



Alexandria Transit Company Board of Directors Meeting



October 13, 2021 @ 5:30pm
Meeting Held Electronically
Livestream on ZOOM and Facebook Live

ITEM	DESCRIPTION	PAGE #	PRESENTER
#1	Public Meeting Call to Order, Welcome, and Public Comment	N/A	Mr. Kaplan
#2	Consideration of Approval Meeting Minutes a) ATC Board of Directors Meeting – September 8, 2021	2-5	All
#3	Board Member Announcements, Reports & Business Items a) Chair Reports b) T&ES Report c) Others	6	Mr. Kaplan Ms. Orr All
#4	General Manager's Reports a) COVID-19 Vaccinations and Operations Update b) DASH FY23 Funding Requests (Letter to City Manager) c) Current Services Budget Submittal d) DASH Intelligent Transportation Systems Update	7-16	Mr. Baker Mr. Morey
#5	Financial Reports a) Financial Report b) Balance Sheet c) Summary Income Statement d) Budget vs. Actual	17-20	Mr. Baker Mr. Owens
#6	Planning Reports a) New DASH Network – Implementation Update	21-22	Mr. Barna
#7	Next Meeting Date & Adjournment The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for Wednesday, November 10, 2021	23	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 September 8, 2021

A meeting of the Board of Directors of the Alexandria Transit Company was held on Wednesday, September 8, 2021, on Zoom due to the Covid-19 outbreak. The meeting was held pursuant to Virginia Code Section 2.2-3708.2(A)(3), the Continuity of Government ordinance adopted by the City Council on June 20, 2020, to undertake essential business. All the members of the Board and staff participated from remote locations through the Zoom meeting. A recording of the meeting was made and is available upon request.

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

Board members absent: Steve Klejst

Staff members attending: Josh Baker, Raymond Mui, Martin Barna, Evan Davis, Joseph Quansah, Corey Black, Whitney Code, Kaitlyn Beisel, Beth Reveles, John Lanocha, Tristan Cunningham, Brian Robey, Kevin Hernandez, Jen Slesinger, Shauna-Lee Williams

Other attendees: Bob Gronenberg, Jim Durham, Ross Simons, Bonnie ODay

Board Meeting

Agenda Item #1

#1 – Call to Order, Welcome and Public Comment

Chair Kaplan welcomed everyone and called the meeting to order. The meeting began with the electronic reading of the required public notice for virtual board meetings. The Chair asked for the Calling of the Role. There were no public speakers, and the Chair closed public comment.

Agenda Item #2 – Consideration of Approval of Meeting Minutes

#2a – ATC Board of Directors Meeting – June 9, 2021

The Chair called for a motion to approve the June minutes and asked if there were any corrections, revisions, or amendments. A motion was made by Matt Harris and seconded by Linda Bailey to approve the minutes. Hillary Orr abstained from voting as she was not present for the June meeting. There was no further discussion, and the motion was adopted.

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

#3a – Chair's Report

The Chair reminded the Board that he sent them an email in July and reported that Jeff Bennett had resigned his seat on the Board. He went on to explain that the Board count had stood at eleven as City Council temporarily increased the count by two seats to improve underrepresentation from segments of the community. Because the increase was temporary, he explained that the Board would not be recruiting for Mr. Bennett's seat. No recruitment will take place until the Board count drops below nine.

The Chair explained that he worked with Staff to draft a condolence letter that could be sent on behalf of the Board to family members of those DASH employees that die while in service. The letter has been finalized and will be used in the event it is needed.

The Chair stated that he had a meeting with Board Council Lonnie Rich during the summer to discuss a variety of legal matters including how either the City or DASH would be a possible recipient of FTA funds. They also discussed the Board procedures handbook which is out of date and last updated in 2011. The goal is to make the handbook a useful document that Board members may use to better understand their roles and responsibilities. General Manager Josh Baker will be working with Mr. Rich to update the handbook.

The Chair asked the Board to submit their feedback to the Secretary regarding how and under what conditions they would feel comfortable with in-person or hybrid Board meetings.

Chair Kaplan announced that the Board would no longer use gender pronouns when referring to the Chair, i.e., his title is now Chair rather than Chairman.

A proclamation of appreciation was presented to Director of Finance & Administration Evan Davis for his exemplary service at DASH. The GM explained that Mr. Davis has taken a new role within the City of Alexandria.

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

#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.

Ms. Orr stated that City budget guidance requests from Boards and Commissions are due November 5. The City's FY23 budget priorities focus on Smart, Green, and Equitable goals, which match many of DASH's projects/plans.

The Chair requested that Staff draft a letter from the Board to the City Manager outlining funding needs. To include the electrification of the fleet, increased investment in portions of the ATV which remains unfunded, etc.

#3c – Alexandria Mobility Plan (AMP) Letter of Endorsement

Jen Slesinger, Principal Planner with the City's Department of Transportation & Environmental Services provided an overview of the Alexandria Mobility Plan (AMP). She asked the Board to approve the letter of endorsement for the AMP, which was shared with the Board in advance of the meeting.

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

#3d – Others

Matt Harris announced that he had been reappointed as Chair to the Alexandria Human Rights Commission (HRC). He stated that he would like Jen Slesinger and her team to attend one of their meetings and discuss transit, especially as it relates to equity.

Agenda Item #4 – General Manager's Report

#4a – COVID-19 Vaccinations and Operations Update

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

Jim Kapsis expressed his concern that the COVID-19 Vaccine mandate is too open-ended in terms of what justification employees can use to choose not to be vaccinated. Since the FDA has approved the Pfizer vaccine,

there are not many reasons not to be vaccinated.

Matt Harris felt the mandate was too liberal. He felt that unless an employee has a medical or religious exemption, the employee should be required to be vaccinated. Mr. Harris offered to review DASH's policies and draft proposals.

The GM stated he would keep the Board posted as to the effects of the mandate and set some parameters as was suggested by Mr. Kapsis.

#4b – DASH Vision/Mission Statement

The GM presented the DASH Vision/Mission statement which was shared with the Board in advance of the meeting.

#4c – City of Alexandria's Council Legislative Docket Item Regarding Consideration to Become Direct Recipient for FTA Grant Funds

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

#4d – Electronic Board Meeting Policy

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

The Chair asked for a motion to approve the policy. A motion was made by Linda Bailey and seconded by Ian Greaves. There was no further discussion, and the motion carried unanimously.

#4e – Final Fare Free Framework

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

The Chair asked for a motion to adopt the framework. A motion was made by Matt Harris and seconded by Hillary Orr. There was no further discussion, and the motion carried unanimously.

#4f – Resolution Supporting Application for "TRIP" Funding

The GM and Evan Davis, Director of Finance & Administration reviewed this portion of the report which was shared with the Board in advance of the meeting.

The Chair asked for a motion to adopt the resolution. A motion was made by Linda Bailey and seconded by Matt Harris. There was no further discussion, and the motion carried unanimously.

