



Alexandria Transit Company Board of Directors Meeting



May 8, 2024 @ 5:30pm
Meeting Held at City Hall, Council Workroom, 301 King St., Alexandria, VA 22314 and
Held Electronically - Livestream on ZOOM and Facebook Live

ITEM	DESCRIPTION	PAGE #	PRESENTER
#1	Call to Order, Welcome, and Public Comment DASH's 40 th Anniversary Video	N/A	Mr. Kaplan
#2	Consideration of Approval Meeting Minutes a) ATC Board of Directors Meeting –April 10, 2024	3-5	All
#3	Board Member Announcements, Reports & Business Items a) Chair's Report a. May Meeting Icebreaker b. King-Bradlee Letter of Support for the Traffic and Parking Board— <i>Board Action</i> c. NVTa FY24-29 Six Year Program Public Comment Letter from Board— <i>Board Action</i> b) T&ES Report c) Slate of Officers— <i>Board Action</i> d) Others	6-10	Mr. Kaplan Mr. Harris & Mr. Gajjar All
#4	General Manager's Report a) Ridership Update b) Transit Management Services Contract— <i>Board Action</i> c) General Managers FY 2025 Revised Budget	11-14	Mr. Baker
#5	Financial Reports a) Financial Report b) Balance Sheet c) Summary Income Statement d) Budget vs. Actual e) Budget Forecast	15-19	Mr. Ryder
#6	Planning Reports a) Annual Free Fares Report	20	Mr. Barna
#7	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	21	All

#8**Next Meeting Date & Adjournment**

The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for Wednesday, June 12, 2024

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All



ATC Board Agenda Detail

Item #: 2a
Item Title: Meeting Minutes—April 10, 2024
Contact: Beth Reveles, Secretary to the Board
Board Action: Consideration of Approval

Alexandria Transit Company (ATC) BOARD OF DIRECTORS MEETING MINUTES April 10, 2024

A meeting of the Board of Directors of the Alexandria Transit Company was held at 5:30 pm on Wednesday, April 10, 2024, 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, Steve Klejst, Matt Harris, Hillary Orr, Kendell Taylor, Jesse O'Connell, Arthur Wicks, Kursten Phelps, Praveen Kathpal, Arish Gajjar

Board members attending remotely: N/A

Board member absent: Ajashu Thomas

Staff members present: Josh Baker, Raymond Mui, Martin Barna, Kaitlyn Beisel, Beth Reveles, Edward Ryder, Joseph Quansah, Camila Olivares, Brent Reutter, Kato Carter, Ryan Visci

Other attendees: Cheryl Ann Colton, Alex Carrigan, Stephen Lally, Jennifer Veech, Kacie Candela, Jonathan Lewis, Zeina Azzam, Bob Gronenberg

Board Meeting

Agenda Item #1

#1 – Call to Order, Welcome and Public Comment

Vice Chair Steve Klejst welcomed everyone and called the meeting to order at 5:33 pm and explained that Chair David Kaplan was running a little late. Chair Kaplan arrived at 5:42 pm and called roll. A quorum was reached at that time.

Chair Kaplan opened the meeting to public comment. As there were no speakers, the Chair closed public comment.

Agenda Item #2 – Consideration of Approval of Meeting Minutes

#2a – ATC Board of Directors Meeting – March 13, 2024

The Chair called for a motion to approve the March meeting minutes and asked if there were any corrections, revisions, or amendments. A motion was made by Jesse O'Connell and seconded by Arthur Wicks 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

DASHing Words in Motion Poetry

Vice Chair Klejst welcomed the poets. Cheryl Ann Colton, Regional Program Director with the Office of the Arts, introduced herself and thanked the Alexandria Transit Company for the 10-year collaboration with the DASHing Words in Motion program.

The Poet Laureate for the City of Alexandria, Zeina Azzam, read her poem titled *DASHing Words in Motion Birthday*; Kacie Candela read her poem titled *Public Transportation*; Jonathan Lewis read his poem titled *Long Day*; Alex Carrigan read his poem titled *That Ringing Sound*; Stephen Lally read his poem titled *The Loom*; Jennifer Veech read her poem titled *I Met Superman on the Bus*.

Ms. Azzam read poems from the three poets that did not attend: Nathan Brownback's poem titled *Choose to Move as One*, Meredith D'Amore's poem titled *Upstream*, and Peter Heimberg's poem titled *The Bus Not Taken*.

Executive Session

Consideration of Convening an Executive Session for the Purpose of Discussing Legal and Personnel Matters, pursuant to Section 2.2-3711 (A1) of the Code of Virginia.

A motion was offered by Matt Harris and seconded by 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 Matt Harris and seconded by Kursten Phelps to reconvene the public meeting. A vote was called, and the motion was approved unanimously.

A motion was offered by Matt Harris and seconded by Steve Klejst 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.

May Meeting Icebreaker Instructions

For the May Board meeting, Chair Kaplan asked that interested Board members, as well as Staff, send their WMATA 2023 usage reports to the Board secretary. Results will be reviewed at the May Board meeting to determine the winner. The winner can choose what dessert will be served at the June Board meeting.

Slate of Officers Discussion

Chair Kaplan asked for two volunteers to serve on the nominating committee. Matt Harris and Arish Gajjar volunteered.

Mr. Kaplan explained that as a Board member, Murat Omay also served on the Transportation Commission. With Mr. Omay's resignation from the Board, a Board member would need to volunteer to serve on the Commission. It will be discussed further during the May Board meeting.

#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.

#3e – Others

The Chair asked if there were any other announcements from the Board.

Arthur Wicks mentioned that City Council will be receiving public comment on the budget's Add/Deletes on Saturday, April 13. One of the budget Adds under consideration is \$180,000 to restore Line 104. On Wednesday, April 24, Council will have their preliminary Add/Deletes work session.

Agenda Item #4 – General Manager's Report

#4a – Ridership Update

General Manager Josh Baker reviewed the ridership update.

#4b – CTAA SUN Conference August 14-16

Mr. Baker announced that DASH was selected as a host for the Community Transportation Association of America's National Small Urban Network (SUN) Conference.

#4c – Transit Management Services Update

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

#4d – ATC Strategic Plan

Mr. Baker provided an update to the Board's Strategic Plan. The plan was provided to the Board in advance of the meeting.

Agenda Item #5 – Financial Reports

#5a – Financial Report

#5b – Balance Sheet

#5c – Summary Income Statement

#5d – Budget vs. Actual

#5e – Budget Forecast

Mr. Baker provided a brief review of Director for Finance & Administration Edward Ryder's reports.

Agenda Item #6 – Planning Reports

#6a –Adoption of Final FY 2025 ATSP

Director of Planning & Scheduling Martin Barna briefly reviewed the ATSP which was shared with the Board in advance of the meeting.

The Chair called for a motion to adopt the FY25-FY34 ATSP, contingent upon City Council's decision regarding Line 104 reduction. A motion was made by Steve Klejst and seconded by Matt Harris. There was no further discussion, and the motion carried unanimously.

#6b –Annual Free Fares Report

The Chair stated that the report would be presented at the May Board meeting.

Agenda Item #7–Next Meeting Date & Adjournment

A final motion to adjourn the meeting was made by Arthur Wicks and seconded by Kursten Phelps. 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 May 8, 2024, at 5:30 pm at the City Hall Council Workroom and via Zoom/Facebook Live.

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

ATC Board Agenda Detail

Item #: 3a

Item Title: Chair's Report: (a.) King-Bradlee Letter of Support for the Traffic & Parking Board

Contact: David Kaplan, Chair

Board Action: Consideration of Approval



ALEXANDRIA TRANSIT COMPANY

Andrew Lewis, Chairperson
City of Alexandria | Traffic & Parking Board
301 King Street
Alexandria, VA 22314

May 8, 2024

Dear Chair Lewis:

On behalf of the Alexandria Transit Company (ATC) Board of Directors, I would like to express our support for the city's [King Street-Bradlee Safety & Mobility Enhancements project](#). We believe this project has the potential to provide significant improvements for DASH bus riders, pedestrians, and overall traffic flow. To this end, the ATC Board of Directors would also like to express our support for [Design Alternative #2](#), which would transform the existing King Street service road into a one-way street with a dedicated westbound bus lane between Bradlee Shopping Center and Menokin Drive.

The current street configuration on King Street near Bradlee Shopping Center creates major delays throughout the day for DASH buses. This corridor is served by Lines 31 and 36A/B, which are both high-frequency routes carrying thousands of riders per day. On a typical weekday, Bradlee Shopping Center is served by up to 20 buses per hour. Investments in improving bus speeds and reliability will benefit the riders that move through this corridor and encourage non-riders to consider transit as a viable option.

Design Alternative #2 would offer the greatest benefits for buses with its one-way traffic configuration and dedicated bus lane. The two other alternatives offer considerable improvements for bicyclists and pedestrians, but do not offer as many improvements for bus riders in the corridor in terms of speed, reliability, safety, and accessibility.

The ATC Board of Directors urges the City to select [Design Alternative #2](#) as the preferred option for the King Street-Bradlee Safety & Mobility Enhancements project. This design alternative represents a balanced approach that prioritizes the safety and efficiency of all users – bus riders, pedestrians, and drivers. It also aligns with the Alexandria Transit Vision (ATV) Plan, and the City's goals of promoting sustainable transportation options that serve walkable and vibrant communities.

Thank you for your consideration.

Sincerely,

David Kaplan, ATC Board of Directors, Chair

CC: Jim Parajon, City Manager, City of Alexandria
Adriana Castaneda, Director of Transportation & Environmental Services, City of Alexandria
Hillary Orr, Deputy Director of Transportation & Environmental Services, City of Alexandria
Sara Brant-Vorel, Transportation Capital Project Manager, T&ES, City of Alexandria
Josh Baker, CEO/General Manager, DASH
Raymond Mui, Chief Infrastructure & Development Officer, DASH
Martin Bama, Director of Planning & Scheduling, DASH



703.746.3274



dashbus.com



3000 Business Center Drive
Alexandria, VA 22314



ATC Board Agenda Detail

Item #: 3a

Item Title: Chair's Report: (b.) NVTA FY24-29 Six-Year Program Public Comment Letter from Board

Contact: David Kaplan, Chair

Board Action: Consideration of Approval



ALEXANDRIA TRANSIT COMPANY

May 8, 2024

Ms. Phyllis Randall
Chair
Northern Virginia Transportation Authority
3040 Williams Drive, Suite 200
Fairfax, VA 2203

Re: FY2024-2029 Six Year Program (SYP)

Dear Chair Randall:

At its May 2024 meeting, the Alexandria Transit Company Board of Directors voted to approve this letter of support for the project scoring of the FY2024-2029 SYP. The ATC Board believes that the scoring accurately reflects the Authority's and the Region's priorities. In particular, the Board wishes to reiterate support for the following project applications from the City of Alexandria:

- Smart and Connected Vehicle Infrastructure (\$5 million, ranked #2)
- South Van Dorn Street Bridge Enhancements (\$10 million, ranked #7)
- Alexandria Metroway Enhancements (\$7 million, ranked #8)
- Safety Improvements at High Crash Intersections (\$3 million, ranked #11)

In addition, the ATC Board would also like to express its support for Arlington's application for the Shirlington Bus Station Expansion. This regional bus station serves not only Arlington residents, but also many Alexandria residents to access jobs and services throughout the region. It also is a major transfer point for the upcoming West End Transitway. This will lead to the implementation of NVTA's goals of expanded Bus Rapid Transit throughout the region.

