

PROGRESS REPORT

AUGUST 2020 - AUGUST 2021

*IndyGo*SM



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

- Bus stop balancing (Oct 2020) – We removed 500 bus stops to improve bus stop spacing and operational efficiency along IndyGo bus routes.
- The first phase of bus stop improvements (completed Fall 2020) provided ADA accessibility improvements for 140 bus stops.
- Purple Line Operations Plan (Fall 2020) – Completed the Purple Line Operations Plan with both the IndyGo Transportation and Capital Projects teams.
- 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 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.
- The team continues to develop bus stop design, construction, and coordination work for the next round of stop improvements to ultimately achieve 100% 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 percent 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** – We began 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** – We were able to put a Bid Monitor in the South Lounge for the Memorial Day Bid. Operators were able to see in real-time the choices that were selected. We plan to pilot Bid Web for Labor Day and use it for the Thanksgiving, Christmas, New Years', and Martin Luther King Jr. Day Bids.

FUTURE

- The Hastus 2021 upgrade is scheduled to Go Live in February 2022.
- Bid Web for Holiday and Vacation in 2022 is expected to pilot for Labor Day.
- We will continue to improve roster duties as we gain more experience and better understand operators' preferences in the rosters.



*IndyGo*SM

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 (Spring 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 (Spring 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

- We implemented ReGen Analysis. This process will analyze 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.
- We are seeking to contract a third party managed bus charging system. We will prepare an RFP for release to engage potential vendors that would manage the bus charging times resulting in fewer On-Peak hours of electricity costs.



OPERATIONS

MAINTENANCE & FACILITIES - VEHICLE MAINTENANCE

OVERALL

- We expanded the warranty and core recovery program and we have recovered over \$25,000 since October 2020.
- We fostered manufacturer accountability and engagement for enhanced warranty coverage while aligning with additional vendors to reduce off-property repair time and cost.
- We 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.



- Increased mandatory maintenance training, including BYD and Gillig bus modules with Cummins engine and Allison transmission component courses.
- We also implemented E-learning skills with online classes and webinars for technicians.
- We established onboarding support and maintenance training schedules for new hires.
- We improved the vehicle repair quality by establishing new standard operating procedures (SOPs) for preventative maintenance (PM) work process.
- Execution of the Maintenance Enterprise Asset Management Software by creating several key performance indicators (KPI's).

