



FREDERICKSBURG REGIONAL TRANSIT  
*History In Motion*

November 15, 2013

Mr. Doug Morgan  
Transportation Planner  
Spotsylvania County  
9019 Old Battlefield Blvd, Suite 320  
Spotsylvania, VA 22553

Dear Mr. Morgan:

Enclosed is FREDericksburg Regional Transit's (FRED) FY2015 budget submission for service in Spotsylvania County. Accompanying the original and one copy of the "Partner Agency Application for Funding," are two copies of the FRED organization chart, a list of the members of our Public Transit Advisory Board (PTAB), and our most recent statement of Mission, Goals and Objectives as approved by the PTAB. We will forward excerpts from the City's most recent audit when we receive the report.

As you will see in our Application, we are requesting a net of \$405,724 from Spotsylvania County for FY2015. This is based upon \$1,214,871 in apportioned expenses (based on revenue service hours) minus an allocation of \$754,270 in revenues (including fares and all State and Federal grants). The City is absorbing the risk associated with certain other expenses such as contingencies for things like excess fuel and insurance expenses.

For this amount, FRED will provide the following daily services in Spotsylvania County:

- Route S1 from Lee's Hill Center to Spotsylvania Towne Centre
- Route S4 from Lee's Hill Center to Spotsylvania Court House
- Route S5 from Lee's Hill Center to Cosner's Corner, Lee's Hill and Germanna Community College
- Route VS1 feeding the VRE from VDOT lots at Gordon Road and Salem Church Road.

Based on discussions at recent Public Transit Advisory Board (PTAB) meetings, we are not including in the FY2015 budget request any funds to implement the service recommendations included in FRED's 2010 Transit Development Plan. Should the County decide to add more service than that described above, the budget would need to be revised.

It is also important to note that FRED's projection of Federal and State grant funding for FY2015 assumes that the additional 5307 revenue allocated in FY2014 will again be available in FY2015. Given tight Federal and State budgets, however, it is not certain that this will be the case. If grant funding should decline significantly from FY2014's levels, FRED and the County will have two options: 1) for the County to make up the shortfall; or 2) for FRED to reduce service commensurate with any grant shortfall. Unfortunately, FRED will not know how much money it will receive from the Federal and State governments until May 2014.

As always, we at FRED are pleased to have Spotsylvania County as a partner in our effort to provide safe, reliable and affordable transit service to the growing George Washington Region.

Sincerely,

A handwritten signature in black ink, appearing to read "K.M. Beck". The signature is fluid and cursive, written over a white background.

Kathleen M. Beck  
Director of Public Transit

Enclosures

**Spotsylvania County**  
 Partner Agency Application for Funding FY 2015  
**FACE SHEET**

<b>Agency Name:</b> FREDericksburg Regional Transit	
<i>Has Spotsylvania County Funded This Agency in Previous Years?</i> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Physical Address:	1400 Jefferson Davis Highway
Mailing Address/PO Box:	
City:	Fredericksburg
State:	Va
Zip:	22401
Telephone Number:	540.372.1222
Fax Number:	540.370.1637
Federal Tax ID #:	54-6001293
Web Address:	www.rideFRED.com
General Email Address:	
<b>Agency Main Contact:</b>	Kathleen M. Beck
Title:	Director of Public Transit
Telephone Number:	540.372.1222
E-Mail Address:	kbeck@fredericksburgva.gov

**Agency General Information**

<b>Agency Mission:</b>	The mission of FRED Transit is to provide safe, secure, accessible, affordable, dependable, efficient and environmentally sound public transportation for people who reside, work or visit within the Fredericksburg Region.
<b>Number of years agency has been in operation:</b>	17
<b>Localities Served:</b>	the City of Fredericksburg and the counties of Spotsylvania, Stafford, and Caroline

**Agency Financial Information**

	List Programs	Personnel Expenses	Benefits	Operating Expenses	Total Program Budget	Requested from Spotsylvania
1.	Regional Transit Service	\$ 1,763,966	\$ 379,516	\$ 1,563,850	\$ 3,707,331	<b>\$405,724</b>
2.						
3.						
4.						
5.						
<b>Agency Administration:</b>		\$ 411,572	\$ 161,339		\$ 572,911	
<b>Capital Outlay:</b>				\$454,935		
<b>Total Agency Budget:</b>		\$ 2,175,538	\$ 540,854	\$ 2,018,785	\$ 4,735,177	<b>\$405,724</b>

If your application includes funding increases for personnel (to include new positions or merit / COLA increases), please check here and explain in detail the need for this type of increase under each program budget.

