

# PROGRESS REPORT

JANUARY - DECEMBER 2021

*IndyGo*<sup>SM</sup>



Although these improvements have been organized into divisions, please recognize all of these projects and programs would not have been possible without coordination and collaboration across departments and teams.

# OPERATIONS

## SERVICE PLANNING DEPARTMENT

### OVERALL

- Created detour plans for two major construction projects, the North Split reconstruction and Purple Line construction, in coordination with IndyGo's Transportation team.
- Updated IndyGo's fixed route system map to improve readability and usability.
- Purple Line Operations Plan (Fall 2020) – Completed the Purple Line Operations Plan with both the IndyGo Transportation and Capital Projects teams.
- The team putting together the Fleet Management Plan in conjunction with maintenance, capital projects, and transportation for the Purple Line to present to the Federal Transit Administration.
- ADA Transition Plan (Spring 2021) – We completed a plan to prioritize bus stops for ADA access improvements, which will guide decision-making for future bus stop improvement projects.
- Bus stop improvements tracking map (Spring 2021) – We created a map to track bus stop improvements, including internal IndyGo projects, and coordinated DPW projects.
- Continued bus stop design and construction projects – Of particular note, new bus stops at the VA Hospital and at Bridgeport Rd (to facilitate transfer to CIRTA {Central Indiana Regional Transportation Authority} workforce connector service).



### FUTURE

- Staff is working on a Comprehensive Operational Analysis, and public engagement plan for the future Marion County Transit Plan (MCTP) route changes. This is a process we conduct every five years.
- The team continues to develop bus stop design, construction, and coordination work for the next round of stop improvements to ultimately achieve increased bus stop accessibility in the service area.



# OPERATIONS

## SERVICE SCHEDULING DEPARTMENT

### OVERALL

- **Rostering 8hr/10hr Duties** – Working under a pilot project, the team has rostered fifty per cent of all operator work. This type of scheduling provides the corporation operational efficiencies and a work-life balance for operators of all seniority levels.
- **Hastus 2021 Upgrade** – Work to move to version 2021 of Hastus, which is cloud-based. It has many new features, including electric bus scheduling, which is key to IndyGo moving in that direction with the new BRT fleet purchases and local bus needs.
- **Comprehensive Operational Analysis** – The combined efforts of the Scheduling and Service /Strategic Planning teams has been an integral part of developing the plans for future service needs.
- **Scheduling Audit** – IndyGo contracted with a firm that specializes in Hastus Scheduling. A gap analysis was completed, and this analysis highlighted several areas where IndyGo was doing well and a few that needed some attention and cleanup.
- **BidWeb** – Launch pilot Bid Web for the Martin Luther King Jr Day bid in December.

### FUTURE

- The Hastus 2021 upgrade is scheduled to Go Live in February 2022.
- We will continue to improve roster duties as we gain more experience and better understand operators' preferences in the rosters.



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# OPERATIONS

## OVERALL

- Maintenance Dept. KPI's (Spring 2021)– Defined and validated AX-Dynaway data to develop and implement IndyGo's first KPI's utilizing Six-Sigma methodology to measure technician's efficiency and initiate continuous improvement processes.
- Operating Costs Per Bus (Summer 2021)– Automated the process of reporting the costs to each bus, allowing decisions to be made based on budgeted vs. actual expenses and disposal timing of inefficient buses.
- Electricity Usage Management Plan (Summer 2021)– Analyzed historical data to define potential savings by efficiently managing bus charging times; minimum savings of \$32,359 per year and an achievable \$100,000 per year savings.

## FUTURE

- Implemented ReGen Analysis. This process analyzes BYD data to identify potential gains in regeneration (ReGen) of electricity going back into the batteries while enroute.
- Developing a program to automate the process of obtaining and reporting data for all of the Operations departments.
- We plan to utilize D365, Power BI, and SharePoint to automate and report KPI's and develop a "best in class" document repository.



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# OPERATIONS

## MAINTENANCE & FACILITIES - VEHICLE MAINTENANCE

### OVERALL

- Expanded the warranty and core recovery program and estimated over \$85,000 savings since January 2021.
- Fostered manufacturer accountability and engagement for enhanced warranty coverage while aligning with additional vendors to reduce off property repair time and cost.
- Implemented maintenance service trucks in operation to support the in route bus road service.
- The vehicle tow numbers dropped and reduced the overall towing cost.
- Negotiated with E-Bus OEM to recover labor costs for the warranty repairs performed at a \$65/hourly labor rate. This new process has led to a significant downtime reduction of Electric Buses.



- Increased mandatory maintenance training, including BYD and Gillig bus modules with Cummins engine and Allison transmission component courses.
- Implemented E-learning skills with online classes and webinars for technicians.
- Maintenance has improved the vehicle repair quality by standardizing operating procedures for preventative maintenance (PM) work.

# OPERATIONS

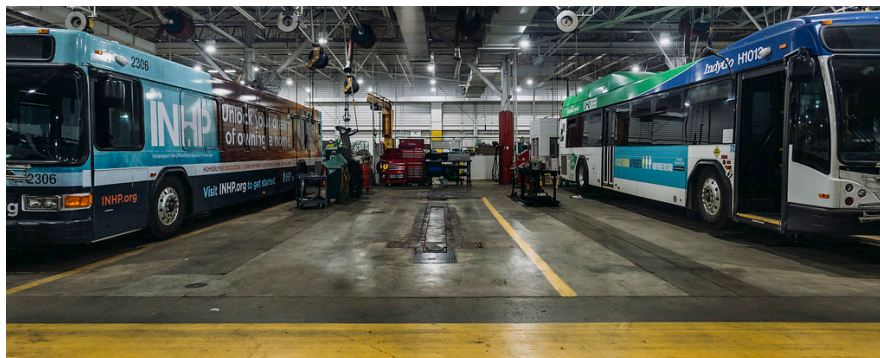
## MAINTENANCE & FACILITIES - VEHICLE MAINTENANCE

### OVERALL CONTINUED

- Raised the mean distance between failures (MDBF) of the fleet by improving the PM procedure tracking and the on-route support services.
- We created a mid-life vehicle overhaul program to reduce the revenue service loss time and maintenance breakdown cost.
- Commenced a parts inquiry bi-weekly meeting to utilize computer-controlled stock with vendors to help the acquisition process and improve delivery time.
- Invested in new equipment to enhance repair safety efficiency and meet technology enhancements.

### FUTURE

- Working on the expansion of in route road services to support the coaches in the field.
- Training is creating a tier-level task system to advance technician skill levels.
- Working to implement 608 and 609 required EPA certifications in-house.
- Modifying a bus for community outreach application.
- Creating mobile and modular training bus to be located at the East Campus in the Training Center.
- Implementing UV bus air treatment system for public safety to combat airborne viruses and bacteria



# OPERATIONS

## MAINTENANCE & FACILITIES - FACILITIES

### OVERALL

- IndyGo has acquired nine additional properties for a current total of twelve locations. Facilities have been maintained on all properties and will continue after renovations are complete.
- Implemented a COVID-19 Protection plan that included partnering with a professional vendor to perform Electrostatic Spray Disinfecting and Sanitizing of the building interiors. This was supplemented with cleaning of high touch areas on the coaches during 10-min layovers at the Julia Carson Transit Center (JCTC) during peak route times.
- Organized the fabrication and installation of raised planters at the West Michigan street location to create a community garden.
- Collaborated with the Procurement department to establish an ongoing blanket purchase order list for emergency and routine vendor tasks to streamline the approval process to expedite response time while adhering to compliance standards



### FUTURE

- Working to develop a Maintenance Apprenticeship Program.
- Working on the expansion of in route road services to support the bus in the field.
- Creating a tier-level skill system to advance technician skill levels.
- Start migration to new East Campus.
- Start migration to new Paratransit and Call Center facility on West Michigan St.
- Establish new contracts to support all new facilities.

# OPERATIONS

## MAINTENANCE & FACILITIES - FLEET SERVICES

### OVERALL

- Completed the delivery and intake of 24 Gillig Hybrid buses.
- Purchased and equipped three new mid-size buses to support 901 Circulator route that supplements the north end of the Red Line.
- Completed the order and delivery of five non-revenue vehicles.
- Disposed of 21 fixed route buses, ten Mobility Solutions buses, and three non-revenue vehicles.
- Established an automated bus intake and bus disposal processes to streamline workflow and improve efficiency.
- Implemented mobile workstations to complete the bus bill out and electric bus charge management processes.
- The bus wash systems were raised to accommodate and support variable bus heights.
- Redesigned the accident retraining process for staff, to help mitigate risk to organization.
- Transitioned to new software system, Dynaway, and conducted training and proficiency testing.
- Participated in the trial implementation of UV filtration system to enhance safety and cleanliness of the revenue vehicle fleet.



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# OPERATIONS

## MAINTENANCE & FACILITIES - FLEET SERVICES

### OVERALL CONTINUED

- Participated in the preparation for May Mobility project, autonomous vehicles.
- Executed bus detailing contract with DetailXperts for fixed route fleet, zero staff positions were impacted with the transition.
- Successful participation in 2020/2021 FTA Triennial review with zero findings.
- Installed rugged books (laptops) in the bus storage area to increase the efficiency of the bus bill out process.