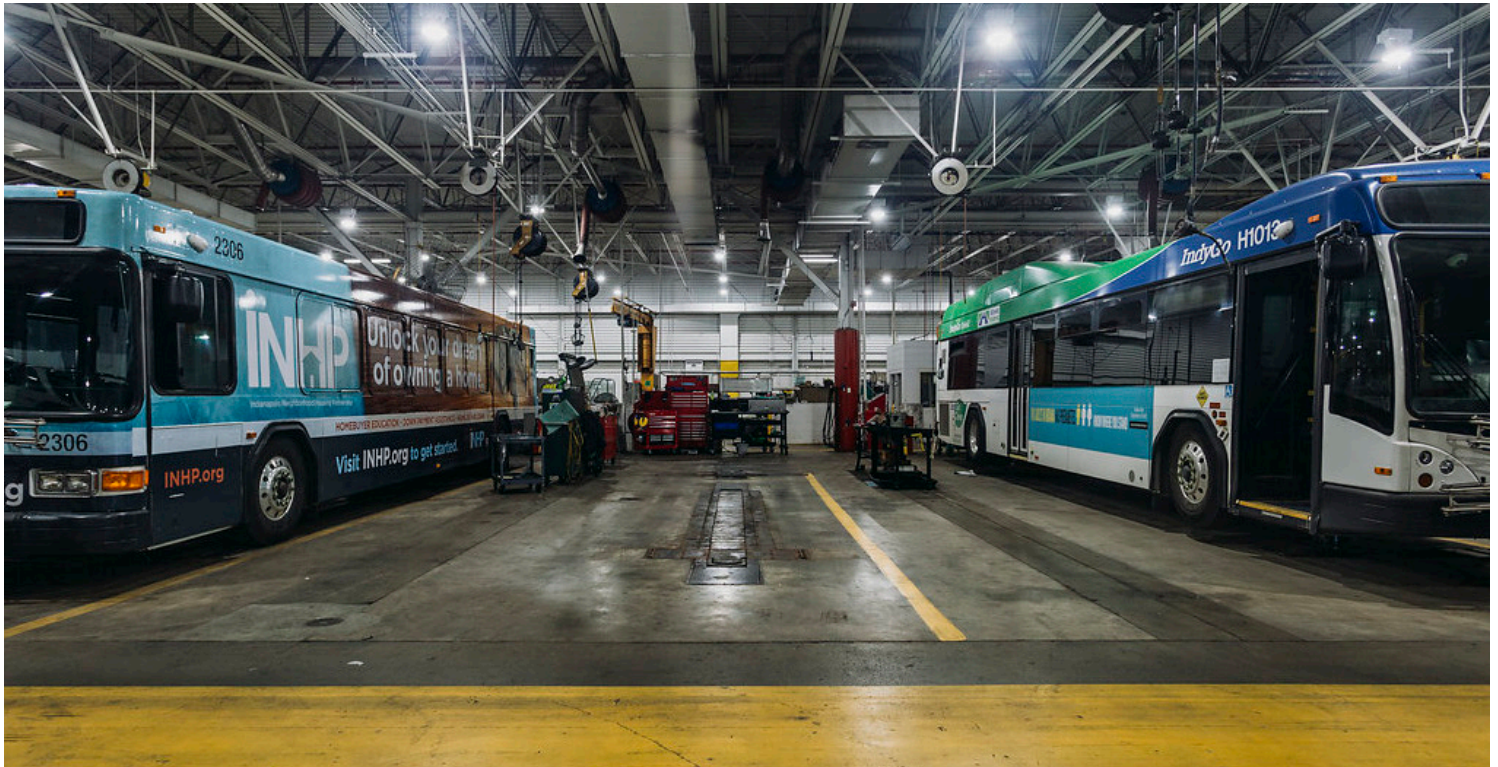


OPERATIONS

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 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 delivery time.



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.

*IndyGo*SM

OPERATIONS

MAINTENANCE & FACILITIES - FACILITIES

OVERALL

- IndyGo has acquired five additional properties for a current total of eight locations, that the Facility department will maintain.
- Facilities implemented a COVID-19 Protection plan. We partnered with a professional vendor to perform Electrostatic Spray Disinfecting and Sanitizing of the building interiors. We also supplemented high touch cleaning of areas on the coaches during the 10-min layover at the Carson Transit Center (CTC) during peak route times.
- Initiated the contract for a vendor to manage janitorial cleaning services for the Julia Carson Transit Center (CTC) for improved services and to fill vacancies at the 1501 Headquarters location.
- The facilities team organized the fabrication and installation of raised planters at the West Michigan street location to create a wonderful community garden.
- The Facilities team with the Procurement department established and initiated an ongoing blanket purchase order list for emergency and routine vendor tasks to streamline the approval process to accelerate 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.

OPERATIONS

MAINTENANCE & FACILITIES - FLEET SERVICES

OVERALL

- We increased the fleet with 24 Gillig Hybrid buses. We have completed delivery and intake of 22 buses, and have two buses still pending delivery.
- We purchased and completely equipped 3 mid-size buses to support 901 Circulator route that supplements the north end of the Red Line.
- We completed the order and delivery of 5 non-revenue vehicles.
- We disposed of 21 fixed route buses and 3 non-revenue vehicles.
- We donated 3 buses to IMPD SWAT for training exercises and 3 buses to Airport (New Flyers) for shuttle services.
- We established an automated bus intake and bus disposal processes to streamline workflow and increase efficiency.
- We implemented mobile workstations to complete the bus bill out and bus charge management processes.
- The wash lanes were raised to accommodate and support variable bus heights.
- We redesigned the accident retraining process for general labor and bus wrangler staff, to help mitigate risk to organization.



IndyGoSM

OPERATIONS

MAINTENANCE & FACILITIES - FLEET SERVICES

OVERALL CONTINUED

- We transitioned to new software, Dynaway, and conducted training and proficiency testing.
- We transitioned the Stores and Inventory operations to the Procurement department.
- We participated in the trial for a UV filtration system to enhance safety and cleanliness of the revenue vehicle fleet.
- We participated in the preparation for May Mobility project, autonomous vehicles.
- We executed the bus detailing contract with DetailXperts for fixed route fleet, zero staff positions were impacted with the transition.
- We had successful participation in 2020/2021 FTA Triennial review with zero findings.

FUTURE

- We will 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.
- We are reviewing and updating of all department Standard Operating Procedures (SOPs).



IndyGo
SM

OPERATIONS

MAINTENANCE & FACILITIES - SECURITY & TRAINING

OVERALL

- IndyGo was awarded the Gold Standard for its 2020 Baseline Assessment for Security Enhancement with a score of 94.27% by the Transportation Security Administration (TSA).
- We completed a Closed-Circuit Television (CCTV) project for new cameras placed at 1501 W. Washington Street. The project replaced many older single-point cameras with new 360-degree and 180-degree cameras. The project allows for more coverage in and around the building, with fewer cameras needed.
- We completed a Safety Leadership Training for 93 of the IndyGo Leadership Team members. This training aided in developing a safety conscience culture in the daily duties for everyone from Supervisors to Directors.
- We relocated to the new East Campus location at 9503 E 33rd St, in Building C, to start conducting training classes.
- We executed a contract to upgrade four driving simulators that will be instrumental in the operator training process.



FUTURE

- We will partner with Allied Telesis and Norwich University to conduct a Cyber Exercise on Ransomware in August 2021.
- 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 is required for us to be able to train our employees before taking the State CDL test. Also, we will be able to start testing employees that want/need to obtain their CDL. This site will be available to the general public for Class B CDL testing as well.

OPERATIONS

MOBILITY SERVICES - PARATRANSIT

OVERALL

- We executed a contract with the vendor Ecolane to replace Trapeze as the technology provider.
- The seamless transition to Ecolane immediately improved On Time Performance (OTP) and productivity.
- All Mobility Data Terminals (MDT's) were replaced with Android tablets to complete pre- and post-trips. It enabled SMS text arrival messages to the riders, and for us to see any issues.
- We rolled Center Management dashboard tool out to Noble Centers, Bosma, Crossroads, Crossroads Kingsway, New Hope, and Outside the Box.
- We executed contracts with several transportation companies to augment service to improve OTP.
- Our mobility services team trained the customer service team on booking trips in Ecolane for the Uzurv rollout.
- The team collaborated with Ecolane to start the Balance (fare) Program with Uzurv.
- The Mobility Care Center was created. It is a one-stop shop for our fixed-route customers and paratransit passengers with plans to merge both call centers.
- We extended the current contract with our Eligibility/Assessment contractor, Hawkeye Health, exercising the first one year option.



