TENTATIVE AGENDA
FORT WAYNE PUBLIC TRANSPORTATION CORPORATION
BOARD OF DIRECTORS MEETING
ORDER OF BUSINESS
THURSDAY, SEPTEMBER 12, 2019 AT 4:30 PM
801 LEESBURG ROAD
FORT WAYNE, IN 46808

I. EXECUTIVE SESSION to start at 4:30 PM to discuss matters under I.C. 5-14-1.5-6.1(b)(7).

II. REGULAR MEETING: to start at 5:30 PM

1. Reading, correcting and approval of the Minutes of the previous meeting(s):
   a. Regular Board Meeting Minutes (8/8/2019)

2. Written Communications from the public, including petitions and remonstrances:

3. 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

4. Introduction and/or Adoption of Resolutions and Ordinances:
   a. Resolutions:
   b. Appropriations Ordinances:
   c. General Ordinances:

5. Old Business:

6. New Business:
   a. Adoption/Approval by Board of Directors: Revised Citilink Drug and Alcohol Policy approved by FTA

7. Public Comment[1]

8. Open Discussion by the Board

[1] Public Comment is only available to those individuals who pre-registered according to Citilink Policy.

FORT WAYNE PUBLIC TRANSPORTATION CORPORATION
Board Minutes
August 8, 2019

The August meeting of the Board of Directors of the Fort Wayne Public Transportation Corporation/ Citilink was held on Thursday August 8, 2019 starting at 5:30 pm, located at the Citilink offices, 801 Leesburg Road, Fort Wayne, Indiana.

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

Directors Absent: Mr. Glynn Hines, and Ms. Lana Keesling.

Staff Present: Mr. Maurice Pearl, Ms. Jean Marie Boykins, Mr. Bruce Miller, Ms. Pam Schieber, Mr. Jason Trabert, Ms. Claudia Harris-Stevenson, Ms. Ruth Vosmeier. Mr. Ernie Johnson, President ATU 682, Mr. Chris Phillips, Member ATU 682.

Others Present: Mr. Tom Trent, Corporate Counsel, Mr. Denny Logan, Corporate Counsel, Officer Jack Barbour.

Ms. Fortriede began with roll call of members and noted that Mr. Glen Hines, and Ms. Lana Keesling were not in attendance. She also introduced Ruth Vosmeier, newly promoted to Executive Assistant, and Pam Schieber, recently promoted to the position of Customer Service & Mobility Manager.

Approval of Minutes: Ms. Fortriede moved to the reading, correcting and approval of the previously distributed regular Board Meeting minutes from 7/11/2019, and Marketing Committee Meeting minutes 7/11/2019, and Finance Committee Meeting Minutes. Mr. Steinman made the motion to approve the minutes. Mr. Coats seconded. The minutes were approved unanimously.

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

Board of Directors Committee Reports:

Finance Committee – Minutes were included in Board Packet,
Personnel Committee – No report.
Marketing Committee – Minutes were included in Board packet.
Legislative Committee – No Report.
Executive Committee – No Report.
Transportation Planning Committee– Will meet on 8/12/2019.

Staff Reports:

Controller's Report
Mr. Miller distributed the Interim Record of Transmittals for 8/01/2019- 08/08/2019.

Overall revenue is under budget by approximately 8% primarily due to the fact that we don't plan on drawing down as much 5307 Special Rule Operations funds in the current year as what we had budgeted. Operating expenses are under budget by approximately 4.5%.

As of July 31, 2019, Citilink's cash position is roughly $380,000 lower than the same date a year ago. This is primarily due to the timing of Federal Grant draw downs, and Indiana PMTF payments.

To make the figures in the Statement of Net Earnings easier to understand, Mr. Miller removed the Property Tax Circuit Breaker portion of the Property Tax Revenue totals of the budget column. The change means that the budgeted revenue roughly equals budgeted expense. The only difference between budgeted revenue and budgeted expense would be the budgeted local match for capital purchases which will total $95,500 for the 2019 calendar year.

There are several factors that have negatively impacted the 2019 Budget, the first of which is a large increase in wages, as negotiated through the union's contract.

The month of July contained a large sick-day pay out to a retiree which created a larger than normal balance in the Sick Pay line item.

Cash Balance Reports: Total at the end of July 2019 is approximately $3,153,567. Operating is $1,182,129.75, Workers' Comp is approximately $1,000,000, and Liability is $256,251.79 and matching fund is approximately $350,384.

Total Operating expenses are currently under budget approximately $478,417.

Mr. Steinman made motion to approve the Interim Record of Transmittals for August 1- 8, 2019. Record of Transmittals for July 1- 31, 2019. Mr. Traxmor seconded. They were approved unanimously.

General Manager Report:

- Fuel costs per gallon for the month of July was $2.45. Fuel locked in through June 2020 is at $2.05 per gallon. Fuel contracts have been negotiated for July 2020 at $2.08 per gallon, and $2.00 per gallon for August 2020.

- The ticket vending machine at Central Station will no longer be utilized at that location. Tickets sold by credit cards, will be sold by Customer Service Representatives with a minimum $10.00 credit purchase.

- Cougar Express's contract was renewed with the University of St. Francis.

- Safety & Security: As of 8/8/2019, Citilink has gone seventeen days without a preventable accident.

- Employee/Board Development: The promotions of Ms. Schreiber and Ms. Vosmeier, and the hiring of Marc Washington as a hostler.

- Collaborations/Advocacy: Ms. Schieber attended the Northeast Indiana Military Assistance Network meeting on July17, 2019. Mr. Pearl and Mr. Trabert attended a meeting Mr. Kerri Garvin of Indiana and Michigan Power. Citilink will be working with

Indiana and Michigan Power to help us transition into purchasing electric buses. Citilink was awarded a State grant for $320,000. Citilink will be applying for another State grant this year, and for a Federal grant in 2020.

- Market Development/Community Relations: Mr. Pearl and Mr. Trabert attended a ribbon cutting ceremony at the Fort Wayne Vet Center. Mr. Pearl also toured Turnstone's facility and learned about their vast array of programs that benefit the community.

- Ridership: July numbers are on the goal stats report. Fixed route buses have an on-time – performance (OTP) of 89.83% and Access's OTP is 98.5%. We currently have Automatic Passenger Counters on four buses. The Northeast Indiana Regional Coordinating Council (NIRCC) is very impressed with the information obtained from these devices and has proposed allocation of funds to purchase APC's as monies become available.

Introduction and/or Adoption of Resolutions and Ordinances:

Mr. Pearl introduced R-04-2019: Renewal of the Cougar Express Agreement with St. Francis University.

Mr. Coats made a motion to approve Renewal of the Cougar Express Agreement. Mr. Steinman seconded. The Cougar Express Agreement was approved unanimously.

Old Business: None.

New Business:

The 2020 Proposed Budget was presented by Mr. Miller for Board Approval.

Mr. Coats made motion to approve the 2020 Budget as presented. Mr. Steinman seconded the motion. The 2020 Budget was approved unanimously.

Mr. Traxmor proposed that a blog be created that would allow open comments from the public regarding our services. He also suggested that it provided a link to register to attend Board Meetings. Ms. Fortriede suggested we discuss with Stephen Bailey. Ms. Fortriede also advised that there would be a cost to set-up and monitor the website to insure its integrity.

Public Comments: None.

Open Discussion by the Board

Mr. Steinman commented that, while riding the bus, he had noticed that there were several signs in disrepair. He had noted that numerous logos were faded and worn, and that many of the poles were also in need of attention. Mr. Trabert commented that a driver had mentioned the condition of the signs to him. It was suggested that the Operations Director advise the drivers to report any problems with signs to her.

There being no further business, the meeting adjourned at 6:26 PM.

Attest:

_____	_____
Sherese Fortriede	Glynn Hines
Chair	Secretary

Fort Wayne Public Transportation Corporation

Drug and Alcohol Policy

Effective as of _____ /2019

(enter exact date once adopted & approved by Citilink Board of Directors)

Adopted by: _____ **Date Adopted: [dd/mm/yyyy]**

Last Revised: [dd/mm/yyyy]

Table of Contents

1. Purpose of Policy

This policy complies with 49 CFR Part 655, as amended and 49 CFR Part 40, as amended. Copies of Parts 655 and 40 are available in the drug and alcohol program manager's office and can be found on the internet at the Federal Transit Administration (FTA) Drug and Alcohol Program website http://transit-safety.fta.dot.gov/DrugAndAlcohol/.

All covered employees are required to submit to drug and alcohol tests as a condition of employment in accordance with 49 CFR Part 655.

Portions of this policy are not FTA-mandated, but reflect Fort Wayne Public Transportation Corporation/dba Citilink's policy. **These additional provisions are identified by bold text**.
In addition, DOT has published 49 CFR Part 32, implementing the Drug-Free Workplace Act of 1988, which requires the establishment of drug-free workplace policies and the reporting of certain drug-related offenses to the FTA.

All Fort Wayne Public Transportation Corporation/dba Citilink employees are subject to the provisions of the Drug-Free Workplace Act of 1988.

The unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in the covered workplace. An employee who is convicted of any criminal drug statute for a violation occurring in the workplace shall notify Human Resources no later than five days after such conviction.

2. Covered Employees

This policy applies to every person, including an applicant or transferee, who performs or will perform a "safety-sensitive function" as defined in Part 655, section 655.4.

You are a covered employee if you perform any of the following:

- Operating a revenue service vehicle, in or out of revenue service
- Operating a non-revenue vehicle requiring a commercial driver's license
- Controlling movement or dispatch of a revenue service vehicle
- Maintaining (including repairs, overhaul and rebuilding) of a revenue service vehicle or equipment used in revenue service
- Carrying a firearm for security purposes

See Attachment A for a list of covered positions by job title.

3. Prohibited Behavior

Use of illegal drugs is prohibited at all times. All covered employees are prohibited from reporting for duty or remaining on duty any time there is a quantifiable presence of a prohibited drug in the body at or above the minimum thresholds defined in Part 40. Prohibited drugs include:

- marijuana
- cocaine
- phencyclidine (PCP)
- opioids
- amphetamines

All covered employees are prohibited from performing or continuing to perform safety-sensitive functions while having an alcohol concentration of 0.04 or greater.

All covered employees are prohibited from consuming alcohol while performing safety-sensitive job functions or while on-call to perform safety-sensitive job functions. If an on-call employee has consumed alcohol, they must acknowledge the use of alcohol at the time that they are called to report for duty. If the on-call employee claims the ability to perform his or her safety-sensitive function, he or she must take an alcohol test with a result of less than 0.02 prior to performance.

All covered employees are prohibited from consuming alcohol within four (4) hours prior to the performance of safety-sensitive job functions.

All covered employees are prohibited from consuming alcohol for eight (8) hours following involvement in an accident or until he or she submits to the post-accident drug and alcohol test, whichever occurs first.

4. Consequences for Violations

Following a positive drug or alcohol (BAC at or above 0.04) test result or test refusal, the employee will be immediately removed from safety-sensitive duty and referred to a Substance Abuse Professional.

Following a BAC of 0.02 or greater, but less than 0.04, the employee will be immediately removed from safety-sensitive duties for at least eight hours unless a retest results in the employee's alcohol concentration being less than 0.02.

Treatment/Discipline

Per Fort Wayne Public Transportation Corporation/dba Citilink policy, any employee who tests positive for drugs or alcohol (BAC at or above 0.04) or refuses to test will be referred to a Substance Abuse Professional (SAP).

Dismissal is used when attempts by the Company to retain an employee through the progressive remediation policy have failed, or when a violation of Company policy is so grievous that dismissal can

be reasonably expected to follow. The following are examples of actions by an employee that may result in dismissal:

NOTE: These examples are not all-inclusive and the omission of a specific example does not mean the conduct is acceptable to the Company. Consumption or possession of alcohol, illegal drugs, or any intoxicating substances either while on duty or any time before work that results in the impairment of the employee's ability to perform required duties. Refusing to comply with Citilink policy regarding drug/alcohol testing and/or unacceptable positive results from any such testing.

