

TENTATIVE AGENDA
FORT WAYNE PUBLIC TRANSPORTATION CORPORATION
BOARD OF DIRECTORS MEETING
ORDER OF BUSINESS
THURSDAY, JANUARY 10, 2019 AT 5:30 PM
801 LEESBURG RD.
FORT WAYNE, IN 46808

REGULAR MEETING:

1. Roll call of members
2. Reading, correcting and approval of the Minutes of the previous meeting(s):
 - a. Regular Board Meeting Minutes (12/13/2018)
3. Communications from the public, including petitions and remonstrances:
4. Reports in the following order:
 - a. Board of Directors Reports:
 - i. Finance Committee:
 - ii. Personnel Committee:
 - iii. Marketing Committee:
 - iv. Legislative Committee:
 - v. Executive Committee:
 - vi. Transportation Planning Committee:
 - b. Staff Reports:
 - i. Controller's Report:
 1. Record of Transmittals
 2. Controller's Update
 - ii. General Manager's Report
5. Introduction and/or Adoption of Resolutions and Ordinances:
 - a. Resolutions:
 - b. Appropriations Ordinances:
 - c. General Ordinances:
6. Old Business:
 - a. Reminder: 2019 Board Retreat – Saturday, January 26, 2019
 - b. Follow Up 12/13/18 Concerns from Brenda Allen, Bus Operator
 - c. Follow Up 12/13/18 Concern from Elizabeth Everson, Access Rider
7. New Business:
8. Open Discussion by the Board

FORT WAYNE PUBLIC TRANSPORTATION CORPORATION
Board Minutes
December 13, 2018

The December meeting of the Board of Directors of the Fort Wayne Public Transportation Corporation/ Citilink was held on Thursday December 13, 2018 with regular meeting starting at 5:32 pm at the Citilink offices, 801 Leesburg Road, Fort Wayne, Indiana.

Directors Present: Ms. Sherese Fortriede, Mr. Ronald Steinman, Mr. Nelson Coats, Ms. Lana Keesling Mr. Nathan Hartman, and Mr. Howard Traxmor.

Directors Absent: Mr. Glynn Hines

Staff Present: Mr. Ken Housden, Ms. Betsy Kachmar, Ms. Jean Marie Boykins, Mr. Bruce Miller, Ms. Claudia Harris-Stevenson

Others Present: Mr. Denny Logan, Corporate Counsel, Mr. Tom Trent, Corporate Counsel, Mr. Ernie Johnson, ATU Local 682 Officer DeVido, bus operators Ms. Debra Mueller, Ms. Lavonne Dixie and Ms. Brenda Allen, two guests Ms. Elizabeth Everson, Citilink Access Rider, Ms. Kathy Whitcraft, mother of Elizabeth Everson.

Ms. Fortriede began with roll call of members and noted that all Board Members were present except for Mr. Hines who is on medical leave.

Approval of Minutes: Ms. Fortriede moved to the reading, correcting and approval of the previously distributed regular Board Meeting minutes of 11/8/2018, Executive Session of the Board of Directors Meeting minutes of 11/6/2018 and the Executive Session of the Personnel Committee Minutes of 11/6, 11/16, 11/29/2018 & 12/10/2018, Special Board of Director Public Meeting 11/29/2018 (distributed by Mr. Logan) and Marketing Committee Meeting minutes 12/4/2018. Mr. Traxmor asked for clarification of regular Board Meeting minutes first sentence page 2. Mr. Miller will check if it should read **operating expenses** are up about \$450,000. Mr. Steinman made the motion to approve minutes b through h Mr. Traxmor seconded. Minute's b through h were approved unanimously. Mr. Miller checked information on the regular Board Meeting minutes with last month's controller's report and confirmed it should read **operating expenses** are up about \$450,000. Mr. Steinman made the motion amend the correction to the regular Board Meeting minutes of 11/8/2018 to approve letter "a" as noted. Mr. Traxmor seconded. Minutes from 11/8/2018 letter "a" were approved unanimously.

Communications from the Public, Including Petitions and Remonstrance's: None

Board of Directors Committee Reports:

Finance Committee – No report.

Personnel Committee – No report. There will be a discussion under adoption and resolutions.

Marketing Committee – Minutes attached.

Legislative Committee – Met with Sen. Justin Busch and Rep. Phil GiaQuinta at Citilink offices on Tuesday, December 11th. Updated legislative priorities were distributed by Mr. Hartman.

Executive Committee – No Report.

Transportation Planning Committee– No report.

Staff Reports:

Ms. Fortriede welcomed Mr. Housden back as Interim General Manager.

Ms. Fortriede also welcomed three bus drivers, and two guests.

Controller's Report

Mr. Miller distributed the Record of Transmittals for the month of December.

Question from Mr. Traxmor regarding check 086841. Mr. Traxmor is not familiar with Office Team. Mr. Miller explained that due to the turnover in customer service we use Office Team on a contractual basis to hire candidates on a 90 day probation that meet basic requirements, and make sure that it is a good fit on both ends. Candidates are trained by our staff. If everything proceeds smoothly the candidates are then hired as Citilink employee after 90 days. Mr. Housden also added that using Office Team they get to do the recruitment and the initial screening of the candidates. If things don't work out then we have the option of sending them back to Office Team. We do not have a formal contract with them. It is on an as needed basis.

Mr. Coats made motion to approve the Interim Record of Transmittals for December 1–13, 2018, and the Record of Transmittals for November 1-30, 2018. Mr. Steinman seconded. They were approved unanimously, with Mr. Coats abstaining from any payments to DWD.

Expenses over the last couple of months have been increasing a little bit higher rate. Fuel and staffing issues on the driver's side have caused some additional overtime. Total revenue this year as compared to the prior year is up 2.71%. Part of this is an increase in operating revenue, passenger fares are up. Operating expenses are up close to 5%. Out of the \$570,000 increase compared to the prior year, close to half of it is wages, about \$100,000 is fuel, TDP expenses year-to-date about \$125,000, legal is up \$62,000 and utilities up about \$16,000. Statement of Net Earnings for month of November: Drivers wages are a little higher than previous months. Pension payments each month is not necessarily evenly distributed, November had three payrolls so we had extra pension expenses. Group medical insurance is a little bit lower than what it has been due to a rebate check received from PHP, based on loss analysis, which was better than expected. We received 1.1% back of our total premium which was close to \$25,000. Anyone who paid insurance premiums during 2017 received a portion of the rebate check. Fuel and lubricants average January through August ran about \$60,000/month and Sept through Nov close to \$70,000/month. Professional and technical: out of the \$68,000 in the current month, about \$40,000 represents the TDP consulting contract and legal services expense is up as we have asked our legal firm to take on additional responsibility. Total operating expenses shows that we are under budget approximately \$1,054,729.

Will have a resolution to do later in the meeting regarding transfer of funds.

Mr. Hartman has question regarding our current fuel contract about when it ends. Mr. Housden indicated that our current contract ends December 2019 with Ag Plus with five 1 year extensions. We are in good shape. We can buy ahead of time so that prices are locked in.

