



Alexandria Transit Company Board of Directors Meeting



September 14, 2022 @ 5:30pm
Meeting Held at DASH Facility: 3000 Business Center Drive, Alexandria, VA 22314 and
Held Electronically - Livestream on ZOOM and Facebook Live

ITEM	DESCRIPTION	PAGE #	PRESENTER
#1	Call to Order, Welcome, and Public Comment	N/A	Mr. Kaplan
#2	Consideration of Approval Meeting Minutes a) ATC Board of Directors Meeting – June 8, 2022	2-5	All
#3	Board Member Announcements, Reports & Business Items a) Chair’s Report, Ice Breaker Exercise, Meeting Location Discussion b) T&ES Report c) Others	6-8	Mr. Kaplan Ms. Orr All
#4	General Manager’s Reports a) Introduction: Cristin Tolen & Nick Promponas from First Transit b) DASH Summer Accomplishments c) Low-No Emissions Grant Application Outcome d) Board Retreat	9-13	Mr. Baker
#5	Financial Reports a) Five-year Budget Outlook (Operating & Capital) b) Financial Report for June and July c) Balance Sheet for June (<i>July not yet available</i>) d) Summary Income Statement for June and July e) Budget vs. Actual for June and July	14-21	Mr. Ryder
#6	Planning Reports a) KPI Dashboard Preview b) Ridership Update	22-23	Mr. Barna
#7	Next Meeting Date & Adjournment The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for Wednesday, October 12, 2022	24	All

ATC Board Agenda Detail

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



Alexandria Transit Company (ATC) BOARD OF DIRECTORS MEETING MINUTES June 8, 2022

A meeting of the Board of Directors of the Alexandria Transit Company was held at 5:30 pm on Wednesday, June 8, 2022, at the DASH Facility at 3000 Business Center Dr., Alexandria, VA 22314 and was also available electronically. A recording of the meeting was made and is available upon request.

Board members present in person: David Kaplan, Matt Harris, Brandi Collins, Hillary Orr, Ajashu Thomas, Murat Omay, Jesse O'Connell

Board members present electronically: Kendel Taylor (participated from residence in Alexandria, VA as just returned from business trip and could not attend in-person on time)

Board members absent: Steve Klejst, Linda Bailey

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

Other attendees: Bob Gronenberg, Grant Slayden, Stanley Stemp, James Durham, Laurie Torto Reed, Erick Chiang, Karen Millslagle, Courtney Wynn, Ed Lee, Bonnie O'Day, Ross Simons, Erick Hill, Jim Murphy, Cathleen Curtain, Ellen Mosher, Kara Fast, Cheryl Anne Colton, Emma Lally, Peter Heimberg, Zeina Azzam

Board Meeting Agenda Item #1

#1 – Call to Order, Welcome and Public Comment

Chair Kaplan welcomed everyone and called the meeting to order and asked for the Calling of the Role. Chair Kaplan welcomed new Board members Murat Omay and Jesse O'Connell. Mr. Omay and Mr. O'Connell introduced themselves.

Chair Kaplan opened the floor for public comment.

The following speakers expressed opposition to the proposed realignment of Line 34: Jim Murphy, Cathleen Curtain, Ellen Mosher, Stanley Stemp, Kara Fast, and Grant Slayden.

Bonnie O'Day explained that she is a member of the DASH Advisory Board and is legally blind. She uses a variety of public transit services to include DASH, Metro, Uber, Lyft, and occasionally DOT paratransit. She is pleased that the City is reviewing the paratransit service. She feels that the paratransit system needs to be modified and modernized.

As there were no further speakers, Chair Kaplan closed public comment.

Agenda Item #2 – Consideration of Approval of Meeting Minutes

#2a – ATC Board of Directors Meeting – May 4, 2022

Chair Kaplan called for a motion to approve the May minutes and asked if there were any corrections, revisions, or amendments. A motion was made by Matt Harris and seconded by Hillary Orr to approve the minutes. There was no further discussion, and the motion carried.

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

#3a – Chair’s Report

Chair Kaplan explained that Staff was working hard to move the Board meetings back to City Hall where the meetings will be more accessible to DASH riders. The challenge is in determining the technological capabilities available at City Hall as compared to the equipment currently available in the Board room at the DASH facility.

Mr. Kaplan announced that during the summer, Staff would work to create a policy pertaining to Public Comment.

#3b – T&ES Report

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

#3b – Paratransit Service Presentation

Ms. Orr provided a presentation explaining the history, current status, and future plans for Alexandria DOT, which is the City’s public transportation service for City residents who cannot use regular public transit due to their disability.

#3c – Others

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

Agenda Item #4 – General Manager’s Reports

#4a – Virginia Transit Association (VTA) 2022 Special Marketing & Community Outreach Award for New DASH Network & Unsung Hero Awards

Chair Kaplan announced that the VTA held its 2022 Conference and Expo in Roanoke, Virginia, on June 1-2; DASH’s Marketing team was recognized for their outstanding marketing and outreach efforts during the launch of the New DASH Network which launched in September of 2021. Bus Operator Jovan Jones received the Unsung Hero award as he was recognized as a stellar employee. The Chair then presented both the Marketing team and Mr. Jones with their respective award certificates.

General Manager Josh Baker stated that DASH has recently received a lot of great media attention. He stated that it is an indication of the strength of DASH’s communications team as well as the great service DASH provides to the community.

#4b – DASHing Words in Motion Poetry

Chair Kaplan announced the recognition of several poets that participated in a collaborative program between DASH and the Alexandria Office of Arts. The poems will be posted on DASH buses and Trolleys.

Cheryl Anne Colton, Regional Program Director, City of Alexandria Arts introduced herself and stated that that the

winning poems would be read by the poets that were able to attend the meeting in-person.

Emma Lally read poems by KC Carlyle titled *King Street Haiku* and her own poem titled *Passenger*. Peter Heimberg read poems by Devin Reese titled *Bus Nap*, Bennet Resnik titled *Moving by Zero* and his own poem titled *Civil Engineering*.

Zeina Azzam stated that she is the new poet laureate for the City of Alexandria. She read poems by Bernard J Martino titled *Lines*, KaNikki Jakarta titled *Enjoy*, and her own poem which was based on DASH buses that drive towards the river.

#4c – Ridership Update

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

Agenda Item #5 – Financial Reports

#5a – FY 2023 Budget Adoption (Action Item)

Director of Finance & Administration Edward Ryder provided a review of the proposed budget which was shared with the Board in advance of the meeting.

Chair Kaplan called for a motion to approve the FY 2023 final budget. A motion was made by Jesse O'Connell and seconded by Matt Harris to approve the budget. There was no further discussion, and the motion carried.