5. Circumstances for Testing

Pre-Employment Testing

Pre-employment alcohol tests are conducted after making a contingent offer of employment or transfer. All pre-employment alcohol tests will be conducted using the procedures set forth in 49 CFR Part 40. An alcohol test result of less than 0.02 is required before an employee can first perform safety-sensitive functions. If a pre-employment alcohol test is cancelled, the individual will be required to undergo another test with a result of less than 0.02 before performing safety-sensitive functions.

A negative pre-employment drug test result is required before an employee can first perform safety-sensitive functions. If a pre-employment test is cancelled, the individual will be required to undergo another test and successfully pass with a verified negative result before performing safety-sensitive functions.

If a covered employee has not performed a safety-sensitive function for 90 or more consecutive calendar days, and has not been in the random testing pool during that time, the employee must take and pass a pre-employment test before he or she can return to a safety-sensitive function.

A covered employee or applicant who has previously failed or refused a DOT pre-employment drug and/or alcohol test must provide proof of having successfully completed a referral, evaluation, and treatment plan meeting DOT requirements.

Reasonable Suspicion Testing

All covered employees shall be subject to a drug and/or alcohol test when Fort Wayne Public Transportation Corporation/dba Citilink has reasonable suspicion to believe that the covered employee has used a prohibited drug and/or engaged in alcohol misuse. A reasonable suspicion referral for testing will be made by a trained supervisor or other trained company official on the basis of specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, or body odors of the covered employee.

Covered employees may be subject to reasonable suspicion drug testing any time while on duty. Covered employees may be subject to reasonable suspicion alcohol testing while the employee is performing safety-sensitive functions, just before the employee is to perform safety-sensitive functions, or just after the employee has ceased performing such functions.

Post-Accident Testing

Covered employees shall be subject to post-accident drug and alcohol testing under the following circumstances:

Fatal Accidents

As soon as practicable following an accident involving the loss of a human life, drug and alcohol tests will be conducted on each surviving covered employee operating the public transportation vehicle at the time of the accident. In addition, any other covered employee whose performance could have contributed to the accident, as determined by Fort Wayne Public Transportation Corporation/dba Citilink using the best information available at the time of the decision, will be tested.

Non-fatal Accidents

As soon as practicable following an accident not involving the loss of a human life, drug and alcohol tests will be conducted on each covered employee operating the public transportation vehicle at the time of the accident if at least one of the following conditions is met:

(1) The accident results in injuries requiring immediate medical treatment away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident
(2) One or more vehicles incurs disabling damage and must be towed away from the scene, unless the covered employee can be completely discounted as a contributing factor to the accident
(3) The vehicle is a rail car, trolley car or bus, or vessel, and is removed from operation, unless the covered employee can be completely discounted as a contributing factor to the accident

In addition, any other covered employee whose performance could have contributed to the accident, as determined by Fort Wayne Public Transportation Corporation/dba Citilink using the best information available at the time of the decision, will be tested.

A covered employee subject to post-accident testing must remain readily available, or it is considered a refusal to test. Nothing in this section shall be construed to require the delay of necessary medical attention for the injured following an accident or to prohibit a covered employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident or to obtain necessary emergency medical care.

Random Testing

Random drug and alcohol tests are unannounced and unpredictable, and the dates for administering random tests are spread reasonably throughout the calendar year. Random testing will be conducted at all times of the day when safety-sensitive functions are performed.

Testing rates will meet or exceed the minimum annual percentage rate set each year by the FTA administrator. The current year testing rates can be viewed online at www.transportation.gov/odapc/random-testing-rates.

The selection of employees for random drug and alcohol testing will be made by a scientifically valid method, such as a random number table or a computer-based random number generator. Under the selection process used, each covered employee will have an equal chance of being tested each time selections are made.

A covered employee may only be randomly tested for alcohol misuse while the employee is performing safety-sensitive functions, just before the employee is to perform safety-sensitive functions, or just after the employee has ceased performing such functions. A covered employee may be randomly tested for prohibited drug use anytime while on duty.

Each covered employee who is notified of selection for random drug or random alcohol testing must immediately proceed to the designated testing site.

Random Testing – End of Shift

Random testing may occur anytime an employee is on duty so long as the employee is notified prior to the end of the shift. Employees who provide advance, verifiable notice of scheduled medical or child care commitments will be random drug tested no later than three hours before the end of their shift and random alcohol tested no later than 30 minutes before the end of their shift. Verifiable documentation of a previously scheduled medical or child care commitment, for the period immediately following an employee's shift, must be provided at least eight hours before the end of the shift.

Return to Duty Testing

Any employee who is allowed to return to safety-sensitive duty after failing or refusing to submit to a DOT drug and/or alcohol test must first be evaluated by a substance abuse professional (SAP), complete a SAP-required program of education and/or treatment, and provide a negative return-to-duty drug and/or alcohol test result. Any return-to-duty drug testing will be directly observed. All tests will be conducted in accordance with 49 CFR Part 40, Subpart O.

Follow-up Testing

Employees returning to safety-sensitive duty following leave for substance abuse rehabilitation will be required to undergo unannounced follow-up alcohol and/or drug testing for a period of one (1) to five (5) years, as directed by the SAP. The duration of testing will be extended to account for any subsequent

leaves of absence, as necessary. The type (drug and/or alcohol), number, and frequency of such follow-up testing shall be directed by the SAP.

A covered employee may only be subject to follow-up alcohol testing while the employee is performing safety-sensitive functions, just before the employee is to perform safety-sensitive functions, or just after the employee has ceased performing such functions. A covered employee may be subject to follow-up drug testing anytime while on duty. All follow-up drug tests will be directly observed. All testing will be conducted in accordance with 49 CFR Part 40, Subpart O.

6. Testing Procedures

All FTA drug and alcohol testing will be conducted in accordance with 49 CFR Part 40, as amended.

Dilute Urine Specimen

If there is a negative dilute test result, Fort Wayne Public Transportation Corporation/dba Citilink will accept the test result and there will be no retest, unless the creatinine concentration of a negative dilute specimen was greater than or equal to 2 mg/dL, but less than or equal to 5 mg/dL.

Dilute negative results with a creatinine level greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL require an immediate recollection under direct observation (see 49 CFR Part 40, section 40.67).

Split Specimen Test

In the event of a verified positive test result, or a verified adulterated or substituted result, the employee can request that the split specimen be tested at a second laboratory. Fort Wayne Public Transportation Corporation/dba Citilink guarantees that the split specimen test will be conducted in a timely fashion. All this type of re-testing will be at the employee's expense. If tests proves that the first test was inaccurate, the Company will pay for the second test.

7. Test Refusals

As a covered employee, you have refused to test if you:

(1) Fail to appear for any test (except a pre-employment test) within a reasonable time, as determined by Fort Wayne Public Transportation Corporation/dba Citilink.

(2) Fail to remain at the testing site until the testing process is complete. An employee who leaves the testing site before the testing process commences for a pre-employment test has <u>not</u> refused to test.

(3) Fail to attempt to provide a breath or urine specimen. An employee who does not provide a urine or breath specimen because he or she has left the testing site before the testing process commenced for a pre-employment test has not refused to test.
(4) In the case of a directly-observed or monitored urine drug collection, fail to permit monitoring or observation of your provision of a specimen.
(5) Fail to provide a sufficient quantity of urine or breath without a valid medical explanation.
(6) Fail or decline to take a second test as directed by the collector or Fort Wayne Public Transportation Corporation/dba Citilink for drug testing.
(7) Fail to undergo a medical evaluation as required by the MRO or Fort Wayne Public Transportation Corporation/dba Citilink's Designated Employer Representative (DER).
(8) Fail to cooperate with any part of the testing process.
(9) Fail to follow an observer's instructions to raise and lower clothing and turn around during a directly-observed test.
(10) Possess or wear a prosthetic or other device used to tamper with the collection process.
(11) Admit to the adulteration or substitution of a specimen to the collector or MRO.
(12) Refuse to sign the certification at Step 2 of the Alcohol Testing Form (ATF).
(13) Fail to remain readily available following an accident.

As a covered employee, if the MRO reports that you have a verified adulterated or substituted test result, you have refused to take a drug test.

As a covered employee, if you refuse to take a drug and/or alcohol test, you incur the same consequences as testing positive and will be immediately removed from performing safety-sensitive functions, and referred to a SAP.

8. Voluntary Self-Referral

Any employee who has a drug and/or alcohol abuse problem and has not been selected for reasonable suspicion, random or post-accident testing or has not refused a drug or alcohol test may voluntarily refer her or himself to Human Resources, who will refer the individual to a substance abuse counselor for evaluation and treatment.

The substance abuse counselor will evaluate the employee and make a specific recommendation regarding the appropriate treatment. Employees are encouraged to voluntarily seek professional substance abuse assistance before any substance use or dependence affects job performance.

Any safety-sensitive employee who admits to a drug and/or alcohol problem will immediately be removed from his/her safety-sensitive function and will not be allowed to perform such function until successful completion of a prescribed rehabilitation program. Any employee who gets voluntary treatment for a substance abuse problem will not be penalized by the Company for seeking such voluntary treatment.

9. Prescription Drug Use

The appropriate use of legally prescribed drugs and non-prescription medications is not prohibited. However, the use of any substance which carries a warning label that indicates that mental medication functioning, motor skills, or judgment may be adversely affected must be reported to MRO at Business Health Services. Medical advice should be sought, as appropriate, while taking such and before performing safety-sensitive duties.

10. Contact Person

For questions about Fort Wayne Public Transportation Corporation/dba Citilink's anti-drug and alcohol misuse program, contact Human Resources.

11. Joint Labor-Management Oversight Committee

A joint labor-management committee funded by the employer with three (3) members appointed by the Union and four (4) members appointed by the management shall have the authority to oversee the entire Substance Abuse and Employee Assistance Program.

Specifically, the committee shall have the duty and authority to:

1. Select and appoint the Medical Review Officer (MRO) who shall be retained by the employer for an initial period not to exceed one year, and who shall be eligible for reappointment only if approved by the committee.

2. Select and approve the Substance Abuse Professional (SAP) who shall be retained or contracted by the employer for an initial period not to exceed one year and who shall be eligible for reappointment only if approved by the committee.

3. Select, approve, review and oversee all hospitals, clinics, and other medical facilities (and their programs) used in the Employee Assistance Program.

4. Approve the Breath Alcohol Technician (BAT) and the supervisor to be qualified.

5. Select, review and oversee the testing laboratory and its procedures.

6. Review the current literature and research on all facets of this program including the latest alcohol and drug testing technology, the latest procedures and techniques for successful rehabilitation, and the latest legal opinions and rulings that impact on the subject. Joint recommendations on changes and improvements in the program should be developed for the bargaining table.

7. Develop and administer an employee education and training program for all employees who perform sensitive safety functions.

12. Administration

Testing and Waiting Time

All time spent on testing, including travel time to and from the medical facility, is paid time under regular pay status, including overtime, if applicable. Any employee ordered to submit to post-accident, reasonable cause, return to-duty, unannounced random or physical examination testing who is not allowed to return to work until the test results have been reviewed and confirmed negative by the MRO or reviewed by the BAT will be compensated for all time lost during the waiting period, including overtime, if applicable.

Grievances and Arbitration Rights and Remedies

Any issues relating to the application, interpretation and enforcement of the substance abuse and employee assistance program as set forth in this agreement, including, but not limited to the imposition and severity of any discipline imposed hereunder, shall be subject to the grievance and arbitration procedures as outlined in the collective bargaining agreement. If an employee's grievance is sustained, through arbitration if necessary, the employee shall be compensated and made whole for the consequences of any violation found. Any such remedy may include, without limitation as equitably necessary, retroactive back pay and fringe benefits plus interest, restoration of seniority and the right to bump back into his/her original job classification.