Mr. Traxmor indicated that Mr. Miller characterized our position going forward in regards to 2019 to be cautious and it appears that we are in fairly good position. Mr. Miller indicated that in reality we don't have extra. While our operating expenses are under budget, so is our revenue. We try to limit ourselves to \$500,000 in FTA 5307 special rule operating draw so we have funding for capital funding. The best

indicator of our current financial performance is the “Net Earnings before Non-Budget Items” which does indicate a small profit.

General Manager Report:

- Mr. Housden mentioned that he and Mr. Miller are a good pair. Budgeting is more an art than a science. We have been successful in fuel and Mr. Trabert has been doing a great job with the fuel. The art is figuring out how high you have to budget and you have to allow a cushion.
- **Citilink 2030 - Transit Development Plan:** We are moving along with the TDP. We are slightly ahead of schedule.
- **Safety and Security:** Still working out bugs in final contract for the on-board camera system upgrade. Fall safety meetings are scheduled for the week of December 17th. We have a total of nine meetings scheduled.
- **Buses:** Delivery of first gasoline powered engine buses. Good buses.
- **AWS:** We were awarded \$50,000 grant from AWS for Citilink Access support.
- **Contract Negotiations:** Negotiation dates are scheduled during the week of February 19, 2019, at Rothberg Logan Warsco LLP. We have made progress. More progress needs to be made.
- **Board & Staff Development:** Drivers – planning for a class in January 2019. We reviewed applications today. We have addressed the current manpower in customer service and are working on a solution to hire more full time customer service reps and change our part time customer service reps to full time. We have hired a Mechanic 3.
- **Market Development/Community Relations:** Token Transit Mobile Ticketing is doing well. Free Fare on Election Day was a success.
- **Ridership:** Fixed Route was at 137,015 in November, we are ahead. On-time performance was 95.32%.
 - Mr. Hartman thanked Mr. Housden for coming out of retirement to assist us.

Introduction and/or Adoption of Resolutions and Ordinances:

- a. R-03-2018 – Transfer of Funds
Mr. Miller indicated that we can't go over the max spending authority and make sure that we are under budget in three major categories. This transfer would move \$300,000 funding from Total Personal Services: \$100,000 to Total Other Services & Charges and the remainder to Total Capital Outlay. Mr. Traxmor asked if this would affect Gatsby Rule. Mr. Coats indicated no. Mr. Coats made motion to approve the Resolution R-03-2018 Transfer of Funds. Mr. Steinman seconded. There were 6 yays and 0 nays.
- b. Mr. Logan explained that resolutions have same legal affect as a motion.
The Personnel Committee met on 12/10/2018. Have received Mr. Housden's contract; which is for 3 months. Either party can terminate by 2/28/19. On behalf of the Personnel Committee, Mr. Steinman made motion that Citilink recruit and retain an in house general manager rather than contract with a transit management company. Mr. Hartman seconded. This was approved unanimously.
Mr. Steinman expressed that since we are looking for a general manager in a short time period that we hire an individual direct. If we contract a transit management company it would be a longer process and would have to go to bid. When we bring it in house we have more control over wages and benefits by doing due diligence on our end. Mr. Fortriede also feels that the transit management companies are being bought out like with McDonald Transit. Then you are left with risk that someone else could buy out the transit company and then you are dealing with someone else completely different. She agreed we should hire someone directly.

Mr. Logan shared that also at the Personnel Committee there was a discussion about hiring a consultant experienced in public transit recruitment to assist with finding a full time general manager.

Mr. Steinman made the motion to direct the General Manager to work with the Personnel Committee on developing a job description for the general manager position and further directing Mr. Housden to work with legal counsel to send 3 invitations to quote to consultants experienced in public transit recruitment to assist with hiring a full-time general manager, to select the lowest and most responsible bidder of the 3, and to authorize the expenditure of \$15,000 for recruitment services. Ms. Keesling seconded. This was approved unanimously.

Mr. Hartman asked regarding the \$15,000 have we looked at other companies. Mr. Steinman indicated that we have set the cap for \$15,000 but we could find someone for \$10,000 or \$12,000 just not over \$15,000. Mr. Logan also indicated that earlier on he had reached out to some recruiters and receives a range of cost quotes. Mr. Hartman asked if there would be additional fees. Mr. Logan indicated that there would be no additional fees. This would just be a search fee and no percentage of salary. Mr. Housden has three names in the transit world and will give the names to the Personnel Committee and the consultant. The most important thing you can do is recruiting and then retaining. You want someone who will spend 10-15 years at the company. Mr. Traxmor asked if the resolution covers the process of listing the GM job through APTA magazine. Mr. Logan indicated that we assume that the consultant would do this.

Old Business:

1. *Election of Officers for 2019*
 - a. Chairman – Sherese Fortriede
 - b. Vice Chairman- Ron Steinman
 - c. Secretary – Glynn Hines

Mr. Steinman made motion to approve the 2019 election of officers. Ms. Keesling seconded. They were approved unanimously.

New Business:

1. *2019 Board Committee List*

Mr. Steinman asked to be taken off of the Legislative Committee because he has 4 committees.

Legislative Committee will add Ms. Fortriede and Ms. Keesling.

Marketing Committee Ms. Keesling will be removed.

TPC will replace Ms. Fortriede with Mr. Traxmor.

Capital Campaign Committee is also Capital Development and we don't have any major projects. Mr. Coats said it was a standing committee. Mr. Logan will let us know if we can delete this committee. Mr. Logan confirmed that the standing committees are not listed in the Bylaws but is reasonably certain that the Capital Development Committee was created to oversee the construction of Central Station, so we can remove the committee from the list.

Mr. Logan confirmed that the Board Chair can appoint the committee members. Ms. Boykins will distribute an updated list.

2. *2019 Board Retreat*

The 2019 Board Retreat will be from 8:00 am until noon at Rothberg Logan Warsco LLP.

Open Discussion by the Board:

1. Mr. Traxmor made Ms. Fortriede aware that Brenda Allen, Access Bus Driver brought list of concerns. Ms. Fortriede asked what the protocol was. Ms. Boykins indicated five minutes. Ms. Allen said she will try to get through her list in five minutes and thanked Mr. Traxmor for making the copies. She is speaking on behalf of some of the clients that she transports and some of her co-workers. Clients call in and are given time they will be picked up. Dialysis patients rely on us to pick them up. Drivers are being over booked and this is unacceptable. Drivers are not given time to eat. Drivers are not given time to go to the restroom. There are scheduling issues. Has been told to back down a street on Reid Road, she did take this concern to Mr. Johnson, ATU President. Ms. Allen has spoken with scheduling but feels like she is on a blacklist.
2. Elizabeth Everson, Access Passenger concerned about over booking and pick up which is causing her to be late for work.
3. Ms. Fortriede thanked both ladies for their concerns. Mr. Housden reiterated that there is a protocol for handling concerns like this. It should have been brought to Operations Manager first, then if necessary to General Manager. Mr. Housden explained that we had just approved part time customer service reps to be full time customer service reps and that we also approved to hire more customer service reps because we realized that customer service reps were over loaded. The origin and destination piece have to be examined from time to time. There are lots of things to look at. Will need to meet with Operations Manager to investigate.

