

**MINUTES
PUBLIC TRANSIT ADVISORY BOARD**

February 5, 2020

9:00 a.m.

Conference Room at FREDericksburg Regional Transit

Members in Attendance: Rev. Lawrence A. Davies, Chair
Dr. Roy Weinstock, Community Representative
Jean Elliott, University of Mary Washington
Adam Hager, FAMPO
Kim Lett, disAbility Resource Center
Dr. Linda Millsaps, George Washington Regional Commission
Alexander Owsiak, Stafford County
Rodney White, Spotsylvania County

Staff Present: Doug Fawcett, Assistant City Manager/Interim Director of Public Transit/Fredericksburg
Glenn Jenkins, Operations Manager/FRED
Craig Reed, Manager, Policy, Planning and Compliance/FRED
Sharon Sullivan, Administrative Assistant/FRED

Others Present: Arnold Levine, Consultant/FRED
Stacey Feindt, Public Involvement Coordinator/FAMPO
Leigh Anderson, George Washington Regional Commission
JoAnna Roberson, George Washington Regional Commission
Jennifer Falknor, Regional Mobility Manager/HGAAA
Wendy Kimball, Citizen/Former Director of FRED
Brandon Brown, Stafford County/Transportation Planner

Members Absent: Paul Agnello, Spotsylvania County
Jan Erkert, Fredericksburg Regional Chamber of Commerce
Mark Haines, Germanna Community College

Staff Absent: None

The meeting was called to order by Rev. Davies on February 5, 2020, at 9:04 a.m. in the conference room at the FREDericksburg Regional Transit facility (a/k/a The Lawrence A. Davies Transit Center), 1400 Jefferson Davis Highway, Fredericksburg, VA.

There were no public comments.

Adoption of Minutes – December 11, 2019:

Upon motion by Dr. Weinstock and seconded by Ms. Elliott, with all members concurring, the December 11, 2019, PTAB minutes were approved as submitted.

Report of Director of Public Transit:

a.) FY2021 Fare Analysis

Mr. Reed reported that included in today's agenda packet are five potential fare options PTAB can consider for FY2021. Mr. Reed stated the five options are as follows:

- Option 1 – Increase basic and VRE fares by \$0.25 with no increase in the cost of passes
- Option 2 – Increase the cost of passes for all categories (monthly, yearly, VRE, & single fares)
- Option 3 – Increase all fares and passes (Combination of Option 1 & 2)
- Option 4 – Increase VRE fares and passes only with no increase to regular service fares or passes
- Option 5 – No increases in any category

There was a lot of discussion from PTAB members and questions were asked of Mr. Reed. As this issue is not a time sensitive one, a motion was made by Dr. Weinstock and seconded by Ms. Elliot, with all concurring, to allow members ample time to review the packet for action to occur on the FY2021 Fare Analysis at the upcoming April 1st meeting. Mr. White asked Ms. Sullivan about the number of FRED VRE riders that participate in the SmartBenefits Program. Ms. Sullivan noted that FRED has approximately 25 riders that allocate funds for a VRE monthly pass and/or single fare tickets. Ms. Sullivan also noted that the monthly transportation stipend appears to have increased from \$255 to \$270. Mr. White requested that Ms. Sullivan research whether the transportation stipend has increased for calendar year 2020, how many FRED riders utilize the SmartBenefits program, and how much revenue FRED has received in previous years. Ms. Sullivan agreed that she will give a report to PTAB members at the upcoming April 1st meeting.

b.) Update on TY2021 Budget Process

Mr. Reed reported that all budget requests were submitted on time to all localities. Mr. Reed stated that FRED has met with the City Manager for a review of the draft budget request and the initial meeting went well. The process is still on-going and no flaws were noted to date. Mr. Reed relayed that, to date, no feedback has been received from either Spotsylvania or Stafford County.

c.) Update on Transfer Station Project – Stop #26

Mr. Jenkins reported the Transfer Station Project is completed and has been operational since January 17th. Mr. Jenkins stated that, to date, all comments that have been received on the new transfer station stop at the Rappahannock Goodwill have been positive.

d.) 2020 Triennial Review

Mr. Reed relayed that all documents required for the 2020 Triennial Review have been submitted. Mr. Reed stated the pre-call review is scheduled for July 28th and the pre-site review is scheduled for August 13th & 14th.

e.) Potential New Service

Mr. Reed relayed that FRED staff continue to work with both VDOT and Spotsylvania County representatives regarding potential new service in Stafford County for a weekend and 20-minute shuttle

service from Olde Forge to the Target shopping center site. Mr. Reed stated this shuttle service in Stafford County is expected to begin very shortly. Mr. Reed relayed that FRED staff continues to work with Spotsylvania representatives on potentially adding a new route from Thornburg to Massaponax as a result of loss of service in this area from the discontinuation of the Caroline County routes.

Mr. White reported that based on data given to the Transportation Committee in January, at this time, Spotsylvania County will not be moving forward with adding an additional route in the Thornburg area. Mr. White stated as future development materializes in this section of the county that adding a new route in this area is something that will be re-visited next year. Mr. White did relay however the Transportation Committee concurs with an additional shuttle service to the Route 208 Park & Ride lot. This is a project that may be moved forward for consideration as an upcoming Smart Scale project.

f.) Status of Filling the Director & Assistant Director positions

Mr. Fawcett reported that the new Director for FRED will be Ms. Jamie Jackson, who is coming from the Hampton Roads Transit Authority; her first day in Fredericksburg will be on March 2nd. Mr. Fawcett stated the position for the Assistant Director for FRED is posted and it is hopeful this position will be filled in a short period of time.

Committee Reports:

(1) Mission, Goals and Objectives:

Dr. Weinstock stated that Mission, Goals and Objectives have a draft document for review included in today's agenda packet. Dr. Weinstock relayed no action is needed at today's meeting and action for approval of the Mission, Goals and Objectives will be brought to the PTAB committee for consideration at the upcoming April 1st meeting.

a.) Mid-year Report for Transit Year July 1, 2019 – June 30, 2020

Ms. Sullivan reported that the mid-year report for Transit for the 4th quarter is included in today's agenda packet.

b.) Partnership/Marketing

Ms. Erkert was not in attendance at today's meeting and had provided no report.

c.) Services to the Underserved

Mr. Reed reported that FRED staff continues to work with disAbility Resource Center and HGAAA staff; however, there is no report included in today's agenda packet.

d.) Operations and Oversight

Mr. Jenkins reported the six new FRED buses are about 90% completed with the required maintenance review process. Mr. Jenkins stated FRED currently has a vacancy remaining open for a Security Officer position and continually seek part-time driver positions.

