



# *IndyGo*<sup>SM</sup>

2019 - 2029 / STRATEGIC PLAN  
FOR BOARD ADOPTION FEBRUARY 2019



# CONTENTS

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04

Introduction



06

Executive Summary



06

Why We Undertook This Work



08

Mission, Vision, Values, & Goals



10

Engagement Process

14 Strategic Plan Timeline

15 Strategic Plan Steering Committee

18 Survey, Interview, & Focus Group Findings

22 Affirmation Process

24 Implementation Process:  
Responsibility Assignment Matrix (RACI)

28 Pod Process

33 Objectives & Initiatives



34

Next Steps

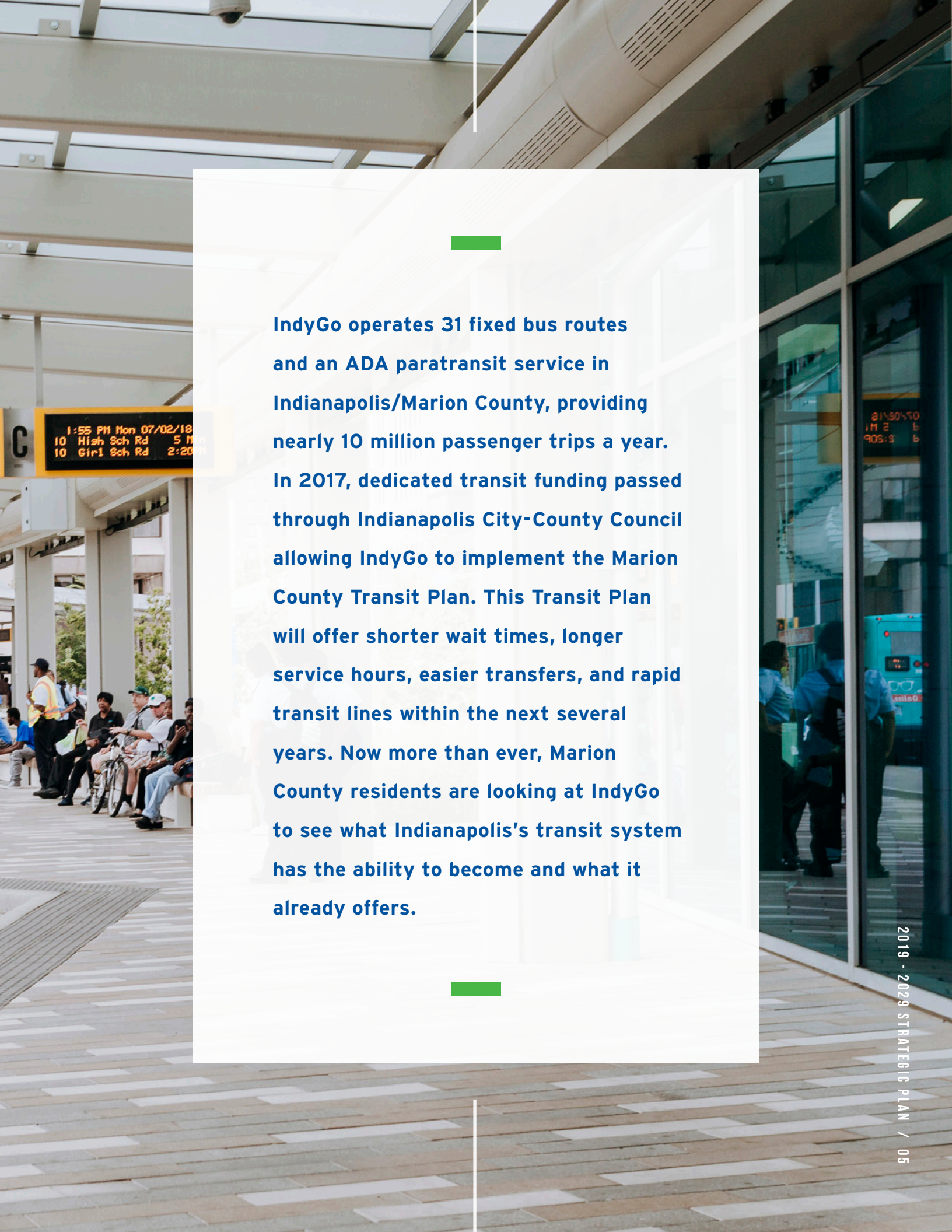




# INTRODUCTION







**IndyGo operates 31 fixed bus routes and an ADA paratransit service in Indianapolis/Marion County, providing nearly 10 million passenger trips a year. In 2017, dedicated transit funding passed through Indianapolis City-County Council allowing IndyGo to implement the Marion County Transit Plan. This Transit Plan will offer shorter wait times, longer service hours, easier transfers, and rapid transit lines within the next several years. Now more than ever, Marion County residents are looking at IndyGo to see what Indianapolis's transit system has the ability to become and what it already offers.**

## EXECUTIVE

# SUMMARY

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From 2017 - 2018, IndyGo developed its 10-year Strategic Plan. IndyGo wants to ensure all employees better communicate and collaborate to connect our community

to economic and cultural opportunities through safe, reliable, and accessible mobility experiences. At IndyGo, we believe in mobility for all.

## WHY UNDERTOOK

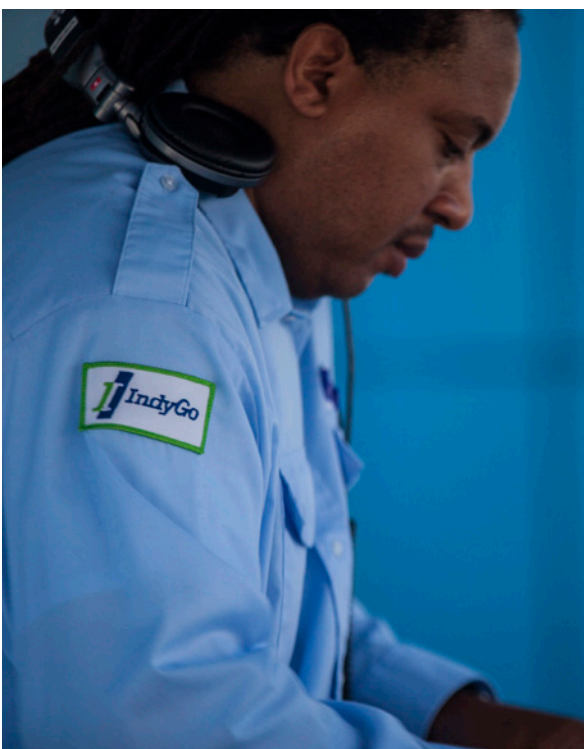
# THIS WORK

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Mission, vision, and values statements as well as strategic plans determine a company's direction, beliefs, and future. Developing Mission, Vision, and Values will help IndyGo solidify and elevate its brand, while the strategic planning process will provide an organizational roadmap for an evolving agency.

