



MEMORANDUM
City of Alexandria, Virginia

TO: CITY COUNCIL & SCHOOL BOARD SUBCOMMITTEE

FROM: JAMES F. PARAION, CITY MANAGER

DATE: JUNE 20, 2025

SUBJECT: TRANSPORTATION OF ALEXANDRIA CITY HIGH SCHOOL STUDENTS

RECOMMENDATION: Direct staff to implement a phased plan beginning in the 2026–2027 school year (FY27) to use the DASH public transit system as a transportation option for most Alexandria City High School (ACHS) students:

- **Phase 1** would transition a portion of Alexandria City High School bus riders to DASH service, capitalizing on and utilizing existing, higher frequency Lines 31 and 36A/B.
- **Phase 2** would provide additional resources to add more trips to DASH Line 35 to improve frequency and improve choice for ACHS students in the West End, serving the highest density of current school bus riders.
- **Phase 3** envisions broader route changes so that any student within a ¼-mile of a DASH stop could use DASH instead of school buses, potentially covering most current riders. It would require service expansions, new bus purchases, and increased operating subsidies.

Timelines for implementation of Phase 2 would be anticipated for the 2027-2028 school year and Phase 3 will be further evaluated after the implementation of Phases 1 and 2. For all three phases, ACPS would continue providing yellow bus service for students requiring accommodation or specialized transportation services and for elementary and middle school students.

This City Manager recommendation will require further discussion by the City Council and the School Board, as well as community engagement and feedback prior to any action on the recommendation.

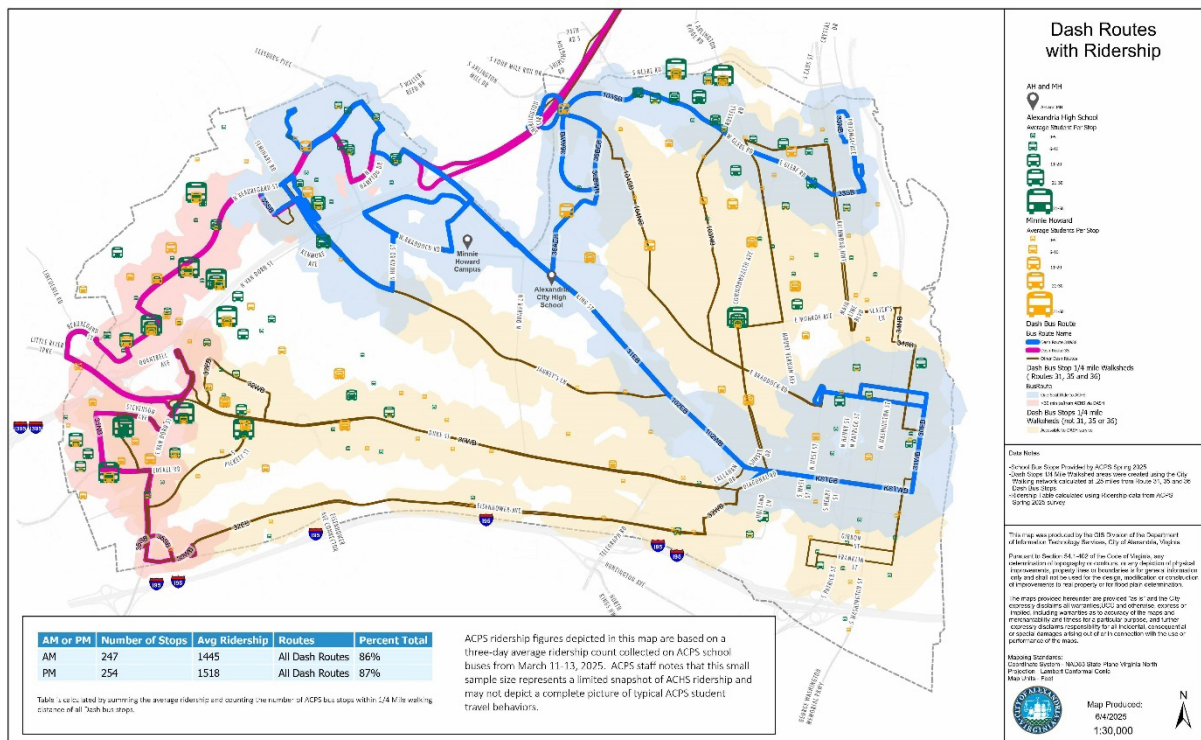
EXECUTIVE SUMMARY

The City of Alexandria and Alexandria City Public Schools (ACPS) are exploring the feasibility of a phased approach to using the DASH public transit system as a transportation option for Alexandria City High School (ACHS) students in lieu of typical ACPS school buses. It should be noted that ACPS would continue to provide specialized transportation services, after school and event type transportation, and standard bus transportation for elementary and middle school students as is provided today. This initiative's primary goal is to provide student transportation in a manner that is safe, reliable, effective and aims to improve efficiency, maintain and utilize DASH's excellent safety record for passengers and advance environmental goals.

