



Board Report  
May 23, 2019

[www.IndyGo.net](http://www.IndyGo.net)  
317.635.3344

**INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION –INDYGO**  
**BOARD OF DIRECTORS’ PUBLIC MEETING**  
**AGENDA – MAY 23, 2019**

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**New Business**

***RECOGNITIONS***

***ACTION ITEMS***

- A – 1**      **Consideration of Approval of Minutes from Board Meeting held on April 25, 2019 – *Juan Gonzalez***
- A – 2**      **Consideration and Approval of Contracts for TOD Planning Services – *John Marron***
- A – 3**      **Blue Line Joint Development Task Order – *John Marron***
- A – 4**      **Payroll/HR Services Contract – *Phalease Crichlow***
- A – 5**      **IPTC Investment Policy/Resolution – *Brian Atkinson***

**Old Business**

***INFORMATION ITEMS***

- I – 1**      **Consideration of Receipt of the Finance Report for April 2019 – *Nancy Manley***
- I – 2**      **Planning and Capital Projects Update – *Justin Stuehrenberg***
- I – 3**      **XBE Update – *Chelci Hunter***
- I – 4**      **Paratransit Update – *Paula Haskins***
- I – 5**      **CEO Update – *Mike Terry***

**Department Reports in Board Packet:**

- R – 1**      **Public Affairs & Communications Report for April 2019 – *Bryan Luellen***
- R – 2**      **Planning & Capital Projects Report for April 2019 – *Justin Stuehrenberg***
- R – 3**      **Operations Report for April 2019 – *Roscoe Brown***
- R – 4**      **Human Resources Report for April 2019 – *Phalease Crichlow***

Executive Session Prior to Board Meeting  
[Per IC 5-14- 1.5.6.1(b) (2) (A) and (B) & IC 5-14-1.5.6.1 (b) (9)]

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*Our next Board Meeting will be Thursday, June 27, 2019*

TO: Board of Directors  
FROM: Jill D. Russell, General Counsel

**APPROVAL OF MINUTES**

**ISSUE:** Attached for your review and approval are the minutes from the Board of Directors' Public Board Meeting held on April 25, 2019.

**RECOMMENDATION:** Approve the minutes for the above listed meeting.

Jill D. Russell  
General Counsel

Attachment

**INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION  
BOARD OF DIRECTORS MEETING  
MINUTES**

**THURSDAY, April 25, 2019**

The Board of Directors Meeting of the Indianapolis Public Transportation Corporation (IPTC) was called to order by Chair Juan Gonzalez at 5:03 pm, Thursday, April 25, 2019, in the IPTC Board Room at 1501 W. Washington Street, Indianapolis IN 46222.

**Board members present at commencement of the meeting and comprising a quorum were:**

Juan Gonzalez, Chair  
Mark Fisher, Vice-Chair  
Adairius Gardner, Secretary  
Gregory Hahn, Treasurer  
Danny Crenshaw, Board Member  
Richard Wilson, Board Member  
Tommie Jones, Board Member

**IPTC executive staff in attendance:**

Michael Terry, CEO/ President  
Jill D. Russell, General Counsel  
Nancy Manley, CFO/VP of Finance  
Bryan Luellen, VP of Public Affairs and Communications  
Marcus Burnside, Interim CIO  
Phalease Crichlow, VP Human Resources  
Roscoe Brown, COO/VP of Operations  
Justin Stuehrenberg, VP of Planning and Capital Projects

**RECOGNITIONS:**

The mission of the Rose Awards is to honor non-managerial hospitality employees or volunteers who provide excellent customer service. This year, IndyGo nominated two ideal employees for this honor.

Misti El-Shabazz was recognized as a Visit Indy Rose Award Winner this year! She has worked at IndyGo for 5 years as a Professional Coach Operator. Our riders have nothing but great things to say about Misti's professionalism and kind disposition. Beyond offering excellent customer service, Misti competed and won the Local Bus Roadeo and she will be a participant representing IndyGo at the 2019 International Bus Roadeo in Louisville, Kentucky this May.

Sam Dolce has been a Mechanic for IndyGo for 45 years and is the most senior employee in that department. For questions, advice, or projects no one wants or has the skills to take on, Sam can fix just about anything. And if he can't fix it, he will make it. He has the expertise and know-how to literally complete any project.

### **ACTION ITEM 1: CONSIDERATION OF APPROVAL OF MINUTES FROM BOARD MEETING March 28, 2019**

Motion for approval by Greg Hahn and second by Rick Wilson carried unanimously.

### **ACTION ITEM 2: PROCUREMENT OF 40FT. DIESEL BUSES**

Presented by Rosco Brown, COO/VP of Operations, for approval to authorize the President/CEO to place a bus order under the current contract option with Gillig Corporation to build, as specified by IPTC, fifteen (15) new 40-foot Gillig Low Floor Diesel Buses for an amount not to exceed \$7,857,030 (\$523,802 per bus). The cost per bus includes all camera/recording and IT requirements.

Motion for approval by Greg Hahn and second by Mark Fisher passed unanimously.

### **ACTION ITEM 3: A RESOLUTION FOR OUTLINING SERVICE CONSIDERED TRANSIT EMPHASIS CORRIDORS**

Presented by Bryan Luellen, VP of Public Affairs and Communications, for the approval of the clear definition for the Department of Metropolitan Development interpret the zoning code, thereby allowing property owners and developers to modify off-street parking requirements in accordance with the zoning code.

Motion for approval by Tommie Jones and second by Danny Crenshaw, passed unanimously.

### **ACTION ITEM 4: CONSIDERATION AND APPROVAL OF TITLE VI COMPLIANCE ANALYSIS**

Presented by John Marron, Deputy Project Manager, for approval to adopt FTA requirements and IndyGo Board-adopted Title VI policies.

Motion for approval by Danny Crenshaw and second by Tommie Jones, passed unanimously.

### **ACTION ITEM 5: TASK ORDER FOR DTC/DELAWARE ST DESIGN**

Presented by Justin Stuehrenberg, VP of Planning and Capital Projects, for approval of the President/CEO to budgetary approval with Shrewsbury for the task orders to carry out necessary design work for the Julia M. Carson Transit Center Level-Boarding, Delaware & Pearl Street Signal and Street Configuration Modification, and Super-Stops Utility Investigations not to exceed \$222,372.56.

Motion for approval by Greg Hahn and second by Adairius Gardner, passed unanimously.

### **ACTION ITEM 6: RED LINE CONSTRUCTION CHANGE ORDERS**

Presented by Justin Stuehrenberg, VP of Planning and Capital Projects, for approval of the following Change orders and Supplements for the Red Line project:

1. Change Order to the contract with F. A. Wilhelm in the increased amount not-to-exceed \$813,276.00 to meet an August 31<sup>st</sup> substantial completion and resolve previous delay claims.
2. A Change Order to Reith-Riley Construction Co. for the total amount not-to-exceed \$1,629,020.68 to cover various exploratory work and quantity reconciliations with no change to contract time.
3. A Change Order to Reith-Riley Construction Co for a total amount not-to-exceed \$950,000 to

- resurface Shelby St. and Virginia Ave. with no change to contract time.
4. A Supplement to CDM Smith for total amount not-to-exceed \$402,182.00 to execute construction design services for the accelerated schedule.
  5. A Supplement to HNTB for total amount not-to-exceed \$1,193,66.57 to execute construction management services for the accelerated schedule.

Motion for approval by Greg Hahn and second by Danny Crenshaw, passed unanimously.

**ACTION ITEM 7: CONSIDERATION AND APPROVAL OF COPIER/PRINTER LEASE**

Presented by Marcus Burnside, Interim CIO, for approval to enter into contract negotiations with Sharp Business Systems for a three (3) year contract to provide copier lease services as outlined in RFP#19-01-308 for an amount not to exceed \$165,631.86.

Motion for approval by Greg Hahn and second by Danny Crenshaw, passed unanimously.

**INFORMATION ITEM 1: CONSIDERATION OF RECEIPT OF THE FINANCE REPORT FOR MARCH 2019**

Nancy Manley, CFO/VP of Finance. The Board accepted the report.

**INFORMATION ITEM 2: PLANNING AND CAPITAL PROJECTS UPDATE**

Justin Stuehrenberg, VP of Planning and Capital Projects. A copy of the report is attached.

The Board accepted the report.

**INFORMATION ITEM 3: PARATRANSIT UPDATE**

Rosco Brown, COO/VP of Operations. Reported TransDev concluded the month of March at a 93% on-time performance rating which represents a 6% increase from February, also 10% increase of the same period in 2018. The first 3 weeks of April the average was 89%. As a result of the on-time performance TransDev recognized, 100 coach operators where on time in that period. The customer comments are down 22 1/2%.

In the areas of underperformance, we continue accessing and liquidate damages. October 2018 payment is released less the liquidated damages.

Paratransit will be converting over to a new software system later in the year. The assessment service contract expires in August and a solicitation for that service will be released.

KFH, the organization conducting a Paratransit Operational Analysis, is in the final stages of discussion. The contract should be executed late next week or early the following week. It's about a 9-month process and there will be reports presented to the Board on a regular basis. Also, TransDev and the MAC will be involved in the contract.

MAC members did a walk-through of the TransDev facility. Twelve (12) new vehicles for Paratransit buses arrived last week.

**INFORMATION 4: CEO UPDATE:**

Mr. Mike Terry, CEO/ President, thanked Cory Wills from the MAC Committee, for attending the meeting and serving on the MAC Board.

He introduced:

Isaac Wiesner, Center Grove School, Boy Scout Troop 139, Working on Eagle Scout Observing Project. His parents are Sandy and Brian Clem.

National "Get on Board" Day, promotes and recognizes the value of transit and the need to invest in our infrastructure.

Brian Luellen, VP of Public Affairs and Communications is promoting some of the tools APTA has made available to IPTC to help educate the community on the economic value of public transit. A fact sheet is available on the IndyGo website. Staff has been pushing some of facts out through social media and other campaigns in addition to using our transit ambassadors to help reach riders one on one.

Allison Potteiger, Organizational Communications Manager, is leading the Strategic Planning Initiative and has been having Co-Hort sessions with Butler University with the change agents. The Strategic goals have been set and there will be a report coming this summer.

In May, IndyGo will provide a significant representation at the APTA (American Public Transportation Association) 2019 Mobility Conference (previously called the 2019 Bus and Paratransit Conference) being held in Louisville, Ky. This is also where the International Bus Rodeo will take place. At the Mobility Conference, there will be a number of sessions including vehicle maintenance, operations, fixed route and Paratransit. IndyGo will have representatives that are on the risk management committee, operations committee, Rodeo committee and Justin Stuehrenberg, VP of Planning and Capital Projects is on the panel to represent and talk about IndyGo's bus rapid transit.

#### **DEPARTMENT REPORTS 1-4:**

The Board and public are directed to the reports contained in the Board Packet.

#### **ADJOURNMENT:**

Chair Juan Gonzalez adjourned the meeting at approximately 6:35 pm.

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Jill D. Russell  
General Counsel

TO: Chair and Board of Directors

FROM: John Marron, Director of Strategic Planning  
Pamela White, Director of Procurement

**SUBJECT: Blue Line FTA TOD Planning Grant, Planning and Zoning Services**

**BACKGROUND:**

In July 2018, IndyGo submitted, and was subsequently awarded, a grant application as part of FTA's Pilot Program for Transit Oriented Development (TOD) Planning in partnership with the City of Indianapolis, Department of Metropolitan Development (DMD). This project aims to change local land use and development regulations with the intent that, over time, the Blue Line corridor experiences an increase in residential and employment density, a greater mix of homes and businesses, and an enhanced pedestrian environment. Throughout this effort, IndyGo staff will work collaboratively with DMD to bring about these zoning changes.

This solicitation specifically sought a consultant that can summarize existing conditions and trends and determine the approach(es) the Department of Metropolitan ought to take to amend the city's land use and development regulations to advance community goals – as expressed through adopted policies and plans – for transit-oriented development. The selected consultant will issue findings and recommendations regarding specific updates to the Indianapolis-Marion County Consolidated Zoning and Subdivision Control Ordinance and other related land use and development policies, procedures administered by the City of Indianapolis.

**PROCUREMENT PROCESS:**

On March 18, 2019, IPTC released RFP 19-02-313 Planning and Zoning Services with an email to all registered vendors and via posting on our website [www.indygo.net](http://www.indygo.net). Advertisements were placed in the *Indianapolis Recorder*, the *Indianapolis Business Journal*, and *Mass Transit Magazine*. Ads ran beginning March 18, 2019. A pre-bid meeting was held on March 25, 2019. IndyGo issued two addenda to the original RFP; it received five (5) proposals on April 17, 2019. All proposals were ruled responsive and responsible by Procurement and were sent to the evaluation committee for scoring.

IPTC convened an evaluation team comprised of members of the IndyGo planning and public affairs staff, and representatives from DMD and the Indianapolis Metropolitan Planning Organization (MPO). Two firms were shortlisted for interviews, which were held on May 8, 2019. Through a competitive scoring process, Gould Evans was selected as providing the best value for this project.



Gould Evans' core business can be described as "translating community vision and values into workable plans, urban design strategies, and development regulations." Their overall approach to this type of work is equal parts understanding, experience, and outcomes. This is evidenced by similar work recently completed in Kansas City, MO and Phoenix, AZ.

Gould Evans is partnering with the following firms to deliver this project: Urban3, an Asheville, North Carolina-firm that uses data-driven storytelling to explore and model the economic effects of land use decisions; Toole Design, a planning, engineering, and landscape architecture firm, specializing in the pedestrian and bicycle environment; and locally-based Green3 Studio, an environmental planning and design firm focused on placemaking and community building, to deliver this project.

**FUNDING:**

This procurement will be funded at 80% through a federal grant through the FTA's Pilot Program for TOD Planning. The 20% local match will be split evenly between IndyGo (operating funds) and the DMD (local funds); an arrangement that was formally established via a Memorandum of Understanding that was executed in April 2019.

**DIVERSITY PARTICIPATION:**

As this project is being funded, in part by federal grant dollars, a DBE goal of 11 percent was set. Gould Evans has committed to working with Green3 Studio, a certified WBE/MBE with the Indiana Department of Transportation and the City of Indianapolis, at 11 percent of the contract amount. Green3 Studio is an environmental planning and design company that focuses on placemaking, community building, and the protection and preservation of natural resources and cultural heritage.

**RECOMMENDATION:**

In a manner consistent with IndyGo contract award standards, it is requested that the Board authorize the President and CEO to enter into contract negotiations with Gould Evans; and, upon conclusion of successful negotiations, enter into a contract that will result in the delivery of the services as outlined in RFP 19-02-313 for an amount not to exceed \$399,807.

John Marron  
Director of Strategic Planning

Pamela White  
Director of Procurement

TO: Chair and Board of Directors

FROM: John Marron, Director of Strategic Planning  
Pamela White, Director of Procurement

**SUBJECT: Task Order for Blue Line Joint Development Activities**

**BACKGROUND:**

The Blue Line bus rapid transit (BRT) project is envisioned to be the third rapid transit service in the City of Indianapolis and Marion County. It will connect downtown Indianapolis to both the town of Cumberland and the Indianapolis International Airport, via Washington Street. The project was identified in the regional transit framework, Indy Connect, in 2009-2010 and advanced to an Alternatives Analysis (AA) study in 2014-2015. Both studies were conducted by the Indianapolis Metropolitan Planning Organization (MPO) in cooperation with IPTC, the Central Indiana Regional Transportation Authority (CIRTA), and other regional partners. Those plans eventually resulted in the Marion County Transit Plan, which was presented to Marion County voters in November 2016 for adoption of a 0.25% income tax, dedicated to transit.

In December 2017, the IndyGo 2018-2022 Capital Plan was adopted by the IPTC Board of Directors. This plan outlined The Blue Line project in more detail, including the specific mix of funding sources and timelines for the development of the project. Based on that plan, design work for the Blue Line began in the first quarter of 2018; an application to the Small Starts program was submitted to FTA in September 2018. The project received a rating of Medium-High from the FTA in March 2019. The IPTC Board of Directors approved WSP as the selected design vendor for the project and approved Task Order 1 in January 2018. The Blue Line Project is expected to in 2022.

As part of the Blue Line Project, IPTC included a \$2 million request to support joint development activities, as defined by the FTA. Through its joint development efforts, IPTC would expend resources to acquire, prepare, and facilitate the (re)development of a parcel to a transit-oriented use. These funds are matched locally through a commitment from the Indianapolis Neighborhood Housing Partnership's Equitable Transit Oriented Development Fund.

PROJECT DESCRIPTION:

This task order outlines activities associated with researching and aligning IPTC's joint development efforts to FTA requirements, integrating joint development into the broader Blue Line environmental investigation, developing joint development strategy, collecting site information and providing site specific investigations, participating in community outreach and engagement activities, and preparing a preliminary joint development submittal for FTA review.

PROCUREMENT PROCESS:

The IPTC Board of Directors awarded a task-order based contract on January 25th, 2018 to WSP to perform NEPA, FTA coordination and design work related to the Blue Line Rapid Transit project. A task order would be issued against that contract to complete this work.

FUNDING:

In August 2018, the IndyGo 2018-2023 Capital Plan was adopted by the IPTC Board of Directors. This plan outlined Blue Line Funds coming from the Transit Local Option Income Tax (LOIT) revenues. If a Small Starts Grant is awarded, a portion of these expenditures can be reimbursed.

RECOMMENDATION:

In a manner consistent with IndyGo contract award standards, it is requested that the Board authorize IPTC to execute a Task Order with WSP for work related to the Blue Line Joint Development activities for an amount not to exceed \$146,740.