### FUTURE

- Exploring options to replace or upgrade Fleetwatch.
- Adding three electric Cummins proto-type vehicles to the fleet.
- Transition supervisors to tablets to enable them to work effectively outside of the office, i.e., performing, and real time QA documentation.
- We are installing rugged books (laptops) in the garage storage area to increase the efficiency of the bus bill out process.
- Reviewing and updating of all department Standard Operating Procedures (SOPs).
- Installing hand sanitizer dispensers to entire fixed route and BRT fleet.



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# OPERATIONS

## MAINTENANCE & FACILITIES - SECURITY & TRAINING

### OVERALL

- We completed a Closed-Circuit Television (CCTV) project for new cameras placed at 1501 W. Washington Street. The project replaced several older single-point cameras with 360-degree and 180-degree cameras.
- Completed a Safety Leadership Training for 93 IndyGo Leadership staff. This training focused on developing a safety conscience culture from Supervisors to Directors.
- Training relocated to the East Campus location at 9503 E 33rd St, in Building C, to start conducting training classes.
- Received four updated driving simulators that will be instrumental in the operator training process. Once the new state-of-the-art Training Facility is complete in Building B, they will be moved to that area.
- Partnered with Allied Telesis and Norwich University in September to conduct a Cyber Exercise on Ransomware. The information learned will help strengthen our Cyber posture in the future.



### FUTURE

- Once renovations of Building B at the East Campus are complete, our department will move to the new training area.
- IndyGo is working towards becoming a Certified CDL Training Center by February 2022. This process is required for us to train our employees before taking the State CDL test as required by the Federal Motor Carrier Safety Administration (FMCSA).
- IndyGo is working on becoming a State Certified CDL Testing Center. We currently have a signed contract with the Department of Motor Vehicles and have employees signed up to be examiners. Once all criteria is met, IndyGo will be able to start conducting the State CDL Driving Exams.

Partnering with the Workforce Development Department to update the Fixed Route Operator Training manual and aids. The update will transition learning to computer based training for a cost saving on printed materials. This will enable the department to administer tests, quizzes, and surveys on-line, reducing classroom time.



# OPERATIONS

## MOBILITY SERVICES - PARATRANSIT

### OVERALL

- Board approved the implementation of two service areas. The first area is the mandated ADA service area, and second, to create a service area for NON-ADA, called Beyond the ADA.
- The implementation IndyGo's Mobility self-service application for paratransit riders. Riders can schedule and cancel trips using the application.
- Application Programming Interface (API) was created to dispatch rider trips to our alternate transportation providers.
- RATP Dev was awarded our paratransit contract.
- The Mobility Care Center is our one-stop-shop for our customers, merging our fixed route and paratransit call centers.
- Mobility Solutions hosted two student interns from Providence Cristo Rey High School.
- Open Door contracted with WellTrans to augment the current paratransit contract.
- Ecolane system upgrade to Ecolane Evolution. A streamlined interface allows the user to perform multiple tasks from the main client screen.
- We currently have solicitations released for a Microtransit Pilot and Maas (Mobility as a Service). services and pilots should be starting at the end of 2021.



### FUTURE

- Beyond ADA estimated to launch January 1, 2023.
- Open Door rebrand to IndyGo Access.



# OPERATIONS

## MOBILITY SERVICES - CALL CENTER/CUSTOMER SERVICE

### OVERALL

- Launched a yearly “Voice of the Customer Report” Q4 2021.
- Transitioned a new Care Center vendor RATP Dev located at the Julia Caron Transit Center; representatives will respond to both Fixed Route and Paratransit Calls.
- Develop and implement a Customer Service Training program required for all IndyGo employees and will be used to retrain operators as applicable. The first training was completed with the storeroom clerks in Q3 2021. The program is being revamped.
- Created a Customer Service SharePoint Hub to provide a centralized location for the Care Center Representatives to access frequently used documents and training material efficiently and receive Care Center updates.
- Collaborated with the Procurement and Service center teams to streamline and improve our Fixed Route Lost and Found program. The developed SharePoint site allows multiple departments to track the location and status of lost items during the process.
- Created a Customer Service Standard Operating Procedures Manual.

### FUTURE

- Updating the call center with software to give customers additional contact through our Call Center phone system. Talkdesk’s OmniChannel functionality will allow customers to contact the Care Center via multiple social media platforms - Q3 2022.
- Transition away from our current CRM (Salesforce) to improve efficiencies in the Care Center by utilizing fewer systems and maximizing the functionality in the existing systems.
- Implement a Customer Service Satisfaction Survey that will include surveying customers immediately following call, retail, and fulfillment interactions - Q1 2022.
- Implement a “secret shopper program” for retail, fulfillment centers, and operator engagement.



# OPERATIONS

## MOBILITY SERVICES - TRANSPORTATION

### OVERALL

- We provided service to the community throughout the COVID Pandemic.
- Introduced new detour signage that includes QR Codes to enhance the passenger experience.
- Hired a Training Supervisor to improve and coordinate the training of our supervisory leadership.
- Implemented a new position, Service Impact Supervisor. They will develop a better customer experience during special events and detours.
- Assisted in the safe transport of FedEx employees after their emergency workplace incident. Established a Route 87 deviation to get the community to the COVID vaccination site at the East Campus. Distributed masks to passengers on the coaches.
- Contracted Out the 901 Nora – to reduce operational costs and improve service and right size the bus for the route.
- Trained all Red Line Operators on Inductive Charging for the 6410 Charging Station.
- Worked with Public Affairs to ensure real time Tweets could be sent after hours for severe service impacts.
- Executed Emergency Pick to improve service levels, which resulted in a reduction of missed runs.

### FUTURE

- Working to streamline reporting for supervisors to reduce paper and become more efficient in electronic reporting.
- Working with scheduling to roll out BidWeb for the MLK pick this December.
- Developing an improved communications system to provide information to the Operators.



# FINANCE

## OVERALL

- Successfully closed the fiscal year 2020 with over 5% under budget on expenditures.
- Spent additional unbudgeted \$5.4M spending in COVID related expenditures (PPEs purchases, protective safety barriers expenses, cleaning & sanitization expenses as well as COVID leaves expenses) without the need for additional appropriations request.
- Efficiently managed the issuance of the bonds for the purchase of 27 hybrid buses.
- Earned S&P Global rating agency's affirmation of the AA- rating with a Stable outlook (revised from negative as the pandemic deeply impacted transit agencies) for IndyGo.
- Successfully executed two major Federal Stimulus Grants CARES Act (\$44.2M) & CRRSAA (\$21.1M) and has drawn \$60M (92%) collectively to date.
- Looked outside of our normal formula grants and secured an Accelerating Innovation Mobility (AIM) grant from FTA, and a security Grant with FEMA.
- We were selected to service as the designated subrecipient for the Indianapolis Metropolitan Area's 5307 and 5339 funding. As the urbanized area has grown beyond Marion County the four surrounding counties will have to move from utilizing 5311 funding to 5307 and 5339. IndyGo was voted as the agency to manage these funds.



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# FINANCE

## OVERALL CONTINUED

- IndyGo has been servicing as the pass through entity and support for a grant IU Health received.
- Collectively, the Finance Division handled six successful audits such as Triennial, Annual Financial Audit as well as four internal audits from the Governance & Audit Department.
- Since the adoption of the Diversity Supplier program, IndyGo achieved its highest XBE utilization for a combined total of 20.8%
- Procurement department absorbed the Storeroom and put together a formal Action Plan for efficient inventory management.
- Started a process to creatively generate revenues through the inventory obsolescence.
- Successfully navigated the efforts to cut the lead time in half even during product shortages, vendor shutdowns and pandemic due to new backorder and dues-in procedures.
- Reduced off-cycle payroll checks by 88%.
- Set-up pay codes for paying expense reports through payroll, eliminating the need for AP to process these payments.
- Succeeded in getting many vendors to switch from check payments to ACH. This helps with accounting security; it also helps with eliminating lost checks and omits us from paying stop payment fees.
- The IndyGo Treasury Team assisted Flowbird with the 38 MyKey Ticket Vending Machine Un-Retrofit installations in early 2021.
- Summer 2021, the IndyGo Treasury Team installed GFI Fareboxes and MyKey Fare Validators onto the three new 2021 Ford Cutaway buses and worked with IndyGo CVT and Vehicle Maintenance on location of these devices. These vehicles are dedicated to the new 901 Route.



# FINANCE

## AWARDS & RECOGNITIONS

- Awarded with Government Finance Officers Association (GFOA)'s Distinguished Budget Presentation.
- Award for the 18th consecutive year & Certificate of Achievement for Excellence in Financial Reporting for the 2nd consecutive year.
- A Certificate of Achievement for Excellence in Financial Reporting was awarded to Indianapolis Public Transportation Corporation for the 2019 Audit by GFOA.

## IN-PROGRESS

- Kicked started the upgrade and migration of the current ERP system Microsoft Dynamics X2012 to cloud based version Microsoft's D365. This will provide a great support to the current internal and external users once fully migrated in May 2022.