Based on ridership data and safety analyses gathered and provided to the City Council/School Board Subcommittee (CCSB) between January and April 2025, staff have identified a near-term opportunity for DASH to serve up to 30 percent of the ACHS students who currently rely on school buses. These students could be served by DASH Lines 31 and 36A/B, which both provide direct service to the King Street and Minnie Howard campuses.

Figure 1 – DASH and ACPS Secondary Student Ridership Routes

The figure below shows a snapshot of ACHS student ridership by school bus stop as represented by school bus icons. As shown by the dense clusters of bus icons, most ACHS school bus riders live in the West End and Arlandria. The shaded areas represent the parts of the city that are walkable to DASH service. The blue buffer zone represents the areas served by the two DASH bus routes (Lines 31 and 36A/B) that provide a direct connection to the ACHS campuses where no transfer would be required. Areas shown in light red are walkable to DASH Line 35, which could transport students to ACHS in 30 minutes or less but may require a transfer. Areas shown in yellow are accessible to other DASH routes but would require more than 30 minutes and a transfer to get to ACHS.



This transition could occur at the start of the 2026-2027 ACPS school year. As a result of this transition, ACPS could re-optimize its remaining ACHS school bus routes to account for 30% fewer students and would likely be able to remove 10-12 of the existing 50 ACHS bus routes.

City staff will continue to work with ACPS staff to evaluate cost savings that would result from these route discontinuations and with DASH on any minor financial adjustments to their FY27 budget. A comprehensive financial analysis will quantify both the additional costs and potential savings of the proposed changes and identify opportunities for reallocating funds. This analysis will account for any minor up-front investment needed to expand DASH bus capacity if needed, recognizing it as a long-term investment in the City's transportation system that aims to reduce redundancy between bus services. The analysis will also be aligned with the City's broader strategic goals and evaluated within the context of the long-term Capital Improvement Program (CIP). One of the key benefits of the analysis and reduction in redundancy of service is that potential cost savings could be utilized to address other needs such as but not limited to the following:

- additional funding for ACPS support,
- expansion of DASH services for all residents,
- budgetary savings to strengthen the City's already solid financial position and tax relief opportunity,
- expanded services for our youth in the community, or
- other community needs.

To move forward, the City recommends a series of strategic actions to ensure a smooth transition. These include:

- finalizing route capacity and additional ridership analysis
- completing more detailed financial analysis to determine cost implications and savings
- enhancing real-time communication tools by integrating DASH updates with ACPS communication systems
- building and implementing a comprehensive community engagement effort, with additional ACPS-led family surveys, monthly listening sessions, student club conversations, pop ups around the community, meetings with ACPS staff and other stakeholders, the use of QR codes in various ways, and ongoing coordination between ACPS, the city, and DASH to be planned throughout the remainder of calendar year 2025
- ensuring student safety, especially for those requiring accommodations, will remain a top priority, and specialized transportation services would continue to be provided by ACPS for students who need them

The proposed phased approach would include:

- **Phase 1**, eliminating yellow bus service for students within ¼ mile of DASH routes offering frequent, direct (“one-seat”) rides to the King Street and Minnie Howard Campus (i.e. DASH Lines 31 and 36A/B).
- **Phase 2** would subsequently focus on replacing the school bus service for most of West Alexandria where students could use an enhanced DASH Line 35 and other routes to travel between their bus stop and ACHS campuses in 30 minutes or less.
- **Phase 3** would explore further expansion of DASH use to other parts of the city, but it would require more significant investment, fleet expansion, and infrastructure enhancements. ACPS would continue providing a yellow bus service for students requiring accommodation or specialized transportation service.

Full implementation for Phase 1 would not begin before the 2026–2027 school year, pending final analysis and approval. Phase 2 would be anticipated for the 2027-2028 school year.

