



## DASH Board of Directors Meeting Agenda

Jan 8th 2025 5:30pm - 7:30pm

301 King St, Alexandria, VA 22314 (Alexandria City Hall - Council Workroom)

January Meeting of the Alexandria Transit Company Board of Directors

### 1. Welcome

David Kaplan

5:30pm

#### a. Call to Order

#### b. Attendance

#### c. Welcome and Introductions

#### d. Boardable Training

Brian Hartz

Senior Customer Success Manager Brian Hartz will provide a brief training session on the Boardable board management software platform.

### 2. Collaboration and Engagement

5:45pm

#### a. Public Comment

#### b. Chairs Report

David Kaplan

#### c. T&ES Report

Hillary Orr



[TES Deputy Directors Notes 1.08.2025.pdf](#)

#### d. Bus Stop Program Update

Silas Sullivan

Silas Sullivan (T&ES) will be providing updates on several ongoing bus stop improvement projects around the City, including bus shelter installations and parking removals for improved accessibility.

e. **Other Member Reports**

3. **Regular Business**

6:30pm

a. **Consideration of Approval: Meeting Minutes**



[December Board Meeting Minutes\\_12.11.2024.pdf](#)

b. **Review of Financials**

Edward Ryder



[DASH Financial Update - January 2025 Board Packet - November Financials.pdf](#)

4. **Action Items**

6:35pm

a. **Consideration of Approval: Turner Holden & Turner Letter of Engagement**

Arish Gajjar  
Matt Harris  
David Kaplan

The final letter of engagement with Turner Holden & Turner is provided for consideration of approval. The document has been reviewed by sub-committee members and edits incorporated. Mary Gayle Holden and Brian Turner will be present at the Board Meeting for introductions and any questions members may have.



[Engagement letter\\_Turner Holden and Turner\\_1.2.2025.pdf](#)

5. **Staff Reports**

6:40pm

a. **Ridership Report**

Martin Barna



[January Ridership Report.pdf](#)

b. **Staff Presentation: Departmental Highlight**

Ryan Visci

 [Departmental Presentation - Operations.pdf](#)


## 6. Strategic Updates

7:00pm

### a. Staff Presentation

#### i. Communications Outreach Strategy

Camila Olivares

 [Our Story Our Impact\\_Marketing and Communications.pdf](#)

## 7. Adjournment

Next Meeting: February 12, 2025 at the DASH Facility

END  
7:30pm

**T&ES Deputy Director Notes**  
**ATC Board of Directors Meeting 1.08.2025**

**WMATA Budget Update**

In December 2024, WMATA released its proposed budget for FY 2026. Budget highlights include \$2.6 Billion for operating, and \$2.4 Billion for capital projects. These budgets include implementation of (year-one) Better Bus Network Redesign, rollout of Open Payments, investments in state of good repair, and continued work to increase operational efficiency and reliability. WMATA will be seeking input on the proposed budget via public hearings and workshops during January/February and seeks to formally adopt the budget in late March.

The new budget is the first to incorporate the recently restructured Subsidy Allocation Formula and will include implementation of the year-1 Better Bus Network Redesign.

**US DOT Smart Grant Award**

The City of Alexandria is proud to announce that it has been awarded a Stage 1 SMART Grant from the U.S. Department of Transportation (USDOT) as part of the Strengthening Mobility and Revolutionizing Transportation ([SMART](#)) program. This grant, totaling \$900,000, will support the development of the "SmartScan: Alexandria AI-Driven Roadway Infrastructure Monitoring" project.

The SMART program, established by the Bipartisan Infrastructure Law (BIL), is designed to fund public sector agencies in their efforts to implement cutting-edge smart technologies to improve transportation efficiency and safety. Alexandria's project leverages AI detection technology to create a dynamic, real-time inventory of pavement conditions and traffic signs. The initiative will improve fairness in road repaving prioritization, digitize roadway signs for better maintenance and communication, and support autonomous vehicle safety. By using existing City vehicle routes, such as buses and garbage trucks, for continuous monitoring, the project aims to shift from reactive to proactive infrastructure management, enhancing equity in service delivery and accountability for road conditions.

The Stage 1 SMART Grant enables the City of Alexandria to demonstrate the feasibility of its innovative transportation technologies and sets the stage for future opportunities to apply for Stage 2 grants, which could provide up to \$15 million for continued implementation.

With this award, Alexandria joins 33 other recipients from 21 states in receiving funding as part of the FY24 SMART program. These efforts represent a significant step forward in transforming the nation's transportation systems through technology. The City will partner with the [Virginia Tech Transportation Institute](#) to evaluate the data and technology used in this pilot.



## **1. Welcome**

A meeting of the Board of Directors of the Alexandria Transit Company was held at 5:30 pm on Wednesday, December 11, 2024, at the DASH Facility and was also available electronically. A recording of the meeting was made and is available upon request.

Board members present: David Kaplan, Steve Klejst, Matt Harris, Ajashu Thomas, Praveen Kathpal, Arish Gajjar, Jesse O'Connell, Hillary Orr, Kendel Taylor, Kursten Phelps, Arthur Wicks

Board members attending remotely: N/A

Board members absent: N/A

Staff members present: Josh Baker, Raymond Mui, Martin Barna, Beth Reveles, Edward Ryder, Joseph Quansah, Brent Reutter, Ryan Visci, Stephanie Salzone, Yvonne Jung, Camila Olivares, Caleb Keller

Other attendees: N/A

### **a. Call to Order**

### **b. Attendance**

### **c. Welcome and Introductions**

Chair David Kaplan welcomed everyone and called the meeting to order at 5:37 pm, and a quorum was reached at that time. Jesse O'Connell and Praveen Kathpal arrived at 5:39 pm.

## **2. Collaboration and Engagement**

### **a. Public Comment**

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

### **b. Chairs Report**

Chair Kaplan announced that his term on the Commission on Aging has ended after serving for 12 years. The CoA has been one of DASH's staunchest supporters.

#### **i. Consideration of Approval: Board Policy Revisions**

Action Item: Three Board Policies have been revised based on Board feedback and general counsel review. Final drafts are included for consideration of approval.

Action and Correspondence Policy: Chair Kaplan called for a motion to adopt the policy. A motion was made by Steve Klejst and seconded by Matt Harris. There was no further discussion, and the motion carried.

Electronic Participation Policy: Chair Kaplan pointed out that remote participation due to personal business travel is limited to two times per calendar year. After that, the Board member may participate remotely as a Panelist but will not be allowed to vote. Mr. Kaplan called for a motion to adopt the policy. A motion was made by Matt Harris and seconded

by Jesse O'Connell. There was no further discussion and the motion carried. Steve Klejst abstained from the vote.

Public Participation Policy: Chair Kaplan called for a motion to adopt the policy. A motion was made by Matt Harris and seconded by Steve Klejst. There was no further discussion, and the motion carried.

**ii. Update: General Counsel Search Committee**

Pending agreement proposal from Holden, Turner & Turner. New General Counsel will attend the January meeting and the contract/agreement will be presented for Board approval on that date.

General Manager Josh Baker announced that he is expecting to receive a letter of engagement from Mary Gayle Holden in the next few days which will be shared with the committee for their review.

**c. T&ES Report**

Transportation Deputy Director Hillary Orr announced that she will be providing the Board with a bus stop program update in January. T&ES has begun removing parking spots at eight bus stops which make them more accessible.