We implemented a new wrap design that will be featured on the new 22 paratransit vehicles that were recently purchased. The vehicles arrived in July 2021.

FUTURE

- The Mobility Service Team will relocate to our new facility at 2425 W. Michigan by the end of 2021. This will be IndyGo's first paratransit and mobility care center.
- We currently have solicitations released for a Microtransit Pilot and Maas (Mobility as a Service). New services and pilots should be starting at the end of 2021.



OPERATIONS

MOBILITY SERVICES - CALL CENTER/CUSTOMER SERVICE

OVERALL

- The Call Center continues to improve by streamlining KPI (Key Performance Indicators) reporting.
- IndyGo continues to work on ways to improve our Customer Service department. IndyGo's voice-over-internet protocol service (Talkdesk), our customer management software, and the supported launch of IndyGo's MyKey Tap Card Program.
- Transitioned IndyGo's Adopt a Stop program to the Call Center.
- Redesigned Customer Service Salesforce Knowledge Database.
- Revamped Customer Service team structure to include team leads in the call and retail centers.

FUTURE

- We will update the call center with software to give customer additional contact options and to gather information to report on our KPIs including first contact resolution metrics.
- We will begin to utilize the Salesforce CRM database to partner with other departments on engagement, campaigns, and outreach. Additionally, we are looking to purchase Salesforce Social Studio, that will work in conjunction with the existing CRM functionalities enhance social media interactions with customers.
- Launch a yearly "Voice of the Customer Report" (Q4 2021).
- 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.
- Develop and implement a Customer Service Training program that is required for all IndyGo employees, and is used in retraining of Operators as needed (In Development).
- Develop and implement a Customer Service Retention Program.



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.
- Stop Closed signs now include a QR Code that allows passengers to get walking directions to the next closest open bus stop Via Google.
- 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.
- Updated Real Time Detour Board Display in South Lounge for Operators to view current and upcoming detours.
- We 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.

FUTURE

- We partnered with Public Affairs to improve detour communications by enabling live tweeting of detours as they happen through our CAD-AVL systems
- We are developing an improved communications system to provide information to the Operators.



*IndyGo*SM

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.



*IndyGo*SM

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 AX2012 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.



*IndyGo*SM

RISK & SAFETY

OVERALL

- The Risk and Safety Department continues to look at process and operations to drive the mindset of employees and contractors that safety is mission one.
- Advocate, educate, and training employees on Safety Management System (SMS) and how this impacts our organizations safety culture.
- Self-certified and submitted IndyGo's Public Transportation Agency Safety Plan (PTASP) to INDOT, MPO, and the FTA with no findings.
- Successfully 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. Submitted reports have doubled from numbers seen last year.
- Chair the IndyGo Executive Safety and Security Committee (ESSC) and the Safety and Security Committee with the vision to inform and have all employees to participate in IndyGo safety objectives.
- Oversaw safety auditing for IndyGo facilities, contractors, and paratransit services.



RISK & SAFETY

OVERALL

- Directed and coordinated the newly developed Emergency Response Team (ERT). Some members met daily, weekly, and or monthly to coordinate our Covid-19 emergency response efforts to keep operations moving and to protect the safety of our employees and the public.
- Oversaw COVID-19 Pandemic Influenza Strategy Plan to combat COVID-19, including hand sanitizing stations, personnel protective equipment, temperature checks, and screening.
- Transitioned in implementing and educating all new employees and contractors on the IndyGo Safety Orientation Program. This program and acknowledgement are now required by all contractors if they perform work on or at any IndyGo properties.
- Executed a new IndyGo emergency quick reference guide distributed to all employees and workstations.
- Designed and coordinated the build of a new mobile command vehicle to use in times of emergencies. Containing 3 dispatch consoles, phones, internet, printer, external lighting, meeting space, public address system and local broadcast tv reception.



RISK & SAFETY

OVERALL CONTINUED

- Reorganized and implemented a CPR/AED and basic first-aid training class available to front -line employees, managers, and department directors.
- Finalized and collaborated with various IndyGo divisions on the latest creation of IndyGo’s Business Continuity Plan (BCP).
- 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 a overall implementation rating of 94.27% earning IndyGo the highest rating of gold standard.
- Coordinated and successfully procured the underwriting of insurance for over \$261,396,228 dollars in IndyGo assets. Policy’s include property, crime, fiduciary, public officials D&O/EPL and cyber.
- Preside over all aspects of IndyGo’s Safety Management System (SMS) and communicate, inform, train, and educate about IndyGo Safety Culture.
- Guided the emergency response actions during the COVID-19 pandemic to keep employees and customers safe while keeping operations moving forward.
- Directed and enabled IndyGo employees to be apart of their safety and IndyGo’s safety objectives.



