



## DASH Board of Directors Meeting Agenda

Dec 11th 2024 5:30pm - 7:30pm

3000 Business Center Drive, Alexandria VA 22314 (DASH Facility)

Monthly Meeting of the Alexandria Transit Company (DASH) Board of Directors

### 1. Welcome

David Kaplan

5:30pm

#### a. Call to Order

#### b. Attendance

#### c. Welcome and Introductions

### 2. Collaboration and Engagement

5:35pm

#### a. Public Comment

#### b. Chairs Report

David Kaplan

#### 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.



ATC Board - Policy - Actions and Correspondence - Final.pdf



ATC Board - Policy - Electronic Participation - Final.pdf



ATC Board - Policy - Public Participation - Final.pdf

#### 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.

c. **T&ES Report**

Hillary Orr

 [Deputy Directors Notes 12.11.24.docx](#)

d. **Other Member Reports**

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

Kendel Taylor  
Arthur Wicks

 [DASH Board meeting.pdf](#)

3. **Regular Business**

6:20pm

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

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

 [November Board Meeting Minutes\\_11.13.2024.pdf](#)

b. **Review of Financials**

Edward Ryder

 [ATC Board Financials - September 2024.pdf](#)

4. **Action Items**

6:25pm

a. **DRPT Grant Resolutions**

Martin Barna  
Raymond Mui

 [FY26 ATC DRPT Grants Memorandum\\_v2.docx](#)


i. **DASH Digital Mirror Technology Pilot**

 [ATC Board Resolution 25-03 - Digital Mirror Pilot.docx](#)

ii. **Public Transit Internship Program**

 [ATC Board Resolution 25-04 - Public Transit Intern.docx](#)

iii. **DASH Deck Replacement Project**


 [ATC Board Resolution 25-05 - Deck Replacement Project.docx](#)

5. **Staff Reports**

6:35pm

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

Yvonne Jung  
Stephanie Salzone

 [Departmental Presentation - Employee Benefits.pdf](#)

b. **Inauguration Shuttle Service by DASH**

Josh Baker

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**

Josh Baker

 [DASH Ridership Summary Fy25.pdf](#)

## 6. Strategic Updates

6:55pm

### a. Technology Strategy

Raymond Mui



Strategic Update - Technology.pdf

## 7. Adjournment

### a. Consideration to adjourn the meeting.

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

END  
7:30pm

### CORRESPONDENCE POLICY

It shall be the policy of the Alexandria Transit Company Board of Directors to act upon items during regularly scheduled meetings. Such items include but are not limited to letters of support, grant resolutions, and correspondence authorizations for the General Manager. In the event it is infeasible to assemble the Board or there is no scheduled meeting in advance of an action due date, the Board may exercise this policy to approve or otherwise act on an item.

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### PROCEDURE

The Board shall act on items during regularly scheduled or specially called meetings. If that is infeasible the following steps must be taken.

1. Determine if it is infeasible to assemble the Board in the timeline required to complete the action
2. Form a two-member committee to review the request for consideration and action.
3. Any edits to a document or action will be incorporated into a final document before it is distributed to the full Board.
4. The standing committee shall consist of the Chair and Vice Chair of the Board, the Chair is authorized to appoint replacement members in the case where the Chair or Vice Chair is unavailable or must recuse themselves.
5. Once the committee determines the recommended action, the Secretary of the Board shall circulate the document to the full Board of Directors requesting that members state (within a specified, but reasonable, time) any concerns or issues with the document.
6. If no comments are received the Secretary shall finalize the action and submit it to the designated signatory on behalf of the Board.

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### REQUIREMENTS

- Use of the policy is limited to not more than three (3) times a year, where two of these cases may only occur during the months of July and August while the Board is in recess.
- City Staff members shall recuse themselves from participating in any action that creates a financial implication for the City.

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### ADHERENCE TO FOIA AND PUBLIC MEETING LAWS

No part of this policy is intended to conflict with the requirements of the Code of Virginia Chapter 37: Virginia Freedom of Information Act or any subsection therein

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### POLICY EFFECTIVE DATE:

The effective date of the policy or policy revision shall be the date the ATC Members ratify it.

Original Policy Date: November 13, 2024

Policy Revision Date(s): December 11, 2024

## ALEXANDRIA TRANSIT COMPANY BOARD OF DIRECTORS

### ELECTRONIC PARTICIPATION POLICY

Pursuant to the Code of Virginia, § 2.2-3708.3, the Alexandria Transit Company (ATC) has adopted the following policy concerning meetings held through electronic communication means; situations other than declared states of emergency.

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#### MEMBER REMOTE PARTICIPATION

As defined in the Code of Virginia, § 2.2-3701, "remote participation" means "participation by an individual member of a public body by electronic communication means in a public meeting where a quorum of the public body is otherwise physically assembled.

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#### ELECTRONIC MEMBER PARTICIPATION PERMISSION #1 DISABILITY OR MEDICAL CONDITION

If notified on or before the day of the meeting, it shall be the policy of ATC to allow a member to participate electronically under § 2.2-3708.3.B.1 when:

- a. The member has a temporary or permanent disability or other medical condition that prevents physical attendance.
- b. At the beginning to the meeting, the Chair shall state the member's electronic participation and the general reason (specifics are not required).
- c. A quorum of ATC must be physically assembled at the primary or central meeting location, but the member participating electronically shall be counted toward the quorum.
- d. There must be arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.
- e. ATC shall record in its minutes the remote location from which the member participated and the fact that the member participated through electronic means due to a disability or medical condition.

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#### ELECTRONIC MEMBER PARTICIPATION PERMISSION #2: CAREGIVING

If notified on or before the day of the meeting, it shall be the policy of ATC to allow a member to participate electronically under § 2.2-3708.3.B.2 when:

- a. A medical condition of a member's family requires the member to provide care that prevents physical attendance.
- b. At the beginning to the meeting, the Chair shall state the member's electronic participation and the general reason (specifics are not required).
- c. A quorum of ATC must be physically assembled at the primary or central meeting location, but the member participating electronically shall be counted toward the quorum.
- d. There must be arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.
- e. ATC shall record in its minutes the remote location from which the member participated and the fact that the member participated through electronic means due to caregiving.

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### **ELECTRONIC MEMBER PARTICIPATION PERMISSION #3: PERSONAL MATTERS**

If notified on or before the day of the meeting, it shall be the policy of ATC to allow a member to participate electronically under § 2.2-3708.3 .B.4 when:

- a. The member is unable to attend the meeting due to a personal matter.
- b. At the beginning of the meeting, the Chair shall state the member's electronic participation and the specific nature of the personal matter.
- c. Each ATC member may not use this permission for more than two meetings per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.
- d. A quorum of ATC must be physically assembled at the primary or central meeting location.
- e. There must be arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.
- f. ATC shall record in its minutes the remote location from which the member participated, and the specific nature of the personal matter cited by the member.

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### **PROCEDURE AND APPROVALS**

On or before the day of a meeting, the member shall notify the Chair and the CEO that the member is unable to attend the meeting stating the reason. The member must identify with specificity the nature of the personal matter.

The Chair may approve or disapprove a request for electronic participation. If the absent member's remote participation is disapproved because such participation would violate this policy, the basis for the disapproval shall be recorded in the ATC Board minutes. The decision shall be based solely on the criteria in this policy, without regard to the identity of the member or matters that will be considered or voted on during the meeting.

The ATC Board secretary shall record the specific nature of the personal matter and the remote location from which the absent member participated in the ATC Board minutes.

For any remote participation, the ATC Board shall make arrangements for the voice and video of the absent member or members to be heard by all persons in attendance at the meeting location.

This policy shall not exclude members of the public or staff of the organization from participating remotely without limit.

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### **ELECTRONIC MEETINGS DURING A STATE OF EMERGENCY**

As permitted by § 2.2-3708. 2, it shall be the policy of ATC to allow a meeting without a quorum of the public body physically assembled at one location when the Governor has declared a state of emergency in accordance with § 44-146.17 provided that (i) the catastrophic nature of the declared emergency makes it impracticable or unsafe to assemble a quorum in a single location and (ii) the purpose of the meeting is to provide for the continuity of operations of the public body or the discharge of its lawful purposes, duties, and responsibilities. This allowance is applicable only for the duration of the emergency declared pursuant to § 44-146.17 or 44-146.2 I.

When convening a meeting in accordance with this permission, ATC shall:

1. Give public notice using the best available method given the nature of the emergency, which notice shall be given contemporaneously with the notice provided to members of ATC conducting the meeting;
2. Make arrangements for public access to such meeting through electronic communication means, including videoconferencing if already used by ATC;
3. Provide the public with the opportunity to comment at those meetings of the ATC when public comment is customarily received; and,
4. Otherwise comply with the provisions of FOIA.

In addition, the minutes shall state the:

1. Nature of the emergency,
2. Fact that the meeting was held by electronic communication means, and;
3. Type of electronic communication means by which the meeting was held shall be stated in the minutes.

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#### **ALL VIRTUAL MEETINGS**

As defined in the Code of Virginia, § 2.2-3701, an "all-virtual meeting" means "a public meeting (i) conducted by a public body, other than those excepted pursuant to subsection C of § 2.2-3708.3, using electronic communication means, (ii) during which all members of the public body who participate do so remotely rather than being assembled in one physical location, and (iii) to which public access is provided through electronic communication means." It shall be the policy of ATC to allow for all-virtual meetings under § 2.2-3708.3.C provided that ATC does not convene an all-virtual public meeting (i) more than two times per calendar year or 50 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual meeting.

For an all-virtual meeting, ATC shall:

1. Indicate that the meeting will be an all-virtual meeting in the required meeting notice along with a statement notifying the public that the method by which ATC 3 Enclosure 1 to By-Laws of the Board of Veterans Services chooses to meet shall not be changed unless ATC provides a new meeting notice in accordance with the provisions of §2.2-3707;
2. Provide public access to the all-virtual meeting via electronic communication means and the electronic communication means used allows the public to hear all members participating in the all- virtual meeting and, when audio-visual technology is available, to see the members as well;
3. Provide a phone number or other live contact information is provided to alert ATC if the audio or video transmission of the all-virtual meeting provided fails, ATC monitors such designated means of communication during the meeting, and ATC takes a recess until public access is restored if the transmission fails for the public;
4. Make available a copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to the members of ATC for the all-virtual meeting to the public in electronic format at the same time that such materials are provided to members;



5. Afford the public the opportunity to comment through electronic means, including by way of written comments, at all-virtual meetings when public comment is customarily received;
6. Ensure that no more than two members of ATC are together in any one remote location unless that remote location is open to the public to physically access it; and;
7. Ensure that minutes of all-virtual public meetings are taken as required by § 2.2- 3707 and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held. If a member's participation from a remote location pursuant to this subsection is disapproved because such participation would violate the policy adopted pursuant to subsection D, such disapproval shall be recorded in the minutes with specificity.

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**POLICY EFFECTIVE DATE:**

The effective date of the policy, or policy revision, shall be the date the ATC Members ratify the policy. This policy shall be adopted annually by recorded vote at a public meeting and shall be applied strictly and uniformly.

Original Policy Date: July 1, 2021

Policy Revision Date(s): December 11, 2024

## ALEXANDRIA TRANSIT COMPANY BOARD OF DIRECTORS

### PUBLIC PARTICIPATION POLICY

It shall be the policy of the Alexandria Transit Company Board of Directors to incorporate public participation in decision-making to the greatest extent possible. Such participation shall follow Virginia Freedom of Information act regulations and shall follow the principles of Roberts Rules of Order (as amended), and generally the policies of the City Council for the City of Alexandria, Virginia.

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#### POLICY

The Board shall take public comment in accordance with the standards established hereafter at each regular meeting so long as sufficient time exists within the meeting agenda/docket. Public comment does not include public hearings, which are addressed separately within this policy.

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#### FORMAT

Public comment is accepted at the beginning of each meeting of the Board of Directors unless otherwise announced by the Chair of the Board. Such comment may be regarding any matter under or not under the direction of the Board, so long as such comment is within the guidelines and is not pertaining to a personnel matter.

There is a limit of ten (10) speakers during the public comment period of the meeting, at the discretion of the Chair, additional speakers may be permitted or deferred until the end of the regular meeting. There is no limit to the number of speakers for a public hearing.

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#### SPEAKING TIME

A speaker shall limit their remarks to three (3) minutes and shall speak only once on any agenda item. Except that one officer or other designated member speaking on behalf of each neighborhood civic association or unit owners' association desiring to be heard on an agenda item shall be allowed five (5) minutes. To obtain five minutes, the individual must identify as a designated speaker and identify the neighborhood civic association or unit owners' association they represent, at the start of your presentation.

A speaker may be stopped if their comments become irrelevant or unnecessarily repetitious. The Board Secretary shall arrange for a timekeeping method or timekeeper to ensure that each speaker stays within the allotted speaking time.

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#### FORMAT

Speakers are asked to notify the Secretary of the Board in advance of the meeting if they wish to pre-register to speak. Such pre-registered speakers will be called upon first in an order determined by the Chair or presiding member. Following pre-registered speakers, the Chair will invite additional speakers to indicate their desire to comment.

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#### COMMENTS IN WRITING

Speakers are encouraged to prepare and deliver to the Board Secretary for distribution to the Board written statements of their positions.

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## PUBLIC HEARINGS

As a matter of business, Public Hearings are provided during specially designated periods for certain docket items. These include, but are not limited to: Budget Deliberations, Budget Drafts, Budget Approvals, Transit Development Plan (TDP) Deliberations, TDP Drafts and TDP Approvals, service changes regardless of size or scope, fare collection policy changes regardless of size or scope. Public hearings are separate from public comment however they shall follow the same guidelines as outlined above. (Add: statement stating when there is a public hearing there is no separate public comment period)

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## SPEAKING DURING THE MEETING

No person may speak on any docket or non-docket item at any time during the meeting outside of the Public Comment or Public Hearing period. Attendees who disrupt the meeting, act out, or in any way seek to prohibit the Board from continuing its business will be asked to leave the meeting at the discretion of the Chair or presiding member. Any attendee who refuses to leave the meeting upon violation of this provision may be subject to removal.

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## PUBLIC COMMENT PERIOD

Upon the start of the public comment period, the Chair or the presiding member shall read the public comment welcome and introduction as follows:

***We are about to convene into the public comment period of our meeting. All DASH Board meetings include a public comment period at the beginning of the meeting as we believe it is crucial for us to hear from our riders and community members.***

***The Board is here to listen, however, please keep in mind that the public comment period is not designed to be a discussion. Accordingly, please do not expect the Board to respond to your concerns or questions tonight. We take any concerns and questions seriously and need sufficient time to process and research any issues, if need be. Board members will respond to your questions and concerns at a future meeting or have the proper staff member get back to you at the appropriate time.***

***Please note that personnel matters are not a part of the public comment period, however, please know that we take any personnel questions seriously, you are asked to contact the DASH administration with any such concerns.***

***We ask that all speakers and members of the audience maintain civility and respect for any divergent views that others possess, further we ask that speakers please address their comments to the Board directly rather than the audience.***

***The Board will take pre-registered speakers first and then I will invite others who wish to speak who may not have pre-registered. For future meetings, you may pre-register on the website [dashbus.com](http://dashbus.com) on the Board of Directors page.***

***I will now call the first speaker. Please remember that each individual speaker is allotted 3 minutes for your comments, if you are speaking on behalf of a neighborhood civic association or unit owners' association please identify yourself accordingly to be recognized for 5 minutes.***

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## POLICY EFFECTIVE DATE:

The effective date of the policy, or policy revision, shall be the date the ATC Members ratify the policy.

Original Policy Date: November 9, 2022  
Policy Revision Date(s): December 11, 2024

**T&ES Deputy Director Notes  
ATC Board of Directors Meeting 12.11.24**

**DMV Moves**

On December 2<sup>nd</sup>, the DMV Moves Task Force met to discuss key considerations for:

1. Baseline Required Investment;
2. Getting the best value from transit funding sources; and
3. What is needed to deliver a world-class transit system?

Participants largely agreed that “Scenario 2” (Enhanced Service + Baseline State of Good Repair) was an acceptable minimum recommendation for the DMV Moves effort, but that we should ultimately seek to identify mechanisms to fund system modernization and expansion.

The group also discussed what types of funding models would work best for our region, and there was no clear consensus on this issue. Some people felt that a new uniform, regional revenue source was needed to move our system forward and others felt it would be best to allocate transit funding needs to the jurisdictions and allow them the flexibility to figure out how to raise revenues themselves. Others felt that a hybrid approach was more appropriate.

Ultimately, the group was asked to consider how to prioritize modernization and expansion initiatives, and largely the group felt that [cost-saving] modernization and a focus on BRT were the most cost-effective and impactful ways to improve transit in the region.

**Duke Street Transitway Update**

At the June Traffic and Parking Board meeting, members unanimously approved a recommendation to convert the Duke Street Service Road connecting Cambridge Road and West Taylor Run Parkway Intersection to one-way westbound operation to facilitate safer traffic operations, congestion management, and multimodal safety and accessibility improvements as part of the Duke Street Transitway Project. The Board also approved a recommendation to modify the intersection of Cambridge Road and the Duke Street Service Road, which would improve traffic flow and reduce congestion (and is based on the one-way operation of the Service Road). Finally, a third recommendation was approved which modifies the approved Duke Street Transitway concept to convert the right most lane of North Quaker Lane at Duke Street from a right turn only lane to a dedicated bus and right turn only lane to enable buses to jump traffic queues at this intersection.

