



INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION 2020 MANAGEMENT & FINANCIAL PLAN

FISCAL YEAR JANUARY 1, 2020 THROUGH DECEMBER 31, 2020

INTRODUCED TO INDYGO BOARD: JULY 29, 2019

INDYGO BOARD ADOPTED: AUGUST 28, 2019

CITY-COUNCIL ADOPTED ON: OCTOBER 14, 2019

DLGF APPROVED FORM 1782: DECEMBER 13, 2019

*IndyGo*SM

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

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INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Indianapolis Public Transportation Corporation
Indiana**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Merrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Indianapolis Public Transportation Corporation, Indiana, for its Annual Budget for the fiscal year beginning January 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

TRANSMITTAL LETTER

A BUDGETARY MESSAGE FROM PRESIDENT INEZ EVANS



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dba IndyGo
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Indianapolis, IN 46222
T: 317.635.2100
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August 28, 2019

To: IPTC Chair and Board of Directors

From: Inez Evans, President and CEO

Subject: IPTC 2020 Financial and Management Plan



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

Nearly a decade ago, the Central Indiana Transit Task Force under the leadership of Indianapolis Mayor Greg Ballard took a hard look at the region's investment in transportation.

The Task Force found a substantial gap in the infrastructure and services offered when comparing the Indy area to other regions. Their findings and advocacy led to the creation of an ambitious regional transit vision: Indy Connect. Since 2016, IndyGo, with broad support from the community, leaders, and partners, has advanced the vision for a more connected, reliable, modern public transportation system.

Accomplishments

Red Line Rapid Transit

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

Phase 1 of the Red Line broke ground June of 2018 and is expected to open for service September 1, 2019. From June to December 2018, crews worked the full 13 miles focusing on improving draining, sidewalks, ADA ramps, signalization, pavement, and building station platforms and bus pad reinforcement. The 13-mile route will include 28 station locations with level boarding, off-board fare collection, real-time signage, and snow-melt systems. For 60 percent of the route, the battery-electric vehicles will travel in bus only lanes and the full corridor features transit signal prioritization. Construction, lasting for 12 months, included significant improvements to infrastructure including new sidewalks, crosswalks, and ADA ramps, repaired stormwater systems, upgraded signals, and repavement of the full 13-mile route. When in service, buses will arrive at each of the 34 stations every 10 minutes for 20 hours a day; providing a reliable and efficient spine of transit and connecting thousands of residents and employment opportunities.

Marion County Transit Plan and Transit Amenities

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

MyKey Fare Modernization

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

Corporate Strategic Plan

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

achieved several strides in many areas while innovating, expanding services and improving the mobility.

Awards

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

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

Macroeconomic Factors and Financial Health

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

The first bond issue (Series 2018A) for the Marion County Transit Plan in the amount of \$26M was issued by IndyGo in November 2018. This round of bonds will finance Purple Line Rapid Transit Design Services, Blue Line Rapid Transit Design Services, Local Bus and Paratransit Infrastructure and Bus Fleet Replacement. The funding for this bond issue comes from the 0.25% Local Income Tax. During the bonding process, IndyGo received a standalone AA- rating from S&P.

Macroeconomic factors play a significant role in IndyGo's financial health, as these factors impact primarily all sources of our revenue. As the uncertainty of these factors present unique challenges for sustaining a high level of quality transit service, IndyGo must continue to build strong community partnerships and identify alternative funding opportunities. However, with the excellent oversight of the IPTC Board of Directors, alongside the committed IndyGo team, we will maintain efficiencies that

will allow IndyGo to provide the support and service our dedicated transit customers currently expect, while at the same time shaping the future of mobility for the city of Indianapolis and Marion County.

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

Operating Budget

IndyGo's Operating budget is balanced budget with its revenues at \$111 million, which is about 6.14% greater than the previous budget year. This increase is supportive of the major ongoing and future projects as it relates to the Marion County Transit Plan. The increase comes from various factors such as wage increases, healthcare costs, fuel consumption, fare enforcement security costs as well as operation and maintenance of Red Line Infrastructure.

Capital Budget

IndyGo's 2020 Capital budget includes a total of \$97.7 million spending in capital projects. The funding comes from various sources. The spending anticipates 57% grants resources, 28% capital funds, 14% bond proceeds and 1% other sources. Major projects include fleet replacement and expansion, street infrastructure, facility improvements, Information Technology and Finance projects, Safety and Security updates as well as outreach and communications related enhancements.

Acknowledgments

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

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Inez Evans", with a stylized, flowing script.

Inez Evans, PRESIDENT & CEO

IndyGo

ORGANIZATION AND GOVERNANCE

BOARD OF DIRECTORS



JUAN F. GONZALEZ
Chairperson



MARK FISHER
Vice Chairperson



ADAIRIUS J. GARDNER
Secretary



GREG HAHN
Treasurer



TOMMIE JONES



RICHARD HARRY
WILSON, JR.



DANNY M. CRENSHAW

EXECUTIVE TEAM



INEZ P. EVANS
President & CEO



AARON VOGEL
Chief of Staff



ROSCOE BROWN JR.
Vice President of
Operations & COO



MARCUS BURNSIDE
Vice President of Technology/CIO



BRYAN LUELLEN
Vice President of Public
Affairs



NANCY MANLEY
Vice President for
Governance and
Internal Audit



BART BROWN
Vice President of Finance and
Chief Financial Officer



JILL RUSSELL
General Counsel



JUSTIN STUEHRENBURG
Vice President of Planning &
Capital Projects

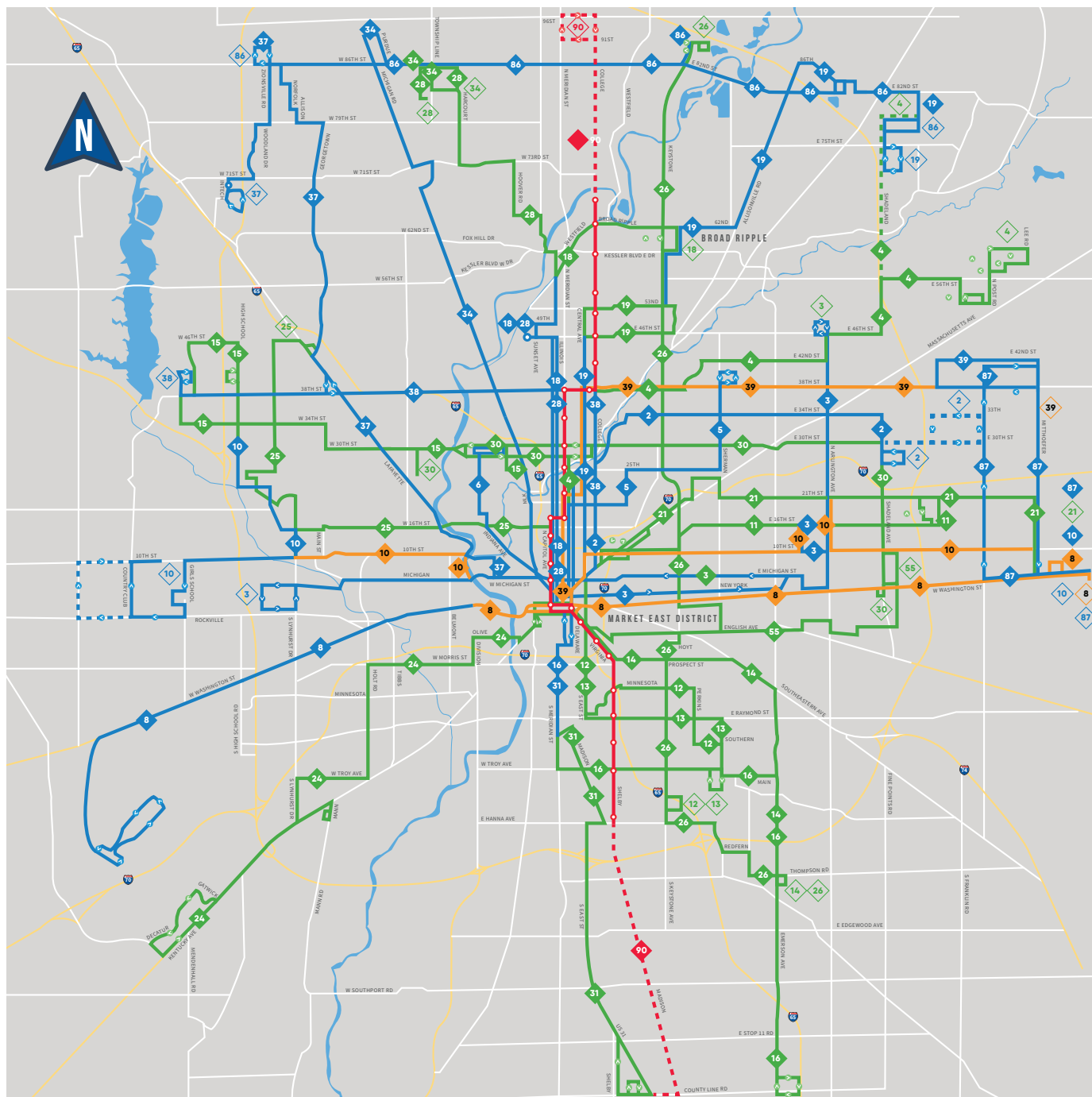


JEFFREY BROWN
Vice President of
Human Resources

BUDGET MANAGEMENT TEAM

HARDI SHAH, DIRECTOR OF BUDGET
JUSTIN BURCOPE, MANAGER OF FINANCE & INTERNAL AUDIT
ALEX WANG, DATA & PROJECTS ADMINISTRATOR

2019 SERVICE MAP

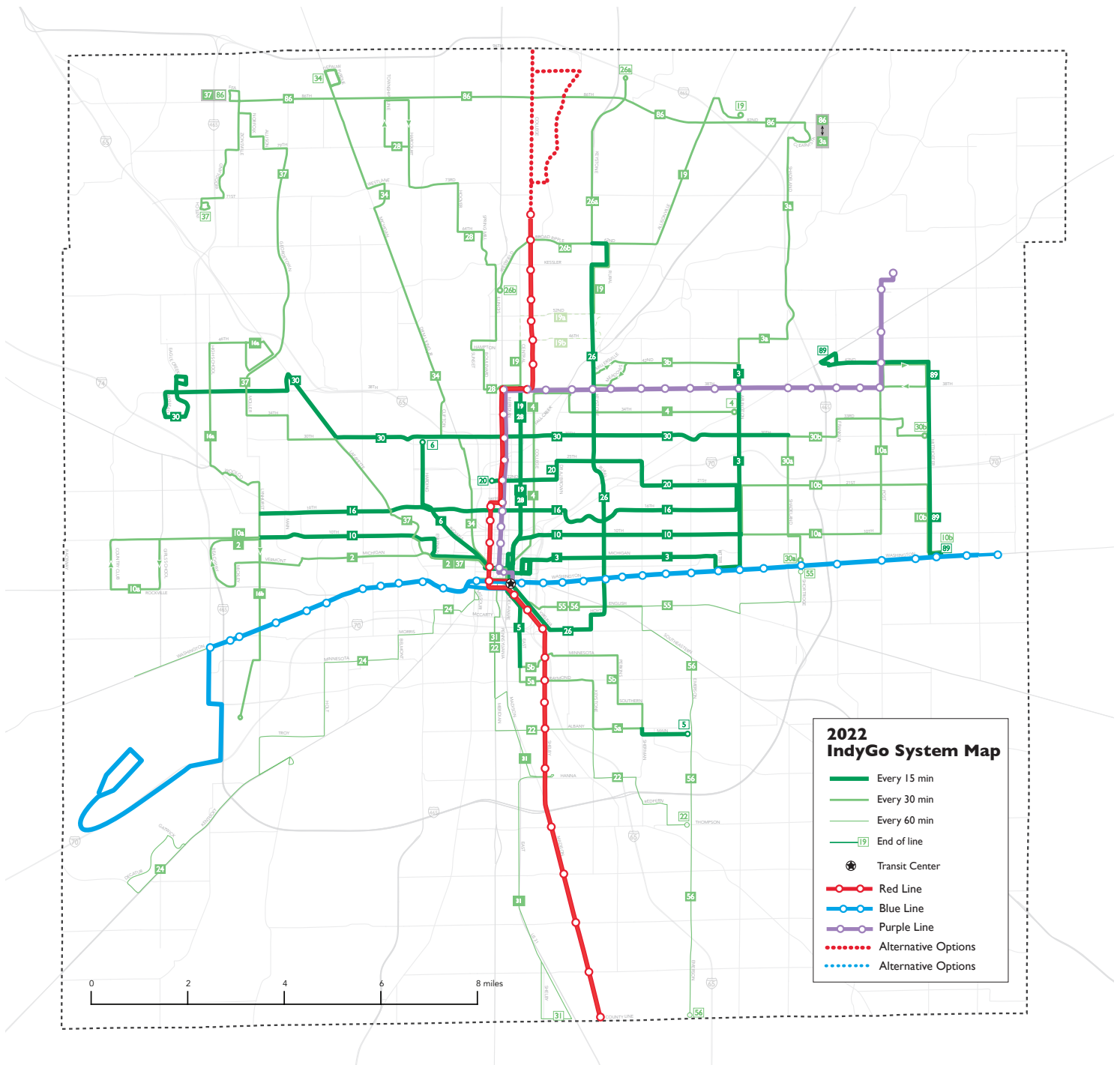


LEGEND

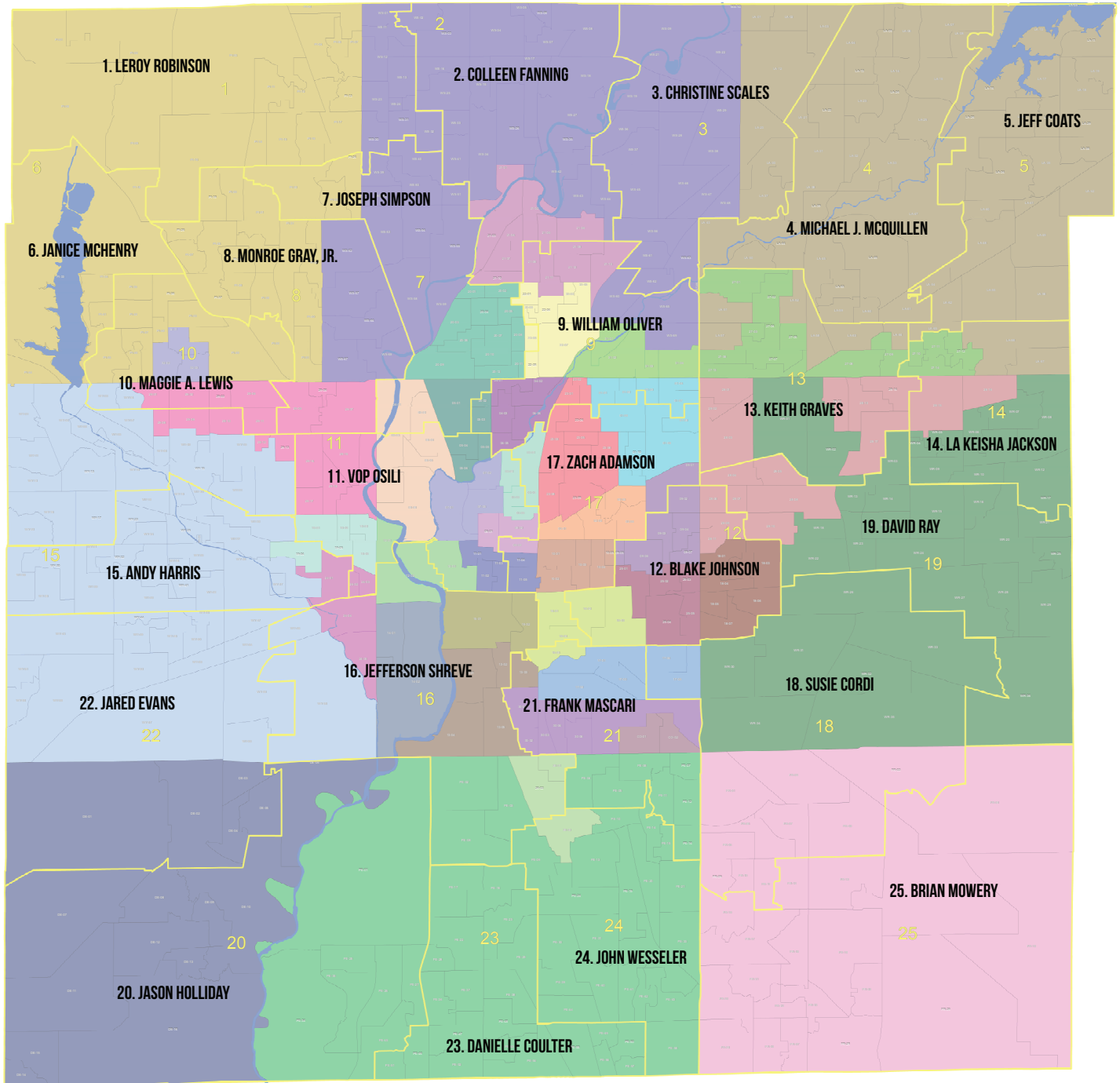
- RED LINE
- 15 MINUTE FREQUENCY
- 30 MINUTE FREQUENCY
- 60 MINUTE FREQUENCY
- RED LINE STATION
- 24 ROUTE NUMBER



MARION COUNTY TRANSIT PLAN/SERVICE EXPANSION



CITY COUNTY COUNCIL MAP



HISTORY



Historically, Indianapolis had an extensive network of streetcar routes dating back to 1864. In 1953, the last streetcars ran in the city and was converted into a bus route.

Most new bus routes followed the same routes as used by the streetcars and were run by the Indianapolis Transit System. Trolleybuses made their last run in the city four years later in 1957, leaving the city with an all-bus transit system. 1975, the City of Indianapolis became the administrators of the transit service and established the Indianapolis Public Transportation Corporation (IPTC).

Originally operating under the name Metro, the organization adopted the now familiar IndyGo in 1996.



Over the next decade, public and private partners known as the Indiana Transit Task Force began looking at the long-term plans and needs for moving people in the central Indiana region, and realized the necessity of significantly improved public transportation. The Indy Connect initiative, created in 2009, solidified these findings of identifying long term transportation needs for Indianapolis and produced the recommendations for the region, recognized as the Central Indiana Transit Plan.



In 2014, IndyGo underwent a Comprehensive Operational Analysis (COA) to identify service needs and resource investment priorities. With the leadership of Jarrett Walker and Associates, the plan to improve transit service in high ridership corridors with a more efficient grid design, longer service hours, and a system bolstered by three rapid transit lines was realized. This plan became the backbone of what the transit referendum dollars would fund – the Marion County Transit Plan.

In 2016, Marion County voters approved an income tax dedicated to transportation projects opening the way for the agency to expand service by 70% by 2024 by significantly improving the local routes and building three rapid transit lines. Local route improvements began in February and June of 2018 as well as construction of the Red Line Rapid Transit project.



ORGANIZATION OVERVIEW

FIXED ROUTE

IndyGo operates 31 fixed routes throughout Marion County generating about 9 million trips a year. All but three fixed routes travel through the Julia M. Carson transit center to allow riders a central transfer location. As service is improved, the fixed routes will form a more frequent grid network which will shorten the wait and travel times for current and future riders.

BRT

With the expansion of service, IndyGo is building three rapid transit lines on high ridership corridors. Bus Rapid Transit is an elevated service with level boarding, buses coming every 10-12 minutes, real-time arrival information at each station, and predominantly bus-only-travel lanes for efficient and reliable service. The Red Line, first of three rapid lines, is under construction and open for service in Fall of 2019. It will run from Broad Ripple through downtown Indy to the University of Indianapolis, connecting several neighborhoods, major employers and cultural institutions with frequent, comfortable rapid transit service. The route will come within a quarter mile of more than 50,000 residents and nearly 150,000 jobs – a quarter of all jobs in Marion County. Throughout most of the day, buses will arrive every ten minutes, and the Red Line will operate for 20 hours each day, 7 days a week.

The Purple Line Rapid Transit will replace current route 39, IndyGo's most productive route in its system. The third bus rapid transit line is the Blue Line and will elevate current route 8, connecting riders to the airport.

MOBILITY SERVICES

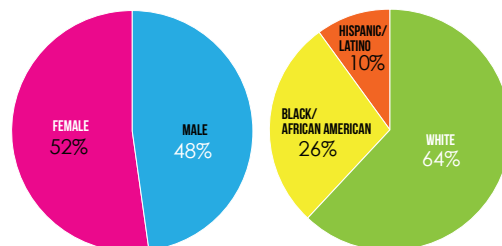
In addition to fixed route service, IndyGo operates a paratransit service, Open Door, which serves the needs of customers who, because of a disability, are unable to use IndyGo's local service and who meet the criteria established by the U.S. Department of Transportation under the Americans with Disabilities Act (ADA) of 1990. Open Door is an origin to destination, reservation-based, shared ride service. Although federal regulation only requires service within $\frac{3}{4}$ of a local route, IndyGo Open Door operates throughout all of Marion County during the same hours as local service. Currently IndyGo is undergoing a Paratransit COA.

RIDERSHIP

The 2018 total ridership was 8,815,808 with an average monthly ridership hovers around 700,000. Starting in February 2018, ridership increased slightly on those routes where trips have been added as part of the 70% increase in service. Average monthly ridership for 2019, is 716,000 trips. Nearly 50% of current IndyGo riders use the bus 3-5 times per week, and riders are primarily traveling to work, a social or personal meeting, or an education or healthcare destination. Of trips that originate at home, 48% of riders are going to a work destination, and 43% of riders would not have made the trip at all if they had not ridden IndyGo. Of surveyed riders, 71% are employed including 20% working part-time, and 76% of riders have household incomes less than \$35,000 annually.

SERVICE AREA

MARION COUNTY DEMOGRAPHICS
POPULATION = 860,000



STRATEGIC PLAN & BUDGET INTEGRATION

From 2017-2018, IndyGo developed its 10-year Strategic Plan. After surveying, inter-viewing, and hosting focus groups for internal and external stakeholders, IndyGo has refocused and narrowed its direction. IndyGo wants to ensure its experts, from Professional Coach Operators to Mechanics to Accountants to Human Resource Specialists, better communicate, collaborate, and listen to the needs of our customers and co-workers to connect our community to economic and cultural opportunities through safe, reliable, and accessible mobility experiences. At IndyGo, we believe in mobility for all.

Mission, vision, and values statements as well as strategic plans determine a company's direction, beliefs, and future. Developing Mission, Vision, and Values will help IndyGo solidify and elevate its brand, while the strategic planning process will provide an organizational roadmap for an evolving agency.

The Strategic Plan will establish short-range goals along with a list of priorities for programs, projects, and processes to be implemented within the 2019 – 2029 timeframe. The goal of this process is to improve IndyGo's internal culture and to create a plan that focuses our time, energy, resources, and funding as efficiently as possible as we roll out the Marion County Transit Plan and beyond. After the Strategic Plan was adopted by the Board of Directors in February 2019 affirming Mission, Vision, Values & Goals, Individual Pods began working through each Goal's Objectives and Initiatives to carry the Strategic Planning process into its next steps. One of those important next steps will involve the creation, revision, and refinement of department-specific as well as agency -wide performance metrics.

The Board adopted Strategic Plan can be found at <https://www.indygo.net/about-indygo/>

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

**TO CONNECT OUR COMMUNITY TO ECONOMIC AND CULTURAL OPPORTUNITIES THROUGH
SAFE, RELIABLE, AND ACCESSIBLE MOBILITY EXPERIENCES.**

ADVANCING MOBILITY AS A CATALYST FOR SUCCESS.

A horizontal bar chart with five segments of increasing length from left to right, labeled CULTURE, CUSTOMER, INNOVATION, PARTNERSHIPS, and PERFORMANCE.

<p>SHORT TERM:</p> <ul style="list-style-type: none"> • Provide a 365-day measurable framework for all employees. • Host informal conversation sessions. <p>LONG TERM:</p> <ul style="list-style-type: none"> • Create, maintain, & celebrate employee engagement & collaboration. • Refine employees professional learning, development, & evaluation processes. • Provide support & structure for employees. • Establish a year-end recognition process. • Monitor & track culture & climate. • Develop a succession plan. 	<p>SHORT TERM:</p> <ul style="list-style-type: none"> • Develop & communicate customer service philosophy. • Implement a pre-hire personality assessment. <p>LONG TERM:</p> <ul style="list-style-type: none"> • Reduce customer complaints. • Attract & retain employees that care about people. • Develop a secret shopper program. • Create an employee learning, development, & shadowing program. • Develop a customer service training program. • Establish a customer satisfaction program. 	<p>SHORT TERM:</p> <ul style="list-style-type: none"> • Identify market trends. • Empower, encourage, & celebrate employees to "think outside of the box." • Create a rider mobile app & self-service portal. <p>LONG TERM:</p> <ul style="list-style-type: none"> • Strive for innovation in all aspects. • Monitor & engage with vendors. • Develop curriculums & certificate programs. • Track employee skill sets in preparation for increased innovation. • Create an end-to-end, real-time rider experience. • Survey & engage customers through the Transit Ambassador program. • Implement a CPW to track, process, & respond to customer feedback & sales. • Offer lifestyle management practices. • Leverage & evolve the on-site clinic. • Establish an electric fleet. • Monitor & improve life span & reliability of electric battery charge. 	<p>SHORT TERM:</p> <ul style="list-style-type: none"> • Pilot & partner with universities & businesses for training, recruitment, & ridership. <p>LONG TERM:</p> <ul style="list-style-type: none"> • Identify & secure mobility partners. • Develop a sponsored rides program. • Identify, prioritize, & fund mobility services for areas in need. • Sponsor specific populations. • Partner with the private sector for future needs. • Establish a mentorship program for employees. • Establish feedback loops for vendors. • Roll out IPS high school program. 	<p>SHORT TERM:</p> <ul style="list-style-type: none"> • Benchmark performance. • Establish & monitor KPIs. • Commit to individual performance measures. <p>LONG TERM:</p> <ul style="list-style-type: none"> • Provide individual & agency accountability. • Strive towards continuous process improvement practices. • Develop internal feedback loops. • Provide professional development opportunities. • Offer access & use data to monitor progress & make decisions. • Build, maintain, & strengthen data systems, analysis, & infrastructure.
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KEY PERFORMANCE INDICATORS (KPI'S) & MEASUREMENTS

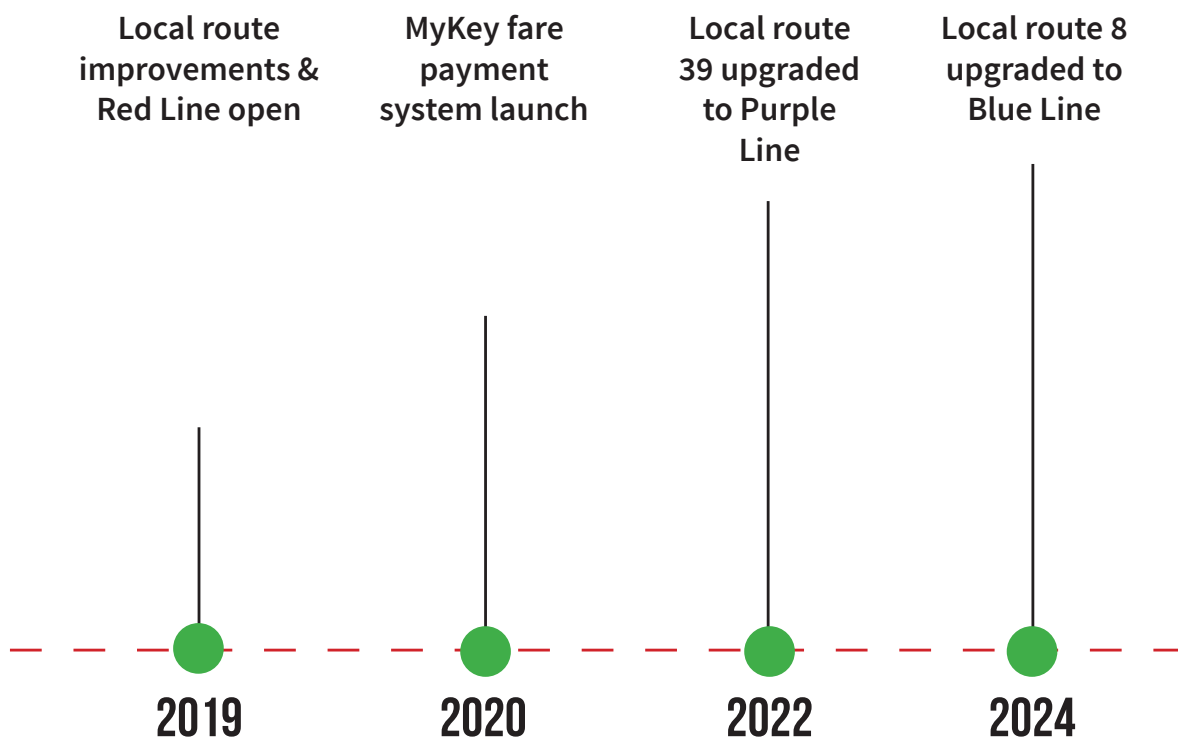
WHAT WILL THIS BUDGET PROVIDE

This budget supports the improved transit service; ramping up to an overall 70% increase by 2022.

In 2016, Marion County voters approved a 0.25% income tax dedicated to transit projects. This dedicated tax will support build out of three rapid transit lines, bus infrastructure including shelters and benches, new vehicles to replace an aging fleet and work towards improving local bus routes to run more frequently. A 70% increase in service translates to an additional 350,000 revenue hours each year.

By investing in a high-frequency grid network design elevated by three rapid transit lines, IndyGo is shortening wait and travel times for current and future riders.

Serving current and future riders with improved service requires both new vehicles and increased staff. Operations including coach operators, supervisors, mechanics, and administrative staff are the largest hiring needs. Additionally, IndyGo's current bus fleet and the building is beyond its useful life, and thus the budget calls for replacement vehicles and upgrades to the headquarter facilities.



Indianapolis Public Transportation Corporation
(A Component Unit of the Consolidated City of Indianapolis - Marion County)
Demographic and Economic Statistics
Last Ten Years

Calendar Year	Population (1)	Per Capita Personal Income (2)	Median Age (3)	Student Enrollment (4)	Unemployment Rate (5)
2009	808,466	\$ 38,532	35.8	131,678	9.4 %
2010	807,584	37,232	33.6	131,886	9.9
2011	820,445	37,232	33.0	132,475	9.4
2012	834,852	38,309	33.7	130,796	7.7
2013	843,393	40,132	33.7	128,478	8.7
2014	848,799	39,963	34.0	130,007	6.3
2015	862,781	40,998	34.3	130,371	5.0
2016	855,164	43,492	34.3	131,754	4.4
2017	863,002	48,253	34.3	132,596	3.1
2018	867,125	50,957	34.5	132,838	3.4

(1) Source: Hoosierdata.in.gov as provided by Indiana Department of Workforce Development.

(2) Data presented are per the U.S. Department of Commerce, Bureau of Economic Analysis. Per capita personal income was computed using Census Bureau midyear population estimates. Estimates reflect county population estimates available as of March 2019.

(3) Data presented are per U.S. Census Bureau. Source: 2010-2014 American Community Survey 5-Year Estimates.

(4) Data presented is for All Marion County Public Schools. Source: Indiana Department of Education.

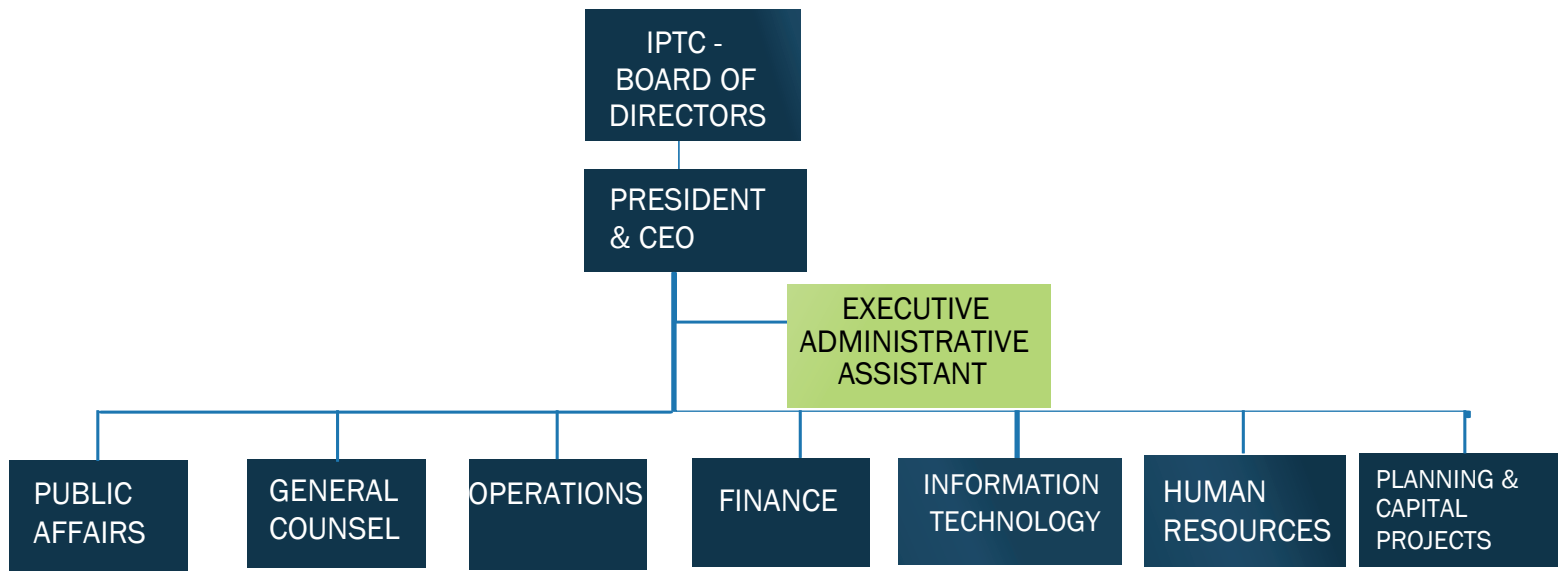
(5) Data presented is for Unemployment rate, nonseasonally adjusted, annual average, Marion County, IN. Source: Bureau of Labor Statistics and Hoosierdata.in.gov as provided by Indiana Department of Workforce Development, December 2017.

Indianapolis Public Transportation Corporation
(A Component Unit of the Consolidated City of Indianapolis - Marion County)
Principal Employers
Current Year and Nine Years Ago

2018				2009			
Employer (2)	Employees	Rank	Percentage of Total City Employment (1)	Employer (3)	Total Employees	Rank	Percentage of Total City Employment (1)
Indiana University Health	23,187	1	2.44%	Clarian Health Partners, Inc.	12,763	1	1.43%
St. Vincent Hospitals & Health Services	17,398	2	1.83%	Eli Lilly and Company	11,550	2	1.30%
Community Health Network	11,328	3	1.19%	St. Vincent Hospitals & Health Services	10,640	3	1.19%
Eli Lilly and Company	10,005	4	1.05%	IUPUI	7,066	4	0.79%
Wal-Mart	8,926	5	0.94%	Federal Express	6,311	5	0.71%
Kroger	7,675	6	0.81%	Community Health Network	5,341	6	0.60%
Federal Express	5,000	7	0.53%	Rolls Royce	4,300	7	0.48%
Anthem	4,866	8	0.51%	WellPoint Inc.	3,950	8	0.44%
Meijer	4,594	9	0.48%	Allison Transmission/Div of GMC	3,800	9	0.43%
Roche Diagnostics	4,500	10	0.47%	AT&T	3,000	10	0.34%
Total			10.25%	Total			7.71%

- (1) Percentage of total City employment is calculated using total Employment Labor Force, which can be found at www.stats.indiana.edu.
(2) Largest employers can be found at www.indypartnership.com (Indy Partnership).
(3) 2009 largest employers data can be found in IPTC 2009 Annual Report.