There being no further business, the meeting adjourned at 6:58 PM.

Attest:

Sherese Fortriede
Vice Chairman

Ron Steinman
Secretary



Fort Wayne Public Transportation Corporation
801 Leesburg Rd.
Fort Wayne, Indiana 46808

To: Citilink Board of Directors

From: Ken Housden, General Manager

Date: January 07, 2019

Re: Board Meeting Thursday, January 10, 2019

Here is an update on current projects and notes for your next board meeting which is set for Thursday, January 10, 2019 at 5:30 PM in the Conference Room at the Citilink Offices, 801 Leesburg Road.

Please contact Jean Marie Boykins if you are unable to attend the meeting.

2018 Strategic Plan Annual Report: Enclosed in your packet for review & discussion is the Annual Report for 2018.

Citilink 2030 - Transit Development Plan: Staff continues to meet with groups (Parking Partners, Packard Area Partnership (PAPA), Housing Authority, etc.) to present the findings & gather input. Further discussion and feedback from drivers/staff regarding findings, service priorities and proposed route adjustments was solicited in conjunction with the Citilink Safety Meetings 12/17-21/18. Project is on schedule for completion in September, 2019.

Safety & Security (Goal 1: [Safety](#))

- **Camera System:** The on-board security camera system upgrade contract with Safety Vision was approved by the board at the 11/29/18 meeting and equipment is on order. A pre-installation meeting with all vendors involved is scheduled for 1/8/19. Working with Sprint & DH Wireless to set up unlimited data plan and Cradlepoint router.

Financial (Goal 5: [Financial Responsibility](#))

- **Buses:** As reported last month three ACCESS busses have been delivered and are being in serviced. The flex route bus has now been delivered (completing the order) and the first ACCESS bus should enter service sometime in the next 2 weeks. All 4 buses should be in service within the next 30 days.
As a reminder, these are our first gasoline powered vehicles in a number of years due the unavailability of diesel powered small buses.

Employee/Board Development (Goal 3: [Employee & Board Development](#))

- **Contract Negotiations:** Management staff and ATU local 682 will resume contract negotiations February 19th through February 22nd. The next set of negotiations will be conducted at the offices of Rothberg, Logan Warsco LLP. During negotiations our current contract remains in effect and is ongoing.

Board & Staff Development:

- Another class of new drivers will begin January 14, 2019.
- Customer Service – New hires Karen Stewart and Tyierra Martin will both work out of Leesburg Road facility. One position still remains vacant at Central Station.
- Board retreat is scheduled for Saturday, January 26th 8:00-11:45 at Rothburg, Logan & Warsco.

Collaborations/Advocacy (Goal 7: Community Livability)

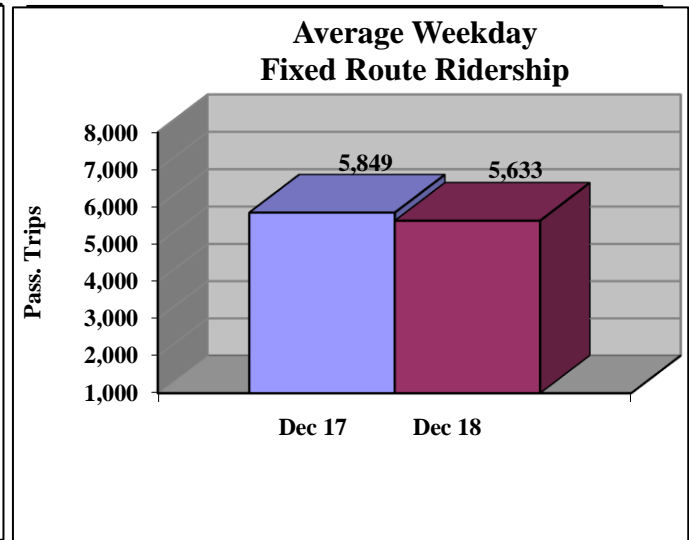
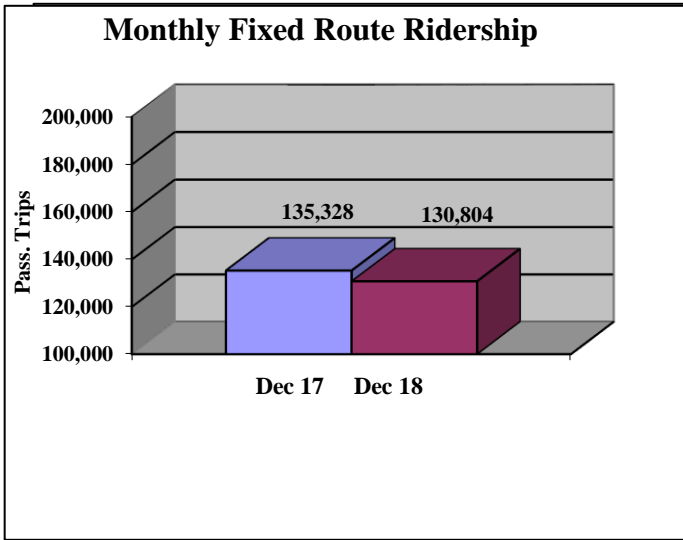
- Meetings with, Active Transportation Coalition, Transportation Planning Committee, AWS, Transit to Jobs, Parkview, PAPA, NIMAN, Parking Partners, DID open house, housing authority staff, Homeless network, etc.
- Legislative meeting with new state Representative Justin Busch & Minority Chair Rep. Phil GiaQuinta. Also attended Greater Fort Wayne Legislative Luncheon.

Market Development/Community Relations (Goal 6: Ridership)

- **Token Transit:** Mobile pass sales for December was 2,379 for net of \$6,387. Usage was 8,207 on fixed route and 252 on Access. Note, there were four free fare Saturdays affecting pass sales in December.
- **Social Media Highlights:** DID Holiday Window voting, Free Fare Saturdays, holiday schedules, hybrid buses, holiday cab, AWS funding & Op Ed on the future of public transit

Ridership (Goal 6: Ridership)

- **Fixed Route:** Ridership for the month of December 2018 was 130,804 trips. This compares to 135,328 passenger trips for December 2017 (**decrease of 4,524 trips/-3.34%**). On-time performance was at 90.97%. **Fixed route ridership for the year totaled 1,693,128 (3,701 fewer trips than last year for a 0.22% decrease).**
- **Cougar Express:** Ridership for December 2018 was 229 compared to 369 for 2017 (decrease of -140/-37.94%). CE only provided ten (10) days of service for the month of Dec.
- **Free Fare Saturday:** For the five Saturdays of this promotion this year Citilink provided 18,435 free trips (18,037 fixed route and 398 Access). This was a 6% increase over 2017; the third year of a similar increase.
- **Access free on Fixed Route:** A total of 21,686 rides were provided on fixed route compared to 20,960 last year; an increase of 3.5%. Drivers reported boarding 5,021 passengers using wheelchairs.