#5b – Financial Report

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

#5c – Balance Sheet

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

#5d – Summary Income Statement

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

#5e – 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 – FY 2023 TDP Report and Responses

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

#6b – FY 2023 TDP Adoption (Action Item)

Chair Kaplan called for consideration of a motion to approve the FY 2023 TDP. A motion was made by Jesse O'Connell and seconded by Hillary Orr to adopt the FY 2023 TDP with the amendment of "Option 2" alternative for the routing of Line 34. Further, it was stipulated that the Board make a recommendation to the Traffic and Parking Board to support any parking removal necessary in order to allow for the implementation of the Option 2 realignment of Line 34. Following the conclusion of further discussion, Chair Kaplan called for a vote and the motion was passed with 7 "aye", 1 "nay" by member Matt Harris, with 2 absent (Vice Chair Steve Klejst and Member Linda Bailey).

Agenda Item #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.

A motion was offered by Matt Harris and seconded by Brandi Collins 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 Hillary Orr and seconded by Matt Harris 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 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.

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

The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for September 14, 2022, at 5:30 pm at a location to be determined 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, Ice Breaker Exercise, Meeting Location Discussion
Contact: David Kaplan, Chair
Board Action: FYI, Discussion



Board Meeting location

ATC staff have been working with the City to explore the meeting room options at City Hall and associated technology to accommodate hybrid meetings if we return to City Hall. The Council Workroom is available on the 2nd Wednesday of each month. We can host hybrid meetings from the Council Workroom, although the meeting experience for those participating remotely will be less robust than with the system available to us at the DASH facility.

I've asked Josh to look at alternating between the DASH facility and City Hall so we can try out both options and see what the experience is like for us, staff, and members of the public who attend and participate in our meetings.

September will be at the DASH facility. October and November will be at City Hall and then back to the DASH facility in December.

Icebreaker at September Board Meeting

What is your favorite place within the borders of Alexandria City? Why is this your favorite place?
(Responses can be anything... a restaurant, a park, house of worship, a store, rec. center farmers market, etc.)

Optional - Share a photo of this place to be displayed while you introduce it to the group. (E-mail Beth your picture no later than the day before the meeting so it can be added to the PowerPoint. You may start sending in your images now.)

And because we're a transit board - Tell us the closest DASH or Metrobus route and stop that serves this location.

ATC Board Agenda Detail

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



Transit Access and Amenities

The City kicked off the inventory of all bus stops in the City to create a database of transit amenities and issues at bus stops. This inventory will be used to prioritize funding for improving stops based on ridership and other factors. The inventory will be complete this fall.

Metro Shutdown

On September 10, WMATA will suspend service south of the National Airport station from as it works to connect Alexandria's new Potomac Yard station with the rest of the system. This closure is expected through October 24. The City was approved for grant funding from the Department of Rail and Public Transit (DRPT) to provide mitigations for the shutdown, as endorsed by the Transportation Commission in June 2022.

From September 10 to October 22, 2022, the rail service changes will be as follows:

- No rail service south of Ronald Reagan Washington National Airport Station
- No Yellow Line service north of Ronald Reagan Washington National Airport Station; riders should use the Blue or Green lines
- Additional Blue Line service, with trains departing every seven to nine minutes (every 15 minutes after 9:30 p.m.) from Ronald Reagan Washington National Airport and New Carrollton stations (Blue Line customers traveling between Pentagon and L'Enfant Plaza stations should plan on approximately 15 minutes of extra travel time)
- Green Line trains to operate every eight minutes (every 10 minutes after 9:30 p.m.)

Residents and visitors can use the following alternatives:

- Seven free shuttles, including local and express shuttles replacing Blue and Yellow line service in Virginia, and three limited-stop shuttles crossing the Potomac River.
- Free parking at the Van Dorn Street, Franconia-Springfield, and Huntington Metrorail station garages and lots during the rail service suspension.
- Alternate transit service, including free DASH bus service, the Metroway-Potomac Yard Bus Rapid Transit Line (offering free service between Braddock Road, Crystal City, and Pentagon City stations through October), and Virginia Railway Express (VRE), which is offering free rides in September.
- Travel alternatives, including free Capital Bikeshare, free water taxi, ridesharing, and dockless mobility devices such as scooters.

Metro Service: 7000-series Rail Cars Return to Service

Metro has stated they will return additional 7000-series trains to operations on September 12, marking a significant step in the restoration of all 7000-series railcars, which is key to Metro's plan to improve train frequency for customers. Metro's updated return to service plan allows the agency to safely operate up to 20 of its 7000-series trains per day, up from the previous limit of eight trains.

2023 Legislative Session

The 2023 Virginia Legislative Session will be a "short session." It will begin January 11 and is scheduled to last 45 days.

The City's legislative coordinator is preparing a draft legislative package and is asking Boards and Commissions to identify any legislative proposals to recommend for inclusion in the City's package using by September 30, 2022.

For this year's legislative session:

- Proposals should be focused on needs rather than wants and should advance work that is already underway (deliver a service more efficiently, implement a project more quickly, etc.).
- The Package will be crafted around the [six City Council Priorities](#) – proposals should fall within and support efforts to achieve the goals set forth in these Priorities.
- Proposals should be as actionable as possible.
- If proposals are scalable in any way, indicate how they could be scaled up or down, depending on the political environment, budget, or other unknown variables.
- Groups that submit more than one proposal should prioritize them in some way.
- The Legislative Package will be broken out into Legislative Principles and Legislative Priorities. For reference, the 2022 Legislative Package is available [here](#).

Duke Street Traffic Mitigation Pilots

The City is working through [two pilot projects](#) to reduce regional cut-through traffic on neighborhood streets and shift traffic onto the major arterials. Efforts are being made to improve traffic flow on the arterials and make those routes faster than cutting through the neighborhoods.

On September 12, access to the Telegraph Road ramp from West Taylor Run Parkway was restricted. By allowing a mostly free-flow lane onto the ramp, congestion on Duke Street should decrease. DASH and TES staff will evaluate the impacts to determine if transit access can be improved with these changes.

Duke Street in Motion

The [Duke Street In Motion](#) Advisory Group met on August 18 to discuss potential design concepts for two portions of the corridor. On September 15, the Group will meet again to discuss design concepts for segment 2, the middle segment of the corridor. In October, the City will be hosting a variety of in-person and virtual opportunities to learn about the project and collect input to help narrow down design elements under consideration. This will be the first of two engagement pushes before the Advisory Group recommends a preferred concept design for Council adoption.

FY24 Budget Priorities

Later this Fall, City Manager Jim Parajon will be seeking Boards and Commission input on FY24 City budget priorities. These budget items should also be consistent with the six City Council priorities. FY24 is an off-year for the Capital Improvement Program (CIP), meaning the City may make some changes to the CIP budget based on urgent needs, but that changes will be limited.