*** 4th Quarter 2019 Progress Reports**

Ms. Sullivan reported the 4th Quarter 2019 Progress Report is included for review in today's agenda packet.

Commendation for Wendy Kimball:

Rev. Davies presented a commendation of appreciation to Ms. Kimball for her service to FRED. Ms. Kimball received thanks from PTAB for her dedication to FRED.

Healthy Generations Area Agency on Aging (HGAAA) Trainer Report:

No report given; however, Ms. Falknor advised that HGAAA does have a current job posting for filling the vacant position as Travel Trainer and if any PTAB members know of anyone who may be interested in this part-time position for them to please have interested applicants contact HGAAA.

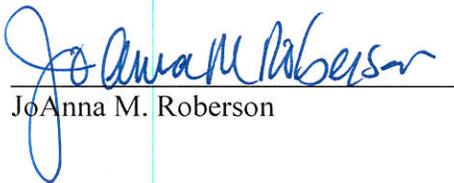
Other Business: None

Announcements:

- **Next PTAB meeting – April 1, 2020**

Adjournment - The meeting was adjourned at 10:22 a.m.

Approved by the Public Transit Advisory Board



JoAnna M. Roberson



Date



FARE REVIEW AND OPTIONS FOR FY2021



February 5, 2020

FRED Fare Options for FY2021
REVISED – Distributed 3/31/2020

FORWARD

The PTAB comprises representatives of the three jurisdictions within which FREDericksburg Regional Transit (FRED) provides service, other major financial partners/donors, social service and planning agencies, and citizens at large. This paper was presented to the Public Transit Advisory Board (PTAB) in February 2020.

FRED FARE LEVELS AND STRUCTURE - OPTIONS PAPER

FRED's Current Fare Level and Structure

For its regular service FRED charges passengers \$1.25 for each boarding anywhere on its system any time of the day. Passengers can purchase a monthly pass for \$50.00 and an annual pass for \$250.00. The fare for an individual trip on a VRE feeder bus is \$1.75; a monthly pass costs \$60.00. A transfer from one bus to another is considered another boarding and a fare is charged for each time a passenger boards.

As a benefit of making significant contributions/grants to FRED (either in cash or in kind), students and employees of the University of Mary Washington and Germanna Community College, and employees of Mary Washington Healthcare, The Free Lance-Star, Alpha Media, the City and Spotsylvania, and Stafford counties may ride for free upon showing a valid work/school ID. Children less than three (3) years old also ride free.

Table 1 summarizes fares over the last five fiscal years.

Table 1 Fare Structure

FARE	FY2016	FY2017 ¹	FY2018	FY2019	FY2020
Basic	\$1.00	\$1.00	1.25	1.25	1.25
Half-fare	\$0.50	\$0.50	\$0.60	\$0.60	\$0.60
Monthly Pass	\$40	\$40	\$50	\$50	\$50
Annual Pass	\$225	\$225	\$250	\$250	\$250
VRE Service	\$1.50	\$1.50	\$1.75	\$1.75	\$1.75
VRE Half-fare	\$0.50	\$0.50	\$0.60	\$0.60	\$0.60
VRE Monthly Pass	\$50	\$50	\$60	\$60	\$60
Half-Fare Program	\$0.50 Non-Peak Hours	\$0.50 All Hours	\$0.60	\$0.60	\$0.60

FRED did not change its fares in fiscal years 2013, 2015 2017, 2019, or 2020.

¹ For FY2017 FRED expanded half-fare to all hours of operation

Ridership

Ridership continues to decline and has declined in each fiscal year since peaking in FY2012. Note that two jurisdictions, King George and Caroline counties left the FRED system during this period. Ridership decreased by just over 180,000 trips over the last five fiscal years, an overall decline of 38% during that period.

All jurisdictions experienced a decline in FY2019 ridership when compared to the prior year. A comparison of ridership during the first six months of FY2020 to the same period of FY2019 shows a decline of approximately 1,000 trips indicating possibly a decreasing rate of decline.

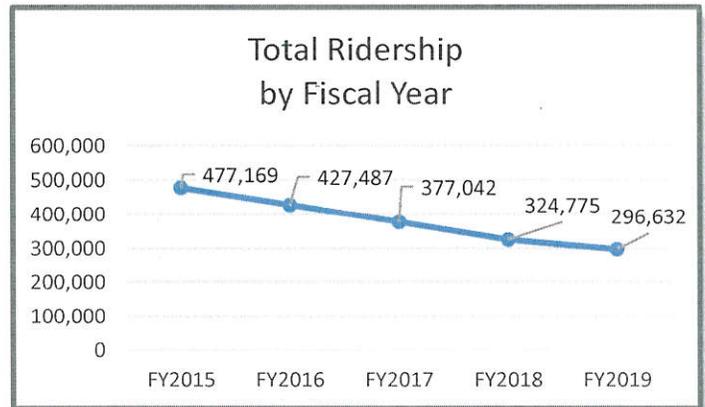


Figure 1 Ridership by Fiscal Year

Farebox Revenue and Recovery

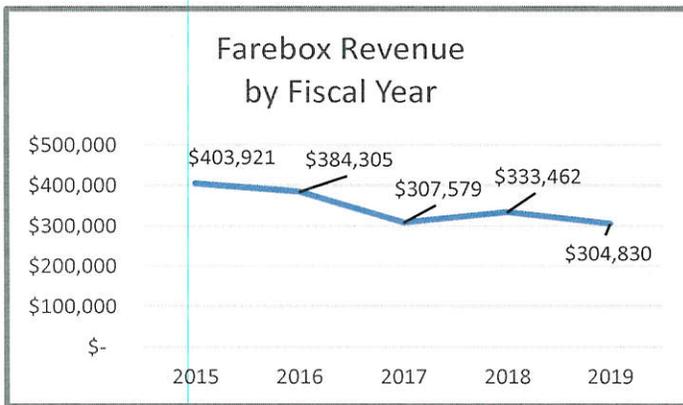


Figure 2 Actual Farebox Revenue

The decreases in ridership that began in FY2012 and continued through FY2019 produced corresponding decreases in revenue except in years when fares increased. This can be seen in FY2018 when the fare increase offset the ridership decreases.