BACKGROUND

This memo provides a narrative summary and analysis of the ongoing initiative to explore the feasibility of using Alexandria’s DASH public bus system to transport high school students. The effort responds to a memo (attachment #1) submitted by Councilman Abdel Elnoubi and Vice Mayor Sarah Bagley in January 2025 to the Mayor and City Council, proposing a collaborative study between ACPS, the City, and DASH. This summary draws on discussions from City/Schools Subcommittee meetings held between January and April 2025, as well as supporting data from recent transportation studies, ridership analyses, and operational reviews.

The rationale for this study is rooted in several converging factors. First, the 2025 ACPS Transportation Study conducted by TransPar Group (attachment #2) noted the persistent shortage of school bus drivers, which continues to hinder ACPS’s ability to provide timely and reliable transportation for all eligible students. This study also revealed that less than 60% of the system’s overall bus capacity is utilized, leaving many routes underused. Additionally, Alexandria’s current fiscal environment, while strong, has prompted a continued effort to explore efficiencies through shared public services. Currently, the City is paying for transportation services through ACPS and DASH that can be provided by DASH, saving taxpayer funds.

The potential benefits of this initiative go beyond operational efficiency. Encouraging high school students to use DASH, an accessible, fare-free, and environmentally friendly transit system, supports the City’s climate goals and reduces congestion. State law does not mandate high school transportation in most cases, allowing legal flexibility for such a partnership. Models from other cities, including Washington, DC, show that integrating public transit into student commutes can be successful. It should be noted a significant number of students ride DASH now. By further improving this high-quality, reliable, safe, frequent, and free transit service, we

can encourage even more youth to use it, expanding mobility options and creating long-term benefits for the entire Alexandria community.

SUBCOMMITTEE ENGAGEMENT AND FINDINGS

In January, Councilman Elnoubi and Vice Mayor Bagley initiated the study with a formal request for collaboration and identified the City/Schools Subcommittee (CC/SB) to explore the feasibility of this request. The City/School's Subcommittee is comprised of two Council members (Mayor Gaskins (Chair) and Councilman Chapman) and two School Board Members (Chair Rief and School Board Member Booz) and meets monthly to discuss shared operations, programs, and policies. The CC/SB approached this exploration in phases with the findings below categorized by the topic covered in four CC/SB meetings:

MEETING 1: JANUARY 2025 CC/SB MEETING: SCOPE OF WORK

At the January meeting of the Alexandria City Council and School Board Subcommittee, members discussed shared priorities and opportunities for collaboration, with a particular focus on student transportation. The conversation centered on a planned evaluation in Spring 2025 of both DASH and ACPS transportation services for secondary students. Key areas of consideration in a scope of work included: (1) existing services and utilization, (2) safety, and (3) student travel patterns. It was emphasized that no changes to transportation services would be implemented for the 2025–2026 school year.

MEETING 2: FEBRUARY 2025 CC/SB MEETING: TRANSPORTATION DATA AND UTILIZATION

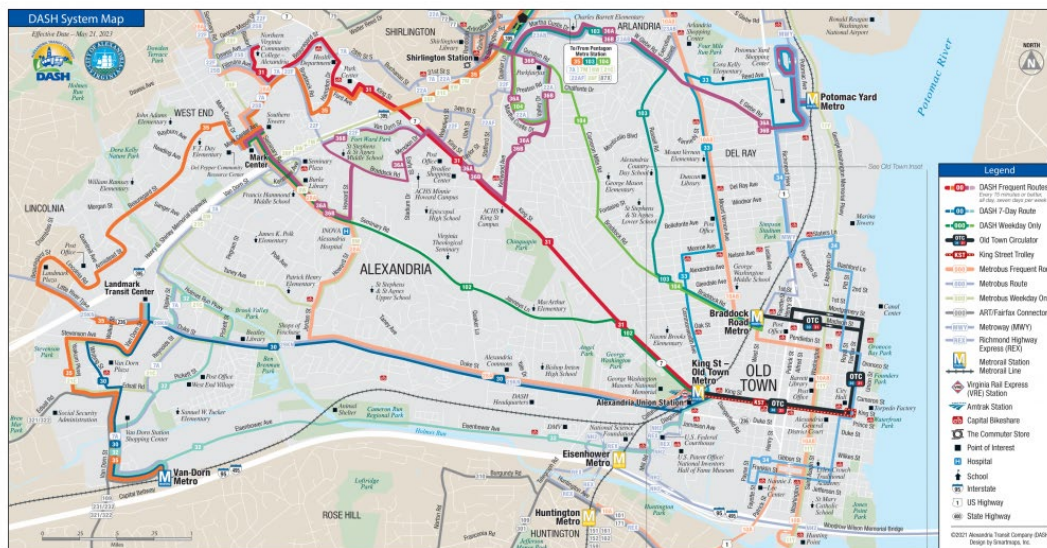
Per ACPS facilities staff, approximately 1,700 Alexandria City High School students currently rely on ACPS-provided transportation, with the majority living in the West End and Arlandria.

