



Strategic Plan and Goals

2025-2026

As Adopted, Board of Directors, April 17, 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 as enabled by 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 fourth Thursday of June) at 5:00 p.m. at the Allen County Public Library in downtown Fort Wayne. Meetings are open to the public.

Board Member Name	Office	Term Expiration
Konrad Urberg	Chair	1/1/2028
Sherese Fortriede	Vice Chair	1/1/2027
Pone Vongphachanh	Secretary	1/1/2026
Rohli Booker, Councilwoman	Board Member	12/31/2028
J. Nelson Coats	Board Member	1/1/2027
Melissa Fisher	Board Member	1/1/2028
Kyle Miller, State Representative	Board Member	12/31/2028

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.

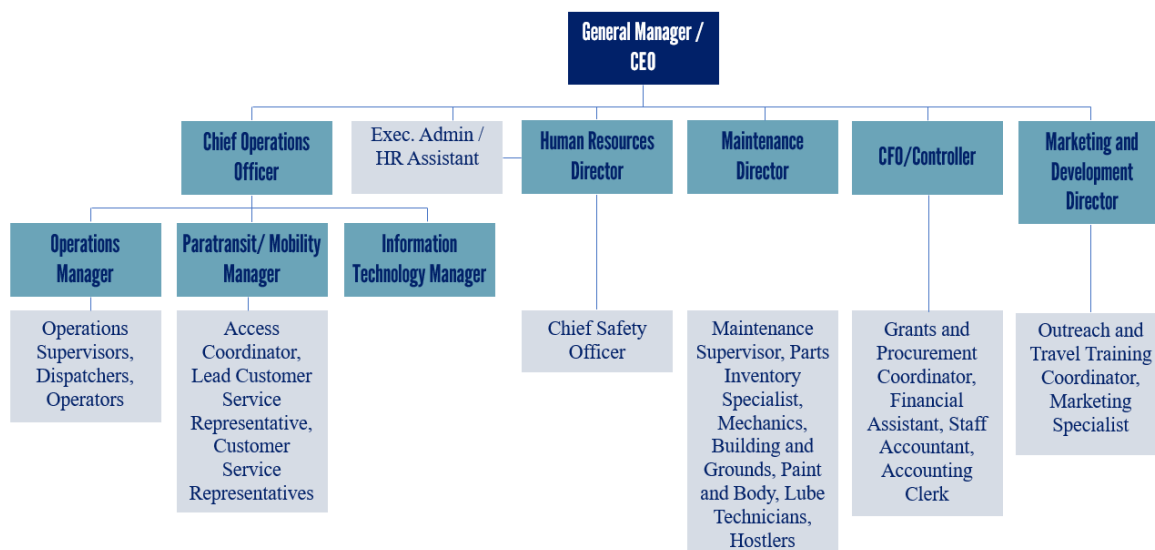
Transparency

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 137 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
Nadine Rager	Human Resources Director
Jason Trabert	Maintenance Director
Casey Claypool	Marketing and Development Director
Tyi'Erra 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	Data Sources	Tactics
#1	Fiscal Sustainability	<ul style="list-style-type: none"> • Advocate for increased local, state, and federal funding • Develop local private funding sources • Total expenditures at or below budget • Grow the number of organizations in Citilink's coalition of advocacy partners • Budget for 2026 expenses at level of known revenue OR budget with shortfall and pursue special levy 	<ul style="list-style-type: none"> • Citilink budget • Financial reporting • Coalition database & CRM 	<ul style="list-style-type: none"> • Legislative strategy • Cost reduction strategies • Revenue growth strategies • Coalition-building strategy
#2	Employee Engagement	<ul style="list-style-type: none"> • Turnover rate below target of 18% • Employee satisfaction at 75% • Employee retention at 84% • Net Promoter Score at 53% 	<ul style="list-style-type: none"> • HR data • Employee survey 	<ul style="list-style-type: none"> • Improvement strategy • Leadership development training • Employee development training
#3	Customer & Community Engagement	<ul style="list-style-type: none"> • Measure baseline for overall customer satisfaction • Net Promoter Score at 38% • Public rates service at good or excellent at 60% • Community members who believe Citilink brings value at 82% • Community members who support additional funding for transit expansion at 75% 	<ul style="list-style-type: none"> • CRM • Customer survey • Community survey 	<ul style="list-style-type: none"> • Improvement strategy • Community outreach and education • Marketing Plan • Travel training program

Execution of Strategy

Leadership Team Work Plan

The following tactics will be executed in 2025-2026 to ensure outcomes are achieved.

