



Board Report
January 28, 2021

- 1. Call to Order and Roll Call** (Presenters - Greg Hahn, Jill Russell)
- 2. Awards and Commendation** (Presenter - Inez Evans)
- 3. Committee Chairperson Reports** (Presenters - Richard Wilson, Adairius Gardner, Greg Hahn)
 - Finance Committee - Richard Wilson
 - Service Committee - Adairius Gardner
 - Governance & Audit Committee - Greg Hahn
- 4. Consent Agenda** (Presenter - Greg Hahn)
 9. Consideration and Approval of Governance & Audit Risk Universe/Heat Map (Presenter - Brian Atkinson)
 10. Consideration and Approval of Procurement Review (Presenter - Brian Atkinson)
 11. Consideration and Approval of Grants Review (Presenter - Brian Atkinson)
 12. Consideration and Approval of Compliance Environment Assessment (Presenter - Brian Atkinson)
- 5. Regular Agenda** (Presenter - Greg Hahn)
 1. Consideration and Approval of Minutes from Board Meeting held on December 3, 2020 & January 19, 2021
 2. Consideration and Approval of Ft Wayne Conversion Design & Construction Services - Lochmueller Group (Presenter - LaTeeka Washington)
 3. Consideration and Approval of IndyGo East Campus (former Celadon Property) Design – Woolpert (Presenter - LaTeeka Washington)
 4. Consideration and Approval of Mobility Solutions and Customer Service Center Design – The Etica Group (Presenter - LaTeeka Washington)
 5. Consideration and Approval of Contract with Corey Saunders, CPA PLLC (Presenter - Brian Atkinson)
 6. Consideration and Approval of In Plant Pre-Build Bus (Fixed Route and Paratransit) Inspections (Presenter – Aaron Vogel)
 7. Consideration and Approval of Microsoft Licensing Renewal (Presenter - Marcus Burnside)
 8. Consideration and Approval of an Amendment to WSP's Task Order to Provide Purple Line Final Design Services (Presenter - Jennifer Pyrz)
 13. Consideration and Approval of Resolution to Sell and Transfer Real Property Located at 9050 E. 33rd Street, Indianapolis, Indiana to the City of Indianapolis on Behalf of the Indianapolis Fire Department (Presenter - Jill Russell)
- 6. Information Items** (Presenter - Greg Hahn)
 1. DBE Department Update (Presenter - Chelci Hunter)
 2. Second Chance Hiring Initiative (Presenter - Jeff Brown)
 3. CEO Report (Presenter - Inez Evans)
 4. Section 5307/5311 Update
 5. Governance & Audit Workplan Status Update
 6. Ethics Hotline Summary Report
 7. Capital Projects Updates for January 2021
 8. Department Reports (Risk & Safety, Capital Planning, Public Affairs, Operations, Human Resources, & D & I and Workforce Development)
- 7. Adjourn** (Presenter - Greg Hahn)

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

Our next Board Meeting will be Thursday, February 25th, 2021

- 8. Call to Order and Roll Call** (Presenters - Greg Hahn, Jill Russell)
- 9. Regular Agenda** (Presenter - Greg Hahn)
 - 1. Board of Finance Recommendation (Presenter - Bart Brown)
- 10. Adjourn** (Presenter - Greg Hahn)

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

Our next Board Meeting will be Thursday, February 25th, 2021



Awards & Commendation Recognition for November/December 2020

To: Indianapolis Public Transportation Corporation Board of Directors
From: President/CEO Inez P. Evans
Date: January 28, 2020

December 2020 Awards & Commendations

Employee	Position	Recognition
Bryan Gray	Coach Operator – Fixed Route	23 Years of Safe Driving
Jerome Norris	Coach Operator – Fixed Route	23 Years of Safe Driving
Deatra Bellamy	Radio Control Dispatcher	November Operations Employee of the Month
Adrian Lewis	Coach Operator – Fixed Route	December Operator of the Month
Ryan Wilhite	Manager of Special Projects & Regional Mobility Integration	Excellence Award Winner
Mark Emmons	Director of Training Safety & Life Services	Excellence Award Winner
Tyrone Rowan	General Laborer	Excellence Award Winner
Moctar Gueye	Manager – Transportation	Excellence Award Winner
James Collins	Bus Wrangler	Excellence Award Winner
Kevin France	Manager – Vehicle Maintenance	Excellence Award Winner
Tracy Jennings	Director of Human Resource Management System & Benefits	Excellence Award Winner
Mark Bryson	Senior Director for Human Resources Administration	Excellence Award Winner
Karolyn Ratcliff	Contract Specialist	Excellence Award Winner
Faith Chadwick	Public Information Officer	Excellence Award Winner
Jordan Patterson	Engagement Specialist	Excellence Award Winner
David Miller	Clerk – Service Center	Retiring after 44 Years of Service
Roscoe S. Brown, Jr.	Executive Director – Indianapolis Public Transportation Foundation (IPTF)	Retiring after 21 Years of Service

