



## DASH Board of Directors Meeting Agenda

April 9, 2025 5:30pm - 7:30pm

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

April 2025 Meeting of the Alexandria Transit Company Board of Directors

### 1. Welcome

5:30pm

#### a. Call to Order

 David Kaplan

#### b. Attendance

 Beth Reveles

Roll call attendance of ATC Board Members.

### 2. DASHing Words in Motion Poetry

5:35pm

The annual "DASHing Words in Motion" poetry contest recognizes writers and promotes the appreciation of poetry as an art form. It also inspires individuals using DASH's buses and trolleys.

 [2025 DASHing Words in Motion.pdf](#)

### 3. Public Hearing: Alexandria Transit Strategic Plan (ATSP)

5:50pm

The Board of Directors will hear comments from the public regarding the proposed ATSP. Additional information, along with the full plan can be found at:  
[www.dashbus.com/strategicplan](http://www.dashbus.com/strategicplan)

### 4. Collaboration and Engagement

6:20pm

#### a. Chairs Report

##### i. Stockholders Meeting Recap & Action Items Discussion

 David Kaplan

ATC and City Council to hold a joint worksession in the fall (ideally September) for staff presentations, strategic discussions, and decisions regarding the DASH ATV/New DASH Network, future ATSP's, Fleet Electrification, and the Capital Improvement Program (CIP).

## ii. Formation of Nominating Committee

 David Kaplan

Following the confirmation of the ATC Board, a nominating committee is required, in accordance with the By-Laws, to propose the corporation's Officers.

 [By-Laws of the Alexandria Transit Company - Article IV - Officers.pdf](#)

## b. T&ES Report

 Hillary Orr

Attached is this month's report provided by the T&ES Deputy Director, Hillary Orr.

 [TES Deputy Directors Notes 4.9.2025.pdf](#)

## c. Other Member Reports

## 5. Regular Business

6:40pm

### a. Consideration of Approval: Meeting Minutes

 [March Board Meeting Minutes\\_3.12.2025.pdf](#)

### b. Review of Financials

 [DASH Financial Update - April 2025 Board Packet - February 2025 Financials.pdf](#)

## 6. Action Items

None

## 7. Staff Reports

6:45pm

### a. General Managers Revised FY 2026 Budget

 Josh Baker

The revised FY 2026 General Managers revised budget is provided as attached. Following the release of the City Manager's budget, the DASH budget is reviewed and updated to account for actual subsidy allocations. Further, the current year's actual expenditures are analyzed to determine any line items requiring adjustment.

The following areas have been adjusted based on actuals:

- Fringe Benefits (due to insurance premiums)
- Maintenance (due to higher costs)
- Personnel (due to attrition)
- Staff recognition (due to anniversary awards actuals)

No action is required at this meeting, a public hearing regarding the proposed final budget will take place at the May Board Meeting, with action to adopt required in June.

 [FY 2026 Revised Budget.pdf](#)

## b. General Managers Report

 Josh Baker

DASH has been featured in BUSLINE, a national industry publication. Our system was selected as the cover article, which focused on the "DASH Difference", a key part of our Strategic Plan Values. The publication is distributed in print and electronic form. A PDF copy is provided for viewing.

 [Busline - March\\_April 2025.pdf](#)

## c. Ridership Report

 Josh Baker

DASH experienced a slight dip in ridership this February compared to 2024 due to the previous year being a leap year and, this year, a snowstorm occurring in February.

Preliminary numbers for March, however, show a notable increase over all previous years, with ridership on commuter-oriented routes (Lines 102, 103, and 104) showing promising increases.

 [Ridership Graph.pdf](#)

## d. Staff Presentation: Departmental Highlight & Strategic Update

### Safety & Security

Kato Carter, Director of Safety & Security

 [Departmental Presentation - Safety & Security.pdf](#)

## 8. Adjournment

Next Meeting: May 14, 2025 at City Hall

7:25pm

END  
7:30pm

# ***A Community as We Ride***

The bus gathers us,  
a living room  
for strangers.  
Our eyes meet.  
Your face, hardened.

A mother and child enter.  
The baby coos  
and you smile.  
This tenderness,  
a surprise.

© Zeina Azzam



[dashbus.com/poetry](https://dashbus.com/poetry)



## ***After the Snow***

the sky sits low over our shoulders.

We hunch slow out of the house.

Stumble crunch down the  
sidewalk

and watch

the bus glide up the  
avenue.

© Jennifer Veech

[\*\*dashbus.com/poetry\*\*](https://dashbus.com/poetry)



## ***Bus Ride With My Daughter***

**My daughter's feet dangle  
from the seat, her gaze  
outside, sleek city bustling by.**

**Too small to walk Alexandria  
edge to edge; instead,  
this bus makes our journey  
possible.**

**© Kate Lewis**



**[dashbus.com/poetry](https://dashbus.com/poetry)**

# ***Connections on the Move***

Buses hum through city streets,  
Where strangers meet, where neighbors greet.  
From stop to stop, our paths align– Connected by each shared line, In  
Alexandria, we all shine.

© Deb Antonini



[dashbus.com/poetry](http://dashbus.com/poetry)

***Hello***

**Difference**

**Service animal,**

**In speech**

**Prosthetic,**

**Gait,**

**Or you can't see My**

**Eyesight,**

**disability.**

**Appearance,**

**On trolley or bus-**

**Weight,**

**Let's smile, Nod, "Hello."**

**With wheels,**

**We are all us.**



© Caitlin Fitzsimmons

[dashbus.com/poetry](http://dashbus.com/poetry)

# ***I Carry the City Forward***

**I turn for dreamers**

**Chasing dawn's promise.**

**I hum for builders With hands stained by  
labor's grit.**

**I roll for wanderers Seeking comfort  
in motion.**

**I carry the city forward.**

© C. Alexandria-Bernard Thomas



**[dashbus.com/poetry](https://dashbus.com/poetry)**

# ***Requests***

I help an old man load his  
double bass onto the bus. He  
asks if I have any requests for  
his setlist that night. I  
recommend "Fever." He  
accepts.

© Alex Carrigan

[dashbus.com/poetry](https://dashbus.com/poetry)





# ***Stop Requested***

**"Stop requested"**

**The robotic voice intones**

**Life never stops moving  
Sometimes we need a stop  
To sit still**

**And let the world**

**Take us where we need to go**

**© Sean Morrissey**



**[dashbus.com/poetry](http://dashbus.com/poetry)**

## ARTICLE IV – OFFICERS

**Section 1 – Election and Removal.** The Board of Directors, after its election in each year, shall elect a Chairperson and then promptly thereafter shall elect a Vice-Chairperson, a President and a Vice-President and shall also elect a Secretary, a Treasurer and may elect or appoint such other officers as it may deem proper. The Board shall also retain a General Counsel for purposes of rendering legal advice to the board. No officer votes unless also a member of the Board of Directors. Any officer may hold more than one office except that the same person shall not be President and Secretary. All officers shall serve for a term of one year and until their respective successors are elected, but any officer may be removed summarily with or without cause at any time by the vote of a majority of all the Directors. Vacancies among the officers shall be filled by the Directors.

**Section 2 – Duties.** The officers shall have the authority and perform the duties set forth below and shall have such other authority and duties as the Board of Directors may from time to time prescribe.

- i. **Chairperson** – The Chairperson shall preside at meetings of the Board of Directors and Stockholders, represent the board before City Council and other public bodies, and be the principal spokesman for the board on matters of policy.
- ii. **Vice-Chairperson** – The Vice Chairperson shall act as Chairperson in the absence of the latter or when requested by the Chairperson to do so.
- iii. **President** – The President shall be the chief executive officer of the corporation; see that all orders and resolutions of the Board of Directors are carried into effect; administer the management contract, if there be one; provide liaison between the corporation and other transit agencies in the urban area and between the corporation and the administrative departments and agencies of the City of Alexandria government; and execute contracts and agreements on behalf of the corporation, except when the execution thereof is expressly delegated by the Board of Directors to some other officers of the corporation. Unless otherwise decided by the Board of Directors, the General Manager shall serve as President and CEO of the corporation.
- iv. **Vice-President** – The Vice-President shall assist the President in carrying out their duties, exercise such of the President's authority as they may delegate to them, and act as President in the absence of that officer.
- v. **Secretary** – The Secretary shall attend meetings of the Board of Directors and Stockholders and record the proceedings thereof, give notice in the manner prescribed in these By-Laws of meetings of the Stockholders and special meetings of the Board of Directors, have custody of the seal of the corporation and affix and attest it when authorized to do so by the Board of Directors or the President, and perform such other duties as may be prescribed by the Board of Directors.
- vi. **Treasurer** – The Treasurer, under the direction of the President, shall have custody of all corporate funds and securities; keep a full and accurate record of receipts and disbursements in books belonging to the corporation; deposit all moneys received by them in the name of and to the credit of the corporation in such depositories as may be designated by the Board of Directors; keep a record of moneys deposited to the account of the corporation by the management company, if there be one; disburse the funds of the corporation as ordered by the Board of Directors or President; render such accounts of their transactions as the Board of Directors or President may require; and perform such other duties as may be prescribed by the Board of Directors. The Treasurer shall be bonded for the faithful performance of their duties in such sum and in such manner as may be approved by the Board of Directors and the cost of such bond shall be borne by the Corporation.
- vii. **General Counsel** – The General Counsel shall not be a voting officer; the General Counsel shall be the legal adviser to the Board of Directors, the General Manager and the officers of the corporation; defend suits or other legal actions brought against them; and, with the approval of the Board of directors, initiate and pursue such legal remedies on behalf of the corporation as may be appropriate.



## **T&ES Deputy Director Notes ATC Board of Directors Meeting 4.9.2025**

### **TSDAC Meeting to Discuss Updates to MERIT Grant Program**

Members of the Transit Service Delivery Advisory Committee (TSDAC) reconvened this month to reexamine the DRPT MERIT funding program (capital and operating funds for local buses in Virginia – NOT Metro or VRE) at the direction of Secretary Miller. The goal of the administration is to put in policy changes by the end of the calendar year for next year (FY 2027) DRPT funding cycle. The TSDAC advises DRPT in the development of a distribution process for transit capital and operating funds. DRPT and TSDAC develop a process for the distribution of the funds allocated to them from the Commonwealth Mass Transit Fund.

The TSDAC is required to meet annually and consists of two members appointed by the Virginia Transit Association (VTA), one by the Community Transportation Association of Virginia, one by the Virginia Municipal League, one by the Virginia Association of Counties, and three by the Director of DRPT. Kate Mattice, Executive Director of NVTC, is one of the VTA members and speaks largely for the Northern Virginia jurisdictional needs and will be coordinating both the City and DASH, along with other jurisdictions and operators to brief the City to mitigate issues as they arise.

The conversation revolved around the Capital and Operating Assistance programs, and how to maintain effectiveness with higher costs and flat revenue. DRPT laid out the challenges. With the Capital program, the challenges are the short time to review applications and project eligibility. With the Operating Assistance program, challenges include the complexity of the scoring criteria, required data, the specific performance metrics. There were no solutions proposed at this point, although staff discussed simplifying data and performance metrics, reducing eligibility of some capital projects (generally projects that are almost never funded), and incorporating nationwide best practices. Staff will continue their technical work and present scenarios to TSDAC and CTB in September.

### **Next Generation Transit Signal Priority (TSP)**

City and DASH staff met with WMATA at the Next Generation Transit Signal Priority (TSP) Stakeholder Engagement Kickoff Meeting. The meeting provided an overview of the current TSP system, discussed its challenges and limitations, and introduced emerging trends for next-gen TSP. Key project goals include developing a flexible, cloud-based system with dynamic prioritization, open architecture, and seamless integration. Next steps involve working with our transportation engineering, signal engineering, and DASH teams to identify the context and needs for the next-generation system, including operating environments and planned infrastructure improvements.

### **DMVMoves Update**

The latest DMV Moves Task Force Meeting occurred on March 24th. At the meeting, the task force received an update on Metro's ridership and financials and was presented with an updated approach to WMATA's funding needs. The updated approach aims to maintain (versus eliminate) the state of good repair backlog at manageable levels to reduce overall costs. Improvements to the

system will be focused on rail automation and the bus priority program. The group also discussed local transit needs and the (funding) gap analysis prepared by the working group. Lastly, the group discussed several funding goals and identified some of the challenges associated with advocating public investments into the system.

### **WMATA Summer Shutdown**

The Metrorail Blue Line will be shut down for construction between King Street and Franconia-Springfield from July 5 – 26, 2025. The Van Dorn St and Franconia-Springfield stations will be closed, and service will be replaced with a free shuttle bus service with 4–6-minute headways. Planned improvements include upgrades to the train control system, replacing the obsolete signal system, rail renewal, roof replacement, station signage updates, and more.

### **I-495 South Express Lanes**

VDOT has begun a [public engagement process](#) to add 2-4 additional lanes on I-495 between the Springfield interchange and National Harbor to be used as toll lanes. VDOT is currently conducting NEPA review and is presenting findings to date. The preferred alternative is expected to be selected by the Commonwealth Transportation Board in September. The impacts to traffic and transit in Alexandria and Fairfax County will be presented in late Fall (November-December).

## **1. Welcome**

A meeting of the Board of Directors of the Alexandria Transit Company was held at 5:30 pm on Wednesday, March 12, 2025, at City Hall Conference Room 1900 and was also available electronically. A recording of the meeting was made and is available upon request.

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

Board members participating electronically: Steve Klejst from Beaumont, Texas, due to business travel.

Staff members present: Josh Baker, Martin Barna, Beth Reveles, Edward Ryder, Joseph Quansah, Brent Reutter, Ryan Visci, Stephanie Salzone, Yvonne Jung, Camila Olivares, Jordan Exantus, Jen Grottle, Kato Carter, Sam Singh, Natalie Harris, Michael Randolph, Thomas Rose

Other attendees: Bob Gronenberg

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

### **b. Attendance**

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

Chair David Kaplan welcomed everyone and called the meeting to order at 5:36 pm. A quorum was reached at that time.

## **2. Collaboration and Engagement**

### **a. Public Comment**

Chair Kaplan opened the meeting to public comment.

Bob Gronenberg commented on the short video that was shown during the February Board meeting. The video showed overcrowded buses which would not attract new riders. He suggested that the video show how comfortable and dependable DASH buses are.

Mr. Gronenberg reminded the Board of the spider maps that the London transit agency uses. He mentioned how in 2016 he produced his own spider map for Park Fairfax which showed the various places one could travel via public transit.

General Manager Josh Baker explained that the video Mr. Gronenberg referenced was intended for decision makers that do not travel on DASH buses. It was meant to show the need for increased service due to overcapacity issues.

Samuel Nixon asked about bus service access for the elderly and those with physical challenges. Are there any enhancement plans for increased accessibility? Mr. Baker asked Mr. Nixon to call DASH customer service to discuss his questions.

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P. Lee stated that she has recently traveled on every DASH bus line and is thrilled with where she can travel within Alexandria. She pointed out that none of the bus stop signs on King Street mention that the buses are free to ride. She asked why Lines 30 and 31 travel the same route between Braddock Rd. and King St.

As there were no other speakers, the Chair closed public comment.

**b. Chairs Report**

**Stockholders Meeting:** The ATC Stockholders Meeting has been confirmed for March 25, 2025 at 6:00pm. The meeting will last for 15 minutes and is open to the public. The meeting will take place at Alexandria City Hall in the Council Chambers.

