



# Strategic Plan and Goals

2024-2025



Photo: Rachel Von Photography

**Fort Wayne Public Transportation Corporation**  
801 Leesburg Road  
Fort Wayne, IN 46808



# Introduction

Fort Wayne Public Transportation Corporation (“Citilink”) is a Special Unit of local government formed in 1967 by the Fort Wayne City Council in compliance with Indiana Code 36-9-5. Citilink operates fixed-route, paratransit, and vanpool services in Fort Wayne, New Haven, and Allen County.

## Citilink Board of Directors

Citilink’s seven-member Board of Directors is appointed by the Mayor and City Council of Fort Wayne, as required by Indiana law and the Corporation’s bylaws. Board members must reside within the taxing district and are appointed to four-year terms. Regular monthly Board Meetings are held on the third Thursday of each month (the second Thursday of September) at 5:30 p.m. at the Allen County Public Library in downtown Fort Wayne. Meetings are open to the public.

Board Member Name	Office	Term Expiration (January 1)
Konrad Urberg	Chair	2028
Sherese Fortriede	Vice Chair	2027
Pone Vongphachanh	Secretary	2026
J. Nelson Coats	Board Member	2027
Melissa Fisher	Board Member	2025
Brenda Niccum	Board Member	2026
Sharon Tucker, Councilwoman	Board Member	2025

## Our Mission: Linking People to Life

*Citilink connects our community to life’s opportunities by empowering human mobility.*

## Our Vision: Our customers are proud to ride; Citilink is an esteemed mobility partner in the community.

*We strive to create a dignified customer experience and ensure that public transportation is highly valued in the community.*

## Our CORE Values:

### **Safety**

We prioritize the health and well-being of our customers and the people around us and are careful to protect ourselves and others from danger, injury, or loss.

### **Equity**

We acknowledge and overcome our unconscious biases and always try to be fair and impartial. We lift up and dignify those who are marginalized or oppressed.

### **Sustainability**

We commit ourselves to maintaining Citilink's value and avoiding the depletion of financial, human, and environmental resources. We are stewards of Citilink’s assets, including its reputation in the community.

### **Innovation**

We build upon and honor our past and continuously improve by being open to new ideas, policies, procedures, systems, and partnerships that enhance Citilink’s value to the community and our customers.

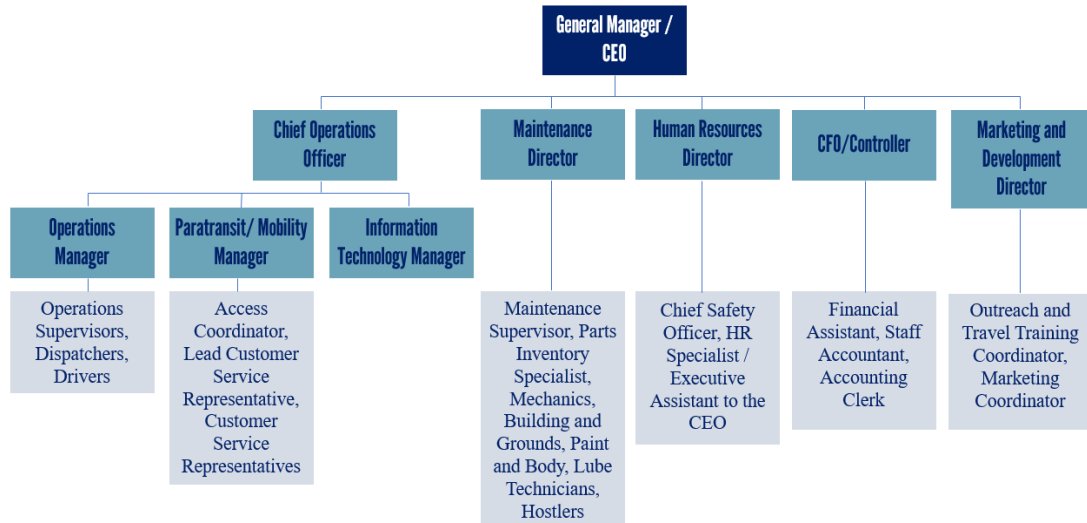
### **Transparency**

We are open and accountable to the public we serve, proactively disclosing information so the community knows in advance and understands what we’re doing.

## Citilink Employees

Citilink’s 134 employees are led by the General Manager/CEO and the Leadership Team. Our workforce includes administrative staff and bus drivers, mechanics, and other maintenance employees who are Amalgamated Transit Union (ATU) Local 682 members. Citilink employs 87 full-time bus drivers.

