

# Citilink Transit Development Plan Update



June 10, 2010

*Performed by Christine Hines, McDonald Transit Associates, Fort Worth, Texas.  
Funded at 80% by Federal Transit Administration (FTA) 5303 planning funds via  
Northeast Indiana Regional Coordinating Council (NIRCC) pass through agreement  
5303.224.02 of the FY 2009-2010 Unified Planning Work Program as revised.  
Adopted and approved by Citilink Board of Directors June 10, 2010.*

## Table of Contents

---

<b>Executive Summary</b> .....	<b>i</b>
THE CITILINK COMMUNITY .....	i
PUBLIC PARTICIPATION .....	ii
SERVICE ANALYSIS .....	ii
RECOMMENDATIONS .....	iii
SUMMARY .....	iv
<b>Chapter One – Introduction</b> .....	<b>1</b>
MISSION STATEMENT .....	1
GOALS & OBJECTIVES .....	1
OPERATIONAL GOALS .....	2
STAKEHOLDER PARTICIPATION PROGRAM .....	3
<b>Chapter Two – System Characteristics</b> .....	<b>4</b>
SERVICE DESCRIPTION .....	4
OPERATIONAL CHARACTERISTICS .....	8
ROUTE RUN TIMES .....	9
FARE STRUCTURE .....	9
ORGANIZATION STRUCTURE .....	10
OPERATING FUNDS .....	11
CAPITAL PROGRAM .....	12
OTHER TRANSPORTATION SERVICES .....	13
SERVICE AREA DEMOGRAPHICS .....	13
SUMMARY .....	16
<b>Chapter Three – System Performance</b> .....	<b>17</b>
FIXED ROUTE SERVICE EVALUATION .....	18
<b>Chapter Four – Stakeholder Input Process</b> .....	<b>37</b>
COMMUNITY OPINION LEADER INTERVIEWS .....	37
ON-BOARD SURVEY .....	38
TELEPHONE SURVEY .....	45
INTERNET SURVEY .....	48
SUMMARY .....	50
<b>Chapter Five – Route Evaluation</b> .....	<b>51</b>
AVERAGE COST PER BOARDING .....	52
FAREBOX RECOVERY .....	54
BOARDINGS PER REVENUE HOUR .....	56
BOARDINGS PER REVENUE MILE .....	57
ROUTE RANKING .....	58
ROUTES 21 AND 22 EVALUATION .....	61
SUMMARY .....	61
<b>Chapter Six – Recommendations</b> .....	<b>63</b>
PROGRESS REPORT .....	63
ISSUES AND OPPORTUNITIES .....	66
RECOMMENDATIONS .....	70
CONCLUSION .....	72
<b>List of Appendices</b> .....	<b>74</b>

## **Executive Summary**

---

This Transit Development Plan (TDP) Update for Citilink provides a comprehensive review of the system's operations and the demographics and attitudes of its users. The purpose of this update is to analyze system strengths, validate and/or recommend changes to the 2004 TDP and present additional opportunities for improvement.

The plan synthesizes data and public and stakeholder input on all facets of Citilink services to provide a sound approach to short term improvements based on operating efficiencies and public interest. This TDP Update was adopted by the Citilink Board of Directors on June 10, 2010, and by the Urban Transportation Advisory Board on May 11, 2010.

Specific route/schedule/service area coverage recommendations presented in this TDP Update include a review of the recommendations contained in the 2004 TDP and an update on steps taken to implement those recommendations. Some of the route/schedule/service area recommendations from the 2004 TDP have been carried forward into the Update. This is a result primarily of the lack of funds available to implement new initiatives that continue to be supported by the system needs analysis.

### ***THE CITILINK COMMUNITY***

The city of Fort Wayne has a population of 248,637 (Census Bureau 2006 estimate), a 21% increase from the 2000 Census data. The city is surrounded by the Fort Wayne Metropolitan Statistical Area (MSA) and Allen County. The Fort Wayne MSA has a 2008 estimated population of 411,154 and the county has a 2008 estimated population of 350,523. Fort Wayne is the major city in Allen County and is considered to be the activity center for the area (an activity center is an area within a region, neighborhood or intersection of several neighborhoods that serves as a formal or informal gathering place).

According to Census estimates, the population for the City of Fort Wayne has increased by 21% from 2000 to 2006. In the same time period, the state grew in population only 4% and Allen County grew only 3%. These statistics show that county residents from areas other than Fort Wayne were re-locating into the city limits. Allen County's population is projected to grow by 19% between 2008 and 2040. Similarly, the Fort Wayne MSA population is projected to grow by 18% during the same time period.

Service employment, which grew steadily in Fort Wayne during the early 2000s, is expected to continue its climb in upcoming years. Manufacturing, in contrast, has experienced some decline, but still remains an essential part of the Fort Wayne economy, comprising a large percentage of Fort Wayne employment -

approximately twice that of the national average. While these growth rates appear modest, regional growth is important primarily because of the impact that it has on employment and travel patterns.

Fort Wayne is a regional employment center with the Parkview Health System, Fort Wayne Community Schools, and General Motors providing significant employment opportunities for the region.

## ***PUBLIC PARTICIPATION***

This plan relies on an extensive public participation program designed to solicit input from members of the general public, current users of the system, community leaders, key policy decision-makers and other transportation stakeholders in the Citilink service area. This program included an on-board customer survey, individual stakeholder interviews, a general public telephone survey, and an internet survey to solicit feedback from users and non-users alike.

All of this input was used to complement operating data collected and guide the planning process throughout the study. A number of common themes emerged through the stakeholder participation process related to service frequency, convenience, and service span. The following were the most frequently cited needs:

1. More frequent service
2. Faster travel times
3. A more convenient and comfortable transfer hub
4. Add Sunday service
5. Operate later hours

Customers were complimentary of many of the service aspects, including courtesy of drivers and other employees; easily understandable route schedules; condition of the vehicles and bus stops; and, security on the bus and at the stops.

## ***SERVICE ANALYSIS***

A thorough review of a transit system's existing conditions serves as the foundation for eventual operating recommendations in a Transit Development Plan Update. This study details the current operations of the Citilink System, financial and operating data, and staffing and organizational structure. The study team also reviewed demographics throughout Allen County; the current route network's geographic coverage; proximity to major trip origins and destinations; and relationship to overall transit needs in the community.



Citilink operates a “hub and spoke” transit service that provided 1,837,479 unlinked passenger trips in 2009. Daily ridership is approximately 6,000 trips a day. Citilink maintains a fleet of 58 buses and 13 vans.

The Citilink organization structure is headed by a Board of Directors. The board oversees the operations of the Citilink system. The board employs a private management company, McDonald Transit Associates, Inc., for professional oversight of the agency.

McDonald Transit supplies a General Manager and Assistant General Manager for Citilink on a full-time, on-site basis and provides company support as needed. The General Manager oversees operations, customer service, finance and maintenance. Citilink employs 78 full-time drivers and 6 part-time drivers.

The Operations staff provides over 129,848 hours of transit service annually on three transit modes. The Maintenance staff is responsible for the daily maintenance, repair, and servicing of their transit and support vehicles in operation in excess of 1,660,550 miles per year.

## ***RECOMMENDATIONS***

The strong productivity of many routes and of the Citilink System as a whole provides a solid foundation for route recommendations aimed at future transit development in Fort Wayne. However, as funds are not currently available to sustain any additional service, the recommendations are limited to what is feasible. By reducing bus route duplication or clearly unproductive services, enhancing frequencies, and increasing service on the most productive routes, Citilink will benefit from the cost-effectiveness of a more streamlined system.

Based on the route analysis, field investigations, stakeholder input, and customer and general public outreach, the Transit Development Plan Update recommends the following service enhancements:

1. Perform a comprehensive origin and destination study that will evaluate current performance in a segment-by-segment manner provide specific route modifications to enhance system productivity.
2. Perform a Saturday service analysis to evaluate the productivity and efficiency of offering transit service. The analysis will include recommended improvements based on customer needs and a productivity review.
3. Perform a fare collection analysis to determine the effectiveness of the fare change in 2008 and monitor changing needs.

4. Pursue funding opportunities to allow service initiatives to be funded and sustainable.
5. Reinstate Route 3 service to 30 minutes during peak hours to provide better connection with CampusLink.
6. Reinstate Route 2 service to 30 minutes during peak hours to provide better connection with Route 22.
7. Reinstate Route 1 Waynedale service to 30 minutes to serve the Social Security Office.
8. Discuss with ARC and AWS the options to incorporate current ridership of Route 31X into existing Routes 8 and 9.
9. Closely evaluate the effectiveness of Route 5 with the possibility of re-routing other service to meet the needs of current Route 5 riders in conjunction with route restructuring for the new downtown transit center.
10. Closely evaluate the effectiveness of Flexroutes 21 and 22 and make service improvements that can increase efficiency and on-time performance for this service in conjunction with the implementation of the new mobile data computer scheduling system.
11. Seek additional operating efficiencies for the Citilink Access service in conjunction with implementation of the new routing and scheduling system
12. In conjunction with the development of the new downtown transit center re-evaluate all routes to modify structure as necessary to ensure timely transfers for all passengers.

## **SUMMARY**

The Transit Development Plan Update is typically designed to consider a five-year planning horizon. However, because of funding constraints, this update has focused on improvements that can be implemented in the current funding climate. The Transit Development Plan Update delivers the following focal conclusions:

1. Citilink provides good service to those in the community that are transit dependent and to the students of Ivy Tech and IPFW.
2. Frequency of service is a major concern of Citilink users and non-users.
3. Enhancements to current routes can improve efficiency and customer convenience.



4. Citilink must increasingly address the needs of shift workers and those who work non-traditional work hours as part of the regional economic development initiatives.
5. Citilink would benefit significantly from public-private partnerships.
6. Further expansion of service should be considered only after issues of funding, frequency, route efficiency, hours of service have been addressed.

## **Chapter One – Introduction**

---

In 2004, a comprehensive Transit Development Plan was commissioned to assist Citilink Board and staff in the strategic direction of the agency for the next five to ten years. The focus of the 2004 study was to provide the agency with information and analysis resulting in recommendations that match service changes with local growth and needs.

This update study process is intended to provide Citilink with an update on how the service has progressed, as well as the community sentiment towards Citilink, in the five years since that study. The scope of work for this project involves local settings investigation, market research, service analysis, and collaborative recommendation development.

This document provides a detailed summary of the work performed in this update and provides service recommendations that allow Citilink to grow with the changing needs, modify service to improve effectiveness and efficiency, and monitor community support for the Citilink system.

The Mission Statement, Goals and Objectives, and the Operational Goals will serve as guides for this update. The service recommendations provided herein support all of these guiding principles.

### ***MISSION STATEMENT***

The Mission Statement developed by Citilink is: To provide safe, courteous and dependable public transportation at the most reasonable cost to our community.

### ***GOALS & OBJECTIVES***

Keeping this Mission Statement in mind, the goals and objectives for this update are based on the public participation that was performed in the early portions of the 2004 study process and then finalized. The following are the goals and objectives for the 2004 study that will guide this update as well:

1. GOAL: Examine effectiveness of Citilink as a provider of mobility services in Greater Fort Wayne
  - Analyze service effectiveness
  - Analyze service interaction and integration
  
2. GOAL: 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
- 3. GOAL: 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
- 4. GOAL: Provide sensible, implementable service alternatives
  - Recognize fiscal and regulatory limits and issues
  - Match recommendations to stated needs
  - Develop strategic approach to long-range planning

### **OPERATIONAL GOALS**

In conjunction with the original Transportation Development plan, five Citilink operational goals were developed and utilized from 2004-2008. In 2008 the board adopted more measurable and detailed operational goals and objectives. The original goals are more suitable for this purpose and are as follows:

1. To provide effective and useful transportation to the greatest number of people in the Fort Wayne Urbanized Area at the most reasonable possible taxpayer cost.
2. To give special consideration to those whose transportation needs can often only be served by public transportation.
3. To contribute and cooperate towards the economic and social improvement of the community, with particular emphasis on providing transportation to workplace opportunity for citizens making the transition from public assistance.
4. To contribute to livable community goals like pedestrian friendly design, traffic reduction, improved accessibility, safety and security.
5. To provide a working environment for Fort Wayne Public Transportation Corporation employees, which is based on respect, dignity, and positive human values.

Further, this TDP incorporates by reference local, regional, state and national public transit plans and objectives. Specifically the 2030-II Transportation Plan, The Coordinated Public Transit-Human Services Transportation Plan for Allen County, the Allen County Transportation Improvement Plan (TIP), and the Plan-It Allen comprehensive plan. These can be accessed via the Northeastern Indiana Regional Coordinating Council's (NIRCC) website at [www.nircc.org](http://www.nircc.org).

## ***STAKEHOLDER PARTICIPATION PROGRAM***

In order to identify customer satisfaction, stakeholder desires, and service needs and demands, an intensive stakeholder participation program was implemented. Four types of surveys were conducted as part of the TDP update process:

1. Community opinion leaders were identified and interviewed to provide information from a governing standpoint on how the Citilink system could meet community needs;
2. An on-board customer survey gauged customers' satisfaction with Citilink service, requests for improvements, and general demographic and logistics information;
3. A telephone survey conducted of residents in the Cities of Fort Wayne and New Haven; and,
4. An internet-based survey directed at other stakeholders in the community.

Following completion of the survey and analysis, stakeholders were provided opportunity to review and comment on the draft TDP report which was made available to the board of directors, city and regional planners, public officials and members of the general public at an information session held at the Fort Wayne Public Library on May 11, 2010. The final report will be provided in print to key stakeholders and available on the Citilink website.

## **Chapter Two – System Characteristics**

---

This chapter presents a baseline of information for the Citilink services provided within Fort Wayne and the surrounding area. Citilink provides fixed route bus service to the City of Fort Wayne, and the City of New Haven. The agency also provides ADA complementary paratransit service, Citilink Access, to these areas. The sections in this chapter present general service information about the system.

It is Citilink's mission to provide safe, courteous and dependable public transportation at the most reasonable cost to its community. The General Manager oversees operations, customer service, finance, and maintenance staff of approximately 121 employees. Citilink employs 78 full-time drivers, 6 part-time drivers, 17 bus mechanics/cleaners and a relatively small administrative and supervisory staff.

### ***SERVICE DESCRIPTION***

Citilink provides fixed route and paratransit public transportation services for residents and visitors of Fort Wayne and the adjacent area. Citilink's service area encompasses 120 square miles. Citilink operates 10 fixed routes, 2 deviated fixed routes and a peak fleet of 11 paratransit buses. The Citilink fixed route service operates from a primary hub at the Superior Street Station in downtown Fort Wayne. Citilink routes are oriented in a hub-and-spoke fashion and routes utilize the Downtown Transfer Center, with the exception of Routes 5, 21, and 22. Citilink Access provides curb to curb service for persons unable to use the fixed route service.

The Citilink bus service operates from 5:25 a.m. to 9:45 p.m. on weekdays and from 7:30 a.m. to 6:30 p.m. on Saturdays. Service is currently not operated on Sundays or major holidays. Citilink operates from a primary hub at the Superior Street Station in downtown Fort Wayne. Service extends as far north as Dupont Rd. and Dupont Medical Center, as far south as Tillman Rd. and the South Bridge Apartments, as far west as the Lutheran Hospital and the Village at Coventry and as far east as downtown New Haven.

#### **Fixed Route Service**

Citilink routes are oriented in a hub-and-spoke fashion. The hub is located at the Superior Street Station and all but 3 routes (Routes 5, 21, and 22) pulse through that hub every hour. Citilink operates 10 fixed routes and 2 deviated fixed routes. In the following section, all of the Citilink fixed routes, their hours of service, and their service frequency are provided in table format. A brief description of each of the routes follows. Please refer to Appendix F for a Citilink System Map.

*Route 1/1a Waynedale via Broadway/Northcrest* – Route 1 operates on two legs that interline at Superior Street Station. The northern leg operates to the River Cove Apartments via North Clinton Street. The southern leg operates to the Hickory Creek Apartments via Broadway and Bluffton Road. Major stop locations on the route include Northcrest Shopping Plaza, Memorial Coliseum, St. Joseph's Hospital and Waynedale. To offer service to the Social Security Office, the route alternates between Hickory Creek and the Route 1a extension every other hour.

*Route 2 Time Corners/Georgetown* – Route 2 operates on two legs that interline at the Superior Street Station. The eastern leg operates to Northwood Plaza via Lake Avenue and Maplecrest. The western leg operates to the Time Corners Plaza via West Washington, Illinois Road, and West Jefferson. Major stops on the route include Jefferson Point Shopping Plaza, Time Corners, Georgetown Square Shopping Center, and Park West Shopping Center, near Jefferson Point on the east end of the route. Route 2 offers connections to Route 22 at its western terminus at the Illinois Road Meijer.

*Route 3 Canterbury via IPFW/ Village Woods* – Route 3 operates on two legs that interline at Superior Street Station. The northern leg operates to the Marketplace of Canterbury via Clinton, State Street, and North Anthony Boulevard. The southern leg operates to the Ashley Court Apartments via Fairfield Avenue, Paulding Road, and Petit Avenue. Major stops on the route include IPFW, Ivy Tech, Canterbury Green, the Allen County League for the Blind and Disabled, and the Bishop Luers High School.

*Route 4 Wells Ludwig/Parkview* – Route 4 operates on two legs that interline at Superior Street Station. The eastern leg operates to the IPFW/Ivy Tech North Campus via Anthony Boulevard, State Boulevard, and Coliseum Boulevard. The western leg operates to Ludwig Road via Wells Street and Lima Road. Major stops in the route include Meijer, Parkview Hospital, Greyhound/Trailways Station, North Campus of IPFW/Ivy Tech. This route operates every 30 minutes during peak hours.

*Route 5 Southeast Local Coliseum State/ Southgate Plaza* – Route 5 is a crosstown route that operates between Southtown Center and the Hanna-Creighton Transit Center with a mid-route hub at Southgate Plaza. The route offers non-radial connections throughout the southeast portion of the city. Major stops on the route include Southgate Plaza, Rudisill Plaza, South Side High School, and the Hanna-Creighton Transit Center.

*Route 6 Centlivre Franke Park/ McKinnie* – Route 6 operates on two legs that interline at Superior Street Station. The northern leg operates to Glenbrook

Mall via Main Street and State Boulevard. The southern leg operates to McKinnie Avenue via Hanna Street. Major stop locations on the route include the Centlivre Apartments, Glenbrook Mall, Diplomat Plaza, and GTE.

*Route 7 Anthony/Oxford & 7a Anthony/Creighton* – Route 7 operates as a radial route between Superior Street Station and Southtown Centre. The route operates via Hanna Street, Creighton Street, and Anthony Boulevard. The route primarily serves a neighborhood that produces a large share of Citilink ridership, and also serves the Fort Wayne Housing Authority and the Eden Green Apartments. To offer 30 minute service, the route alternates between Hanna/Oxford and Anthony/Creighton.

*Route 8 Glenbrook Northrop/Calhoun Tillman Road* – Route 8 operates on two legs that interline at Superior Street Station. The northern leg operates to Northrop High School via Spy Run and Coldwater Road. The southern leg operates to South Bridge Apartments via Calhoun Street. Major stops along the route include Glenbrook Mall, Southgate Plaza, Tall Oaks Apartments, and South Side High School. Route 8 offers connections to Route 21 at Glenbrook Mall. This route operates every 30 minutes.

*Route 9 Brooklyn Taylor/ St. Francis Gateway* – Route 9 operates on two legs interlining at Superior Street Station. The northern leg operates to Executive Drive via Leesburg Road, Spring Street, and Coliseum Boulevard. The southern leg of the route operates to Elmhurst High School via Fairfield, Taylor, and Engle Road. Major stop locations on the route include St. Joseph Hospital, University of St. Francis, Citilink Office, Centennial Park, Anthony Wayne Services, and General Electric.

*Route 10 New Haven* – Route 10 operates as a radial route between Superior Street Station and downtown New Haven. The route operates via Lewis Street, Anthony Boulevard and New Haven Avenue/Lincoln Highway. Major stop locations include Indiana Tech, Lincoln Park Plaza and the City of New Haven.

*Route 21 Glenbrook/Coldwater Rd/ Dupont Rd.* – Route 21 is a deviated fixed route that operates Flexlink service between the Glenbrook Mall and the Dupont Medical Center. Patrons can call ahead to Citilink to arrange for the route to pick up and drop off at specific locations within close proximity to its route.

*Route 22 West Jefferson/Lutheran* – Route 22 operates as a deviated fixed route that offers Flexlink service between Illinois Road Meijer and the Village at Coventry. Patrons can call ahead to Citilink to arrange for the route to pick up and drop off at specific locations within close proximity to its route.



*Route 31X* – Route 31X is an express service that offers connections between Superior Street Station, Anthony Wayne Services, and ARC services for persons with disabilities. Service operates on a limited schedule during weekdays.

*Route 98 (CampusLink)* – Route 98 is a free shuttle service for students, faculty, staff, and the general public to get around easily between Ivy Tech's Coliseum and North campuses, IPFW and its Student Housing on the Waterfield Campus, and some shopping and residential areas. Service operates only when class is in session, Monday through Friday, on twenty-minute frequency.

### **Paratransit Service**

Paratransit service for the elderly and disabled residents of the Fort Wayne area is provided within the Citilink fixed route service area for persons with disabilities that prevent them from using fixed route buses. This service is mandated by the 1991 Americans with Disabilities Act (ADA) and must be provided for qualified persons whose origin and destination are within  $\frac{3}{4}$ -mile of a local fixed route. Citilink provides this service to all qualified residents within the city limits of Fort Wayne and New Haven. The Fort Wayne service area increased substantially with the annexation of a large portion of Aboite Township in 2006.

This service, known as Citilink Access, is demand-responsive service requiring certification of eligibility based on ADA regulations and trip reservations. Service operates during the same days and hours as the Citilink fixed route service. Service is operated on smaller, wheelchair accessible vehicles, and is intended to assist in the mobility of all residents of the Citilink service area by providing trips to persons with disabilities that prevent them from utilizing the fixed route. All fixed route buses are wheelchair accessible and Access certified passengers may ride fixed route buses free of charge (with Access ID) when they are able to do so.

All Access trips are required to originate and terminate inside the defined service area. The fare for Citilink Access service is \$2.50 per one way trip, which is the maximum allowable based on ADA regulations that allow transit agencies to charge paratransit patrons twice the maximum fixed route fare.

Trip scheduling is available from 6:00 a.m. to 6:00 p.m. six days per week. For days and times that the Citilink offices are not open, customers can leave a message and Citilink will acknowledge reservations by return telephone call as soon as possible. Thus, requests for trips are accepted 365 days per year. Reservations are accepted up to 14 days in advance of the trip date.



It is expected that cancellations are handled in a timely fashion by the user in order to provide Citilink the opportunity to schedule a replacement rider. A user may be subject to suspension of service if a pattern of 'no shows' exists. Four 'no shows' within a thirty day period may be sufficient cause for suspension of riding privileges for 30 days. Only trips missed within the control of the user will be considered as 'no shows'. No limitations as to trip purpose are imposed by Citilink. Additionally, Citilink does not prioritize trips by purpose. Patrons are served on a first come, first served basis

## **OPERATIONAL CHARACTERISTICS**

Citilink service is generally operated from 5:45 a.m. to 9:45 p.m. All Citilink routes operate on 60-minute headways except for routes 7 and 8, which operate on 30-minute headways all day and Route 4 which operates on 30 minute headway during peak hours. The table below describes each route based on its destination, hours of service, and service frequency.

