



DASH Board of Directors Meeting Agenda

March 11, 2026 5:30pm - 7:30pm EDT

Del Pepper Community Resource Center @ Mark Center: 4850 Mark Center Drive, Conference Room 9151 (9th floor), Alexandria, VA 22311

1. Welcome

5:30pm

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

2. Collaboration and Engagement

5:35pm

- a. Public Comment
- b. Chairs Report
- c. T&ES Report

David Kaplan

Jordan Exantus

 [T&ES Deputy Directors Notes 3.2026.pdf](#)

i. Paratransit Presentation

Owen Albrecht

The City of Alexandria Department of Transportation and Environmental Services (TES) operates the DOT Paratransit Program to complement the DASH fixed-route system by providing ADA paratransit service for residents who are unable to use fixed-route transit.

The program currently provides approximately **3,100 trips per month (104 trips per day)** with **96.3% on-time performance**, an **average trip distance of 4.5 miles**, and a **3.5% no-show rate**. Service is delivered through a contracted operations provider that is currently fully staffed with **16 operators**. The fleet is being modernized with **replacement vehicles entering service in 2026** and the installation of **Samsara telematics systems** to improve safety, reliability, and operational oversight.

DOT is advancing several initiatives to strengthen mobility options and ensure long-term program sustainability. These include **paratransit service optimization**, the development of a **Mobility Pass program** to expand transportation choices for eligible residents, a **Travel Training program** (pending grant funding) to support independent use of transit,

and a **citywide human services transportation coordination effort** to improve efficiency and reduce duplication across City programs.

Together, these initiatives are intended to **maintain high-quality paratransit service while expanding mobility options and improving system efficiency** across Alexandria's transportation network.

d. **Other Member Reports**

3. **Regular Business**

5:55pm

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

 [February Board Meeting Minutes.pdf](#)

b. **Review of Financials**

*Financial Reports are Pending and will be provided as soon as they are available.

i. **City Manager's Proposed Budget Presentation**

Edward Ryder

Staff will provide a brief overview of the City Manager's Proposed FY 2027 Budget and the implications it has on DASH's budget and service decisions.

4. **Action Items**

There are no action items for this meeting.

5. **Staff Reports**

6:10pm

a. **Employee Engagement Report and Plan Overview**

Yvonne Jung

Chief Labor Relations and Engagement Officer Yvonne Jung will provide a presentation overview of the DASH Employee Engagement survey and action items related to our Employee Engagement Plan.

b. **General Managers Report**

Josh Baker

Announcement: DASH will host the 2026 35' and Paratransit Bus State Rodeo on April 24th and 25th. All members are invited to join us as judges, observers, or supporters. For more information or to register please visit: www.ctav.swoogo.com/roadeo2026

i. Community Activities Update

Josh Baker

An overview of the activities of the DASH team and the Marketing and Public Engagement department is provided for review. The General Manager will provide a brief overview of the many recent accomplishments of the DASH team.

 [March 2026 Community Activities Update.pdf](#)

c. Draft Strategic Plan Updates

Josh Baker

The DASH Leadership Team has been working to draft updates to the Strategic Plan. Internally, we have developed initiatives around each of the strategic goals. During the Board Meeting we will provide a brief recap of the work we have completed so far and review updates to the Strategic Goals and Objective Measures.

 [Strategic Plan Updates Draft - March 2026.pdf](#)

d. Ridership Report

Josh Baker

*YTD ridership number for FY26 is now being considered preliminary, pending APC certification, which is currently in progress.

It is expected that APC certification will be completed by April, 2026, which is a prerequisite for this data to be accepted by NTD. Once that certification is completed, a retroactive adjustment may be necessary for all ridership data published from July 2025 through the time of certification.

Independent verifications of these preliminary ridership numbers indicate that any necessary adjustments are likely to be insignificant.