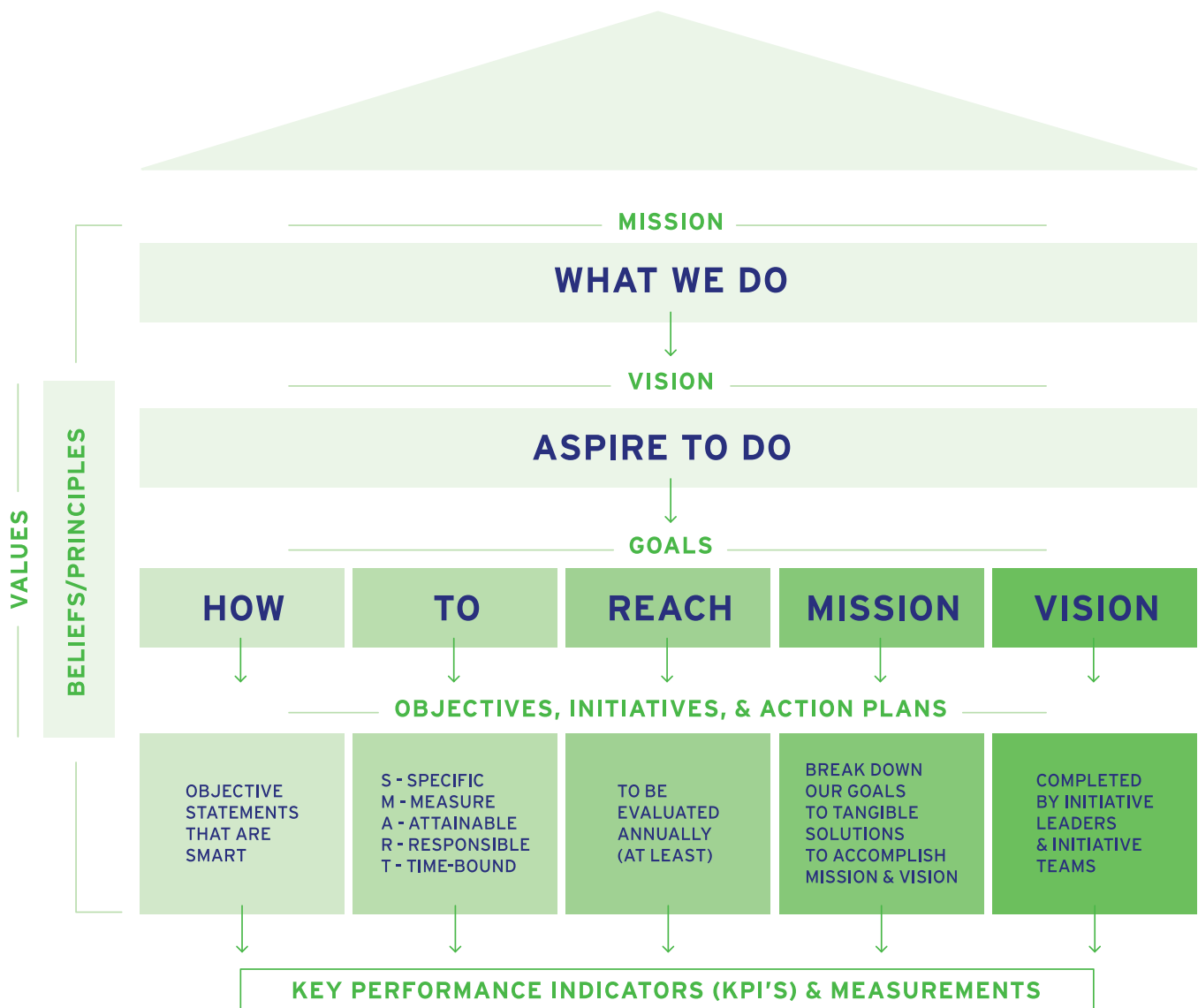
The Strategic Plan will establish short-range goals along with a list of priorities for programs, projects, and processes to be implemented within the 2019 - 2029 timeframe. The goal of this process is to improve IndyGo's internal culture and to create a plan that focuses our time, energy, resources, and funding as efficiently as possible as we roll out the Marion County Transit Plan and beyond.





PHOTOS | TOP: OPERATOR MIKE PARRISH | LEFT: DJ & FORMER OPERATOR FREDDY FRESH | RIGHT: OPERATOR ROY DISHNO

# MISSION, VISION, VALUES & GOALS





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## MISSION

To connect our community to economic and cultural opportunities through safe, reliable, and accessible mobility experiences.

## VISION

Advancing mobility as a catalyst for success.

## VALUES

- Accountability
- Diversity
- Safety
- Teamwork
- Respect
- Excellence

## GOALS

- Align to the customer perspective.
- Maximize partnerships.
- Foster a culture that is employee-centric and collaborative.
- Innovate and leverage best practices.
- Establish and sustain a performance-driven organization.

# ENGAGEMENT PROCESS

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IndyGo's Board of Directors approved a contract with MGT Consulting at the August 2017 Board of Directors meeting. MGT has more than 40+ years of strategic planning experience in the public and non-profit sector. MGT assisted with communications, data gathering, analysis, and stakeholder facilitation.

MGT met with Executive Team members and the Board of Directors January 2018 to outline the goals and necessary commitment for the Strategic Plan. Board members and the Executive Team walked away with the concept that all decisions and actions must reflect the Mission, Vision, and Values of the organization.

