



INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

2020 MANAGEMENT & FINANCIAL PLAN

INTRODUCED TO INDYGO BOARD: JULY 29, 2019

*IndyGo*SM

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JUSTIN STUEHRENBURG	Vice President of Planning & Capital Projects

BUDGET MANAGEMENT TEAM

HARDI SHAH	Director of Budget
JUSTIN BURCOPE	Manager of Finance & Internal Audit



INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

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DRAFT



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To: IPTC Chair and Board of Directors

Re: IPTC 2020 Financial and Management Plan

From: Michael A. Terry, President and CEO

Date: July 29, 2019

I am pleased to submit for your information and consideration the 2020 proposed Financial and Management Plan of the Indianapolis Public Transportation Corporation (IndyGo or the Company).

Nearly a decade ago, the Central Indiana Transit Task Force under the leadership of Indianapolis Mayor Greg Ballard took a hard look at the region's investment in transportation. The Task Force found a substantial gap in the infrastructure and services offered when comparing the Indy area to other regions. Their findings and advocacy led to the creation of an ambitious regional transit vision: Indy Connect. Since 2016, IndyGo, with broad support from the community, leaders, and partners, has advanced the vision for a more connected, reliable, modern public transportation system.

Accomplishments

Red Line Rapid Transit

The Red line is one of 3 proposed rapid transit lines for implementation in Indianapolis. In February 2016, the FTA recommended IndyGo for a \$75M Small Starts grant to construct Phase 1 of the Red line. Phase 1 stretches 13 miles from Broad Ripple through downtown Indianapolis to the University of Indianapolis.

Phase 1 of the Red Line broke ground June of 2018 and is expected to open for service September 1, 2019. From June to December 2018, crews worked the full 13 miles focusing on improving draining, sidewalks, ADA ramps, signalization, pavement, and building station platforms and bus pad

reinforcement. The 13-mile route will include 28 station locations with level boarding, off-board fare collection, real-time signage, and snow-melt systems. For 60 percent of the route, the battery-electric vehicles will travel in bus only lanes and the full corridor features transit signal prioritization.

Construction, lasting for 12 months, included significant improvements to infrastructure including new sidewalks, crosswalks, and ADA ramps, repaired stormwater systems, upgraded signals, and repayment of the full 13-mile route.

When in service, buses will arrive at each of the 34 stations every 10 minutes for 20 hours a day; providing a reliable and efficient spine of transit and connecting thousands of residents and employment opportunities.

Marion County Transit Plan and Transit Amenities

Funding authorized by the transit referendum in 2016 continues to significantly improve the full network. Beginning in Q1 of 2017, IndyGo improved service hours, extended weekend service, and improved frequency on some higher ridership corridors. The addition of more than 450 trips included service enhancements in June 2017, and ridership increased month over month in reaction to the additions. Bus stop enhancements and additional local service improvements will continue through 2019, with weekend service and extended hours beginning with the opening of the Red Line on September 1. In the summer of 2020, a frequent grid network design and further service hour enhancements will open, improving mobility for current and future riders.

MyKey Fare Modernization

Launching in fall 2019, IndyGo will improve fare collection and passenger freedom with the introduction of MyKey. The account-based fare system allows riders to download a mobile application and use a reloadable card to add value and ride any vehicle with a tap or scan of the card. The upgraded technology provides the agency the capability to introduce free two-hour transfers and fare-capping. IndyGo will introduce both daily and weekly fare-capping to provide riders the most equitable access to the transit system.

Corporate Strategic Plan

While we have made significant progress, there is still lots of works ahead of us and we are committed to keep the momentum going. Over the past year, IndyGo has embarked on developing its 10-year Strategic Plan. While the work is underway, the company has already gained short term wins by establishing mission, vision, values and goals for the organization. The Company has achieved several strides in many areas while innovating, expanding services and improving the mobility.

Awards

Team members and operations received several awards in 2018 for various types of work done inside the agency.

- The annual Rose Awards hosted by Visit Indy recognize Indianapolis' best service industry professionals. IndyGo Operator Rose Anderson was among the chosen winners.
- In June 2018, IndyGo was awarded a competitive FTA Mobility on Demand On-Ramp Program.
- IndyGo was awarded \$75M in Small Starts funding for Phase 1 of the Red Line Rapid Transit project.
- IndyGo received the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA) for its comprehensive annual financial report (CAFR).

Macroeconomic Factors and Financial Health

Marion County residents voted to approve a 0.25% income tax dedicated to mass transit improvements in 2016. The Indianapolis-Marion County City-County Council approved the tax in the spring of 2017, with collections beginning the following October. Appropriated each year by Council. the revenue from this tax provides funding for IndyGo's operating budget, capital program and debt services and is specifically used for the purposes approved by Council and State Statute. As with any income tax, future collections are driven by factors largely outside IndyGo's immediate control.

The first bond issue (Series 2018A) for the Marion County Transit Plan in the amount of \$26M was issued by IndyGo in November 2018. This round of bonds will finance Purple Line Rapid Transit Design

Services, Blue Line Rapid Transit Design Services, Local Bus and Paratransit Infrastructure and Bus Fleet Replacement. The funding for this bond issue comes from the 0.25% Local Income Tax. During the bonding process, IndyGo received a standalone AA- rating from S&P.

Macroeconomic factors play a significant role in IndyGo's financial health, as these factors impact primarily all sources of our revenue. As the uncertainty of these factors present unique challenges for sustaining a high level of quality transit service, IndyGo must continue to build strong community partnerships and identify alternative funding opportunities. However, with the excellent oversight of the IPTC Board of Directors, alongside the committed IndyGo team, we will maintain efficiencies that will allow IndyGo to provide the support and service our dedicated transit customers currently expect, while at the same time shaping the future of mobility for the city of Indianapolis and Marion County.

IndyGo's focus has been to maintain as much transit service on the street as possible. With nearly 65% of riders categorized as "transit dependent," it is imperative that service be preserved. This strategy is not without ramifications. With the award of a few Federal grants IndyGo has been able to replace or augment some of the aging bus fleet. This has reduced some of the higher maintenance costs experienced a few years back. Efforts to secure additional capital funding from federal, state and local sources continues.

Operating Budget

IndyGo's Operating budget is balanced budget with its revenues at \$111 million, which is about 5.67% greater than the previous budget year. This increase is supportive of the major ongoing and future projects as it relates to the Marion County Transit Plan. The increase comes from various factors such as wage increases, healthcare costs, fuel consumption, fare enforcement security costs as well as operation and maintenance of Red Line Infrastructure.

Capital Budget

IndyGo's 2020 Capital budget includes a total of \$98.7 million spending in capital projects. The funding comes from various sources. The spending anticipates 51% grants resources, 34% capital funds, 14% bond proceeds and 1% other sources. Major projects include fleet replacement and expansion, street infrastructure, facility improvements, Information Technology and Finance projects, Safety and Security updates as well as outreach and communications related enhancements.

Acknowledgments

The preparation of this budget is a collaborative effort involving every member of the Executive Management Team, various department leads, and the Office of Budget. IPTC staff acknowledges and appreciates the guidance and leadership of IPTC Board of Directors.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Michael Terry". The signature is fluid and cursive, with the first name "Michael" and last name "Terry" clearly distinguishable.

Michael Terry, CEO

IndyGo

BUDGET PROCESS

The IPTC's budget, when adopted by its Board of Directors & City County Council, becomes the official financial plan for the January 1 to December 31 fiscal year. Therefore, this makes preparation of the budget one of the most important administrative duties performed each year.

The budget process consists of three stages: preliminary planning and preparation, review and adoption and monitoring.

Various departments are involved in providing information for the annual budget. The calendar below chronicles the budget process from the initial data gathering stages through the Budget's adoption by the end of the current fiscal year.

BUDGET PREPARATION

The annual budget development cycle begins with an analysis of the current year budget compared to projected annual expenditures and long-term capital improvement program funding. Development of the 2020 Annual Operating Budget began with a budget workshop meeting in April 2019 to review instructions and distribute budget materials. Zero-Based budgeting methodology was introduced to all the departments. Departments were encouraged to build the budgets from ground up and not relying on prior budgets as a baseline. This approach was quintessential as IndyGo prepares itself for the service expansions as outlined by the Marion County Transit Plan.

During budget development, the departments prepare budgets by expenditure line items and programs. Operating expenditure requests include expenditures necessary to continue at the bare minimum level, current service level and enhanced service level.

REVIEW AND PUBLIC PARTICIPATION

After review by the budget staff, each Department Director and Manager meets with the Budget team from late April – June to discuss budget requests, related trends and justifications. Preliminary decisions are made regarding the department requests and the budgets are altered accordingly. The Budget Director and the CFO review any outstanding issues and determine if the proposed budget expenditures can be funded within the projected revenues. If not, further budget adjustments may be required.

The Budget team meets with the Board Finance Committee to review options to balance the budget including possible refining of expenditure budgets. Board Approval is a three-step process:

1. Presented to Board in late July or the first week of August.
2. Public Hearing will be held ten days after introduction of the Budget to receive stakeholder input.
3. Final approval of the Operating Budget voted on in a separate Board meeting held the last Thursday of August.

The Board approved budget gets submitted to the City-County Council by September 1 in the Gateway portal. The director assists with revision of the budget as needed after review and certification by the Board of Directors, City County Council and the Department of Local Government of Finance. Once adopted, it serves as the Financial plan for the agency.