 [Ridership Graph.pdf](#)

6. Adjournment

6:55pm

END
7:30pm

T&ES Deputy Director Notes
ATC Board of Directors Meeting 3.11.2026

NVTC Commission Meeting

On March 5th, staff attended the NVTC Commission Meeting which focused on regional transit funding developments, state legislative updates, and several project approvals affecting Metro, DASH, and VRE. The Commission reviewed legislation advancing the SJ28 transit funding framework, which is intended to address the FY27 WMATA operating gap and establish new long-term revenue streams for Metro, VRE, and local bus systems. Commissioners also approved state assistance applications to DRPT, which support operating and capital funding for local transit providers such as DASH, and authorized actions related to communications for upcoming Blue and Yellow Line construction, intended to help mitigate rider impacts during Metro work affecting Alexandria riders. The meeting also included updates on regional mobility initiatives, including Route 7 BRT planning and zero-emission bus technical assistance, both of which support Alexandria's West End mobility strategy and DASH fleet electrification. Finally, the Commission considered several Virginia Railway Express (VRE) actions, including federal grant applications and capital project approvals related to improvements near the Alexandria (King Street) Station and Seminary Yard, which are expected to enhance commuter rail reliability and connectivity for Alexandria residents.

DMV Moves Implementation Coordination Group - Kickoff Meeting

At the February 25 DMVMoves Coordination Group kickoff meeting, regional transit agencies and local jurisdictions began organizing the implementation of the DMVMoves Regional Transit Integration Action Plan. The meeting focused on establishing the structure for several working groups that will advance key regional initiatives, including the Regional Bus Priority Network, common service guidelines and performance metrics, regional bus stop design and customer information standards, fare integration, and joint procurement opportunities. TPB staff outlined plans to produce the first annual regional implementation report later this year to track progress across agencies. Participants also discussed practical implementation challenges, including differences in existing data systems, the cost of updating bus stop inventories, and the need to align regional initiatives with local budgets and governance structures. Alexandria staff noted that DASH's existing bus stop inventory and public dashboard place the City in a strong position to contribute to regional standards discussions, while also emphasizing the importance of maintaining local flexibility as regional guidelines are developed. The DMVMoves Working Group for Bus Priority/BRT meets on March 10.

Envision Route 7

On March 3rd, NVTC and consultants updated jurisdictional staff in the region on progress of the Envision Route 7 BRT project. This next phase will focus on analyzing and developing concepts for a second alternative: curb-running BRT. This will include traffic forecasting and modeling.

Additionally, NVTC is planning to conduct outreach between mid-May and mid-June along the corridor. This project would connect Alexandria with Tysons Corners with fast, high frequency service. In Alexandria, the route would only run from Fairfax County down King Street to Beauregard, then terminating at the Mark Center (map below).



Old Town Circulator Stop Rebalancing

At the February 23 Traffic and Parking Board Public Hearing, formal approval was given for parking modifications along the Old Town Circulator route, between Market Square and Braddock Road Metro in Old Town, to support planned DASH bus stop changes. Rebalancing stops along one of the highest-ridership routes in the City will create more effective stop pairs that improve bus performance, enhance passenger mobility, and support ADA accessibility upgrades. Minor construction on bus boarding pads is expected to occur in Spring 2026.

1. Welcome

A meeting of the Board of Directors of the Alexandria Transit Company was held at 5:30 pm on Wednesday, February 11, 2026, in the DASH Facility Board Room. A recording of the meeting was made and is available upon request.

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

Board members absent: N/A

Board members participating remotely: N/A

Staff members present: Josh Baker, Beth Reveles, Edward Ryder, Kato Carter, Michael Randolph, Raymond Mui, Stevie Mathews, John Jones, Camila Olivares, Stephanie Salzone, Brent Reuter, Yvonne Jung

Other attendees: Bob Gronenberg

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

The meeting was called to order at 5:34 pm. A quorum was reached at that time. Arish Gajjar arrived at 5:37 pm, David Kaplan arrived at 5:40 pm, Jesse O'Connell arrived at 6:30 pm, and Praveen Kathpal arrived at 6:32 pm.