INDYGO 2020 EXCELLENCE AWARD WINNERS SCRIPT

- The Excellence Awards are given to teammates who inspired our leadership team as they demonstrated strong communication & collaboration skills, superior work ethic, flexibility, & admirable growth in the past year.
 - I am excited to share our eleven (11) Excellence Award winners of 2020!
- Our first winner is Manager of Special Projects & Regional Mobility Integration, Ryan Wilhite, for his exceptional attention to detail, ability to communicate complex information, & passion for improving & enhancing IndyGo.
 - Representing our largest division, we have 5 winners from our Operations Team:
- Mark Emmons, Director of Training Safety & Life Services, is being recognized for going above & beyond as IndyGo's Emergency Operations Center representative as well as his admirable efforts improving the New Operator Training Program.
- We would like to show our appreciation for our General Laborer, Tyrone Rowan for his flexibility, strong work ethic, positive outlook, & leadership, especially with new teammates learning the ropes.
- Transportation Supervisor, Moctar Gueye, champions his team through constant positivity & encouragement, he is the go-to for his team, & always leads by example. Thank you Moctar!
- Bus Wrangler, James Collins, is naturally a team player & leader. James has been chosen for the excellence awards for his expertise & dependability as he ensures all buses are ready for service.
- Kevin France, our Vehicle Maintenance Manager, has been recognized for his expertise & approach in coaching supervisors & mechanics, his flexibility & work ethic, & his communication with teammates & vendors.
- We have two winners from the HR team, our Director of Human Resource Management System & Benefits, Tracy Jennings, who went above & beyond addressing HR's responsibilities during the COVID-19 pandemic.
- And Mark Bryson, Senior Director for Human Resources Administration, for his pro-activeness, intentionality, & calm influence addressing the constantly changing needs throughout the COVID-19 pandemic.
- Contract Specialist, Karolyn Ratcliff's is an Excellence Award winner for her positive attitude, attention to detail, outstanding communication, & passion for her work!
- Faith Chadwick, IndyGo's Public Information Officer, was nominated for her exceptional work throughout 2020, especially as she took on leading the Public Affairs team during the last quarter of 2020 when her leadership was on leave.
- Our final winner in 2020 is Engagement Specialist, Jordan Patterson, for showcasing his flexibility, intentionality, & growth when creating & executing IndyGo's public engagement programs.
- Congratulations! We are so grateful to have you all on the IndyGo Team!

INDYGO 2020 EXCELLENCE AWARD WINNERS

The Excellence Awards are given to teammates who inspired our leadership team as they demonstrated strong communication and collaboration skills, superior work ethic, flexibility, and admirable growth in the past year. The leadership team found these eleven (11) individuals stepped up and helped lighten the load this past year.

WINNERS & COMMENTS:

Ryan Wilhite

- Manager of Special Projects and Regional Mobility Integration, Ryan Wilhite, is being recognized for his exceptional attention to detail, his ability to communicate complex information, and his passion for improving and enhancing IndyGo.
- There were many reasons why he was nominated, here are a few:
 - *“Ryan is inspiring in large part because he’s a “Swiss army knife” type of employee/teammate. Meaning, his knowledge and expertise – when coupled with his deep-seated passion for improving and enhancing public transit –add value to just about any task or project.”*
 - *“Ryan is a highly principled practitioner. He consistently demonstrates that he cares about how he comes across through his attitude, character, methods of communication, tone, and the respect he has for others. He acts with integrity. He demonstrates a sincere commitment to excellence in his work. You can count on Ryan to do what he says he’ll do and that he’ll do it to the best of his ability, even if it means occasionally working long hours. Ryan never lets his teammates down.”*

Mark Emmons

- Mark Emmons, Director of Training Safety & Life Services, went above and beyond in a multitude of ways in 2020, specifically as IndyGo’s Emergency Operations Center (EOC) representative and in his efforts in improving the New Operator Training Program.
- Here are a few examples:
 - *“Mark was our principal liaison to the EOC, he coordinated testing with Eli Lilly and with the Marion County Health Department (MCHD). He worked every day to keep up with the developments and report updates. He was instrumental in getting testing done efficiently and effectively and served as our eyes and ears with the state and local officials.”*
 - *“Mark is willing to help where needed. He is willing to step up at any time, day or night and for any needed duration to get the job done. He inspires leadership in others, to help where they can, and make the IndyGo family a priority.”*

Tyrone Rowan

- We would like to show our appreciation for our General Laborer, Tyrone Rowan for his flexibility, strong work ethic, positive outlook on life, and leadership, especially with new teammates learning the ropes.
- There were many reasons why he was nominated, here are a few:
 - *“Tyrone has always been very vocal, friendly, and a clear communicator. He is not afraid to make suggestions. Especially in the past year with COVID-19 teammate shortages, he has been flexible when it comes to helping cover other’s areas, which demonstrates his commitment to IndyGo.”*
 - *“Tyrone’s work ethic has always been strong. He is always on time and takes pride in his work. He is always willing to help out and go above and beyond expectations. He is a leader who works well with newer employees and enjoys showing them the proper way to do things, enabling their growth as an employee.”*