**d. Other Member Reports**

Steve Klejst apologized for not being as active a Board member due to his work travel commitments. He explained that he hopes to be a more active participant moving forward.

**i. Presentation by Kendel Taylor and Arthur Wicks re: City Budget and Revenues**

Ms. Taylor and Mr. Wicks reviewed the City's budget process.

**3. Regular Business**

**a. Consideration of Approval: Meeting Minutes**

Minutes from the November 13, 2024 meeting of the Alexandria Transit Company Board of Directors

The Chair called for a motion to approve the November minutes and asked if there were any corrections, revisions, or amendments. A motion was made by Matt Harris and seconded by Arish Gajjar to approve the minutes. There was no further discussion, and the motion carried. Steve Klejst abstained.

**b. Review of Financials**

**4. Action Items**

**a. DRPT Grant Resolutions**

Director of Planning & Scheduling Martin Barna reviewed the three grant requests.

Chair Kaplan called for a motion to approve all three grant requests. A motion was made by Steve Klejst and was seconded by Arish Gajjar. There was no further discussion, and the motion carried.

- i. DASH Digital Mirror Technology Pilot
- ii. Public Transit Internship Program
- iii. DASH Deck Replacement Project

## 5. Staff Reports

### a. Employee Benefits, HR, and Employee Engagement Highlights

Chief Labor Relations and Engagement Officer Yvonne Jung and COO Stephanie Salzone reviewed their presentation which was provided to the Board in advance of the meeting.

### b. Inauguration Shuttle Service by DASH

DDOT has requested that DASH operate the 2025 Presidential Inauguration Shuttles for the general public. These shuttles were previously operated by DC Circulator and who will no longer be in business as of January 1, 2025. The specifics of the request are listed below and we have tentatively agreed to operate these shuttles pending a signed MOU.

- 15 Shuttles servicing two satellite locations that transport the general public to the entrance of the Inauguration viewing area
  - All transit buses to be used will be provided by DDOT (former DC Circulator buses)
  - Satellite locations are TBD but historically have included RFK stadium
  - General public to be transported will most likely be those with physical disabilities limiting their ability to take Metro
- Hours of service are approximately 4:30 AM – 11:30 PM on Inauguration Day, January 20, 2025

### c. Ridership Summary

Mr. Baker announced that DASH ridership for the month of October was more than half a million. The most riders in one month in DASH's history.

## 6. Strategic Updates

### a. Technology Strategy

Due to time constraints, the technology strategy presentation was deferred to the February Board meeting.

## 7. Adjournment

A final motion to adjourn the meeting was made by Jesse O'Connell and seconded by Arthur Wicks. A vote was called, and the motion was approved unanimously.

### a. Consideration to adjourn the meeting.

**Next Meeting:** January 8, 2025 at City Hall Council Workroom

**Alexandria Transit Company (DASH)  
Financial Update**

**Financial Results Through the Month Ending November 30, 2024**

Through November 2024, operating expenses and revenue largely align with the annual budget expectations, although specific variances exist.

**Items of Note:**

- **Revenue Items of Note:**
  - **City Contributions** for November were not transferred, contributing to a monthly and year-to-date negative revenue variance. This is not an area of concern and the subsidy transfer will be doubled for December to account for this.
  - **Advertising Revenue** is low compared to budget. The newly awarded contract begins in January 2025 and revenue is expected to gradually increase as the new vendor begins ad placements. ATC will work with the prior incumbent to collect outstanding revenue based on contractual minimums not achieved in FY22, FY23, and FY24. These outstanding balances total approximately \$200K.
  - **Charter Revenue** is seasonal and, while low year-to-date, is projected to finish on target for year-end.
- **Key Expense Categories:**
  - **Labor Costs:** Personnel expenses continue to track closely to the budget, with seasonal trends influencing overtime costs. These remain consistent with historical patterns.
  - **Maintenance Costs:** Maintenance expenses are moderately above budget, reflecting ongoing efforts to address departmental deficiencies previously highlighted to the Board.
  - **Professional Services:** Elevated costs persist due to contracted temporary staffing and external maintenance services supplementing in-house capabilities. These measures are vital to maintaining operational continuity and addressing identified service gaps.

**Provisional Year-End Projections:**

Based on current data, DASH anticipates ending FY2025 with a balanced budget, though projections remain subject to refinement as additional data becomes available.

**ALEXANDRIA TRANSIT COMPANY**  
**Balance Sheet as of November 30, 2024**

**ASSETS**

Cash - City of Alexandria Pooled	\$ (2,877,765)
Cash - Payroll Account	148,610
Due from Other Governments	-
Receivables	2,101,873
Prepaid Expenditures	364,660
Parts and Supplies Inventory	1,093,359
Capital Assets	73,244,179
Less: Accumulated Depreciation	(41,314,492)
<b>TOTAL ASSETS</b>	<b>\$ 32,760,424</b>

**LIABILITIES**

Accounts Payable	\$ 375,610
Payroll Liabilities	28,494
Accrued Vacation	1,407,000
Deferred Revenue	-
<b>Total Liabilities</b>	<b>\$ 1,811,104</b>

**NET POSITION**

Net Investment in Capital Assets	\$ 31,929,687
Unrestricted	(980,367)
<b>Total Net Position</b>	<b>\$ 30,949,320</b>

<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 32,760,424</b>
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This statement is unaudited and prepared for the sole use of management and the Board of Directors of ATC.

**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Month Ending November 2024**

	Actual	Budget	Variance	FY2025 Annual		
				FY2025 Year End	Budget	Variance
<b>REVENUES:</b>						
Passenger Revenue	-	-	-	-	-	-
Charter Revenue	21,410	54,167	(32,756)	130,000	130,000	-
Advertising Revenue	20,143	38,425	(18,282)	70,143	153,700	(83,557)
Miscellaneous Revenue	47,280	25,000	22,280	82,280	60,000	22,280
<b>Total Operating Revenue</b>	<b>88,834</b>	<b>117,592</b>	<b>(28,758)</b>	<b>282,423</b>	<b>343,700</b>	<b>(61,277)</b>
City Contribution - King Street Trolley	520,196	650,243	(130,047)	1,560,584	1,560,582	2
City Contribution - Regular Subsidy	10,957,640	13,697,050	(2,739,410)	32,872,921	32,872,921	(0)
<b>Total Revenue</b>	<b>11,566,670</b>	<b>14,464,885</b>	<b>(2,898,215)</b>	<b>34,715,928</b>	<b>34,777,203</b>	<b>(61,275)</b>
<b>EXPENDITURES:</b>						
Operations	7,002,438	8,129,815	1,127,377	19,039,880	19,326,299	286,419
Maintenance	2,824,248	3,396,279	572,030	7,888,583	8,112,524	223,941
Administration	2,694,099	2,936,026	241,927	7,583,474	7,148,380	(435,094)
Capital Outlay	4,561	-	(4,561)	190,000	190,000	-
<b>Total Expenditures</b>	<b>12,525,346</b>	<b>14,462,120</b>	<b>1,936,774</b>	<b>34,701,937</b>	<b>34,777,203</b>	<b>75,266</b>
<b>Net Surplus (Deficit)</b>	<b>(958,676)</b>	<b>2,764</b>	<b>(961,441)</b>	<b>13,991</b>	<b>-</b>	<b>13,991</b>

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**ALEXANDRIA TRANSIT COMPANY**  
Summary Income Statement for the Month Ending November 2024

