



Board Report  
July 28, 2022

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- 1. Call to Order and Roll Call** (Presenters - Greg Hahn, Jill Russell)
- 2. Awards and Commendation** (Presenter - Inez Evans)
- 3. Committee Chairperson Reports** (Presenters - Richard Wilson, Adairius Gardner, Greg Hahn)
  - Finance Committee - Richard Wilson
  - Service Committee - Adairius Gardner
  - Governance & Audit Committee - Greg Hahn
- 4. Consent Agenda** (Presenter - Greg Hahn)
  1. A-1: Consideration and approval of minutes from Board meeting held on June 23, 2022
  2. A-2: Consideration and approval of East Campus B Building construction contract change order for 3D Professional Contracting, Inc. (Presenter - Jennifer Pyrz)
  3. A-3: Consideration and approval of EQ 22-03-438 Pest Control (Presenter - Paul Williams)
  4. A-5: Consideration and approval of D365 upgrade - Independent Project Oversight Status Review (Presenter - Brian Atkinson)
  5. A-6: Consideration and approval of Physical and Facility Security Assessment (Presenter - Brian Atkinson)
  6. A-7: Consideration and approval of cyber security readiness review (Presenter - Brian Atkinson)
  7. A-8: Consideration and approval of Swiftly GPS technology for Non-Revenue vehicles (Presenter - Cheryl Purefoy)
- 5. Regular Agenda** (Presenter - Greg Hahn)
  1. A-4: Consideration and approval of Resolution 2022-04 to acquire updated appraisals and purchase real property located at 9625 E. 33<sup>rd</sup> Street, Indianapolis, Indiana directly or by Eminent Domain (Presenter - Jill Russell)
- 6. Information Items** (Presenter - Greg Hahn)
  1. I-1: Receipt of the Finance Report for June 2022 (Presenter - Bart Brown)
  2. I-2: 2023 Budget Proposal (Presenter - Bart Brown)
  3. I-3: Governance & Audit workplan status update
  4. I-4: Ethics Hotline summary report
  5. I-5: Department Reports
- 7. Adjourn** (Presenter - Greg Hahn)

Executive Session prior to Board Meeting  
[Per IC 5-14- 1.5.6.(b) {21 (A) and (B) & IC 5-14-1.5.6.1 (b) (9)}

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Our next Board Meeting will be Thursday, August 11, 2022 – Public Hearing for Budget 2023

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## Awards & Commendation Recognition for June 2022

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**To:** Chair and Board of Directors  
**From:** President/CEO Inez P. Evans  
**Date:** July 28, 2022

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### June 2022 Awards & Commendations

Employee	Position	Recognition
Dexter Davis	Coach Operator – Fixed Route	20 Years of Safe Driving
Fernelis Soriano-Peralta	Coach Operator – Fixed Route	June Operations Employee of the Month

## June 2022 Safe Drivers Recognition



National Safety Council Safe Driver awards are the recognized trademark of professional drivers who have proven their skill in avoiding traffic collisions. They are the highest honor for professional safe driving performance. The following Operators are recognized for their safe driving for June and received the National Safety Council recognition patch, pin, and certificate.

<u>Operator</u>	<u>ID #</u>	<u>Years of Safe Driving</u>	<u>Years of Service</u>
Dexter Davis	1417	20	27
Nichelle Green	2392	10	20
Michael Ricks	5139	13	17
Shawn Clark	8091	12	15
Roger Bobbitt	8121	8	14
Melvin Wright	8117	11	14
Sandra Hook	8430	8	10
Scott Duncan	8523	7	9
Earl Kimbrough	9003	4	5
Ricky Robinson	8972	4	5
Kim Byrd	9410	2	3
David Hopson	9448	3	3
Antonio Sanders	9413	3	3

Safety is at the core of IndyGo’s mission and values. We congratulate the above professional coach operators that have achieved this milestone. Your performance contributes to helping make public transportation safer each day.

***Congratulations and Thank You!***



## Finance Committee Chairperson Report – July 2022

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**To:** Chair and Board of Directors  
**Through:** President/CEO Inez P. Evans  
**From:** Finance Committee Chairperson Richard Wilson  
**Date:** July 28, 2022

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**ISSUE:**

A report of IndyGo July 2022 Finance Committee Meeting will be presented at the board meeting.

**RECOMMENDATION:**

Receive the report.

**Richard Wilson**  
**Finance Committee Chairperson’s Report**  
July 21, 2022

The Finance Committee met on July 21, 2022, at 8:30am. In attendance was, myself, Rick Wilson, Chairman of the Finance Committee, as well Committee Member Mary Ann Fagan.

We reviewed and recommended Board approval for the following items on tonight’s agenda: Consent Agenda Items A-1, & A-2 and Regular Agenda item A-4.

An item from the committee meeting I would like to highlight is Action Item A-2, approval of East Campus B Building construction contract change order for 3D Professional Contracting, Inc. Chief Development Officer Jennifer Pyrz presented this action item to the Finance Committee. IPTC advertised IFB 21-09-420 in October 2021 for construction of East Campus’ B Building renovations. Through that procurement, 3D Professional Contracting, Inc. was selected to serve as the general contractor for the work. The project includes renovations of existing facilities to accommodate IPTC staff offices, a new training center, and public meeting space for board meetings.

The project’s original scope of work included a partial update of existing doors and hardware. However, after further safety and security review, it was determined that the facility will require updates to all existing doors and hardware. This change in scope will ensure IPTC’s new facility functions as a safe work environment for employees and visitors and allows the facility to be better managed and secured through updated hardware, card readers, and specialized doors. This change order covers labor and materials needed to update the doors. Procurement of the actual card readers equipment will be covered under a separate procurement.

Mr. Chairman, that concludes my report.

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## Service Committee Chairperson Report – July 2022

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**To:** Chair and Board of Directors  
**Through:** President/CEO Inez P. Evans  
**From:** Service Committee Chairperson Adairius Gardner  
**Date:** July 28, 2022

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**ISSUE:**

A report of IndyGo July 2022 Service Committee Meeting will be presented at the board meeting.

**RECOMMENDATION:**

Receive the report.

**Adairius Gardner**  
**Service Committee Chairperson's Report**  
July 21, 2022

The Service Committee met on July 21, 2022, at 10:00am. In attendance was, myself, Adairius Gardner, Chairman of the Service Committee, as well as Committee Members Lise Pace and Hydre Abdullah.

We reviewed and recommended Board approval for the following items on tonight's agenda: Consent Agenda Items A-1, A-3, & A-8.

An item from the committee meeting I would like to highlight is Action Item A-8, approval of Swiftly GPS technology for Non-Revenue vehicles. Deputy Chief Operating Officer Cheryl Purefoy presented this action item to the Service Committee. IPTC currently has 46 non-revenue vehicles which do not have GPS tracking capability. Contracting with Swiftly, Inc. the current provider for the revenue fleet will allow IPTC to add this needed functionality to the non-revenue vehicles, while maintaining consistency across all IPTC vehicle tracking. This contract is scalable to include any increase and/or decrease to the non-revenue fleet.

Vehicle specific tracking will provide greater visibility of assets and staff conducting IPTC business utilizing these vehicles. The GPS service will help increase operational efficiency, allowing resources to be quickly redeployed as needed in the field.

Mr. Chairman, that concludes my report.

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## Governance and Audit Committee Chairperson Report – July 2022

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**To:** Chair and Board of Directors  
**Through:** President/CEO Inez P. Evans  
**From:** Governance and Audit Committee Chair Greg Hahn  
**Date:** July 28, 2022

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**ISSUE:**

A report of IndyGo July 2022 Governance & Audit Committee Meeting will be presented at the board meeting.

**RECOMMENDATION:**

Receive the report.

**Greg Hahn**  
**Governance and Audit Committee Chairperson’s Report**  
July 21, 2022

The Governance and Audit Committee met on July 21, 2022, at 1:00PM. In attendance was, Mary Ann Fagan, sitting in place of Chairman Greg Hahn, as well as Committee Member Rick Wilson.

We reviewed and recommended Board approval for the following items on tonight’s agenda: Consent Agenda Item A-5, A-6, & A-7.

An item from the committee meeting I would like to highlight is Action Item A-5, approval of Microsoft D365 Upgrade – Independent Project Oversight Status Review. Director of Governance & Audit Brian Atkinson presented this action item to the Governance & Audit Committee. The D365 project kickoff was in May 2021. The system go-live occurred as scheduled in May 2022. The project duration was 12 months, excluding certain close out activities and post go-live support.

The Independent Project Oversight will assess whether the D365 technology project is on track to be completed within the estimated schedule and cost and provide the required functionality for the business owner.

The IPO review procedures focused on critical scope areas relating to the D365 project’s progress and project management practices, including:

- Assessment of the project controls in place.
- Comparison to project management best practices.
- Monitoring of project schedule, budget, scope, and overall delivery.
- Evaluation of project risk management, including the identification, monitoring, and resolution of project risks.
- Identification of opportunities to enhance project management performance.

The D365 project did not experience any significant delays from the original scheduled dates. There are certain tasks, including project closeout, that remain open.

Mr. Chairman, that concludes my report.

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# June Board of Directors Minutes

IndyGo

Jun 23, 2022 at 5:00 PM EDT

@ Virtual & 1501 W. Washington St - IndyGo HQ

## ACTION ITEM A – 1

### Attendance

#### Members Present:

Hydre Abdullah, Bart Brown, Charlie Carlino, Inez Evans, Mary Ann Fagan, Adairius Gardner, Greg Hahn, Richard Wilson, Jr., Lise Pace, Jill Russell, Brooke Thomas

#### Members Present (Remote):

Brian Clem

#### Guests Present (Remote):

Eddie Rickenbach

#### Staff Present:

Greg Garrett, Emily Lovison, Courtney Palmer

#### Staff Present (Remote):

Latosha Higgins, Denise Jenkins-Agurs, Jennifer Pyrz, Cam Radford, Aaron Vogel, LaTeeka Washington

#### 1. Call to Order and Roll Call (Presenters: Greg Hahn, Jill Russell)

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 [A AGENDA for June 23, 2022 Board Meeting.docx](#)

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Chairman Greg Hahn called the meeting to order at 5:10pm. General Counsel Jill Russell called the roll. 6 members present in person. There was a quorum.

#### 2. Awards and Commendation (Presenters: Inez Evans)

 [A1 Awards & Commendation June.docx](#)


 [A1 Risk and Safety Safe Drivers Board Report June 2022.docx](#)

President/CEO Inez Evans gave an update on the Awards and Commendations for May 2022. Recognized were safe drivers for May 2022, one Employee with 5 years of safe driving, May Operations Employee of the month, one Employee retirement after 22 years of service, one Employee retirement after 38 years of service, and the 2021 IndyGo Excellence Award winners.

#### 3. Committee Chairperson Reports (Presenters: Richard Wilson, Adairius Gardner)

Finance Committee - Richard Wilson

Service Committee - Adairius Gardner

 [A Finance Committee Chair Report June.docx](#)




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 [A Service Committee Chair Report June.docx](#)

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The reports were read and entered into the record.

#### 4. Consent Agenda (Presenters: Greg Hahn)


1. A-1: Consideration and approval of minutes from Board meeting held on May 26, 2022  
 [A-1 May Board of Directors Minutes.docx](#)
2. A-2: Consideration and approval of RFP 22-03-440 IPTC website and maintenance & support services (Presenters: Lesley Gordon)  
 [A-2 Website Services Action Item 060922.docx](#)
3. A-3: Consideration and approval of IndyGo's, Public Transportation Agency Safety Plan (PTASP) yearly revisions for 2022 (Presenters: Brian Clem)  
 [A-3 PTASP.docx](#)

**Motion:**

Approval of Consent Agenda

Motion moved by Richard Wilson, Jr. and motion seconded by Mary Ann Fagan. Adairius Gardner - AYE, Mary Ann Fagan - AYE, Hyde Abdullah - AYE, Lise Pace - AYE, Richard Wilson - AYE; Motion passed 5-0

#### 5. Regular Agenda (Presenters: Greg Hahn)

1. A-4: Consideration and approval of RFP 20-05-358 On-Call Planning Services, COA Phase III Task Order (Presenters: Brooke Thomas)  
 [A-4 IndyGo COA Phase III A-8 Board Action Memo Submitted 06 03 2022.docx](#)



It is customary for a transit agency to perform a COA, which is a detailed evaluation the effectiveness and efficiency of each route that comprises its fixed-route network every five years. Completed in 2016, IPTC's last COA produced a brand-new future service plan, *IndyGo Forward*, that redesigned the entire bus network. The IPTC, in coordination with the Indianapolis Metropolitan Planning Organization (IMPO), sought planning services to assist with the task of packaging and sequencing the remaining local route improvements into multiple phases that can be implemented over time, as funding and other factors allow. On May 26th, 2020, IPTC released RFP 20-05-348, One-Call Planning Services. Through a competitive scoring process, Nelson\Nygaard Consulting Associates, Inc. was selected as providing the best value for this service. An on-call services contract agreement between IPTC and Nelson\Nygaard was executed on September 21, 2020. In December 2020, IPTC executed a task order in the amount of \$69,987 for Phase I of the current COA. Additional task orders were negotiated and approved in 2021. In May 2021, IPTC executed a task order in the amount of \$249,954 for Phase II of the current COA. Also under this master contract is a separate effort to assess the potential to add mobility on demand, or microtransit services, as a service delivery option that would be in addition to fixed-route service. A task order for this project in the amount of \$74,159 was executed in August 2020. Total contract awards for FY2020 and FY2021 were \$144,146 and \$249,954, respectively.

**Motion:**


Approval of RFP 20-05-358 On-Call Planning Services, COA Phase III Task Order

Motion moved by Lise Pace and motion seconded by Adairius Gardner. Adairius Gardner - AYE, Mary Ann Fagan - AYE, Hyde Abdullah - AYE, Lise Pace - AYE, Richard Wilson - AYE; Motion passed 5-0

#### 6. Information Items (Presenters: Greg Hahn)


1. I-1: Mobility Advisory Committee (MAC) update (Presenters: Eddie Rickenbach)  
 [I-1 Mobility Advisory Committee 5-19-22 draft.docx](#)  
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The Board heard a Mobility Advisory Committee (MAC) update from MAC member Eddie Rickenbach.

2. I-2: Receipt of the Finance Report for May 2022 (Presenters: Bart Brown)  
 [I-2 May 2022 Financials Summary.docx](#)

 [I-2 Capital Project Spending May 2022 - Final.pdf](#)

 [I-2 June 2022.pdf](#)

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The Board heard a financial update for May 2022 from Vice President of Finance/CFO Bart Brown.

**3. I-3: Department Reports**

 [I-3a Risk and Safety Board Report May 2022.docx](#)

 [I-3b PLANNING AND CAPITAL PROJECTS REPORT for June 2022.docx](#)

 [I-3c June 2022 Board Report Public Affairs.pdf](#)

 [I-3d MAY OPERATIONS DIV BOARD REPORT - June 2022.docx](#)

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 [I-3e June 2022 Depart of People & Teammate Exp. Board Report.docx](#)

 [I-3f Supplier Diversity - June 2022..docx](#)

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The Board received Department Reports for Risk & Safety, Capital Projects, Public Affairs, Operations, Department of People and Teammate Experience, and Supplier Diversity.

**7. Adjourn (Presenters: Greg Hahn)**

On order of Chairman Greg Hahn and there being no objection, the meeting was adjourned at 5:48pm.

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Jill D. Russell  
General Counsel

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Date: July 21, 2022  
 Current Meeting: July 28, 2022  
 Board Meeting: July 28, 2022

**BOARD MEMORANDUM**

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** President/CEO Inez P. Evans  
**FROM:** Vice President of Infrastructure, Strategy, and Innovation Jennifer Pyrz  
**SUBJECT:** Consideration and approval of East Campus B Building construction contract change order for 3D Professional Contracting, Inc.

**ACTION ITEM A – 2**

**RECOMMENDATION:**

In a manner consistent with IPTC procurement and contract award standards, it is requested that the Board authorize President/CEO Inez Evans to execute a change order to the contract with 3D Professional Contracting, Inc. for construction of the East Campus B Building Renovation project for an amount not to exceed \$451,421.

**BACKGROUND:**

IPTC advertised IFB 21-09-420 in October 2021 for construction of East Campus’ B Building renovations. Through that procurement, 3D Professional Contracting, Inc. was selected to serve as the general contractor for the work. The project includes renovations of existing facilities to accommodate IPTC staff offices, a new training center, and public meeting space for board meetings.

**DISCUSSION:**

The project’s original scope of work included a partial update of existing doors and hardware. However, after further safety and security review, it was determined that the facility will require updates to all existing doors and hardware. This change in scope will ensure IPTC’s new facility functions as a safe work environment for employees and visitors and allows the facility to be better managed and secured through updated hardware, card readers, and specialized doors. This change order covers labor and materials needed to update the doors. Procurement of the actual card readers equipment will be covered under a separate procurement.

**ALTERNATIVES:**

The Board could choose not to approve this change order; however, this could delay staff relocation until other solutions could be developed and reviewed.

**FISCAL IMPACT:**

Funding for this procurement is IPTC local funds.

**DBE/XBE DECLARATION:**

The project is not federally funded so no DBE goal is set. This change order does not have DBE or XBE participation because it is a specialized equipment purchase and installation.

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Finance Committee on July 21, 2022 and will be placed on the Consent Agenda.



Date: July 14, 2022  
Current Meeting: July 28, 2022  
Board Meeting: July 28, 2022

**BOARD MEMORANDUM**

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** President/CEO Inez P. Evans  
**FROM:** Senior Director of Facilities and Preventative Maintenance Paul Williams  
**SUBJECT:** Consideration and approval of EQ 22-03-438 Pest Control

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**ACTION ITEM A – 3**

**RECOMMENDATION:**

In a manner consistent with IPTC contract award standards, we ask the Board to authorize the President/CEO to enter into a contract with Environmental Pest Control, Inc. for three years with two option years for an amount not to exceed \$300,000.

**BACKGROUND:**

The pest control scope consists of the following:

- All IPTC buildings general pest control inspection, baiting, and treatments bi-monthly
- Building termite inspection is done quarterly
- Rodent traps placed and checked bi-monthly
- IPTC’s bus fleet Inspection, treatment, and baiting are done weekly/monthly
- On-call service 24/7

The selected vendor will be required to supply treatment materials that are odorless and non-toxic for humans.

**DISCUSSION:**

IPTC procurement department released a solicitation for pest control services on April 18, 2022. The solicitation was advertised to reach potential suppliers with emails sent from contract specialists to pest control vendors. IPTC held a pre-bid meeting via Microsoft Teams and a questions and answers session open to all prospective bidders.

IPTC procurement department received one bid from Environmental Pest Control, Inc. The Evaluation Committee reflects that Environmental Pest Control, Inc., they are the current vendor, within cost estimate, and met all requirements.

**ALTERNATIVES:**

Pest control is required for IPTC to provide a professional-looking, clean, and safe operation. Unfortunately, IPTC cannot perform these services due to the specialized equipment and certifications required.

**FISCAL IMPACT:**

The funding for this project utilizes federal funds.

**DBE/XBE DECLARATION:**

As of March 21, 2022, there is only one certified DBE firm in the Indiana directory that provides pest control services. That firm is located in Boston, MA. As this project is federally funded, and because of the limited firms located in Indiana to perform the necessary services for this contract DBE goal established is 0%.

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Service Committee on July 21, 2022 and will be placed on the Consent Agenda.

**BOARD MEMORANDUM**

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** President/CEO Inez P. Evans  
**FROM:** Director of Governance & Audit Brian Atkinson  
**SUBJECT:** Consideration and approval of Microsoft D365 Upgrade – Independent Project Oversight Status Review

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**ACTION ITEM A – 5**

**RECOMMENDATION:**

Review and receive Governance & Audit Report 2022-2  
D365 Upgrade – Independent Project Oversight Status Review

**BACKGROUND:**

The FY 2022 Internal Audit Work Plan approved by the Governance and Audit Committee included a review of IPTC’s D365 Upgrade.

**DISCUSSION:**

The D365 project kickoff was in May 2021. The system go-live occurred as scheduled in May 2022. The project duration was 12 months, excluding certain close out activities and post go-live support.

The Independent Project Oversight will assess whether the D365 technology project is on track to be completed within the estimated schedule and cost and provide the required functionality for the business owner.

The IPO review procedures focused on critical scope areas relating to the D365 project’s progress and project management practices, including:

- Assessment of the project controls in place.
- Comparison to project management best practices.
- Monitoring of project schedule, budget, scope, and overall delivery.
- Evaluation of project risk management, including the identification, monitoring, and resolution of project risks.
- Identification of opportunities to enhance project management performance.

The D365 project did not experience any significant delays from the original scheduled dates. There are certain tasks, including project closeout, that remain open. The observations and recommendations on the following pages are designed to help wrap up the project

**ALTERNATIVES:**

N/A

**FISCAL IMPACT:**

No Fiscal Impact

**DBE/XBE DECLARATION:**

N/A

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Governance & Audit Committee on July 21, 2022 and will be placed on the Consent Agenda.



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# Microsoft Dynamics 365 Upgrade: Independent Project Oversight Status Assessment

## Governance & Audit Report 2022-2

Period from April 1, 2022 through June 30, 2022

Issued on July 7, 2022

## EXECUTIVE SUMMARY

### Background

The FY 2022 Internal Audit Work Plan approved by the Governance and Audit Committee included an Independent Project Oversight (IPO) review of the Microsoft Dynamics 365 (D365) implementation.

D365 will upgrade and replace the current Microsoft AX system, and provide general ledger, budgeting, procurement, cash management, and other integrated modules and functionality across IndyGo.

Our assessments are performed in accordance with the professional practice standards of the Institute of Internal Auditors. This report was prepared for use by IndyGo’s Board of Directors, Governance and Audit Committee, and management.

### Objective and Scope

Our Independent Project Oversight will assess whether the D365 technology project is on track to be completed within the estimated schedule and cost, and provide the required functionality for the business owner. Our IPO procedures will continue until the D365 upgrade is complete.

Our IPO review procedures focused on critical scope areas relating to the D365 project’s progress and project management practices, including:

- Assessment of the project controls in place
- Comparison to project management best practices
- Monitoring of project schedule, budget, scope and overall delivery
- Evaluation of project risk management, including the identification, monitoring and resolution of project risks
- Identification of opportunities to enhance project management performance

### Overall Report Rating and Observations

(See Appendix A for definitions)

D365 Upgrade Project	Project Rating	Risk Rating of PMBOK Areas		
		High	Medium	Low
August 31, 2021	Low	0	3	5
December 31, 2021	Low	0	3	7
March 31, 2022	Low	0	3	7
June 30, 2022	Low	0	0	10

### Overall Summary and Review Highlights

The D365 project kickoff was in May 2021. The system go-live occurred as scheduled in May 2022. The project duration was 12 months, excluding certain close out activities and post go-live support.

This report covers final project activity for the period from April 1 through June 30, 2022. The project was substantially complete by June 30, 2022. See Appendix C for the implementation vendor’s summary project timeline.

We have participated in the implementation vendor’s weekly project status calls and IndyGo internal project team calls, reviewed project artifacts, and met with IndyGo project management.

The D365 project status risk rating is “Low”. This aggregate rating is based upon our assessment of the ten Project Management Body of Knowledge (PMBOK) process management areas, as they relate to this D365 upgrade project. See Appendix B for the PMBOK area descriptions.

The D365 project did not experience any significant delays from the original scheduled dates. There are certain tasks, including project closeout, that remain open. The observations and recommendations on the following pages are designed to help wrap up the project.

We would like to thank IndyGo staff and all those involved in assisting us in connection with the review. Questions should be addressed to the IndyGo Department of Governance and Audit at [batkinson@indygo.net](mailto:batkinson@indygo.net).



## OBSERVATIONS SUMMARY

PMBOK Area	Risk Rating				Observation	Recommendation	Management Action Plan
	8-31-21	12-31-21	3-31-22	6-30-22			
1. Integration Management	L	L	L	L	<p>A. The Project Schedule contained processes that were aligned with work tasks and key milestones. The implementation vendor’s Statement of Work (SOW) and contract contained 26 Deliverable Expectation Document (DED) milestones upon which payment was based.</p> <p>B. The D365 upgrade solution was based on Microsoft’s configurable package solution. Some customizations were specified.</p>	<p>A. None</p> <p>B. None.</p>	N/A
2. Scope Management	M	M	L	L	<p>A. The Project Schedule was aligned with the project requirements and SOW. A Work Breakdown Schedule (WBS), with detailed steps and critical dependencies, was provided by the implementation vendor. The WBS did not include vendor staffing levels, because IndyGo executed a fixed fee contract.</p> <p>B. IndyGo had Project Co-Managers from the business owner and technology groups who engaged with the vendor and monitored scope.</p> <p>C. IndyGo is using an Action Item summary to track required Microsoft or implementation vendor updates and bug fixes. Action items have also been entered into Azure DevOps by the implementation team or the vendor during the conference room pilot (CRP) and prototyping and configuration phases.</p>	<p>A. None.</p> <p>B. None.</p> <p>C. Continue the follow-up with the implementation vendor to develop work-arounds and permanent solutions for the nine open action items.</p>	<p>C. The nine open defect tickets are being tracked. Six are escalated with the Microsoft vendor for functionality support and three are being addressed by our implementation vendor. The implementation vendor has initiated preparation of workarounds. IndyGo is monitoring these through the weekly status updates delivered to IndyGo staff.</p>

PMBOK Area	Risk Rating				Observation	Recommendation	Management Action Plan
	8-31-21	12-31-21	3-31-22	3-31-22			
<b>3. Time and Schedule Management</b>	L	L	M	L	<p>A. IndyGo deferred the usage of the D365 Budget module to FY 2023. This will allow for the normal budget process to continue. Training for this module will occur in the fourth quarter of 2022. The cost impact was nominal. IndyGo and the implementation vendor have executed an SOW amendment.</p> <p>B. The Project Schedule shows no delays, compared to the planned completion date.</p>	<p>A. Complete the Budget module training, and prepare for usage.</p> <p>B. None.</p>	<p>A. The Budget Planning module is configured, validated, tested and ready to be used. We plan to launch the budget planning process for Budget Year 2024 through the training session to end users. Dedicated training sessions will be facilitated by the implementation vendor in Q4 of 2022. We have also set aside some hours as part of the go-live post support towards budget planning.</p>
<b>4. Cost Management</b>	M	M	M	L	<p>A. IndyGo issued five change orders to the original SOW for enhancements or re-allocated hours. All were discussed with the implementation vendor on the weekly project management calls. The net total cost was \$27,770.</p> <p>B. The budget was updated during the project. It included the implementation vendor’s contractual cost, Microsoft licenses, Dynaway interface costs and contingencies. It also tracked actual paid invoice costs.</p> <p>C. The implementation vendor’s SOW included assumptions relating to several key areas, such as interfaces, data mapping, and other modules or functionality. IndyGo monitored these for potential cost or schedule impact.</p> <p>D. The vendor contract included a pool of 660 hours that could be allocated to agreed-upon tasks. Any excess hours were to be billed at the contract rates. IndyGo expects the few remaining hours to be fully utilized. The implementation vendor provided a summary of hours in these specified areas, and discussed them on the weekly project management calls.</p>	<p>A. IndyGo project management should continue to follow-up on the two remaining DEDs, for post go-live support and budget module support.</p> <p>B. IndyGo should schedule the budget and project close-out after the final tasks and DED payments have been completed.</p> <p>C. None.</p> <p>D. None.</p>	<p>A. IndyGo has accepted five change orders, for system enhancements or hour transitions within the project allotment. We are tracking the two remaining Deliverable Expectation Documents (DEDs) associated with the project’s post go-live support allotment.</p> <p>B. A project budget close-out will be initiated once the two DEDs have been submitted and approved.</p>

PMBOK Area	Risk Rating				Observation	Recommendation	Management Action Plan
	8-31-21	12-31-21	3-31-22	6-30-22			
5. Human Resources Management	L	L	L	L	<p>A. The implementation vendor provided resumes for the key project personnel, which identified public sector and transit-related D365 upgrade or implementation expertise, as well as technical qualifications. The resumes did not identify a PMP (Project Management Professional) certification for the Client Principal or Project Manager.</p> <p>B. The implementation vendor’s contract stated that they shall not make any substitutions or substantial changes to the Client Principal and Project Manager without the prior written approval of IndyGo. No key changes were made.</p> <p>C. IndyGo chose to not capture or capitalize its internal level of effort and time charges.</p> <p>D. IndyGo Finance identified three primary business owners or functional leads for the system. IT recently on-boarded a technical liaison to support the users and facilitate ongoing issue resolution.</p>	<p>A. None.</p> <p>B. None.</p> <p>C. None.</p> <p>D. None.</p>	N/A
6. Communications Management	N/A	L	L	L	<p>A. IndyGo established a D365 Migration folder on its internal Teams site. The Migration folder contained the project charter, artifacts, meeting minutes, contract documents, and issues lists. It was available to all project members.</p> <p>B. The implementation vendor provided weekly status reports, hosted weekly project management calls, and participated in monthly Executive calls. The vendor project manager communicated regularly with the IndyGo project manager, including during the current post-go live support period.</p>	<p>A. IndyGo should complete its plan to seek feedback from its implementation team, through a Lessons Learned summary or survey.</p> <p>B. None.</p>	<p>A. IndyGo’s PMO Team will create a “Lessons Learned” project document that will appear in the project’s Teams page, entailing area that were tracked throughout the D365 project. This will allow for project team feedback on project items and will be reviewed for future project structure within the IndyGo organization.</p>

PMBOK Area	Risk Rating				Observation	Recommendation	Management Action Plan
	8-31-21	12-31-21	3-31-22	6-30-22			
7. Quality Management	N/A	L	L	L	<p>A. Conference Room Pilot (CRP) sessions were held. Users assessed the functionality of the D365 product and features, and discussed potential defects and bugs.</p> <p>B. Project issues, their resolution, and the assignment of staff responsibility for issue resolution and deadlines, were formally tracked. IndyGo signed off on DEDs (Deliverable Expectation Documents) to indicate their acceptance of the work and related deliverables.</p>	<p>A. None.</p> <p>B. None.</p>	N/A
8. Risk Management	M	M	M	L	<p>A. The implementation vendor's weekly status reports included a section for Issues/Concerns and Risks. The vendor's Project Manager raised topics such as scope, external dependencies and IndyGo staff availability.</p> <p>B. The implementation vendor added a Risk section to their weekly status reports. Topics are discussed on the weekly Project Management calls.</p>	<p>A. None.</p> <p>B. None.</p>	N/A
9. Procurement Management	L	L	L	L	<p>A. The five SOW amendments and changes orders received were documented, reviewed and approved by IndyGo in accordance with the original contact terms.</p> <p>B. A competitively-bid contract was in place, and included provisions and billing rates for additional services.</p>	<p>A. None.</p> <p>B. None.</p>	N/A
10. Stakeholder Management	L	L	L	L	<p>A. The Project Manager for the implementation vendor led weekly D365 upgrade status meetings. The weekly status reports included project summary schedule, deliverable milestones, accomplishments, and issues.</p> <p>B. An Executive Steering Committee for the D365 project periodically reviewed risks to cost or schedule, and corrective actions.</p>	<p>A. None.</p> <p>B. None.</p>	N/A

## APPENDIX A — RATINGS AND DEFINITIONS

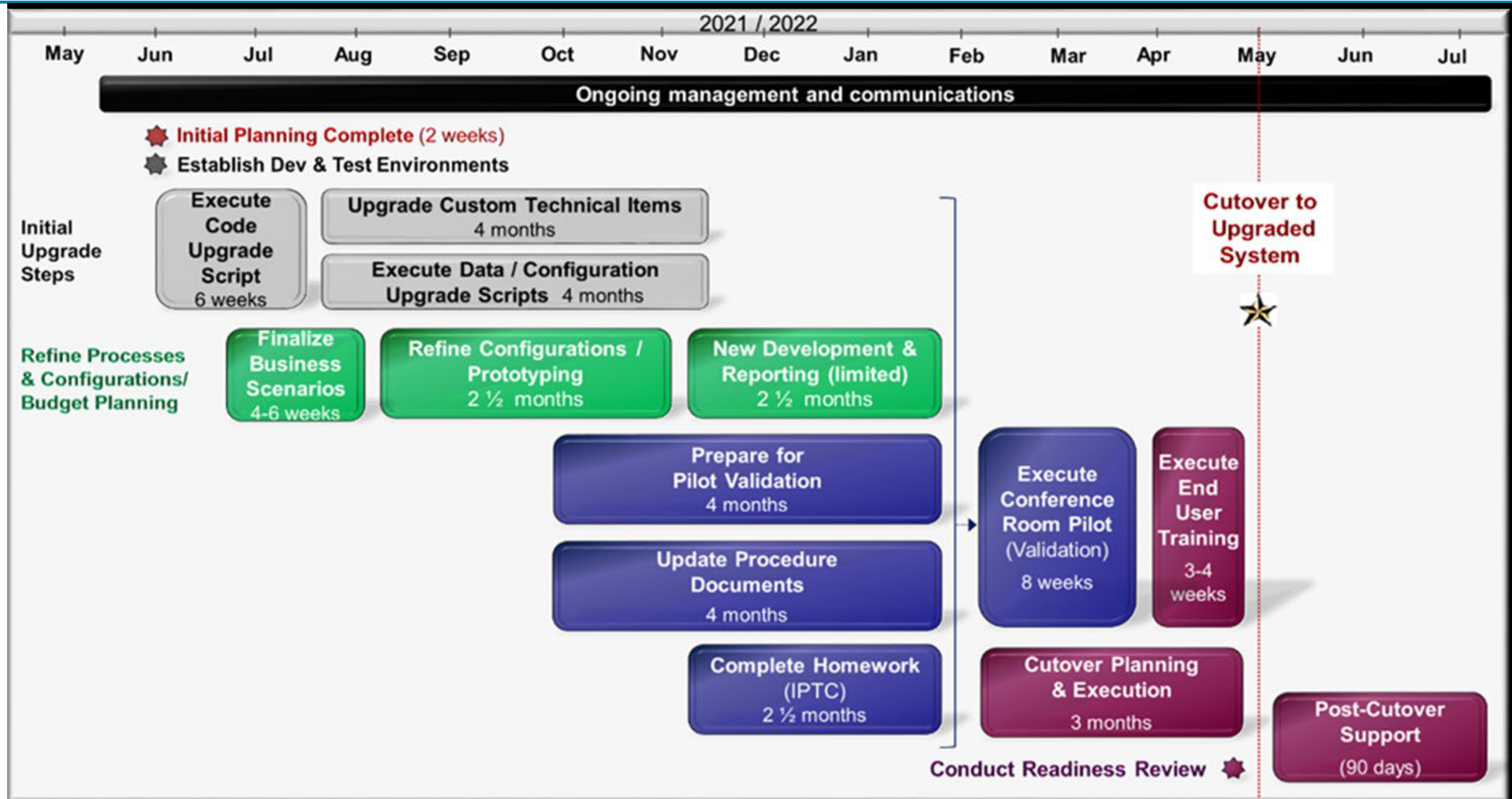
Observation Risk Rating Definitions	
Rating	Definition
Low	<ul style="list-style-type: none"> <li>Risk to achieving stated objective, or PMBOK area best practice, is low.</li> <li>Meeting these areas represents best practice for IndyGo.</li> </ul>
Medium	<ul style="list-style-type: none"> <li>Risk to achieving stated objective, or PMBOK area best practice, is moderate.</li> <li>Opportunity exists for improvement.</li> <li>Risk should be addressed in the near term.</li> </ul>
High	<ul style="list-style-type: none"> <li>Risk to achieving stated objective, or PMBOK are best practice, is high.</li> <li>Improvements are needed to help IndyGo meet its goals, improve its processes or internal control structure, and further protect its brand.</li> <li>Risk should be addressed immediately.</li> </ul>

Report Rating Definitions	
Rating	Explanation
Low	<ul style="list-style-type: none"> <li>The D365 Project status is adequate.</li> <li>Controls are in place and operating effectively.</li> <li>Minimal improvements are required.</li> <li>Observations are limited to low risk areas or are not pervasive in nature.</li> </ul>
Medium	<ul style="list-style-type: none"> <li>The D365 Project status is potentially off-track.</li> <li>Certain controls are either not in place or are not operating effectively.</li> <li>Improvements are required.</li> <li>Observations were noted in several areas or are pervasive to one PMBOK area.</li> </ul>
High	<ul style="list-style-type: none"> <li>The D365 Project is off-track (as of this reporting date).</li> <li>Several controls were not in place or were not operating effectively for substantial areas.</li> <li>Significant improvements are required.</li> <li>Observations were noted in multiple areas and/or were pervasive.</li> </ul>

## APPENDIX B — PMBOK AREAS AND DEFINITIONS

Project Management Book of Knowledge (PMBOK) Areas (Sixth Edition)	
Area	Definition
1. Integration	Requires each project and product process to be appropriately aligned and connected with other processes to facilitate their coordination.
2. Scope	The processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.
3. Time (and Schedule)	The processes required to accomplish timely completion of the project.
4. Cost	The processes involved in planning, estimating, budgeting and controlling costs so that the project can be completed within the approved budget.
5. Human Resources	The processes that organize and manage the project team.
6. Communications	The processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information.
7. Quality	The activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken.
8. Risk	The processes involved with conducting risk management planning, identification analysis, responses and monitoring and control on a project.
9. Procurement	The processes to purchase or acquire the products and services needed from outside the project team to perform the work.
10. Stakeholder	The process of developing appropriate strategies to effectively engage stakeholders throughout the project life cycle, based on the analysis of their needs, interests and potential impact on the project success.