ORGANIZATION CHART - INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION



BUDGET PROCESS INFORMATION

BUDGET PROCESS

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

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

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

BUDGET PREPARATION

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

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

REVIEW AND PUBLIC PARTICIPATION

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

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

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

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

BUDGET AMENDMENTS & TRANSFER

Budget Amendment

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

Transfer of appropriations between major classifications

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

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

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

MONITORING

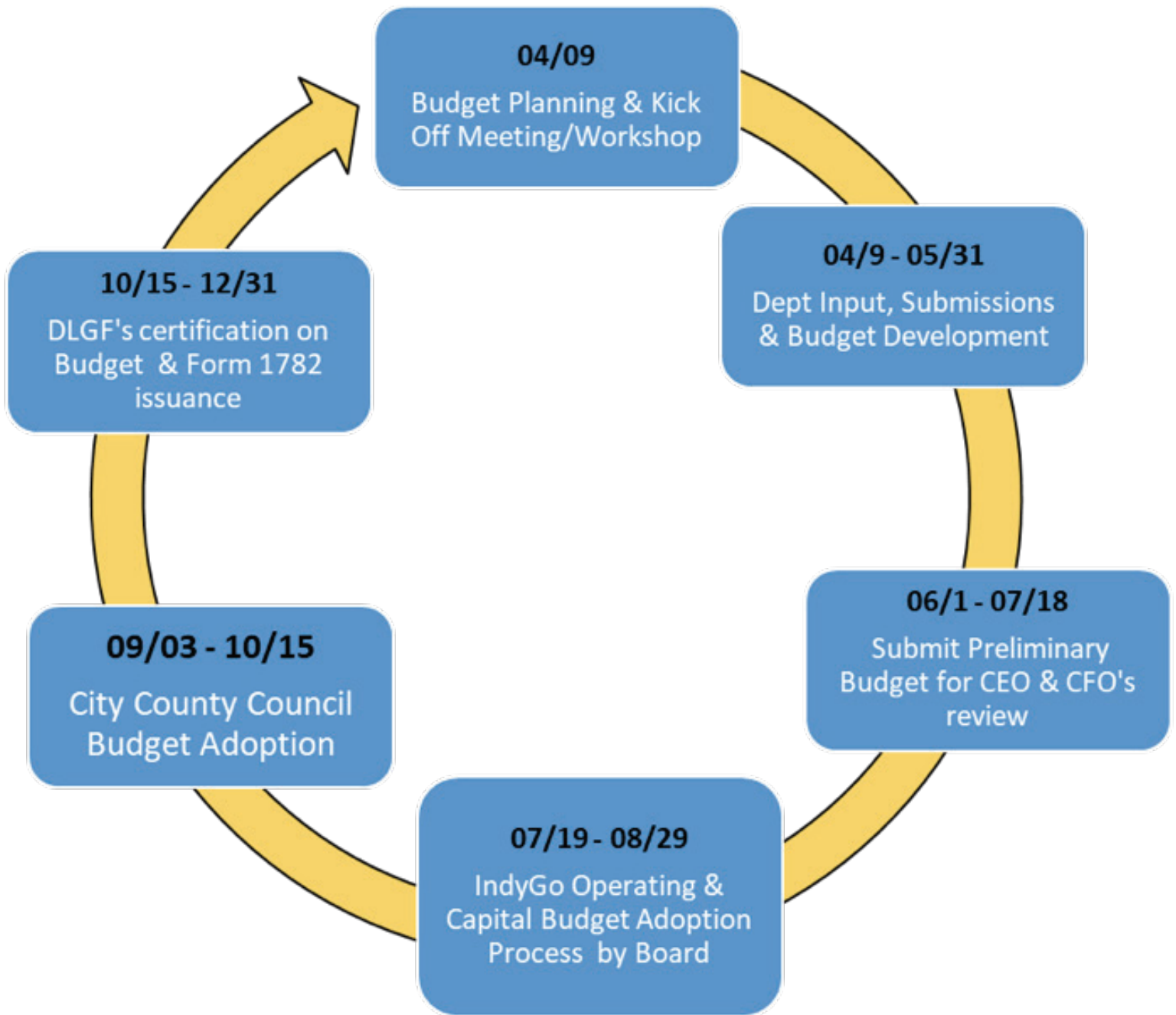
Budget status reports are distributed monthly to all Department Directors and Vice Presidents. Variances are reported based on the comparison of the budget amounts versus actual expenditures. All departments are required to monitor their respective budgets using this tool to ensure that the adopted budget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

BUDGET ACCESS

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

FISCAL YEAR 2020 BUDGET CALENDAR

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



BASIS OF GOVERNMENTAL FINANCE AND FUND STRUCTURE

Cash Basis of Budgeting

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

Accrual Basis of Accounting

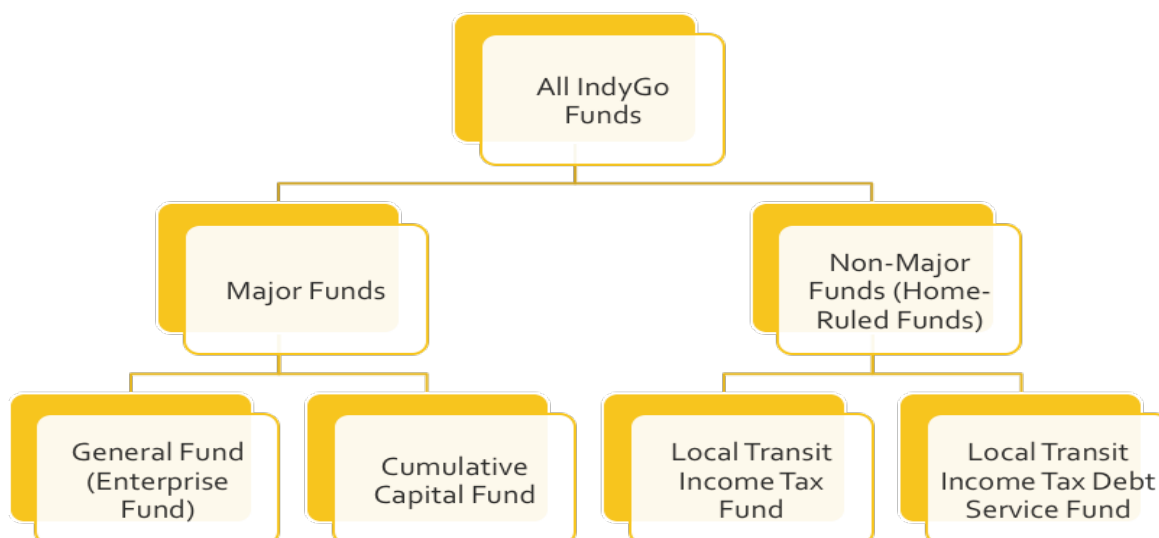
The operations of IPTC are accounted for as an enterprise fund on an accrual basis in accordance with all applicable Governmental Accounting Standards Board (GASB) pronouncements for accounting. The accrual method recognizes transactions and events when they occur, regardless if when cash is received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

Balanced Budget

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

IndyGo Fund Structure

IPTC's annual budget is divided into several funds. A separate sum of money is appropriated for each fund. Funds are established for special program groups, which usually have specific revenue sources associated with their expenditures.



General Fund

The General Fund is the primary operating fund of IndyGo. The General Fund is used to account for all financial resources with the exception of those required to be accounted for by another fund. The General Fund represents the largest part of the total financial operation of the organization.

Cumulative Capital Fund

The cumulative capital fund is used to fund various capital improvements projects of IndyGo such as facilities, Information technology infrastructure, Security equipment, coaches etc. This fund is funded through a specific property tax levy.

Local Transit Income Tax Fund

In November 2016, Marion County residents voted 59% in support of new dedicated funding to improve transit service in Indianapolis. The local transit Income tax rate of 0.25% funds public transit projects in the County, including operating expenses associated with it.

Local Transit Income Tax Debt Service Fund

Any debt issuance backed by local transit income tax revenue is serviced by this fund.

IndyGo Funds and Departments

IndyGo funds are not dedicated to any particular department(s). The funds are used for their specific spending purpose, Operating/general funds for all operating activities by all the departments. Capital funds are utilized to fund capital projects or match towards capital projects. Capital projects are summarized and reported on the agency level by expenditure type. Debt service fund is a restricted fund and Finance department is responsible for making timely debt service payments.

FINANCIAL POLICIES

FUND RESERVE POLICY

IndyGo has a comprehensive Fund Reserve Policy. Key components of the policy are presented here.

Reserves provide a government with options for responding to unexpected issues and a buffer against shocks and other forms of risk. The IndyGo finance department, led by the Chief Financial Officer, manages the maintenance and adherence to approved reserve levels.

IndyGo's policy, which is reviewed bi-annually by the Board of Directors, is to maintain an Operating Fund balance at a minimum level equivalent to 15% of recurring, budgeted operating expenditures.

The fund balance in the Debt Service Fund will be maintained at a level equal to or greater than the total principal and interest payable from that Fund for the upcoming semi-annual debt service payment. This fund balance will also be managed to eliminate or minimize arbitrage rebate liability.

Capital Funds will be held in reserve for infrastructure projects and equipment purchases requiring IndyGo local match.

IndyGo also holds in reserve an average of insurance claims expenditures for the prior three quarters, in order to protect the agency from self-insurance risks.

DEBT POLICY

IndyGo has a comprehensive Debt Management Policy. Key components of the policy are presented here.

IndyGo maintains a debt policy in order to ensure fiscal prudence and to promote long-term financial sustainability. This policy establishes criteria for the acceptable level of indebtedness related to debt issuance, and management of the debt portfolio.

Outlined in the policy are acceptable financial tools for both short- and long-term debt financing. The financing purpose will determine the type of debt that IndyGo will engage in. Short-term debt instruments include line of credit services, tax and revenue anticipation warrants, bond anticipation notes, and commercial paper. General obligation bonds and notes, revenue bonds, and lease financing are options for long-term debt. Where required by statute, this policy adheres to all appropriate debt limits.

Type of Debt	Constitutional Limitation	Statutory Limitation	Policy Limitation
General Obligation (1)	2%	0.67%	0.67%
Revenue	No Limit	No Limit (2)	No Limit

(1) Includes debt payable from local income tax (LIT) revenues. For purposes of this section, IPTC recognizes that the Special Transportation LIT revenues do not count against the debt limitation of IPTC but that of Marion County.

(2) Revenue debt is not limited because no taxing power or general fund pledge is provided as security.

All payment of general obligation bonds and revenue bonds shall be from IndyGo's Debt Service Fund at a level equal to or greater than the total principal and interest payable from that Fund for the upcoming semi-annual debt service payment.

The Chief Financial Officer for IndyGo is responsible for coordinating and analyzing all necessary debt requirements. This includes timing, calculation of outstanding debt and debt limits, as well as current revenue requirements.

CAPITAL ASSET MANAGEMENT POLICY

Annually, along with the development of the Operating Budget, IndyGo will prepare and update a five-year Capital Improvement Program (CIP) analyzing all anticipated capital expenditures, identifying associated funding sources, and future capital expenditures necessitated by changes in the landscape of service needs. Capital improvement projects are defined as facility or equipment purchases or construction which results in a capitalized asset costing more than \$100,000 and having a useful (depreciable life) of three years or more. Also included are major maintenance projects of \$100,000 or more that have a useful life of at least three years. For accounting purposes, the definition of a Capital Improvement Project differs from that of a Capital/Fixed Asset. IPTC will maintain a schedule of individual capital assets with values in excess of \$5,000 and an estimated useful life in excess of three years. All items with an original value of less than \$5,000, or with an estimated useful life of three years or less, will be recorded as operating expenditure.

IndyGo will use the first-year capital program from the adopted CIP as the basis for the capital program to be included in the annual budget. After completion of design of a capital project, cost estimates will be revised. If the cost estimates exceed Delegation of Authority limits, the project will be brought to the Board for reconsideration.

IndyGo will maintain all assets at a level adequate to protect the agency's capital investment and to minimize future maintenance and replacement costs. IndyGo is committed to effectively managing its capital assets and to maintaining its system in a State of Good Repair (SGR) to support safe, efficient, and reliable transit. This management is consistent with federal regulations and sets the direction for establishing and following through with transit asset management strategies and plans that are achievable with available funds.

IndyGo will identify the estimated cost of capital projects and prepare a funding projection that considers revenues and operating costs to be included in the Capital Improvement Program document. IndyGo will determine the most appropriate financing method for all new projects. If appropriate, IndyGo will attempt to maintain a mixed policy of pay-as-you-go and borrowing against future revenues for financing capital projects.

Implementation of the Capital Asset Management Policy is a shared responsibility for all departments within IndyGo, with overall responsibility for oversight and development coming from the President and CEO.

INVESTMENT POLICY

IndyGo has a comprehensive Investment Policy. Key components of the policy are presented here.

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. Investments to be placed with a Financial Institution approved by both the State of Indiana and Marion County Boards of Finance.

The investment objectives of IndyGo are:

- Conform to all applicable legal requirements including, but not limited to, IC 5-13.
- 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.
- Investment portfolio is to remain sufficiently liquid to enable IPTC to meet those operating requirements that might be reasonably anticipated.
- Yield/Return on investment should generate the highest available return without sacrificing the first 3 objectives outlined above.

Authorized and Suitable Investments include United States Government Securities, Municipal Securities, Money Market Mutual Funds, Repurchase Agreements & Certificates of Deposit

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). 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) 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

SIGNIFICANT ASSUMPTIONS - REVENUE

SIGNIFICANT ASSUMPTIONS

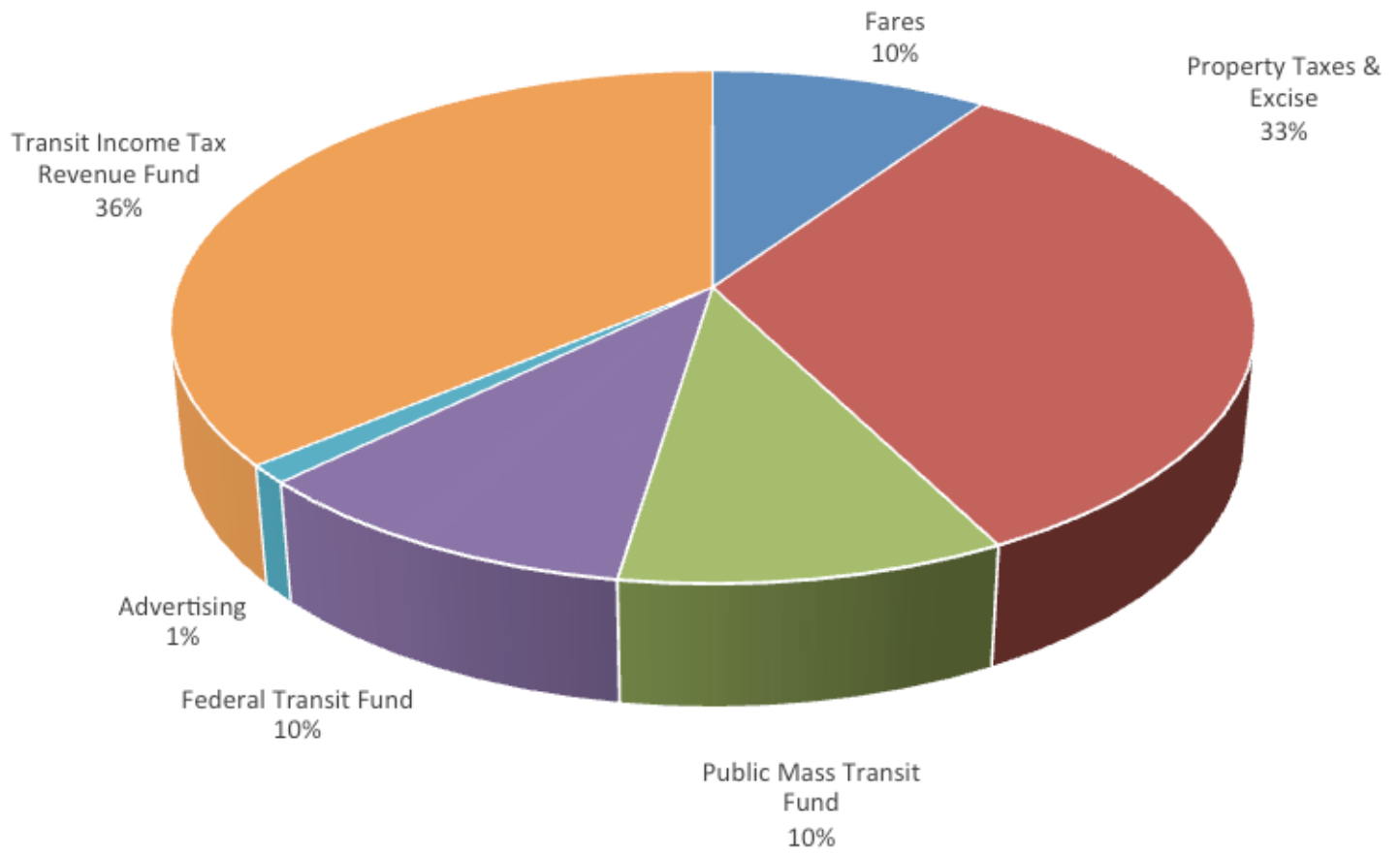
OPERATING REVENUES

- Property, excise and local option income taxes are calculated using the current rules that are in effect. A provision for the impact of the circuit breaker is estimated at \$5.2 million for 2020. It is assumed that IndyGo will collect 100% of the approved tax levies net of the circuit breaker for 2019 and a provision of 2% uncollectible was established for 2019. As in past years, IndyGo will require a special property tax levy of \$14.8M to balance the operating budget. It is to be noted that this levy is not imposing any additional burden on the tax payers.
- The State PMTF revenue is budgeted 1% higher over 2019 budget based on INDOT's final 2020 allocation letter out to the agencies.
- A total of \$58.4 million appropriation out of Transit Income Tax collection is budgeted in IndyGo's proposed budget. IndyGo's proposed 2020 Budget includes utilization of the funding towards operational, capital & debt service expenditure needs.
- Current assumptions hold our Federal formula allocation flat with 2019. IndyGo is budgeting its federal 5307 formula money towards preventative maintenance expenditures in its 2020 general fund budget.
- Fare revenue for the budget period is estimated at \$10.6 million consistent with the historical trend of last few years that IndyGo is experiencing.
- Service reimbursement program (previously route guarantees) revenue is expected to remain the same.
- Transit advertising revenue is expected to increase marginally based on the negotiated guaranteed amount agreed upon with the vendor.

Revenue Sources	Approved 2019 Budget	2020 Proposed Budget	% of Total Revenue	2021 Projected Budget	% of Total Revenue
Fares	10,000,000	10,631,742	10%	10,631,742	9%
Property Taxes & Excise	35,768,031	36,468,936	33%	37,679,895	32%
Public Mass Transit Fund	10,956,604	11,107,800	10%	11,107,800	9%
Federal Transit Fund*	12,092,093	11,480,000	10%	11,300,000	10%
Service Reimbursement Programs	400,232	420,480	0%	420,480	0%
Advertising	655,636	675,305	1%	675,305	1%
Other Operating	180,000	180,000	0%	180,000	0%
Transit Income Tax Revenue Fund	34,598,137	40,110,476	36%	45,304,605	39%
Total	\$ 104,650,732	\$ 111,074,738	100%	\$ 117,299,827	100%

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

Operating Revenue



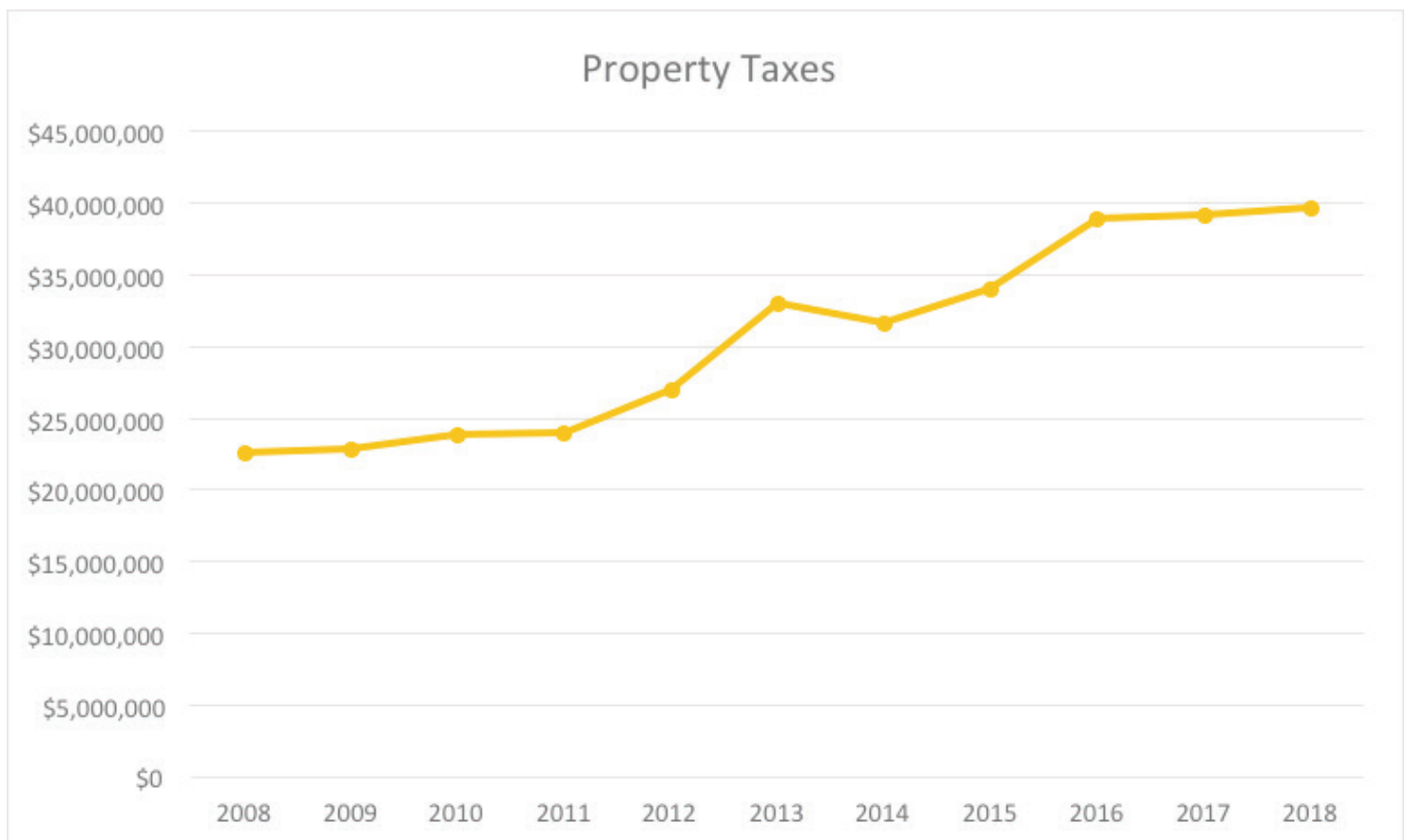
LOCAL TAXES

Property Taxes

IPTC records property taxes as earned in the year they are due and payable. Property taxes are collected by the County Treasurer and distributed to the local government in June and in December. State Statute IC 6-1.1-17-16 requires the Indiana Department of Local Government Finance to establish property tax rates and levies by January 15. These rates were based upon the preceding year's March 1 assessed valuation adjusted for various tax credits. All taxable property located within the IPTC taxing district is assessed annually March 1st.

The IPTC's taxing district 2020 assessed value as reported by the County Property Auditors Office is \$40,842,451,959. Property taxes comprise 33% of IndyGo's 2020 operating revenue. For Fiscal year 2020, Property Tax Receipts for IPTC are estimated at \$40M, 2.4 % higher than 2019 projected revenue. This revenue projection reflects property tax collected for the General Fund as well as Cumulative Capital Fund. 2020 Property Tax Revenues assume 3.5% growth in Assessed valuation as provided by SBA.

The following table shows the history of property tax revenue distribution for past 10 years. Over the period of these years, it has grown marginally on the annual basis. In order to balance its operating budget and avoid service cuts, IndyGo had proposed special property tax levy for the budget year 2012 and 2016 totaling \$14.8 million. Over the next few years, IndyGo anticipates property taxes AVGQ between 3 to 4 percent.



Income Tax Revenue

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

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

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

Beginning January 1, 2018, IndyGo started receiving monthly distribution of Transit Income Tax Revenue Collections of the total appropriated revenue of \$52 million for the budget year 2018. As required by IC 6-3.6-9-5, before October 1 of each calendar year, the Budget Agency shall certify the local income tax distribution to the county based on the best information available regarding local income tax processed collections and local income tax rates at the time. Based on the SBA provided estimates for budget year 2019, Transit Income Tax revenue is budgeted at \$58 million or 33 % of the total revenue which is IndyGo's second largest source of total revenue.

IndyGo's two-year transit tax revenue budget is shown as below.

Local Revenue Sources	2020 Revenue Budget	2021 Revenue Budget
Local Transit Income Tax - Operating	40,110,476	45,304,605
Local Transit Income Tax - Capital	14,769,604	12,149,197
Local Transit Income Tax - Debt Service	3,489,350	3,485,725
Total Taxes	\$58,369,430	\$60,939,527

Passenger Service Revenue

Passenger revenue consists of farebox revenue from fixed route buses, fares from Open Door paratransit service and sale of passes and tickets through the IndyGo retail operation.

Passenger service revenue does have a correlation to ridership. IPTC regularly experiences ridership and passenger service revenue fluctuations that are often influenced by seasons and the weather. Transit ridership is also affected by complex macro-economic factors like unemployment and consumer gas prices. Many transit agencies across the nation are experiencing similar downward trends in this category for last few years. Considering this trend, IndyGo is budgeting its passenger service revenue at \$10.6M for budget year 2020. It is also to be noted that IndyGo has not increased fares in the last 10 years.



FEDERAL GRANT REVENUE

Federal Operating Assistance

This category includes formula-based allocations to IndyGo from the Federal Government. Every fiscal year, Congress authorizes the appropriations and the FTA allocates the dollars to the IndyGo. IndyGo could use the funds for Operating, planning, and capital, subject to specific regulations. These grants generally require a local funding match by IndyGo at a stipulated percentage of total project costs. Capital grant agreements with the FTA enable the FTA to hold a continuing interest in properties acquired and restricts their use to the provision of mass transportation services.

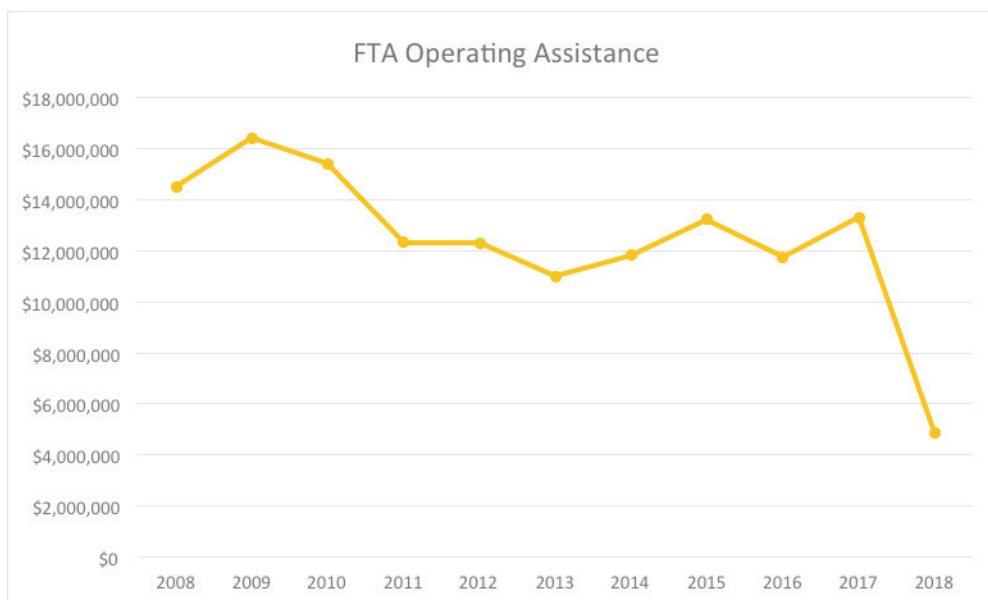
IndyGo receives Section 5307 Formula Funds (Urbanized Formula), Section 5339, and Section 5310 funds. The section 5307 Formula Funds allocation is distributed by formula to urbanized areas for transit planning, capital, and preventative Maintenance needs based on the population served and the amount of service provided. IndyGo may use these funds either for capital projects or Preventative maintenance. Discretionary grant programs are awarded based on meeting application requirements based on criteria specific to each fiscal year.

Section 5339 Bus and Bus facilities Program provides funding to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities including technological changes or innovations to modify low or no emission vehicles or facilities. Funding is provided through formula allocations and competitive grants. A sub-program provides competitive grants for bus and bus facility projects that support low and zero-emission vehicles.

Section 5310 funds are apportioned to states for support of transit services for Seniors and persons with disabilities. Also, as the designated recipient, IndyGo sets aside a portion of the funding for other qualified agencies to apply for that run transportation programs for senior and person with disabilities. Section 5309 CIG Small Starts Grants is FTA's primary grant program for funding major transit capital investments.

Congestion Mitigation & Air Quality Improvement program grant (CMAQ) is a competitive grant among the 5307 program.

The chart below shows the trend in federal grant revenues in Operating Assistance over the past 10 years.



FTA federal assistance is fairly stable for the past few years and expected to grow marginally over the next few years. The only reason, operating FTA assistance shows a drop in 2018 is due the fact that IndyGo allocated about \$8 million of federal assistance towards capital projects to better serve the Marion County Transit Plan.

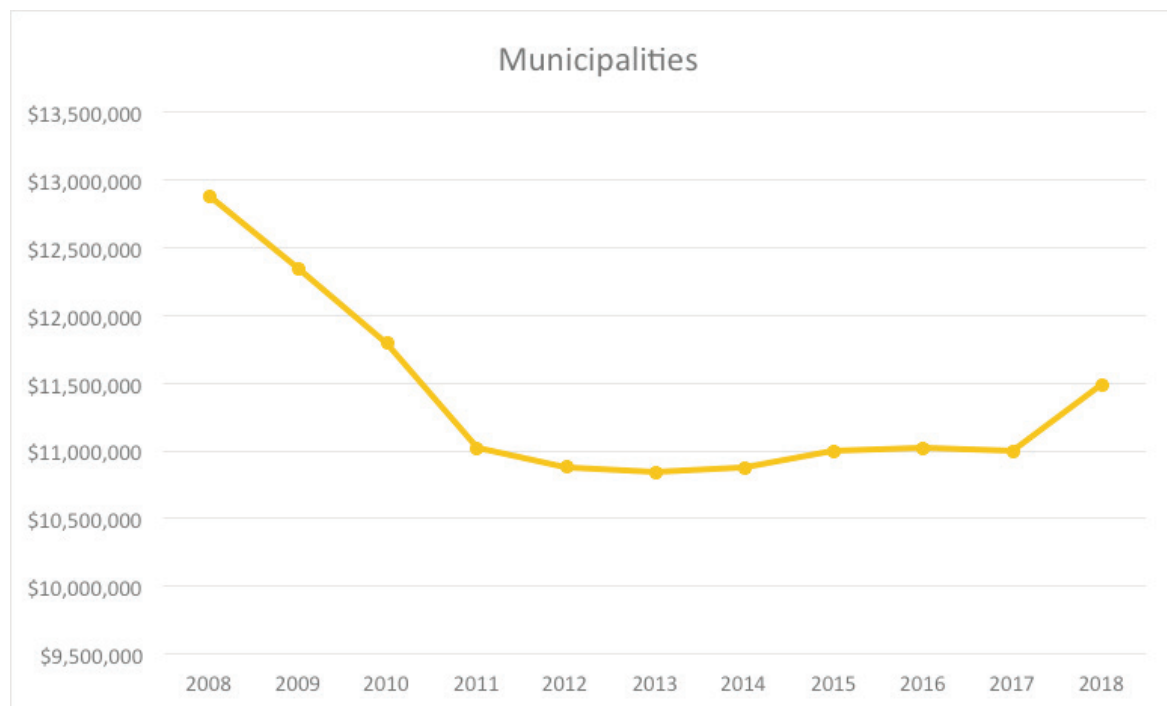
STATE FUNDING SOURCES

Public Mass Transit Funds

IndyGo is an eligible recipient of the PMTF funds established by the Indiana State Legislature to promote and develop transportation in Indiana. The Indiana Department of Transportation administers the fund. The funds are awarded on a performance based formula designed by INDOT and reviewed and approved by the State Budget Agency to the recipient of the PMTF funds. (source: PMTF Management Guide)

The following chart shows combined revenue from State PMTF and service reimbursement programs with other municipalities such as Town of Speedway and Greenwood.

The State PMTF revenue is budgeted at the same level as 2019 budget year. This is revenue stream does not assume much growth year over year.



Other Operating Revenue

This category is comprised of revenue generated from financial transactions and investments, advertising, and other miscellaneous sources.

SIGNIFICANT ASSUMPTIONS - EXPENDITURES

SIGNIFICANT ASSUMPTIONS

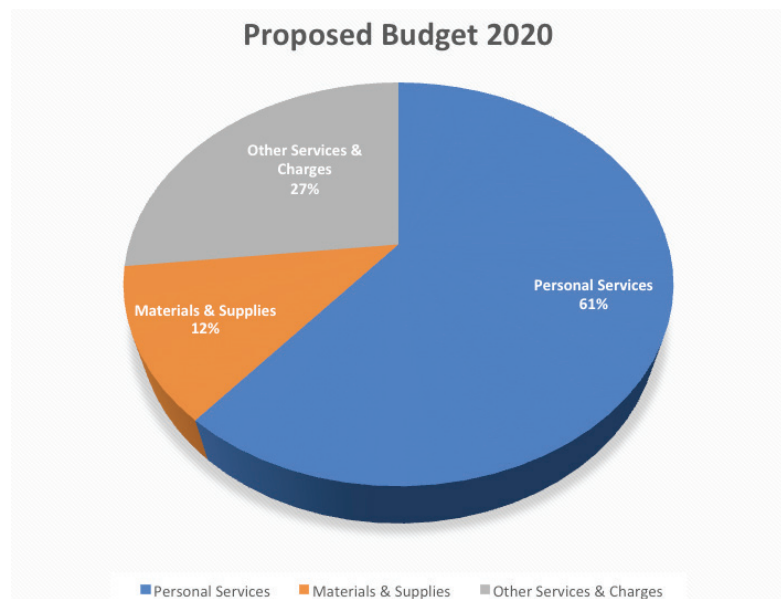
EXPENDITURES

- As part of Marion County Transit Plan implementation, IPTC plans to expand its services in 2019 and 2020. In order to support and implement this plan, IPTC's 2020 operating budget includes about 6.92% increase over 2019's budget.
- Personnel services show about 3.64% increase over 2019's budget which includes wage adjustments, proposed additions to the staffing to support the MCTP and healthcare costs increase.
- Premium Diesel Fuel costs have been budgeted at \$2.35 per gallon for 2.20 million gallons for 2020. Given current market trends on diesel fuel, IPTC plans to secure another 12-month contract for 2020 fuel supply.
- An inter-local cooperation agreement between IndyGo and the City of Indianapolis through its Department of Public works for implementation of the Marion County Transit Plan will call for an appropriation of \$1.5 million to the City in fulfilling its obligation to make available and maintain the City Infrastructure of Phase 1 of the Red Line.
- Per 5-year Capital plan, IndyGo plans to have a secondary facility for the training purposes. This facility would also serve as the Disaster Recovery site for the organization. 2020 budget includes maintenance costs related to this secondary facility.
- This budget includes about 11% increase in the security costs to account for the security personnel for the fare enforcement service as well as new training facility.

Expenditure Categories

As with revenues, expenditures are estimated not only for the 2020 Budget Year, but also for five consecutive out years. The Operating budget include 5 years look ahead to demonstrate the longer-term impacts of various initiatives that are currently underway or planned in the near future. As the largest expense category, wages and benefits have a significant impact on the Operating budget. IndyGo is in the process of expanding its labor force to be able to better serve the MCTP, resulting in increases to the personal services category from 2019.

Budgeted expenditures are organized into three main categories: Personal Services, Materials & Supplies, and Other Services & Charges. Proposed operating expenditures for 2020 are outlined by category in this chart.



PERSONAL SERVICES

IndyGo's largest ongoing annual operating expenditure is Personal Services. Personal Services includes all employee salary and fringe benefits, as well as overtime and payroll taxes. Budgeted full time equivalent (FTE) staffing for 2020 is 903.5 positions. Fringe benefit expenses include payments for employee health, vision, and dental insurance. Also included in fringe benefits are payments made for IndyGo's onsite health clinic.

Recent increases in the Personal Services category are nearly entirely associated with the growth in staffing levels needed to support the service expansion outlined in the Marion County Transit plan.

OTHER SERVICES & CHARGES

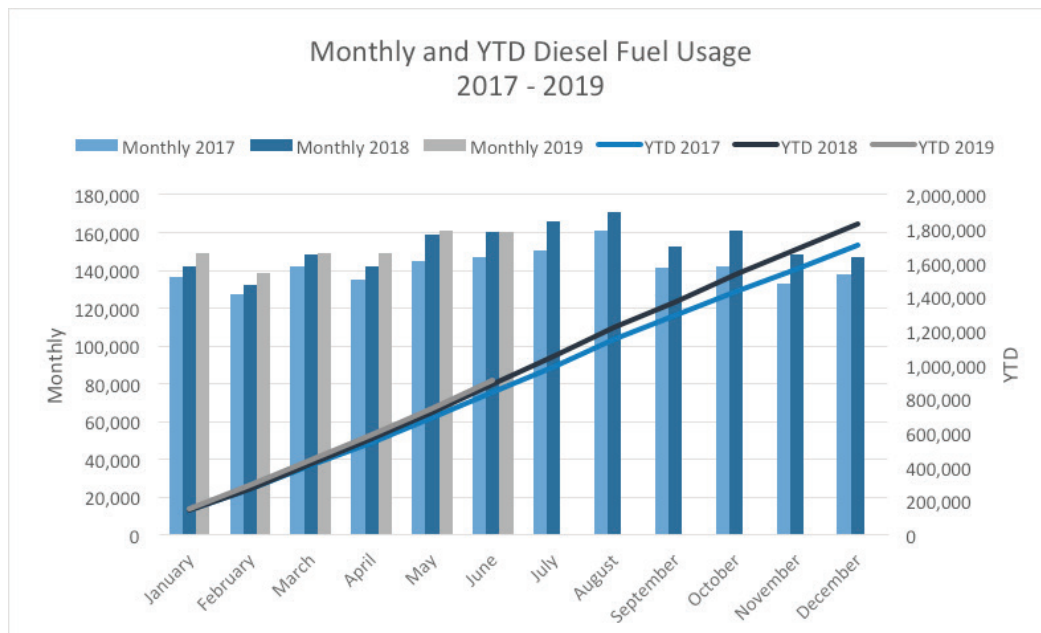
Operating expenditures related to contracted and professional services are the largest components of the Other Services & Charges category. Examples of services for which IndyGo contracts out are: security, facility and bus stop maintenance, landscaping, along with audit and legal services. The largest service expense is for paratransit services, which is projected to be \$11.7 million in FY2020.

Professional services are the services provided by third-party vendors or consultants with subject matter expertise and experience in a given area. There are many services, including but not limited to, benefits advisory services, payroll processing services, training and development services etc.

MATERIALS & SUPPLIES

Materials & Supplies are expenses towards items purchased to support IndyGo's operational needs. Fuel (diesel and unleaded), transit vehicle spare parts, as well as tires and tubes comprise the vast majority of these expenditures.

Fuel expenditures are budgeted with an eye on market volatility and to account for IndyGo's changing fleet. Monthly and yearly accumulated diesel fuel usage from 2017 to present are outlined below.