ATC Board Agenda Detail

Item #: 4a
Item Title: Introduction of Cristin Tolen & Nick Promponas from First Transit
Contact: Josh Baker, General Manager
Board Action: FYI



Nick Promponas

Nick Promponas is the Senior Vice President of First Transit's Transit Management Services division. He has over 35 years of experience in the transit industry, including over 30 years with First Transit. He's managed First Transit's product lines including Transit Management, Call Centers and Transit Contracting.

Nick began his career as a bus operator for the student-run transit service at Bridgewater State College, where he earned a Bachelor of Science degree in Industrial Psychology. Nick has served as both an At-Large Board Member of the American Public Transportation Association (APTA) and as the Chair of the Arizona Transit Association's Training and Education Committee. He is also a graduate of Leadership APTA and served as a Board Member of both About Care, a non-profit organization providing services to the elderly and home bound in the East Valley of Phoenix, AZ, and the Dignity Health Foundation of the East Valley (Chandler, AZ). His office is in the greater Boston area.

Cristin Tolen

Cristin is the Region Vice President for the northeast region and her office is in Annapolis, MD. She has over 13 years of experience in the public transit industry. Before joining First Transit in 2016, she served Washington, D.C. and the surrounding counties in Maryland and Virginia by planning and providing strong oversight of the Washington Metropolitan Area Transit Authority (WMATA) transit system. These key leadership roles included Program Manager for the Maryland Department of Transportation's (MDOT) Washington Office and Chief of Transit System Development for Prince George's County's Public Works & Transportation (DPWT) department. In these roles, she served as the primary liaison between MDOT, WMATA and other local governments and County departments working on policy, financial and planning issues.

Cristin has extensive transit operations experience and technical skill and ability in every aspect of transportation management, including planning, project management, maintenance, safety, labor relations, contract negotiations, and grants management. She has a Master's in Public Administration from the University of Baltimore.

ATC Board Agenda Detail

Item #: 4b
Item Title: Summer Departmental Accomplishments
Contact: Josh Baker, General Manager
Board Action: FYI



Operations:

- Overhaul of Operator hiring process to remove barriers for potential candidates. Operations expanded hiring to non-CDL candidates with a contingency that they must obtain a CDL permit by the start of class if they are hired. They also now have an easy apply function through Indeed which leads to a shorter phone screen from HR and a final panel interview with Operations staff, which saves time and allows them to screen and interview more applicants.
- Expansion of Operations supervision staff to help with Control Center and field supervision for 24/7 coverage.
- Implemented a new computer space for Bus Operators to facilitate their access to our payroll/HR system and trainings.
- In the face of ongoing Bus Operator shortages, the department has managed to exhaust all options to ensure maximum coverage of DASH routes which includes having Operators keep buses to jump between routes, reassigning Operators from their existing runs to help with other assignments or having supervision staff drive routes to ensure we keep the city moving.

Planning & Marketing:

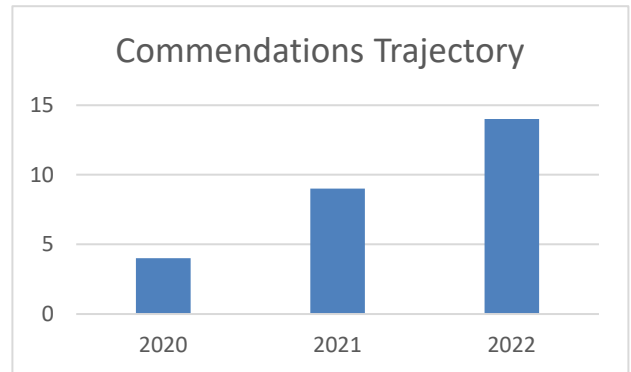
- DASH has implemented a new web-based ridership analytics tool that will provide us with better insights into our daily ridership patterns to inform future service planning decisions.
- Roughly half of the current DASH fleet is equipped with state-of-the-art automated passenger counters that use 3-D video to provide extremely accurate ridership data. Over the summer, DASH has undertaken a retrofit project to install these automated passenger sensors on the remaining 45 buses and expects to complete the full-fleet conversion by the end of September.
- DASH and City staff have worked with the site development team to create a temporary transit facility that will remain open during construction over the next two years. This will ensure that buses and customers may continue to utilize this key regional transfer location in a safe and efficient manner.
- DASH and the City of Alexandria were able to secure two separate DRPT grant awards as part of the statewide FY 2022 – FY 2023 Transit Recovery Marketing grant program. This program provides funding to transit agencies across the state to promote transit usage and restore public confidence in transit following the COVID pandemic. Through this program, the DASH Marketing team has been able to distribute more than 135,000 mailers to city residents and to place a series of paid advertisements on social media platforms such as Facebook and Twitter. Examples of the mailers and paid advertisements are in **Attachment I** to the Board Packet.

HR:

- We have developed and implemented the first comprehensive EEO program at DASH and set these policies in place to comply with Federal Transit Administration guidelines whenever DASH becomes a recipient.
- YTD for 2023 we have screened hundreds of prospective applicants and hired 52 new employees. Of those 39 were Bus Operators.

Customer Service:

- This chart shows the first six months of customer commendations each year from 2020 to 2022. The trajectory depicts progress from year to year and reflects a substantial uptick in positive customer feedback. In the face of all the challenges regarding Operator shortages this year, we have been able not only to maintain but improve on our customer satisfaction performance.



- **DASH Customer Service-Sponsored Bus Ride Assessments**

In a recent DASH CS-sponsored ride assessment of local buses, DASH received an 87.4% score compared with other services evaluated including Metro and Fairfax Connector. The rides assessed areas including the drivers' professional appearance, helpfulness, and friendliness. It also assessed the external and internal physical appearance and condition of the buses. The CS department plans to expand these rides to include most all our local transit agencies and possibly make it a regional competition in the future deploying secret riders for that purpose.

Maintenance:

- Achieved second place in this year's State Roadeo after finishing last in all previous years, this represents the first time the Maintenance Department has taken home a trophy in a State or National Roadeo.
- We have successfully completed revamping our Preventive Maintenance Schedule which has allowed us to average over 95% on time compliance in PM's since the change.
- DASH collaborated with the International Transportation Learning Center and WMATA on an Electric Bus Safety Training video where our 40' New Flyer Electric bus and Mechanics will be featured.

Working with the City:

- The DASH Maintenance Department assisted Alexandria City Public Schools and the Alexandria Police Department with performing an annual cleaning of their vehicles with our bus wash.
- DASH hosted the City of Alexandria and Arlington Fire Departments for a safety familiarization of the Electric bus batteries, master cutoff switch, and jack plates to help with regional emergency response.

Safety:

- Launched the TSA Security Training program and completed our first audit with 0 findings.
- Launched new internal Event Reporting system. Information is recorded in consolidated location for data and trend analysis. (this is NEW as of 2022!)
- Completed new Event Reporting paperwork which streamlined the process by eliminating duplication of documentation.