With no fare increase in FY2015, FY2016, and FY2017 the decreases in ridership resulted in corresponding decreases in revenue and farebox recovery. The FY2018 fare increase produced the corresponding increase in farebox recovery offsetting the effect of the decreased ridership. With no fare increase in FY2019, recovery again decreased.

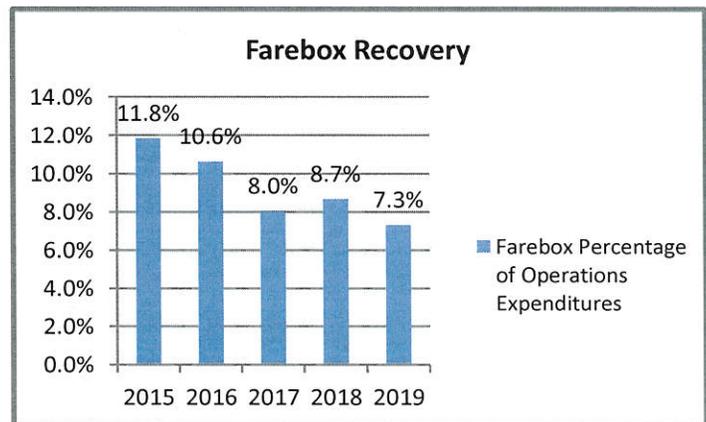


Figure 3 Farebox Recovery

Options for Future Fare Levels

Options considered for FY2021 include:

- Option 1:** Increase basic and VRE fares (Basic - \$1.25 to \$1.50; VRE - \$1.75 to \$2.00); no increase to passes;
- Option 2:** Increase all passes (Monthly - \$50 to \$60; Yearly - \$250 to \$300; VRE - \$60 to \$75); no increase to single fares;
- Option 3:** Increase all fares and passes (Options 1 and 2);
- Option 4:** Increase VRE fares and passes only; no increase to regular service fares or passes;
- Option 5:** No increases.
- Option 6:** No fare, free (to customer) transit service

Option 1 – Increase Regular and VRE Service Fares

Option 1 increases the regular service single-trip by 20%. Accordingly the half-fare would increase from \$0.60 to \$0.75. Under this option the VRE single trip would increase from \$1.75 to \$2.00 (14% increase). Estimated revenue would increase an estimated \$45,000 over the proposed base budget (no increase in fares) and would produce a farebox recovery of approximately 7 to 8%.

Option 2 – Increase Regular and VRE Service Passes

Option 2 increases regular service monthly passes by \$10 (\$50 to \$60), annual passes by \$50 (\$250 to \$300), and VRE monthly passes by \$10 (\$60 to \$70). These increases represent a 17-20% increase in regular and VRE service passes. This option would yield a revenue increase of approximately \$37,000 over the budget and would result in a farebox recovery of 7 to 8%.

Option 3 – Increase Regular and VRE Service Fares and Passes

Option 3 is a combination of options 1 and 2, increasing single ride fares and passes simultaneously for regular and VRE service. Option 3 would produce the greatest increase in revenue (nearly \$84,000) and correspondingly in farebox recovery to approximately 8 to 9%.

Option 4 – Increase VRE Fares and Passes

Option 4 is an increase in VRE fares and passes only. Regular service fares would remain the same. This option is estimate to generate an additional \$25,000 in farebox revenue. Farebox recovery could increase to approximately 6 to 7.5%

Option 5 – No Increase

Option 5 there would be no increase and the fares would remain as presented in our budget request. The estimated farebox revenue would be approximately \$298,000 and farebox recovery is estimated at 6.5 to 7%.

Option 6 – Eliminate Fares

FRED Transit staff and the Public Transit Advisory Board (PTAB) from time to time have discussed the possibility of eliminating all fares on FRED as a means of reducing the financial burden for FRED patrons (many of whom are low income, seniors or mobility challenged) and significantly increasing ridership. This analysis assesses the impact of doing so for FRED's local financial partners – the City of Fredericksburg, Spotsylvania County, Stafford County, the University of Mary Washington, and (potentially) the Virginia Department of Transportation. The principal source of data for the analysis is the proposed FRED budget for FY2021.

Methodology

1. Estimate the farebox revenue for FY2021: \$298,390
2. Assign farebox revenue to each financial partner. This represents the lost revenue or added operating expenses for each partner due to a free fare policy.
 - a. Fredericksburg: \$155,191
 - b. Spotsylvania: \$64,357
 - c. Stafford: \$72,504
 - d. UMW: \$6,338
 - e. VDOT: \$0
3. Assume what share of the added expenses (revenue reduction) the FTA would offset: 50%.
4. Calculate the net added operating expense per partner based on the assumption in Step 3 above and the percent increase that amount represents of each partners net contribution to FRED in FRED's proposed FY2021 budget.
 - a. Fredericksburg: \$77,596; 17.1%
 - b. Spotsylvania: \$32,179; 8.1%
 - c. Stafford: \$36,252; 7.6%
 - d. UMW: \$3,169; 5.9%
 - e. VDOT: \$0; 0%
5. The figures above represent an estimate of the additional financial burden each partner would bear due to the elimination of fares for all FRED services. Individual partners could opt in or out of the elimination of fares in their jurisdictions thereby affecting their local match requirements.

Savings for a "Typical" FRED Customer:

1. The "typical" FRED customer rides FRED three times per week and makes one transfer per complete one way journey, resulting in 12 trips per week, and 600 trips over 50 weeks per year.
2. FRED's average yield per trip (the average revenue per trip considering passes and free riders) is approximately \$1.06.
3. Combining these values yields a savings of approximately \$636 per year for a "typical" FRED customer.

The following table summarizes the projected fare revenue and farebox recovery for the six options.