BUDGET AMENDMENTS & TRANSFER

Budget Amendment

All local units of government are bound to follow the Indiana Code 6-1.1-18-5 and Indiana code 6-1.1-18-6 for the Additional Appropriation and Transfer Procedures. Any proposed change to the total amount of the agency's Operating Budget, whether increasing or decreasing it, shall be approved by resolution of the Board of Directors. The Department of Local Government Finance must also act on all additional appropriations. Approval by the Department is only required for the funds that receive revenue from the Property Taxes levied under IC 6.1-1. All other funds are classified as "reporting-only funds". For reporting-only funds, the Department must acknowledge the receipt of the additional appropriation request.

Transfer of appropriations between major classifications

IPTC may transfer appropriations from one major budget classification to another within the same fund and department if:

1. They determine that the transfer is necessary;
2. The transfer does not require the expenditure of more money than the total amount set out in the budget for that fund as finally determined under IC 6-1.1; and
3. The transfer is made at a regular public meeting and by proper ordinance or resolution.

A transfer may be made under IC 6-1.1-18-6 without notice and without the approval of the Department.

MONITORING

Budget status reports are distributed monthly to all Department Directors and Vice Presidents. Variances are reported based on the comparison of the budget amounts versus actual expenditures. All departments are required to monitor their respective budgets using this tool to ensure that the adopted budget is being adhered to.

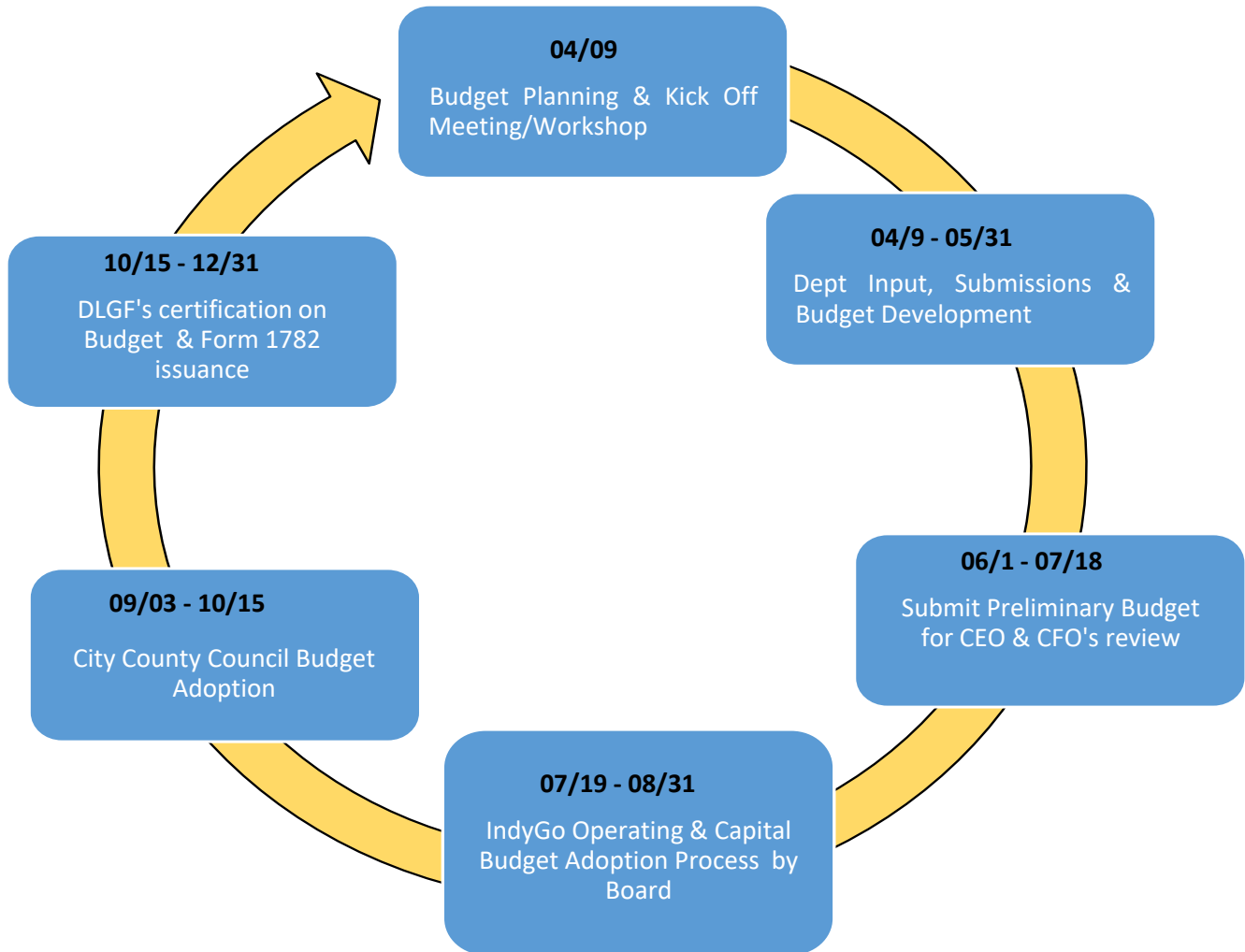
BUDGET ACCESS

All Budget documents are available on the IPTC's website at www.Indygo.net.

FISCAL YEAR 2020 BUDGET CALENDAR AND BUDGET PROCESS

Budget Planning	Tuesday, April 09, 2019	Budget Workshop to go over 2020 Budget Process
Department Input & Budget Development	Tuesday, April 23, 2019	Department Directors submit their first draft budget to
	Monday, April 29, 2019 - Friday, May 31, 2019	Meeting with Departments to discuss budget submissions and further refinements
	Friday, May 31, 2019	Last day for county auditor to distribute to each taxing unit the amount of the supplemental distribution that is allocated to the taxing unit under subdivision (IC 6-3.6-9-15)
	Monday, June 3, 2019	Draft budget overview with CFO & CEO
Budget Overview Review Period	Thursday, June 20, 2019	Provide Preliminary Overview of Budget to Finance Committee and Seek Input
	Monday, July 1, 2019	SBA to provide Assessed Value Growth Quotient (AVGQ)
	Wednesday, July 10, 2019	Month End Close for the month of June
	Monday, July 15, 2019	DLGF to provide reports on maximum permissible property tax levy, maximum cumulative fund tax rate & miscellaneous revenue sources estimates for the budget year 2020
	Thursday, July 18, 2019	Finance Committee Budget Review
IPTC Budget Finalization & Adoption	Friday, July 19, 2019	Submit 1st Advertisement for Publication in Newspaper on Friday, July 26, 2019
	Thursday, July 25, 2019	Budget to Printer
	Monday, July 29, 2019	IPTC Board Meeting - Introduce budget - 5 pm
	Wednesday, July 31, 2019	DLGF to provide estimates on the 2020 property tax circuit breaker credits
	Tuesday, July 30, 2019	Submit 2nd Advertisement for Publication in Newspaper on Friday, August 2, 2019
	Thursday, August 1, 2019	Certified net assessed valuation provided by county auditors to be made available on Gateway portal by DLGF
	Thursday, August 8, 2019	IPTC Board Meeting - Public Hearing/Comment on Budget - 5 pm
	Wednesday, August 28, 2019	IPTC Board Meeting - Final Adoption of Budget - 5 pm

DLGF - Gateway Submission	Tuesday, September 3, 2019	Last day for municipal corporations to submit proposed 2020 budgets, tax rates, and tax levies to the County fiscal body or other appropriate fiscal body for binding adoption & Form 3 (Notice to Tax Payers) into Gateway
Indianapolis City County Council Budget Adoption Process	Monday, September 9, 2019	Introduction of Municipal Corporation budgets at Full Council meeting - 7:00 pm
	Thursday, September 12, 2019	Municipal Corporations Budget Hearing - 5:30 pm Room 260
	Wednesday, September 25, 2019	Municipal Corp Committee - Budget Review & Analysis - 5:30 pm Room 260
	Monday, October 14, 2019	City County Council - IPTC Budget Adoption - 7:00 pm
DLGF Budget Process	Monday, November 4, 2019	Last day for units to submit their 2020 budgets, tax rates, and tax levies to the Department through Gateway
	Saturday, December 14, 2019	Last day for the Department to accept additional appropriation requests for the 2019 Budget year from Unit
DLGF Certification	Tuesday, December 31, 2019	The DLGF certifies and issues Form 1782 with 2020 budgets, tax rates, and tax levies.



Cash Basis of Budgeting

The Agency's annual budget and 5-year forecast are based on the cash method of accounting and exclude non-cash depreciation and amortization expenses. Revenues are budgeted according to what is expected to be collected during the budget year, and expenditures are budgeted according to what is expected to be spent during the fiscal year. The cash basis recognizes revenue when cash is received and recognizes expenses when cash is spent.

