


## City of Alexandria, Virginia

## MEMORANDUM

**DATE:** FEBRUARY 17, 2011  
**TO:** THE HONORABLE MAYOR AND MEMBERS OF CITY COUNCIL  
**FROM:** JAMES K. HARTMANN, CITY MANAGER   
**SUBJECT:** ANNUAL MEETING OF THE STOCKHOLDERS OF THE ALEXANDRIA TRANSIT COMPANY

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**ISSUE:** Annual meeting of the stockholders of the Alexandria Transit Company (ATC), election of ATC Board members, and selection of an outside independent auditor.

**RECOMMENDATION:** That Council:

1. Consider the proposed list of DASH Board members for reappointment and elect two new members to replace former board members who resigned in the fall;
2. Accept the resignation of City Manager James Hartmann and appoint the Director of Transportation and Environmental Services, Rich Baier, to serve as the City Manager's designee;
3. Approve the selection of the City's outside auditor (KPMG, LLP) as the independent outside auditor for DASH for FY 2011; and
4. Approval of Meghan Roberts as Assistant General Counsel.

**DISCUSSION:** The Alexandria City Council serves as the Stockholders of the Alexandria Transit Company. Each February the Stockholders hold an annual meeting to elect the ATC Board of Directors, select an independent auditor, and discuss other business as needed. The meeting notice was distributed by ATC (Attachment 1). The ATC Board includes seven members, all of whom are appointed by Council for one-year terms. In September, two ATC Board members, Sean Kumar, a board member since October 2007, and Byron Dixon, a board member since November 2006, resigned from the Board creating two vacancies. In addition, the City Manager, Jim Hartmann, intends on resigning his ATC Board position. The remaining four members of the ATC Board proposed for reappointment are:

Paul Abramson  
Sandra Wiener  
David Max Williamson  
Justin Wilson

The ATC Board of Directors recruited potential applicants and reviewed the qualifications of three applicants for the two Board seats that are vacant. The Board proposes that the stockholders elect David Kaplan as Mr. Dixon's replacement, and Geralyn McNally as Mr. Kumar's replacement (Attachments 2 and 3). It is recommended that the City's Director of Transportation and Environmental Services, Rich Baier (who has been informally serving as the City Manager's designee on the ATC Board for some time), be formally appointed to the DASH Board as the City Manager's designee.

By agreement with the City of Alexandria, Alexandria Transit Company (ATC) accounts are maintained by the City's Department of Finance and are audited as a part of the City's annual audit. ATC, per governmental accounting standards, is considered a component unity of the City government. As the City's outside auditor is also ATC's outside auditor, the ATC audit can be done without duplication of effort or cost.

It is recommended that the City's outside auditor, KPMG, LLP, be designated ATC's outside auditor for FY 2011.

**2012 Transit Development Program (TDP)**

Enclosed, for your information, is the ATC 2012 Transit Development Program which was adopted by the Board of Directors on January 27, 2011.

**ATTACHMENTS:**

- Attachment 1: Meeting Notice
- Attachment 2: Resume of David Kaplan
- Attachment 3: Resume of Geralyn McNally
- Attachment 4: ATC 2012 Transit Development Program

**STAFF:**

- Sandy Modell, General Manager- Alexandria Transit Company
- Paul Abramson, Chairman of the Board of Directors- Alexandria Transit Company
- Mark Jinks, Deputy City Manager
- Rich Baier, Director- Transportation & Environmental Services

February 14, 2011

**NOTICE OF ANNUAL MEETING**

The Annual Meeting of the stockholders will be held on February 22, 2011 at 5:30 P.M., at City Hall, for the following purposes and to review the following items:

**Action Items:**

1. Election of members of the Board of Directors.
2. Selection of an independent outside auditor.

**Information Items:**

3. DASH Bus Technology Issues.
  4. DASH Bus Replacement and Expansion Schedule.
  5. DASH 10-year Service Expansion Plan.
  6. Comprehensive Operational Analysis (COA).
  7. Efficiency and Effectiveness Study.
  8. Such other business as may come before the meeting.
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**MEMORANDUM** for the Honorable Mayor and Members of City Council.

There are 7 members of the Board of Directors, who are elected for one-year terms. The members (prior to recent resignations) were:

Paul Abramson  
Byron Dixon  
James K. Hartmann (or his designee, currently Rich Baier)  
Sean Kumar  
Sandra Wiener  
David Max Williamson  
Justin Wilson

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Bryon Dixon, a member of the Board of Directors since November 2006, resigned on September 2010. Mr. Dixon's term would have expired at the Annual Meeting in February 2011.

Shawn Kumar, a member of the Board of Directors since October 2007, resigned on September 2010. Mr. Kumar's term would have expired at the Annual Meeting in February 2011.

The Board of Directors proposes as Mr. Dixon's replacement, David Kaplan.

The Board of Directors proposes as Mr. Kumar's replacement, GERALYN McNALLY.

The City Manager proposes the Director of Transportation and Environmental Services, Rich Baier, as his designated replacement.

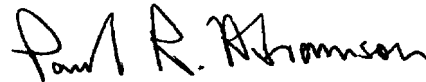
## **OUTSIDE AUDITOR**

By agreement with the City of Alexandria, ATC accounts are maintained by the City's Department of Finance and are audited as a part of the City's annual audit. If the City's outside auditor is also ATC's outside auditor, the ATC audit can be done without duplication of effort or cost.

It is therefore recommended that the City's outside auditor, when it is selected, be designated ATC's outside auditor.

## **2012 TRANSIT DEVELOPMENT PROGRAM (TDP)**

Enclosed, for your information, is the ATC 2012 Transit Development Program which was adopted by the Board of Directors on January 27, 2011.



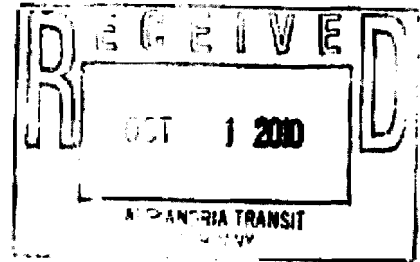
Paul R. Abramson  
Chairman

**Enclosure:** 2012 Transit Development Program



Alexandria Transit Company  
3030 Business Center Drive  
Alexandria, VA 22314

703-746-3274 (DASH)  
703-746-5441 (fax)  
www.dashbus.com



## PERSONAL DATA SHEET

<b>NAME</b> David H. Kaplan		
<b>HOME ADDRESS</b> 418 Queen Street Alexandria, VA 22314		
<b>PLACE OF BIRTH</b>	<b>DATE OF BIRTH</b>	<b>SOCIAL SECURITY NO.</b>
<b>EDUCATION</b>		
<b>DATES</b>	<b>HIGH SCHOOL, COLLEGE, UNIVERSITY</b>	<b>MAJOR</b>
08/98 - 05/02	Guilford College	BA, Political Science
<b>WORK EXPERIENCE</b> (Past 10 years, and any earlier experience you wish to have considered)		
<b>DATES</b>	<b>EMPLOYER</b>	<b>TITLE OF ANY OFFICES HELD</b>
03/07 - Present	Federal Maritime Commission	Human Resources Specialist
09/04 - 03/07	U.S. Department of Agriculture	Human Resources Specialist
11/03 - 09/04	U.S. Holocaust Memorial Museum	Visitor Services Representative
06/02 - 11/03	National Park Service, Statue of Liberty National Monument	Park Ranger
01/99 - 05/02	Guilford College Admission Office	Tour Guide Coordinator

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**CIVIC AND PROFESSIONAL MEMBERSHIPS**

DATES	OFFICES HELD	TITLE OF ANY OFFICES HELD
01/04 - Present	Gadsby's Tavern Museum	Volunteer Docent
06/06 - Present	City of Alexandria Electoral Board	Chief Election Officer
11/06 - 12/07	City of Alexandria Community Services Board	Volunteer Representative Payee
10/07 - Present	Combined Federal Campaign of the National Capital Area	Agency Campaign Manager

**PUBLIC BOARDS AND COMMISSIONS**

DATES	BOARD OR COMMISSION	TITLE OF ANY OFFICE HELD

**Additional information about yourself you would like to have considered:**

(See Attached)

**DATE:**

09/28/10

**SIGNATURE:**



**WORK TELEPHONE**

(202) 523-5775

**HOME TELEPHONE**

(703) 535-3189

**CELL PHONE**

David Kaplan

Alexandria Transit Company Board Member Application

09/10

One of Alexandria's greatest assets is its transportation network. DASH is an integral part of this network – providing service to thousands of people who live and work in the City everyday. Expanding transportation options to accommodate new development and a growing population poses challenges and opportunities for the City. The Alexandria Transit Company's Board and staff have created a trusted brand in DASH, which will be an increasingly important part of the toolbox for the City to manage future growth.

I do not drive and have been riding DASH regularly since moving to Alexandria in 2003. The availability of DASH and other transit options greatly influenced the decision my wife and I made last year about where in the City to purchase our first home.

The last two budget cycles have been very challenging for the City's finances. I've spent a lot of my time working with riders and other stakeholders to ensure that transit is fully funded. Through this work, I've learned a lot about DASH's diverse customer base and how this system is a part of many people's social safety net.

If given the opportunity to serve on the Board, I look forward to working with fellow members to plan for DASH's future and to be a strong champion for the system's continued prosperity.

**Fw: ATC Board Vacancy Application from GERALYN McNALLY**  
Dashbus to: Marlene Jones

10/05/2010 10:41 AM



----- Forwarded by Dashbus/Alex on 10/05/2010 10:41 AM -----



**gmcnva@comcast.net**

10/04/2010 08:56 PM

To dashbus@alexandriava.gov

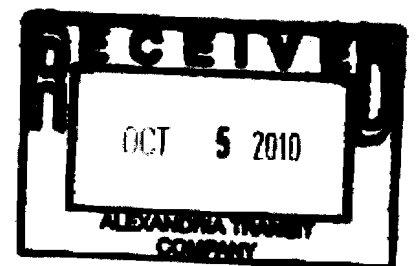
cc

Subject ATC Board Vacancy Application from GERALYN McNALLY

**GERALYN McNALLY**  
571-216-5494  
gmcnva@comcast.net

October 4, 2010

Alexandria Transit Company  
Administration Office  
3000 Business Center  
Alexandria, VA 22314



Dear Alexandria Transit Company,

Please find enclosed my application for the ATC Board Vacancy.

My relevant qualifications include:

- Training and experience in the management of service delivery operations.
- Expertise in marketing services developed while working as a government contractor and as a product manager at a telecommunications company.
- Experience in expanding a non-profit program through work for the Alexandria Lacrosse Club



I developed a preference for public transportation while residing in Manhattan from 1993 through 1996. I am familiar with the entire Dash service area having lived in and explored the city for thirteen years. I would appreciate your consideration.