2. Collaboration and Engagement

- a. Public Comment**

Chair David Kaplan opened the meeting to public comment at 5:46 pm.

Bob Gronenberg stated that last May he had been invited to participate in the Fare Free Public Transit Lessons Learned working group led by Christopher Ziemann. From this group, a report was published last December. The survey in the report showed that 66% of the respondents were at or below the poverty level and 40% did not have a car and/or a drivers license. The study reaffirmed that reducing traffic congestion remains a priority for public transport. Therefore, given the percentage of respondents that do not have a transit alternative, if the objective is to get cars off the road, we need to also get discretionary riders out of their cars and riding DASH. Mr. Gronenberg feels that DASH needs to be marketed more broadly to reach those individuals that have the option of driving or taking public transit rather than focusing on free fares for those that do not have a transit alternative.

- b. Chairs Report**

Chair Kaplan acknowledged that a letter was sent to WMATA under the expedited correspondence policy and explained why the Board received two very different letters in short order. The first letter was drafted by Staff without any real guidance from the Board and mentioned the possibility of congestion issues due to Metrobus service changes. When the letter was circulated to the Board, following Mr. Kaplan and Mr. O'Connell's review, Hillary Orr pointed out that since the letter is from one Board to the other, that the focus of the letter should be on subsidy growth and sustainability. Mr. Kaplan stated that General Manager Josh Baker reminded him that WMATA and DASH staff have a very good working relationship and can navigate through any scheduling issues. The first letter was then redrafted by Staff to reflect Ms. Orr's recommendation and redistributed to the Board. As the Board made no comments on the second letter, that letter was sent to WMATA.

Chair Kaplan and the rest of the Board expressed appreciation for how well DASH performed during the snowstorm.

The Chair welcomed new City Finance designee Board member, Kevin Greenlief. Mr. Greenlief provided a brief background on his work history.

c. T&ES Report

Transportation Deputy Director Hillary Orr reviewed her written report which was shared with the Board in advance of the meeting.

d. Other Member Reports

i. Report by Board Nominating Committee

The Board nominating committee, Matt Harris and Jesse O'Connell, provided an update on the search for a new Board member with transportation expertise. Mr. Harris stated that they had interviewed five candidates, all of whom were fantastic. The last person they interviewed was Jamaal Schoby who was extremely qualified to fill the seat and is the candidate they are recommending for nomination. General Manager Josh Baker reminded the Board that all five applications and resumes were available in Boardable.

Mr. Harris called for a motion to approve the nomination of Jamaal Schoby to fill the empty Board seat. A motion was made by Ajashu Thomas and was seconded by Arish Gajjar. There was no further discussion, and the motion carried.

3. Regular Business

a. Consideration of Approval: Meeting Minutes

The Chair called for a motion to approve the January meeting minutes stating that he had two revisions:

1. Edit "DASH Circulator" to "Old Town Circulator"
2. Edit "Chair Kaplan provided a brief history on the Alexandria Transit Company/DASH" to "Chair Kaplan mentioned that Chuck Beatley, for whom the Charles Beatley Central Library was named, had a role in the founding of the Alexandria Transit Company/DASH."

Mr. Kaplan asked if there were any other corrections, revisions, or amendments to the minutes. A motion was made by Jesse O'Connell to approve the minutes with the stated corrections. Matt Harris seconded the motion. There was no further discussion, and the motion carried. Kevin Greenlief abstained from the vote.

b. Review of Financials

CFO Edward Ryder was available for questions regarding the financial report which was provided to the Board in advance of the meeting.

4. Action Items

i. ATC Board of Directors Policies

Consideration of Approval: Recommended revised Policies of the Board as approved by the sub-committee and Counsel.