**December Average Fixed Route Passengers per Hour
by Route – Weekdays Only**

Route 1-Waynedale Northcrest	15.31
Route 2-Time Corners Georgetown	21.56
Route 3-Village Woods Canterbury	14.18
Route 4-Wells Ludwig Parkview	18.11
Route 5-Southeast Local	6.22
Route 6-Franke Park McKinnie	17.27
Route 7-Anthony Oxford	15.78
Route 8-Glenbrook Southtown	20.05
Route 9-Broadway Taylor Gateway	13.95
Route 10-Lewis New Haven	18.89
Route 21-Dupont Road	3.99
Route 22-West Jefferson Lutheran	5.18
Route 97-Cougar Express	2.29
Route 31X- Downtown/ARC Express	2.68
Route 15 - MedLink	3.41

- **ACCESS:** Citilink Access ridership for the month of December 2018 was 5,603 trips compared to 5,629 provided in December 2017 (**decrease of 26 trips/-0.46%**). On-time performance was 98.4%. **Total yearly ridership was 73,939 a slight increase (1.19%) over 2017 for an all-time high number of passenger trips.**
- **5310 Pass Through to Community Transportation Network:** CTN provided 879 trips in December 2018. Total ridership for the year was 10,698, very similar to 2017.

- **Greyhound:** For the month of December 2018 Citilink CSR's at Central Station sold 673 tickets (754 sold in 2018) & processed 43 packages/bags (40 processed in 2018). **Total intercity bus tickets processed 8,743 with 477 packages/bags for the year. Total number of passenger trips provided through our station 28,889.**

Total ridership for the year was 1,777,765 a very slight decrease (0.16%) from last year.

Mission: Connect people by providing the highest quality sustainable public transportation while pursuing continuous improvement and growth

2018 Citilink Goal Stats Summary Report

Goal 1 - Safety

Road Calls	January	February	March	April	May	June	July	August	September	October	November	December	Total	Goal	Description
Fixed Route															
2018 Major Road Calls	2	2	2	0	2	7	1	2	0	1	3	0	22	35 or less	Total Road Calls
YTD	2	4	6	6	8	15	16	18	18	19	22	22			
Access															
2018 Major Road Calls	2	1	1	0	3	1	0	2	1	4	1	0	16	10 or less	Total Road Calls
YTD	2	3	4	4	7	8	8	10	11	15	16	16			
Accidents															
Fixed Route															
2018 Preventable Accidents	4	2	3	1	2	2	3	1	4	1	2	1	26	20 or less	Preventable
YTD	4	6	9	10	12	14	17	18	22	23	25	26			
Total Collision Accidents	8	3	9	4	4	3	5	4	7	4	4	2	57	report only	Total Accidents
YTD	8	11	20	24	28	31	36	40	47	51	55	57			
Access															
2018 Preventable Accidents	1	0	1	0	1	0	0	1	1	2	1	1	9	8 or less	Preventable
YTD	1	1	2	2	3	3	3	4	5	7	8	9			
Total Collision Accidents	1	0	2	0	1	0	1	1	2	1	1	1	11	report only	Total Accidents
YTD	1	1	3	3	4	4	5	6	7	9	10	11			

Goal 2 - Customer Service

On-time Performance	January	February	March	April	May	June	July	August	September	October	November	December	Total		
Fixed Route															
2016 On-time Performance	89.57%	90.43%	90.65%	89.09%	88.70%	91.37%	87.32%	89.00%	83.20%	86.72%	87.72%	85.66%	88.29%	90%	
2017 On-time Performance	86.25%	82.38%	84.64%	80.25%	84.13%	83.58%	85.40%	82.50%	85.45%	87.01%	92.69%	91.14%	85.45%	90%	
2018 On time performance	90.28%	92.27%	91.87%	89.87%	85.34%	88.36%	88.87%	81.13%	88.46%	85.68%	91.92%	90.97%	88.75%	90%	
Access															
2016 On-time Performance	94.80%	98.37%	97.83%	95.85%	96.33%	96.92%	98.56%	98.59%	97.40%	97.72%	98.97%	96.98%	97.36%	95%	
2017 On-time Performance	98.30%	98.84%	98.20%	98.35%	96.71%	97.11%	98.60%	96.29%	95.79%	96.11%	96.71%	96.67%	97.31%	95%	
2018 On time performance	95.20%	96.00%	96.21%	95.91%	95.49%	97.88%	96.67%	97.23%	97.10%	94.32%	95.32%	98.40%	96.17%	95%	

Goal 5 - Financial Responsibility

Expenses	January	February	March	April	May	June	July	August	September	October	November	December	Total		
Fixed Route Cost/Hour	\$80.22	\$82.04	\$83.55	\$83.58	\$82.96	\$86.00	\$87.28	\$81.66	\$89.45	\$79.36	\$86.48	\$85.45	\$84.00	\$86.00	
Access Cost/Trip	\$27.04	\$26.48	\$26.20	\$24.99	\$27.19	\$24.47	\$29.01	\$24.53	\$27.65	\$24.86	\$28.32	\$27.54	\$26.52	\$29.00	\$28 or less
Free Access Trips on FR	1,391	1,451	1,701	1,668	2,317	2,117	2,013	1,822	1,627	2,139	1,744	1,696	21,686		Report only
Revenue															
Fixed Route															
2017 Farebox Revenue	\$166,093	\$82,845	\$86,883	\$83,381	\$87,319	\$99,951	\$73,244	\$94,918	\$87,856	\$102,620	\$85,608	\$82,236	\$1,132,954		
2018 Farebox Revenue	\$169,525	\$84,652	\$85,158	\$88,255	\$90,190	\$86,524	\$93,742	\$93,400	\$90,656	\$111,190	\$88,172	\$73,286	\$1,154,750	\$1,433,600	2018 budget amount
Monthly +/-	\$3,432	\$1,807	(\$1,725)	\$4,874	\$2,871	(\$13,427)	\$20,498	(\$1,518)	\$2,800	\$8,570	\$2,564	(\$8,950)			
YTD +/-	\$3,432	\$5,239	\$3,514	\$8,388	\$11,259	(\$2,168)	\$18,330	\$16,812	\$19,612	\$28,182	\$30,746	\$21,796			
Access															
2017 Farebox Revenue	\$12,369	\$16,877	\$16,015	\$13,293	\$16,972	\$14,066	\$15,779	\$15,978	\$18,821	\$14,590	\$13,513	\$18,462	\$186,735	\$151,200	budget amount
2018 Farebox Revenue	\$12,798	\$13,767	\$17,645	\$13,636	\$17,001	\$13,304	\$16,735	\$15,157	\$13,632	\$17,571	\$14,345	\$15,260	\$180,851		
Monthly +/-	\$429	(\$3,110)	\$1,630	\$343	\$29	(\$762)	\$956	(\$821)	(\$5,189)	\$2,981	\$832	(\$3,202)			
YTD +/-	\$429	(\$2,681)	(\$1,051)	(\$708)	(\$679)	(\$1,441)	(\$485)	(\$1,306)	(\$6,495)	(\$3,514)	(\$2,682)	(\$5,884)			