Sincerely,

Geralyn McNally



GMcNally ATC Board Application Pg01.jpg



GMcNally ATC Board Application Pg02.jpg



**DASH**

**PERSONAL DATA SHEET**

<b>NAME</b> <i>Geraldyn McNally</i>		
<b>HOME ADDRESS</b> <i>1641 Francis Hammond Pkwy, Alexandria VA 22302</i>		
<b>PLACE OF BIRTH</b>	<b>DATE OF BIRTH</b>	<b>SOCIAL SECURITY NO.</b>
<b>EDUCATION</b>		
<b>May, 1992</b> <b>MBA, Operations Management</b> Case Western Reserve University, Cleveland, OH		
<b>February, 1982</b> <b>MA, Speech Pathology</b> George Washington University, Washington DC		
<b>May, 1980</b> <b>BA, Communications</b> University of Delaware, Newark DE		
<b>WORK EXPERIENCE</b>		
<b>10/2005 – Present</b> <b>Consultant, AE Strategies, McLean VA</b> <b>Current Position:</b> Program Analyst, Military Sealift Command		
<b>Completed Contracts:</b>		
1. Program Analyst, Air Force Intelligence Division		
2. Program Analyst, Commander, Navy Installation Command		
3. Team Lead & Data Administrator, Marine Corp Combat Development Command		
4. Technical Writer, NVR Inc.		
<b>Accomplishments:</b>		
<b>Program Analyst and Data Administrator</b>		
• Develop and deliver training programs covering software applications and business procedures to employees and supervisors in classroom settings and by web conferences.		
• Work with command staff to develop and manage communications covering new procedures and software programs.		
<b>Technical Writer</b>		
• Developed interactive user guides for proprietary financial performance software and proprietary architecture program.		

Geralyn McNally

### WORK EXPERIENCE CONTINUED

09/1997 – 02/2003

Marketing Product Manager, MCI WorldCom

#### Accomplishments.

- Spearheaded marketing programs related to new and existing features on international data services. Evaluated product performance, conducted training conferences and regularly participated on sales calls with customers.
- Awarded a 3-month internship in the United Kingdom in 2002 based on breadth of product knowledge and project management skills. Partnered with peers in Europe and Asia on projects that expanded and standardized the sales, technical and training materials.

### CIVIC AND PROFESSIONAL MEMBERSHIPS

DATES	OFFICES HELD	TITLE OF ANY OFFICES HELD
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09/2004 – Present

Program Coordinator, Alexandria Lacrosse Club

09/2004 – Present

US Lacrosse

### PUBLIC BOARDS AND COMMISSIONS

DATES	BOARD OR COMMISSION	TITLE OF ANY OFFICE HELD
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#### Additional information about yourself you would like to have considered:

I am a long term public transportation fanatic and an avid user of the Dash service since my arrival in 1997. I use the Dash Bus for commuting to work and for social events such as dinner in Old Town and Del Ray. I admire the culture of the organization which is reflected in the informative and helpful drivers and support staff. It would be an honor to be affiliated with the Alexandria Transit Company and contribute to its continued success.

DATE: 6/04/2010

SIGNATURE:

  
Geraldyn McNally

WORK TELEPHONE

571-216-5494

HOME TELEPHONE

703-340-4834

CELL PHONE

571-216-5494




Alexandria Transit Company  
3000 Business Center Drive  
Alexandria, VA 22314

703-746-3274 (DASH)  
703-746-5641 (fax)  
www.dashbus.com

## MEMORANDUM

DATE: JANUARY 21, 2010

TO: ATC BOARD OF DIRECTORS

FROM: SANDY MODELL, GENERAL MANAGER 

SUBJ: PROPOSED SUPPLEMENTAL BUDGET REQUEST FY 2012

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ATC has provided the Department of Defense (DOD) two cost options for providing enhanced transit service to the BRAC-133 site. One option provides for service every ten minutes in the peak period for 2.5 hours in the morning and 2.5 hours in the afternoon. The other option provides for service every ten minute in the peak period for 3.0 hours in the morning and 3.0 hours in the afternoon.

Below is a description of the proposed improvement and the two cost options. It is likely that DOD will let us know of the desired service option in the next couple of days. ATC and DOD are finalizing a Cooperative Agreement that outlines the elements of the service and the costs associated with it. It is expected that DOD will subsidize the operating cost for the service and the cost to refurbish the four retired DASH buses that will be used to operate the service over the four year extended life of the buses.

### **AT2 Increased Frequency:**

Improvement: Provide a.m. and p.m. peak period service at 10-minute headways on the AT2 route, which serves Seminary Road and Beauregard Streets and the new BRAC-133 site at Mark Center.

Need: The AT2 is the primary transit connection from Old Town and King Street Metro to the Mark Center. This service also operates in one of the City's transit priority corridors on Beauregard Street.

Estimated Total Cost for operating 2.5 hours am/pm: \$519,012

Estimated Total Cost for operating 3.0 hours in am/pm peak: \$549,000

**ALEXANDRIA TRANSIT COMPANY**

**2012 TRANSIT DEVELOPMENT PROGRAM**

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## **INTRODUCTION**

This is the twenty-second Transit Development Program prepared by the Alexandria Transit Company since revenue service began on March 11, 1984. PART II was adopted by the Board of Directors on January 27, 2010.

**PART I, ALEXANDRIA TRANSIT COMPANY**, is a description of the DASH system as of December 31, 2010. It has two purposes:

- It is a reference document for those who want information about the Alexandria Transit Company and the services it provides.
- It is a repository of historical and statistical data about the transit system.

**PART II, 2012 TRANSIT DEVELOPMENT PROGRAM**, is the program for the fiscal year beginning July 1, 2011, and includes the fiscal year 2012 operating and capital budgets.

**PART III, FINANCIAL PROJECTIONS BEYOND 2012**, is an initial effort to look beyond fiscal year 2012. This view is necessarily both general and tentative.

**PART IV, FARE AND SERVICE OPTIONS**, presents a summary of fare alternatives and possible future service extensions.

This Transit Development Program has been prepared in accordance with following procedures, adopted by the Board of Directors to guide preparation of the Alexandria Transit Company's annual program and budgets.

### **TRANSIT DEVELOPMENT PROGRAM**

The General Manager shall prepare and submit to the Board of Directors in January of each year a Transit Development Program for the fiscal year beginning on the following first day of July.

The Transit Development Program serves both as a means of presenting the General Manager's recommendations with regard to the annual program to the Board of Directors and as a means of documenting the annual program approved by the Board of Directors.

Prior to its adoption by the Board of Directors, its purpose is to present, explain, and justify the recommendations of the General Manager concerning:

- Changes in service to be made during the ensuing fiscal year and in the following two years.
- The marketing and community relations program, planning work program, and other management programs to be carried out during the ensuing fiscal year. These programs will be presented from a zero base and for the ensuing fiscal year only.

- The operating budget for the ensuing fiscal year and projections of revenues and operating expenses for the following two years.
- The capital budget for the ensuing fiscal year and for the following two years.

The Transit Development Program is presented to the Board of Directors in a form suitable for adoption, with or without amendments, by the Board. The programs and budgets contained herein are to be related fully to the objectives and policies of the Alexandria Transit Company. The proposals, explanations, and justifications must be sufficient to provide a basis for:

- Consideration and action by the Board of Directors.
- Review by the City of Alexandria of the Company's request for financial assistance.

Although the degree of specificity required for the two years after the first fiscal year is less than that required for the first fiscal year, the proposals and data for those years should reflect as accurately as possible the long range objectives and projections upon which the future plans for the transit system are based.

Upon adoption, as it may be amended, by the Board of Directors this document becomes the Alexandria Transit Company's 2012 Transit Development Program. The adopted program has four purposes:

- It authorizes the General Manager to carry out the approved program in accordance with the approved operating and capital budgets.
- It provides a factual basis against which the General Manager can report to the Board of Directors.
- It provides a factual basis against which the Board of Directors can evaluate system performance and financial status.
- It provides the basic data for the preparation of requests for financial assistance.

#### **DETERMINATION OF THE OPERATING RATIO<sup>1</sup>**

At its October meeting each year, the Board of Directors shall, in consultation with the General Manager, determine the tentative operating ratio for the next fiscal year.

This determination will be based on a general overview of the levels of service to be operated, changes in costs and price levels, and the probable availability of operating assistance.

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<sup>1</sup> Operating Ratio, as the term is used here, is the percentage of operating costs that is met from farebox and other revenue, exclusive of operating assistance funds.



The purpose of the determination made at this time is to provide guidance to the General Manager in the preparation of the Transit Development Program. The final determination is made when the Transit Development Program is adopted.

### **REVISION OF THE TRANSIT DEVELOPMENT PROGRAM**

In the event that the City Manager or City Council changes the operating or capital assistance fund requests contained in the adopted Transit Development Program, the Board of Directors, in consultation with the General Manager, shall consider such revisions as it deems necessary in the Transit Development Program.

### **AMENDMENT OF THE TRANSIT DEVELOPMENT PROGRAM**

Changes in the adopted Transit Development Program, including transfers between budget line items, require formal adoption of an amendment to the program by the Board of Directors.

Proposed changes shall be submitted to the Board of Directors in the form of a resolution referring specifically to the item being amended.

This section does not restrict the authority of the General Manager to take action in an emergency, in which case Board confirmation should be obtained at the next Board of Directors' meeting, or to make routine minor changes in service.

## PART I

### ALEXANDRIA TRANSIT COMPANY

The Alexandria Transit Company operates transit services within portions of the City of Alexandria and between the City and the Pentagon Metrorail Station. Its purpose is to supplement the regional rail and bus service provided by the Washington Metropolitan Area Transit Authority and to provide a local bus service that is:

- Designed to support specific community objectives.
- Safe, reliable, convenient, comfortable, and courteous.
- Efficient in the use of resources, whatever their source.

Among the community objectives that the system is designed to support are these:

- Improved internal circulation within the City.
- Improved access to Metrorail stations.
- Development of the City's major growth areas.
- Relief of traffic-congested corridors and the avoidance of alternative expenditures for highway and parking facilities.
- A decrease in the amounts paid by the City for Metrobus service.

Service is provided daily over nine routes:

AT1 Van Dorn Metro Station – Seminary Plaza, via Landmark Mall with peak-period and Sunday service to the Eisenhower Metro Station.

AT2 Braddock Road Metro Station – Lincolnia, via Southern Towers.

AT3 Hunting Towers - Parkfairfax, via Russell Road, with a peak-period extension to the Pentagon Metro Station on weekdays.

AT4 Old Town - Parkfairfax, via Slaters Lane and Cameron Mills Road, with a peak-period extension to the Pentagon Metro Station on weekdays.

AT5 Braddock Road Metro Station – Van Dorn Metro Station, via Bradlee Center, Landmark Mall, and Van Dorn Plaza.

AT6 King Street Metro Station – Northern Virginia Community College, via Bradlee Center, and Park Center, with peak-period service to the Eisenhower Metro Station.

AT7 Landmark - Old Town, via Eisenhower Avenue, with peak-period extension to the Lee Center.

AT8 Old Town - Van Dorn Metro Station, via Duke Street.

AT10 King Street Metro Station – Potomac Yard Shopping Center, via Mt. Vernon and Commonwealth Avenues.

