

# Transit Asset Management Plan for the Fort Wayne Public Transportation Corporation (Citilink)

**June 2016**

Prepared for: Fort Wayne Public Transportation Corporation (Citilink)  
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## 1.0 Introduction

The Fort Wayne Public Transportation Corporation, d/b/a Citilink, is a recipient of Federal Funds through the U.S. Department of Transportation's Federal Transit Administration (FTA). As part of its eligibility to receive this financial assistance, Citilink is required to implement various actions as prescribed by the laws that govern the distribution of these funds.

As noted in the 2012 Federal legislation for funding highway and transit transportation, namely, Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21), Section 5326 will establish new requirements for transit asset management by FTA's grantees, as well as new reporting requirements to promote accountability. The goal of improved transit asset management is to implement a strategic approach for assessing needs and prioritizing investments for bringing the nation's public transit systems into a SGR.

One of the new requirements is the development and maintenance of a Transit Asset Management System (TAMS). The regulatory procedures for this requirement have yet to be established by the FTA; however, Citilink is preparing its plan in anticipation of the expected FTA directive.

### 1.1 Purpose of this Plan

To accomplish meeting the criteria above, this plan creates a baseline of Citilink assets and their condition, current operations in use for keeping the assets in a SGR and a model of "best practices" for continued operation of this fleet while performing effective transit asset management.

The benefits of implementing this plan are set forth in the Federal Transit Administration's Asset Management Guide.

**Table 1**  
**Asset Management Approaches**

Transit Agency Business Benefits	Asset Management Approach
Improve Customer Satisfaction	<ul style="list-style-type: none"> <li>▪ Improves on-time performance and service operations, vehicle and facility cleanliness; reduces missed trips, and station shutdowns</li> <li>▪ Focuses investments around customer-driven goals and metrics</li> </ul>
Improve Productivity and Reduce Cost	<ul style="list-style-type: none"> <li>▪ Maintains assets more effectively, using condition-based approaches and using predictive maintenance strategies (where employable) to reduce cost while improving service delivery</li> </ul>
Optimized Resource Allocation	<ul style="list-style-type: none"> <li>▪ Better align spending with agency's goals and objectives to obtain the greatest return from limited funds</li> <li>▪ Incorporate lifecycle cost, risk, and performance trade-offs into capital programming and operations &amp; maintenance budgeting</li> </ul>
Improve Stakeholder Communications	<ul style="list-style-type: none"> <li>▪ Provides stakeholders with more accurate and timely customer driven performance indicators</li> <li>▪ Provides tools to communicate forecasted performance metrics (including level of service) based on different levels of funding</li> </ul>

In preparation for this plan, Citilink conducted an inventory of all of its facilities, furniture, fixtures and equipment (FFE) and rolling stock to account for its major assets. Present-day values were assigned to each item listed within the inventory.

Certain assumptions were made by Citilink as to those items to be inventoried, and the original value of those items whose purchase price or construction cost is unknown. Finally, a schedule of replacement was created, which was based on standard facility, FFE and rolling stock policies and practices. This report, titled *Transit Asset Management Plan for the Fort Wayne Public Transportation Corporation (Citilink)*, is the conclusion of this work.

## 1.2 Operational Overview of Citilink Transit System

Citilink operates fixed-route bus service and demand-response complimentary ADA paratransit service Monday through Saturday within the City of Fort Wayne and New Haven. Service hours are 5:45 a.m. to 9:45 p.m. weekdays, and 7:30 a.m. to 6:30 p.m. on Saturdays. Buses do not operate on Sundays or the following Holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day. Citilink has a peak-period operational level of 30 buses for fixed-route service and 10 paratransit buses for ADA route service. Citilink's primary facility for conducting administration, maintenance, operations, and vehicle storage is located in the Gionet Transit Center which is located at 801 Leesburg Road in Fort Wayne.

