (AMP) was unanimously adopted by Council to replace the Transportation Chapter of the City's Master Plan. The Master Plan Amendment ordinance will be presented for a first reading on November 9 and will be voted on November 13 to legally amend the City's Master Plan to include the AMP.

### **Alexmoves**

The City is working with the polling and research firm Polco to facilitate a survey on multimodal transportation trends and preferences across the City. This survey will build off past surveys completed in 2016 and 2018 to help identify transportation trends overtime.

Households across Alexandria were randomly selected to receive mailings asking an adult member of their household to participate in a statistically significant survey on their transportation habits running from late September to early November. There is also an open-participation version of the survey available to all Alexandria residents at <https://polco.us/alex2021> through November 20, 2021, to allow other residents to have a chance to provide their input. The results may supplement the statistically significant survey, but the responses will be considered separately.

Polco will compile and analyze survey results, and it is anticipated a report of the results will be available in February 2022. The report is anticipated to provide information such as modal share for commute and non-commute trips in different areas of the City and what factors are mostly likely to encourage residents to walk, bike, and drive. For reference, the Report of Results from the 2016 survey is available [here](#). A presentation of 2018 survey is available [here](#). The results of the 2021 study are intended to:

- Inform and justify capital project priorities throughout the City
- Inform relevant transportation studies required of Development Special Use Permit applications
- Assist with the development of progressive yet attainable mode share goals for Transportation Management Plans, which are conditioned through the Development Special Use Permit (DSUP) process
- Provide performance measurement data for the Alexandria Mobility Plan
- Supplement the region's "State of the Commute Report."

### **Metro Train Derailment**

Metrorail service will remain at the current reduced levels through at least November 15 as Metro continues to work with the Washington Metrorail Safety Commission on a plan to get 7000-series railcars safely back into service. Yellow and Blue Line service had been at 30-40 minute headways and as of 11/1/21 is more consistently at 30-minute headways as WMATA has brought more cars into service to make service more reliable.

### **Bus Service and Ridership**

In addition to the DASH New Network, Metrobus increased service in September with the introduction of 12- and 20-minute networks and additional service and service hours restored on other routes. Ridership on these services with increased frequencies have been quite strong. The 28A, which changed routing in accordance with the Alexandria Vision Plan to go along Duke Street and Quaker increased service to join the 12-minute network (service is every 12 minutes or better at all times). Through September and the first half of October, the 28A experienced an approximately 25% increase in ridership to about 4,000 daily riders. The 29K/N on Duke Street, which joined the 20-minute network, increased ridership by almost 37% to just under 2000 daily riders.

In September, the peak-only service of the 8W was introduced and service was increased on a variety of routes including the 11C (the replacement to the 11Y) and the 21C, which is a combination of the 21A and 8Z. These peak-only services also saw significant ridership increases on a percentage basis (from an average of 27 to 48 riders on the 11C and from 72 to 118 riders on the 21C). The 22F increased from an average of 75 riders to 98.

Metrobus makes usually minor service changes on a quarterly basis. While they were not initially planning to make changes in December, due to a driver shortage, they will have to make some minor cuts to service in Alexandria starting around Christmastime to ensure that they are able to deliver scheduled service. On the 22F/28F, which is coordinated along Skyline City, frequency will be reduced from every 20 minutes to every 30 minutes. The 11C will also see decreased frequencies from every 24 minutes to every 30 minutes. The 11C currently only has an average of four passengers per trip and the 22F/28F has five.

## TransAction

TransAction is the Northern Virginia Transportation Authority's long-range plan. For the City to get NVTa competitive grant funds, the project must be included in TransAction. Over the summer NVTa conducted a survey to seek feedback on travel behaviors, transportation needs and priorities. City communications helped to spread the word about the opportunity for engagement and pop ups were held throughout the region.

More than 2,300 people took the TransAction survey. The results show improved travel time reliability is a priority, no matter where you reside in Northern Virginia. People are seeking multimodal options to keep NoVA moving and want to see a reduction in traffic congestion.

















The factors that will most affect mode choice, include: 1) trip distance (76%); 2) travel time reliability (60%); 3) traffic congestion (51%); and 4) access to frequent transit (49%).

Survey takers were given 10 hypothetical coins representing \$1M each and were asked to distribute them between six project types. Regionally, road improvements and transit improvements received the most virtual investment, but all modal options received a significant amount of funds.

The TransAction planning process takes about two years to complete, with opportunities for public input along the way. The timeline below provides a high-level overview of the process, including public engagement activities.

- Summer/Fall 2021: Public engagement to identify transportation needs and trends
- Summer/Fall 2022: Authority hosts Open House and Public Hearing; public comment period on Draft TransAction Plan
- Early Fall 2022: Finalize TransAction update
- Late Fall 2022: Authority adopts TransAction

NVTa committees are currently providing input on how to weight performance measures for the plan for a December consideration by the Authority. The three committees have all endorsed the following goals, objectives, and measures:

Goal	Objective	Performance Measure	Alignment with Core Values
<b>Mobility:</b> Enhance quality of life of Northern Virginians by improving performance of the multimodal transportation system	A. Reduce congestion and delay*	A1. Total Person-Hours of Delay in autos	
		A2. Total Person-Hours of Delay on Transit	
	B. Improve travel time reliability*	B1. Duration of Severe Congestion	 
		B2. Transit person-miles in dedicated/priority ROW	 
<b>Accessibility:</b> Strengthen the region's economy by increasing access to jobs, employees, markets, and destinations for all communities	C. Improve access to jobs*	C1. Access to jobs by car, transit, and bike	
		C2. Access to jobs by car, transit, and bike for EEA populations	
	D. Reduce dependence on driving alone by improving conditions for people accessing transit and using other modes	D1. Quality of access to transit and the walk/bike network	  
<b>Resiliency:</b> Improve the transportation system's ability to anticipate, prepare for, and adapt to changing conditions and withstand, respond to, and recover rapidly from disruptions.	E. Improve safety and security of the multimodal transportation system	E1. Potential for safety and security improvements	
	F. Reduce transportation related emissions	F1. Vehicle Emissions	 
	G. Maintain operations of the regional transportation system during extreme conditions*	G1. Transportation System Redundancy	 

\* Measure included in HB 599 rating process.