EXPENDITURE BUDGET SUMMARY

OPERATING EXPENDITURE BUDGET SUMMARY – 5-YEAR LOOK AHEAD

The following 5-year look ahead is prepared after taking into consideration many factors. Budget projections for the year 2020 and 2021 are based on the budget requests provided by the departments. Subsequent years' (2022-2025) projected budget assumes 5% increase in the overall budget over prior year's budget.

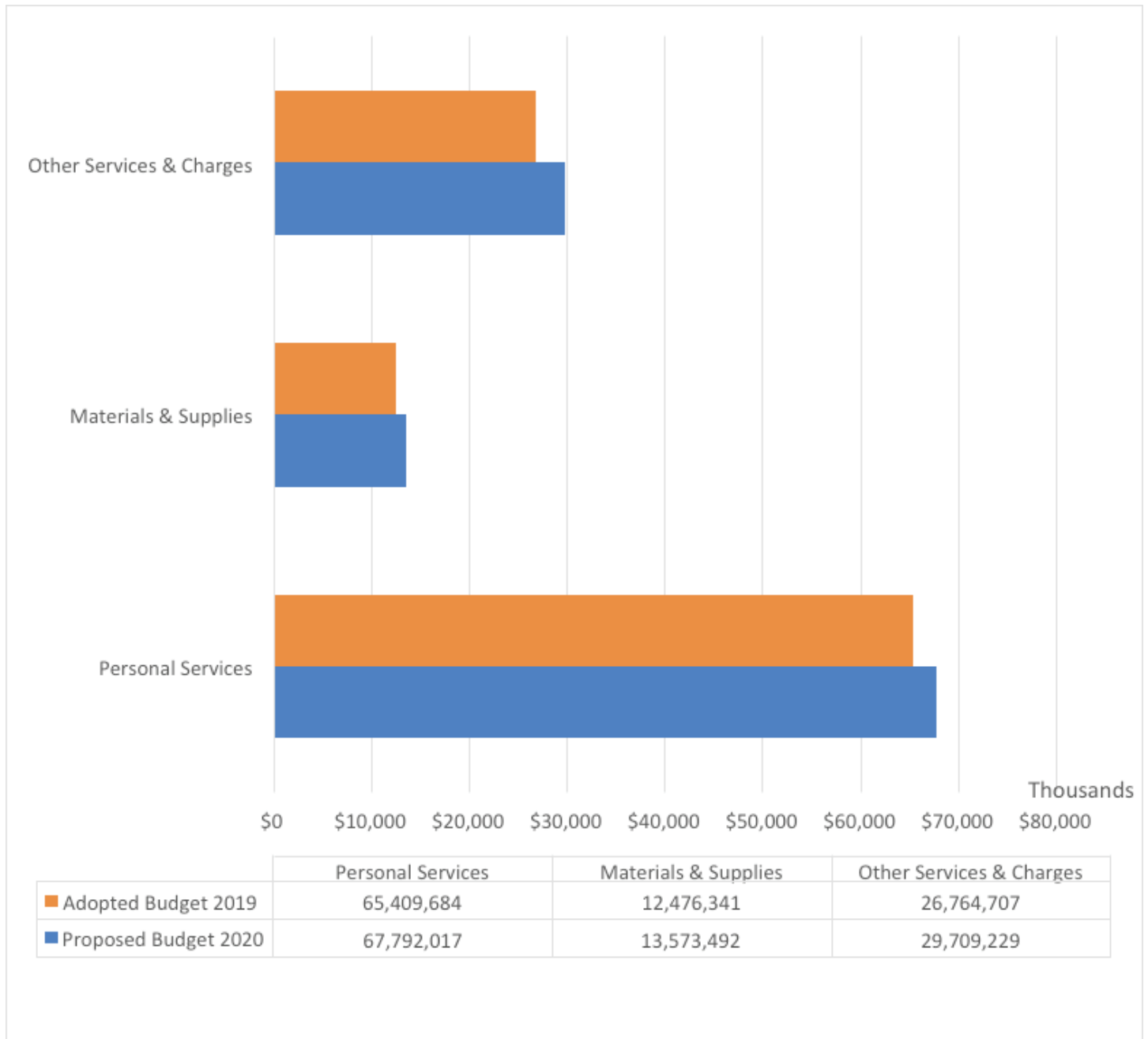
	Actuals 2018	Adopted Budget 2019	Proposed Budget 2020	Projected Budget 2021	Projected Budget 2022	Projected Budget 2023	Projected Budget 2024
Personal Services							
Wages	35,266,343	47,052,808	49,318,024	52,251,028	54,863,579	57,606,758	60,487,096
Benefits	9,140,070	12,445,077	12,216,529	12,648,642	13,281,074	13,945,128	14,642,384
Payroll Taxes	2,520,922	3,441,757	3,772,829	3,997,204	4,197,064	4,406,917	4,627,263
Other Benefits	854,496	1,057,096	1,079,635	1,145,117	1,202,373	1,262,491	1,325,616
Retirement	1,106,409	1,412,947	1,405,000	1,405,000	1,475,250	1,549,013	1,626,463
Personal Services Total	48,888,239	65,409,684	67,792,017	71,446,990	75,019,340	78,770,307	82,708,822
Materials & Supplies							
Fuel	3,618,576	5,464,000	6,179,011	5,657,096	5,939,951	6,236,948	6,548,796
Office Supplies	152,852	170,900	206,079	198,477	208,401	218,821	229,762
Operating Supplies	326,200	573,941	438,300	371,460	390,033	409,535	430,011
Other	351,117	477,500	553,232	390,636	410,168	430,676	452,210
Parts	4,963,976	5,790,000	6,196,870	6,606,425	6,936,746	7,283,584	7,647,763
Materials & Supplies Total	9,412,720	12,476,341	13,573,492	13,224,094	13,885,299	14,579,564	15,308,542
Other Services & Charges							
Contractual Services	18,699,575	19,096,479	21,527,588	21,875,255	22,969,018	24,117,469	25,323,342
Dues and Subscriptions	70,879	73,985	78,900	80,800	84,840	89,082	93,536
Insurance	2,355,376	2,709,520	3,040,505	3,124,250	3,280,463	3,444,486	3,616,710
Other	209,168	97,131	145,107	174,039	182,741	191,878	201,472
Printing and Advertising	537,787	892,151	600,300	582,800	611,940	642,537	674,664
Professional Services	2,008,884	1,578,813	2,076,115	2,449,235	2,571,697	2,700,282	2,835,296
Telephone	222,333	368,048	362,564	391,934	411,531	432,108	453,713
Training and Conferences	343,595	498,580	548,150	550,261	577,774	606,663	636,996
Utilities	949,915	1,450,000	1,330,000	1,490,000	1,564,500	1,642,725	1,724,861
Other Services & Charges	25,397,511	26,764,707	29,709,229	30,718,574	32,254,503	33,867,228	35,560,590
Grand Total	83,698,470	104,650,732	111,074,738	115,389,659	121,159,141	127,217,099	133,577,953

BUDGET COMPARISON BY EXPENDITURE CATEGORY

The following table shows comparative summary of the budget years 2019 & 2020 by main expenditure account category. The incoming budget shows 6% increase over 2019's budget. This increase is supportive of the wage/salary adjustments, increase in material costs which includes mainly fuel and parts due to expansion in our fleet and increased training and longer hours of services as well as professional and contractual services needed to help move our projects forward.

	Actuals 2018	Adopted Budget 2019	Proposed Budget 2020	Variance	% Variance
Personal Services					
Wages	35,266,343	47,052,808	49,318,024	2,265,216	
Benefits	9,140,070	12,445,077	12,216,529	(228,547)	
Payroll Taxes	2,520,922	3,441,757	3,772,829	331,072	
Other Benefits	854,496	1,057,096	1,079,635	22,539	
Retirement	1,106,409	1,412,947	1,405,000	(7,947)	
Personal Services Total	48,888,239	65,409,684	67,792,017	2,382,333	3.64%
Materials & Supplies					
Fuel	3,618,576	5,464,000	6,179,011	715,011	
Office Supplies	152,852	170,900	206,079	35,179	
Operating Supplies	326,200	573,941	438,300	(135,641)	
Other	351,117	477,500	553,232	75,732	
Parts	4,963,976	5,790,000	6,196,870	406,870	
Materials & Supplies Total	9,412,720	12,476,341	13,573,492	1,097,151	8.79%
Other Services & Charges					
Contractual Services	18,699,575	19,096,479	21,527,588	2,431,109	
Dues and Subscriptions	70,879	73,985	78,900	4,915	
Insurance	2,355,376	2,709,520	3,040,505	330,985	
Other	209,168	97,131	145,107	47,976	
Printing and Advertising	537,787	892,151	600,300	(291,851)	
Professional Services	2,008,884	1,578,813	2,076,115	497,302	
Telephone	222,333	368,048	362,564	(5,484)	
Training and					
Conferences	343,595	498,580	548,150	49,570	
Utilities	949,915	1,450,000	1,330,000	(120,000)	
Other Services & Charges Total	25,397,511	26,764,707	29,709,229	2,944,522	11.00%
Grand Total	83,698,470	104,650,732	111,074,738	6,424,006	6.14%

	2019 Adopted	2020 Proposed
Operating Expenditure Budget	\$104.6 million	\$111 million

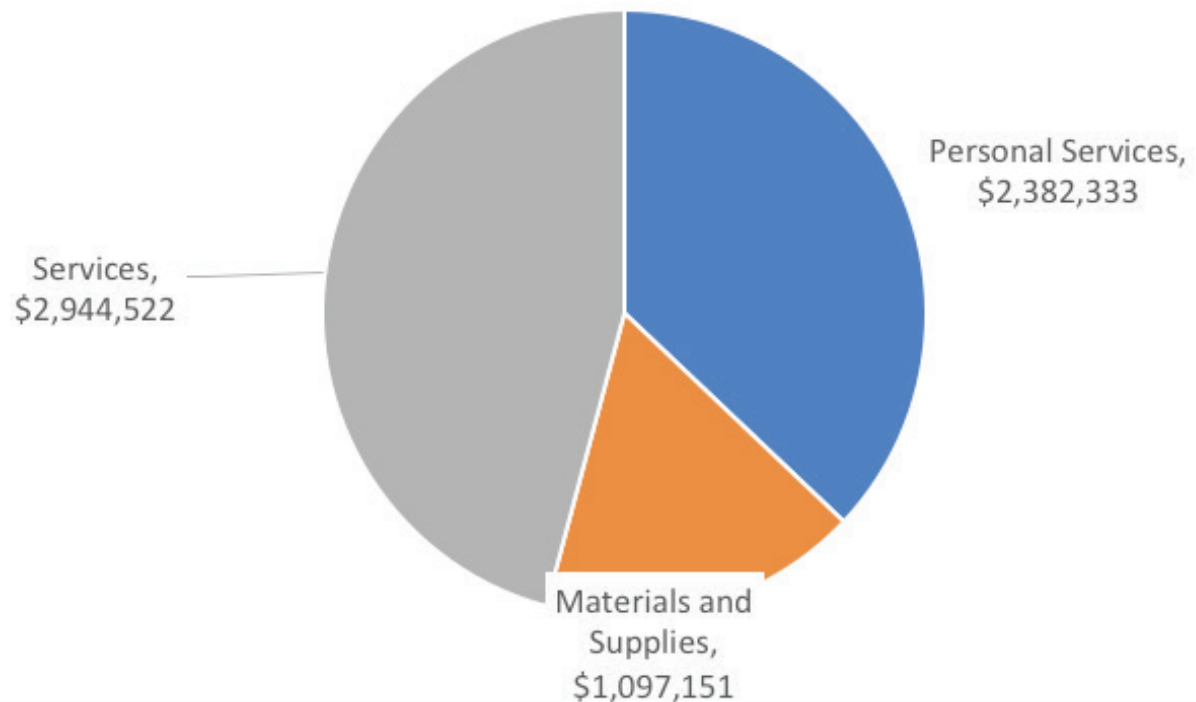


VARIANCE ANALYSIS

The following table outlines expenditure variances in the 2020 proposed operating budget from the budget adopted for operating expenditures in 2019.

2019 Adopted Operating Budget		\$ 104,650,732
Personal Services		\$ 2,382,333
Salary	\$	2,265,216
Benefits (Health insurance)	\$	(206,008)
Payroll Taxes (FICA)	\$	331,072
Other Personal Services (Retirement)	\$	(7,947)
Materials and Supplies		\$ 1,097,151
Fuel (2020 - 2.20M Gallons @ \$2.35) vs (2018 - 2M Gallons @ \$2.35) + Unleaded Fuel Increase due to change in Fleet mix	\$	715,011
Parts (Vehicle Maintenance needs)	\$	406,870
Office and Other Operating Supplies (Hardware to support Staffing)	\$	(24,730)
Services		\$ 2,944,522
Contracted and Professional Services	\$	2,636,560
Other Services and Charges	\$	(23,023)
Insurance (Workmen's Comp & Settlement claims)	\$	330,985
2020 Proposed Operating Budget		\$ 111,074,738

Expenditure Variance from 2019 Adopted Budget



COMPARATIVE DEPARTMENTAL BUDGET SUMMARY

Division	Dept. #	Dept Name	Budget Year 2019	Budget Year 2020	\$ Increase/ (Decrease)	% Increase/ (Decrease)
Executive	9	Board	8,400	9,000	600	7%
	10	Executive	879,233	900,521	21,288	2%
	24	Risk & Safety	228,146	438,126	209,980	92%
			1,115,779	1,347,647	231,868	21%
Public Affairs & Communications	11	Public Affairs & Communications	2,636,624	2,860,953	224,329	9%
Legal	12	Legal	2,602,363	2,763,040	160,677	6%
Operations	21	Transportation	29,488,546	30,992,646	1,504,100	5%
	23	Training & Security	2,233,953	1,360,539	(873,414)	-39%
	25	Flexible Services	12,647,358	13,216,468	569,110	4%
	29	Fleet & Inventory Control	9,009,467	9,638,190	628,723	7%
	31	Preventative Maintenance & Repairs	12,500,020	12,544,094	44,074	0%
	33	Facility Maintenance	3,959,710	4,124,861	165,151	4%
	45	DTC Operations	3,042,567	2,821,576	(220,991)	-7%
			72,881,621	74,698,373	1,816,752	2%
Information Technology	40	Information Technology	3,226,221	3,722,347	496,126	15%
Finance	41	Finance	2,818,407	3,671,515	853,108	30%
	43	Procurement	686,171	626,159	(60,012)	-9%
Finance Total			3,504,578	4,297,673	793,095	23%
Human Resources	44	Human Resources	16,807,484	17,370,518	563,034	3%
Planning & Capital Projects	46	Planning & Capital Projects	1,876,062	4,014,187	2,138,125	114%
Grand Total			104,650,732	111,074,738	6,424,006	6%

COMPARATIVE POSITIONS SUMMARY BY DIVISION & DEPARTMENT

Division	Dept #	Dept Name	2018	2019	2020	2021
Executive	10	Executive	2.0	7.0	7.0	8.0
	24	Risk & Safety	3.0	3.0	5.0	6.0
Public Affairs & Communications	11	Public Affairs & Communications	15.5	18.5	20.0	20.0
Legal	12	Legal	4.5	4.5	5.0	5.0
Operations	21	Transportation	466.0	562.5	560.0	586.0
	23	Training & Security	13.0	14.0	3.0	3.0
	25	Flexible Services	7.0	7.0	7.0	7.0
	29	Fleet Services	41.5	42.5	54.5	60.5
	31	Preventative Maintenance & Repairs	95.0	108.0	97.0	97.0
	33	Facility Maintenance	14.0	14.0	17.0	17.0
	45	DTC Operations	18.0	21.0	23.0	23.0
Information Technology	40	Information Technology	12.0	20.5	22.0	22.0
Finance	41	Finance	25.0	26.0	26.0	26.0
	43	Procurement	9.0	10.0	10.0	10.0
Human Resources	44	Human Resources	12.5	14.0	27.0	27.0
Planning & Capital Projects	46	Planning & Capital Projects	18.0	19.0	20.0	24.0
Grand Total			756.0	891.5	903.5	941.5

EXECUTIVE

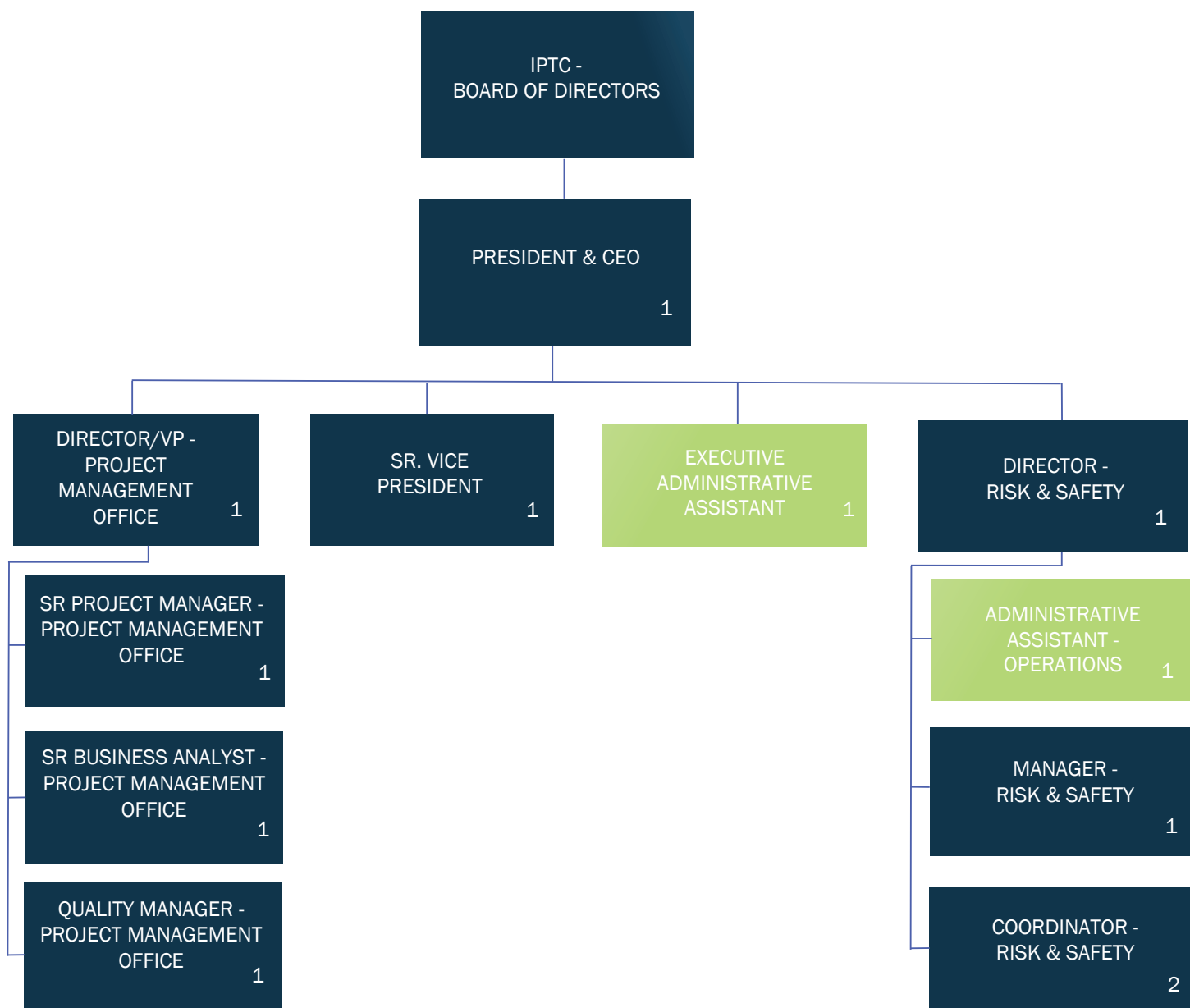
The CEO and President guides and directs all activities of the Agency. The CEO works collaboratively and closely with the Board to define and implement policy decisions, coordinates inter-agency activities, oversees IndyGo's day-to-day operations in general and Risk and Safety department in particular.

	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	316,939	802,396	917,301	1,083,123
Payroll Taxes	21,066	61,383	70,174	82,859
Personal Services Total	338,004	863,779	987,475	1,165,982
Materials & Supplies				
Office Supplies	3,515	2,000	5,100	4,700
Operating Supplies	188	100	26,450	26,500
Parts	25	0	0	0
Materials & Supplies Total	3,728	2,100	31,550	31,200
Other Services & Charges				
Contractual Services	39,399	65,000	144,394	254,574
Dues and Subscriptions	51,256	60,000	60,000	60,000
Other	10,878	18,400	15,728	15,728
Printing and Advertising	7,432	9,500	8,000	8,000
Professional Services	130,000	85,000	75,000	75,000
Telephone	216	0	0	0
Training and Conferences	54,893	12,000	25,500	26,500
Other Services & Charges Total	294,073	249,900	328,622	439,802
Grand Total	635,805	1,115,779	1,347,647	1,636,984

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

FTE SUMMARY

	2018	2019	2020	2021
Executive	5	10	12	14



PUBLIC AFFAIRS & COMMUNICATIONS

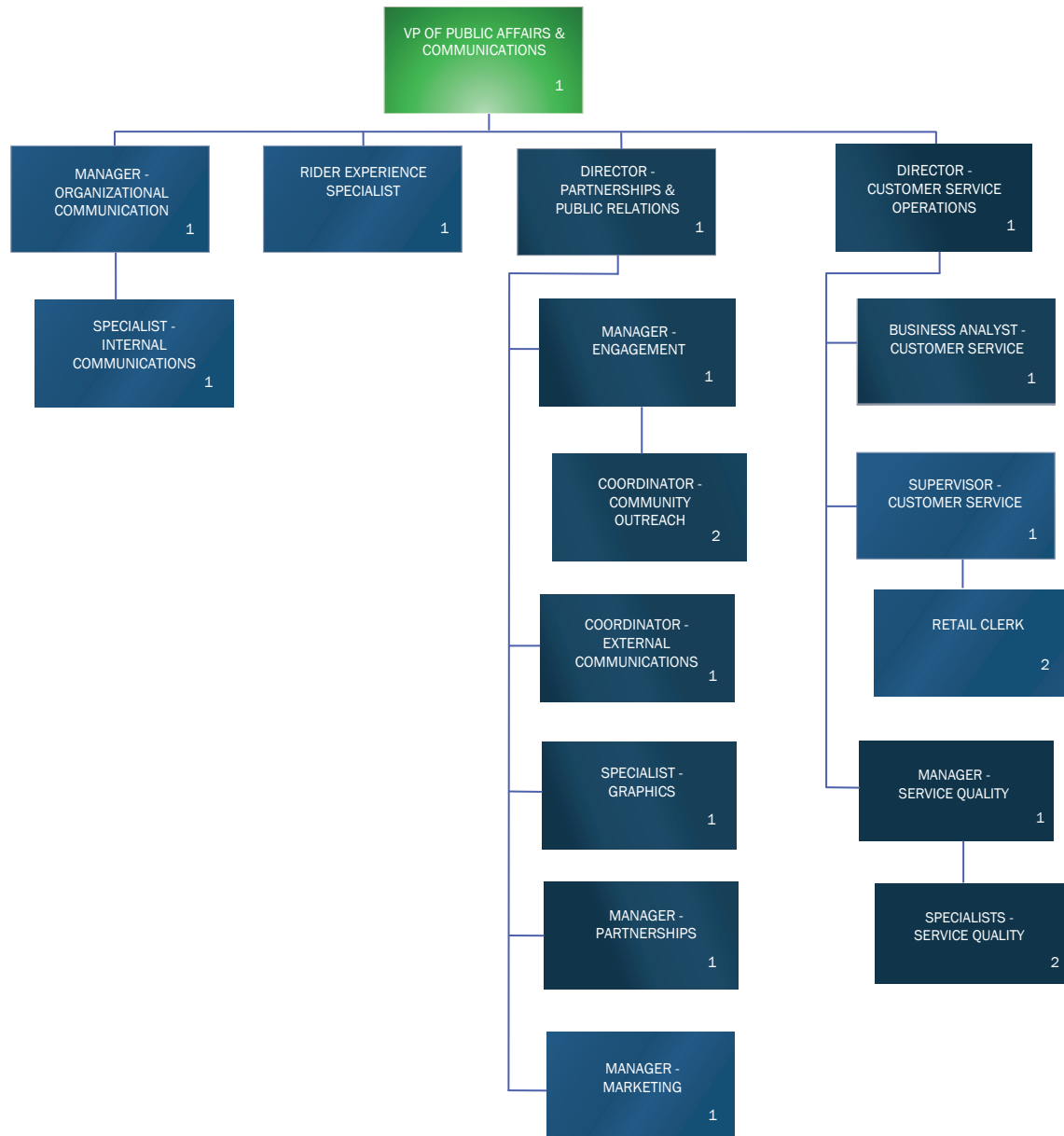
Public Affairs facilitate and manage timely employee communication, collaboration, and engagement amongst co-workers. Lead agency decisions and strategy for all outward facing tools and communications. Create and execute strategy and projects that focus on the user experience of riding transit. Assist people that utilize IndyGo services through information, sales, as well as customer concerns and resolutions. Manage long term, measurable mission, vision, values, and goals that inform every decision we make as an organization.

	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	579,397	959,242	1,096,666	1,129,566
Payroll Taxes	42,636	73,382	83,895	86,412
Personal Services Total	622,033	1,032,624	1,180,561	1,215,978
Materials & Supplies				
Office Supplies	9,612	5,000	18,500	13,500
Operating Supplies	16,889	3,000	1,300	1,300
Other	12,063	0	2,000	2,000
Parts	325	1,000	0	0
Materials & Supplies Total	38,888	9,000	21,800	16,800
Other Services & Charges				
Contractual Services	825,276	865,000	748,460	768,345
Dues and Subscriptions	625	0	6,000	6,000
Other	7,378	5,000	4,272	4,272
Printing and Advertising	434,517	705,000	477,000	477,000
Professional Services	116,409	0	407,360	259,660
Telephone	216	0		
Training and Conferences	3,875	20,000	15,500	12,500
Other Services & Charges Total	1,388,296	1,595,000	1,658,592	1,527,777
Grand Total	2,049,217	2,636,624	2,860,953	2,760,555

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

FTE SUMMARY

	2018	2019	2020	2021
Public Affairs & Communications	15.5	18.5	20	20



LEGAL

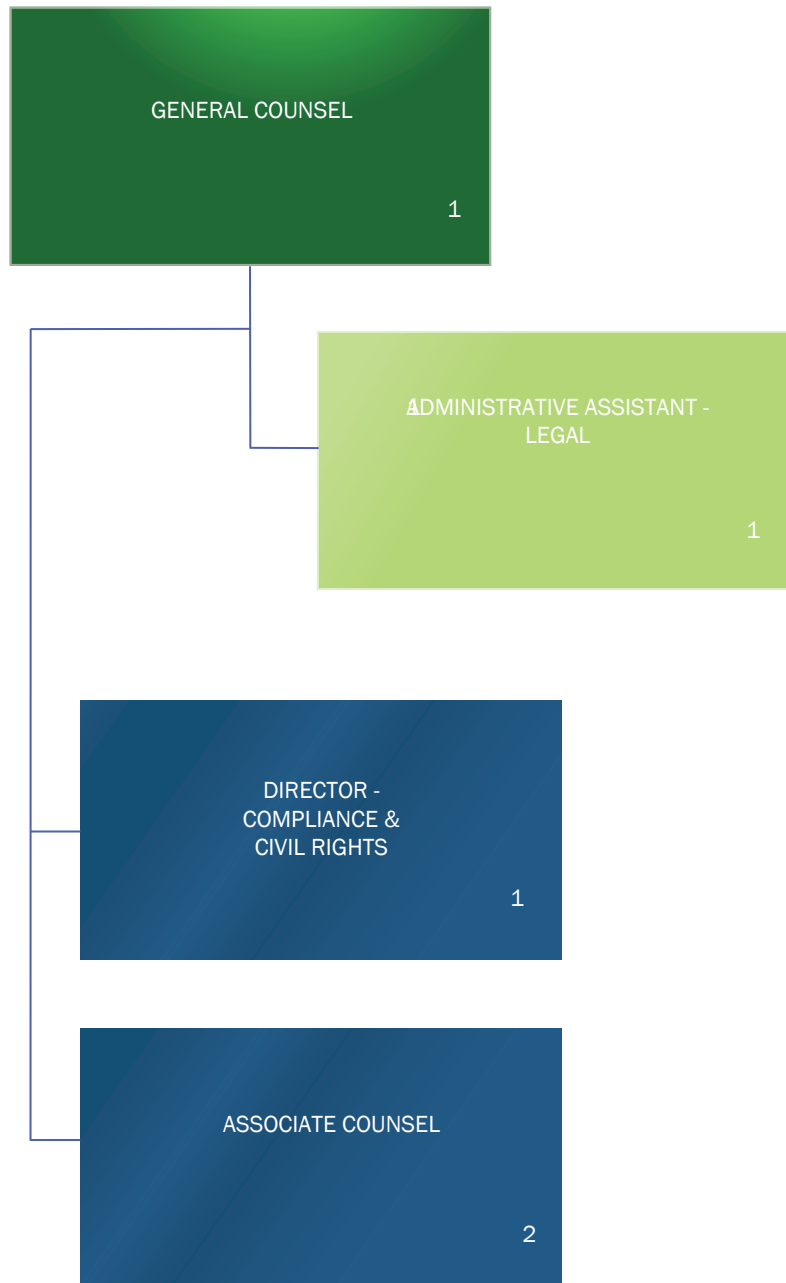
In-house counsel addresses and resolves all legal and regulatory matters of federal and state compliance, transactional matters and day to day operational issues. IndyGo utilizes a legal panel of firms throughout the area secured through a competitive procurement process for representation in essentially some broad areas of practice and litigation such as general business and advice, personal injury defense, labor/employment law, real estate acquisition, collections, environmental regulations, workers compensation, Trademark and copyright matters, governmental funding & taxations, construction law and miscellaneous matters as they arise.

	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	267,134	345,436	405,704	417,875
Payroll Taxes	19,341	26,427	31,036	31,967
Personal Services Total	286,475	371,863	436,740	449,843
Materials & Supplies				
Operating Supplies	40	0		
Other	432	0	1,800	0
Materials & Supplies Total	472	0	1,800	0
Other Services & Charges				
Contractual Services	54,750	110,000	104,500	112,500
Dues and Subscriptions	575	1,500	1,500	
Insurance	1,090,143	1,642,500	1,800,000	1,825,000
Other	(134,130)	(150,000)	(130,000)	(130,000)
Professional Services	563,975	605,000	530,000	605,000
Training and Conferences	7,355	21,500	18,500	19,000
Other Services & Charges Total	1,582,668	2,230,500	2,324,500	2,431,500
Grand Total	1,869,615	2,602,363	2,763,040	2,881,343

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

FTE SUMMARY

	2018	2019	2020	2021
Legal	4.5	4.5	5	5



DEPARTMENTAL SUMMARY – OPERATIONS DIVISION

Operations Division includes Fixed Route Transportation, Training & Security, Open Door Para-Transit services, Fleet Services, Preventative Maintenance & Repairs and Facility Maintenance.

- a) Fixed route transportation is responsible for delivering all 31 fixed route service seven days a week. This includes operators, supervisors, radio room, Transit Center management, and scheduling.
- b) Training and Security facilitates all training for incoming and current professional coach operators. It also facilitates training for employment recruits seeking commercial driver licensing (CDL). Security staff ensures the agency adheres to FTA regulations for safety and security at the Julia M. Carson Transit Center, at Headquarters, and on all vehicles.
- c) Open Door para-transit is provided county-wide and is a reservation and application-based service for all eligible paratransit riders within IndyGo's service area, with adherence to all federally mandated ADA guidelines and requirements. This department also manages a contract for paratransit eligibility assessment services and facilitates collaborations for alternative mobility options.
- d) Fleet services is the department responsible for daily storage, fueling, cleaning and washing, charging, billing out if IndyGo's fleet. It also facilitates IndyGo's vehicle replacement strategy and manages IndyGo's inventory warehouse.
- e) Preventative Maintenance and Repairs department is responsible for all IndyGo revenue and non-revenue fleet maintenance. This includes all preventative maintenance, defect repairs, and collision work.
- f) Facilities Maintenance department is responsible for daily cleaning, maintenance and repairs of IndyGo facilities including its headquarters, downtown transit center, training facility, bus stop amenities, BRT stations and grounds.

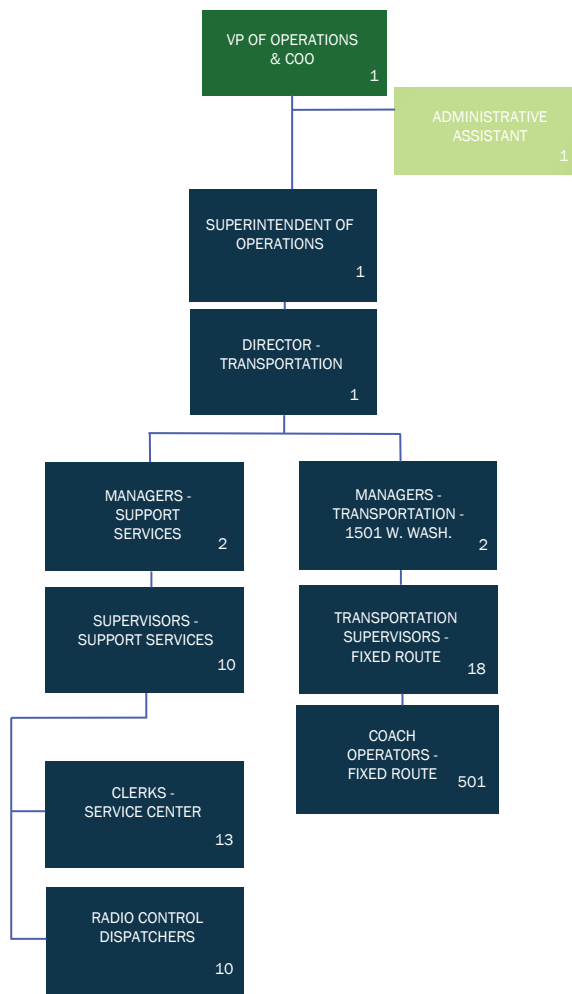
TRANSPORTATION & DTC

	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	20,327,647	27,057,080	28,459,750	30,284,155
Other Benefits	129,130	249,000	247,400	257,700
Payroll Taxes	1,437,143	2,069,867	2,177,171	2,316,738
Personal Services Total	21,893,919	29,375,947	30,884,321	32,858,593
Materials & Supplies				
Office Supplies	14,633	23,000	28,000	25,000
Operating Supplies	2,259	0	0	0
Other	1,649	10,000	4,200	4,200
Parts	3,590	0	4,000	4,000
Materials & Supplies Total	22,131	33,000	36,200	33,200
Other Services & Charges				
Contractual Services	430,637	0	0	0
Dues and Subscriptions	0	0	0	0
Insurance	120	0	0	0
Other	4,731	45,051	27,125	39,250
Printing and Advertising	90	0	0	0
Professional Services	9,984	0	0	0
Telephone	0	6,048	0	0
Training and Conferences	14,477	28,500	45,000	50,000
Other Services & Charges Total	460,039	79,599	72,125	89,250
Grand Total	22,376,090	29,488,546	30,992,646	32,981,043

- Personal services in Transportation include salary, benefits, and overtime for IndyGo's Professional Coach Operators.
- Driver's license fees are budgeted in other services and charges.
- Service Quality Area employees and associated costs are moved over to Public Affairs department's budget.

FTE SUMMARY

	2018	20189	2020	2021
DTC Operations	18	21	23	23
Transportation	466	562.5	560	586
Grand Total	484	583.5	583	609



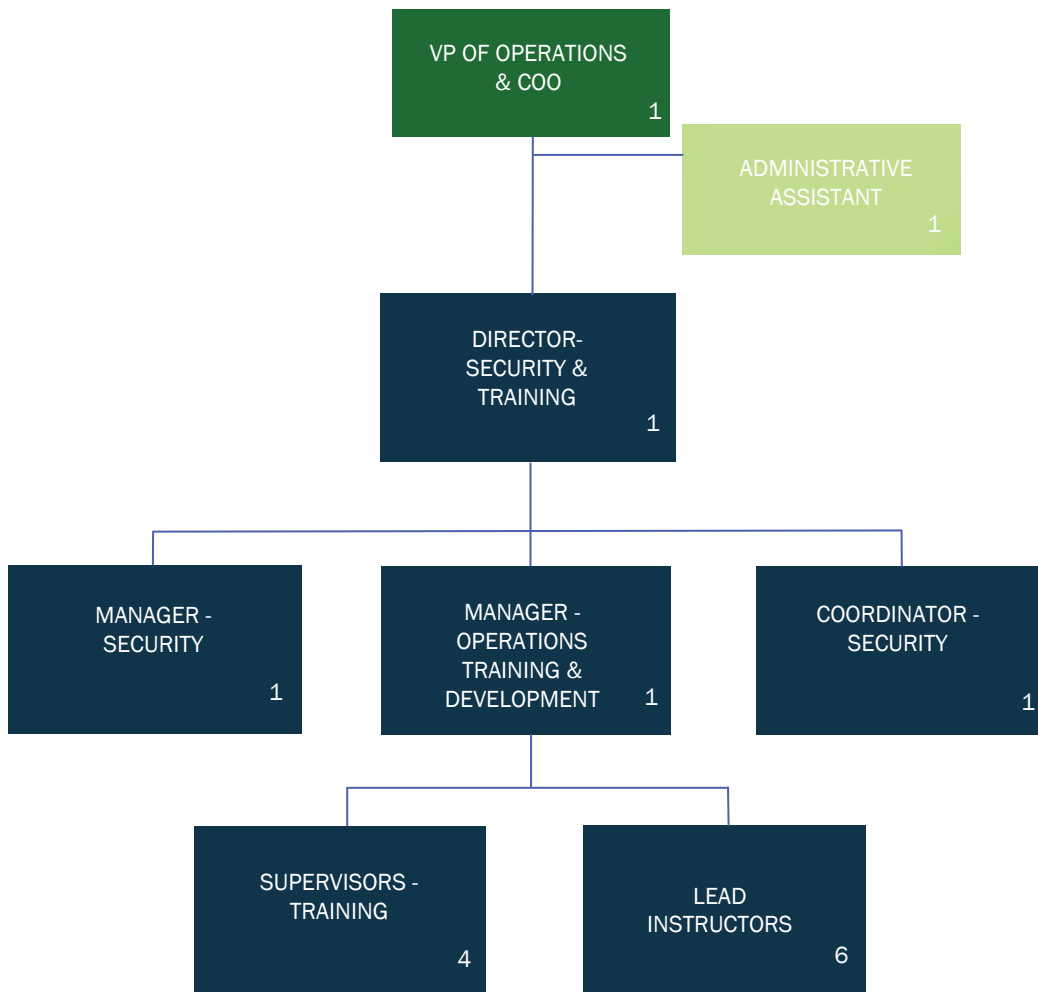
TRAINING & SECURITY

	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	1,180,278	837,420	201,439	207,317
Other Benefits	376	0	0	0
Payroll Taxes	86,914	64,063	15,410	15,860
Personal Services Total	1,267,568	901,483	216,849	223,177
Materials & Supplies				
Office Supplies	2,943	7,000	8,550	8,960
Operating Supplies	24,963	38,751	35,850	23,410
Other	126	0	3,100	0
Parts	61	0	0	0
Materials & Supplies Total	28,093	45,751	47,500	32,370
Other Services & Charges				
Contractual Services	666,536	1,265,719	1,082,190	1,279,344
Other	48	0	0	0
Printing and Advertising	750	0	0	0
Professional Services	478	0	0	0
Training and Conferences	4,918	21,000	14,000	6,000
Other Services & Charges Total	672,731	1,286,719	1,096,190	1,285,344
Grand Total	1,968,391	2,233,953	1,360,539	1,540,891

- IndyGo's contract for security services include fare enforcement services, security at the 1501 West Washington Street facility and the new training facility. They are budgeted as contractual services in Training & Security department.
- Human Resource department assumes absorption of majority of the training department.