DASH has been operating for over 40 years, with 12 bus routes and the King Street Trolley, shown in Figure 2 below. DASH averages 17,000 weekday boardings and drew 5.3 million passengers in FY 2024. The DASH fleet consists of 101 active buses, and the annual operating subsidy is \$34.4 million, with a subsidy cost of \$6.49 per rider. DASH has the lowest cost per rider rate of any transit agency in the Washington, DC region, where the average cost per transit rider is approximately \$12.33. DASH employs over 300 full-time employees, including over 200 bus operators; DASH is currently fully staffed in terms of bus operators but continues to hire operators as a proactive approach to offset natural attrition.

Although DASH is unable to specifically track ACHS student ridership due to its free fares policy, DASH staff estimates that ACHS students account for approximately 2,200 boardings on a typical school day, which translates to roughly 1,100 students per day.

This estimate is based on comparative ridership analyses between typical school days and ACHS teacher workdays.

Figure 2 – DASH System Map



Notable milestones in the DASH-ACPS partnership include the launch of the highly popular “Free Student Rides” program in 2017, the introduction of free fares for all riders in 2020, and the use of larger buses for ACHS routes starting in 2022 to reduce crowding.

MEETING 3: MARCH 2025 CC/SB MEETING: SAFETY CONSIDERATIONS

The ACPS transportation safety strategy highlights the district’s adherence to state and federal regulations, comprehensive driver training, emergency response protocols, and ongoing efforts to ensure student and driver safety. ACPS buses are equipped with required safety features, such as stop arms, warning devices, GPS tracking, and video surveillance, which are paired with strict reporting requirements for accidents and monthly crash data submission to the Virginia Department of Education (VDOE). Drivers must meet rigorous qualifications, including passing background checks, holding a CDL (Commercial Driver’s License), and undergoing specialized training in defensive driving, emergency response, and accommodations for students with autism. Additionally, the transportation system for special education students involves specialized equipment (e.g., harnesses, wheelchair accessibility) and requires bus monitors on all routes.

DASH has a dedicated safety and security department responsible for regulatory adherence, risk management, and incident reviews. Operators undergo extensive training, including defensive driving, emergency response, and youth-specific de-escalation techniques. Fleet safety is ensured by a 24/7 maintenance department, comprehensive preventative maintenance programs, GPS vehicle tracking, roaming field supervisors, and

up to 14 onboard cameras per bus, which allow real-time monitoring during incidents and retroactive viewing for safety-related investigations.

All riders must follow a strict Code of Conduct that enforces zero tolerance for disruptive behavior. DASH collaborates with the Alexandria Police Department (APD) but prioritizes internal conflict resolutions before seeking law enforcement support. Recent ridership data shows a steady increase in bus usage with minimal increases in preventable incidents. DASH’s excellent safety record reflects its commitment to providing safe, reliable service for our community, including students, and the primary goal of this proposal remains getting kids to school in a manner that is safe, reliable, effective, and efficient.

It should be noted that while there are differences in the requirements of the ACPS and DASH safety elements, they are both firmly positioned to ensure the highest level of safety for the riders. In the case of DASH, they currently have a very robust set of tools used for ridership safety and have essentially the same safety protocol if there is an incident as would be the case with ACPS. That proposal would be to contact Alexandria Police Department to respond and manage incidents needing that level of assistance.

Table 1– DASH Passenger Incidents by Year

Fiscal Year	Total Ridership	Total Incidents	Total Incident Rate (per 100,000 boardings)	Estimated Annual Student Boardings	Student- Involved Incidents	Student-Involved Incident Rate (per 100,000 boardings)
2023	4,540,860	14	0.31	429,480	4	0.93
2024	5,310,995	20	0.38	398,520	1	0.25

A successful transition will need coordinated communication systems. While DASH currently provides real-time updates across several platforms, it does not integrate with ACPS’s communication systems and will need alignment with communication tools to ensure swift incident response protocols involving dispatch, police, and parent contact. This is achievable with the use of technology.