General Manager Josh Baker reviewed the revised ATC Board policies, which was shared with the Board in advance of the meeting.

After some discussion, the Board agreed that the policies should be amended as follows: Include a statement that Board directors will complete periodic training as determined by the Board chair, and the name of the current staff management company, TransDev/First Transit, should be removed from the Board Policy Manual.

Chair Kaplan called for a motion to approve the policies. A motion was made by Jesse O'Connell to approve the three new Board policy documents with the discussed edits and with the power of the sub-committee to make the edits and finalize the documents. Hillary Orr seconded the motion. There was no further discussion, and the motion carried.

a. Legislative Updates

Legislative overview by the General Manager on the following bills being considered by the Virginia General Assembly

Action Item: Consideration of authorization for the Chair of the Board to issue letters stating the position of ATC on these bills.

Support:

HB900/SB730 & HB1179/SB638 - Transit Funding Bills

HB564/SB583 - Bus Obstruction Monitoring Systems

Oppose:

HB547/SB731 - Private Companies providing Public Transportation Services

General Manager Josh Baker explained that the legislative funding bills that were of interest to DASH were not going to advance in their current legislative form. Therefore, Mr. Baker is not recommending that the Board take any action on the letters as it relates to the aforementioned legislative bills. He stated that DASH will stay fully engaged and will keep the Board updated and will work with the City as opportunities arise.

iii. Bus Obstruction Monitoring Systems - Support

iv. Private Companies providing Public Transportation Services - Oppose

Mr. Baker provided brief descriptions of both bills. The bills were provided to the Board in advance of the meeting.

Mr. Baker asked the Board to discuss how to handle future situations where legislative matters occur quickly and there is insufficient time for the Board to meet and act in support or opposition to legislative bills.

After some discussion, Chair Kaplan called for a motion to empower the Chair to advocate legislative bills. Ajashu Thomas made a motion to empower the Board Chair to work in alignment with the DASH General Manager and the City's legislative director to advocate for bills that DASH either supports or opposes to the Virginia General Assembly. Kevin Greenlief seconded the motion. There was no further discussion, and the motion carried.

5. Staff Reports

a. Post Storm Debrief & Discussion

Staff presentation on Winter Storm Fern response and recovery, discussion regarding Bus Stop maintenance.

Mr. Baker briefly summarized DASH's and the City's response to the recent winter storm.

Chief Operating Officer Stephanie Salzone provided a brief review of the bus operations decisions that were made during the winter storm. In determining service levels, her decision was to prioritize safety, not just for employees but also the community, while providing the highest level of service. She reviewed the bus operating schedule from Sunday, January 25th through Thursday, January 29th.

There was much discussion on what the City and DASH staff might be able to do to improve snow removal at bus stops during future snowstorm events. Hillary Orr mentioned that City Council had asked the City Manager to bring them an after-action/lessons learned plan. T&ES is working on their after-action plan and will include DASH in their discussions to include Operators observations on the status of the bus stops and which stops should have been prioritized for snow clearance. Chair Kaplan recommended that the bus stops' snow removal challenges be presented during the Stockholders meeting.

b. FY 2027 Alexandria Transit Strategic Plan Draft

Director of Planning and Scheduling Stevie Mathews provided an overview of the ATSP draft, which was provided to the Board in advance of the meeting.

c. Ridership Report

Mr. Baker reviewed the report which was shared with the Board in advance of the meeting.

d. Space of Her Own (SOHO) DASH Experience and Tour Event

Ajashu Thomas commended DASH for hosting the Space of Her Own experience and stressed the importance of exposing young women to professionals in the transit industry and showing them what career possibilities are available to them.

e. 100 Years of Black History Month

Ms. Thomas expressed appreciation for the Black History Month bus wrap which featured Rosa Parks.

f. Employee Engagement Plan

Sue to time constraints, this plan is deferred to the March 11 Board meeting.

g. Staff Response - Follow-up Questions from January Meeting

At the January 2026 Meeting, two questions were posed which staff were unable to answer at the time, status and responses are provided here:

1. Downtime/Utilization of BEBs - How does DASH's experience compare with the industry and what insights can TransDev provide through their network?