The AT3 and AT4 routes are combined into a loop route that provides weekday midday, weekday evening, Saturday, and Sunday service on these routes. Headways and vehicle requirements by route are given in Table 1.

The current fare structure was effective July 18, 2010.

Base fare	\$1.50
Children under 5 accompanied by an adult	Free
Transfers	Free

A transfer is good for unlimited trips on any ATC routes in any direction, including return trips, for a period of four hours after the initial fare is paid.

In accordance with the regional fare plan of June 20, 1999, ATC participates in the issuance and acceptance of regional transfers. ATC accepts regional transfers issued by other systems in payment of base fare. Other transit systems accept regional transfers issued by ATC electronically on SmarTrip® cards. ATC also honors Metro Flash Passes; Metrobus tokens are accepted and redeemed by ATC at face value.

ATC initiated a flash pass program on March 1, 1988. The latest version of the DASH PASS is valid for unlimited trips on ATC routes during the month for which it is issued. The DASH PASS can be purchased for \$35.00 each month. The pass can be bought at nine SunTrust Bank branch locations in Alexandria, various retail and business sales outlets, City Hall, the Old Town Transit Shop, the internet at [commuterpage.com](http://commuterpage.com), or by mail directly from ATC.

Commemorative tokens, valid for the payment of a base fare, are available at the Alexandria Convention and Visitor's Bureau and at participating downtown hotels as a part of ATC's Tourist Information Program and Services "TIPS" program to encourage the use of DASH services by visitors to the city.

The fare structure and the extent to which use is being made of each of its elements are shown in Table 2.

DASH service is operated with 3 37-passenger Gillig buses received in June 1996, 10 37-passenger Gillig buses received in August 1998, 5 37-passenger Gillig buses received in July 1999, 10 37-passenger Orion buses received in December 2000, 8 37-passenger Orion buses received in September 2003, 14 37-passenger Orion buses received in June 2005, 4 37-passenger Gillig buses received in August 2007, and 9 37-passenger Orion buses received in January 2008. Administrative, transportation, and maintenance facilities at 3000 Business Center Drive are rented from the City of Alexandria.

Capital funds and the difference between gross transit revenues and operating costs are provided by the City of Alexandria. Financial data and budget estimates are contained in Part II of this Transit Development Program.

Charter and Contract Service. The Alexandria Transit Company operates incidental charter and contract services within the City of Alexandria. Authority to operate charter service between Alexandria and the District of Columbia was granted by the Washington Metropolitan Area Transit Commission on April 3, 1985 (WMATC Certificate No. 119). In May 1991 WMATC extended ATC's charter authority to operate between Alexandria and points in Maryland that are within the Washington Metropolitan area.

Service for Disabled Persons. The DASH bus fleet is currently 100% wheelchair accessible. The City of Alexandria supplements DASH service with a paratransit service (known as DOT) that provides additional access for disabled persons in the DASH service area and, in addition, provides service for disabled persons on a citywide basis. DOT service is provided by a taxicab operator and private paratransit provider under contract with the City and is administered by the City's Office of Transit Services and Programs.

## **BACKGROUND**

For some time people in Alexandria talked about a locally-managed transit system that might better serve the needs of the community than could Metrobus, which was oriented to radial movements in and out of the District of Columbia and which, with the opening of the rail line through Alexandria, would have to concentrate on service to Metrorail stations.

The first step in anticipation of the opening of the Metrorail stations and the consequent reordering of Metrobus service was taken in 1981, when City Council engaged System Design Concepts, a consulting firm better known as SYDEC, to study the feasibility of a city-sponsored bus system. SYDEC made its report in September 1982. In summary, SYDEC recommended a five-route system, using 18 buses, and charging a fare comparable to that of Metrobus--averaging 85¢ a trip.

City Council was in general agreement with the SYDEC proposals and the next step, taken in January 1983, was the employment of a transit management firm that would test the feasibility of the SYDEC proposal, prepare bus procurement specifications, develop a detailed plan for local bus operations, and then manage the transit system on a continuing basis. After a competitive evaluation of proposals from three established transit management firms, the ATE Management and Service Company was selected for these assignments.

ATE delivered its evaluation of the SYDEC recommendations in April 1983. The report recommended elimination of one of the five routes--one between the Eisenhower Avenue and Pentagon Metro stations--and came up with substantially lower projections of both ridership and average fare than had SYDEC. This plan was adopted by City Council in the summer of 1983.

City Council then addressed the question of organizational placement. Originally, both SYDEC and the city administration had thought along the lines of (1) a conventional city department, reporting to the City Manager, or (2) a contract supplier, under a contract administered by the City Manager. In the fall of 1982, however, members of City Council learned of an arrangement for the operation of local transit services, involving the establishment under general law of a non-profit public service corporation that would be wholly-owned by the City, which had been used successfully in Richmond, Lynchburg, and Roanoke since 1973 and 1974.

This arrangement provided a means by which:

- The transit system could be run as a business-type enterprise.
- City Council could retain overall policy control yet be free from the day-to-day problems and operating decisions that are involved in the operation of a transit system.

To carry out this plan, City Council on October 23, 1983, set up a Transitional Task Force and, on January 24, 1984, instructed the City Attorney to proceed with the incorporation of a non-profit company. The certificate of incorporation was issued by the State Corporation Commission on January 31, and the organizational meeting of the company was held February 6.

In the meantime, early in January, the General Manager employed by ATE Management and Service Company (ATE Management and Service Company was purchased in 1999 by British-owned FirstGroup, plc and renamed First Transit, Inc., a subsidiary of FirstGroup America, Inc.), reported for duty and final preparations began for the opening of revenue service on March 11, 1984.

ATC has received the American Public Transportation Association's 1998, 2000, 2001, and 2002 Silver Safety Award, Category 1 (one to four million annual passengers) 1999 Gold Safety Award, as well as APTA's 1987 Outstanding Achievement Award, Category A (under 50 buses). APTA awarded ATC first place AdWheel Marketing Awards for innovative and creative marketing efforts in 1993, 1996, 2004, and 2008.

ATC has also received the Virginia Department of Rail and Public Transportation's Outstanding Urban Public Transportation System Award for 1993 and 1994, and the 1994 Governor's Transportation Safety Award, the Virginia Transit Association (VTA) Innovative Program Award in 1992, 1993, 1996, 2002, 2004 and 2007 and the VTA Outstanding Public Transportation Marketing Award in 2002 and 2007. In 2004, 2005, 2006, 2007, and 2008, a community survey conducted by the City of Alexandria rated DASH in the top five City services for quality.

## ORGANIZATION

The Alexandria Transit Company is a non-profit corporation organized under Chapter 1, Title 13.1 of the Code of Virginia (1950), as amended, for the purpose of providing mass transportation services as a public service corporation. The entire capital stock of the corporation--seven shares at a par value of \$1.00 a share--is owned by the City of Alexandria.

The Board of Directors is elected annually in February by the City Council, acting in the capacity of sole stockholder. The initial directors named in the Articles of Incorporation were Thomas J. Bulger, Douglas Harman, William B. Hurd, Clifford Rusch, and C. Peter Schumaier.

On February 25, 1984, the by-laws were amended to increase the number of directors from five to seven. Members of the Board of Directors serve without compensation.

The present directors were elected at the annual meeting of the stockholders on February 24, 2010. They are:

Paul R. Abramson  
Byron Dixon  
James K. Hartman  
Sean Kumar  
Sandra Wiener  
David "Max" Williamson  
Justin Wilson

The officers of the corporation are elected by the Board of Directors. The officers currently serving were elected on March 25, 2010.

Paul R. Abramson, Chairman  
Justin Wilson, Vice-Chairman  
\*James Hartmann, President  
\*Rich Baier, Vice-President  
\*Marlene Jones, Secretary  
\*Laura Triggs, Treasurer  
\*David Clark, Assistant Treasurer  
\*James Banks, General Counsel (elected June 25, 2009, replacing Ignacio B. Pessoa)  
\*Meghan Roberts, Assistant General Counsel

The individuals designated by an asterisk are officers or employees of the City of Alexandria and serve in the corporate capacities indicated without additional compensation. The secretary is an employee of the management company.

The company owns or controls all of the physical assets of the system, but has no employees.

Operations, under the policy direction of the Board of Directors, are the responsibility of First Transit, Inc, with which the Board has entered into a management agreement. The General Manager, Sandy Modell, is the chief operating officer of the company and the principal staff advisor to the Board on transit matters.

The City, under a series of agreements, furnishes legal and accounting services in support of the system.

**EMPLOYMENT**

The General Manager and Assistant General Manager are First Transit, Inc. employees. All other persons engaged in the operation of the transit system are employees of Transit Management of Alexandria, Inc., a wholly-owned subsidiary of First Transit, Inc.

Aggregate employment on December 31, 2010, was 140 persons, distributed as follows:

	<u>Full-Time</u>	<u>Part-Time</u>
General Manager	1	
Assistant General Manager	1	
Marketing and Communications Manager	1	
Manager, Admin and Support Services	1	
Administrative Assistant	1	
Receptionist	1	
Manager of HR & Finance	1	
Director of Planning & Development	1	
IT Coordinator	1	
Transit Analyst	1	
Training Manager	1	
Director of Safety & Customer Service	0	
Safety & Loss Control Coordinator	1	
Operations Supervisor	1	
Road Supervisor	6	
Dispatcher	2	
Transit Store Manager	1	
Customer Service Representatives	2	
Bus Operator	80	16
Director of Maintenance	1	
Parts Manager	1	
Maintenance Clerk	1	
Mechanic	11	
Service Worker	5	
	123	16

**TABLE 1**  
**ATC HEADWAYS AND VEHICLE REQUIREMENTS**

	WEEKDAY				
	PEAK	OFF-PEAK	NIGHT	SATURDAY	SUNDAY
AT1 Headway	30	30	60	60	60
AT2 Headway	20 / 30	30	60	45	60
AT3 Headway <sup>1</sup>	20	--	--	--	--
AT4 Headway <sup>1</sup>	20	--	--	--	--
AT3-4 Loop Headway	--	60	60	60	60
AT5 Headway	20 / 30	30	60	30	60
AT6 Headway	30	60	60	--	--
AT7 Headway	30	60	60	60	--
AT8 Headway <sup>2</sup>	10-30	20-40	60	20-40	30-45
AT10 Headway	30	30	60	60	60
AT1 Bus Requirement	6	4	2	2	2
AT2 Bus Requirement	7	5	2	3	2.5
AT3-4 Bus Requirement	10	1	1	1	1
AT5 Bus Requirement	7	5	3	6	2.5
AT6 Bus Requirement	3	1	1	--	--
AT7 Bus Requirement	6	2	2	2	--
AT8 Bus Requirement	7	3	2	3	3
AT10 Bus Requirement	2	1	1	1	1
Platform Hours			553	265	145
Platform Miles			5325	2357	1412

1. AT3-4 Loop serves these routes during the midday, in the evening, and on weekends.
2. AT8 headways vary due to extra service in the peak flow direction and coordination with WMATA's 29K and 29N routes.



