



# Alexandria Transit Company Board of Directors Meeting



June 9, 2021 @ 5:30pm  
Meeting Held Electronically during COVID-19 State of Emergency  
Livestream on ZOOM and Facebook Live

ITEM	DESCRIPTION	PAGE #	PRESENTER
#1	<b>Call to Order, Welcome and Public Comment</b>	N/A	Mr. Kaplan
#2	<b>Consideration of Approval Meeting Minutes</b> a) ATC Board of Directors Meeting – May 12, 2021	2-4	All
#3	<b>Board Member Announcements, Reports &amp; Business Items</b> a) Chairman of the Board b) T&ES Report c) Duke Street BRT Kickoff Project d) Others	5-6	Mr. Kaplan Mr. Ziemann Mr. Schnauffer All
#4	<b>General Manager's Reports</b> a) COVID-19 Response Update, Recovery Plan and In-Person Board Meeting Feasibility for Fall b) Fare Free Framework Draft c) United Against Slavery / Combatting Human Trafficking d) Zero Emissions Bus Implementation Study Final Report	7-13	Mr. Baker Mr. Baker Mr. Baker Mr. Mui
#5	<b>Financial Reports &amp; Action Items</b> a) Financial Report b) Balance Sheet c) Summary Income Statement d) Budget vs. Actual	14-17	Mr. Davis
#6	<b>Planning Reports</b> a) Fare Free "Lessons Learned" b) New DASH Network – Implementation Update	18-20	Mr. Barna
#7	<b>Executive Session</b> Consideration of Convening an Executive Session for the Purpose of Discussing Legal and Personnel Matters, pursuant to Section 2.2-3711 (A1) of the Code of Virginia	21	All
#8	<b>Next Meeting Date &amp; Adjournment</b> The next regular meeting of the Alexandria Transit Company Board of Directors is scheduled for Wednesday, September 8, 2021	22	All



## **ATC Board Agenda Detail**

**Item #:** 3  
**Item Title:** Meeting Minutes  
**Contact:** Beth Reveles, Secretary to the Board  
**Board Action:** Consideration of Approval

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### **Alexandria Transit Company (ATC)**

#### **BOARD OF DIRECTORS MEETING MINUTES May 12, 2021**

A meeting of the Board of Directors of the Alexandria Transit Company was held on Wednesday, May 12, 2021, on Zoom due to the Covid-19 outbreak. The meeting was held pursuant to Virginia Code Section 2.2-3708.2(A)(3), the Continuity of Government ordinance adopted by the City Council on June 20, 2020 or Sections 4-0.00(g) in HB29 and HB30 to undertake essential business. All the members of the Board and staff participated from remote locations through the Zoom meeting. A recording of the meeting was made and is available upon request.

Board members present: David Kaplan, Ajashu Thomas, Matt Harris, Ian Greaves, Jim Kapsis, Steve Klejst, Jeffrey Bennett, Lawrence Chambers, Brandi Collins and Linda Bailey.

Board members absent: Hillary Orr

Staff members attending: Josh Baker, Raymond Mui, Christopher Ziemann, Martin Barna, Evan Davis, Joseph Quansah, Stephanie Salzone, Corey Black, Whitney Code, Kaitlyn Beisel, Beth Reveles, John Lanocha, Naim Mafuz, Tristan Cunningham, Brian Robey, Gabriel Morey, Elizabeth Kelley, and Swinda Carcamo.

Other attendees: Carolyn Griglione, Jason Kunik, Ross Simons, Arleen Courtney, and Bonnie O'Day.

### **Board Meeting**

#### **Agenda Item #1**

##### **#1 – Call to Order, Welcome and Public Comment**

Chairman Kaplan welcomed everyone and called the meeting to order. The meeting began with the electronic reading of the required public notice for virtual board meetings. He then asked for the Calling of the Role. Following that, he asked if there was any public comment. Marketing and Communications Manager Whitney Code responded that no one had registered to make public comment. Hearing none, the Chairman closed the public comment period.

#### **Agenda Item #2 – Consideration of Approval of Meeting Minutes**

##### **#2a – ATC Board of Directors Meeting – April 14, 2021**

The Chairman called for a motion to approve the April minutes and asked if there were any corrections, revisions, or amendments. The Chairman stated that he did not have any changes to the April minutes but asked that for future Public Hearings, that the names of public speakers and a synopsis of their comments be captured within the minutes. A motion was made by Matt Harris and seconded by Steve Klejst to approve the minutes. There was no further discussion, and the motion carried unanimously.

#### **Agenda Item #3 – Board Member Announcements, Reports & Business Items**

##### **#3a – Chairman's Report**

The Chairman did not have a formal report but stated that he anticipated the Board meetings in the fall would become shorter in length since the Alexandria Transit Vision (ATV) plan will have been decided and the New DASH

Network will be implemented. For upcoming Board meetings, he would like to include presentations from City departments or other speakers that may be helpful to the Board in carrying out the work they do. He mentioned paratransit as an example and plans to ask T&ES to present in one of the fall meetings. He asked the Board to consider other topics for future presentations.

### **#3b – T&ES Report**

Transportation Division Chief Christopher Ziemann provided a review of his written report which was shared with the Board in advance of the meeting.

### **#3c – Alexandria Mobility Plan (AMP) Letter of Endorsement**

Mr. Ziemann provided a review of the Alexandria Mobility Plan (AMP) which was shared with the Board in advance of the meeting.

### **#3d – Others**

The Chairman asked if there were any other announcements from the Board. Hearing none, he moved on to the General Manager's report.

## **Agenda Item #4 – General Manager's Report**

### **#4a – COVID-19 Operational Status Briefing**

The GM reviewed his report which was shared with the Board in advance of the meeting.

### **#4b – Fare Free Framework (Concept Discussion)**

The GM presented the Fare Free Framework concept which was shared with the Board in advance of the meeting. He emphasized that this was not an action item but asked the Board for their guidance in developing the framework for DASH's fare free program.

During the June Board meeting, the GM will provide the Board with "lessons learned" from other transit agencies that are operating on a fare free basis.

The GM mentioned there is a lot of support from the current City Council for continuing the implementation of the New DASH Network in accordance with the plans of the Alexandria Transit Vision plan, and it is his understanding that they are aware of the financial implications of doing such. He explained that with a new City Council much work would be needed to explain DASH's and the Board's priorities as early as possible in the Council's new term, so when it comes to them in a budget format it will be understood.

