

IndiGO 5-Year Strategic Plan

Fiscal Years 2012 to 2016

January 27, 2012



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A. Executive Summary

IndiGO's five-year strategic plan provides direction and the road map to achieve identified strategic goals. Clear View Strategies, LLC a transit consulting firm from Pittsburgh, and IndiGO staff worked together to develop this plan. This is the first strategic plan for this leadership team and as such, the majority of the strategic goals are process oriented and as the plan progresses, the strategic goals will become results oriented. The measureable results oriented strategic goals will enable IndiGO to achieve its mission and vision. The plan was adopted by IndiGO's Board of Directors on January 27, 2012 and is designed to be fluid to meet future changes, challenges and needs.

This strategic plan will be utilized to make decisions, allocate resources, plan service and provide the basis for both the operating and capital budgets.

Feedback and input from IndiGO's stakeholders were critical in the plan design and for the success of plan implementation. This strategic plan sets the foundation for long term planning initiatives with stakeholders.

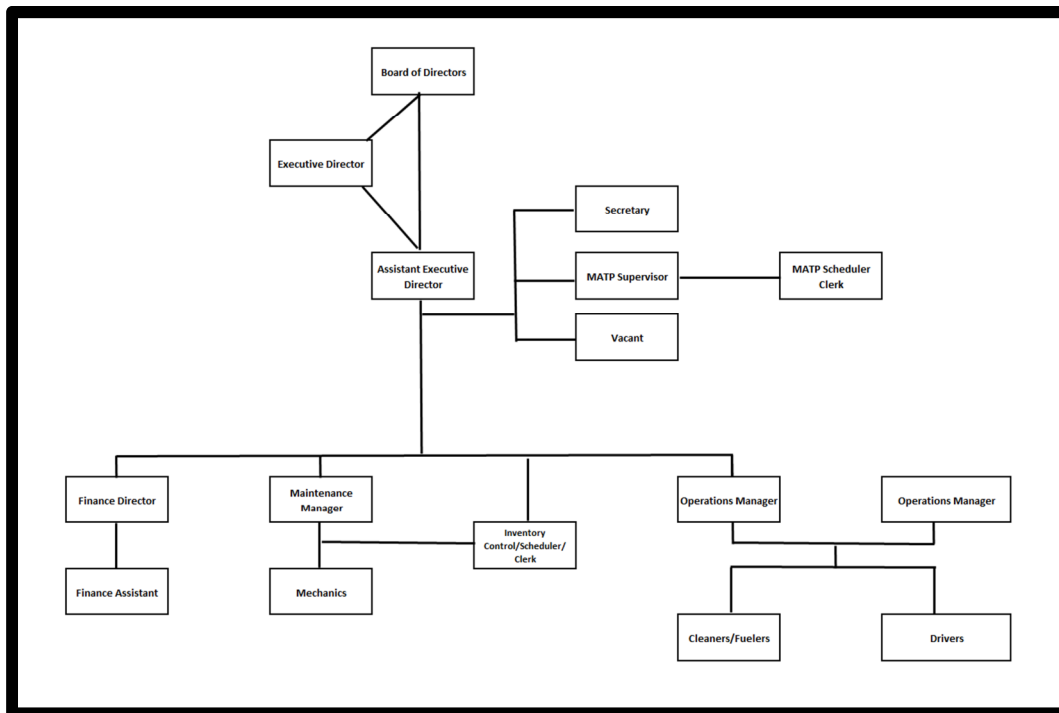
The Strategic Plan is important to IndiGO because execution of the plan enables the achievement of strategic goals and also provides a systematic process for continuous planning and improvement. The initial tasks to achieve strategic goals and identify critical success factors will consist of development, implementation and prioritization of action plans.

B. About IndiGO

IndiGO was incorporated in July, 1979 and has grown from a tiny organization in a rented facility with two leased school buses serving 1800 riders to 469,428 fixed route riders and 41,017 shared ride trips in Fiscal Year 2010. In addition, 2,062 persons with disability trips were provided in fiscal year 2010 with 71% of the service provided by a subcontractor.

IndiGO's executive director is John R. Kanyan and the agency is governed by a seven member board of directors appointed by Indiana County Commissioners. The board chairperson is Jack Cunningham.

IndiGO's base of operation is located at 1657 Saltsburg Avenue. The agency has 36 full time and 16 part-time employees. Following is their organizational chart:



The agency has 19 fixed route buses and the current peak requirement is 16 which is a 31% spare ratio. At this time, IndiGO is in the process of examining their fleet and some vehicles may be retired or moved into contingency fleet status. IndiGO has 12 shared ride vehicles. Five of the 12 shared ride vehicles are dedicated to subcontracted shared ride. The subcontractor maintains the five vehicles and carries the insurance on them. IndiGO’s fleet is diverse including 28-foot, 30-foot and 35-foot transit buses as well as smaller models and minivans. Fourteen buses are fueled with compressed natural gas (CNG). All fixed route buses except buses used for park and ride service are equipped with bike racks.

All IndiGO vehicles are fully accessible to persons with disabilities. Accessibility includes wheelchair lifts or ramps, designated wheelchair securement area and “kneeling” capabilities where operators can lower the front steps. In addition, IndiGO encourages customers with disabilities to ride their system by advertising that employees will meet with them to assist in learning to ride the bus.