Moctar Gueye

- Transportation Supervisor, Moctar Gueye, champions his team through constant positivity and encouragement, he is the go-to for his team, and always leads by example.
- Here are a few of the compliments we heard about Moctar:

- *“Moctar is a go-to team member, he will work any hours, and will cover any task in a timely manner.”*
- *“He gives so much positive energy and encouragement to IndyGo teammates. Moctar is the people’s champ.”*

James Collins

- Bus Wrangler, James Collins, is naturally a team player and leader. James has been chosen for the Excellence Awards for his expertise and dependability as he ensures all buses are ready for service.
- Here are some antidotes:
 - *“Collins is often called on by other areas to help assist. The staff relies on his expertise. He is the primary resource in the department for all things “bus wrangling.” He is always willing to help educate employees at all levels about the bus wrangling process and collaborates across the entire organization to help increase efficiency and resolve operational challenges.”*
 - *“He is a great team player, confident in his role, and a natural leader. He is quick to fill-in when needed and he has often worked his off days to help cover during short-and long-term staffing shortages. His efforts help maintain service on the street; especially during the pandemic. He has an excellent work ethic and is always flexible to meet the needs of the organization at a moment’s notice. Collins is quick to share valuable insights to help avoid service interruptions, garnering whatever resources necessary to make it happen. He clearly takes pride in his work and is an excellent asset to the team.”*

Kevin France

- Kevin France, our Vehicle Maintenance Manager, has been recognized for his expertise and approach in coaching supervisors and mechanics, his flexibility and work ethic, and his communication with teammates and vendors.
- Here are more praises about Kevin’s fantastic work:
 - *“Kevin is the current project manager on bus barrier installations, he has proven his abilities to manage projects and work with outside contractors while communicating and keep leadership abreast of all updates.”*
 - *“He is willing to work whenever needed and will call-in to help his department while he is off duty. He has helpful technical knowledge and is willing to coach and train supervisors as well as mechanics to help with repair issues, managing employees, and scheduling.”*

Tracy Jennings

- Tracy Jennings, Director of Human Resource Management System and Benefits, went above and beyond addressing HR’s responsibilities during the COVID-19 pandemic.
- Here are a few praises shared about Tracy:
 - *“Processing the COVID-19 leaves and addressing the other day-to-day benefit matters was an extremely demanding process that required a significant amount of rigor, patience, and motivation. Undeterred, but under enormous pressure, she designed the new tracking and leave system by working quickly with departments to learn how to maximize efficiency and communications and streamline new processes for the entire IndyGo workforce.”*
 - *“Tracy prides herself in providing excellent customer service and often pushes her heavy workload aside to take care of the needs of others, including her colleagues. Unquestionably, Tracy is collegial, solution-driven, and deserving of recognition from the IndyGo community.”*

Mark Bryson

- Mark Bryson, Senior Director for Human Resources Administration, is being recognized for his pro-activeness, intentionality, and calm influence addressing the constantly changing needs throughout the COVID-19 pandemic. He started in March 2020 and hit the ground running.
- A few of the many praises Mark received were:

- *"Mark's initiative for starting the first IndyGo Golf League brought non-represented and represented employees together on a weekly basis to play golf. Through this, Mark created a forum for employees to get to know each other and establish greater communication with one another."*
- *"Mark exemplifies IndyGo's core values through his work ethic and daily interactions with IndyGo management, the executive team, and staff. Time and time again, Mark approaches each day with rigor as his work ethic, positive attitude, and attention to detail are unmatched."*

Karolyn Ratcliff

- It is hard to miss Contract Specialist, Karolyn Ratcliff's positive attitude, attention to detail, excellent communication, and passion for her work!
 - *"Karolyn is the first to plan a retirement party, make someone feel special on their birthday, or organize a group event. She is a very creative individual. What is inspiring is the way that she organizes the quarterly blood drives for IndyGo. She takes this on with enthusiasm and passion. She truly believes in the program and the good it can bring the community."*
 - *"Karolyn shows up, no matter the time of day or weekday/weekend. For example, she had many contracts taken to the December board meeting that had to be contracted and issued a PO before 12/31. As the clock ticked down to New Year's Eve, and even on vacation, Karolyn showed up and got her work done. Her work ethic is commendable."*

Faith Chadwick

- Faith Chadwick, Public Information Officer, was nominated for her excellent work throughout 2020, especially as she took on leading the Public Affairs team during the last quarter of 2020 when her leadership was on leave.
- Here are a few of the compliments we heard about Faith:
 - *"Faith stepped up and led the Public Affairs team for 2 months, meeting every goal they had in front of them. This is in addition to assisting government affairs. She demonstrated great leadership skills and has A+ communication skills."*
 - *"As new team members have joined the Public Affairs team over the past year, Faith has served as a supervisor, mentor, and friend to all of them. She has made the IndyGo family stronger by always offering sound and thoughtful advice and guidance."*

Jordan Patterson

- Engagement Specialist, Jordan Patterson, showcased his flexibility and intentionality in 2020.
- Here are some antidotes:
 - *"Jordan took the initiative to expand our outreach efforts by creating the "IndyGo Now" videos. These videos were written, directed and starred Jordan and allowed our department to reach more of our riders and supporters."*
 - *"Jordan transitioned our team efforts to a virtual, pandemic-friendly strategy seemingly overnight. With a very small team, he was able to increase our engagement at record levels and with very few problems. Jordan's growth during this time is evident to all his co-workers. He is taking initiative, trusting his instincts, and putting himself out there more and more as an expert."*

Congratulations again to all our 2020 Excellence Award winners! We are so grateful to have you apart of the IndyGo Team! Thank you for all you do!