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

#5a – Financial Report

Director of Finance & Administration Evan Davis provided a brief review of his report which was shared with the Board in advance of the meeting.

#5b – Balance Sheet

Mr. Davis reviewed this portion of the report which was shared with the Board in advance of the meeting.

#5c – Summary Income Statement

Mr. Davis reviewed this portion of the report which was shared with the Board in advance of the meeting.

#5d – Budget vs. Actual

Mr. Davis reviewed this portion of the report which was shared with the Board in advance of the meeting.

Agenda Item #6 – Planning Reports

#6a – New DASH Network—Implementation Update

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

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 Ian Greaves 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 Linda Bailey 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 Linda Bailey to certify that what was discussed during the Executive Session was pursuant to Section 2.2-3711 (A1) of the Code of Virginia. A vote was called, and the motion was approved unanimously.

Agenda Item #8 – Next Meeting Date & Adjournment

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

The next regular meeting of the Alexandria Transit Company Board of Directors will be held October 13, 2021, at 5:30pm via Zoom/Facebook Live.

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

ATC Board Agenda Detail

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



Alexandria Mobility Plan

In September and October, staff presented the final Alexandria Mobility Plan to various Boards and Commissions for endorsement. These include the DASH Board of Directors, the Commission on Aging, the Transportation Commission, and the Planning Commission. The next steps are to bring the AMP to City Council for adoption on October 16 and November 13. The only change that has been introduced is language encouraging transitway connections into Fairfax County.

NVTA 70%

On October 1, the City submitted two applications for the NVTA 70% FY26-27 Program.

1. The design for South Van Dorn Street between Metro Road and McConnell Avenue, including bridges over the rail tracks and Backlick Run, to support the West End Transitway and improve bicycle and pedestrian facilities
2. Construction of the Holmes Run Trail Bridge at North Morgan Street to replace the fair-weather crossing just north of Morgan Street with a bridge

The first project would provide funding to continue momentum on providing dedicated space for transit in the City by building on the Phase I design of the West End Transitway near the Van Dorn Metro Station.

On October 13, staff will inform council of a new grants process for transportation projects to increase transparency, ease of engagement, and support more comprehensive planning. To increase transparency, T&ES staff has created a [Transportation Funding](#) webpage to outline the grant application process and inform residents of proposed projects.

DOT Paratransit

The City is currently working to award a new contract for the service and data management for the DOT Paratransit program. The RFP for this program was crafted to get more efficient routing services for the program, increase availability of data, streamline administrative efforts, and make it easier for clients to use the system. Staff will provide a more detailed overview of the program after the contracts have been awarded.

ATC Board Agenda Detail

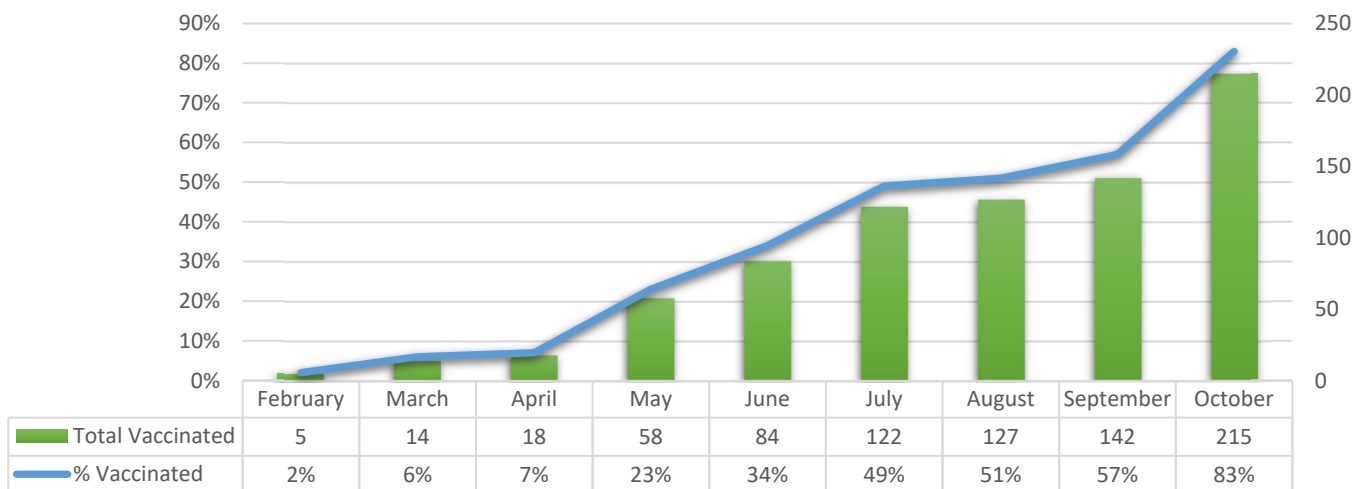
Item #: 4a
Item Title: COVID-19 Vaccination and Operations Update
Contact: Josh Baker, General Manager
Board Action: FYI



COVID-19 Vaccination and Operations Update

DASH continues to see success resulting from the recently implemented Vaccine Mandate. The General Manager will provide a verbal report outlining the successes and challenges associated with the mandate during the Board of Directors Meeting. The chart below shows the impacts of the vaccination mandate outlining percentage of total workforce fully vaccinated.

DASH Employee Vaccinations



NDN Launch Customer Service Report

The New DASH Network launched on September 5th, 2021. Overall, it has been a huge success in all fronts. Despite the significant changes to service, total call volumes and total complaints fell well below anticipated numbers. Though there were some misgivings and disappointments from certain quarters, the numbers are negligible as compared to the overall experience. Please see the below table for detailed information.

NDN Launch Performance Report - September

Week	Projected Call Volume	Actual Call Volume	Inquiry Cat. Most Called	Complaint Calls	Complaints Call Category	Commendations	Remarks
1	300	176	Routes & Schedules	15	New Service / Missed Stop		
2	250	93	Routes & Schedules	9	New Service / Missed Stop	4	
3	250	128	Routes & Schedules	9	Missed Stop / New Service		
4	250	127	Routes & Schedules	10	Missed Stop / New Service		
Grand Totals	1,050	524		43		4	

Summary:

- Total call volumes did not spike as projected
- Total complaints fell far below expectations
 - These are expected to further reduce as customers get familiar with our schedules
- Driver-related complaint category is typically the highest, recorded one of the lowest for September
- 4 Commendations (these are rare, especially during major changes such as this)

Efforts in place to keep calls low/reduce complaints/incentivize commendations:

- Early messaging on all channels to inform the ridership (excellent job by Communications Team)
- Updating website (working to launch a reworked and improved site soon)
- Encouraging use of electronic options to retrieve information about the launch
- Increased Customer Service staffing and hours
- Instituted a Driver Commendation Incentive Program to make this achievement an enduring one.
 - The maiden feature was in the October issue of our monthly newsletter. We also have it on our screens. In addition, the operator will receive a framed certificate and a gift card.