FTE SUMMARY

	2018	2019	2020	2021
Training & Security	13	14	3	3



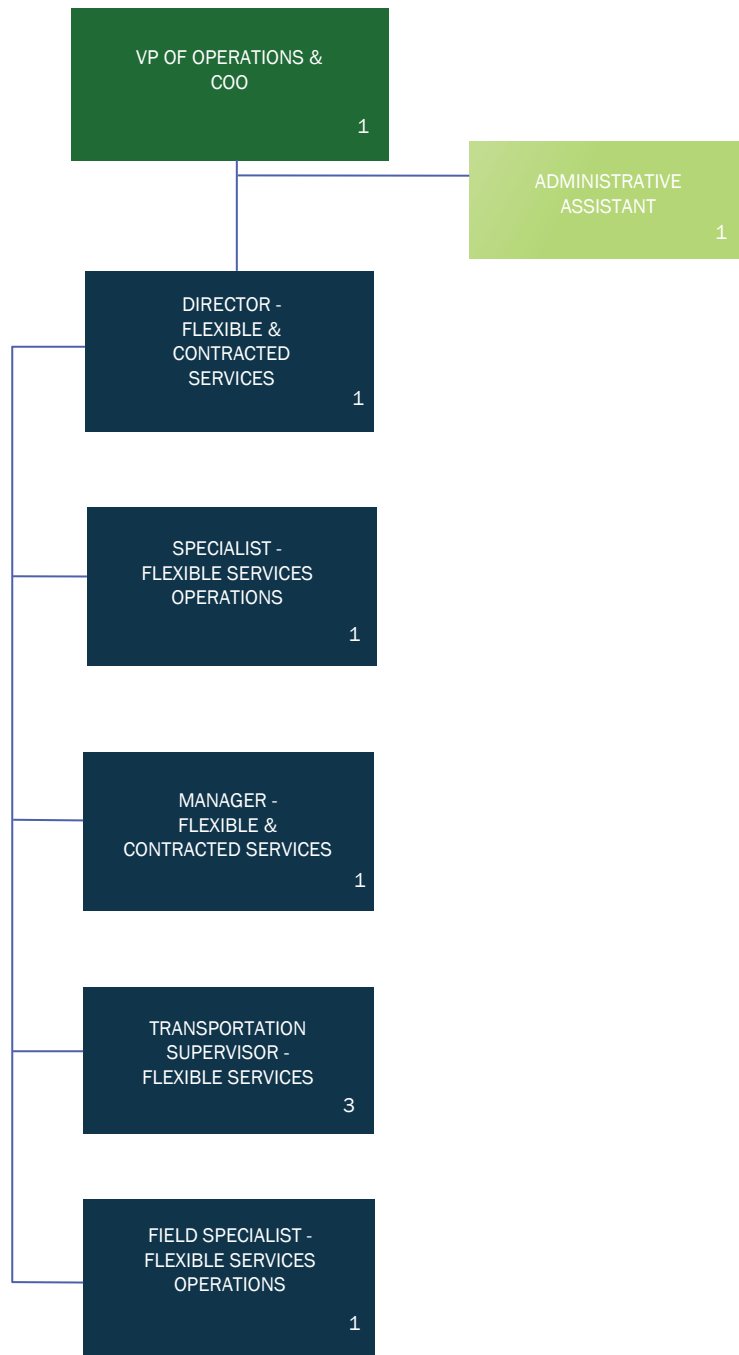
MOBILITY SERVICES

	2018 Expenses	Adopted 2019 Budget	Adopted 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	323,667	434,000	439,235	453,022
Payroll Taxes	23,815	33,201	33,601	34,656
Personal Services Total	347,482	467,201	472,837	487,678
Materials & Supplies				
Fuel	317,950	386,000	697,127	642,024
Office Supplies	6,730	4,000	4,000	4,000
Operating Supplies	491	1,500	3,000	3,750
Parts	0	10,000	12,000	15,000
Materials & Supplies Total	325,171	401,500	716,127	664,774
Other Services & Charges				
Contractual Services	10,726,878	11,686,857	12,000,704	12,087,820
Other	216	84,000	7,000	7,000
Printing and Advertising	75	300	300	300
Professional Services	0	0	1,500	2,000
Telephone	216	0	0	0
Training and Conferences	1,112	7,500	18,000	15,000
Other Services & Charges Total	10,728,497	11,778,657	12,027,504	12,112,120
Grand Total	11,401,150	12,647,358	13,216,468	13,264,572

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

FTE SUMMARY

	2018	2019	2020	2021
Mobility Services	7	7	7	7



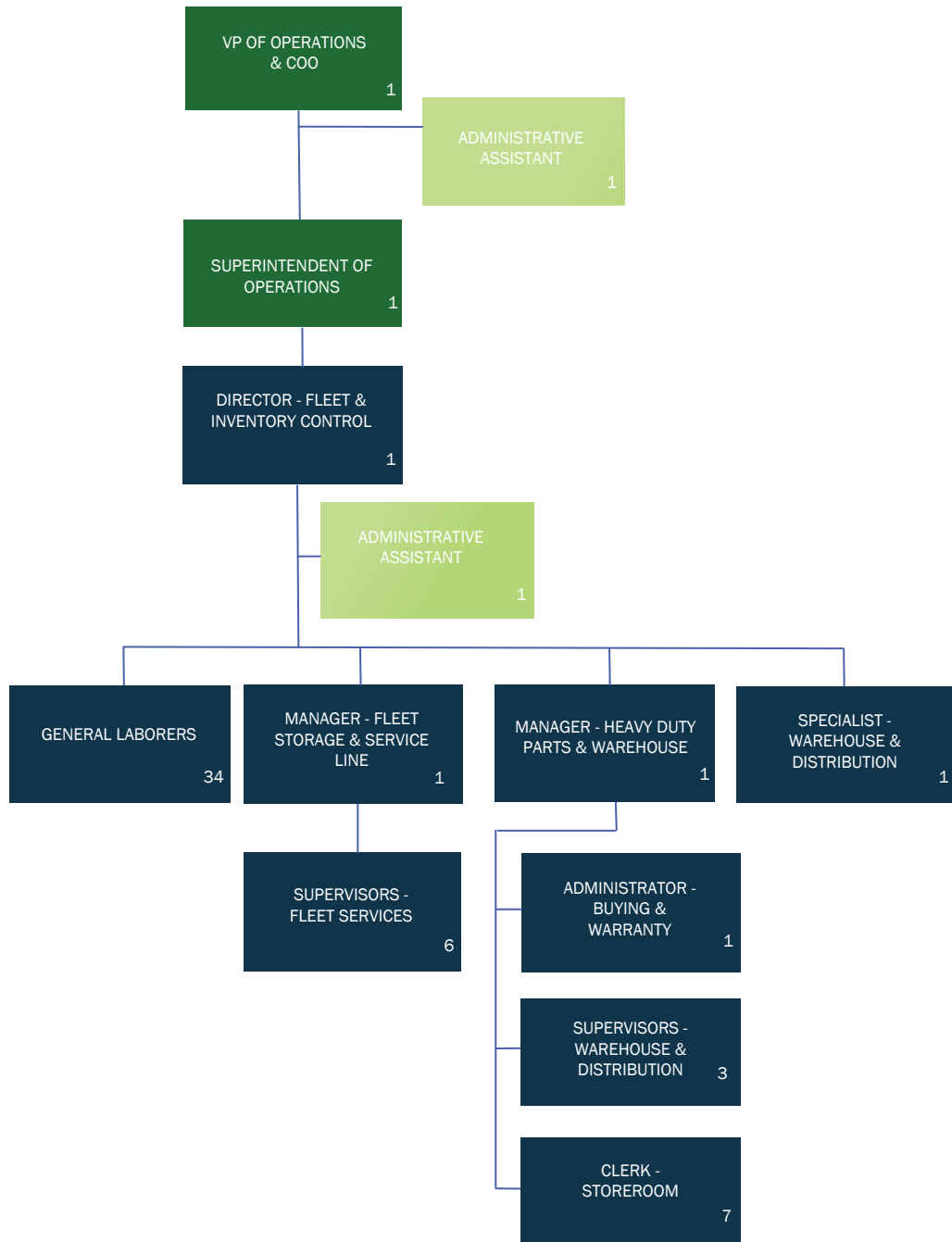
FLEET SERVICES & INVENTORY CONTROL

	2018 Expenses	Adopted 2019 Budget	Proposed 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	1,633,160	2,411,952	2,734,378	2,780,564
Other Benefits	29,675	60,000	35,985	37,629
Payroll Taxes	121,319	184,515	209,180	212,713
Personal Services Total	1,784,154	2,656,467	2,979,543	3,030,906
Materials & Supplies				
Fuel	3,576,635	5,065,000	5,416,385	4,947,169
Office Supplies	4,032	15,000	17,646	15,004
Operating Supplies	16,219	160,000	33,241	29,126
Other	78	10,000	27,214	6,275
Parts	469,284	788,000	994,306	1,189,003
Materials & Supplies Total	4,066,248	6,038,000	6,488,792	6,186,577
Other Services & Charges				
Contractual Services	17,824	225,000	139,855	197,950
Insurance	(655)	0	0	0
Other	19,355	40,000	10,000	17,500
Professional Services	33,932	0	0	0
Training and Conferences	4,710	50,000	20,000	15,000
Other Services & Charges Total	75,167	315,000	169,855	230,450
Grand Total	5,925,569	9,009,467	9,638,190	9,447,933

- The budget for IndyGo's diesel fuel used in fixed route operations is budgeted with Fleet Services & Inventory Control. Diesel fuel consumption for 2020 is projected at 2.2M gallons.
- Staffing additions in 2020 cover increases in General Laborer staff to support more morning and evening bus pull out servicing.

FTE SUMMARY

	2018	2019	2020	2021
Fleet Services	41.5	42.5	54.5	60.5



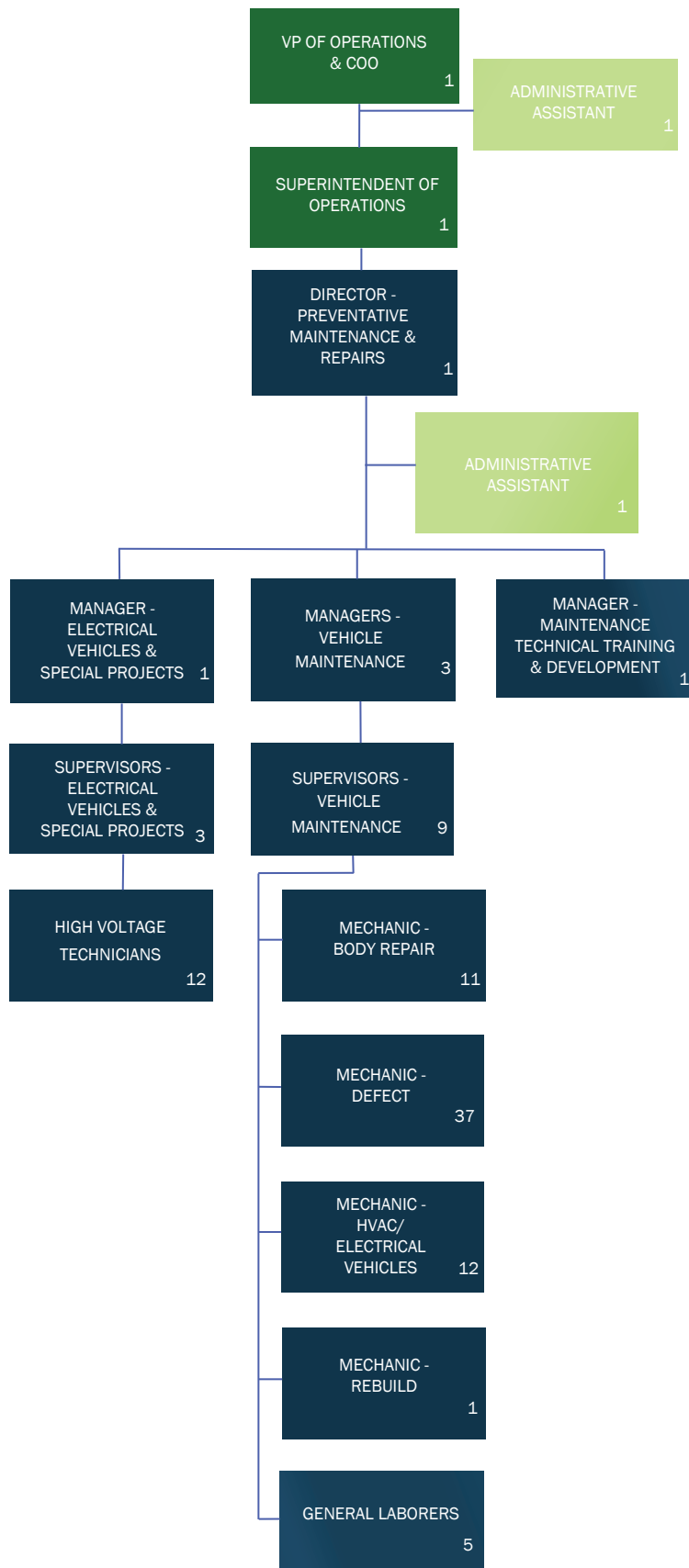
PREVENTATIVE MAINTENANCE & REPAIRS

	2018 Expenses	Adopted 2019 Budget	Adopted 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	4,420,851	6,505,360	6,271,800	6,553,481
Other Benefits	127,294	150,000	183,750	192,038
Payroll Taxes	316,284	497,660	479,793	501,341
Personal Services Total	4,864,430	7,153,020	6,935,343	7,246,860
Materials & Supplies				
Fuel	(277,696)	0	52,499	54,903
Office Supplies	14,212	10,000	9,713	9,713
Operating Supplies	28,462	55,000	46,059	30,774
Other	13,443	10,000	34,115	21,994
Parts	4,266,744	4,722,000	4,911,564	5,113,422
Materials & Supplies Total	4,045,166	4,797,000	5,053,950	5,230,806
Other Services & Charges				
Contractual Services	372,818	530,000	519,377	495,249
Other	76,732	10,000	13,674	14,379
Professional Services	878	0	0	0
Telephone	216	0	0	0
Training and Conferences	434	10,000	21,750	20,937
Other Services & Charges Total	451,077	550,000	554,801	530,565
Grand Total	9,360,672	12,500,020	12,544,094	13,008,231

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

FTE SUMMARY

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



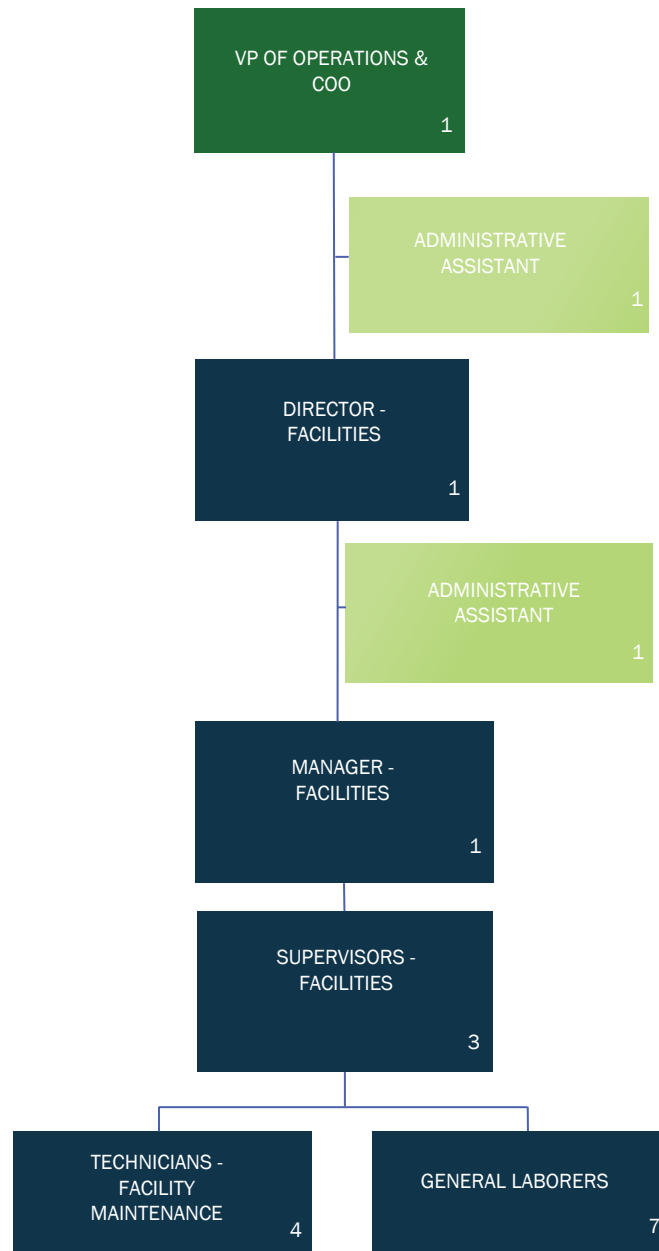
FACILITIES

	2018 Expenses	Adopted 2019 Budget	Adopted 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	711,234	818,123	913,944	946,525
Other Benefits	1,536	4,000	7,500	7,500
Payroll Taxes	52,899	62,587	69,917	72,409
Personal Services Total	765,669	884,710	991,361	1,026,434
Materials & Supplies				
Fuel	1,687	13,000	13,000	13,000
Office Supplies	36,607	10,000	10,000	10,000
Operating Supplies	82,840	172,000	83,500	95,000
Other	722	0	0	0
Parts	210,665	230,000	220,000	230,000
Materials & Supplies Total	332,522	425,000	326,500	348,000
Other Services & Charges				
Contractual Services	1,802,154	1,260,000	1,527,000	1,780,000
Other	864	5,000	5,000	5,000
Professional Services	(18,383)	20,000	10,000	10,000
Training and Conferences	0	0	0	0
Utilities	924,819	1,365,000	1,265,000	1,415,000
Other Services & Charges Total	2,709,454	2,650,000	2,807,000	3,210,000
Grand Total	3,807,645	3,959,710	4,124,861	4,584,434

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

FTE SUMMARY

	2018	2019	2020	2021
Facilities	14	14	17	17



INFORMATION TECHNOLOGY

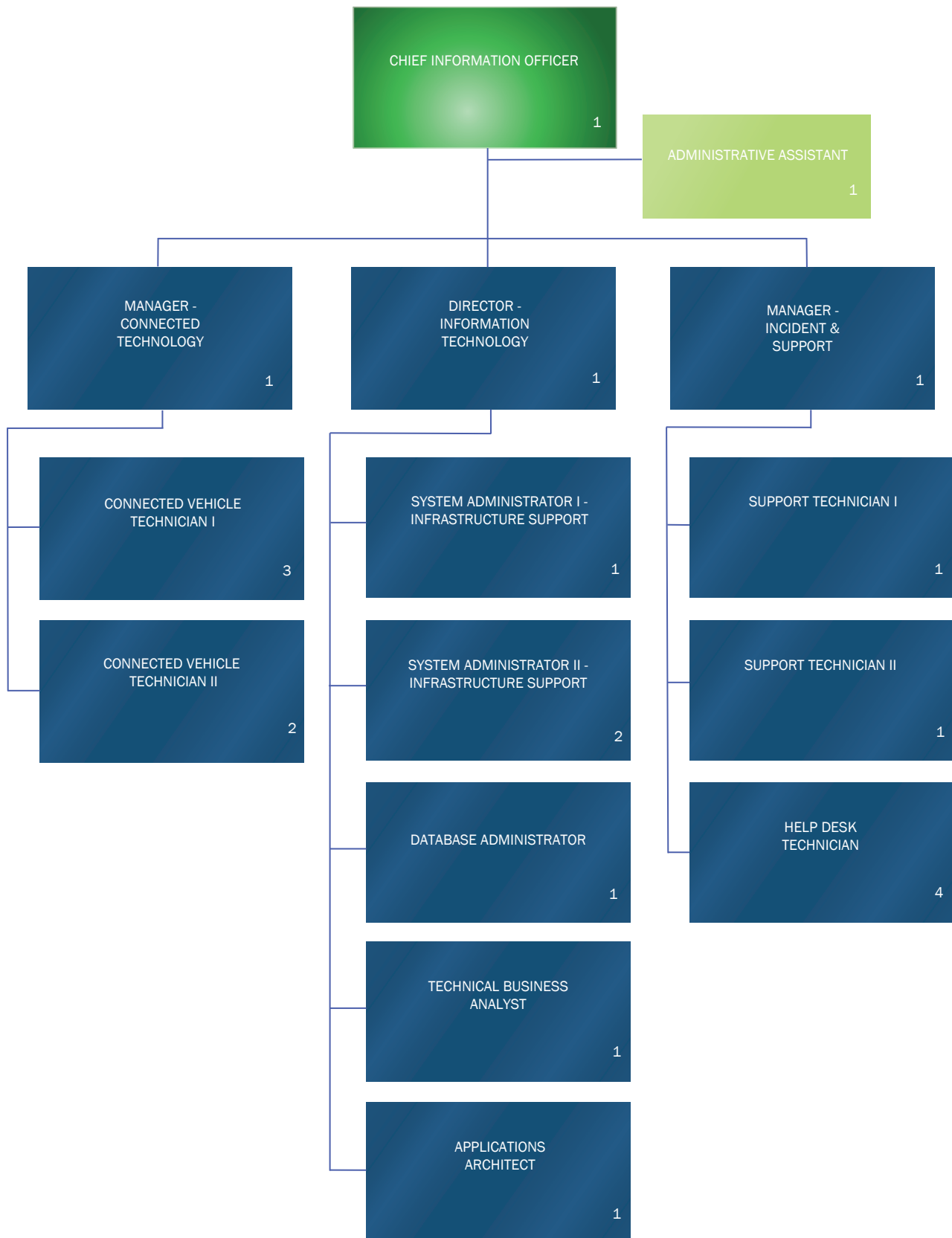
Information Technology department provides cost-effective and efficient enterprise products, services and solutions within a secure and reliable environment for IndyGo through strategic planning, standards and policies, fiscal responsibility, architecture and oversight. It monitors and manages tech incidents, enterprise technology platforms, IndyGo Fleet CAD/AVL equipment, vehicle communications, and vehicle camera systems.

	2018 Expenses	Adopted 2019 Budget	Adopted 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	936,055	1,368,959	1,486,890	1,528,855
Other Benefits	0	0	0	0
Payroll Taxes	70,884	104,725	113,747	116,957
Personal Services Total	1,006,940	1,473,684	1,600,638	1,645,813
Materials & Supplies				
Office Supplies	5,738	3,200	34,870	34,870
Operating Supplies	1,929	4,090	55,550	2,750
Other	286,220	443,500	470,803	346,017
Parts	1,639	39,000	44,000	44,000
Materials & Supplies Total	295,526	489,790	605,223	427,637
Other Services & Charges				
Contractual Services	671,326	636,247	886,567	584,281
Other	11,593	2,500	3,300	3,300
Professional Services	169,148	239,000	222,255	301,675
Telephone	218,643	355,000	362,564	391,934
Training and Conferences	24,740	30,000	41,800	41,800
Other Services & Charges Total	1,095,450	1,262,747	1,516,486	1,322,990
Grand Total	2,397,915	3,226,221	3,722,347	3,396,440

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

FTE SUMMARY

	2018	2019	2020	2021
Facilities	12	20.5	22	22



FINANCE

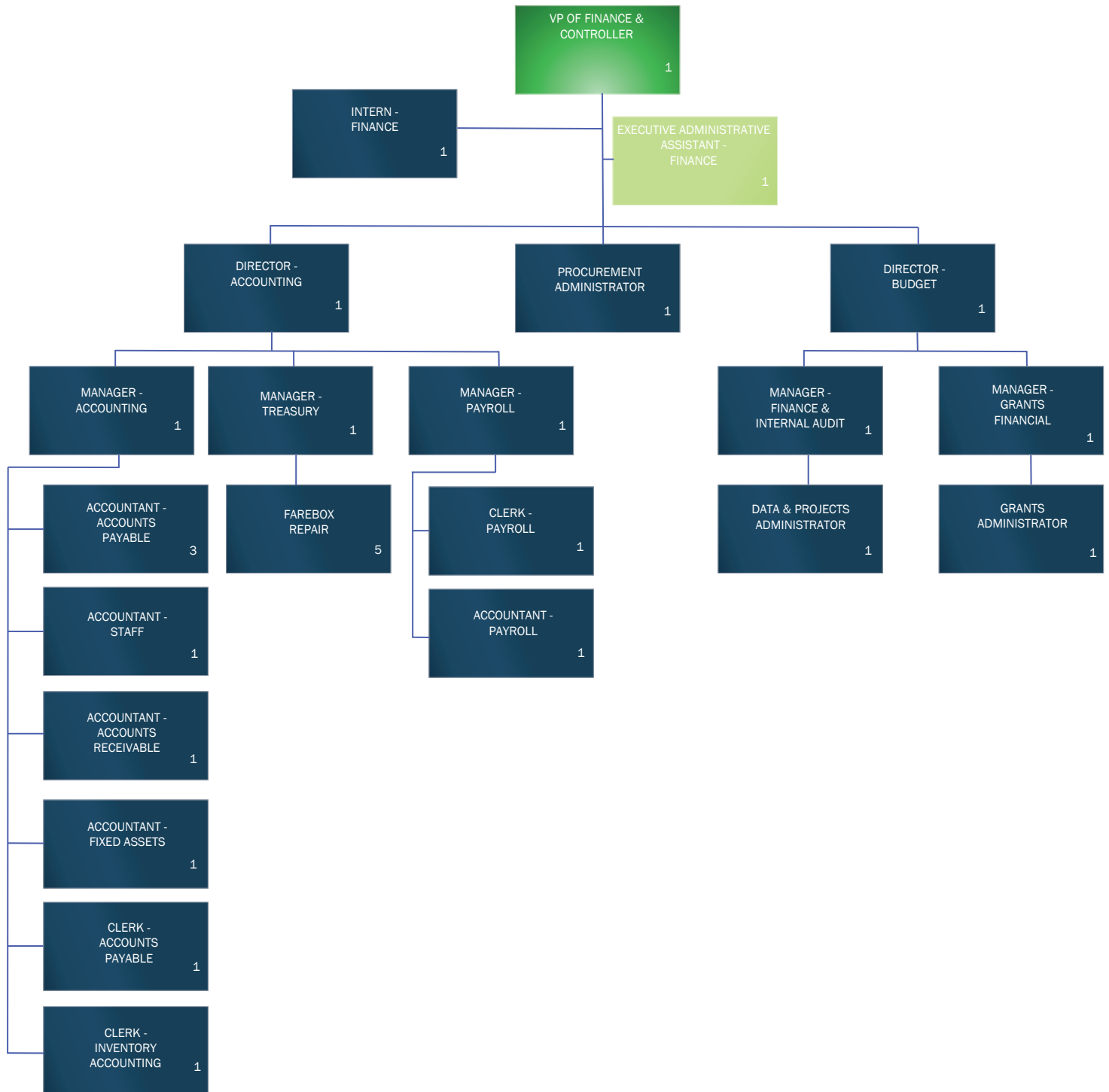
The Finance Department plans, allocates and manages the agency's financial resources, programs and priorities, as well as monitors its financial condition and ensure fiscal integrity. The budget office is responsible for formulating the annual financial plan, financial reporting & grants management. The accounting office manages payroll, accounts payable, accounts receivable, treasury management, liquidity management and revenue collections. The procurement office is responsible for overseeing small and large procurements, and contract administration. Finance also responsible for managing the Disadvantage Business Enterprise (DBE) program.

	2018 Expenses	Adopted 2019 Budget	Adopted 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	1,747,236	2,132,524	2,145,163	2,216,957
Other Benefits	5,035	2,500	5,000	5,000
Payroll Taxes	125,032	5,354	164,105	169,597
Personal Services Total	1,877,302	2,140,378	2,314,268	2,391,554
Materials & Supplies				
Office Supplies	15,303	42,200	20,200	20,200
Operating Supplies	145,718	138,500	136,500	136,500
Other	3,420	4,000	5,000	5,000
Parts	1,802	0	1,000	1,000
Materials & Supplies Total	166,243	184,700	162,700	162,700
Other Services & Charges				
Contractual Services	540,665	640,000	1,120,000	975,000
Dues and Subscriptions	2,272	3,500	3,500	3,500
Insurance	561,165	402,000	483,005	532,500
Other	190,114	7,500	111,100	113,100
Printing and Advertising	55,584	46,000	22,500	22,500
Professional Services	613,868	60,000	50,000	50,000
Telephone	432	0	0	0
Training and Conferences	24,401	20,500	30,600	30,600
Other Services & Charges Total	1,988,502	1,179,500	1,820,705	1,727,200
Grand Total	4,032,047	3,504,578	4,297,673	4,281,454
FTE Summary				
	2018	2019	2020	2021
Finance	34	36	36	36
Grand Total	34	36	36	36

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

FTE SUMMARY

	2018	2019	2020	2021
Facilities	34	36	36	36



HUMAN RESOURCES

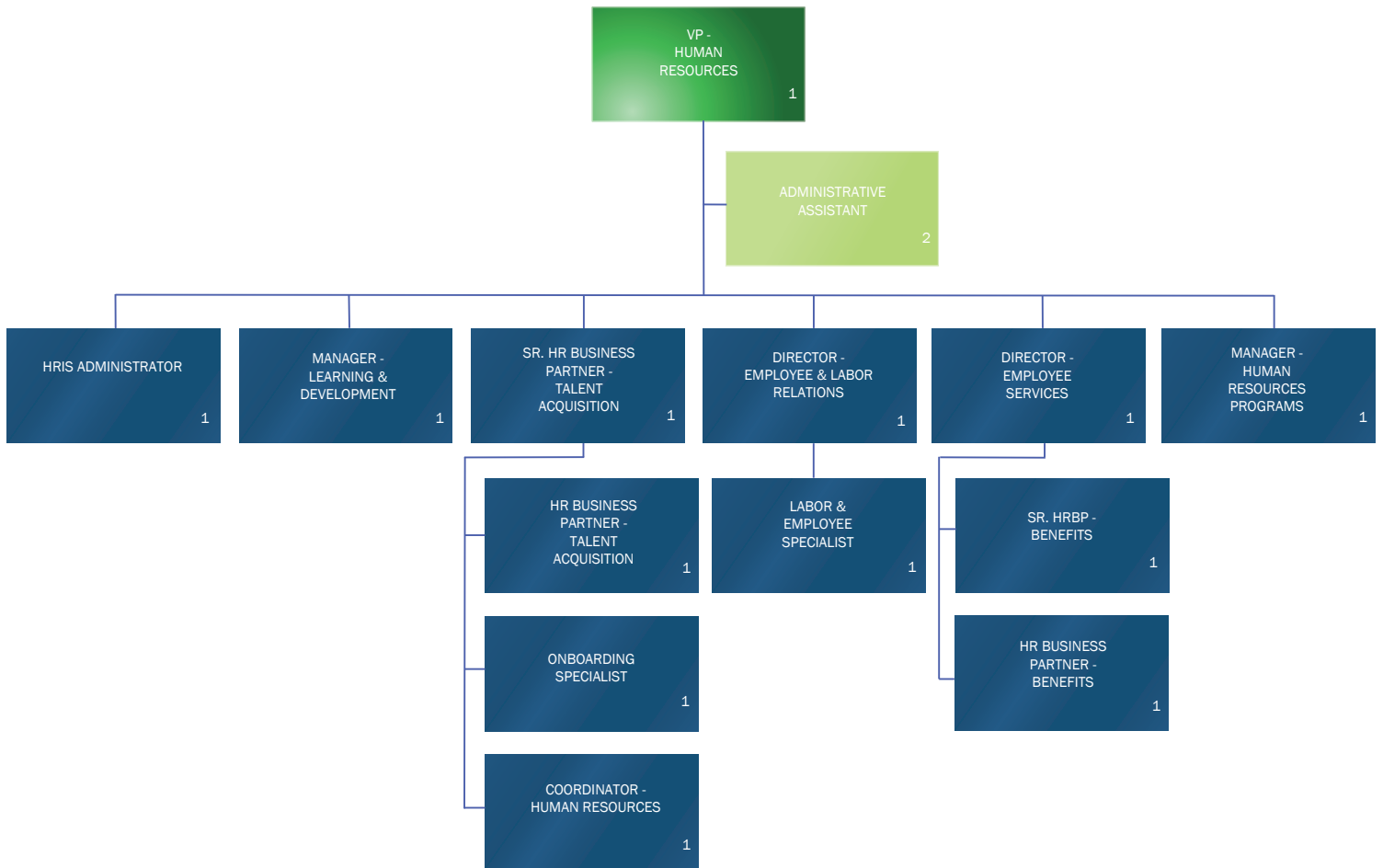
The purpose of the IndyGo Human Resources department is to support the mission, goals and objectives of the entire organization; provide policies and programs in support of the organization to acquire, train/develop, manage, reward and ultimately retain human capital and ensure federal, state and local regulatory compliance related to all terms and conditions of employment. Provide guidance, policies and programs in the area of labor/employee relations, organizational development, classification and compensation, staffing and recruitment, benefits, retirement and drug and alcohol compliance.

	2018 Expenses	Adopted 2019 Budget	Adopted 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	643,428	930,780	1,583,268	1,628,629
Benefits	9,140,070	12,445,077	12,216,529	12,648,642
Other Benefits	561,450	591,596	600,000	645,250
Payroll Taxes	45,171	71,204	121,120	124,590
Retirement	1,106,409	1,412,947	1,405,000	1,405,000
Personal Services Total	11,496,528	15,451,603	15,925,918	16,452,111
Materials & Supplies				
Office Supplies	15,621	10,500	12,500	15,500
Operating Supplies	1,603	0	15,750	21,250
Other	649	0	0	0
Materials & Supplies Total	17,872	10,500	28,250	36,750
Other Services & Charges				
Contractual Services	106,963	66,532	189,850	204,850
Dues and Subscriptions	9,985	6,485	6,500	6,500
Insurance	704,603	665,020	757,500	766,750
Other	16,987	29,680	21,500	24,000
Printing and Advertising	18,362	131,351	92,500	75,000
Professional Services	346,857	244,813	115,000	155,000
Training and Conferences	149,126	201,500	233,500	235,000
Other Services & Charges Total	1,352,884	1,345,381	1,416,350	1,467,100
Grand Total	12,867,284	16,807,484	17,370,518	17,955,961

Worker's compensation and unemployment insurance are paid from Human Resource's insurance budget. Healthcare related fringe benefits for IndyGo employees include medical, dental and vision coverage. Onsite at IndyGo headquarters is a health clinic, which is free for employees and their families. The organizational costs for these benefits are budgeted for here. Human Resources department assumes absorption of majority of the training department.