## APPENDIX C — IMPLEMENTATION VENDOR’S PROJECT STATUS CHART (Unaudited)



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**BOARD MEMORANDUM**

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** President/CEO Inez P. Evans  
**FROM:** Director of Governance & Audit Brian Atkinson  
**SUBJECT:** Consideration and approval of Physical and Facility Security Assessment

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**ACTION ITEM A – 6**

**RECOMMENDATION:**

Review and receive Governance & Audit Report 2022-3  
Physical and Facility Security Assessment

**BACKGROUND:**

The FY 2022 Internal Audit Work Plan approved by the Governance and Audit Committee included an assessment of IPTC’s Physical and Facility Security.

**DISCUSSION:**

The goal of this review is to assess the processes and controls in place to safeguard IPTC people, riders, facilities, and materials.

The Life Safety and Security Department resides under the Operations Division and was separated from the Training and Security Department in January 2022. The department had four budgeted FTEs for fiscal year 2022 and administers a contract with an external security provider.

Our Procedures Included:

- Review of relevant contracts, policies, documents, the Security Preparedness Plan.
- Visits and tours of primary IPTC facilities, including current headquarters, new East Campus, new paratransit center, and the Carson Transit Center.
- Discussions with the contracted security firm.
- Observation of fare inspection procedures on selected bus routes.

Objective and Scope:

- Obtain an understanding of IPTC’s processes and controls related to managing physical and facility security at its facility locations, including the new East Campus, and on bus routes.
- Review key processes and test selected transactions, related to:
  - Security vendor contract and performance
  - Intelligent Transportation System (ITS) technologies, including camera monitoring
  - Fare enforcement, evasion, policies, and procedures

- Workplace violence prevention programs
  - Materials, vehicle, and fuel storage
  - Station and Carson Transit Center safety
- Assess the effectiveness of the design and operation of internal controls.
  - Identify potential opportunities for process and control improvements or revenue enhancement.

**ALTERNATIVES:**

N/A

**FISCAL IMPACT:**

No Fiscal Impact

**DBE/XBE DECLARATION:**

N/A

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Governance & Audit Committee on July 21, 2022 and will be placed on the Consent Agenda.



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## Physical and Facility Security Assessment

Governance & Audit Report No. 2022-3

Issued on July 12, 2022

## EXECUTIVE SUMMARY

### Background

The FY 2022 Internal Audit Work Plan approved by the Governance and Audit Committee included a Physical and Facility Security assessment. The goal of this review is to assess the processes and controls in place to safeguard IndyGo people, riders, facilities and materials.

The Life Safety and Security Department resides under the Operations Division, and was separated from the Training and Security Department in January 2022. The department had four budgeted FTEs for fiscal year 2022 and also administers a contract with an external security provider.

Our assessments are performed in accordance with the professional practice standards of the Institute of Internal Auditors. This report was prepared for use by IndyGo’s Board of Directors, Governance and Audit Committee, and management.

### Objective and Scope

- Obtain an understanding of IndyGo’s processes and controls related to managing physical and facility security at its facility locations, including the new East Campus, and on bus routes.
- Review key processes and test selected transactions, related to:
  - Security vendor contract and performance
  - Intelligent Transportation System (ITS) technologies, including camera monitoring
  - Fare enforcement, evasion, policies and procedures
  - Workplace violence prevention programs
  - Materials, vehicle and fuel storage
  - Station and Carson Transit Center safety
  - Fare inspection procedures on selected bus routes
- Assess the effectiveness of the design and operation of internal controls
- Identify potential opportunities for process and control improvements or revenue enhancement.

### Overall Report Rating & Observations

*(See Appendix A for definitions)*

	Report	Rating	Number of Observations by Rating		
			High	Medium	Low
<b>Physical and Facility Security</b>		<b>High</b>	<b>4</b>	<b>3</b>	<b>2</b>

### Overall Summary and Review Highlights

IndyGo’s Life Safety and Security Department’s responsibilities are expanding as the agency develops the new East Campus and Paratransit Center, and sees increasing ridership at the Carson Transit Center. The Security Department manages internal staff as well as an external security firm which provide approximately 39 FTEs, including Armed Officers, Law Enforcement Officers and Fare Inspection Officers.

Our aggregate rating for the Physical and Facility Security report is “High”. See Appendix A for the report and observation rating definitions.

Our following report includes nine recommendations. These include:

- Contracted Security Services
- Contractual Model for Providing Security Resources
- Security Department Staffing Levels and Strategic Assessment
- Command Center
- Camera and Monitoring Systems
- Fare Inspectors
- Drug and Alcohol Testing
- Policies Affecting Rider, Employee and Facility Security
- Employee Termination Notifications

We would like to thank IndyGo staff and all those involved in assisting us with the review. Questions should be addressed to the IndyGo Department of Governance and Audit at: [batkinson@indygo.net](mailto:batkinson@indygo.net).

## 1. Contracted Security Services

**Observation:**

IndyGo’s contracted security firm has not delivered an estimated 30% of the scheduled resources, and not met certain other provisions of the contract.

**Recommendation:**

Prepare for the upcoming contract expiration. Establish a comprehensive monitoring process for the successful bidder and security provider.

Observation Rating: High

IndyGo has a contract with an external security firm. The contract is valued at approximately \$11.3 million over five years, and is to provide over 81,000 hours or 39 FTEs, annually. The security contractor’s staffing consists of Armed Officers, Law Enforcement Officers (contracted from various local jurisdictions) and Fare Inspection Officers.

The security firm has been unable to deliver the contracted resources. We estimate that over 30% of the contractually scheduled staffing was not provided during FY 2021 and FY 2022, year to date. This equates to over 11 FTEs daily.

The causes appear to include industry-wide staffing issues, a subcontractor's performance issues, the contractor's potential underpaying of staff, and the contract’s lack of a pay escalation clause.

IndyGo is aware of the security contractor’s staffing challenges. However, IndyGo has not:

- Monitored the undelivered contract hours and dollars
- Mandated any contractor or subcontractor staffing changes
- Enforced the contract’s infraction fee provisions (estimated to exceed \$150,000 annually).

The current security provider’s contract expires in February 2023. We suggest that IndyGo:

- Expand the potential bidders to include multiple potential providers that could accommodate IndyGo’s security needs.
- Establish a comprehensive monitoring process to identify and report performance or compliance shortfalls on a monthly basis
- Include typical annual pay rate escalation clauses
- Enforce the infraction fees (liquidated damages) provisions
- Consider material exceptions to contract requirements as potential breaches of the contract, or provide documented waivers in the event of acceptable, non-recurring situations.
- Require staffing or subcontractor changes in the event of significant non-performance, or exercise the termination provisions of the contract

**Management Action Plans:**

New contract language will address deficiencies that cover, but are not limited to, missed shifts, staff shortage, abandoned shifts, and a measurable performance matrix.

The current contract does not allow for liquidated damages for missed shifts. Still, it does allow for damages if shifts are left uncovered without the vendor reporting them during the allowed time frame. Prior to the Covid-19 pandemic, the vendor did not have open or uncovered shifts. During the pandemic, IMPD and other smaller Police Departments reduced the level of part-time Law Enforcement Officers allowed to work for the vendor to cover IndyGo service requirements. This mandate was not lifted across departments until shortly after the Mask Mandate was lifted on April 18, 2022. Since the lifting of the Mask Mandate, vendor staffing has gradually increased to staffing required levels.

Staff monitors undelivered hours on a weekly basis. IndyGo has asked for the removal of several of the contracted staff for non-compliance and will continue to, as warranted.

In addition, the external security firm’s contract contains several compliance provisions. Our testing of these provisions noted that:

- An employee roster and work schedule was not consistently provided by the contracted security firm on a timely basis
- Weapons training for the Armed Officers was not provided due to COVID restrictions during 2021; training was resumed in 2022
- Enrollment in and verification of the work eligibility status of all newly hired employees through the E-Verify program as defined in Indiana Code 22-5-1.7-3 was not performed by the contracted security firm, or detected by IndyGo

IndyGo did not formally notify the security contractor of these violations or assess any infraction fees.

These situations could lead to elevated security risk and a diminished incentive for performance by the contracted security firm.

**Responsible Parties:**

Director of Life Safety and Security

**Due Dates:**

Scope of work due to procurement by July 31, 2022.  
Procurement review and process by October 1, 2022.

## 2. Contractual Model for Providing Security Resources

**Observation:**

The structure of the current contract has several elements that could result in suboptimal vendor performance.

**Recommendation:**

Assess alternative models to secure and staff security resources.

Observation Rating: High

The contracted security firm provides IndyGo with Armed Officers (armed security personnel), Law Enforcement Officers (armed and sworn personnel) on-site at IndyGo facilities, as well as unarmed Fare Inspectors on the bus routes.

The Security contract:

- Does not include a labor category (LCAT) description matrix or minimum qualification requirements and responsibility descriptions for each type of labor category.
- Is structured so that the vendor is the prime contractor for law enforcement resources. Therefore, IndyGo does not directly control or contract with law enforcement personnel, which may impact response times and priorities.
- Is based on a just-in-time model, which limits flexibility to address significant staff absences or incidents requiring backup.
- Lacks flow through performance requirements for subcontracts with Police and Sheriff officers or individuals. Therefore, the contractor has less recourse in the event of no-shows or other non-performance.
- Allows the provision of part-time resources, which could increase contract administration efforts

The design of the security contract may have an impact on IndyGo's ability to receive the expected security resources.

IndyGo should assess the model of its security program, to best fit its needs and increase responsiveness in the event of significant incidents.

IndyGo could consider alternative models used by other transit agencies to staff security resources, including:

- Hiring more staff directly, such as Fare Inspectors
- Contracting directly with a local law enforcement agency, such as Indianapolis Metropolitan Police Department (IMPD)
- Deputizing IndyGo staff to allow for additional arrest and detention powers
- Requiring an on-call capability in the vendor's contract
- Enhancing the security vendor's subcontracts with local law enforcement agencies.

**Management Action Plans:**

IndyGo has a limited ability to enforce a provision for Law Enforcement Officers who first have a duty to the City of Indianapolis. The current provider has attempted to correct this by reaching out to small departments within Marion County who are volunteers or part-time by offering additional part-time to full-time employment. There are some limitations as those Officers may not have marked cars or may have not exceeded the 40 hours of training required for full-time Officers or the ability to process arrestees in Marion County. Military Police and School Police have no jurisdiction outside of their prospective employers, which also creates additional barriers.

IndyGo will continue to move forward with a competitive procurement process that will continue to contract out these services with enhanced requirements for staffing and performance measurements.

**Responsible Parties:**

Director of Life Safety and Security

**Due Dates:**

Q4 2022

### 3. Security Department Staffing Levels and Strategic Assessment

<p><b>Observation:</b>          IndyGo security staffing levels may be low, given the planned facility and bus rapid transit station expansion.</p>	<p><b>Recommendation:</b>          Consider a strategic security assessment to review the desired security parameters, other factors and resultant staffing needs.</p>	
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Observation Rating: High

<p>The Life Safety and Security Department has approximately four budgeted FTEs for fiscal year 2022, after the separation from the Training Department.</p> <p>This staffing level may be low, given IndyGo’s facility and bus routes expansion plans and current activity levels:</p> <ul style="list-style-type: none"> <li>The contracted security firm has a 35 FTE daily staff to be monitored and deployed.</li> <li>Planned security staff at the East Campus could be insufficient to cover the size of the entire campus and multiple buildings; expected security staffing includes one guard at the front desk(s) and one roving guard at night.</li> <li>Security personnel have not been assigned inside the Paratransit Center to provide security when visitors enter for paratransit assessment and move throughout the building.</li> <li>Certain areas of the CTC may have insufficient camera coverage, creating "dead spots" and potentially requiring more manpower to monitor.</li> </ul> <p>The Security Department has initiated budget and staffing discussions. However, an independent assessment of security needs has not been performed. Also, no strategic security plan has been developed to incorporate these various factors affecting resourcing levels.</p>	<p>Consider an independent strategic assessment of the security environment. This strategic assessment could be performed by an APTA Peer Review group or an external consultant and could include:</p> <ul style="list-style-type: none"> <li>Overall desired security parameters</li> <li>IndyGo’s planned facility and bus route expansion</li> <li>Expected contracted security resources deployment</li> <li>Site hardening and physical controls to limit access and safe guard people and assets</li> <li>Forecast incident levels and large events</li> <li>resultant staffing levels</li> <li>Forecasted budget implications</li> </ul>	<p><b>Management Action Plans:</b>          Management will review and assess the need for a security service escalation plan to address site hardening, physical controls, and staffing for local city events. Security staff generally have one assessment per year completed by the Department of Homeland Security, for site and cyber needs and have received Gold Standards Awards.</p> <p>IndyGo will also investigate hosting a peer review from other agencies to see where improvement could be made with policies and procedures.</p> <p><b>Responsible Parties:</b>          Director of Life Safety and Security</p> <p><b>Due Dates:</b>          Q2 2023</p>
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#### 4. Command Center

**Observation:**

IndyGo does not have a central security command and control center.

**Recommendation:**

Consider developing a command center for security operations and incident monitoring and response.

Observation Rating: High

IndyGo does not have a central command and control center. Incident response and camera monitoring is performed at various IndyGo locations. Security Department leadership has ready access to its operations and personnel.

However, there are no dedicated personnel performing only monitoring and oversight functions. These functions are currently split among various sites and personnel:

- Bus dispatch personnel, who also monitor the fleet locations and passenger incidents.
- Security Department leadership, who have multiple responsibilities and are often in the field
- Contracted security personnel at the facilities, who have visitor sign-in, customer service and site observation responsibilities.
- Mobile command center, which can be used for emergency incident response and large event management

Incident detection or response times could be impacted by this distributed responsibility and multiple non-dedicated resources.

Other transit properties have dedicated facilities staffed by trained personnel who solely manage incident response, camera monitoring and law enforcement coordination.

Consider developing a command center which could serve as a secured central location for security operations, incident monitoring, camera review, emergency dispatch and overall communication and coordination.

Perform a study or analysis to:

- Seek best practices from other agencies
- Identify the appropriate size and scale of command center operations, considering the span and services provide across the IndyGo system
- Consider IndyGo’s interplay within the broader Indianapolis metropolitan area’s emergency response planning.
- Estimate the required capital and operating funds
- Consider future needs as IndyGo moves into the new East Campus buildings and opens additional Bus Rapid Transit stations
- Weigh the potential cost and benefits of a new facility
- Assess co-location with an Emergency Operations Center to facilitate business continuity and disaster recovery.

**Management Action Plans:**

IndyGo management has been considering a command center since the inception of the BRT service. Planning is in progress with the Capitol Projects Team of IndyGo. IndyGo has connected with another transit agency to discuss the development of their command center while reaching out to other agencies to understand successes and failures during their processes.

IndyGo has a co-location operating desk at the Indianapolis Emergency Operations Center (EFS 1) in conjunction with the IndyGo internal Incident Command Center.

The security team has asked for additional personnel to staff our current control room and then move into the east campus control center, in the 2023 budget request.

**Responsible Parties:**

Director of Life Safety and Security

**Due Dates:**

Q2 2023, subject to varying construction schedules of East Campus building B and operating budget approvals.

## 5. Camera and Monitoring Systems

**Observation:**

IndyGo utilizes multiple camera products, and both analog and digital systems for security purposes.

**Recommendation:**

Implement automated camera diagnostic tools, and consider standardizing camera systems to one digital product.

Observation Rating: Medium

IndyGo utilizes multiple camera and video surveillance systems to monitor and help ensure the security of its riders, employees and facilities:

- Building cameras (Milestone Systems and Multiguard Corp)
- Bus fleet cameras (Luminator Technology Group)

We observed the following:

- a) Monitoring of camera health and operating functionality is performed on a non-scheduled basis. Cameras could become non-operational and Security relies primarily on manual observation and notification of issues. The ability to use automated system diagnostics for one product was recently communicated to IndyGo.
- b) Retention periods are inconsistently applied. Indiana statute requires a standard 30 day retention period and 24 months if criminal activity is found. However, the IT Department’s retention period is typically 90 days. This practice is also not currently enforced, possibly due to capacity and cost constraints.
- c) Both analog and digital camera systems are currently utilized. The industry standard is moving towards networked, cloud-based digital technology, which can provide higher definition and accessible images. Digital systems have larger file sizes which may increase the cost of storage and retention.

IndyGo should review its camera and surveillance systems, as it expands its facilities and bus network, to most effectively and cost-efficiently enhance its rider, employee and facility security.

IndyGo should:

- a) Implement a process to monitor bus and building camera feeds daily, utilizing the camera software functionality and automated reporting/notification capability where possible.
- b) Implement a policy standardizing the camera video retention period for a period not longer than required by Indiana statute, and communicate the retention to all staff.
- c) Assess the cost, benefit and timeline to consolidate cameras technologies to one system. Replace all analog cameras with digital cameras, to enhance efficiencies and ease of monitoring.

**Management Action Plans:**

Security staff will open dialogue with the Connected Vehicle Technology (CVT) team to learn more about how the Luminator Software and its camera health tracking modules work, and gain a clearer understanding of the reporting process, as Security was not involved with procuring this technology.

IndyGo security staff will coordinate with building camera vendors to gain additional knowledge of health tracking software if available within their current contracted services. If automatic health tracking software is unavailable, IndyGo will develop work processes to monitor the system manually.

A dialogue will begin with the IndyGo legal teams and IT to develop a clear written video retention process and implement that process across IndyGo campuses.

Several cameras have been switched to digital. The remaining analog cameras will be replaced during future renovation projects.

A project request has been submitted to consolidate camera technology to one system.

**Responsible Parties:**

Director of Life Safety and Security

**Due Dates:**

Q1 2023

## 6. Fare Inspectors

**Observation:**

Fare inspection processes and fare enforcement are inconsistently performed. Policies are presently in draft form.

**Recommendation:**

Update the draft policies. Enhance the existing audit process.

Observation Rating: Medium

IndyGo has draft fare inspection policies related to Writing and Issuing Citations, Inability to Pay, and Use of Force, dated May 2019.

IndyGo conducts ongoing audits of the fare inspection process, using a standard compliance checklist, and provides feedback to the contracted security firm personnel. However, no annual summary of the most common issues is developed for training or contractor assessment purposes.

We observed the fare inspection process on selected routes, and noted:

- Ticket and fare collection are not enforced. Fare evasion citations are generally not issued. We observed a rider who was permitted to board without purchasing a ticket after speaking with a Fare Inspector. There is no overall methodology to estimate potential revenue losses.
- Fare inspectors work in teams of two contractor personnel. This staffing is not specified in the contract or an IndyGo policy. The use of single fare inspectors could increase productivity and fare education, reduce contractor staffing shortages, and increase route coverage. Potential safety concerns can be mitigated through the use of existing escalation protocols.
- Fare inspector behavior and appearance to the public could be improved. We observed late arrivals at the first stop, non-standard attire, smoking, and stopping at convenience stores between stops.

IndyGo should:

- Review and update its existing draft fare inspection policies. Also, procedures should be separated from policies.
- Establish a fare enforcement policy. If enforcement is mandated, along with education and potential citation fee waivers, it should begin. If enforcement will not be mandated, the role of Fare Inspectors should be redefined.
- Clarify the operating practices (such as paid travel time to the first stop) that are being used daily, but are not specified in the security provider’s contract or an IndyGo policy
- Consider deploying single fare inspectors, instead of pairs, to increase productivity and route coverage

The fare inspection audit program and follow-up on observations is a valuable process. We recommend that Security:

- Continue the audit process.
- Hire a replacement for the audit staff resource who recently left IndyGo.
- Prepare an annual summary of the most noted deficiencies and areas of improvement, including those related to public appearance and behavior.
- Host a meeting and training sessions with the contracted fare inspector personnel.

**Management Action Plans:**

Policies are being updated with corrected language to address recent changes in Fare Enforcement and be replaced with current mandates for Fare Inspection Officers. IndyGo is currently working on a “Paid Areas” ordinance that will address some loss of revenue and operational disruption before IndyGo can address a Fare Enforcement Policy.

Refresher training was scheduled after mask mandates were lifted and staffing moved back to normal levels; this occurred in Q2 of 2022. The new contract will address a site supervisor to ensure training is on a continuous basis.

All Fare Inspectors must report to IndyGo HQ to pick up assignments and equipment.

IndyGo will reassess two Inspectors per shift by finding other means of safety protocols.

Replacement Security Specialists have recently onboarded. The Security Specialist job functions will include preparing monthly summaries of service to address any deficiencies.

**Responsible Parties:**

Director of Life Safety and Security

**Due Dates:**

Q2 2023

## 7. Drug and Alcohol Testing

**Observation:**

IndyGo conducts drug and alcohol testing of the contracted security firm’s employees. No reimbursement is obtained.

**Recommendation:**

Assess the drug and alcohol testing program and its administration, related to the contacted security firm.

**Observation Rating: Low**

IndyGo conducts drug and alcohol testing of the contracted security firm’s employees, in accordance with its contract.

Fare Inspectors provided by the contracted security firm do not appear to be tested, although they are not exempted in the contract.

There is no chargeback to the contracted security firm for this service. IndyGo is absorbing the cost of all testing and administrative management.

IndyGo’s Drug and Alcohol Program is designed in accordance with federal requirements. However, performing substance abuse testing on a contractor’s employees and resources, including Law Enforcement Officers from local agencies, may expose IndyGo to unintended employment or legal liabilities.

IndyGo should review the drug and alcohol (D&A) testing program and its administration, related to its contacted security firm.

IndyGo should:

- Provide the contracted security firm with IndyGo’s current Drug and Alcohol Program policy, since they agreed to be included in IndyGo’s program.
- Consider whether the contract would allow for any cost recovery for these services.
- Determine whether all contracted security employees, including Fare Inspectors, should be tested.
- Develop an audit process to monitor and assure compliance with federal regulations
- Consider alternative testing models, including the contractor providing their own substance abuse testing, for future contracts.

**Management Action Plans:**

Fare Inspectors will still be a part of the pre-employment and reasonable suspension D&A testing pools. Fare Inspectors are classified as non-safety sensitive employees and thus cannot be a part of the random pool, because the courts determined it was against Fourth Amendment Rights, but are a part of the pre-employment D&A testing program.

The updated or newly procured contract will address the contractor providing their own substance abuse program, at their own cost, with the assistance of IndyGo if the selected provider has not previously participated in a regulated testing program.

Each contracted security employee is given the IndyGo D&A policy with a video to watch and a sign-off sheet.

The monitoring and audit process of Drug and Alcohol compliance will be the responsibility of the Risk and Safety department.

**Responsible Parties:**

Director of Life Safety and Security

**Due Dates:**

Q2 2023

## 8. Policies Affecting Rider, Employee and Facility Security

**Observation:**

Homeless and CTC land use policies have not been finalized.

**Recommendation:**

Continue the dialogue on these matters that impact both community members’ right and transit riders’ security.

Observation Rating: Low

IndyGo is discussing other key policies that could impact rider, employee and facility security. The following topics are of national and societal concern:

- Homelessness – The Indianapolis City-County Council adopted a “Homeless Bill of Rights” in 2015. The ordinance established specific protections for the homeless. These include the right to move freely in public spaces, which includes sidewalks, bus stops and Red Line stations.
- Public right of way usage and land ownership - IndyGo has discussed its rights and actions on land outside the Carson Transit Center (CTC) that is currently considered public space.

Transit policy must balance both the legal rights of unhoused residents and the public, as well as transit users’ expectations of security while using IndyGo facilities and services.

The development of these policies will require IndyGo leadership and Board participation, and coordination with the Indianapolis City-County Council regarding policy development, enforcement protocols and any ordinances.

Continue the dialogue on these matters that impact both community members’ right and transit riders’ security.

The considerations include the classification or transfer of land to IndyGo, which could potentially then be defined as private property, to allow security enforcement and increased safety for passengers.

**Management Action Plans:**

IndyGo is in the process of developing “Paid Areas” along the BRT routes to assist with the removal of loitering individuals from these stations to allow paying passengers to utilize the services.

IndyGo continues to work with other agencies to combat homelessness in the City of Indianapolis, including but not limited to, the Community Resource District Council for Downtown Indy, Indy Inc, and the Coalition for Homelessness Intervention and Prevention (CHIP).

**Responsible Parties:**

Director of Life Safety and Security

**Due Dates:**

Q2 2023 and TBD based on IndyGo Board of Directors and City-County Council approval of “Paid Areas.”

**9. Employee Termination Notifications**

<p><b>Observation:</b>          Notification of pending employee terminations are not automatically provided to the Security Department</p>	<p><b>Recommendation:</b>          Provide the ADP system notifications, so that terminated employees' badges and access can be limited.</p>	
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Observation Rating: Medium

<p>Open</p> <p>notification of the initiation of employee terminations has not been provided by the Human Resources Department to the:</p> <ul style="list-style-type: none"> <li>• <b>Security Department.</b> Our testing of 12 recent employee terminations disclosed that seven were reported to the Security Department between one and ten days <i>after</i> the termination date.</li> </ul> <p>The Security Department does have adequate procedures in place to remove badge access and minimize facility access upon notification.</p> <p>However, IndyGo staff may be at risk of exposure to workplace violence if the Security Department is unable to proactively identify and monitor employees entering the termination process.</p> <ul style="list-style-type: none"> <li>• <b>Fleet Department.</b> The fuel dispensing system may not be updated to prevent terminated employees with fueling capability from accessing the fuel system. We did not note any fuel losses.</li> </ul>	<p>The Security and Fleet Departments should be notified of pending employment terminations via the ADP alerts for the start of the termination process, which are provided to management.</p> <p>The terminating employee's access to building entrances and other office locations should be limited only to those areas accessible by their employee badge as permitted by the IndyGo Security Department.</p>	<p><b>Management Action Plans:</b>          Discussions will begin with HR to determine if access will be given to select security members to be notified when terminations begin in ADP. We understand that ADP has the ability to email select Security Team members about pending terminations when the process begins. It would be helpful for the Security Director and Manager to know if a termination is pending. This would also allow the team members to be on alert in case of workplace issues. Staff is trained to detect body language and specific processes that would indicate if an employee needs to be watched more directly.</p> <p>Security sends termination notifications to the contracted security vendor with a photo of the IndyGo staff members and IndyGo Contractors.</p> <p>The Security department has recently issued a Standard Operating Procedure on the steps to take when discharging an employee. This Standard Operating Procedure includes actions to be taken pre and post-termination.</p> <p><b>Responsible Parties:</b>          Director of Life Safety and Security</p> <p><b>Due Dates:</b>          Q1 2023</p>
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## APPENDIX A – RATINGS DEFINITIONS

Observation Rating Definitions	
Rating	Definition
Low	Process improvements exist but are not an immediate priority for IndyGo. Taking advantage of these opportunities would be considered best practice for IndyGo.
Medium	Process improvement opportunities exist to help IndyGo meet or improve its goals, meet or improve its internal control structure, and further protect its brand or public perception. This opportunity should be considered in the near term.
High	Significant process improvement opportunities exist to help IndyGo meet or improve its goals, meet or improve its internal control structure, and further protect its brand or public perception presents. This opportunity should be addressed immediately.
Not Rated	Observation identified is not considered a control or process improvement opportunity but should be considered by management or the board, as appropriate.

Report Rating Definitions	
Rating	Explanation
Low	Adequate internal controls are in place and operating effectively. Few, if any, improvements in the internal control structure are required. Observation should be limited to only low risk observations identified or moderate observations which are not pervasive in nature.
Medium	Certain internal controls are either: <ul style="list-style-type: none"> <li>Not in place or are not operating effectively, which in the aggregate, represent a significant lack of control in one or more of the areas within the scope of the review.</li> <li>Several moderate control weaknesses in one process, or a combination of high and moderate weaknesses which collectively are not pervasive.</li> </ul>
High	Fundamental internal controls are not in place or operating effectively for substantial areas within the scope of the review. Systemic business risks exist which have the potential to create situations that could significantly impact the control environment. <ul style="list-style-type: none"> <li>Significant/several control weaknesses (breakdown) in the overall control environment in part of the business or the process being reviewed.</li> <li>Significant non-compliance with laws and regulations.</li> <li>Observations which are pervasive in nature.</li> </ul>
Not Rated	Adequate internal controls are in place and operating effectively. No reportable observations were identified during the review.

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**BOARD MEMORANDUM**

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** President/CEO Inez P. Evans  
**FROM:** Director of Governance & Audit Brian Atkinson  
**SUBJECT:** Consideration and approval of Cyber Security Readiness Review

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**ACTION ITEM A – 7**

**RECOMMENDATION:**

Review and receive Governance & Audit Report 2022-4  
Cybersecurity Readiness Review

**BACKGROUND:**

The FY 2022 Internal Audit Work Plan approved by the Governance and Audit Committee included a review of IndyGo’s Cybersecurity Readiness.

**DISCUSSION:**

Cybersecurity risk has increased as transit agencies become more automated and data-intensive, with farecard acceptance, passenger counts, computer aided dispatch, automated vehicle location, signal management and other technologies. Visible threats have included ransomware attacks, phishing attempts, data breaches and network compromises.

Objective and Scope:

- Obtain an understanding of IndyGo’s processes and controls and framework related to managing cybersecurity risk.
- Review key processes related to:
  - Threat and vulnerability assessment
  - Phishing and spoofing prevention, including training for employee awareness
  - Data management and protection Project roles and responsibilities
  - External vendor support and reporting
  - Cybersecurity program staffing and associated resources
  - Recently issued TSA Cybersecurity Information Guide
  - Consideration of The National Institute of Standards and Technology (NIST) Cybersecurity Framework
- Assess the effectiveness of the design and operation of internal controls.
- Identify potential opportunities for process and control improvements or revenue enhancement.

This review resulted in three observations relative to the inherent risk and pervasive nature of cybersecurity threats.

- Cybersecurity Plan, and compliance with TSA’s recommended cybersecurity measures
- Cybersecurity Monitoring and Detection Tools
- Cybersecurity Policy

We did not perform a deep technical assessment, network scanning or penetration testing as part of this readiness assessment.

**ALTERNATIVES:**

N/A

**FISCAL IMPACT:**

No Fiscal Impact

**DBE/XBE DECLARATION:**

N/A

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Governance & Audit Committee on July 21, 2022 and will be placed on the Consent Agenda.



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# Cybersecurity Readiness Assessment

Governance & Audit Report No. 2022-4

Issued on July 7, 2022

## EXECUTIVE SUMMARY

### Background

The FY 2022 Internal Audit Work Plan approved by the Governance and Audit Committee included a review of cybersecurity readiness.

Cybersecurity risk has increased as transit agencies become more automated and data-intensive, with farecard acceptance, passenger counts, centrally aided dispatch, automated vehicle location, signal management and other technologies. Visible threats have included ransomware attacks, phishing attempts, data breaches and network compromises.

Our assessments are performed in accordance with the professional practice standards of the Institute of Internal Auditors. This report was prepared for use by IndyGo’s Board of Directors, Governance and Audit Committee, and management.

### Objective and Scope

- Obtain an understanding of IndyGo’s processes and controls and framework related to managing cybersecurity risk
- Review key processes related to:
  - Threat and vulnerability assessment
  - Phishing and spoofing prevention, including training for employee awareness
  - Data management and protection Project roles and responsibilities
  - External vendor support and reporting
  - Cybersecurity program staffing and associated resources
  - Recently issued TSA Cybersecurity Information Guide
  - Consideration of NIST Cyber Security framework
- Assess the effectiveness of the design and operation of internal controls
- Identify potential opportunities for process and control improvements or revenue enhancement.

We did not perform a deep technical assessment, network scanning or penetration testing as part of this readiness assessment.

### Overall Report Rating & Observations

*(See Appendix A for definitions)*

	Report	Rating	Number of Observations by Rating		
			High	Medium	Low
<b>Cybersecurity Readiness</b>	<b>High</b>		<b>1</b>	<b>2</b>	<b>0</b>

### Overall Summary and Review Highlights

IndyGo has not experienced a significant cyber intrusion resulting in data or monetary loss. Management is aware of industry trends and the Transportation Security Administration’s (TSA) recommended cybersecurity measures, and has recently hired an individual to manage IT security and cybersecurity. The IT Department’s strategy of moving key applications to the cloud, vs on-premise, has also shifted but not eliminated the risk profile for these applications.

Our following report includes three recommendations. We have rated the overall risk associated with Cybersecurity Readiness as “High.” See Appendix A for the report and observation rating definitions.

This rating is based on our observations and the inherent risk and pervasive nature of cybersecurity threats. Our report observations relate to:

- Cybersecurity Plan, and compliance with TSA’s recommended cybersecurity measures
- Cybersecurity Monitoring and Detection Tools
- Cybersecurity Policy

We would like to thank IndyGo staff and all those involved in assisting us in connection with the review.

Questions should be addressed to the IndyGo Department of Governance and Audit at: [batkinson@indygo.net](mailto:batkinson@indygo.net).

