



# Alexandria Transit Company Board of Directors Meeting



**December 14, 2022 @ 5:30pm**

**Meeting Held at DASH Facility Board Room, 3000 Business Center Dr., Alexandria, VA 22314  
and Held Electronically - Livestream on ZOOM and Facebook Live**

ITEM	DESCRIPTION	PAGE #	PRESENTER
#1	<b>Call to Order, Welcome, and Public Comment</b>	<b>N/A</b>	Mr. Kaplan
#2	<b>Consideration of Approval Meeting Minutes</b> a) ATC Board of Directors Meeting – November 9, 2022 b) ATC Board of Directors Special Meeting – November 30, 2022	<b>2-8</b>	All
#3	<b>Board Member Announcements, Reports &amp; Business Items</b> a) Chair's Report & Possible Revision to By-Laws b) Others	<b>9</b>	Mr. Kaplan All
#4	<b>General Manager's Reports</b> a) Transdev North America Acquisition of First Transit b) Operations KPI Report c) Facilitator Options for February 1 Board Retreat	<b>10-12</b>	Ms. Tolen Mr. Hernandez Mr. Baker
#5	<b>Financial Reports</b> a) Financial Report b) Balance Sheet c) Summary Income Statement d) Budget vs. Actual	<b>13-17</b>	Mr. Ryder
#6	<b>Planning Reports</b> a) Ridership Update b) Annual Fare-Free Program Report c) Resolution of Support for FY24-25 I-395 Commuter Choice Applications d) Resolution of Support for FY24 DRPT Grant Applications	<b>18-30</b>	Mr. Barna
#7	<b>Next Meeting Date &amp; Adjournment</b> The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for Wednesday, January 11, 2023	<b>31</b>	All

## **ATC Board Agenda Detail**

**Item #:** 2a  
**Item Title:** Meeting Minutes—November 9, 2022  
**Contact:** Beth Reveles, Secretary to the Board  
**Board Action:** Consideration of Approval



### **Alexandria Transit Company (ATC) BOARD OF DIRECTORS MEETING MINUTES November 9, 2022**

A meeting of the Board of Directors of the Alexandria Transit Company was held at 5:30 pm on Wednesday, November 9, 2022, at the DASH Facility and was also available electronically. A recording of the meeting was made and is available upon request.

Board members present in person: David Kaplan, Hillary Orr, Murat Omay, Jesse O'Connell, Steve Klejst, Linda Bailey

Board members present electronically: Matt Harris participated from his residence in Alexandria, Virginia, due to illness from COVID-19 vaccine.

Board members absent: Brandi Collins, Kendel Taylor, Ajashu Thomas

Staff members present: Josh Baker, Martin Barna, Whitney Code, Kaitlyn Beisel, Beth Reveles, Edward Ryder, Joseph Quansah, Swinda Carcamo, Stephanie Salzone, John Lanocha, Brian Robey

Other attendees: Jim Durham

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

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

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

Chair Kaplan opened the meeting to public comment. The Chair closed public comment as there were no speakers.

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

### **#2a – ATC Board of Directors Meeting – October 12, 2022**

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

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

### **#3a – Chair's Report & Revised Public Speaker Policy**

Chair Kaplan recognized DASH Staff that participated in the Commission on Aging (COA) Transportation Committee meeting that was held at DASH last week. The Transportation Committee received briefings on the current state of DASH, the success of the New DASH Network, bus safety features, financial challenges DASH is facing, and electrification of the fleet and facility. The Committee's visit ended with a tour of the facility. The COA chair was so impressed with the visit that he plans on bringing the entire commission to DASH for a future meeting.

Chair Kaplan called for a motion to approve the revised Public Speakers Policy. A motion was made by Steve Klejst and seconded by Hillary Orr. There was no further discussion, and the motion carried unanimously.

The Chair asked that the Public Speakers Policy be added to the Board meeting DASH website and read aloud during the Public Comment section of the ATC Board meetings.

Chair Kaplan announced that in December the Board will need to discuss whether they want to submit a change to the Board's by-laws. Specifically, whether the Board wants to return to a fixed number of members and how many. Currently the number of Board members is between nine and 11 with six to eight of the seats belonging to citizens, which was a change made by City Council in 2020. Any proposed change would need to be submitted to City Council during the February Stockholders meeting. The Chair stated that the current by-laws will be included in the December Board packet along with the last recruitment timeline.

### **#3b – 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.

### **#3d – Others**

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

## **Agenda Item #4 – General Manager's Reports**

### **#4a – General Manager Updates**

General Manager Josh Baker shared that Marketing & Communications Manager Whitney Code would be relocating closer to home in South Carolina. She will be leaving DASH at the end of the month although she has agreed to continue working remotely for a while to ensure a successful transition to her successor. He enumerated her many successful contributions to DASH and the challenges she faced.

Mr. Baker informed the Board that DASH was formally approached by the owners of the Bradlee Shopping Center due to concerns related to student behavioral issues at the shopping center. Both the City and the police force have been dealing with this issue. There have been incidents involving fights, a shooting, a stabbing, and there are large crowds of students congregating specifically near the McDonalds. DASH is working with the property owners to see if there is a way to mitigate the problem. Mr. Baker stated that he is not recommending the removal or relocation of the Bradlee Shopping Center bus stop. He recognized that it was unusual for DASH to be approached in this manner. Staff was investigating the issue and will ensure we obtain all the facts.

### **#4b – Draft Duke Street in Motion Letter**

Mr. Baker presented a draft Duke Street in Motion Letter from the Board to T&ES Duke Street in Motion Project Manager Jennifer Monaco. The letter was shared with the Board in advance of the meeting.

Chair Kaplan called for a motion to approve the letter. A motion was made by Jesse O'Connell and seconded by Steve Klejst. There was no further discussion, and the motion carried. Hillary Orr abstained.

### **#4c – General Manager's Current Services Proposed Budget**

Mr. Baker reviewed the budget which was shared with the Board in advance of the meeting.

Chair Kaplan called for a motion to approve the current services proposed budget. A motion was made by Linda Bailey and seconded by Steve Klejst. There was no further discussion, and the motion carried. Hillary Orr abstained.

### **#4d – General Manager's Budget Supplementals**

Mr. Baker reviewed the budget supplementals which was provided to the Board in advance of the meeting.

Mr. Baker stated that the City Manager has requested a 2% budget reduction target, which equated to approximately \$535,925. Mr. Baker has advised Staff to identify approximately 1% reductions as administrative cuts and approximately 1% of reductions as service cuts. He is not proposing to eliminate positions or reduction in force. DASH would be looking for efficiencies, such as eliminating old or under used technology systems or efficiencies in training.

Mr. Baker stated that he is not presenting budget reductions tonight as Staff has not had sufficient time to draft a reductions budget as DASH only received the guidance last Friday. He expects to have that information available to the Board in the next week or two.

Chair Kaplan called for a motion to approve the budget supplementals. A motion was made by Jesse O'Connell and seconded by Linda Bailey. There was no further discussion, and the motion carried. Hillary Orr abstained.

Chair Kaplan recommended a special meeting of the Board to take place as fully virtual on Wednesday, November 30 to discuss budget reductions and to seek Board approval prior to submitting to OMB. The Board secretary was asked to poll the Board to determine a time for the meeting.

## **Agenda Item #5 – Financial Reports**

### **#5a – Financial Report**

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

### **#5b – Balance Sheet**

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

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

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

### **#5d – Budget vs. Actual**

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

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

### **#6a – Ridership Update**

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

### **#6b – KPI Dashboard**

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

## **Agenda Item #7– VTLP Administrator Presentation & Executive Session**

### **#7a – VTLP Administrator David Harmer Presentation**

Mr. Baker introduced the Virginia Transit Liability Pool Administrator David Harmer who provided a general overview of the VTLP program.

Mr. Harmer provided the following information:

- Virginia Transit Liability Pool – enabled by the Virginia General Assembly to provide public transit with a group, self-insurance mechanism.
- Transit agencies pool their resources to group self-insure and have independence from the commercial insurance market
- The pool is member-owned and member-run
- DRPT provided start-up capital
- ATC founding member of VTLP under GM Bill Hurd
  
- **Coverage**
  - Liability coverage which provides protection in the event of third-party claims against DASH for bodily injury or property damage, and
  - Fleet physical damage coverage with protection against hazards such as collision, fire, flood, wind and vandalism.
  
- **Limits of Coverage**
  - Offer high limits
  - Buses covered subject to deductible – lot and specific coverage
  
- **Claims**
  - In the event of a claim the pool works with transit agency to complete a thorough investigation
    - Statements
    - Photos and videos
    - Police report, fire report
    - Witnesses, Engineers and Experts
  - Make liability determination - Contributory negligence
  - Litigation management
  
- **Loss Control**
  - The optimal outcome is for no claims to occur, which is the goal for all concerned
  - Safety Culture – shared values and beliefs – “how we do things around here”
    - CEO is the leader of the organization for Safety Culture
    - Safety message persistently presented and repeated – not just at safety meetings
    - Safety is everyone’s responsibility, both management and employees are committed to it.
  - Lagging indicators – claim analysis
  - Leading indicators – frequency
  - Root Cause Analysis – “the most effective way to mitigate risk is to design it out”
  
- **Risk Management Programs and Services**
  - Site safety reviews
  - Safety Scorecard
  - Training seminars and workshops
  - TSI/NTI training
  - VTLP training
  - Ride-alongs
  - Attend safety meetings
  - Quarterly risk profile reports
  - New technology and products, research, newsletter
  - Collaboration with the DASH safety program

## **#7b –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 Jesse O'Connell and seconded by Steve Klejst 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 Linda Bailey and seconded by Steve Klejst to reconvene the public meeting. A vote was called, and the motion was approved unanimously.

A motion was offered by Linda Bailey and seconded by Jesse O'Connell 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.

**Agenda Item #8– Next Meeting Date & Adjournment**

A final motion to adjourn the meeting was made by Jesse O'Connell and seconded by Steve Klejst. 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 December 14, 2022, at 5:30 pm at the DASH Facility and via Zoom/Facebook Live.

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

**ATC Board Agenda Detail**

**Item #:** 2b  
**Item Title:** Meeting Minutes—November 30, 2022  
**Contact:** Beth Reveles, Secretary to the Board  
**Board Action:** Consideration of Approval



**Alexandria Transit Company (ATC)**  
**BOARD OF DIRECTORS MEETING MINUTES**  
November 30, 2022

A special meeting of the Board of Directors of the Alexandria Transit Company was held at 5:30 pm on Wednesday, November 30, 2022, as fully virtual. A recording of the meeting was made and is available upon request.

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

Board members absent: Linda Bailey

Staff members present: Josh Baker, Martin Barna, Kaitlyn Beisel, Beth Reveles, Edward Ryder, Joseph Quansah, Swinda Carcamo

Other participants: Ross Kane, Bill Pfister

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

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

Chair David Kaplan welcomed everyone, called the meeting to order, and opened the meeting to public comment.

Ross Kane spoke firstly on behalf of Virginia Theological Seminary as a faculty member and secondly as a parent of a child attending MacArthur Elementary school. Mr. Kane spoke in opposition to reductions of Line 102. VTS staff, students, and visitors rely on Line 102 as well as employees of Bethel Day Care and St. Stephen's and St. Agnes School. Mr. Kane requested more service frequency during commuter hours, ideally service every 20 minutes until 8:30 am. Frequent service during peak hours is of utmost importance.

Bill Pfister spoke to request that Line 102 service be maintained, or a commitment be made to consider future service once the MacArthur Elementary School on Janneys Lane is completed. He is a past PTA President for Douglas MacArthur Elementary School and a community representative for the Douglas MacArthur [rebuild] Advisory Group. All three of his children attended MacArthur and his youngest will spend his fifth grade in the new building on Janneys. Prior to the pandemic, he was also a regular rider on the AT2 (now Line 102). He is aware of many in the school community that have relied on the AT2/102 service. Nearly every time he rode the bus, he saw other MacArthur parents and there were always people getting on or off at the MacArthur stop. Beyond just the students' families, MacArthur staff members also rode the AT2/102. In fact, individuals from all five of the schools and preschools along this corridor have relied on AT2/102 service. The MacArthur rebuild is scheduled for classes to resume at the Janneys Lane location in August 2023. While the prior building regularly enrolled 600-700 students and about 85 staff and teachers, the new building will be larger to accommodate more than 850 students, including new spaces for special education and preschool students, and more than 125 staff and teachers. His kids love riding DASH and Metro and maintaining the 102 route is an opportunity to encourage a transit-positive experience for the coming generations. In closing, he asked again that DASH maintain the 102 service.

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

## **Agenda Item #2 – FY24 Budget Reductions Proposal**

General Manager Josh Baker reviewed the preliminary FY2024 budget reductions proposal which was provided to the Board prior to the meeting.

Jesse O'Connell moved to adopt **reduction scenario 1** as staff recommended. Murat Omay seconded the motion. After some discussion, Jesse O'Connell "called the question." Chair Kaplan called for a roll call vote and the motion passed with 6 "aye", 2 abstentions by Hillary Orr and Kendel Taylor, with 2 absent (Linda Bailey and Matt Harris—Matt dropped off the call).

## **Agenda Item #3— Next Meeting Date & Adjournment**

A final motion to adjourn the meeting was made by Jesse O'Connell and seconded by Steve Klejst. 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 December 14, 2022, at 5:30 pm at the DASH Facility and via Zoom/Facebook Live.

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



## **ATC Board Agenda Detail**

**Item #:** 3a  
**Item Title:** Possible Revision to By-Laws  
**Contact:** David Kaplan, Chair  
**Board Action:** Discussion/Consideration of Approval

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Please see **Attachment I** for current ATC Board By-laws

Below is the timeline from the last Board member recruitment effort.

- **February 9 Board meeting—from the minutes:** The Chair announced that we now have an eight-member Board, and based on the ATC by-laws, the Board must consist of a minimum of nine members. As such, the Board will need to recruit one citizen member. Hillary Orr will be the City staff designee on the recruitment sub-committee. Steve Klejst and Ajashu Thomas volunteered to serve on the recruitment sub-committee with Ms. Orr. The sub-committee will be entirely responsible for the recruitment process to include approval of the recruitment plan; vetting, rating, and ranking the applicants; and conducting the interviews. The full ATC Board will not interview the applicants but will take whatever recommendation the sub-committee puts forth.
- **February 28 Sub-committee meeting:** The sub-committee met with Josh and Beth to plan the details for the recruitment process—timeline, advertising plan, application form, etc.
- **March 1:** Advertising began, and Board vacancy application was posted in Google forms
- **March 18:** Applications cut-off date
- **March 21:** Completed applications were sent to the sub-committee (13 total applications)
- **March 30:** Sub-committee Chair Steve Klejst notified Beth of the four candidates chosen for interviews
- **April 11:** That evening, interviews took place at the DASH facility (recorded via Zoom)
- **April 28:** The video of the interviews and a summary of the applicants' qualifications were emailed to the entire Board to review
- **May 4 Board meeting:** The Board voted on the number of new members they wanted to seat. The Board decided on two new members. They then voted on which two would be selected for the ATC Stockholders to approve. Murat Omay and Jesse O'Connell were selected.

**ATC Board Agenda Detail****Item #:** 4a**Item Title:** Update on Transdev North America Acquisition of First Transit**Contact:** Cristin Tolen, Region Vice President, First Transit**Board Action:** FYI

Ms. Cristin Tolen of First Transit will be present to speak with the Board regarding the acquisition of First Transit by Transdev North America. Transdev is a complementary company as an operator and global integrator of mobility of multiple modes of transportation, with nearly 82,000 employees in 18 countries. The company focuses on empowering freedom to move everyday thanks to safe, reliable, and innovative solutions that serve the common good.

**ATC Board Agenda Detail**

**Item #:** 4b  
**Item Title:** Operations KPI Report  
**Contact:** Kevin Hernandez, Director of Operations  
**Board Action:** FYI

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Mr. Kevin Hernandez, Director of Operations for DASH will present a report on key performance indicators (KPI's) for the Operations Department.

## **ATC Board Agenda Detail**

**Item #:** 4c  
**Item Title:** Facilitator Options for February 1 Board Retreat  
**Contact:** Josh Baker, General Manager  
**Board Action:** Discussion/Consideration of Approval

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Please see **Attachment II** for backgrounds and proposals for the following three facilitator options:

1. GP Strategies
2. Noel Training & Consulting\*
3. Leadership Solutions\*\*

Following the discussion with the Board of Directors at the September 14, 2022 meeting, the General Manager has engaged three (3) respective facilitators for consideration of the Board. The retreat is scheduled to take place Wednesday, February 1, 2023 from 1pm-5pm at the DASH Facility.

The General Manager has direct, relevant experience with facilitator options #2 and #3. In response to the Board's interest in understanding the various options for such work, multiple facilitators were interviewed by the General Manager as offered by GP Strategies (Option#1).

A discussion of each of the facilitators along with a formal recommendation will be provided during the Board Meeting. The Board is asked to review the respective resume's and other information provided by the facilitators in advance of the meeting.

\* Facilitator of the last Board Retreat in 2017, facilitator has worked with DASH staff previously, regularly provides trainings throughout Virginia, and has provided prior on-site trainings at DASH.

\*\* Facilitator has worked extensively with DASH staff every year since 2017, regularly provides trainings throughout Virginia, and designed and facilitated the DASH Aspiring Leaders program.

