

TENTATIVE AGENDA  
FORT WAYNE PUBLIC TRANSPORTATION CORPORATION  
BOARD OF DIRECTORS MEETING  
ORDER OF BUSINESS  
THURSDAY, JUNE 14, 2018 AT 4:30 PM  
801 LEESBURG RD.  
FORT WAYNE, IN 46808

EXECUTIVE SESSION: to start at 4:30 PM – to discuss personnel matters.

REGULAR MEETING: to start at 5:30 PM

1. Roll call of members
2. Reading, correcting and approval of the Minutes of the previous meeting(s):
  - a. Regular Board Meeting Minutes (05/10/2018)
  - b. Executive Session of Personnel Committee Meeting Minutes (05/22/2018)
3. Communications from the public, including petitions and remonstrances:
4. 2017 Audit Report – BKD Auditors
5. 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
    - ii. General Manager's Report
6. Introduction and/or Adoption of Resolutions and Ordinances:
  - a. Resolutions:
  - b. Appropriations Ordinances:
  - c. General Ordinances:
7. Old Business:
  - a. Adopt 2018 Strategic Plan
8. New Business:
9. Open Discussion by the Board

**FORT WAYNE PUBLIC TRANSPORTATION CORPORATION**  
**Board Minutes**  
**May 10, 2018**

The May meeting of the Board of Directors of the Fort Wayne Public Transportation Corporation was held on Thursday, May 10, 2018 with the meeting starting at 5:30 pm at the Citilink offices, 801 Leesburg Road, Fort Wayne, Indiana.

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

**Directors Absent:** None

**Staff Present:** Ms. Betsy Kachmar, Ms. Jean Marie Boykins, Mr. Bruce Miller, Mr. Jason Trabert, Ms. Claudia Harris-Stevenson, Mr. Richard Thomas, Jr.

**Others Present:** Mr. Denny Logan, Corporate Counsel, Mr. Ernie Johnson, ATU Local 682, Officer DeVido

Mr. Hines began with roll call of members. Mr. Hines noted that all Board Members were present including two new Board Members which we would like to welcome. Mr. Nathan Hartman (term expires 12/31/19) and Mr. Howard Traxmor (term expires 12/31/20).

Mr. Hines noted that we need a Board Secretary to replace Mr. Lanahan. Mr. Hines has asked Mr. Steinman to step forward and he has agreed. Therefore, Mr. Hines made motion to nominate Mr. Steinman as Board secretary. Ms. Keesling seconded. Mr. Hines asked if there are any other nominations. Mr. Hines made motion to close the nominations. Ms. Keesling seconded. Nominations were closed. Motion was approved unanimously.

**Approval of Minutes:** Mr. Hines moved to the reading, correcting and approval of the previously distributed regular Board Meeting minutes of 4/12/2018, Executive Session of Personnel Committee Meeting minutes of 4/19/2018, Executive Session of Board of Directors Meeting minutes of 4/26/2018 and Special Meeting of Board of Directors Meeting minutes of 4/26/2018.

Mr. Steinman made the motion to approve all sets of minutes. Ms. Fortriede seconded. Minutes were approved unanimously.

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

**Board of Directors Committee Reports:**

Mr. Hines explained to Mr. Hartman and Mr. Traxmor that committees meet periodically as needed and report back during the full Board meetings. Mr. Hines asked Mr. Hartman and Mr. Traxmor to review the committees and report those of interest to Mr. Hines so he can fill committee vacancies; with the exception of the Executive Committee which comprised of the three board officers.

**Finance Committee** – None

**Personnel Committee** – Will meet Tuesday, May 22, 2018 at 10:00 am – Interview candidate for GM.

Mr. Hines explained to Mr. Hartman and Mr. Traxmor that we are currently interviewing for a new General Manager and have had two candidates prior to the one coming on May 22<sup>nd</sup>. The first candidate visited but was not interviewed by the Personnel Committee. The 2<sup>nd</sup> candidate was interviewed.

**Marketing Committee** – None.

**Legislative Committee** – None. Mr. Steinman would like to recruit one or more of the new Board members to join him on the Legislative Committee.

**Executive Committee** – None.

**Transportation Planning Committee**–None.

### **Staff Reports:**

#### **Controller's Report**

Mr. Hines introduced Mr. Miller to the two new Board members, sharing confidence in his capable work.

Mr. Miller distributed the Record of Transmittals for the month of May and explained to Mr. Hartman and Mr. Traxmor that the checks are ready to be sent pending board approval. The Board previously received a list of proposed payments for April and this is an opportunity to look through the lists of checks and ask questions.

Mr. Hines asked if there were any questions regarding the record of transmittals. There were no questions. Mr. Steinman made the motion to approve the Interim Record of Transmittals for May 1-11, 2018, and the Record of Transmittals for April 1-30, 2018, previously distributed in the board packets. Ms. Fortriede seconded. They were approved unanimously, with Mr. Coats abstaining from any payments to DWD.