**1. Cybersecurity Plan**

<p><b><u>Observation:</u></b>          IndyGo has not adopted TSA’s recommended cybersecurity measures, including developing a cybersecurity incident response plan.</p>	<p><b><u>Recommendation:</u></b>          Develop a plan and timetable to adopt the TSA’s recommended cybersecurity measures, including an incident response plan, and circulate a summary to all employees.</p>	
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**Observation Rating: High**

<p>The Transportation Security Administration (TSA) issued an Information Circular, effective December 31, 2021, recommending various measures to strengthen cybersecurity across the transportation sector.</p> <p>The guidance recommends that over-the-road bus operators:</p> <ol style="list-style-type: none"> <li>1. Designate a cybersecurity coordinator. IndyGo has recently hired an individual to manage IT security and cybersecurity, but has not reported his name to TSA.</li> <li>2. Report cybersecurity incidents to TSA within 24 hours. IndyGo has not experienced any cyber events that would require reporting, but has not implemented a process for reporting to TSA.</li> <li>3. Develop and implement a cybersecurity incident response plan to reduce the risk of an operational disruption. IndyGo has not developed or tested an incident response plan.</li> <li>4. Complete a cybersecurity vulnerability assessment to identify potential gaps or vulnerabilities in their systems. IndyGo has hired external vendors to annually assess IT security risks, but has not completed the recommended vulnerability assessment using the TSA forms.</li> </ol>	<p>The IT Department is aware of the TSA Circular and recommended cybersecurity practices. IT has also recently hired an individual to manage IT security and cybersecurity.</p> <p>IT should develop a plan and timetable to fully adopt the TSA’s recommended cybersecurity measures.</p> <p>The TSA recommends that the Cybersecurity Incident Response Plan include measures to:</p> <ul style="list-style-type: none"> <li>• Reduce the risk of operational disruption, through the:             <ul style="list-style-type: none"> <li>○ Prompt identification and segregation of infected systems, networks and devices</li> <li>○ Security and integrity of backed up data</li> <li>○ Established capability and governance</li> </ul> </li> <li>• Identify individual responsibilities</li> <li>• Conduct annual situational exercises</li> </ul>	<p><b><u>Management Action Plans:</u></b></p> <p>Now that we have hired our Cybersecurity Coordinator (IT Control Analyst), we have a dedicated resource for constructing and implementing the IndyGo Cybersecurity Plan.</p> <p>We will develop an agency-wide Cybersecurity Plan incorporating TSA's recommended cybersecurity practices.</p> <p>Once developed, the plan will be included with our existing Incident Management Plan.</p> <p><b><u>Responsible Parties:</u></b></p> <p>Marcus Burnside, Chief Information Officer, and Justin Janik, IT Controls Analyst</p> <p><b><u>Due Dates:</u></b></p> <p>September 30, 2022</p>
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**2. Cybersecurity Monitoring and Detection Tools**

<p><b>Observation:</b>          IndyGo handles their IT and cybersecurity internally, using various commercial tools for network and data protection.</p>	<p><b>Recommendation:</b>          IndyGo could increase its cyber resilience through the use of outside monitoring forms or more robust technology tools</p>	
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**Observation Rating: Medium**

<p>IndyGo primarily handles their IT and cybersecurity internally. IndyGo has engaged two external firms to perform annual internal and external vulnerability scans and risk assessments. IndyGo has not engaged a firm to provide real-time network monitoring and threat detection.</p> <p>The IT Department also utilizes various tools for:</p> <ul style="list-style-type: none"> <li>• Email and data cybersecurity assessment and quarantining.</li> <li>• Network vulnerability assessment and threat detection.</li> </ul> <p>Our review of the use of one primary tool and its output reports indicated that it:</p> <ul style="list-style-type: none"> <li>○ Requires manual action to run, rather than automated ongoing detection routines</li> <li>○ Has only been run once recently. If prior IT personnel ran any reports, they were not archived.</li> <li>○ Has additional capabilities which could be deployed. The current testing configuration assessed traditional areas such as password length and reuse, unsupported applications and operating systems, and outdated virus or spyware detection.</li> <li>○ Generated internal vulnerability scan reports which IndyGo followed up on. However, remediation actions and resolutions were not documented. External vulnerability scans were not run. No overall dashboard or incident summary reports are produced.</li> </ul>	<p>IndyGo has not experienced any known cybersecurity incidents resulting in data or monetary loss. However, given the increasing level of threats and attempted intrusions, IndyGo should assess whether the use of an outside vendor and/or a more robust automated threat detection tool is warranted to increase its cyber resilience.</p> <p>There are multiple tools and providers in the marketplace. IndyGo could consider whether increased protection is warranted.</p> <p>For example, Security Information and Event Management (SIEM) technology providers support:</p> <ul style="list-style-type: none"> <li>• Security incident management</li> <li>• Automated threat detection</li> <li>• Compliance reviews</li> <li>• Real time logging correlation and analysis</li> <li>• Dashboard reporting</li> </ul>	<p><b>Management Action Plans:</b></p> <p>The IT Department utilizes several existing tools, including real-time internal and edge devices monitoring that have dashboards for snapshot views and ad-hoc reports.</p> <p>We will explore additional monitoring tools to enhance our existing assessment tools.</p> <p>If this recommendation requires additional funding outside the proposed FY2022 and FY2023 budget, there will be unbudgeted requests submitted to Finance.</p> <p><b>Responsible Parties:</b></p> <p>Marcus Burnside, Chief Information Officer, and Justin Janik, IT Controls Analyst</p> <p><b>Due Dates:</b></p> <p>Ongoing through March 31, 2023.</p>
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### 3. Cybersecurity Policy

<p><b>Observation:</b> IndyGo has several draft IT polices, but not a specific cybersecurity policy.</p>	<p><b>Recommendation:</b> Develop a cybersecurity policy. Add a cybersecurity section to add to the overall IndyGo Business Continuity Plan.</p>	
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**Observation Rating: Medium**

<p>IndyGo has created several policies to guide IT and user behavior and protect IndyGo resources and assets. These include:</p> <ul style="list-style-type: none"> <li>○ Acceptable Encryption</li> <li>○ Equipment Use Agreement</li> <li>○ Information Resources Use Agreement</li> <li>○ Password</li> <li>○ Virtual Private Network</li> <li>○ Wireless communication</li> <li>○ Workstation Security</li> </ul> <p>The polices are comprehensive and clear. However, most are still in draft form, and have not been fully distributed throughout the IndyGo organization.</p> <p>However, there is not a separate cybersecurity policy.</p> <p>Also, the IndyGo Business Continuity Plan (BCP) does not contain any refences to recovery plans for ransomware, denial of services or other cybersecurity risks.</p>	<p>The IT Department should finalize and issue the draft policies.</p> <p>IT should also create a formal separate cybersecurity policy. This policy could incorporate elements of the “Framework for Improving Critical Infrastructure Cybersecurity” issued by the National Institute of Standards and Technology (NIST), and other resources.</p> <p>The NIST Cybersecurity Framework’s core structure is organized around functions, which organize basic cybersecurity activities at their highest level, including:</p> <ul style="list-style-type: none"> <li>● Identify</li> <li>● Protect</li> <li>● Detect</li> <li>● Respond</li> <li>● Recover</li> </ul> <p>The IT Department should also add a cybersecurity section to the overall IndyGo Business Continuity Plan. This section could include guidelines for recovering from potential attacks, such as ransomware or Denial of Service (DOS). Topics could include:</p> <ul style="list-style-type: none"> <li>● Performance of a periodic Business Impact Analysis</li> <li>● Maintaining of an ongoing third-party risk assessment</li> <li>● Incident response plan</li> <li>● Crisis communication plan, including key contact information to a short list of specialized cybersecurity response vendors</li> </ul>	<p><b>Management Action Plans:</b></p> <p>The IT draft policies have been developed using National Institute of Standards and Technology (NIST) templates and have been under departmental review since Q1 2022.</p> <p>Our IT Controls Analyst will perform the final evaluation of the draft plans before they are submitted to our Chief Policy Officer for enforcement.</p> <p>Although the draft policies contain some language pertaining to cybersecurity, a separate Cybersecurity Policy is warranted.</p> <p>We will develop a separate Cybersecurity Policy in conjunction with the Cybersecurity Plan.</p> <p><b>Responsible Parties:</b></p> <p>Marcus Burnside, Chief Information Officer, and Justin Janik, IT Controls Analyst</p> <p><b>Due Dates:</b></p> <p>September 30, 2022.</p>
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## APPENDIX A – RATINGS DEFINITIONS

Observation Rating Definitions		Report Rating Definitions	
Rating	Definition	Rating	Explanation
Low	Process improvements exist but are not an immediate priority for IndyGo. Taking advantage of these opportunities would be considered best practice for IndyGo.	Low	Adequate internal controls are in place and operating effectively. Few, if any, improvements in the internal control structure are required. Observation should be limited to only low risk observations identified or moderate observations which are not pervasive in nature.
Medium	Process improvement opportunities exist to help IndyGo meet or improve its goals, meet or improve its internal control structure, and further protect its brand or public perception. This opportunity should be considered in the near term.	Medium	Certain internal controls are either: <ul style="list-style-type: none"> <li>• Not in place or are not operating effectively, which in the aggregate, represent a significant lack of control in one or more of the areas within the scope of the review.</li> <li>• Several moderate control weaknesses in one process, or a combination of high and moderate weaknesses which collectively are not pervasive.</li> </ul>
High	Significant process improvement opportunities exist to help IndyGo meet or improve its goals, meet or improve its internal control structure, and further protect its brand or public perception presents. This opportunity should be addressed immediately.	High	Fundamental internal controls are not in place or operating effectively for substantial areas within the scope of the review. Systemic business risks exist which have the potential to create situations that could significantly impact the control environment. <ul style="list-style-type: none"> <li>• Significant/several control weaknesses (breakdown) in the overall control environment in part of the business or the process being reviewed.</li> <li>• Significant non-compliance with laws and regulations.</li> <li>• Observations which are pervasive in nature.</li> </ul>
Not Rated	Observation identified is not considered a control or process improvement opportunity but should be considered by management or the board, as appropriate.	Not Rated	Adequate internal controls are in place and operating effectively. No reportable observations were identified during the review.





Date: July 15, 2022  
Current Meeting: July 28, 2022  
Board Meeting: July 28, 2022

**BOARD MEMORANDUM**

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** President/CEO Inez P. Evans  
**FROM:** Deputy Chief Operating Officer Cheryl Purefoy  
**SUBJECT:** Consideration and approval of Swiftly GPS technology for Non-Revenue vehicles

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**ACTION ITEM A – 8**

**RECOMMENDATION:**

In a manner consistent with IPTC contract award standards, we ask the Board to authorize the President/CEO to enter into a three-year contract with Swiftly, Inc. to provide GPS services for the IPTC non-revenue fleet. The total cost for this agreement is not to exceed \$127,000, over the life of the contract.

**BACKGROUND:**

IPTC currently has 46 non-revenue vehicles which do not have GPS tracking capability. Contracting with Swiftly, Inc. the current provider for the revenue fleet will allow IPTC to add this needed functionality to the non-revenue vehicles, while maintaining consistency across all IPTC vehicle tracking. This contract is scalable to include any increase and/or decrease to the non-revenue fleet.

**DISCUSSION:**

Vehicle specific tracking will provide greater visibility of assets and staff conducting IPTC business utilizing these vehicles. The GPS service will help increase operational efficiency, allowing resources to be quickly redeployed as needed in the field. Below are the costs per year:

Year 1 - \$38,305.75  
Year 2 - \$42,497.20  
Year 3 - \$45,433.65

**ALTERNATIVES:**

If the Board chooses not to approve, IPTC would lack accountability and trackability of the non-revenue vehicles.

**FISCAL IMPACT:**

The funding for this project will come out of the Operating Budget.

**DBE/XBE DECLARATION:**

Not applicable

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Service Committee on July 21, 2022 and will be placed on the Consent Agenda.



Date: July 21, 2022  
Current Meeting: July 28, 2022  
Board Meeting: July 28, 2022

**BOARD MEMORANDUM**

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** President/CEO Inez P. Evans  
**FROM:** Chief Legal Officer Jill D. Russell  
**SUBJECT:** Consideration and approval of Resolution 2022-04 to acquire updated appraisals and purchase real property located at 9625 E. 33<sup>rd</sup> Street, Indianapolis, Indiana directly or by Eminent Domain

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**ACTION ITEM A – 4**

**RECOMMENDATION:**

In a manner consistent with IPTC standards and pursuant to State and Local requirements, it is requested that the Board issue a Resolution directing the President/CEO, on behalf of the Indianapolis Public Transportation Corporation, to appoint two appraisers to appraise the fair market value of the real estate located at 9625 E. 33<sup>rd</sup> Street, Indianapolis IN., and to provide a copy of both appraisals to the Chair of the Board of Directors. It is also requested that the Board direct the President/CEO to enter into an agreement for the purchase real estate located at 9625 E. 33<sup>rd</sup> Street, Indianapolis for a sum not exceed the average of the two appraisals as required by IC 36-1-10.5-6. In the event that a direct purchase is unsuccessful, IPTC staff requests the Board to direct the President/CEO to acquire the property by eminent domain as authorized under Indiana Code 36-9-4-32.

**BACKGROUND:**

IPTC is committed to providing bus rapid transit and increased services as required by the Marion County Transit Plan. To achieve increased service, additional coaches will be purchased resulting in a vehicle fleet larger than the facility at 1501 W. Washington can accommodate. Implementation of the Marion County Transit Plan has also required the increase in both operational and administrative staff. To effectively house and maintain the current fleet required and train new operators, IPTC requires additional maintenance facilities and land for vehicle storage and training.

**DISCUSSION:**

The increased fleet size necessary for the implementation of the Marion County Transit Plan has resulted in overcrowding in the garage. This overcrowding has led to potentially unsafe operational conditions for staff and coaches. In addition, IPTC currently lacks the land necessary to construct a training track for new operators as well as an on-site location for Commercial Driver’s License (CDL) testing. Securing the additional maintenance facility and space would allow for vehicle storage and maintenance as well training and CDL testing site.

**ALTERNATIVES:**

Maintain the status and continue to park revenue vehicles outside with limited ability to provide security, maintenance, and charging, as well as no access to a training course or on-site CDL testing.

**FISCAL IMPACT:**

IPTC may not purchase the property for more than the average of two appraisals as required by law or by exercising the authorized use of eminent domain.

**DBE/XBE DECLARATION:**

Not applicable.

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Finance Committee on July 21, 2022 and will be placed on the Regular Agenda.

## RESOLUTION 2022-04

### RESOLUTION OF THE BOARD OF DIRECTORS OF THE INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

**A RESOLUTION** establishing that the Board of Directors of the Indianapolis Public Transportation Corporation, is interested in making a purchase of specified land.

**WHEREAS**, the Indianapolis Public Transportation Corporation (IPTC) in a municipal corporation pursuant to Indiana Code 36-9-4-10; and

**WHEREAS**, Indiana Code 36-19-4-14 establishes management of the Corporation by a Board of Directors; and

**WHEREAS**, Indiana Code 36-9-4-30 authorizes the Board of Directors to acquire real property through purchase; and

**WHEREAS**, the addition of bus rapid transit lines requires an expansion of service requiring additional vehicles and staffing; and

**WHEREAS**, the current location of IndyGo's maintenance garage lacks the needed space to house and perform necessary maintenance of the necessary fleet; and

**WHEREAS**, the property located at 9625 E. 33<sup>rd</sup> Street, immediately adjacent to the future site of IndyGo headquarters provides a maintenance garage; and

**WHEREAS**, the location also provides additional space for a training course for new operators and Commercial Driver's License (CDL) testing; and

**WHEREAS**, the IPTC Board of Directors having considered the acquisition and being duly advised, finds that the Board of Directors has as an interest in acquiring the Real Estate:

#### **NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION:**

Section 1. The Board of Directors desires to exercise its authority under Indiana Code 36-9-4-30 for the acquisition of real property to accommodate increased staff and vehicle inventory, an additional maintenance garage and area for conducting CDL testing and training course.

Section 2. The Board of Directors establishes that it has an interest in the acquiring the Real Estate and described and depicted in Exhibit "A" attached hereto.

Section 3. For purposes of Revised Code Sec. 151-66, the Real Estate is owned by the Ascona REM Corporation.

Section 4. The Board hereby having directed the CEO and President, on behalf of the Indianapolis Public Transportation Corporation, to appoint two (2) appraisers to appraise the fair market value of the Real Estate and to provide a copy of both appraisals to the Chair of the Board of Directors of Indianapolis Public Transportation Corporation.

Section 5. That upon receipt of those appraisals the Board hereby directs the CEO and President to enter into negotiations for the purchase of said property in an amount not to exceed the average of the two fair market price appraisals.

Section 6. In the event that purchase of the property is not successful, the Board hereby directs the CEO and President to initiate acquisition through eminent domain. This Resolution shall be in full force and effect from and after its adoption and compliance with all laws pertaining thereto.

Section 6. If any section, paragraph, or provision of this resolution shall be held to be invalid or unenforceable for any reason, the invalidity or unenforceability of any such section, paragraph or provision shall not affect any of the remaining provisions of this resolution.

**Adopted this 28th day of July 2022.**

BOARD OF DIRECTORS, INDIANAPOLIS  
PUBLIC TRANSPORTATION CORPORATION

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**Gregory F. Hahn**  
Chairman of the Board of Directors

Attest: \_\_\_\_\_

Jill D. Russell, Chief Legal Officer  
Indianapolis Public Transportation Corporation

# Exhibit A

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PARCEL I:

A PART OF THE SOUTHWEST QUARTER OF SECTION 20, TOWNSHIP 16 NORTH, RANGE 5 EAST AND A PART OF THE SOUTHEAST QUARTER OF SECTION 20, TOWNSHIP 16 NORTH, RANGE 5 EAST LOCATED IN WARREN TOWNSHIP, MARION COUNTY, INDIANA BEING BOUNDED AS FOLLOWS:  
COMMENCING AT THE NORTHWEST CORNER OF THE SOUTHWEST QUARTER OF SECTION 20, TOWNSHIP 16 NORTH, RANGE 5 EAST;  
THENCE SOUTH 00 DEGREES 46 MINUTES 35 SECONDS WEST (ASSUMED BEARING) 1,339.38 FEET ALONG THE WEST LINE OF SAID SOUTHWEST QUARTER TO THE SOUTHWEST CORNER OF THE NORTH HALF OF SAID SOUTHWEST QUARTER, SAID CORNER BEING THE MIDPOINT OF THE WEST LINE OF SAID SOUTHWEST QUARTER; THENCE SOUTH 89 DEGREES 26 MINUTES 38 SECONDS EAST 2,459.85 FEET ALONG THE SOUTH LINE OF THE NORTH HALF OF SAID SOUTHWEST QUARTER TO THE POINT OF BEGINNING OF THIS DESCRIPTION;  
THENCE NORTH 00 DEGREES 52 MINUTES 19 SECONDS EAST 451.69 FEET;  
THENCE NORTH 06 DEGREES 51 MINUTES 58 SECONDS EAST 53.83 FEET; THENCE NORTH 69 DEGREES 13 MINUTES 35 SECONDS EAST 125.05 FEET TO THE POINT OF CURVATURE OF A CURVE TO THE LEFT, SAID POINT OF CURVATURE BEING SOUTH 20 DEGREES 46 MINUTES 25 SECONDS EAST 425.14 FEET FROM THE RADIUS POINT OF SAID CURVE;  
THENCE EASTERLY AND NORTHEASTERLY 68.41 FEET ALONG SAID CURVE TO A POINT OF REVERSE CURVATURE, SAID POINT OF REVERSE CURVATURE BEING SOUTH 29 DEGREES 59 MINUTES 33 SECONDS EAST 425.14 FEET FROM THE RADIUS POINT OF SAID CURVE AND BEING NORTH 29 DEGREES 59 MINUTES 33 SECONDS WEST 365.14 FEET FROM THE RADIUS POINT OF A REVERSE CURVE;  
THENCE NORTHEASTERLY AND EASTERLY 194.96 FEET ALONG SAID REVERSE CURVE TO ITS POINT OF TANGENCY, SAID POINT OF TANGENCY BEING NORTH 00 DEGREES 35 MINUTES 59 SECONDS EAST 365.14 FEET FROM THE RADIUS POINT OF SAID CURVE; THENCE SOUTH 89 DEGREES 24 MINUTES 01 SECONDS EAST 158.32 FEET; THENCE NORTH 00 DEGREES 54 MINUTES 45 SECONDS EAST 60.00 FEET PARALLEL WITH THE EASTERN BOUNDARY OF THE 96.920 ACRE TRACT OF LAND DESCRIBED IN THE DEED RECORDED AS INSTRUMENT NO. 88-100604 IN THE OFFICE OF THE RECORDER OF MARION COUNTY, INDIANA;  
THENCE SOUTH 89 DEGREES 24 MINUTES 01 SECOND EAST 230.00 FEET;  
THENCE NORTH 27 DEGREES 24 MINUTES 53 SECONDS EAST 44.82 FEET TO THE EASTERN BOUNDARY OF SAID 96.920 ACRE TRACT OF LAND, THE NEXT THREE (3) COURSES ARE ALONG THE BOUNDARY OF SAID 96.920 ACRE TRACT OF LAND:  
1) THENCE SOUTH 00 DEGREES 54 MINUTES 45 SECONDS WEST 589.77 FEET;  
2) THENCE SOUTH 77 DEGREES 57 MINUTES 40 SECONDS WEST 647.45 FEET TO THE SOUTH LINE OF THE NORTH HALF OF SAID SOUTHWEST QUARTER;



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3) THENCE NORTH 89 DEGREES 26 MINUTES 38 SECONDS WEST 145.61 FEET ALONG THE SOUTH LINE OF THE NORTH HALF OF SAID SOUTHWEST QUARTER TO THE POINT OF BEGINNING.

PARCEL II:

A PART OF THE SOUTHEAST QUARTER OF SECTION 20, TOWNSHIP 16 NORTH, RANGE 5 EAST LOCATED IN WARREN TOWNSHIP, MARION COUNTY, INDIANA BEING BOUNDED AS FOLLOWS:  
COMMENCING AT THE NORTHEAST CORNER OF THE NORTHEAST QUARTER OF SECTION 20, TOWNSHIP 16 NORTH, RANGE 5 EAST;  
THENCE SOUTH 00 DEGREES 51 MINUTES 36 SECONDS WEST (ASSUMED BEARING) 2,677.26 FEET ALONG THE EAST LINE OF SAID NORTHEAST QUARTER TO THE SOUTHEAST CORNER OF SAID NORTHEAST QUARTER AND TO THE NORTHEAST CORNER OF THE SOUTHEAST QUARTER OF SAID SECTION 20;  
THENCE NORTH 89 DEGREES 21 MINUTES 45 SECONDS WEST 1,130.63 FEET ALONG THE NORTH LINE OF SAID SOUTHEAST QUARTER TO ITS POINT OF INTERSECTION WITH THE NORTHERLY EXTENSION OF THE WESTERN BOUNDARY OF THE 2.276 ACRE TRACT OF LAND DESCRIBED IN THE WARRANTY DEED RECORDED AS INSTRUMENT NO. 94-119823 IN THE OFFICE OF THE RECORDER OF MARION COUNTY, INDIANA AND TO THE POINT OF BEGINNING OF THIS DESCRIPTION;  
THENCE NORTH 89 DEGREES 21 MINUTES 45 SECONDS WEST 931.37 FEET ALONG THE NORTH LINE OF SAID SOUTHEAST QUARTER TO A POINT BEING SOUTH 89 DEGREES 21 MINUTES 45 SECONDS EAST 570.57 FEET FROM THE NORTHWEST CORNER OF SAID SOUTHEAST QUARTER, SAID POINT ALSO BEING ON THE BOUNDARY OF .PARCEL III. AS DESCRIBED IN EXHIBIT .A., OF THE TRUSTEE.S DEED RECORDED AS INSTRUMENT NO. 90-10709 IN SAID RECORDER.S OFFICE, THE NEXT FOUR (4) COURSES ARE ALONG THE BOUNDARY OF SAID .PARCEL III.;

- 1) THENCE SOUTH 00 DEGREES 54 MINUTES 24 SECONDS WEST 1,195.54 FEET;
- 2) THENCE NORTH 77 DEGREES 57 MINUTES 40 SECONDS EAST 769.19 FEET;
- 3) THENCE NORTH 00 DEGREES 44 MINUTES 16 SECONDS EAST 706.73 FEET TO A POINT BEING 320.00 FEET (MEASURED SOUTHERLY IN A PERPENDICULAR DIRECTION) FROM THE NORTH LINE OF SAID SOUTHEAST QUARTER;
- 4) THENCE SOUTH 89 DEGREES 21 MINUTES 45 SECONDS EAST 184.10 FEET PARALLEL WITH THE NORTH LINE OF SAID SOUTHEAST QUARTER TO THE SOUTHWESTERN CORNER OF SAID 2.275 ACRE TRACT OF LAND;

THENCE NORTH 00 DEGREES 51 MINUTES 08 SECONDS EAST 320.00 FEET ALONG THE WESTERN BOUNDARY OF SAID 2.275 ACRE TRACT OF LAND AND ALONG THE NORTHERLY EXTENSION OF THE WESTERN BOUNDARY OF SAID 2.275 ACRE TRACT OF LAND TO THE POINT OF BEGINNING.

PARCEL III:

A PART OF THE SOUTHEAST QUARTER OF SECTION 20, TOWNSHIP 16 NORTH, RANGE 5 EAST LOCATED IN WARREN TOWNSHIP, MARION COUNTY, INDIANA BEING BOUNDED AS FOLLOWS:  
COMMENCING AT THE NORTHEAST CORNER OF THE NORTHEAST QUARTER OF SECTION 20, TOWNSHIP 16 NORTH, RANGE 5 EAST;

THENCE SOUTH 00 DEGREES 51 MINUTES 36 SECONDS WEST (ASSUMED BEARING) 2,677.26 FEET ALONG THE EAST LINE OF SAID NORTHEAST QUARTER TO THE SOUTHEAST CORNER OF SAID NORTHEAST QUARTER AND TO THE NORTHEAST CORNER OF THE SOUTHEAST QUARTER OF SAID SECTION 20;  
 THENCE NORTH 89 DEGREES 21 MINUTES 45 SECONDS WEST 2,062.00 FEET ALONG THE NORTH LINE OF SAID SOUTHEAST QUARTER TO A POINT BEING SOUTH 89 DEGREES 21 MINUTES 45 SECONDS EAST 570.57 FEET FROM THE NORTHWEST CORNER OF SAID SOUTHEAST QUARTER SAID POINT BEING ON THE BOUNDARY OF .PARCEL III., AS DESCRIBED IN EXHIBIT .A. OF THE TRUSTEE.S DEED RECORDED AS INSTRUMENT NO. 90- 10709 IN SAID RECORDER.S OFFICE AND BEING THE NORTHEASTERN CORNER OF THE 96.920 ACRE TRACT OF LAND DESCRIBED IN THE DEED RECORDED AS INSTRUMENT NO. 88-100604 IN SAID RECORDER.S OFFICE;  
 THENCE SOUTH 00 DEGREES 54 MINUTES 24 SECONDS WEST 605.80 FEET ALONG THE BOUNDARY OF SAID .PARCEL III., TO THE POINT OF BEGINNING OF THIS DESCRIPTION;  
 THENCE SOUTH 00 DEGREES 54 MINUTES 24 SECONDS WEST 589.74 FEET ALONG THE BOUNDARY OF SAID .PARCEL III. TO A SOUTHWESTERN CORNER OF SAID .PARCEL III. ON THE FORMER NORTHERN RIGHT OF WAY LINE OF THE PENN CENTRAL RAILROAD (REFERENCE INSTRUMENT NO. 90-10709);  
 THENCE SOUTH 77 DEGREES 57 MINUTES 40 SECONDS WEST 0.12 FEET ALONG THE FORMER NORTHERN RIGHT OF WAY LINE OF THE PENN CENTRAL RAILROAD AND ALONG THE FORMER NORTHERN RIGHT OF WAY LINE OF THE .OLD. C.C.C. AND ST. LOUIS RAILROAD (REFERENCE INSTRUMENT NO. 88-100604) TO THE SOUTHEASTERN CORNER OF SAID 96.920 ACRE TRACT OF LAND;  
 THENCE NORTH 00 DEGREES 54 MINUTES 45 SECONDS EAST 589.77 FEET ALONG THE EASTERN BOUNDARY OF SAID 96.920 ACRE TRACT OF LAND;  
 THENCE SOUTH 89 DEGREES 05 MINUTES 25 SECONDS EAST 0.06 FEET TO THE POINT OF BEGINNING.

SITE DESCRIPTION

The subject consists of a 20.161 +/- acre tract of land located at 9625 E 33rd Street in Indianapolis, Indiana.

The following is a summary description of the subject.

*Description of the Real Estate "As Is"*

- General Description: A tract of land containing approximately 20.161 +/- acres, located in Warren Township, Marion County, Indiana. The property has frontage and visibility on East 33<sup>rd</sup> Street.
- Access: Access to the site is obtained via 2 drives cuts, one on the south side of East 33<sup>rd</sup> Street and one on the east side of Charnock Street.
- Shape and Frontage: The site is irregular in shape and has approximately 785 feet of curvilinear frontage on the south side of East 33<sup>rd</sup> Street and

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	approximately 500 feet on the east side of Charnock Street.
Utilities:	All Municipal
Topography:	Basically, level with East 33 <sup>rd</sup> Street.
Easements:	The appraiser was not provided with a survey. It is assumed the subject is affected by typical utility and drainage easements. It should be noted that the subject value could be affected by unknown easements.
Flood Map Review:	According to flood map number <b>180970159F</b> , dated April 19, 2016, as published by the National Flood Insurance Program, Federal Emergency Management Agency, the subject property is not located in a flood zone. A copy of the FEMA flood zone map is provided after the Site and Improvement Description sections. <i>The appraisers are not qualified to determine the exact location of flood zones and recommend that the client consult an expert in the field.</i>
Environment and Wetlands Assessment:	The appraisers have not been provided with a Phase I Environmental Site Assessment for the subject.

IMPROVEMENT DESCRIPTION

The subject is improved with a 34,000 square foot truck maintenance facility. It is divided into two large garage (warehouse storage) spaces, north and south, with office in the middle. The office space comprises approximately 13% of the overall improvement square footage. The south garage area features seven large overhead garage doors on each side (east and west), and the north garage features four large overhead garage doors on each side. The garages are steel framed with metal siding and concrete floors. The south garage includes a below-ground work area. There is a gas island for refueling trucks located in the east parking lot.

The office area features dropped ceilings with inset lighting, painted drywall walls with wood trim and vinyl tile floors. There are a number of both private and ‘bullpen-type’ offices. There also is a conference room and four restrooms. There also is a mezzanine area located above the office area. Finally, there is a hallway through the office area that connects the north and south garage areas.

The building is 340 x 100 feet. It was built in the year 2000. The facility has forced air heating and central air conditioning in finished areas. Site improvements include both asphalt and concrete paving, fencing and a 32’ x 38’ canopy. The building appears to be in average condition for its age.

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## AERIAL MAP



## Information Update – June 2022 Financials Summary

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**To:** Chair and Board of Directors  
**Through:** President/CEO Inez P. Evans  
**From:** Chief Financial Officer Bart Brown and Deputy CFO Hardi Shah  
**Date:** July 14, 2022

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### JUNE 2022 FINANCIAL SUMMARY

#### Revenue

- Federal Assistance Revenue is over budget by \$491,844 (53.4%) for the month and \$1,719,130 (31.1%) year to date. Increase of 5307 for ADA support is the largest portion of the variance.
- Other Operating revenue category is under budget by \$23,942 (44%) for the month. Year-to-date, this category is over budget by \$117,662 (36%).
- The passengers service revenue is OVER budget by \$89,895 (16.9%) for the month but still under budget \$317,207 (-10.1%) year to date.
- We are still waiting on our first quarterly payment of PMTF, which was filed last month.
- Property Tax Revenue collected in June was \$5,025,831. Year to date we have collected \$20,630,362.
- The Service Reimbursement Program revenue is under budget by \$12,500 (-36%) for the month. Year to date, this category is under budget by \$65,844 (-31.7%).

*The Total Revenue for the agency is over budget by 2,450,218 (27.6%) for the month and by \$7,666,983 (14.2%) year to date.*

#### Expenditures

##### I) Personnel Services

- Fringe benefits are under budget for the month by \$317,592 (-15.6%). Year to date, this category is under budget by \$1,744,936 (-16.4%). Health insurance claims have been steady and staying on or under budget.
- The overtime expenses continue to trend higher as we experience with labor shortage especially for operators. The expenses were over budget by \$284,908 (97.3%) for the month. The increase in the overtime expense is offset by the under-budget salary expenses. This category is over budget by \$940,070 (61.7%) year to date.
- Salary expenses are under budget by \$1,108,709 (-23.2%) for the month and by \$4,245,432 (-17.1%) year to date.

*The Personnel Services category is under budget by \$1,141,392 (-16.1%) for the month of June and \$5,050,298 (-13.6%) year to date.*

II) Other Services and Charges

- Claims were under budget by \$195,434 (-55.5%) for the month and by \$413,768 (-19.6%) year to date.
- For the month of June, the Miscellaneous Expense category is under budget by \$30,434 (-39.2%). Year to date, it is under budget by \$193,294 (-41.5%).
- In June, the Purchased Transportation category is under budget by \$438,187 (-43.9%) and year to date by \$992,167 (-16.6%).
- For the month the “Services” expense category is under budget by \$760,275 (-41.2%). It is also under budget for year to date by \$3,939,106 (-35.5%).
- For the month, utilities expenses are under budget by \$13,314 (-6.9%). Accounting accrues expenses in lieu of absence of actual invoices for the month. When the invoices are received, the accruals reverse out the next month. Year to date, this category is under budget by \$165,790 (-14.2%).

*Overall, the Other Services & Charges category is under budget by \$1,437,644 (-41.4%) for the month and \$5,704,126 (-27.4%) year to date.*

III) Materials & Supplies

- The fuel and lubricant category is under budget by \$180,395 (-37.4%) for the month and \$986,155 (-34.1%) year to date.
- For the month of June, the maintenance materials category is under budget by \$53,262 (-11.7%). Year to date, this category is under budget by \$378,266 (-13.8%).
- The other materials and supplies category is under budget by \$33,946 (-27.9%) in June and \$360,571 (-49.4%) year to date.

*For the month, the Total Materials and Supplies category is under budget by \$267,603 (-24.1%). Year to date, this category is under budget by \$1,761,078 (-26.4%).*

*In June, the overall, the expenditures came under budget by \$2,846,640 (-24.3%) and \$12,515,501 (-19.4%) year to date.*

## FY 2022 NON-BUDGETED REQUESTS

Date	Expenditure Description	Budget Type	Expense Category	Amount
6/20/2022	Hand Rails at Red Line Stations for ADA Compliance & already part of RL Grant	Capital	Capital	\$38,033
6/10/2022	Design Fees for Ivy Tech Charging	Capital	Capital	\$27,528
5/11/2022	Wireless Vehicle Communications Replacement	Capital	Capital	\$462,120
5/6/2022	Temp Staffing extension	Operating	Other Services & Charges	\$37,646
5/5/2022	Zero Emission Transition Plan	Operating	Other Services & Charges	\$200,000
5/5/2022	On-call Grant Writng Contract	Operating	Other Services & Charges	\$80,000
4/26/2022	Extension of Temporary Staffing contract in Procurement	Operating	Other Services & Charges	\$37,646
4/14/2022	Design of S. Madison Charging Equipment Move	Capital	Capital	\$57,200
3/30/2022	IndyGo Pride Parade	Operating	Other Services & Charges	\$9,500
3/28/2022	Vehicle Detection System - Washington St. & Delaware St.	Capital	Capital	\$20,768
3/1/2022	Supplier Diversity Support Services	Operating	Other Services & Charges	\$90,000
3/1/2022	2 AC units replacement due to system failure	Capital	Capital	\$45,867
2/7/2022	Vehicle Detection System - Pearl St. & Delaware St.	Capital	Capital	\$20,768
1/20/2022	Digital training solutions to public transit agencies using 3D animation.	Operating	Other Services & Charges	\$98,500

## UPDATE ON THE STIMULUS DRAWS

**American Rescue Plan (ARP):** Below is the summary of the Federal Stimulus Funds drawdowns/reimbursements. These funds are deposited into a stimulus investment fund.

Federal Stimulus Grants	CARES Act	CRRSAA	ARP
IndyGo Award	44,200,516	21,105,476	49,584,275
YTD Draws	42,624,649	21,105,476	34,614,980

### RECOMMENDATION:

Receive the report.