Commendation Feature

"Yesterday, June 3rd, I was a passenger on the AT8 bus in Alexandria with driver Sisay Melaku going over to Edsall Rd.

I received a call from Mr. Melaku that I had left my purse on the bus. I was shocked and looked in my backpack to find out my purse was indeed gone! The driver contacted me saying he would bring it to me now that he was off duty. What a Blessing. Someone had turned it in to him and of course I was concerned that all my money was gone. I am a senior on Social Security, and I had just cashed my check to pay my bills. It was all the money I had!

I would like to thank Mr. Sisay Melaku for returning my wallet to me with all my money inside. I feel so blessed he found it and made sure I got it back."

- DASH Customer



"Sisay has been with DASH since 2013 and continues to wow in his role! I had the pleasure of speaking with Sisay after we received this commendation. While I thanked him for his extraordinary customer service, he was humble and insisted it was simply in his nature and that anyone in that situation would want that done for them as well.

I am appreciative of Sisay's efforts and look forward to future commendations for him and his peers as we continue to provide great service to our Alexandria community. Thank you Sisay for going to great lengths to help our customers and for being a great role model for your peers and DASH as a whole."

- Kevin Hernandez, Director of Operations

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ATC Board Agenda Detail

Item #: 4b
Item Title: DASH FY23 Funding Requests (Letter to City Manager)
Contact: Josh Baker, General Manager
Board Action: Consideration of Approval



MEMORANDUM

DATE: October 13, 2021
TO: Mark Jinks, City Manager, City of Alexandria
FROM: David Kaplan, Chair, Alexandria Transit Company Board of Directors
SUBJECT: FY 2023 Funding Priorities

Dear Mr. Jinks,

In response to your August 31 letter, the Alexandria Transit Company (ATC) Board of Directors is respectfully submitting our FY 2023 funding priorities. We feel that these closely align with those of the City in that DASH's focus is towards accomplishing **smart, equitable and green** goals.

Below are DASH's Operating and CIP funding requests as prioritized by the Board:

Operating Priorities:

1. Maintaining current service levels, accounting for substantial and unavoidable increased fiscal burdens resulting from mandated wage adjustments, staffing and direct operational costs associated with current DASH services. Further, noting this is the final year of the current Collective Bargaining Agreement which contains the largest wage step increases of the life of the contract.
2. Maintaining a fare-free service structure.
3. Expansion of the Alexandria Transit Vision Plan (ATV) network—increasing investment in portions of ATV which remain unfunded. These include service enhancements for the Duke Street corridor (Line 30) and supplemental increases for evening and weekend service levels throughout the City.

CIP Priorities:

1. Maintain the DASH fleet in State of Good Repair (SGR).
2. Maintain goal towards zero emissions with electrification of the entire DASH fleet by 2035.
3. Rehabilitation and Rehab of the now mid-life DASH facility.

Note: DASH will continue to pursue grant opportunities to fund these CIP priorities to offset City funds wherever possible.

Lastly, the Board shares the City's commitment to removing barriers to using mass transit service in Alexandria. One of those barriers is accessibility and personal comfort at bus stops.

There remain a significant number of transit stops served by DASH and WMATA that have accessibility challenges. The City can address these challenges by fully funding sidewalk maintenance at and around bus stops and ensuring the complete streets program has the resources to study and engineer bus stop improvements to be carried out in conjunction with roadway resurfacing.

Thank you for your consideration.

Sincerely,

David Kaplan
Chair

Cc: ATC Board of Directors
Yon Lambert, Director of Transportation & Environmental Services
Josh Baker, ATC General Manager

ATC Board Agenda Detail

Item #: 4c
Item Title: Current Services Budget Submittal
Contact: Josh Baker, General Manager
Board Action: Consideration of Approval



Alexandria Transit Company (DASH) FY 2023 General Manager's Current Services Operating Budget



24/7 Operations to Support the New DASH Network

For 37 years, the administrative supporting scale of DASH service has been substantially undersized compared to larger transit systems including Metrobus or Fairfax Connector. Generally, our staffing has been concentrated on weekday peak periods resulting in operations leadership and maintenance staff resources being heavily focused on weekdays and limited to two shifts. The service expansions funded by I-395 Commuter Choice, and the overall launch of the New DASH Network (NDN), have increased service such that there is a significant burden placed on existing resources to properly support the operation.

The NDN spreads DASH service to earlier in the morning, later at night, and throughout weekends and holidays. The system can no longer operate limited to two shifts on weekdays. This budget encompasses the necessary functions for supporting the current 24/7 operation, specifics of which are detailed below.

FY 2023 Budget Summary

The FY 2023 General Manager's Proposed Operating Budget increases by \$3,189,170 (13.5%) to a total of \$26,853,140. This budget accounts for the significant changes in DASH's revenue sources and operating costs, while also adjusting for regular annual cost increases as called for by the Collective Bargaining Agreement. Throughout FY22, DASH will continue the transition to a fully fare free system, no longer budgeting for any farebox revenue. Additionally miscellaneous revenue from contracts and charters will likely sunset during this fiscal year (due in part to pending regulations due to pursuing Federal funds). Barring any additional policy changes, henceforth DASH will be budgeted as a governmental service funded almost entirely with tax dollars, with some cost recovery from advertising sales.

Key impacts and assumptions of this budget are as follows:

1. **DASH Fare-Free Operation Continues in FY23. Revenue Reduction: (\$562,000)**
This is consistent with the intent of City Council in approving the City's Transit Ridership Incentive Program (TRIP) grant application on September 14. The previously budgeted two months' worth of fare collection from FY22 is removed in FY23.
2. **24/7 operations required to support the New DASH Network.** Originally scoped to be funded utilizing the I-395 Commuter Choice grants, the reductions due to going fare free eliminated much of the funding necessary to support portions of the service. These increases resolve the cost of maintaining these services.
 - a. **DASH Operations Control Center (DOCC). Expense: \$389,988**
Supports 24/7 operations and headway management on the NDN frequent lines, staffed to support customer services, support bus operators and supervisors in the field, and to manage fleet movements. The DOCC also manages emergency response and disaster response functions for the service.