Chair Kaplan announced that Vice Chair Steve Klejst will be leaving the Board in June. Since Mr. Klejst was a Board member with transportation experience, the Board will need to recruit a new member to fill that requirement per the by-laws. Recruitment will begin in early fall.

**i. Slate of Officers**

Chair Kaplan stated the formation of a nominating committee for the ATC Board Officers would take place at the April Board meeting. At that meeting, a new vice chair will need to be nominated.

**c. T&ES Report**

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

Ms. Orr mentioned that there will be a discussion within the transportation commission this month to discuss the make-up of the commission. Many boards and commissions designate a member to attend the transportation commission meetings which results in a large time commitment issue. They plan to discuss if DASH can designate a non-Board member as a representative on the commission e.g., a Dash Advisory Committee (DAC) member.

**i. FY26 WMATA Budget Letter**

**Action:** Consideration of Approval

Chair Kaplan called for a motion to approve the letter. Matt Harris moved to approve the letter and was seconded by Jesse O'Connell. There was no further discussion and the motion carried unanimously.

**d. Other Member Reports**

The Chair asked if there were any other announcements from the Board. Hearing none, he moved on to minutes approval.

**3. Regular Business**

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

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The Chair called for a motion to approve the February meeting minutes and asked if there were any corrections, revisions, or amendments. A motion was made by Jesse O'Connell and seconded by Arish Gajjar to approve the minutes. There was no further discussion, and the motion carried. Kursten Phelps abstained.

**b. Review of Financials**

**4. Action Items**

*There are no Board action items for this meeting.*

**5. Staff Reports**

**a. General Managers Report**

**i. City Manager's Budget**

The City Manager presented his proposed FY 2026 budget, a summary was attached. The General Manager highlighted the impacts of the proposed budget on DASH.

**ii. Consideration of Letter to City Council regarding FY 2026 City Manager's Proposed Budget**

**Action Item:** Discussion and consideration of a letter in support of the City Manager's Proposed FY 2026 Budget.

Mr. Baker reviewed the City manager's budget, which was shared with the Board in advance of the meeting.

The Chair called for a motion to approve the drafting of a letter to City council related to budget items and the guidance that was discussed. Matt Harris moved to approve the letter, and Kursten Phelps seconded the motion. There was no further discussion, and the motion carried.

**b. Ridership Report**

Mr. Baker reviewed the ridership reports, which were shared with the Board in advance of the meeting.

**i. DASH Ridership Analysis for Federal Return to Work Orders**

**c. DASH Branding Refresh - Presentation**

Jen Grottle, Digital Marketing and Content Designer at DASH presented a comprehensive refresh of the DASH Brand, setting the stage for another successful 40 years of outstanding community support and recognition.

**i. Summary:**

This presentation included design proposals for a logo refresh of DASH and the King Street Trolley. The approach to this project was informed by graphic design experience, applying design principles to refine and develop branding assets, including logos. Visual research focused on bus transit logos, vintage railroad logos, and train station stamp designs.

The proposed logos aim to refine the existing brand identity rather than introduce a drastic redesign, preserving the strongest visual and emotional elements of the DASH brand. The new logos are intended to be phased in as new assets are needed. This redesign is part of a broader effort to establish a definitive brand guideline for DASH.

**d. FY 26-FY 27 Alexandria Transit Strategic Plan - Draft**

Martin Barna, Director of Planning and Scheduling, presented the draft of the FY26-FY27 Alexandria Transit Strategic Plan (ATSP). In accordance with the Board Calendar, this presentation begins the public input process and the Board will hold a Public Hearing on the proposed ATSP in April.

**6. Staff Presentation: Departmental Highlight & Strategic Presentation**

**Maintenance Department**

Director of Maintenance Natalie Harris reviewed the presentation, which was shared with the Board in advance of the meeting.

**7. Adjournment**

Next Meeting: April 9, 2025 at the DASH Facility

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

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

**Financial Results Through the Month Ending February 28, 2025**

Through February 2025, projected year-end operating expenses and revenue largely align with the annual budget expectations, although specific variances exist.

**Items of Note:**

- **Key Expense Categories:**
  - **Maintenance Expense** costs remain elevated. February expenses involve a high number of repair related invoices. These were accounted for in projections and did not impact forecasted year-end numbers.

**Provisional Year-End Projections:**

Unchanged from projections last month, DASH anticipates ending FY2025 with a balanced budget. Projections remain subject to refinement as additional data becomes available, but current trends continue to indicate a balanced budget at Year-End.

## ALEXANDRIA TRANSIT COMPANY

## Summary Income Statement for the Month Ending February 2025

With Application of 1-385 Reimbursements

Description	Jul	Aug	Sep	Oct	Nov	Dec	Jan*	Feb	Mar	Apr	May	Jun	FY 25 Projected	FY25 Budget	Variance
<b>REVENUE</b>															
Passenger Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Charter Revenue	2,882	-	-	12,807	504	5,216	(13,617)	17,074	630	23,000	5,833	5,833	65,996	130,000	(64,004)
Advertising Revenue	-	1,727	18,416	-	-	-	-	-	15,000	29,082	10,800	25,000	99,225	153,700	(54,475)
Miscellaneous Revenue	-	-	-	3	6,029	14,935	2,981	5,218	959	5,000	5,000	5,000	76,438	60,000	16,438
<b>TOTAL OPERATING REVENUE</b>	<b>2,882</b>	<b>28,040</b>	<b>31,226</b>	<b>6,534</b>	<b>20,152</b>	<b>20,637</b>	<b>22,291</b>	<b>22,291</b>	<b>1,590</b>	<b>43,000</b>	<b>39,915</b>	<b>20,833</b>	<b>241,659</b>	<b>343,700</b>	<b>(102,041)</b>
City Contribution - Regular Subsidy	2,739,410	2,739,410	2,739,410	2,739,410	-	-	5,478,820	2,739,410	2,739,410	2,739,410	2,739,410	2,739,410	32,872,920	32,872,921	(1)
City Contribution - King Street Trolley	130,049	130,049	130,049	130,049	-	-	260,098	130,049	130,049	130,049	130,049	130,049	1,560,596	1,560,592	4
<b>TOTAL REVENUE</b>	<b>2,872,341</b>	<b>2,897,499</b>	<b>2,900,865</b>	<b>2,875,993</b>	<b>20,152</b>	<b>5,728,281</b>	<b>2,891,760</b>	<b>2,871,049</b>	<b>2,912,459</b>	<b>2,909,374</b>	<b>2,890,292</b>	<b>2,905,292</b>	<b>34,675,165</b>	<b>34,777,203</b>	<b>(102,038)</b>
<b>OPERATIONS</b>															
Wages - O	470,294	1,483,810	992,227	1,045,838	956,568	975,419	1,610,805	1,126,680	1,002,722	1,002,722	1,003,430	1,595,015	13,269,531	13,079,400	(190,131)
Overtime - O	33,384	131,878	94,589	117,584	107,566	114,689	165,241	106,883	108,383	108,383	109,383	184,604	1,391,997	1,340,389	(51,598)
Fringe Benefits - O	174,840	104,590	132,768	135,080	121,739	273,922	133,278	146,558	208,580	208,580	208,580	208,580	2,076,616	2,573,400	496,784
Payroll Taxes - O	39,112	123,558	83,493	(22,643)	83,857	81,634	135,217	94,914	82,770	82,770	82,873	86,467	955,972	1,079,400	123,428
Retirement Contributions - O	41,094	129,540	87,204	93,747	88,475	140,363	88,475	88,968	88,968	88,968	89,025	143,490	1,169,730	1,128,700	(41,030)
<b>Total Operations Personnel</b>	<b>758,724</b>	<b>1,973,377</b>	<b>1,410,311</b>	<b>1,370,015</b>	<b>1,351,321</b>	<b>1,536,372</b>	<b>2,182,404</b>	<b>1,566,078</b>	<b>1,492,423</b>	<b>1,492,423</b>	<b>1,493,241</b>	<b>2,234,155</b>	<b>18,863,846</b>	<b>19,201,299</b>	<b>337,453</b>
Operating Materials and Supplies	2,095	1,954	1,771	3,658	175	1,415	2,017	4,583	3,246	3,246	3,246	11,545	38,950	38,950	-
Operator Training	2,658	1,484	2,201	945	2,465	2,465	2,210	3,325	3,208	3,208	3,208	11,733	38,500	38,500	-
Training and Travel - O	1,702	(2,508)	409	4,239	2,695	1,612	1,958	3,306	3,963	3,963	3,963	22,288	47,550	47,550	-
<b>TOTAL OPERATIONS EXPENDITURES</b>	<b>765,179</b>	<b>1,975,678</b>	<b>1,413,974</b>	<b>1,380,114</b>	<b>1,355,097</b>	<b>1,541,864</b>	<b>2,188,589</b>	<b>1,579,292</b>	<b>1,502,840</b>	<b>1,502,840</b>	<b>1,503,657</b>	<b>2,279,721</b>	<b>18,908,846</b>	<b>19,326,299</b>	<b>337,453</b>
<b>MAINTENANCE</b>															
Wages - M	96,858	288,618	186,819	193,195	192,198	195,461	325,734	228,636	265,121	265,121	265,899	376,982	2,892,643	3,038,965	146,313
Overtime - M	3,010	14,887	10,963	10,552	8,803	6,722	9,048	7,219	10,149	10,149	10,149	14,875	116,525	129,644	13,119
Fringe Benefits - M	8,676	3,727	8,838	11,005	3,577	8,994	6,524	29,054	29,054	29,054	29,054	56,591	205,434	507,700	302,266
Payroll Taxes - M	7,642	22,795	14,851	15,322	15,132	16,160	25,242	17,815	20,645	20,645	20,704	29,389	226,342	238,100	11,758
Retirement Contributions - M	7,053	21,477	14,359	14,282	13,123	14,155	21,377	14,481	22,022	22,022	22,084	31,349	217,782	248,900	31,118
<b>Total Maintenance Personnel</b>	<b>125,240</b>	<b>351,504</b>	<b>235,831</b>	<b>243,355</b>	<b>232,832</b>	<b>241,492</b>	<b>387,924</b>	<b>276,501</b>	<b>346,991</b>	<b>346,991</b>	<b>347,889</b>	<b>511,176</b>	<b>3,648,725</b>	<b>4,163,500</b>	<b>514,775</b>
Fuel & Lubricants	193,101	167,889	120,438	165,783	164,030	134,198	149,711	135,822	187,447	187,447	187,447	187,447	1,980,759	2,206,624	225,865
Repair Parts & Supplies	105,323	135,753	102,018	158,586	129,180	166,193	166,193	138,965	185,889	185,889	185,889	185,889	1,846,169	1,433,500	(411,669)
Maintenance Services	21,446	10,831	59,361	13,583	79,633	19,532	144,546	47,042	34,075	34,075	34,075	62,296	561,505	288,900	(272,605)
Training and Travel - M	1,100	1,251	3,211	1,769	180	639	1,955	405	1,667	1,667	1,667	4,469	20,000	20,000	-
<b>TOTAL MAINTENANCE EXPENDITURES</b>	<b>446,211</b>	<b>667,228</b>	<b>520,859</b>	<b>584,096</b>	<b>605,856</b>	<b>561,448</b>	<b>851,329</b>	<b>598,735</b>	<b>756,068</b>	<b>756,068</b>	<b>756,966</b>	<b>952,296</b>	<b>8,056,158</b>	<b>8,112,524</b>	<b>56,366</b>
<b>ADMINISTRATION</b>															
Wages - A	86,101	252,550	165,469	167,045	194,033	199,380	281,290	322,933	238,805	238,778	239,778	240,761	2,735,366	2,774,700	39,334
Fringe Benefits - A	20,915	20,570	22,980	18,254	11,734	21,136	18,182	18,072	21,562	21,562	21,562	21,562	238,092	371,090	132,998
Payroll Taxes - A	6,127	18,870	12,375	12,441	14,110	13,505	21,276	24,407	17,983	17,983	18,057	26,042	203,104	212,400	9,296
Retirement Contributions - A	7,039	19,084	12,291	13,094	15,313	14,762	22,006	20,575	19,104	19,104	19,261	27,778	209,489	222,400	12,911
Facilities Maintenance (Personnel)	21,625	53,778	34,265	33,154	30,009	37,854	48,381	36,466	36,466	36,466	36,466	46,400	468,400	468,400	-
<b>Total Administrative Personnel</b>	<b>141,807</b>	<b>364,852</b>	<b>247,380</b>	<b>243,989</b>	<b>265,199</b>	<b>301,772</b>	<b>380,608</b>	<b>435,367</b>	<b>333,848</b>	<b>333,971</b>	<b>336,107</b>	<b>468,550</b>	<b>3,854,450</b>	<b>4,048,990</b>	<b>194,540</b>
Facilities Maintenance (Non-Personnel)	15,863	22,779	60,054	34,224	51,335	(15,492)	26,546	13,186	35,538	35,538	35,538	35,538	350,647	271,000	(79,647)
Insurance	78,912	72,728	72,728	70,920	116,882	70,920	176,454	(37,184)	78,656	78,656	78,656	78,656	936,983	943,988	6,995
Professional Services	83,205	144,229	105,622	145,144	75,111	101,650	75,105	81,183	114,359	114,359	114,359	114,359	1,269,725	1,002,300	(267,425)
Utilities	29,824	7,600	8,290	42,188	26,698	27,211	44,090	41,671	37,074	37,074	37,074	106,095	444,889	444,889	-
Telecommunications	6,465	9,718	9,518	9,467	6,170	9,573	9,770	15,176	9,667	9,667	9,667	11,142	116,000	116,000	-
Printing & Advertising	479	957	3,810	8,775	10,519	472	155	3,188	6,695	6,695	6,695	17,061	65,500	65,500	-
Training, Travel, Events	1,109	13,218	1,045	3,286	723	3,485	8,414	(1,382)	4,721	4,721	4,721	12,590	56,650	56,650	-
Office Equipment and Supplies	9,062	3,861	11,367	4,378	12,979	5,046	12,083	9,832	10,533	10,533	10,533	26,192	126,400	126,400	-
Employee Recognition	973	(3,725)	7,722	7,839	1,009	8,949	135	5,660	11,899	2,899	2,899	2,899	49,157	34,783	(14,374)
Dues and Subscriptions	(3,378)	1,078	4,019	731	1,064	(1,852)	2,048	6,976	1,917	1,917	1,917	6,545	23,000	23,000	-
Grant/Local Match	-	-	-	2,295	20,000	272	1,727	-	1,250	1,250	1,250	1,250	38,044	15,000	(23,044)
<b>TOTAL ADMIN EXPENDITURES</b>	<b>364,322</b>	<b>637,295</b>	<b>531,555</b>	<b>573,283</b>	<b>587,689</b>	<b>512,064</b>	<b>738,135</b>	<b>573,673</b>	<b>646,155</b>	<b>647,029</b>	<b>639,415</b>	<b>880,875</b>	<b>7,331,446</b>	<b>7,148,380</b>	<b>(183,066)</b>
<b>CAPITAL OUTLAYS (non-CIP)</b>															
Computer and Office Equipment	-	-	4,492	-	-	-	-	-	-	-	22,430	-	43,647	-	(43,647)
Maintenance Equipment	-	-	-	-	-	56,323	-	-	-	-	-	-	72,676	60,000	(12,676)
Other Equipment Investments	-	69	-	-	-	13,798	-	-	61,998	-	-	-	54,135	130,000	75,865
<b>TOTAL CAPITAL OUTLAYS (non-CIP)</b>	<b>-</b>	<b>69</b>	<b>4,492</b>	<b>-</b>	<b>-</b>	<b>70,121</b>	<b>-</b>	<b>-</b>	<b>61,998</b>	<b>-</b>	<b>22,430</b>	<b>-</b>	<b>246,323</b>	<b>190,000</b>	<b>(56,323)</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>1,575,712</b>	<b>3,280,269</b>	<b>2,470,879</b>	<b>2,537,448</b>	<b>2,548,642</b>	<b>2,855,497</b>	<b>3,777,063</b>	<b>2,751,701</b>	<b>2,967,061</b>	<b>2,929,367</b>	<b>2,900,038</b>	<b>4,200,106</b>	<b>34,622,775</b>	<b>34,777,203</b>	<b>154,428</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>1,296,630</b>	<b>(382,770)</b>	<b>429,806</b>	<b>338,545</b>	<b>(2,528,490)</b>	<b>3,042,784</b>	<b>(885,303)</b>	<b>119,348</b>	<b>(54,603)</b>	<b>(16,993)</b>	<b>(9,746)</b>	<b>(1,294,814)</b>	<b>52,392</b>	<b>-</b>	<b>52,392</b>