IndiGO’s Downtown Transit Center is located in the historic 1924 Indiana Theater Building at 637 Philadelphia Street. Eleven of the 19 fixed routes provide service to the transit center.

Customers can receive route changes, next bus arrival and other transit messages on their cellular telephone. IndiGO provides this service using “RouteShout,” a mobile phone transit information application. In addition, IndiGO has involved its customers in safety and security through an awareness program.



Fixed Route Service

Fixed route service is operated seven days a week. In general, service is not operated on major holidays, Christmas and New Year’s Eve and the day after Thanksgiving. IndiGO has 19 fixed routes and nine of them operate only during various semesters for IUP and/or Wyo-Tech. Following is a list of fixed routes:

ROUTE	SERVICE DAYS	SERVICE SPAN	SERVE TRANSIT CENTER?	SERVICE POINTS
1 Green	Monday through Saturday	7:00 a.m. to 10:16 p.m.	YES	Town Fair Plaza, Regency Mall, Indiana Mall, Aldi's, Wal-Mart, and Transit Center
2 Blue	Monday through Saturday	7:25 a.m. to 4:52 p.m.	YES	Wal-Mart, Public Assistance Office, Poet's Village, Asbury Apartments, Senior Center, Grace Manor, Indiana Free Library, Train Station, Big Lots, Aldi's and Transit Center
3 Red	Monday through Saturday	Weekdays 7:28 a.m. to 5:28 p.m. Saturday 9:28 a.m. to 4:55 p.m.	NO	Orchard Hills, Wal-Mart, Aldi's, Town Fair Plaza, Indiana Mall, Regency Mall, Copper Beech, WestGate, Rustic Lodge Apartments, and St. Andrews
4 Brown	Weekdays during IUP Spring, Fall, Summer I and II sessions	7:25 a.m. to 6:25 p.m.	YES	Campus Loop service to: IUP, Copper Beech, Robert Shaw, Transit Center -
5 Orange	Monday through Saturday	7:30 a.m. to 5:06 p.m.	YES	Hickory Meadow, Chevy Chase, Guidance Center, Clairvaux Commons, Hamilton Apartments, IRMC, Indiana Mall, DTC
6 Tan	Weekdays	5:50 a.m. to 8:20 p.m.	YES	Spring Meadow, Transit Center, Homer City, Coral Graceton, Blacklick, Blairsville, and Josephine
7 Lavender	Wednesday	Blue Line Even Numbered 7:50 a.m. to	YES	Plumville, Smicksburg to Indiana On call bus stops



		9:45 a.m. Red Line Odd Numbered 7:50 a.m. to 10:30 a.m.		
8 Violet	Monday	2 nd and 4 th 7:50 a.m. to 9:50 a.m. 1 st and 3 rd 7:50 a.m. to 9:15 a.m.	YES	Plumville to Punxsutawney
9 Grey	Thursday, Friday and Saturday during IUP Fall, Spring, Summer I and II sessions	10:30 p.m. to 2:37 a.m.	YES	Carriage House, Copper Beech, West Gate, and Transit Center
12 Teal	7 days a week	Monday- Saturday 11:30 a.m. to 10:34 p.m. Sunday 11:35 a.m. to 5:34 p.m.	YES	Regency Mall, Indiana Mall, Wal-Mart, IUP Campus, K.C.A.C. Center, Transit Center
13 Checkered	Weekdays when Wyo-Tech is in session	4:30 a.m. to 2:45 p.m.	YES	Spring Meadow Apartments, Wyo-Tech, Blairsville, INDY PARK
14 Ivory	Saturday	8:27 a.m. to 3:30 p.m.	NO	Indiana, Blairsville, Homer City On Request Stops
16 Yellow	Monday through Saturday	5:15 p.m. to 9:34 p.m.	YES	Indiana Mall, Poets Village, Hickory Meadow, Senior Center, Wal-Mart, Transit Center
20 IUP Park- n-Ride Grant Street	Weekdays during IUP Spring and Fall sessions	7:00 a.m. to 9:59 p.m.	NO	Robert Shaw, Reschini House, Clark Hall, Sutton Hall, Grant Street at Pratt Street, Hub Parking Lot



21 IUP Park- n-Ride Eberly & Wayne	Weekdays during IUP Spring and Fall sessions	7:00 a.m. to 10:00 p.m.	NO	Robert Shaw, R&P Lot, Reschini House, Eberly College, Grant Street at 11th Street, Stouffer Hall, Hub Parking Lot
22 IUP Campus Express	Weekdays during IUP Spring and Fall sessions	7:05 a.m. to 7:03 p.m.	NO	Robert Shaw, R&P Lot, Parking Garage, Oak Grove, Hub Lot and Wayne Avenue
23 IUP Punxsuta wney	Friday and Sunday during IUP Spring and Fall sessions	5:00 p.m. to 8:30 p.m.	YES	IUP Hub to IUP Punxsutawney
24 IUP Late Night Shuttle	7 days a week during IUP Spring and Fall sessions.	Weekdays and Saturday 10:00 p.m. to 3:00 a.m. Sunday 5:00 p.m. to 3:00 a.m.	NO	Robert Shaw, Reschini House, Field House, Eberly College, Folger Dining, Pratt Drive, Parking Garage, Hub Lot
25 Silver	Monday, Wednesday & Friday	10:15 a.m. to 2:15 p.m.	NO	Bergman's Hardware, Conemaugh Terrace, Market Street at R.R. Tracks, Blairview Apartments, Excelsa Health, Wal-Mart, Blacklick, Josephine and Wyo-Tech's Indy Park Apts.