- b. Overnight Maintenance Services. Cost Increase: \$247,590**
DASH must now operate three (3) shifts in the maintenance shop to sustain service and maintain state of good repair. This shift services the fleet when not in use, prepares it for morning service, and ensures the day shift can resolve more complex repairs and rebuilds.
- c. Recruiting & HR Support. Cost Increase: \$147,000**
As with many employers, DASH is experiencing the significant effects of an economy-wide labor shortage. To meet the requirements of the NDN launch, DASH must continue to be able to recruit and onboard Bus Operators, Mechanics and supporting personnel. Without these enhancements the provision of service at current levels would not be possible.
- 3. CBA-Mandated Regular Compensation Increases. Cost Increase: \$1,505,012**
All pay scales will increase by 2.75% in FY23 per the CBA, and benefit renewals are projected to increase by 7%. This accounts for CBA-mandated compensation changes as well as corresponding adjustments for non-represented personnel.
- 4. Advertising Program Growth. New Revenue: \$70,000**
The advertising sales program begun in FY22 will continue and expand in FY23. Based on contract provisions and sales projections, staff conservatively estimate advertising revenue to grow by \$70,000 to a total of \$250,000.
- 5. Maintenance Parts, Service, and Fuel. Cost Increase: \$499,100**
Adjusts for inflationary trends in prices for diesel fuel, repair parts, and fleet-related services such as major powertrain repairs. Parts and service have been particularly underfunded in recent years, leading to persistent budget deficits which this budget corrects.
- 6. Technology. Cost Increase: \$189,800**
Technology maintenance costs associated with supporting real time bus information, dispatching, fleet operations and maintenance, and ridership analytics and reporting.
- 7. 102X Mark Center Express Contract Cancellation. Revenue Loss: (\$858,524)**
One of the most significant revenue losses comes from the cancellation of the 102x service by the Department of Defense's Washington Headquarters Service (WHS). Staff continue to work with WHS in an effort to convince them to reverse this action. It is unknown if any extension or renewal is possible at this time. The 102X will continue through the end of November 2021 and then be discontinued.
- 8. Federalization: Loss of Charter Revenue. Revenue Loss: (\$60,000)**
In order to pursue discretionary federal capital grants for electric bus purchases and other capital transit projects, the City is working to become a direct recipient of Federal Transit Administration (FTA) funding. FTA direct recipients are prohibited from providing contract private charter services.
- 9. Reduction of One-Time Federal Support. [Revenue Loss: \$2,892,277]**
DASH received nearly \$3 million in FY22 from COVID-related federal relief packages (CARES and CRRSSA) passed down via a WMATA subsidy credit. This support largely replaced the loss of passenger revenue during the pandemic, which must now be absorbed by the General Fund or other sources.

(continued on next page)

Summary Tables

The following table summarizes revenue and expenditure changes from the FY 2022 Approved Budget to the FY 2023 Current Services Budget.

EXPENDITURES	FY 2023 Budget		FY 2022 Budget		Change	% Change
Personnel	21,064,390	78.4%	18,742,200	79.2%	2,322,190	12.4%
Non-Personnel	5,598,750	20.8%	4,731,770	20.0%	866,980	18.3%
Capital Outlay	190,000	0.7%	190,000	0.8%	-	0.0%
TOTAL	26,853,140		23,663,970		3,189,170	13.5%

REVENUES	FY 2023 Budget		FY 2022 Budget		Change	% Change
City Contribution Operating	25,458,140	94.8%	18,156,497	76.7%	7,301,643	40.2%
City Contribution Trolley	1,085,000	4.0%	899,672	3.8%	185,328	20.6%
Virginia TRIP Program	-	0.0%	-	0.0%	-	N/A
CARES / CRRSAA Transit Funds	-	0.0%	2,892,277	12.2%	(2,892,277)	-100.0%
Passenger Revenue	-	0.0%	562,000	2.4%	(562,000)	-100.0%
102X Mark Center Express	-	0.0%	858,524	3.6%	(858,524)	-100.0%
Charters	-	0.0%	60,000	0.3%	(60,000)	-100.0%
Advertising	250,000	0.9%	180,000	0.8%	70,000	38.9%
Miscellaneous Revenue	60,000	0.2%	55,000	0.2%	5,000	9.1%
TOTAL	26,853,140		23,663,970		3,189,170	13.5%

FY 2023 Budget Calendar

Please see included FY23 operating budget calendar.

Virginia Transit Ridership Incentive Program (TRIP) / Ongoing Costs of Fare-Free Operation

As discussed above and consistent with the resolution passed by City Council on September 14, this budget assumes DASH will continue to operate fare-free through FY 2025.

Foregone fare revenue through FY25 is projected as follows:

- FY 2023: \$4,716,107
- FY 2024: \$5,093,078
- FY 2025: \$5,512,309

These projections consider ridership returns post-COVID and ridership gains from the NDN, in addition to ridership gains from free fares. These factors combined represent an increasing opportunity cost for DASH to operate fare-free.

In 2020, the Virginia General Assembly created TRIP, a new statewide grant program that provides funding to transit agencies for the purpose of increasing statewide ridership by supporting the development of zero and subsidized fare programs. With DASH's support, the City is preparing an application for up to \$8 million to support the deployment of a fully zero fare system, assuming a minimum four-year commitment (FY 2022 – FY 2025). The actual state funding awarded will be negotiated between the City and DRPT if the City is selected as a grantee. Staff anticipate the City will be selected as a grantee, however the amount of funding awarded is to be determined. Any funding provide by TRIP will serve to reduce the City subsidy by the amount provided.

TRIP program guidelines approved by the Commonwealth Transportation Board allow for a flexible balance between state and local funding, with a maximum state share of 80% in the first year, an expectation of a declining state share thereafter, and a maximum funding duration of three years. Consistent with its goal of funding projects with a strong local financial commitment, all system-wide zero fare applicants must commit to an additional year of operation wherein the grantee provides 100% of project funding with DRPT's support and monitoring. To obtain three years of TRIP Zero Fare funding, the City and DASH must commit to four fiscal years of free fares on DASH (FY 2022 – FY 2025).

Budget Comparison

As a means of benchmarking this budget, the table below analyzes DASH and Metrobus budgeted operating costs per platform hour. The term "platform hour" refers to all hours buses are in service, the most meaningful measure of true cost.

	DASH FY23 Proposed Budget	Metrobus FY22 Budget
Total Budget	26,853,140	708,178,000
Total Platform Hours	247,458	3,620,683
Operating Costs per Platform Hour	108.52	195.59

Given Metrobus' vastly larger size and complexity, a higher operating cost rate per hour is to be expected. Nevertheless, this budget maintains DASH's relative cost efficiency vs. Metrobus service.