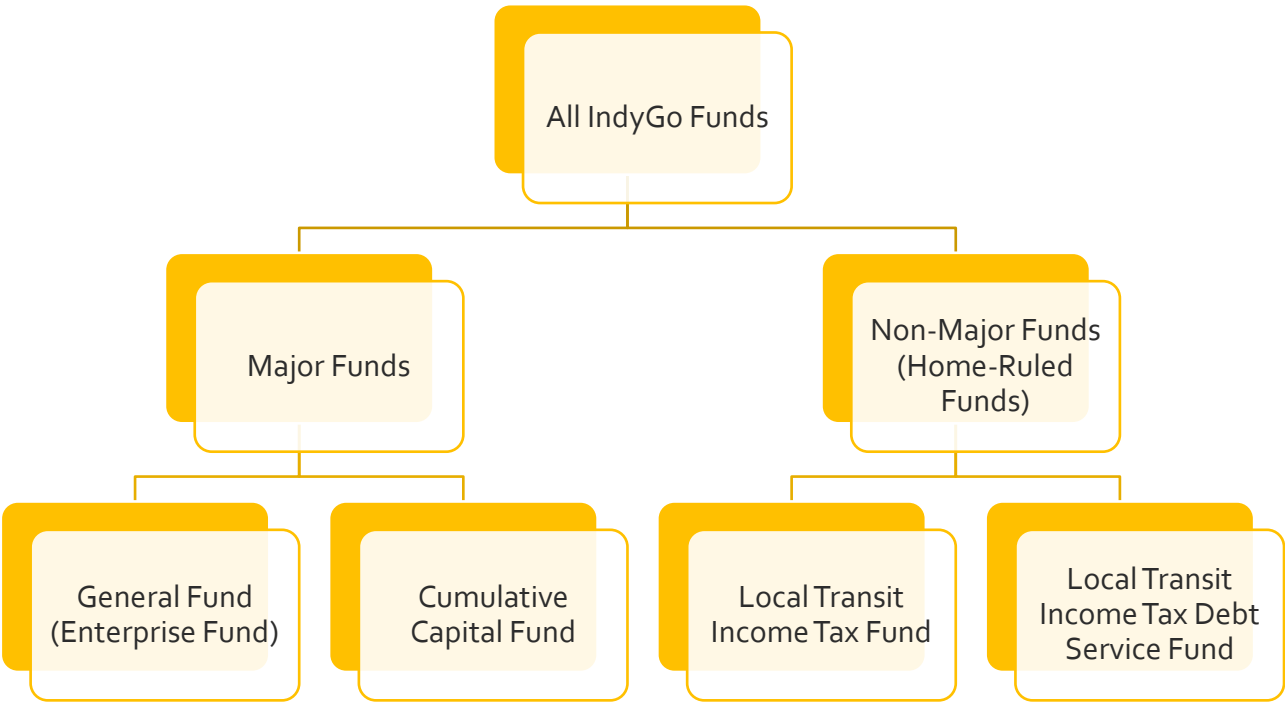
Accrual Basis of Accounting

The operations of IPTC are accounted for as an enterprise fund on an accrual basis in accordance with all applicable Governmental Accounting Standards Board (GASB) pronouncements for accounting. The accrual method recognizes transactions and events when they occur, regardless if when cash is received or spent.

Balanced Budget

IPTC prepares a balanced budget on an annual basis. The Budget is balanced when revenues equal expenditures. The IPTC's budget process is governed by many policies and procedures originally adopted by its Board of Directors. The IPTC Board adopts the Budget, tax levy, and the issuance of debt. In addition, the Council approves the budget, tax levy, and issuance of debt.

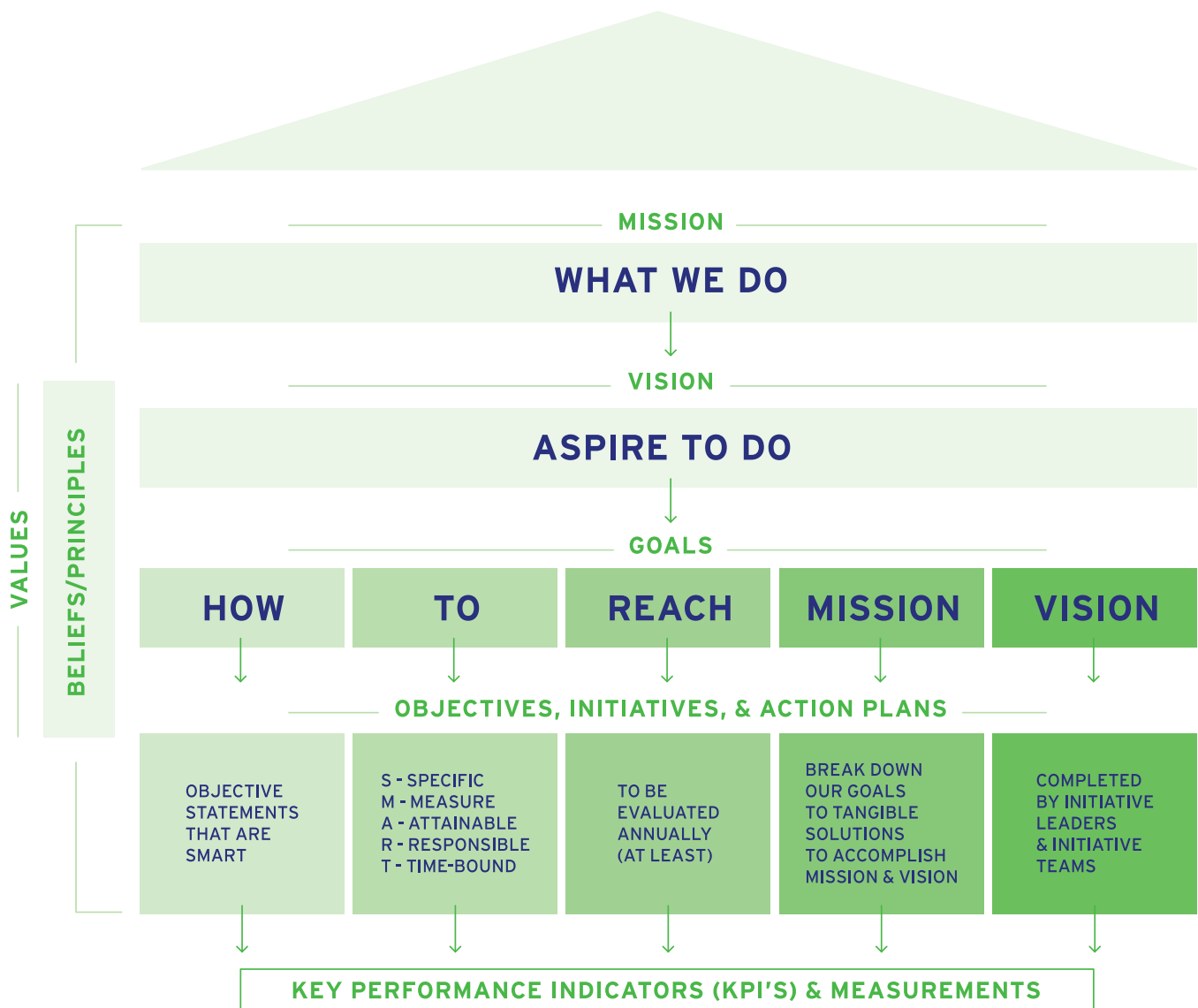
INDYGO FUND STRUCTURE



Over the past year, IndyGo has embarked on developing its 10-year Strategic Plan. After surveying, interviewing, and hosting focus groups for internal and external stakeholders, IndyGo has refocused and narrowed its direction. IndyGo wants to ensure its experts, from Professional Coach Operators to Mechanics to Accountants to Human Resource Specialists, better communicate, collaborate, and listen to the needs of our customers and co-workers to connect our community to economic and cultural opportunities through safe, reliable, and accessible mobility experiences.

IndyGo's Strategic Plan and Budget will have an important relationship. While the strategic plan outlines organizational direction and desired outcomes, the budget evaluates the financial needs necessary to achieve stated goals. The finalized strategic plan will also provide a framework upon which future budgets are created and monitored.

MISSION, VISION, VALUES & GOALS



MISSION

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

VISION

Advancing mobility as a catalyst for success.