John Marron  
Director of Strategic Planning

Pamela Wagner  
Director of Procurement

TO: Chair and Board of Directors

FROM: Phalease Crichlow, Vice President of Human Resources  
Brian Atkinson, Director of Accounting

**SUBJECT: HR and Payroll System**

**BACKGROUND:**

IPTC currently uses ADP Workforce Now, ADP Selection, Payroll and E-time and the HASTUS system to support most of the major functions of IPTC. In 2016 IPTC began to replace the Ellipse system, which is an older, proprietary system with inadequate functionality and reporting capabilities with Microsoft Dynamics AX. Microsoft Dynamix AX 2012 utilizes state of the art technology and offers more robust functionality and data reporting capabilities.

The overall goal of this project is to find a human resources, payroll and timekeeping system that will provide technology support to IPTC's HR and Payroll functional areas and support the new ERP system. IPTC seeks to update the current HR/Payroll system that continues to employ up-to-date technology, provides support for progressive business practices and provides greater flexibility in reporting.

**PROCUREMENT PROCESS:**

The original procurement process began on May 25, 2017 with a release of RFP 17-05-259. All of the appropriate guidelines regarding the process were followed. A recommendation was presented and approved by the board for Paycom to provide these services. Upon implementation of the Paycom system, there were significant gaps in the what features and/or services would/could be provided to IndyGo. Due to the inability to meet the minimum requirements of the scope of the project the agreement with Paycom was terminated.

A second solicitation — RFP 18-06-293 was released on 6/18/18 and withdrawn after receiving proposals on 9/21/18. The withdrawal was due to solutions that did not meet our requirements.

In an effort to ensure IndyGo meets the demands of the growing organization, the selection team along with procurement reviewed the details of the original scope of work. Rather than conduct an additional RFP process, the decision was made to review the two systems that were currently in place. ADP (current HR/Payroll vendor) and Microsoft Dynamics 2012 which was included with the new (ERP System) Microsoft Dynamics AX. Over the past several months the core selection team reviewed additional information provided by both vendors to determine the best solution for IndyGo moving forward. Based on the additional information gathered by the procurement team, the breakdown follows:

PRODUCT	YEAR ONE	YEAR TWO	YEAR THREE	FULL TERM
<b>ADP</b>				
PAYROLL	\$ 47,667.60	\$ 47,667.60	\$ 47,667.60	\$ 143,002.80
HR	\$ 59,343.24	\$ 59,343.24	\$ 59,343.24	\$ 178,029.72
ATTENDANCE	\$ 51,953.40	\$ 51,953.40	\$ 51,953.40	\$ 155,860.20
CLOUD SERVICE	\$ 6,720.00	\$ 6,720.00	\$ 6,720.00	\$ 20,160.00
<b>TOTAL</b>	<b>\$ 165,684.24</b>	<b>\$ 165,684.24</b>	<b>\$ 165,684.24</b>	<b>\$ 497,052.72</b>
PRODUCT	YEAR ONE	YEAR TWO	YEAR THREE	FULL TERM
<b>ELLIPSE SOLUTIONS</b>				
LICENSING	\$ 63,040.00	\$ 85,440.00	\$ 95,040.00	\$ 243,520.00
IMPLEMENTATION	\$ 477,050.00	\$ -	\$ -	\$ 477,050.00
SUPPLEMENTARY PAYROLL STAFF	\$ 110,000.00	\$ 110,000.00	\$ 110,000.00	\$ 330,000.00
POST-LIVE SUPPORT	\$ 7,800.00	\$ 15,600.00	\$ 15,600.00	\$ 39,000.00
<b>TOTAL</b>	<b>\$ 657,890.00</b>	<b>\$ 211,040.00</b>	<b>\$ 220,640.00</b>	<b>\$ 1,089,570.00</b>

#### FUNDING:

Funding for the HR and Payroll System will come directly from the IPTC operating budget.

#### DIVERSITY PARTICIPATION:

As this solicitation is not funded by federal dollars, it did not require DBE participation. However, it is the policy of the IPTC to commit to the success of minority, women, veteran, disability owned (MBE, WBE, VBE, DOBE) businesses in Indianapolis by promoting contracting opportunities for vendors certified by the City of Indianapolis Office of Minority and Women Business Development (OWMBD). There were no minority firms available to perform all of the services that were written in this scope of work. As a result, there are no XBE businesses being utilized on this procurement.

RECOMMENDATION:

In a manner, consistent with IPTC contract award standards, it is requested that the Board authorize the President / CEO to enter into contract negotiations with ADP and upon successful negotiations enter into a contract for a term of 3 years in the amount of \$497,052.72.

Phalease Crichlow  
Vice President of Human Resources

Pamela White  
Director of Procurement

TO: Chair and Board of Directors  
FROM: Nancy E. Manley  
Vice President/CFO/Controller

**Request for Adoption of Indianapolis Public Transportation Corporation (IPTC)  
Investment policy Statement – RESOLUTION 2019-02**

**Background:** Each January, all Municipal Corporations with oversight by the Marion County Treasurer's Office must report the annual investment outcomes for the previous year. During the development of the report it was noted that IPTC had not updated the investment policy statement for many years. It is recommended by the Treasurer's office that each organization renew the investment policy every two years or when there is a change in statute impacting the current investment policy statement.

A draft of the IPTC Investment Policy Statement has been under review for approximately two months. In addition, the Finance Committee was provided an investment update by Fifth Third Bank on February 21, 2017.

The most significant change found in the proposed investment policy statement permits IPTC the ability to increase the duration of an investment from a maximum of 2 years up to a maximum of 5 years as prescribed in state statute. IPTC will likely continue to invest with terms of 3 years or less however, if there is an opportunity for higher gains on a longer-term investment this revised policy allows IPTC take that action. If the opportunity presents, IPTC would seek approval from the Finance Committee before making an investment longer than 3 years.

**Recommendation:** Adopt the Indianapolis Public Transportation Corporation (IPTC) Investment Policy Statement.

Nancy E. Manley  
Vice President/CFO/Controller

**2019 IPTC Investment Policy Statement  
for Adoption by  
The IPTC Board of Directors**

**Resolution 2019-02**

The following is a the IPTC Investment Policy Statement available to the public at IndyGo Administrative Offices and on-line at [www.IndyGo.net](http://www.IndyGo.net). Approval by the IPTC Board of Directors will be noted by signature below and a copy of the Investment Policy Statement will be provided to all Financial Institution with which IPTC hold accounts.

This program was adopted by the IPTC Board of Directors **Resolution No. 2019-02**. Board approval date May 23, 2019.

FOR:

AGAINST:

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ATTEST: \_\_\_\_\_

Jill D. Russell, General Counsel  
Indianapolis Public Transportation Corporation



# **Indianapolis Public Transportation Corporation (IndyGo)**

## **INVESTMENT POLICY STATEMENT**

### **I. Purpose and Philosophy**

This Investment Policy Statement ("IPS") is set forth to establish the investment objectives and guidelines for Indianapolis Public Transportation Corporation (IndyGo). This IPS also will serve as the primary basis for evaluation of the performance of the investment manager engaged by IndyGo.

The Finance Committee of IndyGo recognizes that the ultimate responsibility for prudent investment decisions and satisfactory investment performance of IndyGo rests with the IndyGo Board of Directors. This responsibility is best achieved by "managing the investment management function" rather than by "being the investment manager." IndyGo believes that the best approach is to:

- A. Establish an investment philosophy.
- B. Set policy guidelines and objectives.
- C. Select a qualified investment manager.
- D. Monitor investment results to assure that policy objectives are being met.
- E. Communicate with those responsible for investment results.

All investment actions and decisions must be based solely on the best interests of IndyGo.

### **II. Definitions**

*Finance Committee* – subcommittee of the Board of Directors.

*Investment Manager* – organization that makes investments in portfolios of securities on behalf of clients under the investment objectives and parameters the client has defined. An investment manager may handle all activities associated with the management of client portfolios, from day-to-day buying and selling of securities to portfolio monitoring, transaction settlement, performance measurement, and regulatory and client reporting.

*Indiana Code* – code of laws for the U.S. state of Indiana. The contents are the codification of all the laws currently in effect within Indiana.

### **III. Policy Objective**

The objective of the policy of IndyGo to invest funds in a manner that will provide the highest investment return possible while maintaining the maximum security of the principal and meeting cash flow demands. All investments will conform to the applicable laws and regulations governing the investment of public funds.

### **IV. Investment Objectives**

The investment objectives of IndyGo are:

- A. Conform to all applicable legal requirements including, but not limited to, IC 5-13.

- B. Shall be undertaken in a manner that seeks to preserve capital. At no time should the safety of the portfolio's principal investment be impaired or jeopardized.
- C. Investment portfolio is to remain sufficiently liquid to enable IPTC to meet those operating requirements that might be reasonably anticipated.
- D. Yield/Return on investment should generate the highest available return without sacrificing the first 3 objectives outlined above.

#### **V. Responsibilities of the Finance Committee**

The Finance Committee is responsible for the review and oversight of IndyGo investments. These responsibilities include:

- A. Establishing investment management objectives;
- B. Formulating and adopting investment guidelines and limitations;
- C. Monitoring and evaluating investment managers;
- D. Ensuring and documenting compliance with the IPS.

#### **VI. Investment Manager Responsibilities**

The Investment Manager is responsible for making investment decisions. The specific duties and responsibilities of the Investment Manager are:

- A. Implement these guidelines to achieve the objectives of IndyGo as outlined in this IPS;
- B. Notify IndyGo's Finance Committee should circumstances occur in which the Investment Manager believes the guidelines need to be modified to achieve the objectives; and
- C. Outperform the benchmarks which are described herein.
- D. Invest and manage the assets under their supervision in accordance with the guidelines and limitations outlined in this IPS.
- E. Exercise full investment discretion with respect to buying, managing and selling assets held in the portfolio.
- F. Communicate to IndyGo Board all changes pertaining to the portfolio it manages.
- G. The Investment Manager will report any and all occurrences of non-compliance with this IPS.
- H. The Investment Manager will meet in-person with the IndyGo Finance Committee, at minimum, on a quarterly basis.

#### **VII. Duty of Care and Diversification**

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation but for investment, considering the probable safety of their capital as well as the probable income to be derived.

IndyGo's investment portfolio shall be diversified by institution, investment instruments, and by maturity schedule as much as is practical and prudent.

## **VIII. Authorized and Suitable Investments**

### **A. United States Government Securities**

1. Securities backed by the full faith and credit of the United States Treasury or fully guaranteed by the United States and issued by any of the following:
  - a. The United States Treasury.
  - b. A federal agency.
  - c. A federal instrumentality.
  - d. A federal government sponsored enterprise. (IC 5-13-9-2(a)(1))
2. Securities fully guaranteed and issued by any of the following:
  - a. A federal agency.
  - b. A federal instrumentality.
  - c. A federal government sponsored enterprise. (IC 5-13-9-2(a)(2))

### **B. Municipal Securities - Municipal securities issued by an Indiana local governmental entity, a quasi-governmental entity related to the state, or a unit of government, municipal corporation, or special taxing district in Indiana, if the issuer has not defaulted on any of the issuer's obligations within the twenty (20) years preceding the date of the purchase. (IC 5-13- 9-2(a)(3))**

### **C. Money Market Mutual Funds - Investments commonly known as money market mutual funds that are in the form of securities of or interests in an open-end, no load, management- type investment company or investment trust registered under the provisions of the federal Investment Company Act of 1940, as amended (15 U.S.C. 80a et. seq.). (IC 5-13-9-2.5(a))**

1. *Depositories*. Investments in money market mutual funds, described in IC 5-13-9-2.5(a), shall be made through depositories designated by the State Finance Committee as depositories for state deposits under IC 5-13-9.5. (IC 5-13-9-2.5(b))
2. *Portfolio*. The portfolio of an investment company or investment trust described in IC 5-13-9-2.5 (a) must be limited to the following:
  - a. Direct obligations of the United States
  - b. Obligations issued by any of the following:
    - i. A federal agency.
    - ii. A federal instrumentality.
    - iii. A federal government sponsored enterprise.
  - c. Repurchase agreements fully collateralized by obligations described in subdivisions (a) or (b) directly above. (IC 5-13-9-2.5(c))

3. *Rating.* The form of securities of or interests in an investment company or investment trust described in IC 5-13-9-2.5(a) must be rated as one of the following:
  - a. AAAM, or its equivalent, by Standard and Poor's Corporation or its successor.
  - b. Aaa, or its equivalent, by Moody's Investors Service, Inc., or its successor. (IC 5-13-9-2.5(d))
4. *Final Maturity.* The form of securities of an investment company or investment trust described in IC 5-13-9-2.5(a) is considered to have a stated final maturity of one day. (IC 5-13-9-2.5(e))
5. *Transaction Confirmations.* The State Board of Accounts may rely on transaction confirmations evidencing ownership of the form of securities of or interests in an investment company or investment trust described in IC 5-13-9-2.5(a). (IC 5-13-9-2.5(f))

D. Repurchase Agreements - IndyGo may enter into repurchase agreements with depositories designated by the state Finance Committee as depositories for state deposits under IC 5-13-9.5 so long as the agreements involve the political subdivision's purchase and guaranteed resale of any interest-bearing obligations issued, or fully insured or guaranteed, by the United States; a United States government agency; an instrumentality of the United States; or a federal government sponsored enterprise. (IC 5-13-9-3(b))

1. *Definition.* A repurchase agreement is defined as an agreement:

- a. Involving the purchase and guaranteed resale of securities between two parties; and
- b. That may be entered into for a fixed term or arranged on an open or continuing basis as a continuing contract that:
  - i. operates like a series of overnight repurchase agreements;
  - ii. is renewed each day with the repurchase rate and the amount of funds invested determined daily; and
  - iii. for purposes of this article, is considered to have a stated final maturity of one day. (IC 5-13-9-3(a))

2. *Collateral.* The amount of money in this type of agreement must be fully collateralized by interest-bearing obligations as determined by their current market value. This must be determined daily by the depository. (IC 5-13-9-3(b)) If the market value of the obligations being held as collateral falls below the level required under IC 5-13-9-3(b) or a higher level established by agreement, the depository shall deliver additional securities to the political subdivision to make the agreement collateralized to the applicable level. (IC 5-13-9-3(c)) The collateral involved in a repurchase agreement is not subject to the maturity limitation provided by IC 5-13-9-5.6. (IC 5-13-9-3(c))

3. *Ownership.* To ensure that ownership of securities acquired under a repurchase agreement is vested in the governmental unit and to meet the requirements of IC 5-13-9, the repurchase agreements shall be so written as to:

- a. Vest title of securities in the name of the governmental unit;
- b. Described the specific securities acquired; and
- c. Represent a safekeeping receipt for the securities so acquired.

E. Other Authorized Investments

1. Obligations issued, assumed, or guaranteed by the International Bank for Reconstruction and Redevelopment or the African Development Bank. (IC 5-13-9-3.3)
2. The local government investment pool established by IC 5-13-9-11 and known as TrustINDiana.
3. Certificates of deposits, transaction accounts, and other interest-bearing deposit accounts under the conditions and procedures stated in IC 5-13-9.

**IX. Prohibited Investments/Other Restrictions**

The investing officer may not purchase securities on margin or open a securities margin account for the investment of public funds. (IC 5-13-9-9)

The total outstanding investments with maturity dates past two (2) years must not exceed twenty-five percent (25%) of the total portfolio of public funds invested by IndyGo, including balances in transaction accounts. (IC 5-13-9-5.7)

**X. Maturity of Investments**

The investing officer may make investments having a stated final maturity for not more than five (5) years after the date of purchase or entry into a repurchase agreement. (IC 5-13-9-5.7)

**XI. Manner of Investing Funds / Interest Earnings**

Investments shall be made by fund. All interest devised from IndyGo's investments shall be receipted into the fund of which they are a part unless required otherwise by IC 5-13-9-6. Interest on investments should not be added automatically to the investment. Instead, interest on investments should be paid to IndyGo at each maturity date and posted to the appropriate fund. Notwithstanding the above, the terms of an existing bond resolution must be followed. The bond resolution should be reviewed, and its terms and conditions adhered to without exception.

**XII. Accounting of Investments & Reporting**

The Director of Accounting shall maintain an inventory of monthly obligations and securities reports to be made available to the IndyGo Board of Directors upon request clearly provide the following information regarding the investment portfolio; types of investments; depository institutions; principal balances; maturity dates; rates of return; purchases; and sales.