November's 2020 Safe Drivers Recognition



The following Operators are recognized for their safe driving for the month of November and received a National Safety Council patch, pin and certificate.

Operator	ID #	Years of Safe Driving
Dexter Davis	1417	18
Ricardo Oxley	4538	12
Larry Patterson	4612	11
Sean Cox	1190	10
Laura Beck	8445	8
Mercedes Ingram	8388	8
Dewayne Sims	8456	8
Nathan Barnes	8590	6
LaShonda Carroll	8500	5
Kelli Nuckolls	8809	3
Larry Hall	9352	1
Anthony Hudgins	9493	1
Enrique San Pedro	9391	1

December's 2020 Safe Drivers Recognition



The following Operators are recognized for their safe driving for the month of December and received a National Safety Council patch, pin and certificate.

<u>Operator</u>	<u>ID #</u>	<u>Years of Safe Driving</u>
Gray, Bryan C.	2338	23
Norris, Jerome	4405	23
Hartwell, Geneva	2581	12
Lewis, Adrian	8192	11
Murray, Beth	8218	8
Reel, Eleanor	8492	6
McGhee, Samuel	8482	5
Dean, Rena	8860	4
Bellamy, Shantay	8958	3
Cooper, McFranklin	9079	3
Hankins, Tiona	9069	3
Turner, Lashanda	8908	3
Adkins. Phillip	9164	2
Horst, Martin	9292	2
Moncel, Maryah	9284	2
Carter, Deborah	8953	1
Harrison, Michael	9575	1



Indianapolis Public Transportation Corporation
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Finance Committee Chairperson Report – January 2021

To: President/CEO Inez Evans and Chair and Board of Directors
From: Finance Committee Chairperson Richard Wilson
Date: January 21, 2021

ISSUE:

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

RECOMMENDATION:

Receive the report.

Richard Wilson
Finance Committee Chairperson's Report
January 21, 2021

The Finance Committee scheduled for January 21, 2021 at 8:30am was cancelled due to a lack of a quorum.

Mr. Chairman, that concludes my report.



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Service Committee Chairperson Report – January 2021

To: President/CEO Inez Evans and Chair and Board of Directors
From: Service Committee Chairperson Adairius Gardner
Date: January 21, 2021

ISSUE:

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

RECOMMENDATION:

Receive the report.

Adairius Gardner
Service Committee Chairperson's Report
January 21, 2021

The Service Committee met on January 21, 2021 at 10:30am. In attendance was, myself, Adairius Gardner, Chairman of the Service Committee, as well as Committee Member Lise Pace. Due to the Coronavirus Pandemic, this committee met remotely via video conferencing.

We reviewed and recommended Board approval for the following items on tonight's agenda: Regular Agenda Items A-1, thru A-9. Action Items A-5 and A-8 on the Regular Agenda for this evening was not heard by the Service Committee.

The Service Committee did not recommend any items to the consent agenda, thus all items will be presented and heard during the regular agenda portion of this meeting. Therefore, I have nothing further to report.

Mr. Chairman, that concludes my report.



Governance and Audit Committee Chairperson Report – January 2021

To: President/CEO Inez Evans and Indianapolis Public Transportation Corporation Board of Directors
From: Governance and Audit Committee Chairperson Greg Hahn
Date: January 21, 2021

ISSUE:

A report of IndyGo January Governance and Audit Committee Meeting will be presented at the board meeting.

RECOMMENDATION:

Receive the report.

Greg Hahn
Governance and Audit Committee Chairperson's Report
January 21, 2021

The Governance and Audit Committee met on January 21, 2021 at 1 PM. In attendance was, myself, Greg Hahn, Chairman of the Governance & Audit Committee, as well as Committee Member Adairius Gardner. Committee Member Rick Wilson was unable to attend this meeting. Due to the Coronavirus Pandemic, this committee met remotely via video conferencing.

We reviewed and recommended Board approval for the following items on tonight's agenda: Consent Agenda Items A-10, A-11, A-12 & A-13.

An item from the Consent Agenda I would like to highlight is item A-12, Consideration and Approval of Governance & Audit Grants Management Assessment. Governance and Audit Deputy Director Brian Atkinson and Manager of Grants Cassandra Burmeister, along with consultants Corey Saunders and Pat Hagan provided the assessment of IndyGo's Grants Management. The Grants function resides under the Budget Office within the Finance Department. It has two approved FTEs, who manage FTA required filings and grant draw downs. Grants personnel work closely with other departments, including Infrastructure, Operations, and Information Technology.