# RISK & SAFETY

## OVERALL

- The Risk and Safety Department continues to lead the charge in establishing a positive safety culture.
- Advocate, educate, and train employees on Safety Management System (SMS) and Hazard Risk Assessments.
- Recently reviewed, updated, and audited IndyGo's Public Transportation Agency Safety Plan (PTASP). Self-certified and submitted our PTASP to the FTA through the TRAMS Portal.
- Completed the 2021 Federal Transit Administration (FTA) Triennial audit with no safety infractions or findings.
- Continue to administer the IndyGo new non-punitive Safety Near-Miss reporting system. In 2020 we received 6. In 2021 we received 18. All near-miss reports are closed improving the safety of our workplace and practices. Raising the goal next year to double our numbers.
- Risk and Safety co-chaired the IndyGo Executive Safety and Security Committee (ESSC) and the Safety and Security Committee with meetings held in all four quarters of 2021.
- Continue to perform monthly internal safety audits for IndyGo facilities, contractors, and paratransit services.



# RISK & SAFETY

## OVERALL CONTINUED

- Risk and Safety team members coordinated and facilitated the quarterly Emergency Response Team (ERT) meetings. Members met quarterly, monthly, weekly, and some days in coordinating IndyGo's Covid-19 emergency response efforts.
- Managed IndyGo's procedures in combating COVID-19 and Influenza. Practices continue to monitor temperature checks and screening of visitors. IndyGo continues additional cleaning of vehicles, increased capacity for detailed cleanings, and continues to use electrostatic disinfecting foggers.
- Solicited and rewarded a contractor for a UV-C solution to be installed on every transit vehicle in our revenue service fleet. The UV-C technology when installed in 2022 will provide our passengers and workers with some of the cleanest breathable air in public transportation. Chemical-free and natural UV-C lighting has been tested to have a 99.9% efficiency rate on the first air circulation pass to eradicate viral loads in the air. With the air circulation and exchange onboard every minute.
- Implemented and continue to educate new employees and contractors on the IndyGo Safety Orientation Program and protocols. The program and acknowledgment are required by all employees and contractors before they are to perform work on or at any IndyGo properties.



# RISK & SAFETY

## OVERALL CONTINUED

- Evaluated and updated all employee work classifications for Job Safety. This task included talking with employees and shadowing them as they perform their duties. Findings identified ways to improve work practices, identify workplace hazards, and work to eliminate them. Emphasis on Safety as Job one.
- Reviewed and updated IndyGo’s vehicle maintenance work rules to include procedures for working with high voltage.
- Developed a new IndyGo emergency quick reference chart for all employees at their workstations.
- Developed and implemented the new IndyGo Emergency Quick Reference Flipbook for employees for their safety and security. The tool will give details and instructions on how to respond during emergency events at IndyGo’s properties.
- Built and issued “Emergency Go Kits” for all members of the IndyGo ERT. These backpacks contain nearly everything an employee would need to respond to an emergency at IndyGo. Some items of the kit include emergency response plans, emergency blankets, gloves, coveralls, flashlight, CPR mask, Bio-kit, poncho, safety glasses and so much more. This has enhanced our capabilities to respond and to restore normal service as quickly as possible.
- Designed and completed the build of the new IndyGo Mobile Command vehicle to use in times of emergencies. The vehicle was designed with 3 dispatch consoles, 2 supervisor workspaces, phones, internet, printer, external lighting, meeting space for 10, public address system, and local broadcast TV and radio reception.



# RISK & SAFETY

## OVERALL CONTINUED

- Certified four IndyGo employees as train the trainers through the American Red Cross. This allows IndyGo to instruct any employee with this life-saving instruction. In 2021 IndyGo trained 112 front-line employees. We are looking to add to this success in 2022.
- Trained and certified all risk and safety team members on the management of High Voltage Training.
- Finalized and implemented IndyGo's Business Continuity Plan (BCP). This is a road map and guides each division on how to restore normal operations of each division quickly during unplanned events and emergencies.
- Deployed and assembled safety protocols in conjunction with IndyGo's security division to submit the Triennial Baseline Assessment for Security Enhancement (BASE) to the Transportation Security Administration. Efforts resulted in an overall implementation rating of 94.27% earning IndyGo the highest rating, (Gold Standard).
- Implemented a new vehicle proof of insurance card for all vehicles in the revenue service fleet.
- Developed and implemented a new training program for the IndyGo transportation supervisors for accident investigations. This includes how to talk to the public, acquire statements, take accident scene pictures, how to perform a field sketch, document the event, and much more. All active supervisors have completed the training for 2021. This course will be required each year.
- Reviewed and or saved over 3,200 bus videos for claims or potential claims, accidents, investigations, safety comments, and near-miss reports.
- Conducted over 10 accident review board hearings with our local ATU 1070 members. These hearings were to review and or validate preventable accident determinations.
- Subrogated and recovered over \$230,000 in auto/general liability for accident claims for 2021. This is more than what was collected in 2019 and 2020 combined. Major success for taxpayer dollars.
- Coordinated and bound insurance underwriting coverages for over 261,396,228 dollars in assets. Risk and Safety continue to work with other divisions to update yearly all statements of value.



# RISK & SAFETY

## FUTURE

- Implementation of the UV-C technology in all of our revenue service vehicles before the end of 2023.
- Implementation of UV-C light technology in the air handlers of all IndyGo properties by the end of 2022.
- Implement an epilepsy training program to be instructed to all operators during the 2022 yearly in-service training.
- Develop insurance strategies with our insurance brokers and underwriters to lower IndyGo's risk exposure and future premiums.
- To implement a new platform Track-IT for tracking risk and safety claims, near-miss reports, and several operations reports to a cloud database. The goal is to phase out written paper accident and claims reports before the end of 2022.
- To develop and digitize all current paper forms for claims and accidents so they can be tracked and uploaded into the future Track-IT system. This will be one central place to view data that is currently located in seven different systems and or reports.
- Develop new procedures and workflows for the onboard video system in IndyGo revenue service vehicle. To streamline the process to allow us to work more efficientl .



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# INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

## SPECIAL PROJECTS

- Acted as subject matter experts in reviewing and contributing to (re)development proposals along IndyGo's Bus Rapid Transit and throughout the entire fixed-route network. In partnership with the City of Indianapolis, Department of Metropolitan Development (DMD), and the Indianapolis Metropolitan Planning Organization (IMPO), we prepared zoning amendments to better accommodate transit-oriented development now and in the future. These changes became effective on November 1, 2021.
- Assumed the role of Administrator and launched a process to help transition four counties from Section 5311 (rural) funding to Section 5307 (urban) funding program.
- **Expanded Universal Sponsored Rides Program Pilot for the third straight year, providing area high school students with unlimited access to IndyGo's entire bus network all year long and at no direct cost to them or their families. Some preliminary findings:**
  - *Five school districts (Purdue Polytechnic High School, Indianapolis Metropolitan High School, Believe Schools, Geo Academies, and a sub-set of IPS students), representing 14 area high schools and special programs (up from 10), and an estimated 1,550 students eligible to participate in the sponsored rides program. (Down from 7,200 students for the 2019-2020 school year.)*
  - *There were 79,085 confirmed trip validations between September 2020 and November 2021, which is a 49% decrease from 2020's total of approximately 159,000. However, staff has learned that not all trips taken by students are being captured. Staff is looking to see if there is a better way to determine transit adoption rates and transit usage.*
  - *Offered an approximate value of more than \$67,200 (\$0.85 per trip x 79,085 total trip validations) to students and their families.*
  - *Offered an additional \$8,268 (\$4.00 per pass x 2,067 students) in value for the day-passes donated to ensure that parents/guardians of incoming freshman could experience the students' trip to and from school prior to them having to do it on their own.*
  - *Projected fare revenue for the 2020-2021 school year is just under \$200,000, despite the proposed changes to IPS' transportation policy/services (a reflection of the additional discount extended to IPS for the first two years of the sponsored rides pilot program) and existing partners being able to make use of their existing media inventory.*



# INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

## GRANTS

- Submitted seven grants on behalf of the Indianapolis Public Transportation Corporation. Unless otherwise noted below, these grants have not yet been awarded.
  - One grant submittal for replacing vehicles
  - One grant submittal for the construction of Super Stops 2.0
  - Two grant submittals for advancing mobility integration (one awarded; one not)
  - One grant submittal for security related items for the East Campus
  - One grant for additional stimulus funding to shore up IndyGo's operating budget beyond 2026
  - One grant submittal for Areas of Persistent Poverty- upgrading existing bus stops to be ADA compliant
- Supported the Indianapolis Public Transportation Foundation in applying for and securing grant funding to support the Mobility Access Fund.



# INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

## DATA & ANALYTICS

- Applied for and received approval from the Federal Transit Administration to use Automatic Passenger Counters to report ridership on the Red Line.
- Developed scripts and infrastructure needed to maximize return for operational support.
- Developed reporting requirements to support data requests from Operations Department.
- Developed methods and processes to ensure there is better integrity in several key sources of data.
- Created a process and methodology for studying bus capacity in support of high school ridership and potential expansion of the number of workforce connectors in the region.