RISK & SAFETY

FUTURE

- Updating and diversifying safety and emergency plans to give IndyGo more options in times of emergencies.
- Develop insurance strategies with contracted brokers in underwriting coverages for property, assets, cyber and future construction projects.
- Research and implementation of a UV-C technology to install on the IndyGo fleet for air disinfecting and eventually encompass the buildings that we operate.
- To implement a strategy for the handling of risk, safety, claims, near-miss reports, and several operation reports to an electronic data base to greatly streamline processes and to phase out written paper reports. To become leaner and greener.



*IndyGo*SM

INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

SPECIAL PROJECTS

- In partnership with the City of Indianapolis, Department of Metropolitan Development (DMD), and the Indianapolis Metropolitan Planning Organization (IMPO), we developed zoning amendments (adoption pending) to better accommodate transit-oriented development now and in the future; cementing IndyGo as subject matter experts in reviewing and contributing to (re)development proposals along IndyGo's Bus Rapid Transit and frequent transit corridors.
- 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, again, providing area high school students with unlimited access to IndyGo's entire network for 12 consecutive months at no direct cost to them or their families.

For the 2020-2021 School Year (August 2020 through June 2021)

- Five school districts (IPS, PPHS, IndyMet, Believe Schools, Geo Academies), representing 17 area high schools and special programs (up from 10), and an estimated 7,200 students enrolled in the sponsored rides program.
- Approximately 55,700 total trip validations; a 65% decrease from last year's total of 159,000.
- 73,000 trip validations since the beginning of the COVID-19 pandemic (March 2020 through June 2021).
- Approximately 7,400 trip validations taken since school let out in late-May, early-June 2021; a 48% increase from the 5,000 trip validations taken during the same period of time following the 2019-2020 school year.
- An approximate value of more than \$47,300 (\$0.85 per trip x 55,683 total trip validations) for students and their families.
- More than \$192,000 in revenue to the agency, to-date, for the 2020-2021 school year.



INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

SPECIAL PROJECTS CONTINUED

Projected for the 2021-2022 School Year

- Five school districts (PPHS, IndyMet, Believe Schools, Geo Academies, and a sub-set of IPS students), representing twelve (12) area high schools and special programs, and an estimated 1,700 students to be enrolled in the sponsored rides program.
- Projected revenue will be just under \$200,000, despite the proposed changes to IPS' transportation policy/services (a reflection on 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 purchased with last year's funds.

GRANTS

- Submitted five grants on behalf of the Indianapolis Public Transportation Corporation:
 - One grant submittal for replacing vehicles. (Not yet announced)
 - One grant submittal for the construction of Super Stops. (Not awarded)
 - Two grant submittals for advancing mobility integration. (One awarded; One not)
 - One grant submittal for security related items for the East Campus (Not yet awarded)
- 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 workforce connectors.

CAPITAL PROJECTS

- Prepared the Purple Line BRT project for construction: completed design plans, began utility relocations, confirmed Medium-High project rating from FTA, and received notice of \$80.98 Million CIG allocation.
- 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.
- Maintained Medium-High project rating for Blue Line BRT project. Progressed NEPA and design.
- Constructed and began operation of a permanent charging site for Red Line Buses at the Red Line’s north terminus.
- Conducted a Proof of Concept study to refine our approach to Transit Signal Priority.



IndyGoSM

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 known as IndyGo Forward and develop a plan to take incremental steps towards the implementation of the Marion County Transit Plan.
- 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, including the development of asset targets and the agency's asset inventory.
- Completed ADA Paratransit Next Steps outreach process and prepared a new service profile and 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, where needed.
- Supported Pleasant Township (including the City of Greenwood) in its transit planning.



INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

FACILITIES PLANNING

- Project Planning for new properties: 6410 N College, 8925 Madison, 2425 W Michigan and four (4) buildings of 9503 E 33rd Street.
- Staffing Plans for each facility.
- Solar Expansion options.
- Design Team task orders for new facilities renovations and new design.
- Completed study for the charging options for electric vehicles at the Julia M. Carson Transit Center.
- Completed Garage parking study and additional charging needs at 1501 W. Washington Street.
- Partnered with our first incubator organization, GANGGANG, a cultural development firm, who will make use of the excess office space at the north end Red Line charging facility located at 6410 N College.



INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

FUTURE

- Design, launch, and evaluate our proof of concept microtransit pilot.
- Expansion of the number and type of sponsored rides programs, including the migration of the Summer Youth Pass from the magnetic-stripe fare collection system to the MyKey fare collection system.
- Review and update the agency's Transit Asset Management Plan (TAMP) by the end of 2022, 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, to be completed in 2022.
- Continued operational support through data analysis; on going and as requested.
- Construction of the Purple Line BRT project (revenue service beginning in 2024), which will transform East 38th Street and Post Road to include, among other things:
 - 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 signals
 - 355 ADA-compliant curb ramps.
- Connecting the Indianapolis International Airport to the Town of Cumberland via the Blue Line; providing rapid and reliable service for over 24 miles east to west.
 - BRT design and environmental review are in progress
 - Planning and design are expected to be complete in mid-2023.
 - Construction is anticipated for 2024 through 2025.
- Construction for renovations at Mobility Solutions and Customer Care Center Facility.

INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

FUTURE CONTINUED

- Construction for bus storage, site improvements, security and solar panels installation.
- Construction for renovations of East Campus A Building Administration.
- Construction for renovations of East Campus B Building Training, IT, Purple Line CM office, Board Room/Large meeting space & elevator installation.
- Design and Construction of C Building Operations and Cafeteria.
- Design and Construction of new garage, site improvements, treasury and added security measures.
- Construction of the renovations to the Red Line North Charging facility for operators' entrance, break area, and space for tenant occupancy.
- Construction of renovations at Red Line South Charging facility for operators' break area.
- Begin the planning and design of the maintenance area including the phasing of work, including exercise area for employees and additional 60' vehicle bays.
- Plan for cafeteria space at CTC and 1501 W. Washington St. locations.
- Partnering, planning, and design for a future mobility hub(s), park-n-rides, and/or other transit-oriented development projects.
- On-going participation and 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:

- **Office 365** (*email, Microsoft Office Suite*)
- **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 through Q3 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 AVAIL and passenger count accuracy.
- Vehicle Surveillance System Replacement – initiated project to replace end-of-life (EOL) surveillance equipment. This project will continue until Q1 2022.
- Business Continuity Plan (BCP) – completed a comprehensive plan for continued business operations due to planned/unplanned events affecting business sustainability.

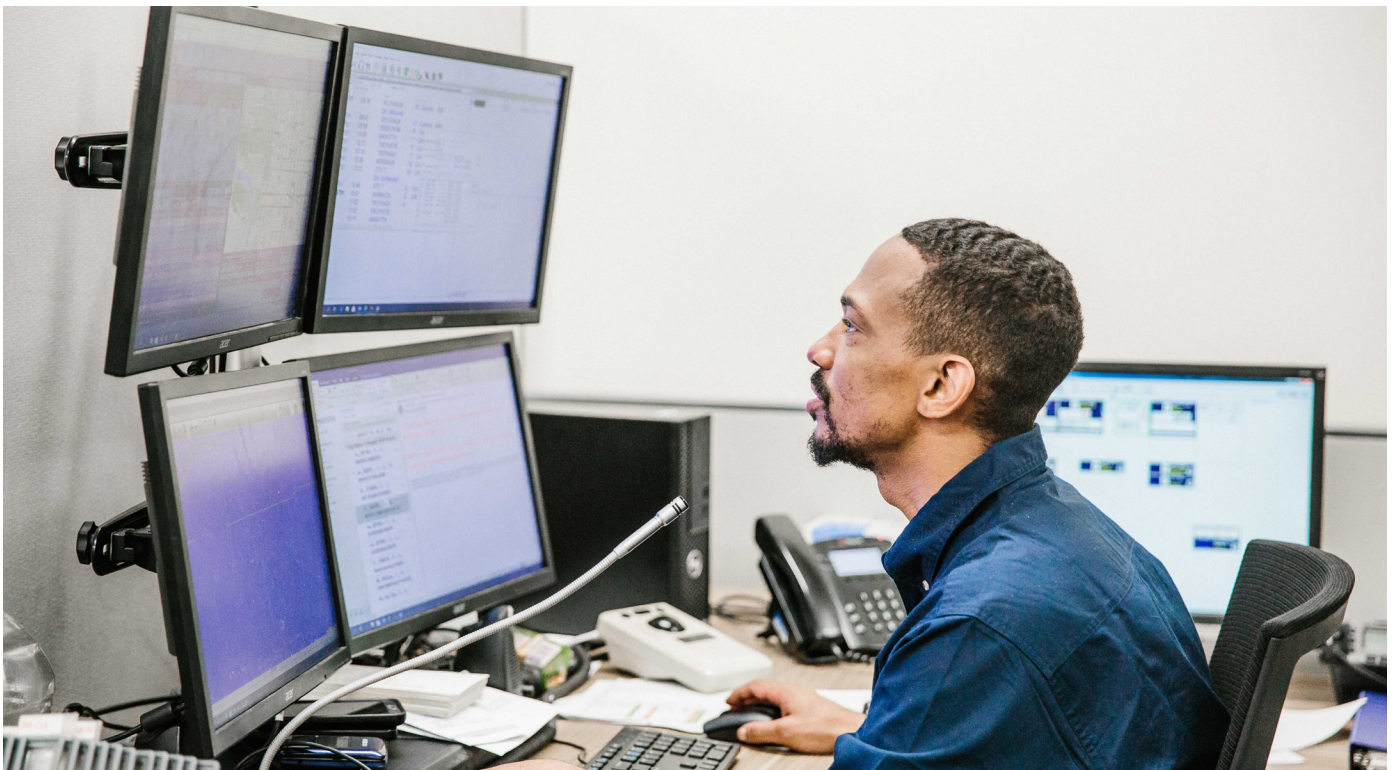
New IndyGo Locations:

- **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 team to a temporary location.
- **IU Health Heliport** – successfully relocated Procurement and Government Affairs teams to a temporary location.

INFORMATION TECHNOLOGY (IT)

ACCOMPLISHMENTS CONTINUED

- **Ecolane Implementation** – completed replacement of Trapeze system with Ecolane devices and cloud-based platform.
- **Microsoft D365 Implementation** – initiated migrating our enterprise resource planning (ERP) system from Microsoft Dynamics AX 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 tools portal will occur in August 2021.
- **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.