### **Weekday Service Hours and Frequency**

<b>Route</b>	<b>Direction</b>	<b>Start Time</b>	<b>End Time</b>	<b>Peak Frequency</b>	<b>Off-Peak Frequency</b>
1/1a	Waynedale via Broadway	5:35 a.m.	8:41 p.m.	60	60
1	Northcrest	5:45 a.m.	8:45 p.m.	60	60
2	Time Corners	5:40 a.m.	8:56 p.m.	60	60
2	Georgetown	5:46 a.m.	8:45 p.m.	60	60
3	Canterbury via IPFW	5:45 a.m.	8:45 p.m.	60	60
3	Village Woods	5:29 a.m.	8:15 p.m.	60	60
4	Wells/Ludwig	5:42 a.m.	8:50 p.m.	30	30
4	Parkview	5:42 a.m.	8:42 p.m.	30	30
5	Southeast Local	5:43 a.m.	8:08 p.m.	60	60
5	Southgate Plaza	6:15 a.m.	8:40 p.m.	60	60
6	Centlivre/Frank Park	5:26 a.m.	8:45 p.m.	60	60
6	McKinnie	5:45 a.m.	8:45 p.m.	60	60
7	Anthony/Oxford	6:15 a.m.	9:07 p.m.	60	60
7a	Anthony/Creighton	5:40 a.m.	9:28 p.m.	60	60
8	Glenbrook/Northrop	5:40 a.m.	9:35 p.m.	30	60
8	Calhoun/Tillman	5:40 a.m.	9:43 p.m.	30	60
9	Brooklyn/Taylor	5:35 a.m.	8:55 p.m.	60	60
9	St. Francis/Gateway	5:31 a.m.	8:45 p.m.	60	60
10	New Haven	5:38 a.m.	8:38 p.m.	60	60
21	Glenbrook/Coldwater/Dupont Rd.	6:25 a.m.	8:25 p.m.	60	60
22	West Jefferson/Lutheran	5:55 a.m.	8:35 p.m.	60	60
31X	ARC Express	7:20 a.m.	3:10 p.m.	60	60
98	CampusLink	7:32 a.m.	8:42 p.m.	20	20

### **Saturday Service Hours and Frequency**

<b>Route</b>	<b>Direction</b>	<b>Start Time</b>	<b>End Time</b>	<b>Peak Frequency</b>	<b>Off-Peak Frequency</b>
--------------	------------------	-------------------	-----------------	-----------------------	---------------------------



1/1a	Waynedale via Broadway	7:35 a.m.	6:12 p.m.	60	60
1	Northcrest	7:45 a.m.	6:15 p.m.	60	60
2	Time Corners	7:40 a.m.	6:12 p.m.	60	60
2	Georgetown	7:45 a.m.	6:12 p.m.	60	60
3	Canterbury via IPFW	8:15 a.m.	6:13 p.m.	60	60
3	Village Woods	7:37 a.m.	6:12 p.m.	60	60
4	Wells/Ludwig	7:42 a.m.	6:13 p.m.	60	60
4	Parkview	7:42 a.m.	6:12 p.m.	60	60
5	Southeast Local	8:00 a.m.	6:00 p.m.	60	60
5	Southgate Plaza	7:40 a.m.	5:40 p.m.	60	60
6	Centlivre/Frank Park	7:26 a.m.	6:00 p.m.	60	60
6	McKinnie	7:45 a.m.	6:13 p.m.	60	60
7a	Anthony/Creighton	7:40 a.m.	6:12 p.m.	60	60
8	Glenbrook/Northrop	7:43 a.m.	6:12 p.m.	60	60
8	Calhoun/Tillman	7:43 a.m.	6:13 p.m.	60	60
9	Brooklyn/Taylor	8:15 a.m.	6:13 p.m.	60	60
9	St. Francis/Gateway	8:14 a.m.	6:14 p.m.	60	60
10	New Haven	7:38 a.m.	6:12 p.m.	60	60
21	Glenbrook/Coldwater/Dupont Rd.	No Service			
22	West Jefferson/Lutheran	No Service			
31X	ARC Express	No Service			
98	CampusLink	No Service			

## ***ROUTE RUN TIMES***

Citilink routes generally operate on 60-minute headways. Routes pulse through the Superior Street Station at fifteen minutes past the hour. Routes are interlined either north/south or east/west so that after pulsing one bus heads in one direction along a route and another bus heads the opposite direction, reducing transfer needs. The exceptions are Routes 5, 21, 22, and 98 that do not pulse through Superior Street and Routes 7, 8, and 4 (peak hour only) that operate on thirty-minute headways.

In September 2008, Citilink reduced weekday frequency on routes 1, 2, and 3, Saturday frequency on Route 7, and discontinued the northern portion of Route 5. Resources permitting, Citilink intends to reinstate peak hour service on routes 2 and 3 in the Summer of 2010.

## ***FARE STRUCTURE***

Citilink modified the fare structure in June 2008 for the first time in eleven years. The regular fare increased by \$0.25, the youth fare decreased by \$0.15 to be consistent with the elderly & disabled fare which remained constant. The monthly pass fare also remained the same. An all-day pass was instituted and free transfers were eliminated.



Citilink offers numerous types of fares to fit the varied needs of their patrons. In addition to the typical cash fare, Citilink offers all day passes, monthly passes, ten-ride cards, and tickets. The table below lists each type of fare available and its cost.

<b>Regular Adult Fares (Ages 19-59)</b>	
Regular Fare	\$1.25
All Day Pass	\$3.00
Monthly Pass	\$45.00
Ticket to Ride	\$1.25

<b>Reduced Fares: Children (Ages 5-18); Senior Citizens (60 and over); and Persons with Disabilities</b>	
Regular Fare	\$0.60
All Day Pass	\$1.50
Monthly Pass	\$22.00
10-Ride Card	\$6.00
Ticket to Ride	\$0.60
Children under 5	Free

All Day Passes start the first time you use them and expire at 11:59 p.m. the end of that day. These are available from the farebox on the bus as well as pass sales outlets. Monthly passes have rolling start dates, making them extremely convenient for patrons who use the system on a regular basis. The monthly passes go into effect the first day of use and expire 31 days after that initial use.

Ten-Ride Cards are good for 10 rides. These cards do not have an expiration date. This is useful for patrons that ride the bus occasionally and do not like to carry cash.

Tickets-to-ride are offered for regular and reduced fares at no per trip discount. The tickets, which carry no expiration date, are good for one fare each. These are available from the Citilink Office and select service agencies.

## **ORGANIZATION STRUCTURE**

The Citilink organization structure is headed by a Board of Directors. The board oversees the operations of the Citilink system. The board employs a private management company, McDonald Transit Associates, Inc., for professional oversight of the agency. This decision was made in 1999 in an effort to improve a system that had been declining in ridership throughout its recent history. McDonald Transit is a national transit management company that provides professional services to transit agencies.

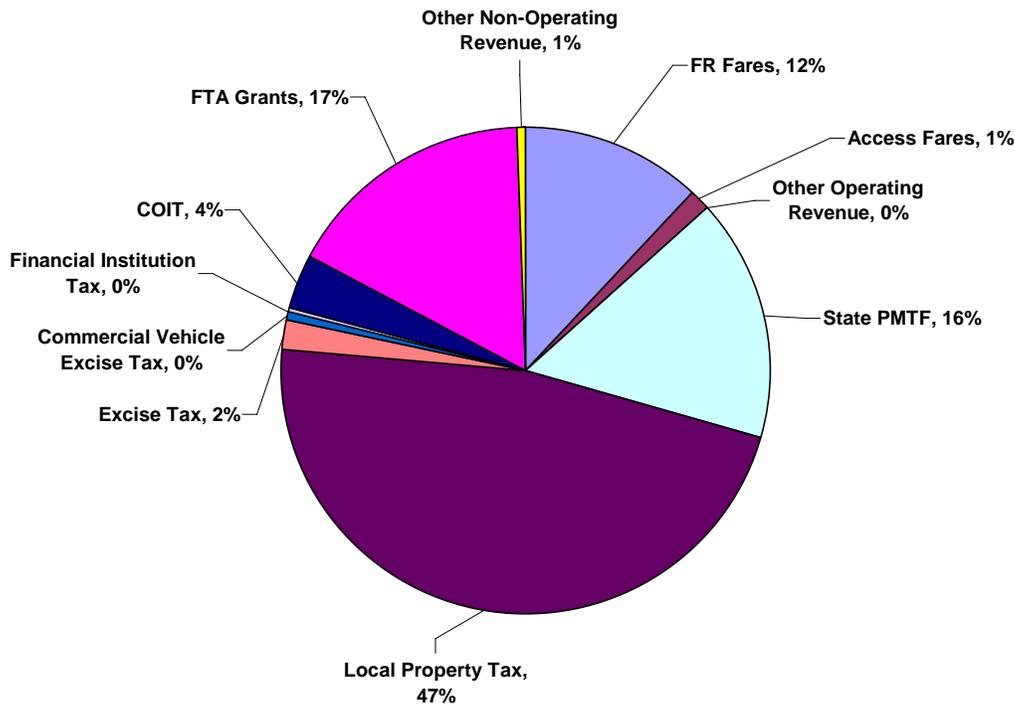


McDonald Transit supplies a General Manager and Assistant General Manager for Citilink on a full-time, on-site basis and provides company support as needed. The General Manager oversees operations, customer service, finance and maintenance. Citilink employs 78 full-time drivers and 6 part-time drivers.

The agency has a relatively small administrative and supervisory staff. The lack of a planning and/or marketing staff may affect the agency's ability to consistently improve service delivery. The organization chart is included as Appendix A. In addition Citilink contracts for planning, labor negotiation and technical assistance with McDonald Transit Associates as needed. Marketing, technical support, engineering, and legal support services are contracted for and provided as necessary.

### **OPERATING FUNDS**

Citilink collects operating funds through passenger revenue, local funding, state funding, federal funding, as well as from other sources. The following chart presents the sources of operating funds in the adopted 2010 Budget for Citilink.





## **CAPITAL PROGRAM**

Citilink receives capital funds from local sources and from the federal government. All of the capital purchases outlined in the adopted 2010 Budget, include an 80% Federal share and 20% local share of expenses.

Citilink owns and maintains a 93,000 square foot facility at 801 Leesburg Road, Fort Wayne, Indiana, that houses administration, maintenance, and bus storage facilities. The largest portion of the facility (55,000 sq. ft.) is used as the bus storage barn. The remaining portion of the facility is the 33,000 square foot maintenance area and the 5,000 square foot administrative area. Citilink also owns and maintains a Transfer Center located in Downtown Fort Wayne at the corner of Superior and Calhoun Streets which serves as the primary hub for all bus routes.

The vehicles operated by Citilink, excluding support vehicles, are described in the table below. Citilink currently has 51 vehicles in their active transit fleet. They range in age from 1998 to 2010. Citilink currently has one vehicle in the contingency fleet. Citilink also owns 9 other support vehicles that are used to support the operation, namely maintenance and supervisory vehicles.

Additionally, seven heavy-duty hybrid electric diesel buses have been ordered using federal and local funding. Delivery is anticipated by mid-summer 2010. Nine light transit buses and three supervisor vans have recently been replaced which comply with the new emissions standards. The fleet utilizes soy bio-ultra low sulfur diesel-blended fuel. Citilink is also a beta test site for a locally-developed hybrid retrofit on one of their light transit vehicles. EPA funding is being sought through the DieselWise Program to implement this emerging hybrid technology in the rest of the para-transit fleet. Nine additional fixed route buses are scheduled for replacement in 2010/11.

<b>Year</b>	<b>Make</b>	<b>Model</b>	<b>Amount</b>
<b>Fixed Route Fleet</b>			
2002	GILLIG	LOW FLOOR 30'	4
2002	GILLIG	LOW FLOOR 35'	4
2006	SUPREME	STARTRANS E-450	1
2006	GILLIG	LOW FLOOR 35'	2
2008	GILLIG	LOW FLOOR 35'	6
1998	GILLIG	PHANTOM 35'	10
1998	GILLIG	PHANTOM 30'	4
2009	EIDorado	Passport / Chevy 5500 2008 chassis	3
2010	GLAVAL	Titan II / Chevy 4500 2010 Chassis	4
		<b>Total</b>	<b>38</b>



<b>Access Fleet</b>			
2005	<b>GLAVAL</b>	Ford E-450	8
2009	<b>GLAVAL</b>	Titan II / Chevy 4500 2010 Chassis	5
		<b>Total</b>	<b>13</b>
<b>Contingency Fleet</b>			
2005	<b>GLAVAL</b>	Ford E-450	1
		<b>Total</b>	<b>1</b>

## **OTHER TRANSPORTATION SERVICES**

There are other transportation services available in Fort Wayne and Allen County. The Community Transportation Network (CTN) is intended to consolidate alternative transportation options and provide service to accompany and enhance Citilink service. CTN addresses the specialized transportation needs of all transit-dependent populations and human service agencies in Allen County. It is CTN's mission to both provide and coordinate transportation for seniors, persons with disabilities, economically disadvantaged families, children and youth, as well as other human service agencies to promote self sufficiency. For more information, visit CTN's website at [www.4ctn.org](http://www.4ctn.org). The Allen County Council on Aging became the rural public transit provider in January 2009. This relatively new service, Countilink, provides general public transportation with either the origin or destination point outside of the Fort Wayne city limits. For more information, visit their website at [www.allencoa.com](http://www.allencoa.com).

There are also numerous social service agencies, schools, and residential facilities in the area that maintain vehicles and provide trips for their clients throughout the Fort Wayne and Allen County areas. Citilink has developed a communicative relationship with many of these agencies. Citilink provides service to some of these agencies with a limited service that operates as Route 31, providing AM and PM connections to job sites. Many of these organizations benefit greatly from the availability of Citilink fixed route and paratransit service, purchase bus passes to distribute to their clientele and serve as a bus pass sales outlet. Discount passes are available on a limited basis to service organizations.

## **SERVICE AREA DEMOGRAPHICS**

The city of Fort Wayne has a population of 248,637 (Census Bureau 2006 estimate), a 21% increase from the 2000 Census data. The city is surrounded by the Fort Wayne Metropolitan Statistical Area (MSA) and Allen County. The Fort Wayne MSA has a 2008 estimated population of 411,154 and the county has a 2008 estimated population of 350,523. Fort Wayne is the major city in Allen County.

The MSA is comprised of portions of 3 counties: Allen, Wells, and Whitley. In the previous TDP, the designated planning area comprised 6 counties – the three listed above and Adams, DeKalb, and Huntington. Because of this change in planning area definition, the population estimate for the surrounding area is lower than the 2004 TDP.

### **Population Trends**

From 1990 to 2000, population in Indiana grew 9.7% from 5,544,159 to 6,080,485. The population in Allen County grew in a similar fashion. Allen County's population grew from 300,836 in 1990 to 331,849 in 2000, a change of 10.3%. The Fort Wayne MSA also grew in a similar manner with 10.1%, but the cities of Fort Wayne and New Haven grew at much higher rates of 27.4% and 33.1%, respectively.

The American Community Survey (ACS) provides estimates based on surveys of random households. These are done in between each of the decennial surveys undertaken by the U.S. Census Bureau. Information from ACS and intermediate Census Bureau estimates are used to provide a snapshot of population and other demographic data has changed since the 2000 Census.

According to Census estimates, the population for the City of Fort Wayne has increased by 21% from 2000 to 2006. In the same time period, the state grew in population only 4% and Allen County grew only 3%. As indicated earlier in this update, the population growth for the City of Fort Wayne is primarily attributed to annexations.

Allen County's population is projected to grow by 19% between 2008 and 2040. Similarly, the Fort Wayne MSA population is projected to grow by 18% during the same time period.

### **Employment Trends**

Employment information is extremely important to ascertain because the trip to work is the most frequent trip taken by the largest number of people in almost every transit system. Citilink's system is no different based on the customer survey results.

According to the 2006 American Community Survey, the employment rate (for population aged 16 and over) for Allen County is 63%. The rate for the Fort Wayne MSA is virtually the same at 64%. The unemployment rate for the MSA is nearly 7%.



Service employment, which grew steadily in Fort Wayne during the early 2000s, is expected to continue its climb in upcoming years. Manufacturing, in contrast, has experienced some decline, but still remains an essential part of the Fort Wayne economy, comprising a large percentage of Fort Wayne employment—approximately twice that of the national average.

The following is a summary of data regarding the Fort Wayne metropolitan area labor force, 2004 annual averages:

<b>Industry</b>	<b>Persons Employed</b>
Trade, Transportation and Utilities	45,700
Manufacturing	36,200
Educational and Health Services	32,100
Government	22,000
Professional and Business Services	19,700
Leisure and Hospitality	19,700
Financial Activities	13,100
Construction and Mining	11,600
Other Services	8,300
Information	3,500

Source: [www.city-data.com](http://www.city-data.com)

<b>Largest employers</b>	<b>Number of employees</b>
Parkview Health System	3,648
Fort Wayne Community Schools	3,445
General Motors Truck and Bus Group	3,050
Lutheran Health Network	2,889
Verizon Communications	2,214
Lincoln Financial Group	2,108
City of Fort Wayne	1,671
Allen County Government	1,585

Source: [www.city-data.com](http://www.city-data.com)

### **Commuting to Work**

The mean travel to time to work for residents in the Fort Wayne MSA is 19.9 minutes according to the Census 2000 information. Allen County has slightly higher at 20.6 minutes. This implies that the majority of County residents are not traveling far to their employment destination.

The table below shows the top five counties sending workers into Allen County:

<b>County</b>	<b>Number of Workers</b>
Whitley County	5,116
Huntington County	3,812
Wells County	3,796
Dekalb County	3,201
Noble County	2,540
<b>Total</b>	<b>18,465</b>

This table shows the top five counties receiving workers from Allen County:

<b>County</b>	<b>Number of Workers</b>
Dekalb County	2,739
Whitley County	1,577
Noble County	1,096
Huntington County	898
Adams County	851
<b>Total</b>	<b>7,161</b>

## **SUMMARY**

This chapter presented information on the current operating statistics and service description of the Citilink system. The components of Citilink discussed in this chapter will be crucial in developing an analysis of service effectiveness prior to the route planning phase of the project.

Additionally, this chapter presented pertinent demographic information necessary to identify growth in the Citilink service area. Fort Wayne is a growing area with major corporations and universities. Thousands of people commute into Allen County every day. These statistics indicate the continuing need for public transportation, with special emphasis on work-related routing and scheduling.

## **Chapter Three – System Performance**

---

This section studies and analyzes the factors internal to Citilink itself that affect the provision of public transportation service in the service area. The internal factors are important in assessing the current overall performance of Citilink on a system-wide basis.

An effective way to understand the performance of a transit system and to gain insight into the major issues facing it is to look at its performance over time. This is accomplished with the trend analysis that follows. Data for this trend analysis was derived from the 2004 through 2008 National Transit Database reports and 2009 unaudited data from Citilink. This analysis will identify short term trends in service characteristics, productivity, and efficiency over the last six complete fiscal years.

Select performance indicators are also compared to the identical results of the 2004 TDP. As all questions were not identical, all of the information is not comparable; however, where possible, the previous information is included. The information includes 1995 through 2002 trend data.

Once a comprehensive view of the overall capabilities of Citilink is achieved, the focus can shift to the performance of the service on a route by route basis. This analysis provides the building blocks for the specific service recommendations.

It should be noted that Route 98 – CampusLink is not included in the analysis. This service was introduced in August 2009 and a full year of data is not yet available. Ridership on this service has grown exponentially over the past six months. In February 2010, there were 259 average daily boardings. This is nearly 45% higher than the 2009 average daily ridership for Access. CampusLink utilizes four vehicles to provide this service, averaging almost 65 daily boardings per vehicle.

Performance information is included for Routes 21 and 22. However, both of these routes are considered Flexlink services, which have more characteristics of demand response service than of fixed route service. This type of service is considered by the Federal Transit Administration as fixed route and the performance information is included in the NTD. This type of service is typically less efficient than fixed route, but does provide a necessary function in the total spectrum of services provided.

## ***FIXED ROUTE SERVICE EVALUATION***

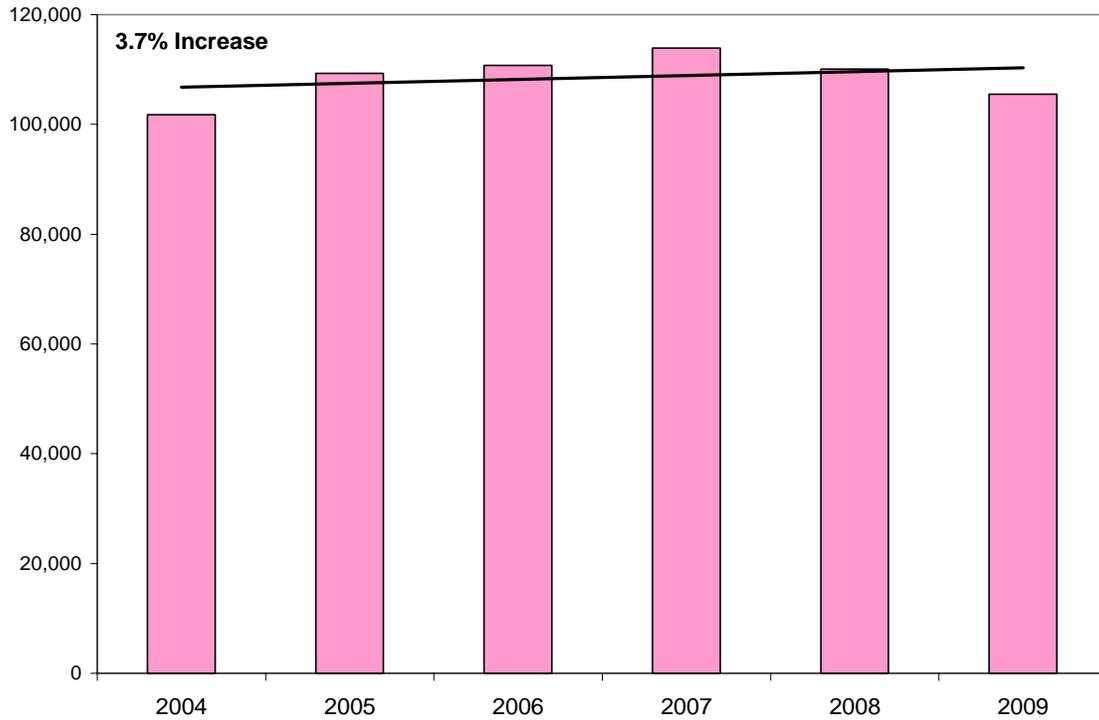
### **Service Consumption and Effectiveness**

This section shows graphical representations of the change in general service characteristics over the six-year period. These provide the basis for the effectiveness and efficiency performance measures. These charts show a system that has grown consistently in terms of hours and miles. Operating costs, however, have increased at a much higher rate over the six-year period. This cost growth rate of 40% greatly exceeds the 3.7% increase in hours. Comparatively, the 2004 study showed a 9.6% increase in total system operating expenses over a seven-year period. It was not clear how the costs were distributed between fixed route and Access services.

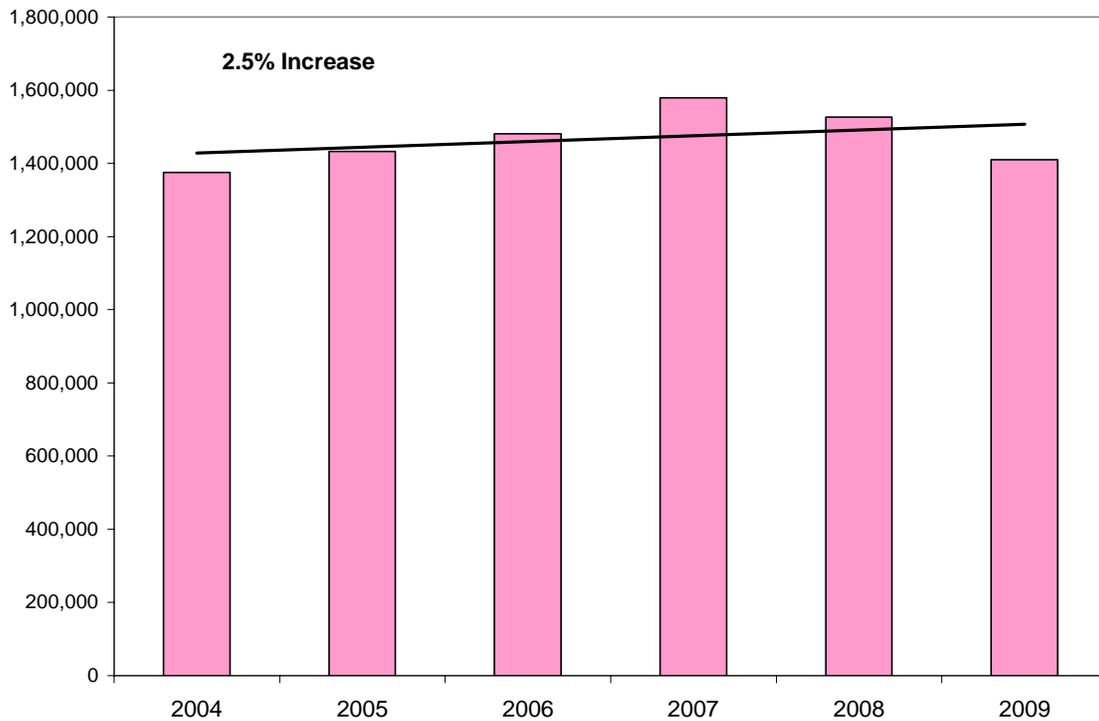
Boardings have increased nearly 11.7% over the six-year period. This is an average increase of nearly 2% in ridership annually and shows that Citilink has tailored its service to attract new and retain existing passengers. Boardings per revenue mile and hour increased as would be expected, indicating Citilink's effectiveness in meeting service demand. The 2004 study showed an 8.9% increase in boardings over the study period. This is a similar pattern of growth, indicating that Citilink responds to the current service demands at the time for its riders.

A service reduction was instituted in the fall of 2008 in response to skyrocketing fuel prices, the substantial increase in the cost of health insurance, and hourly wage costs. This reduction included a slight decline in revenue vehicle miles and hours for 2008.