FTE SUMMARY

	2018	2019	2020	2021
Facilities	12.5	13.5	14.5	14.5



PLANNING & CAPITAL PROJECTS

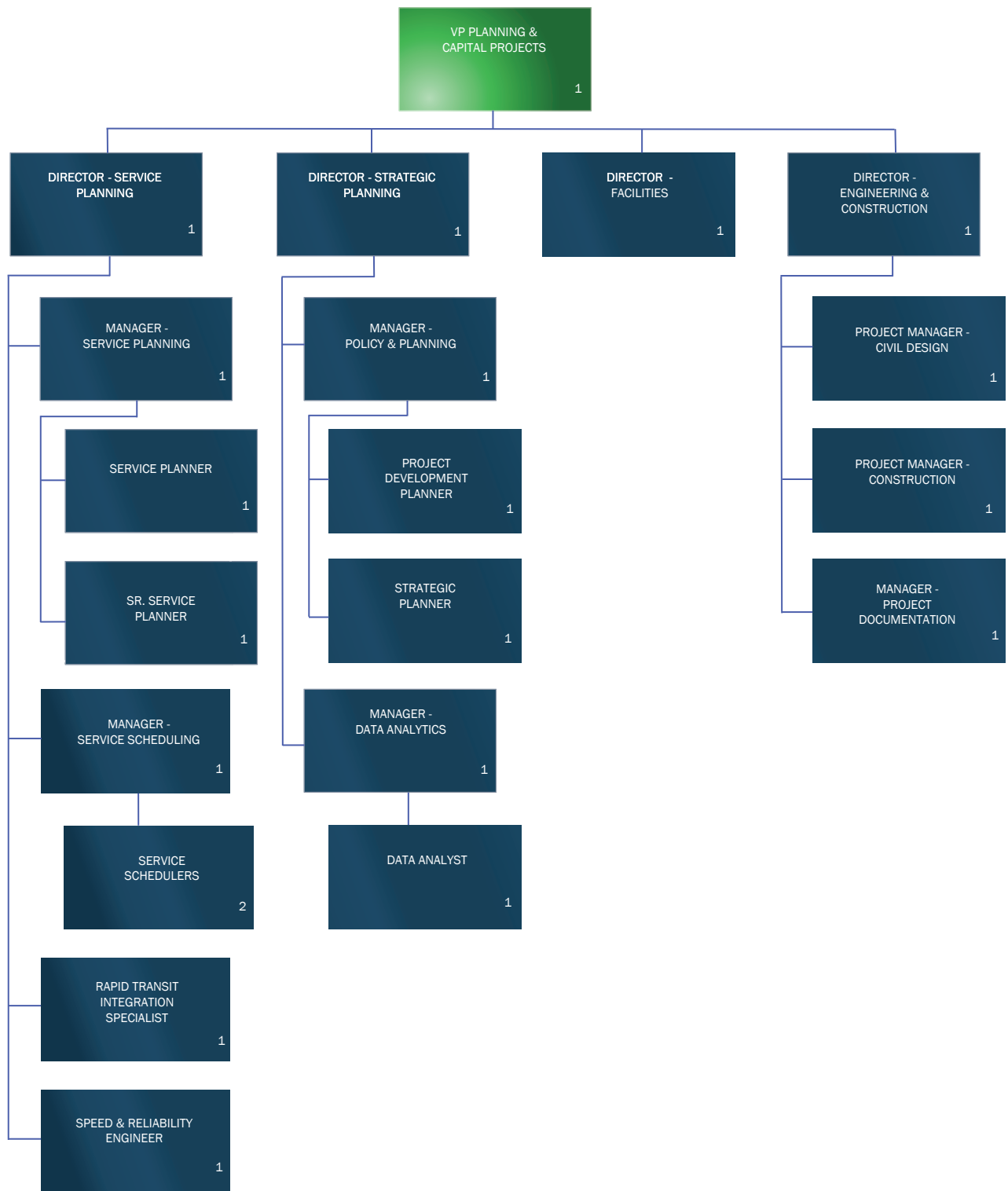
The Planning and Capital Projects division responsibilities include design and construction of all capital projects, service scheduling, bus stop design, fare system implementation, development of operating plans, environmental studies, grant applications, innovative mobility partnerships (with public affairs), land use/transit-oriented development, statistical analysis, and long-range & financial planning.

	2018 Expenses	Adopted 2019 Budget	Adopted 2020 Budget	Budget 2021 Outlook
Personal Services				
Wages	1,253,559	1,366,616	1,438,538	1,761,944
Payroll Taxes	91,863	104,546	110,048	134,789
Personal Services Total	1,345,422	1,471,162	1,548,586	1,896,732
Materials & Supplies				
Office Supplies	6,491	3,000	1,000	1,030
Operating Supplies	4,489	0	100	100
Other	31,991	0	5,000	5,150
Materials & Supplies Total	42,971	3,000	6,100	6,280
Other Services & Charges				
Contractual Services	1,103,472	0	1,679,693	1,683,092
Dues and Subscriptions	6,166	2,500	1,400	4,800
Other	3,522	0	54,408	58,510
Printing and Advertising	19,547	0	0	0
Professional Services	41,739	325,000	665,000	990,900
Training and Conferences	51,878	74,400	59,000	72,924
Other Services & Charges Total	1,226,323	401,900	2,459,501	2,810,226
Grand Total	2,614,716	1,876,062	4,014,187	4,713,238

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

FTE SUMMARY

	2018	2019	2020	2021
Facilities	18	19	21	24



INCOME TAX REVENUE FUND

INCOME TAX REVENUE FUND

REVENUES – WHERE THE MONEY COMES FROM

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

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

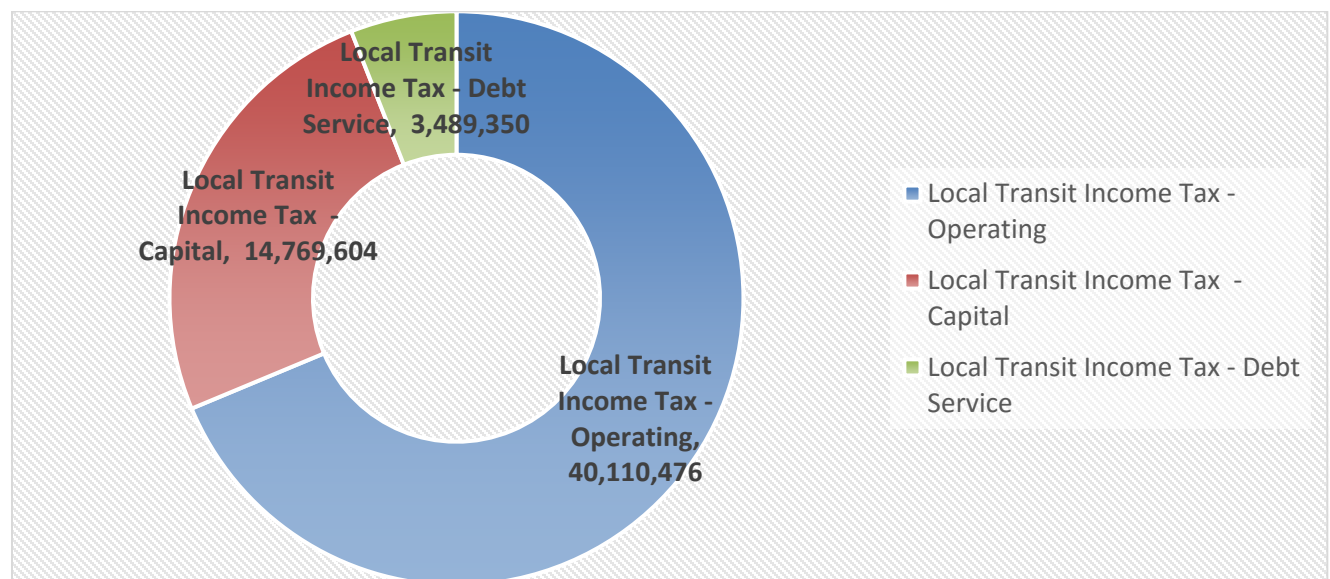
The Statute allows IPTC purchase, establish, operate, repair, or maintain the public transportation project if the public transportation project is located, either entirely or partially, within the eligible county.

Appropriations out of the Transit Income Tax are expected to be \$58.4 million for 2020.

USES OF REVENUE - WHERE THE MONEY GOES

The following chart represents IPTC's plan for the utilization of the 2020 Income Tax Revenue Funding at a \$111.1M operating budget, Capital budget and debt service budget.

	2020	2021
Local Transit Income Tax - Operating	40,110,476	45,304,605
Local Transit Income Tax - Capital	14,769,604	12,149,197
Local Transit Income Tax - Debt Service	3,489,350	3,485,725
Total Taxes	\$58,369,430	\$60,939,527



DEBT SERVICE

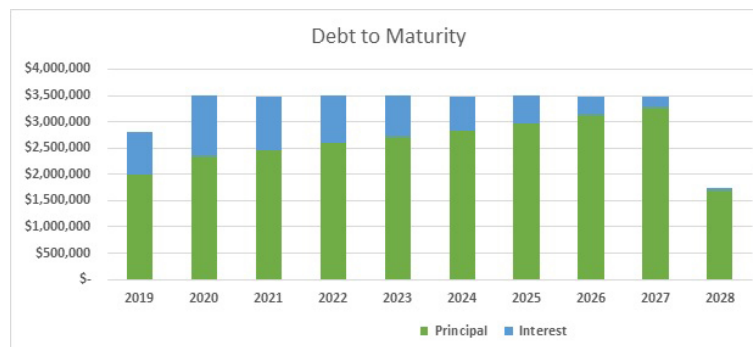
DEBT SERVICE

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

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

The following table and graph show the scheduled debt service payments on the bonds payable for years subsequent to December 31, 2018.

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



To date, there are no other outstanding obligations payable from the Transportation LIT Revenues; however, IndyGo anticipates a possible future financings in 2022 to fund approximately \$65 million of projects. There is no assurance that all or any of the future financings will occur. Any such financing is conditional, subject to market conditions, and is at the absolute discretion of the Qualified Entity.

FUND BALANCE AND FINANCIAL SUMMARY - ALL FUNDS

FY 2020 Statement of Revenues, Expenditures and Changes in Fund Balance

	General Fund	Local Transit Income Tax	Cumulative Capital Fund	Local Transit Income Tax Debt Service Fund	Grand Total
Revenues					
Passenger Fares	10,631,742				10,631,742
Property & Excise Taxes	36,468,936		3,582,332		40,051,267
State- Public Mass Transit Funds	11,107,800				11,107,800
Federal Transit Revenue	11,480,000				11,480,000
Service Reimbursement Program	420,480				420,480
Advertising	675,305				675,305
Other Operating	180,000				180,000
Transit Tax Revenue	-	54,880,080		3,489,350	58,369,430
Inter-Governmental Transfers					
Total Revenues	70,964,262	54,880,080	3,582,332	3,489,350	132,916,024
Expenditure by Category					
Personal Services	43,263,321	24,528,696			67,792,017
Materials & Supplies	8,687,035	4,886,457			13,573,492
Other Services & Charges	19,013,907	10,695,323			29,709,229
Capital Outlay		27,915,453	6,975,090		34,890,543
Debt Service	-	-		3,489,350	3,489,350
Total Expenditures	70,964,262	68,025,929	6,975,090	3,489,350	149,454,632
Changes in Fund Balance	0	(13,145,849)	(3,392,758)	-	(16,538,608)
Estimated Beginning Fund Balance - January 1, 2020					
	9,880,330	18,310,172	4,103,151	-	32,293,653
Estimated Ending Fund Balance - December 31, 2020					
	9,880,330	5,164,323	710,393		15,755,045

(1) Local Transit Income Tax & Local Transit Income Tax Debt Service Funds are non-major Special Revenue Funds.

(2) Non-major funds: Local Transit Income Tax and Capital Cumulative funds are seeing the ending fund balances shrink in budget year 2020 as many capital projects programmed in FY 2019 did not start as anticipated or had a delay start due to various reasons and appropriations were carried over from the prior year to 2020.

Three Year Consolidated Financial Summary

	General Fund			Cumulative Capital Fund			Non-Major Funds (Home Ruled) Funds			Grand Total		
	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget	FY 2018 Actual	FY 2019 Budget	FY 2020 Budget
Revenues												
Passenger Fares	10,287,453	10,000,000	10,631,742	-	-	-	-	-	-	36,404,255	10,000,000	10,631,742
Property & Excise Taxes	36,404,255	35,768,031	36,468,936	3,328,002	3,335,435	3,582,332	-	-	-	39,732,257	39,103,466	40,051,267
State- Public Mass Transit Funds	11,071,851	10,956,604	11,107,800	-	-	-	-	-	-	11,071,851	10,956,604	11,107,800
Federal Transit Revenue	4,910,632	12,092,093	11,480,000	-	-	-	-	-	-	4,910,632	12,092,093	11,480,000
Service Reimbursement Program	415,396	400,232	420,480	-	-	-	-	-	-	415,396	400,232	420,480
Advertising	675,305	655,636	675,305	-	-	-	-	-	-	675,305	655,636	675,305
Other Operating	180,000	180,000	180,000	121,495	228,430	-	-	-	-	301,495	408,430	180,000
Transit Tax Revenue	-	-	-	-	-	-	52,000,000	56,858,347	58,369,430	52,000,000	56,858,347	58,369,430
Inter-Governmental Transfers	-	-	-	-	7,300,000	-	-	-	-	-	7,300,000	-
Total Revenues	63,944,892	70,052,596	70,964,262	3,449,497	10,863,865	3,582,332	52,000,000	56,858,347	58,369,430	145,511,191	137,774,807	132,916,024
Expenditure by Category												
Personal Services	32,266,238	43,761,096	43,263,321	-	-	-	16,207,346	21,648,592	24,528,696	48,473,584	65,409,688	67,792,017
Materials & Supplies	6,212,395	8,359,148	8,687,035	-	-	-	3,192,083	4,117,192	4,886,457	9,404,479	12,476,340	13,573,492
Other Services & Charges	16,762,357	17,932,352	19,013,907	-	-	-	9,195,772	8,832,353	10,695,323	25,958,129	26,764,705	29,709,229
Capital Outlay	-	-	-	3,190,277	11,300,033	6,975,090	10,904,526	19,395,410	27,915,453	14,094,802	30,695,443	34,890,543
Debt Service	-	-	-	-	-	-	1,000,000	2,864,800	3,489,350	1,000,000	2,864,800	3,489,350
Total Expenditures	55,240,990	70,052,596	70,964,262	3,190,277	11,300,033	6,975,090	40,499,728	56,858,346	71,515,279	98,930,995	138,210,975	149,454,632

(1) Local Transit Income Tax & Local Transit Income Tax Debt Service Funds are non-major Special Revenue Funds.

(2) Non-major funds: Local Transit Income Tax and Capital Cumulative funds are seeing expenditures greater than the revenues in budget year 2020 as many capital projects programmed in FY 2019 did not start as anticipated or had a delay start due to various reasons and appropriations were carried over from the prior year to 2020.

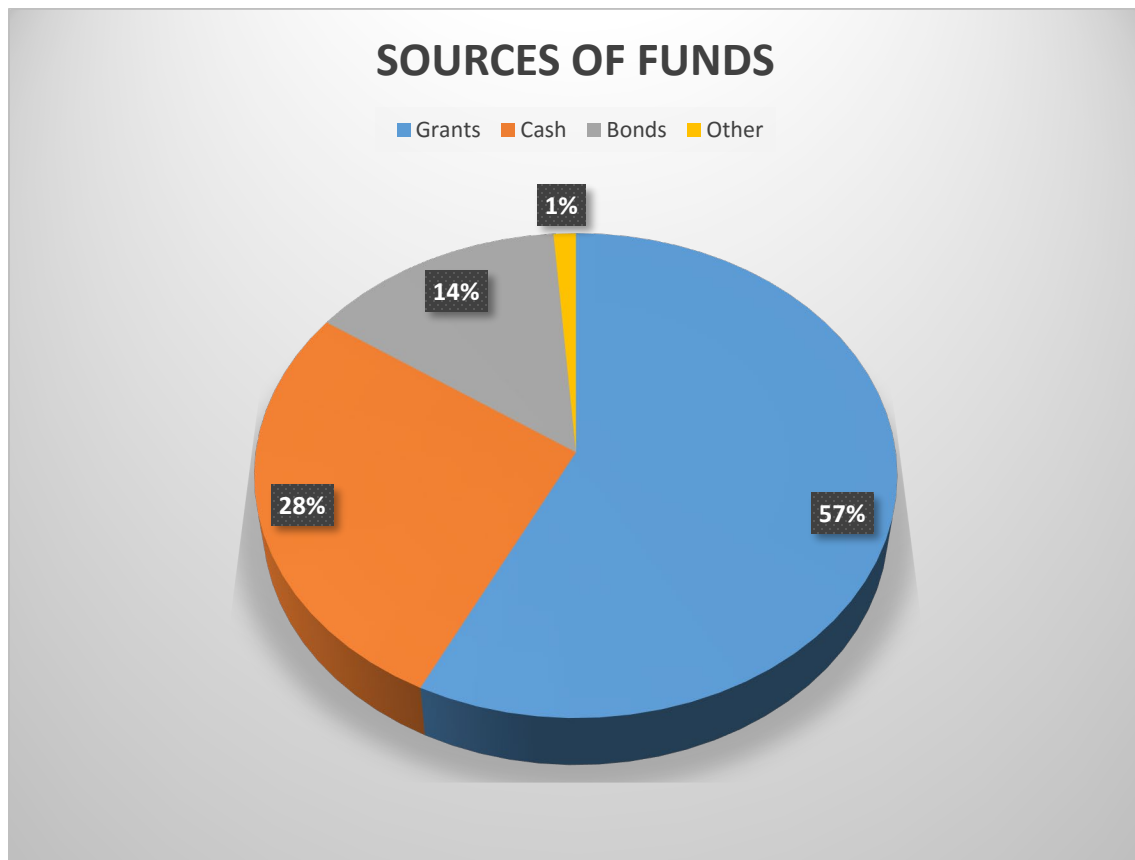
CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM

5-Year Capital Improvement Program											
	Total 5-Year CIP	Q3/Q4 2019	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025			
BRT and On-Street Infrastructure	\$468,229,682	\$29,036,682	\$70,196,000	\$62,800,000	\$88,950,000	\$114,736,000	\$77,850,000	\$24,661,000			
Red Line Phase 1	41,286,682	\$24,286,682	\$17,000,000	\$0	\$0	\$0	\$0	\$0			
Red Line Phase 2a/3a (to County Line)	39,000,000	\$0	\$3,750,000	\$2,200,000	\$2,200,000	\$24,700,000	\$6,150,000	\$0			
Purple Line	150,736,000	\$3,000,000	\$30,250,000	\$49,600,000	\$49,600,000	\$18,286,000	\$0	\$0			
Blue Line	216,661,000	\$800,000	\$5,000,000	\$8,000,000	\$36,300,000	\$70,900,000	\$71,000,000	\$24,661,000			
Michigan St. Improvements (Constr)	4,350,000	\$0	\$4,350,000	\$0	\$0	\$0	\$0	\$0			
30th St. Improvements (constr)	2,150,000	\$0	\$0	\$2,150,000	\$0	\$0	\$0	\$0			
Rural St Underpass Clearance Modification	1,475,000	\$225,000	\$1,250,000	\$0	\$0	\$0	\$0	\$0			
Downtown Local Route Super Stops (FW/Delaware/Alabama)	2,541,000	\$100,000	\$2,441,000	\$0	\$0	\$0	\$0	\$0			
Vermont Street Super Stops	2,400,000	\$200,000	\$2,200,000	\$0	\$0	\$0	\$0	\$0			
Transit Signal Priority Installation	1,690,000	\$0	\$1,690,000	\$0	\$0	\$0	\$0	\$0			
Local Route Stop/Shelter/Sidewalk Installations	5,300,000	\$425,000	\$1,625,000	\$850,000	\$850,000	\$850,000	\$700,000	\$0			
Mobility Hubs Infrastructure	640,000	\$0	\$640,000	\$0	\$0	\$0	\$0	\$0			
Facilities	\$19,580,000	\$5,440,000	\$8,785,000	\$3,655,000	\$1,700,000	\$0	\$0	\$0			
Office Area Renovations (including furniture)	2,380,000	\$2,200,000	\$0	\$180,000	\$0	\$0	\$0	\$0			
DTC Level Boarding Modifications	1,700,000	\$0	\$0	\$0	\$1,700,000	\$0	\$0	\$0			
Bus Charging Infrastructure in Garage	500,000	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0			
Training/Contingency Facility Construction	4,900,000	\$1,100,000	\$3,800,000	\$0	\$0	\$0	\$0	\$0			
Building Exterior Improvements	1,400,000	\$0	\$0	\$1,400,000	\$0	\$0	\$0	\$0			
Maintenance Area Renovations	3,400,000	\$150,000	\$1,875,000	\$1,375,000	\$0	\$0	\$0	\$0			
Wash Rack Replacement & Door Widening & Paint Booth	2,600,000	\$1,600,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0			
DTC Lounge/Office Renovations	750,000	\$0	\$750,000	\$0	\$0	\$0	\$0	\$0			
Driveable Floor Scrubbers	250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0			
Sidewalk/Steps/Ramps at 1501 Washington	200,000	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0			
Facility Needs Study (Study)	100,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0			
Additional Maintenance/Paratransit Facility & Equip (Illustrative)	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
Solar Array Expansion (1501)	1,400,000	\$140,000	\$1,260,000	\$0	\$0	\$0	\$0	\$0			
Additional Contingency Site Equipment: Dispatch & Generator (Illustrative)	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0			

Safety/Security		\$4,418,000	\$895,000	\$2,563,000	\$220,000	\$230,000	\$255,000	\$255,000	\$0
Main Facility CCTV Upgrade		795,000	\$795,000	\$0	\$0	\$0	\$0	\$0	\$0
Training Simulators		350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0
Enhanced Security at 1501 (illustrative / TSGP dependent)		-	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Security Upgrades @ 1501		1,100,000	\$100,000	\$1,000,000	\$0	\$0	\$0	\$0	\$0
On-Board Data Recorders/Collision Avoidance		213,000	\$0	\$213,000	\$0	\$0	\$0	\$0	\$0
Vehicle CCTV Replacement		1,960,000	\$0	\$1,000,000	\$220,000	\$230,000	\$255,000	\$255,000	\$0
IT/Finance		\$7,222,000	\$4,533,000	\$2,489,000	\$200,000	\$0	\$0	\$0	\$0
ERP		1,000,000	\$0	\$800,000	\$200,000	\$0	\$0	\$0	\$0
Fare Collection/Validation System		1,338,000	\$1,338,000	\$0	\$0	\$0	\$0	\$0	\$0
Wireless Vehicle Communication (Install)		820,000	\$820,000	\$0	\$0	\$0	\$0	\$0	\$0
ITS Upgrade/Replacement (CAD AVL)		2,375,000	\$2,375,000	\$0	\$0	\$0	\$0	\$0	\$0
Hastus Software Upgrade		800,000	\$0	\$800,000	\$0	\$0	\$0	\$0	\$0
Data Warehouse		64,000	\$0	\$64,000	\$0	\$0	\$0	\$0	\$0
Payment Integration Platform		-	\$0	\$0	\$0	\$0	\$0	\$0	\$0
VoIP Solution (Illustrative)		-	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Disaster Recover and Business Continuity Plan		825,000	\$0	\$825,000	\$0	\$0	\$0	\$0	\$0
Secure Communications Network (Illustrative)		-	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Affairs		\$395,000	\$170,000	\$225,000	\$0	\$0	\$0	\$0	\$0
Public Affairs Intranet		75,000	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0
Mobile App Development		150,000	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0
Call Center		170,000	\$170,000	\$0	\$0	\$0	\$0	\$0	\$0
Fleet		\$52,371,000	\$8,806,000	\$9,815,000	\$3,715,000	\$4,750,000	\$5,115,000	\$14,950,000	\$0
BRT Bus Docking Technology		5,000,000	\$0	\$3,416,667	\$1,583,333	\$0	\$0	\$0	\$0
Automatic Passenger Counters Upgrade		220,000	\$0	\$220,000	\$0	\$0	\$0	\$0	\$0
Paratransit Bus Replacement		7,315,000	\$0	\$1,400,000	\$1,415,000	\$1,450,000	\$1,500,000	\$1,550,000	\$0
Fixed Route Bus Replacement		37,100,000	\$8,200,000	\$7,800,000	\$2,000,000	\$3,000,000	\$3,000,000	\$13,100,000	\$0
Support Vehicle Replacement		936,000	\$306,000	\$315,000	\$0	\$0	\$315,000	\$0	\$0
Maintenance Heavy Equipment		1,800,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$0
Grand Totals		552,215,682	48,880,682	97,709,667	72,173,333	95,630,000	120,106,000	93,055,000	24,661,000

CAPITAL BUDGET: SOURCE OF FUNDS





IndyGo

2019-2025 Capital Plan

Adopted by the IPTC Board
August 28, 2019

IndyGoSM



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INTRODUCTION & OVERVIEW

In November 2016, nearly 60 percent of Marion County voters cast ballots in favor of adopting a 0.25 percent income tax dedicated to fund transit improvements. This transit levy was subsequently enacted by the Indianapolis-Marion County City County Council in February 2017. The resources derived from this tax will support the implementation and operation of the Marion County Transit Plan (Transit Plan), a component of *IndyConnect*—Central Indiana's Regional Transit Plan—as developed by the Indianapolis Metropolitan Planning Organization (MPO), IndyGo, and the Central Indiana Regional Transit Authority (CIRTA).

The Transit Plan calls for IndyGo to expand the frequency and hours of service for its fixed-route local network, construct and operate three new rapid transit lines, and change the orientation of its network from a hub-and-spoke network to a grid system. The strategic framework for these changes were developed as part of IndyGo's *IndyGo Forward* Comprehensive Operational Analysis and will be implemented over the next five years.

To effectively operate the increased local service and three rapid transit corridors and provide for a highly functioning transit system, several capital investments are necessary. These investments include capital expenditures within the following areas:

- **Fleet:** The addition and replacement of IndyGo vehicles and equipment to increase the reliability and operational efficiency of IndyGo's fleet and equipment to service and maintain the fleet;
- **On-Street Infrastructure and Bus Rapid Transit:** associated with bus rapid transit, fixed-route stops, and shelters;
- **Facilities:** Expansion, renovation, repair, and maintenance of IndyGo facilities to house IndyGo employees across divisions and support the efficient execution of their job responsibilities;
- **Information Technology & Finance:** Addition and/or replacement information technology and other administrative systems to promote a modern, high-functioning workplace; and
- **Safety, Security, and Training** equipment and enhancements.

In order to provide a fiscally-constrained plan, provide for financial forecasting and budgeting, and prioritize and coordinate investments, a five-year capital investment budget was first created in 2017. This tool was a joint effort of the finance and capital projects & planning divisions, with input from departments across the agency. That plan was presented and adopted by the IPTC Board of Directors on December 7, 2017 and updated in March 2018.

As part of the planning for the 2018 annual operational budgeting process, a decision was reached to update IndyGo's five-year capital plan, each year, on a five-year rolling basis. As such, this document—IndyGo's 2019-2025 Capital Plan—reflects a new five-year capital plan that incorporates the latest project costs and revenue estimates and extends the planning horizon to 2024 (and 2025 for the Blue Line Rapid Transit project).

Similar to the previous five-year capital plan, this document summarizes and organizes the figures included in the five-year capital budget, organizes those figures into a useful format, and provides additional detail on the sources and uses. This document is intended to serve as a benchmark for projecting, prioritizing, and programming capital expenditures for the next five years and will serve as a framework for IndyGo's official annual budgeting process. The document will assist in planning for IndyGo's pursuit of external funding, competitive grant programs, and/or debt instruments intended to finance capital expenditures.

The capital plan is organized into the following sections.

- The **Annual Summaries** section provides a comprehensive overview of the five-year capital program as well as a summary-level annual breakdown of anticipated capital revenue and expenditures.
- The **Funding Sources** section provides information on the sources of revenue expected to be programmed toward capital expenditures through 2024.
- The **Capital Expenditures** section provides an explanation of the expenditure, an anticipated cost for each expenditure, and the anticipated revenue source(s) for that capital cost.
- **Annual Itemized Expenditure Tables** section provides an itemized quarterly table of expenditures for each year, sorted by category of cost.

Relative to IndyGo's previous five-year capital plan, this plan shows of \$552,215,682 in expenditures, an increase of \$7.4 million (1.4 percent) over the previous plan.

The IndyGo 2019 – 2025 Capital Plan provides a forecast of planned revenue and expenditures based on currently available information. IndyGo will routinely update its assumptions and projections as capital projects are implemented, revenue is realized, and/or information otherwise becomes available.

Table 1 will be updated with any changes to this document and enable IndyGo to track versions of this document over time. The numbering conventions associated with the version control will be as follows: whole numbers will reflect the incorporation of substantial changes made to the sources and/or uses of capital funds and/or with updates following the adoption of IndyGo's annual budget; incremental updates (tracked by decimal numbers) will reflect minor changes made between these more substantial changes. Entries for minor changes may be removed from the version control table upon the adoption of a new major changes. The Date of Revision is the date that this document was revised; the Date of Budget refers to the version control date in the excel budget file upon which these revisions are based.

Table 1. Version Control Table

Version	Purpose of Change	Date of Revision	Date of Budget	Responsible
1.0	Adopted by the IPTC Board	8/28/19	8/28/19 (v1.0)	John Marron

ANNUAL SUMMARIES

IndyGo's 2019-2025 Capital Plan represents a substantial investment in transit and transit-supporting infrastructure. These investments will include expenditures associated with rolling stock, enhancements to on-street infrastructure and bus rapid transit projects, IndyGo facilities, IT and finance, public affairs, and safety, security and training enhancements. The purpose of this plan is to coordinate these expenditures with expected sources of revenue and time these investments in such a way to maintain adequate and acceptable cash flow for the agency.

To that end, the annual summary (see Table 2) shows an annual breakdown of planned expenditures and aligns those expenditures with expected revenue on an annual basis. It is intended that the following serves as a summary of the total five-year plan and serves as an annual planning resource in developing more detailed capital budgets on an annual basis through 2024 (see table note re: 2025 expenditures).

Expected expenditures have been developed through a process jointly-coordinated by IndyGo's finance and capital projects divisions and reflects the input of divisions and departments throughout IndyGo. Individual expenditures and anticipated revenue sources are described in greater detail in subsequent sections of this document.

The timing of individual expenditures reflects a planning effort that sought to examine the interrelationship of planned projects to IndyGo's operational needs as suggested by each division and matching those needs with anticipated revenue. As such, the following tables reflect a prioritization of planned expenditures, fiscally-constrained, across the agency. IndyGo will continue to monitor sources of anticipated revenue and the need for the expenditures, adjusting the plan as needed.

Table 2. Annual Summary

	Q3/Q4 2019	2020	2021	2022	2023	2024	2025*	Total
Expenditures	\$48,880,682	\$97,709,667	\$72,173,333	\$95,630,000	\$120,106,000	\$93,055,000	\$24,661,000	\$552,215,682
Fleet	\$8,806,000	\$13,451,667	\$5,298,333	\$4,750,000	\$5,115,000	\$14,950,000	\$0	\$52,371,000
On-Street Inf. & BRT	\$29,036,682	\$70,196,000	\$62,800,000	\$88,950,000	\$114,736,000	\$77,850,000	\$24,661,000	\$468,229,682
Facilities & Equipment	\$5,440,000	\$8,785,000	\$3,655,000	\$1,700,000	\$0	\$0	\$0	\$19,580,000
Information Technology	\$4,533,000	\$2,489,000	\$200,000	\$0	\$0	\$0	\$0	\$7,222,000
Public Affairs	\$170,000	\$225,000	\$0	\$0	\$0	\$0	\$0	\$395,000
Safety & Security	\$895,000	\$2,563,000	\$220,000	\$230,000	\$255,000	\$255,000	\$0	\$4,418,000
Sources	\$48,880,681	\$97,709,666	\$72,173,333	\$95,630,000	\$120,106,000	\$93,055,000	\$24,661,000	\$552,215,681
Grants	\$26,213,846	\$56,007,828	\$38,725,132	\$62,783,352	\$61,810,200	\$51,225,374	\$0	\$296,765,733
Cash	\$18,887,532	\$26,715,453	\$29,911,197	\$17,836,621	\$19,595,800	\$10,877,620	\$24,661,000	\$148,485,223
Bonds	\$3,779,303	\$13,786,385	\$3,537,004	\$15,010,027	\$22,300,000	\$30,952,006	\$0	\$89,364,725
Other	\$0	\$1,200,000	\$0	\$0	\$16,400,000	\$0	\$0	\$17,600,000
Expected Capital Surplus (Deficit)	(\$1)	(\$0)	\$0	\$0	\$0	\$0	\$0	(\$1)

Note: Sources are listed for the time period in which they are expected to be expended, not the time period in which they are realized and/or made available to IndyGo.

*2025 included only to capture the full construction period associated with the Blue Line. Other expenditures are only projected through 2024.

The following series of tables provides annual overviews of planned capital expenditures and anticipated revenue to fund or finance these projects. These resources will generally be drawn from federal formula funds and competitive grants, cash or IndyGo capital revenue, debt financing, or other sources.

3Q/4Q 2019 CAPITAL PROJECTS: \$48.9 MILLION

This past year has seen the advancement of the first of the substantial capital projects related to the implementation of the Transit Plan, including but not limited to the construction of the Red Line BRT. Most of the planned expenditures for the remainder of the year are associated with on-street infrastructure and bus rapid transit projects—final payments associated with the Red Line comprise the largest share of these investments. In total, \$29.0 million are planned in on-street infrastructure and rapid transit projects. Additionally, we anticipate \$8.8 million in fleet and related projects, \$5.4 million to be invested in facilities projects, and \$4.5 million in information technology projects. Safety and Security and Public Affairs will also see expenditures of less than \$1 million each (see Table 3).

The majority of programmed expenditures (53.6 percent) will be funded through grants received through the Federal Transit Administration (FTA), complemented by IndyGo's capital revenue (cash). IndyGo also expects to spend resources from the \$26 million bond approved in 2018.



Table 3. 3Q/4Q 2019 Capital Projects

Revenue	Q3	Q4	Q3/Q4 Total
Grants	\$17,745,940	\$8,467,907	\$26,213,846
Cash	\$13,594,671	\$5,292,861	\$18,887,532
Bonds	\$1,195,071	\$2,584,232	\$3,779,303
Other	\$0	\$0	\$0
Total Revenue	\$32,535,682	\$16,345,000	\$48,880,681
Expenditures	Q3	Q4	Q3/Q4 Total
Fleet	\$8,806,000	\$0	\$8,806,000
On-Street Infrastructure & BRT	\$17,561,682	\$11,475,000	\$29,036,682
Facilities and Equipment	\$3,075,000	\$2,365,000	\$5,440,000
Information Technology	\$2,473,000	\$2,060,000	\$4,533,000
Public Affairs	\$170,000	\$0	\$170,000
Safety, Security, and Training	\$450,000	\$445,000	\$895,000
Total Expenditures	\$32,535,682	\$16,345,000	\$48,880,682

2020 CAPITAL PROJECTS: \$97.7 MILLION

2020 will see the advancement of design activities associated with the Purple and Blue Lines and expenditures associated with the purchasing of Purple and Red Line buses. IndyGo also anticipates executing the two-way conversion of Michigan Street on the east side, pending the concurrence of the City of Indianapolis Department of Public Works (DPW). In all, 71.8 percent of 2020 capital expenditures are targeted to on-street infrastructure and bus rapid transit projects (see Table 4).

Additionally, substantial renovations and enhancements to IndyGo's facilities will continue as IndyGo's staff and fleet increase in size to meet the new service profile. The largest of these facilities projects includes the build out of a training and contingency facility as well as maintenance area renovations at IndyGo's main facility. IndyGo has also programmed \$2.6 million for safety and security upgrades and \$2.5 million for IT/Finance. 57.3 percent of programmed expenditures are sourced from grants.

Table 4. 2020 Capital Projects

Revenue	Q1	Q2	Q3	Q4	Total
Grants	\$22,381,135	\$10,168,413	\$19,753,280	\$3,705,000	\$56,007,828
Cash	\$17,622,962	\$13,809,104	(\$10,569,947)	\$5,853,333	\$26,715,453
Bonds	\$12,982,903	\$803,483	\$0	\$0	\$13,786,385
Other	\$0	\$0	\$1,200,000	\$0	\$1,200,000
Total Revenue	\$52,987,000	\$24,781,000	\$10,383,333	\$9,558,333	\$97,709,666
Expenditures	Q1	Q2	Q3	Q4	Total
Fleet	\$220,000	\$9,765,000	\$1,883,333	\$1,583,333	\$13,451,667
On-Street Infrastructure & BRT	\$46,460,000	\$10,736,000	\$5,825,000	\$7,175,000	\$70,196,000
Facilities and Equipment	\$3,330,000	\$2,855,000	\$2,000,000	\$600,000	\$8,785,000
Information Technology	\$1,489,000	\$600,000	\$200,000	\$200,000	\$2,489,000
Public Affairs	\$225,000	\$0	\$0	\$0	\$225,000
Safety, Security, and Training	\$1,263,000	\$825,000	\$475,000	\$0	\$2,563,000
Total Expenditures	\$52,987,000	\$24,781,000	\$10,383,333	\$9,558,333	\$97,709,667

*Note: Here and elsewhere in the plan, negative cash balances for a quarter indicate the reimbursement of IndyGo's Capital Cum Fund for resources previously expended on a project that are now reimbursable due the execution of a federal grant.



Site Plan
IndyGo Super-Stops - NEW YORK ST. / DELAWARE ST.
Indianapolis, Indiana

A-1



shrewsberry

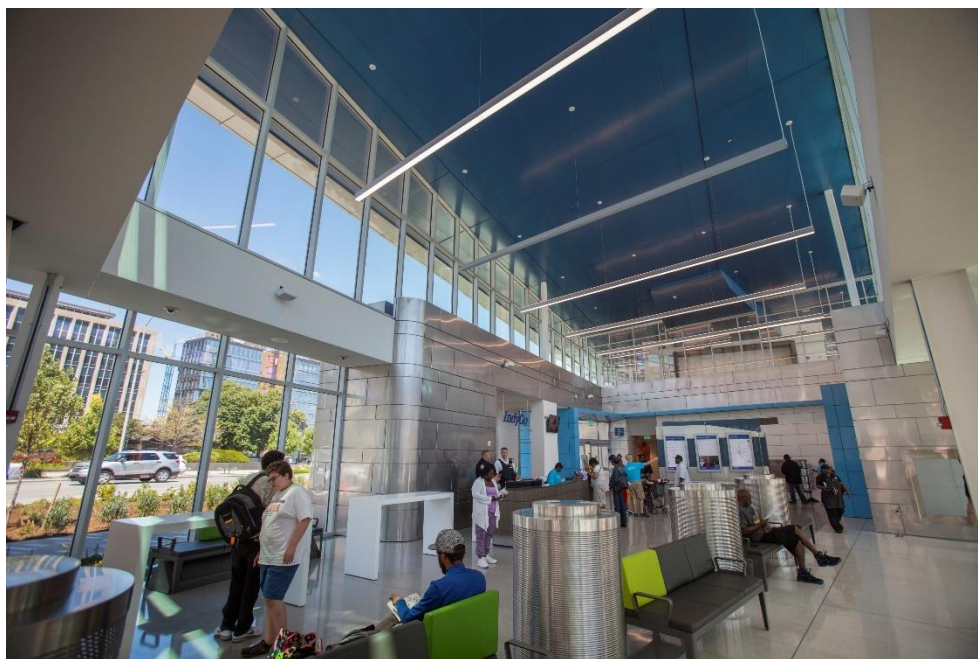
2021 CAPITAL PROJECTS: \$72.2 MILLION

IndyGo will continue its robust investment in the rapid transit network and on-street infrastructure throughout 2021 as construction of the Purple Line will move forward in earnest, design activities on the Blue Line and Red Line extensions are advanced, and 30th Street is converted to a two-way street (pending DPW concurrence). These investments in on-street infrastructure and rapid transit represent 87 percent of \$72.2 million in planned expenditures.