## CAPITAL PROJECTS

- Prepared the Purple Line Bus Rapid Transit (BRT) project for construction: completed design plans, began utility relocations, confirmed Medium-High project rating from Federal Transit Administration (FTA), and successfully bid two construction packages.
- Executed a Small Starts Grant Agreement with FTA for \$80.975 Million for construction of the Purple Line BRT.
- Secured an additional \$12 million – with no local match required – from FTA’s American Rescue Plan (ARP) Act of 2021 for Purple Line BRT Project.
- Progressed Blue Line BRT in Project Development, with focus on design and NEPA environmental analysis.
- Facilitated purchase of a property for the future Blue Line east terminus, with additional functionality as a transfer facility for four east side local routes.





# INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

## CAPITAL PROJECTS CONTINUED

- Constructed and began operation of a permanent charging site for Red Line buses at the Red Line's north terminus (6410 N College).
- Conducted a Proof-of-Concept study to refine our approach to Transit Signal Priority.
- Completed a feasibility study to determine the preferred infrastructure solution for the Rural Street underpass, which is currently height-restricted and requires a route diversion.
- Coordinated with Indianapolis DPW on final design and construction of Super Stops (Phase 1) and Delaware Street improvements adjacent to and north of the Carson Transit Center. Progressed design of next phase of Super Stops on Vermont St, Alabama St, and Ft Wayne Ave.
- Began design of Red Line pavement repairs for construction in 2022.
- Installed rub rail at one Red Line station as proof-of-concept and worked with operations team to evaluate its effectiveness. Prepared design for 2022 bid and construction.
- Completed design of accessible pedestrian signals for Red Line.
- Performed crack sealing throughout Red Line BRT infrastructure, where needed.



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# INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

## RESEARCH & PLANNING

- Initiated the next comprehensive operational analysis (COA), which includes an assessment of the potential for mobility-on-demand, to review the network redesign and develop a plan to take incremental steps towards implementation of IndyGo's local route improvements and right-sizing IndyGo's fleet.
- Secured a microtransit/mobility-on-demand service provider to conduct our proof of concept, microtransit pilot for the near southeast side of Indianapolis using year-to-date savings on purchased transportation services to pay for the pilot.
- Secured a subject matter expert to help chart a path forward for trip planning and payment integration across modes and service providers.
- Began research and development of standards and specifications for future park-n-ride locations, specifically the Blue Line BRT park-n-rides.
- Convened internal stakeholders to facilitate transit asset management planning, including developing asset targets and the agency's asset inventory.
- Completed ADA Paratransit Next Steps outreach process and prepared a new service profile and related policies for the area outside the required ADA service area, also known as the Beyond the ADA service.
- Completed required equity analyses for newly acquired properties.
- Supported Pleasant Township (including the City of Greenwood) in its transit planning efforts.



# INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

## FACILITIES PLANNING

- Led project planning, design, and construction activities for new properties, including North and South Red Line charging facilities, the Mobility Solutions and Customer Care Center Facility, and the new IndyGo East Campus Headquarters.
- Identified opportunity to expand solar energy usage at the Mobility Solutions and Customer Care Facility. Prepared necessary design.
- Completed study to evaluate charging options for electric vehicles at the Julia M. Carson Transit Center.
- Completed parking study and identified future charging needs at 1501 W. Washington Street.
- Partnered with our first incubator organization, GANGGANG, a cultural development firm, who has made the excess office space at the north Red Line charging facility their new headquarters.



# INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

## FUTURE

The Infrastructure, Strategy and Innovation team will continue to work cross-functionally to ensure that IndyGo's infrastructure is successful in connecting our community through safe, reliable, and accessible mobility experiences. Our team's activities for the coming year will be guided by the Strategic Plan's goals and will include:

- Complete construction of office renovations at East Campus. Progress design of a new bus garage and maintenance facility.
- Construct and begin operating Red Line south charging infrastructure. Renovate Red Line south charging facility to provide operators' break area.
- Construction parking canopy at Mobility Solutions and Customer Care Facility, with solar installation on roof.
- Design, launch, and evaluate our proof-of-concept microtransit pilot.
- Further expand the number and type of sponsored rides programs, with the potential for introduction of a semester "product" for local universities and area high schools.
- Review and update the agency's Transit Asset Management Plan (TAMP) by the end of 2022 (federal requirement), including an updated facility condition assessment.
- In cooperation with Service Planning and the IMPO, conduct a new on-board survey, to inform planning decisions and meet federal regulations.
- Continue to provide operational support through data analysis; on going and as requested.
- Construct the Purple Line BRT project (revenue service beginning in 2024), which will transform East 38th Street and Post Road with frequent reliable rapid transit and infrastructure improvements that include:

- 9.5 miles of new or repaired sidewalk
- A new 3-mile long multi-use path for pedestrians and bicyclists along the north side of 38th Street connecting to the Fall Creek Greenway
- New traffic signal
- 355 ADA-compliant curb ramps.

# INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

## FUTURE CONTINUED

- Progress design of the Blue Line BRT, which will provide rapid and reliable service for over 24 miles between the Indianapolis International Airport and the Town of Cumberland.
  - NEPA documentation will be completed in 2022
  - Design will reach 60% milestone in 2022 and is expected to be complete in 2023
  - Construction is anticipated for 2024 through 2026
- Work with DPW on completion of the Super Stops / Delaware Street project, with construction expected to be complete in summer 2022.
- Install accessible pedestrian signals and rub rail on all Red Line stations.
- Procure and install transit signal priority equipment on select local intersections and routes. Create a program to monitor and optimize its effectiveness.
- Support Indianapolis DPW in design of one-way to two-way street conversions on New York / Michigan Street and 29th / 30th Streets.



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# INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

## FUTURE CONTINUED

- Conduct maintenance and repairs to Red Line dedicated and BAT lanes and station bus pads. This work will be bid 1st quarter and constructed through 2022 and 2023.
- Progress design of bus charging infrastructure for the Carson Transit Center.
- Seek funding opportunities and prepare grant applications for initiatives and projects including the Rural Street underpass and the next phase of Super Stops.
- Partner, plan, and design for a future mobility hub(s), park-n-rides, and/or other transit-oriented development projects.
- Recertify IndyGo's automated passenger counters (APC), which are used to determine ridership on the bus rapid transit routes
- Conduct a separate APC assessment to estimate accuracy, precision, and potential bias of boardings, alightings, and onboard counts.
- Establish a more sophisticated business intelligence infrastructure for analytics and reporting.
- Participate in and provide leadership in discussions to inform the completion of the Central Indiana Comprehensive Economic Development Strategy, or CEDS, which is a prerequisite to designating Central Indiana as an Economic Development District, making the Indianapolis region eligible for more federal funding opportunities through the Economic Development Administration.



# INFORMATION TECHNOLOGY (IT)

## EXECUTIVE SUMMARY

The Information Technology department's (IT) mission is to provide cost-effective and efficient enterprise products, services, and solutions within a secure and reliable environment for IndyGo through strategic planning, standards and policies, fiscal responsibility, architecture, and oversight. The vision of IT is to improve efficiency and effectiveness in the delivery of IndyGo technology services through performance, innovation, vendor management, and customer service, and to be the conductor in delivering enterprise services and solutions that enable IndyGo to serve the community better. The Chief Information Officer sets technology standards and strategies to ensure that IndyGo uses technological tools efficiently, effectively, and wisely.

## OVERALL

- Develop and maintain groups of IT services:

- **Technical Support (Tier 1 & 2):** This group is the first line of issue resolution for the IT Department. Its focus is to monitor and resolve incidents and requests through our IT Server Management (ITSM) system (currently SysAid), ensuring proper triaging, escalation, and adherence to stated service level agreements (SLAs).
- **Infrastructure Support (Tier 2 & 3):** This group monitor, manages and maintains all enterprise technology platforms at HQ, CTC, BRT stations, and future IndyGo facilities. Its focus is to provide application, infrastructure support, security (application, cyber, network, servers), asset management, planning, and issue resolution.
- **Connected Vehicle Support:** This group monitor, manage and maintain all CAD/AVL equipment, vehicle communications (cellular, GPS, radio, and wireless), and vehicle camera systems on all supported IndyGo fleet (revenue, non-revenue, and Mobility Services). Its focus is to provide break/fix, asset management, installation, maintenance, and problem resolution on the connected vehicle technology (CVT) platform.
- **Project Management Office (PMO):** This group utilizes methodologies from the Project Management Institute (PMI), which employs knowledge, skills, tools, and techniques to project activities to meet the project requirements. The PMO examine vendor and system requirements, maintain project budgetary control, document project constraints/issues/risks, and maintain the project and program implementation schedules for all capital and operational projects outside of the Capital Planning Department. The PMO ensures IndyGo establishes its needs and requirements before engaging with a vendor.

- We've improved Service Level Agreements (SLAs) to remediate technology issues for the IndyGo enterprise. The average time for initiating the resolution of requests is less than five (5) minutes. We continue to review Standard Operating Procedures (SOPs) and process efficiency improvements.