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
- Addition of new infrastructure at all current and future IndyGo locations
- Intelligent Transportation System (ITS) Replacement – scheduled for FY 2023
- Distributed Antenna System (DAS) for HQ (Q4 2021) and East Campus (Q1 2023)
- Life-cycle device replacements (occurs annually)
- Replacement of kiosks, bay signs, arrival and departure screens, and information displays at the Carson Transit Center (CTC)
- Continuation of analyzing critical business systems for life-cycle replacement and cloud services migration
- Continuation of improving IT infrastructure security and environmental threat detection



PUBLIC AFFAIRS

OVERALL

- Launched MyKey educational campaign, IndyGo's new fare system. This educational campaign, MyKey University, included a video series of four lessons on how to use the new fare system.
- Established system to fulfill graphic design requests agency wide.
- Established brand guidelines, which included an updated brand book and refreshed email signature.
- Launched our Purple Line outreach events, educating riders of what's to come with this BRT project.
- Launched the Beyond ADA outreach events, educating paratransit riders about what service changes would look like outside the Americans with Disabilities Act (ADA)-mandated service area.
- Executed bus-stop balancing campaign, informing riders what bus stops were being moved, consolidated, or moved in order to ensure buses are moving as quickly as possible.



*IndyGo*SM

PUBLIC AFFAIRS

OUTREACH & ENGAGEMENT

IndyGo used virtual communication to involve the community in outreach with many events being canceled due to the pandemic. During this time, there were many discussions with riders about the Purple Line, Red Line charging stations and new property purchases. IndyGo also hosted “Expand IndyGo” virtual public meetings to help educate and solicit feedback about the sites under consideration for purchase. These series of public meetings allowed stakeholders an opportunity to ask questions and offer opinions. Outreach also has been sharing our new fare option, MyKey, with our community partners and riders at all events. Riders and community partners are excited for a new faster way to pay their fares.



- 111,420 total reach through IndyGo engagement
- 94 events held or attended in-person or virtually
- Purple Line outreach — August 2020
- We reached out to over 68,000 individuals through mailers, newsletter, email, phone, social media, virtual or in person events. Our team has continued to find events and community groups to talk about Purple Line.
- “Beyond ADA” outreach campaign — March 2021.
- The focus of this campaign was to understand community priorities and ideas for how IndyGo may operate our Open Door paratransit service outside of the Americans with Disabilities Act (ADA)-mandated service area.
- Six different meetings were offered (either in person and/or virtually) for input from community members.
- Travel Training with students and community groups has been a fun experience for new riders and educators in showing our future riders how to plan a trip, ride rapid transit, and experience the city. Outreach this summer of 2021 has been moving forward with more in-person community events and community interactions.

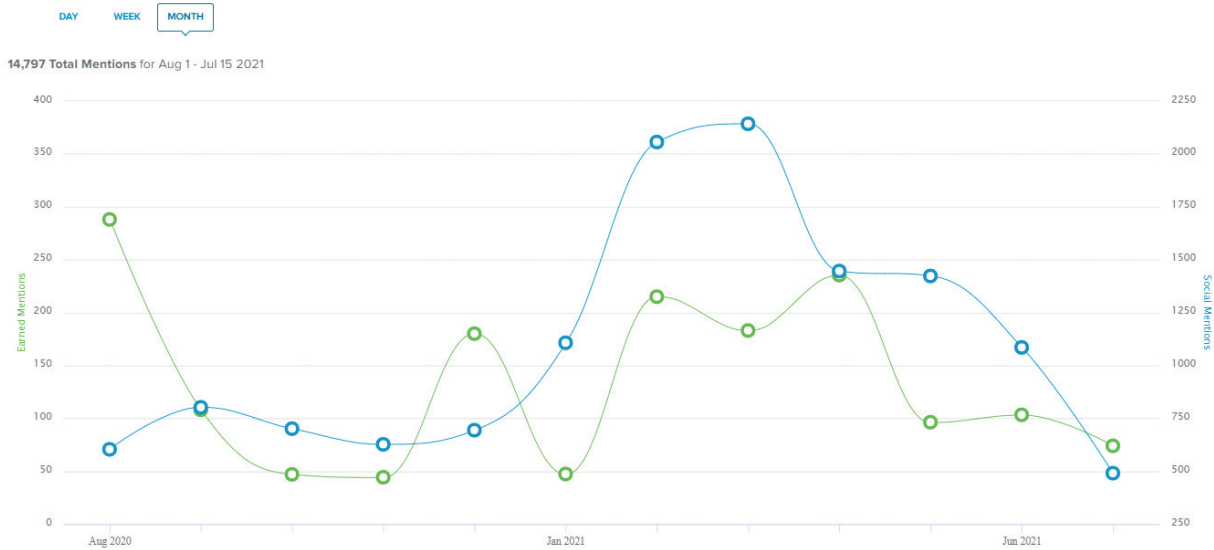


PUBLIC AFFAIRS

EXTERNAL COMMUNICATIONS

- Continued to support agency efforts through communications channels including, press releases, media availabilities, website updates, email newsletters, signage, and social media.
- Focused on campaigns promoting the new fare system MyKey, updating riders on various service changes and improvements, keeping the public apprised of the Purple Line project developments, and highlighting new partnerships with local organizations.