The ATC Board considers these projects as high priorities for the City to regionally reduce congestion, increase multimodal access, improve safety, and prepare for future mobility. We thank you for your consideration of these priority areas to help the City advance its strategic goals.

Sincerely,

David Kaplan
Chair, Alexandria Transit Company Board of Directors



703.746.3274



dashbus.com



3000 Business Center Drive
Alexandria, VA 22314



ATC Board Agenda Detail

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



WMATA Budget

The WMATA Board of Directors adopted its Fiscal Year 2025 and Fiscal Years 2025-2030 Capital Improvements Plan on Thursday, April 25. The approved FY25 operating budget keeps Metrobus and Metrorail at current service levels, though the use of six-car trains (versus eight car trains) is intended to increase on weekends and off-peak hours to better serve rider demand throughout the system, and fares will increase across the board by 12.5%.

Mount Vernon Avenue North Complete Streets Project

On Monday, April 29, the Traffic and Parking Board approved the preferred alternative for the Mount Vernon Avenue North Project following years of planning, community engagement, analysis, and conceptual design. The most notable recommendation is replacing the signalized intersection at Mount Vernon Avenue and Glebe Road with an elongated roundabout to slow vehicle speeds, reduce crossing distances, and improve overall safety. Currently, the DASH lines 33, 36A and 36B, as well as the Metrobus lines 10A and 10B, use this intersection. More information is available on the [project webpage](#).

Glebe/Montrose/Ashby

On Monday, April 29, the Traffic and Parking Board approved the preferred alternative for the intersection redesign of the intersection of East Glebe Road, Montrose Avenue and Ashby Street. This five-legged intersection will feature a roundabout to improve safety and convenience for people driving, walking, biking, and using transit. The DASH lines 36A and 36B use this intersection. Construction would not occur for several years as this project is coordinating with a larger stormwater project. More information is available on the [project webpage](#).

Edsall Road Corridor Improvements Project

Earlier this year, the City applied for a technical assistance grant under the Metropolitan Washington Council of Governments (MWCOC) Transportation-Land Use Connections (TLC) Program for the Edsall Road Corridor Improvements Project. The City's request was among the highest-scoring applications, and MWCOC awarded \$80,000 in technical assistance to the City earlier this month. The project is expected to kick off in late summer 2024 and must conclude by June 30, 2025, per the grant terms. The goal of the project is to perform planning, analysis, and conceptual design to improve mobility, access, and safety for all roadway users in accordance with the City's adopted Alexandria Mobility Plan. The outcome of the project is expected to be a preferred concept alternative that will then advance to detailed design and construction. DASH lines 30 and 35 use Edsall Road.

King-Callahan-Russell Intersection Improvements

After several months of construction, the City's contractor repaved this intersection the week of April 29. The project is expected to be substantially complete by mid-May. Once complete, the intersection will have new pedestrian signals, ADA curb ramps, safer turning speeds, a new bike lane, new sidewalks, and No Turn on Red restrictions. DASH lines 30, 31 and 102 use this intersection, as well as Metrobus lines 28A and 29KN.

West End Transitway Operations Planning

Staff and consultants have been working on an operations plan for the West End Transitway, which consists of examining ridership data, route productivity, service costs, etc. to develop scenarios so that staff can make informed recommendations in terms of which provider will run the WET service, service levels, how this could affect other routes and potential savings from these changes. There will be a stakeholder workshop on Thursday, May 9 to present data and discuss different ideas. The workshop will include representatives from WMATA, Arlington County, DASH and other stakeholders.

FY25-30 State Funding Recommendations

New funds for the City, should these all be approved as recommended, total [more than \\$41 million](#) for the FY25-30 SYP. The SYPs include projects submitted to the Department of Rail and Public Transportation (DRPT), the Virginia Department of Transportation (VDOT), and the Northern Virginia Transportation Authority (NVTA). Staff from the Transportation and Fiscal teams work feverishly to apply for these projects – not only providing the detailed information in the applications, but also presenting the projects and getting endorsement letters from Boards, Commissions, City Council, elected officials, and community groups.

- NVTA (\$25,000,000)
 - \$7,000,000 – Route 1 Metroway Extension
 - \$3,000,000 – High Crash Intersection Design (Phase II of the Safe Streets and Roads for All grant to High Crash Intersection audits and concept designs)
 - \$5,000,000 – Smart and Connected Intersections (North Potomac Yard)
 - \$10,000,000 – South Van Dorn Bridge Multimodal construction
- DRPT (\$10,153,382)
 - \$9,437,848 – State Operating Assistance: Reimbursement for money spent on DASH operating (25% of City costs go into NVTC Trust)
 - \$500,000 – (\$340,000 state + \$160,000 local) Transit Passenger Amenities and Facilities: Bus stop improvements
 - \$153,100 – (\$122,480 state + \$30,620 local) Commuter Assistance Funds: GoAlex staffing and support
 - \$125,000 – (\$85,000 state + \$40,000 local) DASH Technology: On-Board passenger information systems
 - \$100,000 – (\$80,000 state + \$20,000 local) DASH Technology: Vision blind spot camera pilot
 - \$110,000 – (\$88,000 state + \$22,000 local) DASH intern

[DRPT](#) is accepting public comment through May 20th and will [host a public meeting](#) on May 16th and NVTA/VDOT's public comment period runs through May 19th with a public meeting scheduled for April 25th in Leesburg, should the community wish to provide comments on the proposed funding for these projects.

ATC Board Agenda Detail

Item #: 3c
Item Title: Slate of Officers
Contact: Matt Harris
Board Action: Consideration of Approval



Alexandria Transit Company
3000 Business Center Drive
Alexandria, VA 22314
703-746-3274

ATC BOARD OF DIRECTORS' NOMINATING COMMITTEE REQUIREMENTS & GUIDANCE

By Laws, Page 6:

Article III, 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.

OFFICERS POSITIONS

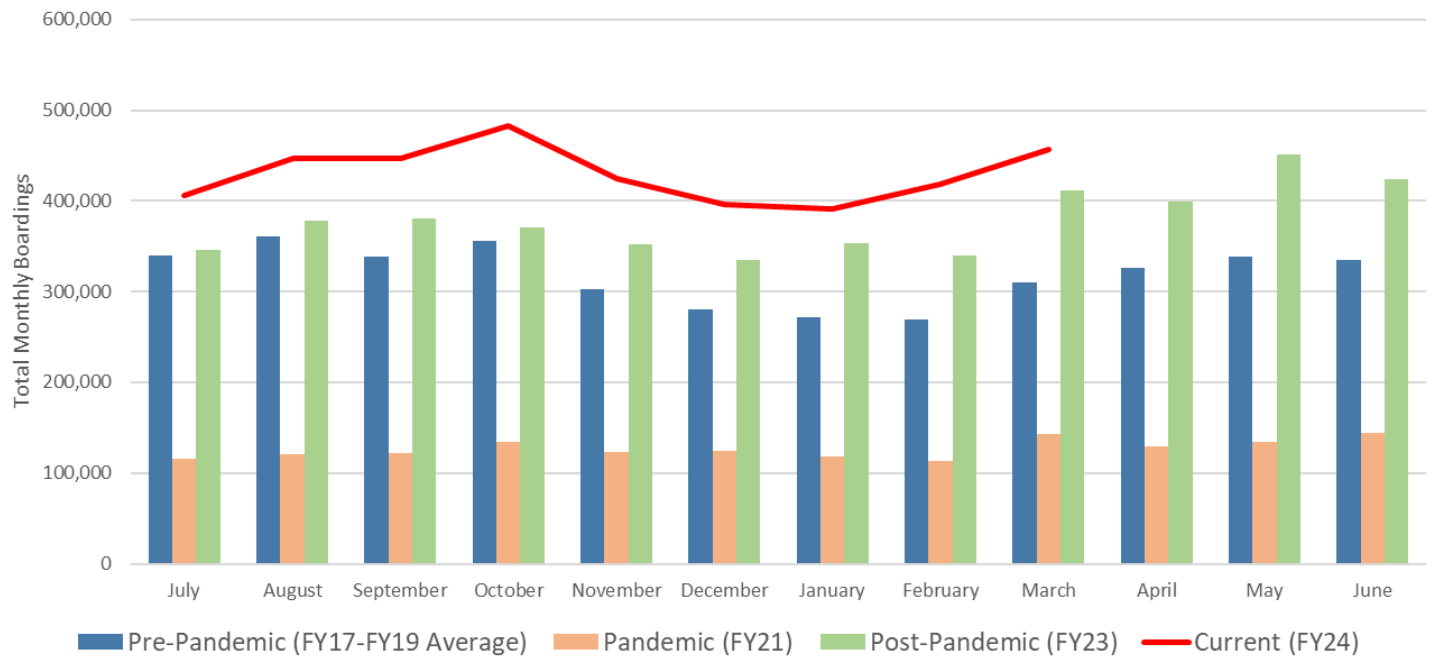
Chair	Nominee Required: David Kaplan <i>Incumbent: David Kaplan</i>
Vice Chair	Nominee Required: Steve Klejst <i>Incumbent: Steve Klejst</i>
President	No Action Required <i>By-Laws defaults to General Manager unless otherwise directed by the Board</i>
Vice President	Nominee Required: Hillary Orr <i>(Typically, T&ES Director)</i>
Secretary	Nominee Required: Beth Reveles <i>Typically, Staff Executive Assistant to the General Manager</i>
Treasurer	Nominee Required: Edward Ryder <i>(Typically, City Treasurer)</i> <i>Recommend: Staff Director of Finance/CFO</i>
General Counsel	Nominee Required: Lonnie Rich <i>Incumbent: Lonnie Rich</i>

ATC Board Agenda Detail

Item #: 4a
Item Title: Ridership Update
Contact: Josh Baker, General Manager
Board Action: FYI



DASH Monthly Ridership Trends (FY 2017 - FY2024)



ATC Board Agenda Detail

Item #: 4b
Item Title: Transit Management Services Contract
Contact: Josh Baker, General Manager
Board Action: Consideration of Approval



The Board Committee comprised of Jesse O'Connell and Matt Harris have met with General Manager Josh Baker to establish the expectations of a future Transit Management Services contract replacing the now decades old model currently in place at DASH.