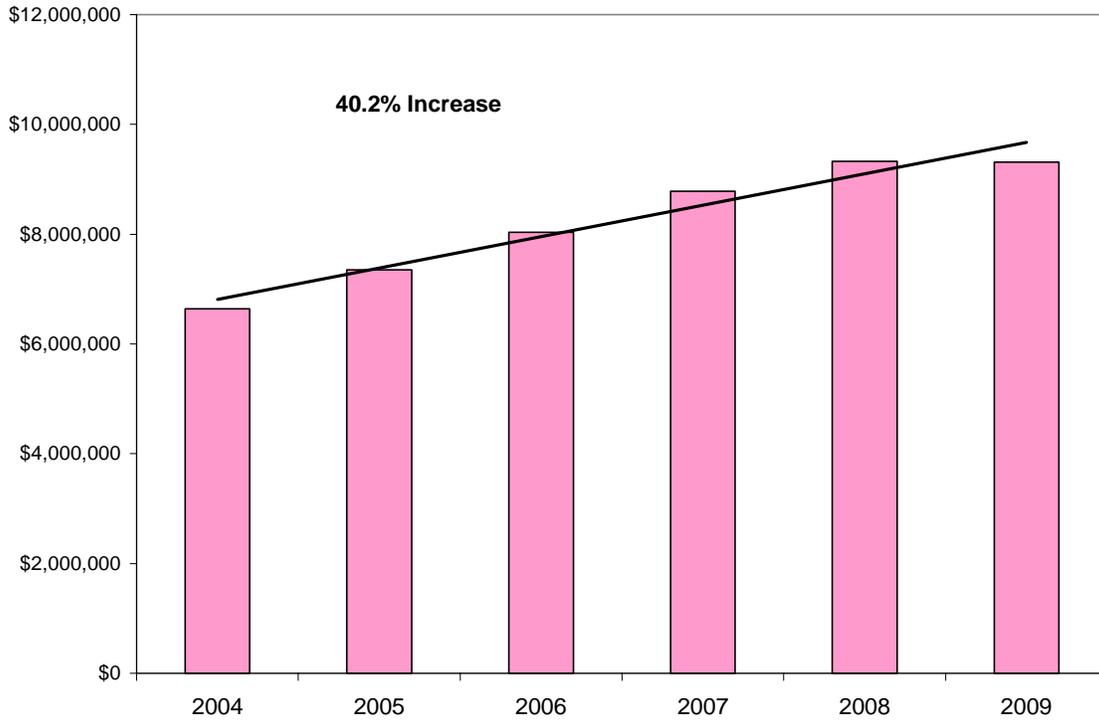
Fixed Route Annual Revenue Hours



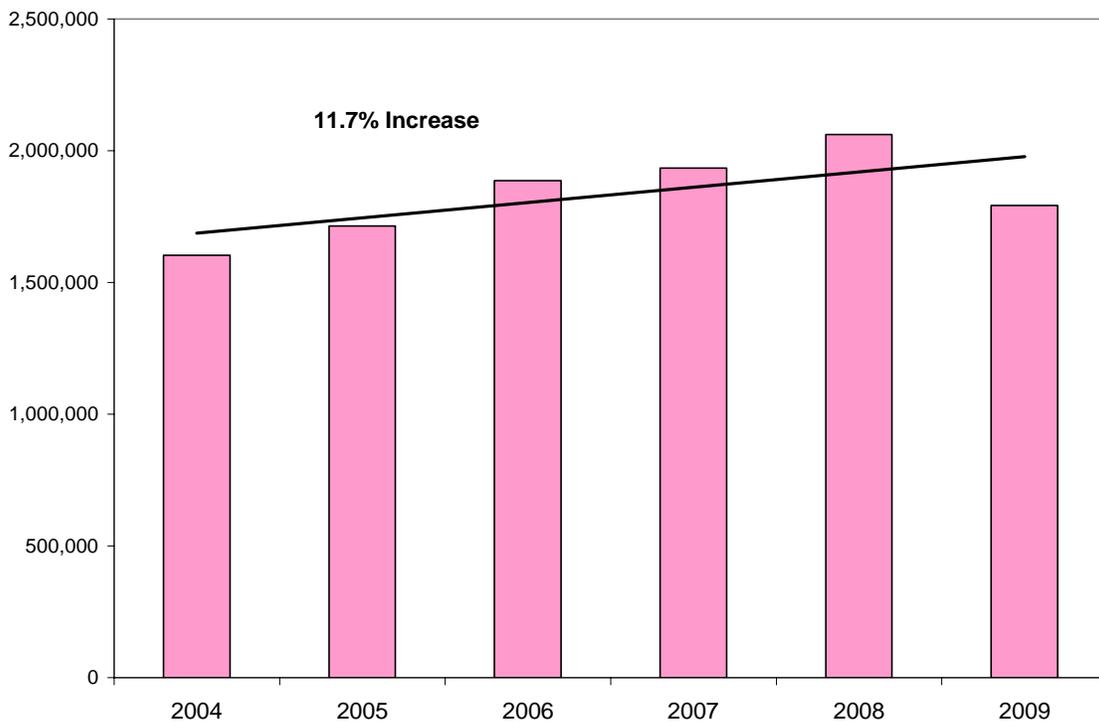
Fixed Route Annual Revenue Miles



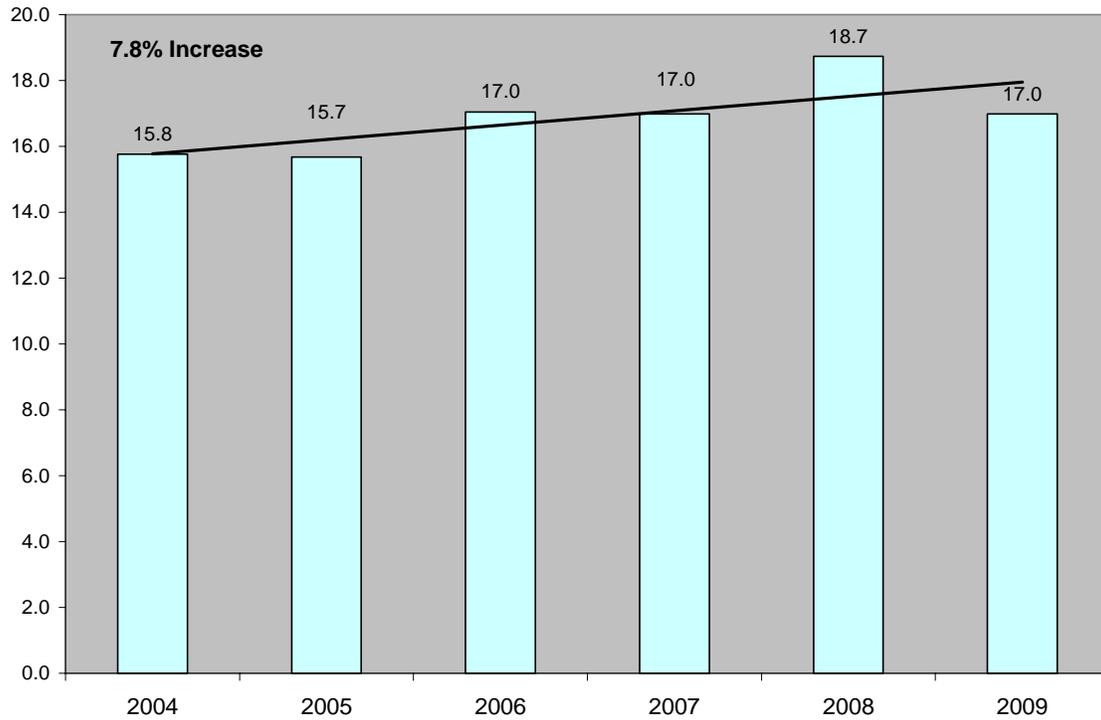
Fixed Route Annual Operating Cost



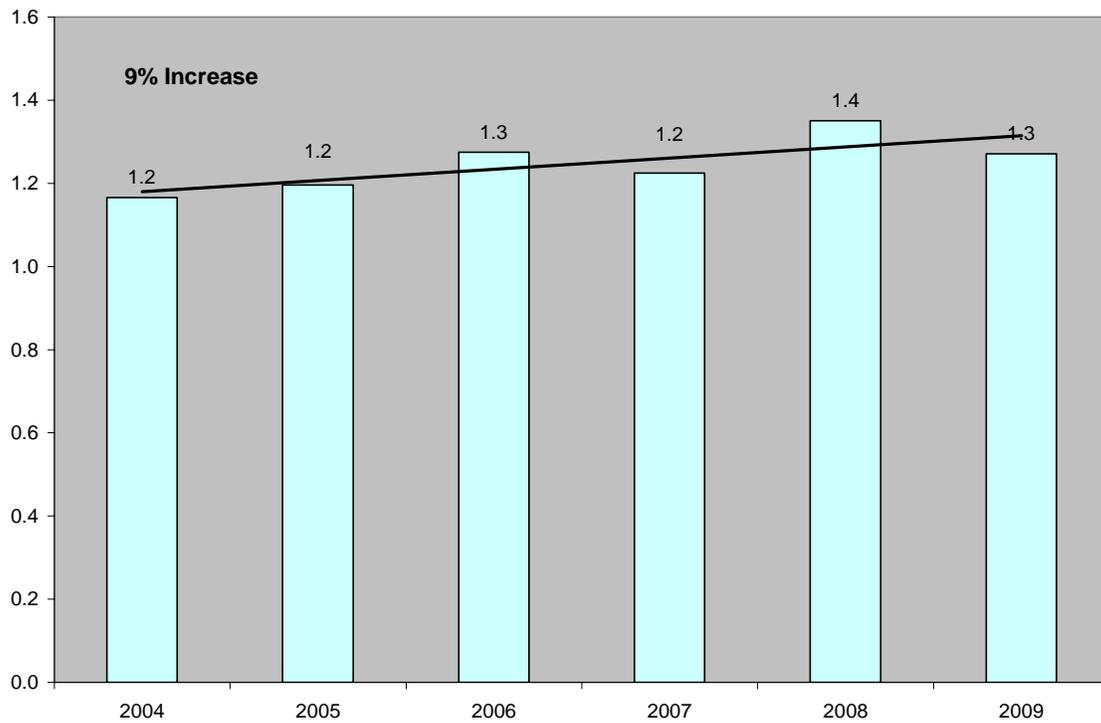
Fixed Route Annual Boardings



Fixed Route Boardings per Revenue Hour



Fixed Route Boardings per Revenue Mile



## **Service Efficiency**

The six-year comparison period presented special challenges to Citilink in terms of operating costs. Although a service reduction was implemented in 2008, there were significant increases in several categories of expense. Over the six-year period, health insurance costs increased 32% and wages for union workers increased by over 13%. Additionally, 2006 and 2007 expenses included large arbitration settlements. On top of these issues, fuel prices rapidly increased and only started to stabilize late in 2008.

Primarily because of the above special circumstances, operating costs have increased 40% over the six-year comparison period. The charts below graphically illustrate the efficiency indicators for the system. Citilink recognized early on that these special circumstances would cause issues related to efficient performance and has already taken steps to improve performance in this area.

The recent labor agreement includes manageable wage increases for each of the three years. Additionally, the health insurance plan was restructured to allow for significant savings in future years. Management has implemented a futures fuel contract, allowing Citilink to purchase fuel at a locked-in price that fits within the adopted budget. These initiatives, coupled with the continuing efforts of the Board, management, and staff to modify operations to be as efficient as possible, will go far in increasing Citilink's performance and efficiency.

While boardings have increased by 11.7%, farebox revenues have decreased by 1.5%. A fare change was implemented in July 2008. The major change was the elimination of transfers and the addition of "All Day" passes. Youth fares were decreased and monthly pass cost remained constant. Even though a base fare increase was implemented, these customer-friendly changes allowed for a smaller increase in fare revenues than might be expected.

As noted in Chapter 4 with the customer survey results, most Citilink customers ride more than four days a week and have been riding for over five years. These customers are most likely purchasing a monthly pass, reducing the daily cash fare receipts. Additionally, with the elimination of transfers, a customer may board several times but only pay one fare for the All Day pass. The increased use of multiple use passes could cause an increase in ridership without a significant increase in fare revenue.

Four years ago, Citilink implemented a program to allow Access-eligible passengers free rides on the fixed route system. This is a proactive solution to the challenge of the increasing demand for Access service by a more active and longer-living population. In fact, in 2009, 14,944 free boardings on the fixed route service by Access-eligible patrons were recorded.



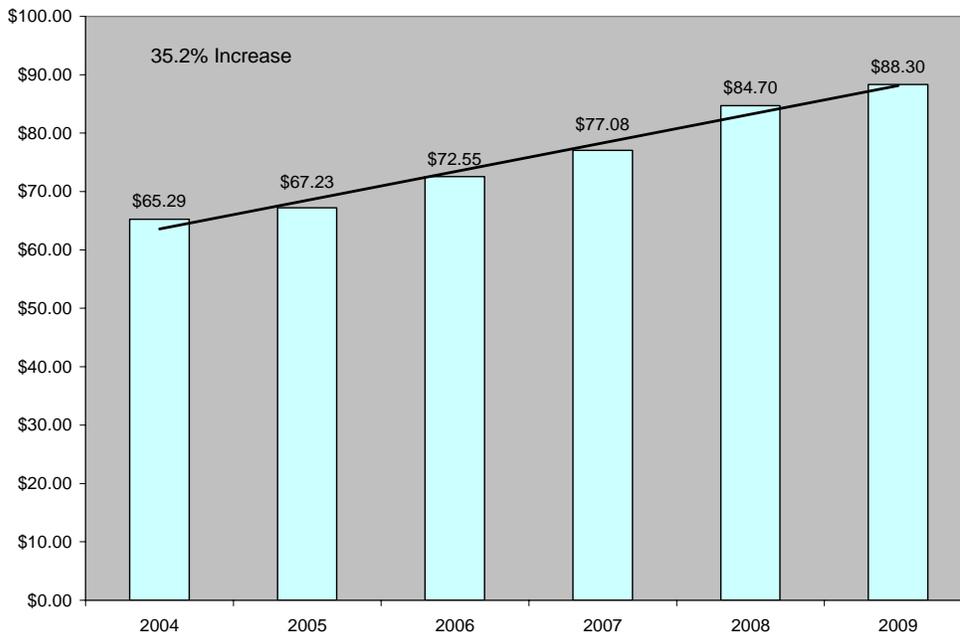
This policy would increase boardings and not increase fare receipts for the fixed route service. This initiative is a very effective way to not only reduce demand for Access service and associated costs, but to provide many more transportation options for Access riders.

It is unlikely that the disparity in fare revenues collected versus the increase in boardings occurred because of any negligence in fare collection. The fareboxes are balanced each day with the GFI reports and if there are any discrepancies, management and supervisory staff work to resolve the issue immediately.

The average fare per boarding is \$0.64 per boarding, an increase of over 23% in the comparison period. This indicator is typically lower than the regular adult fare due to the high percentage of discounted passengers that ride. The national average fare per boarding for fixed route systems in 2007 was \$0.85 (source: APTA 2009 Fact Book). Additionally, the last indicator in this section, average subsidy per boarding, has increased 28.8% over the study period, primarily due to the decrease in fare revenue and increase in boardings.

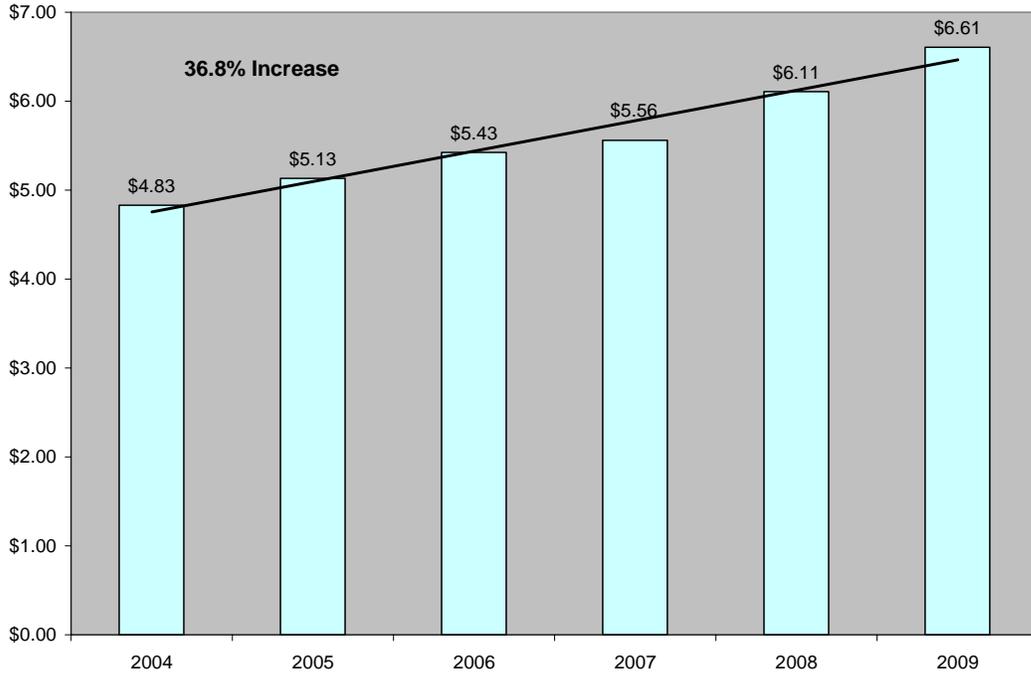
Now that the fare changes have been in place for over one year, it is recommended that Citilink perform a detailed fare analysis. This analysis would identify the percentage of fare revenue from each source and provide an analysis of the effectiveness of each as it relates both to fare revenue collection and customer satisfaction. As part of the fare analysis study, these performance indicators would be reviewed and analyzed in order to recommend appropriate improvements to these areas.

### Fixed Route Cost per Revenue Hour

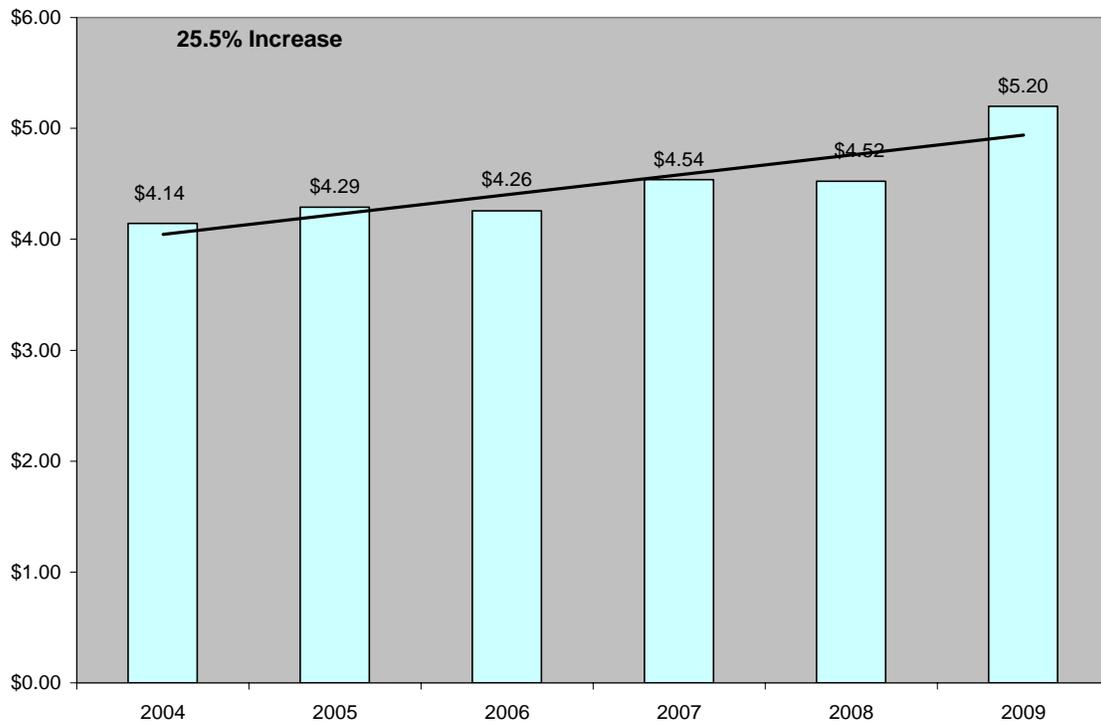




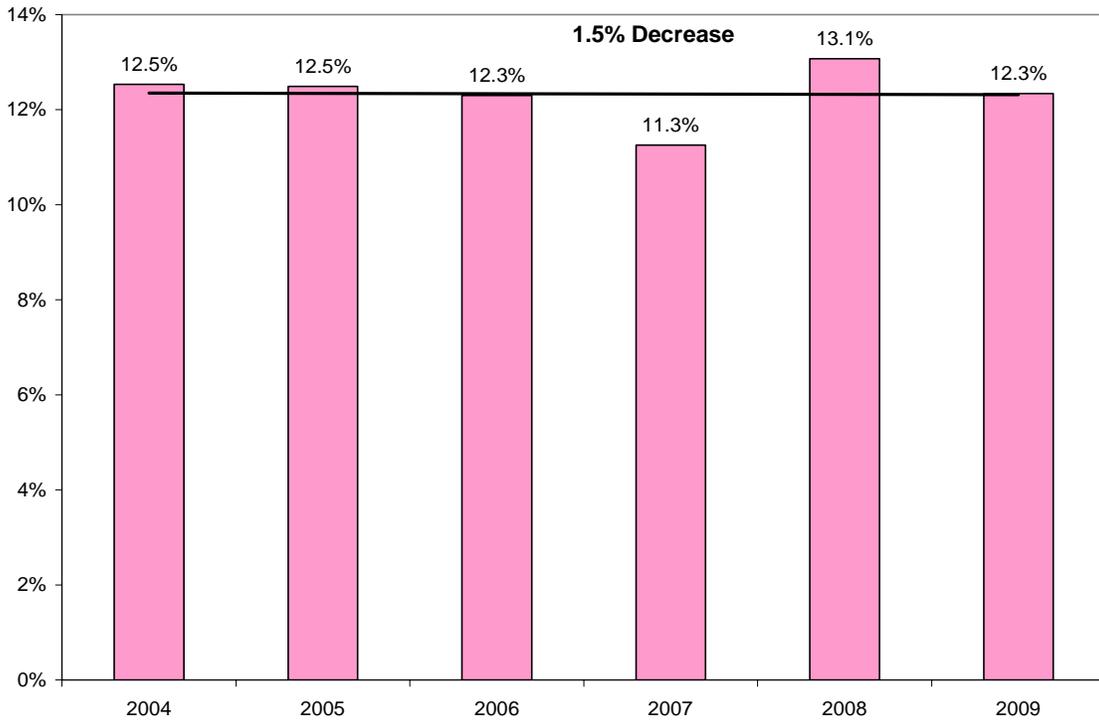
Fixed Route Cost per Revenue Mile



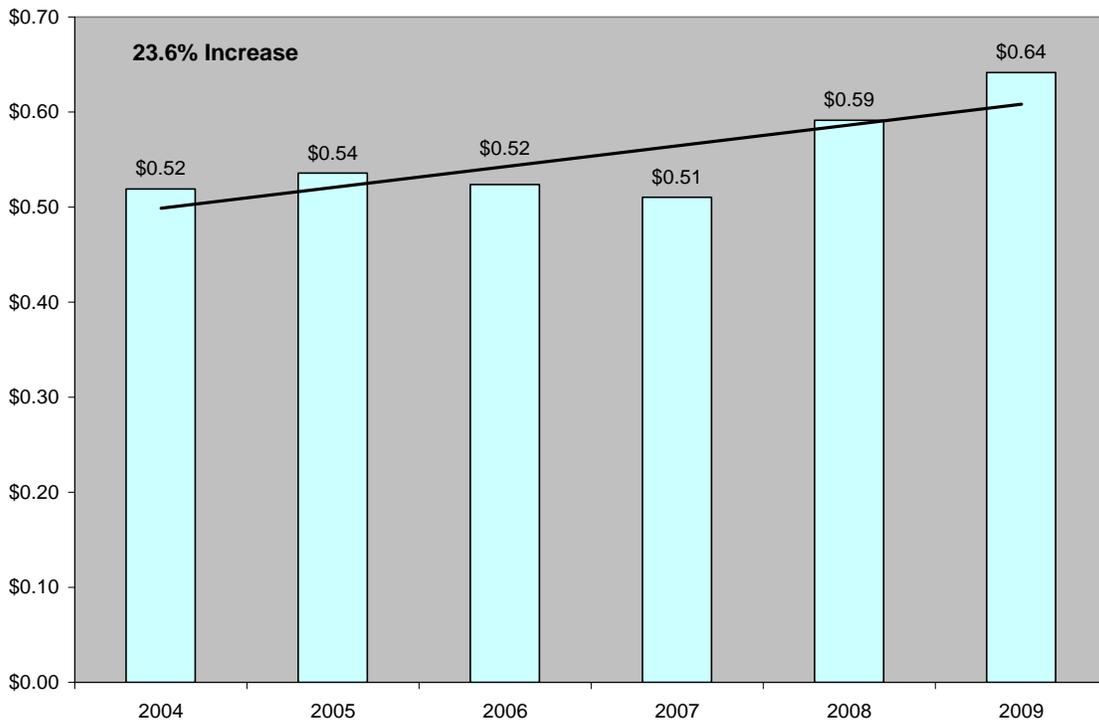
Fixed Route Cost per Boarding



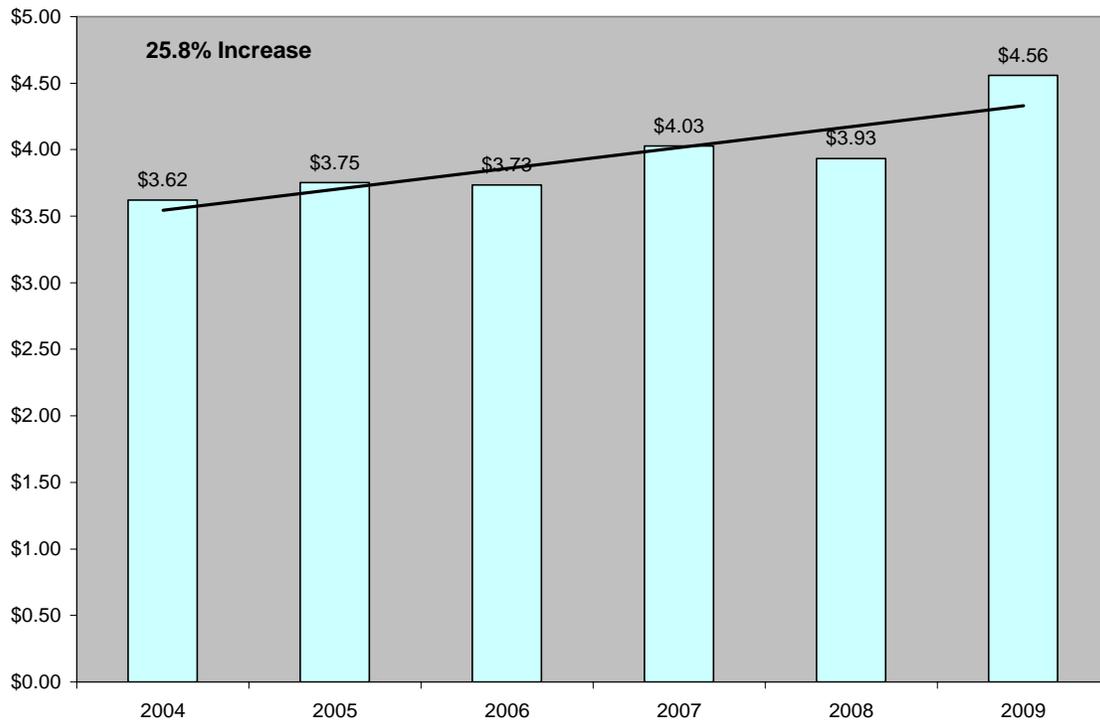
Fixed Route Farebox Recovery



Fixed Route Average Fare per Boarding



### Fixed Route Subsidy per Boarding



### **Fixed Route Trend Analysis Summary**

Citilink provides an extremely effective service to its passengers. Productivity indicators are very high, showing that Citilink is meeting as many needs as economically feasible.