## Citilink Organization Structure



Leadership Team	Title
John Metzinger	General Manager/CEO
Pam Schieber	Chief Operations Officer
LaTasha Thompson	Chief Financial Officer/Controller
(Vacant)	Human Resources Director
Jason Trabert	Maintenance Director
Casey Claypool	Marketing and Development Director
Tyierra Martin	Paratransit/Mobility Manager
Matt Morley	Operations Manager
Junior Rodriguez	Information Technology Manager

## Our TEAMWORK Values:

*These values describe how Citilink employees, both union and non-union, work together as one team.*

### Communication

We maintain a positive and respectful tone in our interactions through self-expression and listening to each other. We bring concerns we have about other people directly to them, listen to the concerns of others, and work together to resolve conflicts. Gossip and spreading misinformation are unwelcome in our workplace culture.

### Teamwork

We work together collaboratively to achieve our goals and strive to include everyone who is impacted by our work. We celebrate our successes together. We learn from our mistakes and failures and try again.

### Accountability

We are evaluated on our performance and behavior in achieving our responsibilities. We take personal ownership of achieving Citilink's mission, vision, and goals by demonstrating these values when at work.

### Integrity

We are truthful and have strong moral principles guiding our work conduct. We do the right thing, even when no one is watching.

### Respect

We respect our co-workers' feelings and intrinsic value. We are kind to each other.

# Strategic Plan and Goals

## Success Outcomes

The Board of Directors has established three outcomes for the organization to achieve that define Citilink’s success. These outcomes are listed in the order of the Board’s priority.

Priority	Success Outcome	Key Performance Indicators	Resources	Tactics
<b>#1</b>	<b>Financial Sustainability</b>	<ul style="list-style-type: none"> <li>• Grow revenue by \$2.1 million for 2025</li> <li>• Total expenditures at or below budget</li> <li>• Grow the number of organizations in Citilink’s coalition of advocacy partners</li> <li>• Identify eight legislative champions (1 from each party and assembly, state and federal)</li> </ul>	<ul style="list-style-type: none"> <li>• Citilink budget</li> <li>• Cost reduction plan</li> <li>• Coalition database</li> </ul>	<ul style="list-style-type: none"> <li>• Legislative strategy</li> <li>• Cost reduction strategies</li> <li>• Revenue growth strategies</li> <li>• Coalition-building strategy</li> </ul>
<b>#2</b>	<b>Employee Engagement</b>	<ul style="list-style-type: none"> <li>• Vacancy rate at or below target</li> <li>• Establish baseline Employee Engagement Scores for following metrics, identify gaps, and set targets for improvement.               <ul style="list-style-type: none"> <li>○ Employee satisfaction</li> <li>○ Employee retention rate</li> <li>○ Net Promoter Score</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• HR data</li> <li>• Employee survey</li> <li>• Improvement plans</li> </ul>	<ul style="list-style-type: none"> <li>• Employee survey</li> <li>• Improvement strategy</li> <li>• Leadership development training</li> <li>• Employee development training</li> </ul>
<b>#3</b>	<b>Customer &amp; Community Engagement</b>	<ul style="list-style-type: none"> <li>• Establish a baseline for each measure below, identify gaps, and set improvement targets.               <ul style="list-style-type: none"> <li>○ Overall customer satisfaction (percent of customers who are satisfied with Citilink services)</li> <li>○ Customer Net Promoter Score (customers who would recommend Citilink to friends or family)</li> <li>○ Community members who believe Citilink brings good value and service to the community</li> <li>○ Community members who would support funding for expanded public transportation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Customer surveys</li> <li>• Community surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Community outreach and education strategy</li> <li>• Marketing Plan</li> <li>• Travel training program</li> <li>• Customer surveys</li> <li>• Community surveys</li> </ul>

# Execution of Strategy

## Leadership Team Work Plan

The following tactics will be executed in 2024-2025 to ensure the achievement of outcomes.