Table 3 - FY2021 Options Summary

Option	Short Description	Estimated Farebox Revenue	Estimated Additional Revenue	Farebox Recovery per Budgeted Expenses	Farebox Recovery per 80% Budgeted Expenses
Option 1	Increase Regular Service and VRE Fares	\$ 343,325	\$ 44,934	7.3%	8.1%
Option 2	Increase Regular Service and VRE Passes	\$ 336,046	\$ 37,655	7.2%	8.0%
Option 3	Increase Regular and VRE Service Fares and Passes	\$ 382,135	\$ 83,744	8.1%	9.1%
Option 4	Increase VRE Fares and Passes Only	\$ 323,616	\$ 25,225	6.1%	7.7%
Option 5	No Increase	\$ 298,391	\$ -	6.4%	7.1%
Option 6	Eliminate Fares		\$ (298,391)	0.0%	0.0%

Discussion

Based on the revenue and ridership effects of the adjustments to fares in FY2010 and FY2012, and the expansion of the half-fare program in FY2017, we believe that FRED's fare elasticity tends to be inelastic. VRE ridership also appears also to be relatively inelastic and more sensitive to changes in transportation subsidies provided to federal workers than to FRED's fares. Ridership has not fluctuated significantly in response to fare changes indicating that factors other than price have a greater influence on ridership.

The estimation of fare revenue for the various options is based upon a projected ridership of 275,000 trips. This estimate of trips anticipates continuation of the decline in ridership and was used in the preparation of our FY2021 budget. Estimation of fare revenue for all options is based upon this ridership figure in order to compare them on an equal basis and is reasonable given the assumption of fare inelasticity.

Without a significant increase in ridership, achieving the 12% farebox recovery goal is not feasible by rate increases. Option 3 which increases the cost of all fares and passes would achieve a farebox recovery of just over 8%, based upon the estimated trips and budgeted expenses. Since actual expenses are historically less than budgeted expenses, the actual farebox recovery would be higher for any given ridership estimate. For example, option 3 would yield a recovery of 8.1% at budgeted expenses but would yield 9.1% at 80% of budgeted expenses.

Other considerations relating to fare adjustments for FY2021 include:

- The new Stafford County service to the Quantico Office Park and the Quantico VRE station began May 2019 (FY2019). During the first eight months of operation (May –December 2019) ridership on the route is low and is not expected to significantly alter the overall trend of decreasing ridership. Given the low ridership, it may result in a worsening of the net cost per passenger metric.
- Fares were last increased in FY2018 (July 2017) and covered all fare types and passes. A fare increase, if any, would be effective July 1, 2020.
- During the three fiscal years of FY2015-FY2017 only passes were increased in FY2016; single fares were not increased for those three fiscal years.
- In the absence of any changes in fares, FRED's budgeted farebox revenue for FY2021 is estimated at \$298,000 which is approximately \$6,000 less than the amount received in FY2019. The infusion of 5307 funds from the vanpool program has lessened our reliance on fare revenue alone to help hold down increases in partner contribution to operating expenses.
- Favoring improvement of quality and affordability in light of decreasing ridership over fare revenue increases is worth consideration. Given that almost half of FRED's riders have no other means of transportation, it is reasonable to consider no increase in fares.
- Option 6, the elimination of fares, would shift the revenue loss to be covered by FRED's partners. This option would need to be presented to our partners for discussion and approval prior to implementation.

Prepared by: FRED Staff
PTAB First Review: February 2020
PTAB Second Review: April 2020
PTAB Recommendation:

ATTACHMENT

Farebox Recovery – Peer Agencies

Legacy NTD NTD ID	Agency Name	Reporting				Fares	Operating Expenses	Recovery Ratio	
		Reporter Type	Module	Mode	TOS				
				Expense Type					
30001	Kanawha Valley Regional Transportation Authority	Full Reporter	Urban	MB	DO	Funds Earned During Period	\$1,845,722 \$	22,337,524	8.263%
30006	Greater Richmond Transit Company	Full Reporter	Urban	MB	DO	Funds Earned During Period	\$7,534,918 \$	74,739,708	10.082%
30007	Greater Roanoke Transit Company	Full Reporter	Urban	MB	DO	Funds Earned During Period	\$1,777,929 \$	14,093,582	12.615%
30008	Greater Lynchburg Transit Company	Full Reporter	Urban	MB	DO	Funds Earned During Period	\$3,015,087 \$	14,530,776	20.750%
30009	Petersburg Area Transit	Reduced Reporter	Urban	MB	DO	Funds Expended on Capital			
30009	Petersburg Area Transit	Reduced Reporter	Urban	MB	DO	Funds Expended on Operations	\$406,507 \$	3,122,888	13.017%
30035	Ohio Valley Regional Transportation Authority	Full Reporter	Urban	MB	DO	Funds Earned During Period	\$409,564 \$	7,482,130	5.474%
30036	Charlottesville Area Transit	Reduced Reporter	Urban	MB	DO	Funds Expended on Capital	\$0		
30036	Charlottesville Area Transit	Reduced Reporter	Urban	MB	DO	Funds Expended on Operations	\$457,391 \$	7,421,700	6.163%
30042	Washington County Transit	Reduced Reporter	Urban	MB	DO	Funds Expended on Capital			
30042	Washington County Transit	Reduced Reporter	Urban	MB	DO	Funds Expended on Operations	\$285,417 \$	2,074,353	13.759%
30048	Howard Transit	Full Reporter	Urban	MB	PT	Funds Earned During Period	\$666,557 \$	8,627,104	7.726%
30074	Harford Transit	Reduced Reporter	Urban	MB	DO	Funds Expended on Capital			
30074	Harford Transit	Reduced Reporter	Urban	MB	DO	Funds Expended on Operations	\$221,995 \$	2,710,127	8.191%
30076	Williamsburg Area Transit Authority	Full Reporter	Urban	MB	DO	Funds Earned During Period	\$849,150 \$	12,984,592	6.735%
30076	Williamsburg Area Transit Authority	Full Reporter	Urban	MB	PT	Funds Earned During Period	\$25,410		
30079	Fredericksburg Regional Transit	Reduced Reporter	Urban	MB	DO	Funds Expended on Capital	\$0		
30079	Fredericksburg Regional Transit	Reduced Reporter	Urban	MB	DO	Funds Expended on Operations	\$307,579 \$	3,832,000	8.027%
30083	Transportation District Commission of Hampton Road	Full Reporter	Urban	MB	DO	Funds Earned During Period	\$12,896,637 \$	152,091,360	8.480%
30088	County Commissioners of Charles County, MD	Full Reporter	Urban	MB	PT	Funds Earned During Period	\$347,217 \$	10,128,850	3.428%
3R06-30069	City of Danville Mass Transit System	Rural Reporter	Rural	MB	DO	Funds Expended on Capital			
3R06-30069	City of Danville Mass Transit System	Rural Reporter	Rural	MB	DO	Funds Expended on Operations	\$192,235 \$	806,287	23.842%