IndiGO's fixed route system consists of five fare zones with the base fare priced at \$1.25 and a charge of 20 cents for travel through each additional zone. Following is a list of special fares:

- Children age 5 ride free when accompanied by a fare paying passenger,
- Children ages 6 through 12 pay half-fare when accompanied by a fare paying passenger,
- Senior Citizens (age 65 or older) ride free,
- Persons with disabilities ride for a reduced fare, and
- IndiGO has partnered with Indiana University of Pennsylvania and Wyo-Tech enabling students to ride by displaying their school issued identification card.

In addition to fixed route service, IndiGO operates "Call-A-Bus" on Thursday and Friday. Customers must reserve a ride at least one day in advance. The route starts at 8:00 a.m. at the transit center and provides service to outlying communities that return beginning at 2:00 p.m. The fare is based on the travel destination.



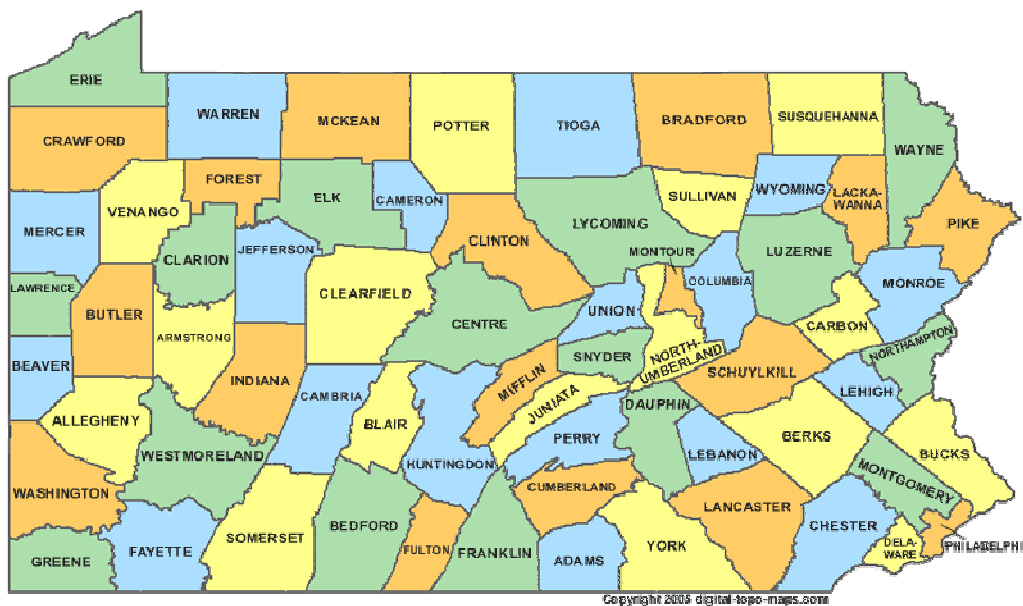
Paratransit and Shared Ride Program

IndiGO offers complementary paratransit service at a cost that is twice the regular fixed route fare. The hours and days of operation correspond with fixed route service.

Shared-ride service is provided Monday through Friday from 6:00 a.m. to 4:00 p.m. In general, service is not operated on major holidays, Christmas and New Year’s Eve and the day after Thanksgiving. Customers are required to make a reservation that must be made at least one day in advance. Shared ride is available to the general public at full fare. Reduced fare is available to senior citizens and persons with disabilities. All shared-ride service is within Indiana County except for service to Pittsburgh on Tuesdays and Thursdays for medical appointments. IndiGO contracts with Med-Van to provide shared-ride trips for persons with disabilities and medical trips for senior citizens.

C. IndiGO Demographics

IndiGO is located in Indiana County, Pennsylvania. U.S. Census Bureau data indicates that in 2010, Indiana County’s population was 88,880 and total area covered 834 square miles. Indiana County is located approximately 46 miles northeast of the City of Pittsburgh. The adjacent counties are: Jefferson County, Clearfield County, Armstrong County and Westmoreland County.

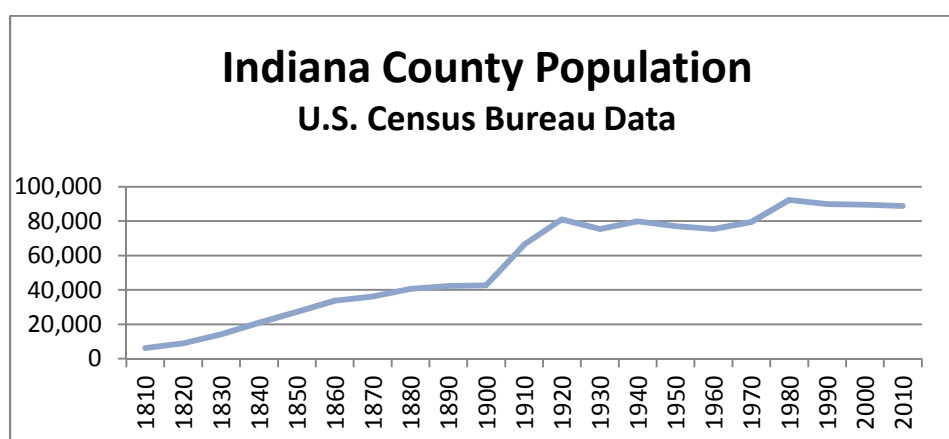




Indiana County has 14 boroughs and 24 townships. IndiGO operates a considerable amount of service in Indiana Borough and White Township and as such, they are key stakeholders.