Because of several special cost challenges, Citilink's performance indicators in service efficiency are not as positive as would be expected from a system with such effective service.

Citilink has instituted significant changes as described to more effectively manage wage, fuel, and health insurance increases. These initiatives will have a very positive influence on future performance of the system.

Farebox recovery decreased, even as boardings increased. This is attributed to the significant fare changes put into effect in July 2008. The recommended fare analysis would allow Citilink to identify any improvements that could be made to increase the performance indicators in this area, as well as provide detailed information the effectiveness of the fare changes.

Additionally, both of the Flexlink routes, Routes 21 and 22, were included in these comparisons. As discussed, these routes have more in common with Access service because of their flexible nature. Rather than following a



consistent fixed route throughout the day, these routes are “on-call” in a specific zone. Hence, performance is often times less efficient than traditional fixed route. They do serve a unique purpose and one that is justifiable in providing excellent customer service for a customer group. It is also typically more efficient than demand response and is a good way to transition Access-eligible riders that are capable of using fixed route service.

## ***Demand Response Service Evaluation***

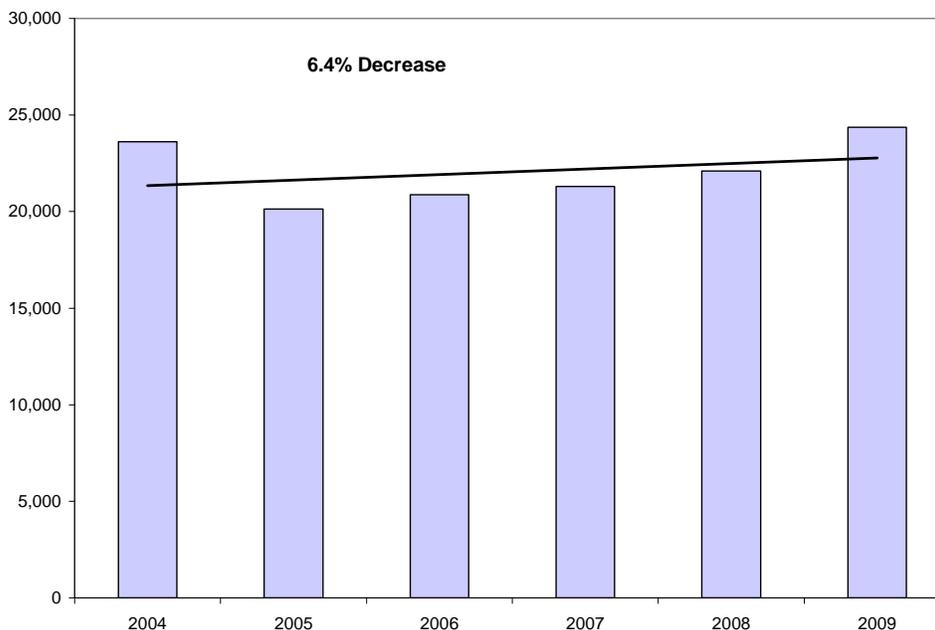
### **Service Consumption and Effectiveness**

This section shows graphical representations of the change in general service characteristics over the six-year period. These provide the basis for the effectiveness and efficiency performance measures.

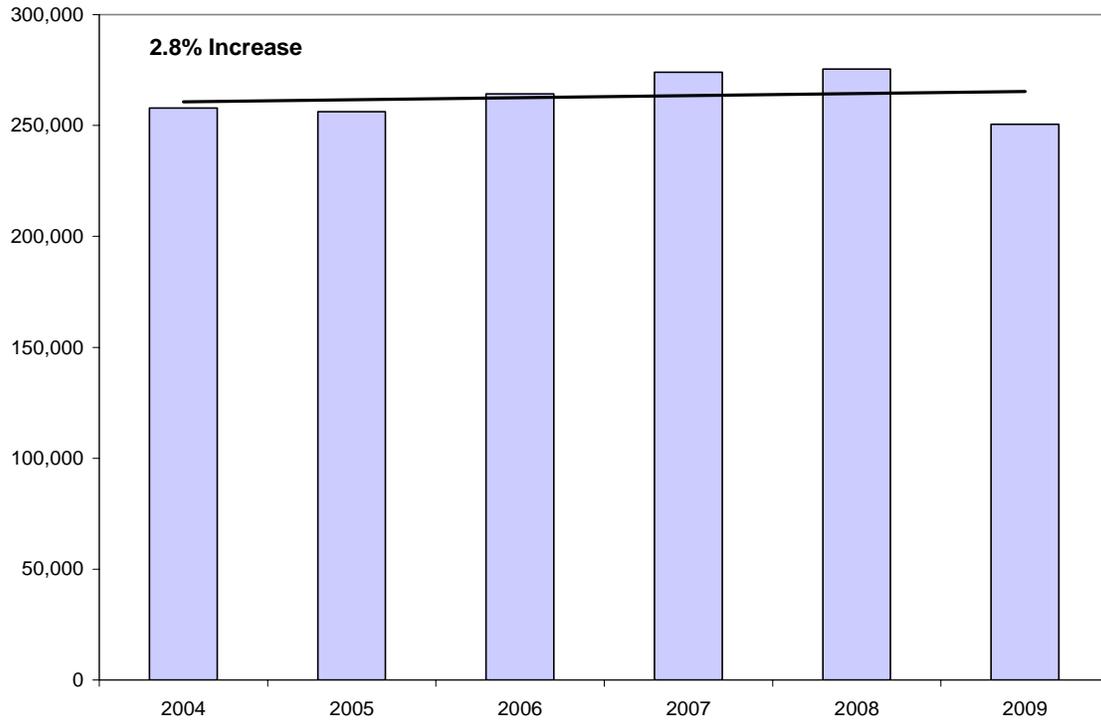
Citilink Access shows a 6.4% decrease in total hours, with a nearly 3% increase in total miles, indicating that service was reduced, but the vehicles traveled slightly more miles. Additionally, boardings increased by 3.3%. As discussed in the Fixed Route section of this chapter, operating costs have increased due to unforeseen special costs, including significant health care costs, arbitration settlements, high and inconsistent fuel costs, and wage/benefit increases. This contributed to a 54.9% cost increase attributed to the Access service. The initiatives that Citilink has undertaken to stabilize costs for the next several years will improve the performance indicators shown here.

An important note pertains to the accuracy of the information input into the NTD for the Access service revenue hours. Once management identified the inconsistency of the NTD data, additional reporting requirements were provided to the vehicle operators and supervisory staff. Now that an emphasis is placed on accurately differentiating between revenue and non-revenue service, the NTD input will be valid. For comparison purposes in this report, total hours of Access vehicle service will be used to calculate performance indicators.

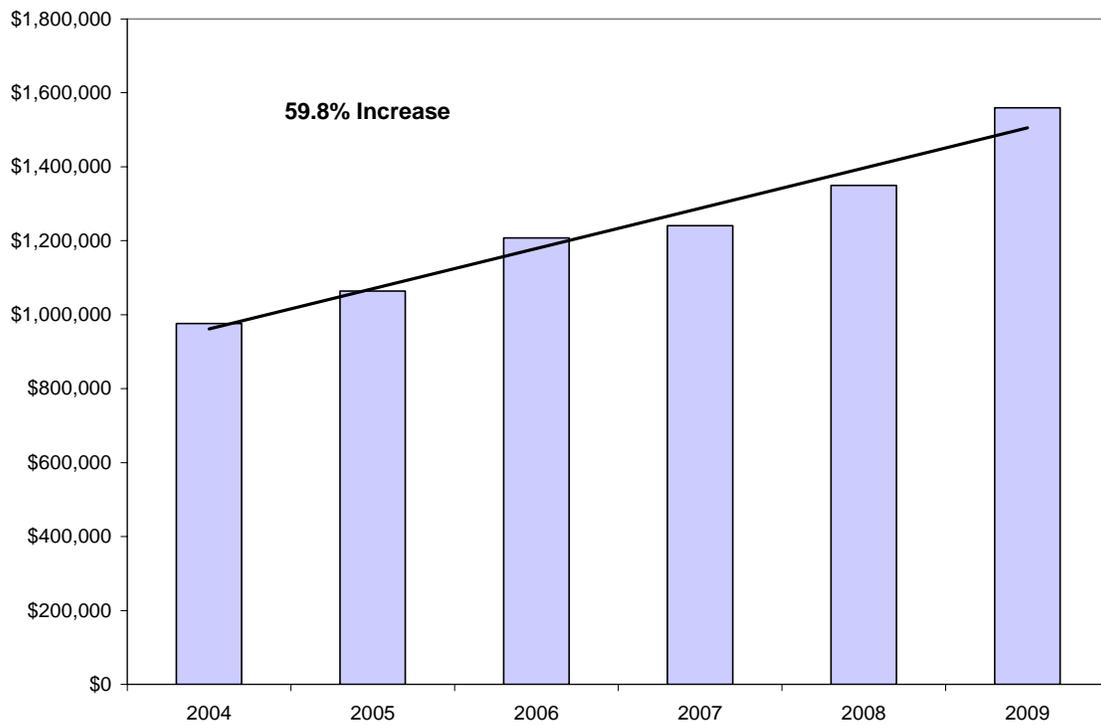
#### Access Annual Total Vehicle Hours



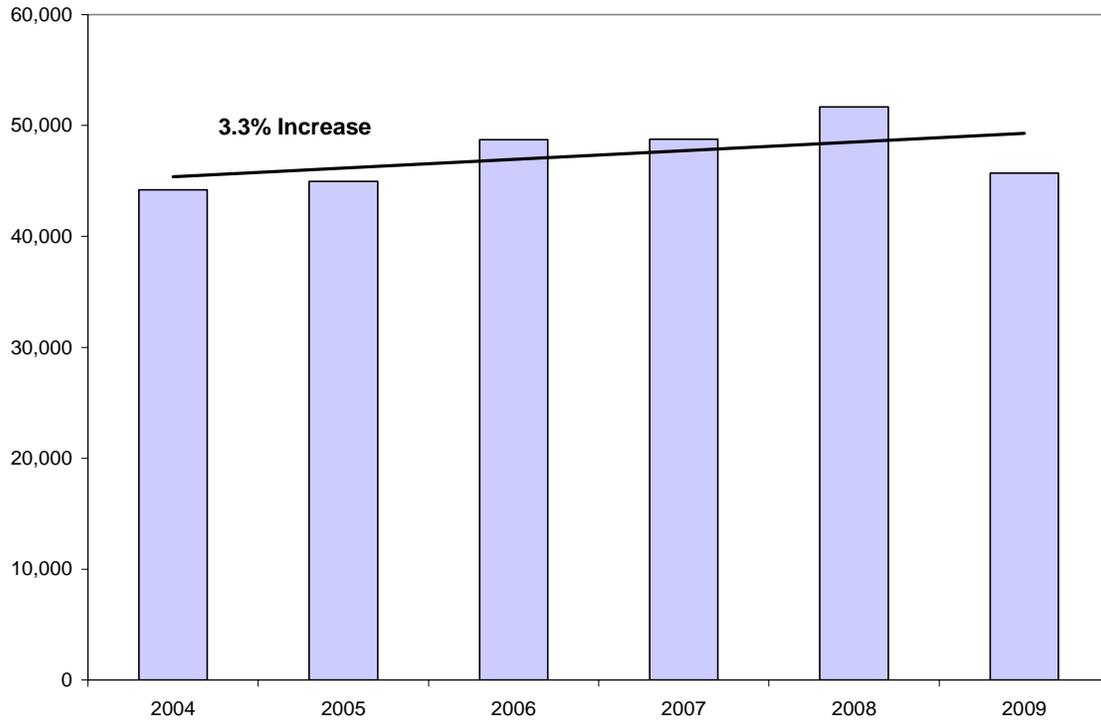
Access Annual Revenue Vehicle Miles



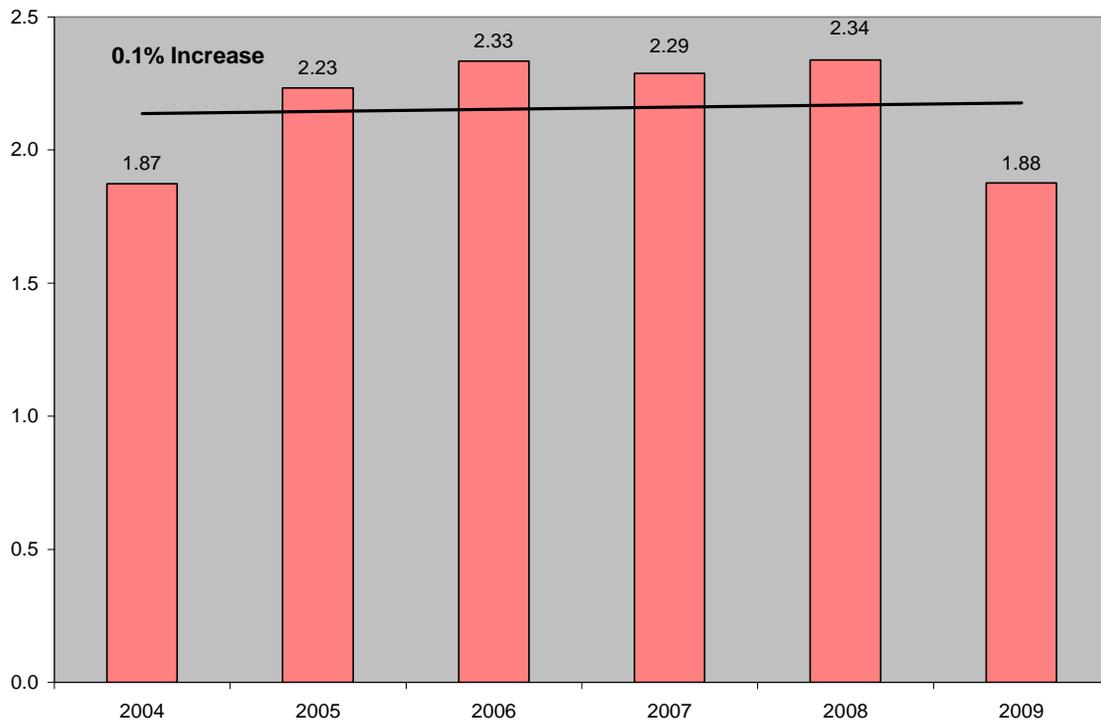
Access Annual Operating Cost



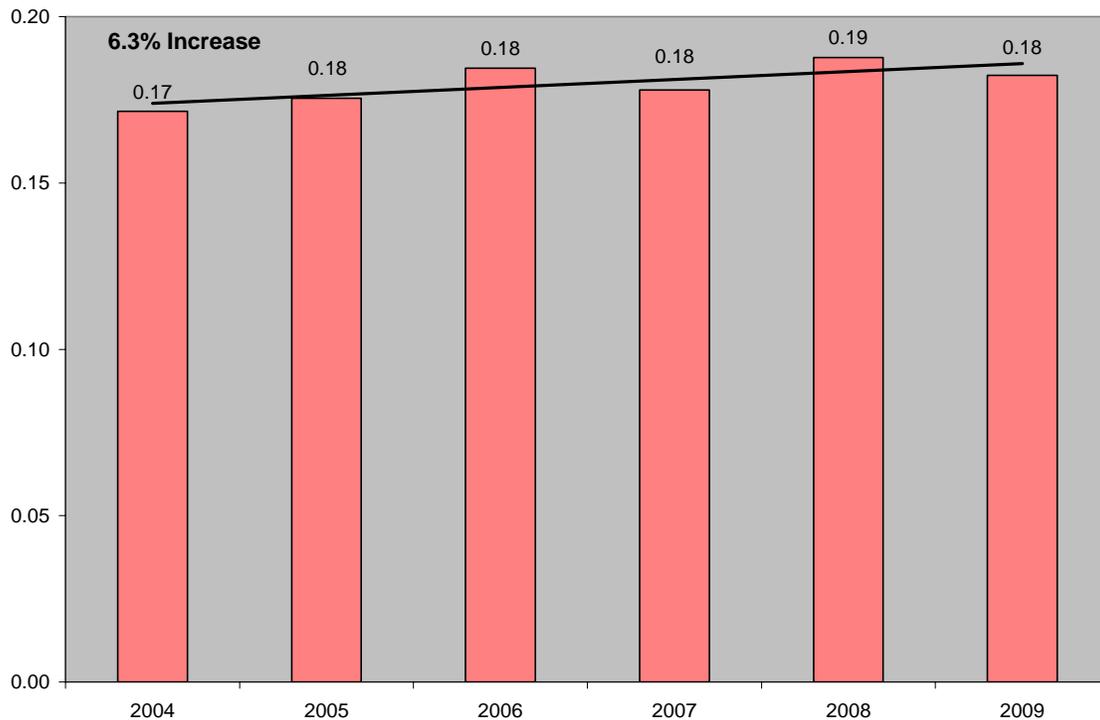
Access Annual Boardings



Access Boardings per Hour



### Access Boardings per Revenue Mile



Boardings per revenue mile and hour increased as would be expected, indicating Citilink's effectiveness in meeting service demand with the service provided.

### **Service Efficiency**

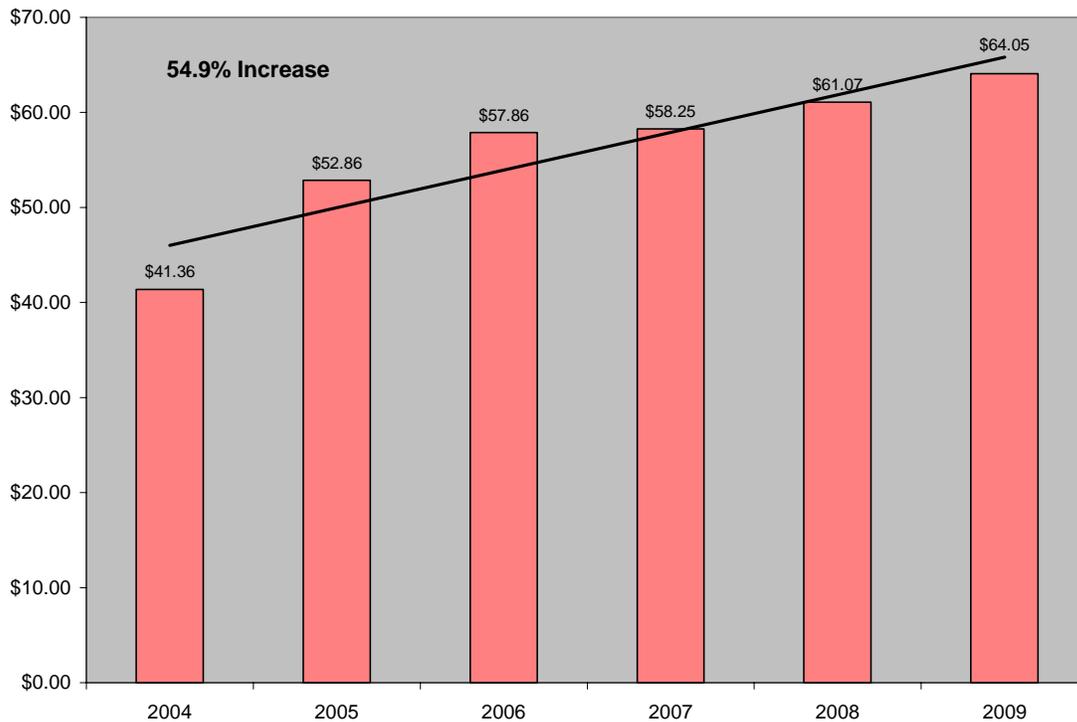
Operating costs have increased nearly 60% over the six-year comparison period. This, combined with less total vehicle hours and additional miles, has compromised the performance indicators. As discussed in the fixed route section of this chapter, Citilink has already implemented cost savings measures that will be reflected in these indicators in future years. Additionally, management is currently in the solicitation stages for new scheduling software that will assist staff in using resources as efficiently as possible.

The cost per total vehicle hour has increased over 54.9% during the study period. This is an annual average of just over 9%. The farebox recovery ratio has decreased by 25.5%. Factors that contributed to this farebox recovery decrease include the fare adjustment in 2008, the minimal increase in ridership over through 2008, the drop in ridership in 2009, and the free fixed route fare program for Access riders. The subsidy per boarding has increased, as would be expected with the increase in operating costs and the minimal increase in ridership.

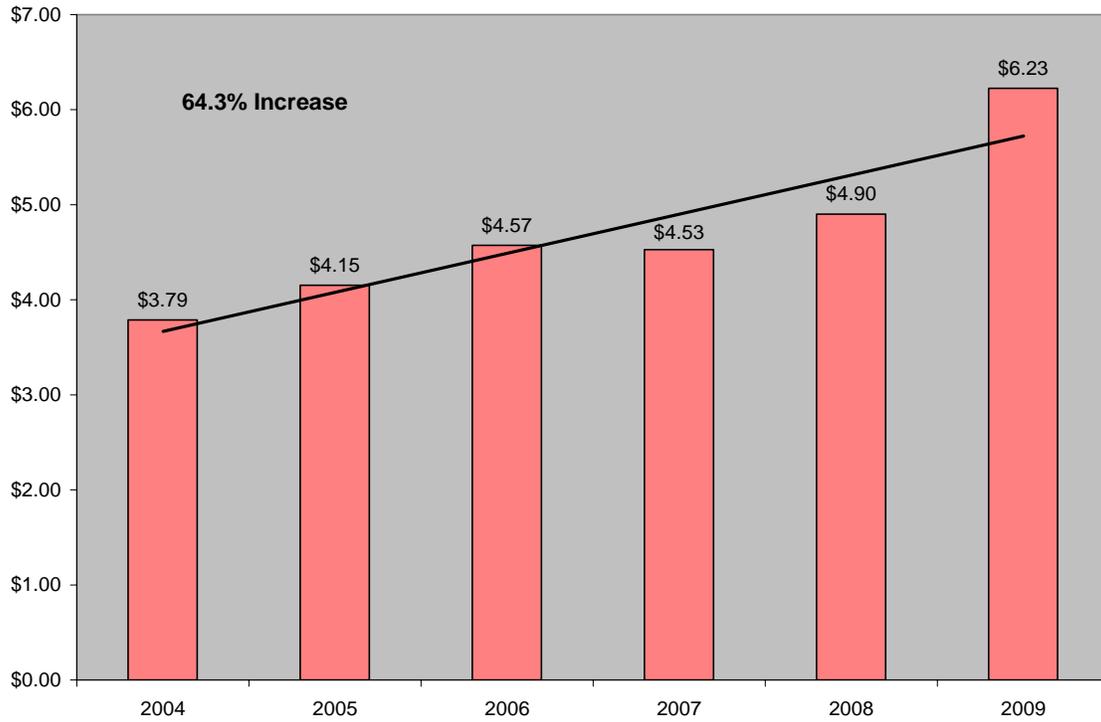


The service area for Citilink Access grew substantially in 2007 with the annexation of a significant portion of Aboite Township into the Fort Wayne City Limits on the southwest side. Other smaller annexations to the north and east also slightly affected trip length. This extended the trip length and affected scheduling efficiency as the service coverage area extended further from the city core. The charts below graphically illustrate the efficiency indicators for the system.