The 2010 Census showed a total population in Fort Wayne and New Haven of 268,485. Persons over the age of 18 and under the age of 65 constitute the majority of the population. This is 71.6 percent of the total population, which is why Citilink targets this population group in its marketing efforts. Citilink provides scheduled services over fourteen marked routes as well as supplemental ADA paratransit service addressing the transit needs of Fort Wayne.

## 1.3 Requirements of the Transit Asset Management Plan

Citilink is required by the FTA to develop and implement a *Transit Asset Management Plan* that addresses the criteria listed below:

- Establish a set of objective standards for measuring the condition of capital assets (including facilities, FFE, rolling stock, and infrastructure)
- Establish performance measures for SGR, as defined by the FTA, from which to set targets for achieving a SGR for the Citilink system

Citilink's *Transit Asset Management Plan* includes, at a minimum, the following information:

- Facilities, FFE Inventory, and Replacement Cost Estimates (Exhibit A)
- Rolling Stock Inventory and Replacement Cost Estimates (Exhibit B)
- 2014 Eligible Facility, FFE and Rolling Stock Inventory (Exhibit C)

Additionally, Citilink will be required to annually evaluate and update, as necessary, its Plan to report:

- The current condition of its system (SGR)
- Any change in condition since the last report
- The targets set under the above performance measures
- The progress towards meeting these targets

## 2.0 Inventory and Replacement Cost Estimates of Citilink Transit Assets

### 2.1 Assumptions in Creating the Inventory, Determining Replacement Costs and Assigning Useful Life Time Periods

Citilink has developed a set of assumptions for creating the inventory and determining replacement costs of its assets. All assets, as discussed herein and by FTA definition, included were for any single item or a group of the same items with a system total of \$5,000 or more. The following is a list of those assumptions.

- All permanent equipment, facilities, and rolling stock were inventoried; however, only those items with a current estimated replacement value of more than \$5,000 were included in the Asset Management Plan.
- Present day building replacement cost estimates for the existing facilities were derived by using construction cost information available from Reed Construction Data, '2013 RS Means Square Foot Costs' by building type. Median (no site) and High (3/4) estimates were calculated for each facility to provide a range for probable replacement cost. The estimates were formulated on a cost per square foot (SF) for the gross floor area for each level of the facility based on the building type. Additionally, two multipliers were then applied to these numbers to reach a final replacement cost: a city cost index multiplier to adjust for project location and a multiplier to account for project size. Finally, and as a check, 'RS Means Cubic Foot Costs' were calculated by the method outlined above to compare and qualify results. The building types referenced for the various functional areas were Low Rise Office Buildings (administration), Garage, Municipal (maintenance floor), and Warehouses & Storage Buildings (maintenance, mezzanine, vehicle storage). Lastly, with construction completed on the new Baker Street Central Station in 2012, total construction costs were available at final project closeout. This known cost is reflected in the table and is adjusted by the prevailing local Construction Cost Index (CCI) to equate to an estimated present day cost.
- Facilities, whose costs at the time of construction are unknown, are estimated costs determined by the prevailing local Construction Cost Index (CCI) in the year of completion. Estimates are based on historical cost indexes and calculation methods as outlined in Reed Construction Data, '2013 RS Means Square Foot Costs'.
- All machinery and equipment that is permanently embedded or attached to a structure is considered a part of the facility construction cost estimate. Examples of these items are in-floor hoists, ceiling- or wall-mounted cranes, lighting fixtures, HVAC equipment, electrical, mechanical, and plumbing systems, and restroom/locker room facilities/ fixtures.
- Movable furnishings, fixtures, and equipment (FFE) replacement costs were based on one of the following methods or resources: Consumer Price Index Research Series using Current Methods (CPI-U-RS), estimated at a percentage of the new building's construction cost, current manufacturer industry prices or actual known costs paid by Citilink in its most recent procurement for the same or similar type asset (with an accepted industry annual increase applied to equate to an estimated present day cost).
- Replacement costs for rolling stock were estimated by applying a one-and-one-half percent annual increase from the costs paid by Citilink in its most recent procurement for the same or similar type vehicles.
- The assignment of useful life time periods for each asset type is based on one of the following resources: FTA recommended practices and guidelines, IRS published depreciation schedules, industry/product standards and warranties, or agency historical data.