[Source: [WMATA FY22 Approved Operating Budget](#), p. 32 (budget) p. 281 (platform hours)]



Alexandria Transit Company

Fiscal Year 2023 General Manager's Final Proposed Budget

	FY23 PROPOSED BUDGET	FY22 BUDGET	FY23 vs. FY22 BUDGET	FY22 PROJECTED ACTUAL	FY23 vs. FY22 PROJ
SERVICE CALCULATIONS & ASSUMPTIONS					
Miles	2,344,504	2,341,168	0.1%	2,341,168	0.1%
Hours	247,458	248,762	-0.5%	248,762	-0.5%
REVENUE					
City Contribution - DASH Operating	25,458,140	18,156,497	40.2%	18,156,497	40.2%
City Contribution - King Street Trolley	1,085,000	899,672	20.6%	1,109,072	-2.2%
Virginia TRIP Program	TBD	-		TBD	
CARES / CRRSSA Transit Funds	-	2,892,277	n/a	2,624,013	-100.0%
Passenger Revenue	-	562,000	-100.0%	373,392	-100.0%
102X Mark Center Express	-	858,524	-100.0%	353,551	-100.0%
Charters	-	60,000	-100.0%	57,112	-100.0%
Advertising	250,000	180,000	n/a	180,000	n/a
Miscellaneous Revenue	60,000	55,000	9.1%	52,600	14.1%
TOTAL REVENUE	\$ 26,853,140	\$ 23,663,970	13.5%	\$ 22,906,237	17.2%
EXPENSES					
Administration	FY23 PROPOSED BUDGET	FY22 BUDGET	FY23 vs. FY22 BUDGET	FY22 PROJECTED ACTUAL	FY23 vs. FY22 PROJ
Wages	2,101,100	1,753,700	19.8%	1,921,176	9.4%
Fringe Benefits	266,590	222,900	19.6%	242,095	10.1%
Payroll Taxes	161,000	134,300	19.9%	144,821	11.2%
Retirement Costs	168,400	127,200	32.4%	140,113	20.2%
Insurance	891,600	855,000	4.3%	804,503	10.8%
Professional Services	1,013,500	860,700	17.8%	1,013,946	0.0%
Utilities	275,000	243,500	12.9%	227,025	21.1%
Telecommunications	116,000	107,520	7.9%	105,182	10.3%
Printing & Advertising	70,600	70,500	0.1%	70,500	0.1%
Training, Travel, Events	64,000	57,000	12.3%	27,000	137.0%
Office Equipment & Supplies	80,100	48,900	63.8%	48,900	63.8%
Employee Recognition	30,000	20,000	50.0%	20,000	50.0%
Dues and Subscriptions	18,800	17,900	5.0%	17,900	5.0%
Grant Local Match (DRPT Grants)	70,500	70,500	0.0%	77,200	-8.7%
Total Administration Expenses	\$ 5,327,190	\$ 4,589,620	16.1%	\$ 4,860,361	9.6%
Maintenance	FY23 PROPOSED BUDGET	FY22 BUDGET	FY23 vs. FY22 BUDGET	FY22 PROJECTED ACTUAL	FY23 vs. FY22 PROJ
Wages	2,673,200	2,261,600	18.2%	2,581,948	3.5%
Fringe Benefits	398,900	317,900	25.5%	365,308	9.2%
Payroll Taxes	202,000	170,900	18.2%	188,552	7.1%
Retirement Costs	211,300	178,700	18.2%	197,092	7.2%
Fuel and Lubricants	1,410,000	1,122,000	25.7%	1,243,141	13.4%
Repair Parts & Supplies	775,000	683,500	13.4%	749,077	3.5%
Maintenance Services	279,600	160,000	74.8%	219,470	27.4%
Facilities Maintenance	312,200	281,500	10.9%	317,219	-1.6%
Training and Travel	35,500	13,000	173.1%	12,500	184.0%
Total Maintenance Expenses	\$ 6,297,700	\$ 5,189,100	21.4%	\$ 5,874,307	7.2%
Operations	FY23 PROPOSED BUDGET	FY22 BUDGET	FY23 vs. FY22 BUDGET	FY22 PROJECTED ACTUAL	FY23 vs. FY22 PROJ
Wages	11,139,500	10,178,900	9.4%	10,327,329	7.9%
Fringe Benefits	2,059,200	1,897,100	8.5%	1,957,457	5.2%
Payroll Taxes	808,600	744,000	8.7%	756,445	6.9%
Retirement Costs	874,600	755,000	15.8%	868,739	0.7%
Operating Materials and Supplies	45,500	38,000	19.7%	38,000	19.7%
Operator Training	46,000	35,000	31.4%	35,000	31.4%
Training and Travel	64,850	47,250	37.2%	38,250	69.5%
Total Operations Expenses	\$ 15,038,250	\$ 13,695,250	9.8%	\$ 14,021,220	7.3%
Capital Outlay	\$ 190,000	\$ 190,000	0.0%	\$ -	0.0%
TOTAL	\$ 26,853,140	\$ 23,663,970	13.5%	\$ 24,755,888	8.5%
Grand Total Surplus/(Deficit)	\$ -	\$ -		\$ (1,849,651)	
Operating Ratio	5.2%	11.1%		8.6%	



ALEXANDRIA TRANSIT COMPANY (DASH)

FY 2023 BUDGET CALENDAR

Time	ATC Staff Activity	ATC Board Activity	City of Alexandria Budget Process
July - September	Proposed FY23 Operating Budget and CIP projects in development.	No actions.	ATC Staff in conversation with OMB.
October	Staff submit Current Services Budget and CIP projects to OMB.	GM's Proposed FY23 Operating Budget Presented for Board Feedback.	Current Services Budget Due to OMB; City Manager Releases Priorities and Instructions Memo.
November	Staff submit Supplemental Requests and Reduction Option to OMB, reflecting Board action.	Board Action: Board Approves Submission of GM's Proposed FY23 Operating Budget, Reduction Option, and Supplemental Requests to City.	Supplemental Requests and Reduction Option Due to OMB.
December	No actions.	No actions.	Focus Area Teams, CIP Steering Committee meet.
January	Staff meet with OMB, City Manager.	No actions.	City Manager Finalizes Budget Development.
February	Staff receive Manager's subsidy level decision, begin revising budget to adapt to subsidy level.	No actions.	City Manager Releases Proposed Operating Budget and CIP to City Council.
March	Draft TDP and Final Proposed FY23 Budget completed.	Proposed FY23 TDP and Budget Presented, released for public comment.	City Council Budget Work Sessions
April	Staff present Proposed Next FY Budget to City Council at Budget Work Session.	Public Hearings on Proposed FY23 TDP and Budget.	City Council Budget Work Sessions
May	No actions.	No actions.	City Council Adopts FY23 Budget & CIP.
June	No actions.	Board Action: Board Adopts FY23 TDP and Budget.	No actions.

ATC Board Agenda Detail**Item #:** 4d**Item Title:** DASH Intelligent Transportation Systems Update**Contact:** Gabriel Morey, Intelligent Transportation Systems Coordinator**Board Action:** FYI

Gabriel Morey, Intelligent Transportation Systems (ITS) Coordinator will provide background on the DASH ITS team and their core responsibilities. He will provide an update on the real-time display program and how the team has made DASH's system one of the best in the mid-Atlantic.

He will showcase the customer-focused approach DASH ITS used to design the specifications for the new Tracker. He will describe the work that ITS staff does to keep all physical systems operational and explain the Disruption Management project and detail the process for deploying it with SOPs and staff training.