The GM will bring a draft of the Framework to the Board during the June meeting for further discussion and consideration.

### **#4c – Federal Funding (Low-No Grant & Future Capital Projects)**

The GM reviewed this portion of his report which was shared with the Board in advance of the meeting.

Chairman Kaplan asked what the Board should be expecting in the coming months regarding Federal Funding. The GM explained that the Board would need to be involved if there were required changes that would conflict with current Board policies. The GM mentioned that he and DASH's legal counsel, Lonnie Rich, will be reviewing some of the Board's very old, outdated policies; therefore, the Board may be asked to approve some policy changes. The Board would also need to be involved to approve the application of funds.

#### **#4d – Advertising Policy (Action Item)**

The GM explained that the policy, which was presented at last month's Board meeting, had been updated per suggestions and comments from some of the Board members. He pointed out that the final version was included in the Board packet.

The Chairman called for a motion to approve the advertising policy. A motion was made by Steve Klejst and seconded by Larry Chambers. There was no further discussion, and the motion was carried unanimously.

#### **Agenda Item #5 – Financial Reports & Action Items (as needed)**

##### **#5a – Financial Report**

Director of Finance & Administration Evan Davis provided a brief review of his report which was shared with the Board in advance of the meeting.

##### **#5b – Balance Sheet**

Mr. Davis reviewed this portion of the report which was shared with the Board in advance of the meeting.

##### **#5c – Summary Income Statement**

Mr. Davis reviewed this portion of the report which was shared with the Board in advance of the meeting.

##### **#5d – Budget vs. Actual**

Mr. Davis reviewed this portion of the report which was shared with the Board in advance of the meeting.

##### **#5e – Board Adoption of FY22 Budget (Action Item)**

The Chairman called for a motion to approve the FY22 budget. A motion was made by Ian Greaves and seconded by Jim Kapsis. There was no further discussion, and the motion was carried unanimously.

#### **Agenda Item #6 – Planning Reports**

##### **#6a – Final FY22 Transit Development Plan (TDP) (Action Item)**

Director of Planning & Marketing Martin Barna reviewed his report which was shared with the Board in advance of the meeting.

The Chairman called for a motion to approve the FY22 TDP. A motion was made by Steve Klejst and seconded by Matt Harris. There was no further discussion, and the motion was carried unanimously.

#### **Agenda Item #7 – Next Meeting Date & Adjournment**

A final motion to adjourn the meeting was made by Linda Bailey and seconded by Ian Greaves. A vote was called, and the motion was approved unanimously.

The next regular meeting of the Alexandria Transit Company Board of Directors will be held June 9, 2021, at 5:30pm via Zoom/Facebook Live.

Minutes respectfully submitted by:  
Beth Reveles  
Secretary to the Board  
Alexandria Transit Company



## **ATC Board Agenda Detail**

**Item #:** 3b  
**Item Title:** T&ES Report  
**Contact:** Christopher Ziemann, Transportation Division Chief  
**Board Action:** FYI, Discussion

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### **Commuter Choice Program**

At the Northern Virginia Transportation Commission's June 3 meeting, Commissioners endorsed the staff recommendation to fund all FY22—23 I-395 Commuter Choice proposals, including DASH's two applications for increased service on lines 35 and 36, totaling \$9.4 million over 2 years.

### **Duke Street Transitway**

The Duke Street Transitway project is a planning and design study to determine the future of Duke between the Landmark Mall site and King Street Metrorail station. Between June 21—27, the planning process will begin with "Duke Street IN MOTION Week." This will include an online webinar explaining the project on June 23<sup>rd</sup>, and online survey that will be open through mid-July, and in-person pop-ups at bus stops, apartment buildings, retail locations, and community areas like parks. "Duke Street IN MOTION Week" will mark the beginning of a four to six-month visioning process for Duke Street, which will inform the development of alternatives. These alternatives will then be further refined into a final proposed alternative. This entire process will be a 12 to 18-month public engagement effort to improve Duke Street for all users. The updated website will go live on June 9.

### **WMATA**

On June 2, the WMATA Finance Committee conducted a work session to discuss potential fare and service changes for September and beyond. WMATA staff are proposing a frequent bus service 12-minute network on high ridership routes and a consistent 20-minute network on additional lines. In Alexandria, this would result in a 94% increase on the 28A upon inclusion in the 12-minute network (the route is being modified as part of the ATV network) and a 26% increase on the 29K/N routes, which are being included in the 20-minute network. Discussion is ongoing about restoring additional routes not planned to run in FY22 or only running with modified or reduced service including the 11Y, 8Z, 21A, and Metroway.

Beginning on [June 6](#), modified peak period service resumed in Alexandria, including the 11C (a modified 11Y to Braddock) and the 21C (a modified 21A and 8Z).



### **ATC Board Agenda Detail**

**Item #:** 3c  
**Item Title:** Duke Street BRT Kickoff Project  
**Contact:** Mark Schnauffer, T&ES Transportation Planning  
**Board Action:** FYI

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The Duke Street Transitway project is a planning and design study to determine the future of Duke between the Landmark Mall site and King Street Metrorail station. Between June 21-27, the planning process will begin with "Duke Street IN MOTION Week." This will include online engagement and in-person pop-ups at bus stops, apartment buildings, retail locations, and community areas like parks. "Duke Street IN MOTION Week" will mark the beginning of a four to six-month visioning process for Duke Street, which will inform the development of alternatives. These alternatives will then be further refined into a final proposed alternative for the corridor. This entire process will be a 12 to 18-month public engagement effort to improve Duke Street for all users.

Staff will be presenting an overview of the events for Duke Street IN MOTION Week as well as a schedule for future outreach efforts throughout the summer and fall of 2021.