<b>Attachment Checklist:</b> <i>(include ONE copy of each)</i>	<input type="checkbox"/> IRS 501(c)(3) Letter	<input type="checkbox"/> Audit Report <i>(with Audit Management Letter)</i>	<input type="checkbox"/> Current Financial statement	<input type="checkbox"/> IRS 990
	<input type="checkbox"/> Accountant Contact Information	<input checked="" type="checkbox"/> Organizational Chart	<input checked="" type="checkbox"/> Current Board Roster <i>(with contact information)</i>	<input type="checkbox"/> Agency's Current Strategic Plan
<b>Agency Director's Signature:</b>				<b>Date:</b> 11/12/13

**Spotsylvania County**

Partner Agency Funding Application FY 2015

Agency Name:

FREdericksburg Regional Transit

If your agency is requesting an increase or decrease in funding as shown on the Agency Financial Information Chart included on the Face Sheet, please describe, in detail, the reasons for these changes, in each category below for the Agency as a whole. Program specific increases can be given under the program descriptions in the next section. (The individual descriptions should not exceed 20 lines of text.)

**Agency Administrative Expenses (to include funding increases for personnel (new positions, merit and/or COLA increases):**

Administrative expenses include the salaries and benefits for the Director, Assistant Director, Administrative Assistant, Operations Manager, Fleet Manager, Driver Trainer, Policy & Planning Manager, Route & Service Planner, and Account Clerk.

\*Please note that the amount requested from Spotsylvania County comprises projected expenses minus projected revenues. Revenues include fares attributed to County operations and all Federal and State grants, which FRED applies for in January of each year. If Federal and State grants fall short of the amount projected to be available to FRED during FY2015, then FRED and the County will have two options: 1) for the County to make up any shortfall in the apportionment of grant funding; or 2) for FRED to reduce service by an amount necessary to offset the shortfall in Federal and State grant funding. Because of the timing of the grant cycle, FRED will not know the exact amount of grant funding that will be available for FY2015 until May 2014.

**Capital Outlay:**

The main capital outlay for FRED is for bus replacements. FRED will be procuring 2 replacement busses in FY2015. The County is allocated a portion of the cost of that bus based on the amount of service provided in the County compared to the total amount of service FRED provides to all partners. FRED estimates the cost of one transit bus at \$150,000. A depreciation charge of \$850,000 is also included in capital outlays; however, this is charged solely to the City of Fredericksburg and does not involve any actual outlays. Other capital outlays are for computer and communications equipment, improvements to facilities, other non-operating equipment and furniture and fixtures. The County's allocation for all FRED capital outlays in FY2015 is \$91,887. The majority (80% or more) of these outlays are typically offset by Federal and State grants, but it is not possible to break out an exact net amount being requested for the County at this time. An estimate of the net amount, however, has been included in the total amount being requested from the County.

**Spotsylvania County**  
Partner Agency Funding Application FY 2015

<b>Agency Name:</b>
FREDericksburg Regional Transit

**Historical Budget Information**

Please complete the following chart with the financial information for the agency as a whole. In each area include the revenue specifically allocated to your agency from each locality/entity listed below.

	FY 2013 Actual	FY 2014 Budgeted	FY 2015 Projected
Caroline	\$371,629	\$337,824	\$347,751
Fredericksburg	\$2,374,762	\$2,228,820	\$2,620,294
King George	\$0	\$ 0	\$0
Spotsylvania	\$1,171,779	\$1,180,190	\$1,214,871
Stafford	\$1,286,855	\$1,240,266	\$1,276,712
United Way			
Grants			
Client Fees			
Fundraising			
Other (explain below)	\$206,139	\$153,717	\$150,049
<b>Total Agency Revenue</b>	<b>\$5,435,651</b>	<b>\$5,140,816</b>	<b>\$5,609,677</b>

**Detail below what revenue is included in the category 'Other':**

"Other" includes expenses for Eagle Express service supported by the University of Mary Washington.

The values for the jurisdictions and "Other" are for EXPENSES, not revenues. The entry for Total Agency Revenue is for TOTAL EXPENSES, which must be offset by revenues from various sources. For FY2015, FRED projects that it will receive a total of \$ 2,428,388 in grants from the Federal and State governments; \$497,600 in client fees (passenger fares); \$63,500 in other revenue (Greyhound fees and vending proceeds); and \$123,250 in local business contributions. Other revenues come from the jurisdictions in which FRED operates.