**TABLE 2**  
**ATC FARE STRUCTURE**

FARE	REVENUE	DISTRIBUTION
Base Fare	\$1.50	44.5%
ATC Transfer	Free	14.7%
DASH Pass	\$35.00/month	8.6%
Regional Day Pass	--	0.04%
Metrorail-to-Bus Transfer	\$1.00	14.4%
Regional Bus Transfer	Free	6.2%
Metro Flash Pass	Free	6.7%
Metro Tokens	Face Value	0.7%
Contract Trips	--	0.4%
Lunch Loop	Free	1.1%
PTO I.D. Trips	--	2.5%
Average Fare	72¢	

TABLE 3

## ATC RIDERSHIP BY MONTH

	FY 1984	FY 1985	FY 1986	FY 1987	FY 1988	FY 1989
July		67,577	98,382	109,585	103,254	101,568
August		69,374	94,416	96,196	93,471	107,824
September		64,315	90,356	95,932	96,243	104,263
October		76,355	101,703	104,243	100,027	105,503
November		68,813	90,257	86,616	90,710	102,114
December		67,984	90,629	94,499	96,019	102,459
January		76,516	97,212	90,520	91,001	103,586
February		75,699	94,280	91,585	94,704	99,074
March	30,417	83,176	101,843	102,165	106,737	116,450
April	49,254	90,835	107,581	102,773	98,835	109,068
May	55,179	92,751	104,691	96,474	99,113	119,949
June	61,066	90,010	104,741	104,009	104,356	120,929
TOTAL	195,916	923,405	1,176,091	1,174,597	1,174,470	1,292,787

	FY 1990	FY 1991	FY 1992	FY 1993	FY 1994	FY 1995
July	113,003	126,111	132,898	178,278	193,775	204,691
August	122,187	126,880	127,125	163,527	185,628	204,576
September	107,533	109,780	122,049	168,654	177,898	190,219
October	114,420	122,583	133,265	173,426	177,782	187,844
November	105,335	111,070	119,571	152,187	165,199	179,023
December	101,892	102,342	114,628	157,527	167,626	175,025
January	113,062	114,798	123,554	151,961	163,467	169,704
February	106,503	105,600	123,209	147,799	172,534	161,893
March	118,657	113,165	132,646	171,847	202,567	195,892
April	111,554	120,554	133,349	172,547	194,623	178,174
May	120,230	123,883	127,658	169,506	191,400	191,994
June	118,127	128,896	152,339	181,651	203,239	199,231
TOTAL	1,352,503	1,405,662	1,542,291	1,988,910	2,195,738	2,238,266

	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
July	195,756	203,018	212,495	220,591	221,710	224,113
August	201,026	200,613	195,207	198,770	220,331	239,228
September	184,576	184,647	192,661	201,690	208,693	220,469
October	193,544	199,891	204,543	206,337	212,073	230,355
November	171,934	169,609	170,289	180,223	200,736	207,407
December	164,859	170,854	180,539	188,215	193,143	190,615
January	166,181	177,881	178,390	182,612	181,614	208,359
February	183,985	171,043	170,888	185,898	204,124	201,408
March	191,543	184,916	197,213	213,204	228,030	225,642
April	193,589	195,198	194,390	208,860	204,309	216,402
May	195,826	192,403	190,293	203,436	223,461	232,588
June	192,828	191,666	206,579	216,773	223,701	243,834
TOTAL	2,235,647	2,241,739	2,293,493	2,406,609	2,521,925	2,640,420

TABLE 3 (continued)

## ATC RIDERSHIP BY MONTH

	FY2002	FY2003	FY2004	FY2005	FY 2006	FY2007
July	249,796	272,824	277,212	287,367	297,384	323,436
August	258,638	278,506	267,994	281,671	323,667	345,623
September	226,168	259,425	254,062	284,104	316,023	311,388
October	245,892	263,601	280,522	279,197	300,412	317,026
November	211,788	229,962	235,700	261,103	282,822	292,200
December	195,603	224,511	238,852	257,466	271,727	275,231
January	210,053	228,051	227,821	244,721	272,724	287,197
February	201,587	201,585	238,355	245,607	259,251	262,759
March	219,269	252,026	284,169	289,930	308,958	320,904
April	232,948	257,444	270,943	291,708	288,667	315,529
May	240,635	257,861	269,616	293,307	316,501	344,392
June	244,342	260,835	286,038	306,840	318,350	347,814
TOTAL	2,739,719	2,986,631	3,131,284	3,323,021	3,556,486	3,743,499
	FY2008	FY2009	FY2010	FY2011		
July	349,068	378,240	349,678	331,478		
August	368,212	354,094	333,927	333,291		
September	326,798	352,385	331,551	327,270		
October	354,126	370,371	337,275	312,992		
November	310,652	300,749	297,510	292,179		
December	285,188	314,230	293,896	275,765		
January	310,253	294,503	293,301			
February	303,406	300,160	300,160			
March	334,107	338,648	345,082			
April	341,744	337,846	339,553			
May	337,972	320,504	318,931			
June	357,247	345,095	338,877			
TOTAL	3,978,773	4,006,825	3,879,741	1,872,975		

**TABLE 4**  
**OPERATING DATA**

	FY1984 (3/11 - 6/30)	FY1985	FY1986	FY1987
<b>RIDERSHIP</b>				
Base Fare Trips <sup>1</sup>	184,656	764,810	967,413	946,968
ATC Dash Pass <sup>2</sup>	0	0	0	0
ATC Transfers	11,260	49,013	61,667	63,090
Metro Transfers	0	44,258	57,043	65,371
Metro Flash Passes	0	42,796	60,947	75,855
Metro Tickets	0	11,014	13,168	14,533
Contract Trips	0	11,514	15,853	8,780
<b>TOTAL<sup>3</sup></b>	<b>195,916</b>	<b>923,405</b>	<b>1,176,091</b>	<b>1,174,597</b>
<b>SERVICE LEVELS</b>				
Total Miles	191,648	582,941	603,105	588,899
Revenue Miles	166,626	522,705	539,016	536,048
Platform Hours	15,212	46,246	47,052	48,140
Revenue Hours	12,069	37,500	38,764	38,388
<b>OPERATING &amp; FINANCIAL PERFORMANCE</b>				
Average Weekday Passengers	2,228	3,332	4,247	4,251
Average Saturday Passengers	763	1,029	1,283	1,338
Average Sunday Passengers	278	416	537	513
Average Fare	\$.55	\$.51	\$.49	\$.58
Operating Ratio	.33	.42	.44	.51
Operating Expenses per Total Mile	\$1.69	\$1.97	\$2.20	\$2.32
Operating Expenses per Total Platform Hour	\$21.33	\$24.87	\$28.21	\$28.32
Passengers per Revenue Mile	1.2	1.8	2.2	2.2
Passengers per Revenue Hour	16.1	24.6	30.3	30.6
Percent of Missed Trips	.07%	.05%	.02%	.01%
Percent of Trips on Time	87%	91%	90%	93%
Total Miles per Road Call	3,853	4,519	3,548	3,569
Absentee Rate, Operators	2.0%	3.4%	6.5%	4.2%
Absentee Rate, Mechanics	.2%	1.6%	1.7%	2.9%
Accidents-Total	19	42	36	41
Accidents-Preventable	11	23	17	18
Vehicle Accidents	18	36	30	33
Passenger Accidents	1	6	6	8
Vehicle Accidents per 100,000 Miles	9.39	6.18	4.97	5.60
Preventable Accidents per 100,000 Miles	5.74	3.94	2.82	3.06

<sup>1</sup> Includes trips for which a Pentagon supplemental fare was paid.

<sup>2</sup> Implemented in March 1988.

<sup>3</sup> Ridership figures do not include passengers carried on charter trips or on special services provided for Washington's Birthday and the Christmas Walk.

**TABLE 4 (continued)**

**OPERATING DATA**

	<b>FY1988</b>	<b>FY1989</b>	<b>FY1990</b>	<b>FY1991</b>
<b>RIDERSHIP</b>				
Base Fare Trips	912,307	938,254	974,773	993,355
ATC Dash Pass	30,567	110,496	112,676	120,517
ATC Transfers	60,376	63,427	76,747	92,027
Metro Transfers	64,175	73,551	82,860	92,820
Metro Flash Passes	78,368	80,294	83,858	87,797
Metro Tickets	19,025	13,715	9,349	16,303
Contract Trips	9,652	13,050	12,240	2,843
<b>TOTAL</b>	<b>1,174,470</b>	<b>1,292,787</b>	<b>1,352,503</b>	<b>1,405,662</b>
<b>SERVICE LEVELS</b>				
Total Miles	595,502	646,482	645,688	652,158
Revenue Miles	538,693	578,905	577,132	589,588
Platform Hours	48,406	53,009	53,020	55,100
Revenue Hours	39,052	42,496	42,400	45,593
<b>OPERATING AND FINANCIAL PERFORMANCE</b>				
Average Weekday Passengers	4,246	4,682	4,896	5,021
Average Saturday Passengers	1,305	1,417	1,510	1,664
Average Sunday Passengers	508	612	660	785
Average Fare	\$.58	\$.59	\$.62	\$.60
Operating Ratio	.48	.48	.51	.41
Operating Expenses per Total Mile	\$2.45	\$2.54	\$2.74	\$3.20
Operating Expenses per				
Total Platform Hour	\$30.29	\$31.00	\$33.35	\$37.83
Passengers per Revenue Mile	2.2	2.2	2.3	2.4
Passengers per Revenue Hour	30.1	30.4	31.9	30.8
Percent of Missed Trips	.03%	.015%	.03%	.02%
Percent of Trips on Time	93%	91%	89%	92%
Total Miles per Road Call	5,241	4,719	5,664	3,563
Absentee Rate, Operators	4.9%	2.5%	2.3%	2.4%
Absentee Rate, Mechanics	2.8%	1.3%	1.7%	1.2%
Accidents-Total	27	22	26	31
Accidents-Preventable	8	10	8	9
Vehicle Accidents	25	15	20	18
Passenger Accidents	2	7	6	13
Vehicle Accidents per 100,000 Miles	4.18	3.40	3.10	2.76
Preventable Accidents per 100,000 Miles	1.34	.64	.81	1.38