## 2.2 Inventory Summary and Present Day Replacement Cost Estimates

Exhibits A and B are the tables that contain the results of Citilink’s current facility, FFE and rolling stock inventory. The tables also list anticipated useful life time periods and cost estimates for the replacement of these items in the calendar year of this report. The estimates are based on the assumptions described previously.

The facility, FFE and rolling stock contained in the inventory have been combined from all locations where the various transit system functions are performed. The locations include the following:

- Administration – Gionet Transit Center (Leesburg Road)
- Operations – Gionet Transit Center and Central Station (Baker Street)
- Rolling Stock Maintenance – Gionet Transit Center
- Rolling Stock Storage – Gionet Transit Center (Vehicle Storage Building)

## 2.3 Facilities and FFE Functional Assessment Overview and Measurement Assumptions

An assessment of the current condition of facilities and FFE is included as part of the asset inventory table to assist in the development and analysis of agency needs. The functional condition rating stated within the inventory summarizes the current condition of the inspected unit in a single qualitative rating based on the following definitions:

**Table 2  
Functional Condition Ratings**

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

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## 2.4 Rolling Stock Condition Assessment Overview and Measurement Assumptions

An assessment of the current condition of the rolling stock is included as part of the asset inventory table to assist in the development and analysis of agency needs. The physical condition rating stated within the vehicle inventory summarizes the current condition of the inspected unit in a single qualitative rating based on the following definitions:

**Table 3**  
**Physical Condition Ratings**

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

## 3.0 State-of-Good Repair (SGR) Strategy

### 3.1 Introduction/ Research

As part of preparation of this asset management plan, Citilink has sought to review available published information and resources generally accepted within the industry which strive to define, outline and document the basic concepts of asset management and its goal of achieving a State-Of-Good-Repair (SGR).

As stated within the APTA Recommended Practice APTA-SGR-TAM-RP-001-13, 2013, 'Creating a Transit Asset Management Program', Transit Asset Management (TAM) is defined as 'a strategic and systematic process through which an organization procures, operates, maintains, rehabilitates and replaces transit assets to manage their performance, risks and costs over their lifecycle to provide safe, cost-effective and reliable service to current and future customers.' The recommended practice then identifies that asset management addresses the following two concepts: Level of Service (LOS) and Lifecycle Management.

- Asset Management can affect Level of Service, most notably stating, (TAM) "... provides accountability and communicates performance and asset condition to customers."
- Lifestyle Management — "the core of Asset Management is understanding and minimizing the total cost of ownership of an asset while maximizing its performance." Transit asset management integrates activities across departments and offices in a transit agency to optimize resource allocation by providing quality information and well-defined business objectives to support decision making within and between classes of assets.

Furthermore, Citilink recognizes that there is no one industry wide adopted definition of SGR but understands, as outlined in a published FTA review titled 'Transit Asset Management Practices, A National and International Review, 2010' SGR consists of one or more of the following concepts:

- Maintaining an agency's rolling stock and infrastructure as needed to meet a certain level of service
- Performing maintenance, repair, rehabilitation and renewal according to agency policy