## **ATC Board Agenda Detail**

**Item #:** 4a  
**Item Title:** COVID-19 Response Update, Recovery Plan and In-Person Board Meeting Feasibility for Fall  
**Contact:** Josh Baker, General Manager  
**Board Action:** FYI

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### **COVID-19 Operational Status Briefing and Updates**

DASH has moved into the final phase of our reopening plan, as a result of the relaxed restrictions from the Governor of Virginia, the following changes have been implemented effective June 1, 2021:

- 50% of DASH employees must be vaccinated to reopen amenities such as the gym, quiet room, and lounge games.
- 60% of DASH employees must be vaccinated to remove the mask mandate in the facility for vaccinated employees.
- Masks are now permitted to be removed when staff are working in their cubicles (door closed) or private office if alone.
- Social distancing requirements have been rescinded while in the facility.
- Capacity limits have been lifted in the facility.
- In-person meetings are now permissible with a virtual option required for attendees who desire to attend virtually.
- Visitors are now permitted at the facility without restriction.
- Staff who are able and eligible to work remotely are permitted to continue doing so as long as they continue to coordinate with their direct supervisor.

Federal requirements remain for masks to be worn when on the bus or at a transit station, regardless of vaccination status.

As of the date of this memo, the workforce stands at approximately 38% fully vaccinated. All employees who submit their vaccination card by June 4th have been entered into a raffle for one of several \$50 gift cards. Any employee requiring assistance or accommodations for getting their vaccine may contact the Safety Department for assistance.

DASH has been flexible in following the frequently changing guidance from local, state, and federal officials. Should new guidance be released that conflicts with this method of reopening, DASH may change or update this strategy.

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As of May 24, 2021, DASH became aware of two new positive cases. This brings our cumulative total since the start of the pandemic to 29 positive cases, 28 of which were TMA employees. This total is out of 245 employees, resulting in an 11.4% positive case rate.

In response to the new cases, staff have completed a contact tracing investigation, notification of any individuals with close contact, enacted necessary quarantines, and performed full disinfection of any affected areas.

## **ATC Board Agenda Detail**

**Item #:** 4b  
**Item Title:** Fare Free Framework Draft  
**Contact:** Josh Baker, General Manager  
**Board Action:** FYI/Discussion



At the May ATC Board of Directors meeting, a concept regarding the "Fare Free Framework" was discussed by the General Manager. This is a draft document developed on the basis of that concept and is for Board discussion and input. A final will be presented at the September meeting after incorporating member feedback.

### **DASH FARE FREE FRAMEWORK (DRAFT)**

#### **Introduction**

DASH buses will operate fare-free beginning on September 5, 2021. The purpose of this "DASH Fare Free Framework" is to establish a set of key considerations and parameters that will inform how this program is to be managed, evaluated, and modified in current and future years. This document serves as a resource for DASH and City Staff, the ATC Board of Directors, and City of Alexandria leadership.

#### **I. Program Purpose & Goals**

The primary goals of the DASH Free Fare program include:

- a. Reduce cost-related barriers to using transit for low income passengers by eliminating fares on DASH buses.
- b. Increase transit usage, both in terms of attracting new riders and increasing the frequency with which existing customers ride DASH.
- c. Reduce or eliminate costs and resources needed to collect fares.
- d. Promote awareness and usage of the *New DASH Network* and future DASH service improvements stemming from the Alexandria Transit Vision Plan.
- e. Increase operational efficiency and service reliability by reducing average dwell time and keeping buses moving.

#### **II. Program Funding**

- a. The City has funded the first ten months of fare-free operation in FY 2022 via an additional \$1,470,000 in operating subsidy to DASH.
- b. Additional funding is required to cover \$670,000 in foregone fare revenue, originally projected to be earned on service enhancements to Lines 35 and 36, as funded by the I-395 Commuter Choice Program. Potential funding sources include: ARPA Transit Funds, Virginia's Transit Ridership Incentive Program (TRIP), and NVTA 30% funds..
- c. The Virginia Department of Rail & Public Transportation (DRPT) released draft scoring criteria and application guidance for the TRIP program in late May 2021. Applications are expected to open in July and close in August, with awards and funding disbursement in Fall 2021. City and DASH staff are to collaborate on an application to obtain the maximum possible TRIP funding for the City's fare-free program on DASH. Draft application guidance suggests that the City's application will be highly competitive relative to the stated scoring criteria.

- d. Due to the ongoing recovery from the COVID-19 pandemic and the service enhancements of the *New DASH Network*, ridership is projected to significantly increase in future years even before considering the impact of free fares. Therefore, the cost of foregone fare revenue will also increase in subsequent fiscal years. Projected passenger revenue (cost of fare-free program) is as follows for fiscal years 2023 – 2025:

<b>Fiscal Year</b>	<b>Foregone Passenger Revenue</b>
FY 2023	\$4,716,107
FY 2024	\$4,961,078
FY 2025	\$5,512,309

### **III. Program Conditions**

The following section identifies the key conditions that are to be taken under consideration for future DASH Free Fare program discussions:

- a. The free fare program can only be continued so long as sufficient funding is available to maintain the current services budget, avoid any service reductions, and avoid any adverse reductions in force.
- b. If the city subsidy is reduced and service cuts are to be considered, DASH is to conduct a public outreach process in order to solicit input as to public opinion whether service cuts should be implemented or fare collection should be reinstated. The results of this outreach shall be considered as part of the decision to continue the free fare program or reduce DASH service. See "Program Outreach" section for additional information on this topic.
- c. The DASH Board of Directors reiterates its support for the continued implementation of the 2022 & 2030 Alexandria Transit Vision Plan, as additional city funding is made available. The ATV Plan will provide major improvements in access to frequent, all-day transit service for minority and low-income residents, and will complement the DASH Fare Free program well. To this end, continued service improvements on the Duke Street corridors are a high priority for FY23—FY24.
- d. DASH shall continue to maintain fare collection equipment in "ready to go" status for at least one year following the initial launch of the fare free program.
- e. DASH will proceed with the permanent decommissioning of fare collection equipment and the discontinuation of SmarTrip program participation after the first year, and when the following conditions are met:
  - 1) City Council and the ATC Board of Directors agree that fares shall not be collected on DASH buses for a period of at least three (3) years. This commitment is necessary due to lead time required to procure new SmarTrip compatible "Next Generation" Fareboxes and related equipment for the entire DASH fleet should fares be reinstated for DASH at a future date; and

- 2) DASH has completed the installation and validation of automated passenger counter (APC) equipment on over 90% of the active fleet, and is able to collect sufficient ridership data for reporting and analysis purposes.
- f. Should a decision be made by City Council and the ATC Board of Directors to reinstate fare collection, a minimum of two (2) years are required prior to the commencement of fare collection in order to procure SmarTrip compatible "Next Generation" Fareboxes for the entire DASH fleet, upgrade garage vaulting equipment, and ensure the system is fully installed and functional for fare collection. Adequate funding must also be provided at such time to acquire this equipment.
- g. A full-fleet implementation of the "Next Generation" Fareboxes, including rear-door SmarTrip validators, is estimated to cost roughly \$4 million at the time of this publication. This is per the current pricing in the WMATA-Cubic contract, however additional cost escalations in future years must be assumed.