In conclusion, he will cover ongoing and upcoming projects which include some of the following: Automatic Passenger Counter Validation, Transit Signal Prioritization expansion/validation, Next Gen CAD/AVL Program, and Next Gen Destination Signs and CAD/AVL.

ATC Board Agenda Detail

Item #: 5a
Item Title: Financial Report
Contact: James Owens, Accounting Manager
Board Action: FYI/Discussion



Financial Results for the Month Ended August 31, 2021 & FY 2022 Projection

August 2021 Results

In August, ATC experienced a monthly deficit of (\$274,855) due to the timing of CARES fund transfers and start-up costs for the New DASH Network (NDN) launch. The CARES transfer will be made up in September and the NDN launch costs were planned and are included in fiscal year projections.

Significant budget variances and notable accounts in August include:

- All of the year's **passenger revenue** will be collected before the launch of the New DASH Network and fare-free service on September 5. August farebox revenue exceeded the projection for the month.
- **Operations personnel costs** reflect full staffing of operators training for the New DASH Network, however I-395 Commuter Choice grants do not begin until September 2021, coinciding with the launch. Similarly, Administrative professional services includes costs for contracted staff associated with the NDN launch.
- **Fuel & Lubricants** reflects continued high diesel prices, a negative variance staff expect to continue through the year.
- **Building Maintenance** includes cash expenditures for projects with carryover budget from FY21.

FY22 Forecast:

As in other recent fiscal years, FY22 involves a high degree of change in DASH's revenue sources and operating costs. DASH is launching a complete network redesign, significantly expanding service with grant funding, accommodating internal changes needed to support the expansion, and going fare free all at the same time. Revenue from passengers, contracts, and charters will all sunset during this fiscal year (partially due to the City pursuing federal funds). Barring policy changes, going forward DASH will be a governmental service funded almost entirely by taxpayers, with limited cost recovery from advertising sales. This fundamental transition is reflected in the FY22 projection and is noticeable in the coming FY23 proposed operating budget.

Due to the expansions and transitions noted above, and applying conservative estimates, staff project a budget deficit for FY22 of (\$1,769,134). The projected cash deficit is slightly higher at (\$1,889,724). These numbers are no longer the same, as they have been in the past, because ATC is now recording purchase orders in the City's Munis financial system. FY21 purchase orders (encumbrances) carried forward into FY22 create additional expenditure budget in FY22 without associated revenue. This is essentially a planned reduction in fund balance. Because DASH is financially a part of the City, this presents no concerns from a liquidity standpoint.

As noted in July's report, City and ATC staff are aware of the projected budget deficit and are taking action to resolve it. First, ATC staff are limiting any discretionary capital purchases and non-critical costs. Following cost control, the most significant factor will be the outcome of the City's grant application to Virginia's Transit Ridership Incentive Program (TRIP). Depending on the overall size of the award, TRIP alone is expected to fill the gap and balance the budget in FY22. Staff anticipate funding awards to be announced in the November to December timeframe. At that point, a much clearer fiscal plan can be determined. Should a TRIP award be insufficient to fill the projected FY22 gap, other City transfers may be made from the City's share of American Rescue Plan Act (ARPA) transit relief funding or other sources.

For further details on TRIP and the causes of the FY22 deficit, please reference the July Board packet.

ATC Board Agenda Detail

Item #: 5b
Item Title: Balance Sheet for August
Contact: James Owens, Accounting Manager
Board Action: FYI/Discussion



ALEXANDRIA TRANSIT COMPANY
Balance Sheet as of August 31, 2021

ASSETS

Cash - City of Alexandria Pooled	\$ 809,658
Cash - Payroll Account	105,295
Due from Other Governments	183,907
Receivables	273,500
Prepaid Expenditures	370,973
Parts and Supplies Inventory	849,047
Capital Assets	59,780,931
Less: Accumulated Depreciation	(26,242,025)
TOTAL ASSETS	<u>\$ 36,131,286</u>

LIABILITIES

Accounts Payable	\$ 169,274
Payroll Liabilities	23,796
Accrued Vacation	1,240,225
Deferred Revenue (CARES Act)	1,331,736
Total Liabilities	<u>\$ 2,765,031</u>

NET POSITION

Net Investment in Capital Assets	\$ 33,538,906
Unrestricted	(172,651)
Total Net Position	<u>\$ 33,366,255</u>

TOTAL LIABILITIES AND NET POSITION	<u>\$ 36,131,286</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 for August
Contact: James Owens, Accounting Manager
Board Action: FYI/Discussion



ALEXANDRIA TRANSIT COMPANY
Summary Income Statement for the Month Ended August 31, 2021

	Actual	Budget	Variance
REVENUES:			
City Contribution - King Street Trolley	149,946	149,946	-
Passenger Revenue	443,262	93,666	349,596
102X Mark Center Charter	138,920	143,088	(4,168)
Other Charter Revenue	14,144	10,000	4,144
Advertising Revenue	-	30,000	(30,000)
Miscellaneous Revenue	1,074	9,166	(8,092)
Total Operating Revenue	747,346	435,866	311,480
CARES/CRRSAA Transit Funds	215,378	482,046	(266,668)
City Contribution - Regular Subsidy	3,026,082	3,026,082	-
Total Revenue	3,988,806	3,943,994	44,812
EXPENDITURES:			
Operations	2,213,024	2,282,524	69,500
Maintenance	915,879	877,220	(38,659)
Administration	700,630	767,924	67,294
Capital Outlay	-	36,422	36,422
Total Expenditures	3,829,533	3,964,090	134,557
GRANT ACTIVITY:			
I-395 Commuter Choice Grants	-	-	-
State Grants	-	-	-
Local Match on State Grants	-	-	-
Grant Expenditures	-	-	-
Total Grant Activity	-	-	-
Net Surplus (Deficit)	159,273	(20,096)	179,369