*Budget vs Actual*

Description	Nov Actuals	Sept	Variance	YTD Actuals	YTD Forecast	Variance	FY25 Year End Actuals	FY 25 Budget	Variance
<b>REVENUE</b>									
Passenger Revenue	-	-	-	-	-	-	-	-	-
Other Charter Revenue	5,216	10,833	(5,617)	21,410	54,167	(32,756)	130,000	130,000	-
Advertising Revenue	-	-	-	20,143	38,425	(18,282)	70,143	153,700	(83,557)
Miscellaneous Revenue	14,935	5,000	9,935	47,280	25,000	22,280	82,280	60,000	22,280
<b>TOTAL OPERATING REVENUE</b>	<b>20,152</b>	<b>15,833</b>	<b>4,318</b>	<b>88,834</b>	<b>117,592</b>	<b>(28,758)</b>	<b>282,423</b>	<b>343,700</b>	<b>(61,277)</b>
City Contribution - Regular Subsidy	-	2,739,410	(2,739,410)	10,957,640	13,697,050	(2,739,410)	32,872,921	32,872,921	(0)
City Contribution - King Street Trolley	-	130,049	(130,049)	520,196	650,243	(130,047)	1,560,584	1,560,582	2
<b>TOTAL REVENUE</b>	<b>20,152</b>	<b>2,885,292</b>	<b>(2,865,140)</b>	<b>11,566,670</b>	<b>14,464,885</b>	<b>(2,898,215)</b>	<b>34,715,928</b>	<b>34,777,203</b>	<b>(61,275)</b>
<b>OPERATING EXPENDITURES</b>									
<b>OPERATIONS</b>									
Wages - O	956,868	999,343	42,475	4,949,038	5,493,917	544,879	13,150,395	13,079,400	(70,995)
Overtime - O	107,594	103,069	(4,525)	485,449	566,882	81,433	1,325,403	1,340,399	14,996
Fringe Benefits - O	121,831	197,954	76,123	689,130	1,088,746	399,617	2,237,540	2,573,400	335,860
Payroll Taxes - O	81,657	82,507	850	417,105	453,691	36,586	1,042,814	1,079,400	36,586
Retirement Contributions - O	83,838	86,119	2,281	435,423	474,496	39,072	1,158,728	1,128,700	(30,028)
<b>Total Operations Personnel</b>	<b>1,351,788</b>	<b>1,468,993</b>	<b>117,205</b>	<b>6,976,145</b>	<b>8,077,732</b>	<b>1,101,587</b>	<b>18,914,880</b>	<b>19,201,299</b>	<b>286,419</b>
Operating Materials and Supplies	175	3,246	3,070	9,653	16,229	6,576	38,950	38,950	-
Operator Training	945	3,208	2,263	10,143	16,042	5,899	38,500	38,500	-
Training and Travel - O	2,655	3,963	1,307	6,498	19,813	13,315	47,550	47,550	-
<b>TOTAL OPERATIONS EXPENDITURES</b>	<b>1,355,564</b>	<b>1,479,410</b>	<b>123,846</b>	<b>7,002,438</b>	<b>8,129,815</b>	<b>1,127,377</b>	<b>19,039,880</b>	<b>19,326,299</b>	<b>286,419</b>
<b>MAINTENANCE</b>									
Wages - M	192,198	232,415	40,217	959,688	1,276,903	317,215	2,832,825	3,038,956	206,131
Overtime - M	8,803	9,917	1,114	48,215	54,541	6,326	128,244	129,844	1,600
Fringe Benefits - M	3,577	39,054	35,477	35,823	214,796	178,973	348,254	507,700	159,446
Payroll Taxes - M	15,132	18,209	3,077	75,742	100,044	24,303	213,797	238,100	24,303
Retirement Contributions - M	13,123	19,032	5,910	70,294	104,568	34,274	226,547	248,900	22,353
<b>Total Maintenance Personnel</b>	<b>232,832</b>	<b>318,627</b>	<b>85,795</b>	<b>1,189,762</b>	<b>1,750,852</b>	<b>561,091</b>	<b>3,749,667</b>	<b>4,163,500</b>	<b>413,833</b>
Fuel & Lubricants	164,030	183,885	19,855	811,242	919,427	108,184	2,175,728	2,206,624	30,896
Repair Parts & Supplies	129,180	119,458	(9,721)	630,869	597,292	(33,578)	1,550,578	1,433,500	(117,078)
Maintenance Services	79,633	24,075	(55,558)	184,864	120,375	(64,489)	392,609	288,900	(103,709)
Training and Travel - M	180	1,667	1,486	7,512	8,333	822	20,000	20,000	-
<b>TOTAL MAINTENANCE EXPENDITURES</b>	<b>605,856</b>	<b>647,712</b>	<b>41,856</b>	<b>2,824,248</b>	<b>3,396,279</b>	<b>572,030</b>	<b>7,888,583</b>	<b>8,112,524</b>	<b>223,941</b>
<b>ADMINISTRATION</b>									
Wages - A	194,033	219,303	25,270	865,197	1,118,184	252,987	2,627,775	2,774,700	146,925
Fringe Benefits - A	11,734	30,924	19,190	94,453	154,621	60,168	310,922	371,090	60,168
Payroll Taxes - A	14,110	16,778	2,668	63,924	85,682	21,758	190,642	212,400	21,758
Retirement Contributions - A	15,313	17,544	2,232	66,821	89,455	22,634	199,766	222,400	22,634
Facilities Maintenance (Personnel)	30,009	36,229	6,219	172,832	196,672	23,840	468,400	468,400	-
<b>Total Administrative Personnel</b>	<b>265,199</b>	<b>320,778</b>	<b>55,579</b>	<b>1,263,228</b>	<b>1,644,614</b>	<b>381,386</b>	<b>3,797,506</b>	<b>4,048,990</b>	<b>251,484</b>
Facilities Maintenance (Non-Personnel)	51,335	22,583	(28,751)	184,255	112,917	(71,338)	433,021	271,000	(162,021)
Insurance	116,882	78,656	(38,227)	412,170	393,278	(18,892)	962,760	943,868	(18,892)
Professional Services	75,111	83,525	8,414	553,310	417,625	(135,685)	1,474,965	1,002,300	(472,665)
Utilities	26,698	37,074	10,376	114,600	185,370	70,771	444,889	444,889	-
Telecommunications	6,170	9,667	3,497	41,339	48,333	6,995	116,000	116,000	-
Printing & Advertising	10,519	5,458	(5,060)	24,540	27,292	2,751	71,404	65,500	(5,904)
Training, Travel, Events	723	4,721	3,997	19,381	23,604	4,224	56,650	56,650	-
Office Equipment and Supplies	12,979	10,533	(2,446)	41,647	52,667	11,020	126,400	126,400	-
Employee Recognition	1,009	2,899	1,890	13,818	14,493	674	34,783	34,783	-
Dues and Subscriptions	1,064	1,917	852	3,515	9,583	6,068	23,000	23,000	-
Grant Local Match	20,000	1,250	(18,750)	22,295	6,250	(16,045)	42,095	15,000	(27,095)
<b>TOTAL ADMIN EXPENDITURES</b>	<b>587,689</b>	<b>579,061</b>	<b>(8,629)</b>	<b>2,694,099</b>	<b>2,936,026</b>	<b>241,927</b>	<b>7,583,474</b>	<b>7,148,380</b>	<b>(435,094)</b>
<b>CAPITAL OUTLAYS (non-CIP)</b>									
Computer and Office Equipment	-	-	-	4,492	-	(4,492)	21,217	-	(21,217)
Maintenance Equipment	-	-	-	-	-	-	38,783	60,000	21,217
Other Equipment Investments	-	-	-	69	-	(69)	130,000	130,000	-
<b>TOTAL CAPITAL OUTLAYS (non-CIP)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,561</b>	<b>-</b>	<b>(4,561)</b>	<b>190,000</b>	<b>190,000</b>	<b>-</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>2,549,109</b>	<b>2,706,182</b>	<b>157,073</b>	<b>12,525,346</b>	<b>14,462,120</b>	<b>1,936,774</b>	<b>34,701,937</b>	<b>34,777,203</b>	<b>75,266</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>(2,528,957)</b>	<b>179,110</b>	<b>(2,708,067)</b>	<b>(958,676)</b>	<b>2,764</b>	<b>(961,441)</b>	<b>13,991</b>	<b>-</b>	<b>13,991</b>