FY2015 projected NET REQUESTS for funding from FRED partners are: Spotsylvania--\$405,724; Fredericksburg--\$380,146; Stafford--\$457,299; Caroline--\$128,677; UMW--\$60,090.

Expenses and revenues can vary significantly year to year mainly as a result of varying capital outlays for buses. There are also lag times between when expenses are incurred and grant reimbursements are made.

The City is accepting the risk for certain contingency expenses, which have been netted out of this funding request.

<b>Application Checklist</b>	
<b>Items to be completed</b>	<b>Comments:</b>
<input type="checkbox"/> Face Sheet	
<input type="checkbox"/> Program Name	
<input type="checkbox"/> Program Purpose/Description	
<input type="checkbox"/> Justification of Need	
<input type="checkbox"/> Target Audience	
<input type="checkbox"/> Service Area	
<input type="checkbox"/> Service Delivery	
<input type="checkbox"/> Client Fees	
<input type="checkbox"/> Budget Information	
<input type="checkbox"/> Goals and Objectives	
<input type="checkbox"/> Program Goal	
<input type="checkbox"/> Most Recent Data Chart	

<b>Program Name:</b>
FREdericksburg Regional Transit

**Each agency submitting a funding request must fill out the following pages for *each program* serving Spotsylvania County Citizens and for which funding is requested. Any incomplete applications or programs that do not have a full application will not be considered for funding. PLEASE do not include any unrequested information. Spotsylvania County reserves the right to request additional information once the application has been submitted.**

<b>Program Name:</b>	FRED Transit	<b>Is this a new program?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Program Contact:</b>	Kathleen M. Beck	<b>Title:</b>	Director of Public Transit
<b>Telephone Number:</b>	540.372.1222 x204		
<b>E-Mail Address:</b>	kbeck@fredericksburgva.gov		

**1. Program Purpose/Description:** *(the following description should not exceed 10 lines of text)*

The purpose of FREdericksburg Regional Transit (FRED) is to provide accessible, affordable, dependable, efficient, environmentally sound, safe, and secure transportation for people who reside, work or visit within the Fredericksburg, Virginia region (i.e., the City of Fredericksburg and the counties of Caroline, Spotsylvania and Stafford).

**2. Justification of Need:** *(Please state clearly why this service should be provided to the citizens of Spotsylvania County and why the Board of Supervisors should consider this funding request. If this is a new program, be sure to include the benefit to the County for funding a new request. The following should not exceed 10 lines of text, and should include the most recent data available.)*

FRED provides the only generally available public transit service in the County and throughout the region. FRED service permits County residents to travel to work, shopping, medical appointments, business and social service locations within the County, and provides connections to other principal destinations in the region. FRED experienced an overall reduction in ridership with the discontinuation of service in King George County. Excluding King George, ridership FRED held steady in FY 2013 equaling FY2012. Steady ridership numbers provide evidence that the citizens of the County are in need of and will use transit service in the region.

**3. Target Audience:** *(The following should describe the specific population targeted by the program and should not exceed 5 lines of text.)*

FRED Transit service is open to any individual who lives, works in, or visits the region. FRED service does not target any particular audience, but tends to be used most heavily by residents with modest incomes and those who do not have ready access to a private automobile. Based upon a recent on-board ridership survey, 47% of FRED riders had no access to a private automobile.

**Spotsylvania County**  
Partner Agency Funding Application FY 2015

**Program Name:**  
 FREDericksburg Regional Transit

**4. Service Area:** (Please describe the program's intended geographic service area. This may include entire regions, localities, or specific schools, neighborhoods, etc.)

FRED's service area currently comprises the City of Fredericksburg and the counties of Spotsylvania, Stafford, and Caroline.

**5. Service Delivery:** (Please state the geographic location of the service, the duration and frequency offered to the clients.)

FRED provides general service on four routes to major destinations within Spotsylvania County Monday through Friday, 4:40 am to 8:30 pm. FRED's routes include the S1 from Lee's Hill Center to Spotsylvania Towne Centre, the S4 from Lee's Hill Center to Spotsylvania Courthouse, the S5 from Lee's Hill Center to Cosner's Corner and Lee's Hill, and the VS1 from two VDOT lots to the City VRE station.

**6. Client Fees:** (Please describe the fees clients must pay for the services provided in this program, and how those fees are determined.)

The fare to ride FRED is determined by the Fredericksburg City Council. Current fare is \$1.00 and will remain so in FY2015. The fare to ride the VRE feeder is \$1.50. Multi-ride discounts are available for both regular and VRE feeder services.