FREDERICKSBURG REGIONAL TRANSIT
Mission, Goals, and Objectives*
for Transit Year 2020 (July 1, 2019 – June 30, 2020)

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, cost to the individual user, and comfort. *FRED adjusted service on the S5 route to accommodate a request from Mary Washington Healthcare for front-door service. FRED held the line on fares for TY2020.*
- A.2 Investigate the needs of those who are underserved by the existing transit system. *Ongoing cooperation with PTAB committee on Serving the Traditionally Underserved.*
- A.3 Investigate the needs of those in the region who are transit-dependent. *Ongoing cooperation with PTAB committee on Serving the Traditionally Underserved.*
- A.4 Work with local county governments to define needs and apply for funding for existing and additional service. *Expanded service to Quantico in Stafford County continues in operation; additional Quantico service was evaluated as part of the I-395 funding program, but was not selected. FRED is working with Spotsylvania County to explore additional service in the southern part of the County to replace service lost when Caroline County left the FRED system. FRED has worked with Spotsylvania County and the City to provide information about public transit in connection with site selection for a major VA healthcare facility in the region. FRED assessed the operational aspects of serving apartment complexes in the area of Celebrate Virginia South. FRED is working with VDOT to establish a shuttle*

service in the area of Olde Forge to accommodate mobility challenges during the River Crossing Project in south Stafford.

- A.5 Publicize service to attract “choice riders” (i.e., those who have other transportation options) to the FRED system.
The Quantico service in Stafford has been heavily advertised.
- A.6 Continue to provide access to social service, recreational, employment and tourist areas.
Ongoing.
- A.7 Educate employees of Partners on how to use the FRED system.
Ongoing.
- A.8 Continue “Smart Benefits Program” (a program developed to cover the cost of mass transit for some government employees) to our VRE feeder service patrons.
Ongoing.
- A.9 Review requests for the use of training space at the Bowman Center location.
Ongoing.
- A.10 Monitor new growth and development within the FRED service area that may have impacts on FRED operations.
Ongoing in cooperation with FAMPO and local jurisdictions.
- A.11 Utilize social and digital media solutions to increase access to FRED Transit information.
Ongoing. FRED continues to monitor and respond to citizen input to its Facebook page.
- A.12 Respond to local government requests to review proffers, rezoning and site development plans.
Ongoing.
- A.13 Implement new technologies and systems that permit FRED to take maximum advantage of its newly acquired GPS, GIS and related capabilities by the end of TY2020.
Ongoing work with RouteMatch and RouteShout and Google Transit. Completion schedule for upgrading software and implementing RouteShout agreed to. Successfully migrated to RouteMatch cloud service on January 6, 2020. RouteShout to be made available to the public following minor clean-up and testing. Google Transit connection is planned to be fully operational by the end of February 2020.

Transit Year Targets for Goal A

- A.14 Install FRED stops at all appropriate locations.
FRED plans to add 6-12 new stops by the end of the year based on changing development patterns, new routings, etc.
- A.15 Conduct at least 15 educational outreach sessions with partners, residents and business leaders on the benefits and value of FRED.
A total of two events have taken place; additional events are yet to be scheduled.
- A.16 Conduct a minimum of seven “Ride FRED” seminars to educate the public on how to use the system with the help of Healthy Generations Area Agency on Aging (HGAAA).
Three outreach events/seminars have been conducted by Healthy Generations (HGAAA); one more is scheduled (tentatively).
- A.17 HGAAA trainer to conduct 75 individual training sessions on how to ride FRED.
Twenty-one training sessions have been conducted by Healthy Generations (HGAAA); No additional trainings have been scheduled at this time until the travel trainer position is filled.
- A.18 Conduct at least three “Ride FRED” seminars to educate employees of Partners on how to use the system.
Two information seminars have been conducted.
- A.19 Maintain FRED ridership at TY2020 levels as a benchmark in each jurisdiction.
A comparison of ridership during the first six months of TY2020 to the same period of TY2019 indicates that ridership continues to decline. For the period of July–December 2019, ridership in Spotsylvania County declined 2.8%, 2.7% in Stafford County, 1.2% in the City, and 2.0% for the University of Mary Washington (UMW) Eagle Express compared to the same period in the previous year. While ridership is still declining, the rate of decline has significantly slowed. FRED management staff has determined that a full review of all existing routes and the way FRED currently provides service is critical given the availability of alternative modes of transportation, like Uber and Lyft as well as lower gas prices that encourage the use of personal vehicles. Staff will continue to seek grant funding to conduct such a study.
- A.20 Continue monitoring performance of Stafford County service to Quantico and maintain vigorous marketing efforts.
Ridership on the Quantico service for the period May-December 2019 was 196 trips.