ACPS buses would continue to be used for field trips, after-school activities, or special needs transportation, and ACPS would need to continue providing a yellow bus service for students requiring accommodation or facing significant logistical barriers.

MEETING 4: APRIL 2025 CC/SB MEETING: ASSESSING STUDENT MOVEMENT PATTERNS AND THE FEASIBILITY OF DASH INTEGRATION

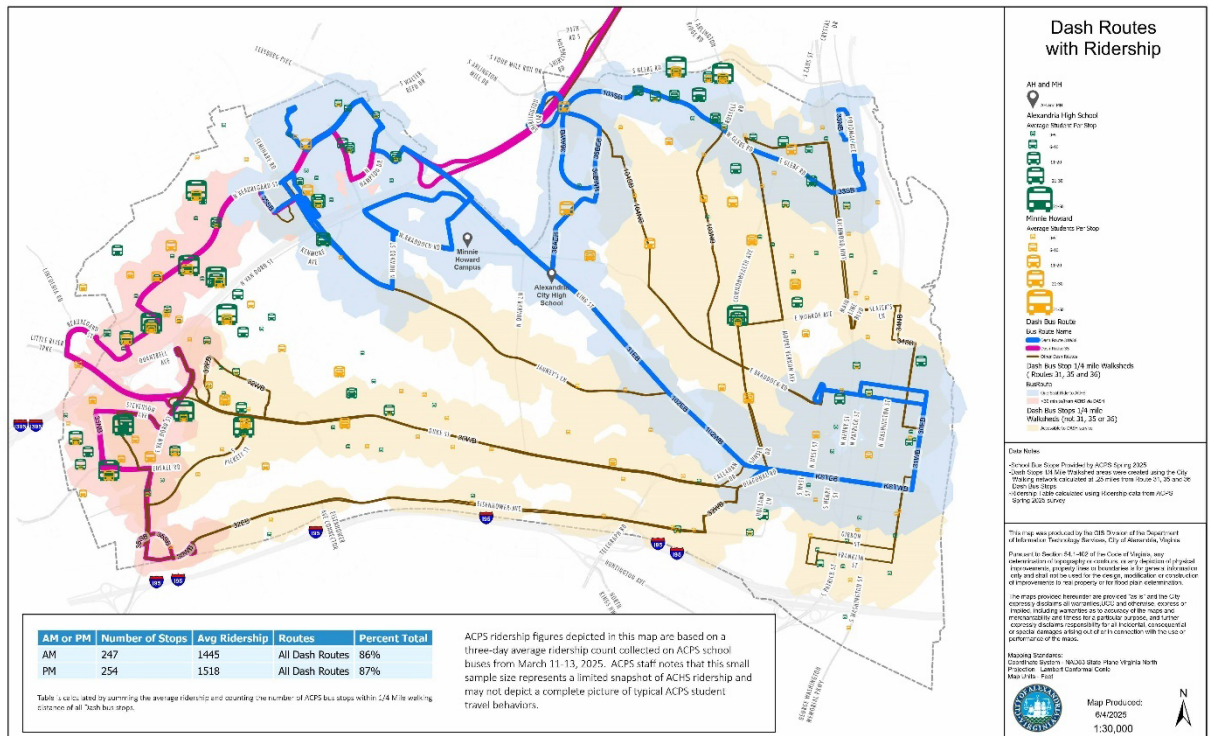
DASH staff presented initial findings from an analysis of ACHS school bus ridership data collected by ACPS bus operators in March 2025. These counts provide a three-day average ridership count for all ACHS school bus routes and stops across the City of

Alexandria. Based on these counts, staff estimates that roughly 1,700 ACHS students use traditional school buses to get to and from the ACHS campus each day.

Of these current school bus riders, roughly 86% live within walking distance (1/4 mile) of a DASH bus stop, and more than 60% are within walking distance of Lines 31, 35, or 36A/B that would allow them to reach ACHS campus within 30 minutes. Staff further estimates that 31% of current ACHS school bus riders could walk to DASH Lines 31 or 36A/B, which provide direct service to ACHS without requiring a transfer. It should be noted that these figures assume students would not be required to walk more than 1/4 mile, which is less than the current 1/2-mile standard for ACPS bus stops. If DASH increased its standard to 1/3 mile or 1/2 mile, a larger percentage of current ACHS school bus riders could be served by DASH routes.

DASH's Lines 31, 35, and 36A/B are the routes that would be most useful for students traveling to and from the ACHS campuses, yet they are already among the most utilized routes in the DASH system and can be crowded during school arrival and dismissal periods. To this end, DASH staff have conducted capacity analyses to better understand how full these buses are today and how many additional ACHS students could be accommodated.