#### **IV. Program Equipment**

Operating fare-free does not require an immediate implementation of any new technology or equipment but will allow DASH to disinvest from fare collection equipment over the long-term should the program be continued.

Disinvestment from fare collection equipment is implemented as follows:

- **May 2022:** FY 2023 budget approved by City Council and the ATC Board of Directors extending the fare-free program. Should the program fail to be funded in the FY23 budget, fareboxes will be retained.
- **December 2022:** Optical Automated Passenger Counters (APC's) installed on all DASH buses. DASH is actively retrofitting older buses which have infrared APC's with new optical APC's which are much more accurate and reliable.
- **June 2023:** DASH obtains certification for using APC's for National Transit Database (NTD) ridership reporting.
- **July 2023:** Fareboxes removed from the DASH fleet as they are no longer be needed for ridership counting purposes.
- **Thereafter:** If the City desires to resume fare collection, a minimum of two (2) years' advance notice is required to refit the DASH fleet with SmarTrip compatible Next Generation Fareboxes.

#### **V. Program Outreach**

DASH Staff will conduct the following outreach activities in support of the DASH Fare Free Program:

- a. DASH shall advertise free fares through its normal outreach channels, including both digital and traditional outreach. An emphasis will be placed on traditional outreach channels such as destination signs, onboard announcements, and bus posters/flyers but additional community outreach to local organizations and paid advertising will also be included.
- b. DASH shall conduct regular customer surveys to gauge program effectiveness, customer satisfaction, and to seek ways that DASH could be improved.
- c. If any significant changes to the DASH Fare Free program are being considered, DASH staff will conduct public outreach to raise awareness and solicit input on the proposed modifications. DASH

staff need sufficient notification at least three (3) months prior to any key decision points for which public feedback might be required.

**VI. Program Analysis**

The following steps will be taken to evaluate the DASH Fare Free program:

- a. Staff will conduct an annual review of program effectiveness at the end of each fiscal year in which free fares have been provided.
- b. Potential Metrics include Ridership, Ridership Demographics, Customer Survey Responses, Operator Feedback, and Fare Collection Cost Savings.
- c. Any evaluation of the Fare Free program that also contemplates the effect of service improvements should note that new transit service changes should not be evaluated until a period of 12-18 months has passed since their implementation. This is the typical period of time that is required for new transit services to attain maturity in terms of public awareness, shifting travel behaviors and ridership attainment.
- d. The annual "DASH Fare Free Program Summary" Report to be presented to the DASH Board of Directors each Fall for review and consideration.



## **ATC Board Agenda Detail**

**Item #:** 4c  
**Item Title:** United Against Slavery / Combatting Human Trafficking  
**Contact:** Josh Baker, General Manager  
**Board Action:** FYI/Discussion

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In February of 2018, the General Manager presented the ATC Board with a proposal to join the U.S. Department of Transportation's pledge to fight Human Trafficking. With unanimous consent by the Board, the GM signed the USDOT's Pledge to join transportation leaders throughout the country in a commitment to employee education, raising public awareness, and measuring the collective impact of the program in speaking out against Human Trafficking.

In accordance with this pledge, the GM has announced that DASH is joining the United Against Slavery National Outreach Survey for Transportation Project.

With this project, over 100 contributors including 59 oversight agencies from Canada, Brazil, the Netherlands, and the USA will analyze front-line data from the aviation, maritime, pipeline, railroad, roadway and public transit agencies in an effort to craft policies and solutions to disrupt this criminal activity and ultimately make it difficult, unattractive, and unprofitable.

In 2020, United Against Slavery (UAS) became the first-ever recipient of the USDOT Combating Human Trafficking in Transportation Impact Award. Led by Christi Wigle, CEO and Co-Founder, UAS has developed a survey tool designed to collect front-line data on all types of human trafficking to inform research, programming, evaluation, and other functions of the counter-trafficking community. The aggregate findings and data analysis will be completed and disseminated by April 2022 and will guide the collaboration team in crafting global solutions to save lives.

It is impossible to know the exact impact of human trafficking in Alexandria, but the National Human Trafficking Hotline has record 854 cases of human trafficking in the Commonwealth of Virginia from 2015 to 2019. Many trafficking survivors belong to vulnerable or at-risk groups, such as homeless, migrant, minority and LGBTQIA communities. Disrupting human trafficking is a critical step in creating communities that are safe for everyone, and DASH is proud of our commitment to helping craft policies which achieve that goal.

To learn more about United Against Slavery and the NOST project, visit <http://www.unitedagainstsavery.org/> or contact UAS at [research@unitedagainstsavery.org](mailto:research@unitedagainstsavery.org)



## **ATC Board Agenda Detail**

**Item #:** 4d  
**Item Title:** Zero Emissions Bus Implementation Study Final Report  
**Contact:** Raymond Mui, Assistant General Manager  
**Board Action:** FYI

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### **Zero Emissions Bus Implementation Study**

- a. Project Kickoff Meeting held on December 8, 2020. Project team consists of WSP, DASH, and City of Alexandria facility and energy staff.
- b. Through the Spring of 2021, the Project team has met and worked regularly to complete the 5 tasks that are scoped as part of Phase 1 of the ZEB Implementation Study:
  - Task 1 – Planning and Project Outline
  - Task 2 – Compilation of Known Data
  - Task 3 – Facilities Assessment
  - Task 4 – Short Range Infrastructure & Equipment Needs
  - Task 5 – Analysis of Charger Location & Facility Layout
- c. In May 2021, the ZEB Implementation Study Final Report has been finalized after thorough review and feedback provided by both DASH and City staff members of the Project Team. An executive level version of the ZEB Implementation Study Final Report is provided with this Board Packet for information and review.
- d. Presentation: WSP Project Team Members Sev Skolrud and Mark Probst will provide a presentation of the findings and recommendations of Phase 1 of the ZEB Implementation Study to the ATC Board of Directors.