13. Procedures Prior to Final Certification of Test Results

Notification of test results will be given to the employee along with an explanation and the results of the confirmation test procedures. For drug testing, prior to making a final decision to verify a positive test result, the MRO shall give the tested individual an appointment to discuss the test result with the MRO. At the employee's request, the MRO shall review all medical records made available by the tested individual when a confirmed positive test could have resulted from legally prescribed medication.

14. Confidentiality

The employer shall make every effort to assure confidentiality throughout the testing process and to protect the individual dignity and right to privacy of all employees. Personal data regarding the drug

and alcohol testing results and EAP evaluations will be forwarded only to the MRO or the SAP and are confidential. Except as required by law, or expressly authorized or required by the regulations, the employer shall not release any information from the records it is required to maintain under the regulations. The employee, and the union, if so authorized by the employee; upon written request, is entitled to obtain copies of any records pertaining to the employee's drug and alcohol testing.

15. Employee Assistance Program

Introduction

This program has been established to aid employees to cope with the myriad of personal problems with which they may be confronted, including drug and alcohol abuse, which can affect their job performance. In addition to the "mandatory participation" required by this policy, the Employee Assistance Program is always open to all employees and their families who voluntarily seek its assistance. Such voluntary participation is confidential and will not adversely affect an employee's employment with the employer. Employees entering the EAP will be evaluated for drug and/or alcohol dependency.

Participation

Volunteer participants may use accumulated sick leave, vacation and unpaid medical leave of absence and/or leave to which the employee is entitled under the Family and Medical Leave Act of 1993, while participating in the EAP, with continued, uninterrupted fringe benefits and seniority. A mandatory participant will participate in the EAP with continued uninterrupted fringe benefits and seniority. Mandatory participants will suffer no loss of seniority upon successful completion of the EAP. A mandatory participant in the EAP for a second or subsequent time may keep up his/her medical insurance by paying the premium, unless the employer is required to pay the premium by law.

Duration

The duration in the EAP for both mandatory and voluntary participants shall be determined by EAP personnel, in consultation with the SAP, after evaluation of the participant's drug and/or alcohol dependency and need for treatment.

Return to Work

Any employee successfully completing the EAP and certified ready to return to duty by the SAP shall have the right to bump back into his/her original job classification immediately, with no loss of seniority.

Unannounced Screening/Return-to-Duty Testing

All participants are subject to unannounced alcohol and drug tests while in the EAP. Upon successful completion of the EAP's alcohol and drug abuse rehabilitation program, a negative test result for drugs and alcohol test indicating an alcohol concentration of less than .02 for both mandatory and volunteer participants is required before returning to duty.

Attachment A: Covered Positions

1. Drivers
2. Operations Director/Manager/Supervisors
3. Dispatch
4. Customer Service Representatives
5. Customer Service Manager/Supervisor
6. Scheduling Assistant
7. Mechanics
8. Apprentice Mechanics
9. Building & Grounds Maintenance
10. Hostlers
11. Maintenance Director/Manager/Supervisors

Fort Wayne/Citlink COA and TDP Preliminary Recommendations

Draft

March 2019

Fort Wayne Citilink
801 Leesburg Road
Fort Wayne, IN 46808

Prepared by:

SRF Consulting Group, Inc. | Engineers Planners Designers
CTG Connetics Transportation Group

Future Service Change Alternatives

Overview

Previous chapters document work of detailing current service, evaluating current service relative to a range of benchmarks and peers, and characterizing gaps that exist between services provided and what is need and/or can be sustained. The purpose of this chapter is to introduce alternatives with potential to be part of a coordinated plan to address unmet needs, support growth in the region, and provide a transit system that is sustainable within Citilink's budget constraints. Transit alternatives reflect a re-allocation of resources to improve system performance, to reduce redundant service, and to support needs identified by through the following activities:

- Public Information Meetings and Stakeholder Discussions- The first round of public meetings (June 2018) included gathering information from participants about what is needed within the Citilink network to support travel demand associated with work, school, medical, and social trips. In addition, a series of working sessions were conducted with local planners, transit staff and transit board members in which a wide range of service concepts were discussed and reviewed as to how they can address needs and reflect the financial constraints present.

- Surveys – Current Citilink fixed routes and paratransit users were the focus of initial data gathering, including how they use the systems and their perceptions of the systems relative to travel needs, Additionally, an on-line community survey was conducted to gather input from riders and non-riders in the region.

- Interviews – Interviews were conducted with transit agency personnel, members of the Steering Committee, and community leaders to gather input on current service, unmet needs and opportunities in the future.

- Defining Transit Supportive Areas – Technical analyses conducted as part of the existing system assessment included reviewing development density throughout the region and reviewing network performance (route and segment level) relative to the density analysis. Part of the purpose of the development density analysis is to understand the transit operating environment and its impact on system performance.

As there is a finite budget for transit service, as there is for any other public service (police, fire, roads, schools), it is critical to allocate transit funds where the potential customers are located. Thus, providing the greatest potential for benefit. For Citilink services, characteristics incorporated into service area prioritization include:

- Where development density (residential and employment-based developments) will support transit.

- Where populations most in need of public transportation live.
- Where key generators (large employment centers, grocery stores, medial centers) that support transit service are located.
- Path that best connect generators and transit supportive areas and provide the pedestrian infrastructure to connect origins and destinations with transit buses.

Types of proposed service changes include:

- Increased span of service – increasing the span of service means that bus routes operate for more hours. Increasing the hours means that destinations are accessible to transit users for a longer portion of the day and that transit is a transportation option for more trips in the early morning, evening and late night.
- Increased frequency – increasing the frequency, or number of buses per hour, improves convenience and increases capacity along a route. Shortening the time between buses makes the route more attractive and useful by reducing wait times at bus stops. Long waits, especially at night or in inclement weather, can be a barrier to using transit.
- Adding Sunday service – Many current riders getting to/from retail jobs also have work hours on Sundays. Not having service on Sundays hinders travel not only people who desire or need transit to get to/from church, it negatively impacts the ability of transit dependent populations from getting to/from work or other social activities on Sundays.
- Route Extension/New Routes – extending a route or adding new routes are generally targeted to increasing the area served to include new residents and destinations. Route extensions also expand the overall area served by the transit network. This means that residents in other parts of the network can reach more places and people by transit.
- Relocation of routes – In portions of the existing service area multiple route share a similar path or are located in closely spaced parallel corridors. In other areas, routes travel through areas that do not generate ridership needed to defend the service investment. In these areas, current routes/paths were reviewed and where warranted, paths were modified to retain coverage to areas supporting service and relocated unproductive miles to areas likely to generate more use.

Adding to current service through any of the service improvements listed above would add revenue hours or miles of service. Thus, would require budgeting action to address the change. Action could be obtaining new revenue, which is difficult, or action could be make a reduction or reallocation in another area. Enhancements in the category requiring new funding increases are:

- Adding Sunday service.
- Increasing service frequency.

- Extending current routes or creating new routes
- Increasing service hours on weekdays or Saturday

Understanding increasing the operating and capital budget for transit is a difficult task and understanding there is a need to address current service gaps and area productivity issues, two approaches to service modification recommendations were provided:

- Revenue Neutral: This approach worked within the current revenue hour budget in allocating service within the community. If in the approach it was warranted to add service in one area, the hours required to support that change needed to be identified through making changes elsewhere that would reduce revenue hours.
- Revenue Enhancement: As the TDP is a future planning process, developing a program of where service should be added to best serve the community is central to the effort. With the plan, community-leaders and transit advocates can then understand the budget needs and work to identify means of funding the plan.

Revenue Neutral Alternative

Examination of the cost effectiveness of current service resulted in identification of several potential changes to the current service focused on improving performance without adding substantially to revenue miles and/or hours. This alternative was defined as the Cost Neutral Alternative, which included changes in the following categories:

- Spacing Between Routes: General guidelines for spacing within and outside the central business district are:
  - CBD: One-quarter mile
  - Outside CBD: one-half to one mile
- Direct Routes/Remove Loops: Routes taking the most direct path between desired areas of the community generally provide the greatest convenience for riders, which generally translates to greater use. The idea of direct, or straight, routes needs to account for turns/deviations from the primary corridor to provide closer access to specific generators, however, deviations need to be evaluated to establish their purpose. The result of creating more direct routes is generally a system that looks more intuitive as to which route to use in traveling from a specific origin to a specific destination.
- Equity in Access: Removing service in areas, even if segments of the route are lightly used, should be done sparingly. Thus, in developing the Cost Neutral Alternative the goal was to retain a similar walk access coverage if reasonable and increase the walk distance only in conditions where current productively is well below average for the system. Most of these low productivity areas/segments are located at the outer reaches of routes where household and/or employment density is lower.

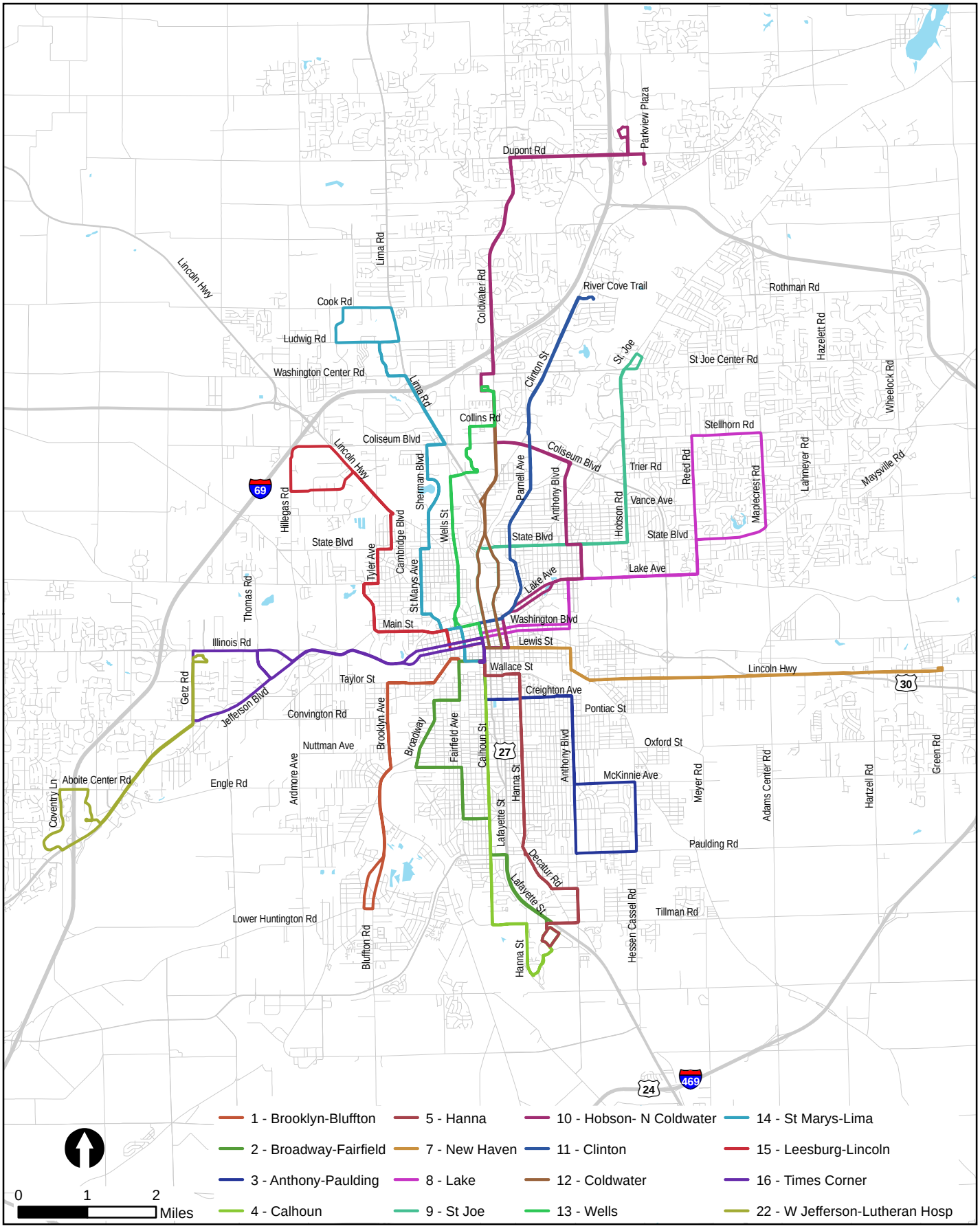
Changes to the current network associated with the proposed Cost Neutral Alternative are outlined in Table 26.