<b>#1 Financial Sustainability</b>			
<b>Project</b>	<b>Milestones</b>	<b>Project Lead</b>	<b>Project Team</b>
Pursue City of Fort Wayne Contribution (Goal: City contribution of \$2.1 million avg. annually for five years)	<ul style="list-style-type: none"> <li>• March: met with Mayor Henry</li> <li>• April: engage Board</li> <li>• May: revisit Mayor</li> <li>• August: engage City Council</li> </ul>	John Metzinger	Board of Directors Legal Counsel LaTasha Thompson
Pursue County Contribution	<ul style="list-style-type: none"> <li>• April: request meeting</li> <li>• June: meet with Commissioners</li> </ul>	John Metzinger	Board of Directors Legal Counsel
Raise Local Revenue	<ul style="list-style-type: none"> <li>• April: present options to Board</li> <li>• May: Board provides direction</li> <li>• August: legislative advocacy for policy changes begins</li> </ul>	John Metzinger	Board of Directors Legal Counsel Specialist Support Faegre Drinker
Coordinate PMTF Budget with INDOT	<ul style="list-style-type: none"> <li>• April: meet with Commissioner</li> <li>• May: provide data to Commissioner</li> </ul>	John Metzinger	Faegre Drinker
Leadership of PTCI	<ul style="list-style-type: none"> <li>• Serve as president</li> </ul>	John Metzinger	
Renegotiate Parkview Contract	<ul style="list-style-type: none"> <li>• March: Initial meeting with Parkview</li> <li>• April: complete cost analysis and price proposal</li> <li>• May: initiate negotiation</li> <li>• November: Board approval</li> </ul>	John Metzinger	Casey Claypool
Pursue Fare Increase and Fare Restructuring (Related to Fare Collection System Replacement)	<ul style="list-style-type: none"> <li>• March: award contract for fare validation system pilot project</li> <li>• June: research fare increase/fare restructuring options</li> <li>• September: draft fare increase/structure</li> <li>• October/November: public meetings</li> <li>• December: board consideration</li> <li>• July 2025: implementation</li> </ul>	John Metzinger	Pam Schieber LaTasha Thompson Tricia Lilly Matt Morley Tyierra Martin Casey Claypool Junior Rodriguez Jason Trabert
Cost Reduction and Controls	<ul style="list-style-type: none"> <li>• Cost reductions planned during 2025 budget preparations</li> </ul>	LaTasha Thompson	Leadership Team
Contract Negotiations	<ul style="list-style-type: none"> <li>• Schedule negotiations</li> <li>• Prepare management strategy and proposals</li> <li>• Conduct negotiations and reach tentative agreement</li> <li>• Present to the Board for final approval after ratification by union members</li> </ul>	John Metzinger	Pam Schieber Jason Trabert Matt Morley Rachel Guin
Service Planning (Short Range)	<ul style="list-style-type: none"> <li>• Complete Remix Training</li> <li>• Receive driver suggestions</li> <li>• Quarterly meetings to review potential changes for implementation</li> <li>• Maintain GTFS Feed</li> </ul>	Matt Morley	Pam Schieber Casey Claypool Tyierra Martin Junior Rodriguez

<b>#1 Financial Sustainability (continued)</b>			
<b>Project</b>	<b>Milestones</b>	<b>Project Lead</b>	<b>Project Team</b>
Service Planning (Long Range)	<ul style="list-style-type: none"> <li>September 2024: RFP for planning services</li> <li>December 2024: Project kickoff</li> <li>August 2025: Title VI analysis</li> <li>September 2025: Board Adoption</li> <li>January 2026: Early phase implementation</li> <li>April 2026: Evaluation at 3-months</li> </ul>	Casey Claypool John Metzinger	Pam Schieber Matt Morley Tyierra Martin Planning and Development Cmte.
Pursue Low/No Funding	<ul style="list-style-type: none"> <li>Application due April 25</li> </ul>	John Metzinger	Jason Trabert LaTasha Thompson Pam Schieber Matt Morley
Budget Variance Reports	<ul style="list-style-type: none"> <li>Monthly: present to management staff and board; managers identify areas of concern and work to address</li> </ul>	LaTasha Thompson	Department Managers
Grow Advocacy Coalition	<ul style="list-style-type: none"> <li>May (and ongoing): Develop messaging, content, and structure</li> <li>April - June: Onboard CRM platform for coalition management</li> <li>Fall 2024: Leadership media training</li> <li>Ongoing engagement, awareness events, and opportunities for advocacy</li> <li>Winter 2024: Develop transit advocacy curriculum</li> </ul>	Casey Claypool	Jill Kreider Pecola Trice John Metzinger External/Stakeholder Relations Committee Faegre Drinker
Legislative Strategy	<ul style="list-style-type: none"> <li>May: develop strategy and committee review</li> <li>June: presentation to Board</li> </ul>	John Metzinger	External/Stakeholder Relations Committee
Identify Legislative Champions (8, 1 from each party and assembly)	<ul style="list-style-type: none"> <li>May: discuss with the committee and identify potential champions</li> <li>Meetings coordinated by Faegre Drinker</li> </ul>	John Metzinger	External/Stakeholder Relations Committee Faegre Drinker