Mr. Miller explained that the front page of the Finance Report reflects how we are doing compared to prior year and how we are doing compared to budget. Overall revenue is under budget by approximately 11% due to the way we budget property tax income that is then reduced by the property tax freeze. We budget the full gross amount not knowing how much the circuit breaker reduction is going to be. We know going in that we are going to be under budget in that category. We are also under budget in 5307 Federal Transit Administration (FTA) Special Rule funding that we don't draw down unless it is needed. Operating expenses are under budget approximately 9% due to large savings in Group Medical Insurance (0% increase) and Fuel (so far this year). Total revenue had an increase of about \$114,000 over last year. Operating expenses increased about \$154,000 due to wage increase. On Page two, you will see the Cash Balance Report and we have roughly \$2,753,000. Worker's Comp Fund balance of \$1,000,000.

Statement of Earnings. Other Miscellaneous Income reflects the NIRCC contribution for the TDP consulting contract of \$60,000. Next page, Fringe Benefits – Group Medical Insurance for April was slightly higher \$260,748. Half way down you will see Accident Repairs – April we had to send bus to Lafayette for frame repair due to accident; Bus 1353 which was approximately \$18,000. Continuing on the next (3<sup>rd</sup>) page Advertising/Media - \$9,278 payment to Asher Agency for marketing plan. Total Operating Expenses-under budget by approximately \$442,665.

Mr. Miller asked if there were any questions. Pertaining to Worker's Comp, Mr. Hartman asked if this is a reserved amount. Mr. Miller indicated yes, that this is the Board's recommendation for target reserve. Liability Fund balance is approximately \$217,000. Mr. Hartman asked if we are self-insured. Mr. Miller indicated that we are self-insured up to the first \$50,000; and noted that since 2013 we have only had one accident that exceeded \$50,000. Ms. Boykins and Mr. Logan both confirmed that this information was correct. Mr. Hartman asked if he could see annual reports. Mr. Miller indicated that he would send the information via email and confirmed with Mr. Hartman in pdf format.

### **General Manager Report:**

- Ms. Kachmar asked Operations Supervisor Mr. Richard Thomas Jr., to attend meeting. Mr. Thomas has been working at Citilink for 15 years, his dad works here, and his grandfather retired from here. Mr. Thomas, on his own initiative, started The Citilink Elite Club. The Elite Club is a social club (both union and non-union) that takes frequent family outings to help build comradery within our team. They have approximately 17 employees in the club. Monthly dues of \$10.00/month are paid through payroll deduction. Two retirees are part of the club. Citilink really appreciates Mr. Thomas's lead on this.

Mr. Thomas has also introduced absentee and accident reduction incentive contests. In 2016, winners received \$100.00 each for not having any points due to unexcused absences for the entire year. Within the last 6 months, six employees received \$50.00. (Mr. John Christopher, Ms. Dorothy Curry, Mr. Tommie Kinnie, Ms. Tommeka Persinger, Ms. Sheila Roberson, Mr. Joe Shipley) for not getting points. Mr. Thomas has been paying the incentives out of his own pocket, with some assistance from Ms. Harris-Stevenson. Mr. Hines asked Mr. Thomas what made him think of the idea. As a supervisor, he noticed a problem with absences and wanted to come up with a program to turn this around. The new incentive contest, which started May 1, 2018, is focused on cutting down on accident and incidents.

- Citilink 2030 – Transit Development Plan: Consultants met with TDP Committee on April 9<sup>th</sup> via conference call. We will be doing prize drawing for 4 gift cards & bus passes to passengers who participated in the surveys.
- Bus Update: Two new buses have arrived. If you would like to see them they are in the garage.
- Spring Safety Meetings: Scheduled for the week of May 21<sup>st</sup> for all staff.
- NTD Report: This is a big project! All senior management have been involved. The report has been submitted. There will likely be follow up issues to clarify. Kudos to all who worked hard to get this done.
- Staff Development: The board continues to work with RATP Dev to fill the vacant General Manager position. We hired two new bus drivers and one part-time customer service representative; to fill vacant position. We also hired two new people in the shop. Phil Szeman, Evening Maintenance Supervisor, will be retiring July 16, 2018. Ms. Boykins and Mr. Trabert are currently interviewing candidates for his replacement. We could still use more drivers.
- Mr. Hines asked Ms. Kachmar to keep a record of contact/support from RATP DEV on when they call and/or send assistance. Mr. Hines has asked that they keep the Acting GM supported and informed during this transition. A day or two in town is not sufficient support.

