




## DASH Board of Directors Meeting Agenda


June 10, 2026 5:30pm - 7:30pm EDT  
DASH Facility

START  
5:30pm

1. **Welcome** David Kaplan
  - a. **Call to Order**
  - b. **Attendance**
  - c. **Welcome and Introductions**
  
2. **Collaboration and Engagement**
  - a. **Public Comment**
  - b. **Chairs Report** David Kaplan
  - c. **DASH Advisory Committee Update** Nathaniel Cartagena


DASH Rider Advisory Committee (DAC) Chair Nathaniel Cartagena will provide a brief update of the activities and purpose of the DAC.

 [DAC Presentation\\_ATC Board June 2026.pdf](#)
  - d. **T&ES Report** Jordan Exantus

 [T&ES Deputy Directors Notes 6.10.2026.pdf](#)

    - i. **GoAlex Strategic Plan** Josh Etim

Attached is the GO Alex Strategic Plan for Fiscal Years 2027 - 2031. The plan is available online here--  
[GOAlex](#)

 [GO Alex Strategic Plan, Fiscal Years 2027 - 2031.pdf](#)
  - e. **Other Member Reports**
  
3. **Regular Business** David Kaplan
  - a. **Consideration of Approval: Meeting Minutes** David Kaplan

**b. Review of Financials**

Edward Ryder

 [DASH Financial Update - June 2026 Board Packet - April 2026 Financials.pdf](#)

**4. Action Items**

**a. Consideration of Approval: Final ATSP**

Josh Baker

**Action Item:** The final Alexandria Transit Strategic Plan is provided for review and approval which incorporates edits and corrections based on previous meeting feedback.

 [FY27 ATSP Addendum FINAL.pdf](#)

**b. Consideration of Approval: Final FY 2027 Budget**

Edward Ryder

**Action Item:** The Fiscal Year 2027 Budget is provided for final approval.

 [FY 2027 Budget Summary for June 2026 ATC Board Meeting.pdf](#)

**c. Consideration of Approval: Board Strategic Plan**

Josh Baker

**Action Item:** The updated ATC Board of Directors Strategic Plan is provided for final approval. The plan now includes all Objectives and Objective Measures.

 [Alexandria Transit Company Strategic Plan - June 2026.pdf](#)

**5. Staff Reports**

**a. Community Activities Update**

This month, DASH debuted two new commemorative bus wraps celebrating LGBTQIA+ Pride Month and America's 250th anniversary, and is hosting a groundbreaking ceremony on June 23 for new on-route high-speed electric bus chargers at the West Alexandria Transit Center. DASH has already participated in two community events this month and has six more scheduled through June 30, spanning Pride celebrations, community cookouts, and local festivals. We also recently hosted facility tours and touch-the-bus demonstrations for two local preschools, introducing young community members to transit in an engaging, hands-on way.

 [June 2026 Community Activities.pdf](#)

**b. Ridership Report**

Josh Baker

Total system ridership for May 2026 was 602,682 passengers, a decrease of 1.3% compared to May 2025, which recorded 610,697 passengers. Nearly all of this decline can be attributed to reduced ridership on the King Street Trolley, which experienced an 18.6% decrease year-over-year. Line 34 was the strongest performing route year-over-year, with an 11% increase in ridership compared to May 2025.

While rising fuel costs may continue to support increases in local transit ridership, they can also negatively impact regional tourism and discretionary travel. Higher travel costs for visitors driving or flying into the region may have contributed to lower visitor activity overall, particularly affecting the King Street Trolley, which is more heavily influenced by tourism and visitor travel patterns.

Fridays experienced the highest ridership levels of any weekday during the month, exceeding other weekdays by approximately 20,000 passenger trips. The strong Friday ridership performance may also indicate increased discretionary and leisure travel activity during May. Compared to April, improved weather conditions, fewer rainy days, and higher fuel prices may have encouraged additional non-work-related transit trips despite broader work-from-home travel patterns that typically suppress Friday commuting demand.

 [Ridership Report.pdf](#)

### c. Staff Presentation: Departmental Highlight

#### i. Capital Projects Update

Raymond Mui

A brief presentation providing an update on the progress of capital projects at DASH will be delivered by Raymond Mui, Chief Infrastructure & Development Officer. No Board Action is required.

 [May 2026 Board Meeting - Capital Updates\\_Version 3.pdf](#)

### 6. Old Business

Josh Baker

#### a. What fees does Street Level Media charge DASH and what is their take rate?

Question submitted by Board Member Arish Gajjar.

 [ATC Advertising Questions 20260605.pdf](#)

#### b. How does DASH hedge fuel costs?

Edward Ryder

Question submitted by Board Member Arish Gajjar.

**Answer:** DASH does not currently utilize a traditional fuel hedging program. In the past, staff explored fuel hedging opportunities; however, our current fuel vendor structure instead allows DASH to lock in pricing for two-week periods based on OPIS market pricing. While this approach does not provide the long-term price certainty associated with formal hedging programs, it does offer limited short-term protection against rapid market fluctuations while maintaining purchasing flexibility.

Staff has also evaluated alternative regional approaches to fuel procurement and risk management. The City's Fleet Division does not hedge fuel, but instead participates in a Metropolitan Washington Council of Governments (MWCOG) cooperative fuel contract. Upon review, DASH determined that pricing available through the MWCOG contract has generally been higher than the rates DASH currently pays on a per-gallon basis. Staff also researched emerging market-based forecasting and prediction tools that have been discussed as potential hedging mechanisms in other industries; however, due to legal, regulatory, and policy considerations surrounding the use of public funds in such markets, these approaches were determined to be unsuitable for DASH at this time. DASH has been in discussions with GRTC in Richmond to better understand the structure of their fuel procurement strategy and related contract terms. As fuel markets stabilize and pricing conditions become more favorable, DASH plans to further explore alternative vendors and the potential issuance of an RFP for a fixed-price fuel contract or other pricing stabilization mechanisms.

#### c. What were the ATSP survey responses in other than English?

Question submitted by Board Member Ajashu Thomas.

**Answer:** The breakdown of the ATSP survey responses we received in languages other than English for this year and last year:

- FY2026 had 4 of 110 responses answered in a language other than English, including: 1 Spanish, 1 Amharic, and 2 Persian/Dari
- FY2027 had 3 of 209 responses answered in a language other than English, and they were all in Spanish.

d. **What is the correct number of electric expansion buses for column FY26/27 of Table 4-3 of the ATSP?** Raymond Mui

The correction has been incorporated into the updated ATSP document.

e. **Self Insurance Surplus**

Edward Ryder

Edward Ryder, Chief Financial Officer, will provide further clarity around the use of the surpluses in the Self Insurance Plan based on Board Member discussion in the previous meeting.

## 7. Executive Session

Consideration of Convening an Executive Session for the Purpose of Discussing Matters pursuant to Section 2.2-3711 (A1) of the Code of Virginia.

**Motions Required:**

**Enter Session:** "I \_\_\_(name) move that the Alexandria Transit Company Board of Directors convene an Executive Session for the purpose of matters pursuant to Section 2.2-3711 (A1) of the Code of Virginia."

**Exit Session:** "I \_\_\_(name) move to reconvene the public meeting of the Alexandria Transit Company Board of Directors."

**Certify Session:** "I\_\_\_(name) move to certify that, pursuant to Section 2.2-3711 of the Code of Virginia to the best of each members knowledge only public business matters that were identified in the motion by which the executive session was convened, and that are lawfully exempted by the Freedom of Information Act from the act's open meeting requirements were heard, discussed, or considered by the Board during the executive session."

**Approve Recommendation(s) :** "I \_\_\_\_\_ (name) hereby move to approve the recommendations and decisions discussed during the Executive Session of the Alexandria Transit Company Board of Directors, pursuant to Section 2.2-3711 (A1) of the Code of Virginia."

## 8. Adjournment

David Kaplan

END  
7:30pm



# DASH ADVISORY COMMITTEE

Presented by  
Nathaniel Cartagena, DAC Chair

June 10, 2026



# MISSION & PURPOSE

- Established in 2021 to provide a critical communication link between DASH, its riders, and the Alexandria community.
- Composed of engaged community members and transit users, the DAC provides input on a wide variety of service-related matters, help to improve customer outreach and the overall DASH rider experience.
- The DAC is an advisory body, and does not set or establish DASH policy, alter service standards, influence contracts, modify service, routes, or affect personnel matters.



# GOALS & OBJECTIVES

**01**

**Public Engagement & Representation**

Ensure that community members, particularly riders, have a voice in transit planning and decision-making.

**02**

**Service Improvement & Evaluation**

Provide feedback on transit service performance, accessibility, and customer satisfaction.

**03**

**Policy & Budget Recommendations**

Advise on policies budgets, infrastructure projects, and funding priorities to align services with community needs.

**04**

**Equity & Accessibility Advocacy**

Promote equitable access to transit for underserved populations, including people with different abilities, low-income riders, and marginalized communities.



# STRUCTURE & COMPOSITION

## Membership

- We seek members who reflect the diversity of Alexandria and DASH riders
- The DAC consists of at least nine (9) members, with a maximum of seventeen (17) --- currently there are sixteen (16) members
- May serve for up to three 2-year terms
- Chair and Vice Chair are elected annually by Committee members and may not serve more than four (4) consecutive terms

## Meetings

- Meetings are scheduled quarterly, typically held at the DASH Facility
- May be held in-person, virtually, or in a hybrid format
- Summaries and recordings are posted on DASH's website



# EVENTS & PUBLIC ENGAGEMENT

## Subcommittee Objectives

- Serve as DASH ambassadors at community events to drive public awareness and engagement
- Propose and organize community-facing initiatives and gatherings

## Updates

- Represented DAC through participation in and support of community engagement events, including Space of Her Own, ALX Dog Walk, CTAV Rodeo, and DASH Nights Out
- In progress: Collaborate with the Membership and Recruitment Subcommittee to expand outreach initiatives and increase community engagement opportunities



# MEMBERSHIP & RECRUITMENT

## Subcommittee Objectives

- Develop strategic initiatives for attracting new members
- Establish an onboarding process and manage member relations

## Updates

- Conducted interviews of 8 potential DAC candidates
- Welcomed 5 new members to the DAC
- In progress: Create standardized interview guide and criteria for new DAC members



# ADVOCACY & POLICY

## Subcommittee Objectives

- Build relationships with policymakers, key stakeholders, and allied organizations to lobby for DASH and public transit improvements.
- Monitor legislative changes that impact DASH services.

## Updates

- Coordinated DAC Budget input letters to the City Manager (Fall) and City Council (Winter) with DASH staff, consistent with the approved ATSP
- Advocated for DASH funding (NVTAL Legislative conference; meetings with a few Council members; Chair speaking at a budget hearing)
- In progress: Work with ACPS, T&ES, & DASH to expand transit education in ACPS



# RIDER EXPERIENCE

## Subcommittee Objectives

- Develop and promote accessible opportunities for the broader community to share their rider experiences.
- Provide service feedback based on first-hand experiences and rider input.

## Updates

- Created formal DAC guidance channel
- All DAC feedback is documented and routed through DASH staff liaison
- Provide guidance and feedback on topical matters (e.g., signage, emergencies)



**T&ES Deputy Director Notes**  
**ATC Board of Directors Meeting 6.10.2026**

**Braddock Road Improvement Project**

On May 16, City Council approved safety features including bicycle lanes on Braddock Road east of Russell Road. This project has been in planning since 2025, and the final recommendation had been approved by the Traffic and Parking Board in March. However there were resident appeals, leading to a City Council public hearing. The new design, which will be implemented in 2027, will increase access to the Braddock Road Metro Station and neighboring bus stops by adding a two-way cycle track on the north side of Braddock for the small stretch under the rail tracks between the Potomac Yard Trail and the Metro Station. West of the PY Trail, the new design will feature protected bicycle lanes, higher visibility crosswalks at more locations crossing Braddock Road, a parking layby at the Good Shepherd Church for handicapped parking, and a new sidewalk around the Church.

**West Braddock Road and North Howard Street Open House**

On Thursday, June 4 from 5 – 7 p.m. City Staff hosted an Open House at the Minnie Howard Campus to share potential design options to right-size West Braddock Road from Van Dorn Street to Crest Street and North Howard Street from Seminary Road to West Braddock Road. The open house shared information on design options, presented an overview of study area and started a month-long public engagement period. Staff have proactively coordinated with DASH and WMATA regarding the location and number of bus stops within the study area (A25, 36A and 36B) to identify opportunities for route efficiencies and improved bus stop design. Ongoing coordination will continue through the summer as the designs evolve. Learn more at the project website at [www.alexandriava.gov/go/7748](http://www.alexandriava.gov/go/7748).

**NVTC Envision Route 7 Open House**

NVTC is advancing Phase 4-2 of the Envision Route 7 study and is seeking public feedback on bus priority improvements between Seven Corners and Mark Center/Southern Towers in Alexandria. An open house will be held on *June 9 from 5:00–7:00 p.m. at the Ellen Coolidge Burke Branch Library* to gather input on potential bus priority design features, including bus stop locations, boarding improvements, and rider experience enhancements. Community feedback will help shape future corridor investments aimed at improving bus speed and reliability along Northern Virginia's highest-ridership bus corridor. Public comments and online feedback will be accepted through June 12.

**DMV Moves Coordination Group Meeting**

The DMV Moves Coordination Group met on June 3<sup>rd</sup> to review progress on implementation of the Regional Bus Integration Action Plan, with a particular focus on updates from the Bus Priority Network Working Group. Discussion centered on advancing the seven-corridor regional bus priority network, including funding needs, performance targets, implementation challenges, and opportunities for stronger coordination across jurisdictions. Additional updates were provided on regional bus service guidelines and performance measures, fare integration initiatives, bus stop and customer information improvements, and collaborative procurement efforts. Participants emphasized the importance of identifying practical near-term actions, funding strategies, and regional priorities to support future briefings to agency executives and elected officials later this year.



GO Alex

# GO Alex Strategic Plan

Fiscal Years 2027 – 2031

Approved by Alexandria City Council

May 26, 2026



Prepared by:  
The City of Alexandria  
GO Alex  
and



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# 1. Overview

## Executive Summary

GO Alex is the City of Alexandria’s Transportation Demand Management (TDM) program, housed within the Department of Transportation & Environmental Services. This Strategic Plan provides a five-year roadmap to modernize and strengthen GO Alex so it can better respond to evolving travel patterns, development growth, employer needs, and climate goals.

The plan aligns with the Alexandria Mobility Plan and the City’s FY26–28 Strategic Plan and positions GO Alex to focus resources where they can have the greatest impact. Using a “Live, Work, Visit” framework, the program targets residents, employers and commuters, and visitors with tailored strategies that reduce single-occupancy vehicle (SOV) trips and make it easier to choose transit, biking, walking, shared mobility, and car-light lifestyles.

Over the next five years, GO Alex will rebalance its services to increase residential engagement while sustaining strong employer partnerships and regional coordination. The Operations Plan expands hands-on travel training, youth education, e-bike incentives and lending, employer commuter benefits support, and targeted engagement at events and high-growth areas. Pilot programs will allow the City to test new mobility approaches before long-term investment decisions are made.

The Financial Plan demonstrates that existing federal, state, regional, and local funding sources can support the recommended program in the near term, with adjustments and grant strategy used to manage projected out-year gaps.

Investments in a new customer relationship management (CRM) system and performance dashboard will strengthen data collection, accountability, and impact reporting.

Performance measures focus on mode shift, program participation, employer engagement, and measurable reductions in drive-alone travel. Together, these strategies position GO Alex to be more outcome-driven, data-informed, and financially sustainable — ensuring Alexandria residents, workers, and visitors are empowered to make safe, seamless, and convenient travel choices.

## Introduction

GO Alex is the City of Alexandria's resource for promoting transportation choices. As the City's Transportation Demand Management (TDM) program, it operates within the Department of Transportation & Environmental Services, Transportation Branch, Mobility Services Division. GO Alex aims to create a community where everyone is informed about their transportation options and empowered to choose safe, seamless, and convenient ways to move. In doing so, the program reduces automobile dependence, increases mobility, and improves air quality in the City.

The program provides residents, employees, and visitors with transportation information and programs to improve their experience moving around the city and region, to help them save money, and to make a positive sustainable impact in the region. GO Alex takes a collaborative approach, partnering with employers, property managers, and community organizations to reach their audiences. Moreover, the program offers direct commuter assistance through in-person engagement efforts.

This report builds upon previous plans to provide a comprehensive strategy to meet changing mobility and transportation needs, as well as current and future challenges facing the City including:

- **The Long-Range Transportation Demand Management (TDM) Plan.** The plan for FY17 to FY22 was approved in 2015 and provides quantifiable steps to enhance GO Alex's services to meet the changing transportation landscape and commuting needs while matching the operational capacity of that time.
- **The Alexandria Mobility Plan (AMP).** This plan was adopted in 2021 and includes a chapter that outlines policies and strategies to increase the reach of GO Alex programming and awareness of transportation options in Alexandria.
- **The City of Alexandria Strategic Plan FY 26-28.** This plan provides a clear, guiding structure that connects budget decisions, policies, and programs to community needs while maintaining flexibility. The Plan is updated every three years and reflects City Council's commitment to fair, inclusive, and responsive governance for all residents.

## Strategic Vision, Goals, and Objectives

### Vision

Alexandria is a community where everyone is informed about their transportation options and empowered to choose safe, seamless, and convenient ways to move.



### Mission

GO Alex connects residents, employees, and visitors with a range of transportation options that make it easier to move around the city and region.



## Goals and Objectives



### Inform and Educate

Raise awareness of transportation choices to reduce SOV mode-share.



### Enhance and Invest

Leverage GO Alex's strengths and direct investments accordingly.



### Prove and Celebrate

Share GO Alex's impacts through data and storytelling.

## 1. Inform and Educate: Raise awareness of transportation choices to reduce SOV mode-share.

- Use data to inform engagement strategies.
- Support property managers and developers' understanding of GO Alex services to reach mode split benefits.
- Strengthen GO Alex brand recognition through live and digital presence.

## 2. Enhance and Invest: Leverage GO Alex's strengths and direct investments accordingly.

- Use strategic partnerships to empower everyone to choose safe, seamless, and convenient ways to move in the city and region.
- Expand awareness and participation in GO Alex's campaigns and initiatives each year.
- Implement community-driven transportation investments and incentive programs that prompt behavior change.

## 3. Prove and Celebrate: Share GO Alex's impacts through data and storytelling.

- Promote customer participation in GO Alex services and initiatives that reduce SOV trips.
- Increase visibility of GO Alex services through communications, success stories, and progress reporting.
- Amplify strategic partnership success stories.

## Target Markets and Target Customers

GO Alex's mission to connect residents, employees, and visitors with a range of transportation options contends with finite operational resources and dynamic constraints that dictate a focused approach to specific geographies, trip types, and customers to ensure that resources are utilized efficiently. By considering these tradeoffs and directing program efforts accordingly, GO Alex can maximize SOV trip reduction and the benefit to moving people throughout the city and region. This chapter identifies the program's target markets and customers and explains the reasons for their selection. Additional information about these markets and customers can be found in Appendix B.

### Target Markets

The GO Alex program is organized around three primary target markets—**Live, Work, and Visit**—which represent the ways people experience, travel within, and interact with the City of Alexandria. This framework enables the program to tailor strategies to residents' daily travel patterns, support employer-based commuting, and proactively manage visitor- and event-related travel demand.

#### **Live – Residents**

This market includes people who live in Alexandria and make frequent, recurring trips for work, school, errands, recreation, and social activities. TDM strategies for this group emphasize daily mobility options, long-term behavior change, and supporting households in reducing car ownership and reliance.

#### **Work – Employees and Employers**

This market captures both Alexandria-based employers and the regional workforce commuting into the city. TDM efforts in this space focus on commute trip reduction, employer partnerships, and scalable programs that shift travel behavior during peak periods.

#### **Visit – Visitors and Tourists**

This market includes people traveling within and to Alexandria for shopping, dining, tourism, special events, and overnight stays. TDM strategies for visitors emphasize clear, convenient non-auto travel options that reduce congestion and parking demand during high-activity periods.

## Target Customers

Within each target market, GO Alex identifies specific customer groups to prioritize engagement, services, and annual work planning.

### Live – Resident Target Customers

**Students:** Students generate predictable, recurring trips and are early adopters of non-auto travel. TDM efforts focus on building lifelong travel habits through transit, biking, walking, and shared mobility education.

**Everyday Trips:** This group includes residents making discretionary trips such as errands, dining, and recreation. TDM strategies promote off-peak travel, short-trip mode shifts, and local mobility options that reduce vehicle trips.

**Wannabe Car-Light Households:** These are households interested in reducing vehicle ownership but seeking confidence and tools to do so. TDM services focus on education, incentives, and trip-planning support to enable successful car-light lifestyles.

**New Residents near Transit:** Each year, GO Alex strategically targets newly occupied developments in high-frequency transit areas (e.g. West End, Oakville, Potomac Yard, Eisenhower East, Eisenhower West). Engagement aligns with land-use and transportation investments to reinforce mode shift at the point of highest impact.

### Work – Employee and Employer Target Customers

**Large Alexandria Employers:** Major employers have the greatest potential to influence commuting behavior on a large scale. TDM strategies focus on employer-based programs, commuter benefits coordination, and data-driven commute reduction tools.

**Regional Commuters:** This group includes more than 73,000 commuters who live outside of Alexandria and travel into the City for their jobs. TDM efforts emphasize regional transit options, commuter benefits, park-and-ride strategies, and first-/last-mile connections.

### Visit – Visitor Target Customers

**Visitors and Tourists:** Visitors traveling for leisure and special events contribute significantly to parking demand and evening/weekend congestion. TDM strategies highlight easy, non-auto ways to access activity centers, commercial districts, and special events.

## 2. Operations Plan

Through the strategic planning process, GO Alex evaluated its full range of services to understand which efforts are most effective, where adjustments are needed, and where new approaches can better advance program goals. As a result, the program will continue many existing services while enhancing, modifying, or replacing others based on performance, community input, and data analyses. Guided by the **Live, Work, and Visit** framework, the operations plan organizes the TDM actions into Activities and Services that are designed to better serve residents, employers, and the broader community, including:

- Training and Education
- Incentives
- Events & Engagement
- Access and Pilots
- Recognition and Celebration
- Marketing
- Administrative

Specific programs for each Activity and Service area are provided on the following pages and summarized in Appendix E. This operations plan is based on the financial assumptions outlined in Chapter 3, including the continuation of existing funding levels and the ability to pursue additional funding opportunities. If funding levels change, GO Alex will adapt by adjusting service levels and identifying efficiencies to align with available resources.

## Activities and Services

GO Alex proposes to implement the following activities and services over the next five years. Appendix E provides additional details about the projected year(s) each activity will begin and continue. Some activities are a continuation of current services GO Alex provides, while some are new activities that aim to reach a specific target market and customers. Each activity or service notes the Strategic Plan goals and target customer(s) it will support.

## Training and Education

Training and Education builds the skills and confidence needed to use Alexandria's transportation options safely and independently, helping residents of all ages form lasting, car-light travel habits.

**Middle School Transit Education:** This program introduces middle school students to using transit safely and independently, helping them build early confidence navigating the city without relying on a car. By establishing multimodal travel habits early, the program supports long-term mode shift and independence for young residents.

**Goals:** Inform & Educate; Enhance & Invest

**Target Customers:** Students; Wannabe Car-Light Households

**Travel Training:** Travel training provides hands-on, personalized instruction to help specific groups, such as older adults, learn how to use transit, walk safely, and access other mobility options with confidence. The program supports independence, social connection, and safety as driving becomes less practical or desirable.

**Goals:** Inform & Educate; Enhance & Invest

**Target Customers:** Students; Everyday Trips; Wannabe Car-Light Households; New Residents near Transit

**Youth Learn-to-Bike Program:** This program teaches elementary school age students foundational bicycling skills and traffic awareness, building confidence and safety from an early age. Early exposure supports lifelong active transportation habits and reinforces Alexandria's commitment to safe, multimodal streets.

**Goals:** Inform & Educate; Enhance & Invest

**Target Customers:** Students; Wannabe Car-Light Households

**Learn-to-Ride: Adult & Commuter Biking Classes:** These classes help adults gain the skills and confidence needed to bike for everyday trips, including commuting, errands, and recreation. The program supports mode shift by reducing barriers for residents interested in biking but unsure where to start.

**Goals:** Inform & Educate; Enhance & Invest

**Target Customers:** Everyday Trips; Wannabe Car-Light Households; New Residents near Transit; Regional Commuters

**Capital Bikeshare Education for Teens:** This program introduces teens to Capital Bikeshare, teaching safe riding practices and how to use shared micromobility for short trips. It supports independent travel for students while reinforcing safe behavior on Alexandria's evolving multimodal street network.

**Goals:** Inform & Educate; Enhance & Invest

**Target Customers:** Students; Wannabe Car-Light Households

**Capital Bikeshare Training for Adults:** This training helps adults learn how to use Capital Bikeshare comfortably and confidently for everyday travel. By lowering the learning curve for shared micromobility, the program supports car-light lifestyles and makes it easier to take advantage of Complete Streets investments.

**Goals:** Inform & Educate; Enhance & Invest

**Target Customers:** Everyday Trips; Wannabe Car-Light Households; New Residents near Transit; Regional Commuters; Visitors and Tourists

## Incentives

Incentives lower financial and practical barriers to choose non-drive-alone travel by helping residents and commuters take the next step toward driving less through targeted support, education, and tools that enable lasting behavior change.

**Power-Up: e-Bike Incentive Program:** This program offers financial incentives in the form of vouchers or offset-costs to help residents and workers purchase e-bikes, lowering the upfront cost of adopting a car-light travel option. Incentives are paired with education to encourage sustained use and measurable reductions in single-occupancy vehicle trips.

**Goals:** Enhance & Invest; Prove & Celebrate

**Target Customers:** Everyday Trips, Wannabe Car-Light Households; Large Alexandria Employers; Regional Commuters

**SmartBenefits:** SmartBenefits supports employers in offering pre-tax transit benefits, making commuting by transit more affordable and attractive for employees. The program strengthens employer partnerships while reducing drive-alone commute trips into and within Alexandria.

**Goals:** Inform & Educate; Enhance & Invest

**Target Customers:** Large Alexandria Employers; Regional Commuters

**SmartBenefits HOME:** SmartBenefits HOME extends commuter benefits concepts to residential contexts, helping residents use transit and other shared mobility options for non-work trips. This program supports everyday car-light living beyond the traditional commute.

**Goals:** Inform & Educate; Enhance & Invest

**Target Customers:** Wannabe Car-Light Households; New Residents near Transit

**SmartBenefits Plu\$50 Incentive Program:** This program provides employees with a free \$50 SmarTrip® card to encourage first-time or occasional transit use. By lowering the risk of trying transit, the program helps convert curiosity into long-term behavior change.

**Goals:** Enhance & Invest

**Target Customers:** New Residents near Transit; Large Alexandria Employers; Regional Commuters

**Ride Ready:** The Ride Ready program distributes bike helmets and safety accessories—such as lights, bells, and reflective gear—at events and engagement locations to support safer first- and last-mile trips. The effort helps residents and visitors confidently connect to transit, shopping, dining, and special events without driving.

**Goals:** Inform & Educate; Enhance & Invest; Prove & Celebrate

**Target Customers:** Students; Everyday Trips, Wannabe Car-Light Households; Visitors and Tourists

**Regional Commuter Incentive & Reward Programs:** These programs reward individuals and organizations for choosing non-drive-alone travel, using existing incentives and recognition programs to reinforce behavior change and highlight the collective impact of reduced vehicle trips.

**Goals:** Enhance & Invest; Prove & Celebrate

**Target Customers:** Large Alexandria Employers; Regional Commuters

## Events and Engagement

Through events and engagement, GO Alex meets people where they are—at schools, workplaces, festivals, and community gatherings—translating Alexandria’s transportation investments into real-world experiences that allow residents, commuters, and visitors to see, try, and celebrate safer, more flexible, multimodal ways to get around the city.

**Bike Buses:** Bike buses are organized group rides that allow participants, especially students and families, to travel together safely and visibly on city streets. GO Alex will support the school groups organizing these bike buses, such as providing groups with safety information or sharing information about the group.

**Goals:** Inform & Educate; Enhance & Invest; Prove & Celebrate

**Target Customers:** Students; Wannabe Car-Light Households

**Bike to Work Day:** Bike to Work Day encourages residents and commuters to try biking for work and other daily trips through celebration, incentives, and employer engagement. The event highlights Alexandria’s growing bike network while supporting mode shift and car-light commuting.

**Goals:** Inform & Educate; Enhance & Invest; Prove & Celebrate

**Target Customers:** Students; Wannabe Car-Light Households; New Residents near Transit; Large Alexandria Employers; Regional Commuters

**Operation Illumination:** Operation Illumination distributes bike lights and safety education to improve visibility and safety for people walking and biking, particularly during shorter daylight months. The program directly supports Vision Zero by pairing safety equipment with outreach that encourages safer travel behavior.

**Goals:** Inform & Educate; Enhance & Invest

**Target Customers:** Students; Everyday Trips; Wannabe Car-Light Households; Regional Commuters

**Regional Commuter Competition and Events:** Regional commuter competitions motivate commuters to try non-drive-alone travel by tracking trips and rewarding participation across the region. The program uses friendly competition and data to demonstrate how small changes can collectively reduce congestion and emissions.

**Goals:** Inform & Educate; Prove & Celebrate

**Target Customers:** Students; Wannabe Car-Light Households; Large Alexandria

Employers; Regional Commuters

**Roll & Park: Bike & Scooter Valet at City Events:** Bike and scooter valet parking provides secure, convenient parking at festivals and major events, making biking and scooting a practical alternative to driving. The service removes a key barrier to using active transportation for entertainment and tourism trips.

**Goals:** Enhance & Invest; Prove & Celebrate

**Target Customers:** Wannabe Car-Light Households; New Residents near Transit; Visitors and Tourists

**GO Alex Mobility Stations:** Transportation fairs and other City event tabling brings GO Alex services directly to residents, workers, and visitors through community events, campuses, and employer sites. These touchpoints increase awareness of transportation options while strengthening GO Alex brand recognition through face-to-face engagement.

**Goals:** Inform & Educate; Enhance & Invest

**Target Customers:** Students; Everyday Trips; Wannabe Car-Light Households; Large Alexandria Employers; Visitors and Tourists

**Employer Engagement:** GO Alex will work directly with Alexandria employers to help them understand the transportation options and benefits they can offer their employees. This includes promoting many of the activities and services included in this plan.

**Goals:** Inform & Educate; Enhance & Invest

**Target Customers:** Large Alexandria Employers; Regional Commuters

## Pilot Programs

The pilot programs focus on reducing barriers and uncertainty by giving residents and commuters opportunities to try, test, and evaluate new mobility options, while generating data to inform future transportation investments.

**e-Bike Lending Library:** The e-Bike Lending Library allows residents and workers to try an e-bike for everyday trips, reducing cost and confidence barriers to biking longer distances or replacing car trips. The program leverages Alexandria's Complete Streets investments to demonstrate how e-bikes can support car-light lifestyles.

**Goals:** Inform & Educate; Enhance & Invest; Prove & Celebrate

**Target Customers:** Everyday Trips; Wannabe Car-Light Households; New Residents near Transit

**Water Taxi Feasibility & Pilot Evaluation:** This program evaluates emerging water taxi technologies to determine whether they could serve as a reliable, safe, and efficient commuter option for residents and workers traveling to and from Alexandria. Through data-driven analysis and limited pilot testing, GO Alex will assess travel time reliability, demand, cost, operational feasibility, and integration with existing transit and first-/last-mile connections before considering future investment.

**Goals:** Inform & Educate; Enhance & Invest; Prove & Celebrate

**Target Customers:** Wannabe Car-Light Households; New Residents near Transit; Large Alexandria Employers; Regional Commuters; Visitors and Tourists

## Recognition & Celebration

Recognition and celebration programs highlight successful partnerships and behavior change, reinforcing effective strategies while sharing progress and outcomes with the community.

### **Best Workplaces for Commuters – Employers, Residential, Universities and Colleges:**

This program recognizes Alexandria employers that support car-light commuting through benefits, facilities, and policies, encouraging broader adoption of practices that reduce drive-alone trips and improve employee access.

**Goals:** Enhance & Invest; Prove & Celebrate

**Target Customers:** Everyday Trips; Wannabe Car-light Households; New Residents near Transit; Large Alexandria Employers; Regional Commuters

**MWCOG Employer Awards:** The MWCOG Employer Awards highlight regional employers that demonstrate leadership in transportation demand management and commute options, amplifying success stories that can be replicated across Alexandria and the region.

**Goals:** Prove & Celebrate

**Target Customers:** Large Alexandria Employers; Regional Commuters

**Eco-City Homes & Business Recognition:** Eco-City recognition celebrates Alexandria residents and businesses that adopt sustainable transportation practices, reinforcing community-wide behavior change and highlighting the everyday benefits of car-light living.

**Goals:** Inform & Educate; Prove & Celebrate

**Target Customers:** Everyday Trips; Wannabe Car-Light Households; New Residents near Transit

**League of American Bicyclists Rating:** Participation in the League of American Bicyclists' rating program showcases Alexandria's commitment to safer, more bike-friendly streets while providing an external benchmark for progress toward Complete Streets and Vision Zero goals.

**Goals:** Enhance & Invest; Prove & Celebrate

**Target Customers:** Students; Everyday Trips; Wannabe Car-Light Households

**GO Alex Yard Signs:** This program unifies how GO Alex highlights implemented transportation projects completed through various transportation programs (Complete Street, Curbside Management, Vision Zero, Smart Mobility, DASH)

**Goals:** Enhance & Invest; Prove & Celebrate

**Target Customers:** Everyday Trips; Wannabe Car-light Households; New Residents near Transit; Visitors and Tourists

## Marketing

Marketing activities will provide the messaging and visual materials necessary for promoting GO Alex activities and programs and will incorporate a mix of methods. The marketing function will be essential for all the activities and services described above and will be tailored to reach the target markets and customers.

**Specific Campaigns:** GO Alex will develop program and event specific campaigns to reach the target markets and will include seasonal and evergreen messaging. Potential campaigns could include *Go Far with Less Car* to reach the Wannabe Car-Light households, or *Your City. Your Move* to reach high school students learning to use the public transportation system and Capital Bikeshare. This could include promoting DRPT, MWCOG and VDOT campaigns and programs (e.g. Connecting VA, Guaranteed Ride Home, Ridematching, GoMyWayVA, etc.).

**Print Materials:** GO Alex will use printed materials to promote programs and campaigns. This could include mailers, flyers, brochures, maps, posters, or banners.

**Advertising:** Depending on the market or customer that is being targeted, GO Alex may use different advertising media, such as advertisements in high traffic locations (e.g. Metro Stations and buses, Capital Bikeshare maps, etc.), and advertisements in specific magazines, newspapers, audio media, and websites.

**Social Media:** GO Alex will leverage the department and City's social media accounts to promote programs, events, and campaigns. This could include

Facebook, Instagram, X, Bluesky, and LinkedIn, as well as the City's eNews platform and City websites.

## Administrative

In addition to developing and executing specific programs and campaigns, there are also day-to-day functions that GO Alex will continue to manage that may be relevant to different target markets and customers.

**Ridematching and Commute Planning:** GO Alex will continue to promote MWCOG ridematching services through Commuter Connections and encourage people to carpool and vanpool. GO Alex will continue to provide commute planning resources to the community.

**Grant Management:** GO Alex activities are funded by several grants that will continue to require staff time to manage and report. GO Alex will also explore other potential grants that may be appropriate for new programs and activities.

**MWCOG & Regional TDM Participation:** GO Alex will continue to actively participate with MWCOG's Commuter Connections program, including attending committee meetings and participating in events. Additionally GO Alex will coordinate with other jurisdictions to share information about successful programs and identify opportunities for collaboration and partnerships.

## Staffing and Contracting

### City Staff

The GO Alex team consists of three City staff members: GO Alex Program Manager, GO Alex Transportation Planner, and GO Alex Communications Officer. This team reports to the Mobility Services Division Chief who provides additional support for the program as needed.

**Table 1** provides more details about the GO Alex team and their position tasks.

*Table 1: Summary of GO Alex Team*

<i>Title</i>	<i>Position Funding</i>	<i>Full or Part-Time</i>	<i>GO Alex Responsibilities</i>
GO Alex Program Manager	Grants/City Funds	Full-time	Oversee the GO Alex program, including grant management, strategic planning, and direction for implementation of tasks.
GO Alex Transportation Planner	Grants	Full-time	Oversees the engagement contractors, plans and executes GO Alex events, and serves as the subject matter expert for ride matching.
GO Alex Communications Officer	Grants	Part-time or Full-time	Develops and coordinates effective marketing and communications materials for the GO Alex programs and events.

In addition to the primary GO Alex team, GO Alex activities and programs are supported by other City staff such as the Senior Communications Officer for the department, the DOT Paratransit Manager, the Complete Streets team, and the Shared Mobility team.

### Contractor Staff

Over the next five years, GO Alex will implement new programs and initiatives which will require changes to existing contracted staff. This includes phasing out the Mobile Store staff in FY 2026, expanding the Street Team's focus to support engagement with residents and visitors and shifting contractor responsibilities to engage with residential properties, similar to the current employer engagement program.

**Table 2** details the GO Alex contracted staff needed to meet the needs of this operating plan. The amount of time for each contractor will depend on grant funding and specific programs and events that need support.

Table 2: Proposed Future GO Alex Contracted Staff

<i>Activities and Services Supported by Contractors</i>	<i>Primary Contractor Responsibilities</i>
<ul style="list-style-type: none"> <li>• Travel Training</li> </ul>	<p>Provides individual or group travel training to participants of the program.</p>
<ul style="list-style-type: none"> <li>• Youth Learn to Bike</li> <li>• Learn to Ride: Adult &amp; Commuter Biking Classes</li> </ul>	<p>Provides hands-on bike instruction for youth and adults ranging from beginner level to more advanced.</p>
<ul style="list-style-type: none"> <li>• Capital Bikeshare Education for Teens</li> <li>• Capital Bikeshare Education for Adults</li> </ul>	<p>Provides hands-on instruction to teens and adults for using the Capital Bikeshare system.</p>
<ul style="list-style-type: none"> <li>• Roll &amp; Park: Bike &amp; Scooter Valet at City Events</li> </ul>	<p>Provides free biking, scooter, and personal micromobility parking services and GO Alex customer engagement at select City events</p>
<ul style="list-style-type: none"> <li>• GO Alex Mobility Stations</li> <li>• SmartBenefits Homes</li> <li>• Residential Engagement</li> </ul>	<p>Performs engagement to community members and visitors, providing transportation information, resources, and education</p>
<ul style="list-style-type: none"> <li>• Employer Engagement</li> <li>• SmartBenefits</li> <li>• SmartBenefits Plu\$50 Incentive Program</li> <li>• Regional Commuter Incentive &amp; Reward Programs</li> <li>• Regional Commuter Competition and Events</li> <li>• Best Workplaces for Commuters – Employers, Residential, Universities and Colleges</li> <li>• MWCOG Employer Awards</li> </ul>	<p>Performs engagement to employers to encourage them to provide transportation information, benefits, and amenities to employees</p>
<ul style="list-style-type: none"> <li>• e-Bike Lending Library</li> <li>• Power Up: e-Bike Incentive Program</li> </ul>	<p>Manages a program to lend e-bikes to residents. Implements an e-bike purchase and trade-in incentive program.</p>
<ul style="list-style-type: none"> <li>• Water Taxi Study &amp; Pilot Program</li> </ul>	<p>Analyzes trip and demographic data and existing water taxi trends to develop a proposal for a water taxi program. Provides implementation support.</p>

## Technology, Systems, and Tools

Technology is a key component of the GO Alex program that will help manage the activities and services, and coordinate efforts to reach target markets and customers.

The following provides a summary of the primary systems and tools that GO Alex currently uses or is planning to implement over the next five years.