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**In order to foster both top-down and bottom-up commitment and engagement, the Strategic Plan Project Manager consulted Executive Leadership, Directors, and Managers to determine the 20-person Strategic Plan Steering Committee. The Committee was made up of employees throughout the organization with the intent of having a representative from every department and every role at IndyGo. The first monthly meeting with MGT and the Strategic Plan Steering Committee was December 2017.**

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MGT reviewed existing relevant studies for background, hosted kick-off meetings for all IndyGo employees.<sup>1</sup> The Strategic Plan kick-off meetings for all IndyGo employees, local Amalgamated Transit Union 1070 (ATU), and Mobility Advisory Committee (MAC) took place November 2017. There were nearly 100 voluntary attendees. Attendees learned the goals of the Strategic Plan, timeline, where they fit into the plan, and why their engagement and buy-in was vital to the plan's success.

In February and March 2018, MGT conducted an online and paper survey for IndyGo's employees and contractors (located on pages 36-37), asking for feedback and input on IndyGo's current and future priorities in addition to what IndyGo does well and how IndyGo can improve. MGT offered one-on-one private interviews in addition to focus groups.

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<sup>1</sup> Materials included for background: CVR brand research, Internal survey results, 2015 Public involvement program, 2016 On Board Study, Fare Studies, IndyGo's 2015 Comprehensive Operational Analysis, The Central Indiana Transit Plan (including the Marion County Transit Plan), Travel Training Materials, Annual Internal Training Materials, and ADA paratransit Review.



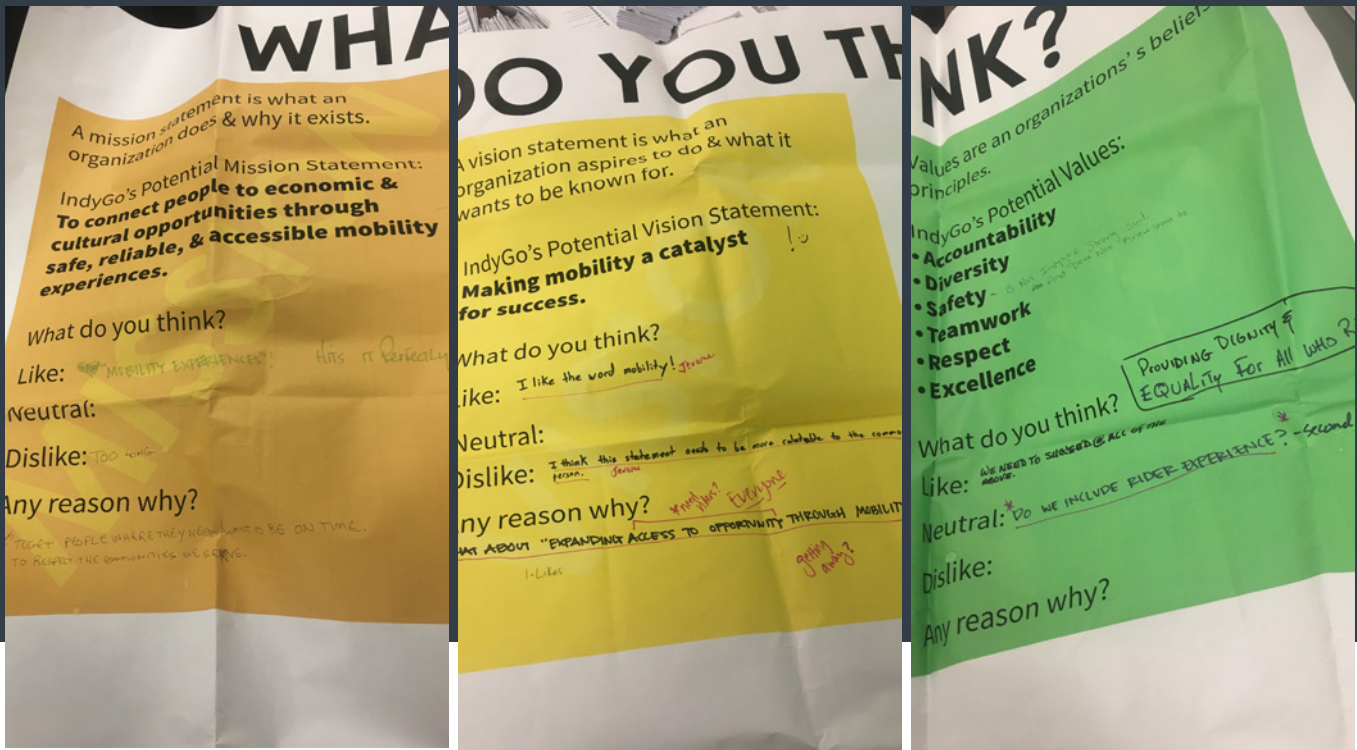
NEARLY 300  
EMPLOYEES PARTICIPATED



**23**  
Internal  
Interviews  
Were Conducted

**155**  
Internal  
Surveys  
Collected

**120**  
Employees  
Attended  
Focus Groups



## PROCESS CONT.

MGT also conducted external interviews and focus groups, which included IndyGo's Board members, MAC members, and Union representatives, along with external stakeholders, such as Indianapolis Library, local Young Men's Christian Association (YMCA), City County Councillors, Indianapolis Metropolitan Planning Organization (MPO), city officials, Chamber members, Metropolitan Indianapolis Board of Realtors (MIBOR), and American Association of Retired Persons (AARP).

MGT captured this data, analyzed it, compared their findings to transit agencies throughout the nation, and came to the Strategic Plan Steering Committee

with its reoccurring themes, conclusions, and recommendations late March/ April 2018.<sup>2</sup> The Steering Committee examined this information, built consensus amongst themselves, and shared their Mission, Vision, Values, and Goals recommendations with the Executive Team May 2018.

During this time, employees were engaged and asked their thoughts on the working Mission, Vision, Values, and Goals by the Strategic Plan Steering Committee. Their feedback via online surveys, email, face-to-face conversations, and interactive bulletin boards (above) was brought into these discussions.

<sup>2</sup> These Transit Agencies included: Austin, TX, Charlotte, NC, Denver, CO, Jacksonville, FL, Portland, OR, and Rochester, NY.



**Late December 2018, IndyGo's Executive Team chose who they would like to lead and implement these Goals, Objectives, and Initiatives. Butler University's Executive Education Team developed a 20+ hour intensive change management experiential curriculum for those leaders to help navigate the enactment and execution process. The Executive Team will serve as a resource and ensure these leaders have the time, direction, funding, manpower, and necessary assistance required to be successful.**

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The Strategic Plan Steering Committee and Executive Team asked Butler University's Executive Education Team to help facilitate Strategic Planning discussions beginning July 2018 and the meeting frequency increased.