Total Mentions



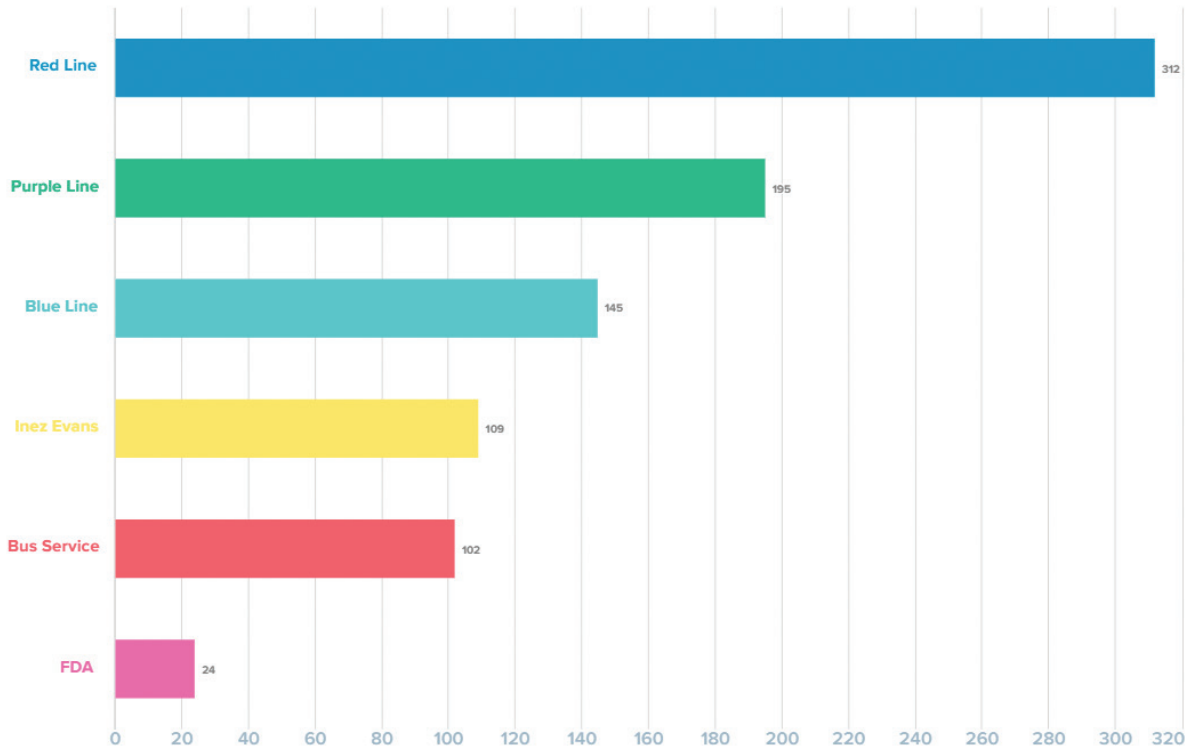
- 14,797 Total Mentions (Green: Earned Media | Blue: Social Mentions)



PUBLIC AFFAIRS

EXTERNAL COMMUNICATIONS CONTINUED

Key Messages



- Key message pull through shows how many times a keyword

Media Analytics Report - August 2020 - July 15, 2021

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

- **Website** – Page views +12%
 - 157,072 page views in August 2020
 - 167,632 page views in June 2021

Social Media Channels

- **Facebook** – 187,615 impressions, following +3.3%
 - Oct. 2020 – 10,997 page likes, 1,602 page follows
 - June 2021 – 11,033 page likes, 1,985 follows
- **Twitter** – 572,132 impressions, following +3.2%
 - Aug. 2020 – 43,000 impressions, 5,837 followers
 - June 2021 – 78,200 impressions, 6,024 followers



PUBLIC AFFAIRS

EXTERNAL COMMUNICATIONS CONTINUED

- **Instagram** – 84,854 impressions +602%, following +3.37%
 - Aug. 2020 – 1,326 impressions, 46 engagements, 2,995 followers
 - From Aug. To Sept. 2020 impressions +696%
 - Aug. 2020 – 1,326 impressions
 - Sept. 2020 – 10,555 impressions
 - June 2021 – 9,313 impressions, 615 engagements, 3,096 followers
- **LinkedIn** – 60,964 impressions +1,485%, followers +31
 - July 2020 – 836 impressions, 2.75% engagement rate, 25 new followers
 - Received a spike in engagement from Nov. To Dec. 2020 (Nov. 5.17% and Dec. 17.08%)
 - June 2021 – 13,252 impressions, 6.18% engagement rate, 59 new followers

FUTURE

- Develop and execute communications plan celebrating 50 years of IndyGo's Establishment (2023 is the 50 Year Anniversary).
- 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.
 - **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**
- As the Purple Line prepares for the construction phase, the public affairs team will focus on campaigns including outreach efforts, media availability, website updates, weekly email updates, signage, partnerships with local organizations and social media updates.
- Develop and execute campaign surrounding the Blue Line's design and construction phase. Deliverables of this campaign will include outreach efforts, media availability, website updates, weekly email updates, signage, partnerships with local organizations and social media updates.



GOVERNMENT AFFAIRS

OVERALL

- New federal lobbying contract with Bose Public Affairs Group.
- New state lobbying contract with Barnes & Thornburg, LLC.
- In coordination with Finance and Public Affairs, smooth passage of the 2021 budget by the City-County Council.
- Worked in coordination with federal legislators and Bose to ensure IndyGo's support of CARES Act and CRRSAA Act funding.
- Set up partnership with the City of Indianapolis to distribute 30,000 face masks to the general public from the Carson Transit Center.
- In coordination with Public Affairs and the Indy Chamber, recreated the Transit Drives Indy advocacy group to assist with legislative issues at the Indiana General Assembly:
 - Worked to develop strategy for engaging with elected officials and create content to share with legislators/general public to combat misinformation which took place during the 2021 Indiana General Assembly Legislative Session.
 - Working with many partners in the public and private sector, successfully killed legislative attempts to cripple IndyGo.