Training:

- Doubled Training Officer positions from 2 to 4 to better serve Operations and Maintenance.
- Revised New Hire Training Program to allow for a new class to begin every three weeks. This allowed for the highest number of trainees to come through the Training Department since the 2019 shutdown recruitment efforts.

Finance:

- Implemented a new 401K process and brought administration of the program under the purview of Payroll.
- Streamlined data pulls from MUNIS (accounting system) to improve the process for updating the year-to-date financial reporting.
- Accounting Manager James Owens and the Accounting team have worked to standardize our balance sheet reconciliations, greatly improving the month end process and bringing standardization to these reports.

ATC Board Agenda Detail

Item #: 4c
Item Title: Low-No Emissions Grant Application Outcome
Contact: Josh Baker, General Manager
Board Action: FYI



In August, the City received notice that it did not receive funding for the Beauregard and King Street Intersection Improvements project through the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant program from the United States Department of Transportation (DOT) or for the proposed DASH bus fleet improvements applied for through the Low and No Emissions and Bus and Bus Facilities grant program from the Federal Transit Administration (FTA).

A debrief with FTA staff is scheduled for September 28, where we anticipate hearing more about the factors in their decisions for funding.

The application submitted was intended to fund the conversion of ten (10) replacement buses and five (5) trolleys. In accordance with the bus replacement (state of good repair) program for DASH, these vehicles have met the end of their useful life and are now in need of replacement.

In order to maintain state of good repair these buses will now be ordered as Clean Diesel's; however, the trolley buses will be deferred until next year due to a shortage of available CIP funds. We are continuing to explore creative ways to obtain funding for these bus replacements, however, we cannot afford to wait or defer these purchases. The DASH Board of Directors, DASH Staff, City Staff and City Council all are aligned in prioritizing "state of good repair", deferred maintenance causes a littany of problems that can affect service delivery, safety, quality and customer satisfaction.

It should be noted that even if DASH does not purchase an Electric (Zero Emission Buses) in this cycle, we are still on track for our 2035 goal to be fully electric. Our original plans accounted for this year to be diesel purchases and the efforts to secure Federal Funding were to advance that timeline even more rapidly.

This is a setback in our progress and one that should not be taken lightly, we know our community expects us to move away from vehicles with high carbon emissions and we are aligned with that goal.

The City and DASH will continue to work on improving the process for identifying projects and developing applications for grants related to funding from the Bipartisan Infrastructure Law in order to improve competitiveness for future applications.

ATC Board Agenda Detail

Item #: 4d
Item Title: Board Retreat
Contact: Josh Baker, General Manager
Board Action: FYI, Discussion



In 2017 the DASH Board of Directors engaged in a strategic retreat, aimed at helping to expand the understanding of the role of the Board, enhance collaboration and coordination, promote a productive and engaging working environment and to learn more about each individual Board Member.

Since then over half of the Board has changed members with many members serving for their first time on a Transit Board.

In FY 2023 we have sufficient funds allocated for Professional Development in the DASH budget to allow us to host a ½ Day Board Retreat should the members deem it desirable. The General Manager recommends working with Terrie Glass (<https://leadershipsolutions.us/>) as she has worked extensively with the DASH Management Team and is familiar with the organization. Further, Terrie specializes in team building, strategic planning, leadership and effective decision making. She has been a featured presenter at numerous statewide transit conferences and worked with DASH to conduct the first ever aspiring leaders program.

A customized agenda would be developed; however, a general outline is provided below:

- Opening/Welcome and Introductions
- Board Member Team Building
- Communication Styles and Effective Ways to Communicate
- Roles of Transit Boards
- Being an Effective Board Member
- Strategic Planning
- Priorities and Visions
- Wrap-Up

Planning a retreat and ensuring that all parties are able to be present takes a significant amount of time and effort, if the Board wishes to proceed with a Retreat it is requested that a discussion take place surrounding the format and content so that staff may work to schedule the event as soon as calendars permit.

The retreat can be held at the DASH facility and facilitated with a Zoom component should it be necessary and desired by the Board.

ATC Board Agenda Detail

Item #: 5a
Item Title: Five-year Budget Outlook (Operating & Capital)
Contact: Edward Ryder, Director of Finance & Administration
Board Action: FYI, Discussion



The chart below outlines the projected funding requirements for ATC over the next five (5) fiscal years. The blue portion represents the city subsidy for current services and is intended to help illustrate the prospective budgetary pressures that may exist in the coming years.

These projections take into account all anticipated budgetary factors, including wage negotiations, inflation, and factors necessary to maintain current services.

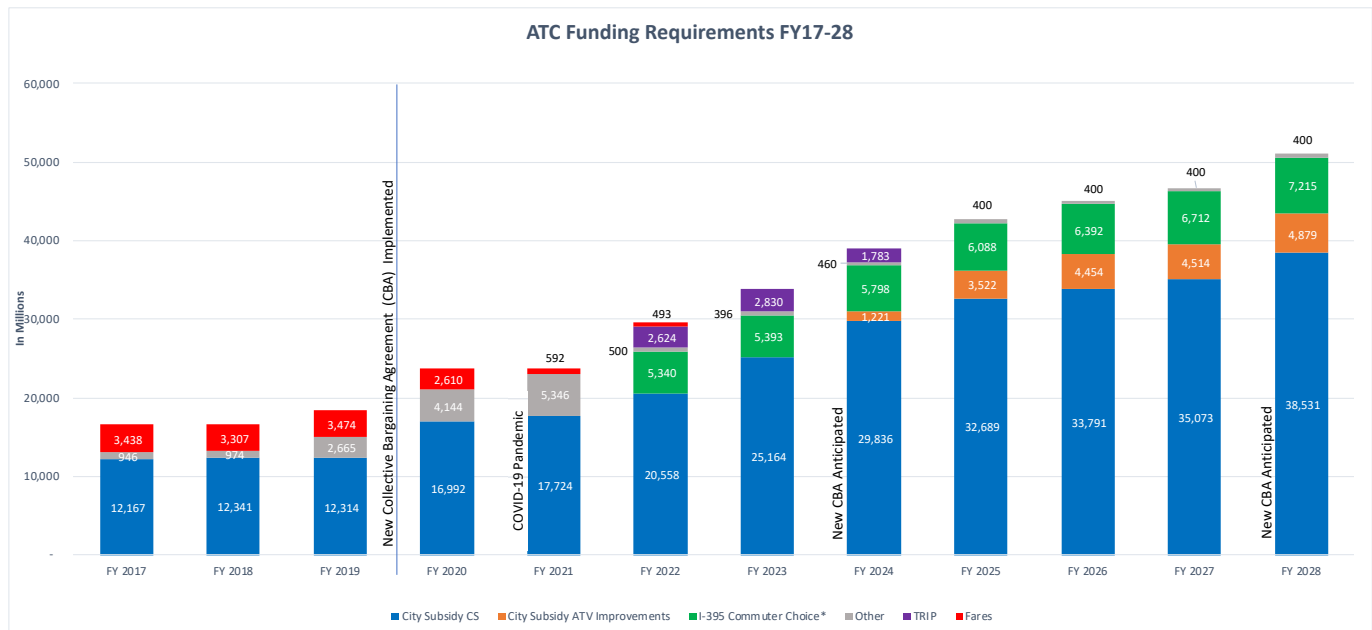
The orange portions of the chart are representative of our ATV improvements and the cost of implementing and running them.