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.
FRED grant applications for urban FY2021 assistance programs are due by the end of January 2020. FRED is using CMAQ funding to support the planned Quantico service in Stafford County. FRED will be using section 5307 “van pool funds” to support various capital projects in TY2021, obviating the need for a “hard” local match. Drafted agreement with VDOT to provide shuttle service between Olde Forge and businesses on the west side of I-95 during VDOT’s river crossing project, to be funded by VDOT.
- B.2 Actively seek new private Partners through the Public Transit Advisory Board’s (PTAB) Partnership/Marketing Committee and jurisdictional planners.
Ongoing. Rappahannock Goodwill Industries (RGI) has become a FRED partner as a result of its providing an easement for FRED’s newly completed transfer facility on RGI property; in return for 1,000 tickets (to be replenished annually), RGI will clear trash from the transfer facility and keep the access route clear of debris, ice and snow, as necessary.
- B.3 Conduct annual review of fares and schedules.
Draft analysis is being prepared and will be provided to PTAB at February meeting.
- B.4 Collect internal information related to the half-fare program (i.e. number of users, money collected, and impact on revenues).
Ongoing. Public response to the half-fare program is strong. For the first six months of TY2020, FRED tallied 3,667 half-fare trips. Notwithstanding its popularity, the program has not helped to increase ridership as hoped, given the decrease in total ridership when compared to last year.
- B.5 Monitor staff time and number of staff ID and half-fare program badges created.
Ongoing. During the first six months of TY2020, FRED staff printed five new employee ID cards and 51 half-fare badges.
- B.6 Request federal and state funding in a timely manner.
FRED applications for FY2021 federal and state funding have been submitted on time.

- B.7 Increase private Partnership funding levels through revitalized outreach efforts.
Ongoing.

Transit Year Targets for Goal B

- B.8 Increase, in collaboration with PTAB's Partnership/Marketing Committee and jurisdictional planners, total Partnership/Marketing funding for FRED by \$5,000 in cash or in kind by meeting with a minimum of one business entity.
Ongoing. Rappahannock Goodwill Industries (RGI) has become a FRED partner as a result of its providing an easement for FRED to build a transfer facility on RGI property; RGI is making an in-kind contribution estimated at \$2,000 annually in the form of trash clearing from the transfer facility and keeping the access route clear of debris, ice and snow, as necessary.
- B.9 Market and track the number of "in-bus" advertising inquiries with a goal of raising \$1,500.
Ongoing. FRED received \$560 on December 4, 2019, for RGI's in-bus poster printing fee. Inquiry from Mr. Elliott Dalberg, Return on Investment, regarding possible in-bus advertising.

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.
Ongoing.
- C.2 Maintain on-time performance of FRED service within the Fredericksburg region.
Ongoing. FRED continues to have challenges in on-time performance for select routes due to increased traffic, roadway construction, etc. Also, because of FRED's "pulse" system (a coordinated system with services radiating from a central point) and policy of holding buses for transferees, delays on one route can effect on-time performance on other routes. Below are RouteMatch statistics for full-year TY2019 and the first six months of TY2020:

Total Stops = 58,382	15 minutes	10 minutes
Late Arrivals (TY2019)	3.99%	7.31%
Six Months (TY2020)	14.15%	16.13%
Early Departures (TY2019)	0.87%	1.57%
Six Months (TY2020)	15.56%	15.96%
Percent On-Time (TY2019)	95.14%	91.12%
Six Months (TY2020)	70.29%	67.91%

- C.3 Continue the process of review and improvement of service.
Ongoing.
- C.4 Collect information provided by the real-time information system to include on-time performance, ridership, route efficiency, and possible schedule adjustments.
Ongoing. We have not experienced any prolonged outages that have prevented automated data collection. During the first six months of TY2020 we had six data loss events during which the software was unavailable AND the driver did not manually collect data. Our data entry staff is able to manually enter estimated ridership into the RouteMatch software during these events based on specified parameters. With the turnover of drivers, training and reminders to the drivers are conducted as needed and satisfactorily mitigate these random occurrences. The next step in improving data quality and value is to advance our data verification process.
- C.5 Plan for service adjustments by October 2019 for implementation in following fiscal year.
FRED has provided Spotsylvania County with information about new service along the Route 1 corridor. No other specific adjustments have been requested by Partners for TY2021.
- C.6 Explore selective Saturday service opportunities.
Working with VDOT, FRED is planning weekend service in the Olde Forge area during bridge and related construction on I-95.

Transit Year Targets for Goal C

- C.7 Implement plan to improve FRED's preventive maintenance program by better monitoring vendors and having most preventive maintenance performed internally by the end of TY2020.
Ongoing. All preventive maintenance has successfully been brought in house. Vigorous efforts continue to minimize expensive and time consuming repairs.
- C.8 Replace six buses in existing fleet with a more efficient bus.
FRED has taken title to two replacement buses; an additional six buses were delivered on January 15, 2020.

- C.9 Conduct at least 50 spot checks of drivers per quarter to ensure that drivers are fulfilling their responsibilities.
Ongoing, with 125 spot checks carried out during the 1st and 2nd quarters of TY2020.
- C.10 Replace 12 on-board video recorders.
Ongoing.
- C.11 Acquire third-party fleet maintenance software.
Ongoing. Pending next phase of the City implementing its new Enterprise Resource Planning (ERP) accounting software system.
- C.12. Upgrade on-board modems from 3G to 4G communications network.
Ongoing.

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.
Transit service continues at last year's level in the City and in Spotsylvania. Stafford added Quantico service. FRED discontinued service in Caroline County based on competing budget priorities in the County.
- D.2 Promote FRED as a way to alleviate congestion within the Fredericksburg region.
Ongoing.
- D.3 Continue analysis of performance measures using FRED's new real-time information system for existing routes in entire system in terms of:
 - a. Effectiveness, such as number of trips, trips per vehicle hour and trips per revenue mile
 - b. Efficiency, such as cost per trip and cost per vehicle hour
 - c. Quality, such as transit times, safety, and reliability
Ongoing.

- D.4 Prepare for acquisition of electronic fare boxes for the fleet in TY2020 when Vanpool Alliance 5307 funding may become available.
Ongoing. Deferred, pending further investigation of cost-effectiveness.
- D.5 Provide regional Partners with transit services to encourage and promote economic development opportunities within their respective jurisdictions.
Ongoing. FRED routinely consults with Partners about ways to improve service. The City and Spotsylvania County have been particularly interested in FRED service as a means of improving chances for attracting a major VA medical facility to the region.
- D.6 Prioritize list of future technology expansions.
Ongoing. Continued implementation of RouteShout and Google Transit are FRED technology priorities. FRED plans to investigate the use of innovative technologies (e.g., shared ride/flexible route service) as a means of more effectively providing service to low density regions of the service area.