- Reducing or eliminating a agency's backlog of unmet capital needs

The review continues by stating that the defining aspects of achieving SGR outlined above are consistent with the concepts of Transportation Asset Management. The review also cites that a majority of the early work in this field has been performed by state DOT's and the American Association of State Highway and Transportation Officials (AASHTO). Additionally, and for comparison, AASHTO's previously developed TAM guide defines asset management as 'a strategic and systematic process of operating, maintaining, upgrading and expanding physical assets effectively throughout their life cycle.' Aligned in concept with APTA, it focuses on business and engineering practices for resource allocation and utilization, with the objective of better decision-making based on quality information and well-defined objectives. Lastly, the FTA review document concludes that this study is based on a working definition for SGR that recognizes the fundamental principles that underlie achieving a SGR and applying asset management concepts; that is, in this context, SGR may be defined as "a state that results from the application of Transportation Asset Management concepts in which a transit agency maintains its physical assets according to policy that minimizes asset life-cycle costs while avoiding negative impacts to transit service."

Although application of the APTA standards, practices or guidelines is voluntary, Citilink recognizes and acknowledges the value of information gained through field study of the U.S. transit industry successes, as well as shortcomings found within existing asset management practices. Moreover, this research has positively reinforced past, current and ongoing management practices employed by the Fort Wayne Public Transportation Corporation (Citilink) in its goal to achieve and maintain a SGR.

In keeping with these concepts, we will define and discuss the philosophies, principles, practices and measurement activities which are currently employed or pending implementation by Citilink to achieve and sustain a SGR, outlined as follows:

- Objective and Goal (of the Asset Management Plan/ SGR)
- Asset Inventory Overview/ Condition Assessment
- Level of Service/ Service Standards
- Lifestyle Management/ Performance Standards
- Financial Plan/ Funding Sources
- Investment Strategies/ Allocation of Funds
- Asset Management Process Enhancements

### 3.2 Targeted Objectives and Goals

Citilink's philosophy in keeping with the intent of the APTA Recommended Practice APTA-SGR-TAM-RP-001-13, 2013 Transit Asset Management definition is to keep simple track through monitoring of resources, operational expenses, maintenance costs, rehabilitation and replacement needs while understanding and operating within the various fiscal constraints within Citilink's budgets. This monitoring and measurement allows a common sense approach when determining fiscal budgets and spending. Spending on replacement program assets in line with the replacement schedule keeping equipment in a state of good repair is also under fiscal constraints and is a metric that is currently measured by Citilink.

The APTA State-of-Good-Repair (SGR) Standards Committee has defined SGR as, "a condition in which assets are fit for the purpose for which they were intended." Citilink's strategy for maintaining our fleet in a state of good repair is to replace all vehicles when they meet the end of their useful life (measured either in miles or years) with Federal and local funds which are allocated for that purpose. Citilink currently has equipment contracts in place or going out through the RFP process keeping Citilink's assets in a SGR. Citilink has also dedicated reserves of local funds to match Federal dollars available to us under MAP 21 and its successor ensuring the assets stay in a SGR.



Facilities are evaluated as to their SGR on an ongoing basis by maintenance staff under the direction of the Maintenance Manager reporting to the General Manager. Repairs, upgrades, required re-models and facility enhancements necessary to maintain all facilities in a SGR are scheduled/bid as needed. Those activities requiring a competitive process are acquired/bid in compliance with the FWPTC Procurement Policies as originally adopted in August 2009 and subsequently amended. The FWPTC annually budgets sufficient funds for such activities/repairs/enhancements in the annual budget. All assets are tracked through the existing "Sage Fixed Assets – Depreciation" asset management/tracking module.

Furniture, fixtures and equipment (FFE) are evaluated on an ongoing basis by each department head within their respective areas of responsibility. Each department head reports directly to the General Manager. Replacement, repair, enhancements and upgrades necessary to maintain all FFE's in a SGR are governed by the procedures outlined in the FWPTC Procurement Policies as originally adopted in August 2009 and subsequently amended. The FWPTC annually budgets sufficient funds for such activities/repairs/enhancements in the annual budget. All assets are tracked through the existing, "Sage Fixed Assets – Depreciation" asset management/tracking module.

