



2017

Strategic Plan



2017

Goals and Objectives

Adopted 2/09/2017

Vision

Mission

Goals

Objectives

Tasks

Vision

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

Mission

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

Goals Overview

The following 2017 Goals represent Citilink's commitment to realize its vision and mission.

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

These goals have been further refined with a series of objectives and tasks which will guide the organizations work through 2017. Performance measures for individual tasks have been established and status will be updated by administrative staff. It is intended that updates be presented to the Board at their regular Board meetings summarized monthly in the Goal Status Report and individually by specific activities categorized by

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

GOALS & OBJECTIVES

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

- 1.1 Continue to uphold high standards of vehicle maintenance & safety:
- Monitor road call data with a goal of maintaining the number of road calls at 45 or less annually for fixed route operations.
 - Monitor road call data with a goal of maintaining the number of road calls at 12 or less for Access operations.
 - Monitor preventable accidents with a goal of maintaining the number of accidents at 20 or less for fixed route operations
 - Monitor preventable accidents with a goal of maintaining the number of accidents at 8 or less for Access operations.
 - Track and report all road calls and accidents by month and on an YTD basis on the Goals Stats spreadsheet. Provide to the Board on a monthly basis as part of the regular Board packet.
 - Replace three supervisor vehicles
 - Accept delivery of three small light duty buses (1 Access and 2 Deviated Fixed route)
 - Replace one (1) 35' Gillig Heavy duty Fixed Route bus with 40' Hybrid diesel electric
- 1.2 Provide safe & secure working environment:
- Update safety plan per FTA Map 21 requirements when FTA guidance is available in 2017.
 - Increase the length of safety meetings from 1.5 to 2.5 hours in duration to ensure a minimum of 5 hours training per employee per year.
 - Hold a minimum of two safety meetings (consider increasing the number of safety meetings or scheduling one-on-one focused training, if budget allows, eventual goal of 8 hours of training per year per employee).

- Apply for grants to invest in more mechanic training to help ensure safer vehicles and work practices.
- Repair shop floor to reduce risk of slip & falls as well as maintain floor surface.
- When financially feasible install an emergency generator system to support operations at the Leesburg site. Update feasibility analysis by the end of the second quarter 2017.
- Continue evaluation of an upgrade to the SEON camera system for reliability and real time information (depends on budget, may require successful competitive grant application).
- Investigate tablet based accident investigation system for Street Supervisors. Implement if appropriate.

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

- Inform customers and enforce the new Disruptive Passenger Policy.
- Incorporate safety/security perception questions in any customer satisfaction survey performed in preparation for TDP update.
- Initiate a camera based “secret shopper” review system to run in concurrence with normal accident/customer comment reviews of on board camera footage. The review system would be on going and serve as the basis for driver training regarding safety, security and proper customer service for our passengers.

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

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

- Monitor customer service using phone/video recording data.
- Monitor complaints & respond within 7 days.
- Initiate an annual customer service survey project system wide. Investigate tablet technology to facilitate survey. Report status to Board in first quarter. Report results to Board on completion.

2.2 Provide reliable, accessible & convenient transportation service:

- Monitor on-time performance with goal of 90% for fixed route operations.
- Monitor on-time performance with goal of 95% for Access operations.
- Track and report Fixed Route and ACCESS on time performance by month and on an YTD basis on the Goals Stats spreadsheet. Provide to the Board on a monthly basis as part of the regular Board packet.
- Maintain attractive/clean buses & customer service areas.
- Track usage and effectiveness of real time bus information (RouteShout/Route Match) via Google analytics & Route Match data, as available.

2.3 Continue efforts to provide customer amenities.

- Automated ADA announcement system, including passenger behavior expectations, for customer convenience on all fixed route buses (currently testing potential system).
- Add free public Wi-Fi service at Central Station once technical and budgetary challenges are overcome.