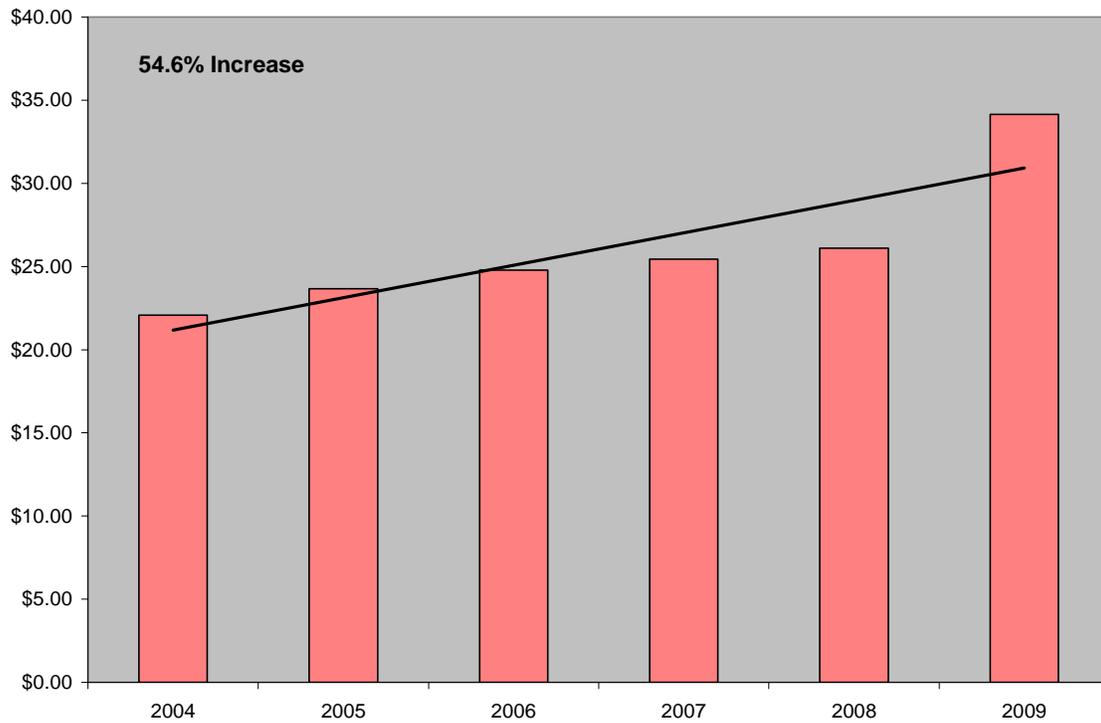
Access Cost per Total Vehicle Hour



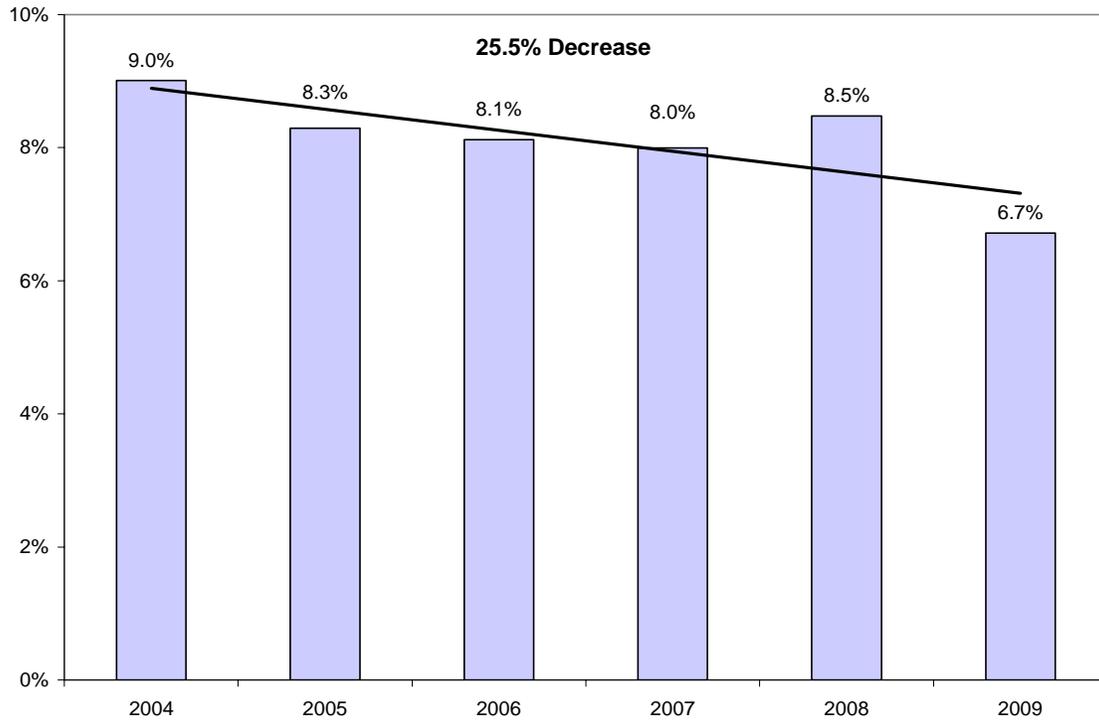
Access Cost per Revenue Vehicle Mile



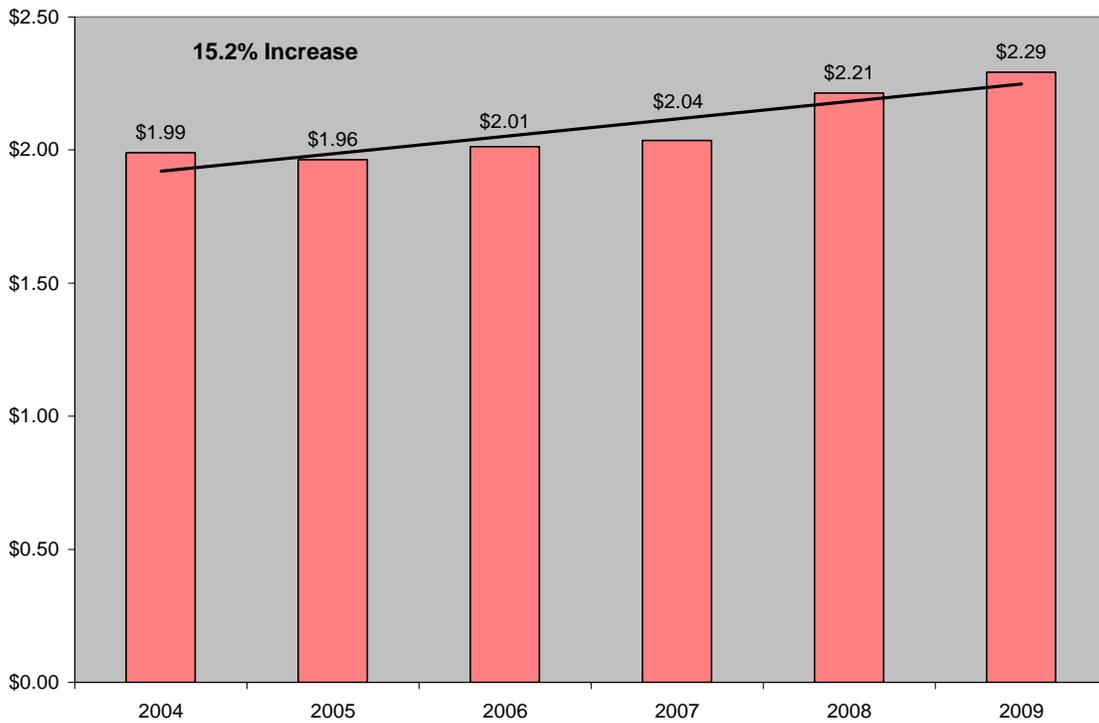
Access Cost per Boarding



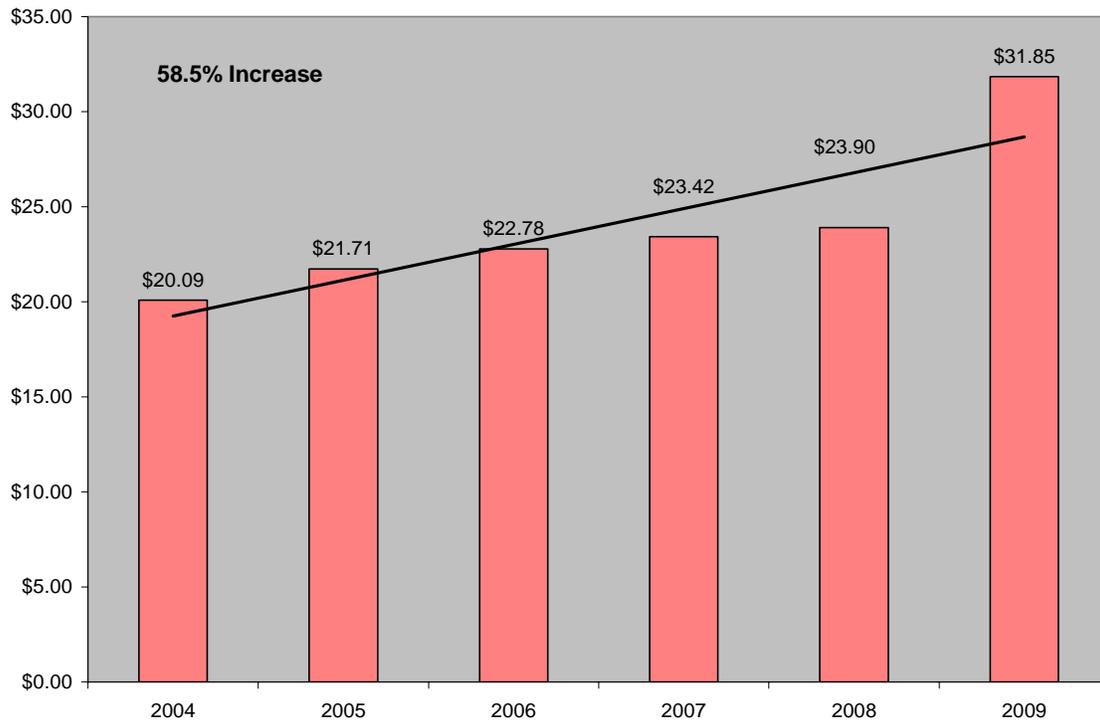
Access Farebox Recovery



Access Average Fare per Boarding



### Access Subsidy per Boarding



### **Demand Response Trend Analysis Summary**

The analysis of the Citilink Access service shows many of the similarities of the fixed route service analysis. Performance indicators show high productivity from a passenger perspective. As described in the fixed route system, the cost challenges faced by the organization had a direct effect on the large increase in operating expense over the comparison period. The cost stabilizing initiatives that have been recently implemented will impact future Access efficiency in a positive manner. These initiatives include:

- Purchasing fuel futures, stabilizing the cost and ensuring it meets the budget
- Negotiating a labor agreement with manageable wage increases
- Restructuring the health benefits package to include modest increases
- Continuing emphasis on cost-savings management practices

Combined with the above system wide initiatives, management is currently soliciting for a new scheduling software package. This software will allow the scheduling staff to more effectively schedule trips, manage demand, track passenger statistics, and aid the driver with routing. This software, when used effectively, can reduce operating costs and increase effectiveness.



Boardings are increasing at a high rate and this bodes well for Access. Combined with lower hours, this measure indicates that Citilink has an effective way of scheduling and assigning vehicles and operators to be as effective as possible with its resources.

---

## **Chapter Four – Stakeholder Input Process**

---

Stakeholder input is invaluable in discerning both quantitative and qualitative information related to service delivery, customer sentiment, and community awareness.

Four types of surveys were conducted as part of the TDP update process. First, community opinion leaders were identified who could provide information from a governing standpoint on how the Citilink system could meet community needs. The second, an on-board customer survey gauged customers' satisfaction with Citilink service, requests for improvements, and general demographic and logistics information. The third survey, a telephone survey conducted of residents in Fort Wayne & New Haven, was designed to identify community needs and local perceptions of Citilink's operations and identity.

The final survey was an internet-based survey based on the Citilink website. The survey link was sent to community leaders, legislators, advocates, social service agencies, local/state DOT/FTA region government staff, Citilink board & staff, riders, and was posted on multiple electronic mailing lists. Sixty-one (61) responses to the electronic survey were received.

### ***COMMUNITY OPINION LEADER INTERVIEWS***

Interviews were held with members of the Fort Wayne community that represent transit users as part of their constituency, either as an employer, a social service agency, a policy maker, an educational institution, or a government entity. The community leaders' comments are not provided individually, in order to provide an assurance of confidentiality.

Community leaders were asked to respond to the following statement: "People have the right to get to where they must go and if they do not have the means to provide their own transportation, then transportation should be provided to them." One of the stakeholders agreed with this statement; the rest of the stakeholders did not wholly agree or completely disagreed. The one common thread, generated from the responses was that public transportation is a necessary and important component for the community.

All of the community leaders identified public transportation as serving all market segments, including senior citizens, students, working poor, general public, persons with disabilities, and commuters. Additionally, cyclists were added as a constituency group, advocating the need for bicycle racks on the vehicles. Only two of the stakeholders said they had ridden Citilink in the past, and then it was utilizing the system for special event service. To get the stakeholders to use public transit, Citilink

would need to have more routes with more frequent service to provide the convenience of a personal automobile at less cost.

The community leaders interviewed saw all of the following as transportation needs for the 'journey to work' of employees/employers:

- Same convenience as a personal automobile
- Travel to outlying job locations, not only to downtown jobs
- Have flexible operating schedules
- More research done on where workers are coming from and going to
- Cost savings
- Environmental safety

None of the respondents feel that there is adequate support to fund Citilink service improvements with additional local tax funds. When asked what the transportation system in Fort Wayne would look like in a perfect world, the stakeholder group identified a taxi-like system of convenience and elevated trains or bus rapid transit connecting metropolitan and outlying areas. Additionally, cost effectiveness was noted as important in this perfect world vision.

Areas that the community leaders feel should be served outside the Fort Wayne city limits include Aboite, New Haven, and rail or BRT connections to Chicago, Toledo, and Columbus.

These stakeholders identified the following as the most important improvements to consider for Citilink:

- More frequent service on weekdays
- Faster travel times
- A more convenient and comfortable transfer hub

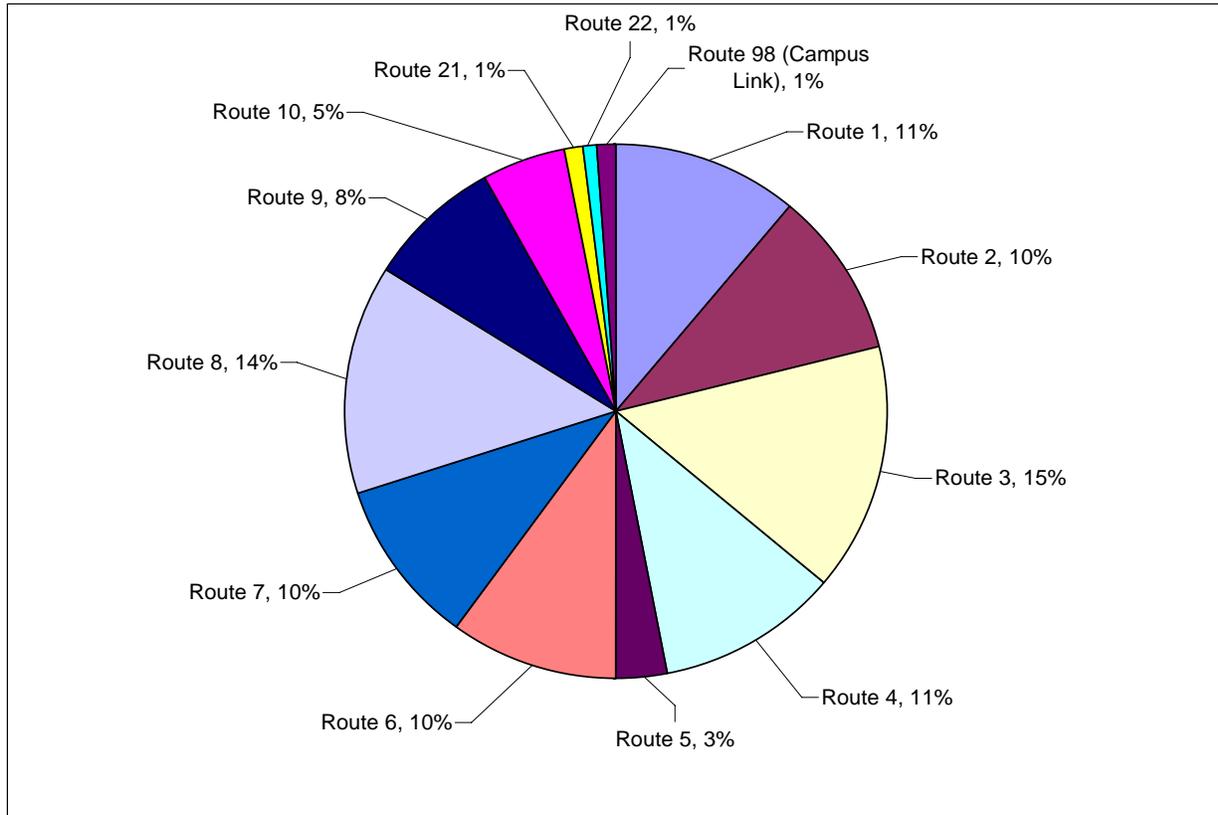
In general, the community opinion leaders are supportive of the service as it is currently configured. Additional service should be added only if tangible need is shown and only if resources are available. Citilink should continue to be involved in the region's planning process for future rail and BRT improvements. The focus for Citilink is to meet the public transportation needs in the area in as cost effective manner as possible.

## **ON-BOARD SURVEY**

A comprehensive survey of Citilink customers was undertaken on all routes. The survey's objectives were to gauge customer satisfaction with the service, identify trip purpose, identify opportunities for improvement, and collect demographic information. These results assisted the McDonald Transit team with the recommended service improvements. The survey used is included as Appendix B.

Citilink had an average daily ridership in 2009 of approximately 5,645 boardings. Two thousand one hundred and fifty (2,150) usable surveys were completed. This is approximately 38% of the daily riders and is an acceptable response for analysis.

The chart below shows the percentage of responses from each route:

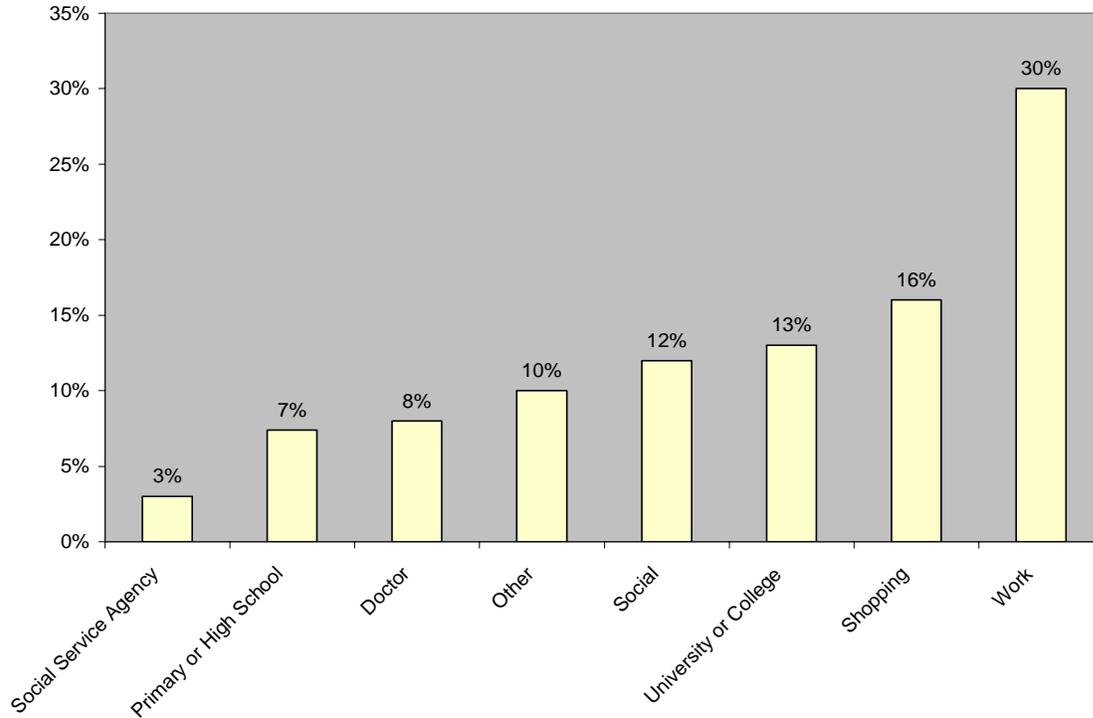


A large majority of Citilink customers are transit dependent – meaning they have no vehicle or are unable to drive. In fact, 59% of the respondents stated they had no car available, with another 24% stating there was only one car available to use. In addition, 81% of respondents stated that they typically ride the bus between 4 and 6 days a week.

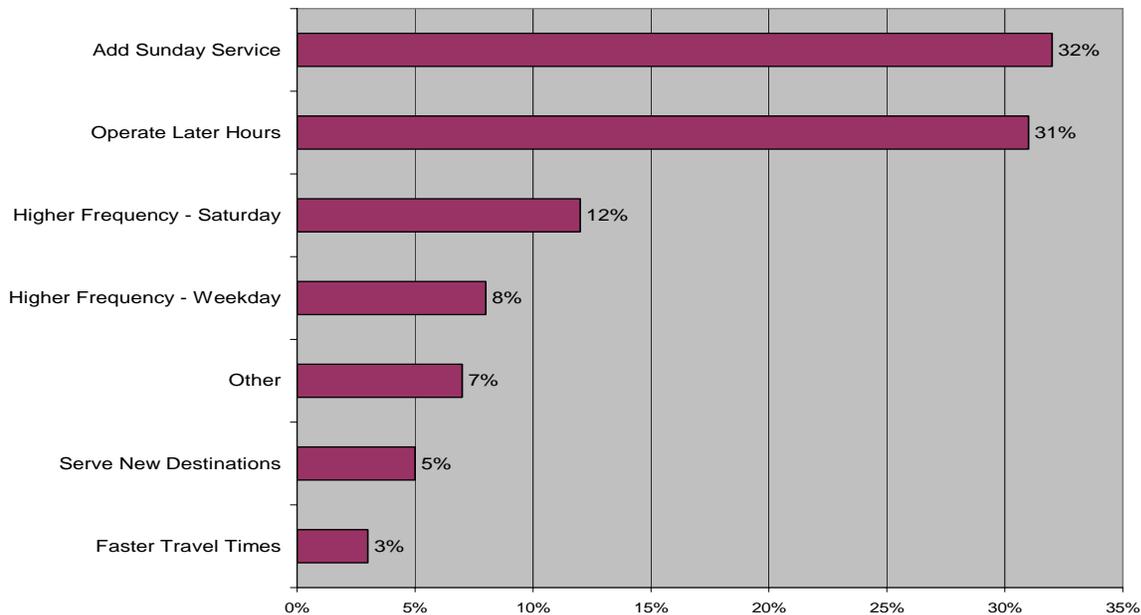
Another valuable piece of information is that 43% of respondents have ridden Citilink for over five years. That shows a consistent, stable ridership base that relies on Citilink for transportation. At the opposite end of the spectrum, 17% have ridden Citilink for less than one year. This allows Citilink the opportunity to identify new markets to serve and shows that it is still attracting new ridership.



The vast majority, 91%, walk to the bus stop and 75% of riders needed to transfer at least once. The graph below shows why they were riding Citilink on the survey days.



Customers value the services they use and generally desire improvements. Customers of Citilink bus service are anxious for more and better service. Specific improvements included addition of Sunday service, extended weekday and weekend hours, and higher frequency. The chart below shows the breakdown of bus service improvement requests.





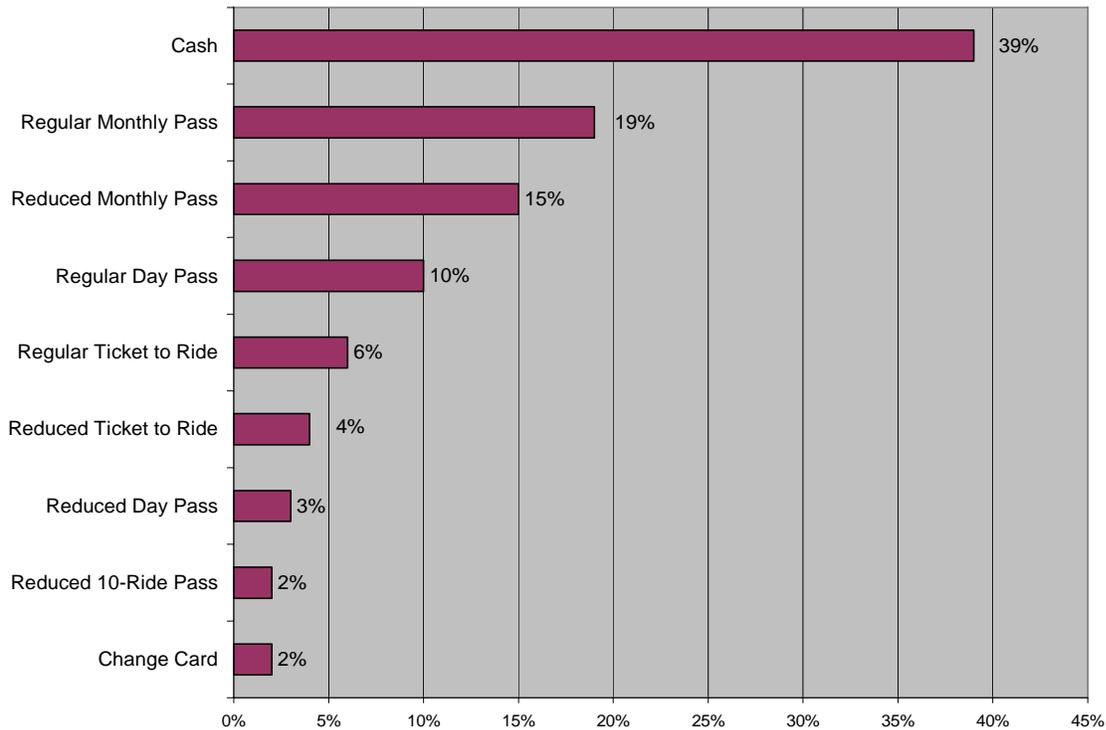
A number of questions were asked rating customer satisfaction within various categories. The table below shows the results with “10” being the best. Those categories that received over 50% of “9-10” responses are shown in blue; those with 20% or more in “1-3” responses are shown in red.