The Director of Accounting shall make an annual written report to IndyGo's Finance Committee summarizing IndyGo's investments during the previous calendar year. The report must contain the name of each financial institution, government agency or instrumentality, or other person with whom IndyGo invested money during the previous calendar year. (IC 5-13-7- 7)

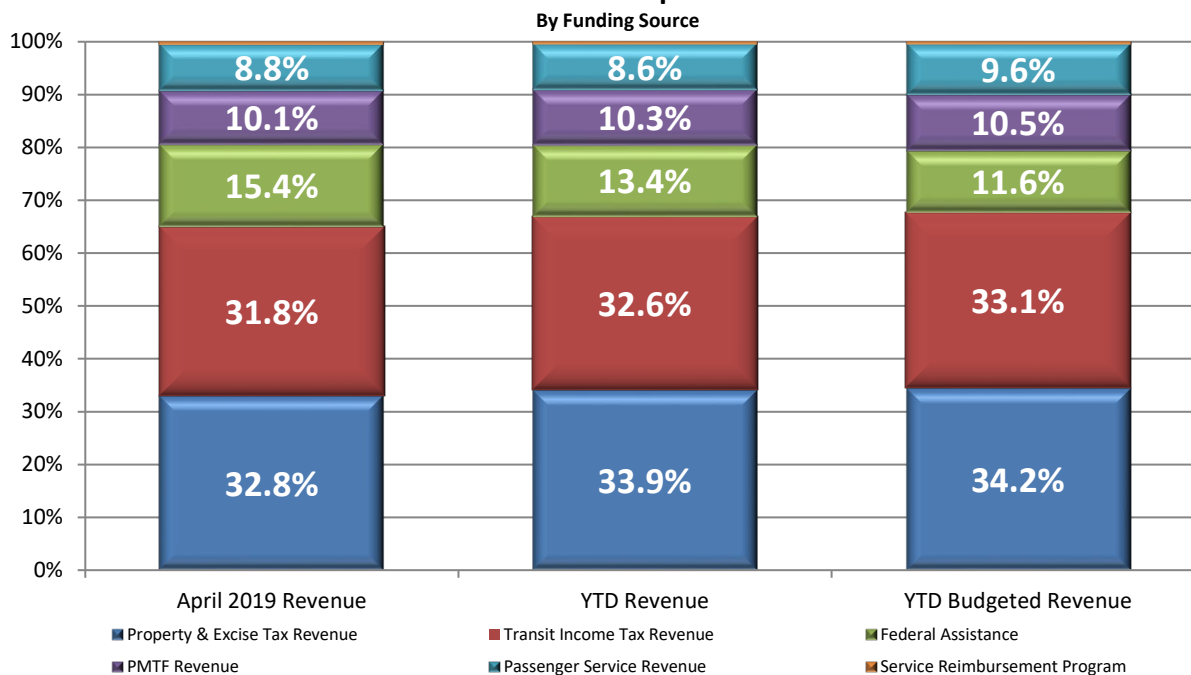
### **XIII. Investment Policy Term, and Modifications**

This Investment Policy terminates four (4) years from the date of enactment. However, the policy shall be reviewed, at minimum, annually by the Finance Committee at which time the board may terminate the policy, readopt the policy, or make modifications thereto. Due consideration will be given to new laws or other conditions that impact this policy and any necessary changes may be made to this policy at any time during the year in response thereto.

To: Chair and Board of Directors  
From: Nancy Manley - Controller

## FINANCIAL UPDATE April 2019

### Revenue Comparison



### **FTA Assistance**

Eligible reimbursable expenses for preventive maintenance were over budget by 65%. This is related to a reconciliation of the Para Transit preventive maintenance and identifying additional expenses from prior month to be reimbursed.

### **Other Operating Income**

Revenue received was under budget by 7.9%. We received less revenue from recycling then budgeted for the month. Other operating income is a small percentage of our overall revenue so when there is a variance in this category, the percentage of the category appears greater.

### **Passenger Service Revenue**

Passenger service revenue was under budget in April by 4.2%. This was an improvement over March which was 10% under projections.

#### *Fixed Route:*

- Fare box revenue was under budget 4.25%, and
- Ticket and pass sales were under budget 6.75%

#### *Open Door:*

- Farebox collection was under budget 28.7% relative to higher taxi voucher usage, and
- Ticket and Pass sales were over budget 25%

### **Property and Income Tax Revenue**

Income tax revenue was received at the level expected. We did receive the first spring tax advance in April.

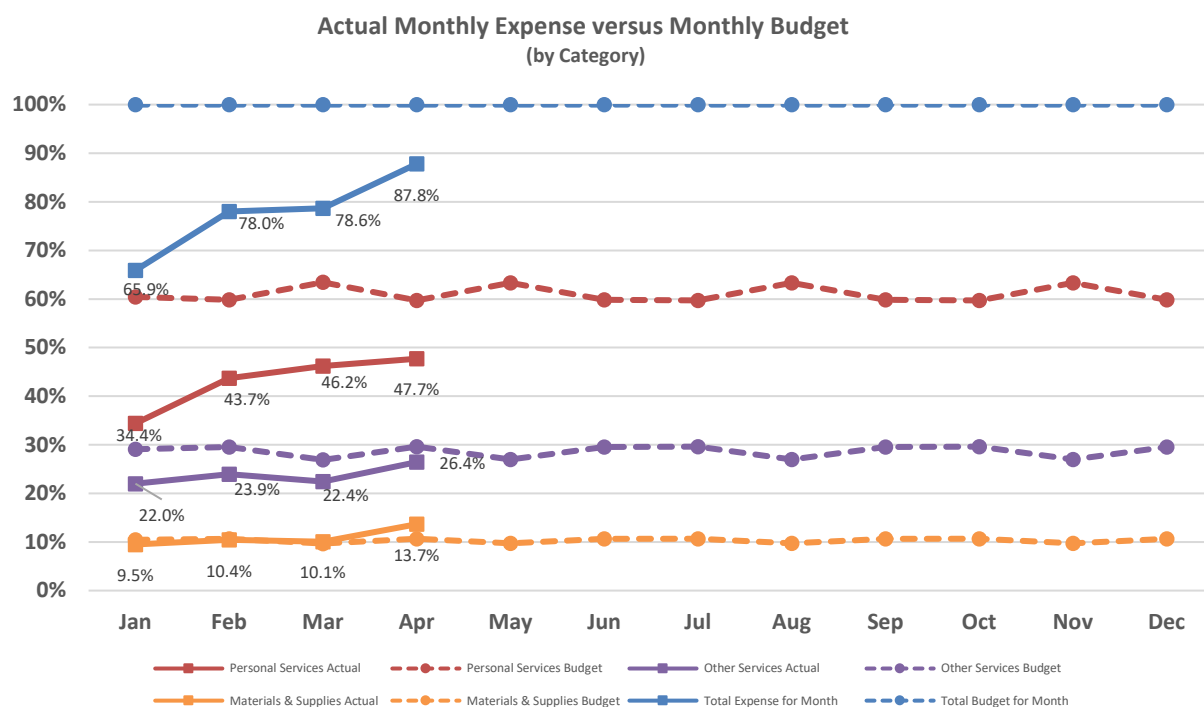
### **Service Reimbursement Program**

The revenue received for service reimbursement was 15% over budget projections for the month. This is directly related to taxi voucher usage.

### **Total Revenue**

For the month of April 2019, the total revenue recognized was slightly over projections by 4%

## **Expenditures**



### **Personal Services**

Overall, Personal services came in 20% under budget in April and 30% under YTD. As in the past months, fringe benefits continue to come in below projections due to changes in our plan structure. The monthly claim amounts have begun to increase month-over-month. Both overtime and salary were under budget in April as well.

### **Other services and Charges**

Collectively, this category was under budget by 4.8% for the month. Miscellaneous expenses were under budget by 49%, there were less expenses related to travel, training, dues and subscriptions in April. Utilities were 14% below budget.

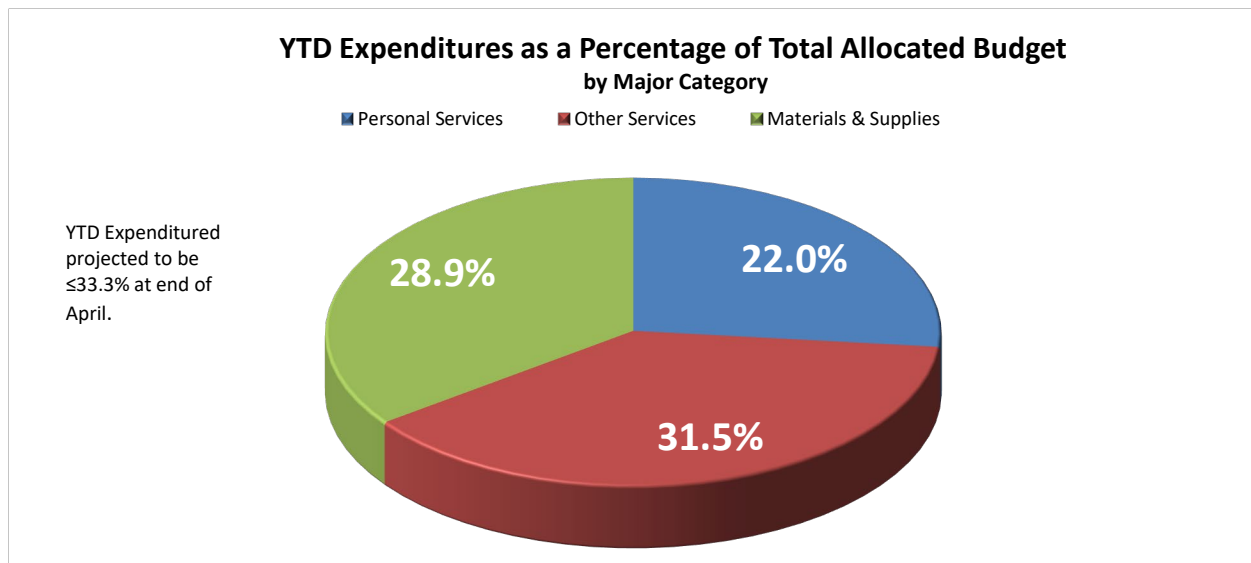


**Materials and Supplies**

Materials and supplies category came in 1.8% under budget in April. Other materials and supplies were under budget by 51.2% due to purchases made for office supplies last month for inventory and less in April. Tubes and tires are also under budget projections for the month by 7% as we continue to carry partial liability each month while we work to close out the previous vendor contract.

**Total Expenses**

In summary, total expenses came in at 13.4% under budget projection in April.



Nancy E. Manley  
Vice President/CFO/Controller

To: Chair and Board of Directors  
From: Justin Stuehrenberg

## **PLANNING AND CAPITAL PROJECTS UPDATE**

To: Chair and Board of Directors  
From: Chelci Hunter

## **XBE UPDATE**

To: Chair and Board of Directors  
From: Paula Haskin

## **PARATRANSIT UPDATE**

## IPTC Paratransit Service Update

May 23, 2019

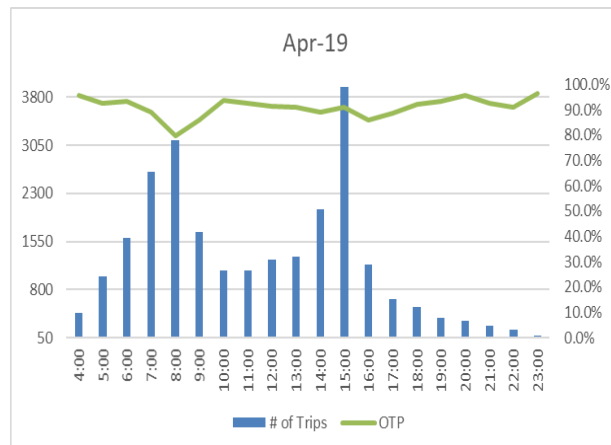
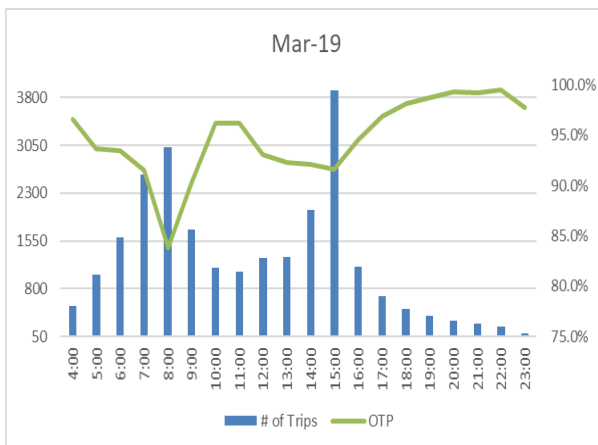
### Service Performance:

Since our last written update to you, we would like to share the following update on performance of our paratransit contractor:

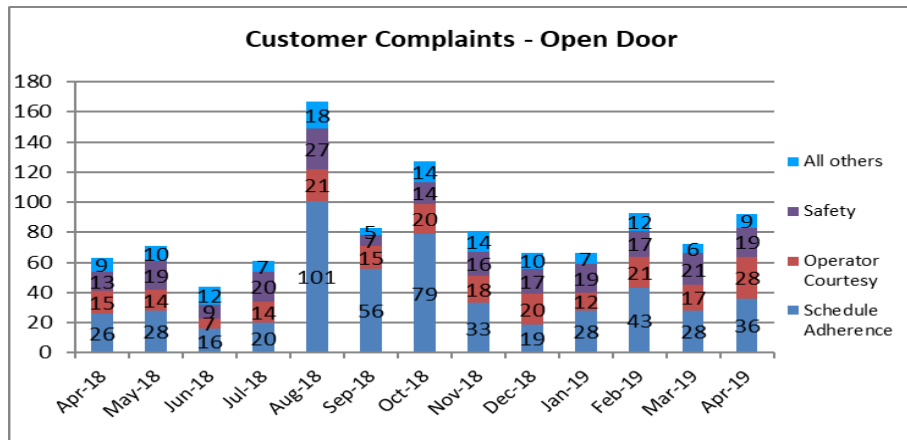
Transdev Services concluded the month of April with an average on time performance (OTP) of 90%. This represents a 3% decrease over the previous month and a 15% increase over the previous year.

November 2018	December 2018	January 2019	February 2019	March 2019	April 2019
83%	89%	92%	87%	93%	90%

Below is an hour by hour snap shot detailing the number of trips performed during specific times of day as well as the on-time percentage associated within the hour for the month of April. The chart details how performance is affected throughout the day based on the number of trips (the lower the # of trips, the higher OTP). This is also dependent on the number of incidents which occur within and outside of the contractor's control. The month of April remained steady as compared to March. The chart below also shows an adjustment in peak times where most trips are taken between the 0700 to 0800 hour and 1400 to 1500 hour which have significant impacts to OTP resulting in a one to two-hour recovery period to increase OTP back to normal levels.



April customer comments reflect an increase of 6% from 79 comments in March to 98, which is suggestive of the slight decrease in on time performance.



### **Monitoring and Compliance:**

IPTC continues to perform daily monitoring of contractor performance. This includes, end of the day debriefs (“hot wash meetings”), and daily monitoring of dispatch operations and bi-hourly OTP by IPTC staff. Monthly, in-person meetings with Transdev Corporate support continues.

Because of areas of underperformance, IPTC collects liquidated damages (LD’s) which are held from Transdev’s invoice payments. LD’s are withheld for many performance measures and incentives are also a portion of the key performance indicators. For example, IPTC assesses liquidated damages when the contractor does not meet a minimum 90% OTP. Additionally, the contractor receives an incentive for achieving OTP at 96% and above. So far this year, IPTC has withheld liquidated damages related to on time performance one out of four months. To date, IPTC has assessed and/or collected a total of \$1,444,457.18, however, due to a level of stable performance, at the request of Transdev, IPTC is scheduled to release \$960,307.18 for the October invoice payment. The release of this payment provides a total of \$484,150.00 withheld as liquidated damages.

### **Summary of Liquidated Damages and Payment Withholding (thru April 2019)**

Date	Category of Damage Assessed	Amount
Jul-18	Liquidated Damages	\$ 39,600.00
Aug-18	Liquidated Damages	\$ 78,200.00
Sep-18	Liquidated Damages	\$ 57,350.00
Oct-18	Liquidated Damages	\$ 42,050.00
Oct-18	Payment Withholding	\$ 960,307.18
Nov-18	Liquidated Damages	\$ 97,450.00
Dec-18	Liquidated Damages	\$ 23,050.00
Jan-19	Liquidated Damages	\$ 15,600.00
Feb-19	Liquidated Damages	\$ 53,250.00
Mar-19	Liquidated Damages	\$ 34,550.00
Apr-19	Liquidated Damages	\$ 43,050.00
May-19	Release Payment Withholding	\$ (960,307.18)
<b>TOTAL</b>		<b>\$ 484,150.00</b>

**IPTC Continuing Efforts:**

The RFP for paratransit assessments was released on May 10, 2019. IPTC staff will seek board approval at the July board meeting. The scope of work seeks the support of the contractor to assist in effective ways to manage demand as well as ensuring that riders who need paratransit are being served through the implementation of conditional eligibility and an effective travel training program. The current contract expires in August 27, 2019.

**Paratransit Operational Analysis (COA)**

The board of directors approved the recommendation for KFH to perform the requirements of the paratransit operational analysis. As project manager, Ryan Wilhite is in contract negotiations with KFH regarding the scope. As you may recall, the objective of the COA is to have the assistance of a professional company to evaluate and assess current paratransit service, identify challenges and opportunities in providing paratransit services, and make recommendations to improve the services.

Paratransitupdate/ph-05082019

To: Chair and Board of Directors  
From: Michael A. Terry, President/CEO

## **CONSIDERATION OF CEO REPORT**

### **ISSUE:**

An oral report of IndyGo business and information will be presented at the board meeting.

### **RECOMMENDATION:**

Receive CEO report.

Michael A. Terry  
President/CEO



To: Chair and Board of Directors

From: Bryan Luellen, Vice President of Public Affairs and Communications

## **CONSIDERATION OF PUBLIC AFFAIRS REPORT FOR MAY 2019**

### **ISSUE:**

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

### **RECOMMENDATION:**

Receive the report.