**TABLE 4 (continued)**

**OPERATING DATA**

	<b>FY1992</b>	<b>FY1993</b>	<b>FY1994</b>	<b>FY1995</b>
<b>RIDERSHIP</b>				
Base Fare Trips	1,007,442	1,308,091	1,442,146	1,441,051
ATC Dash Pass	131,393	148,151	161,980	179,577
ATC Transfers	134,308	194,367	240,727	249,683
Metro Transfers	119,250	154,554	163,734	174,345
Metro Flash Passes	116,334	146,881	133,101	133,847
Metro Tickets	14,790	26,268	32,349	38,685
Virginia Railway Express <sup>1</sup>	0	0	3,836	17,310
Contract Trips	18,774	10,598	17,865	3,768
<b>TOTAL</b>	<b>1,542,291</b>	<b>1,988,910</b>	<b>2,195,738</b>	<b>2,238,266</b>
<b>SERVICE LEVELS</b>				
Total Miles	841,264	997,517	1,004,638	1,013,775
Revenue Miles	789,712	918,738	947,505	946,946
Platform Hours	71,677	85,052	88,321	88,187
Revenue Hours	62,498	68,028	70,306	70,342
<b>OPERATING AND FINANCIAL PERFORMANCE</b>				
Average Weekday Passengers	5,456	6,890	7,604	7,723
Average Saturday Passengers	1,884	2,890	3,209	3,371
Average Sunday Passengers	911	1,654	1,893	1,976
Average Fare	\$.66	\$.68	\$.67	\$.67
Operating Ratio	.42	.49	.48	.45
Operating Expenses per Total Mile	\$3.01	\$2.90	\$3.12	\$3.41
Operating Expenses per Total Platform Hour	\$35.34	\$34.02	\$35.55	\$39.15
Passengers per Revenue Mile	2.0	2.2	2.3	2.4
Passengers per Revenue Hour	24.7	29.1	31.2	31.8
Percent of Missed Trips	.01%	.01%	.02%	.01%
Percent of Trips on Time	94%	97%	96%	97%
Total Miles per Road Call	3,871	4,463	4,068	4,434
Absentee Rate, Operators	1.8%	1.2%	1.5%	1.1%
Absentee Rate, Mechanics	1.5%	1.3%	1.4%	1.9%
Accidents-Total	42	51	42	38
Accidents-Preventable	10	9	8	6
Vehicle Accidents	26	25	27	22
Passenger Accidents	16	26	15	16
Vehicle Accidents per 100,000 Miles	3.09	2.51	2.69	2.17
Preventable Accidents per 100,000 Miles	1.19	.90	.80	.59

<sup>1</sup> VRE to DASH transfer arrangement implemented in April 1994.

**TABLE 4 (continued)**

**OPERATING DATA**

	<b>FY1996</b>	<b>FY1997</b>	<b>FY1998</b>	<b>FY1999</b>
<b>RIDERSHIP</b>				
Base Fare Trips	1,426,484	1,373,237	1,406,427	1,444,915
ATC Dash Pass	179,107	194,756	204,740	210,898
ATC Transfers	268,905	280,507	283,386	302,363
Metro Transfers	162,186	179,311	179,882	194,748
Metro Flash Passes	123,685	128,680	137,171	149,191
Metro Tickets	40,788	53,258	55,336	48,752
Virginia Railway Express	31,296	28,586	26,551	42,910
Contract Trips	3,196	3,404	0	12,832
<b>TOTAL</b>	<b>2,235,647</b>	<b>2,241,739</b>	<b>2,293,493</b>	<b>2,406,609</b>
<b>SERVICE LEVELS</b>				
Total Miles	1,033,850	1,049,048	1,081,341	1,136,544
Revenue Miles	949,678	967,510	992,541	1,065,025
Platform Hours	89,327	92,111	96,468	101,288
Revenue Hours	70,567	71,356	74,457	78,410
<b>OPERATING AND FINANCIAL PERFORMANCE</b>				
Average Weekday Passengers	7,815	7,749	7,963	8,354
Average Saturday Passengers	3,351	3,380	3,379	3,568
Average Sunday Passengers	1,842	1,838	1,885	1,893
Average Fare	\$.67	\$.73	\$.74	\$.71
Operating Ratio	.43	.46	.41	.39
Operating Expenses per Total Mile	\$3.47	\$3.47	\$3.68	\$3.76
Operating Expenses per Total Platform Hour	\$40.16	\$39.48	\$41.26	\$42.15
Passengers per Revenue Mile	2.4	2.3	2.3	2.25
Passengers per Revenue Hour	31.6	31.4	30.8	30.57
Percent of Missed Trips	.01%	.01%	.01%	.01%
Percent of Trips on Time	97%	97%	96%	94.6%
Total Miles per Road Call	3,440	2,869	3,591	3,438
Absentee Rate, Operators	1.5%	1.5%	1.5%	1.73%
Absentee Rate, Mechanics	1.9%	1.8%	1.3%	1.41%
Accidents-Total	49	69	42	36
Accidents-Preventable	7	8	8	15
Vehicle Accidents	26	39	29	33
Passenger Accidents	23	30	13	3
Vehicle Accidents per 100,000 Miles	2.51	3.72	2.68	2.90
Preventable Accidents per 100,000 Miles	.68	.76	.74	1.32

**TABLE 4 (continued)**

**OPERATING DATA**

	<b>FY2000</b>	<b>FY2001</b>	<b>FY2002</b>	<b>FY2003</b>
<b>RIDERSHIP</b>				
Base Fare Trips	1,237,077	1,184,674	1,133,565	1,161,690
ATC DASH Pass	186,340	240,563	228,703	241,561
ATC Transfers	351,941	369,577	375,328	430,396
Metro Tickets & Tokens	40,993	53,984	68,800	94,243
Metro Flash Passes	155,523	161,499	162,614	183,066
Regional Bus Transfers	176,067	194,820	209,609	236,255
Regional Day Pass	24,193	20,667	17,646	21,947
Rail-Bus Transfers	259,099	303,248	303,141	325,209
VRE Transfer	76,932	52,630	60,651	65,028
Contract Trips	13,760	14,160	14,480	13,829
Dash About & Free Ride Promos		44,598	162,182	213,407
<b>TOTAL</b>	<b>2,521,925</b>	<b>2,640,420</b>	<b>2,736,719</b>	<b>2,986,631</b>
<b>SERVICE LEVELS</b>				
Total Miles	1,188,499	1,194,507	1,215,746	1,293,518
Revenue Miles	1,102,505	1,079,411	1,095,633	1,181,357
Platform Hours	106,913	107,628	116,681	125,330
Revenue Hours	82,719	83,662	85,778	92,505
<b>OPERATING AND FINANCIAL PERFORMANCE</b>				
Average Weekday Passengers	8,689	9,172	9,313	10,235
Average Saturday Passengers	3,811	3,887	4,691	4,819
Average Sunday Passengers	2,053	2,168	2,708	2,812
Average Fare	\$.63	\$.61	\$.58	\$.56
Operating Ratio	.35	.33	.30	.28
Operating Expenses per Total Mile	\$3.95	\$4.19	\$4.51	\$4.80
Operating Expenses per Total Platform Hour	\$43.98	\$46.55	\$46.96	\$49.54
Passengers per Revenue Mile	2.3	2.4	2.5	2.5
Passengers per Revenue Hour	30.3	31.4	31.7	32.1
Percent of Missed Trips	.00%	.01%	.03%	.00%
Percent of Trips on Time	92%	92%	92%	92%
Total Miles per Road Call	4,539	4,759	5,427	5,174
Absentee Rate, Operators	2.2%	2.2%	2.4%	2.3%
Absentee Rate, Mechanics	.5%	.8%	.7%	.8%
Accidents-Total	47	45	42	64
Accidents-Preventable	19	17	9	21
Vehicle Accidents	45	41	36	58
Passenger Accidents	2	4	6	8
Vehicle Accidents per 100,000 Miles	3.79	3.43	2.96	4.48
Preventable Accidents per 100,000 Miles	1.60	1.42	.74	1.62



**TABLE 4 (continued)**

**OPERATING DATA**

	<b>FY2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>
<b>RIDERSHIP</b>				
Base Fare Trips	1,291,478	1,396,856	1,512,611	1,553,298
ATC DASH Pass	300,204	373,809	411,626	390,390
ATC Transfers	490,427	504,810	520,720	520,650
Metro Tickets & Tokens	94,103	63,594	55,578	40,532
Metro Flash Passes	145,094	144,986	143,073	151,249
Regional Bus Transfers	257,762	301,137	351,376	369,639
Regional Day Pass	18,328	16,738	17,282	14,824
Rail-Bus Transfers	343,031	320,545	286,387	323,735
VRE Transfer	62,731	n/a	n/a	n/a
Contract Trips	13,880	20,560	20,986	18,400
Dash About & Free Ride Promos	114,246	132,350	169,434	264,401
PTO ID Trips	0	47,636	67,413	96,381
<b>TOTAL</b>	<b>3,131,284</b>	<b>3,323,021</b>	<b>3,556,486</b>	<b>3,743,499</b>
<b>SERVICE LEVELS</b>				
Total Miles	1,355,343	1,403,778	1,396,590	1,462,464
Revenue Miles	1,197,720	1,222,404	1,222,274	1,300,896
Platform Hours	128,450	133,787	135,722	151,072
Revenue Hours	98,924	102,604	103,177	110,243
<b>OPERATING AND FINANCIAL PERFORMANCE</b>				
Average Weekday Passengers	10,684	11,288	12,178	12,785
Average Saturday Passengers	5,302	5,531	5,596	6,033
Average Sunday Passengers	3,010	3,166	3,285	3,575
Average Fare	\$.55	\$.56	\$.59	\$.58
Operating Ratio	.30	.28	.31	.29
Operating Expenses per Total Mile	\$5.13	\$5.72	\$6.05	\$6.74
Operating Expenses per Total Platform Hour	\$54.08	\$60.03	\$62.29	\$65.30
Passengers per Revenue Mile	2.5	2.7	2.9	2.9
Passengers per Revenue Hour	32.1	32.4	34.5	34.0
Percent of Missed Trips	.00%	.00%	.00%	.00%
Percent of Trips on Time	93%	91%	92%	92%
Total Miles per Road Call	4,358	5,441	7,890	6,709
Absentee Rate, Operators	2.0%	3.0%	2.2%	2.6%
Absentee Rate, Mechanics	.7%	1.1%	1.2%	1.2%
Accidents-Total	58	62	65	59
Accidents-Preventable	18	24	27	28
Vehicle Accidents	52	52	60	53
Passenger Accidents	6	10	5	6
Vehicle Accidents per 100,000 Miles	3.84	3.70	4.3	3.62
Preventable Accidents per 100,000 Miles	1.33	1.71	1.93	1.91

TABLE 4 (continued)