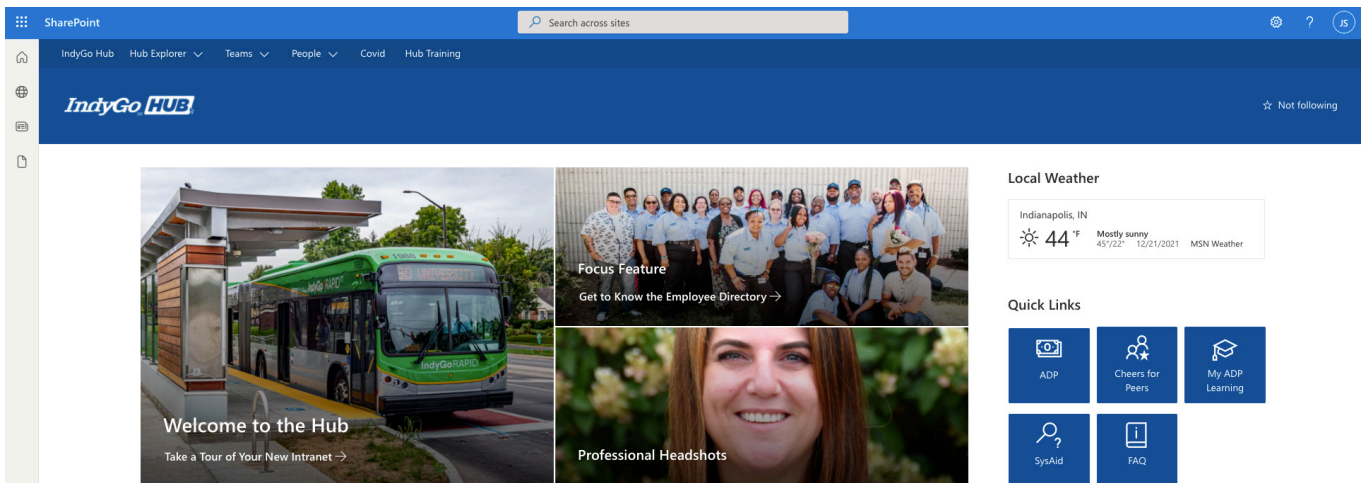


# INFORMATION TECHNOLOGY (IT)

## OVERALL CONTINUED

### Continued support on the following services:

- **Microsoft 365** (email, Microsoft Office Suite, SharePoint, Azure Cloud Services)
- **AVAIL** (client, server, application, CAD/AVL)
- **HASTUS** (client, server)
- **Microsoft Dynamics AX 2012 R2 / D365** (client, server, application security)
- **Microsoft Federated Services** (server, application integration)
- **Active Directory** (server, application integration)
- **VMWare / Horizon View** (client, server, application)
- **Microsoft SQL Server** (administration, data warehousing, replication, optimization)
- **File and Print Server Services** (client, server, application)
- **Cellular/Voice Services** (cell phones, VoIP, desk phones, data SIMs, Mi-Fis)
- **Network Infrastructure** (all IndyGo locations: wireless access points, firewalls, switches, routers, fiber, Internet circuits)
- **Server/Storage Infrastructure** (hosts, SANs)
- **Security** (cybersecurity, end-user device, server, application)
- **Desktops/Laptops/Tablets/Monitors/Phones/Cabling**
- **Enterprise Systems Monitoring** (client, server, application)
- **Backup / Disaster Recovery** (all aspects)
- **Motorola Consoles/Radios** (support, maintenance, equipment)
- **BRT Station Technology** (all aspects except for ticket vending machines, fare validators, and passenger information display content)
- **CTC Technology** (bay signs, INFAX application, kiosks, annunciators, display signs)





# INFORMATION TECHNOLOGY (IT)

## ACCOMPLISHMENTS

Over the past year, the Information Technology Department has experienced rapid growth and exponentially increased responsibility. With our growing span of control and organizational requests for platform ownership, our priorities for continued improvements are the foundation for our success in all accomplishments and ongoing projects, including business continuity planning, enhanced security standards, revised policies, and service level agreements, and performance management tools and processes.

**The following is a list of accomplishments the Information Technology Department has achieved for FY 2021:**

- In response to COVID-19, IndyGo continues to improve its enterprise operational model to include more virtual presence.
- Automatic Passenger Counter (APC) Replacements – completed replacement of older APCs for increased compatibility with our CAD/AVL system and passenger count accuracy.
- Vehicle Surveillance System Replacement – initiated project to replace end-of-life (EOL) surveillance equipment. This project will continue through Q3 2022.
- Business Continuity Plan (BCP) – completed a comprehensive plan for continued business operations due to planned/unplanned events affecting business sustainability.

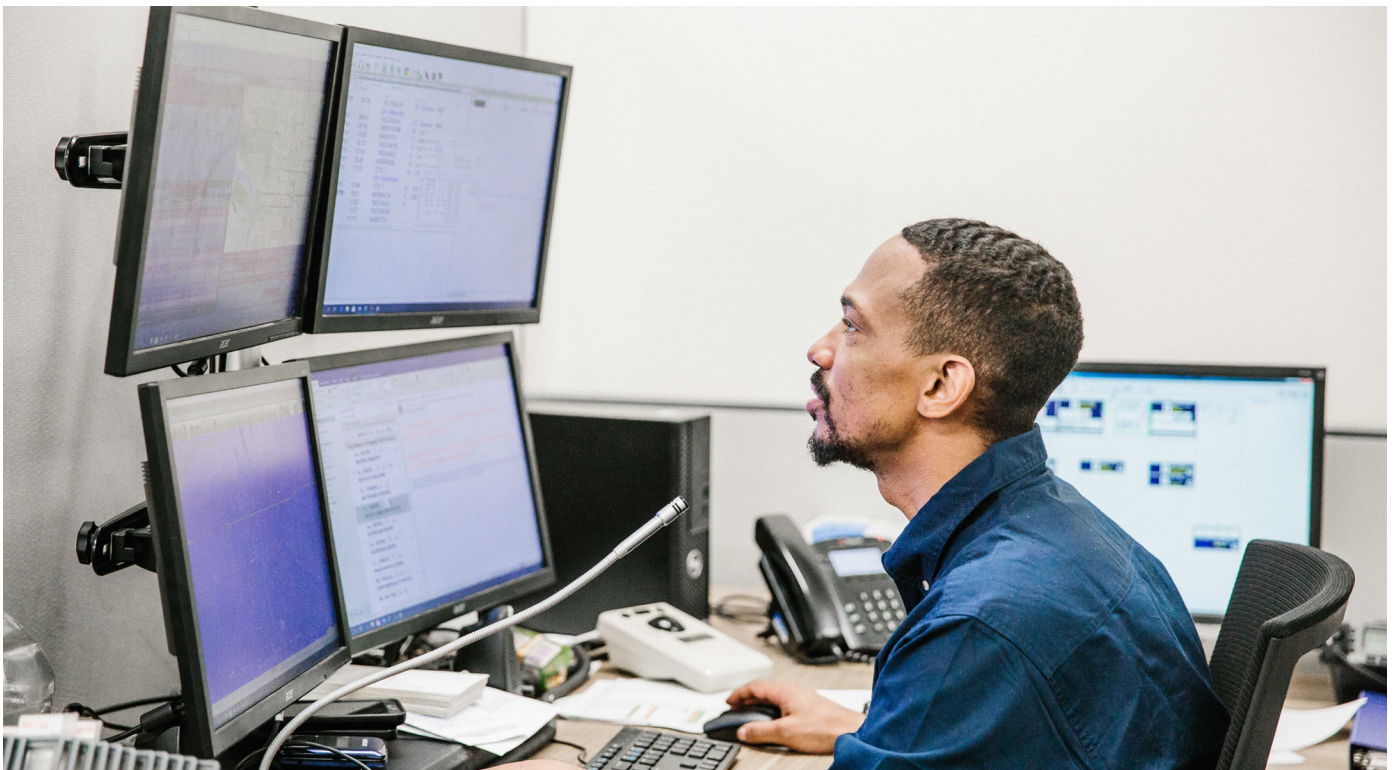
### **New IndyGo Locations:**

- **East Campus** – completed core network and system infrastructure for business operations. Additional improvements will commence during scheduled renovations.
- **W. Michigan Street** – completed core network and system infrastructure for business operations. Additional improvements will commence during scheduled renovations.
- **N. College Avenue** – completed core network and system infrastructure for business operations. Additional improvements will commence during scheduled renovations.
- **S. Madison Avenue** – completed core network and system infrastructure for business operations. Additional improvements will commence during scheduled renovations.
- **N. Alabama Street** – successfully relocated Mobility Services and IndyGo Foundation Teams to a temporary location.
- **IU Health Heliport** – successfully relocated Procurement and Government Affairs teams to a temporary location.

# INFORMATION TECHNOLOGY (IT)

## ACCOMPLISHMENTS CONTINUED

- **Microsoft D365 Implementation** – initiated migrating our enterprise resource planning (ERP) system from Microsoft Dynamics X to Microsoft D365 (cloud-based system) in June 2021.
- **Flowbird/InComm** – completed retrofitting the ticket vending machines (TVMs) at all locations. Currently in the progress of establishing IndyGo's retail network with InComm.
- **HASTUS Upgrade** – currently in the process of upgrading and migrating HASTUS to a cloud-based implementation scheduled to conclude in Q1 2022.
- **Intranet** – the release of IndyGo's new employee collaboration and business tools.
- **Super Stops Technology** – completed design and procurement of the technology used for the Super Stops project. pending implementation.
- **UPS Upgrades** – successfully upgraded the uninterruptible power supply (UPS) devices at all IndyGo locations.
- **VoIP Replacement** – successfully implemented a new cloud-based voice-over-IP (VoIP) phone system from Vonage to Avaya.
- **Cybersecurity/Risk Assessments** – successfully implemented new IT controls and services for improved cybersecurity, threat detection, and risk assessments.