**ATC Board Agenda Detail****Item #:** 3c**Item Title:** City of Alexandria's Transit Access and Amenities Program**Contact:** Hillary Orr, Deputy Director, Transportation**Board Action:** FYI, Discussion

Ms. Orr will provide a presentation on the City of Alexandria's Transit Access and Amenities Program.

## ATC Board Agenda Detail

**Item #:** 4a  
**Item Title:** Manager Updates  
**Contact:** Josh Baker, General Manager  
**Board Action:** FYI



## Major Events and Visibility Activities

DASH has been receiving a lot of regional and national attention lately for our industry leading efforts around Fleet Electrification, our New DASH Network, and our Fare Free Program. Listed below are a few highlights of this positive media attention and our opportunities to showcase our efforts and our successes.

- Mass Transit Magazine (National Publication) – Feature article on New Network and Fare Free  
<https://www.masstransitmag.com/bus/press-release/21236281/alexandria-transit-company-dash-dash-to-launch-new-bus-network-go-farefree-sept-5>
- Business View Magazine (National Publication) Feature article on New Network and Exemplary Service  
<https://businessviewmagazine.com/alexandria-transit-company-moving-community/>
- USDOT Electrification Event bus display – FTA Administrator and US Secretary of Transportation  
<https://twitter.com/USDOT/status/1452628181177995266>
- General Manager Electric Bus/Zero Fare Presentations:
  - NVTC Zero Emissions Bus Symposium (Raymond Mui, workgroup presentation)
  - NVTC November Commission Meeting (Josh Baker, presentation to Commission members)
  - University of Maryland Ethical, Policy and Social Implications of Science and Technology – Class Lecture and Q&A Surrounding Transit, Transit Technology, Transit Ethics and Policy
- Bus Demo's/Displays
  - Greater Richmond Transit Company – Collaborated in providing a demonstration and evaluation of our Electric Bus Program and our 60foot electric bus product for potential adaptation in Richmond on the Bus Rapid Transit Line
  - Metropolitan Airports Authority – Assisting in understanding electrification, bus demo and hosted leaders at the DASH facility to view our infrastructure and future plans

## Internal Engagements

The pandemic fundamentally changed how we engage with and communicate as teams and with our workforce. At DASH we have continued to make strides and efforts to ensure employee engagement remains a top priority. We have reinstated quarterly team safety meetings which are now held in a hybrid format, in person attendance is welcomed with limited capacity. Using technology equipped during the pandemic for Zoom meetings and broadcasts, we now film all meetings and employees who do not attend in person are able to view them online. Such meetings are mandatory and employee engagement with the online platforms is monitored for compliance. Further, efforts including newsletters and casual interactions continue, along with a state of the art employee notification system for text messaging and emails, and our in facility network of employee electronic bulletin board displays.

## COVID-19 Vaccination and Operations Update

At the close of October, **DASH has reached 91% vaccination among all employees.** This percentage is expected to increase slightly through November as more employees complete their vaccinations against COVID-19. Additionally, Virginia's Permanent Standard for employers has been updated as of October 2021 resulting in a reduction of previously required safety protocols. This latest revision may result in significant cost savings as DASH returns to normal operations throughout the facility regarding disinfection of frequently touched surfaces and equipment. Disinfection products effective against COVID-19 will still be available for employee use in addition to masks and hand sanitizer.

## TRIP Program Update

On October 19<sup>th</sup> and 20<sup>th</sup> the Commonwealth Transportation Board (CTB) met for their planning workshop. DRPT Staff presented their draft recommendations for awards associated with the Virginia Transit Ridership Incentive Program (TRIP), a summary table is provided below.

### Zero Fare- Funding Recommendations

	FY22	FY23	FY24	Total
<b>Available Funding</b>	<b>\$12.5M</b>	<b>\$3.7M</b>	<b>\$5.6M</b>	<b>\$21.8M</b>
GRTC-Richmond	\$4.5M	\$2.5M	\$1.0M	\$8.0M
Alexandria-DASH	\$2.5M	\$2.4M	\$2.2M	\$7.1M
MEOC	\$48K	\$36K	\$18K	\$102K
Fairfax County	\$2.2M	\$1.9M	\$1.3M	\$5.4M
<b>Unallocated</b>	<b>\$3.3*</b>	<b>\$0</b>	<b>\$1.0M</b>	<b>\$1.0M</b>

\* FY22 unallocated will be fully utilized in FY23 to fulfill year 2

DASH's application was viewed very favorably by DRPT and is likely to be funded in accordance with the recommendation. This award, once approved fully resolves the current year budget deficit.

#### **A synopsis of our application vs award is provided here:**

	FY 22	FY 23	FY 24	Total
<b>Application</b>	\$2.6m	\$2.8m	\$1.8m	\$7.2m
<b>Award Recommendation</b>	\$2.5m	\$2.4m	\$2.2m	\$7.1m

The General Manager has been working closely with the state to help address shortfalls in the available funding relative to applications, this may be addressed legislatively in the coming months as a result of these efforts. It is anticipated that following these efforts additional funding for Fare Free Programs may become available throughout the state and can serve to fill the gap in funds for FY 22 and FY 23 for the DASH program.

## ATC Board Agenda Detail

**Item #:** 4b

**Item Title:** Bus Donation Requests from the Antique Automobile Club of America Museum and the Friends of the NJ Transportation Heritage Center

**Contact:** Josh Baker, General Manager

**Board Action:** Consideration of Approval



Historically DASH has donated retired buses to the Virginia Museum of Bus Transportation in Roanoke, VA. These donations have helped to preserve Virginia's transit heritage and have served to exemplify DASH's part in the history of Transit in Virginia.