**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Month Ending February 2025**  
*Budget vs Actual*

Description	Feb Actuals	Feb Budget	Variance	YTD Actuals	YTD Forecast	Variance	FY25 Year End Actuals	FY 25 Budget	Variance
<b>REVENUE</b>									
Passenger Revenue	-	-	-	-	-	-	-	-	-
Other Charter Revenue	630	10,833	(10,203)	25,497	86,667	(61,170)	65,996	130,000	(64,004)
Advertising Revenue	-	-	-	20,143	76,850	(56,707)	99,225	153,700	(54,475)
Miscellaneous Revenue	959	5,000	(4,041)	56,438	40,000	16,438	76,438	60,000	16,438
<b>TOTAL OPERATING REVENUE</b>	<b>1,590</b>	<b>15,833</b>	<b>(14,243)</b>	<b>102,078</b>	<b>203,517</b>	<b>(101,439)</b>	<b>241,659</b>	<b>343,700</b>	<b>(102,041)</b>
City Contribution - Regular Subsidy	2,739,410	2,739,410	(0)	21,915,280	21,915,281	(1)	32,872,920	32,872,921	(1)
City Contribution - King Street Trolley	130,049	130,049	1	1,040,392	1,040,388	4	1,560,586	1,560,582	4
<b>TOTAL REVENUE</b>	<b>2,871,049</b>	<b>2,885,292</b>	<b>(14,243)</b>	<b>23,057,750</b>	<b>23,159,185</b>	<b>(101,436)</b>	<b>34,675,165</b>	<b>34,777,203</b>	<b>(102,038)</b>
<b>OPERATING EXPENDITURES</b>									
<b>OPERATIONS</b>									
Wages - O	1,126,680	999,571	(127,109)	8,661,643	8,991,846	330,203	13,269,531	13,079,400	(190,131)
Overtime - O	105,883	103,069	(2,814)	869,244	927,625	58,381	1,391,997	1,340,399	(51,598)
Fringe Benefits - O	146,558	197,954	51,396	1,242,296	1,781,585	539,289	2,076,616	2,573,400	496,784
Payroll Taxes - O	94,914	82,524	(12,390)	619,142	742,570	123,428	955,972	1,079,400	123,428
Retirement Contributions - O	95,042	86,138	(8,904)	759,278	776,968	17,690	1,169,730	1,128,700	(41,030)
<b>Total Operations Personnel</b>	<b>1,569,078</b>	<b>1,469,256</b>	<b>(99,822)</b>	<b>12,151,603</b>	<b>13,220,594</b>	<b>1,068,991</b>	<b>18,863,846</b>	<b>19,201,299</b>	<b>337,453</b>
Operating Materials and Supplies	4,583	3,246	(1,337)	17,668	25,967	8,299	38,950	38,950	-
Operator Training	2,325	3,208	883	17,142	25,667	8,525	38,500	38,500	-
Training and Travel - O	3,306	3,963	656	13,374	31,700	18,326	47,550	47,550	-
<b>TOTAL OPERATIONS EXPENDITURES</b>	<b>1,579,292</b>	<b>1,479,673</b>	<b>(99,619)</b>	<b>12,199,787</b>	<b>13,303,927</b>	<b>1,104,140</b>	<b>18,988,846</b>	<b>19,326,299</b>	<b>337,453</b>
<b>MAINTENANCE</b>									
Wages - M	228,636	232,415	3,779	1,709,518	2,090,355	380,837	2,882,643	3,038,956	156,313
Overtime - M	7,219	9,917	2,698	71,204	89,249	18,046	116,525	129,844	13,319
Fringe Benefits - M	8,351	39,054	30,703	59,692	351,485	291,793	205,434	507,700	302,266
Payroll Taxes - M	17,815	18,209	394	134,958	163,775	28,817	226,342	238,100	11,758
Retirement Contributions - M	14,481	19,032	4,551	120,307	171,181	50,874	217,782	248,900	31,118
<b>Total Maintenance Personnel</b>	<b>276,501</b>	<b>318,627</b>	<b>42,125</b>	<b>2,095,679</b>	<b>2,866,045</b>	<b>770,366</b>	<b>3,648,725</b>	<b>4,163,500</b>	<b>514,775</b>
Fuel & Lubricants	135,822	183,885	48,063	1,230,973	1,471,083	240,110	1,980,759	2,206,624	225,865
Repair Parts & Supplies	138,965	119,458	(19,507)	1,101,613	955,667	(145,947)	1,845,169	1,433,500	(411,669)
Maintenance Services	47,042	24,075	(22,967)	395,984	192,600	(203,384)	561,505	288,900	(272,605)
Training and Travel - M	405	1,667	1,261	10,511	13,333	2,822	20,000	20,000	-
<b>TOTAL MAINTENANCE EXPENDITURES</b>	<b>598,735</b>	<b>647,712</b>	<b>48,976</b>	<b>4,834,760</b>	<b>5,498,728</b>	<b>663,967</b>	<b>8,056,158</b>	<b>8,112,524</b>	<b>56,366</b>
<b>ADMINISTRATION</b>									
Wages - A	322,933	219,863	(103,070)	1,668,800	1,886,497	217,697	2,735,366	2,774,700	39,334
Fringe Benefits - A	18,072	30,924	12,852	151,844	247,393	95,550	238,092	371,090	132,998
Payroll Taxes - A	24,407	16,820	(7,587)	123,112	144,462	21,351	203,104	212,400	9,296
Retirement Contributions - A	20,575	17,589	(2,986)	124,164	150,920	26,756	209,489	222,400	12,911
Facilities Maintenance (Personnel)	49,381	36,466	(12,915)	313,056	322,536	9,480	468,400	468,400	-
<b>Total Administrative Personnel</b>	<b>435,367</b>	<b>321,662</b>	<b>(113,705)</b>	<b>2,380,975</b>	<b>2,751,808</b>	<b>370,833</b>	<b>3,854,450</b>	<b>4,048,990</b>	<b>194,540</b>
Facilities Maintenance (Non-Personnel)	13,186	22,583	9,397	208,495	180,667	(27,829)	350,647	271,000	(79,647)
Insurance	(37,184)	78,656	115,840	622,361	629,245	6,885	936,983	943,868	6,885
Professional Services	81,183	83,525	2,342	812,289	668,200	(144,089)	1,269,725	1,002,300	(267,425)
Utilities	41,671	37,074	(4,596)	227,572	296,593	69,021	444,889	444,889	-
Telecommunications	15,176	9,667	(5,509)	75,858	77,333	1,475	116,000	116,000	-
Printing & Advertising	3,188	5,458	2,271	28,354	43,667	15,312	65,500	65,500	-
Training, Travel, Events	(1,382)	4,721	6,103	29,898	37,767	7,869	56,650	56,650	-
Office Equipment and Supplies	9,832	10,533	701	68,608	84,267	15,658	126,400	126,400	-
Employee Recognition	5,660	2,899	(2,762)	28,562	23,189	(5,374)	49,157	34,783	(14,374)
Dues and Subscriptions	6,976	1,917	(5,060)	10,705	15,333	4,628	23,000	23,000	-
Grant Local Match	-	1,250	1,250	24,294	10,000	(14,294)	38,044	15,000	(23,044)
<b>TOTAL ADMIN EXPENDITURES</b>	<b>573,673</b>	<b>579,945</b>	<b>6,272</b>	<b>4,517,972</b>	<b>4,818,068</b>	<b>300,096</b>	<b>7,331,446</b>	<b>7,148,380</b>	<b>(183,066)</b>
<b>CAPITAL OUTLAYS (non-CIP)</b>									
Computer and Office Equipment	-	-	-	4,492	-	(4,492)	43,647	-	(43,647)
Maintenance Equipment	-	-	-	56,323	56,323	-	72,676	60,000	(12,676)
Other Equipment Investments	-	-	-	13,867	13,867	-	130,000	130,000	-
<b>TOTAL CAPITAL OUTLAYS (non-CIP)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>74,682</b>	<b>70,190</b>	<b>(4,492)</b>	<b>246,323</b>	<b>190,000</b>	<b>(56,323)</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>2,751,701</b>	<b>2,707,330</b>	<b>(44,371)</b>	<b>21,627,201</b>	<b>23,690,913</b>	<b>2,063,712</b>	<b>34,622,773</b>	<b>34,777,203</b>	<b>154,430</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>119,348</b>	<b>177,962</b>	<b>(58,614)</b>	<b>1,430,549</b>	<b>(531,727)</b>	<b>1,962,276</b>	<b>52,392</b>	<b>-</b>	<b>52,392</b>

**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Month Ending February 2025**

	Actual YTD	Budget YTD	Variance	FY2025 Annual		
				FY2025 Year End	Budget	Variance
<b>REVENUES:</b>						
Passenger Revenue	-	-	-	-	-	-
Charter Revenue	25,497	86,667	(61,170)	65,996	130,000	(64,004)
Advertising Revenue	20,143	76,850	(56,707)	99,225	153,700	(54,475)
Miscellaneous Revenue	56,438	40,000	16,438	76,438	60,000	16,438
<b>Total Operating Revenue</b>	<b>102,078</b>	<b>203,517</b>	<b>(101,439)</b>	<b>241,659</b>	<b>343,700</b>	<b>(102,041)</b>
City Contribution - King Street Trolley	1,040,392	1,040,388	4	1,560,586	1,560,582	4
City Contribution - Regular Subsidy	21,915,280	21,915,281	(1)	32,872,920	32,872,921	(1)
<b>Total Revenue</b>	<b>23,057,750</b>	<b>23,159,185</b>	<b>(101,436)</b>	<b>34,675,165</b>	<b>34,777,203</b>	<b>(102,038)</b>
<b>EXPENDITURES:</b>						
Operations	12,199,787	13,303,927	1,104,140	18,988,846	19,326,299	337,453
Maintenance	4,834,760	5,498,728	663,967	8,056,158	8,112,524	56,366
Administration	4,517,972	4,818,068	300,096	7,331,446	7,148,380	(183,066)
Capital Outlay	74,682	70,190	(4,492)	246,323	190,000	(56,323)
<b>Total Expenditures</b>	<b>21,627,201</b>	<b>23,690,913</b>	<b>2,063,712</b>	<b>34,622,773</b>	<b>34,777,203</b>	<b>154,430</b>
<b>Net Surplus (Deficit)</b>	<b>1,430,549</b>	<b>(531,727)</b>	<b>1,962,276</b>	<b>52,392</b>	<b>-</b>	<b>52,392</b>

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

**ALEXANDRIA TRANSIT COMPANY**  
**Balance Sheet as of February 28, 2025**

**ASSETS**

Cash - City of Alexandria Pooled	\$ (618,752)
Cash - Payroll Account	133,482
Due from Other Governments	-
Receivables	-
Prepaid Expenditures	242,773
Parts and Supplies Inventory	1,093,359
Capital Assets	73,244,179
Less: Accumulated Depreciation	(41,314,492)
<b>TOTAL ASSETS</b>	<b>\$ 32,780,549</b>

**LIABILITIES**

Accounts Payable	\$ 320,499
Payroll Liabilities	31,316
Accrued Vacation	1,407,000
Deferred Revenue	-
<b>Total Liabilities</b>	<b>\$ 1,758,815</b>

**NET POSITION**

Net Investment in Capital Assets	\$ 31,929,687
Unrestricted	(907,953)
<b>Total Net Position</b>	<b>\$ 31,021,734</b>

<b>TOTAL LIABILITIES AND NET POSITION</b>	<b>\$ 32,780,549</b>
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This statement is unaudited and prepared for the sole use of management and the Board of Directors of ATC.

# Alexandria Transit Company

Fiscal Year 2026 General Manager's Final Budget

*Contingent Upon ATC Board Approval*

Revenue	FY26 General Manager's Budget	FY25 Final Budget	FY26 vs FY25
<b>REVENUE</b>			
City Contribution - DASH	36,629,417	34,433,503	2,195,914
Charters	175,000	130,000	45,000
Advertising	160,000	153,700	6,300
Miscellaneous Revenue	60,000	60,000	-
<b>TOTAL REVENUE</b>	<b>\$ 37,024,417</b>	<b>\$ 34,777,203</b>	<b>\$ 2,247,214</b>
<b>EXPENSES</b>			
Administration	FY26 General Manager's Budget	FY25 Final Budget	FY26 vs FY25
Wages	3,033,300	2,774,700	258,600
Fringe Benefits	321,890	371,090	(49,200)
Payroll Taxes	231,800	212,400	19,400
Retirement Costs	243,000	222,400	20,600
Facilities Maintenance (Personnel)	508,700	468,400	40,300
Facilities Maintenance (Non-Personnel)	287,000	271,000	16,000
Insurance	891,200	943,868	(52,668)
Professional Services	975,700	1,002,300	(26,600)
Utilities	471,094	444,889	26,205
Telecommunications	116,000	116,000	-
Printing & Advertising	50,500	65,500	(15,000)
Training, Travel, Events	62,150	56,650	5,500
Office Equipment & Supplies	126,400	126,400	-
Employee Recognition	59,483	34,783	24,700
Dues and Subscriptions	24,500	23,000	1,500
Grant Local Match (DRPT Grants)	15,000	15,000	-
<b>Total Administration Expenses</b>	<b>\$ 7,417,717</b>	<b>\$ 7,148,380</b>	<b>269,337</b>
Maintenance	FY26 General Manager's Budget	FY25 Final Budget	FY26 vs FY25
Wages	3,733,700	3,168,800	564,900
Fringe Benefits	391,800	507,700	(115,900)
Payroll Taxes	281,500	238,100	43,400
Retirement Costs	294,400	248,900	45,500
Fuel and Lubricants	2,277,300	2,206,624	70,676
Repair Parts & Supplies	1,644,700	1,433,500	211,200
Maintenance Services	341,100	288,900	52,200
Training and Travel	20,000	20,000	-
<b>Total Maintenance Expenses</b>	<b>\$ 8,984,500</b>	<b>\$ 8,112,524</b>	<b>871,976</b>
Operations	FY26 General Manager's Budget	FY25 Final Budget	FY26 vs FY25
Wages	15,462,100	14,419,799	1,042,301
Fringe Benefits	2,473,800	2,573,400	(99,600)
Payroll Taxes	1,159,100	1,079,400	79,700
Retirement Costs	1,212,200	1,128,700	83,500
Operating Materials and Supplies	38,950	38,950	-
Operator Training	38,500	38,500	-
Training and Travel	47,550	47,550	-
<b>Total Operations Expenses</b>	<b>\$ 20,432,200</b>	<b>\$ 19,326,299</b>	<b>1,105,901</b>
Capital Outlay	\$ 190,000	\$ 190,000	-
<b>TOTAL</b>	<b>\$ 37,024,417</b>	<b>\$ 34,777,203</b>	<b>2,247,214</b>
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>



# BUSLINE

March/April 2025

**rdgmedia**  
PUBLICATION

Alexandria, VA,  
Transit Riders Enjoying  
**'The DASH  
Difference'**

P. 8

Busline Buyers Guide To  
**Insurance**

P. 18-21

Tips For Successful  
**Dispatching**

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(Photo courtesy of DASH/Trevor Logan)

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The main service area of **Alexandria (VA) Transit Company (DASH)** encompasses 15 square miles of the city plus transportation to and from the Pentagon. Shown is **DASH General Manager & CEO Josh Baker**.  
(Photo courtesy of DASH/Trevor Logan)

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# Editor's Page

# BUSLINE

March/April 2025

Nominations are open for *Busline Magazine's* annual "Women To Recognize In Busing" award, which spotlights female leaders and executives whose accomplishments set a foundation for women in all levels of service to the bus industry. Entries are due August 1, 2025, and can be made by visiting [buslinemag.com/women-to-recognize-in-busing/](http://buslinemag.com/women-to-recognize-in-busing/). Post-award coverage will take place in the September/October 2025 issue of *Busline*, as well as at [www.buslinemag.com](http://www.buslinemag.com), and in our *Busline* enewsletter.

