2025 TITLE VI SUBMITTAL

FORT WAYNE PUBLIC TRANSPORTATION CORPORATION/CITILINK

Revised May 14, 2025

Fort Wayne Public Transportation Corporation
801 Leesburg Road
Fort Wayne, Indiana 46808
(260) 432-4977
marketing@fwcitilink.com

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801 Leesburg Road * Fort Wayne, Indiana 46808 * Phone: 260-432-4977 * Fax: 260-436-7729 * www.fwcitilink.com

INTRODUCTION

The Fort Wayne Public Transportation Corporation, d/b/a Citilink, is a recipient of federal funds through the U.S. Department of Transportation's Federal Transit Administration (FTA). As part of its eligibility to receive this financial assistance, Citilink is required to implement various actions, as prescribed by the laws that govern the distribution of these funds. One such requirement is the development and maintenance of a program of compliance with Title VI of the Civil Rights Act of 1964, as amended. The regulatory procedures are further detailed in 49 USC Chapter 53, and FTA Circular 4702.1B.

Purpose of this Report

Citilink prepared and submitted its original Title VI Program in December 1997. The report was approved by the FTA in 1998. Citilink has been obligated to review and summarize compliance with its Title VI Program every three (3) years. On October 1, 2012, the FTA published updated Title VI Requirements and Guidelines for Federal Transit Administration Recipients. This submission provides information compliant with the FTA Circular C4702.1B.

Description of the Citilink Transit System

Citilink operates fixed-route bus service and demand-response complementary ADA paratransit service Monday through Saturday within the cities of Fort Wayne and New Haven, Indiana. Beginning July 1, 2025, Citilink will split complementary ADA paratransit service within ¾ mile of fixed route and services provided beyond the ADA requirement. These services will be referred to Access Plus and operate at a premium fee. Service hours are 5:30 a.m. to 9:30 p.m. weekdays, and 7:45 a.m. to 6:15 p.m. on Saturdays. The peak-period fleet requirements are 25 buses for fixed-route service and 15 paratransit vehicles for the ADA service.

The 2020 Census information identified a total population in the City of Fort Wayne of 263,886 (including the city of New Haven, the total population for the Citilink service area is 279,469). The percentage change in population from 2010-2020 was a 4.1% increase. 15% of the population of Fort Wayne is Black or African American and 9.1% are Hispanic or Latino. Approximately 10,000 residents are Burmese, the largest population of Burmese in the world outside of Burma (Myanmar), accounting for 3.7% of Fort Wayne's population. The table below shows a slight increase in the percentage of our population that identifies as Asian or "two or more" races.

Race	**2010 Census**	**2020 Census**
White	73.6%	72.0%
Black	15.4%	15.0%
Asian	3.3%	5.0%
Two or More Races	0.5%	5.1%

Other demographic characteristics relating to English proficiency are provided later in this report.

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ANALYSIS OF THE TITLE VI PROGRAM

The items evaluated below reflect the fact that Citilink operates fixed-route transit service with less than 50 vehicles during peak demand periods. The analysis includes data in effect through December 31, 2024, which is the third year of the reporting cycle.

Title VI Notice to the Public

1. The Title VI Notice to the Public is included as **Exhibit "A"** of this report. This notice is permanently posted in English at the following locations:
    a. Each Citilink owned facility in the customer service areas, as well as employee areas (5 postings).
    b. Every Citilink owned transit bus (51 postings)
    c. Citilink Website: https://fwcitilink.com/title-vi-notice/
        i. (Also available translated into Spanish & Burmese on the website under Title VI
            1. Information https://fwcitilink.com/title-vi-notice/)
    d. Referenced in the Citilink Access Ride Guide, Citilink Service Standards, and other printed materials as appropriate.

The notice is available translated into Spanish, Burmese, large print and other formats upon request. It was updated in 2015 to include sexual orientation protections.

Title VI Complaint Procedures

Title VI Complaint Procedures, i.e., instructions to the public regarding how to file a Title VI discrimination complaint, is included as **Exhibit "B"** of this report. This document is available on our website and from Customer Service representatives, translated into Spanish and Burmese.

Title VI Complaint Form

Title VI Complaint Form is included as **Exhibit "C"** of this report.

Transit-related Title VI Investigations, Complaints, and Lawsuits

Citilink has received no Title VI complaints of discrimination on the basis of race, color, national origin, age, disability, sex, sexual orientation, gender identity, religion, low-income status or limited English proficiency regarding participation in, or benefit of, transit-related activities and programs in 2024. There are no pending complaints from previous years.

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Public Participation Plan

Citilink has made no major service changes since 2015.

A copy of NIRCC's Public Participation Plan, as amended in January 2022, accompanies this report as **Exhibit "D"**. Also attached under Exhibit "D" is a survey form that is used by Citilink, NIRCC and other transportation providers in our area to collect demographic information about participants in various public meeting/hearing/open house. Participation in the survey is voluntary.

Public Participation meetings are often held in low-income/multicultural neighborhood centers (Urban League) and/or centrally located in a common area (Main Library) to accommodate all. Locations are ADA accessible and well-served by public transit. Time of the day is selected to accommodate maximum participation (generally early evening). Translated materials and services can be made available upon request. The public input process is informed by the four factor analysis and outreach plans associated with the updated Language Assistance Plan (Exhibit E).

Citilink has partnered with the regional Metropolitan Planning Organization (MPO), the Northeast Indiana Regional Coordinating Council (NIRCC), to perform the public participation requirements associated with the development of their long-range Transit Improvement Plan (TIP) and Program of Projects (POP), in conjunction with their transportation planning public notice/participation process. Passenger and general public surveys and public input sessions regarding public transportation are conducted by Citilink, NIRCC and Fort Wayne City Planning, in conjunction with updating community transportation plans such as the Transportation Development Plan, Coordinated Transit-Human Service Plan, Bus Fort Wayne Plan, long-range transportation planning, etc.

Citilink staff participates (as members and often presenters) in outreach meetings targeted to engage minority and Limited English Proficient populations (LEP) through organizations such as the Allen County System of Care, The League's Inclusion Institute, the Everyone Home coalition, the Women's Fund and personal safety committee, NE Indiana Disability Coalition, Neighborhood Associations, the Active Transportation Coalition, etc. Citilink Operations and Administrative staff visit with riders on the buses and at our Central Station on a regular basis, as well as participating in numerous outreach events during the year throughout the community. Street Supervisors and Customer Service Staff report comments and suggestions via our Customer Comment Database and email with all relevant staff to ensure that rider input is recorded and addressed.

Notification of meetings, like essential service information and media alerts, is widely distributed to an extensive list of media, human service, education, public official, transit advocates and riders via website, print, electronic and social media outlets.

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Language Assistance Plan

Citilink's Language Assistance Plan (LAP) is included as **Exhibit "E"**. This includes results of the Four Factor Analysis, description of available resources, employee training, and program evaluation to provide language assistance to limited English proficiency (LEP) persons.

Membership of Non-elected Committees and Councils

The Fort Wayne Public Transportation Corporation's seven (7) member Board of Directors is comprised of the following:

Chair	White Male	Attorney
Vice-Chair	White Female	City Planner
Secretary	Asian Female	City of New Haven
Member	White Male	CPA
Member	White Female	Pastor
Member	Black Female	Fort Wayne City Council Member
Member	While Male	State Representative

The board is appointed by the Mayor and City Council and is not selected by Citilink. Thus, the transit system's ability to impact representation on this board is minimal. Board meetings are held on the 3rd Thursday of each month at 5:00 PM at the Alan McMahan Room at the downtown location of the Allen County Public Library, unless otherwise noted next to the meeting date. The room is located on the first floor of the library behind Reader's Services. Additional transport arrangements can be made upon request. As stated above, the MPO (NIRCC) also convenes regular Transportation Advisory Group and Transportation Planning Council meetings regarding public transit issues that are open to the public. Further, Fort Wayne City Council reviews the Citilink budget annually, providing yet another opportunity for public input.

Sub-recipient Title VI Compliance Monitoring

Since the inception of the New Freedom program, Citilink has served as the designated recipient for this funding, which has been passed through to the Community Transportation Network (CTN) as a sub-grantee. With the end of New Freedom and the modification of the 5310 program to provide pass-through operating assistance, CTN has continued to receive funding for door-to-door, non-emergency medical transport that exceeds the geographical boundaries and service limitations of the Citilink Access paratransit service. The regional MPO, NIRCC, administers the competitive selection process for the use of New Freedom/5310 funding. Through that process, CTN has received Sec. 5310 capital and operating assistance in recent years. CTN has certified in their application and contract to comply with all applicable federal, state and local funding requirements. Annual oversight monitoring of CTN is conducted.

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Facility Location Title VI Equity Analysis

Citilink has not been involved in any projects involving land acquisition or the displacement of persons that would require a NEPA or Title VI Equity Analysis during this three-year reporting period, nor are any such projects planned for the future.

Review and Approval of the Title VI Program and This Report

The Fort Wayne Public Transportation Corporation board amended the Title VI Notice to the Public, and associated documents, during the October 8, 2015 board meeting to come into compliance with Indiana Department of Transportation recommended language and the City of Fort Wayne Title VI policy. The board last reviewed this Title VI Program Report at the June 2022 meeting and approved the submission. This submission was presented to the Board at its June 2025 meeting and drafted minutes of board approval will be included as **Exhibit "F"**.

Additional Information Requirements for systems with fewer than 50 vehicles in peak service:

The standards listed below are those required by the current Title VI Circular FTA C4702.IB. These standards, and others included as **Exhibit "G"**, are included in the Citilink Transit Development Plan of 2020 and the Citilink Service Standard guidance adopted by the board in August 2014.

Required Service Standards

1. **Vehicle Load Factor/Loading Standards:**

   The loading standards for Citilink routes should be a maximum average load factor of 1.2 (120%) during the weekday peak periods, and 1.0 (100%) at all other time periods. For individual trips, this should not be exceeded for time periods greater than 15 minutes. (p. 87 of TDP Chapter 5)

   Passenger comfort and the ability to attract additional riders requires an assessment of load conditions to determine the possible need for additional service. Maximum loading standards ensure that most passengers will have a seat for at least the majority of their trip. The maximum average load factor is calculated by dividing the total number of passengers passing the maximum load point by the number of seats passing the maximum load point during the operating period being considered. Since this is an average, individual trips may exceed the standard.

   Total passenger trips were 1,613,609 in 2024. Ridership metrics are reviewed by the Citilink board on a monthly basis. In 2024, individual route ridership ranged from 2 to 23 passengers/hour for fixed route services. While ridership has nearly recovered to pre-pandemic levels, it is down from our peak years of service prior to 2015 so overcrowding is less of an issue.

2. **Vehicle Headway/Frequency of Service:**
The maximum headway between scheduled fixed-route buses should be 60 minutes off-peak and 30 minutes in peak service.

The frequency of service influences the attractiveness of transit travel to potential riders. The 60-minute maximum headway, while not altogether the most desirable, recognizes the financial constraints at Citilink. The route frequencies should correspond to demand. Some routes may only operate during the weekday peak period while others may run at all times with relatively high frequencies. Maximum policy headways of 60 minutes for off-peak radial, cross-town, and connector routes should not be exceeded if the route is to be operated. The maximum peak period standards of 30 minutes should only be implemented if sufficient ridership and funding exists. Headways should conform to regularly recurring clock intervals.

Currently, all routes operate on at least 60-minute headway. Three routes (4, 7 & 8) operate on 30-minute headways.

3. **On-time Performance/Schedule Adherence/Reliability:**
This is defined as departure from all scheduled time points not earlier than zero (0) minutes and not later than five (5) minutes of the published schedule.

Category	% between 0 and 5 minutes late
Good	**90%**
Satisfactory	**85-90%**
Marginal	**80-85%**
Unsatisfactory	**less than 80%**

Reliability deals with the rider's confidence in the bus arriving on time throughout the transit system. Surveys reflect that reliability is the most important factor in determining user attractiveness and satisfaction with the transit system. Reliability is an especially important factor when the interval between fixed-route buses is greater than fifteen (15) minutes.

Average on-time performance for fixed route buses in 2024 was 95% for Access paratransit service and 66% for fixed route service. As the service operates on a pulse system with relatively long headways, it is sometimes necessary to delay all buses at the station to allow for successful transfers; additionally, weather, construction, accidents, emergencies, etc. all affect reliability.

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4. **Service Availability/Route Spacing:**
The distance between routes will be guided by population density and automobile availability according to the standards in the table below.

Density (persons per square mile)	Automobiles Per household	Over 5,000	2,501 to 5,000	1,000 to 2,500	Under 1,000
Route	Under 0.40	¼ mile	¼ mile	3/8 mile	½ mile
	0.40-0.80	¼ mile	3/8 mile	½ mile	1 mile
	0.81-1.50	3/8 mile	½ mile	1 mile	*
	1.51-2.00	½ mile	½ mile	*	*
	Over 2.0	1 mile	*	*	*

coverage measures the potential for people to use transit based on their proximity to service. Routes should be designed so that the number of people with access to the system is maximized.

On average, the City of Fort Wayne has a population density of 2,272.1/square mile (2020 census); this is a higher service area density than the largest transit system in the state, Marion County/Indianapolis' IndyGo. The number of automobiles per household is about 1.8, on average. Thus, our goal is to have fixed route service available, on average, within ½ mile of most households.

Required Service Indicator Policies

Transit Passenger Amenities:

Passenger amenities and information are an important part of the service standards review of a transit network. These facets of Citilink's operation relate to the user-friendly nature of the service provided. This is an important element of a transit network as a service provider.

Seating/Shelters Waiting Comfort:

Bus stops with more than 50 passengers boarding on a daily basis should have a bus shelter. Benches should be provided at bus stops with more than 25 passengers per day.

In addition, since a large percentage of Citilink passengers transfer, passenger amenities should be provided at all major transfer locations. Special facilities may be provided, if necessary, at locations such as hospitals and clinics. These key bus stops should have bus shelters or other means of weather protection for passengers. Schedule information for all routes should be either displayed or made available to passengers.

Citilink has installed three universally accessible bus shelters at targeted areas in the community. The shelters include space for up to four wheelchairs, a lean bench for people unable to sit, an outdoor bench for people experiencing social anxiety and glass panels to

create openness for people who struggle with claustrophobia. High contrast vision banding was also installed. In addition, ADA-compliant digital signage will be installed at these locations, as well as a push-button text-to-voice option for those with limited or no vision.

Citilink has developed a map indicating key origin and destination stops, as well as route transfer points. Boarding and alighting studies provided valuable information regarding bus stop usage. Bus stop information is being updated in conjunction with the implementation of Equans, our real-time bus tracking system, as well as an updated accessibility survey of our bus stops in response to PROWAG (public right of way ADA) standards.

In 2021, Citilink terminated its contract with a private company to provide bus shelters and acquired some 70 bus shelters from the prior provider. Citilink has developed an agreement with the City of Fort Wayne Public Works/Right-of-Way Department to provide exclusive control of bus stop infrastructure in the public right-of-way. The previous contractor located shelters purely for the purpose of selling advertising, and this did not meet transit needs. Citilink now has control of bus stop infrastructure.

System Information Availability:

Route & Schedule brochures are available upon request from bus drivers and from Citilink customer service representatives. They are displayed and made available at the transfer facility and a number of other employment and activity centers throughout the city, as determined appropriate by Citilink staff. System information is available in translated and accessible formats.

Real-time bus tracking information via Equans will be made available to the public through the website and, coming summer 2025, via Transit App as our real-time bus tracking app. This provides real-time information at bus stops and anywhere passengers have access to a computer or smart phone.

Escalators/Elevators:

Not applicable

Waste Receptacles:

a. **Waste receptacles are provided at Citilink facilities, as necessary, including Central Station and at bus shelters.**
b. **Citilink-owned bus shelters are equipped with waste containers, which are emptied on a regular schedule. Recycling bins are available with each trash can in individual work areas in our offices and in the waiting area of our Central Station.**

Vehicle Assignment:

Bus assignments are matched appropriately to the operating characteristics of the route. Lower ridership routes are assigned smaller buses. Flex routes, requiring

route deviation, and tight turns on narrow streets, are operated with smaller light-duty transit buses.

Citilink continues our efforts to replace our older fixed route Low Floor buses with new Gillig Low Floor buses. We currently have 36 Low Floor buses in our fleet with 21 of those being Hybrids. We have 3 more Gillig Low Floor Hybrids on order and expect them to be delivered in early 2026. Additionally, Citilink operates 8 minibuses in deviated fixed route service and 18 minibuses for Access. The majority of the minibuses have been replaced since 2023, and we have 3 more access buses ordered with an expected delivery date of 5-7-2025. All buses are lift or ramp equipped.

Additional service standards contained within our Chapter 5 of our Transportation Development Plan and adopted system Service Standards are included as **Exhibit "G".**

Title VI Civil Rights Notice to Public

The Fort Wayne Public Transportation Corporation (Citilink) is committed to ensuring that no person is excluded from participation in, denied the benefits of, or subjected to discrimination under any of its services on the basis of race, color, national origin, age, disability, sex, sexual orientation, gender identity, religion, low income status or limited English proficiency, as provided by Title VI of the Civil Rights Act of 1964 and all related acts and statutes.
It is Citilink's objective to:

- **Ensure that the level and quality of transportation service is provided to all persons;**
- **Promote the full and fair participation of all affected populations in transportation decision making;**
- **Prevent the denial, reduction, or delay in benefits related to programs and activities that benefit minority populations or low-income populations;**
- **Ensure meaningful access to programs and activities by persons with limited English proficiency.**

Citilink is committed to a policy of non-discrimination in the conduct of its business; including, adherence to Title VI responsibilities and the delivery of equitable and accessible transportation services. Any person who believes that he or she has been subjected to unlawful discrimination may file a Title VI complaint with Citilink.

Any such complaint must be in writing and submitted to the Citilink Title VI Coordinator within one hundred eighty (180) days following the date of the alleged occurrence. A Title VI Civil Rights/ADA Complaint Form is available by calling (260)432-4546 or from our website fwcitilink.com. To submit a complaint or if information is needed in another language contact: Citilink Title VI/ADA Coordinator, 801 Leesburg Road, Fort Wayne

Title VI Civil Rights Complaint Procedures

The Fort Wayne Public Transportation Corporation/Citilink hereby gives public notice of its policy to uphold and assure full compliance with Title VI of the Civil Rights Act of 1964 and all related acts and statutes. Title VI and related statutes prohibiting discrimination in Federally assisted programs require that no person is excluded from participation in, denied the benefits of, or subjected to discrimination under any services on the grounds of race, color, national origin, age, disability, sex, sexual orientation, gender identity, religion, low income status or limited English proficiency.

Any person who believes they have been aggrieved by an unlawful discriminatory practice regarding Citilink services has a right to file a formal complaint with Citilink. Any such complaint must be in writing and submitted to the Citilink Title VI/ADA Coordinator within one hundred eighty (180) days following the date of the alleged occurrence.

A Title VI Civil Rights/ADA Complaint Form is available. For more information regarding civil rights complaints, please contact: Citilink (260) 432-4977 or visit our website www.fwcitilink.com.

If any person believes that Citilink has not followed this commitment, please contact the Citilink Civil Rights/ADA Coordinator:

Citilink
Attn: Civil Rights Coordinator
801 Leesburg Road
Fort Wayne, Indiana, 46808
(260) 432-4977

Investigation protocol is as follows:

- Receive complaint within 180 days of alleged discriminatory act
- Respond in writing to complainant to inform them that their complaint is outside our jurisdiction within 48 hours or requesting additional information
- Initiate investigation within 5 business days of receiving necessary information
- Information must be received from the complainant within 30 days from the request for information or the case will be administratively closed
- Review allegation/charge and relevant elements (engage corporate attorney for assistance/participation as necessary)
- Witness interviews are arranged. Citizens, employees, etc. are interviewed and information documented

- Upon completion of the review, a letter of finding summarizing the allegations, decision and any relevant actions will be sent to the complainant
- If the complainant wishes to appeal the decision, they have 30 days after the letter of finding to do so in writing
- The appeal must include an explanation of your dissatisfaction with the decision and signed
- Written decision regarding the appeal will be sent within 30 days
- Confidentiality will be maintained unless disclosure is authorized by the complainant or required by law.

Title VI Civil Rights/ADA Complaint Form

Section I

Name: _____

Address: _____
Street City State Zip

Telephone Numbers:

Home: _____ Work: _____ other: _____

E-Mail Address: _____

Accessible Format Requirements?

Large Print: Yes__ No Audio Tape: Yes __ No ___

TDD: Yes No Language Translation: Yes No

Other: _____

The Federal Transit Administration (FTA) Office of Civil Rights is responsible for civil rights compliance and monitoring, which includes ensuring that providers of public transportation properly abide by Title VI of the Civil Rights Act of 1964, Executive Order 12898, "Federal Actions to Address Environmental Justice in Minority Populations and Low Income Populations", and the Department of Transportation's Guidance to Recipients on Special Language Services to Limited English Proficient (LEP) Beneficiaries.

Section II

Are you filing this complaint on your own behalf? Yes _____ No _____
(If you answered "yes" to this question, go to Section III)

If not, please supply the name and relationship of the person for whom you are complaining:

Name: Relationship: _____

Please explain why you have filed for a third party. _____

_____

Please confirm that you have obtained the permission of the aggrieved party if you are filing on behalf of a third party. Yes _____ No _____

Section III

I believe the discrimination I experienced was based on (state all that apply):

_____

Date of alleged discrimination (month, day, year): _____

Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as the names and contact information of any witnesses. If more space is needed, please use the back of this form.

_____

_____

Section IV

Have you previously filed a Title VI complaint with Citilink/FWPTC? Yes ___ No __ _

Section V

Have you filed this complaint with any other agencies? Yes _____ No ___ _

(If you answered yes, who did you file the complaint with?)

Federal Transit Administration: _____ U. S. Department of Transportation: ____ _

Indiana Dept. of Transportation: _____ Department of Justice: _____

Equal Employment Opportunity Commission: _____ Federal Court ___ State Court__ _

Have you filed a lawsuit regarding this complaint? Yes.___ _ No _____

Ifyes, please provide a copy of the complaint form/lawsuit. Please provide information about a contact at the agency/court where the complaint was filed.

Name_____ Title_____

Agency_____ Address_____

Telephone_____

Section VI:

Complaint is against: _____

Contact Person: _____ Title: _____

Telephone Number: _____

You may attach any written materials or other information that you think is relevant to your complaint.

Signature (required) _____ Date (required) _____

(Note: We cannot accept your complaint without a signature)

Please mail your completed form to:

Betsy Kachmar, Title VI/ADA Coordinator
Cltilink/FWPTC
801 Leesburg Road
Fort Wayne, IN 46808
bek@fwcitilink.com

Northeastern Indiana Regional Coordinating Council

Participation Plan

January 2022

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The Participation Plan contains the Northeastern Indiana Regional Coordinating Council's official policy to ensure participation in the transportation planning process and related activities. The participation activities in this document are designed to support an inclusive process that provides information, and affords opportunities for individuals, agencies, businesses, and advocacy groups to shape and influence transportation policy and planning decisions. The participation process is guided by federal legislation and is intended to fulfill the obligations set forward in that legislation. Transportation is critical to regional growth; equitable mobility; economic vitality and sustainability; and livable places. Therefore, transportation decisions and policy should be formed through an open, transparent process that affords meaningful community participation.

The intent and goal of the Participation Plan is to present processes and procedures that encourage information sharing and involvement in NIRCC's transportation planning activities. The plan identifies opportunities for accessing information and providing comment on transportation issues and projects, and specifies outreach efforts that allows all full access to the planning process, including populations that have often lacked access, such as low income, elderly, minority, disabled, and limited English (language) proficiency individuals. The outcome is to incorporate community desires and values into transportation plans, projects, programs, and decisions.

Introduction-Participation Plan

The Northeastern Indiana Regional Coordinating Council (NIRCC) is the agency designated by the Governor of the State of Indiana to perform general purpose planning on a regional basis for Adams, Allen, DeKalb, and Wells Counties. NIRCC functions as a Regional Planning Organization (RPO) in the four-county area, and as the Metropolitan Planning Organization (MPO) for the Fort Wayne-New Haven-Allen County Urbanized Area.

The primary goals of the Participation Plan are to define a process that assures opportunities are afforded to all interested parties to understand the planning process and how to comment and influence decisions; have access to transportation information, analyses, visual tools and documents; and receive feedback regarding questions and concerns. The process includes special outreach efforts to populations that have often lacked traditional access to the planning process such as elderly, low income, minority, disabled, and limited English proficiency individuals. The metropolitan planning process administered by NIRCC strives to achieve these goals through a variety of participation activities and information sharing techniques. The participation process includes collaboration with numerous local, state and federal agencies. In addition, NIRCC will make specific efforts to coordinate with the participation processes of the Indiana Department of Transportation, Citilink, Airport Authority, Allen County, Fort Wayne, New Haven, and other local public agencies. This document will discuss the participation opportunities.

Planning Area

The Northeastern Indiana Regional Coordinating Council as the Metropolitan Planning Organization is charged with performing comprehensive transportation planning in the Metropolitan Planning Area (MPA), that includes all the Fort Wayne Urbanized Area. The MPA is shown in Figure 1. The Participation Plan contains NIRCC's official policy to ensure meaningful participation in the transportation planning process and related activities. The policy incorporates guidance established by federal legislation and is intended to fulfill the obligations set forth in that legislation. Participation activities identified in this document provide opportunities for public input and influence on the transportation planning process and decision-making. NIRCC recognizes the value of public input to help shape transportation policy and decisions that support the community vision.

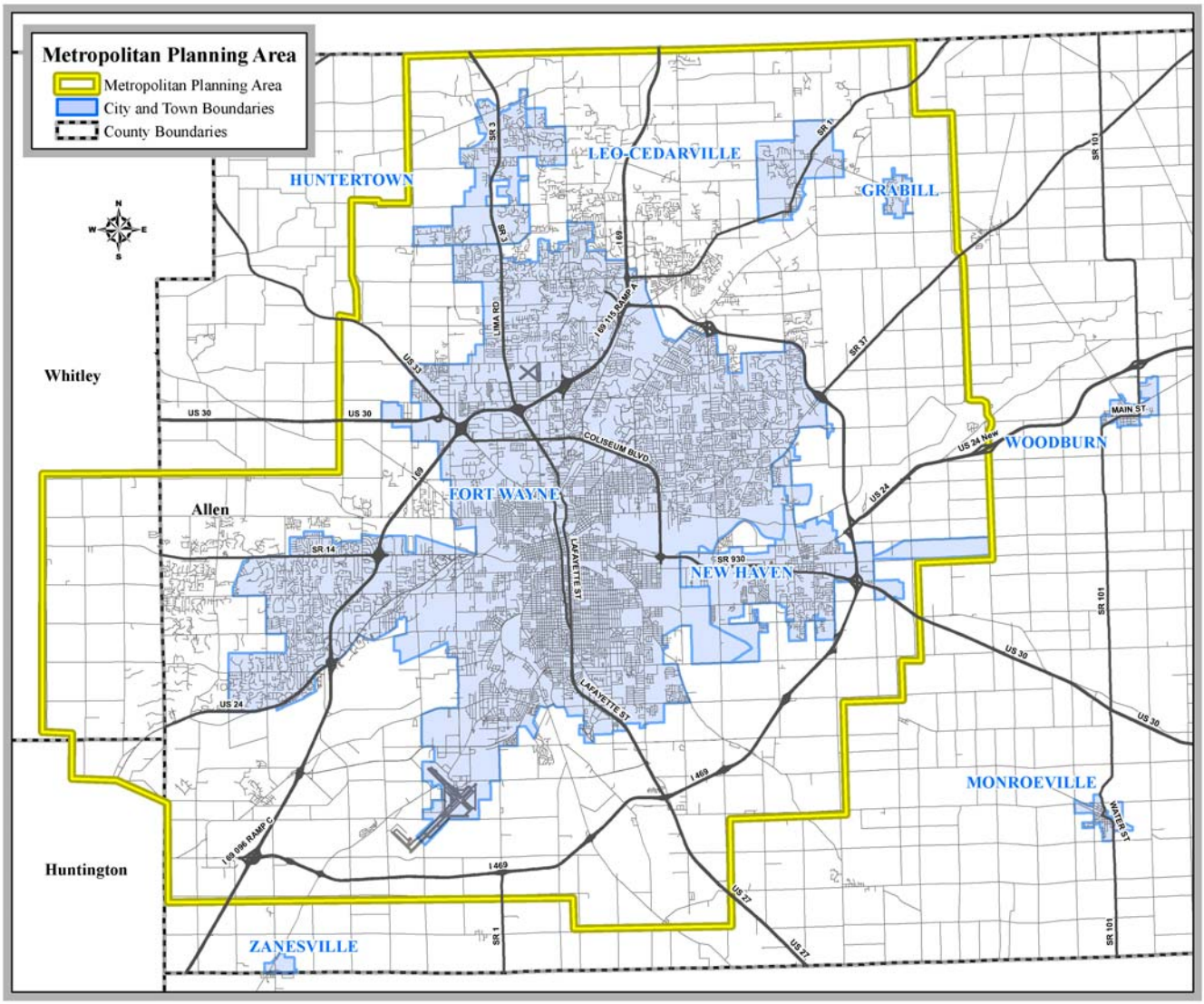

Figure 1. Metropolitan Planning Area

Policy Board and Planning Committees

The metropolitan transportation policy board is called the Urban Transportation Advisory Board (UTAB). UTAB was established by NIRCC to conduct policy matters related to transportation planning within the Metropolitan Planning Area. Figure 2 provides a diagram of the NIRCC board and committee structure. A major function of UTAB is to manage the metropolitan transportation planning process and provide guidance to NIRCC on matters concerning the Fort Wayne-New Haven-Allen County Metropolitan Planning Area and the impacts on the regional transportation system.

UTAB includes elected and appointed officials who are in positions of responsibility for making transportation policy in the planning area. They represent local and state agencies such as Allen County, Fort Wayne, New Haven, Indiana Department of Transportation, Citilink and Fort Wayne-Allen County Airport Authority. The responsibilities of UTAB include the following:

1. The Board supports NIRCC and the region with transportation planning policies and decision-making for highways, roads and public transportation within the Metropolitan Planning Area.

2. The Board acts as the policy board for decision required under Title 23, Section 134, of the U.S. Code.

3. The Board, with technical support from the NIRCC staff, performs functions listed under Title 23, Section 134 of the U.S. Code as specified in the Unified Planning Work Program.

4. The Board is responsible for administering a continuous, cooperative and comprehensive (3-C) transportation planning process. The 3-C planning process utilizes the Transportation Technical Committee, Transit Planning Committee, and NIRCC staff for technical support and analyses. The responsibility includes the coordination of programs and projects of the separate units of local government and state government; and providing information necessary regarding land use, population, and economic development to successfully complete the required transportation planning activities.

5. Working with the NIRCC staff, the Board is responsible for developing the transportation work elements of the Unified Planning Work Program.

6. The Board reviews and appoints members to the Transportation Technical Committee and the Transit Planning Committee.

7. The Board has the authority and responsibility to approve the use of Surface Transportation Program (STP) Funds and determine the implementation priority for the transportation improvement projects with the Metropolitan Planning Area.

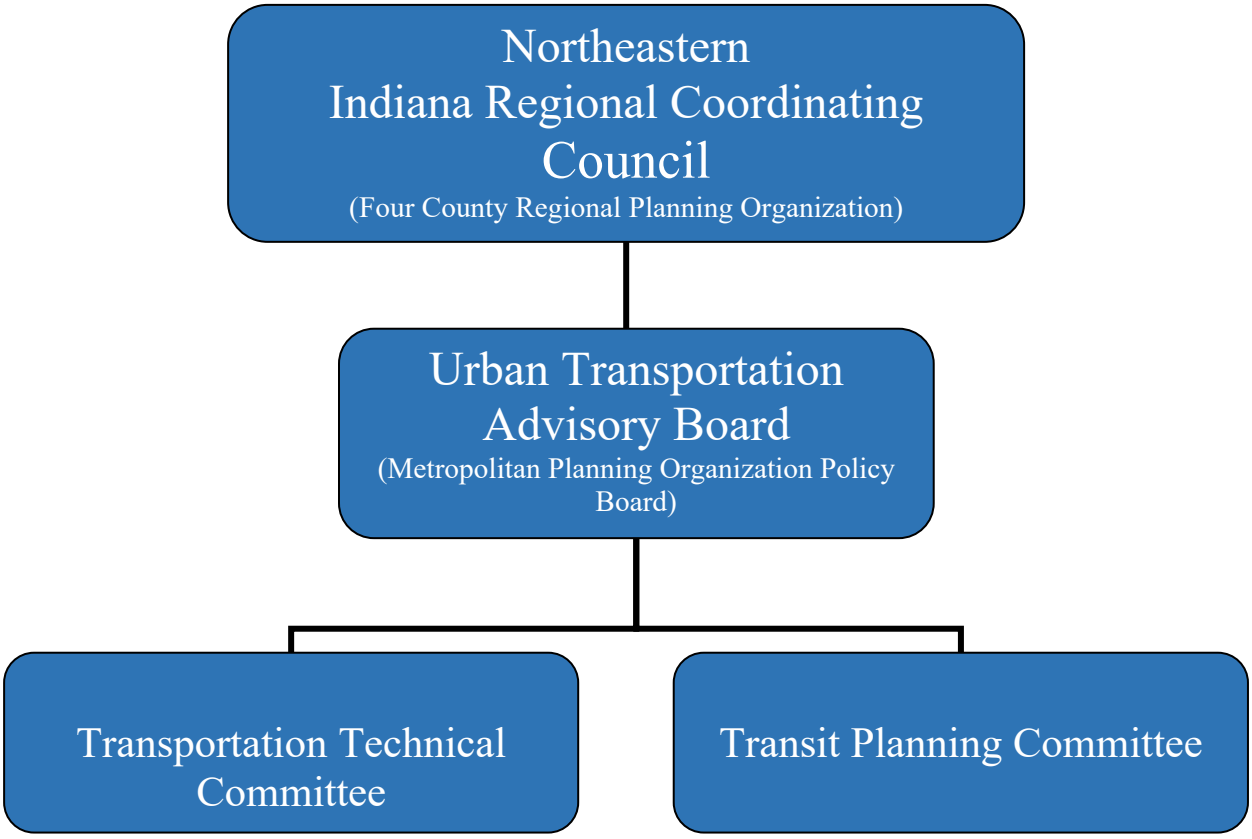

Figure 2. NIRCC Board and Committee Structure

The Transportation Technical Committee (TTC) and Transit Planning Committee (TPC)

The Transportation Technical Committee and Transit Planning Committee serve as working advisory committees to the Urban Transportation Advisory Board. The Committees and staff of member organizations are the agents through which transportation planning information from local and state governments is channeled to the planning staff. The Transportation Technical Committee oversees the day-to-day coordination activities with primary regard to highways, roads and trails. The Transit Planning Committee oversees the day-to-day coordination activities with primary regard to public transportation and para-transit operations. Both committees work with other modes of transportation in relation to their respective areas. Similarly, there are occasions when these two committees work jointly on projects of mutual interest.

The membership of these committees is composed of local government staff members authorized to provide planning information, offer comment, and report on transportation related activities within their agency's jurisdiction. State and federal officials participate on these committees and may hold voting or non-voting memberships. Public and private transit groups also sit as

members on these committees. Duties and responsibilities of the Transportation Technical Committee and Transit Planning Committee include the following:

1. The Committees are responsible for obtaining specific planning information and data from local governments and for working with staff to integrate this information into the planning process as specified in the transportation elements of the Unified Planning Work Program. This activity may include information as related to land use, terminal facilities, traffic control features, zoning ordinances, subdivision regulations, building codes, etc., and financial resources and others as necessary.

2. The Committees and their respective subcommittees address issues and provide recommendations regarding the site-plan and access reviews, feasibility studies, project development, evaluation/prioritization processes, transit studies and other related duties.

3. The Committees and their respective subcommittees conduct coordination activities regarding program implementation and project development within the Metropolitan Planning Area.

4. The Committees assist in the review of data and analyses performed in accordance with transportation planning activities and promote a continuous, cooperative, and comprehensive process.

Planning Process, Activities and Products

The federal transportation planning regulations require MPOs to develop and maintain four specific documents to support the planning process. These include the Metropolitan Transportation Plan (MTP), Transportation Improvement Program (TIP), Coordinated Public Transit-Human Services Transportation Plan, and Participation Plan. All four documents must be developed through a transparent process that affords opportunities for public input and community involvement prior to key decisions and plan approvals. These documents are also required to ensure the region is eligible for federal assistance to support transportation projects and programs. The primary transportation modes covered by this process includes roads and highways; public transit and paratransit services; and bicycle and pedestrian travel.

The MTP is a 20-year long range plan that provides guidance on major transportation investment. The TIP is a short range 5-year program of projects that are scheduled for development, procurement and/or construction in the near term. The purpose of the Coordinated Public Transit-Human Services Transportation Plan is to identify transportation needs of individuals with disabilities, older adults, and people with low incomes; develop strategies to address these needs; and prioritize transportation services for funding and implementation. The Participation Plan documents the process for providing all interested parties with reasonable opportunities to be involved in the metropolitan transportation planning process.

In support of the planning documents, NIRCC engages in a wide range of transportation monitoring, analyses, and system evaluations to identify problems and opportunities for improvements. These activities include traffic studies, crash analyses, corridor studies, transit ridership and transit route analysis, trail usage, and bicycle and pedestrian planning. NIRCC also has a Congestion Management Process and Safety Management Program. The culmination of traffic data and various studies are documented in reports. The reports are posted on NIRCC's website (www.nircc.com).

NIRCC monitors the highway, transit, and bicycle/pedestrian transportation networks within the region regardless of jurisdiction. One of NIRCC's most important roles is facilitating a consensus-based decision-making process to ensure transportation investments are made through intergovernmental collaboration and are based on factual data and rational analyses.

Statewide Plan and TIP/STIP Coordination

Within the region, NIRCC works closely with the INDOT Fort Wayne District assessing needs, analyzing problem areas developing solutions to improve the transportation system. This includes meetings with local governmental official, business representatives and public involvement opportunities. NIRCC also collaborates with INDOT Central Office staff on statewide plans and improvement programs. The MTP and TIP include planned transportation improvements on roads and highways maintained by INDOT and are included in NIRCC's participation opportunities. The NIRCC participation activities are consistent with the participation guidance for statewide transportation planning processes and procedures.

Participation Process and Methods

NIRCC utilizes several outreach and participation techniques to inform and engage interested parties regarding the transportation planning process. Opportunities for review, input and comment are afforded at strategic times during the development and modification of the MTP, TIP, Coordinated Public Transit-Human Services Transportation Plan, and Participation Plan. These techniques may focus on a specific project, program, or plan, or may cover multiple plans and the entire transportation planning process. Depending on the topic, NIRCC may target an affected neighborhood or portion of the region to gain public input. Notification procedures are used prior to key decisions or plan modifications. NIRCC staff are available to discuss transportation issues with individuals or groups. Emails, phone calls and personal visits are encouraged to exchange ideas and share information. Public input is documented and presented to decision makers and may include responses to questions and concerns when appropriate.

Outreach Techniques

Outreach techniques are designed to provide information, accommodate consultation, engage, and interact, and collaborate with individuals, agencies, advocates, neighborhood representatives and other interested parties. Planning documents, maps, reports, and opportunities for comment are all available at the NIRCC website. A variety of outreach techniques are employed to reach stakeholders and residents within the region and may vary depending on the project, program, or topic for discussion. Public notice is provided prior to any outreach opportunity detailing when, where, and how to participate. Consideration is given to select the most appropriate technique, or combination of techniques to effectively engage all interested parties. The opportunities for engagement include open policy and committee meetings, transportation newsletters, annual summary reports, information sharing, open houses, public meetings, workshops, and charrettes.

Policy Board and Committee Meetings

The Urban Transportation Advisory Board (UTAB), Transportation Technical Committee (TTC), and Transit Planning Committee (TPC) have regularly scheduled meetings and a calendar of the meeting dates and locations are posted on the NIRCC website. Meeting notices are sent to all interested parties and news media. To receive meeting notifications, contact the NIRCC office or visit the NIRCC website and provide your name and email address. Meeting agendas and summary of minutes are posted on the NIRCC website. It is important to note that other governmental boards, commissions, councils, and committees in the region hold open meetings and adopt policies that impact and/or influence transportation decisions. Interested parties are encouraged to attend and participate in these meetings as well.

Transportation Planning Newsletter and Annual Summary Report

Transportation planning newsletters are prepared and distributed twice a year as an educational tool and share information with the public and local officials. The newsletter covers recent transportation studies, plan developments and project updates. The newsletters are distributed to all interested parties, and both current and archived newsletters are available on the NIRCC

website. To be added to the newsletter distribution list, please contact the NIRCC office and provide your name and email address.

An annual report is prepared each year highlighting the planning activities and summarizing studies and analyses that support the transportation planning process. These reports are prepared after the close of the fiscal year on June 30th. The current and archived annual summary reports are available on the NIRCC website.

Information Sharing and Website

The public may call, visit, or email staff at any time to ask questions, request data, voice concerns, or share ideas. Staff respond to numerous requests for information pertaining to transportation planning activities and projects from interested citizens and groups. The NIRCC staff respond to these requests with the most accurate and timely information available.

The NIRCC website is another useful technique for sharing information (www.nircc.com). The website provides information on the transportation planning process, activities and reports. The Metropolitan Transportation Plan, Transportation Improvement Program, Coordinated Public Transit-Human Services Transportation Plan, and Participation Plan are all available for viewing and can be downloaded. Copies of these reports are available for viewing at the NIRCC office, and a reasonable effort will be made to provide paper copies of documents for individuals that cannot access the reports electronically.

Open Houses

An Open House is held each year generally in late winter or early spring. Information is available on the MTP, TIP, Air Quality documentation, Transit Plans, local projects, INDOT projects, and bicycle/pedestrian plans. Representatives from local jurisdictions, INDOT, Citilink and NIRCC are available to discuss concerns and answer questions. Maps, plans, renderings, and other visualization tools are provided to help convey information and explain transportation planning concepts. Comment forms are provided and can also be submitted electronically. Documented comments are channeled through the appropriate jurisdiction for review and a response. Comments and responses are presented to UTAB. The open house is held at a central and accessible location that is served by transit. Notice of the open house is published in local newspapers and through a press release distributed to local media. Neighborhood and homeowner association representatives, and interested parties are notified via electronic email or a direct mailing, and the notice is posted on the NIRCC website. The public notice, and time established for public review and comment for the TIP satisfies the program-of-projects notice requirements of the Federal Transit Administration Urbanized Area Formula Programs (Section 5307, 5310 and 5339) for the Fort Wayne Public Transportation Corporation/Citilink. To receive an open house notice, please contact the NIRCC office and provide your name and email address.

Public Meetings and Hearings

There are several types of public meetings and public hearings that are part of the transportation planning process. Public meetings or hearings for a specific project are typically held by the project sponsor (local government or INDOT) and NIRCC attends in an advisory capacity to help answer questions when applicable. The public meetings accommodate discussion on project

details, schedule, and provides a forum for sharing information and exchanging ideas. Citizens, businesses, and other transportation consumers can review project plans, provide input, and help shape the project's scope and amenities. Information provided by residents is valuable to the design process.

NIRCC periodically meets with various civic and service-related groups and other stakeholders to gain additional knowledge of specific transportation problems. Meeting with neighborhood groups and homeowner association representatives serves to gain input from different areas within the metropolitan area and disseminate information. Meetings are also held with utilities, economic development specialist, municipal land-use planners, developers, industry representatives, historic preservationist, and environmental groups to gain input on plans and projects.

Workshops and Planning Charrettes

Occasionally NIRCC sponsors workshops or planning charrettes to bring planners, advocates, transportation stakeholders, business leaders, citizens and state and local officials together to discuss transportation needs, projects, or plans. Typically, there is a specific topic such as public transit service improvements, traffic safety, or regional bicycle and pedestrian planning. NIRCC also facilitates workshops and other learning opportunities to bring stakeholders together to share information and strategize on innovative ideas to improve the transportation system.

Alternative Outreach Methods

Emergency situations similar to the COVID Pandemic may force NIRCC to suspend certain outreach efforts such as open policy and committee meetings, open houses, public meetings and other involvement activities. If in-person activities are not permitted, NIRCC will use virtual meetings, webinars, online surveys, telephone conferencing and other electronic means to communicate and provide opportunities for participation. The NIRCC website and email notices will advise interested parties how to participate.

Environmental Justice Population Areas

Additional provisions are undertaken to provide outreach to traditionally underserved and potentially disadvantaged populations residing in the metropolitan area. Potentially disadvantaged populations include minority, low-income, elderly, and disabled individuals, and those with Limited English Proficiency (LEP). These populations may have been excluded from previous outreach efforts and underrepresented in the transportation planning process. In accordance with federal regulations, NIRCC utilizes Census and American Community Survey data to identify areas within the metropolitan area where potentially disadvantaged populations reside and has developed outreach procedures to increase participation of these individuals in the transportation planning process.

NIRCC evaluates census tracts for specific socio-economic characteristics. These characteristics include persons 65 years old and older, minorities, Hispanic, low-income households, disabled people, households with no vehicle; and LEP individuals. Census tracts that exceed the regional average for each characteristic are selected and mapped. Census tracts are prioritized based on a

cumulative presence of these socio-economic characteristics. Areas have been identified for targeting additional outreach strategies to seek input and participation from potentially disadvantaged populations. Figure 3 displays the census tracts with socio-economic characteristics that exceed regional averages.

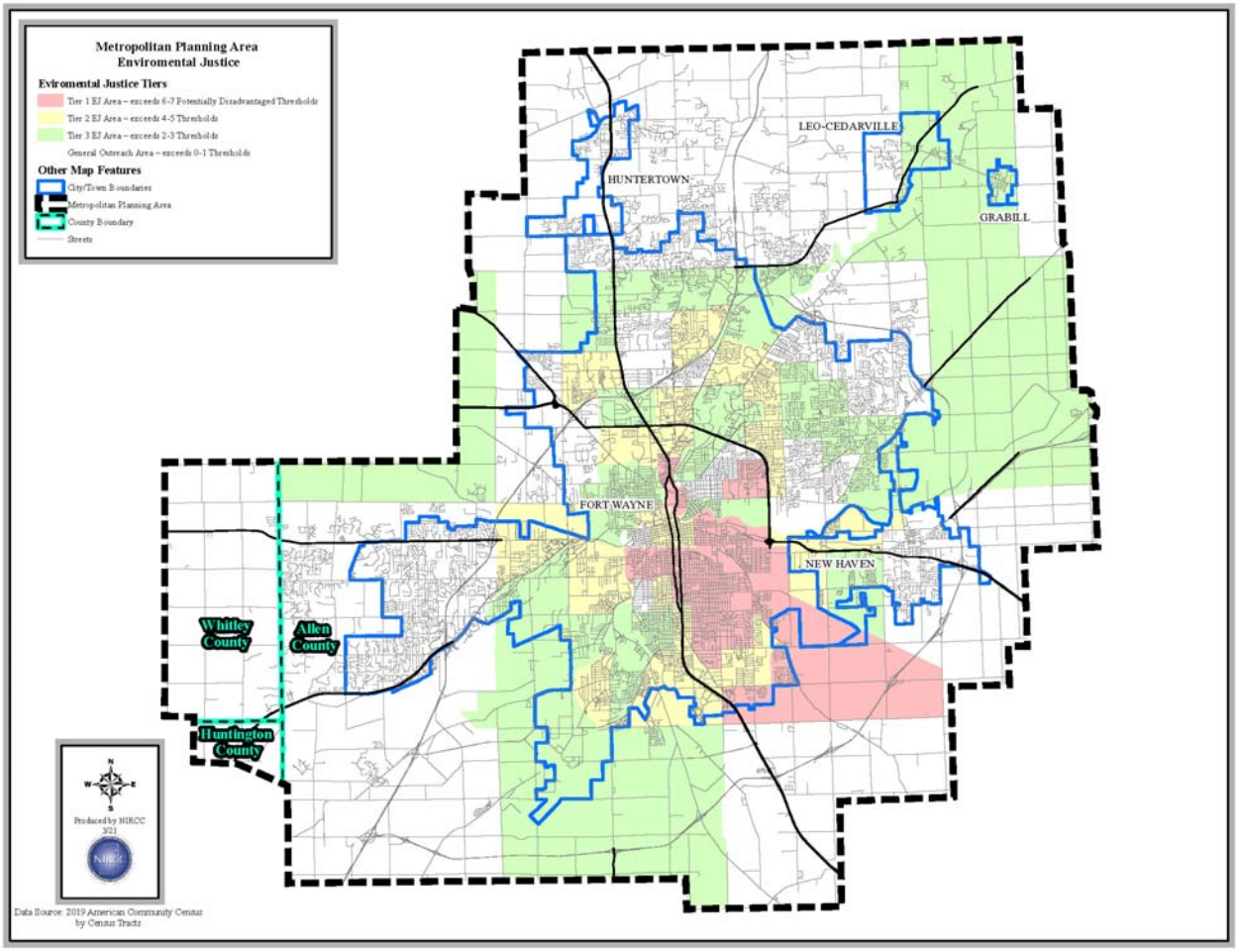

Figure 3. Environmental Justice Areas

Focused Outreach Strategies to Environmental Justice Populations

The outreach strategies to encourage participation from traditionally disadvantaged groups include the standard techniques of open policy board and committee meetings, meetings, transportation planning newsletter and annual summary report, information sharing and website, open houses, and public meetings and hearings. Additional focused outreach strategies will be utilized in areas meeting multiple disadvantaged thresholds. The goal of these strategies is to seek out the needs and concerns of Environmental Justice Populations, so they are taken into consideration throughout the planning and decision-making process. These strategies include timely notice of participation opportunities to civic and advocacy groups working with disadvantaged populations; direct communication and notices to representatives of neighborhood

groups and homeowner associations in Environmental Justices Areas; and holding planning and project input meetings at locations within EJ Areas exceeding multiple thresholds.

Title VI, Environmental Justice and Limited English Proficiency

The Northeastern Indiana Regional Coordinating Council values everyone's civil rights and strives to provide equal opportunity and equitable service to all citizens in compliance with Title VI of the Civil Rights Act of 1964 (Title VI) and all related statutes, regulations, and directives, which provide that no person shall be excluded from participation in, denied benefits of, or subjected to discrimination under any program or activity on the grounds of race, color, age, sex, sexual orientation, gender identity, disability, national origin, religion, income status or limited English proficiency.

Executive Order 12898 addresses Environmental Justice with a focus on the environmental and human health conditions in minority and low-income communities, enhances efforts to assure nondiscrimination in Federal programs affecting human health and the environment, and promotes meaningful opportunities for access to public information and for public participation in matters relating to minority and low-income communities and their environment. Executive Order 13166 ensures that, consistent with Title VI, persons with Limited English Proficiency (LEP) have meaningful access to federally conducted and funded programs and activities. Pursuant to the requirements of Section 504 of the Rehabilitation Act of 1973, NIRCC assures that no qualified disabled person shall, solely by reason of disability, be excluded from participation in, be denied the benefits of or otherwise be subjected to discrimination, including discrimination in employment, under any program or activity.

NIRCC assures that every effort will be made to prevent discrimination through the impacts of its programs, policies and activities for all individuals and groups. The participation process includes specific outreach efforts to engage minority and low-income populations in the transportation planning process. Reasonable steps are taken to provide meaningful access to services for persons with limited English proficiency (LEP). NIRCC will, where necessary and appropriate, revise, update and incorporate nondiscrimination requirements into appropriate manuals and directives.

NIRCC's Title VI Documentation is located on the NIRCC website at www.nircc.com. The Title VI Complaint procedures are included with the documentation and require a written complaint submitted within 30 days of the alleged discriminatory occurrence.

Participation Plan Updates and Evaluation

The Participation Plan is reviewed and evaluated a minimum of once every four years. The review focuses on the primary goals to assure opportunities are afforded to all interested parties to understand the planning process and how to comment and influence decisions; have access to transportation information, analyses, visual tools and documents; and receive feedback regarding questions and concerns. The evaluation will include a geographic analysis of information distribution and meetings, with a specific focus on EJ areas. Participation at meetings will be tracked. Comments, questions, and suggestions will be documented and tracked, those regarding

participation activities and efforts will be considered for revising the process. Website "hit" tracking and surveys are additional tools that can be utilized to assess outreach efforts and provide valuable input. Voluntary survey results from participation events will also supplement the evaluation process. Modifications to the Participation Plan is based on Agency judgement and expectations. The compiled information from these tools will help identify areas to improve and guide the evaluation and revision process. Significant revisions to the public involvement process will not be adopted until a public comment period has been completed.

Consideration and Response to Comments

Comments received during participation events, or comment periods are documented and channeled through the appropriate jurisdiction for review and response. Comments and responses are presented in a timely manner to the policy board and committees for review and considerations. Comments and responses are included in the MTP, TIP, Participation Plan and Coordinated Public Transit-Human Services Transportation Plan.

Figure 4. NIRCC Comment Form

COMMENTS…Please let us know your comments about a transportation issue(s). Please include as much information in your comment as possible. If your comment is a concern about a location or specific project, please include location (intersection or roadway), direction (of travel), lanes (all lanes or just one direction or turn lane), time of day (morning, 3-5pm), etc.

Project or location: _____

Direction of travel (if applicable):_____

Lanes of travel, thru, turn, etc. (if applicable):_____

Time of day that is of concern (if applicable):_____

Other:_____

Comment:_____

_____

_____

_____

_____

_____

_____

_____

_____ If you need additional space, please continue on back.

Your input can assist in improving the transportation planning process.

1) Does the transportation planning process meet your expectations for identifying and addressing mobility and transportation needs?_____

_____

_____

_____

_____

2) What is the best method to convey transportation planning information to you?

___ Public Meetings ___ Website Postings ___ Newsletters

___ Other, please state: _____

_____

_____

Optional— helpful if you would like a response to your comments.

Name_____

Address_____

City, State, Zip_____

Email Address_____

Phone_____

If you have any questions or wish to communicate directly with NIRCC staff, please contact:

Dan Avery, NIRCC
200 East Berry Street Suite 230
Fort Wayne, IN 46802
Phone: (260) 449-7309
Email: dan.avery@co.allen.in.us

Comment(s) continued:

_____

_____

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Thank you!

Figure 5. NIRCC Voluntary Survey Form

As a recipient of federal funds, the Indiana Department of Transportation (INDOT) is requiring local agencies to develop a procedure for gathering statistical data regarding participants and beneficiaries of its federal-aid highway programs and activities (23 CRF §200.9(b)(4)). The Northeastern Indiana Regional Coordinating Council (NIRCC) is distributing this voluntary survey to fulfill that requirement to gather information about the populations affected by proposed projects.

You are not required to complete this survey. Submittal of this information is voluntary. This form is a public document that NIRCC will use to monitor its programs and activities for compliance with Title VI and the Civil Rights Act of 1964, as amended and its related statutes and regulations.

If you have any questions regarding NIRCC's responsibilities under Title VI of the Civil Rights Act of 1964 or the Americans with Disabilities Act, please contact NIRCC's Director Dan Avery at 200 East Berry Street Suite 230, Fort Wayne, IN 46802, (260) 449-7309, e-mail: dan.avery@co.allen.in.us.

You may return the survey by folding it and placing it on the registration table or by mailing or e-mailing it to the address above.

Date ***(month, day, year)***					
Project name (if applicable)					
Proposed project location					
Gender:	☐ Female	☐ Male	**Ethnicity:**	☐ Hispanic or Latino	☐ Not Hispanic or Latino
Race: ***(Check one or more)***	☐ American Indian or Alaska Native			☐ Asian	
	☐ Native Hawaiian or Other Pacific Islander			☐ White	
	☐ Black or African American			☐ Multiracial	
Age:	☐ 1-21	☐ 22-40	**Disability:**	☐ yes	
	☐ 41-65	☐ 65+		☐ no	
Household Income:	☐ 0-$12,000	☐ $12,001-$24,000		☐ $24,001-$36,000	
	☐ $36,001-$48,000	☐ $48,001-$60,000		☐ $60,001+	

Participation Procedures-Key Decision Points

The transportation planning process includes the development and maintenance of several key documents that require public participation. These documents include the MTP, TIP, Coordinated Public Transit-Human Services Transportation Plan, and Participation Plan. All four documents must be developed through a transparent process that affords opportunities for public input and community involvement prior to key decisions and plan approvals. These documents are also required to ensure the region is eligible for federal assistance to support transportation projects and programs. NIRCC is involved in other planning activities including project development and implementation that include public review and participation meetings.

Engagement Opportunities

NIRCC utilizes a variety of engagement options. Depending on the planning activity, staff determines which option, or options are most appropriate. The typical participations options are listed below but are not limited to these if another option is preferred. Notice is provided prior to any outreach opportunity detailing when, where, and how to participate.

Inter-Agency Consultation and Collaboration

During the development of the MTP and TIP, NIRCC consults and collaborates with other planning agencies that are affected by transportation decisions. These agencies are involved in land use, local planned growth, economic development, environmental protection, airport operations, logistics and freight movement. Appendix C contains a list of agency contacts that receive notice to comment on the Participation Plan and Metropolitan Transportation Plan.

Planning Meetings

NIRCC sponsors workshops and planning charrettes to bring planners, advocates, transportation stakeholders, business leaders, citizens and state and local officials together to discuss transportation needs, projects, or plans.

Public Notices

Public notices are published prior to key decisions on plan approvals and amendments to the MTP and Participation Plan. The notices are placed in local and regional newspapers announcing comment periods and participation opportunities. The public notices are also distributed via email to neighborhood representatives, elected officials, agencies and advocates working with EJ populations, and other interested parties that have requested notification. Notices are posted on NIRCC's website as are the draft documents and amendments. Press releases are sent to all local media outlets and include information on where documents can be reviewed, how to provide comment, and scheduled participation opportunities. Public notice of amendments to the TIP are posted on NIRCC's website.

Comment Periods

Comment periods are provided prior to adoption of the MTP, TIP, Coordinated Public Transit-Human Services Transportation Plan, Participation Plan and Air Quality Documentation. If significant changes are made to a plan or document after the comment period commences, a

second comment period is provided. Comment periods typically end one week prior to UTAB's consideration for approval.