Bryan Luellen

Vice President of Public Affairs and Communications

### **Attachments**

#### **Contributing Staff includes:**

Chauncyia Coleman, Manager of Customer Service

Lauren Day, Director of Public Relations

Jerome Horne, Ridership Experience Specialist

Vanesa Rivera, External Communications Coordinator

Allison Potteiger, Organizational Communications Manager

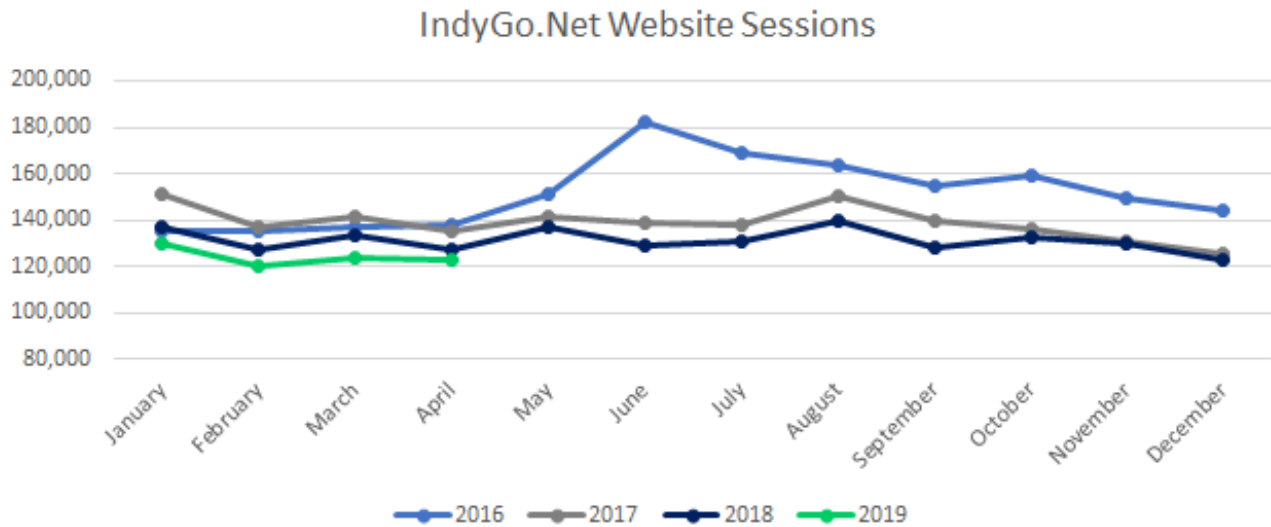
Cheryl McElroy, Internal Communications Specialist

Jordan Patterson, Community Outreach Coordinator

Brandon Evans, Digital Strategy and Community Engagement

## INDYGO.NET MONTHLY SESSIONS 4/1/18 – 4/30/18:

Page Views	285,487
New /Returning Visitors	29,989/18,897
Total Sessions	122,469



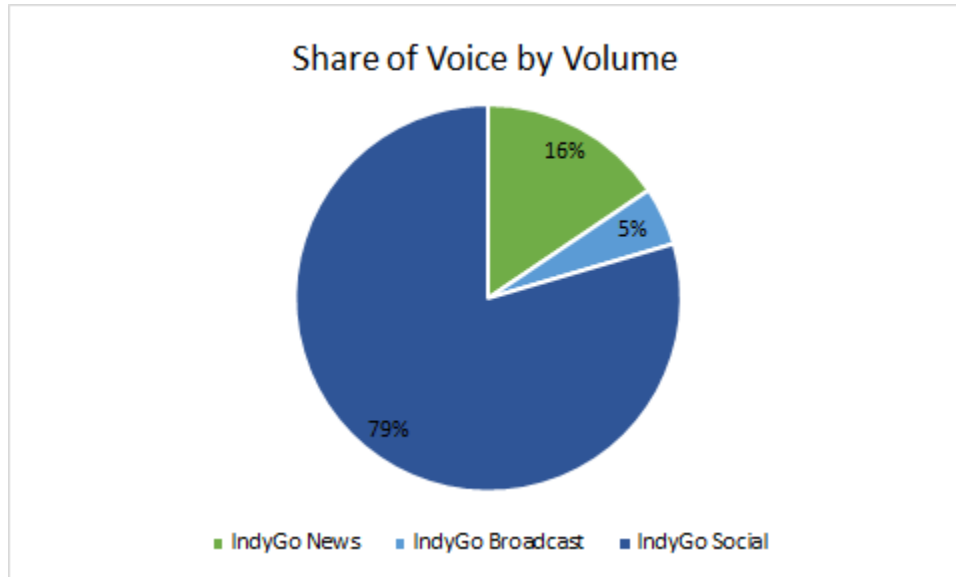
Month	Mobile	Desktop	Tablet	New	Returning
January	84.30%	13.97%	1.73%	60.79%	39.21%
February	84.59%	13.86%	1.55%	59.87%	40.13%
March	84.54%	13.71%	1.75%	61.03%	38.97%
April	84.19%	14.00%	1.81%	61.30%	38.70%

#### **APRIL NEWS RECAP:**

- “IndyGo’s electric buses won’t go as far on a charge as the manufacturer promised” IBJ Podcast
- “Complete Coach Works Develops its Largest Electric Bus Battery Capacity” Park News
- “Red Line Project Set For Summer Completion” Inside Indiana Business
- “RetroIndy: When Wrestlemania VIII came to Indianapolis” Pal-Item
- “IndyGo’s red Line Progress by the Numbers” Mass Transit Magazine
- “College Avenue business owners launch Red Line initiative” WISH-TV
- “Battered insurer MDwise readies for turnaround” IBJ
- “Some businesses pleased with addition of Red Line, anxious for end of construction” WTHR
- “CCW Rebuilds Over 50 Diesel Buses To Electric, Offers 466 kWh Packs” Inside EVs
- “13 Investigates: IndyGo bus system for riders with disabilities finally running on time” WTHR
- “How Red Line construction is affecting businesses in Broad Ripple and beyond” IndyStar
- “People expressing concerns over IndyGo Red Line safety” WTHR
- “Commuter Connect: How van-pooling is breaking the transportation barrier” The Indy Channel
- “Red Line updates: Station construction to start this month on College Avenue” IndyStar
- “How your state gets to work” The Muscatine Journal
- “IndyGo routes will be impacted during the Mini-Marathon” RTV6

**Topics Include:** Mentions in early April include information on IndyGo’s BYD electric buses highlighting the plan to overcome the range issues IndyGo buses experienced early this year and Red Line Committed to College Campaign in which will highlight different businesses along the College Avenue corridor. Mid-April mentions focused on paratransit improvements, and people expressing concerns over Red Line safety. In late April mentions were related to Red Line construction. A quick update on the project progress was given specifically mentioning start dates for station construction on the College Avenue corridor.

**APRIL NEWS RECAP CONTINUED:**

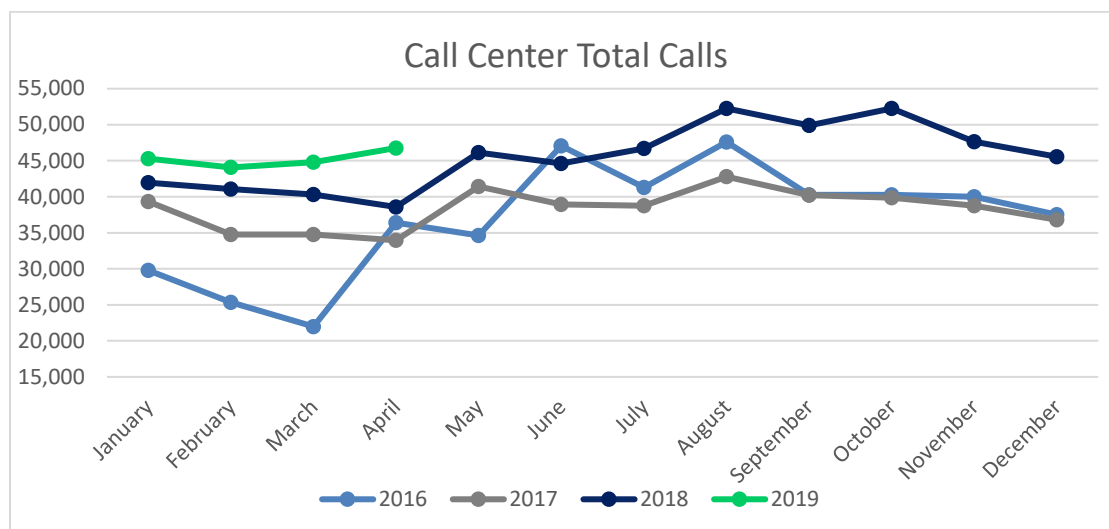


**APRIL CALL CENTER REPORT:**

46,771 total calls

2.4% calls abandoned in queue

69.86% Interactive Voice Response (IVR) calls

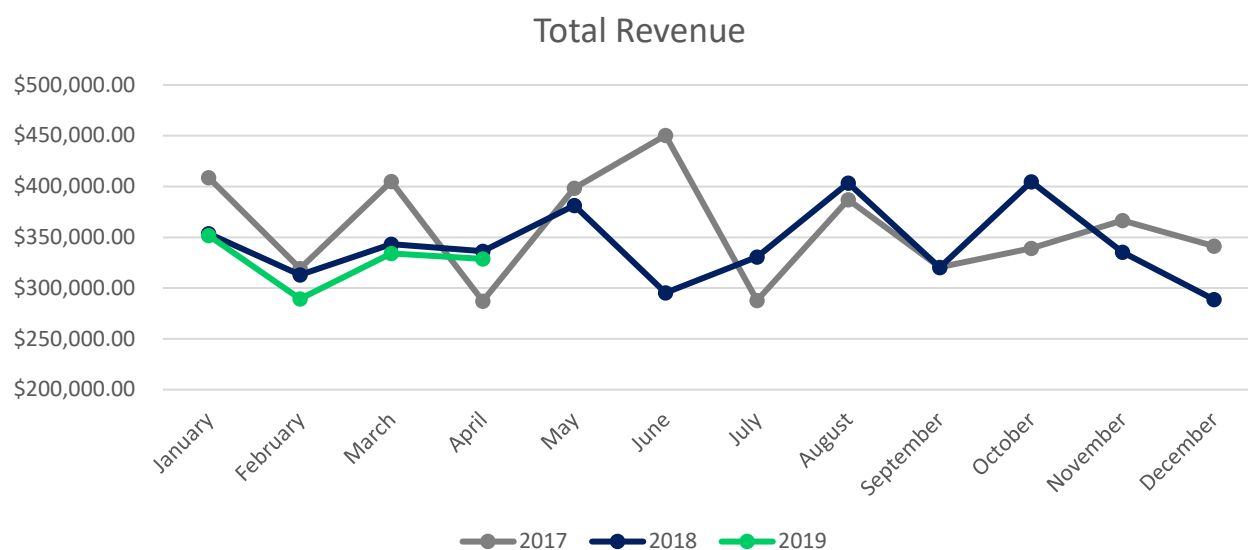


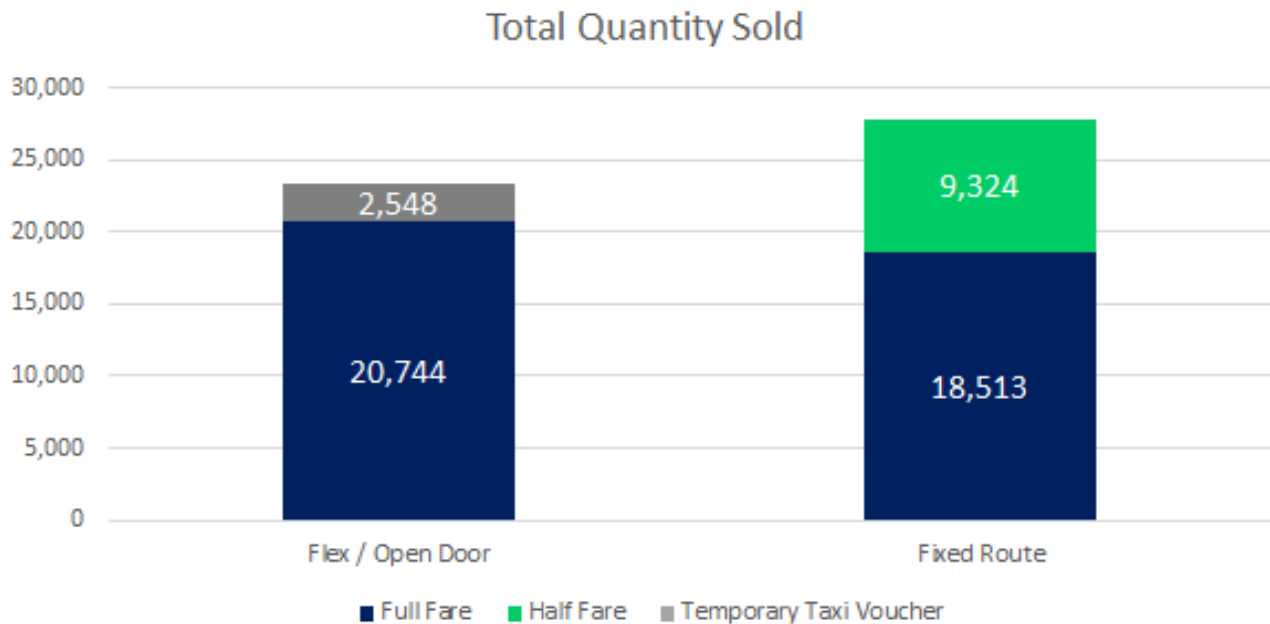
## CUSTOMER COMMENTS: 581

2019 FARE CHANGE	2	OTHER	14
ADA	0	PASSY BY	114
BLUE LINE	0	PURPLE LINE	2
BUS STOP	5	REAL TIME ARRIVALS	0
CIVIL	0	RED LINE	36
COMPLIMENT	21	REQUEST	19
COURTESY	83	ROUTE	4
CUSTOMER SERVICE CENTER	1	ROUTE DETOUR	3
DENIAL	9	RULES	10
DISCRIMINATION – TITLE VI	2	SAFETY	85
EXPRESS-COMMUTER SERVICE	0	SCHEDULE ADHERENCE	106
FACILITY MAINTENANCE	24	SECURITY	7
FARES	10	SERVICE CHANGES	0
INFORMATION TECHNOLOGY	0	SUGGESTION	7
MCTP	0	VEHICLE MAINTENANCE	9
MARKETING	4	WRONG INFORMATION	4

## APRIL PASS SALES REPORT:

Total Quantity of Passes: 51,129





**Additional Revenue and Pass Information for this Month:**

Retail & Online Purchases: \$339,679.90

Cash: \$59,074.26

Checks: \$21,096.80

Credit Cards: \$152,360.84

Veteran IDs Sold: 96

Total Veteran IDs Sold: 3,047

**OUTREACH SUMMARY FOR APRIL:**

Outreach in April included stakeholder and Neighborhood Association meetings, community farers, casual 'Transit Talks', a Travel Training, and Transit Ambassador shifts. Engagement with stakeholders included correspondence with businesses and residents along the Red Line Corridor. Transit Ambassadors assisted at Transit Talks events, as well as with shifts at the Transit Center and Bonner Center with information about the Marion County Transit Plan and related projects.

**APRIL OUTREACH EVENTS:**

4/24/2019	Transit Talk:HoiTEA ToiTEA
4/23/2019	Transit Talk:Ivy Tech Community College
4/22/2019	OneAmerica Tower Earth Day
4/22/2019	Methodist Hospital ECO Fair
4/20/ 2019	Home Grown and Healthy Fest
4/18/2019	Perry Township Schools Transition Fair
4/18/2019	Transit Talks: University of Indianapolis
4/15/2019	Thrive - Tour IndyGo/Travel Training
4/15/2019	Meridian Highland Neighborhood Association
4/11/2019	Excel Center West Lunch & Learn
4/9/2019	Transit Talk: Garfield Park Library
4/8/2019	Transit Talk: Butler University
4/8/2019	Transit Ambassador Outreach: Bonner Center
4/6/2019	Bates Hendricks NA
4/4/2019	Transit Talk - Books and Brews
4/2/2019	Transit Ambassador Outreach: DTC

**INTERNAL COMMUNICATIONS & STRATEGIC PLANNING:**

Internal outreach is focusing on the human aspect of IndyGo through employee stories that foster an engaged, employee-centric culture.

**Month of May:** Two human-interest articles in the monthly all employee newsletter, the Dispatcher, spotlighting employees.

## **ALIGNING TO CUSTOMER PERSPECTIVE**

Understanding the needs, wants, and general mindset of our riders is an important part of how we succeed. In fact, one of IndyGo's goals is, "Aligning To Customer Perspective." One way to measure this goal is through customer feedback. According to Rod William's team, who focuses on IndyGo's Service Quality, positive customer compliments were up by 111% for first quarter of 2019 compared to 2018. Below is one of the many Operator compliments received.

On February 4, 2019, Operator **Chryslyn Staples** found herself at the Route 6 end-of-line and concerned about one of her passengers. Operator Staples' was aware that this rider had boarded her bus three different times on the same route. The third time he boarded, he rode to the end-of-line where the bus goes out-of-service. At this point, Operator Staples became concerned for her passenger's welfare and she asked where he was going. He shared that he did not have a place to go but was headed to the downtown area. He had school the next day and was just planning to spend the night on the street. The passenger was Andrew, a young man from Chicago who was homeless.

Andrew explained that he had been job hunting, lost track of time, and assumed he was locked out of Wheeler Mission, where he had been staying. Operator Staples reassured him that she would help him - not just remove him from the bus. She called Wheeler Mission and explained his situation to the staff - they agreed to accept Andrew back despite being past curfew. Operator Staples' compassion did not stop there. When they arrived at Wheeler Mission, Staples spoke with staff about finding support for Andrew through the Mission as well as through school. The Mission's staff assured Staples that Andrew would receive help.

Operator Staples calmly and kindly showed concern and demonstrated perceptive thinking which allowed her to gain Andrew's trust. Staples actions demonstrated IndyGo's Safe Place Policy as well as went above and beyond to take care of a rider. Well done, Operator Chryslyn Staples, very well done.

## **BECOMING ENGAGED WITH INDYGO'S STRATEGIC PLAN**

Throughout March, 20 Strategic Planning meetings were hosted at both Headquarters and the Downtown Transit Center. The timing of these meetings ranged from 2AM to 10 PM and we were able to reach and visit with more than 300 employees. Meeting participants were both curious and engaged allowing us to listen to and answer great questions about the Strategic Plan. A bit of unsuspecting fun was added to one of our meetings! Free Indiana Pacers basketball tickets were offered to the first person to share how they use one of our six Values in their daily work. Our company values are our beliefs and principles, support our vision, and shape our culture. Our values are what we turn to when we need to make a big decision. HVAC Mechanic Gabriel McKissack shared how he uses Excellence by consistently and thoroughly checking the buses to ensure our riders a safe trip. Gabe enjoyed an exciting Pacers game against the Detroit Pistons - and yes, the Pacers won! Boom, baby!