**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Month Ending November 2024**  
*With Application of I-395 Reimbursements*

Description	Jul	Jul	Jul	Oct	Nov	Dec	Jan*	Feb	Mar	Apr	May	Jun	FY 24 Projected	FY 24 Budget	Variance
REVENUE															
Passenger Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Charter Revenue	2,882	-	12,807	504	5,216	10,833	10,833	10,833	10,833	10,833	10,833	43,590	130,000	130,000	-
Advertising Revenue	-	1,727	18,416	-	-	-	-	-	25,000	-	-	25,000	70,143	153,700	(83,557)
Miscellaneous Revenue	-	26,313	3	6,029	14,935	5,000	5,000	5,000	5,000	5,000	5,000	5,000	82,280	60,000	22,280
TOTAL OPERATING REVENUE	2,882	28,040	31,226	6,534	20,152	15,833	15,833	15,833	40,833	15,833	15,833	73,590	282,423	343,700	(61,277)
City Contribution - Regular Subsidy	2,739,410	2,739,410	2,739,410	2,739,410	-	5,478,820	2,739,410	2,739,410	2,739,410	2,739,410	2,739,410	2,739,410	32,872,921	32,872,921	(0)
City Contribution - King Street Trolley	130,049	130,049	130,049	130,049	-	260,097	130,049	130,049	130,049	130,049	130,049	130,049	1,560,584	1,560,582	2
TOTAL REVENUE	2,872,341	2,897,499	2,900,685	2,875,993	20,152	5,754,751	2,885,292	2,885,292	2,910,292	2,885,292	2,885,292	2,943,048	34,715,928	34,777,203	(61,275)
OPERATING EXPENDITURES															
OPERATIONS															
Wages - O	470,294	1,483,810	992,227	1,045,838	956,868	1,097,227	1,499,015	1,097,227	1,002,722	1,002,722	1,003,430	1,499,015	13,150,395	13,079,400	(70,995)
Overtime - O	33,384	131,878	94,599	117,994	107,594	106,149	154,604	106,149	106,149	106,149	106,149	154,604	1,325,403	1,340,399	14,996
Fringe Benefits - O	174,840	104,590	152,788	135,080	121,831	208,580	296,931	208,580	208,580	208,580	208,580	208,580	2,237,540	2,573,400	335,860
Payroll Taxes - O	39,112	123,558	83,493	89,286	81,657	82,507	123,848	82,524	82,770	82,770	82,770	88,467	1,042,814	1,079,400	36,586
Retirement Contributions - O	41,094	129,540	87,204	93,747	83,838	96,270	132,290	96,270	88,710	88,710	88,766	132,290	1,158,728	1,128,700	(30,028)
Total Operations Personnel	758,724	1,973,377	1,410,311	1,481,944	1,351,788	1,590,733	2,206,687	1,590,751	1,488,931	1,488,931	1,489,748	2,082,955	18,914,880	19,201,299	286,419
Operating Materials and Supplies	2,095	1,954	1,771	3,658	175	3,246	3,246	3,246	3,246	3,246	3,246	9,822	38,950	38,950	-
Operator Training	2,658	2,855	1,484	2,201	945	3,208	3,208	3,208	3,208	3,208	3,208	9,107	38,500	38,500	-
Training and Travel - O	1,702	(2,508)	409	4,239	2,655	3,963	3,963	3,963	3,963	3,963	3,963	17,277	47,550	47,550	-
TOTAL OPERATIONS EXPENDITURES	765,179	1,975,678	1,413,974	1,492,043	1,355,564	1,601,150	2,217,103	1,601,167	1,499,348	1,499,348	1,500,165	2,119,162	19,039,880	19,326,299	286,419
MAINTENANCE															
Wages - M	98,858	288,618	186,819	193,195	192,198	232,415	348,623	232,415	236,762	236,762	237,539	348,623	2,832,825	3,038,956	206,131
Overtime - M	3,010	14,887	10,963	10,552	8,803	9,917	14,875	9,917	10,149	10,149	10,149	14,875	128,244	129,844	1,600
Fringe Benefits - M	8,676	3,727	8,838	11,005	3,577	39,054	58,581	39,054	39,054	39,054	39,054	58,581	348,254	507,700	159,446
Payroll Taxes - M	7,642	22,795	14,851	15,322	15,132	18,209	27,313	18,209	18,552	18,552	18,610	18,610	213,797	238,100	24,303
Retirement Contributions - M	7,053	21,477	14,359	14,282	13,123	19,387	29,080	19,387	19,753	19,753	19,815	29,080	226,547	248,900	22,353
Total Maintenance Personnel	125,240	351,504	235,831	244,355	232,832	318,981	478,471	318,981	324,269	324,269	325,167	469,768	3,749,667	4,163,500	413,833
Fuel & Lubricants	193,101	167,889	120,438	165,783	164,030	194,927	194,927	194,927	194,927	194,927	194,927	194,927	2,175,728	2,206,624	30,896
Repair Parts & Supplies	105,323	135,753	102,018	158,596	129,180	131,387	131,387	131,387	131,387	131,387	131,387	131,387	1,550,578	1,433,500	(117,078)
Maintenance Services	21,446	10,831	59,361	13,593	79,633	24,075	24,075	24,075	24,075	24,075	24,075	63,296	392,609	288,900	(103,709)
Training and Travel - M	1,100	1,251	3,211	1,769	180	1,667	1,667	1,667	1,667	1,667	1,667	2,488	20,000	20,000	-
TOTAL MAINTENANCE EXPENDITURES	446,211	667,228	520,859	584,096	605,856	671,036	830,526	671,036	676,324	676,324	677,222	861,866	7,888,583	8,112,524	223,941
ADMINISTRATION															
Wages - A	86,101	252,550	165,469	167,045	194,033	219,303	329,147	219,863	220,730	221,702	222,686	329,147	2,627,775	2,774,700	146,925
Fringe Benefits - A	20,915	20,570	22,980	18,254	11,734	30,924	30,924	30,924	30,924	30,924	30,924	30,924	310,922	371,090	60,168
Payroll Taxes - A	6,127	18,870	12,375	12,441	14,110	16,778	25,182	16,820	16,885	16,958	17,032	17,062	190,642	212,400	21,758
Retirement Contributions - A	7,039	19,084	12,291	13,094	15,313	17,544	26,332	17,589	17,658	17,736	17,815	18,271	199,766	222,400	22,634
Facilities Maintenance (Personnel)	21,625	53,778	34,265	33,154	30,009	36,229	53,169	36,466	36,466	36,466	36,466	60,306	468,400	468,400	-
Total Administrative Personnel	141,807	364,852	247,380	243,989	265,199	320,778	464,754	321,662	322,664	323,787	324,923	455,710	3,797,506	4,048,990	251,484
Facilities Maintenance (Non-Personnel)	15,863	22,779	60,054	34,224	51,335	35,538	35,538	35,538	35,538	35,538	35,538	35,538	433,021	271,000	(162,021)
Insurance	78,912	72,728	72,728	70,920	116,882	78,656	78,656	78,656	78,656	78,656	78,656	78,656	962,760	943,868	(18,892)
Professional Services	83,205	144,229	105,622	145,144	75,111	131,665	131,665	131,665	131,665	131,665	131,665	131,665	1,474,965	1,002,300	(472,665)
Utilities	29,824	7,600	8,290	42,188	26,698	74,148	37,074	37,074	37,074	37,074	37,074	70,771	444,889	444,889	-
Telecommunications	6,465	9,718	9,518	9,467	6,170	9,667	9,667	9,667	9,667	9,667	9,667	16,661	116,000	116,000	-
Printing & Advertising	479	957	3,810	8,775	10,519	6,695	6,695	6,695	6,695	6,695	6,695	6,695	71,404	65,500	(5,904)
Training, Travel, Events	1,109	13,218	1,045	3,286	723	4,721	4,721	4,721	4,721	4,721	4,721	8,944	56,650	56,650	-
Office Equipment and Supplies	9,062	3,861	11,367	4,378	12,979	10,533	10,533	10,533	10,533	10,533	10,533	21,553	126,400	126,400	-
Employee Recognition	973	(3,725)	7,722	7,839	1,009	2,899	2,899	2,899	2,899	2,899	2,899	3,573	34,783	34,783	-
Dues and Subscriptions	(3,378)	1,078	4,019	731	1,064	1,917	1,917	1,917	1,917	1,917	1,917	7,985	23,000	23,000	-
Grant Local Match	-	-	-	2,295	20,000	1,250	3,550	1,250	1,250	1,250	1,250	1,250	42,095	15,000	(27,095)
TOTAL ADMIN EXPENDITURES	364,322	637,295	531,555	573,238	587,689	678,466	787,668	642,276	643,277	653,151	645,537	839,001	7,583,474	7,148,380	(435,094)
CAPITAL OUTLAYS (non-CIP)															
Computer and Office Equipment	-	-	4,492	-	-	-	-	-	-	-	-	16,725	21,217	-	(21,217)
Maintenance Equipment	-	-	-	-	-	-	-	-	-	-	-	-	38,783	60,000	21,217
Other Equipment Investments	-	69	-	-	-	-	-	68,186	-	-	-	61,745	130,000	130,000	-
TOTAL CAPITAL OUTLAYS (non-CIP)	-	69	4,492	-	-	-	-	68,186	-	-	-	117,253	190,000	190,000	-
TOTAL OPERATING EXPENDITURES	1,575,712	3,280,269	2,470,879	2,649,377	2,549,109	2,950,652	3,835,297	2,982,665	2,818,949	2,828,822	2,822,923	3,937,282	34,701,937	34,777,203	75,266
NET SURPLUS (DEFICIT)	1,296,630	(382,770)	429,806	226,616	(2,528,957)	2,804,099	(950,005)	(97,373)	91,343	56,469	62,368	(994,233)	13,991	-	13,991