City Council considered the resolution at its November 12 Public Hearing and voted 3-3 (1 abstention) whether to support the Traffic & Parking Board’s recommendations. The Council introduced a new motion that brought back a partial one-way option from Longview Drive to Cambridge Road, which was approved by a vote of 6 to 1.

Procurement for Owner Advisor and Design Services is underway and expected to move forward in Winter/Spring 2025.

The City had advertised design services but was not satisfied with the proposals submitted. Staff has decided to reissue to the RFQU with a focus on an innovative approach to project delivery and an industry leading team.

### **Pickett Street**

At its November 16 Public Hearing, the Alexandria City Council voted to uphold the Traffic & Parking Board's July 22 recommendation for South Pickett Street Corridor Improvements Project. The project will proceed into the detailed design phase in 2025.

The City's South Pickett Street project was initiated in 2023 to provide mobility, access, safety, and comfort improvements to all users on South Pickett Street between Duke Street and Edsall Road. The project features improvements that benefit DASH bus riders, including new crosswalks, shorter crossings, a speed limit reduction, and bus boarding islands throughout the corridor. The improvements will also facilitate access to the future Duke Street Transitway. The project is expected to be implemented in 2026.



CITY OF ALEXANDRIA

# DASH Board Meeting December 11, 2024



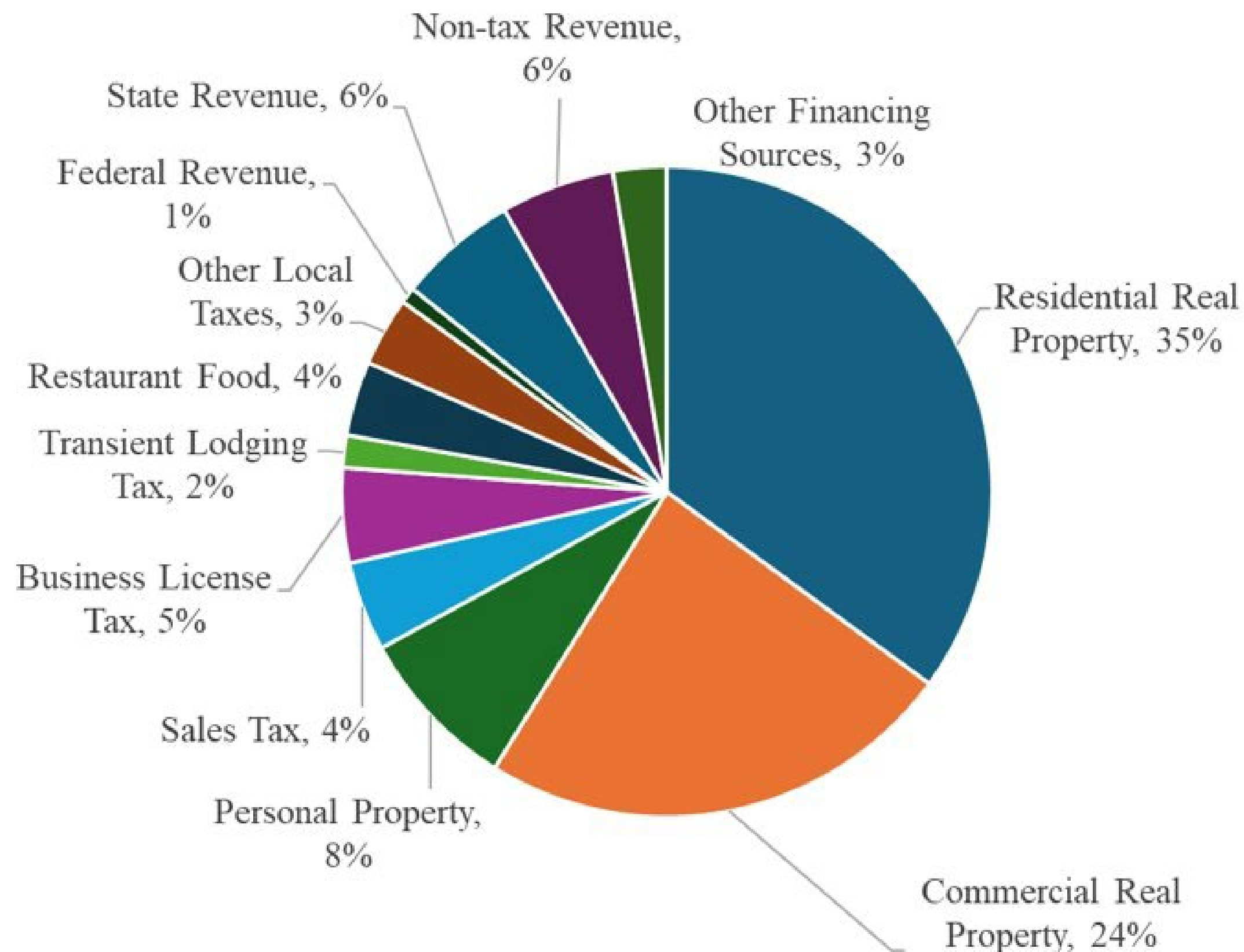


# Revenue Outlook





# General Fund Revenue Basics





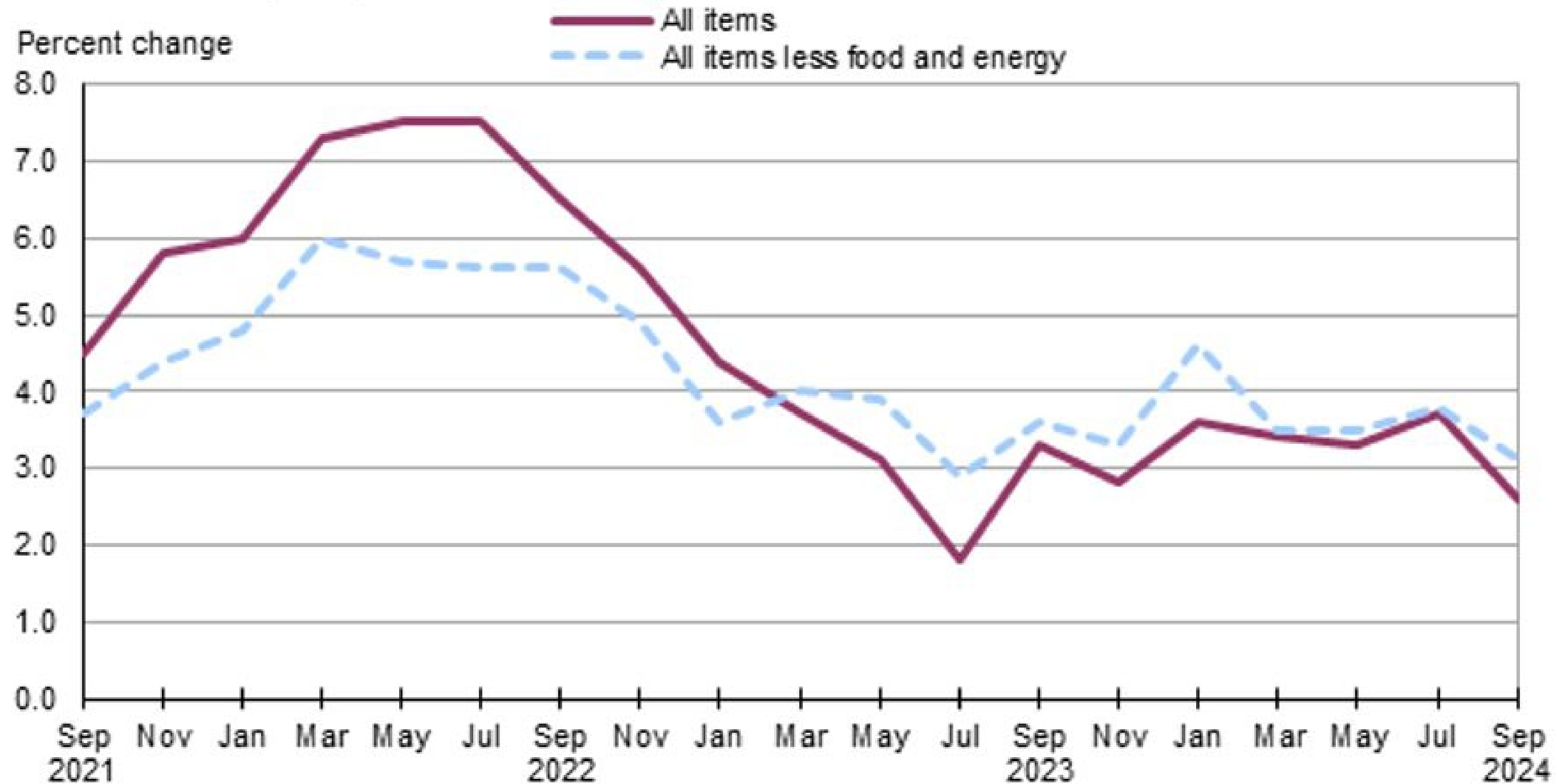
# Revenue Outlook

- Consumer spending remains strong, but growth has slowed
  - Sales tax revenue increase of 7% in FY 2023
  - Sales tax revenue increase of less than 2% in FY 2024
  - Transient lodging tax revenue is the highest ever in FY 2024
- Real estate
  - 2024 Residential appreciation – <3%
  - 2025 Residential range – 3 to 4%
  - Similar range in 2026
- Vehicle values remain high, driving personal property tax revenue



# Regional Inflation

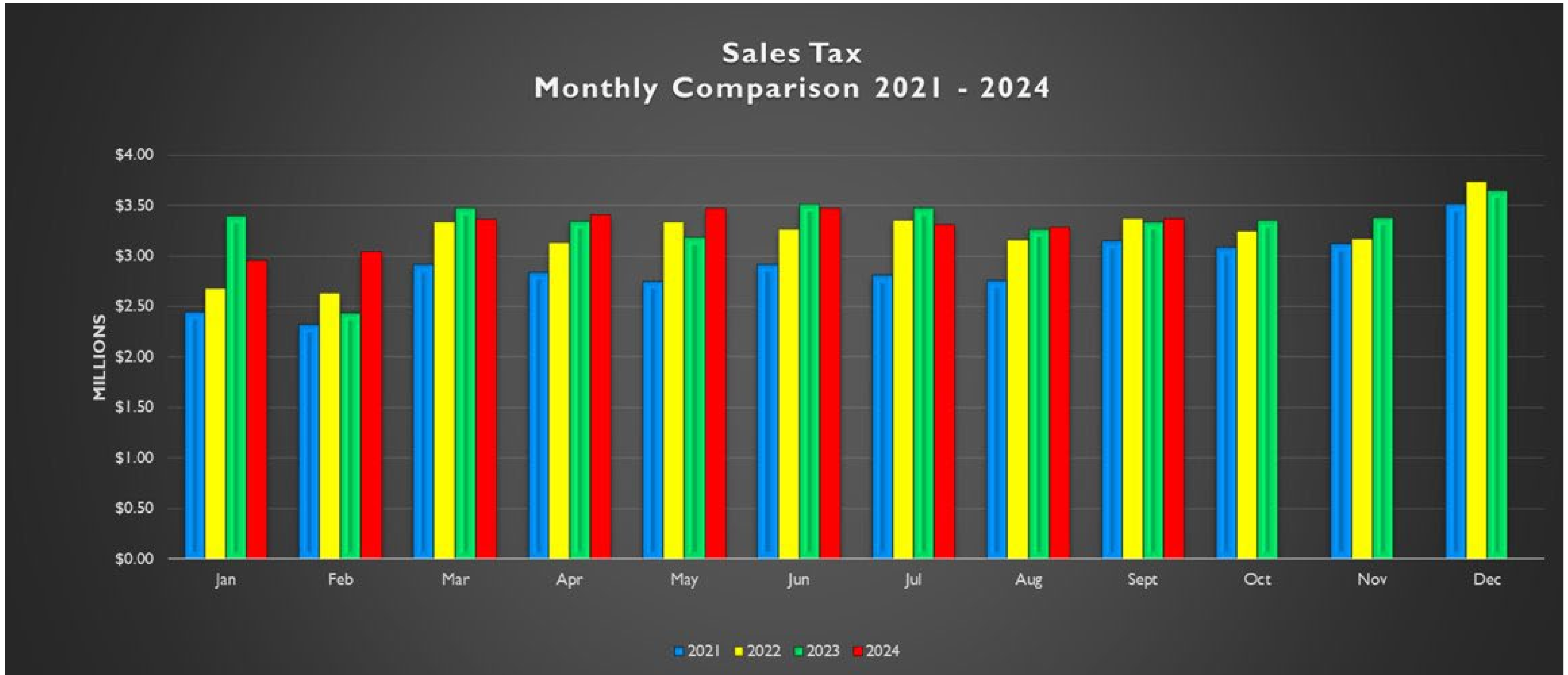
Chart 1. Over-the-year percent change in CPI-U, Washington-Arlington-Alexandria, DC-VA-MD-WV, September 2021–September 2024



Source: U.S. Bureau of Labor Statistics.



# Revenue Basics



# Local Economy

## Unemployment Rate\*

|                          | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------------|------|------|------|------|------|
| Alexandria               | 9.9% | 4.6% | 2.4% | 2.2% | 2.4% |
| Commonwealth of Virginia | 8.8  | 4.3  | 2.8  | 2.6  | 3.0  |
| United States            | 11.0 | 5.9  | 3.6  | 3.6  | 4.3  |

\*Source: US Department of Labor, Bureau of Labor Statistics

As of June each year. Virginia and US are seasonally adjusted. Alexandria is not seasonally adjusted

## Office Vacancy Rate\*\*

|                          | 2Q<br>2022 | 2Q<br>2023 | 2Q<br>2024 |
|--------------------------|------------|------------|------------|
| Alexandria               | 14.6%      | 14.6%      | 15.5%      |
| Northern Virginia        | 20.9       | 19.6       | 20.2       |
| Washington DC Metro Area | 19.3       | 19.3       | 19.8       |

\*\*Source: CoStar and Colliers Northern Virginia Office Report



# Assessment Forecast

|                               | Actual | Assessment Rates | Growth | Forecasted    | Forecasted   |
|-------------------------------|--------|------------------|--------|---------------|--------------|
|                               |        | CY 2024          |        | CY 2025       | CY 2026      |
| <b>Residential</b>            |        |                  |        |               |              |
| Single Family                 |        | 2.69%            |        | 4.00%         | 4.00%        |
| Condo                         |        | 4.49%            |        | 3.00%         | 3.00%        |
| Other Residential             |        | - 17.54%         |        | 3.50%         | 4.00%        |
| <b>Total Residential</b>      |        | <b>2.98%</b>     |        | <b>3.70%</b>  | <b>3.71%</b> |
| <br><b>Commercial</b>         |        |                  |        |               |              |
| Multi -family rental          |        | -2.26%           |        | -3.00%        | 3.50%        |
| Office, Retail, and Services  |        | -5.73%           |        | -1.14%        | -0.59%       |
| Vacant Commercial             |        | -13.40%          |        | -1.50%        | 0.00%        |
| <b>Total Commercial</b>       |        | <b>-4.00%</b>    |        | <b>-2.16%</b> | <b>1.64%</b> |
| <b>Total Locally Assessed</b> |        | <b>0.28%</b>     |        | <b>1.53%</b>  | <b>2.97%</b> |

Source: Department of Finance, Division of Real Estate Assessments



# Revenue Forecast

## FY 2026 Preliminary Revenue Estimate (\$ in millions)

| Revenue                      | FY 2024<br>Actuals | FY 2025<br>Budget | FY 2026<br>Estimate | \$ Change    | % Change    |
|------------------------------|--------------------|-------------------|---------------------|--------------|-------------|
| Real Estate                  | \$526.9            | \$545.4           | \$554.7             | \$9.3        | 1.7%        |
| Personal Property            | 71.2               | 75.6              | 80.5                | \$4.9        | 6.5%        |
| Sales Tax                    | 40.1               | 41.2              | 41.2                | \$0.0        | 0.0%        |
| Other Local Taxes (inc. P&I) | 123.0              | 124.7             | 126.9               | \$2.2        | 1.8%        |
| Intergovernmental            | 36.2               | 62.5              | 62.5                | \$0.0        | 0.0%        |
| Non-Tax Revenue              | 63.3               | 38.9              | 38.2                | (\$0.7)      | (1.9%)      |
| Use of Money and Prop.       | 30.4               | 24.2              | 16.8                | (\$7.4)      | (-30.5)     |
| Use of Fund Balance          | \$10.0             | \$14.0            | \$14.0              | -            | 0.0%        |
| <b>Total</b>                 | <b>\$901.1</b>     | <b>\$926.4</b>    | <b>\$934.8</b>      | <b>\$8.4</b> | <b>0.9%</b> |