VALUES

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

GOALS

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

STRATEGIC PLAN TIMELINE



SIGNIFICANT ASSUMPTIONS

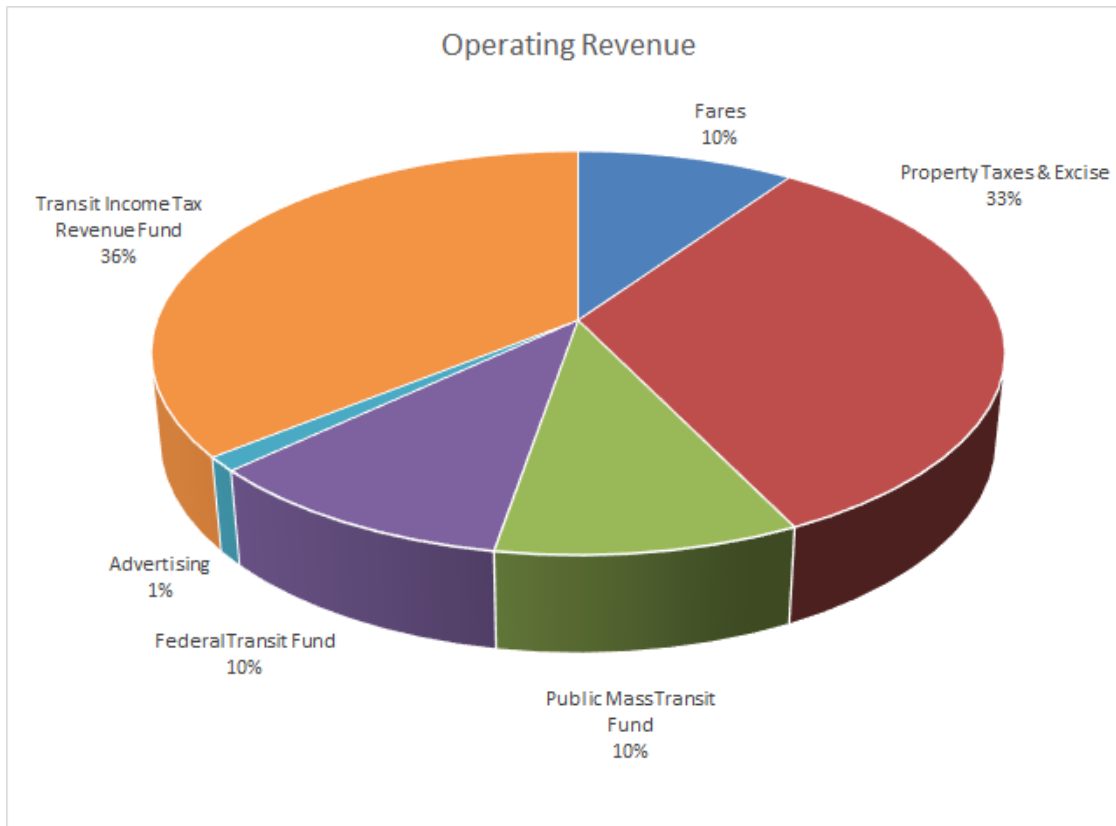
REVENUES

- Property, excise and local option income taxes are calculated using the current rules that are in effect. A provision for the impact of the circuit breaker is estimated at \$5.2 million for 2020. It is assumed that IndyGo will collect 100% of the approved tax levies net of the circuit breaker for 2019 and a provision of 2% uncollectible was established for 2019. As in past years, IndyGo will require a special property tax levy of \$14.8M to balance the operating budget. It is to be noted that this levy is not imposing any additional burden on the tax payers.
- The State PMTF revenue is budgeted at the same level as 2019 budget at \$10.9 million.
- The SBA estimates about \$58 million in Income Tax collection for 2020. IndyGo's proposed 2020 Budget includes utilization of the funding towards operational, capital & debt service expenditure needs.
- Current assumptions hold our Federal formula allocation flat with 2019. IndyGo is budgeting its federal 5307 formula money towards preventative maintenance expenditures in its 2020 general fund budget.
- Fare revenue for the budget period is estimated at \$10.6 million consistent with the historical trend of last few years that IndyGo is experiencing.
- Service reimbursement program (previously route guarantees) revenue is expected to remain the same.
- Transit advertising revenue is expected to increase marginally based on the negotiated guaranteed amount agreed upon with the vendor.

OPERATING REVENUE

Revenue Sources	Approved 2019 Budget	2020 Proposed Budget	% of Total Revenue	2021 Projected Budget	% of Total Revenue
Fares	10,000,000	10,631,742	10%	10,631,742	9%
Property Taxes & Excise	35,768,031	36,667,056	33%	37,840,750	32%
Public Mass Transit Fund	10,956,604	10,956,604	10%	10,956,604	9%
Federal Transit Fund	12,092,093	11,480,000	10%	11,300,000	10%
Service Reimbursement Programs	400,232	420,480	0%	420,480	0%
Advertising	655,636	675,305	1%	675,305	1%
Other Operating	180,000	180,000	0%	180,000	0%
Transit Income Tax Revenue Fund	34,598,137	39,571,181	36%	45,269,663	39%
Total	\$ 104,650,732	\$ 110,582,367	100%	\$ 117,274,544	100%

Note: Federal transit fund for 2020 includes \$8 million towards preventative expenditure needs.



SIGNIFICANT ASSUMPTIONS

EXPENDITURES

- As part of Marion County Transit Plan implementation, IPTC plans to expand its services in 2019 and 2020. In order to support and implement this plan, IPTC's 2020 operating budget includes about 6% increase over 2019's budget.
- Wages shows about 4% increase over 2019's budget which includes wage adjustments as well as proposed additions to the staffing to support the MCTP.
- Budgeted personnel costs reflect an adjustment of 4.5% vacancy rate to the wages.
- Healthcare costs are budgeted at 6% increase over actuals from 2019, per the initial estimates from Indygo's healthcare consultants.
- Premium Diesel Fuel costs have been budgeted at \$2.35 per gallon for 2.20 million gallons for 2020. Given current market trends on diesel fuel, IPTC plans to secure another 12-month contract for 2020 fuel supply.
- An interlocal cooperation agreement between IndyGo and the City of Indianapolis through it's Department of Public works for implementation of the Marion County Transit Plan will call for an appropriation of \$1.5 million to the City in fulfilling its obligation to make available and maintain the City Infrastructure of Phase 1 of the Red Line.
- Per 5-year Capital plan, IndyGo plans to have a secondary facility for the training purposes. This facility would also serve as the Disaster Recovery site for the organization. 2020 budget includes maintenance costs related to this secondary facility.
- This budget includes about 11% increase in the security costs to account for the security personnel for the fare enforcement service as well as new training facility.

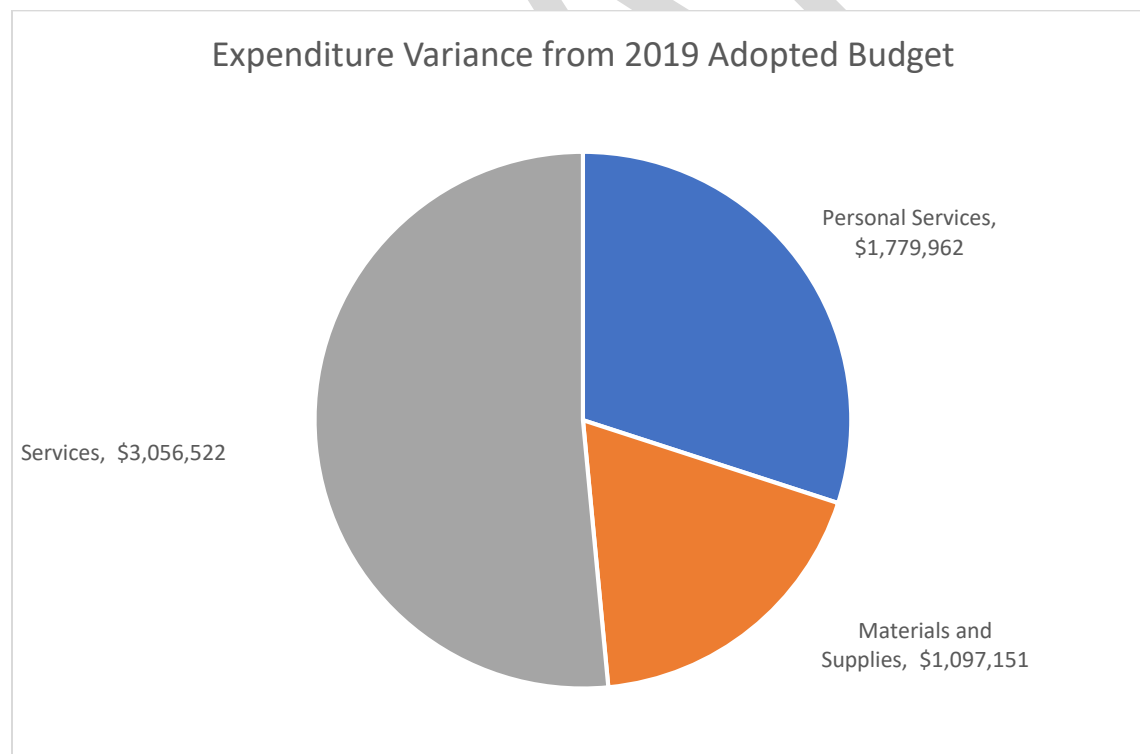
Summary of Total Operating Expenditure Budget

		Adopted	Proposed	
	Actuals 2018	Budget 2019	Budget 2020	Variance
Personal Services				
Wages	35,266,343	47,052,808	48,758,459	1,705,651
Benefits	9,140,070	12,445,077	12,216,529	(228,547)
Payroll Taxes	2,520,922	3,441,757	3,730,022	288,265
Other Benefits	854,496	1,057,096	1,079,635	22,539
Retirement	1,106,409	1,412,947	1,405,000	(7,947)
Personal Services Total	48,888,239	65,409,684	67,189,646	1,779,962
Materials & Supplies				
Fuel	3,618,576	5,464,000	6,179,011	715,011
Office Supplies	152,852	170,900	206,079	35,179
Operating Supplies	326,200	573,941	438,300	(135,641)
Other	351,117	477,500	553,232	75,732
Parts	4,963,976	5,790,000	6,196,870	406,870
Materials & Supplies Total	9,412,720	12,476,341	13,573,492	1,097,151
Other Services & Charges				
Contractual Services	18,699,575	19,096,479	21,591,588	2,495,109
Dues and Subscriptions	70,879	73,985	78,900	4,915
Insurance	2,355,376	2,709,520	3,040,505	330,985
Other	209,168	97,131	169,107	71,976
Printing and Advertising	537,787	892,151	600,300	(291,851)
Professional Services	2,008,884	1,578,813	2,098,115	519,302
Telephone	222,333	368,048	362,564	(5,484)
Training and Conferences	343,595	498,580	548,150	49,570
Utilities	949,915	1,450,000	1,330,000	(120,000)
Other Services & Charges Total	25,397,511	26,764,707	29,819,229	3,054,522
Grand Total	83,698,470	104,650,732	110,582,367	5,931,635

VARIANCE ANALYSIS

The following table outlines the areas of growth in the 2020 proposed operating budget over the budget adopted for operating expenditures in 2019.