## ATC Board Agenda Detail

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



### Financial Results for the Month Ended October 31, 2022

#### October 2022 Results

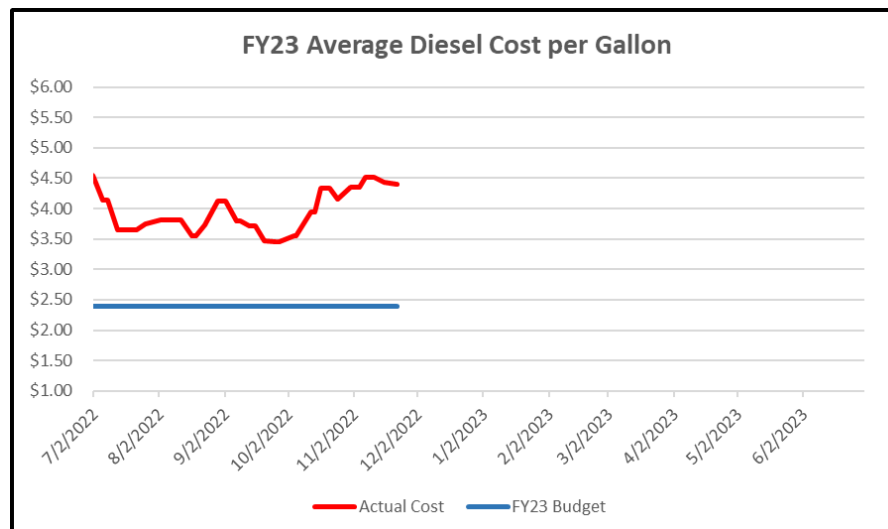
In October, ATC experienced a monthly deficit of (\$94,994) and monthly year-to-date deficit of (\$291,436) and has a projected year-end deficit of (\$1,121,907). I-395 Commuter Choice grant reimbursements have been applied through October.

Fuel cost overages continue to surpass any realized savings elsewhere, leading to a projected deficit for the year.

Significant budget variances and notable accounts in October include:

- **Fuel & Lubricants** continue to experience historically higher diesel prices; a negative variance staff expect to continue through the year. Fuel costs have decreased slightly in recent weeks, with our most recent diesel price per gallon at \$3.73 per gallon, but in October the average cost was \$4.30 per gallon.

Our budget target for fuel is \$2.40 per gallon. Despite recent decreases in diesel fuel costs, future months are forecast at a conservative \$4.50 per gallon to hedge against continued market instability. We are currently projected to exceed our fuel budget by **(\$987,937)**.



- **Maintenance Repair Parts & Supplies** have emerged as a major budgetary issue. There are two contributing factors leading to the projected annual budget overrun of **(\$218,521)**:
  - **Tire costs**, which are tied to the cost of crude oil, have seen sharp cost increases.
  - With four months of data thus far in FY23, **Vehicle Parts and Repair Supplies** has already expended 70% its annual budget. There have been extensive repairs needed year attributable to increased mileage and service hours. Staff are continuing to seek quotes for the most competitive prices for parts; however, inflationary pressures are leading to higher parts costs and supply chain

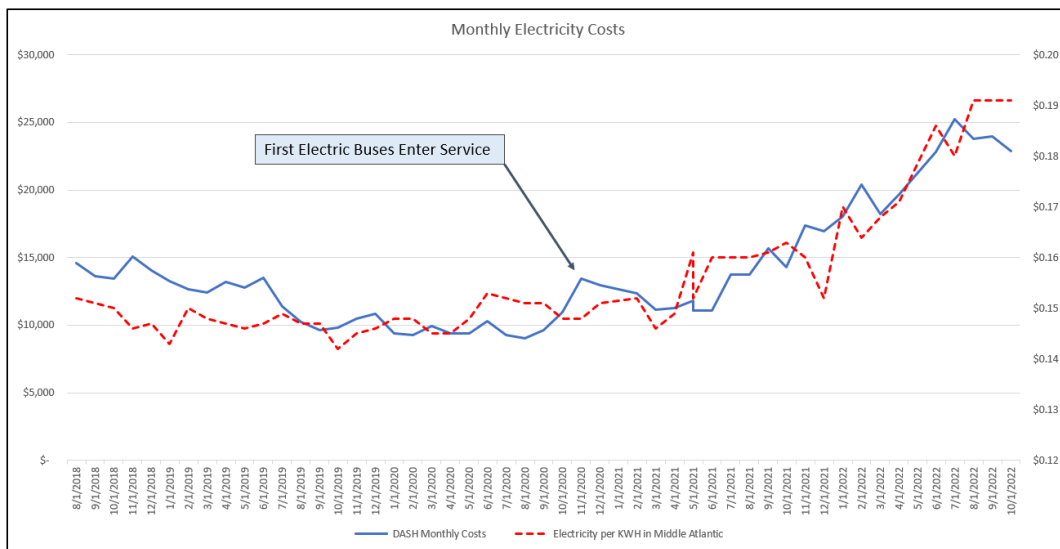
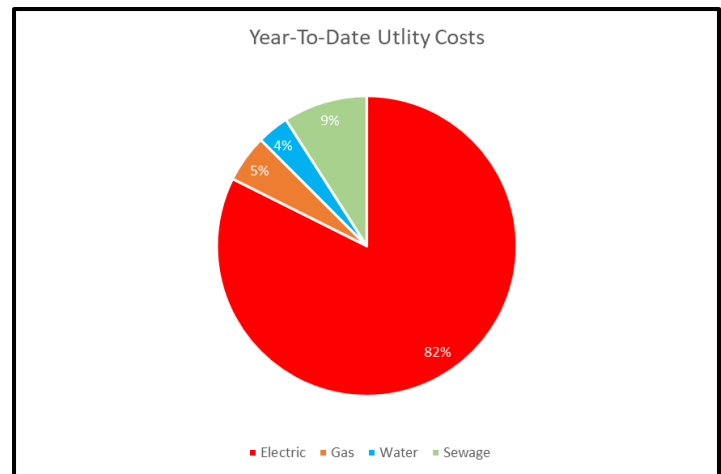
issues are leading to extremely long wait times from many vendors. This limited availability and the long wait times has often meant that the most competitive price is not the most viable option, as having a bus out of service awaiting repairs would impact service.

- **Operations Overtime** remains an ongoing challenge for our operations budget. Seniority-based preferential overtime requirements further compound the issue; the highest-paid operators are often the ones with the greatest amount of overtime (requirement of CBA). Staff have taken steps to address excessive overtime in the most recent operator schedule bid, which took effect in late October. This should help reduce the impacts of this budgetary pressure in future months, overtime will continue to be a budget issue until we reach full staffing levels.

- **Utility Costs**

The bulk of utility costs for ATC are electric (82%). Electricity is cross charged to ATC by the City of Alexandria. Staff has analyzed monthly electricity costs paid by ATC and compared those costs to US Bureau of Labor Statistics CPI data for average cost per Kilowatt Hour (KWH) in the Mid-Atlantic region during the same period.

While monthly electricity costs for DASH have seen an increase since electric buses entered service, the increase in costs more closely aligns to the general increase in price per KWH.



Source: US Bureau of Labor Statistics

**ATC Board Agenda Detail**

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



**ALEXANDRIA TRANSIT COMPANY**  
**Balance Sheet as of October 31, 2022**

**ASSETS**

Cash - City of Alexandria Pooled	\$ (2,068,928)
Cash - Payroll Account	(716,674)
Due from Other Governments	183,907
Receivables	353,552
Prepaid Expenditures	481,814
Parts and Supplies Inventory	973,992
Capital Assets	68,018,776
Less: Accumulated Depreciation	(30,988,759)
<b>TOTAL ASSETS</b>	<b><u>\$ 36,237,680</u></b>

**LIABILITIES**

Accounts Payable	\$ 418,238
Payroll Liabilities	125,996
Accrued Vacation	1,190,371
Deferred Revenue (CARES Act)	-
<b>Total Liabilities</b>	<b><u>\$ 1,734,605</u></b>

**NET POSITION**

Net Investment in Capital Assets	\$ 37,030,017
Unrestricted	(2,526,942)
<b>Total Net Position</b>	<b><u>\$ 34,503,075</u></b>

<b>TOTAL LIABILITIES AND NET POSITION</b>	<b><u>\$ 36,237,680</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:** Edward Ryder, Director of Finance & Administration**Board Action:** FYI/Discussion

**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Month Ended October 31, 2022**

	Actual	Budget	Variance	FY2023 Projected	FY2023 Annual Budget	Variance
<b>REVENUES:</b>						
City Contribution - King Street Trolley	361,668	361,668	-	1,085,004	1,085,000	4
Passenger Revenue	77,596	-	77,596	77,595	-	77,595
Other Charter Revenue	8,945	-	8,945	8,945	-	8,945
Advertising Revenue	4,405	112,132	(107,727)	34,405	336,400	(301,995)
Miscellaneous Revenue	42,437	20,000	22,437	77,823	60,000	17,823
<b>Total Operating Revenue</b>	<b>495,051</b>	<b>493,800</b>	<b>1,251</b>	<b>1,283,772</b>	<b>1,481,400</b>	<b>(197,628)</b>
Virginia TRIP Program				2,829,644	2,829,644	
City Contribution - Regular Subsidy	8,026,488	8,026,488	-	24,079,464	24,079,459	5
<b>Total Revenue</b>	<b>8,521,539</b>	<b>8,520,288</b>	<b>1,251</b>	<b>28,192,880</b>	<b>28,390,503</b>	<b>(197,623)</b>
<b>EXPENDITURES:</b>						
Operations	4,420,483	5,385,932	965,449	16,062,408	16,157,878	95,470
Maintenance	2,632,430	2,080,820	(551,610)	7,381,934	6,242,454	(1,139,480)
Administration	1,760,062	1,930,616	170,554	5,680,446	5,791,788	111,342
Capital Outlay	-	63,332	63,332	190,000	190,000	-
<b>Total Expenditures</b>	<b>8,812,975</b>	<b>9,460,700</b>	<b>647,725</b>	<b>29,314,787</b>	<b>28,382,120</b>	<b>(932,667)</b>
<b>Net Surplus (Deficit)</b>	<b>(291,436)</b>	<b>(940,412)</b>	<b>648,976</b>	<b>(1,121,907)</b>	<b>8,383</b>	<b>(1,130,290)</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: Edward Ryder, Director of Finance & Administration

Board Action: FYI/Discussion



### Alexandria Transit Company (DASH) Budget vs. Actual Report for the Month Ended October 31, 2022

Description	CM Actual	CM Budget	Variance	YTD Actual	YTD Budget	Variance	FY2023 Projected	FY2023 Annual Budget	Projected Year End Variance
<b>REVENUE</b>									
City Contribution - King Street Trolley	90,417	90,417	-	361,668	361,668	-	1,085,004	1,085,000	4
Passenger Revenue	-	-	-	77,596	-	77,596	77,595	-	77,595
Other Charter Revenue	-	-	-	8,945	-	8,945	8,945	-	8,945
Advertising Revenue	-	28,033	(28,033)	4,405	112,132	(107,727)	34,405	336,400	(301,995)
Miscellaneous Revenue	12,391	5,000	7,391	42,437	20,000	22,437	77,823	60,000	17,823
<b>TOTAL OPERATING REVENUE</b>	<b>102,808</b>	<b>123,450</b>	<b>(20,642)</b>	<b>495,051</b>	<b>493,800</b>	<b>1,251</b>	<b>1,283,772</b>	<b>1,481,400</b>	<b>(197,628)</b>
<b>Virginia TRIP Program</b>									
City Contribution - Regular Subsidy	2,006,622	2,006,622	-	8,026,488	8,026,488	-	24,079,464	24,079,459	5
<b>TOTAL REVENUE</b>	<b>2,109,430</b>	<b>2,130,072</b>	<b>(20,642)</b>	<b>8,521,539</b>	<b>8,520,288</b>	<b>1,251</b>	<b>28,192,880</b>	<b>28,390,503</b>	<b>(197,623)</b>
<b>OPERATING EXPENDITURES</b>									
<b>OPERATIONS</b>									
Wages - O	819,607	1,003,548	183,941	3,324,566	4,014,192	689,626	12,076,012	12,042,700	(33,312)
Fringe Benefits - O	135,994	178,760	42,766	525,344	715,040	189,696	1,972,569	2,145,100	172,531
Payroll Taxes - O	62,349	75,426	13,077	258,743	301,704	42,961	943,081	905,100	(37,981)
Retirement Contributions - O	70,524	78,875	8,351	262,253	315,500	53,247	946,501	946,500	(1)
<b>Total Operations Personnel</b>	<b>1,088,474</b>	<b>1,336,609</b>	<b>248,135</b>	<b>4,370,906</b>	<b>5,346,436</b>	<b>975,530</b>	<b>15,938,163</b>	<b>16,039,400</b>	<b>101,237</b>
Operating Materials and Supplies	(7,773)	3,333	11,106	12,620	13,332	712	41,733	40,000	(1,733)
Operator Training	4,906	2,789	(2,117)	17,089	11,156	(5,933)	32,718	33,478	760
Training and Travel - O	1,192	3,752	2,560	19,868	15,008	(4,860)	49,794	45,000	(4,794)
<b>TOTAL OPERATIONS EXPENDITURES</b>	<b>1,086,799</b>	<b>1,346,483</b>	<b>259,684</b>	<b>4,420,483</b>	<b>5,385,932</b>	<b>965,449</b>	<b>16,062,408</b>	<b>16,157,878</b>	<b>95,470</b>
<b>MAINTENANCE</b>									
Wages - M	201,518	213,118	11,600	760,989	852,472	91,483	2,444,789	2,557,400	112,611
Fringe Benefits - M	27,500	32,300	4,800	104,888	129,200	24,312	362,686	387,600	24,914
Payroll Taxes - M	15,189	16,100	911	57,314	64,400	7,086	181,514	193,200	11,686
Retirement Contributions - M	13,762	16,842	3,080	55,269	67,368	12,099	185,191	202,100	16,909
<b>Total Maintenance Personnel</b>	<b>257,969</b>	<b>278,360</b>	<b>20,391</b>	<b>978,460</b>	<b>1,113,440</b>	<b>134,980</b>	<b>3,174,180</b>	<b>3,340,300</b>	<b>166,120</b>
Fuel & Lubricants	217,212	123,479	(93,733)	902,984	493,916	(409,068)	2,469,692	1,481,755	(987,937)
Repair Parts & Supplies	134,375	66,282	(68,093)	475,466	265,128	(210,338)	1,013,921	795,400	(218,521)
Maintenance Services	25,838	22,917	(2,921)	103,609	91,668	(11,941)	315,509	275,001	(40,508)
Building Maintenance	48,693	27,500	(21,193)	170,716	110,000	(60,716)	388,632	329,999	(58,633)
Training and Travel - M	-	1,667	1,667	1,195	6,668	5,473	20,000	19,999	(1)
<b>TOTAL MAINTENANCE EXPENDITURES</b>	<b>684,087</b>	<b>520,205</b>	<b>(163,882)</b>	<b>2,632,430</b>	<b>2,080,820</b>	<b>(551,610)</b>	<b>7,381,934</b>	<b>6,242,454</b>	<b>(1,139,480)</b>
<b>ADMINISTRATION</b>									
Wages - A	165,976	199,825	33,849	684,281	799,300	115,019	2,250,158	2,397,900	147,742
Fringe Benefits - A	22,333	27,775	5,442	87,057	111,100	24,043	333,454	333,290	(164)
Payroll Taxes - A	12,463	15,300	2,837	50,850	61,200	10,350	183,600	183,600	(0)
Retirement Contributions - A	12,304	16,009	3,705	49,430	64,036	14,606	192,101	192,100	(1)
<b>Total Administrative Personnel</b>	<b>213,076</b>	<b>258,909</b>	<b>45,833</b>	<b>871,618</b>	<b>1,035,636</b>	<b>164,018</b>	<b>2,959,313</b>	<b>3,106,890</b>	<b>147,577</b>
Insurance	76,986	78,483	1,497	306,206	313,932	7,726	934,073	941,800	7,727
Professional Services	90,165	85,716	(4,449)	354,926	342,864	(12,062)	1,067,535	1,028,600	(38,935)
Utilities	23,761	27,084	3,323	107,038	108,336	1,298	333,061	325,000	(8,061)
Telecommunications	9,574	9,667	93	37,528	38,668	1,140	114,861	116,000	1,139
Printing & Advertising	1,435	5,884	4,449	19,378	23,536	4,158	66,445	70,600	4,155
Training, Travel, Events	1,283	4,168	2,885	19,867	16,672	(3,195)	58,156	49,998	(8,158)
Office Equipment and Supplies	7,880	8,760	880	29,556	35,040	5,484	99,845	105,100	5,255
Employee Recognition	8,174	1,167	(7,007)	9,083	4,668	(4,415)	14,762	14,000	(762)
Dues and Subscriptions	1,204	1,566	362	4,862	6,264	1,402	17,396	18,800	1,404
Grant Local Match	-	1,250	1,250	-	5,000	5,000	15,000	15,000	-
<b>TOTAL ADMINISTRATIVE EXPENDITURES</b>	<b>433,538</b>	<b>482,654</b>	<b>49,116</b>	<b>1,760,062</b>	<b>1,930,616</b>	<b>170,554</b>	<b>5,680,446</b>	<b>5,791,788</b>	<b>111,342</b>
<b>CAPITAL OUTLAYS (non-CIP)</b>									
Computer and Office Equipment	-	-	-	-	-	-	-	-	-
Maintenance Equipment	-	5,000	5,000	-	20,000	20,000	48,232	60,000	11,768
Other Equipment Investments	-	10,833	10,833	-	43,332	43,332	141,768	130,000	(11,768)
<b>TOTAL CAPITAL OUTLAYS (non-CIP)</b>	<b>-</b>	<b>15,833</b>	<b>15,833</b>	<b>-</b>	<b>63,332</b>	<b>63,332</b>	<b>190,000</b>	<b>190,000</b>	<b>-</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>2,204,424</b>	<b>2,365,175</b>	<b>160,751</b>	<b>8,812,975</b>	<b>9,460,700</b>	<b>647,725</b>	<b>29,314,787</b>	<b>28,382,120</b>	<b>(932,667)</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>(94,994)</b>	<b>(235,103)</b>	<b>140,109</b>	<b>(291,436)</b>	<b>(940,412)</b>	<b>648,976</b>	<b>(1,121,907)</b>	<b>8,383</b>	<b>(1,130,290)</b>