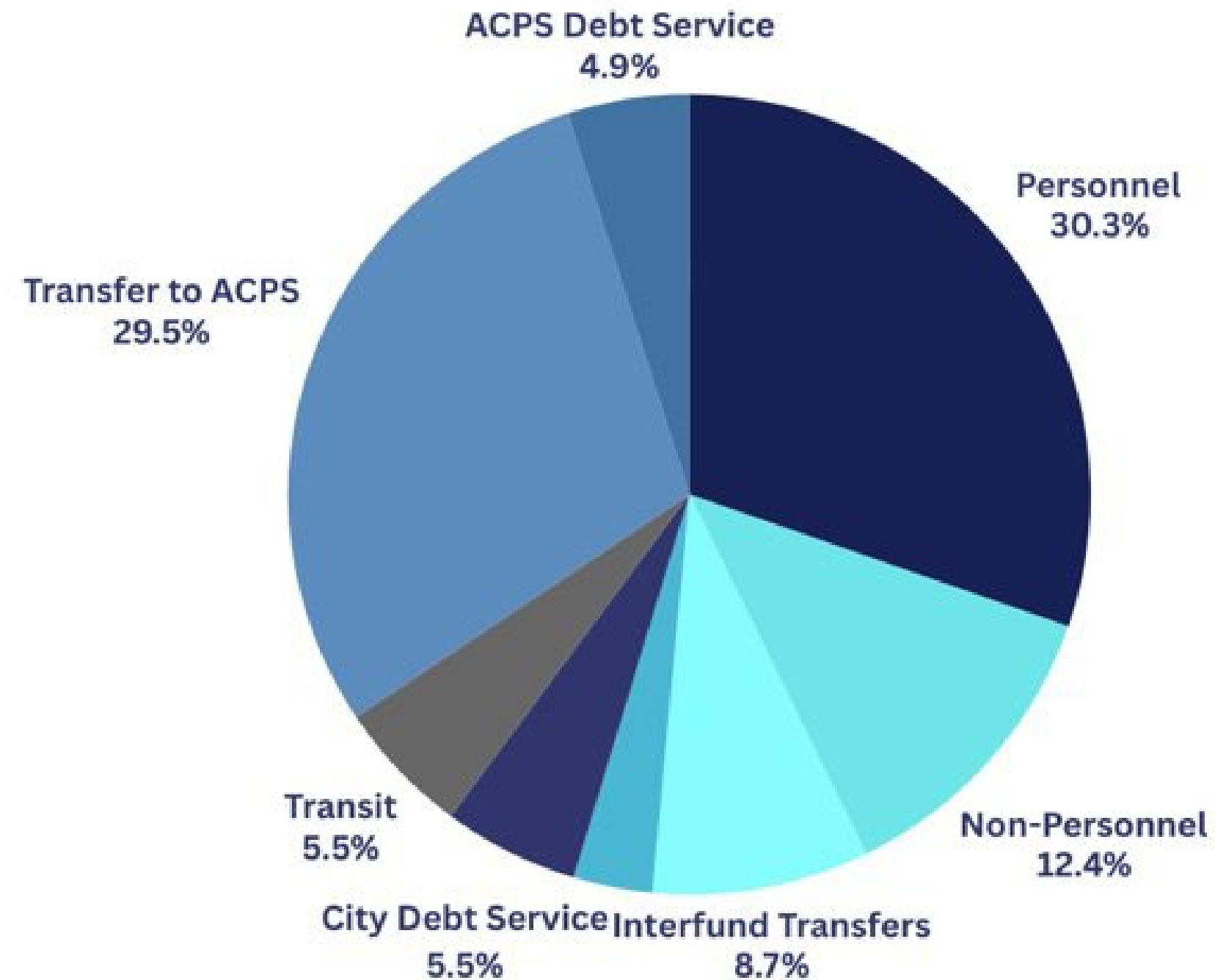
# Expenditure Overview





# FY 2025 General Fund Expenditure Overview

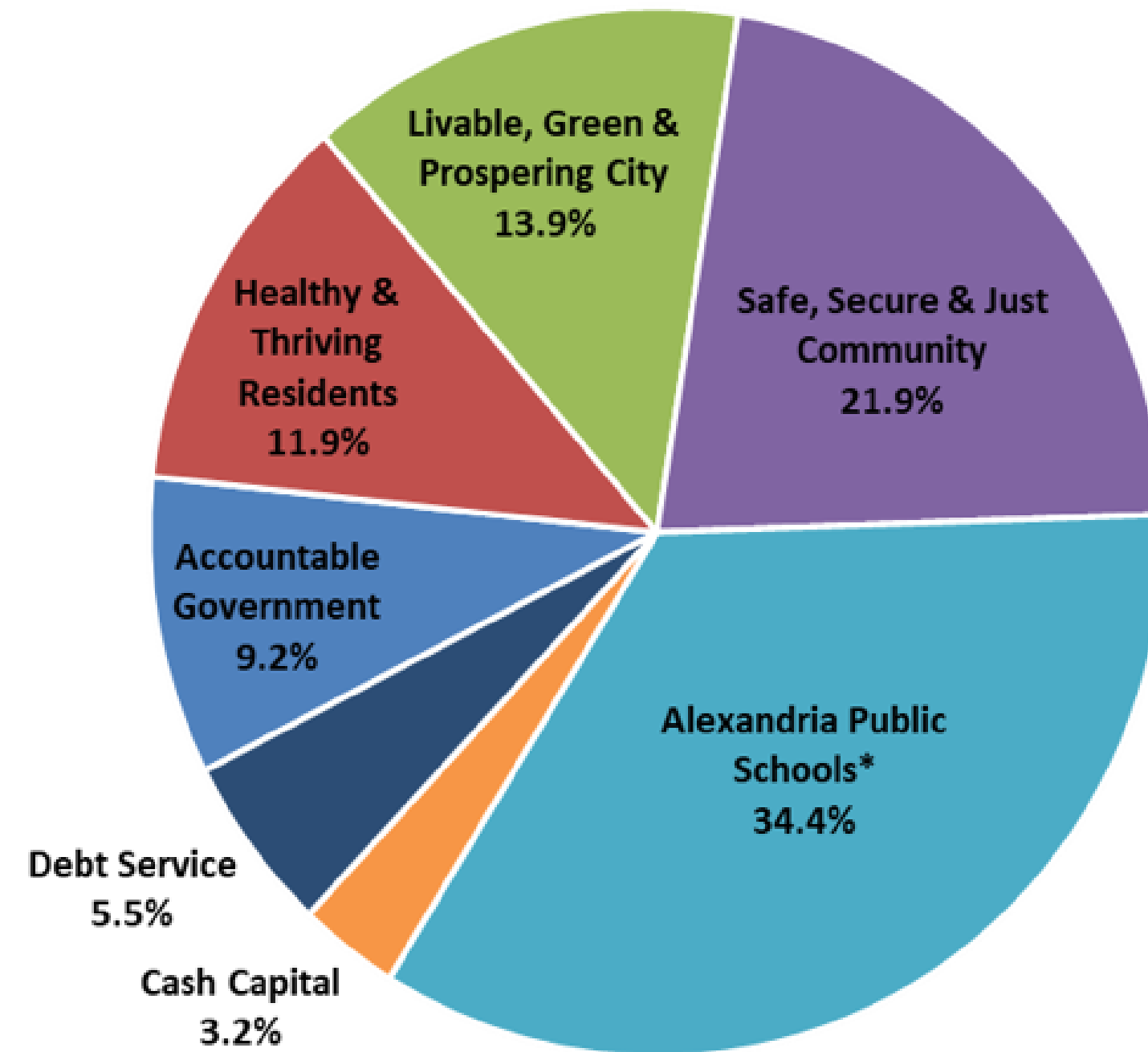
\$926.4M





FY 2025  
General Fund  
Expenditure by  
Functional  
Area

\$926.4M





# Expenditure Cost Drivers

- Total Increase \$26.7 M
  - Existing City operations \$13.3 M
    - Personnel \$9.5 M (3.5%)
    - Non - personnel \$3.8 M (2.0%)
  - ACPS transfer \$5.5 M (assuming 2.0% growth)
  - Transit services \$1.0 M (assuming 2.0% growth)
- Does not include new or expanded services



# Expenditure Cost Drivers

- Cash capital \$1.3 M increase (4.3%)
- Debt service \$5.7 M increase
  - City debt service \$2.3 M (4.6%)
  - ACPS debt service \$3.3 M (7.3%)
    - Non - personnel \$3.8 M (2.0%)
- Assumes no increase in the FY 2026 - 2034 CIP



# FY 2026 Preliminary Forecast

- Expenditure estimate = \$953.1 M (2.9% increase)
- Revenue forecast = \$934.8 M (0.9% increase)
- Adjustments needed to balance = \$18.3 M
  - Revenue increases and/or expenditure reductions



# Operating Budget Expenditure Estimate

| Expenditure      | FY24 Actual | FY25 Budget | FY26 Estimate | \$ Change | % Change |
|------------------|-------------|-------------|---------------|-----------|----------|
| City Operations  | \$457.2     | \$476.9     | \$490.2       | \$13.3    | 2.8%     |
| ACPS Transfer    | 258.7       | 273.0       | 278.5         | 5.5       | 2.0      |
| Transit Services | 48.7        | 50.7        | 51.7          | 1.0       | 2.0      |
| Cash Capital     | 48.4        | 29.5        | 30.8          | 1.3       | 4.3      |
| City Debt Svc    | 51.7        | 50.7        | 53.1          | 2.3       | 4.6      |
| ACPS Debt Svc    | 32.2        | 45.5        | 48.9          | 3.3       | 7.3      |
| Total            | 896.9       | 926.4       | 953.1         | 26.7      | 2.9      |



# Goals

- Continue focus on City Council priorities
  - View through the lenses of equity and environmental stewardship
- Fund previous commitments
  - Collective bargaining agreements
  - Cyclical compensation reviews and adjustments
  - Current CIP
- Avoid service reductions in high priority programs





# Objectives

- Limit overall operating budget growth to 2.0% for City departments, ACPS, and partner agencies
  - Limit does not apply to cash capital and debt service
- Limit base budget growth to non - discretionary increases
- Identify at least 1% in efficiency savings (\$4.5M)
- Prioritize services
- Review cost recovery rates





# Ta x R a t e O p t i o n s

| Source                       | Current Rate             | Legal Limit  | Potential Revenue                        |
|------------------------------|--------------------------|--|--|
| Real Estate                  | \$1.135                  | None   | \$5.0 M per 1 cent                       |
| Vehicle<br>Personal Property | \$5.33                   | None   | \$7.3 M per 50 cents                     |
| Meals                        | 5.0%                     | None   | \$7.0 M per 1.0%                         |
| Transient Lodging            | 6.5% + \$1.25 per night  | None   | \$2.0 M per 1.0%                         |
| BPOL                         | \$0.35                   | Business, Personal, Repair \$0.36<br>Financial Services \$0.58 | \$0.4 M per \$0.01<br>\$1.0 M per \$0.10 |
| Admissions                   | 10% not to exceed \$0.50 | None   | \$0.2 M per \$0.25 cap<br>increase       |

- Proposed budget will include updated revenue estimates and rate comparisons to other jurisdictions
- Advance notice required to change through Add/Delete



# CIP Retreat Slides



# Approved FY 2025 – FY2034 CIP

- Began work to reposition capital program for more sustainable growth
- Focused on previously planned projects and core maintenance
- Significant investments planned in City Hall, Market Square, George Mason Elementary, Cora Kelly Elementary, and Landmark redevelopment
- Continues plan for deploying CIP fund balance designation to help smooth cost curve

| Year 1 (FY 2025) Capital Budget                                  |  |
|--|--|
| \$493.7 million  |  |
| 10-Year Approved Funding Total                                   |  |
| \$2,401.5 million  |  |
| FY 2025 General Fund Cash Capital                                |  |
| \$29.5 million   |  |
| FY 2024 General Fund Debt Service                                |  |
| \$96.3 million   |  |
| Cash/Borrowing Split   |  |
| 45% Cash / 55% Borrowing   |  |
| <i>Approved Plan Complies with City Debt Management Policies</i> |  |



# Capital Investment in City and Schools

- The last decade has seen historic levels of investments of local funding into City and School capital projects; Approved CIP continues to plan for crucial investments.

| Substantially Completed  | Active/In Progress   | In Funding Plan  |
|--|--|--|
| <ul style="list-style-type: none"><li>• <i>Landmark Mall Redevelopment Land Purchase</i></li><li>• <i>Del Pepper Community Center Building Purchase</i></li><li>• <i>Ferdinand T. Day Elementary School Building Purchase</i></li><li>• <i>1703 N. Beauregard Street Building Purchase</i></li><li>• <i>Douglas MacArthur Elementary School</i></li><li>• <i>Minnie Howard Pool Addition</i></li></ul> | <ul style="list-style-type: none"><li>• <i>High School Project</i></li><li>• <i>Waterfront Flood Mitigation</i></li><li>• <i>Four Mile Run Bridge Program</i></li><li>• <i>George Mason Elementary School</i></li><li>• <i>City Hall Renovation</i></li><li>• <i>Market Square Garage/Plaza</i></li><li>• <i>Landmark Infrastructure Improvements</i></li><li>• <i>Old Town Pool</i></li></ul> | <ul style="list-style-type: none"><li>• <i>Cora Kelly Elementary School</i></li><li>• <i>Fire Station 205</i></li><li>• <i>Landmark Fire Station</i></li></ul> |



# Debt Management

For General Fund Supported Debt in  
Approved CIP

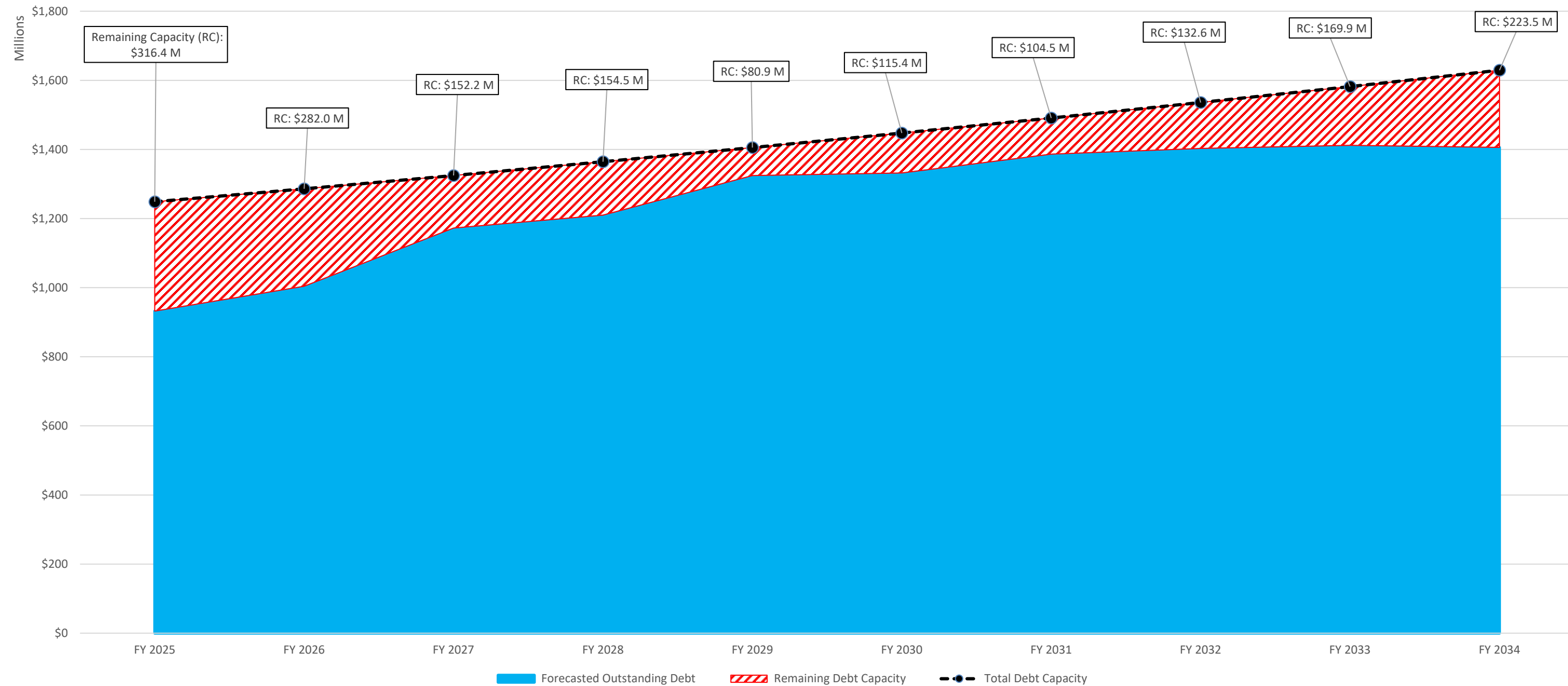
| Outstanding Debt (as of June 30, 2024) |
|--|
| \$886.7 million                        |
| Forecasted Borrowing                   |
| \$1,378.2 million                      |
| Principal Payments                     |
| \$879.5 million                        |
| Interest Payments                      |
| \$523.7 million                        |

- Use of long -term borrowing is our main tool for this historic level of capital investment
- Use of debt is governed by City's self adopted debt management policies
- Adherence to these policies and prudent financial management have resulted in the City maintaining AAA/ Aaa credit rating for 30+ years
  - Allows for access to low interest rates on bonds



# Debt Management

## Outstanding Debt as a Percentage of Fair Market Real Property Value



*Increasing capital investment beyond approved levels, will require additional pay  
capital or reductions to other key capital investments/state of good repair programs.*