Figure 3 – DASH and ACPS Secondary Student Ridership Routes



ADDITIONAL CONSIDERATIONS

Stakeholder Engagement

Subcommittee Members requested community engagement and feedback as the next phase of work. In advance of new engagement, staff first identified any recent student and parent engagement that may provide insight into perceptions of secondary student transportation. In 2023, the Phase 2 Safe Routes to School Walk Audit survey collected input from students and families about how they travel to Alexandria City High School's King Street and Minnie Howard campuses.

At the time of the audit, Alexandria City Public Schools (ACPS), in coordination with the City's Transportation and Environmental Services (T&ES), reported that over 4,490 students were enrolled at ACHS. Among them, roughly 2,590 students rode the school bus and about 850 used city buses to get to the King Street and Minnie Howard Campuses. Observations confirmed that many students relied on DASH routes 31 and 36, though no other routes were identified in the report.

As part of the project, a survey was distributed via school fliers, posters, and email outreach targeting students, parents, and the broader school community. There were 369 respondents from the King Street Campus and 93 from the Minnie Howard Campus. The survey's primary focus was on pedestrian and sidewalk conditions near school sites, making it unsuitable for more detailed geographic transportation studies.

Despite these limitations, student comments about DASH bus service revealed several concerns and preferences. Some students use DASH as a fallback when school buses are unavailable or when walking feels unsafe. Others noted long wait times or poor alignment between DASH schedules and school dismissal, which can lead to delays getting home. Comments also pointed to gaps in DASH coverage and pedestrian safety issues near transit stops. These observations highlight opportunities to better coordinate transit services with school schedules and improve the safety and accessibility of routes to and from school. (See attachment #3 for a full report and survey results).

Looking ahead, we plan to conduct a comprehensive community engagement strategy in conjunction with ACPS staff. Building upon tools used in successful community engagement strategies in other processes, potential engagement components include:

- **Student and Parent Surveys:**
 - Integrate survey questions into existing outreach to parents and students at the beginning of the 2025–2026 school year, streamlining efforts and avoiding duplication. Questions would explore current and preferred modes of transportation to school, existing student use of DASH, and qualitative feedback

on the experience. They could also capture feedback, particularly regarding concerns about safety, reliability, and confidence in the DASH system.

- Surveys would be brief, multi-lingual, mobile-friendly, and, in addition to integration into existing outreach, can be accessible via QR codes posted at key school and transit locations.

- **Listening Sessions**

- Student listening sessions may be held in Fall 2025, integrated into high school clubs and activities, which have proven effective in surfacing a wide range of student perspectives. In previous student engagement efforts, students have been most receptive to providing feedback when the forums are hosted by youth and youth facilitate the questions, with adult subject matter expert guidance.
- Monthly discussions with students where they are (i.e. Recreation centers, community events, clubs, etc.)
- Parent sessions may build upon discussions in PTA meetings and other forums in which parents provide feedback.

- **Informational and Interactive Tools:** To support awareness and understanding of the proposed changes, the following tools and strategies could be used:

- **Clear FAQs with visuals:** Tailored for both students and parents to address common questions and concerns.
- **On-Site Pop-Ups:** Staffed booths at King Street and Minnie Howard campuses to directly engage students.
- **Virtual Engagement:** QR code feedback stations with chat features at bus stops and other key locations (as used for Duke Street in Motion).
- **Community Events:** Leverage City and school-sponsored events as opportunities for dialogue and input.
- **Ride-Along Opportunities:** Offer optional ride-alongs with incentives, followed by feedback opportunities to evaluate the experience.