2019 Adopted Operating Budget	\$ 104,648,732
Personal Services	\$ 1,779,962
Salary	\$ 1,705,651
Benefits (Health insurance)	\$ (206,007.75)
Payroll Taxes (FICA)	\$ 288,265
Other Personal Services (Retirement)	\$ (7,947)
Materials and Supplies	\$ 1,097,151
Fuel (2020 - 2.15M Gallons @ \$2.35) vs (2018 - 2M Gallons @ \$2.35) + Unleaded Fuel Increase due to change in Fleet mix	\$ 715,011
Parts (Vehicle Maintenance needs)	\$ 406,870
Office and Other Operating Supplies (Hardware to support Staffing)	\$ (24,730)
Services	\$ 3,056,522
Contracted and Professional Services	\$ 2,722,560
Other Services and Charges	\$ 2,977
Insurance (Workmen's Comp & Settlement claims)	\$ 330,985
2020 Proposed Operating Budget	\$ 110,582,367



COMPARATIVE BUDGET SUMMARY BY DEPARTMENT

		Budget Year 2019	Budget Year 2020	\$ Increase/ (Decrease)	% Increase/ (Decrease)
09	Board	8,400	9,000	600	7%
10	Executive	879,233	1,082,556	203,323	23%
11	Public Affairs & Communications	2,636,624	2,709,585	72,961	3%
12	Legal	2,602,363	2,753,774	151,411	6%
21	Transportation	29,488,546	30,586,786	1,098,240	4%
23	Training & Security	2,233,953	1,362,316	(871,637)	-39%
24	Risk & Safety	228,146	424,509	196,363	86%
25	Flexible Services	12,647,358	13,218,766	571,408	5%
29	Fleet Services & Inventory Control	9,009,467	9,564,829	555,362	6%
31	Preventative Maintenance & Repairs	12,500,020	12,317,150	(182,870)	-1%
33	Facility Maintenance	3,959,710	4,161,645	201,935	5%
40	Information Technology	3,226,221	3,812,688	586,467	18%
41	Finance	2,816,407	3,762,062	945,655	34%
43	Procurement	686,171	571,988	(114,183)	-17%
44	Human Resources	16,807,484	17,337,046	529,562	3%
45	DTC Operations	3,042,567	2,861,711	(180,856)	-6%
46	Planning & Capital Projects	1,876,062	4,045,956	2,169,894	116%
Grand Total		\$104,648,732	\$110,582,367	\$ 5,933,635	6%

COMPARATIVE FTE SUMMARY BY DIVISION

Division	Dept #	Home Department Description	2017	2018	2019	2020	2021
Executive	10	EXECUTIVE	2.0	2.0	7.0	7.0	8.0
	24	RISK & SAFETY	1.0	3.0	3.0	5.0	6.0
Public Affairs & Communications	11	PUBLIC AFFAIRS & COMMUNICATIONS	8.0	15.5	18.5	17.0	17.0
Legal	12	LEGAL	4.0	4.5	4.5	5.0	5.0
Operations	21	TRANSPORTATION	389.0	466.0	561.5	562.0	588.0
	23	TRAINING & SECURITY	5.0	13.0	14.0	3.0	3.0
	25	FLEXIBLE SERVICES	4.0	7.0	7.0	7.0	7.0
	29	FLEET SERVICES	90.0	41.5	42.5	54.5	54.5
	31	PREVENTATIVE MAINTENANCE & REPAIRS		95.0	108.0	97.0	97.0
	33	FACILITY MAINTENANCE	10.0	14.0	14.0	17.0	17.0
	45	DTC OPERATIONS	16.0	18.0	21.0	23.0	23.0
Information Technology	40	INFORMATION TECHNOLOGY	10.0	12.0	20.5	22.0	22.0
Finance	41	FINANCE	20.0	25.0	27.0	27.0	27.0
	43	PROCUREMENT	8.0	9.0	9.0	9.0	9.0
Human Resources	44	HUMAN RESOURCES	9.0	12.5	14.0	27.0	27.0
Planning & Capital Projects	46	PLANNING & CAPITAL PROJECTS	6.0	18.0	19.0	20.0	24.0
Grand Total			582.0	756.0	890.5	902.5	934.5

FTE Changes by Department - 2020 over 2019

Dept	Dept Name	Increase/(Decrease)
10	Executive	0.00
11	Public Affairs	(1.50)
12	Legal	0.50
21	Transportation	0.50
23	Training & Security	0.00
24	Risk & Safety	2.00
25	Open Door	0.00
29	Fleet Services & Inventory Control	12.00
31	Preventative Maintenance & Repairs	(11.00)
33	Facilities	3.00
40	Information Technology	1.50
41	Finance	0.00
43	Procurement	(1.00)
44	Human Resources	2.00
45	Downtown Transit Center	2.00
46	Planning & Capital Projects	2.00
Total		12.00

5 YEAR OPERATING PLAN SUMMARY

The following summary shows the 5 year look ahead of the operating budget. It assumes about 5% cost increase in all the areas including but not limited to cost of living adjustments, healthcare, fuel costs and others due to the Marion County Transit Plan expansion.

5-Year Operating Plan Summary

	Actuals 2018	Adopted Budget 2019	Proposed Budget 2020	Projected Budget 2021	Projected Budget 2022	Projected Budget 2023	Projected Budget 2024
Personal Services							
Wages	35,266,343	47,052,808	48,758,459	53,986,639	56,685,971	59,520,269	62,496,283
Benefits	9,140,070	12,445,077	12,216,529	12,648,642	13,281,074	13,945,128	14,642,384
Payroll Taxes	2,520,922	3,441,757	3,730,022	4,129,978	4,336,477	4,553,301	4,780,966
Other Benefits	854,496	1,057,096	1,079,635	1,145,117	1,202,373	1,262,491	1,325,616
Retirement	1,106,409	1,412,947	1,405,000	1,405,000	1,475,250	1,549,013	1,626,463
Personal Services Total	48,888,239	65,409,684	67,189,646	73,315,376	76,981,144	80,830,202	84,871,712
Materials & Supplies							
Fuel	3,618,576	5,464,000	6,179,011	5,657,096	5,939,951	6,236,948	6,548,796
Office Supplies	152,852	170,900	206,079	198,477	208,401	218,821	229,762
Operating Supplies	326,200	573,941	438,300	371,460	390,033	409,535	430,011
Other	351,117	477,500	553,232	390,636	410,168	430,676	452,210
Parts	4,963,976	5,790,000	6,196,870	6,606,425	6,936,746	7,283,584	7,647,763
Materials & Supplies Total	9,412,720	12,476,341	13,573,492	13,224,094	13,885,299	14,579,564	15,308,542
Other Services & Charges							
Contractual Services	18,699,575	19,096,479	21,591,588	21,875,255	22,969,018	24,117,469	25,323,342
Dues and Subscriptions	70,879	73,985	78,900	80,800	84,840	89,082	93,536
Insurance	2,355,376	2,709,520	3,040,505	3,124,250	3,280,463	3,444,486	3,616,710
Other	209,168	97,131	169,107	194,039	203,741	213,928	224,624
Printing and Advertising	537,787	892,151	600,300	582,800	611,940	642,537	674,664
Professional Services	2,008,884	1,578,813	2,098,115	2,454,735	2,577,472	2,706,345	2,841,663
Telephone	222,333	368,048	362,564	391,934	411,531	432,108	453,713
Training and Conferences	343,595	498,580	548,150	550,261	577,774	606,663	636,996
Utilities	949,915	1,450,000	1,330,000	1,490,000	1,564,500	1,642,725	1,724,861
Other Services & Charges Total	25,397,511	26,764,707	29,819,229	30,744,074	32,281,278	33,895,342	35,590,109
Grand Total	83,698,470	104,650,732	110,582,367	117,283,544	123,147,721	129,305,107	135,770,363

EXECUTIVE

Budget Summary

	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	316,939	802,396	1,073,752	1,285,898
Payroll Taxes	21,066	61,383	82,142	98,371
Personal Services Total	338,004	863,779	1,155,893	1,384,269
Materials & Supplies				
Office Supplies	3,515	2,000	5,100	4,700
Operating Supplies	188	100	26,450	26,500
Parts	25	0	0	0
Materials & Supplies Total	3,728	2,100	31,550	31,200
Other Services & Charges				
Contractual Services	39,399	65,000	144,394	254,574
Dues and Subscriptions	51,256	60,000	60,000	60,000
Other	10,878	18,400	15,728	15,728
Printing and Advertising	7,432	9,500	8,000	8,000
Professional Services	130,000	85,000	75,000	75,000
Telephone	216	0	0	0
Training and Conferences	54,893	12,000	25,500	26,500
Other Services & Charges Total	294,073	249,900	328,622	439,802
Grand Total	635,805	1,115,779	1,516,065	1,855,271

FTE Summary	2018	2019	2020	2021
Executive	5	10	12	14

- Risk & Safety Department plans to add two positions to help with mandated FTA, Environmental program & Inspections as well as frequent safety inspections at DTC & Red Line Stations.
- Increased wages reflect the proposed additions as outlined above along with the wage adjustments associated with the compensation study.