Goal 6 - Increase Ridership

Fixed Route	January	February	March	April	May	June	July	August	September	October	November	December	Total		
2017 Passenger Trips	136,128	141,614	151,492	134,238	142,598	138,395	132,460	149,350	143,061	148,065	144,100	135,328	1,696,829	5% increase	
2018 Passenger Trips	137,760	135,422	145,440	133,499	143,397	141,706	138,350	154,608	135,116	160,011	137,015	130,804	1,693,128		
Monthly +/-	1,632	(6,192)	(6,052)	(739)	799	3,311	5,890	5,258	(7,945)	11,946	(7,085)	(4,524)	(3,701)		
YTD +/-	1,632	(4,560)	(10,612)	(11,351)	(10,552)	(7,241)	(1,351)	3,907	(4,038)	7,908	823	(3,701)			
Access															
2017 Passenger Trips	5,557	5,558	6,468	5,867	6,404	6,292	5,812	6,890	6,050	6,528	6,017	5,629	73,072		

2018 Passenger Trips	6,207	5,923	6,412	6,151	6,347	5,927	6,158	6,782	5,648	6,823	5958	5603	73,939	<i>report only</i>
Monthly +/-	650	365	(56)	284	(57)	(365)	346	(108)	(402)	295	(59)	(26)	867	
YTD +/-	650	1,015	959	1,243	1,186	821	1,167	1,059	657	952	893	867		
Purchased Trips														
2017 Purchased Trips	894	947	911	963	951	891	858	921	885	899	834	804	10,758	
2018 Purchased Trips	905	883	897	902	899	889	897	916	876	877	878	879	10,698	<i>report only</i>
Monthly +/-	11	(64)	(14)	(61)	(52)	(2)	39	(5)	(9)	(22)	44	75	(60)	
YTD +/-	11	(53)	(67)	(128)	(180)	(182)	(143)	(148)	(157)	(179)	(135)	(60)		
Total Ridership														
2017 Passenger Trips	142,579	148,119	158,871	141,068	149,953	145,578	139,130	157,161	149,996	155,492	150,951	141,761	1,780,659	
2018 Passenger Trips	144,872	142,228	152,749	140,552	150,643	148,522	145,405	162,306	141,640	167,711	143,851	137,286	1,777,765	5% increase
Monthly +/-	2,293	(5,891)	(6,122)	(516)	690	2,944	6,275	5,145	(8,356)	12,219	(7,100)	(4,475)	(2,894)	
YTD +/-	2,293	(3,598)	(9,720)	(10,236)	(9,546)	(6,602)	(327)	4,818	(3,538)	8,681	1,581	(2,894)		
Greyhound Ticket Sales	January	February	March	April	May	June	July	August	September	October	November	December	Total	
2017 Passenger Trips (tickets sold)	592	599	788	700	806	801	760	866	690	650	756	754	8,762	
2018 Passenger Trips (tickets sold)	622	666	863	672	734	804	766	889	645	688	721	673	8,743	<i>report only</i>
YTD +/-	30	97	172	144	72	75	81	104	59	97	62	(19)		
2017 Packages/bags	30	36	37	36	41	48	72	61	23	40	47	40	511	
2018 Packages/bags	28	36	41	43	47	37	38	53	47	32	32	43	477	<i>report only</i>
YTD +/-	(2)	(2)	2	9	15	4	(30)	(38)	(14)	(22)	(37)	(34)		

**CITILINK
BOARD OF DIRECTORS
Committee Appointments
January 10, 2019**

FINANCE COMMITTEE

**J. Nelson Coats, Chair
Glynn Hines
Ronald Steinman
Lana Keesling**

TPC APPOINTMENT

Howard Traxmor

PERSONNEL COMMITTEE

**Ron Steinman, Chair
Glynn Hines
Sherese Fortriede**

EXECUTIVE COMMITTEE

**Glynn Hines, Chair
Sherese Fortriede
Ron Steinman**

LEGISLATIVE COMMITTEE

**Nathan Hartman, Chair
Lana Keesling
Sherese Fortriede**

MARKETING COMMITTEE

**Sherese Fortriede, Chair
J. Nelson Coats
Howard Traxmor**

AD HOC COMMITTEES



2018

Strategic Plan



2018

Goals and Objectives

Annual Report

Vision

Mission

Goals

Objectives

Tasks

Vision

Citilink will be valued and recognized as a leader in public transportation connectivity and a partner in community and economic growth.

Mission

Citilink connects people by providing the highest quality sustainable public transportation while pursuing continuous improvement and growth.

Goals Overview

The following 2018 Goals represent Citilink's commitment to realize its vision and mission.

1. **Safety:** Ensure a safe and secure system for customers and employees.
2. **Customer Service:** Provide outstanding customer service and increase service convenience.
3. **Employee & Board Development:** Foster a dynamic, high performing internal environment that delivers outstanding service at all levels.
4. **Environment:** Promote policies and practices that embrace environmental sustainability.
5. **Financial Responsibility:** As stewards of public resources, perform all facets of operation cost-effectively and practice fiscal communication strategies that warrant community trust.
6. **Ridership & Market Development:** Increase ridership through the enhancement of service and positive perception in the community.
7. **Community Livability:** Contribute to community livability.
8. **Growth:** Achieve 2.3 million annual riders by 2020. When additional funding is obtained, the goal will be re-evaluated.

These goals have been further refined with a series of objectives and tasks which will guide the organizations work through 2018. Performance measures for individual tasks have been established and status will be updated by administrative staff. It is intended that updates be presented to the Board at their regular Board meetings summarized monthly in the Goal Status Report and individually by specific activities categorized by

goal on current activities/actions in the General Manager's monthly report. Formal progress reports to the Board will be provided at mid-year and year end.

GOALS & OBJECTIVES

1. Safety: Ensure a safe and secure system for customers and employees.

- 1.1 Continue to uphold high standards of vehicle maintenance & safety:
- Monitor road call data with a goal of maintaining the number of major road calls at 35 (actual 22) or less annually for fixed route operations.
 - Monitor road call data with a goal of maintaining the number of major road calls at 10 (actual 16) or less for Access operations. – Use of vehicles that have exceeded their useful life to provide increasing number of trips has been a challenge. Three new Access buses will help when they are put in service early 2019. Monitor preventable accidents with a goal of maintaining the number of accidents at 20 (actual 26) or less for fixed route operations.
 - Monitor preventable accidents with a goal of maintaining the number of accidents at 8 (actual 9) or less for Access operations.
 - Track and report all road calls and accidents by month and on an YTD basis on the Goals Stats spreadsheet. Provide to the Board on a monthly basis as part of the regular Board packet. - Ongoing
 - Issue RFP for small bus replacement – Purchased 4 small buses. Received in Nov/Dec. Will be in service early 2019.
 - Issue RFP for large bus replacement – Drafted, reviewing options.
 - Take delivery of two (2) 40' Hybrid electric Gillig Fixed Route buses with Hybrid diesel-electric buses. – put into service 6/19/18
 - Process order of two (2) 40' Gillig buses (2019 delivery). – anticipated in March/April 2019.
 - Implement bus long range replacement plan per NIRCC 5 year STIP/2040 Transportation Plan as funding permits – Updated NIRCC 2040 capital plan. Reviewed short term plans (in

conjunction with 2019 budget process) with Citilink Finance Committee.