IndiGO’s service area has 11 public school districts and four post-secondary institutions. The post-secondary schools are Cambria-Rowe Business College, Indiana University of Pennsylvania, Westmoreland Community College and Wyo-Tech.

Indiana County population reached a peak in 1980 with a population of 92,281 and has declined every ten years -2.5%, -0.4% and most recently -0.8% in 2010.



The forecasted population change for Indiana County in 2014 is -0.09%.

Population by Age

2010 Population by Age	Indiana County
Median Age	36.8
Age 0-5	6.38%
Age 6-11	6.76%
Age 12-17	7.81%
Age 18-24	16.95%
Age 25-34	9.97%
Age 35-44	11.66%
Age 45-54	14.39%
Age 55-64	11.51%
Age 65-74	6.98%
Age 75-84	5.37%
Age 85+	2.22%



The County's senior citizen population in 2010 was 15%. The majority of the population (94.9%) is white followed by 2.7% black. Persons of Hispanic (any race) or Latino origin make up 1.1% of the population. In 2009, the median household income was \$39,292 and 17.6% persons were below poverty level.

Travel Time and Mode of Transportation to Work

2010 Travel Time to Work	Indiana
Travel Time Less than 15 Min	35.61%
Travel Time 15-29 Min	32.83%
Travel Time 30-59 Min	22.22%
Travel Time 60+ Min	9.34%

2010 Mode of Transportation to Work	Indiana
Car, Truck, Van to Work	85.92%
Public Transportation to Work	0.39%
Other Transportation to Work	9.61%
Work at Home	4.08%

The 2005-2009 U.S. Census Bureau Data sets indicated that in Indiana County 7.6% of the occupied household units have no vehicles available and 31.7% have one vehicle available. 1.4% of the population age five and over speaks English less than very well.

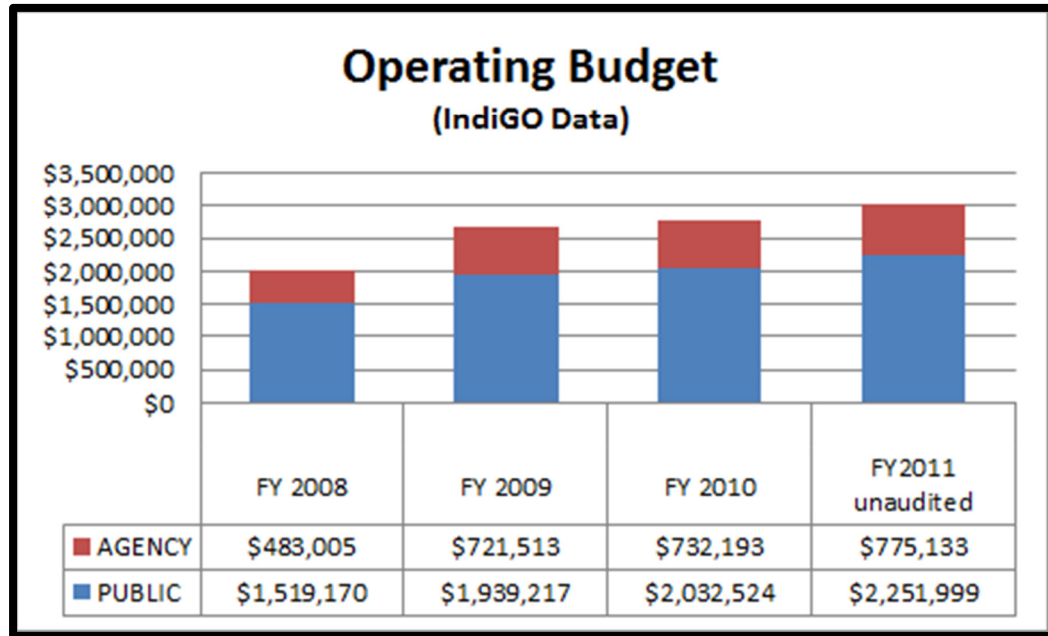
The September 2011 preliminary seasonally adjusted Civil Labor data for Indiana's Metropolitan Statistical Area indicated a 7.4% unemployment rate as compared to Pennsylvania's at 8.3%.