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# INFORMATION TECHNOLOGY (IT)

## FUTURE

- Purple and Blue Line Technology implementations
- Implementation of an enterprise-wide change management system to track all infrastructure changes in a centralized portal
- Incorporating IT Infrastructure Library (ITIL) methodologies as a framework of best practices for delivering IT services, including a new IT system management (ITSM) portal and training
- Intelligent Transportation System (ITS) Replacement – scheduled for FY 2023
- Vehicle Surveillance System Replacement – continuation through Q3 2022
- eFare Collection Upgrade – pilot (Q1 – Q3 2022), fleet replacement (FY 2023)
- Vehicle Surveillance Live-Look / In-Route Streaming – pilot (Q1 – Q3 2022), fleet implementation (FY 2023)
- Cellular Service Replacement – scheduled for FY 2023
- Onsite Health Clinic Technology – scheduled for Q1 2022
- Microsoft D365 Implementation – continuation through Q3 2022
- Mobile Wireless Replacement – scheduled for Q3 2022
- Distributed Antenna System (DAS) for HQ (Q4 2022) and East Campus (Q1 2023)
- Replacement of kiosks, bay signs, arrival and departure screens, and information displays at the Carson Transit Center (CTC)



# PUBLIC AFFAIRS

## OVERALL

- Garnered excitement and held community and stakeholder meetings for the upcoming Purple and Blue BRT lines, and shared the essential benefits coming to Indianapolis through those meetings.
- Continued to support agency efforts and kept riders up to date through multiple communications channels, including press releases, media interviews, website updates, email newsletters, signage and social media.
- Established a checklist system to increase organization and efficiency.
- Started recruiting for the Transit Ambassadors Program to educate the public on how to ride public transportation.
- Continued efforts, in partnership with the Marion County Public Health Department, for the COVID-19 vaccination clinic at East Campus and the Carson Transit Center.
- Created a real-time service updates, closures, and detours Twitter account called @IndyGoAlerts to keep riders up to date on issues that could impact their ride with us.



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# PUBLIC AFFAIRS

## OUTREACH & ENGAGEMENT

- Conducted the Beyond ADA public outreach campaign to engage the disabled community and discuss with the broader community the need for policy and major procedural changes for ADA paratransit service. IndyGo offered 12 facilitated discussion-based public meetings from March 16 to April 10. Additionally, IndyGo offered facilitated group meetings to agencies serving large numbers of Open Door riders. The feedback IndyGo received helped to inform the Beyond ADA Draft policy.

### *Top Line Stats include:*

- 10 people attended meetings.
  - 200+ active paratransit riders in non-ADA areas received letters.
  - 3,100+ active paratransit riders received weekly call notifications.
  - 10,000+ members of the community reached through e-newsletters.
  - 25,400+ members of the community reached through social channels.
  - American Sign Language (ASL) interpreters provided at all meetings
  - Offered opportunities for other accommodations as requested.
- Supported IPS students and families in the Student Sponsored Rides program with information and resources on how to ride public transit. Travel trainings, both virtually and in person, were offered.
- Partnered with the Westside Community Development Corporation to address food insecurity on the city's near westside. IndyGo provided significant resources and volunteers in a joint effort to relocate and maintain a community garden planted on the property of the new Mobility Solutions and Customer Care Center.



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# PUBLIC AFFAIRS

## OUTREACH & ENGAGEMENT CONTINUED

- Conducted a public outreach campaign for the Beyond ADA draft policy. Feedback collected during this public comment period helped shape the final proposal that was presented and adopted by IndyGo's Board of Directors at a public hearing on Sept. 23.

### *Top Line Stats include:*

- 29 Days for public comment.
  - 200+ active paratransit riders in non-ADA areas reached through letters.
  - 3,000+ paratransit riders reached through a television program.
  - 3,100+ active paratransit riders received weekly call notifications.
  - 9,300+ members of the community reached through social channels.
  - 10,000+ members of the community reached through e-newsletters.
- Partnered with Growing Places Indy to reach the densest number of transit riders at the Carson Transit Center with Food in Transit, a farm stand that aims to reduce barriers to fresh and affordable produce. The program was extended by a month due to a record sales increase of 11% from the prior year.
  - Partnered with Square Cat Vinyl on Music in Transit, an award-winning concert web series to promote the local arts community and expansion to transit. The series showcasing eight local Indianapolis based acts has been shared on IndyGo's and Square Cat Vinyl's social media channels.
  - Developed and maintained relationships with community and neighborhood organizations through community meetings, events and "IndyGo Now," a monthly digital presentation.



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# PUBLIC AFFAIRS

## EXTERNAL COMMUNICATIONS

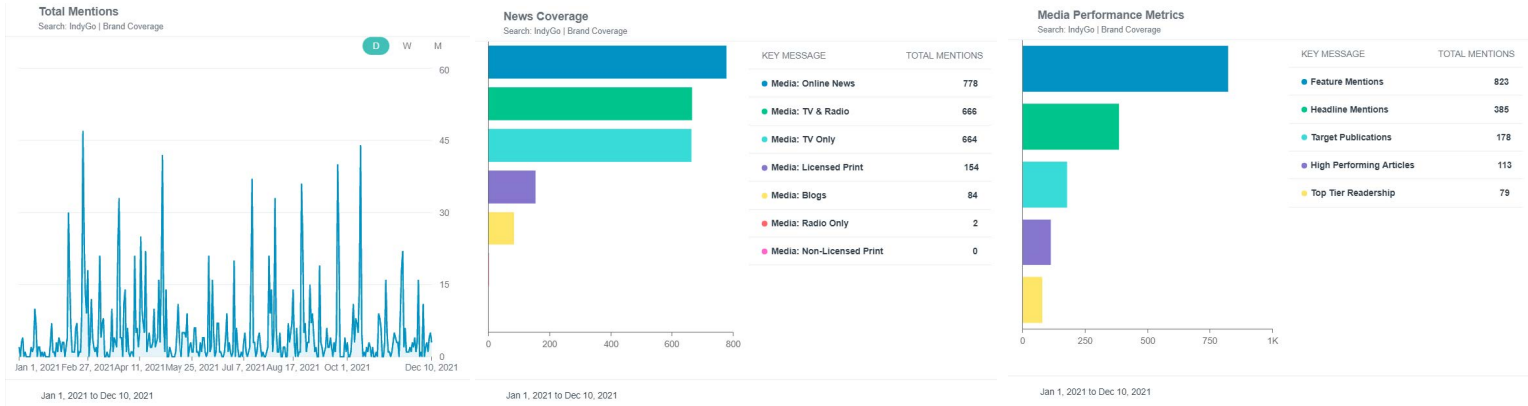
- Launched a coach operator recruitment campaign, “Why I Drive IndyGo,” that included video, billboard designs, a webpage, social posts, web story, press release, earned media and newsletter messaging.
- Produced a pocket guide for the Indiana legislature to provide background and details about IndyGo for reference throughout session to answer questions and combat misinformation.
- Worked with TDI to produce a “Transit is Essential” video. This production included local business and community leaders sharing why transit is important to their mission and those they serve. This video has been shared by our partners with their stakeholders. We’ve also shared on our website and through social media.
- Announced details about en route, inductive charging in tandem with the plan to buy more BYD electric buses for upcoming BRT lines. IndyGo secured earned media with Rafael Sanchez on WRTV to help show and tell how the inductive charging works.
- Shared with the public about our partnership with Lumin-Air, the company installing UVC air filtration systems throughout the entire bus fleet. This system will reduce pathogens and allow riders to breathe cleaner air.
- Provided information about COVID-19 vaccination clinic changes and free 31-day bus passes.
- Announced fare-free rides on Car Free Day, Thanksgiving, Christmas Day and New Year’s Eve to show our gratitude to riders and to increase ridership.
- Unveiled new electric hybrid buses in partnership with Allison Transmission.



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# PUBLIC AFFAIRS

## EXTERNAL COMMUNICATIONS CONTINUED



### Media Analytics Report: January 2021 – December 16, 2021

Continued to share updates and announcements through the website and social media channels.