- **City Website:** The GO Alex website is used to host information on all the programs under the GO Alex umbrella, as well as provide information to help a variety of audiences engage with the programs that are most relevant to them. The website also connects users to local and regional commuter resources, external trip planning services (WMATA trip planner, etc.), fare information, and system maps from different transit agencies that serve Alexandria.
- **City Social Media:** GO Alex will continue to use the T&ES department social media accounts (e.g. Facebook, X, Instagram, and LinkedIn) to promote services and activities for the program. The City can use a social media management program to monitor engagement and schedule social media posts, which will help GO Alex identify where engagement is most effective or needed.
- **City eNews and Targeted Emails:** GO Alex will continue to use mass communications tools such as eNews emails and newsletters to inform the public on transportation choices and activities and services available to them. Emails will be developed with the target markets and customers in mind to make the messaging most effective and may be further targeted to specific geographic areas depending on the message.
- **MWCOG's CRM (Act! Database):** MWCOG's Commuter Connections program tracks regional employer outreach and transportation data in the Act! Database, a Customer Relationship Management (CRM) system, which will be replaced in 2026 with a modern employer-focused system. GO Alex will continue using MWCOG's CRM to track City employers and will collaborate with MWCOG during the development of the new database.
- **GO Alex CRM:** GO Alex will adopt a supplemental CRM to track engagements across local campaigns—such as Operation Illumination, Roll & Park, Mobility Stations—and regional initiatives like Bike to Work Day. This system will capture the Live - Resident target market performance metrics, improve program-specific data collection, and support sharing measurable outcomes. This approach is similar to other regional programs, such as the District of Columbia's goDCgo program, since MWCOG CRM is primarily focused on employers.

- **GO Alex Dashboard:** To support the Prove and Celebrate goal, GO Alex will work with the City's Office of Analytics, Innovation, and Data to develop a GO Alex Dashboard. The dashboard will take data stored in the CRM and visualize it by service area or target customers. This will help identify services that are effective and provide quick insights into the overall program.

## Partnerships and Coordination with Other Programs and Agencies

GO Alex has and will continue to collaborate with the following partner agencies and organizations for the administration of these services.

### City of Alexandria Agencies and Departments

GO Alex will continue to partner with others within T&ES to promote Complete Streets, Shared Mobility, and other multimodal initiatives. GO Alex will also work with Human Resources (HR) to provide commuter benefits assistance and leverage workforce engagement, RPCA to support transportation to special events, and Office of Climate Action to coordinate on shared areas of interest.

### Alexandria City Public Schools (ACPS)

GO Alex will work with Alexandria City Public Schools to include students in GO Alex programming, particularly related to new programs aimed at educating children and teens about public transportation and biking.

### Metropolitan Washington Council of Governments (MWCOG)

GO Alex will continue to partner with MWCOG's Commuter Connections, including participation in their Employer Outreach Committee and Regional TDM Marketing Group meetings. GO Alex will share and promote their resources and events to area employers and commuters, including the Guaranteed Ride Home service and Bike to Work Day.

### Department of Rail and Public Transportation (DRPT)

GO Alex will coordinate with DRPT to maximize existing funding to meet the needs of this operating plan and to identify other funding opportunities as the program grows. GO Alex will also work with DRPT to promote state campaigns and initiatives as needed.

### Virginia Department of Transportation (VDOT)

GO Alex will coordinate with VDOT on employer engagement efforts and continue to share information about VDOT programs, such as GoMyWayVA.

## Transportation Providers

GO Alex will continue to partner with transportation providers, including DASH, WMATA, VRE, MARC, and transit agencies, Capital Bikeshare, vanpool, and micromobility providers. Specifically, GO Alex promotes these services as ways to travel throughout Alexandria, connects people with applicable transportation benefits, and ensures that GO Alex's marketing and messaging materials have up-to-date transportation provider information. GO Alex will also look for opportunities to partner with the Virginia Passenger Rail Authority (VPRA) on promoting passenger rail projects and programs.

## Non-Profits and Business Organizations

GO Alex will continue working with other organizations such as the Washington Area Bicyclists Association (WABA), Alexandria Bicycle Pedestrian Advisory Committee (BPAC), Northern Virginia Families for Safe Streets, the Alexandria Economic Development Partnership (AEDP), Visit Alexandria, and more to solicit and broaden the reach of GO Alex's success stories.

## Regional TDM Programs

GO Alex will coordinate with other TDM programs in the DC region, such as Fairfax County Commuter Services, Transportation Resources for Arlington County (TRAC), and goDCgo, to enhance regional connectivity, leverage partnerships, co-branding, and co-recognition opportunities, and streamline services to benefit the region, not just Alexandria. GO Alex will also share information and amplify messages about commuting between locations.

### 3. Financial Plan

This chapter outlines GO Alex's financial plan for the services proposed in this Strategic Plan, including projected costs and available funding sources. It demonstrates the program's operational sustainability and identifies which existing and proposed services can be realistically supported.

The financial plan reflects the baseline level of service at the time of this Strategic Plan's preparation, breaking down existing funding sources and expenditures. Additionally, the plan projects future expenditures and forecasts anticipated funding from existing sources through 2031, as well as identifying potential new funding sources for GO Alex.

#### Review of Sources and Uses

##### Existing Funding Sources

GO Alex receives funding from a combination of the following state, federal, and local sources:

- State grants:
  - DRPT CAP Operating
  - DRPT CAP Project
  - DRPT Technical Assistance
- Federal grants:
  - CMAQ/RSTP Funding:
    - Rideshare Enhancements (administered by DRPT)
    - Alexandria Transit Store (administered by DRPT)
    - Employer Outreach (administered by VDOT)
- City funds:
  - Transportation Improvement Plan (TIP) funding
  - Developer contributions

**Table 3** lists funding amounts from each source since FY 2020.

- The three State grants required a local match which was paid for by City general funds.
- The COVID-19 pandemic delayed spending of the Rideshare Enhancements funds. Table 3 reflects the revised period during which these funds were used.
- The Alexandria Transit Store funding covers a three-year period. The FY 2020 entry reflects the full funding allocation, including amounts spent prior to that year.

Table 3: GO Alex Funding History – FY 2020 - 2026

Funding Source	FY20	FY21	FY22	FY23	FY24	FY25	FY26
DRPT CAP Operating	\$323,912	\$72,493	\$145,346	\$166,000	\$119,000	\$153,100	\$200,000
DRPT CAP Project	-	-	-	-	\$200,000	-	-
DRPT Technical Assistance CAPSP	-	-	-	-	-	-	\$100,000
VDOT – Employer Outreach	\$53,950	\$53,634	\$53,634	\$57,980	\$59,080	\$51,725	\$52,913
CMAQ/RSTP - Rideshare Enhancements (FY2019 funding)	\$525,940						-
CMAQ/RSTP - Rideshare Enhancements (FY2020 funding)	-	-	-	-	-	\$600,000	
CMAQ/RSTP – Alexandria Transit Store	\$600,000	\$600,000			\$600,000		

## Budget Projections

In order to implement the activities and services identified in the Operations Plan, GO Alex anticipates using a mix of funding sources over the next five years as summarized in **Table 4**.

Table 4: GO Alex Funding Projections – FY 2027 - 2031

REVENUE	FY27	FY28	FY29	FY30	FY31	5 YEAR BUDGET
DRPT CAP Operating	\$298,000	\$305,500	\$319,500	\$334,500	\$349,500	<b>\$1,607,000</b>
DRPT Technical Assistance	-	-	-	\$125,000	-	<b>\$125,000</b>
DRPT Employer Trip Reduction*	-	\$316,000	\$333,000	\$351,500	\$371,500	<b>\$1,372,000</b>
DRPT CAP Project	-	\$200,000	\$200,000	-	-	<b>\$400,000</b>
CMAQ/RSTP	\$600,000	\$483,000	\$400,000	\$400,000	\$470,000	<b>\$2,353,000</b>

REVENUE	FY27	FY28	FY29	FY30	FY31	5 YEAR BUDGET
DRPT TRIP*	\$110,750	\$23,750	\$4,000	-	-	<b>\$138,500</b>
MWCOG Enhanced Mobility*	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	<b>\$625,000</b>
City Funds	\$20,000	\$21,500	\$23,500	\$25,500	\$27,500	<b>\$118,000</b>
VDOT Employer Outreach	\$55,000	\$55,000	\$55,000	\$55,000	\$55,000	<b>\$275,000</b>
<b>Total Revenue</b>	<b>\$1,208,750</b>	<b>\$1,529,750</b>	<b>\$1,460,000</b>	<b>\$1,416,500</b>	<b>\$1,398,500</b>	<b>\$7,013,500</b>

\*New funding source

The proposed funding includes a mix of existing funding sources previously awarded (apart from the Alexandria Transit Store funding which will be repurposed for other eligible City projects following the closure of the Mobile Store) and new funding sources. The Rideshare Enhancements funding that had been intended for FY 2021-26 has been reassigned to new fiscal years. Since no additional Rideshare Enhancements funding has been awarded after FY 2026, GO Alex plans to apply for new funding when the call for FY 2032 applications is made. This will ensure no gap in funding occurs that is necessary to continue the GO Alex program.

GO Alex also plans to use new funding sources to support specific new activities. These include:

- **DRPT Employer Trip Reduction** – GO Alex will apply for this funding beginning in FY 2028 to secure a dedicated source of funding for the employer engagement contractor and associated activities. This will make the remaining Rideshare Enhancements funding available for new GO Alex initiatives identified in the Operations Plan.
- **DRPT TRIP** – This funding has been awarded and will be used to implement the Middle School Transit Education Program, which also includes free Metro cards for students.
- **MWCOG Enhanced Mobility** – Funding for FY 2027-28 has been approved for implementation of a travel training program. Staff intends to reapply for additional funding in FY 2029 to continue to support this program.

GO Alex has received DRPT Project and DRPT Technical Assistance funding in the past and plans to apply for these funds again in the future. In FY 2028, GO Alex will request Project funding for the e-Bike Incentive Program. In FY 2029, GO Alex will request Project funding for the Capital Bikeshare Training programs for Teens and

Adults. In FY 2030, GO Alex will request Technical Assistance funds for the next update to the CAP Strategic Plan.

Understanding the availability and timing for these funding sources has provided the basis for GO Alex's operational budget over the next five years. **Table 5** provides a high-level summary of the expenses for the Activities and Services outlined in Chapter 2.

Table 5: Projected Expenses – FY 2027-2031

Grant Activity	FY27	FY28	FY29	FY30	FY31	5 Year Budget
Training & Education	\$240,750	\$158,750	\$339,000	\$175,000	\$175,000	<b>\$1,088,500</b>
Incentives	\$79,000	\$279,000	\$119,000	\$119,000	\$119,000	<b>\$715,000</b>
Events and Engagement	\$263,000	\$283,000	\$302,500	\$323,500	\$345,000	<b>\$1,517,000</b>
Pilot Programs	\$75,000	\$45,000	\$40,000	\$40,000	\$40,000	<b>\$240,000</b>
Recognition and Celebration	\$29,000	\$27,000	\$27,000	\$28,000	\$27,000	<b>\$138,000</b>
Marketing	\$112,000	\$112,000	\$112,000	\$112,000	\$112,000	<b>\$560,000</b>
Administration	\$410,000	\$409,000	\$435,500	\$589,000	\$494,000	<b>\$2,337,500</b>
<b>Total Grant Activity Budget</b>	<b>\$1,208,750</b>	<b>\$1,313,750</b>	<b>\$1,375,000</b>	<b>\$1,386,500</b>	<b>\$1,312,000</b>	<b>\$6,596,000</b>

Some of the proposed grant activities can be scaled based on available funding. The projected expenses assume the funding projections and sources in the table above and include a small level of contingency funding to offset potential delays in funding or future limitations on funding availability from both the state and the federal government. Where appropriate, an adjustment was also included each year to ensure projected costs incorporated future impacts from inflation. GO Alex will assess the overall budget annually and adjust as needed to respond to funding conditions.

## 4. Performance Measures and Evaluation

GO Alex will evaluate performance to assess program impact and cost efficiency, ensuring resources align with strategic goals. These insights guide targeted improvements and inform future initiatives.

**Table 6** identifies overarching metrics for evaluating overall SOV trips reductions and transit increases, which is core to GO Alex’s mission. Additionally, metrics are also proposed for the three goals from this plan, which will help GO Alex evaluate the effectiveness of specific services and activities (**Table 7**, **Table 8**, and **Table 9**). Using this information, GO Alex can determine whether the service is effective and should be continued. Appendix E provides additional details about metrics used for each specific grant activity.

This framework is a starting point for the next five years and will evolve as GO Alex identifies new metrics to better demonstrate impact and value.

*Table 6: Evaluation Metrics related to SOV Trip Reduction and Transit Ridership Increase*

Overarching Metric	Reporting Frequency	Desired Trend	Source
Non-SOV mode split percentage	Annually	↑	US Census ACS, State of the Commute or City of Alexandria surveys, worksite Commute Survey
Capital Bikeshare ridership	Quarterly	↑	Capital Bikeshare
DASH Ridership	Quarterly	↑	DASH
Metrorail Entries at Alexandria Stations	Quarterly	↑	WMATA
Metrobus Ridership	Quarterly	↑	WMATA
Shared Mobility Trips	Quarterly	↑	Shared Mobility Operators

Overarching Metric	Reporting Frequency	Desired Trend	Source
Number of zero or one-car households per capita	Annually	↑	US Census ACS, State of the Commute or City of Alexandria surveys, worksite Commute Survey
Number of e-bikes per capita	Annually	↑	AlexMoves Survey, City of Alexandria Resident Report (question to be added to these surveys to collect data)

**GOAL 1: Inform and Educate:** Raise Awareness of transportation choices to reduce SOV mode-share

Table 7: Goal 1 Metrics

Grant Activity	Metric	Reporting Frequency	Source and Validation
Training and Education	<ul style="list-style-type: none"> <li>Number of trained individuals</li> </ul>	Annually	CRM and Program Operations
Incentives	<ul style="list-style-type: none"> <li>Number of sign-ups/items provided</li> </ul>	Annually	CRM and Program Operations
Events and Outreach	<ul style="list-style-type: none"> <li>Number of engagements</li> <li>Geographic location utilization</li> </ul>	Quarterly	CRM and Program Operations
Pilot Programs	<ul style="list-style-type: none"> <li>Development of program</li> </ul>	Annually	Program Design
Recognition and Celebration	<ul style="list-style-type: none"> <li>Number of Participants in the Program</li> </ul>	Quarterly	CRM and Program Operations
Marketing	<ul style="list-style-type: none"> <li>Number of target customer engagements compared to material created</li> </ul>	Quarterly	CRM and Program Design

**GOAL 2: Enhance and Invest:** Leverage GO Alex's strengths and direct investments accordingly.

Table 8: Goal 2 Metrics

Grant Activity	Metric	Reporting Frequency	Source and Validation
Training and Education	<ul style="list-style-type: none"> <li>Name the strategic partner and geographic location utilized</li> </ul>	Quarterly	Program Operations
Incentives	<ul style="list-style-type: none"> <li>Baseline demand prior to finalizing a program for the FY</li> <li>Number of applicants per program</li> <li>Year-over-year program utilization</li> <li>Economies of scale captured versus nominal costs</li> </ul>	Annually	CRM and Program Operations
Events and Outreach	<ul style="list-style-type: none"> <li>Number of items provided</li> <li>Year-over-year service utilization</li> </ul>	Quarterly	CRM and Program Operations
Pilot Programs	<ul style="list-style-type: none"> <li>Implement program</li> </ul>	Annually	CRM and Program Operations
Recognition and Celebration	<ul style="list-style-type: none"> <li>Achieve the recognition</li> </ul>	Annually	Program Operations
Marketing	<ul style="list-style-type: none"> <li>Number of marketing channels deployed with strategic partnerships</li> </ul>	Semi-annually	CRM and Program Operations

**GOAL 3: Prove and Celebrate:** Share GO Alex’s impacts through data and storytelling

Table 9: Goal 3 Metrics

Grant Activity	Metric	Reporting Frequency	Source
Training and Education	<ul style="list-style-type: none"> <li>Number of annual memberships earned through class completion</li> </ul>	Annually	CRM and Program Operations
Incentives	<ul style="list-style-type: none"> <li>Number of redeemed incentives</li> <li>Number of customer and strategic partnership success stories captured</li> </ul>	Annually	CRM and Program Operations
Events and Outreach	<ul style="list-style-type: none"> <li>Baseline demand prior to event</li> <li>Measure the activity's reach</li> <li>Number of success stories captured</li> </ul>	Quarterly	CRM and Program Operations
Pilot Programs	<ul style="list-style-type: none"> <li>Promote program &amp; number of participants</li> </ul>	Semi-annually	CRM and Program Operations
Recognition and Celebration	<ul style="list-style-type: none"> <li>Number of awards acquired</li> </ul>	Annually	Program Operations
Marketing	<ul style="list-style-type: none"> <li>Number of success stories viewed by a significant mass of target customers</li> </ul>	Semi-annually	CRM and Program Operations

# Appendix A. Commuter Assistance Program Overview

## A.1 Program History

Alexandria has an extensive history of TDM, beginning with the launch of its first formal TDM program in 1985, under the name Alexandria Rideshare, with the initial goal of providing carpool and vanpool matching services using Virginia Department of Transportation (VDOT) rideshare grant funding. The program soon expanded to include the promotion of other strategies to reduce the use of single-occupancy vehicle (SOV) travel, reduce congestion, and improve air quality in the city and region.

The TDM program has undergone several name changes, with the rebranding of Alexandria Rideshare to Local Motion in 2007—to emphasize a focus on all non-SOV modes of transportation to support the mobility needs of commuters, residents, and visitors. In 2016, the program adopted the name GO Alex, as it is currently known today.

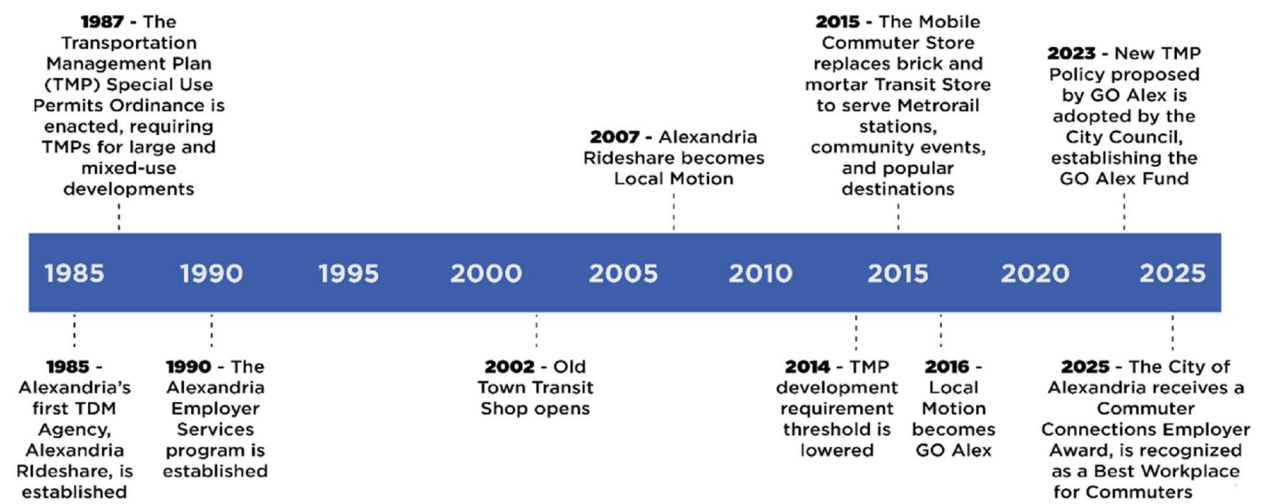
Initially, GO Alex's efforts focused primarily on employer engagement, with the Employer Engagement team established to promote employer incentives, supported by federal Congestion Mitigation and Air Quality (CMAQ) funds managed by VDOT and the Commonwealth Transportation Board (CTB). The Employer Engagement team remains a core element of the GO Alex program to this day, providing Alexandria employers with complimentary support to implement commuter benefits programs and reduce travel demand at their worksites.

In the 2000s, the GO Alex program expanded engagement efforts and programming to other sectors of the population, including residents and visitors in Alexandria. Moreover, the establishment of the Old Town Transit Shop in 2002 (since closed) strengthened GO Alex engagement by facilitating direct assistance and information dissemination to the constituents of the City. In 2015, the brick-and-mortar shop transitioned into a mobile commuter store. Through direct engagement, GO Alex program staff with the mobile commuter store continued to raise awareness of sustainable transportation options at a variety of sites throughout the city, as well as attending community events and tabling at residential properties. With the expansion of the program to wider audiences outside of employers, GO Alex has increased its brand awareness and broadened its impact on the community.

Most recently, GO Alex has continued to develop innovative approaches to the changing mobility needs of employers, residents, and visitors to enhance the quality of life and mobility experience in the City. GO Alex supported commuters in navigating Metrorail service shutdowns in 2019, travel changes brought about by the pandemic, and the post-pandemic shift back to in-person work schedules.

**Figure 1** showcases GO Alex programmatic milestones from the establishment of Alexandria’s TDM program in the 1980s to the present day.

Figure 1: GO Alex CAP Programmatic Milestones



## A.2 Governance

The GO Alex program operates within the City of Alexandria’s council-manager form of government. Under this structure, administrative authority rests with the City Manager, while legislative authority is held by the elected City Council, which appoints the City Manager.

Because GO Alex is funded through a combination of local, state, and federal sources, the City Council approves the use of local funds, including matching funds required for grant programs. Council approval is also required for project funding requests and to authorize the City Manager to apply for grants and execute grant agreements with funding agencies such as the Virginia Department of Rail and Public Transportation (DRPT). The City Council similarly reviews and approves funding requests that do not require a local match, including CMAQ and Regional Surface Transportation Program (RSTP) funds.

Under the City Charter, the City Council establishes transportation policy, determines service priorities, creates administrative departments, and provides oversight of City programs, including GO Alex.

The Alexandria City Council consists of a Mayor and six Council Members, all elected at large for three-year terms. The current Council term is January 2025 – December 2027. The Mayor serves as the ceremonial head of government and presides over Council meetings, while a Vice Mayor—selected from among the Council members—assumes mayoral duties when necessary.

The current City Council includes:

- Mayor Alyia Gaskins
- Vice Mayor Sarah Bagley
- Councilman Canek Aguirre
- Councilman John Chapman
- Councilman Abdel-Rahman Elnoubi
- Councilwoman Jacinta E. Greene
- Council Sandy O. Marks

In addition to City Council oversight, the **Transportation Commission** plays a key advisory role by reviewing and prioritizing transportation and transportation demand management (TDM) initiatives prior to City Council consideration. The Commission provides opportunities for public input and ensures that proposed programs align with the Alexandria Mobility Plan (2021) and the City’s multimodal transportation goals. The Commission is composed of nine appointed members, with officers elected annually, and includes representation from diverse community perspectives.

### A.3 Organizational Structure

GO Alex is housed within the Department of Transportation & Environmental Services (T&ES) and is administered through the City’s Transportation Branch under the Mobility Services Division. Staff working under GO Alex’s units include full-time and part-time GO Alex City staff members and contractors (**Figure 2**).

#### GO Alex City Staff

GO Alex’s organizational structure consists of the Division Chief of Mobility Services, who heads the organization and reports to the Deputy Director of Transportation. City staff positions that are part of the GO Alex program are the GO Alex Program Manager who reports to the Division Chief and has two staff members reporting to them: the GO Alex Transportation Planner and the Transportation Communications Officer. The GO Alex City Staff are summarized in **Table 10**.



Table 10: Current GO Alex City Staff

Title	Position Funded by	Full or Part-Time	GO Alex Responsibilities
Division Chief of Mobility Services	City	Full-time	General oversight of GO Alex team in coordination with broader Transportation Branch and T&ES department.
GO Alex Program Manager	City and Grants	Full-time	Oversee the GO Alex program, by providing strategic direction and oversight for the program and managing GO Alex Team members and grants; serves as the liaison with properties participating in the Transportation Management Plan (TMP) program.
GO Alex Urban Planner	Grants	Full-time	Oversee the employer engagement contractor, Mobile Commuter Store and Street Team, as well as plan GO Alex events and serve as the subject matter expert for ride matching.
Communications Officer	Grants	Part-time	Promote GO Alex, including developing graphics and collateral materials, website materials, social media posts, and event media activities.

### GO Alex Contracted Staff

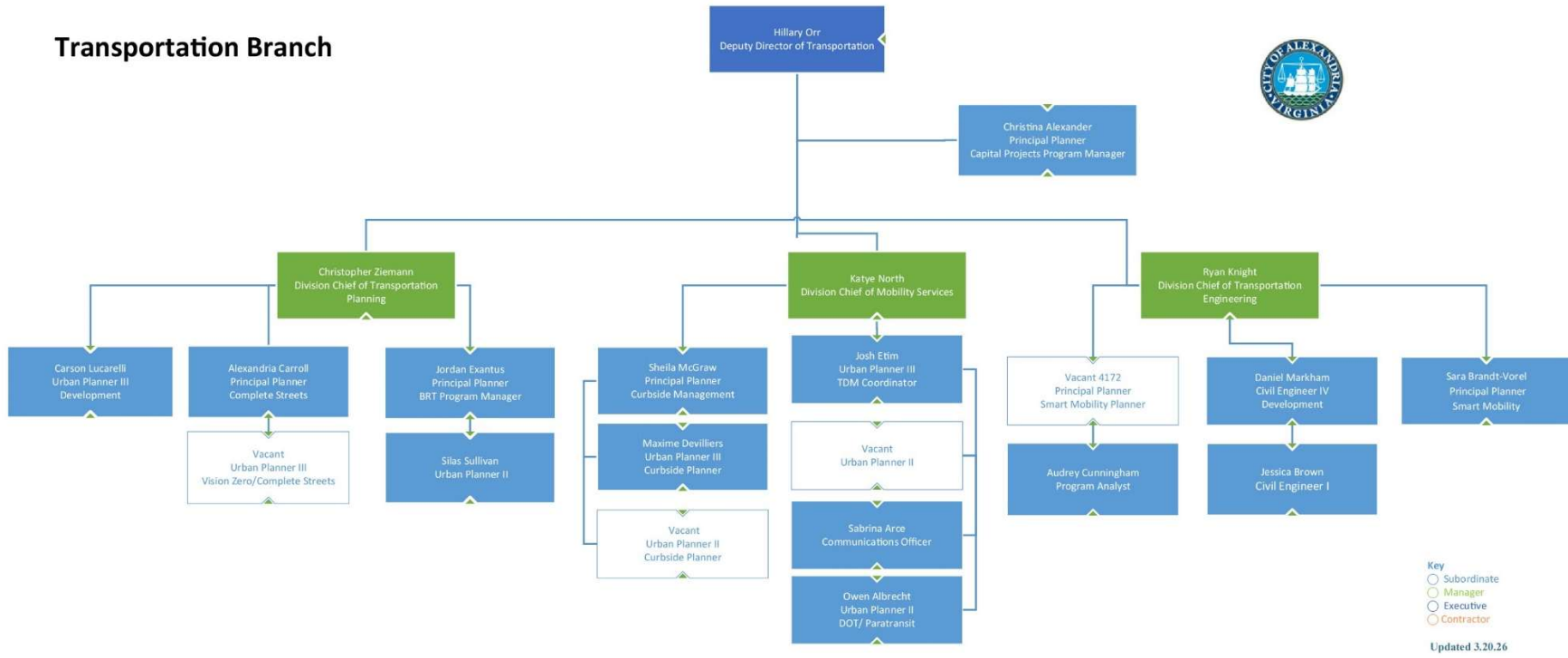
GO Alex currently utilizes three contractors to fulfill the responsibilities and activities of the Mobile Commuter Store, Employer Engagement Team, and Street Team, as depicted in **Table 11**. These contracts expire in 2026 but include options to renew for additional years.

Table 11: Current GO Alex Contracted Staff

**Appendix A. Commuter Assistance Program Overview**

<i>Contractor</i>	<i>Service Supported</i>	<i>Position Funded by</i>	<i>Primary Responsibilities</i>
The Convention Store, Inc.	Mobile Commuter Store	Grants	Operates and staffs the Mobile Commuter Store to provide transportation resources in a face-to-face setting.
Woodruff Company Engineered Solutions, Inc.	Employer Engagement	Grants	Acts as the first point of contact with employers in the City and provides them with commute option information, supports employer events as needed, and sets up employees with SmartBenefits.
Woodruff Company Engineered Solutions, Inc.	Street Team	Grants	Supports engagement to residents, commuters, and visitors at specific community and City events. Provides information about transportation options within the City and region.

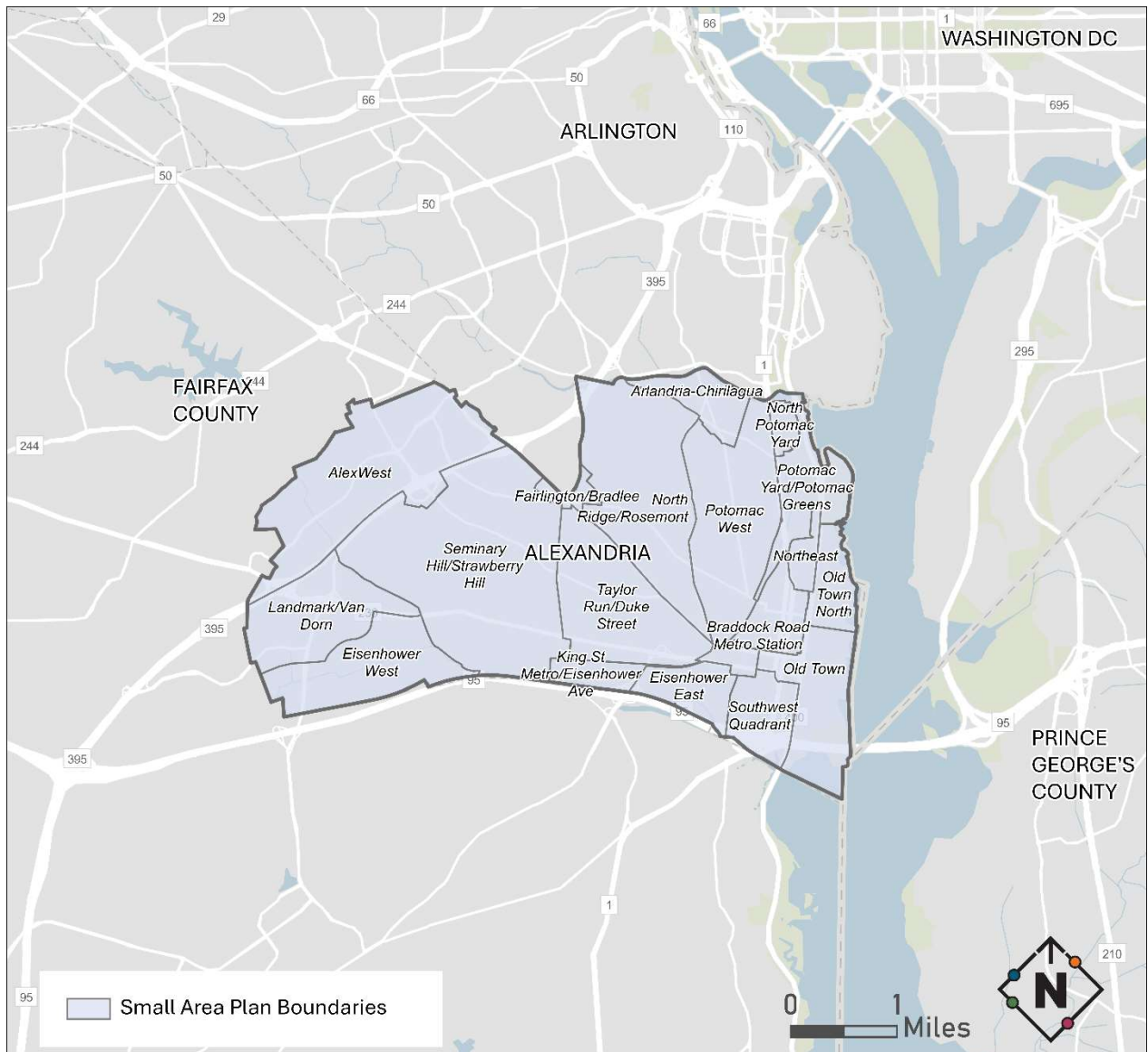
Figure 2: Transportation Branch and GO Alex Organization Chart (as of May 2026)



## A.4 Program Service Area

Alexandria is an independent city located in Northern Virginia on the western bank of the Potomac River, across from and to the south of Washington, D.C. The city spans roughly 16 square miles and is bordered by Arlington County to the north and Fairfax County to the west and south. A map of the GO Alex service area is shown in **Figure 3**. The city is divided into 19 Small Area Plans as designated in the Alexandria Master Plan.<sup>1</sup>

Figure 3: GO Alex Service Area



<sup>1</sup> City of Alexandria Master Plan, <https://www.alexandriava.gov/small-area-plans/basic-page/city-alexandria-master-plan>

## A.5 Current Services

GO Alex services are broad and varied but can be simplified into the following types of services: employer engagement, residential and visitor engagement, marketing, and annual events. Marketing and annual event initiatives are a throughline of employer engagement and residential and visitor engagement.

GO Alex also administers the Transportation Management Plan (TMP) program, however, this is not included as a part of the Commuter Assistance Program Strategic Plan.

### Employer Engagement

The GO Alex Employer Engagement team provides complimentary assistance to businesses and organizations in Alexandria to develop successful commuter benefits programs and customized transportation solutions for their employees. The following section lists key services offered under employer engagement.

#### *Commuter Benefit Assistance*

- The GO Alex Employer Engagement team supports Alexandria employers in designing and implementing commuter benefits programs and amenities
- Consult employer partners on the tax-free transit benefits available through IRS Section 132(f).

#### *SmartBenefits® PLU\$50 Incentive Program*

- GO Alex works with Alexandria organizations participating in WMATA's SmartBenefits® to provide free \$50 SmarTrip® cards for their employees to try transit before their commuter benefits take effect

#### *Transportation Information and Education*

- GO Alex sponsors employer events and hosts employer seminars, presentations, workshops, and transportation fairs to provide useful information on transportation and commuting best practices.
- GO Alex Employer Services provides employers with free brochures, to display or distribute, with information for employees on sustainable and affordable transportation options.

#### *Technical Support*

- The GO Alex team works with employers to administer an employee transportation survey to assess employees' commuting patterns and needs.
- GO Alex works with employers to implement parking management plans to increase the use of non-SOV commute modes and reduce parking demand costs at the worksite.

### *Employer Recognition*

- GO Alex assists Alexandria employers in receiving recognition for their employee transportation benefits programs. Recognition programs currently leveraged include the MWCOG Commuter Connections Employer Awards program as well as the Best Workplace for Commuters program, a national entity.<sup>2</sup>

### Residential and Visitor Engagement

GO Alex provides residential properties with customized information tailored to their location and needs. Direct engagement and on-site assistance are provided to residents at community events and residential properties. The GO Alex webpage provides information to residents, raising awareness of the benefits of using alternative modes of transportation and participating in GO Alex programs.

### Marketing

GO Alex provides ongoing marketing support of DASH, Metrorail, Metrobus, Capital Bikeshare, DOT Paratransit, Guaranteed Ride Home (GRH), MWCOG Commuter Connections programs, and the Dockless Mobility program (bikes and scooters) in Alexandria through a variety of means including promotion on the GO Alex website, public advertisements, engagement events, and more.

GO Alex also implements numerous marketing strategies to share information on transportation options in Alexandria as well as local and regional programs available to commuters and residents in their service area. GO Alex FY26 marketing campaigns include:

- Direct mailers to the Alexandria service area, reaching approximately 75,000 residential addresses with messaging about GO Alex's services
- Digital and print media promoting available regional bikeshare and public transit service
- GO Alex branded brochure racks containing transportation information at employer sites
  - ▣ Information includes MWCOG brochures, DASH guide, and bike maps
- Promoting regional commuter incentive programs (e.g., MWCOG Commuter Cash and goDMV Competition, GoMyWayVA)

### Annual Events

GO Alex coordinates and staffs several community events to promote the numerous transportation options available in the City, including public transit, carpooling, vanpooling, bicycling, and walking. As a part of annual event staffing, GO Alex often provides free bicycle and scooter parking services at City-sponsored events. GO Alex

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<sup>2</sup> Best Workplaces for Commuters, [Best Workplaces for Commuters - About](#)

has participated in or held the following annual events and may continue doing so in 2026:

- World Car-Free Day, Connecting Communities campaign (September – November)
- Operation Illumination (October – November)
- EV Ride and Drive (Fall 2025 and Spring)
- Earth Day/Month (April)
- Eco-City Festival (May)
- Bike Month and Bike to Work Day (May)
- Cycling and commuting classes (Fall 2025 and Spring)

# Appendix B. Service Area Demographics and Characteristics

The data represented in the figures and tables in this chapter was compiled in September 2025 from a variety of sources, including the United States Census Bureau and MWCOG. Information on city-wide and regional transportation options was sourced from local transit agencies, Open Data Alexandria, and Open Data DC. Population forecasts were sourced from MWCOG and the University of Virginia. All data sources are referenced in footnotes.

## B.1 Demographics

### Population

The GO Alex service area (City of Alexandria) is home to approximately 157,000 residents.<sup>3</sup> Across the City, the average population density is approximately 10,200 residents per square mile.<sup>4</sup>

### Population Change and Projection

Table 12: Population Change and Projections, Alexandria saw rapid population growth between 2010 and 2020, growing at a rate exceeding that of Virginia as a whole. This growth trend is forecast to continue through 2050, with Alexandria’s population expected to reach over 260,000 residents.<sup>5</sup> As Alexandria welcomes new residents, transit service and TDM programs will play a crucial role in supporting mobility throughout the city.

Table 12: Population Change and Projections

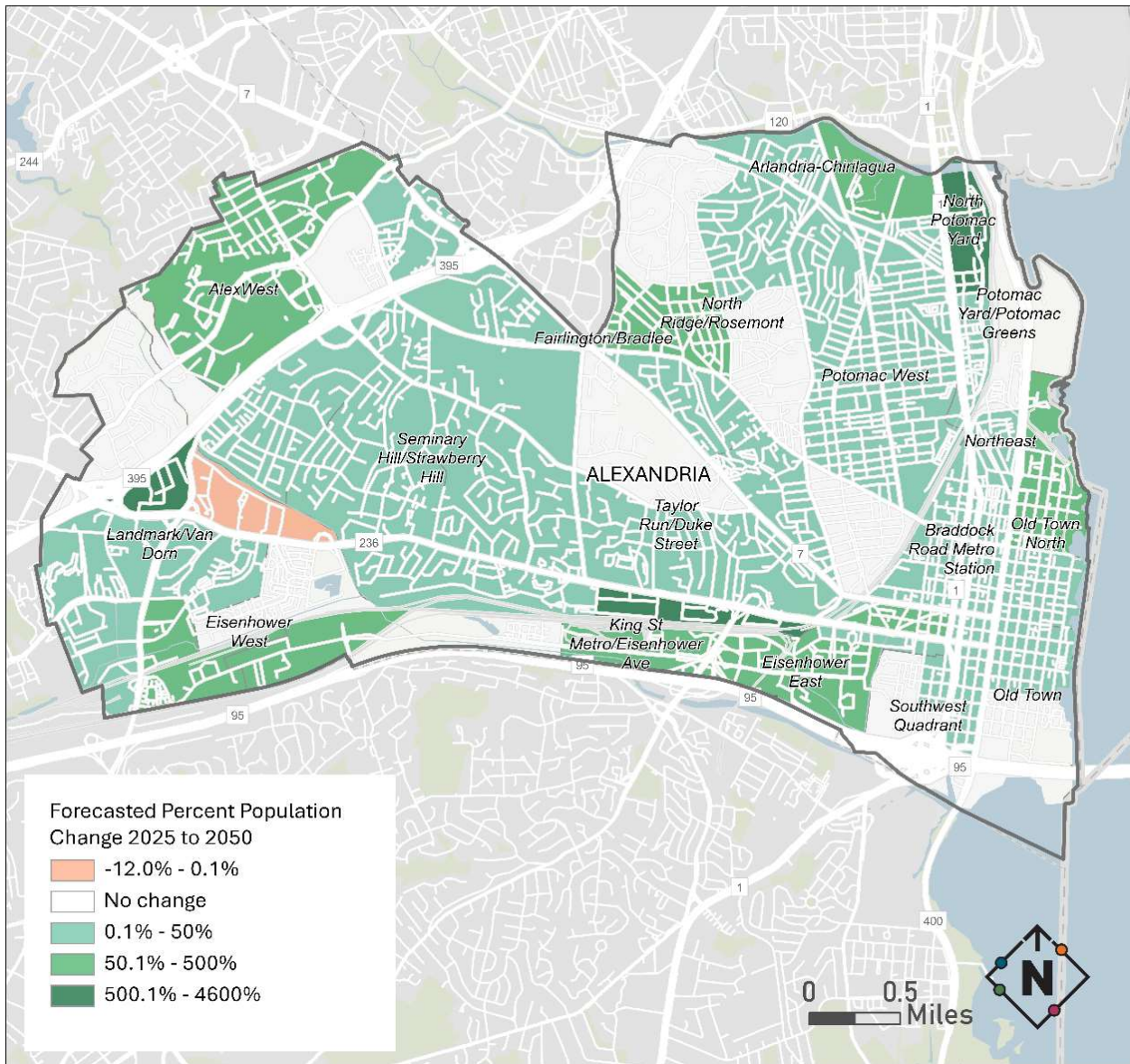
Year	City Population	City Percent Change	Virginia Population	Virginia Percent Change
2010 Census	139,966	-	8,001,024	-
2020 Census	159,500	12.2%	8,644,727	8.0%
2030 Projection	202,000	26.7%	9,060,433	4.8%
2040 Projection	239,800	18.7%	9,628,974	6.3%
2050 Projection	261,900	9.2%	10,343,481	7.4%

<sup>4</sup> City of Alexandria, Alexandria Fun Facts – Geography, November 21, 2023, [Alexandria Fun Facts | City of Alexandria, VA](#)

<sup>5</sup> [Cooperative Forecasts: Employment, Population, and Household Forecasts by Transportation Analysis Zone | Metropolitan Washington Council of Governments](#), [Virginia Population Projections | Cooper Center](#)

**Figure 4** shows the forecasted change in population in the next 25 years, by percentage, in the City of Alexandria.<sup>6</sup> Population growth is expected across most of the City. However, population is forecast to decrease by 12 percent (671 residents) in part of the Landmark/Van Dorn area between 2025 and 2050.