August 2018 IndyGo's Mission, Vision, Values, and Goals were affirmed. From September - November, Executive Leadership and the Steering Committee broke out in 5 Pods, each representing a Goal. These Pods began determining their Goal's Objectives and Initiatives with realistic metrics and timeframes.

The Executive Leadership Team identified co-workers who will be able to assist these leaders because of their passion, knowledge, expertise, or connection to their everyday work. The Butler Executive Education Team will continue its Leadership Development Program Cohorts with IndyGo, which will support future Strategic Plan leaders as they develop the skills to be successful in Strategic Plan implementation and execution.

# STRATEGIC PLAN TIMELINE

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## STRATEGIC PLAN STEERING COMMITTEE

Strategic Planning Steering Committee Members were determined by the Project Manager with guidance from Directors and Managers, and the ATU leadership with continued commitment to full agency representation. Individuals in unique roles at IndyGo were consulted to ensure they felt their voices and perspectives were being represented, heard, and acknowledged. Factors included tenure at IndyGo, role at IndyGo, attitude, and reputation within the IndyGo community.

A final list was discussed with each Vice President individually to ensure they were aware of the supplementary time commitment and responsibility this employee would add to their existing work duties. IndyGo President and CEO, Mike Terry, sent the invitations to potential participants and outlined this “demanding and rewarding opportunity that will be vital in shaping IndyGo’s success in the coming decade and beyond”:

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### EXPECTATIONS OF A STEERING COMMITTEE MEMBER

**Attend scheduled meetings and provide additional support outside of scheduled meeting times.**

**Serve as an ambassador and champion of the Strategic Plan (share updates, answer questions, engage and be supportive of the Strategic Plan).**

**Provide honest and candid feedback throughout the process.**

**Be open to change and focus on the future of IndyGo in the next 10, 20, and 30 years as we create a “living” Strategic Plan.**

**Serve as an active participant in meetings and provide input on key elements such as Mission, Vision, Values, Objectives, Goals, etc.**

**Lead, form, and facilitate sub-committees.**

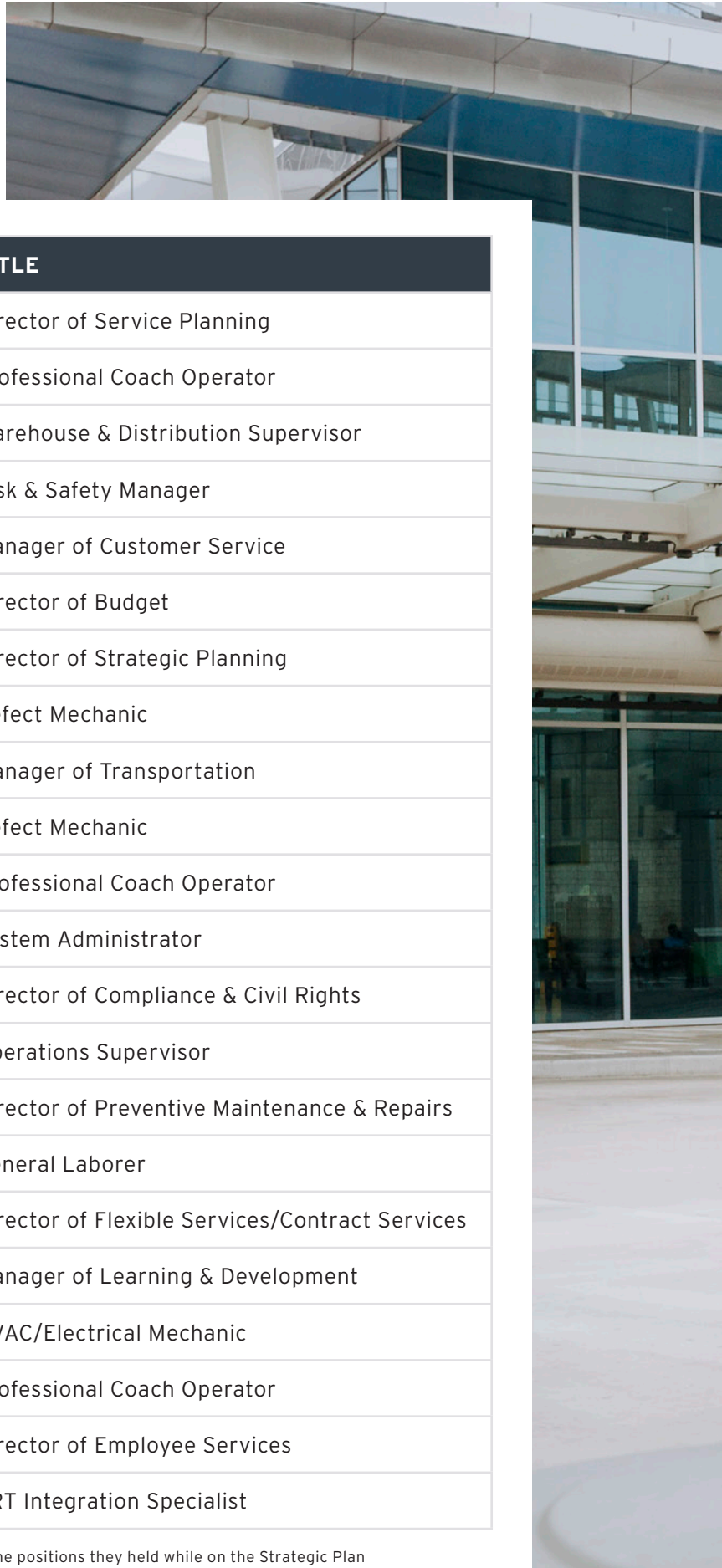
**Perform tasks and expectations as decided by the Committee.**