This award is open to all female leaders in both the private and public bus transportation systems. Those eligible to be nominated are executives, operators, managers, bus drivers, back-office workers and more. If a female nominee works in the bus industry, she is eligible. Nominees can be located anywhere in the USA. Applications are free; there is no charge/fee to apply. Individuals can self-nominate. Nominations can also come from suppliers, vendors, motorcoach/tour companies, mass transit systems, customers, co-workers, PR/marketing firms and/or the companies themselves. Nominees working for PR/marketing firms/agencies are not applicable. Honorees will be vetted by the *Busline* editorial staff. More information is available by visiting [buslinemag.com](http://buslinemag.com).

Last year's award winner was Suzanne Thornburg, President & CEO of Alabama-based Capital Motor Lines DBA Capital Trailways and Colonial Trailways.

The cover story for the March/April 2025 issue of *Busline Magazine* focuses on Alexandria (VA) Transit Company (DASH). Founded in 1984, the main service area of the transit system encompasses 15 square miles within Alexandria plus transportation to and from the Pentagon, located six miles to the north. Transportation services provided by DASH are fare free. The fleet includes 14 battery-electric buses.

"We currently transport more than 5.3 million passengers per year and have

experienced substantial ridership growth as of late," DASH General Manager and CEO Josh Baker said, during a recent interview. "We serve a community with a very dense population and congested roadways, which help with our growing ridership numbers. Many people rely on DASH, including choice riders who choose to make use of our transit system rather than owning automobiles."

There are also some great Thought Leadership articles in this issue that focus on a variety of bus-related topics.



Harrell Kerkhoff

That includes the use of alternative fuel buses from both the private motorcoach and transit bus perspectives; the value of participating in bus associations; and tips for successful dispatching.

The latter article is written by Michelle Petelicki, President of Panorama Tours, Inc., who also took part in a panel education session involving the dispatching topic during the recent 2025 UMA Motorcoach EXPO.

She noted in the article, "Dispatching is often described as the heartbeat of transportation operations. It's where logistics, customer service, and crisis management converge to keep buses moving efficiently and safely. While dispatching has always required sharp problem-solving and adaptability, today's bus companies face new challenges and opportunities that shape the future of the industry."

I would like to thank all industry experts who write Thought Leadership articles for our publication. Their participation brings added insights into the different issues, challenges and opportunities that people and companies involved with public transportation and private bus/motorcoach operation face.

I would also like to thank everyone for their overall support of *Busline Magazine*. Please send news items and story ideas to: [harrellk@rdgmedia.net](mailto:harrellk@rdgmedia.net).

**Harrell Kerkhoff**  
Editor, *Busline Magazine*

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— Randy Green, President & Group Publisher

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Located on the western bank of the Potomac River, approximately seven miles south of downtown Washington, D.C., the city of **Alexandria, VA**, is of great U.S. historical significance, a vibrant tourist destination, and home to many residents who work for the federal government and make their way to the nation's capital each workday. There are also many economic opportunities found within Alexandria for employment.

Whether coming in, traveling around, or going out, visitors and residents of the city, which has an estimated population of 160,000 residents, rely on a modern public transportation system that continues to grow, innovate and meet various transit needs. The main service area of **Alexandria Transit Company (DASH)**, founded in 1984, encompasses 15 square miles and includes transport to and from the Pentagon, located six miles to the north.

"Today, DASH has slightly over 300 employees and 100 buses in its fleet. We currently transport more than 5.3 million passengers per year and have experienced substantial ridership growth as of late,"

**DASH General Manager and CEO Josh Baker** said, during a recent interview. "We serve a community with a very dense population and congested roadways, which helps with our growing ridership numbers. Many people rely on DASH, including choice riders who choose to make use of our transit system rather than owning automobiles.

"Our riders rely on our services to not only transport them to work outside of our city, but within Alexandria itself, as our community has a large and talented workforce inside its boundaries."

DASH not only offers bus service in Alexandria and to the Pentagon but also connects riders to: Metrobus and Metrorail, operated by the Washington Metropolitan Area Transit Authority (WMATA); the Virginia Railway Express; Amtrak; and other local bus systems. DASH is operated by the Alexandria Transit Company (ATC), a non-profit service corporation wholly owned by the City of Alexandria.

"When DASH started 41 years ago, we had around 30 employees, operated 17





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30-foot buses, and transported a little shy of 1 million passengers per year,” Baker said. “Our growth over the years can be attributed to meeting the various needs of people as they travel throughout Alexandria and the surrounding Washington, D.C. metropolitan area. That includes not only people who are going to work but also students, shoppers and tourists. We serve a wide variety of travelers.”

And each transportation service provided by DASH is now fare free.

“Yes, our entire system is free to ride — no matter what DASH bus or route is involved,” Baker said. “We initially started fare free service during the COVID pandemic to eliminate the need for fare interactions within our vehicles, serving as a safety measure,” Baker said. “We briefly restored our fare structure after the pandemic, but then decided to go fare free full time. That began in September 2021, and we have been free of fares ever since.”

That is possible, Baker added, through available funding brought in from local and state tax dollars.

“The absence of fares has been a huge benefit for our passengers and has greatly helped our ridership numbers to increase,” Baker said. “Due to these increases in ridership, we continue to monitor and work on improving our frequency of service involving different routes and geographic regions.

“DASH has always been fortunate to have a high number of choice riders, which directly relates to the type of community we serve. We are also experiencing substantial growth in our student ridership and are working with local school systems on how to better transport students more efficiently.

“The one area within the DASH system that has not experienced an increase in ridership since the pandemic involves our



*A DASH bus features a specially-designed wrap that touts the transit system's fare free policy.*

*(Photo courtesy of DASH/Trevor Logan)*

**“Many people rely on DASH, including choice riders who choose to make use of our transit system rather than owning automobiles.” — Josh Baker, DASH GM & CEO**

commuter routes, although there have been recent signs that commuter ridership has begun to pick up as well.”

Another reason for the overall resurgence in ridership at DASH has been the continual support of the transit system by local leaders, according to Baker.

“Our city leaders see public transportation as core infrastructure for the city. That is due, in part, to traffic congestion issues that remain prevalent in our service area. It helps that our customer satisfaction rating is around 95 percent, showing that we are getting people to where they need to go in a safe, friendly, and timely fashion,” Baker said. “We also have received a lot of support from state leaders who value what public transportation providers have been able to accomplish throughout Virginia.”

He noted one positive result from the pandemic experience, as it relates to transportation, was the reassurance of public transit’s value to local communities and their inhabitants.

“Even during the height of the pandemic, we still had people riding our buses. Many were first responders or essential workers who had to get to their jobs,” Baker said. “That experience demonstrated once again how essential public transportation is to a community. Our buses were certainly not full during the pandemic, but it was still necessary for them to be on the road.

“Now that those days are behind us, it’s nice to see our ridership numbers continue to rebound and grow during more normal times. Our focus today is to continually look for ways to improve service as we move forward.”



*All operators who join DASH go through an extensive training program. Shown are four members of the DASH training team along with four new DASH operators.*

*(Photo courtesy of DASH)*



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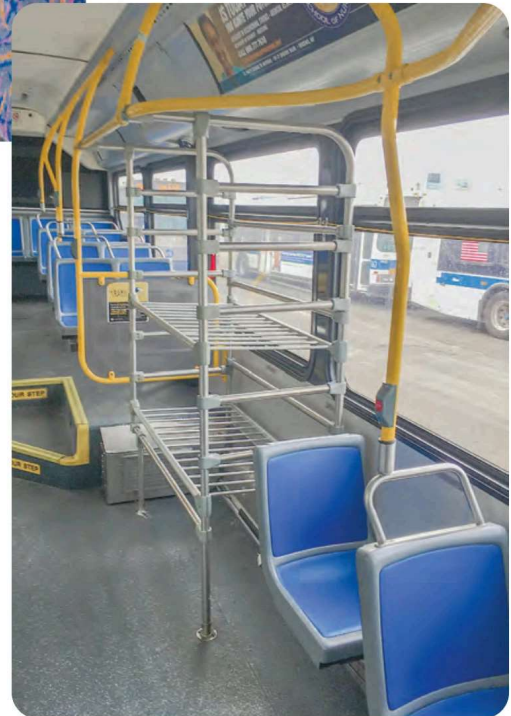
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### The Promise Of Technology

Among the many advances taking place at DASH is the influence of evolving technology. For example, the transit system has in place a fleet of 14 battery-electric buses, along with the necessary charging infrastructure in place to keep those vehicles in service throughout the day.

"We have plans to expand our battery-electric fleet in the future, which is dictated by future funding," Baker said. "We currently have six chargers in place and 12 dispensers, allowing us to connect 12 buses at a time. The charger infrastructure was put in place at the start of our battery-electric program in 2020.

"We have plans to expand our charging capabilities in the future to include 'route charging' capabilities. That will allow our drivers to charge the battery-electric buses as they are operating along their routes. They will be able to park in a particular location along a route that features an overhead charger, which will then connect to the roof of the bus — essentially topping off the

**"I have been in this industry for 25 years and I think it's more fun than what many people would initially believe."**

amount of electrical charge needed within that vehicle. The process could allow our battery-electric buses to run all day without coming back to our main facility to recharge. That's our goal, with a lot of this technology being funded by state and federal grants."

DASH officials are currently learning more about charge management technology to help with future implementation of its battery-electric buses.

"The idea is to evolve from the manual component of having to plug in those buses all of the time at one facility," he said.

The overall bus fleet at DASH is very mixed, according to Baker, involving 30-, 35-, 40-, and 60-foot vehicles.

"We are currently looking to use more 40- and 60-foot buses in


the future to better service our growing passenger capacity needs," he said. "It helps that we are now implementing our New DASH Network, which was developed as a result of asking community members what their future wants and needs were when it came to public transportation."

Beginning in 2021, DASH started implementing the first phase of the Alexandria Transit Vision Plan, now known as the New DASH Network, which includes major route and service changes that will affect all DASH passengers. The New DASH Network is the first major bus network redesign project the City of Alexandria has seen since the launch of the Alexandria Transit Company in 1984.

The network is providing access to high-frequency service with buses running every 15 minutes or better, all day and seven days a week, to 50,000 additional residents and nearly 25,000 additional jobs. The New DASH Network represents a complete redesign of Alexandria's bus network that is intended to meet current and future transit ridership demands.

"We're continuing to evaluate our equipment going forward and currently have a very diversified fleet of buses. That's intentional to avoid putting 'all of our eggs in one basket,'" Baker said. "It involves different manufacturers featuring different technologies. DASH currently operates a bus fleet that includes hybrid, battery-electric, and diesel buses. Our strategy is based on continued innovation and looking at what will perform the best as it relates to bus technology in the years and decades ahead."

Along with battery-electric buses, other forms of technology have been implemented at DASH to further improve bus transportation throughout the transit provider's




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service region. That includes real-time passenger information, automated vehicle location, on-bus video surveillance technology, and solar-powered bus stops.

Meanwhile, upgraded bus amenities have included audio and visual stop announcement information technology that is available in multiple languages.

**“We take pride in what we call ‘The DASH Difference,’ which involves our bus operators, maintenance staff, customer service representatives and everyone else — all focused on providing the best customer service possible.”**

“We’ve also piloted a new wheelchair securement system that does not require driver interaction — basically a wheelchair passenger can direct his/her chair to a particular location on our bus, push a button, and the system will automatically secure the wheelchair,” Baker said. “And we are piloting a video mirror system that is designed to replace exterior mirrors with cameras.”

#### **The Power Of Customer Service**

Having advanced equipment and technology available remains vital in today’s public transportation industry, but it’s not worth much if passengers don’t feel welcomed or safe. Providing superior customer service is not lost on DASH representatives. It’s an area all DASH employees work on — each and every day.

Baker said such focus starts at the hiring process.

“Our objective is to hire people who are customer-focused. It’s not all about finding people with the correct technical skills. The

most important thing is finding people who want to interact with customers in a positive way,” Baker said. “We take pride in what we call ‘The DASH Difference,’ which involves our bus operators, maintenance staff, customer service representatives and everyone else — all focused on providing the best customer service possible.

“One part of ‘The DASH Difference’ involves the provision of clean and attractive buses for passengers. I’ve always been a strong advocate for introducing flashy and interesting things as part of the transit experience. For many years public transportation was seen by too many people as something ‘square and plain.’ I think it’s better to provide equipment and services that are more interesting, new, modern, clean and fresh. That is what we try to offer at DASH.”

Such focus includes DASH buses that feature a specially designed wrap that touts the transit system’s fare free policy.

“The wrap incorporates a very bold and visible design. It’s a look that travels well within our service region,” Baker said.

Having started in the public transportation industry 25 years ago as a driver, Baker is also aware of the many challenges that bus operators face while driving a large vehicle, full of passengers, in different driving environments. He therefore understands the importance of proper driver training and support.

“At DASH, we employ approximately 200 operators, which is the largest portion of our workforce. They go through a lot of training designed to set them up for success. A good bus driver is not just a person who can safely operate a vehicle, but also one

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who can interact with people in a friendly and professional way,” Baker said. “There are a lot of things that must fall into place before our drivers can be successful. For example, it’s up to our entire team of employees to make sure each bus shows up on time. That involves our mechanics, cleaning crews and administration. If a bus is not on time, it can greatly affect a rider who may then be late to work, school or a medical appointment. People expect us to provide a reliable public transportation service — and we do not take that reliance lightly.”

“I have always said, that in public transportation, ‘You’ve got to show up tomorrow the same way you showed up today.’ People rely on us to do our jobs well.”