As a result of the review, the team has rated the overall risk associated with this report as "High", because they believe that there is:

- Opportunity for return on investment related to certain recommendations (increased revenue or decreased costs)
- Ability to enhance current *manual or people-driven* controls with *automated or system-derived* controls.
- Applicability of these recommendations related to anticipated significant FTA grant funding for future Bus Rapid Transit (BRT) lines

Madam President, that concludes my report.

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: Deputy of Governance & Audit Brian Atkinson

SUBJECT: Consideration and Approval of Governance & Audit Risk Universe/Heat Map

ACTION ITEM A – 9

RECOMMENDATION:

Review and receive Governance & Audit Risk Universe/Heat Map 2021

- See Reference Item 2020-8

BACKGROUND:

During late 2020 the Governance & Audit team, with input from Management and its Subject Matter Advisors, compiled a Heat Map to identify and illustrate the Agency's risk universe.

DISCUSSION:

A "heat map" is a way to capture the risks relevant to an entity (also referred to as the entity's "risk universe"), measured by a combination of how likely each risk is to actually occur, and how severe the impact would be should the risk occur.

We compiled the heat map after a series of 14 initial conversations with members of IndyGo management and four Board Members, followed by detailed review with our Subject Matter Advisors and comparison to risks across other similar transit agencies. We then followed up with more detailed discussions with certain members of management and held a final review meeting with IndyGo's President/CEO and also General Counsel.

The heat map is intended to serve as a basis for how we design our workplan going forward and has thus informed the workplan presented to the Committee separately. Additionally, going forward the heat map will be refreshed annually, with adjustments made to the ongoing workplan accordingly.

ALTERNATIVES:

N/A

FISCAL IMPACT:

No Fiscal Impact

DBE DECLARATION:

N/A

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was reviewed by the Governance & Audit Committee on January 21, 2021 and will be placed on the Consent Agenda.

Annual Risk Refresh & Proposed Audit Workplan

Governance & Audit Report No. 2020-8

Report Issued December 21, 2020

EXECUTIVE SUMMARY

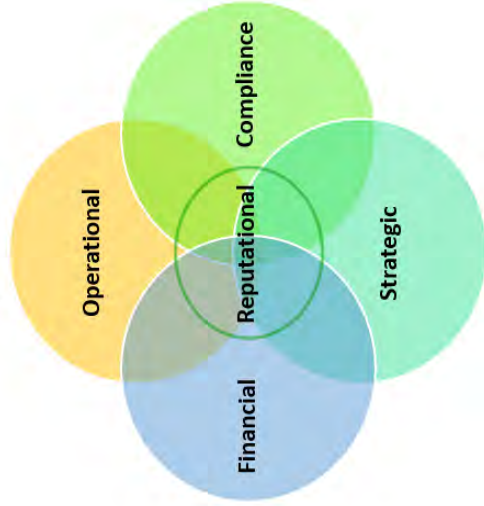
Background

The Governance & Audit function was formalized within IndyGo in early 2019. Governance & Audit (G&A) aims to be a collaborative, strategically-focused and cross-functional solution for process improvement and risk mitigation.

Our goal is to both help improve processes across the agency as well as identifying and supporting staff efforts to remediate internal control weaknesses.

The FY 2020 Internal Audit Work Plan approved by the Governance and Audit Committee included a refresh of the risk assessment originally performed in early 2019. The results of the risk assessment refresh allow us to design a forward-looking work program that is both proactive and reactive, and which addresses the full spectrum of risks illustrated below.

Types of Risk



Objective and Scope

During November 2020 we met with a total of 14 members of IndyGo management, representing every functional department across the agency (finance, operations, compliance, legal, HR, etc.). Additionally, we met with four members of IndyGo's Board of Directors and spoke with BKD LLP's external audit partner.

With each individual we discussed risks specific to their area(s) of responsibility, as well as their perspective on risks agencywide, external risks, and threats to IndyGo's mission and objectives.

Our goal in compiling the Heat Map presented herein was to provide the holistic risk universe relevant to IndyGo. Accordingly, certain risk areas may seem easily auditable, while others less so.