1.2 Provide safe & secure working environment:

- Update safety plan per FTA Map 21 requirements & RATP DEV recommended practices. – using modified RATP incident notification system. FTA guidance is now available, anticipate plan update in 2019.
- Update and maintain cyber security systems and plan. – ongoing, upgraded to fiber connection between Baker & Leesburg, improved firewalls & security protocols.
- Provide two all-staff safety meetings/year at 2.5 hours each with one-on-one focused training as needed, to ensure a minimum of 5-8 hours training per employee per year. Nine sessions of Spring Safety Meeting held week of May 21 avg. 2.5 hour/meeting – topics: safety awards, customer service/rights, service reminders & wheelchair securement. Individual refresher training provided in response to complaints as needed. Nine sessions of Fall Safety Meeting held week of December 17 avg 2.5 hour/meeting – topics: accident/incident data, Transit Development Plan, maintenance issues, customer service tips from transit rider, winter wellness, Access policies & service reminders.
- Hold a minimum of two Safety Committee meetings - Meetings were held on April 10th and November 16th.
- Apply for grants to invest in more mechanic training to help ensure safer vehicles and work practices. – Received FTA 5339 grant of \$30,000 (total) for mechanic training. Funding available in July, scheduling training. Pursuing Workforce Development grant to cover local share of training.
- Repair shop floor in spring of 2018 to reduce risk of slip & falls as well as maintain floor surface. – pending capital project prioritization
- When financially feasible install an emergency generator system to support operations at the Leesburg site. Update feasibility analysis by the end of the second quarter 2018. – Application for FTA 5339 grant in conjunction with solar roof project was submitted 8/3/18 but not funded.

- Continue evaluation of an upgrade to the SEON camera system for reliability and real time information (depends on budget, may require successful competitive grant application). Continue to apply for Federal Grant funds to implement. – Received FTA 5339 of \$303,000 (total) for on board camera security system upgrade. Contract awarded to Safety Vision for early 2019 installation. Intend to incorporate free public Wi-Fi in buses with this project.
- Continue to evaluate tablet based accident investigation system for Street Supervisors. Fully implement with additional tablets if appropriate and cost effective. -Utilizing cameras/phones and 1 shared tablet, monitoring effectiveness of existing resources.

1.3 Continue efforts to educate and inform customers about safety and security.

- Incorporate safety/security perception questions in any customer satisfaction survey performed in conjunction with TDP update. – incorporated into on-board survey 86% reported feeling safe while riding Citilink.
- Continue the use of the camera based “secret shopper” review system to run in concurrence with normal accident/customer comment reviews of on board camera footage. The review system should be considered SOP and serve as the basis for driver training regarding safety, security and proper customer service for our passengers. Operations Mgr/Street Supervisors use this while viewing and use this as a training/performance review tool. Summarized observations were presented as tips during safety meetings.

2. Customer Service: Provide outstanding customer service and increase service convenience.

2.1 Create and maintain a culture of customer service at Citilink:

- Monitor customer service using phone/video recording data. - ongoing

- Monitor complaints & respond within 7 days. Complaints are usually investigated within 24 hours and scheduled to archive/view.
- Incorporate customer service perception questions into any customer satisfaction survey performed in conjunction with TDP update. – incorporated into our on-board survey 90% felt schedule information was easily accessible, 85% felt staff were helpful & friendly.

2.2 Provide reliable, accessible & convenient transportation service:

- Monitor on-time performance with goal of 90% for fixed route operations. Fixed route average 88.75%. Road construction detours severely affecting the summer months. Improved to 91% in Nov & Dec.
- Monitor on-time performance with goal of 95% for Access operations. Access average is 96.17%. Exceeding standard even with increased ridership.
- Track and report Fixed Route and ACCESS on time performance by month and on an YTD basis on the Goals Stats spreadsheet. Provide to the Board on a monthly basis as part of the regular Board packet. - ongoing
- Maintain attractive/clean buses & customer service areas. TDP on-board survey found that 68% felt buses were clean. Citilink shop & contracted facilities staff do their best to maintain. Complaints are addressed promptly.
- Track usage and effectiveness of real time bus information (RouteShout/Route Match) via Google analytics & Route Match data, as available. – Marketing Committee monitors. Also track Facebook, Twitter & Token Transit stats. Central Station Route Match monitor was down for several months.

2.3 Continue efforts to provide customer amenities.

- Research and apply for funding for automated ADA announcement systems, including passenger behavior expectations, for customer convenience on all fixed route buses. – No funding identified yet, will evaluate in conjunction with capital plans. Continue to pursue prototype demo.

3. Employee & Board Development: Foster a dynamic, high performing internal environment that delivers outstanding service at all levels.

- 3.1 Create a work and organizational environment that promotes open communication and continuous learning: -open door policy & training opportunities provided. Employee recognition events.
- Continue to work with staff and drivers to encourage and implement viable suggestions/ideas to improve the efficiency of operations and improve customer service/relations (via safety meetings, open door policy, feedback, etc.) – very few issues raised during safety meetings, addressed promptly.
 - Continue to meet with the Union Executive Committee on a regular basis and collaborate in addressing mutual issues. - GM often meets with Union Exec Board on the last Wednesday of the month. Union President meets with GM & HR throughout the month as needed. Labor negotiations twice and ongoing.
 - Work with board to schedule a peer system visit in 2018. – TBD Evansville? Dayton, OH?, other suggestions?
 - Encourage all senior management staff to ride the bus at least once per quarter to gather customer feedback/evaluate service quality & provide info. to General Manager. General Manager to consider use of a survey form. - Survey form is used by senior mgmt. when they ride the bus once per quarter.
 - Schedule a board member/public official bus ride opportunity. Dump the Pump/TDP public official's focus group 6/19/2018 great turn out & media coverage.
- 3.2 Continue the systematic review and update of Citilink policies. – To be done in conjunction with CBA negotiations. Personnel Policies update to follow by end of the year. Removed barriers/added incentives to hiring practices. Increased recruitment efforts.
- Continue to participate in transit advocacy & education via APTA, CTAA, ITA & FTA. – Ongoing, participated in TCRP Day, Dump the Pump, Rosa Parks, ITA meetings, social media posts, etc. Met with new State Representative Justin Busch & Rep. Phil GiaQuinta. Also attended Greater Fort Wayne legislative meetings.

- Offer professional development opportunities for employees and Board members (APTA, CTAA, FTA, NTI, etc.).
 - Board retreat & orientation for 2 new members. Board President attended APTA Annual Meeting.
 - Staff training on harassment, interviewing, drug testing, safety, human resources, security, procurement, system design, etc.
- Conduct a mid-year review of this Strategic Plan in conjunction with 2019 budget preparation process. – Mid-year report complete, Finance Committee to follow up. Annual report complete.