### **A Great Place For Public Transport**

There are a lot of wonderful things about living, working and visiting Alexandria and the surrounding metro area. It’s a place where people from all over the world visit, and where many eventually end up staying. It also affords opportunities for a transit system to grow and meet different needs.

“A key focus at DASH is to make sure people know we are here to serve them and provide a viable alternative to driving a car. Traffic here can be horrendous and it’s even worse when commuting to and from Washington, D.C.,” Baker said. “Therefore, we do our best to properly market our system’s capabilities through various ways. That includes social media and e-mail marketing. Our website is also continually updated to help people better connect with us.”

Partnering with organizations that are connected to local tourism is also essential.

### **“I have always said, that in public transportation, ‘You’ve got to show up tomorrow the same way you showed up today.’ People rely on us to do our jobs well.”**

“Part of that focus relates to our very popular King Street Trolley service. It’s a convenient, environmentally-friendly and fun way for visitors and residents alike to travel around Old Town Alexandria,” Baker said.

The trolleys transport riders between the King Street Metrorail Station and City Hall/Market Square. The runs take place daily, every 15 minutes, with many stops available so passengers can visit shops, restaurants and other attractions found along Alexandria’s historic area.

As for main challenges to address in the months and years ahead, Baker said the transit system continues to look for more mechanics to hire as such candidates are still very hard to find. Other objectives include the ongoing development of the transit system’s battery-electric bus service, and — in what Baker said is a good problem to have — figuring out ways to alleviate overcrowding issues that can be found on various DASH transit routes.

“We are also working on ways to be a better transportation option for new and potential riders, such as area students. That



*The DASH fleet includes 14 battery-electric buses, along with the necessary charging infrastructure in place to keep the vehicles in service. (Photo courtesy of DASH/Trevor Logan)*

focus is never-ending,” Baker said. “Overall, I am very positive about the future of not only DASH, but the entire U.S. public transportation industry. It’s good to see investments being made, both locally and nationally, in such areas as priority bus lanes, improved infrastructure, and better accessibility programs.”

Baker also sees the need for more members of the younger generation to think about public transportation as a viable career choice.

“I have been in this industry for 25 years and I think it’s more fun than what many people would initially believe. There is a special dynamic involved where every single day is a little bit different. There is always something that needs to be done or worked on,” he explained. “It’s a field full of opportunities. I started as a bus driver and was given the chance to work myself up the ladder to where I am now running a transit system. There are many other people in this industry who have experienced the same type of career advancement.”

“It’s also very rewarding to have such a positive influence on other people’s lives. We provide a reliable and safe way to get to work, go shopping, make a medical appointment, visit a friend, go to school, etc.”

Another positive aspect to the public transportation field is the long-standing practice of one transit system helping another. That focus remains strong at DASH, according to Baker.

“The camaraderie that often takes place between transit systems is special. We are not in competition with each other, but rather are happy to provide support,” he noted. “At DASH, we want to be available for not only our riders and community, but the entire public transportation industry.”

**Visit [dashbus.com](https://dashbus.com).**





By Harrell Kerkhoff, *Busline Magazine* Editor

As attendees and organizers looked ahead with confidence, while at the same time recognizing industry accomplishments and current challenges, the recent **2025 United Motorcoach Association's (UMA) Motorcoach EXPO** took place in Oklahoma, City, OK. Included was an exhibition floor featuring vendors, educational tracks, guest speakers, an awards ceremony and several after-hours celebrations.

**UMA President & CEO Scott Michael** addressed membership during the Opening Session. He noted a recent change in leadership involving several bus-related associations and a continued effort from those associations to work together with UMA for the common good of motorcoach operators and the overall industry. That includes new leadership at the American Bus Association (ABA) involving the appointment of Fred Ferguson as its next president and CEO; and new leadership at the International Motorcoach Group with the appointment of Phelps Hope as the next IMG president. Both appointments were made in 2024.

Michael added UMA officials also have a good working relationship with other bus groups including the National Association of Motorcoach Operators (NAMO), Trailways, Motor Coach Canada, and the Ontario Motor Coach Association. He noted that although these associations may have different perspectives, they also share many members and often work together when it comes to solving industry-related challenges.

Among recent challenges involving the motorcoach industry



*The 2025 UMA EXPO featured a variety of well-attended educational sessions.*

*(Photo by Harrell Kerkhoff, Busline Magazine)*

that is requiring bus associations and professionals to work together is the prospect of dealing with tariffs.

"They key objective going forward is to continue coordinating efforts and sharing information as it relates to any challenges brought about from tariffs," Michael said. "Work continues to develop strategies in partnership with other groups within our industry. We want to make sure that the bus industry remains healthy and can continue to grow."



Also speaking at the Opening Session was **UMA Board Chairman Alan Thrasher**, of Thrasher Brothers Trailways, in Birmingham, AL. Thrasher spoke of the importance of UMA members participating in the annual UMA Bus & Motorcoach Industry Legislative Fly-In, the latest of which took place in early April. The event provides a good opportunity for UMA members to meet with their specific members of Congress and Congressional staffs. It's seen as an essential way for industry members to build valuable relationships with their Congressional representatives, with a focus on raising awareness about key motorcoach industry issues and concerns.

Thrasher also spoke about UMA's efforts to help new entrants succeed in the motorcoach industry. That includes the availability of educational programs.

#### 2025 Legislative & Regulatory Update

Following the Opening Session and Active Member Meeting each year, UMA EXPO attendees receive a Legislative & Regulatory Update. It focuses on recent, and possible, changes taking place on Capitol Hill that will, or could, impact the U.S. bus and motorcoach industry.

The update is annually presented by **UMA lobbyist Becky Weber**, managing director of the Prime Policy Group; and **UMA**



*Shown, left to right, are UMA Legislative & Regulatory Committee Chairman Glenn Every; UMA lobbyist Becky Weber, of the Prime Policy Group; and UMA Vice President of Legislative & Regulatory Affairs & Industry Relations/COO Ken Presley.*

*(Photo by Harrell Kerkhoff, Busline Magazine)*

**Vice President of Legislative & Regulatory Affairs & Industry Relations/COO Ken Presley.** Weber and Presley addressed several legislative and regulatory questions, asked by **UMA Legislative & Regulatory Committee Chairman Glenn Every**, of TTI (Tonche Transit Inc.), in Mount Tremper, NY, who served as moderator.

Weber and Presley both discussed big changes that are currently taking place in Washington, D.C. as is relates to the 2024 U.S. presidential election that brought President Donald Trump back to the

*Continued On Page 29*

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### HOW WE DO MORE

#### Creative Insurance Solutions Tailored to You

At National Interstate, we understand that no two businesses are the same. The needs of passenger transportation fleets are complex and buying insurance can be confusing. That's why we offer a wide range of creative insurance solutions designed to cater to your specific needs and appetite for risk.

For decades, our team of creative experts have offered tailored insurance products from first-dollar and deductible programs to more customizable risk financing solutions, like group rental captives and hybrid large deductible programs.

#### When Experience Matters Most

For more than three decades, National Interstate has been one of the few insurance companies dedicated exclusively to transportation and adjacent industries.

Our trusted team is stacked with product design, claims and loss control professionals who use their deep knowledge and thought leadership to help advance the industry - and our customers' outcomes.

You can expect more from our team of experts: top-tier service, clearer communication and the

kind of in-depth insight that is only gained from experience.

With a proactive and collaborative approach, our industry-leading loss control team works with you to help enhance your safety culture and minimize losses. At the end of the day, this can improve your bottom line and protect the business you have worked hard to build.

On your toughest day, you need the smartest team at your side. Our seasoned auto and workers' compensation claims professionals are deeply knowledgeable on the nuances of every industry we serve with decades of experience providing a strong foundation for their work. We aim to go above and beyond to provide transparent, concise and timely communication every step of the way.

#### Stability For The Long Haul

With over 35 years serving the passenger transportation operations, we have grown into a widely recognized brand the transportation industry trusts. We protect customers in every state by providing dozens of insurance products, each one backed by our superior financial strength. In fact, National Interstate has an "A+" (Superior) rating by A.M. Best Company, one of the largest independent credit rating agencies in the world which specializes in the insurance industry.

### AN INSURANCE EXPERIENCE BUILT AROUND YOU!

Insurance is more than just a policy - it's the peace of mind knowing you have a team of experts behind you every step of the way. From helping you select the right insurance solution for your business, enhancing your safety culture, and navigating claims efficiently and effectively, National Interstate offers a comprehensive insurance experience tailored to you.

Connect with one of our industry experts to learn more about how we can design an insurance solution that can help your business thrive.



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## RETHINKING THE ENTIRE INSURANCE EXPERIENCE

Insurance is a top expense for most passenger transportation companies. It shouldn't be a top frustration too. We work hard every day to shift that paradigm. Putting your trust in us means you will be working with experts who ask the right questions, take the time to understand your business operations, and offer the right insurance solution for you. That's the difference a great insurance company can make.

You can expect more from our industry-leading team: top-tier service, clearer communication, and the kind of in-depth knowledge only gained from experience. For over 30 years, National Interstate has delivered more than an insurance policy - **we deliver an insurance experience built around you!**

### FOR MORE INFORMATION ABOUT OUR PASSENGER INSURANCE OPTIONS, CONTACT:



**Andrea Vidmar**  
 Andrea.Vidmar@natl.com  
 800-929-1500 Ext. 5595



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Captives involve a risk of loss. Refer to captive program agreements for a full description of captive programs. Policies are underwritten by National Interstate Insurance Company and Vanliner Insurance Company, authorized insurers in all 50 states and the D.C.; National Interstate Insurance Company of Hawaii, Inc., an authorized insurer in HI, MI, NJ, and OH; and Triumpher Casualty Company, an authorized insurer in all 50 states and the D.C. except in NY and WY. © 2025 National Interstate Insurance Company, 3250 Interstate Drive, Richfield, OH 44286. All rights reserved. 5708-NIS (03/25)



# BUSLINE BUYERS GUIDE INSURANCE

## SHRIVER TRANSPORTATION INSURANCE AGENCY: Safeguarding The Future Of Public Transportation

Since 1963, Shriver Transportation Insurance Agency has been providing comprehensive insurance solutions to the public transportation industry. Our agency is dedicated to protecting the livelihoods of transportation companies and the safety of their passengers.

### The Need For Specialized Insurance Coverage In Public Transportation

Public transportation is a crucial service that people rely on every day. Operating a public transportation company is not without risk. Accidents, theft, and other incidents can occur at any time, and when they do, the consequences can be devastating.

This is where specialized insurance coverage comes in. Transportation companies need insurance policies that are specifically tailored to their unique risks and needs. Standard insurance policies may not provide sufficient coverage or may exclude certain types of incidents that are more likely to occur in the transportation industry.

At Shriver Transportation Insurance Agency, we understand these risks and have developed comprehensive insurance solutions to help transportation companies safeguard their operations and protect their passengers.

### Our History In Public Transportation

Shriver Transportation Insurance Agency was founded by Wally Shriver. Wally recognized the need for specialized insurance coverage in the transportation industry and set out to create an agency that could provide the comprehensive coverage solutions that transportation companies needed.

In the early years, our agency primarily served local bus and motor coach companies in the Midwest region. As our reputation for providing high-quality insurance coverage grew, we expanded our services to include transit authorities, school transportation companies, and other types of public transportation providers throughout the country.

Today, Shriver Transportation Insurance Agency is one of the leading agencies of insurance coverage for the public transportation industry. We have a team of experienced professionals who are dedicated to helping our clients protect their businesses and their passengers.

### Our Insurance Coverage And Risk Management Solutions

At Shriver Transportation Insurance Agency, we offer a wide range of insurance coverage options to meet the needs of transportation companies of all sizes. Our policies are designed to provide comprehensive coverage for all aspects of a transportation company's operations, including:

- **Liability insurance:** Protects against claims of bodily injury or property damage caused by a transportation company's vehicles or employees.
- **Property insurance:** covers the cost of repairing or replacing a transportation company's vehicles, equipment, and facilities in the event of damage or loss.
- **Worker's compensation insurance:** Provides benefits to employees who are injured or become ill while on the job.

### Our Commitment To The Public Transportation Industry

At Shriver Transportation Insurance Agency, we are committed to the success of the public transportation industry. We understand the important role that transportation companies play in our communities, and we are dedicated to helping them operate safely and efficiently.

We are also committed to staying up-to-date with the latest trends and developments in the transportation industry. We closely monitor changes in regulation and best practices to ensure that our insurance coverage and risk management solutions are current.

### CONTACT SHRIVER TRANSPORTATION INSURANCE AGENCY

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**Chris Lang**

*chris@shriverinsurance.com*



# SHRIVER TRANSPORTATION INSURANCE AGENCY



## *Continued Independence*

Do you feel like most insurance agents are part of the same group now? You're not dreaming it, a majority of the agencies in our field are now owned by private equity groups. Shriver Transportation Insurance continues to be your family owned and operated independent agency focused on the motorcoach insurance industry.

**Reach out to Shriver and see why  
we have been around since 1963.**

**Michael McDaniels**  
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# Electric Buses / Alternative Fuels & Hybrid Vehicles

## Adapting For Tomorrow: Developing A Multi-Faceted Alternative Fuel Strategy Is Key

By Melinda Metzger, Executive Director,  
Pace Suburban Bus

Transit agencies increasingly are tasked with evolving their operations while maintaining fiscal responsibility. As transit agencies that operate hundreds of vehicles, we also feel the desire to embrace sustainability and capitalize on ever-changing transportation technology. This undoubtedly makes a transition to alternative fuel — such as battery-electric, hydrogen, and whatever fuels the future brings — appealing to pursue. But the path to embracing alternative fuel is filled with complexities, especially in today's climate.



Melinda Metzger

That's why it's essential for transit agencies to pursue these transitions years in advance with flexible and adaptable plans. A thoughtful approach is a necessity for the evolving landscape of technology, policy, and funding that transit agencies must always navigate, regardless of the size of the undertaking.

At Pace Suburban Bus in the suburban Chicago area, we recognize that the transition to alternative fuels is a marathon, not a sprint. Shortly after we committed to transitioning our fleet to zero emissions by 2040 with the release of our 2020 Driving Innovation strategic plan, we understood that we needed a pragmatic approach that could phase in our fleet transition as funding resources, bus manufacturing demands, and policy priorities would allow.

We went to work developing a fleet transition plan that sets a multi-year course for acquiring buses powered by different alternative fuels, not just battery-electric ones. We developed a facility transition plan to prepare our garages for the future, realizing that our aging facilities needed significant upgrades to accommodate new and emerging technologies. We also saw opportunity, knowing that capital resources dedicated to alternative fuels can help us modernize and expand our facilities, address longstanding maintenance needs, and create greater operational efficiencies.

The reality is that converting a large fleet with hundreds of vehicles and dozens of facilities is a decades-long endeavor. The work to plan for these transitions is far from linear. Federal and state priorities shift, funding resources fluctuate, and technological advancements continue to emerge. Our pragmatic approach has been crucial in guiding our decisions and ensuring we remain on a realistic path that maintains fiscal responsibility.

For example, as part of our transition plan, Pace successfully pursued multi-million-dollar federal grants that help cover the purchase of 80 diesel-electric-hybrid buses in the near term. While not battery-electric, the new vehicles will reduce emissions, save on fuel and maintenance costs, and move us toward our 2040 goal. It also helps us navigate the fledgling market, especially for zero-emission vehicles where manufacturing delays are common, and suppliers can come and go quickly.