Mr. Hines added he would like to see RATP DEV providing incentive program support too, rather than Mr. Thomas, Jr. going into his personal pocket. Mr. Hines indicated that he knows RATP DEV does marketing support with conferences and things of that nature. Ms. Kachmar noted that

it was actually McDonald Transit that used to provide local project assistance but that has not been the case in recent years; to her knowledge. Mr. Hines noted that he wanted to make it official that the Chairman of the Board has requested that RATP DEV support something like this incentive contest. This may be the difference in maintaining and acquiring new employees.

**Introduction and/or Adoption of Resolutions and Ordinances:**

**None**

There were no ordinances.

**Old Business:**

None.

**New Business:**

None.

**Open Discussion by the Board:**

Mr. Traxmor asked how far along are we in the TDP study? Ms. Fortriede indicated that it began in March and is an 18 month process. Mr. Hines added that there will be opportunities for the public to give input. Mr. Traxmor asked how does it fit in with committee structure. Mr. Hines noted that a Steering Committee has been formed, which included the members of the board's Executive Committee, which met and developed a process of selecting a company and the company was hired to implement the planning process. Ms. Kachmar indicated that she would send reports and materials from the previous Steering Committee meetings to the new board members.

Mr. Traxmor asked if the 2017 Annual Report was completed; indicating that the link on the website goes to the 2016 report. The INDOT Annual Report for 2017 will not likely be available until August. Ms. Kachmar indicated she will send the 2017 Strategic Plan final report to both Mr. Traxmor and Mr. Hartman; which is a detailed summary of 2017 activity.

There being no further business, the meeting adjourned at 6:04 PM.

Attest:

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Glynn Hines  
Chairman

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Sherese Fortriede  
Vice Chairman

**FORT WAYNE PUBLIC TRANSPORTATION CORPORATION-**  
**Executive Session Meeting of the Personnel Committee Minutes**  
**May 22, 2018**

An Executive Session of the Personnel Committee of the Board of Directors of the Fort Wayne Public Transportation Corporation was held on Tuesday, May 22, 2018 beginning at 10:00 a.m. at the Citilink offices, 801 Leesburg Road, Fort Wayne, Indiana.

**Personnel Committee Members Present:** Mr. Ronald Steinman - Chair, Mr. Glynn Hines, Ms. Sherese Fortriede

**Staff Present:** None

**Others Present:** Mr. John Haenftling, RATP Dev and Mr. Ken Fischer, RATP Dev from 10:00 a.m. – 11:00 a.m.; Mr. Denny Logan, Corporate Counsel

The Personnel Committee of the Board of Directors met and discussed one or more of the purposes stated in the notice for such meeting. Nothing else was discussed.

There being no further business, the meeting adjourned at 11:15 a.m.

Attest:

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Ronald Steinman  
Chairman

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Glynn Hines  
Committee Member

**FORT WAYNE PUBLIC TRANSPORTATION CORPORATION  
CITILINK  
BOARD OF DIRECTORS  
MAY 10, 2018**

<b>Chair</b>	Glynn A. Hines Council D <b>December 31, 2018</b>	6804 Richfield Court Fort Wayne, IN 46816	<b>745-3555-W</b> 402-7495-Cell 447-7144-H <a href="mailto:glynnhines@aol.com">glynnhines@aol.com</a>
<hr/>			
Vice Chair	Sherese Fortriede Mayor R <b>December 31, 2018</b>	City of Fort Wayne 200 E. Berry, Ste 320 Fort Wayne, IN 46802	<b>427-2153 W</b> 427-1132 Fax 705-7526 Cell <a href="mailto:sherese.fortriede@cityoffortwayne.org">sherese.fortriede@cityoffortwayne.org</a>
<hr/>			
Secretary	Ronald Steinman Council R <b>December 31, 2021</b>	2110 McConnell Dr. New Haven, IN 46774	<b>493-6585-W</b> 433-3125-C 493-2280-H <a href="mailto:aaabidder@aol.com">aaabidder@aol.com</a>
<hr/>			
	J. Nelson Coats Mayor D <b>December 31, 2018</b>	Dulin, Ward & DeWald, Inc. 9921 Dupont Cir. Dr. West Suite 300 Fort Wayne, IN 46825	<b>399-8605 Direct</b> 423-2414-W 423-2419-Fax <a href="mailto:ncoats@dwcpa.com">ncoats@dwcpa.com</a>
<hr/>			
	Lana R. Keesling Mayor R <b>December 1, 2022</b>	City of Fort Wayne 200 E. Berry, Ste 110 Fort Wayne, IN 46802	<b>427-1221 W</b> 410-2150 Cell <a href="mailto:lane.keesling@cityoffortwayne.org">lane.keesling@cityoffortwayne.org</a>
<hr/>			
	Nathan Hartman Council R <b>December 31, 2019</b>	Conduent 110 W. Berry Street Suite 1300 Fort Wayne, IN 46802	918-0046 Cell <a href="mailto:Nathan.hartman@yahoo.com">Nathan.hartman@yahoo.com</a>
<hr/>			
	Howard Traxmor Council D <b>December 31, 2020</b>	745 Taylor Street Fort Wayne, IN Fort Wayne, IN Zip Code	456-5846 Cell Phone <a href="mailto:Traxmor@yahoo.com">Traxmor@yahoo.com</a>
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# 2018