PUBLIC AFFAIRS & COMMUNICATIONS

Budget Summary

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	579,397	959,242	956,054	1,027,908
Payroll Taxes	42,636	73,382	73,138	78,635
Personal Services Total	622,033	1,032,624	1,029,193	1,106,543
Materials & Supplies				
Office Supplies	9,612	5,000	18,500	13,500
Operating Supplies	16,889	3,000	1,300	1,300
Other	12,063	0	2,000	2,000
Parts	325	1,000	0	0
Materials & Supplies Total	38,888	9,000	21,800	16,800
Other Services & Charges				
Contractual Services	825,276	865,000	748,460	768,345
Dues and Subscriptions	625	0	6,000	6,000
Other	7,378	5,000	4,272	4,272
Printing and Advertising	434,517	705,000	477,000	477,000
Professional Services	116,409	0	407,360	259,660
Telephone	216	0		
Training and Conferences	3,875	20,000	15,500	12,500
Other Services & Charges Total	1,388,296	1,595,000	1,658,592	1,527,777
Grand Total	2,049,217	2,636,624	2,709,585	2,651,120

FTE Summary	2018	2019	2020	2021
Public Affairs & Communications	15.5	18.5	17	17

- Contractual services include website design and development, as well as Customer Service Center staffing.
- Advertising expenses cover ad placement for employee hiring and general awareness. Printing includes costs to produce route maps, public meeting materials, and sales pieces for larger scale partnerships.
- Public relations consulting, creative services, and wayfinding consulting are all professional service related expenses.

LEGAL

Budget Summary

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	267,134	345,436	397,096	426,941
Payroll Taxes	19,341	26,427	30,378	32,661
Personal Services Total	286,475	371,863	427,474	459,602
Materials & Supplies				
Operating Supplies	40	0		
Other	432	0	1,800	0
Materials & Supplies Total	472	0	1,800	0
Other Services & Charges				
Contractual Services	54,750	110,000	104,500	112,500
Dues and Subscriptions	575	1,500	1,500	
Insurance	1,090,143	1,642,500	1,800,000	1,825,000
Other	(134,130)	(150,000)	(130,000)	(130,000)
Professional Services	563,975	605,000	530,000	605,000
Training and Conferences	7,355	21,500	18,500	19,000
Other Services & Charges Total	1,582,668	2,230,500	2,324,500	2,431,500
Grand Total	1,869,615	2,602,363	2,753,774	2,891,102

FTE Summary	2018	2019	2020	2021
Legal	4.5	4.5	5	5

- Insurance expenses include coverage for auto liability and associated third party administration fees.
- Attorney litigation and arbitration expenses fall under the legal department's professional services budget.
- Staffing for 2020 includes the addition of one Associate Counsel position.

TRANSPORTATION & DTC

Budget Summary

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	20,327,647	27,057,080	28,082,732	31,422,084
Other Benefits	129,130	249,000	247,400	257,700
Payroll Taxes	1,437,143	2,069,867	2,148,329	2,403,789
Personal Services Total	21,893,919	29,375,947	30,478,461	34,083,574
Materials & Supplies				
Office Supplies	14,633	23,000	28,000	25,000
Operating Supplies	2,259	0	0	0
Other	1,649	10,000	4,200	4,200
Parts	3,590	0	4,000	4,000
Materials & Supplies Total	22,131	33,000	36,200	33,200
Other Services & Charges				
Contractual Services	430,637	0	0	0
Dues and Subscriptions	0	0	0	0
Insurance	120	0	0	0
Other	4,731	45,051	27,125	39,250
Printing and Advertising	90	0	0	0
Professional Services	9,984	0	0	0
Telephone	0	6,048	0	0
Training and Conferences	14,477	28,500	45,000	50,000
Other Services & Charges Total	460,039	79,599	72,125	89,250
Grand Total	22,376,090	29,488,546	30,586,786	34,206,024

FTE Summary	2018	2019	2020	2021
Transportation	466	561.5	562	588
DTC Operations	18	21	23	23
Grand Total	484	582.5	585	611

- Personal services in Transportation include salary, benefits, and overtime for IndyGo's Professional Coach Operators.
- Drivers' license fees are budgeted in other services and charges.

TRAINING & SECURITY

Budget Summary

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	1,180,278	837,420	203,089	217,939
Other Benefits	376	0	0	0
Payroll Taxes	86,914	64,063	15,536	16,672
Personal Services Total	1,267,568	901,483	218,626	234,612
Materials & Supplies				
Office Supplies	2,943	7,000	8,550	8,960
Operating Supplies	24,963	38,751	35,850	23,410
Other	126	0	3,100	0
Parts	61	0	0	0
Materials & Supplies Total	28,093	45,751	47,500	32,370
Other Services & Charges				
Contractual Services	666,536	1,265,719	1,082,190	1,279,344
Other	48	0	0	0
Printing and Advertising	750	0	0	0
Professional Services	478	0	0	0
Training and Conferences	4,918	21,000	14,000	6,000
Other Services & Charges Total	672,731	1,286,719	1,096,190	1,285,344
Grand Total	1,968,391	2,233,953	1,362,316	1,552,326

FTE Count

	2018	2019	2020	2021
TRAINING & SECURITY	13	14	3	3
Grand Total	13	14	3	3

- IndyGo's contract for security services at the 1501 West Washington Street facility are budgeted as contractual services in Training & Security.
- Training area is proposed to get absorbed into Human resources division beginning 2020.

FLEXIBLE SERVICES

Budget Summary

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	323,667	434,000	441,370	474,565
Payroll Taxes	23,815	33,201	33,765	36,304
Personal Services Total	347,482	467,201	475,135	510,869
Materials & Supplies				
Fuel	317,950	386,000	697,127	642,024
Office Supplies	6,730	4,000	4,000	4,000
Operating Supplies	491	1,500	3,000	3,750
Parts	0	10,000	12,000	15,000
Materials & Supplies Total	325,171	401,500	716,127	664,774
Other Services & Charges				
Contractual Services	10,726,878	11,686,857	12,000,704	12,087,820
Other	216	84,000	7,000	7,000
Printing and Advertising	75	300	300	300
Professional Services	0	0	1,500	2,000
Telephone	216	0	0	0
Training and Conferences	1,112	7,500	18,000	15,000
Other Services & Charges Total	10,728,497	11,778,657	12,027,504	12,112,120
Grand Total	11,401,150	12,647,358	13,218,766	13,287,763

FTE Summary	2018	2019	2020	2021
Flexible Services	7	7	7	7

- Contractual services cover the agreement with IndyGo's vendor to provide on-demand paratransit services, as well as the procurement of taxi vouchers.
- IndyGo provides fuel for all paratransit vehicles and is included in Flexible Service's budget. Changes in this fleet's makeup have shifted spending towards unleaded fuel, away from diesel.

FLEET SERVICES

Budget Summary

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	1,633,160	2,411,952	2,666,230	2,790,510
Other Benefits	29,675	60,000	35,985	37,629
Payroll Taxes	121,319	184,515	203,967	213,474
Personal Services Total	1,784,154	2,656,467	2,906,182	3,041,613
Materials & Supplies				
Fuel	3,576,635	5,065,000	5,416,385	4,947,169
Office Supplies	4,032	15,000	17,646	15,004
Operating Supplies	16,219	160,000	33,241	29,126
Other	78	10,000	27,214	6,275
Parts	469,284	788,000	994,306	1,189,003
Materials & Supplies Total	4,066,248	6,038,000	6,488,792	6,186,577
Other Services & Charges				
Contractual Services	17,824	225,000	139,855	197,950
Insurance	(655)	0	0	0
Other	19,355	40,000	10,000	17,500
Professional Services	33,932	0	0	0
Training and Conferences	4,710	50,000	20,000	15,000
Other Services & Charges Total	75,167	315,000	169,855	230,450
Grand Total	5,925,569	9,009,467	9,564,829	9,458,640

FTE Summary	2018	2019	2020	2021
Fleet Services & Inventory Control	41.5	42.5	54.5	54.5

- The budget for IndyGo's diesel fuel used in fixed route operations is budgeted with Fleet Services & Inventory Control. Diesel fuel consumption for 2020 is projected at 2.20 M gallons.
- Staffing additions in 2020 cover increases in General Laborer staff to support more morning and evening bus pull out servicing.