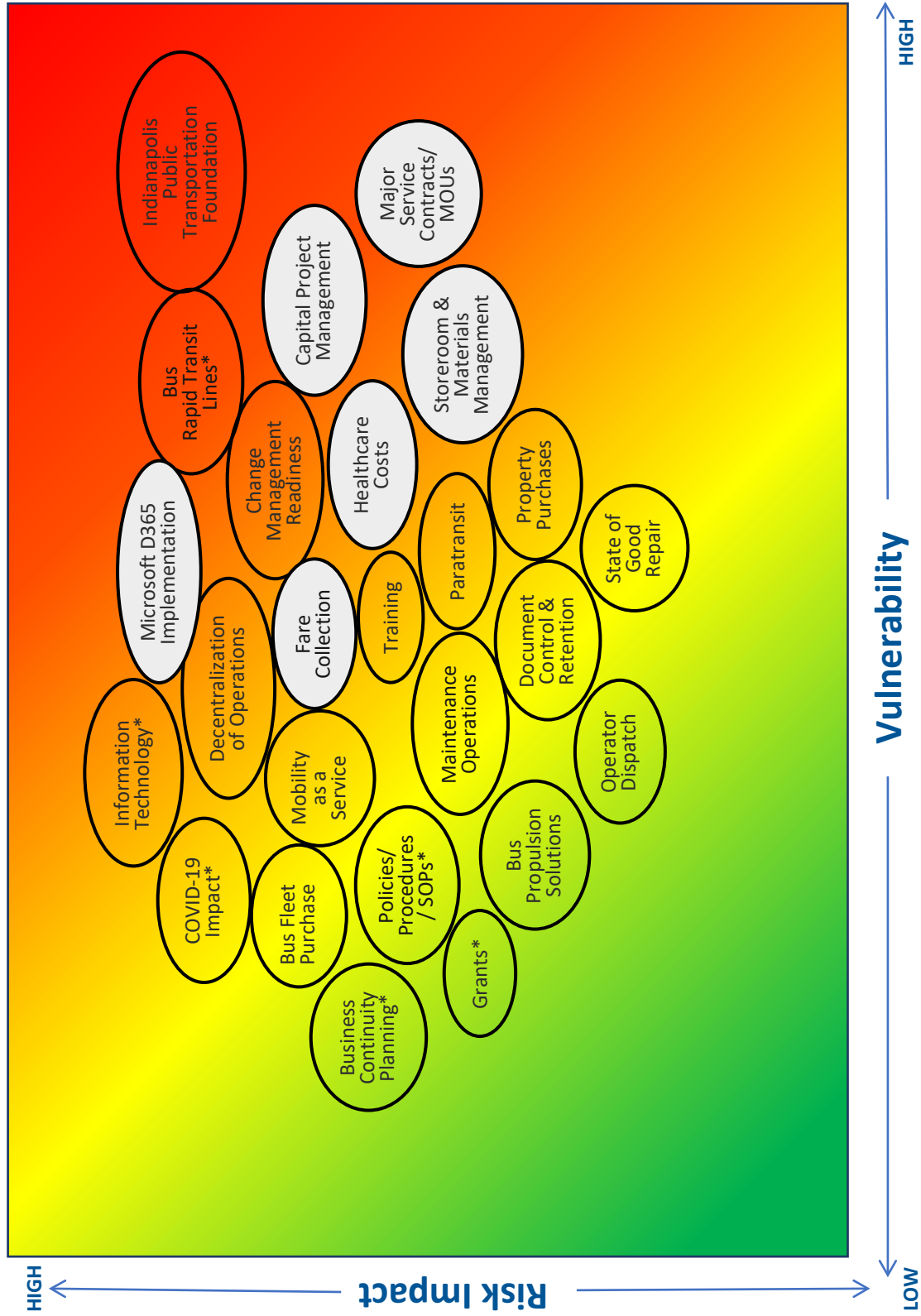
In identifying and ranking the specific risk areas, we leveraged three primary filters:

- Our collective understanding of IndyGo and its operating environment in Indianapolis,
- Our subject matter expertise in the public transit space, and
- Our experience in internal audit and enterprise risk.

Overall Summary and Review Highlights

The Heat Map and resulting Work Plan presented on the following pages represent the result of this risk assessment refresh. The risks identified are, in general, what we would expect within a transit agency at the point on its growth curve where IndyGo is as we approach 2021. Appropriate attention toward managing these risks in the near term will be critical to the continued success of the agency.

We would like to thank IndyGo staff and all those involved in assisting us in connection with this risk assessment refresh. Questions should be addressed to the IndyGo Department of Governance and Audit at: batkinson@indygo.net.



*Risk Area was in scope within a FY20 G&A project
Shaded Areas included in Proposed FY21 G&A workplan

Proposed 2021 Audit Workplan	
Project Area	Description
IT System Implementations	<p>Examine the planning and other supporting processes and controls in place to support the various system implementations in the queue. Focus on Microsoft D365, with potential future focus on other systems, such as HASTUS, eBuilder, Avail, Fare Card Retail Network, LMS (Learning Management System) and the Intranet. Considerations may include:</p> <ul style="list-style-type: none"> • Methodologies followed in the management and execution of system implementation • Processes and controls in place around timelines, deadlines, progress reporting, plan adjustments, third-party vendor management, etc. • Adequacy of planning and project management staffing • Addressing of end user considerations and subsequent training and reskilling
Fare Collection	<p>Examine the processes and controls in place to help ensure secure collection, custody and reporting of fares across IndyGo's System. Considerations may include:</p> <ul style="list-style-type: none"> • Processes and controls currently in place around farebox counting, including evaluation of adaptability of procedures to forthcoming new facilities • Technologies in place enabling fare collection across IndyGo's System, both TVM and vehicle-based
Capital Project Management	<p>Examine the processes and controls in place to support successful management over IndyGo's capital projects, including Bus Rapid Transit (BRT) lines and forthcoming facility improvements. Considerations may include:</p> <ul style="list-style-type: none"> • Methodologies followed in the management of construction projects • Processes and controls in place around timelines, deadlines, change orders, progress reporting, plan adjustments, etc. • Adequacy of planning and project management staffing relative to each project/functional area • Outreach and external communications related to significant capital projects, including contractor evangelism and public outreach