## Strategic Plan



**2018**

**Goals and Objectives**

**Final**

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 or less annually for fixed route operations.
  - Monitor road call data with a goal of maintaining the number of major road calls at 10 or less for Access operations.
  - Monitor preventable accidents with a goal of maintaining the number of accidents at 20 or less for fixed route operations
  - Monitor preventable accidents with a goal of maintaining the number of accidents at 8 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.
  - Issue RFP for small bus replacement
  - Issue RFP for large bus replacement
  - Take delivery of two (2) 35' Gillig Heavy duty Fixed Route buses with 40' Hybrid diesel electric buses.
  - Implement bus long range replacement plan per NIRCC 5 year STIP/2040 Transportation Plan as funding permits
  
- 1.2 Provide safe & secure working environment:
  - Update safety plan per FTA Map 21 requirements & RATP DEV recommended practices.
  - Update and maintain cyber security systems and plan.
  - Maintain the length of safety meetings at 2.5 hours in duration to ensure a minimum of 5 hours training per employee per year.
  - Hold a minimum of two safety meetings (consider increasing the number of safety meetings or scheduling one-on-one focused

training, if budget allows, 2018 goal of 8 hours of training per year per employee).

- Apply for grants to invest in more mechanic training to help ensure safer vehicles and work practices.
- Repair shop floor in Spring of 2018 to reduce risk of slip & falls as well as maintain floor surface.
- 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.
- 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.
- Continue to evaluate tablet based accident investigation system for Street Supervisors. Fully implement with additional tablets if appropriate and cost effective

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.
- 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.

## 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.
- Monitor complaints & respond within 7 days.

- Incorporate customer service perception questions into any customer satisfaction survey performed in conjunction with TDP update.
- 2.2 Provide reliable, accessible & convenient transportation service:
- Monitor on-time performance with goal of 90% for fixed route operations.
  - Monitor on-time performance with goal of 95% for Access operations.
  - 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.
  - Maintain attractive/clean buses & customer service areas.
  - Track usage and effectiveness of real time bus information (RouteShout/Route Match) via Google analytics & Route Match data, as available.
- 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.

### **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:
- 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.)
  - Continue to meet with the Union Executive Committee on a regular basis and collaborate in addressing mutual issues.
  - Continue to participate in transit advocacy & education via APTA, CTAA, ITA & FTA.

- Conduct a mid-year review of this Strategic Plan in conjunction with 2019 budget preparation process.
  - Work with board to schedule a peer system visit in 2018.
  - 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.
  - Schedule a board member/public official bus ride opportunity.
- 3.2 Continue the systematic review and update of Citilink policies.
- 3.3 Offer professional development opportunities for employees and Board members (APTA, CTAA, FTA, NTI, etc.).

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

- Monitor energy/fuel usage & make efforts to reduce consumption/cost.
- Participate in community activities promoting sustainability (Tire Amnesty Day, Waste Management Advisory Committee, Earth Day, etc.).
- Continue recycling efforts (monitor progress, post reminders, etc.)
- Continue light bulb replacement program for energy/cost savings.
- Investigate potential funding for energy/environment improvements.
- 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.

#### **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.
  - Monitor fuel futures pricing and purchase fuel at or below budget when the opportunity allows. Report to Board on a monthly basis.
  - Monitor overtime, cost/hour, cost/trip.
  - Track and report 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.
- 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
  - Liability Fund at \$500,000.
  - Rainy Day at \$1,300,000 or 10% of the combined operating and capital budget for any given year.
  - Evaluate and establish fund structure and publicize Citilink Foundation fund to encourage private contributions and legacy gifts.
- 5.3 Continue to investigate strategies to increase local revenue:
- Maintain bus advertising revenue (\$160,000 goal/2018 budget).
  - Monitor fare revenue for fixed route (\$1.4M goal/2018 budget).
  - Monitor fare revenue for Access (\$151,200 goal/2018 budget).
  - Continue efforts to increase pass sales.
  - Market employer/commuter incentives in conjunction with real time bus information (RouteShout) promotions and Bus Fort Wayne implementation strategies.
  - Consider expanding our bus pass program offerings to provide 60 day, 90 day or annual passes at some type of discount.
  - 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.