PLANNING AND CAPITAL PROJECTS REPORT

5/23/19

Item R – 2

TO: Chair and Board of Directors

FROM: Justin Stuehrenberg, Vice President of Planning and Capital Projects

**PLANNING & CAPITAL PROJECTS UPDATE**

**Issue** Planning & Capital Projects Report will be presented at the board meeting.

**Recommendation:**

Receive the report.

## **SERVICE PLANNING**

### **Service Scheduling**

A new Pick for June 2019 has been posted and is underway. The only service change to the Pick is minor time adjustments to the Route 26 Weekday through Saturday schedules. For the MCTP staff is determining final routings and trips by route as well as the a runcut and operator count required to operate the new services. Final schedules are expected to be complete by June.

### **Transit Amenities**

Staff continues to work on improving access to the transit-system, where needed. It will be an ongoing annual project that will eventually address each individual bus stop in terms of ADA accessibility and need for amenities. This is funded through the transit tax and will be budgeted annually. A bid was issued in April for construction of the first 185 stops. No bids were returned. Staff is researching why this happened. This type of work is small in most cases and scattered around the city, so it is challenging to mobilize each individual location efficiently.

### **Fare System Implementation**

Service Planning is responsible for coordinating the implementation of IndyGo's modernized fare payment system, which will be branded as MyKey. The modernized fare system will include new fare cards, fare card validators (on buses and at rapid transit stations), a mobile payment application, a customer website, and ticket vending machines at all rapid transit stations. The vendor for this new fare system is Flowbird.

Flowbird is nearing completion of the development of the base fare system of the project. Installation of fare validators on IndyGo's existing fixed route bus fleet will be completed by June 1<sup>st</sup>. IndyGo will begin internal testing of the base system in June, including the back-office system, mobile app, customer website, and on-vehicle fare validators. A pilot phase of the MyKey fare system on IndyGo's fixed route buses is scheduled to begin on July 1<sup>st</sup>. Red Line station equipment is scheduled to be delivered in mid-August and installed at all Red Line station platforms by September 1<sup>st</sup>. The full system rollout of the MyKey fare system is scheduled for September 1<sup>st</sup>.

### **Red Line Operations**

Several staff members from the Planning and Capitol Projects Division met with IMPD, IFD and EMS to discuss the safety and security portions of the Red Line Operations plan. Recommendations were made for additional context to be added to the plan to cover more details in depth.

IMPD and IFD requested that some verbiage be changed in the Emergency Vehicle Interaction part of the Operation plan. Those changes were made and sent back for their approval.

Final updates and review of the Operations Plan should be completed by the end of May.

### **Traffic Engineering**

Several traffic studies have been submitted to DPW for approval. These studies include the two-way conversion of Michigan Street/New York Street from College Avenue to Emerson Avenue submitted in May 2018, the two-way conversion of 29<sup>th</sup> Street/30<sup>th</sup> Street from White River Parkway to Ruckle Street submitted in May 2018, the two-way conversion of Ft. Wayne Avenue submitted in December 2018, and various infrastructure improvements to Delaware Street/Alabama Street submitted in December 2018. IndyGo is continuing to work with DPW for approval of the recommendations proposed in the studies. Upgrading these streets will support the route improvements proposed in the Marion County Transit Plan, including the Red Line project, Purple Line project, Blue Line Project, Super-Stops project, and implementation of the high-frequency grid along the local routes. DPW indicated in February 2019 that the approval of future IndyGo projects may be delayed until after the Red Line BRT project goes operational.

A notice to proceed was issued to Shrewsberry & Associates and DLZ on March 7<sup>th</sup> to study Vermont Street traffic, identify locations for left-turn restrictions, and retime traffic signal. This work is being prepared in anticipation of adding 20 buses per hour along Vermont Street between Senate Avenue and Alabama Street starting in September 2019. Shrewsberry completed traffic counts on March 19<sup>th</sup>. Preliminary analysis of the corridor was submitted to IndyGo for review and comment on April 29<sup>th</sup>. A final draft of the memo documenting the findings is scheduled to be delivered in May. This memo will serve as a formal request to DPW for the Vermont Street infrastructure improvements. Upon approval of the memo's recommendations, DLZ is scheduled to prepare a traffic signal retiming plan during the summer of 2019.

Work is continuing on the Red Line Transit Signal Priority (TSP) contract. Construction of a TSP integration test corridor along Washington Street between IndyGo and Victory Field was completed on April 29<sup>th</sup>. This test bed will enable testing of the various features being developed and integrated between the new BRT buses, the CAD-AVL system, the TSP system, and the City's traffic signals. The first phase of TSP system testing is scheduled for the week of May 28<sup>th</sup>.

Planning and Procurement staff have developed an "on-call" task order with DLZ, a local traffic system engineering consultant, to assist with developing and programming of traffic signal timings along the Red Line route. DLZ has been working to review the Red Line plans and prepare the traffic signal timings for 76 traffic signals along the Red Line and five traffic signals along Illinois Street that are associated with the Red Line project. As of May 1<sup>st</sup>, 78 of the 81 Red Line traffic signal controllers have been delivered by the Red Line contractor. The contractor installed the first five signal controllers during the week of May 6<sup>th</sup>. An additional 21 controllers are programmed and ready for the contractor to install.

In anticipation of the new local routes scheduled to roll out in September 2019, two additional local-funded task orders have been executed to provide traffic engineering assistance for non-BRT routes. The first of these task orders is a local-funded traffic signal timing task order with DLZ. The second of these is a local-funded traffic counting task order with Shrewsberry & Associates. These two contracts will provide Service Planning the resources to quickly study traffic problems, identify solutions, and implement traffic signal timing improvements.

Service Planning has coordinated with Operations to develop conceptual construction plans and a construction cost estimate for pavement markings and signage improvements along Harding Street, south of Washington Street. Increased train activity at the CSX crossing south of the IndyGo garage is causing more frequent delays for buses entering and exiting the garage. Work is on-going to determine the best way to prepare final, biddable construction plans from the conceptual drawings. Discussions have occurred between Planning & Capital Projects, Legal, and Finance to determine if it is cost-effective to have these smaller-scale projects designed in-house or if the Harding Street improvements should be completed by a consultant engineer.

### **Ridership**

Preliminary April ridership data showed an increase of 4.8 percent over the previous April. This is to some degree expected given an extra weekday (and one fewer Sunday) in April this year relative to last year. Ridership was down slightly relative to expected and remains 0.5% below expectations for the year to this point (when controlling for seasonality and mix of weekdays/weekends).

#### Actual vs. Expected Ridership

	Jan	Feb	Mar	Apr
2019 Actual	673,825	677,602	715,165	749,601
Act v Exp	7,486	(3,526)	(14,640)	(3,361)
Act v Exp %	1.1%	-0.5%	-2.0%	-0.4%

#### **2019 Ridership v Expected**

-0.50%

Actual Ridership vs. 2018

Current Month			IndyGo	Year to Date		
Apr-18	Apr-19	% Change	Fixed Route Ridership	2018	2019	% Change
15,540	15,733	1.2%	2 E. 34th St.	60,454	61,188	1.2%
24,752	32,812	32.6%	3 Michigan St.	96,830	125,353	29.5%
13,101	12,840	-2.0%	4 Fort Harrison	50,428	47,588	-5.6%
14,075	17,072	21.3%	5 E. 25th	56,943	65,469	15.0%
14,282	11,529	-19.3%	6 N. Harding	52,165	45,692	-12.4%
121,572	135,666	11.6%	8 Washington St.	461,420	507,858	10.1%
89,185	88,746	-0.5%	10 10th St.	347,052	335,544	-3.3%
4,242	4,077	-3.9%	11 E. 16th St.	15,583	13,875	-11.0%
4,003	4,345	8.5%	12 Minnesota	17,528	17,050	-2.7%
3,313	3,349	1.1%	13 Raymond	13,048	11,739	-10.0%
8,645	8,896	2.9%	14 Prospect	34,959	33,535	-4.1%
16,778	16,431	-2.1%	15 Riverside	65,017	62,562	-3.8%
10,422	11,573	11.0%	16 Beech Grove	41,758	40,968	-1.9%
21,049	20,107	-4.5%	17 College	79,993	76,301	-4.6%
11,549	11,145	-3.5%	18 Nora	44,296	42,822	-3.3%
33,503	35,017	4.5%	19 Castleton	131,607	130,826	-0.6%
13,576	14,345	5.7%	21 East 21st St.	54,090	51,642	-4.5%
9,499	9,134	-3.8%	22 Shelby	38,255	34,425	-10.0%
10,740	10,501	-2.2%	24 Mars Hill	42,730	40,848	-4.4%
13,201	11,926	-9.7%	25 W. 16th St.	53,632	47,371	-11.7%
12,736	13,854	8.8%	26 Keystone	51,451	51,016	-0.8%
13,294	13,352	0.4%	28 St. Vincent	51,040	50,410	-1.2%
6,861	8,233	20.0%	30 30th St.	27,723	29,926	7.9%
23,943	25,336	5.8%	31 Greenwood	87,837	93,055	5.9%
22,521	26,812	19.1%	34 Michigan Rd.	91,164	99,447	9.1%
35,910	36,505	1.7%	37 Park 100	139,640	136,638	-2.1%
27,818	27,605	-0.8%	38 Lafayette Square	108,793	101,018	-7.1%
95,478	97,005	1.6%	39 E. 38th St.	364,072	370,092	1.7%
2,806	4,058	44.6%	55 English	12,905	15,083	16.9%
9,351	9,467	1.2%	86 86th Street Crosstown	36,227	33,230	-8.3%
10,819	12,498	15.5%	87 Eastside Circulator	43,137	43,817	1.6%
711	36		Others	2,511	209	
715,275	750,005	4.9%	Total	2,774,288	2,816,597	1.5%

Apr-18	Apr-19	% Change	Flexible and Contracted Services	2018	2019	% Change
28,228	30,984	9.8%	Open Door Riders on Fixed Route	103,012	110,050	6.8%
26,495	24,584	-7.2%	Open Door	101,447	95,944	-5.4%
857	3,925	358.0%	Open Door Taxi Vouchers	3,196	11,475	259.0%
16,947	12,154	-28.3%	31 Day S-Pass	72,213	47,907	-33.7%

## **STRATEGIC PLANNING**

The Strategic Planning team continues to advance the projects outlined in previous board reports, including, but not limited to, environmental and joint development activities associated with the Blue Line, advancing the Super Stops, advancing shared use mobility efforts, transit-oriented development planning, the paratransit comprehensive operations analysis, and data analysis/research projects. The department continues to work with other internal and external partners around efforts to partner to develop strategies around regional coordination, transportation network companies, shared use mobility, TOD zoning along the Blue Line, and joint development opportunities.

### **Project Development:**

**Blue Line:** IndyGo formally submitted an application to the Federal Transit Administration Section 5309 Capital Investment Grants Project Development process on September 6, 2018. Preliminary work regarding the Blue Line environmental documentation has begun. The line was granted a C-9 Documented Categorical Exclusion in September 2018.

IndyGo is partnering with the Indianapolis Neighborhood Housing Partnership (INHP) to pursue joint development activities at a selected parcel, or limited number of parcels, along the Blue Line. The team has had a number of conversations with FTA around the joint development aspects of the Blue Line; these questions have been general questions about understanding the parameters of the FTA's Joint Development Program and specific questions around coordination with Blue Line NEPA activities, real estate acquisition, federal requirements, and other matters. At tonight's meeting, IndyGo is requesting the board to execute a task order that would enable WSP, IndyGo's design consultant, to assist in the development of joint development documents, submittals, and strategies.

IndyGo submitted a draft methodology for the NEPA process on March 6, 2019; a draft Area of Potential Effect (APE) has also been developed and shared with FTA. IndyGo and its environmental consultant team held a preliminary meeting with FTA to discuss the NEPA methodology on April 9, 2019. A subsequent discussion was held on April 29, 2019. These conversations resulted in clarifying the path forward in coordinating NEPA and joint development opportunities.

**Super Stops:** The Super-Stops project, which will provide amenities similar to those at BRT stations along the transit-heavy Alabama/Delaware Street corridor and Fort Wayne Avenue, is currently at the tentative 90-percent design threshold. The design will remain at 90-percent until the NEPA process is complete. Once the environmental process is closed out, any necessary adjustments will be incorporated, and the project will achieve 100-percent design.

The Super-Stops has undergone a constructability review by Lochmueller Group and comments are being addressed by Shrewsberry in their design. Utility coordination continues with various utility providers and IPL, including electrical connection locations. In April 2019, the IPTC Board of Directors approved a Task Order that included work for Bloodhound to complete utility investigations.

The environmental process is ongoing with the Super-Stops. At the time of developing this report, the Section 106 process had been completed and the Documented Categorical Exclusion was undergoing legal review by IndyGo's legal counsel and final QA/QC by the Federal Transit Administration. The FTA's legal review is scheduled to begin on May 15<sup>th</sup> and the NEPA process is anticipated to be complete at the end of May or beginning of June.

IndyGo, through Shrewsberry and Metric, has been in contact with the Indianapolis Historic Preservation Commission to obtain a Certificate of Appropriateness as part of the Documented Categorical Exclusion. The hearing for a Certificate of Appropriateness is scheduled for June 5th at 5:30 PM at the Indianapolis City-County Building.

IndyGo will need to seek a number of code changes due to parking and one-way street conversion to two-way streets as part of the project; the summary and language for these ordinance changes are currently in development.

**Shared Use Mobility:** The team is working collaboratively with the Public Affairs division in exploring and advancing strategies to promote shared use mobility options for Indianapolis. With transit systems serving as the core of any shared use mobility system – and with shared use mobility options proliferating in cities across the country, including Indianapolis with the introduction of electric scooters – this is a strategic role for the team and the agency.

As noted in previous reports, as part of its local pilot/demonstration project, IndyGo will partner with the John H Boner Neighborhood Center to develop a mobility district within the Near East Side to better connect residents to opportunity, via transit and other modes of shared use mobility. IndyGo and the Boner Center – in partnership with the Personal Mobility Network, an initiative of the Central Indiana Community Foundation – are preparing a business plan to advance mobility hubs and mobility integration. These efforts are informed by an RFI issued by IndyGo, surveys distributed on the Near East Side, a community listening session (as part of the Ford initiative) and other methods of input. The FTA announced a grant opportunity in early May – due in early August – that IndyGo will examine pursuing to advance its mobility efforts.

Indianapolis is partnering with Ford Motor Company to devise mobility solutions for the city and its neighborhoods; IndyGo – and this group in particular – is actively engaged in planning and steering that effort; John Marron is serving in a lead analytical role for the initiative. The discovery phase of this initiative will close at the end of May; after which, interested parties will be invited to submit ideas to compete for up to \$100,000 to support a pilot project.

**Blue Line TOD Planning:** In July 2018, IndyGo submitted, and was subsequently awarded, a grant application as part of FTA’s Pilot Program for Transit Oriented Development Planning in partnership with the City of Indianapolis/DMD. This effort will result in legally enforceable land use and development standards near Blue Line stations to better accommodate transit-oriented and transit-supportive developments. IndyGo continues to work alongside DMD and the MPO to develop this project and move it forward; a selected consultant is being presented to the board at tonight’s meeting to assist in the delivery of this project.

### **Other initiatives**

The Strategic Planning team continues to work with other departments within the Capital Projects division, as well as support Public Affairs and Operations, across several initiatives:

- **Red Line Service Equity Analysis:** The team has delivered the required equity analysis associated with the Red Line project and the fare policy update. As part of the mitigation efforts associated with the disparate impact/disproportionate burden resulting from the geographic distribution of ticket vending machines at BRT stations, the team is building a model to assess respondents to a future solicitation around a retail network.



- **Paratransit COA:** The Strategic Planning team is working with operations, public affairs, legal, and others to facilitate a comprehensive review of IndyGo’s paratransit policies, procedures, and practices. The selected consultant, KFH Group, has started to review reports and data for IndyGo’s existing service in advance of a project kickoff meeting. It is anticipated that a project kickoff meeting will occur in the first or second week of June.
- **Sponsored Rides:** Building off the pilot programs that exist with Purdue Polytechnic High School and Shortridge High School, the Strategic Planning team is working collaboratively with the Public Affairs division to further develop IndyGo’s “Fare Free” Sponsored Rides program where students, employees, and/or clients of partner organizations can ride free of charge.

In an effort to advance a partnership from this effort, the Strategic Planning team has conducted a considerable amount of analysis assessing the potential opportunities and challenges associated with a potential program partnership with Indianapolis Public Schools.

Additionally, IndyGo is partnering with IUPUI and the Personal Mobility Network to pursue a grant opportunity made available through the Kresge Foundation to improve transportation access to minority and low-income students. A letter of inquiry for this grant opportunity will be submitted later this month.

- **Automatic Passenger Counter Certification:** The team is working with Service Planning, Information Technology – Connected Vehicles group, and the Avail project management team to review data, hardware, and processes that would result in a certification of IndyGo’s Automatic Passenger Counter (APC) data. Upon certification, IndyGo could use APC data as its official ridership data; having this certification will be important as it will be one of the primary means by which ridership on the Red Line will be able to be verified.
- **Grant Applications:**  
FTA 5339 (c) Low/No. Upon reviewing the requirements of this opportunity, IndyGo’s fleet replacement timeline and strategy, and the impact of the Low-No grant on competitiveness of other opportunities, staff reached the decision not to pursue the Low-No opportunity this year. Last year, our success on this application negatively impacted a very competitive grant application for a larger opportunity later in the year.