IndyGo will also continue to invest in its primary facility, including reconstruction of its loading dock and concrete driveway, masonry repairs, and renovations to the maintenance area. IndyGo also anticipates investments in its fixed route fleet, its paratransit fleet, BRT bus docking technology, and maintenance equipment. Investments in fleet and facility represent an additional \$5.3 million and \$3.7 million, respectively, in expenditures (see Table 5). Grant resources are expected to fund 53.7 percent of planned expenditures, with the balance coming mostly from IndyGo capital revenue and bonds.

Table 5. 2021 Capital Projects

Revenue	Q1	Q2	Q3	Q4	Total
Grants	\$11,372,441	\$8,566,033	\$11,851,269	\$6,935,390	\$38,725,132
Cash	\$4,863,889	\$11,828,967	\$6,978,731	\$6,239,610	\$29,911,197
Bonds	\$1,537,004	\$0	\$0	\$2,000,000	\$3,537,004
Other	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$17,773,333	\$20,395,000	\$18,830,000	\$15,175,000	\$72,173,333
Expenditures	Q1	Q2	Q3	Q4	Total
Fleet	\$1,583,333	\$1,415,000	\$2,300,000	\$0	\$5,298,333
On-Street Infrastructure & BRT	\$14,950,000	\$17,450,000	\$15,375,000	\$15,025,000	\$62,800,000
Facilities and Equipment	\$820,000	\$1,530,000	\$1,155,000	\$150,000	\$3,655,000
Information Technology	\$200,000	\$0	\$0	\$0	\$200,000
Public Affairs	\$0	\$0	\$0	\$0	\$0
Safety, Security, and Training	\$220,000	\$0	\$0	\$0	\$220,000
Total Expenditures	\$17,773,333	\$20,395,000	\$18,830,000	\$15,175,000	\$72,173,333



2022 CAPITAL PROJECTS: \$95.6 MILLION

A total of \$89.0 million in 2022 expenditures will advance the construction of on-street infrastructure and rapid transit facilities (93.0 percent of IndyGo's total planned capital expenditures for 2020), with the majority of those expenditures oriented toward advancing the Purple and Blue Lines. The remaining expenditures will be allocated to fleet replacement (\$4.75 million) and retrofitting of the downtown transit center to accommodate level boarding. A substantial portion of programmed expenditures in 2022 will be grant-funded (65.7 percent), with the balance from the IndyGo capital fund and bonds (see Table 6).

Table 6. 2022 Capital Projects

Revenue	Q1	Q2	Q3	Q4	Total
Grants	\$22,329,500	\$24,403,852	\$9,100,000	\$6,950,000	\$62,783,352
Cash	(\$4,579,500)	\$5,816,121	\$8,925,000	\$7,675,000	\$17,836,621
Bonds	\$0	\$13,760,027	\$500,000	\$750,000	\$15,010,027
Other	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$17,750,000	\$43,980,000	\$18,525,000	\$15,375,000	\$95,630,000
Expenditures	Q1	Q2	Q3	Q4	Total
Fleet	\$0	\$1,450,000	\$3,300,000	\$0	\$4,750,000
On-Street Infrastructure & BRT	\$17,750,000	\$42,300,000	\$14,375,000	\$14,525,000	\$88,950,000
Facilities and Equipment	\$0	\$0	\$850,000	\$850,000	\$1,700,000
Information Technology	\$0	\$0	\$0	\$0	\$0
Public Affairs	\$0	\$0	\$0	\$0	\$0
Safety, Security, and Training	\$0	\$230,000	\$0	\$0	\$230,000
Total Expenditures	\$17,750,000	\$43,980,000	\$18,525,000	\$15,375,000	\$95,630,000



2023 CAPITAL PROJECTS: \$120.1 MILLION

2023 represents the year with the largest sum of anticipated expenditures within this capital plan. In 2023, IndyGo anticipates final expenditures associated with the Purple Line project as well as incurring construction expenses related to the Blue Line and the Red Line extensions. These on-street infrastructure and rapid transit projects represent more than 95 percent of programmed expenditures (\$114.7 million). IndyGo also plans to continue its fleet replacement schedule for local fixed-route vehicles and its paratransit fleet. IndyGo anticipates 51.5 percent of capital expenditures to be funded through grants, with the balance attributable to a mix of bonds, cash, and funding partners (City of Indianapolis Department of Metropolitan Development and the Indianapolis Neighborhood Housing Partnership) for rapid transit projects. (see Table 7).

Table 7. 2023 Capital Projects

Revenue	Q1	Q2	Q3	Q4	Total
Grants	\$23,756,803	\$13,340,000	\$16,213,397	\$8,500,000	\$61,810,200
Cash	\$6,034,197	\$1,875,000	\$7,061,603	\$4,625,000	\$19,595,800
Bonds	\$0	\$8,500,000	\$5,300,000	\$8,500,000	\$22,300,000
Other	\$13,200,000	\$0	\$3,200,000	\$0	\$16,400,000
Total Revenue	\$42,991,000	\$23,715,000	\$31,775,000	\$21,625,000	\$120,106,000
Expenditures	Q1	Q2	Q3	Q4	Total
Fleet	\$0	\$1,815,000	\$3,300,000	\$0	\$5,115,000
On-Street Infrastructure & BRT	\$42,736,000	\$21,900,000	\$28,475,000	\$21,625,000	\$114,736,000
Facilities and Equipment	\$0	\$0	\$0	\$0	\$0
Information Technology	\$0	\$0	\$0	\$0	\$0
Public Affairs	\$0	\$0	\$0	\$0	\$0
Safety, Security, and Training	\$255,000	\$0	\$0	\$0	\$255,000
Total Expenditures	\$42,991,000	\$23,715,000	\$31,775,000	\$21,625,000	\$120,106,000



2024 CAPITAL PROJECTS: \$92.8 MILLION

In the final year of this capital plan, IndyGo will continue advancing the Blue Line and Red Line Extension rapid transit projects. The majority of expenditures in 2024 (\$71 million) are targeted toward Blue Line construction. IndyGo anticipates a purchase of eleven electric buses totaling more than \$10 million. IndyGo anticipates 55 percent of the expenditures in 2024 to be grant reimbursable (see Table 8).

Table 8. 2024 Capital Projects

Revenue	Q1	Q2	Q3	Q4	Total
Grants	\$14,740,535	\$9,740,000	\$18,244,839	\$8,500,000	\$51,225,374
Cash	\$6,212,459	\$660,000	\$4,005,161	\$0	\$10,877,620
Bonds	\$5,452,006	\$8,500,000	\$8,500,000	\$8,500,000	\$30,952,006
Other	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$26,405,000	\$18,900,000	\$30,750,000	\$17,000,000	\$93,055,000
Expenditures	Q1	Q2	Q3	Q4	Total
Fleet	\$0	\$1,550,000	\$13,400,000	\$0	\$14,950,000
On-Street Infrastructure & BRT	\$26,150,000	\$17,350,000	\$17,350,000	\$17,000,000	\$77,850,000
Facilities and Equipment	\$0	\$0	\$0	\$0	\$0
Information Technology	\$0	\$0	\$0	\$0	\$0
Public Affairs	\$0	\$0	\$0	\$0	\$0
Safety, Security, and Training	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$26,150,000	\$18,900,000	\$30,750,000	\$17,000,000	\$92,800,000



FUNDING SOURCES

IndyGo's sources of funds for capital projects come from three major sources: grants, bonds, and capital revenue. Grant funding is further categorized into different programs from the FTA. Some of these funds are provided to IndyGo through federal formulas, as established by Congress. IndyGo also routinely seeks competitive grant funding from the FTA and the MPO to supplement its formula funds. IndyGo has also been awarded FTA Section 5309 Capital Investment Grants funding for the Red Line, a competitive program to fund major capital projects that requires a successful application and the meeting of several project development milestones before accessing the funding; it anticipates federal investments through this program on the Purple and Blue Lines as well. In addition to these sources of federal funds, IndyGo has received the support of the City of Indianapolis, via DPW, and through the Department of Metropolitan Development (DMD). Specifically, the City, through DMD, has committed resources through the Downtown and Airport tax increment finance (TIF) districts to the Red and Blue Lines, respectively. IndyGo also is partnering with the Indianapolis Neighborhood Housing Partnership to advance joint development activities adjacent to the Blue Line.

Each of the sources of funding accessed by IndyGo for capital projects are described in greater detail throughout this section. Once IndyGo has secured funding, it assigns an identification number to the grant. These grant numbers are used throughout the sources and uses tables in the Capital Expenditures section of this document to link projects to specific funding sources. Table 9 outlines the relationship between those grant numbers and their original funding sources. Using this table, readers of this capital plan will be able to cross reference the sources and uses tables with the table below to identify the original funding source.

Table 9. IndyGo Grant Number/Funding Sources

5307 Formula	5309 Small Starts/ TIGER	5339 Formula	5310 Formula	CMAQ/STBG (TA, NEPA, IT)	STBG
IN90X683-11.41.03	Small Starts (Red)	IN-2016-024-11.44.03	IN-2017-018-11.12.04 (w/5307)	IN-2016-016-44.23.02	IN-2016-016-11.42.08
IN90X683-11.44.03	Small Starts (Purple)	IN-2016-024-11.32.07	IN-2019-001-11.12.04	IN-2016-016-11.71.03	IN95X046-11.71.03
IN90X605-11.42.07	Small Starts (Blue)	IN-2016-024-11.12.04	FY 2019-2024 5310	IN-2016-016-11.42.08 (w/STBG)	IN95X046-11.42.09
IN90X683-11.42.11		IN-2016-024-11.12.01		IN-2016-016-11.42.07	2020 STBG
IN90X683-11.42.06		IN-2016-024-11.42.11		IN-2016-016-11.12.01	2021 STBG
IN90X683-11.42.09		IN-2016-024-11.42.06		2020 CMAQ-TSP	
IN90X668-11.44.03		IN-2017-18-11.12.01 (w/5307)		2022 STP/CMAQ	
IN90X668-11.41.03		IN-2019-001-11.42.20		2023 STP/CMAQ	
IN95X046-11.42.20		IN-2009-001-11.12.15			
IN-2017-018-11.12.01 (w/5339)		FY 2019-2024 5339			
IN-2017-018-11.32.07		Solar Array (5339 competitive)			
IN-2017-018-11.42.20					
IN-2017-018-11.42.11					
IN-2017-018-11.42.06					
IN-2017-018-11.12.04 (w/5310)					
FY2017 5310					
IN-2019-001-11.12.01					
IN-2019-001-11.32.07					
FY 2019-2024 5307					
5307 Security Set Asides					

*The MPO Green Line grant, another source of federal grant funding, was competitively awarded outside of the programs listed above.

GRANTS

FTA Urbanized Area Formula Grants (Section 5307)

FTA Section 5307 resources are federal funds allocated to transit providers in urbanized areas throughout the United States. These resources are intended to

provide support for transit agencies serving incorporated areas of more than 50,000 people. Funding is apportioned on the basis of a legislative formula; for areas with a population of more than 200,000, the formula is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue miles, and fixed guideway route miles, as well as population and population density.

These funds are used to support capital projects, as well as operations, and therefore are only partially available for capital projects. Capital projects supported through this funding program are generally required to secure a 20 percent local match. Funds allocated under this program are available in the year they are appropriated and through the subsequent five years.

It is anticipated that \$29,462,757 will be available for capital expenditures from the 5307 program to support capital projects through 2024 (see Table 10). This amount does not include 5307 Security Set Asides – 5307 formula funds required to be used for security purposes, which total an additional \$980,451 throughout the plan.

The Indiana Department of Transportation (INDOT) recently completed an audit of its Section 5311 program; this funding source is reserved for rural trips. The audit revealed a significant percentage of rural providers in central Indiana are completing trips that begin and end in the Indianapolis urbanized area; INDOT has determined that these trips should be categorized as urban trips; Section 5311 recipients, operating in suburban counties, will see a reduction in their 5311 funding. These providers will be eligible to receive regional 5307 funding. As a result, IndyGo may see a loss in its share of regional 5307 funding beginning in 2021. Those potential reductions have been included within the planning assumptions associated with this plan.

FTA Bus & Bus Facilities Infrastructure Investment Program (Section 5339)

This FTA program makes federal resources available to replace, rehabilitate, and purchase buses and related equipment and to construct bus-related facilities. These projects may include efforts to incorporate technological changes or innovations that reduce fleet emissions. Funding from this program is provided both through formula allocations and competitive grants. Capital projects funded through the FTA 5339 program generally require at least a 20 percent local match of the net capital project cost.

It is anticipated that \$12,676,779 in formula funds will be available through 2024 for capital projects (see Table 11). IndyGo will also submit applications to secure competitive funding associated with this program over the course of this plan; to the degree those applications are successful, they will reduce the amount required to be secured through cash, bonds, or other means.

Table 10. Anticipated 5307 Formula Funds for Capital

Total	\$29,462,757
FY 2019	\$3,729,939
FY 2020	\$3,999,978
FY 2021	\$4,455,390
FY 2022	\$5,339,879
FY 2023	\$5,889,577
FY 2024	\$6,047,994

Table 11. Anticipated 5339 Formula Funds for Capital

Total	\$12,676,672
FY 2019	\$1,934,765
FY 2020	\$1,961,009
FY 2021	\$2,035,432
FY 2022	\$2,179,973
FY 2023	\$2,269,803
FY 2024	\$2,295,691

FTA Enhanced Mobility for Seniors and Individuals with Disabilities (Section 5310)

This program provides formula funding for the purpose of assisting private nonprofit groups in meeting the transportation needs of older adults and persons with disabilities. IndyGo is the designated recipient for Section 5310 funding for the Indianapolis urbanized area. IndyGo is responsible for administering 5310 funding to eligible entities for eligible activities within the urbanized area. IndyGo receives formula funds from the federal government and administers a competitive process to eligible entities; awardees are subrecipients.

These resources can be used to purchase (and operate) buses and vans, wheelchair lifts, ramps, securement devices, transit-related information technology, mobility management programs, acquisition of contracted transportation services such as IndyGo's paratransit operations, and other expenditures.

IndyGo expects a total of \$3,949,760 will be available for capital projects through 2024 (see Table 12). Any expenses associated with this program for capital expenditures requires at least a 20 percent local match of the project cost.

Table 12. Anticipated 5310 Formula Funds for Capital

Total	\$3,949,760
FY 2019	\$625,276
FY 2020	\$635,007
FY 2021	\$649,612
FY 2022	\$664,553
FY 2023	\$679,838
FY 2024	\$695,474

FTA Section 5309: Small Starts & TIGER

The FTA Capital Investment Grant program (Section 5309) is the primary federal funding source associated with major transit capital investments such as bus rapid transit facilities. Projects seeking Small Starts funding, a categorization within the Section 5309 program, are required to apply for entry into the program and then go through a phased project development process before securing a fully-executed grant agreement.

Depending upon the level of competitiveness of a particular project, the federal support for the project may range between 50 percent and 80 percent, with required match derived from other sources of funding.

The 5309 program is the primary funding mechanism associated with IndyGo's Red Line Rapid Transit Phase I project; that project successfully secured 80 percent participation from the federal government.

Per the Small Starts Grant Agreement executed in May 2018, IndyGo will receive a total of \$74,989,685 to support the Red Line BRT project, including resources available for construction, BRT vehicles, fare equipment, and other project related costs.

IndyGo anticipates applying for and receiving 5309 funds for the Purple and Blue BRT projects as well. The capital plan assumes a 50 percent award by the federal government on these projects, totaling \$177,500,000 (see Table 13); this figure represents an increase to the previous capital plan. The increase is largely attributable to design changes on the Purple Line and timing changes on the Blue Line.

Should these resources not be available due to changes to the 5309 program or due to the federal budget, IndyGo would look to reduce the costs of these projects through scope changes and value engineering. IndyGo would likely seek to expand its capital bond to offset any reductions relative to the expectations established within the development of the Transit Plan.

IndyGo has been accepted into Project Development under 5309 for the Purple and Blue Lines, the first threshold in receiving resources under this program.

Table 13. Anticipated 5309 Small Starts Funds

Total	\$252,489,685
Red Line (Phase I)	\$74,989,685
Purple Line	\$77,500,000
Blue Line	\$100,000,000

Congestion Mitigation and Air Quality (CMAQ) and Surface Transportation Block Grant (STBG)

The CMAQ program provides a flexible funding source for transportation projects that improve air quality and reduce congestion. Typical uses of these funds include infrastructure, vehicles for new transit service, and replacement vehicles. In central Indiana, these funds are administered by the MPO.

The Surface Transportation Block Grant (STBG) is funding administered by the Federal Highway Administration. STBG funding is the largest funding source managed by the MPO. These resources may be used for highway or transit projects, as determined and prioritized at the local level. Typical transit projects funded through STBG could include purchase of vehicles, construction of fixed-guideway systems, and other transit-related investments.

For the years 2020-2023, 7 percent of the region's Transportation Improvement Plan is programmed for transit-related activities. The Capital Plan anticipates STBG awards of \$5,650,000 and \$4,867,537 for fleet replacement in 2020 and 2021, respectively. STBG funding for 2023 and 2024 is projected to be \$4,595,827 and \$9,744,839, respectively; the elevated 2024 amount represents an MPO investment in the IndyGo's 2024 fleet replacement.

IndyGo has requested and successfully been awarded CMAQ funding from the MPO throughout its history. Currently, IndyGo is receiving CMAQ funding for the following activities: Purple Line outreach, preliminary engineering, and NEPA activities. The capital plan also programs \$1,353,280 from a CMAQ award to install transit signal priority infrastructure on BRT routes at key intersections to increase service reliability.

Additionally, a combined \$4,595,827 million in STBG and CMAQ for the Red Line Rapid Transit extensions to the county lines has been awarded for 2022.

MPO Green Line Grant

As part of the long-running study of the potential for rapid transit in various corridors throughout central Indiana, the MPO was awarded a grant to examine the feasibility of an enhanced corridor between downtown and Hamilton County via northeast Marion County. As these planning efforts matured, this corridor was denoted as the Green Line. Through preliminary planning and environmental work, it was determined that this corridor may have environmental and financial sustainability concerns that limited the feasibility of that corridor for rapid transit activities.

In 2017, in conversations between the MPO and IndyGo, it was determined that a study of the northeast downtown corridor served by several local routes that travel north and east from downtown may benefit from enhanced infrastructure. Such a study would fulfill the purpose and intent of the grant; through that process, the MPO awarded IndyGo \$700,000 in capital funding to pursue planning and preliminary design activities in these areas. These resources are dedicated to funding the planning work for IndyGo's "Super Stops" project along Delaware and Alabama Streets and Fort Wayne Avenue. Most of these resources will be expended by the end of 2019.

INDYGO CAPITAL REVENUE (CASH)

IndyGo capital funds are resources derived from proceeds from property taxes in accordance with IC 36-9-4-48 and revenue from the transit income tax enacted in 2017. These sources, for capital projects, are typically used to provide local match for federal grants and pay for other general capital projects. Revenue from these taxes are held in the IndyGo Capital Cum Fund (Cash), established by the IPTC Board of Directors in 2004 and serve as a relatively liquid source of capital to support capital projects. At present, this tax is assessed on properties within Indianapolis and Beech Grove, but not within the other excluded cities and towns of Marion County. Currently, the capital plan calls for a total of \$123.8 million to be drawn from the Capital Cum fund from 2019 to 2024 to advance this capital plan and implement the Transit Plan.

INDYGO ANTICIPATED DEBT (BONDS)

Periodically, IndyGo must issue general obligation bonds for the purpose of providing local financial contributions to federally-funded capital and equipment projects. The size and scope of IndyGo's current five-year capital program will require the issuance of bonds to provide resources to advance this capital plan and successfully implement the Transit Plan. Principal and interest payments for bonds issued to advance capital projects within this plan would be made from the proceeds of the newly adopted 0.25 percent local income tax that became effective in Marion County on October 1, 2017. This capital plan assumes a 2019 appropriation of \$58.4 million from the income tax. The bonds would have a first lien position on the proceeds of the local option income tax.

The current capital plan requires \$102.9 million in total debt issuance through 2024, including the \$26 million bond issuance approved by the Indianapolis-Marion County City County Council (and additional financing costs) and the Indianapolis Bond Bank in August 2018 and a proposed \$73.3 million bond in 2022.

In projecting the finance costs associated with the future bond issuance, IndyGo has assumed interest rates that are based upon the Thompson Reuters Municipal Market Data (MMD) AAA Curve. This approach yields conservative estimates in that the projections use the MMD yield as a baseline and then add additional basis points to provide a level of cushion for market uncertainties and future fluctuations in the bond market.

Further, in projecting debt and debt service payments throughout the course of this plan and through IndyGo's 20-year financial projections, aggregate annual debt service payments are split between a portion covered through the FTA 5309 Small Starts program and the remainder, which IndyGo will source through its capital debt service fund. This inclusion of financing costs within Section 5309 project costs is a requirement of FTA; this plan reflects that requirement accordingly.

OTHER SOURCES

City of Indianapolis: Department of Public Works

The City of Indianapolis is a funding partner for IndyGo's rapid transit projects. IndyGo and the City, through DPW, are party to an Interlocal Agreement, detailing the roles and responsibilities of the ongoing maintenance and operations of the rapid transit infrastructure on the Red Line project. It is anticipated that agreements for future rapid transit projects will include a commitment of \$3.1 million from DPW.

Tax-Increment Financing (City of Indianapolis: Department of Metropolitan Development)

The Metropolitan Development Commission (MDC) serves as the City's redevelopment commission. Within any redevelopment or economic development area, the MDC has authority to create an allocation area for purposes of capturing incremental new taxes in the area through tax-increment financing (TIF). Eligible uses of the TIF revenues include capital project expenditures, such as public infrastructure projects, which directly serve or benefit a redevelopment or economic development area.

The MDC determined that Red Line Rapid Transit Project will directly benefit the Consolidated Redevelopment Allocation Area located in downtown Indianapolis and has provided \$6 million in TIF revenue to support construction of that project. The MDC executed an agreement to appropriate these TIF resources to IndyGo in July 2018.

Similarly, the MDC has determined that the benefits of improving the West Washington Street corridor, from Holt Road to High School Road, would substantially advance the City's goals in that area. These benefits include enhanced transit operations in that area; substantial improvements to the street, sidewalk, and stormwater infrastructure; and the supporting of reinvestment and revitalization within the vicinity of the Indianapolis International Airport. Further, it is believed that any investment made in the Blue Line through the TIF funds would ultimately lead to value capture, in which the initial investment sparks development that creates additional resources within the TIF. For those reasons, the MDC has agreed to allocate \$12.5 million

from the Airport TIF to the Blue Line BRT project, upon execution of a Small Starts Grant Agreement for the Blue Line.

Joint Development: Indianapolis Neighborhood Housing Partnership

Per the FTA Circular on Joint Development (FTA C 7050.1A), “As a matter of policy, the FTA encourages project sponsors to undertake joint development, and promotes the project sponsors ability to work with the private sector and others to pursue joint development.” These joint development projects promote investments that encourage private investment and/or economic development adjacent to transit facilities, thereby creating a public transit benefit. As part of its Blue Line Small Starts Application, IndyGo has programmed \$4 million in the project budget for the purposes of joint development. Assuming federal participation at 50 percent of project costs, up to \$100 million, the local match joint development activities would be \$2 million. The Indianapolis Neighborhood Housing Partnership has agreed to allocate up to \$2 million from its Equitable Transit Oriented Development Fund to support joint development activities, upon execution of a Small Starts Grant Agreement for the Blue Line.

CONTINGENCY PLANNING

Each of the anticipated expenditures for projects included in this plan contain some contingency to address unanticipated issues and unexpected costs that may arise within the execution and implementation of individual projects. For projects that are smaller in scope in terms of their complexity and anticipated expense, contingencies may represent a fairly minor part of the budgeted expenditures (~5 percent). However, to accommodate the additional risk and uncertainty in more complex projects, such as the implementation of rapid transit projects, contingencies are much greater (~30 percent of anticipated project costs; see more below). IndyGo has been conservative in its budgeting to ensure it has the adequate resources necessary to overcome unanticipated issues and deliver these projects as planned.

Should anticipated revenue programmed to support individual projects not be realized throughout the course of this plan, IndyGo has considered strategies it would employ to ensure that it remains able to deliver the implementation of the Transit Plan, as outlined to the public in advance of the 2016 general election. If funding were unavailable for a smaller project due to an unanticipated change in funding sources, the cost of the project may be addressed through unspent contingency on other projects, delayed, or otherwise re-evaluated. IndyGo continues to monitor actual expenditures relative to anticipated expenditures, as outlined in this plan and the previous capital plan, making revisions (to expenses and revenue sources) as needed.

Contingency Planning for Small Starts (BRT)

As part of its Small Starts application process for the Red Line BRT project and its capital planning efforts, IndyGo developed a 20-year financial model to evaluate long-term cash flow and support capital and operational planning through 2039. Through this 20-year financial model, a scenario examining the impact of no federal Small Starts participation in the construction of the Purple and Blue bus rapid transit corridors was considered; in such a scenario, IndyGo is still able to deliver the Transit Plan, as presented to voters in advance of the 2016 general election.

Should the Small Starts program be no longer available or IndyGo be unable to access its funding on future rapid transit projects, IndyGo would adjust its capital program outlined in this document by increasing the total of its anticipated bonds. Additionally, it would seek to reduce expenses through eliminating a portion of the planned contingency from the Purple Line, the Blue Line western corridor would be constrained to that which was in the Transit Plan (i.e., no additional infrastructure past Holt Road), the Red Line extension stations would be slightly pared down, and other adjustments in planned expenditures would be made to assist in cash flow as the debt would be retired.

CAPITAL EXPENDITURES

Implementation of the Transit Plan will include local service improvements, fleet replacement, construction and operation of rapid transit corridors, bus stop optimization and adjustments, information technology upgrades, improvements to supporting infrastructure, and the expansion and enhancement of transit operations and maintenance facilities. The expenditures associated with these improvements fall into six categories:

- **Fleet:** These expenses include planned replacement of local-fixed route vehicles, paratransit vehicles, and support vehicles for IndyGo's existing electric fleet, as well as equipment to maintain the fleet in good condition.
- **On-street infrastructure and bus rapid transit:** The core of the Transit Plan is the implementation of three rapid-transit lines and the switch to a grid-based local network with faster and more frequent service running longer hours. The capital expenses associated with bus rapid transit are substantial and represent a significant majority of capital expenditures over the next five years. In addition to implementing the rapid transit corridors, IndyGo is working with the City to explore one-way street conversions and other infrastructure projects, as well as improving several local route stops, shelters, and sidewalks.
- **Facilities projects:** As IndyGo increases its fleet and the size of its staff, it is updating, upgrading, renovating, and modernizing its facility to accommodate its growth. Several projects are planned for IndyGo's primary administration and maintenance facility at 1501 W. Washington St. IndyGo is also pursuing the redevelopment of an industrial site to serve as a training and contingency facility and level boarding modifications at the downtown transit center.
- **Information technology and finance:** Similar to other transit agencies in large cities, IndyGo deploys several systems that improve its efficiency in monitoring and operating transit service; many of these systems fall within the purview of information technology and/or finance. IndyGo anticipates dedicating resources to upgrading existing systems, maintaining systems, and adopting new technologies as part of this five-year capital effort.
- **Public Affairs:** IndyGo's public affairs team is responsible for internal and external communication, business development, enhancing the rider experience, promoting customer service, advancing a number of special projects, engaging with advertisers, and assisting in translating the community's needs into agency initiatives. These tasks rely on exceptional communication and reliable communication infrastructure. As such, the capital needs associated with IndyGo's public affairs division are meant to enhance the agency's ability to facilitate communication within the agency and between the agency and its riders and other partners.
- **Safety, Security, and Training:** IndyGo considers the safety and security of its employees, passengers, fleet, and facilities in all that it does. Safety and security measures are built into nearly every capital project regardless of size or scope; thus, safety and security expenditures are a sub-component of every project included in this plan. Additionally, IndyGo plans to secure specific safety, security, and training equipment, separate from other projects, over the course of the next five years.

The following pages outline and describe each of IndyGo's planned expenditures through 2024 (and through 2025 for the Blue Line). Detailed tables of expenditures and sources are available in the subsequent section. For projects that have incurred costs prior to the drafting of this plan, the total costs listed here include only the remainder of these projects' costs (unless otherwise noted).

FLEET: REPLACEMENT, UPGRADES, AND MAINTENANCE

Fixed Route Bus Replacement

IndyGo will have 180 vehicles in its operational fleet following the delivery of all BYD BRT buses; among this fleet, IndyGo has vehicles as old as model year 2000 operating in daily service. Vehicles beyond their useful life benchmarks have reduced reliability, require additional service, and create more emissions than more recent model years. Over the past few years, IndyGo has made substantial strides in bringing its fleet under the FTA's useful life benchmarks. Of the 180 vehicles, only four have surpassed their useful life based on years in service and 58 have surpassed the minimum useful life standard in terms of mileage. IndyGo plans to substantially upgrade its fleet as part of the Transit Plan, ensuring its entire fleet is within the useful life for buses.

Additionally, recognizing the environmental benefits, the operational efficiencies, and the reduced externalities of operating electric buses, IndyGo's fleet replacement plan calls for the replacement of all diesel vehicles with electric ones by 2035. In total IndyGo's fleet will include 195 vehicles, comprised of 139 electric vehicles in local service, and 56 electric-vehicles in rapid transit service.

Between 2019 and 2024, IndyGo plans to replace 75 fixed-route coaches. It is planned that replacements in 2021 and beyond will be fully electric vehicles.

IndyGo currently plans a mix of bus purchases and leases to support these bus acquisitions; leasing can result in a substantial cost savings in the up-front cost of these vehicles (when locally funded). IndyGo anticipates a total expenditure of \$37,100,000 through 2024 with resources from grants and cash. IndyGo will also pursue competitive grant applications – and creative financing strategies – to speed the process of updating and upgrading the local fleet to bring the fleet into a state of good repair.

Open Door Van Replacement

IndyGo provides paratransit services throughout Marion County to serve those individuals who are unable to utilize the fixed-route transit service; this contracted service is known as Open Door. IndyGo's Open Door service operates a fleet of mid-sized body-on-chassis transit vehicles with wheelchair lifts.

Like fixed route vehicles used by IndyGo, these vans have a limited useful service life before they need to be replaced. To ensure that IndyGo's service remains safe and reliable, IndyGo has programmed \$7,315,000 in expenditures through 2024 to replace paratransit vehicles that have met or exceeded their useful service life. These costs will be allocated to grants, and future IndyGo capital revenue.

Other Rolling Stock & Equipment

Support Vehicle Replacement - IndyGo transportation and maintenance teams require quick and reliable transportation to respond to incidents in the field involving buses, operators, or other infrastructure. As with other vehicles in its fleet, IndyGo periodically needs to replace its support vehicles to ensure that they remain safe and reliable for employees. IndyGo has programmed \$936,000 through 2024 to replace support vehicles; it is anticipated that these costs will be covered through grants and capital revenue.

Maintenance Heavy Equipment and Other Expenses - IndyGo's vehicle fleet often requires major repairs at its maintenance and operations facility to ensure that buses can quickly be returned to service. These repairs require heavy equipment that has a limited useful life. To enable IndyGo to continue to conduct these repairs at its maintenance facility, this equipment—including, but not limited to, scissor lifts, cutter machines, bending machines, platform and portable lifts, a hydraulic press, a metal lathe, and other heavy equipment—must be purchased and/or replaced. In total, IndyGo anticipates expenditures of \$1,800,000 through 2024, a \$300,000 investment per year, with funds sourced from grants and future capital revenue.

BRT Bus Docking Technology - Lane Transit District in Eugene, Oregon piloted a magnetic guidance system to guide BRT vehicles into rapid transit stations and achieve precision docking. IndyGo is exploring the potential application of this technology within its BRT system to provide for a consistent and routinely accessible docking maneuver at BRT stations. This system would ease the burden upon coach operators in executing these

maneuvers and ensure reliability and access for those passengers using assistive mobility devices; eliminate the need to deploy bridge plates and ramps, reducing dwell time; and reduce or eliminate vehicle damage due to striking stations.

The system would require modification of existing BRT vehicles require the deployment of magnetic pucks in the vicinity of station areas. The capital plan programs \$5,000,000 for this effort starting in 2020; it is currently programmed to be sourced from IndyGo capital revenue, but staff will pursue competitive grant opportunities or other avenues to reduce the local share of expenditure.

Automatic Passenger Counters Upgrade – IndyGo vehicles are equipped with Automatic Passenger Counters (APCs) which are connected to a system that records boardings and alightings on buses throughout the day. This system is the only way in which IndyGo is able to attribute boardings and alightings to individual stops throughout its system. Furthermore, as IndyGo implements the two-hour transfer window and operates the BRT system, the APC system will become increasingly critical in determining overall ridership. IndyGo's ridership of record is derived from its fare payment system; however, the use of mobile app technology and two-hour transfer windows may mean riders may take transfers without having to engage with the fare system a second time; as such, highly reliable APC counters is critical in accurately measuring and monitoring ridership.

IndyGo's newer vehicles are equipped with enhanced, more reliable APC counters, while older vehicles use older hardware. These older units are less reliable and present more variation between boardings and alightings than do the newer counters. Further, the introduction of two types of hardware into a system in which a single measure of ridership is to be derived creates some data integrity challenges. For these reasons, IndyGo is pursuing an upgrade to its APC counters across its buses that have at least five years left among their useful life and have not already been equipped with upgraded APCs. IndyGo has programmed \$220,000 from cash reserves in 2020 to advance this project.

Table 14. Fleet: Sources and Uses

	APC Upgrade	BRT Bus Docking Technology	Paratransit Bus Replacement	Fixed Route Bus Replacement	Support Vehicle Replacement	Maintenance Heavy Equipment	Total
2024 STP/CMAQ				\$9,744,839			\$9,744,839
2020 STP				\$5,650,000			\$5,650,000
2021 STP				\$4,867,537			\$4,867,537
FY20195339				\$1,934,765			\$1,934,765
IN-2017-018-11.12.01				\$1,743,134			\$1,743,134
IN-2017-018-11.12.04			\$1,233,930				\$1,233,930
IN-2019-001-11.12.04			\$801,228				\$801,228
FY2023 5310			\$679,838				\$679,838
FY2022 5310			\$664,553				\$664,553
FY2021 5310			\$649,612				\$649,612
FY2020 5310			\$635,007				\$635,007
FY2019 5310			\$625,276				\$625,276
IN-2016-024-11.12.01				\$553,589			\$553,589
FY2024 5310			\$473,889				\$473,889
IN-2019-001-11.12.01				\$418,348			\$418,348
IN-2017-018-11.42.06						\$240,000	\$240,000
IN-2017-018-11.42.11					\$208,000		\$208,000
IN90X683-11.42.11					\$117,681		\$117,681
IN-2016-024-11.12.04			\$77,094				\$77,094
IN-2016-024-11.42.11					\$35,911		\$35,911
IN-2016-024-11.42.06						\$240,000	\$240,000
IN90X683-11.42.06						\$240,000	\$240,000
Grant Subtotal	\$-	\$-	\$5,840,426	\$24,912,212	\$361,592	\$720,000	\$31,834,229
Cash	\$220,000	\$5,000,000	\$1,474,574	\$12,187,788	\$574,409	\$1,080,000	\$20,536,771
Total	\$220,000	\$5,000,000	\$7,315,000	\$37,100,000	\$936,000	\$1,800,000	\$52,371,000

BUS RAPID TRANSIT & ON-STREET INFRASTRUCTURE

BRT: Red Line Rapid Transit (Phase I)

The IndyGo Red Line Phase I is the first of three major bus rapid transit projects in Indianapolis. The project includes all requirements for BRT—station infrastructure, dedicated running ways, transit-signal priority, level boarding, and off-board fare collection infrastructure—as well as improvements to streets, sidewalks, ramps, and drainage within the corridor. The project cost also includes fully-electric, 60-foot vehicles specifically designed to operate on the planned BRT project.

The Red Line will operate 20 hours per day on weekdays with peak headways between 10 and 12 minutes. Current weekday ridership within the corridor is 7,762, with an expected 10,291 daily riders once the Red Line is operational.

The first phase of the Red Line will reach from Broad Ripple at 66th Street, traveling through downtown to the University of Indianapolis. Design activities for the Red Line occurred from 2015 through 2017, and a construction management contract was awarded in 2016. The Red Line construction contracts were awarded in December 2017, and the Small Starts Grant Agreement was executed in May 2018.

Major construction is complete, as of August 2019. However, additional expenditures will occur under this line item as contractors finish all work related to the project, retainage is released, and expenses related to buses are realized.



Table 15. Red Line BRT Sources and Uses

Total Cost	\$96,329,980
Total Remaining Cost (as of 7/01/19)	\$41,286,682
Sources (remaining)	
Federal Small Starts (5309)	\$32,083,989
IndyGo Capital Cum Fund (Cash)	\$9,202,693
Uses (remaining)	
Professional Services & Administration	\$2,000,000
Vehicles	\$17,000,000
Construction	\$22,286,682

BRT: Purple Line Rapid Transit

The Purple Line is to be the second of the three rapid transit lines constructed in accordance with the Transit Plan; its operational profile will mirror that of the Red Line (see Red Line Phase I). The cost of the project includes those components required to operate the BRT as well as a substantial investment in streets, sidewalks, and drainage infrastructure.