## ATC Board Agenda Detail

**Item #:** 6a

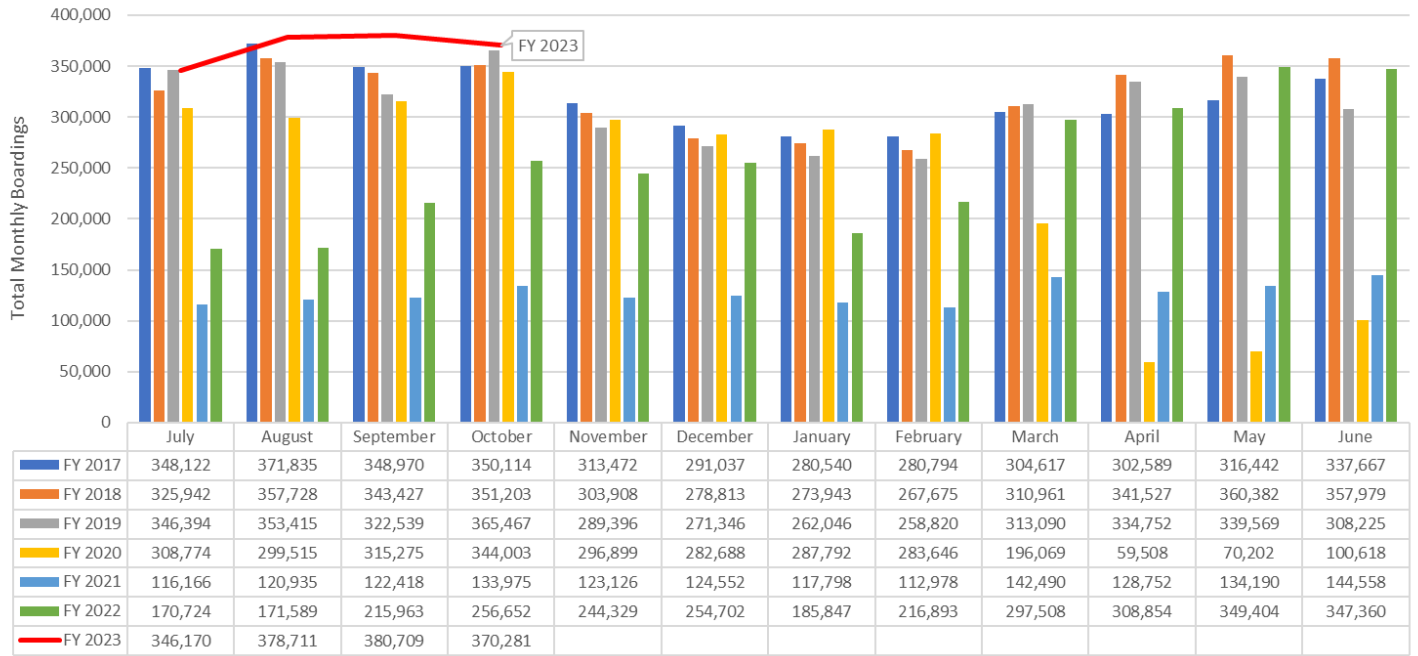
**Item Title:** Ridership Update

**Contact:** Martin Barna, Director of Planning & Marketing

**Board Action:** FYI



DASH Total Monthly Ridership (FY 2017 - FY 2023)



**ATC Board Agenda Detail****Item #:** 6b**Item Title:** Annual Fare-Free Program Report**Contact:** Martin Barna, Director of Planning & Marketing**Board Action:** FYI

Please see **Attachment III** for the annual fare-free program report. There will be a presentation highlighting the key take-aways from the report and any staff recommendations during the regular Board Meeting.

**ATC Board Agenda Detail**

**Item #:** 6c  
**Item Title:** Resolution of Support for FY24-25 I-395 Commuter Choice Applications  
**Contact:** Martin Barna, Director of Planning & Marketing  
**Board Action:** Discussion/Consideration of Approval



# MEMORANDUM

**DATE:** December 9, 2022  
**TO:** ATC Board of Directors  
**FROM:** Martin Barna, Director of Planning & Marketing  
**SUBJECT:** Board Resolutions for FY 2024 – FY 2025 I-395/95 Commuter Choice Grant Applications

**Item Summary**

DASH will be applying for grant funding for three projects through the NVTC I-395/95 Commuter Choice grant program. The projects include a continuation of the two previous service enhancements for Lines 35 and 36A/B, as well as a new project that would fund the purchase of 10 new 100% electric buses for added passenger capacity on Line 35.

**Board Action Requested:**

Staff is requesting board adoption of the three (3) attached resolutions in support of the proposed DASH project applications for the FY 2024 – FY 2025 NVTC I-395/95 Commuter Choice grant program.

**Project Background:**

The I-395/95 Commuter Choice grant program was created to provide funding support for transportation projects that maximize person throughput in the corridor and improve overall mobility options. The program is managed by the Northern Virginia Transportation Commission (NVTC) and the Potomac Rappahannock Transportation Commission (PRTC), which oversee the distribution of roughly \$15 million in annual funding from I-395/95 Express Lane toll revenues.

In the first four years of the I-395/95 Commuter Choice program, DASH and the City have been awarded funding for two bus service enhancement projects: Line 35 (Van Dorn Metro to Pentagon via Beauregard Street) and Line 36A/B (Mark Center to Potomac Yard via Shirlington). Funding increased the service frequency, increased hours of operation, included specially branded buses and added real-time bus arrival displays. The enhanced service on these two lines began operating in October 2019.

As a result of these service improvements, Line 35 and 36A/B ridership has increased dramatically and they have been two of the more successful projects in the I-395/95 Commuter Choice program.

Line 35 service in West Alexandria has become the highest ridership route in the DASH system with over 5,000 boardings on a typical weekday. This represents a 60 percent increase over projected Line 35 ridership without the service enhancements. Weekend ridership on Line 354 has also increased with nearly 3,000 boardings on a typical Saturday, and 2,800 boardings on a typical Sunday. These figures are 20 percent and 80 percent above projected Saturday and Sunday ridership levels without the enhancements, respectively.

Line 36A/B service between Mark Center and Potomac Yard via Shirlington and Arlandria has also seen major ridership growth as a result of the service enhancements funded by this program. Average daily ridership on Line 36A/B has risen to 1,800 boardings on weekdays, 1,100 boardings on Saturdays and over 900 boardings on Sundays. These numbers are 165 percent, 207 percent and 220 percent above projected weekday, Saturday and Sunday ridership projections without the enhancements, respectively.

#### **Project Description:**

Staff propose to submit three applications for the FY 2024 – FY 2025 I-395/95 Commuter Choice Grant Program. Two of the applications are “continuation” grant applications that will enable DASH to continue to operate the enhancements in the two corridors that are currently receiving funding. The third project is a capital project that would enable DASH to purchase ten (10) 100% electric buses that would provide additional passenger capacity on Line 35 while also promoting local and regional goals for sustainability and environmental justice.

While the FY24 – FY25 project extensions represent a significant increase in requested funds due to major upswings in operations cost, these grants would enable DASH to continue to operate several key service improvements recommended in the 2022 Alexandria Transit Vision Plan that would otherwise require a major increase to the annual operating subsidy from the City. The inclusion of a new project to fund the purchase of ten (10) additional electric buses will also allow the City to leverage the capital funding portion of the grant program to increase transit capacity in West Alexandria and accelerate the electrification of the DASH bus fleet.

The funding awarded can be scaled down based on the routes' scoring and assessment, and City staff believe it is likely that NVTC views the projects favorably, although this is a very competitive program. The following projects are being submitted for funding and are listed in recommended order of priority:

- **Project 1 – Enhanced Bus Service from Van Dorn Metro to Pentagon (Line 35) – Up to \$7,500,000**

Project 1 is the proposed priority project (as it was in the first two rounds) and would fund the continuation of the service expansions for DASH “Line 35”, which operates parallel to I-395 in West Alexandria. With this request for up to \$7.5 million in funding over two years, Line 35 would continue to run every 10 minutes all-day on weekdays and every 15 minutes all-day on weekends. This project builds on recent ridership growth along the future West End Transitway corridor, could serve as a potential future source of operations funding for the transitway, and continues to support the goals and implementation of the Alexandria Transit Vision (ATV) Plan. No additional buses are required to operate this service since it is already in operation. Line 35 service enhancements are expected to cost up to \$3,750,000 in FY 2024 and up to \$3,750,000 in FY 2025 for a two-year total of up to \$7,500,000.

- **Project 2 – Enhanced Bus Service from Mark Center to Pot. Yard (Line 36) – Up to \$4,000,000**

Project 2 is the second priority project and would fund the continuation of the service expansions for DASH “Line 36A/B”, which operates parallel to I-395 in West Alexandria, Parkfairfax, Arlandria and Potomac Yard. With this request for up to \$4,000,000 in funding over two years, Line 36 A/B service would continue to run every 15 minutes all-day, seven days per week. This project builds on recent ridership growth along the Line 36A/B corridor and continues to support the goals and implementation of the Alexandria Transit Vision (ATV) Plan. No additional buses are required to operate this service since it is already in operation. Line 36A/B service enhancements are expected to cost up to \$2,000,000 in FY 2024 and up to \$2,000,000 in FY 2025 for a two-year total of up to \$4,000,000.

- **Project 3 – DASH Bus Purchases for Added Capacity from West End to Pentagon – Up to \$15,000,000**

Project 3 is a new capital project that seeks up to \$15,000,000 in funding for DASH to purchase ten large 100% electric buses to support the operation of Line 35. These buses will be 40-foot or 60-foot buses to provide additional capacity on the busiest bus route in the DASH system. Line 35 carries upwards of 5,000 passengers per day along the I-395 corridor in West Alexandria. Due to high ridership demand, many Line 35 weekday trips operate at or above capacity with many passengers standing or – in some cases – being passed up because the bus is too full. This project will allow DASH to deploy additional 40- or 60-foot buses that will provide additional passenger capacity for the Line 35 corridor while making the service more attractive with new, accessible 100% electric buses.

**Grant Funding Request:**

The City is applying for up to \$26,500,000 in combined grant funding over two years for these three projects, but there is no local match requirement. If the City does not receive any funding through this program, however, the frequency of bus service on these routes and some service areas would be reduced to the baseline levels of service that were included in the FY 2024 operating budget. Line 36 would revert from running every 15 minutes to running every 30 minutes all day, seven days per week, while Line 35 service would be reduced from running every 10-15 minutes to every 15-30 minutes with fewer trips to the Pentagon. These reductions would lead to longer wait times and significant overcrowding for all DASH passengers who rely upon these routes. If the third project that would fund the 10 electric buses is not selected for an award, DASH and the City will need to continue to seek alternate funding sources to purchase new buses and find other ways to mitigate the crowding issues on Line 35.



**Resolution Authorizing the Application for  
Regional Aid to Public Transportation**

***RESOLUTION # 22-08  
DASH West End – Pentagon Bus Service Enhancements (Line 35)***

BE IT RESOLVED by the Alexandria Transit Company Board of Directors that Joshua Baker, General Manager/CEO is authorized, for and on behalf of the Alexandria Transit Company, hereafter referred to as the, **PUBLIC BODY**, to execute and file an application for a grant of financial assistance through the FY 2024 – FY 2025 I-395/95 Commuter Choice Program in the total amount of up to \$7,500,000 for the two-year program cycle (FY 2024-FY 2025) to defray the costs borne by the **PUBLIC BODY** for purposes of implementing “DASH West End - Pentagon Bus Service Enhancements (Line 35)” and to accept from the **COMMISSION** grants in such amounts as may be awarded, and to authorize Joshua Baker, CEO/General Manager, to furnish to the **COMMISSION** such documents and other information as may be required for processing the funding request. No local matching funds are required for applications submitted through the I-395/95 Commuter Choice Program.

The Alexandria Transit Company certifies that the funds shall be used in accordance with the requirements of Section 58.1-638.A.4 of the Code of Virginia, that the records of receipts of expenditures of funds granted the **PUBLIC BODY** may be subject to audit by the **COMMISSION** and by the State Auditor of Public Accounts, and that funds granted to the **PUBLIC BODY** for defraying the expenses of the **PUBLIC BODY** shall be used only for such purposes as authorized in the Code of Virginia. The undersigned duly qualified and acting Chairman of the **PUBLIC BODY** certifies that the foregoing is a true and correct copy of a Resolution, adopted at a legally convened meeting of the Alexandria Transit Company Board of Directors held on the fourteenth day of December 2022.

\_\_\_\_\_  
David Kaplan, Chair  
Alexandria Transit Company

ATTEST:

\_\_\_\_\_  
Beth Reveles, Secretary of the Board  
Alexandria Transit Company  
12/14/2022



**Resolution Authorizing the Application for  
Regional Aid to Public Transportation**

***RESOLUTION # 22-09  
DASH West End – Potomac Yard Bus Service Enhancements (Line 36A/B)***

BE IT RESOLVED by the Alexandria Transit Company Board of Directors that Joshua Baker, General Manager/CEO is authorized, for and on behalf of the Alexandria Transit Company, hereafter referred to as the, **PUBLIC BODY**, to execute and file an application for a grant of financial assistance through the FY 2024 – FY 2025 I-395/95 Commuter Choice Program in the total amount of up to \$4,000,000 for the two-year program cycle (FY 2024-FY 2025) to defray the costs borne by the **PUBLIC BODY** for purposes of implementing “DASH West End – Potomac Yard Bus Service Enhancements (Line 36A/B)” and to accept from the **COMMISSION** grants in such amounts as may be awarded, and to authorize Joshua Baker, CEO/General Manager, to furnish to the **COMMISSION** such documents and other information as may be required for processing the funding request. No local matching funds are required for applications submitted through the I-395/95 Commuter Choice Program.

The Alexandria Transit Company certifies that the funds shall be used in accordance with the requirements of Section 58.1-638.A.4 of the Code of Virginia, that the records of receipts of expenditures of funds granted the **PUBLIC BODY** may be subject to audit by the **COMMISSION** and by the State Auditor of Public Accounts, and that funds granted to the **PUBLIC BODY** for defraying the expenses of the **PUBLIC BODY** shall be used only for such purposes as authorized in the Code of Virginia. The undersigned duly qualified and acting Chairman of the **PUBLIC BODY** certifies that the foregoing is a true and correct copy of a Resolution, adopted at a legally convened meeting of the Alexandria Transit Company Board of Directors held on the fourteenth day of December 2022.

\_\_\_\_\_  
David Kaplan, Chair  
Alexandria Transit Company

ATTEST:

\_\_\_\_\_  
Beth Reveles, Secretary of the Board  
Alexandria Transit Company  
12/14/2022





**Resolution Authorizing the Application for  
Regional Aid to Public Transportation**

***RESOLUTION # 22-10  
DASH Bus Purchases for Added Capacity from West End to Pentagon***

BE IT RESOLVED by the Alexandria Transit Company Board of Directors that Joshua Baker, General Manager/CEO is authorized, for and on behalf of the Alexandria Transit Company, hereafter referred to as the, **PUBLIC BODY**, to execute and file an application for a grant of financial assistance through the FY 2024 – FY 2025 I-395/95 Commuter Choice Program in the total amount of up to \$15,000,000 for the two-year program cycle (FY 2024-FY 2025) to defray the costs borne by the **PUBLIC BODY** for purposes of implementing “DASH Bus Purchases for Added Capacity from West End to Pentagon” and to accept from the **COMMISSION** grants in such amounts as may be awarded, and to authorize Joshua Baker, CEO/General Manager, to furnish to the **COMMISSION** such documents and other information as may be required for processing the funding request. No local matching funds are required for applications submitted through the I-395/95 Commuter Choice Program.

The Alexandria Transit Company certifies that the funds shall be used in accordance with the requirements of Section 58.1-638.A.4 of the Code of Virginia, that the records of receipts of expenditures of funds granted the **PUBLIC BODY** may be subject to audit by the **COMMISSION** and by the State Auditor of Public Accounts, and that funds granted to the **PUBLIC BODY** for defraying the expenses of the **PUBLIC BODY** shall be used only for such purposes as authorized in the Code of Virginia. The undersigned duly qualified and acting Chairman of the **PUBLIC BODY** certifies that the foregoing is a true and correct copy of a Resolution, adopted at a legally convened meeting of the Alexandria Transit Company Board of Directors held on the fourteenth day of December 2022.

\_\_\_\_\_  
David Kaplan, Chair  
Alexandria Transit Company

ATTEST:

\_\_\_\_\_  
Beth Reveles, Secretary of the Board  
Alexandria Transit Company  
12/14/2022

## **ATC Board Agenda Detail**

**Item #:** 6d  
**Item Title:** Resolution of Support for FY24 DRPT Grant Applications  
**Contact:** Martin Barna, Director of Planning & Marketing  
**Board Action:** Discussion/Consideration of Approval

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# **MEMORANDUM**

**DATE:** December 9, 2022  
**TO:** ATC Board of Directors  
**FROM:** Martin Barna, Director of Planning & Marketing  
**SUBJECT:** Board Resolutions for FY 2024 DRPT MERIT Grant Program Applications

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## **Item Summary**

DASH is planning to apply for grant funding for three (3) projects through the Virginia Department of Rail and Public Transportation (DRPT)'s FY 2024 MERIT grant program. The proposed applications include: (1) Electric Bus Charge Management System Pilot; (2) Automated Wheelchair Securement Pilot; and (3) Public Transit Intern.

## **Board Action Requested:**

Staff is requesting board adoption of the three (3) attached resolutions in support of the FY 2024 DRPT grant applications.