Information Access

Information regarding transportation planning documents and reports are available for viewing and downloading from the NIRCC website at www.nircc.com. Maps, newsletters, annual reports and other information regarding highway, transit, bicycle and pedestrian transportation studies and plans are available at the website. Meeting notices and amendments are posted and available for review during comment periods. NIRCC staff are also available via personal visits to the office, phone calls or emails to discuss and provide information regarding transportation planning activities. A reasonable effort will be made to provide printed materials upon request.

Public Meetings

NIRCC sponsors an open house every spring and prior to the adoption of a new MTP or TIP. The open house is scheduled during the comment periods. Representatives from INDOT, Fort Wayne, New Haven, Allen County, and Citilink are present at the open house events to answer questions, discuss concerns, and review projects. Other meetings may be held throughout the year on specific projects or planning documents. Notices and invitations are distributed for these events.

Comment Summary

Comments received during participation events and comment periods are documented and channeled through the appropriate agency for review and response. Comments and responses are presented in a timely manner to the policy board for their review prior to an official action to adopt a plan or approve an amendment.

Policy Board and Committee Meetings

The Urban Transportation Advisory Board (UTAB), Transportation Technical Committee (TTC), and Transit Planning Committee (TPC) meetings are open to the public. The final review and adoption of transportation plans and other transportation planning documents occurs at UTAB meetings.

Plans and Programs Requiring Participation

While transparency should prevail throughout the transportation planning process, specific plans and programs require that participation from individuals, affected agencies and other interested parties must be afforded reasonable and timely opportunities to review and make comment. These planning products include the MTP, TIP, Coordinated Public Transit-Human Services Transportation Plan, and Participation Plan. Table 2 provides a summary of participation procedures for each planning product and modification process.

Minor changes to an MTP or TIP are called administrative modifications. Administrative modifications do not require public review and comment. Amendments are used to make major

changes and must be available for public review and comment. Participation requirements and opportunities for transportation planning products are discussed below.

Participation Plan

The Participation Plan contains NIRCC's official policy to ensure participation in the transportation planning process and related activities. The plan provides general information on the planning process and specific participation activities designed to facilitate communication, share information, and afford opportunities for individuals, agencies, businesses, and advocacy groups to shape and influence transportation policy and planning decisions. Revisions to the Participation Plan are posted on the NIRCC website and are open for a forty-five-day comment period. Notification that the revised Draft Participation Plan is available for review and comment includes a published public notice and an email distribution to neighborhood representatives, advocacy groups and interested parties. The notification provides information on where the document can be found to review and how to submit comments.

Coordinated Public Transit-Human Services Transportation Plan

The Coordinated Public Transit-Human Services Transportation Plan identifies transit and para-transit services available in the region; transportation needs of individuals with disabilities, older adults, and persons with limited incomes; transportation service gaps and strategies to address the gaps; and projects that meet the identified strategies. The plan is intended to increase and promote coordination and collaboration amongst transportation providers to improve mobility and efficiency transportation services.

NIRCC consults with other planning agencies, transit providers, human service agencies, advocacy groups and individuals during the development of the Coordinated Plan. A Public Notice is published and distributed via email to interested parties with information on where the Plan can be reviewed, how to comment, and dates and times of public meetings. A minimum of thirty days is provided for comment on both a revised plan or plan amendment.

Metropolitan Transportation Plan

The Metropolitan Transportation Plan guides infrastructure and program investment decisions for roadway, transit, bicycle, and pedestrian improvements within the Metropolitan Planning Area. The twenty-year vision is updated every five years to review planning assumptions and investment priorities. The multimodal plan determines how federal funds are used to improve the transportation system. Draft and adopted MTPs are available on the NIRCC website and printed versions are offered for review at the NIRCC office.

In developing the MTP, NIRCC consults with other planning agencies that are affected by transportation actions (including state and local planned growth, economic development, environmental protection, airport operations, or freight movements) and coordinates its planning process (to the maximum extent practicable) with such planning activities. Plans are developed with due consideration of other related planning activities within the metropolitan area.

MTP Amendment
Periodically the MTP is modified or amended when unforeseen needs arise, and regionally significant projects or programs are identified. Administrative modifications to an MTP are minor revisions processed by NIRCC staff, typically correcting typographical errors, or adding language to clarify a project or process. Removing or adding a project, significantly modifying a project's design scope, or substantial change in project costs requires an amendment. A comment period is provided for a minimum of 15 days on amendments to the MTP. Notices are sent to neighborhood representatives and other interested parties. The amendment is posted on NIRCC's website. Comments are summarized and provided to UTAB for their review and consideration prior to a request to approve an amendment to the MTP.

Transportation Improvement Program

The Transportation Improvement Program is a five-year capital investment plan that identifies how federal funds will be invested on the transportation system and locally funded project that are significant to the region. Projects are selected from the MTP, Safety Management Program, Congestion Management Process and Asset Management Programs for implementation. Projects typically have three primary phases of development listed in the TIP including Preliminary Engineering (PE), Right-of-Way (RW) acquisition, and Construction (CN). Improvement projects are identified and prioritized.

The Transportation Improvement Program is designed to provide the most accurate information available on transportation projects in Allen County. To meet this objective, the TIP is periodically revised through amendments and administrative modifications. The TIP may be revised at any time consistent with the defined procedures for its development and approval. The following procedures have been developed for processing project amendments and modifications including opportunity for review and comment.

TIP Amendment
An amendment is required when there is a major change to a project. An amendment requires formal action by the Urban Transportation Advisory Board. The amendment process includes an opportunity for review and comment. A major change is defined as: 1) a significant change in project scope of work; 2) adding a project to, or removing a project from, the TIP; or 3) a significant change in project or program cost as determined by the amendment cost thresholds (see Table 1).

Proposed TIP amendments are posted on the NIRCC Website, generally by the 10th of each month as needed. The comment period is open for 15 days. Whenever possible the full comment period will be observed, however certain circumstances may preclude a full comment period. Comments are documented and presented to UTAB for their consideration prior to approval. Comments are included in the appendix of the TIP. Simultaneous with the comment period, TIP amendments are submitted to the Interagency Consultation Group (ICG) for air quality conformity purposes. The TIP is revised in accordance with approved amendments.

Administrative Modification
The TIP is also revised through an administrative modification process. Administrative modifications are minor changes to an approved TIP. Minor changes include splitting or combining projects without modifying project scope; updating project costs that fall below the Amendment threshold; changing project funding from federal to state or local funds; shifting a project schedule or project phase within the first four years of the TIP; and adding, deleting or modifying a "grouped project." Certain revisions do not require an administrative modification such as correcting a data or typographical error; clarifying a project description that does not alter the project scope; and adding or modifying a designation or contract number.

Administrative modifications are not posted for comment and do not require ICG or UTAB approval. The administrative modifications are processed by NIRCC staff and submitted to INDOT for inclusion in the Indiana Statewide Transportation Improvement Program (INSTIP). The TIP is revised in accordance with the administrative modification.

Table 1. TIP Amendment Cost Thresholds

Total Project Cost	Amendment	Administrative Modification
< $2,000,000	≥ 75%	< 75%
$2,000,000 - $9,999,999	≥ 50%	< 50%
$10,000,000 - $24,999,999	≥ 40%	< 40%
≥ $25,000,000	≥ 30%	< 30%

Approved TIP Amendments and Administrative Modifications
A complete listing of approved TIP amendments and administrative modifications including Group Projects is posted on the NIRCC website. TIP amendments and administrative modifications are assigned an identification number that is included in the revised TIP and project lists.

Air Quality Analysis
In conjunction with the development of an MTP and/or TIP, an air quality conformity document is prepared. Allen County was originally designated as nonattainment for the 1997 National Ambient Air Quality Standard for the pollutant ozone in April 2004 and was redesignated to attainment in February 2007. At that time guidance indicated that conformity determinations were no longer required based on the revocation of the 1997 Ozone NAAQS. Under a recent court decision on February 16, 2018, a decision from the United States Court of Appeals for the District of Columbia Circuit in South Coast Air Quality Management District v. EPA ("South Coast II," 882 F.3d 1138), EPA was directed to require conformity determinations for areas that were either non-attainment or maintenance for the 1997 Ozone NAAQS when the standard was revoked. These areas, such as Allen County, are referred to as "orphan areas." Orphan areas are

required to prepare a simplified Air Quality Document that does not require a regional emissions analysis but does require an Air Quality Conformity Determination.

Based on this requirement, NIRCC prepares a Transportation Conformity Document to demonstrate conformity for the MTP and TIP. The Transportation Conformity Document is updated with the development of the MTP and/or TIP and is available for review and comment in conjunction with review and comment periods for the MTP and TIP.

Table 2. Participation Procedures

	Participation Plan		**Coordinated Public Transit-Human Services Transportation Plan**		**Metropolitan Transportation Plan (MTP)**		**Transportation Improvement Program (TIP)**	
	Plan Update (every 4-5 years)	Plan Amendment (revised as needed)	Plan Update (every 4-5 years)	Plan Amendment (revised as needed)	Plan Update (every 4-5 years)	Plan Amendment (amended as needed)	Plan Update (every 2 years)	Plan Amendment (amended as needed)
Inter-Agency Consultation and Coordination	●		●		●		●	
Engagement Opportunities			●		●			
Public Notices	●	●	●		●	●	●	Website Posting
Comment Period	45 days	15 days	30 days	-	30 days	15 days	30 days	15 days
Information Access	●	●	●		●	●	●	●
Public Meetings			●		●		●	
Comment Summary	●	●	●		●	●	●	●
UTAB Approval	●	●	●		●	●	●	●

Other Transportation Planning Activities

NIRCC conducts numerous studies and reports that may benefit from individual and agency involvement. These activities include but are not limited to corridor studies, transit studies, safety management, bicycle and pedestrian planning, Certification Reviews, travel surveys and other studies. NIRCC may offer public meetings, workshops, focus group meetings, planning charrettes and other participation events for these activities. NIRCC is also involved with project development and assists state and local governments with project specific meetings and environmental assessments.

Appendix A
Participation – Federal Regulations

§ 450.316 Interested parties, participation, and consultation.

(a) The MPO shall develop and use a documented participation plan that defines a process for providing individuals, affected public agencies, representatives of public transportation employees, public ports, freight shippers, providers of freight transportation services, private providers of transportation (including intercity bus operators, employer-based commuting programs, such as carpool program, vanpool program, transit benefit program, parking cash-out program, shuttle program, or telework program), representatives of users of public transportation, representatives of users of pedestrian walkways and bicycle transportation facilities, representatives of the disabled, and other interested parties with reasonable opportunities to be involved in the metropolitan transportation planning process.

(1) The MPO shall develop the participation plan in consultation with all interested parties and shall, at a minimum, describe explicit procedures, strategies, and desired outcomes for:

(i) Providing adequate public notice of public participation activities and time for public review and comment at key decision points, including a reasonable opportunity to comment on the proposed metropolitan transportation plan and the TIP;

(ii) Providing timely notice and reasonable access to information about transportation issues and processes;

(iii) Employing visualization techniques to describe metropolitan transportation plans and TIPs;

(iv) Making public information (technical information and meeting notices) available in electronically accessible formats and means, such as the World Wide Web;

(v) Holding any public meetings at convenient and accessible locations and times;

(vi) Demonstrating explicit consideration and response to public input received during the development of the metropolitan transportation plan and the TIP;

(vii) Seeking out and considering the needs of those traditionally underserved by existing transportation systems, such as low-income and minority households, who may face challenges accessing employment and other services;

(viii) Providing an additional opportunity for public comment, if the final metropolitan transportation plan or TIP differs significantly from the version that was made available for public comment by the MPO and raises new material issues that interested parties could not reasonably have foreseen from the public involvement efforts;

(ix) Coordinating with the statewide transportation planning public involvement and consultation processes under subpart B of this part; and

(x) Periodically reviewing the effectiveness of the procedures and strategies contained in the participation plan to ensure a full and open participation process.

(2) When significant written and oral comments are received on the draft metropolitan transportation plan and TIP (including the financial plans) as a result of the participation process in this section or the interagency consultation process required under the EPA transportation conformity regulations (40 CFR part 93, subpart A), a summary, analysis, and

report on the disposition of comments shall be made as part of the final metropolitan transportation plan and TIP.

(3) A minimum public comment period of 45 calendar days shall be provided before the initial or revised participation plan is adopted by the MPO. Copies of the approved participation plan shall be provided to the FHWA and the FTA for informational purposes and shall be posted on the World Wide Web, to the maximum extent practicable.

(b) In developing metropolitan transportation plans and TIPs, the MPO should consult with agencies and officials responsible for other planning activities within the MPA that are affected by transportation (including State and local planned growth, economic development, tourism, natural disaster risk reduction, environmental protection, airport operations, or freight movements) or coordinate its planning process (to the maximum extent practicable) with such planning activities. In addition, the MPO shall develop the metropolitan transportation plans and TIPs with due consideration of other related planning activities within the metropolitan area, and the process shall provide for the design and delivery of transportation services within the area that are provided by:

(1) Recipients of assistance under title 49 U.S.C. Chapter 53;

(2) Governmental agencies and non-profit organizations (including representatives of the agencies and organizations) that receive Federal assistance from a source other than the U.S. Department of Transportation to provide non-emergency transportation services; and

(3) Recipients of assistance under 23 U.S.C. 201-204.

(c) When the MPA includes Indian Tribal lands, the MPO shall appropriately involve the Indian Tribal government(s) in the development of the metropolitan transportation plan and the TIP.

(d) When the MPA includes Federal public lands, the MPO shall appropriately involve the Federal land management agencies in the development of the metropolitan transportation plan and the TIP.

(e) MPOs shall, to the extent practicable, develop a documented process(es) that outlines roles, responsibilities, and key decision points for consulting with other governments and agencies, as defined in paragraphs (b), (c), and (d) of this section, which may be included in the agreement(s) developed under § 450.314.

Appendix B
Environmental Justice

Environmental Justice

An important component of the participation process is the outreach strategies to ensure individuals, agencies, advocacy groups and other interested parties are aware of opportunities to be involved and provide input to the transportation planning process and more importantly, having influence on the decisions for investments in projects and programs resulting from the planning process. Outreach is deployed region-wide, however additional provisions are undertaken to provide outreach strategies to Environmental Justice (EJ) Populations Areas residing in the Metropolitan Planning Area (MPA). These populations have been traditionally underserved and potentially disadvantaged. To direct the additional outreach efforts to appropriate areas, the EJ populations are identified by evaluating census tracts for specific socio-economic characteristics. These characteristics include persons 65 years old and older; minority populations; Hispanic populations; individuals below poverty; disabled people; households with no vehicle; and Limited English Proficiency (LEP; speaks English less than very well) individuals.

American Community Survey Data 2015-2019 was utilized to evaluate each tract. A region-wide percentage was calculated for each of the seven socio-economic characteristics to establish a potentially disadvantaged threshold. The thresholds for the Census Tracts in the Metropolitan Planning Area are provided in Table B-1. Census tracts that display percentages higher than the threshold were identified. These census tracts become focus areas for that characteristic. Census tracts were then prioritized based on the number of characteristics that exceeded their respective thresholds. Based on the number of characteristics that exceeded their threshold, census tracts were prioritized as Tier 1, 2, 3 or General Outreach EJ Areas.

Tier 1 EJ Area-exceeds 6-7 Thresholds
Tier 2 EJ Area-exceeds 4-5 Thresholds
Tier 3 EJ Area-exceeds 2-3 Thresholds
General Outreach EJ Area-exceeds 0-1 Threshold

The map in Figure B-1 displays the Tiered and General Outreach EJ Population Areas for the NIRCC Metropolitan Planning Area. The maps is Figures B-2 through B-8 display the EJ Population for the seven separate socio-economic characteristics including: persons 65 years old and older; minority populations; Hispanic populations; individuals below poverty; disabled people; households with no vehicle; and Limited English Proficiency (LEP; speaks English less than very well) individuals. Charts displaying each of the seven EJ Population characteristics are provided in Figures B-9 through B-15.

Table B-1. Metropolitan Planning Area Census Tract Thresholds

Socio-economic Characteristic	Metropolitan Planning Area Census Tract Thresholds
Persons 65 years old and older	14.12%
Minority population	22.19%
Hispanic population	7.80%
Individuals below poverty	13.61%
Persons with a disability	12.50%
Households with no vehicle	5.81%
Individuals with Limited English Proficiency	4.31%

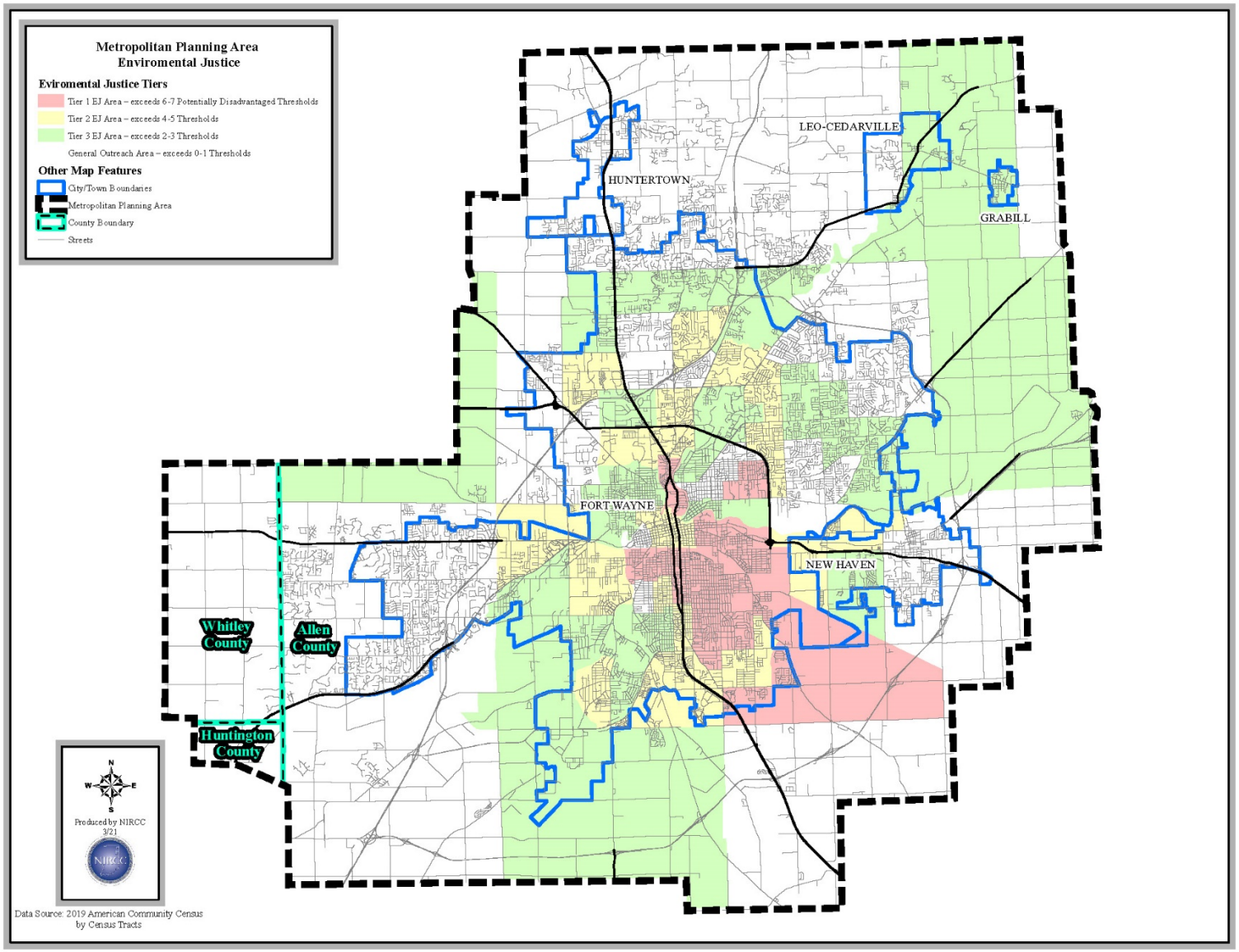


Figure B-1. Environmental Justice Population Areas

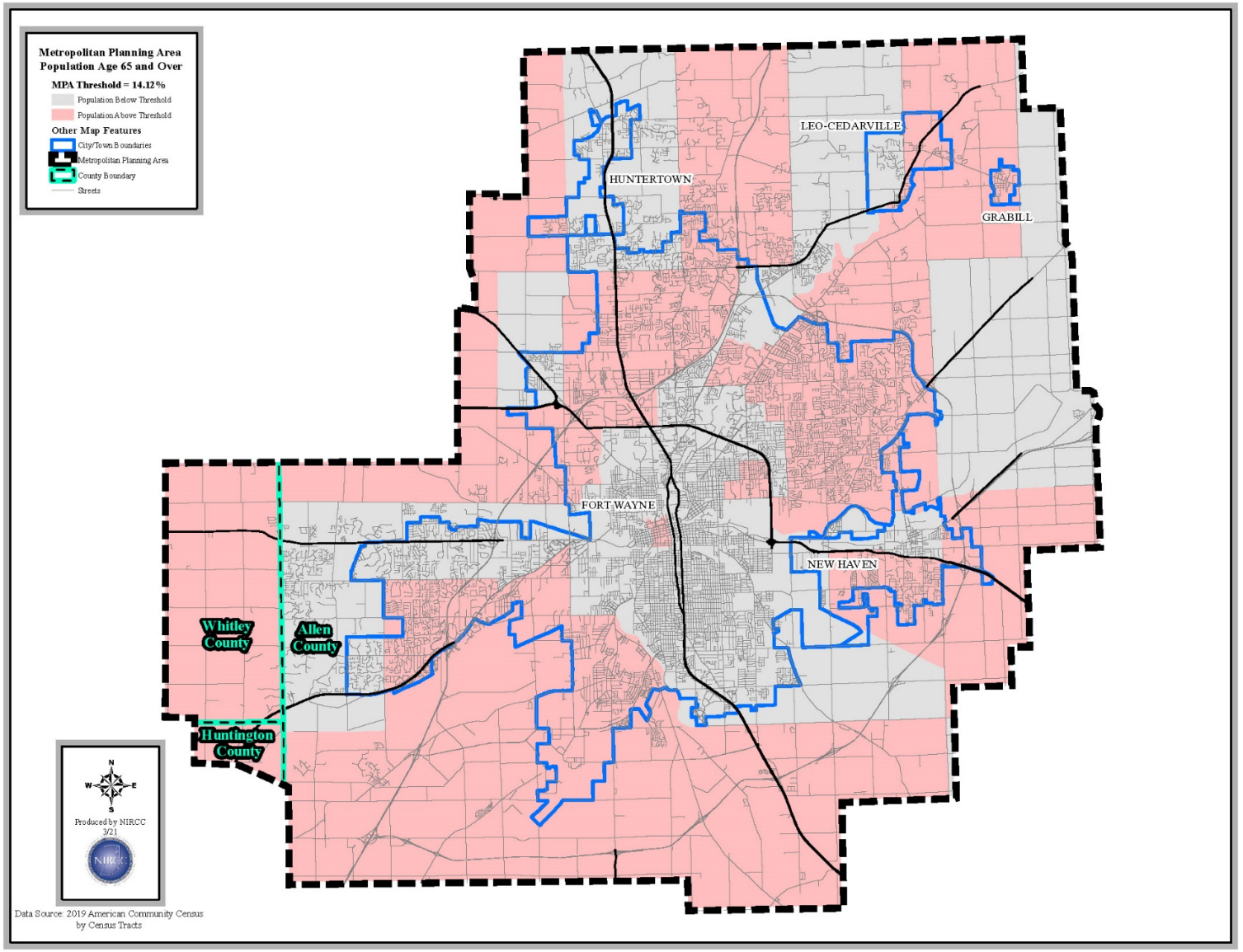


Figure B-2. Population Age 65 and Older

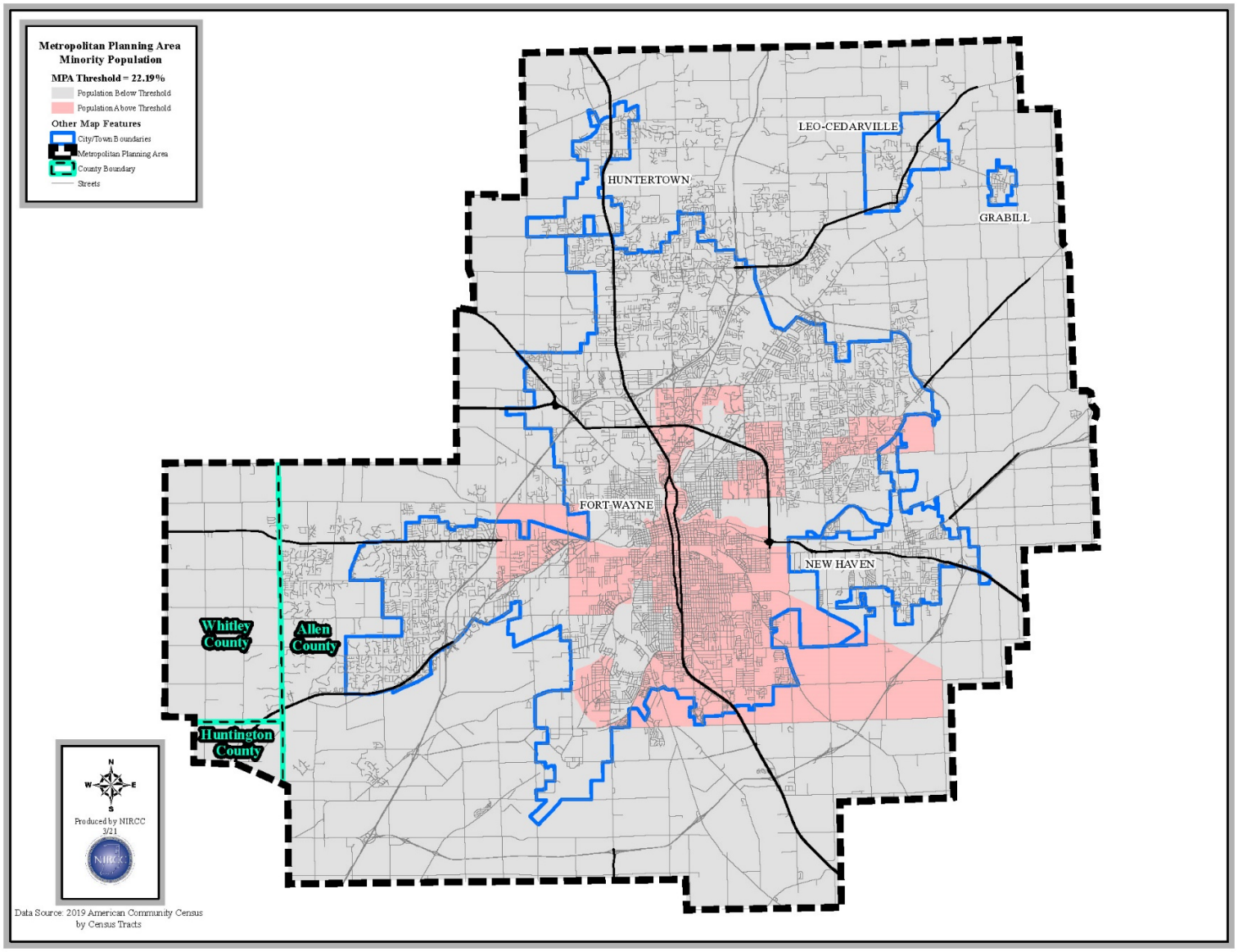


Figure B-3. Minority Population

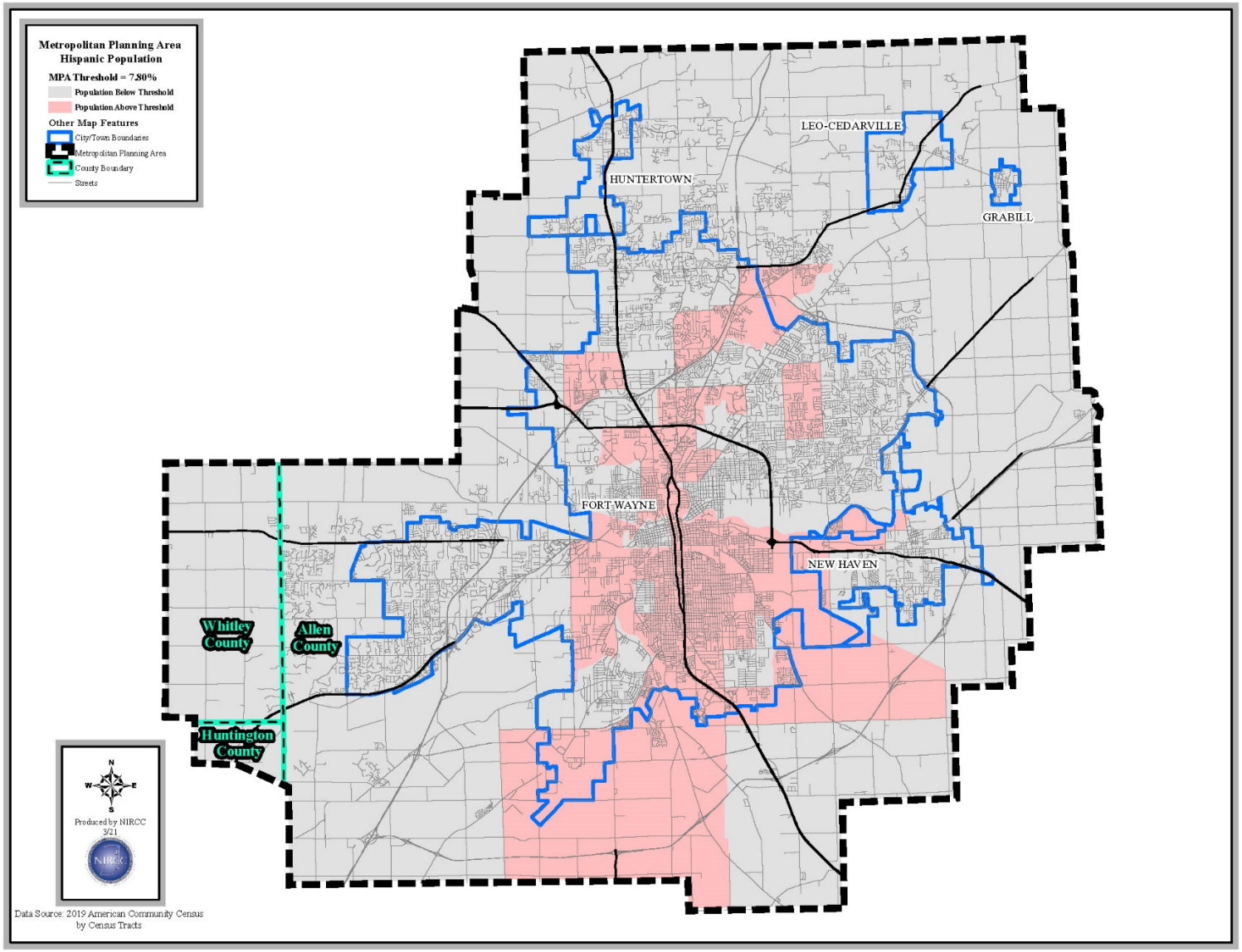


Figure B-4. Hispanic Population

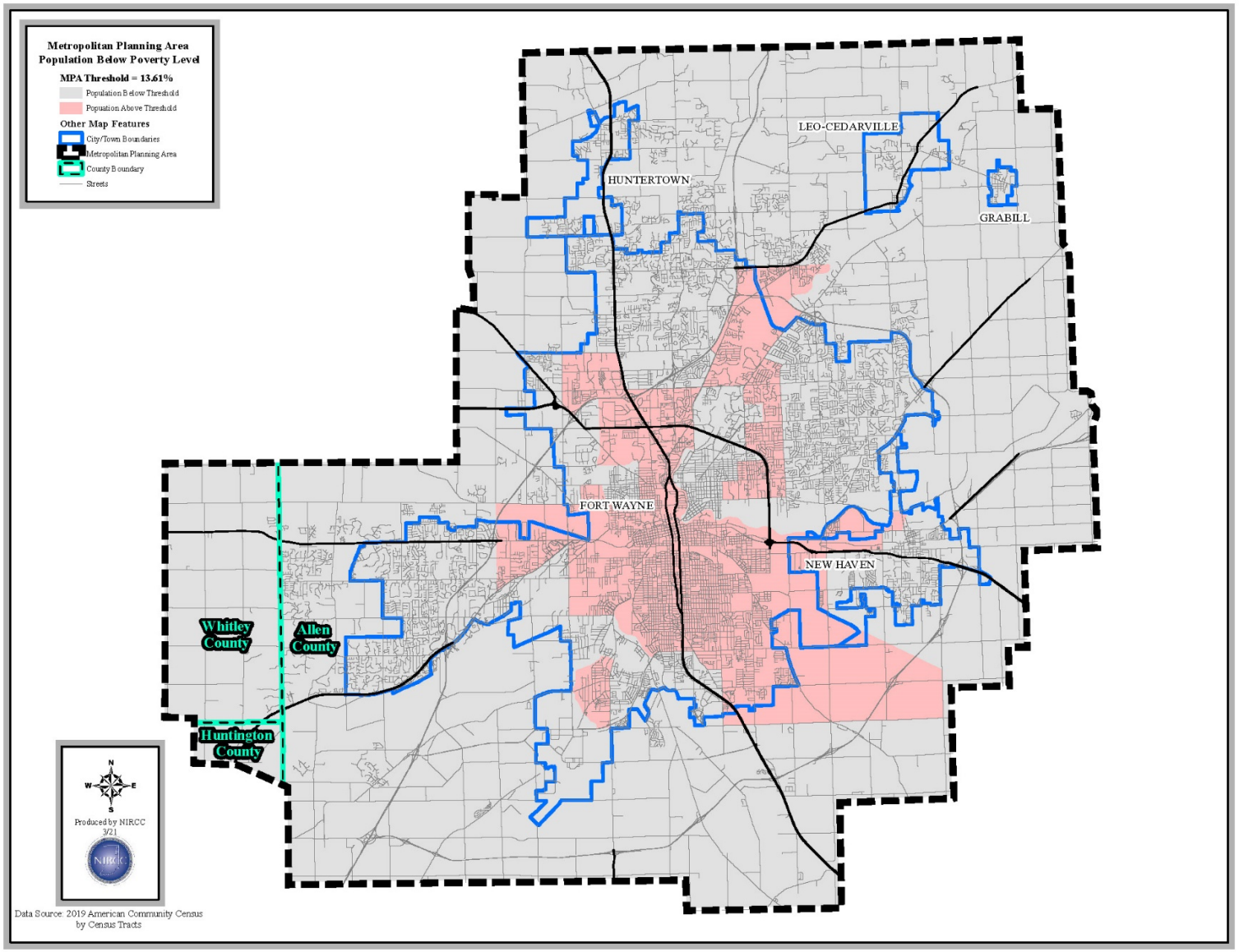


Figure B-5. Population Below Poverty Level

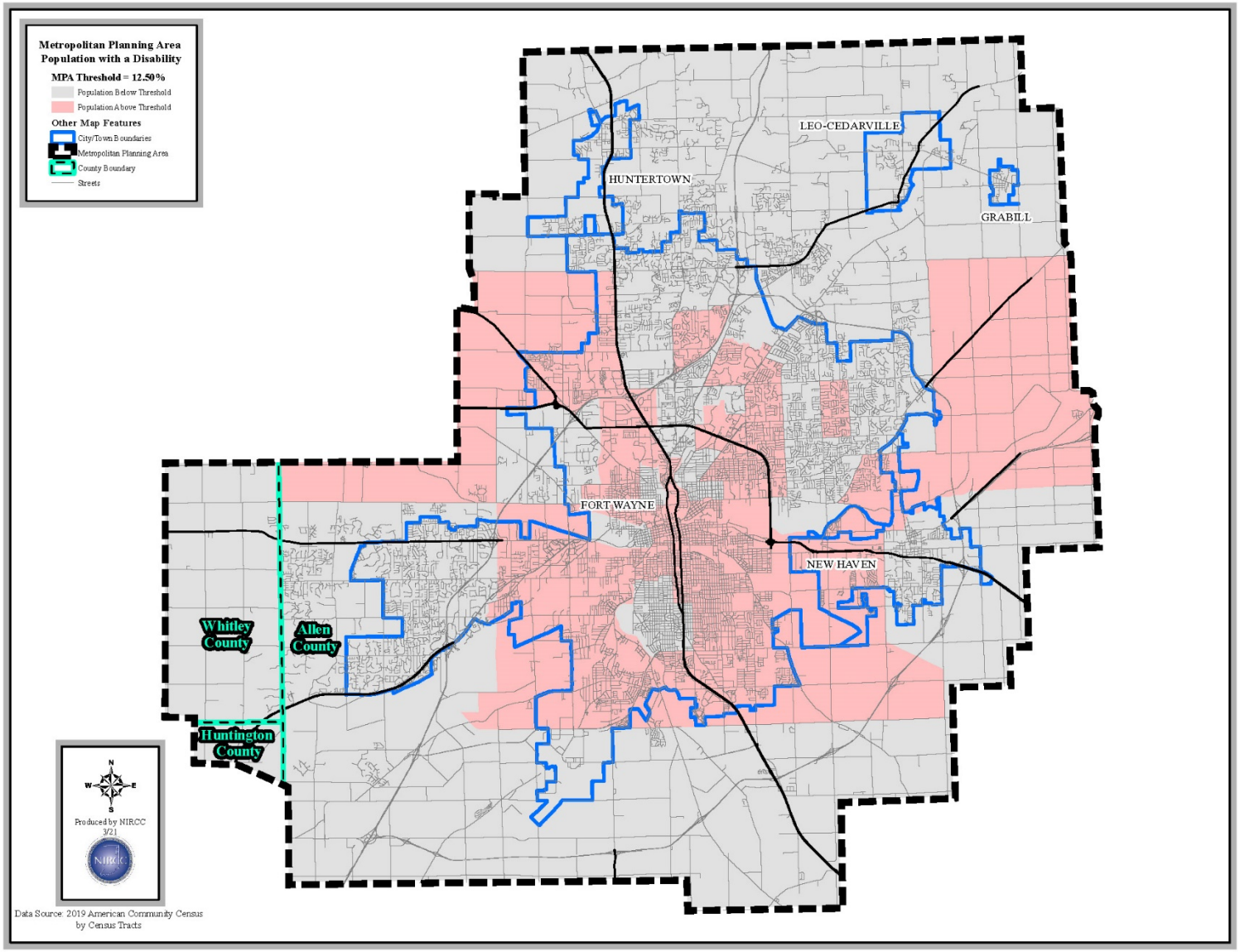


Figure B-6. Persons with a Disability

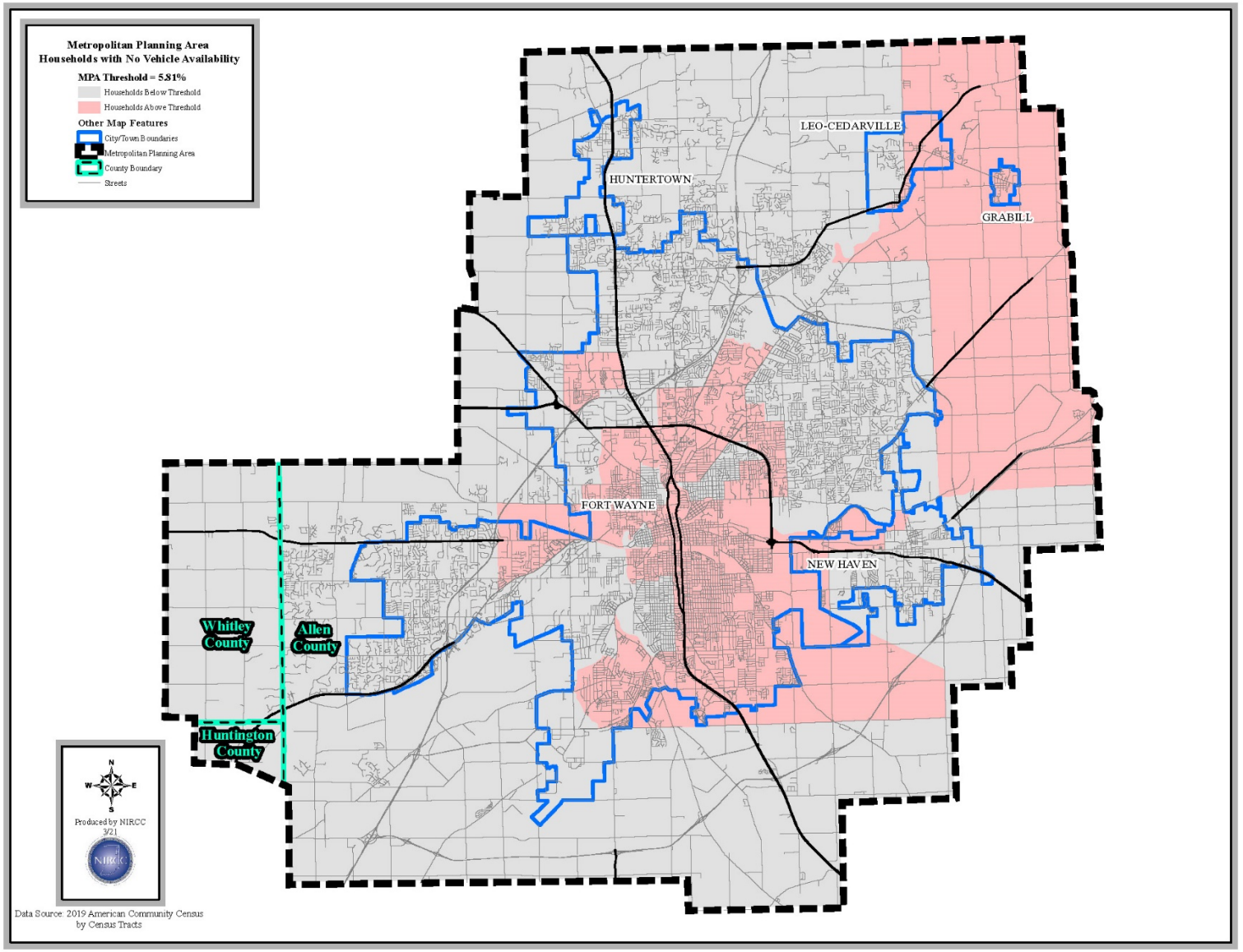


Figure B-7. Households with No Vehicle Available

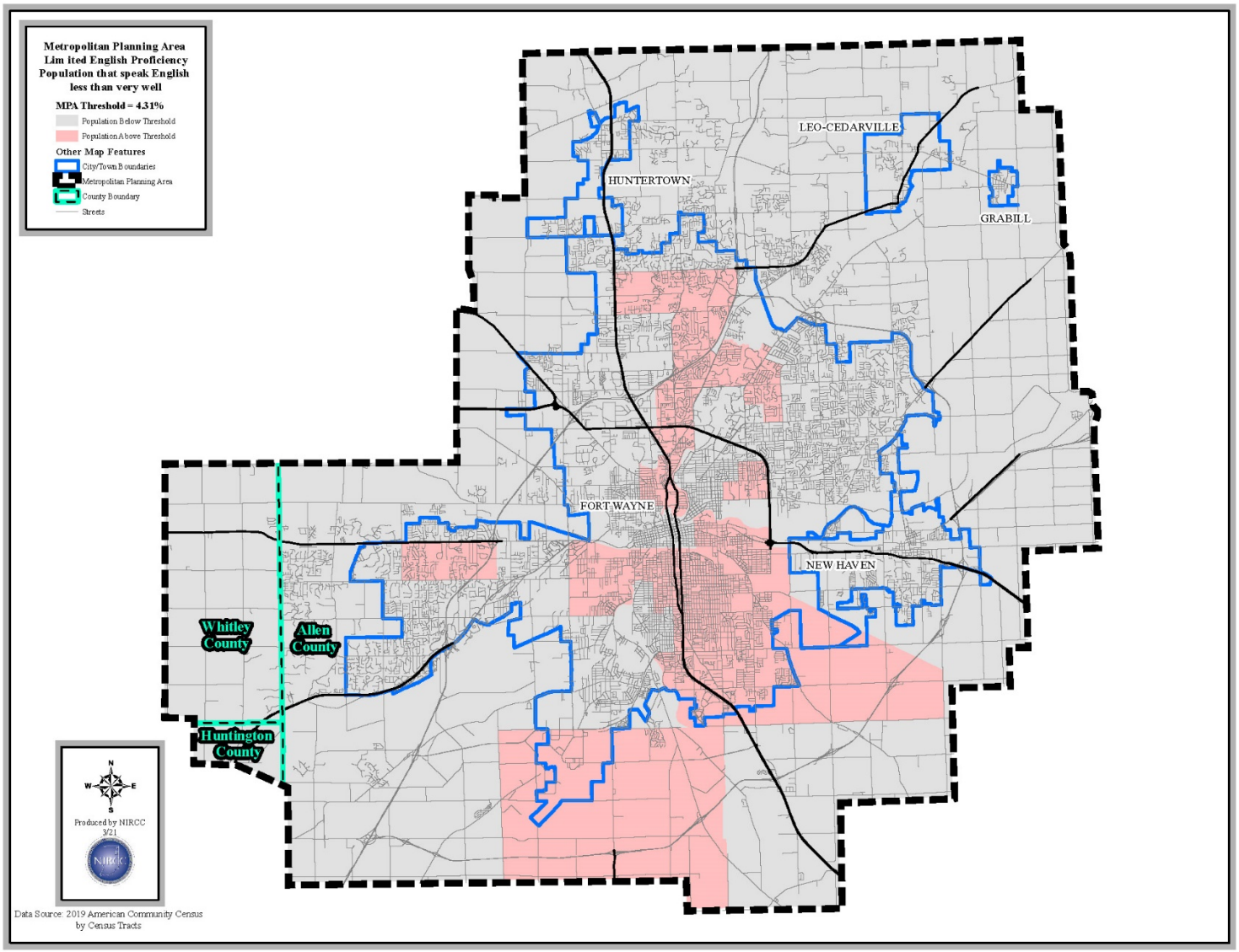


Figure B-8. Limited English Proficiency, Population That Speak English Less than Very Well

Figure B-9. Population 65 and Over

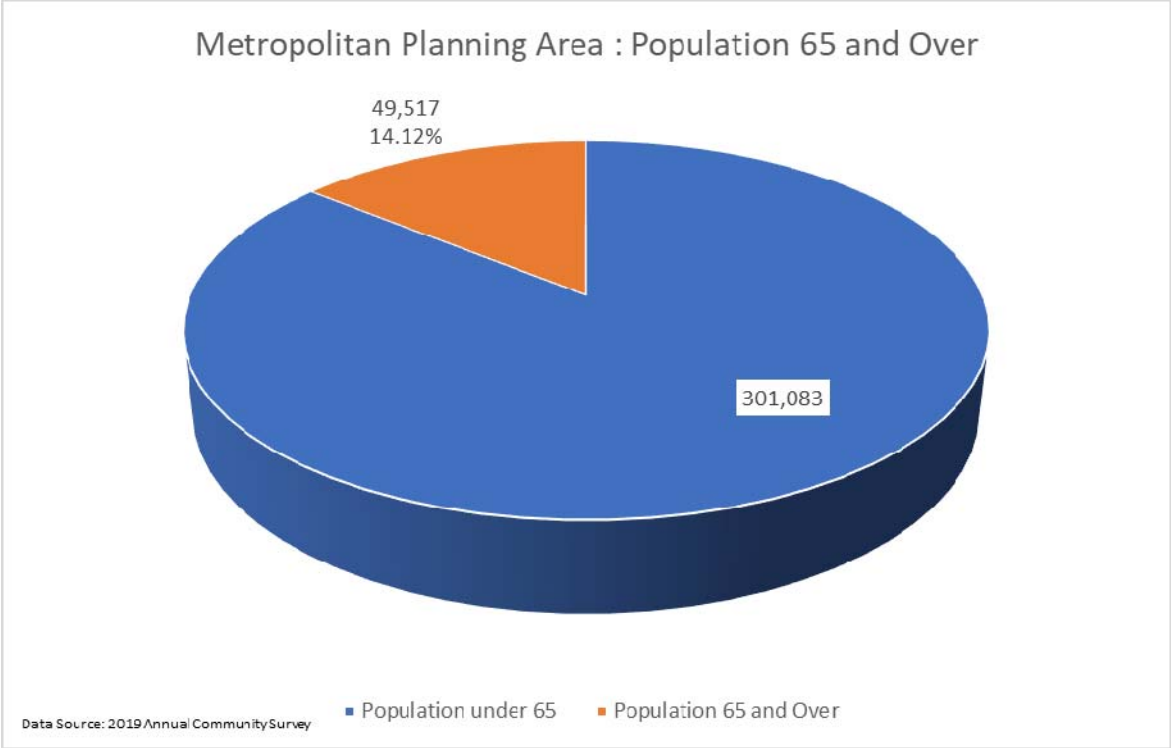


Figure B-10. Minority Population

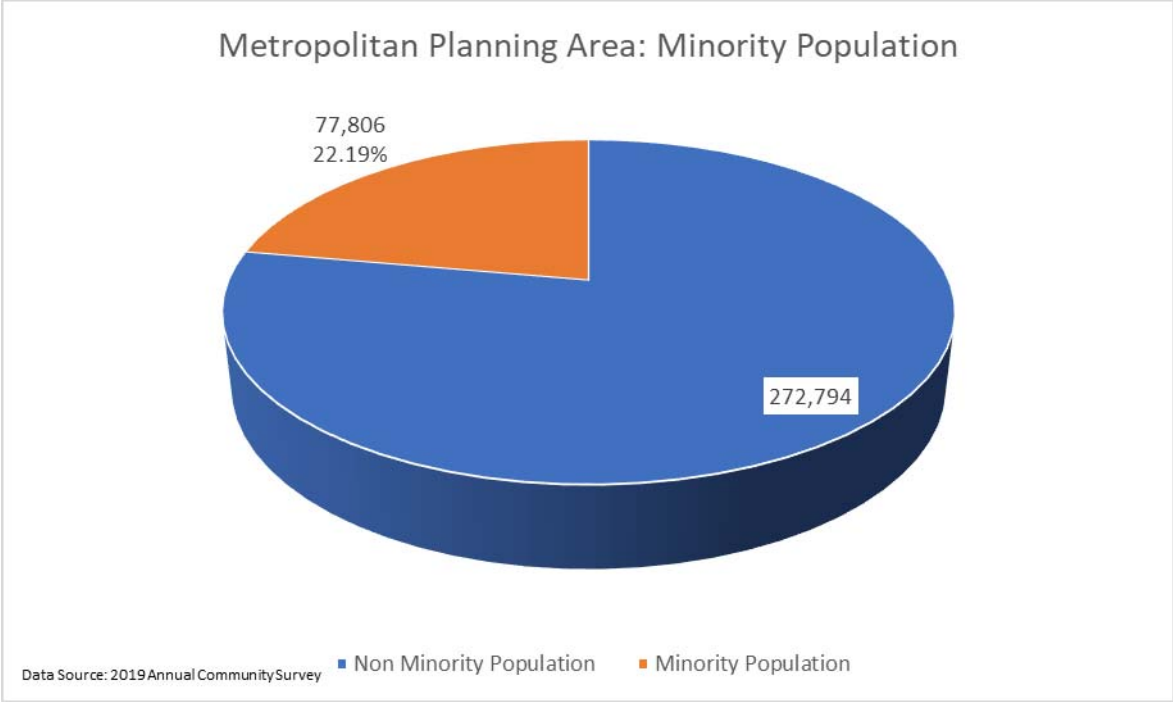


Figure B-11. Hispanic Population

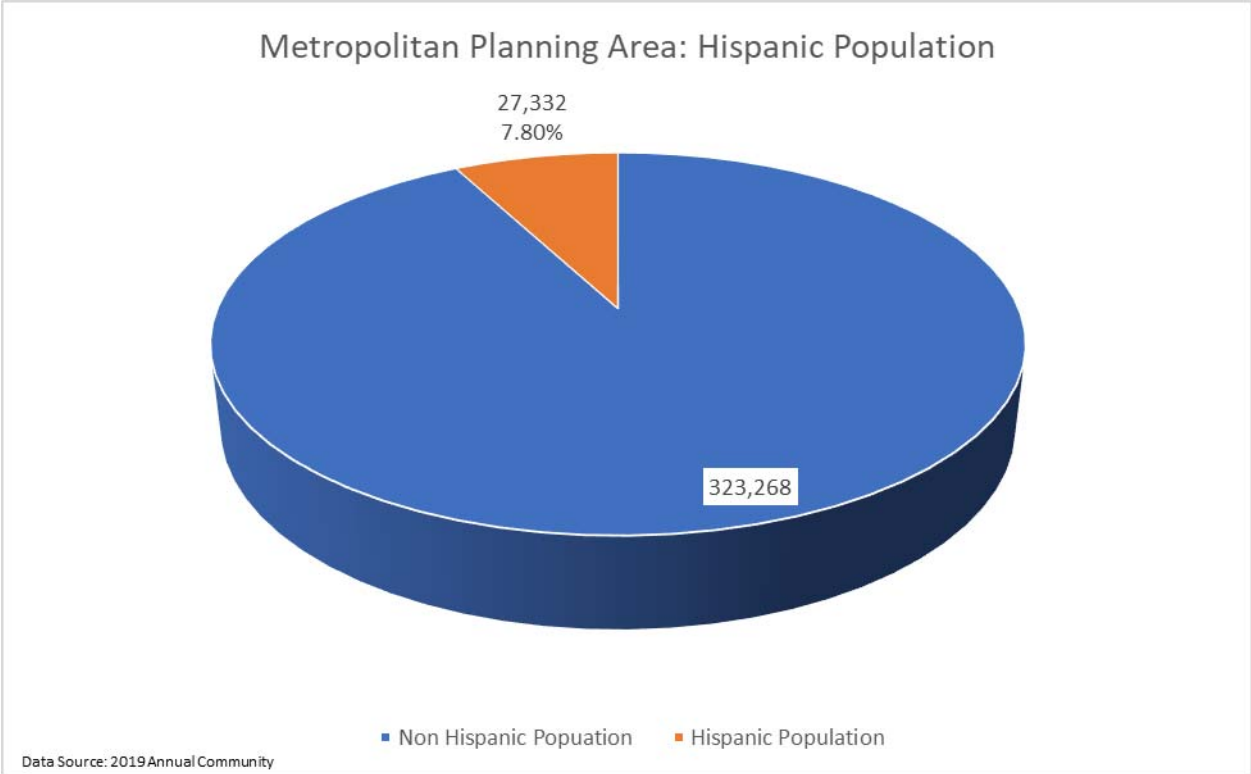


Figure B-12. Population Below Poverty Level

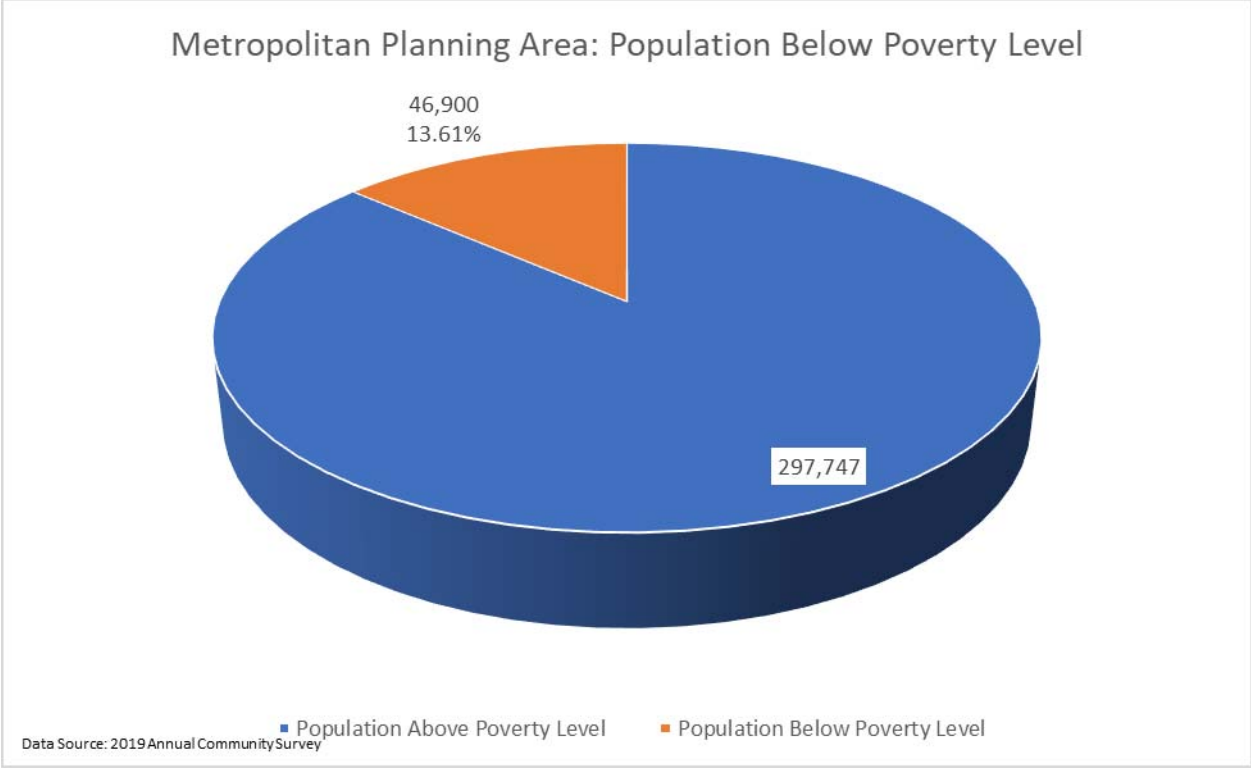


Figure B-13. Population with A Disability

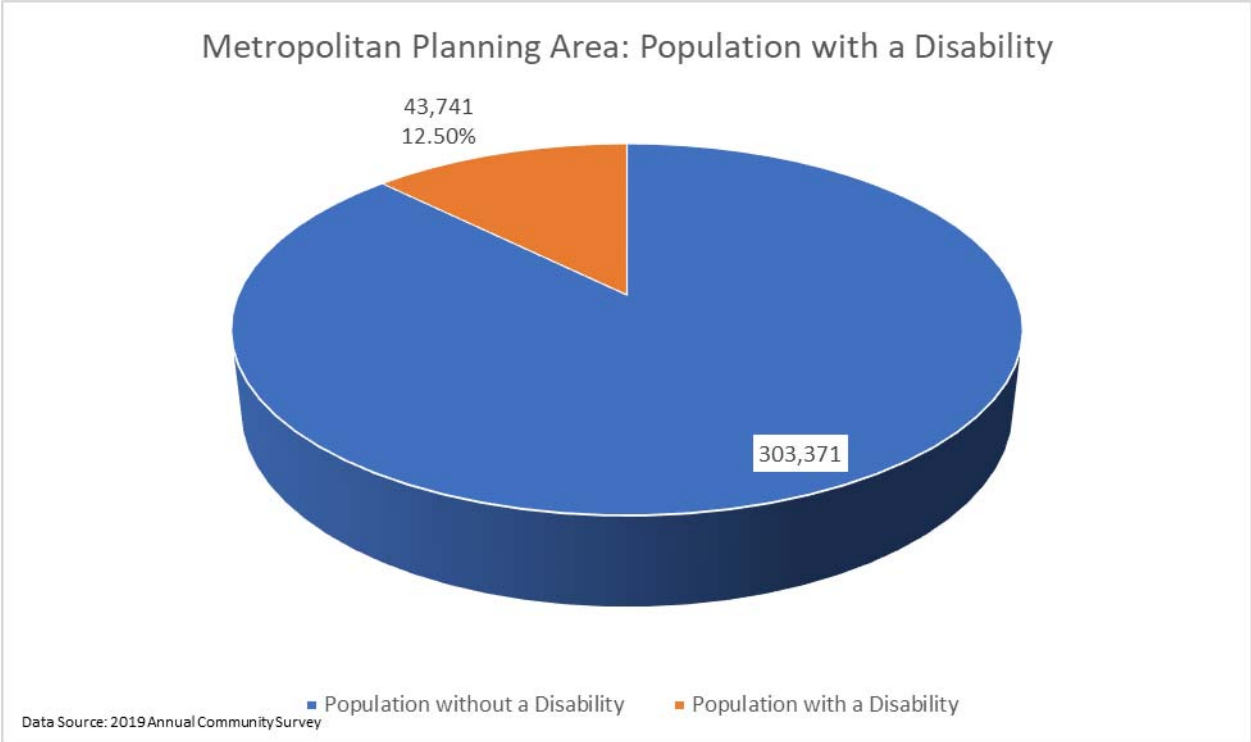


Figure B-14. Households with No Vehicle Available

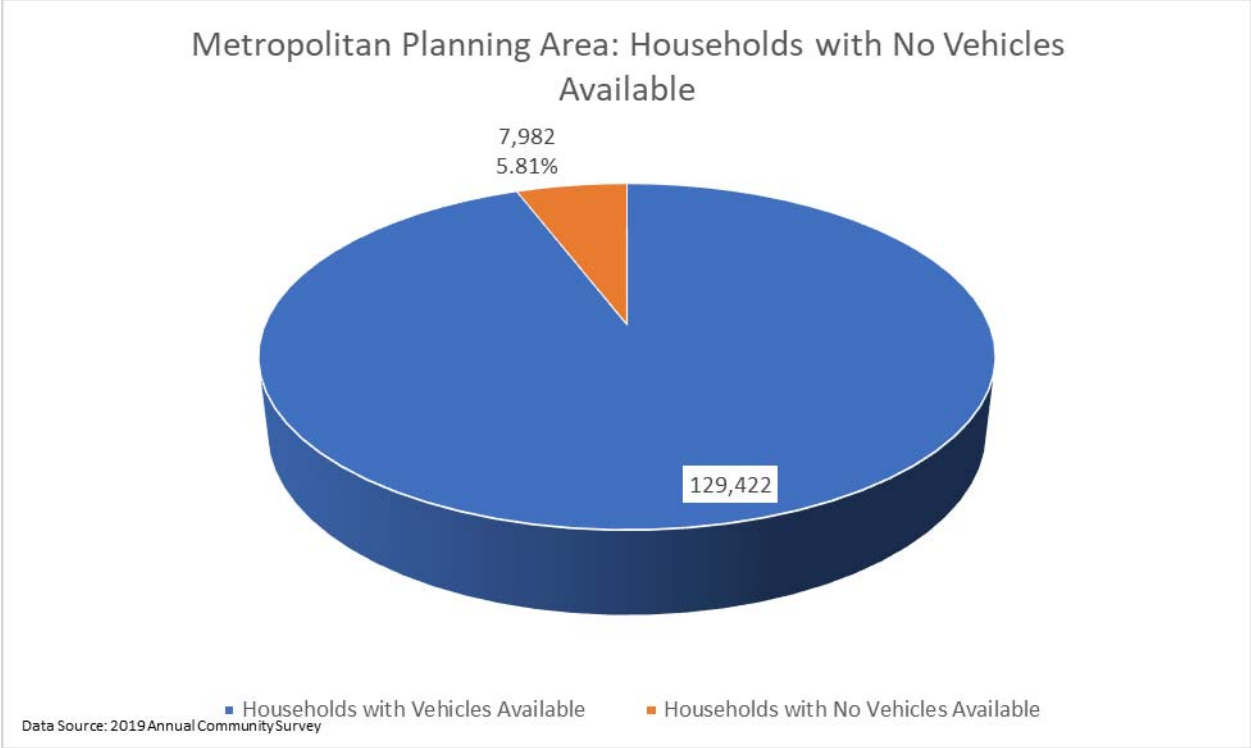
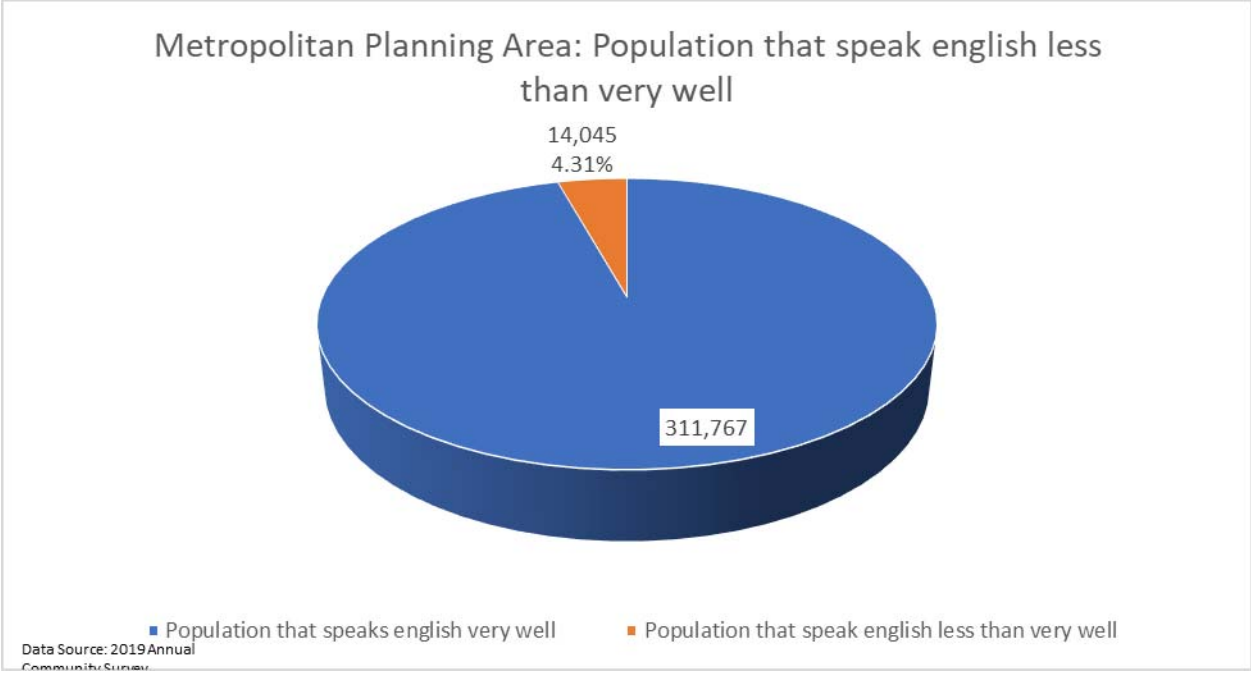