<b>#2 Employee Engagement</b>			
<b>Project</b>	<b>Milestones</b>	<b>Project Lead</b>	<b>Project Team</b>
Vacancy rate at or below target (95% staffed across the organization)	<ul style="list-style-type: none"> <li>• Post open positions within 1 business day of separation</li> <li>• Review applicants within 2 business days of receipt</li> <li>• Interview within 1 week of applying</li> <li>• Respond to 100% of virtual applicants</li> <li>• Respond to 80% of paper applicants</li> <li>• File timely EEO reports</li> </ul>	HR Director	Felicia Belcher Pam Schieber Tyierra Martin Matt Morley Jason Trabert
Mission, Vision, Values Communication	<ul style="list-style-type: none"> <li>• Develop plan for internal communications</li> <li>• Implement</li> <li>• Measure results</li> </ul>	HR Director	John Metzinger Casey Claypool Jill Kreider
Update Employee Policies	<ul style="list-style-type: none"> <li>• Administrative Handbook</li> <li>• Union Employee Handbook</li> </ul>	HR Director Legal Counsel	ATU Executive Board John Metzinger Department Managers
Standard Operating Procedures	<ul style="list-style-type: none"> <li>• Develop written procedures for essential functions across the organization</li> </ul>	HR Director	Department Managers
Extra Board Scheduling Procedure	<ul style="list-style-type: none"> <li>• Completed February 2024</li> </ul>	Matt Morley	Pam Schieber Stacey Holmes
Employee Engagement Survey	<ul style="list-style-type: none"> <li>• Plan survey and data collection               <ul style="list-style-type: none"> <li>○ Employee satisfaction</li> <li>○ Employee retention rate</li> <li>○ Net Promoter Score</li> </ul> </li> <li>• Implementation</li> <li>• Identify gaps and plan for resolution</li> </ul>	HR Director	Casey Claypool Dr. Felica Belcher Pam Schieber
Employer Inclusion, Equity, Diversity (EIED) Work Group	<ul style="list-style-type: none"> <li>• Coordinate front-line employee participation</li> <li>• Schedule meetings quarterly</li> </ul>	HR Director	John Metzinger Pam Schieber Carl Thomas
Leadership Development Training	<ul style="list-style-type: none"> <li>• Provide leadership coaching to new leaders</li> <li>• Seek external development sources</li> </ul>	HR Director	Pam Schieber John Metzinger
Employee Development Training	<ul style="list-style-type: none"> <li>• Safety training twice per year</li> <li>• Conflict de-escalation training</li> <li>• Customer service training</li> <li>• Mechanic Apprenticeship Program</li> <li>• Travel Train new employees (began April 2024)</li> </ul>	HR Director	Matt Morley Tyierra Martin Jason Trabert Larry Wiggins ATU Executive Board

### #3 Customer & Community Engagement

Project	Milestones	Project Lead	Project Team
Customer Satisfaction Survey	<ul style="list-style-type: none"> <li>• April: Determine survey questions</li> <li>• April: Select survey method</li> <li>• June: Conduct survey</li> <li>• July: Analyze results and present to leadership team</li> <li>• August: Share results with board and employees</li> <li>• August: Share results with community</li> </ul>	Tyierra Martin	Pam Schieber Matt Morley Casey Claypool
Community Survey	<ul style="list-style-type: none"> <li>• Summer 2024: Develop functions to measure: community members who believe Citilink brings good value and service to the community and support funding for expansion of service</li> <li>• Fall 2024: Utilize multiple media to promote survey to non-riders</li> <li>• Winter 2024: Analyze results and discern areas to highlight in executive summary</li> <li>• Winter 2024: Share results with staff, board committee, Board, community</li> </ul>	Casey Claypool	John Metzinger Stephen Bailey Jill Kreider Pecola Trice External/Stakeholder Relations Committee
Travel Training Program	<ul style="list-style-type: none"> <li>• March: Attend train-the-trainer classes</li> <li>• June: Create a more formalized evaluation process</li> <li>• Fall 2024: Create train-the-trainer program and curriculum</li> </ul>	Pecola Trice	Casey Claypool
Community Education and Outreach	<ul style="list-style-type: none"> <li>• Ongoing: Continue building partnerships in the community</li> <li>• Ongoing: Participate in events to raise public awareness</li> </ul>	Casey Claypool	Pecola Trice Jill Kreider Customer Service John Metzinger