## OPERATING DATA

	FY2008	FY2009	FY2010
<b>RIDERSHIP</b>			
Base Fare Trips	1,720,615	1,801,032	1,696,017
ATC DASH Pass	285,957	343,934	324,503
ATC Transfers	559,290	603,132	558,789
Metro Tokens	25,147	26,931	26,444
Metro Flash Passes	129,418	187,522	261,365
Regional Bus Transfers	424,235	386,681	227,234
Regional Day Pass	8,488	1,926	1,510
Rail-Bus Transfers	427,066	466,967	557,677
Contract Trips	17,657	16,814	15,806
Dash About, Lunch Loop & Free Ride Promos	289,363	69,811	43,572
PTO ID Trips	91,537	102,075	92,634
<b>TOTAL</b>	<b>3,978,773</b>	<b>4,006,825</b>	<b>3,805,551</b>
<b>SERVICE LEVELS</b>			
Total Miles	1,500,152	1,574,866	1,562,437
Revenue Miles	1,345,867	1,408,149	1,380,075
Platform Hours	157,795	165,921	161,985
Revenue Hours	114,591	119,343	117,156
<b>OPERATING AND FINANCIAL PERFORMANCE</b>			
Average Weekday Passengers	13,657	14,033	13,544
Average Saturday Passengers	6,192	5,561	5,099
Average Sunday Passengers	3,689	3,400	3,234
Average Fare	\$.58	\$.70	\$.72
Operating Ratio	.28	.33	.32
Operating Expenses per Total Mile	\$7.10	\$6.88	\$6.91
Operating Expenses per Total Platform Hour	\$67.46	\$65.33	\$66.64
Passengers per Revenue Mile	3.0	2.9	2.8
Passengers per Revenue Hour	34.7	33.6	32.5
Percent of Missed Trips	.00%	.00%	.00%
Percent of Trips on Time	91%	92%	93%
Total Miles per Road Call	6,945	6,847	7,891
Absentee Rate, Operators	2.5%	2.8%	2.9%
Absentee Rate, Mechanics	1.1%	1.0%	1.9%
Accidents-Total	54	56	45
Accidents-Preventable	34	22	17
Vehicle Accidents	48	49	39
Passenger Accidents	6	7	9
Vehicle Accidents per 100,000 Miles	3.20	3.11	2.50
Preventable Accidents per 100,000 Miles	2.27	1.40	1.09

## PART II

### 2012 TRANSIT DEVELOPMENT PROGRAM

The 2012 Transit Development Program is based on the following assumptions:

- Ridership will increase by 4.8% from the fiscal year 2010 level of 3.8 million passengers and a 108,000 (2.8%) increase from projected fiscal year 2011 ridership.
- The base fare will remain at \$1.50, and the price of the monthly DASH Pass will remain at \$35.
- ATC will improve the frequency of service on the midday AT10 route to address customer demand. Service will operate every 30 minutes instead of every 60 minutes.
- ATC and T&ES will explore opportunities for providing cost savings in the City's overall transit subsidy through DASH replacement of local service now being provided by WMATA, as well as additional revenue sources through new and existing Transportation Management Plan requirements and potential local dedicated transit funding.

The operating and capital budgets for fiscal year 2011 are summarized in the following table:

	FY2010 ACTUAL	FY2011 BUDGET	FY2012 ESTIMATED
Operating Revenues	\$3,528,170	\$4,102,000	\$4,389,000
Operating Expenses	10,826,199	11,699,789	12,587,000
Net Transit Service Cost	7,298,029	7,597,789	8,198,000
Operating Ratio	32.6%	35.1%	34.9%
Capital Outlay Items (City Operating Budget)	183,523	210,000	225,000
City Contribution (Operating Budget)	7,481,550	7,807,789	8,423,000
Capital Outlay Items (CIP)	2,859,509	3,602,000	4,625,000
Total City Contribution	\$10,341,059	\$11,409,789	\$13,048,000

## PRINCIPAL CHANGES FROM THE 2011 BUDGET

Operating expenses will increase \$887,211 (7.6%) in fiscal year 2012. Personal service costs, which make up 76% of total operating expenses, will increase \$402,221 (5.4%).

The increases in operating expenses reflect the following major items:

1. Labor costs will increase \$282,000 (4.3%),<sup>1</sup> general labor costs and \$72,211 associated with the AT10 midday service improvement.
  - Funding for annual progression and performance increases for eligible employees are included in the preliminary base budget \$227,948 (3.5%).
  - The addition of one position: a Facilities Maintenance Coordinator for a total of \$65,000.
2. Fringe benefit costs will increase \$120,000 (5.0%).
  - Increase in budgeted health insurance premium costs of \$96,000 (8.6%) to reflect projected increases in health care costs.
  - A decrease in the estimated FICA costs of \$17,000 (9.7%), based on actual fiscal year 2010 costs.
  - An increase in the clothing allowance cost for the bus operators of 4,000 (11.1%), based on actual fiscal year 2010 costs.
  - An increase in the sick leave benefit cost of 31,000 (2.7%) based on actual fiscal year 2010 costs.
  - An increase in the unemployment tax line item of \$10,000 to reflect actual fiscal year 2010 payments.
3. Non-personal service items will increase \$405,000 (14.5%). The principal changes from the fiscal year 2011 budget are:
  - An increase of \$150,000 in professional services to reflect the cost to complete a new Comprehensive Operational Analysis (COA) and update DASH's long range plan.
  - An increase of \$15,000 (3.7%) in professional services to reflect the estimated contract price increase in the management services agreement.
  - An increase of \$7,000 (10.3%) in building maintenance costs to reflect additional costs based on the end of the facility warranty period.
  - An increase of \$182,000 (23.3%) in fuel costs to reflect the actual average price of fuel in fiscal year 2010 of \$2.40 a gallon instead of the budgeted price of \$2.00 a gallon currently
  - An increase of \$11,000 (3.1%) in bus parts costs to reflect a nominal increase in service miles and an increase in the average age of the fleet.
  - An increase of \$35,000 (11.1%) in liability insurance from the Virginia Transit Liability Pool.

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<sup>1</sup> A cost-of-living adjustment is not included at this time in the 2012 budget. Funds for this purpose will be held in the City's contingency until approval of the City budget, and ATC will conform to City policy with respect to these items. A cost-of-living adjustment would be based on an estimated personal services cost of \$9,387,000.

The ATC budget for fiscal year 2012 appears in Table 5 and is followed by a narrative justification of the budget items.

**TABLE 5  
ALEXANDRIA TRANSIT COMPANY  
OPERATING BUDGET  
FISCAL YEAR 2012**

<b>BUDGET LINE ITEM</b>	<b>ACTUAL FY2010</b>	<b>BUDGET FY2011</b>	<b>ESTIMATED FY2012</b>
<b>OPERATING REVENUE</b>			
Passenger Revenue	\$2,726,340	\$3,338,000	\$3,591,000
Other Revenue	725,229	764,000	798,000
<b>Total Operating Revenues</b>	<b>\$3,451,569</b>	<b>\$4,102,000</b>	<b>\$4,389,000</b>
<b>OPERATING EXPENSES</b>			
Transportation	7,307,066	7,676,789	8,171,000
Equipment Maintenance	1,862,420	2,044,000	2,174,000
Marketing	122,231	207,000	201,000
Insurance & Claims	288,150	375,000	410,000
Administration & General	1,215,091	1,347,000	1,581,000
Contingencies	0	50,000	50,000
<b>Total Operating Expenses</b>	<b>\$10,794,958</b>	<b>\$11,699,789</b>	<b>\$12,587,000</b>
<b>Net Transit Service Costs:</b>			
<b>City of Alexandria</b>	<b>\$7,343,389</b>	<b>\$7,597,789</b>	<b>\$8,198,000</b>
Miles Regular Service	1,380,075	1,560,000	1,608,000
Total Passengers	3,805,551	3,880,000	3,988,000
Operating Ratio	32.0%	35.1%	34.9%
<b>CAPITAL OUTLAY ITEMS (City Operating Budget)</b>			
Non-Revenue Vehicles	0	25,000	40,000
Maintenance Tools & Equipment	12,639	15,000	15,000
Computer & Office Equipment	42,547	10,000	10,000
Power Train Rebuild	192,305	160,000	160,000
Radio / AVL Equipment	0	0	0
Facility Improvements	0	0	0
<b>Total Capital Outlay (City Operating Budget)</b>	<b>\$247,491</b>	<b>\$210,000</b>	<b>\$225,000</b>
<b>TOTAL CITY CONTRIBUTION (OPERATING BUDGET)</b>			
	<b>\$7,590,880</b>	<b>\$7,807,789</b>	<b>\$8,423,000</b>
<b>CAPITAL OUTLAY ITEMS (CIP)</b>			
Revenue Vehicles	2,859,509	3,602,000	4,625,000
Radio Equipment	0	0	0
Spare Power Train	0	0	0
Spare Transmission	0	0	0
Wheelchair Lift Replacements	0	0	0
<b>TOTAL CAPITAL OUTLAY (CIP)</b>	<b>\$2,859,509</b>	<b>\$3,602,000</b>	<b>\$4,625,000</b>
<b>TOTAL CITY CONTRIBUTION</b>	<b>\$10,450,389</b>	<b>\$11,409,789</b>	<b>\$13,048,000</b>

## BUDGET JUSTIFICATION

### OPERATING REVENUES

	ACTUAL FY2010	BUDGET FY2011	ESTIMATED FY2012
Passenger Revenues	\$2,726,340	\$3,338,000	\$3,591,000
Other Revenues	725,229	764,000	798,000
<b>Total Operating Revenues</b>	<b>3,451,569</b>	<b>\$4,102,000</b>	<b>\$4,389,000</b>

The Passenger Revenues estimate is based on 3,988,000 passengers. This assumes a 4.8% ridership increase from fiscal year 2010 total ridership of 3,805,551 passengers, and includes an estimated \$200,000 in new revenue from the reinstatement of revenue reimbursement from WMATA for Metrobus Weekly Pass usage on DASH.

Other Revenues includes charter and contract services, including Transportation Management Plan (TMP) fund contributions and cash contributions of local businesses toward special promotions.

### OPERATING EXPENSES

The operating expense budget is broken down into five broad categories, plus an allowance for contingencies. Each of the categories and its components is discussed below.

#### TRANSPORTATION

This category covers costs of the Transportation Department, which employs and supervises the system's bus operators. Its costs are directly related to levels of service. For the purpose of this budget estimate, a total of 1,580,000 miles is projected for fiscal year 2012.

#### Personal Services

FY10 Actual:	\$6,055,648	FY11 Budget:	\$6,720,789	FY12 Budget:	\$7,031,000
					+ 310,211 (4.6%)

This item covers salaries, wages, fringe benefits, FICA, and other personal service costs of the Transportation Department. It provides for the following positions:

	FY2009	FY2010	FY2011	FY2012
Transportation Supervisor	1	1	1	1
Safety & Customer Service Manager	1	1	1	1
Training Manager	1	1	1	1
Safety & Loss Control Coordinator	1	1	1	1
Supervisor-Dispatcher	6	6	6	6
Dispatcher, Full-Time	1	1	1	1
Dispatcher, Part-Time	2	2	2	2
Information Clerk	1	1	1	1
Bus Operator, Full-Time	84	84	84	84
Bus Operator, Part-Time	<u>14</u>	<u>14</u>	<u>14</u>	<u>14</u>
	112	112	112	112

General changes in personal service costs have been discussed in an earlier section of this budget presentation. Operator wages are based upon platform hours at a pay hour to platform hour ratio of 1.15.

**Fuel and Lubricants**

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FY10 Actual:	\$1,103,475	FY11 Budget:	\$811,000	FY12 Budget:	\$993,000
					+ \$182,000 (22.4%)

---

This item covers fuel and lubricants for revenue and non-revenue vehicles. The principal component is diesel fuel for the bus fleet, at an average consumption rate of 3.95 miles a gallon. A cost of \$2.40 a gallon is estimated for fiscal year 2012.