PREVENTATIVE MAINTENANCE & REPAIRS

Budget Summary

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	4,420,851	6,505,360	6,060,984	6,578,159
Other Benefits	127,294	150,000	183,750	192,038
Payroll Taxes	316,284	497,660	463,665	503,229
Personal Services Total	4,864,430	7,153,020	6,708,399	7,273,426
Materials & Supplies				
Fuel	(277,696)	0	52,499	54,903
Office Supplies	14,212	10,000	9,713	9,713
Operating Supplies	28,462	55,000	46,059	30,774
Other	13,443	10,000	34,115	21,994
Parts	4,266,744	4,722,000	4,911,564	5,113,422
Materials & Supplies Total	4,045,166	4,797,000	5,053,950	5,230,806
Other Services & Charges				
Contractual Services	372,818	530,000	519,377	495,249
Other	76,732	10,000	13,674	14,379
Professional Services	878	0	0	0
Telephone	216	0	0	0
Training and Conferences	434	10,000	21,750	20,937
Other Services & Charges Total	451,077	550,000	554,801	530,565
Grand Total	9,360,672	12,500,020	12,317,150	13,034,797

FTE Summary	2018	2019	2020	2021
Preventative Maintenance & Repairs	95	108	97	97

- IndyGo's inventory of replacement vehicle parts and tires comprise the entirety of the parts budget for Preventative Maintenance & Repairs. A growing fleet of newer vehicles has resulted in greater budget needs over the past two fiscal years and will continue into 2020.

FACILITIES

Budget Summary

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	711,234	818,123	948,114	1,022,607
Other Benefits	1,536	4,000	7,500	7,500
Payroll Taxes	52,899	62,587	72,531	78,229
Personal Services Total	765,669	884,710	1,028,145	1,108,336
Materials & Supplies				
Fuel	1,687	13,000	13,000	13,000
Office Supplies	36,607	10,000	10,000	10,000
Operating Supplies	82,840	172,000	83,500	95,000
Other	722	0	0	0
Parts	210,665	230,000	220,000	230,000
Materials & Supplies Total	332,522	425,000	326,500	348,000
Other Services & Charges				
Contractual Services	1,802,154	1,260,000	1,527,000	1,780,000
Other	864	5,000	5,000	5,000
Professional Services	(18,383)	20,000	10,000	10,000
Training and Conferences	0	0	0	0
Utilities	924,819	1,365,000	1,265,000	1,415,000
Other Services & Charges Total	2,709,454	2,650,000	2,807,000	3,210,000
Grand Total	3,807,645	3,959,710	4,161,645	4,666,336

FTE Summary	2018	2019	2020	2021
Facilities	14	14	17	17

- Contractual services include contracts for facilities and bus stop maintenance, landscaping, and snow removal.
- Sewer, water, electricity, and natural gas expenses are budgeted in the utilities line item.

INFORMATION TECHNOLOGY

Budget Summary

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	936,055	1,368,959	1,490,923	1,602,976
Other Benefits	0	0	0	0
Payroll Taxes	70,884	104,725	114,056	122,628
Personal Services Total	1,006,940	1,473,684	1,604,979	1,725,604
Materials & Supplies				
Office Supplies	5,738	3,200	34,870	34,870
Operating Supplies	1,929	4,090	55,550	2,750
Other	286,220	443,500	470,803	346,017
Parts	1,639	39,000	44,000	44,000
Materials & Supplies Total	295,526	489,790	605,223	427,637
Other Services & Charges				
Contractual Services	671,326	636,247	950,567	584,281
Other	11,593	2,500	3,300	3,300
Professional Services	169,148	239,000	244,255	307,175
Telephone	218,643	355,000	362,564	391,934
Training and Conferences	24,740	30,000	41,800	41,800
Other Services & Charges Total	1,095,450	1,262,747	1,602,486	1,328,490
Grand Total	2,397,915	3,226,221	3,812,688	3,481,731

FTE Summary	2018	2019	2020	2021
Information Technology	12	20.5	22	22

- Hardware to support IndyGo's information technology needs is located in IT's materials and supplies budget. This includes items for maintenance of vehicle CAD/AVL and communications equipment.
- Software licensing and other subscription fees are all considered contractual services in this budget.

FINANCE

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	1,747,236	2,132,524	2,178,955	2,336,333
Other Benefits	5,035	2,500	5,000	5,000
Payroll Taxes	125,032	5,354	166,690	178,729
Personal Services Total	1,877,302	2,140,378	2,350,645	2,520,062
Materials & Supplies				
Office Supplies	15,303	42,200	20,200	20,200
Operating Supplies	145,718	138,500	136,500	136,500
Other	3,420	4,000	5,000	5,000
Parts	1,802	0	1,000	1,000
Materials & Supplies Total	166,243	184,700	162,700	162,700
Other Services & Charges				
Contractual Services	540,665	640,000	1,120,000	975,000
Dues and Subscriptions	2,272	3,500	3,500	3,500
Insurance	561,165	402,000	483,005	532,500
Other	190,114	5,500	111,100	113,100
Printing and Advertising	55,584	46,000	22,500	22,500
Professional Services	613,868	60,000	50,000	50,000
Telephone	432	0	0	0
Training and Conferences	24,401	20,500	30,600	30,600
Other Services & Charges Total	1,988,502	1,177,500	1,820,705	1,727,200
Grand Total	4,032,047	3,502,578	4,334,050	4,409,962

FTE Summary	2018	2019	2020	2021
Finance	25	27	27	27
Procurement	9	9	8	8
Grand Total	34	36	35	35

- Banking fees, independent auditor services, and supplier diversity consulting make up Finance's contractual services budget.
- Purchased insurance includes coverage for commercial property damage, general liability, and crime.

HUMAN RESOURCES

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	643,428	930,780	1,552,176	1,673,938
Benefits	9,140,070	12,445,077	12,216,529	12,648,642
Other Benefits	561,450	591,596	600,000	645,250
Payroll Taxes	45,171	71,204	118,741	128,056
Retirement	1,106,409	1,412,947	1,405,000	1,405,000
Personal Services Total	11,496,528	15,451,603	15,892,446	16,500,886
Materials & Supplies				
Office Supplies	15,621	10,500	12,500	15,500
Operating Supplies	1,603	0	15,750	21,250
Other	649	0	0	0
Materials & Supplies Total	17,872	10,500	28,250	36,750
Other Services & Charges				
Contractual Services	106,963	66,532	189,850	204,850
Dues and Subscriptions	9,985	6,485	6,500	6,500
Insurance	704,603	665,020	757,500	766,750
Other	16,987	29,680	21,500	24,000
Printing and Advertising	18,362	131,351	92,500	75,000
Professional Services	346,857	244,813	115,000	155,000
Training and Conferences	149,126	201,500	233,500	235,000
Other Services & Charges Total	1,352,884	1,345,381	1,416,350	1,467,100
Grand Total	12,867,284	16,807,484	17,337,046	18,004,736

FTE Count

	2018	2019	2020	2021
Human Resources	12.5	14	27	27
Grand Total	12.5	14	27	27

- Workers' compensation and unemployment insurance are paid from Human Resource's insurance budget.
- Healthcare related fringe benefits for IndyGo employees include medical, dental, and vision coverage. Onsite at IndyGo Headquarters is a health clinic, which is free for employees and their families. The organizational costs for these benefits are budgeted for here.
- Training area is proposed to get absorbed into Human resources division beginning 2020.

PLANNING & CAPITAL PROJECTS

Budget Summary	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	1,253,559	1,366,616	1,445,754	1,779,412
Payroll Taxes	91,863	104,546	110,600	136,125
Personal Services Total	1,345,422	1,471,162	1,556,355	1,915,537
Materials & Supplies				
Office Supplies	6,491	3,000	1,000	1,030
Operating Supplies	4,489	0	100	100
Other	31,991	0	5,000	5,150
Materials & Supplies Total	42,971	3,000	6,100	6,280
Other Services & Charges				
Contractual Services	1,103,472	0	1,679,693	1,683,092
Dues and Subscriptions	6,166	2,500	1,400	4,800
Other	3,522	0	78,408	78,510
Printing and Advertising	19,547	0	0	0
Professional Services	41,739	325,000	665,000	990,900
Training and Conferences	51,878	74,400	59,000	72,924
Other Services & Charges Total	1,226,323	401,900	2,483,501	2,830,226
Grand Total	2,614,716	1,876,062	4,045,956	4,752,043

FTE Summary	2018	2019	2020	2021
Planning & Capital Projects	18	19	21	24

- Contained in the contractual services line of the Planning & Capital Projects budget is a Memorandum of Understanding (MOU) to be paid to the City of Indianapolis' Department of Public Works. This MOU is for ongoing maintenance along the Red Line corridor.
- Consulting services for the mobility planning, traffic study, Fare System Analysis and TOD planning are included withing other services and charges.

INCOME TAX REVENUE FUND

REVENUES – WHERE THE MONEY COMES FROM

In November 2016, Marion County residents voted 59% in support of new dedicated funding to improve transit service in Indianapolis. The public question that appeared on the ballot described the purpose of the income tax increase, up to 0.25%, dedicated for these transit improvements:

- Create a connected network of buses and rapid transit lines.
- Increase service frequency.
- Extend operation hours.
- Implement three new rapid transit lines.

The Statute allows IPTC purchase, establish, operate, repair, or maintain the public transportation project if the public transportation project is located, either entirely or partially, within the eligible county.

The expected revenue collections and distribution thereof are estimated to be \$58 million for 2020.

USES OF REVENUE - WHERE THE MONEY GOES

The following chart represents IPTC's plan for the utilization of the 2020 Income Tax Revenue Funding at a \$111M operating budget.