Category	1-3	4-6	7-8	9-10
On-Time Performance	15%	29%	26%	30%
Reliability	10%	21%	28%	40%
Frequency on Weekdays	10%	23%	24%	43%
Frequency on Saturday	22%	27%	22%	29%
Timing of Transfer Connections	13%	28%	27%	33%
Weekday Service Hours	19%	24%	28%	30%
Saturday Service Hours	26%	31%	18%	25%
Safety at Bus Stops	6%	19%	29%	45%
Safety on the Bus	6%	16%	27%	50%
Total Trip Time	12%	23%	27%	38%
Operator Courtesy	6%	12%	20%	62%
Condition of the Bus	5%	13%	24%	57%
Condition of the Bus Stop	7%	18%	25%	50%
Condition of the Transfer Location	6%	19%	28%	46%
Printed Route/Schedule Information	6%	15%	25%	53%
Accuracy of Information via Phone	10%	17%	23%	49%
Hold Time	12%	21%	25%	42%
Telephone Information Staff Courtesy	10%	18%	23%	48%

Customers are complimentary of many of the service aspects, including courtesy of drivers and other employees; easily understandable route schedules; condition of the vehicles and bus stops; and, security on the bus and at the stops. Customers clearly desire higher service levels and span of hours on Saturday.

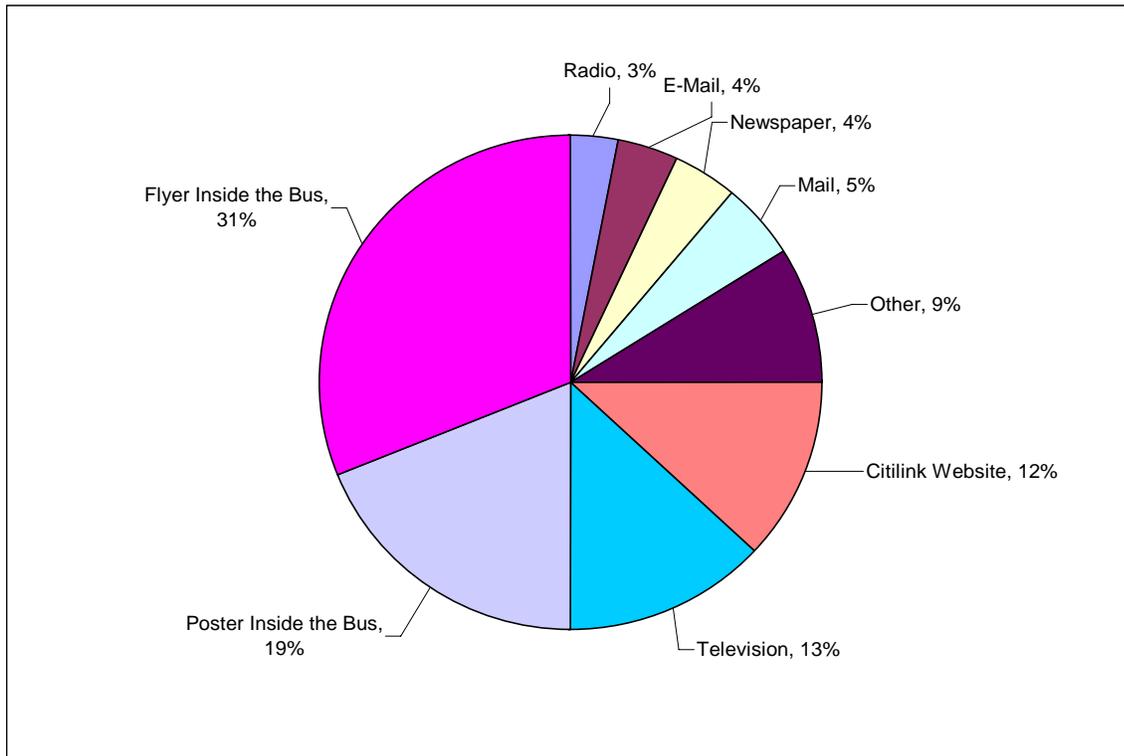
### Usage of Fare Media

The graph below shows information regarding other aspects of the service, including fare media usage, use of various marketing tools, and demographic information.



### Service Information Marketing

The graph below shows where riders get their information about the services Citilink provides. This will assist Citilink staff in the determination of resource allocation. The “Other” category received 9% of the responses. A majority of these “Other” responses indicated that a phone call to the office is how they received their service information.



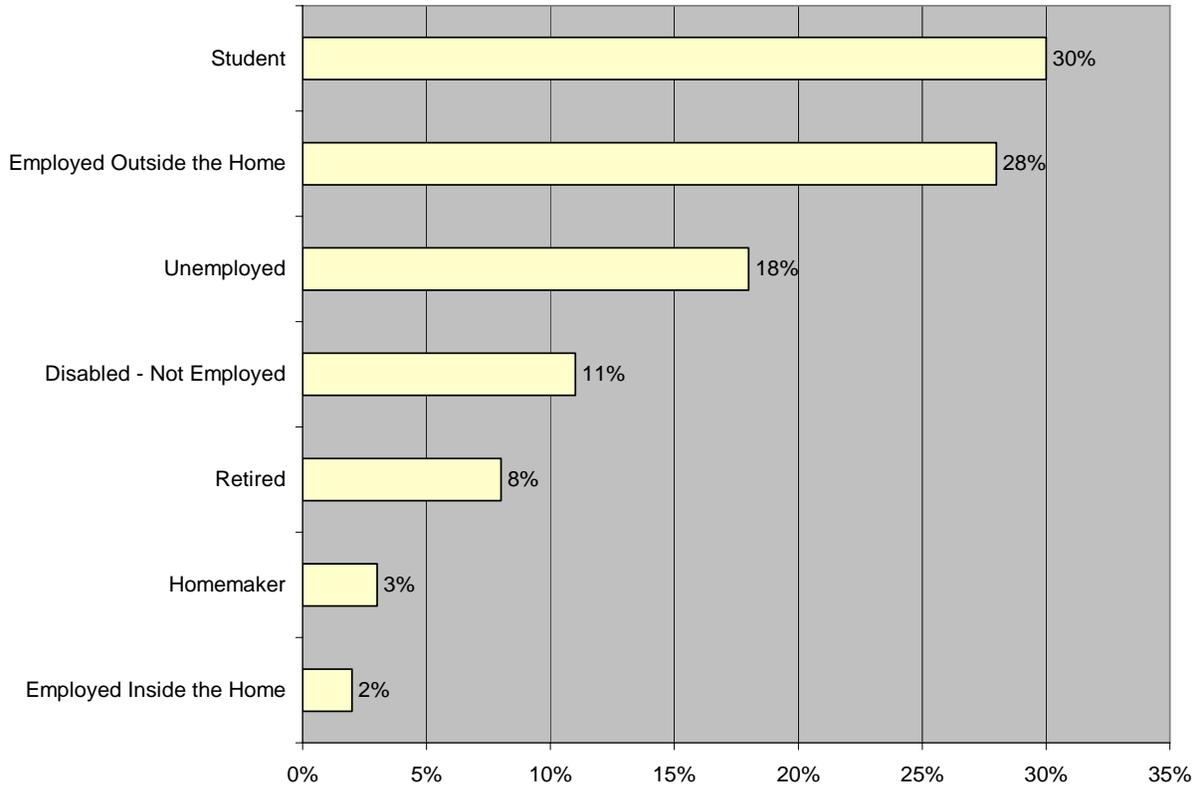
Two additional questions were asked of riders related to their use of the Citilink website and the Internet in general. 58% of respondents state that they do use the Internet. Only 29% of respondents state they have visited the Citilink website within the past month.

### Passenger Demographics

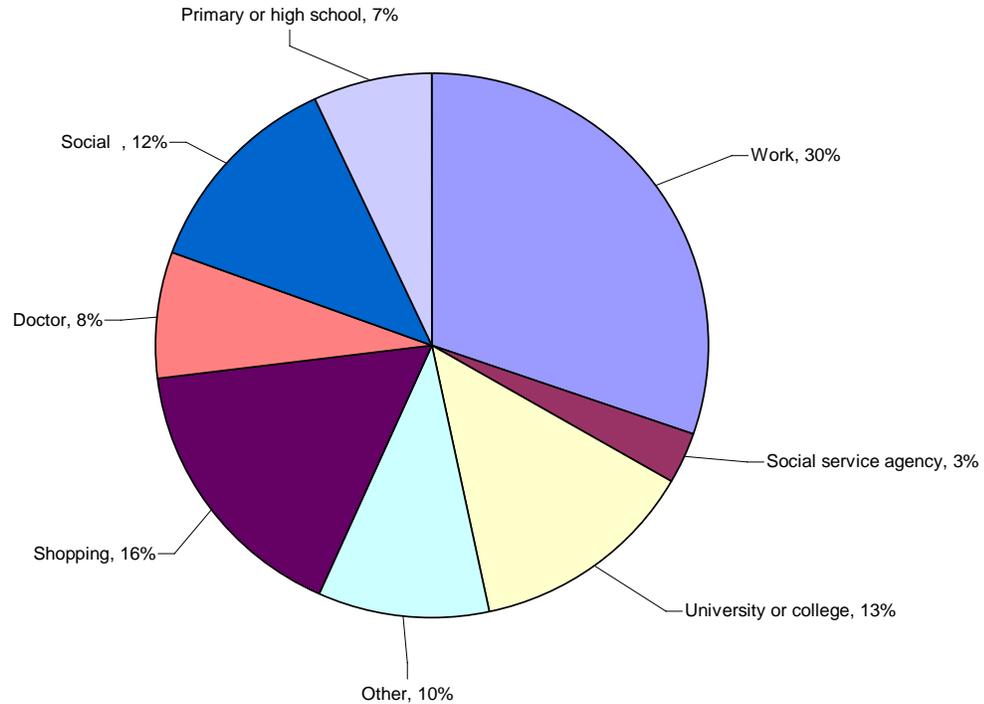
Interesting characteristics of the typical Citilink user are shown below as a percentage of the total respondents:

- 78% are in the 18-64 age range
- 44% of respondents characterize themselves as African-American
- 46% characterize themselves as Caucasian-white
- 61% earn less than \$25,000 in household income
- 18% were unemployed or job searching at the time the survey was administered
- 56% are female
- 98% of respondents requested service information in English
- 69% report an hourly wage of \$10 or less

The graph below shows how the respondents characterize themselves in terms of employment.



The chart below shows the reasons the respondents were using the service on the survey days.



## **TELEPHONE SURVEY**

Indiana Research conducted this telephone survey utilizing computer assisted live interviewers. Indiana Research designed the questionnaire, included as Appendix B, in cooperation with the Asher Agency, advisors to the Citilink Board and staff. A mix of open and close-ended questions was employed. A copy of the telephone survey is included as Appendix C.

During November 2009, 500 interviews were completed with residents of the cities of Fort Wayne and New Haven. The margin of error is estimated at +/- 4% at the 95% confidence level. This means that the survey, if conducted twenty times, would be likely to provide the same results (plus or minus 4%) 19 times out of twenty. This estimate applies only to those questions asked of 500 respondents. Smaller samples will produce a larger margin of error.

Random sampling was employed to provide reasonably proportionate representation of the geographic and demographic composition of the Fort Wayne area. However, as is typical of randomly-sampled telephone research, the demographics reported in the



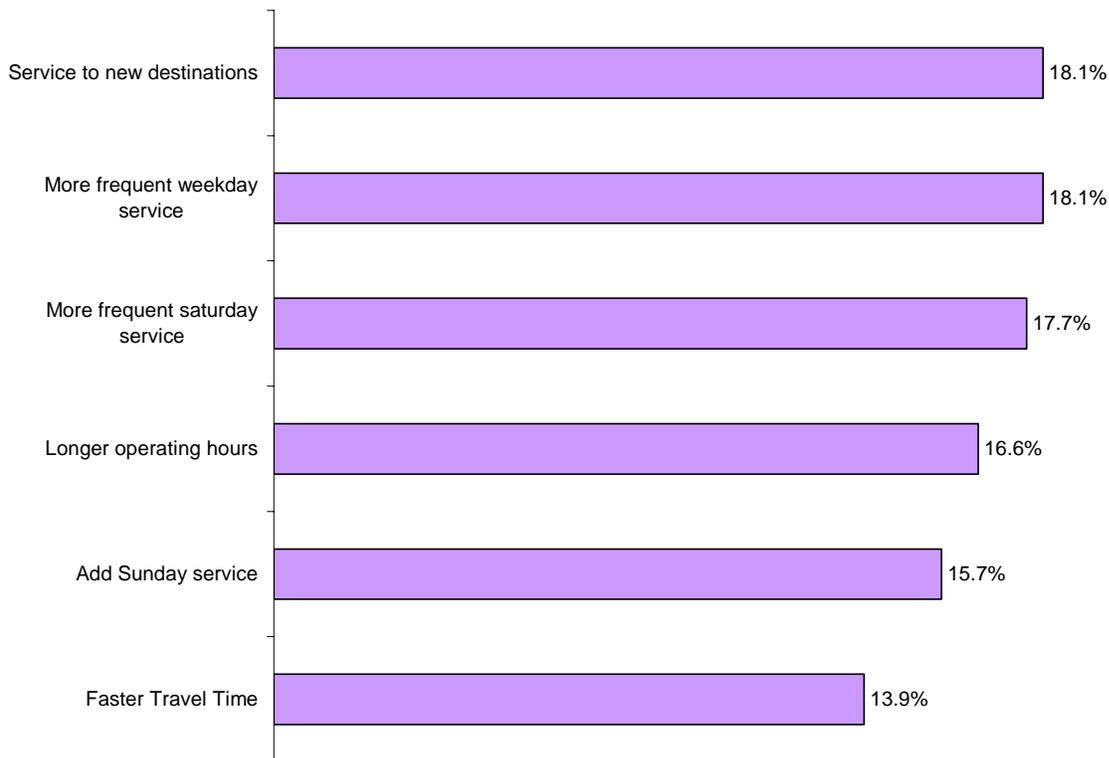
study over-represented females while young adults (age 18 to 34) were under-sampled. Both of these patterns are typical of results from random sampling by telephone.

Following are the significant findings from the telephone survey:

- Nearly 88% have heard of Citilink and/or the Fort Wayne Public Transportation Corporation.
- 23.5% report having used local public transportation, with residents of County South and adults aged 45 to 54 most likely to have used it.
- 11.6% of those surveyed advise that “there are places that they or a family member need to go, but cannot due to lack of transportation.”
- 52.8% of the respondents own more than three vehicles
- 3.2% of those surveyed own zero vehicles.

Respondents were asked about how they travel around the City and to their specific destinations. 32% of respondents state that they use an alternate form of transportation to the single occupant vehicle, including buses, bicycles, walking, carpools, and taxis. Very few, 1.2%, indicated that they use the park and ride system often.

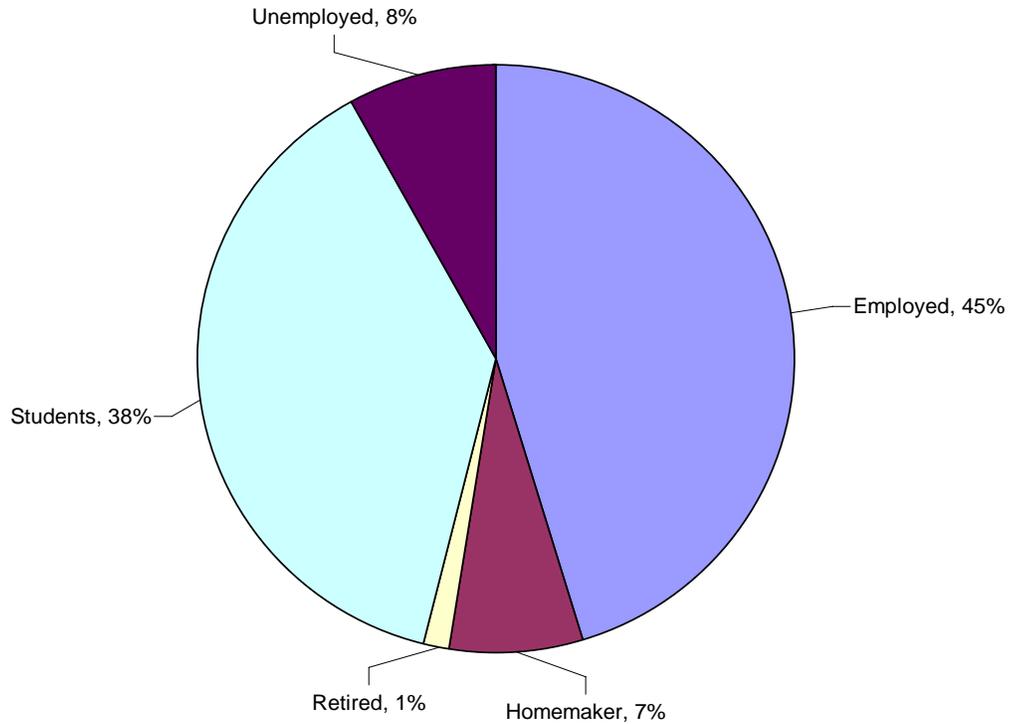
The chart below shows the hierarchy of desired service improvements based on the phone survey responses. It is interesting to note that the rider survey yielded slightly different preferences. The highest priority improvement to the rider base was to add Sunday service and provide longer service hours.



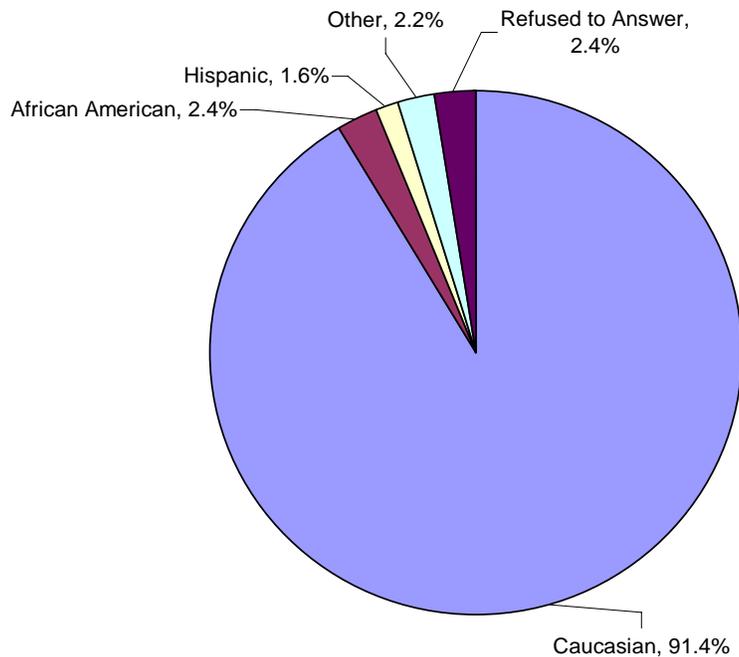
## Telephone Survey Demographic Information

Five hundred valid surveys were completed. As above, the demographic information is quite different for these respondents when compared to the passenger survey.

### Employment Status



Ethnicity



**INTERNET SURVEY**

The internet survey was a condensed version of many of the same questions as the other two surveys. As expected, answers and demographics for the respondents mirror both the on-board and telephone surveys. A copy of the internet survey is included as Appendix D. Following are the questions and responses for the internet survey.

1. Are there places that you or a family member need to go but cannot due to lack of transportation?

Yes 48%  
No 52%

2. Are you aware of the Fort Wayne public transit service (also known as Citilink/PTC/Bus Company)?

Yes 98%  
No 2%



3. Have you used the public transit service in Fort Wayne?

- Yes 64%
- No 36%

4. On a scale of 1 to 5, where 1 is most important and 5 is least important, please rate the importance of improvements you would like to see at Citilink?

	1 (most important)	2	3	4	5 (least important)
More frequent weekday service	50%	14%	18%	9%	9%
More frequent Saturday service	28%	2%	25%	16%	11%
Add Sunday service	40%	15%	20%	8%	17%
Serve new destinations	43%	19%	28%	3%	7%
Provide faster travel times	20%	22%	30%	11%	17%
Operate earlier/later hours	35%	27%	21%	8%	10%
Other	14%	7%	7%	7%	64%

5. Do you use alternate forms of transportation? On a scale of 1 to 5, where 1 is very often and 5 is never, please rate the frequency of use?

	1 (very often)	2	3	4	5 (never)
Ride Bicycle	4%	6%	16%	26%	49%
Carpool	10%	7%	14%	31%	38%
Ride Bus	26%	12%	9%	12%	40%
Walk	21%	25%	16%	19%	19%
Private Company (Taxi, Social Service)	2%	4%	4%	15%	75%
Park and Ride	4%	0%	6%	9%	81%
Other	25%	0%	0%	8%	67%

6. Are you currently employed?

- Yes, Full-Time 57%
- Yes, Part-Time 13%
- No, Retired 16%
- No, Student 3%
- No, Unemployed 10%

7. What is your age?

under 18	2%
18-25	5%
26-35	17%
36-45	8%
46-55	32%
56-65	25%
66+	10%

8. How many cars are in your household?

0 cars	15%
1 car	25%
2 cars	43%
3 cars	13%
4 cars	3%
5 cars	2%

**SUMMARY**

There are many conclusions that can be drawn from the information gathered through the survey effort. These market-based conclusions will provide the study team with a base of information to guide the planning process. The following are some of the conclusions that have been drawn from the survey efforts:

- Cost effectiveness needs to continue to be a guiding principle in any service modifications.
- The vast majority of riders are riding at least 4 days a week.
- Students and people accessing employment are the core constituency of the Citilink system.
- Most requested improvements include more frequent service on weekdays and Saturdays; longer operating hours; service to more destinations; and, the addition of Sunday service.
- The majority of riders have been with the system more than five years; however, there are a substantial number of new riders as well.
- The best method of disseminating information includes the traditional methods of posting flyers and posters inside the vehicles.
- Rider satisfaction with the service is very high, with operator courtesy and vehicle condition getting the highest marks.
- Citilink riders are generally low-income and transit dependent with steady employment.
- The vast majority of riders must transfer at least once to reach their destination.

## Chapter Five – Route Evaluation

---

This chapter provides comparative information on each of the fixed routes in the Citilink system. Through this analysis each route in the Citilink system is viewed as an individual operating entity for comparison to all other routes in the system.

Because of their operating characteristics, Routes 21 and 22 are not included in this comparison. Each of these routes is considered a “flex-route”. That is defined as a fixed route that is operated as an “on-call” service. The route itself has a defined origin and destination; however, it operates within a geographic zone. Passengers call and request a ride and the vehicle deviates from a fixed line to the pick up location. The passenger is then dropped at the designated location within the route’s geographic zone.

Hence, although these types of route fall into the definition of a fixed route, they actually exhibit most of the characteristics of a demand response system. As such, they are typically less efficient than the average fixed route. In order to provide a valid comparison of each route to the system average, Routes 21 and 22 have been separated from the system average and evaluated against each other.

Additionally, Route 98 – Campus Link, is not included as it has been in operation less than a year and will skew the comparison. The industry standard for a route to develop its typical pattern of ridership is two years; hence, Route 98 has not yet matured enough to compare to the system.

The four key performance indicators used in this evaluation are:

1. Farebox Recovery – This indicator measures the amount of overall individual route cost that is covered by passenger fares. This contributory measure presents each route based on ridership as compared to service level.
2. Boardings per Revenue Hour – This analysis tool balances route level ridership with the amount of service provided by each individual route in the system. This productivity measure allows comparison of routes based on ridership performance measures.
3. Boardings per Revenue Mile – This indicator is a productivity rating that measures the number of passengers being carried per mile of the route.
4. Net Cost per Boarding – This indicator compares routes based on the net operating cost and ridership levels that each route is able to maintain. Net cost refers to costs after passenger fares have been taken into account. Overall cost is placed on a per passenger trip basis to present the effectiveness of each system route.

Each route is compared individually to the average of all routes in each performance indicator. For three indicators: farebox recovery, passengers per hour, and passengers per mile, routes can be viewed as operating in four categories:

1. over 100% of system average
2. between 80 and 100% of system average
3. between 60 and 80% of system average, and
4. below 60% of system average.

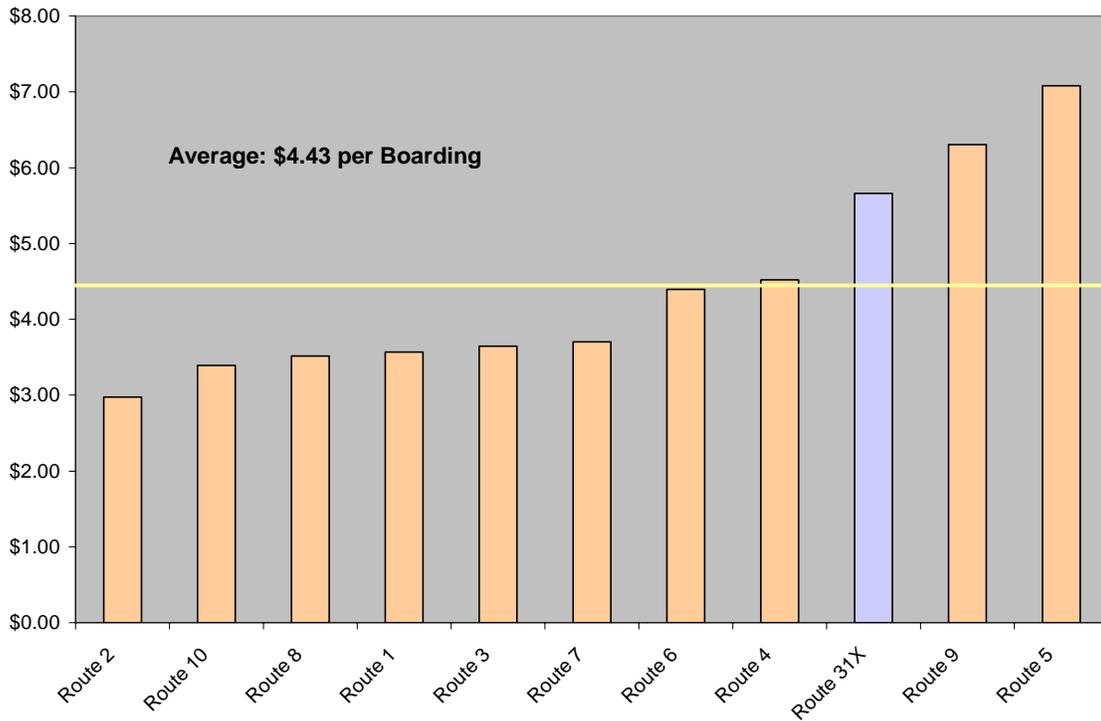
Routes that perform above 100% of average are less likely to require major overhaul of routing to improve performance. Routes ranking between 80 and 100% of average are considered to perform well and will also generally be viewed as well-planned routes which will not have a priority placed on them for re-design. Routes falling in the lower two categories (60 to 80% and below 60% of average) will be candidates for investigation during the initial route planning efforts. This additional investigation does not necessarily mean that the routes will be recommended for elimination or modification, but that they will have to be reviewed closely and route structure and purpose will have to be justified.