### **Next Steps**

- a. DASH is currently in the process of soliciting and securing a consultant to conduct the Predesign for the DASH Facility Expansion Project.
- b. The framework, concepts, and recommendations of the ZEB Implementation Study Phase 1 will be incorporated in the DASH Facility Expansion Projects.
- c. DASH is anticipating the award of funds to conduct Phase II of the ZEB Implementation Study, which will include subsequent study tasks such as:
  - Maintenance Assessment
  - Evaluation of Utility Grid Infrastructure and Sufficiency
  - Total Cost of Ownership Analysis
  - Current ZEB Pilot Analysis

Phase II of the ZEB Implementation Study is expected to be conducted within Fiscal Year 22.

## **ATC Board Agenda Detail**

**Item #:** 5a  
**Item Title:** Financial Report  
**Contact:** Evan Davis, Director of Finance & Administration  
**Board Action:** FYI/Discussion



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

### **Results for the Ten Months Ended April 30, 2021**

#### **April 2021 Results**

**ATC ended April with a monthly deficit of (\$1,080,814) and a year-to-date surplus of \$2,245,728.**

This is because April was a three-payroll month. ATC will now use the remaining year-to-date surplus, stemming from the transfer of all allocated CARES Act transit relief funds, through the end of FY21. During the FY21 year-end accounting close, any CARES Act funds unused in FY21 will be reclassified as deferred revenue to be available for use in FY22 (per the proposed FY22 budget).

Significant budget variances and notable accounts in April include:

- As in March, **passenger revenue** exceeded the projected amount for the month given COVID ridership levels of roughly 45% of pre-pandemic levels. We continue to collect a reduced amount of the contract revenue for the **AT2X Mark Center Express** service, corresponding to the reduced service level. The AT2X will return to full service on June 6, slightly increasing the year end projection for this contract revenue.
- **Personnel expenditures** across all departments are over their monthly targets because April was a three-payroll month. This is accounted for in all budgets and projections and is expected.
- The overage in **Repair Parts** expense reflects both an increase in inventory stock which will be adjusted at FY21 year end and an inflationary trend in parts prices. **Vehicle Maintenance Service** includes a mixture of accident repairs with pending insurance reimbursements, annual fire safety inspections, and work to retrofit the fleet with hardware to enable digital pre-trip inspections.
- **Building Maintenance** includes the final payment for facility modifications made to facilitate social distancing among DASH staff in the workplace.

#### **FY21 Forecast and CARES Act Funding**

**The FY 2021 forecast now shows a projected year end surplus of \$1,525,579.** The exact year end surplus before capital asset entries, whatever that is, will be reclassified to deferred revenue for use in FY22. Therefore, the year end result for FY21 will be zero. Following capital asset entries, there will likely be a final accrual basis surplus in the government-wide financial statements, but this is distinct from the year end result for ATC as a governmental fund in the fund financial statements.

This forecast is based on the following projections and estimates:

- Total passenger and contract revenue losses will be roughly \$3.9 million.
- Staff project total FY21 passenger revenue will total approximately \$500,000. This is based on an assumption of 40-45% of pre-COVID ridership, which is consistent with current trends.
- Approximately \$4.6 million in CARES Act Transit Relief Funds will be used to offset revenue losses and fund COVID-related expenditures.

**ATC Board Agenda Detail**

**Item #:** 5b  
**Item Title:** Balance Sheet  
**Contact:** Evan Davis, Director of Finance & Administration  
**Board Action:** FYI/Discussion



**ALEXANDRIA TRANSIT COMPANY**  
**Balance Sheet as of April 30, 2021**

**ASSETS**

Cash - City of Alexandria Pooled	\$ 1,445,754
Cash - Payroll Account	94,970
Receivables	250,232
Prepaid Expenditures	406,984
Parts and Supplies Inventory	722,025
Capital Assets	54,624,851
Less: Accumulated Depreciation	(23,463,919)
<b>TOTAL ASSETS</b>	<b><u>\$ 34,080,897</u></b>

**LIABILITIES**

Accounts Payable	\$ 294,009
Payroll Liabilities	109,718
Accrued Vacation	1,031,593
<b>Total Liabilities</b>	<b><u>\$ 1,435,320</u></b>

**NET POSITION**

Net Investment in Capital Assets	\$ 31,160,932
Unrestricted	1,484,645
<b>Total Net Position</b>	<b><u>\$ 32,645,577</u></b>

<b>TOTAL LIABILITIES AND NET POSITION</b>	<b><u>\$ 34,080,897</u></b>
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This statement is unaudited and prepared for the sole use of management and the Board of Directors of ATC.

**ATC Board Agenda Detail**

**Item #:** 5c  
**Item Title:** Summary Income Statement  
**Contact:** Evan Davis, Director of Finance & Administration  
**Board Action:** FYI/Discussion



**ALEXANDRIA TRANSIT COMPANY**  
**Summary Income Statement for the Ten Months Ended April 30, 2021**

	Actual	Budget	Variance
<b>REVENUES:</b>			
City Contribution - King Street Trolley	864,320	864,320	-
DASH Passenger Revenue	233,352	3,353,330	(3,119,978)
DASH AT2X Mark Center Charter	340,823	694,600	(353,777)
DASH Other Charter Revenue	30,330	50,000	(19,670)
Miscellaneous Revenue	77,072	45,830	31,242
<b>Total Operating Revenue</b>	<b>1,545,897</b>	<b>5,008,080</b>	<b>(3,462,183)</b>
CARES Transit Funds	6,103,404	728,330	5,375,074
City Contribution - Regular Subsidy	13,905,410	13,905,410	-
<b>Total Revenue</b>	<b>21,554,711</b>	<b>19,641,820</b>	<b>1,912,891</b>
<b>EXPENDITURES:</b>			
Operations	10,605,899	10,923,390	317,491
Maintenance	4,538,764	4,482,580	(56,184)
Administration	3,574,957	3,670,850	95,893
Capital Outlay	589,363	565,000	(24,363)
<b>Total Expenditures</b>	<b>19,308,983</b>	<b>19,641,820</b>	<b>332,837</b>
<b>GRANT ACTIVITY:</b>			
I-395 Commuter Choice Grants	1,589,241	-	-
State Grants	61,200	-	-
Local Match on State Grants	28,800	-	-
Grant Expenditures	(2,048,323)	-	-
<b>Total Grant Activity</b>	<b>(369,082)</b>	<b>-</b>	<b>-</b>
<b>Net Surplus (Deficit)</b>	<b>1,876,646</b>	<b>-</b>	<b>2,245,728</b>