Currently Citilink's transportation tracking software has undergone recent upgrading which has successfully added a new tracking module "Sage Fixed Assets – Depreciation", which improves Citilink's asset tracking metrics allowing for immediate updates to the SGR of the fleet. This module will help Citilink to implement asset management improvement programs by increasing the knowledge of asset managers over daily operations helping them to focus on awareness and understanding of the SGR for all Citilink assets under their responsibility.

The annual Citilink goal is to continue the SGR of its fleet, facilities, and programs while staying within the fiscal constraints placed upon the organization through responsible budgeting of funding amounts and asset allocations. Citilink will also monitor the replacement program versus the replacement schedule as it is also fiscally constrained. The overall trend with all of Citilink's operations is the focus placed on fiscal constraints. Citilink currently deals with these constraints and will continue to deal with these constraints in the following manners ensuring yearly accountability of funding expenditures corresponding to keeping its fleet in a SGR. These items come directly from the requirements of a TAM plan found in Section 1.3 on pages 2 and 3 of this document:

**Requirement:** Establish a set of objective standards for measuring the condition of capital assets (including facilities, FFE, rolling stock, and infrastructure)

**Adherence:** Citilink will monitor and manage all facilities, FFE, rolling stock, and infrastructure through reporting gained from the McDonald Transit Reporting system and through its newly upgrade "Sage Fixed Assets – Depreciation" System

**Requirement:** Establish performance measures for SGR, as defined by the FTA, from which to set targets for achieving a SGR for the Citilink system.

**Adherence (1):** Citilink performance measures are based on the monthly reporting of scheduled maintenance, preventative maintenance, trip information, hours and mileage information, and other relevant information as received from the McDonald Transit Monthly Report for both fixed route and Paratransit vehicles

**Adherence (2):** Hold monthly information sharing meetings with managing personnel to review reports and track asset maintenance to maintain a SGR for Citilink's fleet

**Budgeting:** Citilink has adopted the following measures to help maintain fiscal budget control of major expenditures while operating within yearly constraints:

- + FWPTC uses a competitive contracting bid process through the public sector to ensure price competition using procurement regulations as guidance
- + Ensure replacement program cast against the replacement schedule to stay within fiscal constraints. This includes meeting yearly to monitor the following:
- + Ensure “Major Expenses” are dealt with first within the existing fiscal constraints
- + Ensuring the current replacement schedule is reviewed and all items that can be funded within the fiscal constraints are completed
- + Reorganizing the order in which tasks within the replacement schedule are performed to meet fiscal constraints and keep the fleet in a SGR
- + Review and discussion on strategic purchasing from futures markets and other sources for example Fuel purchases through the futures market

Citilink will be required to annually evaluate and update, as necessary, its Plan to report:

- The current condition of its system (SGR)
- Any change in condition since the last report
- The targets set under the above performance measures
- The progress towards meeting those targets

An annual evaluation and update of the Transit Asset Management plan will be completed by June 30<sup>th</sup> of each year and will result in a present day asset inventory, reflect any necessary SGR strategy adjustments, level of service or performance standard changes, adjustments to any implementation strategies and provide a listing of current available funding. The update will identify assets which have exceeded their useful life during the previous calendar year and are now eligible for replacement. Each of these assets will then be evaluated as part of the annual budgeting process to prioritize specific agency action of replacement, retirement or extension of service in keeping with stated SGR strategies. Assets scheduled for extension of service will be given a revised replacement (useful life) date and be returned to the year-end asset inventory.