#### Website

- 147,926 page views in January 2021
- 102,331 page views in December 2021

#### Social Media Channels

- Facebook: 171,419 total impressions, following +2%
  - o January 2021 – 11,042 page likes, 11,925 page follows
  - o December 2021 – 11,094 page likes, 11,214 page follows
- Twitter: 661,862 total Impressions, following +4%
  - o January 2021 – 64,900 impressions, 5,930 followers
  - o December 2021 – 85,200 impressions, 6,170 followers
- Instagram: 11,559 total impressions, following +5%
  - o January 2021 – 6,396 impressions, 3,041 followers
  - o December 2021 – 5,163 impressions, 3,217 followers
- LinkedIn: 180,88 total impressions, following +21%
  - o January 2021 – 9,351 impressions, 1,941 followers
  - o December 2021 – 11,534 impressions, 2,350 followers





# PUBLIC AFFAIRS

## FUTURE

- Continue to develop and execute communications plan celebrating 50 years of IndyGo's establishment (2023 is the 50th Anniversary).
- Develop and execute the communications campaigns surrounding Purple Line construction and Blue Line design, which will include outreach efforts like media availability, website updates, weekly email updates, signage, community meetings, partnerships with local organizations and social media updates.
- Due to the COVID-19 pandemic, rapid growth and the changing workforce, IndyGo has a need for additional space to accommodate employees, vehicles and operations. These new spaces will function to improve safety and allow room for expansion opportunities. We'll document the transformation of these properties to share with the public via social media and our website.

*East Campus – new headquarters, new CDL-certified training center, and maintenance and garages for our expanding fleet.*

*Mobility Solutions and Customer Care Center – Paratransit team and fleet, new assessment center and on-site travel trainings.*

*North Charging Station*

*South Charging Station*

- The IndyGo Public Affairs Team will launch a campaign to increase overall, daily ridership once the agency has recruited enough coach operators to fulfill the need.
- Launch IndyGo Access brand to support expanded rider guidelines for paratransit services.
- Relaunch of Art of Transit program.



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# GOVERNMENT AFFAIRS

## OVERALL

- In conjunction with Public Affairs, organized and led public engagement initiatives via Transit Drives Indy for a full calendar year with plans to continue through 2022.
- Developed framework for Transit is Essential video, coordinating engagement with community leaders to speak on the importance of public transportation to the city of Indianapolis.
- Contracted with Veteran Strategies to ensure communication channels with officials at the Statehouse remain clear and direct.
- Worked with City-County Council members to ensure 2022 budget passed with a comfortable margin of support.
- Coordinated with the staff of Congressman Andre Carson to get letters of support on various grant requests.
- Drafted support letter for IndyGo to receive CRRSA funding which was signed by Congresswoman Victoria Spartz and sent to the White House.
- Set up verbal agreement with Citizens Energy Group to ensure direct communication on any legislative matters involving IndyGo and CEG.
- Initiated conversations with Lumin-Air which led to eventual partnership with IndyGo. Brian Clem made first contact which allowed IndyGo to have follow up conversations in the weeks and months afterwards.



# GOVERNMENT AFFAIRS

## FUTURE

- Manage reaction to any state legislative challenges posed to IndyGo.
- Set up groundbreaking ceremony for Purple Line in 2022.
- Continue working with Transit Drives Indy advocacy group to promote the benefits of public transportation.
- Connect directly with USDOT Secretary Pete Buttigieg.
- Work with community leaders to ensure access to public transportation is included in any discussions related to equity & inclusion, and economic development. This will include working with city officials on efforts related to the new transit oriented development zoning standards which were passed through the council earlier this year thanks to the work of Brooke Thomas.
- Build relationships with newly elected officials as they take office, and continue to strengthen relationships with current officials.



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# GOVERNANCE & AUDIT

## OVERALL

The Governance and Audit program is designed to assist the Board of Directors in fulfilling its fiduciary responsibilities of overseeing and managing risks and controls in financial reporting, financial integrity, program activities, brand, and reputational integrity.

- Provide independent, objective assurance and consulting services designed to add value and improve IndyGo operations.
- Aimed to help IndyGo accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control, operational, and governance processes.

## ACCOMPLISHMENTS

- Additional Audit Staff Member added to the G&A Department
- Information Technology Comprehensive Risk Assessment
- Storeroom and Materials Audit
- Mapping and Charting of Storeroom Processes
- Fare Collection Audit
- Assisted with Triennial Review
- Assisted with Financial Audit and Annual Comprehensive Financial Report
- Continued Participation in Microsoft D365 Upgrade
- Continued Monitoring of IndyGo's 24/7 Ethics Hotline
- Data Analytics Review
- Review of Memorandums of Understanding (MOUs)
- Capital Projects Assessment
- Data Analytics Review
- Developed Prior Audit Tracking Document for Follow-up on Management Responses
- Reviewed Non-Revenue Vehicle Purchase Process and Policy
- Mapping and Charting of Non-Revenue Vehicle Purchase Process
- Annual Risk Review Interviews with Management Staff

## FUTURE

- Continuation of Risk Review Interviews with Senior Management
- Review of Healthcare Costs and Publish Report
- Risk Refresh and Approval of FY 2022 Internal Audit Work Plan
- Development of FY 2022 Risk Assessment Heat Map



# LEGAL

## OVERALL

- Coordinated the response to the FTA Triennial review, and intensive review of all federally funded pro-gram areas, with no findings. The first perfect review IndyGo has received in memory.
- Acquired property necessary to accommodate Mobility Services in one facility and property to serve as end terminus for the future Blue Line and 4 current fixed routes.
- Acquired property that will be the site of the future IndyGo headquarters, East Campus, providing the space to accommodate the safety and social distancing necessary for multiple divisions and agency needs.
- Acquired properties for permanent locations for the inductive charging of IndyGo’s electric fleet while in service, eliminating the need to return to the main facility for charging.
- Provide oversight and assistance in the areas of procurement and contract issues, specifically in the enforcement of contract compliance on vendors.



## FUTURE

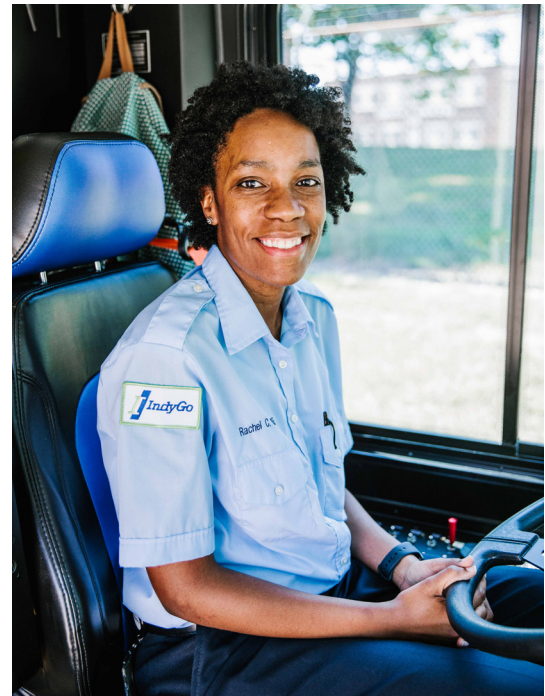
- Provide and develop contractual language specifically geared to protecting IndyGo and transit objectives.
- Provide oversight and guidance in the enforcement of DBE and Minority Business participation requirements.
- Continue to hold vendors accountable of their contractual obligations.
- Provide legal advice and guidance to the Corporation, the Board of Directors, and the Foundation.



# HUMAN RESOURCES (HR)

## OVERALL

- Negotiated a contract with Marathon Health to manage the on-site clinic and wellness program utilized by represented and non-represented employees. Marathon Health offers substantially greater services as they have seven locations across Indianapolis and also offered the best, most comprehensive, and cost-effective proposal that will provide the best overall value for the quality and level of services for IndyGo employees and families.
- Negotiated with ATU for substantive changes to the health plan design to achieve costs savings for IndyGo employees and their families.
- Negotiated a contract with Anthem Blue Cross Blue Shield for group health insurance premiums and insurance coverage for the IPTC workforce. Substantial cost savings were achieved during the negotiation.
- Negotiated a 5% savings for renewal of life insurance, short term disability, and long-term disability plans for the IndyGo workforce.
- Ensured employees will have a full complement of health coverage for COVID-19 related illnesses.
- Secured free COVID testing for employees.
- Assisted employees with obtaining the COVID vaccine and assisted with COVID testing.
- Continues to evaluate all IndyGo workplace policies and procedures.
- Continues to inform, advise and support IndyGo workforce by keeping our staff informed and taking preventive measures regarding the rapidly changing events of the coronavirus outbreak.
- Implemented electronic processes to avoid unnecessary delays and improve efficiency in the following ways: (1) FMLA Electronic Process; (2) Hiring Process; (3) ADA Requests-Electronic Process; (4) Ticketing System; (5) Termination System; and (6) digitizing all documents.
- Initiated a transition to a virtual, online orientation program.