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 for August

Contact: James Owens, Accounting Manager

Board Action: FYI/Discussion



Budget vs. Actual Report for the Month Ended August 31, 2021

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	74,973	74,973	-	149,946	149,946	-	1,109,072	899,672	209,400
Passenger Revenue	202,389	46,833	155,556	443,262	93,666	349,596	458,261	562,000	(103,739)
102X Mark Center Charter	69,460	71,544	(2,084)	138,920	143,088	(4,168)	353,551	858,524	(504,973)
Other Charter Revenue	4,942	5,000	(58)	14,144	10,000	4,144	53,513	60,000	(6,487)
Advertising Revenue	-	15,000	(15,000)	-	30,000	(30,000)	180,000	180,000	-
Miscellaneous Revenue	74	4,583	(4,509)	1,074	9,166	(8,092)	49,314	55,000	(5,686)
TOTAL OPERATING REVENUE	351,838	217,933	133,905	747,346	435,866	311,480	2,203,712	2,615,196	(411,484)
Virginia TRIP Program - Amount TBD	-	-	-	-	-	-	-	-	-
CARES/CRRSSA Transit Funds	107,689	241,023	(133,334)	215,378	482,046	(266,668)	2,624,013	2,892,277	(268,264)
City Contribution - Regular Subsidy	1,513,041	1,513,041	-	3,026,082	3,026,082	-	18,156,497	18,156,497	-
TOTAL REVENUE	1,972,568	1,971,997	571	3,988,806	3,943,994	44,812	22,984,222	23,663,970	(679,748)
OPERATING EXPENDITURES									
OPERATIONS									
Wages - O	991,420	848,231	(143,189)	1,608,653	1,696,462	87,809	10,348,482	10,178,900	(169,582)
Fringe Benefits - O	180,499	158,091	(22,408)	344,290	316,182	(28,108)	1,957,630	1,897,100	(60,530)
Payroll Taxes - O	74,378	62,001	(12,377)	121,337	124,002	2,665	758,332	744,000	(14,332)
Retirement Contributions - O	77,560	62,917	(14,643)	125,869	125,834	(35)	869,219	755,000	(114,219)
Total Operations Personnel	1,323,857	1,131,240	(192,617)	2,200,149	2,262,480	62,331	13,933,663	13,575,000	(358,663)
Operating Materials and Supplies	1,649	3,167	1,518	5,045	6,334	1,289	38,000	38,000	-
Operator Training	5,245	2,916	(2,329)	6,128	5,832	(296)	35,000	35,000	-
Training and Travel - O	684	3,939	3,255	1,702	7,878	6,176	38,250	47,250	9,000
TOTAL OPERATIONS EXPENDITURES	1,331,435	1,141,262	(190,173)	2,213,024	2,282,524	69,500	14,044,913	13,695,250	(349,663)
MAINTENANCE									
Wages - M	190,937	188,468	(2,469)	306,875	376,936	70,061	2,581,835	2,261,600	(320,235)
Fringe Benefits - M	24,008	26,492	2,484	47,042	52,984	5,942	364,292	317,900	(46,392)
Payroll Taxes - M	14,424	14,242	(182)	23,178	28,484	5,306	188,358	170,900	(17,458)
Retirement Contributions - M	14,862	14,892	30	23,796	29,784	5,988	196,666	178,700	(17,966)
Total Maintenance Personnel	244,231	244,094	(137)	400,891	488,188	87,297	3,331,150	2,929,100	(402,050)
Fuel & Lubricants	122,993	93,500	(29,493)	253,147	187,000	(66,147)	1,261,147	1,122,000	(139,147)
Repair Parts & Supplies	59,543	57,461	(2,082)	139,620	114,922	(24,698)	748,121	689,525	(58,596)
Maintenance Services	16,050	15,447	(603)	27,036	30,894	3,858	220,036	185,363	(34,673)
Building Maintenance	60,718	27,024	(33,694)	94,836	54,048	(40,788)	359,165	324,286	(34,879)
Training and Travel - M	137	1,084	947	349	2,168	1,819	12,500	13,000	500
TOTAL MAINTENANCE EXPENDITURES	503,672	438,610	(65,062)	915,879	877,220	(38,659)	5,932,120	5,263,274	(668,846)
ADMINISTRATION									
Wages - A	132,612	146,141	13,529	218,065	292,282	74,217	1,921,107	1,753,700	(167,407)
Fringe Benefits - A	18,707	18,575	(132)	36,703	37,150	447	240,431	222,900	(17,531)
Payroll Taxes - A	9,972	11,192	1,220	16,411	22,384	5,973	143,532	134,300	(9,232)
Retirement Contributions - A	10,711	10,600	(111)	17,573	21,200	3,627	140,072	127,200	(12,872)
Total Administrative Personnel	172,002	186,508	14,506	288,752	373,016	84,264	2,445,142	2,238,100	(207,042)
Insurance	70,665	71,250	585	138,168	142,500	4,332	808,168	855,000	46,832
Professional Services	88,088	71,373	(16,715)	173,328	142,746	(30,582)	1,011,374	856,490	(154,884)
Utilities	33,938	20,292	(13,646)	35,463	40,584	5,121	243,663	243,500	(163)
Telecommunications	8,579	8,960	381	16,961	17,920	959	104,961	107,520	2,559
Printing & Advertising	21,757	5,875	(15,882)	24,730	11,750	(12,980)	70,500	70,500	-
Training, Travel, Events	3,429	4,750	1,321	4,845	9,500	4,655	27,000	57,000	30,000
Office Equipment and Supplies	12,667	5,920	(6,747)	16,290	11,840	(4,450)	71,004	71,004	-
Employee Recognition	-	1,667	1,667	-	3,334	3,334	20,000	20,000	-
Dues and Subscriptions	1,191	1,492	301	2,093	2,984	891	17,900	17,900	-
Grant Local Match	-	5,875	5,875	-	11,750	11,750	77,200	70,500	(6,700)
TOTAL ADMINISTRATIVE EXPENDITURES	412,316	383,962	(28,354)	700,630	767,924	67,294	4,896,913	4,607,514	(289,399)
CAPITAL OUTLAYS (non-CIP)									
Computer and Office Equipment	-	-	-	-	-	-	-	-	-
Maintenance Equipment	-	14,044	14,044	-	28,088	28,088	-	168,522	168,522
Other Equipment Investments	-	4,167	4,167	-	8,334	8,334	-	50,000	50,000
TOTAL CAPITAL OUTLAYS (non-CIP)	-	18,211	18,211	-	36,422	36,422	-	218,522	218,522
TOTAL OPERATING EXPENDITURES	2,247,423	1,982,045	(265,378)	3,829,533	3,964,090	134,557	24,873,946	23,784,560	(1,089,386)
NET SURPLUS (DEFICIT)	(274,855)	(10,048)	(264,807)	159,273	(20,096)	179,369	(1,889,724)	(120,590)	(1,769,134)

ATC Board Agenda Detail

Item #: 6a
Item Title: New DASH Network – Implementation Update
Contact: Martin Barna, Director of Planning & Marketing
Board Action: FYI



New DASH Network - Board Update

General Overview

- Fare-Free New DASH Network launched on Sunday, September 5, 2021.
- Implementation has gone relatively well with very few operational issues.
- Preliminary weekly ridership numbers for September show substantial ridership growth, particularly in the West End; weekend ridership has also increased significantly.

Operations

- DASH has transitioned to 24/7 operations with additional field supervisors and yardmasters.
- New DASH Operations Control Center (DOCC) expected to be up and running in coming weeks.
- Almost no drivers getting lost on new routes in the first few weeks.
- Despite ongoing staffing shortages, no trips or runs have been missed.