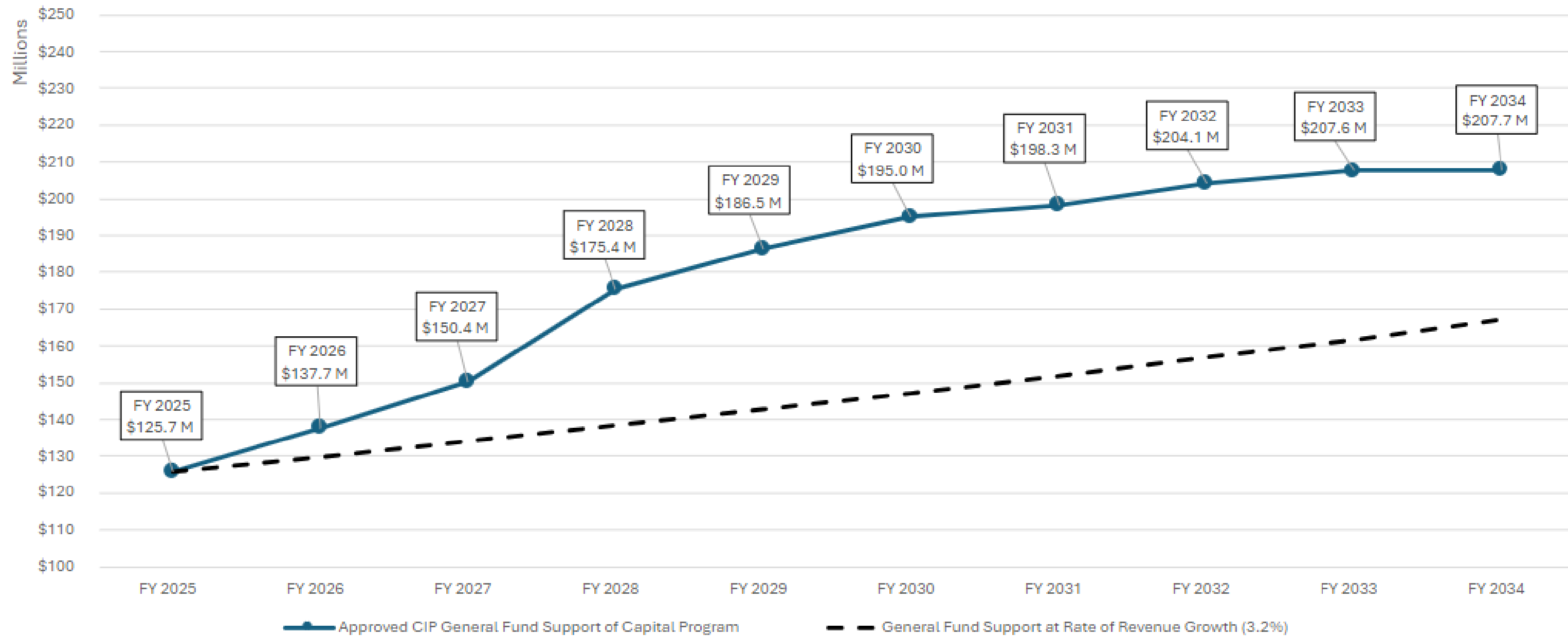
*-as -you -go cash*





# General Fund Support of Capital Program

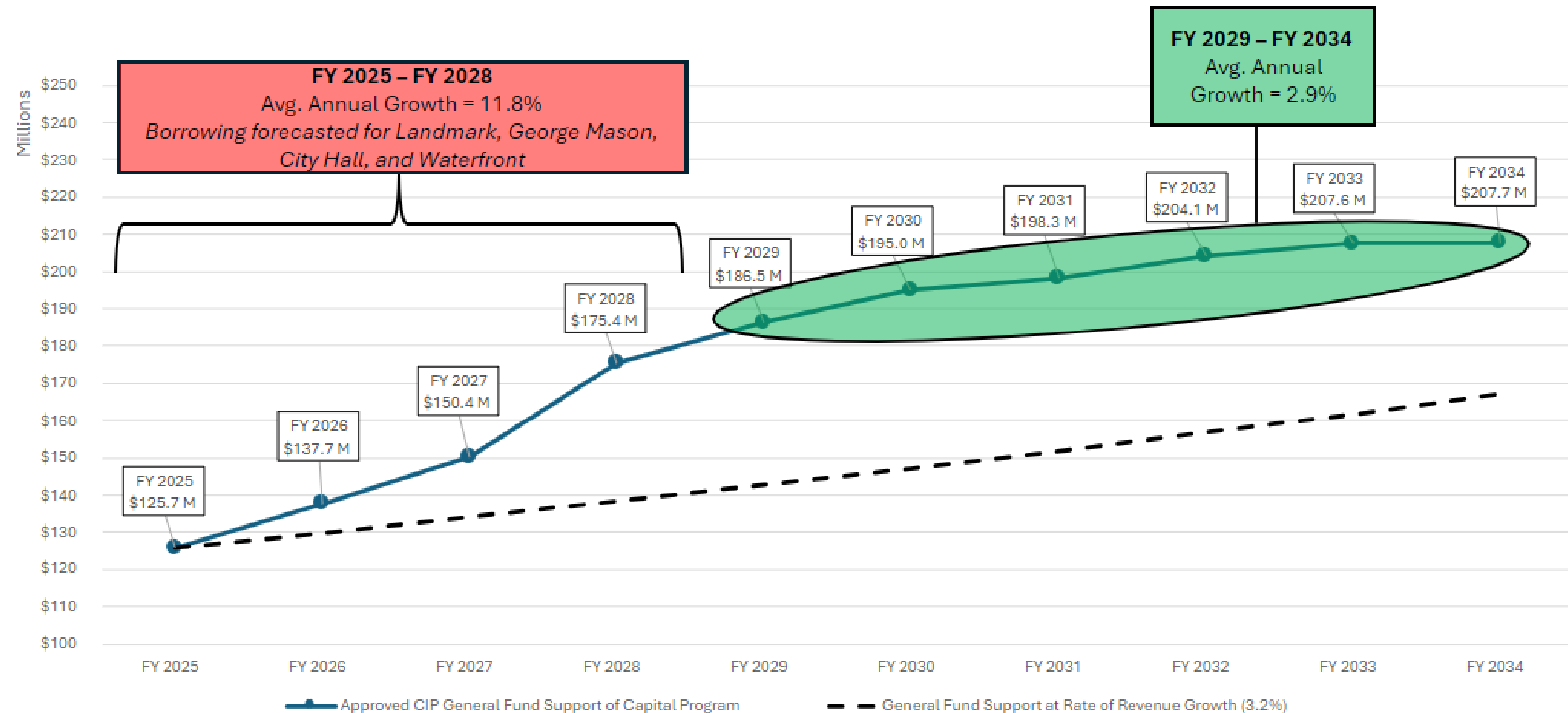
Approved F Y 2025 – FY 2034 CIP





# General Fund Support of Capital Program

Approved F Y 2025 – FY 2034 CIP







# Next Steps

- FY 2026 Development Process
  - Provided funding guidance to City departments and ACPS staff
    - Little -to -no -change in level of      - or timing of      - capital funding form previously Approved CIP
  - Work with departments to look for opportunities to redeploy available project balances
  - Continue focus on cash flow needs of projects to mitigate debt service impacts
  - Evaluate cash and borrowing split for opportunities to smooth out debt service cost increases



# Budget Guidance & Process Resolutions



# Budget Guidance Resolution

- **Purpose of Budget Guidance Resolution:** City Council's guidance to the City Manager, ACPS, and outside agencies on priorities for the operating and capital budgets
- **Recommendations for FY 2026 Operating Budget Guidance:**
  - Limit general fund operating expenditure growth, exclusive of cash capital and debt service, to no more than two percent
  - Provide flexibility for a real estate tax increase if revenue growth does not support the two percent increase
  - Include recommendations to support both the needs of the City and ACPS, if revenue growth exceeds the two percent threshold without a tax rate increase
  - Partner organizations that receive funding support from the City should limit funding requests to no more than two percent over current funding levels



# Budget Guidance Resolution – ACPS

## (Section G)

- FY 2026 Recommendations
  - Limit operating transfer growth, exclusive of cash capital and debt service, to no more than two percent
  - Limit school capital funding to levels contemplated in Approved FY 2025 – FY 2034 CIP



# Budget Process Resolution

- **Budget Process Resolution purpose:** City Council's establishes rules of procedure to guide upcoming budget deliberations
- **Recommendations for FY 2026 Process:**
  - ACPS budget adoption dates updated to align with approved budget calendar
    - Capital Improvement Program – no later than December 19, 2024
    - Operating Budget – no later than February 20, 2025



## DASH Board of Directors Meeting

Wed Nov 13, 2024 5:30 PM - 7:30 PM EST

### 1. Welcome

A meeting of the Board of Directors of the Alexandria Transit Company was held at 5:30 pm on Wednesday, November 13, 2024, at the City Hall Council Workroom and was also available electronically. A recording of the meeting was made and is available upon request.

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

Board members attending remotely: Arthur Wicks participated remotely from Mahwah, New Jersey, due to a death in the family.

Board members absent: Steve Klejst

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

Other attendees: Bob Gronenberg

#### a. Call to Order

#### b. Attendance

#### c. Welcome and Introductions

Chair Kaplan welcomed everyone and called the meeting to order at 5:33 pm. A quorum was reached at that time. Kursten Phelps arrived at 5:42 pm, and Jesse O'Connell arrived at 5:50 pm.

### 2. Collaboration and Engagement

#### a. Public Comment

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

#### b. Chairs Report

##### i. Update from General Counsel Committee

Committee Members: Arish Gajjar, Matt Harris, David Kaplan

Chair Kaplan informed the Board that he, Mr. Gajjar, and Mr. Harris recently interviewed two law firms, and that the committee had decided to move forward with Turner Holden & Turner. The law firm is based out of Loudoun County. One of the attorneys, Mary Gayle

Holden, has been legal counsel for a private non-profit transit agency for about forty years. She is very familiar with the state and municipal government laws of Virginia that might affect ATC/DASH. The law firm also has employment law experience.

Mr. Gajjar mentioned that the law firm was cost effective.

General Manager Josh Baker stated that he is very comfortable with Ms. Holden and had experience working with her through a state association for which Mr. Baker is a member.

The Board consented to pursue a letter of engagement (agreement) with Turner Holden & Turner.

**ii. On Hold: Consideration of Board Policy Revisions**

Board Policy Revisions are pending final review by ATC General Counsel - No Action is required at this meeting.

**c. T&ES Report**

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

**i. (NEW) Letter of Support to City Council: South Pickett Street Corridor Improvements Project**

The Chair called for a motion to approve sending a letter of support to City Council for the South Pickett Street Corridor Improvements project. A motion was made by Matt Harris and seconded by Jesse O'Connell. There was no further discussion, and the motion carried. Hillary Orr and Kursten Phelps abstained.

**d. Other Member Reports**

Matt Harris stated that he sits on the Human Rights Commission and next month's meeting is fully virtual. He asked about the possibility of holding one or two/per year ATC Board meetings virtually.

Arthur Wicks asked if the ATC Board electronic meeting policy would be updated to reflect the electronic meeting changes that Virginia state recently made.

Mr. Kaplan stated that the updated policy is pending with general counsel. He hopes to have the updated policy in time for the December Board meeting.

Mr. Kaplan mentioned that the Commission on Aging will be holding their meeting at the DASH facility tomorrow.

**3. Regular Business**



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

Minutes from the October 9, 2024 meeting of the Alexandria Transit Company Board of Directors

Chair Kaplan pointed out an error with the minutes: Bradlee was misspelled and needed to be corrected. He asked if there were any other corrections, revisions, or amendments. He then called for a motion to approve the corrected minutes. A motion was made by Praveen Kathpal and seconded by Arish Gajjar to approve the corrected minutes. There was no further discussion, and the motion carried.

**b. Review of Financials**

Financials are unavailable pending the city posting July, August, September, and October actuals.

**4. Action Items**

**a. Consideration of Approval: Supplemental Budget Requests**

In accordance with the City's Budget Calendar, supplemental requests shall be submitted in the month of November. Supplementals to be considered have been aligned with the Board's budget priorities letter.

Chair Kaplan called for a motion to approve the prioritized supplementals. A motion was made by Jesse O'Connell, and Matt Harris seconded the motion. Arthur Wicks, Kendel Taylor, and Hillary Orr abstained. The motion carried.

Chair Kaplan called for a motion to approve the contractually required supplemental. A motion was made by Jesse O'Connell and seconded by Kursten Phelps. David Kaplan, Arthur Wicks, Kendel Taylor, and Hillary Orr abstained. The motion carried.

**b. Consideration of Approval: Budget Reductions**

In accordance with the City's Budget Calendar, budget reductions shall be submitted in the month of November. Reductions have been established based on the previous year's Board priorities and in accordance with the Strategic Plan.

Chair Kaplan called for a motion to approve the budget reductions. Matt Harris moved to approve the reductions, and Arish Gajjar seconded the motion. Arthur Wicks, Hillary Orr, and Kendel Taylor abstained. The motion carried.

**5. Staff Reports**

**a. General Managers Report**

**i. Briefing: Updates related to Maintenance Department Staffing**

The Chief Labor Relations and Engagement Officer, and Chief Operating Officer will provide a brief update as to progress in addressing Maintenance Department Staffing shortfalls.



Chief Labor Relations and Engagement Officer Yvonne Jung explained how DASH is making it easier for interested job applicants to apply for positions by using text messaging.

Ms. Jung outlined other recruitment efforts.

- Implementing a partnership with SkillBridge to ensure we are reaching out to minority and disadvantaged communities.
- Formed a partnership with V3, Virginia Values Veterans, which provides DASH access to virtual job fairs.
- A job fair is scheduled for November 19th with Lutheran Social Services of the National Capital Area Resource Center, which will provide access to the refugee resettlement program which they sponsor.
- Increasing communications and enhancing the DASH career webpage with testimonials.
- We will be marketing our sponsorship for certifications.
- Recruitment business cards are being made and should be available to the Board at the December meeting.
- DASH has accelerated the employee referral program: instead of paying out at six months, we are now paying out at three months.

The number one reason that transit employees leaving are their jobs is retirement. Since DASH has an older workforce, we need to ensure we have proper strategies in place. Ms. Jung emphasized how recruitment currently is a major challenge for all transit agencies.

Chief Operating Officer Stephanie Salzone addressed the issues concerning how to keep up with the workload and continue to maintain service while also ensuring we uphold our safety standards.

- Lifted restrictions on overtime for the 10 active technicians on a voluntary basis.
- Identified work that can be done very quickly and can be outsourced at cost neutral.
- Outsourcing work that may take a week or two to repair, which allows the technician to work on a bus that may take just a day or two.

One of the most challenging items related to recruitment is that the Collective Bargaining Agreement (CBA) has strict regulations regarding seniority, which dictates starting pay and schedules for new hires.

**b. WMATA Better Bus Network Redesign Implementation**

Director of Planning and Scheduling will update the Board on progress related to the WMATA Better Bus Network.

Director of Planning and Scheduling Martin Barna gave an update on the BBN, which was provided to the Board in advance of the meeting.

**c. Ridership Report**

General Manager Josh Baker reviewed the ridership update, which was provided to the Board in advance of the meeting.

**d. Staff Presentation: Departmental Highlight**

Fiscal Budgeting Process

Chief Financial Officer Edward Ryder reviewed the fiscal budgeting process, which was provided to the Board in advance of the meeting.

**6. Strategic Updates**

**a. Staff Presentation**

Capital Projects Strategy

Chief Infrastructure and Development Officer Raymond Mui gave a presentation on DASH's capital projects strategy, which was provided to the Board in advance of the meeting.

**7. Adjournment**

Consideration to adjourn the meeting.

**Next Meeting:** December 11, 2024 at the DASH Facility.

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

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

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

Financials for October are not yet available, as the City of Alexandria has not closed the books for that period. Therefore, financial results are being reported for FY2025 Q1, covering July, August, and September 2024.

Overall, through the first quarter, operating expenses are generally aligned with the annual budget expectations.

**Items of Note:**

- **Limited Data to Forecast Trends:** With only three months of data, it is challenging to identify meaningful trends or accurately project year-end outcomes. While Staff have tried to anticipate seasonal fluctuations and timing of expenses, unanticipated cost drivers may distort early trends.
  
- **Key Expense Categories:**
  - **Labor Costs:** Personnel expenses, including wages and benefits, the largest single cost driver of ATC's budget, are tracking close to budget. While Operations Overtime expenses have shown slight upward pressure, this is seasonal and mirrors the trends of past fiscal years.
  - **Maintenance Costs:** Maintenance expenses are slightly above budget projections, reflecting targeted efforts to address departmental deficiencies highlighted to the Board earlier this fiscal year.
  - **Professional Services:** Costs for Professional Services are exceeding budget due to two primary reasons:
    - **Temporary Staffing:** Contracted temporary employees have been engaged to cover staff vacancies in order to ensure operation continuity despite vacancies.
    - **Outside Maintenance Services:** Contracted maintenance services have been utilized to supplement in-house capacity to address aforementioned departmental deficiencies. While these costs are Maintenance Department specific, they are reflected under the administrative "Professional Services" line.

**Provisional Year-End Projections:**

At this point, ATC is projecting a balanced budget for FY2025, with the potential for a minor surplus. However, this projection should be interpreted with caution, as it is based on limited data and subject to adjustment in the coming months.