Table 26. Current Network to Cost Neutral Network Changes

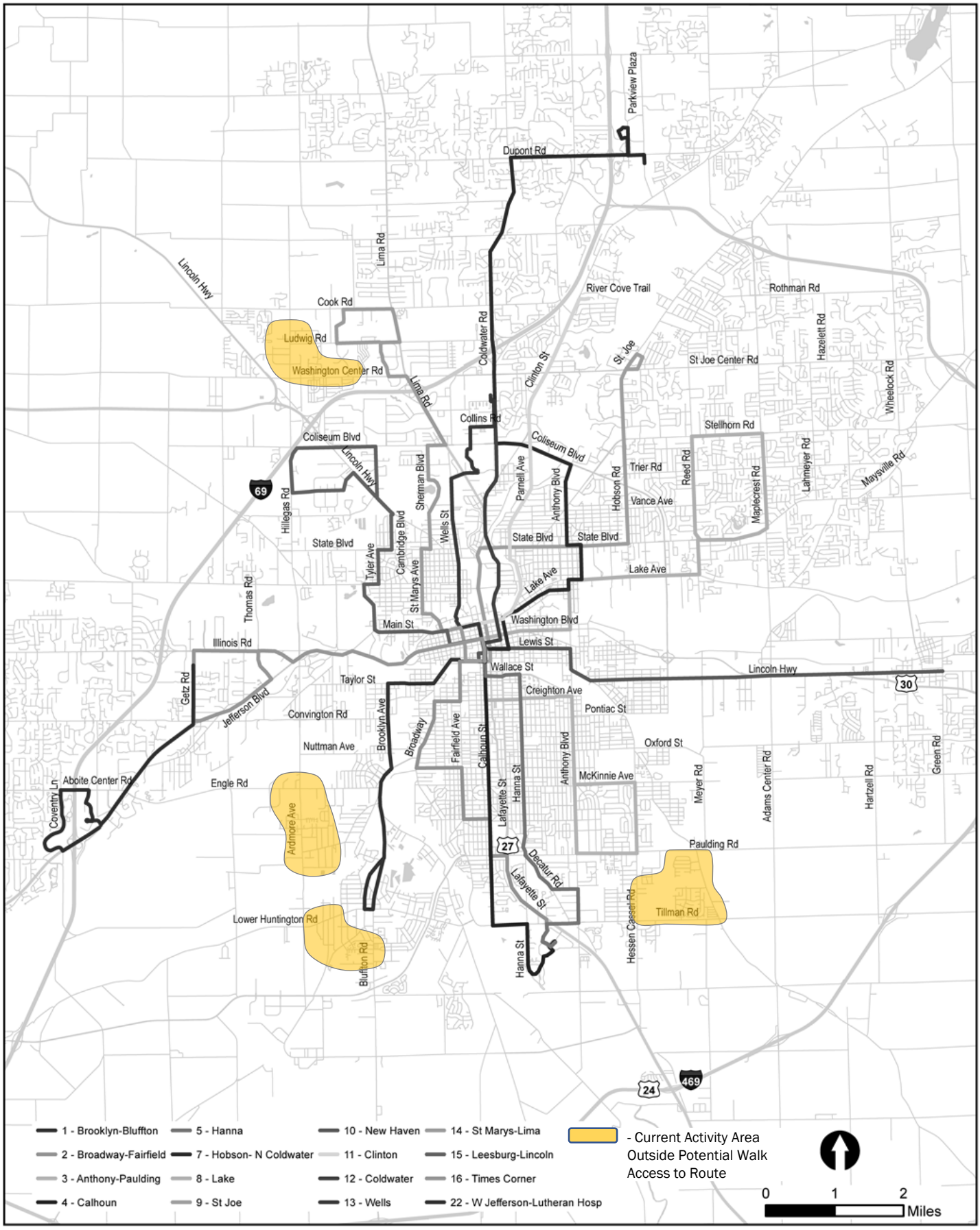
Route Designation		Change	Comments
Current	Proposed		
1	1	Eliminate Mcarthur Drive-Hickory Creek Drive-Lower Huntington Drive Loop	
2	2 and 8	Time Corners: Eliminate Taylor Street segment – Stay on Jefferson Boulevard-Illinois Road between Freeman Street and Admore Avenue. Georgetown: Relocate Central Station access from Washington Boulevard-Wayne Street to Lewis Street.	
3	3	Relocate from Fairfield Avenue to Anthony Boulevard and remove Paulding Road-Wayne Trace-Tilman Road-Hessen Cassel loop.	Pettit Avenue and Paulding Road from Fairfield Avenue to Anthony Boulevard would use New Route 4 or New Route 5.
4	9 and 14	Parkview: Access to Central Station via State Boulevard and Clinton Street and eliminate State Boulevard-Coliseum-Vance Avenue loop. Lugwig: Relocate Central Station route from Wells Street to Sherman Boulevard-Saint Mary's Street. Extend to Cook Road and use Innovation Boulevard to return to Lugwig Road. Remove service to Huguenard Road.	
5	5	Convert from Local (not accessing Central Station) to include hourly access. Relocate from Calhoun Street to Hanna Street and Anthony Street. Replace Lafayette Street-Tillman Road-Calhoun Street-Fairfield Avenue loop with New Route 4 and New Route 2 service.	
6		Eliminate Route 6 and replace coverage with a combination of New Routes 3, 5.	Service area coverage (with exception of east of Anthony Boulevard

Route Designation		Change	Comments
Current	Proposed		
		Service to McKinnie Avenue-Hessen Cassel Road/Wayne Terrace-Oxford Street loop eliminated.	segments is similar with New Route 3 and New Route 5.
7		Eliminate Route 7 current alignment and replace with combination of New Route 3 and New Route 5.	Service area coverage is similar with New Route 3 and New Route 5.
8	13	Glenbrook/Northrup: Relocate from Spy Run Avenue-Clinton Street to Wells Street. Calhoun/Tillman Road: Replace with New Route 4. Decatur Avenue segment replaced with New Route 5.	Service of Proposed 13 is similar to current Route 8. Serves Turnstone
9	15	Brooklyn/Taylor: Route removed and replaced with New Route 1. Ardmore Avenue-Sandpoint Road loop eliminated. St. Francis/Gateway: Little change.	Relocated New Route 1 from Broadway Avenue to Brooklyn Avenue provides access to most active Route 9 stop locations.
10	10	No change.	
15	12	Relocate from Clinton Street to Coldwater Road. Connect with Central Station from both Parkview Hospital (via New Route 8) and Parkview Regional Medical Center (via New Route #). No direct connection between Parkview Hospital and Parkview Regional Medical Center.	Removed direct trip between Parkview medical facilities. Expectation is accessibility of both medical facilities improves with connection to Central Station.
21	12	Replace with New Route 12 providing connections to Central Station and Parkview Regional Medical Center.	Current service area benefits by a direct connection to Central Station and all other routes as well as a one-seat trip to Parkview Regional Medical Center.
22	22	No change.	

Figure 27 displays the proposed Revenue Neutral/Short term route concept. It is important in reviewing the concept to understand where significant changes to current service are located. Figure 28 documents areas that currently have walk access to service that would not if the Revenue Neutral Alternative is implemented. Most of these areas, while presently having reasonable walk access to service, represent low productivity segments of the system.



Proposed Routes (11/26/2018) - Fort Wayne, IN



Current Service Areas Outside 3/8 Mile Walk Access of Revenue Neutral Alternative

The low return on the public investment is, in part, reason for eliminating service in these areas and re-allocating service hours/miles to areas with greater utilization potential.

Using boarding and alighting information from counts collected in March 2018 an analysis of the ridership from areas where service would be removed was completed. The results by route for the proposed Revenue Neutral Alternative are documented in Table 27. From this analysis the following were concluded:

- Across the system: Approximately 157 weekday and 68 Saturday boardings per day would no longer be within acceptable walk distance (3/8 mile) of a daily route, which represents approximately 2.7 percent of daily ridership.
- Areas of most significant impact are:
  - Hickory Creek Drive-Lower Huntington Road (Hickory Creek Apartments area): Approximately 41 weekday and 9 Saturday boarding on the current system would be outside the walk distance.
  - Washington Center-Hugenard Road: Approximately 51 weekday and 14 Saturday boardings from location on the current network would be outside the 3/8 mile walk distance.
  - Paulding Road-Wayne Terrace-Tillman Road: Approximately 22 weekday and 17 Saturday boardings on the current route would be outside the walk buffer for the proposed network.
  - Engle Road-Admore Avenue: Approximately 43 weekday and 28 Saturday boarding on the current system would be outside the walk distance for the proposed Revenue Neutral Alternative.
- Relative to the entire affected route, areas outside the walk access area sum to from 4.1 percent to 11.6 percent of the route total daily (weekday or Saturday) boardings.

Table 27. Current Daily Ridership of Reduced Walk Access Areas

Current Route Number Area	Impact Area	Number of Daily Trips	
		Weekdays	Saturday
1	Hickory Creek Drive-Lower Huntington Road	43	28
3	Paulding Road-Wayne Terrace-Hessen Cassel Road	22	17
4	Washington Center-Hugenard Road	51	14
9	Engle Road-Admore Avenue	41	9

Figure 29 displays proposed route frequency associated with the proposed Revenue Neutral concept. Thirty-minute frequency through the central spine of Fort Wayne is retained in the alternative along Clinton Street-Spy Run Avenue-Lafayette Street. Through reducing redundant service and reallocating resources from limited productivity areas, an east-west 30-minute service corridor is also established.