# TURNER HOLDEN & TURNER

WOODROW W. TURNER, JR. (RETIRED)  
MARY GAYLE HOLDEN  
BRYAN S. TURNER

MARY GAYLE HOLDEN  
Unit D-1, 210 N. 21<sup>ST</sup> Street  
Purcellville, Virginia 20132  
Telephone: (703) 669-9090  
Cell: 703-477-8641  
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[MGHolden@THTlawfirm.com](mailto:MGHolden@THTlawfirm.com)

\*PARTNER TO THE MARQUIS LAW GROUP

SENT BY EMAIL ONLY

January 2, 2025

Joshua Baker, Chief Executive Officer  
& General Manager  
Alexandria Transit Company

Dear Josh:

Bryan and I appreciate the opportunity for Turner Holden & Turner to represent Alexandria Transit Company ("DASH"). Your trust and confidence in our law firm is important to us and we look forward to working with you. This letter will establish the terms of our representation.

## Scope of Engagement - What We Will Do

We will represent DASH in matters relating to corporate organization and management for DASH, and other such matters as requested by the Board. This firm will serve as the legal representative of DASH. We will be working for the Board of Directors and will be advising the Directors and you on matters which you bring to our attention.

## Fees/Expenses/Billing

Bryan and I will be responsible for overall coordination of legal services for this representation. Initially, I will be the primary attorney in our representation of DASH. We may call upon other attorneys and paralegals in the firm whom we believe have the ability to serve you as efficiently and effectively as possible. The firm currently charges \$400.00 per hour for work performed by me and \$400.00 per hour for work performed by Bryan. However, for the first sixty (60) hours of combined service by both of us in each year of our relationship, the rates for each of us will be reduced to \$375 per hour. Once we have provided a combined number of 60 hours of service in each year, then each of our rates for the remainder of that year will be billed at the normal \$400 an hour. A legal assistant may also work on matters concerning the engagement under the supervision of an attorney at the current rate of \$150.00 per hour.

The firm will provide an itemized invoice monthly for services rendered. Billing for services less than 1 hour shall be pro-rated by the tenth of an hour.

Joshua Baker, Chief Executive Officer  
& General Manager  
January 2, 2025  
Page 2

### Conflicts of Interest

We do not now and will not in the future represent persons or entities in matters affecting DASH if such representation will materially and adversely affect our ability to exercise independent professional judgment on behalf of DASH. We have checked our records for potential conflicts and have discovered none at this time.

### File Retention

The firm's policy is to maintain most documents and communications in electronic form. All records held by us will be kept secure and electronic files will be protected in accordance with industry standards. We do not generally maintain hard copies of any documents or communications, except for those which are required by law, ethical consideration, or requested by you, or which in our professional judgment should be maintained. In addition, after five years from the date we last worked on this matter, we will destroy both electronic and hard copies of all materials, subject to the same exceptions. We will deliver to you any files that are scheduled for destruction if you direct us to do so before they are destroyed.

### Communications

Whenever possible we will send correspondence and statements for services related to this representation to you by email. For items that cannot be emailed, we will either mail packages to you for distribution, or make other arrangements with you. We will depend on you to let us know if you are not receiving information or responses in a timely manner.

If the terms of this letter are satisfactory, please have a copy signed in the space provided, and return it to me. A pdf by email is sufficient. Of course, if you or any of the Directors have any questions, please do not hesitate to contact either me or Bryan. Again, we very much appreciate the opportunity to represent you, and we look forward to working with you.

Very truly yours,

A handwritten signature in black ink, appearing to read "Mary Gayle Holden", written in a cursive style.

Mary Gayle Holden

Joshua Baker, Chief Executive Officer  
& General Manager  
January 2, 2025  
Page 3

**STATEMENT TO BE SIGNED BY CLIENT**

I have read this letter agreement dated January 2, 2025. I understand its content, and hereby engage Turner Holden & Turner in accordance with the terms and conditions stated in this letter agreement.