D. IndiGO Data

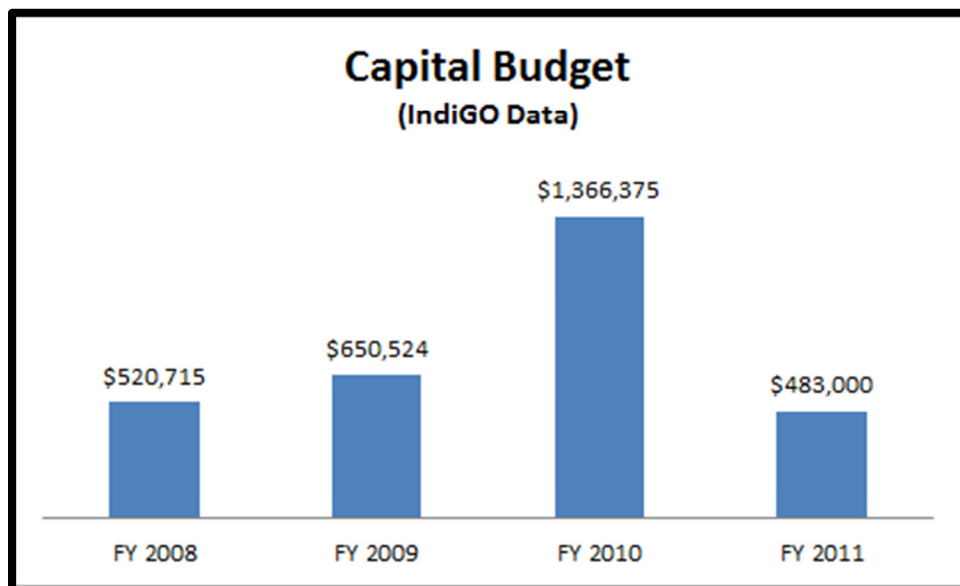
The following is basic data related to IndiGO's finances, operations and ridership. For more detailed information, please refer to the Appendix section of this document.



Operating Budget

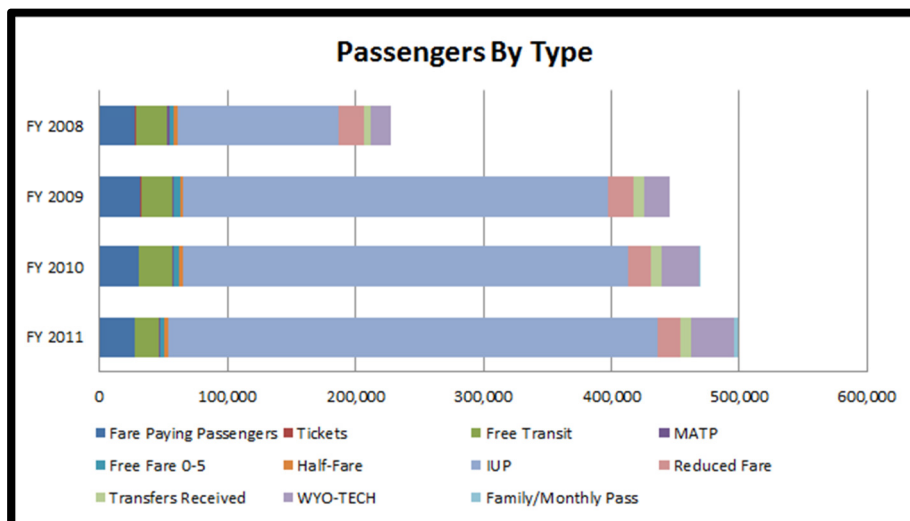
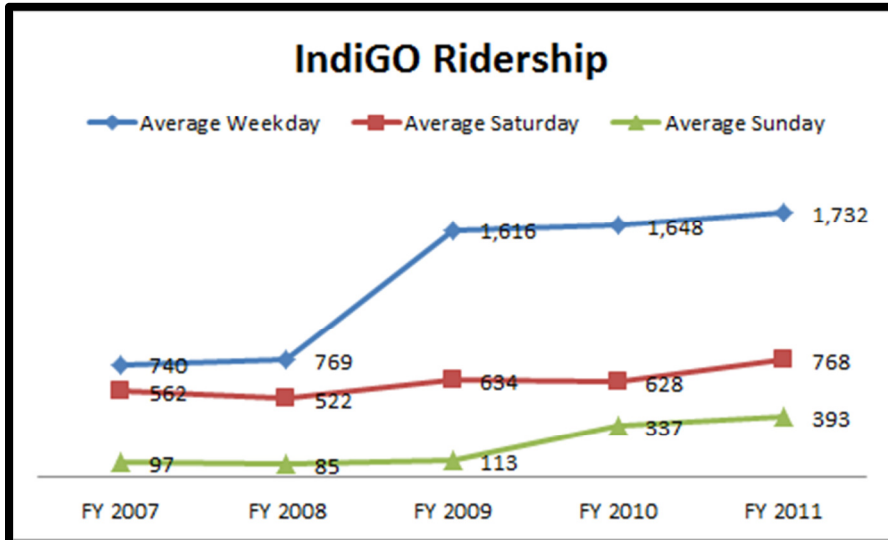