- We are working with TransDev to see if we can obtain this information. Due to the storm and other factors, this has been delayed, and a response will be posted soon.

2. Injury rate metric - What is the metric (incidents per some # of days)? How does DASH compare to industry benchmarks?

- OSHA classifies workplace injuries in two ways:

Recordable - When the event results in two or more consecutive days away from work following the event

Reportable - if there is a fatality or severe, inpatient hospitalization

- Based on this criteria, they calculate the total number of cases per 100 FT employees.

- **DASH had a case rate of 0 recorded for 2024 compared to the industry average of 7.0 cases.** "0" for us does not mean that we did not have any cases; it simply means our rate is so low that it is recorded as "0".

6. Adjournment

The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for March 11, 2026, at 5:30 pm at the Del Pepper Community Resource Center @ Mark Center: 4850 Mark Center Drive, Conference Room 9151 (9th floor), Alexandria, VA 22311.

March 2026 DASH Community Activities Update

DASH's 42nd Birthday + 5 Years Fare Free Wrap

2026 is a landmark year for DASH. On March 11th, we mark our 42nd anniversary of continuous service and keeping Alexandria moving, and on September 5th, we'll celebrate the 5th anniversary of going fully fare-free. To honor both milestones, we're taking our commemorative 5 years fare-free bus wrap to events throughout Alexandria and the region all year long, kicking things off at the Ballyshaner's St. Patrick's Day Parade.



Our agency exists to ensure that every person in our city, regardless of income, ability, or background, has the freedom to move with dignity. Here's to 42 years of service, five years of fare-free transit, and a future where DASH remains Alexandria's first and preferred ride.

DASH Featured in Mass Transit Magazine

On February 17th, we were featured in Mass Transit Magazine's article "[Right-sizing the Garage for Zero-emission Fleets.](#)" The publication reaches 310,000 readers monthly, including over 20,000 direct subscribers and 126,000 eNewsletter recipients throughout the US and Canada, giving our zero-emissions transition journey broad and meaningful exposure.

Josh and Raymond represented DASH in the interview, contributing quotes and firsthand insights into the progress our organization has made toward building a cleaner, more sustainable fleet. They spoke about the concrete actions and investments we have undertaken, while acknowledging that the transition to zero-emission vehicles is not without challenges. They elaborated that it has required creative problem-solving, industry-wide collaboration, and persistence in identifying and securing the necessary funding to bring this vision to life, while also maintaining a state of good repair.



Right-sizing the Garage for Zero-emission Fleets

Transit agencies across North America are planning, funding and building the next generation of bus facilities for zero-emission fleets.

By [Scott Krimmel](#) • Feb. 17, 2024 • 10 min read

For much of the past 15 years, the transition to zero-emission buses has been framed around the vehicle's type of propulsion, range, visibility, refueling speed and the time needed for procurement. But as more transit agencies move from pilots to full fleet conversions, a different challenge has emerged: Bus storage and maintenance facilities—many of which were designed decades ago for diesel-based fleets—are now posing how fast transit agencies can get zero-emission buses into full service.

Across North America, agencies are discovering that right-sizing their facilities for these emerging fleets is less about identifying existing assets and more about rethinking power, space and workflows from the ground up. From smaller systems that have had to land this transition without external expertise to large networks that are embracing multi-site projects, the decisions made at the facility level are shaping the zero-emissions future.

Whether securing funds, ensuring utility access, installing aerial technology for paint or refueling maintenance shops to support new needs, agencies are learning what it means to make the transition to a right-sized zero-emissions facility. From agencies just breaking ground to those who are already running a 100% zero-emission fleet, such transition provides a wealth of lessons to make an ever more common process easier for the next agency taking the plunge.