4. Environment: Promote policies & practices that embrace environmental sustainability.

- Monitor energy/fuel usage & make efforts to reduce consumption/cost. – Ongoing, see below.
- Participate in community activities promoting sustainability (Tire Amnesty Day, Waste Management Advisory Committee, Earth Day, etc.). – Participated in Earth Day. Tire Amnesty Day was not held this year.
- Continue recycling efforts (monitor progress, post reminders, etc.)
- Continue light bulb replacement program for energy/cost savings.
 - Parts Room is complete and most of the office lights have been replaced, continue to work on getting the rest of the building finished up. Replacement project is complete.
- Investigate potential funding for energy/environment improvements. Intend to apply for Volkswagen Settlement Diesel replacement/repower grant when solicitation is announced.
- Investigate/submit Federal grant request for a solar panel application on our bus barn (preliminary engineering complete). Would include roof remediation/replacement as well as electrical generation to reduce reliance on purchased power. Applied for FTA 5339 grant for roof replacement, solar power & generator discretionary grant. Application was not funded.

5. Financial Responsibility: As stewards of public resources, perform all facets of operation cost-effectively and practice fiscal strategies that warrant community trust.

- 5.1 Continue to monitor key expenditure areas & implement operational cost savings:
- Continue vendor contract review and potential re-bid as required.
- ongoing
 - Monitor fuel futures pricing and purchase fuel at or below budget when the opportunity allows. Report to Board on a monthly basis.
- Ongoing, locked in fuel through the end of 2019 for average price of \$2.30/gal; budget was built assuming price of \$2.75/gal. Price for 2018 was \$2.01/gal approx. \$96,260 under budget for the year.
 - Track and report overtime, Fixed Route cost per hour (2018 goal of \$86 per hour or less) and ACCESS cost per trip (2018 goal of \$29 per trip or less) by month and on an YTD basis on the Goals Stats spreadsheet. Provide to the Board on a monthly basis as part of the regular Board packet. - FR cost/hour \$84 & Access average cost/trip \$26.52 for the year is better than target goal. For the year, OT hours have increased by 18% with 22% increase in expense as compared to 2017. More turnover in 2018 in all areas and continued increase in demand for Access service has had an effect.
- 5.2 Show positive progress in building the following fund balances in key reserve funds during the 2018 budget year, per established goals:
- Workers Comp at \$1,000,000 - \$1,000,000
 - Liability Fund at \$500,000. - \$243,452
 - Rainy Day at \$1,300,000 or 10% of the combined operating and capital budget for any given year. - \$868,190
 - Evaluate and establish fund structure and publicize Citilink Foundation fund to encourage private contributions and legacy gifts. - No additional progress to date.

- 5.3 Continue to investigate strategies to increase local revenue:
- Maintain bus advertising revenue (\$160,000 goal/2018 budget). - \$165,875 (\$5,875 over budget).
 - Monitor fare revenue for fixed route (\$1.4M goal/2018 budget). \$1,154,749 (average fare \$0.68).
 - Monitor fare revenue for Access (\$151,200 goal/2018 budget). \$180,850 (\$29,649 over budget). Consistent with increased ridership.
 - Continue efforts to increase pass sales. Mid-year Token Transit has sold 9,961 passes to 804 individual customers for \$42,851 with approx. 50,000 trips using the mobile app. Groupon Citilink day pass promo package still available. Annual TT data not yet available, will provide ASAP.
 - Market employer/commuter incentives in conjunction with real time bus information (RouteShout) promotions and Bus Fort Wayne implementation strategies. –ongoing, in conjunction with TDP outreach.
 - Consider expanding our bus pass program offerings to provide 60 day, 90 day or annual passes at some type of discount. – will be discussed in conjunction with COA/TDP analysis.
 - Consider offering an “employer pass program” to employers in our service area by which for a negotiated monthly fee (paid by the Company) all employees (on presentation of accepted ID) would ride for free. – Will be discussed in conjunction with COA/TDP analysis.
- 5.4 Continue to investigate funding opportunities to implement priority service enhancements:
- Fund restoration of ½ hour service.
 - Sustain current service.
 - Expand service in New Haven.
 - Other priorities listed in Bus Fort Wayne, TDP, NIRCC 2040 plan, as feasible (evening, weekend, frequent, service area, regional, etc.) – Will be discussed in conjunction with COA/TDP analysis. Have met with New Haven officials. Correspondence with Sweetwater, PFW, Parkview, DID, GFW, & City of Fort Wayne

- 5.5 Maintain relationship with local, state & federal officials:
- Continue to aggressively lobby for dedicated funding source/increase of PMTF, local funding options & other issues impacting public transit. – Dump the Pump Local Officials ride was well received, Mark Palmer met with Legislative Committee, meeting with Rep. Heine scheduled.
 - Develop long range outreach strategy/campaign to develop transit champions and promote local option funding strategies & promote the advantages of public transit for our community & region. – discussed in conjunction with Marketing Campaign & TDP outreach
 - Meet with regional leaders/stakeholders regarding potential for regional public transit options. (County Commissioners/Council, RDA, Regional Initiative, etc.) – In conjunction with TDP stakeholder outreach.
 - Invite and host a tour and briefing for all City Councilmen who have yet to visit Citilink facilities as well as any Councilmen who would like an update on Citilink Services and funding needs. – Dump the Pump Public Officials ride 6/19/18, ongoing in conjunction with TDP stakeholder & community outreach meetings.
 - Invite current State elected officials, INDOT leadership and the Governor for a tour and briefing on Citilink service and funding needs. -INDOT Project Manager site visit, meeting with Rep. Heine & Rep Busch held.
 - Invite local Congressmen and Senators for a tour and briefing on Citilink service and funding needs. –representatives from Sen. Donnelly & Rep. Banks office attended June Dump the Pump bus ride. Received letters of support for FTA 5339 grant application.
- 5.6 Monitor proposed legislation & policy changes on both the State and Federal levels and communicate to the Board potential impacts.
- Coordinate with ITA/ICAT/CTAA/lobbyist & other stakeholders. – Ongoing, also posting updates on Facebook & encouraging Citilink Champions to contact their representatives.

6. Ridership & Market Development: Increase ridership through the enhancement of service and positive perception in the community.

6.1 Increased fixed route ridership:

- Increase Fixed Route ridership on existing service as set forth in Section 8. – Ridership increase of 3,311 in June when compared to last June. End of the year ridership was slightly less than last year (3,701) a .22% decrease. Ridership increased five months out of 12 when compared to last year.
- Add (dependent on funding) 240,000 riders/year (20,000 per month avg.) by providing more frequent service (defined as full restoration of ½ hour service on two existing routes). –exploring options in conjunction with TDP study.
- Seek additional funding from both traditional and non-traditional sources to support expanded service/increased ridership. – exploring options in conjunction with TDP study. Received AWS grant for Access service subsidy, Pursuing VW grant for vehicle replacement & Workforce Development grant for mechanic training match, etc.

6.2 Plan to decrease headways and increase service hours on existing routes as funds become available:

- Continue to investigate restoration of ½ hour service, with initial focus on routes 2 and 3, within existing budgetary constraints. – exploring options in conjunction with COA/TDP study. Made two minor service adjustments (Route 8 for Turnstone & Route 15 for Parkview).

6.3 Plan and research opportunities for new routes and services:

- Investigate options to fill service gaps (geographic coverage, service hours). –exploring options in conjunction with TDP study.
- In cooperation with NIRCC/TDP consultants utilize route mapping software to analyze and model possible route changes/service enhancements. –exploring options in conjunction with TDP study.