# HUMAN RESOURCES (HR)

## OVERALL CONTINUED

- Developed a compliance program for the U.S. Department of Labor’s Occupational Safety and Health Administration (“OSHA”) vaccine mandate that requires all businesses with 100 or more employees to ensure their workers are either vaccinated or tested once a week testing to protect employees from the spread of coronavirus in the workplace. Since the announcement in October, IndyGo has several steps to ensure compliance if and when the mandate becomes effective. More specifically, IndyGo has taken the following steps: (1) it has developed a vaccination / testing policy as required by the rule; (2) it has tested and procured a vaccination/testing tracking system; (3) it has tracked and determined which employees are unvaccinated and by shift so that testing can be provided to accommodate employees; and (4) it has worked with a contractor to develop an onsite testing regimen. IndyGo is continuing to monitor the litigation surrounding the mandate and modifying its plan to ensure compliance when required.
- Implemented a new 457 deferred compensation loan program

## FUTURE

- Improve the onboarding process by utilizing vendors resources to shift the process to an online model.
- Continue to assist departments with navigating benefits, pay, leave matters, employment questions
- Improve recruitment and retention efforts.
- Partner with external organizations for recruitment and hiring.
- Develop and complete a Hiring Manual and Position Classification and Compensation Manual.
- Continue to oversee and administer the collective bargaining agreement. To this end, strategically plan for the 2023 negotiations for a successor collective bargaining agreement.
- Work with Operations to determine how to modify and improve packaged runs and achieve those gains at collective bargaining negotiations.
- On-going participation and leadership in discussions with CEO and Executive Team to better serve the IndyGo workforce and fulfill obligation to be an employer of choice.
- Several pilot programs negotiated with ATU are set to expire in 2022 so HR will take the lead to discuss with ATU continuation or modification of those pilot programs.
- Develop financial outlook and planning presentation for new hires and existing workforce.



# DIVERSITY & INCLUSION, WORKFORCE DEVELOPMENT & TEAMMATE ENGAGEMENT

## OVERALL

### Execute IndyGo's education, recognition, and engagement goals

- Hired an ATU Mentorship and Apprenticeship Coordinator- Dionna McCane
- Hired new Transit Apprenticeship and Mentorship Coordinator-Sarah Dufek
- Hired new Learning Management System Manager-Carrie Wass
- \$25 Holiday Food Vouchers were given to each teammate
- Annual Transit Appreciation Day
- Food Truck Thursdays took place at 1501 and CTC from May to Sept.
- Assisting with the Golf Outing
- Tim Talk/Lunch-n-Learns
- Holiday Hoorah event celebrating teammates with a meal
- Brittany Benson was hired as our Culture Engagement Specialist

### Community Partners

- Toys for Tots
- Deborah's Place Kids Coat Drive
- Volunteers of America-Backpack & School Supply Drive
- Deborah's Place-Domestic Violence Shelter American
- Red Cross Quarterly Blood Drive
- Partnering with Rhoades Elementary School to mentor children school in reading and writing
- Heart Health Walk

### Focus on raising awareness around topics of Diversity and Inclusion:

- Hired new Diversity & Inclusion, Workforce Development Manager, Lloyd Graham
- Bi-Monthly Diversity, Equity, & Inclusion Newsletter
- Diversity & Inclusion, Workforce Development attended IPS Racial Equity Training
- Facilitate Monthly Diversity Education
- End of the year Holiday Fall/Halloween and Christmas/Ugly Sweater Contest
- All education and D&I information on the IndyGo HUB.





# DIVERSITY & INCLUSION, WORKFORCE DEVELOPMENT & TEAMMATE ENGAGEMENT

## OVERALL CONTINUED

### Workforce Development:

- Developing a Learning Management System (LMS) that houses all online education
- Launched ADP LMS with 100+ built-in Skillsoft professional and personal development courses
- Secured 45K to partner with Purdue University and offer two, ten-week courses
- Collaborated with the National Training Institute to offer company-specific sessions
- Developing a Mentorship and Apprenticeship program in partnership with Ivy Tech for mechanics and coach operators.

### Current Continued Workforce Development:

- Currently building the foundation for our Coach Operator Mentorship and Maintenance Apprenticeship Programs
- Currently educating our Mentors for our Coach Operator Mentorship Program

## FUTURE

- The Coach Operator Mentorship Program will launch in the early part of 2022
- Our Maintenance Apprenticeship Program will launch Mid to Late 2022
- Partnering with the American Public Transportation Association to promote racial equity within our policies, procedures, and programs at IndyGo
- Partnering with the American Public Transportation Association to promote racial equity within our policies, procedures, and programs through the Racial Equity Commitment Program
- On-boarding and Educational Plan: Work with department leaders to develop an annual learning plan for every department.
- Develop monthly Workforce Development Educational Courses.
- Create a blended learning experience (in-person and e-learning) for new hire training in all departments
- Develop IndyGo-specific professional development courses, including Microsoft Office software and best practices
- Update and develop admin- and operations-specific versions of annual in-service training and utilize the LMS to complete and track
- Develop diversity series to engage in a weekly small group conversation about and across difference



# INDIANAPOLIS PUBLIC TRANSPORTATION FOUNDATION (IPTF)



## COMMUNITY IMPACT HIGHLIGHTS

### Mobility Access Fund:

- More than 96,600 days of transportation have been distributed through IPTF this year
- Distributed 939 31-day passes as Covid-19 Vaccination incentives
- 61 nonprofit organizations served through free or discounted bus passes

### Infrastructure Fund:

To date IPTF has raised \$60,511 to assist IndyGo with the installation of weather shelters or other bus stop enhancements at the following sites:

- Washington/Bridgeport Road
- 86th Street/Township Line Road
- Michigan/Indiana Avenue
- 10th Street & Woodruff Place Middle Drive

### Organizational Highlights:

- 247% increase in number of donors and 161% increase in cash raised compared to 2020
- Grew staff from 1 to 3 individuals
- Completed organization's first strategic plan
- Hosted first fundraiser event with net of \$63k
- Completed sponsorship valuation for the BRT lines



# INDIANAPOLIS PUBLIC TRANSPORTATION FOUNDATION (IPTF)



## CORPORATE PARTNERS

### \$5,000+

- Anthem, Inc.
- Butler, Fairman & Seufert, Inc.
- Central Indiana Regional Transportation Authority
- Drewry Simmons Vornehm, LLP
- Genentech
- Glick Philanthropies
- Indianapolis Airport Authority
- The Indianapolis Foundation, a CICF Affiliate
- OneAmerica
- Plainfield Economic Improvement District
- WSP USA Inc.

### \$1,000-\$4,999

- American Structurepoint
- Applied Engineering Services
- Bose McKinney & Evans
- CorVel Corporation
- Ellis Mechanical
- Etica Group
- Faegre Drinker
- Fifth Third Bank
- Fineline Printing Group
- HDR, Inc.
- Infrastructure Engineering
- Krieg DeVault LLP
- Kroger Gardis & Regas, LLP
- MIBOR Realtor Association
- Reagan Outdoor Advertising
- RQAW
- Shrewsberry & Associates LLC
- Shuck Corporation
- Stifel
- The National Bank of Indianapolis
- Watchmen Security

### \$250-\$999

- The American Legion
- AON
- Bar Communications
- CE Solutions, Inc.
- Deco Coatings, Inc.
- Electronic Strategies, Inc.
- Herd Strategies
- HNTB
- HRE Advisors
- Ice Miller
- Indy Chamber
- LHD Benefit Advisors
- Lochmueller Group
- Marathon Health
- Nolan Security
- Office 360
- R.A.S.K & Associates, Inc.
- Rain or Shine Insurance
- Regions Bank
- Shiel Sexton Company, Inc.
- SRF Consulting Group, Inc.
- WISH-TV / Circulus Digital Media
- Woolpert
- Yarling Robinson LLC



# INDIANAPOLIS PUBLIC TRANSPORTATION FOUNDATION (IPTF)



## CORPORATE PARTNERS CONTINUED

### Organizations Supported by IPTF

- Arise Together, Inc.
- Bosma Visionary Opportunities Foundation
- Brookside Community Church
- Brookside Community Development Corporation
- CareSource - Indiana
- Center for Leadership Development
- Central Indiana Community Foundation
- Central Indiana Youth for Christ
- Children's Bureau + Families First
- CHIP
- Coburn Place Safe Haven
- Cornerstone Ministries of Indiana
- Dress for Success Indianapolis
- Easterseals Crossroads
- Elevate Indianapolis
- EmployIndy
- Englewood Community Development Corporation
- Exodus Refugee Immigration, Inc.
- Fay Biccard Glick Neighborhood Center
- Freewheelin' Community Bikes
- FSU Institute for Justice Research & Development
- Gennesaret Free Clinics
- Global Preparatory Academy
- Goodwill Industries
- Groundwork Indy Inc
- Hawthorne Community Center
- Homeless & ReEntry Helpers, Inc.
- Horizon House
- Indiana Youth Group, Inc.
- Indianapolis Neighborhood Resource Center
- Indy Black Chamber
- Indy Hunger Network, Inc.
- Indy Metro Church
- Ivy Tech Foundation
- John Boner Neighborhood Centers
- John P. Craine House, Inc.
- Keys2Work
- Marian University
- Marion County Health Department
- Outreach Inc.
- Outside the Box
- PACE, Inc.
- Pride Academy
- RecycleForce
- Renewal Neighborhood Ministry, Inc.
- School on Wheels
- Second Helpings
- Shalom Health Care Center
- Shepherd Community, Inc.
- Society of St Vincent De Paul
- Southeast Community Services
- Southeast Neighborhood Development
- Steps To Life Ministries, Inc.
- Stopover, Inc.
- Tabernacle Presbyterian Church
- The Bail Project
- The Indianapolis Public Library Foundation
- Trinity Haven, Inc.
- Trusted Mentors
- Warren Arts and Education Foundation
- Wheeler Mission
- YMCA of Greater Indianapolis
- You Yes You! Project