Alexandria Transit Company expands without formula funding

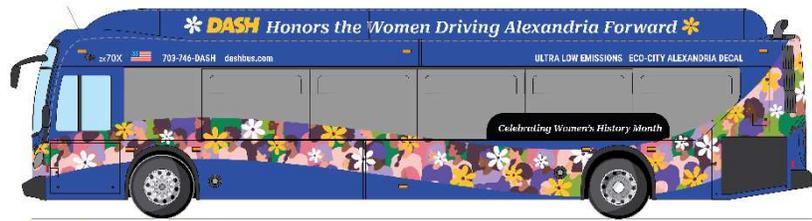
The Alexandria Transit Company, which operates DASH bus service, [breaks ground on its fully zero-emission garage](#) at the end of 2023. The work is set to expand the footprint of its current Wilson St. Bus DASH Maintenance Facility to include 200 additional electric bus charging, as well as storage for a possible future solar array and storage for battery units. This expansion comes after a successful agency pilot of an electric bus in 2021, proving the technology was viable for the region.



Women’s History Month Wrap + Event Collaborations

As we celebrate Women’s History Month, we honor the generations of women whose leadership, courage, and innovation have shaped our communities and driven history forward. Their contributions continue to inspire progress here in Alexandria and around the globe.

To mark the occasion, DASH is proud to recognize the women, past and present, who have helped transform Alexandria, the DMV region, and beyond through public service, advocacy, business, education, and community leadership. Our commemorative bus wrap, inspired by this month's theme *Women Driving Alexandria Forward*, will travel throughout Alexandria all month, highlighting the vital role women play in building accessible, connected, and equitable communities.



DRIVER SIDE: 499" w x 128" h (extra material width)



Look for it rolling through the city or join us at a couple of events throughout the month, including March 7th at the Women’s Crawl at Pat Miller Square; March 8th at the EmpowerHer Women’s Health Forum at Charles Houston Recreation Center; March 14th at the Del Ray Farmers Market; and March 21st along the Women’s History Walk through Old Town.

Kids’ First Years Partnership + Wrap Unveiling Event

We are proud to announce our new partnership with Kids' First Years (KFY), a local non-profit dedicated to building a network of community partners supporting early childhood development.



As part of this collaboration, DASH will be joining KFY in celebrating April as the Month of the Young Child, a recognition of our shared commitment to connecting residents and families to safe, convenient, and reliable transportation.

To kick things off, we're hosting an unveiling event on April 6th at the DASH facility to celebrate the partnership and debut our joint bus wrap. Keep an eye out for it rolling through the city or join us at any upcoming KFY events throughout the month, including April 13th at the KFY's Music Monday Event at Cora Kelly; April 22nd at their Spring2Action Fair at Pat Miller Square.

DASH Partnered with National Safety Council (NSC) on Latest CDL Driver Safety Training Pilot Program

On February 11th, we welcomed Ryan Pietzsch, Program Advisor for Driver Safety at the National Safety Council (NSC), along with a professional film crew, to help develop the NSC's newest defensive driving course for CDL holders. The pilot will be hosted at the City's Department of Transportation & Environmental Services (T&ES) in April, and we've been invited to have members of our training team and operators participate to provide input and feedback before the course is finalized. We're excited to have DASH represented help ensure the final product is practical and rooted in real transit operations.



Additionally, we've been invited to apply for membership on the NSC's Defensive Driving Course International Advisory Committee (DDC-IAC) as a transit partner. This would give us and the region a formal voice in shaping defensive driving education on an international level, representing the needs of public transit operators alongside industry leaders throughout North America.

Alexandria Transit Company Strategic Plan

The following are draft updates to each of the Five (5) Strategic Goals as outlined in the Strategic Plan. Staff have worked to update both Objectives and Objective Measures associated with each goal. Internally, the General Manager will pursue these goals through Initiatives working with the DASH team.