*Volkswagen Trust Fund Program.* As part of the national settlement between the United States and Volkswagen due to Volkswagen's installation of emission testing defeat devices, the Indiana Department of Environmental Management (IDEM) is releasing approximately \$41 million over three rounds for projects. Eligible projects include transit vehicles. In Round 1, currently open until June, a total of \$4.26 million is available for on-road vehicles, including transit vehicles. Based on the criteria established in the request for proposal, IndyGo anticipates asking for funding to purchase up to 5 all-electric, 40' vehicles to accelerate the replacement of our diesel vehicles. IndyGo staff have developed an initial ask and have engaged IDEM regarding program constraints.

**Section 5307/5311:** IndyGo, MPO, and CIRTa staff continue to refine the timeline for the 5307/5311 plan due to INDOT at the end of the year. IndyGo staff submitted its clarifications to the timeline, including the discussion of an Urbanized Area Transit Plan, which would help the Indianapolis urbanized area think about needs and the efficient use of 5307 funding across the region. The proposed plan is a modification of earlier ideas, including separate tasks on administration and centralization of services. A staff transition at CIRTa have slowed this process.

## **ENGINEERING & CONSTRUCTION**

### **Red Line**

Construction is continuing to progress for Package A- Civil (Reith-Riley Construction – Prime Contractor). Contractor is installing storm sewers followed by curb, ADA ramps and sidewalk. The board has approved a change order to accelerate this contract and get it substantially completed by July 31<sup>st</sup>, 2019. As such the contractor has been working on all parts of the Red Line corridor simultaneously. 31 station foundations have been poured to date and turned over to FA Wilhelm along Shelby St., Virginia Ave., Capital Ave., Meridian St. & College Ave. Site Civil work along Virginia, Capital Ave. and College Ave. is ongoing.

Package B Contractor, F.A. Wilhelm is continuing to erect station structures, finish roofing and framing. Twenty-seven station structures have been erected along Shelby St., Virginia Ave., Capital Ave. and Meridian St. to-date. They have installed snow melt and topping slab at tow station locations along Shelby and that work is ongoing as well. A full station mock-up is expected to be ready for IndyGo review by May 17<sup>th</sup>, 2019. IPTC has issued a construction change order to FA Wilhelm to accelerate the project to meet an August 31<sup>st</sup>, 2019 substantial completion date.

### **Purple Line**

WSP resubmitted the 60% design on March 1<sup>st</sup>, 2019. Final design is expected to be completed by November of this year with the project anticipated to be bid in January of 2020. An update to the Small Starts Grant Application package was submitted on September 6, 2018. An internal risk workshop was conducted in February to identify the project related risks and to develop a risk register as required by FTA. IPTC has started initial coordination with the PMOC assigned by FTA for this project to start their readiness review. A risk workshop is scheduled on May 16<sup>th</sup> and 17<sup>th</sup> with FTA and PMOC in preparation for the FTA's readiness review

### **Blue Line**

Preliminary design has started on the Blue Line project. The designer, WSP, has submitted 30% plans for all segments. A Small Starts grant application was submitted September 6, 2018. Early coordination with the Federal Transit Administration for the Blue Line has begun and details regarding the Section 106 Methodology are being worked through. Some questions regarding the methodology remain and coordination will continue with the Federal Transit Administration to clarify questions.

Several other on-street projects, including the Super Stops project, Rural Street underpass lowering, and bus stops and shelter improvements were included in the Marion County Transit Plan and the IndyGo Five-Year Capital Plan. The Bus Stop Improvements project is expected to start Construction in June of 2019 followed by the Rural Street Underpass and Superstops project.

## **FACILITY PROJECTS**

The Capital Improvement Projects for Facilities have Task Orders/Projects for on call services with WSP for high voltage and The Etica Group for architectural. WSP is tasked to work on Electric Bus Fleet Charging Facility Upgrades and CCTV Camera Improvement placement. The Etica Group is tasked with Office Renovations, Vehicle Wash, Garage Door Improvements (Maintenance Area), Paint Booth, Security Screen Doors, Multi-Use Training Facility.

### **WSP:**

- **Electric Bus Fleet Charging Facility Upgrades** – Miller –Eads is wrapping up the project by end of May 2019. There have been a few additions on the project regarding striping and stop strike bars for the operators to park the vehicles in the most ideal place for charging. The planned adjustments to the charging islands to accommodate the flow in the garage. All switch boards have been energized.

**The Etica Group:**

- **Space Planning Renovations Construction** – Phase II of the Office Renovations for the new HR area has been completed and staff has moved into their new space. The HR area is still waiting for the front door and window, scheduled for installation June 2019. The Operations wing which includes the Operators Lounge, the restrooms, Service Center, Dispatch and Supervisors Office, current Conference room and Offices is scheduled for move in the week of June 1, 2019 after the Memorial Day Holiday; staff are temporarily using trailers that are placed in the garage. Phase III staff, which is the IT department will be relocated into the cube farm and will also occupy one of the old Training trailers in the South Parking lot. Phase III demolition has begun, with a protective barricade around the job area.

Phase V has been added to complete the current cube farm/Training Room. This work will add a wall to provide additional cubicles to accommodate staff growth as well as a Maintenance Training Room. This Phase will begin after Phase IV completion.

Activity	Start	Completion
HR Relocate to new area	4/22/2019	4/25/2019
Operations Wing Relocation into renovated space	6/3/2019	6/7/2019
Phase III Staff (IT Department) relocate into temporary spaces	4/22/2019	4/26/2019
Phase III Furniture Decommissioning	4/24/2019	4/26/2019
Phase III Renovations construction	4/29/2019	6/20/2019
Phase III Move –in	6/24/2019	6/28/2019
Phase IV Staff Relocation	6/24/2019	6/28/2019

- **Space Planning Renovations Maintenance Area Design** – The Garage Door Improvements will begin this phase of work; this will include widen of the garage door from vehicle wash to the parking, charging area, the retrofit of the fire door and tie-in to the fire suppression system and upgrade and installation of the fire door for the front garage door near Treasury. The next phase of Maintenance will be the renovation of offices, rest rooms, fall protection, vehicle lifts, Maintenance locker rooms and lounge. The Task Order for the Maintenance area design was presented at the October 2018 Board Meeting and the design has begun with the Etica Group. The design completion is scheduled for September/October 2019.

- The design completion is scheduled for September/October 2019.
- **Vehicle Wash Rack/ Garage Door Improvement/Paint Booth**– The project is out for solicitation currently and now scheduled for the June 2019 Board with a recommended contractor. The procurement was extended to provide time for additional vendors and extend the question and answer period. The project scope includes the removal and installation a new vehicle was system, removal and installation of a new paint booth system and the widening of the garage door, removing the fire suppression door and suppression system.
- **Training & Contingency Facility** – The design is completing 60% design. Renderings will be available for presentation to the Riverside community. The location is to provide a full training facility with grounds for driving course as well, with room for expansion and operate as a contingency site for the agency. The tentative schedule of the final design is June/July 2019, with construction starting in Fall 2019.
- **Overhead Security Screen Doors** – The project is out for solicitation currently and now scheduled for the June 2019 Board with a recommended contractor. The project procurement was extended to provide additional time for vendors to partner. The project scope is for the installation of (9) screen doors on all bay doors in the facility.

**Justin Stuehrenberg**

Vice President of Planning & Capital Projects

To: Chair and Board of Directors

From: Roscoe Brown, Chief Operating Officer/VP of Operations

## **CONSIDERATION OF OPERATIONS DIVISION REPORT FOR APRIL 2019**

**ISSUE:**

A report of IndyGo Operations Division will be presented at the board meeting.

**RECOMMENDATION:**

Receive the report.

Roscoe Brown

Chief Operating Officer/VP of Operations

Attachments

Contributing Staff includes:

Dwight Benjamin, Director of Transportation

Mark Emmons, Director of Safety, Training & Security

Paula Haskin, Director of Flexible & Contracted Services

Ed Parsley, Director of Facilities

Cheryl Purefoy, Superintendent of Operations

## OPERATIONS DIVISION REPORT – APRIL 2019

### TRANSPORTATION SERVICES

#### Employee Recognition:

April Employee of the Month: Mary Spence

#### Commendations:

The following Transportation employees were recognized for their extraordinary customer service during the month of April:

Brittany Anthony, Paris Barnes, Roger Bobbitt x2, Joetta Camden, Dexter Davis, Wanda Ford, Onee Gooch, Marilyn Hughes, Terry LaGrone, Timothy Martin, Maryah Moncel, Lavelle Tealer Charles Valentine Supervisor #24, Sylvia Walker and Mary Williams

During this reporting period, the Recognition of Service Excellence Award banquet was held at the Indiana Roof Ball Room on March 21st, 2019. Operator Misti El-Shabazz was one of the recipients of this prestigious award and received further recognition from IndyGo's Chief Executive Officer Michael Terry, at April's Board of Directors' Meeting for Service Excellence.

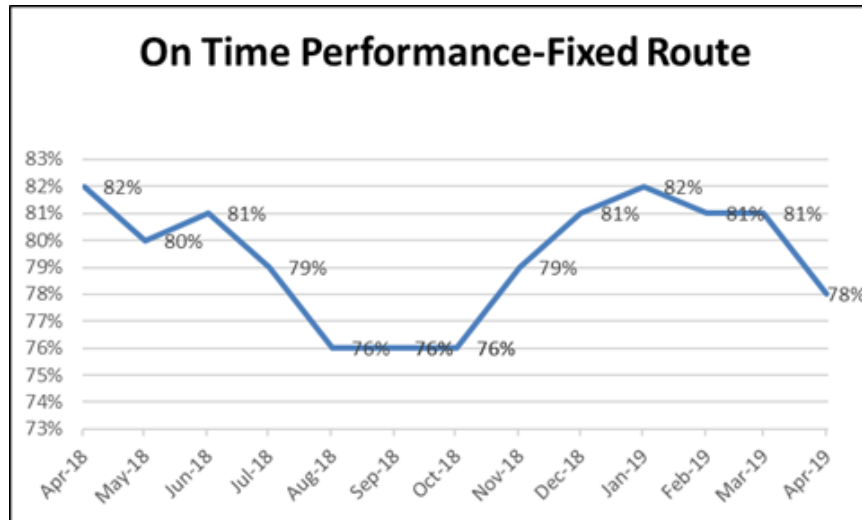
The following operators achieved an on-time performance rating of 90% or better during the month of April. A random drawing is held each month from this group of operators, and the winner receives an extra personal day. The winner for the month of April is Tenisha Baine.

1. TENISHA BAINE	6978	92%
2. RON BURTON	798	96%
3. JNAI DICKERSON	9101	92%
4. ROBERT FEIOCK	8620	95%
5. PATRICK GRAY	2339	93%
6. ARDIS GRIFFIN	9194	91%
7. LACRETIA HINTON	6933	94%
8. CALVIN JACKSON	8213	90%
10. JARVIS JOHNSON	9230	91%
11. ROBERT JORDAN	8891	93%

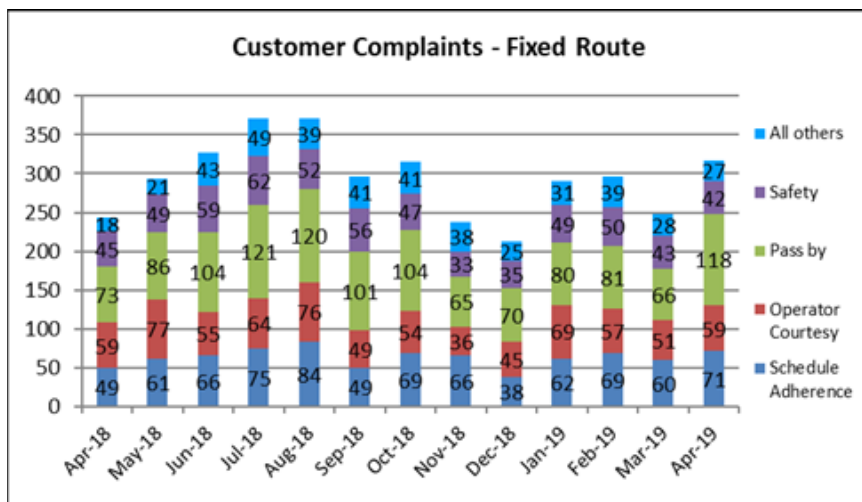
12. DAVID MADYUN	8399	93%
13. BETH MURRAY	8218	97%
14. JEROME NORRIS	4405	90%
15. WESLEY ROBERTSON	8488	92%
16. GREGORY SCOTT	8719	90%
17. LEO SCOTT	5447	90%
18. CHRISLYN STAPLES	9159	90%
19. STEPHEN THEIN	5963	92%
20. ANTHONY WHITE	3334	93%
21. MARY WILLIAMS	6709	93%

### Key Performance Indicators:

The On-Time Performance chart provides an overall outlook of the fixed route operators time point connections through peak and non-peak performance every month.



The customer complaint chart identifies customer concerns in service delivery.



### Community Outreach:

Operations had representatives attend the following community stakeholder meetings:

- IMPD Monthly Downtown District Community Task Force Meetings
- IMS Meetings
- Event Advisory Board Meeting



Operations continue to support law enforcement and other agencies regarding special events and emergency response request

## VEHICLE MAINTENANCE & REPAIR

The 2018 corresponding months completed scheduled tasks have been included to show the amount of improvements made by the Maintenance Department and preventative maintenance scheduling.

System	Year	Month	Completed	Year	Month	Completed
Alignments	2019	April	3	2018	April	6
Diesel Particulate Regen	2019	April	78	2018	April	48
Engine/Body Steam Cleans	2019	April	55	2018	April	34
Ramp Inspections	2019	April	54	2018	April	56
Body Inspections	2019	April	16	2018	April	25

The maintenance department has been recording the mean distance between road failures to the National Transit Database (NTD). As Maintenance improves the predictive maintenance program, the distance between failures should also increase. The chart below shows the distance between failures from January 2017 through current. Each month will be compared to the prior month as a reporting standard to Maintenance to validate the predictive maintenance program.

### Mean Distance

Mean Distance Major Systems Failures
Mean Distance Between All Systems Failures

	2019/01	2019/02	2019/03	2019/04	2019/05	2019/06	2019/07	2019/08	2019/09	2019/10	2019/11	2019/12
MAJOR	6,052	7370	8406	5640								
ALL	4,312	5182	6937	6382								
	2018/01	2018/02	2018/03	2018/04	2018/05	2018/06	2018/07	2018/08	2018/09	2018/10	2018/11	2018/12
MAJOR	4,895	4,392	5,342	6,238	5,016	4,181	5,164	5,554	7,285	12,211	8,546	7,968
ALL	3,200	3,618	4,474	4,822	3,973	3,122	4,179	4,611	6,000	9,962	7,023	6,221
	2017/01	2017/02	2017/03	2017/04	2017/05	2017/06	2017/07	2017/08	2017/09	2017/10	2017/11	2017/12
MAJOR	5,834	9,585	6,907	5,745	5,269	7,070	6,655	8,202	7,049	6,330	5,496	7,000
ALL	4,805	7,465	5,708	5,359	4,615	5,730	4,979	6,062	5,258	5,333	4,389	4,895

## **FLEET SERVICES & INVENTORY CONTROL**

There were 180 buses detailed in April. The goal is to detail every bus at least once per month. The entire fleet was detailed this month.

We have collected approximately \$5,320.16 core charges for parts for the month of April.

The Storeroom received 394 PO's in April. They inventoried 1554 stock code items and processed 1557 work order requisitions.

### Mileage Summary:

We have logged 2,847,711.40 miles YTD

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
707,466	646,619	667,992	711,337								

### Fluid Usage Summary:

FLUID TYPE	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	YTD
ATF	133	124	97	141			495
COOLANT	2,182	2,123	2,288	1,773			8,366
DIESEL	148,665	140,902	151,196	145,054			585,817
ENGINE OIL	793	665	674	455			2,587
UNLEADED	1,889	1,697	1,731	2,198			7,514

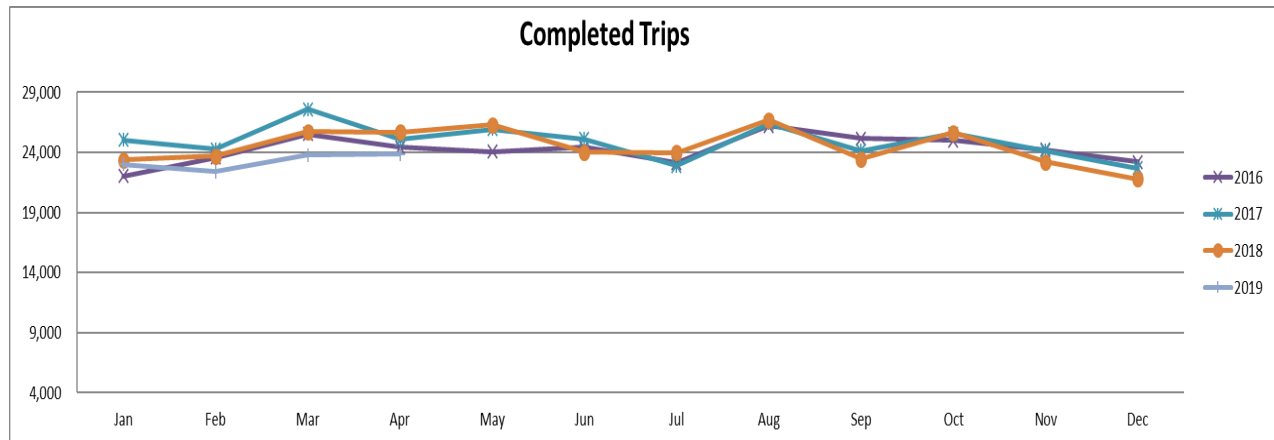
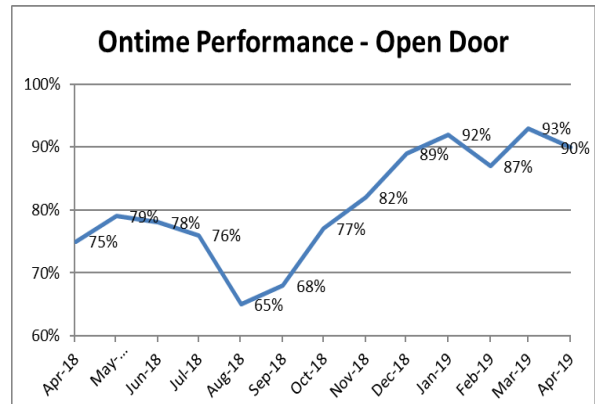
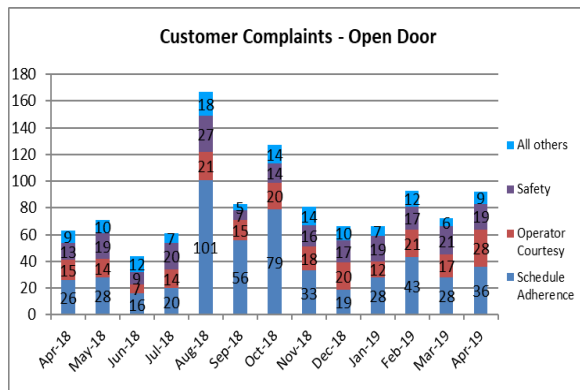
In March implemented a process where employees can request to checkout vehicles. There were 27 vehicles signed out in April for the motor pool.