**7. Budget Information:** (Please complete the following chart with the financial information for this program. In each area include the dollars specifically allocated/requested for this program.)

	FY 2013 Actual	FY 2014 Budgeted	FY 2015 Projected
Caroline	\$371,629	\$337,824	\$347,751
Fredericksburg	\$2,374,762	\$2,228,820	\$2,620,294
King George	\$0	\$0	\$0
Spotsylvania	\$1,171,779	\$1,180,190	\$1,214,871
Stafford	\$1,286,855	\$1,240,266	\$1,276,712
United Way	\$0	\$0	\$0
Grants	\$0	\$0	\$0
Client Fees	\$0	\$0	\$0
Fundraising	\$0	\$0	\$0
Other	\$206,139	\$153,717	\$150,049
<b>Total Program Budget</b>	<b>\$5,435,651</b>	<b>\$5,140,816</b>	<b>\$5,609,677</b>

**Please indicate, in detail, reasons for increases or decreases in the amounts requested for FY 2015. Include whether these changes come from increases in personnel, benefits, or operating expenses. If an increase is being requested, please describe the impact not receiving an increase would have on the program. In particular, please note if any increase is sought for new positions or personnel, please explain in detail.**

FRED has budgeted assuming that the additional 5307 Federal funding allotted in FY2014 will again be available in FY2015. The actual level of Federal and State grants will not be known until May 2014. Operational expenses are projected to increase \$106,267. Line item increases include: \$ 58,668 for employee compensation; \$ 23,530 for purchased services; \$ 10,000 for motor vehicle insurance; \$8,000 is for telecommunications.

- FRED's budget includes additional part-time drivers in order to ensure that part-time employee hours remain below the level that would require the City to provide additional benefits. The ability to control part-time hours helps to reduce overall payroll costs.
- Purchased Services are necessary for consultant support to meet special project and Federal and State requirements. Consultant support covers peak workloads at less cost than hiring additional staff.

**8. Goals, Objectives, & Evaluation:** *(Please provide the following information regarding the goals and objectives for your program. Space has been provided for two goals, with two objectives per goal. If your agency is funded by the United Way, please include a copy of your Logic Model for this program as a supplemental attachment. Individual descriptions should not exceed 5 lines of text.)*

**Program Goal 1:**

See attached copy of FRED's FY2015 Mission, Goals, and Objectives

**Objectives:**

1a.

1b.

**Program Goal 2:**

**Objectives:**

2a.

2b.

**Evaluation Method:** *(Please describe the method used to measure the above goals/objectives. Please do not exceed 10 lines of text.)*

**9. Outcome Data:** *(Please give the most recent outcome data for the objectives above. Indicate below what time period the data covers.)*

**Data Collection Period:**

**Objective 1a.**

**Objective 1b.**

**Objective 2a.**

**Objective 2b.**

**10. Program Goal Updates:** *(Please provide a brief description of the current status of your program goal(s), given your outcome data. For example, if reported data was well below the stated outcome measure, please indicate why you feel that is the case. Also, include how your outcome data will influence or modify the program for the upcoming fiscal year. These descriptions should not exceed 20 lines of text.)*

**Program Goal 1:**

**Program Goal 2:**

**Spotsylvania County**  
Partner Agency Funding Application FY 2015

**Program Name:**  
 FREDericksburg Regional Transit

Locality Served		Total Served		Gender		Race <sup>2</sup>							
		FY 2013	FY 2015 <sup>1</sup>	Male	Female	Caucasian	African American	Asian	Hispanic	American Indian	Other		
Fredericksburg		279,363											
Caroline		10,425											
King George		0											
Spotsylvania		117,633											
Stafford		108,070											
Other		15,199											
<b>Total</b>		530,690	530,000 <sup>1</sup>	46%	54%	24%	55%	4%	10%	1%		6%	

\*Please include the projected number to be served in each locality for the upcoming fiscal year.