Figure 4: Forecasted Percent Population Change



<sup>6</sup> Metropolitan Washington Council of Governments, Round 10.0 Cooperative Forecasting by Transit Analysis Zone, January 31, 2024, [Cooperative Forecasts: Employment, Population, and Household Forecasts by Transportation Analysis Zone | Metropolitan Washington Council of Governments](#)

**Age**

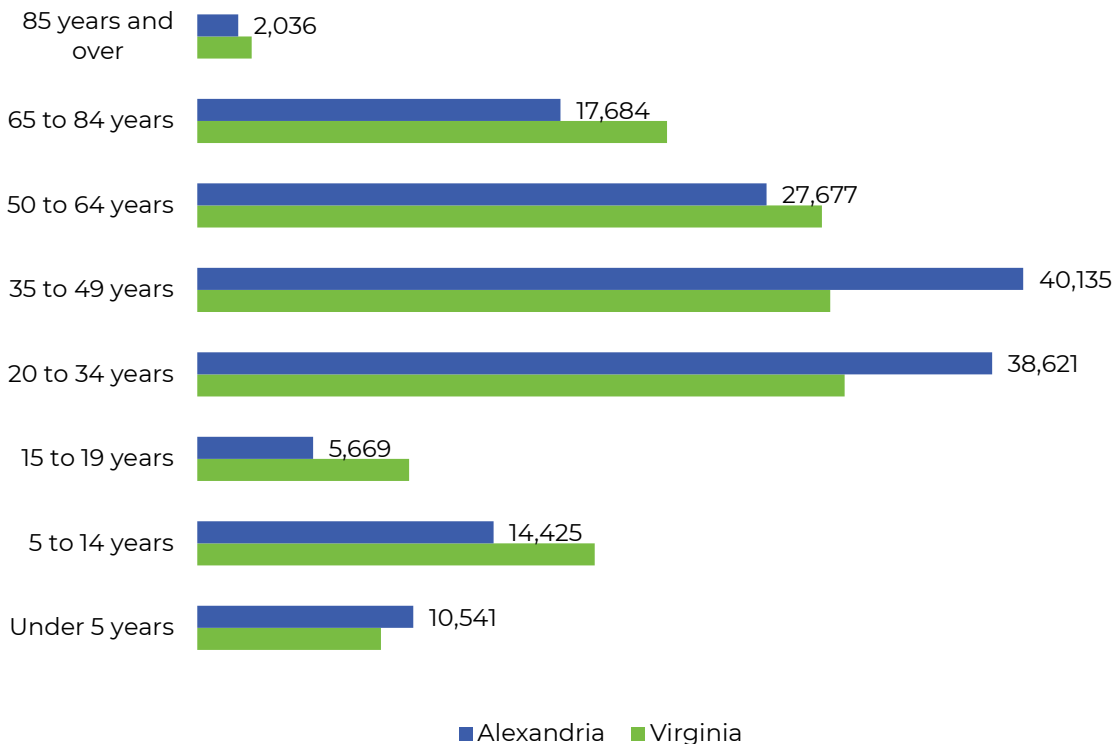
**Figure 5** shows the age distribution as a percentage of the total population for Alexandria and Virginia as a whole.

**Table 13: Age Demographics by Jurisdiction**, Alexandria has a slightly lower median age and a greater percentage of working-aged residents (16 to 64 years). **Figure 5** shows that Alexandria has a higher concentration of residents between the ages of 20 and 49 years old in comparison to Virginia.<sup>7</sup>

Table 13: Age Demographics by Jurisdiction

Jurisdiction	Median Age	Population Aged 16-64 as Percent of Total Population
Alexandria	37.5 ±0.1	70.8%
Virginia	38.8 ±0.1	64.3%

Figure 5: Age Distribution



<sup>7</sup> US Census Bureau, 2023 ACS Five-Year Estimates, Table S0101

### Working Population

An estimated 73 percent of Alexandria residents aged 16 and over are employed.<sup>8</sup> This includes part-time and full-time workers. **Table 14** shows the percentage of Alexandria’s working residents who commute to work. Approximately 75 percent of Alexandria residents who work commute to their workplace, compared to 84 percent in Virginia as a whole.<sup>9</sup>

Table 14: City of Alexandria Commuting Workers

US Census Bureau, American Community Survey (ACS)	Number of Commuters	Percentage of Workers Who Commute
City of Alexandria Residents	102,412	75.3%
Virginia Residents	3,743,112	84.2%

### Race and Ethnicity

Alexandria has a majority white population, with nearly half of its residents identifying as white alone, non-Hispanic/Latino (**Table 15**). The next-largest share of Alexandria residents identifies as Black alone, non-Hispanic Latino, at nearly 21 percent of the population. Hispanic/Latino residents account for 18 percent of Alexandria’s population, followed by Asian alone, making up approximately 6 percent of the population.<sup>10</sup>

Table 15: City of Alexandria Race and Ethnicity

Race and Ethnicity	Population	Race/Ethnicity as a Percentage of Population
White alone, non-Hispanic/Latino	77,751	49.6%
Black alone, non-Hispanic/Latino	32,396	20.7%
Hispanic/Latino	28,540	18.2%
Asian alone, non-Hispanic/Latino	9,780	6.2%
Other, non-Hispanic Latino	8,078	5.2%

<sup>8</sup> US Census Bureau, 2023 ACS Five-Year Estimates, Table 2301

<sup>9</sup> US Census Bureau, 2024 ACS One-Year Estimates, Table B08006

<sup>10</sup> US Census Bureau, 2023 ACS Five-Year Estimates, Table B03002

**Income**

**Table 16** shows the annual income of approximately 104,558 full-time, year-round workers who live in Alexandria. This figure is different than the working population as that calculation accounts for all workers, including part-time workers. Approximately 22 percent of Alexandria’s workers earned less than \$50,000 annually. Meanwhile, over 45 percent of Alexandria’s full-time, year-round workers earned more than \$100,000 per year.<sup>11</sup> Higher income may be an indicator of jobs that can be more easily performed in a remote work environment; thus, a large proportion of higher-income workers may indicate suitability for TDM strategies like remote or hybrid work. However, TDM programs should be planned with the understanding that many jobs still require an in-person presence, such as construction, retail/hospitality, and health care workers, as well as executive-level government or corporate workers.

Table 16: City of Alexandria Earnings in Past 12 Months among Full-

<i>Earnings in the Past 12 Months (2023 inflation-adjusted dollars)</i>	<i>Full-Time, Year-Round Workers</i>	<i>Earnings Group as a Percentage of Full-time, Year-Round Workers</i>
Less than \$25,000	4,755	6.0%
\$25,000 to \$49,999	12,616	16.0%
\$50,000 to \$74,999	14,277	18.1%
\$75,000 to \$99,999	11,175	14.2%
\$100,000 or more	36,117	45.8%

**Workforce**

**Workforce Size and Turnover**

Alexandria’s workforce, defined as people who work in Alexandria but may live in Alexandria or elsewhere, plays a central role in shaping travel demand to, from, and within the jurisdiction. The following section summarizes key characteristics of Alexandria’s workforce.

During the first quarter of 2025, Alexandria’s workforce had approximately 63,000 people working in the private sector and 17,000 working in the public sector (**Table 17**). While this is only around 21 percent of the workforce, five of the ten largest employers in the city itself are public sector employers.<sup>12</sup> By comparison, Virginia had

<sup>11</sup> US Census Bureau, 2023 ACS Five-Year Estimates, Table S2001

<sup>12</sup> Virginia Works, Quarterly Census of Employment and Wages, <https://www.virginiaworks.com/>

## Appendix B. Service Area Demographics and Characteristics

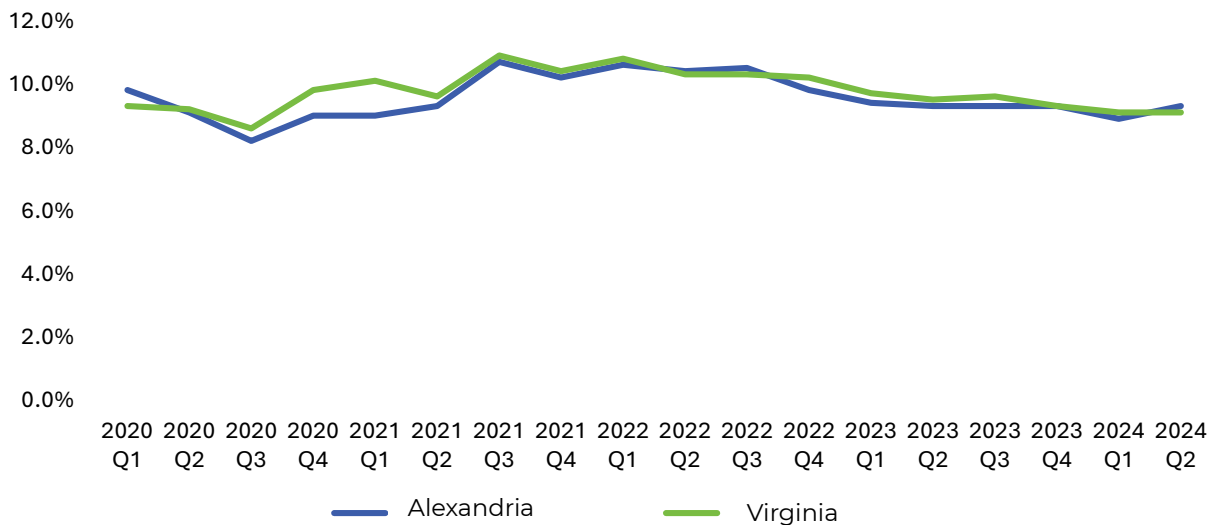
approximately 3.3 million people working in the private sector and 750,000 in the public sector.<sup>13</sup> Alexandria has a slightly lower share of jobs in the private sector (79 percent) as compared to Virginia as a whole (82 percent).<sup>14</sup>

Table 17: Workforce Size and Turnover

Jurisdiction	Total Workers (2025 Q1)		Workforce Turnover (2024 Q2)	
	Private Sector	Private and Public Sector	Private Sector	Private and Public Sector
Alexandria	62,978 (79%)	80,127	9.6%	8.9%
Virginia	3,343,065 (82%)	4,092,836	9.8%	9.1%

**Figure 6** shows private sector turnover between the first quarter of 2020 and the second quarter of 2024 for both Alexandria and Virginia. Turnover rates above the national average (9.1% for the private sector in Q1 of 2024) indicate more workers are leaving jobs and generally reflect a stronger labor market; when employees change jobs, it is a good opportunity to introduce them to new modes of transportation to get there.<sup>15</sup> In 2020 and 2021, during the Covid-19 pandemic, Alexandria saw lower rates of private sector turnover than Virginia as a whole. Since 2022, private sector turnover rates for Alexandria and Virginia were comparable.<sup>16</sup>

Figure 6: Private Sector Turnover Trends



<sup>13</sup> US Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 1st Quarter (January, February, March) 2025.

<sup>14</sup> US Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 1st Quarter (January, February, March) 2025.

<sup>15</sup> US Census Bureau, 2024 Q2, [QWI Explorer](#)

<sup>16</sup> US Census Bureau, 2024 Q2, [QWI Explorer](#)

Employers

As shown in **Table 18**, Alexandria’s largest employers include public and private sector organizations.<sup>17</sup> The U.S. Department of Defense, Alexandria Public Schools, the City of Alexandria, Inova Health System, and the U.S Department of Commerce each have 1,000 or more employees.<sup>18</sup>

Table 18: City of Alexandria Largest Employers

Rank	Employer	Sector	Industry
1	U.S. Department of Defense	Public	Federal Government
2	Alexandria Public Schools	Public	Educational Services
3	City of Alexandria	Public	Local Government
4	Inova Health System	Private	Health Care and Social Assistance
5	U.S. Department of Commerce	Public	Federal Government
6	Systems Planning and Analysis	Private	Professional, Scientific, and Technical Services
7	Washington Metro Area Transit Authority	Public	Public Administration
8	Institute for Defense Analysis	Private	Professional, Scientific, and Technical Services
9	Goodwin House	Private	Health Care and Social Assistance
10	Kearney & Company PC	Private	Professional, Scientific, and Technical Services

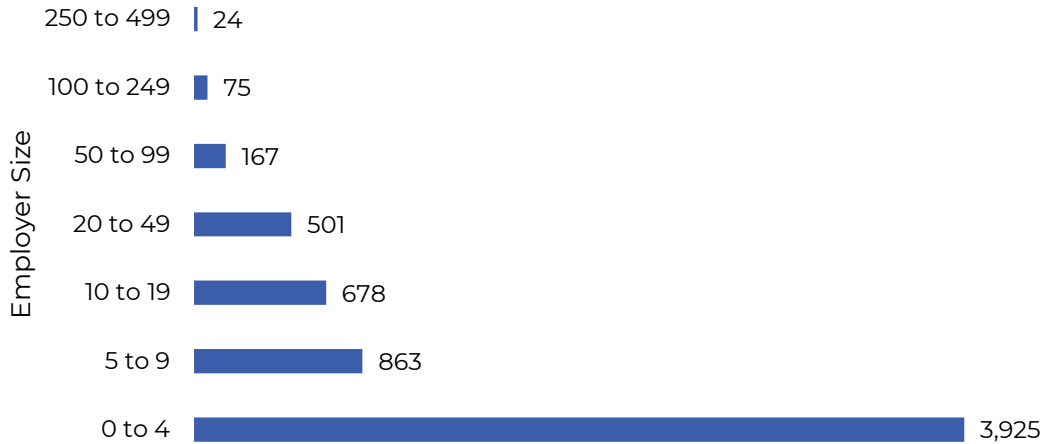
<sup>17</sup> Virginia Community Profile, Alexandria City, Updated September 8, 2025, [Profile](#).

<sup>18</sup> City of Alexandria Community Profile, City of Alexandria FY25 Approved Budget, Virginia Employment Commission Economic Information & Analytics, Table sourced from Quarterly Census of Employment and Wages (QCEW) Q2 2023, [section\\_03 - community\\_profile.pdf](#).

## Employer Size

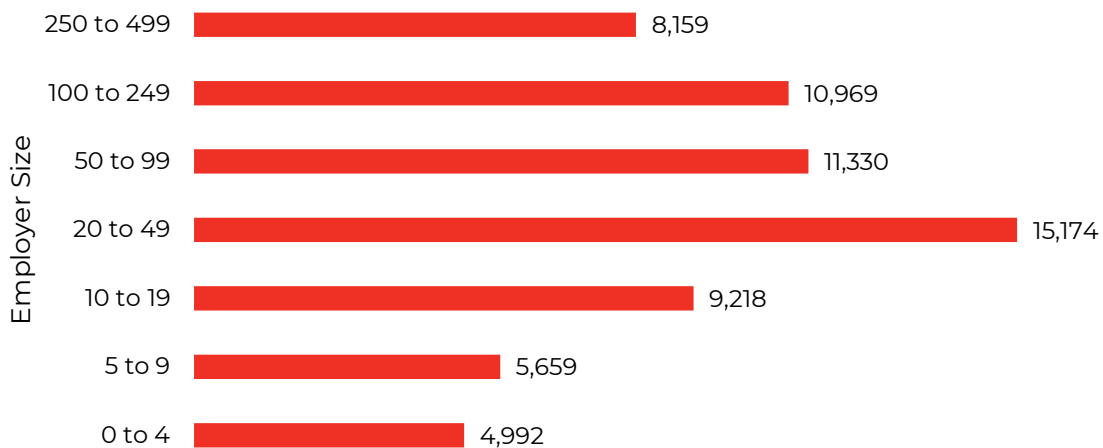
**Figure 7** shows employers by size in the City of Alexandria for 6,233 organizations with 0-499 employees (i.e., small and mid-size employers). Data for employers with 500 or more employees is not publicly available.<sup>19</sup>

Figure 7: Employers by Employer Size in the City of Alexandria



**Figure 8** shows number of employees for each employer size. Mid-sized organizations employ the majority of workers in the City.<sup>20</sup>

Figure 8: Number of Employees by Employer Size in the City of Alexandria



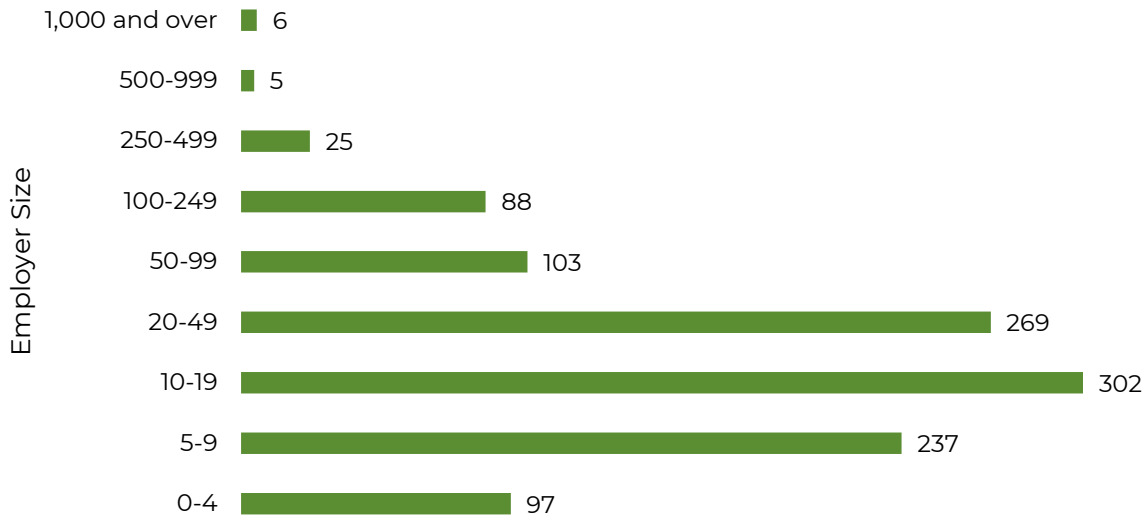
<sup>19</sup> Virginia Works, Alexandria City Community Profile, Updated September 8, 2025, [Profile](#)

<sup>20</sup> Virginia Community Profile, Alexandria City, Updated September 8, 2025, [Profile](#)

**Figure 9** shows the share of small and mid-size employers that already participate in the GO Alex program. Currently, GO Alex sees participation from 1,132 organizations of varying sizes, with the greatest participation from employers with 10-19 employees (27 percent), followed by employers with 20-49 employees (24 percent). Go Alex currently has five participating organizations with 500-999 employees and six with over 1,000 employees.

Employers with more than 50 employees may be the best candidates for participation in traditional TDM programs, since these employers can reach larger numbers of people and have the administrative capacity to manage such programs, thereby leveraging limited City resources. However, TDM services are currently offered and will continue to be offered to smaller companies in a way that meets their unique needs.

Figure 9: GO Alex Participating Employers by Size



### Employer Industries

As shown in **Table 19**, Alexandria has a high concentration of employers and employees in the service-providing sector. The sector with the next largest number of employers is professional and business services, followed by education and health services.<sup>21</sup> Currently, GO Alex has 1,132 participating employers. Given that there are over 12,000 employers in Alexandria, there are opportunities for Go Alex to expand its reach.

<sup>21</sup> US Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW), 1<sup>st</sup> Quarter 2025. [QCEW Data Files: U.S. Bureau of Labor Statistics](#)

## Appendix B. Service Area Demographics and Characteristics

Table 19: Employers and Employees by Sector

Sector	Employers		Employees	
	Number	% of Total	Number	% of Total
Service-providing	5,919	47.6%	59,761	48.2%
Professional and business services	1,887	15.2%	17,841	14.4%
Other services	1,383	11.1%	8,285	6.7%
Education and health services	783	6.3%	10,475	8.5%
Trade, transportation, and utilities	590	4.7%	9,312	7.5%
Financial activities	587	4.7%	4,029	3.3%
Leisure and hospitality	461	3.7%	8,805	7.1%
Goods-producing	303	2.4%	3,353	2.7%
Construction	208	1.7%	2,081	1.7%
Information	142	1.1%	0	0.0%
Manufacturing	93	0.7%	0	0.0%
Unclassified	86	0.7%	0	0.0%
Natural resources and mining	2	0.0%	0	0.0%

### Workforce Travel Patterns

#### Commute Breakdown

**Figure 10** presents the share of workers that both live and work in Alexandria, live in Alexandria and commute elsewhere for work, and commute to Alexandria for work but live elsewhere. Making up the smallest portion, just under 11,000 workers both live and work in Alexandria. Meanwhile, there is a greater share of workers who commute to Alexandria for work as compared to the number of workers commuting elsewhere from Alexandria.<sup>22</sup>

<sup>22</sup> US Census Bureau, LEHD Origin-Destination Employment Statistics (2022 Q2), [OnTheMap](#)

Figure 10: Service Area

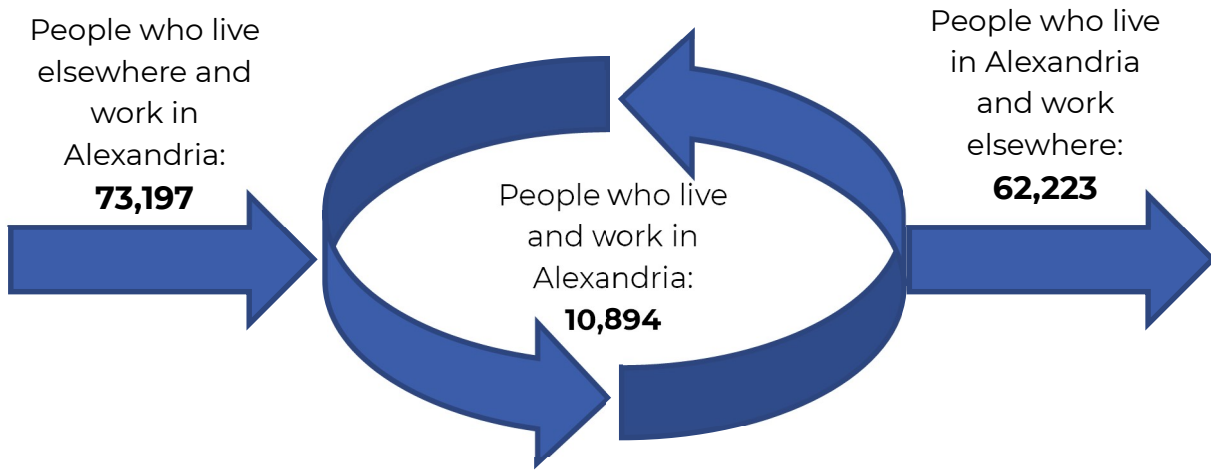


Figure 11

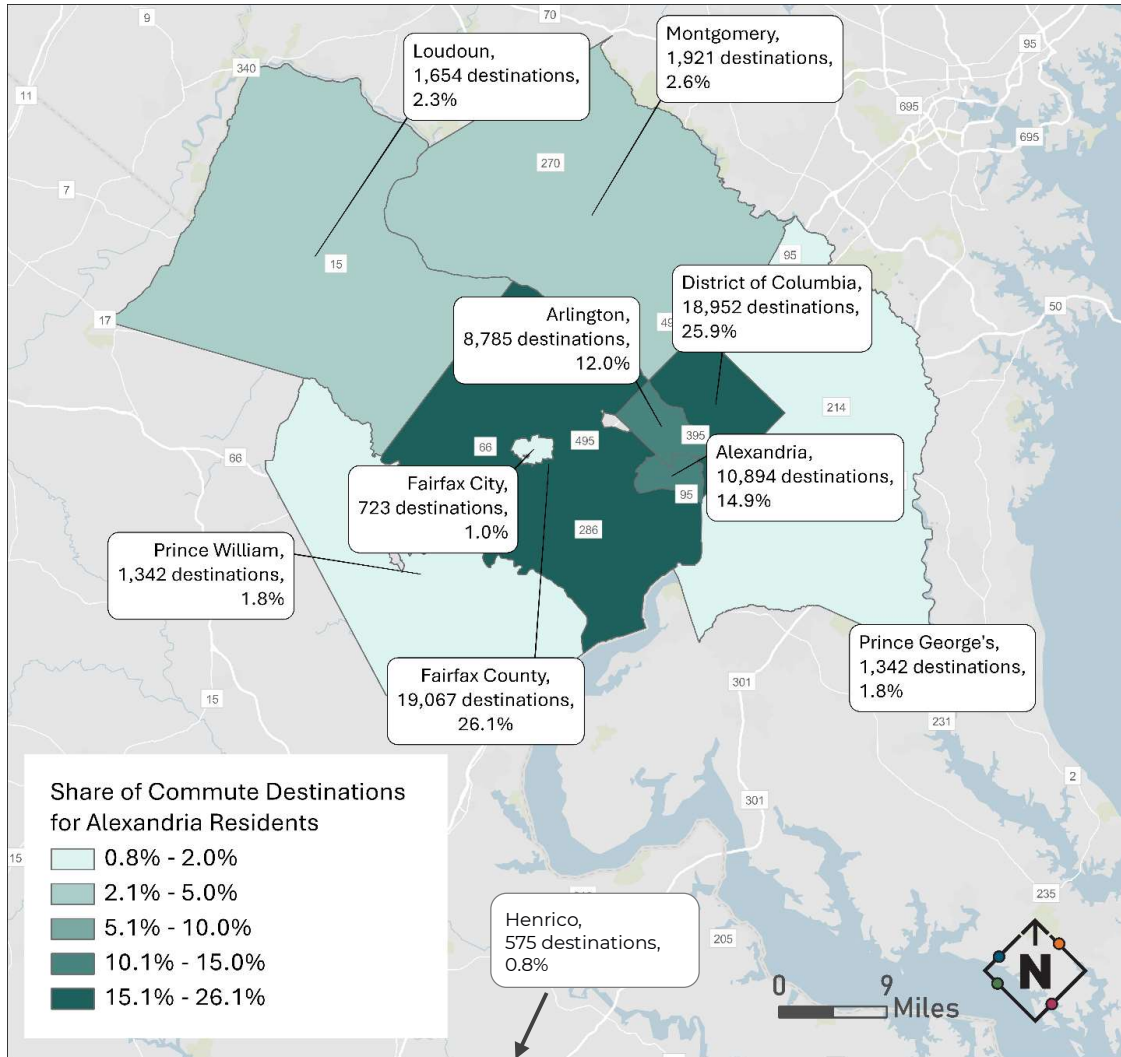
**Figure 11** shows the top 10 regional commute destinations for City residents. Fairfax County and Washington DC have the highest share of commute destinations, with approximately 26 percent of employed Alexandria residents commuting to these locations for work. Approximately 12 percent of Alexandria residents commute to Arlington for work. Meanwhile, nearly 15 percent of residents commute within Alexandria. Residents also travel to Montgomery County, Loudoun County, Prince George’s County, Prince William County, and Fairfax City for work. While not included below, there were also a small share of destinations (575) in Henrico, County.<sup>23</sup>

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<sup>23</sup> US Census Bureau, LEHD Origin-Destination Employment Statistics (2022 Q2)

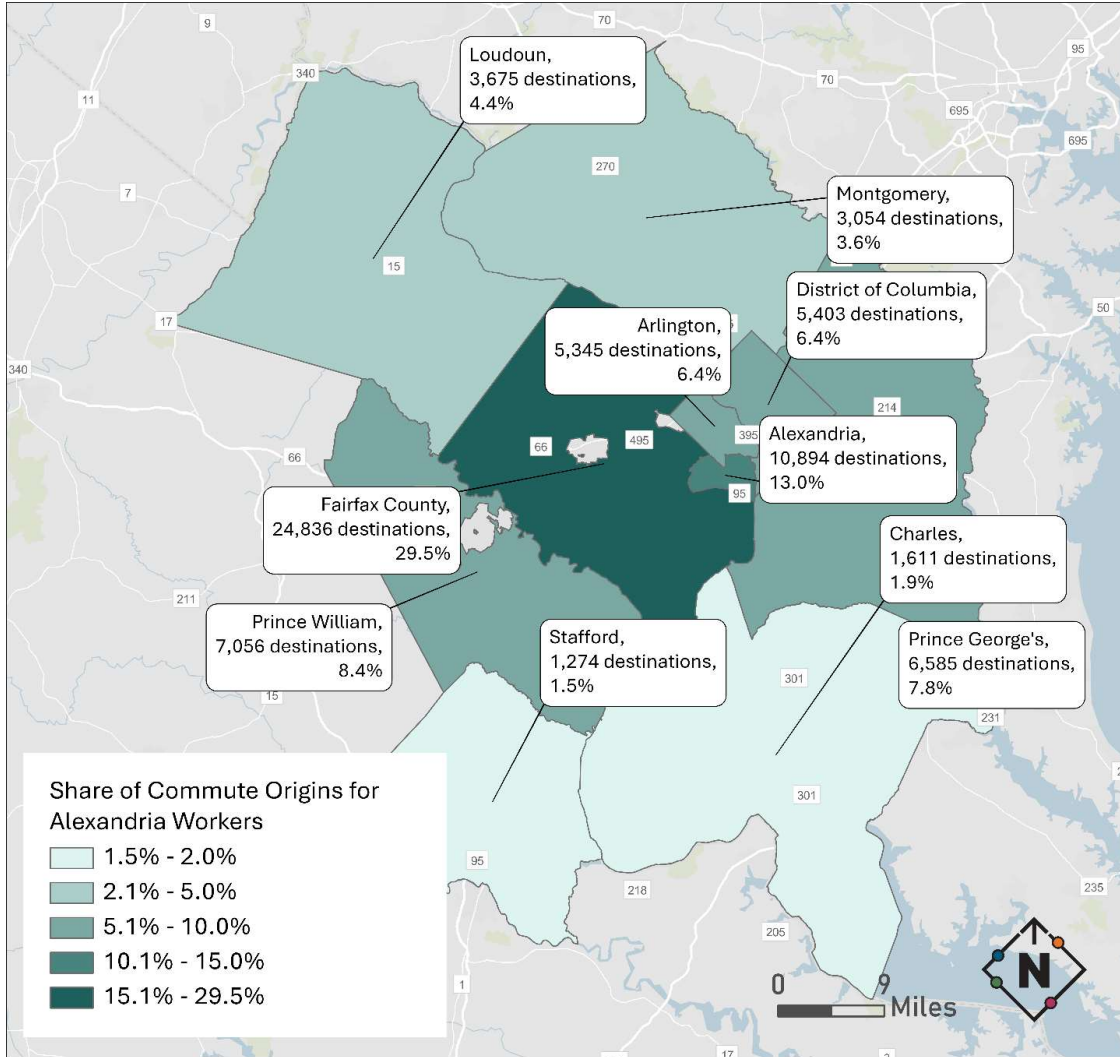
## Appendix B. Service Area Demographics and Characteristics

Figure 11: Top 10 Commute Destinations for City of Alexandria for Alexandria Residents



**Figure 12** shows the top 10 commute origins for City workers. The highest share of workers commuting to Alexandria travelled from Fairfax County, at nearly 30 percent of the workforce. Other commute origins are split among Prince William County, Prince George’s County, Washington DC, Arlington County, Loudon County, Montgomery County, Charles County, and Stafford County.<sup>24</sup>

Figure 12: Top 10 Commute Origins for City of Alexandria Workers



### Mode Share

As shown in **Table 20**, approximately half of Alexandria working residents drive alone to their workplace and about 7 percent reported carpooling. Approximately 13 percent of workers travel to work by transit, and smaller percentages of workers reported walking or bicycling to work. Meanwhile, approximately one quarter of

<sup>24</sup> US Census Bureau, LEHD Origin-Destination Employment Statistics (2022 Q2)

## Appendix B. Service Area Demographics and Characteristics

workers work from home, based on 2023 ACS data.<sup>25</sup> With return-to-work policies, the percentage of people working from home may be lower in 2025.

Table 20: Commute Mode Share (American Community Survey, 2023)

Mode	Drive Alone	Carpool	Transit	Bicycle	Walk	Other	Telework
Mode Share	50.2%	6.6%	12.7%	0.8%	2.5%	2.1%	25.2%
Total Users	49,001	6,390	12,370	740	2,435	2,004	24,588

**Table 21** includes commute mode share data from Replica, a data platform that provides an interpolation of travels flows via a seasonal mobility model based on mobile device location data, consumer/resident data, built environment data, economic activity data, and ground truth data.<sup>26</sup> Because Replica only estimates trips based on movement, teleworking is not included as a mode option. Replica data reveals that nearly 27 percent of Alexandria residents commuting within Alexandria use transit, bike, or walk to work. Alexandria residents commuting to work elsewhere in the region drove to work and used transit at higher rates. Meanwhile, regional residents commuting to Alexandria for work saw the highest share of workers commuting by car.

Table 21 also shows mode share for non-commute trips made by Alexandria residents. Over three quarters of resident trips were made by car, either as the driver or passenger (shown as auto passenger). Meanwhile, nearly 21 percent were completed by transit, biking, or walking.

<sup>25</sup> US Census Bureau, 2023 Five-Year Estimates, Table B08006. US Census Bureau, 2023 One-Year Estimates, Table B08006.

<sup>26</sup> The cited mode splits are derived from Replica's Spring 2025 model, which was customized for Alexandria-related trips. More detailed information about the source data, methodology, and outputs of Replica's seasonal mobility model can be found at <https://documentation.replicahq.com/docs/seasonal-mobility-model-methodology-summary-places>

## Appendix B. Service Area Demographics and Characteristics

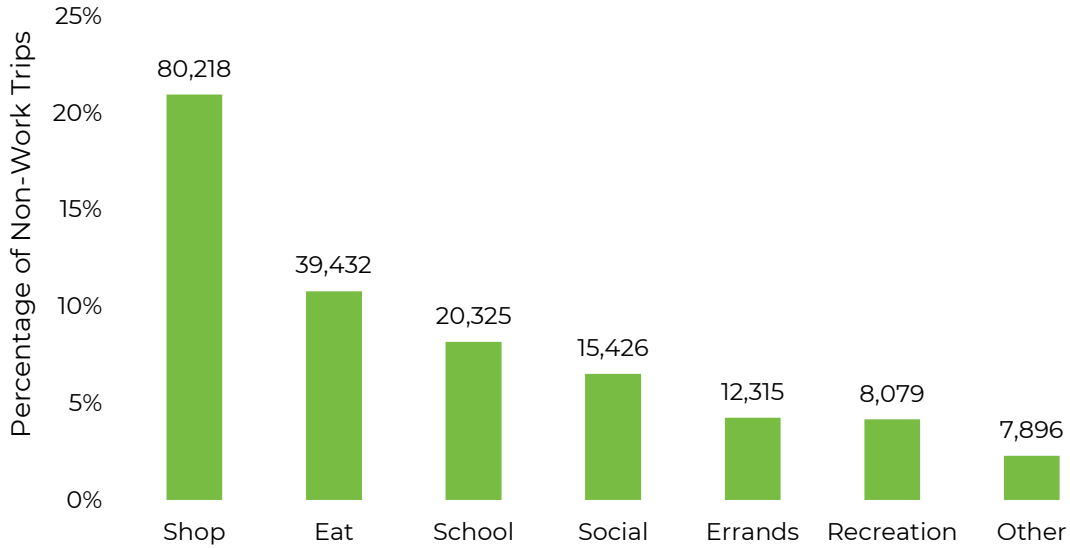
Table 21: Commute and Non-Commute Mode Share: Location Based Services (Replica) Data

<i>Demographic</i>	<i>Auto Driver</i>	<i>Taxi/TNC</i>	<i>Auto Passenger</i>	<i>Transit</i>	<i>Bicycle</i>	<i>Walk</i>	<i>Other</i>
<b>Commute Trips</b>							
Alexandria resident commuters to Alexandria (internal Alexandria)	55.1%	0.2%	16.7%	9.8%	1.4%	16.4%	0.4%
Alexandria Commuters to Region Outside Alexandria	63.0%	0.3%	15.4%	19.9%	0.8%	0.4%	0.1%
Regional resident commuters outside Alexandria to Alexandria	75.6%	0.3%	13.9%	9.2%	0.4%	0.4%	0.1%
<b>Non-Commute Trips</b>							
Alexandria residents traveling within the region (including Alexandria)	60.1%	0.8%	17.8%	4.6%	1.2%	14.8%	0.8%

### *Non-Commute Trips within Alexandria*

An estimated 85 percent of trips within the city are for other trip purposes besides commuting to work. **Figure 13** shows the breakdown of non-work trips purposes, which include shopping, eating, school, socialization, and recreation.

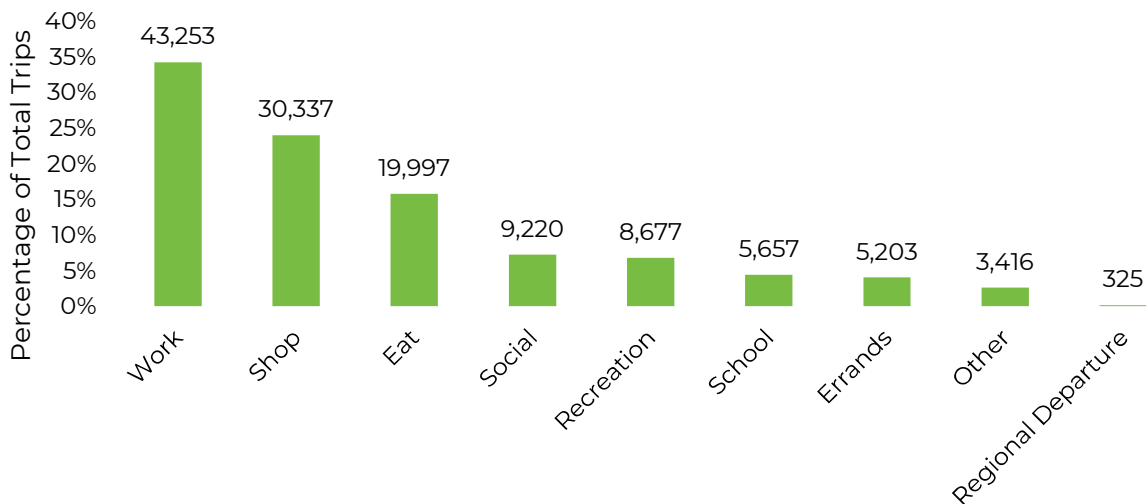
Figure 13: Non-Work Trips by Trip Purpose within Alexandria



*Alexandria Residents Making Trips to the Region*

Alexandria residents travel outside the City for myriad reasons, including commuting to work, shopping, eating, school, socialization, errands, recreation, and for other activities. **Error! Reference source not found.**<sup>27</sup> As stated, over 62,000 City residents work somewhere other than Alexandria. As shown in **Figure 14**, work trips represent the top trip purpose when residents go to other parts of the region (34 percent).