Chief Financial Officer Bart Brown and Deputy CFO Hardi Shah (Finance)



Indianapolis Public Transportation Corporation

7/13/2022 2:56 PM

Budget to Actuals (Comparative Statement) - IndyGo

Period Selected: 6

For the Six Months Ending Thursday, June 30, 2022

	Current Month				YTD				
			Budget	Budget			Budget	Budget	PRIOR
			Variance	Variance			Variance	Variance	YTD
	Actual	Budget	\$	%	Actual	Budget	\$	%	Actual
<b>Operating Revenue</b>									
Federal Assistance	1,412,830.00	920,986.00	491,844.00	53.40	7,245,056.00	5,525,926.00	1,719,130.00	31.11	6,501,190.60
Other Operating Income	30,537.15	54,479.00	(23,941.85)	(43.95)	444,528.25	326,866.00	117,662.25	36.00	400,440.23
Passenger Service Revenue	620,952.09	531,057.00	89,895.09	16.93	2,808,257.04	3,125,464.00	(317,206.96)	(10.15)	2,458,365.57
PMTF Revenue	936,666.00	936,670.00	(4.00)	(0.00)	5,619,996.00	5,620,016.00	(20.00)	(0.00)	9,634,315.00
Local Property & Excise Tax Revenue	5,025,831.87	3,120,906.00	1,904,925.87	61.04	20,630,361.87	18,725,436.00	1,904,925.87	10.17	20,510,899.34
Local Transit Income Tax Revenue	3,390,738.00	3,390,739.00	(1.00)	(0.00)	24,652,769.09	20,344,433.00	4,308,336.09	21.18	24,271,318.80
REVENUE JOBS PLAN		12,500.00	(12,500.00)	(100.00)	9,160.00	75,000.00	(65,840.00)	(87.79)	175,470.55
SPECIAL ROUTE GUARANTEE - SPEEDW	22,083.00	22,083.00	0.00	0.00	132,498.00	132,502.00	(4.00)	(0.00)	132,498.00
Service Reimbursement Program	22,083.00	34,583.00	(12,500.00)	(36.14)	141,658.00	207,502.00	(65,844.00)	(31.73)	307,968.55
<b>Total Operating Revenues</b>	<b>11,439,638.11</b>	<b>8,989,420.00</b>	<b>2,450,218.11</b>	<b>27.26</b>	<b>61,542,626.25</b>	<b>53,875,643.00</b>	<b>7,666,983.25</b>	<b>14.23</b>	<b>64,084,498.09</b>
<b>Operating Expenses</b>									
<b>Personal Services</b>									
Fringe Benefits	1,720,057.97	2,037,649.96	(317,591.99)	(15.59)	8,898,416.66	10,643,352.60	(1,744,935.94)	(16.39)	8,890,993.17
Overtime	577,611.97	292,703.46	284,908.51	97.34	2,462,128.11	1,522,058.00	940,070.11	61.76	1,923,667.05
Salary	3,666,286.07	4,774,994.85	(1,108,708.78)	(23.22)	20,584,541.16	24,829,973.38	(4,245,432.22)	(17.10)	20,556,190.50
<b>Total Wages and Benefits</b>	<b>5,963,956.01</b>	<b>7,105,348.27</b>	<b>(1,141,392.26)</b>	<b>(16.06)</b>	<b>31,945,085.93</b>	<b>36,995,383.98</b>	<b>(5,050,298.05)</b>	<b>(13.65)</b>	<b>31,370,850.72</b>
<b>Other Services &amp; Charges</b>									
Claims	156,850.20	352,284.00	(195,433.80)	(55.48)	1,699,935.76	2,113,704.04	(413,768.28)	(19.58)	1,475,240.35
Miscellaneous Expenses	47,209.10	77,643.39	(30,434.29)	(39.20)	272,566.67	465,860.38	(193,293.71)	(41.49)	184,607.97
Purchased Transportation	560,026.35	998,213.69	(438,187.34)	(43.90)	4,997,114.99	5,989,282.14	(992,167.15)	(16.57)	4,049,827.95
Services	1,086,410.02	1,846,685.36	(760,275.34)	(41.17)	7,141,005.54	11,080,112.16	(3,939,106.62)	(35.55)	7,559,426.85
Total Utilities	180,977.78	194,291.67	(13,313.89)	(6.85)	999,960.09	1,165,750.02	(165,789.93)	(14.22)	963,530.89
<b>Total Other Services &amp; Charges</b>	<b>2,031,473.45</b>	<b>3,469,118.11</b>	<b>(1,437,644.66)</b>	<b>(41.44)</b>	<b>15,110,583.05</b>	<b>20,814,708.74</b>	<b>(5,704,125.69)</b>	<b>(27.40)</b>	<b>14,232,634.01</b>
<b>Materials &amp; Supplies</b>									
Fuel & Lubricants	302,118.91	482,513.94	(180,395.03)	(37.39)	1,908,928.06	2,895,083.64	(986,155.58)	(34.06)	1,531,555.30
Maintenance Materials	402,141.09	455,403.27	(53,262.18)	(11.70)	2,354,154.01	2,732,419.70	(378,265.69)	(13.84)	2,682,495.11
Other Materials & Supplies	87,744.28	121,690.45	(33,946.17)	(27.90)	369,571.92	730,142.70	(360,570.78)	(49.38)	295,610.65
Tires & Tubes	51,010.24	51,010.24	0.00	0.00	269,975.68	306,061.44	(36,085.76)	(11.79)	293,217.54
<b>Total Materials &amp; Supplies</b>	<b>843,014.52</b>	<b>1,110,617.90</b>	<b>(267,603.38)</b>	<b>(24.09)</b>	<b>4,902,629.67</b>	<b>6,663,707.48</b>	<b>(1,761,077.81)</b>	<b>(26.43)</b>	<b>4,802,878.60</b>
<b>Total Operating Expenses</b>	<b>8,838,443.98</b>	<b>11,685,084.28</b>	<b>(2,846,640.30)</b>	<b>(24.36)</b>	<b>51,958,298.65</b>	<b>64,473,800.20</b>	<b>(12,515,501.55)</b>	<b>(19.41)</b>	<b>50,406,363.33</b>
<b>OPERATING INCOME/(LOSS)</b>	<b>2,601,194.13</b>	<b>(2,695,664.28)</b>	<b>5,296,858.41</b>		<b>9,584,327.60</b>	<b>(10,598,157.20)</b>	<b>20,182,484.80</b>		
GAIN/LOSS ON ASSET DISPOSAL	(30,100.00)		(30,100.00)	0.00	(34,910.00)		(34,910.00)	0.00	149,160.09
<b>NET INCOME/(LOSS)</b>	<b>2,631,294.13</b>	<b>(2,695,664.28)</b>	<b>5,326,958.41</b>	<b>(197.61)</b>	<b>9,619,237.60</b>	<b>(10,598,157.20)</b>	<b>20,217,394.80</b>	<b>(190.76)</b>	<b>13,528,974.67</b>



Capital Plan Group	Capital Plan Project	2021 Budget Carried into 2022	2022 Budget	Total 2022 Appropriation	YTD Expenses and Encumbrances	Remaining 2022 Appropriations
BRT & On-Street Infrastructure	Blue Line BRT	4,866,844	5,746,450	10,613,294	10,769,145	(155,851)
BRT & On-Street Infrastructure	Purple Line BRT	17,694,699	57,900,000	75,594,699	68,803,393	6,791,306
BRT & On-Street Infrastructure	Red Line Signal Modifications - APB and BRT	-	345,000	345,000	-	345,000
BRT & On-Street Infrastructure	Red Line BRT	16,524,335	-	16,524,335	11,957,615	4,566,720
BRT & On-Street Infrastructure	Red Line HMA & PCCP Patching	-	-	-	5,564,851	(5,564,851)
BRT & On-Street Infrastructure	Rub Rails	-	580,000	580,000	-	580,000
BRT & On-Street Infrastructure	Rural Street Underpass Clearance (Design and NEPA)	-	710,000	710,000	316,979	393,021
BRT & On-Street Infrastructure	South Madison Park and Ride	-	350,000	350,000	-	350,000
BRT & On-Street Infrastructure	Super Stops 1.0 Delaware Street & 2-way conversion of Ft Wayne (Delaware to Alabama)	131,207	70,000	201,207	132,590	68,617
BRT & On-Street Infrastructure	Super Stops 2.0 Alabama, Ft Wayne and Vermont Stations, 2 each.	29,077	2,886,000	2,915,077	166,234	2,748,843
BRT & On-Street Infrastructure	Transit Signal Priority (Installation)	-	1,450,000	1,450,000	-	1,450,000
BRT & On-Street Infrastructure	Transit Stop Amenities: Shelters, Signs, Benches & Construction	855,401	900,000	1,755,401	1,224,037	531,364
<b>BRT &amp; On-Street Infrastructure Total</b>		<b>40,101,563</b>	<b>70,937,450</b>	<b>111,039,013</b>	<b>98,934,844</b>	<b>12,104,169</b>
Facilities	1501 - Exterior Door Replacement (formerly Security Upgrades / Enhanced Security)	-	93,185	93,185	-	93,185
Facilities	1501 - Garage Conversion, AC to DC	-	2,721,270	2,721,270	-	2,721,270
Facilities	1501 - Security Door Upgrades	-	400,000	400,000	-	400,000
Facilities	CTC - Level Boarding and In-ground Charging	-	570,000	570,000	-	570,000
Facilities	CTC - Lounge / Office Renovations	-	125,000	125,000	-	125,000
Facilities	CTC - Vehicle Detection System	-	-	-	41,536	(41,536)
Facilities	East Campus - Facilities	6,861,198	17,520,040	24,381,238	7,807,015	16,574,223
Facilities	Fuel Management System Upgrade	-	401,755	401,755	-	401,755
Facilities	Maintenance Heavy Equipment Replacement	11,918	300,000	311,918	77,470	234,448
Facilities	Steam Cleaner (Hotsey)	-	25,000	25,000	16,739	8,261
Facilities	Tire Bay Demolition	-	250,000	250,000	-	250,000
Facilities	Utility Vehicle/ATV	-	28,000	28,000	20,259	7,741
Facilities	Veeder Root	-	50,000	50,000	-	50,000
Facilities	Wall Repair	-	350,000	350,000	-	350,000
Facilities	North College - Facilities	-	-	-	14,321	(14,321)
Facilities	South Madison - Facilities	42,629	-	42,629	529,612	(486,983)
Facilities	Solar Array Expansion (1501)	32,597	-	32,597	47,375	(14,778)
Facilities	Michigan Avenue - Facilities	2,211,759	-	2,211,759	2,144,974	66,785
Facilities	Training Simulators	7,500	-	7,500	7,500	-
Facilities	UV Filtration	-	-	-	1,321,629	(1,321,629)
Facilities	Bus Charging Infrastructure in Garage	394,678	-	394,678	789,356	(394,678)
<b>Facilities Total</b>		<b>9,562,279</b>	<b>22,834,250</b>	<b>32,396,529</b>	<b>12,817,785</b>	<b>19,578,744</b>
Finance	ERP	503,880	-	503,880	1,150,714	(646,834)
Finance	Farebox Maintenance / Replacement	-	382,500	382,500	-	382,500
Finance	Fare Collection/Validation System	22,973	-	22,973	13,600	9,373
<b>Finance Total</b>		<b>526,853</b>	<b>382,500</b>	<b>909,353</b>	<b>1,164,314</b>	<b>(254,961)</b>
Fleet	Fixed-Route Bus Replacement, BYD Electric Buses for Purple Line 2022	58,813,998	14,267,000	73,080,998	54,193,594	18,887,404
Fleet	Fixed-Route Bus Replacement/Expansion, 40' Buses	2,389,581	-	2,389,581	2,427,534	(37,953)
Fleet	Paratransit Bus Replacement	-	1,450,000	1,450,000	591,271	858,729
Fleet	Support Vehicle Replacement	-	280,000	280,000	-	280,000
<b>Fleet Total</b>		<b>61,203,579</b>	<b>15,997,000</b>	<b>77,200,579</b>	<b>57,212,399</b>	<b>19,988,180</b>
Information Technology	Hastus Software Upgrade	109,005	-	109,005	109,005	-
Information Technology	Mobility Concierge	235,476	240,000	475,476	235,476	240,000
Information Technology	Radio Equipment & Accessories	-	32,000	32,000	-	32,000
Information Technology	Vehicle CCTV Replacement	284,205	1,255,000	1,539,205	1,565,205	(26,000)
Information Technology	Vehicle ITS Replacement	23,104	-	23,104	-	23,104
Information Technology	Miscellaneous Capital Purchase for IT	125,380	-	125,380	62,690	62,690
Information Technology	Mobility Technology Services	58,873	-	58,873	72,299	(13,426)
Information Technology	Disaster Recover and Business Continuity Plan	48,172	-	48,172	67,733	(19,562)
<b>Information Technology Total</b>		<b>884,215</b>	<b>1,527,000</b>	<b>2,411,215</b>	<b>2,112,408</b>	<b>298,806</b>
Safety & Security	East Campus - Security, Visitor Management	-	27,650	27,650	-	27,650
<b>Safety &amp; Security Total</b>		<b>-</b>	<b>27,650</b>	<b>27,650</b>	<b>0</b>	<b>27,650</b>

Capital Plan Group	Capital Plan Project	2021 Budget Carried into 2022	2022 Budget	Total 2022 Appropriation	YTD Expenses and Encumbrances	Remaining 2022 Appropriations
Miscellaneous	Miscellaneous Capital Purchase	1,029,247	-	1,029,247	1,323,553	(294,306)
<b>Miscellaneous Total</b>		<b>1,029,247</b>	<b>-</b>	<b>1,029,247</b>	<b>1,323,553</b>	<b>(294,306)</b>
<b>Grand Total</b>		<b>113,307,736</b>	<b>111,705,850</b>	<b>225,013,586</b>	<b>173,565,304</b>	<b>51,448,282</b>

Procurement Activity Report/Forecast  
Jul-22

Released
Received
Awarded
Contracted/Kickoff
Renewal
Task/Change Order
Withdrawn
Closeout

Project #	Project Name	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	
NA	3D Maintenance Training Software			Withdrawn					
TBD	ADA and Sidewalk Repairs 1501						Released		
21-09-428	Benefits Insurance Broker		Awarded	Contracted/Kickoff					
21-09-424	Blue Line Construction Management		Contracted/Kickoff						
22-06-452	Bus Stops 2021-B				Released	Received		Awarded	
TBD	Charge Management Solution						Released		
21-09-427	Coach Operator Uniforms	Contracted/Kickoff							
TBD	Concrete Repairs 1501						Released		
22-01-432	DEI Consultant				Released	Received		Awarded	
22-02-436	Diesel Batteries	Released	Received	Awarded	Contracted/Kickoff				
TBD	Diesel Fuel- FY2023 Supply						Released		
NA	Drug & Alcohol Random Services					Awarded			
NA	East Campus- Appliances				Released	Received	Awarded		
22-04-446	East Campus- Signage					Released	Received	Awarded	Contracted/Kickoff
NA	Facility Exterior Cameras			Awarded	Contracted/Kickoff				
22-04-443	Financial Advisor		Released	Received		Contracted/Kickoff			
NA	Fleetwatch Upgrade						Contracted/Kickoff		
NA	HR & Payroll System			Awarded	Contracted/Kickoff				
21-08-413	HVAC Services		Contracted/Kickoff						
22-02-436	Industrial Soaps	Received		Awarded	Contracted/Kickoff				
22-06-451	Intelligent Transportation System (RFI)				Released		Received		
NA	Learning Management System				Awarded	Contracted/Kickoff			
TBD	Life Safety Systems						Released		
NA	Mass Notification System					Awarded	Contracted/Kickoff		
NA	Michigan-Buswash bot	Contracted/Kickoff							
NA	Non- Revenue Vehicles			Awarded					
TBD	Occupational Health, Drug Testing & PT				Released	Received		Awarded	
22-03-439	Office Relocation Consultant	Released	Received	Awarded	Contracted/Kickoff				
21-09-425	On-Call Catering			Awarded	Contracted/Kickoff				
22-05-448	On-Call Grant Writing				Released	Received		Awarded	
22-06-449	On-Call Vehicle Destruction Services				Released	Received	Awarded		
21-09-427	Operator Uniforms	Contracted/Kickoff							
22-03-438	Pest Control		Released	Received		Awarded	Contracted/Kickoff		
21-10-430	Printing Solutions	Awarded	Contracted/Kickoff						
16-11-243	Purple Line Bus Purchase	Contracted/Kickoff							
22-02-437	Red Line 2022 HMA & PCCP Maintenance	Received	Awarded	Contracted/Kickoff					
NA	Red Line Epoxy Sealant					Awarded			
TBD	Screen Doors 1501						Released		
22-03-442	Snow Removal					Released	Received		
TBD	Security Services						Released		
NA	Security Services- New Properties	Received	Awarded		Withdrawn				
NA	Supervisor Vehicle-GPS				Released	Received	Awarded	Contracted/Kickoff	
18-07-300	Tire & Lease Services							Renewal	
21-09-425	Transit Asset Mgt. Support	Contracted/Kickoff							
TBD	Vehicle Filters					Released	Received	Awarded	
TBD	Vending					Released	Received	Awarded	
22-06-450	Visitor Management System					Released	Received	Awarded	
22-03-440	Website Maintenance & Support		Released	Received		Awarded	Contracted/Kickoff		
22-03-441	Wireless Vehicle Communications				Released	Received	Awarded		
22-04-444	Workers Compensation & Risk Mgt.				Released	Received	Awarded		
22-04-447	Zero Emissions Vehicle Transition Plan				Released	Received	Awarded		

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# FY2023 Proposed Budget

Budget Introduction: Thursday, 7/28/22

Budget Hearing: Thursday, 8/11/22

Budget Adoption: Wednesday, 8/24/22





**BART BROWN**

CFO

**HARDI SHAH**

DEPUTY CFO

**JUSTIN BURCOPE**

BUDGET MANAGER

**CASSIE BURMEISTER**

GRANTS MANAGER

**ALEX WANG**

PROJECTS & DATA ADMINISTRATOR

*IndyGo*



# FY2023 PROPOSED BUDGET

Total - \$263.1M

- Operating - \$129.8M
- Capital - \$122.6M
- Debt Service - \$10.7M



# FY2023 OPERATING EXPENSE BUDGET

## \$129.8M Operating Budget

- ❑ 5.2% increase over FY22
- ❑ \$700K personnel cost increase in wages & benefits
  - 903.5 FTEs (908 FTEs in FY2022)
  - 2% wage increase per negotiated bargaining contract with ATU
- ❑ Increased Insurance costs for vehicles and facilities
- ❑ Increased security, new software programs , mobility programs, & consulting services costs
- ❑ Increased O&M costs related to new, existing facilities and BRT infrastructure





# Adopted FY22 VS. Proposed FY23 Budget

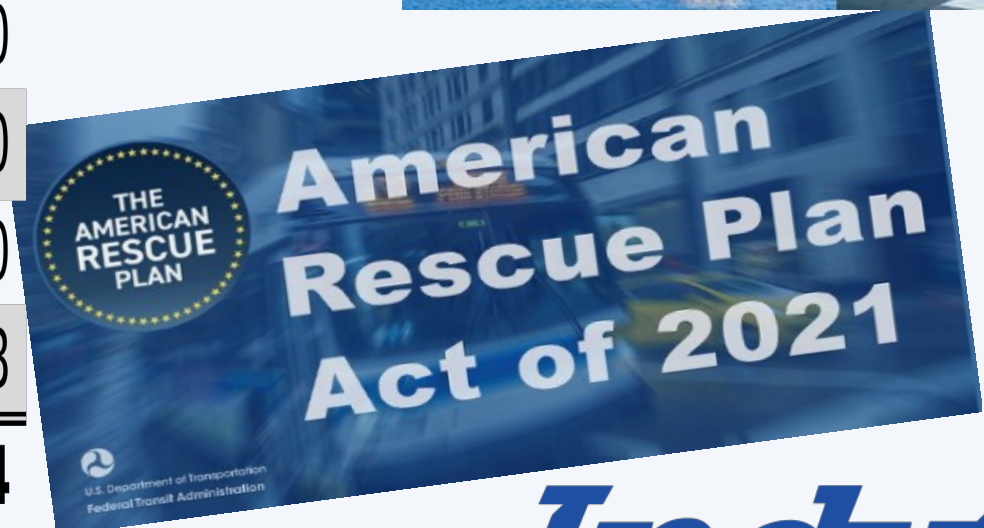
Amount in thousands

Main Expense Category	Adopted Budget 2022	Proposed Budget 2023	Variance	%Variance
Personal Services	73,990	74,689	699	0.9%
Materials & Supplies	11,678	12,353	675	6%
Other Services & Charges	37,630	42,716	5,086	13.5%
<b>Grand Total</b>	<b>123,298</b>	<b>129,758</b>	<b>6,460</b>	<b>5.2%</b>



# Operating Revenue 5-Year Outlook

Revenue Sources	2022 Adopted Budget	2023 proposed Budget	2024 Projected Budget	2025 Projected Budget	2026 Projected Budget	2027 Projected Budget
Passenger Service Revenue	6,379,045	5,190,830	5,450,372	5,722,890	6,009,035	6,309,486
Local Property & Excise Taxes	37,450,872	39,333,826	40,474,136	41,655,868	42,513,795	43,400,155
State Funds/ Grants	11,240,036	11,240,036	11,240,036	11,240,036	11,000,000	11,000,000
Federal Assistance	11,201,842	14,552,744	14,552,744	14,689,386	14,830,128	12,398,510
<b>Federal Assistance - Stimulus Funds</b>	<b>15,420,195</b>	<b>14,626,630</b>	<b>17,878,158</b>	<b>22,491,606</b>	<b>22,729,130</b>	<b>25,552,064</b>
Service Reimbursement Programs	265,000	265,000	265,000	265,000	265,000	265,000
Advertising Revenue	540,000	670,000	670,000	670,000	670,000	670,000
Other Operating Income	113,740	113,740	113,740	113,740	113,740	113,740
Local Transit Income Tax	40,688,867	43,766,075	45,606,144	43,104,743	45,355,304	47,402,708
<b>Operating Revenue</b>	<b>123,299,597</b>	<b>129,758,882</b>	<b>136,250,329</b>	<b>139,953,269</b>	<b>143,486,131</b>	<b>147,111,664</b>



# 5-Year Operating Budget Outlook

Amount in thousands

Main Expense Category	Adopted Budget 2022	Proposed Budget 2023	Projected Budget 2024	Projected Budget 2025	Projected Budget 2026	Projected Budget 2027
Personal Services	73,990	74,688	78,673	80,649	82,403	84,196
Materials & Supplies	11,678	12,353	12,724	13,106	13,499	13,904
Other Services & Charges	37,630	42,716	44,852	46,198	47,584	49,011
<b>Grand Total</b>	<b>123,298</b>	<b>129,757</b>	<b>136,249</b>	<b>139,953</b>	<b>143,486</b>	<b>147,111</b>

Note: The table above does not account for the costs associated with the full buildout of the MCTP.



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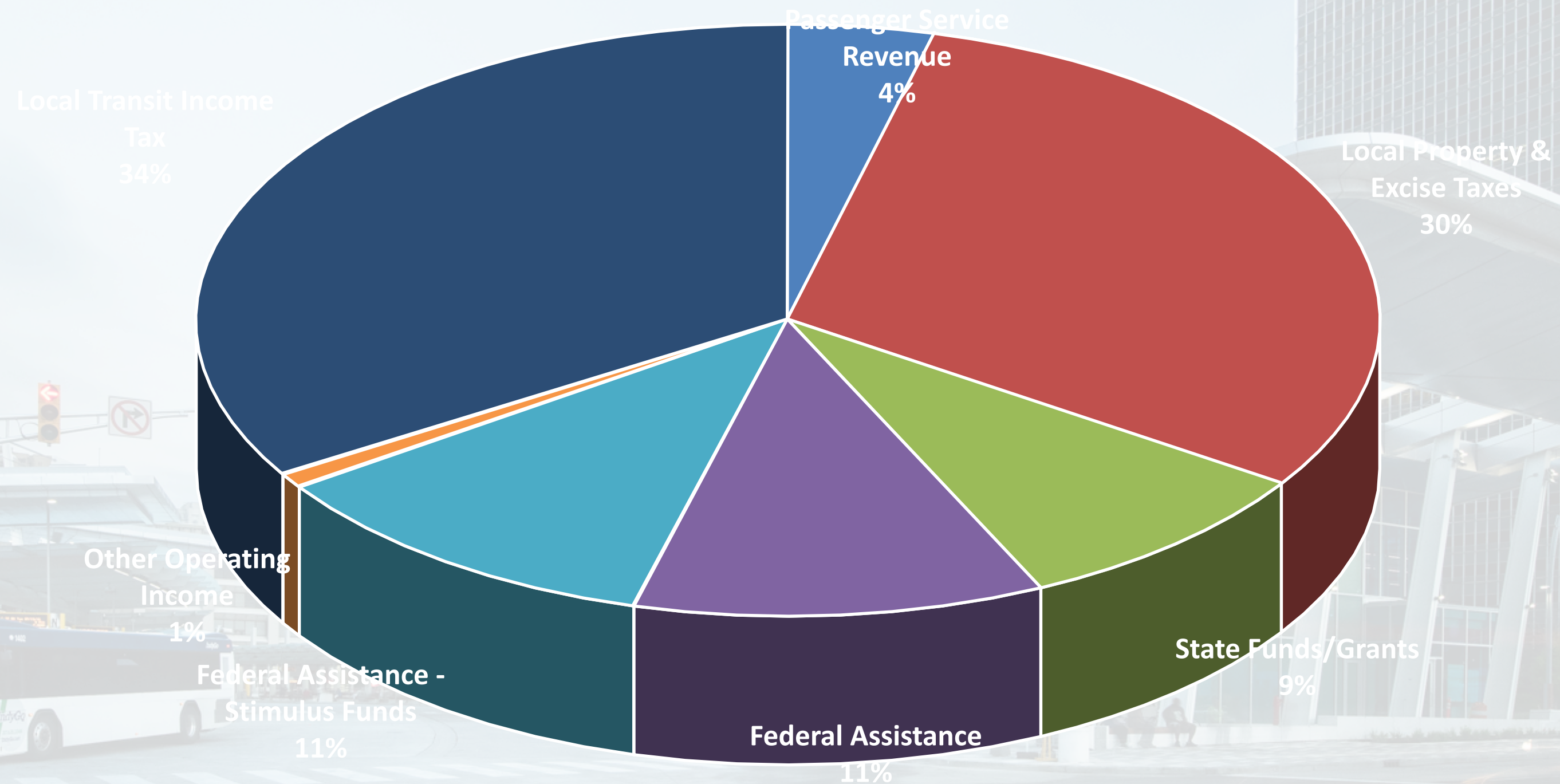
# OPERATING REVENUE - LOCAL

- Net property & excise taxes: \$39.3M (5% ↑ over FY22)
  - Inclusive of \$14.8M Special Property Tax
  - Accounts for property tax caps \$6.2M revenue reduction
- Transit income tax revenue: \$64.1M (3% ↑ over FY22)
- Fares: \$5.2M (18% ↓ under FY22 Budget)
- Other operating revenue: \$1M

# OPERATING REVENUE – STATE & FEDERAL

- STATE - \$11.2M from Public Mass Transit Fund (PMTF) – No change over FY22
- FEDERAL - \$14.5M (30% ↑ over FY22)
  - \$4.4M for ADA
  - 1% formula for Safety and Security
  - \$10M for preventive maintenance
- FEDERAL (Stimulus Funds) - \$14.6M

# 2023 OPERATING REVENUE



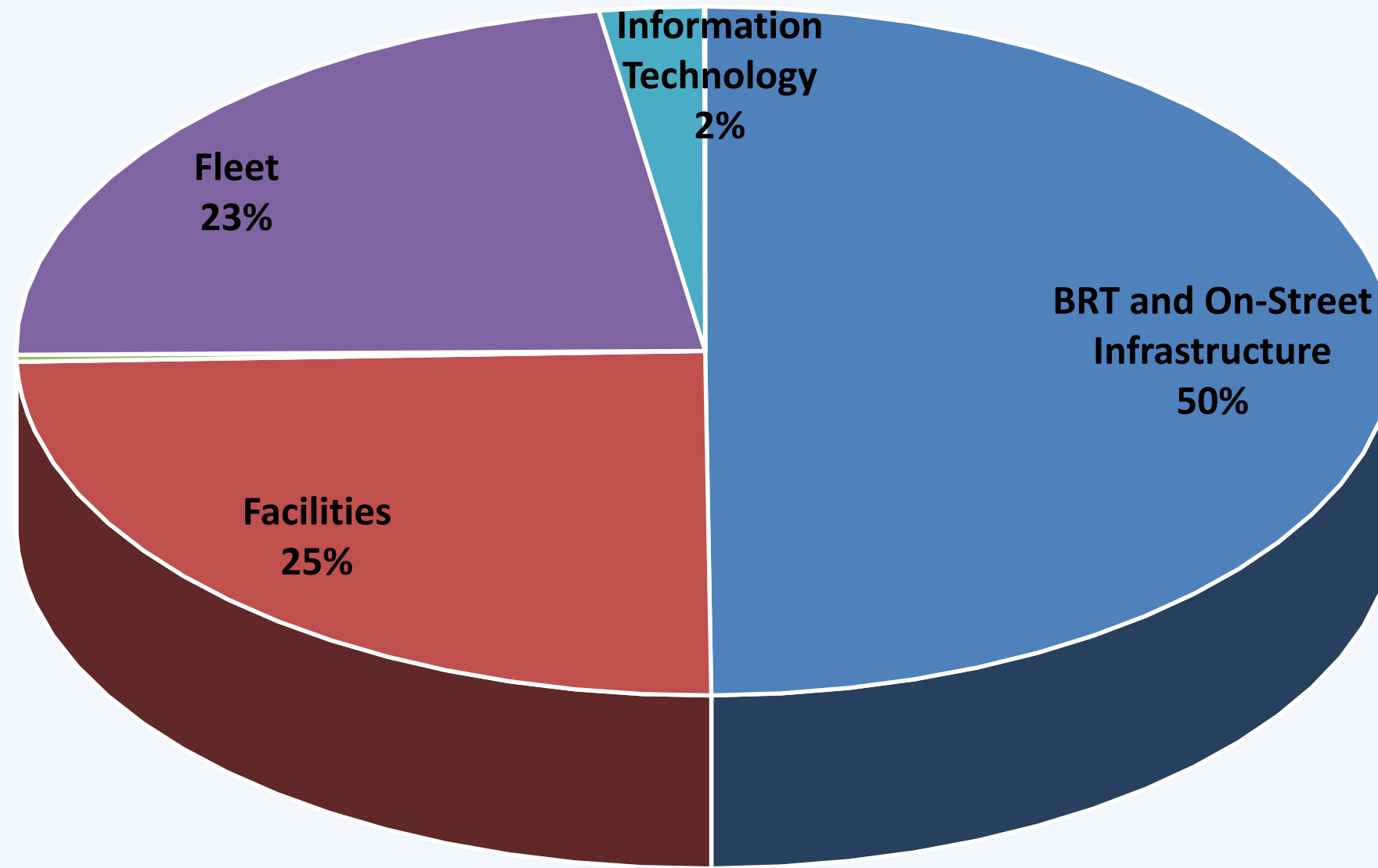
# 2023 CAPITAL BUDGET

	2023	2024	2025	2026	2027	5 Year CIP Total
<b>BRT and On-Street Infrastructure</b>	<b>61,152,792</b>	<b>64,726,394</b>	<b>122,153,400</b>	<b>115,900,000</b>	<b>38,050,000</b>	<b>401,129,266</b>
29th & 30th Streets Two-Way Conversion	0	2,171,889	0	0	0	2,171,889
Blue Line BRT	0	25,649,900	112,590,000	112,550,000	36,450,000	287,239,900
CTC - BRT Docking Solution	4,000,000	5,000,000	0	0	0	9,000,000
CTC - Purple Line Inductive Charging	425,000	0	0	0	0	425,000
East Washington Mobility Hub	0	3,160,000	1,980,000	0	0	5,140,000
New York & Michigan Streets Two-Way Conversion	0	4,253,680	0	0	0	4,253,680
Purple Line BRT	50,971,100	15,611,705	0	0	0	66,582,805
Red Line Phase I Closeout	289,390	0	0	0	0	289,390
Red Line Phases II & III	0	0	1,750,000	1,750,000	0	3,500,000
Rural Street Underpass Clearance	300,000	3,762,600	2,508,400	0	0	6,571,000
South Madison Park & Ride	0	1,175,000	925,000	0	0	2,100,000
Super Stops 2.0 Alabama, Ft. Wayne and Vermont Stations	2,617,322	0	0	0	0	2,617,322
Transit Signal Priority	549,980	1,216,620	0	0	0	1,413,280
Transit Stop Amenities	2,000,000	2,725,000	2,400,000	1,600,000	1,600,000	9,825,000
<b>Facilities</b>	<b>30,220,000</b>	<b>30,622,369</b>	<b>5,875,000</b>	<b>0</b>	<b>0</b>	<b>65,949,369</b>
<b>Finance</b>	<b>397,800</b>	<b>405,756</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>803,556</b>
<b>Fleet</b>	<b>27,852,200</b>	<b>43,686,291</b>	<b>18,148,814</b>	<b>19,706,963</b>	<b>300,000</b>	<b>109,694,268</b>
<b>Information Technology</b>	<b>3,000,000</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,352,000</b>
<b>Safety and Security</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,000</b>
<b>Grand Total</b>	<b>122,652,792</b>	<b>139,840,810</b>	<b>146,177,214</b>	<b>135,606,963</b>	<b>38,350,000</b>	<b>580,934,459</b>

A detailed list of Projects under each major project category (highlighted in green) can be found on page 77-78 of the provided FY23 Budget Book.



# 2023 CAPITAL BUDGET



■ BRT and On-Street Infrastructure ■ Facilities ■ Finance ■ Fleet ■ Information Technology ■ Safety and Security



# 2023 CAPITAL BUDGET HIGHLIGHTS

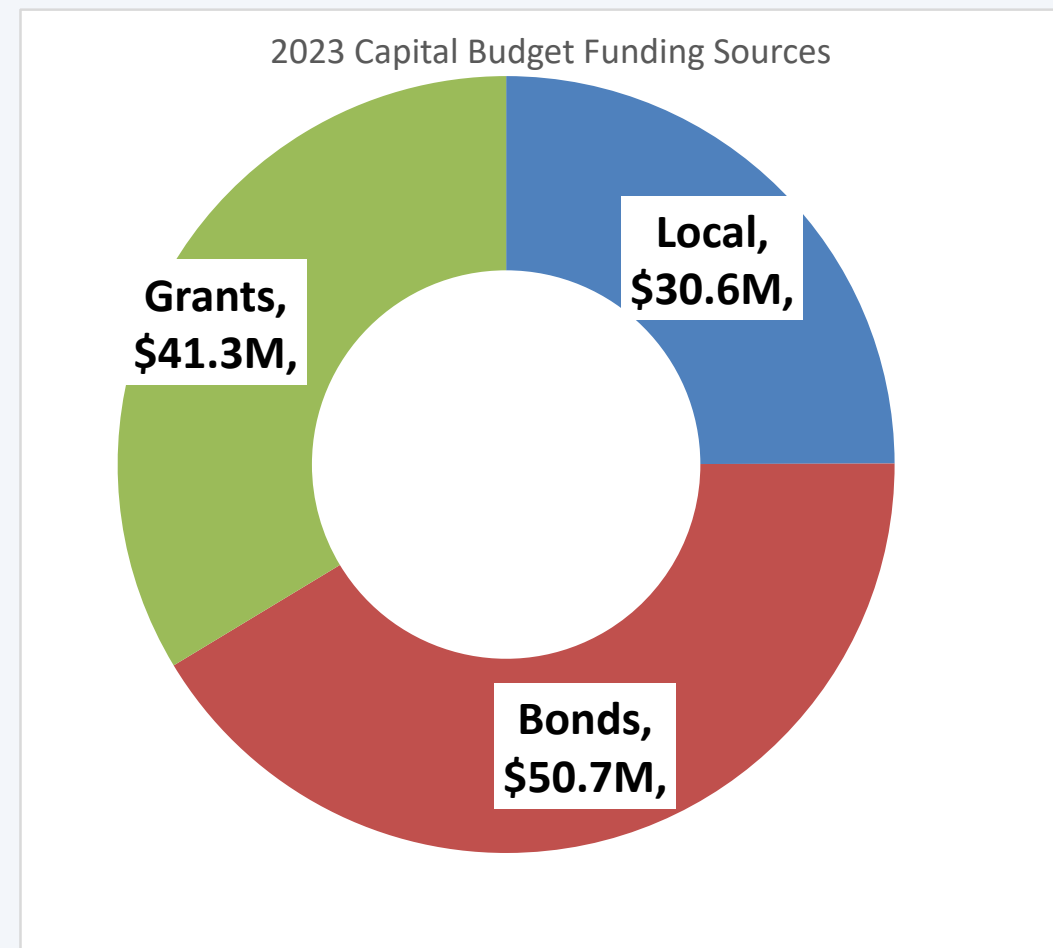
- Purple Line Construction
- East campus and Michigan Street garage construction
- Vehicle CCTV, Security & other IT projects
- Fleet replacement



# FY2023 CAPITAL BUDGET

## WHERE THE MONEY COMES FROM

- ❑ \$41.3M in federal grants
- ❑ \$30.6M Cash from Capital Projects Funds (Transit Capital & Cumulative Capital)
- ❑ \$50.7M in bond proceeds



*IndyGo*

# 2023 DEBT SERVICE FUND

- Budgeted \$10.7M in debt service to be paid in FY2023
  - 2018A - \$3.4M
  - 2021D - \$2.3M
  - 2022D (for Facilities and Buses) - \$5.0M

*IndyGo*<sup>SM</sup>

THANK

YOU

QUESTIONS?