- 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.)
- 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.
  - 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.
  - Meet with regional leaders/stakeholders regarding potential for regional public transit options. (County Commissioners/Council, RDA, Regional Initiative, etc.)
  - 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.
  - Invite current State elected officials, INDOT leadership and the Governor for a tour and briefing on Citilink service and funding needs
  - Invite local Congressmen and Senators for a tour and briefing on Citilink service and funding needs.
- 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.

## **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.
  - 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).
  - Seek additional funding from both traditional and non-traditional sources to support expanded service/increased ridership.
- 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.
- 6.3 Plan and research opportunities for new routes and services:
- Investigate options to fill service gaps (geographic coverage, service hours).
  - In cooperation with NIRCC/TDP consultants utilize route mapping software to analyze and model possible route changes/service enhancements.
  - In cooperation with NIRCC /TDP consultants fund and create a Transportation Development Plan.
  - 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.
- 6.4 Target marketing & communication efforts:
- campusLink negotiate extension for 2018-19 school year; continue to explore renewed involvement of Purdue Fort Wayne
  - MedLink negotiate extension for 2019 and beyond; continue to explore funding to provide expanded hours of service)
  - University of Saint Francis negotiate extension for 2018-19 school year
  - Indiana Tech (continue to market Citilink services & pass discount)
  - Continue to promote University/health/employer partnerships & discount pass sales outlet opportunities. Extend 10% monthly pass discount.



- 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).
  - 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.
  - Build upon Citilink Champion’s network with emphasis on major employers
  - 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
    - Website & communication updates, enhancements
    - Continue, expand Social Media Campaign
    - Ongoing public relations
    - Consider increasing Marketing budget for 2018

## **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).
  - Promote inter-agency cooperation to enhance mobility options & connectivity in the Fort Wayne area (Transit Oriented Design, Complete Streets, UTAB, TPC, etc.).
  - Coordinate with Greyhound, CTN, taxi, NIPRA, etc. to provide intermodal connectivity.
- 7.2 Maintain and provide appropriate transit infrastructure at Citilink bus stops:

- Coordinate bus shelter placement with private contractor. Prioritizing high usage bus stops.
- Maintain ADA bus stop assessment database, evaluate and prioritize improvements.
- Continue to investigate funding options and purchase of on board bus passenger counter technology to better evaluate rider trip length and bus stop usage.

## **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.
- Examine the existing service structure for any opportunities to reassign service hours to more productive routes.
- Meet with regional leaders/stakeholders regarding potential for regional public transit options.
- 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.
- 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: 5<sup>th</sup> Freedom, Veterans agencies, United Way, Greater Fort Wayne Inc, YLNI etc.)
- Explore downtown circulator route, possibly via streetcars.



# Take a Ride with Citilink

June 19, 2018  
2:00 PM to 3:30 PM

Citilink is preparing a plan of needs and services covering 2018 to 2028 and is gathering input from customers, decision-makers, and residents.

We also want to celebrate our NEW ultra-low Sulphur biodiesel hybrid electric buses!

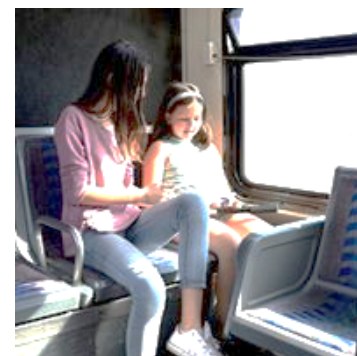
Join other invited public officials on one of our new buses for a 90-minute ride and discussion of the future of transit.

## Bus Ride Start/End Locations

Option 1 - Citilink – 801 Leesburg Road (Leave at 2:00 PM)

Option 2 - Citizen's Square Citilink Stop on Wayne Street (Leave at 2:20 PM)

For Details Contact: Betsy Kachmar – [BEK@fwcitilink.com](mailto:BEK@fwcitilink.com) or (260) 432-4977.





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

**To: Citilink Board of Directors**

From: Betsy Kachmar, Acting General Manager

Date: June 14, 2018

Re: Board Meeting Thursday, June 14, 2018

Here is an update on current projects and notes for your next board meeting which is set for Thursday, June 14, 2018 at 4:30 PM in the Conference Room at the Citilink Offices, 801 Leesburg Road. **The full board will meet in closed executive session at 4:30PM to discuss personnel matters. The regular public board meeting will begin at 5:30PM.** Please contact Jean Marie Boykins if you are unable to attend the meeting.

**Citilink 2030 - Transit Development Plan:** Consultants will be here June 18-20 to perform on-board survey of Citilink ACCESS passengers and meet with stakeholders. Citilink board is invited to join public officials on our NEW hybrid bus from 2:00-3:30pm on Tuesday, June 19<sup>th</sup> (see invite attached). We will present information regarding our long range strategic plan and solicit input from public officials; a full agenda is planned for these three days. We will also kick-off our community survey which will be on-line at [www.citilinksurvey.com](http://www.citilinksurvey.com).