Figure B-15. Limited English Proficiency, Population that Speak English Less Than Very Well



Appendix C
Inter-Agency Contacts

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Appendix D
Participation Plan Comment Period

The Public Review and Comment Period for the Draft Participation Plan was initiated on November 17, 2021 and terminated on January 3, 2022 for a total of 48 days. The Draft Participation Plan was posted on the NIRCC website www.nircc.com and available for review at the Northeastern Indiana Regional Coordinating Council, Citizen Square, 200 East Berry Street, Suite 230, Fort Wayne, Indiana, 46802, (260) 449-7309, between the hours of 8:00 a.m. and 4:30 p.m., Monday through Friday. Information requests and comments regarding the Participation Plan were asked to be directed in writing to Dan Avery, Executive Director of NIRCC, 200 East Berry Street, Suite 230, Fort Wayne, Indiana, 46802 or dan.avery@co.allen.in.us, or by phone at (260) 449-7309.

A public notice was printed in the Fort Wayne Journal Gazette and a press release was sent to all known news media outlets. Notices were sent to neighborhood representatives, advocacy agencies, board and committee members, agency representatives listed in Appendix C, and other interested parties. Approximately 500 individuals and groups were directly contacted. No notable comments were submitted to NIRCC during the review and comment period. The public notice is provided below.

PUBLIC NOTICE

Notice is hereby given by the Northeastern Indiana Regional Coordinating Council (NIRCC) that the Participation Plan for the Metropolitan Transportation Planning Process has been revised and is available for public review and comment. The public comment period will commence upon publication of this notice on November 17, 2021 and remain open until January 3, 2022.

The primary goals of the Participation Plan are to define a process that assures opportunities are afforded to all interested parties to understand the planning process and how to comment and influence decisions; have access to transportation information, analyses, visual tools and documents; and receive feedback regarding questions and concerns. The process includes special outreach efforts to populations that have often lacked traditional access to the planning process such as elderly, low income, minority, disabled, and limited English proficiency individuals. The metropolitan planning process administered by NIRCC strives to achieve these goals through a variety of participation activities and information sharing techniques. The participation process includes collaboration with numerous local, state, and federal agencies. In addition, NIRCC will make specific efforts to coordinate with the participation processes of the Indiana Department of Transportation, Citilink, Airport Authority, Allen County, Fort Wayne, New Haven, and other local public agencies. This document will discuss the participation opportunities.

The Participation Plan as drafted is a proactive involvement process that provides citizens, affected public agencies, transportation stakeholders and interested parties complete information and public notice of participation activities. These activities provide for timely notice for review and comment at key decision points, including but

not limited to the opportunity to comment on the proposed Metropolitan Transportation Plan (MTP), Transportation Improvement Program (TIP), Coordinated Public Transit-Human Services Transportation Plan, and Participation Plan. The Participation Plan for the Metropolitan Transportation Planning Process for the Metropolitan Planning Area covers a sizable portion of Allen County including the Cities of Fort Wayne and New Haven, the Towns of Grabill, Huntertown, and Leo-Cedarville, and small portions of Huntington and Whitley Counties.

The Participation Plan is available for review at the Northeastern Indiana Regional Coordinating Council, Citizen Square, 200 East Berry Street, Suite 230, Fort Wayne, Indiana, 46802, (260) 449-7309, between the hours of 8:00 a.m. and 4:30 p.m., Monday through Friday. The Participation Plan is also posted on the NIRCC web site, accessible through www.nircc.com. Information requests and comments regarding the Participation Plan should be directed in writing to Dan Avery, Executive Director of NIRCC, 200 East Berry Street, Suite 230, Fort Wayne, Indiana, 46802 or dan.avery@co.allen.in.us, or by phone at (260) 449-7309.

Fort Wayne Public Transportation Corporation/Citilink
Language Assistance Plan (LAP)
Revised May 14, 2025

Four Factor Analysis

1. The number or proportion of Limited English Proficiency (LEP) persons eligible to be served or likely to be encountered.

a. How LEP persons interact with the transit system.

Fixed route & paratransit passengers accessing Citilink services interact with drivers, customer service representatives, operations supervisors & management personnel through personal contact, phone, website, e-mail, social media , written system information, etc. in our buses, transit station, bus stops, offices, public meetings, etc.

b. Assessment of the number or proportion of LEP persons from each language group.

Pop that speak English "less than very well"	2014 ASC	2023 ACS
Total	12,858 (5.4% of total pop)	14,176 (6.3% of total pop)
Spanish	6,491	6,220
Indo-European languages	1,835	211
Asian & Pacific languages	4,038	5,326
Other	494	2,419

The 2023 census data has identified 31,259 residents of the City of Fort Wayne who spoke a language other than English in their home. Of these residents, 14,176 spoke English "less than very well".

The 2023 American Community Survey data represents the growth in residents whose primary language is of Asian origin. Many are Burmese refuges; however, there is not a common language/dialect. No one language exceeded the Safe Harbor threshold of 5% of the total population, however; two categories identified more than 1,000 people who spoke a foreign language and English "less than very well", these were Spanish/Creole and "other Asian languages" which likely includes several languages/dialects spoken by refugees from Burma/Myanmar.

Language diversity continues to increase and Fort Wayne tends to have more than the state average (9.6% Fort Wayne vs. 7.9% Indiana average 2007-2011). The Fort Wayne Community School system reports that their students speak over 79 different languages at home. More than 4,200 students participate in English Language Learner programs in their schools. Much of our community's multicultural growth is due to aggressive refugee resettlement efforts by the Lutheran and Catholic Church organizations in our

area. It is said that Fort Wayne has the largest number of Burmese outside of Burma. That said, the number of LEP persons in Fort Wayne remains a small percentage of the overall speaking population (6.3%).

Community service providers have provided information on residential clusters and primary destinations for recent immigrants & refugees as we work together to provide access to essential services. Our drivers have also become familiar with common travel patterns of passengers who have LEP issues.

c. Literacy skills of LEP persons in their native language.

While this is often difficult to assess, we are aware that sometimes recent refugees are not able to read their own language or speak a different dialect than the available interpreters. This barrier greatly affects our ability to communicate and the learning curve as they assimilate to our language & culture.

We work closely with community service organizations to provide individualized transit travel training by a peer who speaks their language. Additionally, we now offer real-time translation services through Boostlingo, a language access and interpretation management platform that provides tools and services to connect our organization to interpreters over the phone or video call. These resources allow us to better serve LEP persons.

d. Level of underutilization of transit system by LEP persons due to language barrier.

Regular contact with community organizations help to minimize barriers. Often, public transit orientation is provided by service agencies as part of the assimilation process. Passengers who require assistance are referred to appropriate agencies for training & support. Citilink staff is trained to provide assistance and how to get more help when needed. While it's difficult to assess who is not being served, we are relatively confident that anyone in contact with a local service agency will be provided the assistance needed to utilize our service.

2. The frequency with which LEP persons come into contact with Citilink Services.

a. Use of fixed route & paratransit service.

Often, recent immigrants are regular users of fixed route services as they are unable to obtain a driver's license and do not have access to a car. Very few LEP persons use our paratransit service and there are very few issues, as it is relatively easy to get translation assistance with the application process & have someone call in reservations or schedule via the VIA app.

b. Purchase and distribution of passes.

Passes are available for purchase via the Citilink website, Token Transit, at local Kroger customer service desks, at our Leesburg office, or at Citilink's Central Station. Many social service agencies distribute passes to their clientele.

Drivers occasionally notify us of communication difficulties and we have tried to connect the passenger with the appropriate Citilink staff or one of several service agencies that provide training/translation and can offer the services via Boostlingo.

c. Participation in public meetings.

When Citilink staff attends meetings targeted to address a particular LEP population, translation service is generally provided or another member of the audience steps in to help explain. We are not aware of this being an issue at a general meeting.

d. Customer service interaction.

Occasionally, someone will call and need translation assistance. Often, we can utilize a Citilink staff member to help translate or contact Language Services Network that provides free translation services. We have also used Google Translate & visual aids to help with communication. We also can now have our Customer Service team use Boostlingo for real-time translation, as needed.

e. Ridership/operation surveys.

Customer and community surveys have been conducted in recent years where we have offered the surveys in English, Spanish, and Burmese. However, we have found that when we have done in-person surveys, the interviewer is able to collect the information from all passengers asked.

3. The nature and importance of public transit to people's lives.

Mobility is essential to be able to access jobs, education, community services, etc. Often LEP populations are transit dependent – at least until they learn enough English to get a driver license, car & job.

Community needs surveys and community meetings consistently rank access to affordable transportation as a top five need. United Way & Community Action surveys of low-income families have ranked transportation as number two need (just after affordable housing). Council on Aging surveys of their clientele identify transportation to non-emergency medical services as a top 5 concern. Access to medical care/social services are essential to strong families. A survey of homeless individuals and shelter providers identify transportation to jobs during non-traditional hours (nights & weekends) as a significant barrier to entry level jobs.

A recent Citilink customer survey indicate that 24% are riding to/from shopping, 19% to work, 17% to medical/appointment, 13% to social/cultural, 12% to other, 11% to dining/food, and 4% to school.

Combined housing & transportation costs are excessive for over half of Allen County households. Spending more than 45% of income on housing & transportation represents a cost burden. Public transit can reduce that burden by saving a two-person household about $13,000/year (APTA).

Even access to groceries/nutritious food is challenging for low-income and LEP communities. Often, affordable housing is located within "food desert" communities and transportation issues provide a significant barrier when trying to access fresh fruits & vegetables or to fulfill culturally appropriate diet requirements.

4. Resources available for LEP outreach, as well as the cost associated.

Citilink attempts to provide the maximum level of service possible with the resources available. While Fort Wayne is the second largest city in Indiana, the investment in public transit is relatively small for a city our size. Thus, the budget for marketing and staff to provide outreach is limited. Efforts are made to provide vital information using universal signs, symbols and pictures.

LEP-related expenses include: Boostlingo fees, translating updates to system information, printing, website updates, flyer updates, and travel training. It would be difficult to do much more without jeopardizing the quality & quantity of transit service. Estimated annual cost of LEP-related activity is $1,000/year. In addition, our local Metropolitan Planning Organization expends time and resources to ensure inclusivity and diverse community involvement in the public transportation planning processes and documents they oversee.

Conclusion:

A small portion of the population of Fort Wayne has indicated they speak English "less than very well". The majority of non-English speaking residents identify Spanish as their primary language. Due to unique circumstances, a significant number of refugees from Burma have located in our community and service providers have joined together to ensure needs are met. Thus, Citilink's emphasis on providing translated materials in Spanish & Burmese seems reasonable given the limited resources available for marketing & outreach. In addition, Citilink's commitment to quality customer service includes community outreach & creative use travel training & translation assistance to ensure that Citilink passengers receive quality service. Translation in other languages can be provided by request, utilizing Language Services Network program translators or Boostlingo, dependent on availability.

Language Assistance Plan

This plan is created to define a reasonable process utilizing limited resources to provide meaningful access to Citilink benefits, services, information and other important activities.

1. **Identifying LEP individuals who need language assistance/Results of the Four Factor Analysis**

   See above.

2. **Available language assistance services (by language).**

   Training has been provided to customer service representatives, bus drivers, dispatchers & supervisory staff regarding availability of resources and how to respond to an LEP caller and/or request for translated information. Staff who are able to speak Spanish are consulted for time-sensitive assistance (sometimes other passengers can assist). Professional translation is provided by Language Services Network free of charge or by Boostlingo for a nominal fee by certified translators in multiple languages. During standard business hours, staff are available by phone (we have used the Police Desk staff emergency translation contacts for after-hours assistance). Table 1 is a compilation of all available translated materials & services identifying language & distribution methods. Documents that are considered "vital" to access our transit services are marked with an asterisk "*". All vital documents have been translated into both Spanish and Burmese. **See attached Table 1**.

3. **Notice of language service availability.**

   All route schedules & system maps have information in Spanish available on our website or can have them printed at Central Station. The Title VI policy is on our website in English, Spanish, and Burmese. Translated materials are distributed to service agencies & targeted events. Media releases are shared with news outlets targeting non-English speaking audiences. Citilink staff provide travel training/presentations/info tables/event sponsorships/etc. to targeted LEP audiences and participate in community meetings with organizations serving LEP clientele. **See attached Table 2**.

4. **Employee training to provide timely & reasonable language assistance.**

   Citilink staff are made familiar with LEP policies & procedures. Copies of this LAP are distributed annually via employee newsletter.

   Additional training is provided to customer service & supervisory staff. Retraining is provided as necessary as a component of the progressive discipline process.

   One tool we have used is the following video that covers Title VI LEP guidance: https://www.youtube.com/watch?v=RPClqDtRUkA.

5. **Monitor, evaluation & update of language access plan.**

Community outreach efforts are monitored & evaluated in conjunction with implementation of the annual marketing & communications plan. The External Stakeholders Committee of the board of directors meets regularly (at least quarterly) to review activity and plan future efforts. Citilink management staff receive feedback from frontline staff regarding effectiveness of LEP assistance resources & procedures.

Participation in community meetings & presentations allow staff to liaison with service providers & customers. Customer complaints are recorded in a database, addressed promptly & monitored for LEP communication issues. Periodic ridership surveys allow for feedback & evaluation of existing services. Additional resources & processes will be implemented and the Language Assistance Plan will be updated annually and as needed based upon feedback received.

Safe Harbor Provision

Citilink will make available written translation of vital documents for each eligible LEP language group that constitutes 5% or 1,000 persons, whichever is less, of the total population of persons to be served or likely to be affected or encountered.

Language Assistance Plan (LAP) - Table 1
Available Language Assistance Services (by language) - Weblink to resources: https://fwcitilink.com/title-vi-notice

5/14/2025

Resource	Spanish	Burmese	Website	Distribution
Route Schedules	Yes	No	Yes	Print available on request – distributed to service agencies/targeted events
Pass type detail info	No	No	Yes	Print available on request – distributed to service agencies/targeted events
*Service Commitments (system rules)	No	No	Yes	Print available on request – distributed to service agencies/targeted events
*System map – rider info on back of map	No	No	Yes	Print available on request – distributed to service agencies/targeted events
*Title VI notice/process	Yes	Yes	Yes	Posted in every bus/public areas
Title VI complaint form	Yes	Yes	Yes	This is available in English on our website
List of staff available to translate	Yes	No	No	CSR, Dispatch & Supervisors
Boostlingo	Yes	Yes	No	Real-time language translation services
Access paratransit brochure	Yes	No	Yes	Schedule racks, CSR, distributed to service agencies/targeted events

Access paratransit application form	No	No	Yes	As a medical professional is required to complete the application form we have not needed to provide translation. The form is available in English on our website.
Audible boarding announcements/station signage	No	No	N/A	Simple announcements made in English supplement single letter/number based info. on bus bay & route identification
DBE Plan/vendor info	No	No	Yes	Vendor list provided via INDOT Admin.
Coordinated Transit Plan	No	No	Yes	Created by MPO – print available on request – distributed to service agencies/targeted events

Documents marked with "*" are considered vital to access services. All vital documents have been translated into Spanish & Burmese.

Language Assistance Plan (LAP) - Table 2
LEP Community Outreach Partners

5/14/2025

Resource	Agency	Contact	Activity
Translation	Language Services Network Social Service agency translation services	Raquel Kline 260-426-6764 lsnfortwayne@yahoo.com www.lsnfortwane.com	Translate our materials, on call interpretation, interior bus signs, community outreach/evaluation
Translation	Boostlingo	Citilink Marketing marketing@fwcitilink.com	Translate 300+ languages in real-time, on call interpretation, interior bus signs, community outreach/evaluation
Networking	Multicultural Council	Christine Marshall mccfortwayne@yahoo.com	Take25 reader fair info table, quarterly meetings, court advocate training bus ride/info, outreach
Outreach	Fort Wayne Police	Ric Robles ricardo.robles@ci.ft-wayne.in.us	Info dist/Take25/ networking
Media/outreach	http://internationalfortwayne.org/	Fred Gilbert fgilbert21@aol.com	Newsletter/blog/social media/translated info on their website
Outreach	United Hispanic-Americans	Raquel Kline 260-456-5000	Info dist/outreach
ESL	Fort Wayne Community Schools	Krista Stockman Krista.stockman@fwcs.k12.in.us	Travel training/bus passes/translation
Outreach	Allen Co. Library	Lisa Worrell lworrell@acpl.lib.in.us	May - Rally to Read/system info. dist.
Translation	Allen Co. League for the Blind & Disabled/Deaflink	260-441-0551	Braille & TDD hearing translation/travel training/OEM
Media	El Mexicano	Editor Fernando Zapari	Info dist

		260-704-0682 260-456-6843? elmexica@earthlink.net	
Outreach	Literacy Alliance	260-426-7323 info@literacyalliance.org	Info distribution
Outreach	Urban League	Aisha Arrington 260-745-3100 fwurbanleague@fwurbanleague.org	Pass sales/info distribution/transit hub/literacy/
Outreach	United Way/211	260-422-4776	Info distribution/outreach
Outreach	City of Fort Wayne/Community Liaison	Palermo Galindo Palermo.Galindo@cityoffortwayne.org 427-6214	Info distribution/translation/diversity training
Outreach	Reclamation Project	260-203-3396	
Outreach	Catholic Charities	260-422-5625 ccoffice@ccfwsb.org	Interpretation/outreach/info dist.
Networking	Hispanic Chamber of Commerce	gfwhispanicchamber@gmail.com	Info. dist.
Outreach	Boys & Girls Club – resettled youth program	260-744-0998 Info@bgcfw.org	Info dist/feedback

Language Assistance Plan	**5/14/2025**	
Citilink Employees available to assist with translation		
Name	**Title**	**Language**
Junior Rodriguez	Maintenance Manager	Spanish
Armando Davila	Bus Driver	Spanish
Jesus Martinez	Bus Driver	Spanish
Victor Navarro	Hostler	Spanish
Carlos Perez-Jimenez	Mechanic	Spanish

FORT WAYNE PUBLIC TRANSPORTATION CORPORATION
BOARD OF DIRECTORS
MINUTES FROM THE REGULAR BOARD MEETING OF MONTH DATE, 2025

Location: Allen County Public Library, 900 Library Plaza, Fort Wayne, Indiana
Alan McMahan Meeting Room
Called to Order: Konrad Urberg, Chairperson, at 5:00 PM

ROLL CALL:

Members Present:	Konrad Urberg, Pone Vongphachanh, Melissa Fisher, Nelson Coats, Sherese Fortriede, Councilwoman Rohli Booker, Representative Kyle Miller
Staff Present:	John Metzinger, LaTasha Thompson, Jason Trabert, Casey Claypool, Tyierra Martin, Dr. Felicia Belcher, Junior Rodriguez, Pam Schieber, Matthew Morley
Legal Counsel:	Rachel Guin, Ashley Gilbert-Johnson

I. AGENDA ADOPTION:

XX

Board Action:

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II. APPROVAL OF MINUTES:

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Board Action:

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III. BOARD COMMITTEE REPORTS:

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IV. GENERAL MANAGER REPORT:

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V. CFO/CONTROLLER REPORT:

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Board Action:

XX

VI. INTRODUCTION AND/OR ADOPTION OF RESOLUTIONS AND ORDINANCES:

XX

Board Action:

XX

VII. OLD BUSINESS:

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Board Action:

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VIII. NEW BUSINESS:

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Board Action:

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IX. COMMUNICATION FROM THE PUBLIC:

XX

X. OPEN DISCUSSION:

XX

XI. ADJOURNMENT:

XX

Konrad Urberg
Chair

Pone Vongphachanh
Secretary

Fort Wayne, Indiana - Citilink

Citilink 2030 Transit Development Plan

January 2020

SRF

CTG Connetics Transportation Group

CITILINK

Citilink 2030 Transit Development Plan

Final Report

January 2020

Fort Wayne Citilink
801 Leesburg Road
Fort Wayne, IN 46808

Prepared by:

SRF Consulting Group, Inc. | Engineers Planners Designers

CTG Connetics Transportation Group

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Introduction

This document represents a combined report of both the Comprehensive Operations Analysis (COA) and the Transit Development Plan (TDP) efforts of the Fort Wayne Public Transit Corporation, dba Citilink. The COA focuses on the current system characteristics and operations, while the TDP addresses opportunities for improvement over the 10-year planning horizon. The TDP is a planning document outlining a framework for the 10-year period through 2029. While this document is a principal planning document for the Transit Board and Citilink staff, annual review and minor update is recommended to keep the document current. To support this statement, a look back over the almost ten years since the last plan there are several key changes that have shaped the current Citilink including:

- Technology: Since 2010, Citilink has added technology to buses in the form of automatic vehicle location, advanced fareboxes, and automatic passenger counters. Additionally, vehicles in the Citilink fleet have advanced from diesel buses to include diesel-electric hybrids. Technology has also aided in improving customer service through more effective trip scheduling, ride dispatching, vehicle monitoring, communicating information and ways of paying fares.

- Increasing costs: The cost of labor, fuel, vehicles, replacement parts, facility maintenance have all increased. Over the period, investment into Citilink has also increased, however, over the last approximately three years operating investment has essentially remained the same. To retain service levels, Citilink has found efficiencies (including through deploying technology) to address the increasing costs without increasing funding.

- Growing partnerships: As transportation is critical to every business and person, Citilink has been able to grow partnerships with colleges/universities, medical providers and businesses to provide new or expanded funding for service.

- Regional growth and changing demographics: Over the last ten years there has been a combination of residential and employment growth in areas outside the central core of Fort Wayne as well as redevelopment of areas near downtown. Observed growth over the ten years creates opportunities for transit (more customers in the core) as well as challenges (serving higher density nodes in larger lower density areas).

These changes, and many others, set the foundation of expectation going forward and provide critical inputs to shaping how we consider transportation opportunities for the future. The 10-year planning horizon will provide a clearer understanding of unmet or unfunded needs. A longer planning horizon reflects significant capital replacement/ rehabilitation needs, or the capital and operating budget implications of service changes.

Table 1 provides an overview of which parts of the document relate to the COA, which parts relate to the TDP and which are critical to both.

Table 1. Arrangement of Sections Relative to Scope of Work

Section Heading	Element of Focus	
	Comprehensive Operations Analysis	Transit Development Plan
Community Assessment		■
Existing Transit Services and Operations	■	
Peer System Comparison	■	
Fort Wayne Public Transit Goals	■	■
Community Engagement	■	■
Future Service Change Alternatives		■
Implementation of Recommended Network		■
Funding Going Forward		■
Technology	■	■
Transit Asset Management Plan Summary		■

The combined COA and TDP has been developed through a partnership of Citilink and stakeholders throughout the metropolitan area. Opportunities for input and comment from riders, community leaders, and the public at-large are documented in the Community Engagement section.

The TDP is developed within the overall framework of the long-range regional transportation plan, which the Northeastern Indiana Regional Coordinating Council (NIRCC) prepares. The purposes of the comprehensive operations analysis and transit development plan are:

- To provide a detailed analysis of the state of the fixed route and paratransit system in the Fort Wayne area, including comparison of Citilink performance metrics with similar agencies in Indiana and across the country.
- To document a comparison of the organizational structure employed by Citilink relative to similar agencies in Indiana and across the country.
- To serve as a planning, management, and policy document for the transit operators.
- To inform all local participants of Citilink's capital, operating and maintenance needs.
- To provide the basis for inclusion of the capital and operating programs in planning and programming documents such as: the NIRCC Transportation Improvement Program (TIP), the Fort Wayne Capital Improvement Plan (CIP), and the Indiana Statewide Transportation Improvement Program (STIP).
- To provide a clear understanding of unmet or unfunded needs.

- To develop and track the progress of mid- and long-term visions for transit in the region.
- Plan to continually improve efficiency and effectiveness of public transportation services.
- To be better prepared to respond to internal and external factors.

Citilink Background

Public transportation in a range of forms has been present in Fort Wayne since the early 1870s with introduction of the Citizens Street Railroad Company and its horse drawn trolleys. As electric service expanded throughout Fort Wayne, electric streetcar service through the Fort Wayne Traction Company became the mode of public transportation service. Regional public transportation was introduced in 1901 as interurban service between Fort Wayne and Huntington, which was expanded to other communities in years that followed.

Consistent with most Midwest cities, availability of diesel transit buses transitioned public transportation from streetcars to buses in the late 1940s. The private Fort Wayne Transit Company provided mass transportation service until 1968 when the Fort Wayne Public Transit Corporation was established as public utility to provide transportation within the city. The Fort Wayne Public Transit Corporation is in operation today as Citilink.

Planning Horizon

The planning horizon for a TDP is 10 years; this includes the fiscal year for which funds are being sought and the subsequent nine years.

TDP Annual Review and Update

Citilink staff and the Board recognize the TDP is a living document. The planning process must provide flexibility to address major changes in areas such as organizational/governance changes, fare changes, new services/facilities, available funding, economic conditions, demographic and employment patterns, and changes in federal and state laws and regulations. To reflect and address these changes, the plan will be reviewed each year. The annual reviews and minor updates serve as intermediate revisions to address changes that will occur to funding, technology, community priorities, etc. If there are no major changes or inaccuracies in the language, the only update required is a financial plan that removes the previous year and adds a new tenth year (rolling basis). Using this format, the TDP covers the present ten-year period beginning with the current year. Citilink will coordinate with NIRCC to complete all TDP updates and ensure current conditions and future plans are included in the regional planning document.

Community Assessment

The community assessment section discusses the key socioeconomic characteristics of Fort Wayne's and Allen County's population related to transit demand and supporting transit service. Figure 1 shows the county and the current Citilink service coverage. The socioeconomic data review focuses on Fort Wayne, where the majority of Citilink's service is located and Allen County where future opportunities may be present.

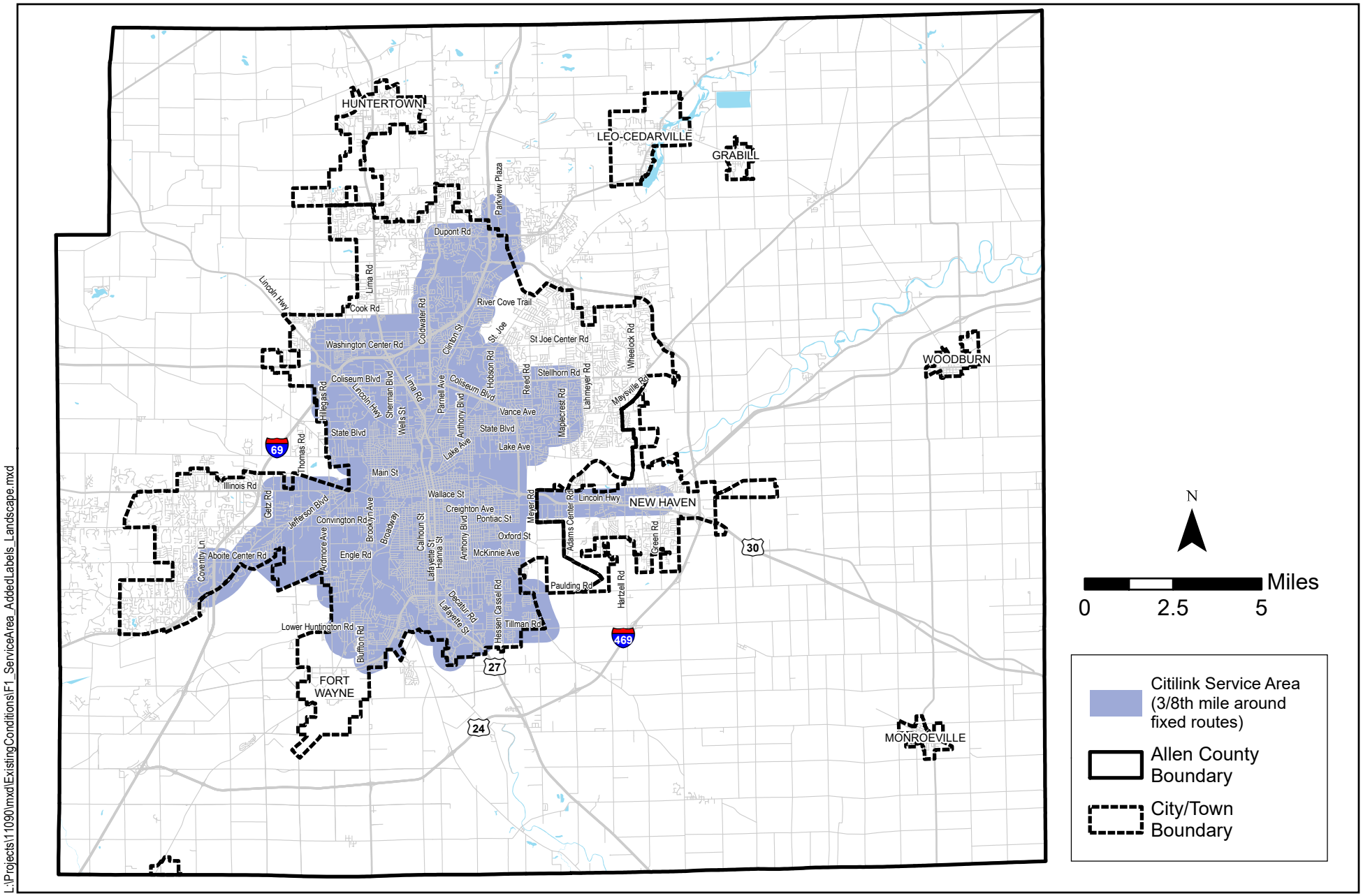
Geographically, Allen County is the largest in Indiana with an area of about 657 square miles. Review of current (2016) American Community Survey (ACS) 5-year estimates of population and employment estimates results in the following:

- Allen County's population is approximately 367,000 persons. Allen County's population is third largest in the state.
- Fort Wayne's population is approximately 261,000 (71 percent) residents live in Fort Wayne. Fort Wayne is Indiana's second largest city, based on population.
- About 23 percent of the employed population works in educational services, health care, and social assistance.
- Approximately 18 percent work in manufacturing.
- Approximately 11 percent in retail jobs.
- The remaining 48 percent of jobs are spread across the range of professional sectors, arts/entertainment, construction, transportation and others. The percent of the workforce in these individual sectors range from approximately one percent to approximately nine percent of total county employment.

Population Distribution and Density

The population distribution and density in and around the Fort Wayne area is shown in Table 2 and Figure 2. For the demographic assessment the Fort Wayne area is defined as Allen County. Table 2 shows the past, present and projected population for Allen County and the communities in the county. Grabill has the highest growth rate of 6.4 percent among the communities while New Haven and Huntertown are growing at an approximate pace of two percent.

Figure 2 highlights the population density in Fort Wayne and the surrounding area. As would be expected, development density is greatest in central Fort Wayne along the Lima Road-Clinton Street-Lafayette Street (Highway 27) corridor between Coliseum Boulevard on the north and Paulding Road on the south. Outside the central corridor core, there are multiple moderate to higher density nodes offset by lower density development. The current fixed route network serves the high population density areas quite well.



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Allen County and Citilink's Service Coverage

Fort Wayne - Citilink COA/TDP

Figure 1

Table 2. Past, Present, and Projected Population

Jurisdiction	2010 Population	2016 Population	Annual % Change	2040 Estimate
Allen County	351,332	365,565	0.66%	428,501
Incorporated Municipalities in Allen County				
Fort Wayne	253,721	260,954	0.47%	292,008
New Haven	13,857	15,677	2.08%	25,683
Woodburn	1,520	1,481	-0.5%	1,670
Monroeville	1,235,	1,156	-1.1%	1,303
Huntertown	4,702	5,286	1.97%	8,443
Grabill	1,000	1,448	6.36%	6,366
Leo-Cedarville	3,464	3,721	1.20%	4,954

Source: U.S. Census Bureau, 2010 U.S. Census and 2012-2016 5-year American Community Survey. NIRCC: 2040 Estimate.

Note: The declining population observed in Woodburn and Monroeville estimates between is not anticipated to continue through 2040. Growth at 0.5% per hear is assumed to be a conservative estimate

A key consideration in identifying areas of transit need is distribution and density of senior, youth and disabled populations. In addition, the economic characteristics, English language proficiency and employment and household densities are also likely to impact the transit need in the area. The following sections discuss the different populations.

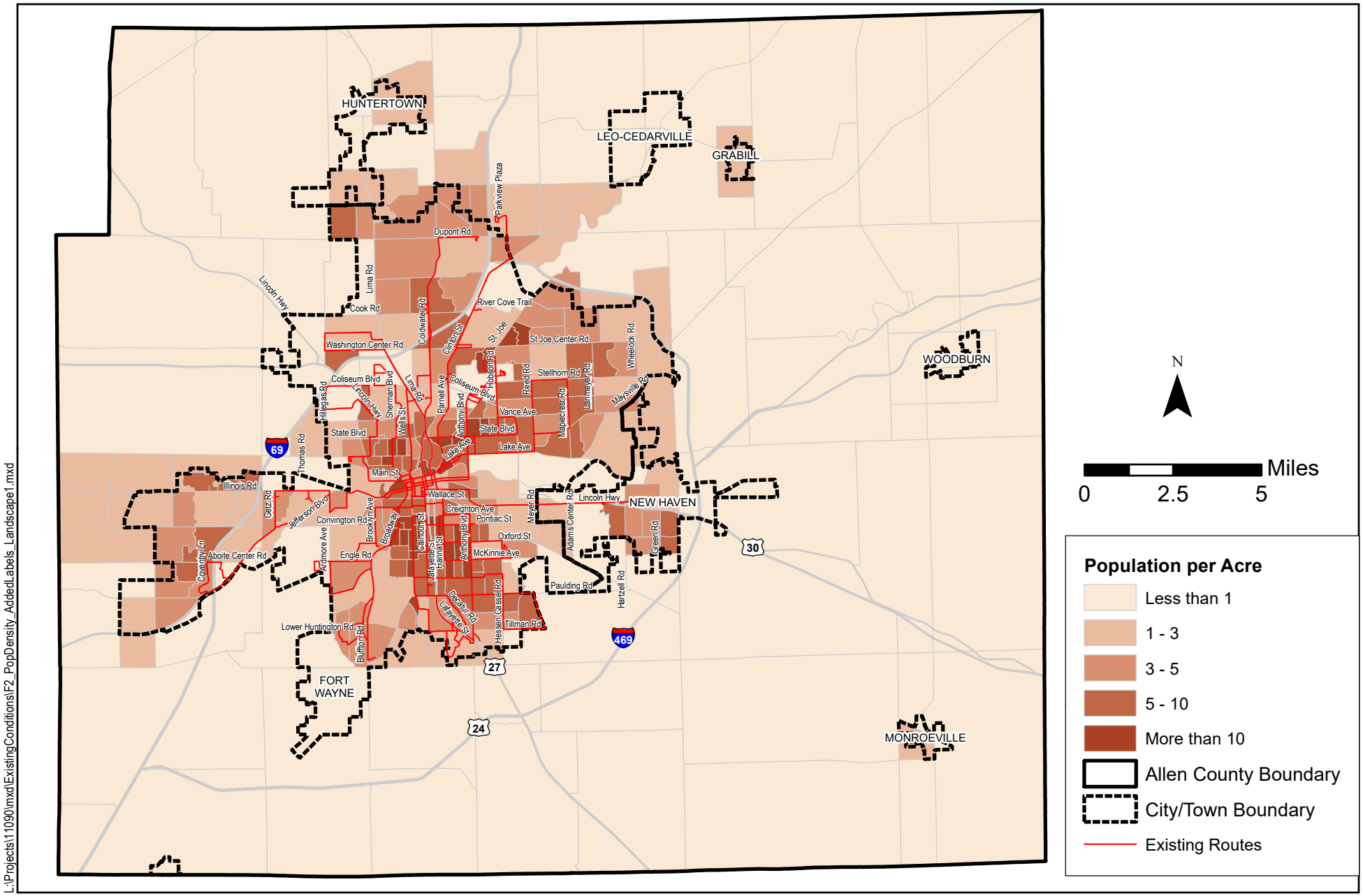
Distribution of Transit-Dependent Population

Senior Population

The senior population (65 years and above) are likely to be dependent on transit when driving becomes difficult or impossible due to health concerns or income constraints. Table 3 and Figure 3 show the distribution of senior population in the Fort Wayne area. Within Allen County, Monroeville has the highest percentage of their population represented by seniors (18.9 percent). Within Fort Wayne, according to ACS 2016 data, the northeast part of the city has the highest percent senior population.

Table 3. Senior Population

	2010		2016	
Jurisdiction	Seniors	Percent Seniors	Seniors	Percent Seniors
Allen County	42,137	11.9%	47,889	13.1%
Incorporated Municipalities in Allen County				
Fort Wayne	30,356	12.0%	34,185	13.1%
New Haven	2,060	13.9%	2,320	14.8%
Woodburn	159	10.5%	206	13.9%
Monroeville	246	19.9%	218	18.9%
Huntertown	306	6.4%	576	10.9%
Grabill	119	11.3%	181	12.5%
Leo-Cedarville	339	9.4%	413	11.1%



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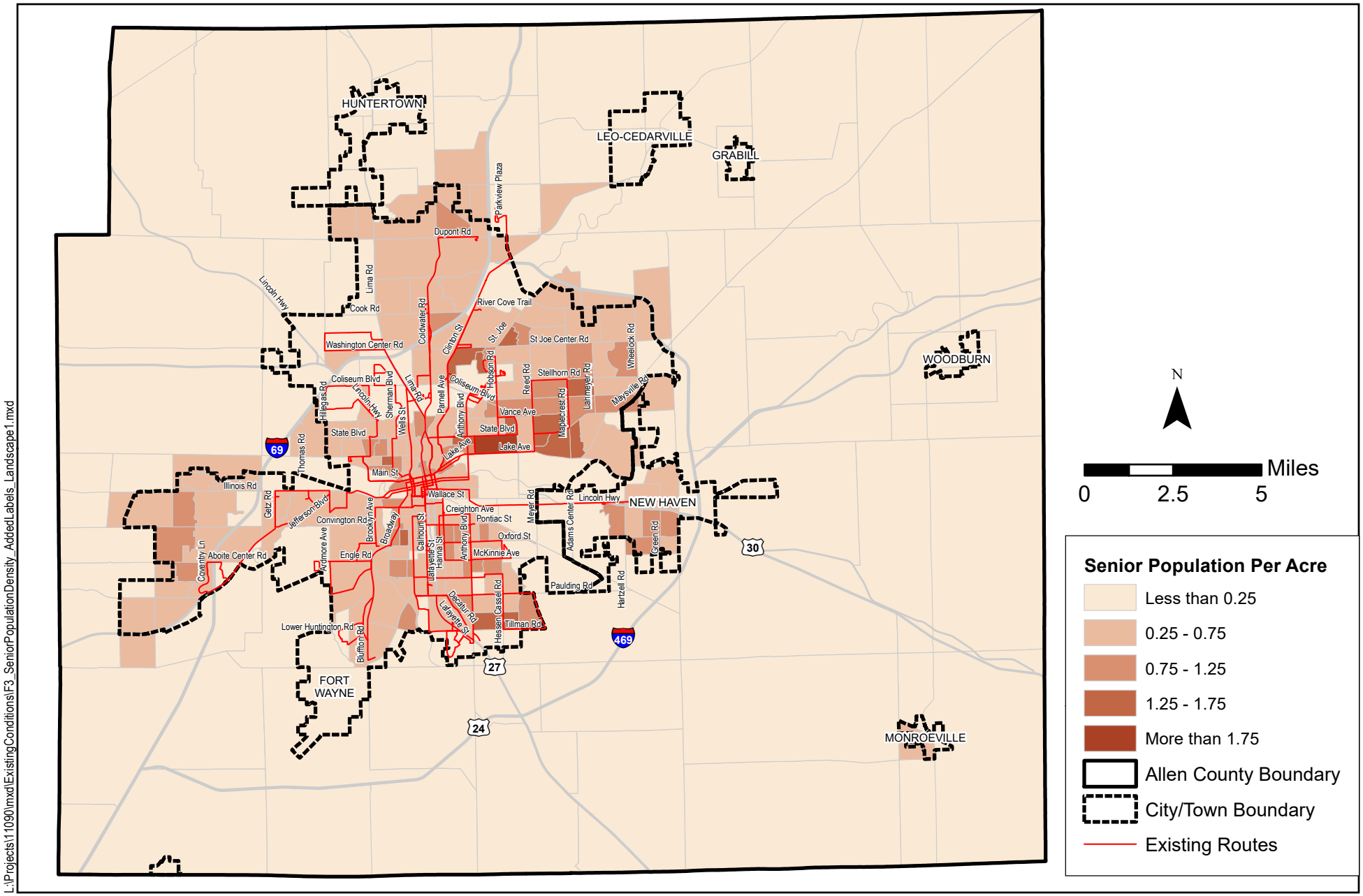
Population Density

Fort Wayne - Citilink COA/TDP

Source: U.S. Census Bureau, 2012-2016 American Community Survey

Figure 2



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Senior (65 years and older) Population Density

Fort Wayne - Citilink COA/TDP

Source: U.S. Census Bureau, 2012-2016 American Community Survey

Figure 3

Youth Population

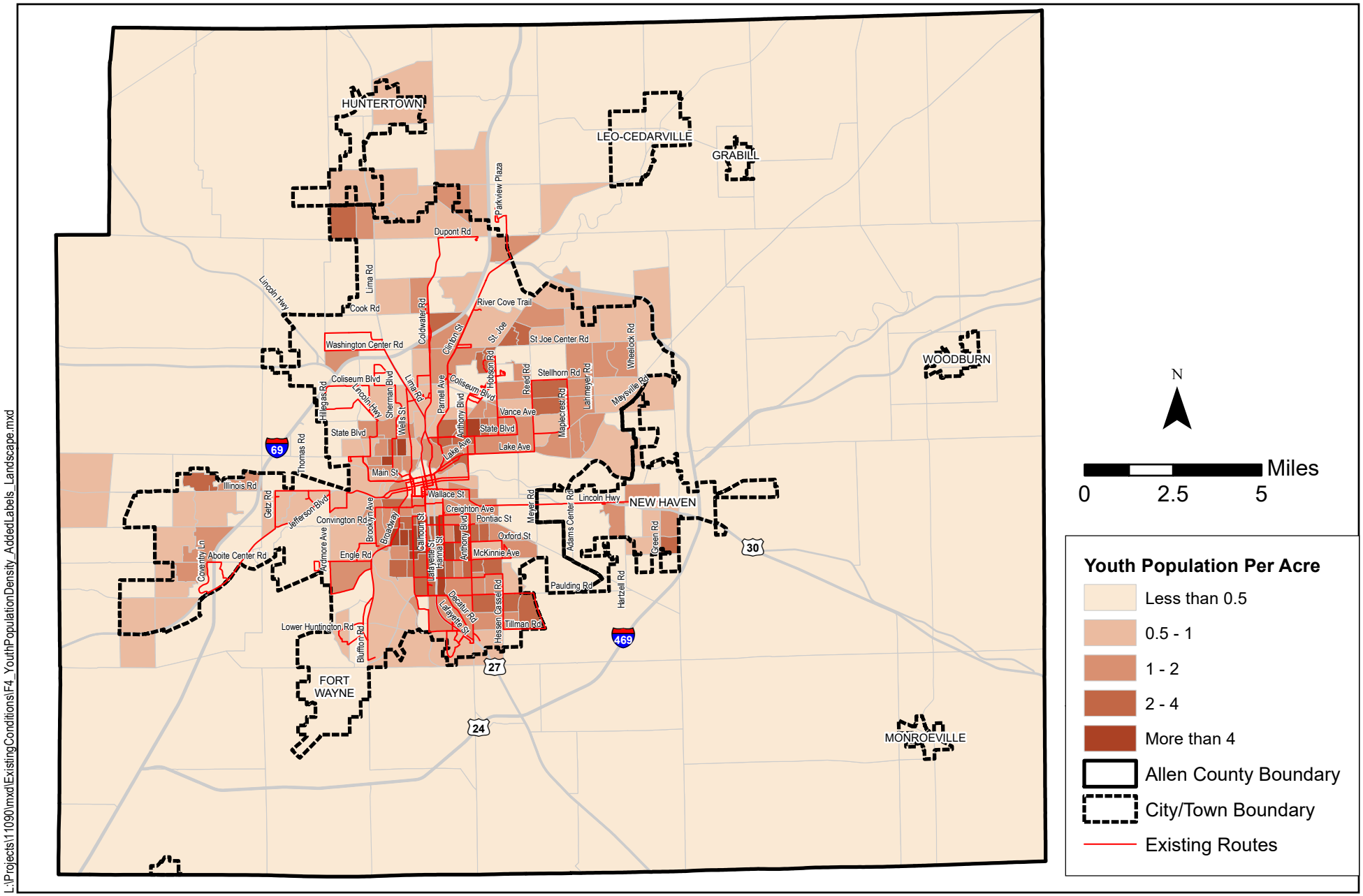
Youth population (under 18 years) is likely to depend on transit for accessing shopping, library, recreating and school-related activities. Most of the youth population are either ineligible to obtain a driver's license or do not have access to a vehicle. Hence, they must either rely on public transportation, bike or walk to destinations or have friends and family drive them. Public transit provides youth population independent access to their destinations. Table 4 and Figure 4 show the distribution of youth population in the Fort Wayne area. Most of the youth population concentration is in central Fort Wayne between Jefferson Boulevard and East Paulding Street. All block groups with higher percentage of youth population are proximate to the fixed route network. It is important to note data at the block group level (moderately aggregated) somewhat masks smaller pockets of high concentrations of youth population. For example, Leo-Cedarville, Huntertown and Grabill have youth population percentage from 28 to 32 percent, but geographic size of the block groups does not reflect the pockets. The data is not available at block level.

Table 4. Youth Population

	2010		2016	
Jurisdiction	Youth	Percent Youth	Youth	Percent Youth
Allen County	95,958	27.0%	96,144	26.3%
Incorporated Municipalities in Allen County				
Fort Wayne	66,888	26.4%	67,326	25.8%
New Haven	3,881	26.2%	3,998	25.5%
Woodburn	426	28.0%	373	25.2%
Monroeville	274	22.2%	244	21.1%
Huntertown	1,536	31.9%	1,533	29.0%
Grabill	325	30.9%	405	28.0%
Leo-Cedarville	1,162	32.3%	1,180	31.7%

Populations with Disabilities

Another population group likely to be transit dependent is the population with disabilities. Although some of the disabled population may be eligible for rides through human service agencies, riding public transit is the most economical mode of transportation. Table 5 and Figure 5 show the distribution of the disabled population in the Fort Wayne area. Most of the block groups with a higher percentage of disabled persons are located along the Coldwater Road-Clinton Street-Lafayette Street (Highway 27) corridor and are currently served by the fixed route and paratransit services.



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Youth (Under 18 years) Population Density

Fort Wayne - Citilink COA/TDP

Source: U.S. Census Bureau, 2012-2016 American Community Survey

Figure 4

Table 5. Disabled Populations (ACS 2012-2016)

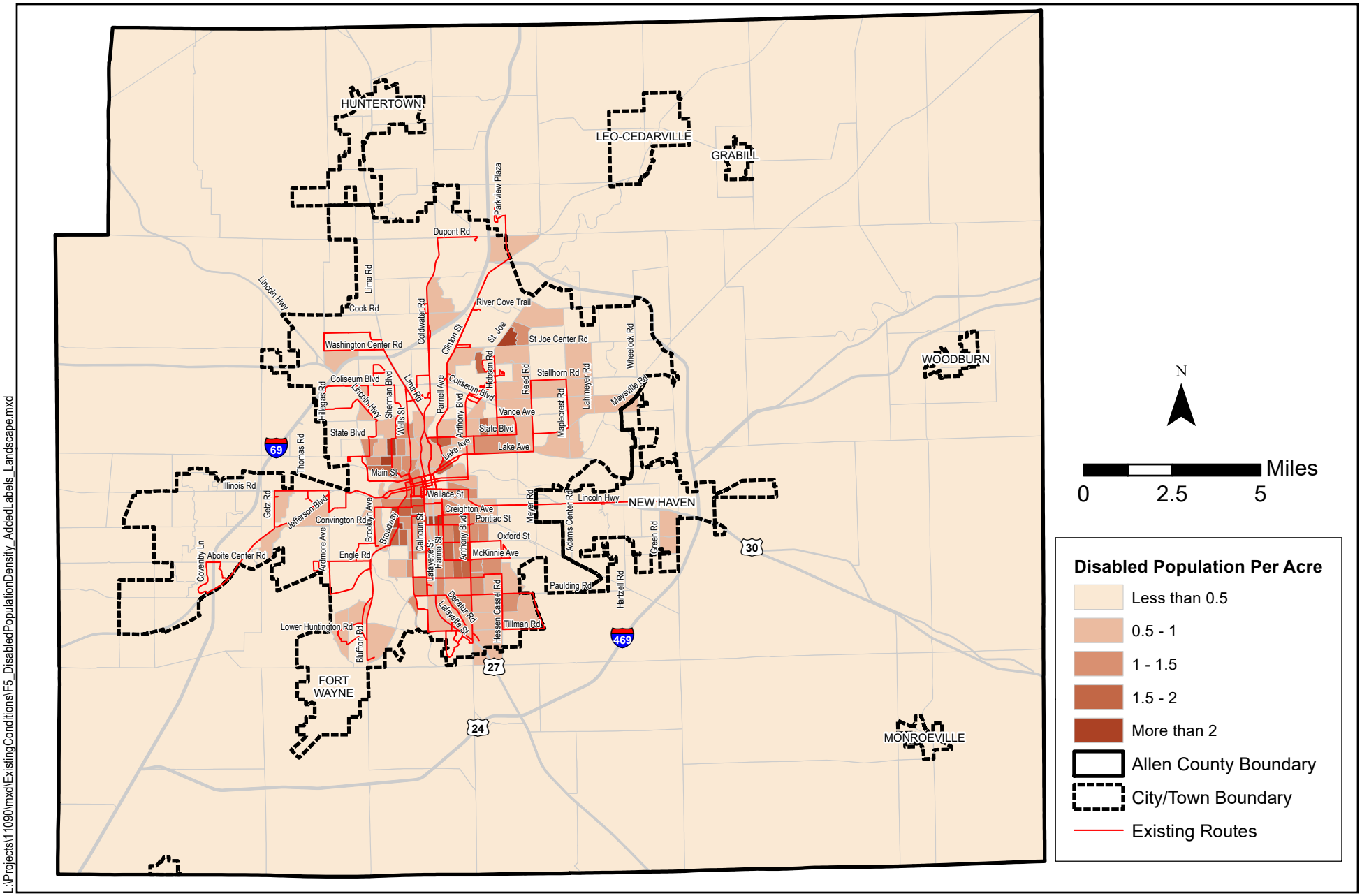
Jurisdiction	Total Disabled	Percent Disabled	Work Age Disabled	Percent Work Age Disabled	Mobility Impaired	Percent Mobility Impaired
Allen County	44,045	12.2%	23,983	10.9%	22,491	6.7%
Incorporated Municipalities in Allen County						
Fort Wayne	33,706	13.1%	18,950	12.0%	17,418	7.3%
New Haven	2,127	13.7%	1,080	11.6%	1,150	8.1%
Woodburn	222	15.0%	118	24.5%	90	6.5%
Monroeville	160	14.6%	88		59	5.8%
Huntertown	569	11.2%	303	9.9%	297	6.4%
Grabill	179	12.4%	91	10.6%	89	6.7%
Leo-Cedarville	236	6.4%	66	3.1%	129	3.8%

Income and Poverty

Economic characteristics of the resident population that play a critical role in identifying locations with higher transit dependency include median household income, per capita income, poverty status and vehicle ownership. Higher rates of households below the poverty threshold, lower per capita income and lower vehicle ownership all relate directly to transit dependency. As shown in Table 6 and Figure 6, most lower income areas of Fort Wayne are within walking distance of a Citilink route. Higher median household income areas on the fringe represent lower transit use areas. These areas do not have the same transit coverage as lower income areas. Table 7 and Figure 7 show the per capita income distribution in the Fort Wayne area, which follows the similar trend as the median household income.