Capital Budget



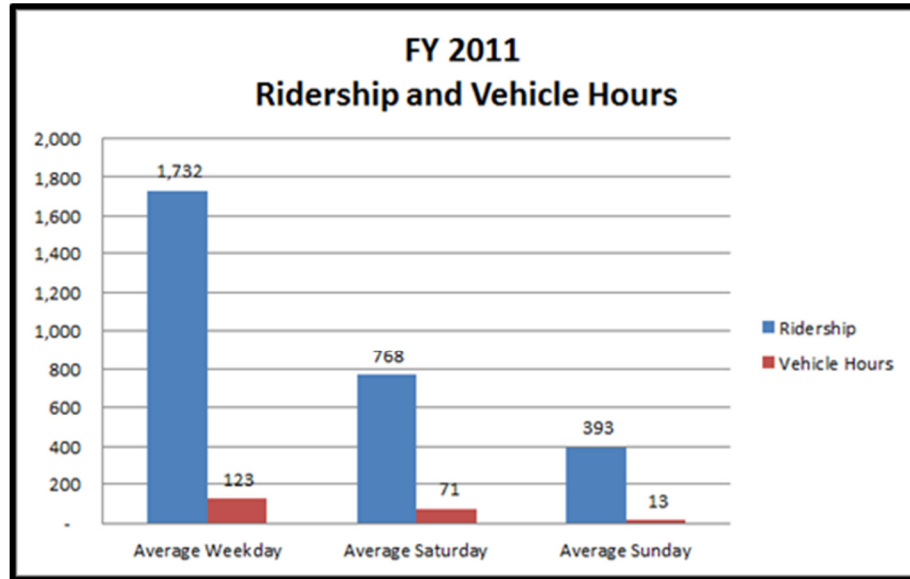


Ridership





Operating Data



	FY 2010 to FY2009 % Change
Fixed Route	
Total Passengers	5%
Seniors	9%
Vehicle Miles	2%
Vehicle Hours	9%
Passenger per Vehicle Miles	4%
Passengers per Vehicle Hour	-3%
Operating Expense per Revenue Vehicle Hour	-4%
Operating Revenue per Revenue Vehicle Hour	-3%
Operating Expense per Passenger	-0.3%
Operating Funds	5%
Shared Ride	
Average Shared Ride Fare	-2%
Cost to Commonwealth per Senior Citizen Trip	0%



E. Plan Development

IndiGO’s strategic plan consisted of the following initiatives:

- Data and information review, research and analysis
- Facility walk-through
- Peer Agency data analysis and interviews
- Leadership team meetings
- Stakeholder initiatives:
 - Five stakeholder meetings gathering feedback into IndiGO’s vision, mission, goals and objectives. Stakeholder comments were solicited regarding IndiGO’s community value, strengths and weaknesses, and how IndiGO could become a partner to their respective organizations.
 - Stakeholder follow-up
 - Fixed Route passenger interviews.
 - Demand response passenger interviews.
- Employee survey.
- Council and local committee web survey.

Ninety-seven stakeholders provided feedback into the strategic plan and four peer agencies were contacted. The following chart is a breakdown of the stakeholder initiatives and the number of people who participated:

Stakeholder Meetings	27
Council Survey	7
Fixed Route Passenger Interviews	46
Demand Response Passenger Interviews	4
Employee Survey	13
Total	97

Stakeholders included: AccessAbilities, Aging Services, Cambria Rowe Business College, Downtown Indiana, Employees, Fixed Route Passengers, Indiana Borough Counsel, Indiana Borough Manager, Indiana Chamber of Commerce, Indiana County Commissioners, Indiana County Human Services, Indiana Mall Manager, Indiana Regional Medical Center, Indiana University of Pennsylvania, Manager White Township, PA Career Link, Regional Medical Center, S&T Bank, Southwestern Pennsylvania Commission, Westmoreland County Community College and Wyo-Tech.

Data and Research

- Reviewed previous IndiGO plans and studies.



- Details were extracted from the *Indiana County Transit Authority Strategic Plan 1996/1997, Route Evaluation Study* (February 7, 2008) and *Five-Year Service Development Plan* (December 2007).
- Reviewed demographic and peer agency data.
- Reviewed IndiGO data.
- Identified stakeholders through IndiGO’s leadership team, internet searches, stakeholder meetings and previous agency plans and studies.
- Conducted facility walk-through August 9.
- Peer agency interviews were conducted on October 11 and 12. (Contact with one peer agency, Endless Mountain, was unable to be made.)

Leadership Team Meetings

- May 13: Scope and Planning Meeting.
- June 23: Reviewed with key IndiGO staff to identify baseline information, relevance, stakeholders, vision, mission, goals and objectives.
- November 18: Reviewed outcomes of initiatives and finalized plan.

Stakeholder Initiatives

- Conducted stakeholder meetings on August 8, August 9, August 10, August 31 and October 7.
 These individual and small group meetings were conducted in an effort to gain maximum feedback. At each meeting, Clear View shared IndiGO’s vision, mission, goals and objectives. Stakeholder comments were solicited regarding IndiGO’s community value, strengths and weaknesses, and how IndiGO could become a partner to their respective organizations.
- Stakeholder follow-up.
- Fixed route passenger interviews August 29 and November 18.
- Demand response passenger interviews October 6.
- Employee survey August and September.
- Council and local committee web survey October 2011.