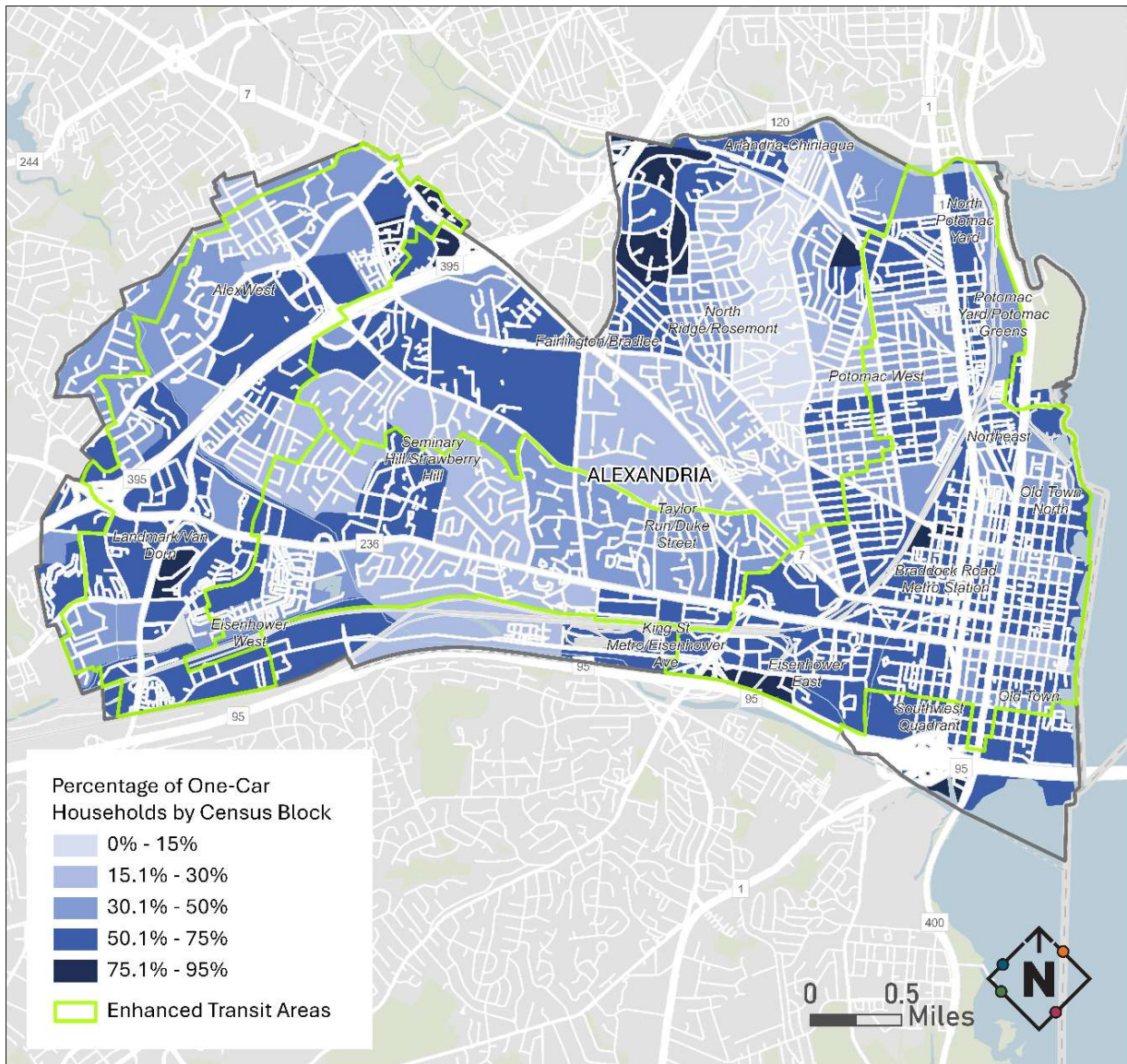
Figure 14: Trip Purpose from Alexandria to the Region



### One-Car Households

One-car households make up 53 percent of all households in the City. These approximately 40,000 households are adaptable, already coordinating trips and schedules, and combining errands, thus they may be more open to non-SOV modes. As shown in **Figure 15**, one-car households are concentrated in Landmark/Van Dorn, Eisenhower East, Braddock Road/Metro Station, Potomac Yard, Old Town, Old Town North, and Parkfairfax. GO Alex engagement in these areas could focus on education around non-SOV travel options, including carpool, transit, and micromobility.

Figure 15: Percentage of One-Car Households by Census Block

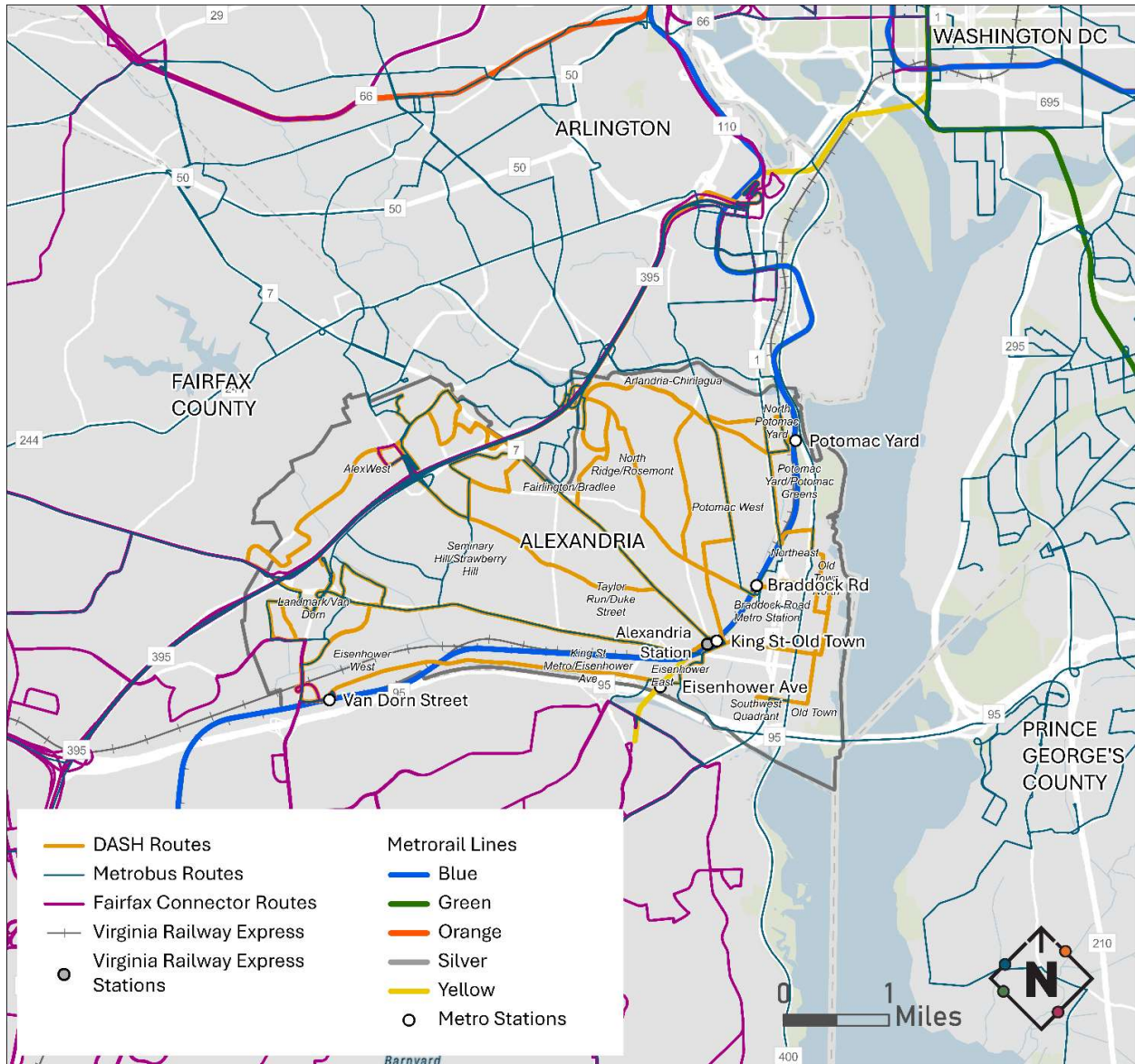


## B.2 Services and Facilities

### Transit Services in the City of Alexandria

Alexandria is served by a combination of bus and rail services, including DASH, Metrobus, Metrorail, Fairfax Connector, Virginia Railway Express, and Amtrak. As shown in **Figure 16**, these services provide access to local destinations in Alexandria as well as regional destinations in Virginia, Maryland, and Washington, DC.

Figure 16: Transit Services in the City of Alexandria



### City-Operated Transit

Implemented in 1987, DASH is the bus system operated by the City. DASH operates 12 bus routes in Alexandria and serves 548 bus stops across its network. Frequent DASH routes (Lines 31, 35, 36 A, 36 B, and the King Street Trolley) run every 15 minutes or better, all day, seven days per week. Several DASH routes provide connections to Metrorail, VRE, and Amtrak, within Alexandria, and connections to transfer points outside of the city, such as the Shirlington Bus Station (Lines 36 A, 36 B) and the Pentagon Transit Center and Metrorail station (Lines 35, 103, and 104) in Arlington County.

### *DOT Paratransit Program*

The City operates the DOT Paratransit Program, in compliance with the Americans with Disabilities Act (ADA), to provide public transportation to residents in the City who are unable to use fixed route transit due to mobility limitations. DOT service area also covers trips to surrounding jurisdictions, including Arlington County, Fairfax County, Falls Church, and Washington DC. Within this service area, DOT covers trip requests that may be more than  $\frac{3}{4}$  of a mile from Metrobus or Metrorail service and therefore not covered by WMATA's MetroAccess paratransit service. Trips are available, fare-free, within the City. Monday through Saturday, DOT Paratransit service is available from 5 a.m. to 1 a.m. and from 7 a.m. to 1 a.m. on Sundays. To use the service, riders must apply and meet the eligibility requirements as mandated by the ADA. Eligible riders may schedule a trip or recurring trips, in advance, through the mobile Alexandria DOT app or by contacting the Paratransit Call Center.

### Regional Transit Services in Alexandria

The City is also served by regional transit providers, as outlined below.

### *Metrorail*

Metrorail, WMATA's rapid transit rail system, serves the City at five stations, Van Dorn Street (Blue Line), Eisenhower Avenue (Yellow Line), Potomac Yard, Braddock Road, and King Street-Old Town (both Blue and Yellow Lines).

As of September 2025, Metrorail operates on all lines from 5:00 a.m. to midnight Mondays through Thursdays, 5:00 a.m. to 2:00 a.m. on Fridays, 6:00 a.m. to 2:00 a.m. on Saturdays, and 6:00 a.m. to midnight on Sundays. On weekdays, Blue Line trains run approximately every 12 minutes, and Yellow Line trains run approximately every 6 minutes.

### *Metrobus*

Metrobus is WMATA's fixed route bus service. In Alexandria, Metrobus connects riders to Metrorail stations, the Virginia Railway Express (VRE) Alexandria Station, and other local and regional destinations.

As of September 2025, Metrobus service typically operates from 5:00 a.m. to 2:00 a.m. on weekdays and Saturdays, with some routes beginning service even earlier and some routes operating 24 hours. On Sundays, most Metrobus routes run between 6:00 a.m. and 12:00 a.m., with 24 service offered on some routes. Metrobus also operates local, commuter, and limited-stop service at varying days, times, and service levels. Many Metrobus routes typically provide service every 20 to 30 minutes or better. Some routes offer service every 12 to 20 minutes.<sup>28</sup>

### *AIX/Metroway*

As part of the WMATA Better Bus Network redesign in June 2025, WMATA's bus rapid transit (BRT) line, previously called Metroway, was renamed to AIX. This BRT line operates from Pentagon City Metrorail station to the Braddock Road Metrorail station, serving the Potomac Road Metrorail Station and partially running along bus-only roadways in Alexandria.

AIX service operates from approximately 5:30 a.m. to 10:30 p.m. on weekdays, from 6:30 a.m. to 11:00 p.m. on Saturdays, and from 7:30 a.m. to 10:00 p.m. on Sundays. AIX buses run every 20 minutes or better.

### *MetroAccess*

WMATA operates MetroAccess, an ADA, shared ride, paratransit service, in accordance with the Americans with Disabilities Act (ADA). This service provides door-to-door transportation for eligible riders who request trips for any purpose, within  $\frac{3}{4}$  of a mile from Metrorail or Metrobus service and within WMATA's hours of operations. Eligibility is determined by a person's mobility limitations, including having a disability and/or not having access to an accessible public transit vehicle to complete their trip. MetroAccess provides service for eligible residents of Alexandria traveling beyond the service area boundaries of the DOT Paratransit program.

### *Other Connecting Transit Services*

In addition to DASH and regional transit services, the City is served by several transit agencies of adjacent jurisdictions, as discussed below.

### *Fairfax Connector*

Operated by Fairfax County, Fairfax Connector provides fixed-route bus service primarily in Fairfax County but provides connections to other jurisdictions, including Alexandria. Several Fairfax Connector routes offer connections to popular destinations in Alexandria. Routes such as 109, 321, and 322 provide connections from the Van Dorn Street Metrorail station to key destinations in Fairfax County, including

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<sup>28</sup> The Eagle, "[Metrobus system experiences first overhaul in over 50 years with Better Bus plan](#)," (April, 2025)

the John Marshall Library and the Backlick Road Virginia Railway Express (VRE) station.

### *Virginia Railway Express (VRE)*

The Virginia Railway Express (VRE) is a commuter rail system that serves Northern Virginia, extending to Bristow on the Manassas Line and Spotsylvania on the Fredericksburg Line, converging in Alexandria and culminating at Union Station in Washington DC. The City is served by both the Fredericksburg and Manassas lines of the VRE, which run congruently at the Alexandria Station, across the tracks from the King Street-Old Town Metrorail station. Service operates on weekdays, serving peak commute hours. The Fredericksburg Line serves Alexandria Station from 6:00 a.m. to 9 a.m. during the morning and from approximately 1:30 p.m. to 7:15 p.m. in the evening. The Manassas Line serves Alexandria Station from 6:00 a.m. to 9:00 a.m. during the morning and from approximately 1:45 p.m. to 7:25 p.m. in the evening. The Alexandria Station provides connections from VRE to other modes, including Amtrak, Metrorail, Metrobus, and DASH.

### *Amtrak*

Amtrak provides rail service across the contiguous United States as well as portions of Canada. Several intercity Amtrak rail lines service the Alexandria Station, including the Cardinal, Carolinian, Crescent, Palmetto, Silver Meteor, Floridian, and Northeast Regional passenger trains. Alexandria Station is open from 6 a.m. to 8:45 p.m. every day of the week, with some trains servicing the station outside of these hours.

### *Walking, Biking, and Rolling Modes*

#### *Bicycling*

As shown in **Figure 17**, Alexandria has a network of bicycle routes, which includes multi-use and off-street paths, unprotected bike lanes, and shared lanes. The existing network is most dense in the eastern portion of the city, in Potomac Yard and Old Town. Additional routes have been proposed to connect bicycle infrastructure throughout the city.

DASH and Metrobus accommodate multimodal bicyclists, with all buses, including the King Street Trolley, equipped with bicycle racks that can fit up to two standard size bicycles. Metrorail also supports bicyclists with bicycle racks and/or storage provided at each station and bicycles allowed, with certain restrictions during high ridership times and events.

In recognition of the City's robust bicycle route network and dedication to cultivating safety and accessibility around bicycling, it is designated as a Silver-level Bicycle Friendly Community by the League of American Bicyclists.<sup>29</sup>

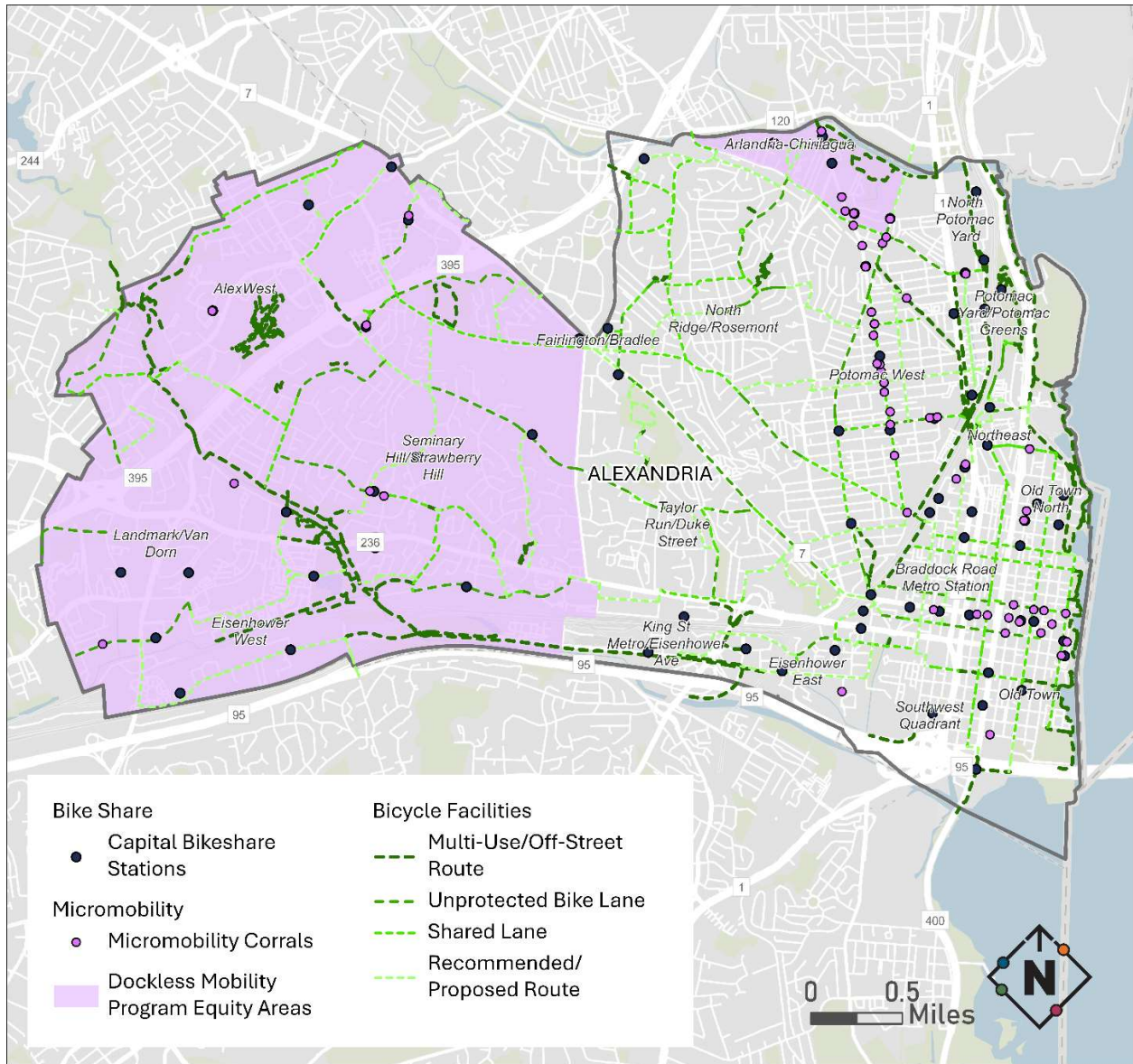
### Capital Bikeshare

Capital Bikeshare is an affordable and accessible public bikeshare system available in Virginia, Maryland, and DC. Launched in 2010, it provides a convenient option for short, local trips and first and last mile connections to and from fixed-route transit service. The Capital Bikeshare system fleet includes classic, manual pedal bikes, as well as ebikes. The City of Alexandria joined the system in 2012 and currently has 72 Capital Bikeshare stations in the jurisdiction, as shown in **Figure 17**. Stations are located at each of the five Metrorail stations (Potomac Yard, Braddock Road, Eisenhower Avenue, King St-Old Town, and Van Dorn Street) and throughout the city, with a higher concentration of stations in areas to the east, such as Potomac Yard and Old Town Alexandria.

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<sup>29</sup> Bicycle Friendly Communities, League of American Bicyclists, [BFA Awards Database](#) | [League of American Bicyclists](#)

Figure 17: City of Alexandria Bicycle Facilities, Capital Bikeshare Stations, Micromobility



### Shared Micromobility Devices

In 2018, the City began to explore implementation of a dockless mobility program. Following a successful two-part pilot program, Alexandria City Council established the permanent Dockless Mobility Program in 2021 to regulate the use of this technology in the city. The City currently permits two micromobility companies, Lime and GCOO, to operate through 2026, with a maximum capacity of 1,200 scooters and 800 e-bikes to be deployed in the city. As of 2025, Lime operates 600 scooters and 100 e-bikes and GCOO operates 500 scooters within Alexandria. **Figure 15** shows bicycle facilities and Capital Bikeshare stations located in the City, as well as micromobility corrals and designated Dockless Mobility Program Equity Areas. Micromobility corrals can be used for parking personal and shared micromobility devices. Scooter companies, for example, encourage customers to drop off their scooters at these corrals.

### Walking

Alexandria is designated a Silver-level community by Walk Friendly Communities in recognition of the city's staff time dedicated to pedestrian efforts, pedestrian-centric plans and practices, and robust Safe Routes to School program. Moreover, the city has implemented several programs, resources, and policies to promote walking and prioritize safety, including a Complete Streets Policy, Vision Zero Policy and Action Plan, Small Area Plans, and sidewalk policies.<sup>30</sup>

### Roadways, Vehicular-based Options, and Water Taxis

The City's infrastructure accommodates local and regional traffic via an extensive road network. Several programs and services facilitate non-SOV travel on roadways within the city and the greater Washington Metropolitan Region, as listed below:

#### *Ridesharing*

GO Alex promotes the use of ridesharing, specifically carpooling and vanpooling, by sharing ridesharing information with residents and employers via the GO Alex website, engagement at community and employer-sponsored events, and educational materials. GO Alex promotes ride matching services and resources offered through MWCOC Commuter Connections to facilitate carpooling and vanpooling in Alexandria. As one of the first local governments to join Commuter Connections, and a current member, GO Alex promotes the use of their programs that incentivize and encourage ridesharing, including, Pool Rewards, Flexible Vanpool, and Commuter Cash. While similar to carpools, vanpools can accommodate up to 15 passengers and must seat at least seven passengers per trip to qualify. Qualified vanpools are considered a form of transit by the IRS Section 132(f) and therefore qualify for payment via a transit benefit. Vanpools starting from or ending

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<sup>30</sup> Walk Friendly Communities, [Alexandria, VA | Walk Friendly Communities](#)

in Northern Virginia are eligible for subsidies through the Vanpool Alliance program. In exchange for reporting their usage data, vanpool operators can receive a \$300 monthly subsidy, per van, to keep or offer as a discount to current riders.<sup>31</sup>

### *Transportation Network Companies*

Transportation network companies (TNCs) provide a private, on-demand transportation service, by which trips are requested through an app-based system. Leading TNCs, like Uber and Lyft, operate in the City and the larger Metropolitan Washington region. Riders of TNC services can request individual rides or, with certain service providers (such as UberPool), can opt into sharing trips with other riders traveling in the same area, to reduce fares. The operation of TNCs in Alexandria is regulated by the Virginia Department of Motor Vehicles.

### *Express Lanes*

The City has one Express Lane, Interstate 395, that cuts through the western portion of the city. Like other Express Lanes in the region, Interstate 395 uses E-ZPass and E-ZPass Flex to administer tolls. This thoroughway has Express Lanes as well as non-tolled lanes. Single-occupancy vehicles traveling on the Express Lanes must pay the toll, while carpools, vanpools, and all other vehicles with three or more occupants are exempt.

### *High-Occupancy Vehicle (HOV) Lanes*

High-Occupancy Vehicle (HOV) lanes are specially designated lanes that are restricted at certain times to vehicles that carry multiple passengers, which encourages ridesharing during peak commuting times and promotes more efficient use of roadways. Locally, the City has HOV lanes on Washington Street and on Route 1 through Old Town, and regionally, I-395, I-95, and I-66 all have HOV lanes.

### *Park-and-Rides*

The City has one Park-and-Ride lot at the Van Dorn Street Metrorail station. The lot at the Van Dorn Street Metrorail station contains 361 spaces, charges a \$4.95 parking fee, and provides drivers with connection to Metrorail (Blue Line), Metrobus, and Fairfax Connector. This location also provides bicycle racks and lockers.

### *Water Taxi*

The Potomac Water Taxi, offered by City Cruises, is a privately-owned water-based transit service that connects the Washington, DC Wharf to Old Town Alexandria, as well as Georgetown and the National Harbor. The Water Taxi station in the City is located at 0 Cameron St, located behind the Torpedo Factory Art Center.

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<sup>31</sup> Vanpool Alliance, [Benefits for Vanpool Alliance Providers | Vanpool Alliance](#)

## Appendix C. Strategic Planning Process

This appendix includes additional insights and data that were part of the strategic planning process. Information on stakeholder interviews, workshops, and additional target market and customer research is detailed below, followed by information on funding sources.

### Stakeholder Interviews

Five small group interviews were hosted from September 11 through September 29, 2025. The small groups were organized by role and included GO Alex staff, Transportation Branch management staff, Eco-City Alexandria representative staff, DASH staff, and DRPT staff. Conversations during the interview sessions were framed around identifying strengths, weaknesses, opportunities, threats, and trends (SWOTT) related to the GO Alex program. The bulleted points below summarize the key findings stakeholders identified during discussions.

### Strengths

- Engagement staff have a strong presence and involvement at many of the city's large events.
- The program's branding is strong, highly visible, and gaining widespread recognition.
- The City of Alexandria is dense and has a variety of transportation options, including well-utilized non-SOV options like Metrorail and Capital Bikeshare.

### Weaknesses

- The lack of consistently collected and reported TDM/GO Alex data makes it difficult to measure the effectiveness of GO Alex's services and the program as a whole.
- GO Alex does not have a formal process for regularly relaying feedback from the engagement and Mobile Store teams to the appropriate staff or agency.
- The multitude of apps, forms, and initiatives, as well as the lack of consistent messaging, makes it challenging to describe all of GO Alex's offerings and present a clear call to action.
- Communication around GO Alex's mission and purpose lack clarity.
- The advancement of fare media and commuting resources from physical forms, which the Mobile Store specializes in distributing, to paperless and digital platforms has left the Mobile Store feeling archaic.

### Opportunities

- Collaborate with transit agencies to jointly promote initiatives, share information, and create resources and programs.
- Partner with Visit Alexandria for large events, create a consistent presence at Potomac Yard, and publish success stories to expand brand awareness.

- Pair the program’s on-the-ground engagement and education with related city programs, initiatives, and infrastructure improvements.
- Focus on “feet on the ground” engagement and 1-on-1 conversations with commuters through several new and proposed programs to have a larger impact on encouraging behavior change.
- Invest in data collection and analysis to help inform programs, tell stories, and secure additional grant funding.
- Leverage the launch of the Best Workplaces for Commuters residential program to connect GO Alex’s mission with Alexandria’s expanding residential development.

### *Threats*

- The federal landscape around return to work, immigration, and funding present threats to the program’s funding and audience.
- The ease of driving and free/inexpensive parking makes it difficult to convince commuters to try alternatives.
- The program’s reliance on CAP operating grants and Congestion Mitigation and Air Quality (CMAQ) grants for funding, without diversification, leaves it vulnerable to losing large amounts of funding in the future.

### *Trends*

- There is a growing use of non-SOV modes, both from a reduced interest in driving among younger generations and the growing utilization of e-bikes and e-scooters.
- The share of older adults is growing and their ability to drive may diminish with age, so alternatives to cars are needed.
- Increased population and employment density plus high residential turnover creates a continuous need to educate new residents and commuters.

## Visioning Workshop

Following the stakeholder SWOTT interviews, the T&ES Deputy Director of Transportation, Division Chief of Mobility Services, and the GO Alex Program Manager held a visioning workshop. Workshop attendees were prompted to identify which SWOTT themes resonated, discuss example vision and mission statements from the previous GO Alex CAP Strategic Plan and other TDM agencies, and brainstorm potential vision, mission, and goal statements for GO Alex.

## Evaluation Workshop

Following the visioning workshop, a metrics and evaluation workshop was held. Workshop participants reacted to draft vision and mission statements, refined goal

statements and supporting objectives, and provided input on specific metrics to track progress toward achieving the vision. The direction following a review of the draft statements was to focus on brevity and shy away from any technical jargon. As discussion progressed to developing objectives, the group distilled three themes or through-lines to help focus and organize objectives under each goal statement: a) use data to inform decision making, b) tap into GO Alex Fund potential, and c) leverage partnerships. Lastly, to help inform the direction of Chapter 4: Target Markets and Target Customers, workshop participants were also asked to provide feedback on areas and people for whom the program should focus its efforts. The findings from this discussion are presented in Chapter 4.

## Appendix D. Use of Research and Data

To better understand the needs of potential target markets and customers and develop strategies, GO Alex analyzed a variety of socio-economic data. This Appendix provides a summary of the additional research and data sources that were considered when developing this strategic plan and more detailed charts providing information that factored into the development of the Operations Chapter of this plan.

### American Community Survey (ACS)

- Service area population
- Age distribution
- Working population
- Commuting population
- Income
- One-car households
- Commute mode share
- Race and ethnicity (
- **Figure 18)**
- Percentage Youth Population (

■ **Figure 23)**

US Census Bureau – Longitudinal Employer Household Dynamics (LEHD)

- Workforce travel patterns
- Top 10 Commute Destinations
- Top 10 Commute Origins

US Census Bureau – QWI Explorer

- Employee turnover

Bureau of Labor Statistics (BLS) – Quarterly Census of Employment and Wages

- Employers by industry
- Employees by industry

City of Alexandria

- Bicycle facilities
- Dockless Mobility Program Equity Areas
- Public school locations (

- **Figure 23)**
- Enhanced Transit Areas (ETAs) (**Figure 24)**
- Alexandria Shared Mobility Average Daily Micromobility Trips (

- **Figure 27)**

## Metropolitan Washington Council of Governments Regional Cooperative Forecast, Round 10.0

- Population growth forecast for 2050
- Employment growth forecast for 2050

## Replica – Location-Based Services Data

- Commute trip mode share
- Non-work trips by trip purpose
- Work-related travel flows from Alexandria to the region
- Non-work travel flows from Alexandria to the region
- Commute trip travel flows within Alexandria resident- work-related trips made by commuters in Alexandria (**Figure 22**)

## Washington Metropolitan Area Transit Authority (WMATA)

### Ridership Portal

- Metrobus routes
- Metrorail station locations
- Metrorail average daily entries in Alexandria (**Figure 19**)
- High Transit Access (

- **Figure 25)**

### Virginia Works

- Employers by employer size
- Public and private sector employment

### Alexandria Transit Company (ATC) DASH

- DASH stop locations
- DASH total quarterly ridership (**Figure 21**)
- High Transit Access (

■ **Figure 25)**

Virginia Railway Express (VRE)

- VRE station locations
- 
- 
- 
-

- Figure 25)

## Fairfax County, Virginia

- Fairfax Connector Routes

## Capital Bikeshare

- Capital Bikeshare stations
- Capital Bikeshare Trips by Start Station and Travel Flows (

■ **Figure 26)**

Figure 18: Race and Ethnicity in Alexandria

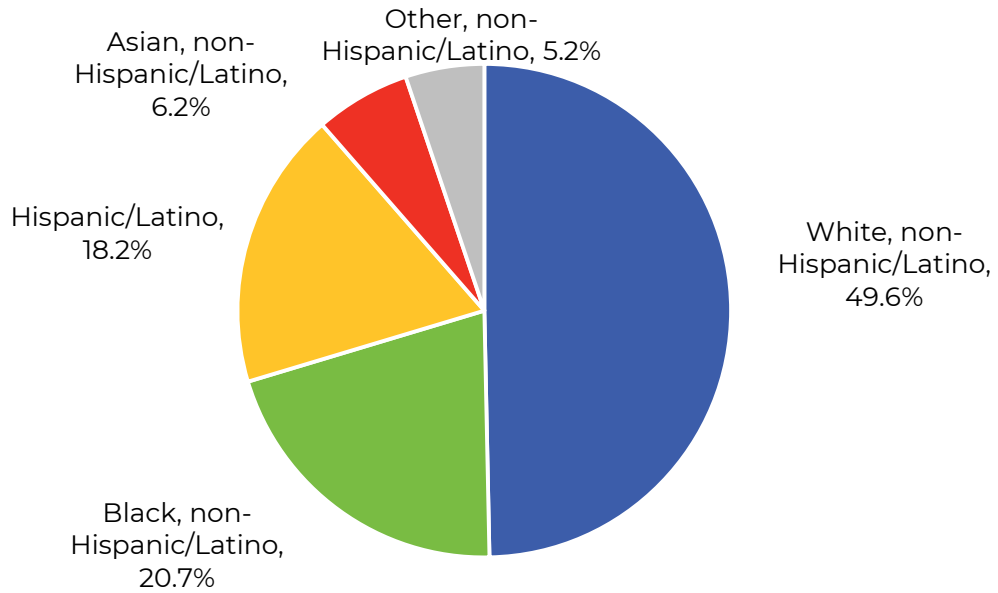


Figure 19: Daily Boardings at Alexandria Metrorail Stations

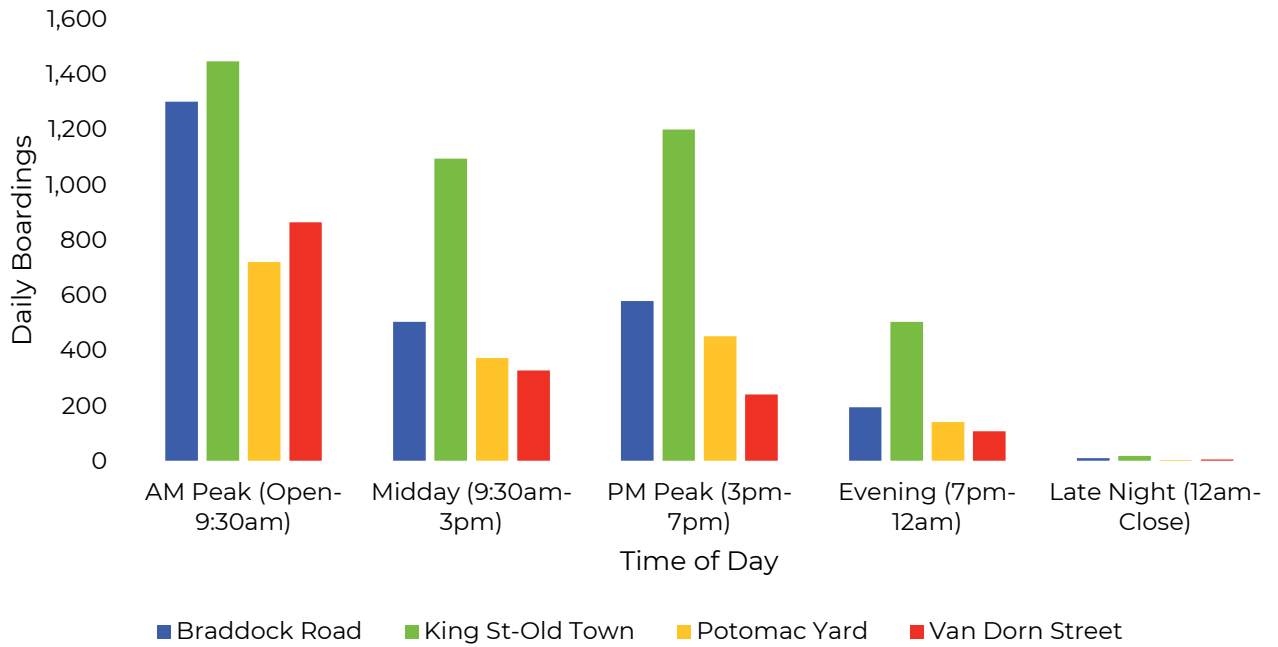


Figure 20: Daily Boardings at all Metrorail Stations in Alexandria

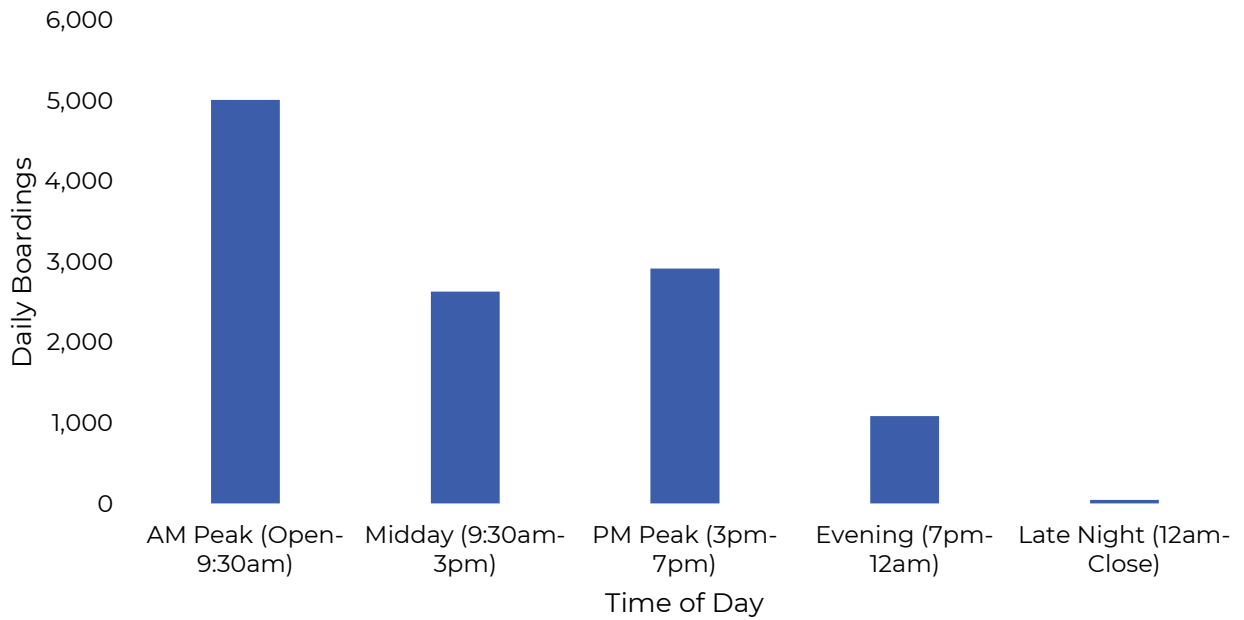


Figure 21: DASH Quarterly Weekday Ridership (October 2021 – June 2025)