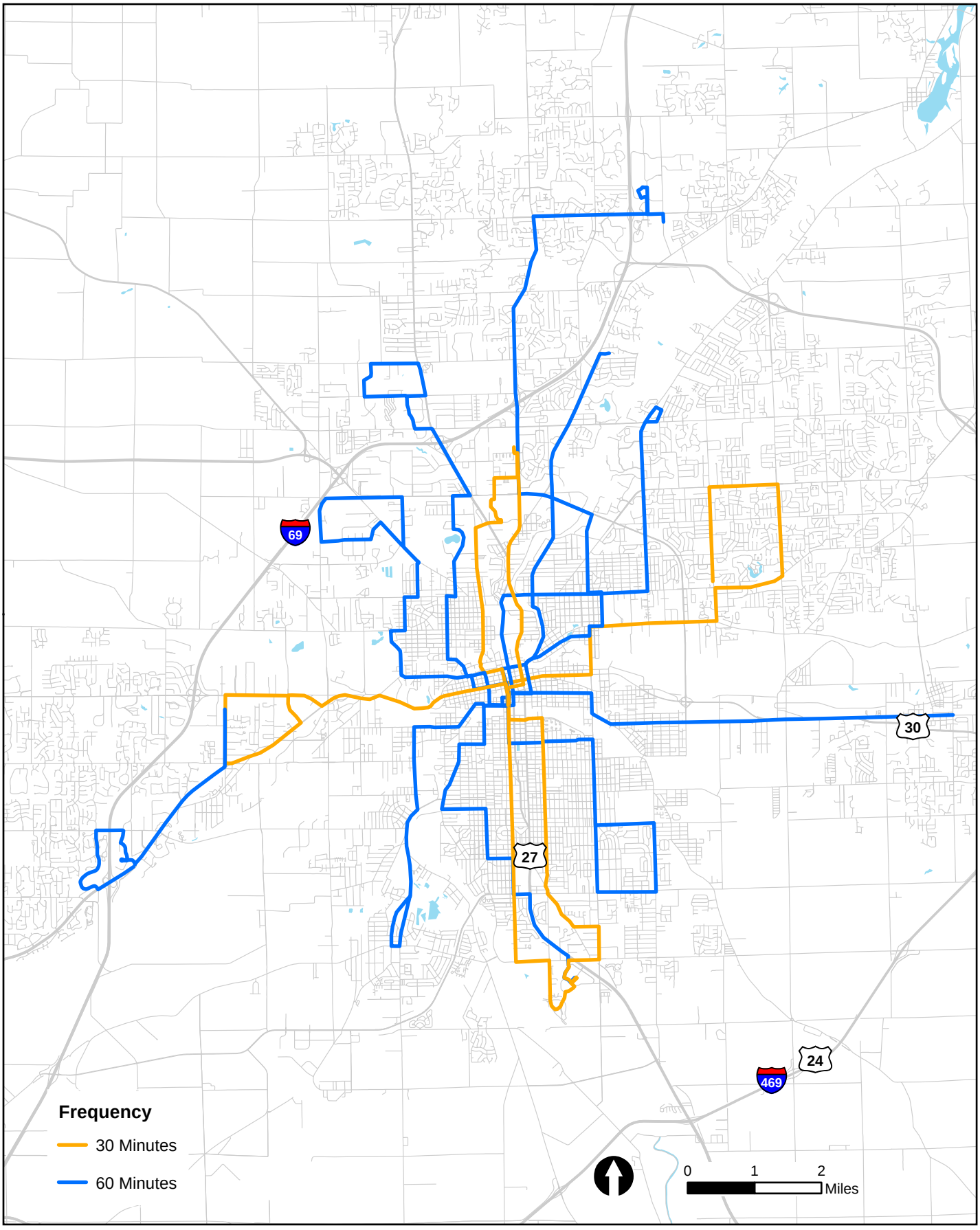
Implementation of the route changes associated with the Revenue Neutral Alternative results in an overall savings of approximately 25 daily revenue hours of service. Listed below are a range of options for use of the increment saved:

Retain the hours as a reserve to address anticipated future cost increases that exceed the anticipated increase in transit funding. Over the last five to six years transit operating funding has stagnated while the cost of each revenue hour and/or revenue mile of service has increased. The budget has been balanced through making smaller incremental adjustments to service and through shifting FTA capital grant funding to operating, however, this practice is not sustainable into the future. By placing the small increment of hours or miles into an operating reserve, Citilink will have bank to draw from as hourly and per mile costs likely continue to escalate on in the future.

- Develop a new route. The increment of revenue hours and miles saved through implementation of the Revenue Neutral Alternative is adequate to allow Citilink to create a 60-minute frequency new route. As part of the analysis, a concept of an Anthony Crosstown was prepared. Figure 30 displays the conceptual Anthony Crosstown route, which would operate from Southtown Centre to Coliseum Boulevard/Coldwater Road primarily along a spine of Anthony Boulevard. The route is characterized as a crosstown as it does not travel through Central Station. A complementary element of this route is proposing a new North Transit Hub along Coldwater Road between Coliseum Boulevard and Washington Center Road.

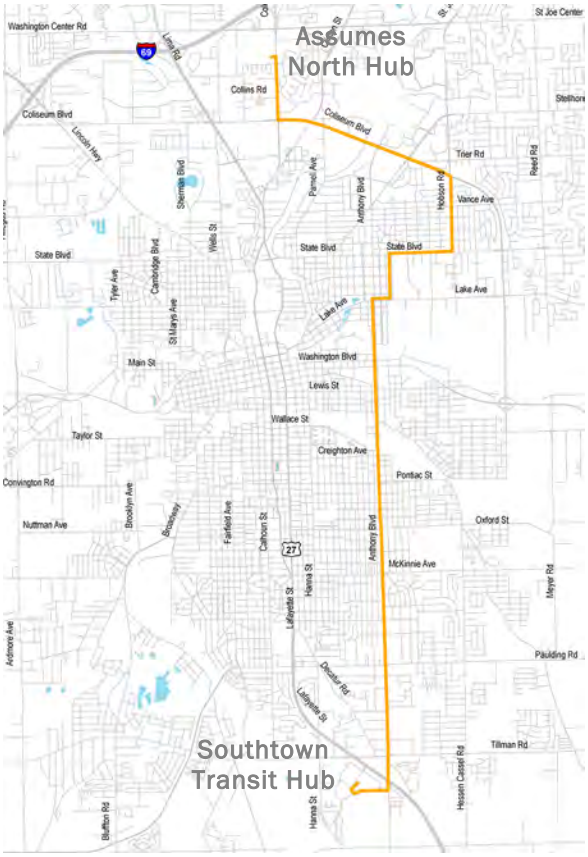
- Convert one 60-minute route to 30-minute service. The anticipated cost reduction of the Revenue Neutral Alternative yields the revenue hours and vehicle required to allow one additional route to operate on a 30-minute frequency.

- Expand daily service hours: The increment of revenue hours saved through the Revenue Neutral concept would support adding three hours of service Monday through Friday to up to six routes. It is recommended that if this option is selected, routes serving retail areas be targeted for the added hours.



Proposed Fixed Route Frequency - Fort Wayne, IN

Figure 30. Conceptual Anthony Crosstown Route



System Improvements with Revenue Enhancement

As the transit development plan is intended to be as much a future planning document as it is a review of current service relative to needs, the recent pattern of revenue stagnation should be a cautionary marker not a given for the future. As such, ideas for service improvements associated with a range of increased budget assumptions were developed. Alternatives were developed using a range of increments of transit revenue for operating and capital expenditures. The range of service assumptions associated with revenue enhancement are:

- Five percent increase: This increment reflects a modest increase in the real dollar operating budget and is approximately the minimum amount that would allow Citilink to implement a measurable change in service. Adding an amount to the budget lower than five percent would allow some incremental change in service, however, not enough to be noticeable to the typical everyday user.

- 10 percent increase: This increment represents an amount needed to add a route to weekday/Saturday service, allow converting a route to 30-minute frequency, or to add Sunday service, which would be moderate improvements to the system.

- 15 percent increase: An incremental change of 15 percent from current service is assumed to be a stretch goal for service enhancement. It adds enough revenue hours/miles to the budget to allow multiple types of improvements to be implemented, while the five and 10 percent increase in the budget supports a single enhancement.

Table 28 displays general service improvements that could be implemented with revenue increases ranging from five percent to 15 percent. Improvements support a range of enhancement opportunities from:

- Providing service to/from currently unserved areas: The five percent increase option would support one additional weekday plus Saturday route operating at a 60-minute frequency, consistent with most current routes. Assessing potential areas for service expansion needs to include information obtained through the on-board surveys, public engagement, as well as the analysis of transit supportive areas as displayed in Figure 11 in the Existing Conditions chapter. The results of the analysis are that expanding service substantially outside the current service area would not likely generate ridership to support the investment. While there are nodes of higher activity outside the current service area, most route segments connecting to these areas travel through low density areas that would not generate much use.
- Strengthening the system core: The level of benefit (utility) derived from transit service is directly related to service convenience, which is measured by:
  - How often one can travel from one point to another (service frequency).
  - How long it takes to get from a traveler's origin to their destination once on a bus.
  - The days of the week and the span of the day that travel can be made using transit.

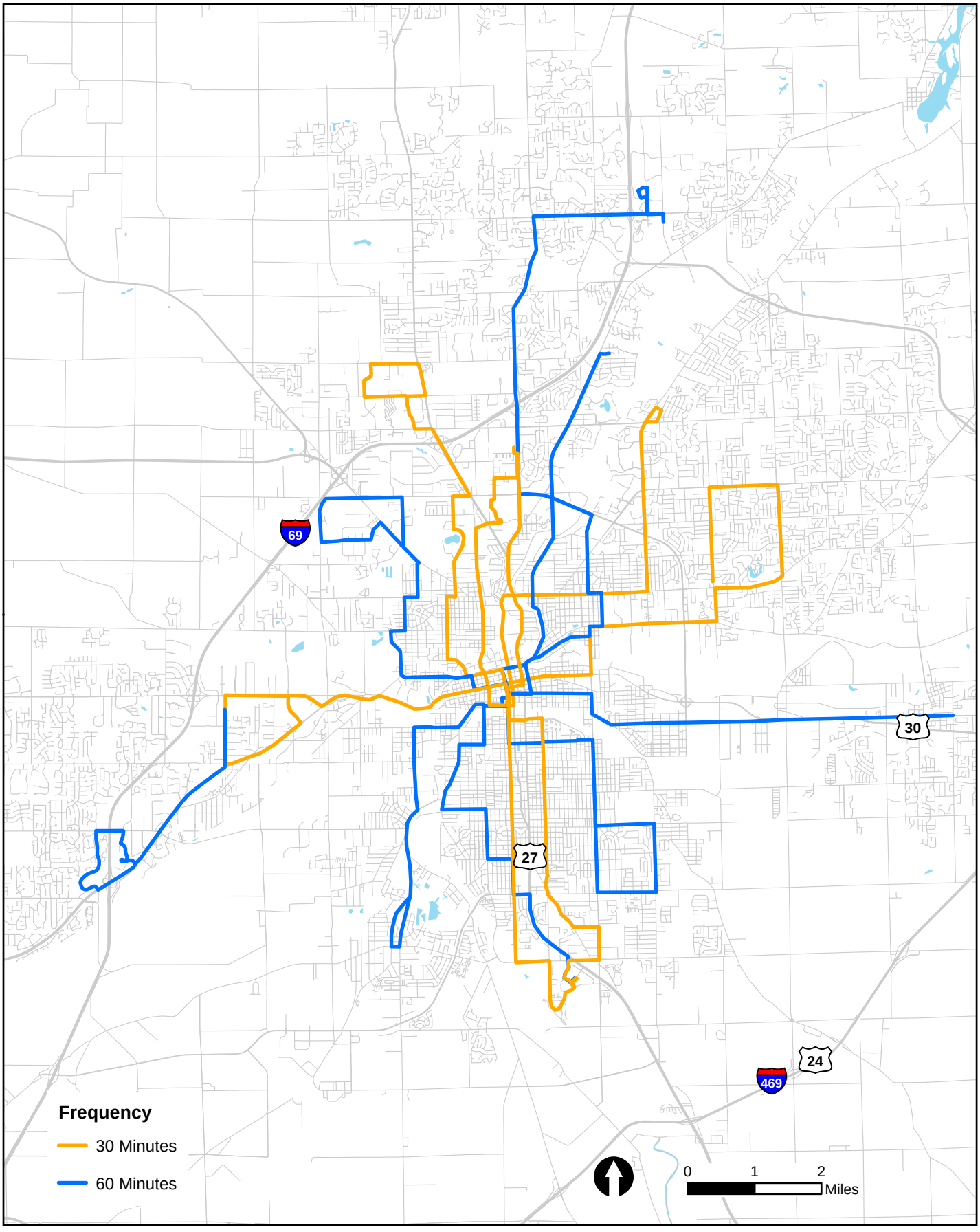
  Focusing added resources on the core of the system where service exists today and where the greatest development density is found generally provides the best opportunity for a good return on the investment. Adding vehicles to routes serving the core (those routes traveling through Central Station) of the system to increase the frequency from 60-minute service to 30-minute service supports the strengthen the system core concept. Included in the possible focus routes are Routes 1, 2, 3, 7, 9, 11, 13, 14, 15, 16). With an understanding of current route use and locations where density provides the greatest opportunity for transit use, priority routes for adding frequency are:
  - Route 9 – St. Joe
  - Route 14 – St Mary's - Lima

  Figure 31 displays a possible 30-minute and 60-minute frequency service concept if revenue could be increased. A summary of characteristics, including frequency, are documented in Table 29.