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

**ASSETS**

|                                  |                      |
|----------------------------------|----------------------|
| Cash - City of Alexandria Pooled | \$ (1,761,886)       |
| Cash - Payroll Account           | 152,048              |
| Due from Other Governments       | -                    |
| Receivables                      | 2,678,991            |
| Prepaid Expenditures             | 374,689              |
| Parts and Supplies Inventory     | 1,093,359            |
| Capital Assets                   | 73,244,179           |
| Less: Accumulated Depreciation   | (41,314,492)         |
| <b>TOTAL ASSETS</b>              | <b>\$ 34,466,888</b> |

**LIABILITIES**

|                          |                     |
|--------------------------|---------------------|
| Accounts Payable         | \$ 336,635          |
| Payroll Liabilities      | 43,594              |
| Accrued Vacation         | 1,407,000           |
| Deferred Revenue         | -                   |
| <b>Total Liabilities</b> | <b>\$ 1,787,229</b> |

**NET POSITION**

|                                  |                      |
|----------------------------------|----------------------|
| Net Investment in Capital Assets | \$ 31,929,687        |
| Unrestricted                     | 749,972              |
| <b>Total Net Position</b>        | <b>\$ 32,679,659</b> |

|   |                      |
|---|----------------------|
| <b>TOTAL LIABILITIES AND NET POSITION</b> | <b>\$ 34,466,888</b> |
|---|----------------------|

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 September 2024**

|   | Actual           | Budget           | Variance         | FY2025 Annual     |                   |                |
|---|------------------|------------------|------------------|-------------------|-------------------|----------------|
|   |                  |                  |                  | FY2025 Year End   | Budget            | Variance       |
| <b>REVENUES:</b>                        |                  |                  |                  |                   |                   |                |
| Passenger Revenue                       | -                | -                | -                | -                 | -                 | -              |
| Charter Revenue                         | 15,690           | 32,500           | (16,810)         | 130,000           | 130,000           | -              |
| Advertising Revenue                     | 20,143           | 38,425           | (18,282)         | 135,418           | 153,700           | (18,282)       |
| Miscellaneous Revenue                   | 26,316           | 15,000           | 11,316           | 71,316            | 60,000            | 11,316         |
| <b>Total Operating Revenue</b>          | <b>62,148</b>    | <b>85,925</b>    | <b>(23,777)</b>  | <b>336,734</b>    | <b>343,700</b>    | <b>(6,966)</b> |
|   |                  |                  |                  |                   |                   |                |
| City Contribution - King Street Trolley | 390,147          | 390,146          | 2                | 1,560,584         | 1,560,582         | 2              |
| City Contribution - Regular Subsidy     | 8,218,230        | 8,218,230        | (0)              | 32,872,921        | 32,872,921        | (0)            |
| <b>Total Revenue</b>                    | <b>8,670,525</b> | <b>8,694,301</b> | <b>(23,775)</b>  | <b>34,770,238</b> | <b>34,777,203</b> | <b>(6,965)</b> |
|   |                  |                  |                  |                   |                   |                |
| <b>EXPENDITURES:</b>                    |                  |                  |                  |                   |                   |                |
| Operations                              | 4,154,831        | 5,171,453        | 1,016,622        | 19,375,300        | 19,326,299        | (49,001)       |
| Maintenance                             | 1,634,297        | 2,100,855        | 466,558          | 7,798,932         | 8,112,524         | 313,592        |
| Administration                          | 1,533,171        | 1,784,502        | 251,331          | 7,384,356         | 7,148,380         | (235,976)      |
| Capital Outlay                          | 4,561            | -                | (4,561)          | 190,000           | 190,000           | -              |
| <b>Total Expenditures</b>               | <b>7,326,860</b> | <b>9,056,810</b> | <b>1,729,950</b> | <b>34,748,588</b> | <b>34,777,203</b> | <b>28,615</b>  |
|   |                  |                  |                  |                   |                   |                |
| <b>Net Surplus (Deficit)</b>            | <b>1,343,665</b> | <b>(362,509)</b> | <b>1,706,175</b> | <b>21,650</b>     | <b>-</b>          | <b>21,650</b>  |

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 September 2024**  
*Budget vs Actual*

| Description                             | Sept Actuals     | Sept             | Variance        | YTD Actuals      | YTD Forecast     | Variance         | FY25 Year End Actuals | FY 25 Budget      | Variance         |
|---|------------------|------------------|-----------------|------------------|------------------|------------------|-----------------------|-------------------|------------------|
| <b>REVENUE</b>                          |                  |                  |                 |                  |                  |                  |                       |                   |                  |
| Passenger Revenue                       | -                | -                | -               | -                | -                | -                | -                     | -                 | -                |
| Other Charter Revenue                   | 12,807           | 10,833           | 1,974           | 15,690           | 32,500           | (16,810)         | 130,000               | 130,000           | -                |
| Advertising Revenue                     | 18,416           | 38,425           | (20,009)        | 20,143           | 38,425           | (18,282)         | 135,418               | 153,700           | (18,282)         |
| Miscellaneous Revenue                   | 3                | 5,000            | (4,997)         | 26,316           | 15,000           | 11,316           | 71,316                | 60,000            | 11,316           |
| <b>TOTAL OPERATING REVENUE</b>          | <b>31,226</b>    | <b>54,258</b>    | <b>(23,032)</b> | <b>62,148</b>    | <b>85,925</b>    | <b>(23,777)</b>  | <b>336,734</b>        | <b>343,700</b>    | <b>(6,966)</b>   |
| City Contribution - Regular Subsidy     | 2,739,410        | 2,739,410        | (0)             | 8,218,230        | 8,218,230        | (0)              | 32,872,921            | 32,872,921        | (0)              |
| City Contribution - King Street Trolley | 130,049          | 130,049          | 1               | 390,147          | 390,146          | 2                | 1,560,584             | 1,560,582         | 2                |
| <b>TOTAL REVENUE</b>                    | <b>2,900,685</b> | <b>2,923,717</b> | <b>(23,032)</b> | <b>8,670,525</b> | <b>8,694,301</b> | <b>(23,775)</b>  | <b>34,770,238</b>     | <b>34,777,203</b> | <b>(6,965)</b>   |
| <b>OPERATING EXPENDITURES</b>           |                  |                  |                 |                  |                  |                  |                       |                   |                  |
| <b>OPERATIONS</b>                       |                  |                  |                 |                  |                  |                  |                       |                   |                  |
| Wages - O                               | 992,227          | 998,947          | 6,720           | 2,946,332        | 3,495,626        | 549,295          | 13,342,143            | 13,079,400        | (262,743)        |
| Overtime - O                            | 94,599           | 103,069          | 8,470           | 259,861          | 360,743          | 100,882          | 1,312,113             | 1,340,399         | 28,286           |
| Fringe Benefits - O                     | 152,788          | 197,954          | 45,166          | 432,218          | 692,838          | 260,620          | 2,397,789             | 2,573,400         | 175,611          |
| Payroll Taxes - O                       | 83,493           | 82,478           | (1,015)         | 246,163          | 288,706          | 42,544           | 1,036,856             | 1,079,400         | 42,544           |
| Retirement Contributions - O            | 87,204           | 86,088           | (1,116)         | 257,838          | 302,289          | 44,450           | 1,173,683             | 1,128,700         | (44,983)         |
| <b>Total Operations Personnel</b>       | <b>1,410,311</b> | <b>1,468,536</b> | <b>58,225</b>   | <b>4,142,412</b> | <b>5,140,203</b> | <b>997,791</b>   | <b>19,262,585</b>     | <b>19,201,299</b> | <b>(61,286)</b>  |
| Operating Materials and Supplies        | 1,771            | 3,246            | 1,475           | 5,819            | 9,738            | 3,918            | 38,950                | 38,950            | -                |
| Operator Training                       | 1,484            | 3,208            | 1,725           | 6,997            | 9,625            | 2,628            | 38,500                | 38,500            | -                |
| Training and Travel - O                 | 409              | 3,963            | 3,554           | (397)            | 11,888           | 12,284           | 35,266                | 47,550            | 12,284           |
| <b>TOTAL OPERATIONS EXPENDITURES</b>    | <b>1,413,974</b> | <b>1,478,953</b> | <b>64,978</b>   | <b>4,154,831</b> | <b>5,171,453</b> | <b>1,016,622</b> | <b>19,375,300</b>     | <b>19,326,299</b> | <b>(49,001)</b>  |
| <b>MAINTENANCE</b>                      |                  |                  |                 |                  |                  |                  |                       |                   |                  |
| Wages - M                               | 186,819          | 232,139          | 45,320          | 574,295          | 812,073          | 237,778          | 2,912,262             | 3,038,956         | 126,694          |
| Overtime - M                            | 10,963           | 9,917            | (1,047)         | 28,861           | 34,708           | 5,848            | 128,723               | 129,844           | 1,121            |
| Fringe Benefits - M                     | 8,838            | 39,054           | 30,215          | 21,241           | 136,688          | 115,447          | 411,780               | 507,700           | 95,920           |
| Payroll Taxes - M                       | 14,851           | 18,188           | 3,337           | 45,288           | 63,627           | 18,339           | 219,761               | 238,100           | 18,339           |
| Retirement Contributions - M            | 14,359           | 19,010           | 4,651           | 42,890           | 66,503           | 23,613           | 237,916               | 248,900           | 10,984           |
| <b>Total Maintenance Personnel</b>      | <b>235,831</b>   | <b>318,308</b>   | <b>82,477</b>   | <b>712,575</b>   | <b>1,113,599</b> | <b>401,024</b>   | <b>3,910,442</b>      | <b>4,163,500</b>  | <b>253,058</b>   |
| Fuel & Lubricants                       | 120,438          | 183,885          | 63,447          | 481,429          | 551,656          | 70,227           | 2,136,397             | 2,206,624         | 70,227           |
| Repair Parts & Supplies                 | 102,018          | 119,458          | 17,440          | 343,094          | 358,375          | 15,281           | 1,423,218             | 1,433,500         | 10,282           |
| Maintenance Services                    | 59,361           | 24,075           | (35,286)        | 91,638           | 72,225           | (19,413)         | 308,313               | 288,900           | (19,413)         |
| Training and Travel - M                 | 3,211            | 1,667            | (1,544)         | 5,562            | 5,000            | (562)            | 20,562                | 20,000            | (562)            |
| <b>TOTAL MAINTENANCE EXPENDITURES</b>   | <b>520,859</b>   | <b>647,393</b>   | <b>126,535</b>  | <b>1,634,297</b> | <b>2,100,855</b> | <b>466,558</b>   | <b>7,798,932</b>      | <b>8,112,524</b>  | <b>313,592</b>   |
| <b>ADMINISTRATION</b>                   |                  |                  |                 |                  |                  |                  |                       |                   |                  |
| Wages - A                               | 165,469          | 198,497          | 33,028          | 504,119          | 685,065          | 180,945          | 2,699,817             | 2,774,700         | 74,883           |
| Fringe Benefits - A                     | 22,980           | 30,924           | 7,944           | 64,464           | 92,773           | 28,308           | 342,782               | 371,090           | 28,308           |
| Payroll Taxes - A                       | 12,375           | 15,218           | 2,843           | 37,373           | 52,537           | 15,164           | 197,236               | 212,400           | 15,164           |
| Retirement Contributions - A            | 12,291           | 15,880           | 3,589           | 38,414           | 54,805           | 16,391           | 206,009               | 222,400           | 16,391           |
| Facilities Maintenance (Personnel)      | 34,265           | 35,968           | 1,702           | 109,669          | 124,476          | 14,807           | 468,400               | 468,400           | -                |
| <b>Total Administrative Personnel</b>   | <b>247,380</b>   | <b>296,486</b>   | <b>49,106</b>   | <b>754,040</b>   | <b>1,009,655</b> | <b>255,615</b>   | <b>3,914,244</b>      | <b>4,048,990</b>  | <b>134,746</b>   |
| Facilities Maintenance (Non-Personnel)  | 60,054           | 22,583           | (37,471)        | 98,696           | 67,750           | (30,946)         | 301,946               | 271,000           | (30,946)         |
| Insurance                               | 72,728           | 78,656           | 5,928           | 224,368          | 235,967          | 11,599           | 943,868               | 943,868           | -                |
| Professional Services                   | 105,622          | 83,525           | (22,097)        | 333,056          | 250,575          | (82,481)         | 1,332,227             | 1,002,300         | (329,927)        |
| Utilities                               | 8,290            | 37,074           | 28,784          | 45,714           | 111,222          | 65,508           | 453,529               | 444,889           | (8,640)          |
| Telecommunications                      | 9,518            | 9,667            | 149             | 25,701           | 29,000           | 3,299            | 116,000               | 116,000           | -                |
| Printing & Advertising                  | 3,810            | 5,458            | 1,649           | 5,246            | 16,375           | 11,129           | 65,500                | 65,500            | -                |
| Training, Travel, Events                | 1,045            | 4,721            | 3,676           | 15,372           | 14,163           | (1,209)          | 57,859                | 56,650            | (1,209)          |
| Office Equipment and Supplies           | 11,367           | 10,533           | (833)           | 24,289           | 31,600           | 7,311            | 126,400               | 126,400           | -                |
| Employee Recognition                    | 7,722            | 2,899            | (4,824)         | 4,970            | 8,696            | 3,725            | 34,783                | 34,783            | -                |
| Dues and Subscriptions                  | 4,019            | 1,917            | (2,103)         | 1,719            | 5,750            | 4,031            | 23,000                | 23,000            | -                |
| Grant Local Match                       | -                | 1,250            | 1,250           | -                | 3,750            | 3,750            | 15,000                | 15,000            | -                |
| <b>TOTAL ADMIN EXPENDITURES</b>         | <b>531,555</b>   | <b>554,769</b>   | <b>23,214</b>   | <b>1,533,171</b> | <b>1,784,502</b> | <b>251,331</b>   | <b>7,384,356</b>      | <b>7,148,380</b>  | <b>(235,976)</b> |
| <b>CAPITAL OUTLAYS (non-CIP)</b>        |                  |                  |                 |                  |                  |                  |                       |                   |                  |
| Computer and Office Equipment           | 4,492            | -                | (4,492)         | 4,492            | -                | (4,492)          | 4,492                 | -                 | (4,492)          |
| Maintenance Equipment                   | -                | -                | -               | -                | -                | -                | 55,508                | 60,000            | 4,492            |
| Other Equipment Investments             | -                | -                | -               | 69               | -                | (69)             | 130,000               | 130,000           | -                |
| <b>TOTAL CAPITAL OUTLAYS (non-CIP)</b>  | <b>4,492</b>     | <b>-</b>         | <b>(4,492)</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>2,470,879</b> | <b>2,681,115</b> | <b>210,235</b>  | <b>7,326,860</b> | <b>9,056,810</b> | <b>1,729,950</b> | <b>34,748,588</b>     | <b>34,777,203</b> | <b>28,615</b>    |
| <b>NET SURPLUS (DEFICIT)</b>            | <b>429,806</b>   | <b>242,602</b>   | <b>187,204</b>  | <b>1,343,665</b> | <b>(362,509)</b> | <b>1,706,175</b> | <b>21,650</b>         | <b>-</b>          | <b>21,650</b>    |