## Information Update – Governance & Audit Workplan Status Report

**To:** Chair and Board of Directors  
**Through:** President/CEO Inez Evans  
**From:** Director of Governance & Audit Brian Atkinson  
**Date:** July 21, 2022

### GOVERNANCE & AUDIT WORKPLAN STATUS REPORT AND 2020-22 PRIOR AUDIT FINDING STATUS PRESENTATION

#### Governance & Audit Work Plan Status Report

Project / Activity	Governance & Audit Committee Meeting					
	FY21		FY22			
	Sep-21	Jan-22	Apr-22	Jul-22	Oct-22	Jan-22
Annual Risk Refresh	█					
Training	█					
Microsoft D365 Implementation (Final Report)	█					
Physical and Facility Security	█					
Cyber Security Readiness	█					
Staffing, Hiring & Recruiting		█				★
Covid Recovery				█		★
BKD Financial Audit Review		█				★
Covid and Pandemic Recovery				█		★
Decentralized Operations				█		★

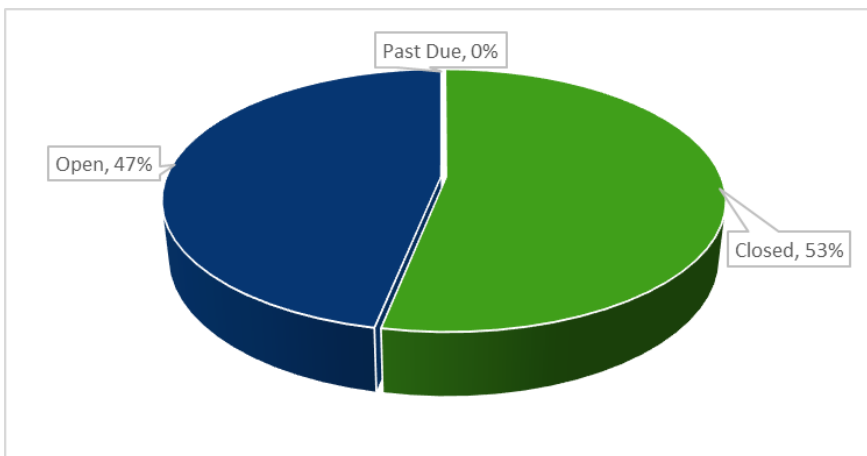
Complete   
 In-Process   
 Planned

★ Report targeted to be presented at G&A meeting.

Note: the timelines reflected above are estimates and may be subject to change due to scheduling constraints and/or Board requests.

## 2020-22 Prior Audit Findings Status Presentation

Audit Report/ Subject	Report Number	Report Issue Date	Corrective Actions			
			Total	Closed	Open	Past Due
Employee Terminations Timely Update in ADP	2020-01	02/27/20	1	1	0	0
Transdev Fuel Purchase Reporting	2020-02	02/27/20	1	1	0	0
Lost and Found Policy Addressing Found Cash	2020-03	02/27/20	1	0	1	0
Lost Revenue - Online Credit Card Error	2020-04	03/30/20	1	1	0	0
Payments Against Expired Agreement-Non-Order Invoices	2020-05	06/20/20	1	1	0	0
BCP Progress Assessment	2020-06	08/31/20	5	3	2	0
Red Line Lessons Learned	2020-07	09/17/20	0	0	0	0
Procurement Process Review	2020-09	01/04/21	4	2	2	0
Strategic & Capital Planning/Grant Management Review	2020-10	08/31/20	7	4	3	0
Compliance Mapping Exercise	2020-11	01/07/21	1	0	1	0
Comprehensive IT Risk Assessment	2020-12	03/04/21	4	1	3	0
Storeroom & Materials Management Review	2021-01	06/08/21	3	1	2	0
Fare Collections Review	2021-02	06/10/21	4	2	2	0
Capital Projects	2021-03	09/01/21	4	2	2	0
Major Service Contracts/Memorandums of Understanding	2021-04	09/10/21	2	0	2	0
Healthcare Costs Review	2021-05	01/07/22	4	3	1	0
Training	2022-1	04/12/22	4	3	1	0
		Total	47	25	22	0
		Percentage		53.19%	46.81%	0.00%



## Governance & Audit Completed Reviews & Audits

Report ID	Report Title	Date Reported
2020-1	Employee Terminations Timely Update in ADP	2/27/2020
2020-2	Transdev Fuel Purchase Reporting	6/16/2020
2020-3	Lost and Found Policy Addressing Found Cash	6/16/2020
2020-4	Lost Revenue - Online Credit Card Error	6/16/2020
2020-5	Payments Against Expired Agreement-Non-Order Invoices	6/16/2020
2020-6	BCP Progress Assessment	9/17/2020
2020-7	Red Line Lessons Learned	9/17/2020
2020-8	Annual Risk Refresh & Proposed Audit Plan	1/21/2021
2020-9	Procurement Process Review	1/21/2021
2020-10	Strategic & Capital Planning/Grant Management Review	1/21/2021
2020-11	Compliance Mapping Exercise	1/21/2021
2020-12	Comprehensive IT Risk Assessment	3/18/2021
2021-1	Fare Collection Audit	6/16/2021
2021-2	Storeroom and Materials Management Audit	6/16/2021
2021-3	Capital Project Management	9/16/2021
2021-4	Memorandums of Understanding Review	9/16/2021
2021-5	Annual Risk Refresh & Proposed Audit Plan	1/20/2022
2021-6	Healthcare Costs Review	1/20/2022
2022-1	Training	4/21/2022
2022-2	Microsoft D365 Implementation	7/21/2022
2022-3	Physical and Facility Security	7/21/2022
2022-4	Cyber Security Readiness	7/21/2022



**RECOMMENDATION:**

Receive the report.

Brian Atkinson  
Deputy of Governance & Audit

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## Information Update – Governance & Audit Ethics Hotline Summary Report

**To:** Chair and Board of Directors  
**Through:** President/CEO Inez Evans  
**From:** Director of Governance & Audit Brian Atkinson  
**Date:** July 21, 2022

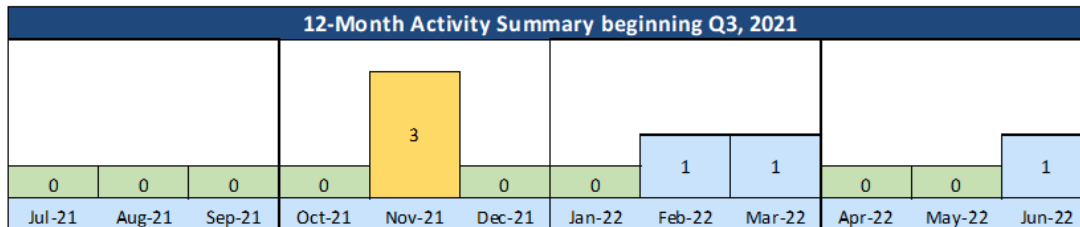
### Governance & Audit Ethics Hotline Summary Report

## Ethics Hotline Summary Report

Quarter Activity Summary: 07/01/21 through 06/30/22

Method of Submission	Number of Reports	Current Period Potential Reported Issues	Number
Website	0	Ethics Violations	0
Phone call	0	<b>Other Issues</b>	
Other	1	Waste or Inefficiency	0
<b>Total</b>	<b>1</b>	Fraud	0
		Policy Violation	0
		Employee Conduct/Abuse	0
		Theft	0
		Customer Service	0
		HR Issues	1
		<b>Total</b>	<b>1</b>

Current Status	Total	1-30 days	31-60 days	60+ days
Preliminary Assessment	0			
Investigation	1			
Completed	0			
<b>Total Claims</b>	<b>1</b>			



**RECOMMENDATION:**  
 Receive the report.

Brian Atkinson  
 Deputy of Governance & Audit

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## Risk and Safety Division Report – June 2022

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**To:** Chair and Board of Directors  
**Through:** President/CEO Inez P. Evans  
**From:** Director of Risk and Safety Brian Clem  
**Date:** July 28, 2022

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### Risk and Safety

- During June, members of the Risk and Safety department worked on creating content and information for yearly in-service training. Once a year IndyGo requires all employees to complete one of two, yearly refresher training sessions. There is in-person training for front-line employees and an online version through the LMS platform. A few of the items were near-miss safety reporting, accident reporting for supervisors and operators, accident investigation, de-escalation of front-line employees, operator assault avoidance, and OSHA re-fresher training. Content is updated yearly and rolled out to keep our employees and customers as safe as possible.
- During June, The risk and Safety department assisted in the investigation and root cause of a thermal run-off event on one of our parked coaches on June 12<sup>th</sup>. This event resulted in action from the Indianapolis Fire Department (IFD) where no injuries were reported. Minimal property damage was reported and contained to only one fixed route contingency bus. Team members from Risk and Safety and Life Safety and Security have engaged with IFD on a hot wash and what actions can be improved on to better protect life and property during emergency events. The IndyGo Risk and Safety team is coordinating with IFD leadership to host tours and walk-throughs of the 1501 W Washington property for all fighter fighters from battalion 7 which include stations 1, 7, 13, 18, and 19 with over 125 firefighters. The practice of working with our local first responders continues and is scheduled each year. More to follow in July 2022.
- On June 21-22<sup>nd</sup>, IndyGo's Director of Risk and Safety, Brian Clem participated in the Transit Cooperative Research Program (TCRP) for Air Quality in Transit Buses. This two-day-long virtual seminar informed, educated, and facilitated dialog on how transit properties and manufacturers can reduce the number of toxins and viral loads in public transit buses. The best-agreed technology presented was UV-C lighting which is the technology that was procured and now installed on nearly all of IndyGo's revenue service fleet. Members of IndyGo's leadership continue to work on public communication and outreach for the UV-C system on each bus that is providing some of the cleanest air in public transportation.
- During June, the IndyGo Risk and Safety department worked with a local vendor Indiana University Health Business Solutions in an agreement to manage parts of the required Drug and Alcohol Program. IU Health has been a key player for years to support our program and now with the most recent synergy, IndyGo will use the services to monitor, internally audit, and manage the Random Testing program. This change is expected to save thousands of dollars.

## *June 2022 Safe Drivers Recognition*



National Safety Council Safe Driver awards are the recognized trademark of professional drivers who have proven their skill in avoiding traffic collisions. They are the highest honor for professional safe driving performance. The following Operators are recognized for their safe driving for June and received the National Safety Council recognition patch, pin, and certificate.

<u>Operator</u>	<u>ID #</u>	<u>Years of Safe Driving</u>	<u>Years of Service</u>
<b>Dexter Davis</b>	1417	20	27
<b>Nichelle Green</b>	2392	10	20
<b>Michael Ricks</b>	5139	13	17
<b>Shawn Clark</b>	8091	12	15
<b>Roger Bobbitt</b>	8121	8	14
<b>Melvin Wright</b>	8117	11	14
<b>Sandra Hook</b>	8430	8	10
<b>Scott Duncan</b>	8523	7	9
<b>Earl Kimbrough</b>	9003	4	5
<b>Ricky Robinson</b>	8972	4	5
<b>Kim Byrd</b>	9410	2	3
<b>David Hopson</b>	9448	3	3
<b>Antonio Sanders</b>	9413	3	3

Safety is at the core of IndyGo's mission and values. We congratulate the above professional coach operators that have achieved this milestone. Your performance contributes to helping make public transportation safer each day.

***Congratulations and Thank You!***

**Public Transportation Agency Safety Plan (PTASP) Risk and Safety Key Performance Indicators (KPI):**

**June 2022 and 2<sup>nd</sup> Quarter 2022**

Annual Safety Performance Targets: for the Risk and Safety Department								
Mode of Service	Fatalities (per 100k VRM)	Injuries - SS50 (per 100k VRM)	Safety Events - SS40 (per 100k VRM)	Operator Assaults (per 100k VRM)	Preventable Accidents (per 100k VRM)	Pedestrian Strikes (per 100k VRM)	Average Operator Injury Rate (IndyGo Worker's Compensation Claims Submitted)	Near Miss Reporting (Average Reports per Month)
Fixed Route	0.00	0.85	1.02	0.27	2.22	0.27	4	
Bus Rapid Transit (BRT)	0.00	0.00	6.91	0.00	13.81	0.00	0	
Para Transit	0.00	1.00	1.00	0.00	2.99	0.00	0	
<b>All Modes of Service</b>	<b>0.00</b>	<b>0.81</b>	<b>1.48</b>	<b>0.27</b>	<b>3.23</b>	<b>0.27</b>	<b>0.13</b>	<b>11</b>
2021 IndyGo Reported Data (All Modes)	0.00	0.35	0.9	0.02	2.48	0.05	Average 5.75 a month (69 total)	18
2020 NTD Reported Data (All Modes) All Public Transportation Agencies in the United States	0.0035	0.19	0.16	No Data	No Data	0.01	No Data	No Data
2022 Objective Targets (SPT)	0	< .25	< 0.50	< 0.01	< 2.23	< 0.02	< 2 per month	>36 per year
<b>2022 Risk and Safety Goals</b>	Eliminate vehicle and employee fatalities to 0%	Reduce NTD Injuries to workers and passengers. 28% decrease from the prior year.	Reduce NTD Safety Events. 44.4%	Eliminate Operator assaults by 50% drive to ZERO	Reduce Preventable Accidents to the lowest acceptable level. 10% decrease from the prior year.	Eliminate Pedestrian strikes and accidents by 90% and drive to ZERO.	Reduce reported Operator Injuries that result in Worker's Compensation Claims. Drive to Zero	Increase the utilization of the Near Miss Reporting System by 100% from last years numbers

SPT = Safety Performance Target  
VRM= Vehicle Revenue Mile

Annual Safety Performance Targets: for the Risk and Safety Department								
Mode of Service	Fatalities (per 100k VRM)	Injuries - SS50 (per 100k VRM)	Safety Events - SS40 (per 100k VRM)	Operator Assaults (per 100k VRM)	Preventable Accidents (per 100k VRM)	Pedestrian Strikes (per 100k VRM)	Average Operator Injury Rate (IndyGo Worker's Compensation Claims Submitted)	Near Miss Reporting (Average Reports per Month)
Fixed Route	0.00	0.34	0.68	0.22	1.76	0.09	10	
Bus Rapid Transit (BRT)	0.00	0.55	2.86	0.00	9.58	0.00	0	
Para Transit	0.00	0.33	0.33	0.00	2.25	0.00	0	
<b>All Modes of Service</b>	<b>0.00</b>	<b>0.36</b>	<b>0.80</b>	<b>0.22</b>	<b>2.62</b>	<b>0.09</b>	<b>3.33</b>	<b>11.00</b>
2021 IndyGo Reported Data (All Modes)	0.00	0.35	0.9	0.02	2.48	0.05	Average 5.75 a month (69 total)	18
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SPT = Safety Performance Target  
VRM= Vehicle Revenue Mile

**Fatalities:** Total number of reportable fatalities and rate per total vehicle revenue miles, by mode. FTA uses the National Transit Database (NTD) definition of fatality (death confirmed within 30 days) and excludes trespassing and suicide-related fatalities.

**Injuries:** Total number of reportable injuries and rate per total vehicle revenue miles, by mode. FTA uses the National Transit Database (NTD) definition of injury (harm to the person requiring immediate medical attention away from the scene).

**Safety Events:** Total number of reportable events and rate per total vehicle revenue miles, by mode. (Events as defined in §673.5) FTA uses the National Transit Database (NTD) major event threshold (events reported on the S&S 40 form).

**Operator Assaults:** Federal Transit Administration (FTA) defined key elements that comprise a Safety Management System (SMS) approach to preventing and mitigating transit worker assaults. Identify and examine the root causes and risk levels of assault to properly understand the scope of the problem and potential mitigation strategies.

**Preventable Accidents:** Defined by the National Safety Council as: "An occurrence involving an employer-owned or leased vehicle that results in an accident in which the driver in question failed to exercise every reasonable precaution to prevent it."

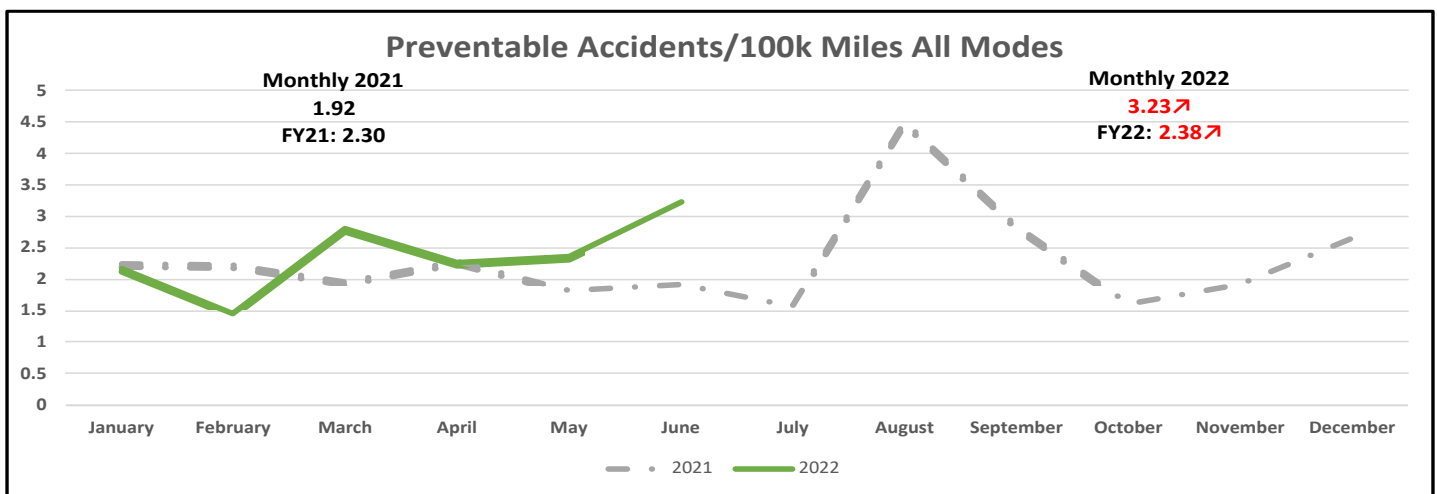
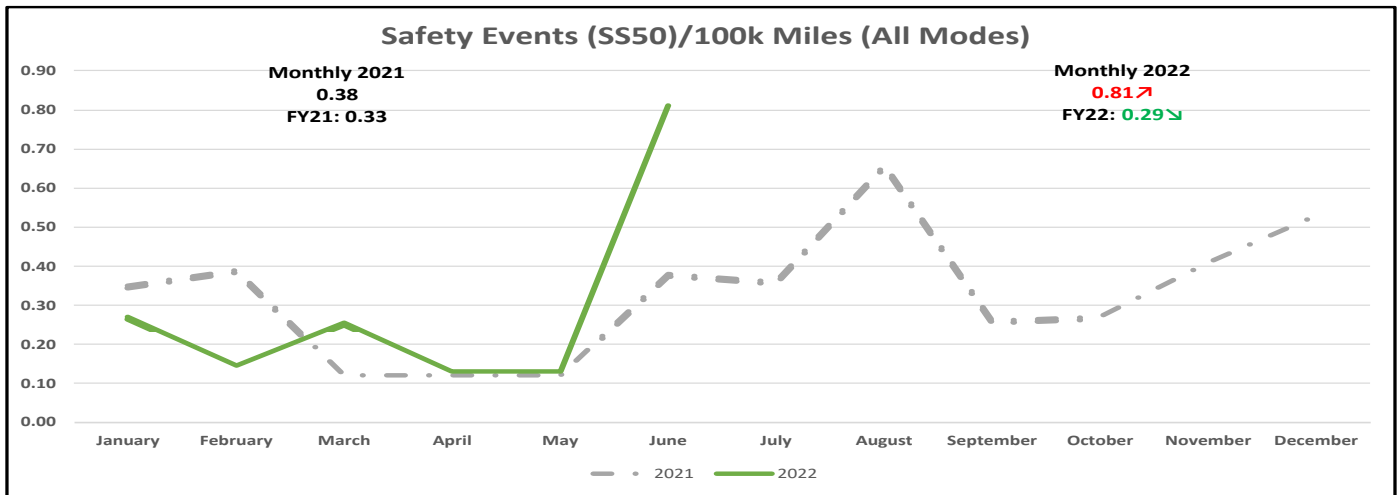
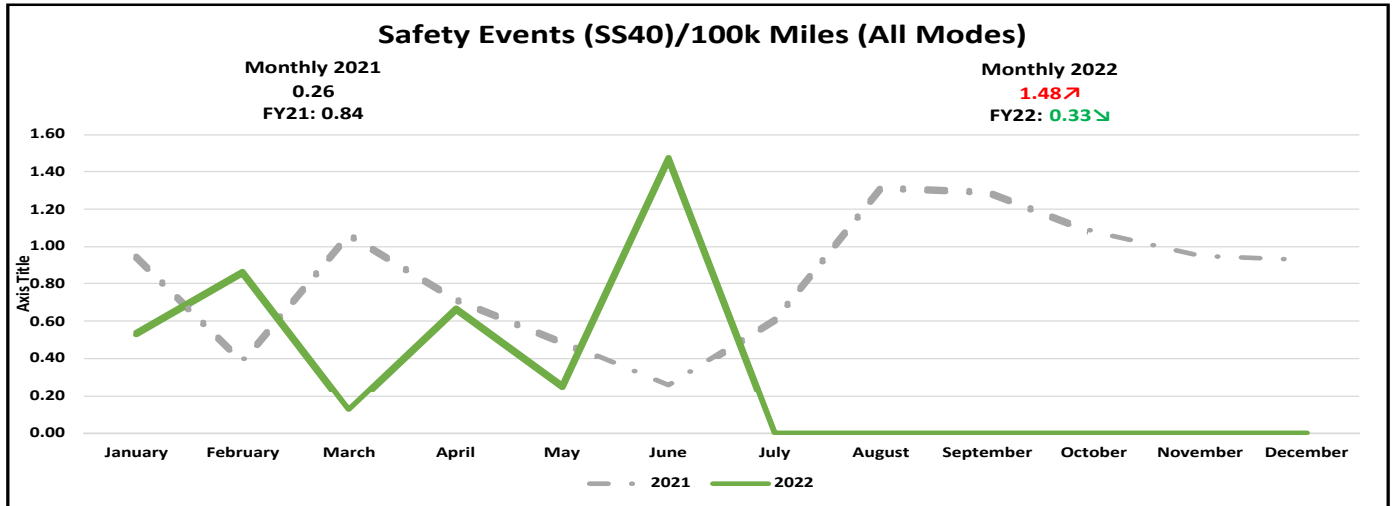
**Pedestrian Strikes:** The National Highway Traffic Safety Association (NHTSA) defines them as those involving one moving vehicle striking a pedestrian.

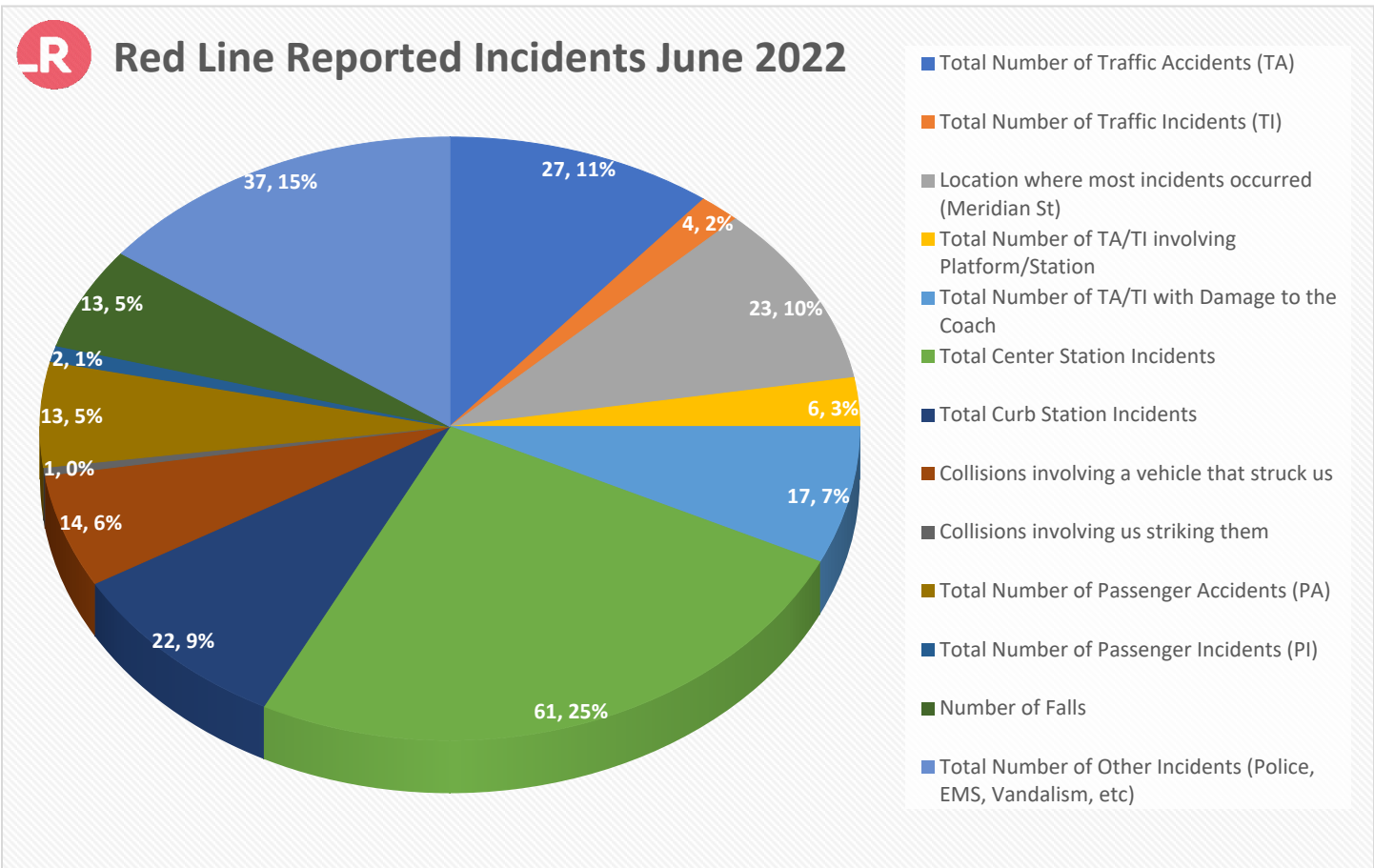
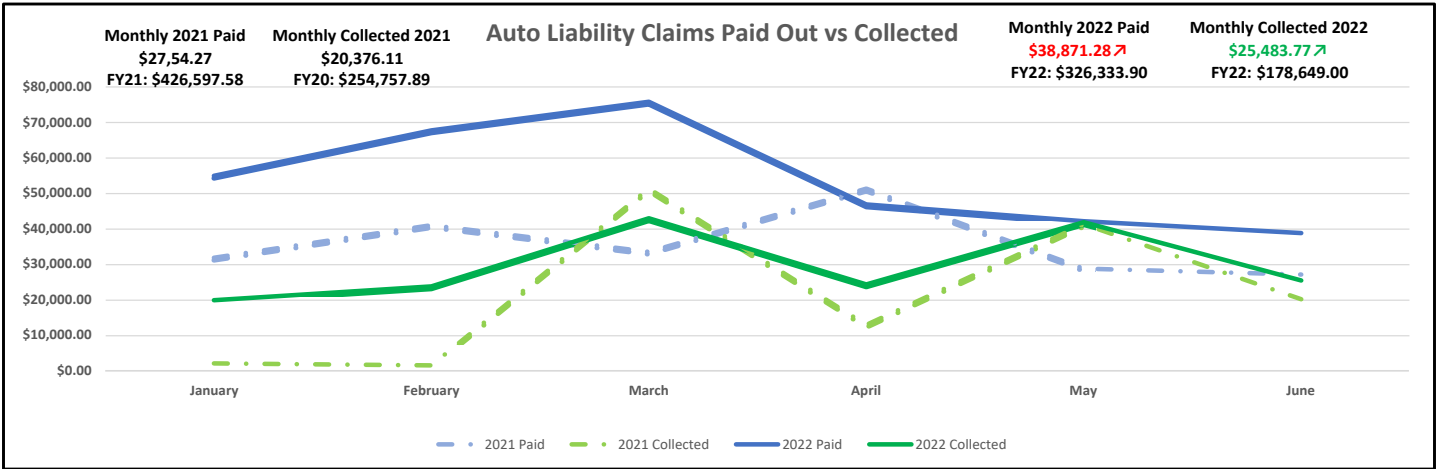
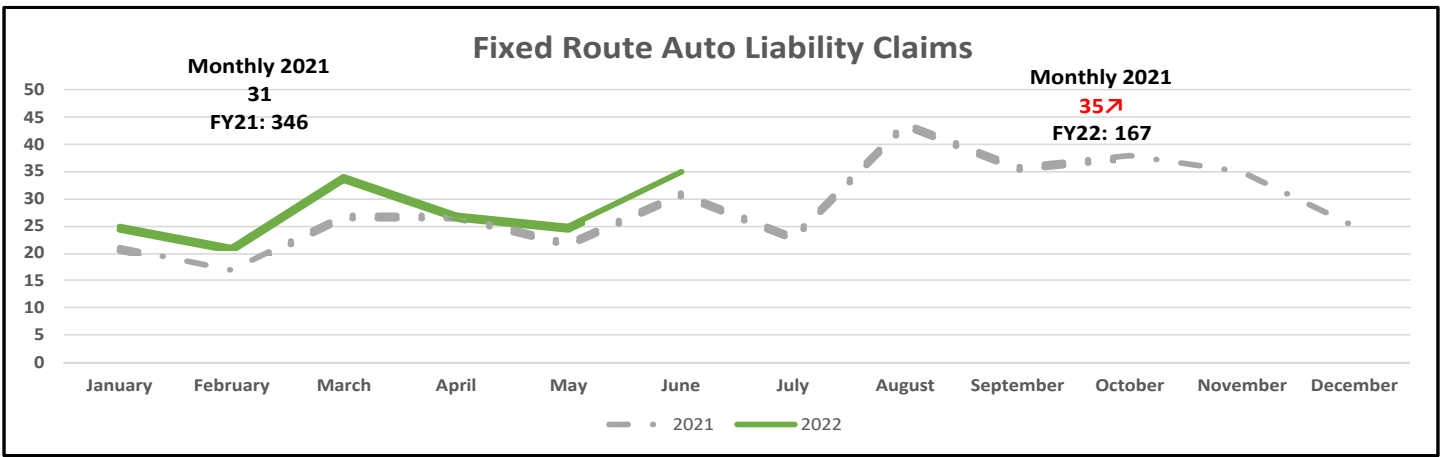
**Average Operator Injury Rate:** Reduce reported Operator injuries that lead to a Worker’s Compensation Claim being filed.

**Near Miss Safety Events:** A Near Miss is an unplanned event that did not result in injury, illness, or damage – but had the potential to do so. Only a fortunate break in the chain of events prevented an injury, fatality, or damage; in other words, a miss that was nonetheless very nearby. Increase the utilization of the IndyGo Near Miss Reporting System.

### Safety and Accident Data

#### June 2022 Compared to June 2021 Data All Modes:





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## Planning & Capital Projects Division Report – June 2022

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**To:** Chair and Board of Directors  
**Through:** President/CEO Inez P. Evans  
**From:** Chief Development Officer Jennifer Pyrz  
**Date:** July 28, 2022

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### **STRATEGIC PLANNING**

#### *Project Development / Innovation*

##### **Blue Line Vehicle Propulsion Technology Decision**

This is a study commissioned by the IPTC Board of Directors to explore the vehicle propulsion technology options for use on the Blue Line and inform the creation of IndyGo's first zero-emission transition plan (see below). The need for this study is born out of the fact that the buses manufactured by Build Your Dream (BYD) are no longer eligible for reimbursement under the FTA capital improvements grant program. The use of federal funds to purchase buses from this manufacturer has been expressly prohibited by the federal government. This is a direct result of the National Defense Authorization Act, which prohibited the use of federal funds to purchase items from state-owned or state-controlled companies of China. BYD is a privately held company based in China that benefits from substantial Chinese subsidies. Over the next several months, IndyGo staff will be preparing the IPTC Board of Directors who will need to make decisions pertaining to Blue Line vehicle acquisitions to stay on schedule. A final decision as to which vehicle propulsion technology to include in the Blue Line CIG grant application is needed by the IPTC Board of Directors; however, the timeline for this decision is yet to be determined.

##### **Zero-Emission Transition Plan**

A zero-emission transition plan is required by the FTA when applying for federal funding to purchase vehicles under their Section 5339 competitive grant programs, which IndyGo intends to do in support of the Blue Line BRT project. The primary purpose of the transition plan is to provide IndyGo staff and the Board of Directors with a comprehensive background on zero-emission vehicles, which can then be used to enable IndyGo to procure zero-emission vehicles in the short-, near-, and long-term future. The scope of work that is required to complete a Zero-Emission Transition Plan includes, among other things: background on zero-emission vehicles, existing and future fleet needs, existing and future facility needs, background on associated costs, and an examination of the lifecycle costs of the zero-emission technologies, among other tasks. This plan will build on the research, findings, and recommendations of the Blue Line vehicle propulsion technology decision described above.

The work to complete IndyGo's first Zero Emission Transition Plan will be led by a consultant. An RFQ for the plan was released in May, with a target date of August 25, 2022, for the Board of Directors to review and approve the selection. The plan should be substantially complete within 12 months of the execution of the contract.

#### *Planning Activities: Long-Range Planning*

##### **ADA Paratransit Next Steps (Beyond the ADA)**

Strategic Planning staff is supporting Public Affairs and Mobility Services in moving the Beyond the ADA process to full implementation, which will conclude on January 1, 2023, when the approved changes to how IndyGo operates its complementary ADA paratransit services will be in effect. Monthly meetings are being held with the team and updates are provided to the Mobility Advisory Committee (MAC). A webpage was created with relevant information and Public Affairs will be creating helpful information for current and future eligible IndyGo Access clients.

##### **On-Call Planning Services, Review of IndyGo's 2016 Network Redesign**

Outreach and education activities to develop a strategy for phasing in local route improvements for the next five years are ongoing. The team has continued to reach out to external partners and policy and decision-makers to update them on the process and the team's findings. Staff are following up with key stakeholders throughout the summer to examine potential improvements to the network redesign. The team still anticipates broadening its outreach efforts this fall and presenting recommendations for improving upon the network redesign to the IPTC Board of Directors this fall/winter.