Recently two organizations submitted letters requesting consideration of donating retired buses for preservation as a part of their collections. It is the recommendation of the General Manager that the Board consider approving these donations. The buses to be donated (2007 Model Year Orion V buses) do not bring significant revenue when sold as they are often purchased for scrap or shipment elsewhere in the Country. Donating two buses to these organizations will serve to continue demonstrating Alexandria's rich transit heritage and ongoing investment in public transit.



161 Museum Drive  
Hershey, PA 17033  
(717) 566-7100



September 20, 2021

Mr. Joshua Baker  
Chief Executive Officer/General Manager  
DASH  
Alexandria Transit Company  
3000 Business Center Drive  
Alexandria VA 22314

Dear Mr. Baker,

The Museum of Bus Transportation is a major component of the award winning Antique Automobile Club of America Museum in Hershey, Pennsylvania. We are dedicated to preserving the history of the bus industry in North America, and maintain a "historic fleet" of over 50 buses. Typically 8 or 9 of that collection are on display in the museum's main building, and we're open to the public daily.

As a member of the AACA Museum's Board of Directors, and Chair of the Bus Committee I was made aware of the fact that DASH might soon be retiring a group of transit coaches. I'm contacting you in hopes that you would consider donating one to the museum. We are a 501 (c)(3) organization (although that might be irrelevant in this case).

If you feel this is worth exploring, please let me know, and we can figure out the next step. Even if that won't work, we'd love to have you visit, and would be happy to arrange for you to tour our nearby storage and maintenance annex.

Thank you for your consideration.

Respectfully,

*John R. Oakman*

John R. Oakman  
AACA Museum  
161 Museum Drive  
Hershey, PA 17033  
407 432 1082 (Cell)  
[j768519@aol.com](mailto:j768519@aol.com)  
[www.aacamuseum.org/mobt/](http://www.aacamuseum.org/mobt/)



**FRIENDS OF THE  
NEW JERSEY TRANSPORTATION  
HERITAGE CENTER**

PO Box 147  
Phillipsburg, NJ 08865-0147

October 6, 2021  
Mr. Raymond Mui  
Assistant General Manager, Alexandria Transit Company (DASH)  
3000 Business Center Drive  
Alexandria, VA 22314

Dear Mr Mui,

I wish to take this opportunity to introduce you to the Friends of the New Jersey Transportation Heritage Center. We are a non-profit corporation registered in the State of New Jersey with the mission of preserving and interpreting the transportation history of the State. We have been in existence over a quarter of a century and along with affiliate non-profits, we are recognized by the State and NJ TRANSIT as the primary organization within New Jersey responsible for collecting, restoring, preserving and being the custodian of NJ's transportation artifacts on behalf of the citizens of the State. In total, we represent a confederation of over twenty transport technical and historical societies. Our rail affiliates maintain a historic fleet of over fifty locomotives, rail cars and streetcar equipment. Our vintage bus and coach collection consists of over thirty active vehicles representing a span of nearly seven decades depicting the evolution of motor coaches and transit buses operated over time in New Jersey.

I wish to propose for your consideration that the next bus for inclusion in the Friends collection be a 2007 Orion V Transit Bus. Today, while our bus collection is extensive and is mainly focused on NJT and its predecessor companies, we have started to expand to covering The Northeast also. That is why we believe potentially forming a partnership now with Alexandria Transit Company (DASH) with the goal of eventually adding retired vehicles from your fleet to expand our active operating collection is mutually beneficial.

To help explain our proposal in more detail and to see the on-going preservation efforts of the Friends organization as it relates to the bus industry, I invite you and other officials from DASH to visit our historic collection housed in Lakewood, New Jersey at a mutually agreeable date and time. To arrange for such a visit to our facility, please contact me at 732-877-8744 or via e-mail [Jmdoct11@aol.com](mailto:Jmdoct11@aol.com).

I look forward to learning of your response to our proposal.

Yours truly,

Jason Davis  
Executive Vice President, FNJTHC Inc.

## **ATC Board Agenda Detail**

**Item #:** 5a  
**Item Title:** Financial Report  
**Contact:** Josh Baker, General Manager  
**Board Action:** FYI/Discussion



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### **Financial Results for the Month Ended September 30, 2021 & FY 2022 Projection**

#### **September 2021 Results**

**In September, ATC experienced a monthly deficit of (\$286,907) due to the timing of I-395 Commuter Choice grant reimbursements.** These grants will be appropriated by City Council in December and then reimbursement requests can be processed and applied to DASH accounts. The grants are funding significant service expansions on Lines 35 and 36 as part of the New DASH Network launch.

#### **Significant budget variances and notable accounts in September include:**

- Through the first week of September, **passenger revenue** collections totaled \$481,704, moderately above estimates. This reduces the expected revenue deficit for the year.
- **Operations personnel costs** reflect full staffing of operators for the New DASH Network, however I-395 Commuter Choice grant funds which partially support these costs will not be applied until December, as noted above. Similarly, **Administrative professional services** includes costs for contracted staff associated with the NDN launch.
- **Fuel & Lubricants** reflects continued higher diesel prices, a negative variance staff expect to continue through the year.
- **Printing & Advertising** includes costs associated with the marketing of the NDN launch, including new Ride Guides. Costs are projected to remain within budget for the year.

#### **FY22 Forecast – A Year of Expansion and Transition**

As in other recent fiscal years, FY22 involves a high degree of change in DASH's revenue sources and operating costs. DASH is launching a complete network redesign, significantly expanding service with grant funding, accommodating internal changes needed to support the expansion, and going fare free all at the same time. During FY22, DASH will transition into an agency that is no longer designed to partially support itself by user fees. Revenue from passengers, contracts, and charters will all sunset during this fiscal year (partially due to the City and DASH's federalization). Barring policy changes, going forward DASH will be a governmental service funded almost entirely by taxpayers, with limited cost recovery from advertising sales. This fundamental transition is reflected in the FY22 projection and is noticeable in the FY23 proposed operating budget.