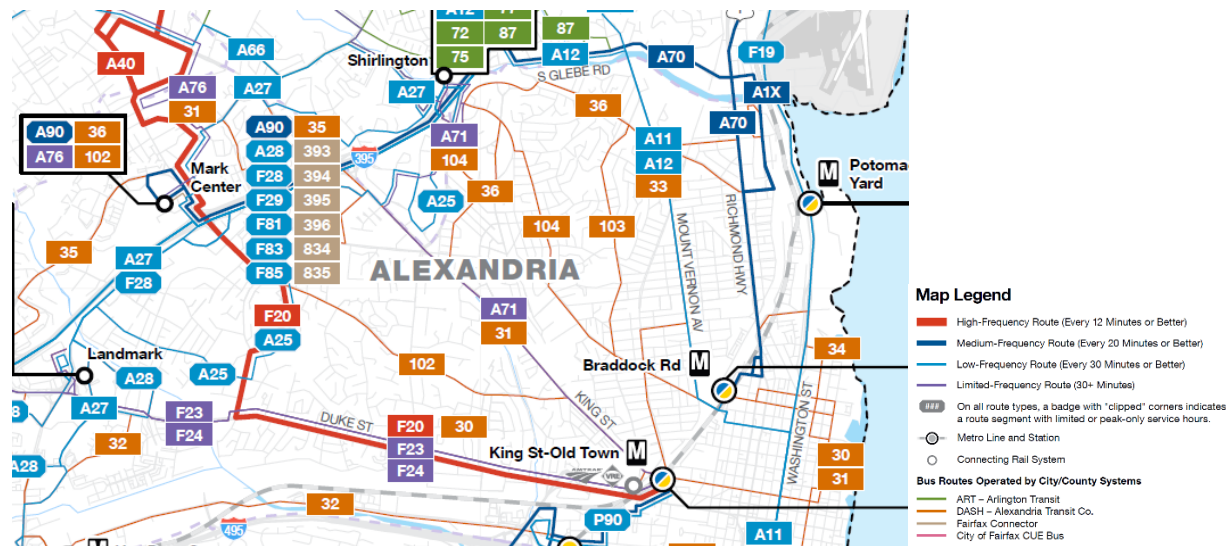
To build trust and ensure community voices are heard, the City and ACPS will share key findings and next steps with participants throughout the process.

Metrobus

Metrobus, operated by WMATA, is a separate transit system from the local Alexandria run and operated DASH system. While our projections on student ridership with this shift to DASH don't include this Metrobus service, it is possible that additional students may choose to ride Metrobus to and from school, increasing the number of ACPS students taking public transportation to school. This would provide more efficiency, cost savings over time and environmental benefits.

Beginning June 29, 2025, WMATA will launch its “[New Bus Network](#),” which includes changes to the routes currently serving Alexandria. One notable change is that Metrobus Route A71 will now travel along King Street, directly in front of the Alexandria City High School King Street Campus. The city will be able to monitor the route use and ridership once the change is implemented.

Figure 4 – Metrobus Better Bus Network Map



To further expand transportation access for students, the City of Alexandria secured a \$150,000 grant from the Virginia Department of Rail and Public Transportation, with a \$30,000 local match, to pilot a fare-free Metrobus program for middle and high school students. The program, expected to run through at least June 2026, will provide SmartTrip cards for unlimited, free Metrobus rides, including weekends, helping students access school, jobs, and activities, especially those not near DASH routes. The city will partner with Alexandria City Public Schools for card distribution and outreach, while WMATA will support ongoing planning and evaluation. This builds on the DASH Student Ride Program and allows the city to gather valuable ridership data to improve student transit. It also gives more opportunities for the student population to experience public transit in advance of the phase 1 transition.

RECOMMENDED PHASES

Staff recommend a phased implementation approach:

Table 2 – DASH Service Enhancement Phases

Phase	Description	DASH Routes	Ops Investment	Capital Investment	ACHS Riders Served	Potential Imp. Date
1	One-Seat Rides	31, 36A/B	\$	-	>30%	SY26-27
2	<30-Minute Rides	31, 35, 36A/B	\$\$	\$\$	>60%	SY27-28
3	Systemwide Rides	All	\$\$\$	\$\$\$	>86%	TBD

Phase 1 (“One-Seat Rides”): Eliminate ACPS school bus service for students living within walking distance (¼ mile) of a DASH Lines 31 or 36A/B, which would provide direct (“one-seat”) rides to and from the King Street and Minnie Howard ACHS campuses each day. Staff estimates that these two routes could serve approximately 30 percent of current ACHS school bus riders. DASH expects to increase its annual subsidy slightly to operate the additional AM/PM trips on Lines 31 and 36A/B, but no additional buses would need to be purchased. Based on staff analyses, this scenario would allow ACPS to reoptimize their ACHS school bus service and remove an estimated 10-12 routes that currently serve ACHS students. Further analysis is needed to determine if these changes would result in any changes for ACPS staff, but any ACPS employees affected by the transition would be encouraged to apply to DASH, which offers full-time, year-round employment opportunities for qualified bus operators. *Note: this would not include the 55 high school students requiring special services, including the McKinney-Vento federal provision for students experiencing homelessness and specialized transportation.*