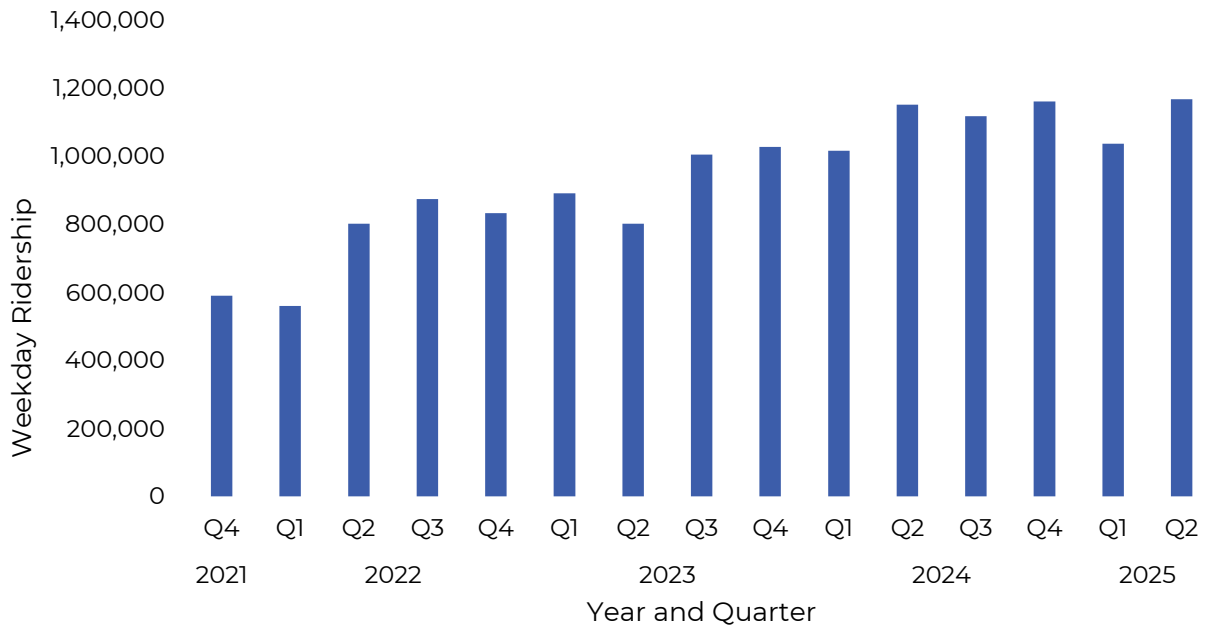


Figure 22: Work-related Travel Flows within Alexandria

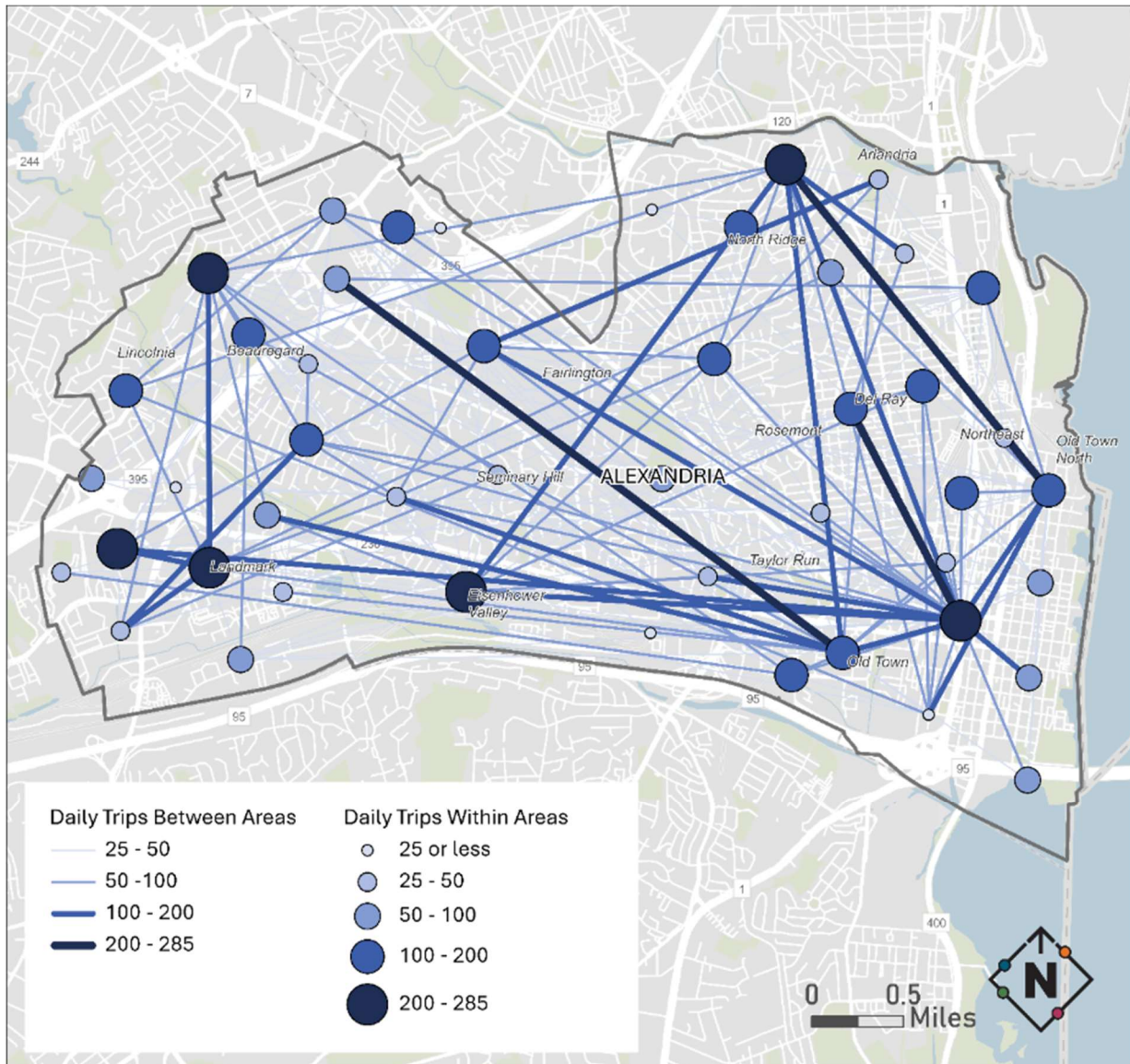


Figure 23: Public School Locations and Percent Youth Population by Census Block

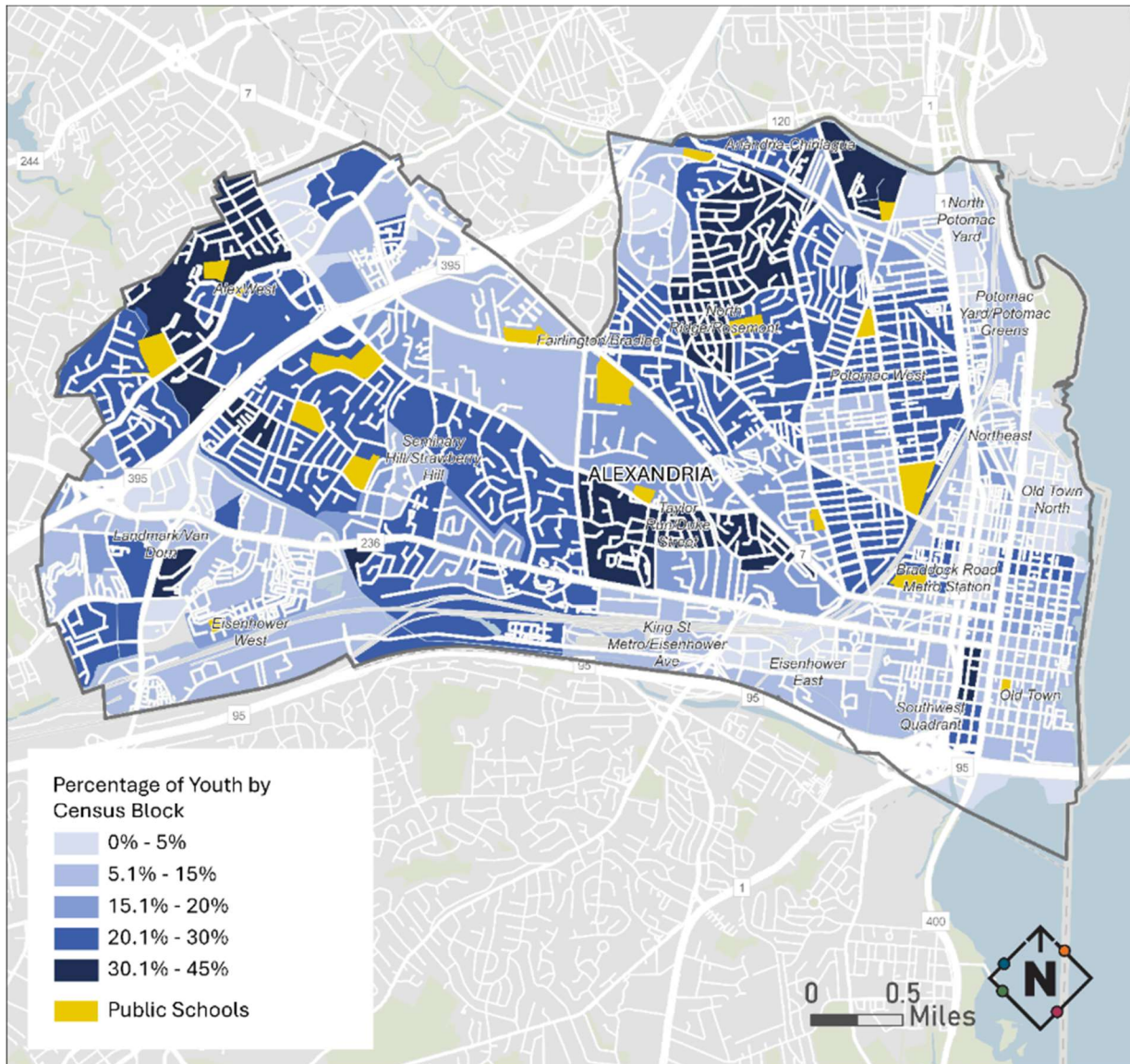


Figure 24: City of Alexandria Enhanced Transit Areas

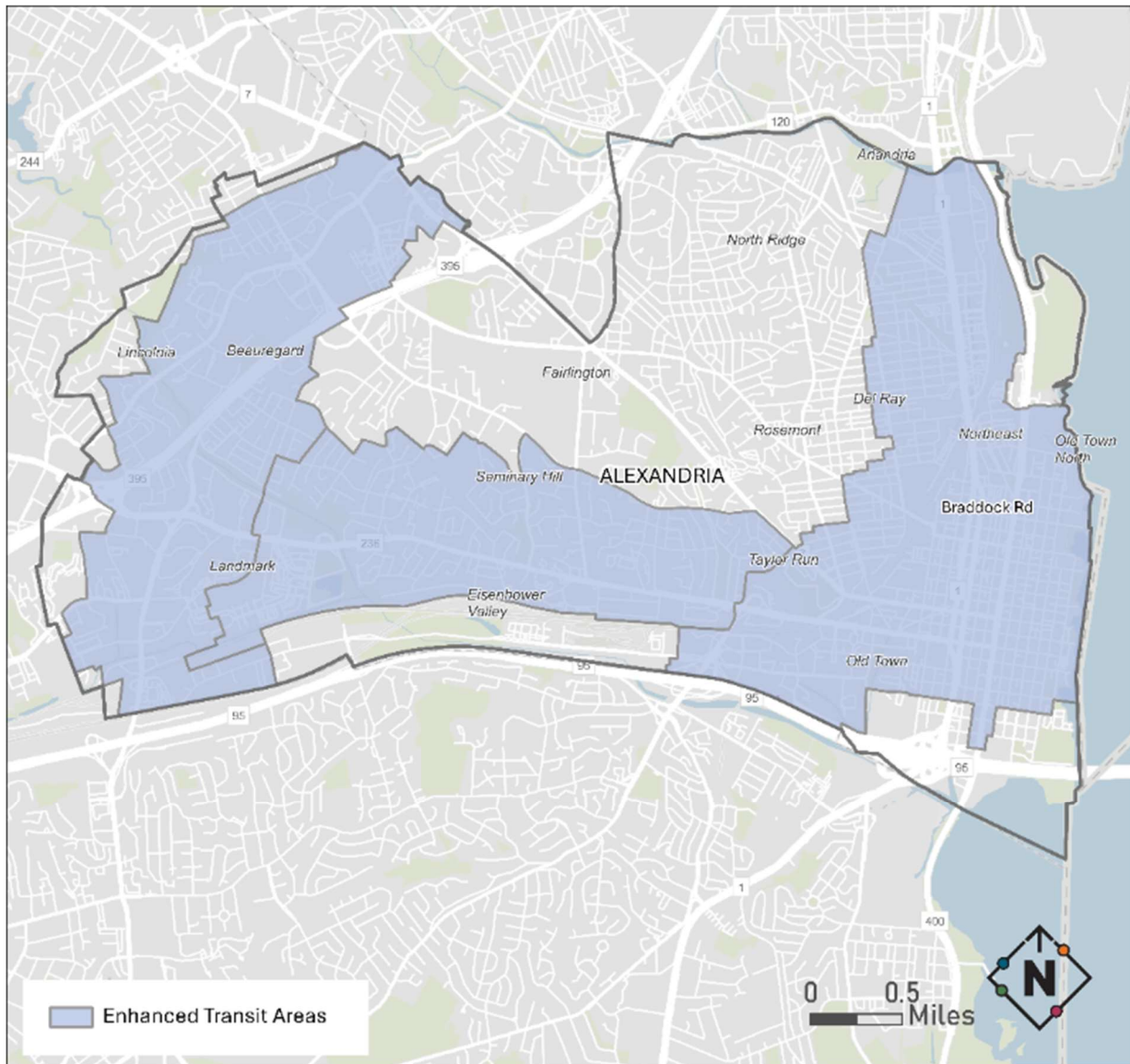


Figure 25: High Transit Access

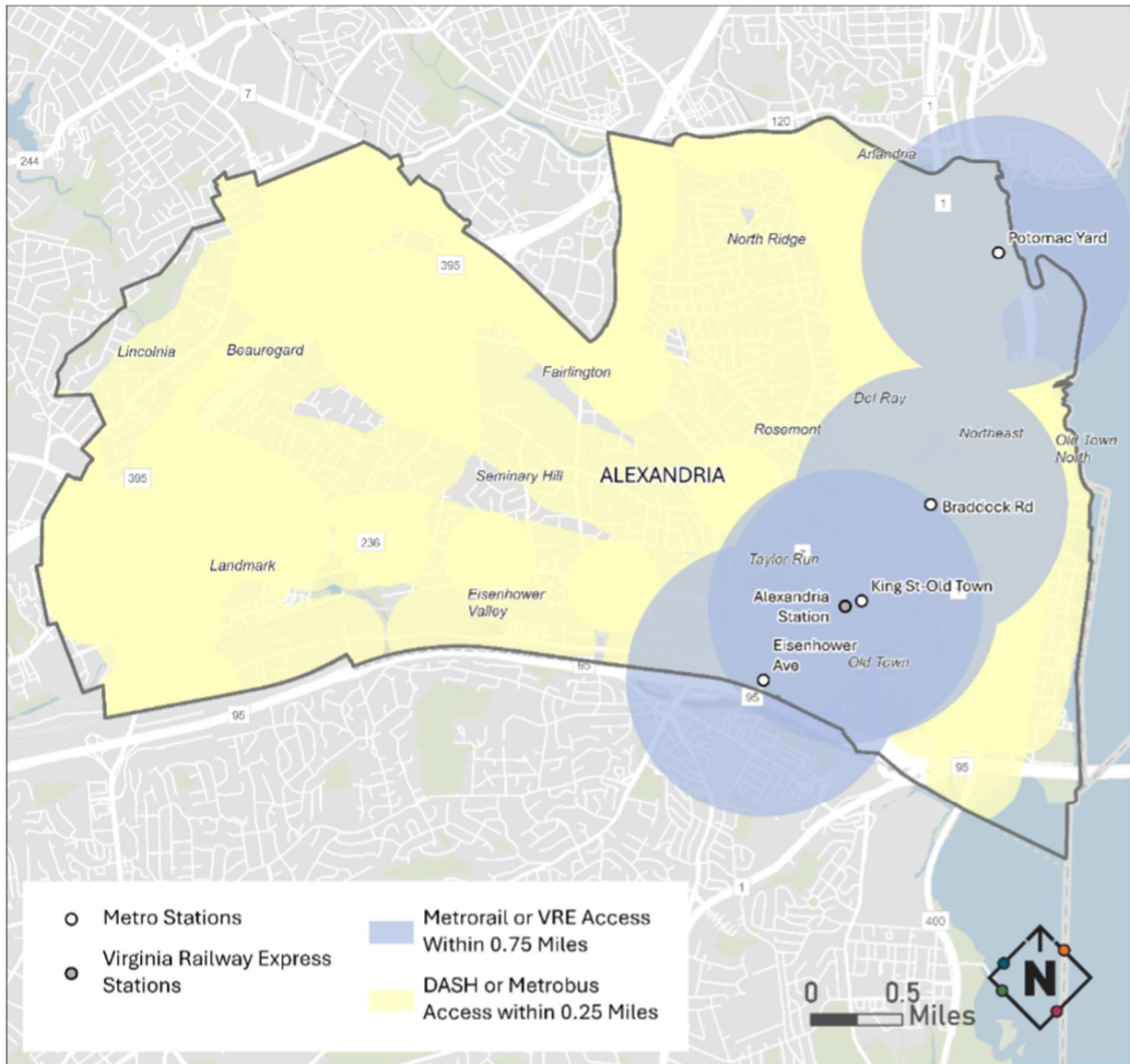


Figure 26: Capital Bikeshare Trips by Start Station and Between Stations (September 2025)

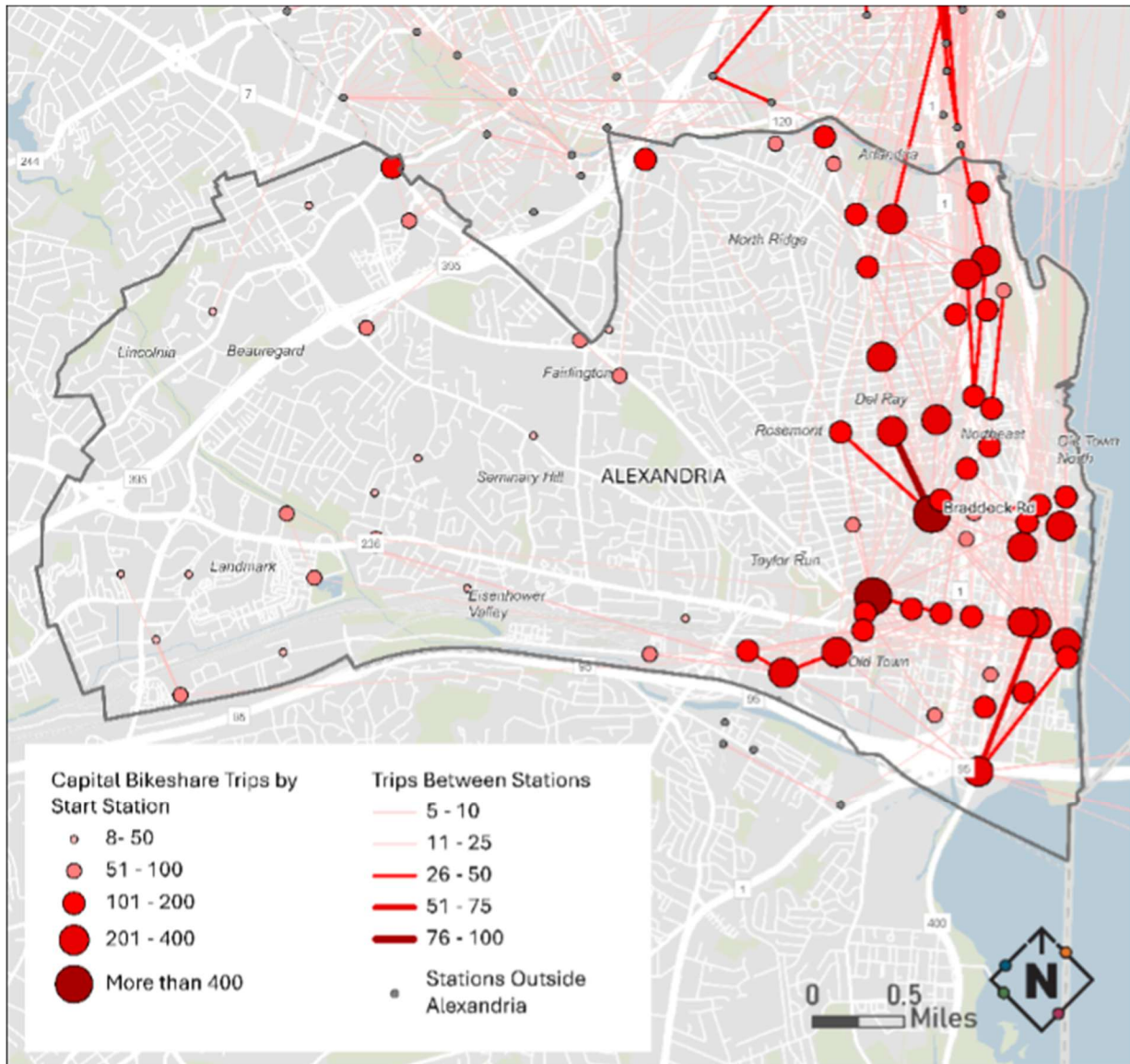
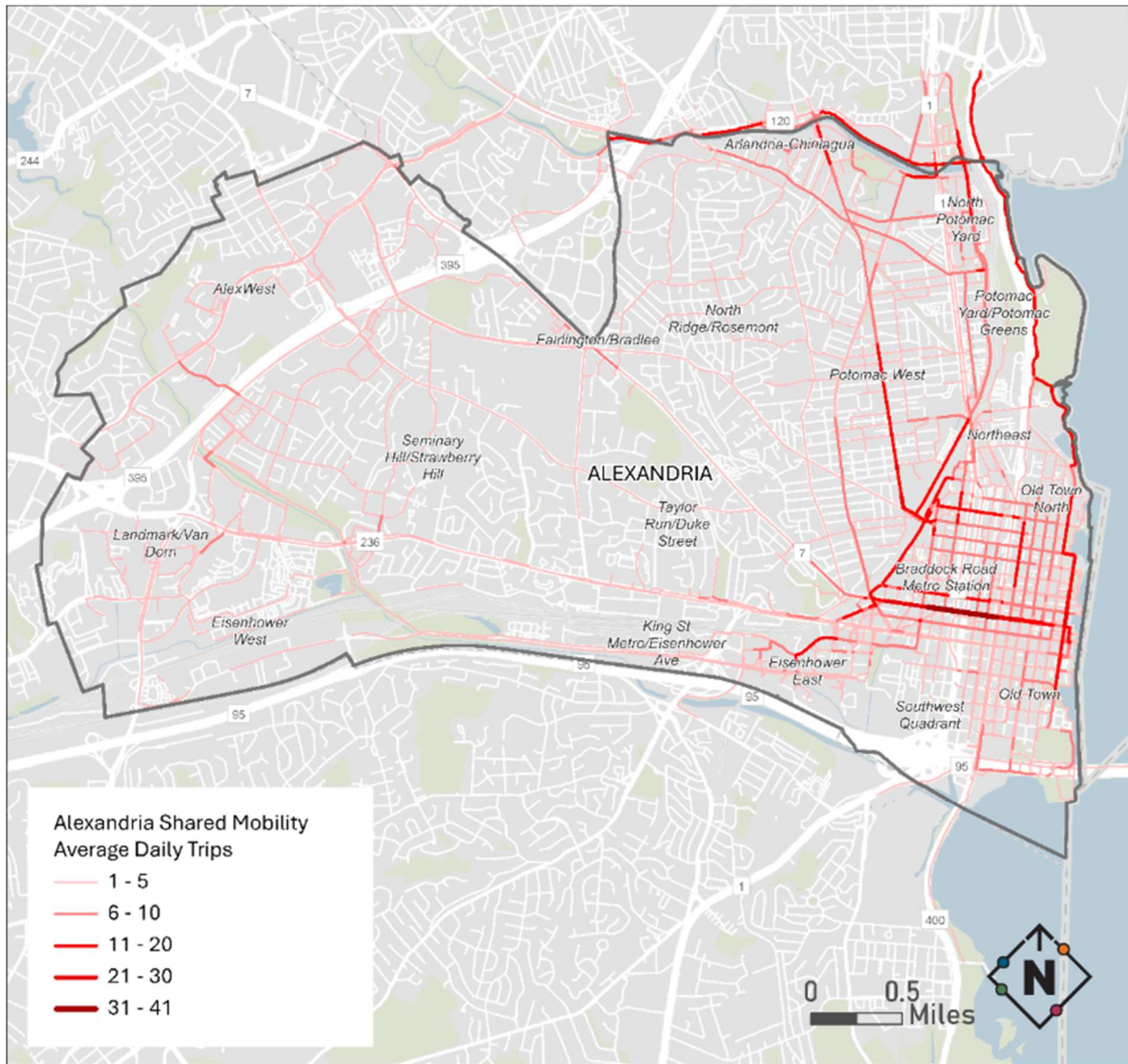


Figure 27: Alexandria Shared Mobility Average Daily Micromobility Trips



### Description of Existing and Potential Future Funding Sources

**Table 22** outlines the current funding portfolio, including a description of each program and how funds are currently being awarded or utilized by GO Alex. Several potential avenues of funding are outlined in **Table 23** that could be explored in future years to further financially supplement the program.

Table 22: Existing Funding Sources

Federal Programs	
Agency/Program	Description
FHWA Congestion Mitigation and Air Quality (CMAQ) and Regional Surface Transportation (RSTP)	<p>Per Title 23 of the United States Code and the VDOT Employer Agreement contract, both of which outline the City of Alexandria’s allowed uses of this funding, the purpose of CMAQ funding is to provide educational, promotional, and/or other related TDM assistance with the goal of reducing single-occupancy auto usage. RSTP funding, also from the federal government, provides funding for capital projects such as federal-aid highways, public bridges and tunnels, bicycle and pedestrian infrastructure, and transit.</p> <p>CMAQ and RSTP funds are currently approved for GO Alex use through FY2029 through the Statewide Transportation Improvement Plan (STIP).</p>
State and Local Programs	
DRPT CAP Operating	<p>The Commuter Assistance Program (CAP) is a statewide grant program, administered by the Virginia Department of Rail and Public Transportation (DPRT) that provides funding for projects that are efficient and effective in increasing ridership on transit, vanpools, and carpooling.</p> <p>Through the DPRT CAP Operating Assistance grant program, DPRT provides funds made up of 80 percent state and 20 percent local funding, specifically for the day-to-day operation of Commuter Assistance Programs. Commuter Assistance Programs that utilize CAP Operating funds provide ride matching services, trip planning, Guaranteed or Emergency Ride Home programs,</p>

	marketing and promotion of travel options to residents, commuters, employers, and employees in Virginia, and commuter assistance websites, mobile applications, and phone numbers.
DRPT CAP Project	<p>DRPT’s CAP Project Assistance program is a competitive grant program that provides DRPT funds, made up of 80 percent state and 20 percent local funding, toward specific commuter assistance projects. These projects must accomplish one or more of the following goals:</p> <ul style="list-style-type: none"> <li>■ Increase the number of private sector employers providing commuter benefits to employees who commute via public transportation or vanpools.</li> <li>■ Increase the number of private sector employers providing assistance to employees commuting in carpools or vanpools.</li> <li>■ Increase the number of private sector employees commuting via transit, carpools, or vanpools.</li> <li>■ Form new vanpools, increase the overall number of vanpools, and increase the number of vanpool riders.</li> <li>■ Create marketing projects that increase transit ridership.</li> </ul> <p>In FY 2024, GO Alex received \$200,000 from DRPT for a DASH Marketing project. The purpose of this project was to educate the public about DASH becoming fare-free and to encourage ridership. The project has since concluded.</p>
City of Alexandria’s GO Alex Fund	<p>Under the City’s new Transportation Management Plan (TMP) policy, residential developments with 20 dwelling units or more, commercial developments of 10,000 square feet or more, and hotel developments with 30 units or more are required to contribute to the City’s GO Alex Fund to support the program’s various transportation management programs and policies.</p> <p>The GO Alex Fund is currently used to cover local match requirements for State and Federal grants.</p>
NVTA Local Distribution Fund (30%)	<p>Alexandria is a recipient of NVTA’s Local Distribution Fund. 30% of NVTA’s total funding is directly returned to Northern Virginia’s cities, counties, and towns. Each jurisdiction has the flexibility to use these funds for its own transportation priorities, such as local road improvements, transit services, bike and pedestrian enhancements and more.</p>

Table 23: Potential Funding Sources

Agency/Program	Type	Description
Federal Programs		
<u>(FTA) Flexible Funding Programs</u>	Formula	<p>The Flexible Funding Programs allow awarded funds to be reallocated or combined and used for other eligible programs and initiatives. This action allows a grantee to reallocate funds from the Federal Highway Administration, for example, to be used for a Federal Transit Administration program. The project must meet the requirements of the respective program to receive the funds.</p> <p>GO Alex initiatives, such as travel trainings may be eligible under FTA flexible funding program. The federal share matching parameters varies by program.</p>
<u>FHWA Transportation Alternatives</u>	Formula	<p>The Transportation Alternatives program provides funding for smaller scale transportation projects, which may include safe routes to school projects and pedestrian and bicycle facilities.</p> <p>GO Alex events campaigns related to pollution reduction and associated marketing campaigns may be eligible for funds through Transportation Alternatives. In accordance with 23 U.S.C 120, federal funding from this program is payable to 80 percent for any project other than a project on the Interstate System, for which federal funding is payable to 90 percent.</p>
<u>FHWA Congestion Relief Program</u>	Discretionary	<p>This program provides discretionary grants to advance innovative, integrated, and multimodal solutions to congestion relief in highly congested areas of the United States. Eligible projects include incentive programs encouraging travelers to carpool, use transit, or travel during non-peak periods.</p> <p>GO Alex's behavior change campaigns to enhance mobility in dense areas of Alexandria and related marketing may be eligible for funding through the Congestion Relief Program. The Congestion Relief program requires a 20 percent local match for most projects, with federal funding covering the remaining <u>80 percent</u></p>

Agency/Program	Type	Description
<u>FHWA Advanced Transportation Technologies and Innovation (ATTAIN)</u>	Discretionary	<p>This program awards funding to support advanced transportation technologies to improve safety, mobility, efficiency, system performance, and intermodal connectivity. Eligible activities include technology that enhances high-occupancy vehicle toll lanes, cordon or congestion pricing, and on-demand transportation service technologies, such as dynamic ridesharing or other shared-use mobility applications.</p> <p>As this program awards funds for technology to enhance mobility, initiatives such as future GO Alex CRM software and associated dashboard may be eligible. The ATTAIN program requires a 20 percent local match for most projects, with federal funding covering the remaining <u>80 percent</u>.</p>
<u>EPA Climate Pollution Reduction Grant (CPRGP)</u>	Discretionary	<p>The CPRGP is designed to incentivize eligible applicants to apply for funding together as a coalition to implement GHG reduction measures regionally, across levels of government. Eligible activities in the transportation sector include: transportation pricing programs that reduce VMT, such as parking pricing and congestion and road pricing; policies to support transportation management incentive programs to reduce vehicle trips or travel and expand transit use, such as vanpool programs, ridesharing, transit fare subsidies, and bicycle facilities; new or expanded transportation infrastructure projects to facilitate public transit, micromobility, car sharing, bicycle, and pedestrian modes; and activities to encourage mode shift from private vehicles to walking, biking, and public transportation.</p> <p>GO Alex campaigns and initiatives that promote mode-shift and enhance mobility, such as travel trainings, Bike to Work Day, and related marketing may be eligible for funding through this grant. The CPRGP <u>does not require applicants to provide matching funds</u> to federal funds provided through the program.</p>

Agency/Program	Type	Description
<p>FHWA Carbon Reduction Program (CRP)</p>	<p>Discretionary</p>	<p>One of many new initiatives created through the Bipartisan Infrastructure Law (BIL) also known as the Infrastructure Investment &amp; Jobs Act (IIJA), the CRP aims to reduce transportation emissions through the development of state carbon reduction strategies and by funding projects designed to reduce transportation emissions. CRP funding can be used anywhere in the state and is sub-allocated to communities all the way down to populations of 5,000. Eligible activities include projects or strategies to support congestion pricing, shifting transportation demand to nonpeak hours or other transportation modes, increasing vehicle occupancy rates, or reducing demand for roads, and travel demand strategies and programs.</p> <p>GO Alex behavior change campaigns, related marketing, and development of a dashboard to monitor non-SOV trips and other congestion-reduction metrics could be eligible under the CRP. In accordance with 23 U.S.C 120, federal funding from this program is payable to 80 percent for any project other than a project on the Interstate System, for which federal funding is payable to 90 percent.</p>
<p>State and Local Programs</p>		
<p>NoVA Transportation Commission Commuter Choice</p>	<p>Discretionary</p>	<p>Commuter Choice projects benefit Express Lanes toll payers by expanding travel options and helping more people move more efficiently through the I-66 and I-395/95 corridors, thereby lessening congestion and supporting reliable travel speeds. Local jurisdictions and transit agencies can apply for projects that meet at least one of the program goals. TDM efforts with unspecified origins and destinations are included in the approved project categories as a “medium” priority project. These funds can be used for TDM operations but can only support new or expanded efforts; funds may not be used to supplant other funding for an existing service or program.</p> <p>The Commuter Choice program does not have a funding match requirement (outside of fare revenue); however, the application and attachments should indicate all potential and committed funding sources related to the development of the project. Additionally, Commuter Choice funds do not serve as a local match</p>

Agency/Program	Type	Description
		<p>for other Commonwealth of Virginia funding programs but can be used for federal funding program match requirements.</p> <p>New or expanded GO Alex campaigns such as an Enhanced E-Bike program could be eligible projects for this funding.</p>
DRPT MERIT Grant Program – Technical Assistance	Discretionary	<p>DRPT’s technical assistance grant program support studies, plans, research, data collection, and evaluation projects to help improve, justify, and evaluate public transportation or commuter assistance services. This includes providing technical analysis and guidance on operations, service delivery, customer service, expansions of service, and program delivery.</p> <p>The grant supports planning or technical assistance to help improve or initiate public transportation or TDM-related services. Eligible TDM-related projects include commuter assistance program feasibility studies, operations analysis, strategic plans, marketing and promotional plans, procurement assistance, technology research and plans, and vanpool program feasibility studies. The Technical Assistance program requires a fifty percent match from non-state funds. If the applicant is using agency-controlled federal funds as a match, they must provide a minimum of four percent local match.</p> <p>GO Alex will apply for this grant in FY30 and use it throughout FY31 to develop the GO Alex FY32-36 Strategic Plan.</p>
<u>VDOT SMART SCALE</u>	Discretionary	<p>SMART SCALE is a process that helps Virginia meet its most critical transportation needs using limited tax dollars. It evaluates potential transportation projects based on key factors like how they improve safety, reduce congestion, increase accessibility, contribute to economic development, promote efficient land use, and affect the environment. Highway, transit, rail, road, safety improvements, operational improvements, and TDM projects are all considered for SMART SCALE funding. Specifically, TDM programs such as vanpool, carpool, trip reduction programs, and park and rides, are all included within SMART SCALE. There do not appear to be any local match requirements for SMART SCALE funding.</p>

<i>Agency/Program</i>	<i>Type</i>	<i>Description</i>
		Traditionally, SMART SCALE funding has been used by the City for large construction projects. It may be an option for TDM projects, but it is unlikely for GO Alex to pursue this funding option given other City priorities.
MWCOG Enhanced Mobility Program	Competitive	<p>The National Capital Region Transportation Planning Board (TPB), with the Metropolitan Washington Council of Governments (COG) acting as administrative agent, is the designated recipient for the Federal Transit Administration's (FTA's) Enhanced Mobility of Seniors and Individuals with Disabilities Program (FTA 5310) for the Washington, DC-VA-MD Urbanized Area. The TPB solicits Enhanced Mobility grant applications every two years. A local match of twenty percent of total Capital costs and fifty percent of total Operating costs is required to utilize Enhanced Mobility grant funds.</p> <p>GO Alex's Travel Training intent to teach people with disabilities and older adults how to access and use transportation services aligns as a priority project for the MWCOG Enhanced Mobility program.</p>

Partnership Opportunities		
<i>Organization</i>	<i>Partnership Opportunities</i>	<i>Description</i>
Large Employers	GO Alex could partner with large employers for campaigns, marketing, and tourism transportation. Opportunities to partner for events and campaigns include Bike to Work Day, Travel Trainings, and Walk to School Fridays.	There are several employers with headquarters and large office locations in Alexandria with whom GO Alex could partner with to provide services to employees, residents, and visitors in the City.

<p>The Community Foundation for Northern Virginia, Environment Fund</p>	<p>GO Alex may be able to fund campaigns such as Travel Trainings, Bike to Work Day, and other commuter initiatives that support businesses in Alexandria.</p>	<p>GO Alex could partner with The Community Foundation for Northern Virginia. Specifically, their Environment Fund, which is awarded annually to support actions that benefit the environmental and economic health in the region.</p>
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## Appendix E. Grant Activity Details

Table 24: Activity by Target Customer and Goals

Grant Activity	Target Customer							Goals		
	Live				Work		Visit			
	Students	Everyday Trips	Wannabe Car-Light Households	New Residents Near Transit	Large Alexandria Employers	Regional Commuters	Visitors & Tourists	Inform & Educate	Enhance & Invest	Prove & Celebrate
<b>Training &amp; Education</b>										
Middle School Transit Education	X		X					X	X	
Travel Training	X	X	X	X				X	X	
Youth Learn-to-Bike	X		X					X	X	
Learn-to-Ride: Adult & Commuter Biking Classes		X	X	X		X		X	X	
Capital Bikeshare Education for Teens	X		X					X	X	
Capital Bikeshare Training for Adults		X	X	X		X	X	X	X	
<b>Incentives</b>										
Power Up: e-Bike Incentive Program		X	X		X	X			X	X
SmartBenefits					X	X		X	X	

Grant Activity	Target Customer						Goals			
	Live			Work		Visit				
	Students	Everyday Trips	Wannabe Car-Light Households	New Residents Near Transit	Large Alexandria Employers	Regional Commuters	Visitors & Tourists	Inform & Educate	Enhance & Invest	Prove & Celebrate
SmartBenefits HOME			X	X				X	X	
SmartBenefits Plu\$50 Incentive Program				X	X	X			X	
Ride Ready	X	X	X				X	X	X	X
Regional Commuter Incentive & Reward Programs					X	X			X	X
<b>Events and Outreach</b>										
Bike buses	X		X					X	X	X
Bike to Work Day	X		X	X	X	X		X	X	X
Operation Illumination	X	X		X		X	X	X	X	
Regional Commuter Competition and Events	X		X		X	X		X		X
Roll and Park: Bike and Scooter Valet at City events			X	X			X		X	X

Grant Activity	Target Customer							Goals		
	Live				Work		Visit			
	Students	Everyday Trips	Wannabe Car-Light Households	New Residents Near Transit	Large Alexandria Employers	Regional Commuters	Visitors & Tourists	Inform & Educate	Enhance & Invest	Prove & Celebrate
GO Alex Mobility Stations	X	X	X		X		X	X	X	
Employer Engagement					X	X		X	X	
Residential Engagement	X	X	X	X			X	X	X	
<b>Pilot Programs</b>										
e-Bike Lending Library		X	X	X				X	X	X
Water Taxi Study			X	X	X	X	X	X	X	X
<b>Recognition and Celebration</b>										
Best Workplaces for Commuters – Employers, Residential, Universities and Colleges		X	X	X	X	X			X	X
MWCOG Employer Awards					X	X				X
Eco-City Homes & Business Recognition		X	X	X				X		X

Grant Activity	Target Customer						Goals			
	Live			Work		Visit	Goals			
	Students	Everyday Trips	Wannabe Car-Light Households	New Residents Near Transit	Large Alexandria Employers	Regional Commuters	Visitors & Tourists	Inform & Educate	Enhance & Invest	Prove & Celebrate
The League of American Bicyclist Rating	X	X	X						X	X
GO Alex Yard Signs		X	X	X			X		X	X

Table 25: Grant Activity by Goals and Metrics

Grant Activity	Goals			Metrics		
	Inform & Educate	Enhance & Invest	Prove & Celebrate	Inform & Educate	Enhance & Invest	Prove & Celebrate
<b>Training &amp; Education</b>				<b>Number of trained individuals</b>	<b>Name the strategic partner and geographic location utilized</b>	<b>Number of annual memberships earned through class completion</b>
Middle School Transit Education	X	X		Table each school site three times each and at different times	Number of Smartrip cards distributed	
Travel Training	X	X		Number of trained individuals	Name the strategic partner and geographic location utilized	
Youth Learn-to-Bike	X	X		Number of trained individuals	Name the strategic partner and geographic location utilized	
Learn-to-Ride: Adult & Commuter Biking Classes	X	X		Number of trained individuals	Name the strategic partner and geographic location utilized	

Grant Activity	Goals			Metrics		
	Inform & Educate	Enhance & Invest	Prove & Celebrate	Inform & Educate	Enhance & Invest	Prove & Celebrate
Capital Bikeshare Education for Teens	X	X		Number of trained individuals	Name the strategic partner and geographic location utilized	
Capital Bikeshare Training for Adults	X	X		Number of trained individuals	Name the strategic partner and geographic location utilized	
<b>Incentives</b>				<b>Number of sign-ups/items provided</b>	<b>Baseline demand prior to finalizing a program for the FY Number of applicants per program Year-over-year program utilization Economies of scale captured versus nominal costs</b>	<b>Number of redeemed incentives Number of customer and strategic partnership success stories captured</b>
Power Up: e-Bike Incentive Program		X	X		Baseline demand prior to finalizing a program for the FY Number of applicants per program Compare economies of scale savings captured versus nominal cost	Number of customers redeeming e-bike incentives Number of customer and strategic partnership success stories captured
SmartBenefits	X	X		Number of new employers signed up	Survey employers on year over year usage (people, costs, transportation allocation, etc.)	