Locality Served	Age Groups								Income Levels				
	0-4	5-10	11-13	14-18	18-25	25-40	40-60	60 +	Under \$10,000	\$10,000 - \$19,000	\$20,000 - \$39,000	\$40,000 - \$59,000	Over \$60,000
Fredericksburg													
Caroline													
King George													
Spotsylvania													
Stafford													
Other													
<b>Total</b>													

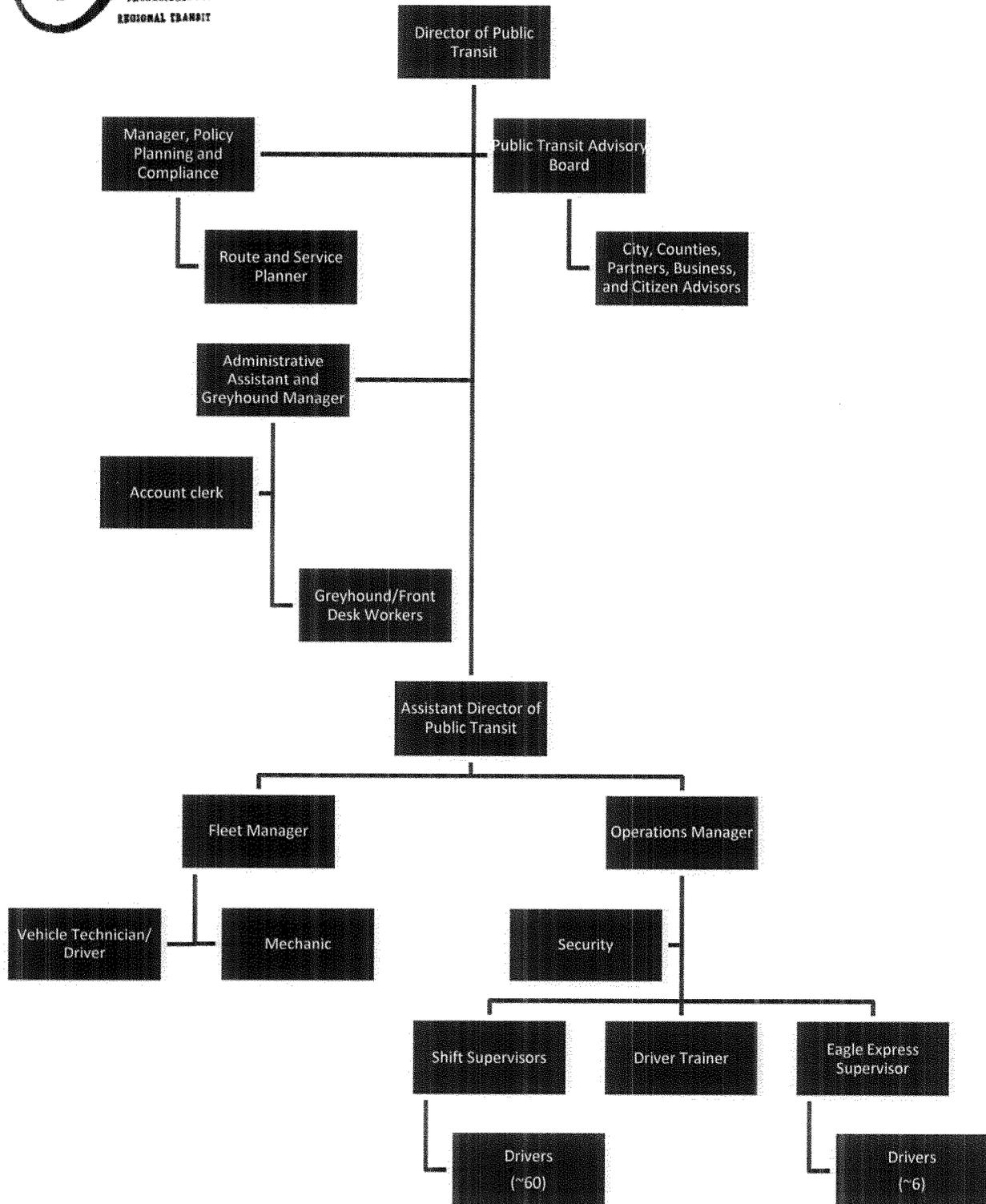
If any of the above information is not available, please indicate why:

- 1 – No growth in ridership projected for FY 2015
- 2 – Race and gender statistics are from a random sample survey conducted May – June 2013
- 3 – Age and Income data not collected by the groupings listed above.