Table 6. Median Household Income, in 2016 Dollars

Jurisdiction	2010 Median Household Income (in 2016 Dollars for comparison)	2016 Median Household Income	Change	Percent Change
Allen County	$54,007	$49,574	-$4,433	-8.2%
Incorporated Municipalities in Allen County				
Fort Wayne	$48,611	$44,449	-$4,162	-8.6%
New Haven	$52,869	$46,691	-$6,178	-11.7%
Woodburn	$50,210	$55,100	$4,890	9.7%
Monroeville	$42,060	$41,818	-$242	-0.6%
Huntertown	$71,641	$72,292	$651	0.9%
Grabill	$53,071	$47,102	-$5,969	-11.2%
Leo-Cedarville	$71,488	$74,047	$2,559	3.6%



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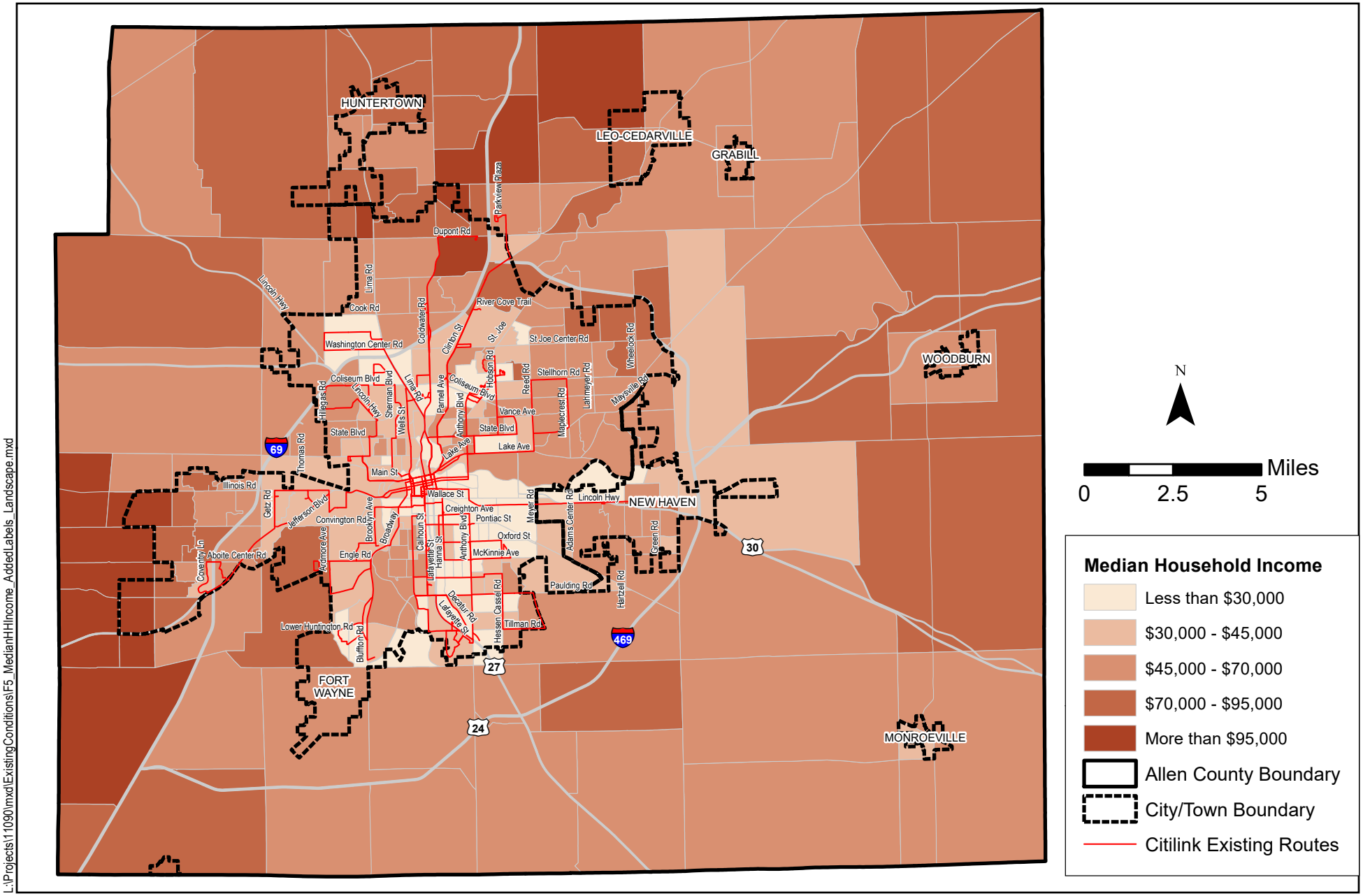
Disabled Population Density

Fort Wayne - Citilink COA/TDP

Source: U.S. Census Bureau, 2012-2016 American Community Survey

Figure 5



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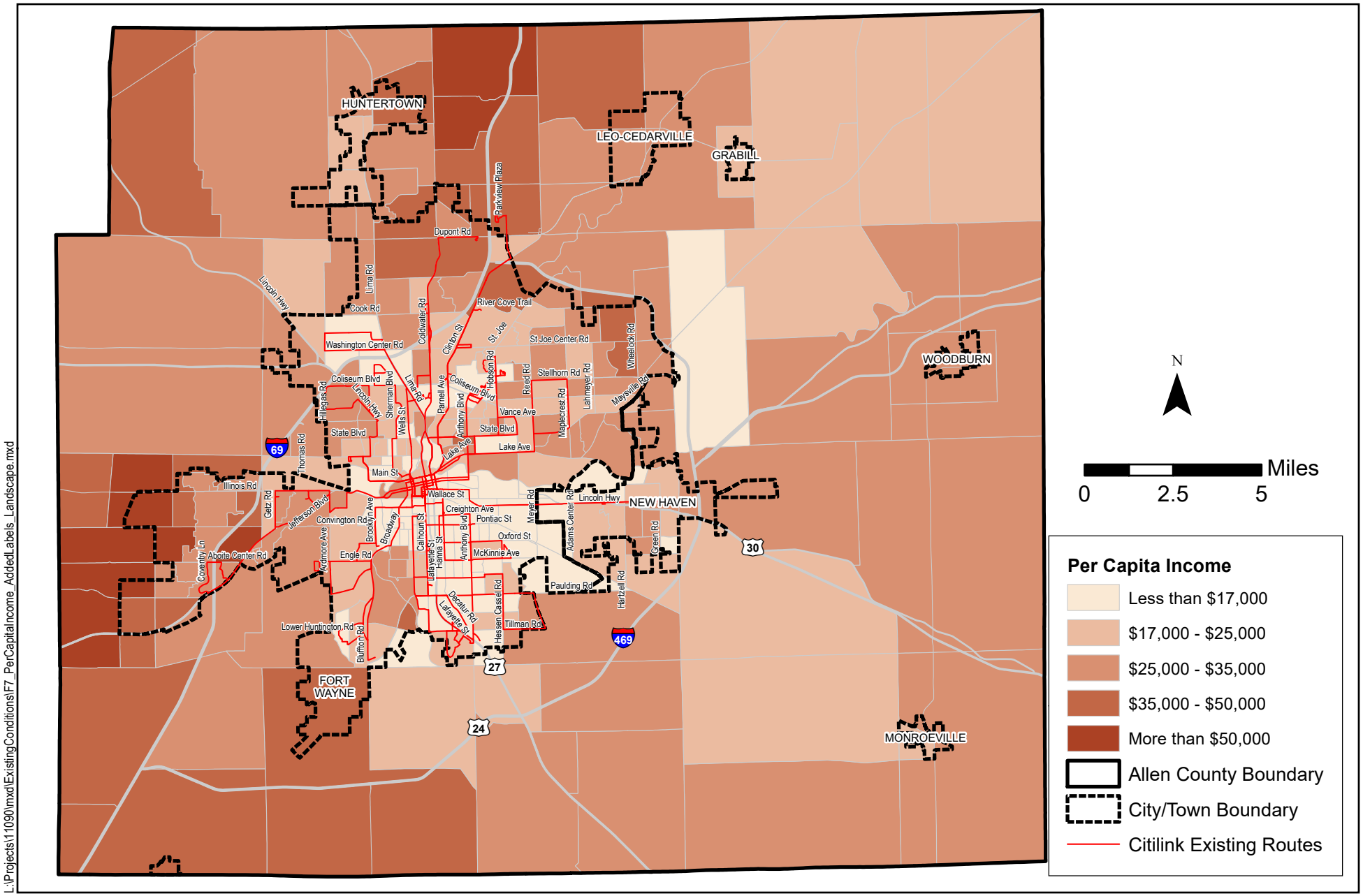
Median Household Income

Fort Wayne - Citilink COA/TDP

Source: U.S. Census Bureau, 2012-2016 American Community Survey

Figure 6



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Per Capita Income

Fort Wayne - Citilink COA/TDP

Source: U.S. Census Bureau, 2012-2016 American Community Survey

Figure 7

Table 7. Per Capita Income, in 2016 Dollars

Jurisdiction	2010 Per Capita Income (in 2016 Dollars for Comparison)	2016 Per Capita Income	Change	Percent Change
Allen County	$27,197	$26,058	-$1,139	-4.2%
Incorporated Municipalities in Allen County				
Fort Wayne	$25,660	$24,135	-$1,525	-5.9%
New Haven	$23,941	$21,167	-$2,774	-11.6%
Woodburn	$21,510	$24,684	$3,174	14.8%
Monroeville	$21,970	$22,177	$157	0.7%
Huntertown	$27,133	$28,266	$1,133	4.2%
Grabill	$20,832	$21,422	$590	2.8%
Leo-Cedarville	$26,863	$26,060	-$803	-3.0%

The poverty thresholds used in this analysis are shown in Table 8. Table 9 and Figure 8 show the households below poverty level. Most block groups with more than 50 percent of the population below the defined poverty threshold are in the central parts of Fort Wayne and along Highway 930 east of Fort Wayne toward New Haven. These areas are located within the Citilink service area.

A few areas around the intersection of Lima Road/I-69 also had higher poverty level. Census block groups within Fort Wayne identified with higher percentages of the population below the poverty threshold are adjacent to or traversed by Citilink fixed route and Access service.

Vehicle Ownership by Area of the Region

Vehicle ownership is also likely to affect transit ridership and households with zero vehicles are more likely to use transit to access destinations. Table 10 and Figure 9 show the distribution of zero vehicle households in the Fort Wayne area. Most areas of zero vehicle households are also the areas with higher percentages of the population below the poverty level. While most of the census areas with higher percentages of zero car households are located within the Citilink service area, there are areas along the Maysville Road corridor east of I-469 with elevated zero car household percentages. These areas are outside the Citilink service area.

Table 8. U.S. Census Bureau Poverty Thresholds (2016)

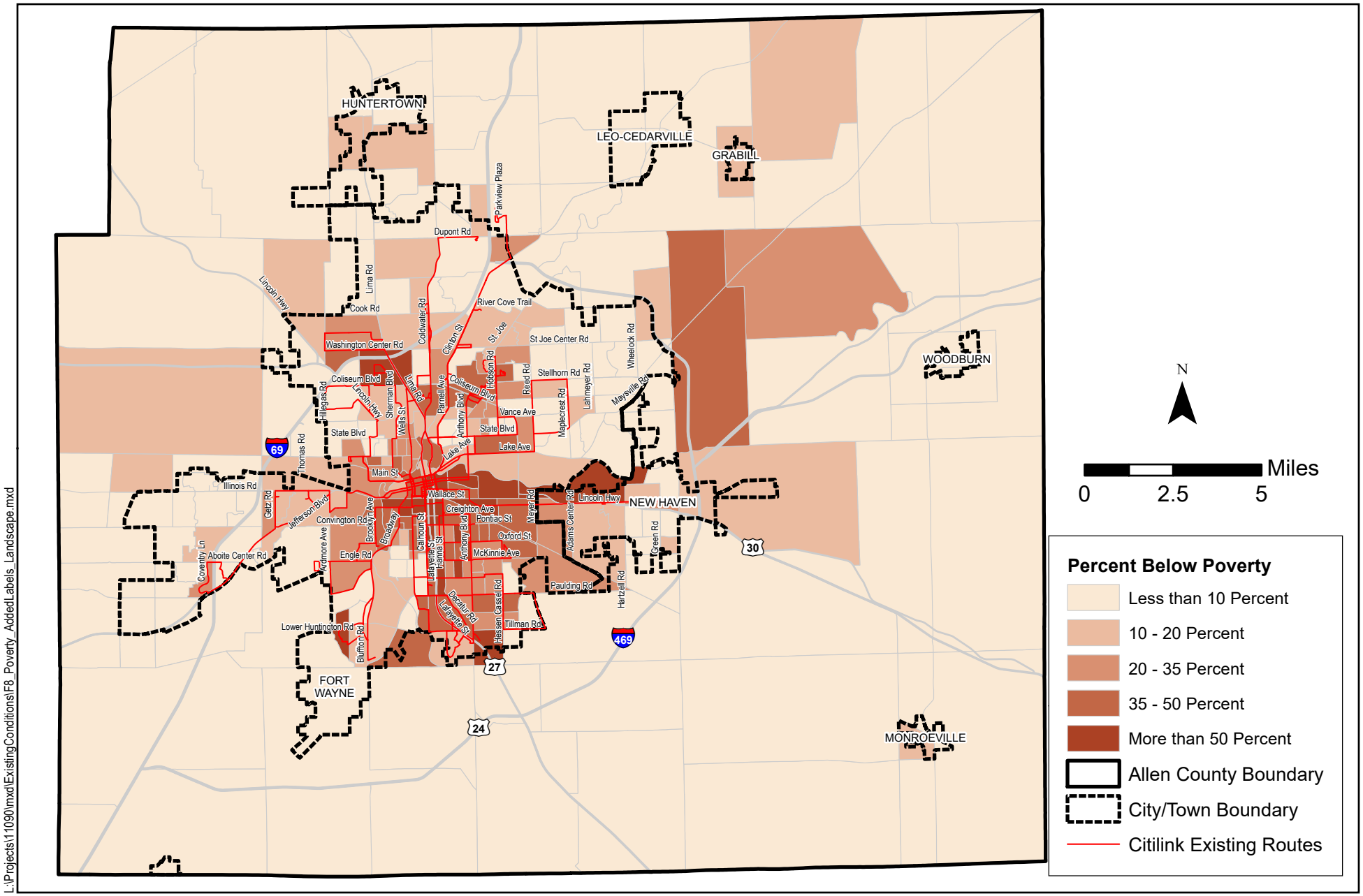
Size of Family Unit	Weighted Average Threshold	Related Children Under 18 Years								
		None	One	Two	Three	Four	Five	Six	Seven	Eight or More
One person	$12,228									
< 65 Years	$12,486	$12,486								
65+ Years	$11,511	$11,511								
Two persons:	$15,569									
Householder < 65 Years	$16,151	$16,072	$16,543							
Householder 65+ Years	$14,522	$14,507	$16,480							
Three people	$19,105	$18,774	$19,318	$19,337						
Four people	$24,563	$24,755	$25,160	$24,339	$24,424					
Five people	$29,111	$29,854	$30,288	$29,360	$28,643	$28,205				
Six people	$32,928	$34,337	$34,473	$33,763	$33,082	$32,070	$31,470			
Seven people	$37,458	$39,509	$39,756	$38,905	$38,313	$37,208	$35,920	$34,507		
Eight people	$41,781	$44,188	$44,578	$43,776	$43,072	$42,075	$40,809	$39,491	$39,156	
Nine people or more	$49,721	$53,155	$53,413	$52,702	$52,106	$51,127	$49,779	$48,561	$48,259	$46,400

Table 9. Persons Living Below the Poverty Level (2012-2016)

Jurisdiction	Population Living Below Poverty Level	Percent Below Poverty Level
Allen County	54,545	15.2%
Incorporated Municipalities in Allen County		
Fort Wayne	46,716	18.3%
New Haven	2,101	13.5%
Woodburn	95	6.5%
Monroeville	119	11.0%
Huntertown	324	6.4%
Grabill	246	17.1%
Leo-Cedarville	80	2.2%

Table 10. Zero Car Households (2012-2016)

Jurisdiction	Total Households	Zero-Car Households	Percent Zero-Car Households
Allen County	141,483	9,609	6.8%
Incorporated Municipalities in Allen County			
Fort Wayne	103,930	8,001	7.7%
New Haven	6,101	355	5.8%
Woodburn	566	23	4.1%
Monroeville	488	27	5.5%
Huntertown	1,789	21	1.2%
Grabill	569	14	2.5%
Leo-Cedarville	1,207	11	0.9%



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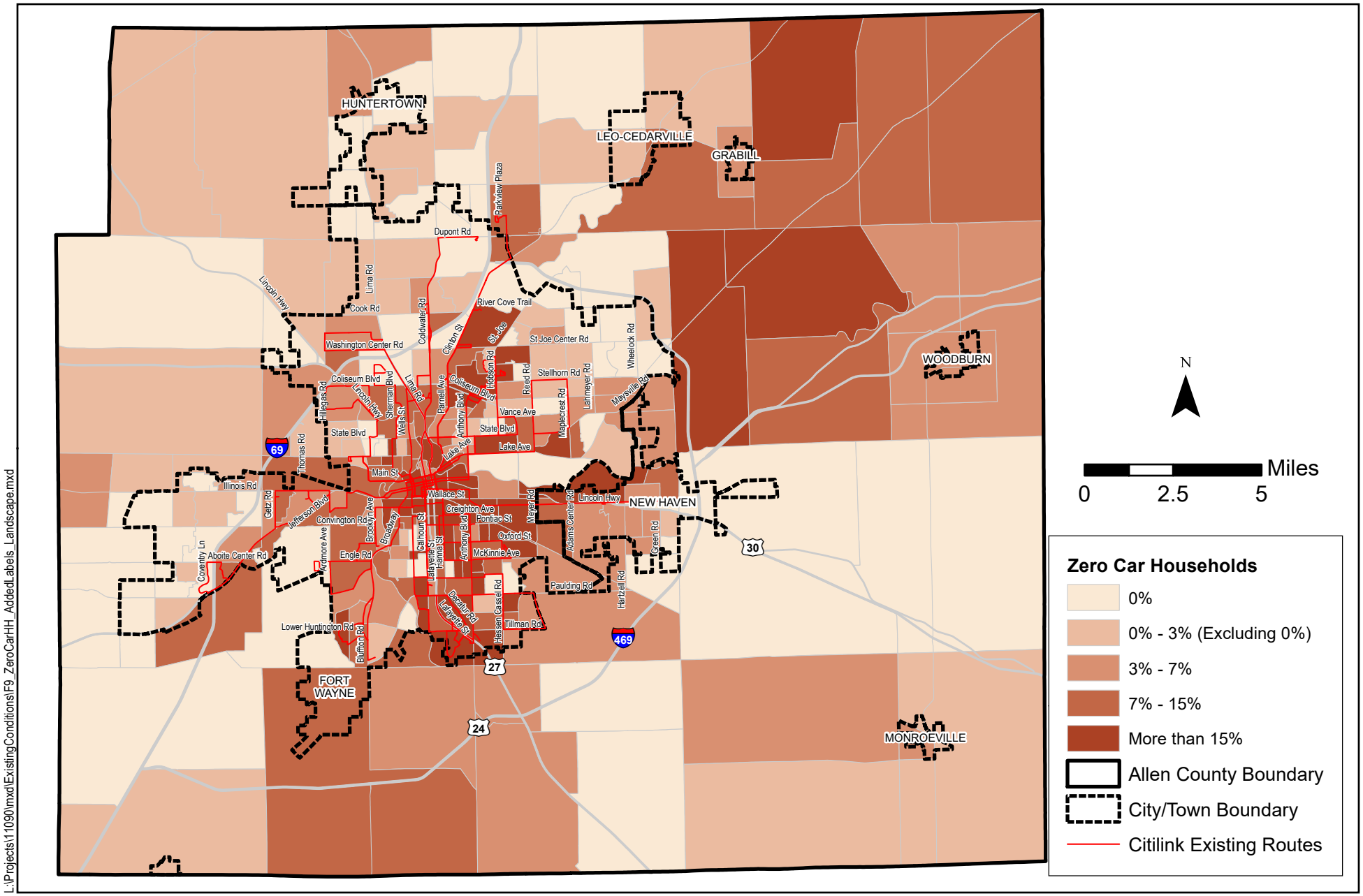
Poverty Status

Fort Wayne - Citilink COA/TDP

Source: U.S. Census Bureau, 2012-2016 American Community Survey

Figure 8



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Zero Car Households

Fort Wayne - Citilink COA/TDP

Source: U.S. Census Bureau, 2012-2016 American Community Survey

Figure 9

Limited English Proficiency Population

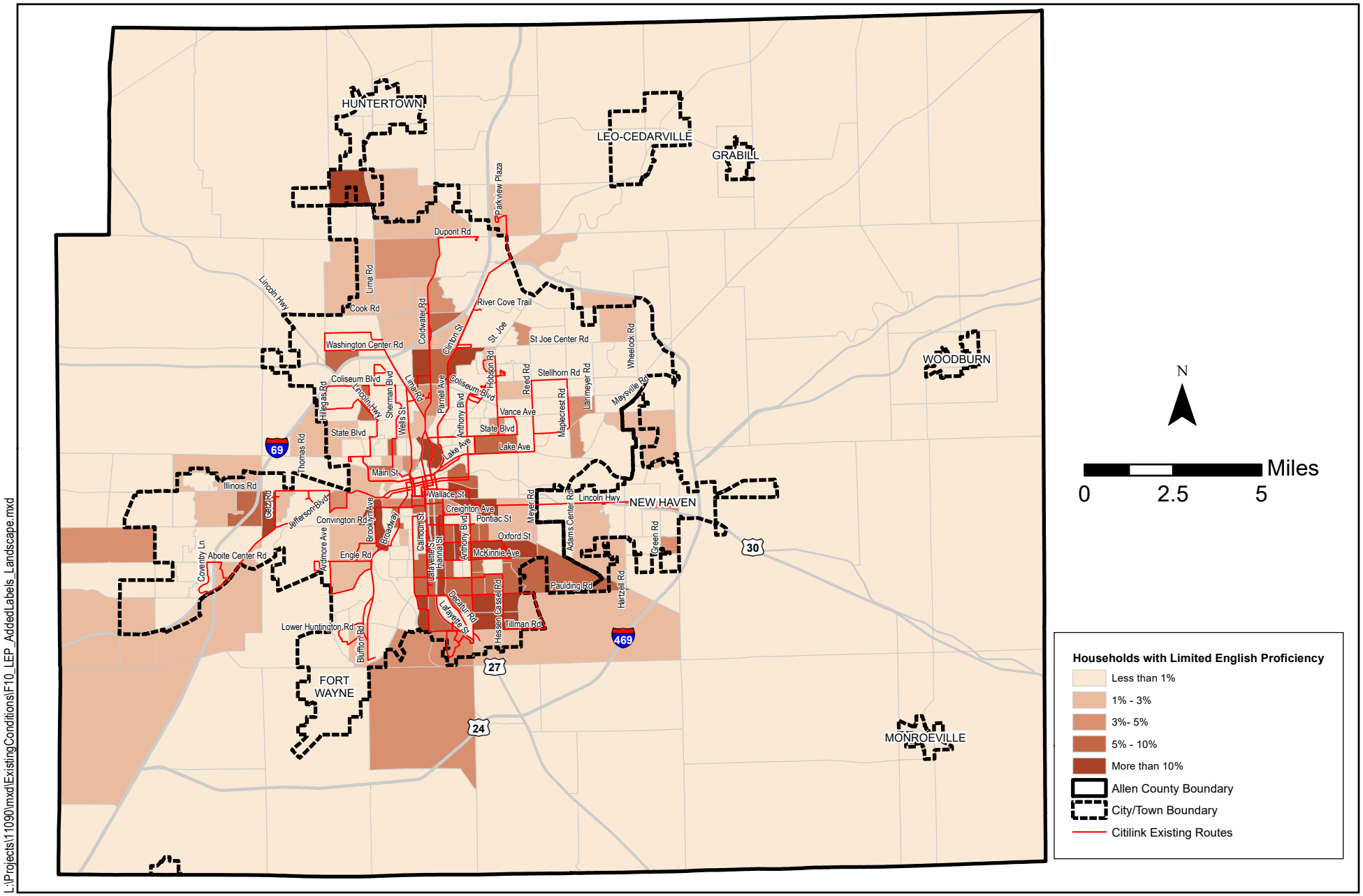
Individuals with limited ability to read, write, speak, or understand English are considered Limited English Proficient (LEP). This language barrier may prevent individuals from accessing public services and income opportunities. Hence, the population group needs easy access to public transportation services to be able to open more opportunities of employment and to encourage the overall mobility of individuals.

As shown in Table 11 and Figure 10, Limited English Proficiency households are located majorly around the southeast quadrant of Fort Wayne with a few census blocks scattered along Coldwater Road-Clinton Street-Lafayette Street (Highway 27) and I-69. Areas with the highest concentrations of LEP populations are currently served by public transit.

Table 11. Limited English Proficiency Households (ACS 2012-2016)

Jurisdiction	Total Households	Households with LEP	Percent of Households with LEP
Allen County	141,483	3,542	2.5%
Incorporated Municipalities in Allen County			
Fort Wayne	103,930	3,332	3.2%
New Haven	6,101	19	0.3%
Woodburn	566	0	0.0%
Monroeville	488	0	0.0%
Huntertown	1,789	43	2.4%
Grabill	569	-	0.0%
Leo-Cedarville	1,207	-	0.0%

LEP – Limited English Proficiency



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Limited English Proficiency

Fort Wayne - Citilink COA/TDP

Source: U.S. Census Bureau, 2012-2016 American Community Survey

Figure 10

Employment and Household Density

The concentration of employment and household density in a region are likely to define commuting patterns. Although only about one to two percent of the Fort Wayne area population uses public transportation for commuting to work, many of the major employers are located within the Citilink service area. Table 12 show the major employers in the Fort Wayne area. Employers shown in bold in the table have reasonable walk access to Citilink services for at least some of their locations (assuming multiple business locations). Key to the review is that almost 70 percent of the employment listed has a work location adjacent to transit service.

Table 12. Major Private Sector Employers in Fort Wayne Area

Company	Local Employment	Industry
Parkview Health Systems	**7,858**	**Healthcare**
Lutheran Health Network	**4,768**	**Healthcare**
Fort Wayne Community Schools	**3,935**	**Education**
General Motors	3,900	Automotive Manufacturing
Lincoln Financial Group	**1,954**	**Insurance and financial services**
BF Goodrich	1,640	Tire Manufacturer
City of Fort Wayne	**1,608**	**Government**
Frontier Communications	**1,355**	**Telecom**
Allen County	**1,337**	**Government**
Sweetwater Sound	1,400	Online retailer
East Allen County Schools	**1,204**	**Education**
Purdue University Fort Wayne	**1,117**	**Education**
Fort Wayne Metals Research Products Corp	1,053	Research, Development, & Manufacturing
Southwest Allen County Schools	921	Education
Northwest Allen County Schools	917	Education
Dana Corp	**837**	**Manufacturing**
BAE Systems	1,050	Defense, aerospace, and security
Benchmark Human Services	**687**	**Social Services**
Steel Dynamics Inc.	**825**	**Steel production and recycling**
Indiana Air National Guard	650	National Security
United States Postal Service	**603**	**Postal Services**
Vera Bradley	600	Handbag and accessory design
Norfolk Southern Corp	575	Rail transportation
Harris Geospatial	**551**	**Communications**

Source: Greater Fort Wayne Inc, 2018, https://www.greaterfortwayneinc.com/economic-development/doing-business/major-employers

NOTE: Bold text notes employers located within acceptable walk access to Citilink fixed route service

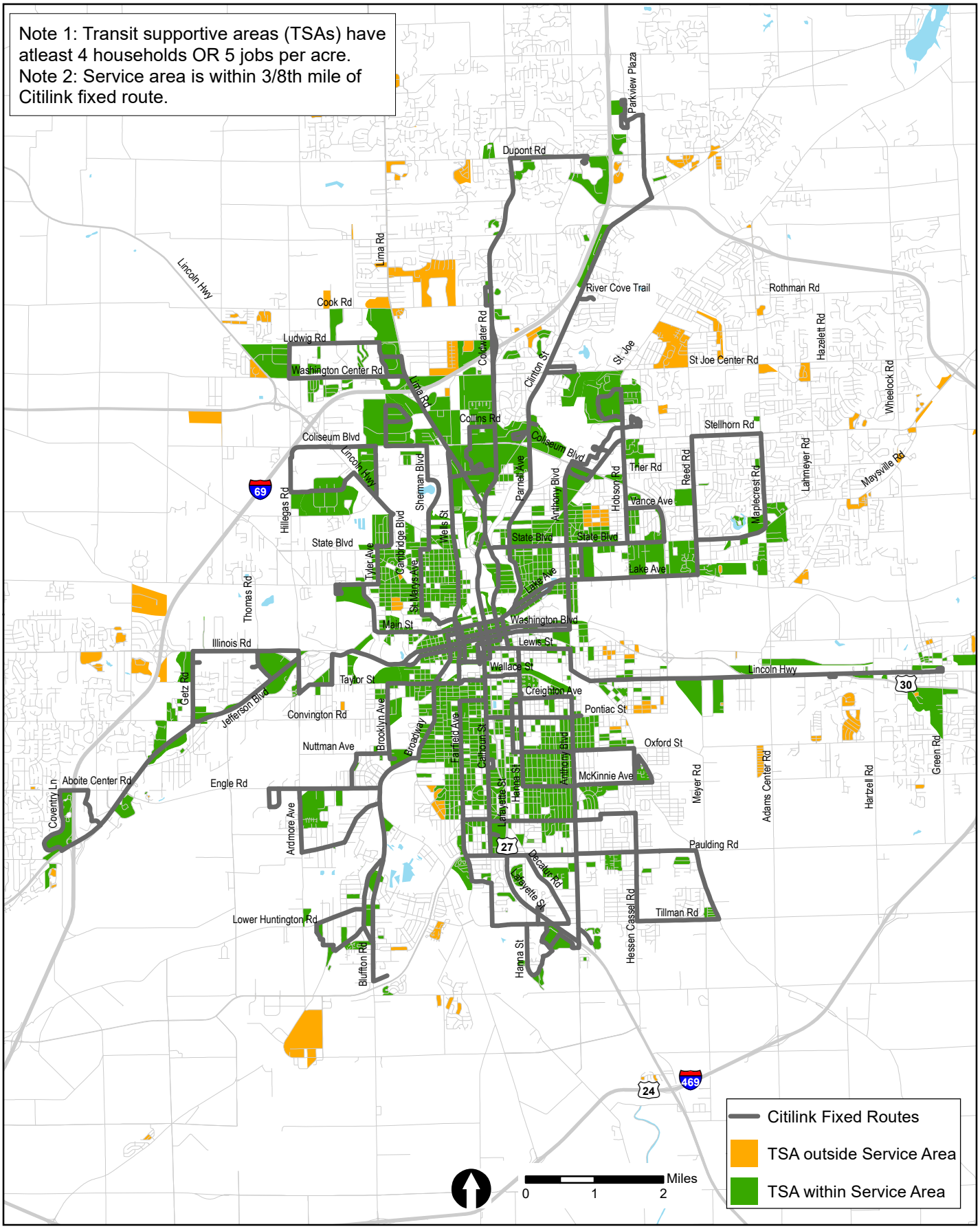
Transit Supportive Areas (TSAs)

Figure 11 shows the transit supportive areas (TSA) in the primary study area of where fixed route service is provided today. TSAs represent census blocks with at least three households and/or four jobs per acre. Shown in the figure are locations within the Citilink service area (shown in green) with a development density that effectively supports fixed routes service and areas outside the current service area (shown in gold) that could support transit. Effectively supporting fixed route service is defined as producing enough riders per day to provide cost effective service.

Critical to providing cost effective service is continuous development areas with a development density above the locally defined TSA threshold. Islands of higher density development surrounded by lower density development (areas shown as a white background) create conflicts as there is the desire to serve these areas as they could be productive, but travel through lower density areas to get to and from them does not generate much ridership.

From the figure information, the following can be concluded:

- Most of the Fort Wayne core area of service area reflects continuous density that exceeds the TSA threshold. These areas would represent the highest level of productivity potential.
- The outer service area of most routes extends into areas where less than 50 percent of the area meets or exceeds the TSA density threshold. These areas are generally lower productivity segments.
- There are relatively few areas outside the Citilink fixed route service area that currently have a development density that would reasonably support fixed route service. Additionally, providing service to most of these areas would require extending routes by one or more miles through low density areas.
- There are a small number of smaller pockets of development contiguous to TSAs that exceed the TSA threshold. These areas are shown in the figure as gold colored and are connected to larger green colored areas.



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Transit Supportive Areas

Figure 11

Fort Wenyne, IN

Source: U.S. Census (2010) & LODES (2015)

SRF Consulting Group, Inc.

Existing Transit Services and Operations

Residents of Allen County have access to many transportation services including fixed route service by Citilink and ADA paratransit by Citilink Access. Other transportation providers in the region are:

- Community Transportation Network (CTN): Provides transportation services as a non-profit agency to individuals with special needs, with the mission of "providing dependable and efficient transportation so no one is left behind". The 2017 Coordinated Human Services-Public Transportation Plan described CTN as working with over 60 agencies/groups to provide mobility in the region.
- Non-Profit Agencies: St. Vincent De Paul "Carevan" provides medical trips during weekday periods.
- Private providers: There is a small number of private providers supporting transportation of customers within their circle of care. These services are not open to the entire community.

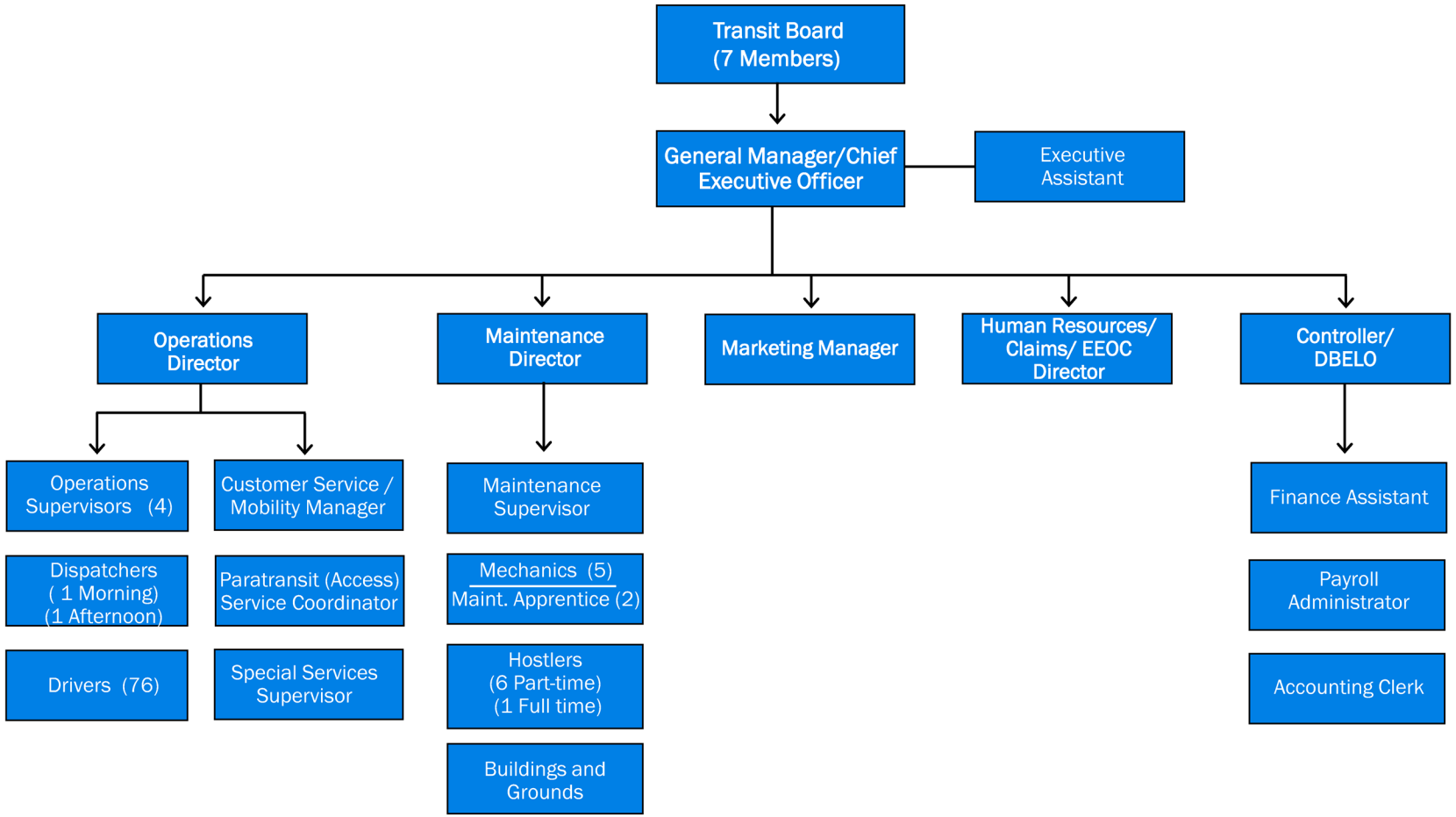
Citilink, is the primary public transit provider in the Fort Wayne area. This section highlights information on Citilink's existing transit services and operations. The information used in this section was provided directly by Citilink for the most recent year available (fiscal year 2017 unless otherwise noted). Additionally, ridership information (used extensively in the fixed route analysis section) was collected over a three-week period in March of 2018.

Citilink Services and Organization Structure

Citilink provides a range of services including fixed-route service through the Central Station hub, flexible service routes that provide opportunity for deviation to locations off the route, and complementary paratransit service in Fort Wayne and New Haven. Citilink's paratransit (demand-response) service is designed to provide persons who are unable to use the fixed route system with an equivalent level of service to that provided by Citilink fixed route service. Service runs from 5:30 a.m. and 9:40 p.m. on weekdays and 7:30 a.m. and 6:15 p.m. on Saturdays. Citilink does not have funding to provide service on Sundays.

Figure 12 shows the current organization structure of Citilink. Citilink is governed by a seven-member Board of Directors serving three-year terms, whose members are appointed from the residential population of the Citilink taxing district. Appointments to the Board are made by the Fort Wayne Mayor (three positions) and by the Fort Wayne Common Council. As a public transportation corporation, governance requirement of Citilink are defined in Indiana Code sections 36-9-4-15.

Figure 12. Citilink Organization Structure



Source: Citilink, October 2019

Organization Peer Review

Citilink's current employment by department was compared to other Indiana transit agencies in the same funding classification and to agencies identified as peers for the service assessment. The national peer group for the organization assessment did not include Greensboro, North Carolina as employment reported to the National Transit Database was substantially outside the information reported for other operations peers. Based on the outlier status it was assumed Greensboro has a different employee model relative to the remainder of the service assessment peers, including Citilink. Indiana peer agencies, including those not included in the service assessment, represent agencies managing their service in similar federal and state funding conditions as Citilink. Thus, would have similar relative local funding responsibilities relative to state and federal funding available to provide service.

The organizational analysis includes assessment of the number of drivers/operators, maintenance staff and administration staff per unit of service in Fort Wayne relative to levels in other communities. Listed below are the units of service used in assessment of employment by department:

- Drivers/Operators: Assessed on the basis of drivers per revenue hour of service. Assuming the typical full-time employee works approximately 1,800 hours per year (five days per week for 52 weeks less traditional holidays, Sundays, and approximately two weeks of vacation/sick leave). Analysis compares the number of drivers per revenue hour of service between the range of peers.

- Vehicle Maintenance Personnel: The level of maintenance required is influenced by the number of revenue miles and number of vehicles. Revenue miles impacts the wear and tear on a vehicle, which results in the need for preventative maintenance. The number of vehicles reflects the order of magnitude of vehicles requiring maintenance by local personnel.

- Facility Maintenance Personnel: The unit of measure of activity for facility maintenance personnel is the number vehicles used in maximum service as this figure influences the number of maintenance staff needed.

- Administrative Personnel: Similar to operators, the number of administrative staff needed is related to the level of service provided, which is measured as revenue hours of service per employee.

The analysis requires several inputs that are reported annually by agencies to the National Transit Database. The most current year of data available across all of the peers is 2017. As there have been changes in the Citilink structure since 2017, current (2019) staffing information was used in the peer review. Inputs to the peer assessment extracted from the National Transit Database are:

- Number of vehicles operated in maximum service. Table 13 documents the vehicles needed to support the peak service level in each area.
- Annual revenue service miles. Table 13 provides a summary of the revenue miles for each peer and Citilink.
- Annual revenue service hours. Table 13 documents annual revenue hours of service for each peer and Citilink.
- Employees in the key classifications of drivers/operators, maintenance staff, and administration staff. Table 14 documents number of employees for each peer and Citilink.

Table 15 summarizes the results of comparing Citilink's metrics to the combination of Indiana peers and others included in the service assessment. The purpose of the peer review is to provide an understanding of how the number and distribution of employees supporting Citilink services in Fort Wayne compares to peers. Does Citilink employ fewer or more people to provide daily service relative to the peer groups?

As transit is a service, much of the cost of providing the service is personnel costs for drivers, maintenance and administration staff. Key findings of the analysis are:

- Revenue hours of service per operator – Fixed Route: Each Citilink driver provides approximately 1,749 revenue hours of service annually, which is higher than the peer average. Relative to Indiana peers, Citilink is also above the average of the group. Selected providers (Bloomington, IN and Lubbock, TX) have much lower hours per driver/operator and these are systems that have higher part-time driver ratios. The NTD reports do not provide information regarding the full-time employee equivalents for part-time drivers. Thus, it is difficult to accurately convert the part-time to full time driver equivalents.
- Revenue hours per operator - Paratransit: Reported revenue hours per operator across the Indiana peers ranges substantially from a low of 1,075 revenue hours per operator in Muncie to approximately 2,020 hours per operator in South Bend. Citilink operators provide more hours of service per driver than most Indiana peers. Part of the reason for the higher ratio of hours per driver is Citilink provides more than an additional 5,5000 hours of paratransit service and approximately 15,000 more trips per year than the closest Indiana peer. Relative to the national peers, the revenue hours per operator remains above the average for the peers, exceeding all by Savannah.
- Revenue miles per maintenance employee: The number of miles driven per year and the level of maintenance required generally follow a similar pattern. More miles generally require more maintenance. The miles per maintenance employee at Citilink substantially exceeds the average for both the Indiana peers and the national peers. The difference between Citilink estimates and the average for the peer groups by more than 22 percent.

Table 13. Citilink and Peer Agency Demographics and Service Parameters (2017)

City	State	Service Area Population	Vehicles in Peak Operations	Annual Revenue Miles	Annual Revenue Hours	Annual Passenger Trips
FIXED ROUTE SERVICE						
Indiana Peers						
Lafayette	IN	147,725	56	1,763,794	138,874	4,554,827
South Bend	IN	278,165	35	1,282,349	94,066	1,576,792
Bloomington	IN	108,657	29	998,863	94,594	3,303,444
Muncie	IN	90,580	26	771,934	55,714	1,377,416
Evansville	IN	229,351	22	1,165,586	88,020	1,494,212
Fort Wayne	IN	313,492	28	1,435,808	103,208	1,696,829
National Peers						
Lubbock	TX	237,356	60	1,853,436	141,806	3,622,959
Savannah	GA	260,677	52	2,363,600	179,783	3,168,439
Lincoln	NE	258,719	56	1,762,093	131,373	2,313,717
Wichita	KS	472,870	42	1,696,805	116,316	1,262,552
PARATRANSIT SERVICE						
Indiana Peers						
Lafayette	IN	147,725	5	109,510	9,129	28,420
South Bend	IN	278,165	13	316,869	24,221	68,497
Bloomington	IN	108,657	8	138,255	13,973	34,907
Evansville	IN	229,351	14	354,618	30,638	67,375
Muncie	IN	90,580	10	208,178	20,245	55,589
Fort Wayne	IN	313,492	15	530,140	37,190	83,830
National Peers						
Lubbock	TX	237,356	29	633,457	42,633	99,286
Savannah	GA	260,677	24	1,070,730	68,825	107,729
Lincoln	NE	258,719	9	384,349	29,308	64935
Wichita	KS	472,870	23	601,909	29,347	71,713

Table 14. Employee Counts by Transit Department

City	State	Vehicle Operations Count (Drivers)	Vehicle Maintenance Count	Facility Maintenance Count	General Administration Count	Capital Labor Count
Indiana Peers						
Lafayette	IN	108	15	0	10	1
South Bend	IN	62	8	4	7	NA
Bloomington	IN	77	14	1	5	NA
Muncie	IN	40	11	3	9	NA
Evansville	IN	57	15	5	6	NA
Fort Wayne	IN	59	13	2	8	NA
National Peers						
Lubbock	TX	115	37	3	10	NA
Savannah	GA	126	20	16	44	NA
Lincoln	NE	92	21	0	18	NA
Wichita	KS	72	16	4	18	NA
Paratransit Operators/Drivers						
Indiana Peers						
Lafayette	IN	6				
South Bend	IN	12				
Bloomington	IN	13				
Evansville	IN	26				
Muncie	IN	14				
Fort Wayne	IN	18				
National Peers						
Lubbock	TX	34				
Savannah	GA	36				
Lincoln	NE	14				
Wichita	KS	22				

Table 15. Citilink Staffing Comparison to Peers (2017 NTD Reported Data)

City	State	Revenue Hours/Operator		Revenue Miles/Vehicle Maintenance Employee	Vehicles/ Facility Maintenance Employee	Revenue Hours/ Administration Staff
		Fixed Route	Paratransit			
Indiana Peers						
Lafayette	IN	1,286	1,522	124,887	3.97	14,742
South Bend	IN	1,517	2,018	199,902	5.83	18,813
Bloomington	IN	1,231	1,075	81,807	2.27	22,522
Muncie	IN	1,393	779	92,463	5.20	7,959
Evansville	IN	1,542	2,188	101,347	1.69	27,506
Fort Wayne	**IN**	**1,749**	**2,066**	**151,227**	**3.15**	**17,550**
National Peers						
Lubbock	TX	1,233	1,254	67,213	2.14	20,258
Savannah	GA	1,427	1,912	171,717	2.89	4,495
Lincoln	NE	1,774	2,108	118,907	2.94	10,834
Wichita	KS	1,825	1,332	150,095	4.57	9,370
Indiana Peer Average		**1,396**	**1,537**	**121,483**	**3.51**	**19,784**
All Peers Average		**1,464**	**1,583**	**123,683**	**3.36**	**16,366**

- Vehicles per facility maintenance employee: This category is the widest ranging in employees per unit across the measures. The primary reason for the range is selected operators that are departments of a city do not report facility maintenance employees to NTD. For the peers that do report, Citilink is an outlier with fewer employee completing the task of maintaining the facility.

- Revenue hours per administration department staff. Similar to revenue hours being a measure of how much work is required by drivers/operators, it is a logical measure of the amount of work to be completed by administrative staff who manage and plan the workload. This is a category of analysis that has very wide-ranging results across the peers and Citilink is on the end of the range for both the Indiana peers and the national peers. Citilink's ratio of revenue hours of service per administration employee is consistent with the average for the in-state and national peers.

- Across most of the metrics used to compare Citilink's employment to Indiana and national peers, Citilink employs fewer people per unit of service provided. The only category where Citilink is higher than the in-state peers is in administration, where Citilink's revenue hours per employee is about 13 percent lower than the in-state peers. For the national peers, however, each Citilink administrative employ supports more revenue hours of service than the peers.

Fleet and Facilities

The Citilink fleet includes buses for both fixed route and paratransit operations. Table 16 shows Citilink's fleet summary and Table 17 document the minimum service-life standards for buses and vans as suggested by FTA.

The Citilink fixed route fleet consists of has 43 total vehicles, including a mix of Gillig and Chevy models of various lengths. Paratransit includes 20 total vehicles, all of which are 26-foot Chevy Titan II and Ford E-450 model vehicles.

Table 16. Citilink Service Fleet Summary

	Gillig Low Floor	Gillig Hybrid	Gillig Hybrid	Chevy Passport 5500	Chevy Titan II	Total
Service Type	35-foot	35-foot	40-foot	29-foot	26-foot	
Fixed Route	11	14	8	3	7	43
Paratransit	-	-	-	-	20	20

Source: Citilink Fleet Summary, April 2019

Table 17. FTA Minimum Service-Life Standards for Buses and Vans

	Typical Characteristics				Minimum Life (whichever comes first)	
Category	**Length (Feet)**	**Approximate Gross Vehicle Weight (Pounds)**	**Seats**	**Typical Replacement Cost Range**	**Years**	**Miles**
Heavy-Duty Large Bus	35 to 46	33,000 to 40,000	27 to 40	$325,000 to $600,000+	12	500,000
Heavy-Duty Small Bus	30	26,000 to 33,000	26 to 35	$200,000 to $325,000	10	350,000
Medium-Duty and Purpose-Built Bus	30	16,000 to 26,000	22 to 30	$75,000 to $175,000	7	200,000
Light-Duty Mid-Sized Bus	25 to 35	10,000 to 16,000	16 to 25	$50,000 to $65,000	5	150,000
Light-Duty Small Bus, Cutaways, and Modified Van	16 to 28	6,000 to 14,000	10 to 22	$30,000 to $40,000	4	100,000

Source: Federal Transit Administration – Useful Life of Transit Buses and Vans: Report No. FTA VA-26-7229-07.1 (2007).

Maintenance Facility

Citilink's maintenance facility and administration office is located at 801 Leesburg Road. The facility stores all 63 transit vehicles for fixed route and paratransit service, along with 15 support vehicles. The property consists of two buildings:

- The central administration office, dispatch, customer service, drivers' facilities and the maintenance garage occupy one building. The maintenance garage includes two separate maintenance areas, a parts center, tooling areas, a paint booth, and a wash bay. Maintenance offices and support facilities (storage, restrooms, and mechanical equipment rooms) fill out the maintenance garage.
- A second building, located west of the administration/maintenance building is utilized solely for Citilink vehicle storage. The bus barn contains three bays with a total of nine drive-through stalls with overhead doors at either end to facilitate bus traffic.

With a gross floor area of more than 94,000 square feet, the facility was placed in service in July of 1968 (additional bus storage added in December of 1977). With an expected life of 50 to 60 years, the facility will meet its useful life in 2027-2028. The replacement cost for the facility was estimated in 2016 to be approximately $10.4 million.

Passenger Facilities

Citilink's largest passenger facility is Central Station, located just south of downtown at 121 Baker Street. Central Station has bays for 18 buses (labeled A through R) and a heated indoor waiting area with restrooms, and a ticket vending machine. Intercity bus service provided by Greyhound also serves the station, with staging for intercity buses directly on Baker Street. Central Station was constructed at a cost of approximately $4.4 million and opened in September 2012. The facility has an FTA identified useful life of 25 years.

Citilink also has three transfer centers located in the southern part of the city:

- Southgate Plaza
- Southtown Centre (Walmart)
- Hanna Creighton Transit Center/Urban League

Shelters are also provided at approximately 70 locations throughout the Citilink service area (not including Central Station or the three transfer locations). Of the shelters:

- Ten are owned and maintained by Citilink.
- Remaining are owned and maintained by Metro Media Partners under an agreement with Fort Wayne Public Works.

Fare Structure

Citilink provides a variety of fare types for travelers in the system, as summarized in Table 18. Transfer tickets are not included in the Citilink system. Regular fares range from $1.25 for a single ride to $45.00 for a 31-day pass. The second column shows the number of trips required to break even. An all-day pass requires three (3), one-way trips to break even while a 31-day pass requires 36 one-way trips.

Table 18. Fare Structure

Ticket/Pass	Regular	Trips to Break Even	Reduced	Trips to Break Even
One Ride Cash or Ticket-to-Ride	$1.25		$0.60	
All Day Pass	$3.00	3	$1.50	3
10-Ride Card	-	-	$6.00	-
31-Day Pass	$45.00	36	$22.00	37
Access One Ride Cash or Ticket-to-Ride	$2.50	-	-	-
Summer fun pass	$25.00	20	-	-
Children under 5	FREE	-	-	-

Source: Citilink website, accessed October 2019

Reduced fares are available to youths (18 or younger), seniors (60 or older), and disabled persons. Fares range from $0.60 for a one-way trip to $22.00 for a 31-day pass. An all-day pass requires three (3) one-way trips to break even while a 31-day pass requires 37 one-way trips. Citilink also offers a summer fun pass for youth riders that is good during summer months when school is not in session.

Technology

The transit industry, like most parts of the business and social world, has increasingly employed technology to improve service, management, and operations. Nearly every facet of the transit industry has benefited from use of advanced technologies, including:

- Improved service operations and management
- More accurate reporting
- Increased productivity of vehicle and driver scheduling, deployment, and dispatch
- Safer and more reliable fare collection systems
- Expanded used of information gathered

Technology enhancements for transit vary in many of ways, including initial purchase costs and the costs to implement and manage technologies, as well as the type and amount of benefits achieved. With the variability and cost, it can be challenging for transit agencies to know when and how much to invest in transit technology. Citilink has incorporated new and upgraded technology into its transit operation over the last few years. Outlined below are key technology deployments benefiting customers and management of the system.

Automatic Vehicle Location

The heart of many of the technology enhancements presently deployed or available to

consider in the future is continuous communication as to where every service vehicle is located. Citilink has implemented an automatic vehicle location (AVL) system on the fixed route and Access fleet that connects vehicles seamlessly with scheduling and dispatching software as well to customers through RouteShout and RouteWatch. While customers experience AVL through being able to see where their bus is presently located, for Citilink the benefits are much broader in that the data is used by dispatchers to monitor schedule adherence status, breakdowns and emergencies.

The AVL system can also integrate with other on-board systems to improve the convenience of information sharing while on the bus. AVL systems can be tied to head signs and automatically change them. It can connect with systems (annunciator systems) to announce the next stop, taking that role out of the operator's hands.

Automatic Passenger Counter (APC) System

Citilink has been working throughout 2019 with Urban Transit Associates (UTA) to install and gather passenger boarding data using an automated passenger counting (APC) system. APC systems are electronic units mounted at bus doors capable recording activity of people getting on or off. This access information gathering can be connected to the automatic vehicle location (AVL) and farebox collection systems to provide a powerful integrated passenger analysis system.

The interconnected APC/AVL/farebox network provides Citilink with a continuous method of collecting information about passenger numbers at a variety of service levels, including route, route segment, or specific transit stops by time of day and by day of the week.

It is critical for federal and state funding programs to have more accurate and continuous ridership data as this data is part of the funding formulas. Without the APCs, Citilink would assign staff to sample each route over the course the year, which is a labor-intensive activity. APCs essentially eliminate the labor costs and allow more frequent and timely sampling. APCs provide benefits at the route level as ridership provides a general indication of the level of demand. More detailed ridership data can be used by Citilink operations department to analyze performance and to make changes at the route, trip and stop levels to better match the level of service with demand. Connecting the APC data with the AVL data allows Citilink to monitor at a high degree of granularity running times between active stops and schedule adherence.

APC data is primarily used to create, evaluate, and adjust schedules and run times and to plan and justify route changes. APC-generated data can also be used for National Transit Database (NTD) reporting requirements, monitoring driver performance, and determining the best places to locate transit bus stops. APCs allow automatic and continuous collection of additional information about operations, including maximum and minimum load points, entering and exiting rates, wheelchair ramp use, bikes being loaded and unloaded, transit vehicle dwell times, door cycles, distance traveled, and vehicle average speed.

Vehicle APC sensor application

APCs provide a ridership and travel time database at a finer level of detail than fare box or manual counts. Key is that not every route has to be 100 percent covered with APC-equipped vehicles. Citilink presently rotates the four buses equipped with APCs throughout the route system. The increased number of observations over sampling by hand lends greater confidence to decisions regarding changes in service levels.

For the current COA/TDP, APC data was used to verify boarding and alighting information collected in March 2018 as initial data collection. Boarding and alighting counts for each stop along each route were collected over a week and a half. Each route was counted over a one-day weekday and one Saturday period, which are relatively short periods controlled by the study budget.