**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Month Ending September 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         |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|------------------|
| <b>REVENUE</b>                          |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Passenger Revenue                       | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                 | -                 | -                |
| Other Charter Revenue                   | 2,882            | -                | 12,807           | 10,833           | 10,833           | 10,833           | 10,833           | 10,833           | 10,833           | 10,833           | 10,833           | 27,643           | 130,000           | 130,000           | -                |
| Advertising Revenue                     | -                | 1,727            | 18,416           | -                | -                | -                | 38,425           | -                | -                | 38,425           | -                | 38,425           | 135,418           | 153,700           | (18,282)         |
| Miscellaneous Revenue                   | -                | 26,313           | 3                | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 5,000            | 71,316            | 60,000            | 11,316           |
| <b>TOTAL OPERATING REVENUE</b>          | <b>2,882</b>     | <b>28,040</b>    | <b>31,226</b>    | <b>15,833</b>    | <b>15,833</b>    | <b>15,833</b>    | <b>54,258</b>    | <b>15,833</b>    | <b>15,833</b>    | <b>54,258</b>    | <b>15,833</b>    | <b>71,068</b>    | <b>336,734</b>    | <b>343,700</b>    | <b>(6,966)</b>   |
| -                                       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| City Contribution - Regular Subsidy     | 2,739,410        | 2,739,410        | 2,739,410        | 2,739,410        | 2,739,410        | 2,739,410        | 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          | 130,049          | 130,049          | 130,049          | 130,049          | 130,049          | 130,049          | 130,049          | 130,049          | 1,560,584         | 1,560,582         | 2                |
| <b>TOTAL REVENUE</b>                    | <b>2,872,341</b> | <b>2,897,499</b> | <b>2,900,685</b> | <b>2,885,292</b> | <b>2,885,292</b> | <b>2,885,292</b> | <b>2,923,717</b> | <b>2,885,292</b> | <b>2,885,292</b> | <b>2,923,717</b> | <b>2,885,292</b> | <b>2,940,527</b> | <b>34,770,238</b> | <b>34,777,203</b> | <b>(6,965)</b>   |
| <b>OPERATING EXPENDITURES</b>           |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| <b>OPERATIONS</b>                       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Wages - O                               | 470,294          | 1,483,810        | 992,227          | 1,097,227        | 1,097,227        | 1,097,227        | 1,499,015        | 1,097,227        | 1,002,722        | 1,002,722        | 1,003,430        | 1,499,015        | 13,342,143        | 13,079,400        | (262,743)        |
| Overtime - O                            | 33,384           | 131,878          | 94,599           | 106,149          | 106,149          | 106,149          | 154,604          | 106,149          | 106,149          | 106,149          | 106,149          | 154,604          | 1,312,113         | 1,340,399         | 28,286           |
| Fringe Benefits - O                     | 174,840          | 104,590          | 152,788          | 208,580          | 208,580          | 208,580          | 296,931          | 208,580          | 208,580          | 208,580          | 208,580          | 208,580          | 2,397,789         | 2,573,400         | 175,611          |
| Payroll Taxes - O                       | 39,112           | 123,558          | 83,493           | 82,478           | 82,507           | 82,507           | 123,848          | 82,524           | 82,770           | 82,770           | 82,823           | 88,467           | 1,036,856         | 1,079,400         | 42,544           |
| Retirement Contributions - O            | 41,094           | 129,540          | 87,204           | 96,270           | 96,270           | 96,270           | 132,290          | 96,270           | 88,710           | 88,710           | 88,766           | 132,290          | 1,173,683         | 1,128,700         | (44,983)         |
| <b>Total Operations Personnel</b>       | <b>758,724</b>   | <b>1,973,377</b> | <b>1,410,311</b> | <b>1,590,704</b> | <b>1,590,733</b> | <b>1,590,733</b> | <b>2,206,687</b> | <b>1,590,751</b> | <b>1,488,931</b> | <b>1,488,931</b> | <b>1,489,748</b> | <b>2,082,955</b> | <b>19,262,585</b> | <b>19,201,299</b> | <b>(61,286)</b>  |
|   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Operating Materials and Supplies        | 2,095            | 1,954            | 1,771            | 3,246            | 3,246            | 3,246            | 3,246            | 3,246            | 3,246            | 3,246            | 3,246            | 7,164            | 38,950            | 38,950            | -                |
| Operator Training                       | 2,658            | 2,855            | 1,484            | 3,208            | 3,208            | 3,208            | 3,208            | 3,208            | 3,208            | 3,208            | 3,208            | 5,837            | 38,500            | 38,500            | -                |
| Training and Travel - O                 | 1,702            | (2,508)          | 409              | 3,963            | 3,963            | 3,963            | 3,963            | 3,963            | 3,963            | 3,963            | 3,963            | 3,963            | 35,266            | 47,550            | 12,284           |
| <b>TOTAL OPERATIONS EXPENDITURES</b>    | <b>765,179</b>   | <b>1,975,678</b> | <b>1,413,974</b> | <b>1,601,120</b> | <b>1,601,150</b> | <b>1,601,150</b> | <b>2,217,103</b> | <b>1,601,167</b> | <b>1,499,348</b> | <b>1,499,348</b> | <b>1,500,165</b> | <b>2,099,918</b> | <b>19,375,300</b> | <b>19,326,299</b> | <b>(49,001)</b>  |
| <b>MAINTENANCE</b>                      |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Wages - M                               | 98,858           | 288,618          | 186,819          | 232,415          | 232,415          | 232,415          | 348,623          | 232,415          | 236,762          | 236,762          | 237,539          | 348,623          | 2,912,262         | 3,038,956         | 126,694          |
| Overtime - M                            | 3,010            | 14,887           | 10,963           | 9,917            | 9,917            | 9,917            | 14,875           | 9,917            | 10,149           | 10,149           | 10,149           | 14,875           | 128,723           | 129,844           | 1,121            |
| Fringe Benefits - M                     | 8,676            | 3,727            | 8,838            | 39,054           | 39,054           | 39,054           | 58,581           | 39,054           | 39,054           | 39,054           | 39,054           | 58,581           | 411,780           | 507,700           | 95,920           |
| Payroll Taxes - M                       | 7,642            | 22,795           | 14,851           | 18,209           | 18,209           | 18,209           | 27,313           | 18,209           | 18,552           | 18,552           | 18,610           | 18,610           | 219,761           | 238,100           | 18,339           |
| Retirement Contributions - M            | 7,053            | 21,477           | 14,359           | 19,387           | 19,387           | 19,387           | 29,080           | 19,387           | 19,753           | 19,753           | 19,815           | 29,080           | 237,916           | 248,900           | 10,984           |
| <b>Total Maintenance Personnel</b>      | <b>125,240</b>   | <b>351,504</b>   | <b>235,831</b>   | <b>318,981</b>   | <b>318,981</b>   | <b>318,981</b>   | <b>478,471</b>   | <b>318,981</b>   | <b>324,269</b>   | <b>324,269</b>   | <b>325,167</b>   | <b>469,768</b>   | <b>3,910,442</b>  | <b>4,163,500</b>  | <b>253,058</b>   |
|   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Fuel & Lubricants                       | 193,101          | 167,889          | 120,438          | 183,885          | 183,885          | 183,885          | 183,885          | 183,885          | 183,885          | 183,885          | 183,885          | 183,885          | 2,136,397         | 2,206,624         | 70,227           |
| Repair Parts & Supplies                 | 105,323          | 135,753          | 102,018          | 119,458          | 119,458          | 119,458          | 119,458          | 119,458          | 119,458          | 119,458          | 119,458          | 124,458          | 1,423,218         | 1,433,500         | 10,282           |
| Maintenance Services                    | 21,446           | 10,831           | 59,361           | 24,075           | 24,075           | 24,075           | 24,075           | 24,075           | 24,075           | 24,075           | 24,075           | 24,075           | 308,313           | 288,900           | (19,413)         |
| Training and Travel - M                 | 1,100            | 1,251            | 3,211            | 1,667            | 1,667            | 1,667            | 1,667            | 1,667            | 1,667            | 1,667            | 1,667            | 1,667            | 20,562            | 20,000            | (562)            |
| <b>TOTAL MAINTENANCE EXPENDITURES</b>   | <b>446,211</b>   | <b>667,228</b>   | <b>520,859</b>   | <b>648,066</b>   | <b>648,066</b>   | <b>648,066</b>   | <b>807,556</b>   | <b>648,066</b>   | <b>653,354</b>   | <b>653,354</b>   | <b>654,252</b>   | <b>803,853</b>   | <b>7,798,932</b>  | <b>8,112,524</b>  | <b>313,592</b>   |
| <b>ADMINISTRATION</b>                   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Wages - A                               | 86,101           | 252,550          | 165,469          | 213,817          | 219,303          | 219,303          | 329,147          | 219,863          | 220,730          | 221,702          | 222,686          | 329,147          | 2,699,817         | 2,774,700         | 74,883           |
| Fringe Benefits - A                     | 20,915           | 20,570           | 22,980           | 30,924           | 30,924           | 30,924           | 30,924           | 30,924           | 30,924           | 30,924           | 30,924           | 30,924           | 342,782           | 371,090           | 28,308           |
| Payroll Taxes - A                       | 6,127            | 18,870           | 12,375           | 16,367           | 16,778           | 16,778           | 25,182           | 16,820           | 16,885           | 16,958           | 17,032           | 17,062           | 197,236           | 212,400           | 15,164           |
| Retirement Contributions - A            | 7,039            | 19,084           | 12,291           | 17,105           | 17,544           | 17,544           | 26,332           | 17,589           | 17,658           | 17,736           | 17,815           | 17,815           | 206,009           | 222,400           | 16,391           |
| Facilities Maintenance (Personnel)      | 21,625           | 53,778           | 34,265           | 35,968           | 36,229           | 36,229           | 53,169           | 36,466           | 36,466           | 36,466           | 36,466           | 51,273           | 468,400           | 468,400           | -                |
| <b>Total Administrative Personnel</b>   | <b>141,807</b>   | <b>364,852</b>   | <b>247,380</b>   | <b>314,181</b>   | <b>320,778</b>   | <b>320,778</b>   | <b>464,754</b>   | <b>321,662</b>   | <b>322,664</b>   | <b>323,787</b>   | <b>324,923</b>   | <b>446,677</b>   | <b>3,914,244</b>  | <b>4,048,990</b>  | <b>134,746</b>   |
|   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Facilities Maintenance (Non-Personnel)  | 15,863           | 22,779           | 60,054           | 22,583           | 22,583           | 22,583           | 22,583           | 22,583           | 22,583           | 22,583           | 22,583           | 22,583           | 301,946           | 271,000           | (30,946)         |
| Insurance                               | 78,912           | 72,728           | 72,728           | 78,656           | 78,656           | 78,656           | 78,656           | 78,656           | 78,656           | 78,656           | 78,656           | 90,255           | 943,868           | 943,868           | -                |
| Professional Services                   | 83,205           | 144,229          | 105,622          | 111,019          | 111,019          | 111,019          | 111,019          | 111,019          | 111,019          | 111,019          | 111,019          | 111,019          | 1,332,227         | 1,002,300         | (329,927)        |
| Utilities                               | 29,824           | 7,600            | 8,290            | 111,222          | 37,074           | 37,074           | 37,074           | 37,074           | 37,074           | 37,074           | 37,074           | 37,074           | 453,529           | 444,889           | (8,640)          |
| Telecommunications                      | 6,465            | 9,718            | 9,518            | 9,667            | 9,667            | 9,667            | 9,667            | 9,667            | 9,667            | 9,667            | 9,667            | 12,965           | 116,000           | 116,000           | -                |
| Printing & Advertising                  | 479              | 957              | 3,810            | 6,695            | 6,695            | 6,695            | 6,695            | 6,695            | 6,695            | 6,695            | 6,695            | 6,695            | 65,500            | 65,500            | -                |
| Training, Travel, Events                | 1,109            | 13,218           | 1,045            | 4,721            | 4,721            | 4,721            | 4,721            | 4,721            | 4,721            | 4,721            | 4,721            | 4,721            | 57,859            | 56,650            | (1,209)          |
| Office Equipment and Supplies           | 9,062            | 3,861            | 11,367           | 10,533           | 10,533           | 10,533           | 10,533           | 10,533           | 10,533           | 10,533           | 10,533           | 17,844           | 126,400           | 126,400           | -                |
| Employee Recognition                    | 973              | (3,725)          | 7,722            | 2,899            | 2,899            | 2,899            | 2,899            | 2,899            | 2,899            | 2,899            | 2,899            | 6,624            | 34,783            | 34,783            | -                |
| Dues and Subscriptions                  | (3,378)          | 1,078            | 4,019            | 1,917            | 1,917            | 1,917            | 1,917            | 1,917            | 1,917            | 1,917            | 1,917            | 5,947            | 23,000            | 23,000            | -                |
| Grant Local Match                       | -                | -                | -                | 1,250            | 1,250            | 1,250            | 1,250            | 1,250            | 1,250            | 1,250            | 1,250            | 5,000            | 15,000            | 15,000            | -                |
| <b>TOTAL ADMIN EXPENDITURES</b>         | <b>364,322</b>   | <b>637,295</b>   | <b>531,555</b>   | <b>675,342</b>   | <b>607,791</b>   | <b>607,791</b>   | <b>751,767</b>   | <b>608,675</b>   | <b>609,677</b>   | <b>610,800</b>   | <b>611,936</b>   | <b>767,405</b>   | <b>7,384,356</b>  | <b>7,148,380</b>  | <b>(235,976)</b> |
| -                                       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| <b>CAPITAL OUTLAYS (non-CIP)</b>        |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| Computer and Office Equipment           | -                | -                | 4,492            | -                | -                | -                | -                | -                | -                | -                | -                | -                | 4,492             | -                 | (4,492)          |
| Maintenance Equipment                   | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | 55,508           | 55,508            | 60,000            | 4,492            |
| Other Equipment Investments             | -                | 69               | -                | -                | -                | -                | -                | -                | -                | -                | -                | 129,931          | 130,000           | 130,000           | -                |
| <b>TOTAL CAPITAL OUTLAYS (non-CIP)</b>  | <b>-</b>         | <b>69</b>        | <b>4,492</b>     | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>185,439</b>   | <b>190,000</b>    | <b>190,000</b>    | <b>-</b>         |
|   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| <b>TOTAL OPERATING EXPENDITURES</b>     | <b>1,575,712</b> | <b>3,280,269</b> | <b>2,470,879</b> | <b>2,924,529</b> | <b>2,857,007</b> | <b>2,857,007</b> | <b>3,776,427</b> | <b>2,857,909</b> | <b>2,762,378</b> | <b>2,763,502</b> | <b>2,766,353</b> | <b>3,856,616</b> | <b>34,748,588</b> | <b>34,777,203</b> | <b>28,615</b>    |
|   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                   |                   |                  |
| <b>NET SURPLUS (DEFICIT)</b>            | <b>1,296,630</b> | <b>(382,770)</b> | <b>429,806</b>   | <b>(39,237)</b>  | <b>28,285</b>    | <b>28,285</b>    | <b>(852,710)</b> | <b>27,383</b>    | <b>122,913</b>   | <b>160,215</b>   | <b>118,939</b>   | <b>(916,089)</b> | <b>21,650</b>     | <b>-</b>          | <b>21,650</b>    |



# MEMORANDUM

DATE: December 6, 2024

TO: ATC Board of Directors

FROM: Martin Barna, Director of Planning & Scheduling

SUBJECT: **Board Resolutions for FY 2026 DRPT MERIT Grant Program Applications**

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## Item Summary:

DASH is planning to apply for grant funding for three (3) projects through the Virginia Department of Rail and Public Transportation (DRPT)'s FY 2026 MERIT grant program. The proposed projects include: (1) DASH Digital Mirror Technology Pilot; (2) DASH Public Transit Internship/Workforce Development Program; and (3) DASH Deck Replacement Project.

## Board Action Requested:

Staff is requesting board adoption of the three (3) attached resolutions in support of the FY 2026 DRPT grant applications. The draft resolutions are provided as attachments to this memorandum.

## Project Description:

The three proposed applications are outlined below with more detailed information about project scope, costs and local funding match requirements for the various grant programs:

### 1. Resolution #25-03 / DASH Digital Mirror Technology Pilot (Project Cost = Up to \$100,000)

DASH is seeking to pilot the implementation of a mirrorless camera system that would help align with the requirements of the Public Transportation Agency Safety Plan (PTASP) by enhancing safety and visibility to reduce pedestrian and vehicle incidents. As DASH works towards full PTASP compliance, adopting this technology demonstrates the agency's commitment to improving operational safety in line with federal mandates. Additionally, this system reduces maintenance costs and vehicle downtime associated with traditional mirror repairs. **Based on the maximum project cost of \$100,000, a 20% local match of \$20,000 would be required for this project under the DRPT "Demonstration Project" MERIT grant program.**

### 2. Resolution #25-04 / Public Transit Internship (Project Cost = Up to \$110,000)

This grant will allow DASH to continue developing its transit workforce with either interns or apprentices in FY 2026. This grant will fund two positions and allow them to gain valuable experience in the public transportation industry. **Based on the maximum project cost of \$110,000, a 20% local match of \$22,000 would be required.**



### 3. Resolution #25-05 / DASH Deck Replacement (Project Cost = Up to \$12,000,000)

DASH and the City's Department of General Services (DGS) has identified a critical need to rehabilitate and replace the upper deck of the DASH Facility to maintain structural integrity and state of good repair. This application pursues MERIT funding, either categorized as Major Expansion or State of Good Repair contingent on DRPT discretion. For the purposes of this authorization, the maximum project cost is assumed to be \$12,000,000. This cost estimate will be refined prior to final application submission. A MERIT award for this project will require either a local match of 32% or 50%, depending on the final MERIT determined by DRPT. **Based on the maximum project cost of \$12,000,000, a 32% local match would be \$3,840,000, and a 50% local match would be \$6,000,000.**

A total of \$3,000,000 in local funds is available to serve as local match for this application. DASH and the City intends to only accept a grant award for the appropriate reduced total project amount that is sufficiently matched by this amount of local funds. Remaining funds still required will be applied towards the FTA's Low-No/Bus & Bus Facilities program to cover the difference.

#### **Grant Funding Request:**

The total maximum cost of these three projects is roughly \$12.2 million, mostly due to the DASH Deck Replacement project. The local match required to support all three projects could be up to \$6,042,000, or as low as \$3.9 million, depending on DRPT program eligibility.



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

***RESOLUTION # 25-03  
DASH Digital Mirror Technology Pilot***

BE IT RESOLVED by the Alexandria Transit Company Board of Directors that Joshua Baker, General Manager/CEO is authorized, for and on behalf of the Alexandria Transit Company, hereafter referred to as the, **PUBLIC BODY**, to execute and file an application to the Department of Rail and Public Transportation, Commonwealth of Virginia, hereafter referred to as the, **DEPARTMENT**, for a grant of financial assistance in the amount of up to \$100,000 to defray the costs borne by the **PUBLIC BODY** for public transportation purposes and to accept from the **DEPARTMENT** grants in such amounts as may be awarded, and to authorize Joshua Baker, General Manager/CEO to furnish to the **DEPARTMENT** such documents and other information as may be required for processing the grant request.

The Alexandria Transit Company certifies that the funds shall be used in accordance with the requirements of Section 58.1-638.A.4 of the Code of Virginia, that the **PUBLIC BODY** will provide funds in the amount of up to \$20,000, which will be used to match the state funds in the ratio as required in such Act, that the records of receipts of expenditures of funds granted the **PUBLIC BODY** may be subject to audit by the **DEPARTMENT** and by the State Auditor of Public Accounts, and that funds granted to the **PUBLIC BODY** for defraying the expenses of the **PUBLIC BODY** shall be used only for such purposes as authorized in the Code of Virginia. The undersigned duly qualified and acting Chair of the **PUBLIC BODY** certifies that the foregoing is a true and correct copy of a Resolution, adopted at a legally convened meeting of the Alexandria Transit Company held on the 11th day of December 2024.