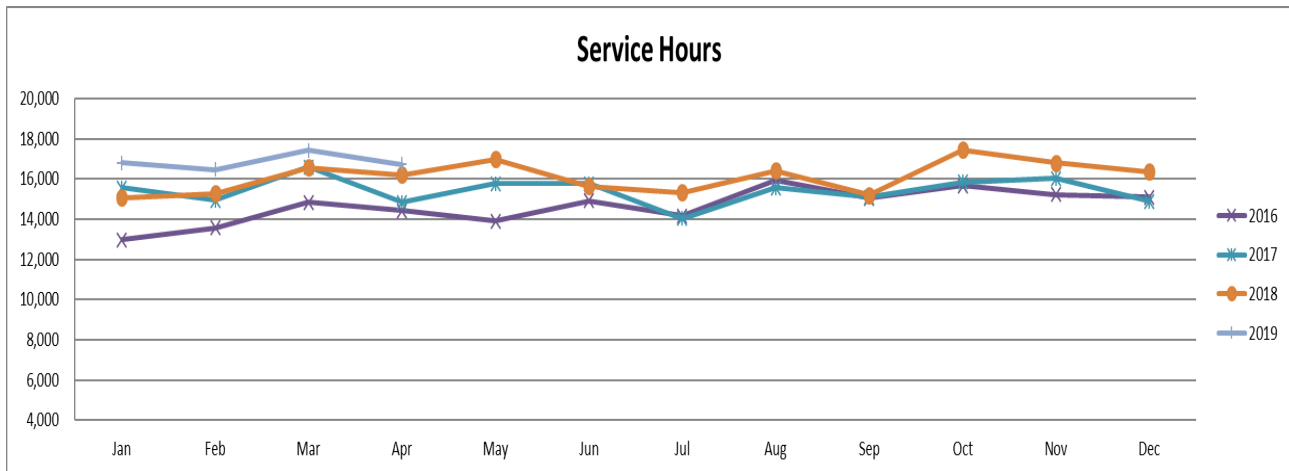
## **FLEXIBLE & CONTRACTED SERVICES**

Transdev ended April with on-time performance (OTP) of 90%. This is a decrease of 3% over the previous month, however, it is an increase of 15% over the same period last year. The average OTP for 2019 is 90% through April 30, 2019.

Indicative of the decreased OTP, customer comments increased from 79 in March to 98 in April; six (6) of which were compliments.

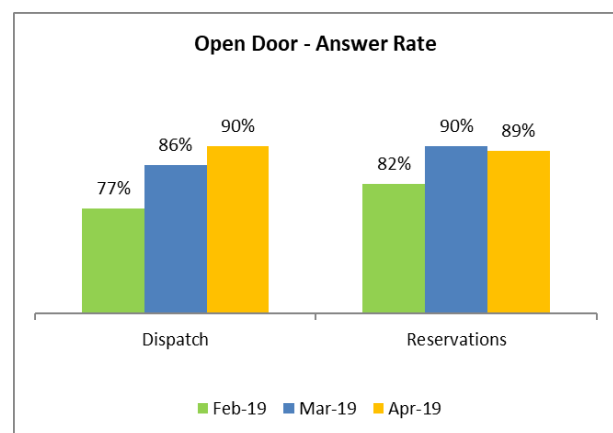
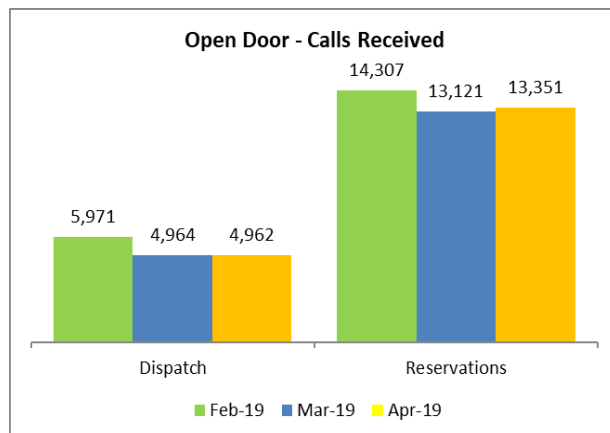
### Service Delivery Data:





**Open Door reservations and dispatch call comparison chart:**

Telephone response performance for both reservations and dispatch in Open Door is shown in the charts below. Staff continues to monitor and evaluate the call response performance.



**FACILITIES**

Contractors Miller Eades and R.L. Turner continued their work on the Electric Bus Charging Project estimated finish is the first week of April. Miller Eades was finishing all the overhead wiring and racking, even for the 40ft. bus designated islands. We will not have battery chargers for those islands until the designated bus company is chosen and then those chargers will be ordered at that time. All overhead wiring will be stubbed off and stored in the metal beams above the island ready to drop down when needed. IndyGo is now ready to charge all BYD buses when they arrive. R.L. Turner completed all the bus charger island work.

R.L. Turner continued their work on the Office Renovations Project continuing in Phase 2 by installing the porcelain tiles on the driver's bathroom walls and finishing the drywall installation throughout the driver's area, hallway and the offices in that space. Also, installation of the self-leveling floor foundation was started, and the floor tiles were to be installed on the new surface. Overhead HVAC duct work was completed along with additional ceiling grid placement. All plumbing lines have been completed in those areas.

Continuing in Phase II, the old procurement area remodeling was completed at the very end of the month with the exception of the security window and has now blossomed into the new high-tech employee reception friendly H.R. Department. The old H.R. Dept. has been moved to their new area and are open for business. The former H.R. and IT area demo work will begin the first week of April.

As we open newly remodeled areas of the main building those areas are now being setup on the new office recycling program where there are no office/desk trash cans, and use being made of community trash cans set in several areas of each department cutting down on large amounts of individual plastic trash bags going to the landfills. The small recycle cans were put at everyone's desk for recycling paper, plastic, and glass, along with community style recycle cans.

During the month of April, the Julia M. Carson Center was very busy. With temperatures on the rise more people are out and circulating. Crime has been picking up at the Transit Center Site and we have increased the security patrols and monitoring. We still have a lot of homeless people seeking sanctuary at the site, including inside the building. The Julia M. Carson Center is still averaging very close to 9,000 people per day.

In the month of April, more meetings were held to discuss the maintenance of the Red Line Stations.

Meetings were held to discuss the start of surface elevation work and paver and bed replacement which will start the first week of May on the north side of the building by the double doors and working towards Alabama Street on the north side of the building.

The Drover Street temporary training center was set up and is fully functional, along with the Ambrose GM Stamping Plant Site. Driving lines are being stripped and setup for BYD bus training, new driver training and CDL training, which is all completely functional at the site now.

During the month of April IndyGo had:

- 28 – Bus Stop Signs installed or removed.
- 1 – Simmee Seat installed
- 6 – Trash Cans Replaced
- 13 – Shelter Glass Panels Replaced due to vandalism

## **RISK & SECURITY**

### Risk & Safety:

IndyGo met with its third-party claim's adjuster company, CorVel, for its quarterly claims review. The review looks at all open and recently closed claims to verify the information that is being reported for both Worker's Compensation and Auto Liability. The next meeting is scheduled for July 18, 2019.

### Security & Training:

Environmental Management Services, Inc., assisted IndyGo in performing an EMS monthly audit. This audit helps identify issues that may be of a concern or needs to be addressed. Items include cleanliness of work stations in the garage, making sure chemicals are properly labeled, spills are cleaned up, etc. Any issues that were noted were addressed by the department that the issue was noted. There were no major issues found on this audit.

### Safe Drivers:

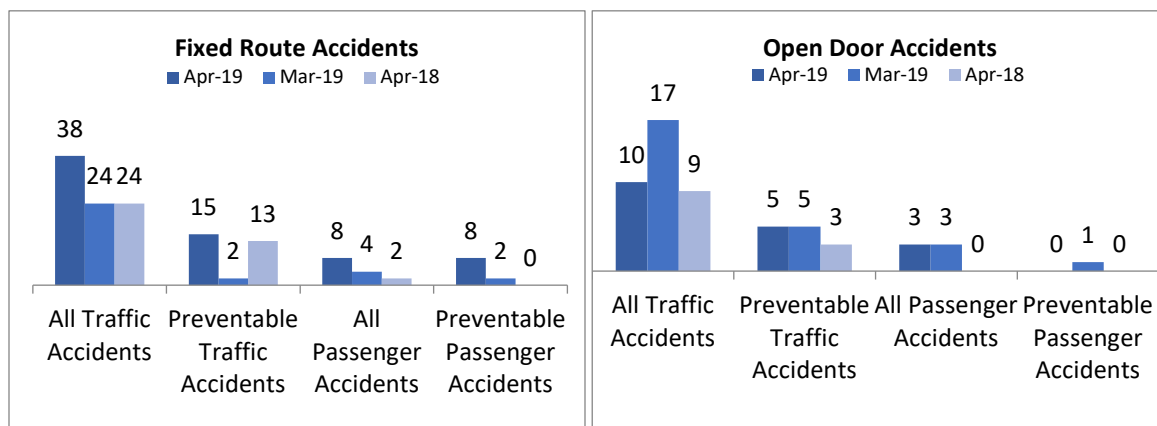
The following Operators were recognized for their safe driving for the month of April:

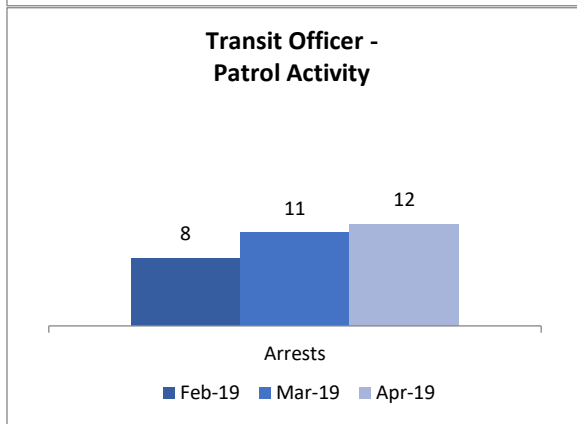
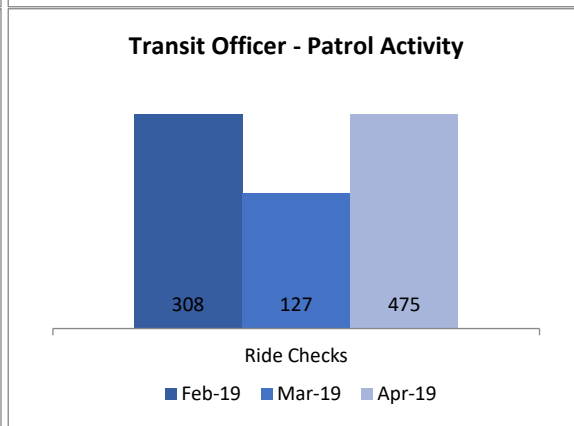
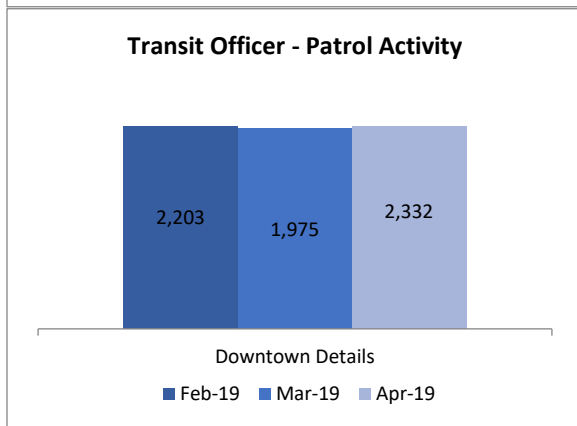
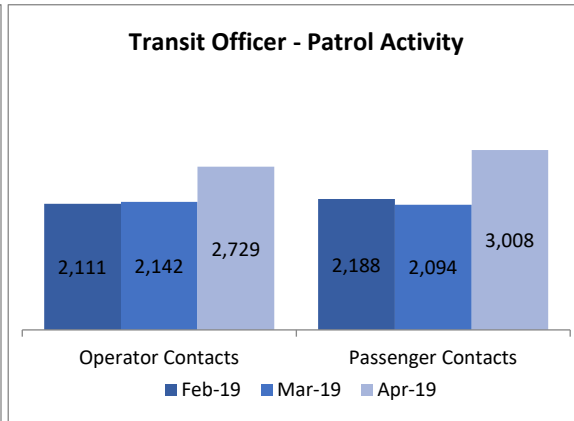
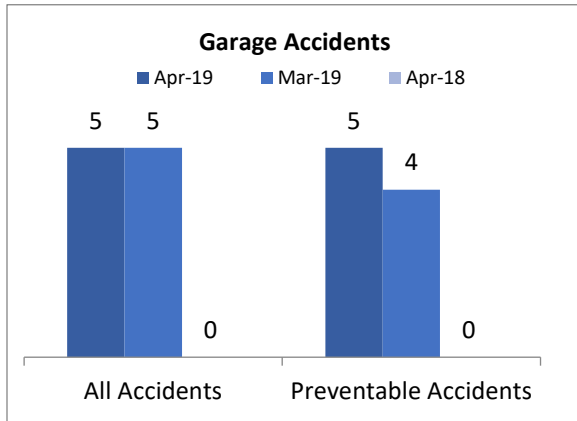
Myron Cornett -	15 Years	Trevor Jaboro -	3 Years
Kathleen Robinson -	7 Years	Treva Anderson -	2 Years
David Madyun -	6 Years	Akiella Bounds -	2 Years
Burt Garcia -	5 Years	Christopher Fletcher -	2 Years
Sandra Taylor -	4 Years	Gary Tindall -	2 Years
Juanita Davis -	3 Years	Deangelo Woodard -	2 Years

- IndyGo had its annual inspection of the fire alarm system which includes the horn/strobes and fire alarm panel at the Julia M Carson Downtown Transit Center. There were no deficiencies found during this inspection.
- Director of Transportation, Dwight Benjamin, Interim Director of Vehicle Maintenance, Kevin France, and Director of Security and Training, Mark Emmons, visited the maintenance department at The Transit Authority of River City (TARC) in Louisville, KY. This visit was to get information on how the Maintenance Roadeo is performed at the APTA International Bus Roadeo. Mr. France will be shadowing the TARC team this year to help prepare to develop a team for the 2020 Roadeo.
- IndyGo Class #19-03 began March 18, 2019. This class has completed the classroom portion of the class and is currently working on the route familiarization of the training program. There are currently 11 students in this class. Staff is still expecting this class to graduate in early to mid-June.
- IndyGo Class #19-04 began training on April 22, 2019. There was a total of 24 students for this class and they are currently in the classroom portion of the class. Staff is expecting this class to be able to graduate late June to early July.
- IndyGo training staff assisted in CDL tutoring of 15 candidates for the month of April. The CDL tutoring classes help those that need assistance learning the information required to obtain their CDL Learners Permit. Once the person obtains their CDL then they can apply for class and be able to start as a Trainee "A".

The following training sessions were conducted in April:

- Staff performed the following trainings:
  - Five (5) new-hire Administrative employees
  - Five (5) operators for retraining due to preventable accidents







To: Chair and Board of Directors

From: Phalease M. Crichlow, Vice President of Human Resources

**CONSIDERATION OF HUMAN RESOURCES APRIL**

**ISSUE:**

A written report of Human Resources information will be presented at the board meeting.

**RECOMMENDATION:**

Receive Human Resources report.