The green portions represent the I-395 service (lines 35 and 36). This is grant funding and isn't guaranteed, however we do not anticipate loss of these funds at this time. If funding were reduced or eliminated from the I-395 program, this represents the potential additional cost to maintain the services.

The purple portions represent the Virginia TRIP (Transit Ridership Incentive Program) funding.

Finally, the red portions represent fare revenues from the time they were collected prior to DASH going fare-free.

This information is provided in context to ensure that parties including the ATC Board, Alexandria City Council, State and Federal leaders can understand the anticipated fiscal pressures just to maintain DASH services as they operate today. Further, as the New DASH Network expansion continues to be funded, this is intended to help City Leaders and Staff to understand the out year costs of these expansions.



ATC Board Agenda Detail

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



Financial Results for the Year Ended June 30, 2022 & FY 2022 Year-End Projection

FY2022 Results

In FY 2022, ATC closed the year with an operating deficit of (\$154,171).

Our year-end results were much more favorable than we had been projecting in the months leading up to the end of the year. Several factors contributed to those more favorable results:

- **Grant Reimbursements for I-395 Service** were larger than forecast. Cost factors, including operations wages and fuel, go into calculating the rates that calculate these reimbursements. As those costs increased, so did the reimbursements. While favorable for FY2022, we will need to monitor these reimbursements for FY2023 as to not prematurely deplete the funding.
- **Fuel Costs** for the last quarter of FY2022 were projected to remain at \$5.00 per gallon; a conservative forecast based on the trends we had seen. However, in May and June of FY2022, fuel costs decreased slightly, leading to a more favorable than anticipated year-end figure for fuel costs. Fuel costs overran the FY2022 budget by \$813K, while at one point they were projected to exceed the budget by slightly over \$1M.
- **ARPA (American Rescue Plan Act) Funding** of \$400,000 remained with DASH for FY2022. When TRIP funding was first secured, it was believed that this funding would no longer be needed and thus would be withheld from the City subsidy. When it became apparent that DASH would be experiencing a large deficit for FY2022, it was decided that DASH would retain this funding to assist with the projected deficit.
- **Staff Efforts** internal controls were put in place by the General Manager to reduce expenses wherever possible considering the challenging Fiscal Year. Specifically certain purchases and non-essential travel were deferred to help reduce the budget deficit. These efforts were successful and it is to the credit of staff who worked hard to streamline costs and keep expenses as low as possible.

ATC Board Agenda Detail

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



ALEXANDRIA TRANSIT COMPANY
Balance Sheet as of June 30, 2022

ASSETS

Cash - City of Alexandria Pooled	\$	2,397,107
Cash - Payroll Account		(64,108)
Due from Other Governments		183,907
Receivables		351,803
Prepaid Expenditures		(50,815)
Parts and Supplies Inventory		1,098,937
Capital Assets		59,780,931
Less: Accumulated Depreciation		(26,242,025)
TOTAL ASSETS	\$	37,455,737

LIABILITIES

Accounts Payable	\$	1,793,633
Payroll Liabilities		(58,676)
Accrued Vacation		1,140,517
Deferred Revenue (CARES Act)		-
Total Liabilities	\$	2,875,474

NET POSITION

Net Investment in Capital Assets	\$	33,538,906
Unrestricted		1,041,357
Total Net Position	\$	34,580,263

TOTAL LIABILITIES AND NET POSITION	\$	37,455,737
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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 #: 5d
Item Title: Summary Income Statement for **June**
Contact: Edward Ryder, Director of Finance & Administration
Board Action: FYI, Discussion



ALEXANDRIA TRANSIT COMPANY
Summary Income Statement for the Year Ended June 30, 2022

	Actual	Budget	Variance
REVENUES:			
City Contribution - King Street Trolley	1,109,072	1,109,676	(604)
Passenger Revenue	493,179	561,996	(68,817)
102X Mark Center Charter	353,552	858,528	(504,976)
Other Charter Revenue	88,442	60,000	28,442
Advertising Revenue	14,033	180,000	(165,967)
Miscellaneous Revenue	43,956	54,996	(11,040)
Total Operating Revenue	2,102,234	2,825,196	(722,962)
Virginia TRIP Program	2,623,930		2,623,930
CARES/CRRSSA Transit Funds	2,624,007	2,892,276	(268,269)
City Contribution - Regular Subsidy	18,156,503	18,156,492	11
Total Revenue	25,506,674	23,873,964	1,632,710
EXPENDITURES:			
Operations	14,419,474	13,905,144	(514,330)
Maintenance	6,351,050	5,254,428	(1,096,622)
Administration	4,861,799	4,601,004	(260,795)
Capital Outlay	28,522	218,532	190,010
Total Expenditures	25,660,845	23,979,108	(1,681,737)
GRANT ACTIVITY:			
I-395 Commuter Choice Grants	4,518,681	3,105,000	(1,413,681)
State Grants	80,672	179,500	98,828
Local Match on State Grants	18,072	70,500	52,428
Grant Expenditures	(4,606,062)	(3,355,000)	1,251,062
Total Grant Activity	11,363	-	(11,363)
Net Surplus (Deficit)	(142,808)	(105,144)	(37,664)

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

ATC Board Agenda Detail

Item #: 5e
Item Title: Budget vs. Actual for June
Contact: Edward Ryder, Director of Finance & Administration
Board Action: FYI, Discussion



Alexandria Transit Company (DASH)
 Budget vs. Actual Report for the Year Ended June 30, 2022