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

ATTEST:

\_\_\_\_\_  
Beth Reveles, Secretary of the Board  
Alexandria Transit Company  
12/11/2024



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

***RESOLUTION # 25-04  
Public Transit Internship Program***

BE IT RESOLVED by the Alexandria Transit Company Board of Directors that Joshua Baker, General Manager/CEO is authorized, for and on behalf of the Alexandria Transit Company, hereafter referred to as the, **PUBLIC BODY**, to execute and file an application to the Department of Rail and Public Transportation, Commonwealth of Virginia, hereafter referred to as the, **DEPARTMENT**, for a grant of financial assistance in the amount of up to \$110,000 to defray the costs borne by the **PUBLIC BODY** for public transportation purposes and to accept from the **DEPARTMENT** grants in such amounts as may be awarded, and to authorize Joshua Baker, General Manager/CEO to furnish to the **DEPARTMENT** such documents and other information as may be required for processing the grant request.

The Alexandria Transit Company certifies that the funds shall be used in accordance with the requirements of Section 58.1-638.A.4 of the Code of Virginia, that the **PUBLIC BODY** will provide funds in the amount of up to \$22,000, which will be used to match the state funds in the ratio as required in such Act, that the records of receipts of expenditures of funds granted the **PUBLIC BODY** may be subject to audit by the **DEPARTMENT** and by the State Auditor of Public Accounts, and that funds granted to the **PUBLIC BODY** for defraying the expenses of the **PUBLIC BODY** shall be used only for such purposes as authorized in the Code of Virginia. The undersigned duly qualified and acting Chair of the **PUBLIC BODY** certifies that the foregoing is a true and correct copy of a Resolution, adopted at a legally convened meeting of the Alexandria Transit Company held on the 11th day of December 2024.

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

ATTEST:

\_\_\_\_\_  
Beth Reveles, Secretary of the Board  
Alexandria Transit Company  
12/11/2024



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

***RESOLUTION # 25-05  
DASH Deck Replacement***

BE IT RESOLVED by the Alexandria Transit Company Board of Directors that Joshua Baker, General Manager/CEO is authorized, for and on behalf of the Alexandria Transit Company, hereafter referred to as the, **PUBLIC BODY**, to execute and file an application to the Department of Rail and Public Transportation, Commonwealth of Virginia, hereafter referred to as the, **DEPARTMENT**, for a grant of financial assistance in the amount of up to \$12,000,000 to defray the costs borne by the **PUBLIC BODY** for public transportation purposes and to accept from the **DEPARTMENT** grants in such amounts as may be awarded, and to authorize Joshua Baker, General Manager/CEO to furnish to the **DEPARTMENT** such documents and other information as may be required for processing the grant request.

The Alexandria Transit Company certifies that the funds shall be used in accordance with the requirements of Section 58.1-638.A.4 of the Code of Virginia, that the **PUBLIC BODY**, in partnership with the City of Alexandria, hereafter referred to as the, **CITY**, will provide funds in the amount of up to \$3,000,000, which will be used to match the state funds in the ratio as required in such Act, that the records of receipts of expenditures of funds granted the **PUBLIC BODY** may be subject to audit by the **DEPARTMENT** and by the State Auditor of Public Accounts, and that funds granted to the **PUBLIC BODY** for defraying the expenses of the **PUBLIC BODY** shall be used only for such purposes as authorized in the Code of Virginia. The undersigned duly qualified and acting Chair of the **PUBLIC BODY** certifies that the foregoing is a true and correct copy of a Resolution, adopted at a legally convened meeting of the Alexandria Transit Company held on the 11th day of December 2024.

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

ATTEST:

\_\_\_\_\_  
Beth Reveles, Secretary of the Board  
Alexandria Transit Company  
12/11/2024

# DEPARTMENTAL PRESENTATION

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WORKPLACE EXCELLENCE



# DASH CULTURE



## MISSION

We deliver a safe, trusted, customer-focused experience by providing exemplary bus service to the diverse Alexandria community.

A community with equal access to convenient and sustainable transportation that improves overall quality of life throughout the City of Alexandria.

## VISION



## VALUES

- ✓ Connecting lives, enriching journeys
- ✓ Driving progress with heart
- ✓ Weaving a city together
- ✓ Riding on tomorrow, today

1. System Excellence
2. Customer Experience
3. Environmental Stewardship
4. Workplace Excellence
5. Fiscal Responsibility and Efficiency

## STRATEGIC PLAN GOALS





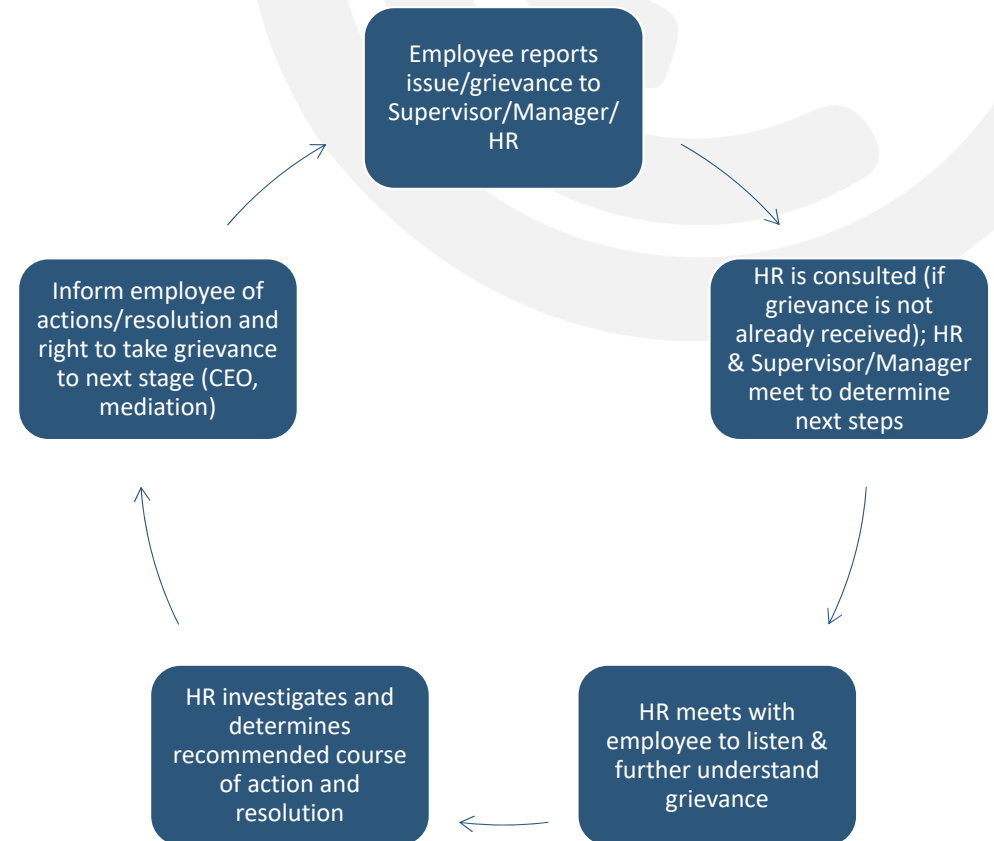
## TOPICS FOR TODAY

- Workforce resources
- What's on our radar?
- DASH Workforce overview
- Benefits overview & enhancements
- Engagement strategy
- 2025 HR goals

# RESOURCES AND GRIEVANCE RESOLUTIONS

## Important Factors:

- Provide environment for employee to confidentially report a complaint
- Energize importance of open-door approach with employees in Leadership training
- Keep employee informed of process and timing; they should expect a quick resolution
- Ensure grievance remains confidential (if possible)
- Investigate immediately
- Maintain credibility in resolution process
- Follow-up with employee after actions/resolution to ensure grievance is resolved and not reoccurring







# WHAT'S ON OUR RADAR?

- Labor Market Dynamics
  - Talent Shortages
  - Evolving Employee Expectations
  - Retention Trends
- Employee Engagement Trends
- Internal Challenges
  - Union Pressures
  - Aging Workforce

# DASH WORKFORCE OVERVIEW

|              | % Female   | % Male     | Avg Age   | Avg Years of Service | % Hourly   | % Mgmt     |
|--------------|------------|------------|---|----------------------|------------|------------|
| <b>Total</b> | <b>18%</b> | <b>82%</b> | <b>48</b><br><i>Female: 45</i><br><i>Male: 41</i> | <b>8.2</b>           | <b>86%</b> | <b>14%</b> |

|                      |     |      |    |      |      |      |
|----------------------|-----|------|----|------|------|------|
| Administration       | 50% | 50%  | 43 | 6.3  | 13%  | 88%  |
| Building Maintenance | 0%  | 100% | 52 | 14.2 | 50%  | 50%  |
| Human Resources      | 75% | 25%  | 47 | 12.2 | 25%  | 75%  |
| Maintenance          | 11% | 89%  | 50 | 9.5  | 83%  | 17%  |
| Marketing            | 83% | 17%  | 42 | 4.1  | 33%  | 67%  |
| Operations           | 16% | 84%  | 49 | 8.3  | 16%  | 84%  |
| Planning             | 0%  | 100% | 35 | 7.6  | 29%  | 71%  |
| Safety               | 25% | 75%  | 39 | 3.9  | 0%   | 100% |
| Operations Trainees  | 17% | 83%  | 48 | 0    | 100% | 0%   |
| Training             | 33% | 67%  | 38 | 7.3  | 67%  | 33%  |

# BENEFITS OVERVIEW

## Medical & Wellness

- Health (Kaiser & United Healthcare)
- Dental (Ameritus)
- Vision (EyeMed)
- Flexible Spending Accounts:
  - Healthcare FSA
  - Dependent Care FSA
- Employee Assistance Program (EAP)
- On-Site Wellness and Fitness Center

## Salary Continuation

- Basic Life Insurance/AD&D Insurance (1x Salary)
- Short-Term Disability (60% of weekly earnings)

## Voluntary coverages:

- Long-Term Disability (Voluntary)
- Additional Life & AD&D (spouse/child)
- Hospital Indemnity
- Critical Illness

## Retirement

- 401(k) Plan
- Health Retirement Account\*

## Paid Time Off

- Vacation
- Sick Leave
- Observed Holidays
- Floating Holidays
- Bereavement
- 8 weeks paid Parental Leave
- Jury Duty

## Additional Perks

- Educational Assistance
- Uniforms
- Incentive Bonus Awards\*
- Tool Allowance\*
- Commuter Benefits\*
- PerkSpot Discount Program



# BENEFITS ENHANCEMENTS

Expedited  
401(k) eligibility

Retirement Readiness:  
workshop series  
beginning in January 2025

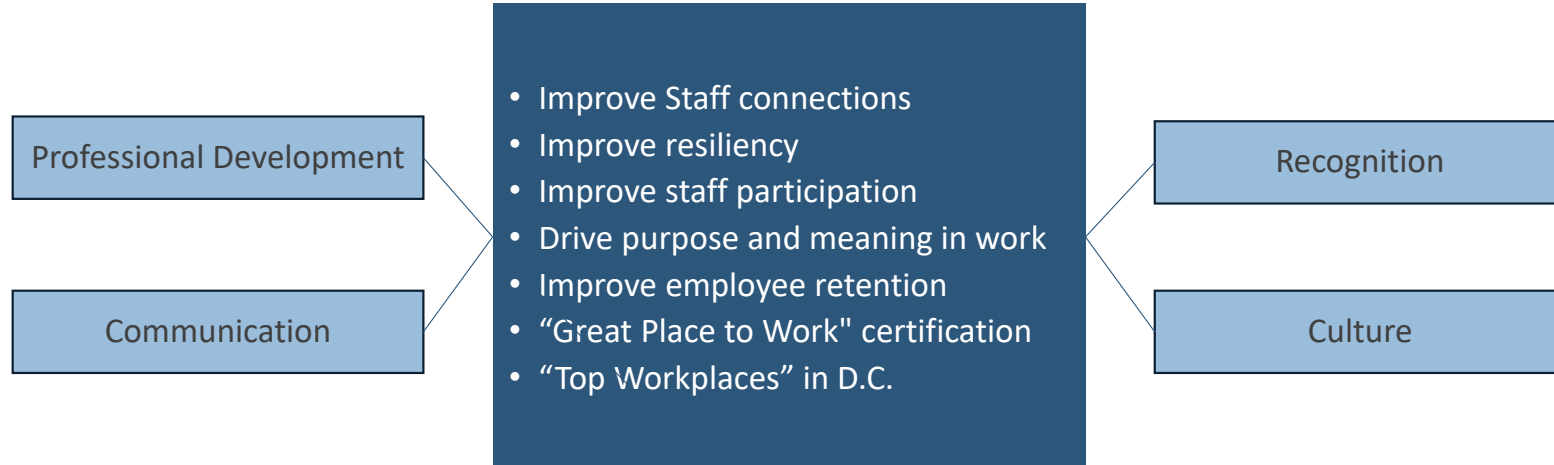


Monthly Wellness  
observances

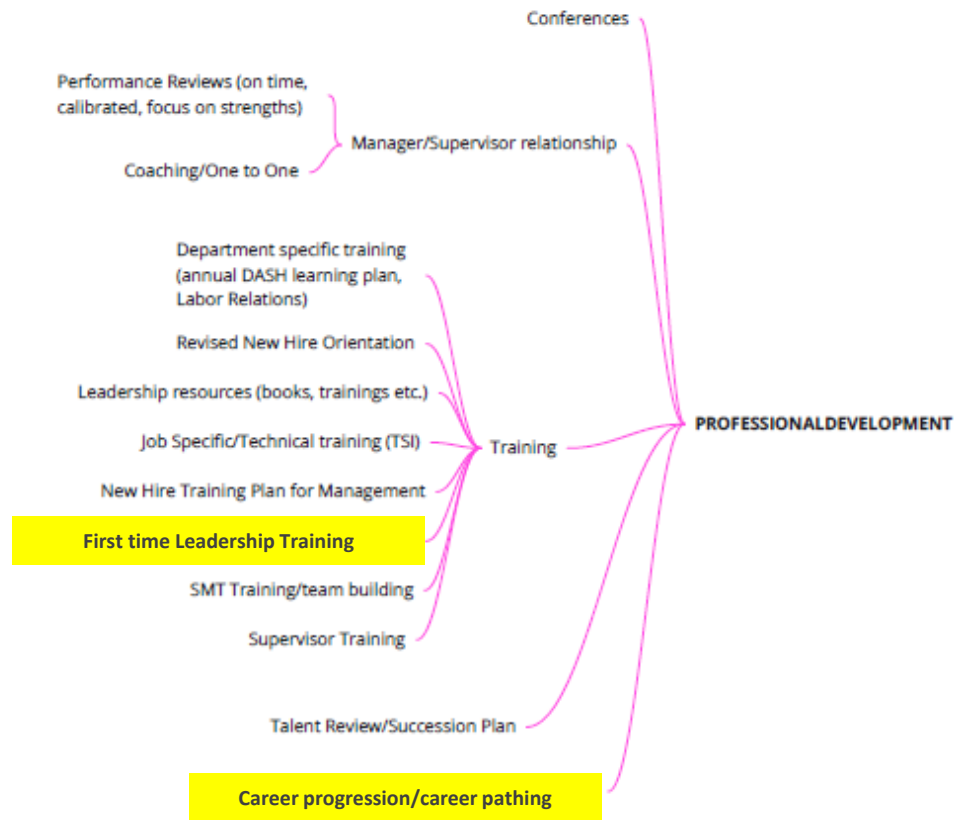
Explore additional  
voluntary benefits

# ENGAGEMENT STRATEGY

- **Global Engagement Level: 30%**
- **Top Factors:**
  - Feeling Heard & Valued
  - Opportunities To Grow
  - Trust & Confidence In Leadership