## **Project Description:**

The three proposed applications are outlined below. The first two applications would fall under the "Demonstration Project Assistance" grant program, while the internship position would be considered as part of the "Public Transportation Workforce Development Program". Per the DRPT grant program guidelines, all three projects would be funded for up to 80 percent of all eligible project costs so local matching funds (20 percent) would also be required.

### **1. Resolution #22-05 / Electric Bus Charge Management System Pilot (Project Cost = Up to \$235,000)**

DASH is requesting this funding to implement a Charge Management System Pilot project that would allow DASH to monitor electric bus charging status of individual buses and actively manage the distributing of electrical charging across multiple charging stations to better align with real-time service needs. The system would include the installation of hardware equipment on the charging dispensers as well as software that would be used by DASH staff in the Operations, Maintenance and Planning Departments to better understand bus charging profiles and to deploy the electric buses more efficiently. DASH would be the first transit agency in the state to deploy this type of platform, which will improve reliability, and reduce charging costs by decreasing the number of buses charging during peak utility pricing periods. Based on the overall project cost of up to \$235,000, a 20% local match of up to \$47,000 would be required.

**2. Resolution #22-06 / Automated Wheelchair Securement Pilot (Project Cost = \$80,000)**

DASH is requesting \$80,000 to install a state-of-the-art automated wheelchair securement system on up to five DASH buses. This system is designed to allow passengers with mobility devices to be safely secure themselves in the designated ADA seating area without operator involvement. When compared with current manual securement practices, this system would reduce potential liability for accidents due to operators incorrectly securing mobility devices and will speed up the boarding process to reduce overall travel times and improve overall service reliability. Lastly, this system will also eliminate the need for close contact between operators and passengers which greatly reduces the risk of viral transmission or other conflicts. If this pilot is successful, DASH would potentially begin ordering this system on future bus orders. Based on the overall project cost of \$80,000, a 20% local match of \$16,000 would be required.

**3. Resolution #22-07 / Public Transit Internship (Project Cost = \$55,000)**

DASH is requesting funding to continue its public transit intern program, which allows college students and young professionals to gain valuable experience in the public transportation industry. This grant will allow DASH to continue funding one Planning Intern position through FY 2024 and requires a 20 percent local match (\$11,000). Per program guidelines, this funding would allow DASH to offer the internship as a full-time position with benefits, including medical coverage.

**Grant Funding Request:**

For these three project applications, DASH is requesting up to \$296,000 in state grant funding based with combined overall project costs of up to \$370,000. The total local match required to support all three project is \$74,000, as shown below. If DASH receives any funding, the local matching funds would be included as a Supplemental Request in the City of Alexandria's FY 2024 budget approval process.

<b>Project</b>	<b>Grant Award (80%)</b>	<b>Local Match (20%)</b>	<b>Project Cost</b>
Electric Bus Charge Management Pilot	\$188,000	\$47,000	\$235,000
Automated Wheelchair Securement Pilot	\$64,000	\$16,000	\$80,000
Public Transit Internship	<u>\$44,000</u>	<u>\$11,000</u>	<u>\$55,000</u>
<b>Total Project Costs/Funding</b>	<b>\$296,000</b>	<b>\$74,000</b>	<b>\$370,000</b>

Local matching funds for DRPT grant awards will be included as supplemental requests that must be approved through the City of Alexandria's FY 2024 budget approval process. The Final Proposed FY 2024 General Manager's Operating Budget that will be presented to the ATC Board in June will reflect any local matching funds that have been approved by City Council.



**Resolution Authorizing the Application for  
State Aid to Public Transportation**

***RESOLUTION # 22-05  
Electric Bus Charge Management System Pilot***

BE IT RESOLVED by the Alexandria Transit Company Board of Directors that Joshua Baker, General Manager/CEO is authorized, for and on behalf of the Alexandria Transit Company, hereafter referred to as the, **PUBLIC BODY**, to execute and file an application to the Department of Rail and Public Transportation, Commonwealth of Virginia, hereafter referred to as the, **DEPARTMENT**, for a grant of financial assistance in the amount of up to \$235,000 to defray the costs borne by the **PUBLIC BODY** for public transportation purposes and to accept from the **DEPARTMENT** grants in such amounts as may be awarded, and to authorize Joshua Baker, General Manager/CEO to furnish to the **DEPARTMENT** such documents and other information as may be required for processing the grant request.

The Alexandria Transit Company certifies that the funds shall be used in accordance with the requirements of Section 58.1-638.A.4 of the Code of Virginia, that the **PUBLIC BODY** will provide funds in the amount of up to \$47,000, which will be used to match the state funds in the ratio as required in such Act, that the records of receipts of expenditures of funds granted the **PUBLIC BODY** may be subject to audit by the **DEPARTMENT** and by the State Auditor of Public Accounts, and that funds granted to the **PUBLIC BODY** for defraying the expenses of the **PUBLIC BODY** shall be used only for such purposes as authorized in the Code of Virginia. The undersigned duly qualified and acting Chair of the **PUBLIC BODY** certifies that the foregoing is a true and correct copy of a Resolution, adopted at a legally convened meeting of the Alexandria Transit Company held on the Fourteenth day of December 2022.

\_\_\_\_\_  
David Kaplan, Chair  
Alexandria Transit Company

ATTEST:

\_\_\_\_\_  
Beth Reveles, Secretary of the Board  
Alexandria Transit Company  
12/14/2022



**Resolution Authorizing the Application for  
State Aid to Public Transportation**

***RESOLUTION # 22-06  
Automated Wheelchair Securement Pilot***

BE IT RESOLVED by the Alexandria Transit Company Board of Directors that Joshua Baker, General Manager/CEO is authorized, for and on behalf of the Alexandria Transit Company, hereafter referred to as the, **PUBLIC BODY**, to execute and file an application to the Department of Rail and Public Transportation, Commonwealth of Virginia, hereafter referred to as the, **DEPARTMENT**, for a grant of financial assistance in the amount of up to \$80,000 to defray the costs borne by the **PUBLIC BODY** for public transportation purposes and to accept from the **DEPARTMENT** grants in such amounts as may be awarded, and to authorize Joshua Baker, General Manager/CEO to furnish to the **DEPARTMENT** such documents and other information as may be required for processing the grant request.

The Alexandria Transit Company certifies that the funds shall be used in accordance with the requirements of Section 58.1-638.A.4 of the Code of Virginia, that the **PUBLIC BODY** will provide funds in the amount of up to \$16,000, which will be used to match the state funds in the ratio as required in such Act, that the records of receipts of expenditures of funds granted the **PUBLIC BODY** may be subject to audit by the **DEPARTMENT** and by the State Auditor of Public Accounts, and that funds granted to the **PUBLIC BODY** for defraying the expenses of the **PUBLIC BODY** shall be used only for such purposes as authorized in the Code of Virginia. The undersigned duly qualified and acting Chair of the **PUBLIC BODY** certifies that the foregoing is a true and correct copy of a Resolution, adopted at a legally convened meeting of the Alexandria Transit Company held on the Fourteenth day of December 2022.

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David Kaplan, Chair  
Alexandria Transit Company

ATTEST:

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Beth Reveles, Secretary of the Board  
Alexandria Transit Company  
12/14/2022



**Resolution Authorizing the Application for  
State Aid to Public Transportation**

***RESOLUTION # 22-07  
Public Transit Internship Program***

BE IT RESOLVED by the Alexandria Transit Company Board of Directors that Joshua Baker, General Manager/CEO is authorized, for and on behalf of the Alexandria Transit Company, hereafter referred to as the, **PUBLIC BODY**, to execute and file an application to the Department of Rail and Public Transportation, Commonwealth of Virginia, hereafter referred to as the, **DEPARTMENT**, for a grant of financial assistance in the amount of up to \$55,000 to defray the costs borne by the **PUBLIC BODY** for public transportation purposes and to accept from the **DEPARTMENT** grants in such amounts as may be awarded, and to authorize Joshua Baker, General Manager/CEO to furnish to the **DEPARTMENT** such documents and other information as may be required for processing the grant request.

The Alexandria Transit Company certifies that the funds shall be used in accordance with the requirements of Section 58.1-638.A.4 of the Code of Virginia, that the **PUBLIC BODY** will provide funds in the amount of up to \$11,000, which will be used to match the state funds in the ratio as required in such Act, that the records of receipts of expenditures of funds granted the **PUBLIC BODY** may be subject to audit by the **DEPARTMENT** and by the State Auditor of Public Accounts, and that funds granted to the **PUBLIC BODY** for defraying the expenses of the **PUBLIC BODY** shall be used only for such purposes as authorized in the Code of Virginia. The undersigned duly qualified and acting Chair of the **PUBLIC BODY** certifies that the foregoing is a true and correct copy of a Resolution, adopted at a legally convened meeting of the Alexandria Transit Company held on the Fourteenth day of December 2022.

\_\_\_\_\_  
David Kaplan, Chair  
Alexandria Transit Company

ATTEST:

\_\_\_\_\_  
Beth Reveles, Secretary of the Board  
Alexandria Transit Company  
12/14/2022

**ATC Board Agenda Detail**

**Item #:** 7  
**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, January 11, 2023, at 5:30pm**

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*Consider Adjournment*



# **Alexandria Transit Company**

## **Board of Directors Docket Attachments**

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### **Attachments:**

- I. ATC Board By-laws**
  
- II. Facilitator Options for Board Retreat**
  
- III. Annual Fare-Free Program Report**





# **Attachment I**

## ATC Board By-Laws

# ALEXANDRIA TRANSIT COMPANY BY-LAWS

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As Amended and Approved by the Stockholders on:  
February 11, 2020  
February 8, 2022

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## **PREAMBLE – NATURE OF ALEXANDRIA TRANSIT COMPANY**

The Alexandria Transit Company (ATC) is best characterized as a quasi-governmental entity.

It was initially created as a Virginia stock corporation to “provide mass transportation services as a public service corporation.” Article II of the Articles of Incorporation (“Articles”). It has characteristics of a nonprofit in that “no profit shall accrue to any stockholder.” Article V of Articles. Whether described as a stock corporation, a nonprofit entity or a public service corporation, it is a private entity, separate in its identity from the government. It is overseen by its own Board of Directors, a majority of whom are private citizens. The corporation has the authority to own property (real and personal), to hire, supervise and terminate its General Manager, and to contract for services, including a private company that employs drivers.

However, all shares of the corporation are owned by the City of Alexandria, a Virginia municipality. The corporation derives considerable funding from the City for capital projects and operations. Although a majority of the Board are private citizens, they are appointed by the Alexandria City Council. Some public employees of the City, also appointed by City Council, serve on the Board in their official capacity. The financial and accounting systems of the corporation are largely supervised and controlled by the City.

Given the dual, public and private nature of the corporation and the extent to which their relationship is intertwined, this corporation is deemed a quasi-governmental entity.

## **ARTICLE I - STOCKHOLDERS' MEETING**

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

**Section 2 – Other Meetings.** Meetings of the stockholders shall be held at the times and places stated in the notice or waiver of notice of meeting. Meetings of the stockholders shall be held whenever called by the Chairperson, President or Secretary or by a majority of the Directors or stockholders.

**Section 3 – Quorum and Voting.** The holders of a majority of the outstanding shares of common stock entitled to vote shall constitute a quorum at any meeting of the stockholders. Each stockholder shall be entitled to one vote in person or by proxy for each share entitled to vote standing in their name on the books of the corporation.

**Section 4 – Conduct of Meetings.** The Chairperson shall preside over all meetings of the stockholders. If the Chairperson is not present, the Vice-Chairperson shall preside. If neither is present, a Chairperson shall be elected by a majority vote of Directors present at the meeting. The Secretary of the corporation shall act as Secretary of all the meetings if present. If not present, the Chairperson shall appoint a Secretary of the meeting. The Chairperson of the meeting may appoint one or more inspectors of the election to determine the qualifications of voters, the validity of proxies and the results of ballots.

## **ARTICLE II – BOARD OF DIRECTORS**

**Section 1 – Number, Election and Terms.** The Board of Directors shall be elected at the annual meeting of the stockholders or at any special meeting held in lieu thereof. The number of the directors shall be a minimum of nine (9) and a maximum of eleven (11).

Directors need not be stockholders, and shall be comprised of the following:

- a. The City Manager or designee;
- b. The City’s Chief Financial Officer or designee;
- c. The City’s Transportation and Environmental Services (T&ES) Director or designee;
- d. A City resident with transportation experience;
- e. A minimum of five (5), maximum of seven (7) additional riders or City residents who are not employees of the City, Alexandria Transit Company, or any subsidiary thereof.

One member of the Board of Directors who is not a City of Alexandria employee shall also serve as a representative to the Alexandria transportation Commission.

Except as to those specially designated pursuant to subsections a-c above, the Board will nominate for Stockholder consideration its recommended applicants for Board positions in accordance with procedures adopted by the Board. (Appointments to the Board are exempt from the application of Article 2, Chapter 4 of the City Code.) Directors shall hold office until their successors are elected unless otherwise removed in accordance with the provisions of Section 2 of this Article. A majority of the Directors actually elected and serving at the time of a given meeting shall constitute a quorum. Less than a quorum may adjourn the meeting to a fixed time and place, of which action notice shall be given as provided in Section 3 of this Article.

**Section 2 – Removal and Vacancies.** The stockholders at any meeting, by a vote of the holders of a majority of all the shares of common stock at the time outstanding and having voting power, may remove any Director. Any vacancy will be filled pursuant to Section 1 above.

**Section 3 – Meetings and Notices.** Meetings of the Board of Directors shall be held at times fixed by resolution of the Board, or upon the call of the Chairperson, President or Secretary, or upon the call of a majority of the members of the Board. Notice of any meeting not held at a time fixed by a resolution of the Board shall be given to each Director at least 24 hours before the meeting at their residence or business address or by delivering such notice to the Director by telephone or electronic communication at least 24 hours before the meeting. Any such notice shall contain the time and

place of the meeting but need not contain the purpose of any meeting. Meetings may be held without notice if all of the Directors are present, or those not present waive notice before or after the meeting.

### **ARTICLE III – COMMITTEES**

**Section 1 – Nominating Committee.** The Chairperson, after the election of Directors each year, shall appoint two or more of the Directors as a Nominating Committee, which shall present a slate of officers for election.

**Section 2 – Committees to Conduct Public Hearings.** The Chairperson is authorized to designate and appoint committees of the board or hearing officers to conduct public hearings for and on behalf of the Board of Directors.

## ARTICLE IV – OFFICERS

**Section 1 – Election and Removal.** The Board of Directors, after its election in each year, shall elect a Chairperson and then promptly thereafter shall elect a Vice-Chairperson, a President and a Vice-President and shall also elect a Secretary, a Treasurer and may elect or appoint such other officers as it may deem proper. The Board shall also retain a General Counsel for purposes of rendering legal advice to the board. No officer votes unless also a member of the Board of Directors. Any officer may hold more than one office except that the same person shall not be President and Secretary. All officers shall serve for a term of one year and until their respective successors are elected, but any officer may be removed summarily with or without cause at any time by the vote of a majority of all the Directors. Vacancies among the officers shall be filled by the Directors.

**Section 2 – Duties.** The officers shall have the authority and perform the duties set forth below and shall have such other authority and duties as the Board of Directors may from time to-time prescribe.

- i. **Chairperson** – The Chairperson shall preside at meetings of the Board of Directors and Stockholders, represent the board before City Council and other public bodies, and be the principal spokesman for the board on matters of policy.
- ii. **Vice-Chairperson** – The Vice Chairperson shall act as Chairperson in the absence of the latter or when requested by the Chairperson to do so.
- iii. **President** – The President shall be the chief executive officer of the corporation; see that all orders and resolutions of the Board of Directors are carried into effect; administer the management contract, if there be one; provide liaison between the corporation and other transit agencies in the urban area and between the corporation and the administrative departments and agencies of the City of Alexandria government; and execute contracts and agreements on behalf of the corporation, except when the execution thereof is expressly delegated by the Board of Directors to some other officers of the corporation. Unless otherwise decided by the Board of Directors, the General Manager shall serve as President and CEO of the corporation.
- iv. **Vice-President** – The Vice-President shall assist the President in carrying out their duties, exercise such of the President's authority as they may delegate to them, and act as President in the absence of that officer.
- v. **Secretary** – The Secretary shall attend meetings of the Board of Directors and Stockholders and record the proceedings thereof, give notice in the manner prescribed in these By-Laws of

meetings of the Stockholders and special meetings of the Board of Directors, have custody of the seal of the corporation and affix and attest it when authorized to do so by the Board of Directors or the President, and perform such other duties as may be prescribed by the Board of Directors.

- vi. **Treasurer** – The Treasurer, under the direction of the President, shall have custody of all corporate funds and securities; keep a full and accurate record of receipts and disbursements in books belonging to the corporation; deposit all moneys received by them in the name of and to the credit of the corporation in such depositories as may be designated by the Board of Directors; keep a record of moneys deposited to the account of the corporation by the management company, if there be one; disburse the funds of the corporation as ordered by the Board of Directors or President; render such accounts of their transactions as the Board of Directors or President may require; and perform such other duties as may be prescribed by the Board of Directors. The Treasurer shall be bonded for the faithful performance of their duties in such sum and in such manner as may be approved by the Board of Directors and the cost of such bond shall be borne by the Corporation.
- vii. **General Counsel** – The General Counsel shall not be a voting officer; the General Counsel shall be the legal adviser to the Board of Directors, the General Manager and the officers of the corporation; defend suits or other legal actions brought against them; and, with the approval of the Board of directors, initiate and pursue such legal remedies on behalf of the corporation as may be appropriate.

## **ARTICLE V – CERTIFICATES OF STOCK**

**Section 1 – Form.** Each stockholder shall be deemed to own an uncertificated share(s) of the corporation.

## **ARTICLE VI – SEAL**

**Section 1 – Seal.** The seal of the Corporation shall be a flat-faced circular die (of which there may be any number of counterparts) with the word “SEAL” and the name of the Corporation engraved thereon.