Description	CM Actual	CM Budget	Variance	YTD Actual	YTD Budget	Variance
REVENUE						
City Contribution - King Street Trolley	284,369	92,473	191,896	1,109,072	1,109,676	(604)
Passenger Revenue	878	46,833	(45,955)	493,179	561,996	(68,817)
102X Mark Center Charter	-	71,544	(71,544)	353,552	858,528	(504,976)
Other Charter Revenue	25,052	5,000	20,052	88,442	60,000	28,442
Advertising Revenue	189	15,000	(14,811)	14,033	180,000	(165,967)
Miscellaneous Revenue	8,039	4,583	3,456	43,956	54,996	(11,040)
TOTAL OPERATING REVENUE	318,527	235,433	83,094	2,102,234	2,825,196	(722,962)
<i>Virginia TRIP Program</i>	-	-	-	2,623,930	-	2,623,930
CARES/CRRSSA Transit Funds	107,690	241,023	(133,333)	2,624,007	2,892,276	(268,269)
City Contribution - Regular Subsidy	1,513,054	1,513,041	13	18,156,503	18,156,492	11
TOTAL REVENUE	1,939,271	1,989,497	(50,226)	25,506,674	23,873,964	1,632,710
OPERATING EXPENDITURES						
OPERATIONS						
Wages - O	419,381	863,231	443,850	10,899,059	10,358,772	(540,287)
Fringe Benefits - O	(12,791)	158,092	170,883	1,675,706	1,897,104	221,398
Payroll Taxes - O	37,016	63,167	26,151	830,206	758,004	(72,202)
Retirement Contributions - O	107,847	64,250	(43,597)	937,273	771,000	(166,273)
Total Operations Personnel	551,453	1,148,740	597,287	14,342,244	13,784,880	(557,364)
Operating Materials and Supplies	3,505	3,167	(338)	26,586	38,004	11,418
Operator Training	4,436	2,916	(1,520)	27,661	34,992	7,331
Training and Travel - O	1,319	3,939	2,620	22,983	47,268	24,285
TOTAL OPERATIONS EXPENDITURES	560,713	1,158,762	598,049	14,419,474	13,905,144	(514,330)
MAINTENANCE						
Wages - M	295,392	188,468	(106,924)	2,369,128	2,261,616	(107,512)
Fringe Benefits - M	20,821	26,492	5,671	270,492	317,904	47,412
Payroll Taxes - M	23,009	14,242	(8,767)	179,575	170,904	(8,671)
Retirement Contributions - M	22,097	14,892	(7,205)	178,556	178,704	148
Total Maintenance Personnel	361,319	244,094	(117,225)	2,997,751	2,929,128	(68,623)
Fuel & Lubricants	311,160	93,500	(217,660)	1,935,476	1,122,000	(813,476)
Repair Parts & Supplies	69,766	57,461	(12,305)	766,589	689,532	(77,057)
Maintenance Services	31,629	14,706	(16,923)	229,389	176,472	(52,917)
Building Maintenance	50,940	27,024	(23,916)	418,563	324,288	(94,275)
Training and Travel - M	434	1,084	650	3,282	13,008	9,726
TOTAL MAINTENANCE EXPENDITURES	825,248	437,869	(387,379)	6,351,050	5,254,428	(1,096,622)
ADMINISTRATION						
Wages - A	227,189	146,141	(81,048)	1,816,351	1,753,692	(62,659)
Fringe Benefits - A	18,760	18,575	(185)	223,893	222,900	(993)
Payroll Taxes - A	17,715	11,192	(6,523)	134,849	134,304	(545)
Retirement Contributions - A	9,782	10,600	818	121,113	127,200	6,087
Total Administrative Personnel	273,446	186,508	(86,938)	2,296,206	2,238,096	(58,110)
Insurance	76,249	71,250	(4,999)	790,985	855,000	64,015
Professional Services	146,767	71,373	(75,394)	1,087,103	856,476	(230,627)
Utilities	27,677	20,292	(7,385)	314,230	243,504	(70,726)
Telecommunications	9,430	8,960	(470)	109,061	107,520	(1,541)
Printing & Advertising	1,998	5,875	3,877	90,582	70,500	(20,082)
Training, Travel, Events	4,206	4,750	544	34,577	57,000	22,423
Office Equipment and Supplies	8,172	5,375	(2,797)	90,355	64,500	(25,855)
Employee Recognition	-	1,667	1,667	12,382	20,004	7,622
Dues and Subscriptions	894	1,492	598	18,246	17,904	(342)
Grant Local Match	18,072	5,875	(12,197)	18,072	70,500	52,428
TOTAL ADMINISTRATIVE EXPENDITURES	566,911	383,417	(183,494)	4,861,799	4,601,004	(260,795)
CAPITAL OUTLAYS (non-CIP)						
Computer and Office Equipment	-	-	-	-	-	-
Maintenance Equipment	-	14,044	14,044	28,522	168,528	140,006
Other Equipment Investments	-	4,167	4,167	-	50,004	50,004
TOTAL CAPITAL OUTLAYS (non-CIP)	-	18,211	18,211	28,522	218,532	190,010
TOTAL OPERATING EXPENDITURES	1,952,872	1,998,259	45,387	25,660,845	23,979,108	(1,681,737)
NET SURPLUS (DEFICIT)	(13,601)	(8,762)	(4,839)	(154,171)	(105,144)	(49,027)

ATC Board Agenda Detail

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



Financial Results for the Month Ended July 31, 2022

July 2022 Results

ATC began the new FY 2023 with a monthly year-to-date surplus of \$286,454 and has a projected year-end surplus of \$22,688

Items of Note

- July's monthly surplus is due to the majority of **July's first payroll being accrued back to FY2022** as part of the year end accounting close.
- **Operations Wages and Overtime** are not presenting as significant a factor in July 2023 as they had presented in FY2022. While overtime remains above forecast, it was offset in July by lower than projected true wages, as we forecast based on full employment. This, however, is not sustainable and the long-term solution is achieving full employment to control overtime costs.
- **Fuel Costs** will continue to present a budget issue going into FY2023. Diesel costs have come down significantly over the past few months, but they are not at cost per gallon used to calculate the FY2023 budget (**\$2.40 per gallon**). Our most recent price per gallon was **\$3.73**.
- **TRIP Funding** increases in FY2023 to \$2.8M, up from \$2.6M.
- **Advertising Revenue** remains elusive. In FY 2022, we finished the year with just \$14,033 in true revenue against a projected budget of \$180,000. Our contractual minimum guarantees us \$100,000. As this was not recognized in FY2022, some portion of that will be recognized in FY23. However, given the FY2023 projected revenue of \$336,400 for advertising, this will need to be monitored closely.

ATC Board Agenda Detail

Item #: 5d
Item Title: Summary Income Statement for **July**
Contact: Edward Ryder, Director of Finance & Administration
Board Action: FYI, Discussion



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

	Actual	Budget	Variance	FY2022 Projected	FY2022 Annual Budget	Variance
REVENUES:						
City Contribution - King Street Trolley	90,417	90,417	-	1,085,004	1,085,000	4
Passenger Revenue	8,591	-	8,591	8,591	-	8,591
Other Charter Revenue	7,317	-	7,317	7,317	-	7,317
Advertising Revenue	-	28,033	(28,033)	336,400	336,400	-
Miscellaneous Revenue	1,412	5,000	(3,588)	60,412	60,000	412
Total Operating Revenue	107,737	123,450	(15,713)	1,497,724	1,481,400	16,324
Virginia TRIP Program				2,829,644	2,829,644	
City Contribution - Regular Subsidy	2,006,622	2,006,622	-	24,079,464	24,079,459	5
Total Revenue	2,114,359	2,130,072	(15,713)	28,406,832	28,390,503	16,329
EXPENDITURES:						
Operations	1,076,937	1,346,483	269,546	16,100,122	16,157,878	57,756
Maintenance	423,912	520,205	96,293	6,347,087	6,242,454	(104,633)
Administration	327,056	482,654	155,598	5,746,935	5,791,788	44,853
Capital Outlay	-	15,833	15,833	190,000	190,000	-
Total Expenditures	1,827,905	2,365,175	537,270	28,384,143	28,382,120	(2,023)
Net Surplus (Deficit)	286,454	(235,103)	521,557	22,688	8,383	14,305