As these are Draft Updates, the Board is asked to provide any feedback on the revisions to the Strategic Goals and Objectives.

Additionally, staff have updated the Targets for each Goal based on industry standards, locally available data, and comparative DASH data.

Goal 1: System Excellence

Provide a robust transportation system that meets our customers' needs

- ▶ Annual Ridership (*Target: Flat or Increasing*)

Objectives	Objective Measures
1.1 Run buses when people need them	<ul style="list-style-type: none">▶ System-wide average of passengers per platform hour (<i>Baseline defined by end of 3/31/26</i>)▶ On time performance (<i>Target; 85%</i>)
1.2 Take people where they want to go	<ul style="list-style-type: none">▶ Informed by ATV updated survey (<i>Target established by end of FY'27</i>)

Goal 2: Customer Experience

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

- ▶ Rate your Ride Overall Rating (*Target 4.0*)

Objectives	Objective Measures
2.1 Provide a reliable service and fleet	<ul style="list-style-type: none"> ▶ On time performance (<i>Target; 85%</i>) ▶ Mean miles between failure (<i>Target: 4,000</i>)
2.2 Provide a modern, clean, comfortable fleet	<ul style="list-style-type: none"> ▶ Rate your Ride rating re: cleanliness (<i>Target: 75% satisfaction</i>)
2.3 Serve with friendly and helpful bus operators	<ul style="list-style-type: none"> ▶ Number of Valid Complaints for Operator Behavior per 100,000 passengers (<i>Target <4.0</i>)
2.4 Transport our customers safely throughout our community	<ul style="list-style-type: none"> ▶ Preventable events per 100,000 miles (<i>Target: Less than 3</i>)
2.5 Maximize accessibility to our services	<ul style="list-style-type: none"> ▶ Increase in percentage of stops that are accessible (<i>Target established by 9/30/26</i>)

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Goal 3: Environmental Stewardship

Minimize the community's carbon footprint on the environment

- ▶ Tons of CO2 emissions reduced (last 12 months) *(Target established by 9/30/26)*

Objectives	Objective Measures
3.1 Provide a desirable alternative to single occupancy vehicle (SOV) trips	▶ Number of Choice Riders per year <i>(TBD from ATV updated survey, FY27)</i>
3.2 Minimize emissions of the DASH fleet	▶ Number of revenue miles operated with zero emissions vehicles <i>(Target established by 6/30/26)</i>
3.3 Minimize the carbon footprint of DASH facilities	▶ Each initiative will have its own metric and target

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Goal 4: Workplace Excellence

Foster an environment that champions high levels of employee engagement.

- ▶ Annual engagement score (*Early 2027 engagement survey target: 80%*)

Objectives	Objective Measures
4.1 Recruit the best people in a timely manner	▶ Hiring Manager satisfaction with quality of hires <i>(Target: Baseline to be established by end of 6/30/26)</i>
4.2 Invest in and encourage employee growth and development in their careers	▶ Percentage of employees who have a professional development plan <i>(Target: 100% of managers will have PDP by end of 6/30/26)</i>
4.3 Build a sense of inclusion and belonging among all employees	▶ Employee Pulse Survey Questions <i>(Target: 85% Agree or Strongly Agree)</i>

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Goal 5: Fiduciary Responsibility

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

- ▶ Cost per rider (*Target: At or Below the median of the National Transit Database range*)

Objectives	Objective Measures
5.1 Fully fund the operational functions of the organization	▶ Year-end operating variance (<i>Target within +/- 2% of budget</i>)
5.2 Use allocated funding to deliver the best value in the region	▶ Platform or revenue hour cost compared to other regional systems (<i>Target: Below mean</i>)
5.3 Maximize the use of our resources through coordination with our partners	▶ Annual cost savings from collaborative purchases (<i>Target: Establish a baseline by end of 3/31/26</i>)

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DASH Monthly Ridership