#1 Financial Sustainability			
Project	Milestones	Project Lead	Project Team
Increase local funding	<ul style="list-style-type: none"> May: Decide whether to pursue special levy or budget to revenue August: Budget and special levy materials ready for dissemination 	John Metzinger	Board of Directors Legal Counsel LaTasha Thompson
Increase State Funding	<ul style="list-style-type: none"> April: Legislative session ends Legislative services efforts reorganized for non-budget 2026 leg. session 	John Metzinger	Board of Directors Faegre Drinker Casey Claypool
Increase Federal Funding	<ul style="list-style-type: none"> May: meet with federal delegates at APTA Legislative Conference 	John Metzinger	Board of Directors
Local Private Funding	<ul style="list-style-type: none"> August: Establish nonprofit fund 	LaTasha Thompson	Board of Directors Casey Claypool
Leadership of PTCI	<ul style="list-style-type: none"> Continue to be active in association 	John Metzinger	Faegre Drinker
Renegotiate Parkview Contract	<ul style="list-style-type: none"> May: Initial meeting with Parkview June: complete cost analysis and price proposal July: initiate negotiation November: Board approval 	Casey Claypool	John Metzinger
Review Effect of Fare Increase	<ul style="list-style-type: none"> December: Study the impact of fare increase on 2025 revenue and ridership 	John Metzinger	Casey Claypool Pam Schieber
Cost Reduction and Controls	<ul style="list-style-type: none"> Cost reductions planned during 2026 budget preparations 	LaTasha Thompson	Leadership Team
Contract Negotiations	<ul style="list-style-type: none"> May: Schedule negotiations September: Prepare management strategy and proposals October: Conduct negotiations and reach tentative agreement December: Present to the Board for final approval after ratification by union members 	Nadine Rager	John Metzinger Pam Schieber Jason Trabert Matt Morley Rachel Guin
Service Planning (Short Range)	<ul style="list-style-type: none"> Receive driver suggestions Quarterly meetings to review potential changes for implementation Maintain GTFS Feed 	Matt Morley	John Metzinger Pam Schieber Casey Claypool Tyi'Erra Martin Junior Rodriguez
Service Planning (Long Range)	<ul style="list-style-type: none"> August: RFP for planning services December: Project kickoff July 2026: Title VI analysis August 2026: Board Adoption January 2027: Early phase implementation 	Matt Morley	John Metzinger Pam Schieber Casey Claypool Tyi'Erra Martin Planning and Development Cmte.

#1 Financial Sustainability (continued)			
Project	Milestones	Project Lead	Project Team
Pursue Discretionary Award	<ul style="list-style-type: none"> If NOFO is released, pursue discretionary funding for capital projects 	Patrick Rorick	LaTasha Thompson Pam Schieber Jason Trabert
Budget Variance Reports	<ul style="list-style-type: none"> Monthly: present to management staff and board; managers identify areas of concern and work to address 	LaTasha Thompson	Department Managers Pam Schieber
Grow Advocacy Coalition	<ul style="list-style-type: none"> May (and ongoing): Develop messaging, content, and structure April - June: Onboard CRM platform for coalition management Ongoing engagement, awareness events, and opportunities for advocacy Winter 2026: Develop transit advocacy curriculum 	Casey Claypool	Jill Kreider Pecola Trice John Metzinger External/Stakeholder Relations Committee Faegre Drinker
Legislative Strategy	<ul style="list-style-type: none"> July: develop strategy and committee review August: presentation to Board 	John Metzinger	External/Stakeholder Relations Committee Casey Claypool
Identify Legislative Champions	<ul style="list-style-type: none"> Meetings coordinated by Faegre Drinker 	John Metzinger	External/Stakeholder Relations Committee Faegre Drinker

#2 Employee Engagement			
Project	Milestones	Project Lead	Project Team
Turnover rate below target of 18%, retention at 84%	<ul style="list-style-type: none"> Post open positions within 1 business day of separation Review applicants within 2 business days of receipt Response within 1 week of applying Respond to 100% of virtual applicants Respond to 80% of paper applicants 	Nadine Rager	Felicia Belcher Pam Schieber Tyi'Erra Martin Matt Morley Jason Trabert
Employee satisfaction at 75%	<ul style="list-style-type: none"> Develop plan and systems for improved internal communications Implement Measure results 	Nadine Rager	John Metzinger Casey Claypool Jill Kreider
Update Employee Policies	<ul style="list-style-type: none"> Union Employee Handbook 	Nadine Rager Legal Counsel	ATU Executive Board John Metzinger Department Managers Pam Schieber
Standard Operating Procedures	<ul style="list-style-type: none"> Develop written procedures for essential functions across the organization 	Nadine Rager	Department Managers Pam Schieber
Employee Engagement Survey	<ul style="list-style-type: none"> Plan survey and data collection <ul style="list-style-type: none"> Employee satisfaction Employee retention rate Net Promoter Score Implementation Identify gaps and plan for resolution 	Nadine Rager	Casey Claypool Dr. Felicia Belcher Pam Schieber

#2 Employee Engagement (continued)			
Project	Milestones	Project Lead	Project Team
Leadership Development Training	<ul style="list-style-type: none"> • Provide leadership coaching to new leaders • Seek external development sources 	Nadine Rager	Pam Schieber John Metzinger
Employee Development Training	<ul style="list-style-type: none"> • Safety training twice per year • Conflict de-escalation training • Customer service training • Travel Train new employees (began April 2024) 	Nadine Rager	Matt Morley Tyi'Erra Martin Jason Trabert Larry Wiggins ATU Executive Board Safety Committee

#3 Customer & Community Engagement			
Project	Milestones	Project Lead	Project Team
Customer Satisfaction Survey	<ul style="list-style-type: none"> • August: Measure baseline for overall customer satisfaction • Report to the Board: December 	Tyi'Erra Martin	Pam Schieber Matt Morley Casey Claypool
Community Survey	<ul style="list-style-type: none"> • Net Promoter Score at 38% • Public rates service at good or excellent at 60% • Community members who believe Citilink brings value at 82% • Community members who support additional funding for transit expansion at 75% 	Casey Claypool	John Metzinger Stephen Bailey Jill Kreider Pecola Trice
Travel Training Program	<ul style="list-style-type: none"> • June: Create a more formalized evaluation process • Fall 2025: Create train-the-trainer program and curriculum 	Pecola Trice	Casey Claypool
Community Education and Outreach	<ul style="list-style-type: none"> • Ongoing: Continue building partnerships in the community • Ongoing: Participate in events to raise public awareness 	Casey Claypool	John Metzinger Pecola Trice Jill Kreider Customer Service