Planning for the long term, Pace has included funding in our 2025 budget for a hydrogen vehicle pilot program. We recognize that hydrogen fuel cell buses are not yet widely used, and that the technology is still developing. However, hydrogen is an appealing fuel source because it enables longer vehicle operation. To ensure Pace is well-positioned for the future, we must begin exploring this option now.

While operating multiple vehicle technologies presents its own challenges, Pace remains committed to thoughtfully piloting new technologies while maintaining the highest standards in safety, training, and maintenance. We will not make new commitments without thoroughly evaluating these factors.

The journey to harnessing alternative fuel and modernizing a fleet is a complex and complicated undertaking that needs to be able to withstand years — even decades — of changes. At Pace, we are proactively addressing these challenges as best we can, developing plans that can adapt to these changes and ensure consistent progress toward embracing alternative fuel. By planning ahead and developing a multi-faceted strategy, transit agencies can equip themselves better to navigate the uncertainties that inherently come with pursuing a bold vision and capitalize on the opportunities that lie ahead before it's too late.

*Pace Suburban Bus safely and efficiently moves people to work, school, and other regional destinations with its family of public transportation services. Pace offers affordable and environmentally responsible transit options for the residents of 274 municipalities in Cook, Will, DuPage, Kane, Lake, and McHenry counties. The backbone of Chicago's suburbs, Pace serves tens of thousands of daily riders. One of the largest bus services in North America, Pace covers 3,677 square miles, an area of about 15 times the size of the City of Chicago. Pace's innovative approach to public transportation gives the agency a national reputation as an industry leader. Visit [pacebus.com](https://pacebus.com).*



# ***Electric Buses / Alternative Fuels & Hybrid Vehicles***

## **Alternative Fuel Bus Options For Private Motorcoach Operators**

*By James Wang, CEO and  
Owner of Peoria Charter*

If anyone thinks that being a motorcoach company owner is a life of comfort and glamour, they better think again. Don't get me wrong — I love this industry, and I love being the CEO and Owner of Peoria Charter — but this is not an easy business to run. Every decision must be practical, efficient, and beneficial to operations and the bottom line.

So, when a private bus company owner is deciding whether to purchase a motorcoach that runs on something other than diesel, the alternative must be just as simple, if not more. Not just in theory, but in execution.

### **My Experience Driving Electric Buses**

I had the unique opportunity to drive an all-electric double-decker across the United States. This wasn't just a test drive; it was a real-world challenge. We had to navigate nearly 3,000 miles, through desert heat and humid southern states, while relying solely on public charging infrastructure.

The bus itself was an impressive machine; and on a full charge we could achieve around 250 miles of range, but we never wanted to push it that far. Our goal was to stay above 50%, but broken charging stations sometimes forced us to drop as low as 20%.

Beyond this journey, I was also invited by another manufacturer to test an all-electric bus in a head-to-head "drag race" with a conventional diesel bus, and the electric bus won every time. It was an exhilarating experience that demonstrated the potential power and smoothness of electric propulsion. The manufacturer has put serious effort into making their electric coach a strong contender.



*James Wang*

A main challenge to this technology for private motorcoach operators, however, involves the current charging infrastructure in place along today's roads. That includes inadequate spaces for charging a large vehicle, such as a motorcoach, and limited availability of chargers.

### **The Bottom Line**

I love the idea of EVs. The concept is great, and I believe we will refine the technology to make it more practical for private operators in the future. Although challenges remain, that's not to say it will never be an option. There continues to be a need, meanwhile, for governments and private stakeholders to work together to continue developing the charging infrastructure that can accommodate more commercial vehicles.

*Peoria Charter has been a trusted name in passenger transportation since 1941, providing safe, reliable, and comfortable travel for individuals, schools, universities, and organizations. Based in Illinois, Peoria Charter operates a modern fleet of motorcoaches serving Peoria, Chicago, Champaign-Urbana, and beyond. With a commitment to safety and customer service, we connect people to their destinations with ease. Learn more at [www.peoriacharter.com](http://www.peoriacharter.com).*





Dispatching is often described as the heartbeat of transportation operations. It's where logistics, customer service, and crisis management converge to keep buses moving efficiently and safely. While dispatching has always required sharp problem-solving and adaptability, today's bus companies face new challenges and opportunities that shape the future of the industry.

#### The Evolving Role Of The Dispatcher

In the past, dispatching primarily involved assigning routes and managing schedules. Today, the role has expanded to include advanced technology oversight, compliance management, and customer service coordination. Dispatchers must be well-versed in:

- Real-time GPS tracking and fleet management software;
- Federal and state safety regulations;
- Crisis management and rapid problem-solving; and,
- Driver wellness and compliance monitoring.

The growing complexity of the job underscores the importance of hiring and training skilled dispatchers who can handle these multi-faceted responsibilities.

#### Common Challenges In Modern Dispatching

##### *Balancing Safety & Operational Efficiency*

One of the greatest struggles in dispatching is ensuring safety while meeting service demands. It's tempting to push the limits to keep schedules intact, but placing a bus on the road at any cost can lead to major risks. Dispatchers must balance:

- Ensuring drivers adhere to hours-of-service regulations;
- Prioritizing vehicle maintenance to prevent breakdowns; and,
- Avoiding last-minute scheduling decisions that may compromise safety.

##### *Managing Customer Expectations*

Today's passengers expect real-time updates and minimal disruptions. Dispatchers must be excellent communicators, providing timely information about delays, route changes, and service disruptions. Companies that invest in automated communication systems and proactive customer service training can improve passenger satisfaction.

##### *Handling Staffing & Driver Shortages*

With an ongoing driver shortage, dispatchers must work creatively to fill shifts and avoid burnout among existing staff. Cross-training employees and implementing flexible scheduling tools can help mitigate gaps.

##### *Adapting To Technology & Automation*

New dispatching software and artificial intelligence tools are changing the industry.



Shown, left to right, are members of the Panorama Tours dispatching team — Renata Prelich, Desiree Rizzi and Hayley Hernandez — along with company president Michelle Petelicki. (Photo courtesy of Panorama Tours)



try. While automation can streamline scheduling and fleet tracking, human judgment remains irreplaceable in handling unexpected situations. Companies must train dispatchers to integrate technology into their workflow while maintaining their problem-solving skills.

### Opportunities For Improvement

#### Investing In Dispatcher Training & Development

Strong training programs equip dispatchers with the knowledge and confidence to make quick, informed decisions. Investing in ongoing professional development can improve efficiency and job satisfaction.

#### Leveraging Data For Smarter Decision-Making

Modern fleet management systems collect vast amounts of data on vehicle performance, driver behavior, and route efficiency. Dispatchers who analyze this data can optimize operations and reduce costs.

#### Strengthening Internal Communication

A dispatcher's effectiveness depends on strong communication with drivers, mechanics, and management. Establishing clear protocols and utilizing digital communication platforms can enhance coordination and reduce misunderstandings.

#### Expanding After-Hours Support

Many companies struggle with gaps in dispatch coverage outside standard business hours. Implementing a rotating on-call system or using automated alerts can ensure seamless operations around the clock.

### Looking Ahead

The future of dispatching is evolving rapidly, bringing both challenges and opportunities for bus companies. By equipping dispatchers with the right tools, training, and technology, businesses can enhance efficiency, improve safety, and deliver better customer experiences. A proactive approach to dispatching — one that embraces innovation while maintaining human expertise — will set the stage for a more resilient and adaptable transportation industry. Dispatching is more than just getting buses from point A to point B — it's about ensuring efficiency, safety, and customer satisfaction in an increasingly complex environment. By addressing modern challenges and embracing new opportunities, bus companies can build resilient dispatching teams that keep operations running smoothly.

*Founded in 1995, Panorama Tours is a woman-owned transportation company based in Northern New Jersey. Known for its unwavering professionalism and commit-*

*ment to safety, the company offers a wide range of transportation services, including group travel, corporate events, private tours, school trips, and airport transfers, among others. With a 4.9-star Google rating, Panorama Tours is dedicated to providing exceptional service, grounded in core values of safety, teamwork, reliability, diversity, integrity, and sustainability. The company is committed to ensuring each journey is seamless, reliable, and memorable for all passengers. Visit [www.PanoramaBusTours.com](http://www.PanoramaBusTours.com)*



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# Don't Be Afraid To **ASSOCIATE**

## *The Value Of Participation In Bus Associations*

*By Jeff Goldwasser, Contributor*

Our industry is about transportation — moving people in groups, pairs, threesomes and singles. No matter what, all people board a bus, and looking at it as a whole, it's a group. When it's a full bus, management sees that as profitable.

What puzzles me as a long-term industry member, is the number of companies and motorcoach operators who have no interest in joining a bus industry group or association. Yet associations and groups work tirelessly to make the industry better for all involved.

We all know that the national associations have different agendas, and their main purpose is to educate their members on interests that will serve those members better. These past few years, however, all the national associations banded to educate their members regarding CARB, seen as a threat to our industry relating to vendors and operators alike.



*Jeff Goldwasser*

Different states have their own bus associations — some stand alone, some group together, and they serve their members with issues that pertain to them. A perfect example is the Bus Association of New York and its battle to exempt all buses from congestion pricing.

There are bus groups that have members from across the United States and Canada, such as Trailways and the International Motorcoach Group (IMG). Both serve its members and work toward being beneficial to helping those members run safe, profitable operations. Even our friends to the north of the U.S. have associations, such as the Ontario Motor Coach Association (OMCA). If you can't make a meeting in the U.S., plan a trip to Canada

and attend an OMCA event.

Our industry transports people — from senior citizens to children and from commuters to corporate groups — and it strives to do so safely. One of the best group meetings I attend each year is the Bus Industry Safety Council. Its message focuses on best safe-

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ty practices and industry rulings regarding safety. Those meetings often feature industry safety experts who share important messages. Those meetings should have hundreds of attendees but often I ask, "Why isn't attendance greater?" The answer I often receive is "lack of time," "I am not a member," or "it is too far."

There are association meetings happening year-round and from coast to coast. They often feature OEM presentations, networking events and equipment displays including different motorcoaches. The main objective of those meetings, however, is to educate. That includes information on how to use products safer and ways to help operators become better.

Another value to attending association meetings is often that of hearing from representatives of different federal and state agencies who attend and provide presentations on how to be a better and safer operator. That can include information on the importance of driver files, hiring practices, and roadside inspections. They also often offer information that is important to office staff members, maintenance professionals and drivers. Those speakers want operators to succeed and become better. They attend most industry meetings to offer their knowledge. Recently the head of a federal agency told me he appreciates those operators who attend, but he loses sleep at night over how many who never attend.

During the pandemic, there were operators who joined weekly industry Zoom calls. Many listened and many spoke about how they were doing and what they were doing. Sadly, many others listened, never spoke, and never turned their cameras on.

The Buses & Beer weekly Zoom call (for operators and vendors that was started during the pandemic and hosted by Goldwasser) forced operators to engage and speak. All in all, they took part. They also learned and forged industry friendships.

Today, there are "20 Groups" around the country whose members critique each other and through that, better and safer operators develop. One operator comes to mind who has been a member of different organizations through the years. He picked the ones which worked out best for him, and I have enjoyed watching his success.

It's also possible and important to develop a rapport with different vendors during group and association meetings. These industry professionals see it all. Bounce an idea off them, ask them questions, and if they do not know, they will find someone who can help. Sure, as a vendor we all want to sell, but I have some lifelong friends who I have never done any business with. They are still friends who I can count on.

Associations also offer all types of information on such industry-related topics as: software, financial and insurance, parts, seats, glass, vehicles, best practices — and of course — safety. Participation in association events not only helps attendees gain important information but can also help them earn hotel points and make new

friends. I even know someone who met their future wife at an association meeting.

I call out insurance companies to encourage their policy holders to attend these vital meetings to learn and to be safer operators. I personally feel it should be a policy mandate that their clients attend at least one industry safety meeting per year and show proof of attendance.

Never be embarrassed about who you are, or what your company does. Each operator, at some point, started small and learned. If you don't want to attend, if you are shy or socially awkward, send someone else from your company. Believe me, everyone at these shows or meetings was a first timer at some point. We are in the tourism hospitality industry, being friendly is what we do.

I have grown up in the industry, serve on a few boards, and have seen the good, the bad and the ugly. What I don't see is enough of "you" at industry association meetings. Reach out to me and let's associate!

*Jeff Goldwasser is a motorcoach industry veteran with expertise in coach seating. He is a member of the Grupo Amaya-Astron Seating team. Reach out to "The Seat Guy" at: [jeffgoldwasser.com](mailto:jeffgoldwasser.com).*

Hometown Manufacturing, Inc. is proud to provide **Disadvantaged Business Enterprises (DBE)** the opportunity to participate in state and local procurements for the sourcing of components and materials in the manufacturing of Hometown trolleys and buses. Hometown Manufacturing, Inc.'s objective of the DBE program is to ensure that eligible DBE firms can participate in transportation-related projects.

### **Our goal as a DBE is to assist other qualifying disadvantaged business enterprises in obtaining their DBE certification.**

Hometown Manufacturing, Inc., a TVM, located in Crandon, WI hereby announces its Federal FY2025/2026 goal for awarding Disadvantaged Business (DBE) contracts of 2%, as required by 49 CFR 26.45 and 26.49. The DBE goal along with a description of how the goal was developed is available for public view and comment from 8:30am to 4:00pm Monday-Friday at the office of Hometown Manufacturing, Inc. at P.O. Box 185, Crandon, Wisconsin 54520 for 30 days following the date of this notice. Comments for informational purposes will be accepted for 30 days following the date of this notice and should be sent to our DBE Liaison Officer at the address below.

### **We want to help you become DBE certified.**

As a certified DBE, Hometown Manufacturing, Inc. looks forward to assisting your qualifying small business in obtaining a DBE certification. If your company is already certified as a DBE, or if you would like more information on how your business qualifies for the DBE program, please contact Hometown Manufacturing, Inc.'s DBE Liaison Officer at the address below.

### **Hometown Manufacturing, Inc. welcomes vendors who qualify as disadvantaged business enterprises (DBE), minority business enterprises (MBE), and women's business enterprises (WBE) to supply parts and services at a competitive price.**

Hometown Manufacturing, Inc., a manufacturer of rubber tired trolleys and buses used for passenger transit welcomes vendors who qualify as DBE/WBE/MBE to supply goods and services. Interested parties should contact the DBELO at (715) 301-0149, email [donek@hometown-mfg.com](mailto:donek@hometown-mfg.com) or by mail at PO Box 185, Crandon, WI 54520.

### **Download DBE Policy**

[hometown-mfg.com/sites/default/files/inline-files/2024%2520Policy%2520Statement.pdf](https://hometown-mfg.com/sites/default/files/inline-files/2024%2520Policy%2520Statement.pdf)





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## Micro Bird Commercial

### D-Series

The D-Series is a dual rear wheel bus, made with longitudinal structural beams, combined with one-piece galvanized steel roof bows that enhance safety and rollover protection. This mid-size bus can be built to accommodate various floor plans and configurations, with seating up to 28 passengers.