**Due to the expansions and transitions noted above, and applying conservative estimates, staff project a preliminary deficit for FY22 of (\$1,917,984).** Aside from limiting discretionary capital purchases and controlling non-critical costs such as travel and training, this deficit will be filled by grant funds from Virginia's Transit Ridership Incentive Program (TRIP).

Since the September Board meeting, Virginia DRPT staff have recommended a TRIP award to the City in the amount of \$7.1 million from FY22 through FY24.

This award recommendation is pending action by the Commonwealth Transportation Board. Should the CTB approve the award, the \$2.5 million in FY22 will fully resolve this year's budget deficit. First, \$400,000 of the \$2.5 million would be applied to the General Fund as planned in the FY22 budget, to offset the General Fund's contribution to FY22 free fares. The remaining \$2.1 million will be applied to the DASH budget, covering the deficit. FY23 and FY24 funding amounts will reduce the City's subsidy transfer in those fiscal years.

**ATC Board Agenda Detail**

**Item #:** 5b  
**Item Title:** Balance Sheet  
**Contact:** Josh Baker, General Manager  
**Board Action:** FYI/Discussion



**ALEXANDRIA TRANSIT COMPANY**  
**Balance Sheet as of September 30, 2021**

**ASSETS**

Cash - City of Alexandria Pooled	\$ (398,605)
Cash - Payroll Account	850,438
Due from Other Governments	183,907
Receivables	231,156
Prepaid Expenditures	336,939
Parts and Supplies Inventory	849,047
Capital Assets	59,780,931
Less: Accumulated Depreciation	(26,242,025)
<b>TOTAL ASSETS</b>	<b><u>\$ 35,591,787</u></b>

**LIABILITIES**

Accounts Payable	\$ 124,823
Payroll Liabilities	41,229
Accrued Vacation	1,240,225
Deferred Revenue (CARES Act)	1,065,070
<b>Total Liabilities</b>	<b><u>\$ 2,471,347</u></b>

**NET POSITION**

Net Investment in Capital Assets	\$ 33,538,906
Unrestricted	(418,466)
<b>Total Net Position</b>	<b><u>\$ 33,120,440</u></b>

<b>TOTAL LIABILITIES AND NET POSITION</b>	<b><u>\$ 35,591,787</u></b>
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This statement is unaudited and prepared for the sole use of management and the Board of Directors of ATC.

**ATC Board Agenda Detail**

**Item #:** 5c  
**Item Title:** Summary Income Statement  
**Contact:** Josh Baker, General Manager  
**Board Action:** FYI/Discussion



**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Month Ended September 30, 2021**

	Actual	Budget	Variance
<b>REVENUES:</b>			
City Contribution - King Street Trolley	224,919	224,919	-
Passenger Revenue	481,704	140,499	341,205
102X Mark Center Charter	210,464	214,632	(4,168)
Other Charter Revenue	17,732	15,000	2,732
Advertising Revenue	-	45,000	(45,000)
Miscellaneous Revenue	1,074	13,749	(12,675)
<b>Total Operating Revenue</b>	<b>935,893</b>	<b>653,799</b>	<b>282,094</b>
CARES/CRRSAA Transit Funds	723,069	723,069	-
City Contribution - Regular Subsidy	4,539,120	4,539,123	(3)
<b>Total Revenue</b>	<b>6,198,082</b>	<b>5,915,991</b>	<b>282,091</b>
<b>EXPENDITURES:</b>			
Operations	3,614,453	3,423,786	(190,667)
Maintenance	1,318,012	1,315,830	(2,182)
Administration	1,098,840	1,150,251	51,411
Capital Outlay	28,522	54,633	26,111
<b>Total Expenditures</b>	<b>6,059,827</b>	<b>5,944,500</b>	<b>(115,327)</b>
<b>GRANT ACTIVITY:</b>			
I-395 Commuter Choice Grants	-	-	-
State Grants	-	-	-
Local Match on State Grants	-	-	-
Grant Expenditures	-	-	-
<b>Total Grant Activity</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus (Deficit)</b>	<b>138,255</b>	<b>(28,509)</b>	<b>166,764</b>