These categories are reversed for net cost per passenger, as the best performing routes are below the system average. In this instance, lower financial amounts are desired.

The data used to perform this analysis was primarily from GFI reports for the 2009 calendar year. Operating cost information was taken from the year-to-date financial reports for the same period.

### ***AVERAGE COST PER BOARDING***

Average cost per boarding analyzes each fixed route individually based on its ridership level compared to the cost. Cost was developed using the overall system cost per revenue hour of \$72.91. This measure allows a level comparison based on passenger trip levels in light of the allocated cost of service provided. The average cost per boarding for the Citilink system was \$4.43. The lowest cost per boarding was \$2.98 (Route 2) and the highest was \$7.08 (Route 5). The chart below shows how each route compares to each other and the system average.



The table below shows the actual cost per boarding for each route, ranked by efficiency. Each route is then assigned into one of the four ranking categories based on its relationship to the system average.

Route	Cost per Boarding	>100% of Average	80%-100% of Average	60%-80% of Average	<60% of Average
Route 2	\$2.98				67%
Route 10	\$3.39				77%
Route 8	\$3.52			79%	
Route 1	\$3.57			80%	
Route 3	\$3.65		82%		
Route 7	\$3.70		84%		
Route 6	\$4.40		99%		
Route 4	\$4.52	102%			
Route 31X	\$5.66	128%			
Route 9	\$6.31	142%			
Route 5	\$7.08	160%			
<b>Average</b>	<b>\$4.43</b>				

The majority of routes perform well when evaluated in relation to “cost per boarding”.

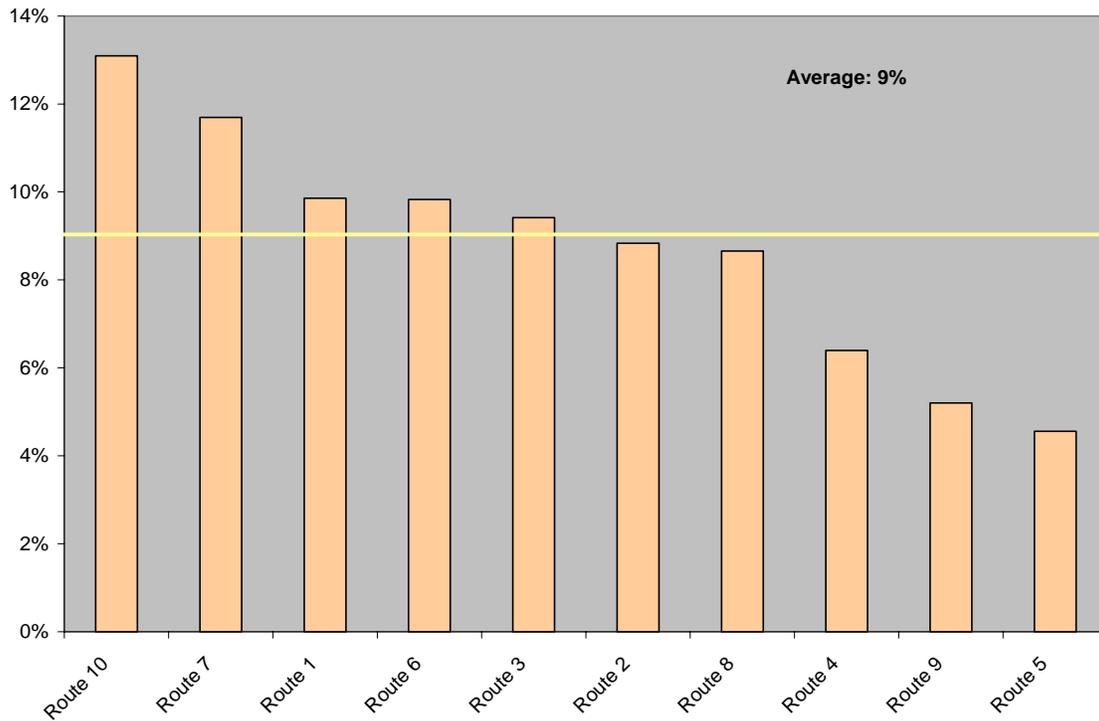
- Route 2 is the best performing route, followed by Route 10.
- Routes 8, 1, 3, 7, 6, and 4 all perform between 60% and 100% of average, which is favorable.
- Routes 4 and 31X are over the system average by a reasonable amount.
- Routes 9 and 5 are the poorest performing fixed routes and should be reviewed to identify potential changes that may strengthen the route.

### ***FAREBOX RECOVERY***

Farebox recovery measures the revenue to cost ratio for each route in the system. The average farebox recovery ratio was 9%, with a high of 13% and a low of 5%. The lowest farebox recovery rates were found on Routes 9 and 5 based on the GFI data.

Passengers on Route 31X primarily use passes. As such, the farebox collection data for this route skewed the system results and its information has been excluded from this portion of the performance analysis.

Route 10 had the highest farebox recovery (150% of system average), followed by Route 7 (134% of system average). Other routes performing above 100% of the 9% system average were Routes 1, 6, 3, 2, with 8 close behind at 99%. Route 4 performed between 60% and 80% of the average and routes 5 and 9 performed below 60% of system average. The graph below shows all routes in comparison to the system average.



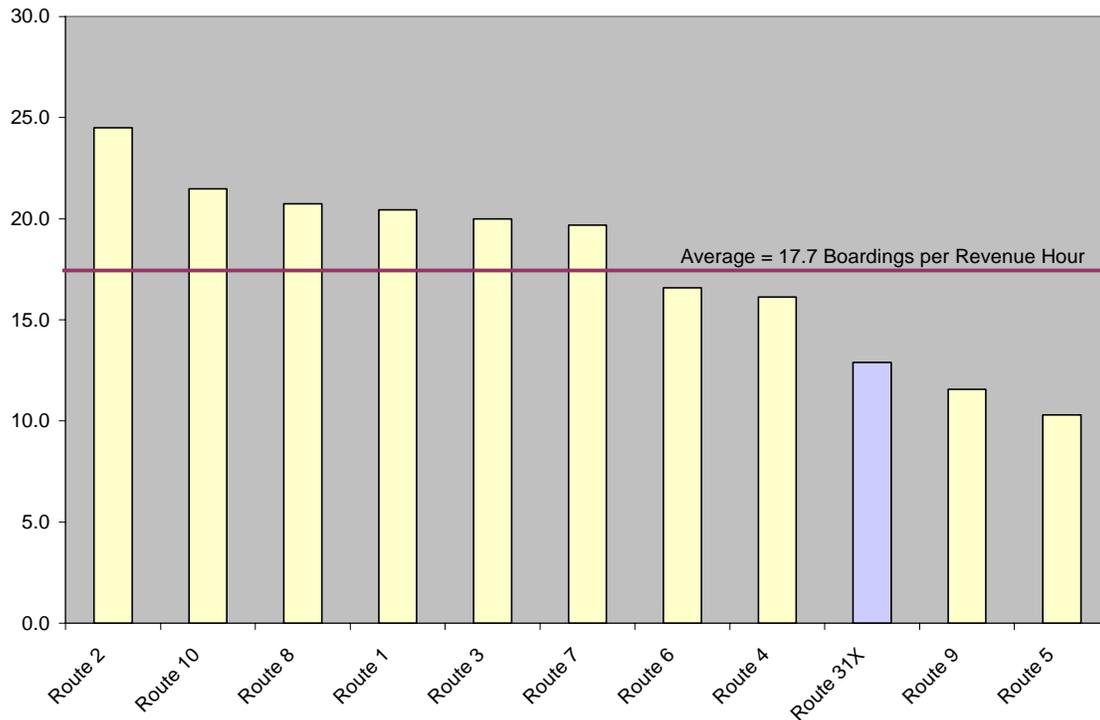
The table below shows the actual farebox recovery by route, which each route categorized by performance.

Route	Farebox Recovery	>100% of Average	80%-100% of Average	60%-80% of Average	<60% of Average
Route 10	13%	150%			
Route 7	12%	134%			
Route 1	10%	113%			
Route 6	10%	112%			
Route 3	9%	108%			
Route 2	9%	101%			
Route 8	9%		99%		
Route 4	6%			73%	
Route 9	5%				59%
Route 5	5%				52%
<b>Average</b>	<b>9%</b>				

## **BOARDINGS PER REVENUE HOUR**

This indicator provides an analysis of ridership levels compared to the level of service provided, based on route level revenue hours. Boardings per revenue hour measures the productivity of each route based on the level of service assigned to each fixed route to gauge the effectiveness of those hours. The average annual boardings per revenue hour for the Citilink system were 17.7.

Route 2 was the highest performing route, with 24.5 boardings per hour, operating at 139% of fixed route system average. Routes 1, 3, 7, 8, and 10 all performed above 100% of system average for this indicator. This accounts for the majority of the routes in the system and is an encouraging factor for the system since most are exceeding the average.



The table below shows the actual boardings per hour for each route and where it is categorized in terms of performance related to the average.

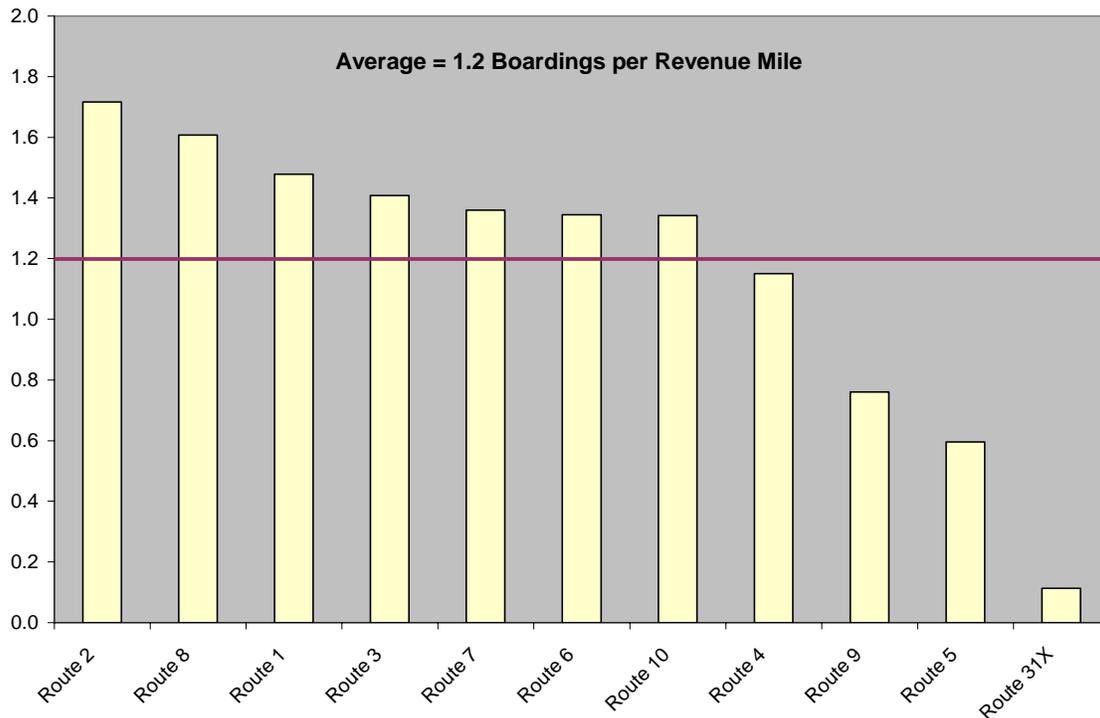
Route	Boardings per Revenue Hour	>100% of Average	80%-100% of Average	60%-80% of Average	<60% of Average
Route 2	24.5	139%			
Route 10	21.5	122%			
Route 8	20.7	117%			
Route 1	20.4	116%			
Route 3	20.0	113%			
Route 7	19.7	111%			
Route 6	16.6		94%		
Route 4	16.1		91%		
Route 31X	12.9			73%	
Route 9	11.6			65%	
Route 5	10.3				58%
Average	17.7				

### **BOARDINGS PER REVENUE MILE**

The boardings per revenue mile indicator analyzes ridership level on a particular route compared to the level of service provided based on daily revenue miles. Boardings per mile measures the productivity of each route based on the level of service assigned to each route and allows Citilink to evaluate the effectiveness of the miles operated. The systemwide average for this indicator is 1.2 boardings per mile. The highest passenger per mile rating is 1.7 on Route 2 and the lowest is 0.1 on Route 31X, the crosstown express route.

Routes 1, 3, 6, 7, 8 and 10 also operate well in this category, all ranking above 100% of system average. Route 4 operates between 80% and 100% and Route 9 is the only route that operates between 60% and 80% of the average. Routes 5 and 31X operate below 60% of system average and will need to be examined as part of issue development and service design. This will be particularly important for Route 31X as it is substantially below the system average at 10%.

The graph below shows each route in comparison to the system average and the table shows the actual boardings per revenue mile and where each falls in the performance categories.



Route	Boardings per Revenue Mile	>100% of Average	80%-100% of Average	60%-80% of Average	<60% of Average
Route 2	1.7	147%			
Route 8	1.6	137%			
Route 1	1.5	126%			
Route 3	1.4	120%			
Route 7	1.4	116%			
Route 6	1.3	115%			
Route 10	1.3	115%			
Route 4	1.2		98%		
Route 9	0.8			65%	
Route 5	0.6				51%
Route 31X	0.1				10%
Average	1.2				

### ROUTE RANKING

This section provides an ordinal ranking of the fixed routes in the Citilink network. Each indicator – farebox recovery, boardings per hour, boardings per mile, and cost per boarding - is given equal weight and the routes are ranked. The scores are then tallied and presented as a final ranking. This ranking provides a guide to overall route performance based on these indicators. This route evaluation is but

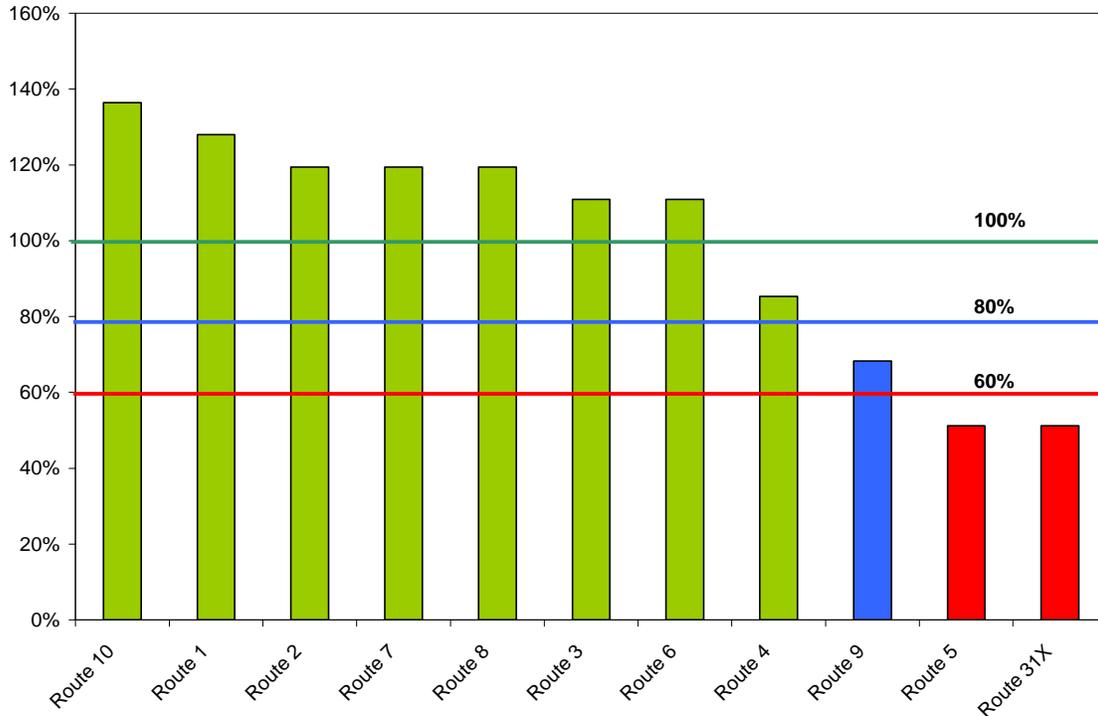
one factor in determining recommended system and/or route improvements. It must be noted that a low-scoring route will not automatically be modified or recommended for elimination because of a low score. Many factors contribute to overall route performance.

Conversely, high scoring routes may still be recommended for modification as part of an overall re-structuring. Routes 1 and 10 are the best performing routes overall. These routes will need to be considered for service frequency increases based on these figures. Routes 2, 3, 4, 6, 7 and 8 are also high performing routes, and will also need consideration of their role in the system and how they can be used to improve overall service in the area.

The lowest performing radial fixed routes are Routes 5 and 9, which will need to be analyzed for route function, operating deficiencies, improvement modifications, and route destinations. These functional changes may provide an opportunity for the improvement on these routes and create better system integration. The deviated and crosstown routes which perform poorly when compared to an overall system average will need to be analyzed to ensure that they are performing the function for which they are intended.

Route	Boardings per Revenue Hour	Boardings per Revenue Mile	Farebox Recovery	Cost per Boarding	Average performance
Route 1	4	4	4	3	3.75
Route 2	4	4	2	4	3.50
Route 3	4	4	3	2	3.25
Route 4	3	3	3	1	2.50
Route 5	1	1	3	1	1.50
Route 6	3	4	4	2	3.25
Route 7	4	4	4	2	3.50
Route 8	4	4	3	3	3.50
Route 9	2	2	3	1	2.00
Route 10	4	4	4	4	4.00
Route 31X	2	1	N/A	1	1.50
<b>Average</b>					<b>2.90</b>

The graph below shows each of the routes and their ranking in terms of the system average.



The table below shows the actual ranking in each performance category and the final score they received based on this ranking. The rating falls along the performance of each route related to the average, as follows:

- Very Good = >100% of the average
- Good = 80% to 100% of the average
- Fair = 60% to 80% of the average
- Needs Improvement = <60% of the average

Route	Average performance	Rating
Route 10	136%	Very Good
Route 1	128%	Very Good
Route 2	119%	Very Good
Route 7	119%	Very Good
Route 8	119%	Very Good
Route 3	111%	Very Good
Route 6	111%	Very Good
Route 4	85%	Good
Route 9	68%	Fair
Route 5	51%	Needs Improvement
Route 31X	51%	Needs Improvement

## **ROUTES 21 AND 22 EVALUATION**

The table below shows the key indicators for Routes 21 and 22. The average of the two routes is shown against both the fixed route system average and the demand response system average for 2009. Although these routes are much more efficient than the demand response system, they do not compare well to fixed route because of their characteristics.

The farebox indicators, average fare per boarding and farebox recovery, are both comparatively low. As part of the recommended fare analysis, the details of fare usage on these two routes would be beneficial. Because of the demand response characteristics, it is possible that the majority of riders are Access-eligible and, therefore, are riding these routes free of charge. If that is the case, this is an excellent vehicle for relieving Access demand and allowing Citilink to be more efficient in transporting those passengers via a flexible route.

Route	Boardings per Revenue Hour	Boardings per Revenue Mile	Cost per Boarding	Average Fare per Boarding	Farebox Recovery
Route 21	5.1	0.3	\$14.32	\$0.29	2%
Route 22	5.6	0.5	\$12.94	\$0.37	3%
<b>Average</b>	<b>5.4</b>	<b>0.4</b>	<b>\$13.63</b>	<b>\$0.33</b>	<b>8%</b>
FR Average	17.7	1.2	\$4.43	\$0.35	9%
DR Average	1.9	0.2	\$34.15	\$2.29	7%

## **SUMMARY**

Route diagnostics are an excellent tool for identifying overall route performance based on key performance indicators. This provides the study team with a view of each route and its role in the network. It is not a definitive guide for route modifications or elimination, but rather provides quantitative information to be used in the evaluation of each route as it relates to system performance. It allows the planning team to focus on improvements that will increase each route's performance, thereby improving the overall Citilink system in its mission to provide transportation.

The Citilink diagnostic analysis provides an overview of key routes in the system (Routes 1, 2, 3, 4, 6, 7, 8, and 10) that serves as the true "backbone" of the route network. The analysis also identifies routes that may benefit from redesign and routes that should be considered unique based on their route function (Routes 5, 9, and 31X). Diagnostics, when combined with data collection, customer input, and service standards, provide the key information that will lead to issue development and recommended service improvements.



The vast majority of Citilink's routes perform very well in comparison to one another. This is a testament to the operational policies and procedures implemented by the Citilink Board, management, and staff to provide an effective service to its communities.

The flexible route service, Routes 21 and 22, perform differently and were separated out in order to determine their effectiveness. When compared to both fixed route and demand response, these routes straddle the middle. Although they are not nearly as efficient as a traditional fixed route, they do perform comparatively better than the demand response system. This indicates that these are good routes to keep in the system mix.

## **Chapter Six – Recommendations**

---

The information contained in this chapter is a result of the baseline and analysis work performed in the previous five chapters and represents an update of the information necessary to evaluate current service and plan for Citilink's future.

This chapter will first present an update of the progress made toward implementing the recommendations presented in the initial plan. Second, major issues identified in the previous plan will be re-examined. The last portion of the chapter presents recommended strategies with regard to future service improvements.

The findings included in this chapter should be considered preliminary. The suggestions included in this chapter are presented to Citilink staff and Board for discussion. In addition, each recommendation will be re-evaluated prior to implementation to ensure that the preferred option is operationally feasible. At that time, options will be analyzed for service impacts on ridership, costs, revenue, sustainability, and capital needs. Once the options have been refined to constitute a focused plan, public participation will be required to further refine options that suit local needs.

### ***PROGRESS REPORT***

Before establishing new priorities, it is helpful to evaluate the implementation of the previous five year plan. Significant progress was made toward implementing the recommendations from the 2004 TDP. A summary of those recommendations and the progress made on each is discussed below.

#### **Service Frequency**

It was recommended that 30 minute headways be phased in to include all routes at least during peak hours. Service frequency was increased over the first three years of the plan to the high priority routes, including:

- Route 1- Waynedale during social security office hours
- Route 2 – peak hour
- Route 3 – all day
- Route 4 – peak hour
- Route 7/7a – all day with alternating route redesign to serve Southtown Centre

In the fall of 2008 it became necessary to implement service reductions in response to skyrocketing fuel & personnel expenses. Peak service frequency was reduced to pre-study levels on all but Routes 7 and 4, which were funded

by Job Access Reverse Commute (JARC) and Congestion Mitigation and Air Quality (CMAQ) grants, respectively. However, since then, the CMAQ grant funds have been expended and Route 4 is no longer subsidized.

### **Route 5 Southeast Local**

Route 5 was modified to include Ivy Tech/IPFW. However, it was then recommended for elimination when budget cuts became necessary because of lower than average ridership performance. Public opinion preserved the southern portion of this route when cuts were made.

### **Flexlink Alternate Stop Designations**

This recommendation was implemented promptly and has been modified as needs change. Currently there are 51 alternate stops on Route 21 and 39 alternate stops on Route 22. Maps identifying these stops can be found on the Citilink website [http://www.fwcitilink.com/pdfs/Route21\\_map.pdf](http://www.fwcitilink.com/pdfs/Route21_map.pdf) and [http://www.fwcitilink.com/pdfs/Route22\\_map.pdf](http://www.fwcitilink.com/pdfs/Route22_map.pdf).

### **Joblink Program**

Regional service contracted to an outside provider for trips beyond Citilink's service area or operating hours. A Joblink networking program was initiated in conjunction with the development of the Hanna Creighton Neighborhood Transit Center. Components include an enhanced outreach program to employers, travel training, carpool program and web based resources. Visit the Joblink portion of the Citilink website for more information at <http://www.fwcitilink.com/joblink.htm>.

In addition, Recent JARC funding has been utilized to enhance service frequency on Routes 1 and 7. No additional contracted service was provided due to JARC grant funding constraints, union concerns, and a lack of resources to sustain the service over time. Efforts were made to encourage other private non-profit and for-profit entities to develop this type of service. The availability of public transit service in rural Allen County through Countilink has addressed some of this need.