**Represent Union and IndyGo co-workers’ needs.**

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# STRATEGIC PLAN STEERING COMMITTEE MEMBERS



| NAME                | DEPARTMENT     | TITLE   |
|---------------------|----------------|---|
| Annette Darrow      | Planning       | Director of Service Planning                    |
| Arthurene Thompkins | Operations     | Professional Coach Operator                     |
| Ben Allen           | Maintenance    | Warehouse & Distribution Supervisor             |
| Brian Clem          | Operations     | Risk & Safety Manager                           |
| Chauncyia Coleman   | Public Affairs | Manager of Customer Service                     |
| Hardi Shah          | Finance        | Director of Budget                              |
| John Marron         | Planning       | Director of Strategic Planning                  |
| Joseph Dailey       | Maintenance    | Defect Mechanic                                 |
| Kammie Dixon        | Operations     | Manager of Transportation                       |
| Kevin France        | Maintenance    | Defect Mechanic                                 |
| Kylee Garrett       | Operations     | Professional Coach Operator                     |
| Marcus Burnside     | IT             | System Administrator                            |
| Marilyn Sadler      | Legal          | Director of Compliance & Civil Rights           |
| Moctar Gueye        | Operations     | Operations Supervisor                           |
| Nathan Lee          | Maintenance    | Director of Preventive Maintenance & Repairs    |
| Norm Russell        | Maintenance    | General Laborer                                 |
| Paula Haskin        | Paratransit    | Director of Flexible Services/Contract Services |
| Romona Camarata     | HR             | Manager of Learning & Development               |
| Ron Duncan          | Maintenance    | HVAC/Electrical Mechanic                        |
| Rose Anderson       | Operations     | Professional Coach Operator                     |
| Teresa Boone        | HR             | Director of Employee Services                   |
| Tim Cox             | Planning       | BRT Integration Specialist                      |

\*Some of these employees are now in different positions, these are the positions they held while on the Strategic Plan Steering Committee.



PHOTO | TRANSPORTATION SUPERVISOR DAMIEN LAPSLEY



# SURVEY, INTERVIEW, & FOCUS GROUP FINDINGS

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The following major themes resulted from the internal and external surveys, focus groups, interview analysis, and peer review.

## INDYGO ORGANIZATION CULTURE & WORK ENVIRONMENT

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**External stakeholders shared positive features and opportunities for improvement.**

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**Internal employees shared positive features and opportunities for improvement regarding:**

- Job Tenure
- Job Duties
- Union vs. Non-Union
- Diversity
- Inclusion

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**Perceptions about communication influence the workplace and work environment.**

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**Some employees feel disenfranchised, unappreciated, and believe they are not treated fairly or with respect.**

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**Most employees feel that IndyGo is a good place to work, but significant improvements must be made to feel valued and respected.**

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**There are multiple “cultures” within IndyGo which shape and influence IndyGo’s overall culture.**

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## INDYGO OPERATIONS

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**IndyGo compares favorably with some of its peers on certain benchmarks.**

- Peers tend to be more proactive in using technology to improve customer service and customer satisfaction. (e.g., Mobile Ticketing, Real Time, bus tracking, apps).

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**The Marion County Transit Plan is recognized as a key feature in IndyGo's future.**

- Excitement, skepticism, and/or reservation is influenced by:
  - Knowledge of the Plan and its Implementation
  - Direct/Indirect Impact on Job Duties and Responsibilities
  - Their Organizational Unit

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**Supervision and management of employees significantly influences opinions and perceptions regarding:**

- Trust
- Equity and Fairness
- Disparate Treatment Relative to Disciplinary Actions
- Training
- On-Boarding
- Union Dynamics
- Caring about Employees

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**There are very strong perceptions about a disconnect between planning and execution (in the trenches work) which is aggravated by:**

- Operating in Silos
- Poor Communication
- Lack of Collaboration
- Lack of Teamwork

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**Improving paratransit services is a huge concern for those who rely on those services.**



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## REPUTATION & IMAGE

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**There is excitement about IndyGo and the Marion County Transit Plan, as well as skepticism and concerns about whether IndyGo can deliver.**

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**There are internal and external opinions about the IndyGo's "brand" and whether it has outlived its usefulness.**

- Some employees are reluctant to mention they work for IndyGo.
- Some question if IndyGo can outlive its past bad press.

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**There is no single attitude regarding IndyGo's reputation and image in the community.**

- Some view IndyGo solely as a transportation option for low-income people.
- Others view it as a public utility with widespread implications on the quality of life in the region.

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**There are questions about whether IndyGo has the necessary political savvy to be successful in the future.**

# AFFIRMATION PROCESS

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Before the Strategic Plan Steering Committee and Executive Team broke out into Pods, the Project Manager and Butler Executive Education worked to build consensus and affirm the Mission, Vision, Values, and Goals. The joint meetings helped break down silos, build up trust and understanding, and work together to keep the Strategic Plan moving forward.

Butler Executive Education designed and instituted an affirmation process, which were used to move forward with

the Mission, Vision, Values, and Goals. Later each Pod suggested Objectives and Initiatives for their Goal. These rankings were anonymous (see page 38 to view the Affirmation Activity).

With this tool, the VPs and Strategic Plan Steering Committee were able to provide feedback, vote, and affirm the Mission, Vision, Values, and Goals. This allowed them to address concerns and move forward in the Strategic Planning process.

PHOTO | BODY MECHANIC HARLIN WALKER







# IMPLEMENTATION PROCESS

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## RESPONSIBILITY ASSIGNMENT MATRIX (RACI)

With the help of Butler Executive Education, the Strategic Plan Steering Committee and Executive Team developed a Responsibility Assignment Matrix to determine roles and responsibilities for completing, affirming, and executing the Strategic Plan. RACI stands for Responsible, Accountable, Consulted, and Informed.