Electronic Ticketing

There are two main mobile applications (apps) used by the agency, Token Transit and RouteShout. Token Transit is a mobile pay application that allows riders to purchase and store passes for use on board Citilink vehicles. There is no cost to the user for the Token Transit application and users can purchase one or multiple tickets or passes. Table 19 displays the monthly use statistics for 2018 and 2019 through September. Key take-aways from the information provided are:

- Token Transit use for each month in 2019 exceeded 2018 use.
- The monthly increase observed between 2018 and 2019 was observed in almost every ticket type for each month. The most significant deviation from this trend occurred in September in the Day Pass category.
- As a percentage of total ridership, Access riders use the Token Transit application more than fixed route users.
- Single ride use is the highest volume category, followed by day use tickets, which is consistent with how all riders pay their fare.
- Few reduced fare tickets are purchased using Token Transit, which could be due to needing a debit or credit card to pay for the initial purchase.

Citilink also uses the mobile application RouteShout to track bus location and provide real time arrival information. Route Shout is also free to download and use on smart phones.

Citilink also supports technology through its website, which is available in both desktop and mobile versions. Real time bus arrival information is available via RouteWatch (a cousin of the RouteShout application). Bus tickets can also be purchased on the website, which are then sent via mail.

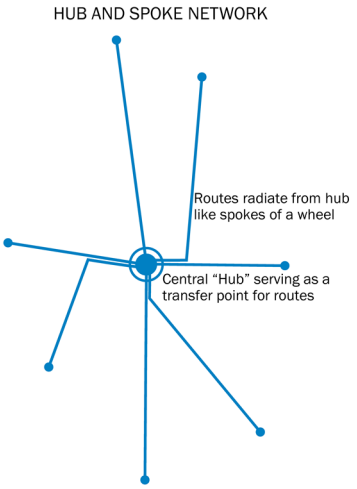
Table 19. Token Transit Ticket Sales – January 2018 through September 2019

Month - 2018													
Ticket Type	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Total**
Access Total ($2.50)	206	173	240	228	189	223	230	258	291	280	246	266	2,830
31-Day Pass ($45.00)	40	36	45	35	41	44	51	49	50	57	57	48	553
31-Day Pass ($22.50)	18	24	21	20	21	18	14	25	19	25	21	13	239
Day Pass ($3.00)	469	534	520	460	508	577	578	768	1,149	977	803	791	8,134
Day Pass - Reduced ($0.60)	80	40	66	73	68	111	84	104	96	114	93	80	1,009
Ticket to Ride ($2.50)	529	627	831	619	569	601	693	1,054	745	1,320	1,143	1,141	9,872
Ticket to Ride - Reduced ($1.25)	22	26	33	14	29	20	18	34	61	117	113	76	563
10 Ride Pass ($6.00)	15	14	9	9	22	5	9	17	11	12	11	7	141
TOTALS	1,379	1,474	1,765	1,458	1,447	1,599	1,677	2,309	2,422	2,902	2,487	2,422	23,341
Month -2019													
Ticket Type	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Total**
Access Total ($2.50)	355	292	408	403	392	436	476	413	491				3,666
31-Day Pass ($45.00)	69	67	80	70	67	56	79	68	65				621
31-Day Pass ($22.50)	22	18	14	15	18	16	23	36	27				189
Day Pass ($3.00)	866	1,006	971	1,083	1,043	1,038	1,037	1,099	920				9,063
Day Pass - Reduced ($0.60)	101	118	111	123	121	64	79	100	66				883
Ticket to Ride ($2.50)	1,280	1,347	1,086	1,473	1,366	1,297	1,325	1,533	1,484				12,191
Ticket to Ride - Reduced ($1.25)	70	114	112	110	111	33	19	50	64				683
10 Ride Pass ($6.00)	8	15	9	11	16	8	10	14	11				102
TOTALS	2,771	2,977	2,791	3,288	3,134	2,948	3,048	3,313	3,128				27,398
Monthly Change													
Ticket Type	**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Total**
Access Total ($2.50)	149	119	168	175	203	213	246	155	200				1,628
31-Day Pass ($45.00)	29	31	35	35	26	12	28	19	15				230
31-Day Pass ($22.50)	4	-6	-7	-5	-3	-2	9	11	8				9
Day Pass ($3.00)	397	472	451	623	535	461	459	331	-229				3,500
Day Pass - Reduced ($0.60)	21	78	45	50	53	-47	-5	-4	-30				161
Ticket to Ride ($2.50)	751	720	255	854	797	696	632	479	739				5,923
Ticket to Ride - Reduced ($1.25)	48	88	79	96	82	13	1	16	3				426
10 Ride Pass ($6.00)	-7	1	0	2	-6	3	1	-3	0				-9
	1,392	1,503	1,026	1,830	1,687	1,349	1,371	1,004	706				11,868

Google Transit Trip Planner

Citilink subscribes to Google Transit to support trip planning for riders. The online application includes both computer and mobile device format to allows users to see Citilink trip options. The application combines schedule and route data in Google Maps. Customers can input their origin and destination (either the addresses or as landmarks) and receive a description and map of where to access their best option, where to transfer if needed, and where to get off. Included are all walk distances and schedule times.

Fixed Route Analysis



Citilink operates a hub and spoke network, with most routes radiating from downtown Fort Wayne. The network operates on a pulse, meaning that routes meet at timed intervals to allow for convenient transfer and movement throughout the network. Citilink operates a total of 14 routes. Ten routes meet at Central Station, while four routes (Routes 15, 21, 22, and 97) operate without connection to Central Station. Figure 13 shows the Citilink network.

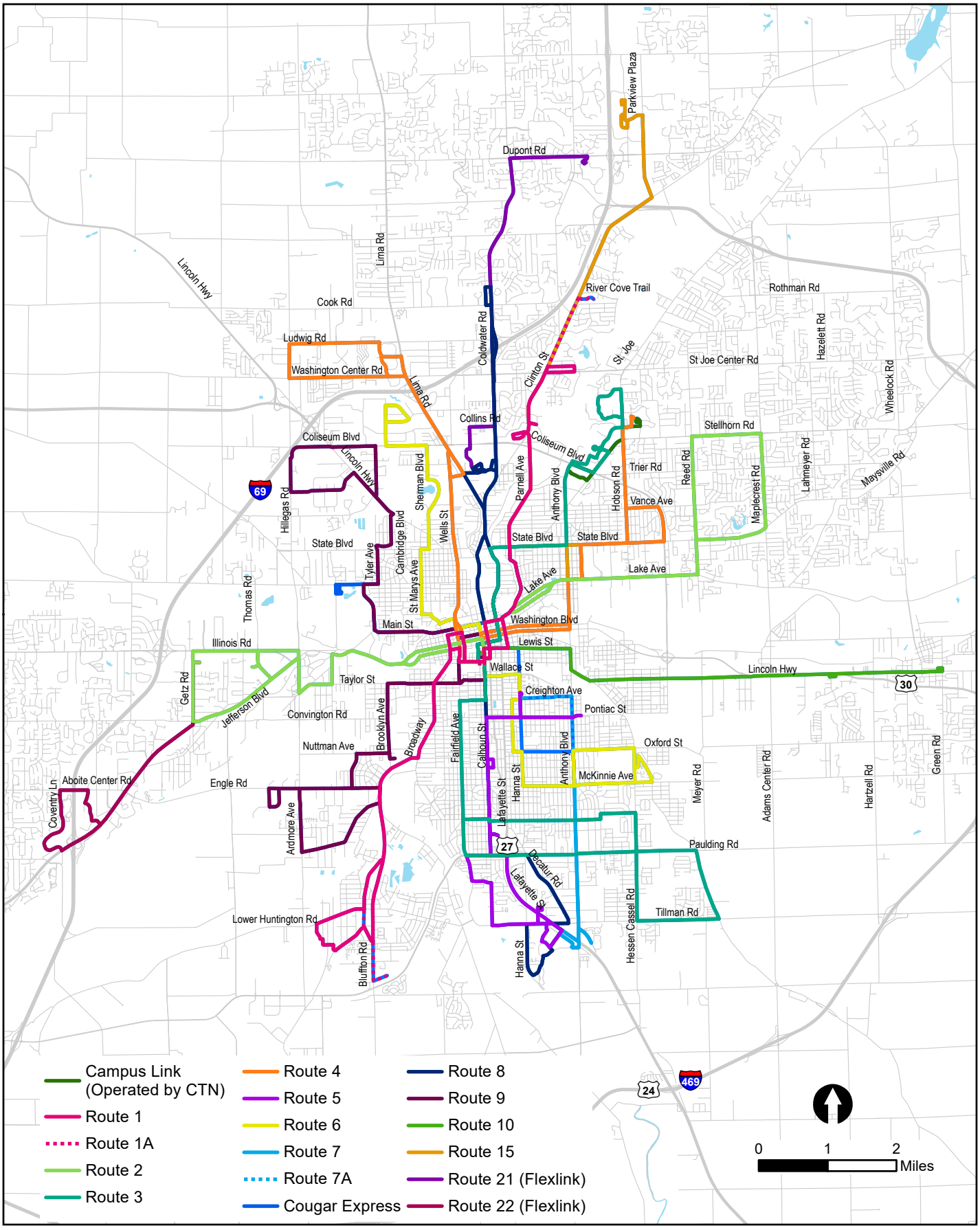
Most Citilink routes operate at a 60-minute frequency, while Routes 4, 7, and 8 operate at a 30-minute frequency. The use of clock face headways allows for pulse connections at Central Station. The only other route in the network with a high frequency is Route 97 (Cougar Express). Cougar Express is a fare free shuttle connecting the University of Saint Francis downtown and west campus. The cost of Cougar Express is subsidized by the University of Saint Francis, which allows the route to operate fare free.

CampusLink (Campus-to-Campus) is operated by Community Transit Network and connects the Coliseum Campus and North Campus of Ivy Tech. The shuttle service operates fare free on a 20-minute frequency through a subsidy provided by the college.

The typical span of a Citilink route is 15 hours on weekdays and 11 hours on Saturdays. Table 20 shows the summary of frequency and span by route.

Ridership Analysis

Stop and route level ridership was collected for all routes in the network in March 2018. Route level data is shown in Figure 14 for weekday and Figure 15 for Saturday. The weekday data shows Route 8 has the highest daily ridership, accounting for 22 percent of Citilink's total weekday daily ridership. Routes 2 and 4 also perform well. After the top three, five routes cluster between 420 and 490 daily riders. Route 7 is fifth best in weekday daily ridership despite being one of three routes operating with a 30-minute frequency during weekdays. There is also a noticeable split between the core network (Routes 1 through 10).



Citilink System Map — **Figure 13**

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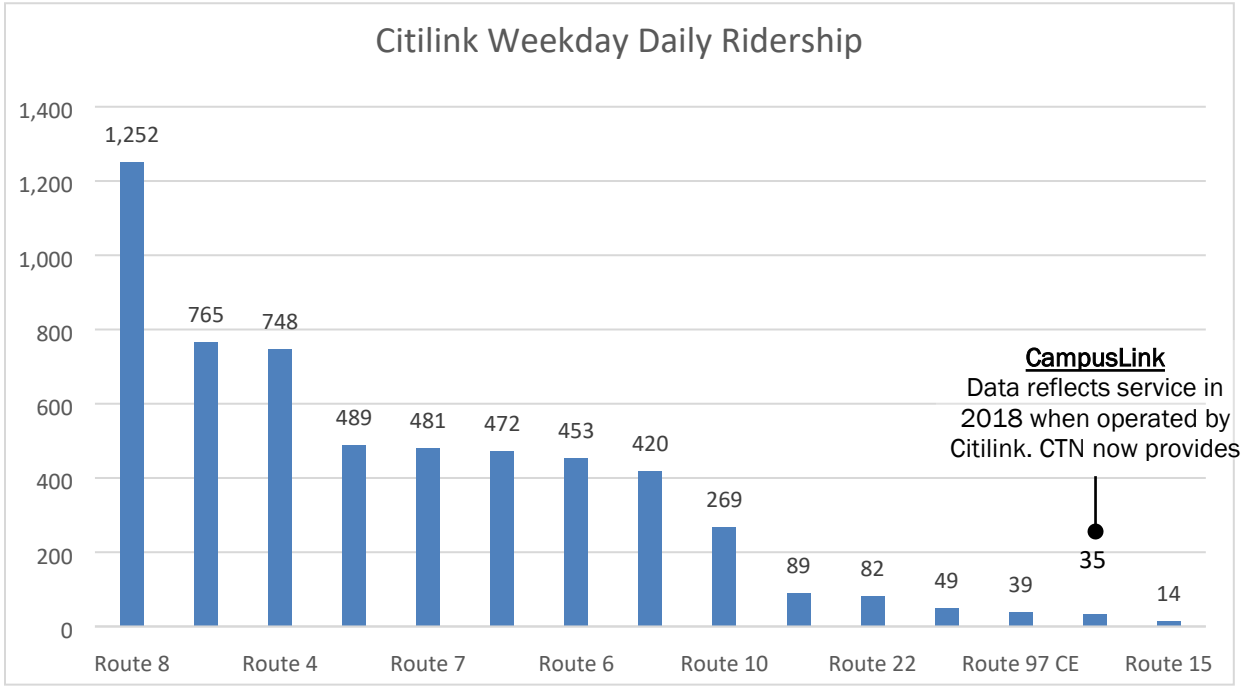
Table 20. Bus Routes, Schedules, and Frequencies

Route Number	Route Name	Weekday			Saturday		
		Span of Service	Headway	Peak Bus	Span of Service	Headway	Peak Bus
1	Waynedale – Northcrest	6:15 am - 8:10 pm	60	2.0	7:34 am - 6:10 pm	60	2.0
2	Time Corners - Georgetown	6:15 am - 8:10 pm	60	2.0	7:34 am - 6:10 pm	60	2.0
3	Canterbury - Village Woods	5:32 am - 8:52 pm	60	2.0	7:32 am - 6:10 pm	60	2.0
4	Wells Ludwig - Parkview	5:39 am - 8:45 pm	30	4.0	7:39 am - 6:10 pm	60	2.0
5	Southeast Local	5:40 am - 8:40 pm	60	1.0	7:40 am - 6:15 pm	60	1.0
6	Franke Park - McKinnie	5:27 am - 8:42 pm	60	2.0	7:27 am - 6:10 pm	60	2.0
7	Anthony via Oxford	5:38 am - 9:28 pm	30	2.0	7:38 am - 6:10 pm	60	1.0
8	Glenbrook/Northrup/Calhoun/Tillman Rd	5:35 am - 9:40 pm	30	4.0	7:35 am - 6:10 pm	60	1.0
9	Brooklyn/Taylor/St Francis/Gateway	5:30 am - 8:52 pm	60	2.0	8:15 am - 6:10 pm	60	2.0
10	New Haven	5:38 am - 8:38 pm	60	1.0	7:38 am - 6:10 pm	60	1.0
15	MedLink	8:00 am - 4:58 pm	60	1.0	Routes do not run on Saturday		
21	Glenbrook - Dupont (Flexlink)	6:25 am - 8:25 pm	60	1.0			
22	West Jefferson - Lutheran Hospital	5:50 am - 8:35 pm	60	1.0			
97	Cougar Express			1.0			
	Ivy Tech/CTN*	7:30 am - 6:00 pm	20	1.0			

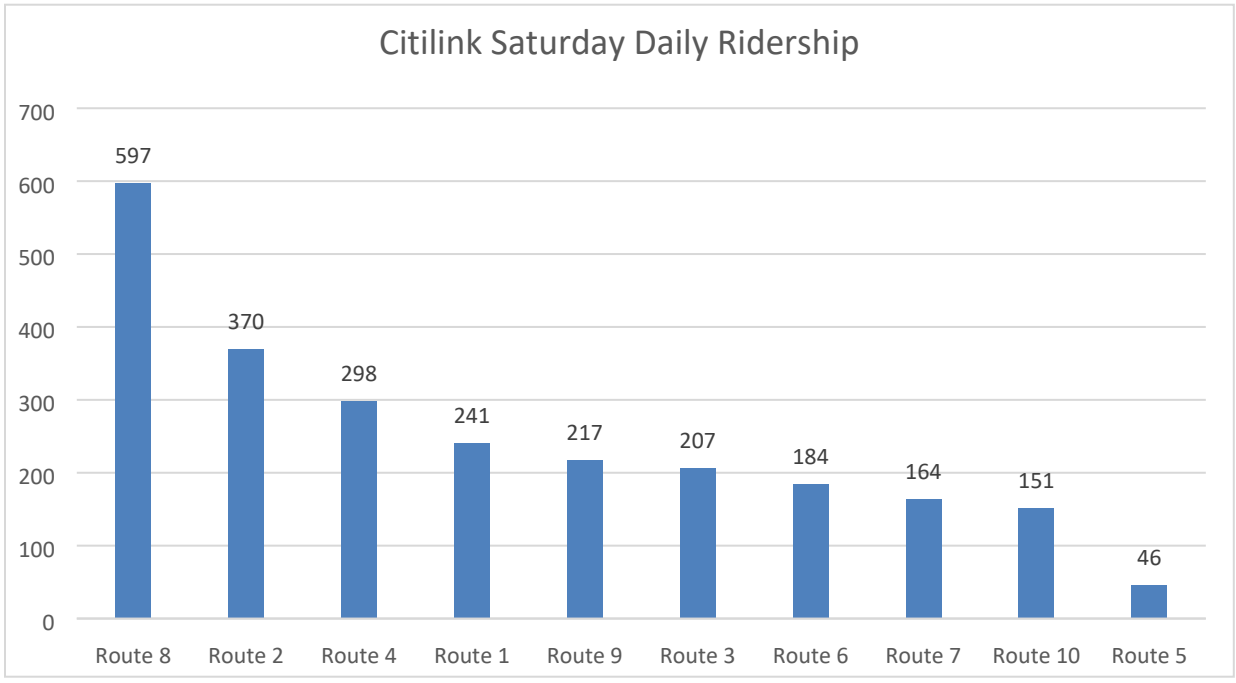
Note: Ivy Tech route is operated by CTN as a free campus-to-campus shuttle. Formerly referred to as CampusLink until CTN began operating in September 2018

Figure 14. Weekday Daily Ridership by Route



Source: Ride check completed March 2018

Figure 15. Saturday Daily Ridership by Route



Source: Ride check completed March 2018

and the routes that do not connect at Central Station (15, 21, 22, 97, and 98). The core routes do much better and account for almost 96 percent of Citilink's weekday ridership.

Citilink's Saturday daily ridership is approximately 43 percent of weekday daily ridership. Saturday shows the same pattern as weekday, with Routes 8, 2, and 4 performing the best and Routes 5 and 10 were the lowest performers of the core routes. Also noteworthy is that Route 1 ranks higher on Saturday than on weekday (8th on weekday and 4th on Saturday) and Route 7 ranks lower on Saturday than on weekday (5th on weekday and 8th on Saturday).

Stop level ridership is mapped for weekday and Saturday in Figure 16 and Figure 17, respectively. The maps show that many of the large ridership generators in the city are either retail or education destinations, including:

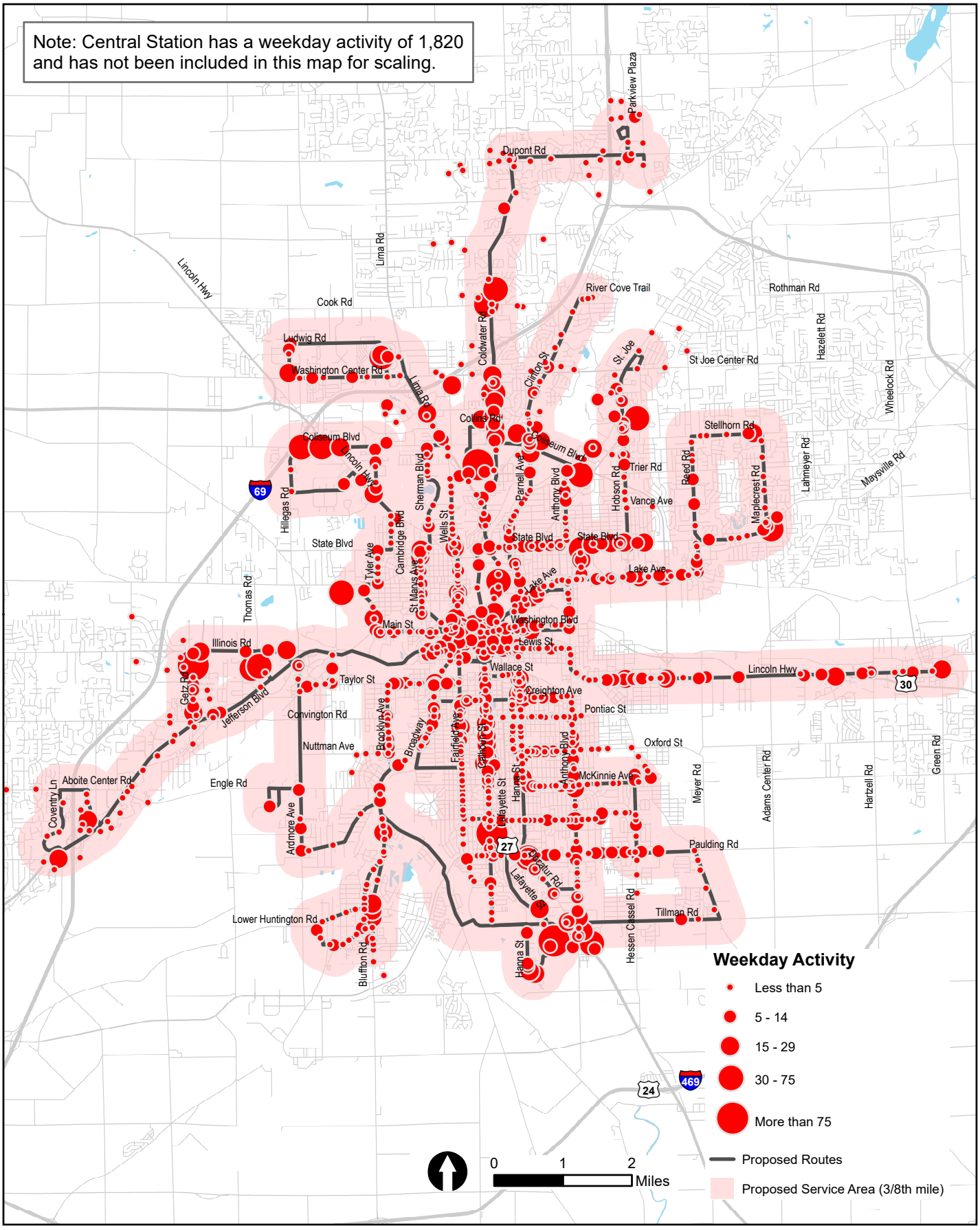
- Southtown Centre (Routes 5 and 7)
- Southgate Plaza (Routes 8, 5, 3)
- Jefferson Pointe Shopping Center (Route 2)
- Getz Road Meijer (Routes 2 and 22)
- Glenbrook Mall (Routes 8 and 21)
- Ivy Tech (Routes 3)
- IPFW Routes 3 and 4)

The ridership pattern shows most of the major generators are beyond the downtown or the inner neighborhoods of Fort Wayne. This suggests that many riders are riding through downtown to connect to their ultimate destination, while downtown itself is less of an attractor than in the past. Indeed, a review of the ridership numbers shows that downtown accounts for approximately 10 percent of the ridership activity in the system.

The Saturday map in Figure 17 shows the same pattern, with many of the large trip generators in the outer part of Fort Wayne.

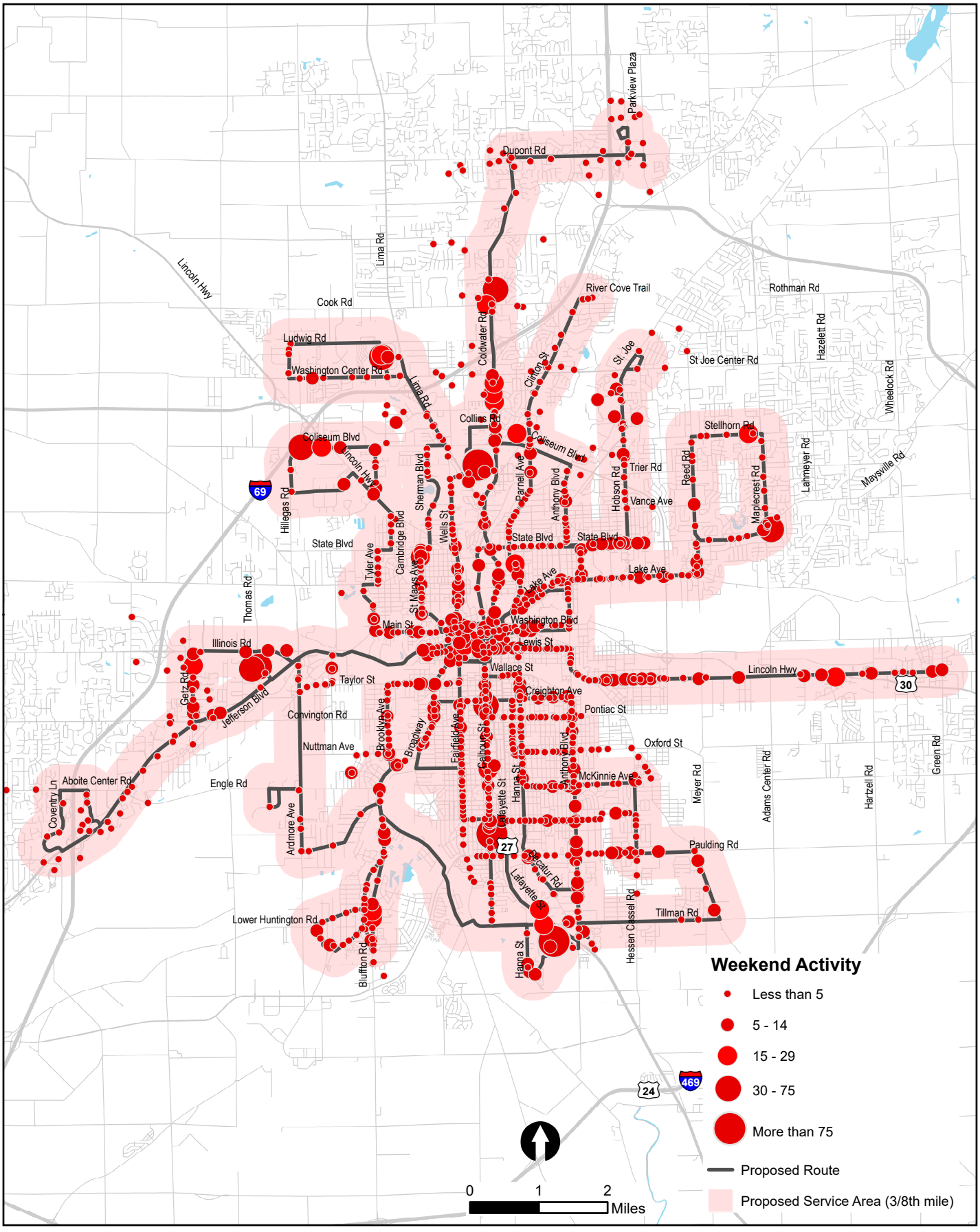
Route Level Analysis

Citilink routes were ranked across ten productivity categories spanning ridership, economic, and financial metrics. Table 21 shows the ranking for the weekday routes. Overall, the ten core routes are more productive than the non-Central Station routes. The top-ranking routes (in order) are Route 3, 2, 8, 6, and 10. These routes tend to perform well across multiple categories. While Routes 3 and 6 are middle of the pack when it comes to ridership productivity these routes make it up with their higher economic and financial rankings.



Weekday Daily Stop Level Ridership Activity - Fort Wayne, IN **Figure 16**

SRF Consulting Group, Inc.



Saturday Daily Stop Level Ridership Activity - Fort Wayne, IN **Figure 17**

SRF Consulting Group, Inc.

One other noteworthy finding is the revenue per rider category. Routes 2 and 8 rank near the bottom, despite doing well in nearly all other categories. This may be because of subsidized fares on these routes. Also interesting is the high rank of Route 15 which is due to the financial arrangement with Parkview Hospital.

Table 22 presents Saturday rankings. Routes 2, 8, and 10 continue to do well. Routes 3 and 6, however, have dropped down the list, replaced with Routes 7 and 4. Route 7 ranks highly in productivity despite having a lower Saturday ridership ranking than on weekdays. However, it does well on economic and financial productivities, which moves it up the list.

Productivity benchmarks were established to determine which routes are under performing relative to the standard. Each benchmark was established by taking the route average and then subtracting (or adding) one standard deviation of the dataset. For example, the average riders per revenue hour is 12.1, while the standard deviation is 7.3. Thus, the riders per revenue hour benchmark is 4.7.

Two benchmarks were calculated – one for core routes and one for all routes. The reasoning is that the non-downtown routes are clearly the lowest performing routes in the network. By focusing the evaluation on core routes, we can better see which ones are underperforming.

Routes were graded to see which ones fall below the benchmark, as shown in Table 23. Green cells are routes that fall below the core route benchmark. Blue cells are routes that fall below the all routes benchmark. The table shows that the non-downtown routes routinely fall below the established benchmark. The table also shows that Route 5 is the lowest performing of the core routes. In addition, Figure 18 shows the route productivity based on riders per revenue hour.

Saturday routes were also evaluated using the same methodology as weekday. The results are shown in Table 24. As the table indicates, Route 5 is also the lowest performing Saturday route.

Table 21. Route Rankings for Weekday (Weekday) Network

Route No	Route Name	Average Overall Rank	Service Productivity			Economic Productivity			Financial Productivity			
			Wkday Riders/ Rev Hr	Wkday Riders/ Rev Mi	Wkday Rider/ Trip	Wkday Riders/ Rev Hr	Wkday Riders/ Rev Mi	Wkday Rider/ Trip	Wkday Revenue/ Rider	Wkday Cost/ Rider	Wkday Recovery Ratio	Wkday Subsidy Ratio
3	Canterbury-Village Woods	3.4	5	5	5	2	1	1	5	4	2	4
2	Time Corners - Georgetown	3.5	1	1	1	4	6	2	12	1	6	1
8	Glenbrook/Northrup/ Calhoun/Tillman Rd	4.0	2	2	2	6	5	4	11	2	4	2
6	Franke Park - McKinnie	5.2	8	3	6	5	2	3	6	7	5	7
10	New Haven	5.2	3	6	8	1	3	8	4	8	3	8
7	Anthony via Oxford	5.4	7	7	9	3	4	9	3	6	1	5
4	Wells Ludwig - Parkview	5.9	4	4	4	9	8	7	10	3	7	3
9	Brooklyn/Taylor/St Francis/Gateway	6.8	6	8	3	8	9	5	9	5	9	6
1	Waynedale - Northcrest	7.9	9	9	7	7	7	6	8	9	8	9
5	Southeast Local	9.4	10	12	10	10	10	10	2	10	10	10
22	West Jefferson - Lutheran Hospital	11.6	11	11	11	12	12	12	13	11	12	11
21	Glenbrook - Dupont (Flexlink)	11.7	13	14	13	11	11	11	7	13	11	13
15	MedLink	12.8	15	15	15	13	13	13	1	15	13	15
97	Cougar Express	12.8	12	10	12	14	14	14	14	12	14	12
98	CampusLink	14.4	14	13	14	15	15	15	15	14	15	14

Note: CampusLink figures represent 2017 Route - September 2018 CampusLink operations transferred to CTN.

Table 22. Route Rankings for Saturday (SAT) Network

Route No.	Route Name		Service Productivity			Economic Productivity			Financial Productivity			
		Average Overall Rank	SAT Riders/ Rev Hr	SAT Riders/ Rev Mi	SAT Rider/ Trip	SAT Riders/ Rev Hr	SAT Riders/ Rev Mi	SAT Rider/ Trip	SAT Revenue/ Rider	SAT Cost/ Rider	SAT Recovery Ratio	SAT Subsidy Ratio
8	Glenbrook/Northrup/ Calhoun/Tillman Rd	1.9	1	1	1	1	1	1	10	1	1	1
2	Time Corners - Georgetown	3.5	2	2	2	4	6	2	9	2	4	2
7	Anthony via Oxford	3.8	3	4	8	2	2	7	2	4	2	4
4	Wells Ludwig - Parkview	3.9	5	3	3	5	4	3	7	3	3	3
10	New Haven	5.5	4	5	9	3	3	9	5	6	5	6
3	Canterbury - Village Woods	6.4	8	7	6	6	7	4	4	8	6	8
1	Waynedale - Northcrest	6.8	6	6	4	9	8	8	8	5	9	5
6	Franke Park - McKinnie	6.9	9	8	7	7	5	5	3	9	7	9
9	Brooklyn/Taylor/St Francis/Gateway	7.2	7	9	5	8	9	6	6	7	8	7
5	Southeast Local	9.1	10	10	10	10	10	10	1	10	10	10

Table 23. Weekday Route Level Productivity Benchmarks

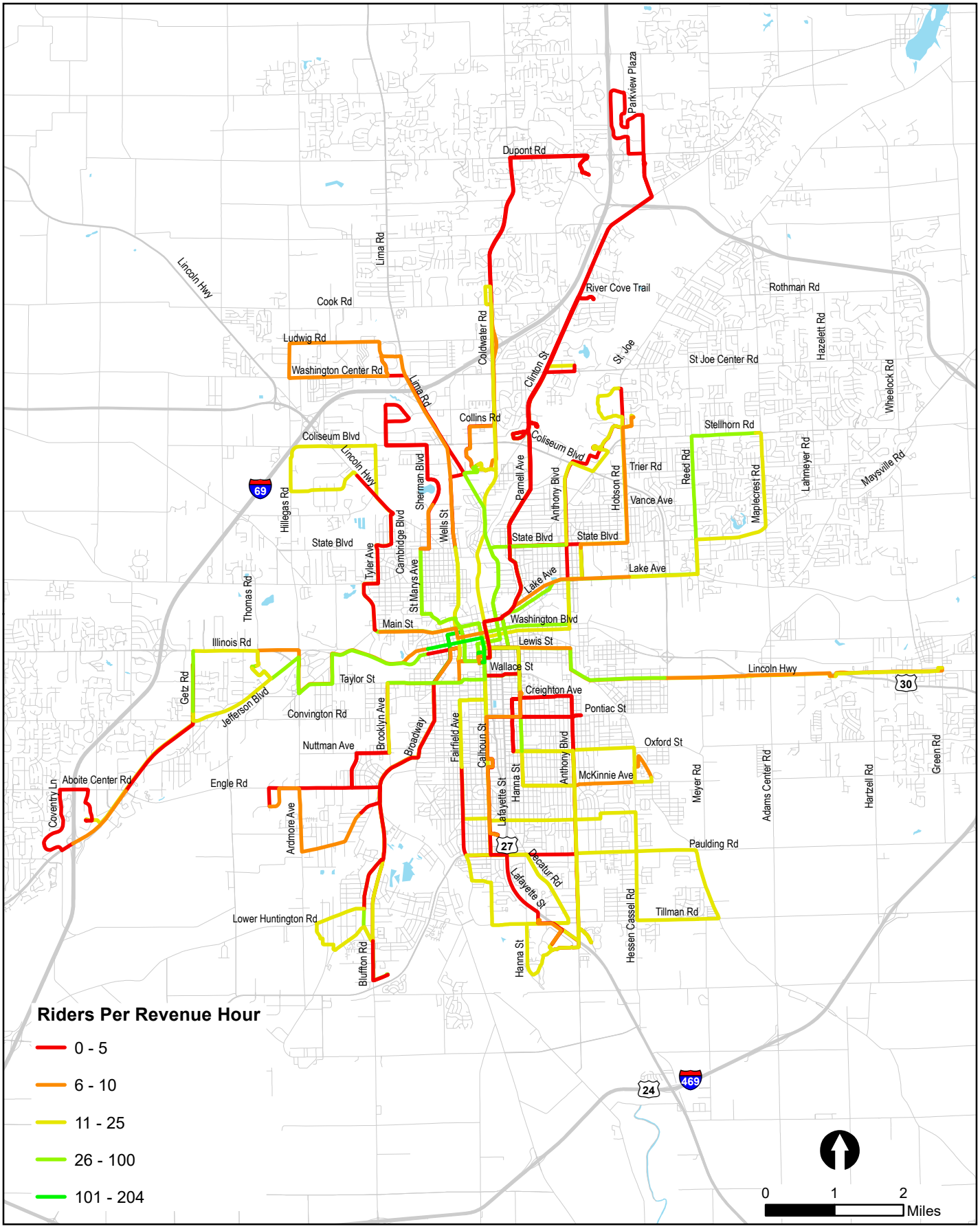
	Service Productivity			Economic Productivity			Financial Productivity			
Route	Riders/Rev Hour	Riders/ Revenue Mile	Riders/Trip	Revenue/ Revenue Hour	Income/ Revenue Mile	Revenue/ Trip	Revenue/ Rider	Cost/ Rider	Recovery Ratio	Subsidy/ Rider
1	14.6	1.05	14.0	$7.02	$0.51	$6.74	$0.48	$6.71	7.2%	$6.23
2	24.8	1.74	25.5	$7.76	$0.54	$7.97	$0.31	$3.92	8.0%	$3.60
3	16.3	1.14	15.7	$8.82	$0.62	$8.51	$0.54	$6.03	9.0%	$5.49
4	16.9	1.20	16.3	$6.68	$0.48	$6.43	$0.40	$5.43	7.3%	$5.04
5	6.7	0.38	3.0	$3.95	$0.22	$1.74	$0.59	$18.61	3.2%	$18.03
6	14.9	1.21	15.1	$7.64	$0.62	$7.72	$0.51	$6.31	8.1%	$5.80
7	15.7	1.08	8.0	$8.81	$0.60	$4.50	$0.56	$6.24	9.0%	$5.68
8	20.0	1.55	20.9	$7.03	$0.55	$7.33	$0.35	$4.31	8.1%	$3.96
9	16.1	1.06	16.3	$6.87	$0.45	$6.95	$0.43	$6.15	6.9%	$5.72
10	17.9	1.12	9.0	$9.80	$0.61	$4.90	$0.55	$6.57	8.3%	$6.03
15	1.6	0.08	0.8	$1.19	$0.06	$0.59	$0.76	$94.74	0.8%	$93.98
21	3.5	0.23	1.8	$1.73	$0.12	$0.86	$0.49	$33.84	1.5%	$33.34
22	5.6	0.48	2.7	$1.33	$0.11	$0.65	$0.24	$19.88	1.2%	$19.64
97	3.9	0.61	2.0	$0.01	$0.00	$0.00	$0.00	$30.33	0.0%	$30.32
98	2.6	0.29	1.0	$0.00	$0.00	$0.00	$0.00	$42.62	0.0%	$42.62
Average	12.1	0.88	10.1	$5.24	$0.37	$4.33	$0.41	$19.45	5.2%	$19.03
Benchmark (core routes)	11.9	0.80	7.9	$5.84	$0.40	$4.24	$0.38	$11.21	5.8%	$10.68
Benchmark (all routes)	4.7	0.38	2.0	$1.76	$0.12	$1.03	$0.20	$43.69	1.6%	$43.25

Note: Green cells are under performing as compared to the core route benchmark. Blue cells are underperforming as compared to the all route benchmark.
Note: CampusLink figures represent 2017 Route - September 2018 CampusLink operations transferred to CTN.

Table 24. Saturday Route Level Productivity Benchmarks

	Service Productivity			Economic Productivity			Financial Productivity			
Route	Riders/ Rev Hour	Riders/ Rev Mile	Riders/ Trip	Revenue/ Rev Hour	Revenue/ Rev Mile	Revenue/ Trip	Revenue/ Rider	Cost/ Rider	Recovery Ratio	Subsidy/ Rider
1	11.4	0.9	24.1	$5.15	$0.41	$10.89	$0.45	$8.95	5%	$8.50
2	17.6	1.3	37.0	$6.54	$0.47	$13.74	$0.37	$5.93	6%	$5.56
3	10.1	0.8	20.7	$5.95	$0.44	$12.20	$0.59	$10.32	6%	$9.73
4	14.2	1.1	29.8	$6.48	$0.50	$13.60	$0.46	$7.23	6%	$6.78
5	4.6	0.3	4.6	$3.59	$0.23	$3.59	$0.78	$29.17	3%	$28.39
6	8.8	0.7	18.4	$5.62	$0.47	$11.80	$0.64	$11.52	6%	$10.88
7	14.9	1.1	16.4	$10.08	$0.74	$11.09	$0.68	$8.46	8%	$7.78
8	28.4	2.2	59.7	$10.36	$0.81	$21.75	$0.36	$3.61	10%	$3.24
9	10.9	0.7	21.7	$5.61	$0.37	$11.23	$0.52	$9.97	5%	$9.45
10	14.4	0.9	15.1	$8.02	$0.53	$8.42	$0.56	$9.13	6%	$8.57
15	-	-	-	-	-	-	-	-	-	-
21	-	-	-	-	-	-	-	-	-	-
22	-	-	-	-	-	-	-	-	-	-
97	-	-	-	-	-	-	-	-	-	-
98	-	-	-	-	-	-	-	-	-	-
Average	13.5	1.0	24.8	$6.74	$0.50	$11.83	$0.54	$10.43	6%	$9.89
Benchmark (core routes)	7.1	0.5	9.7	$4.59	$0.33	$7.28	$0.41	$17.40	4%	$16.75

Note: Green cells are under performing as compared to the core route benchmark. No routes were underperforming as compared to the all route benchmark.
Note: CampusLink figures represent 2017 Route - September 2018 CampusLink operations transferred to CTN.



Consulting Group, Inc.

Riders per Revenue Hour - Fort Wayne, IN **Figure 18**

Route Profiles

Appendix 1. Existing Route Profiles includes succinct information for each route showing the following information:

- Route Map
- Span of Service
- Frequency
- Peak Buses
- Operating Characteristics
    - One-Way Trips
    - Revenue Hours
    - Revenue Miles
- On-time Performance
    - Weekday Outbound
    - Weekday Inbound
    - Saturday Outbound
    - Saturday Inbound
- Service Productivity for Weekday and Saturday
    - Average Daily Riders
    - Riders/Revenue Hour
    - Riders/Revenue Mile
    - Riders/One-Way Trip
- Financial Performance for Weekday and Saturday
    - Daily Operating Cost
    - Cost/Rider
    - Farebox Recovery Ratio
    - Subsidy/Rider
- Economic Productivity for Weekday and Saturday
    - Average Daily Revenue
    - Revenue/Revenue Hour
    - Revenue/Revenue Mile
    - Revenue/One-Way Trip

Paratransit – Citilink Access Analysis

Citilink operates paratransit service 'Citilink Access' Monday through Friday 5:45 a.m. to 9:30 p.m. and on Saturdays 7:45 a.m. to 6:15 p.m. Citilink Access serves the needs of customers:

- Who are unable to use Citilink's fixed route network due to their disability.
- Who meet the eligibility criteria established for the origin to destination paratransit service.

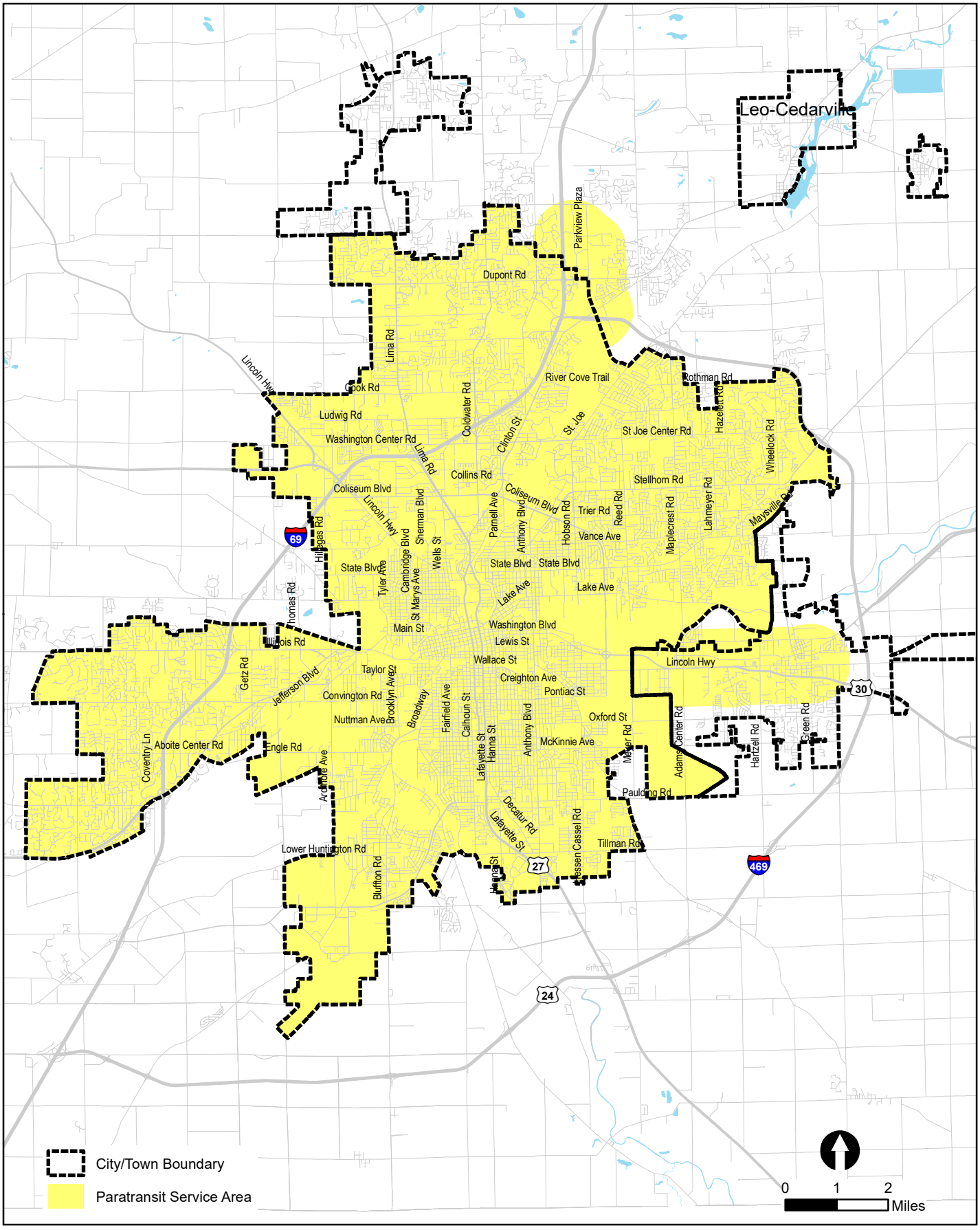
Figure 19 shows the service area for Citilink Access. Citilink Access serves areas within the Fort Wayne city limits and within 3/4-mile of Route 10 in New Haven and the Route 15 (MedLink) to Parkview Regional Medical Center. Service vehicles include 26-foot Chevy Titan II model buses equipped with wheelchair lifts.

On weekdays, Citilink Access is busiest during 7 – 9 a.m. and 1:30 – 4 pm. The fare for one-way trip is $2.50 and trips need to be scheduled by 5 p.m. the day before and as early as 14 days in advance. As shown in Table 25:

- Citilink Access was on-time more than 97 percent of the time (the standard was 95 percent).
- The cost per trip went down by 3.3 percent from $26.03 in 2016 to $25.18 in 2017. A reason for the slight decline includes software improvements that have increased the number of passengers per vehicle. The Citilink guideline for cost is $28 or less per trip.
- The 'free access trips on fixed-route' went up by 6 percent from 2015 to 2016 but reduced by 3.5 percent in 2017.
- The farebox revenue rose by about 28 percent and ridership increased by 23 percent from 2015 to 2017.

Table 25. Citilink Access Performance Measures 2015-2017

	2015	2016	2017
On-time Performance	97.59%	97.36%	97.31%
Cost/Trip	$26.03	$26.18	$25.18
Free Access Trips on Fixed Route	20,490	21,729	20,960
Farebox Revenue	$146,206	$155,916	$186,735
Passenger Trips	58,271	63,091	71,489



SRF Consulting Group, Inc.

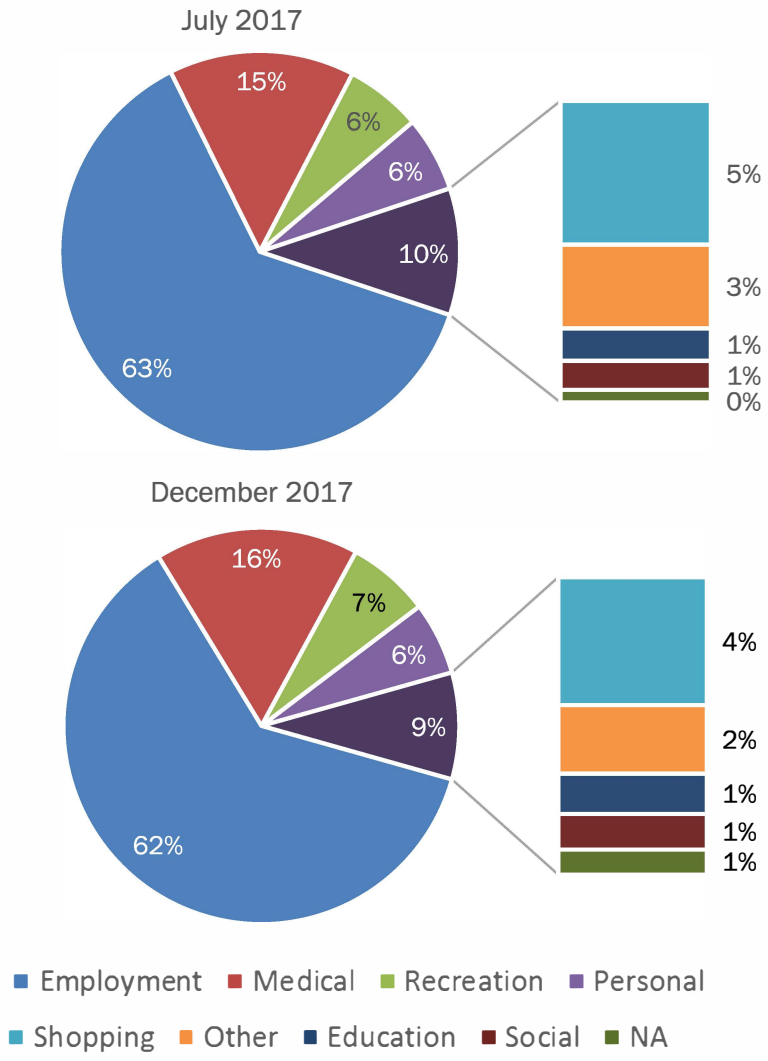
Citilink Access Paratransit Service Area

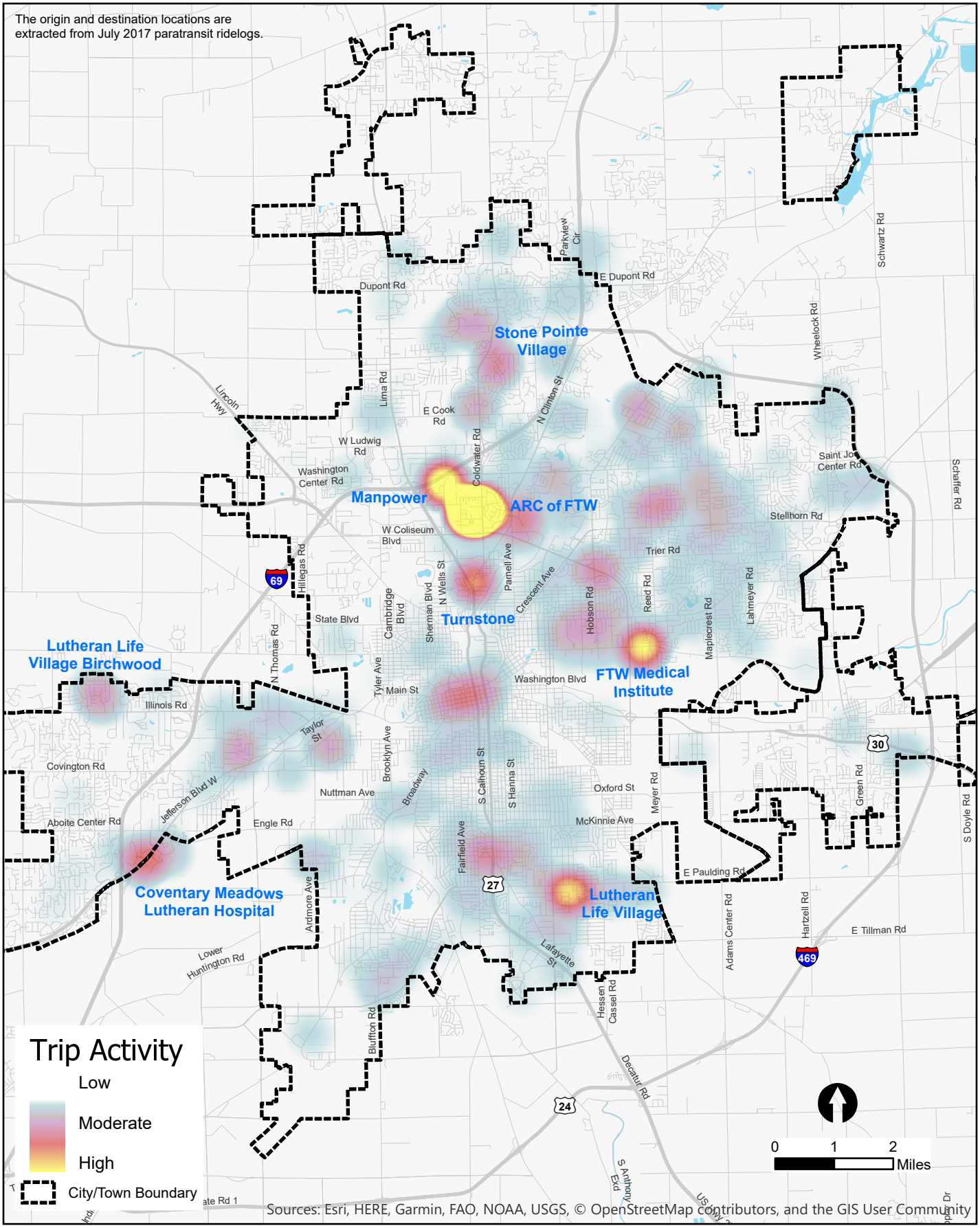
Figure 19

Based on the ride logs from July 2017, of the total 5,454 paratransit trips, 15 percent were medical trips and 62.5 percent were employment related trips serving 342 unique customers. In December 2017, of the total 5,189 trips, 16.6 percent trips were medical trips and 61.9 percent were employment related trips serving 342 unique customers. Figure 20 shows the distribution of all trip purposes in July and December of 2017. The distribution of trip purposes is fairly similar between the 2 months. Figure 21 displays key customer origin/destination locations and intensity of activity for April 2017. Key activity areas include:

- ARC of Fort Wayne
- Fort Wayne Medical Institute
- Stone Pointe Village
- Manpower
- Lutheran Life Village
- Coventry Meadows

Figure 20. Citilink Access Trip Purpose Distribution





SRF Consulting Group, Inc.

Citilink Access Origin & Destination Heat Map - Fort Wayne, IN **Figure 21**

Peer System Comparison

Introduction

This section presents a peer analysis, comparing Citilink to similar systems. Data for the peer analyses herein were taken from the 2017 National Transit Database (NTD) summary reports for fixed route service, the last full year for which data on all the peer systems is available.

Peer Group Selection

Peers are defined as cities with similar service area population size and density. It should be noted that agencies likely comprise different organizational structures and different funding sources, characteristics which are excluded from this peer selection. Based on 2017 NTD data, Citilink has a service area population of 313,500 and a service area population density of 1,823 people per square mile. The 2013 Bus Fort Wayne Plan included a peer comparison and was the source of peer metropolitan areas. An exception was made to the Bus Fort Wayne peer list to remove Durham, North Carolina from the list. While Durham reflects a similar population, the level of transit service provided deviates substantially from Citilink and other areas in the peer group. Table 26 documents the key population characteristics of the identified peers.

Table 26. Peer Group Comparison Characteristics – Population, Density and Vehicles

City	State	Service Area Population	Service Area (Sq. Miles)	Population Density (Persons/ Sq Mile)	Vehicles For Peak Service
Savannah, GA	GA	260,677	165	1,580	76
Greensboro, NC	NC	311,810	185	1,685	83
Lubbock, TX	TX	237,356	96	2,472	88
Lincoln, NE	NE	258,719	88	2,940	63
Evansville, IN	IN	229,351	119	1,927	35
Rockford, IL	IL	296,863	153	1,940	51
South Bend, IN	IN	278,165	161	1,728	48
Wichita, KS	KS	382,386	215	1,779	65
Fort Wayne, IN	IN	268,485	172	1,561	43
AVERAGES		252,381	154	1,761	61

Peer Group Analysis

This section compares Citilink's 2017 operating performance to that of the peer systems. Table 27 presents an overview of Citilink and the peer group's service characteristics. Data presented on this table is divided into:

- Operational metrics, which are systemwide measures of the level of service provided.
- Service Efficiency – Measures of what is returned on the investment.

Outlined below are findings from the peer assessment:

- With a logical peer group of metropolitan areas of comparable size and similar population density, there is a substantial range in the level of service provided. The level of service provided in Fort Wayne is in the lower quarter of the group. Relative to this investment into service, Citilink returns a greater than expected level of productivity (boardings per hour). The level is still slightly below average, but relative to how much service is provided (measured revenue hours and revenue miles), Citilink is closer to the peer average on riders per increment of service than would be expected.
- The amount of service put on the street in Fort Wayne is less than the average for peers. Measuring the amount of service as vehicle revenue miles and revenue hours, Fort Wayne has 17 to 18 percent less service than the peers.
- The Fort Wayne community invests less into transit service on a per capita basis than the peer group on average. In 2017, the peer group averaged an investment of $50.15 per capita to the $47.13 per capita for Fort Wayne.
- The cost per revenue hour of service in Fort Wayne is more than the average for the peer group. As there is a wide range in the investment, the higher end investment peers were removed (Savannah, Greensboro and Lubbock). The resulting comparison showed Fort Wayne is very competitive with those peers in a similar level of investment pool. One conclusion from this assessment is there are certain fixed costs to providing service (building costs and administration costs are examples) that are relatively constant no matter the level of service provided. These costs tend to influence the smaller provider overall costs more than in larger agencies in the peer group.
- Farebox recovery data for the peer is skewed by Lubbock, Texas, where the recovery ration is 38 percent of total cost. Student fees support fare free transit rides in Lubbock, and the payment from the university is counted as farebox revenue, which increases the farebox recovery percentage. Remove Lubbock from the metric assessment and Fort Wayne's recovery is only two percent lower than the average, or essentially comparable to the peer group.