### **2022 On-Board Rider Survey**

In keeping with federal requirements, the Indianapolis Metropolitan Planning Organization (IMPO) and IndyGo sought out a qualified consultant to prepare and conduct an on-board survey of transit riders to collect information on rider travel patterns, transit use, and other relevant information. The scope of work was approved by the IMPO Executive Committee in May. The last survey was completed in 2016. Typically, surveys are completed every five years. The bulk of the survey work will be completed in September 2022.

The on-board survey will provide an understanding of the travel pattern and demographic characteristics of IndyGo riders and enable staff to analyze travel patterns, fare payments, and transit use, among other data points. Collected data will be used by IndyGo for future planning analyses and to update the IMPO's regional travel demand model. This information will also be made available to others at IndyGo and the Indianapolis Public Transportation Foundation to use when preparing future grant applications or when seeking support for the Foundation's Mobility Access Fund.

### Planning Activities: Capital Planning

#### **Transit Asset Management Plan**

IndyGo is required by the Federal Transit Administration to develop and maintain a Transit Asset Management (TAM) Plan. Last updated in 2018, IndyGo's existing TAM plan must be updated by or before October 2022. The TAM Plan is intended to: (1) outline how people, processes, and tools come together to address asset management policy and goals; (2) provide accountability and visibility for furthering understanding of leveraging asset management practices; and (3) support planning, budgeting, and communications to internal and external stakeholders.

The TAM plan update is currently underway. In May, IndyGo staff held a meeting to discuss the inventory update and next steps. The chosen vendor is working to support staff's efforts to prepare the update to the plan, and at the same time review IndyGo's existing processes and procedures as it relates to transit asset management. A subconsultant of the chosen vendor is also conducting a software suitability review. This review will provide a recommendation for the best software solution for IndyGo to manage TAM.

#### **Grants, Bus and Bus Facilities & Low/No FY2022**

The FTA released the Bus and Bus Facilities and Low or No Emission (Low/No) notice of funding opportunities. The total amount available is \$1.5 billion and, in May, IndyGo submitted a request for federal funding to support the construction of a new fleet terminal at the East Campus location through both the Bus and Bus Facilities and the Low or No Emission grant opportunities. This is strategic in that it should increase the agency's chances of being awarded funding for this critical need. We anticipate an announcement by September 2022.

#### **Grants, On-Call Grant Writing**

Strategic Planning and Finance collaborated to review submissions from two vendors for the on-call grant writing RFQ. The chosen vendor will provide IndyGo with a calendar of eligible federal funding from the BIL and other state funding opportunities, match suitable projects to opportunities, and provide on-call grant writing services. IndyGo historically completes all grant-writing in-house with great success but with the additional competitive opportunities available through the BIL and the complex technical requirements of certain opportunities, IndyGo staff felt this project best suits the current grant climate.

### Regional Initiatives/Discussions

#### **Section 5310 - 2021 Call for Projects**

The official Section 5310 call for projects closed on May 28, 2021. IndyGo reviewed the applications and put together their recommendations. As of this report, these recommendations are still awaiting pricing before going to the board for any approvals for vehicle orders. It is anticipated that a board action item for these purchases will be presented in August, following customization and receipts of the local match.

## **ENGINEERING & CONSTRUCTION**

### **Blue Line BRT**

The Blue Line NEPA documentation and design are progressing with Value Engineering Phase. The team continues to connect with the community, community leaders and stakeholders to determine the best approach on the Blue Line BRT cost, benefits, and impacts.

### **Purple Line BRT**

Construction started in January 2022 on the Purple Line BRT. The CM team and IndyGo meet weekly with the contractors, stakeholders, to monitor, communicate about, and manage the project. Several lane restrictions and closures have already been implemented as part of the construction progress. Weekly emails are being delivered to stakeholders to communicate construction impacts.

### **Red Line BRT**

IndyGo has provided Notice to Proceed to Rieth Riley to conduct pavement maintenance on the Red Line. Work began in June 2022 and will continue through summer 2023. Work will include asphalt patching, concrete bus pad maintenance, and rub rail installation. Short term (averaging 1-4 weeks) roadway and station closures will be necessary to conduct this work. Public Affairs is handling outreach and public communication about the project's impacts and benefits.

### **Audible pedestrian signal (APS) and transit signal head replacement.**

APS provides audible messages to users so that a person with disabilities may know when to cross the street at a traffic signal. The transit heads (vertical and horizontal white bars) along the Red Line will be replaced with signal heads that are similar in function but are easier to implement and configure. The Purple Line, which is currently under construction, will have the new signals installed, and it is desired to have the same signal heads regardless of the BRT line. A new task order has been executed with CDM Smith to finalize the design, assist with construction procurement, and provide design services during construction. This Red Line APS project is anticipated to bid within the next two or three months and construction will likely extend into 2023.

### **Other On-Street Projects**

#### **Rural Street Bridge Project**

Lochmueller Group is progressing on 40% design to lower Rural St 18" below the CSX bridge on the near eastside. Design is expected to be finalized late 2023 and construction is anticipated in 2024-2025. It is anticipated that this project will be funded locally.

#### **Transit Signal Priority**

The creation of an RFP for Transit Signal Priority (TSP) services for the Purple Line BRT and local routes (local routes will be determined in future study) continues. IndyGo has completed a rigorous investigation to understand the current TSP landscape and better understand technology alternatives that improve transit service. It is anticipated that the RFP(s) for TSP services will be released in 2022, however, this could shift to early 2023 depending on other procurements.

#### **Super Stops**

Delaware St. Super Stops (one on the NE corner of New York & Delaware and one on the NE corner of North & Delaware) and a bus lane on Delaware St from Market St. to Ft. Wayne Ave. is currently under construction. IndyGo is monitoring construction in partnership with DPW and participating in change management decisions. Construction is expected to be complete on the bus lane and the Super Stops within the next few weeks.

Phase II of the Super Stops project consists of Super Stops on Alabama St., Ft Wayne St., and Vermont St. Design on these projects is being finalized and NEPA has been approved. Construction is anticipated to take place in 2023. IndyGo was awarded an FTA Bus and Bus Facilities Grant to fund the construction of these Super Stops. The total grant award is \$2,933,322, of which IndyGo is responsible to pay \$586,664.

## **FACILITY PROJECTS**

On-Call Architectural and Engineering (A&E) Services contracts were awarded in June 2020 to The Etica Group, Woolpert, and HDR. The On-Call A&E firms are designing renovations and preparing for construction at our new facilities. The table below identifies the design teams working on each project and summarizes key milestone dates.

Furniture for the new facilities was procured separately from the building renovations. A single procurement covered the needs of all properties. There will also be a separate procurement for interior signage for all facilities.

Other upcoming projects include:

- An assessment and design for needed repairs to the Duesenberg portion of the 1501 W. Washington St. headquarters, along with a plan for other needed repairs in the garage.
- Facility assessments for 1501 W. Washington and the Carson Transit Center to support the Transit Asset Management Plan
- 1501 Garage Conversion AC/DC Charging design for future consideration of charging options

Schematic design / programming of the East Campus Fleet Terminal & Operations Center has been completed. IndyGo will be releasing an RFQ in August or September 2022 for East Campus master planning and design services.

<b>Task Order</b>	<b>Design Team</b>	<b>Design Start</b>	<b>Construction Start</b>	<b>Construction Completion</b>
<b>East Campus Building A – Admin.</b>	<b>Woolpert</b>	<b>2/2021</b>	<b>10/2021</b>	<b>8/2022</b>
<b>Mobility Solutions Center Phase 1/2</b>	<b>The Etica Group</b>	<b>2/2021</b>	<b>8/2021</b>	<b>6/2022</b>
<b>Mobility Solutions Center Phase 3</b>	<b>The Etica Group</b>	<b>4/2021</b>	<b>Q4 2022</b>	<b>Q2 2023</b>
<b>East Campus Building B - Elevator/Training/Board</b>	<b>The Etica Group</b>	<b>5/1/2021</b>	<b>2/2022</b>	<b>9/2022</b>

Respectfully submitted,

**Jennifer Pyrz, PE**

Vice President of Infrastructure, Strategy, and Innovation



## Public Affairs Division Report – June 2022

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**To:** Chair and Board of Directors  
**Through:** President/CEO Inez P. Evans  
**From:** Chief Public Affairs Officer Lesley Gordon  
**Date:** July 28, 2022

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### CONSIDERATION OF PUBLIC AFFAIRS REPORT FOR June 2022

**ISSUE:**

A report of IndyGo Public Affairs will be presented at the board meeting.

**RECOMMENDATION:**

Receive the report.

Lesley Gordon  
Chief Public Affairs Officer

Attachments

Contributing Staff includes:

Lesley Gordon, Chief Public Affairs Officer  
Carrie Black, Director of Communications  
Jordan Patterson, Special Programs Manager  
Ashlynn Neumeyer, Communications Specialist  
Ashley Wright, Creative Design Specialist

# June 2022 Board Report



## INDYGO.NET WEBSITE STATISTICS:

(6/1/2022-6/30/2022)

Page Views	232,971
Bounce Rate	47.38%
New Users	34,040
Returning Users	16,627
Total Sessions	100,452
Total Monthly Sessions Comparison to Previous Year	↑ 26%

### Mobile Share

Date	Mobile	Desktop	Tablet
June-22	81.68%	17.42%	.89%
May-22	82.02%	17.01%	.96%
April-22	80.38%	18.62%	1.00%
Mar-22	79.82%	18.70%	1.48%
Feb-22	77.05%	21.07%	1.88%
Jan-22	79.30%	19.49%	1.20%
Dec-21	81.26%	17.43%	1.31%
Nov-21	80.70%	18.02%	1.29%
Oct-21	80.49%	18.53%	0.98%
Sept-21	91.45%	17.66%	0.90%
Aug-21	80.81%	18.16%	1.04%
July-21	80.02%	18.99%	1.00%

## Media Mention Highlights

### IndyGo unveils special Indy Pride bus



25 Shares



Share



Tweet



Email

by Ashley Fowler

Posted: Jun 1, 2022 / 07:34 AM EST / Updated: Jun 1, 2022 / 07:35 AM EST



### IndyGo unveils new hybrid bus targeting air quality concerns

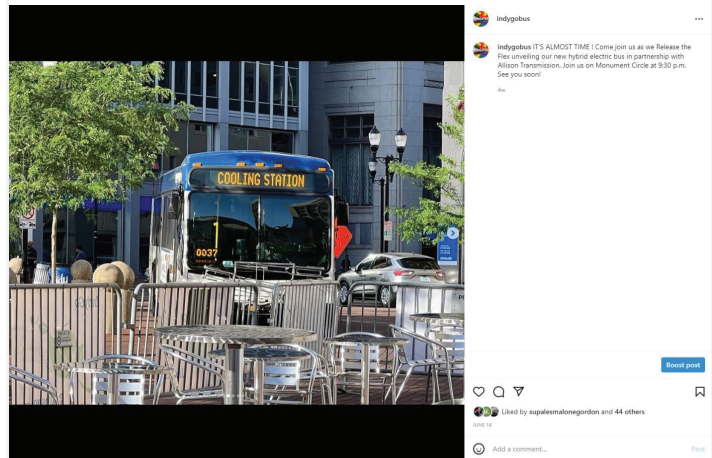
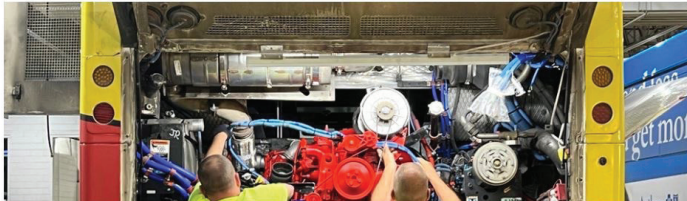
183 views Jun 15, 2022 WRTV's Rafael Sánchez shows us a new line of IndyGo buses that are expected to help with air quality, especially on air quality action days.

### Ivy Tech, IndyGo to offer diesel technology certifications

Monday, June 13, 2022 12:25 PM EDT

Updated: Monday, June 13, 2022 01:27 PM EDT

By Mary Roberts, Writer/Reporter

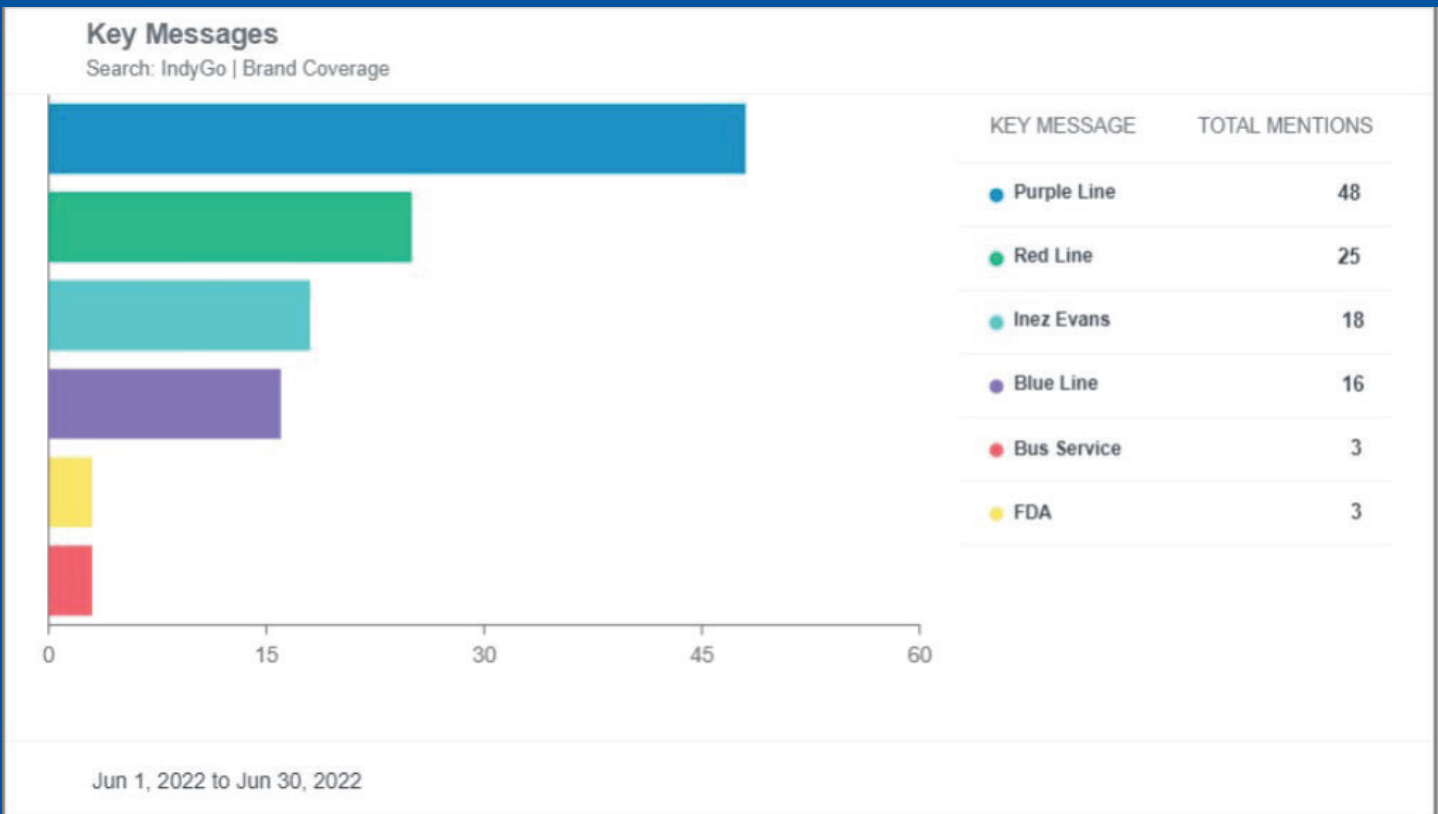
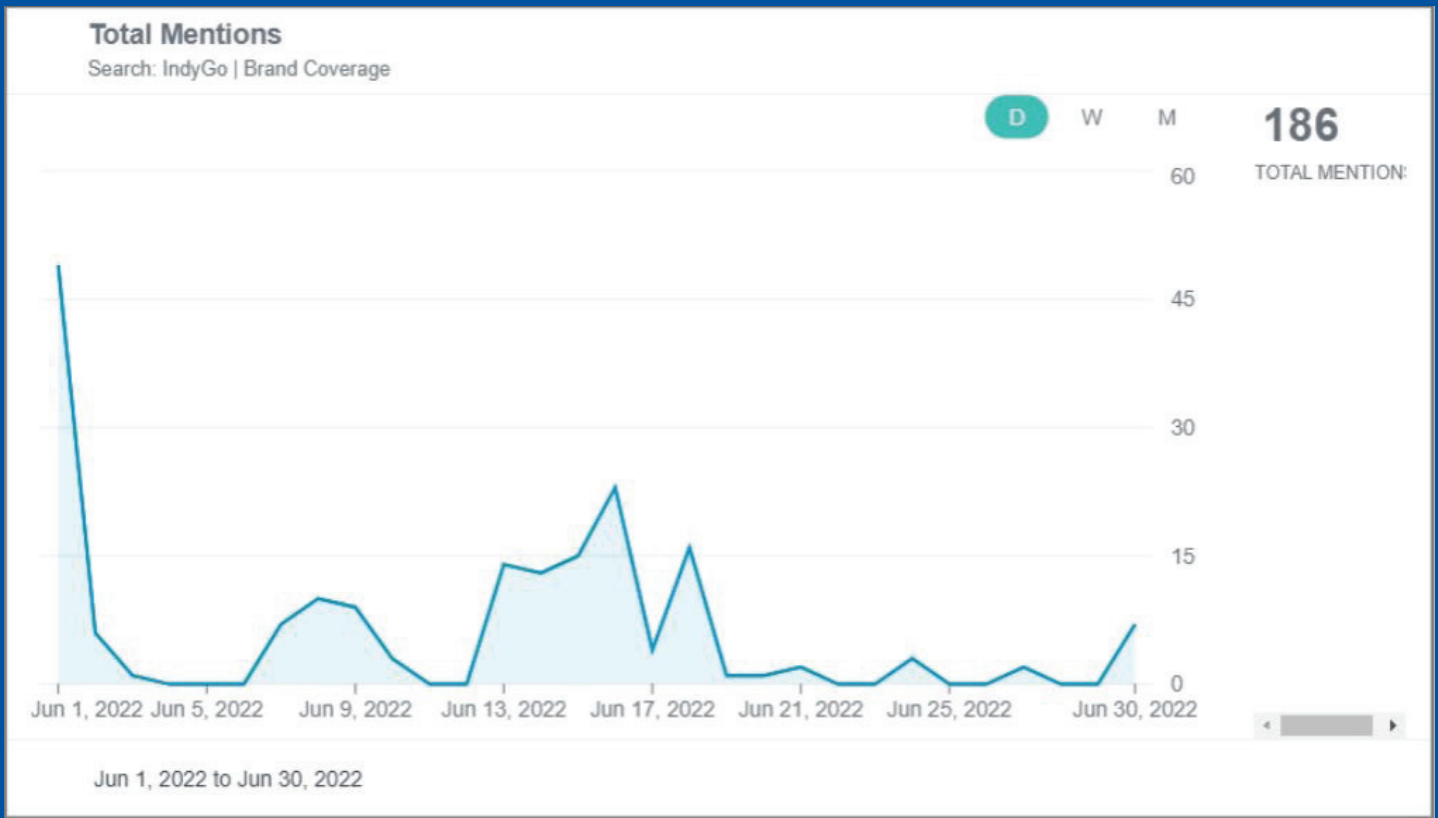


### Topics Include:

In June 2022, IndyGo unveiled two buses that attracted a lot of attention. First, IndyGo revealed its Pride bus, where many local media outlets, and even some regional and national TV stations, ran stories on the event along with their Pride month coverage. Roughly 15 segments ran on TV news stations. Additionally, IndyGo, in partnership with Allison Transmission, unveiled its eGen Flex bus on Monument Circle. More than 25 articles were written on the launch event. It also received quite a bit of attention from international audiences. IndyGo raked in even more positive coverage with the announcement of its new partnership with Ivy Tech to offer diesel tech certificate to IndyGo mechanics. Online coverage was the most popular. Altogether, IndyGo was mentioned in the media nearly 190 times in June.

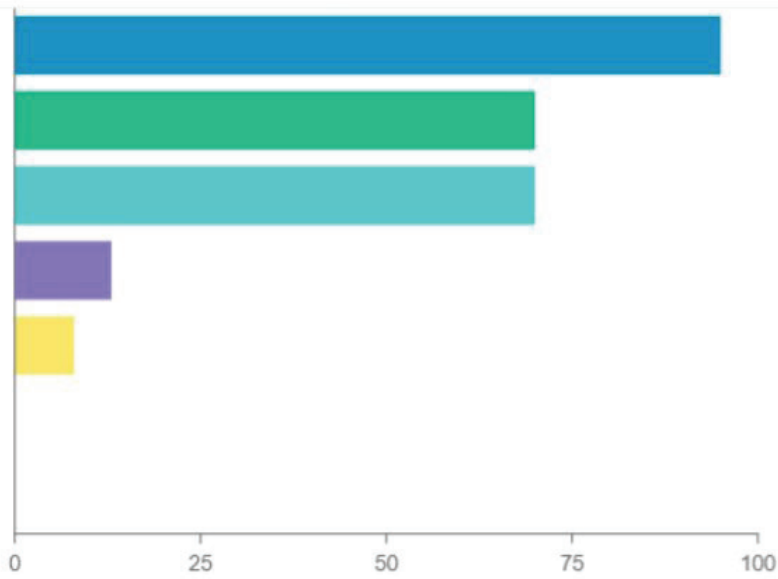


## Here's a brief coverage summary:



## News Coverage

Search: IndyGo | Brand Coverage



KEY MESSAGE

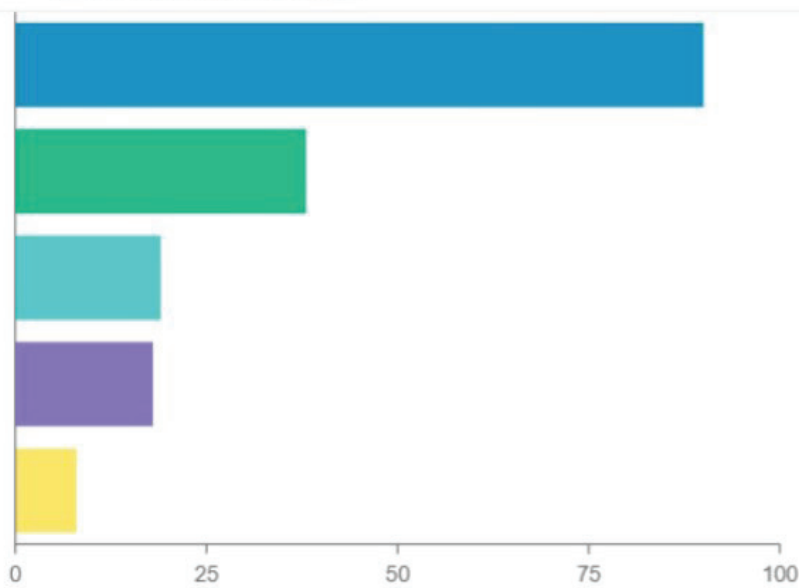
TOTAL MENTIONS

Media: Online News	95
Media: TV & Radio	70
Media: TV Only	70
Media: Licensed Print	13
Media: Blogs	8
Media: Non-Licensed Print	0
Media: Radio Only	0

Jun 1, 2022 to Jun 30, 2022

## Media Performance Metrics

Search: IndyGo | Brand Coverage



KEY MESSAGE

TOTAL MENTIONS

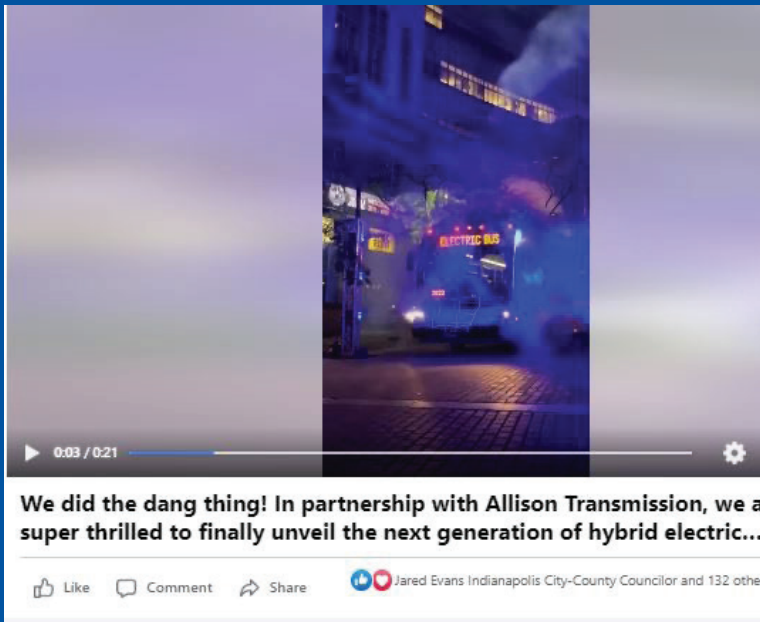
Feature Mentions	90
Headline Mentions	38
Top Tier Readership	19
High Performing Articles	18
Target Publications	8

Jun 1, 2022 to Jun 30, 2022

## Social Performance:

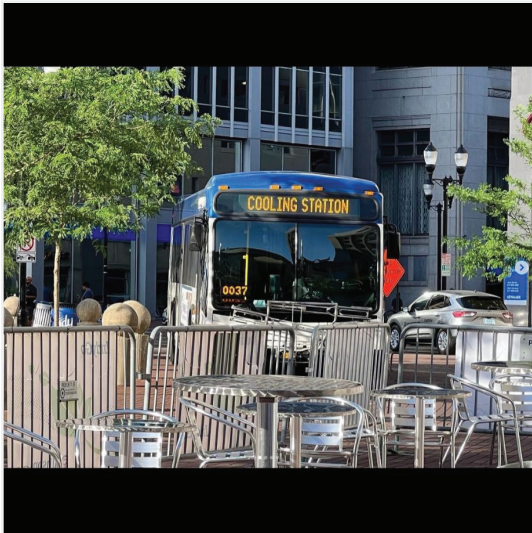
### Facebook

- Had a total of **16,862 organic impressions** (17,652 impressions in May)
- **6,257 post engagements**
- **11,216 page likes** (10 more than May)
- **12,400 followers** (287 more than May)



# Instagram

- Generated **36,457 impressions**
- **1,914 total engagements** (1.7% engagement rate)
- **3,443 current followers** (54 more than May)



IndyGo bus ITS ALMOST TIME! Come join us as we Release the Flex unveiling our new hybrid electric bus in partnership with Allison Transmission. Join us on Monument Circle at 9:30 p.m. See you soon!



IndyGo bus Check out our latest "Behind the Wheel" feature shining a light on our Diversity & Inclusion and Workforce Development Manager Lloyd Graham. @lloydgraham. He said "I believe Pride celebrates whoever you are, however you are, and it doesn't subscribe to shaming or blaming you for how you make sense of who you are or what stage you're at in your journey." Click the link in the bio to read more of Lloyd's story.

lloydgraham The feeling is mutual!

derlinkelm Except on the #10 westbound in the mornings when Marvin is driving. Get rid of that homophebe!

katrinaayoungs Big fan of @lloydgraham



IndyGo bus It's another #GoGreen Action Day in Indianapolis, which means it's a perfect day to walk, bike, or ride with us! Our growing fleet of hybrid electric and electric buses are the clean way to get where you're going in Indy!

sustainindy "yay, thank you! Yesterday was a #GoGreenActionDay, not today though :)"



IndyGo bus Congratulations to our latest graduating class of professional coach operators! We're excited to welcome our newest team members to the streets of Indianapolis to help move our city forward. Apply today by clicking the link in our bio.

indymid Liked by indymid and 36 others

# Twitter

- Had a total of **177,000 organic impressions**
- Earned an average of **5,900 impressions per day**
- 162 Retweets, 1,000 likes, 54 replies, 111 link clicks, 1.8% engagement rate
- 59 new followers, 6,408 current followers (34 more than May)



## LinkedIn

- Generated **23,926 impressions**
- 894 total engagements; 0.96% engagement rate
- 67 new followers; 2,766 total followers (40 more than May)

**IndyGo**  
2,766 followers  
1mo • 🌐


One of the most colorful and radiant buses in history has arrived... 🌈🚌🇺🇸🇧🇪

If you're attending this year's Indy Pride parade, be on the lookout for ...see more



**IndyGo**  
2,766 followers  
1mo • 🌐

About last night... We took over Monument Circle to unveil the world's FIRST **Allison Transmission eGen Flex** hybrid electric bus! From producing a giant video and projecting it onto a building to a dazzling reveal, we went big bec ...see more



**Next Generation Electric Hybrid Buses Featuring Allison Transmission's eGen Flex™ Arrive at IndyGo - IndyGo**


indygo.net • 2 min read

**IndyGo**  
2,766 followers  
3w • 🌐

Rolling through Friday like the eGen Flex reveal! 😄 We're still buzzing from the spectacular event earlier this week surrounding our new state-of-the-art electric hybrid bus in partnership with Allison Transmission. If you missed it, w ...see more

311

Video views: 7,99




69

3 shares

67

**IndyGo**  
2,766 followers  
1mo • 🌐

IndyGo recently announced internal promotions of two vice presidents. Congratulations to **Denise Jenkins-Agurs**, who has been named the Chief People Officer, and Jeff Brown, who has been named the Chief Policy and Labo ...see more



Katrina Youngs and 160 others

30 comments

Like Comment

Organic impressions: 3,813 Impressions Show stats

## Email Marketing:

### NEWSLETTER

- 9,571 recipients
- 6.65% CTR
- 4.56% Open rate

**INSIDEINDYGO** »»»

**INSIDE INDYGO THIS MARCH**

**PARATRANSIT NEXT STEPS: BEYOND ADA**  
*Help IndyGo shape the future of Paratransit Service*

🚐 **Open Door Riders** 🚐 IndyGo wants to hear from you! Currently, IndyGo operates paratransit service to the entire county beyond what is mandated by the Americans with Disabilities Act (ADA). IndyGo is committed to providing service to the entire county and seeks to understand what service outside of the ADA mandated area would look like, based on community feedback. To attend a discussion and provide feedback, visit [indygo.net/beyondada](http://indygo.net/beyondada).

**Transit Employee Appreciation Day**

**TRANSIT EMPLOYEE**  
Appreciation Day

**DON'T FORGET TO TELL YOUR FAVORITE INDYGO EMPLOYEES WHY YOU THINK THEY ARE GREAT!**

Transit Employee Appreciation Day is Thursday, March 18! Do you know an IndyGo employee that truly goes above and beyond in their day-to-day work? Visit [indygo.net/transitemployeesappreciation](http://indygo.net/transitemployeesappreciation) to submit a note of appreciation for your favorite employee!

**Purple Line is Coming!**

## Outreach Summary: June 2022

In June, IndyGo kicked off its fifth year of “Food in Transit.” This program, in partnership with the City of Indianapolis and Growing Places Indy, provides fresh, affordable and locally grown produce to current and future transit riders. New this year is a “Pay What You Can” option, meaning community members in need can pay \$1, or even nothing, and still receive at least two items from the selection of produce that day. This option allows us to eliminate barriers and offer locally-grown foods for everyone. The program takes place at the Carson Transit Center every Tuesday through September along with “Wellness in Transit,” which offers free health care through a mobile clinic.

IndyGo continues to support communities during Purple Line construction. In June, IndyGo hosted Transit Talks at the 38th Street Library and Avondale Meadows YMCA. IndyGo also participated in the “It Takes a Village” Community Empowerment Conference and Juneteenth at Tarkington Park. Residents and riders received information about the Purple Line project and construction. In addition, IndyGo staff gave a project update to community leaders at the Kipp Indy Community Council.

IndyGo partnered with the Indianapolis Public Transportation Foundation (IPTF) to host a seminar and travel training for the Women’s Fund OPTIONS group. Participants learned the challenges of cost of living and transportation for women in Indianapolis in a poverty simulation. After an engaging discussion about transportation in Indianapolis, the women learned how to navigate the bus system with a Travel Training. In addition to the Women’s Fund group, a Travel Training was also given to the youth in a Patachou Foundation summer program.

IndyGo engaged more than 5,000 visitors at the Indy Pride Festival. The parade featured IndyGo staff marching with a special Indy Pride designed bus.



### June Outreach Events:

Date	Name of Event
6/4/2022	Community Empowerment Conference '22 - “It Takes A Village”
6/7/2022	Kipp-Indy Community Council Meeting
6/7/2022	Food in Transit Media Event
6/8/2022	Purple Line Transit Talk: Avondale Meadows
6/11/2022	Indy Pride Festival 2022
6/12/2022	Patachou Foundation Travel Training
6/14/2022	Purple Line Transit Talk: E. 38th Street Library
6/14/2022	HOPE Team meeting
6/18/2022	Juneteenth at Tarkington Park
6/21/2022	OPTIONS Women Group Seminar and Travel Training
6/25/2022	Garfield Park Art and Music Festival
6/28/2022	Purple Line Transit Talk: E. 38th Street Library





## Operations Division Report – June 2022

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**To:** Chair and Board of Directors  
**Through:** President/CEO Inez P. Evans  
**From:** Chief Operating Officer Aaron Vogel  
**Date:** July 28, 2022

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### OPERATIONS DIVISION REPORT – June 2022

#### SERVICE PLANNING

##### SCHEDULING:

The next Operator Service Bid takes effect on October 9, 2022. Expected changes are minor timing adjustments at this time.

##### PLANNING

##### LOCAL BUS STOP DESIGN & CONSTRUCTION:

Construction is completed for 29 local bus stop accessibility improvements. This includes 17 stops along E 42<sup>nd</sup> St, N Post Rd, and N Mitthoefer Rd on the east side, along with 12 bus stops on the westside along Eagle Creek Parkway, High School Road, and W. 46<sup>th</sup> Street.

Additional bus stop design projects are underway with IndyGo's on-call engineering contractor, Lochmueller. This includes bus stops on the near northside of downtown (Central Ave, College Ave, 30<sup>th</sup> St), which will be bid this summer for construction in the fall. Additionally, design is underway for bus stops near the westside of downtown (W. 10th St, W. 16th St, W. Michigan St, and Lafayette Rd), and bus stops are required for future service changes related to the Marion County Transit Plan. Staff continues to scope out additional local bus stops for future design and construction as part of efforts to increase accessibility across the IndyGo fixed route service area.

IndyGo was also recently awarded a \$670,000 FTA grant through the Areas of Persistent Poverty grant program, which will fund the design of approximately 80 local bus stops on the near eastside. This design work will begin in late 2022 or early 2023, with construction expected in 2024.

##### COMPREHENSIVE OPERATIONAL ANALYSIS:

The Service Planning staff has continued to work alongside the Strategic Planning department on the Comprehensive Operational Analysis for IndyGo's future local bus network. This includes finalizing staff recommendations, engaging with the IndyGo Board of Directors and stakeholders, and preparing for public outreach. Staff is also working to build new communication tools to use during outreach and implementation, including web maps and bus stop signage.

##### PURPLE LINE CONSTRUCTION DETOURS:

Service Planning staff is assisting IndyGo Transportation Operations staff in preparing for and executing detours related to Purple Line construction, which began in early March. This includes coordinating detour routing, and temporary bus stops to maintain service along the East 38<sup>th</sup> Street project corridor.

#### OPERATIONS PERFORMANCE MANAGEMENT:

The Operations Performance (OP) Team is working on the following initiatives.