The Purple Line will replace Route 39, the route with IndyGo's highest single-route ridership. The Purple Line alignment will largely mirror the Route 39 corridor—operating along Meridian Street to 38th Street and east on 38th Street to Post Road—and then extend northward on Post Road. The corridor's northern terminus will be in Lawrence Village. The Purple Line will share the Red Line infrastructure from 18th and Meridian to 38th and Park, providing five-minute headways for those traveling between those stations and downtown. Design for the Purple Line commenced in 2017 and will continue through 2020. Construction is anticipated to begin in late 2020, with revenue service beginning in late 2022 or early 2023.

The Purple Line is in FTA's Section 5309 project pipeline, having been accepted into project development in 2017. The current capital plan anticipates a 50 percent cost share between federal and local resources; however, contingencies are in place to support the project if the federal share should differ from what is anticipated.



Table 16. Purple Line BRT Sources and Uses

Total Cost	\$155,000,000
Total Remaining Cost (as of 7/01/19)	\$150,736,000
Sources (remaining)	
Federal Small Starts (5309)	\$77,500,000
FY2017 Super Stops, Shifted to Purple Line	\$2,800,000
FY2019 5307	\$3,729,939
FY2020 5307	\$3,999,978
FY2021 5307	\$4,455,390
FY2022 5307	\$5,339,879
Indianapolis DPW	\$1,200,000
Bonds	\$9,177,155
Bond Contingency	\$3,690,716
IndyGo Capital Cum Fund (Cash)	\$38,842,944
Uses (remaining)	
Professional Services & Administration	\$21,350,000
Vehicles	\$22,500,000
Construction	\$104,626,097
Financing Costs	\$2,259,903

BRT: Blue Line Rapid Transit

The Blue Line is planned as the third of the three bus rapid transit lines outlined in the Transit Plan. This BRT facility will mirror the operational profiles of the Red and Purple lines.

The service is planned to operate along Washington Street, generally following what is IndyGo's current Route 8. The line will provide 10-minute service on Washington Street from Cumberland in the east to High School Road in the west; at High School Road, the line will branch with alternating routes continuing in rapid service to the Indianapolis International Airport, via South Perimeter Road, or west on Washington in local service to Bridgeport.

Design activities for the Blue Line began in early 2018. Construction is anticipated to begin in 2023, with revenue service beginning in 2025.

Expenditures during the Project Development (PD) phase of the Blue Line will be funded from the IndyGo IndyGo capital revenue and a bond issuance to be finalized in the second half of 2018. Upon execution of the Small Starts grant, 50 percent of PD expenditures would be reimbursed. Local contributions during the construction phase would be primarily derived from bonds, the Airport TIF, a DPW contribution, and up to \$2 million in local match, for the purposes of joint development, provided by the Indianapolis Neighborhood Housing Partnership from its Equitable Transit Oriented Development fund.

Relative to the previous five-year capital plan, the \$220,000,000 in planned expenditures for the Blue Line is \$20 million more than previously planned. This increase in cost is primarily attributable to the decision to delay the Blue Line construction period until after a number of INDOT projects are completed. Relative to the 2017 Capital Plan (and consistent with last year's plan), this plan includes the extent of West Washington Street, from Holt Road to High School Road, within the project. This area requires substantial improvements to street, sidewalk, and drainage infrastructure (in addition to the costs attributable to stations). The City, through the MDC, has allocated \$12.5 million from the Airport TIF as an upfront investment, which will be recaptured through future investments, to support these upgrades.

IndyGo has been approved by the FTA to enter project development for the Blue Line, having submitted a federal Small Starts application in 2018. IndyGo anticipates a federal award of \$100,000,000 to supplement local sources required for the project. Contingencies are in place to support the project if the federal share should differ from what is anticipated. ¹

Table 17. Blue Line BRT Sources and Uses

Total Cost	\$220,000,000
Total Remaining Cost (as of 7/01/19)	\$216,661,000
Sources (remaining)	
Federal Small Starts (5309)	\$100,000,000
FY2020 5339	1,961,009
FY2021 5339	2,035,432
FY2022 5339	2,179,973
FY2023 5339	2,269,803
FY2024 5307	6,047,994
Airport TIF	\$12,500,000
Indianapolis DPW	\$1,200,000
Existing Bond	\$2,382,601
Future Bond (2022)	\$65,000,000
IndyGo Capital Cum Fund (Cash)	\$19,084,189
INHP / Joint Development Match	\$2,000,000
Uses (remaining)	
Professional Services & Administration	\$33,800,000
Vehicles	\$27,000,000
Construction	\$145,561,000
Financing Costs	\$10,300,000

¹ Note: The total Blue Line expenditures listed on this page include expenditures anticipated for 2025, beyond the five-year horizon for our plan.

BRT: Red Line Rapid Transit (Phases II & III)

As part of the Transit Plan implementation, the Red Line BRT service will be extended to the county line to the north (Phase II) and south (Phase III). This project scope will include all components required to operate the rapid transit service as well as required infrastructure improvements.

The southern alignment of the route is planned to extend southward from the University of Indianapolis, along Shelby and Madison to the vicinity of Greenwood Park Mall. The northern alignment of the route will extend northward from the 66th Street terminus of the Red Line Phase I to College Avenue and 96th St; the alignment between those points will be finalized through the design process.

The *Indy Connect* plan calls for the Red Line to extend northward to the City of Westfield and southward to the City of Greenwood. The extensions of the Red Line outside of Marion County is contingent upon local funding sources being developed within Hamilton and Johnson counties. Preliminary design and environmental work associated with these extensions was conducted as part of the Red Line Phase I design efforts; however, those extraterritorial extensions are not included in this capital plan.

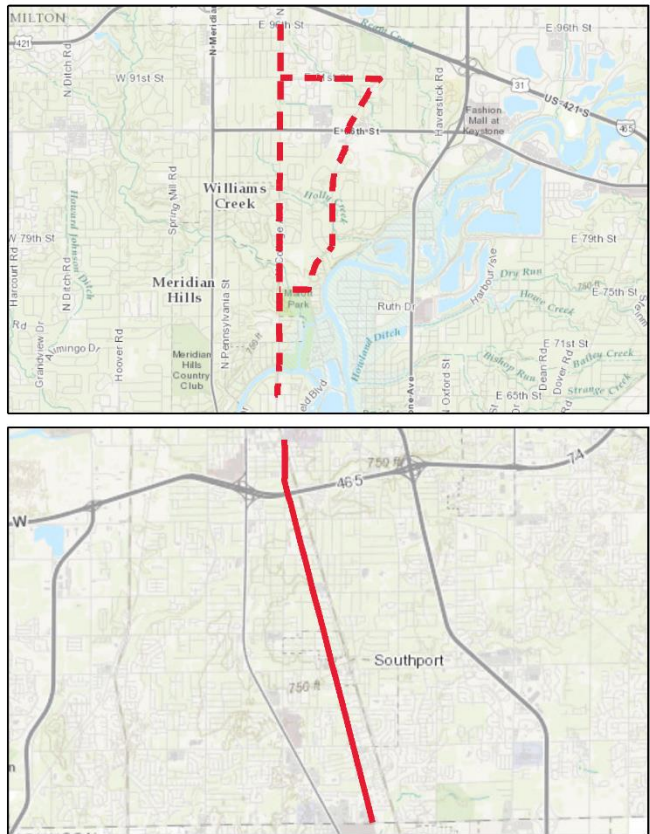


Table 18. Red Line Extensions BRT Sources and Uses

Total Cost	\$39,000,000
Sources	
FY2023 5307	\$5,889,577
FY2024 5339	\$2,295,691
2023 STP/CMAQ (Red Line Ext.)	\$4,595,827
DPW	\$700,000
IndyGo Capital Cum Fund (Cash)	\$25,518,905
Uses	
Professional Services & Administration	\$7,250,000
Vehicles	\$10,250,000
Construction	\$21,500,000

Two-way conversions

Local routes operating on one-way pairs reduce the usefulness of the transit service for riders. For the service to be useful to the rider, both corridors need to be walkable to riders' origins and destinations; by nature, one-way streets create distances that are farther from either origins and destinations. Further, those not familiar with the transit system and its operations may not easily discern that a particular transit line on a map only goes in one direction.

Indianapolis' street pattern has several one-way pairs upon which IndyGo currently operates transit service; these streets will see increased transit service with the implementation of the Transit Plan. At the time of the Transit Plan adoption, East Michigan Street, 30th Street, and Central Avenue were one-way streets recommended for 15-minute service. To make these routes more efficient and effective, it was proposed to these streets to two-way streets with transit service operating in both directions.

These projects would include new traffic signals and pavement markings; they may also require resurfacing of these streets with upgraded sidewalks and pedestrian crossings. Any changes to the City's street network will require the approval of the City of Indianapolis–DPW. IndyGo plans to continue working closely with DPW to plan and implement these projects.

The conversion of Central Avenue occurred in late 2018. IndyGo has completed traffic studies to assess the potential impacts of converting Michigan Street and 30th Street; pending the concurrence of DPW, construction will commence on the Michigan Street conversion in 2020, and 30th Street will begin in 2021.

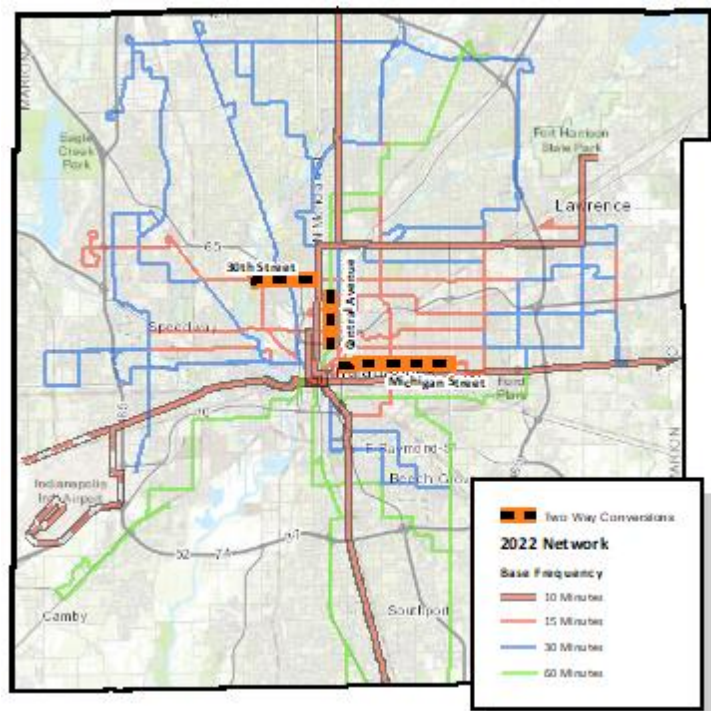


Table 19. Two-Way Conversions: Sources and Uses

	Michigan Street	30 th Street	Total
Remaining Cost	\$4,350,000	\$2,150,000	\$6,500,000
IndyGo Capital Cum Fund (Cash)	\$4,350,000	\$2,150,000	\$6,500,000
Construction	\$4,350,000	\$2,150,000	\$6,500,000

Transit Stop Amenities: Shelters, Signs, & Sidewalks

As part of the implementation of the Transit Plan, in accordance with IndyGo's service standards, many local routes will be restructured, and the placement of bus stops may be altered. As part of this effort, bus stops will be added, eliminated, or relocated and locations of existing shelters and other amenities will be adjusted accordingly. As part of this effort, IndyGo is also seeking to optimize the spacing of bus stops to improve system efficiency and service reliability. Planning for these efforts began in 2018.



The implementation of planning and executing bus stop improvements is a complex process; planning for the usage of stops, and stop amenities, on a yet-to-be-activated local network creates further challenges. As part of the route restructuring and bus stop optimization efforts associated with the Transit Plan, some stops will be eliminated, and other stops may see improvements. It is estimated that nearly 75 percent of IndyGo's existing bus stops will be impacted in some manner. For those stops seeing improvements, these efforts may include improvements to adjacent sidewalks, curbs, and ramps.

Prioritization of the placement of local transit amenities, such as benches and shelters, is being based on multiple variables, including transfer points, frequency of service, adjacent land uses and their density/intensity, and their propensity to generate trips.

Beyond the initial investments in 2019 and 2020, and throughout the course of this plan, IndyGo plans for the annual repair, replacement, and/or construction of additional transit stop amenities throughout its service area. As such, these improvements have funding attributed in each year of the plan, through 2024, with resources sourced from bonds and cash.

Table 20. Transit Stop Amenities Sources and Uses

Total Cost Remaining							\$5,300,000
	2019	2020	2021	2020	2023	2024	Total
Sources (remaining)							
Existing Bond	\$423,869	\$424,869	0	0	0	0	\$848,738
IndyGo Capital Cum Fund	\$1,131	\$1,200,131	\$850,000	\$850,000	\$850,000	\$700,000	\$4,451,262
Uses (remaining)							
Professional Services & Admin	\$75,000	\$225,000	\$150,000	\$150,000	\$150,000	\$0	\$750,000
Construction	\$350,000	\$1,400,000	\$700,000	\$700,000	\$700,000	\$700,000	\$4,550,000

Downtown Local Route "Super-Stops"

The Transit Plan route reconfiguration includes multiple local routes coming from the north and east into downtown, overlapping on their routes into the Julia M. Carson Transit Center. To speed and enhance local service through the downtown area and secure operational efficiencies where these routes overlap, IndyGo is proposing a series of "Super-Stops" that will have many of the characteristics of bus rapid transit stations, except for level-boarding.

These stops will be partially elevated to reduce the step-up height into buses, be longer than traditional bus stops (as there will be several frequent lines which access them, and it is possible that more than one bus may be at the stop at any time), include real-time information, and have sheltered waiting areas. These stops may also include other electronic features, such as security cameras or off-board fare collection.

The first application of super-stops will serve Alabama Street, Delaware Street, and Fort Wayne Avenue, where Routes 10, 19, and 28 overlap; nearer the transit center, these stops may also serve Routes 2, 6, 7, 9, 34, and 37. As part of this project, Fort Wayne Avenue will be converted from a one-way street to a two-way street, between Alabama and Delaware Streets. The corridors upon which these routes operate may also incorporate bus-only or BAT lanes proximate to the Super-Stops; at present, exclusive or semi-exclusive lanes are being explored for Delaware Street. The feasibility of these lanes will be determined, in consultation with DPW, as planning proceeds.

In the original *Indy Connect* plan, the Green Line was envisioned as a rapid transit corridor serving northeast Marion County extending into Hamilton County. During planning for the Green Line, feasibility issues associated with the route and its financial sustainability were identified; it was determined not to proceed with rapid transit planning for that corridor. The area of downtown for which this project is planned is within the planning area for the Green Line and meets the purpose for the funding source associated with planning



Super-Stop View

IndyGo Super-Stops - NEW YORK ST. / DELAWARE ST.
Indianapolis, Indiana

A-2

INDYGO STOPS, NOVEMBER 13, 2019
All drawings are preliminary and subject to change.

activities for that area. Planning efforts for this project have been partially funded through the Green Line planning grant from the MPO, with the remainder of planning resources and all construction resources to be funded through future IndyGo capital revenue. Planning work for this effort is nearly complete, and the project is expected to be constructed in 2020.

Super Stops 2.0: Vermont Street Corridor

As part of planning for the network redesign that will occur in 2020, Vermont Street was identified as a critical east-west connector across town for transit service; the street was selected, in part, to minimize potential conflicts with busier east-west streets and to provide a direct connection to rapid transit stops for the Red and Purple Lines. The proposed reconfiguration of the street to support heavy transit utilization will include the location of a second round of Super Stops, as well as signal enhancements, street resurfacing, and pedestrian enhancements.

The extent of the project would stretch from Vermont St. at Alabama St., to Vermont St. at Indiana Ave., to Indiana Ave. at Michigan St. The goal of the proposed improvements would be to accommodate increased reliability for transit riders, increased levels of comfort and safety, seamless transfers between local buses, the Red Line, and the Purple Line, and decreased risk of significant delay under the new frequent bus grid. This project represents the second iteration of local route Super Stops project; this effort is intended to be funded using local resources only.

Table 21. Downtown Super-Stops Sources and Uses (Delaware, Alabama, & Fort Wayne)

Total Cost Remaining	\$2,541,000
Sources (Remaining as of 7/1/19)	
MPO Green Line Grant	\$104,800
IndyGo Capital Cum Fund (Cash)	\$2,436,200
Uses (Remaining as of 7/1/19)	
Professional Services & Admin	\$141,000
Construction	\$2,400,000

Table 22. Super Stops 2.0: Vermont Street Corridor

Total Cost	\$2,400,000
Sources	
IndyGo Capital Cum Fund (Cash)	\$2,400,000
Uses	
Professional Services & Admin	\$300,000
Construction	\$2,100,000

Mobility Hubs Infrastructure

The City of Indianapolis *IndyMoves!* Plan, the city's transportation integration plan, called for the City and IndyGo to work collaboratively to advance the development of mobility hubs, defined within that plan as:

"[Facilities] to make transportation connections seamless. Mobility hubs can include transit connections, high-quality pedestrian and bicycle access, safety and comfort amenities (such as lighting, weather protection, and restrooms), wayfinding and trip planning information, ride-hailing pick-up and drop-off space, dedicated car and bike share parking, bicycle storage, real-time travel information, payment kiosks and fare vending, electrical vehicle charging, commuter services, and placemaking and public realm activation.

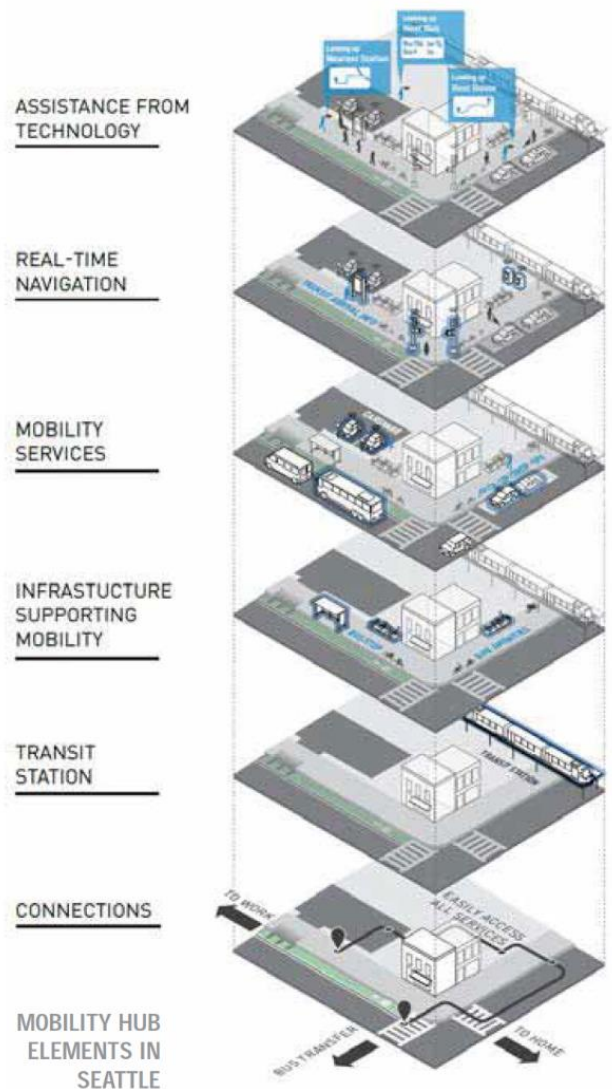
Physically co-locating mobility services in strategic areas—near rapid and/or frequent transit routes, and adjacent to vibrant neighborhood nodes, affordable housing projects, community amenities, and/or social services agencies—and opening access to these services through community partnerships is a strategic role for IndyGo. These hubs should help to address first/last mile connection challenges, increase ridership, and serve as an impetus for improving access to the mobility ecosystem, of which the transit system serves as the backbone.

In 2018, IndyGo was awarded a technical assistance grant from the FTA through the Shared Use Mobility Center to focus on planning with community-based partners around the deployment of mobility hub(s). In advancing those efforts, IndyGo has been working collaboratively with the John Boner Neighborhood Center and Englewood Community Development Corporation. This effort will culminate in the production of a *Mobility Hubs Business Plan* to be completed later this year; this business plan will guide the deployment of demonstration mobility hubs, from which IndyGo will learn lessons, adapt approaches, and further build these facilities into its future planning and deployment efforts.

This plan calls for the development of two demonstration mobility hubs that will serve to advance the state of practice around mobility hubs, identify lessons learned and best practices, and serve as the basis upon which IndyGo grows and adapts this strategy to other locations. This effort is targeted for 2020, with local capital funds programmed for this effort.

Table 23. Mobility Hubs

Total Cost	\$640,000
Sources	
IndyGo Capital Cum Fund (Cash)	\$640,000
Uses	
Professional Services/Admin	\$140,000
Land Acquisition	\$100,000
Equipment	\$200,000
Construction	\$200,000



Source: Seattle Department of Transportation

Other On-Street Infrastructure

Transit Signal Priority - Transit Signal Priority, or TSP, is a technology that permits vehicles to communicate with signals at intersections and give the vehicle priority over other traffic. In practice, these systems hold a green phase of a light for a few extra seconds to allow approaching buses to pass through the intersection or shorten the length of a red light for a bus stopped at a signal. These systems are designed to work with other systems providing "pre-emption" authority to emergency vehicles, in which the movement of emergency vehicles preempts all other traffic movements through an intersection, including buses.

IndyGo will include TSP equipment in its BRT corridors, contributing to the service reliability of the BRT system. Likewise, IndyGo will conduct analyses to assess the need for TSP systems elsewhere throughout its local service network to improve service reliability and secure operational efficiencies.

IndyGo anticipates allocating \$1,691,600 in 2020, from a CMAQ award and capital revenue, to fund the installation of additional TSP equipment throughout the network.

Table 24. Transit Signal Priority Sources and Uses

Total Cost	\$1,691,600
Sources	
2020 CMAQ - TSP	\$1,353,280
IndyGo Capital Cum Fund (Cash)	\$336,720
Uses	
Professional Services & Administration	\$340,000
Construction	\$1,350,000

Rural Street Under Pass - As part of the Transit Plan implementation, IndyGo plans to provide crosstown service with a 15-minute base frequency along Keystone Avenue/Rural Street (Route 26). Due to clearance concerns where Rural Street passes below the CSX railroad tracks south of Washington Street, the Route 26 currently makes a substantial out-of-direction detour to Sherman Drive.

This detour will become increasingly costly, requiring additional coaches and operators required to provide 15-minute service on this route. To improve and provide effective high-frequency service, IndyGo is proposing to alter Rural Street to increase clearance beneath the CSX railway. This would permit service to remain on Rural Street and eliminate the time-consuming detour.

IndyGo has begun exploration activities and coordination with CSX and DPW. Based on its preliminary investigations, IndyGo anticipates allocating an additional \$1,475,000 from capital revenue to complete this project.

Table 25. Rural Street Underpass Sources and Uses

Total Cost (remaining)	\$1,475,000
Sources	
IndyGo Capital Cum Fund (Cash)	\$1,475,000
Uses	
Professional Services & Administration	\$225,000
Construction	\$1,250,000



Image Credit: No Mean City

Table 26. BRT and On-Street Infrastructure Sources and Uses (Remaining)

	Red Line Phase I	Purple Line	Blue Line	Red Line Extensions	Two-Way Conversions	Transit Amenities	Super-Stops	Vermont St Super-Stops	Mobility Hubs	Rural Street Underpass	Transit Signal Priority	Total
Small Starts - Blue			\$100,000,000									\$100,000,000
Small Starts - Purple		\$77,500,000										\$77,500,000
Small Starts - Red	\$32,083,989											\$32,083,989
FY2024 5307			\$6,047,994									\$6,047,994
FY2023 5307				\$5,889,577								\$5,889,577
FY2022 5307		\$5,339,879										\$5,339,879
2023 STP/CMAQ				\$4,595,827								\$4,595,827
FY2021 5307		\$4,455,390										\$4,455,390
FY2020 5307		\$3,999,978										\$3,999,978
FY2019 5307		\$3,729,939										\$3,729,939
FY2017 5307		\$2,800,000										\$2,800,000
FY2024 5339				\$2,295,691								\$2,295,691
FY2023 5339			\$2,269,803									\$2,269,803
FY2022 5339			\$2,179,973									\$2,179,973
FY2021 5339			\$2,035,432									\$2,035,432
FY2020 5339			\$1,961,009									\$1,961,009
2020 CMAQ - TSP											\$1,353,280	\$1,353,280
MPO Green Line Grant							\$104,800					\$104,800
FY2023 5307			\$-									\$-
FY2019 5339			\$-									\$-
Grant Subtotal	\$32,083,989	\$97,825,186	\$114,494,210	\$12,781,095	\$-	\$-	\$104,800	\$-	\$-	\$-	\$1,353,280	\$258,642,560
OTHER												
DPW		\$1,200,000	\$1,200,000	\$700,000								\$3,100,000
Airport TIF			\$12,500,000									\$12,500,000
Joint Development			\$2,000,000									\$2,000,000
Other Subtotal	\$-	\$1,200,000	\$15,700,000	\$700,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$17,600,000
Cash	\$9,202,693	\$38,842,944	\$19,084,189	\$25,518,905	\$6,500,000	\$4,451,262	\$2,436,200	\$2,400,000	\$640,000	\$1,475,000	\$336,720	\$110,887,913
Bonds		\$12,867,870	\$67,382,601			\$848,738						\$81,099,209
Total	\$41,286,682	\$150,736,000	\$216,661,000	\$39,000,000	\$6,500,000	\$5,300,000	\$2,541,000	\$2,400,000	\$640,000	\$1,475,000	\$1,690,000	\$468,229,682

FACILITIES

As part of its ongoing operations, IndyGo regularly engages in maintenance and rehabilitation projects to maintain its facility at 1501 W. Washington Street; this facility houses IndyGo's administration, operations, maintenance, and drivers' facilities. Beyond routine maintenance and rehabilitation projects, this facility will require several upgrades to enable service increases associated with the implementation of the Transit Plan. Additionally, IndyGo plans to acquire and renovate a facility to serve as a training and contingency site. Collectively, these efforts will position IndyGo to remain effective and efficient in providing transit service and adequately house the increase in rolling stock and employees necessitated by the implementation of the transit plan.

Office Area Renovations (Including Furniture)

As the number of IndyGo employees grows, substantial renovations are necessary to house the staff and their job functions. In addition to adding office space, IndyGo must ensure adequate conference space for meetings and ancillary activities. IndyGo is in the midst of office area renovations, with those renovations to be complete later this year; renovations to other parts of the facility are also underway.

Remaining costs associated with office area renovations are anticipated to total \$2,380,000; these expenditures will occur mostly in 2019 with an additional expenditure planned for 2021. Funds will be derived from future capital revenue.

Level Boarding Modifications (DTC)

Level boarding—where a boarding or alighting passenger is able to step on or off the bus to a platform that is level with the floor height of the bus—has been shown to significantly reduce dwell times for buses. There is benefit for all users, but level boarding is especially beneficial for passengers using assistive mobility devices, strollers, and bicycles. Reducing dwell times is the primary reason level boarding modifications are considered a key requirement for bus rapid transit service.

When the transit center was designed and constructed, it did not make sense to include level boarding due to variations and incompatibility with IndyGo's existing fleet. However, with the restructuring of local routes that will free up bays in the transit center, with the standardization of buses being used on the rapid transit corridors, and the introduction of three new rapid transit routes, IndyGo will need to retrofit five bays of the transit center to serve the bus rapid transit vehicles and provide level boarding experiences. Additionally, the project will ensure that the configuration of the bays provide accessibility to rapid transit lines.

IndyGo anticipates expending a total of \$1,700,000 in 2022 to complete the modifications, with funding derived from capital revenue. These efforts will be funded separately from the rapid transit projects funded through the Small Starts projects outlined previously.

DTC Lounge and Office Area Renovations

In order to accommodate the growth in IndyGo staff associated with the implementation of the Transit Plan, modifications and renovations to the interior of the DTC will be necessary. Most importantly, with the growth in the number of operators providing IndyGo service, the already crowded operator lounge will need to be expanded to accommodate more drivers. Additionally, the office spaces on the first and second floors will be adapted and modified for a different use. IndyGo will retrofit and furnish the second-floor office space in order to potentially house the IndyGo call center; through the design work, an assessment would be conducted regarding the first-floor office space. In total, these renovations are expected to total \$750,000 in 2020; these funds will be derived from cash.

Bus Charging Infrastructure

As IndyGo implements bus rapid transit service and shifts more of its fleet to electric-propulsion vehicles, it must install additional charging infrastructure throughout the maintenance and operations facility and

increase the capacity of electrical service to its facility. The addition of this charging infrastructure will enable IndyGo to pursue its long-range bus replacement plan, which calls for introducing an average of eleven new fixed route electric-propulsion buses annually between 2021 and 2035 and 56 new 60' electric BRT vehicles between 2018 and 2022. By 2032, IndyGo projects having a total of 195 buses in its fleet (56 BRT vehicles and 149 in local service), all of which will be electric. This project began in 2018 and is nearly complete. An additional \$500,000 is anticipated this effort, to be expended in 2021, from a competitively awarded grant and cash.

Training and Contingency Facility Purchase & Renovation

IndyGo plans to construct a facility in the Riverside neighborhood for regular training as well as to act as the contingency operations location. This facility will contain an approximately 6,000 square foot building that will house a classroom, training equipment, and materials/equipment necessary to serve as a contingency site. The site will also house a large concrete lot where driver training can occur with a Commercial Driver's License (CDL) training course and mock BRT station. In the event that an emergency renders our facility at 1501 W Washington St inaccessible, this site would act as a temporary emergency staging ground; in such an event, the training classrooms could be adapted to provide space for mission critical office staff.

IndyGo anticipates the allocation of \$4,900,000 to acquire, construct, and outfit the new facility in 2019 and 2020. Funding for the project will be derived from IndyGo's existing bond and cash

Building Exterior Improvements

In order to maintain its current facility in good condition and limit future renovation expenses, the exterior of IndyGo's main facility needs ongoing maintenance and improvements. Currently, the capital plan calls for repair to structural cracks and lintels in the masonry structure, concrete driveway replacement, and a reconfiguration of the loading dock. These improvements will be funded through a combination of grants and IndyGo capital revenue; the total cost of the improvements is anticipated to be \$1,400,000. These improvements will occur in 2021 and 2022.

Masonry Repair - Brickwork and masonry-building materials are durable for several years if they are properly maintained. Periodic tuckpointing and joint repair between bricks is needed to prevent erosion of the masonry from water and other elements; routine maintenance to this effect occurred in 2018. It is anticipated that structural repairs will be needed on the masonry structure and lintels in 2021; these costs are expected to total \$300,000.

Concrete Driveway and Loading Dock - The existing driveway surrounding the IndyGo facility—where buses enter and exit the facility—is aging and in need of replacement. The loading dock is also in need of preventative maintenance, repair, and renovation. These efforts will be phased in such a way that they are completed after several other projects to prevent deterioration associated with heavy construction traffic. This project is anticipated to cost \$1,100,000 in 2021.

Maintenance Area Renovations

Several renovations are planned for the maintenance area to accommodate additional vehicles, larger vehicles, and the increased number of mechanics that will be required to service the fleet. These efforts will be sequenced in such a way to minimize disruption to operations and to ensure that the facility is able to accommodate the BRT vehicles. Subprojects associated with these renovations include converting pit bays to parallelogram lifts, relocating maintenance supervisor offices, relocating maintenance technician facilities (restrooms, offices, lockers, and computer lab), adapting to accommodate BRT buses, expanding the welding bay, and other changes. These projects are anticipated to total \$3,400,000 with funding derived from grants and future capital revenue. Expenditures are anticipated to occur between 2019 and 2021

Wash Rack Replacement, Door Widening & Paint Booth

Washing and maintaining buses requires additional infrastructure beyond what would typically be used in commercial car washes. Most obviously, these wash racks must be able to accommodate much larger vehicles

than standard car washes; further, the system needs to be designed in such a way to remove salt and grime that is accumulated through regular transit service. These services also need to be able to be performed without impacting the finish of the bus. IndyGo's existing wash rack is aging and in need of an upgrade to effectively service an expanded fleet; as part of this upgrade, doors will be widened to enable ease of operations.

To keep the fleet in good condition, IndyGo needs to add a down-draft paint booth. These paint booths help manage airflow and control of paint spray by forcing air through the paint area and minimizing errant spray. This system allows IndyGo's maintenance team to operate more efficiently and service more buses, a necessity with the increase in service.

For this project, IndyGo anticipates spending \$2,600,000 in 2019 and 2020, with resources derived from grants and capital revenue.

Drivable Floor Scrubbers/Sweeper

IndyGo uses a drivable floor scrubber/sweeper to maintain its facility to clean garage floors, bus bays at the transit center, and other concrete surfaces; this equipment is necessary to clean and sweep trash, oil, grease, and other fluids in these areas as well as IndyGo parking lots. In turn, this regular maintenance extends the useful life of these facilities.

IndyGo currently has an aging floor scrubber that is at the end of its useful life for its interior facilities; in the winter, this scrubber cannot keep up with the salt and debris brought into the facility from buses. IndyGo currently has no equipment to service its exterior facilities; it currently contracts with a firm to provide these services.

This project would support the replacement of the internal floor scrubber and support the purchase of a scrubber/sweeper that could be used in outdoor operation. The plan programs \$250,000 to be spent in 2019 to support these purchases.

Sidewalk, Steps, and Ramps

Among other renovations and repairs necessary to IndyGo's main administrative and operations facility, as noted throughout this section, the steps, handicamp ramps, and sidewalks around the main entrance of the facility are mostly original to the building. Over time, IndyGo has engaged and patching and minor repair work, but the infrastructure is reaching the point where a substantial repair is necessary; there are currently numerous cracks and unevenness in sidewalks, curbs are starting to deteriorate, and steps are starting to show wear.

IndyGo plans an investment of \$200,000, programed from local capital fund revenue, to support this project; it is programmed for 2021.

Solar Array

As part of its transition from diesel to electric fleet, and in order to reduce costs associated with powering its fleet, IndyGo installed a 1 megawatt hour (MWh) rooftop solar array at its primary administrative and operations facility in 2015. The existing rooftop solar array spans four acres, includes 4,300 panels, and cost \$2.5 million (in 2015 dollars). The array is rated to generate 1 megawatt per hour at its peak performance; these solar panels were originally installed with the intent of offsetting the charging needs of its 21 electric buses in its fleet at that time.

With the ongoing transition to an electric fleet, IndyGo will continue to consume more electricity. To capture additional solar energy, IndyGo would need to add an additional solar array. This effort was the focus of a competitive grant application to the FTA's Low-No Emissions program in 2018; IndyGo was successfully awarded \$980,000 from this program, 70 percent of the total cost of the project.

IndyGo is currently in the process of planning and designing the array, with an intent to install the array in 2020. In total, \$1,400,000 is programmed to this effort, with 70 percent from the federal program outlined above and 30 percent local match (\$420,000) coming from IndyGo's capital fund.

Facility Needs Assessment

IndyGo has long considered the utility of owning its own paratransit facility; the training and contingency facility – outlined above – was considered, in part, at its origin to perhaps be adaptable to serve as a paratransit facility in addition to a training site (see further discussion below under illustrative projects). Further, as IndyGo fixed route operations expand in terms of the number of buses, span of service, and size of operator/maintenance staffs, IndyGo has an opportunity to comprehensively evaluate its needs, opportunities, and challenges with respect to its facilities relative to its service(s). To that end, IndyGo plans to expend \$100,000 on a facility needs assessment, using cash, in 2020.

Illustrative Projects: Facilities

In addition to those projects for which future capital sources have been identified and programmed, IndyGo is aware of other projects that would be beneficial to the agency, its operations, and/or the experience of its riders should funds become available.

These projects are listed as "Illustrative Projects" in this capital plan. This language is modeled after projects in the MPO's Transportation Improvement Program meaning the project is noted, but costs are not included in the fiscally constrained plan.

Additional Maintenance & Paratransit Facility - IndyGo currently relies on its contracted service provider to house its own operations and maintenance facility as part of the paratransit service contract. This arrangement increases IndyGo's costs to provide paratransit service and increases its risks of a service disruption in the event the contractor is unable to meet its contractual obligations. IndyGo's current contractor passes through costs associated with leasing a facility to IndyGo.

Should funds be available to advance such a project, IndyGo would seek to identify a facility with the requisite size, condition, space, and location to purchase and house its paratransit operations. It is anticipated that any selected facility will need to be retrofitted to include space and infrastructure to include bus wash equipment, exhaust circulation, service lifts, bus parking, electric charging infrastructure, floor drains, a training room, and other equipment. A selected site would likely also require retrofitting to meet IndyGo safety and security standards.