Maintenance

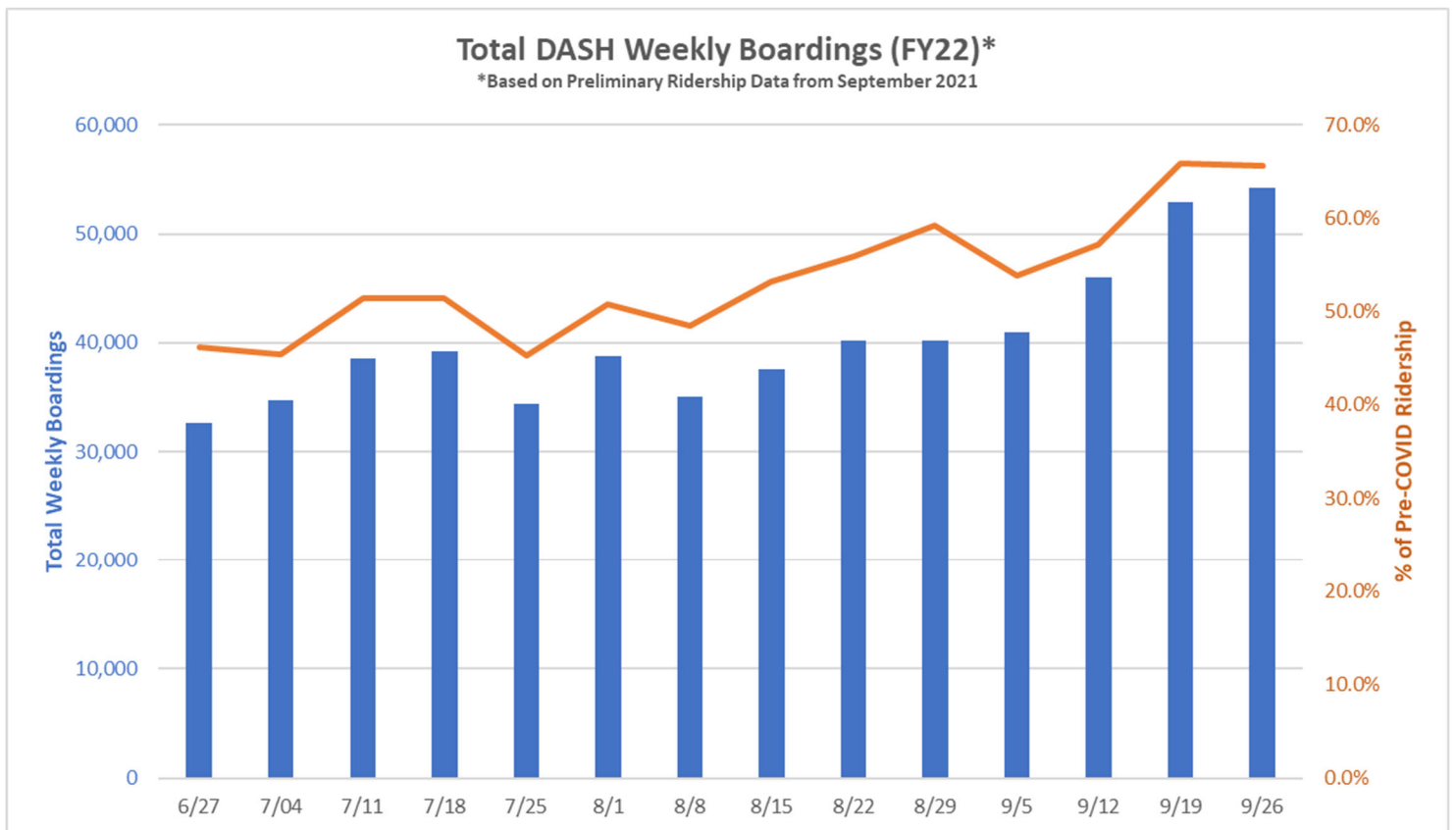
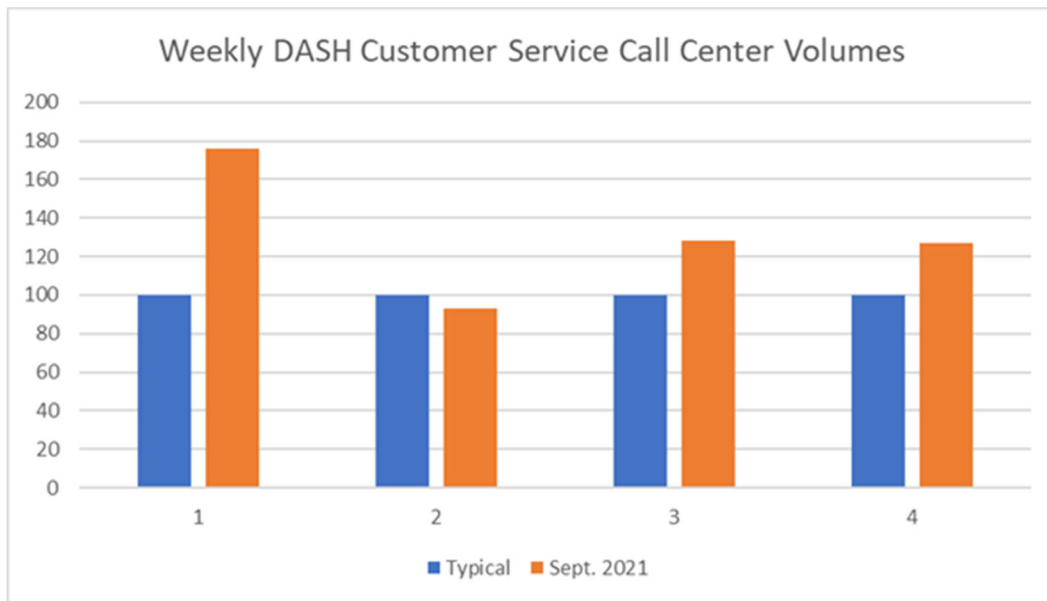
- DASH has transitioned to 24/7 maintenance coverage with new staff schedules.
- No fleet shortages for New DASH Network launch.
- New electric buses are being prepared for revenue service.

Marketing/Communication

- NDN Outreach Campaign concluded after over two weeks of pop-up events.
- Over 300 ambassador hours at key locations; 4,000+ in-person interactions (300+ per day).
- New DASH website launching in coming weeks.
- DASH will continue to promote new network and free fares in coming months.

Customer Service

- Customer Service Call Center volumes were up significantly for the first week (+76%) but have decreased the subsequent weeks and are now approaching normal weekly volumes.
- 26 calls per day on average for September 2021.
- Vast majority of calls are customer inquiries, many involving new route numbers
- Less than 10% of calls have been complaints (~2 complaints per day on average).
- Numerous complaints about N. Van Dorn Street, which is now served by Metrobus 7A route.



ATC Board Agenda Detail

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



**The next regular meeting is scheduled for Wednesday, November 10, 2021
at 5:30pm**

Consider Adjournment