- In cooperation with NIRCC /TDP consultants fund and create a Transportation Development Plan. –initiated COA/TDP study in March.
- In cooperation with NIRCC continue to seek grants/funding partners to develop a regional transit consortium. Identify sponsors for a regional forum that leads to action plan. –exploring options in conjunction with TDP study.

6.4 Target marketing & communication efforts:

- campusLink negotiate extension for 2018-19 school year; continue to explore renewed involvement of Purdue Fort Wayne – discussions underway.
- MedLink negotiate extension for 2019 and beyond; continue to explore funding to provide expanded hours of service) – discussion initiated
- University of Saint Francis negotiate extension for 2018-19 school year – Annual renewal complete.
- Indiana Tech (continue to market Citilink services & pass discount) – ongoing
- Continue to promote University/health/employer partnerships & discount pass sales outlet opportunities. Extend 10% monthly pass discount. – Ongoing, exploring options in conjunction with TDP study. Meetings with several community leaders regarding employee transport options.

6.5 Provide educational information that addresses common misunderstandings about using transit and promotes the economic, health and environmental benefits of using public transit:

- Continue to implement public information strategies as outlined in Chapter 5 of the Bus Fort Wayne Plan (advocacy, marketing). – Ongoing, in conjunction with TDP study.
- Target the concerns identified in the BFW surveys (lack of awareness, inconvenience, uncertainty, availability, etc.) in conjunction with real time bus information (RouteShout) and marketing plan. –ongoing, in conjunction with TDP study.
- Build upon Citilink Champion’s network with emphasis on major employers –ongoing, in conjunction with TDP study.

- Implement the marketing plan in conjunction with the Board's Marketing Committee recommendations. Including but not limited to:
 - Professional consultation to develop & implement targeted brand awareness campaign - **completed**
 - Website & communication updates, enhancements - **ongoing**
 - Continue, expand Social Media Campaign –**ongoing, see highlights in board notes. Implemented Windows of Opportunity campaign – bench, tails, website, social, etc.**
 - Ongoing public relations – **ongoing, see highlights in board notes**
 - Consider increasing Marketing budget for 2018 – **Lack of CMAQ funding for 2018 major issue Budget Committee will discuss options for 2019. CMAQ \$ for 2019 also in jeopardy.**

7. Community Livability: Contribute to community livability.

- 7.1 Continue efforts to coordinate with government entities, community organizations and transportation providers to promote and plan for the provision of a continuum of mobility resources for our community:
- Work with community partners to improve sidewalk connectivity & bus stop accessibility (PROWAG compliance). –**ongoing, providing counsel regarding bus stop improvements in conjunction with sidewalk projects.**
 - Promote inter-agency cooperation to enhance mobility options & connectivity in the Fort Wayne area (Transit Oriented Design, Complete Streets, UTAB, TPC, etc.). –**Participating in complete streets, open streets & walk summit activities. Serve as hub for Open Streets day 7/15/18.**
 - Coordinate with Greyhound, CTN, taxi, NIPRA, etc. to provide intermodal connectivity. **Ongoing. Conversations with taxi, shared ride, Enterprise, electric car, bike share, social service, etc. on innovative collaborations to improve mobility.**
- 7.2 Maintain and provide appropriate transit infrastructure at Citilink bus stops:

- Coordinate bus shelter placement with private contractor. Prioritizing high usage bus stops. -Ongoing, working with Metro Media Partners on bus shelter/bench improvements.
- Maintain ADA bus stop assessment database, evaluate and prioritize improvements. Ongoing, continuing to attempt to get Route Match data to update Google Transit bus stop data. Providing NIRCC with updates for bus stop database/I-MAP.
- Continue to investigate funding options and purchase of on board bus passenger counter technology to better evaluate rider trip length and bus stop usage. Ongoing, discussion in conjunction with Capital projects planning.

8. Growth: Achieve 2.3 million or more annual riders by 2020.

8.1 Identify opportunities within the greater Fort Wayne Community to increase ridership:

- Identify potential “new” markets for service expansion should resources become available. -ongoing, in conjunction with TDP study.
- Examine the existing service structure for any opportunities to reassign service hours to more productive routes. -ongoing, in conjunction with TDP study.
- Meet with regional leaders/stakeholders regarding potential for regional public transit options. -ongoing, in conjunction with TDP study.
- Meet with social service 501c-3 agencies (as a group and through individual contact) receiving and/or applying for discounted passes in a listening session format to identify potential ridership groups and their needs with the goal of tailoring our services to meet those needs (if possible) and increase ridership. -ongoing, in conjunction with TDP study.
- Meet with Citilink Champions and partner agencies in an effort to identify groups of potential riders which may be underserved and to identify ways to increase ridership (examples: 5th Freedom, Veterans agencies, United Way, Greater Fort Wayne Inc, YLNI etc.) -ongoing, in conjunction with TDP study.

- Explore downtown circulator route, possibly via streetcars. – ongoing, in conjunction with TDP study.

Honorable Mention Triennial Review: Provide materials for desk audit & site review for FTA Triennial Review. Received reviewer report, responded to findings & received final approval. Also successfully completed NTD report, annual audit & numerous other reporting requirements.

A client called in to schedule a ride and gives his/her times. Then waits until 5pm to see when his/her pick up time will be. They wait and wait 30 - 45 min has past and they're still waiting to be picked up. The driver has called in several times letting customer service know they're behind. In orientation we were told if we are behind no worries, help would be on the way to move client to another driver or a supervisor would go out to get the client. The driver is now an hour behind and calling customer service to let them know. The driver still has more pickups, which are dialysis clients. Customer service responds stating no one is available. Now we all know these clients are depending on us to get them to dialysis. This is their life! That is expressed to the customer service and Pam tells us on the radio "we have no help." What if this was your mother, father, brother, sister, grandmother, grandfather, aunt, or uncle? How would you feel? I am not sure if the pressure of the job is getting to customer service where they are expressing rude responses back to the drivers. Our clients should not have to go through this for our service when they already have health concerns to worry about. This is one example of many that occur.

We are given short times to get from one destination to another. Dealing with traffic, construction, and weather the clients are getting upset. There is not even time to eat or use the facilities. Example, 4 -5 o'clock at Lutheran Hospital going to Reed Rd. 15 min or Reed Rd. to Industrial Park on Goshen Rd. 15 min. then client's home in addition off Washington Centre Rd. across from Bishop Dwanger and back to Leesburg in 25 min. I have talked with scheduling about these times and other situations where I was told they are doing the best, but unsure of some locations/areas. I feel you cannot rely on programing to put these manifests together. It's not fair to clients or the driver. Having a CDL is a lot of work and testing. They're big consequences when accidents happen. We need someone with knowledge of the area and a CDL to best service the driver. This way the driver can best service the customer. I think scheduling needs more tools or help in figuring out these routes for them to run smoothly.

Finally, I feel when you are at work people should not be allowed on cell phones to make personal calls or internet shopping.

From Brenda Allen

RECEIVED

DEC 13 2018

FORT WAYNE PTC