Grant Activity	Goals			Metrics		
	Inform & Educate	Enhance & Invest	Prove & Celebrate	Inform & Educate	Enhance & Invest	Prove & Celebrate
SmartBenefits HOME	X	X		Number of new residential sites signed up	Baseline demand prior to finalizing a program for the FY Number of applicants per program Compare economies of scale savings captured versus nominal cost	
SmartBenefits Plu\$50 Incentive Program		X			Survey employers on year over year usage (people, costs, transportation allocation, etc.)	
Ride Ready	X	X	X	Number of items provided per event	Baseline demand prior to finalizing a program for the FY Compare economies of scale savings captured versus nominal cost	Number of Ride Ready customer success stories shared
Regional Commuter Incentive & Reward Programs		X	X		Number of Alexandrian commuters registered, and active on regional programs	Annual and monthly value of rewards received by Alexandrian commuters
<b>Events and Outreach</b>				<b>Number of engagements Geographic location utilization</b>	<b>Number of items provided Year-over-year service utilization</b>	<b>Baseline demand prior to event Measure the activity's reach Number of success stories captured</b>
Bike buses	X	X	X	Number of bike buses supported Geographic location of existing and missing bike buses	Number of safety items provided to bike buses	Measuring the reach (through direct audience tracking) of bike bus success stories
Bike to Work Day	X	X	X	Number of registrations and attendees at City Hall pit stop and others	Number of Alexandria partners collaborating and pushing the same message	Number of BTWD attendee success stories captured

Grant Activity	Goals			Metrics		
	Inform & Educate	Enhance & Invest	Prove & Celebrate	Inform & Educate	Enhance & Invest	Prove & Celebrate
Operation Illumination	X	X		Number of engagements	Number of safety items provided	
Regional Commuter Competition and Events	X		X	Number of registered Alexandrian commuters Number of registered Alexandrian employers		Value of rewards received by Alexandrian commuters
Roll and Park: Bike and Scooter Valet at City events		X	X		Number of specific community partners informed about each service offerings	Baseline demand prior to event
GO Alex Mobility Stations	X	X		Number of engagements	Number of strategic partner events leveraged	
Employer Engagement	X	X		Number of employers engaged	Number of employers utilizing GO Alex's services year over year	
Residential Engagement	X	X		Number of community organization engaged	Number of community organizations using GO Alex services year over year	
<b>Pilot Programs</b>				<b>Development of program</b>	<b>Implement program</b>	<b>Promote program &amp; number of participants</b>
e-Bike Lending Library	X	X	X	Develop lending library program	Implement program	Promote program & number of participants
Water Taxi Study	X	X	X	Complete Study	Implement study/pilot program	Promote program & number of participants
<b>Recognition and Celebration</b>				<b>Number of Participants in the Program</b>	<b>Achieve the recognition</b>	<b>Number of awards acquired</b>
Best Workplaces for Commuters – Employers, Residential, Universities and Colleges		X	X		Achieve the recognition	Number of BWC awards

Grant Activity	Goals			Metrics		
	Inform & Educate	Enhance & Invest	Prove & Celebrate	Inform & Educate	Enhance & Invest	Prove & Celebrate
MWCOG Employer Awards			X			Number of Alexandria employers who are awarded
Eco-City Homes & Business Recognition	X		X	Number of Participants in the Program		Sharing the number of participants
The League of American Bicyclist Rating		X	X		Apply for increased rating	Increase League Rating to Gold
GO Alex Yard Signs		X	X		Design GO Alex Yard signs and plan for implementing	Number of Signs installed
<b>Marketing</b>				<b>Number of target customer engagements compared to material created</b>	<b>Number of marketing channels deployed with strategic partnerships</b>	<b>Number of success stories viewed by a significant mass of target customers</b>
Specific Campaigns	X		X	Number of campaigns		number of website hits following campaign
Printed Materials	X		X	Number of materials printed		number of website hits following printed material distribution
Advertising	X		X	number of advertising outlets		number of website hits following advertisement
Social Media	X		X	number of social media posts		number of social media interactions

Table 26 Implementation years and Grant Sources for Grant Activity

Grant Activity	Grant source	Operational Focus Year				
		2027	2028	2029	2030	2031
<b>Training &amp; Education</b>						
Middle School Transit Education	TRIP	X	X	X		
Travel Training	Enhanced Mobility	X	X	X	X	X
Youth Learn-to-Bike	CMAQ/RSTP	X	X	X	X	X
Learn-to-Ride: Adult & Commuter Biking Classes	CAP		X	X	X	X
Capital Bikeshare Education for Teens	FY29 - DRPT Project FY30 - CMAQ/RSTP			X	X	X
Capital Bikeshare Training for Adults	FY29 - DRPT Project FY30 - CMAQ/RSTP			X	X	X
<b>Incentives</b>						
Power Up: e-Bike Incentive Program	FY28 - DRPT Project FY29 - CMAQ/RSTP		X	X	X	X
SmartBenefits	FY27 - CMAQ/RSTP FY28 - DRPT Employer Trip Reduction	X	X	X	X	X
SmartBenefits HOME	CMAQ/RSTP	X	X	X	X	X
SmartBenefits Plu\$50 Incentive Program	FY27 - CMAQ/RSTP FY28 - DRPT Employer Trip Reduction	X	X	X	X	X
Ride Ready	CMAQ/RSTP	X	X	X	X	X
Regional Commuter Incentive & Reward Programs	All	X	X	X	X	X

Grant Activity	Grant source	Operational Focus Year				
		2027	2028	2029	2030	2031
<b>Events and Outreach</b>						
Bike buses	CAP	X	X	X	X	X
Bike to Work Day	CAP	X	X	X	X	X
Operation Illumination	CAP	X	X	X	X	X
Regional Commuter Competition and Events	FY27 - CMAQ/RSTP FY28 - DRPT Employer Trip Reduction	X	X	X	X	X
Roll and Park: Bike and Scooter Valet at City events	CMAQ/RSTP	X	X	X	X	X
GO Alex Mobility Stations	All	X	X	X	X	X
Employer Engagement	FY27 - CMAQ/RSTP FY28 - DRPT Employer Trip Reduction	X	X	X	X	X
Residential Engagement	CMAQ/RSTP	X				
<b>Pilot Programs</b>						
e-Bike Lending Library	CMAQ/RSTP	X	X	X	X	X
Water Taxi Study	CMAQ/RSTP	X	X	X	X	X
<b>Recognition and Celebration</b>						
Best Workplaces for Commuters – Employers, Residential, Universities and Colleges	CMAQ/RSTP	X	X	X	X	X
MWCOG Employer Awards	FY27 - CMAQ/RSTP FY28 - DRPT Employer Trip Reduction	X	X	X	X	X

Grant Activity	Grant source	Operational Focus Year				
		2027	2028	2029	2030	2031
Eco-City Homes & Business Recognition	CMAQ/RSTP	X	X	X	X	X
The League of American Bicyclist Rating	CMAQ/RSTP	X				
GO Alex Yard Signs	CMAQ/RSTP	X	X	X	X	X
<b>Marketing</b>						
Specific Campaigns	CAP/CMAQ	X	X	X	X	X
Printed Materials	CAP/CMAQ	X	X	X	X	X
Advertising	CAP/CMAQ	X	X	X	X	X
Social Media	CAP/CMAQ	X	X	X	X	X
<b>Administrative</b>						
Staff Salaries and Benefits	All	X	X	X	X	X
	City	X	X	X	X	X
	CAP	X	X	X	X	X
	VDOT EO	X	X	X	X	X
	CMAQ	X	X	X	X	X
Technology	CAP/CMAQ	X	X	X	X	X
Ridematching and Commute Planning	CAP	X	X	X	X	X
MWCOG & Regional TDM Participation	CAP	X	X	X	X	X
TDM Conferences	CAP	X	X	X	X	X
Grant Management	All	X	X	X	X	X
FY32-36 Strategic Plan	Technical Assistance				X	

## **1. Welcome**

A meeting of the Board of Directors of the Alexandria Transit Company was held at 5:30 pm on Wednesday, May 13, 2026, at the Charles Beatley Central Library. A recording of the meeting was made and is available upon request.

Board members present: David Kaplan, Matt Harris, Ajashu Thomas, Jesse O'Connell, Arish Gajjar, Jamaal Schoby, Praveen Kathpal, Arthur Wicks

Board members absent: Hillary Orr, Kursten Phelps, Kevin Greenlief

Staff members present: Josh Baker, Beth Reveles, Kato Carter, Michael Randolph, Raymond Mui, Stevie Mathews, John Jones, Stephanie Salzone, Yvonne Jung, Joseph Quansah, Brent Reutter, Jordan Exantus

Other attendees: Deborah Kane

- a. Call to Order**
- b. Attendance**
- c. Welcome and Introductions**

Chair David Kaplan welcomed everyone and called the meeting to order at 5:34 pm. A quorum was reached at that time.

## **2. Public Hearing: FY 2027 Budget**

Chair Kaplan announced the public hearing on the proposed FY 2027 budget. He stated that Public Comment would be combined with the Public Hearing portion of the meeting. As there were no speakers, the Chair closed public comment at 5:35 pm.

## **3. Collaboration and Engagement**

### **a. Chairs Report**

Chair Kaplan reminded the Board that the DASH Advisory Committee (DAC) would be attending the June Board meeting to give a presentation on some of the work they are doing. They are interested in receiving feedback from the Board to determine how they can be most effective.

Mr. Kaplan reached out to Councilman Chapman with possible suggestions regarding how the Board slate is voted on during future stockholders' meetings and is awaiting his response.

### **i. ATC Officer Candidates**

Matt Harris introduced the Slate of Officers. Mr. Harris called for a motion to approve the Slate of Officers. A motion was made by Ajashu Thomas and seconded by Jamaal Schoby. There was no further discussion, and the motion carried.

**b. T&ES Report**

Transit Program Manager Jordan Exantus was available to answer questions from the Board regarding T&ES Deputy Director Hillary Orr's written report which was shared with the Board in advance of the meeting.

**NVTA Letter of Support**

Chair Kaplan called for a motion to approve the letter of support. A motion was made by Jesse O'Connell and seconded by Matt Harris. There was no further discussion, and the motion carried.

**c. Other Member Reports**

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

**4. Regular Business**

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

The Chair called for a motion to approve the April meeting minutes and asked if there were any corrections, revisions, or amendments. A motion was made by Arish Gajjar and seconded by Praveen Kathpal to approve the minutes. There was no further discussion, and the motion carried.

**b. Review of Financials**

General Manager Josh Baker reviewed CFO Edward Ryder's financial report and answered questions. The report was provided to the Board in advance of the meeting.

**5. Action Items**

**a. Consideration of Approval: FY 2027 ATSP**

**Action:** Consideration of Approval

Director of Planning & Scheduling Stevie Mathews reviewed the ATSP report which was shared with the Board in advance of the meeting.

Regarding Table 4-3, Praveen Kathpal asked about the FY26/27 column number of 18 electric expansion buses and why it differed from the table presented in February which indicated four buses. CIDO Raymond Mui stated that it may be erroneous and that he would investigate and get back to the Board with the correct number.

As Staff needs to make a correction(s) to Table 4-3, approval of the ATSP has been deferred to the June Board meeting.

Ajashu Thomas asked for the survey's breakdown of the number of respondents for the five different languages. Director for Marketing & Public Outreach Camila Olivares will follow-up and provide specific numbers.

**6. Staff Reports**

**a. General Managers Report**

**b. Ridership Report**

Ms. Mathews reviewed the ridership report which was shared with the Board in advance of the meeting.

**i. Community Activities Update**

General Manager Josh Baker reviewed DASH's recent community activities which were provided to the Board in advance of the meeting.

**7. Executive Session**

Consideration of Convening an Executive Session for the Purpose of Discussing Matters pursuant to Section 2.2-3711 (A6 and A7) of the Code of Virginia.

A motion was offered by Matt Harris and seconded by Jesse O'Connell to enter Executive Session pursuant to Section 2.2-3711 (A1) of the Code of Virginia. A vote was called, and the motion was approved unanimously.

At the conclusion of the Executive Session, a motion was offered by Matt Harris and seconded by Jesse O'Connell to reconvene the public meeting. A vote was called, and the motion was approved unanimously.

A motion was offered by Matt Harris and seconded by Jesse O'Connell to certify what was discussed during the Executive Session was pursuant to Section 2.2-3711 (A1) of the Code of Virginia. A vote was called, and the motion was approved unanimously.

**8. Adjournment**

The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for June 10, 2026, at 5:30 pm at the DASH Facility

## Alexandria Transit Company (DASH) Financial Update

### Financial Results Through the Month Ending April 30, 2026 (Month 10)

This report provides the financial results through 10 months of Fiscal Year 2026.

With 10 months of the fiscal year now complete, DASH's year-end financial forecast projects a **balanced result**. While fuel market volatility remains a key risk factor, staff continues to utilize targeted cost-containment measures across departments to curb non-essential spending. These cost-control measures are being taken in a manner to ensure that service quality and reliability remain unaffected for DASH riders.

- **Key Highlights:**

- **Fuel Costs** continue to trend above budget and represent the most significant external pressure on the current forecast.
- As referenced in the May Board Report, **Self-Insurance Reserves** are projected to provide a key offset to the previously projected year-end deficit. Claims activity continues to remain below budgeted premium equivalents. If this holds through year-end, DASH will be able to recognize a portion of these reserves to achieve a balanced year-end result. Any remaining reserves will be carried forward to FY2027 to help mitigate future unanticipated cost pressures.

**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Month Ending April 30, 2026**  
*With Application of I-395 Reimbursements*

Description	Jul	Aug*	Sep	Oct	Nov	Dec	Jan*	Feb	Mar	Apr	May	Jun	FY 26 Projected	FY26 Budget	Variance
<b>REVENUE</b>															
Other Charter Revenue	5,126	-	22,057	7,374	2,292	1,407	2,003	256	3,995	8,724	8,754	8,754	70,742	175,000	(104,258)
Advertising Revenue	10,000	-	42,061	12,514	19,920	12,555	-	45,053	35,327	12,729	-	-	190,158	160,000	30,158
DASH Merchandise Sales	110	51	387	668	2,354	420	564	-	50	98	-	-	4,703	-	4,703
Miscellaneous Revenue	11,630	-	7,979	693	-	1,498	-	20	76	69,730	13,249	5,000	109,874	60,000	49,874
<b>TOTAL OPERATING REVENUE</b>	<b>26,866</b>	<b>51</b>	<b>72,484</b>	<b>21,248</b>	<b>24,565</b>	<b>15,880</b>	<b>2,568</b>	<b>45,329</b>	<b>39,447</b>	<b>91,281</b>	<b>22,003</b>	<b>13,754</b>	<b>375,477</b>	<b>395,000</b>	<b>(19,523)</b>
CITY Contribution - DASH	3,072,452	3,072,452	3,072,452	3,072,452	3,072,452	3,072,452	3,032,452	3,032,452	3,032,452	3,032,452	3,032,452	3,032,445	36,629,417	36,629,417	-
Line 32 Enhancement One-Time Funding	-	-	-	-	-	-	240,000	-	-	-	-	-	240,000	240,000	-
<b>TOTAL REVENUE</b>	<b>3,099,318</b>	<b>3,072,503</b>	<b>3,144,936</b>	<b>3,093,700</b>	<b>3,097,017</b>	<b>3,088,332</b>	<b>3,035,020</b>	<b>3,077,781</b>	<b>3,071,899</b>	<b>3,123,733</b>	<b>3,054,455</b>	<b>3,046,199</b>	<b>37,244,894</b>	<b>37,264,417</b>	<b>(19,523)</b>
<b>OPERATING EXPENDITURES</b>															
<b>OPERATIONS</b>															
Wages - O	478,263	1,678,679	1,036,943	1,081,586	1,003,854	973,118	1,106,878	1,089,867	1,024,279	1,115,279	1,098,502	1,312,054	12,999,302	14,188,232	1,188,930
Overtime - O	66,831	295,352	152,857	144,262	150,759	133,572	133,311	81,091	83,566	103,707	89,445	125,451	1,560,203	1,430,864	(129,339)
Fringe Benefits - O	185,484	265,773	204,181	285,153	213,310	266,601	174,652	144,181	120,271	342,498	146,648	(260,552)	2,088,200	2,501,275	413,075
Payroll Taxes - O	42,049	150,306	91,639	94,700	89,011	86,182	99,126	91,589	85,572	93,283	89,096	107,813	1,120,366	1,171,110	50,744
Retirement Contributions - O	43,788	156,025	93,308	93,865	86,287	83,519	110,662	90,874	86,680	96,575	95,036	115,000	1,151,619	1,224,760	73,141
<b>Total Operations Personnel</b>	<b>816,416</b>	<b>2,546,135</b>	<b>1,578,928</b>	<b>1,699,566</b>	<b>1,543,220</b>	<b>1,542,991</b>	<b>1,624,627</b>	<b>1,497,602</b>	<b>1,400,368</b>	<b>1,751,343</b>	<b>1,518,727</b>	<b>1,399,767</b>	<b>18,919,689</b>	<b>20,516,241</b>	<b>1,596,552</b>
Operating Materials and Supplies	1,560	1,601	11,500	19,297	(22,601)	3,046	8,255	362	1,068	7,000	3,246	3,246	37,579	38,950	1,371
Operator Training	7,327	1,830	1,970	3,450	2,799	3,945	2,636	2,517	3,673	2,529	3,208	3,208	39,094	38,500	(594)
Training and Travel - O	4,592	1,917	3,332	802	3,661	2,924	6,233	2,797	6,244	4,641	3,963	3,963	45,067	47,550	2,483
<b>TOTAL OPERATIONS EXPENDITURES</b>	<b>829,895</b>	<b>2,551,483</b>	<b>1,595,730</b>	<b>1,723,115</b>	<b>1,527,079</b>	<b>1,552,905</b>	<b>1,641,751</b>	<b>1,503,278</b>	<b>1,411,353</b>	<b>1,765,513</b>	<b>1,529,144</b>	<b>1,410,184</b>	<b>19,041,429</b>	<b>20,641,241</b>	<b>1,599,812</b>
<b>MAINTENANCE</b>															
Wages - M	116,050	364,479	218,305	234,611	233,305	241,199	373,611	234,358	246,650	252,178	242,720	302,555	3,060,019	3,583,000	522,981
Overtime - M	2,951	9,230	7,767	9,534	10,919	11,379	14,008	7,289	10,124	9,768	9,946	10,414	113,330	150,700	37,370
Fringe Benefits - M	10,407	65,452	35,435	67,720	39,621	64,409	55,235	9,942	7,947	105,671	32,650	32,650	527,138	391,800	(135,338)
Payroll Taxes - M	8,116	27,967	17,048	18,430	19,062	19,062	29,251	18,219	19,376	19,764	19,329	23,942	238,940	281,500	42,560
Retirement Contributions - M	7,167	21,542	14,695	15,652	15,142	16,512	26,855	16,252	16,281	26,680	20,213	25,038	222,031	294,400	72,369
<b>Total Maintenance Personnel</b>	<b>144,691</b>	<b>488,670</b>	<b>293,250</b>	<b>345,948</b>	<b>317,422</b>	<b>352,561</b>	<b>498,959</b>	<b>286,060</b>	<b>300,377</b>	<b>414,062</b>	<b>324,859</b>	<b>394,599</b>	<b>4,161,457</b>	<b>4,701,400</b>	<b>539,943</b>
Fuel & Lubricants	204,688	165,014	173,155	166,272	145,870	164,288	138,884	165,927	239,510	252,915	189,288	164,147	2,169,956	2,291,938	121,982
Repair Parts & Supplies	143,698	170,648	154,761	175,127	53,588	401,451	180,498	153,434	181,652	197,469	138,049	138,049	2,188,424	1,656,586	(531,838)
Maintenance Services	47,046	34,871	76,671	120,313	378,570	293,836	255,100	111,361	263,858	202,620	88,957	38,425	1,911,627	341,100	(1,570,527)
Training and Travel - M	1,164	50	1,403	7,733	1,886	(8,764)	856	-	6,349	10,366	1,667	1,667	24,376	20,000	(4,376)
<b>TOTAL MAINTENANCE EXPENDITURES</b>	<b>541,287</b>	<b>859,254</b>	<b>699,241</b>	<b>815,393</b>	<b>897,335</b>	<b>1,203,372</b>	<b>1,074,297</b>	<b>816,781</b>	<b>991,746</b>	<b>1,077,432</b>	<b>742,819</b>	<b>736,886</b>	<b>10,455,841</b>	<b>9,011,024</b>	<b>(1,444,817)</b>
<b>ADMINISTRATION</b>															
Wages - A	99,204	341,470	218,777	220,506	208,366	239,486	280,462	244,006	218,218	220,677	226,457	268,555	2,786,183	3,033,300	247,117
Fringe Benefits - A	21,208	56,148	37,902	60,204	(2,169)	83,816	31,305	15,208	14,713	78,844	26,824	37,902	461,906	321,890	(140,016)
Payroll Taxes - A	7,421	25,560	16,369	16,488	15,334	16,966	23,426	16,745	16,335	16,628	16,984	20,142	208,398	231,800	23,402
Retirement Contributions - A	8,325	25,656	16,708	18,299	16,925	17,140	22,994	15,065	17,422	22,935	18,117	21,484	221,069	243,000	21,931
Facilities Maintenance (Personnel)	22,859	74,594	43,556	45,282	39,646	44,633	54,973	46,147	42,634	49,629	40,084	47,716	551,753	508,700	(43,053)
<b>Total Administrative Personnel</b>	<b>159,017</b>	<b>523,428</b>	<b>333,311</b>	<b>360,778</b>	<b>278,102</b>	<b>402,041</b>	<b>413,160</b>	<b>337,171</b>	<b>309,323</b>	<b>388,713</b>	<b>328,466</b>	<b>395,799</b>	<b>4,229,309</b>	<b>4,338,690</b>	<b>109,381</b>
Facilities Maintenance (Non-Personnel)	19,949	46,025	25,229	32,796	41,225	42,721	50,022	37,510	24,731	97,702	10,997	14,917	443,822	287,000	(156,822)
Insurance	81,422	81,422	81,422	81,942	87,812	87,812	87,812	87,822	81,412	81,412	81,412	81,412	1,003,124	895,635	(107,489)
Professional Services	172,855	9,659	112,909	68,752	157,466	107,478	153,435	56,160	109,111	40,396	39,488	45,369	1,073,078	975,700	(97,378)
Utilities	29,972	29,520	28,867	26,801	35,228	39,832	42,407	44,698	37,611	30,300	32,000	33,000	410,235	471,094	60,859
Telecommunications	9,393	9,573	9,916	9,602	9,191	10,335	13,660	5,784	9,143	13,488	9,667	9,667	119,418	116,000	(3,418)
Printing & Advertising	4,817	14,833	963	10,260	(5,389)	-	(417)	10,671	1,628	3,961	4,208	3,208	48,743	50,500	1,757
Training, Travel, Events	11,785	9,708	4,217	6,666	5,107	1,355	8,929	17,386	3,884	4,009	2,500	2,500	78,047	62,150	(15,897)
Office Equipment and Supplies	21,441	4,848	24,571	10,216	7,484	11,392	3,465	6,774	11,959	4,437	5,605	5,605	117,797	126,400	8,603
Employee Recognition	-	4,450	2,136	8,514	10,008	13,342	(516)	3,149	8,572	2,733	4,957	-	57,345	59,483	2,138
Dues and Subscriptions	2,334	1,668	1,399	1,511	1,977	2,531	2,644	2,184	1,921	2,046	2,042	2,042	24,299	24,500	201
Grant Local Match	-	-	-	-	3,516	-	-	2,504	-	2,433	-	1,250	9,702	15,000	5,298
<b>TOTAL ADMIN EXPENDITURES</b>	<b>512,984</b>	<b>735,134</b>	<b>624,939</b>	<b>617,838</b>	<b>631,727</b>	<b>718,840</b>	<b>774,610</b>	<b>611,812</b>	<b>599,296</b>	<b>671,630</b>	<b>521,342</b>	<b>594,768</b>	<b>7,614,920</b>	<b>7,422,152</b>	<b>(192,768)</b>
<b>CAPITAL OUTLAYS (non-CIP)</b>															
Computer and Office Equipment	-	-	17,009	-	-	-	-	-	-	-	-	107,764	124,773	-	(124,773)
Maintenance Equipment	4,324	-	-	-	-	-	-	-	-	-	-	-	4,324	60,000	55,676
Other Equipment Investments	3,608	-	-	-	-	-	-	-	-	-	-	-	3,608	130,000	126,392
<b>TOTAL CAPITAL OUTLAYS (non-CIP)</b>	<b>7,932</b>	<b>-</b>	<b>17,009</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>107,764</b>	<b>132,704</b>	<b>190,000</b>	<b>57,296</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>1,892,097</b>	<b>4,145,871</b>	<b>2,936,919</b>	<b>3,156,346</b>	<b>3,056,141</b>	<b>3,475,117</b>	<b>3,490,658</b>	<b>2,931,871</b>	<b>3,002,394</b>	<b>3,514,574</b>	<b>2,793,304</b>	<b>2,849,602</b>	<b>37,244,894</b>	<b>37,264,417</b>	<b>19,523</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>1,207,221</b>	<b>(1,073,367)</b>	<b>208,017</b>	<b>(62,646)</b>	<b>40,876</b>	<b>(386,785)</b>	<b>(455,638)</b>	<b>145,910</b>	<b>69,505</b>	<b>(390,842)</b>	<b>261,151</b>	<b>196,597</b>	<b>-</b>	<b>(0)</b>	<b>0</b>

**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Month Ending April 30, 2026**

*Budget vs Actual*

Description	April Actuals	April Budget	Variance	YTD Actuals	YTD Forecast	Variance	FY26 Year End Projection	FY 26 Budget	Variance
<b>REVENUE</b>									
Other Charter Revenue	8,724	30,162	(21,437)	53,233	157,491	(104,258)	70,742	175,000	(104,258)
Advertising Revenue	12,729	40,000	(27,271)	190,158	160,000	30,158	190,158	160,000	30,158
DASH Merchandise Sales	98	-	98	4,703	-	4,703	4,703	-	4,703
Miscellaneous Revenue	69,730	5,000	64,730	91,625	50,000	41,625	109,874	60,000	49,874
<b>TOTAL OPERATING REVENUE</b>	<b>91,281</b>	<b>75,162</b>	<b>16,119</b>	<b>339,719</b>	<b>367,491</b>	<b>(27,772)</b>	<b>375,477</b>	<b>395,000</b>	<b>(19,523)</b>
City Contribution - DASH	3,032,452	3,072,451	(39,999)	30,564,520	30,724,514	(159,994)	36,629,417	36,629,417	-
Line 32 Enhancement One-Time Funding	-	-	-	240,000	-	240,000	240,000	240,000	-
<b>TOTAL REVENUE</b>	<b>3,123,733</b>	<b>3,147,613</b>	<b>(23,880)</b>	<b>31,144,239</b>	<b>31,092,005</b>	<b>(187,766)</b>	<b>37,244,894</b>	<b>37,264,417</b>	<b>(19,523)</b>
<b>OPERATING EXPENDITURES</b>									
<b>OPERATIONS</b>									
Wages - O	1,115,279	1,097,767	(17,512)	10,588,746	11,726,490	1,137,744	12,999,302	14,188,232	1,188,930
Overtime - O	103,707	110,536	6,829	1,345,307	1,184,877	(160,430)	1,560,203	1,430,864	(129,339)
Fringe Benefits - O	342,498	208,440	(134,059)	2,202,103	2,084,396	(117,707)	2,088,200	2,501,275	413,075
Payroll Taxes - O	93,283	90,623	(2,660)	923,457	968,030	44,574	1,120,366	1,171,110	50,744
Retirement Contributions - O	96,575	94,600	(1,975)	941,582	1,012,270	70,687	1,151,619	1,224,760	73,141
<b>Total Operations Personnel</b>	<b>1,751,343</b>	<b>1,601,965</b>	<b>(149,378)</b>	<b>16,001,195</b>	<b>16,976,062</b>	<b>974,868</b>	<b>18,919,689</b>	<b>20,516,241</b>	<b>1,596,552</b>
Operating Materials and Supplies	7,000	3,246	(3,754)	31,087	32,458	1,371	37,579	38,950	1,371
Operator Training	2,529	3,208	680	32,677	32,083	(594)	39,094	38,500	(594)
Training and Travel - O	4,641	3,963	(679)	37,142	39,625	2,483	45,067	47,550	2,483
<b>TOTAL OPERATIONS EXPENDITURES</b>	<b>1,765,513</b>	<b>1,612,382</b>	<b>(153,131)</b>	<b>16,102,101</b>	<b>17,080,229</b>	<b>978,128</b>	<b>19,041,429</b>	<b>20,641,241</b>	<b>1,599,812</b>
<b>MAINTENANCE</b>									
Wages - M	252,178	286,320	34,142	2,514,744	2,967,119	452,375	3,060,019	3,583,000	522,981
Overtime - M	9,768	11,323	1,555	92,969	123,941	30,971	113,330	150,700	37,370
Fringe Benefits - M	105,671	32,650	(73,021)	461,838	326,500	(135,338)	527,138	391,800	(135,338)
Payroll Taxes - M	19,764	22,446	2,682	195,668	233,057	37,388	238,940	281,500	42,560
Retirement Contributions - M	26,680	23,453	(3,227)	176,780	243,705	66,925	222,031	294,400	72,369
<b>Total Maintenance Personnel</b>	<b>414,062</b>	<b>376,192</b>	<b>(37,870)</b>	<b>3,442,000</b>	<b>3,894,321</b>	<b>452,321</b>	<b>4,161,457</b>	<b>4,701,400</b>	<b>539,943</b>
Fuel & Lubricants	252,915	190,995	(61,920)	1,816,521	1,909,948	93,427	2,169,956	2,291,938	121,982
Repair Parts & Supplies	197,469	138,049	(59,420)	1,912,327	1,380,488	(531,838)	2,188,424	1,656,586	(531,838)
Maintenance Services	202,620	28,425	(174,195)	1,784,245	284,250	(1,499,995)	1,911,627	341,100	(1,570,527)
Training and Travel - M	10,366	1,667	(8,699)	21,043	16,667	(4,376)	24,376	20,000	(4,376)
<b>TOTAL MAINTENANCE EXPENDITURES</b>	<b>1,077,432</b>	<b>735,328</b>	<b>(342,104)</b>	<b>8,976,136</b>	<b>7,485,674</b>	<b>(1,490,462)</b>	<b>10,455,841</b>	<b>9,011,024</b>	<b>(1,444,817)</b>
<b>ADMINISTRATION</b>									
Wages - A	220,677	236,457	15,780	2,291,171	2,501,288	210,117	2,786,183	3,033,300	247,117
Fringe Benefits - A	78,844	26,824	(52,020)	397,180	268,242	(128,938)	461,906	321,890	(140,016)
Payroll Taxes - A	16,628	18,092	1,464	171,272	191,176	19,904	208,398	231,800	23,402
Retirement Contributions - A	22,935	18,917	(4,019)	181,468	200,103	18,635	221,069	243,000	21,931
Facilities Maintenance (Personnel)	49,629	40,084	(9,545)	463,953	420,899	(43,053)	551,753	508,700	(43,053)
<b>Total Administrative Personnel</b>	<b>388,713</b>	<b>340,374</b>	<b>(48,339)</b>	<b>3,505,043</b>	<b>3,581,708</b>	<b>76,665</b>	<b>4,229,309</b>	<b>4,338,690</b>	<b>109,381</b>
Facilities Maintenance (Non-Personnel)	97,702	23,917	(73,785)	417,909	239,167	(178,742)	443,822	287,000	(156,822)
Insurance	81,412	74,636	(6,776)	840,300	746,363	(93,938)	1,003,124	895,635	(107,489)
Professional Services	40,396	81,308	40,912	988,221	813,083	(175,138)	1,073,078	975,700	(97,378)
Utilities	30,300	39,258	8,958	345,235	392,578	47,343	410,235	471,094	60,859
Telecommunications	13,488	9,667	(3,821)	100,084	96,667	(3,418)	119,418	116,000	(3,418)
Printing & Advertising	3,961	4,208	247	41,327	42,083	757	48,743	50,500	1,757
Training, Travel, Events	4,009	5,179	1,170	73,047	51,792	(21,255)	78,047	62,150	(15,897)
Office Equipment and Supplies	4,437	10,533	6,097	106,587	105,333	(1,254)	117,797	126,400	8,603
Employee Recognition	2,733	4,957	2,224	52,389	49,569	(2,819)	57,345	59,483	2,138
Dues and Subscriptions	2,046	2,042	(4)	20,215	20,417	201	24,299	24,500	201
Grant Local Match	2,433	1,250	(1,183)	8,452	12,500	4,048	9,702	15,000	5,298
<b>TOTAL ADMIN EXPENDITURES</b>	<b>671,630</b>	<b>597,329</b>	<b>(74,301)</b>	<b>6,498,810</b>	<b>6,151,260</b>	<b>(347,550)</b>	<b>7,614,920</b>	<b>7,422,152</b>	<b>(192,768)</b>
<b>CAPITAL OUTLAYS (non-CIP)</b>									
Computer and Office Equipment	-	-	-	17,009	-	(17,009)	124,773	-	(124,773)
Maintenance Equipment	-	-	-	4,324	-	(4,324)	4,324	60,000	55,676
Other Equipment Investments	-	-	-	3,608	-	(3,608)	3,608	130,000	126,392
<b>TOTAL CAPITAL OUTLAYS (non-CIP)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,940</b>	<b>-</b>	<b>(24,940)</b>	<b>132,704</b>	<b>190,000</b>	<b>57,296</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>3,514,574</b>	<b>2,945,039</b>	<b>(569,536)</b>	<b>31,601,988</b>	<b>30,717,163</b>	<b>(884,825)</b>	<b>37,244,894</b>	<b>37,264,417</b>	<b>19,523</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>(390,842)</b>	<b>202,574</b>	<b>(593,416)</b>	<b>(457,748)</b>	<b>374,842</b>	<b>(832,591)</b>	<b>-</b>	<b>(0)</b>	<b>0</b>

**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Month Ending April 30, 2026**

	Actual YTD	Budget YTD	Variance	FY26 Year End Projection	FY 26 Budget	Variance
<b>REVENUES:</b>						
Charter Revenue	53,233	157,491	(104,258)	70,742	175,000	(104,258)
Advertising Revenue	190,158	160,000	30,158	190,158	160,000	30,158
DASH Merchandise Sales	4,703	-	4,703	4,703	-	4,703
Miscellaneous Revenue	91,625	50,000	41,625	109,874	60,000	49,874
<b>Total Operating Revenue</b>	<b>339,719</b>	<b>367,491</b>	<b>(27,772)</b>	<b>375,477</b>	<b>395,000</b>	<b>(19,523)</b>
City Contribution - DASH	30,564,520	30,724,514	(159,994)	36,629,417	36,629,417	-
Line 32 Enhancement One-Time Funding	240,000	-	240,000	240,000	240,000	-
<b>Total Revenue</b>	<b>31,144,239</b>	<b>31,092,005</b>	<b>52,234</b>	<b>37,244,894</b>	<b>37,264,417</b>	<b>(19,523)</b>
<b>EXPENDITURES:</b>						
Operations	16,102,101	17,080,229	978,128	19,041,429	20,641,241	1,599,812
Maintenance	8,976,136	7,485,674	(1,490,462)	10,455,841	9,011,024	(1,444,817)
Administration	6,498,810	6,151,260	(347,550)	7,614,920	7,422,152	(192,768)
Capital Outlay	24,940	-	(24,940)	132,704	190,000	57,296
<b>Total Expenditures</b>	<b>31,601,988</b>	<b>30,717,163</b>	<b>(884,825)</b>	<b>37,244,894</b>	<b>37,264,417</b>	<b>19,523</b>
<b>Net Surplus (Deficit)</b>	<b>(457,748)</b>	<b>374,842</b>	<b>(832,591)</b>	<b>-</b>	<b>(0)</b>	<b>0</b>

**ALEXANDRIA TRANSIT COMPANY**  
**Balance Sheet as of April 30, 2026**

**ASSETS**

Cash - City of Alexandria Pooled	\$ (4,682,161)
Cash - Payroll Account	190,154
Due from Other Governments	-
Receivables	-
Prepaid Expenditures	311,205
Parts and Supplies Inventory	1,307,253
Capital Assets	76,804,637
Less: Accumulated Depreciation	<u>(46,615,950)</u>
<b>TOTAL ASSETS</b>	<b><u>\$ 27,315,138</u></b>

**LIABILITIES**

Accounts Payable	\$ 434,838
Payroll Liabilities	29,407
Accrued Vacation	1,502,318
Deferred Revenue	-
<b>Total Liabilities</b>	<b><u>\$ 1,966,563</u></b>

**NET POSITION**

Net Investment in Capital Assets	\$ 30,188,687
Unrestricted	<u>(4,840,112)</u>
<b>Total Net Position</b>	<b><u>\$ 25,348,575</u></b>

<b>TOTAL LIABILITIES AND NET POSITION</b>	<b><u>\$ 27,315,138</u></b>
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# Alexandria Transit Strategic Plan (FY 2025 – FY 2034) FY 2027 Update Addendum



Presented to ATC Board for Consideration of Approval  
June 10, 2026





FY 2027 – FY 2034 Alexandria Transit Strategic Plan (ATSP) Update Addendum  
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## 1.0 Executive Summary

The Alexandria Transit Strategic Plan (ATSP) for FY 2027 is intended to serve as a critical midpoint assessment between long-term policy commitments established in the Alexandria Transit Vision (ATV) and the operational and financial realities facing DASH today. While prior ATSP updates have outlined service improvements and system enhancements consistent with the ATV, year-over-year funding constraints have limited DASH's ability to implement those improvements at the pace originally envisioned. As a result, many initiatives have been deferred rather than delivered—effectively shifting implementation into future years with increasing cost, complexity, and operational risk.

With the ATV scheduled for full vision implementation by 2030, the FY 2027 ATSP represents a narrowing window to translate long-standing planning commitments into actionable outcomes. Continued deferral of service improvements, fleet, facility, and workforce investments compounds challenges over time. Requiring larger, more disruptive interventions later to achieve the same objectives. This dynamic not only increases capital and operating costs but also places additional strain on an already constrained workforce and limits DASH's flexibility to respond to emerging service needs.

This plan therefore places particular emphasis on aligning planning assumptions with realistic funding and staffing capacity. Rather than restating aspirational service expansions that remain unfunded, the FY 2027 ATSP focuses on preserving state of good repair, stabilizing operations, modernizing core systems, and sequencing improvements in a manner that is achievable and sustainable. Technology investments, fleet replacement strategies, and facility planning are evaluated not only for their long-term benefits, but for their ability to reduce future costs and implementation risk if advanced in the near term.

The ATSP is not intended to diminish the goals of the ATV, but to underscore the increasing challenges of achieving those goals through continued delay. Clear direction and sustained investment over the remaining ATV horizon will be necessary to avoid a growing disconnect between adopted policy and deliverable outcomes. This document is intended to support informed Board decision-making by clarifying trade-offs, highlighting the cost of inaction, and identifying the investments required to position DASH for long-term success beyond 2030.

## 2.0 Prior-Year Actions and Ongoing Initiatives

### 2.1 Introduction

The FY 2027 ATSP Addendum represents a minor update to the FY 2025 – FY 2034 Alexandria Transit Strategic Plan. This update documents progress since adoption of the FY25 ATSP and the FY26 Addendum as well as describes near-term planning priorities for the upcoming fiscal year. These updates will focus on planned service modifications (Section 3), capital improvement projects (Section 4), and the financial plan (Section 5).

The FY 2027 ATSP Addendum is subject to the same requirements for public outreach and approval by the ATC Board of Directors. A summary of the process and timeline is provided below.

Table 2-1 | FY 2027 ATSP Update Schedule

Timeline	ATSP Action
January	ATSP Draft Developed
February	Draft of ATSP presented the to Board
March	ATSP Outreach Begins
April	ATSP Outreach Concludes; Public Hearing Conducted; City Council Approves Final Budget
May	Board Considers ATSP Adoption
June	Board Considers ATSP Adoption ( <i>if needed</i> )
July	Start of the New Fiscal Year

As with prior ATSP updates, the FY 2027 Addendum is subject to public outreach and ATC Board approval. DASH Marketing and Public Engagement staff led a comprehensive outreach program to educate community members and collect feedback on the service changes outlined in the FY 2027 ATSP Addendum. This outreach included website updates, social media engagement, online surveys, bus posters, and community meetings.

All feedback has been compiled and reviewed by staff to inform potential modifications to the final FY 2027 ATSP Addendum. A summary of all outreach and comments received can be found in Appendix A of the final ATSP Addendum for ATC Board review.

### 2.2 FY26 Progress Snapshot

During FY26, DASH advanced several targeted service and operational improvements as part of the annual ATSP update process, consistent with adopted City of Alexandria FY26 Operating Budget. These actions reflect incremental progress toward the long-term network vision while recognizing ongoing constraints related to resources, fleet availability, and staffing. These advances occurred alongside a set of operational and fiscal challenges that continue to shape the pace and scale of system improvements.

## 2.3 Context and Operational Challenges

Over the past 5 years, DASH has experienced significant growth in ridership, reaching historic levels while rebounding from the COVID-19 pandemic. While this reflects the success of recent service investments and policy alignment, it has also introduced operational challenges related to maintaining service reliability, managing overcrowding, and providing sufficient frequency within resource constraints.

At the same time, DASH has continued to maintain forward momentum on the adopted ATV Vision and service profile—positioning transit as a viable lifestyle choice as opposed to being a commuter option. This work has occurred in the context of fiscal constraints at the local level, including plateauing tax revenues, which require careful balancing of service aspirations with long-term financial sustainability.

DASH has also faced increasing costs associated with service delivery. Labor, equipment, fuel and parts costs have continued to rise, and availability challenges have affected procurement and maintenance timelines. These factors have contributed to upward pressure on the cost of service delivery and require ongoing monitoring and adaptation.