Table 28. Service Enhancement Opportunities by Increment of Revenue Hours

	Options			
Service Change	**Add Local Route[1]**	**Add Hours to Weekday**	**Upgrade Route Frequency[2]**	**Other**
Add 5% to Operating Budget (+$500,000 – 5,000 Revenue Hours)	Add 1 Route	6 Routes – 3 Added Hours Each	To 1 Route	
Add 10% to Operating Budget (+$1,000,000 – 10,000 Revenue Hours)	Add 2 Routes	12 Routes – 3 Added Hours Each	To 2 Routes	Add Sunday Service
Add 15% to Operating Budget (+$1,500,000 – 15,000 Revenue Hours)	Add 3 Route	All Routes – 3 Added Hours Each	To 3 Routes	Add Sunday Service and ONE of Other Options

Notes:
1 - New route assumes 60 minute headway and service 6 days a week
2 - Upgrade frequency assumes route operates every 30 minutes on weekday for 14 hour span



Proposed Fixed Route Frequency (Additional Funding Scenario) - Fort Wayne, IN

Table 29. Frequency and Span Improvements under Additional Funding Scenario

Route Number	Route Name	Frequency Improvement Option				Span Improvement Option				
		Weekday		Saturday		Weekday			Saturday	
		Headway	Span	Headway	Span	Daytime	Night	Span	Headway	Span
1	Brooklyn-Bluffton	60 min	14 hrs	60 min	11 hrs	60 min	-	14 hrs	60 min	11 hrs
2	Broadway-Fairfield	60 min	14 hrs	60 min	11 hrs	60 min	60 min	17 hrs	60 min	11 hrs
3	Fairfield-Rudisill	60 min	14 hrs	60 min	11 hrs	60 min	60 min	17 hrs	60 min	11 hrs
4	Calhoun	30 min	14 hrs	60 min	11 hrs	30 min	60 min	17 hrs	60 min	11 hrs
5	Hannah	30 min	14 hrs	60 min	11 hrs	30 min	60 min	17 hrs	60 min	11 hrs
6	Anthony Crosstown	60 min	14 hrs	60 min	11 hrs	60 min	-	14 hrs	60 min	11 hrs
7	Hobson-North Coldwater	60 min	14 hrs	60 min	11 hrs	60 min	-	14 hrs	60 min	11 hrs
8	Lake	30 min	14 hrs	60 min	11 hrs	30 min	60 min	17 hrs	60 min	11 hrs
9	St Joe	30 min	14 hrs	60 min	11 hrs	30 min	60 min	17 hrs	60 min	11 hrs
10	New Haven	60 min	14 hrs	60 min	11 hrs	60 min	-	14 hrs	60 min	11 hrs
11	Clinton	60 min	14 hrs	60 min	11 hrs	60 min	60 min	17 hrs	60 min	11 hrs
12	Coldwater	30 min	14 hrs	60 min	11 hrs	30 min	60 min	17 hrs	60 min	11 hrs
13	Wells	30 min	14 hrs	60 min	11 hrs	30 min	60 min	17 hrs	60 min	11 hrs
14	St Marys-Lima	30 min	14 hrs	60 min	11 hrs	30 min	60 min	17 hrs	60 min	11 hrs
15	Leesburg-Lincoln	60 min	14 hrs	60 min	11 hrs	60 min	60 min	17 hrs	60 min	11 hrs
16	W Jefferson	30 min	14 hrs	60 min	11 hrs	30 min	60 min	17 hrs	60 min	11 hrs
22	West Jefferson/Luthern Hosp.	60 min	14 hrs			60 min	-	14 hrs		
97	Cougar Express	30 min	10 hrs			30 min	-	10 hrs		

Shaded - Represents routes recommended to be converted to 30-minute service.

- Adding Hours of Service: Currently, the service day begins at approximately 5:30 AM and ends at approximately 9:00 PM on weekdays and approximately 7:30 AM to 6:00 PM on Saturdays. By adding hours at the end of the current service day the system will provide more benefit to persons ending their work day (or school day or just want to make a trip) after 8:00 PM on weekdays and/or after 6:00 PM on Saturdays.

- Adding Sunday Service: Throughout the public engagement process users have stated adding Sunday service would improve their lives by supporting trips to work, church, shopping or any other trip purpose. Generally, transit agencies experience Sunday ridership that is lower than weekday and/or Saturday service. The concept evaluated for Fort Wayne was adding Sunday service consistent with the Saturday level of service (7:30 AM to 6:00 PM), except Route 22-West Jefferson/Lutheran Hospital.

The range of service enhancements were presented at public meetings in November 2018 and people attending the meetings were invited to vote their preference as to which of the alternatives were most important to them. The preference voting exercise provided people the opportunity to rank each of the general expansion proposals from first (most important) to fourth. Please note, placing an alternative fourth on the list does not mean there is not a need for the concept. Figure 32 displays the results of the preference voting completed at each of the public meetings and a range of public and Citilink staff events following the transit plan public meetings.

Results of the preference voting were:

- Adding frequency to the core routes (providing 30-minute service to two more routes) was most frequently identified as the highest priority.

- Adding service on Sundays was the second most identified top priority.

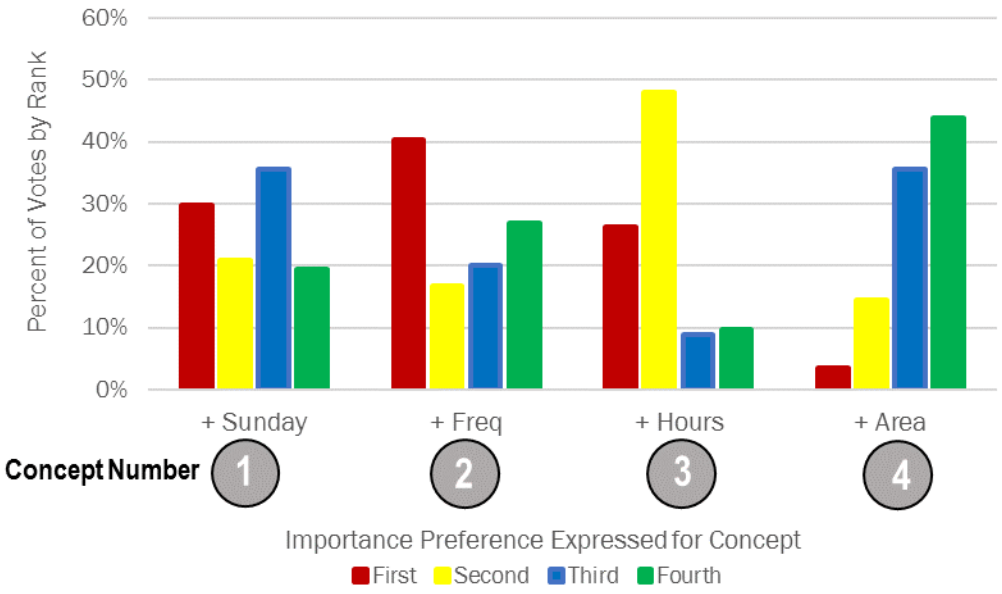
- Combining the highest and second highest priorities results in adding hours being the most supported of the alternatives.

- Adding new service areas received the fewest Highest Priority and Second Priority votes.

Potential Impacts of Continued Funding Stagnation

Operating funding for fixed route and paratransit service has stagnated over the last four plus years as the cost per revenue hour for service has continued to increase. If the recent trend continues, it is possible a time will come when making small changes to routes to reduce revenue hours no longer can be used to balance, in the short term, revenue with expenditures. Thus, Citilink through the transit plan has considered, along with potential growth opportunities, a range of actions that could be needed to address reductions in funding.

Figure 32. Results of November 2018 Public Meeting and Community Meetings Expansion Alternatives Preference Voting



Consistent with the process of looking at actions supported by incremental increases in operating funding, through the TDP process a general list of potential service cuts was prepared representing a five, ten, or 15 percent reduction in funding. These scenarios do not require absolute reductions from current funding, but also represent potential conditions if funding increases continue to lag inflationary cost increases to labor, fuel, maintenance, etc.

Table 30 documents potential actions, consistent with the possible funding increase process outlined in Table 28, that could result if more significant service reduction alternatives are needed to address decreases in operating funding. Outlined in the table are more generalized actions reflective of service reductions needed to balance service to budgets between five and 15 percent lower than the current. These conditions are not being identified as likely, however, it is prudent to have an understanding of the significance of not being proactive in advocating for sustained funding for transit at all levels, and seeking out local funding partners and new funding sources.

Table 30. Potential Service Reductions Associated with Funding Cuts

	Options			
Service Change	**Route Cuts[1]**	**Reduce Service Span/Hours**	**Reduce Route Frequency[2]**	**Other**
Reduce Operating Budget by 5% (-$500,000 / –5,000 Revenue Hours)	Cut 1 Route	Reduce all Routes by One Hour Weekdays	-2 Route	
Reduce Operating Budget by 10% (-$1,000,000 / –10,000 Revenue Hours)	Cut 2 Routes	Reduce all Routes by Two Hours Weekdays	- 4 Routes	Cut Saturday Service
Reduce Operating Budget by 15% (-$1,500,000 / –15,000 Revenue Hours)	Cut 3 Route	Reduce all Routes by Three Hours Weekdays	-6 Routes	Cut Saturday Service and ONE of Other Options

Notes:
1 - Cut route assumes on 60 minute route weekdays and Saturday
2 - Reduce frequency assumes route operates every 60 minutes (from 30) on weekdays for 14 hour span

Service Improvement Implementation

To be Completed Following FINAL Public Meetings/Board Action

Transit Service Technology Enhancements

In the past few years, Citilink has been working with the new-age technologies to make transit riding experience more pleasant and satisfying. An updated Citlink website and technologies like Route Shout and Route Watch make it easier for riders to find out schedule information and real-time bus location to avoid the fear of missing the bus or being at the stop too early. Moreover, Token Transit Mobile Application adds another method of fare payment making it easier for riders to pay for their own or someone else's transit ride.

With the adoption more technology, Citilink is likely to attract more of the younger population. As smart phone and devices get more and more prevalent among all age groups, fare payment using smart devices and real-time bus location applications makes riding Citilink easier for existing riders and is likely to attract potential riders.

In terms of existing fleet, Citilink currently uses some Hybrid buses in addition to conventional fuel buses. In future, as Citilink expands or replaces their fleet, electric and other fuel-efficient vehicles can be considered.

With recent research on Autonomous Vehicles (AV) and advances in technology, the following sub-section intends to explain the current state of the AV technology and how it is likely to affect the public transportation industry in the future. The information provided better informs the transit agency about the possible changes that can occur in infrastructure and transit planning to adopt the new technology.

Autonomous Vehicles in Public Transit[6]

Technology Overview

"Autonomous vehicles are vehicles that are capable of intelligent motion and action without requiring either a guide to follow or teleporter control."[7] Although AVs can be used for undersea, space, air, water and land transportation, this section[7] is focused on land-based autonomous vehicles specifically used for public transportation purposes.

In recent times, autonomous vehicles (AVs) are considered one of the major technological advancement in the transportation sector. Advanced safety features in automobiles

[6] Majority of the content of this section is created using various online sources and the detailed literature review included in the Autonomous Vehicle Policy Guide for Public Transportation in Florida MPO's, Fall 2017 Studio Team, Florida State University. Available through APA, Florida Chapter.

[7] Lozano-Perez, T. (2012). *Autonomous robot vehicles*. Springer Science & Business Media.

significantly evolved between 2000 and 2010. These safety features include electronic stability control, blind spot detection, forward collision warning and lane departure warning. Since 2010, auto manufacturers have added several advanced driver assistance features to automobiles like rearview video systems, automatic emergency braking, rear cross traffic alert and lane centering assist.