- Working on D365 migration/ customization and primarily focusing on why there is no posting of the parts costs from the Storeroom to the Maintenance Dept. 2,000+ Work Orders since the D365 migration date of 5/1/22.
- Measure and validate BEB fleet data to develop and implement BEB metrics & specific KPIs.
- Compare like Agencies on Maintenance Cost Per Miles; define the inputs to validate the comparisons.
- Identify Public Transit Agencies that utilize 60' articulating five (5) door buses and review their costs and specifications.

FIXED ROUTE RIDERSHIP:

Jun-21	Jun-22	% Change	IndyGo Fixed Route Ridership	2021	2022	% Change
5,552	5,645	1.7%	<b>2 E. 34th St.</b>	35,941	30,032	-16.4%
15,279	19,303	26.3%	<b>3 Michigan St.</b>	89,550	104,986	17.2%
5,157	5,488	6.4%	<b>4 Fort Harrison</b>	29,335	29,469	0.5%
7,025	9,496	35.2%	<b>5 E. 25th</b>	42,076	56,828	35.1%
5,781	6,198	7.2%	<b>6 N. Harding</b>	30,579	33,223	8.6%
72,487	77,610	7.1%	<b>8 Washington St.</b>	430,130	418,649	-2.7%
45,415	53,277	17.3%	<b>10 10th St.</b>	262,982	293,436	11.6%
2,336	2,827	21.0%	<b>11 E. 16th St.</b>	13,114	14,782	12.7%
1,824	1,883	3.2%	<b>12 Minnesota</b>	10,389	10,694	2.9%
1,350	1,589	17.7%	<b>13 Raymond</b>	8,241	8,677	5.3%
3,235	4,575	41.4%	<b>14 Prospect</b>	19,703	20,670	4.9%
8,410	7,288	-13.3%	<b>15 Riverside</b>	43,815	43,543	-0.6%
7,027	7,593	8.1%	<b>16 Beech Grove</b>	40,002	41,501	3.7%
2,755	2,833	2.8%	<b>18 Broad Ripple</b>	16,437	16,670	1.4%
11,648	14,925	28.1%	<b>19 Castleton</b>	66,730	74,731	12.0%
9,215	8,545	-7.3%	<b>21 East 21st St.</b>	53,628	50,714	-5.4%
7,160	6,118	-14.6%	<b>24 Mars Hill</b>	46,119	35,209	-23.7%
7,254	7,290	0.5%	<b>25 W. 16th St.</b>	42,314	36,263	-14.3%
7,668	9,023	17.7%	<b>26 Keystone</b>	47,250	48,853	3.4%
5,607	5,863	4.6%	<b>28 St. Vincent</b>	34,113	31,809	-6.8%
3,661	4,740	29.5%	<b>30 30th St.</b>	21,117	24,114	14.2%
5,346	6,402	19.8%	<b>31 US 31</b>	32,287	34,063	5.5%
13,841	16,268	17.5%	<b>34 Michigan Rd.</b>	79,105	84,341	6.6%
18,672	21,623	15.8%	<b>37 Park 100</b>	105,406	117,150	11.1%
10,862	12,758	17.5%	<b>38 Lafayette Square</b>	65,236	65,977	1.1%
40,111	48,812	21.7%	<b>39 E. 38th St.</b>	225,751	261,961	16.0%
2,399	2,792	16.4%	<b>55 English</b>	14,404	14,764	2.5%
6,550	5,171	-21.1%	<b>86 86th Street Crosstown</b>	36,832	26,686	-27.5%
6,956	7,808	12.2%	<b>87 Eastside Circulator</b>	37,561	40,095	6.7%
66,760	108,571	62.6%	<b>90 Red Line - BRT</b>	400,275	525,346	31.2%
1,169	847	-27.5%	<b>901 College - Local</b>	5,606	5,084	-9.3%
4,688	4,606	-1.7%	<b>902 County Line - Local</b>	26,365	21,577	-18.2%
32	59	84.4%	<b>Others</b>	167	887	431.1%
<b>413,232</b>	<b>497,826</b>	<b>20.5%</b>	<b>Total</b>	<b>2,412,560</b>	<b>2,622,784</b>	<b>8.7%</b>

YTD ridership may be updated from prior periods due to buses probed after the 10<sup>th</sup> of the month.

## TRANSPORTATION SERVICES

### 90% CLUB:

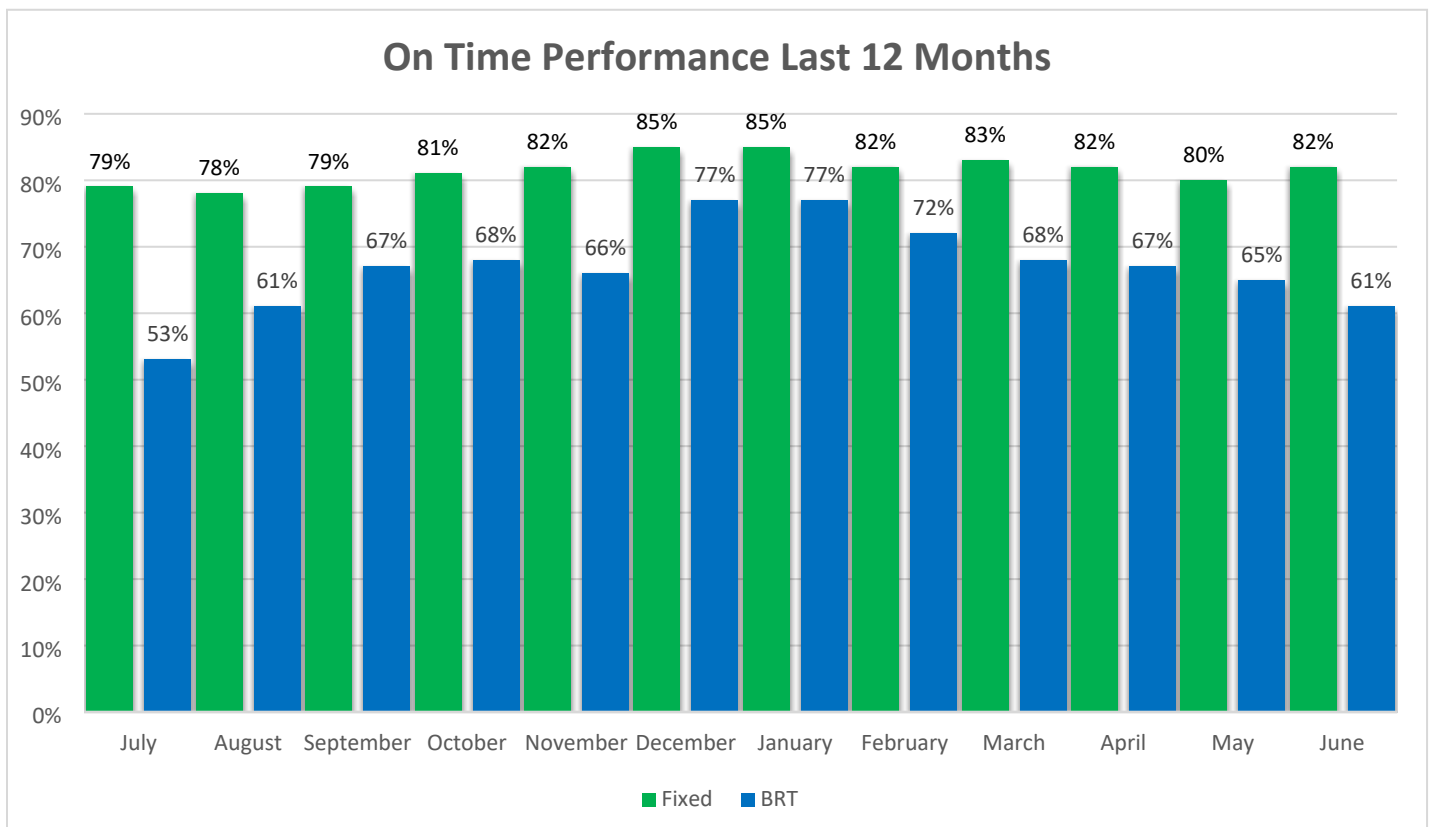
The following operators achieved an on-time performance rating of 90% or better during the month. The names are entered into a drawing held each month from this group of Operators. The winner receives an extra personal day.

The winner for June: Anthony Mitchell #9803

Harrison, Michael  
 Jones, Shirley  
 Wilson, Patricia  
 Anderson, Rose  
 Burts, Roy  
 Mathews, Brandi  
 Amaya, Efrain  
 Feiock, Robert  
 Reintjes, Peter  
 Roberson, Ashley  
 Arnold, Mikaiah  
 Baine, Tenisha

Cox, Sean  
 Edwards, Monei  
 Fox, Harry  
 Mason, Rodney  
 Robinson, Garcia  
 Young, Samuel  
 Anderson, Treva  
 Boston, Joel  
 Cornett, Myron  
 Frierson,  
 Razheana  
 Griffin, Ardis  
 Hyde, Corene

Mitchell, Anthony  
 Turner, Lashonda  
 Badiane, Ngary  
 Clark, Keana  
 Hartwell, Geneva  
 Howard, Jeffrey  
 Jackson, Calvin  
 McGill, Latoya  
 Reed, Byron  
 Wright, Ray



## VEHICLE MAINTENANCE AND FACILITIES SERVICES

### FACILITIES:

The Facilities Department assisted the Public Affairs team with setting up Pop-up shops around Marion County promoting the Purple. The “pop-ups” engage the community, answering questions and providing updates about the upcoming BRT Purple Line.

The Gennesart Mobil Clinic will be onsite every Tuesday between 2:00 pm and 5:00 pm at the Julia Carson Transit Center. They will offer low to no cost services and are accepting appointments. This service will continue throughout the summer months.

The Marion County Health Department will continue to serve the general public as a COVID Vaccination Site inside the lobby at the Julia Transit Center. The Marion County Health Department (MCHD) is open in the three days a week Tuesday, Wednesday, and Thursday. The MCHD is still getting consistent traffic from the general public and the COVID Vaccination Clinic will remain open at the Transit Center to respond to the need.

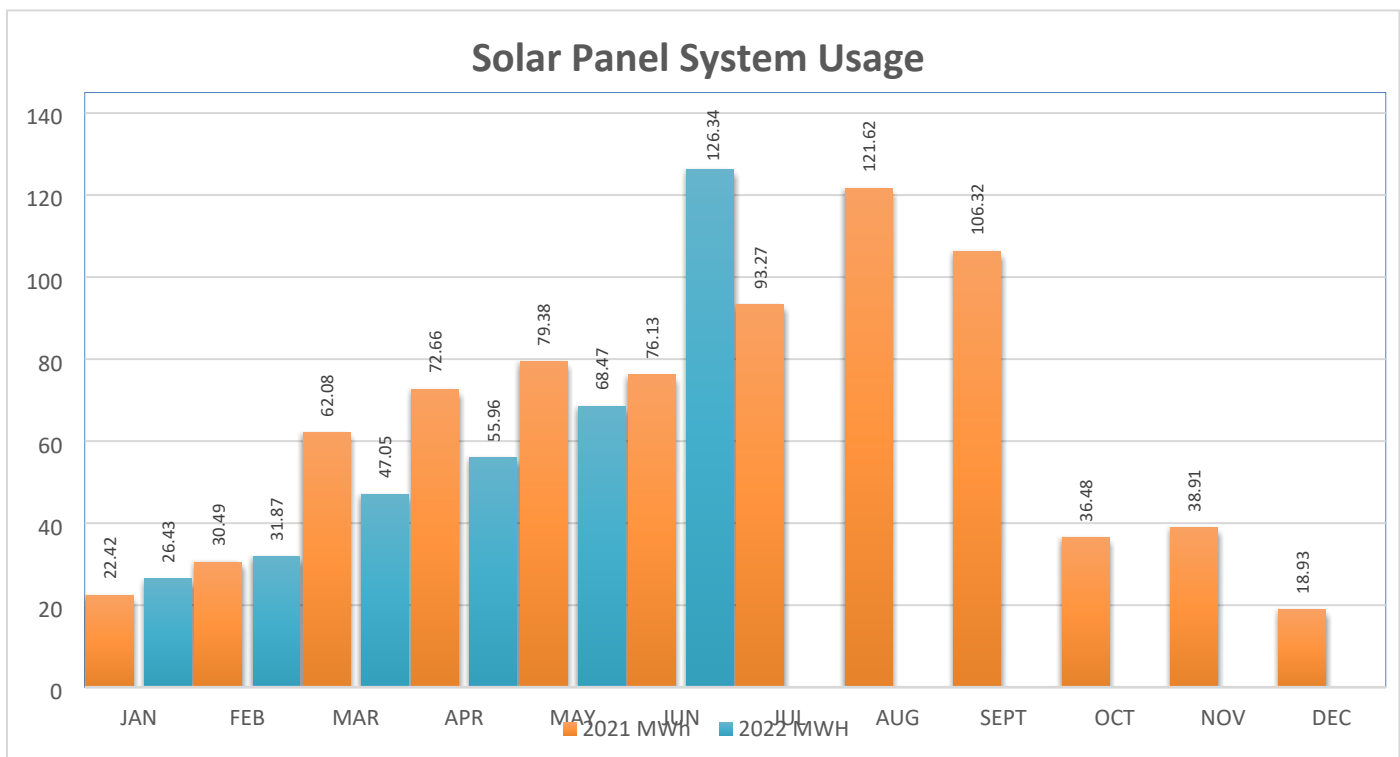
The Industrial Soaps contract went in front of the Board of Directors in June, and the contract was awarded to Dubois Chemicals.

The Pest Control Contract for the six IndyGo facilities will be voted on by the Board of Directors at the July meeting.

For quarter two, the Facility Department collected 55,320 pounds or 27.66 tons of scrap metal from the garage area for recycling. IndyGo received \$8,739.40 from the efforts of the Environmental Management Program.

### SOLAR PANEL:

During the month of June as daylight hours increased, the 4,300 Solar Panel Array on the roof at the 1501 building produced a substantially higher KWH total versus last month. The savings amount YTD \$33,831.40 from the solar energy panels.



FLEET SERVICES:

There were 163 buses detailed in June. The goal is to detail every bus at least once per month.

There were 41 vehicle requests in June for the motor pool.

IPTC has logged 4,226,935 miles YTD

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
<b>2022</b>	700,999	650,213	739,093	710,879	716,446	710,305							<b>4,226,935</b>
<b>2021</b>	796,966	755,260	830,606	785,602	789,833	767,140	791,044	762,229	731,641	738,072	700,370	722,820	<b>9,141,583</b>
<b>2020</b>	878,363	875,068	917,660	705,903	701,773	865,561	888,720	866,798	844,969	850,663	767,009	817,246	<b>9,979,733</b>

Fluid Usage Summary:

COOLANT (qt)	1,645	1,464	1,796	2,147
ENGINE OIL (qt)	378	297	392	500
DIESEL (gal)	138,369	144,345	155,592	156,832
UNLEADED (gal)	1,129	1,895	2,146	1,788

**Mean Distance**

<b>Mean Distance Major Systems Failures</b>
<b>Mean Distance Between All Systems Failures</b>

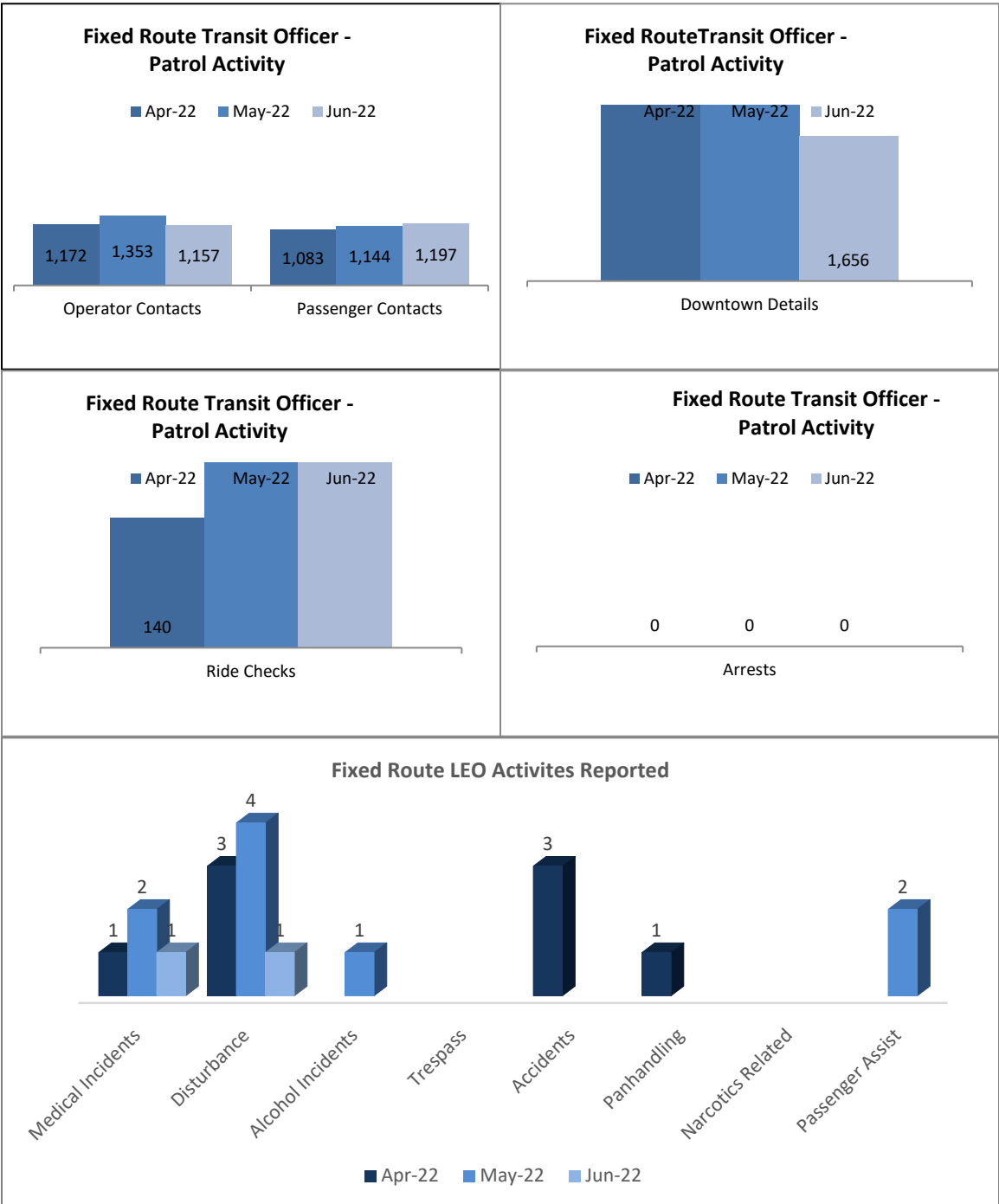
	2022/1	2022/2	2022/3	2022/4	2022/5	2022/6	2022/7	2022/8	2022/9	2022/10	2022/11	2022/12
<b>MAJOR</b>	4848	4388	4436	3918	3107	<b>3594</b>						
<b>ALL</b>	4377	3920	3911	3753	2984	<b>3151</b>						
	2021/1	2021/2	2021/3	2021/4	2021/5	2021/6	2021/7	2021/8	2021/9	2021/10	2021/11	2021/12
<b>MAJOR</b>	4,229	3,479	4959	5715	4919	3478	3574	3387	5455	4498	4430	4998
<b>ALL</b>	3,878	3,193	4314	4594	4340	3161	2854	2689	4111	4033	4322	5038
	2020/1	2020/2	2020/3	2020/4	2020/5	2020/6	2020/7	2020/8	2020/9	2020/10	2020/11	2020/12
<b>MAJOR</b>	5,506	5,506	5,506	5,506	5,506	7,973	7,682	6,456	5040	5249	5059	4238
<b>ALL</b>	4,307	4,307	4,307	4,307	4,307	6,816	5,278	2,531	3319	3505	4826	4057

The green cells represent averaged totals

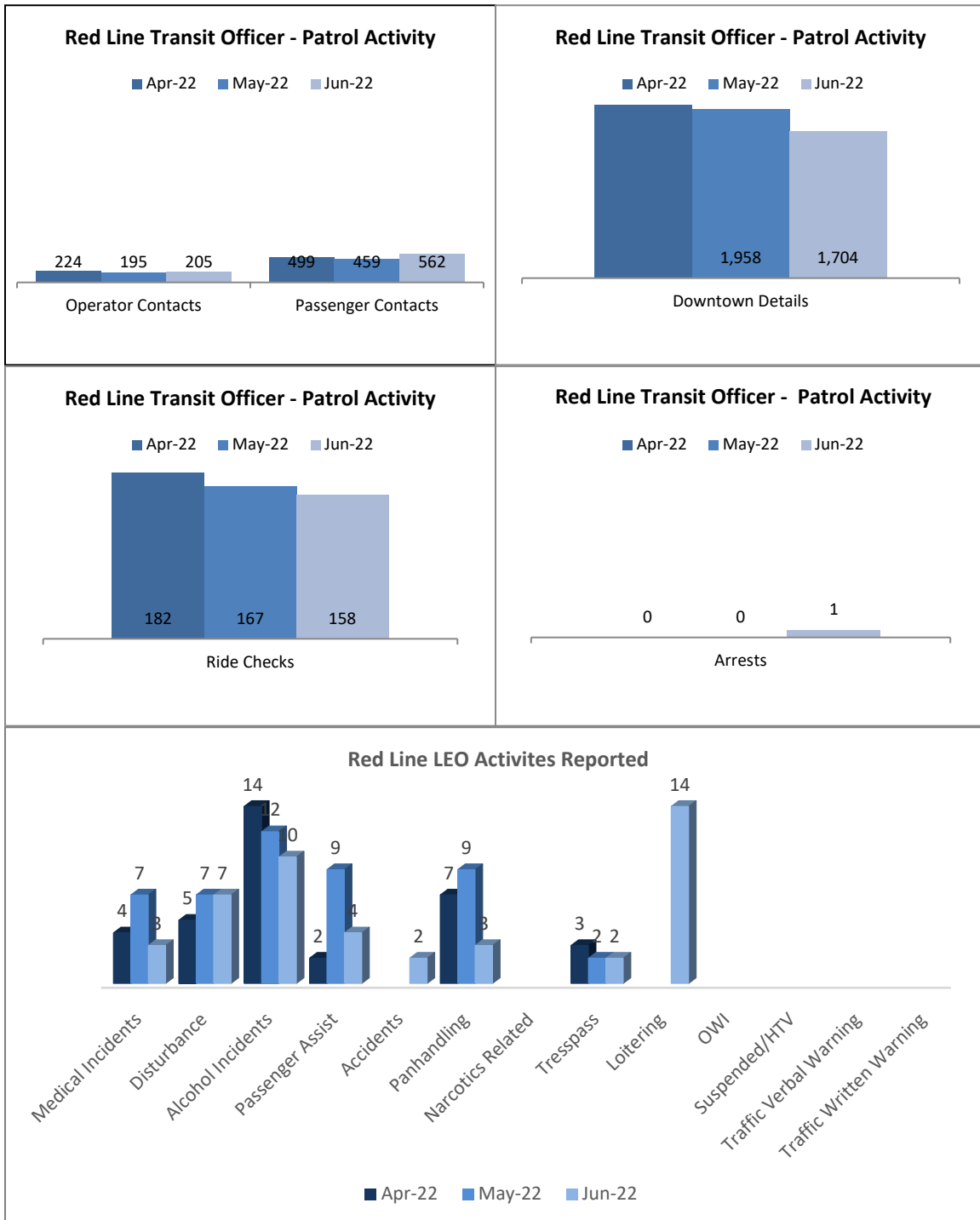
**SECURITY**

FIXED ROUTE SECURITY:

The charts below show a breakdown of activities that the Law Enforcement Officers (LEO) stationed at the Julian M. Carson Transit Center and or on Route Detail have performed or addressed for the last three months.



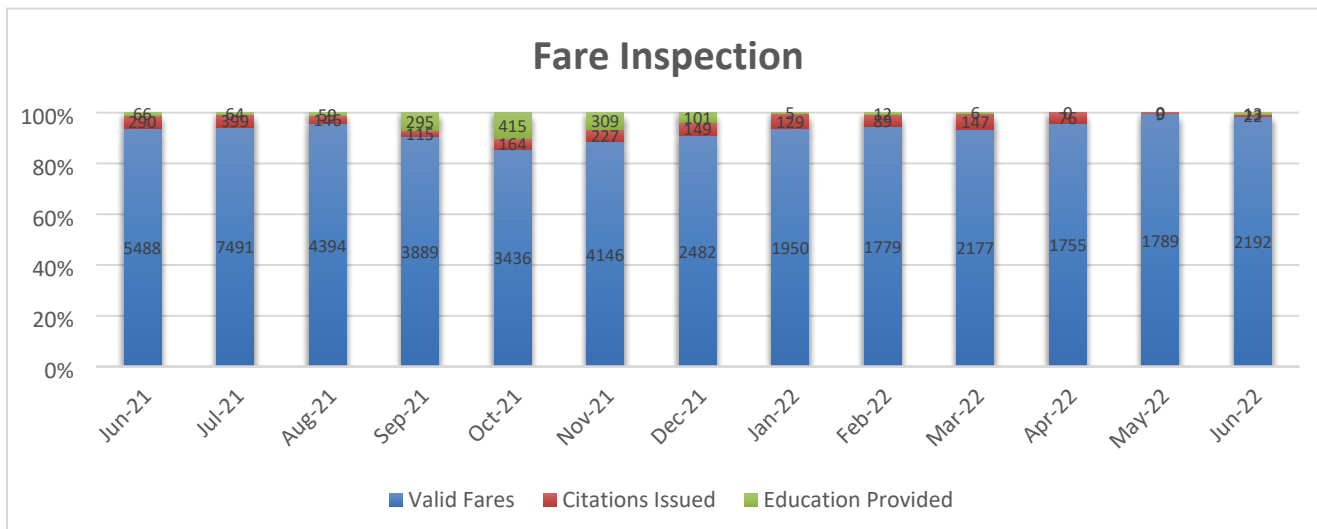
**RED LINE SECURITY:**



The charts above are the Red Line Security reports. These charts will show the LEO's activity on the Red Line Route. These charts will also include any activities the Fixed Route LEO may have performed while assisting the Red Line LEO. As more information is obtained in the following months, these charts will populate more.



FARE INSPECTION REPORT:



June	Passenger Contact	Notifications	Educations
<b>Total</b>	2192	22	13
<b>Weekday</b>	1947	19	13
<b>Saturday</b>	161	0	0
<b>Sunday</b>	84	3	0

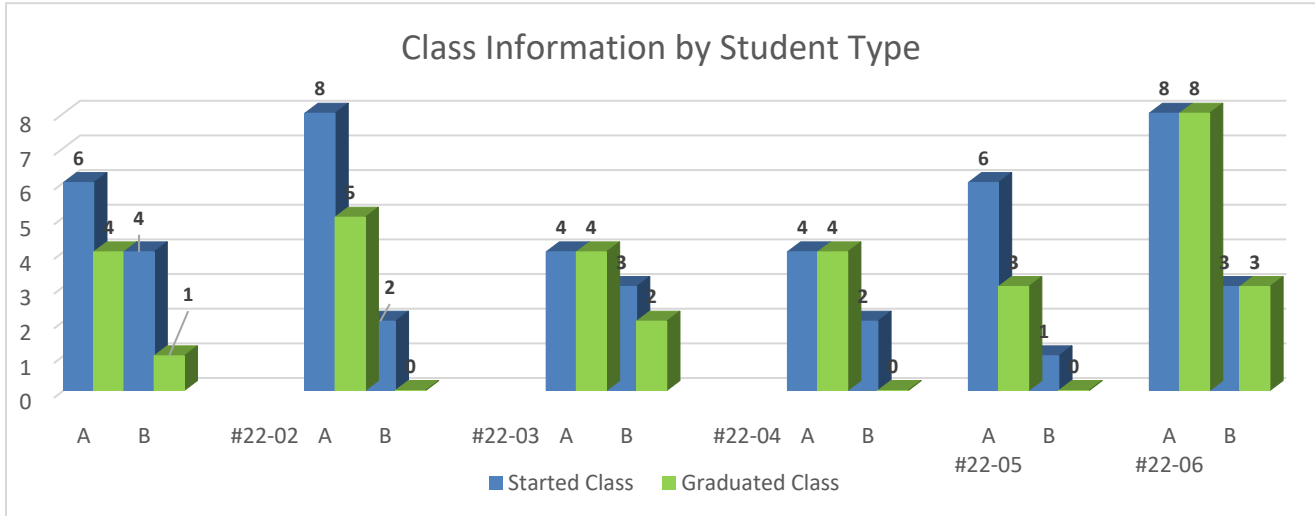
2022 YTD	Passenger Contact	Notifications	Educations
<b>Total</b>	11642	472	36
<b>Weekday</b>	10224	399	36
<b>Saturday</b>	855	69	2
<b>Sunday</b>	563	4	0

The chart shows passenger contacts; representing passengers who had a fare when checked. It shows notifications; representing passengers who did not have a fare when checked and did not/would not purchase a valid fare. Lastly, it shows education; representing passengers who did not fare when checked but purchased a valid fare after being shown the proper procedures.

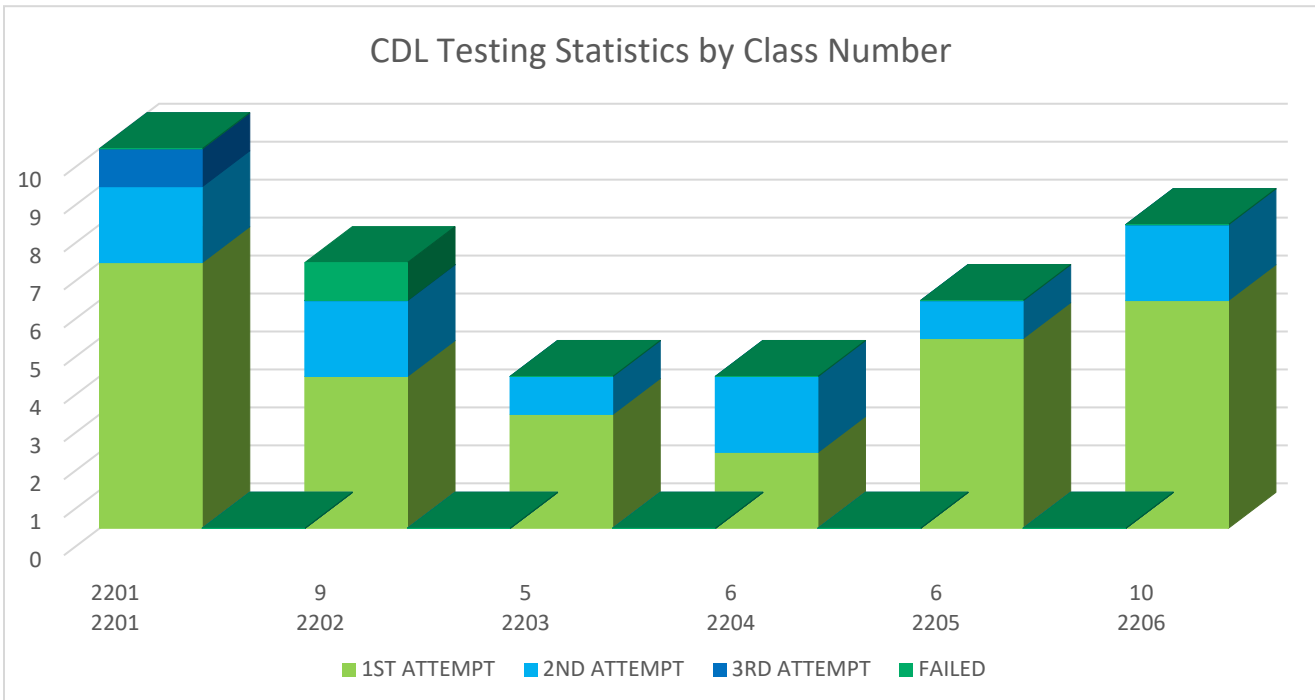
The Security Department attended the Indianapolis Fire Department (IFD) Building Inspection at 9503 E. 33<sup>rd</sup> Street. This inspection included the Life Safety Equipment, fire alarm panel, and horn/strobe systems. There were a few questions that IFD asked that the department could answer. A few items were found that are being addressed so that IFD can come back for a final inspection.

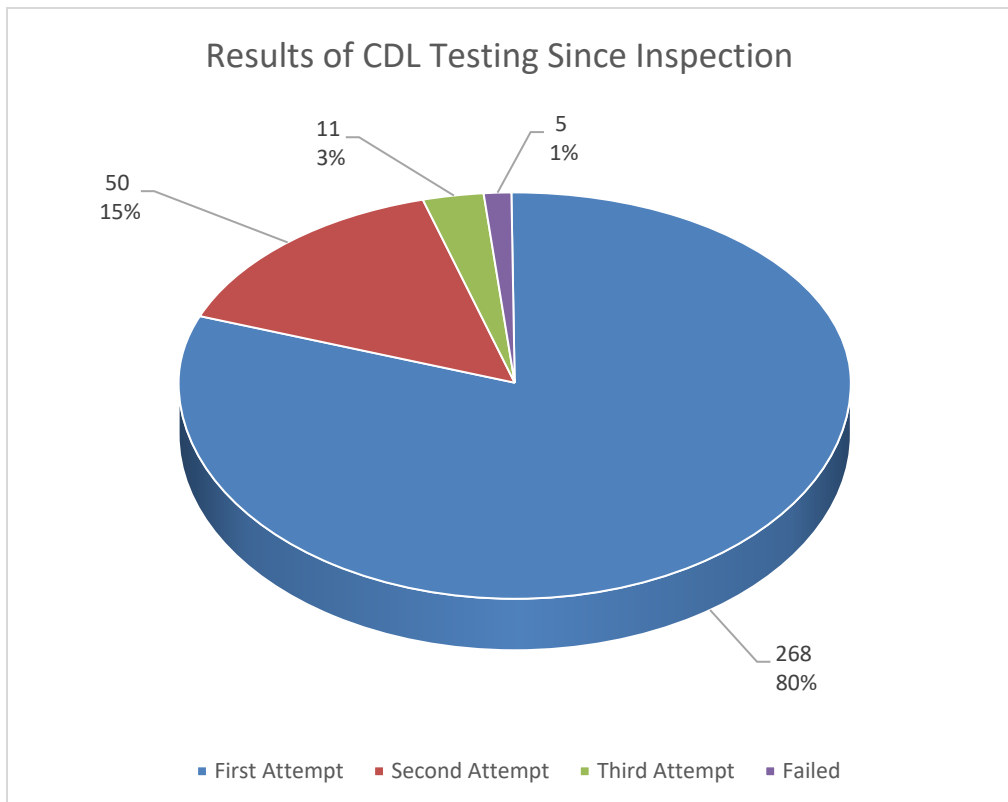
TRAINING:

The chart below shows the number of Trainee A and Trainee B students that started each class. It also shows the number of students in each group that graduated.



The IndyGo Training Department trains new employees that are hired without a CDL license. This training includes vehicle knowledge, pre-trip inspection knowledge, vehicle driving skills practice (on a closed course), and on-road driving skills. Those students will then be taken to a State-approved testing site and tested for their CDL licenses. The charts below will show the current year's results to date and the results since the inception of the program. They will also show the number of students who passed on their first, second, or third attempt and the number of students who could not pass it after three attempts.





IndyGo Fixed Route Operator Class 22-05 began on May 2, 2022, with seven trainee A’s and three trainee B’s joined them on May 9, 2022 to make a total of ten.

IndyGo Fixed Route Class 22-06 began on May 16, 2022 with eight trainee A’s and three trainee B’s joined them on May 23, 2022 to make a total of eleven. All eleven are in the cadetting portion of the program at the end of the June.

IndyGo Fixed Route Operator Class 22-07 began on May 31, 2022, with three trainee A’s and one trainee B joined them on June 6, 2022, to make a total of four to start the class. At the end of June, the class was in the “Behind the Wheel” portion of the training program.