**Hybrid Bus Delivery:** Two (2) 40' hybrid electric bio-diesel buses were delivered 5/1/18. Continuing efforts to prepare them for service, anticipate buses will be available for service in June. Working with FTA to expedite availability of newly awarded discretionary funds to pay for the buses.

**Safety (Goal 1: Safe and secure environment)**

- **On-Board Camera Upgrade/Wi-Fi** – Continuing to work with FTA to obligate the recently awarded discretionary funds to upgrade onboard camera systems (which will include public Wi-Fi access). Meetings with vendors to finalize quotes. Should have equipment selection process completed by the time funds are available.
- **Spring Safety Meetings** – Nine meetings throughout the week of May 21<sup>st</sup> were well received. **Twelve** (12) drivers received National Safety Council awards for achieving over 5 years of accident free driving: Sonya Allen, Pete Schlie, Al Wells, Laura Spencer, Evelyn Everett, Aaron Cohen, John Waters, Gina Hindle-Clark, Debra Mueller, Janice Wyatt, Erik Allen and **Willa Brown (18 years!)**. A trainer from QStraint came to demonstrate the new style wheelchair securements on our two new buses. RLW law firm provided materials regarding first amendment and civil rights law as it relates to Citilink policies and procedures.

## **Financial (Goal 5: Financial Responsibility)**

- **2017 Audit:** BKD auditors will present the 2017 audit for board approval at the June meeting. Provided draft to City Auditor and State Board of Accounts.
- **Triennial Site Review:** Preparing another packet of information in preparation for the site visit scheduled for June 12-13. Reviewers from FTA Region V, Ace Rassul, and Milligan CPA, John Clare, will be meeting with staff and reviewing policies, processes & paperwork from the past three years.
- **INDOT Site Review:** INDOT Project Manager, Jason Casteel, visited to discuss current projects, PMTF, Annual Reports and perform site audit.
- **Fuel:** Have purchased fuel futures for September-December 2018 for a price of **\$2.365/gallon**. This provides us with an average cost of \$2.016/gallon for CY 2018 which is approximately \$100,000 under budget for fuel. Note, this “savings” will help cover unbudgeted expenses (TDP study, match for discretionary grant) and revenue shortfalls (CMAQ, fare, property tax). Jason will continue to watch the market for good buying opportunities for 2019 fuel.
- **AWS Funding for ACCESS:** Submitted grant request for \$50,000 for 2018 subsidy to assist with the ever increasing demand for Citilink Access service. Per our 2017 grant report (covering June 2017-May 2018) Citilink Access provided 74,100 trips – a 27% increase from the previous reporting year. In addition, we provided over 19,000 free trips on fixed route to passengers certified for Access service (3,795 were trips provided to passengers using wheelchair/scooter type mobility aids).

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

- **Staff Development:** The board continues to work with RATP DEV to fill the vacant General Manager position. Staff participated in interviews with candidate. New driver training provided and we welcome two (2) new drivers Joe Medley and Tonia Jones, we hope to have another driver class mid-June. We hired another mechanic, Jordan Barron, and have promoted Junior Rodriguez to replace Phil Szeman; who is retiring as PM Maintenance Supervisor in June. We still have openings for two mechanics.
- **Board Development:** Met with two new board members to provide orientation and background information. Provided resource materials for study & review.

**APTA Annual Meeting:** September 23-26, Nashville, TN. Hotel reservations are now available. Rooms in the host hotels fill up quickly. Please let us know as soon as possible if you would like to attend. For more information visit: <http://www.apta.com/mc/annual/Pages/default.aspx>. Tricia will assist with travel plans.

## **Collaborations/Advocacy (Goal 7: Community Livability)**

- Meetings with UTAB, Parking Partners, Open Streets, CTN, Parkview Select, Amistad Festival info table, YWCA – Betsy received Peggy Hobbs award for community service

## Market Development/Community Relations (Goal 6: Ridership)

- **Enterprise Shuttle:** Met with Enterprise representative about potential shuttle collaboration to assist with shift workers and regional employment service gaps.
- **Zagster Bikeshare:** Conference call with Zagster representative about substantial increase in rental bike program and collaboration with “first-last mile” transit applications.
- **Token Transit Mobile Ticketing:** In May 1,278 passes were purchased by 296 customers generating \$5,272 in fare revenue and over 6,000 trips taken using the mobile ticket app. **In the year we have had Token Transit total sales: 9,961 passes sold to 804 individual customers for \$42,851 in fare revenue with approx. 50,000 trips taken using the mobile ticket app.**
- **Mayor’s Disability Council:** Presentation to the Council about Citilink & discussion of transportation challenges.
- **Rally to Read – Homegrown Books:** 13<sup>th</sup> annual event with Hanna Creighton partners. This year celebrating local authors, nine joined us for the day donating their books, reading & talking about writing. Participants created their own books, music, food, books & all FREE & lots of fun.
- **Dump the Pump:** Will be celebrating a bit early (official date is June 21<sup>st</sup>) with our Public Official’s Ride in our new hybrid bus.
- **Youth Summer Fun Pass:** Valid May 21-August 11, ages 5-18, \$25 for unlimited rides the entire summer. Available at most Scotts, Citilink Office, Citilink website pass store.
- **University of St. Francis Shuttle:** Per our contract agreement, USF is purchasing shuttle service on three days for student recruitment activities.
- **Social Media Highlights:** Youth Summer Fun Pass, Throw Back Thursday (vintage buses), Think Pink header signs for cancer awareness, job postings for Drivers & Mechanics (reached 1,779), Rally 2 Read, survey gift card winners, Public Transit Career Day featuring:

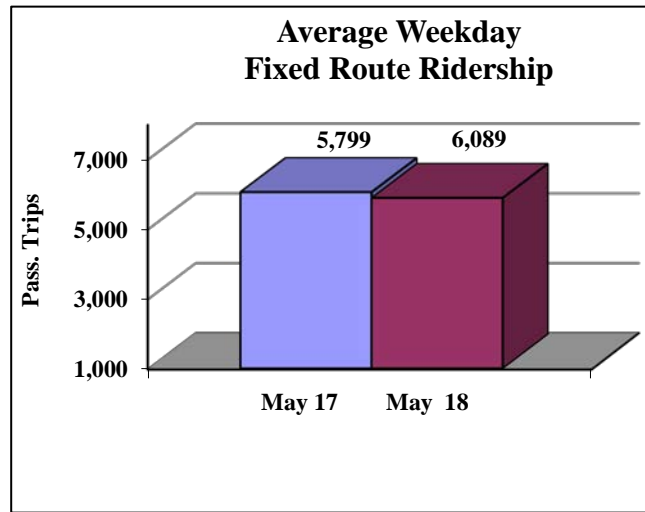
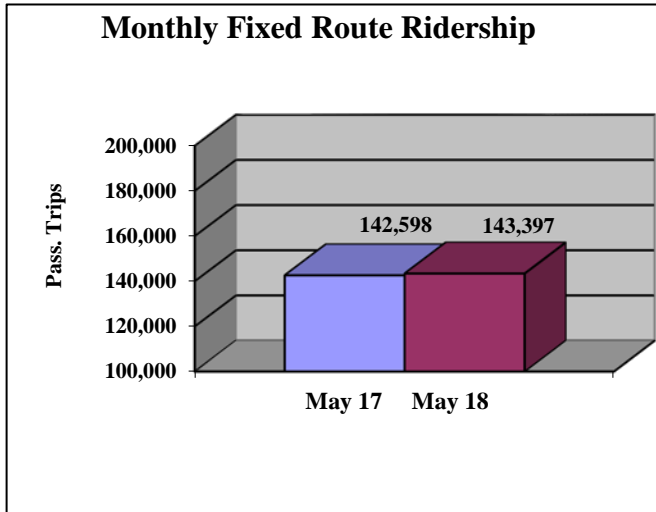
May 17 is National Public Transportation Career Day! Today we are featuring Carlos, our maintenance technician who works on all of the Citilink buses. He has worked at Citilink for three years and is following in the footsteps of his uncle Salvador who has worked at Citilink for 27 years. "Every single day is different. I do a little bit of everything from repair and body work to snow removal and salting the sidewalks in the winter. My favorite area to work in is repairs. Body work is my specialty. This is one of the best jobs I have ever had and I am really happy to be working here." Needless to say, Carlos always make us look good. Thank you, Carlos, for all your hard work!



## Ridership (Goal 6: Ridership)

- **Fixed Route:** Ridership for the month of May 2018 was 143,397 trips. This compares to 142,598 passenger trips for May 2017 (**Increase of 799 trips/.56%**). On-time performance was at **85.34%**. Construction & detours have increased and a few are long term.
- **Cougar Express:** Total ridership for school year 2017-18 was 6,471 compared to 8,296 for school year 2016-17 (decrease of 1,825 trips/22%). We have initiated conversation regarding contract renewal.

- campusLink:** Total ridership for school year 2017-18 was 5,726 compared to 8,579 for school year 2016-17 (decrease of 2,853/33%). Ivy Tech has initiated conversation regarding contract renewal.