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

3.1 Create a work and organizational environment that promotes open communication and continuous learning:

- Continue to work with staff and drivers to encourage and implement viable suggestions/ideas to improve the efficiency of operations and improve customer service/relations (via safety meetings, open door policy, feedback, etc.)
- Continue to meet with the Union Executive Committee on a regular basis and collaborate in addressing mutual issues.
- Continue to participate in transit advocacy & education via APTA, CTAA, ITA & FTA.
- Conduct a mid-year review of this Strategic Plan in conjunction with 2018 budget preparation process.
- Work with board to schedule a peer system visit in 2017.

- Encourage all senior management staff to ride the bus at least once per quarter to gather customer feedback/evaluate service quality & provide info. to General Manager. General Manager to consider use of a survey form.
 - Schedule a board member/public official bus ride opportunity
- 3.2 Continue the systematic review and update of Citilink policies.
- 3.3 Offer professional development opportunities for employees and Board members (APTA, CTAA, FTA, NTI, etc.)

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

- Monitor energy/fuel usage & make efforts to reduce consumption/cost.
- Participate in community activities promoting sustainability (Tire Amnesty Day, Waste Management Advisory Committee, Earth Day, etc.).
- Continue recycling efforts (monitor progress, post reminders, etc.)
- **Install recycling bins at Central Station.**
- Investigate potential funding for energy/environment improvements.
- Investigate/submit Federal grant request for a solar panel application on our bus barn. Would include roof remediation/replacement as well as electrical generation to reduce reliance on purchased power.

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

- 5.1 Continue to monitor key expenditure areas & implement operational cost savings:
- Continue vendor contract review and potential re-bid as required.
 - Monitor fuel futures pricing and purchase fuel at or below budget when the opportunity allows. Report to Board on a monthly basis.

- Monitor overtime, cost/hour, cost/trip.
 - Track and report Fixed Route cost per hour (2017 goal of \$85 per hour or less) and ACCESS cost per trip (2017 goal of \$28 per trip or less) by month and on an YTD basis on the Goals Stats spreadsheet. Provide to the Board on a monthly basis as part of the regular Board packet.
- 5.2 Show positive progress in building the following fund balances in key reserve funds during the 2017 budget year, per established goals:
- Workers Comp at \$1,000,000
 - Liability Fund at \$500,000.
 - Rainy Day at \$1,300,000 or 10% of the combined operating and capital budget for any given year.
 - Evaluate and establish fund structure and publicize Citilink Foundation fund to encourage private contributions and legacy gifts.
- 5.3 Continue to investigate strategies to increase local revenue:
- Maintain bus advertising revenue (\$160,000 goal/2017 budget).
 - Monitor fare revenue for fixed route (\$1.4M goal/2017 budget).
 - Monitor fare revenue for Access (\$151,200 goal/2017 budget).
 - Continue efforts to increase pass sales. Implement cost-effective smart phone ticket sales and explore an app to do so. Report status to Board in first quarter.
 - Explore smart phone apps for paperless ticketing and specifically in relation to the provision of Wi-Fi service on our FR coaches. Identify costs and technical challenges including bandwidth requirements. Report status to Board in first quarter.
 - Market employer/commuter incentives in conjunction with real time bus information (RouteShout) promotions and Bus Fort Wayne implementation strategies.
 - Consider expanding our bus pass program offerings to provide 60 day, 90 day or annual passes at some type of discount.
 - Consider offering an “employer pass program” to employers in our service area by which for a negotiated monthly fee (paid by the

Company) all employees (on presentation of accepted ID) would ride for free.