# Organization Chart

## November 2013



## PUBLIC TRANSIT ADVISORY BOARD

DIRECTORY (June 7, 2013)

LAWRENCE A. DAVIES (Co-Chairman: Partnership/Marketing)  
Chairman of PTAB  
City of Fredericksburg  
1301 Cardwell Street  
Fredericksburg, VA 22401  
(540) 373-6226 (h)

ERMA BAKER (Partnership/Marketing)  
Assistant Vice-President for Business Services  
1301 College Avenue  
Fredericksburg, VA 22401-5358  
(540) 654-2043 (office)  
(540) 847-5478 (cell)  
e-mail: [ebaker@umw.edu](mailto:ebaker@umw.edu)

FLORENCE BARNICK (Partnership/Marketing)  
Associate Publisher  
The Free Lance-Star  
616 Amelia Street  
Fredericksburg, VA 22401-3887  
(540) 374-5452  
(540) 374-5449 (fax)  
e-mail: [fbarnick@freelancestar.com](mailto:fbarnick@freelancestar.com)

MARK BASS (Partnership/Marketing)  
General Manager  
Star Radio Group  
616 Amelia Street  
Fredericksburg, VA 22401  
(540) 374-5505  
(772)201-1328 (cell)  
e-mail: [mbass@starradiogrouop.com](mailto:mbass@starradiogrouop.com)

JAN ERKERT  
Fredericksburg Regional Chamber  
of Commerce  
11705 Legacy Woods Drive  
Fredericksburg, VA 22407  
(540) 412-5360 (office)  
(540) 273-7474 (cell)  
(540) 412-5365 (fax)  
e-mail: [JanErkert@SpanglErkert.com](mailto:JanErkert@SpanglErkert.com)

(Co-Chairman:Partnership/  
Marketing)

DEBE FULTS  
Director  
disAbility Resource Center  
409 Progress Street  
Fredericksburg, VA 22401  
(540) 373-2559  
(540) 373-8126 (fax)  
e-mail: [dfults@cildrc.org](mailto:dfults@cildrc.org)

(Partnership/Marketing and  
Chairman: Services to the Underserved)

JOE HESS  
Senior Transportation Planner  
Stafford County  
1300 Courthouse Road  
Stafford, VA 22555-0339  
(540) 658-4900  
(540) 658-4598 (fax)  
e-mail: [jhess@co.stafford.va.us](mailto:jhess@co.stafford.va.us)

(Operations and Oversight)

DOUG MORGAN  
Transportation Planner  
Spotsylvania County Planning Department  
9019 Old Battlefield Boulevard, Suite 320  
Spotsylvania, VA 22553  
(540) 507-7437  
[dmorgan@spotsylvania.va.us](mailto:dmorgan@spotsylvania.va.us)

(Operations and Oversight)

ANGELINE PITTS  
County Planner  
Caroline County Department of Planning  
& Community Development  
P. O. Box 424  
Bowling Green, VA 22427  
(804) 633-4303; ext. 1195  
(804) 633-1766 (fax)  
e-mail: [apitts@co.caroline.va.us](mailto:apitts@co.caroline.va.us)

(Operations/Oversight)

LLOYD ROBINSON  
George Washington Regional Commission  
406 Princess Anne Street  
Fredericksburg, VA 22401  
(540) 373-2890  
(540) 899-4808 (fax)  
e-mail: [robinson@gwregion.org](mailto:robinson@gwregion.org)

(Alternate)

DIANA UTZ  
George Washington Regional Commission  
406 Princess Anne Street  
Fredericksburg, VA 22401  
(540) 373-2890  
(540) 899-4808 (fax)  
e-mail: [utz@gwregion.org](mailto:utz@gwregion.org)

(Safety and Security and  
Co-Chairman: Partnership/Marketing)

ROY WEINSTOCK  
10405 Amherst Circle  
Fredericksburg, VA 22408  
(540) 898-0170  
[rweinsto@umw.edu](mailto:rweinsto@umw.edu)

(Partnership/Marketing and  
Chairman: Mission, Goals and  
Objectives)

RODNEY WHITE  
Citizen Representative  
Principal Planner  
Fredericksburg Area Metropolitan Planning Organization  
406 Princess Anne Street  
Fredericksburg, VA 22401  
(540) 373-2890  
(540) 899-4808 (fax)  
[white@gwregion.org](mailto:white@gwregion.org)

(Operations and Oversight)

ANN WOOLFORD  
Germanna Community College  
Vice President for Academic Affairs and Student Services  
10000 Germanna Point Drive  
Fredericksburg, VA 22408  
(540) 891-3051  
[awoolford@germanna.edu](mailto:awoolford@germanna.edu)

(Services to the Underserved)

**FRED PTAB Support Staff:**

KATHLEEN BECK  
Director of Public Transit  
FREdericksburg Regional Transit  
1400 Jefferson Davis Highway  
Fredericksburg, VA 22401  
(540) 372-1222; ext. 204  
(540) 370-1637 (fax)  
e-mail: [kbeck@fredericksburgva.gov](mailto:kbeck@fredericksburgva.gov)