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

# ATC Board Agenda Detail

Item #: 5d

Item Title: Budget vs. Actual

Contact: Josh Baker, General Manager

Board Action: FYI/Discussion



Budget vs. Actual Report for the Month Ended September 30, 2021

Description	CM Actual	CM Budget	Variance	YTD Actual	YTD Budget	Variance	FY2022 Projected	FY2022 Annual Budget	Projected Year End Variance
<b>REVENUE</b>									
City Contribution - King Street Trolley	74,973	74,973	-	224,919	224,919	-	1,109,072	899,672	209,400
Passenger Revenue	38,443	46,833	(8,390)	481,704	140,499	341,205	481,704	562,000	(80,296)
102X Mark Center Charter	71,544	71,544	-	210,464	214,632	(4,168)	355,635	858,524	(502,889)
Other Charter Revenue	3,588	5,000	(1,412)	17,732	15,000	2,732	48,561	60,000	(11,439)
Advertising Revenue	-	15,000	(15,000)	-	45,000	(45,000)	180,000	180,000	-
Miscellaneous Revenue	-	4,583	(4,583)	1,074	13,749	(12,675)	40,954	55,000	(14,046)
<b>TOTAL OPERATING REVENUE</b>	<b>188,548</b>	<b>217,933</b>	<b>(29,385)</b>	<b>935,893</b>	<b>653,799</b>	<b>282,094</b>	<b>2,215,927</b>	<b>2,615,196</b>	<b>(399,269)</b>
<b>Virginia TRIP Program - Pending CTB Action</b>									
CARES/CRRSSA Transit Funds	241,023	241,023	-	723,069	723,069	-	2,624,013	2,892,277	(268,264)
City Contribution - Regular Subsidy	1,513,040	1,513,041	(1)	4,539,120	4,539,123	(3)	18,156,497	18,156,497	-
<b>TOTAL REVENUE</b>	<b>1,942,611</b>	<b>1,971,997</b>	<b>(29,386)</b>	<b>6,198,082</b>	<b>5,915,991</b>	<b>282,091</b>	<b>22,996,437</b>	<b>23,663,970</b>	<b>(667,533)</b>
<b>OPERATING EXPENDITURES</b>									
<b>OPERATIONS</b>									
Wages - O	1,077,535	848,231	(229,304)	2,686,185	2,544,693	(141,492)	10,474,806	10,178,900	(295,906)
Fringe Benefits - O	153,259	158,091	4,832	497,549	474,273	(23,276)	1,867,643	1,897,100	29,457
Payroll Taxes - O	80,933	62,001	(18,932)	202,271	186,003	(16,268)	761,636	744,000	(17,636)
Retirement Contributions - O	83,995	62,917	(21,078)	209,863	188,751	(21,112)	797,033	755,000	(42,033)
<b>Total Operations Personnel</b>	<b>1,395,722</b>	<b>1,131,240</b>	<b>(264,482)</b>	<b>3,595,868</b>	<b>3,393,720</b>	<b>(202,148)</b>	<b>13,901,119</b>	<b>13,575,000</b>	<b>(326,119)</b>
Operating Materials and Supplies	573	3,167	2,594	5,618	9,501	3,883	38,000	38,000	-
Operator Training	2,615	2,916	301	8,743	8,748	5	35,000	35,000	-
Training and Travel - O	2,523	3,939	1,416	4,224	11,817	7,593	38,250	47,250	9,000
<b>TOTAL OPERATIONS EXPENDITURES</b>	<b>1,401,433</b>	<b>1,141,262</b>	<b>(260,171)</b>	<b>3,614,453</b>	<b>3,423,786</b>	<b>(190,667)</b>	<b>14,012,369</b>	<b>13,695,250</b>	<b>(317,119)</b>
<b>MAINTENANCE</b>									
Wages - M	171,139	188,468	17,329	478,014	565,404	87,390	2,541,148	2,261,600	(279,548)
Fringe Benefits - M	20,246	26,492	6,246	67,287	79,476	12,189	315,012	317,900	2,888
Payroll Taxes - M	12,909	14,242	1,333	36,087	42,726	6,639	186,649	170,900	(15,749)
Retirement Contributions - M	13,089	14,892	1,803	36,885	44,676	7,791	194,467	178,700	(15,767)
<b>Total Maintenance Personnel</b>	<b>217,383</b>	<b>244,094</b>	<b>26,711</b>	<b>618,273</b>	<b>732,282</b>	<b>114,009</b>	<b>3,237,275</b>	<b>2,929,100</b>	<b>(308,175)</b>
Fuel & Lubricants	121,995	93,500	(28,495)	375,142	280,500	(94,642)	1,463,129	1,122,000	(341,129)
Repair Parts & Supplies	20,696	57,461	36,765	160,316	172,383	12,067	748,316	689,525	(58,791)
Maintenance Services	16,628	15,447	(1,181)	43,665	46,341	2,676	219,150	185,363	(33,787)
Building Maintenance	25,297	27,024	1,727	120,131	81,072	(39,059)	352,082	324,286	(27,796)
Training and Travel - M	136	1,084	948	485	3,252	2,767	12,500	13,000	500
<b>TOTAL MAINTENANCE EXPENDITURES</b>	<b>402,135</b>	<b>438,610</b>	<b>36,475</b>	<b>1,318,012</b>	<b>1,315,830</b>	<b>(2,182)</b>	<b>6,032,451</b>	<b>5,263,274</b>	<b>(769,177)</b>
<b>ADMINISTRATION</b>									
Wages - A	130,340	146,141	15,801	348,406	438,423	90,017	1,872,396	1,753,700	(118,696)
Fringe Benefits - A	15,855	18,575	2,720	52,557	55,725	3,168	235,912	222,900	(13,012)
Payroll Taxes - A	9,808	11,192	1,384	26,220	33,576	7,356	142,078	134,300	(7,778)
Retirement Contributions - A	9,876	10,600	724	27,449	31,800	4,351	139,197	127,200	(11,997)
<b>Total Administrative Personnel</b>	<b>165,879</b>	<b>186,508</b>	<b>20,629</b>	<b>454,632</b>	<b>559,524</b>	<b>104,892</b>	<b>2,389,583</b>	<b>2,238,100</b>	<b>(151,483)</b>
Insurance	70,665	71,250	585	208,833	213,750	4,917	811,833	855,000	43,167
Professional Services	88,265	71,373	(16,892)	261,593	214,119	(47,474)	1,005,588	856,490	(149,098)
Utilities	22,951	20,292	(2,659)	58,415	60,876	2,461	249,315	243,500	(5,815)
Telecommunications	11,532	8,960	(2,572)	28,493	26,880	(1,613)	107,693	107,520	(173)
Printing & Advertising	24,669	5,875	(18,794)	49,399	17,625	(31,774)	70,500	70,500	-
Training, Travel, Events	1,057	4,750	3,693	5,902	14,250	8,348	27,000	57,000	30,000
Office Equipment and Supplies	11,039	5,375	(5,664)	28,110	16,125	(11,985)	64,467	64,467	-
Employee Recognition	468	1,667	1,199	468	5,001	4,533	20,000	20,000	-
Dues and Subscriptions	903	1,492	589	2,995	4,476	1,481	17,900	17,900	-
Grant Local Match	-	5,875	5,875	-	17,625	17,625	77,200	70,500	(6,700)
<b>TOTAL ADMINISTRATIVE EXPENDITURES</b>	<b>397,428</b>	<b>383,417</b>	<b>(14,011)</b>	<b>1,098,840</b>	<b>1,150,251</b>	<b>51,411</b>	<b>4,841,078</b>	<b>4,600,977</b>	<b>(240,101)</b>
<b>CAPITAL OUTLAYS (non-CIP)</b>									
Computer and Office Equipment	-	-	-	-	-	-	-	-	-
Maintenance Equipment	28,522	14,044	(14,478)	28,522	42,132	13,610	28,522	168,522	140,000
Other Equipment Investments	-	4,167	4,167	-	12,501	12,501	-	50,000	50,000
<b>TOTAL CAPITAL OUTLAYS (non-CIP)</b>	<b>28,522</b>	<b>18,211</b>	<b>(10,311)</b>	<b>28,522</b>	<b>54,633</b>	<b>26,111</b>	<b>28,522</b>	<b>218,522</b>	<b>190,000</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>2,229,518</b>	<b>1,981,500</b>	<b>(248,018)</b>	<b>6,059,827</b>	<b>5,944,500</b>	<b>(115,327)</b>	<b>24,914,421</b>	<b>23,778,023</b>	<b>(1,136,398)</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>(286,907)</b>	<b>(9,503)</b>	<b>(277,404)</b>	<b>138,255</b>	<b>(28,509)</b>	<b>166,764</b>	<b>(1,917,984)</b>	<b>(114,053)</b>	<b>(1,803,931)</b>