ACCEPTED:

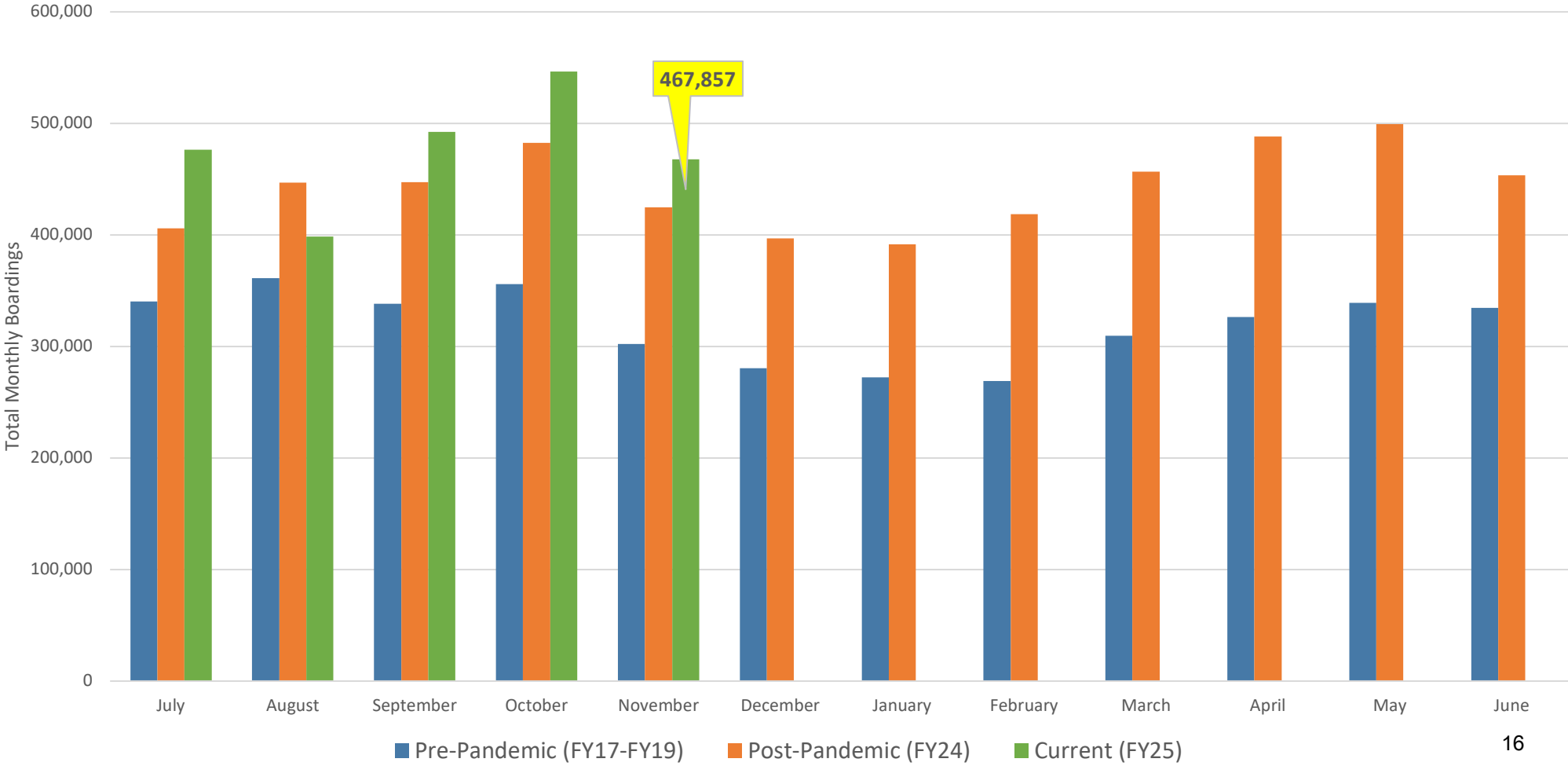
ALEXANDRIA TRANSIT COMPANY

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

# DASH Monthly Ridership Trends (FY 2017 - FY2025)



# DEPARTMENTAL PRESENTATION

## Operations Department

*Presenter: Ryan Visci, Director of Operations*

# DASH Operations - Historical Challenges

- National trends
  - High turnover across all industries
  - Low unemployment and a competitive labor market
  - National operator and mechanic shortage
- Local challenges
  - Increasingly competitive pay from neighboring agencies
  - High overtime costs due to turnover
  - New DASH Network – increased staffing targets