Micro Bird buses are purpose built for tours, assisted living, public transit, shuttle markets and many more. Several options such as luxury seats, extra wide rearview window, flat screen TV, and panoramic windows, are offered to enhance a rider's experience. **Alternative fuel propane and electric systems are also available.**

Seating Capacity .....	Up to 28 passengers
Length .....	From 257" to 346"
Width .....	96"
Height .....	111" or 113"
Engine .....	Ford: 7.3L gas Economy or GM 6.6L gas
Transmission .....	Ford: 6-Speed AOD or GM: 8-Speed AOD
Chassis .....	Ford E350 & E450 or GM 3500 & 4500
Air Conditioning .....	Up to 82K BTU
Steering .....	Tilt-Standard
Suspension .....	Leaf Spring
Wheelbase .....	From 138" to 216"

### CT-Series

Offered in gas, recent tests demonstrate an impressive day-to-day fuel economy of up to 38 percent compared to other shuttle bus chassis.



The transit chassis also offers an encased capless fuel filter and an improved engine compartment layout, with 3.5L EcoBoost engine, that is proven worldwide.

In addition to many of the Micro Bird body benefits such as the reinforced structure and the superior insulation, the CT-Series wide center aisle creates more room for passengers enhancing the comfort. The design offers optimized driver ergonomics, and the overall look of this vehicle is contemporary and stylish.

Seating Capacity .....	Up to 17 passengers
Length .....	273"
Width .....	86"
Height .....	106"
Engine .....	3.5L EcoBoost
Transmission .....	10 speed AOD w/Selectshift
Chassis .....	Ford Transit T350
Air Conditioning .....	Up to 55K BTU
Steering .....	Tilt-Standard
Suspension .....	Leaf Spring
Wheelbase .....	156"

## Micro Bird Commercial

### DS-Series

The DS-Series, a dual rear wheel special needs vehicle, delivers superior safety and a smoother ride because of the energy absorbing body mounting blocks, which greatly reduce road vibration and noise within the bus body. Micro Bird's recessed wheelchair tracks, Slide N'Click or floor pocket anchorages, offer safe and secure transportation for special needs passengers.



The double-leaf wheelchair doors offer protection on both sides of the lift, thus adding to passenger safety, while offering superior weather seal and door strength. **Alternative fuel propane and electric systems are also available.**

Seating Capacity .....	Up to 22 passengers
Length .....	From 283" to 315"
Width .....	96"
Height .....	118"
Engine .....	Ford: 7.3L gas Economy or Premium or GM 6.0L gas
Transmission .....	Ford: 6-Speed AOD or GM: 8 or 6 Speed AOD
Chassis .....	Ford E350 & E450 or GM 3500 & 4500
Air Conditioning .....	Up to 82K BTU
Wheelchair Lift .....	Standard
Steering .....	Tilt-Standard
Suspension .....	Leaf Spring
Wheelbase .....	From 158" to 216"

### CTS-Series

Micro Bird Commercial designs and manufactures a complete line of commercial buses built with superior durability. The CTS-Series delivers exceptional safety and stability, making this bus an excellent choice for special needs applications.



This bus is ready to be equipped with a variety of options to suit the needs of any passenger, disabled or not. The CTS-Series (CT-Series) offers more visibility and a more comfortable driver's area, with easy access to controls. The double-leaf wheelchair doors offer protection on both sides of the lift, thus adding to passenger safety, while offering superior weather seal and door strength.

Seating Capacity .....	Up to 11 passengers
Length .....	273"
Width .....	86"
Height .....	106"
Engine .....	3.5L EcoBoost
Transmission .....	10 speed AOD w/Selectshift
Chassis .....	Ford Transit T350
Air Conditioning .....	Up to 55K BTU
Wheelchair lift .....	Standard
Steering .....	Tilt-Standard
Suspension .....	Leaf Spring
Wheelbase .....	156"

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**info@Frontrunnerbus.com**  
**www.Frontrunnerbus.com**

## **2025 UMA Motorcoach EXPO**

*Continued From Page 17*

White House. Since then, there has been a lot of discussion and action as it relates to different types of tariffs — some of which may have a big impact on the U.S. and Canadian motorcoach industries such as possible price increases for equipment.

To help UMA and the overall motorcoach industry better monitor and fight potential tariff threats, a representative of the Prime Policy Group who works with Weber and specializes in tariffs has been brought in to offer guidance. Weber added the tariff situation remains very much in flux.

Presley said UMA and the Prime Policy Group will also continue to work with members of the U.S. Congress on other issues impacting the motorcoach industry and its members.

“There is a well-worn path to Capitol Hill made by people representing our industry. The objective is to guard against regulatory overreach and those regulations that would adversely impact our industry. It's important to always be prepared, while developing key relationships,” Presley said.

One key objective in Congress moving forward is future passage of the Surface Transportation Reauthorization Act, which has a deadline set for Sept. 30, 2026. This law funds infrastructure projects, including roads, bridges, waterways, and mass transit, for five fiscal years. The last Surface Transportation Reauthorization Act that Congress passed provided more than half a trillion dollars to federal agencies, state entities, and other programs. Congressional hearings will likely begin early in 2025.

Presley noted that although the act is traditionally centered on federal investment in roads and highways there is often other policy issues that are included, some of which could be to the detriment of private motorcoach operators. Therefore, UMA and Prime Policy Group officials will continue to monitor the act's progress moving forward and will work with members of Congress in an effort to alleviate any negative policies/regulations.

### **Charter Service Rule Reminder**

Discussed as well at the Legislative & Regulatory Update was the importance of private U.S. bus and coach operators to update their company information involving the Charter Service Registry, which is associated with the Federal Transit Administration's (FTA) Charter Service Rule.

According to FTA, the rule protects private charter operators from unauthorized competition with FTA grant recipients, such as public transit agencies. In essence, charter regulations are implemented to ensure that transit agencies, subsidized with federal money, do not unfairly compete with privately-owned bus companies. Under the charter rule, with limited exceptions, local transit agencies are restricted from operating chartered services. The registry allows private charter providers to receive notices from FTA of upcoming charter opportunities.

Presley added that private charter operators must register on a bi-annual basis. Private operators are urged to contact UMA with any questions.

“Registering is fast and easy, but it must be done every two years,” Presley stressed.

**The 2026 UMA Motorcoach EXPO is scheduled for February 11-14, in Birmingham, AL.**

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## Calendar Of Events

### APRIL 2025

*April 28 – May 1*

#### **Advanced Clean Transportation Expo & Conference**

Anaheim, CA

Info: actexpo.com • 888-993-0302

### JUNE 2025

*June 2-4*

#### **Community Transportation Association Of America (CTAA) Expo 2025**

San Diego, CA

Info: ctaa.org • 800-891-0590

### JULY 2025

*July 20-23*

#### **National School Transportation Association (NSTA) Annual Meeting & Convention**

Boston, MA

Info: yellowbuses.org • 703-684-3200

### AUGUST 2025

*August 5-8*

#### **International Motorcoach Group (IMG) Strategic Alliance Meeting**

Richmond, VA

Info: imgcoach.com • 888-447-3466

### SEPTEMBER 2025

*September 14-17*

#### **APTA TRANSFORM Conference**

Boston, MA

Info: apta.com • 202-496-4800

### JANUARY 2026

*January 10-13*

#### **American Bus Association (ABA) Marketplace 2026**

Reno, NV

Info: buses.org • 800-283-2877

### FEBRUARY 2026

*February 11-14*

#### **The United Motorcoach Association UMA EXPO**

Birmingham, AL

Info: uma.org • 703-838-2929





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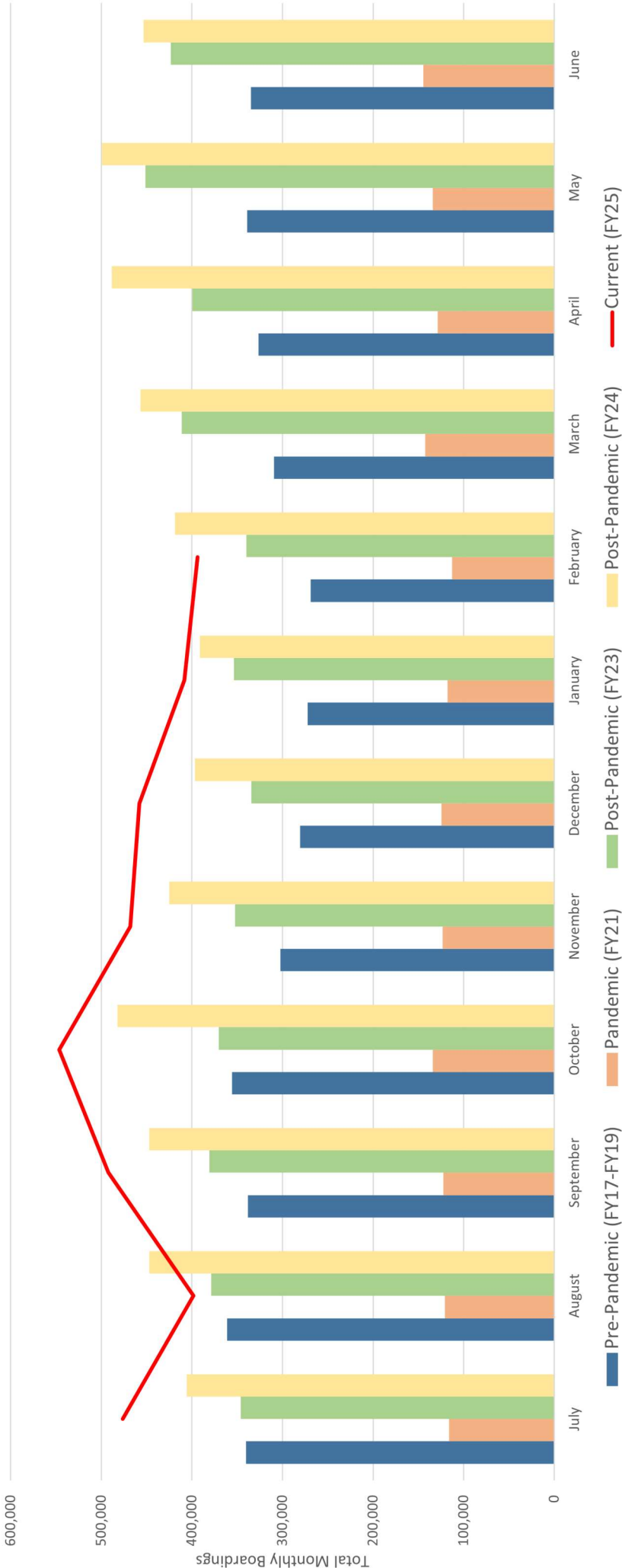
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# SAFETY & SECURITY DEPARTMENT

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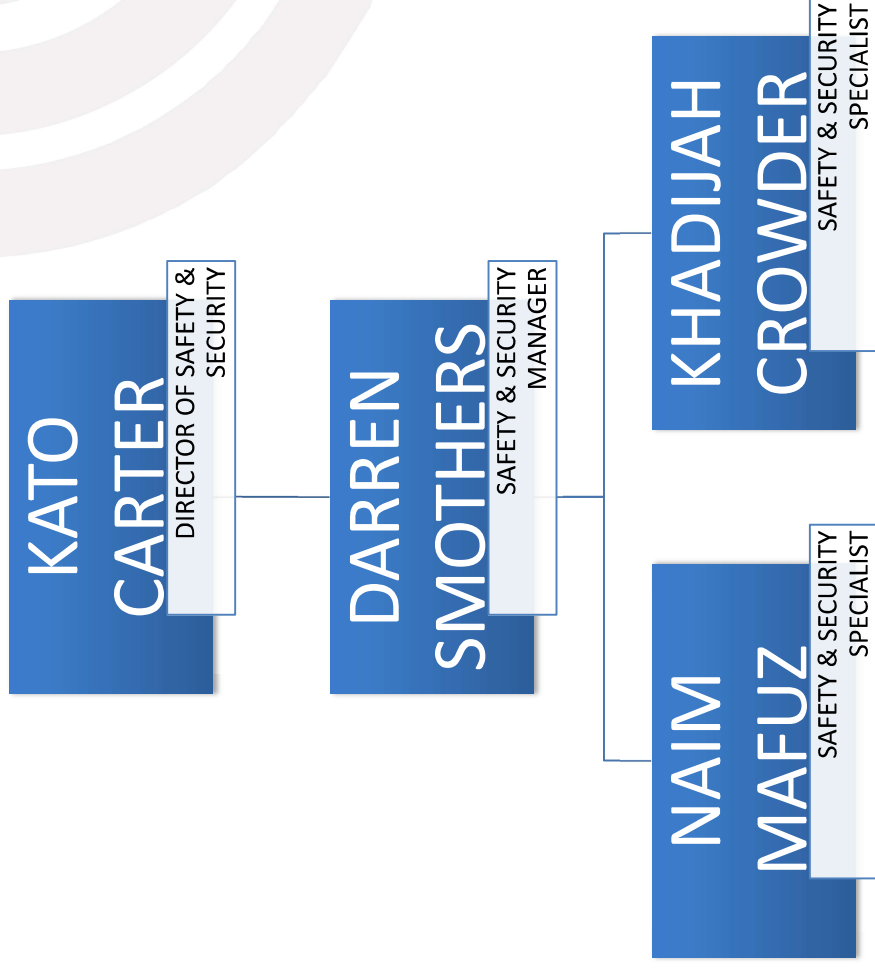
**KATO CARTER**  
DIRECTOR OF SAFETY & SECURITY

## **SAFETY vs. SECURITY**

- “**Safety**” is the protection from *UNINTENTIONAL HARM*
- “**Security**” is the protection from *INTENTIONAL HARM*



# OUR TEAM



# WHAT WE DO

- Regulatory & Compliance
- Response
- Prevention

## REGULATORY ENTITIES



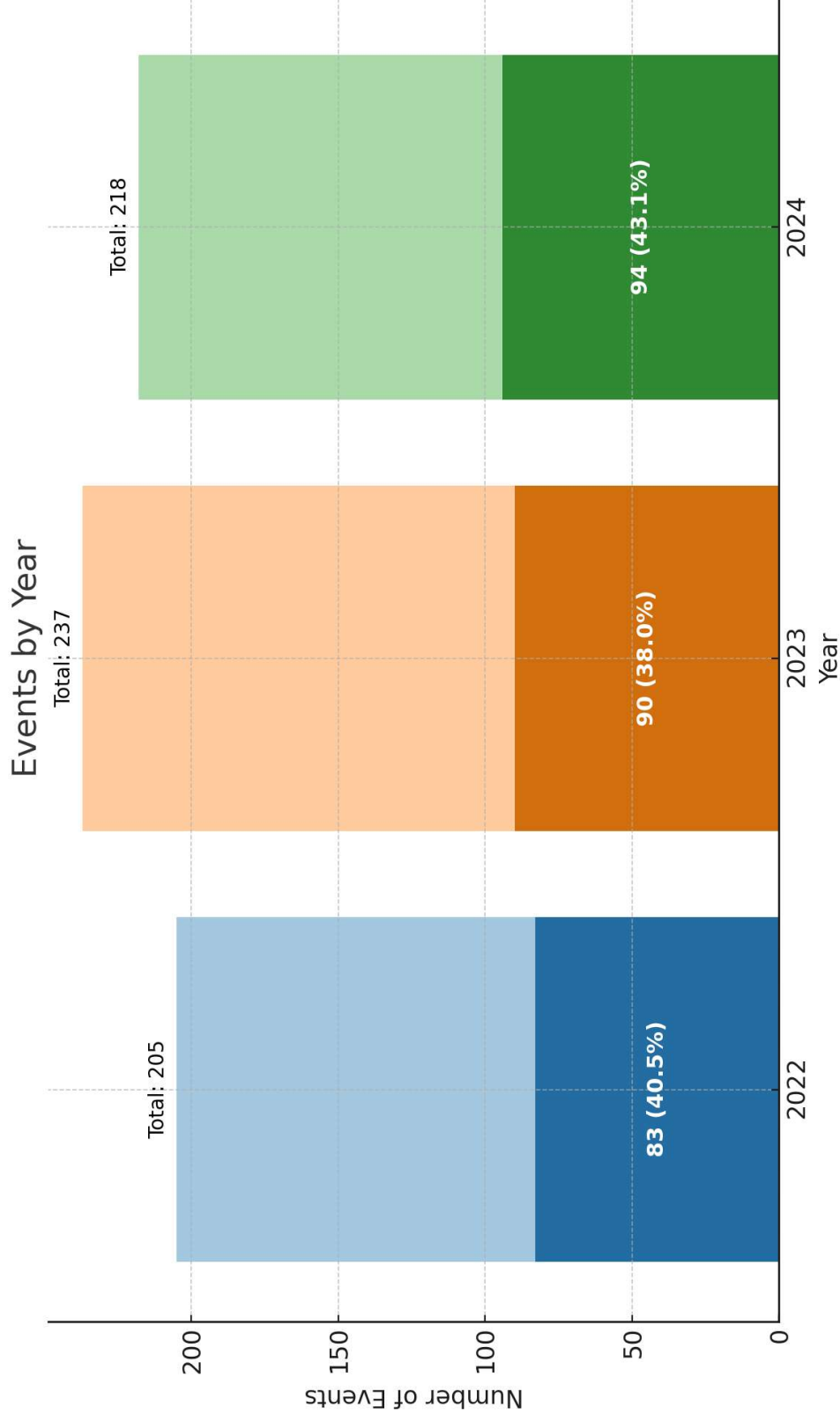


# EVENTS

- What is an event?
- What does “preventable” mean?
- What does “non-preventable” mean?