| STAGE                             | DEFINITION   |
|-----------------------------------|--|
| Develop the Strategic Plan        | Where we are in the process right now?                         |
| Affirm the Strategic Plan         | Answers “who calls it done?”                                   |
| Communicate the Strategic Plan    | Roll out the plan through change management and communication. |
| Oversee the Plan’s Execution      | Oversight and management of the overall strategic plan.        |
| Complete the Planned Activities   | The execution of the initiatives. “Get the work done.”         |
| Report on Progress and Outcomes   | Informing stakeholders of status/results.                      |
| Reassess & Update/Modify the Plan | Updating the Strategic Plan as a “living document.”            |

| ABBR  | TITLE                      | DEFINITION   |
|-------|----------------------------|--|
| BOARD | Board of Directors         | The group of officers and/or directors and/or advisors that have the role of overall company governance or advice/counsel to the organization.                                     |
| CEO   | Chief Executive Officer    | This is the top leader of the organization with ultimate accountability to the Board of Directors or shareholders or stakeholders (and the company).                               |
| VP    | Vice President             | These are key executives in the company that lead various strategic and functional departments or areas of business.   |
| SC    | Steering Committee         | The group of individuals formed from across the organization to help accomplish a short term objective (including the Strategic Plan Manager, assigned executives, and employees). |
| SPM   | Strategic Plan Manager     | The individual selected to help guide, lead, facilitate, and coordinate the Strategic Planning process.  |
| SP    | Sponsors                   | The individual or individuals selected to spearhead, drive, oversee, and cheerlead an assigned/selected goal and the objectives and initiatives within them.                       |
| IL    | Initiative Leads           | The individual or individuals designated to oversee the execution of specific initiatives with the guidance of the appropriate sponsors.   |
| IT    | Initiative Team            | The group of individuals formed from across the organization to help the Initiative Leads accomplish initiatives.  |
| E     | Employees                  | The remainder of the company's employees that are not represented by one of the roles noted above,   |
| CP    | Customers & Partners       | Those that purchase, utilize, advocate, or work alongside the products and services offered and delivered by the company.  |
| A     | Strategic Plan Ambassadors | Those who aren't leading specific initiatives, objectives or goals, but serve by communicating, advocating, and rallying others for the Strategic Plan.                            |





PHOTO | OPERATOR TERISHA THOMAS



## AFFIRMATION PROCESS CONT.

| ABBR | ROLE        | DEFINITION  |
|------|-------------|---|
| R    | Responsible | Performs; does the work. Boots on the ground.   |
| A    | Accountable | Gives the final “stamp of approval.”  |
| C    | Consulted   | Proactively asked for feedback and input.   |
| I    | Informed    | Retroactively receives communication on the outcomes, results, decisions, actions, status, and direction. |

| STAGE                                      | RESPONSIBLE       | ACCOUNTABLE | CONSULTED                     | INFORMED              |
|--|-------------------|-------------|-------------------------------|-----------------------|
| Develop the Strategic Plan                 | SPM, VP, SC       | CEO         | BOARD, E (some)               | CP, E (all)           |
| Affirm the Strategic Plan                  | VP                | CEO, BOARD  | SPM, SC                       | E (all), CP           |
| Communicate the Strategic Plan             | SPM, VP/SP, SC, A | CEO         | E (some)                      | BOARD , E (all), CP   |
| Oversee the Plan's Execution               | SPM, IL           | CEO, VP/SP  | E (some)                      | E (all), CP, A, BOARD |
| Complete the Plan Initiatives              | IT, IL            | VP/SP       | SPM, E (some), CP (some), CEO | E (all), CP, A, BOARD |
| Report on the Progress Towards Goals       | IT, IL, A         | VP/SP       | SPM, E (some), CEO            | E (all), CP, BOARD    |
| Re-assess and Update/Modify Strategic Plan | SP/VP, IL         | CEO, BOARD  | SPM                           | E (all), CP, A        |

\*Reassessing, updating, and modifying the Strategic Plan for Board approval will be at the Mission, Vision, Values, or Goals level.

# POD PROCESS

In September 2018, the Executive Team and Strategic Plan Steering Committee were asked to reflect on the five Goal areas and think about the top three they were most passionate about. From their top three, they broke out into Pods to work on identification of SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) Objectives and Initiatives within each Goal area.

From September - November, each Pod worked on preparing their refined goal, refined list of strategic Objectives, and

initial lists of Initiatives within each Objective. They were responsible for gathering input and reactions from their co-workers. In November, these Pods presented their Goals, Objectives, and Initiatives to be affirmed by the group.

Though most of the Objectives and Initiatives scored high, it was ultimately determined the Leaders identified by the Executive Team will have the final say on the Objectives and Initiatives metrics and timeline.

PHOTO | OPERATOR DIONNE INGRAM

| Goal Area                 | Objective                            | Initiative                             | Year 1 Score | Year 2 Score | Year 3 Score | Year 4 Score | Year 5 Score | Year 6 Score | Year 7 Score | Year 8 Score | Year 9 Score | Year 10 Score | Year 11 Score | Year 12 Score | Year 13 Score | Year 14 Score | Year 15 Score | Year 16 Score | Year 17 Score | Year 18 Score | Year 19 Score | Year 20 Score | Year 21 Score | Year 22 Score | Year 23 Score | Year 24 Score | Year 25 Score | Year 26 Score | Year 27 Score | Year 28 Score | Year 29 Score | Year 30 Score |
|---------------------------|--------------------------------------|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| SP1: Transportation       | SP1.1: Increase Ridership            | SP1.1.1: Increase Ridership            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             |
| SP2: Mobility             | SP2.1: Increase Mobility             | SP2.1.1: Increase Mobility             | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             |
| SP3: Education            | SP3.1: Increase Education            | SP3.1.1: Increase Education            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             |
| SP4: Economic Development | SP4.1: Increase Economic Development | SP4.1.1: Increase Economic Development | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             |
| SP5: Environment          | SP5.1: Increase Environment          | SP5.1.1: Increase Environment          | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5            | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             | 5             |





# POD MEMBERS

| NAME              | GOAL/POD   | DEPARTMENT     | TITLE  |
|-------------------|------------|----------------|--|
| Annette Darrow    | Culture    | Planning       | Director of Service Planning                           |
| Hardi Shah        | Culture    | Finance        | Director of Budget                                     |
| Moctar Gueye      | Culture    | Operations     | Operations Supervisor                                  |
| Romona Camarata   | Culture    | HR             | Manager of Learning & Development                      |
| Ron Duncan        | Culture    | Maintenance    | HVAC/Electrical Mechanic                               |
| Roscoe Brown Jr.  | Culture    | Operations     | Vice President of Operations & Chief Operating Officer |
| Bryan Luellen     | Customer   | Public Affairs | Vice President of Public Affairs                       |
| Chauncyia Coleman | Customer   | Public Affairs | Manager of Customer Service                            |
| Kammie Dixon      | Customer   | Operations     | Manager of Transportation                              |
| Kylee Garrett     | Customer   | Operations     | Professional Coach Operator                            |
| Nancy Manley      | Customer   | Finance        | Vice President of Finance & Controller                 |
| Ben Allen         | Innovation | Maintenance    | Warehouse & Distribution Supervisor                    |
| Marcus Burnside   | Innovation | IT             | System Administrator                                   |
| Nathan Lee        | Innovation | Maintenance    | Director of Preventive Maintenance & Repairs           |