**Operating Materials and Supplies**

---

FY10 Actual:	\$147,943	FY11 Budget:	\$145,000	FY12 Budget:	\$147,000
					+ \$2,000 (1.4%)

---

This item covers the recapping and replacement of tires, bus cleaning materials, and other supplies. The principal item is tire recapping and replacement costs are based upon a 5.5¢ per mile factor.

**EQUIPMENT MAINTENANCE**

This category covers costs of the Maintenance Department, which is responsible for vehicle servicing, preventative maintenance, and repair work. Its costs are related to service levels operated, although the relationship is not as direct as it is in the Transportation Department. The 2012 estimate is based on an annual total of 1,580,000 miles.

**Personal Services**

---

FY10 Actual:	\$1,367,420	FY11 Budget:	\$1,584,000	FY12 Budget:	\$1,703,000
					+ \$119,000 (7.5%)

---

This item covers salaries, wages, fringe benefits, FICA, and other personal service costs of the Maintenance Department. It provides for the following positions:

	FY2009	FY2010	FY2011	FY2012
Director of Maintenance	1	1	1	1
Mechanic, Full Time	11	11	12	12
Mechanic, Part-Time	0	0	0	0
Parts Manager	1	1	1	1
Facilities Maintenance Coordinator	0	0	0	1
Maintenance Clerk	1	1	1	1
Service Worker, Full-Time	4	4	4	4
Service Worker, Part-Time	0	1	1	1
	18	19	20	21

General changes in personal service costs were discussed in an earlier section of this budget presentation.



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**Repair Parts**

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FY10 Actual:	\$386,499	FY11 Budget:	\$354,000	FY12 Budget:	\$365,000
					+ \$11,000 (3.1%)

---

The cost of repair parts is budgeted at 23¢ per vehicle mile, in line with the industry average.

**Vehicle Maintenance Services**

---

FY10 Actual:	\$87,846	FY11 Budget:	\$80,000	FY12 Budget:	\$80,000
					No Change

---

This item covers the purchase of outside maintenance services for such items as body work, engine and transmission work beyond ATC's in-house capability, and radio repair.

**Tools and Equipment**

---

FY10 Actual:	\$12,639	FY11 Budget:	\$15,000	FY12 Budget:	\$15,000
					No Change

---

This item provides for the purchase and replacement of small shop tools and equipment.

**Laundry**

---

FY10 Actual:	\$8,016	FY11 Budget:	\$11,000	FY12 Budget:	\$11,000
					No Change

---

This item provides for shop rags and the rental and cleaning of mechanics' uniforms.

## MARKETING

### **Personal Services**

FY10 Actual: \$63,876	FY11 Budget: \$86,000	FY12 Budget: \$80,000 - \$6,000 (-7%)
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This item covers the salary, fringe benefits, FICA, and other personal service costs of the Marketing Department. It provides for the following positions:

Marketing & Communications Manager 1

ATC's marketing efforts target office and residential complexes and businesses located in new development areas in the City. ATC also assists developments under the City's Transportation Management Plan (TMP) ordinance in their efforts to market transit and provide on-site sales of monthly DASH passes. ATC's Tourist Information Program and Services (TIPS) promotes DASH services to the tourist industry, hotels, and retail establishments. It is anticipated that significant marketing efforts will continue to focus on new employment sites, service enhancements to BRAC-133 and Mark Center, continued work with the Patent and Trademark Office (PTO), and other economic stimulus programs that may be launched in conjunction with the local hospitality industry. ATC's desktop publishing capabilities provide customized marketing and public information materials for many of these sites. ATC has made inroads in promoting DASH services to area schools as it develops a comprehensive transit education program.

### **Marketing and Public Information**

FY10 Actual: \$58,355	FY11 Budget: \$121,000	FY12 Budget: \$121,000 No Change
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This category covers the production and distribution of schedules and other information regarding available DASH services and promotions. Also included in this category are market research, installation and maintenance of bus stop signs, and other activities designed to acquaint potential riders with DASH services and to make those services more convenient to use.

Expenses for marketing and public information include:

- Printing and distribution of DASH timetables. This item also covers the updating and maintenance of Ride Guide schedule information located at major bus stops throughout the city.....\$70,000
- Advertising and special promotions, including the George Washington Birthday Parade, Red Cross Waterfront Festival, and transit related special events and programs.....\$46,000
- Market research, including periodic passenger surveys and the assembly of data upon the basis of which route and service level decisions can be made by the Board of Directors.....\$5,000

## INSURANCE AND CLAIMS

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FY10 Actual: \$288,150	FY11 Budget: \$375,000	FY12 Budget: \$410,000
		+ \$35,000 (9.3%)

---

ATC is a member of the Virginia Transit Liability Pool through which it obtains general and automobile liability and bus physical damage coverage.

This item also includes directors' and officers' liability insurance, which is obtained from the State Division of Risk Management.

## ADMINISTRATION AND GENERAL

This expense category includes the office of the General Manager and the general and unallocated administrative costs of the transit system.

### **Personal Services**

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FY10 Actual: \$357,320	FY11 Budget: \$514,000	FY12 Budget: \$573,000
		+ \$59,000 (11.5%)

---

This item covers salaries, fringe benefits, FICA, and other personal service costs of the General Manager's office. It provides for the following positions:

Executive Assistant	1
Administrative Assistant	1
Director of Finance and Administration	1
Human Resources Manager	1
IT Manager	1
Payroll Manager	1
Planning Manager	1
Transit Analyst	1
Total	8

General changes in personal service costs have been discussed in an earlier section of this budget presentation. ATC participates in the Virginia Department of Rail and Public Transportation (VDRPT) intern program when State funding is available.

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**NOTE:** The General Manager's and Assistant General Manager's salaries and benefits are included in the management contract fee.

**Contractual Services**

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FY10 Actual: \$475,847	FY11 Budget: \$497,000	FY12 Budget: \$662,000 + \$165,000 (33.1%)
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This item covers the following contracts and agreements:

- Management contract.....\$307,200
- Travel costs, advisory and technical assistance. The management contract provides that, in addition to routine supervisory visits to the property, the management firm will provide advisory and technical assistance in such areas as labor relations, insurance, vehicle specifications, maintenance, and scheduling when needed and authorized by ATC at no additional cost, except for travel. The budget estimate provides for 4 trips at a cost of \$3,500 each.....\$14,000
- Pension plan administration and legal assistance. The annual fee for the administration of the Transit Management of Alexandria, Inc. employees' defined contribution retirement plan is estimated to be \$10,000. In addition, TMA from time to time requires local legal assistance in handling benefits related and employee relation issues. There is \$5,000 budgeted for these services.....\$15,000
- Banking and cash handling fees. The cost of cash handling fees associated with the transport, sorting, and depositing of ATC farebox revenue.....\$95,000
- SmarTrip maintenance and technical support: ATC's share of actual costs under the Regional SmarTrip System Software Maintenance Agreement.....\$65,800
- Consulting Services: The cost of completing a Comprehensive Operational Analysis (COA) and conducting long range planning efforts to increase service efficiencies and system effectiveness.....\$150,000

**Personnel Recruitment and Training**

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FY10 Actual: \$43,602	FY11 Budget: \$70,000	FY12 Budget: \$70,000 No Change
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This item covers:

- Employee relations. This item covers performance incentive awards, the awards dinner, company picnic, and other employee relations costs.....\$30,000
- Physical examinations. Employees and applicants who hold CDL licenses are required to pass pre-employment and annual DOT physical examinations and are subject to federally mandated drug and alcohol testing.....\$20,000
- Employee training. This item covers the costs of mechanic certification testing, operator training programs, technical courses and seminars, and registration fees at professional meetings.....\$20,000

**Utilities and Building Maintenance and Services**

---

FY10 Actual:	\$271,475	FY11 Budget:	\$188,000	FY12 Budget:	\$195,000
					+ \$7,000 (3.7%)

---

This item covers the costs of utilities, building maintenance expenses, and janitorial services in the ATC facility.

**Travel**

---

FY10 Actual:	\$2,089	FY11 Budget:	\$10,000	FY12 Budget:	\$10,000
					No Change

---

This item covers the cost of travel to professional meetings, seminars, and technical schools, including the travel of employees attending courses on power train and bus component repair and courses sponsored by the Virginia Department of Rail and Public Transportation, Virginia Transit Liability Pool, and First Transit. This item also covers the cost of sending one DASH operator to the APTA International Bus Roadeo competition.

**Dues and Subscriptions**

---

FY10 Actual:	\$21,469	FY11 Budget:	\$20,000	FY12 Budget:	\$20,000
					No Change

---

This item covers the costs of membership in the American Public Transportation Association, the Virginia Transit Association, the Alexandria Chamber of Commerce, OTBPA, ACVA, and subscriptions to trade journals and local newspapers.

**Other Administrative Costs**

---

FY10 Actual:	\$43,289	FY11 Budget:	\$48,000	FY12 Budget:	\$51,000
					+ \$3,000 (6%)

---

This item covers:

Telecommunications	\$26,000
Postage	7,000
Office Supplies	12,000
Duplicating	<u>6,000</u>
	\$51,000

**CONTINGENCIES**

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FY09 Actual:	\$0	FY11 Budget:	\$50,000	FY12 Budget:	\$50,000
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An allowance of \$50,000, or .4% of operating expenses, is made for contingencies during fiscal year 2012.

## CAPITAL OUTLAY ITEMS

**Revenue Vehicles and Related Equipment.....\$4,375,000**

The purchase of ten buses in accordance with the following Bus Replacement Capital Program. The 1998 Gillig Bus replacement is being phased in over a two-year period beginning in 2011, so that the capital costs can be spread over a number of years. The additional capabilities of the new bus maintenance facility will provide the space and flexibility to purchase environmentally friendly hybrid low floor buses. The purchase of expansion buses will be subject to funding availability.

### **BUS REPLACEMENT AND EXPANSION SCHEDULE**

Year	2011	2012	2013	2014	2015	2016	2017
10-1996 Gilligs	3						
10-1998 Gilligs	7	3					
5-1999 Gilligs		4	1				
10-2000 Orions			5	5			
8 – 2002 Orions				3	5		
14- 2005 Orions						3	5
<b>Total Replacement Buses</b>	<b>10</b>	<b>7</b>	<b>6</b>	<b>8</b>	<b>5</b>	<b>3</b>	<b>5</b>
<b>Expansion Schedule</b>	<b>5*/4**</b>	<b>9</b>	<b>10</b>	<b>8</b>	<b>4</b>	<b>8</b>	<b>9</b>
<b>Total Bus Purchase</b>	<b>10</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>9</b>	<b>11</b>	<b>14</b>
<b>Total Fleet Size</b>	<b>72</b>	<b>81</b>	<b>91</b>	<b>99</b>	<b>103</b>	<b>114</b>	<b>128</b>

7 Buses	\$4,375,000
Auxiliary Equipment:	
Two-way Radios	30,000
Spare Engines and Transmission	
Sub-Total	4,405,000
Contingency (5%)	220,000
<b>Total</b>	<b>4,625,000</b>

\* Represents the purchase of 5 hybrid trolley vehicles approved for purchase in 2010.