The new solicitation turns the focus of the contract into a technical advisory, auditing, and advisor model in lieu of any direct responsibilities related to daily operations. The new agreement will retain responsibilities involving the Sub-Corporation employing the workforce and some other related factors while broadening the scope of possible uses for DASH staff when needed.

The remaining timeline for this procurement is as follows:

May 8 -	Committee Presents selection(s) to Board for Discussion & Consideration of Approval
June 12 -	Board Approval of new Contract
July 1 -	New Contract Effective Date

ATC Board Agenda Detail

Item #: 4c
Item Title: FY 2025 Revised Budget
Contact: Josh Baker, General Manager
Board Action: Discussion

**FY 2025 Budget Summary:**

The General Managers revised FY 2025 budget is presented below following the completion of the City's annual budget process. No action is required today, there will be a public hearing at the beginning of the June Board Meeting. Following the close of the public hearing the Board will consider adopting the final budget.

A summary of the revised budget is as follows:

- Line 104 funding is restored (\$180,000) and service expenses have been added back into the budget.
- Liability Insurance costs are reduced based on the final pricing provided by insurance providers.
- Fringe Benefits reduced across the board based on final renewal quotes from healthcare providers.
- Personnel department shifts: "Facilities Maintenance" reorganization now incorporates the existing positions of Facilities Manager and IT personnel (previously budgeted under General Administration).
- Minor scale adjustments to account for attrition since the submission of our Current Services Budget.
- Adjustments to travel account for increased Commuter Benefits costs.
- Cost savings from insurance and healthcare renewals are redistributed to professional development priorities, including training and employee recognition, restoring some losses incurred over the past two fiscal years.

Alexandria Transit Company

Fiscal Year 2025 General Manager's Current Services Draft Budget

Contingent Upon ATC Board Approval

	FY25 GM's Proposed Board Budget	FY25 Current Services	GM Budget vs Current Services	FY24 Board Approved Budget
Revenue				
REVENUE				
City Contribution - DASH Operating	32,872,921	32,692,921	180,000	28,480,971
City Contribution - King Street Trolley	1,560,582	1,560,582	-	1,128,400
Virginia TRIP Program	-	-	-	1,782,577
Passenger Revenue	-	-	-	-
Charters	130,000	130,000	-	-
Advertising	153,700	153,700	-	250,000
Miscellaneous Revenue	60,000	60,000	-	60,000
TOTAL REVENUE	\$ 34,777,203	\$ 34,597,203	\$ 180,000	\$ 31,701,948
YoY Difference				\$ 3,075,255
% YoY Difference				9.7%
EXPENSES				
	FY25 GM's Proposed Board Budget	FY25 Current Services	GM Budget vs Current Services	FY24 Board Approved Budget
Administration				
Wages	2,774,700	2,869,600	(94,900)	2,462,300
Fringe Benefits	371,090	392,890	(21,800)	349,954
Payroll Taxes	212,400	219,600	(7,200)	194,000
Retirement Costs	222,400	230,000	(7,600)	203,100
Facilities Maintenance (Personnel)	468,400	153,800	314,600	N/A
Facilities Maintenance (Non-Personnel)	271,000	271,000	-	334,200
Insurance	943,868	999,604	(55,736)	990,800
Professional Services	1,002,300	997,500	4,800	1,106,900
Utilities	444,889	444,889	-	345,298
Telecommunications	116,000	116,000	-	122,000
Printing & Advertising	65,500	65,500	-	76,500
Training, Travel, Events	56,650	53,000	3,650	53,000
Office Equipment & Supplies	126,400	126,400	-	126,400
Employee Recognition	34,783	14,700	20,083	14,700
Dues and Subscriptions	23,000	23,000	-	23,000
Grant Local Match (DRPT Grants)	15,000	15,000	-	74,000
Total Administration Expenses	\$ 7,148,380	\$ 6,992,483	\$ 155,897	\$ 6,476,152
	FY25 GM's Proposed Board Budget	FY25 Current Services	GM Budget vs Current Services	FY24 Board Approved Budget
Maintenance				
Wages	3,168,800	3,190,200	(21,400)	2,685,270
Fringe Benefits	507,700	529,600	(21,900)	406,980
Payroll Taxes	238,100	239,700	(1,600)	202,860
Retirement Costs	248,900	250,600	(1,700)	211,300
Fuel and Lubricants	2,206,624	2,217,449	(10,825)	2,428,146
Repair Parts & Supplies	1,433,500	1,416,638	16,862	892,600
Maintenance Services	288,900	288,900	-	345,540
Training and Travel	20,000	20,000	-	20,000
Total Maintenance Expenses	\$ 8,112,524	\$ 8,153,087	\$ (40,563)	\$ 7,192,696
	FY25 GM's Proposed Board Budget	FY25 Current Services	GM Budget vs Current Services	FY24 Board Approved Budget
Operations				
Wages	14,419,799	14,269,633	150,166	13,382,500
Fringe Benefits	2,573,400	2,653,900	(80,500)	2,274,700
Payroll Taxes	1,079,400	1,079,400	-	1,000,300
Retirement Costs	1,128,700	1,128,700	-	1,046,100
Operating Materials and Supplies	38,950	45,000	(6,050)	45,000
Operator Training	38,500	40,000	(1,500)	40,000
Training and Travel	47,550	45,000	2,550	45,000
Total Operations Expenses	\$ 19,326,299	\$ 19,261,633	\$ 64,666	\$ 17,833,600
Capital Outlay	\$ 190,000	\$ 190,000	\$ -	\$ 199,500
TOTAL	\$ 34,777,203	\$ 34,597,203	\$ 180,000	\$ 31,701,948
Surplus/(Deficit)	\$ -	\$ -		\$ -
YoY Difference				\$ 3,075,255
% YoY Difference				9.7%

ATC Board Agenda Detail

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



Financial Results Through the Month Ending March 31, 2024

Through March 2024, ATC experienced a year-to-date deficit of (\$8,353) and is now projecting a minor year-end surplus of \$15,536.

Items of note for March include:

- **Admin Professional Services** is high in March due to fees for professional temporary employees. These temporary employees covered vacant positions and assisted with preparation for the 40th anniversary celebration event.
 - Although invoices were received late, staff took steps to anticipate the associated costs ahead of receiving the invoices and ensured that these delays did not adversely impact our year-end projections.
- **Operations Overtime** is now aligned with budget projections due to the implementation of the departmental reorganization and revised attendance policies. As a result, the year-end position for operations wages is projected to be balanced, with vacancy savings offsetting overtime overages. This is a significant shift from prior projections and the year-end position experienced in FY23, where overtime significantly outweighed any vacancy savings.
- Several urgent facility related repairs not covered by the City have led to increased **facilities maintenance** costs. These repairs include: repairs to bus wash facilities, and repairing damaged bay doors among other smaller items. Staff in the process of exploring additional preventative maintenance contracts to mitigate future repair costs.

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 March 31, 2024

ASSETS

Cash - City of Alexandria Pooled	\$ (809,489)
Cash - Payroll Account	(733,078)
Due from Other Governments	-
Receivables	-
Prepaid Expenditures	184,414
Parts and Supplies Inventory	1,050,814
Capital Assets	67,446,679
Less: Accumulated Depreciation	(35,789,449)
TOTAL ASSETS	<u>\$ 31,349,891</u>

LIABILITIES

Accounts Payable	\$ 259,193
Payroll Liabilities	140,036
Accrued Vacation	1,260,196
Deferred Revenue	-
Total Liabilities	<u>\$ 1,659,425</u>

NET POSITION

Net Investment in Capital Assets	\$ 31,657,230
Unrestricted	(1,966,764)
Total Net Position	<u>\$ 29,690,466</u>

TOTAL LIABILITIES AND NET POSITION	<u>\$ 31,349,891</u>
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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 March 31, 2024

	Actual	Budget	Variance	FY2024 Projected	FY2024 Annual Budget	Variance
REVENUES:						
Passenger Revenue	-	-	-	-	-	-
Charter Revenue	47,327	-	47,327	47,327	-	47,327
Advertising Revenue	85,183	187,500	(102,317)	104,286	250,000	(145,714)
Miscellaneous Revenue	70,938	45,000	25,938	85,938	60,000	25,938
Total Operating Revenue	203,448	232,500	(29,052)	237,552	310,000	(72,448)
Virginia TRIP Program	-	-	-	1,782,577	1,782,577	
City Contribution - King Street Trolley	846,297	846,300	(3)	1,128,399	1,128,400	(1)
City Contribution - Regular Subsidy	21,360,726	21,360,728	(2)	28,480,970	28,480,971	(1)
Fall SAO for CBA	639,223	639,223	-	639,223	639,223	-
Total Revenue	23,049,694	23,078,751	(29,057)	32,268,721	32,341,171	(72,450)
EXPENDITURES:						
Operations	13,371,531	13,613,050	241,519	18,450,326	18,611,500	161,174
Maintenance	5,526,326	5,280,328	(245,998)	7,453,730	7,169,519	(284,210)
Administration	4,671,305	4,697,178	25,873	6,307,110	6,360,652	53,541
Capital Outlay	38,327	37,637	(690)	42,019	199,500	157,481
Total Expenditures	23,607,489	23,628,193	20,704	32,253,185	32,341,171	87,986
Net Surplus (Deficit)	(557,795)	(549,442)	(8,353)	15,536	-	15,536

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 Summary Income Statement for the Month Ended March 31, 2024 Budget vs Actual