Phase 2 (“30 Minutes or Less”): Under this phase, DASH would implement additional trips on Line 35 and 36A/B for improved frequency to transport the large number of ACHS students who live in the West End. These students would be expected to travel between their bus stop and the King Street and Minnie Howard campuses within 30 minutes or less. Some students will be required to transfer buses. This scenario would ensure DASH service for more than 60 percent of current ACHS school bus riders. It would also require more investment for additional trips and would require some limited increased Capital Improvement Program (CIP) funding so that DASH is able to purchase larger (60-foot) buses to replace smaller buses as they are retired in future years. This investment would have a long-term benefit to the entire community and result in more cost efficiency over time providing quality transit service to Alexandria residents and visitors.

Phase 3: (“Systemwide Replacement”): In the final phase, DASH would evaluate implementing major systemwide service improvements and route adjustments so that any student that lives within walking distance (~1/4 mile) of a DASH bus stop would be able to use DASH instead of ACPS school buses to travel to and from the King Street and Minnie Howard campuses. The recent ACPS school bus ridership survey indicates that more than 86 percent of current school bus riders could be served by existing DASH route alignments. This scenario would require increases in DASH service and special route realignments to serve ACHS students. It would also require an increase in annual DASH operating subsidy and the purchase of additional 60-foot buses beyond what is identified in the current Capital Improvement Program (CIP). Many ACHS students would be required to make transfers in this scenario and some students would take more than 30 minutes to travel between their nearest bus stop and the ACHS campus.

RECOMMENDATIONS AND NEXT STEPS

The following recommendations and next steps will require further discussions with the City Council and the School Board, as well as receiving additional community feedback and engagement prior to action on the staff recommendations.

1) Summer 2025:

- a) **Complete Route and Capacity Analysis:** Finalize studies to determine which students can be reliably served by DASH.
- b) **Refine Cost and Funding:** Conduct a detailed financial analysis to quantify both the additional costs and potential savings of the proposed changes, and to identify opportunities for reallocating funds during the budget process. This analysis will account for the up-front investment needed to expand DASH bus capacity, recognizing it as a long-term investment in the City’s transportation system that aims to reduce redundancy between bus services resulting in long term cost savings and avoidance of cost increases to serve our community. The analysis will also be aligned with the City’s broader strategic goals and evaluated within the context of the long-term Capital Improvement Program (CIP).
- c) **Continue to ensure safety and legal compliance.**

2) Fall 2025:

- a) **Continue Stakeholder Engagement:** Conduct comprehensive community engagement, focusing on student and parent perspectives around safety, familiarity, and barriers. Using proven tools such as integrated surveys, listening sessions, ride-alongs, and interactive outreach, the effort will prioritize inclusive, youth-friendly formats and transparent communication of findings.

- b) Monthly meetings and pop ups where students are throughout the community (recreation centers, libraries, clubs, ACPS events, etc.,).
 - c) Discussions with youth at city events and programs including with organizations focused on our youth (these could be forums, roundtable discussions, youth led conversations, etc.)
 - d) Discussions with PTAs and other areas where we can have meaningful discussions with parents and students.
 - e) Schedule a joint work session between ACPS and City Council.
- 3) Winter 2025/26:
- a) Enhance Communication Systems: Explore the integration of DASH updates with ACPS communication platforms and establish clear procedures for communicating delays and incidents.
 - b) Set Implementation Timeline: Use findings to inform a phased plan, with any changes anticipated for the 2026–2027 school year.
 - c) The City Manager submits the proposed budget reflecting Phase 1 implementation.

MEASURES OF SUCCESS

- Overall % of ACHS students riding DASH
- Safety: Stable or reduced number of ACPS & DASH safety incidents involving students
- Overall % of student satisfaction with ACPS/DASH transportation services
- Students, parents, and ACPS staff reporting on time arrival to school and home
- Reduction in the expense of student transportation over a period. As described above, savings could be reinvested in ACPS or other city services that support youth.
- Growth in DASH transit ridership

ATTACHMENTS:

1. Memo from Councilmembers Bagley and Elnoubi directing staff to conduct a Feasibility Study regarding the use of DASH Bus for secondary students
2. TransPar ACPS Transportation Study
3. [Questions received from the City Council and School Board Members and responses from DASH and ACPS staff.](#)
4. ACHS School Bus Ridership Map
5. DASH Service Analysis for ACHS School Bus Ridership

CC: The Honorable Members of City Council
The Honorable Members of the School Board