The Training Department has started to assist new applicants in acquiring their CDL permit. This training consists of explanation and review of all materials covered for each endorsement that the applicant will test for. The training takes place over a five-day period, then the applicants are transported to the BMV to complete the testing. In June, there were four applicants who took the training, and all acquired their CDL permit. These trainees are eligible to begin training in a Fixed Route Class as a Trainee A participant.

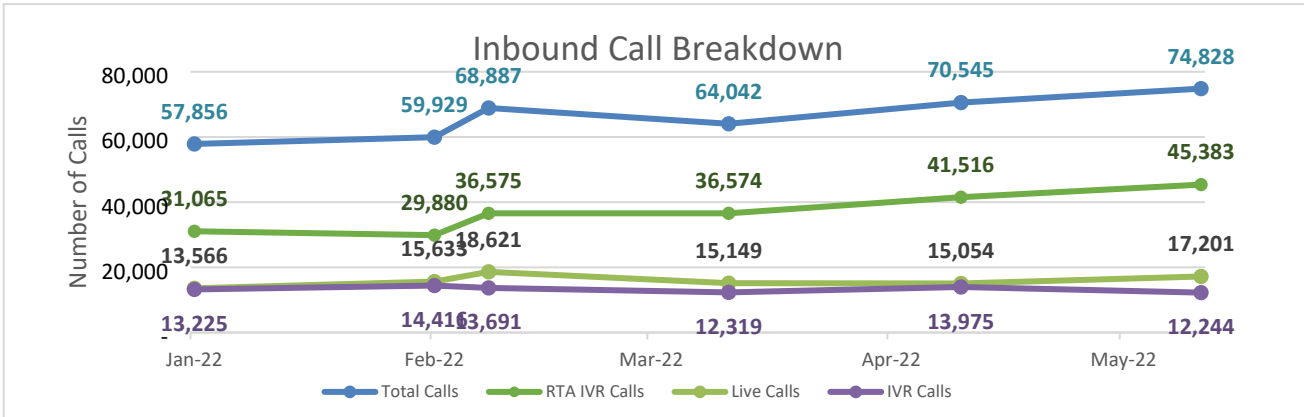
They four Trainees started in IndyGo Fixed Route Class 22-08 on June 13, 2022. There was no trainee B’s to begin this class. At the end of June, they were completing the BTW (Behind the wheel) portion of the training course.

The following training sessions were conducted in May:

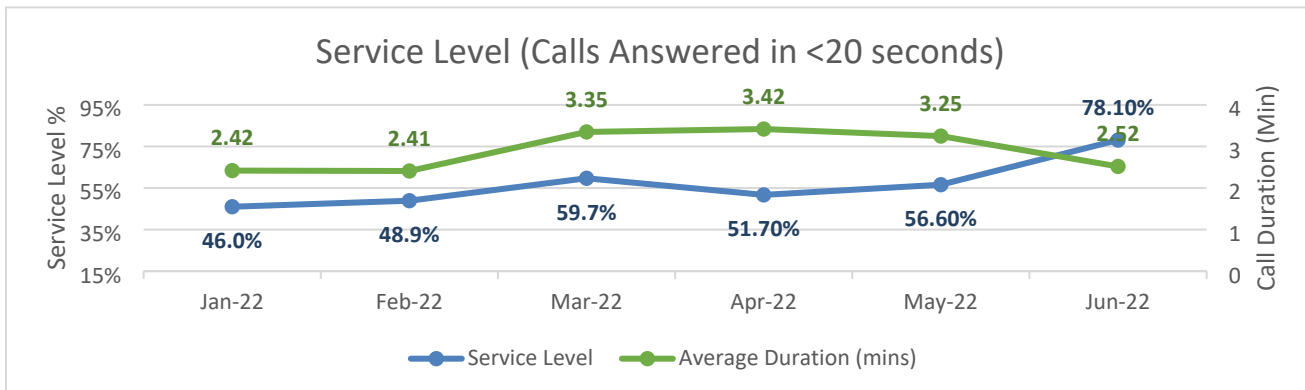
- Seven operators for accident retraining
- One General Labor Accident Retrain
- Three operators for Red Line accident retraining
- Nine Return to Work Training
- Two Reckless Driving Training
- Five administrative employees for new-hire orientation
- Two general laborers for new-hire orientation

**MOBILITY CARE CENTER:**

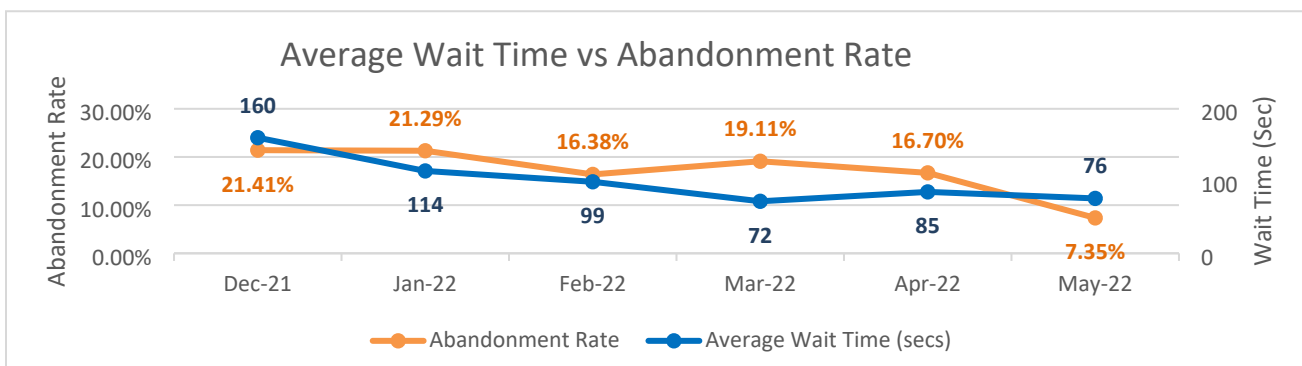
Overall, total call volume has increased by approximately 6.07% from May to June. This can be attributed to the increase in ridership for June 2022.



Our service level metric saw a significant increase for June 2022, approaching the goal of 80%. This can be attributed to the increased staffing within the Care Center. The average call duration has decreased and is within the goal range of 3-5 minutes.



IndyGo leadership meets regularly with RATP Dev to discuss staffing effects and expectations. Through our constant monitoring and meetings, we continue to see a positive impact on metrics. This has resulted in a decrease in average wait time and abandonment rate. The abandonment rate metric is reaching our goal of less than 5%. The average wait time also moves towards the goal of less than one minute.



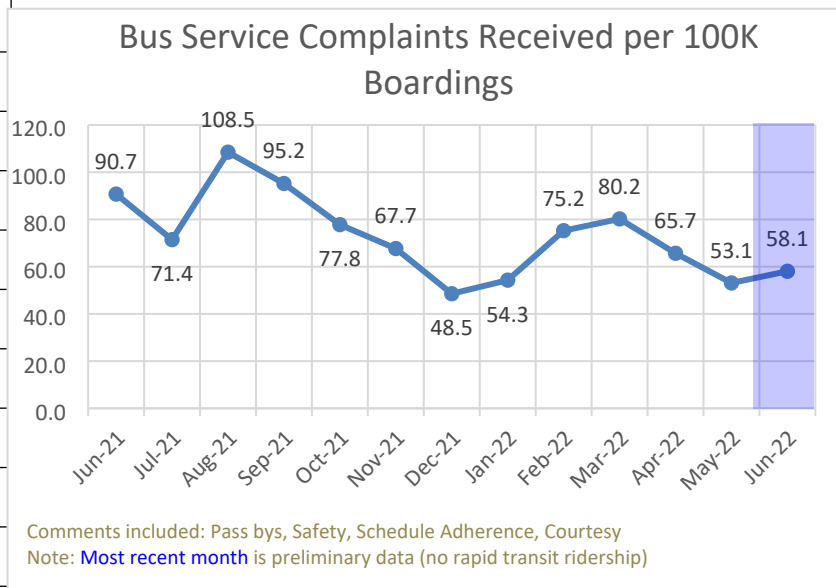
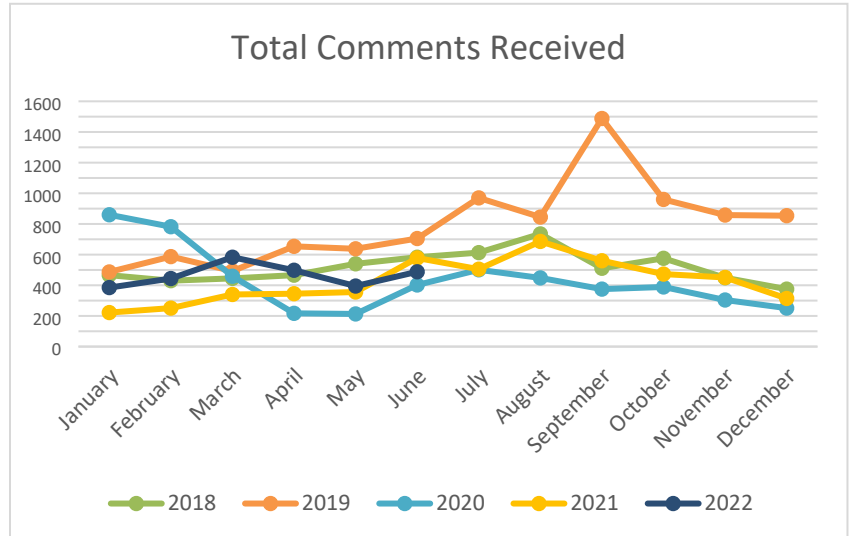
**RECEIVED COMMENT REPORT:**

The total number of comments received for June amounts to 488.

Within the comments received, Schedule Adherence is the largest category contributing to approximately 23.77% of the total comments for June 2022.

Comment trends will continue to be monitored by IndyGo Care Center Leadership.

Comment Category	Count of Comment
Schedule Adherence	116
Pass By	78
Safety	50
Courtesy	45
Fares	34
Facility Maintenance	26
ADA	15
Customer Care Center	15
Route	14
Request	12
Rules	11
Vehicle Maintenance	10
Bus Stop	8
Denial	8
Security	8
CAD AVL	7
Discrimination	7
Compliment	6
COVID	5
Suggestion	5
Detour	3
Wrong Information Given	2
Blue Line	1
Fulfillment	1
Real Time Arrivals	1



Comments included: Pass bys, Safety, Schedule Adherence, Courtesy  
 Note: **Most recent month** is preliminary data (no rapid transit ridership)

**Center and Sales Report:**

**TOTAL QUANTITY OF PASSES SOLD: 20,281**

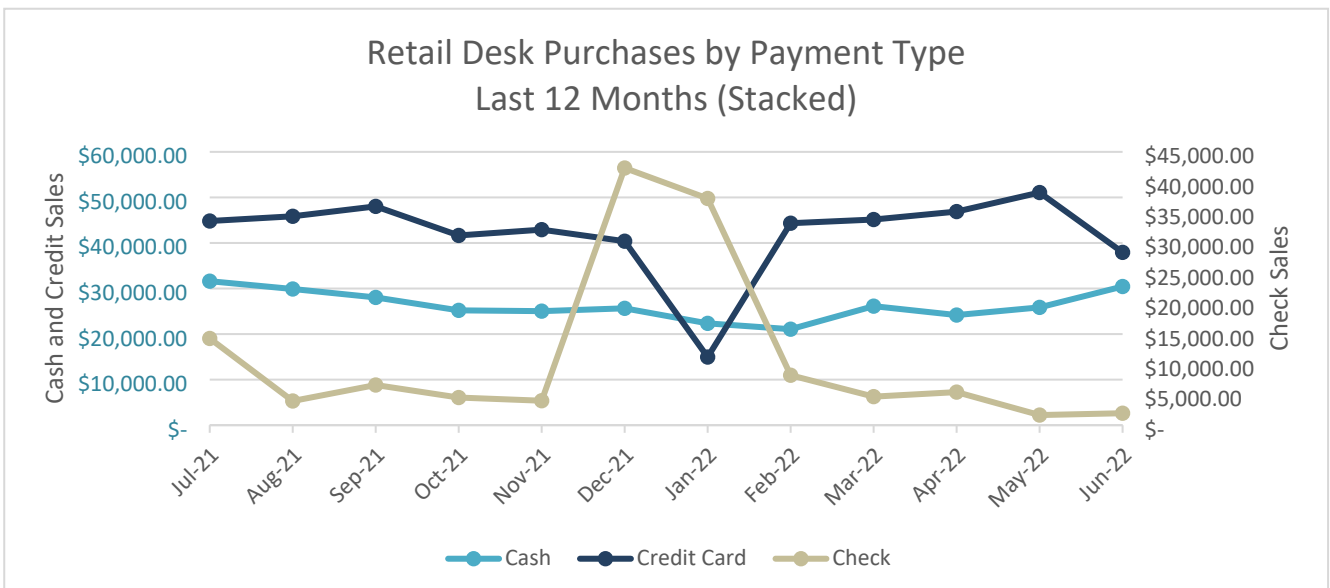
**Total Quantity Sold by Pass Type**

■ Full Fare ■ Half Fare ■ Taxi Vouchers ■ Paratransit

**Retail**

**PAYMENT BREAKDOWN:**

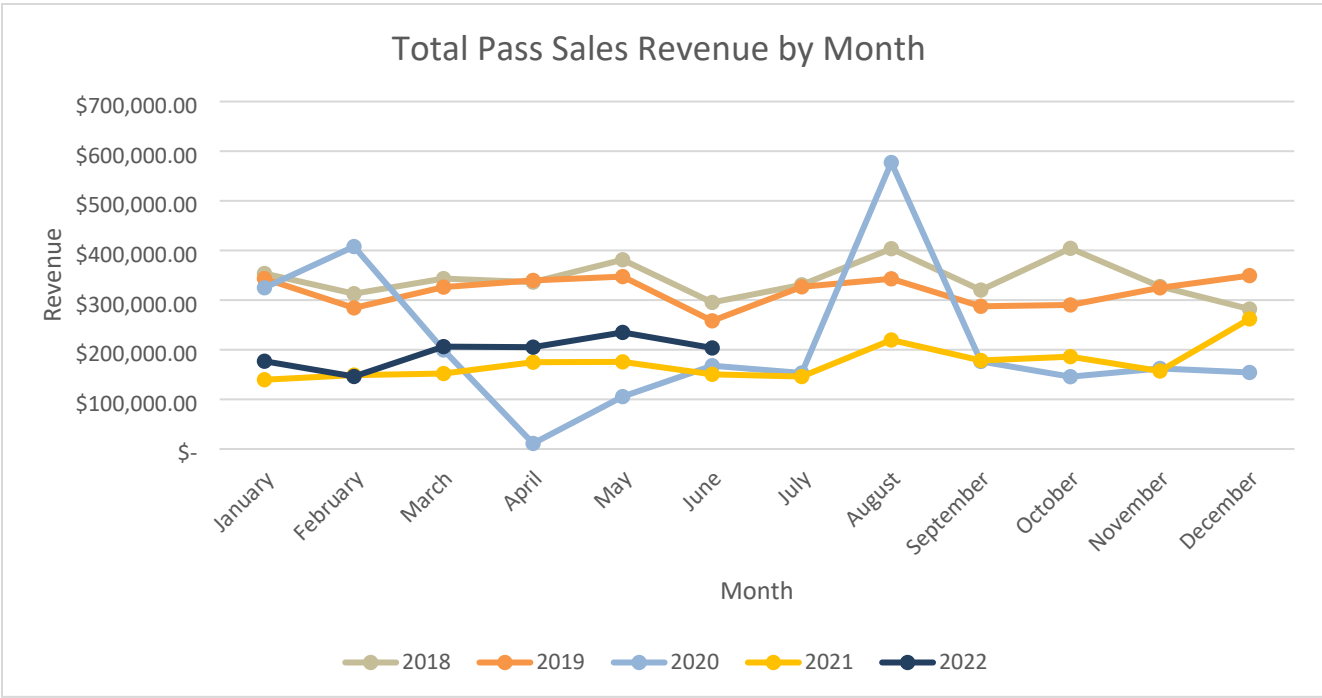
The Customer Care Center Retail Desk experienced an increase in cash and written check sales by 15.07%. Credit card sales experienced a 25.72% decrease in June 2022. IndyGo Care Center Leadership will continue to monitor all payment types.



**TOTAL PASS REVENUE (INCLUDING ECOMMERCE, RETAIL, AND INVOICE):**

Total pass revenue decreased by 13.32% from May to June. We typically trend downward in pass sales from May to June, as seen in previous years' data. The decrease could also be attributed to TVM (Ticket Vending Machine) sales for June, which increased by 41.84% from May to June.

Thus far, we have seen a 24.6% revenue growth compared to last year. The overall increase in revenue from the previous year can be attributed to the rise in ridership.



**PARATRANSIT OPERATING STATISTICS:**

FTA mandates that transportation agencies report data through the National Transit Database (NTD). The following metrics are measured for our paratransit program. The data also provides valuable information to determine the number of paratransit vehicles to operate this service. In addition, trends are monitored and measured YOY to discuss abnormalities that occurred in the previous year, such as COVID-19.

**2022 Paratransit Data**

Paratransit	Unlinked Passenger Trips	Vehicle Revenue Hours	Vehicle Revenue Miles	Vehicles Operated in Max Service (Average)	Number of Days of Regular Service Operated
January	9,050	5,144	97,224	30	31
February	8,705	5,005	92,607	29	28
March	11,078	6,181	114,608	32	31
April	10,387	5,963	105,832	34	30
May	10,649	6,160	107,652	37	31
June	9,846	5,532	100,195	32	30
July					
August					
September					
October					
November					
December					
<b>Total</b>	<b>59,715</b>	<b>33,985</b>	<b>618,118</b>	<b>32</b>	<b>181</b>

## 2021 Paratransit Data

Paratransit	Unlinked Passenger Trips	Vehicle Revenue Hours	Vehicle Revenue Miles	Vehicles Operated in Max Service	Number of Days of Regular Service Operated
January	11,558	6,555	120,345	39	31
February	10,574	6,005	111,889	39	28
March	12,987	7,213	133,968	38	31
April	12,940	7,117	131,858	38	30
May	11,999	6,615	122,240	39	31
June	12,298	6,726	122,292	38	30
July	12,838	7,183	134,827	41	31
August	12,616	6,904	128,752	38	31
September	10,507	5,807	107,806	32	30
October	9,541	5,381	102,961	31	31
November	8,761	4,982	96,488	28	30
December	8,500	5,069	94,620	28	31
<b>Total</b>	<b>135,119</b>	<b>75,557</b>	<b>1,408,046</b>	<b>39</b>	<b>365</b>

### INDYGO ACCESS CUSTOMER COMMENTS:

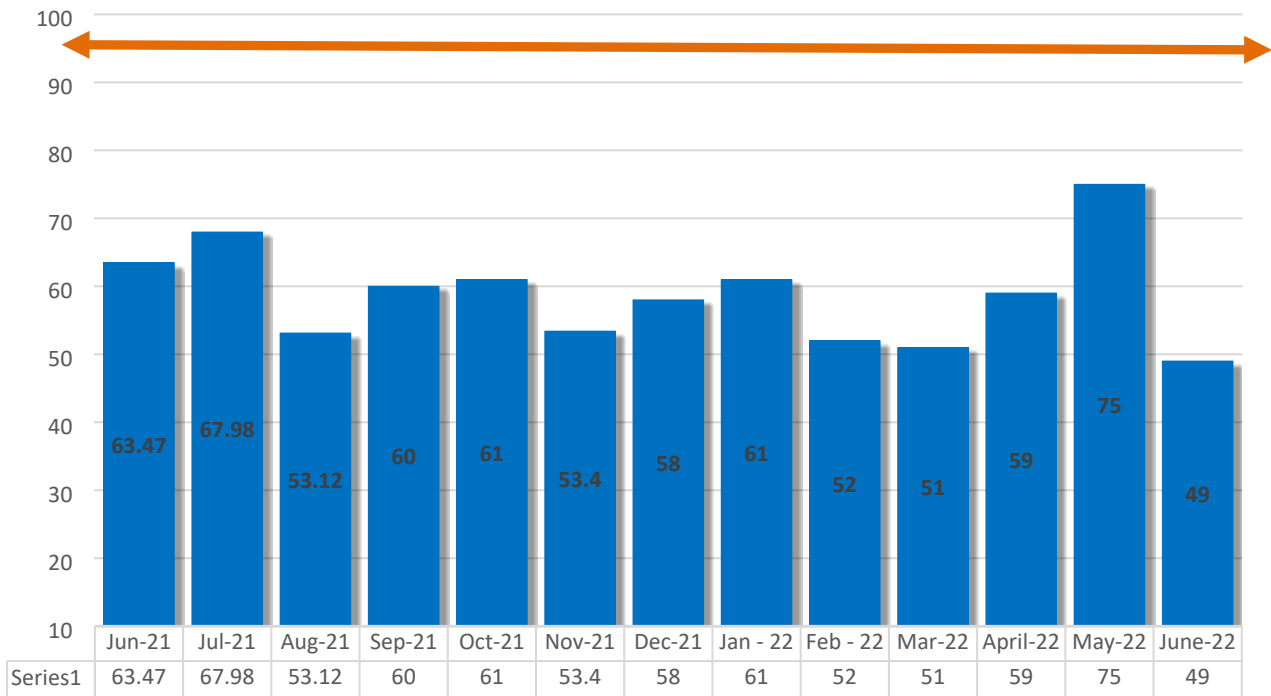
Customer comments for June 2022. IndyGo Access customers are encouraged to contact the customer care center to voice a comment. All comments are investigated and provided to our paratransit contractor to coach employees—the goal: is to improve service while delivering safe, reliable, and courteous transportation.

On-Time Performance for June 2021 was 68%, and Productivity was 1.75%. June 2022, OTP was 49%, and Productivity was 1.78%; this is a decrease of 27.9% and an increase of 1.8%, respectively, YOY.

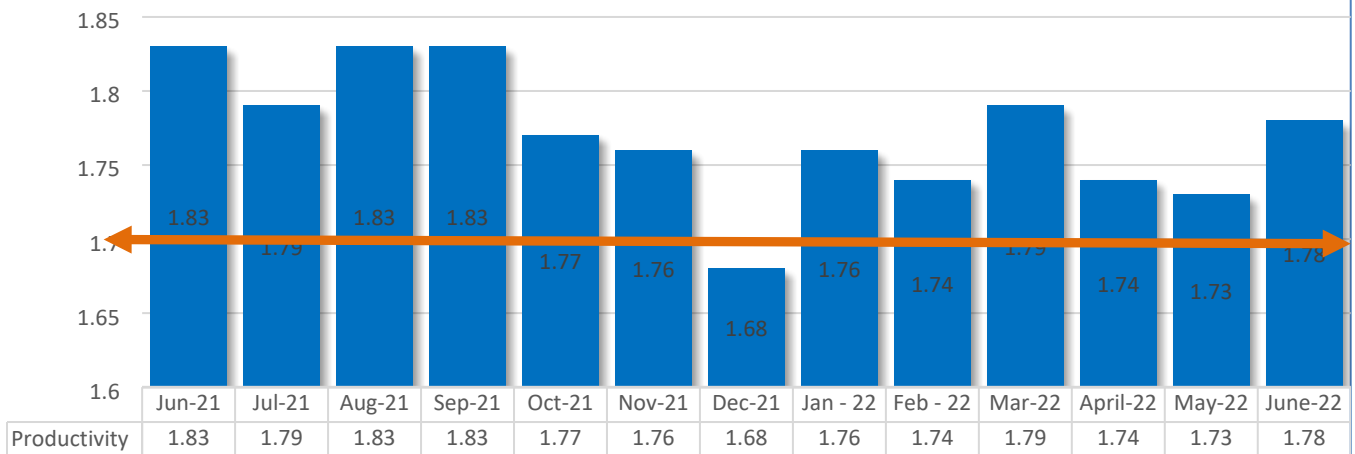
Comment Categories	Number of Comments	Number of Valid Comments
Schedule Adherence	66	61
Courtesy	7	6
ADA	2	2
Compliment	2	2
Customer Care Center	2	0
Fares	2	1
Rules	2	2
Safety	2	2
Request	1	1
Wrong Information Given	1	0
<b>Grand Total</b>	<b>87</b>	<b>77</b>



## IndyGo Access On Time Performance Goal 94%



## IndyGo Access Productivity/PPH Goal 1.7%



**INDYGO ACCESS ASSESSMENT & ELIGIBILITY:**

The ADA Requires a functional assessment evaluation within regulatory parameters for our state and federal entities using a wide range of medical conditions and their impact on an individual’s functional abilities.

**2022**

	New	Renew	Approved	New Denied	Renew Denied	Visitors
JAN	32	50	82	0	0	0
FEB	34	46	80	0	0	0
MAR	61	56	117	0	0	0
APR	56	57	113	0	0	1
MAY	43	66	109	0	0	3
JUNE	34	86	120	0	0	3
JULY						
AUG						
SEPT						
OCT						
NOV						
DEC						
<b>Total</b>	<b>260</b>	<b>361</b>	<b>621</b>	<b>0</b>	<b>0</b>	<b>7</b>

**2021**

	New	Renew	Approved	New Denied	Renew Denied	Visitors
JAN	22	38	60	0	0	0
FEB	29	33	62	0	0	0
MAR	46	42	87	0	1	0
APR	47	42	89	0	0	1
MAY	34	40	73	0	0	1
JUNE	35	58	91	0	1	2
JULY	28	54	82	0	0	2
AUG	80	49	128	0	0	2
SEPT	50	49	99	0	0	0
OCT	46	54	100	0	0	0
NOV	44	33	77	0	0	2
DEC	45	44	89	0	0	1
<b>Total</b>	<b>506</b>	<b>536</b>	<b>1037</b>	<b>0</b>	<b>2</b>	<b>10</b>

	NEW UNCOND	NEW COND	NEW TEMP	RENEW UNCOND	RENEW COND	RENEW TEMP
JAN	0	0	32	49	0	1
FEB	0	0	34	46	0	0
MAR	0	0	61	55	1	0
APR	10	0	46	56	1	0
MAY	0	0	43	60	6	0
JUNE	34	0	0	86	0	0
JULY						
AUG						
SEPT						
OCT						
NOV						
DEC						
<b>Total</b>	<b>44</b>	<b>0</b>	<b>216</b>	<b>352</b>	<b>8</b>	<b>1</b>

	NEW UNCOND	NEW COND	NEW TEMP	RENEW UNCOND	RENEW COND	RENEW TEMP
JAN	21	1	0	36	2	0
FEB	29	0	0	33	0	0
MAR	44	2	0	40	1	0
APR	47	0	0	42	0	0
MAY	30	2	1	40	0	0
JUNE	32	1	1	57	0	0
JULY	27	1	0	53	1	0
AUG	26	0	53	46	0	3
SEPT	0	0	50	48	0	1
OCT	0	0	46	53	1	0
NOV	0	0	44	32	1	0
DEC	0	0	45	42	1	1
<b>Total</b>	<b>256</b>	<b>7</b>	<b>240</b>	<b>522</b>	<b>7</b>	<b>5</b>

**VOUCHER PROGRAM:**

Mobility Services offers a lottery program and a dialysis program. Both programs are open to eligible IndyGo Access customers. IndyGo maintains the right to augment or terminate the voucher programs as with all programs.

**2022 Taxi Voucher Tracking**

	Lottery		Dialysis		Emergency-Green		Total Vouchers
	Sold	Used	Sold	Used	Sold	Used	Used
January	660	580	572	605	824	1,005	4,266
February	720	539	626	529	1,409	1,209	5,032
March	650	838	643	635	1,470	1,556	5,792
April	690	683	534	592	1627	1622	5,748
May	670	536	619	565	1791	1576	5,763
June	620	588	605	652	1628	1654	7,747
July							
August							
September							
October							
November							
December							
	4,010	3,764	3,599	3,578	8,755	8,622	32,328

**2021 Taxi Voucher Tracking**

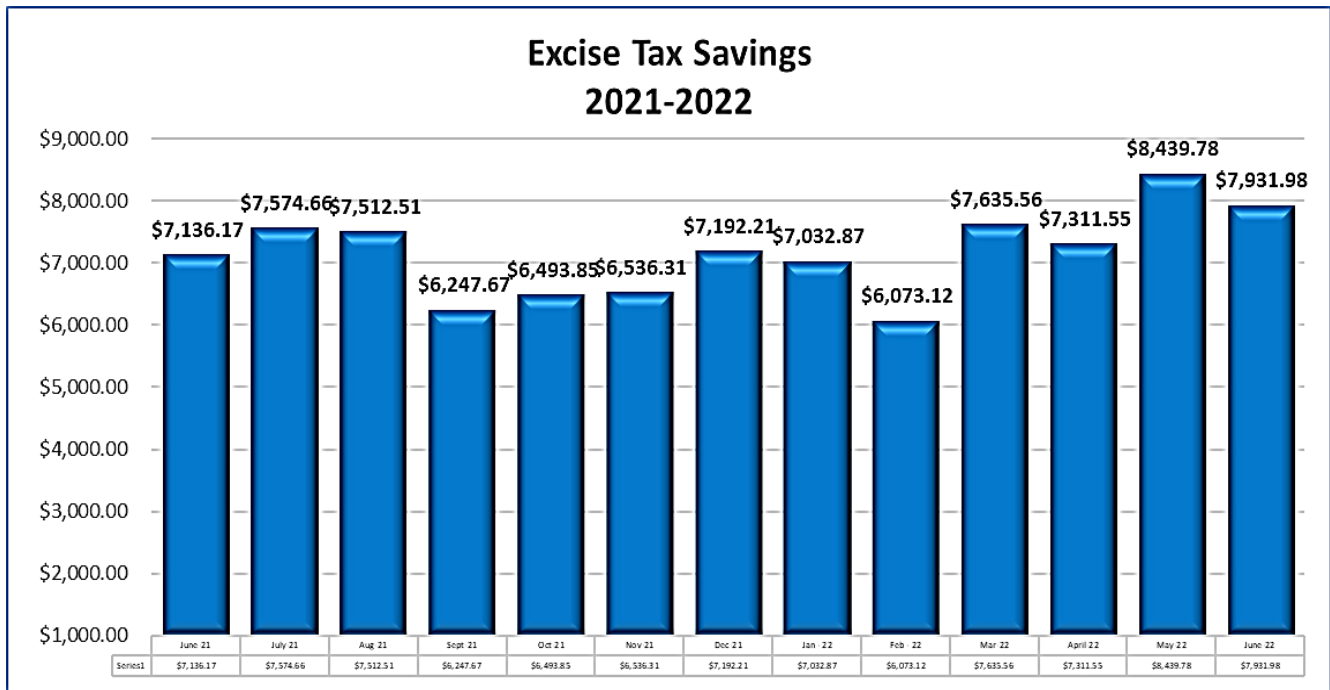
	Lottery		Dialysis		Emergency-Green		Total Vouchers
	Sold	Used	Sold	Used	Sold	Used	Used
January	720	591	703	749	0	0	1,340
February	760	541	673	707	0	0	1,248
March	680	589	714	761	0	0	1,350
April	680	637	828	680	0	0	1,317
May	750	587	599	697	0	0	1,284
June	640	708	742	700	0	0	1,408
July	710	609	634	636	0	0	1,245
August	610	608	706	670	592	81	1,278
September	530	499	663	687	686	553	1,186
October	740	525	729	708	1,640	727	1,233
November	570	543	776	737	1,398	1,595	1,280
December	690	521	573	699	1,734	1,896	4,336
	8,080	6,958	8,340	8,431	6,050	6,072	18,505

WEX FUEL CARD PROGRAM:

The WEX Tax Exemption and Reporting Program have significantly reduced accounting and administrative time for qualified fleets exempt from motor fuel excise taxes or certain sales taxes at Federal, state, county, or local levels.

June 2022 savings from fuel excise taxes were \$7,931.98 (Fed Taxes = \$3,432.90 and State Taxes = \$4,499.08.)

**Total 2022 annual savings is \$44,424.86**



## Department of People & Teammate Experience Division Report – June 2022

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**To:** Chair and Board of Directors  
**Through:** President/CEO Inez P. Evans  
**From:** Chief People Officer Denise E. Jenkins-Agurs, MS.Ed.  
**Date:** July 28, 2022

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### Teammate Engagement:

- Looking to begin a trial run for extended hours for the DPTE office. The trial run will go for the 3 months starting in August, September, & October with extended morning hours of 6 am – 8 am and evening hours of 5 pm – 7 pm on Tuesday & Thursday.

### Workforce Development:

- Partnering with Purdue University to offer another Six Sigma Green Belt Course that will occur this September.
- Working with Consultant Sheena Simpson to offer a Public Speaking/Presentation Course for teammates in fall 2022.
- Tyler Rawles, intern with IndyGo through our partnership with the Fehribach Center, will have his last day and final presentation about his experience at IndyGo with other Fehribach interns across the city on July 29.

### Diversity & Inclusion:

- In the RFP process for a DEI Consultant to help in the 1<sup>st</sup> phase of developing a DEI Strategic Plan for IndyGo. Bids were due July 18.
- Facilitating 2 engagements to raise awareness about disability, Virtual TIM Talk: Disability Matters, July 12, and In-person Lunch-n-Learn: Disability Dialogues, July 21.
- Volume 1 Issue 6 of *The Route*, IndyGo's DEI Newsletter is out! Issue 7 is coming soon!

### Learning Management System:

- New Absorb LMS launch date (available to all) is Monday, August 8
- Annual In-Service for operators is being facilitated entirely through LMS. Sessions begin July 18 and run through October (projected – will run longer if necessary to accommodate all operators)
- In Service for Admin/Execs will begin with the launch of the new LMS

### Mentorship and Apprenticeship Program (MAP) updates:

- Visit from MTD transit, Champaign-Urbana, Illinois to see our Mentorship program on July 7<sup>th</sup>-8<sup>th</sup>, 2022
- Upcoming visit from RTA, Cleveland, Ohio to observe our Mentorship program
- Interview process for the Maintenance Coordinator position is ongoing
- 14 recently graduated Professional coach operators

## **Onboarding/Recruitment:**

- Assistant Chief of People Officer search is well underway and should be completed by early August

## **Benefits:**

- Leave Information has been updated on the company Hub. Employees can now access information regarding the leave process there.

## **Staffing:**

June 01- July 19, 2022

Active Employees: 745

Union: 543

Non-Union: 202

Coach Operators: 391

Coach Operator Trainees: 20

Resignations/Retirements: 20

Terminations: 11

Total: 31

New Hires:

Coach Operators: 21

Other Positions: 10

Total: 31

- Open Positions Posted: 17

Respectfully submitted,

**Denise E. Jenkins-Agurs, MS.Ed.**

Chief People Officer



## Supplier Diversity Division Report – June 2022

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**To:** Chair and Board of Directors  
**Through:** President/CEO Inez P. Evans  
**From:** Senior Supplier Diversity Officer Greg Garrett  
**Date:** July 28, 2022

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### DISCUSSION:

As of May 2022, IndyGo has obtained 6.17% utilization with “XBE” businesses certified by the City of Indianapolis Office of Minority and Women Business Development and the Indiana Department of Administration’s Division of Supplier Diversity.

The Supplier Diversity team held a presentation of IndyGo’s Goal Methodology on July 27, 2022. We were able to use the second-floor ballroom of the culinary arts school at Ivy Tech with zero cost to IndyGo. In addition to our proposed goal and its methodology, our presentation also provided information on how to do business with IndyGo and upcoming projects and procurements.

We are currently receiving questions and comments from the public about the proposed goal. We plan on having a full report about the three-year goal for the upcoming August board meeting.

### UPDATES/UPCOMING ITEMS:

2023-2025 Goal Methodology (August 2022)

### RECOMMENDATION:

Receive the report.

Greg Garrett  
Senior Supplier Diversity Officer

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