## **ARTICLE VII – VOTING OF STOCK HELD**

**Section 1 – Voting.** Unless otherwise provided by a vote of the Board of Directors, the President may either appoint attorneys to vote any stock of any other corporation owned by this Corporation or may attend any meeting of the holders of stock of such other corporation and vote such shares in person.

## **ARTICLE VIII – CHECKS, NOTES AND DRAFTS**

**Section 1 – Signatures.** Checks, notes, drafts, and other orders for the payment of money shall be signed by such persons as the Board of Directors from time to time may authorize. The signature of any such person may be a facsimile when authorized by the Board of Directors.

## **ARTICLE IX – ROUTE AND FARE STRUCTURES; FINANCIAL PROVISIONS**

**Section 1 – Route Structure.** The routes over which the revenue vehicles of the Corporation will operate in revenue service shall be determined by the Board of Directors. No route or change therein shall become effective unless it has been communicated to the stockholders at least 15 days in advance of the effective date determined by the Board of Directors, and the stockholders may, at any meeting thereof prior to such effective date, disapprove or modify the decision of the Board of Directors, provided that this requirement shall not apply to minor adjustments in routes within a transit corridor to meet patronage and operating requirements, to temporary detours, or to the provision of charter service.

**Section 2 – Fare Structure.** The fares to be charged revenue passengers shall be determined by the Board of Directors. No fare or change therein shall become effective unless it has been communicated to the stockholders at least 15 days in advance of the effective date determined by the Board of Directors, and the stockholders may, at any meeting thereof prior to such effective date, disapprove or modify the decision of the Board of Directors, provided that this requirement shall not apply to promotional fares that will be in effect for one consecutive week or less.

**Section 3 – Initiation of Route and Fare Changes by the Stockholders.** The stockholders may, at any meeting thereof, initiate and refer to the Board of Directors changes in the route and fare structures.

**Section 4 – Budgets.** The Board of Directors shall submit its capital and operating budgets annually to the City Manager of the City of Alexandria in such form and in such manner as may be prescribed. The annual budgets shall be balanced between estimated expenses and estimated revenues, including grants from the City of Alexandria and other sources.

**Section 5 – Borrowing.** The Corporation shall not borrow funds, except that funds may be borrowed in anticipation of revenues with the express approval of the stockholders in each instance.

**Section 6 – Availability of Funds.** The services to be provided by the Alexandria Transit Company are dependent upon the availability of capital and operating funds from fare box and other transit revenues and from grants from the City of Alexandria and other sources.

**Section 7 – Audit.** The stockholders shall at the annual meeting select an independent outside auditor to audit the books and accounts of the Corporation and of the management firm if one is engaged.

**Section 8 – Additional Duties.** The Board of Directors acknowledges that the Alexandria Transit Company is an important element of the City’s overall transit program and as such should periodically receive updates from and, in response, provide comment to City staff on transit-related matters, including but not limited to:

- a. BRT/Transitway operational policy and coordination with other jurisdictions and transit agencies;
- b. DOT Paratransit policy and fares;
- c. Metrobus fare and route changes; and
- d. Implementation of transit infrastructure within the City (excluding Metrorail).

## **ARTICLE X - AMENDMENTS**

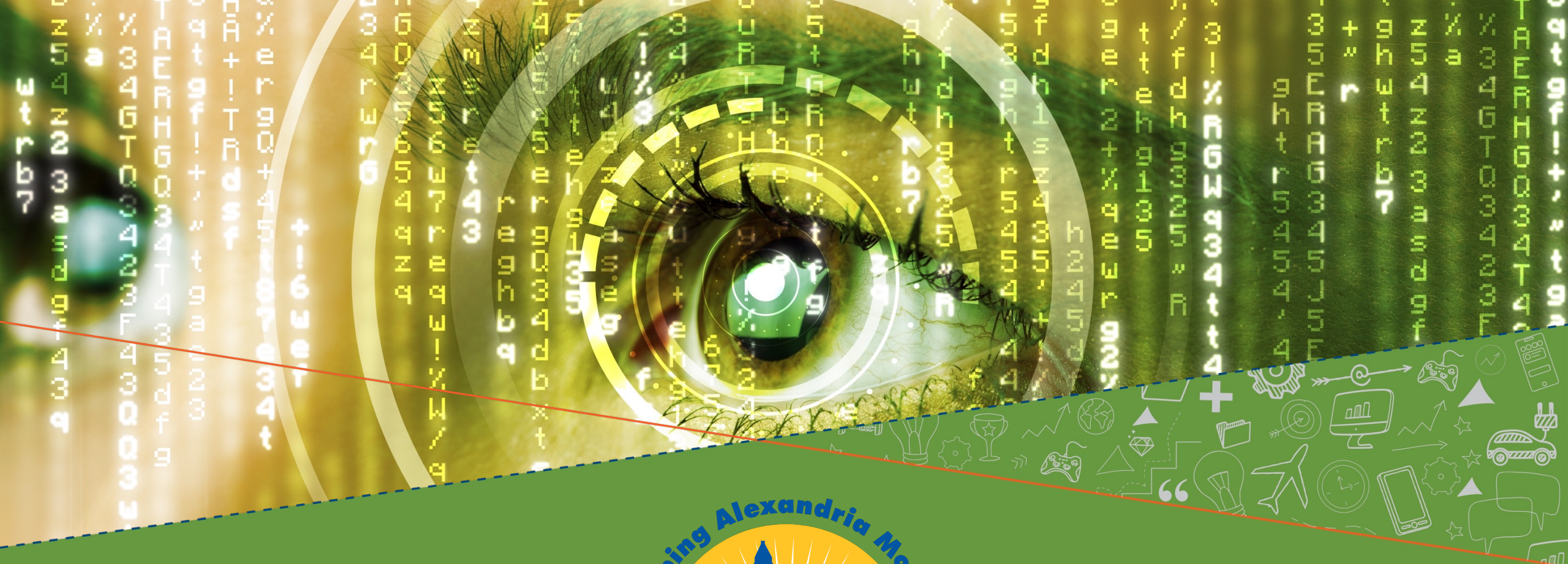
**Section 1 – Amendments.** These By-Laws may be amended at any annual or called meeting of the stockholders by a vote of the holders of a majority of shares at a meeting at which a quorum is present.



## **Attachment II**

### Facilitator Options for Board Retreat

- 1.GP Strategies
- 2.Noel Training & Consulting
- 3.Leadership Solutions



## Board Retreat Overview



# Opportunities and Focus Areas

- » Leverage our current positive trust and relationships to explore how we can be even more effective
- » Leverage the opportunity to have a *safe, positive, productive team experience*
- » Understanding and *appreciating individual differences in style, needs and approaches in everyday communication and decision-making*
- » Sharing *perspectives on our role* as board members
- » Sharing *best practices when we discuss, debate and decide* on key priorities



# Approach

- » 3-4 hours, in-person, Jan 2023
- » Leverage DiSC Management Profile (self-assessment and report)
- » Create a Board “Team View” of styles of communication and decision-making (visual, shared in session)
- » Facilitate a safe, positive exploration of one’s natural style and how best to understand and leverage the best of everyone’s strengths
- » Include a small group problem-solving activity (puzzle) to showcase intended and unintended impact of styles on decision-making
- » Ask board members to share their perspective on one appreciation (about why the board operates so well) and one request (about how the board could operate even better going forward)
- » Explore best practices to make our dialogue and decisions even better

# Agenda: DiSC, Dialogue and Decisions

## » DiSC

- » Explore the DiSC model with personalized reports (Management Profile Version)
- » Discussion of personal styles, **what comes easily and what can require more effort**
- » **ACTIVITY:** Collaborating and helping each other break down “style silos”

## » Dialogue and Decisions

- » Exploring **best practices for managing dialogue and driving decisions**
- » In our world of “private sector demands with public sector resources” how else can we thread that needle to do both?
- » **ACTIVITY:** Decision Challenge: Small Groups Tackling A Common Problem

## » One Appreciation, One Request

- » Appreciation and Understanding and **appreciating individual differences in perspective**
- » **ACTIVITY:** Offer one appreciation from your perspective (about why the board operates so well) and one request (about how the board could operate even better going forward)



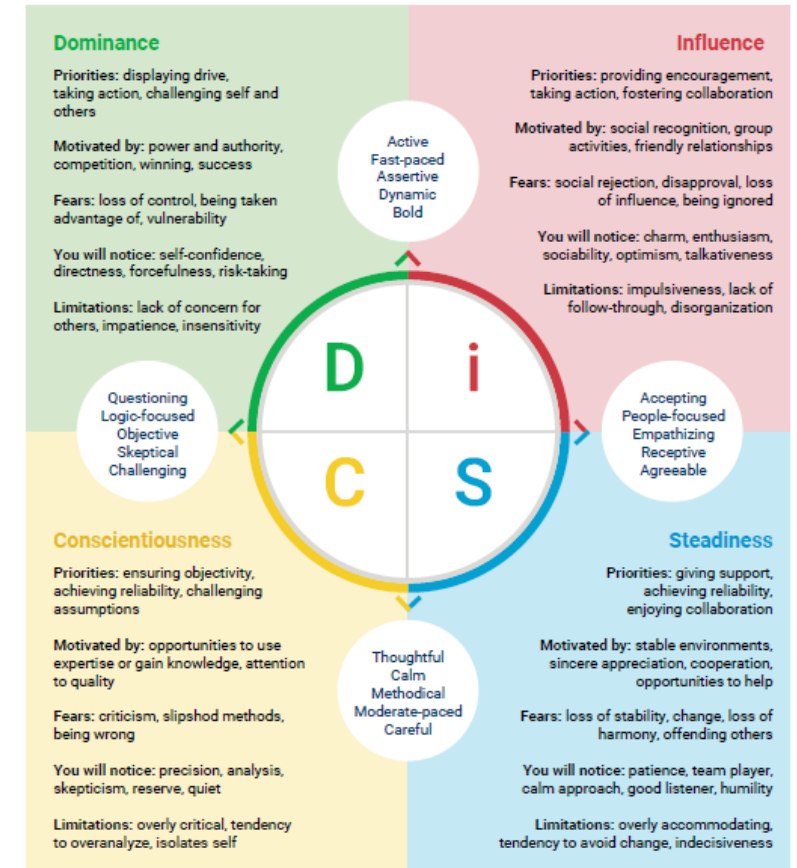
# DiSC Management Profile Overview



## Cornerstone Principles of Everything DiSC Workplace

- ▶ All DiSC styles and priorities are **equally valuable** and everyone is a blend of all four styles.
- ▶ Your work style is also influenced by **other factors** such as life experiences, education, and maturity.
- ▶ **Understanding yourself** better is the first step to becoming more effective when working with others.
- ▶ Learning about **other people's** DiSC styles can help you understand their priorities and how they may differ from your own.
- ▶ You can improve the quality of your workplace by using DiSC to build more **effective relationships**.

The graphic below provides a snapshot of the four basic DiSC® styles.



# Investment Overview

Includes:

## » DiSC

» DiSC personalized reports (Management Profile Version) and Team Overlay

## » Dialogue and Decisions

» Intellectual property & materials for decision-making activity

## » One Appreciation, One Request

» Intellectual property

## » Facilitation of Half Day Session

## » Pre-and Follow Up Calls (3-4)

Total: \$7,500

**From:** Training & Consulting <direction@noeltraining.com>  
**Sent:** Tuesday, September 27, 2022 4:29 PM  
**To:** Beth Reveles <beth.reveles@alexandriava.gov>  
**Subject:** Re: [EXTERNAL]Boards That Perform Workshop

You don't often get email from [direction@noeltraining.com](mailto:direction@noeltraining.com). [Learn why this is important](#)

Ms. Reveles,

The Agenda I sent for the Board Workshop was somewhat generic.

If we were chosen to do this workshop, we would work with DASH to make sure the information covered is what is needed by your Board.

Prior to the workshop, we would conduct the following activities as well:

**WORKSHOP PREPARATION:**

- *Agency will submit a copy of their bylaws, code of conduct policies, and other legal documents for review by Ms. Nagy*
- *Agency will submit a copy of their most current strategic plan, budget and performance measures for review by Mr. Noel*
- *Noel Training & Consulting, working with the manager, will conduct a board survey that allows board members to anonymously grade their level of understanding and experiences as a member of the board. This document will be summarized and used during the board training workshop*
- *Management will also complete a one-page budget and statistical data overview (Stewardship Exercise) for distribution during the workshop*

Please include this information with what has already been provided.

Michael

Michael Noel  
Noel Training & Consulting  
[direction@noeltraining.com](mailto:direction@noeltraining.com);  
814 262 7535

## Beth Reveles

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**From:** Training & Consulting <[direction@noeltraining.com](mailto:direction@noeltraining.com)>  
**Sent:** Monday, November 21, 2022 8:03 AM  
**To:** Beth Reveles  
**Subject:** Re: [EXTERNAL]Boards That Perform Workshop

Beth,

As you know, we are a two person team including myself and Attorney Jill Nagy.

We will conduct pre-retreat activities including reviewing various documents, conducting a Board survey and discussing activities with appropriate ATC personnel.

We anticipate the Board Retreat to be 3 - 4 hours.

Our fee will be: \$6,500.

Thank you.

## Michael

Michael Noel  
Noel Training & Consulting  
[direction@noeltraining.com](mailto:direction@noeltraining.com);  
814 262 7535

On Nov 18, 2022, at 1:00 PM, Beth Reveles <[beth.reveles@alexandriava.gov](mailto:beth.reveles@alexandriava.gov)> wrote:

Hi Michael,

The ATC Board will be making a decision on a facilitator during their December 14 Board meeting. We will be presenting the material you sent to them but we also need a cost estimate. Can you please send that to me by Friday, December 2?

Thanks,

**Beth Reveles**  
Executive Assistant to the CEO/General Manager  
Alexandria Transit Company (DASH)  
[beth.reveles@alexandriava.gov](mailto:beth.reveles@alexandriava.gov)  
(O) 703.746.5637 | (F) 703.746.5641

<[image001.png](#)>

# **Boards That Perform Workshop**

## **AGENDA**

- Welcome & Introductions - Noel & Nagy
- The big picture of public transit and who uses it - Noel
- Four important Roles - Noel
- Ten Board Responsibilities - Noel
- Legal Concerns – Nagy
  - Municipal Authorities Act
  - Right to Know Laws
  - Sunshine Laws
  - Public Employee Ethics Act
  - Public Employee Labor Relations Act
  - Whistleblower Law
  - Tort Claims Act
  - Eminent Domain Code
- Board Structure & Committees - Noel
- Holding Effective Meetings - Noel
- Code of Ethics - Nagy
- The Board relationship with the General Manager & Staff - Noel
- Pitfalls & Challenges - Nagy
- Summary & Next Steps - Noel & Nagy

**MICHAEL R. NOEL**

Principal, Noel Training & Consulting, LLC  
 136 Berkey Dr. Johnstown, PA 15904  
 814 262 7535  
 direction@noeltraining.com



Mr. Michael Noel has over 40 years of experience working in the transit and paratransit industries as a trainer and consultant specializing in safety, security, management, leadership, customer service, strategic planning and organizational development. He has trained over 10,000 transit professionals in 42 states and has helped author many of the leading publications that guide the industry today.

Mr. Noel is a founding member of the Community Transportation Association of America (CTAA) and has served on various committees of the American Public Transit Association (APTA) over the course of his long and distinguished career. A former transit manager in Pennsylvania, he has served as a member of the board of the Cambria County Transit Authority for 20 years. He serves as a subject matter expert on a host of transportation projects and helped author numerous materials including the National RTAP *Threat, Vulnerability & Emergency Preparedness Toolbox*, *Safety Training and Rural Transit (START) Boards That Perform* and *Customer Driven Service*.

**EDUCATION**

Graduate, Pennsylvania State University

**YEARS OF TRANSPORTATION EXPERIENCE**

45

**AFFILIATIONS**

Community Transportation Association of America  
 National Safety Council  
 Pennsylvania Association of Municipal Transportation Authorities (PAMTA) - Past Rural Vice President  
 Pennsylvania Association of Consolidated Transportation (PACT) - Past Vice President  
 Community Transportation Association of America - Founding Member  
 Southern Alleghenies Planning and Development Commission - Past Chairman of Transportation Committee  
 National Rural Transportation Assistance Program Advisory Committee

**PUBLICATIONS**

Safety, Security and Emergency Preparedness Plan Template (SSEPP)  
 Focus On Excellence Model Program  
 National RTAP  
 Boards That Perform  
 START Safety Training  
 Customer Driven Service  
 Threat, Vulnerability & Emergency Preparedness Toolbox  
 Community Transportation Association of America  
 Certified Safety & Security Officer Program  
 Certified Community Transportation Supervisor Program  
 Safety & Security Accreditation Program  
 WVDOT SPIDER Manual  
 Advanced Mobility Device Securement (NTI)

**PROFESSIONAL EXPERIENCE****Principal, Noel Training & Consulting, LLC (formerly Lazaro & Noel, LLC).**

**1999 – present** - Since 1999, Mr. Noel has served as a Principal in his own firm, Noel Training & Consulting, LLC (formerly Lazaro & Noel, LLC), which provides training and organizational development services. In this role, Mr. Noel has facilitated strategic planning sessions, offered training in Safety & Security, Operator Safety Training, Management and Supervisory Training, Stress Management, Train-the-Trainer, Customer Service, and numerous other specialized courses. He is a Senior Instructor for the National Transportation Institute and the Community Transportation Association of America and has conducted safety audits at many transit systems and consulted on such issues as organizational development, service delivery, management reviews, etc. He has facilitated numerous retreats and developed strategic plans for transit, governmental, and private corporations. Mr. Noel, along with Ream Lazaro developed the Focus on Excellence management model used by large and small transit systems throughout the U.S. Mr. Noel has led statewide training efforts in Pennsylvania, Maryland and West Virginia and trained or consulted in 42 states.