As DASH advances its transition to a zero-emission fleet, workforce development and training have emerged as key challenges. DASH must ensure staff are equipped to maintain both the conventional fleet and a rapidly expanding zero-emission fleet. These challenges are compounded by a rapidly consolidating OEM market and limited training and technical support opportunities, particularly for emerging technologies.

Finally, shifts in administrative priorities and funding opportunities at the federal, state, and local levels require the agency to remain flexible and responsive. DASH continues to refine its goals and implementation strategies to align local needs and vision with evolving state and federal funding opportunities, ensuring resources are leveraged as effectively as possible.

## 2.4 Labor Contract Negotiations

During FY26, DASH also completed labor contract negotiations with the operator workforce, resulting in one year extension of the existing contract, with a 5% wage adjustment. These funds were allocated in accordance with negotiated agreements, which diminished planned efforts to improve service reliability. While these negotiations were critical to maintaining workforce stability and supporting operational capacity, they further constrained the agency's ability to implement service changes beyond those funded through the adopted FY26 budget. It is important to note that this one-year contract extension is unconventional and will put the DASH back at the negotiation table to have a full renewal completed by the end of FY27. It is anticipated that the cost of labor will rise because of this subsequent renegotiation, which will need to be accounted for starting with the FY28 budget.

## 2.5 Service Updates and Reliability Improvements

In August 2025, DASH implemented a series of service updates informed by performance data, rider feedback, public feedback, and system needs. These enhancements were funded through the City's FY26 budget and regional grant programs and are designed to improve reliability, frequency, and ease of use for riders.

Key changes included:

#### System-wide schedule optimization

This improvement included timetable adjustments on several routes to improve on-time performance and create clearer weekday versus weekend schedules.

#### Frequency improvements

Line 32 — increased midday and evening frequency to approximately every 30 minutes between Van Dorn Metro and Landmark Transit Center.

Line 34 — expanded weekend frequency from hourly to every 30 minutes.

Line 35 — additional evening trips and peak-direction service increases supported by NVTC Commuter Choice funding.

These targeted enhancements align with short-term priorities in the Alexandria Transit Vision Plan and Alexandria Transit Strategic Plan, supporting more consistent and predictable service.

## 2.6 Amenity and Stop Improvements

Alongside service adjustments, DASH and the City advanced investments in bus stop amenities and system infrastructure to improve safety and accessibility:

- Piloting solar-powered lighting at select stops to enhance rider safety.
- Initiating a bus stop rebalancing study along key corridors to evaluate stop spacing, usage, and reliability opportunities.
- Advancing King Street Bus Operations Study – Phase Two, examining options like boarding platforms and curb space prioritization to improve corridor performance.

## 2.7 Capital and Facility Progress

DASH and the City worked jointly on major service infrastructure projects such as the Phase One opening of the West Alexandria Transit Center. This facility represents the evolution of the former Landmark Transit Center, a major transfer hub for DASH and WMATA buses on the west side of the city, and a gateway to Alexandria's West End. DASH and WMATA transitioned service into phase one of this facility in the Fall of 2025. Work is continuing to transform this facility into a fully built transfer center, with full passenger amenities such as shelters. Additionally, DASH and City staff are working to implement the region's first On-Route Electric Bus Opportunity center at this site, funded by Community Project Funding sponsored by Congressman Beyer.

## 2.8 Fare-Free Policy Evaluation

In parallel with service planning, DASH continued its fare-free program funded through FY26. FY27 represents the first full fiscal year where the fare free program is fully funded by the City, as required by the

TRIP grant which funded the initial 3 years of the program. The DASH fare free framework requires an annual report of the effectiveness of the program. This is provided in Appendix B, which documents the impacts on ridership, customer access, operational efficiency, and revenue tradeoffs. Importantly, the analysis also demonstrates that reintroducing fares would entail additional capital, operating, and administrative costs associated with fare collection equipment, technology systems, cash handling, and security—costs that would offset a substantial portion of anticipated fare revenue. As a result, the evaluation reinforces that fare-free service is not only a policy choice grounded in access and equity considerations, but also one with meaningful operational and financial implications. These findings are intended to inform future fare and service discussions without implying a funded continuation of the fare-free program.

## 2.9 Looking Forward

FY26 progress establishes a pragmatic foundation for FY27, prioritizing service reliability and operational quality within existing fiscal and workforce constraints. These efforts reflect DASH’s continued commitment to aligning short-term operational realities with the long-term strategic vision outlined in the FY25 ATSP.

DASH continues to monitor and adjust service levels in response to operational realities, funding availability, and rider demand. While previous plans initially anticipated significant increases in service, budget constraints have required a more limited approach. The charts below summarize historical service, planned levels, projected service, and the FY27 budgeted baseline for platform hours (Figure 1) and platform miles (Figure 2). This provides a clear view of the scope of operations and how planned improvements compare with current expectations and budgeted service.

Figure 1 – Platform Miles as Planned versus Reality

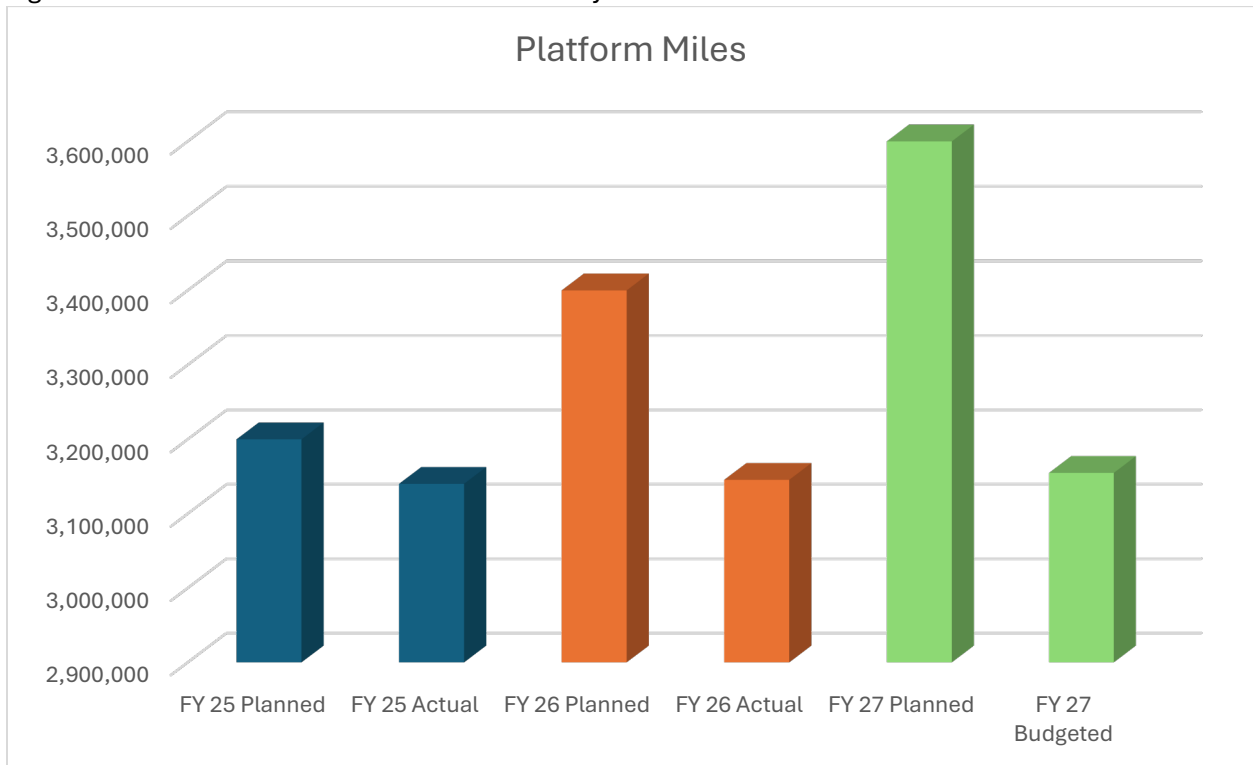
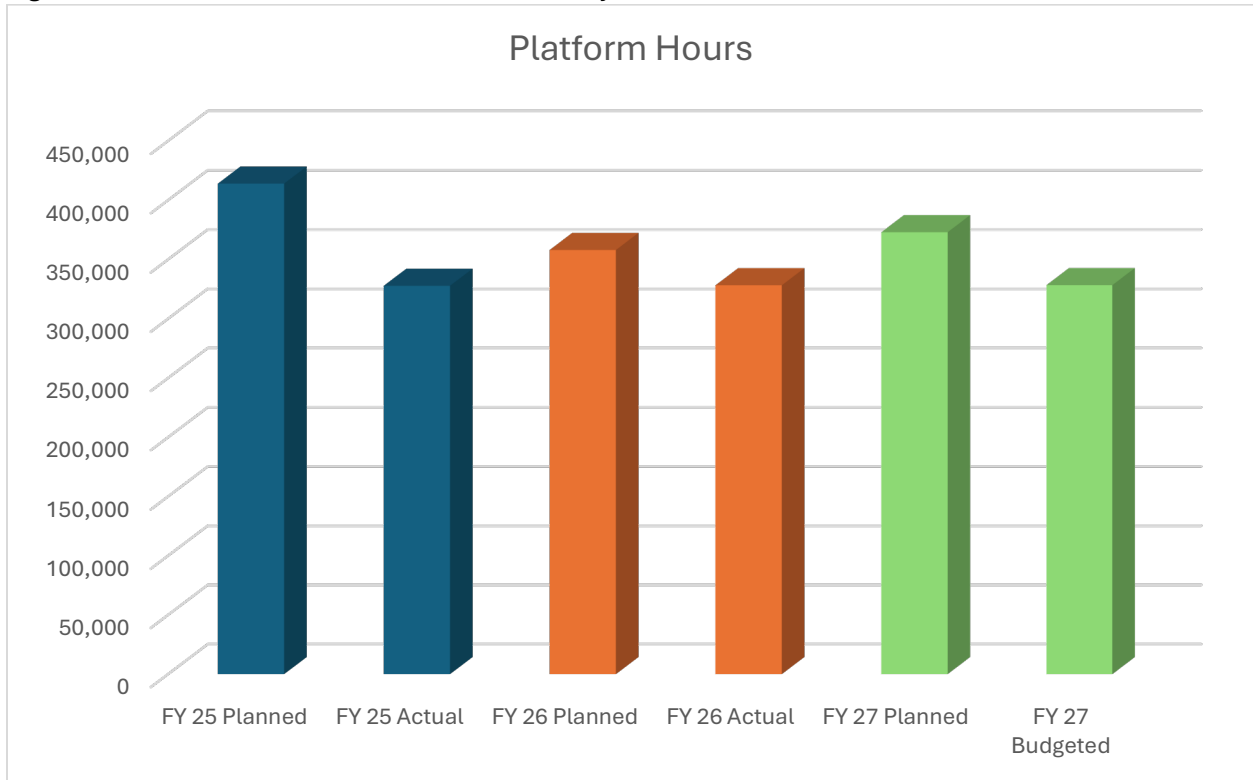


Figure 2 – Platform Hours as Planned versus Reality



These figures reflect the balance between maintaining baseline service and pursuing smaller-scale, cost-effective improvements where feasible. Planned platform hours and miles include adjustments for operational efficiency, minor service expansions, and ongoing improvements in scheduling and routing, while budgeted levels represent the baseline service that can be delivered within current fiscal constraints. Additionally, the platform miles and hours for the service improvement to the line 32 are included in the budgeted estimates for FY27.

## 3.0 Planned Improvements & Modifications for FY27

### 3.1 Overview Planning Priorities

Consistent with Board direction, DASH's near-term funding priorities remain focused on maintaining existing service levels and preserving the fare-free program. As a result, the timing and scope of service improvements described in this section are subject to availability of additional operating and capital resources. Many of the service improvements identified in the ATSP are contingent on capital investments in fleet, facilities, and technology; delays or reductions in these investments directly affect the pace at which service enhancements can be realized.

In addition to funding limitations, changes in travel behavior since the pandemic continue to affect how service needs are assessed. Many of the ridership, demand, and service impact estimates referenced in DASH planning documents—including those originating from the Alexandria Transit Vision Plan and subsequent ATSP updates—were developed during or shortly after the COVID-19 pandemic, when travel patterns differed significantly from pre-pandemic norms. Periods of sustained remote and hybrid work influenced baseline assumptions related to peak demand, trip frequency, and all-day travel behavior.

More recently, changes in workplace attendance patterns among government workers beginning in 2025 have corresponded with measurable increases in transit ridership, particularly within corridors closely connected to regional employment centers. As a result, earlier estimates may understate future demand relative to current conditions. While the FY27 ATSP continues to rely on these analyses as a consistent planning foundation, DASH recognizes the need to revisit and update key assumptions and modeling inputs as part of a future planning cycle, once travel patterns have further stabilized.

### 3.2 Planned Service Changes

Planned service changes for FY27 emphasize operational efficiency, capacity management, and reliability, in addition to a service improvement on the line 32.

#### Line 32 Service Improvement

DASH will increase Line 32 (King St. Metro – West Alexandria Transit Center) frequency to 30-minute service seven days per week using supplemental funding. This improvement brings Line 32 into alignment with DASH's minimum service standards for local routes and represents a meaningful step toward improving network consistency. Line 32 currently demonstrates solid productivity, and increasing frequency is expected to enhance its attractiveness to riders by reducing wait times and improving schedule flexibility. As a result, DASH anticipates this change will support continued ridership growth while improving overall access and reliability along the corridor.

#### Running Time Adjustments

DASH plans to optimize running times on Lines 30, 31, 35, and 36 to better reflect actual travel conditions, including traffic patterns, dwell times, and recovery needs. These adjustments are expected to improve on-time performance, reduce bus bunching, and enhance schedule reliability system-wide. By making better use of existing resources and avoiding unnecessary delays, running time optimization can also

reduce overtime and fuel costs, achieving measurable efficiency gains without additional operating expenditures.

### Capacity Improvements Using New Articulated Buses

To address crowding along high-demand corridors, DASH has deployed new articulated buses funded by Commuter Choice on Line 35 to address overcrowding issues and to expand capacity. Additional articulated buses are being planned through various projects to further grow the articulated fleet in the upcoming years. These higher-capacity vehicles allow more passengers per trip, reducing the frequency of trips required to meet demand while maintaining comfort and safety. System-wide, this approach mitigates peak-period congestion and improves rider experience, all while maximizing the utility of the existing fleet and avoiding additional operating costs.

### Work Quality Assignments for Operators

DASH is refining operator work assignments, including improved alignment of relief points, duty scheduling, and sequence optimization. By reducing inefficiencies in operator shifts, this initiative supports more reliable service across all routes and enhances employee satisfaction and retention. Better work assignments can also decrease unnecessary overtime and minimize missed trips due to scheduling conflicts, producing system-wide operational and financial benefits without requiring new funding.

### Better Use of Existing Data to Shape Future Decisions

DASH will expand the use of operational, ridership, and real-time data to inform near-term planning and decision-making. By analyzing boarding patterns, crowding, on-time performance, and other key metrics, the agency can identify targeted opportunities for improvements that benefit the entire system. Proactive use of data enables more efficient resource allocation, reduces waste, and supports cost-effective decision-making—ensuring that every dollar of existing funding delivers maximum service impact.

## 3.3 Supporting Facilities and Passenger Assets

### Bus Stop Consolidations & Improvements

In parallel with service planning, DASH continues to work closely with City of Alexandria T&ES staff to improve the passenger waiting environment at bus stops across the city, with a focus on safety, accessibility, and reliability. During FY27, these efforts include advancing bus stop amenity installations, evaluating stop spacing and performance along key corridors, and implementing targeted infrastructure improvements to support more efficient operations. Together, these initiatives are intended to enhance the customer experience while supporting systemwide service reliability.

Specific improvements underway or planned include the installation of solar-powered lighting at select bus stops to enhance rider safety, continued deployment of shelters, benches, and lean rails as funding and site conditions allow, and ongoing parking space adjustments to improve bus access. DASH and the City are also advancing corridor-level initiatives, including a bus stop rebalancing study to evaluate stop spacing, usage, and reliability opportunities, and Phase Two of the King Street Bus Operations Study, which is examining curb space prioritization and boarding platform concepts in Old Town.

Bus bulb-outs and modular curb extensions remain a key strategy in constrained environments such as Old Town, where they allow for accessible stops and improved amenities while minimizing impacts to on-street parking. Building on the bus stop consolidation implemented on King Street in February 2025, the City continues to advance additional stop improvements along the corridor as funding, procurement, and installation resources are finalized. DASH will continue coordinating with City staff to align these improvements with service needs.

In addition, the City of Alexandria is pursuing state funding through the Virginia Department of Rail and Public Transportation to support bus stop improvement projects citywide, including through DRPT capital assistance programs. These efforts will complement local investments and support the continued enhancement of DASH's passenger facilities over the FY27 planning horizon.

### Transit Center Developments

DASH continues to support the City of Alexandria in advancing strategic transit center investments that strengthen network connectivity, improve passenger experience, and position the system for future service growth. The West Alexandria Transit Center is a major new transit facility delivered through a collaborative effort between the City of Alexandria, DASH, and development partners as part of the broader West End Alexandria redevelopment at the former Landmark Mall site. The six-bay facility is designed to accommodate multiple transit modes, including DASH routes, Metrobus service, and future Bus Rapid Transit (BRT) lines, providing a key transfer point that supports both current operations and the City's long-term mobility goals. Transit service operations transitioned from the former Landmark Mall Transit Center to the new facility beginning November 2, 2025, with temporary shelters in place while permanent amenities are finalized.

Building on this approach to supporting emerging activity centers in the West End, DASH is also collaborating with the City through the Alexandria West planning process on a concept for a future transit center at Southern Towers. Developed with community members and key stakeholders, this facility is intended to support future transit needs in the corridor by improving transfer opportunities, passenger access, and service reliability. The City of Alexandria has secured a signed grant agreement and completed a scope of work for the project's design phase and is preparing to initiate the design process. Advancement of the Southern Towers Transit Center will continue to be coordinated with broader corridor planning efforts and funding availability as the project moves forward.

### 3.4 Future Initiatives and Priorities

#### Advancing Priority Service Improvements (Pending Funding)

The Alexandria Transit Vision (ATV) establishes long-term multimodal policy goals through 2030, while DASH's FY25–FY34 ATSP translates those goals into an agency-specific planning and implementation framework aligned with DRPT-required update cycles. The ATSP extends beyond the 2030 ATV horizon to allow for continuity in planning, evaluation, and coordination. These additional years do not establish new policy goals but provide flexibility to reassess implementation strategies as conditions evolve. Progress toward the ATV vision has been incremental and is contingent on the availability of sustainable operating and capital funding.

To ensure continued alignment with ATV objectives, DASH anticipates coordinating with the City in advance of the FY29 minor ATSP update to potentially reevaluate transit planning assumptions and recommendations developed prior to or during the COVID-19 period. This effort will assess more recent travel patterns, funding conditions, and shared City and DASH objectives, providing an opportunity to recalibrate implementation priorities in light of post-pandemic conditions and evolving fiscal realities.

DASH will continue working to implement the recommendations of the Alexandria Transit Vision Plan, including any previously identified “Unfunded ATV Improvements” that could not be implemented in earlier years. These initiatives remain part of the agency’s long-term planning priorities as DASH works toward fully realizing the 2030 ATV Plan, originally approved by the ATC Board of Directors in 2019. Additional information on the Alexandria Transit Vision Plan, including project background, process, outcomes, and the final report, is available at the ATV project website: [www.dashbus.com/transitvision](http://www.dashbus.com/transitvision).

The following table 3-1 is not intended to be an exhaustive list of all service concepts. Rather, it highlights a focused set of near-term service improvements informed by prior Board direction, followed by a secondary set of planned improvements that DASH would seek to advance once the initial items are addressed. Together, these initiatives represent the next phases of implementation stemming from the Alexandria Transit Vision and subsequent ATSP updates. Implementation will remain contingent on the availability of sustainable operating and capital funding. Longer-term service improvements anticipated in FY28 and beyond are discussed in the section that follows.

Table 3-1 | Planned ATV Improvements

	PROPOSED DASH SERVICE IMPROVEMENTS					DASH Service Planning Decision Framework (1)				
	Priority Order (1 = top priority)	Line #	Areas Served	Proposed Improvement	Net Annual Cost (Approx.)	Ridership	Equity (2)		Impact/Alternatives	Cost Efficiency
						Net Change in Annual Boardings (Projected)	Low Income Residents within 1/4 mile (City Avg = 9%)	Minority Residents within 1/4 mile (City Avg = 51%)	Description of Benefit / Cost of Not Improving	Annual Cost Per Add'l Boarding (Lower = More Cost Efficient)
Prioritized Service Improvements - Seeking Near-Term Funding	1	Line 32	Landmark Mall, Ripley Street, S. Pickett Street, Van Dorn Metro, Eisenhower Valley, Carlyle	Improve midday, evening, and weekend service on Line 32 to operate every 30 minutes, including the reinstatement of 30-minute weekday off-peak service between Landmark Transit Center and Van Dorn Metro and the extension of 30-minute service to the full route.	\$620,000	49,000	9%	54%	Shorter waits for buses along Line 32 route during middays, evenings and weekends.	\$12.65
	2	Line 31	NVCC, King Street, Old Town	Extend off-peak/weekend short trips from King Street Metro to Braddock Road Metro for 15-minute service in Old Town; extend weekday evening hours.	\$1,200,000	92,000	7%	39%	More one-seat trips from King St to Old Town; better connections to West End; more frequent OTC	\$13.04
Mid-Term Service Improvements - Next for Implementation - Not Currently Funded	Not Ranked in any Priority Order	Line 30	Braddock Metro, Old Town Circulator, Duke St, West End	Implement off-peak service levels to every 15 minutes during weekday middays, evenings, and weekends	\$2,600,000	207,000	11%	54%	Better connections between Old Town and West End for transit riders with nontraditional commutes	\$12.56
		Line 32	Landmark Mall, Ripley Street, S. Pickett Street, Van Dorn Metro, Eisenhower Valley, Carlyle	Improve weekday peak service from every 30 minutes to every 15 minutes for entire Line 32 route.	\$900,000	69,000	9%	54%	Shorter waits for buses along Line 32 route during weekday peak periods, providing improved transit options in rapidly densifying corridor	\$13.04
		Line 34	North Old Town, Potomac Yard	Extend service from Potomac Yard Center to Arlandria (3)	\$604,000	69,000	19%	85%	Extends free transit service to Arlandria community; provides one-seat rides from busiest portions of Arlandria to busiest retail corridor in Alexandria	\$8.75
		Line 103	Braddock Metro, North Ridge, W Glebe Rd, Parkfairfax	improve weekday peak headways to run every 20 minutes instead of every 30 minutes, similar to AT-3 peak service prior to the COVID pandemic.	\$500,000	41,000	9%	46%	Increases peak period capacity to meet ridership demand after return-to-office	\$12.20
		Line 104	Braddock Metro, Beverley Hills, Parkfairfax	improve weekday peak headways to run every 20 minutes instead of every 30 minutes, similar to AT-4 peak service prior to the COVID pandemic.	\$500,000	41,000	5%	27%	Increases peak period capacity to meet ridership demand after return-to-office	\$12.20

Notes:

- (1) DASH Service Planning Decision Framework includes a list of factors that inform service planning decisions, in order of their importance. The framework is based on the goals defined by the Alexandria Transit Vision Plan, and was adopted by the ATC Board in January 2021.
- (2) Equity analysis uses census block data to determine the minority and low income percentages of the groups that would be affected by proposed changes, per DASH Title VI Service Equity Analysis policy. Aggregate impact of changes should be +/- 10% of service area average.
- (3) The timing of this improvement shall be coordinated with capital improvement activities planned for the corridor to avoid disruption.

## Longer-Term Initiatives Advancing the Alexandria Transit Vision Plan in FY28–FY30

The FY28–FY30 planning horizon represents the latter phase of the Alexandria Transit Vision, during which remaining elements of the Vision may be advanced as funding and implementation readiness allow. The service changes described below reflect ATV-related concepts that are expected to continue progressing during this period, recognizing that some initiatives may extend beyond FY30 depending on funding availability, project complexity, and coordination with external partners. Inclusion in this section reflects alignment with the adopted Vision rather than a commitment to implementation within a specific fiscal year. Subsequent sections describe additional service concepts that have emerged outside of the original ATV framework and are being considered through the ATSP process.

**King Street Trolley** – As part of longer-term service considerations, DASH is evaluating potential enhancements to the King Street Trolley, including an extension from King Street Metro to Eisenhower Metro and expanded morning service hours. Additional extensions between City Hall and the Old Town Waterfront are also under consideration in coordination with the City’s Pedestrianization Project and Waterfront development. Advancement of these concepts will depend on funding availability and further operational analysis.

**Line 102** – DASH is evaluating a potential increase in weekday midday service frequency on Line 102, with a long-term goal of improving headways from 60 minutes to 30 minutes, subject to funding availability and service performance considerations.

**West End Transitway** – The City of Alexandria is advancing planning for the West End Transitway, a high-capacity BRT service operating along the I-395 corridor between Alexandria and the Pentagon. This project originated as part of the Alexandria Transit Vision and would replace significant portions of DASH Line 35, with corresponding adjustments to the New DASH Network along Beauregard Street and King Street. While initial operating funding has been secured through CMAQ/RSTP, additional funding and implementation coordination will be required. The timing of service initiation and associated network changes may extend beyond FY30.

Although a specific transit provider has not yet been identified, DASH is well positioned to support this service due to its existing service footprint and operating efficiency. Additional state and regional funding sources, including the I-395/95 Commuter Choice program, will continue to be pursued. Further detail will be incorporated in future updates to this plan.

**Line 31** – As a longer-term network enhancement identified in the Alexandria Transit Vision, DASH is evaluating a potential extension of Line 31 from NVCC Alexandria to Skyline via Seminary Road. Implementation would be contingent on funding availability and further service planning.

A summary of the impact on platform miles and hours of the route changes identified in previous sections is included below as Table 3-2. The capital costs associated with these increases are outlined in Section 5.

Table 3-2 | DASH Projected Changes in Platform Hours & Miles (FY 2027 – FY 2034) –  
**\*\*WITH UNFUNDED IMPROVEMENTS\*\***

Platform Hours	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Line 30			17,544					
Line 31		7,208			18,888			
Line 32	2,885		8,856					
Line 33								
Line 34			6,296					
Line 35								
Line 36A/B								
Line 102				1,764				
Line 103			3,528					
Line 104			3,528					
King St. Trolley				13,032				
<b>Total Change</b>	<b>2,885</b>	<b>7,208</b>	<b>39,752</b>	<b>14,796</b>	<b>18,888</b>	<b>0</b>	<b>0</b>	<b>0</b>
Platform Miles	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Line 30			181,392					
Line 31		69,638			113,328			
Line 32	41,960		102,672					
Line 33								
Line 34			62,960					
Line 35								
Line 36A/B								
Line 102				10,584				
Line 103			49,392					
Line 104			49,392					
King St. Trolley				78,192				
<b>Total Change</b>	<b>41,960</b>	<b>69,638</b>	<b>445,808</b>	<b>88,776</b>	<b>113,328</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Post-ATV Service Strategy & Network Evolution (FY 2030 – FY 2034)

The Alexandria Transit Vision Plan (ATV) established a long-range, ridership-oriented network concept intended to provide frequent, all-day bus service across much of the city, and has served as the foundational framework for service planning over the past decade. FY 2030 marks the conclusion of the ATV Plan’s original implementation horizon. As DASH enters FY 2030 and beyond, service planning will shift from plan implementation toward evaluation, refinement, and strategic adaptation. This period represents an opportunity for DASH and the City of Alexandria to collaboratively assess progress made toward the 2030 network vision and determine whether adjustments are warranted based on evolving travel patterns, funding conditions, and community needs.

The ATV Plan was developed, studied, and adopted in a substantially different operating environment than exists today. Travel behavior, workforce patterns, and ridership recovery trajectories have continued to evolve in the years following the COVID-19 pandemic. As a result, DASH anticipates that this planning horizon will include a deliberate reassessment of longer-term service concepts to ensure they remain aligned with current and projected conditions approximately 10–15 years after the plan’s original development.

### Duke Street Bus Rapid Transit (BRT)

The Duke Street BRT project, scheduled for completion by FY 2030, is anticipated to include dedicated transit lanes, bus prioritization, and other capital improvements that will enhance travel speed, reliability, and customer experience along the corridor between Landmark Mall and King Street Metro. DASH will coordinate with the City of Alexandria to evaluate future service concepts that leverage these infrastructure improvements, recognizing that specific operational changes cannot be finalized until the BRT is completed and funding is confirmed. This corridor represents a key planning input for post-ATV service strategy in the FY 2030–FY 2034 horizon.

## 4.0 Implications for Implementation

This section describes the operational and capital considerations that underpin implementation of the FY2030 ATSP service vision. It summarizes DASH’s ongoing efforts to maintain a state of good repair, prepare the fleet and facilities for future service growth, and advance capital and technology investments necessary to support the service improvements outlined in Section 3.

Implementation of the ATSP remains feasible within the adopted planning framework; however, the pace and sequencing of improvements are directly influenced by the availability of sustained operating and capital funding from the City. In the absence of dedicated funding, timelines have been adjusted to reflect fiscal constraints, rising costs, and competing capital and operational priorities, while preserving the long-term service objectives established by the Board.

### 4.1 Transit Asset Management Plan

DASH participates annually in the DRPT-sponsored Transit Asset Management (TAM) Group Plan. As a Tier II agency, DASH confirms participation each fiscal year and works with DRPT to update required asset data and performance targets for the applicable year. The current TAM Group Plan covers FY 2026–FY

2029 and is available on the DRPT website (<https://drpt.virginia.gov/guidelines-and-requirements/transit-asset-management-plan/>).

#### 4.2 Bus Fleet

The DASH bus fleet is currently comprised of 113 buses available for daily revenue service. Recent deliveries of expansion vehicles have temporarily increased the total fleet size, allowing buses that have reached or are approaching the end of their useful life to transition into a contingency fleet. To maintain a State of Good Repair, DASH replaces buses upon reaching the end of their 12-year useful life cycle. Ongoing fleet replacement is essential to ensuring safety, reliability, and compliance with federal and state asset management requirements. The list of Active Fixed-Route Bus Fleet for FY27 is included in Table 4-1 below.

**Table 4.1 Existing DASH Fixed-Route Revenue Bus Fleet**

Vehicle ID's	Year	Make	Type	Length	# of Vehicles
200-206	2011	Gillig	Hybrid	35'	7
300-301	2011	Gillig	Hybrid	40'	2
400-404	2011	Gillig (Trolley)	Hybrid	29'	5
207, 209	2012	Gillig	Hybrid	35'	2
303, 305, 307	2012	Gillig	Hybrid	40'	3
212-216	2014	Gillig	Hybrid	35'	5
308-309	2014	Gillig	Hybrid	40'	2
217-229	2015	Gillig	Hybrid	35'	13
405	2015	Gillig (Trolley)	Hybrid	35'	1
230-233	2017	Gillig	Hybrid	35'	4
310-311	2017	Gillig	Hybrid	40'	2
501-514	2018	Gillig	Low-Emission Diesel	35'	14
515-527	2019	New Flyer	Low-Emission Diesel	35'	13
528-530	2020	New Flyer	Low-Emission Diesel	35'	3
701-705	2020	New Flyer	Low-Emission Diesel	40'	5
801-803	2020	New Flyer	Electric	40'	3
804-806	2021	Proterra	Electric	40'	3
807-808	2021	Proterra	Electric	40'	2
901-904	2021	New Flyer	Electric	60'	4
706-715	2023	New Flyer	Low-Emission Diesel	40'	10
905-906	2025	New Flyer	Electric	60'	4
716-721	2026	New Flyer	Low-Emission Diesel	40'	6
<b>TOTAL ACTIVE FLEET</b>					<b>113</b>

Despite these fleet additions, vehicle availability remains closely aligned with peak service requirements, resulting in a minimal spare ratio. This condition limits operational flexibility and reduces the system's ability to absorb routine maintenance needs, unexpected vehicle failures, or short-term service disruptions. As a result, fleet availability—rather than fleet size alone—has emerged as a key factor

influencing service reliability and the occurrence of missed trips. DASH's fleet replacement plan is outlined in the table 4.2 below.

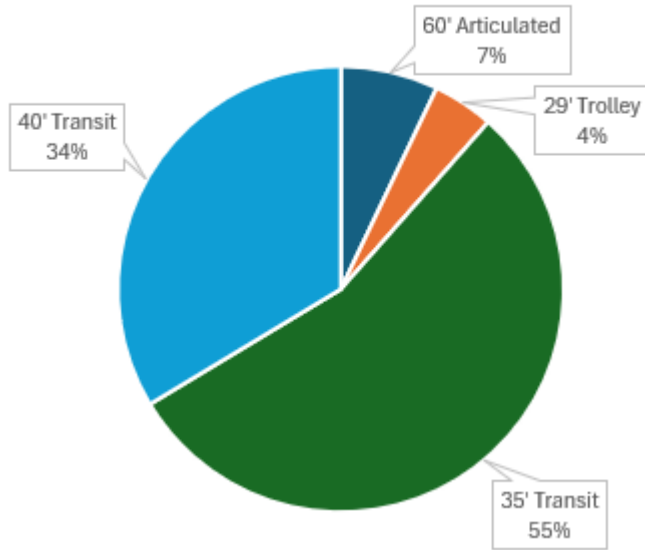
Table 4-2 | DASH Fleet Replacement Plan (FY 2026 – FY 2036)

DASH BUS REPLACEMENT & EXPANSION SCHEDULE													
Funding Year	Type	Quantity	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
Delivery Year			FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37
2011 Gilligs	Hybrid	10											
2011 Gilligs (Trolley)	Hybrid	5											
2012 Gilligs	Hybrid	10											
2014 Gilligs	Hybrid	7	7										
2015 Gilligs	Hybrid	13		13									
2015 Gillig (Trolley)	Hybrid	1		1									
2017 Gilligs	Hybrid	6				6							
2018 Gilligs	Low Emission	14					14						
2019 New Flyers	Low Emission	13						13					
2020 New Flyers	Low Emission	8							8				
2020 New Flyers	Electric	3							3				
2021 New Flyers	Electric	4								4			
2021 Proterra	Electric	7								7			
2023 New Flyer	Low Emission	10										10	
2025 New Flyer	Low Emission	6											
2025 New Flyer	Electric	2											
2026 New Flyer	Low Emission	2											
2027 Gillig	Electric	10											
2027 Gillig (Trolley)	Electric	5											
<b>Total Retirements</b>			7	14	0	6	14	13	11	11	0	10	0
Replacement Buses (LE			0	10	0	0	0	0	0	0	0	0	0
Replacement Buses			7	4	0	0	0	0	0	0	0	0	0
Replacement Buses			0	0	0	6	14	13	11	11	0	10	0
<b>Total Replacement</b>			7	14	0	6	14	13	11	11	0	10	0
Expansion Buses (LE			0	0	0	0	0	0	0	0	0	0	0
Expansion Buses (Electric)			0	0	0	0	0	0	4	4	0	0	0
<b>Total Expansion Buses</b>			0	0	0	0	0	0	4	4	0	0	0

Note: The dashed line represents the point at which each sub-fleet reaches the end of its useful life (12 years). Buses that are retired in yellow cells are being kept beyond this useful life.

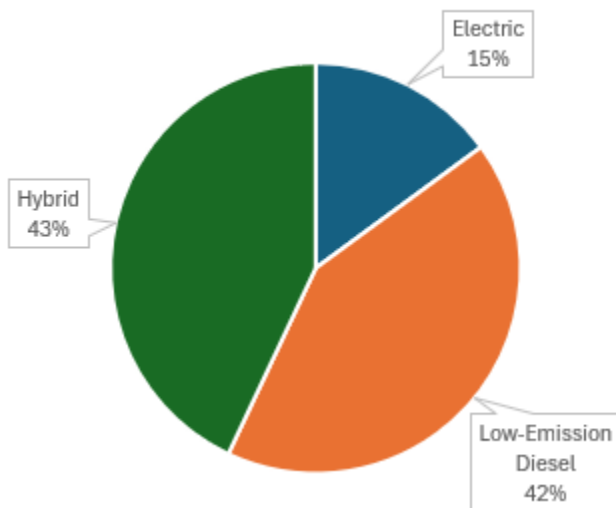
The DASH fleet is comprised primarily of 35-foot buses, which represent the majority of vehicles in service, supplemented by 40-foot buses. DASH also operates a limited number of 60-foot articulated buses and 29-foot trolley vehicles. This composition represents a transition of the standard bus size from 35 foot to 40 foot to accommodate for ridership growth. Fleet composition by vehicle length is illustrated in Figure 4-1.

Figure 4.1 Existing DASH Bus Fleet by Vehicle Size



DASH operates a diverse mix of propulsion technologies, including low-emission diesel (EPA 2010-compliant), hybrid electric, and battery electric buses, supporting the agency’s sustainability and emissions-reduction goals. It is important to note that since DASH’s adoption of its Zero Emissions goals, 8 of 14 bus orders placed have been fully zero emissions. The distribution of propulsion types is shown in Figure 4-3.

Figure 4.2 Existing DASH Bus Fleet by Propulsion Type



### 4.3 Support Vehicle Fleet

In addition to its fixed-route bus fleet, DASH also owns and maintains a fleet of 22 non-revenue support vehicles that are used for supervision of operations, operator relief movements, and administrative functions like Planning, Safety and Training. Funding for the maintenance and purchase of these vehicles is included in the annual DASH operating budget.

### 4.4 DASH Facility

The William B. Hurd DASH Maintenance Facility is located at 3000 Business Center Drive in Alexandria, Virginia and supports all DASH operations, maintenance, and administrative functions. The 160,000-square-foot facility, which opened in 2009, is owned by the City of Alexandria and maintained by the City's Department of General Services (DGS). The City's Department of General Services provides onsite support for routine facility maintenance, including regular inspections of building systems and infrastructure. Necessary funding for ongoing maintenance and facility upgrades is typically identified through the City's annual Capital Improvement Program (CIP) process.

DASH, in coordination with the City's Department of General Services, is advancing a major state-of-good-repair project focused on the rehabilitation and replacement of the maintenance facility's upper deck. This investment will address critical structural needs and support the long-term functionality of the facility. The project is expected to be delivered through a combination of state and local funding and represents an important step toward ensuring the facility can continue to support DASH's operational and maintenance requirements.

Building on these state-of-good-repair investments, DASH and the City are advancing a major Battery Electric Bus (BEB) Charging Yard Expansion project to support the agency's growing zero-emission fleet. A ceremonial groundbreaking for the project was held on November 3, 2025, marking the transition from planning and design into implementation. Construction is anticipated to move forward in FY 2026 and will expand charging and yard capacity to better support current and future BEB operations.

In addition, DASH and DGS prepared an application for the FY 2027 DRPT MERIT cycle to address other critical facility needs, including replacement of the bus chassis wash system and security gate improvements. Collectively, these investments are intended to ensure the DASH Maintenance Facility remains safe, reliable, and capable of supporting evolving fleet technologies and operational demands.

### 4.5 Capital Improvement Program (CIP)

DASH has identified its most significant capital projects and funding needs in the City of Alexandria's FY 2027 – FY 2035 Capital Improvement Program (CIP). The CIP is updated each year with major updates every other year. Its main purpose is to identify the funding and timelines for all capital projects that will be implemented by the City of Alexandria and DASH over the next decade. Additional details on the City's Capital Improvement Program can be found at <https://www.alexandriava.gov/Budget>.

A summary of the DASH projects in the draft FY 2027 – FY 2035 Capital Improvement Program (CIP) is provided in table 4-3.