Driverless vehicle technology awareness and public interest has increased since 2016 but there are some shifts in consumer sentiments based on crashes involving autonomous vehicles[8]. However, the partial automation safety features like lane keeping assist, adaptive cruise control, traffic jam assist and self-park have been popular among the consumers with the consideration that such features help create better drivers. By a combination of software and hardware (sensors, cameras and radar) support, auto manufacturers are able to help drivers identify safety risks and provide warnings to avoid potential crashes. Hence, these smart technologies are helping to save lives and prevent injuries[9].

There are six levels of autonomous driving[10] as defined by the Society of Automotive Engineers (as shown in Figure 33)

Benefits[11]

Potential benefits associated with AV technology include:

- Safety: Since 94 percent of all crashes are due to human error, the safety benefits of AVs are paramount.
- Economic and societal benefits: Eliminating human error crashes will get rid of the lost workplace productivity, loss of life and decreased quality of life due to injury.
- Efficiency and Convenience: Smooth traffic flow and reduced traffic congestion
- Mobility: for people who cannot drive due to disability or age-related factors, AVs can significantly improve their mobility allowing people to age-in-place and improving livability of communities.

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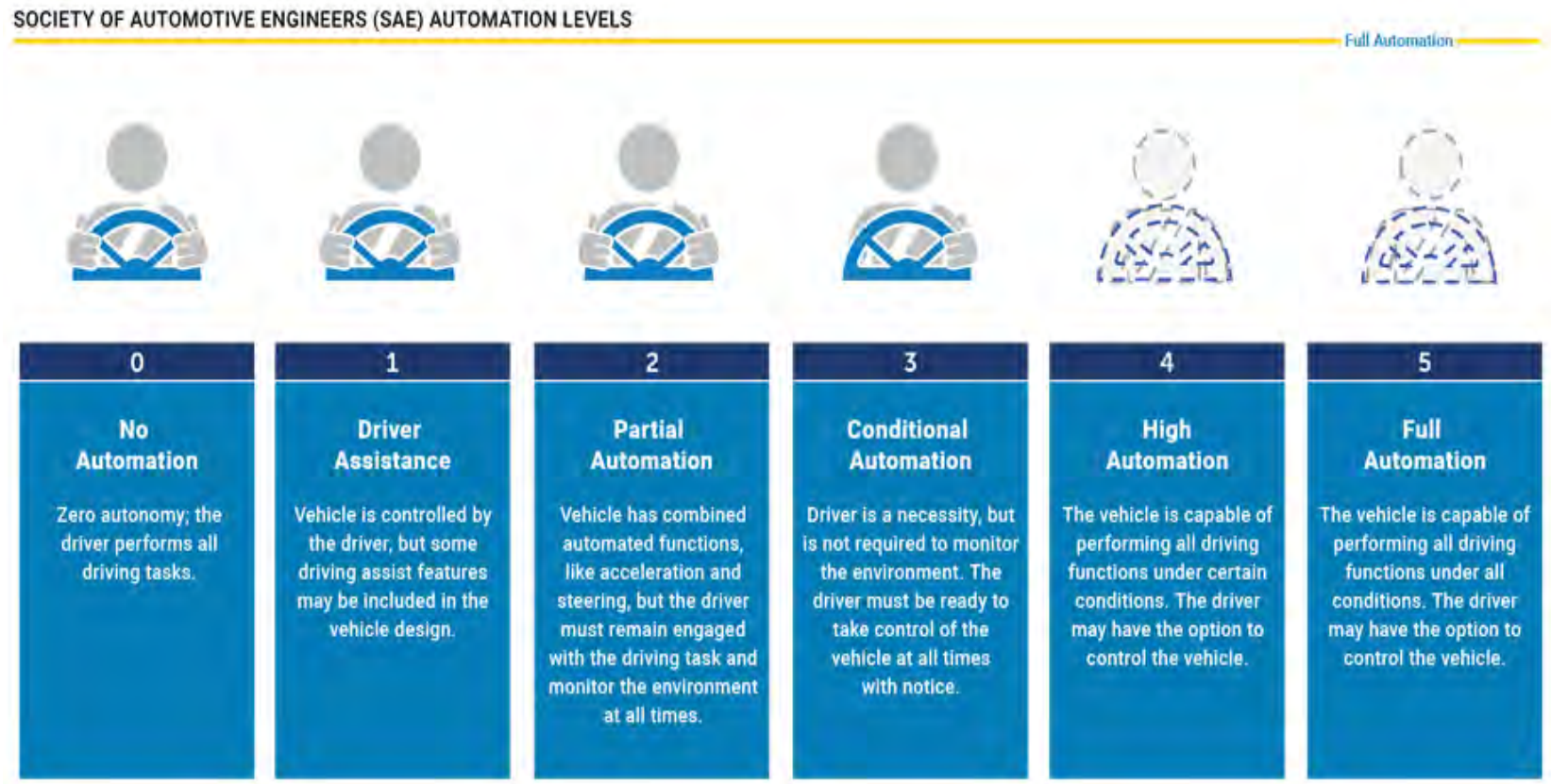
[8] https://www.researchgate.net/publication/299745930_Societal_and_Individual_Acceptance_of_Autonomous_Driving & https://electronics360.globalspec.com/article/12572/consumer-acceptance-of-self-driving-cars-declining-report

[9] https://www.ucsusa.org/clean-vehicles/how-self-driving-cars-work#.XCos6TBKipo

[10] https://www.nhtsa.gov/technology-innovation/automated-vehicles-safety#issue-road-self-driving

[11] https://www.nhtsa.gov/technology-innovation/automated-vehicles-safety#issue-road-self-driving

Figure 33. AV Automation Levels



Challenges[12]

Other than the most common challenge of societal acceptance and perception associated with any new technology, challenges associated with AVs include costs, safety (AV and human driver), system failures, ethics, liability and legal considerations, security, data privacy and travel and infrastructure issues. Moreover, the regulatory and policy challenges need to account for fully autonomous, partially autonomous and human driven cars co-existing on the highways for at least the next 30 years. Since the AVs use machine learning and artificial intelligence as their learning methods while functioning, they are continuously collecting data from their surroundings. There are challenges associated with algorithm robustness, data privacy and security.

AVs in Public Transit

The previous section covered the general benefits and challenges of AVs, however it is also important to assess the benefits and challenges associated with AVs in public transit. Wilmot and Greenword (2016)[12] state that public transit, dedicated freeway lanes and parking are ways to introduce the AV technology in a fixed setting. The following sub-sections explain the various factors associated with AVs in public transit.

Mobility

AVs in public transportation is likely to significantly improve the mobility of people who can't drive due to income, age or disability issues.

Workforce Considerations and Labor Agreements

The adoption of AVs in public transportation vehicles at partial, conditional or high automation levels is likely to require the drivers to possess a wide-ranging skill-set than traditional drivers. The driver duties could include supervising passenger transfer; operating the vehicle to and from storage locations or maintenance depot; and the detection and management of emergency situations. However, to make transition to AVs, labor unions will need to be involved for updated roles and reduced hours to account for autonomous technology. To some extent, the public transit employee federal protection laws provide for

[12] Wilmot, C. Greensword, M. (2016) Louisiana Transportation Research Center – Investigation into legislative action needed to accommodate the future safe operation of autonomous vehicles in the state of Louisiana. Louisiana Transportation Research Center. Url: https://www.ltrc.lsu.edu/pdf/2016/FR%20571.pdf

the preservation of jobs and will be critically important to review before AV technology adoption (Gettman et al., 2017)[13].

Land-use

Heinrichs (2016)[14] states that autonomous transit systems may change the urban fabric differently than autonomous private cars. Anderson et al (2016)[15] suggests that the adoption of autonomous vehicles for public transit could lead to urban centers being denser, thus decreasing the amount of space used to park vehicles. Fully autonomous vehicles could potentially drop off passengers into urban cores and then drive to satellite parking areas.

ADA Compliance

ADA compliance is usually taken care of by bus operators, and the current design for AVs is accommodating but cannot guarantee smooth working if the rider is unable to understand the instructions. However, other than fully autonomous vehicles with no likely presence of human, human driver on-board the vehicle can assist with ADA compliance.

Funding Constraints and Liability

Major challenges include funding constraints, liability of transit agencies, and the general acceptance of the new technology by industry professionals, system operator and the public.

Planning and Partnerships

Long range transit planning and regional planning/coordination must consider future AV technology deployment and favorable infrastructure and land-use decisions for the same. Moreover, due to the many challenges facing local transit authorities within their respective MPOs from decreasing ridership to funding, it will be imperative to have P3s, or public-private partnerships for adopting the AV technology. Partnerships can start with addressing

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[13] Gettman, D. Lott, J.S. Goodwin, G. Harrington, T. (2017) Impacts of Laws and Regulations on CV and AV Technology Introduction in Transit Operations. National Cooperative Highway Research Program; Transportation Research Board; National Academies of Sciences, Engineering, and Medicine

[14] Heinrichs, Dirk (2015). Autonomous Driving: Technical, Legal and Social Aspects. Ladenburg, Germany: SpringerOpen. 213-231. Available from https://link.springer.com/book/10.1007/978-3-662-48847-8

[15] Anderson, J. Karla, N. Stanley, K.D. Sorenson, P. Samaras, C. Oluwatola, O. (2016) Autonomous Vehicle Technology: A Guide for Policymakers. Rand Corporation. Available from: https://www.rand.org/pubs/research_reports/RR443-2.html

first mile – last mile connectivity and fixed route gap coverage issues. The NCHRP report created the following suggestions for transit agencies (Gettman et al., 2017)[16].

- Develop or revise long range plans to consider changes in definitions and language
- Identify opportunities and threats posed by AV
- Identify potential strategies for managing the changes
- High frequency BRT
- First/last mile applications
- Conventional fixed route system
- Public Input
- Explore partnership options

Safety and Compliance

The National Highway Traffic Safety Administration (NHSTA) has been given the responsibility to address the following concerns regarding the safe and agreeable adoption of AVs[17].

- Setting Federal Motor Vehicle Safety Standards (FMVSSs) for new motor vehicles and motor vehicle equipment (with which manufacturers must certify compliance before they sell their vehicles)
- Enforcing compliance with FMVSSs
- Investigating and managing the recall and remedy of noncompliance and safety- related motor vehicle defects nationwide
- Communicating with and educating the public about motor vehicle safety issues
- State governments are responsible for addressing the following concerns:
- Licensing human drivers and registering motor vehicles in their jurisdictions
- Enacting and enforcing traffic laws and regulations

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[16] Gettman, D. Lott, J.S. Goodwin, G. Harrington, T. (2017) Impacts of Laws and Regulations on CV and AV Technology Introduction in Transit Operations. National Cooperative Highway Research Program; Transportation Research Board; National Academies ofSciences, Engineering, and Medicine

[17] NHSTA, Automated Driving Systems 2.0: A Vision for Safety

- Conducting safety inspections, where States choose to do so
- Regulating motor vehicle insurance and liability

Funding and Acquiring AVs

Funding Options through NHSTA include:

- Emerging technology and autonomous vehicle testing and pilot programs.
- Advanced Transportation Congestion Management Technologies development (ATCMTD).
- Fixing America's Surface Transportation (FAST) Act.

Below are key findings for transit agencies looking to add AVs to their fleet:

- Retrofitting is a financially viable option compared to buying new a new autonomous bus or shuttle.
- An electric bus will be necessary for compatibility and economic efficiency to transition to an autonomous bus.
- Retrofitting is done mainly for freight semi-trucks, but bus manufacturing companies are applying this to buses.
- Fully automated buses are nearing the end of real world testing and will be on the market soon.
- Autonomous buses will be very expensive to buy or lease.
- Shuttles have about a 12 person capacity with an average max speed of 25 MPH and have undergone more extensive testing than buses.
- Shuttles are currently estimated at $250,000 to lease.

Short term and Long-term Strategies for Adopting AVs

Most leading car manufacturers plan on releasing self-driving car models by 2021[18] and Transportation Network Companies (TNCs) like Uber, Lyft, Via, Chariot and Waymo are already using driverless taxis in their fleet (just with drivers in them). Table 31 shows the short and long-term strategies.

