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# Alexandria Transit Company **Strategic Plan**

April 10, 2024





## Our Vision:

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

## Our Mission:

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

## Our Values:

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The **DASH Difference** is evident every day to its riders, the community, its workforce, and its regional partners.

In everything we do, DASH values:

### **Connecting lives, enriching journeys:**

We ensure a smile on every ride through timely, convenient, and stress-free transportation that adds value to the community and builds trust with all our stakeholders.

### **Driving progress with heart:**

We welcome and nurture a diverse, passionate, service-first workforce who are empowered to innovate, grow, and thrive.

### **Weaving a city together:**

We create and nurture a welcoming, safe, inclusive, and accessible environment for our employees, customers, and the Alexandria community.

### **Riding on tomorrow, today:**

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

## Our Strategic Goals:



### **Goal 1: System Excellence**

Provide a robust transportation system that meets our customers' needs

#### **Outcome measure:**

- ▶ Percentage of population within ¼-mile radius of DASH bus stop with high frequency service (Target: increase to 80%, baseline 73%)



### **Goal 2: Customer Experience**

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

#### **Outcome measure:**

- ▶ Customer Service Index (CSI) monthly (Target: 80 or above; baseline 95)
- ▶ On-time performance, monthly (Target: 85%; baseline 80%)



### **Goal 3: Environmental Stewardship**

Minimize the community's carbon footprint on the environment

#### **Outcome measure:**

- ▶ Tons of CO2 emissions reduced (last 12 months) (Target: increase by ~23% to 16,000; baseline 13,000)



### **Goal 4: Workplace Excellence**

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

#### **Outcome measure:**

- ▶ Retention rate (Target: TBD; baseline under study)



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

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

#### **Outcome measures:**

- ▶ Series from the Annual Budget, including
  - \$0 fares (Policy)
  - Cost per rider (Target TBD)
  - Cost per ton of pollution eliminated (Target TBD)
- ▶ Federal formula funds allocated based on DASH performance metrics (Target: sustain or grow over time, baseline under study)

## Goal 1: System Excellence

Provide a robust transportation system that meets our customers' needs

- ▶ Percentage of population within 1/4 mile radius of DASH bus stop with high frequency service (Target: increase to 80%, baseline 73%)

Objectives	Objective Measures
<b>Place bus stops in the right places</b>	<ul style="list-style-type: none"> <li>▶ Percentage of population in walking distance (1/4 mile) of a DASH bus stop (Target: increase to 80%)</li> </ul>
<b>Run buses when people need them</b>	<ul style="list-style-type: none"> <li>▶ Percentage of total service that is high frequency (15 minutes or less) (Target: maintain 95%)</li> <li>▶ Percentage of service that is full-time service (7 days/week) (Target: increase to 85%, baseline 62%)</li> </ul>
<b>Take people where they want to go</b>	<ul style="list-style-type: none"> <li>▶ Ridership per capita (Target: increase to 31.0, baseline 28.4)</li> </ul>
<b>Coordinate with other regional transportation providers and services</b>	<ul style="list-style-type: none"> <li>▶ <i>(Will measure success at the initiative level.)</i></li> </ul>

## Goal 2: Customer Experience

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

- ▶ Customer Service Index (CSI) monthly (Target: 80 or above; baseline 95)
- ▶ On-time performance, monthly (Target: 85%; baseline 80%)

Objectives	Objective Measures
<b>Provide a <u>reliable</u> service and fleet</b>	<ul style="list-style-type: none"> <li>▶ Pull-out on-time performance, monthly (Target; baseline TBD)</li> <li>▶ Percent of fleet vehicles that are out of service (Target: TBD; 2023 average is 19.5%)</li> <li>▶ Average downtime duration (Target: TBD; 2023 average is 12.5 days)</li> </ul>
<b>Provide a modern, clean, comfortable fleet</b>	<ul style="list-style-type: none"> <li>▶ <i>(Will measure success at the initiative level)</i></li> </ul>
<b>Serve with friendly and helpful bus operators</b>	<ul style="list-style-type: none"> <li>▶ <i>Reflected in the outcome measure: CSI</i></li> </ul>
<b>Transport our customers safely throughout our community</b>	<ul style="list-style-type: none"> <li>▶ Preventable events per 100,000 miles (Target: TBD; data sources identified)</li> <li>▶ Safety index (NEW, data and baseline TBD)</li> </ul>

## Goal 3: Environmental Stewardship

### Minimize the community's carbon footprint on the environment

- ▶ Tons of CO2 emissions reduced (last 12 months) (Target: increase by ~23% to 16,000; baseline 13,000)

Objectives →	Objective Measures
<b>Reduce single occupancy vehicle trips (SOV) within the Alexandria community</b>	<ul style="list-style-type: none"> <li>▶ # of SOV miles or trips replaced by transit (Target: increase by 20% to 3,154,000; baseline 3,800,000)</li> </ul>
<b>Minimize emissions of the DASH fleet</b>	<ul style="list-style-type: none"> <li>▶ Zero emission revenue fleet by 2037 (Target: 100%; will report progress)</li> </ul>
<b>Minimize the carbon footprint of DASH facilities</b>	<ul style="list-style-type: none"> <li>▶ LEED certification at Gold level (Target: retain current level)</li> </ul>

## Goal 4: Workplace Excellence

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

- ▶ Retention rate (Target: TBD; baseline under study)

Objectives	Objective Measures
<b>Recruit the best people in a timely manner</b>	<ul style="list-style-type: none"> <li>▶ Time to fill (Target: TBD; 2023 baseline __)</li> </ul>
<b>Invest in and encourage employee growth and development in their careers</b>	<ul style="list-style-type: none"> <li>▶ Percent of open positions filled internally (Target: TBD, 2022 baseline 49%, 2023 baseline 58%)</li> </ul>
<b>Provide for networking and professional development opportunities in the budget</b>	<ul style="list-style-type: none"> <li>▶ Average dollars spent per person on training, network, and associated travel in budget (NEW. Target: TBD)</li> </ul>
<b>Understand and prioritize what makes employees choose to work at DASH</b>	<ul style="list-style-type: none"> <li>▶ NEW: Will identify themes and measures from stay and exit interviews</li> </ul>



## Goal 5: Workplace Excellence

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

- ▶ Series from the Annual Budget, including:
  - \$0 fares (Policy)
  - Cost per rider (Target TBD)
  - Cost per ton of pollution eliminated (Target TBD)
- ▶ Federal formula funds allocated based on DASH performance metrics (Target: sustain or grow over time, baseline under study)

Objectives	Objective Measures
<b>Fully fund the operational functions of the organization</b>	<ul style="list-style-type: none"> <li>▶ \$/% funding for current services (Target TBD)</li> <li>▶ \$/% funding available for expansion services (Target TBD)</li> </ul>
<b>Properly use allocated funding to achieve the best possible outcomes</b>	<ul style="list-style-type: none"> <li>▶ Platform / revenue hour cost compared to other systems, such as WMATA (Target TBD)</li> </ul>





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