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

ATC Board Agenda Detail

Item #: 5e
Item Title: Budget vs. Actual for July
Contact: Edward Ryder, Director of Finance & Administration
Board Action: FYI, Discussion



Budget vs. Actual Report for the Month Ended July 31, 2022

Description	CM Actual	CM Budget	Variance	YTD Actual	YTD Budget	Variance	FY2022 Projected	FY2022 Annual Budget	Projected Year End Variance
REVENUE									
City Contribution - King Street Trolley	90,417	90,417	-	90,417	90,417	-	1,085,004	1,085,000	4
Passenger Revenue	8,591	-	8,591	8,591	-	8,591	8,591	-	8,591
Other Charter Revenue	7,317	-	7,317	7,317	-	7,317	7,317	-	7,317
Advertising Revenue	-	28,033	(28,033)	-	28,033	(28,033)	336,400	336,400	-
Miscellaneous Revenue	1,412	5,000	(3,588)	1,412	5,000	(3,588)	60,412	60,000	412
TOTAL OPERATING REVENUE	107,737	123,450	(15,713)	107,737	123,450	(15,713)	1,497,724	1,481,400	16,324
Virginia TRIP Program									
City Contribution - Regular Subsidy	2,006,622	2,006,622	-	2,006,622	2,006,622	-	24,079,464	24,079,459	5
TOTAL REVENUE	2,114,359	2,130,072	(15,713)	2,114,359	2,130,072	(15,713)	28,406,832	28,390,503	16,329
OPERATING EXPENDITURES									
OPERATIONS									
Wages - O	744,111	1,003,548	259,437	744,111	1,003,548	259,437	11,982,769	12,042,700	59,931
Fringe Benefits - O	201,728	178,760	(22,968)	201,728	178,760	(22,968)	2,146,514	2,145,100	(1,414)
Payroll Taxes - O	56,020	75,426	19,406	56,020	75,426	19,406	905,100	905,100	(0)
Retirement Contributions - O	57,615	78,875	21,260	57,615	78,875	21,260	946,499	946,500	1
Total Operations Personnel	1,059,474	1,336,609	277,135	1,059,474	1,336,609	277,135	15,980,883	16,039,400	58,517
Operating Materials and Supplies	742	3,333	2,591	742	3,333	2,591	40,000	40,000	(0)
Operator Training	7,359	2,789	(4,570)	7,359	2,789	(4,570)	32,717	33,478	761
Training and Travel - O	9,362	3,752	(5,610)	9,362	3,752	(5,610)	46,522	45,000	(1,522)
TOTAL OPERATIONS EXPENDITURES	1,076,937	1,346,483	269,546	1,076,937	1,346,483	269,546	16,100,122	16,157,878	57,756
MAINTENANCE									
Wages - M	113,193	213,118	99,925	113,193	213,118	99,925	2,517,074	2,557,400	40,326
Fringe Benefits - M	27,645	32,300	4,655	27,645	32,300	4,655	381,267	387,600	6,333
Payroll Taxes - M	8,537	16,100	7,563	8,537	16,100	7,563	181,037	193,200	12,163
Retirement Contributions - M	8,619	16,842	8,223	8,619	16,842	8,223	189,066	202,100	13,034
Total Maintenance Personnel	157,994	278,360	120,366	157,994	278,360	120,366	3,268,443	3,340,300	71,857
Fuel & Lubricants	207,473	123,479	(83,994)	207,473	123,479	(83,994)	1,646,698	1,481,755	(164,943)
Repair Parts & Supplies	17,779	66,282	48,503	17,779	66,282	48,503	796,031	795,400	(631)
Maintenance Services	7,840	22,917	15,077	7,840	22,917	15,077	279,504	275,001	(4,503)
Building Maintenance	32,826	27,500	(5,326)	32,826	27,500	(5,326)	336,412	329,999	(6,413)
Training and Travel - M	-	1,667	1,667	-	1,667	1,667	19,999	19,999	0
TOTAL MAINTENANCE EXPENDITURES	423,912	520,205	96,293	423,912	520,205	96,293	6,347,087	6,242,454	(104,633)
ADMINISTRATION									
Wages - A	99,345	199,825	100,480	99,345	199,825	100,480	2,373,181	2,397,900	24,719
Fringe Benefits - A	22,741	27,775	5,034	22,741	27,775	5,034	333,530	333,290	(240)
Payroll Taxes - A	7,459	15,300	7,841	7,459	15,300	7,841	183,600	183,600	0
Retirement Contributions - A	7,484	16,009	8,525	7,484	16,009	8,525	192,100	192,100	0
Total Administrative Personnel	137,029	258,909	121,880	137,029	258,909	121,880	3,082,411	3,106,890	24,479
Insurance	71,401	78,483	7,082	71,401	78,483	7,082	934,718	941,800	7,082
Professional Services	60,050	85,716	25,666	60,050	85,716	25,666	1,017,409	1,028,600	11,191
Utilities	26,505	27,084	579	26,505	27,084	579	324,421	325,000	579
Telecommunications	9,476	9,667	191	9,476	9,667	191	115,809	116,000	191
Printing & Advertising	10,236	5,884	(4,352)	10,236	5,884	(4,352)	74,952	70,600	(4,352)
Training, Travel, Events	7,406	4,168	(3,238)	7,406	4,168	(3,238)	49,998	49,998	(0)
Office Equipment and Supplies	2,676	8,760	6,084	2,676	8,760	6,084	99,019	105,100	6,081
Employee Recognition	887	1,167	280	887	1,167	280	14,573	14,000	(573)
Dues and Subscriptions	1,390	1,566	176	1,390	1,566	176	18,624	18,800	176
Grant Local Match	-	1,250	1,250	-	1,250	1,250	15,000	15,000	-
TOTAL ADMINISTRATIVE EXPENDITURES	327,056	482,654	155,598	327,056	482,654	155,598	5,746,935	5,791,788	44,853
CAPITAL OUTLAYS (non-CIP)									
Computer and Office Equipment	-	-	-	-	-	-	-	-	-
Maintenance Equipment	-	5,000	5,000	-	5,000	5,000	60,000	60,000	-
Other Equipment Investments	-	10,833	10,833	-	10,833	10,833	130,000	130,000	-
TOTAL CAPITAL OUTLAYS (non-CIP)	-	15,833	15,833	-	15,833	15,833	190,000	190,000	-
TOTAL OPERATING EXPENDITURES	1,827,905	2,365,175	537,270	1,827,905	2,365,175	537,270	28,384,143	28,382,120	(2,023)
NET SURPLUS (DEFICIT)	286,454	(235,103)	521,557	286,454	(235,103)	521,557	22,688	8,383	14,305



ATC Board Agenda Detail

Item #: 6a
Item Title: KPI Dashboard Preview
Contact: Martin Barna, Director of Planning & Marketing
Board Action: FYI

Over the last year, the DASH senior management team has been working to improve the organization's ability to collect, analyze, and share key performance indicator (KPI) data for all core functions and departments. The goal of this effort is to increase the degree to which data can influence key decisions and to provide more transparency to the Board of Directors, DASH employees, and the public.