Table 27. Peer Group Service Metrics Comparison

Characteristic	Peer Value/ Group Average	Ft Wayne Value	Percent Difference
Operational Metrics			
Vehicles Operational in Maximum Service	64	43	-31.7%
Vehicle Revenue Miles	2,375,200	1,965,900	-17.2%
Vehicle Revenue Hours	172,300	140,400	-18.5%
Unlinked Passenger Trips	2,446,600	1,780,700	-27.2%
Total Passenger Miles	7,619,900	6,104,600	-19.9%
Operating Expenses	$13,964,600	$12,653,600	-9.4%
Transit Investment Per Capita	$50.15	$47.13	-6.0%
Revenue Hours per Capita	0.62	0.52	-16.2%
Service Efficiency			
Farebox Recovery Ratio	17.9%	13.1%	-26.7%
Subsidy per Passenger	$5.25	$6.18	17.5%
Passengers per Revenue Mile	1.02	0.91	-11.2%
Passengers per Revenue Hour	13.89	12.68	-8.7%
Operating Expenses per Revenue Hour	$81.91	$90.13	10.0%

Community Engagement

Five main engagement efforts were conducted as part of the TDP outreach plan: On-board survey, community survey, Citilink Access Rider Survey, public meetings and stakeholder interviews. The following sub-sections summarize the information gathered during each engagement effort.

On-Board Rider Survey

This section includes a summary of the on-board passenger survey results prepared by SRF Consulting Group, Inc. on behalf of Fort Wayne Public Transportation Corporation (dba Citilink). The on-board survey was conducted on the Citilink fixed route system in March-Apr 2018 in fulfillment of Title VI regulations (49 CFR part 21)[1] of the Federal Transit Administration (FTA). Detailed summary of the on-board survey is included as Appendix 2. On-Board Survey Summary.

The on-board survey provides Citilink with information on passenger origins and destinations, demographics, satisfaction with the services and preferences for service expansion. The survey is a part of the customer engagement efforts for developing a Transit Development Plan (TDP) for Citilink.

SRF designed the survey instrument and AJM & Associates were responsible for: printing and fielding the survey, data-entry of the survey data to prepare electronic database, providing cleaned survey database to SRF. The survey effort generated 611 valid survey responses.

Survey Instrument and Schedule

The survey consisted of 24 questions in simple, easy to understand language. The questions collected the required information from riders while keeping the survey short. The survey collected information on a trip's origin and destination, trip purpose, and bus transfer information. Demographic questions asked about the passenger's vehicles in the household, income, age, race, and gender. The survey further asked about the passenger experience, and which potential destinations would be preferred by the riders.

The survey, included in the appendix, was designed in 11 X 17 inch tri-folded paper format and spanned 6 days from March 26th to March 30th and on April 10th. All surveys had a serial number to serve as a unique identifier of the survey response.

[1] Title VI analysis is required by FTA to ensure that transit service in a particular area do not result in a disparate impact on the basis of race, color, or national origin (Circular: FTA C 4702.1B)

Trip Purpose Summary

Based on Question 1 of the survey about origin type, 72 percent of the origins were home locations and 8 percent were work locations. On the other hand, based on question 7 about destination type, 42 percent of the destinations were work locations. Moreover, if we define trip type by location type at either origin or destination, out of the total 611 transit trips recorded in the survey, there were 485 (79 percent) home trips[2], 266 (44 percent) work trips and 76 (12 percent) medical trips. Table 28 shows the trip type details based on each location type.

Table 28. Number of Trips by Trip Type[3]

	Number of Trips	Percent
Home trips	485	79%
Work Trips	266	44%
Non-home Trips	126	21%
Non-home and Non-Work trips	93	15%
Medical Trips	76	12%
College or University Trips	36	6%
School Trips	44	7%
Personal/Social/Recreation Trips	41	7%
Shopping Trips	59	10%
Other Trips	96	16%

Ingress and Egress Mode and Transfer Summary

Survey included questions on ingress and egress mode of transportation. Majority of respondents (93 percent) indicated walk/wheelchair/ other devices as their mode to and/or from the bus stop. It is important to note than about 67 percent respondents had no access to vehicles in the household and 22 percent had only one vehicle in the household.

About 70 percent of the respondents transferred to another bus on the Citilink system. Out of the 70 percent, 32 percent transferred once while 21 percent transferred twice. Route 8 was indicated the greatest number of times for transfers.

[2] Home trips are defined as trips indicating a home location for either the origin OR the destination type. Work trips, medical trips, school trips, etc. used in Table 26 are also defined similarly.

[3] Trip type is defined by location type at either origin or destination. For example, a home trip is a trip with home location as either the origin OR the destination

Socio-Demographic Characteristics Summary

About 60 percent respondents belonged to a 1 or 2-person household and more than 50 percent respondents had a household income of less than $25,000. About 20 percent respondents were 25-34 years old and 34 percent were 35-54 years old. The race/ethnicity of about half of the respondents was Black/ African American, 44 percent were White Non-Hispanic and about 10 percent were others including Hispanic, Asian and American Indian.

Citilink-Use Characteristics and Rider Perception Summary

Table 29 shows the summary of rider's perception and Citilink use characteristics.

Table 29. Summary of Rider Transit-Use and Perception

Duration of Use	More than half of the respondents had been using Citilink for more than 3 years
Frequency of Use	62 percent used Citilink for 5 or more days per week.
Fare Payment	90 percent of the respondents used cash fare, all-day pass or 31-day pass (divided equally) to pay for their rides.
Technology Use	More than 30 percent used Citilink's website and Route Watch while 20 percent used Route Shout and 16 percent used Token Transit.
Experience and Preference	Majority of respondents agreed to: • Buses being clean and on-time • Schedule information being easily accessible • Citilink taking them where and when they need to go someplace and being safe and easy to transfer • Drivers being friendly and helpful • Bus stops being easily accessible for pedestrians/bike. More than a quarter of the respondents 'Did not Agree' with buses being on-time and clean.

Community Survey

This section includes a summary of the community survey prepared by SRF Consulting Group, Inc. on behalf of Citilink. The community survey gathered input from Fort Wayne area residents for developing the Citilink TDP.

A detailed summary of the community survey results is included as Appendix 3. Community Survey Summary.

Survey Instrument, Schedule and Responses

The community survey consisted of 11 questions about Citilink's service and suggestions for improvement. The survey was designed in both online and paper format for maximum

outreach and was open from May 20th to July 12th of 2018. The survey generated 496 valid survey responses.

Citilink Awareness, Use and Access

The respondents were divided equally on their opinion about accessing destinations they want to go to. About 47 percent indicated that there are destinations that they or their family members need access to but cannot due to lack of transportation.

About 70 percent of respondents were aware of the Citilink's services and had used Citilink in the past.

Citilink Improvement Preferences

Respondents were asked to rank Citilink improvements by importance and serving new destinations was selected as the most important followed by early/late service hours and more frequency service on weekdays.

Primary Mode of Transportation

For all trip purposes, personal vehicle was used by most respondents but 25 percent or more respondents indicated using transit as the transportation mode. Respondents used personal vehicle the least for social/recreational trips while using Taxi/Uber or Lyft more than other trip purposes.

Barriers to Taking Transit

The most indicated barrier (for about 60 percent respondents) was service taking too long or schedule not convenient while stops not being convenient was at second spot with 45 percent respondents selecting it.

Citilink Access Rider Survey

This section includes a summary of the Citilink Access rider survey (referred as Access survey) prepared by SRF Consulting Group, Inc. on behalf of Citilink. The Access survey gathered input from Fort Wayne area paratransit riders for developing the Citilink TDP.

A detailed summary of the Access survey results is included as Appendix 4. Access Survey Summary.

Survey Instrument, Schedule and Responses

The Access survey consisted of 7 questions about Citilink's service and suggestions for improvement. The survey was designed in paper format and was open from June 18-20, 2018. The outreach effort included Rider Alert and survey was distributed to everyone riding Access during the survey period. Since the survey primarily included preference questions,

riders were asked to complete the survey only once even if they rode Access multiple times during the survey period.

The survey generated 171 valid survey responses. The survey population includes approximately 600 Access riders (July and December 2017 ride-logs included 428 unique riders). At 95 percent confidence level, the sample size is at 6.3 percent confidence interval.

Rider Characteristics Summary

Table 30 shows the summary of rider perceptions and Access rider characteristics.

Table 30. Summary of Rider Characteristics and Perceptions about Citilink Access

Duration of Use	68 percent respondents had been using Citilink Access for more than 2 years
Frequency of Use	63 percent used Citilink Access Daily (Monday through Friday)
Use of Fixed Route Service	About 20 percent of the rider sample used fixed route services for a variety of reasons. Some of the reasons include: • Option to ride fare free on fixed route • To access destinations not currently served by Access • To stay active and for trip purpose of volunteering • To save money • Convenient or close to home/destination fixed route bus stop location
Access Improvements	The survey asked respondents to indicate the single most important improvement that they would like to make to Access service. • Most respondents (51 percent of the 140 responses) indicated 'add more vehicles between 6 am and 6 pm'. • More than 20 percent indicated to 'improve electronic communication' and 'operate earlier or later'. • About 19 percent marked 'other' as their response and provide an open-ended comment on the improvement they would like to see. Most open-ended responses included improvements like service available on Sunday, more comfortable buses, better communication of pick-up times between rider and driver especially for medical trips and driver training.
User Perception	More than 80 percent of the respondents agreed to: • Buses being clean and on-time • Schedule information being easily accessible • Citilink Access taking them where and when they need to go someplace and being safe • Drivers, schedulers and dispatchers being friendly and helpful • Fares being affordable

Public Meetings

In each stage of completing the COA and preparing the TDP, a unique series of public meetings were conducted as a combination of presentation, open house and opportunities for gathering stakeholder input. Public meetings were advertised through the Citilink, City of Fort Wayne and NIRCC websites and social media platforms, as well as press releases through Citilink outlets.

Round One – Public Meetings

Initial public meetings were conducted on July 25 and 26, 2018 and were focused on:

- Introducing the work elements of the COA and the TDP.
- Summarizing input received through the on-board survey.
- Reviewing findings of the comprehensive operations analysis.

Two meetings were held over a two-period, including:

- Presentation and open house at Fort Wayne Urban League
- Presentation and open house Allan County Public Library (downtown)

At each meeting people in attendance were asked to provide input to the following questions:

- What are things Citilink does well?
- What are areas where Citilink could improve.
- Where are locations you would like to go on Citilink, but cannot?

Round Two – Public Meetings

The primary focus of the second round of outreach meetings on November 12 through 14, 2018 was to gather input on the initial Revenue Neutral option and a range of service enhancement options associated with alternate increased funding options.

Meetings were held at the following locations:

- Central Station: 3:00 PM to 5:00 PM, which represents the peak afternoon transit ridership period.
- Turnstone Athletic Center: 6:00 PM to 7:30 PM.
- Central Station: 8:00 AM to 10:00 AM, which represents the morning peak travel period.

In addition to the public meetings, presentations of the initial concepts were made at the regularly scheduled Southwest Partnership and Northeast Partnership meetings.

Round Three – Public Meetings

The final round of public information meetings presented the recommended plan and provided opportunity for comment on the plan over four meeting over December 10 and 11, 2019. Presented at the meetings were the proposed Revenue Neutral alternative, implementation steps to the recommended plan and potential service improvements if additional funding could be identified.

Meetings were held at the following locations:

- Central Station: December 10, 2019 - Noon to 1:30 PM. Open house where staff was available to discuss the recommended plan.
- Allen County Public Library (downtown): December 10, 2019 – 5:30 to 7:00 PM. Presentation of the plan and open house discussion.
- Central Station: December 11, 2019 - Noon to 1:30 PM. Open house where staff was available to discuss the recommended plan.
- Allen County Public Library – Shawnee Branch: December 11, 2019 – 5:30 to 7:00 PM. Presentation of the plan and open house discussion.

Summary of public meetings is included as Appendix 5. Public Meetings Summary.

Stakeholder Interviews

Working with Citilink staff, community leaders/stakeholders were identified and asked to be a part of the transit plan outreach by participating in an interview regarding their experience with Citilink services. Interviews included the following groups:

- Fort Wayne Mayor's Office
- City of New Haven Mayor's Office
- Downtown Improvement District
- Allen County
- Community Development
- Homeless Task Force
- Fort Wayne City Council
- New Haven Planning and Public Works
- Greater Fort Wayne
- Fort Wayne Urban League
- Ivy Tech

Table 31 summarizes key input received through the interviews completed by phone in June and July 2018 and is organized by the questions asked of each person.

Table 31. Input Received through Stakeholders Interviews

Question	Summary of Responses
What is your experience with Citilink?	All participants are aware of the services Citilink provides. Few are regular or occasional riders. None of the persons interviewed were regular riders.
What are Citilink's strengths?	People – Citilink drivers and administration demonstrate interest in their customers. Community coverage. Access paratransit service – Without it, many have no other option. Level of accessibility provided to downtown. Use of technology (Google Maps, RouteShout, Token Transit).
Transportation/Mobility gaps in region (Including with Citilink)	Access to second or third shift jobs – Citilink hours are too short to assist. Citilink - No Sunday service. There are parts of the community that do not have transit service but need it. North end of town – Few routes and little service (lots of medical activity). Level of service in southwest – Not enough. Incomplete pedestrian network connectivity to transit.
How do you see transit/Citilink helping to fill these gaps	Without public transit, many would not be able to make it to medical visits, work, or even get to the grocery store. Provide opportunities for people to get ahead by providing access to education. Transit can be an economic development catalyst Supporting economic development on fringe (if there is enough density).
What do you see as the obstacles to providing service?	Perception that Citilink services are just for those that cannot afford a car. Money – There is never enough money and Citilink competes with other community needs. Adding revenue is very difficult – tax restrictions/circuit breakers. Citilink essentially restricted to operating in Fort Wayne (unless local funds come from outside city tax funds). Ability to find qualified applicants – Low unemployment in sectors Citilink competes. Citilink's ability to show increase in ridership to support argument to increase funding.
What must transit/Citilink accomplish to be successful?	Find ways to attract people that use transit as a choice, not out of necessity. Extend services to other parts of town. Provide added service types. Increase partnerships with private sector and others. Increase ridership. Provide a downtown circulator. Be a part of bold actions in city (bold action examples: downtown ballpark, landbank alliance, Riverfront Park) Enhance convenience (more competitive with auto).

Fort Wayne Public Transit Goals

Transit system goals, objectives, and service performance measures combine to create the foundation for Citilink today and into the future. This foundation establishes direction for the agency and outlines how to measure progress. Goals define a longer-term purpose for Citilink and community partners to work toward, while objectives provide additional details and targets of how the goal will be achieved. The objectives presented encompass a combination of more immediate actions that can be implemented within the current budget and those that require longer-term actions to be fully implemented.

Goals, objectives and performance measures for the 2019 Comprehensive Operations Analysis and Transit Development Plan integrate content from the 2010 Transit Development Plan, the 2013 Bus Fort Wayne Plan and information gathered through public outreach completed as part of the current planning effort. Defining 2019 Transit Development Plan goals and objectives incorporated input from the following:

- The community survey completed over a month from mid-June to mid-July 2018. As part of the Internet-based survey, respondents were asked what services and/or service change (improvements) are most important. Responses to the questions formed input to refining goals and objectives.
- 2010 Transit Development Plan goals and objectives. While the plan is over 10 years old, community values and needs remain relatively consistent. Central in the 2010 plan goals were to assess the effectiveness of the system and develop a plan that reflects community needs, community priorities and affordability to the community.
- 2013 Bus Fort Wayne Plan. The primary goal promoted through the plan was to lay a foundation to grow and improve Citilink services. By improving service, connectivity across the community would be enhanced and promote a positive perception of transit.

The following sections provide added detail regarding input from each of the sources highlighted above and is followed by goals and objectives forming the foundation of the work and products of the 2019 process.

Community Survey - 2018

Over the month from mid-June to mid-July 2018, Fort Wayne residents were asked through an Internet-based survey to provide input regarding their awareness and use of Citilink services. Over the month the survey was open, 496 responses were received. Key information gathered through the survey is highlighted below:

- Most respondents (71 percent) are aware of Citilink service.
- Most respondents (70 percent) were Citilink customers.

- Potential changes/improvements to Citilink services noted most by respondents and identified as most important were:
  - Serve new destinations/areas of the community.
  - Operate earlier and/or later in the day.
  - Provide service on Sunday.
  - Provide more frequent service (less time between buses).
- Barriers non-users identified to choosing to ride were:
  - Trips take too long (not convenient enough relative to other options).
  - Stops are not convenient to trip origins and/or destinations.
  - Respondents do not understand how to use the system.

Responses to desired changes and reasons for not using Citilink service were integrated into the 2019 plan goals and objectives.

2010 Transit Development Plan Goals and Objectives

The 2010 update process yielding the transit development plan was intended to document how service progressed from the previous planning period (2004) and current (2010) community sentiment regarding service. Consistent with the 2019 funding environment, the 2010 plan was developed with the assumption that the 2010 revenue hour budget would not substantially increase going forward. Goals and objectives guiding the 2010 plan were:

- Goal 1: Examine effectiveness of Citilink as a provider of mobility services in Greater Fort Wayne:
  - Analyze service effectiveness
  - Analyze service interaction and integration
- Goal 2: Develop community-based service and strategic plan:
  - Offer opportunities for comprehensive public input
  - Utilize survey data for service recommendations
  - Match service recommendations to local needs
  - Examine 10-year timeframe for service recommendations
- Goal 3: Establish Citilink as a key resource within the Fort Wayne transportation market:
  - Consider alternative service delivery methods
  - Identify unmet needs and methods to address these needs
  - Address desired increase in market share

- Goal 4: Provide sensible, implementable service alternatives
  - Recognize fiscal and regulatory limits and issues
  - Match recommendations to stated needs
  - Develop strategic approach to long-range planning

2013 Bus Fort Wayne Plan Goals

The Bus Fort Wayne Plan included a primary goal and three specific goals to support improving public transportation as a key element of a well-balanced transportation system. As part of the plan, several action steps or policies were developed corresponding to each specific goal. Documented below are the primary goal and each of the focus area goals. These goals retain their pertinence and inform the 2019 TDP process.

- Primary Goal – Bus Fort Wayne Plan – Lay the foundation to grow and improve the community's public transit systems in order to increase public transit ridership, and to establish public transit as a viable, preferred transportation choice.
- Goal 1: Public Transit Network and Services – Enhance and maintain the public transportation network and levels of services to increase ridership and connectivity within the community."
- Goal 2: Education and Outreach – Promote and encourage a positive perception of public transit services that results in broader transit use in the community.
- Goal 3: Legislation – Encourage and support legislation and policy adoption that enables the implementation of the Bus Fort Wayne Plan.

Goals for the 2019 Transit Development Plan

Presented in the Existing Conditions section are the annual expenditures for fixed route and paratransit service for the last five years. Over this period expenditures on fixed route, the service transporting most people, has stagnated and since 2015 has declined each year. Examination of current local, state and federal funding environments concluded little support or opportunity without structural change to funding methods for increasing funding beyond the current level. Current conditions influencing opportunities for the future include:

- Federal funding: Funds are allocated based on a combination of ridership and miles relative to other systems across the country. While ridership on the Citilink system has declined in the last years, bus transit ridership nationally has also declined. As funding levels are recalculated each year based on ridership, revenue miles and revenue hours relative to other systems, it is difficult to state whether federal funds in the future will be higher or lower than current levels.

- State funding: The Public Mass Transit Fund (PMTF) has increased by $1.8 million since 2015 from $42.2 million to $44 million in 2018. Over this period, the number of agencies drawing from this fund has increased from 63 to 64 agencies. Additionally, the PMTF is a discretionary fund, which means there is not a dedicated source to ensure future funding. The combination of little growth and the fund being discretionary, there is not an expectation increased funding in at least the near term.

- Local funding: In the period from 2014 to 2017 local funding has remained stable at approximately $6 million. Over the period, the annual change has been less than $200,000.

Thus, the fundamental Citilink expectation for the near future was to identify opportunities to build resiliency against service reductions by reducing/eliminating redundant service and reducing in-vehicle time. These efforts provide opportunity to identify revenue hours that could be reassigned to more productive parts of the system and to build support for Citilink.

Goals and objectives for the 2019 transit development plan are documented in Table 32. Performance measures represent metrics that allow Citilink to monitor how well the Transit Development Plan goals are being met and how service conditions change over time. Table 32 documents performance measures and targets Citilink has established for monitoring service.

Table 32. Citilink Goals, Objectives and Performance Measures

Goals	Objectives	Performance Measures
Goal 1: Provide an effective public transportation system that supports Fort Wayne economic growth and vitality.		
	• Integrate transit availability/need for service questions into the Fort Wayne/Allen County Site Plan Review Requirements. • Develop and implement a process for review and comment of city plans (comprehensive, development and roadway) to improve and raise awareness of transit supportiveness. • Coordinate future local land development decisions with Citilink service plans. • Identify gaps in the current/proposed service areas relative to sidewalk, bicycle and multi-use path network. • Evaluate current and future Citilink funding capacity for operations. • Work with local and State Representatives to identify new or increase current funding sources. • Identify new or expand current funding partnerships. • Update marketing materials to include quantified benefits of public transit service for use in discussion with new partners.	• Show reduction in sidewalk/bicycle and multi-use path gaps along bus routes each year. • Include transit service need and knowledge of questions in development review checklist. • Involve Citilink staff in long range planning processes for city and NIRCC. • Increase funding by 10%, which will allow implementation of new/expanded service. • Prepare a marketing packet to use in discussions with potential partners. • Meet the peer average for annual per capita transit investment ($50.15).
GOAL 2: Continuously improve existing services and identify opportunities to expand service.		
	• Identify costs and develop service plans for: – Adding frequency to core routes – New service areas – More service days – New types of service (FlexZone) • Continuously seek resources and partnerships to improve service and grow the system • Permanently implement current Automatic Passenger Counter (APC) pilot program. • Analyze the system performance to quantify current conditions relative to targets. • Analyze the system cost effectiveness to quantify current	• Balance revenue hours of service with operating budget. • On-Time Performance: 90% on-time for fixed route and 95% on-time for Access. • Cost per Revenue Hour: $86.00 per hour for fixed route; $29.00 per hour for Access. • Farebox Recovery: 11% (From 2019 Budget). • System productivity: 1.02 passenger/revenue mile (Average for peers). • System productivity: 13.89 passengers per revenue hour (Average for peers). • Shelter and Bench Placement: 20-25 riders per day at stops

Goals	Objectives	Performance Measures
	conditions relative to targets. • Identify opportunities that provide acceptable customer access to service using fewer resources. • Improve customer amenities (benches, shelters, information signage).	
Goal 3: Prioritize community education and outreach initiatives to ensure community support for service provision decisions and improve perceptions of and support for public transportation.		
	• Incorporate community input into decisions on service provided. • Provide a range of opportunities for users and non-users to provide input to the decision-making process. • Develop and implement a communication plan to inform and educate the public and business community on Citilink's value. • Enhance marketing outreach efforts with civic organizations, employers and other community stakeholders. • Actively promote Citilink services by attending community events, fairs, and other relevant activities to engage with existing and potential riders. • Promote Citilink technology investments	• Prepare an active marketing campaign to inform non-users about Citilink services and improve community perceptions of public transportation. • Conduct annual outreach and surveys of riders and the community to understand their needs and impression of Citilink. • Increase choice ridership from previous year (information gathered through monthly Bus Ride Evaluations). • Increase number of funding partners from previous year. • Improve each year perception input from community surveys/outreach.
Goal 4: Develop a capital program that maintains state of good repair and implements technologies to improve service/effectiveness.		
	• Develop an annually updated capital improvement program. • Replace vehicles according to established life cycles. • Seek grant funds to implement an electric bus pilot program. • Maintain vehicles and facilities in a state of good repair. • Coordinate with providers and peers to be current on transit industry technologies.	• Replace vehicles on FTA schedule based on vehicle type. • Annual Major Road Calls: <35/year fixed route; < 10/year Access. • Preventable Accidents: <20/year fixed route; <8/year Access. • Replace capital assets on FTA schedule based on asset type. • Maintain 20% spare ratio. • Implement new information technologies to enhance customer experience. • Implement technologies to enhance information gathering for required reporting and to support service adjustments.

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 reviewed reflect a re-allocation of resources to improve system performance, to reduce redundant service, and to support needs identified 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 service it is critical connect where service is provided to where the customers are or may be located. For Citilink services, characteristics incorporated into service area prioritization include:

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

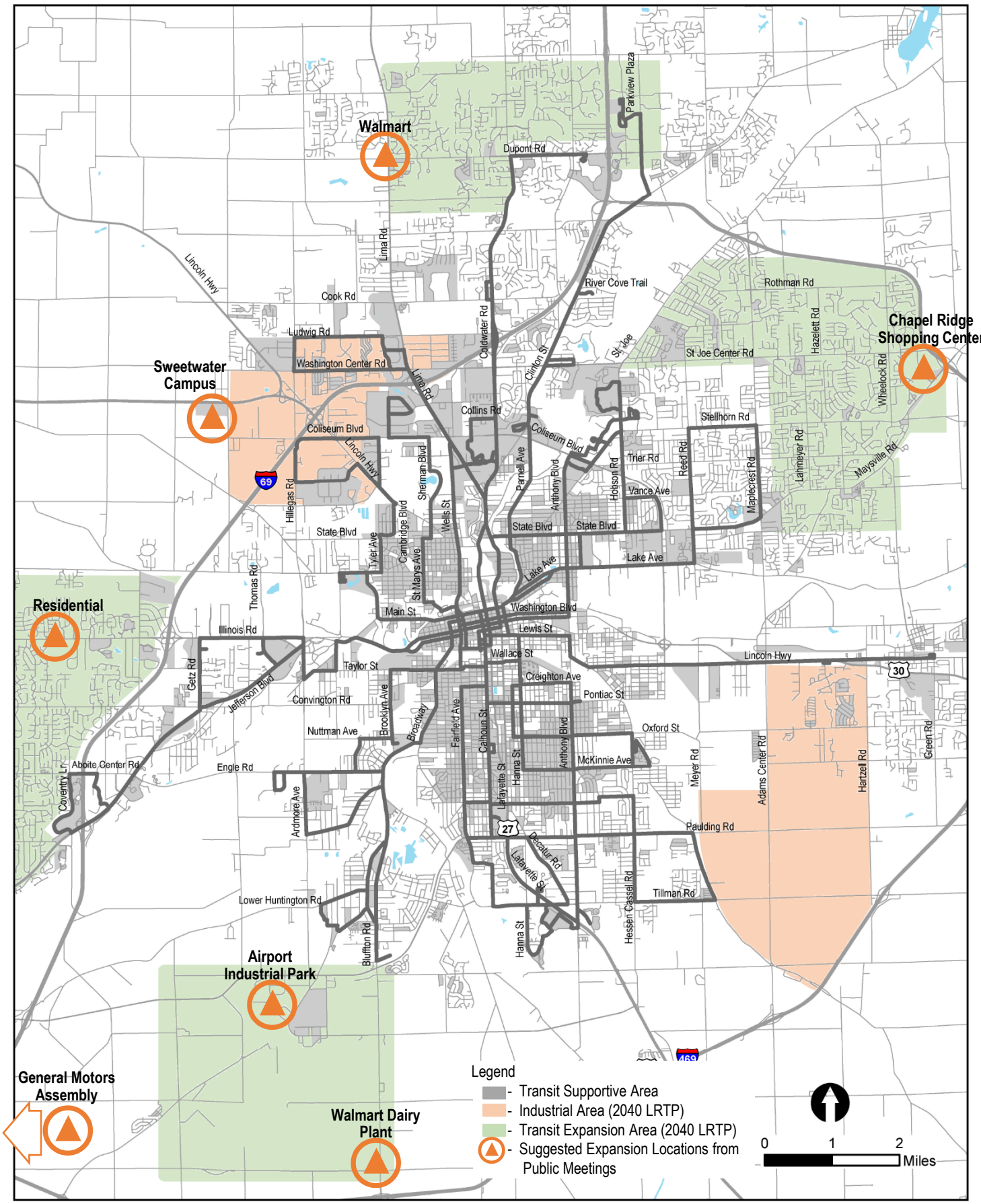
- Where populations most in need of public transportation live.

- Where key generators (large employment centers, grocery stores, medical 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:

- Increases in service span. 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.
- Enhancing service frequency on routes. 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 for 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.
- Extending routes or adding 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. Potential future transit expansion areas were identified in the 2040 NIRCC Long Range Transportation Plan and are displayed in Figure 22.
- Relocating routes or route segments. In portions of the existing service area multiple routes 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.

Each of the service improvements listed above that add revenue hours or miles of service will require increasing the Citilink operating budget if they are to be added systemwide. Limited changes, such as adding frequency to one existing route, could be made by making a similar scale reduction (measured in hours of service) elsewhere in the system. Benefits from these minor changes are likely to be isolated and were not considered in the alternatives development and review.



2040 Long Range Plan Transportation Plan Potential Expansion Areas Figure 22

Enhancements in the category requiring funding increases are:

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

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

1. Revenue Neutral: This approach worked within the current revenue hour budget in allocation service. Adding service in the revenue neutral scenario required identifying logical and supported reductions in other routes or hours of service to provide the hours needed for the new service.

2. Revenue Enhancement: As the TDP is a future planning tool/process, developing a program where service should be added to best serve the community is central to the effort. With the plan, community leaders and transit advocates can understand the budget needs and work to identify additional funding for plan identified improvements.

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 Revenue Neutral Alternative, which included changes in the following categories:

- Spacing Between Routes: General guidelines for spacing within and outside the central business district, as defined by the boundaries of the downtown core and Downtown Edge Zoning Districts are:
  - CBD: One-quarter mile
  - Outside CBD: one-half to one mile

- Direct Routes: 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. Establishing more direct, or straight, routes needs to balance potential travel time savings with providing reasonable access to trip generators. The concept was developed using the 3/8th mile acceptable walk between the route and trip generators. 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.

  A key benefit of direct routes is a shorter travel time for transit riders and improved on-

time performance, which with the pulsing hub-and-spoke network is critical to making timely transfers.

- Equity in Access: Removing service in areas, even if segments of the route are lightly used, should be done sparingly. Thus, in developing the Revenue Neutral Alternative the goal was to retain a similar walk access coverage if reasonable and increase the walk distance only in conditions where current productivity 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 Revenue Neutral Alternative are outlined in Table 33.

Table 33. Current Network to Cost Neutral Network Changes

Route Designation		Change	Comments
Current	Proposed		
1	1/11	Eliminate McArthur Drive-Hickory Creek Drive-Lower Huntington Drive Loop	
2	8/16	Time Corners: Eliminate Taylor Street segment – Stay on Jefferson Boulevard-Illinois Road between Freeman Street and Ardmore Avenue. Georgetown: Relocate Central Station access from Washington Boulevard-Wayne Street to Lewis Street.	
3	3	Relocate from Fairfield Avenue to Anthony Boulevard.	Pettit Avenue and Paulding Road from Fairfield Avenue to Anthony Boulevard would use New Route 4 or New Route 5.
4	8/9/14	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.	

Route Designation		Change	Comments
Current	Proposed		
5	2/4	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	3/5	Eliminate Route 6 and replace coverage with a combination of New Routes 3, 5. Service to McKinnie Avenue-Hessen Cassel Road/Wayne Terrace-Oxford Street loop eliminated.	Service area coverage (with exception of east of Anthony Boulevard segments) is similar with New Route 3 and New Route 5.
7	3/5	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	4/5/7	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 area coverage is similar.
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	7/11/12	Relocate from Clinton Street to Coldwater Road. Connect with Central Station from both Parkview Hospital (via New Routes 7 and 9) and Parkview Regional Medical Center (via New Route 7). No direct connection between Parkview Hospital and Parkview Regional Medical Center.	Expectation is both medical facilities would benefit from improved access with connections to Central Station.

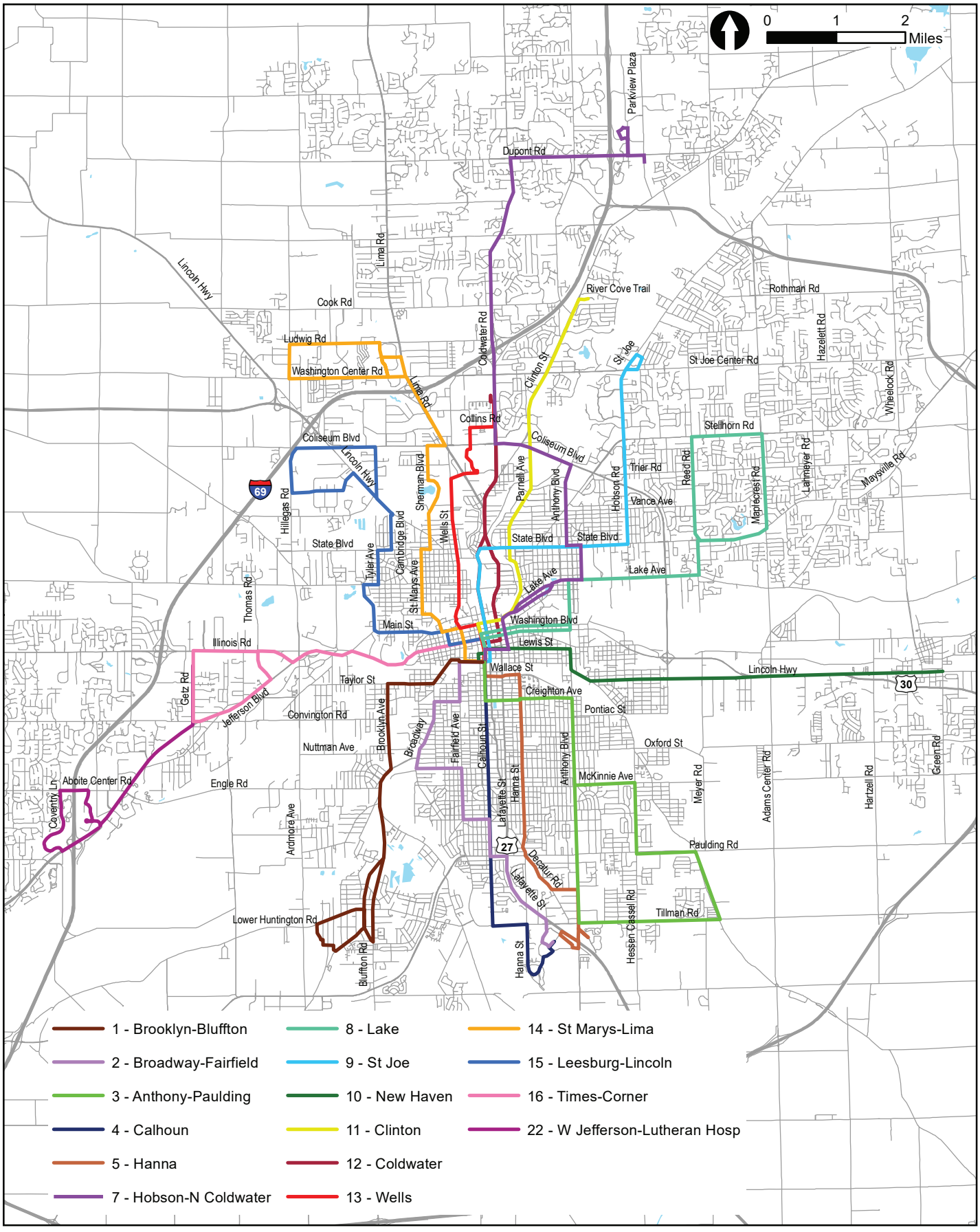
Route Designation		Change	Comments
Current	Proposed		
21	12	Replace with New Route 12 providing connections to Central Station and Parkview Regional Medical Center.	Current service area benefits by a direct connection to Central Station and all other routes as well as a one-seat trip to Parkview Regional Medical Center.
22	22	No change.	

Figure 23 displays the proposed Revenue Neutral/Short term route concept. A goal of the route refinement was to retain higher frequency service in the core of the community. Figure 24 displays the proposed service frequency of the revenue neutral alternatives.

It is important in reviewing the concept to understand where significant changes to current service are located. Figure 25 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. 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.

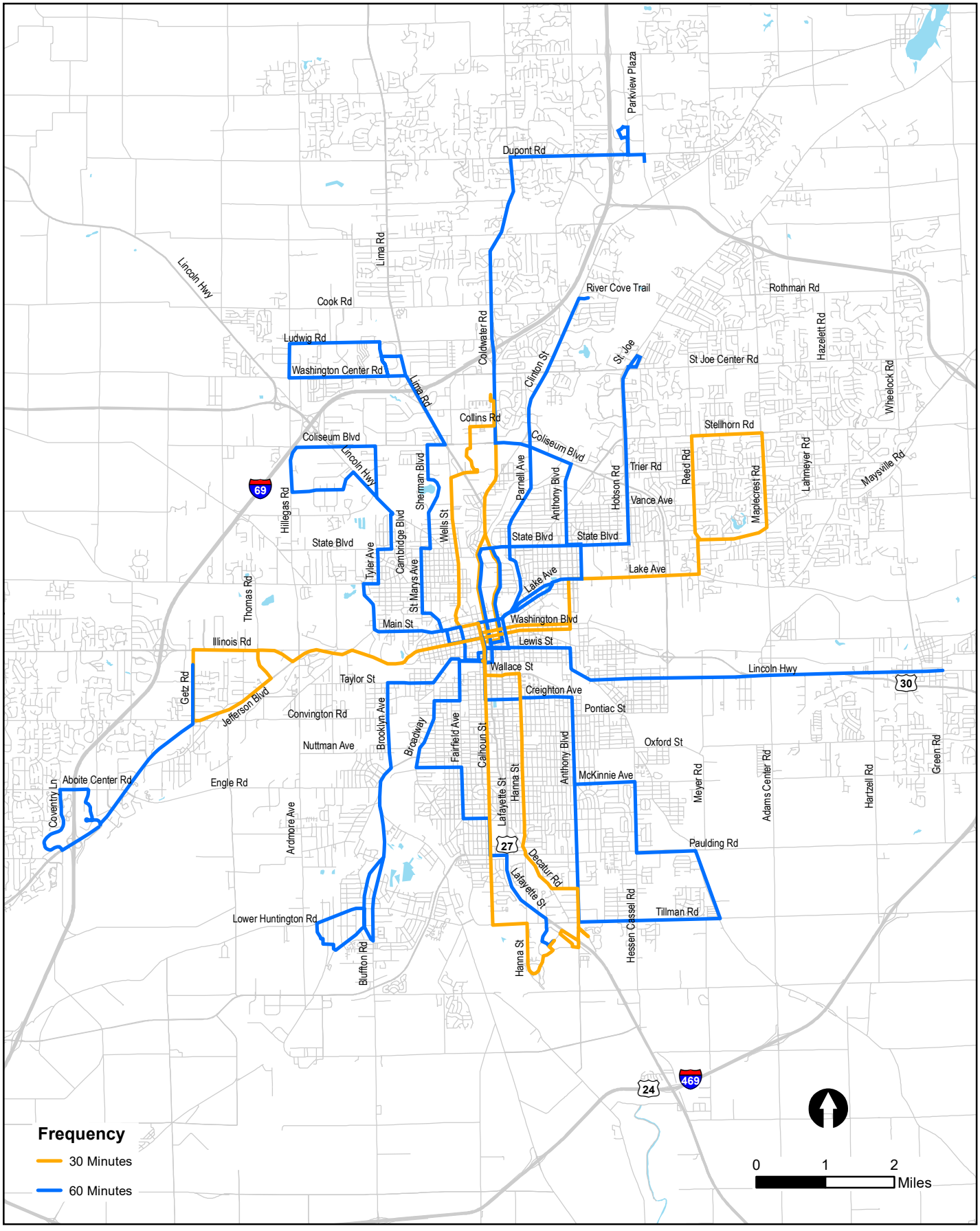
Using boarding and alighting information from counts collected in March 2018 an analysis of the ridership from areas where service would be removed was completed. The results by route for the proposed Revenue Neutral Alternative are documented in Table 34. From this analysis the following were concluded:

- Across the system: Approximately 45 weekday and nine Saturday boardings per day would no longer be within acceptable walk distance (3/8 mile) of a daily route, which represents less than one percent of daily ridership.
- Area of impact are:
  - Dupont Road-Coldwater Road: Approximately five stops are located in the area outside the 3/8 mile acceptable walk distance, however, most stops are not used on a daily basis. During the survey period, four boardings were observed at the highest activity stop and no boardings were observed at the other four stops.
  - Engle Road-Ardmore Avenue: Approximately 41 weekday and nine 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 from 4.1 percent to 11.6 percent of the route total daily (weekday or Saturday) boardings.



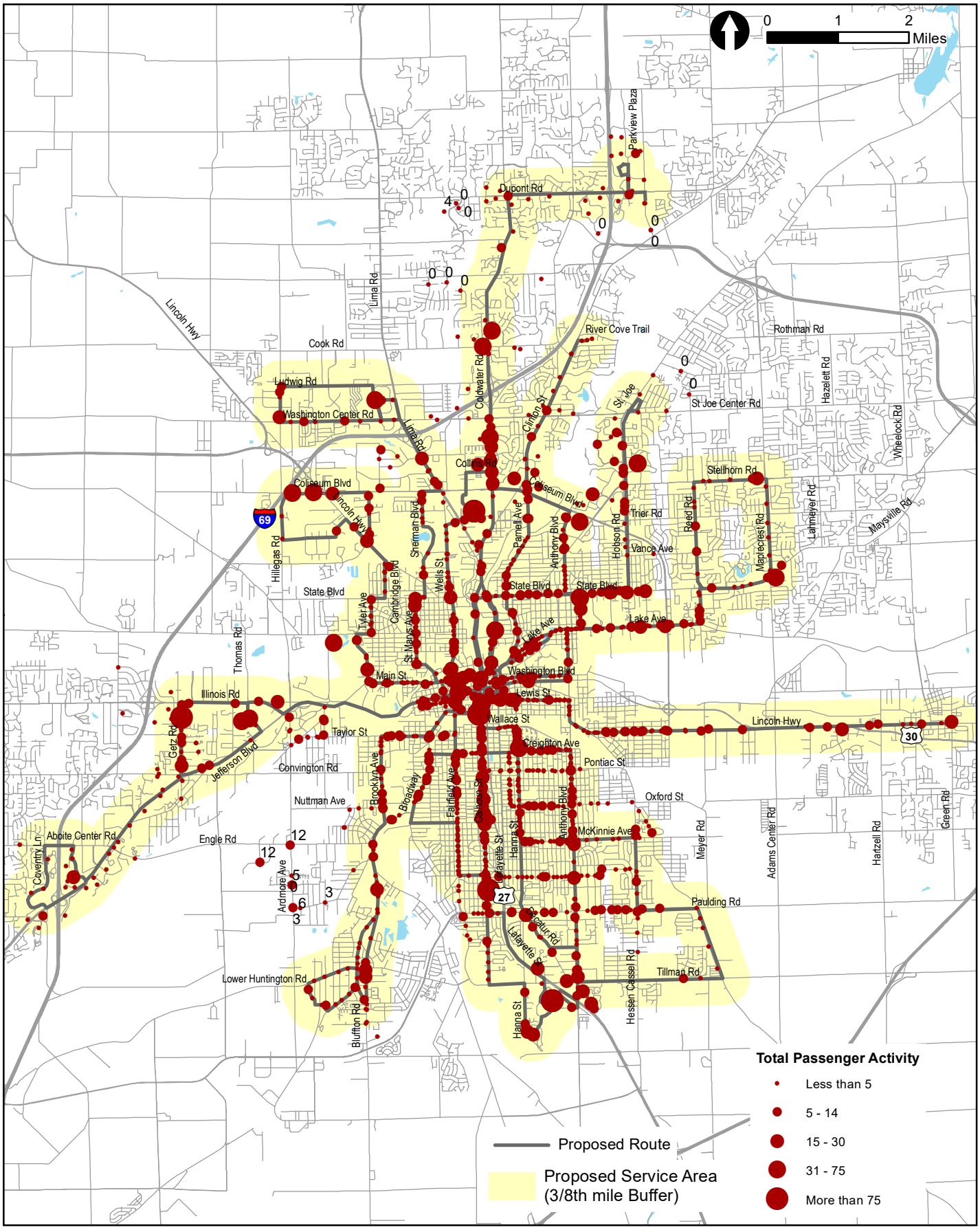
Revenue Neutral Route Concept - Fort Wayne, IN **Figure 23**

SRF Consulting Group, Inc.



SRF Consulting Group, Inc.

Revenue Neutral Alternative Weekday Service Frequency **Figure 24**



SRF Consulting Group, Inc.

Areas Currently with Walk to Transit Access that are Outside 3/8 Mile Walk with Revenue Neutral Alternative

Figure 25

Table 34. Current Daily Ridership of Reduced Walk Access Service Areas

Current Route Number Area	Impact Area	Number of Daily Trips	
		Weekdays	Saturday
21	Dupont Road/Coldwater Road (Note – Rider current origin-destination is outside the 3/8 mile acceptable walk distance)	4	0
9	Engle Road-Ardmore Avenue	41	9

Options for Revenue Neutral Hours Surplus

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: Utilize the hours identified 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, however this process 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 ONE 60-minute frequency new route. As part of the analysis, two route concepts were developed:

  – Anthony Crosstown:. Figure 26 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 was development of a new North Transit Hub along Coldwater Road between Coliseum Boulevard and Washington Center Road.

  – Jefferson Pointe to Southtown Centre: The proposed Revenue Neutral concept results in a reduction in service to customers in the vicinity of Ardmore Avenue and Engle Road. Using the reserve of hours identified through implementation of the Revenue Neutral concept would allow an additional 60-minute route between Jefferson Pointe Shopping Center and Southtown Centre through the the Ardmore Avenue and Engle Road corridors. Figure 27 displays the route alignment.

Figure 26. Conceptual Anthony Crosstown Route

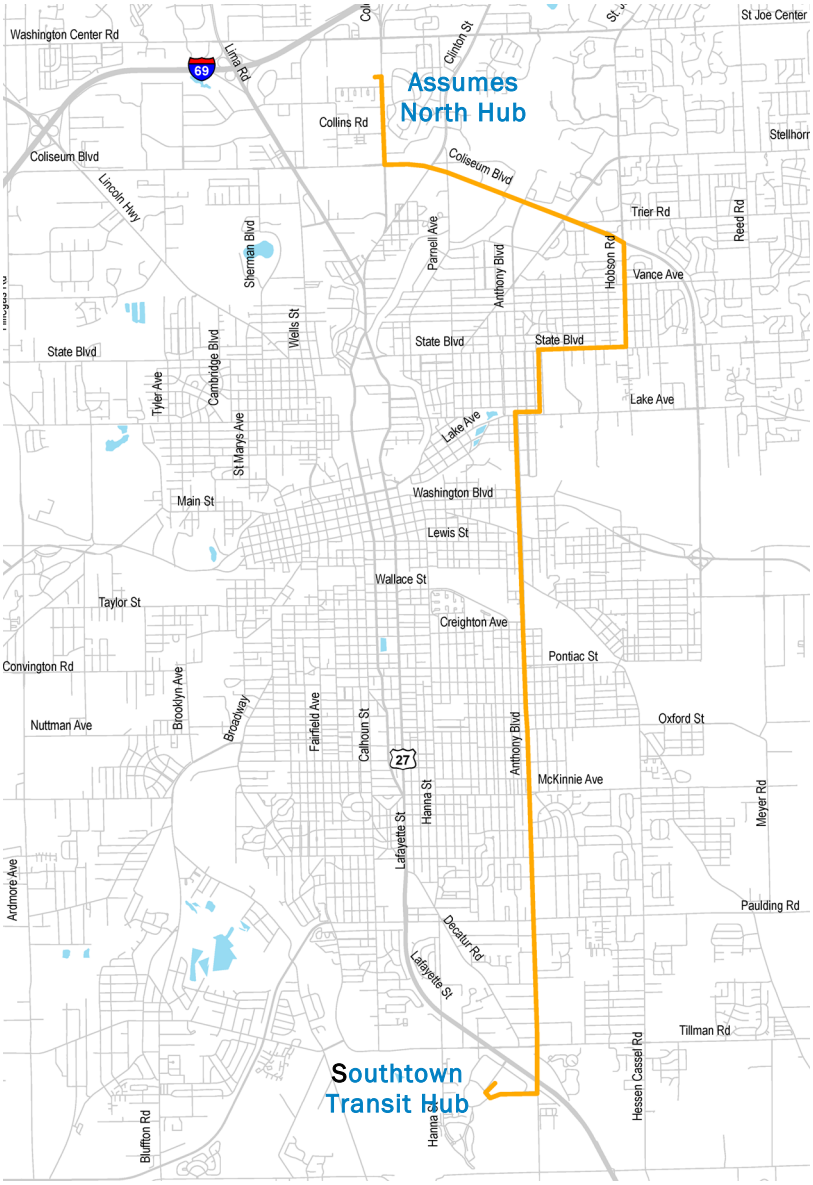
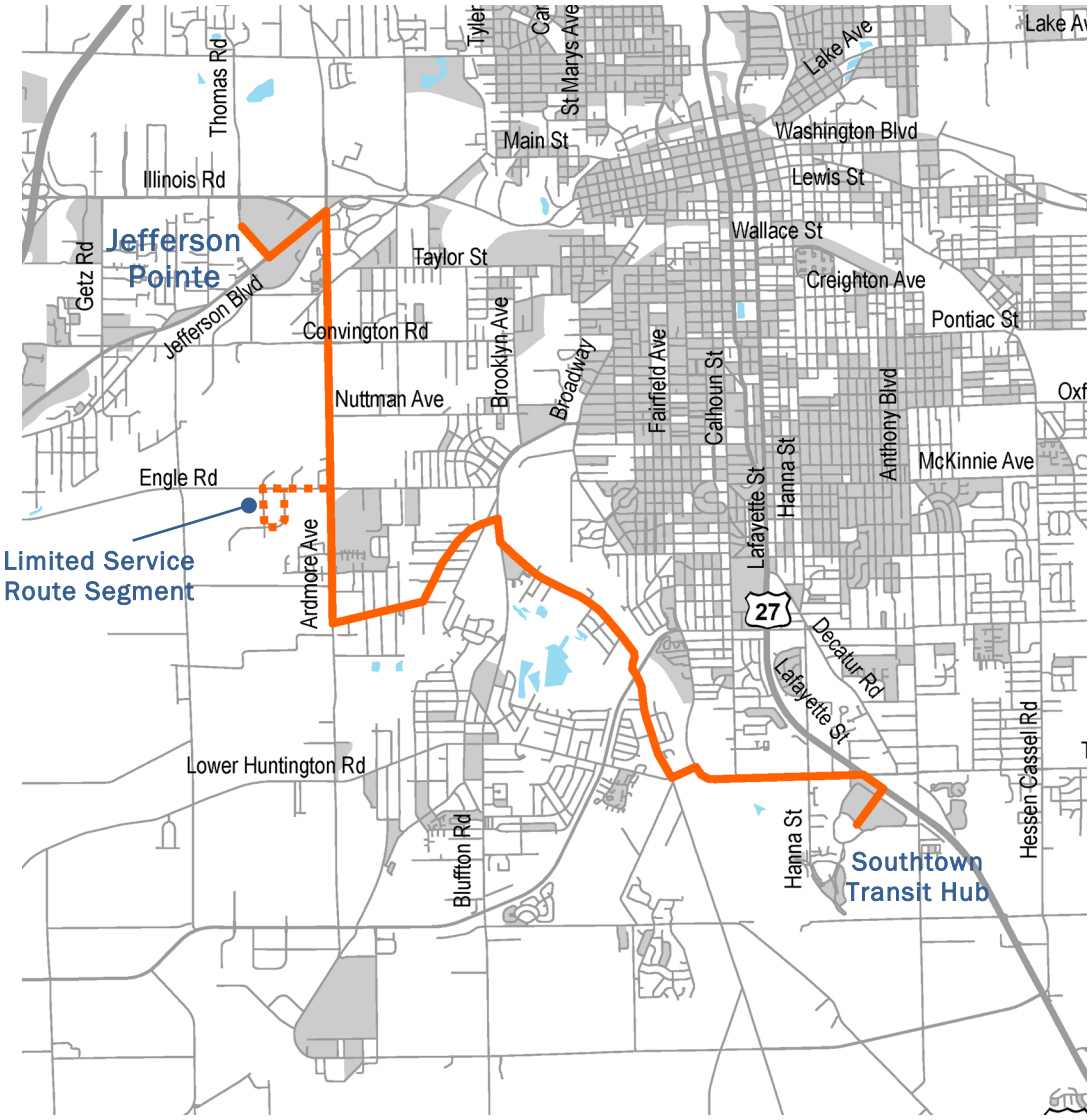


Figure 27. Conceptual Jefferson Pointe Shopping Center to Southtown Centre Route



- Establish flexible zone: A new service type, flex zone service, could be provided in areas that presently do not have service or in an area that could have service removed as part of the Revenue Neutral concept. More information regarding the flexible zone concept is provided in the next section.
- 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.

Flex Route Service Concept

Currently in the Citilink service area there are two operating concepts:

- Fixed route service arranged around a group of core routes connecting at Central Station and FlexLink routes that extend service from a core route.
- Paratransit (Access) service providing curb-to-curb service to persons that cannot use fixed route service.

Early in the process of completing the Comprehensive Operations Analysis, fixed route transit supportive areas of the region were identified based on development density. Development density estimates for Fort Wayne characterized as being able to support fixed route service are:

- Residential development with more than four dwelling per acre.
- Employment areas with more than five persons per acre.

These densities were measured at the census block level and are identified in Figure 11. Critical to assessing service, particularly, service expansion is not only specific developments that meet the threshold of transit supportive, but also the percent coverage in areas of transit supportive densities. Small pockets of higher density development in fringe areas provide opportunity for discussing fixed route service, but without coverage of more than 50 percent of the area with transit supportive density development, fixed route productivity will be low.

Missing the threshold for being supportive for fixed route service should not preclude the opportunity for some level of transit service. An option many metros have implemented to serve lower density areas that include nodes of higher density development is referred to as flex service. Flex service (flexible service) is characterized as:

1. More demand-responsive than conventional fixed-route, fixed-stop services.
2. May not provide the kind of door-to-door service associated with taxis and paratransit.

Flex route service is able to take into account local factors of acceptable density, demand and locally acceptable cost factors that are balanced to meet passenger needs, operational requirements, and cost-effectiveness. This diversity in local preference in service inputs and desires, a number of different types of flex service, each with its own characteristics, have evolved. The range is documented below:

- Deviated fixed route: The bus operates along a predefined route (fixed route) with a regular schedule, but can also deviate from the route to accommodate requests for "off-route" drop-offs or pick-ups. Typically, the number of deviations per run is limited and

advance reservations for deviation service are required. Some services allow deviations anywhere within the city limits or other defined zone, while others permit deviations only with a given distance of the route (often ¾ mile).

- Flexible-route segments: The route is designed as a fixed route, but allows "flex" capability for limited portions of the route.
- Demand-responsive connector: The bus serves as a feeder to/from the fixed route network. It accommodates service requests within its service area, but only going to/from a predefined transfer point. There are no other defined stops within the flex zone area. In a typical situation, the service is designed to connect a residential neighborhood with a nearby transit stop in situations where conventional service is not cost-effective or practical.
- Point deviation: The bus operates within a defined geographic zone and accommodates requests for service within the zone, while also making a limited number of fixed stops. However, there is no defined route between the stops.
- Request stops: The bus operates as a conventional service, but also stops at a certain number of predefined off-route locations upon request. A more common variant is "flag" or "hail" stops, where passengers can ask to be dropped off or picked up at any safe point along a fixed route.
- Zone route: The bus accommodates service requests through a defined zone or corridor (with a one-day prior reservation), but also has fixed arrival and departure times at specific time points in zone. Typically, the zone also has located within or directly adjacent to it a transfer point/stop to provide connectivity to the regional fixed route network.