# DASH Operations Staff Overview

## 219 Operators

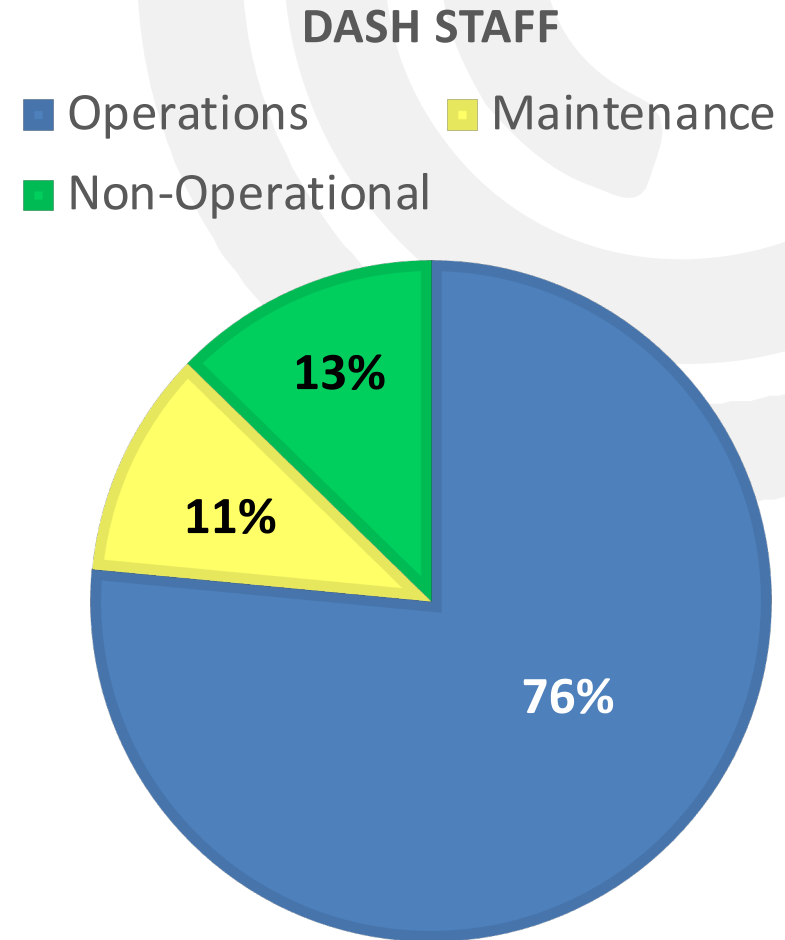
- 194 full time
- 25 part time

## 19 Supervisors

- 10 Field Supervisors
- 9 Control Center Supervisors

## Leadership

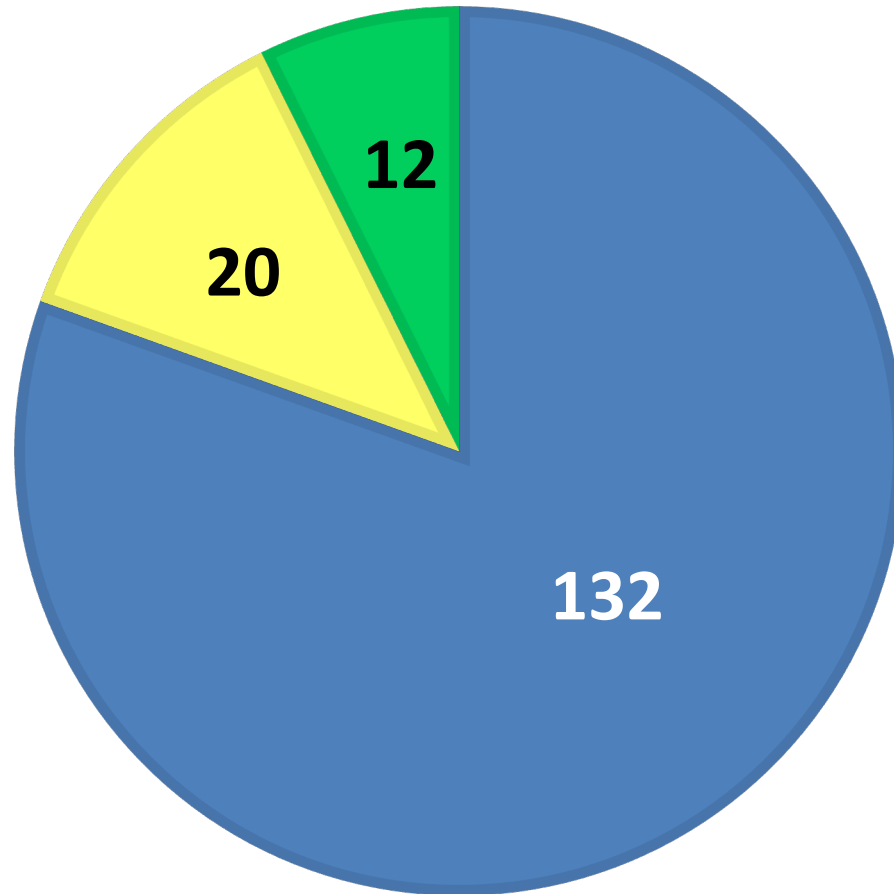
- Director, Operations Manager



# Who keeps Alexandria moving?

## DAILY OPERATIONS STAFF

■ Scheduled Operators   ■ Standby/Coverage   ■ Supervisors



160+ Operations staff  
report to work at DASH  
every weekday



# Tenure

National Average Tenure:

Transportation: 3.2 years

DASH: 8.3 years

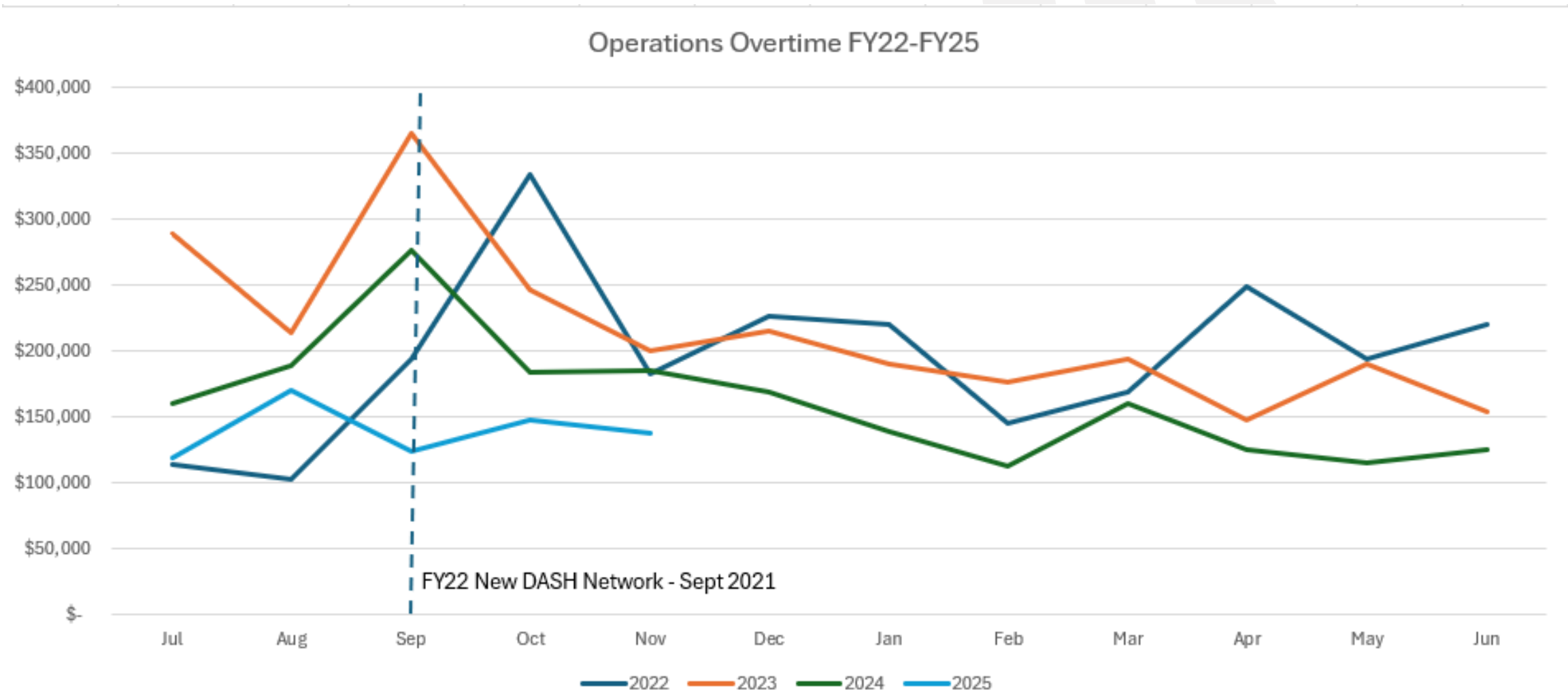
National Average Operator Pay: \$28.93

DASH: \$34.04

Benefits of long employee tenure:

- Reduced training costs
  - (6-9 full-time weeks for new operators)
- Knowledgeable operators
- Consistent service
- Operators are invested in The DASH Difference!
- Reduced overtime due to low turnover

# Overtime Trends



# Continued Improvement in 2025

- Maintain leadership focus on overtime and efficiency
  - Optibus™ Operations Management Module
  - Improve daily operations reporting
  - Strong attendance policy enforcement
- Strengthen communication and engagement with staff
  - Over-communicate!
    - Text, memos, emails, all-hands meetings, etc.
  - Expand training and refreshers for all staff levels
    - Including networking and leadership training opportunities
  - Support new employee events and grow existing ones

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**RUNNING**

Wednesday, 24 Jul 2024

**TODAY** < >

**ISSUES: 236** ^

Search **BY TYPE** ▾

- ▶ **1** BLOCK OVERLAP
- ▶ **3** CONSECUTIVE WORKDAYS
- ▶ **94** LATE DRIVER
- ▶ **12** MISSING DRIVER
- ▶ **72** MISSING VEHICLE
- ▶ **OVERLAP**