[18] https://www.just-auto.com/analysis/all-those-in-favour-of-avs-say-ai_id182611.aspx

Table 31. Short-Term and Long-Term Strategies for Adoption of AV Technology

Short-term Strategies	Long-term Strategies
• Establish an AV testing bed within jurisdiction • Choose the type of transit to be deployed • Decide the level of automation that should be tested • Select a vendor • Decide whether to buy or lease vehicles • Secure funding • Conduct public participation initiative to establish buy-in and educate the public • Set up a system of payment • Ensure that state and federal safety regulations are met • Designate an agency to license vehicles and establish this procedure	• Update infrastructure • Make sure that all vehicles/ stations/ operators/ etc. are ADA compliant • Have a workforce development plan for loss of bus driver jobs • Designate a lead agency/ stakeholder group to handle questions and decisions that arise • Develop an emergency action plan for potential cyber security breach • Incentivize development around AV service area

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

To: Citilink Board of Directors

From: Reese Pearl, General Manager
Date: September 9, 2019
Re: Board Meeting Thursday, September 12, 2019

Here is an update on current projects and notes for your next board meeting which is set for Thursday, September 12, 2019 in the Conference Room at the Citilink Offices, 801 Leesburg Road, and beginning at 4:30 pm with an Executive Session of the Board of Directors and regular board meeting starting at 5:30 pm. **Please contact Ruth Vosmeier if you are unable to attend the meeting**.

Financial (Goal 5: Financial Responsibility)

- Fuel costs for the month of July were: Current per gallon cost - $2.45, Extra load cost $2.12. Locked in for August 2020 at $2.01 per gallon
- Credit card machine implemented at Central Station

Safety & Security (Goal 1: Safety)

- **Safety Committee:** Citilink employees went 30 without a preventable collision
- The Federal Transit Administration (FTA) conducted an on-site review of Citilink's Drug & Alcohol Program on June 27 & 28, 2019. All requested information has been sent in to the FTA for review.

Employee/Board Development (Goal 3: Employee & Board Development)

- **Employee Update:**
- Jean Marie Boykins attended SHRM conference in Indianapolis.

Collaborations/Advocacy (Goal 7: Community Livability)

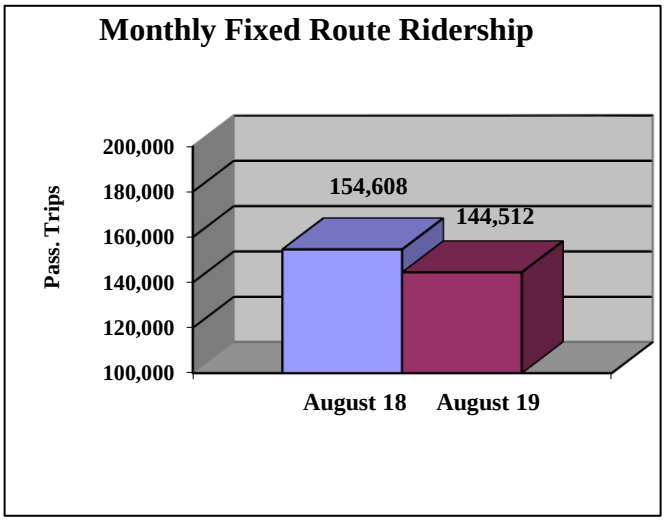
- Bill Troe and Reese Pearl met with Parkview Hospital representatives about Route 15
- Mark Palmer and Reese Pearl met with Representatives Judy and Carbaugh on August 16th
- Reese Pearl interviewed with Input Fort Wayne. Discussed transit.
- Reese Pearl attended the inaugural Fiber Communications Board

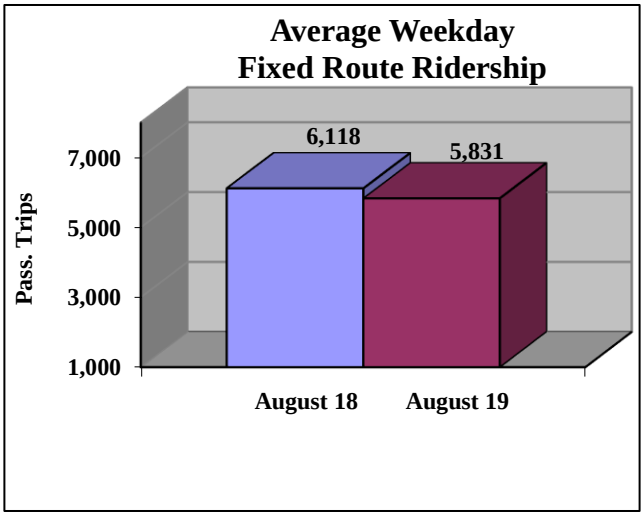
Market Development/Community Relations (Goal 6: Ridership)

- **Transit Development Plan:** Entering final stages and preparing for public meetings.

Ridership (Goal 6: Ridership)

- **Fixed Route:** Ridership for the month of August 2019 was 144,512 trips. This compares to 154,608 passenger trips for August 2018 **(decrease of -10,096 trips/-6.53%**). On-time performance was at 89.83%. Average weekday ridership for the month of August was 5,831.
- **Token Transit:** Mobile pass sales for August was 3,313 for net of $9,493.49. Usage was 10,375 on fixed route and 456 on Access.
- Summer Community Celebration (Aug 3) – Ridership 47
- St Francis CE Shuttle (Aug 22) – Ridership 42
- St Francis CE Shuttle-(Aug 24) – Ridership 124





August Average Fixed Route Passengers per Hour
By Route – Weekdays Only

Route 1-Waynedale Northcrest	15.67
Route 2-Time Corners Georgetown	23.62
Route 3-Village Woods Canterbury	15.45
Route 4-Wells Ludwig Parkview	19.52
Route 5-Southeast Local	7.59
Route 6-Franke Park McKinnie	17.33
Route 7-Anthony Oxford	15.62
Route 8-Glenbrook Southtown	20.31
Route 9-Broadway Taylor Gateway	14.90
Route 10-Lewis New Haven	19.15
Route 21-Dupont Road	4.91
Route 22-West Jefferson Lutheran	5.58
Route 97-Cougar Express	4.20
Route 31X-Downtown/ARC Express	3.16
Route 15-MedLink	3.23

- **ACCESS:** Citilink Access ridership for the month of August 2019 was 6,163 trips compared to 6,782 provided in August 2018 **(decrease of 619 trips/-9.13%)**. On-time performance was 98.86%. Average Access weekday ridership for July was 263 trips/day.

- **5310 Pass Through to Community Transportation Network:** CTN provided 1037 trips in August 2019.

- **Greyhound:** For the month of August 2019 Citilink CSR's at Central Station sold 755 tickets (889 were sold in 2018) & processed 36 packages/bags (61 processed in 2018).

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

2019 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															
2019 Major Road Calls	3	0	0	3	2	3	4	2					**17**	**35 or less**	***Total Road Calls***
YTD	**3**	**3**	**3**	**6**	**8**	**11**	**15**	**17**							
Access															
2019 Major Road Calls	1	0	1	2	2	3	3	1					**13**	**10 or less**	***Total Road Calls***
YTD	**1**	**1**	**2**	**4**	**6**	**9**	**12**	**13**							
Accidents															
Fixed Route															
2019 Preventable Accidents	1	6	2	0	0	4	1	1					**15**	**20 or less**	***Preventable***
YTD	**1**	**7**	**9**	**9**	**9**	**13**	**14**	**15**							
Total Collision Accidents	1	10	5	0	1	7	5	3					**32**	*report only*	Total Accidents
YTD	**1**	**11**	**16**	**16**	**17**	**24**	**29**	**32**							
Access															
2019 Preventable Accidents	0	1	0	0	0	1	1	3					**6**	**8 or less**	***Preventable***
YTD	**0**	**1**	**1**	**1**	**1**	**2**	**3**	**6**							
Total Collision Accidents	2	1	2	0	0	2	1	5					**13**	*report only*	Total Accidents
YTD	**2**	**3**	**5**	**5**	**5**	**7**	**8**	**13**							

Goal 2 - Customer Service

On-time Performance															
Fixed Route															
2019 On time performance	90.16%	91.52%	90.81%	87.24%	88.69%	86.89%	89.83%	89.83%					**89.37%**	**90%**	
Access															
2019 On time performance	94.50%	93.63%	96.75%	98.05%	98.59%	99.29%	98.51%	98.86%					**97.27%**	**95%**	

Goal 5 - Financial Responsibility

Expenses															
Fixed Route Cost/Hour	$87.71	$83.65	$84.73	$98.87	$93.31	$91.07	$92.31	$86.77					**$89.80**	**$86.00**	
Access Cost/Trip	$32.14	$26.97	$23.68	$32.54	$28.04	$29.15	$30.43	$31.46					**$29.30**	**$29.00**	$28 or less
Free Access Trips on FR	1,420	1,256	1,453	1,674	1,504	1,366	1,471	1,553					**11,697**		Report only
Revenue															
Fixed Route															
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		
2019 Farebox Revenue	**$152,987**	**$84,388**	**$87,594**	$85,894	$106,358	$76,287	$84,706	$98,006					$776,220	**$1,433,600**	2019 budget amount
Monthly +/-	($16,538)	($264)	$2,436	($2,361)	$16,168	($10,237)	($9,036)	$4,606					**($15,226)**		
YTD +/-	($16,538)	($16,802)	($14,366)	($16,727)	($559)	($10,796)	($19,832)	($15,226)					($110,848)		
Access															
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		
2019 Farebox Revenue	**$14,039**	**$12,874**	**$20,558**	$13,606	$15,645	$13,655	$12,797	$17,437					**$120,611**		
Monthly +/-	$1,241	($893)	$2,913	($30)	($1,356)	$351	($3,938)	$2,280					**$568**		
YTD +/-	$1,241	$348	$3,261	$3,231	$1,875	$2,226	($1,712)	$568					$11,039		

Goal 6 - Increase Ridership

Fixed Route															
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		
2019 Passenger Trips	**121,990**	**125,274**	135,475	139,412	139,277	127,658	135,980	144,512					**1,069,578**		
Monthly +/-	(15,770)	(10,148)	(9,965)	5,913	(4,120)	(14,048)	**(2,370)**	**(10,096)**					**(60,604)**		
YTD +/-	(15,770)	(25,918)	(35,883)	(29,970)	(34,090)	(48,138)	(50,508)	(60,604)					(300,881)		
Access															
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		
2019 Passenger Trips	**5,839**	**5,899**	6,735	6,583	6,555	5,582	6,289	6,163					**49,645**	*report only*	

Monthly +/-	(368)	(24)	323	432	208	345	**131**	**619**					**1,666**		
YTD +/-	(368)	(392)	(69)	363	571	916	1,047	428					2,496		
Purchased Trips															
2018 Purchased Trips	905	883	897	902	899	889	897	916	876	877	878	879	**10,698**		
2019 Purchased Trips	**764**	**810**	832	808	829	840	803	1037					**6,723**	*report only*	
Monthly +/-	(141)	(73)	(65)	(94)	(70)	(49)	**(94)**	**121**					**(465)**		
YTD +/-	(141)	(214)	(279)	(373)	(443)	(492)	(586)	(465)					(2,993)		
Total Ridership															
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		
2019 Passenger Trips	**128,593**	**131,983**	143,042	146,803	146,661	134,080	143,072	151,712	0	0	0	0	**1,125,946**	**5% increase**	
Monthly +/-	(16,279)	(10,245)	(9,707)	6,251	(3,982)	(14,442)	(2,333)	(10,594)					**(59,403)**		
YTD +/-	(16,279)	(26,524)	(36,231)	(29,980)	(33,962)	(48,404)	(50,737)	(61,331)					(301,378)		
Greyhound Ticket Sales															
2019 Passenger tickets sold	552	647	751	608	638	639	690	755					**5,280**	*report only*	
2019 Packages/bags	36	37	50	24	40	40	32	36					**295**	*report only*	