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

# ATC Board Agenda Detail

**Item #:** 5d  
**Item Title:** Budget vs. Actual  
**Contact:** Evan Davis, Director of Finance & Administration  
**Board Action:** FYI/Discussion



Budget vs. Actual Report for the Ten Months Ended April 30, 2021

Description	CM Actual	CM Budget	Variance	YTD Actual	YTD Budget	Variance	FY2021 Projected	FY2021 Annual Budget	Projected Year End Variance
<b>REVENUE</b>									
City Contribution - King Street Trolley	86,432	86,432	-	864,320	864,320	-	1,037,185	1,037,185	-
DASH Passenger Revenue	168,246	335,333	(167,087)	233,352	3,353,330	(3,119,978)	501,251	4,024,000	(3,522,749)
DASH AT2X Mark Center Charter	36,726	69,460	(32,734)	340,823	694,600	(353,777)	432,549	833,518	(400,969)
DASH Other Charter Revenue	5,670	5,000	670	30,330	50,000	(19,670)	34,104	60,000	(25,896)
Miscellaneous Revenue	6,135	4,583	1,552	77,072	45,830	31,242	87,592	55,000	32,592
<b>TOTAL OPERATING REVENUE</b>	<b>303,209</b>	<b>500,808</b>	<b>(197,599)</b>	<b>1,545,897</b>	<b>5,008,080</b>	<b>(3,462,183)</b>	<b>2,092,681</b>	<b>6,009,703</b>	<b>(3,917,022)</b>
CARES Transit Funds	-	72,833	(72,833)	6,103,404	728,330	5,375,074	6,103,404	874,000	5,229,404
City Contribution - Regular Subsidy	1,390,541	1,390,541	-	13,905,410	13,905,410	-	16,686,497	16,686,497	-
<b>TOTAL REVENUE</b>	<b>1,693,750</b>	<b>1,964,182</b>	<b>(270,432)</b>	<b>21,554,711</b>	<b>19,641,820</b>	<b>1,912,891</b>	<b>24,882,582</b>	<b>23,570,200</b>	<b>1,312,382</b>
<b>OPERATING EXPENDITURES</b>									
<b>OPERATIONS</b>									
Wages - O	1,254,329	809,915	(444,414)	7,787,621	8,099,150	311,529	9,529,406	9,719,000	189,594
Fringe Benefits - O	154,912	140,650	(14,262)	1,608,067	1,406,500	(201,567)	1,938,042	1,687,800	(250,242)
Payroll Taxes - O	93,994	65,291	(28,703)	583,450	652,910	69,460	703,450	783,500	80,050
Retirement Contributions - O	90,499	68,259	(22,240)	573,381	682,590	109,209	694,779	819,100	124,321
<b>Total Operations Labor</b>	<b>1,593,734</b>	<b>1,084,115</b>	<b>(509,619)</b>	<b>10,552,519</b>	<b>10,841,150</b>	<b>288,631</b>	<b>12,865,677</b>	<b>13,009,400</b>	<b>143,723</b>
Operator Recruitment and Training	10,435	4,332	(6,103)	38,250	43,320	5,070	45,950	52,000	6,050
Operating Materials and Supplies	1,278	1,959	681	13,874	19,590	5,716	16,275	23,500	7,225
Training and Travel - O	158	1,933	1,775	1,256	19,330	18,074	4,899	23,200	18,301
<b>TOTAL OPERATIONS EXPENDITURES</b>	<b>1,605,605</b>	<b>1,092,339</b>	<b>(513,266)</b>	<b>10,605,899</b>	<b>10,923,390</b>	<b>317,491</b>	<b>12,932,801</b>	<b>13,108,100</b>	<b>175,299</b>
<b>MAINTENANCE</b>									
Wages - M	272,902	183,509	(89,393)	1,928,901	1,835,090	(93,811)	2,346,099	2,202,100	(143,999)
Fringe Benefits - M	24,273	27,542	3,269	253,703	275,420	21,717	305,612	330,500	24,888
Payroll Taxes - M	20,669	14,000	(6,669)	146,456	140,000	(6,456)	174,457	168,000	(6,457)
Retirement Contributions - M	20,905	14,833	(6,072)	144,106	148,330	4,224	175,106	178,000	2,894
<b>Total Maintenance Labor</b>	<b>338,749</b>	<b>239,884</b>	<b>(98,865)</b>	<b>2,473,166</b>	<b>2,398,840</b>	<b>(74,326)</b>	<b>3,001,274</b>	<b>2,878,600</b>	<b>(122,674)</b>
Fuel & Lubricants	76,733	93,625	16,892	611,439	936,250	324,811	761,111	1,123,500	362,389
Repair Parts	65,820	45,583	(20,237)	485,927	455,830	(30,097)	535,926	547,000	11,074
Tires	1,026	11,583	10,557	69,087	115,830	46,743	83,089	139,000	55,911
Vehicle Maintenance Service	21,072	10,834	(10,238)	221,654	108,340	(113,314)	247,649	130,000	(117,649)
Laundry	3,873	2,792	(1,081)	38,954	27,920	(11,034)	46,556	33,500	(13,056)
Tools and Equipment	-	1,250	1,250	46,459	12,500	(33,959)	48,459	15,000	(33,459)
Building Maintenance	152,497	41,665	(110,832)	587,989	416,650	(171,339)	645,479	500,000	(145,479)
Training and Travel - M	-	1,042	1,042	4,089	10,420	6,331	4,089	12,500	8,411
<b>TOTAL MAINTENANCE EXPENDITURES</b>	<b>659,770</b>	<b>448,258</b>	<b>(211,512)</b>	<b>4,538,764</b>	<b>4,482,580</b>	<b>(56,184)</b>	<b>5,373,632</b>	<b>5,379,100</b>	<b>5,468</b>
<b>ADMINISTRATION</b>									
Wages - A	165,881	139,232	(26,649)	1,339,708	1,392,320	52,612	1,639,673	1,670,800	31,127
Fringe Benefits - A	14,359	20,280	5,921	156,395	202,800	46,405	189,942	243,350	53,408
Payroll Taxes - A	12,407	10,709	(1,698)	98,554	107,090	8,536	121,173	128,500	7,327
Retirement Contributions - A	14,478	10,125	(4,353)	103,761	101,250	(2,511)	126,159	121,500	(4,659)
<b>Total Administrative Labor</b>	<b>207,125</b>	<b>180,346</b>	<b>(26,779)</b>	<b>1,698,418</b>	<b>1,803,460</b>	<b>105,042</b>	<b>2,076,947</b>	<b>2,164,150</b>	<b>87,203</b>
Insurance	69,155	69,167	12	754,290	691,670	(62,620)	893,285	830,000	(63,285)
Professional Services	55,989	68,416	12,427	698,739	684,160	(14,579)	883,947	821,000	(62,947)
Utilities	14,492	21,166	6,674	178,081	211,660	33,579	219,821	254,000	34,179
Printing & Advertising	12,749	5,416	(7,333)	31,369	54,160	22,791	51,367	65,000	13,633
Telecommunications	7,645	5,833	(1,812)	88,027	58,330	(29,697)	105,974	70,000	(35,974)
Training, Travel, Events - A	6,150	4,335	(1,815)	11,591	43,350	31,759	11,592	52,000	40,408
Office Equipment and Supplies	1,771	3,865	2,094	49,259	38,650	(10,609)	64,144	46,350	(17,794)
Employee Recognition	45	2,083	2,038	21,022	20,830	(192)	25,000	25,000	-
Dues and Subscriptions	486	1,250	764	10,203	12,500	2,297	12,272	15,000	2,728
Grant Local Match	5,158	5,208	50	33,958	52,080	18,122	51,858	62,500	10,642
<b>TOTAL ADMINISTRATIVE EXPENDITURES</b>	<b>380,765</b>	<b>367,085</b>	<b>(13,680)</b>	<b>3,574,957</b>	<b>3,670,850</b>	<b>95,893</b>	<b>4,396,207</b>	<b>4,405,000</b>	<b>8,793</b>
<b>TOTAL OPERATING EXPENDITURES</b>	<b>2,646,140</b>	<b>1,907,682</b>	<b>(738,458)</b>	<b>18,719,620</b>	<b>19,076,820</b>	<b>357,200</b>	<b>22,702,640</b>	<b>22,892,200</b>	<b>189,560</b>
<b>CAPITAL OUTLAYS (non-CIP)</b>									
Computer and Office Equipment	-	-	-	-	-	-	-	-	-
Maintenance Equipment	97,097	52,333	(44,764)	558,036	523,330	(34,706)	623,036	628,000	4,964
Other Equipment Investments	31,327	4,167	(27,160)	31,327	41,670	10,343	31,327	50,000	18,673
<b>TOTAL CAPITAL OUTLAYS (non-CIP)</b>	<b>128,424</b>	<b>56,500</b>	<b>(71,924)</b>	<b>589,363</b>	<b>565,000</b>	<b>(24,363)</b>	<b>654,363</b>	<b>678,000</b>	<b>23,637</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>(1,080,814)</b>	<b>-</b>	<b>(1,080,814)</b>	<b>2,245,728</b>	<b>-</b>	<b>2,245,728</b>	<b>1,525,579</b>	<b>-</b>	<b>1,525,579</b>