Description	Mar Actuals	Mar	Variance	YTD Actuals	YTD Forecast	Variance	FY 24 Projected	FY 24 Budget	Variance
REVENUE									
Passenger Revenue	-	-	-	-	-	-	-	-	-
Other Charter Revenue	3,572	-	3,572	47,327	-	47,327	47,327	-	47,327
Advertising Revenue	1,727	-	1,727	85,183	187,500	(102,317)	104,286	250,000	(145,714)
Miscellaneous Revenue	12,955	5,000	7,955	70,938	45,000	25,938	85,938	60,000	25,938
TOTAL OPERATING REVENUE	18,254	5,000	13,254	203,448	232,500	(29,052)	237,552	310,000	(72,448)
Virginia TRIP Program	-	-	-	-	-	-	1,782,577	1,782,577	-
City Contribution - Regular Subsidy	2,373,414	2,373,414	(0)	21,360,726	21,360,728	(2)	28,480,970	28,480,971	(1)
City Contribution - King Street Trolley	94,033	94,033	(0)	846,297	846,300	(3)	1,128,399	1,128,400	(1)
Fall SAO for CBA	-	-	-	639,223	639,223	-	639,223	639,223	-
TOTAL REVENUE	2,485,701	2,472,448	13,253	23,049,694	23,078,751	(29,057)	32,268,721	32,341,171	(72,450)
OPERATING EXPENDITURES									
OPERATIONS									
Wages - O	1,414,040	1,440,938	26,898	8,839,303	9,252,717	413,414	12,322,241	12,718,600	396,359
Overtime - O	120,977	148,272	27,295	1,305,190	954,637	(350,554)	1,710,190	1,304,500	(405,690)
Fringe Benefits - O	147,724	191,083	43,360	1,603,778	1,719,750	115,972	2,177,028	2,293,000	115,972
Payroll Taxes - O	122,167	121,944	(223)	780,929	789,713	8,784	1,069,816	1,078,600	8,784
Retirement Contributions - O	119,242	124,096	4,854	788,896	794,983	6,087	1,098,567	1,086,800	(11,767)
Total Operations Personnel	1,924,150	2,026,333	102,184	13,318,098	13,511,800	193,702	18,377,843	18,481,500	103,657
Operating Materials and Supplies	2,044	3,750	1,706	10,148	33,750	23,602	21,398	45,000	23,602
Operator Training	1,440	3,333	1,893	19,084	30,000	10,916	26,884	40,000	13,116
Training and Travel - O	4,367	2,500	(1,867)	24,201	37,500	13,299	24,201	45,000	20,799
TOTAL OPERATIONS EXPENDITURES	1,932,001	2,035,917	103,916	13,371,531	13,613,050	241,519	18,450,326	18,611,500	161,174
MAINTENANCE									
Wages - M	274,094	302,807	28,714	1,728,214	1,938,075	209,861	2,439,838	2,649,699	209,861
Overtime - M	11,322	14,992	3,670	89,192	95,885	6,693	124,407	131,100	6,693
Fringe Benefits - M	26,346	33,915	7,569	286,586	305,235	18,649	411,722	406,980	(4,742)
Payroll Taxes - M	22,644	23,894	1,250	137,919	152,624	14,704	193,996	208,700	14,704
Retirement Contributions - M	21,162	24,964	3,802	138,775	159,662	20,886	195,705	218,300	22,595
Total Maintenance Personnel	355,568	400,572	45,004	2,380,686	2,651,480	270,794	3,365,668	3,614,779	249,111
Fuel & Lubricants	175,296	131,733	(43,563)	1,568,733	1,420,667	(148,066)	2,041,508	1,952,400	(89,108)
Repair Parts & Supplies	81,988	74,383	(7,605)	949,416	669,450	(279,966)	1,219,416	892,600	(326,816)
Maintenance Services	32,881	28,795	(4,086)	281,184	259,155	(22,029)	358,569	345,540	(13,029)
Building Maintenance	33,868	39,395	5,527	339,799	264,577	(75,222)	459,060	344,200	(114,860)
Training and Travel - M	387	1,667	1,280	6,509	15,000	8,491	9,509	20,000	10,491
TOTAL MAINTENANCE EXPENDITURES	679,988	676,545	(3,442)	5,526,326	5,280,328	(245,998)	7,453,730	7,169,519	(284,210)
ADMINISTRATION									
Wages - A	297,228	300,695	3,467	1,998,205	1,948,623	(49,582)	2,749,205	2,661,300	(87,905)
Fringe Benefits - A	32,070	29,163	(2,907)	281,291	262,466	(18,825)	368,779	349,954	(18,825)
Payroll Taxes - A	23,117	23,185	67	148,774	148,969	196	203,404	203,600	196
Retirement Contributions - A	23,034	24,276	1,242	159,598	155,994	(3,604)	219,678	213,200	(6,478)
Total Administrative Personnel	375,449	377,319	1,870	2,587,868	2,516,052	(71,816)	3,541,067	3,428,054	(113,013)
Insurance	77,372	82,567	5,195	671,347	743,100	71,753	903,463	990,800	87,337
Professional Services	146,166	92,242	(53,925)	771,585	830,175	58,590	1,048,310	1,106,900	58,590
Utilities	42,710	28,775	(13,936)	300,324	258,973	(41,350)	380,259	345,298	(34,961)
Telecommunications	9,308	10,167	859	80,382	91,500	11,118	110,882	122,000	11,118
Printing & Advertising	1,089	6,375	5,286	48,832	57,375	8,543	67,957	76,500	8,543
Training, Travel, Events	346	3,111	2,765	45,609	43,667	(1,943)	45,609	53,000	7,391
Office Equipment and Supplies	3,090	10,533	7,443	59,504	94,800	35,296	86,820	126,400	39,580
Employee Recognition	2,393	-	(2,393)	25,155	14,700	(10,455)	25,155	14,700	(10,455)
Dues and Subscriptions	(5,903)	1,917	7,820	14,144	17,250	3,106	19,894	23,000	3,106
Grant Local Match	32,557	-	(32,557)	66,556	29,586	(36,970)	77,694	74,000	(3,694)
TOTAL ADMIN EXPENDITURES	684,577	613,005	(71,572)	4,671,305	4,697,178	25,873	6,307,110	6,360,652	53,541
CAPITAL OUTLAYS (non-CIP)									
Computer and Office Equipment	-	-	-	690	-	(690)	690	-	(690)
Maintenance Equipment	-	-	-	-	-	-	-	63,000	63,000
Other Equipment Investments	-	-	-	37,637	37,637	-	41,329	136,500	95,171
TOTAL CAPITAL OUTLAYS (non-CIP)	-	-	-	38,327	37,637	(690)	42,019	199,500	157,481
TOTAL OPERATING EXPENDITURES	3,296,566	3,325,467	28,901	23,607,489	23,628,193	20,704	32,253,185	32,341,171	87,986
NET SURPLUS (DEFICIT)	(810,865)	(853,019)	42,155	(557,795)	(549,442)	(8,353)	15,536	-	15,536

ATC Board Agenda Detail

Item #: 5e
Item Title: Budget Forecast
Contact: Edward Ryder, Director of Finance & Administration
Board Action: FYI/Discussion



ALEXANDRIA TRANSIT COMPANY
Summary Income Statement for the Month Ended March 31, 2024
With Application of I-395 Reimbursements