Proposed 2021 Audit Workplan (*continued*)

Project Area	Description
Healthcare Costs	<p>Examine trends and drivers surrounding recent increases in healthcare costs. Considerations may include:</p> <ul style="list-style-type: none"> • Third-party administrator's role, including contract terms and compliance • IndyGo employee healthcare benefit utilization • On-site clinic contract and services, including ROI and impact upon overarching healthcare costs • Wellness programs vs. reactive services • Premium costs and use of high-deductible HSAs • Cost-sharing options, e.g., community partnerships, philanthropy options
Storeroom & Materials Management	<p>Examine the processes in place to support successful management over IndyGo's construction projects, including Bus Rapid Transit (BRT) lines. Considerations may include:</p> <ul style="list-style-type: none"> • Systems and processes in place to support timely replenishment of parts and supplies, including complete and accurate reporting of cost detail • Processes and controls in place to ensure proper segregation of duties • Post-implementation evaluation of the Dynaway Enterprise Asset Management system
Major Service Contracts/ Memorandums of Understanding	<p>Understand the population of significant service contracts within IndyGo, with a focus on the MOU with the city of Indianapolis. Considerations may include:</p> <ul style="list-style-type: none"> • Reviewing counterparty compliance with terms and conditions • Confirming mutual fulfillment of obligations throughout the lives of agreements • Consideration of economic protections in place around IndyGo and its interests
Annual Risk Assessment Refresh and Internal Audit Workplan Design	<p>Update the existing IndyGo risk universe by performing the annual risk assessment refresh. Steps include:</p> <ul style="list-style-type: none"> • interview members of IndyGo management and the Board • Prioritize the risk universe an updated heat map • Leveraging the assessment results, design the recommended 2022 internal audit workplan

Potential Future Audit Areas	
Project Area	Description
Training	<p>Examine the processes and controls in place to help ensure the adequate training of IndyGo employees and Board members. Considerations may include:</p> <ul style="list-style-type: none"> • Driver training • Mobile-enabled training options • Ongoing training and career development • Functional cross-training • Board member orientation and education • Annual Ethics training and re-certification
IT System Implementations	<p>We may recommend continuation of IT system implementation reviews or monitoring procedures, selecting additional systems not reviewed in 2021. Considerations may include:</p> <ul style="list-style-type: none"> • HASTUS • eBuilder • Avail • Fare Card Retail Network • Learning Management System (LMS) • Intranet
IT – Other Areas (TBD)	<p>Based upon the results of the current year’s Comprehensive IT Risk Assessment, we would propose in future years to include additional IT-related areas within scope. Considerations may include:</p> <ul style="list-style-type: none"> • IT general controls (e.g., user security administration/logical access over applications and data, system development life cycle controls, system and data backup and recovery, etc.) • IT network and data security • IT cloud migration • IT change management

Potential Future Audit Areas (<i>continued</i>)	
Project Area	Description
Transactional Areas	<p>Examine the processes and controls supporting the successful flow of transactions in routine financial areas. Considerations may include:</p> <ul style="list-style-type: none"> • Accounts Payable • Payroll • Fixed Assets, etc. <p>Procedures may include a combination of interviews and observation, process walkthroughs, process mapping, substantive transaction testing, and analytical review.</p>

2020 G&A Projects Completed	
Project Area	Reported to G&A
Comprehensive IT Risk Assessment	Planned for March 18, 2021
Risk Assessment Refresh & 2021 Internal Audit Work Plan	January 21, 2021
Compliance Environment Assessment	January 21, 2021
Procurement Review	January 21, 2021
Grants Process Review	January 21, 2021
Red Line Lessons Learned	September 17, 2020
Business Continuity Planning Progress Assessment/Pandemic Readiness	September 17, 2020
Initial Risk Assessment & 2020 Internal Audit Work Plan	June 16, 2020
Individual Ad Hoc Audit Items	
Non-Order Invoice/Expired Agreements	June 16, 2020
Online Credit Card Error	June 16, 2020
Lost & Found Policy Change	June 16, 2020
Transdev Fuel Purchase Reporting	June 16, 2020
Employee Termination Timeliness	February 27, 2020

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: Deputy of Governance & Audit Brian Atkinson

SUBJECT: Consideration and Approval of Governance & Audit Procurement Review

ACTION ITEM A – 10

RECOMMENDATION:

Review and receive Governance & Audit Report 2020-9

- Procurement Review

BACKGROUND:

The FY 2020 Internal Audit Work Plan approved by the Governance and Audit Committee included a review of IndyGo's Procurement Process.

DISCUSSION:

IndyGo's Procurement team is responsible for purchasing, contracts administration, and the disadvantaged business enterprise program. Procurement ensures IndyGo is compliant with Federal, State, and Local guidelines, given the volume and variety of grants funding the various projects and initiatives across the agency.