Transit Year Targets for Goal D

- D.7 Conduct at least six 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.
Two sessions have been conducted and additional sessions have yet to be scheduled.
- D.8 Conduct at least three outreach sessions to special needs high school students.
No sessions have been conducted to date; one session is scheduled.
- D.9 Hire part-time data analyst to assist in collecting ridership data at the individual bus stop level.
Ongoing.

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.
Ongoing.

- E.2 Continue the comprehensive safety and security training program for FRED employees.
Ongoing.
- E.3 Continue the wheelchair securement training program for all FRED drivers.
Ongoing.
- E.4 Continue the CPR, AED, First Aid, and Blood Borne Pathogen training program for all FRED employees.
Ongoing.
- E.5 Monitor and review daily reports related to suspicious activity and incident reports, counterterrorism, security awareness, and cyber security.
Ongoing.
- E.6 Explore the impact of redistributing staff among FRED facilities.
Functional analysis has been conducted; additional furniture has been installed at the Operations Center; conducting further analysis of personnel requirements. FRED has requested two part-time Customer Service positions in its TY2021 budget.
- E.7 Explore feasibility of installing shelters, benches and trash receptacles at appropriate locations in the region.
Ongoing.
- E.8 Construct a 5-bus transfer center adjacent to the Rappahannock Goodwill Industry located in Spotsylvania during TY2020.
The transfer facility was completed in December 2019, and became operational on January 27, 2020.
- E.9 Assess the need for and cost-effectiveness of additional equipment for FRED security officers.
Ongoing.

Transit Year Targets for Goal E

- E.10 Create and utilize a leadership team(s) to assist Senior Management with strategic and operational needs.
Further steps in this area to be assessed following City-wide Department Head executive leadership training.
- E.11 Reduce the number of preventable vehicle accidents per 100,000 miles by five percent.
Ongoing. During the first six months of TY2020, FRED experienced one preventable accident, compared to three preventable accidents during the same

period in TY2019. FRED is now using a normalized measure of safety performance rather than a straight numeric measure; this controls for variations in the number of preventable accidents based on the number of miles the fleet is driven. For the first six months of TY2020, FRED experienced a preventable accident rate of 0.28 per 100,000 service miles (revenue miles plus deadhead miles). Stated another way, FRED drivers drove approximately 356,000 miles between each preventable accident.

- E.12 Hold a minimum of two safety awareness meetings to be attended by all drivers. *Ongoing. One safety meeting has been completed; another to be scheduled for Spring 2020.*
- E.13 Develop a FRED Roadeo Team. *Ongoing. The team will be selected by the end of February 2020; practice will take place during March 2020; the competition is scheduled for April 2020.*

GOAL F

Comply with city, 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. *Ongoing. Staff has participated in various webinars sponsored by the Federal Transit Administration (FTA) and the annual grant/transit reforms workshop put on by Department of Rail and Public Transportation (DRPT). These include FTA Triennial Review Workshop on December 11th and 12th of 2019 and Recipient Information Request (RIR) webinar on December 4, 2019, and DRPT urban grants workshop on November 19, 2019.*
- F.2 Continue to foster positive working relationships with state and federal grant managers. *Ongoing. FRED continues to work closely and productively with FTA and DRPT program managers.*
- F.3 Prepare for the City of Fredericksburg audit. *Ongoing annual activity.*
- F.4 Prepare for the FTA Triennial Review. *RIR and related material submitted on December 20, 2019. On-site visit is scheduled for August 2020.*

- F.5 Prepare cumulative records on applicants, hires, transfers and promotions.
Ongoing.
- F.6 Prepare records of EEO trainings/meetings; job postings; advertisements placed; recruitment locations and dates.
Ongoing.
- F.7 Implement Disadvantaged Business Enterprise (DBE) Program with objective of increasing participation by DBEs.
Ongoing. A DBE, Gator Paving Company, was used to perform maintenance and repair work on the parking lot at the operations and maintenance center; contract total was \$24,400.
- F.8 Apply for grant funding for eight replacement buses.
Six buses to be funded through the regular 5307 program; two buses to be funded through the 5307 van pool program.

Transit Year Targets for Goal F

- F.9 Complete reports required by state and federal agencies to include:
- a. TrAMS milestones and financial status reports.
Completed.
 - b. FTA annual National Transit Data report.
Completed.
 - c. Virginia Department of Rail and Public Transportation (DRPT) annual performance data report.
Ongoing.
- F.10 Complete all grant applications by February 1, 2020, including, but not limited to, grants to cover a comprehensive system analysis, fleet maintenance software and acquisition of land adjacent to FRED for construction of a parking lot.
Completed. Acquisition of land for additional parking postponed while other property considered.

*

- (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 the end of June of the current transit year.

- (3) The *Mission, Goals and Objectives* statement summary report for the current transit year (ending June 30) is to be adopted by PTAB at the July meeting. A draft of the *Mission, Goals and Objectives* statement for the upcoming transit year will be provided to the PTAB members for their review.
- (4) The *Mission, Goals and Objectives* statement of FREDericksburg Regional Transit for the next transit year (commencing July 1) is also to be adopted by PTAB at the July meeting.



FREDERICKSBURG REGIONAL TRANSIT
History in Motion

MEMORANDUM

TO : Timothy J. Baroody, Fredericksburg City Manager
 FROM : Sharon L. Sullivan, Assistant to the Director
 DATE : February 4, 2020
 RE : 4th Quarter 2019 Progress Report on FRED

Below for your consideration are the 4th Quarter 2019 ridership totals for the City of Fredericksburg. As highlighted in the chart below, the quarterly VRE ridership percentage shows an **increase** during this period. In addition, the annual regular ridership percentage shows an **increase** compared to last year. However, the quarterly regular ridership percentage shows a slight decrease during this period. This decrease could be linked to FRED operations being closed for Thanksgiving and Christmas holidays.

FRED Transit held its annual “Customer Appreciation Day” on Tuesday, October 1, 2019. The first 400 riders received an “I Take FRED Instead” t-shirt that had a special thank you on the back recognizing our Public and Private Partners (including the City of Fredericksburg). Every Friday during the month of October 2019, passengers who wore these special t-shirts were able to ride FRED for free.