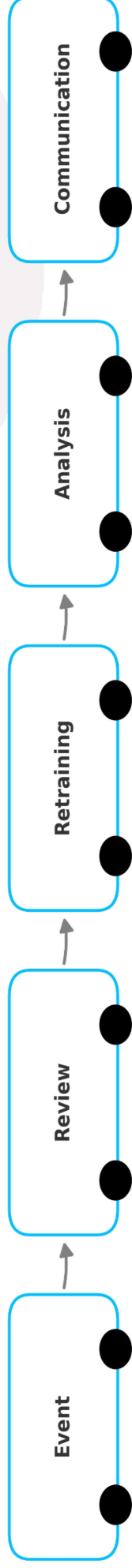


# EVENTS



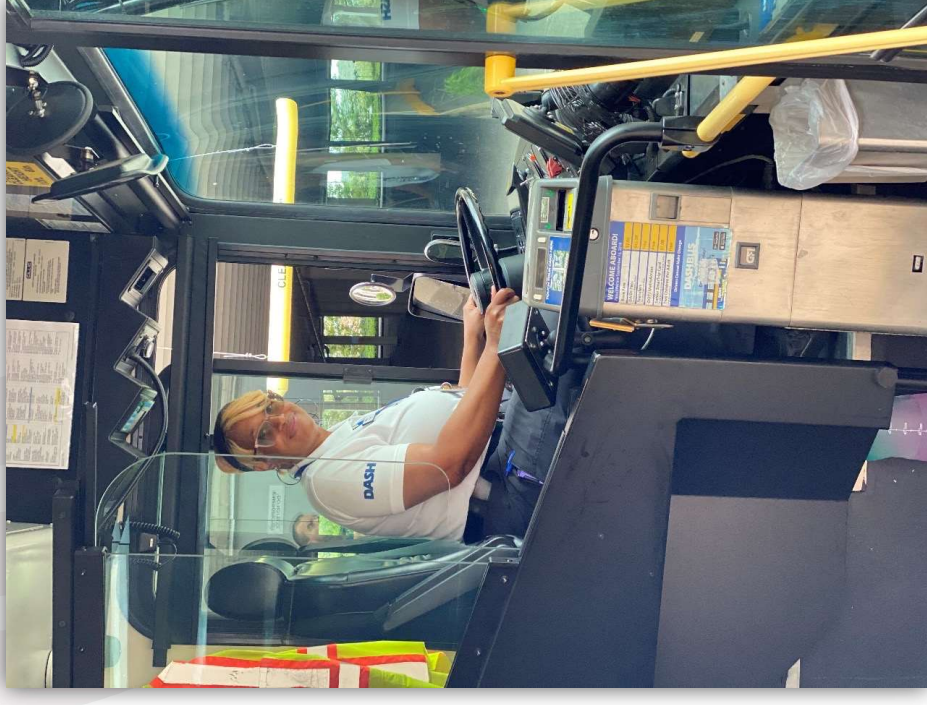


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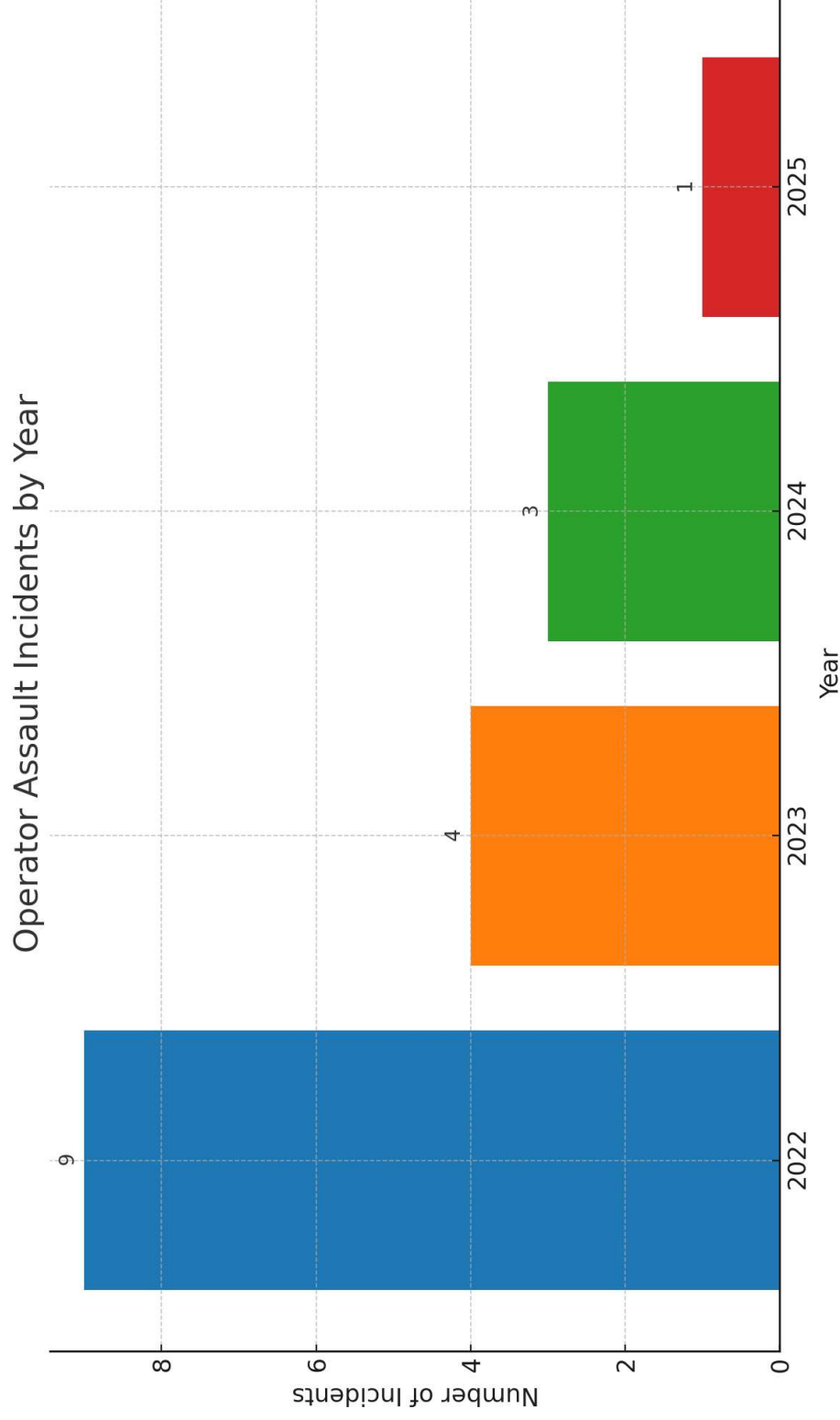


# **OPERATOR ASSAULTS**

- Operator-focused Protections
- Technology & Infrastructure
- Rider-facing Measures

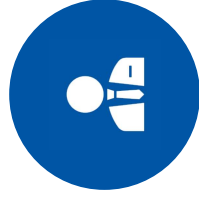


# OPERATOR ASSAULTS





# HOW WE RESPOND



**FIELD SUPERVISORS**  
10 Out in the community for on-site support



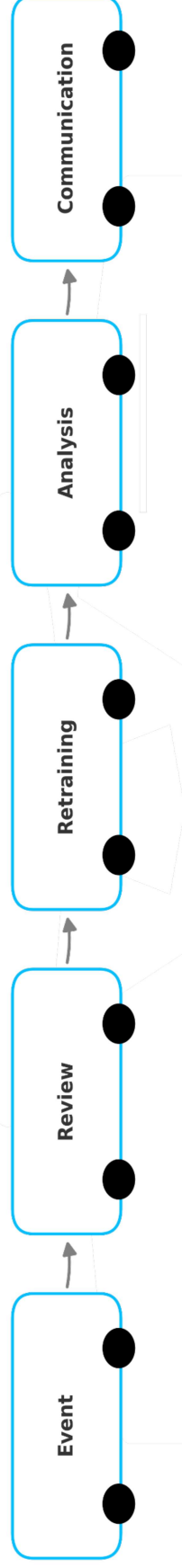
**CAMERAS**  
8 – 10 ON EACH BUS  
(14 on an articulated bus)



**COORDINATION**  
Drivers, dispatch, field supervisors, and police/EMS



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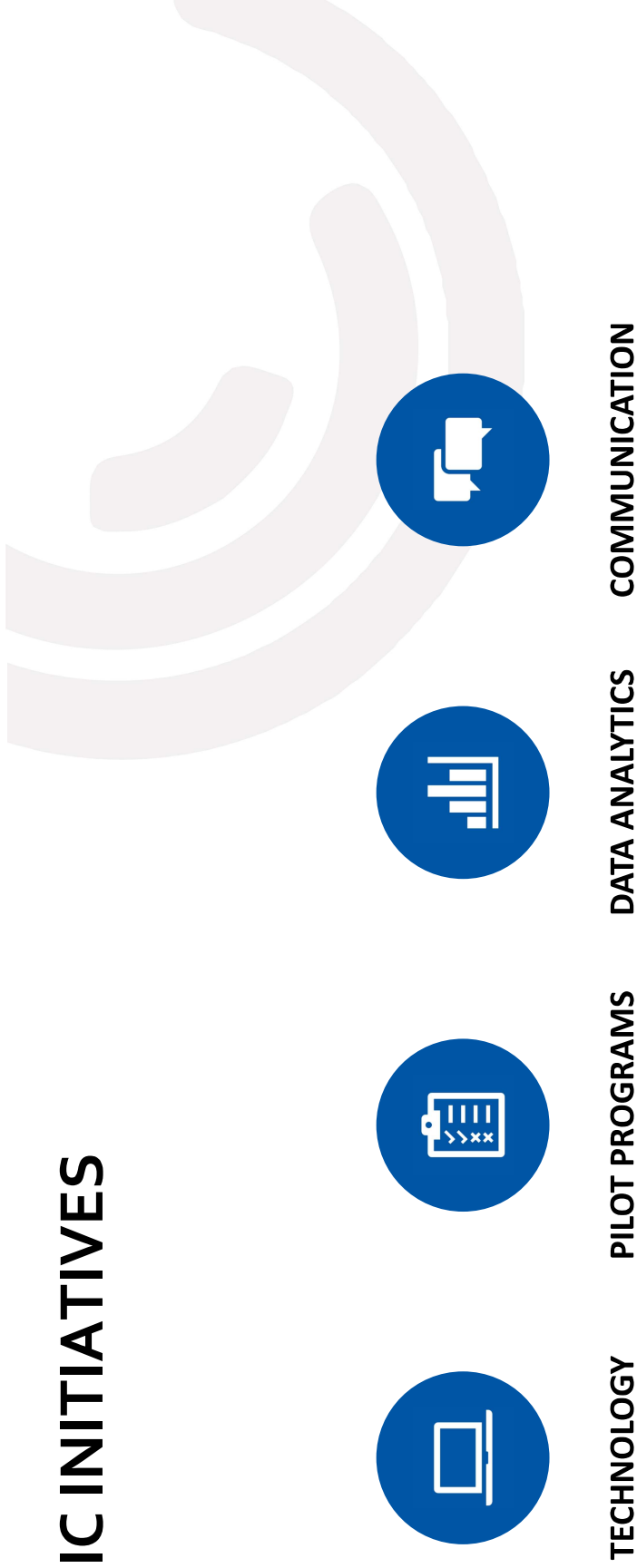


# SAFE DRIVING AWARDS



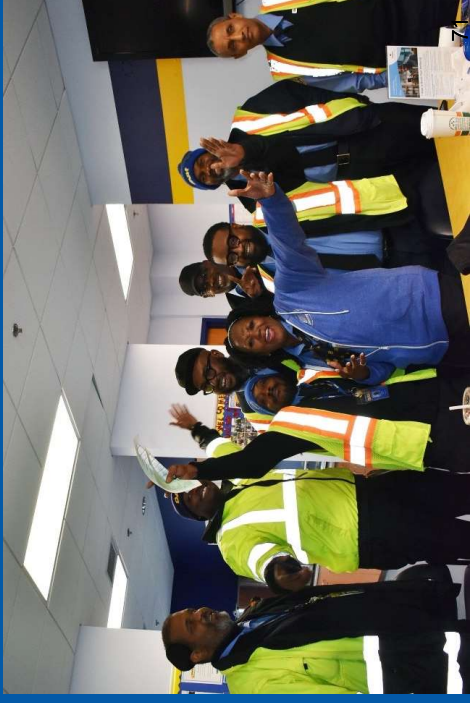
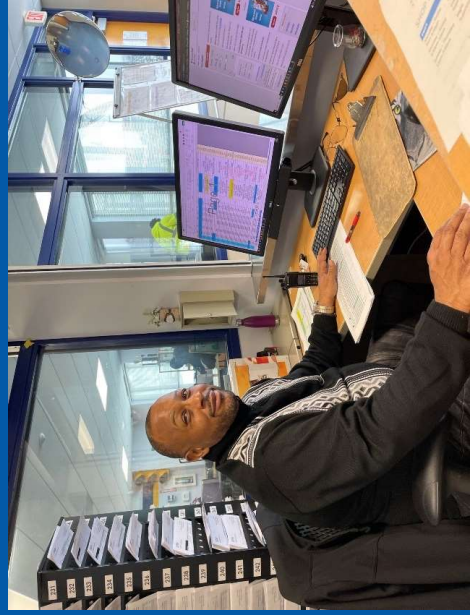


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# Thank You! Questions?

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**Director of Safety & Security**

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**(703) 746-5601**