IndiGO started the strategic plan process with a draft Vision, Mission and Strategic Goals. After reviewing data and stakeholder feedback the final was established. The following chart illustrates the before and after:

Draft	Final
Vision To be recognized as the leading	Vision Indiana County’s premier public



<p>transportation mode of choice for the residents of Indiana County providing superior customer driven transit services supported by strategic partners connecting the community to life.</p>	<p>transportation agency provided by employees sensitive to customers' needs and stewards of public resources working collectively with other modes, agencies and strategic partners to provide a safe, reliable, affordable and efficient transportation system.</p>
<p>Mission To positively affect the quality of life for all citizens of Indiana County by providing safe, affordable and comfortable transportation services with dignity. Everyone at IndiGO will strive to be sensitive to customers' needs and stewards of public resources.</p>	<p>Mission To connect the community to life by providing superior customer-driven transit services that are safe, secure, reliable, comfortable, convenient and efficient and positively affect quality of life.</p>
<p>Strategic Goals</p> <ol style="list-style-type: none"> 1. Provide high quality transportation services that are safe, secure, comfortable, convenient and efficient. 2. Develop and maintain strategic partnerships. 3. Improve IndiGO's financial health. 4. Increase mobility of Indiana County residents. 5. Increase community awareness of IndiGO, both its value to the community and its public transit services. 6. A dedicated workforce that is customer driven and built on relationships based on trust and respect. 7. Provide dynamic organizational leadership and ensure IndiGO is prepared for the future. 	<p>Strategic Goals</p> <ol style="list-style-type: none"> 1. Provide high quality transportation services that are safe, secure, comfortable, convenient, reliable, affordable and efficient at the lowest possible cost to the customer. 2. Increase, enhance, develop and maintain community relationships and strategic partnerships. 3. Improve IndiGO's financial health. 4. Increase mobility, accessibility and connectivity of Indiana County residents and the community at large. 5. Increase community awareness of IndiGO both its value to the community and its public transit services. 6. Develop and maintain a dedicated workforce that is customer-driven and built on relationships based on trust and respect. 7. Provide dynamic organizational leadership and ensure IndiGO is prepared for the future.



SWOT Strengths, Weaknesses, Opportunities and Threats

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • New progressive leadership • Paratransit services • Stakeholder partnerships • High cooperation with its partners • Clean, inviting buses • Courteous drivers • Safe and reliable service • Environmentally friendly buses 	<ul style="list-style-type: none"> • Limited rural service • Perception that IndiGO is only for IUP students • Limited advertising • Small administrative staff • Drivers limited community and transit route knowledge • Non-user friendly schedules • Employee communications and morale
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • New Stakeholder Partnerships • Increase senior ridership • Regional Transportation Partnership • Wyo-Tech’s student population is expected to grow • IUP significant parking issues • Survey partnership with IUP 	<ul style="list-style-type: none"> • Funding • Limited resources • Limited operator applicants



F. IndiGO's Peer Transit Agencies

As part of the Strategic Plan project, a benchmark exercise was conducted in order to compare the priorities emerging from IndiGO's effort with those being undertaken by the agency's peers. Selecting a group of peers similar to IndiGO was challenging however; not only because of the agency's rural location and delivery structure but because its ridership consists primarily of students from Indiana University of Pennsylvania (IUP), through a contract that IndiGO has with IUP. The University is located in the center of IndiGO's service area.

All of the Commonwealth's public transit agencies were evaluated as potential peers to IndiGO and five of those were ultimately selected for comparison. Criteria used to select the peers were based primarily on revenue vehicle hours, revenue vehicle miles, fleet size and service area population, four categories that are consistent with Pennsylvania Department of Transportation's Transit Agency Performance Review. Final peer selection was based on data and information contained in the following documents:

- Pennsylvania Public Transportation Annual Performance Reports, Transit Agency Profiles, Fiscal Year 2009-10, Pennsylvania Department of Transportation, April 30, 2011.
- Indiana County Transit Authority Performance Management Performance Review, June 2003.
- Commonwealth of Pennsylvania Transportation Funding and Reform Commission, Final Report-Technical Appendix, Transit Agency Operational Audit, Indiana County Transit Authority.
- Indiana County Transit Authority, Strategic Plan 1996/1997.
- Five Year Service Development Plan, December 2007.

The peers selected for this strategic plan are as follows:

	Revenue Vehicle Miles	Revenue Vehicle Hours	Service Area Population	Fixed Route Fleet
Indiana County IndiGO	420,784	32,754	89,994	21
Endless Mountain EMTA	719,095	32,951	110,690	19
Monroe County MCTA	508,231	31,699	138,687	15
Schuylkill Transportation System - STS	371,415	25,202	150,336	14
Altoona Metro Transit AMTRAN	536,238	42,395	69,608	30
County of Lebanon Transit Authority COLT/LT	532,008	32,770	120,327	13



G. 5-Year Strategic Plan

VISION

Indiana County's premier public transportation agency provided by employees sensitive to customers' needs and stewards of public resources working collectively with other modes, agencies and strategic partners to provide a safe, reliable, affordable and efficient transportation system.

MISSION

To connect the community to life by providing superior customer-driven transit services that are safe, secure, reliable, comfortable, convenient and efficient and positively affect quality of life.