Future Citilink Flex Zone Service Option

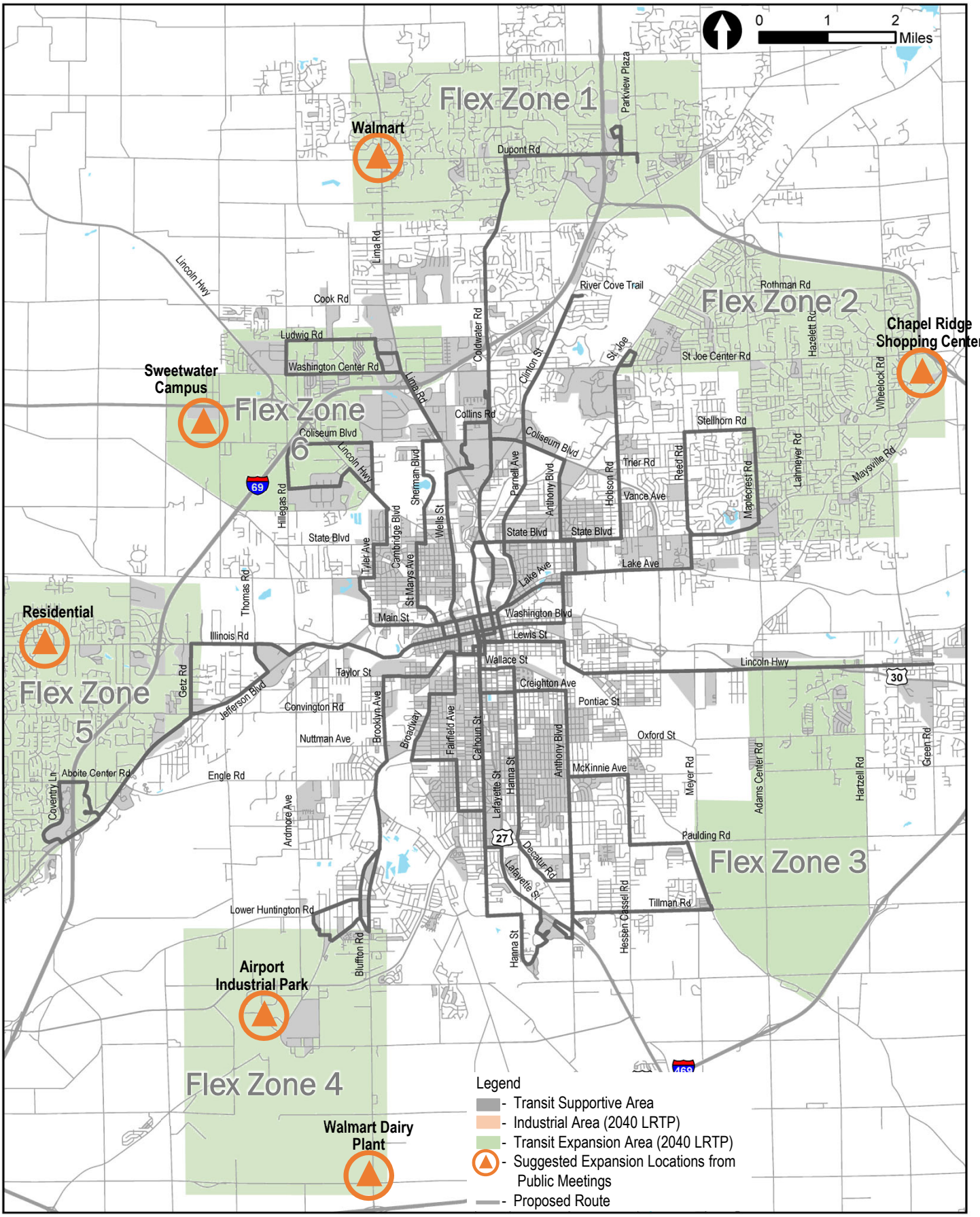
Primary determinants for assessing flex service as an option in areas where fixed route service is not economically viable include establishing operating costs that reflect lower productivity per trip than fixed route and providing connectivity to the fixed route system. Of the range of options described in the previous section, the Zone Route concept is recommended as a first step option in Fort Wayne. Reasons supporting the recommendation are:

- Those flex service options that include an element of fixed route service assume there is some level of service provided most hours of the service day and most days of the service week. Thus, the hourly annual cost of service may be less than fixed route service, the cost differential may range from 20 to 30 percent less, which is not likely adequate in outlying lower density residential or industrial areas to be cost effective.
- Connectivity to the fixed route network is critical. Most of the areas where current or future development densities could support flex service are more homogeneous in in

land use than areas of the community where fixed route service is provided. Finding logical origins and destinations for trips entirely within a zone will likely be limited. Thus, thinking of the flex zone as a lower cost means of extending a fixed route service area is likely the most viable in Fort Wayne.

- Building from the anticipated expansion areas documented in Figure 22, potential priority areas to consider for flex service in the future are highlighted in Figure 28. A general concept for consideration in advancing the concept is listed below:
  - Define the Flex Zone boundaries. A recommended zone coverage is approximately five to six square miles with one vehicle operating in demand-response service.

    Determine the feasibility of the current reservation and dispatching staff to accommodate an additional 65 to 75 requests per day. A single vehicle should have the capacity to accommodate four to five passengers per hour of service. Assuming a 16-hour service day (6:00 AM to 10:00 PM), there is the expectation daily ridership would be approximately 70 people.
  - Implement Zone Route service in Area 2 (Northeast-Chapel Ridge). This area is proposed as an initial option because:
    - There is opportunity to connect with Route 2, which is a 30-minute service route. Thus, more connectivity to the remainder of the region is provided relative to other identified zones.
    - There is a primary generator. Chapel Ridge Shopping Center was identified through the public involvement process as a desirable service destination, if Citilink was to expand. As a regional shopping destination, serving Chapel Ridge with transit would draw from areas within the service zone and other part of the metro that would connect with the flex zone using Route 2.
    - There are a number of other development nodes in the zone that currently could support fixed route service, however, the nodes are disconnected from each other by low density residential areas. Relative to most other potential service areas, this one is likely the readiest to support some level of service today.
  - Observe travel patterns and passenger counts within the flex zone with the demand-response format. Flexible services can be used to gauge demand for transit in areas that have been more automobile-oriented. In many cases, agencies have switched over to fixed-route service once demand grows to a level that is better served by conventional service. When hourly volume exceeds eight to nine riders per hour, consider migrating the service to a higher level of flex service (point deviation, flexible route segments, or deviated fixed route).



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Potential Future FlexZone Service Areas and Destinations

Figure 28

Flex Service Costs

As the service is flexible in the number of hours per day it is provided, it is difficult to identify a specific annual cost for service. A logical proposal for estimating cost is to estimate the cost of fixed route service and apply a factor representing the relative percent of fixed route hours that service would be in demand. Presently, fixed route service with a 60-minute frequency is approximately $500,000 per year. Initial flex zone service operating approximately 50 percent of the time is a logical first step into the concept. Thus, an annual operating cost of approximately $250,000 is a reasonable initial operating cost assumption.

North Transit Hub

As Fort Wayne continues to grow out from the center city it will be more difficult to provide transit service that connects directly with Central Station and transfer opportunities as the travel times will exceed what can be provided with one bus on a 60-minute frequency. Additional vehicles could be considered to provide service, however, the cost effectiveness (cost relative to ridership) will likely be low relative to other routes. Thus, alternatives that support some level of service in more suburban areas were reviewed.

Southtown Centre Transit Hub

Southern development areas of the metro can be served by the Southtown Centre Transit Hub if routes extend to adjacent areas. The north area of the metro does not have similar facility and opportunities for future expansion are more limited because a transfer point does not exist.

Elements of a Transfer Hub

The concept of a suburban transfer hub likely will not warrant the building and infrastructure included at Central Station, however, enhancements not included at Southtown Centre to support customer convenience may be considered. Listed below are facility considerations for a transfer hub:

- Vehicle stop/layover: Space for three to four vehicles to park at the same time would likely be adequate.
- Passenger waiting: The Southtown Centre hub consists of two shelters with bench seating. While the facility provides the for the basic customer needs (seating, cover from rain/snow and some windbreak), attracting passengers that choose transit over driving

on a regular basis requires more comfortable facilities. These may include full-enclosed, climate controlled waiting areas, bus location and/or arrival information and possibly restroom facilities.

- Driver amenities: Aside from everyday riders, drivers are the most frequent visitor/users of the transit hubs. As service areas extend further from Central Station and its driver amenities such as restrooms and other support facilities, consideration of these facilities in hubs will be more important.
- Park-and-ride: As future hubs will likely be located along primary commute routes and closer to the fringe of the city, including parking spaces will add the opportunity to capture park-and-ride customers. Based on current hourly Citilink ridership, parking for 25 to 30 vehicles would likely provide adequate capacity.

Potential North Hub Locations

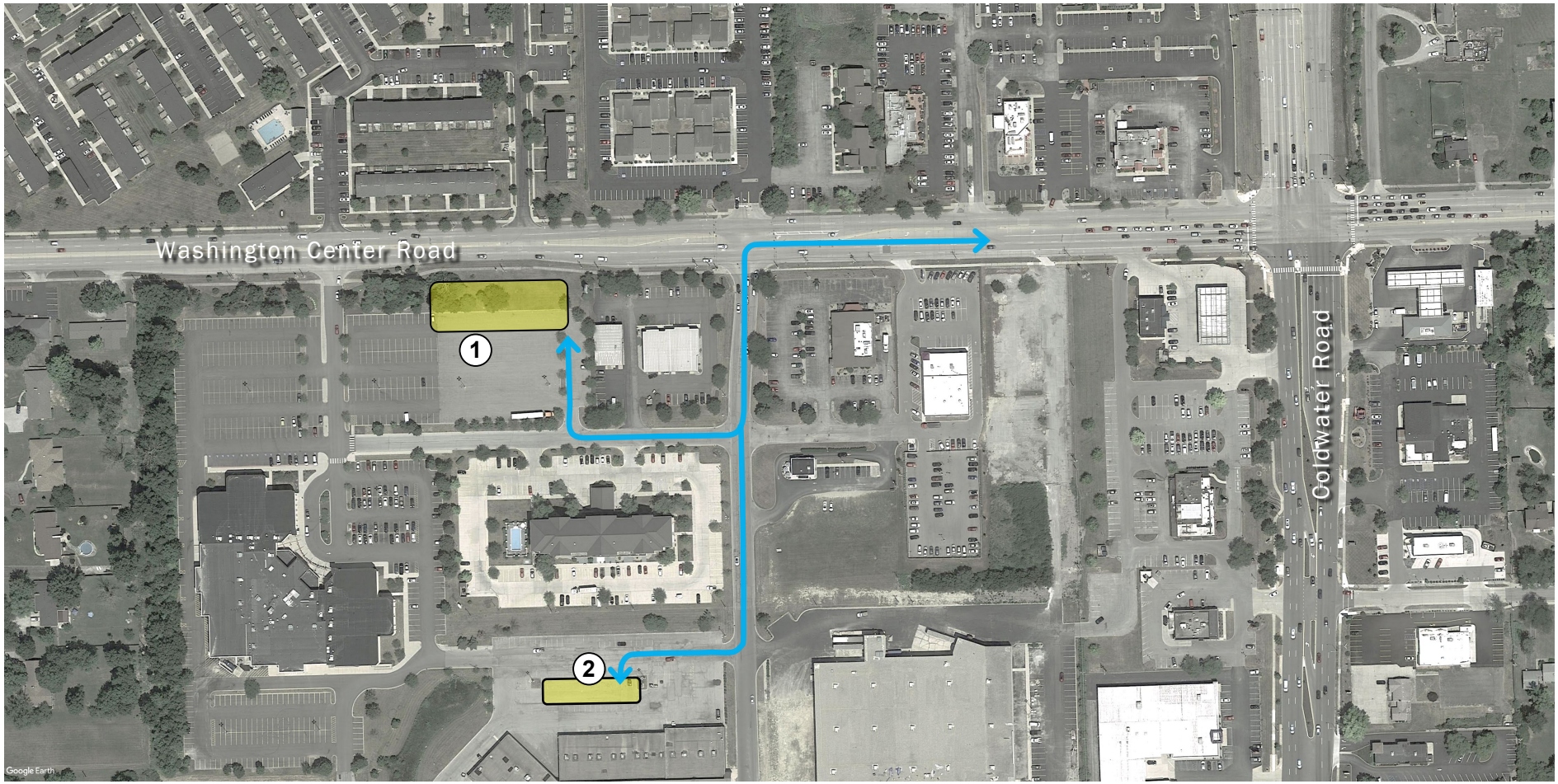
Figure 29 displays two potential north hub locations near Coldwater Road and Washington. The general location was selected as it represents the northern limit of areas of the city that can be reached form Central Station with a single bus operating on a 30-minute local service route. The area also provides opportunities for park-and-ride from both the parking space availability and convenience for commuters as areas of recurring congestion occur south of Washington Center Road.

Table 35 documents pros and cons of the two sites. As Citilink continues to consider additional transit hubs either of these sites provide opportunities.

Regional Connectivity

As the regional hub for medical, shopping, education and employment opportunities, identifying and assessing opportunities for connections to outlying communities and Fort Wayne using transit is warranted as part of the Transit Development Plan. Opportunities that exist include:

- Intercepting commuters traveling into Fort Wayne for work and providing the urban part of their trip using Citilink fixed route service.
- Coordinating with regional providers coming into Fort Wayne for medical service, shopping, education or work opportunities from outlying communities.
- Coordinating with intercity bus providers to provide interstate connections throughout the country. Presently, Greyhound/Miller Trailways and Barron Bus have bays at Central Station. The Central Station location provides access to more than 75 percent of Fort Wayne with a one seat Citilink trip.



Potential North Hub Sites

Figure 29

Table 35. North Transit Hub Review

Location	Pros	Cons
#1 – Adjacent to Washington Center Road	Convenient to Washington Center Road. Signalized access for buses to/ from Washington Center Road. Convenient walk (sidewalk along Washington Center Road) access to higher density residential. Sidewalk access to Coldwater Road Park and Ride Potential (If can negotiate space).	Cost – In private ownership. Options to acquire access for use: • Lease • Purchase (Not likely) Congestion during peak movie times (Do not conflict with peak bus travel).
#2 – Northwest of Hobby Lobby	Signalized Access for Buses To/From Washington Center Road. Park and Ride Potential (If can negotiate space).	Cost – In private ownership. Options to acquire access for use: • Lease • Purchase (Not likely) Walk access to either Washington Center Road or Coldwater Road – Has conflicts with vehicle traffic in parking area.

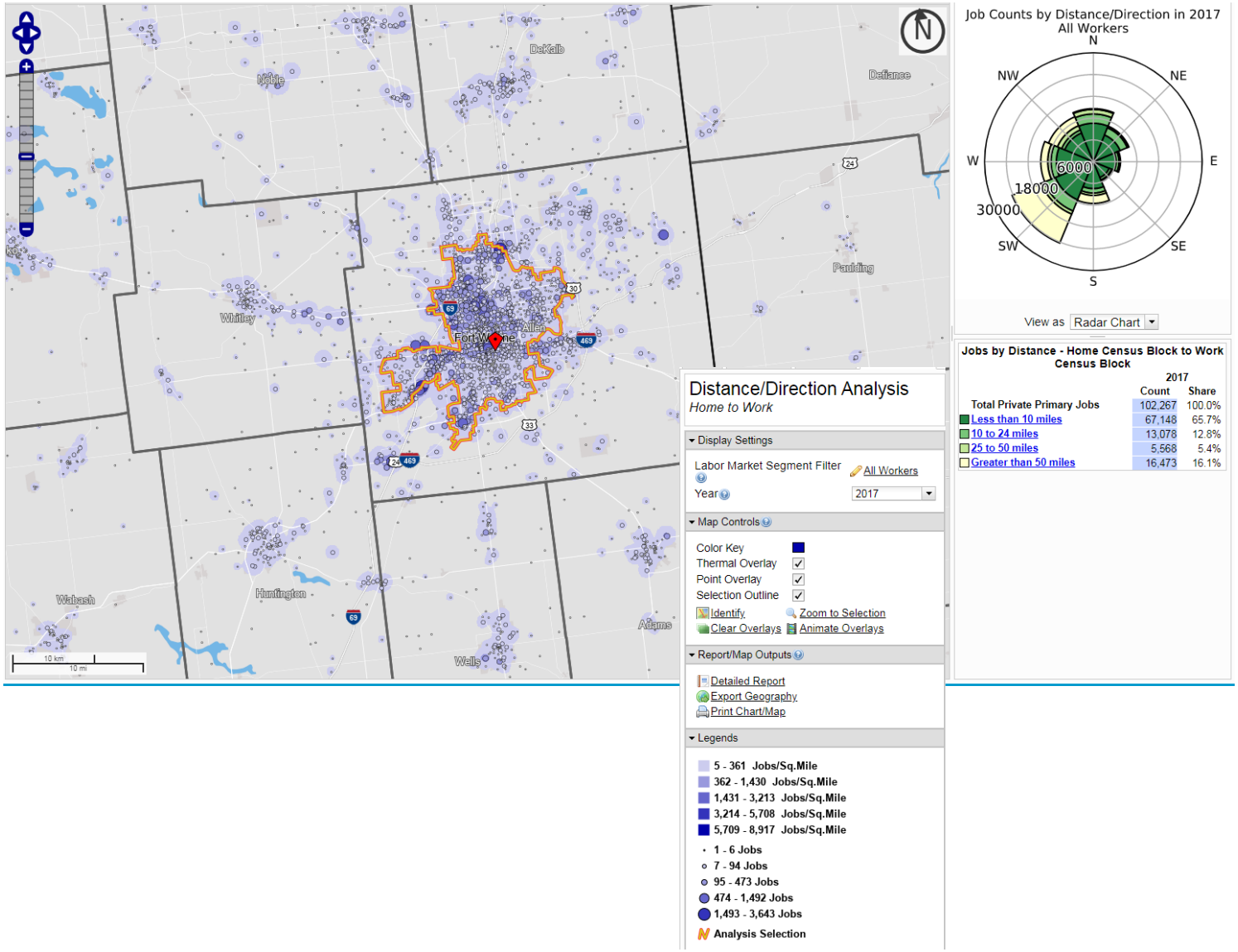
Park and Ride Opportunities

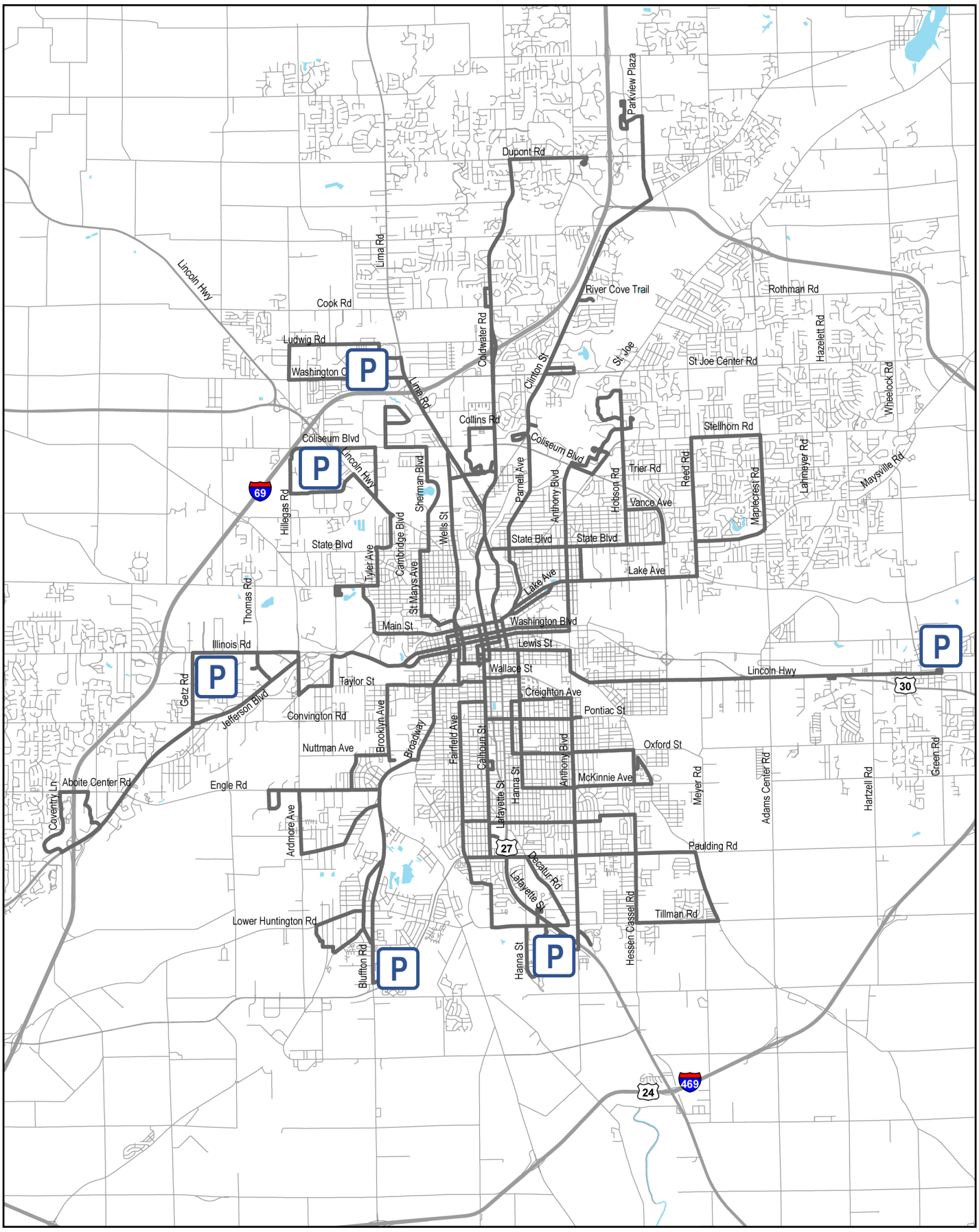
The current hub and spoke format for Citilink fixed route service provides many opportunities for commuters traveling from outlying areas of the region for work. Benefits of the current system are especially applicable to people working in downtown or between a commuter's entry point and downtown in transit corridors. The key to providing utility to commuters is identifying park and ride lot locations outside congested areas of commute routes. Intercepting commuters before they experience recurring congestion provides the benefit of allowing them to do other things (read the paper, converse with friends also using the bus, work, etc.) while ignoring the frustration of congestion. Figure 30 displays the general orientation and distance workers in Fort Wayne travel from their home place to work. Findings from review of the information are:

- Primary commute corridors are US 24 and I-69 from southwest of Fort Wayne. Approximately 30 percent of the 102,000 private sector primary jobs are from home locations along these routes.
- US 24 from the north is the second most used commuter corridor, supporting approximately 10 to 15 percent of the commuters from outside Fort Wayne.
- US 30 from Columbia City is the third key route connecting commuters to Fort Wayne.

- Few commuters travel into Fort Wayne from areas southeast of the metro. Most commute trips from the southeast are less than 10 miles, with the majority of them being within the city limits of Fort Wayne.
- Figure 31 displays general locations where park and ride lots would provide benefits to commuters traveling in on primary routes with direct transit connections to downtown Ft Wayne and Central Station. Locations are attached to routes connecting directly to Central Station, which will provide one seat access to more of the metro area than park and ride lots along Flexlink routes such as Route 21 or Route 22.
- Sizing park and ride lots is generally reflective of transit use in the region as a percent of travel. In Fort Wayne transit represents approximately one to two percent of daily traffic.
- Applying this factor to hourly volume in commuter corridors, results in estimates of approximately 20 to 30 spaces in the typical park and ride lot.

Figure 30. Orientation and Distance of Work Trips Destined for Fort Wayne





Potential Future Park and Ride Lot Locations

Figure 31

Coordinating with Regional Providers

The Coordinated Transit Plan (2017) focuses on the travel needs of seniors, persons with disabilities and low-income persons and the current providers supporting their travel. Many of the challenges of coordinating service between these providers and Citilink are mirrored for regional providers. Within each of the counties surrounding Fort Wayne, demand response transportation is available. While scheduled service to Fort Wayne is not advertised by the providers, most make periodic trips to Fort Wayne. Traveling to Fort Wayne creates opportunity to coordinate with Citilink services, however, there are challenges to effectively share responsibility for local travel, including:

- 30 to 60 minute frequency on Citilink. Regional service travelers coming to Fort Wayne for medical trips or shopping trips have a limited amount of time to conduct their business before needing to connect back with the regional provider. The 60-minute period between buses on most routes make using Citilink routes more difficult because missing one bus likely results in the regional provider being off schedule for the return home trip. While 30-minute frequency routes reduce the impact, the risk of regional service schedule disruption is still high.

- Number of transfers required. Typically, travelers on regional routes have several stops arranged as part of their trip. While coordinating regional service with local service at Central Station minimizes the number of buses required to complete trips of multiple purposes, it will remain difficult to accommodate more than one or two local trips over the day.

While there are challenges to Citilink being a primary participant in coordinating with regional service providers, understanding key destinations, travel routes and travel schedules of regional providers is a key initial step to enhancing Citilink's participation. Citilink will continue efforts to coordinate with regional providers and look for opportunities to expand sharing travel within the local service area.

Coordinating with Intercity Carriers

Greyhound, Miller Trailways and Barons Bus use the intercity parking space outside Central Station as their local Fort Wayne depot stop. Additionally, the providers serve Fort Wayne during Citilink service hours, which makes using Citilink to get to and from the depot practical for intercity travelers.

Coordination between Citilink and Greyhound is enhanced by Citilink being the local ticket agent. Added coordination opportunities with intercity providers include:

- Provide carriers information about Citilink's use of Google Transit, which gives regional travelers the ability to map their local travel before getting to Fort Wayne.

- Provide carriers information on Citilink's use of RouteShout and RouteWatch to give out of town travelers real time information on local routes.

- Provide carriers information on Citilink's use of Token Transit to allow regional travelers an option of buying their local fares online.

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 revenue stagnation observed 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. As there is not a structured program for appropriate future cost assumptions, a range of service assumptions associated with adding the following amounts to the operating budget were reviewed:

- 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 or 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 36 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.

Table 36. 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 Routes	All Routes – 3 Added Hours Each	To 3 Routes	Add Sunday Service and ONE of Other Options

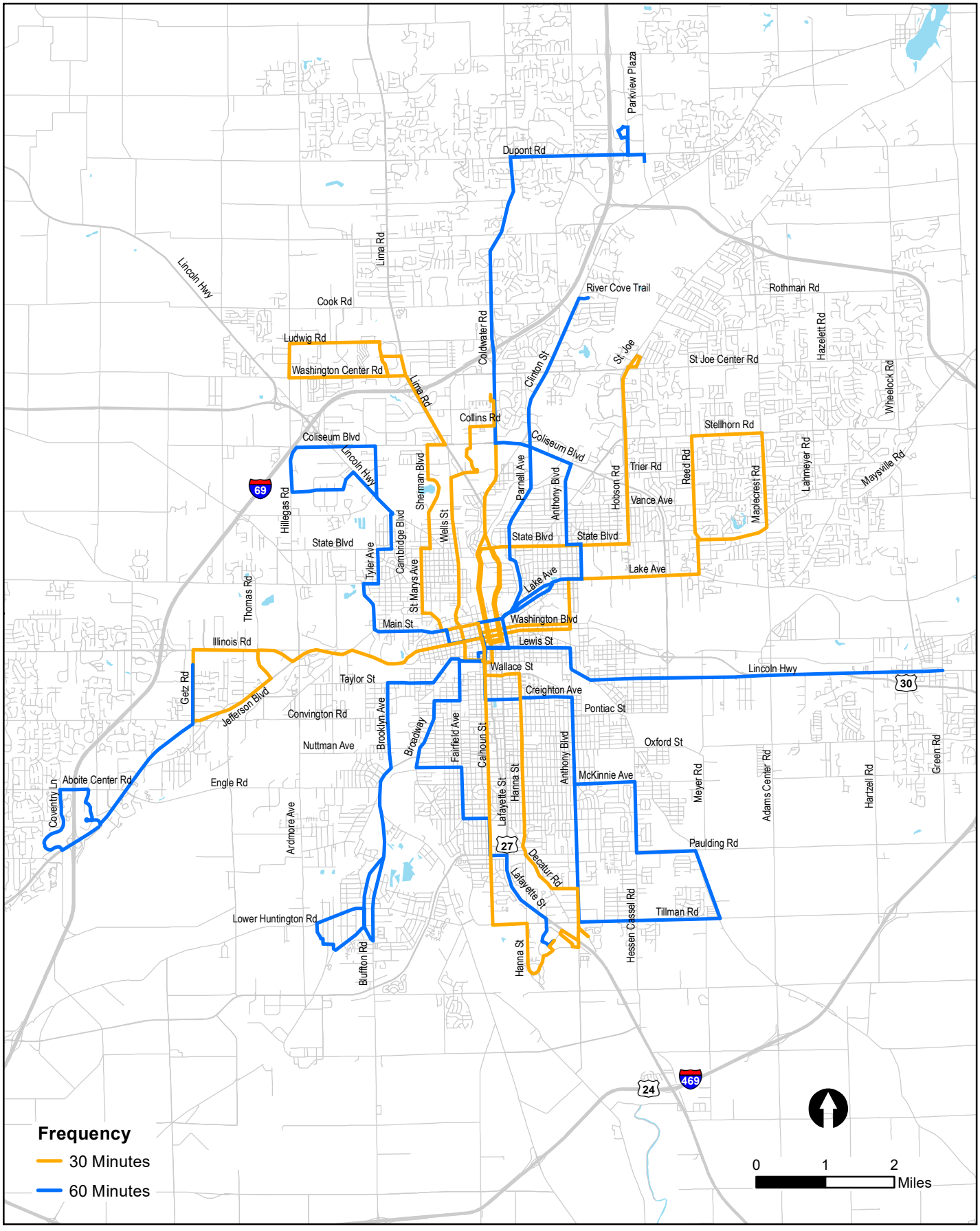
Notes:
1 - New route assumes 60 minute headway and service 6 days a week
2 - Upgrade frequency assumes route operates every 30 minutes on weekday for 14 hour span

- 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 32 displays a possible 30-minute and 60-minute frequency service concept if revenue could be increased. A summary of enhanced service characteristics, including frequency, are documented in Table 37.

- Adding Hours of Service: Currently, the service day begins at approximately 5:30 AM and ends at approximately 8:00 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.



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Enhanced Frequency Concept - 30 and 60 Minute Routes **Figure 32**

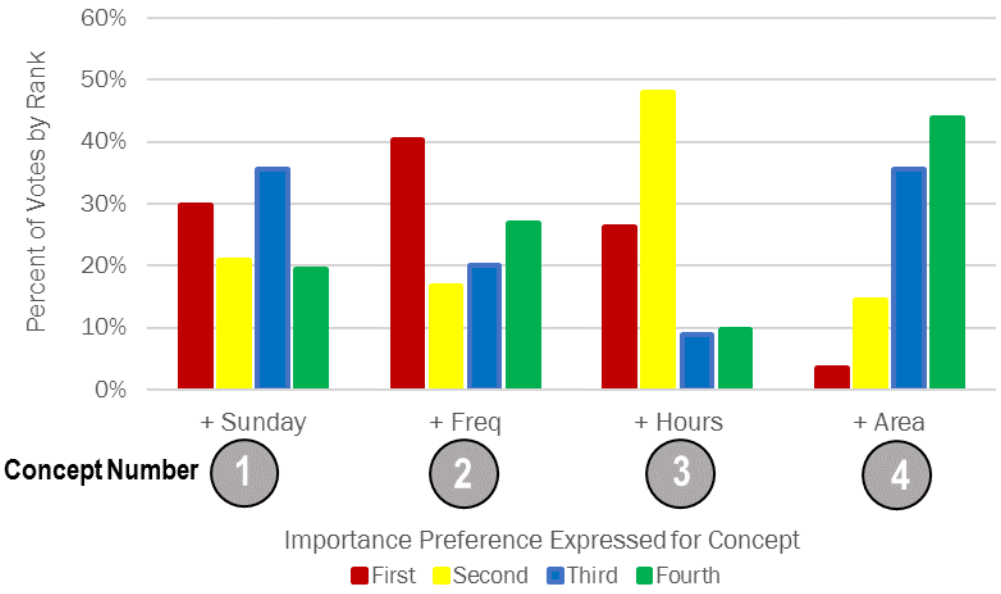
Table 37. Frequency and Span Improvements under Additional Funding Scenario

Route Number	Route Name	Frequency Improvement				Span Improvement				
		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/Lutheran Hosp.	60 min	14 hrs			60 min	-	14 hrs		
97	Cougar Express	30 min	10 hrs			30 min	-	10 hrs		

- 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 33 displays the results of the preference voting completed at each of the public meetings and a range of public events following the transit plan public meetings.

Figure 33. Results of November 2018 Public Meeting and Community Meetings Expansion Alternatives Preference Voting



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 minor 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.

Consistent with the process of looking at actions supported by incremental increases in operating funding, Citilink has prepared a general list of potential service cuts associated with a five, ten, and 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 behind inflationary cost increases to labor, fuel, maintenance, etc.

Table 38 documents potential negative actions, consistent to the possible funding increase process outlined in Table 36, 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 understand 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 38. 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 Routes	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

Title VI Major Service Change and Service Equity Analysis

Title VI of the Civil Rights Act of 1964, Section 601

"No persons in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance."

For smaller changes to the network, Citilink as part of its Title VI obligations, conducts an equity analysis using actual passenger data reflective of the route or route segment being adjusted with the service change. The proposed network concept of the 2019 COA/TDP reflects many service changes, including route alignments, frequency and segment deletions, use of actual passenger date is not feasible. The Service Equity Analysis for the identified Revenue Neutral network was conducted using GIS and census data to assess the potential for disparate impacts to fragile populations of seniors, persons with disabilities, minority, and low-income populations. Both the existing network and the proposed network were included in the analysis. Information at the census block or block group aggregations were used in the comparison. Census blocks were the basis for minority and senior populations, while low-income and persons with a disability reflect the block group level as census block data is not available.

In the analysis the goal was to determine the percentage difference in impact (experiencing a significant impact of being outside the 3/8th mile walk area of a route) between all people and groups of fragile population. Conditions where fragile populations experienced an impact greater than that of the all persons impacted suggest that the service change would result in Disparate Impacts, or burden, on identified fragile populations.

Implementation of the Revenue Neutral network would result in an approximately 0.8 percent drop in the Fort Wayne population with acceptable walk access (a route within 3/8 mile) to transit service. Listed below are the results for each critical population groups:

- Minority population: A reduction of 0.82 percent, which is consistent with the overall population decline.
- Low-income population: No change between the current and Revenue Neutral networks.
- Disabled population: No change between the current and Revenue Neutral networks.
- Senior population: A reduction of 2.75 percent. While the increment of service reduction to the current senior population is greater than the population as a whole, the differential is marginally greater than the impact to the overall population. The incremental difference is not considered significant.

With implementation of the Revenue Neutral alternative there are two areas of the current service area that would fall outside the 3/8-mile walk distance of a route. Boarding information from the March 2018 survey showed the two areas included approximately 50 daily boardings. Consistent with the regional equity analysis the demographic makeup of the census block and/or block groups in these areas were reviewed to determine whether there is potential for disproportionate impacts to fragile populations. The results are outlined below:

- The approximately 50 persons losing reasonable walk access to transit represent less than one percent of Citilink's average daily ridership.
- The social and demographic composition of census blocks and/or block groups that include areas losing acceptable walk access to transit are relatively consistent with the composition of the cumulated census blocks and census block groups with the current service area. Differences observed are:
  - South area (Ardmore Avenue/Engle Road area): The disabled population is consistent with the percentage for Fort Wayne. The median income for the area is greater than the median for Fort Wayne. The senior population of Fort Wayne is approximately 10 percent of the total, while in the affected areas senior represent approximately 20 percent of the population of the census blocks. The percent minority population of the affected area is lower than the percent minority population in Fort Wayne.
  - North area (Dupont Road/Coldwater Road area): The disabled population is lower than the percentage for Fort Wayne. The median income for the area is greater than the median for Fort Wayne. The senior population of Fort Wayne is approximately 10 percent of the total, while in the affected areas senior represent approximately 14 percent of the population of the census blocks. The percent minority population of the affected area is lower than the percent minority population in Fort Wayne.

Based on the analysis, the changes proposed as part of the Revenue Neutral network would not reflect a disparate impact on low-income, minority, elderly or disabled populations.

Implementation of Recommended Network

Following adoption of the 2019 Transit Development Plan and recommendations for route modifications included in the plan, Citilink and the City of Fort Wayne will need to prepare a transition plan through which an orderly migration to the proposed concept is completed. While the recommended network is not a huge departure from the current, there are streets that today are a part of one or more routes that would not have a route on them in the recommended plan. Similarly, route segments will be added to streets not presently carrying a transit route. At first blush, adding or removing a transit route to a street may seem like a simple task of revising a schedule, updating a set of maps and advertising the change to current and potential customers. Citilink service includes considerable infrastructure in signage and shelters that greatly influence a schedule and steps in the transition. A route cannot be substantially redesigned without establishing designated stops and installing bus stop signs and adding/relocating shelters. The current Citilink network includes approximately 1,100 bus stop signs that include the following components:

- Bus Stop: This is the main notification of the stop location.
- Bus Route Badge: Each stop includes a numbered badge noting the route which the stop is associated.
- Supplemental signage: Select routes, (for example the Cougar Express) are noted through additional signage of the route brand.

Steps to Implementation

Listed below are the critical steps to transition from the current network to the recommended and the anticipated time frame for each step:

- Step 1: Update inventory of Bus Stop signs by route and the location of each shelter. Time frame: 6 months.
- Step 2: Establish a plan for updating bus stop signage, including:
  - Locations where signs are removed.
  - Locations where shelters are removed.
  - Locations where route badges only are changed.
  - Locations where new complete signage is installed.

  Time frame: 4 – 8 months
- Step 3: Identify other infrastructure changes to support the recommended route network. Bus service is supported by the pedestrian infrastructure that allows people to move allow safe, paved sidewalks/walkways between their actual origin/destination and

their bus. For streets where transit service would be an addition, an inventory of the sidewalk/walkway network is recommended, and identification of capital improvements needed to support the change. Time frame: 8-12 months.

- Step 4: Develop an updated schedule, including time points, layovers, etc. Time frame: 4 months after finalizing the route structure that could be influenced by conditions observed in Step 3.

- Step 5: Implement signage changes to reflect the recommended plan and document the GPS locations of all signs. Time frame: 12-24 months.

The expectation is that a marketing/outreach plan would be prepared and implemented at every step of the implementation process. Keys to the outreach plan are:

- Organize a communications task force internally: Agencies that successfully implement changes to their network establish internal task forces that include representatives from each department.

- Have a clear message about why it's happening: The reason behind the route changes needs to be simple, clear, understood and communicated by staff at all levels of Citilink.

- Communicate with customers: Citilink has a robust communication network and each element of it should be used to communicate the reasons for change and the recommended network changes.

- Meet with riders where they are: Successful implementation requires understanding customer needs, especially in those areas that will see routes moving off one street and on to another. While it requires a commitment, a program of street-level outreach (at bus stops, Central Station and other transit centers, and major public events) in the months and weeks leading up to the change will reduce anxiety and enhance acceptance of changes.

Table 39 documents a capital cost estimate associated with changing the route structure.

While the current funding environment does not support expanding the system by adding routes, adding transit centers or park-and-ride lots, the TDP covers the next 10-year period. In this period there are opportunities for Citilink to work with local and state partners to increase funding. Thus, including estimates of general costs associated with key expansion support investments will provide Citilink with information to use in their work with current and potential funding partners. Table 38 includes planning level cost estimates for key expansion elements.

Table 39. Cost Estimates of Revenue Neutral and Expansion Facilities

Capital Item	Unit Cost	Units	Cost
Revenue Neutral Alternative			
Remove Signs	$50	200	$10,000
Replace Route Badges	$25	800	$20,000
New Bus Stop Signs (Street with Existing Route)	$155	200	$31,000
New Bus Stop Signs (Street without Existing Route)	$205	300	$61,500
Relocate Shelters	$1500	15	$22,500
Update Maps			$5,000
Implementation Marketing			$30,000
Total – Revenue Neutral Alternative			**$180,000**
Future Expansion			
Develop North Hub			$500,000 to $600,000 (Plus Cost of Land)
Park-and-Ride Lot (each)			$425,000 (Assumes 50 spaces at $8500/space

Funding Going Forward

Financial analysis for the transit system is divided into two areas:

- Operating Costs: Encompasses the day-to-day cost of providing fixed route and paratransit service including labor costs for all personnel, benefits for personnel, utilities, insurance, and non-capitalized assets (which are essentially smaller purchases).
- Capital Costs: Capital costs include replacing buses and other vehicles, shelters, transfer hubs, building rehabilitation, and expansion that may be undertaken.

A central theme incorporated into the future service plan element and highlighted in the Existing Conditions section is while overall investment into transit service is increasing by small increments year-to-year, annual funding for fixed route service has been declining since 2014. Thus, most of the increase observed in this period has been invested into Access service. Between 2012 and 2014, dollars invested in both fixed route and paratransit service were increased. However, since 2014 dollars allocated to fixed route service have declined. In the same period, funding for Access/paratransit service has continued to increase. While Access service supports the mobility needs of the most fragile groups in the region, it is also an expensive service carrying less than five percent of total transit ridership. It should be noted Access ridership has grown each year in absolute terms and as a percentage of total ridership.

Table 40 highlights past annual operations expenditures for fixed route and Access services. Figure 34 displays the annual expenditures for fixed route service and paratransit service from 2012 through 2017.

Figure 34. Annual Operating Expenditures (2012 – 2017)

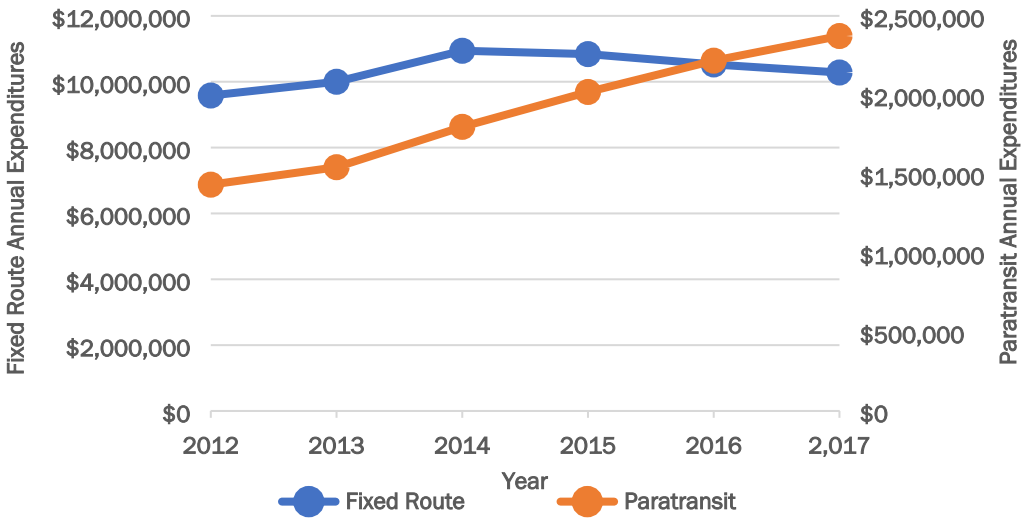


Table 40. Annual Operating Expenditures – 2012-2017

	Year					
Service Area	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**
Combined Fixed Route and Paratransit						
Expenditures	$11,013,527	$11,542,175	$12,738,337	$12,858,017	$12,741,667	$12,652,936
Fares	$1,595,667	$1,818,249	$1,783,853	$1,715,926	$1,657,650	$1,707,869
Operating Expense per Passenger Trip	$5.22	$5.67	$6.21	$6.53	$6.82	$7.11
Operating Expense per Revenue Hour	$89.76	$91.18	$100.34	$101.01	$94.32	$90.12
Fixed Route						
Expenditures	$9,581,432	$9,999,583	$10,940,405	$10,839,411	$10,525,057	$10,280,316
Fares	$1,482,067	$1,688,416	$1,658,945	$1,569,722	$1,501,735	$1,521,133
Operating Expense per Passenger Trip	$4.65	$5.05	$5.48	$5.70	$5.86	$6.06
Operating Expense per Revenue Hour	$92.18	$94.15	$103.37	$103.85	$102.10	$99.61
Paratransit						
Expenditures	$1,432,095	$1,542,592	$1,797,932	$2,018,606	$2,216,610	$2,372,620
Fares	$113,600	$129,833	$124,908	$146,204	$155,915	$186,736
Operating Expense per Passenger Trip	$30.23	$27.31	$33.31	$30.00	$30.68	$28.30
Operating Expense per Revenue Hour	$76.33	$75.67	$85.13	$88.07	$69.27	$63.80

Future Transit Operating Investment

As funding for fixed route service has not increased in the last five years, the look forward must include the question of "are there signals that suggest the foreseeable future will be any different than the current or past conditions?" At the state and local levels there are no indications that support the expectation of growing future funding for operations. Thus, the assumption for the horizon of the 10-year TDP is relatively consistent funding as currently observed. This assumption is applied to both fixed route and paratransit/Access service.

Future Capital Investment

Annually, Citilink and NIRCC coordinate anticipated capital expenditures for transit and include the information in the Transportation Improvement Program (TIP). Service assumptions incorporated into the TIP updating process are the current level of service is the expected level in the future. This assumption is consistent with the Revenue Neutral future service concept presented in the TDP. Thus, capital purchases included in the TIP are incorporated into this section of the transit plan. 0 documents the transit capital investments included in the TIP and represent the following from the TIP:

- Citilink has several federal discretionary grants to complete future capital projects.
- Management continues to explore alternative financing options to ensure financial stability.
- Citilink has bonding authority but has not issued bonds since 1981. There is no expectation Citilink will access their bonding capacity for future capital projects.
- The transit agency has no long-term debt and has completed major capital projects without outside financing.

Table 41. Citilink Capital Capacity from 2020 – 2024 Transportation Improvement Program (TIP)

Year	Federal Capital Carryover	Federal Capital	Federal Capital Available	Local Capital Carryover	Local Cumulative Capital Fund	Local Capital Available	Total Capital Available
2020	$4,608,737	$4,067,223	$8,675,960	$0	$1,000,000	$1,000,000	$9,675,960
2021	$3,468,224	$4,229,912	$7,698,136	$805,000	$0	$805,000	$8,503,136
2022	$3,217,290	$4,399,108	$7,616,398	$591,000	$0	$591,000	$8,207,398
2023	$3,086,558	$4,575,072	$7,661,630	$415,000	$0	$415,000	$8,008,832
2024	$2,994,757	$4,758,075	$7,752,832	$265,000	$0	$265,000	$8,003,832

Year	Federal Capital Available	Deduct Cap/ MTC Comp Paratransit	Federal Capital (5307) Programmed	Federal Capital Carryover	Local Capital Available	Local Capital Programmed	Local Capital Carryover
2020	$8,675,960	$4,427,736	$780,000	$3,469,224	$1,000,000	$195,000	$805,000
2021	$7,698,136	$3,624,846	$856,000	$3,217,290	$0	$214,000	$591,000
2022	$7,616,398	$3,812,840	$704,000	$3,086,558	$0	$176,000	$415,000
2023	$7,661,630	$4,030,873	$636,000	$2,994,757	$0	$159,000	$256,000
2024	$7,752,832	$4,140,106	$632,000	$2,980,724	$0	$158,000	$98,000

Technology

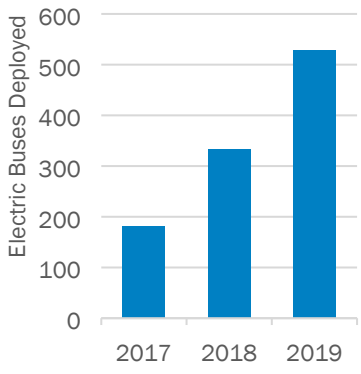
In the past few years, Citilink has been working with the new-age technologies to make transit riding experience pleasant and satisfying. An updated Citilink website and technologies like RouteShout and RouteWatch make it easier for riders to find out schedule information and get real-time bus location to avoid the fear of missing the bus or being at the stop too early. 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. Each of the current technologies employed by Citilink are summarized in the Existing Transit Services and Operations section.

With the adoption of 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. Additional vehicle and service technologies to be monitored for future use in Fort Wayne are outlined in the following section.

Electric Bus Technology

Transit agencies around the United States are purchasing battery-powered electric buses (BEBs) at increasing rates and these trends are expected to accelerate in the coming years. BEBs are powered by battery packs that run an electric motor to turn the wheels, similar to battery-powered electric cars. The batteries are recharged by plug-in chargers using electricity from the transmission grid. Since they do not use gasoline or diesel, BEBs do not produce tailpipe pollution. Thus, BEBs offer a better option than other bus technologies for reducing our greenhouse gas emissions, as well as other harmful pollutants in urban areas.

Modest expansion of BEB deployment has been associated with cost and performance concerns, however, influences of each of these has been shifting. In 2015, a typical 40-foot diesel bus cost about $450,000, while a similar BEB cost approximately $770,000. In 2019, the price differential between diesel and electric buses has narrowed somewhat but remains significant. Lower operating costs of BEBs, however, may make them more economical in the long run than diesel, compressed natural gas (CNG) or hybrid engine buses. Annually, it is about 2.5 times cheaper to power vehicles with electricity rather than diesel, and electricity prices are generally much more stable than diesel prices. The U.S. National Renewable Energy



Electric Buses in Service in US by Year

Laboratory has found that the fuel economy of BEBs is five times higher than that of diesel buses operated on equivalent routes. In addition, maintenance costs for an electric motor is much lower because there are far fewer moving parts than conventional motors and are far more efficient.

The current predominant battery technology for electric buses is lithium-ion. The price of these batteries has dropped 80 percent since 2010 and is projected to drop another 50 percent by 2025. A limiting factor with lithium-ion battery technology is the energy provided per charge is about 150 miles (in most conditions). Using air conditioning and heating reduces the range significantly, which is a substantial influencing condition. Thus, while the fuel economy in dollars is higher for electric vehicles, there are limits to the flexibility as to routes they can reasonably be assigned. Circulator or peak period routes (which are not presently operated in Fort Wayne) are the most practical.

Charging can be done in a few different ways: slowly overnight (which causes the least wear to the battery and other components), by using an overhead charging system, or by using a system that is embedded under the pavement. The latter two methods are much quicker than the first method but tend to degrade the bus components more quickly.

It is estimated that there are currently just over 500 electric buses deployed around country. A report by Bloomberg New Energy Finance estimated that by 2025, half of the world's municipal bus fleet will be electric, and by 2030, 84 percent of new municipal buses sold will be electric[4]. By 2040, 80 percent of the world's city bus fleet will be electric, along with 33 percent of the world's cars. City buses can be well-suited to electric power because they are regularly returned to a central depot where they can be recharged, and they don't operate over long ranges.

Fort Wayne Electric Bus Opportunities

The 2016 Fort Wayne Downtown Blueprint updated the riverfront redevelopment Conceptual Plan included discussion of a possible downtown circulator connecting the recreation and entertainment activities of the riverfront with office uses, entertainment areas and parking opportunities in downtown. Conceptually, a 2.5 mile route would connect Headwaters Park with many of the restaurants and entertainment venues in downtown, including the Grand Wayne Center and Promenade Park. A circulator operating on a 20-minute frequency would log approximately 100 miles in a 12 hour service day. This distance plus travel to/from the Citilink garage is within the single charge daily service distance of an electric bus. As such, if a riverfront-to-downtown circulator is pursued as part of the continued implementation of downtown planning efforts, use of electric bus technology is likely applicable.

[4] Electric Buses in Cities Driving Towards Cleaner Air and Lower CO2 March 29, 2018, Bloomberg New Energy Finance.

Steps to Transitioning to Electric Buses in Fleet

The steps listed below are recommended by the US Public Interest Research Group (October 2019) for agencies interested in including electric buses as a complementary element of the fleet for regular route service:

1. Establish a partnership with the electric utility from an early stage and open a dialogue about goals and interests. Agencies should work with public officials and local utilities to enact a transportation rate for electricity and use rate modeling in the planning process for launching electric bus service.

2. Ensure contracts with the bus manufacturers include provisions to guarantee protection in the event that the vehicles delivered do not perform as promised.

3. Be realistic about the capabilities of electric buses for particular routes and conditions, and study route modeling data to determine the appropriate type of bus for the route.

4. Before going to bid, shadow existing diesel buses with electric vehicles from different vendors and ensure that the bid includes the needs identified in the route study.

5. Invest in as large a fleet as possible as soon as proof of concept can be established. Ensure the availability of additional electrical capacity and build the infrastructure to be able to add more chargers, including on-route charging infrastructure where necessary. The larger the fleet, the greater the potential economies of scale, and the greater the opportunity to demonstrate the vehicles' functionality and desirability.

6. Acquire as much data as possible from agencies already using the technology. Ask agencies where they've been successful, where they've failed, and where they've worked with manufacturers and utilities to find solutions to issues that have arisen.

7. Include environmental and health benefits (for example, the "social cost of carbon") in any evaluation of the costs and benefits of electric buses. Calculations of return on investment should include the total societal cost for the life cycle of an electric bus versus a diesel bus.

Federal Funding for Battery-Electric Powered Buses

Federal grants are being made to rehabilitate and purchase buses to support the transition of the nation's transit fleet to the lowest polluting and most energy efficient transit vehicles. For the last two years, FTA has provided discretionary grant funding to states and direct recipients for the purchase or lease of low- or no-emissions vehicles and related equipment and facilities under FTA's "Low-No" Vehicle Program. This grant program is part of the Bus and Bus Facilities Infrastructure Investment Program. Low- or no-emissions vehicles include electric vehicles as well as vehicles powered by hydrogen fuel cells and hybrids of internal combustion engine and electric powered vehicles. Table 42 outlines key federal funding grants many agencies have used to fund initiating or expanding their electric vehicle fleet.

Table 42. Discretionary Federal Transit Funding

Program	FTA Bus and Bus Facilities	FTA Low or No Emission Vehicle Program	USDOT BUILD Grants
Eligible Applicants	Designated recipients operating fixed route service or that allocate funding to fixed route service; state or local government entities; federally recognized Indian Tribes operating fixed route service eligible to receive direct grants under 5307 and 5311	Designated recipients operating fixed route service or that allocate funding to fixed route service; state or local government entities; federally recognized Indian Tribes operating fixed route service eligible to receive direct grants under 5307 and 5311	State, local and tribal governments, including US territories, transit agencies, port authorities, MPOs, and other political subdivisions of state or local governments
FY 2018 Applicant Success Rate	32%	40%	10%
Federal Funding Forecast	$267 million FAST Act funds plus $300 million (House Bill) or $161 million (Senate Bill)	$55 million in FAST Act plus $29 million (House Bill) or $50 million (Senate)	$750 million (House) or $1 billion (Senate)

Transit Signal Priority

Where the combination of traffic and/or intersection signal density are a major source of delay for transit, and particularly when signal delay is a significant portion of that delay, implementation of transit signal priority (TSP) can substantially delay and improve on-time performance.

Corridors with relatively long signal cycles, or relatively long distances between signals, are good candidates for active TSP. Specific intersections with long signal cycles or that favor the cross street and operate off of the progression of the rest of the corridor provide strong benefits. TSP can reduce transit delay significantly. In some cases, bus travel times have been reduced around 10%, and delay was reduced up to 50% at target intersections.

Transit signal priority (TSP) includes a range of techniques to reduce bus delay at signalized intersections. TSP techniques can generally be classified as active or passive. Passive TSP techniques typically involve optimizing signal timing or coordinating successive signals to create a "green band" along a transit route that buses can take advantage. Passive techniques require no specialized hardware (such as bus detectors and specialized traffic signal controllers) and rely on improving traffic for all vehicles along a bus's route. Active TSP techniques rely on vehicle detection as they approach an intersection and signal intelligence that supports adjusting signal timing dynamically to improve service for the

transit vehicle. Unlike passive techniques, active TSP requires specialized hardware, including:

- A detection with a transmitter on the transit vehicle and one or more receivers (detectors).
- A signal controller that is sophisticated enough to incorporate real-time adjustments.
- Active strategies include:
  - Green Extension: This strategy is used to extend the green interval by up to a preset maximum value if a transit vehicle is approaching. Detectors are located so that any transit vehicle that would just miss the green light ("just" meaning by no more than the specified maximum green extension time) extends the green and is able to clear the intersection rather than waiting through an entire red interval.
  - Early Green (or Red Truncation): This strategy focuses on returning the green to the bus corridor quicker when a bus arrives on red. Conflicting phases are not ended immediately like they are for emergency vehicle preemption systems but are shortened by a predetermined amount.
  - Early Red: If a transit vehicle is approaching during a green interval but is far enough away that the light would change to red by the time it arrives, the green interval is ended early and the conflicting phases are served. The signal can then return to the transit vehicle's phase sooner than it otherwise would. Early red is largely theoretical and is not commonly used in practice.
  - Phase Rotation: The order of phases at the intersection can be shuffled so that transit vehicles arrive during the phase they need.
  - Actuated Transit Phase(s): These are phases that are only called if a transit vehicle is present. These might be seen along streetcar lines or on dedicated bus lanes.
  - Phase Insertion: This strategy allows a signal controller to return to a critical phase more than once in the same cycle if transit vehicles that use that phase are detected.

Candidate corridors in Fort Wayne (signalized, transit route, experience recurring congestion) include:

- Coldwater Road
- Clinton Street
- Jefferson Boulevard
- Hanna Street
- Calhoun Street
- Fairfield Avenue

- IN 930/Lincoln Highway from Fort Wayne to New Haven
- Lima Road
- State Boulevard

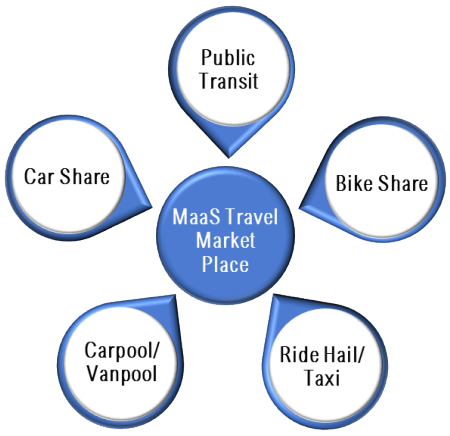
With the current or proposed route density and bus frequency, implementing active TSP in a Fort Wayne as a standalone transit project is not likely warranted. As signal systems are being replaced or upgraded or as corridor rehabilitation is implemented in any of the corridors listed in the provided list, TSP should be evaluated as a transit option. Evaluation criteria for the assessment should include:

- Traffic volume and level of congestion on the transit corridor and cross routes. It is important to understand the relationship with cross route conditions as implementing TSP to support transit will increase wait times on cross routes.
- On-time performance of buses or relationship of bus route length relative to maximum that can be accommodated within the desired frequency and buses assigned.
- Improvement cost.
- Passive versus active concepts. In high transit vehicle corridors (such as near Central Station) consider pre-timed (passive) strategies such as transit signal progressions. On streets with short distances between signals, a low-speed fixed signal timing strategy may confer more benefits to transit and multimodal traffic than active TSP.

Mobility as a Service (MaaS)

The current thinking of how transportation of persons and goods is completed is through models where transportation consists of either scheduled fleets (public transit, taxis, ride hailing) or individually owned vehicles. These widely divergent models may adequately address the needs of most people, there remains a segment of the population that desires the comfort and convenience private ownership provides, but do not want, or cannot afford, to own and/or operate their own vehicle. Over the last five or so years the concept of mobility as a service (MaaS) has begun to emerge in larger cities.