WENDY KIMBALL  
Assistant Director of Public Transit  
FREdericksburg Regional Transit  
1400 Jefferson Davis Highway  
Fredericksburg, VA 22401  
(540) 372-1222; ext. 207  
(540) 370-1637 (fax)  
e-mail: [wkimball@fredericksburgva.gov](mailto:wkimball@fredericksburgva.gov)

SHARON SULLIVAN  
Administrative Assistant  
FREdericksburg Regional Transit  
1400 Jefferson Davis Highway  
Fredericksburg, VA 22401  
(540) 372-1222; ext. 205  
(540) 370-1637 (fax)  
e-mail: [mgraves@fredericksburgva.gov](mailto:mgraves@fredericksburgva.gov)

GLENN JENKINS  
Operations Manager  
FREdericksburg Regional Transit  
1400 Jefferson Davis Highway  
Fredericksburg, VA 22401  
(540) 372-1222; ext. 206  
(540) 370-1637 (fax)  
e-mail: [gjenkins@fredericksburgva.gov](mailto:gjenkins@fredericksburgva.gov)

**FREDERICKSBURG REGIONAL TRANSIT**  
**Mission, Goals, and Objectives\***  
**for Transit Year July 1, 2013 – June 30, 2014**

**Mission**

It is the purpose of FREDericksburg Regional Transit (FRED) to provide accessible, affordable, dependable, efficient, environmentally sound, and safe and secure transportation for people who reside or work or visit within the Fredericksburg, Virginia region (i.e., the City of Fredericksburg and the counties of Caroline, Spotsylvania and Stafford).

**GOAL A**

Provide a widely accessible public transit service to the region.

**Transit Year Activities for Goal A**

- A.1 Investigate ways to make public transit more competitive with private means of transportation in terms of trip times, convenience (in the context of specific time-of-day and day-of-week trips), safety, and cost to the individual user, and comfort.
- A.2 Investigate the needs of those who are underserved by the existing transit system.
- A.3 Investigate the needs of those in the region that are transit-dependent.
- A.4 Work with local county governments to define needs and apply for funding for existing and additional service.
- A.5 Publicize service to attract “choice riders” (those who have other transportation options) to the FRED system.
- A.6 Educational outreach to partners, residents and business leaders on the benefits and value of FRED.
- A.7 Continue to provide access to social service, recreational, employment and tourist areas.
- A.8 Educate employees of Partners on how to use the FRED system.
- A.9 Continue “Smart Benefits Program” (a program developed to cover the cost of mass transit for some government employees) to our VRE feeder service patrons.
- A.10 Install FRED stops at all appropriate locations.

### **Transit Year Targets for Goal A**

- A.11 Maintain FRED ridership at TY2013 levels as a benchmark in each jurisdiction.
- A.12 Complete re-design of rideFRED.com to make it easier to use, contain more information and make it 508 compliant (electronic and information technology accessible to people with disabilities).
- A.13 Implement new technologies and systems that permit FRED to take maximum advantage of its newly acquired GPS, GIS and related capabilities.
- A.14 Increase the availability of information about FRED's service through maps and schedules at selected bus stops.
- A.15 Complete renovation of property located at 11710 Main Street in the Bowman Center for use as FRED's maintenance and training facility.
- A.16 Conduct, at minimum, 10 "Ride FRED" seminars to educate the public on how to use the system with the help of Rappahannock Area Agency on Aging (RAAA).
- A.17 RAAA trainer to conduct 75 individual trainings on how to ride FRED.
- A.18 Conduct at least three "Ride FRED" seminars to educate employees of Partners on how to use the system.

### **GOAL B**

Provide an affordable public transit service to the region through funding by grants and contributions from local, state and federal funding entities and public/private partnerships.

### **Transit Year Activities for Goal B**

- B.1 Continue to access all funding opportunities to assist jurisdictions in the Fredericksburg region.
- B.2 Maintain current private Partnership funding levels.
- B.3 Actively seek new private Partners through the Public Transit Advisory Board's Partnership/Marketing Committee.
- B.4 Investigate feasibility of advertising in FRED route brochures.
- B.5 Conduct review of fares and schedules.

### **Transit Year Targets for Goal B**

- B.6 Request federal and state funding in a timely manner.
- B.7 Increase, in collaboration with PTAB's Partnership/Marketing Committee, total Partnership/Marketing funding for FRED by \$5,000 in cash or in kind.
- B.8 Aggressively market "in-bus" advertising with a goal of raising \$4,500.

### **GOAL C**

Provide dependable transit service within the region.