## **ATC Board Agenda Detail**

**Item #:** 5e  
**Item Title:** FY 2023 Preliminary Budget & Reduction Scenarios  
**Contact:** Josh Baker, General Manager & Martin Barna, Director of Planning  
**Board Action:** Action Items



### **FY 2023 Service Reductions (2.5% Subsidy Cut):**

It is possible the FY23 City budget will not be able to accommodate all budget requests for the forthcoming cycle. As with past years, DASH has been requested to submit a reduction scenario which is a 2.5% current services reduction. This is a total of \$486,219 (DASH) and \$22,492 (Trolley) reduction target amount. As there is no viable way to trim this small of an amount from the Trolley budget, we are applying the lump sum reduction to the entire budget.

Service reductions are detailed at the bottom of the table provided on Page 18 of this packet. A summary is as follows: reduction in weekday peak services on lines 104, 102, and 103 each of which maintains a minimum of 60-minute service and are the least utilized routes in the system (particularly during these low commuter times associated with the pandemic).

Lines 32, 33 and 34 are shortened or discontinued (select evening trips) on both weekdays and weekends, looking at the trips with the least passengers and the lowest impact on general service levels.

### **FY 2023 DASH Supplementals:**

As part of the FY 2023 City budget development process, DASH has reviewed its service and organizational needs for the upcoming fiscal year and prepared the following list of supplemental funding priorities. Items 2-5 will be included as supplemental funding requests for the FY 2023 city budget process, while item 1 is a priority identified in the event of any shortfalls in budget capacity.

1. **PRIORITY: Avoid Service Reductions.** Based on guidance from the City Manager's Office, DASH has provided a list of potential service reductions that would achieve a 2.5% subsidy reduction (-\$510,000) for FY 2023. These potential reductions would affect weekday peak service on Lines 102, 103 and 104, and evening service on Lines 32, 33 and 34. These service cuts would make these routes less useful for riders and detract from the progress of the New DASH Network and Alexandria Transit Vision Plan. A list of the potential service reductions included in the 2.5% reduction scenario are included in the bottom of the attached table. **The avoidance of these service reductions is proposed by the General Manager as a top priority for the FY 2023 budget request.**
2. **Supplemental Priority #1 – Staffing - \$766,300.** DASH has grown significantly in scope of service and front-line personnel, largely driven by the New DASH Network and continued investments by the City in our critical public transportation services.

The supporting functions of the organization have remained largely unchanged for the better part of the past five (5) + years and we must invest in these supporting positions to ensure our services to our internal customers and our riders remain at the highest quality. *(A current Organizational Chart is provided as an attachment)*

- a. A supplemental request in the amount totaling \$766,300 funds the following critical investments in the team at DASH
  - i. Maintenance Personnel (2 positions) – overnight and daytime mechanics supporting the substantially larger fleet and service hours.
  - ii. Finance & Administration (1 position) – Information Technology Specialist, DASH has operated with one (1) Information Technology employee for nearly 20 years, the ability to support the robust IT needs and the growth of the organization is no longer feasible for

one person to complete. This position works directly with the IT Manager in supporting the DASH operations and IT infrastructure.

- iii. Safety (2 positions) – DASH employs over 240 staff and operates 24 hours a day, 7 days a week. The exposure to safety issues has substantially increased in the last two years and investment in this department is critical. These positions handle video review, OSHA compliance, new FTA policies, and Department of Transportation regulations. The department supports all areas inclusive of Operations and Maintenance and plays a significant role in risk management, employee and passenger safety. A robust safety program is required for all Federally funded Transportation Services, and even more so apparent with recent events of lack of oversight and critical failures seen in peer systems within the region.
- iv. Training (2 positions) – as is the case with our safety program, the stresses placed on our Training programs are significantly increased with our services. The effects of the pandemic on recruitment and employee retention have been felt by DASH as with all other providers throughout the country. Investments in our training program align with investments in our safety program to ensure our services meet the quality standards expected by the community while also ensuring that we do not fall behind in any of these critical areas.
- v. Operations (1 position) – many of the operational needs have been addressed during the initial implementation of the New DASH Network, as many of them are crucial for us to meet service requirements. One remaining gap exists in supporting the expanded 24/7 service profile and is addressed with this supplemental.

3. **Supplemental # 2 - Service Reliability - \$870,000.** To ensure the reliability of existing service with the New DASH Network, DASH is requesting funding to operate additional “standby” and “stage” buses that can be pulled into revenue service as needed to mitigate passenger impacts during service delays or disruptions, and to assist with any overcrowding that could occur due to increased ridership.

With the launch of the New DASH Network, DASH has implemented a more proactive service management model whereby Operations staff is empowered to adjust service as needed for better reliability and increased on-time performance. Additional standby buses will provide more resources to Operations staff towards these objectives.