MaaS can essentially be described as a subscription service for transportation that draws from current trip planning methods and integrates the range of modes available in an area. The concept uses an application-based trip planning process similar to ride hailing services such as Uber and Lyft, with the big difference



Mobility as a Service integrates a range of travel options into one location (marketplace)

being all modes of transportation in an area are reviewed in setting up the trip. Modes integrated could be Citilink fixed route or Access service, taxis, and ride hailing service, all accessed through a single application. MaaS is managed as a subscription service that allows customers to choose from different transportation options (only ride hailing, combinations of bus and ride hailing, combinations of rail and bus, etc.) and pay through a monthly or yearly fee or they can be pay-as-you-go.

As decision-makers in Fort Wayne continue to look for opportunities to connect people that cannot or prefer not to use current conventional trip making options, understanding MaaS implementation requirements is critical. These requirements include:

- Need for widespread penetration and availability of smartphones on advanced cellular networks.
- Public and private transportation service providers committed to integrating their services.
- Secure, dynamic, up-to-date information on travel options, fares, schedules.
- Cashless payment systems.

A service that involves a range of providers, both public and private, can be complex from a management perspective. A primary challenge will be developing an integrated fare schedule for trips that involve multiple modes that compensates each provider appropriately for its portion. Future MaaS programs are likely to need an integrated complete trip version of pay-as-you-go, where users pay for the entire trip with pricing integration across modes.

Presently, MaaS has been implemented in a relatively small number of cities in Europe and in the US and is in the very early stages of development. Thus, is not likely an option for near-term implementation in Fort Wayne. However, the concept is new and maturing through deployments in US cities. The opportunities and benefits of MaaS are expected to grow as concepts of autonomous and connected vehicle ideas mature and are implemented. With MaaS, a family can pay monthly subscription to access large vans for college move-in day, bicycles for short daily trips, electric scooters for hot days, and autonomous shuttles to connect to the airport.

Autonomous Vehicles in Public Transit[5]

Technology Overview

"Autonomous vehicles are vehicles that are capable of intelligent motion and action without requiring either a guide to follow or teleporter control."[6] 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 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[7]. 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[8].

There are six levels of autonomous driving[9] as defined by the Society of Automotive Engineers (as shown in Figure 35).

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[5] 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.

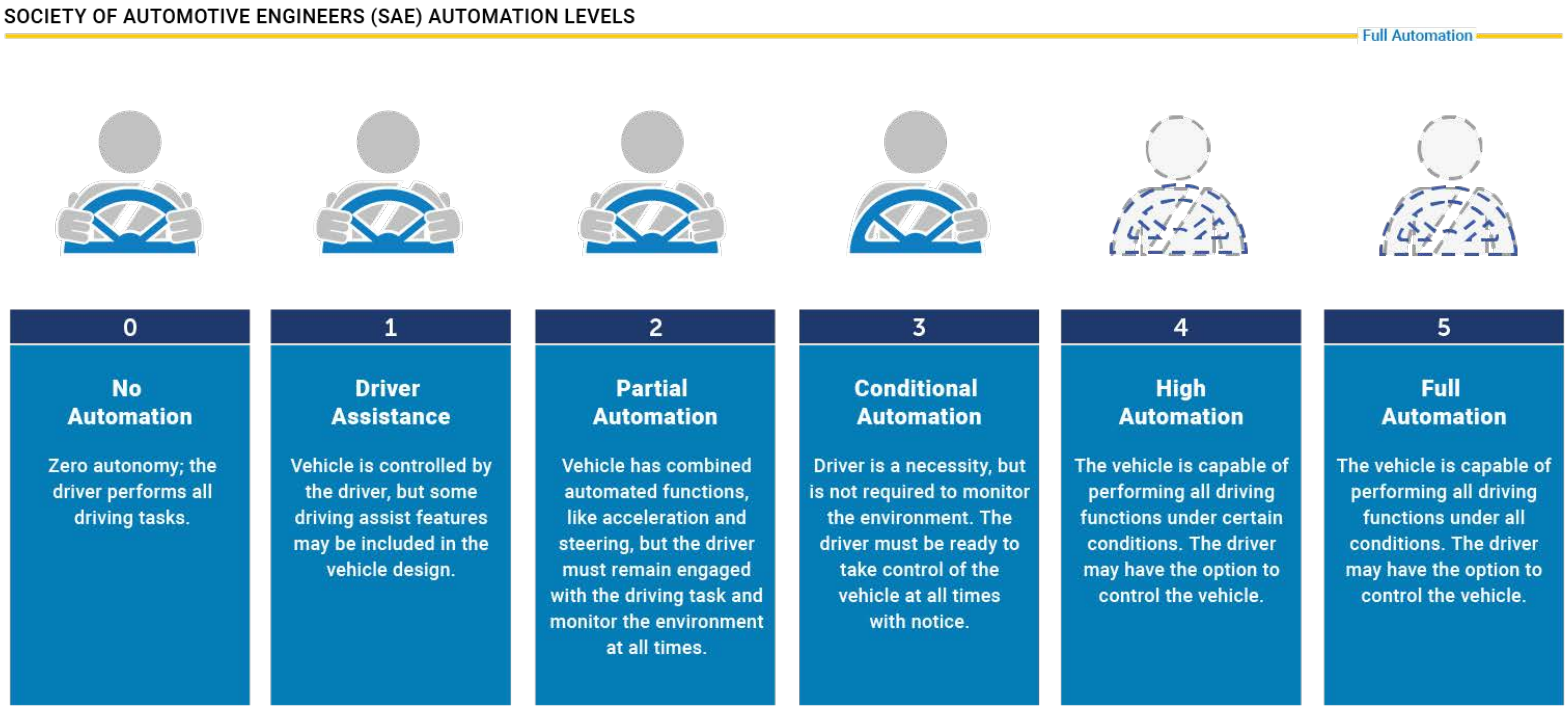
[6] Lozano-Perez, T. (2012). *Autonomous robot vehicles*. Springer Science & Business Media.

[7] 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

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

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

Figure 35. AV Automation Levels



Benefits[10]

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.

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)[11] 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.

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

[11] 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

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 the preservation of jobs and will be critically important to review before AV technology adoption (Gettman et al., 2017)[12].

Land-use

Heinrichs (2016)[13] states that autonomous transit systems may change the urban fabric differently than autonomous private cars. Anderson et al (2016)[14] 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.

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[12] 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

[13] 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

[14] 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

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 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)[15]:

- 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[16]:

- 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

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[15] 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

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

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

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.

Initial and Longer-term Strategies for Adopting AVs and Implementing Programs

Most leading car manufacturers plan on releasing self-driving car models by 2021[17] and Transportation Network Companies (TNCs) like Uber, Lyft, Via, Chariot and Waymo are already testing driverless vehicles in their fleet (just with drivers in them). As the concept of autonomous vehicles is still in the initial stages, it is recommended agencies take an incremental approach to considering the option. Initial stage activities should focus on outreach and actions that do not require a large capital investment in rolling stock and personnel. Thus, the concept of turnkey options in which the vendor provides management, marketing, maintenance and on-street service provides opportunities to test the concept without a large infrastructure and personnel investment. Additionally, as the concept will grow and change, consideration of future concept modification of the concept is warranted.

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

Table 43 documents key considerations for both an initial step and longer-term commitment to autonomous vehicles.

Table 43. Short-Term and Long-Term Strategies for Adoption of AV Technology

Initial Considerations	Long-term Considerations
• 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

Transit Asset Management (TAM) Plan Summary

In 2016, Citilink developed and maintains a Transit Asset Management System (TAMS) to fulfill the requirement of being eligible FTA financial assistance recipient as well as to support efficient and fiscally responsible management of assets. The purpose of the plan is to support effective performance management and TAM can be defined as a "strategic and systematic practice of procuring, operating, inspecting and maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation."[18]

Citilink conducted an inventory of all of its facilities, furniture, fixtures and equipment (FFE) and rolling stock and assigned present-day values (2016) to each item. The TAM for the Fort Wayne Public Transportation Corporation (Citilink) also includes a schedule of replacement of assets. The facility, FFE and rolling stock inventory included both Leesburg Road and Baker Street facilities. As shown in Table 44 and Table 45, four functional (for facilities and FFE) and four physical condition ratings (for rolling stock) were used for assessment of current assets.

Table 44. Functional Condition Ratings[19]

Rating Description	Working Definition
Excellent	The asset exceeds the reasonable requirement based on its intended function
Good	Asset meets most reasonable requirements, but may have some less than optimum characteristics
Adequate	Asset has shortcomings in its ability to support its intended function, but these do not significantly impact the transit performance
Substandard	Asset has shortcomings in its ability to support its intended function that are deemed by the operator to be below the industry standards. These deficiencies impact the efficiency and/or effectiveness of the operation.

[18] FTA, Department of Transportation, 49 CFR Section 625.5,

[19] Citilink Transit Asset Management Plan 2016, page 4.

Table 45. Physical Condition Ratings[20]

Rating Description	Working Definition
Excellent	Brand new, no major problems exist, only routine preventative maintenance
Good	Elements are in good working order, requiring only nominal or infrequent minor repairs (greater than 6 months between minor repairs)
Fair	Requires frequent minor repairs (less than 6 months between repairs) or infrequent major repairs (greater than 6 months between major repairs)
Poor	Requires frequent major repairs (less than 6 months between major repairs)

Citilink recognizes that there are multiple definitions of State-of-Good-Repair (SGR). The APTA State-of-Good-Repair (SGR) Standards Committee has defined SGR as, "a condition in which assets are fit for the purpose for which they were intended." Citilink's strategy for maintaining fleet in a state of good repair is to replace all vehicles when they meet the end of their useful life (measured either in miles or years) with federal and local funds which are allocated for that purpose.

One of Citilink's goals is to continue the acceptable state of good repair of its fleet, facilities, and programs under the fiscal constraints faced by the organization through responsible planning and allocation of funding. Citilink currently has equipment contracts in place or going out through the RFP process keeping Citilink's assets in an acceptable state of good repair. Citilink has also dedicated reserves of local funds to match Federal dollars available to us under MAP 21 and its successor ensuring the assets stay in a state of good repair.

The SGR Rating Scale consists of five ratings as follows:

- Excellent: no visible defects, near new condition
- Good: some slightly defective or deteriorated components
- Adequate: moderately defective or deteriorated components
- Marginal: defective or deteriorated components in need of replacement
- Poor: seriously damaged components in need of immediate repair

The SGR benchmark used by Citilink is 'Good and above' for rolling stock and 'Marginal and above' for facilities including passenger shelters. As an example of efficient use of resources, some rolling stock do not meet or exceed the 'Useful Life Benchmark (ULB)' but

[20] Citilink Transit Asset Management Plan 2016, page 5.

are rated as 'good or above' for SGR rating. The SGR and ULB targets for 2017 through 2019 were also published as part of the TAM plan.

Table 46 below shows the 2016 Rolling Stock ULB and SGR inventory which formed the basis for 2017-2019 targets (2017 targets shown in Table 47). The Citilink TAM Plan and 2017-2019 TAM Targets are included as Appendix 8.

Table 46. Rolling Stock Inventory and Useful Life Benchmark (2016)

Asset Description	Number	Useful Life Benchmark (ULB)	Number At/Exceeding ULB	Percent At/Exceed ULB
Bus Total	31		3	13%
Large Transit Bus	31	14 Years	3	13%
Cutaway Bus Totals	23		18	78%
Medium Bus	3	7 Years	3	100%
Light Bus	20	5 Years	15	75%
Specialized Van Total	5		0	0%
Small Van (5310)	2	6 Years	0	0%
Medium van (531)	3	6 Years	0	0%
Large Van (5310)	0	6 Years	0	0%
Minivan (5310)	0	6 Years	0	0%

Table 47. Rolling Stock Inventory with ULB and SGR (2017)

Asset Description	2017 Percent at/Exceed ULB	2017 Target At/Exceed ULB	Percent in State of Good Repair	Target Percent in State of Good Repair
Buses (Large)	12.5%	12.5%	100%	90%
Cutaway Buses	69.0%	69.0%	100%	90%
Specialized Vans	0.0%	0.0%	100%	90%

As included in the TAMS, an annual evaluation and update of the Transit Asset Management plan will be completed by June 30th of each year resulting in a present-day asset inventory, reflecting any necessary state of good repair strategy adjustments, level of service or performance standard changes, adjustments to any implementation strategies and provide a listing of current available funding. This inventory is necessary to identify assets for replacement early enough to help in budget planning. Each of such assets are then prioritized for specific agency action of replacement, retirement or extension of service in keeping with stated state of good repair strategies. Assets scheduled for extension of service

are given a revised replacement (useful life) date and returned to the year-end asset inventory.

Based on the TAM Plan prioritizing of rolling stock replacement, Allen County's Transportation Improvement Program (TIP) for Year 2020-2024 includes capital purchases using a combination of FTA section 5339 funds and local funds. Table 48 shows the summary of planned fleet replacement. In addition to the capital investments for Citilink's fleet, the TIP also includes operating funds of $192,000 for 2020 with 50 percent local match and capital funds of $238,800 in 2019 with 20 percent local match for four medium transit vehicles with lift.

Table 48. Citilink's Fleet Replacement as Included in Allen County Transportation Improvement Program (TIP) – FY 2020-FY 2024

Description	Estimated Cost	Year	Federal Funds	Local Funds	Priority
4 Replacement Minibus (Access)	$414,118	2020	$352,000	$62,118	1
1 Heavy Duty Replacement Bus	$503,529	2020	$428,000	$75,529	1
2 Heavy Duty Replacement Bus	$1,007,059	2021	$856,000	$151,059	2
1 Heavy Duty Replacement Hybrid Bus	$740,000	2022	$440,000	$300,000	3
3 Replacement Minibus Access	$310,588	2022	$264,000	$46,588	3
1 Heavy Duty Replacement Bus	$503,529	2023	$428,000	$75,529	4
2 Replacement Minibus FLEX	$244,706	2023	$208,000	$36,706	4
1 Heavy Duty Replacement Bus	$517,647	2024	$440,000	$77,647	5
2 Replacement Minibus Access	$225,882	2024	$192,000	$33,882	

Source: Fort Wayne-New Haven-Allen County TIP (FY20-FY24)

Note: The Indiana Department of Transportation (INDOT) and the Northeastern Indiana Regional Coordinating Council (NIRCC) produce a 5-year State Transportation Improvement Program (STIP) and a TIP. However, the Federal Highway Administration (FHWA) and the FTA approve projects four years (2020-2023). The fifth year (FY 2024) is for informational purposes only.

Fort Wayne Citilink

Service Standards

August, 2014

Fort Wayne Citilink Service Standards

Contents

1 Overview

The Fort Wayne Public Transportation Corporation (Citilink) provides fixed route and ADA demand response service (Citilink Access) within the Cities of Fort Wayne, New Haven and adjacent areas.

Citilink is considered by the State of Indiana to be a Group One System (Large Fixed Route System) and serves the Fort Wayne Metropolitan area, the City of New Haven and includes within its existing service area small portions of unincorporated Allen County. Citilink is geographically removed from the other large urban systems in the State of Indiana. As a result, Citilink has encouraged the growth and success of its own transit system to better cater to the distinct needs of the greater Fort Wayne Metropolitan Area (including the City of New Haven) and portions of Allen County which surround both communities. Citilink has successfully served this area as a Public Transportation Corporation since 1968, and continues to be a highly-performing model for other transit agencies across the country to follow.

The Citilink route structure is intended to address transportation needs resulting from a dispersed development pattern with a multi-centered regional transit system that included connections between neighborhoods and communities within the City, New Haven and portions of Allen County. Citilink also provides ADA demand response service for disabled persons who are unable to use fixed route service.

The following standards are meant to be used as a guide for the analysis of existing service provided by Citilink and to provide a framework to evaluate potential new and/or expanded service. **The ultimate goal is to ensure that the service provided by Citilink meets the expectations of both the passengers and taxpayers of the Fort Wayne/New Haven metropolitan area to the greatest extent that available resources allow.**

Citilink is committed to the enforcement of US Dot Title VI regulations which state that no person or group of persons shall be discriminated against with regard to the routing, scheduling or quality of service of transportation provided on the basis of race, color or national origin.

This set of standards consists of three primary components:

Service Design

Service Performance

Service Evaluation

The service design standards provide guidance regarding how Citilink service should be designed and operated, for existing as well as new services. The system performance standards describe how Citilink analyzes its routes to ensure the highest possible level of performance in terms of service effectiveness, efficiency, and quality for customers. The service evaluation process presents Citilink's strategy for analyzing, updating, and communicating its service plans to ensure that it continues to provide service that stays relevant to the needs of the service area.

This document serves as a companion to other local transit planning resources referenced in the appendix.

2 Service Design

Service design standards refer to how transit service is designed, implemented, and operated on the street, from route alignment and stop spacing to frequency and span of service. The standards outlined in this section are not intended to be absolutes, but guidelines for the maintenance and development of an efficient, effective transit network.

2.1 Service Categories

At present, Citilink operates twelve fixed routes, which operate on a set schedule and make local stops. Citilink also operates two deviated fixed routes (Flexlink). Lastly, Citilink Access provides ADA demand response paratransit service.

Based on current operating patterns, Citilink service can be grouped into three categories based on the way the routes operate and the service provided in the transit network:

Table 2.1: Service Categories

Category	Network Role	Citilink Bus Routes
Fixed Route	Serves the greater Fort Wayne/New Haven area, providing service along major and secondary corridors and serving local destinations	Routes 1-10, 15 & 98
Flexlink	Serves the Jefferson/Lutheran Hospital area and the Coldwater Road/Dupont Hospital area	Routes 21 & 22
Access (ADA Demand Response)	Serves the city limits of Fort Wayne and New Haven.	Route & schedule changes based on requests for service

Each category of service may have different standards and expectations based on the types of markets served and the operating protocols required.

2.2 Service Design Standards

In order for Citilink to continue providing the highest quality transit service possible, it is important for service standards to monitor the quality of service provided as well as determine where new services may be appropriate or where services may need to be adjusted and/ or discontinued.

Route Design -The alignment of each route is a key factor in its ability to successfully serve customers' mobility needs. Route design refers to route directness, connections to key origins and destinations, and how the route interfaces with other transit services.

- Direct – Citilink routes should be designed to serve origins and destinations via direct pathways, minimizing out-of-direction movements. This provides a faster trip to attract more customers and fare revenue, while minimizing the cost to provide service.
- Bi-directional – Citilink routes should be predominantly bi-directional in nature. Large one-way loops should be avoided if possible.
- Arterial – bus routes should serve major arterial streets, avoiding smaller neighborhood streets.
- Grid Based – Citilink routes should be designed in a grid-based structure, with higher frequency routes serving major corridors and in most cases connecting at Citilink Central Station, or other transfer centers to facilitate connectivity.

Service area coverage – The service area coverage standard generally defines how transit service will be provided in a certain area. The standard definition for passenger access to fixed route service is ¾ mile from the route. Citilink has a goal for service area coverage of 1/2 mile walking distance of the nearest bus stop. In addition, Citilink is committed to serving, to the extent possible, all major employers, hospitals, schools and public housing within the greater Fort Wayne Metropolitan area.

Population density and automobile availability are often used to calculate service coverage requirements:

Density (persons/sq. mile)

Auto/HH	**Over 5,000**	**2,501-5,000**	**1,000-2,500**	**Under 1,000**
Under 0.40	¼ mi	¼ mi	3/8mi	1/2mi
0.40-0.80	¼ mi	3/8mi	½ mi	1 mi
0.81-1.50	3/8mi	½ mi	1 mi	*
1.51-2.00	½ mi	½ mi	*	*
Over 2.0	1 mi	*	*	*

On average, the City of Fort Wayne has a population density of 2,293.4/sq. mi (2010 Census). The number of automobiles per household is about 1.8 on average. Thus our goal is to have fixed route service available, on average, within ½ mile of most households.

Some industry standards to consider for route spacing when instituting new service are as follows:

- **Medium Density Route Spacing** – in general, ½ mile spacing between routes allows customers a maximum of ¼ mile walk (approximately five minutes) to access service and is an appropriate standard for a system like Citilink serving significant areas which are grid-based.

- **High Density Route Spacing** –where population and employment densities meet or exceed 30 residents or jobs per acre and greater then service may be spaced as closely as ¼ mile between routes.

- **Low Density Route Spacing** – in areas with 10 to 30 residents or jobs per acre service should be spaced no closer than ½ mile between routes except in extraordinary circumstances.

- **Rural Route Spacing** – Areas with fewer than 10 residents or jobs per acre rarely provide enough concentrated transit demand to generate ridership and meet standard Industry performance standards, and will only receive service if significant trip generators or attractors are present or if an independent source of funding is available.

Connectivity – in order to maximize ridership and avoid service duplication, it is important that customers are able to transfer and connect to additional service that takes them to their final destination, either at major hubs such as Citilink Central Station or on-street at existing bus stops. New services should not only be designed as independent routes, but also as an important piece of the overall transit network. A new route may enable convenient transfers with existing services or provide connections between current routes and major destinations ("first mile/last mile" connections).

Designing service to enable convenient transfers allows Citilink to minimize service duplication, since every route does not need to provide a one seat ride to the customer's final destination, within a limited-resource context, minimizing duplication allows for a more effective use of resources.

- Citilink should seek to avoid duplicating (overlapping) its own services to the maximum extent possible, by focusing on providing frequent service on single routes on a corridor rather than providing less frequent service on several overlapping routes.
- Convenient transfers should be facilitated by high frequencies (30 minutes or better is preferred) on major arterial corridors or even lower (15 minutes) for special applications such as University service.

Span of Service – span of service defines how many hours each day a specific route will operate. A longer span of service allows a route to capture more riders throughout the day for a wider variety of trip purposes, but also increases overall costs.

Span of service standards are more important to describe by the type of market/corridor served than by the category of service, as a Local route serving a major regional corridor may have very different span needs than a Local route serving a smaller, secondary corridor. It is also important that the route spans be coordinated with each other to provide necessary connecting services.

Resources permitting, a city the size of Fort Wayne is expected to have service hours to later into the evenings and Sunday service.

Table 2.2: Regular Span of Service

Weekday		Saturday	
START TIME	END TIME	START TIME	END TIME
5:45am	9:30 pm	7:45 am	6:15pm

Service Frequency – service frequency defines how long customers must wait for bus service. With higher frequencies, fewer customers are left waiting for buses at any given time, which helps make the service more attractive to potential riders. At the same time, however, higher frequencies can significantly increase costs by requiring more buses and drivers. The ability of Citilink to offer frequent service is currently constrained by the availability of adequate resources to support this level of service. A city the size of Fort Wayne is expect to offer frequent service headways. Frequent service (which enables customers to use service "spontaneously" without consulting bus schedules) is defined as 15 minute headways or better.

The Bus Fort Wayne Plan establishes a goal and strategy to implement the following service frequency levels:

- Regular routes should operate at a minimum of 30 minutes during peak and 60 minutes (or better) off-peak hours throughout weekdays.
- Should adequate resources become available allowing Citilink to offer more frequent service then rapid/express routes should be structured to operate at 15 minutes or better throughout a majority of the day (evenings & weekends may require less frequent service).

Whenever possible, headways should be designed as "clock-facing" where service operates every 6, 10, 12, 15, 20, or 30 minutes – headways divisible by 60 – where the same times repeat each hour. This makes service easier for customers to remember and use

without consulting schedules. Exceptions are permitted where a route (usually with longer headways) will be operationally inefficient (e.g. require an additional vehicle resource) with a clock-facing headway. Citilink routes meet at Central Station at 15 and 45 minutes after the hour.

Stop Spacing and Placement – this standard involves how far apart bus stops are spaced. Stops spaced further apart allow for higher bus speeds (minimizing travel time for passengers on the bus) but require customers to walk further to access service. Stop spacing standards differ by service type, with rapid/express stops spaced further apart than local service stops. See also Chapter 5 of the Guide for Coordinating Development & Transportation Services for more detail on bus stop placement.

- **Bus Stop Spacing** – For regularly scheduled urban fixed route services, stop spacing from 600 feet up to ¼ mile (roughly 1,300 feet) is desirable. Local service on neighborhood streets can sustain the most closely-spaced stops (since traffic is usually light) while stops on major arterial streets risk introducing unnecessary delay if stops are spaced closer than 1,000 feet. Existing stops with continuously low usage will be subject to review for consolidation with other stops or removal in order to increase service speed and reliability.

- **Stop Placement** – Far-side stop placement (located immediately after an intersection) is recommended wherever possible. Far-side stop placement improves bus speed, with and without transit signal priority, and improves pedestrian and bicycle safety (crossing the street behind instead of in front of the bus). It also maintains a larger amount of curb space available for parking than nearside stop placement.

Corridors with Multiple Service Types

The Fort Wayne Public Transportation Corporation, operating as Citilink, provides several types of service: Fixed route (including MedLink & campusLink), point deviation (Flexlink), and demand response (Access) services. Several Citilink routes are considered circulator routes that provide service in a geographic area but connect to the system via other routes that meet at the downtown Central Station (Southeast local, MedLink, campusLink & Flex routes). Due primarily to routing restrictions, several fixed routes overlap along segments of the routes. Multiple service options on these corridors allows for convenient transfers and extends Citilink service geographically into areas where it would be difficult to serve and maintain current headways using the wheel and spoke service construction of the majority of Citilink system.

- **Performance**. Operating multiple service types requires a significant investment in resources and should only be implemented on very high-performing corridors or in cases where by operating multiple service types extends the geographic

coverage of the Citilink service area.

- Major Stops. Corridors which have several high-volume stops interspersed with lower volume stops are good candidates for rapid/express service, as the express service can serve a majority of ridership by making only the major stops.

Vehicle Assignment

The Citilink fleet contains sub fleets that are assigned by service type as follows:

- 40-foot buses- Currently Citilink has four 40-foot buses on order with delivery expected sometime in the first two quarters of 2015. Four additional 40' coaches will be delivered in 2016, 17 and 18. As these new buses come on line they will be assigned to higher ridership fixed routes.

- 35-foot buses- the majority of the current Citilink fleet consists of 35 foot buses which are assigned to regular routes without regard to the ridership levels of individual routes. The fleet contains 29- 35 foot buses of which 14 are Hybrids, 12 are straight diesel low floor coaches and 3 are older low floor buses held in the reserve fleet in anticipation of new service.

- 30-foot buses - Citilink currently has four (4) 30-foot buses which are assigned to regular routes without regard to the ridership levels of individual routes. These coaches will be replaced in 2015 with new 40 foot hybrid coaches and retired from service.

- 29-foot Medium duty motor coaches. Citilink currently has three (3) 29-foot medium duty coaches which are assigned to a specialized university service (campusLink) and utilized specifically for that service only.

- 24-foot light duty deviated fixed route buses. Citilink currently has six (6) 24-foot light duty coaches which are assigned to the Flexlink service and the Route 5 Southeast Local circulator and utilized specifically for that service and as spares for the campusLink service.

- 24-foot light duty ADA (Access). Citilink currently has thirteen (13) 24-foot light duty coaches which are assigned for the provision of ADA curb to curb demand response service to qualified individuals.

Bus Stop Amenities

Table 4: Amenities Based On Ridership

Citilink has limited control over bus stop amenities. In theory, these amenities are

based on volume of activity (total number of average daily boardings). Citilink has previously defined a high use bus stop as 50 boardings/day. Bus stops with more than 25 passenger boardings on a daily basis should have a bus shelter. Benches should be provided at bus stops with more than 15 passengers/day.

Bus stop signs & markers are installed, at Citilink's request, through a contract with the City of Fort Wayne Street Department. Most of the bus shelters are placed and maintained through a City of Fort Wayne Public Works Department contract with a private outdoor media advertising provider. Citilink has placed and is responsible for nine shelters and four transfer centers; including our Central Station. The City of Fort Wayne is responsible for sidewalk placement and maintenance, curb cuts, etc. The Walk Fort Wayne Plan identifies priority improvements and Citilink staff involved in the development of this plan. The City of Fort Wayne PROWAG implementation plan also provides strategies on making ADA improvements to right of way infrastructure (link).

Due to the rapid changes taking place in how transit customers obtain information, Citilink seeks to provide real time information to customers via computer & mobile devices. Bus stop location information is available on the Allen County I-Map system, Route Shout mobile app, as well as Google Transit.

3 Service Performance

Service performance standards are necessary to ensure that all services are fulfilling their roles in the transit network and contributing to the overall financial sustainability of Citilink. Performance should be measured regularly in order to identify trends over time and to allow prompt changes to be enacted if necessary. Performance standards help ensure that Citilink services are useful to customers as well as cost effective for the agency.

3.1 Service Measures

Service performance may be measured using a number of industry best practice key performance indicators. These fall into two distinct groups, the first focused on efficiency and effectiveness, the second on service quality:

- Efficiency and Effectiveness:
  - Passengers per Revenue Mile
  - Passengers per Revenue Hour
  - Farebox Recovery
  - Cost per Passenger Trip

- Service Quality:
  - On-time Performance (reliability)
  - Passenger Load Factor (overloading)

Efficiency and Effectiveness Measures

There are a number of external factors such as gasoline price, enrollment at local Universities, and state of the economy that are fairly volatile and also substantially influential regarding our expectations for key performance metrics. For that reason, while Citilink does set minimum and maximum standards for performance, the service is to be primarily measured against the mean for the system. In this way, the merits of individual routes can be accurately measured, while regulating for the effects of external factors influencing overall ridership.

- **Passengers per Revenue Hour (PPH)** measures service effectiveness or productivity based on ridership (unlinked boardings) generated each hour of service operated. Current Citilink route level performance for this metric rages from approximately 4 to 30 passengers per hour for weekday service.

  Three (3) passenger boardings per weekday revenue vehicle hour is the expected minimum threshold required to justify service. Some seasonal fluctuation in performance is to be expected, as ridership to schools and colleges may be lower during the summer, and recreational ridership may be higher. Per the service evaluation process, service performance should be reviewed quarterly but major service change decisions should be based on annual data.

- **Passengers per Revenue Mile (PPM)** – this indicator is a measure of raw passenger generation per mile that the bus operates, which does not account for differences in service speed (unlike Passengers Per revenue Hour). Current Citilink bus route level performance for this metric range from 1 to 8 passengers per revenue mile for weekday service. The expected minimum threshold for passenger boardings per weekday revenue vehicle mile is two (2) boardings per mile.

- **Farebox Recovery** – measures the amount of service operating cost that is recouped through farebox revenue, and is expressed as a percentage. The higher the percentage, the higher the amount of cost that is covered by farebox revenue. Routes which carry more riders per the amount of service investment will have a higher farebox recovery. Farebox recovery takes into account the cost of operation, the number of riders, and fare based revenue collections. The expected minimum overall farebox recovery ratio for Citilink fixed route service is 12%.

- **Cost per Passenger Trip** – This measures the cost to provide service on a per-passenger boarding basis. Routes which carry more people per the amount of service investment will have a lower cost per passenger trip, since operating costs are largely driven by revenue hours, evaluating routes on a cost per passenger boarding basis will yield similar results to the passengers per revenue hour analysis – however, cost per passenger boarding can take into account cost sharing or other funding relationships that may reduce subsidy. If routes do not meet minimum expectations for the other indicators above, they must meet cost per passenger boarding expectations to continue operation. Expected maximum cost per passenger trip - $5.00.

- **Composite of Efficiency and Effectiveness Measures** – The weakness of individual measures of performance is that some routes may perform poorly on certain measures even though the bus performs well on other measures. Each of the four efficiency and effectiveness measures gives valuable insight into performance. Looking at these measures as blend of values gives a more measured and balanced overall look at the performance of each route against system averages.

Service Quality Measures

- **On-Time Performance** – An on-time performance standard defines a minimum threshold that Citilink should meet regarding the percentage of total daily trips that are recorded as on-time. On-time performance reflects both the quality and reliability of service, which can affect whether or not people choose to use transit. Citilink defines "on time" as one minute early to 5 minutes late at each time point, disregarding early arrivals at the final time point. The goal of 85% on-time performance system-wide is a common industry standard, which allows for some level of service variability while maintaining the reasonable expectation of reliability for customers. Citilink has set a higher standard of 90% for fixed route and 95% for Citilink Access service.

- **Passenger Load Factor** – Passenger loads refers to how many people are on the bus at any given moment compared to its capacity both seated and standing. If passenger loads are high resulting in overcrowded conditions (90% of seating capacity &/or 80% of total capacity), additional service may need to be required to address the issue. Overcrowding may be a result of high ridership performance, and should therefore be evaluated in the context of not merely relieving crowded vehicles but providing higher service levels overall. Sustained crowding (e.g. not merely one or two trips per day) of approximately 130% of

seated capacity should be evaluated for the need to provide increased frequency. Citilink determines load factor based upon a boarding and alighting survey every three years per NTD reporting guidelines with a maximum load factor of 88.57%. None of our current routes are experiencing overcrowded conditions. Automatic passenger counters would assist in the analysis of this factor.

Relative Service Effectiveness Measures and Corrective Action Guidelines

Along with minimum performance standards, routes will be evaluated in comparison with each other for service efficiency and effectiveness. Citilink will derive the system wide average for each metric and determine how each route performs compared with the system average. For example, if the system wide average is 10 passengers per revenue hour, and one route generates 5 passengers per revenue hour, that route performs at 50% of system average.

Based on percentage of system average, the routes will be evaluated within the following categories:

- High-performing service: 150% of system average or better
- Average-performance service: between 51% and 149% of system average
- Low-performing service: 50% of system average and below;

The sections below contain action plans for routes falling into the categories described above. Routes in the low and high categories may warrant more intensive actions, while routes towards the middle are adequately fulfilling their roles in the network. Routes in the cusps of each category maybe subject to the actions in the neighboring category based on the best judgment of Citilink. **Increasing service levels and/or introducing new/additional service is subject to budgetary constraints.**

- **High-Performing Service (150 percent or higher of score average**). Routes ranking in this category suggest the need for greater investment, as high performance may signal overloading and passing passengers by due to capacity issues, as well as the presence of significant latent demand.

  Actions for high-performing routes include:

  - **Increase service levels:** in order to maintain a high quality of service, it is important to prevent significant overcrowding on vehicles. Increasing service levels by adjusting the service's frequency, span, or days of week served can help to alleviate this issue, as well as make service more attractive to a wider pool of potential customers, including those that currently drive. High frequencies provide dependable service with minimal waits, encouraging passengers to arrive

randomly without consulting a schedule.

– **Introduce additional service types (Express):** High-performing corridors may warrant the upgraded service quality of express bus service with Local service underlays. Very high-performing corridors will be analyzed for the need to introduce new rapid or express service.

This category of routes constitutes the top-performing tier of the entire Citilink system and essentially the system's flagship service. It is very important to maintain a high-quality level of service as well as to continue further investment. It is important to monitor these routes and make investments in key areas that are aimed at further improving overall service.

- **Average-Performing Service (51 to 149 percent of score average**) routes in this category are adequately fulfilling their roles in the transit network, and no Corrective Action is required. These routes will be monitored on an ongoing basis to determine whether their performance improves, decreases, or remains steady. While no particular action is necessary, ranking in this category does not preclude service adjustments at the discretion of Citilink.

  Actions for average-performing routes include:

  - **Segment Analysis:** Routes in this category perform well as a whole. Their average performance may point to conditions where performance is consistent equally throughout their length or conditions where there may be segments of very high and also low performance. Routes in this category should undergo a trip-by-trip or segment-level analysis to determine whether they are average overall, or include trips or segments which fall into the more extreme categories. Segments which would be considered low or very high performers are subject to the actions detailed in those sections.

- **Low-Performing Routes** (50 percent or lower of system average) If a bus route is found to be "low performing" (ranks at or below 50% of the system average) on three or more of the five efficiency and effectiveness metrics listed in section 3.1 annually, the service is subject to a **Corrective Action Plan**. Routes which rank within this category will be reviewed to determine their potential for improvement. Corrective actions include any and all of the following based on the best judgment of Citilink. Routes in this category may still meet expected minimum performance standards as identified above, however; there may be room for improvement. Low performing routes may be continued in whole, or part, based on policy provisions, regardless of their overall performance. Examples include but are not limited to; route specific funding sources or commitments to serve certain geographic area or target markets.

Actions for low-performing routes include:

- **Segment Level Analysis**: A segment level analysis of a low-performing service may highlight a specific portion of the route that significantly reduces the overall performance, causing it to perform below the standard for its service class. If a low-performing segment is identified, it can be modified to attempt to raise productivity for the route as a whole. If the results of a segment level analysis turn out to be inconclusive, however, modifications to the entire route should be considered.

- **Operational Analysis**: often the difference between meeting and failing minimum performance standards is one of vehicle resources. Realigning service to cover only critical segments or eliminating unnecessary delay (e.g. deviations) are ways to reduce travel time and save resources, thereby raising performance levels.

- **Change in Service Levels:** Adjusting the service levels of a low-performing route – by any combination of frequency, span, or day of week changes – may help to tailor the transit product to its market, and subsequently increase productivity.

- **Cost Sharing:** exploring cost sharing or public-private partnerships can reduce the amount of subsidy required on low-performing services. This is applicable for routes which do not meet minimum performance standards yet serve a need identified by businesses, schools, attractions, or other organizations that may be willing to assist with funding operations in order to continue service. Routes that have cost sharing relationships will still need to meet least average performing standards on at least two other metrics in order to avoid further corrective action.

- **Targeted Marketing:** Marketing tactics can help to raise the public awareness of a route in need of remedial action. Poor ridership may be a result of a lack of public knowledge regarding a specific route; investing in targeted marketing may address this issue. This is especially the case for concentrated market groups like employment centers, shopping districts, schools, hospitals, agencies, and other major destinations.

- **Rider Outreach:** onboard surveys and rider interviews are methods for gaining valuable information on how a route can be improved. These methods can reveal information about popular destinations that a route may bypass, or other aspects of a service that may be holding back ridership growth.

Using this information, Citilink will create a Corrective Action Plan for improving performance of underachieving routes. The Corrective Action Plan will be formally implemented in the next feasible service change window, given the limitations in

place regarding public process, public hearing (if required), and annual service change calendar.

Once a Corrective Action Plan and implemented, the route must meet average performing or high performing standards on at least three of the five efficiency and effectiveness metrics for at least one quarter within the first four successive quarters after implementation of the plan or face further action. Once a route reaches at least average performance on three of the five efficiency and effectiveness metrics for at least one quarter, the process of Corrective Action is deemed concluded, and any subsequent low performance is treated as a new event.

- **Discontinuation:** this is the final option for a low-performing route that does not meet minimum performance standards for at least four successive quarters. It can be applied to a route segment or the route as a whole. If none of the aforementioned Corrective Actions are successful in raising productivity to average or high performing in at least three of the five efficiency and effectiveness metrics shown above, discontinuation may be necessary to ensure effective use of resources; unless there are overriding policy considerations for the continuation of the route regardless of its performance. Corrective Actions shall be in action for at least four successive quarters before service is discontinued, except in extreme or unforeseen circumstances. The effects on the routes' transit-dependent riders will be considered when discontinuation is an option.

4 Service Evaluation

The service evaluation process is conducted in order to ensure the continued performance of individual services, as well as the overall network. This evaluation is intended to improve service design and productivity within categories, which is important to ensure that Citilink offers a consistent system that is easy for customers to use and easy to promote, manage, and administer.

4.1 Data Needs for Service Evaluation Process

The performance measures discussed above require the regular collection and updating of the following data sources:

- **Ridership:** total number of boardings by route and weekdays will be collected monthly. Through regular collection of ridership data, trends over time can be examined.

- **Revenue:** the amount of income generated on a route-by-route basis will be gathered monthly.

- **Resources:** the number of vehicles, revenue miles, and revenue hours per route by day of the week will be collected from Citilink scheduling information and reported monthly.

- **Costs:** the cost of providing service will be up-dated on an annual basis for each type of service on a marginal and fixed cost basis.

- **On-Time Performance:** Departure times at each time point (and arrival at final time point) are collected by sampling performed by street supervisors, both on the street and using the Route Match vehicle tracking system. Citilink Access on time performance is tracked using the Mobilitat Easy Rides scheduling system.

- **Community Considerations:** The locations of senior, disabled, and lower-income populations are important to consider in transit service planning in order to ensure that these groups are provided with mobility within the region. This information is available via US Census or American Community survey data. Census tracts with concentrations of minority or low-income populations above the service area average are covered by Title VI regulations. Likewise, the presence of medical facilities, nursing homes, and other community services are given consideration to ensure that these facilities are connected with the communities they serve. This data is collected through cooperation with local planning and development agencies.

- **Business Arrangements:** Existing or proposed arrangements with employers, educational institutions, and government entities are considered when evaluating route performance. For cost sharing arrangements, the amount of subsidy provided to operate service will be considered, as well as any conditions on that subsidy. Any cost sharing should be noted in the cost per passenger boarding metric to assure that service cost is represented accurately when determining performance levels.

4.2 Service Evaluation Schedule

Route Performance Analysis – on a monthly schedule, service performance measures will be reviewed according to the metrics and standards outlined below.

The report will include the following:

Key Performance Indicators:

- Passengers per revenue Hour
- Passengers per revenue Mile
- Farebox recovery

- Cost per Passenger Boarding
- On time performance by route

4.3 Public Input & Review

During any substantial changes to service (alignment or significant schedule changes), customer, public, and employee input on recommendations resulting from service evaluation are actively sought. Current Citilink policy requires a public hearing prior to:

- Any permanent change that increases fares on the Citilink's service.
- A twenty-five percent (25%) or more reduction of the number of daily transit revenue vehicles miles of a route; i.e., the total number of miles operated by all vehicles in revenue service for a particular day of the week on an individual route.
- A twenty-five percent (25%) or more reduction of the number of transit route miles of a route; i.e., the total mileage covered during one round trip by a vehicle in revenue service on a particular route.
- Proposed introduction of a new route.

Detailed information on Citilink public hearing procedures are contained in Citilink "Public Hearing Procedures for Major Service or Fare Changes", attached as Appendix A. In addition to the public hearing process, Citilink employs various outreach methods including:

- Publication on website
- Information posted on buses
- Public meetings in various parts of the Citilink service area
- Notices to public officials, key stakeholders, and community groups
- targeted surveys to riders of affected services
- E-communications to self-identified Citilink passengers (those who provide contact information)
- "Ambassador" personnel stationed at Citilink Central Station to discuss service changes with customers

Citilink will conduct public outreach one month or more prior to a significant route change, depending on the amount of service impacted. Customers, stakeholders, and

the general public are invited to provide comment through the Citilink website, at public meetings, through surveys, or at public hearings. Overall, Citilink will follow public outreach policy shown in Appendix A.

4.4 New Service Evaluation

As development patterns change and population centers shift – and as transit options for the Fort Wayne Metropolitan Area are expanded, Citilink will analyze the need for new services using the criteria listed below. New services or improvements to existing services are evaluated with respect to design standards and consistency with adopted policy principles. Service investment decisions can provide incentives for community support of transit in policy, funding, zoning, and site design.

Planning and implementing new transit service requires an examination of certain characteristics of the proposed service area. The densities and demographic characteristics of a given service area, as well as destinations served and integration with the surrounding transit network, are key parts of transit success. It is important to note that new service implementation is not dependent on any one factor below, but arises from a combination of each of these factors. To determine whether an area warrants new transit service, Citilink will analyze the following characteristics of a proposed service area:

- **Population and Employment Density:** A minimum level of density (approximately 10 people or jobs per acre) needs to be present in a given area to support regular bus service. In general, higher density areas are more conducive to effective bus service than low density areas due to greater demand and potential ridership. Density of the proposed new service area will be compared to the densities of existing service areas.

- **Transit Inclined Populations:** Certain demographic groups are more inclined to use transit than others such as seniors, the disabled, students, low-income individuals, Millennials and households without automobiles. In assessing an area's demand for transit service it is be important to examine the presence of these demographics groups and whether any unmet needs are present. Census tracts with concentrations of minority or low-income populations above the service area average are covered by Title VI regulations. While Title VI areas are not in themselves a warrant for service, they should be considered as part of the decision- making process.

- **Transit Demand Management:** Schools and businesses may offer subsidized transit passes, and other programs to encourage their constituents to avoid driving single-occupant automobiles. Depending on the program features, these conditions can lead to an increased demand for transit.

- **Key Destinations:** Connecting residents with key destinations such as employment centers, hospitals, schools, shopping, and entertainment is a key factor in designing transit service. Key destinations are those defined as generating at least 150 daily passenger boardings.

- **Network Integration:** Any new service should avoid duplicating existing service and should link into the existing transit network in a logical manner to ensure that connections to other routes and services provide attractive linked journeys.

- **Projected Performance:** in order to ensure continued maintenance or improvement of Citilink service productivity, new routes should be projected to perform at levels that meet or exceed the system average based on the metrics outlined in the service performance section.

- **Title VI and Environmental Justice:** Citilink complies with all United States Department of Transportation (Us Dot) Title VI guidelines and prepares regularly scheduled Title VI reports. When evaluating potential service or fare changes, Citilink will evaluate the effects of the changes to discover if there are disproportionate impacts to low-income or minority populations. Title VI prohibit recipients of Federal financial assistance (e.g., states, local governments, transit providers) from discriminating on the basis of race, color, or national origin in their programs or activities.

New services are dependent on budget availability and can only be initiated when funding allows, either through resource reallocation, additional fare revenue, or new outside funding. Priority will be given to new service that is independently supported by new outside revenue. Introduction of new services are subject to a trial period of one year to meet minimum performance standards commensurate with service category using the following process.

New services will be examined quarterly to assess whether they are meeting the minimum service efficiency and effectiveness metrics. If at the conclusion of the first three successive complete quarters after implementation, or any time thereafter, the service is found to be "low performing" (ranks at or below 50% of the system average) on three or more of the five efficiency and effectiveness metrics listed in section 3.1 for three or more quarters in a row, the service is subject to a corrective action plan and subsequent outcomes as discussed in section 3.1.

Conclusion

Citilink is proud to be a trusted partner in mobility in the Greater Fort Wayne/New Haven Metropolitan Area. By setting clear standards for service design, performance, and evaluation, Citilink is committing itself to providing the most effective and efficient transit service possible, with full accountability to those it serves. Through the use of these standards, Citilink ensures that it will continue to provide a transparent and inclusive process in its decision making. Through our interaction with our stakeholders and the community at large, it is our expectation that this document will continue to evolve and adapt to the changing needs of the greater Fort Wayne/New Haven Metropolitan Area.

5 Appendices

Appendix A - Citilink Amenity Placement Procedures

Amenity Placement Procedures:
1. Citilink will solicit/receive amenity requests from passengers/drivers/ general public
2. All requests will be referred to Asst. General Manager
3. Request will be checked against current relevant amenity inventory – bus stop, bus shelter, etc.
4. Asst. General Manager will determine viability of request based upon relevant factors:
a. Availability of existing amenity in proximity to the request
b. Resources necessary to fulfill request
c. Resources necessary to maintain request
d. Availability of resources
5. Asst. General Manager will accept, defer or deny request as appropriate
6. Asst. General Manager will notify requester of the status of their request
7. Citilink will attempt to complete the amenity placement process within 10 days of receipt of request

Shelter placement criteria:
The following locations will be considered for shelter placement - all locations must be approved by City Traffic Engineer/Right of Way:
1. Locations with 50 or more boardings/day per Citilink service standards
2. Locations serving elderly and/or persons with disabilities
3. Locations requested by the Community

Appendix B – Related Planning Documents

Citilink Transportation Development Plan (TDP)
http://www.fwcitilink.com/pdfs/Citilink_TDP_Update_Final_Report.pdf

City of Fort Wayne Active Transportation Plans:

Bus Fort Wayne Plan
http://www.fwcitilink.com/bus_fort_wayne_plan.htm

Bike Fort Wayne Plan
http://www.fwcommunitydevelopment.org/images/community_planning/docs/bike/Bike_Fort_Wayne_Plan.pdf

Walk Fort Wayne Plan
http://www.fwcommunitydevelopment.org/images/community_planning/docs/WalkFW_PLAN_Web1.pdf

Coordinated Public Transit Human Services Transportation Plan
http://www.planyourcommunity.org/images/stories/files/plan-it%20allen!%20compplan-web.pdf

Coordinating Development and Transportation Services: A Guide for Developers, Engineers, and Planners
http://www.nircc.com/user/image/coordinatingdevelopmentandtransportationservicesguide2014revisionfinal.pdf

ADA/PROWAG Compliance Plan for the City of Fort Wayne – Includes Citilink
http://www.cityoffortwayne.org/ada-compliance.html

801 Leesburg Road * Fort Wayne, Indiana 46808 * Phone: 260-432-4977 * Fax: 260-436-7729 * www.fwcitilink.com

DISRUPTIVE PASSENGER CONDUCT POLICY

PURPOSE

The Fort Wayne Public Transportation Corporation (Citilink) provides public transportation that is open to all members of the public, without regard to race, color, sex, religion, disability, age, national origin, pregnancy, gender identity, sexual orientation, income level, language or any other personal factor ("Personal Characteristics").

This policy has been established to protect the continuing safe operation of the transit system, as well as the welfare, safety, and comfort for the public riding Citilink vehicles and on Citilink properties.

CONDUCT

Citilink reserves the right to suspend a passenger's riding privileges, for conduct that is or becomes extremely offensive, disruptive, and/or threatens the safety of passengers, drivers, community, or operations. Examples of this behavior include, but are not limited to:

- Failure to comply with Citilink policies.
- Smoking, vaping, chewing, or using smokeless tobacco in restricted areas.
- Soliciting, panhandling, or loitering.
- Using offensive, insulting, disrespectful, or profane language.
- Loud, vulgar, abusive, or disruptive behavior.
- Possession and/or use of open alcoholic containers or drugs.
- Any illegal activity that is prohibited by law.
- Verbal or written comments towards other(s) that intimidate, mistreat, abuse, harass, or threaten.
- Failure to follow specific safety instruction, rule, procedure, or law.
- Destroying or vandalizing Citilink facilities or property.
- Relieving oneself, defecating, spitting, or demonstrating other public hazards.
- Displaying a weapon or hazardous materials in a threatening manner.
- Demonstrating physical or sexual behavior toward a passenger or employee that is unwelcome, threatening, or violent.

DISCIPLINE

Disruptive passengers will be handled in the following manner. Citilink reserves the right to determine the first course of action dependent on the severity of the incident:

- Warning:
  - Failure to comply with Citilink policies.
  - Smoking, vaping, chewing, or using smokeless tobacco in restricted areas.

- Soliciting, panhandling, or loitering.

- One-Day Suspension:
  - Multiple warnings regarding violations of the Disruptive Passenger Conduct Policy.
  - Using offensive, insulting, disrespectful, or profane language.
  - Loud, vulgar, abusive, or disruptive behavior.
  - Possession and/or use of open alcoholic containers or drugs

- One-Week Suspension:
  - An escalation or repetition of the above behaviors, despite previous warnings or suspensions.

- One-Month Suspension:
  - An escalation or repetition of the above behaviors, despite previous warnings or suspensions.

- Six-Month Suspension:
  - An escalation or repetition of the above behaviors, despite previous warnings or suspensions.
  - Any illegal activity that is prohibited by law.
  - Verbal or written comments towards other(s) that intimidate, mistreat, abuse, harass, or threaten.
  - Failure to follow specific safety instruction, rule, procedure, or law.
  - Destroying or vandalizing Citilink facilities or property.
  - Relieving oneself, defecating, spitting, or demonstrating other public hazards.

- One-Year Suspension:
  - An escalation or repetition of the above behaviors, despite previous warnings or suspensions.
  - Displaying a weapon or hazardous materials in a threatening manner.
  - Demonstrating physical or sexual behavior toward a passenger or employee that is unwelcome, threatening, or violent.

Repeat misconduct or severe offenses (even a single isolated event) may result in an individual's transportation privileges being suspended for up to one year. Additional violations after a one-year suspension may lead to a prolonged suspension of service.

APPEAL

A passenger who has been issued a suspension may appeal the denial of service by submitting a written request for appeal to:

Citilink
Attn: General Manager
801 Leesburg Road
Fort Wayne, IN 46808

The written request must be received by Citilink within thirty (30) days of receiving the Suspension Notice. The General Manager (or designee) will decide within thirty (30) days of the appeal request. If necessary, the passenger will be provided with transportation to meet with the General Manager (or designee) to present their appeal.

DISRUPTIVE PASSENGER CONDUCT PROCEDURES

HOW TO MANAGE A DISRUPTIVE PASSENGER

Staff may approach and question a passenger who appears to be or may become disruptive. If an employee feels unsafe approaching a passenger, they should seek assistance from another employee, supervisor, manager, or security.

When dealing with the disruptive passenger, employees should:

- Remain friendly and calm in addressing the passenger.
- Identify yourself as a Citilink employee.
- Do not touch the passenger.
- Discuss the issue with the passenger away from other passengers, if possible.
- Refer to or give a copy of Citilink's *Disruptive Passenger Conduct Policy* to the passenger, if needed.
- If the passenger becomes abusive or aggressive, call the police.

HOW TO RESPOND TO A DISRUPTIVE BEHAVIOR COMPLAINT

Employees must be consistent and respectful in their treatment of passengers. No passenger shall receive special treatment for the disruptive behavior. All complaints concerning passenger behavior should be taken seriously. If a complaint of disruptive behavior is reported to an employee but not observed, the employee may approach the passenger to discuss, if he/she feels safe. In events of harassment, threats, or violence, an employee must contact the supervisor immediately. An employee must call 911 immediately if they observe or receive a report of a passenger's actions presenting an imminent danger to the life or safety of him/herself or others.

ESCALATED BEHAVIORS AND VIOLATIONS

The following points show how an employee should handle a dangerous or potentially dangerous situation:

- If the disruptive behavior of a passenger persists after an employee has verbalized a

warning and/or the employee is trying not to escalate a potentially dangerous situation, they should request the help of a supervisor using the designated code words.

- If any illegal behavior, including harassment and threats of violence, is witnessed, it should be taken seriously, and a call should be made to the police.
- Staff should never hesitate to call the police if they believe their safety and/or the safety of others is at risk.
- Employees should call 911 in the event of emergency or imminent danger and detail the following:
    - Identify yourself and give a specific location.
    - State the request "(in need of an officer, EMS, etc.).
    - Give a clear and concise description of the situation to the dispatcher. They will ask if they need further details.
    - Make sure to include names, if you know them, and descriptions of the passengers.
    - If the passenger leaves before the police arrive, provide details as to which direction they went. DO NOT follow the person(s).

WARNING AND SUSPENSION PROCEDURE

Citilink mission is "Linking People to Life," and we do so by providing safe, courteous, and dependable transportation to the community. We prioritize the health and well-being of our customers and the people around us and are careful to protect ourselves and others from danger and injury. When a passenger is disruptive and hinders our ability to serve our mission, they may be warned or suspended. Verbal warnings and suspensions should be witnessed by another Citilink employee when possible.

Educating passengers about the Disruptive Passenger Conduct policy is the first step in addressing a disruptive situation. Communication will be made to passengers about the consequences of not aligning behavior with the policy. Employees must alert supervisors and Safety of any warnings. They should continue to monitor the passenger for corrected behavior.

A warning is not necessary for each kind of disruptive behavior. For example, if a staff person warns someone about being loud and then the same passenger is warned for panhandling, that is the second warning. Additional violations may result in the passenger being suspended.

Any conduct threatening the life or safety of any person and/or damaging Citilink property, will result in immediate suspension from all Citilink buses and properties. Citilink staff are authorized to contact the police or 911 to respond to such situations.

A Citilink Suspension Notice will be issued notifying individuals of their suspension. This form will indicate the reason(s) for suspension and length of the suspension. If possible, the notice will be hand-delivered. If it is not possible to hand-deliver the notice and the individual's name and

address are known, the notice will be mailed.

AUTHORITY TO ISSSUE WARNINGS AND SUSEPNSIONS

Violations of the Disruptive Passenger Policy may vary in severity. There may be times when a driver can handle a disruptive passenger on their own and there may be times that require management approval due to the nature of the concern. The following positions can initiate:

- Drivers
  - Warnings
  - One Day Suspension
- Supervisors
  - Warning
  - One Day Suspension
  - One Week Suspension
- Managers
  - Warning
  - One Day Suspension
  - One Week Suspension
  - One Month Suspension
  - Six Month Suspension
  - One Year Suspension

**All warnings and suspensions must be documented and sent to the Chief Safety Officer, Operations Manager, COO, and HR Director*.

Warnings may be documented via an incident report upon return from shift. Any suspension must be documented using the "Disruptive Passenger Conduct Notice" form. A copy will be kept on record, and one given to the passenger.

NON-COMPLIANCE WITH A SUSPENSION PROCEDURE

If a suspended individual enters any Citilink bus or property before the issued return date, a suspension extension will be issued. Citilink staff reserves the right to notify the police, and the individual may be arrested for criminal trespass under I.C. 35-43-2-2.

801 Leesburg Road * Fort Wayne, Indiana 46808 * Phone: 260-432-4977 * Fax: 260-436-7729 * www.fwcitilink.com

DISRUPTIVE PASSENGER CONDUCT NOTICE

ISSUED TO: _____

Address: _____ Phone: _____

You are hereby notified that because of your misconduct, your transportation privileges have been **suspended** from **ALL** Citilink facilities, buses, and bus stops for:

_____/_____/_____ to _____/_____/_____

REASON FOR SUSPENSION

- ○ Failure to comply with policy
- ○ Smoking/tobacco us in restricted areas
- ○ Loitering, soliciting, panhandling
- ○ Disrespectful language
- ○ Loud, disruptive behavior
- ○ Possession/use of alcohol/drugs
- ○ Illegal activity
- ○ Verbal abuse or threats
- ○ Failure to follow safety instruction
- ○ Vandalism
- ○ Relieving oneself/public hazard
- ○ Displaying a weapon
- ○ Physical violence or threats
- ○ Other_____

Should you enter the premises of any Citilink properties during suspension, you may be prosecuted for trespassing and subject to a fine up to $5,000 and imprisonment for up to one year as provided in I.C. 35-43-2-2.

Date:_____/_____/_____

X _____
SUSPENDED CUSTOMER

X _____
CITILINK EMPLOYEE

To regain service, an individual is required to identify oneself and sign this acknowledgement of the *Disruptive Passenger Conduct Policy* violation.

A passenger who has been issued a suspension may appeal against the denial of service by submitting a written request for appeal to: Citilink Attn: General Manager 801 Leesburg Road Fort Wayne, IN 46808. The written request must be received by Citilink within thirty (30) days of receiving the Suspension Notice. The General Manager (or designee) will decide within thirty (30) days of the appeal request.