- 5.4 Continue to investigate opportunities to implement priority service enhancements:
- Fund restoration of ½ hour service.
 - Sustain current service.
 - Expand service in New Haven.
 - Other priorities listed in Bus Fort Wayne, TDP, NIRCC 2035 plan, as feasible (evening, weekend, frequent, service area, regional, etc.)
- 5.5 Maintain relationship with local, state & federal officials:
- Continue to aggressively lobby for dedicated funding source/increase of PMTF, local funding options & other issues impacting public transit.
 - Develop long range outreach strategy/campaign to develop transit champions and promote local option funding strategies & promote the advantages of public transit for our community & region.
 - Meet with regional leaders/stakeholders regarding potential for regional public transit options. (County Commissioners/Council, RDA, Regional Initiative, etc.)
 - Invite and host a tour and briefing for all City Councilmen who have yet to visit Citilink facilities as well as any Councilmen who would like an update on Citilink Services and funding needs.
 - Invite current State elected officials, INDOT leadership and the Governor for a tour and briefing on Citilink service and funding needs
 - Invite local Congressmen and Senators for a tour and briefing on Citilink service and funding needs.
- 5.6 Monitor proposed legislation & policy changes on both the State and Federal levels and communicate to the Board potential impacts.
- Coordinate with ITA/ICAT/CTAA/lobbyist & other stakeholders.

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

- 6.1 Increased fixed route ridership:
- Increase Fixed Route ridership on existing service as set forth in Section 8.
 - Add (dependent on funding) 240,000 riders/year (20,000 per month avg.) by providing more frequent service (defined as full restoration of ½ hour service on two existing routes).
 - Seek additional funding from both traditional and non-traditional sources to support expanded service/increased ridership.
- 6.2 Plan to decrease headways and increase service hours on existing routes as funds become available:
- Continue to investigate restoration of ½ hour service, with initial focus on routes 2 and 3, within existing budgetary constraints.
- 6.3 Plan and research opportunities for new routes and services:
- Investigate options to fill service gaps (geographic coverage, service hours).
 - In cooperation with NIRCC utilize REMIX route mapping software to analyze and model possible route changes/service enhancements.
 - In cooperation with NIRCC fund and begin the process to complete a Transportation Development Plan
 - In cooperation with NIRCC develop a work program for the TDP – including but not limited to: route and service analysis, demographics, passenger surveys, community surveys, needs assessment, recommendations, implementation strategy & budget
 - In cooperation with NIRCC craft an RFP to identify a consultant who would be responsible for the TDP. Once identified and under contract begin the TDP process.
 - In cooperation with NIRCC continue to seek grants/funding partners to develop a regional transit consortium. Identify sponsors for a regional forum that leads to action plan.
- 6.4 Target marketing & communication efforts:
- campusLink negotiate extension for 2017-18 school year
 - MedLink (explore expanded hours of service and cost to do so)

- University of Saint Francis negotiate extension and service expansion for 2017-18 school year
 - Indiana Tech (continue to market Citilink services to Administration).
 - Continue to promote University/health/employer partnerships & discount pass sales outlet opportunities.
- 6.5 Provide educational information that addresses common misunderstandings about using transit and promotes the economic, health and environmental benefits of using public transit:
- Continue to implement public information strategies as outlined in Chapter 5 of the Bus Fort Wayne Plan (advocacy, marketing).
 - Target the concerns identified in the BFW surveys (lack of awareness, inconvenience, uncertainty, availability, etc.) in conjunction with real time bus information (RouteShout) and marketing plan.
 - Update and expand the marketing plan in conjunction with the Board's Marketing Committee recommendations. Including but not limited to:
 - Professional consultation to develop marketing plan
 - Website updates, enhancements
 - Continue, expand Social Media Campaign
 - Build upon Citilink Champions network with emphasis on major employers
 - Video support statements from key stakeholders to be used in conjunction with TV, web & social media campaign
 - Consider increasing Marketing budget for 2018
 - Consider streaming advertising opportunities, including connection with Wi-Fi implementation

7. Community Livability: Contribute to community livability.

- 7.1 Continue efforts to coordinate with government entities, community organizations and transportation providers to promote and plan for the provision of a continuum of mobility resources for our community:
- Work with community partners to improve sidewalk connectivity & bus stop accessibility (PROWAG compliance).

- Promote inter-agency cooperation to enhance mobility options & connectivity in the Fort Wayne area (Transit Oriented Design, Complete Streets, UTAB, TPC, etc.).
- Coordinate with Greyhound, CTN, taxi, NIPRA, etc. to provide intermodal connectivity.

7.2 Maintain and provide appropriate transit infrastructure at Citilink bus stops:

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

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

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

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