**Attachment:** Exhibit C- 2014 Eligible Facility, FFE and Rolling Stock Inventory (listing of current assets exceeding their useful life)

### 3.3 Asset Inventory Overview/ Condition Assessment

Citilink Facilities are also in a SGR. These facilities are maintained on a regular basis as evidenced by detailed inventory reporting. Typically, Citilink allocates 14% of its annual budget for building and facilities renewal, rehabilitation and general maintenance as exemplified below:

- Central Station construction was initiated to alleviate congestion at the Superior Street site, provide upgraded customer facilities and accommodate future growth in service. It was funded by a combination of Federal Grants, sale of property and local funds which had been set aside for that purpose
- The HVAC project at the Leesburg site was initiated to replace outdated and failing heating/cooling systems. This project was funded through the combination of local and federal funds set aside and programed for that purpose
- Maintenance (general) Vehicle maintenance (including preventative maintenance) is performed under the provisions of the existing union contract (CBA) by FWPTC maintenance staff or by independent contractors for warranty or major body/frame repairs. Building maintenance is performed under the provisions of the existing union contract (CBA) by FWPTC maintenance staff or by independent contractors for warranty work and/or specialized tasks which FWPTC staff is not qualified to perform

Additionally, Citilink maintains a bus shelter inventory of bus stock shelters. Bus stock shelters owned by outside advertisers are coordinated through the City of Fort Wayne.

Existing stock of Citilink-owned shelters have scheduled maintenance performed on a regular basis. During scheduled maintenance, shelters are examined for their status providing for a well-maintained shelter in SGR. Replacement Schedules is determined on a risk/need basis and is brought to the attention of Assistant General Manager and appropriate disposition is determined and funding awarded for mitigation of the risk/need.

As shown by McDonald Transit Reporting, Citilink's current inventory meets the definition of an entity with assets in a SGR. Through the 2014 fiscal year, Citilink personnel performed 100% of preventative maintenance on time on all Fixed Route Vehicles and Paratransit vehicles. This attention to detail and timing has kept the Citilink assets in a SGR. Citilink also uses real time logging of all buses each time they pass through their facility via a Local Area Network (LAN). This reporting ensures real time asset information for managers to rely on when making critical asset decisions.

Although FTA standards for useful life of rolling stock are typically more stringent, Citilink has experienced success in careful and informed extension of its rolling stock through (preventative) maintenance policies, procedures and evaluation

Citilink has also kept itself from experiencing technical obsolescence within its fleet by putting hybrid vehicles into service within the route system. Citilink has experienced the following within its deployed hybrid fleet:

- Hybrid electric diesel buses get approximately 6 MPG
- Regular diesel buses get approximately 4 MPG
- Fuel savings are a direct impact to Citilink's bottom line financials
- Citilink has also realized savings through the replacement of older diesel buses with the hybrid buses.
- Investing more capital in hybrid bus operations saves roughly 8.1% in operating expenses
- Maintenance costs have been significantly reduced with the reduction of brake replacements versus their diesel counterparts
- Total savings quantification upon the lifecycle of hybrid electric diesel buses are not available due to Citilink's fleet not experiencing the decommissioning of a hybrid bus to date

### 3.4 Level of Service/ Service Standards

In keeping with FTA Requirements, included with this document is a copy of the "Fort Wayne Citilink Service Standards" released August, 2014. This document is the level of service/ service standards used to direct Citilink service operations and accountability for this system.

**Attachment:** Exhibit D – Fort Wayne Citilink Service Standards August, 2014

### 3.5 Lifestyle Management/ Performance Standards

Citilink's Lifestyle Management and Performance Standards revolve around the necessity of reaching the community with a holistic approach. This is accomplished through public ad campaigns, brochures, and publicity through exciting opportunities for community outreach. Citilink cites current rider and population statistics in their public materials to help ensure the total populous demographic is reached. There are many examples of this but one specific example that shows Citilink's lifestyle management and performance standards is the "Get on board, 5 smart reasons to support public transit for Fort Wayne & Allen County." This brochure has been published for use throughout the various campaigns and public outreaches Citilink supports. A copy of this brochure can be requested through Citilink at any time.