\*\*Represents the refurbishment of 4-1996 Gillig buses for service to BRAC-133.

**Maintenance Equipment and Tools.....\$15,000**

These items will increase safety and efficiency of ATC's in-house capabilities or replace existing equipment and tools that requires replacement.

**Computer Equipment.....\$10,000**

These items will upgrade existing computer hardware and software equipment.

**Power train Rebuild.....\$160,000**

This item includes the full engine and transmission rebuild for five 2002 Orion buses.

**Non-Revenue Vehicle Replacement.....\$40,000**

This item includes the replacement of two relief vehicles with two hybrid vehicles.

ATC uses 15 non-revenue vehicles to support its revenue operations. The vehicles and their uses are listed in the following table.

**NON-REVENUE VEHICLES**

Vehicle Number	Year	Model	Description	Use	Mileage	Condition	Replace In FY
9105	2009	Impala	4-dr sedan	Admin	4,751	Excellent	2018
9106	2009	Impala	4-dr sedan	Admin	4,346	Excellent	2018
9117	2008	Durango	4wd-SUV	Supv	28,098	Excellent	2017
9104	2008	Durango	4wd-SUV	Supv	41,675	Excellent	2016
9109	2008	Durango	4wd-SUV	Supv	59,221	Excellent	2016
9102	2007	Malibu	4-dr sedan	Rlf/Supv	30,365	Excellent	2015
9113	2007	Malibu	4-dr sedan	Rlf/Supv	25,407	Excellent	2015
9116	2006	Malibu	4-dr sedan	Admin	13,512	Excellent	2014
9115	2006	Escape Hyb	4wd-SUV	Ops/Supv		Excellent	2014
9103	2004	Malibu	4-dr sedan	Relief	45,583	Good	2013
9110	2003	Cavalier	4-dr sedan	Relief	56,794	Fair	2012
9114	2003	Impala	4-dr sedan	Admin	30,373	Excellent	2012
9111	2000	GMC Sierra	P/U truck	Maint	46,359	Good	2012
9112	1996	Ford	P/U truck	Maint	11,121	Good	2012
9108	2002	Cavalier	4-dr sedan	Relief	60,294	Fair	2011

ATC's replacement schedule is consistent with the City's policy of retiring sedans after 8 years or 72,000 miles of operation.

NOTE: This budget does not include the capital costs associated with the new DASH operating and maintenance facility.

TABLE 6

**ALEXANDRIA TRANSIT COMPANY  
REVENUE VEHICLE INVENTORY  
FISCAL YEAR 2011**

Vehicle Number	Year	Make	Mileage as of 12/31/10
9040	1996	Gillig - 35'	338,785
9041	1996	Gillig - 35'	362,289
9043	1996	Gillig - 35'	354,887
9044	1998	Gillig - 35'	187,628
9045	1998	Gillig - 35'	330,293
9046	1998	Gillig - 35'	339,856
9047	1998	Gillig - 35'	316,337
9048	1998	Gillig - 35'	338,480
9049	1998	Gillig - 35'	338,825
9050	1998	Gillig - 35'	329,526
9051	1998	Gillig - 35'	319,759
9052	1998	Gillig - 35'	191,579
9053	1998	Gillig - 35'	182,581
9054	1999	Gillig - 35'	330,591
9055	1999	Gillig - 35'	327,403
9056	1999	Gillig - 35'	332,077
9057	1999	Gillig - 35'	329,070
9058	1999	Gillig - 35'	336,961
9059	2000	Orion V - 35'	288,413
9060	2000	Orion V - 35'	305,301
9061	2000	Orion V - 35'	289,623
9062	2000	Orion V - 35'	272,926
9063	2000	Orion V - 35'	265,043
9064	2000	Orion V - 35'	299,755
9065	2000	Orion V - 35'	315,487
9066	2000	Orion V - 35'	319,206
9067	2000	Orion V - 35'	293,167
9068	2000	Orion V - 35'	300,443
9069	2002	Orion V - 35'	227,731
9070	2002	Orion V - 35'	232,772
9071	2002	Orion V - 35'	218,636
9072	2002	Orion V - 35'	239,699
9073	2002	Orion V - 35'	227,609
9074	2002	Orion V - 35'	233,421
9075	2002	Orion V - 35'	231,360
9076	2002	Orion V - 35'	231,493
9077	2005	Orion V - 35'	175,061
9078	2005	Orion V - 35'	162,235
9079	2005	Orion V - 35'	170,255
9080	2005	Orion V - 35'	165,976
9081	2005	Orion V - 35'	164,136
9082	2005	Orion V - 35'	150,824
9083	2005	Orion V - 35'	157,152
9084	2005	Orion V - 35'	160,879



9085	2005	Orion V - 35'	167,738
9086	2005	Orion V - 35'	133,162
9087	2005	Orion V - 35'	170,227
9088	2005	Orion V - 35'	98,973
9089	2005	Orion V - 35'	173,818
9090	2005	Orion V - 35'	163,762
9091	2007	Orion V - 35'	73,257
9092	2007	Orion V - 35'	87,845
9093	2007	Orion V - 35'	83,931
9094	2007	Orion V - 35'	75,113
9095	2007	Orion V - 35'	81,153
9096	2007	Orion V - 35'	80,868
9097	2007	Orion V - 35'	84,787
9098	2007	Orion V - 35'	72,453
9099	2007	Orion V - 35'	76,162
9100	2007	Gillig - 35'	106,725
9101	2007	Gillig - 35'	89,433
9102	2007	Gillig - 35'	97,323
9103	2007	Gillig - 35'	106,370

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### PART III

#### FINANCIAL PROJECTIONS BEYOND 2011

##### OPERATING BUDGET

The operating budget projections for fiscal years 2013 and 2014 are based upon the following assumptions:

- DASH will initiate service to new development areas and increase frequencies on current routes to meet passenger demand and improve schedule adherence.
- A ridership increase of 10% is projected in FY 2013. This increase is associated with new ridership on expanded service. A 6.8% increase is projected for FY 2013.
- General operating costs will increase approximately 4% a year.
- Operating costs related to service expansion will increase 9.8% in fiscal year 2013 and 3% in fiscal year 2014.

TABLE 7

##### PROJECTED REVENUES AND EXPENSES BEYOND 2012

	FY2013	FY2014
TOTAL PASSENGERS	4,400,000	4,700,000
OPERATING MILES	1,658,000	1,778,000
REVENUE VEHICLES	73	82
REVENUE		
Passenger	\$3,740,000	\$4,000,000
Other	1,305,000	1,350,000
	\$5,045,000	\$5,350,000
OPERATING EXPENSES	\$14,332,000	\$15,318,000
NET TRANSIT SERVICE COST	\$8,353,000	\$9,968,000
OPERATING RATIO	35.2%	34.9%

## CAPITAL REQUIREMENTS

### Vehicle Replacement and Expansion Schedule

Bus replacement in 2011 and beyond will begin the phased replacement of the 3 remaining 1996 and 10-1998 Gillig buses. ATC's replacement schedule for its revenue and non-revenue vehicles appears in Part II. Future expansion of service is outlined in Part IV of this document. Service expansion is planned with the additional capacity available at the DASH Operations and Maintenance Facility which opened in October 2009. The following table outlines the projected DASH fleet that will be required to meet service needs in the future:

<u>Fiscal Year</u>	<u>Expansion Buses</u>	<u>Replacement Buses</u>	<u>Total Buses Purchased</u>	<u>New Total Fleet Size</u>
2011	4*	10	10	67
2012	6	7	13	73
2013	9	8	17	82
2014	11	6	17	93
2015	5	2	7	98
2016	8	4	12	106

\*4-1996 Gillig buses refurbished to operate the AT2 peak period enhancements to serve the BRAC-133 development

## **PART IV**

### **FARE AND SERVICE OPTIONS**

#### **FARES**

The financial projections for fiscal years 2013 and 2014 (see Part III) assume no changes in the fare structure.

#### **SERVICE OPTIONS**

The need for improving crosstown connections was identified during DASH community planning meetings held in February 2006 and in subsequent public meetings. When the DASH system was originally designed, the City was not a major employment destination. Most of the original service was oriented toward serving Old Town and the City's Metrorail stations. Since that time, new employment and activity centers have been established as part of the new development areas. This has created the need for improved direct connections between these new development areas and other parts of the City.

Service frequencies will also need to be improved to bring service levels up to urban transit standards. Ridership growth has resulted in overcrowding on some trips. When service frequencies have improved to address the crowding, DASH continues to add new transit riders to the improved service.

Major developments are also planned for Potomac Yard, the Eisenhower Avenue corridor and the Landmark area. The new BRAC-133 development will place significant transportation demands on the City. The demand for expanded DASH service and increased service levels will continue as these developments come on line, bringing more residents and workers to Alexandria.

## **NEW SERVICE**

The Regional Bus Study completed by the Washington Metropolitan Area Transit Authority in 2002, looked at how Metrobus and the local bus systems in the region are responding to current demand and projected demand through 2020. The study concluded that DASH is serving the existing market reasonably well, but made two major service recommendations if DASH is to accommodate future demand.

1. All DASH routes should have a peak period service frequency of 15 minutes. Currently DASH routes have a peak period service frequency between 20-30 minutes. An estimated 27 additional buses would be required to operate the increased frequencies.
2. Three new bus routes are needed to serve individual pockets of growth, i.e., Carlyle, Potomac Yard, Landmark area, and the initiation of an Old Town Circulator and expansion of the King Street Trolley to areas such as Del Ray.

In 2004, EarthTech completed a DASH Needs Assessment and Facility Study. The study compared macro-level projections based on historical and projected population, employment, and DASH ridership trends, and developed existing and potential alternative scenarios for DASH transit service and facility program requirements. The analysis concluded that increasing transit demand in the City would require an expansion of the DASH system to an estimated 130 buses or more by 2025. Mark Center and BRAC-133 were not part of the study at that time.

The study indicated that DASH expansion would primarily consist of:

- Increased frequencies on current routes to meet increasing demand and to reflect the standards for Urban Transit Service as identified in the Regional Bus Study.
- New service connections to the Cameron Station area.
- Improved service on King Street in Old Town.
- New service to the Eisenhower East/PTO development area.
- New service to the Potomac Yard development area.
- New cross-town services to provide connections between new development areas and the remainder of the City.

In 2005, Transportation Management & Design, Inc. (TMD) completed a Comprehensive Operational Analysis (COA) of the entire DASH system. Based on this information, ATC has developed preliminary short and long range service options to effectively meet the growing current and future transit markets. ATC is proposing to complete a new COA in FY 2012 to update the information from 2005.

## **FUTURE SERVICE EXPANSION**

Over the next six years, the DASH system will expand service and fleet requirements to increase the level of transit service in the City. Table 8 outlines a preliminary expansion plan. It is expected that this plan will be analyzed and evaluated each year as part of an ongoing needs assessment.