**Senior Associate, RLS & Associates, Inc. 2014-2016** - Mr. Noel worked with RLS & Associates, Inc. as a Senior Associate specializing in strategic and statewide planning and safety and security and was a lead trainer for the RLS training division.

**Technical Coordinator & Penn TRAIN Manager, Pennsylvania Transportation Institute at Pennsylvania State University (Penn State) 1995 – 1999**

**Independent Contractor, Pennsylvania Transportation Resource and Information Network (Penn TRAIN), 1992 – 1995**

**Assistant General Manager, Cambria County Transit Authority, 1987 – 1992**

**Rural and Specialized Services Division Director, Cambria Area Rural Transit, 1981-1987**

**CART Manager, Cambria County CAC, Inc., 1976-1981**

**School Bus Manager, Cambria County Child Development, 1974-1976**

**JILL E. NAGY**

*President, Summers Nagy Law Offices  
200 Spring Ridge Drive, Suite 202  
Wyomissing, PA 19610  
Office: (610) 939-9866  
[jnagy@summersnagy.com](mailto:jnagy@summersnagy.com)*



Ms. Nagy is the President and Managing Partner of Summers Nagy Law Offices in Wyomissing, York and Johnstown, Pennsylvania. She represents multiple municipal clients, municipal transit authorities throughout the Commonwealth and sewer authorities. She also represents private development companies for zoning and land development issues and for appellate litigation. Jill has argued before the Pennsylvania Supreme Court, the Federal Courts for the Eastern and Middle Districts of Pennsylvania and the Third Circuit Court of Appeals and the Pennsylvania Commonwealth Court on behalf of her clients. And, she is Peer Review Rated AV by Martindale Hubbell, the highest possible rating. Her practice is concentrated in the area of land use and municipal law and municipal insurance defense. Jill received a B.S. degree from the University of Pittsburgh, M.A. Degree from Kutztown University and graduated from Villanova Law School.

Jill also has been appointed to the Joint State Government Commission on Real Estate which has been formed to advise the legislature on various land use and real estate matters. She also serves on the Board of Directors for the Pennsylvania Home Builders and is a member of the National Association of Professional Women. Jill chairs the Diversity Committee of the Pennsylvania Bar Institute. This committee develops and implements PBI's diversity policy and furthers PBI's commitment to increasing diversity in all aspects of PBI's activities. Additionally, the committee works collaboratively with the Pa. Bar Assoc. and its Diversity Officers.

## **Education**

- Villanova University School of Law, J.D.
- Kutztown University, M.A. in English Literature
- University of Pittsburgh, B.S. in Biology/English Literature, Cum Laude

## **Bar Admissions**

- Pennsylvania
- U. S. District Court for the Middle District of Pennsylvania
- U. S. District Court for the Eastern District of Pennsylvania
- U. S. Court of Appeals for the Third Circuit



## **Terrie Glass | President, Leadership Solutions Associates, LLC**

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### **Biography**

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Terrie Glass is a dynamic, engaging trainer, speaker, facilitator, team builder and consultant with experience working with public sector agencies, private corporations, non-profits and associations. As a Certified Speaking Professional® (CSP) by the National Speakers Association, she is an invited keynote speaker and trainer on a variety of professional growth and leadership topics. Terrie is a certified trainer in DISC. Her expertise lies in leadership development, facilitation, human resource management, and team building.

Terrie designs and delivers custom leadership and manager development programs for other consulting organizations as well as Leadership Solutions. Other partners include Zelos, LLC (Arlington, Virginia), VCU Corporate Education (Richmond, Virginia) and the Virginia Institute for Government (Richmond, Virginia). She has published her first book: *Blood, Sweat and Bricks: Laying Your Foundation for Effective Leadership*. She holds a master's in social work and dedicated 20 years in management positions to the Henrico Area Mental Health & Developmental Services in Virginia.

### **Training and Consulting Experience**

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#### **Training/Consulting Clients (partial list)**

- Alliance Behavioral Healthcare
- Alexandria/Arlington Regional Workforce Council
- City of Alexandria – Human Resources Training Department, Department of Community and Human Services, and Fire Department
- Alexandria Transit (DASH)
- Arlington County – Human Resources Training Department, Department of Human Services, Public Health Department and Arlington Employment Center
- Board of Governors of the Federal Reserve Board
- Bureau of Justice Administration
- Casey Family Programs
- Chesterfield County – Social Services, Mental Health Support Services
- Community Transit Association of Virginia
- CoStar Group
- Department of Energy
- Department of Environmental Quality
- Fairfax County - Department of Family Services, Libraries, Schools and Health Department
- Federal Reserve Bank of Richmond
- Henrico County – Human Resources Training Department, Parks and Recreation, Social Services, Mental Health & Developmental Services
- International Association of Fire Chiefs
- Medical Society of Virginia
- Northern Virginia Community College
- Prince William County – Community Services, Taxpayer Services Department
- Richmond Behavioral Health Authority



## **Terrie Glass | President, Leadership Solutions Associates, LLC**

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- Spotsylvania Social Services
- Town of Leesburg
- United Way of Greater Richmond
- VCU Health System - Human Resources Training, School of Family Medicine, Department of Surgery
- VCU School of Social Work
- Virginia Association of Community Services Board
- Virginia Association of Government Finance Officers
- Virginia Apartment Management Association
- Virginia Cancer Institute
- Virginia Department of Rehabilitation Services
- Virginia Department of Behavioral Health and Development Services
- Virginia Office of Children's Services
- Virginia Recreation and Parks Society
- Virginia Treasurer's Association
- Virginia Women's Center
- Virginia Retirement System

### **Strategic Planning**

- Alexandria/Arlington Regional Workforce Council
- Alliance Behavioral Healthcare
- Dinwiddie County
- Food for Others
- Fort Lee DeCA
- Green Valley Recreation
- Loudoun County Human Services
- Middleburg Town Council
- Region Ten Community Services Board
- SCAN of Northern Virginia
- Valley Community Services Board
- VCU School of Family Medicine

### **Boards and Councils**

- Middleburg Town Council
- Arlington County Board of Supervisors
- College Park Town Council
- Loudoun County Board of Supervisors
- Prince William Board of Supervisors
- Bladensburg Town Council
- Town of Cape Charles Town Council
- Green Valley Recreation
- Virginia Women's Center Board of Directors

## **Terrie Glass | President, Leadership Solutions Associates, LLC**

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### **President, Leadership Solutions**

2003 – Present

### **Director of Leadership Development, Zelos LLC**

2012 – Present

### **Adjunct Faculty, School of Social Work (1998-2011) and School of Allied Health Professionals (1993-1997), Virginia Commonwealth University**

1993 – 2011

### **Director of Administrative and Financial Services (1998-2003) and Director of Substance Abuse Services (1988-1998), Henrico Area Mental Health & Developmental Services**

1983 – 2003

### **Service as a Board of Director**

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Midwives for Haiti (2008 – 2013)

Accessia Healthcare (2009 – present)

Community Brain Injury Services (2018 – present)

### **Education**

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MSW, Virginia Commonwealth University



November 19, 2022

Josh Baker, CEO  
Alexandria Transit Company  
3000 Business Center Drive  
Alexandria, Virginia

Dear Josh,

Thank you for the opportunity to be considered as a facilitator for your Board of Directors retreat in February 2023. I understand that this retreat is designed to assist the Board of Directors in their role and effectiveness as a group. If selected, I would want to have a conversation with you and your Board Chair to understand more specifically any current challenges or concerns that might be relevant.

I have worked with Boards, both elected and appointed, for orientations, development and strategic planning. My resume includes a list of those clients, some of whom have had me return multiple times.

I appreciate the ongoing relationship I have had with you, the DASH leadership team, and supervisors. I would be delighted to meet your Board and support your continued success by working with them.

My understanding is that this would be a half day retreat. The fee for this engagement would be \$1000.

Sincerely,

A handwritten signature in dark ink that reads "Terrie". The script is fluid and cursive, with a large initial 'T'.

Terrie L. Glass  
President, Leadership Solutions



## **Attachment III**

### **Annual Fare-Free Program Report**

# DASH Free Fares Program Annual Report - 2022



Prepared by Alexandria Transit Company (DASH) Planning Staff  
Presented to the ATC (DASH) Board of Directors on December 14, 2022



# DASH Free Fares Program Annual Report December 2022

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# 1. Executive Summary

This document comprises the first annual report on the DASH Fare Free program, which began in September 2021. The purpose of this report is to evaluate the successes and challenges of the first year. This report is a requirement of the DASH Fare Free Framework Policy that was adopted by the ATC Board of Directors in September 2021. As outlined in the following list and sections, the first year of the free fares program has been a tremendously successful by nearly every performance metric:

- DASH has seen historic ridership growth in the first year of the fare-free New DASH Network. Average daily ridership has more than doubled (+117%) from August 2021 to August 2022 with the biggest ridership increases occurring during middays, evenings, and weekends.
- In September 2022, DASH recorded over 380,000 boardings, making it the single highest month since 2015. DASH is one of the only agencies in the region that has returned to, and surpassed, pre-COVID ridership levels.
- Recent customer survey data indicates that the network redesign and free fares have been the two biggest factors in the historic ridership growth.
  - 71% of riders surveyed indicated that they are riding DASH more now than they had before September 2021 because it is free to ride.
  - Over 80% of low-income riders said they are riding DASH more now because it is free.
  - 22% of current DASH riders were not riding DASH before the launch of the new fare-free bus network in 2021. Among these new riders, over half (52%) rated “increased frequency” as a “most important” factor and 44% cited free fares.
  - 67% of customers said that free fares have improved their perception of DASH.
- Customer feedback has been largely positive with many survey respondents expressing their appreciation for the discontinuation of fares. Some customers have raised concerns about overcrowding, particularly on routes serving large numbers of high school students.
- DASH operators have reported an increase in overall job satisfaction and perceived safety while onboard DASH buses; however, negative interactions with passengers have increased slightly.
- DASH has recouped fare revenues in FY 2022 with \$2.6 million in state grant funding from the DRPT Transit Ridership Incentive Program (TRIP) and a \$1.5 million increase in the DASH subsidy from the City of Alexandria. Additional savings have been realized with the termination of cash collection services, discontinuation of the DASH smartphone app, reduced labor resources for farebox maintenance, and the cancellation of a \$5 million capital project to install new fareboxes.

Based on the findings outlined above and in the following sections, staff concludes that the free fare program has been successful in its first year due to the historic ridership growth, benefits for low-income riders, positive customer feedback and the reduced financial burden from grants and other cost savings.

## 2. Background

On September 5, 2021, DASH eliminated fare collection on all DASH buses. Although DASH had suspended fares during the COVID-19 pandemic, the 2021 decision was characterized as a more permanent policy change championed by the Alexandria City Council to promote transit usage, reduce barriers to transit, improve equity in transit services, and to spur economic recovery. This decision made DASH the first transit agency in the Washington D.C. region and in the Commonwealth of Virginia to establish a multi-year fare-free program.

The change was initially funded by a \$1.5 million increase in the annual city subsidy for DASH that was approved by the Alexandria City Council for FY 2022. The City of Alexandria was subsequently awarded \$7.2 million Transit Ridership Improvement Program (TRIP) grant by the Virginia Department of Rail and Public Transit (DRPT). The TRIP program was introduced in 2021 to encourage transit ridership across the state. Based on the TRIP grant program requirements, DASH is required to operate fare-free for a period of no less than four years, or until September 2025. The funding requires a local funding match, which gradually increases over the duration of the program.

The transition to free fares in September 2021 also coincided with the launch of the New DASH Network (NDN). The NDN was the first implementation phase of the 2030 Alexandria Transit Vision Plan (ATV), which outlines a redesigned bus network emphasizing a more useful bus service for more people at more times of day. More information on the ATV can be found at [www.dashbus.com/transitvision](http://www.dashbus.com/transitvision).





### 3. Fare-Free Framework Policy

The ATC Board of Directors approved a Fare Free Framework Policy in September 2021 to document the scope of the fare-free program and to provide policy guidance on future program administration. The policy document includes information on the program goals, funding sources, fare collection equipment considerations, promotional outreach, and program evaluation. The policy also outlines the timeline, costs, and administrative processes should DASH ever need to resume fare collection in the future. The full text of the DASH Fare-Free Framework Policy may be reviewed on the DASH website at [www.dashbus.com/free](http://www.dashbus.com/free).

The Fare-Free Framework includes a requirement that staff must evaluate the performance of the fare-free program on an annual basis. This evaluation should be presented as a report to the ATC Board of Directors that assesses program costs and benefits. The relevant text from Section VI of the Fare-Free Framework Policy document is included below:



#### VI. Program Evaluation.

*The following steps will be taken to evaluate the DASH Fare Free program:*

- a. Staff will conduct an annual review of program effectiveness at the end of each fiscal year in which free fares have been provided.*
- b. Potential Metrics include Ridership, Ridership Demographics, Customer Survey Responses, Operator Feedback, and Fare Collection Cost Savings.*
- c. Any evaluation of the Fare Free program that also contemplates the effect of service improvements should note that new transit service changes should not be evaluated until a period of 12-18 months has passed since their implementation. This is the typical period of time that is required for new transit services to attain maturity in terms of public awareness, shifting travel behaviors and ridership attainment.*
- d. The annual “DASH Fare Free Program Summary” Report to be presented to the DASH Board of Directors each Fall for review and consideration.*

Based on the program goals and objectives identified in the Fare-Free Framework, the following sections outline the relevant program metrics and the DASH performance in each category during the first twelve (12) months of fare-free operations.

## 4. Program Evaluation Methodology

The main goals of the fare-free program are to reduce cost-related barriers to transit usage, especially for low-income riders, and to increase DASH ridership by drawing new customers and encouraging existing customers to ride DASH more frequently. Other goals include reducing costs associated with fare collection and promoting awareness and positive perceptions of the New DASH Network.

Based on these goals, staff have identified the following five (5) metrics to help evaluate the performance of the fare-free program to date:

- **System Ridership.** A review of systemwide ridership levels – including total annual boardings, monthly boardings, and average daily boardings – will quantify the degree to which transit usage is increasing or decreasing during the first year of the free fare program.
- **Customer Feedback.** Customer feedback is collected via regular surveys and by tracking statistics on complaints and commendations. DASH recently conducted a customer survey that yielded many insights into ridership behavior trends, rider demographics, and the extent to which free fares may be driving any changes in ridership behavior. The demographic information from passenger surveys is used to provide insights into how DASH service is benefitting riders from disadvantaged communities across the City.

DASH also collects monthly data on customer complaints and commendations that are received via telephone, e-mail, or social media. The purpose of this metric is to review data on this feedback to identify any trends or recurring themes relating to the free fare program.

- **Employee Feedback.** Another critical data point in the assessment of the free fares program is any feedback received from frontline personnel such as bus operators. DASH conducted an operator survey in September 2022 which included several questions about free fares. Several informal interviews were also conducted with Operations and Safety team members to assess the program and identify any specific issues or challenges.
- **Financial Impacts.** The budgetary impact of the free fares program must also be considered as part of the performance evaluation. This includes any special additional cost increases or decreases that have resulted from program implementation, as well as any additional budgetary impacts that would result from reinstating fare collection.

The specific performance metrics listed above may be subject to revision in subsequent annual reports as the free fare program evolves and different data sources become available.

## 5. System Ridership

DASH system ridership has fluctuated significantly over the last three years due to the COVID-19 pandemic and other external factors but has increased significantly in the months since the fare-free New DASH Network was implemented in September 2021.

As shown in Figures 5-1 - 5-3, DASH ridership in FY 2022 (July 1, 2021 – June 30, 2022) has rebounded from the previous years and now exceeds pre-pandemic ridership levels. Though DASH only recorded 3 million boardings in FY 2022, that period includes three months prior with fare collection. **Based on current trends, DASH will reach 4 million annual boardings in FY 2023 for the first time since FY 2016.**

**Total Monthly Ridership.** Total monthly ridership for the last six years is depicted on Figure 5-2. The month-by-month ridership growth in FY 2022 is shown by the green line, while the red line shows the first few months of FY 2023. DASH recorded over 380,000 boardings in September 2022, the highest single month of DASH ridership in over seven years. This graph also shows that DASH is one of the only bus agencies that has returned to, and surpassed, pre-COVID ridership levels.