Description	Jul	Aug	Sep*	Oct	Nov	Dec	Jan	Feb	Mar*	Apr	May	Jun*	FY 24 Projected	FY 24 Budget	Variance
REVENUE															
Passenger Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Charter Revenue	374	-	18,107	2,701	7,393	8,776	-	6,403	3,572	-	-	-	47,327	-	47,327
Advertising Revenue	1,727	19,218	1,727	-	1,727	26,880	1,727	30,452	1,727	1,727	15,650	1,727	104,286	250,000	(145,714)
Miscellaneous Revenue	5,485	5,253	2,407	-	8,452	11,185	14,128	11,073	12,955	5,000	5,000	5,000	85,938	60,000	25,938
TOTAL OPERATING REVENUE	7,586	24,471	22,241	2,701	17,572	46,841	15,855	47,928	18,254	6,727	20,650	6,727	237,552	310,000	(72,448)
Virginia TRIP Program	-	-	-	-	-	-	-	-	-	521,839	594,192	666,546	1,782,577	1,782,577	-
City Contribution - Regular Subsidy	2,373,414	2,373,414	2,373,414	2,373,414	2,373,414	2,373,414	2,373,414	2,373,414	2,373,414	2,373,414	2,373,414	2,373,414	28,480,970	28,480,971	(1)
City Contribution - King Street Trolley	94,033	94,033	94,033	94,033	94,033	94,033	94,033	94,033	94,033	94,033	94,033	94,033	1,128,399	1,128,400	(1)
Fall SAO for CBA	-	-	-	-	-	-	-	-	-	-	-	-	639,223	639,223	-
TOTAL REVENUE	2,475,033	2,491,918	2,489,688	2,470,148	2,485,019	2,514,288	3,122,525	2,515,375	2,485,701	2,996,013	3,082,290	3,140,723	32,268,721	32,341,171	(72,450)
OPERATING EXPENDITURES															
OPERATIONS															
Wages - O	468,212	975,416	1,365,080	947,821	864,990	860,493	1,010,062	933,188	1,414,040	985,000	985,000	1,512,938	12,322,241	12,718,600	396,359
Overtime - O	80,286	179,950	256,782	170,068	166,302	136,102	112,787	81,938	120,977	120,000	120,000	165,000	1,710,190	1,304,500	(405,690)
Fringe Benefits - O	183,862	175,040	132,937	164,440	158,192	361,829	73,769	205,986	147,724	191,083	191,083	191,083	2,177,028	2,293,000	115,972
Payroll Taxes - O	41,648	87,513	122,952	85,041	78,764	77,114	87,407	78,323	122,167	83,471	83,471	121,944	1,069,816	1,078,600	8,784
Retirement Contributions - O	42,017	91,853	125,146	85,441	78,051	78,994	90,026	78,127	119,242	87,718	87,718	134,235	1,098,567	1,098,800	(11,767)
Total Operations Personnel	816,025	1,509,772	2,002,898	1,452,812	1,346,298	1,514,531	1,374,051	1,377,562	1,924,150	1,467,272	1,467,272	2,125,200	18,377,843	18,481,500	103,657
Operating Materials and Supplies	230	437	1,006	3,830	(673)	3,071	198	5	2,044	3,750	3,750	3,750	21,398	45,000	23,602
Operator Training	2,303	3,814	2,814	1,586	2,302	1,734	1,560	1,530	1,440	2,600	2,600	2,600	26,884	40,000	13,116
Training and Travel - O	2,547	5,101	5,773	3,679	1,239	894	306	295	4,367	-	-	-	24,201	45,000	20,799
TOTAL OPERATIONS EXPENDITURES	821,105	1,519,124	2,012,491	1,461,906	1,349,167	1,520,230	1,376,115	1,379,392	1,932,001	1,473,622	1,473,622	2,131,550	18,450,326	18,611,500	161,174
MAINTENANCE															
Wages - M	97,294	168,088	272,362	188,875	175,721	185,528	185,414	180,837	274,094	204,408	204,408	302,807	2,439,838	2,649,699	209,861
Overtime - M	4,380	13,584	14,285	8,802	12,467	9,071	4,749	10,531	11,322	10,112	10,112	14,992	124,407	131,100	6,693
Fringe Benefits - M	32,096	28,730	29,751	28,322	28,958	28,960	31,140	52,284	26,346	41,712	41,712	41,712	411,722	406,980	(4,742)
Payroll Taxes - M	7,655	13,669	21,566	14,881	14,155	14,645	14,306	14,398	22,644	16,091	16,091	23,894	193,996	208,700	14,704
Retirement Contributions - M	8,134	14,235	21,279	14,588	14,503	15,003	14,985	14,886	21,162	16,353	16,353	24,225	195,705	218,300	22,595
Total Maintenance Personnel	149,559	238,306	359,243	255,468	245,804	253,208	250,594	272,935	355,568	288,676	288,676	407,630	3,365,668	3,614,779	249,111
Fuel & Lubricants	175,247	217,029	217,444	177,696	175,356	166,189	138,386	126,089	175,296	157,592	157,592	157,592	2,041,508	1,952,400	(89,108)
Repair Parts & Supplies	75,635	130,256	141,357	152,535	20,828	170,153	72,021	104,644	81,988	90,000	90,000	90,000	1,219,416	892,600	(326,816)
Maintenance Services	16,868	56,826	48,500	45,349	85,910	(56,074)	14,359	36,564	32,881	25,795	25,795	25,795	358,569	345,540	(13,029)
Building Maintenance	19,942	40,628	42,025	55,514	45,709	26,534	42,247	33,331	33,868	48,061	33,600	37,600	459,060	344,200	(114,860)
Training and Travel - M	1,035	984	567	1,835	5	119	387	3,000	-	-	-	-	9,509	20,000	10,491
TOTAL MAINTENANCE EXPENDITURES	438,286	684,029	809,136	688,140	575,443	560,015	517,727	573,563	679,988	613,124	595,663	718,617	7,453,730	7,169,519	(284,210)
ADMINISTRATION															
Wages - A	110,922	192,446	333,484	196,761	229,040	218,389	221,714	198,223	297,228	220,000	220,000	311,000	2,749,205	2,661,300	(87,905)
Fringe Benefits - A	26,536	28,499	29,832	29,718	28,197	31,225	33,248	41,967	32,070	29,163	29,163	29,163	368,779	349,954	(18,825)
Payroll Taxes - A	8,332	14,473	25,120	14,928	17,252	15,094	15,533	14,925	23,117	15,723	15,723	23,185	203,404	203,600	196
Retirement Contributions - A	9,375	17,127	24,862	16,372	17,282	17,978	17,054	16,514	23,034	17,600	17,600	24,880	219,678	213,200	(6,478)
Total Administrative Personnel	155,164	252,544	413,298	257,779	291,771	282,685	287,548	271,628	375,449	282,486	282,486	388,227	3,541,067	3,428,054	(113,013)
Insurance	72,441	77,372	77,372	70,682	70,682	223,048	(74,994)	77,372	77,372	77,372	77,372	77,372	903,463	990,800	87,337
Professional Services	56,087	75,782	107,054	74,078	80,155	86,221	61,610	84,431	146,166	92,242	92,242	92,242	1,048,310	1,106,900	58,590
Utilities	25,636	24,983	29,316	31,033	3,515	57,231	46,832	39,067	42,710	26,645	26,645	26,645	380,259	345,298	(34,961)
Telecommunications	6,400	8,681	4,822	9,843	6,498	9,342	6,358	19,131	9,308	10,167	10,167	10,167	110,882	122,000	11,118
Printing & Advertising	1,813	8,376	1,572	19,110	844	(3,439)	9,568	9,899	1,089	6,375	6,375	6,375	67,957	76,500	8,543
Training, Travel, Events	8,019	10,550	9,753	10,874	2,396	1,772	1,520	379	346	-	-	-	45,609	53,000	7,391
Office Equipment and Supplies	8,103	6,010	30,338	2,787	7,485	3,290	4,418	(6,017)	3,090	9,105	9,105	9,105	86,820	126,400	39,580
Employee Recognition	-	11,718	4,039	5,589	129	1,869	274	(856)	2,393	-	-	-	25,155	14,700	(10,455)
Dues and Subscriptions	1,423	630	3,698	6,676	(7,327)	1,507	4,521	8,917	(5,903)	1,917	1,917	1,917	19,894	23,000	3,106
Grant Local Match	-	29,621	-	3,655	-	-	723	-	32,557	-	-	11,138	77,694	74,000	(3,694)
TOTAL ADMIN EXPENDITURES	335,087	506,268	681,263	492,106	456,147	663,526	348,380	503,952	684,577	506,308	506,308	623,188	6,307,110	6,360,652	53,541
CAPITAL OUTLAYS (non-CIP)															
Computer and Office Equipment	-	-	673	17	-	-	-	-	-	-	-	-	690	-	(690)
Maintenance Equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	63,000	63,000
Other Equipment Investments	-	-	-	37,637	-	-	-	-	-	3,692	-	-	41,329	136,500	95,171
TOTAL CAPITAL OUTLAYS (non-CIP)	-	-	673	37,654	-	-	-	-	-	3,692	-	-	42,019	199,500	157,481
TOTAL OPERATING EXPENDITURES	1,594,479	2,709,421	3,503,562	2,679,806	2,380,756	2,743,771	2,242,221	2,456,908	3,296,566	2,596,747	2,575,594	3,473,355	32,253,185	32,341,171	87,986
NET SURPLUS (DEFICIT)	880,554	(217,503)	(1,013,874)	(209,658)	104,262	(229,482)	880,304	58,468	(810,865)	399,267	506,696	(332,632)	15,536	-	15,536

ATC Board Agenda Detail

Item #: 6a
Item Title: Free Fares Report
Contact: Martin Barna, Director of Planning & Scheduling
Board Action: FYI

**2023 DASH Free Fares Program Report**

Staff have completed the 2023 DASH Free Fares Program Report, which is included as an attachment. This report is an annual requirement identified in the Fare Free Framework that evaluates the program based on metrics such as ridership, customer feedback, employee feedback, and financial impacts.

No board action is required for this item.

ATC Board Agenda Detail

Item #: 7
Item Title: Executive Session
Board Action: Discussion/Approval



**Consideration of Convening an Executive Session for the Purpose of Discussing Personnel Matters,
pursuant to Section 2.2-3711 (A1) of the Code of Virginia.**

ATC Board Agenda Detail

Item #: 8
Item Title: Next Meeting Date & Adjournment
Board Action: Discussion/Consideration of Approval



**The next regular meeting of the Alexandria Transit Company Board of Directors
is scheduled for Wednesday, June 12, 2024, at 5:30pm**

Consider Adjournment



Alexandria Transit Company

Board of Directors Docket Attachment

DASH Free Fares Report

DASH Free Fares Program Annual Report - 2023



Prepared by Alexandria Transit Company (DASH) Planning Staff
Presented to the ATC (DASH) Board of Directors on April 10, 2024



DASH Free Fares Program Annual Report
April 2024

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1. Executive Summary

The DASH Free Fares Program was launched in September 2021. The purpose of this report is to evaluate the successes and challenges of the free fares program. This report is a requirement of the DASH Fare Free Framework Policy that was adopted by the ATC Board of Directors in 2021. A summary of the report findings is included below:

- DASH has experienced unprecedented ridership growth in the first two years of the fare-free New DASH Network. Average daily ridership has more than doubled (+152%) from August 2021 to August 2023 with the biggest increases occurring during middays, evenings, and weekends.
- In FY 2023, DASH recorded over 4.5 million boardings, which represents the highest ridership total for a single year in the agency's four decades of operations. 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 further underscores the importance of free fares:
 - 54 percent of DASH riders reported that they have started riding DASH since the launch of the New DASH Network and Free Fares in September 2021.
 - Among these new riders, 62 percent reported that free fares had an impact on their decision to start riding DASH.
 - 53 percent of customers who were riding DASH prior to free fares reported that they are riding DASH more often now that the system is free to ride.
 - When asked to identify the factors that influence their decision to ride DASH, nearly 60 percent of riders identified affordability (free fares).
- Customer feedback has been largely positive with many survey respondents expressing their appreciation for the discontinuation of fares and the positive impact on their personal mobility and finances. Some customers have raised concerns about overcrowding, particularly on routes serving large numbers of high school students.
- DASH operators continue to report that they feel safe while driving and that most of their customer interactions are positive, however, the number of passenger incidents has increased.
- DASH has been able to offset lost passenger fare revenues with \$7.2 million in state grant funding from the DRPT and additional increases in the annual 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.
- DASH will continue operating without fare collection in FY 2025, as required by the state grant program. A return to fare collection in FY 2025 would require the City to forfeit over \$7 million in state grant funding and the purchase of new fareboxes at an estimated cost of \$7 million.

Based on the findings outlined above and in the following sections, staff concludes that the free fare program has been successful in its first two years. The historic ridership growth, benefits for low-income riders, positive customer feedback and the reduced financial burden from grants and other cost savings have provided significant benefits to DASH riders and the Alexandria community as a whole.

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 \$7.1 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.



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.

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 DASH.

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 conducts regular operator surveys, which include 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 five years due to the COVID-19 pandemic and other external factors but has increased significantly in the two years 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, 2022 – June 30, 2022) has rebounded from the previous years and now exceeds pre-pandemic ridership levels. DASH recorded over 4.5 million boardings in FY 2023. Based on current projections, DASH will likely reach over 5 million annual boardings in FY 2024 for the first time in agency history.

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 2023 is shown by the red line, while the navy blue line shows the first few months of FY 2024. DASH recorded over 482,264 boardings in October 2023, the highest single month of DASH ridership on record.

Average Daily Ridership. As shown in Figure 5-3, Year over year average daily ridership for DASH has continued to increase with free fares. Average weekday ridership grew by 29 percent from 14,228 average weekday boardings in October 2022 to 18,281 average weekday boardings in October 2023. Average weekend boardings also increased with average Saturday boardings rising from 8,444 to 10,307 (+22%) and average Sunday boardings increasing from 7,251 to 9,368 (+29%).