## **ATC Board Agenda Detail**

<b>Item #:</b>	<b>6a</b>
<b>Item Title:</b>	Fare Free "Lessons Learned"
<b>Contact:</b>	Martin Barna, Director of Planning and Marketing
<b>Board Action:</b>	FYI/Discussion

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In preparation for the implementation of free fares in September, DASH staff have conducted a series of interviews with other transit agencies around the region and country that have run fare-free systems in the last fifteen years. The purpose of these interviews was to learn more about similar fare free programs with a focus on best practices and lessons learned for implementation and ongoing management. Staff were mostly interested in learning from Planning, Operations, Finance, and Customer Service staff about their experiences and insights.

Over the last month, DASH staff conducted interviews with representatives from three agencies – DC Circulator, Corvallis (OR) Transit, and the Charm City Circulator (Baltimore). Additional information was also obtained regarding a 2006 fare free pilot in Asheville, North Carolina. A summary table that outlines key comparisons and findings is included in this document.

Some of the key findings and lessons learned include:

- General Feedback on Free Fares:
  - Most agencies reported a positive overall experience with free fares.
  - With free fares, ridership increased by 26-59 percent compared to the previous year.
  - Operator Training, Safety, and Customer Service are key areas of focus.
  - Very important to have a dedicated funding source to ensure fare consistency.
  - Be sure to have a plan in place in case fare collection needs to resume.
- Safety & Security
  - One agency (Corvallis Transit) modified their policies so that riders must have a destination when they board the bus; operators are trained to ask passengers.
  - Most agencies implemented a policy requiring that any passenger belongings brought onboard must fit within seat and not block aisle (ex. "One Rider. One Seat.")
  - DC Circulator recommended establishing contacts with DCHS and Alexandria Police to ensure personnel with the correct training are deployed for customer incidents.
  - Agencies did not express safety-related concerns related to rear-door boarding; most decisions on all-door boarding have been related to COVID or ridership counting needs.
- Customer Feedback
  - Two agencies saw initial increases in customer complaints related to passenger behavior, but this trend slowed after the first couple of months as people adjusted.
  - Some negative impact for service reliability from increased ridership and dwell times.
  - One agency (Asheville) surveyed bus operators and found that there was an increase in negative passenger interactions and drivers felt less safe with free fares.
- Fare Collection Equipment
  - Most agencies switching to free fares did not remove fareboxes from their existing fleet; most covered the fareboxes and phased out farebox equipment in future bus orders.
  - One agency (DC Circulator) continued to use fareboxes for manual ridership tabulation since they did not have Automated Passenger Counters (APC's) on their entire fleet.