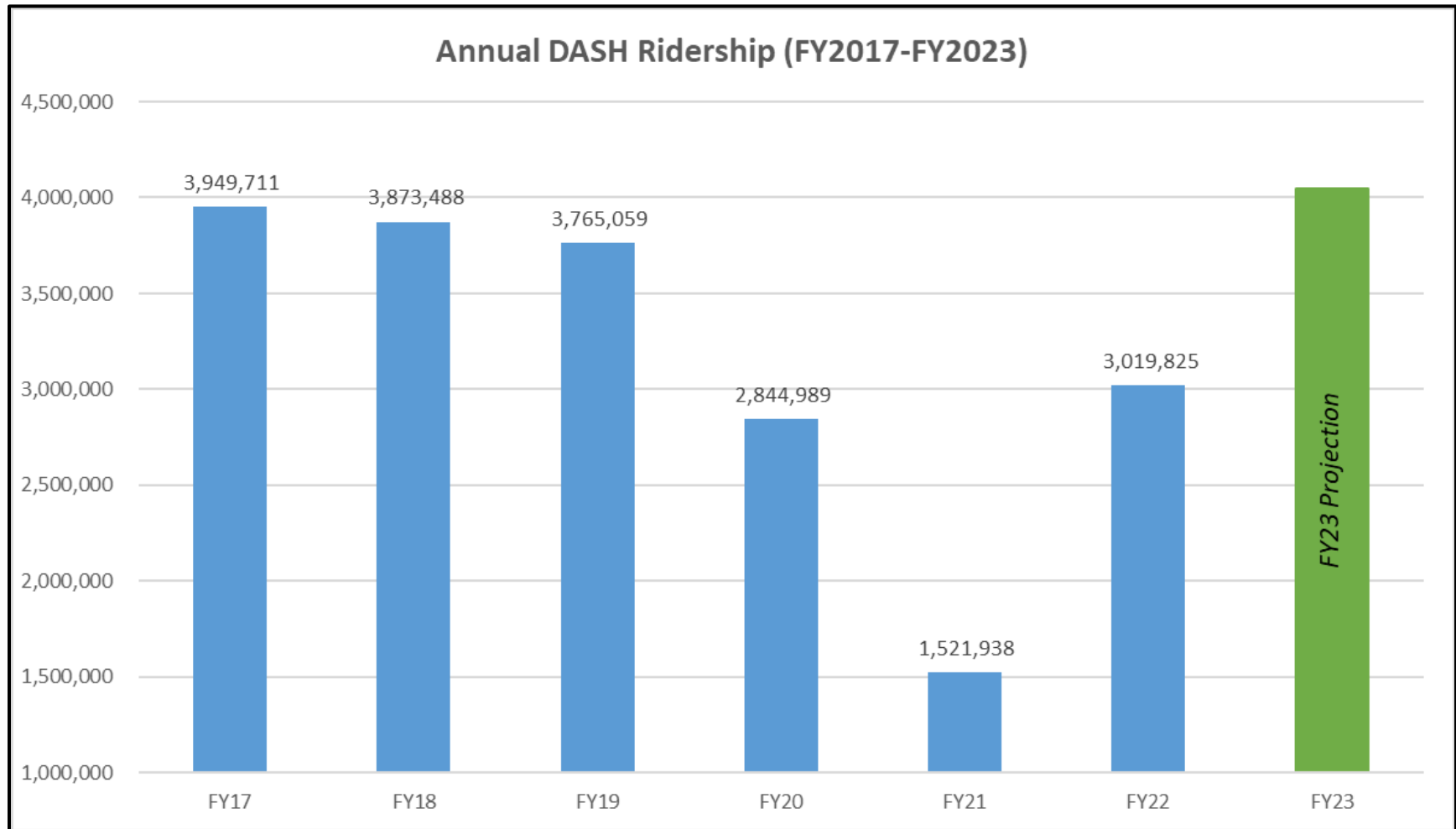
**Average Daily Ridership.** As shown in Figure 5-3, average daily ridership for DASH has also surged in the first year with free fares. Average weekday ridership grew by 117 percent from 6,247 average weekday boardings in August 2021 to 13,574 average weekday boardings in August 2022. Average weekend boardings also doubled with average Saturday boardings rising from 4,368 to 9,495 (+117%) and average Sunday boardings increasing from 3,336 to 7,132 (+114%).

In comparison to pre-pandemic ridership levels from 2018, average weekday boardings in August 2022 were up by 21% compared to August 2018, and average weekend ridership is up by 22%. Peak ridership has only increased by 8%, while off-peak ridership, including middays, evenings, and weekends, has increased by 27%. As shown in Figure 5-4, the largest growth in weekday ridership has occurred during middays and evenings, while ridership during the AM peak period is still lagging below pre-COVID levels. The largest growth in ridership has occurred on Line 35, which averages upwards of 5,000 boardings per weekday. This route serves many communities in West Alexandria with higher percentages of low-income households which could be indicative of the impact of free fares.

**DASH recorded over 380,000 boardings in September 2022, the highest single month of DASH ridership in over seven years.**

Lastly, to isolate the ridership impact of free fares from service improvements in the New DASH Network, staff reviewed ridership data on several routes that remained largely unchanged from the old DASH network. These routes include Line 30 (former AT-8), Line 33 (former AT-10), and Line 36 (former AT-9). Average weekday boardings for each of these routes have increased by 119%, which is slightly higher than the system as a whole. Since the service on these routes was not significantly improved but the ridership still increased, this finding supports the idea that free fares may be the biggest factor contributing to increased ridership.

**Figure 5-1**  
**DASH Systemwide Ridership by Year (FY 2017 – FY 2023)**



**Figure 5-2**  
**DASH Systemwide Ridership by Month (FY 2017 - 2022)**

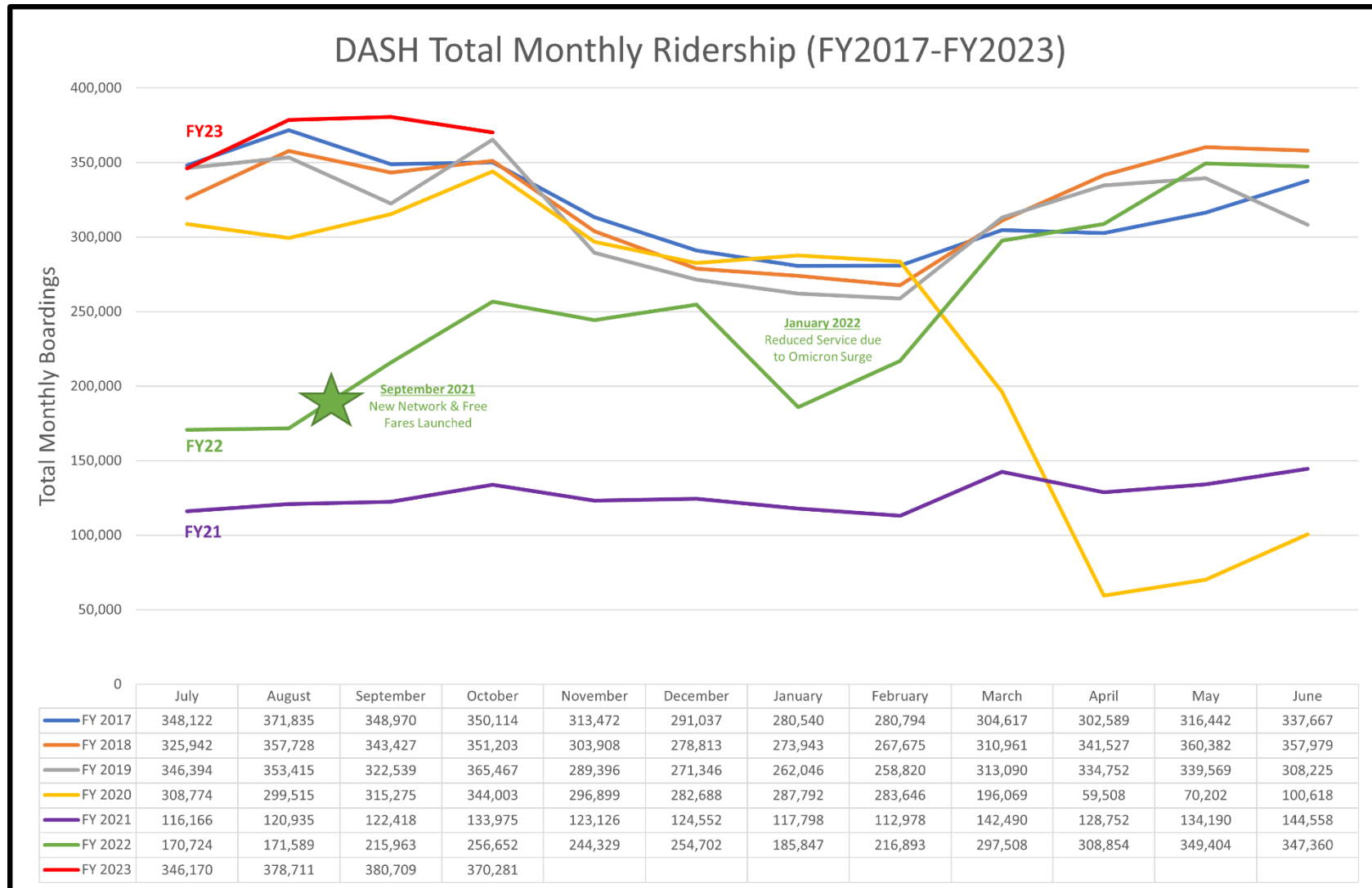
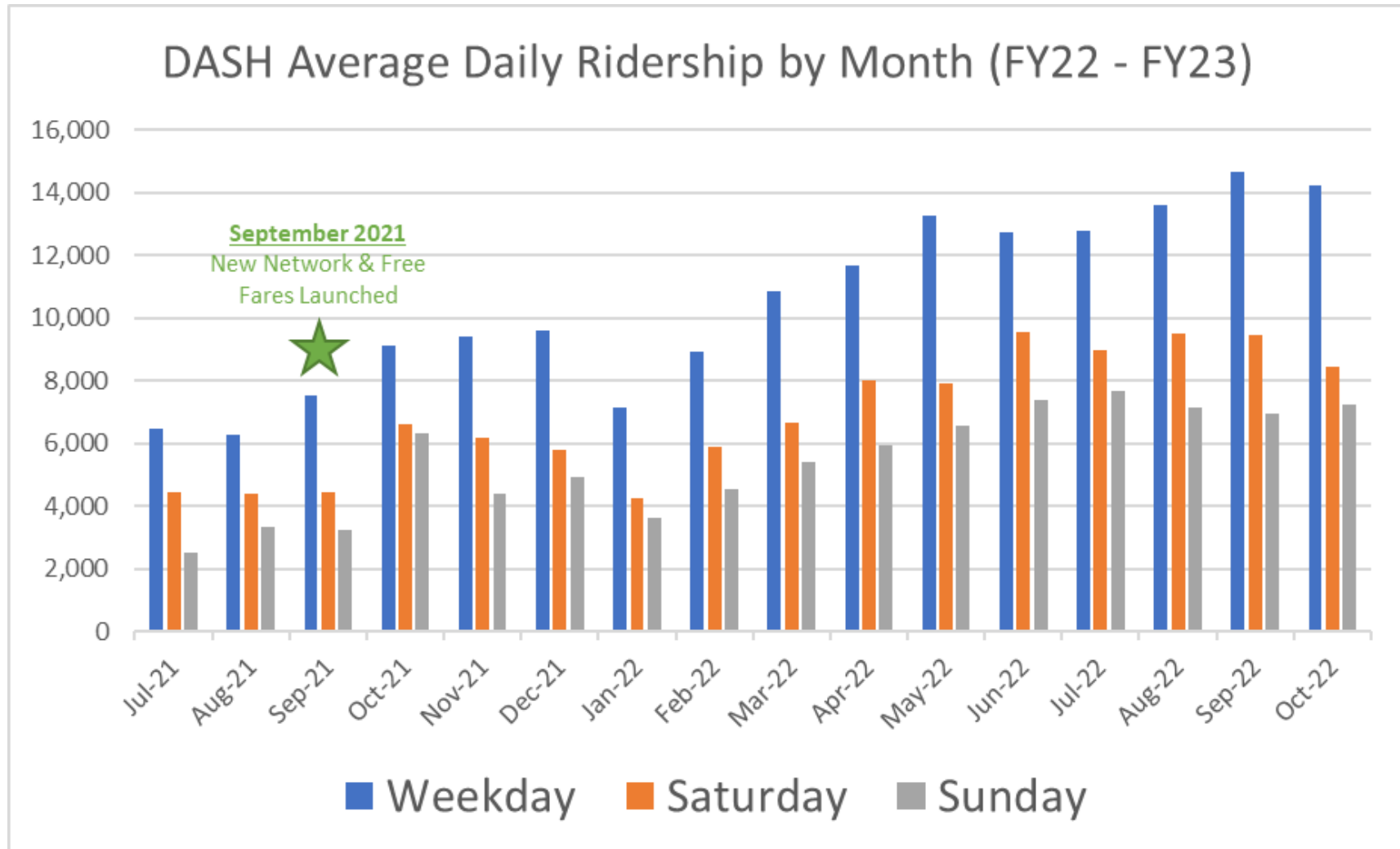
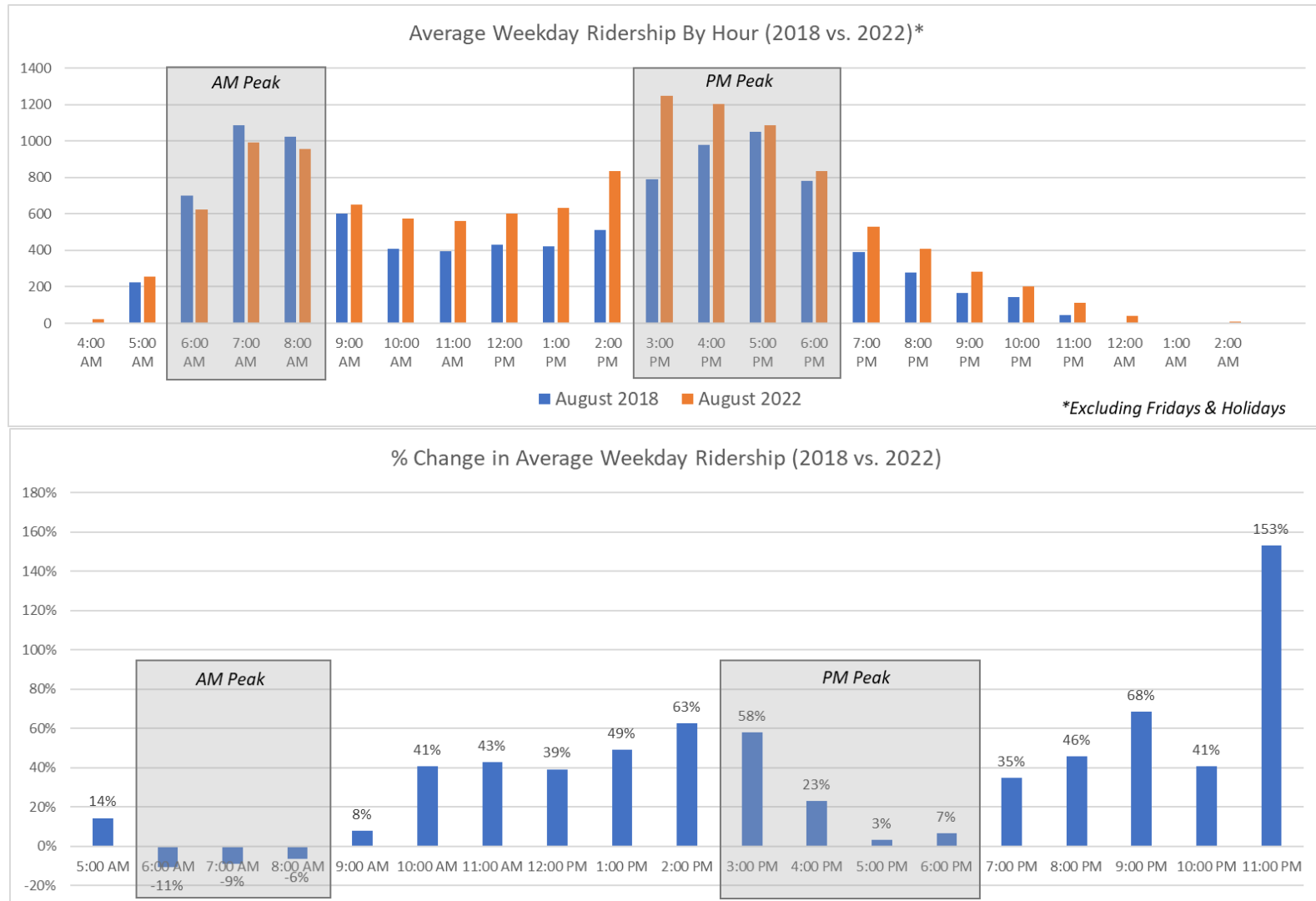


Figure 5-3  
DASH Average Daily Boardings by Month (FY 2022 – FY 2023)



**Figure 5-4**  
**Average Daily Ridership by Hour (2018 vs. 2022)**





**Overcrowding.** On several Line 31, 35 and 36 trips that serve a larger number of high school students, DASH has seen regular overcrowding. Each of these routes are typically running every 10-15 minutes, however, DASH has mostly addressed these overcrowding hotspots by assigning larger 40-foot and 60-foot buses to the busiest trips and adding several unscheduled trips designed to provide adequate capacity during these periods of heightened ridership demand.

**Ridership Data Challenges.** In addition to overcrowding, the change to free fares has also created several challenges for ridership data collection processes.

First, since DASH has not yet finished its project to install automated passenger counters (APC's) on all DASH buses, ridership data is still being collected manually by operators pressing a button for each passenger boarding. This method is not ideal as it means that bus operators need to count passengers in addition to their regular driving duties, which can be difficult with increased ridership and all-door boarding. DASH expects to complete the validation of its new APC equipment by mid-2023 and will no longer require manual ridership counts by operators.

Second, the removal of fares means that any ridership data that was previously collected via SmarTrip card taps is no longer available. This includes information on transfers (e.g. passengers who are transferring from other routes) and rider types (e.g. students, seniors/persons with disabilities). DASH is exploring other ways by which this information could be obtained but has not found any suitable methods to date.





## 6. Customer Feedback

The following section summarizes feedback that has been received from DASH customers through a recent customer survey and monthly complaint and commendations.

**Customer Survey.** DASH conducted an online customer survey during the months of July and August 2022. The survey included 15-20 questions and was available online in both English and Spanish. A total of 825 valid survey responses were received, including 749 current DASH riders.

The main purpose of the survey was to learn more about DASH riders, including their current ridership behaviors, any changes to their ridership behavior since the launch of the fare-free New DASH Network, and any specific reasons behind those changes. One of the biggest questions that the survey sought to answer was -- if customers are riding more since the fare and service changes in September 2021, what factors are contributing most to that trend?