In comparison to pre-pandemic ridership levels from 2018, average weekday boardings in October 2023 were up by 29% compared to October 2018, and average weekend ridership is up by 62%. Peak ridership has increased by 28%, while total ridership, including middays, evenings, and weekends, has increased by 32%. 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.

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.

DASH recorded over 4.5 million boardings in FY 2023, the highest annual ridership total in the agency's 40-year history.

Figure 5-1
DASH Systemwide Ridership by Year (FY 2018 – FY 2024)

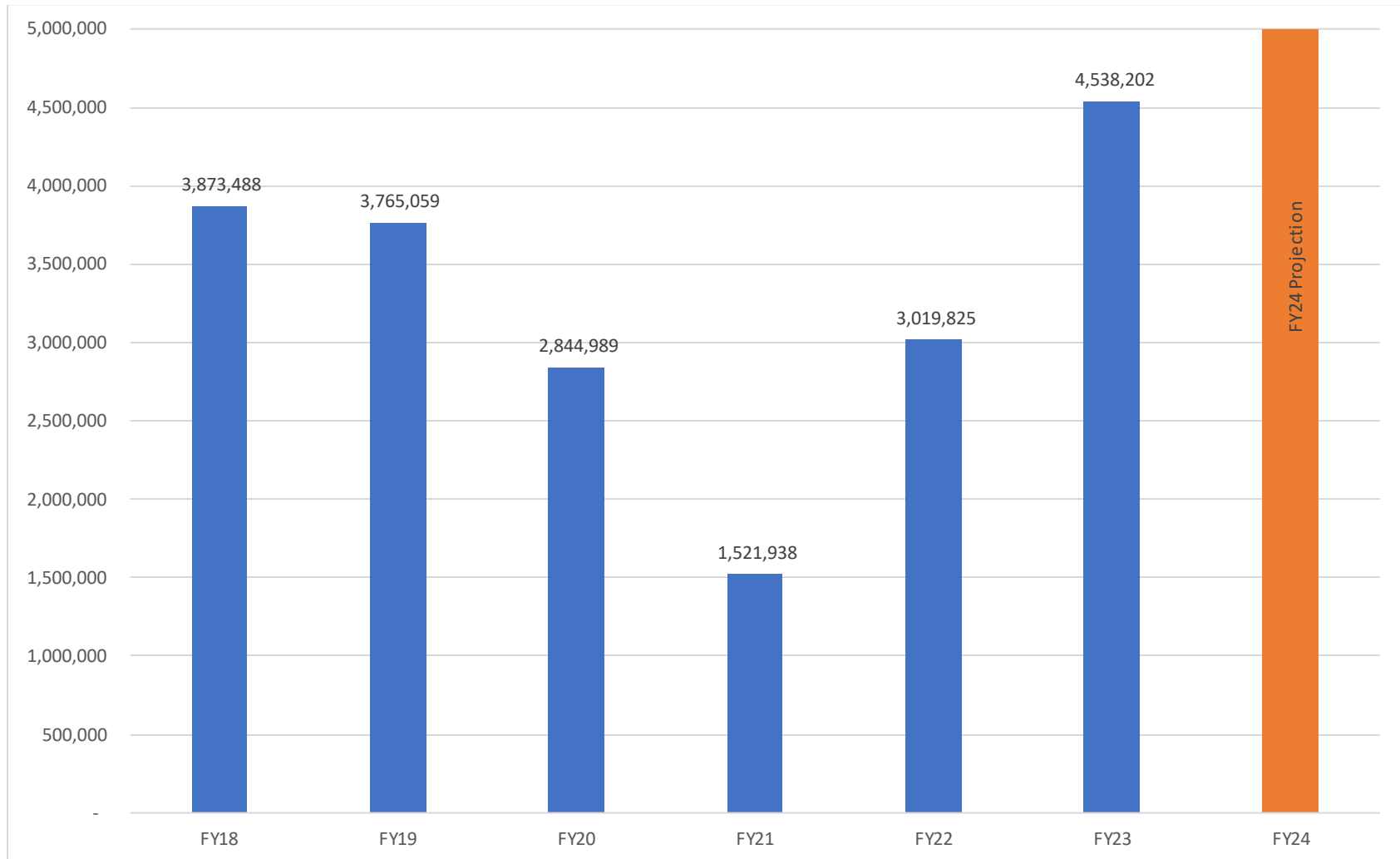


Figure 5-2
DASH Systemwide Ridership by Month (FY 2018 - 2024)

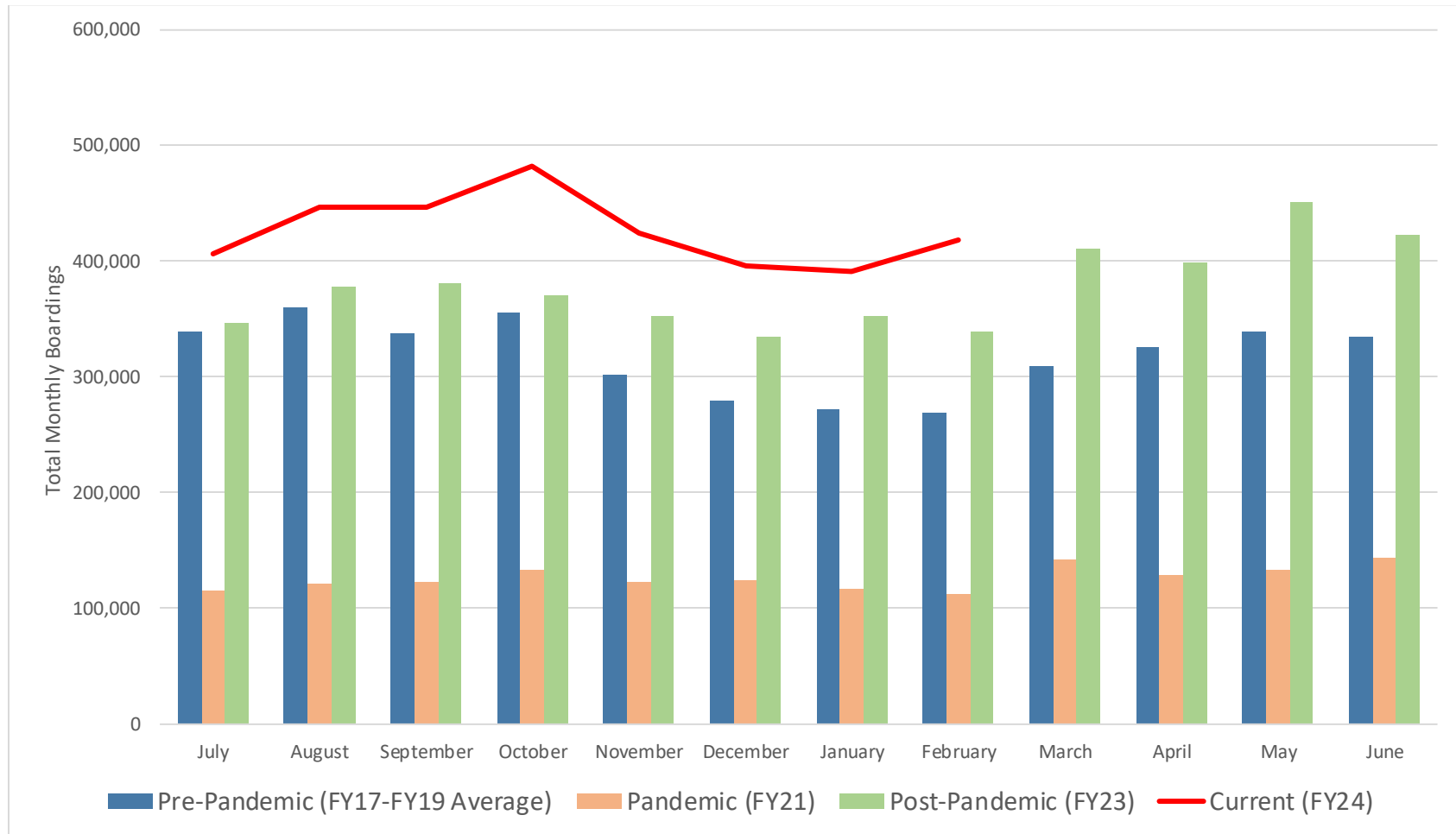


Figure 5-3
DASH Average Daily Boardings by Month (FY 2022 – FY 2023)