### **Transit Year Activities for Goal C**

- C.1 Continue training drivers on the policies and procedures they are required to follow.
- C.2 Strive to maintain on-time performance of FRED service within the Fredericksburg region.
- C.3 Continue the process of review and improvement of service.
- C.4 Work with City Hall to negotiate multi-year "Memorandum of Understanding" to be signed by Spotsylvania and Stafford County and the University of Mary Washington.
- C.5 Review record of on-time performance to determine possible schedule adjustments, using on-board video and GPS as appropriate.

### **Transit Year Targets for Goal C**

- C.6 Implement plan to improve FRED's preventive maintenance program by better monitoring vendors and having most preventive maintenance performed internally.
- C.7 Finalize and present survey results of ridership as to satisfaction with dependability and other aspects of service.
- C.8 Replace four buses in existing fleet with more efficient and heavier duty buses.

- C.9 Conduct at least 50 spot checks of drivers per quarter to ensure that drivers are fulfilling their responsibilities using on-board video as appropriate.
- C.10 Plan for service adjustments by October of each transit year for implementation in following fiscal year.

## **GOAL D**

Increase the efficiency of the movement of people.

### **Transit Year Activities for Goal D**

- D.1 Continue to provide FRED service to major employment, healthcare, tourism and social service centers within the Fredericksburg region.
- D.2 Promote FRED as a way to alleviate congestion within the Fredericksburg region.
- D.3 Continue analysis of performance measures for existing routes in entire system in terms of:
  - a. Effectiveness, such as number of trips and trips per vehicle hour
  - b. Efficiency, such as cost per trip and cost per vehicle hour
  - c. Quality, such as transit times, safety, and reliability

### **Transit Year Targets for Goal D**

- D.4 Conduct at least eight outreach sessions for local businesses, civic groups, schools and other constituencies to inform them on how to use FRED for their benefit and the benefit of their employees, customers and clients.
- D.5 Conduct at least three outreach sessions to special needs high school students.
- D.6 Add to FRED staff three full-time Supervisors, two part-time Mechanic helpers and three full-time drivers.

## **GOAL E**

Promote safety and security in maintaining and operating the FRED system to include personnel, ridership and facilities within the Fredericksburg region.

### **Transit Year Activities for Goal E**

- E.1 Continue to meet Americans with Disabilities Act requirements ensuring that drivers are properly trained to meet requirements of transporting persons with disabilities.
- E.2 Continue the comprehensive safety training program for FRED employees.
- E.3 Continue the comprehensive security training program for FRED employees.
- E.4 Continue the wheelchair securement training program for all FRED drivers.
- E.5 Continue the CPR, AED, First Aid, and Blood Borne Pathogen training program for all FRED employees.

### **Transit Year Targets for Goal E**

- E.6 Construct a 5-bus transfer center adjacent to the new Rappahannock Goodwill Industry located in Spotsylvania.
- E.7 Install shelter at the Target Store located in South Stafford.
- E.8 Explore installation of a shelter at the CVS Store at Mary Washington Hospital's main entrance.
- E.9 Reduce the number of preventable vehicle accidents by at least five percent.
- E.10 Hold a minimum of two safety awareness meetings to be attended by all drivers.
- E.11 Hold a minimum of three customer service classes for FRED employees.
- E.12 Hold one class to review changes to FRED's Policy and Procedures Manual by December 2013.
- E.13 Develop a FRED Roadeo Team with participation of at least 15 drivers.

## **GOAL F**

Comply with state and federal policies and regulations.

### **Transit Year Activities for Goal F**

- F.1 Continue attending state and federal training seminars to keep abreast of current regulations.
- F.2 Continue to foster positive working relationships with state and federal grant managers.
- F.3 Prepare for upcoming Triennial Review.

### **Transit Year Targets for Goal F**

- F.4 Complete reports required by the state and federal agencies to include:
  - a. TEAM milestones and financial status reports
  - b. FTA annual National Transit Data report
  - c. DRPT annual performance data report
- F.5 Complete all grant applications by February 1, 2014.
- F.6 Apply for grant funding for two additional service vehicles, one replacement service vehicle, additional funding for IT project and ADP equipment.

---

\*

- (1) A review of the progress being made for each of the objectives listed in this *Mission, Goals and Objectives* statement is to be completed in the January/February period of the current transit year.
- (2) A report which summarizes the status of each of the objectives listed in this *Mission, Goals and Objectives* statement is to be completed by June 30 of the current transit year.
- (3) The *Mission, Goals and Objectives statement* of FREDericksburg Regional Transit for the next transit year is to be adopted at the August meeting.