4. **Supplemental # 3 - 2022 Alexandria Transit Vision Plan - \$2,590,000.** Following up on the launch of the New DASH Network in 2021, DASH is proposing to implement most of the remaining service recommendations from the Final 2022 Alexandria Transit Vision Plan that was adopted by the DASH Board of Directors in 2019.

These proposed improvements are shown in the attached table and would include:

- a. More frequent Old Town Circulator service with additional direct trips into Old Town from the Duke Street and King Street corridors on Lines 30 and 31;
- b. Increased bus service to the new Potomac Yard Metrorail Station with a realignment of Line 34, and weekend frequency improvements on Lines 33 and 34; and
- c. Off-peak service improvements on Line 32 that will benefit the bus riders on the Eisenhower Avenue corridor.

*(Note: Several weekday peak improvements for Lines 32, 103, and 104 from the 2022 ATV Plan are not included in this scenario due to fleet limitations and reduced ridership demand during the COVID-19 pandemic.)*

5. **Supplemental # 4 - Frequent, All-Day Bus Service on Duke Street - \$1,770,000.** This proposed improvement would increase Line 30 service to run every 15 minutes or better, all-day, seven days per week and greatly improve the east-west connectivity between South Van Dorn Street, Landmark Mall, Duke Street and Old Town. The Duke Street corridor is one of the most productive transit corridors in the City of Alexandria, but the funding constraints assumed by the 2022 Alexandria Transit Vision Plan precluded Line 30 from being improved as part of the “frequent, all-day” bus network.

WMATA has introduced major service improvements on Metrobus Lines 28A and 29K/N in September 2021 that provide frequent, all-day service on Duke Street between Foxchase and King Street Metro, however, the routes operate as “limited-stop” so local stops on Duke Street are not served, and the neighborhoods between Foxchase and Landmark do not benefit from frequent, all-day 28A service.

This proposed additional investment in Line 30 will bring the entire Duke Street corridor up to the “frequent, all-day” service standard and will provide a missing link for the frequent network between Landmark Mall and King Street Metro.

More detailed information on the route-by-route reductions and assumptions can be found in the **summary table** on the following page.

# POTENTIAL FY 2023 DASH SERVICE IMPROVEMENTS & REDUCTIONS

POTENTIAL FY 2023 DASH SERVICE IMPROVEMENTS & REDUCTIONS							DASH Service Planning Decision Framework (1)					
							Ridership	Equity		Impact/Alternatives	Cost Efficiency	Priority Order (1 = first improvement to be made)
Scenario	Line #	Similar to Previous Route...	Areas Served	Proposed Improvement	Net Annual Platform Hours	Net Annual Cost	Net Change in Annual Boardings	Low Income Residents within 1/4 mile	Minority Residents within 1/4 mile	Description of Benefit / Cost of Not Improving	Annual Cost Per Add'l Boarding (Lower = More Cost Efficient)	
Proposed FY 2023 Service Improvements												
Supplemental #2 - Service Reliability	-	-	-	Provide additional standby buses/operators to promote service reliability and flexibility for existing service (+2 peak buses)	7,908	\$870,000	-	-	-	Reduced impact of any service disruptions; increased ability to deploy extra buses if needed for additional passenger capacity.	-	1
	Supplemental #2 (Service Reliability) Total				7,908	\$870,000						
Supplemental #3 - Full 2022 ATV Plan (2)	Line 30	AT8	Van Dorn Metro, Landmark Mall, Duke Street, Old Town	Weekday peak service improved in Old Town to run every 10 minutes instead of every 20 minutes; extend peak/weekend short trips from Landmark to Van Dorn Metro for 30 minute service on entire route (+5 peak buses).	10,402	\$1,140,000	144,000	6,142	24,618	More one-seat trips from Duke St to Old Town; better connections to West End; more frequent OTC	\$7.92	2
	Line 31	AT6	NVCC, King Street, Old Town	Extend offpeak/weekend short trips from King Street Metro to Braddock Road Metro for 15 minute service in Old Town; extend weekday evening hours.	7,196	\$790,000	47,000	3,513	14,393	More one-seat trips from King St to Old Town; better connections to West End; more frequent OTC	\$16.81	3
	Line 33	AT10	Del Ray, Arlandria, Potomac Yard	Sunday service improved to run every 30 minutes instead of every 60 minutes to provide better connectivity to Potomac Yard Metro	945	\$110,000	11,000	1,455	7,444	Shorter waits for buses on Sundays in Del Ray, Arlandria; better Sunday service to new PY Metro	\$10.00	4
	Line 34	AT2, AT5, AT7	Old Town North, City Hall, Lee Center	Route realigned from Braddock Road Metro to new Potomac Yard Metro and from N. Fairfax St. to N. Pitt St; Sunday service improved to run every 30 minutes instead of hourly	963	\$110,000	7,000	1,523	5,032	Shorter waits for buses on Sundays in Old Town; better Sunday service to new PY Metro	\$15.71	5
	Line 32	AT7	Eisenhower Valley, Landmark Mall, Van Dorn Metro, Carlyle	Improve midday, evening and weekend service from every 60 minutes to every 30 minutes.	3,989	\$440,000	26,000	4,248	16,991	Shorter waits for buses on Eisenhower Avenue during middays, evenings and weekends.	\$16.92	6
	Supplemental #3 (Full 2022 ATV Plan) Total				23,495	\$2,590,000						
Supplemental #4 - Frequent, All-Day Service on Duke Street	Line 30	AT8	Van Dorn Metro, Landmark Mall, Duke Street, Old Town	Offpeak frequency improved from 30 minutes to 15 minutes during middays, evenings and weekends to make Line 30 a frequent, all-day route.	16,176	\$1,770,000	223,000	6,142	24,618	Establish frequent, all-day service on Duke St. corridor; much shorter waits during middays, evening and weekends.	\$7.94	7
	Supplemental #4 (Frequent, All-Day Service on Duke Street) Total				16,176	\$1,770,000						
Total FY 2023 Service Improvements - Supplementals 1, 2 & 3					47,579	\$5,230,000						
Potential FY 2023 Reductions (2.5% Reduction Scenario)												
Service Reductions (-2.5%)	Line 104	AT4	Braddock Metro, Cameron Mills Rd, Parkfairfax, Pentagon	Reduce weekday peak service from every 30 minutes to every 60 minutes	-1,840	(\$150,000)	-8,000	833	4,130	Much longer waits for Line 104 passengers in Parkfairfax; Service becomes much less useful.	\$18.75	1
	Line 102	AT2	King St. Metro, Janneys Lane, Seminary Road, Southern Towers, Mark Center	Reduce weekday peak service from every 30 minutes to every 60 minutes	-1,890	(\$150,000)	-10,000	1,204	8,772	Much longer waits for Line 102 passengers on Seminary Road during weekday peaks; Service becomes much less useful.	\$15.00	2
	Line 103	AT3	Braddock Metro, Russell Rd, Arlandria, Parkfairfax, Pentagon	Reduce weekday peak service from every 30 minutes to every 60 minutes	-1,840	(\$150,000)	-12,000	2,565	9,077	Much longer waits for Line 103 passengers in Parkfairfax and Arlandria; Service becomes much less useful.	\$12.50	3
	Lines 32, 33 & 34	-	-	Shorten or discontinue selected evening trips on multiple routes on both weekdays and weekends	-800	(\$60,000)	-8,000	7,226	29,467	Longer waits in evenings in Old Town, Del Ray & Eisenhower Valley	\$7.50	4
Total FY 2023 Service Reductions (Net Reductions)					-6,369	(\$510,000)						
Notes:												
(1) DASH Service Planning Decision Framework includes a list of factors that inform service planning decisions, in order of their importance. The framework is based on the goals defined by the Alexandria Transit Vision Plan, and was adopted by the ATC Board												
(2) Several peak improvements for Lines 32, 103 and 104 that were part of the Final 2022 ATV Plan are not included in this scenario due to fleet limitations and reduced ridership demand.												