### **Lunchtime Shuttle**

The Downtown Lunchtime Trolley ran successfully for three years with the financial assistance of downtown businesses and the Downtown Improvement District (DID). Advertising was sold at designated stops and on the trolley buses to help underwrite the service cost. The route was modified slightly over the years; however, ridership was steady but not outstanding. This service led to the Holly Trolley service on a weekend between

Thanksgiving and Christmas which suffered due to weather and low ridership. The DID lost enthusiasm for the project and moved on to other priorities. The 20-year-old trolleys became expensive to maintain and impossible to locate parts to repair and were sold in 2008.

### **Hanna Creighton Neighborhood Transit Center**

This transit center is a secondary hub created to serve as a transfer center for Routes 5, 6, and 7. This partnership with the Urban League, Allen County Library, and Headstart/CANI served as a catalyst to revitalize the neighborhood now known as the Renaissance area. Routes were redesigned to meet at the center located in front of the Urban League. The stage in the center of the circle drive serves as host for concerts and activities throughout the year; including the Rally to Read for which Citilink continues to be a key resource.

Routes were redesigned to accommodate the rebirth of Southtown Centre so that routes 5, 7, and 8 could transfer at a Citilink shelter located near Wal-Mart, making that another transfer hub on the south side.

### **Northside Transit Center**

This describes another hub envisioned to serve as a transfer center for routes 1, 8, 21, and a future crosstown route. Some potential sites were evaluated along Coldwater and near/on the IPFW campus.

### **Extended Evening Hours**

It was recommended the service span on routes 2, 3, 4, 7, and 8 be extended later in the evening to provide connections for persons that work second or third shifts. Because of increasing labor costs and budget constraints, this was not considered feasible or sustainable.

### **Sunday Service**

The 2004 TDP recommended that Sunday service be implemented on routes 2, 3, 4, 7, and 8 between 8:00 a.m. and 8:00 p.m. Because of increasing labor costs and budget constraints, this was not considered feasible or sustainable.

### **Suburban Crosstown Deviated Route**

A new route between Glenbrook Mall and Maysville Road area was considered. This route would extend service to the northeast and help link routes 1, 2, 3, 4, 8, and 21 without the need for a downtown transfer. This

route would have to be implemented in conjunction with a north side transit center.

Efforts have been made to evaluate the potential for this service. A preliminary study was performed in conjunction with the Area Agency on Aging and Community Transportation Network. Additionally, a holiday shuttle was explored.

Discussions with Ivy Tech and IPFW over several years took root when a proposal for CMAQ funding was approved and the CampusLink service was developed. This shuttle service is an outgrowth of efforts to extend service to the northeast portion of the city. Preliminary discussions have been held with Parkview Health Systems to develop a shuttle extending from Parkview Randallia to the new Parkview North at DuPont. Another possibility is to modify Route 21 to provide service to the new facility.

### **Update TDP**

This recommendation called for assessing the findings of the previous plan and continuing to address future transit needs. This document is the implementation of the recommendation.

## ***ISSUES AND OPPORTUNITIES***

There are numerous service issues which relate to the development of a planning strategy for Citilink. These issues have been identified through field investigation, analysis, public outreach, and the use of GIS technology. These are the issues that will need to be addressed as service changes are implemented. Some of these issues represent immediate needs for Citilink while others will constitute a longer-range strategy for the advancement of public transit in Fort Wayne and the surrounding area. These issues are presented separately below.

### **Service Design & Coverage**

The Citilink system continues to do an excellent job of providing coverage within its core service area throughout the majority of Fort Wayne. The radial design of the service is appropriate and the current pulse system is applicable to the city's needs. These needs, however, are changing and expanding and this is reflected in the popularity of the non-traditional services such as the Flexlink service (Routes 21 and 22) and CampusLink. Service modifications will need to address these changes, their impact on the system, and the potential for other non-traditional services. In addition, service design on certain routes may present opportunities to provide better "anchors" at the route termini, with the intention of promoting ridership, transfers, and system

mobility. The issue of service coverage and design relates to many of the issues listed below.

### **Service Frequency**

The majority of Citilink routes currently operate on 60-minute headways for the entire service day, with the exception of Routes 7 and 8. The on-board survey revealed that this is a key issue for riders that should be addressed. In addition, this issue was raised by Citilink staff and stakeholders. Based on local demographics and growth patterns, service frequency will need to be addressed on a system-wide basis, starting with key routes. Based on the system evaluation, there are several opportunities to increase service frequency. The challenge is to increase frequency in a sustainable manner through careful analysis and continual monitoring once it is in place.

This strategy may assist Citilink in addressing service to potential markets, as this is a typical complaint of many non-riders. Citilink's experience with more frequent service on routes 1, 2, 3, and 4 indicated there was only marginal value to more frequent service. However, experience with reducing the service indicated the importance of maintaining increased frequency for a sufficient number of routes to ensure the ability to transfer. Surveys indicated that 75% of riders needed to transfer at least once to reach their destination.

### **Service Days**

The on-board survey also presented Sunday service, extended weekday, and more comprehensive Saturday service as issues that need to be addressed. Survey respondents indicated that they work on Sundays despite the lack of transit service. The addition of Sunday service would allow Citilink to retain riders for longer periods of time based on reliability and offer a more comprehensive alternative to the personal auto.

However, due to the lack of available funding, service increases must be prioritized to allow for the improvements that provide the most effective balance of productivity and efficiency.

### **Loops**

There are several routes in the Citilink system that include nested (within the route) or terminal (at the end of the route) loops. In some cases, these are short loops that are used as a basic turn-back. Others are larger and create longer travel times for patrons. Wherever possible, bi-directional service should be favored over loops. New and redesigned service has eliminated some of the loop routes. Areas of continued concern include: Route 2

Northwood Plaza, Route 4 Reed & Trier, Route 7/7a Oxford/Creighton, Route 3 Pettit & Paulding and Route 1 Hickory Creek/Social Security deviation.

### **Changing Travel Patterns**

While the radial design of the Citilink system serves Fort Wayne well, travel patterns are becoming more dispersed and less centered on downtown Fort Wayne. Route 5 was designed to address some of these needs. While ridership is lowest among the Citilink routes, some changes may assist in providing better routing to promote the use of the route. The new CampusLink route is also designed to address the unique congestion and mobility needs of the Ivy Tech/IPFW area. In addition, other non-radial route options must be considered as the city continues to change, specifically Downtown development.

### **Expanding Residential Locations**

The recent Aboite Township annexation of and projected growth in the City of Fort Wayne and adjacent areas will have an impact on transit needs in the coming years. Citilink will need to make efforts to provide service suitable to residential densities and provide connections to major generators and transfer locations. The current residential expansion is evident in northeast Fort Wayne, an area identified by many riders and stakeholders as in need of service in the near future.

### **Regional Employment Locations**

Employment in the Greater Fort Wayne area has become increasingly regional which has led to new transit needs that cannot be addressed with the current route structure. Regional employment needs will need to be addressed in future Citilink service planning.

### **Downtown Hub**

The current downtown hub at Superior Street is a convenient location for transfers within the route network. Recent growth in the system has maximized space at this location during the major pulse time. Citilink is currently planning to move to a new location in downtown. This will need to be considered as part of overall route design in later phases of the planning process.

### **Secondary Hubs**

There are opportunities to promote mobility within the system based on the establishment of secondary hub locations throughout the service area.

Southtown Centre is an example of a major transfer location outside of downtown. The Hanna-Creighton Neighborhood Transit Center is a perfect example of the opportunity to promote mobility within the system through the use of secondary transit hubs. There are additional locations that may be suitable for secondary hubs within the Fort Wayne - Citilink route network, including the area around the Glenbrook Mall and IPFW. These will need to be closely evaluated as opportunities arise.

### **Low-Density Service Needs**

The current Flexlink route deviation services offer innovative service that connect transit generators and residential areas that are outside of the core fixed route service area. Because of expanding population and new regional generators, these needs will continue to grow and offer opportunities for low-density service. As funding permits, Citilink should consider extending this type of service to large employers and, possibly, surrounding communities.

Citilink should look for opportunities to promote strategies that offer integrated services to these areas that meet the needs of all transit populations in the area. Opportunities now exist to coordinate with Countilink, the newly established public transit service operated by the Allen County Council on Aging, to provide linkages from rural and low-density areas to the urban hub.

### **Potential Market Service**

There are potential transit markets in the Fort Wayne area that should be addressed through service design. These include students, local and county government employees, and dense employment centers (large employers or business parks). These markets may be the best suited for efforts to promote transit usage. There are service design techniques and marketing efforts that can be made to attract riders from these markets.

### **Pulse Network**

While maintaining the pulse at the Superior Street Station facility should be a high priority for Citilink, it does create challenges for extending routes. The Citilink response has been to create point deviation routes that serve areas that, if served by route extensions, would cause the route to be scheduled off the pulse. Having routes on 30 minute headways would better facilitate route extensions and allow for "interlining" where buses do not necessarily have to arrive/depart at the same time to allow for transfers.

These issues have been identified as the key issues to address in the service design plan. The next sections of this chapter will present recommendations that have been developed with the intention of addressing these issues.

### **Sustainability**

This issue is added to the 2004 list above as a response to experience over the past five years. While there is no crystal ball it is imperative that resources are available over the long term to sustain service improvements. Short term improvements in service headways or operating hours do not provide the level of service to attract choice riders or encourage lifestyle changes that are necessary to create customer loyalty over the long term.

## **RECOMMENDATIONS**

The service recommendations address the needs of the core service rider and core service area in an effort to streamline service based on all of the information gathered. These recommendations are a result of the research and analysis developed in previous chapters and input garnered from various survey instruments.

### **Origin and Destination Study**

A comprehensive Origin and Destination Study was not part of this TDP Update project. However, this is a crucial step in analyzing route segment performance and determining where significant improvements must be made in order for each route to achieve optimum results.

### **Saturday Service Analysis**

Additionally, an intense look at Saturday service by block and trip needs to be performed. Based on the data gathered for this update, Saturday service presents some challenges to Citilink's efficiency goals. However, it is an important component of the system and crucial for current customers. This additional study would analyze how to better meet Saturday's ridership demand and balance it in a cost-effective manner.

Based on the preliminary analysis done with this study, it is recommended that Citilink discuss with the City of New Haven the possibility of re-allocating service from Saturdays on Route 10 to provide more frequent service on weekdays to better connect with the reduced headway routes.

### **Fare Collection Analysis**

Now that the fare changes implemented in 2008 have been in place for over one year, it is recommended that Citilink perform a detailed fare analysis. This analysis would identify the percentage of fare revenue from each source and provide an analysis of the effectiveness of each as it relates both to fare revenue collection and customer satisfaction. The result of the fare analysis

study would include viable recommendations to increase revenues and/or improve revenue collection practices. Additionally, recommendations regarding the fare structure itself may be made depending on the results of the analysis.

This study will benefit Citilink by identifying how the fare change in 2008 has affected ridership, fare media usage, and revenues collected. This allows Citilink staff to ensure they are meeting the needs of their riders in both convenience and feasibility of fare media.

### **Funding Opportunities**

As outlined in Citilink's legislative goals, Citilink should continue to seek increased funding for Citilink and Transit (statewide) via increased PMTF from the State of Indiana (95% of the 7% sales tax revenue). PMTF currently receives .67% of the 7% sales tax revenue; however, when the fund was established in 1980 the rate was .95% of the 4% sales tax.

As part of this recommendation, Citilink should aggressively pursue employer-based service. This would allow for effective public-private partnerships in which the private sector contributes to the service provided its employees. Citilink can expect a stable ridership base for the routes that serve these employers, as well as a partner in funding.

### **Service Recommendations**

1. Reinstate Route 3 service to 30 minutes during peak hours to better connect with CampusLink and serve the high demand Village Woods area.
2. Reinstate Route 2 service to 30 minutes during peak hours to better connect with Route 22 and better serve the high demand shopping areas on the west & east side of town.
3. Reinstate Route 1 Waynedale service to 30 minutes during work hours to serve the Social Security Office.
4. Evaluate the potential for establishing "cross town" routes in an effort to promote connectivity.
5. Discuss with ARC and AWS the options to incorporate current ridership of route 31X into existing routes (route 8 and 9) with the potential of eliminating that tripper service in the morning and afternoon.

6. Closely evaluate the effectiveness of Route 5 with the possibility of re-routing other service to meet the needs of current Route 5 riders in conjunction with route restructuring for the new downtown transit center.
7. Closely evaluate the effectiveness of Flexroutes 21 and 22 to make service improvements that can increase efficiency and on-time performance for this service in conjunction with the implementation of the new mobile data computer scheduling system.
8. Seek additional operating efficiencies for the Citilink Access service in conjunction with implementation of the new routing and scheduling system.
9. Collaborate with the City of Fort Wayne in an effort to improve/expand bus stop facilities and infrastructure. Examples include construction of bus pads, mid-block crossings, bus shelters, and sidewalks to increase ridership of target populations.
10. In conjunction with the development of the new downtown transit center, re-evaluate all routes to modify structure as necessary to ensure timely transfers for all passengers. Especially consider changes to Route 9 if customer services and pass sales are located in the downtown transit center and access to the Citilink Leesburg office is no longer essential.

## **CONCLUSION**

The service recommendations included in this chapter are designed to streamline the transit services and service levels in the Greater Fort Wayne area to more closely align with current customer demand.

All recommendations are predicated upon the availability of adequate resources to implement and sustain any service improvements initiated. It is essential that stable funding be identified to maintain existing service before any improvements are considered. At this time of declining local support (property devaluation and tax freeze) and declining PMTF state support (declining sales tax receipts and increasing number of eligible systems) it is necessary – now more than ever - to be frugal and cautious when considering service improvements.

These recommendations span one year, as a detailed origin and destination study, with an emphasis on Saturday service, and decisions on the location of the downtown transit center must be completed before extensive route restructuring can be done. The additional information will then allow Citilink to



determine short and long range plans based on updated service information by route, block, and segment.

Citilink continues to be an active partner in regional studies and initiatives. It is recommended that Citilink continue to advocate for increased statewide and other funding, investigating regional expansion opportunities, and seeking partnerships that benefit Citilink's constituency and the region as a whole. This is especially important in the communities directly adjacent to Allen County.

## **List of Appendices**

---

Appendix A – Organization Chart

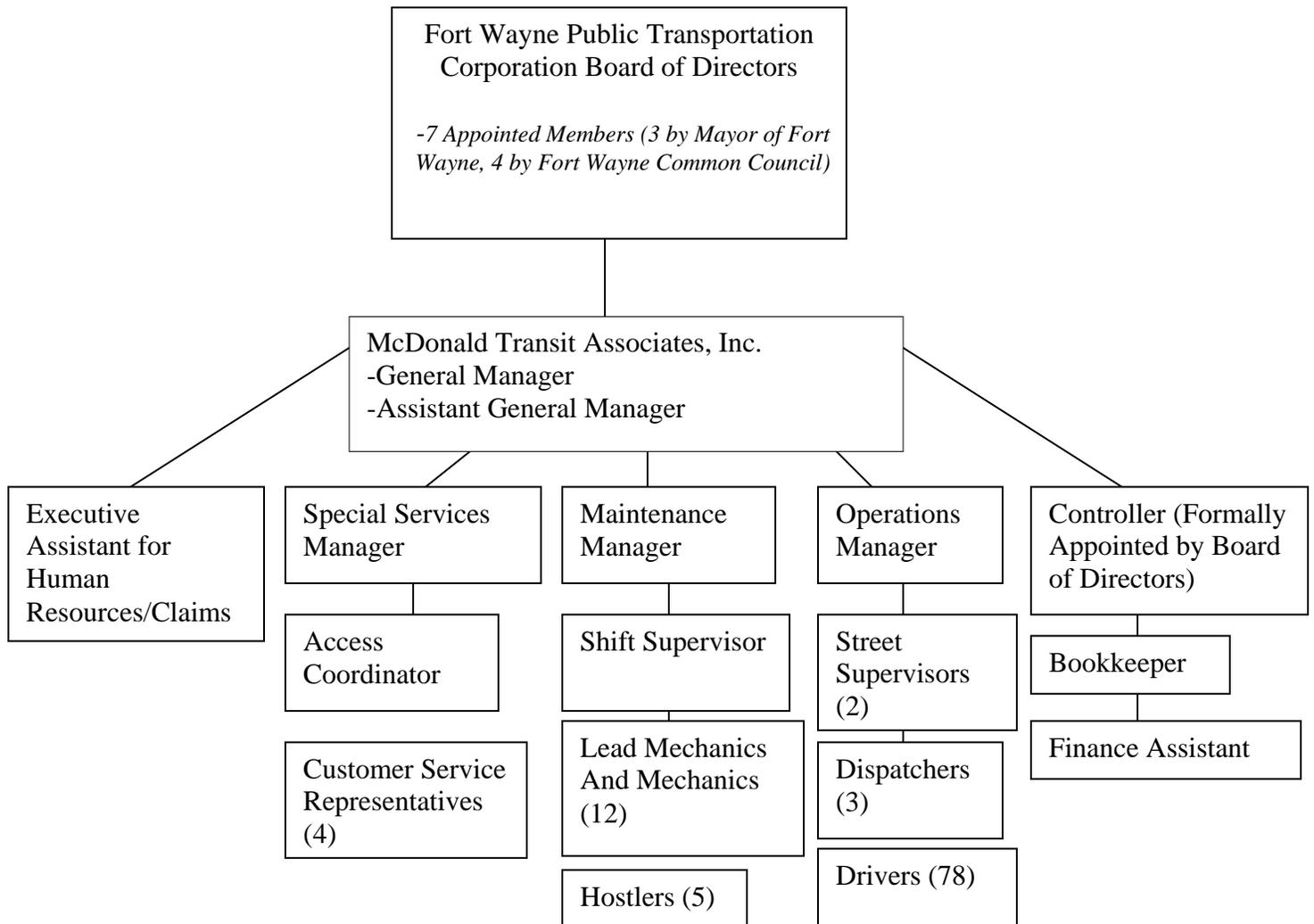
Appendix B – On-Board Customer Survey

Appendix C – Telephone Survey

Appendix D – Internet Survey

Appendix E – Community Leader Questions

## Appendix A – Organizational Chart





- 30 **What is the ONE single most important improvement you would like to see at Citilink?**  
(please circle only 1)  
 more frequent service on weekdays                      more frequent service on Saturdays  
 add Sunday service                                              serve new destinations  
 faster travel times                                              operate later hours  
 other \_\_\_\_\_
- 31 **What is the ONE best way for you to get information about route and service changes on Citilink?**  
(please circle only 1)  
 poster inside the bus                      flyer inside the bus                      on television  
 in the mail                                      on the radio                                      in the newspaper  
 e-mail                                              on the Citilink website                      other \_\_\_\_\_
- 32 **How many cars or other vehicles are available for your use?**  
 0                      1                      2                      3                      more than 3
- 33 **How many drivers are there in your household (with a license)?**  
 0                      1                      2                      3                      more than 3
- 34 **How old are you?** \_\_\_\_\_ years old
- 35 **Are you male or female?**                      female                      male
- 36 **What is the zip code at your home?** \_\_\_\_\_
- 37 **Do you use the Internet/World Wide Web once or more per week?**  
 yes                      no - do not use internet                      no - no computer available
- 38 **In the past thirty days, how often, if at all, have you visited the Citilink website?**  
 never                      once or twice                      3 - 10 times                      more than 10 times
- 39 **What is your total household income?**  
 less than \$10,000                      \$10,000 - \$14,999                      \$15,000 - \$19,999  
 \$20,000 - \$24,999                      \$25,000 - \$34,999                      \$35,000 - \$49,999  
 \$50,000 - \$74,999                      \$75,000 - \$100,000                      more than \$100,000
- 40 **Which of the following applies to you?**  
 employed for pay outside your home (if so, please answer questions 40a - 40j in the box below)  
 employed for pay inside your home                      student  
 homemaker                                              not employed because of disability  
 retired                                              unemployed
- |     |                                                                                  |                    |     |      |      |      |              |                |   |   |   |   |   |
|-----|----------------------------------------------------------------------------------|--------------------|-----|------|------|------|--------------|----------------|---|---|---|---|---|
| 40a | How many days a week to you work at this job?                                    | 1                  | 2   | 3    | 4    | 5    | 6            | 7              |   |   |   |   |   |
| 40b | Do you work on Saturday?                                                         | yes                | no  |      |      |      |              |                |   |   |   |   |   |
| 40c | Do you work on Sunday?                                                           | yes                | no  |      |      |      |              |                |   |   |   |   |   |
| 40d | How many days a week do you take the bus to work?                                | 0                  | 1   | 2    | 3    | 4    | 5            | 6              |   |   |   |   |   |
| 40e | What is the zip code of your place of work?                                      | _____              |     |      |      |      |              |                |   |   |   |   |   |
| 40f | Most days, what time does your job start?                                        | ____:____AM or PM? |     |      |      |      |              |                |   |   |   |   |   |
| 40g | Most days, what time do you leave work?                                          | ____:____AM or PM? |     |      |      |      |              |                |   |   |   |   |   |
| 40h | Which is the closest to the amount you earn per hour before taxes are taken out? | \$6                | \$7 | \$10 | \$12 | \$15 | \$20         | more than \$20 |   |   |   |   |   |
| 40i | Which is the closest to the number of hours per week you work at this job?       | less than 10       | 10  | 20   | 30   | 40   | more than 40 |                |   |   |   |   |   |
| 40j | In the past year, about how many months have you been employed?                  | 12                 | 11  | 10   | 9    | 8    | 7            | 6              | 5 | 4 | 3 | 2 | 1 |
- 41 **Do you consider yourself? (circle all that apply)**  
 African American / Black                      Hispanic / Latino  
 Caucasian / White                                      Asian  
 Burmese                                              Native American Indian  
 Pacific Islander                                      other \_\_\_\_\_
- 42 **In what language do you prefer to receive information about bus service?**  
 English                      Spanish                      other \_\_\_\_\_

**THANK YOU! PLEASE RETURN SURVEY TO SURVEY PERSONNEL**



5. Do you use alternate forms of transportation? On a scale of 1 to 5, where 1 is very often and 5 is never; please rate the frequency of use?

a. Ride bicycle 1 2 3 4 5

b. Carpool 1 2 3 4 5

c. Ride bus 1 2 3 4 5

d. Walk 1 2 3 4 5

e. Private company (social service/taxi) 1 2 3 4 5

f. Park & ride 1 2 3 4 5

g. Other 1 2 3 4 5

Please describe

6. In your opinion, what is the biggest transportation problem for residents of Fort Wayne?

---

---

\_\_\_\_ (SUMMARIZE COMMENTS)

We're almost finished. I have just a few questions about your "demographic information".

6. What is your zip code? \_\_\_\_\_ (RECORD ZIP)

1. How many cars, truck, vans and other passenger vehicles do you have in your household? \_\_\_\_\_ (RECORD NUMBER)

2. Are you currently employed?

a. Yes, full-time

b. Yes, part-time

c. No, Retired d. No, Student

e. No, Unemployed f. No, Homemaker

3. May I ask what year you were born? \_\_\_\_\_ (RECORD DATE)

4. And finally, because we value everyone's opinion, may I ask your race?

a. Caucasian

b. African American

c. Hispanic

d. Asian

e. Multi-racial  
or "other"

5. Gender \_\_\_\_\_ (RECORD GENDER BY SOUND OF VOICE)

**CLOSE:**

Thank you. On behalf of Indiana Research, have a good afternoon/evening.



8. How many cars, truck, vans and other passenger vehicles do you have in your household? \_\_\_\_\_
9. Are you currently employed?
- a. Yes, full-time      b. Yes, part-time      c. No, Retired      d. No, Student  
e. No, Unemployed      f. No, Homemaker
10. May I ask what year you were born? \_\_\_\_\_
11. And finally, because we value everyone's opinion, may I ask your race?
- b. Caucasian      b. African American      c. Hispanic      d. Asian      e. Multi-racial  
or "other"
12. Gender \_\_\_\_\_

## Appendix E – Community Leader Questions

### Citilink Transit Development Plan Community Leader Interview Questions Fall, 2009

*Introductory Remarks: Thank you for taking the time to speak with us. Your remarks will be summarized for inclusion in an update to the Transit Development Plan for the Fort Wayne Public Transportation Corporation (Citilink). I have some prepared questions to structure our conversation; however, please feel free to share any on-topic remarks.*

1. Are you aware of any public transportation services that residents of Fort Wayne can currently use? (list all)
2. Please respond to the following statement: “People have the right to get to where they must go and if they do not have the means to provide their own transportation, then transportation should be provided for them.”
3. Who do you think uses public transit service? (list all that apply)
  - senior citizens*
  - students*
  - working poor*
  - general public*
  - persons with disabilities*
  - commuters*
  - other - describe*
4. Have you used any public transportation service in Fort Wayne? (which/how often?)
5. What would it take to get you to use public transit in Fort Wayne? (more often?)
6. What do you see as the “journey to work” transportation needs of workers/employers in Fort Wayne?
7. All public transportation systems require tax support (local/state/federal) in one form or another. Is there adequate public and/or political support in Fort Wayne to fund our Citilink public transportation system?
8. If we lived in a perfect world and money was not an issue, what would be your vision for transportation/mobility in Fort Wayne?
9. If there was to be public transportation that linked Fort Wayne to places outside of the city limits, where should it go, what type of service would you design?
10. What is the one most important improvement you would like to see at Citilink? (select only one)
  - more frequent service on weekdays
  - add Sunday service
  - faster travel times
  - other \_\_\_\_\_
  - more frequent service on Saturdays
  - serve new destinations
  - operate later hours
  - \* \* \*

Stakeholder Name \_\_\_\_\_

Date \_\_\_\_\_