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

Route 1-Waynedale Northcrest	14.85
Route 2-Time Corners Georgetown	24.12
Route 3-Village Woods Canterbury	15.71
Route 4-Wells Ludwig Parkview	19.41
Route 5-Southeast Local	6.03
Route 6-Franke Park McKinnie	17.60
Route 7-Anthony Oxford	18.21
Route 8-Glenbrook Southtown	20.88
Route 9-Broadway Taylor Gateway	15.32
Route 10-Lewis New Haven	18.44
Route 21-Dupont Road	5.18
Route 22-West Jefferson Lutheran	6.27
Route 31X-Downtown/ARC Express	8.53
Route 15-MedLink	2.19

- ACCESS:** Citilink Access ridership for the month of May 2018 was 6,170 trips compared to 6,404 provided in May 2017 (decrease of -234 trips/-3.65%). On-time performance was 95.49%.
- 5310 Pass Through to Community Transportation Network:** CTN provided 899 trips in May 2018.
- Greyhound:** For the month of May 2018 Citilink CSR's at Central Station sold 734 (806 sold in 2017) tickets & processed 47 (67 processed in 2017) packages/bags.





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	<b>1,696,829</b>	<b>5% increase</b>
<b>2018 Passenger Trips</b>	137,760	135,422	145,440	133,499	143,397									
Monthly +/-	<b>1,632</b>	<b>(6,192)</b>	<b>(6,052)</b>	<b>(739)</b>	<b>799</b>	<b>(138,395)</b>	<b>(132,460)</b>	<b>(149,350)</b>	<b>(143,061)</b>	<b>(148,065)</b>	<b>(144,100)</b>	<b>(135,328)</b>	<b>(1,696,829)</b>	
YTD +/-	1,632	(4,560)	(10,612)	(11,351)	(10,552)	(148,947)	(281,407)	(430,757)	(573,818)	(721,883)	(865,983)	(1,001,311)		
<b>Access</b>														
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	
<b>2018 Passenger Trips</b>	6,207	5,923	6,412	6,151	6,170								<b>30,863</b>	<i>report only</i>
Monthly +/-	<b>650</b>	<b>365</b>	<b>(56)</b>	<b>284</b>	<b>(234)</b>	<b>(6,292)</b>	<b>(5,812)</b>	<b>(6,890)</b>	<b>(6,050)</b>	<b>(6,528)</b>	<b>(6,017)</b>	<b>(5,629)</b>	<b>(42,209)</b>	
YTD +/-	650	1,015	959	1,243	1,009	(5,283)	(11,095)	(17,985)	(24,035)	(30,563)	(36,580)	(42,209)		
<b>Purchased Trips</b>														
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								<b>4,486</b>	<i>report only</i>
Monthly +/-	<b>11</b>	<b>(64)</b>	<b>(14)</b>	<b>(61)</b>	<b>(52)</b>	<b>(891)</b>	<b>(858)</b>	<b>(921)</b>	<b>(885)</b>	<b>(899)</b>	<b>(834)</b>	<b>(804)</b>	<b>(6,272)</b>	
YTD +/-	11	(53)	(67)	(128)	(180)	(1,071)	(1,929)	(2,850)	(3,735)	(4,634)	(5,468)	(6,272)		
<b>Total Ridership</b>														
2017 Passenger Trips	144,211	141,927	152,819	140,329	150,752	7,183	6,670	7,811	6,935	7,427	6,851	6,433	779,348	
2018 Passenger Trips	144,872	142,228	152,749	140,552	150,466								<b>730,867</b>	<b>5% increase</b>
Monthly +/-	<b>661</b>	<b>301</b>	<b>(70)</b>	<b>223</b>	<b>(286)</b>	<b>(7,183)</b>	<b>(6,670)</b>	<b>(7,811)</b>	<b>(6,935)</b>	<b>(7,427)</b>	<b>(6,851)</b>	<b>(6,433)</b>	<b>(48,481)</b>	
YTD +/-	661	962	892	1,115	829	(6,354)	(13,024)	(20,835)	(27,770)	(35,197)	(42,048)	(48,481)		
<b>Greyhound Ticket Sales</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>	<b>Total</b>	
2017 Passenger Trips	592	599	788	700	806	801	760	866	690	650	756	754	<b>8,762</b>	
2018 Passenger Trips	622	666	863	672	734								<b>3,557</b>	<i>report only</i>
YTD +/-	<b>30</b>	<b>97</b>	<b>172</b>	<b>144</b>	<b>72</b>	<b>(729)</b>	<b>(1,489)</b>	<b>(2,355)</b>	<b>(3,045)</b>	<b>(3,695)</b>	<b>(4,451)</b>	<b>(5,205)</b>		
2017 Packages/bags	30	36	37	36	41	48	72	61	23	40	47	40	<b>511</b>	
2018 Packages/bags	28	36	41	43	47								<b>195</b>	<i>report only</i>
YTD +/-	<b>(2)</b>	<b>(2)</b>	<b>2</b>	<b>9</b>	<b>15</b>	<b>(33)</b>	<b>(105)</b>	<b>(166)</b>	<b>(189)</b>	<b>(229)</b>	<b>(276)</b>	<b>(316)</b>		