**ATC Board Agenda Detail**

**Item #:** 6  
**Item Title:** Executive Session  
**Board Action:** Discussion/Approval

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**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**

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# **ATC Board Agenda Detail**

**Item #:** 7

**Item Title:** Next Meeting Date & Adjournment

**Board Action:** Discussion/Approval

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**The next regular meeting is scheduled for Wednesday, December 8, 2021  
at 5:30pm**

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***Consider Adjournment***

## **ATC Board Agenda Detail**

### **ATTACHMENT #1 – DASH Organizational Chart**


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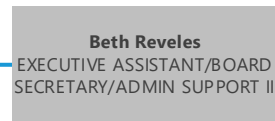


*Please see attachment.*

# Transit Management of Alexandria ORGANIZATIONAL CHART


**ATC BOARD OF DIRECTORS**


**Josh Baker**  
 CEO & GENERAL MANAGER


**Beth Reveles**  
 EXECUTIVE ASSISTANT/BOARD SECRETARY/ADMIN SUPPORT II


**Swinda Carcamo**  
 DIRECTOR OF HUMAN RESOURCES

**Shauna-Lee Williams**  
 HR SPECIALIST

**Jacqueline Williams-Mason**  
 HR GENERALIST

**Seasonal**  
 HR INTERN


**Martin Barna**  
 DIRECTOR OF PLANNING & SCHEDULING

**Whitney Code**  
 MARKETING & COMMUNICATIONS MANAGER

**Tristan Cunningham**  
 SERVICE PLANNING MANAGER

**Gabriel Morey**  
 ITS COORDINATOR

**Diana Contreras**  
 MARKETING SPECIALIST

**JUSTIN ISBELL**  
 TRANSIT ANALYST

**Alexis Perla**  
 ITS SPECIALIST

**Kaitlyn Beisel**  
 COMMUNICATIONS SPECIALIST

**VACANT**  
 DIRECTOR OF FINANCE & ADMINISTRATION

**Joseph Quansah**  
 OFFICE MANAGER


**Rita Dillard**  
 FISCAL SPECIALIST

**Naqibullah Rahmatyar**  
 PAYROLL SPECIALIST

**Todd Christiansen**  
 IT MANAGER

**Valerie Carter**  
 ADMIN SUPPORT I

**Jeanette Marshall**  
 ADMIN SUPPORT I



**Rick Baldwin**  
 DIRECTOR OF TRAINING

**James Snow**  
 TRAINING OFFICER

**Saamer Abdo**  
 TRAINING OFFICER

**Naim Mafuz**  
 TRAINING OFFICER


**Raymond Mui**  
 ASSISTANT GENERAL MANAGER OF OPERATIONS & MAINTENANCE

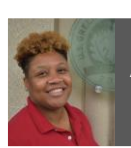

**Kevin Hernandez**  
 DIRECTOR OF OPERATIONS


**Amaha Legesse**  
 ASSISTANT DIRECTOR OF OPERATIONS

**OPERATIONS SUPERVISOR (15)**

**BUS OPERATOR (174)**


**John Lanocha**  
 DIRECTOR OF MAINTENANCE


**Natalie Harris**  
 ASSISTANT DIRECTOR OF MAINTENANCE

**Vacant**  
 INVENTORY CONTROL & PURCHASING MANAGER

**MAINTENANCE ASSISTANT (2)**

**DAY FOREMAN (1)**

**NIGHT FOREMAN (2)**

**FACILITY MAINTENANCE TECH**

**MECHANIC (12)**

**SERVICE WORKER (5)**

**CLEANER (5)**

**James Tran**  
 PARTS CLERK

**Yonas Yirdaw**  
 PARTS CLERK


**Stephanie Salzone**  
 DIRECTOR OF SAFETY & SECURITY

**Alexander Houck**  
 SAFETY & COMPLIANCE SPECIALIST