Additional Contingency Site Equipment: Dispatch & Generator – As noted above, IndyGo is currently pursuing the (re)development of a contingency and training site. There are several expenditures that would be necessary to accommodate this site to become a fully-equipped operations center, including a generator and dispatch equipment. Such equipment would expand the usefulness and adaptability of the training and contingency facility and help to ensure continuity of operations should IndyGo's primary facility become inoperable for a prolonged period of time

Table 27. Facilities Sources and Uses

	Office Area Renovate	DTC Level Boarding	DTC Office Renovate	Bus Charge	Training / Conting'cy Facility	Building Exterior	Maint. Area	Wash Rack / Paint Booth & Door Widen	Floor Scrubber	Sidewalk, Steps & Ramps	Solar Array	Facility Needs Assessment	Total
IN90X683-11.44.03							\$633,537	\$1,327,810					\$1,961,347
IN-2016-024-11.44.03							\$1,041,107						\$1,041,107
Solar Array Low No											\$980,000		\$980,000
IN-2019-001-11.12.15						\$880,000							\$880,000
IN90X668-11.44.03								\$752,190					\$752,190
IN-2019-001-11.12.15							\$677,598						\$677,598
IN-2019-001-11.42.20				\$91,269									\$91,269
Grant Sub Total	\$-	\$-	\$-	\$91,269	\$-	\$880,000	\$2,352,242	\$2,080,000	\$-	\$-	\$980,000	\$-	\$6,383,511
Cash	\$2,380,000	\$1,700,000	\$750,000	\$408,731	\$1,796,517	\$520,000	\$1,047,758	\$520,000	\$250,000	\$200,000	\$420,000	\$100,000	\$10,093,006
Bonds					\$3,103,483								\$3,103,483
Total	\$2,380,000	\$1,700,000	\$750,000	\$500,000	\$4,900,000	\$1,400,000	\$3,400,000	\$2,600,000	\$250,000	\$200,000	\$1,400,000	\$100,000	\$19,580,000



INFORMATION TECHNOLOGY & FINANCE

Enterprise Resource Planning (ERP)

ERP is a business process by which core managerial functions of an organization or business are integrated into one complete system. ERP systems enable the streamlining of information across an agency and may include functions such as accounting, budgeting, human resources, order management, management of capital projects, and other functions. ERP serves as a platform to make complex projects easier to coordinate across departments and divisions.

In June 2016, the IPTC board approved engaging Crowe Horwath to develop and implement a new ERP system for IndyGo. IndyGo previously used Ellipse, a MinCom product, as its ERP platform, supporting core financial management activities, procurement, grants management, and asset management functions. That platform was more than ten years old when it was brought to the board for replacement. Adoption and integration of the new system was begun in 2018; future phases of this effort will occur in 2020 and 2021 and will continue through the remainder of 2018.

For the remainder of the project, IndyGo anticipates expending a total of \$1,000,000 with the funding sourced from capital revenue.

Fare Collection & Validation System

In 2017, IndyGo underwent an internal fare study to inform IndyGo's future fare system(s), fare policies, fare structures, and fare collection technologies. The ideal solution was identified to be a comprehensive system, able to operate seamlessly across IndyGo services—BRT, local fixed route, and paratransit—and be convenient and accessible to users.

Through a competitive procurement process, IndyGo selected Parkeon (d/b/a Flowbird) to provide its fare system modernization. Through Flowbird's work, IndyGo riders will have several ways in which riders can pay fares, including but not limited to paying through a smart device (such as a smart card) linked to an account, a mobile ticket, other forms of proof of payment, and cash. This system will support fare validation and fare enforcement activities on IndyGo's bus rapid transit system.

This effort begun implementation in the second half of 2018 and will continue through 2019. In total, IndyGo expects to invest a total of \$4,268,678 in this project, \$3,373,937 of which are capital costs. IndyGo anticipates an additional \$1,338,000 to be expended in 2019 associated with this project; these funds will be derived from IndyGo capital revenue.

Wireless Vehicle Communication

IndyGo requires enhanced mobile data communication capabilities, bandwidth, and speed to meet data transmission requirements for its transportation platforms. Currently, IndyGo is using the city's public data radio network which is nearing the end of its useful life in terms of its functionality for IndyGo's purposes. This functionality is especially critical in supporting real-time data functionality for IndyGo dispatch, telematics, passenger information, and safety and security functions across platforms.

These systems need periodic upgrading to keep up with technological advances; beyond that, upgrading these systems will proved for enhance data collection capabilities, more accurate location and schedule data, and tracking performance metrics. These upgrades may also be a prerequisite for other systems IndyGo is pursuing and may also be used to provide wireless access for IndyGo passengers. These upgrades are underway; an additional \$820,000 is expected to be expended through the rest of 2019. These funds will be derived from IndyGo capital revenue.

ITS Upgrade (CAD/AVL)

IndyGo is committed to identifying and deploying the industry standard (or better) with respect to technological tools that enable it to manage its operations and serve its customers. One tool advancing this

commitment—and allowing for the collection, analysis, and dissemination of reliable data of its existing fleet of transit vehicles—is a Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system.

IndyGo has selected Avail Inc., to replace IndyGo’s previous CAD/AVL system with state-of-the-art Intelligent Transportation System (ITS) solutions that provide enhanced functionality for data collection, real-time information, web and mobile application capabilities, and the potential for integration with other services. Avail’s systems are being deployed across IndyGo service platforms—BRT, local fixed route, and paratransit services—and support vehicles.

This ITS upgrade will underway; the capital plan allocates a remaining amount of \$2,375,000 for this upgrade, in 2019, sourced from grants and capital revenue.

Hastus Software Upgrade

GIRO, Inc. provides the HASTUS software solution for route scheduling and planning, customer comment tracking, and daily operational functions. Adapted for multiple platforms, Hastus provides advanced operations optimization techniques and powerful data-management tools. IndyGo has used HASTUS since 2005, upgraded the system in 2015, and plans to upgrade again in 2020.

The platform includes modules for Planning, Scheduling, Operator Bid, Self Service, Bid Web, Daily Operations, Employee Management, Customer Service, and web-based route planning information systems. The Daily Operations Module manages operator payroll and attendance as well as Operator Bidding and Employee Management. The Planning side provides all data from bus stops and shelters to route schedules and operator work shifts. The customer services module manages comments as well as trip planning via the website and other real-time platforms.

IndyGo has programmed \$800,000 in 2020 for the upgrade; resources are to be drawn from a combination of grants and cash.

Data Warehouse

As part of the implementation of the IndyGo *Strategic Plan*, adopted by the Board of Directors in February 2019, IndyGo is committed to establishing and sustaining a performance-driven organization. As part of this effort, IndyGo staff are working collaboratively to identify, define, and develop key performance indicators (KPI) for the agency and for individual departments and divisions. IndyGo currently has a number of systems that generate agency data that can be helpful in monitoring and assessing performance; however, these data are often housed across various systems that do not easily communicate with each other. The goal of this project, in support of the strategic planning goal, is to implement a centralized data warehouse that would serve as a clearinghouse and aggregator of data from across agency systems. This system would serve as the back-office engine for any employee- and/or public-facing KPI dashboards and provide easier access to agency data for analysts. IndyGo has programmed \$64,000 from IndyGo capital revenues in 2020 for this project.

Disaster Recovery and Business Continuity Plan

In an effort to ensure that IndyGo establishes a business continuity plan (BCP, or COOP in Transportation parlance) that will incorporate all aspects of operational functionality, our current COOP will be revised to fulfill the needs for continued operations of all affected departmental areas. With this initiative, we will address current business processes and procedures, operational asset recovery and normalizing (transitioning back to normal state), security, safety, communication plans, and physical movement of assets/personnel based on various event levels and its severity resulting in a negative impact to business. Through the execution of the final plan, IndyGo will perform event recovery exercises at least twice per year, one being from a tabletop exercise and the other from forcing a randomly selected event without warning.

The revised COOP document will be assessed at least once (1) a year for potential revision and/or updates. The ownership of the revised COOP document will reside with the Vice President of IT / CIO, or as designed by the CEO.

Key components of the COOP are as follows:

- Contingency plan for key infrastructure assets
- IT – initiative to move critical applications and services to the cloud (IaaS, PaaS, SaaS)
- Establishing at least one (1) physical contingency location for personnel and key operational assets (i.e. housing diesel and electric fleet, etc.)
- Analysis of key business processes to establish the existence of alternative solutions
- Communication plan(s) including methods and platforms (i.e. email, Twitter, Facebook, company website, etc.) to make aware the event level and severity to all applicable parties

Funding for this project will be sourced from grants and local capital funds, in an amount of \$825,000, in 2020.

Illustrative Projects: IT/Finance

In addition to those projects for which future capital sources have been identified and programmed, IndyGo is aware of other projects that would be beneficial to the agency, its operations, and/or the experience of its riders should funds become available.

These projects are listed as “Illustrative Projects” in this capital plan. This language is modeled after projects in the MPO’s Transportation Improvement Program meaning the project is noted but costs are not included in the fiscally constrained plan.

Payment Integration Platform – As noted above, IndyGo is working with Flowbird to develop and implement a modernized fare payment system. While this system itself represents a significant upgrade to how the public pays for and experiences the transit system, the platform can serve to revolutionize the shared mobility system throughout IndyGo’s service area through payment integration with other mobility providers.

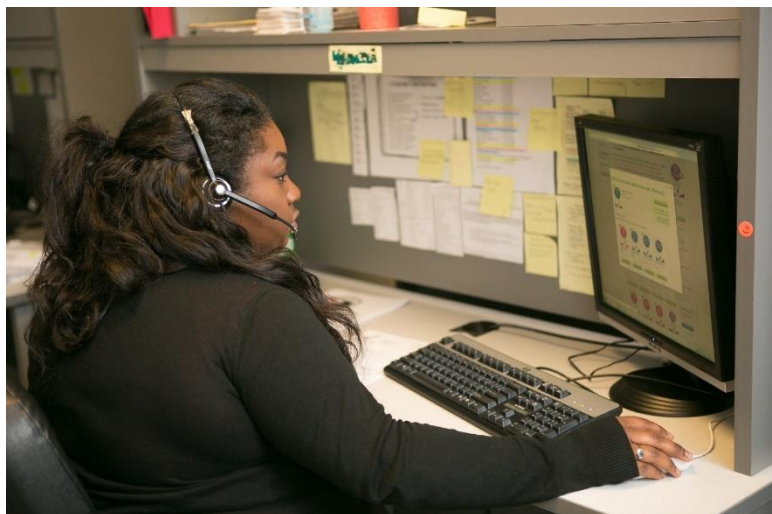
As part of its RFP process that resulted in the selection of Flowbird, IndyGo listed a system architecture that could provide for these integrations and the potential for enhanced partnership portals as part of its desired outcomes. Flowbird’s system design includes such an architecture that can be adapted to expand into an integrated payment platform with limited technical upgrades.

Achieving such an integration was one of the core components of IndyGo’s submission to the FTA as part of the FTA’s Integrated Mobility Innovation grant program in August 2019. As IndyGo awaits response on the success of that application, IndyGo will continue to seek out opportunities to achieve this integration.

VOIP Solution- IndyGo transitioned itself to a cloud-based voice communications system (VoIP) in 2017. We currently have an agreement with our VoIP provider (Vonage) on a month-to-month basis. The project seeks to go out for solicitation and establish a contract with a VoIP provider over a three-year term with optional two years to garner better pricing and support.

Key components of the solution include enhanced administrative capabilities, interoperability with existing assets, enhanced mobile and desktop capability, distinguished admin portal security levels, call recording storage and archiving, unified messaging, enhanced conference calling and optional eFaxing.

This effort is programmed to be funded through IndyGo’s operational budget; however, should grant resources be available for this project, IndyGo would consider a capital expenditure.



Secure Communications Network

IndyGo desires to enhance its communications network to make those communications more secure. Such could be achieved through a dedicated secure communications network that would utilize a microwave or small cell technology at our BRT stations; this service could further be adapted to operate across the entire IndyGo fleet. Through such a project, the planning and design phase would seek to identify and resolve logistical issues related to expansion and existing infrastructure. It is anticipated that this project could result in a substantial cost savings relative to our current operations with respect to communications. IndyGo staff will identify potential grant opportunities that could support the planning, design, and implementation of this project.

Table 28. IT & Finance Sources and Uses

	ERP	Fare Collection	Wireless Vehicle Comms	ITS Upgrade (CAD/AVL)	Hastus Upgrade	Data Warehouse	Disaster Recovery BCP	Total
IN-2016-016-11.42.08				\$1,153,245				\$1,153,245
IN-2016-016-11.71.03				\$660,629				\$660,629
IN95X046-11.71.03)							\$651,741	\$651,741
IN95X046-11.42.08					\$251,267			\$251,267
IN-2017-018-11.42.20				\$32,000				\$32,000
Grants Subtotal	\$-	\$-	\$-	\$1,845,874	\$251,267	\$-	\$651,741	\$2,748,882
Cash	\$1,000,000	\$1,338,000	\$820,000	\$529,126	\$548,733	\$64,000	\$173,259	\$4,473,118
Total	\$1,000,000	\$1,338,000	\$820,000	\$2,375,000	\$800,000	\$64,000	\$825,000	\$7,222,000

PUBLIC AFFAIRS

IndyGo's public affairs team is responsible for internal and external communication, business development, enhancing the rider experience, promoting customer service, advancing a number of special projects, engaging with advertisers, and assisting in translating the community's needs into agency initiatives. These tasks rely on exceptional communication and reliable communication infrastructure.

As such, the capital needs associated with IndyGo's public affairs division are meant to enhance the agency's ability to facilitate communication within the agency and between the agency and its riders and other partners. This capital plan programs expenditures for an agency intranet, outfitting the IndyGo call center, and for development activities associated with an IndyGo mobile application.

Public Affairs Intranet

The Public Affairs intranet would facilitate enhanced communications capabilities throughout the agency, providing for a critical channel of communication between employees. The Public Affairs team has engaged in planning efforts through 2020, administering a survey of IndyGo employees on communication preferences, to help shape the deployment of the intranet. At full build out, the intranet will host a homepage with timely and important messaging, provide other means to facilitate communication, and host division/department/project-specific pages to facilitate agency collaboration.

The Capital Plan programs \$75,000 in 2020 to implement this initiative; these resources are programmed from IndyGo's capital fund.

Call Center

IndyGo plans to bring its call center in house to better coordinate messaging and communication, realize operational efficiencies, and provide for greater oversight of customer service relationships. Bringing the call center back within the organization requires the build-out of the infrastructure necessary to handle call volumes, route and resolve customer comments, and service customer accounts. At a minimum, this infrastructure includes a Customer Relationship Manager software deployment, call center technical hardware (e.g., computers, monitors, headphones, etc.), furniture, and other items. IndyGo has programmed \$170,000 to this effort within this plan; these expenditures will be sourced through IndyGo's capital fund and begin this year.

Mobile App Development

Enhancing riders' experience by providing convenient and timely information is critical in attracting and retaining transit users. At present, trip planning, real time arrival, and trip payments are held in separate mobile applications (a legacy of different providers providing the back-office infrastructure for each of these services). Through this project, IndyGo will seek to consolidate trip planning, service alert communication, managing of fare media, and real time arrival into a single, IndyGo-branded mobile application. The mobile app will serve as a one-stop, singular source of information for all IndyGo users. This capital plan programs \$150,000 from IndyGo's capital fund to advance this initiative in 2020.

Table 29. Public Affairs Sources and Uses

	Intranet	Call Center	Mobile App Development	Total
Cash	\$75,000	\$170,000	\$150,000	\$395,000
Total	\$75,000	\$170,000	\$150,000	\$395,000

SAFETY, SECURITY, & TRAINING

Safety and security measures are incorporated within projects listed throughout this capital plan; each activity adheres to and advances IndyGo's safety and security policies. In planning, designing, and constructing any capital project, IndyGo staff and consultants work with IndyGo's Safety, Security, and Training department to ensure activities conform to IndyGo's safety and security protocols.

To that end, most safety and security capital expenditures within this plan are embedded within the various other projects and project budgets outlined throughout this document. In addition to project-specific measures, IndyGo will also need to secure additional safety, security, and training equipment.

Main Facility CCTV

IndyGo maintains closed-circuit television capabilities to ensure the safety and security of its facilities, employees, and visitors. As with any tech-based infrastructure, these systems need to be replaced from time to time as the systems meet the end of their useful life and/or technology or safety and security procedures evolve beyond the ability of the existing system. To that end, IndyGo maintains its safety and security equipment—including the main facility CCTV system—within its useful life and will need to update and upgrade its CCTV system in 2019. In total, IndyGo anticipates an expenditure of \$795,000 to be sourced from grants and capital revenue.

Training Simulators

Research suggests the use of a bus training simulator, in conjunction with both classroom and on-the-road training, improves transit driver safety. Simulators continue to build upon basic driving skills while helping to develop effective forward planning and good judgement under pressure. Studies from different Bus Operator Training Simulators have shown that accidents could be lowered by 35 to 60 percent. They have also been shown to be able to improve on fuel economy and the overall efficiency of transit operations.

Simulators can also allow operators to practice driving in different types of weather, traffic and emergency situations without putting the operator or equipment in harm's way. They can be used to recreate accidents that have happened and let the operator see what could have been done differently, enabling this training to occur with no risk to company property, workers, or the community. IndyGo has budgeted a total of \$350,000 from cash revenue, in 2020, to purchase one simulator.

Vehicle CCTV

IndyGo maintains closed-circuit television capabilities on its fixed route buses and will include these components on future buses as well. These systems include cameras, DVRs, wireless download capabilities, GPS kits, wireless radios, cables, mounting equipment, a server, and needed software. Specific equipment and apparatuses may vary based upon the needs of IndyGo and the evolution of technology between today and when the equipment is replaced. IndyGo anticipates programming \$1,960,000 beginning in 2020 with annual investments thereafter, to be sourced from grants and future capital revenue, to meet this need.

Security Door Upgrades at Main Facility

The safety and security of IndyGo employees, visitors, and facilities are of paramount importance. IndyGo coordinates closely with local, state, and federal entities to ensure that maintains safe and secure environments. To that end, upgrades are needed to the entrances and exits of IndyGo's main facility. These upgrades can be separated into those doors that service vehicular traffic and those that serve pedestrians.

In order to facilitate air movement through the facility, reducing climate control costs and providing for a more comfortable working environment, many large facilities open large doors; however, needing to be mindful of security concerns at our facility, doors cannot be left open throughout the day. To realize the benefits of being able to operate with open doors while containing security risks, IndyGo plans to install security screen doors on doors 1 through 9 in its facility. Pedestrian entrances are also in need of upgrades to ensure that the doors maintain a secure environment.

These expenditures are expected to total \$1,100,000 in 2019 and 2020. This project will be sourced from a mix of grants and capital revenue.

On-Board Data Recorder & Collision Avoidance System

Through outreach with other transit agencies and industry events, IndyGo has recently become aware of a video-safety program that provides the agency with real-time operator analytics, focused on capturing and reducing risky driving behavior. The system can track and record data related to driving behavior to facilitate incident review, coaching, and future training. Through this application, the system can assist in reducing collisions, improve safety performance, help identify hazards, and reduce claims against the agency.

The system records data related to hard braking, speeding, distracted driving, and other risky behaviors. Further, the system tracks the frequency of incidents attributable to specific drivers, specific routes, specific intersections and many other categories; this will help the agency identify and respond to recurring situations. The system is compatible with most bus camera streams and may integrate with many different platforms for information sharing. This system will advance agency goals and objectives related to FTA requirements for safety management system reporting and performance tracking.

To advance this project, IndyGo has programmed \$213,000 in 2020 from IndyGo capital revenue.

Table 30. Safety, Security, and Training Sources and Uses

	Main Facility CCTV	Training Simulators	Security Doors	On-Board Recorders	Vehicle CCTV	Total
5307 Security Set Asides			\$400,000		\$580,541	\$980,541
IN95X046-11.42.09					\$504,753	\$504,753
IN-2019-001-11.12.15			\$337,459			\$337,459
IN-2019-001-11.32.07					\$254,275	\$254,275
IN-2017-018-11.32.07			\$142,541			\$142,541
IN-2016-024-11.32.07	\$140,000					\$140,000
IN90X683-11.42.09)	\$77,483					\$77,483
Grant Subtotal	\$217,483	\$-	\$880,000	\$-	\$1,339,569	\$2,437,052
Cash	\$577,517	\$350,000	\$220,000	\$213,000	\$620,431	\$1,980,948
Total	\$795,000	\$350,000	\$1,100,000	\$213,000	\$1,960,000	\$4,418,000

ANNUAL ITEMIZED EXPENDITURE TABLES

The following tables show planned expenditures, by quarter, for each project listed throughout the capital plan and annual summaries by program area. While these tables do not include source of funds, they may be cross-referenced with the narrative and tables in the previous section to match these expenditures with individual sources of funds. Note that the detailed expenditures are projections and will be updated with each revision as costs are finalized through procurement efforts, revenue is realized, projects are added or completed, and/or new information otherwise becomes available.

Table 31. 2019 Detailed Expenditures

\$48,880,682					
Project	Q1	Q2	Q3	Q4	Total
Fleet	\$8,806,000				
Fixed Route Bus Replacement			\$8,200,000	\$0	\$8,200,000
Support Vehicle Replacement			\$306,000	\$0	\$306,000
Maintenance Heavy Equipment			\$300,000	\$0	\$300,000
BRT and On-Street Infrastructure	\$29,036,682				
Red Line Phase I			\$15,286,682	\$9,000,000	\$24,286,682
Purple Line			\$1,500,000	\$1,500,000	\$3,000,000
Blue Line			\$400,000	\$400,000	\$800,000
Rural St Underpass			\$225,000	\$0	\$225,000
Downtown Super Stops			\$50,000	\$50,000	\$100,000
Vermont Street Super Stops			\$100,000	\$100,000	\$200,000
Transit Stop Amenities			\$0	\$425,000	\$425,000
Facilities	\$5,440,000				
Office Area Renovations			\$2,200,000	\$0	\$2,200,000
Training/Contingency Facility Construction			\$0	\$1,100,000	\$1,100,000
Maintenance Area Renovations			\$75,000	\$75,000	\$150,000
Wash Rack & Paint Booth & Door Widen			\$800,000	\$800,000	\$1,600,000
Drivable Floor Scrubbers			\$0	\$250,000	\$250,000
Solar Array Expansion			\$0	\$140,000	\$140,000
IT & Finance	\$4,533,000				
Fare Collection/Validation System			\$863,000	\$475,000	\$1,338,000
Wireless Vehicle Communication			\$410,000	\$410,000	\$820,000
ITS Upgrade (CAD AVL)			\$1,200,000	\$1,175,000	\$2,375,000
Public Affairs	\$170,000				
Call Center			\$170,000	\$0	\$170,000
Safety, Security, and Training	\$895,000				
Main Facility CCTV Upgrade			\$400,000	\$395,000	\$795,000
Security Door Upgrades			\$50,000	\$50,000	\$100,000

Table 32. 2020 Detailed Expenditures

\$97,709,667					
Project	Q1	Q2	Q3	Q4	Total
Fleet	\$13,451,667				
Automatic Passenger Counters Upgrade	\$220,000	\$0	\$0	\$0	\$220,000
BRT Bus Docking Technology	\$0	\$250,000	\$1,583,333	\$1,583,333	\$3,416,667
Paratransit Bus Replacement	\$0	\$1,400,000	\$0	\$0	\$1,400,000
Fixed Route Bus Replacement	\$0	\$7,800,000	\$0	\$0	\$7,800,000
Support Vehicle Replacement	\$0	\$315,000	\$0	\$0	\$315,000
Maintenance Heavy Equipment	\$0	\$-	\$300,000	\$0	\$300,000
BRT and On-Street Infrastructure	\$70,196,000				
Red Line Phase I	\$17,000,000	\$0	\$0	\$0	\$17,000,000
Red Line Extensions	\$3,750,000	\$0	\$0	\$0	\$3,750,000
Purple Line	\$24,000,000	\$1,500,000	\$1,500,000	\$3,250,000	\$30,250,000
Blue Line	\$1,000,000	\$1,000,000	\$1,000,000	\$2,000,000	\$5,000,000
Michigan St. Conversion	\$0	\$4,350,000	\$0	\$0	\$4,350,000
Rural St. Underpass	\$0	\$1,250,000	\$0	\$0	\$1,250,000
Downtown Super Stops	\$15,000	\$826,000	\$800,000	\$800,000	\$2,441,000
Vermont Street Super Stops	\$100,000	\$700,000	\$700,000	\$700,000	\$2,200,000
Transit Signal Priority Installation	\$170,000	\$620,000	\$900,000	\$0	\$1,690,000
Transit Stop Amenities	\$425,000	\$350,000	\$425,000	\$425,000	\$1,625,000
Mobility Hubs Infrastructure	\$0	\$140,000	\$500,000	\$0	\$640,000
Facilities	\$8,785,000				
DTC Lounge/Office Renovations	\$375,000	\$375,000	\$0	\$0	\$750,000
Training/Contingency Facility Construction	\$1,200,000	\$1,200,000	\$1,400,000	\$-	\$3,800,000
Maintenance Area Renovations	\$75,000	\$600,000	\$600,000	\$600,000	\$1,875,000
Wash Rack & Paint Booth & Door Widen	\$1,000,000	\$0	\$0	\$0	\$1,000,000
Solar Array Expansion	\$630,000	\$630,000	\$0	\$0	\$1,260,000
Facility Needs Assessment	\$50,000	\$50,000	\$0	\$0	\$100,000
IT & Finance	\$2,489,000				
ERP	\$400,000	\$400,000	\$0	\$0	\$800,000
Hastus Software Upgrade	\$64,000	\$0	\$0	\$0	\$800,000
Data Warehouse	\$825,000	\$0	\$0	\$0	\$64,000
Disaster Recover & Business Continuity Plan	\$400,000	\$400,000	\$0	\$0	\$825,000
Public Affairs	\$225,000				
Public Affairs Intranet	\$75,000	\$0	\$0	\$0	\$75,000
Mobile App Development	\$150,000	\$0	\$0	\$0	\$150,000
Safety, Security, and Training	\$2,563,000				
Training Simulators	\$-	\$350,000	\$0	\$0	\$350,000
Security Door Upgrades	\$50,000	\$475,000	\$475,000	\$0	\$1,000,000
On-Board Data Recorders	\$213,000	\$0	\$0	\$0	\$213,000
Vehicle CCTV Replacement	\$1,000,000	\$0	\$0	\$0	\$1,000,000

Table 33. 2021 Detailed Expenditures

Total: \$72,173,333					
Project	Q1	Q2	Q3	Q4	Total
Fleet					
BRT Bus Docking Technology	\$1,583,333	\$0	\$0	\$0	\$1,583,333
Paratransit Bus Replacement	\$0	\$1,415,000	\$0	\$0	\$1,415,000
Fixed Route Bus Replacement	\$0	\$0	\$2,000,000	\$0	\$2,000,000
Maintenance Heavy Equipment	\$0	\$0	\$300,000	\$0	\$300,000
BRT and On-Street Infrastructure					
Red Line Extensions	\$550,000	\$550,000	\$550,000	\$550,000	\$2,200,000
Purple Line	\$12,400,000	\$12,400,000	\$12,400,000	\$12,400,000	\$49,600,000
Blue Line	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$8,000,000
30th St. Conversion	\$0	\$2,150,000	\$0	\$0	2,150,000
Transit Stop Amenities	\$0	\$350,000	\$425,000	\$75,000	\$850,000
Facilities					
Office Area Renovations	\$0	\$0	\$30,000	\$150,000	180,000
Bush Charging Infrastructure	\$0	\$0	\$500,000	\$0	500,000
Building Exterior Improvements	\$220,000	\$930,000	\$250,000	\$0	1,400,000
Maintenance Area Renovations	\$600,000	\$400,000	\$375,000	\$0	\$1,375,000
Sidewalks, Steps, and Ramps	\$0	\$200,000	\$0	\$0	200,000
IT & Finance					
ERP	\$200,000	\$0	\$0	\$0	\$200,000
Public Affairs					
Safety, Security, and Training					
Vehicle CCTV Replacement	\$220,000	\$0	\$0	\$0	\$220,000

Table 34. 2022 Detailed Expenditures

Total: \$95,630,000					
Project	Q1	Q2	Q3	Q4	Total
Fleet					
Paratransit Bus Replacement	\$0	\$1,450,000	\$0	\$0	\$1,450,000
Fixed Route Bus Replacement	\$0	\$0	\$3,000,000	\$0	\$3,000,000
Maintenance Heavy Equipment	\$0	\$0	\$300,000	\$0	\$300,000
BRT and On-Street Infrastructure					
Red Line Extensions	\$550,000	\$550,000	\$550,000	\$550,000	\$2,200,000
Purple Line	\$12,400,000	\$12,400,000	\$12,400,000	\$12,400,000	\$49,600,000
Blue Line	\$4,800,000	\$29,000,000	\$1,000,000	\$1,500,000	\$36,300,000
Transit Stop Amenities	\$0	\$350,000	\$425,000	\$75,000	\$850,000
Facilities					
DTC Level Boarding Modifications	\$0	\$0	\$850,000	\$850,000	\$1,700,000
IT & Finance					
Public Affairs					
Safety, Security, and Training					
Vehicle CCTV Replacement	\$0	\$230,000	\$0	\$0	\$230,000

Table 35. 2023 Detailed Expenditures

Total: \$120,106,000					
Project	Q1	Q2	Q3	Q4	Total
Fleet					
Paratransit Bus Replacement	\$0	\$1,500,000	\$0	\$0	\$1,500,000
Fixed Route Bus Replacement	\$0	\$0	\$3,000,000	\$0	\$3,000,000
Support Vehicle Replacement	\$0	\$315,000	\$0	\$0	\$315,000
Maintenance Heavy Equipment	\$0	\$-	\$300,000	\$0	\$300,000
BRT and On-Street Infrastructure					
Red Line Extensions	\$4,550,000	\$4,550,000	\$11,050,000	\$4,550,000	\$24,700,000
Purple Line	\$18,286,000	\$0	\$0	\$0	\$18,286,000
Blue Line	\$19,900,000	\$17,000,000	\$17,000,000	\$17,000,000	\$70,900,000
Transit Stop Amenities	\$0	\$350,000	\$425,000	\$75,000	\$850,000
Facilities					
IT & Finance					
Public Affairs					
Safety, Security, and Training					
Vehicle CCTV Replacement	\$255,000	\$0	\$0	\$0	\$255,000

Table 36. 2024 Detailed Expenditures

Total: \$93,055,000					
Project	Q1	Q2	Q3	Q4	Total
Fleet					
Paratransit Bus Replacement	\$0	\$1,550,000	\$0	\$0	\$1,550,000
Fixed Route Bus Replacement	\$0	\$0	\$13,100,000	\$0	\$13,100,000
Maintenance Heavy Equipment	\$0	\$0	\$300,000	\$0	\$300,000
BRT and On-Street Infrastructure					
Red Line Extensions	\$6,150,000	\$0	\$0	\$0	\$6,150,000
Blue Line	\$20,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$71,000,000
Transit Stop Amenities	\$0	\$350,000	\$350,000	\$0-	\$700,000
Facilities					
IT & Finance					
Public Affairs					
Safety, Security, and Training					
Vehicle CCTV Replacement	\$255,000		\$0	\$0	\$255,000

GLOSSARY

GLOSSARY

Accrual Accounting - A method of financial accounting where revenues are recorded when earned, however, the revenue does not have to be received in the same reporting period. Similarly, expenditures are recorded as soon as the goods or services are received; the payment of the expenditure does not have to be made in the same reporting period.

Accrued Expense - Expenses incurred and recorded during an accounting period for which payment will be made in the future.

Accrued Revenue - Revenue which has been earned and recorded during an accounting period that will be collected in the future.

Americans with Disabilities Act (ADA) - of 1990, requires that public entities, which operate non-commuter fixed route transportation services, also provide complementary Paratransit service for individuals unable to use the fixed route system.

Amortization - Amortization is the process of allocating the cost of an intangible asset over a period of time.

Appropriation - An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is limited in amount and to the time when it may be expended.

Assessed Valuation -The County Property Appraiser's estimation of the Fair Market Value of real estate or other property. This valuation is used to determine taxes levied upon the property.

Audit - Audit is an official inspection of an organization's financial statements, typically by an independent body.

Balanced Budget - The Authority considers the budget balanced when total expenditures equal total revenues. The budget is also balanced in situations where total expenditures are less than total revenues, which is called a surplus. There are also few instances where the Authority might plan to spend fund balances from previous years on one-time or non-routine expenditures, provided the funding from previous years is available. The Authority, however, must have a plan in place to not build ongoing expenditures into this type of funding.

Base Budget - The amount programmed in the budget year for conducting the same program and performing the same services as are planned for the current year.

Bond - The written evidence of the debt issued by the Authority. It bears a stated rate of interest and maturity date on which a fixed sum of money plus interest is payable to the holder.

Budget Basis - The starting point for budget deliberations, usually the current budget year appropriation, or the Midyear Review estimate of expenses.

Budget Deficit - Usually, this is a projection of expenditures exceeding appropriations. It is normally determined during a quarterly review. The budget is controlled so that expenditures plus encumbrances should not exceed appropriations.

Bus Rapid Transit (BRT) - A broad term given to transit systems that use buses to provide a service that is of a higher quality than an ordinary bus line.

CAFR - Comprehensive Annual Financial Report, contains audited financial statements, financial notes, and related materials.

Capital Expenditures - Funds in the Capital Improvement Program are used to account for the acquisition, construction, replacement, repair and renovation of capital facilities, assets, and equipment. Under Routine Capital Fund, local funds are used for the purchase of vehicles and equipment, where each unit has a value of at least \$5,000 and a useful life of greater than 3 years.

Capital Improvement Budget - The current year estimated revenues and expenses of construction projects and capital equipment purchases in the Capital Improvement Plan. The Capital Budget includes maintenance and expansion projects that are funded through grants and local sources.

Capital Improvement Plan (CIP) - A five to ten-year plan for constructing, acquiring, or maintaining capital assets.

Cash Accounting - A major accounting method that recognizes revenues and expenses at the time physical cash is actually received or paid out.

Debt Limit - A statutory or constitutional limit on the principal amount of debt that an issuer may incur or have outstanding at one time.

Debt Service - Principal and interest paid on long term and short-term debt.

Depreciation - Depreciation is an accounting method of allocating the cost of a tangible asset over its useful life and is used to account for declines in value.

DLGF - Department of Local Government Finance is responsible for ensuring property tax assessment and local government budgeting are carried out in accordance with Indiana law. The Department is charged with publishing property tax assessment rules and annually reviewing and approving the tax rates and levies of every political subdivision in the state, including all counties, cities, towns, townships, school corporations, libraries, and other entities with tax levy authority.

Encumbrance - Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. To encumber funds means to set aside or commit funds for future expenditures. They cease to be encumbrances when paid or when the actual liability is set up.

Enterprise Resource Planning (ERP) - Technology applications that improve enterprise wide decision support and operational efficiency through information integration and process improvement. ERP systems are based on software that integrates information from diverse applications into a common database and suggest that business processes can be improved by using the built-in best practices for financial and other administrative operations.

Expenditure - The use of appropriated funds to purchase an item, service, or other object. Expenditures are not considered encumbrances.

Expenses -Charges incurred, whether paid or unpaid, for operation, maintenance, interest, and other charges presumed to benefit the current fiscal period.

Farebox Revenue - Income generated from passengers using transit service. This includes cash deposited in fareboxes, income from the sales of tickets and monthly passes, and revenue from special pass programs.

Federal Transit Administration (FTA) - Supports a variety of locally planned, constructed, and operated public transportation systems throughout the U.S., including buses, subways, light rail, commuter rail, streetcars, monorail, passenger ferry boats, inclined railways, and people movers.

Fiscal Year - The 12 -month period that the Authority uses for accounting purposes. The Fiscal Year for the Authority is concurrent with the Calendar Year.

Full -Time Equivalent (FTE) Position - A part -time position converted to the decimal equivalent of a full -time position based on 2,080 hours per year for 40 hours per week employees.

Fund - An accounting term referring to a self -balancing set of accounts recording all financial resources together with corresponding liabilities and residual equities or balances, and changes. Funds are segregated for the purpose of carrying out a specific purpose or activity.

Fund Balance - Fund balance is the net position of governmental funds calculated in accordance with generally accepted accounting principals (GAAP) or a government's budgetary basis.

Fund Deficit - An excess of expenditures over revenues during a fiscal year. This is not an acceptable condition and must be addressed by transferring revenue to the fund in deficit. See Balanced Budget.

GAAP - Generally Accepted Accounting Principles. These principles are guidelines and rules for use by accountants in preparing financial statements.

INDOT - Indiana Department of Transportation

Levy -To impose taxes, special assessments, or service charges for the support of city activities.

Major Funds - Major Funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental funds.

Modified Accrual Accounting -A basis of accounting in which expenditures are recognized when the related fund liability is incurred, but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting, since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or available and measurable. This type of accounting basis is a conservative financial approach and is recommended as the standard for most governmental funds.

Operating Budget - The portion of the budget that pertains to daily operations which provide basic governmental services.

Operating Expenses - Those expenses from a fund which are directly related to accomplishing the fund's primary functions. Payroll would be one example of an operating expense.

Operating Revenue - Funds that the government receives as income to pay for ongoing operations that pay for day -to -day services, i.e. taxes, fees from specific services, interest earnings, and grant revenues.

Ordinance - A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The statutes or charter will specify or imply those legislative actions that must be by ordinance and those that may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, usually require ordinances.

Outlays - The payments on obligations in the form of cash, checks, the issuance of bonds or notes, or the maturing of interest coupons.

Paratransit - Paratransit is scheduled service for people who cannot use regular fixed route bus service.

Pass -Thru - A situation where the Authority functions as a channel for the expenditure of funds from another source without authorization to decide the use of the funds.

Principal - The face amount of a bond, which the issuer promises to pay at maturity.

Property Tax - An ad valorem tax levied on both real and personal property according to the property's valuation and tax rate.

Purchase Order - A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated price. Outstanding purchase orders are called encumbrances.

Proposed Budget - Refers to the budget prepared with preliminary estimates by the President/CEO for the consideration of the IndyGo Board.

Referendum - A vote by the people.

Revenue - Funds that the government receives as income, i.e. tax payments, fees from specific services, receipts from other governments, fines, forfeitures, share revenues, and interest income.

Revenue Bond - A bond on which the debt service is payable solely from the revenue generated from the operation of the project being financed.

State of Good Repair (SOGR) - A Federal initiative to identify and maintain the nation's assets

for bus and rail systems. This is essential for delivering safe and reliable transit service to millions of daily riders and one of the FTA's highest priorities.

Tax Levy - The total amount to be raised by general property taxes for purposes specified in the Tax Budget.

Section 5309 (formerly Section 3) - A Federal discretionary program directed primarily to those rail modernization and major bus projects that require funding beyond that available under Section 9.

Section 5307 (formerly Section 9) - A Federal formula program which makes resources available to urbanized areas for planning, capital, and operating assistance purposes. Funding allocations are earmarked by Congress.