Phalease M. Crichlow

Vice President of Human Resources

**Contributing Staff:**

Elizabeth Zwierko, Sr. HRBP, Talent Acquisition

Jeffrey Brown, Director of Labor & Employee Relations

Teresa Boone, Director of Employee Services

Marc A. Stewart, Human Resources Program Manager, DAPM

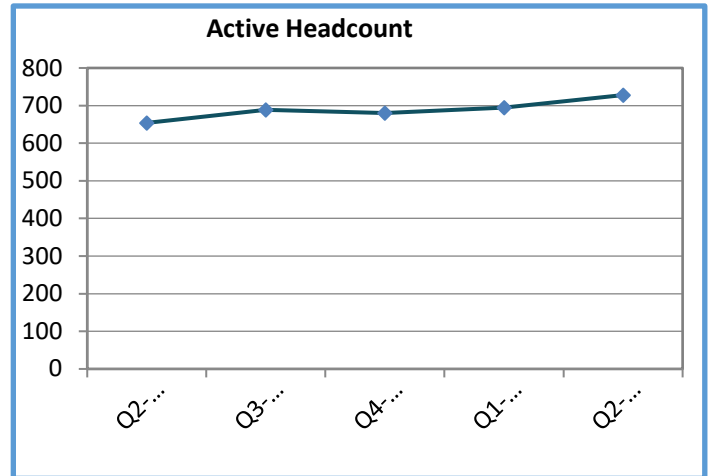
Felicia Moodie, Sr. HRBP, Benefits

# April 2019 Human Resources Department Board Report

## Talent Acquisition

Beth Zwierko, Sr. HRBP, Talent Acquisition

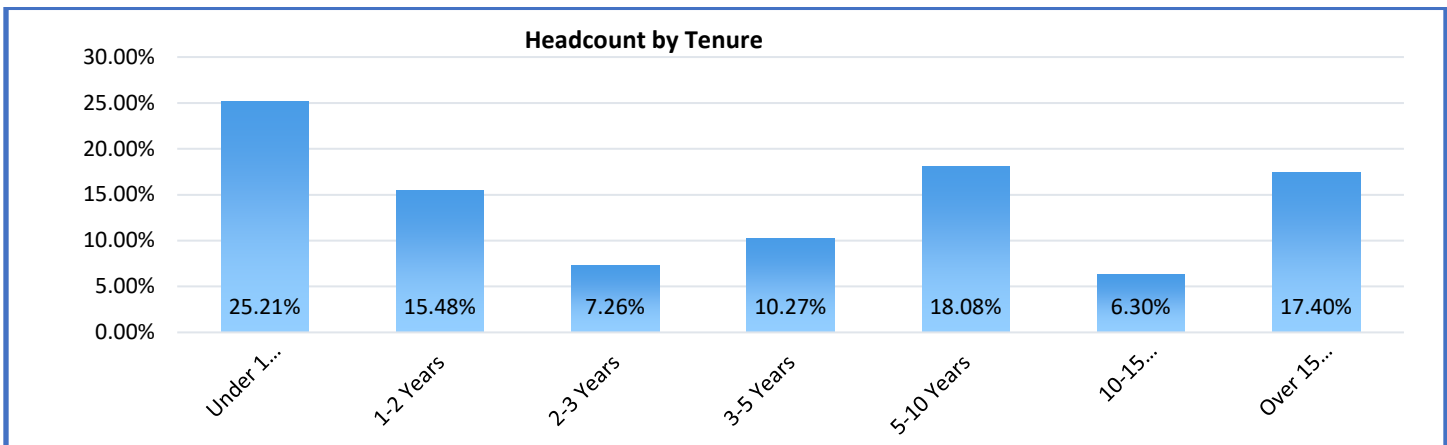
Month End Headcount			
	Active	Separations	New-Hires
Represented	515	4	9
Non-Represented	213	4	30*
Total	695	8	39
Monthly Turnover Rate			
1.13%			
Staffing Capacity			
Budgeted FTE*	885		
Incumbent FTE	728		
% of Capacity	-18%		



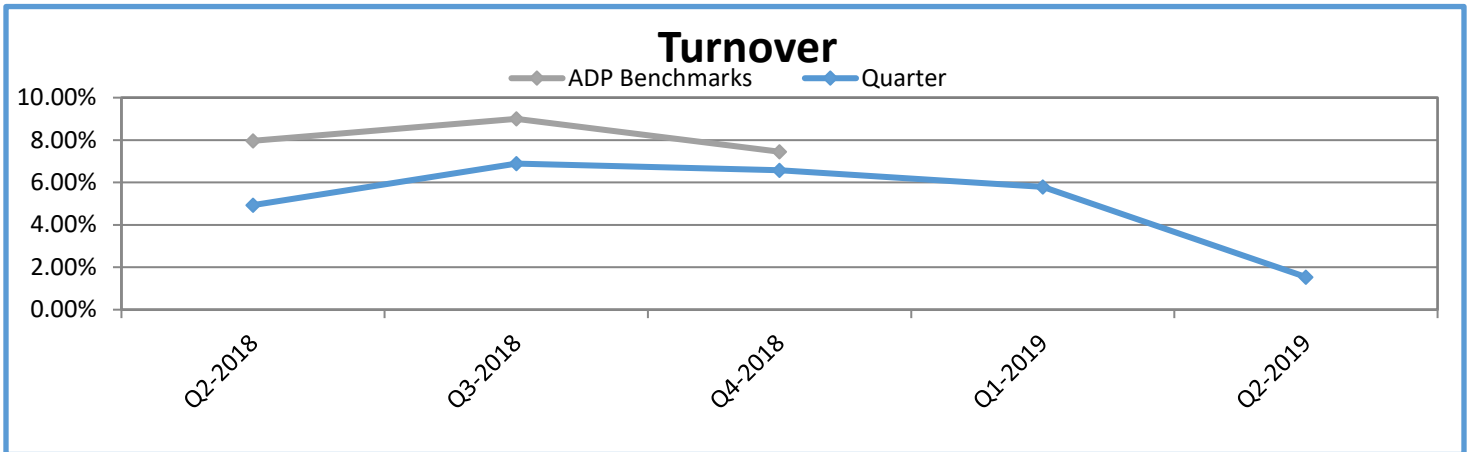
\*Number includes represented (Coach Operator Trainees) and non-represented

\*Budget FTE - Positions are filled based on the budgeted FTE's per quarter. The total staffing capacity represents total amount of 2019 FTE's.

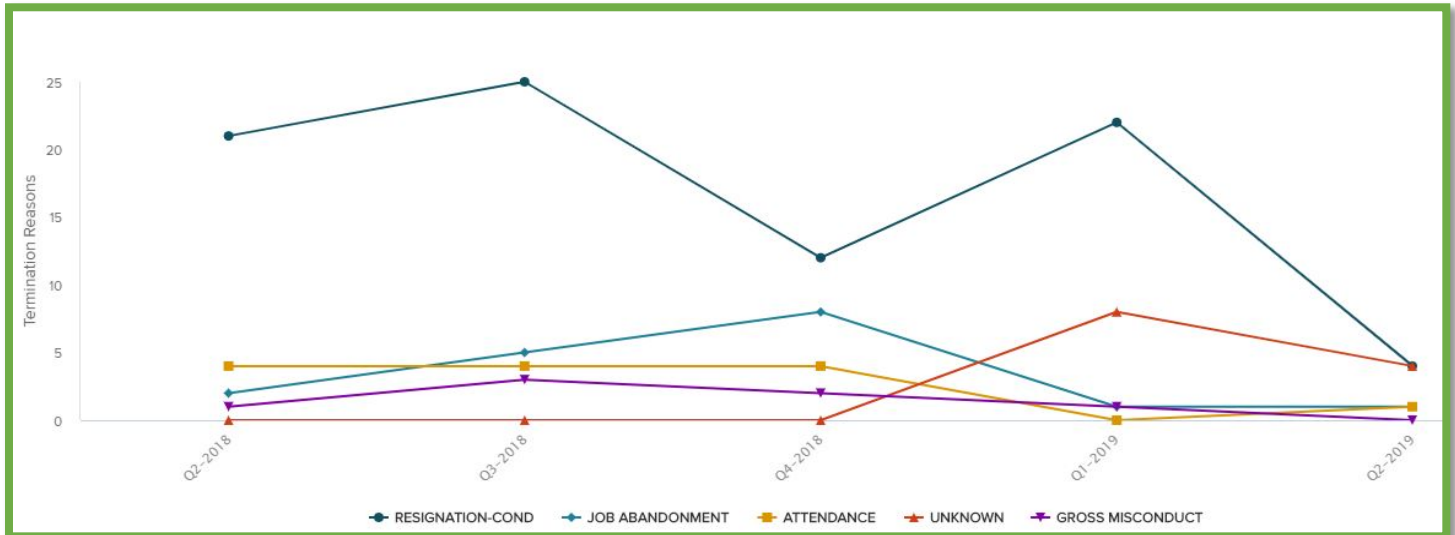
PERIOD	HEADCOUNT
Q2 – 2018	654
Q3 – 2018	689
Q4 – 2018	680
Q1 – 2019	695
Q2 – 2019	728



TENURE BAND	HEADCOUNT %	HEADCOUNT
Under 1 Year	25.21%	184
1-2 Years	15.48%	113
2-3 Years	7.26%	53
3-5 Years	10.27%	75
5-10 Years	18.08%	132
10-15 Years	6.30%	44
Over 15 Years	17.40%	127



PERIOD	OVERALL TURNOVER %	TOTAL TERMINATIONS	AVERAGE HEADCOUNT	ADP BENCHMARKS
Q2 – 2018	4.93%	32	649.29	7.97%
Q3 – 2018	6.89%	46	667.79	9.00%
Q4 – 2018	6.57%	45	684.86	7.45%
Q1 – 2019	5.79%	40	690.76	
Q2 – 2019	1.54%	11	713.95	



PERIOD	RESIGNATION-COND	JOB ABANDONMENT	ATTENDANCE	UNKNOWN	GROSS MISCONDUCT	ALL OTHERS
Q2-2018	21	2	4	0	1	4
Q3-2018	25	5	4	0	3	9
Q4-2018	12	8	4	0	2	19
Q1-2019	22	1	0	8	1	9
Q2-2019	4	1	1	4	0	1

## **Labor & Employee Relations**

Jeff Brown, Director of Labor & Employee Relations

### **LABOR RELATIONS**

#### **A. Collective Bargaining Negotiations**

Collective bargaining negotiations for a successor agreement between IndyGo and Amalgamated Transit Union (ATU), Local 1070 have been at impasse and the remaining proposals respective to wages and the pension were submitted to a third-party arbitrator for a final and binding decision. Hearings on the wage proposals were held on April 24, 2019 and April 25, 2019 and two additional days of hearings about the pension have been scheduled for the end of July. The arbitrator is expected to issue a decision in late Summer, early Fall of 2019.

#### **B. Grievances**

The collective bargaining agreement contains a two-part grievance procedure that permits the union to challenge disciplinary decisions and disputes concerning contractual interpretation. There are no new grievances that have arisen since the last report. The following is a summary of pending grievances:

<b>GRIEVANCES</b>				
	<b>Issue</b>	<b>Department</b>	<b>Step 1 Response</b>	<b>Step 2 Response</b>
<b>1</b>	Discipline	Transportation	Denied	TBD
<b>2</b>	Contract Interpretation	Human Resources	Denied	Denied
<b>3</b>	Contract Interpretation	Transportation	Denied	Denied
<b>4</b>	Contract Interpretation	Transportation	Denied	TBD

#### **C. Arbitration**

The grievance procedure in the parties collective bargaining agreement further permits the union to submit disputed grievances to a third-party arbitrator for final and binding resolution. The following is a summary of the pending arbitrations:

<b>ARBITRATIONS</b>				
	<b>Issue</b>	<b>Department</b>	<b>Arbitrator Selected</b>	<b>Hearing Date</b>
<b>1</b>	Contract Interpretation	Finance	Yes	May 16, 2019
<b>2</b>	Contract Interpretation	Maintenance	Yes	April 11, 2019
<b>3</b>	Discipline	Transportation	Yes	May 20, 2019
<b>4</b>	Contract Interpretation	Transportation	No	No
<b>5</b>	Discipline	Facilities	Yes	Awaiting Decision
<b>6</b>	Discipline	Transportation	Yes	Awaiting Decision
<b>7</b>	Discipline	Transportation	No. Union did not move forward.	NA

## **EMPLOYEE RELATIONS**

### **D. Unemployment Claims**

In 2019, IndyGo has received eleven (11) claims for unemployment insurance benefits from former employees. Since the last report, IndyGo successfully challenged benefits for nine (9) on the basis that the former employee should not receive benefits because they were discharged for just cause. IndyGo chose not to contest two of the claims.

### **E. Review of Employment Policies and Procedures**

Labor Relations is currently reviewing IndyGo policies and procedures, including its personnel manual, to ensure that those policies are informative, up-to-date, and compliant with state, federal and local law.

### **Drug and Alcohol Compliance**

Marc Stewart, Human Resources Program Manager (DAPM)

	March	April
Test Type	Number of Tests	Number of Tests
Pre-Employment	40	30
Random	30	26
Post-Accident	8	8
Reasonable Suspicion	0	0
Return-to-Duty	0	0
Follow-Up	1	1

### **DOT Publishes Drug Testing Rule**

On 23 APR 19, the Department of Transportation (DOT) published a final rule that makes minor technical corrections to the OST, FAA, FTA and PHMSA regulations governing drug testing for safety-sensitive employees to ensure consistency with the recent amendments made to the Department of Transportation's regulation, "Procedures for Transportation Workplace Drug and Alcohol Testing Programs," which added requirements to test for oxycodone, oxymorphone, hydrocodone, and hydromorphone to DOT-regulated drug testing programs. The changes to the Department's regulation make it necessary to refer to these substances, as well as the previously covered drugs morphine, 6-acetylmorphine, and codeine, by the more inclusive term "opioids," rather than "opiates." This rule amends the term in the FAA, FTA, and PHMSA regulations to ensure that all DOT drug testing rules are consistent with one another and with the Mandatory Guidelines for Federal Workplace Drug Testing Programs. In addition, this rule makes a conforming amendment to include the term "opioids" in the wording of the Department's annual information collection requirement and clarifications to section 40.26 and Appendix H regarding the requirement for employers to follow the Department's instructions for the annual information collection (MIS).

## **Learning and Development\***

\*No updates in this area

1. **Talent Acquisition &EEO** - (Q2) – sessions scheduled
2. **Reasonable Suspicion Training** (Q2) – sessions scheduled
3. **Supervisor/Manager/Director**
  - a. Labor & Employee Relations continues training in the area of labor relations/discipline and (CBA)contract interpretation.
4. **Butler Program**
  - a. Change Management – In preparation for the implementation of the IndyGo Strategic Plan, a select group of IndyGo employees have been chosen by the President & CEO, and the executive team members to participate in the 4 – week session (February 6 through March 13, 2019; completed.
  - b. Cohort #3 – selected employees will attend leadership training for 10 weeks (March 27 through July 24, 2019).
5. **Transportation Safety Institute**
  - a. Fundamentals of Bus Collision Investigation – June 2019.

## **Wellness/Employee Engagement**

Teresa Boone, Director of Employee Services

IndyGo HR team continues to effectively partner LHD Benefit Advisors, Activate Clinic and Anthem to build and manage a comprehensive health and wellness initiative that address the health issues specifically related to our workforce.

### **WELLNESS**

#### **Activate Clinic Utilization Stats for April 2019**

<b>Participation</b>	<b>Employee Encounters</b>	<b>Spouse Encounters</b>	<b>Dependent Encounters</b>	<b>Total</b>
	417	11	3	431

<b>IndyGo Clinic/April</b>	<b>Totals</b>
Acute Care	66
Annual – Health Assessment	11
Biometric Screening	48
BP/Weight Check	24
Follow Up - Clinical	38
Follow Up - Coaching	172
Immunization/Injection	6
Lab Test - Activate Provider	10
Lab Test - Outside Provider	1
Women's Preventive	1
Phone Coaching	16
Physical - DOT	38
<b>Grand Total</b>	<b>431</b>

## **EMPLOYEE ENGAGEMENT**

We continue to plan for educational initiatives throughout the year that will include a campaign for employees to register to use LiveHealth Online, a service provided by Anthem (more information on this program next month). Additionally, blood pressure training will be provided to employees that are interested in taking control of their health by monitoring their own BP. A more expansive focus in this area will include educational and other resources on the importance of dental and vision preventive and on-going health.

### **Activities/Events/Campaigns**

Q2 - Choose to Lose - April 15 through July 5 (IndyGo is partnering with Spire Wellness to lead the program of two (2) teams to compete in weight loss for wellness prizes.

Q2 - Garden Club – May planting begins in new location with new raised beds built by IndyGo employees.

Q2 - Eat and Drink Healthy.

Q2 – Lunchtime Bike Ride Program – May (every 2<sup>nd</sup> and 4<sup>th</sup> Friday)

Q2/Q3 – Run/Walk club- Begins in June; end with 5k in August.

Q2/Q3 – IndyGo Cares Week – Three (3) days of events/activities including, writing letters for children in the hospital, budgeting, retirement planning, exercise classes, stretching, chair massages and other sessions starting June 17, ending with a Health and Wellness Fair on the final day, June 20, 11 am – 2pm.

Q3 - Sleep Soundly (more details coming).

Q4 - Stress Well (more details coming).

IndyGo continues to work with all benefit providers to solicit programs, communicate awareness and provide tools and resources to support wellness initiative goals of the organization.

## **Leave Management & Workers' Compensation**

Felicia Moodie, Sr. HRBP, Benefits

### **LEAVE MANAGEMENT**

Total Intermittent Leaves Received: **14**

Total Continuous Leaves Received: **9**

**Total Leaves Received: 23**

Total Intermittent Leaves Closed: **7**

Total Continuous Leaves Closed: **11**

**Total Leaves Closed: 18**

Open Intermittent Leaves Closed As of 4/30/2019: **99**

Open Continuous Leaves As of 4/30/2019: **13**

Total Intermittent Occurrences: **120**

Total Intermittent Hours: **913.78**

April 2019	
Leave Type	Number of Days
FMLA – No Pay	12
FMLA – Personal Day	8
FMLA – Sick Day	30
FMLA – Vacation Day	34
Sick – No Pay	53
Workers' Comp – No Pay	16
<b>Total Lost Time</b>	<b>151 Days = 1208 Hours</b>