**Attachment:** Exhibit E- Citilink Lifestyle Management Example Publications

Citilink Performance Standards are outlined in the reference document supplied as Attachment: Exhibit E- Fort Wayne Citilink Service Standards August, 2014. In keeping with FTA guidelines, this document is updated as required in established guidelines. Updates to this document are available through the Citilink Administration – Gionet Transit Center (Leesburg Road)

### 3.6 Financial Plan/ Funding Sources

#### Financial Plan/Funding Sources

Overview of current funding sources:

- Operating revenue:
  - + Fixed route fares
  - + Contract with IPFW and Ivy Tech for Campuslink
  - + Contract with Parkview for service
  - + Advertising
  - + ID cards
  - + Non-operating
    - ◆ State Operating assistance (PMTF)
    - ◆ Property taxes
    - ◆ Excise Taxes
    - ◆ Financial Institution taxes
    - ◆ COIT tax
    - ◆ Commercial Vehicle Excise Taxes
    - ◆ FTA 5307 (all types)
    - ◆ FTA JARC
    - ◆ FTA CMAQ
    - ◆ FTA New Freedom
    - ◆ Private grants
    - ◆ Sale of fuel
    - ◆ Sale of scrap
    - ◆ Investment income
    - ◆ Accident Repair Recovery
    - ◆ Greyhound agent income
    - ◆ Miscellaneous
  - + Funding sources future
    - ◆ Increased State assistance
    - ◆ Increased Federal funding
    - ◆ Contracts with local governments (City/County)
    - ◆ Contracts with private business

**Attachment:** Exhibit F- Financial Statement and Funding Sources

### 3.7 Investment Strategies/ Allocation of Funds

Citilink Investment Strategies/ Allocation of funds are projected through the use of the Northeastern Regional Coordinating Council (NIRCC), Metropolitan Planning Organization (MPO). This organization requires all requests for funding, enhancements, and resource allocations to be submitted through its Transportation Improvement Program or TIP. An example of the Fiscal Year 2014 TIP obligated projects is included for reference with this this plan.

**Attachment:** Exhibit G- NIRCC Annual Listing of Obligated Projects – FY 2014, 2015, 2016, 2017, 2018

Citilink establishes Investment Strategies and Funding through the acceptance of projects submitted through the TIP process. Upon obligation of funds and approval, Citilink then proceeds with allocation of any matching funds required for award of the TIP projects. This comes from annual budget line items established upon TIP project approval and obligation of funds.

### 3.8 Asset Management Process Enhancements

Asset Management Process Enhancements are brought before the Citilink General Manager for consideration based upon the viability of the enhancement and the long term benefit from the proposed enhancement. Upon agreement, this is added to the appropriate meeting agenda for consideration and approval to move forward with the enhancement. Upon this approval by the appropriate parties, these enhancements are then assessed for available funding criteria through the NIRCC TIP or other funding programs as appropriate depending on the enhancement.

In the case of immediate enhancement needs, the risk of the proposed enhancement is evaluated and communicated to appropriate decision makers depending on the risk level identified. Funds distribution is completed depending on the current risk and the probability of elimination of the risk in an appropriate timeline.

Respectfully submitted,  
**GAI Consultants, Inc.**

**Citilink**

Gary P. Randle II  
Project Development Professional

Kenneth C. Housden  
General Manager

Adopted by FWPTC Board of Directors on: \_\_\_\_\_

**EXHIBIT A**  
**Facilities, FFE Inventory and Replacement Cost**  
**Estimates**

**EXHIBIT B**  
**Rolling Stock Inventory and Replacement Cost**  
**Estimates**

**EXHIBIT C**  
**2016 Eligible Facility, FFE and Rolling Stock Inventory**



**EXHIBIT D**  
**Fort Wayne Citilink Service Standards June, 2016**

**EXHIBIT E**  
**Citilink Lifestyle Management Example Publications**

**EXHIBIT F**  
**Financial Statement and Funding Sources**

**EXHIBIT G**  
**NIRCC Annual Listing of Obligated Projects – FY 2016,**  
**2017, 2018, 2019**