CORE VALUES (DRAFT):

Fiscal Accountability
Efficiency
Service Excellence
Responsibility
Community
Communication



Strategic Goals - Final

STRATEGIC GOALS

- 1. Provide high quality transportation services that are safe, secure, comfortable, convenient, reliable, affordable and efficient at the lowest possible cost to the customer.**
- 2. Increase, enhance, develop and maintain community relationships and strategic partnerships.**
- 3. Improve IndiGO's financial health.**
- 4. Increase mobility, accessibility and connectivity of Indiana County residents and the community at large.**
- 5. Increase community awareness of IndiGO both its value to the community and its public transit services.**
- 6. Develop and maintain a dedicated workforce that is customer-driven and built on relationships based on trust and respect.**
- 7. Provide dynamic organizational leadership and ensure IndiGO is prepared for the future.**



Strategies

Strategic Goals	Strategies	Years				
		1	2	3	4	5
1,2,3,4,5,6,7	Implement strategic plan through the development of action plans to achieve each strategic goal.	X	X	X	X	X
	Review and update strategic plan.		X	X	X	X
	Finalize Core Values.	X				
	Conduct stakeholder and/or public meetings for input into IndiGO's strategic plan.		X	X	X	X
	Review key stakeholder plans for alignment with strategic plan.		X	X	X	X
	Redefine process-oriented strategies to result-oriented strategies. Implement result-oriented strategies.			X	X	X
1,2,4	Partner with Indiana University of Pennsylvania to conduct a statistically valid customer survey to measure relevant areas in strategic goals.	X			X	
	Develop and execute initiatives to improve areas identified in customer survey.		X	X		X
1,3,7	Improve operational efficiency by conducting internal functional area reviews each month. Implement initiatives for improvement.	X	X			
	Develop, implement and monitor result-oriented goals for key functional areas and initiate actions, as appropriate.			X	X	X
7	Develop a process to identify and review key performance indicators monthly.	X	X			
	Monitor key performance indicators and implement actions, as appropriate.	X	X	X	X	X
1,3,4,7	Develop a fixed route service evaluation methodology such as Service Standards or Service Scorecard.	X				
	Implement service evaluation methodology and actions to improve quality and/or service performance.		X	X	X	X
3	Conduct a systemwide fare analysis.	X				
	Implement changes to systemwide fares based on fare analysis and consistent with fare policy.		X			
	Monitor and evaluate fares using key performance indicators including fare box recovery ratio. Annually review fare policy and pricing and implement adjustments, as needed.		X	X	X	X
3	Increase advertising revenue by 5%.	X				
	Redefine advertising revenue strategic goal.		X	X	X	X
1,3,4,7	Conduct a paratransit review and analysis.	X				
	Develop, implement, monitor and refine initiatives to improve paratransit services.		X	X	X	X
2,3	Meet with six stakeholders to improve IndiGO's financial health.	X				
	Enhance relationships with four key stakeholders by implementing proactive initiatives.	X				
	Develop, implement, monitor and refine stakeholder initiatives.		X	X	X	X
2,5	Review demographics and implement six outreach initiatives.	X				
	Develop, implement, monitor and refine outreach initiatives.		X	X	X	X
6	Conduct employee survey.	X	X	X	X	X
	Develop four initiatives to improve employee morale, organizational participation and/or skills.	X				
	Develop, implement, monitor and refine employee initiatives.		X	X	X	X
3	Conduct cost/benefit analysis of transit center.		X			
	Develop and implement plans based on analysis.			X	X	
3	Minimize cost for paratransit services through manual adjustments pending software procurement.	X				
	Obtain and maximize usage of paratransit software.		X	X	X	X
5	Implement four marketing and/or educational initiatives.	X				
	Develop, implement, monitor and refine marketing and educational initiatives.		X	X	X	X
1,4,7	Conduct technology stakeholder meetings with Southwestern Pennsylvania Commission and Indiana University of Pennsylvania.	X				
	Develop and implement technology strategies with stakeholders.		X	X		
7	Provide training and cross-training opportunities for succession planning for three employees.	X	X	X	X	X
7	Develop and implement two initiatives to increase bus operator applicants.	X				
	Develop, implement, monitor and refine initiatives to increase bus operator applicants.		X	X	X	X
4,7	Review service initiatives and work with Southwestern Pennsylvania Commission and surrounding transit agencies to implement one regional transportation initiative.	X				
	Develop, implement, monitor and refine regional transportation initiative(s).		X	X	X	X



Critical Success Factors

- Implementation of Strategic Plan
- Measuring
 - Initial measurements will include:
 - Total Passengers per Revenue Vehicle Hour
 - Operating Expense per Revenue Vehicle Hour
 - Operating Revenue per Revenue Vehicle Hour
 - Operating Expense per Passenger
 - Future measurement may include:
 - Customer Service Metrics
 - Operating expense per revenue vehicle mile
 - Revenue vehicle hours per employee hour
 - Revenue vehicle miles per total vehicle mile
 - Total vehicle hours per peak vehicle
 - Farebox recovery ratio
 - General and administrative costs per total costs
 - Subsidy per passenger
- Monitoring Strategic Plan
- Updating and refining plan

H. Next Steps

- Develop and prioritize action plans
- Assign responsibilities and due dates
- Implement action plans
- Communicate strategies
- Monitor plan
- Update plans

I. Appendix

A separate document contains appendices to this Five-Year Strategic Plan. This document contains the details for formulation of the plan. Following is the Table of Contents of the Appendix:

- A. Overall Summary
- B. IndiGO Meetings
- C. Stakeholder Meetings
- D. Fixed Route Passenger Interviews



- E. Demand Response Passenger Interviews
- F. Employee Survey
- G. Council Survey
- H. Facility Walk-Through
- I. Peer Agencies Interviews
- J. Miscellaneous Information
- K. Peer Data
- L. Demographic Data
- M. IndiGO Data