Local Revenue Sources	2020 Revenues Budget
Local Transit Income Tax - Operating	39,571,181
Local Transit Income Tax - Capital	14,939,469
Local Transit Income Tax - Debt Service	3,489,350
Total taxes	58,000,000

DEBT SERVICE

On February 22, 2018, the Board of Directors of the Indianapolis Public Transportation Corporation (IPTC) passed Ordinance No. 2018-01, which authorized the issuance of the Qualified Obligations for the purpose of providing funds to finance the costs of certain public transportation projects within the City and County. On August 13, 2018, the City-County Council (1) approved the issuance of the Qualified Obligations by IPTC and (2) pledged by Fiscal Ordinance No. 227, 2018, and pursuant to IC 8-25-3-7 and IC 5-1-14-4, the Transportation LIT Revenues to IndyGo for the payment of principal of and interest on the Qualified Obligations and, if necessary, the funding and replenishment of a reserve therefore, for a term of years equal to the term of the Qualified Obligations. The principal of and interest on the Qualified Obligations will be payable from the Transportation LIT Revenues, and will finance certain projects.. The Projects are a part of the Capital Plan for 2018 and 2019.

The Indianapolis Local Public Improvement Bond Bank Local Income Tax Revenue Bonds, Series 2018A, dated November 21, 2018, were issued in the aggregate principal amount of \$26,000,000. The Series 2018A bond proceeds are planned to be used for IPTC's rapid transit plan as well as paratransit infrastructure and bus replacement. The bonds bear interest at 5.0%, payable on January 15 and July 1 annually, beginning in 2019 and ending January 15, 2028. The trust indenture includes minimum debt service reserve requirements to be held on deposit.

The scheduled debt service requirements on the bonds payable for years subsequent to December 31, 2018 are as follows:

	Principal	Interest	Total
2019	\$1,995,000	805,890	\$2,800,890
2020	2,345,000	1,144,350	3,489,350
2021	2,460,000	1,025,725	3,485,725
2022	2,590,000	901,100	3,491,100
2023	2,710,000	783,425	3,493,425
2024 - 2028	<u>13,900,000</u>	<u>1,794,625</u>	<u>15,694,625</u>
	<u>\$26,000,000</u>	<u>\$6,455,115</u>	<u>\$32,455,115</u>

To date, there are no other outstanding obligations payable from the Transportation LIT Revenues; however, IndyGo anticipates a future financing in 2022 to fund approximately \$80 million of projects. There is no assurance that all or any of the future financings will occur. Any such financing is conditional, subject to market conditions, and is at the absolute discretion of the Qualified Entity.

CAPITAL IMPROVEMENT PROGRAM

Indianapolis Public Transportation Corporation													
5-Year Capital Improvement Program													
	Total		Spent To Date	Q3/Q4	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025		
	5-Year CIP												
BRT and On-Street Infrastructure	\$458,229,682	\$63,540,298			\$29,036,682	\$70,196,000	\$62,800,000	\$89,650,000	\$110,336,000	\$78,450,000	\$17,761,000		
	41,286,682	\$55,043,298			\$24,286,682	\$17,000,000	\$0	\$0	\$0	\$0	\$0		
	39,000,000	\$0			\$0	\$3,750,000	\$2,200,000	\$2,200,000	\$24,700,000	\$6,150,000	\$0		
	145,736,000	\$4,264,000			\$3,000,000	\$30,250,000	\$49,600,000	\$49,600,000	\$13,286,000	\$0	\$0		
	211,661,000	\$3,339,000			\$800,000	\$5,000,000	\$8,000,000	\$37,000,000	\$71,500,000	\$71,600,000	\$17,761,000		
	4,350,000	\$0			\$0	\$4,350,000	\$0	\$0	\$0	\$0	\$0		
	2,150,000	\$0			\$0	\$0	\$2,150,000	\$0	\$0	\$0	\$0		
	1,475,000	\$26,000			\$225,000	\$1,250,000	\$0	\$0	\$0	\$0	\$0		
	2,541,000	\$509,000			\$100,000	\$2,441,000	\$0	\$0	\$0	\$0	\$0		
	2,400,000	\$0			\$200,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0		
	1,690,000	\$0			\$0	\$1,690,000	\$0	\$0	\$0	\$0	\$0		
	5,300,000	\$359,000			\$425,000	\$1,625,000	\$850,000	\$850,000	\$850,000	\$700,000	\$0		
	640,000	\$0			\$0	\$640,000	\$0	\$0	\$0	\$0	\$0		
	Facilities	\$18,280,000	\$2,403,000			\$6,785,000	\$8,285,000	\$4,005,000	\$0	\$0	\$0	\$0	
	Office Area Renovations (including furniture)	2,380,000	\$335,000			\$2,200,000	\$0	\$180,000	\$0	\$0	\$0	\$0	
	DTC Level Boarding Modifications	1,700,000	\$0			\$0	\$850,000	\$850,000	\$0	\$0	\$0	\$0	
	Bus Charging Infrastructure in Garage	500,000	\$2,068,000			\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	
	Multi-Purpose Facility Construction	4,400,000	\$0			\$1,100,000	\$3,300,000	\$0	\$0	\$0	\$0	\$0	
	Building Exterior Improvements	1,450,000	\$0			\$50,000	\$0	\$1,400,000	\$0	\$0	\$0	\$0	
Maintenance Area Renovations	3,400,000	\$0			\$150,000	\$1,875,000	\$1,375,000	\$0	\$0	\$0	\$0		
Wash Rack Replacement & Door Widening & Paint Booth	2,600,000	\$0			\$1,600,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0		
Drivable Floor Scrubbers	250,000	\$0			\$250,000	\$0	\$0	\$0	\$0	\$0	\$0		
Sidewalk/Steps/Ramps at 1501 Washington	200,000	\$0			\$0	\$0	\$200,000	\$0	\$0	\$0	\$0		
Additional Maintenance/Paratransit Facility & Equip (Illustrative)	-	\$0			\$0	\$0	\$0	\$0	\$0	\$0	\$0		
Solar Array Expansion (1501)	1,400,000	\$0			\$140,000	\$1,260,000	\$0	\$0	\$0	\$0	\$0		
Additional Contingency Site Equipment: Dispatch & Generator (Illustrative)	-	\$0			\$0	\$0	\$0	\$0	\$0	\$0	\$0		

	Total 5-Year CIP	Spent To Date	Q3/Q4 2019	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
Safety/Security	\$4,418,000	\$5,000	\$2,663,000	\$2,783,000	\$450,000	\$485,000	\$510,000	\$255,000	\$0
Main Facility CCTV Upgrade	795,000	\$5,000	\$795,000	\$0	\$0	\$0	\$0	\$0	\$0
Training Simulators	350,000	\$0	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0
Enhanced Security Doors at 1501 (illustrative / TSGP dependent)	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Security Upgrades @ 1501	1,100,000	\$0	\$100,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0
On-Board Data Recorders/Collision Avoidance	213,000	\$0	\$0	\$213,000	\$0	\$0	\$0	\$0	\$0
Vehicle CCTV Replacement	1,960,000	\$0	\$0	\$1,000,000	\$220,000	\$230,000	\$255,000	\$255,000	\$0
IT/Finance	\$12,383,000	\$2,316,000	\$4,533,000	\$7,650,000	\$200,000	\$0	\$0	\$0	\$0
ERP	1,000,000	\$0	\$0	\$800,000	\$200,000	\$0	\$0	\$0	\$0
Fare Collection/Validation System	1,338,000	\$0	\$1,338,000	\$0	\$0	\$0	\$0	\$0	\$0
Wireless Vehicle Communication (Install)	820,000	\$0	\$820,000	\$0	\$0	\$0	\$0	\$0	\$0
ITS Upgrade/Replacement (CAD AVL)	2,375,000	\$2,316,000	\$2,375,000	\$0	\$0	\$0	\$0	\$0	\$0
Hastus Software Upgrade	800,000	\$0	\$0	\$800,000	\$0	\$0	\$0	\$0	\$0
Payment Integration Platform	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
VolP Solution (Illustrative)	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Disaster Recover and Business Continuity Plan	1,050,000	\$0	\$0	\$1,050,000	\$0	\$0	\$0	\$0	\$0
BRT Bus Docking Technology	5,000,000	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$0
Secure Communications Network (Illustrative)	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Affairs	\$395,000	\$170,000	\$395,000	\$225,000	\$0	\$0	\$0	\$0	\$0
Public Affairs Intranet	75,000	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0
Mobile App Development	150,000	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0
Call Center	170,000	\$0	\$170,000	\$0	\$0	\$0	\$0	\$0	\$0
Fleet	\$65,651,000	\$0	\$8,806,000	\$9,815,000	\$21,215,000	\$11,650,000	\$2,115,000	\$12,050,000	\$0
Paratransit Bus Replacement	7,315,000	\$0	\$0	\$1,400,000	\$1,415,000	\$1,450,000	\$1,500,000	\$1,550,000	\$0
Fixed Route Bus Replacement	55,600,000	\$0	\$8,200,000	\$7,800,000	\$19,500,000	\$9,900,000	\$0	\$10,200,000	\$0
Support Vehicle Replacement	936,000	\$0	\$306,000	\$315,000	\$0	\$0	\$315,000	\$0	\$0
Maintenance Heavy Equipment	1,800,000	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0
Grand Totals	559,356,682	68,264,298	49,430,682	98,734,000	88,440,000	101,530,000	112,706,000	90,755,000	17,761,000