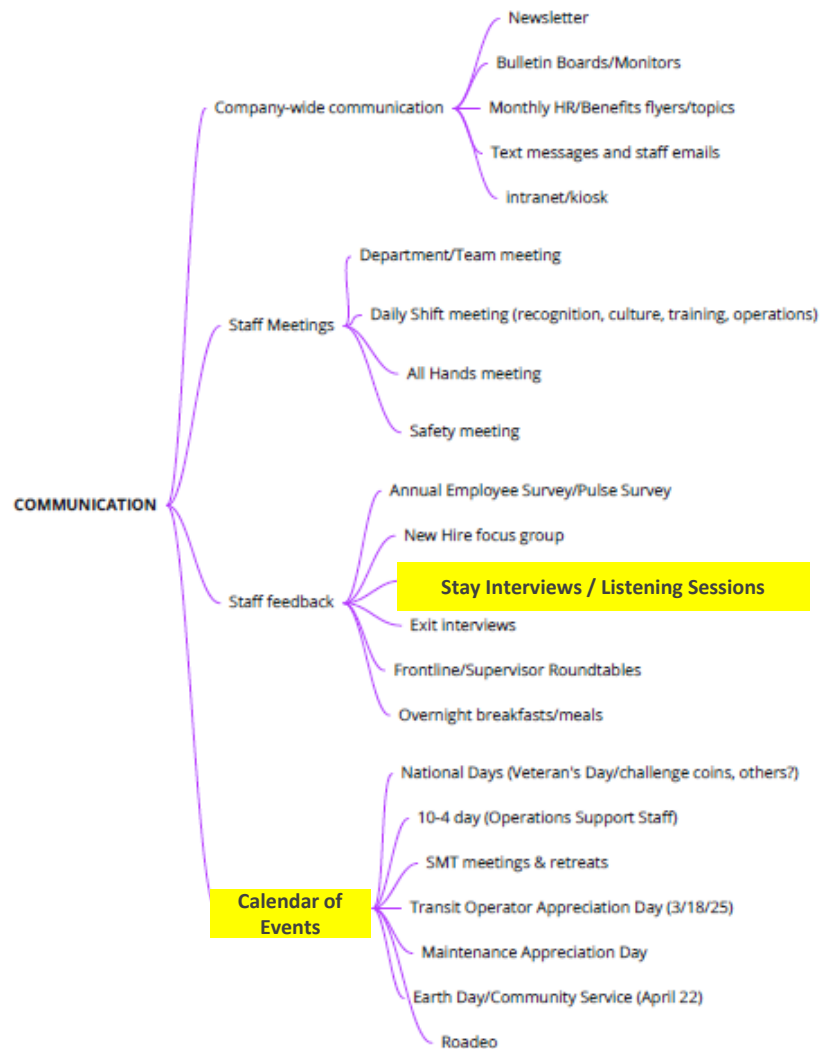
# PROFESSIONAL DEVELOPMENT



# RECOGNITION



# COMMUNICATION

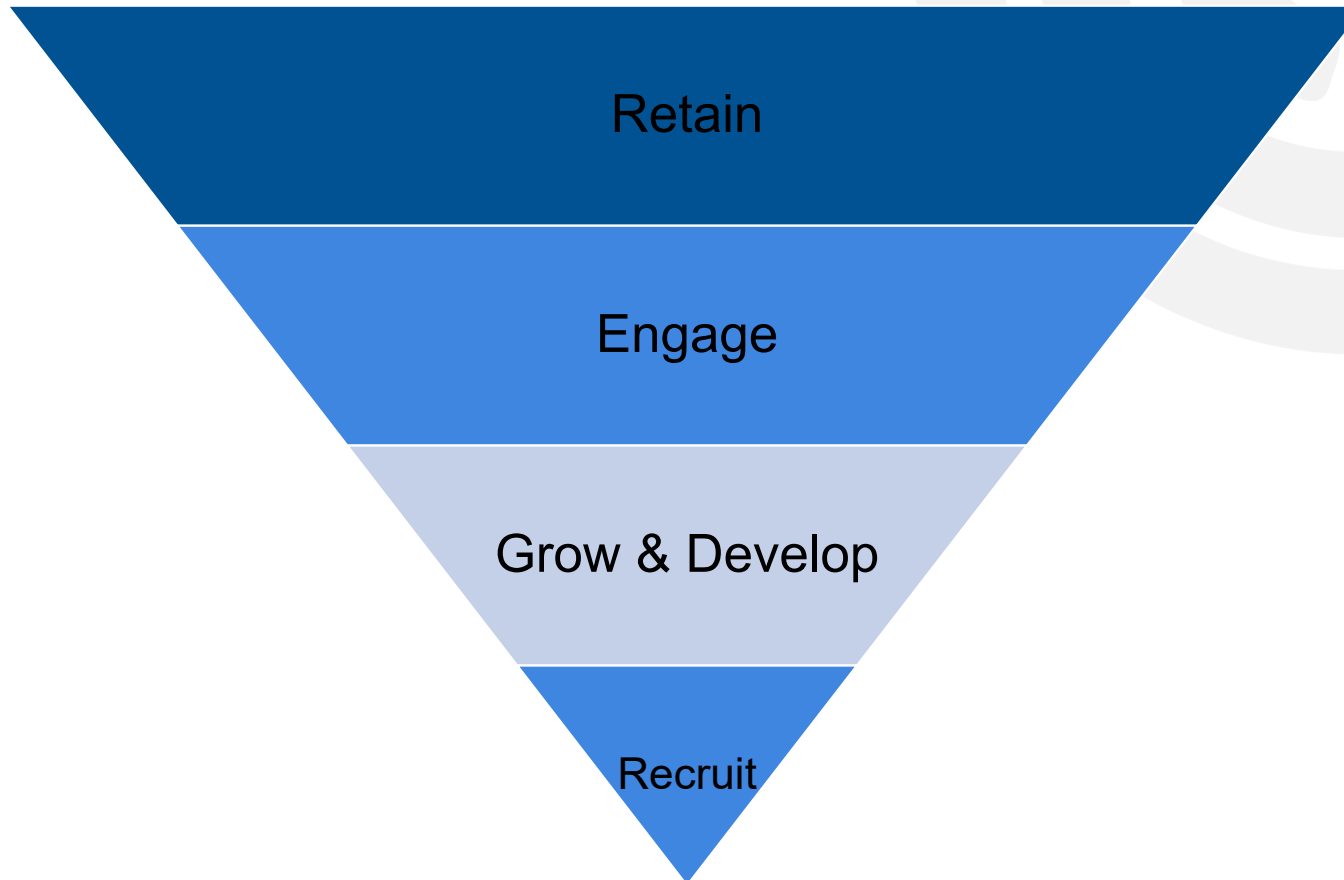






# CULTURE

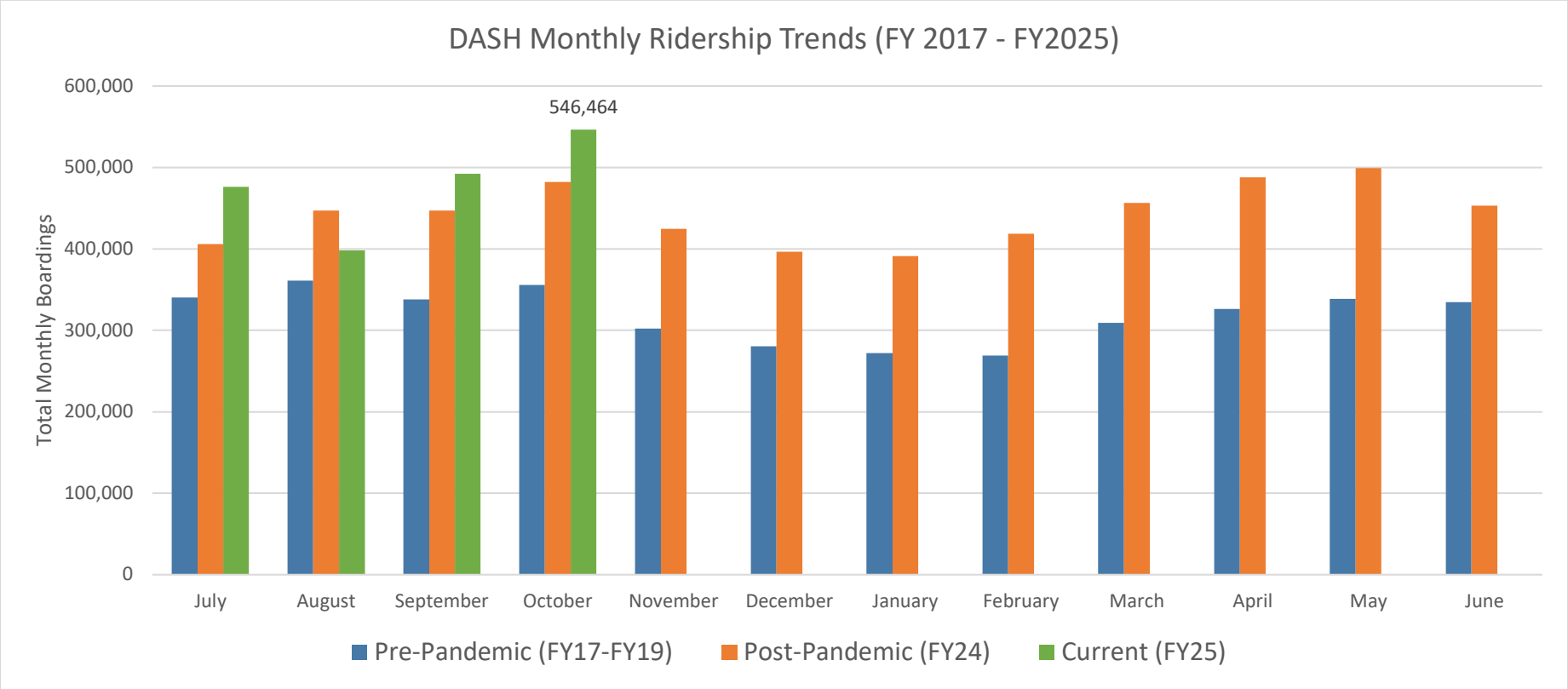


# 2025 HR GOALS – TALENT FOCUSED





# QUESTIONS & DISCUSSION



# STRATEGIC UPDATE

DASH TECHNOLOGY



# *Our Values*

"We pioneer customer-centric innovations and embrace **technology** to anticipate future customer needs and to expand seamless transportation connections, all while doing better tomorrow than we did today."



#1 | System  
Excellence



#2 | Customer  
Experience



#3 | Environmental  
Stewardship



#4 | Workplace  
Excellence



#5 | Fiscal Responsibility  
& Efficiency

# TECHNOLOGY AT DASH



**DASH Founded &  
Started Service**

**1984**



**Digital Destination  
Signs**

**1998**



**CAD/AVL  
Introduced**

**2015**



**Transit Signal  
Priority (TSP)**

**2018**

**1993**

**World Wide Web  
Introduced**



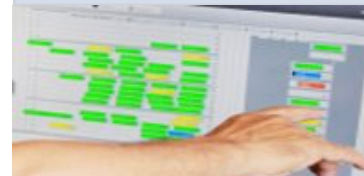
**2006**

**Onboard Video  
Surveillance**



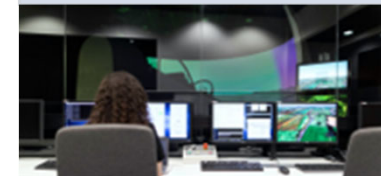
**2016**

**Automated Garage  
Management**



**2024**

**Operations  
Module**



# CURRENT TECH SUITE



Fleetio



LUMINATOR  
TECHNOLOGY GROUP





# CURRENT TECH SUITE



Fleetio



LUMINATOR  
TECHNOLOGY GROUP



# TECHNOLOGY STRATEGY



**Complete Implementation of Existing Technologies**



**Build Appropriate Workforce Dedicated to Technology**



**Replace & Renew Technologies at end of life (SGR)**



**Address Technology Gaps**



**Explore & Demonstrate New Technologies for Future Consideration**

# CAD/AVL REPLACEMENT PROJECT

- Computer-Aided Dispatch (**CAD**) & Automated Vehicle Location (**AVL**) System
- Onboard Equipment + Backend Software
- Used to manage daily operations and provide service information to riders
- Clever Devices implemented in FY 2015
- **CAD/AVL Useful Life Cycle = 10 Years**
- Ongoing Challenges with Current System
  - Not keeping up with industry advancements
  - Technical issues and inadequate support
  - Local servers instead of cloud-based



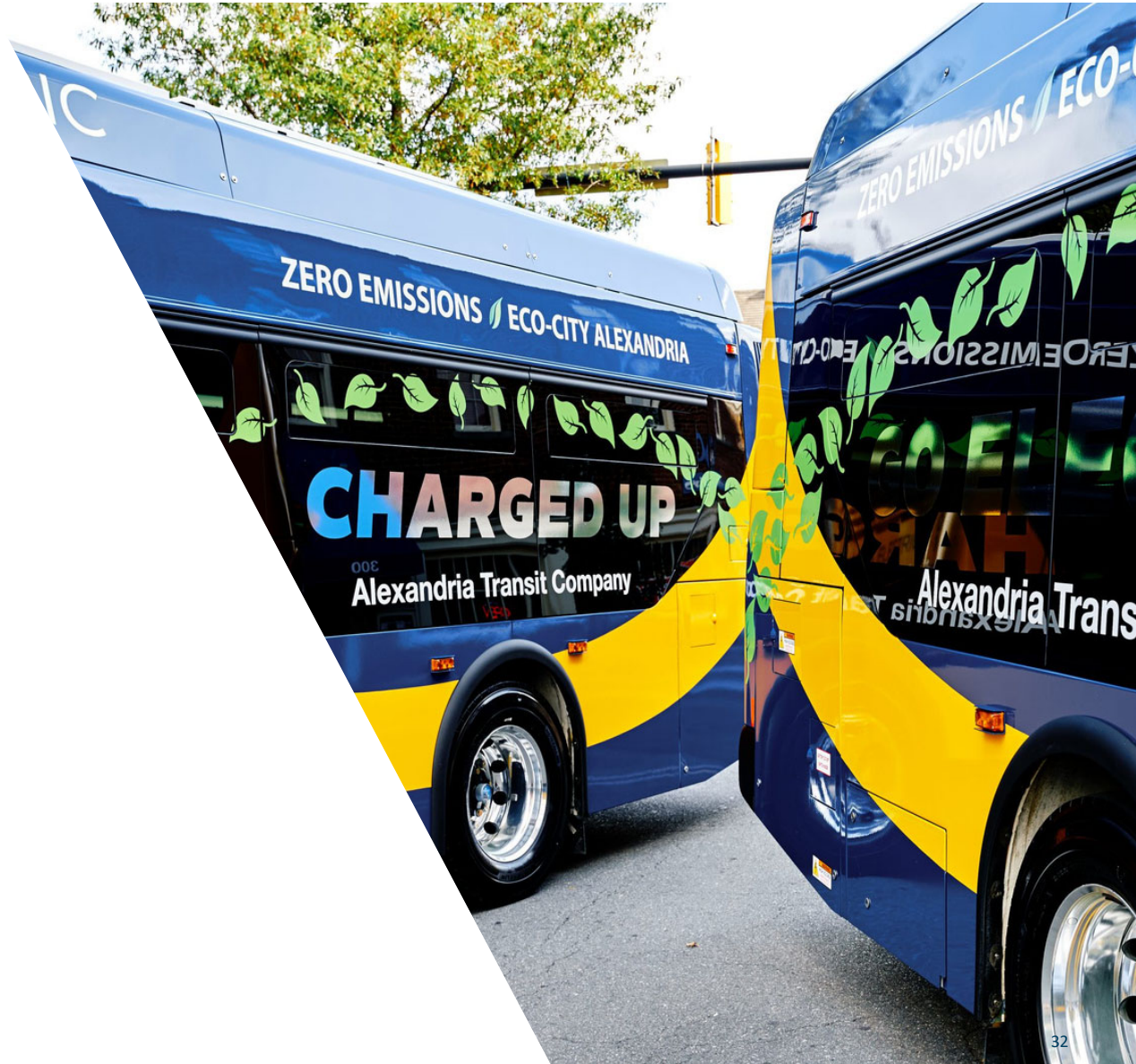
# PROGRESS MADE

## Closing Tech Gaps

- ✓ Fleet Management System
- ✓ Automated Passenger Counters
- ⚠ Daily Operations
- ✓ Video Surveillance
- ✓ Scheduling System
- ✓ Payroll System

## Tech Demonstrations

- ✓ Mobile Eye
- ⚠ Thru-Vision
- ⚠ Digital Mirrors
- ⚠ Infotainment
- ⚠ Charge Management





# TECHNOLOGY OPPORTUNITIES



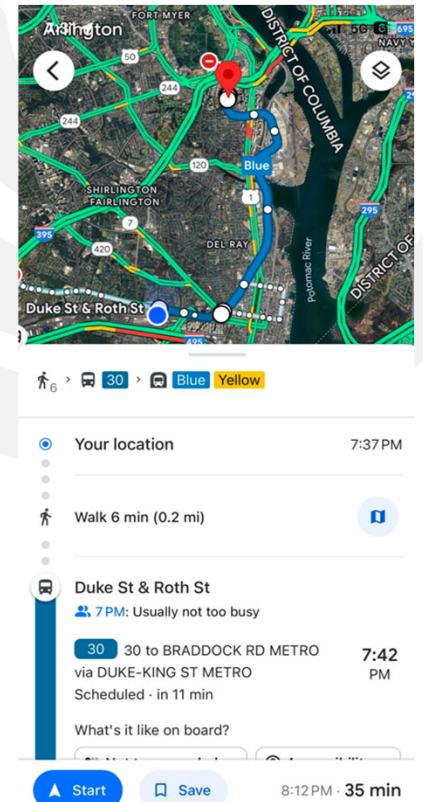
Interconnected, Integrated, and Comprehensive Solutions



Consolidating technologies where possible.

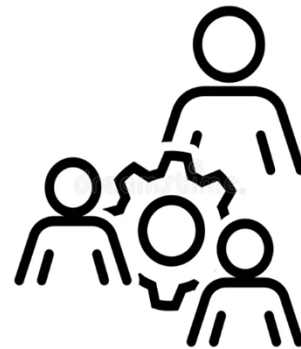


Increasing efficiencies throughout the organization & maximizing service



# STRATEGY TO ACHIEVE TECHNOLOGY GOALS

- Build appropriate workforce dedicated to Technology
- Build appropriate operating and capital funding
- Eliminate Duplicative or Non-Effective Technologies
- Coordinate with City, Peer Agencies, and Industry





# QUESTIONS & DISCUSSION