**DRIVERS** ^

Search

- DRIVER SIGN-ON TASKS
- ▶ **63** UNASSIGNED
  - ▶ **1** VOLUNTEER
  - ▶ **119** ASSIGNED
  - ▶ **42** NOT WORKING

**VEHICLES** ▾



**+** Search

	STATUS	TASK	LABEL	DRIVER	BLOCK	VEHICLE	ROUTE
	COMPLETED	201 AM STRAIGHT		<b>Ana Torres</b> 0505	1	301	
	LATE	202 AM STRAIGHT		MISSING DRIVER		806	
	COMPLETED	203 AM STRAIGHT		<b>Elmer Reyes</b> 0432	3	309	
	COMPLETED	204 AM STRAIGHT		<b>Bryant Jones</b> 0294	4	<i>Missing vehicle</i>	
	COMPLETED	205 AM STRAIGHT		<b>Jemaneshe Getahun</b> 0215	5	205	
	COMPLETED	206 AM STRAIGHT		<b>Larry Balmer</b> 0040	6	525	
	COMPLETED	207 AM STRAIGHT		<b>Francis Asamoah</b> 0013	7	509	
	COMPLETED	208 AM STRAIGHT		<b>Marvin Falwell</b> 0193	8	305	

# Continued Improvement in 2025

- Maintain leadership focus on overtime and efficiency
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    - Including networking and leadership training opportunities
  - Support new employee events and grow existing ones



# Session Management - Calendar

Color Legend:

New

In Progress

Awaiting Credit

Complete

Search Options

◀

today

▼

February 2025

Sun	Mon	Tue	Wed	Thu	Fri	Sat
26	27	28	29	30	31	01 Feb
		<div>Annual Refresher Course - 06:00 AM to 02:00 PM Course</div>		<div>Annual Refresher Course - 06:00 AM to 02:00 PM Course</div>		



# Continued Improvement in 2025

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  - **Support new employee events and grow existing ones**









Questions?



Communications Outreach Strategy:

# Our Story, Our Impact





# Strategic Plan Goals



## **Goal 1: System Excellence**

Provide a robust transportation system that meets our customers' needs



## **Goal 4: Workplace Excellence**

Foster an environment that champions inclusion, work-life balance, innovation, and professional growth and satisfaction



## **Goal 2: Customer Experience**

Deliver a top-notch customer experience so that people choose to ride



## **Goal 5: Fiscal Responsibility & Efficiency**

Deliver high-quality, cost-efficient services that offer maximum value to the community



## **Goal 3: Environmental Stewardship**

Minimize the community's carbon footprint on the environment





# Communications Goals



**Cohesive Branding:** Consistent messaging across all channels



**Impactful Storytelling:** Sharing compelling stories about DASH's impact



**Engaging Audiences:** Building strong relationships with our stakeholders



**Promoting Ridership:** Encouraging people to choose DASH





# Target Audiences

Staff

Riders

Community

Partners



# Communications Channels



**Social Media**



**Website**



**E-News & SMS**



**Printed &  
Marketing  
Materials**



**Customer  
Service**



**Community  
Meetings &  
Events**







# Storytelling Strategies

- **Human-Centered Stories:** Focus on the people DASH impacts
- **Data-Driven Insights:** Use data to highlight the impact of DASH
- **Visual Storytelling:** Use images and videos to tell engaging stories
- **Emotion and Authenticity:** Adding an emotional side through authentic stories



# Our Impact

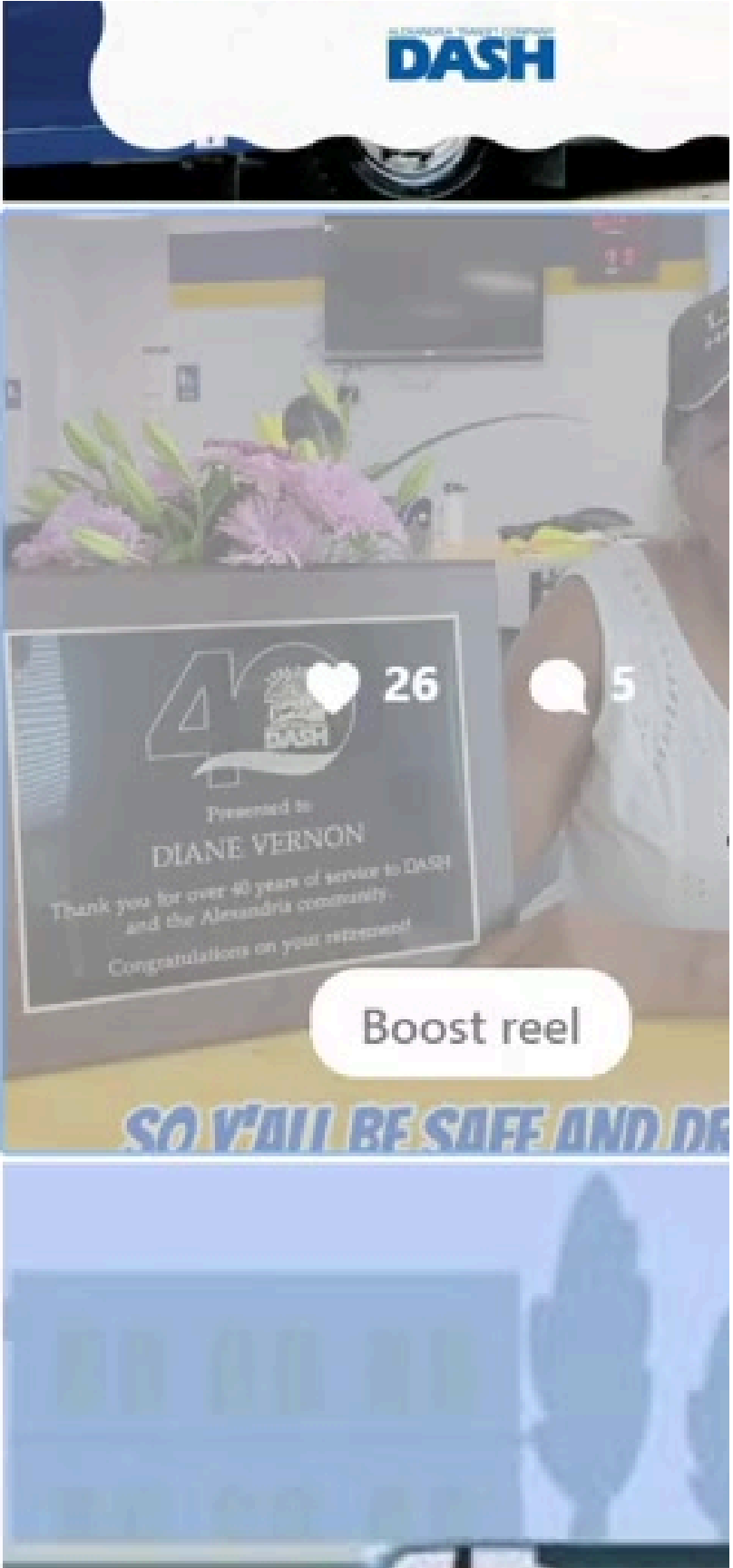
Beyond the ride...

- **Breaking Barriers:** Connecting communities and individuals
- **Empowering Our Riders:** Providing accessible transportation for all
- **Protecting the Environment:** Reducing traffic congestion and carbon emissions
- **Building a Stronger Alexandria:** Contributing to the City's overall development









# Thank You

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QUESTIONS?

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