| NAME                | GOAL/POD     | DEPARTMENT  | TITLE  |
|---------------------|--------------|-------------|--|
| Paula Haskin        | Innovation   | Paratransit | Director of Flexible Services/<br>Contract Services        |
| Phalease Crichlow   | Innovation   | HR          | Vice President of Human<br>Resources                       |
| Tim Cox             | Innovation   | Planning    | BRT Integration Specialist                                 |
| Jill Russell        | Partnerships | Legal       | General Counsel  |
| Joseph Dailey       | Partnerships | Maintenance | Defect Mechanic  |
| Justin Stuehrenberg | Partnerships | Planning    | Vice President of Planning &<br>Capital Projects           |
| Mike Terry          | Partnerships | CEO         | President & CEO  |
| Norm Russell        | Partnerships | Maintenance | General Laborer  |
| Teresa Boone        | Partnerships | HR          | Director of Employee Services                              |
| Brian Clem          | Performance  | Operations  | Risk & Safety Manager                                      |
| John Marron         | Performance  | Planning    | Director of Strategic Planning                             |
| Marilyn Sadler      | Performance  | Legal       | Director of Compliance &<br>Civil Rights                   |
| Rich Joseph         | Performance  | IT          | Vice President of Technology/<br>Chief Information Officer |
| Rose Anderson       | Performance  | Operations  | Professional Coach Operator                                |

PHOTOS | LEFT: OPENING OF THE TRANSIT CENTER | RIGHT: MECHANIC ROYCE FIELDS



# OBJECTIVES & INITIATIVES

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As mentioned, the Pods began working through each Goal's Objectives and Initiatives, but it is the Leaders identified by the Executive Team who will take these Objectives and Initiatives to the next level with timelines and metrics.

## GOALS

### **Align to the customer perspective.**

These Objectives & Initiatives include creating or refining the following programs and processes: hiring & recruitment, customer service calls, CRM, secret shopper program, customer service philosophy, shadowing program for employees, and customer service training for all employees.

### **Maximize partnerships.**

These Objectives & Initiatives include creating or refining the following programs and processes: IPS partnership, Lyft Pilot, RFP process, partnerships with educational institutions for training programs, and mentorship programs.

### **Foster a culture that is employee-centric and collaborative.**

These Objectives & Initiatives include creating or refining the following programs and processes: communication,

collaboration, team building, evaluations, training & development, annual culture survey, and recognition programs.

### **Innovate and leverage best practices.**

These Objectives & Initiatives include creating or refining the following programs and processes: Mobile application, customer surveys, Wellness Clinic, and electric vehicles, and learning from industry peers as well as Megabus, Lyft, Uber, Airlines, Charter buses, USP, USPS, AMTRAK, and Bus Tour Agencies.

### **Establish and sustain a performance-driven organization.**

These Objectives & Initiatives include creating or refining the following programs and processes: Storytelling with data, open access to data, and KPIs.