FUTURE

- Continue working with Transit Drives Indy on public engagement initiatives to highlight benefits of transit.
- Ensure federal, state and local officials are kept up to speed on developments of BRT and other developments IndyGo is working on.
- Ensure that transportation continues to be considered an issue of equity and inclusion by government officials.
- Coordinate with APTA, Bose, federal representatives to ensure "Buy America" provisions being proposed by congress do not harm IndyGo.
- Set up meeting between IndyGo leadership and USDOT Secretary Pete Buttigieg.



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

- Created Heatmap and established Internal Audit Work Plan approved by G & A Committee
- Established IndyGo's Ethics Hotline and investigated submissions
- Review of Business Continuity Planning Progress Assessment/Pandemic Readiness
- Review of Red Line Lessons Learned
- Procurement Review
- Grants Review
- Compliance Environment Assessment
- Additional Audit Staff Member added to the G & A Department
- Information Technology Comprehensive Risk Assessment
- Storeroom and Materials Audit
- Fare Collection Audit
- Assist with Triennial Review
- Assist with Financial Audit and Annual Comprehensive Financial Report

FUTURE

- Participate 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
- Review of Healthcare Costs
- Risk Refresh and FY 2022 Internal Audit Work Plan



LEGAL

OVERALL

- Coordinated the response to the FTA Triennial review, and intensive review of all federally funded program areas, with no findings. The first perfect review IndyGo has received in memory.
- Acquired property necessary to accommodate Mobility Services in one facility.
- 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 three (3) year agreement with the Amalgamated Transit Union, Local 1070 (“ATU, Local 1070”) for a successor collective bargaining agreement for the period of January 1, 2021 through December 31, 2023, which includes a resolution for general wage increases of two percent in 2021, 2022, and 2023, as well as other wage adjustments modifications to the contract language. The agreement was unprecedented as IndyGo and ATU reached an amicable resolution three months prior to the expiration of the existing contract and without resorting to interest arbitration, as was the customary process for the parties.
- 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.
- Assisted in partnering with the Marion County Health Department to establish a vaccine distribution center at East campus.
- 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
 - (6) Digitizing All Documents



HUMAN RESOURCES (HR)

FUTURE

- Negotiate changes to the health plan design to achieve costs savings for IndyGo employees and their families.
- Gravitate to a virtual, online orientation program.
- 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.



DIVERSITY & INCLUSION, WORKFORCE DEVELOPMENT & TEAMMATE ENGAGEMENT

OVERALL

Implement IndyGo's teammate engagement and recognition programs.

- Hired our new Culture and Engagement Specialist-January Sanders
- Partnered with Engage2Excel. A platform for teammates to select service awards
- Harvest Festival and Car Show
- \$25 Holiday Food Vouchers were given to each teammate
- Annual Transit Appreciation Day
- Food Truck Thursday's
- Assisting with the Golf Outing
- IndyGo Department Ambassadors-Department Champions
- Tim Talk/Lunch-n-Learn
- Community Partnership

- Toys for Tots
- Salvation Army Angels
- Midwest Food Bank-Can food drive
- Volunteers of America-Backpack & School Supply Drive
- Deborah's Place-Domestic Violence Shelter
- American Red Cross Quarterly Blood Drive

Focus on infusing Diversity and Inclusion in all aspects of IndyGo:

- Hired our new D & I and Workforce Development Manager, Lloyd Graham
- Established a Diversity & Inclusion Committee
- Bi-Monthly Diversity, Equity, & Inclusion Newsletter
- Facilitate Monthly Diversity Education

Established internship opportunities:

- Providence Cristo Rey High School (4 students)
- IUPUI Peterson Fellows (3 students)
- IUPUI Robert H. McKinney School of Law (1 student)

Workforce Development:

- Purchased a Learning Management System that will house all online education.
- Encourage teammates to take continuing education through the National Transit Institute.
- We are developing a Mentorship and Apprenticeship program for mechanics and coach operators by partnering with Ivy Tech.



DIVERSITY & INCLUSION, WORKFORCE DEVELOPMENT & TEAMMATE ENGAGEMENT

FUTURE

- Partnering with Purdue University to apply for a \$50K reimbursable Workforce Development Grant, to offer professional development courses to our teammates:
 - Aspiring Leaders, Leadership Skills for Success
 - Lean Six Sigma Green Belt Training and Certification
- Onboarding and Educational Plan: Work with department leaders to develop an annual learning plan for every department.
- Develop monthly Workforce Development Educational Courses.
- The D & I team will attend the IPS Racial Equity Training in August and September. If we find the training was beneficial, we will recommend the Executive team attend this course.
- IndyGo Executives will volunteer at Deborah's Place on September 1. We will spend the afternoon sorting and organizing donations to support the Domestic Violence Shelter.
- We will reach out to grocery stores to seek donations for our Can Food Drive.
- We are currently seeking to expand our team with a new Transit Apprenticeship and Mentorship Coordinator as well as a Learning Management System Manager (LMS).



*IndyGo*SM