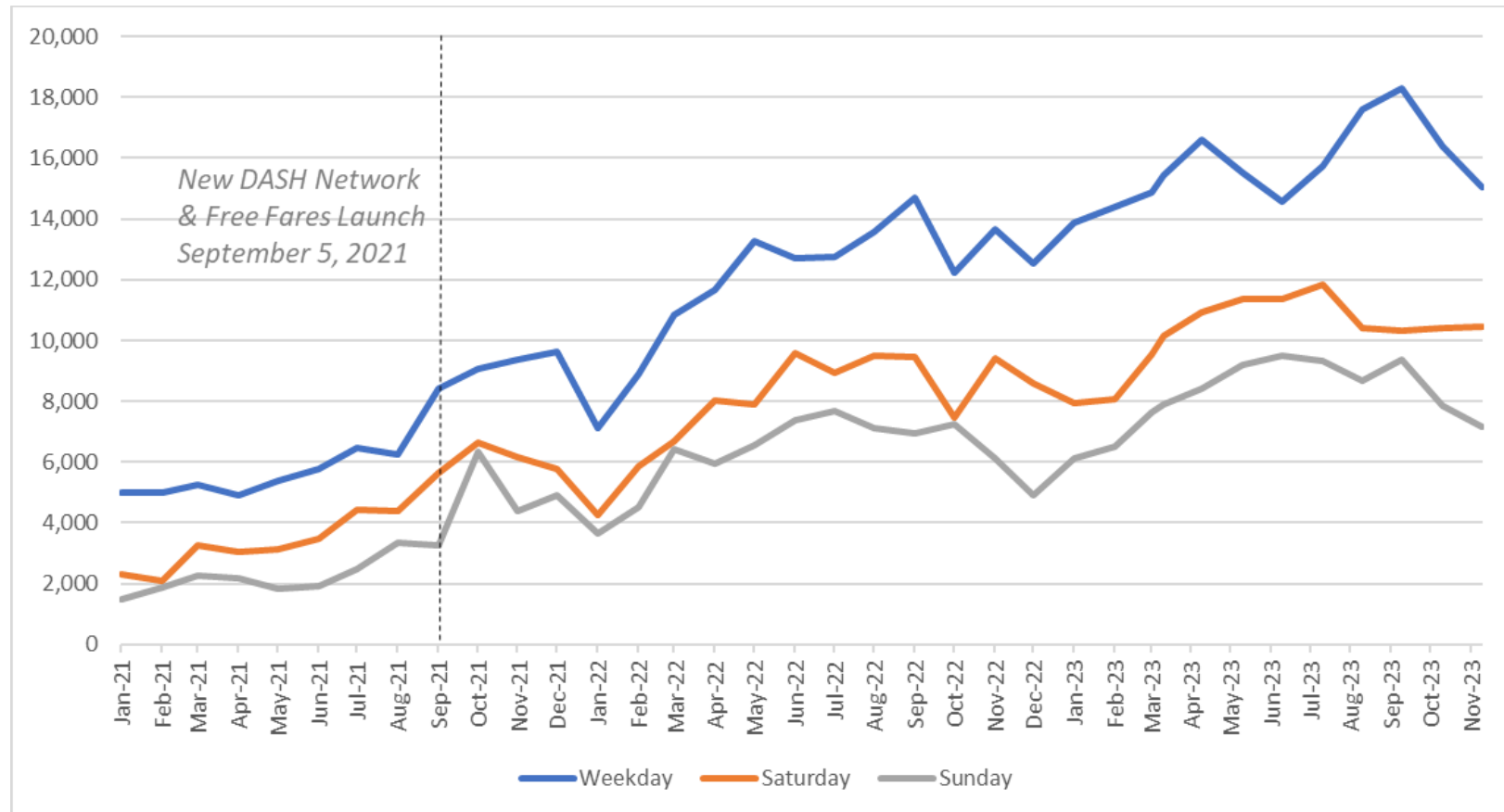
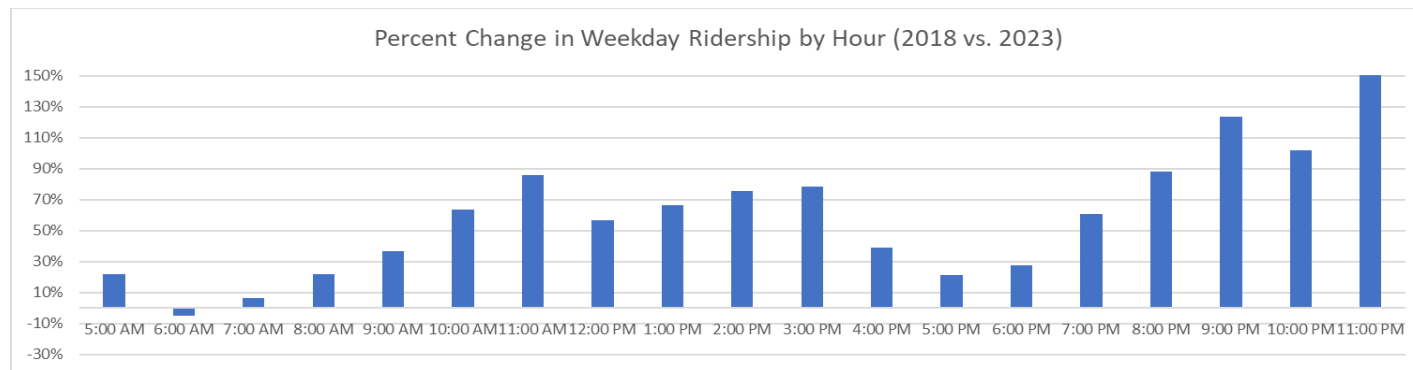
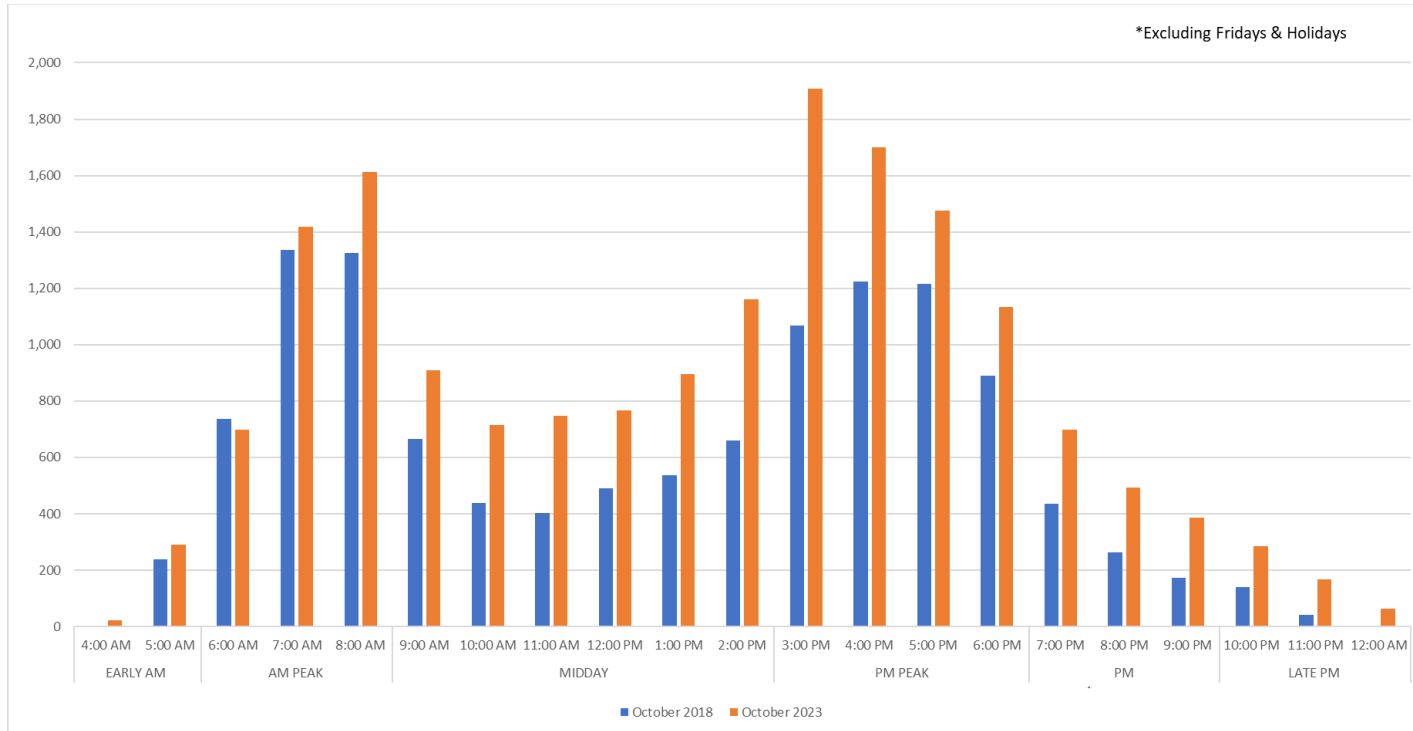


Figure 5-4
Average Daily Ridership by Hour (2018 vs. 2023)



Overcrowding. On several Line 31, 35 and 36 trips that serve a larger number of students, DASH has seen regular overcrowding that has become more common with free fares. The most crowded trips occur on Lines 31 and 36A/B during the afternoon dismissal period at Alexandria City High School (ACHS), but there are some morning trips on Lines 35 and 36A/B that are regular crowded with standing passengers.

The routes that experience crowding are among the most frequent, running trips every 10-15 minutes. DASH has worked to address 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. These extra trips have required additional resources and additional funding would be needed to more fully address crowding hotspots across the system.

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

First, DASH completed its project to install automated passenger counters (APC's) on all DASH buses in 2023, but has not yet completed the validation process. As a result, 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 Spring 2024 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 hired a survey contractor to perform a customer intercept survey with questions ranging from customer demographics and travel patterns to overall satisfaction with DASH services and reasons for riding. This origin and destination (O-D) study was conducted on all DASH bus lines and the King Street Trolley. Interviewers administered intercept surveys via tablet computers, asking riders questions specific to their current trip, as well as questions regarding DASH services overall and additional sociodemographic questions. Surveys were available in English, Spanish and Amharic. In total, 2,983 surveys were completed during October and November 2023.



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.

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

Rider Demographics

- Around three-fourths of customers were persons of color or non-white (74%) with the largest proportion of customers identifying as African American or Black (38%). By comparison, 50 percent of total population of Alexandria residents are persons of color, including 20 percent who identify as African American or Black.
- Children and teenagers under the age of 18 representing 8 percent of riders and seniors (65 years or older) accounting for 5 percent of all riders.
- The median household income reported for riders is \$39,000. Two out of every three DASH customers (64%) are below the poverty level, as compared to 18 percent of all city residents.
- DASH riders represent a broad range of educational attainment levels, with 36 percent possessing a bachelor's degree or higher, compared to the citywide average of 56 percent.
- 37 percent of DASH riders live in zero-vehicle households.
- 44 percent of DASH riders have not attained a bachelor's degree or greater.

Ridership Behavior

- As shown in Figure 6-1, 54 percent of DASH riders reported that they have started riding DASH since the launch of the New DASH Network and Free Fares in September 2021.
 - 62 percent of new riders said free fares had an impact on their decision to start riding DASH.
 - 53 percent of customers who were riding DASH prior to free fares reported that they are riding DASH more often now that the system is free to ride.

- When asked to identify the factors that influence their decision to ride DASH, nearly 60 percent of riders identified affordability (free fares). Other major factors included routes going where the rider needs to go, service reliability and frequency.
- Approximately 95 percent of DASH riders reported being “Satisfied” or “Very Satisfied” with DASH.

Figure 6-1
Impact of Free Fares on Ridership Behavior

Q16 | Did you ride DASH before introduction of free fares and New Network?