Table 4-3 | FY 2027 – FY 2035 DASH Capital Improvement Program (CIP) Summary

Item	Project Description	FY 2027 CIP Funding Approved	FY 2028-2036 CIP Funding Request
1	<p>Bus Fleet Replacement. DASH maintains a regular bus replacement program to ensure fleet state of good repair and adequate resources to deliver the services outlined in the Alexandria Transit Strategic Plan (ATSP) and Alexandria Transit Vision (ATV), replacing buses at the end of their 12-year useful life. Following the DASH Zero Emissions Transition Plan, aging buses will be replaced with zero- or low-emission vehicles as funding allows, while maintaining reliability and compliance with FTA and State standards. In FY 2025, DASH secured a \$10.9 million Low-No grant and local NVTA funding to replace end-of-life buses with hybrid models, supporting the ongoing transition toward a zero-emission fleet.</p>	\$9,320,000	\$130,112,000
2	<p>DASH Fleet Expansion &amp; Electrification. The DASH Fleet Expansion project will add 8 buses to increase service citywide, supporting the Alexandria Transit Vision Plan and the New DASH Network’s frequent, all-day service in key areas like the West End, Arlandria, Potomac Yard, and Old Town. These expansion vehicles will enable DASH to implement short- and long-term recommendations, including the West End and Duke Street Transitways, while advancing the City’s goal of a 100% zero-emissions fleet by FY 2037. Fourteen of the new buses are funded as battery electric, doubling the current zero-emissions fleet to 30 vehicles.</p>	\$0	\$15,856,000
3	<p>DASH Facility Expansion. The DASH Facility Expansion project will increase bus parking and charging capacity, adding space for 36 buses and up to 24 charge points to support new technology and the transition to a zero-emissions fleet. This expanded facility will enable DASH to implement Alexandria Mobility Plan and Transit Vision Plan recommendations, including the West End and Duke Street Transitways, and accommodate simultaneous delivery of new buses and decommissioning of old vehicles. Funded in part by a \$9 million Low-No federal grant, the project includes electric bus infrastructure, a 3 MW electrical service, 13 overhead chargers, and associated workforce development, with construction ongoing through FY 2027. The \$10 million requested is provisioned to connect the two facilities.</p>	\$0	\$10, 000,000

4	DASH Electric Bus On-Route Charging. This project will fund the acquisition, installation, and operation of up to five “on-route” electric bus charging stations to support DASH’s transition to a 100% zero-emissions fleet. On-route chargers, installed at strategic bus terminals, allow electric buses to extend their range by charging between trips, complementing existing depot chargers and addressing the primary operational constraint of battery range. The first station will be at the West Alexandria Transit Center, with potential future sites including Potomac Yard, Eisenhower, and Mark Center Transit Centers, subject to ongoing planning and engineering.	\$0	\$4,000,000
5	DASH Technologies. This project funds DASH technology initiatives that improve operational efficiency, provide better real-time information to customers, and enhance planning capabilities. Past and ongoing efforts include Automated Passenger Counters, scheduling and operations software upgrades, and the FY 2026 CAD/AVL system replacement, which will modernize dispatch, service tracking, and customer alerts with a cloud-based platform. These initiatives, coordinated with the City’s Smart Mobility Program, reduce manual processes, improve ridership data, and support the overall customer experience.	\$150,000	\$1,350,000
TOTALS		\$10,570,000	\$216,590,000

4.6 DASH Planning, Demonstration, and Technology-Related Grant Initiatives

DASH continues to pursue planning, demonstration, and technology-focused grant opportunities to improve the customer experience, enhance safety, strengthen data and performance monitoring, and increase internal operational efficiency. These initiatives complement, but are distinct from, the agency’s capital improvement projects and are often advanced in collaboration with the City of Alexandria and regional partners.

Recent and ongoing initiatives supported through DRPT and other funding programs:

- CAD/AVL System Replacement (Planning Grant)  
 DASH is preparing to release a Request for Proposal (RFP) in FY 2026 to replace or upgrade its Computer-Aided Dispatch / Automated Vehicle Locator (CAD/AVL) system. The existing system, implemented more than a decade ago, has reached the end of its useful life. The CAD/AVL platform is critical to daily operations, supporting real-time vehicle tracking, service management, internal performance

monitoring, and customer-facing real-time information tools. This initiative will also inform future integration with onboard passenger information systems and other technology platforms.

- **Mirrorless Video Mirror System / Blind Spot Reduction (Demonstration Grant)**  
Through a DRPT Demonstration Grant, DASH is advancing a mirrorless video mirror system pilot intended to reduce operator blind spots and improve pedestrian and vehicle safety. To date, 16 units have been procured and three units have been installed. Installation of the remaining units has been temporarily paused due to a technical installation issue identified by the vendor. DASH is working closely with the vendor to resolve the issue and resume installations. Once fully implemented and evaluated, the results of this demonstration will inform future vehicle specifications and safety investments.
- **Digital Mirror Technology (Demonstration Grant)**  
DASH is also advancing a separate Digital Mirror System demonstration project focused on enhancing operator visibility and overall safety. This project is currently in the vendor identification and early planning phase, with initial activities underway and no challenges identified to date. The demonstration will allow DASH to evaluate operational performance, safety benefits, and maintenance considerations prior to making long-term decisions regarding potential deployment of digital mirror technology across the fleet.
- **Electric Bus Charge Management System (Demonstration Grant)**  
DASH is advancing a demonstration project focused on improving monitoring and management of electric bus charging. Program development is ongoing. During implementation, a vendor exited the market, requiring DASH to reassess its procurement approach to ensure long-term system viability and compatibility. The project is expected to move forward following this adjustment and become operational once an alternative solution is finalized.
- **Bus Speed and Reliability Data Improvements**  
In collaboration with the City, DASH continues to explore technology platforms that provide improved visibility into bus speed, travel time, and reliability metrics. These efforts are intended to support data-driven service planning, schedule refinement, and identification of corridors where street, stop, or signal improvements could enhance transit performance.
- **Transit Signal Prioritization (TSP)**  
DASH continues to work with the City of Alexandria and regional partners, including WMATA, on Transit Signal Prioritization initiatives along key corridors. These efforts include modernization of existing infrastructure and exploration of cloud-based and interoperable TSP capabilities that support DASH, Metrobus, and other transit providers. At present, just over 60 DASH buses are equipped and configured to support TSP, and 29 signalized intersections across the City have been commissioned for TSP operation. This work remains ongoing and will inform future corridor-level strategies to improve bus speeds, reliability, and overall service performance.
- **Workforce Development Grant**  
DASH is continuing implementation of a Workforce Development Grant focused on strengthening the transit workforce pipeline and expanding internal training capacity. Activities include internship placements, participation in statewide and regional professional development opportunities, development of training materials, and establishment of maintenance apprenticeships in partnership with Northern Virginia Community College (NOVA). DASH intends to pursue continuation of this program to support long-term workforce stability and succession planning.

## Future Grant Opportunities and Funding Strategy

While DASH has not pursued new applications for DRPT Technical Assistance, TRIP, Smart Scale, or additional demonstration grants in FY26, the agency retains the option to pursue these programs in future cycles should funding availability, program eligibility, or strategic priorities align. DASH also intends to pursue Low or No Emission (Low-No) funding should future federal opportunities become available to support fleet electrification and charging infrastructure.

In addition, DASH is pursuing MERIT capital funding for two state-of-good-repair projects, including one facility-related project and one non-revenue vehicle project. These investments are also discussed in the facilities section of this plan. During FY27, DASH staff are assessing projects and grant opportunities for grant cycles that begin during the fiscal year. Recommendations to pursue any grants are being brought to the ATC Board of Directors for support and approval, in alignment with the organization's strategic goals.

## 5.0 Financial Plan

This section provides information on the DASH budget as well as revenues and funding sources for FY 2027 – FY 2036. This section includes updated financial data and therefore supersedes the information provided in the FY 2025 – FY 2034 Alexandria Transit Strategic Plan.

### 5.1 / Operating and Maintenance Costs and Funding Sources

In Alexandria, public transit services are provided through two distinct but complementary programs: the Alexandria Transit Company (DASH) fixed-route bus system and the City of Alexandria's Paratransit Services (DOT). DASH operates the City's fixed-route bus network, providing scheduled, high-capacity service along fixed routes. DOT Paratransit Services provide demand-responsive transportation for eligible riders who are unable to use fixed-route bus service due to disability or other qualifying conditions. The geographical service coverage and span of service provided by the DOT program must meet or eclipse that of the DASH system, for the DOT program to fulfill the ADA-mandate of providing paratransit service for the City. DOT services are also further complemented by WMATA's MetroAccess service which provides paratransit coverage for WMATA routes and service within the City, and beyond.

Although DASH and DOT Paratransit Services are coordinated to ensure a comprehensive transit network, the two services are operated independently and funded through separate sources. DASH does not operate paratransit service, nor does it manage paratransit operating or maintenance costs. Accordingly, operating costs and funding sources for DASH fixed-route service and DOT Paratransit Services are presented separately in this section to clearly reflect governance, funding responsibility, and cost accountability for each program.

#### Federal Funding

Neither DASH nor the Alexandria DOT program receive federal operating assistance. Discretionary Federal funding is used for DASH Capital Projects, such as the FY23 and FY25 Low No program.

#### State Funding

From FY22 through FY25, DASH received \$7.24 million in state funding through DRPT's Transit Ridership Incentive Program (TRIP) to support the City of Alexandria's transition to fare-free transit, requiring DASH to remain fare free for four years while providing funding for three. With the conclusion of the TRIP grant at the end of calendar year 2025, the City has assumed full financial responsibility for sustaining fare-free service. In parallel, the City of Alexandria, in partnership with academic researchers, conducted an independent evaluation of the fare-free policy examining implementation, system impacts, and lessons learned, including benefits such as increased ridership and improved access as well as emerging operational challenges. The findings of this evaluation are summarized in Appendix B and inform future fare and service policy discussions.

DASH receives additional state funding through the Northern Virginia Transportation Commission's I-395 Commuter Choice program to run enhanced service on lines 35 and 36. This funding supports regular, frequent, service on those lines with headways of at least 15 minutes or better, to reduce congestion along the i-395 corridor. From FY20 through FY25 this program provided more than \$24 million in funding to DASH, accounting for 14% of DASH's operating budgeting.

DOT Paratransit does not receive state operating assistance.

### **Farebox Revenue**

DASH has operated a fare-free structure since September 2021 and does not collect fares.

The City's DOT Paratransit program received \$49,318 in fare revenue in FY 2025.

*Note: While DASH has operated fare-free fixed-route service since 2021, paratransit is a separate, demand-responsive program for eligible riders and continues to charge fares for certain out of City trips under a City-established policy. DOT trips within the City are free, in alignment with DASH's fare free framework.*

### **Local Revenue**

Roughly 85% of DASH's FY27 Operating Budget is funded by local City Subsidy. This accounts for the continuation of the Fare Free Program as well all associated costs with delivering service. Over the period of this ATSP, the local contribution is expected to increase in line with rising operating costs.

The City's DOT Paratransit program is also funded through the General Fund, with limited fare revenue collected for trips outside the City and other applicable chargeable service zones; however, because DASH fixed-route service is currently fare-free, no comparable fare revenue is generated for in-city paratransit trips under the 50 percent fare alignment policy.

### **Other Revenue Sources**

DASH expects to receive approximately 14% of its FY27 Operating Budget through the I-395 Commuter Choice program, which funds enhanced services on lines 35 and 36. It is important to note that this is a discretionary and competitive fund, which is awarded every 2 years and is not guaranteed. Should DASH lose this funding service, roughly 14% of DASH's service levels will need to be reduced, displaced from elsewhere in the system, or supplemented by City subsidy.

DASH collections a small portion of additional revenue from various sources. These include advertising programs, merchandise sales, and charter services.

DOT Paratransit does not receive funding from any other revenue sources.

### **Operating and Maintenance Cost Summary**

A summary of DASH Operating and Maintenance costs and projections are provided below. All information provided below includes the service enhancements on Lines 35 and 36 that are funded by the Northern Virginia Transportation Commission's I-395 Commuter Choice program.

Alexandria DOT cost information is also provided, but the City of Alexandria does not operate or maintain the vehicles and instead pays the annual amounts listed below for a third-party (Diamond Transportation) to for these responsibilities.

**Table 5-1 | Operating and Maintenance Cost History (in \$1,000s)**

<b>Operating Cost History</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26*</b>
DASH	\$ 35,576	\$ 37,485	\$ 40,087	\$ 43,614
Paratransit	\$ 1,905	\$ 2,003	\$ 2,175	\$ 2,215

\*Projected

**Table 5-2 | Operating and Maintenance Revenue Projections (in \$1,000)**

<b>Revenue Sources</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>FY31</b>	<b>FY32</b>	<b>FY33</b>	<b>FY34</b>	<b>FY35</b>	<b>FY36</b>
Local Subsidy	\$ 36,629	\$ 37,840	\$ 39,543	\$ 41,322	\$ 43,388	\$ 45,341	\$ 47,381	\$ 49,750	\$ 51,989	\$ 54,328	\$ 56,773
One-Time Subsidy Funding	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Funding (NVTC)	\$ 6,369	\$ 5,803	\$ 6,065	\$ 6,338	\$ 6,654	\$ 6,954	\$ 7,267	\$ 7,630	\$ 7,973	\$ 8,332	\$ 8,707
Charter Services	\$ 71	\$ 175	\$ 150	\$ 100	\$ 85	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70	\$ 70
Advertising	\$ 190	\$ 160	\$ 165	\$ 175	\$ 175	\$ 180	\$ 180	\$ 180	\$ 180	\$ 180	\$ 180
DASH Merchandise Sales	\$ 5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Misc	\$ 110	\$ 85	\$ 85	\$ 85	\$ 85	\$ 85	\$ 85	\$ 85	\$ 85	\$ 85	\$ 85
<b>TOTAL DASH</b>	<b>\$ 43,614</b>	<b>\$ 44,063</b>	<b>\$ 46,007</b>	<b>\$ 48,020</b>	<b>\$ 50,388</b>	<b>\$ 52,630</b>	<b>\$ 54,983</b>	<b>\$ 57,715</b>	<b>\$ 60,297</b>	<b>\$ 62,996</b>	<b>\$ 65,815</b>

Paratransit operating costs are primarily spent on the operator, Diamond Transportation, with some smaller operating costs being spent on Senior Services and VIA transportation software. Maintenance is the responsibility of Diamond Transportation.

## 5.2 Capital Costs and Funding Sources

The following tables outline the costs and funding sources for DASH and City capital projects that are necessary to support DASH services and the improvements identified in the previous chapter. Table 5-3 shows all costs and funding associated with DASH replacement and expansion buses as highlighted in Chapter 4. Table 5-4 shows projected operating costs by route as service improvements are scheduled over time.

**Table 5-3 | Vehicle Replacement and Expansion Costs and Funding Sources (in \$1,000)**

	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
Replacement Buses	14	0	6	14	13	11	11	0	10	0
Expansion Buses	0	0	0	0	0	0	4	4	0	0
<b>TOTAL Buses</b>	<b>14</b>	<b>0</b>	<b>6</b>	<b>14</b>	<b>13</b>	<b>11</b>	<b>15</b>	<b>4</b>	<b>10</b>	<b>0</b>
Cost of Replacements	\$ 11,536	\$ -	\$ 9,545	\$ 23,385	\$ 22,800	\$ 20,257	\$ 21,270	\$ -	\$ 21,319	\$ -
Cost of Expansion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,735	\$ 8,121	\$ -	\$ -
<b>Total Cost (\$1,000s)</b>	<b>\$ 11,536</b>	<b>\$ -</b>	<b>\$ 9,545</b>	<b>\$ 23,385</b>	<b>\$ 22,800</b>	<b>\$ 20,257</b>	<b>\$ 29,005</b>	<b>\$ 8,121</b>	<b>\$ 21,319</b>	<b>\$ -</b>
Funding Sources:										
Local Funds	\$ 922	\$ -	\$ 1,054	\$ 5,337	\$ 5,062	\$ -	\$ 1,509	\$ -	\$ -	\$ -
NVTA 30% Funds	\$ 8,398	\$ 200	\$ 3,796	\$ 3,963	\$ 4,134	\$ 1,610	\$ 4,491	\$ 1,972	\$ 2,000	\$ 2,190
State/Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unsecured Grants		\$ 80	\$ 6,705	\$ 18,220	\$ 29,655	\$ 10,453	\$ 16,511	\$ 7,503	\$ 1,500	\$ 1,500
<b>Total Funding</b>	<b>\$ 9,320</b>	<b>\$ 280</b>	<b>\$ 11,555</b>	<b>\$ 27,520</b>	<b>\$ 38,851</b>	<b>\$ 12,063</b>	<b>\$ 22,511</b>	<b>\$ 9,475</b>	<b>\$ 3,500</b>	<b>\$ 3,690</b>

**Table 5-4 / Net Changes in DASH Projected Operating Costs by Route (FY 2027 – FY 2034) (in thousands)**

Route	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Line 30	\$ -	\$ -	\$ 2,612	\$ -	\$ -	\$ -	\$ -	\$ -
Line 31	\$ -	\$ 1,027	\$ -	\$ -	\$ 3,086	\$ -	\$ -	\$ -
Line 32	\$ 619	\$ -	\$ 1,319	\$ -	\$ -	\$ -	\$ -	\$ -
Line 33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Line 34	\$ -	\$ -	\$ 937	\$ -	\$ -	\$ -	\$ -	\$ -
Line 35	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Line 36A/B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Line 102	\$ -	\$ -	\$ -	\$ 276	\$ -	\$ -	\$ -	\$ -
Line 103	\$ -	\$ -	\$ 525	\$ -	\$ -	\$ -	\$ -	\$ -
Line 104	\$ -	\$ -	\$ 525	\$ -	\$ -	\$ -	\$ -	\$ -
Trolley	\$ -	\$ -	\$ -	\$ 2,037	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 619</b>	<b>\$ 1,027</b>	<b>\$ 5,919</b>	<b>\$ 2,313</b>	<b>\$ 3,086</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Appendix A:  
DASH Public Outreach Summary

# Appendix B:

## Fare Free Analysis



### **FY 2027 Budget for Approval:**

As presented in April and May, ATC is advancing the proposed FY2027 Operating Budget for Board consideration.

The budget is being put forward at this time for consideration and adoption by the ATC Board meeting.

### **Overall Budget Snapshot:**

- **FY27 Proposed Operating Budget:** \$38.9 million
- **Year-over-Year Change:** +\$1.6 million (+4.3%)
  - *Notably, even with the addition of the Line 32 enhancement, this represents the lowest percentage increase in several years.*
- **Primary Objective:** Maintain *current service* levels while implementing targeted service improvements on Line 32.

### **Cost Pressures Not Addressed in FY27**

- Since development of the initial budget, global market conditions have driven a significant increase in diesel fuel costs. If prices remain at current levels, this exposure could result in a **projected year-end deficit of approximately \$1.3 million in FY2027.**

### **Cost Pressures Addressed in FY27**

- New collective bargaining agreement (CBA) wage adjustments (5%) and step increases.
- Rising maintenance and fleet-related costs.
- Ongoing transition of technology expenses from one-time capital investments to recurring subscription-based models.

### **What the FY27 Budget Does Not Do**

- Does **not** include additional service improvements or ATV expansions beyond the Line 32 enhancement.
- Defers previously planned operator work-quality improvements that were originally targeted for implementation in FY2026.

**Alexandria Transit Company**  
*Fiscal Year 2027 General Manager's Proposed Budget*  
*(Including Line 32 Enhancement)*  
*Contingent Upon ATC Board Approval*

Revenue	FY27 General Manager's Budget	FY26 Final Budget	FY27 Proposed vs FY26	FY27 vs FY26%
<b>REVENUE</b>				
City Contribution - DASH	38,459,866	36,869,417	1,590,449	4.3%
Charters	175,000	175,000	-	0.0%
Advertising	160,000	160,000	-	0.0%
Miscellaneous Revenue	85,000	60,000	25,000	41.7%
<b>TOTAL REVENUE</b>	<b>\$ 38,879,866</b>	<b>\$ 37,264,417</b>	<b>\$ 1,615,449</b>	<b>4.3%</b>
<b>EXPENSES</b>				
Administration	FY27 General Manager's Budget	FY26 Final Budget	FY27 Proposed vs FY26	FY27 vs FY26%
Wages	3,271,076	3,033,300	237,776	7.8%
Fringe Benefits	416,315	321,890	94,425	29.3%
Payroll Taxes	250,276	231,800	18,476	8.0%
Retirement Costs	261,726	243,000	18,726	7.7%
Facilities Maintenance (Personnel)	556,800	508,700	48,100	9.5%
Facilities Maintenance (Non-Personnel)	285,000	287,000	(2,000)	-0.7%
Insurance	1,006,243	895,635	110,608	12.3%
Professional Services	1,051,300	975,700	75,600	7.7%
Utilities	395,645	471,094	(75,449)	-16.0%
Telecommunications	116,000	116,000	-	0.0%
Printing & Advertising	50,500	50,500	-	0.0%
Training, Travel, Events	62,150	62,150	-	0.0%
Office Equipment & Supplies	126,400	126,400	-	0.0%
Employee Recognition	59,483	59,483	-	0.0%
Dues and Subscriptions	24,500	24,500	-	0.0%
Grant Local Match (DRPT Grants)	15,000	15,000	-	0.0%
<b>Total Administration Expenses</b>	<b>\$ 7,948,414</b>	<b>\$ 7,422,152</b>	<b>526,262</b>	<b>7.1%</b>
<b>Maintenance</b>				
Maintenance	FY27 General Manager's Budget	FY26 Final Budget	FY27 Proposed vs FY26	FY27 vs FY26%
Wages	3,822,500	3,733,700	88,800	2.4%
Fringe Benefits	456,045	391,800	64,245	16.4%
Payroll Taxes	292,421	281,500	10,921	3.9%
Retirement Costs	305,800	294,400	11,400	3.9%
Fuel and Lubricants	2,042,611	2,291,938	(249,327)	-10.9%
Repair Parts & Supplies	1,773,359	1,656,586	116,773	7.0%
Maintenance Services	440,800	341,100	99,700	29.2%
Training and Travel	20,000	20,000	-	0.0%
<b>Total Maintenance Expenses</b>	<b>\$ 9,153,536</b>	<b>\$ 9,011,024</b>	<b>142,512</b>	<b>1.6%</b>
<b>Operations</b>				
Operations	FY27 General Manager's Budget	FY26 Final Budget	FY27 Proposed vs FY26	FY27 vs FY26%
Wages	16,367,220	15,619,096	748,124	4.8%
Fringe Benefits	2,592,882	2,501,275	91,607	3.7%
Payroll Taxes	1,223,465	1,171,110	52,355	4.5%
Retirement Costs	1,279,349	1,224,760	54,589	4.5%
Operating Materials and Supplies	38,950	38,950	-	0.0%
Operator Training	38,500	38,500	-	0.0%
Training and Travel	47,550	47,550	-	0.0%
<b>Total Operations Expenses</b>	<b>\$ 21,587,916</b>	<b>\$ 20,641,241</b>	<b>946,675</b>	<b>4.6%</b>
<b>Capital Outlay</b>	<b>\$ 190,000</b>	<b>\$ 190,000</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>\$ 38,879,866</b>	<b>\$ 37,264,417</b>	<b>1,615,449</b>	<b>4.3%</b>
<b>Surplus/(Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>		

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# Alexandria Transit Company **Strategic Plan**

June 10, 2026





## 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:

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

Provide a robust transportation system that meets our customers' needs.

#### **Outcome measure:**

- ▶ Annual DASH ridership.  
Target: Flat or Increasing total ridership



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

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

#### **Outcome measure:**

- ▶ "Rate your Ride" overall rating.  
Target: ≥4.0
- ▶ Controlled survey passenger rating.  
Target: ≥4.0



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

Minimize the community's carbon footprint on the environment.

#### **Outcome measure:**

- ▶ Tons of CO2 emissions that have been reduced in the last 12 months.  
Target: 17,500



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

Foster an environment that champions high levels of employee engagement.

#### **Outcome measure:**

- ▶ Annual employee engagement score.  
Target: 80% or higher starting with 2027 engagement survey



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

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

#### **Outcome measures:**

- ▶ Total cost per rider.  
Target: At or below the median of the National Transit Database (NTD)



## Goal 1: System Excellence

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Provide a robust transportation system that meets our customers' needs

- ▶ Annual DASH ridership – Flat or increasing.

Objectives	Objective Measures
<b>1.1 Run buses when people need them</b>	<ul style="list-style-type: none"><li>▶ System-wide average of passengers per revenue hour. (Baseline: 22 boardings per revenue hour, excluding Trolley)</li></ul>
<b>1.2 Maximize access to frequent transit service</b>	<ul style="list-style-type: none"><li>▶ Percentage of population with access to a high frequency route (Target: 77%)</li></ul>

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## Goal 2: Customer Experience

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

- ▶ “Rate your Ride” overall rating is a 4.0 or above.
- ▶ Controlled survey passenger rating is a 4.0 or above.

Objectives	Objective Measures
<b>2.1 Provide a reliable service and fleet</b>	<ul style="list-style-type: none"> <li>▶ On-Time Performance (Target: 85%)</li> <li>▶ Mean miles between failure (Target: 4,000)</li> </ul>
<b>2.2 Provide a modern, clean, comfortable fleet</b>	<ul style="list-style-type: none"> <li>▶ Rate your Ride rating re: cleanliness (Target: 75% satisfaction)</li> <li>▶ Controlled survey “cleanliness” rating (Target: <math>\geq 4.0</math>)</li> </ul>
<b>2.3 Serve with friendly and helpful bus operators</b>	<ul style="list-style-type: none"> <li>▶ Number of Valid Complaints for Bus Operator Behavior per 100,000 passengers (Target: <math>&lt; 4.0</math>)</li> </ul>
<b>2.4 Transport our customers safely throughout our community</b>	<ul style="list-style-type: none"> <li>▶ Preventable events per 100,000 miles (Target: <math>&lt; 3.0</math>)</li> </ul>
<b>2.5 Maximize accessibility to our services</b>	<ul style="list-style-type: none"> <li>▶ Increase number of stops that are ADA accessible (Target: 20 accessible stops added per year)</li> </ul>



## Goal 3: Environmental Stewardship

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Minimize the community's carbon footprint on the environment

- ▶ Tons of CO2 emissions reduced (Target: 17,500)

Objectives →	Objective Measures
<b>3.1 Provide a desirable alternative to single occupancy vehicle (SOV) trips</b>	<ul style="list-style-type: none"><li>▶ Car trips removed from Alexandria streets (Target: 4.2 million)</li></ul>
<b>3.2 Minimize emissions of the DASH fleet</b>	<ul style="list-style-type: none"><li>▶ Percentage of total vehicle miles operated with Zero Emissions Vehicles (Target: 4%)</li></ul>
<b>3.3 Minimize the carbon footprint of DASH facilities</b>	<ul style="list-style-type: none"><li>▶ Each initiative will have its own objective measure</li></ul>

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## Goal 4: Workplace Excellence

Foster an environment that champions high levels of employee engagement

- ▶ Annual engagement score starting with 2027 survey – Target 80%

Objectives	Objective Measures
<b>4.1 Recruit the best people in a timely manner</b>	<ul style="list-style-type: none"><li>▶ Percentage of hires rated as high quality by hiring manager (Target 90%)</li><li>▶ Turnover/Retention (Target &lt;10%)</li></ul>
<b>4.2 Invest in and encourage employee growth and development in their careers</b>	<ul style="list-style-type: none"><li>▶ Percentage of employees who have a Professional Development Plan (Target: 100% of managers and above)</li></ul>
<b>4.3 Build a sense of inclusion and belonging among all employees</b>	<ul style="list-style-type: none"><li>▶ Employee Pulse Survey questions related to inclusion/belonging (Target: 85% Agree or Strongly Agree)</li></ul>



## Goal 5: Fiscal Responsibility

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

- ▶ Cost per rider at or below the median of the National Transit Database (NTD)

Objectives	Objective Measures
<b>5.1 Fully fund the operational functions of the organization</b>	<ul style="list-style-type: none"><li>▶ Year-end operating variance (Target: within +/- 2% of budget)</li></ul>
<b>5.2 Use allocated funding to deliver the best value in the region</b>	<ul style="list-style-type: none"><li>▶ Platform or Revenue hour cost compared to other regional systems (Target: Below mean)</li></ul>
<b>5.3 Maximize the use of our resources through coordination with our partners</b>	<ul style="list-style-type: none"><li>▶ Annual non-capital expenditures through collaborative purchases (Target: 3%)</li></ul>



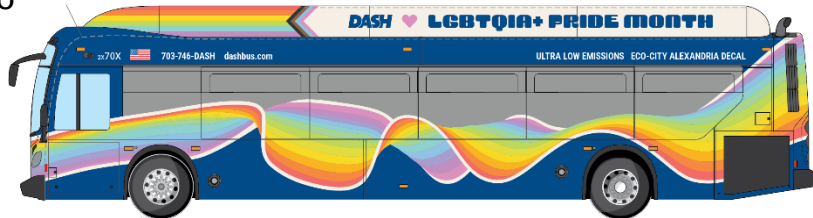
**DASH**  
ALEXANDRIA TRANSIT

[www.dashbus.com](http://www.dashbus.com) | 703.746.3274 (DASH)

## June 2026 DASH Community Activities Update

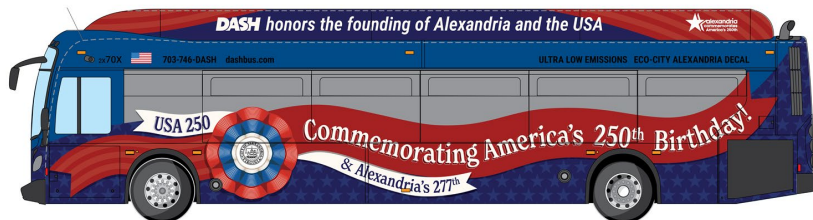
### DASH Debuts Two New Bus Wraps: LGBTQIA+ Pride & America250

This June, DASH is proud to celebrate LGBTQIA+ Pride Month with a specially wrapped celebration bus, a vibrant and colorful tribute to the community's diversity, strength, and resilience.



As the bus travels throughout the city, it'll serve as a moving symbol and reminder that all love, identities, and orientations are valid, valued, and worthy of celebration. Residents and visitors alike are encouraged to keep an eye out for the bus throughout the month.

Toward the end of June, DASH will also be unveiling a patriotic commemorative bus honoring Alexandria's 277<sup>th</sup> and the United States' 250<sup>th</sup> anniversary.



We're excited to join the City in participating in the broader series of America250 activations recognizing this historic milestone.

### On-Route Charger Groundbreaking Ceremony Reminder



You're invited to join us at the West Alexandria Transit Center Tuesday, June 23, from 1 PM to 2 PM, for our groundbreaking ceremony marking the start of installation for new on-route, high-speed opportunity chargers. This event will celebrate an important step forward in enhancing DASH's electric bus infrastructure and improving the speed, efficiency, and reliability of transit service in Alexandria.

U.S. Representative Don Beyer, Mayor Alyia Gaskins, and members of City Council are expected to be in attendance. If you haven't yet RSVP'd, please do as soon as possible at <https://forms.office.com/g/brGrEGRRUH>.

## June Event Collaborations

So far this month, we have participated in two community events: Career Day at Naomi L. Brooks Elementary School on June 5 and SoccerFest at George Washington Middle School on June 6. At both events, we connected with students, families, and community members to share resources and information about who we are, what we do, and how to use our service.



Looking ahead, we are scheduled to participate in at least five more events throughout the remainder of June with community partners and city agencies, including:

- Sunday, June 14 | ALX Reds' Games @ Limerick Field
- Wednesday, June 17 | Croatia vs. England Watch Party @ Franklin Hall
- **Saturday, June 20 | Capital Alliance Pride Parade @ 14th and T Streets NW**
- Wednesday, June 24 | Community Cookout @ Southern Towers
- Saturday, June 27 | ALX Pride Festival @ Carlyle Square
- Tuesday, June 30 | Community Cookout @ Casa Chirilagua

## DASH Hosts Facility Tour & Touch-the-Bus Demonstrations for Local Preschoolers



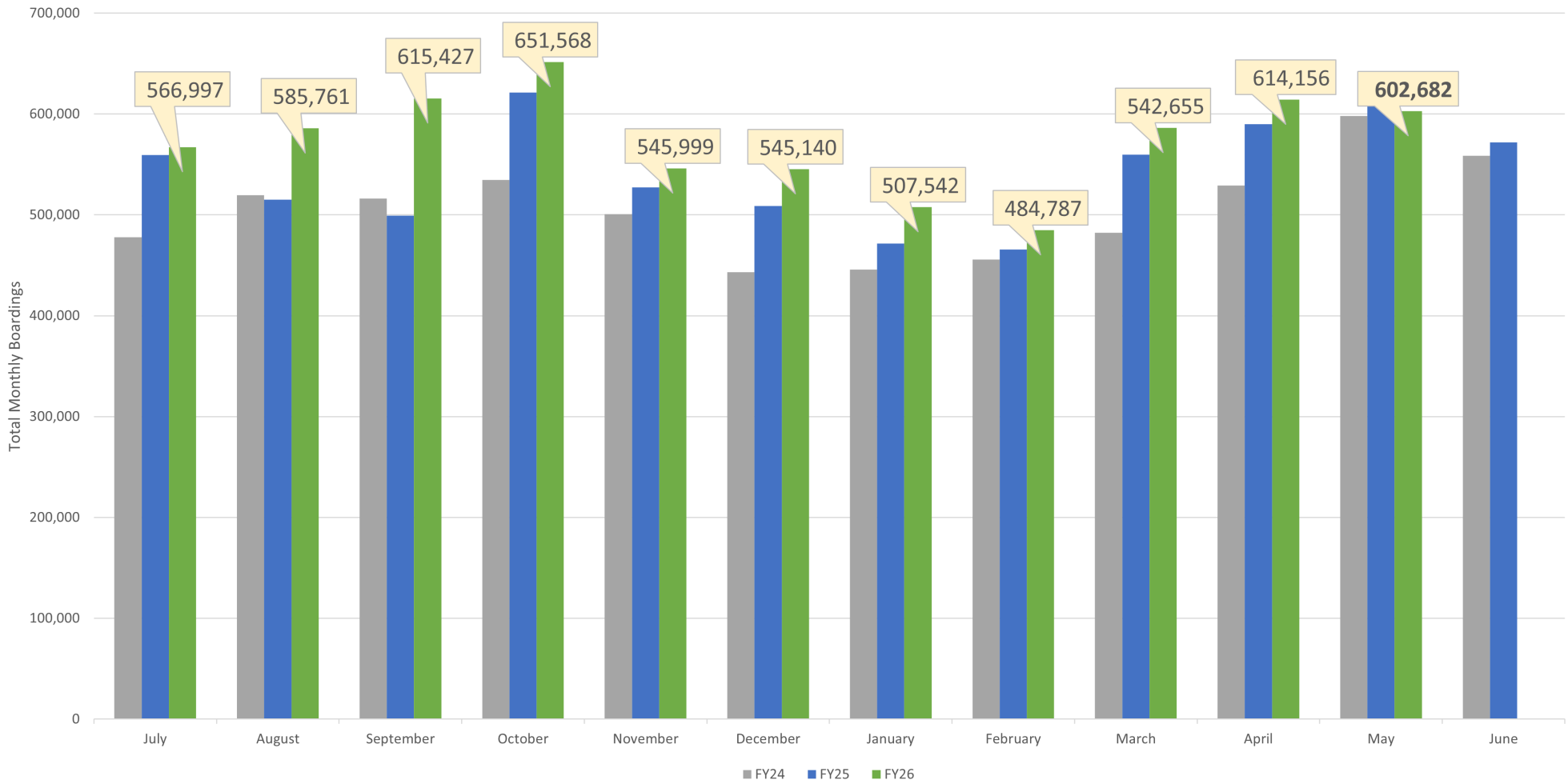
On Thursday, May 21, and Thursday, May 28, DASH hosted special transit-themed events for two local preschools, Creative Play School in Del Ray and St. Paul's

Episcopal Church in Old Town, giving young riders an up-close, behind-the-scenes look at public transportation.

For one of the events, we brought the experience directly to the kids by driving out our Kids' First Years partnership bus for them to climb aboard, learn how to request a stop, hear the bus horn, and ask all the questions their curious minds could come up with. For the other, we welcomed a small class of preschoolers to our facility for a facility tour, where they explored the bus sleepover area, visited the bus hospital, answered a little trivia, and capped off the visit with an exciting ride through the bus wash.

Both events were wonderful opportunities to introduce our youngest community members to public transit in a fun and welcoming way, helping to make buses feel familiar and approachable. While most of the children had already ridden a bus before, experiencing DASH up close will bring a whole new level of excitement to future bus rides.

DASH Monthly Ridership





**DASH**

# **DASH Capital Program Update**

**May 2026**

**DASH**



# Outlook of Projects from FY25



## **DASH Facility Expansion**

Fully Funded

## **DASH Deck Rehabilitation**

Partly Funded

## **DASH Charging Infrastructure**

Fully Funded

## **DASH Bus Replacement**

**FY26: 7 buses** due for replacement

**FY27: 14 buses** due for replacement

Partly Funded

Note: due to electric bus availability challenges, (5) 2012 hybrid buses are retained to meet service needs. This also accounts for some increases in maintenance expenses.

## Federal

- Discretionary programs now **prioritize low emissions over no emissions**
- Offered previously awarded projects given option to convert from No Emissions projects to Low Emissions projects.

## State

- **Underutilization of MERIT** Capital Assistance program

## Local

- City Council **prioritized service growth over zero emissions**, but without giving up zero emissions goals.
- New **flexibility with timeline** of zero emissions conversion

# Funding for Capital Projects



## Old Funding

- FY23 FTA Low-No award for **13 battery electric buses, chargers, and charging infrastructure**. (\$23 million)
- SmartScale 1 award for **6 diesel expansion buses and facility expansion** (\$11 million)
- SmartScale 2 award for **(7) battery electric expansion buses** (\$12 million)
- FY24 Federal Community Project Funding for **on-route opportunity charger** (\$1 million)

## New Funding

- DASH was awarded **up to \$4.6 million** in State MERIT Capital Assistance funding for **Deck Rehabilitation**
- DASH and the City secured **\$10.9 million** in a second FTA Low-No award for **(11) hybrid replacement buses**

## As a result ...



### Bus Replacement

FY26: 7 buses funded → 7 buses funded  
FY27: 7 buses funded → 14 buses funded

- *11 of these buses will be converted from diesel to hybrid (partial zero emissions) technology*

*DASH may also have opportunities to address the following:*

- *Upgrade some of the replacement buses to articulated to expand capacity*
- *Order an additional battery electric bus to replace “totaled” Proterra bus that is cost ineffective to repair.*

### Deck Rehabilitation →

\$3 million funded                      \$9.7 million funded

# Capital Project Activities in FY27



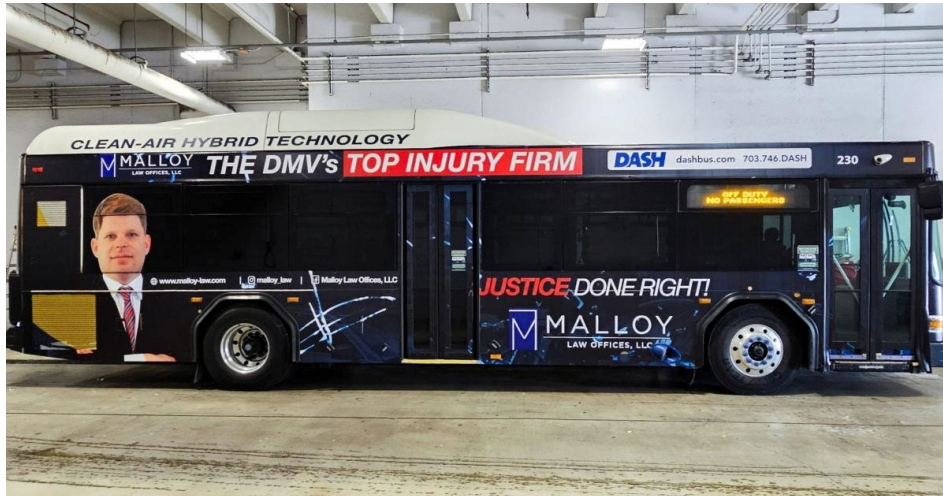
- Update of **Zero Emissions Transition Plan**
- Substantial Completion of **Facility Expansion**
- Substantial Completion of **On Route Opportunity Charger**
- Beginning of work of Low-No funded **Charging Infrastructure**
- Delivery of 13 Low-No Funded **Battery Electric Buses**
- Production of 7 Smartscale II Funded **Battery Electric Buses**

## Alexandria Transit Company (DASH)

### Advertisement Program

#### Answers to questions raised by ATC Board of Directors

June 10, 2026



1. What are the administrative fees charged by our advertising contractor, including the structure of Street Level Media's compensation and their take rate?

*Street Level Media's compensation structure allocates 62% of gross advertising revenue to DASH and 38% to Street Level Media for administration and profit. No additional administrative fees are charged to DASH. The contract also includes a guaranteed minimum annual payment to DASH regardless of actual sales performance, with a guarantee of \$75,000 in year 1, \$110,000 in year 2, and \$120,000 in year 3*

2. What are the program's revenue history, current performance, and any available projections?

*In year 1, Street Level Media sold \$133,533 of media space on its DASH contract, resulting in a net revenue of \$82,791 to DASH*

*For year 2, there is currently \$239,000 of booked advertisement contracts through the end of 2026, which will result in \$148,000 of net revenue to DASH. Street Level's goal is to reach \$300,000 in actual revenues by the end of 2026.*