The primary outcome of this effort will be the development of several KPI Dashboards that will be posted on the DASH website, included in the monthly board packet, and loaded onto the monitors that have been installed at various high-visibility points around the DASH facility. The dashboards will provide key performance metrics for the following areas: Ridership, Safety, Reliability, Customer Service, HR & Recruitment, Finance, and Sustainability.

A sample KPI dashboard has been included in this packet with the "Ridership" dashboard for July 2021. Staff will be happy to take any feedback on this preliminary dashboard and will plan to present the remaining dashboards at a subsequent board meeting.

ATC Board Agenda Detail

Item #: 6b
Item Title: Ridership Update
Contact: Martin Barna, Director of Planning & Marketing
Board Action: FYI

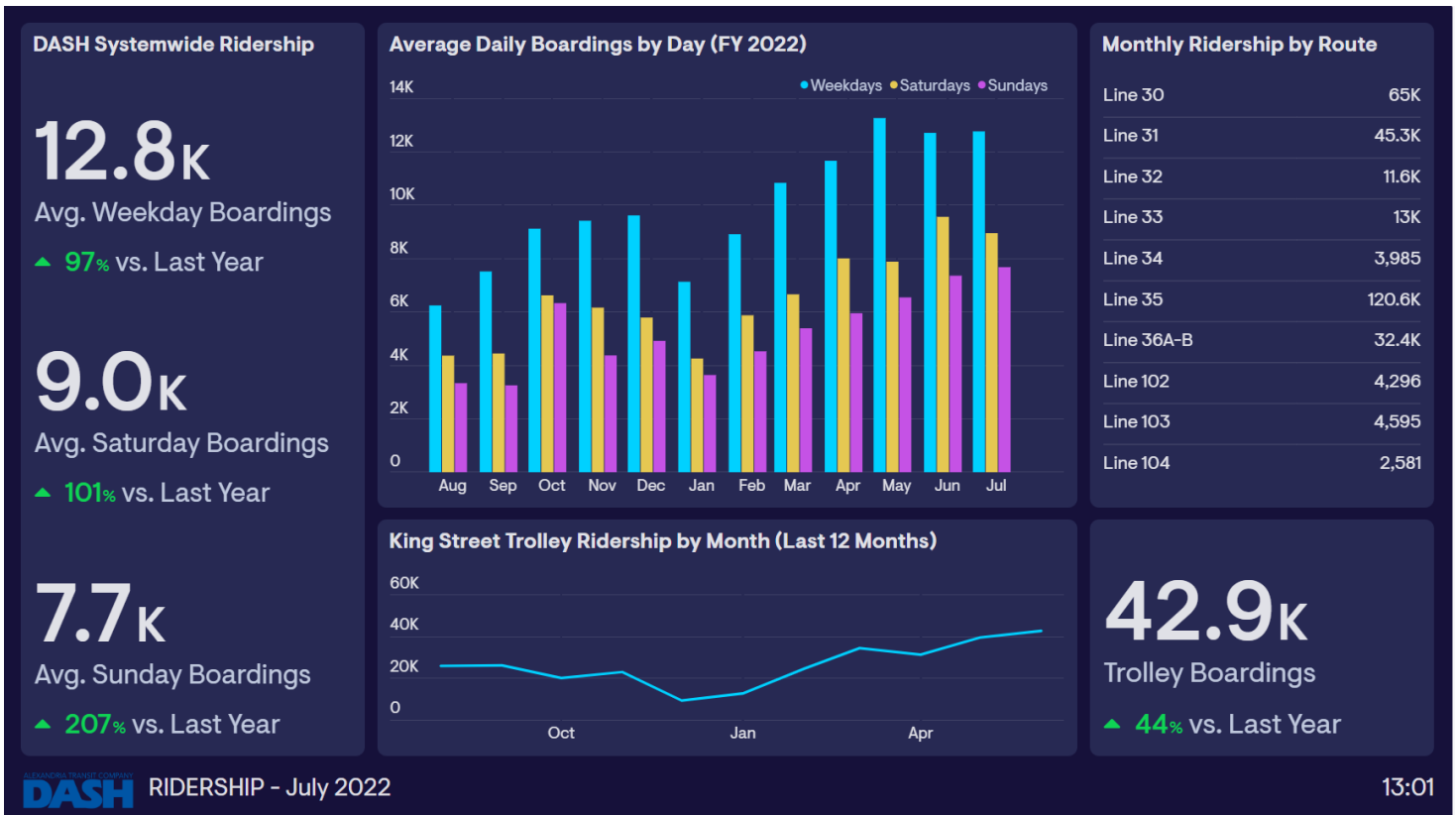


DASH has continued to record strong ridership over the summer with close to 350,000 monthly boardings in each of the last three months (May, June, and July). **These figures are more than twice the total number of boardings for those same months in the previous year.** They are also **higher than the pre-COVID ridership levels for the same months in 2018 and 2019.** This is a substantial accomplishment considering today's transit environment and significantly less commuters than pre-pandemic.

On weekdays, DASH averaged roughly 12,800 daily boardings in the month of July, which was up **97 percent from July 2021.** Weekend ridership was also up with 9,000 average Saturday boardings and 7,700 average Sunday boardings in July. These Sunday ridership levels are three times higher than July 2021 and represent the **highest Sunday ridership in recent DASH history.**

On the route level, Line 35 in the West End continues to maintain the highest ridership of any route in the system, with over 120,000 boardings in the July. Lines 30 (Duke Street) and Line 31 (King Street) have also continued to perform well with 65,000 and 45,000 total boardings, respectively. The King Street Trolley recorded just under 43,000 boardings in July, which is less than 50 percent of pre-COVID ridership levels.

More information on DASH ridership performance can be found in the Ridership KPI Dashboard below.



ATC Board Agenda Detail

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



**The next regular meeting is scheduled for Wednesday, October 12, 2022, at 5:30pm at City Hall,
Council Workroom**

Consider Adjournment

Alexandria Transit Company Board of Directors Docket Attachments



Attachment:

- I. Examples of Mailers and Paid Advertisements