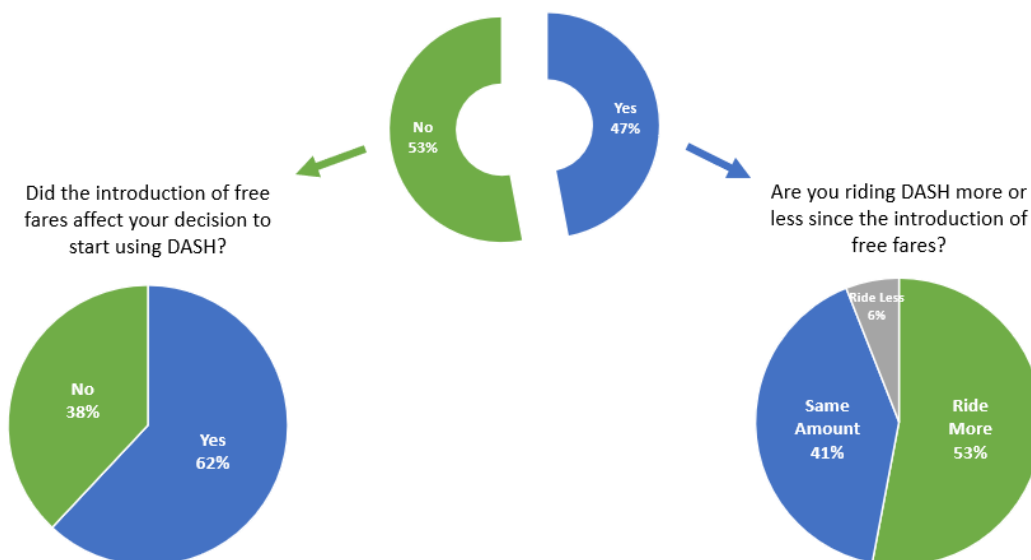
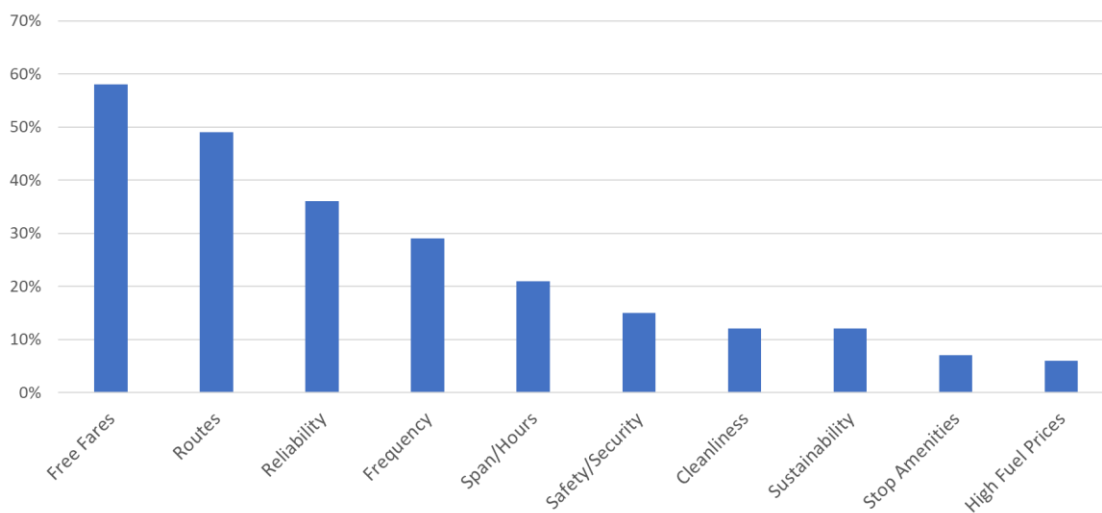


Figure 6-2
Biggest Factors in Ridership Use (Pick Up to 3)



The findings above suggest that DASH service is very well utilized, especially by minority and low-income residents, across the Alexandria community. They also demonstrate that the DASH Free Fares Program is having a major positive impact on ridership and customer satisfaction.

A previous customer survey conducted in Spring 2022 also yielded the following findings relating to the impact of free fares on customer experience:

- 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 or strongly 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 or strongly disagreed.
- 67% of customers indicated that free fares have improved their perception of DASH.

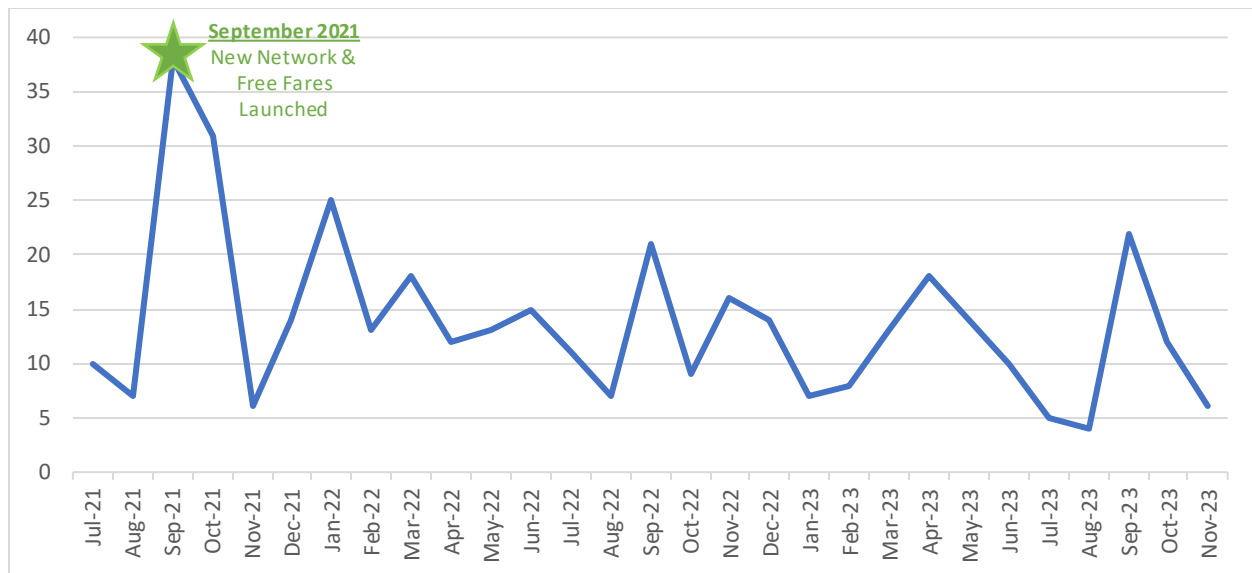
Additional DASH customer comments related to free fares are shown below:



- “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.”

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 confusion about the new routes and likely not due to any negative aspects of the free fare program. In the two years since, DASH has received very few complaints with an average of 13 complaints per month.

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



7. Employee Feedback

Staff has collected feedback from various departments over the last three years 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 in the years since 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 Fall of 2021 and in March 2024 to quantify any significant changes in operator sentiments that might be related to the introduction of free fares. A summary of the operator responses to several questions that are relevant to free fares are included below:

Figure 7-1 / Selected Feedback from 2021 & 2024 DASH Operator Surveys

Survey Statement	Fall 2021		Spring 2024		Net Change	
	Agree	Disagree	Agree	Disagree	Agree	Disagree
2) I feel safe and secure when I am on a DASH bus.	84%	6%	67%	17%	-17%	11%
3) Most of my interactions with customers are positive.	94%	2%	78%	4%	-16%	2%

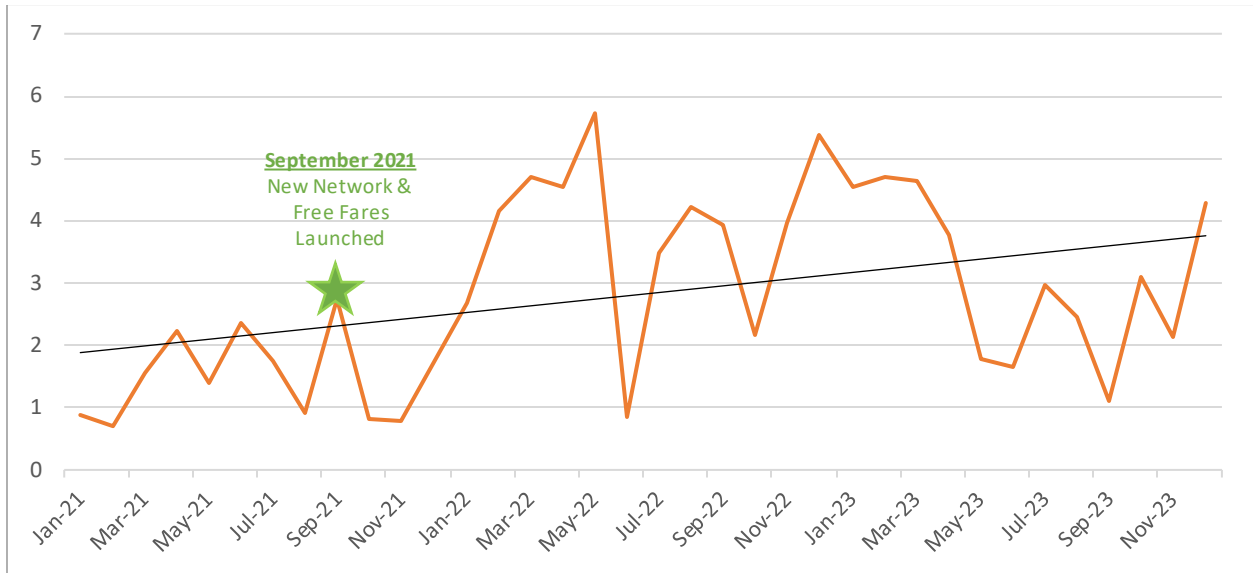
Operator Feedback. As shown in Figure 7-1, over two-thirds of DASH operators (67 percent) indicated that they feel safe on DASH buses, and 78 percent felt that most of their customer interactions are positive. These continue to remain high but have decreased from the previous survey. Operators have noted 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 7-2, the number of passenger incidents involving unruly, intoxicated, or disruptive passengers has increased in the years since free fares were introduced. Part of this trend is due to overall increases in ridership and crowding, but DASH is continuing to monitor this trend to determine actions that may be taken to mitigate.



Figure 7-2
DASH Passenger Incidents Per 100,000 Boardings (2021 – 2023)



The DASH Training Department has provided – and continues to provide – specific guidance and best practices to operators on how to handle these situations with difficult passengers, including those without destinations who may be unhoused.

The DASH training program is continuing to evolve based on specific observations and lessons learned for these types of situations. 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 78% 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 2023. 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 as much as \$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 2023, DASH estimates that it might have collected an additional \$3-4 million in revenues if the regular \$2.00 fare had been collected. Lost revenue was partially offset by grant funding from the Virginia DRPT Transit Ridership Incentivization Program (TRIP). 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 2023 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 fully removed from all buses and DASH will no longer be required to contribute \$70,000 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 up to \$7 million. Additionally, if DASH were to resume fare collection prior to FY 2026, the total state grant award (\$7.1 million) would need to be returned.**



9. Conclusion

Based on the findings outlined in the preceding sections, the DASH Fee Fares Program should 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 two years and has surpassed pre-COVID ridership levels where most peer agencies are still 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 regarding free fares has remained mostly positive in the three years since the program's implementation. Frontline staff have noted an 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 two years 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.