Some of the key findings from this survey are outlined below:

- **As shown in Figure 6-1, 71% of riders surveyed indicated that they are riding DASH more now than they had before September 2021 because it is free to ride.** Among lower-income riders (Annual Household Income < \$50,000), more than 80% indicated that they are riding more often due to free fares, which suggests the program is achieving its goal of benefitting low-income households.
- When asked about their decision to use DASH more often, 40% of respondents cited “increased frequency” as the “most important” factor, while 35% identified “free fares” as most important. Additional factors are shown in Figure 6-2 (*Note that respondents were not limited to identifying one “most” important factor so some respondents may have selected both factors as the “most important”*).
- 22% of current DASH riders are \*new\* customers who have started riding DASH since the introduction of free fares and the New DASH Network in September 2021. Among these new riders, over half (52%) rated “increased frequency” as a “most important” factor. Free fares were the second-highest percentage with 44% of new respondents indicating that they were a “most important” factor.
- 37% of riders indicated that they are riding “much more often” now than before free fares. Among riders reporting under \$20,000 in annual household income, more than 50% reported that they were riding “much more often.”

Over 80% of low-income riders reported that they are riding DASH more now than before because it is free.

- 35% of current riders agreed with the statement that their bus is “sometimes too crowded because it is free to ride,” while 47% of respondents disagreed.
- 30% of respondents agreed with the statement that “Free fares have had a negative impact on my feelings of comfort and/or safety while riding DASH”, while 51% disagreed.
- 67% of customers indicated that free fares have improved their perception of DASH.

Additional comments received by survey respondents related to free fares are shown below:

- “Free buses have changed my life! I am so portable again! I can go anywhere I want again and as much as I want.”
- “Thanks for having the courage to rework the routes to serve more passengers and test fare-free network. Proud that Alexandria is taking the lead on forward-thinking public transit!”
- “(I) strongly support the decision to make dash free, it's great for the community!”
- “We love the DASH buses! Please keep them around and free!”
- “(I am a) big supporter of free fares. Makes bus system very easy to use, especially for visitors.”
- “Thank you for offering the rides for free. This is helping a lot of low-income families.”

*“Free fares are a lifesaver... It is helping those that are very much in need right now.”*

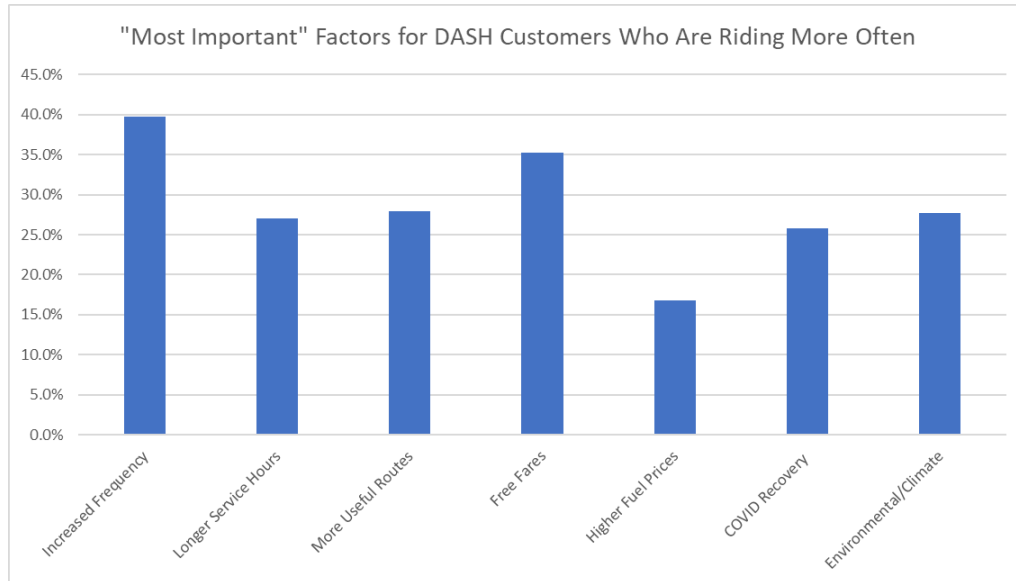


**-Courtney, DASH Rider (Line 32)**

**Figure 6-1**  
**Customer Survey Responses to Fare Free Questions**

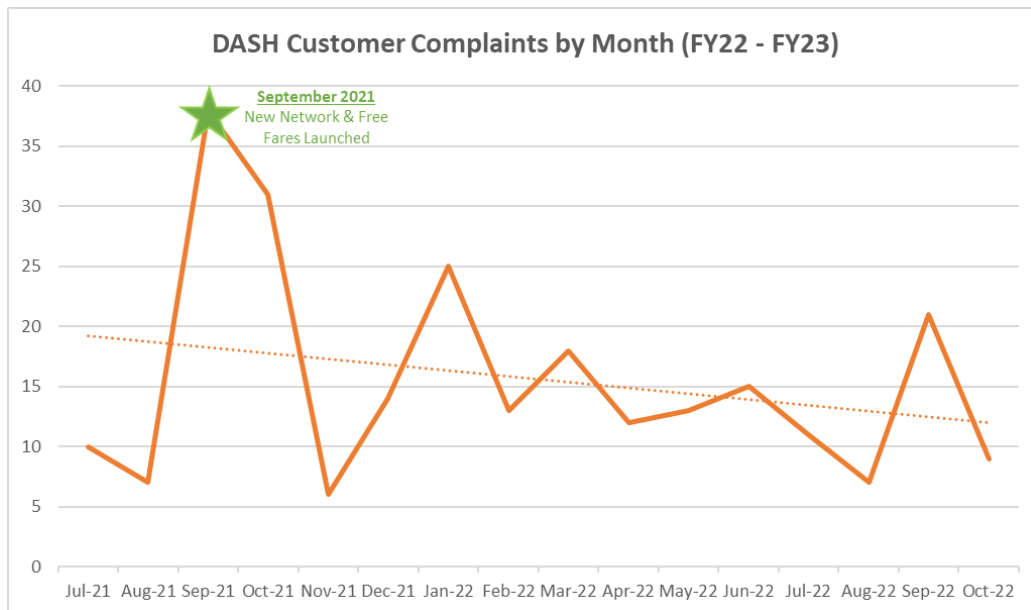


**Figure 6-2**  
**Customer Survey Responses to “Most Important” Factors for Increased DASH Usage**



**Customer Complaints.** In addition to this survey, DASH also tracks the number and types of complaints that it receives from customers monthly. As shown in Figure 6-3, DASH saw a brief increase in customer complaints in the first two months of the fare-free New DASH Network, however, these were mostly due to expected confusion about the new routes and likely not due to any negative aspects of the free fare program.

**Figure 6-3**  
**Total DASH Complaints by Month (2021-2022)**



## 7. Employee Feedback

Staff has collected feedback from various departments over the last year to better understand the impact of the free fare program on frontline employees. This feedback has been collected through informal discussions and interviews, and a series of operator satisfaction surveys that were collected prior to the free fare program implementation and six months after fares were eliminated. The feedback has been largely positive but has shed light on some of the challenges resulting from free fares, including customer interactions, feelings of safety/security, ridership data collection and overall job satisfaction.

Operator surveys were conducted during the summer of 2021 and the spring of 2022 to quantify any significant changes in operator sentiments that might be related to the introduction of free fares in September 2021. A summary of the operator responses to several questions that are relevant to free fares are included below:

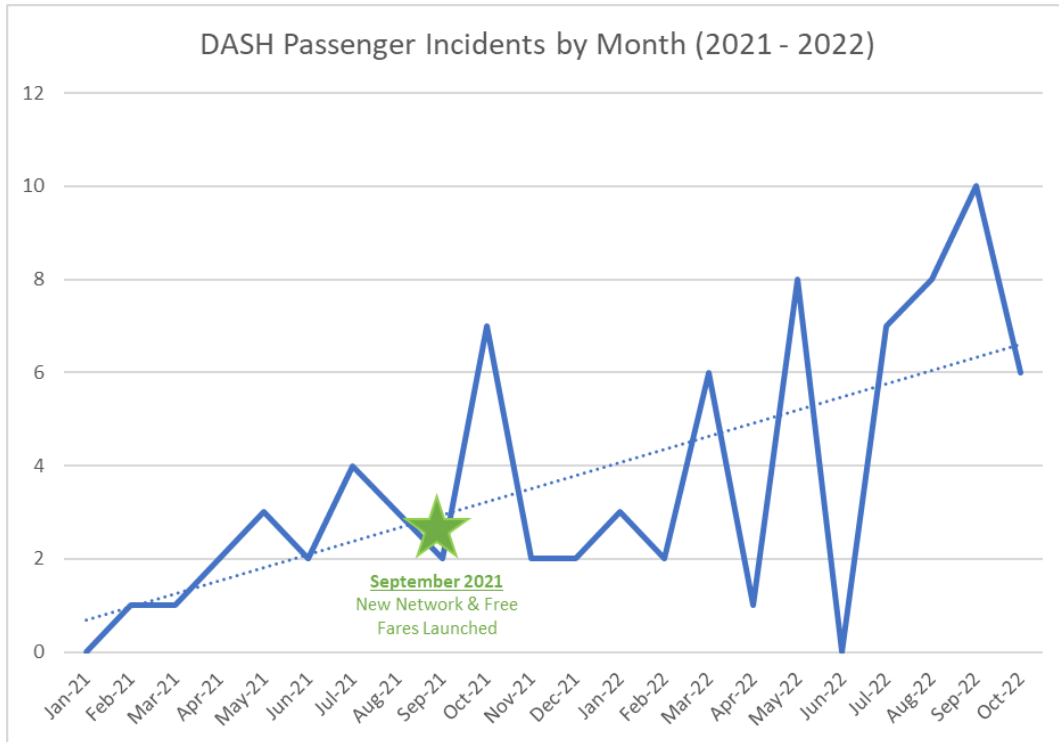
**Table 7-1 / Selected Feedback from 2021-2022 DASH Operator Surveys**

Survey Statement (Agree/Disagree)	Fall 2021 (Pre-Implementation)		Spring 2022 (Post-Implementation)		Net Change (+/-)	
	Agree	Disagree	Agree	Disagree	Agree	Disagree
2. I feel safe in DASH buses.	84%	6%	85%	3%	1%	-3%
3. Most interactions with customers are positive.	94%	2%	89%	1%	-5%	-1%
4. DASH provides the support I need to do a good job.	81%	2%	92%	1%	11%	-1%
8. I am not overly anxious when driving my route.	59%	12%	61%	12%	2%	0%
9. I believe management has my back.	75%	8%	78%	4%	3%	-4%
10. I am generally satisfied at DASH.	89%	2%	93%	0%	4%	-2%

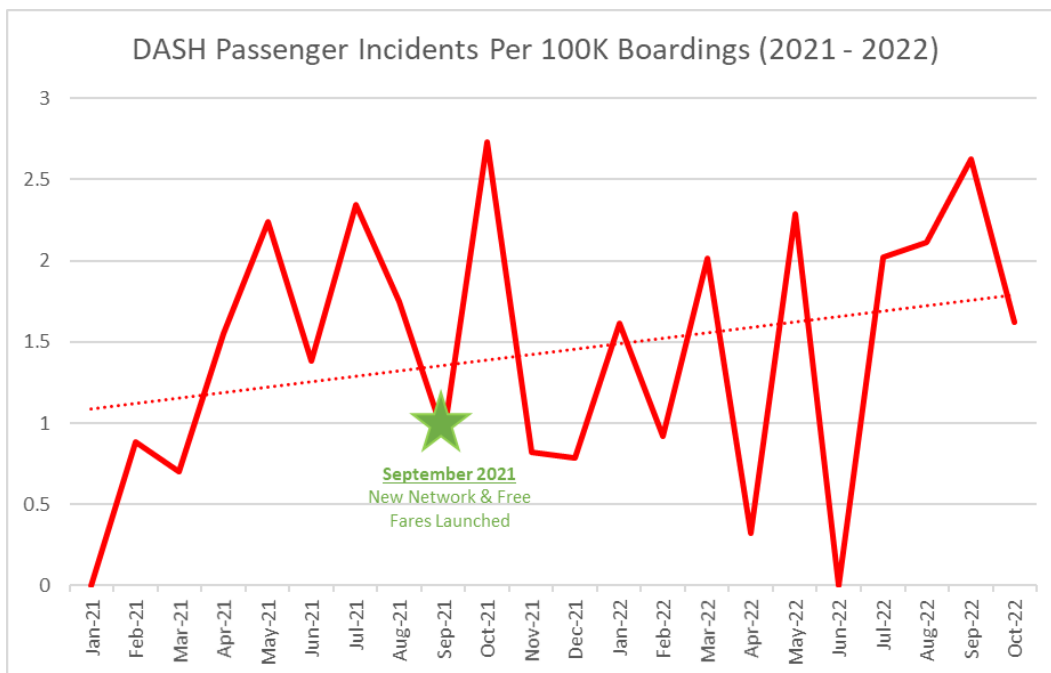
**Operator Satisfaction.** As shown in Table 7-1, operator satisfaction has remained high following the fare-free implementation with 93 % of operators indicating that they are satisfied with the overall working environment at DASH. The percentage of operators who indicated that they feel safe on DASH buses rose slightly from 84 % before free fares, to 85 % afterwards. Operators have also noted that the elimination of fares has made their job simpler in that they no longer must assist the customer with fare payment or worry about fare evaders.

**Passenger Incidents.** One less positive trend that has been identified by operators since the transition to free fares is a decrease in operator perceptions of customer interactions. Prior to the fare-free program, the DASH leadership team had identified passenger conflicts – particularly involving riders without a specific destination – as a potential challenge. As shown in Figure 7-1, the number of passenger incidents involving unruly, intoxicated, or disruptive passengers has increased in the months since free fares were introduced, however, Figure 7-2 shows the trend is less significant when normalized against ridership levels. In other words, there are more negative driver-passenger interactions, however, attributable to the corresponding increase in DASH ridership.

**Figure 7-1**  
**DASH Passenger Incidents by Month (2021 – 2022)**



**Figure 7-2**  
**DASH Passenger Incidents Per 100,000 Boardings (2021 – 2022)**



The DASH Training Department has provided – and continues to provide – specific guidance and best practices to operator on how to handle these situations with difficult passengers, including those without destinations who may be unhoused. The DASH training program is being revised for next year based on specific observations and lessons learned. The increase in negative passenger incidents is an issue that DASH continues to monitor, however, staff believes that the problem has not materialized as much as it has in other fare-free locales, and the overall percentage of DASH operator perceptions of customer engagement remains high with 89% of operators indicating that most customer interactions are positive.

Lastly, as noted in the previous “Ridership” section, operators are currently required to manually count ridership data by pressing a button on the farebox for each boarding. Operators have indicated that this can be a challenge with all their other responsibilities and are looking forward to the discontinuation of this with the implementation of APC’s.





## 8. Financial Impacts

This section summarizes the budgetary impacts of the fare-free program during FY 2022. This includes foregone passenger revenues and cost savings resulting from the elimination of fares. In addition to securing significant amounts of grant funding to offset lost fare revenues, DASH has also identified several areas of cost savings and expects that additional savings will be realized with the pending removal of fareboxes from all DASH buses.

The most significant financial impact from free fares is the loss of passenger revenues, which has traditionally been the single largest revenue source for DASH. In a typical pre-COVID year, DASH would collect approximately \$4 million in passenger fares, however, that amount had decreased by more than half during the height of the pandemic. With the rapid return of ridership in FY 2022, DASH estimates that it might have collected an additional \$3.5-4.0 million in revenues if the regular \$2.00 fare had been collected. Lost revenue was offset by a \$1.5 million increase in the DASH subsidy from the City of Alexandria in FY 2022, and an additional \$2.6 million in grant funding from the new TRIP state grant program. Additional information on the DRPT Transit Ridership Incentive Program (TRIP) can be found at the DRPT website

(<https://www.drpt.virginia.gov/ongoing-grant-programs/trip/>).

Additional operating costs savings in FY 2022 were realized with the discontinuation of a \$50,000 contract for cash collection services (e.g. Brinks truck pickups) the discontinuation of the DASH Bus app for mobile ticketing (\$8,000), and a re-allocation of maintenance labor resources required for farebox maintenance. Staff expects that maintenance costs will further decrease once the farebox equipment is completely removed from all buses and DASH will no longer be required to contribute \$65,000 per year as part of the Regional SmarTrip budget agreement. DASH also recently transitioned to all-door boarding which could result in further savings from faster and more efficient operations.

Finally, the elimination of fares has also allowed DASH and the City of Alexandria to avoid major capital costs required to upgrade the 20+ year old farebox systems on all buses that are years beyond their useful life and will no longer be supported. **The purchase and installation of new farebox equipment on all DASH buses would be required to collect passenger fares and is estimated to cost upwards of \$5 million. Additionally, if DASH were to resume fare collection prior to FY 2026, the total state grand award (\$7.2 million) would need to be returned.**





## 9. Conclusion

Based on the preceding sections, the fare-free program can be considered a major success story. The primary goals of the fare-free program are to reduce cost-related barriers to transit usage, especially for low-income riders, and to increase DASH ridership by drawing new customers and encouraging existing customer to ride DASH more frequently. Other goals include reducing costs associated with fare collection, promoting awareness of the New DASH Network, and improving bus speeds and reliability by decreasing dwell times at bus stops.

In terms of ridership, the program appears to be an overwhelming success. DASH has seen historic ridership growth in the program's first year and has far surpassed pre-COVID ridership levels while most peer agencies are still well below that benchmark. Customer survey data and detailed ridership analyses show that low-income riders are benefitting the most from this program and are riding more as a result, which is consistent with the goals of the program.

Operator feedback has been largely positive with overall satisfaction rising to 93% following program implementation. Frontline staff have noted a relatively minor increase in the number of passenger incidents involving unruly, intoxicated, or disruptive passengers. This is a trend that DASH leadership will continue to monitor and work with frontline employees to address.

Finally, the budgetary impact from the first year of free fares has been largely offset by subsidy increases and state grant funding, while DASH continues to identify additional savings in capital and operating expenses.