The following page includes a table that provides further information and lessons learned.

### Summary of Free Fare Programs

Agency	DC Circulator	Corvallis Transit	Charm City Circulator	Asheville Transit (2)
<b>Location</b>	Washington, DC	Corvallis, OR	Baltimore, MD	Asheville, NC
<b>Population</b>	690,000	54,000	610,000	70,000
<b>Program Summary</b>	Free Fares from Feb-Sept 2019	System has been fareless since 2011.	Fare free since system inception in 2010	Free Fares for three months in 2006
<b>Annual Ridership (2019)</b>	5.5 million	1.1 million	1.27 million	980,000
<b>Fare Free Ridership Impact</b>	+26% during free fare months	+39% in first year	N/A	+59% during fare free months
<b>Ridership Data Collection Method</b>	Driver tabulation on farebox; APC installs are ongoing.	Driver Tabulation; APC implementation currently in progress	Combination of driver tabulation and APC's	Driver Tabulation
<b>Fareboxes on Buses?</b>	Yes, covered.	Yes, covered; phased out with new bus purchases.	No	N/A
<b>Video Monitoring</b>	Yes	Yes	Yes	N/A
<b>All-Door Boarding</b>	No, front door only for ridership counting	Yes, but rear-door only for now due to COVID	Yes, but rear-door only for now due to COVID	N/A
<b>Passenger Usage Restrictions</b>	None	Passengers are required to have a destination; only allowed in shelter if waiting for bus	None.	N/A
<b>Code of Conduct Changes</b>	None	Passenger belongings must fit within seat row and not block aisle	Maintain "One Rider. One Seat" policy for personal belongings.	N/A
<b>Customer Feedback</b>	No increase in overall complaints; some comments about hygiene of fellow riders	Moderate increase in complaints relating to loitering at main hub	Most complaints are service-related (pass-ups or driver behavior); not very many complaints about customer behavior.	Increase in complaints (reliability/crowding); Complaints about passenger behavior increased by 21% but decreased in final month of pilot.
<b>Lessons Learned &amp; Notes</b>	Establish contacts with DCHS and APD so that correct personnel are deployed for passenger incidents.	Encourage customers to use fare passes before free fares are implemented; Refunds may be needed	Individuals are only removed if they are impeding service; Calling 911 for BPD is last resort but has been used.	Increased system efficiency as cost per trip declined by 14%; however, on-time performance decreased by 10%
	Be mindful of Title VI considerations when implementing or removing fare free policy	Helpful to have dedicated funding source for program funding.	Make sure drivers are well trained on ADA requirements.	Evening ridership increased by 82%
	Program discontinued due to lack of funding availability.	Established "Exclusion Roster" with appeals process for banned customers.	Optical APC's have been somewhat unreliable for ridership data.	Operators reported more negative customer interactions & some safety concerns

(1) Above data collected through staff interviews conducted by DASH staff in May/June 2021

(2) No interview conducted with Asheville Transit staff; data obtained from TCRP Research paper:

[TCRP, Implementation and Outcomes of Fare-Free Transit Systems, 2012; https://www.nap.edu/download/22753](https://www.nap.edu/download/22753)

## **ATC Board Agenda Detail**

**Item #:** 6b  
**Item Title:** New DASH Network – Implementation Update  
**Contact:** Martin Barna, Director of Planning and Marketing  
**Board Action:** FYI/Discussion

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DASH staff continues preparing for the launch of the New DASH Network on Sunday, September 5, 2021. Last year, five different ATV/NDN Implementation working groups were formed to focus on different areas of the implementation.

Updates for each of these working groups are provided below:

- Operations Planning
  - NDN Operator Requirements have been finalized; roughly 30 more operators needed.
  - Operations/HR Staff recruiting/hiring new operators since March.
  - Additional Field Supervisors & Dispatchers have also been hired.
  - Dispatch office expanding hours of operation on evenings and weekends.
  - Dispatch staff to separate Driver Check-in and Service Management roles.
  - DASH working to implement "Headway Management" on new Line 35 in West End.
  - Maintenance Team has hired additional staff and transitioned to 24-hour schedule.
- Bus Stops
  - DASH working with City and WMATA on series of bus stop improvements at key stops.
  - DASH preparing to replace 700+ bus stop signs with new design and new route details. New signs will have larger font, stop names/ID's, and information on how to get real-time information for stops via SMS text or telephone (IVR).
  - New bus stops will be installed in August with a temporary cover that shows existing bus service information, along with notification about the New DASH Network changes.
  - Temporary stop covers will be removed overnight on Saturday, September 4, 2021.
- Intelligent Transportation Systems (ITS)/Traffic
  - ITS Team working to ensure all NDN service info will be updated with ITS systems.
  - DASH working with City to identify key locations that experience major transit delays, and install Transit Signal Prioritization (TSP) equipment, or adjust signal timings.
  - NDN information to be conveyed via onboard announcements and destination signs.
  - DASH preparing a custom NDN Trip Planning tool to allow users to enter desired trip and see two itineraries – one for current network and one for New DASH Network.
- Marketing/Outreach
  - Public messaging is shifting from TDP Outreach (March/April) to trying to get the word out about the New DASH Network (July/August).
  - New DASH Network logo, shown at right.
  - New DASH website design is under development for mid-August launch.
  - Additional TBA outreach/promo activities, including NDN "First Ride" event with VIP's.
- Safety/Training
  - Final NDN routings have been reviewed and finalized.
  - Operator training packet has been prepared; dashcam videos are being prepared.
  - Operator training beginning in early June and will continue into September.





**ATC Board Agenda Detail**

**Item #:** 7  
**Item Title:** Executive Session  
**Board Action:** Discussion/Approval

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**Consideration of Convening an Executive Session for the Purpose of Discussing Legal and Personnel Matters, pursuant to Section 2.2-3711 (A1) of the Code of Virginia**

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**ATC Board Agenda Detail**

**Item #:** 8

**Item Title:** Next Meetings, Meeting Schedule, and Adjournment

**Board Action:** Discussion/Approval

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**The Alexandria Transit Company Board of Directors will now be on summer recess.**

**The next regular meeting is scheduled for Wednesday, September 8, 2021  
at 5:30pm**

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***Consider Adjournment***