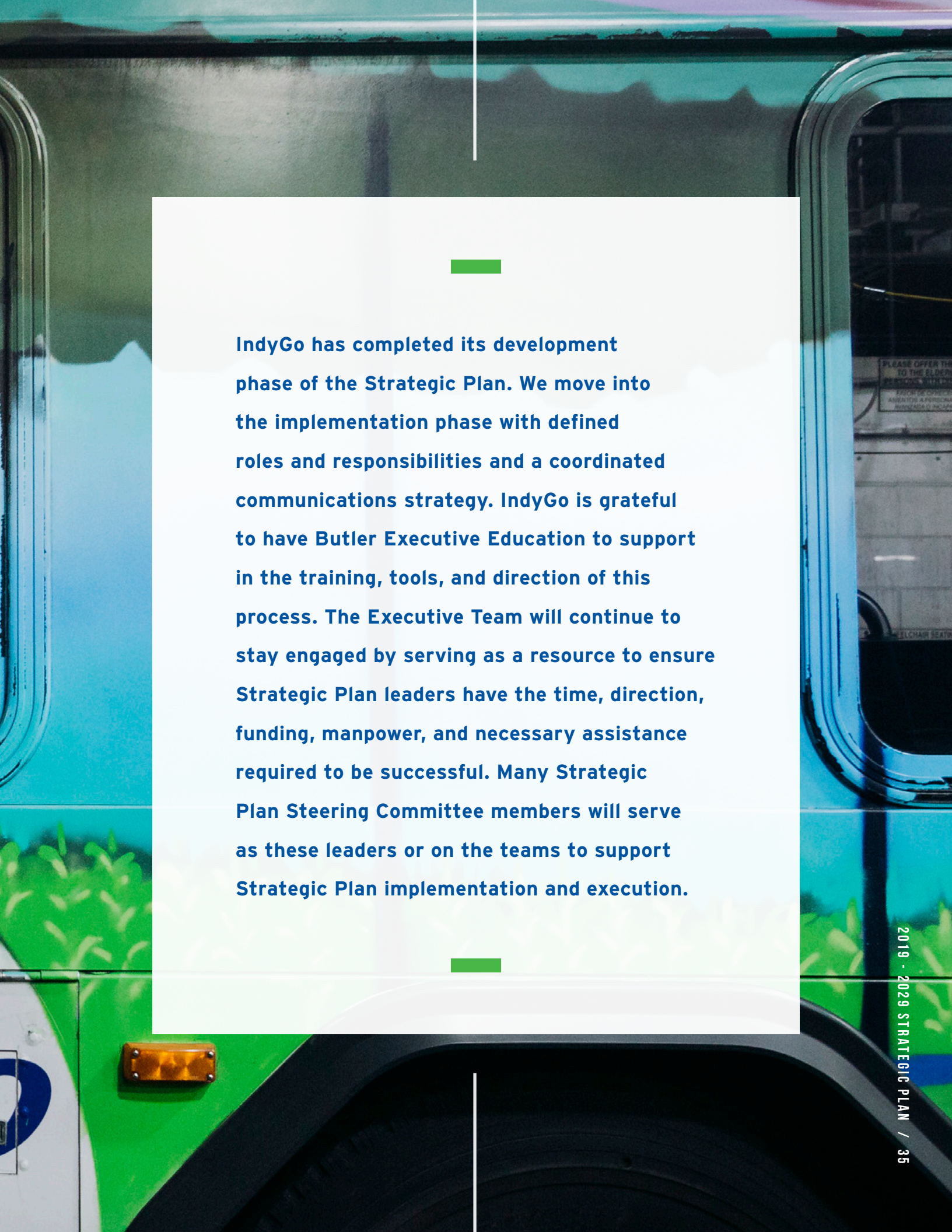


# NEXT STEPS

*IndyGo*

PHOTO | GENERAL LABORER DARREN SATTERFIELD





IndyGo has completed its development phase of the Strategic Plan. We move into the implementation phase with defined roles and responsibilities and a coordinated communications strategy. IndyGo is grateful to have Butler Executive Education to support in the training, tools, and direction of this process. The Executive Team will continue to stay engaged by serving as a resource to ensure Strategic Plan leaders have the time, direction, funding, manpower, and necessary assistance required to be successful. Many Strategic Plan Steering Committee members will serve as these leaders or on the teams to support Strategic Plan implementation and execution.

## HELP SHAPE THE FUTURE OF INDYGO



### TURN IN YOUR SURVEY IN A LOCK BOX LOCATED IN THE LOUNGES BY FRIDAY, MARCH 2 AT MIDNIGHT.

This survey is **anonymous**. Thank you for your time & thoughtful responses.

Questions? Contact Diana Goldstein at MGT Consulting Group - [dgoldstein@mgtconsulting.com](mailto:dgoldstein@mgtconsulting.com)

1. What does IndyGo do well?

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2. What could IndyGo do better?

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3. What excites you the most about IndyGo's future?

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4. What do you think should be IndyGo's top 1 – 3 priorities now & in the next 5 – 10 years?

Now: 1) \_\_\_\_\_ 2) \_\_\_\_\_ 3) \_\_\_\_\_  
In 5 – 10 years: 1) \_\_\_\_\_ 2) \_\_\_\_\_ 3) \_\_\_\_\_

5. Put an "X" in the box that best fits your feelings towards IndyGo's current work environment.

| Question:   | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree | Don't Know |
|---|----------------|-------|---------|----------|-------------------|------------|
| IndyGo is a great place to work.  |                |       |         |          |                   |            |
| IndyGo is good place for career advancement.  |                |       |         |          |                   |            |
| IndyGo is responsive to employee needs.   |                |       |         |          |                   |            |
| IndyGo has a strong culture of cooperation & teamwork.                                    |                |       |         |          |                   |            |
| I would recommend employment at IndyGo.   |                |       |         |          |                   |            |
| Riders generally have a positive experience with IndyGo.                                  |                |       |         |          |                   |            |
| IndyGo has a good reputation in the community.  |                |       |         |          |                   |            |
| IndyGo is responsive to community needs.  |                |       |         |          |                   |            |
| IndyGo actively engages with communities & businesses.                                    |                |       |         |          |                   |            |
| The Marion County Transit Plan will position IndyGo for success in the future.            |                |       |         |          |                   |            |
| IndyGo creates & maintains a culture that is diverse, respectful, inclusive, & equitable. |                |       |         |          |                   |            |



6. Put an “X” in the box that best fits your feelings towards IndyGo’s current communication efforts.

| <b>Question:</b>  | <b>Strongly Agree</b> | <b>Agree</b> | <b>Neutral</b> | <b>Disagree</b> | <b>Strongly Disagree</b> | <b>Don’t Know</b> |
|---|-----------------------|--------------|----------------|-----------------|--------------------------|-------------------|
| Communication between departments is good.                  |                       |              |                |                 |                          |                   |
| Communication between upper management & employees is good. |                       |              |                |                 |                          |                   |
| Communication between IndyGo & the Union is good.           |                       |              |                |                 |                          |                   |
| Communication between IndyGo & the community is good.       |                       |              |                |                 |                          |                   |
| I can freely voice my opinions & viewpoints.                |                       |              |                |                 |                          |                   |
| My input is encouraged & taken seriously.                   |                       |              |                |                 |                          |                   |

7. What priorities should IndyGo focus on in the future? Put an “X” for up to 5 choices.

| <b>X</b> | <b>Future Priorities:</b>  | <b>Comments:</b> |
|----------|--|------------------|
|          | Open to change.  |                  |
|          | Become more forward thinking & progressive.                            |                  |
|          | Reshape & change IndyGo's overall image.                               |                  |
|          | Increase marketing & branding.   |                  |
|          | Responsive to customer expectations & needs.                           |                  |
|          | Consistently provide efficient, reliable, & accessible transportation. |                  |
|          | Follow-through on commitments made to employees & the community.       |                  |
|          | Establish employee support & buy-in.                                   |                  |
|          | Provide organizational leadership.                                     |                  |
|          | Operate & function as “one team.”                                      |                  |
|          | Ensure that all employees are valued & treated with respect.           |                  |
|          | Offer adequate facilities & infrastructure.                            |                  |

8. How many years have you worked at IndyGo? Please check one.

\_\_\_ 0 – 5 years      \_\_\_ 6 – 10 years      \_\_\_ 11 – 25 years      \_\_\_ 26 years or more

9. What did we miss? Please share it with us!

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**Thank you again for your time & honesty, we greatly appreciate your input!**

# AFFIRMATION ACTIVITY

Rank your degree of support/enthusiasm for each element as drafted and offer suggested improvements/edits as desired.

## **Not Supportive:**

I would have a very difficult time supporting the current version of this element as it's drafted.

## **Indifferent:**

I would have a tough time supporting the current version of this element, but I'm indifferent to it and I wouldn't argue it either.

## **Lukewarm:**

I would support the current version of this element, but I am lukewarm on it.

## **Supportive:**

I would support the current version of this element, and I would voice my support and rally others.

## **Enthusiastic:**

I would heartily and enthusiastically support the current version of this element and rally others to it.

PHOTOS | LEFT TO RIGHT: TAMANIKA MORROW, DJ FREDDY FRESH, REGGIE TAYLOR, SADE SQUIRES,  
STEPHANIE HOLMAN, JEFF HOWARD, TONY HURD, LAKISHA CARPENTER, JEFF HAYES









# *IndyGo*<sup>SM</sup>

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