	FRED Total	Fredericksburg		Spotsylvania		Stafford	
Quarter	Ridership	Ridership	VRE	Ridership	VRE	Ridership	VRE
4 th Quarter 2019	70,606	35,587	1,012	12,374	2,642	16,906	40
3 rd Quarter 2019	73,956	37,867	978	12,811	3,099	17,735	94
<i>Quarterly Percent Difference</i>	-4.5%	-6%	+3.5%	-3.4%	-14.7%	-4.7%	-57.4%
4 th Quarter 2018	71,817	34,928	1,203	12,031	3,127	16,814	N/A
<i>Annual Percent Difference</i>	-1.7%	+1.9%	-15.9%	+2.8%	-15.5%	+0.5%	N/A

Listed below are community outreach events completed this quarter and employee training events which benefit the City. If you have any questions concerning the routes or the ridership totals, please let me know.

Quarterly Community Outreach:

- October 15, 2019 – FRED’s Driver Trainer attended Fredericksburg Public Schools Head Start Open House
- October 19, 2019 – Healthy Generations Area Agency on Aging (HGAAA) Travel Trainer attended Hazel Hill Community Fair
- October 29, 2019 – HGAAA Training Trip to Central Park Target

- November 4, 2019 – HGAAA Travel Trainer attended Senior Resource Fair hosted by Rob Whittman at the Dorothy Hart Community Center

Quarterly Staff Training:

- November 19, 2019 – FRED staff attended Department of Rail and Public Transportation (DRPT) Grants Workshop
- December 4, 2019 – FRED staff attended Recipient Information Request (RIR) webinar
- December 11 – 12, 2019 – Sharon Sullivan, FRED's Assistant to the Director and R. Craig Reed, FRED's Manager Policy, Planning & Compliance attended Federal Transit Administration (FTA) Triennial Review Workshop in Richmond, VA



FREDERICKSBURG REGIONAL TRANSIT
History in Motion

MEMORANDUM

TO : Ed Petrovitch, Spotsylvania County Administrator
 FROM : Sharon L. Sullivan, Assistant to the Director
 DATE : February 4, 2020
 RE : 4th Quarter 2019 Progress Report on FRED

Below for your consideration are the 4th Quarter 2019 ridership totals for Spotsylvania County. As highlighted in the chart below, the annual regular ridership percentage shows an **increase** compared to last year. The quarterly and annual VRE ridership percentages show a decrease during this period. This decrease could be linked to FRED operations being closed for Thanksgiving and Christmas holidays.

FRED Transit held its annual “Customer Appreciation Day” on Tuesday, October 1, 2019. The first 400 riders received an “I Take FRED Instead” t-shirt that had a special thank you on the back recognizing our Public and Private Partners (including Spotsylvania County). Every Friday during the month of October 2019, passengers who wore these special t-shirts were able to ride FRED for free.

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Quarter	Ridership	Ridership	VRE	Ridership	VRE	Ridership	VRE
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<i>Annual Percent Difference</i>	-1.7%	+1.9%	-15.9%	+2.8%	-15.5%	+0.5%	N/A

Listed below are community outreach events completed this quarter and employee training events which benefit Spotsylvania County. If you have any questions concerning the routes or the ridership totals, please let me know.

Quarterly Community Outreach:

- November 2, 2019 – FRED’s Driver Trainer attended the Touch-A-Truck event at Riverbend High School

Quarterly Staff Training:

- November 19, 2019 – FRED staff attended Department of Rail and Public Transportation (DRPT) Grants Workshop
- December 4, 2019 – FRED staff attended Recipient Information Request (RIR) webinar
- December 11 – 12, 2019 – Sharon Sullivan, FRED's Assistant to the Director and R. Craig Reed, FRED's Manager Policy, Planning & Compliance attended Federal Transit Administration (FTA) Triennial Review Workshop in Richmond, VA



FREDERICKSBURG REGIONAL TRANSIT
History in Motion

MEMORANDUM

TO : Thomas C. Foley, Stafford County Administrator
 FROM : Sharon L. Sullivan, Assistant to the Director
 DATE : February 4, 2020
 RE : 4th Quarter 2019 Progress Report on FRED

Below for your consideration are the 4th Quarter 2019 ridership totals for Stafford County. As highlighted in the chart below, the annual regular ridership percentage shows an **increase** compared to last year. The quarterly VRE ridership percentage shows a decrease during this period. This decrease could be linked to FRED operations being closed for Thanksgiving and Christmas holidays.

FRED Transit held its annual “Customer Appreciation Day” on Tuesday, October 1, 2019. The first 400 riders received an “I Take FRED Instead” t-shirt that had a special thank you on the back recognizing our Public and Private Partners (including Stafford County). Every Friday during the month of October 2019, passengers who wore these special t-shirts were able to ride FRED for free.

*FRED, the County and Marine Base Quantico reached an agreement on the start-up of FRED service between Garrisonville Road VDOT commuter lots to the Quantico VRE station; service started in May 2019.

Quarter	FRED Total	Fredericksburg		Spotsylvania		Stafford	
	Ridership	Ridership	VRE	Ridership	VRE	Ridership	VRE*
4 th Quarter 2019	70,606	35,587	1,012	12,374	2,642	16,906	40
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<i>Annual Percent Difference</i>	-1.7%	+1.9%	-15.9%	+2.8%	-15.5%	+0.5%	N/A

Listed below are community outreach events completed this quarter and employee training events which benefit Stafford County. If you have any questions concerning the routes or the ridership totals, please let me know.

Quarterly Community Outreach:

- October 3, 2019 – Healthy Generations Area Agency on Aging (HGAAA) Training Trip to 100 Riverside Parkway

- November 4, 2019 – HGAAA Travel Trainer attended 2019 Rappahannock Area YMCA and Mary Washington Healthcare Community Health & Wellness Fair at Massad Family YMCA

Quarterly Staff Training:

- November 19, 2019 – FRED staff attended Department of Rail and Public Transportation (DRPT) Grants Workshop
- December 4, 2019 – FRED staff attended Recipient Information Request (RIR) webinar
- December 11 – 12, 2019 – Sharon Sullivan, FRED's Assistant to the Director and R. Craig Reed, FRED's Manager Policy, Planning & Compliance attended Federal Transit Administration (FTA) Triennial Review Workshop in Richmond, VA