As a result of our review, we have noted three opportunities for process improvement and one opportunity for internal control improvement.

- Web-Based Procurement Solution
- Conflict of Interest Assertion
- Vendor Performance Evaluation
- Key Performance Metrics

We would like to recognize current Procurement leadership, and the entire Procurement team, for having implemented the policies and procedures that have supported the positive results of our review.

ALTERNATIVES:

N/A

FISCAL IMPACT:

No Fiscal Impact

DBE DECLARATION:

N/A

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was reviewed by the Governance & Audit Committee on January 21, 2021 and will be placed on the Consent Agenda.

Procurement Process Review

Governance & Audit Report No. 2020-9

Report Issued January 4, 2021

EXECUTIVE SUMMARY

Background

The FY 2020 Internal Audit Work Plan approved by the Governance and Audit Committee included a review of IndyGo's Procurement Process.

IndyGo's Procurement team is responsible for purchasing, contracts administration, and the disadvantaged business enterprise (DBE) program. Procurement ensures IndyGo is compliant with Federal, State, and Local guidelines.

IndyGo's annual operating expense budget is projected at \$117M for 2021, while the capital budget is projected at \$83.7M. Approximately 40% of operating expenses are comprised of materials, supplies, professional and other contracted services, all of which require involvement from Procurement. Additionally, all spend associated with the capital improvement program involves Procurement.

Accordingly, based on budgeted projections, approximately \$130M of spend will flow through Procurement in some form or fashion related to 2021 activity. Given that a significant portion of funding for both operating capital improvement activity is derived from Federal Assistance, IndyGo must maintain compliance with the Rules and Regulations of the United States Department of Transportation (USDOT) through the Federal Transit Administration (FTA). Finally, it is also helpful to note that from the most recent round of completed FTA triennial reviews (FY19), Procurement and DBE, combined, accounted for 37% of all findings identified across transit agencies nationally. For context, the next largest category of findings was ADA (Americans with Disabilities Act), at 14%. This underscores the importance of ensuring that Procurement is managed well, maintains strict documentation standards, and is enabled by the agency to perform its responsibilities effectively and efficiently.

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

Overall Report Rating & Observations (See Appendix A for definitions)

Procurement Process Review	Report Rating			Number of Observations by Rating		
	Medium	High	Low	High	Medium	Low
	1	2	1			

Overall Summary and Review Highlights

As a result of our review, we have noted three opportunities for process improvement and one opportunity for internal control improvement. We would like to recognize current Procurement leadership, and the entire Procurement team, for having implemented the policies and procedures that have supported the positive results of our review.

We performed substantive testing over many of the most significant large procurements transacted recently, even expanding our testing period beyond our typical 12-24 months. We did so due to the significance of past large procurements pertaining to the Red Line, and the similar risks related to soon forthcoming large procurements related to the Purple Line. It should be noted that we identified no internal control failures with respect to any recent bid files.

Additionally, as part of our review of selected IndyGo Procurement policies compared to FTA Circular 4220.1F, Third Party Contracting Guidance, we found IndyGo's Procurement Manual to be substantively complete. The update currently underway and slated for completion in March 2021 will be critical to complete timely. Given the volume of forthcoming procurement related to both Purple Line and new facility renovation, operating against the most recent policy guidance will be important.

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

EXECUTIVE SUMMARY (CONTINUED)

Objective, Scope, and Approach

Overall, our objective in reviewing IndyGo’s Procurement function was to understand the people, processes, internal controls, and technologies currently being used to fulfill its mission within the agency. In doing so we examined the following areas:

- Compliance with internal bidding policies in the context of significant procurements, including goods and services
- Comparison of the various procurement methods in use (e.g., Invitations for Bid, Requests for Proposals, etc.) to identify potential overlap or gaps in coverage.
- Sole source justification and documentation
- Vendor performance evaluation (primarily current procedures during the bid process)
- Vendor master file – specifically, we tested for improper inclusion of employees as vendors, duplicate vendors, and appropriate segregation of duties within role assignments within Microsoft Dynamics AX relative to the vendor master file
- Disposal of vehicles when removed from service

Our procedures included a combination of interviews, inquiries, observations, document inspection, analytical procedures, substantive testing, review of system access reports, and review of selected procurement policies compared to FTA Circular 4220.1F, Third Party Contracting Guidance.

OBSERVATIONS SUMMARY

Following is a summary of the observations noted. Definitions of the observation rating scale are included in Appendix A.

Governance and Audit Observations	
Recommendation Title	Rating
1. Web-Based Procurement Solution	High
2. Conflict of Interest Assertion	Medium
3. Vendor Performance Evaluation	Medium
4. Key Performance Metrics	Low

1. Web-based Procurement Solution			
<u>Observation:</u> IndyGo Procurement does not currently benefit from the use of a multi-faceted web-based procurement solution.	<u>Recommendation:</u> We recommend that Procurement management consider looking into possible options that may fit well within IndyGo's procurement profile.	<u>Management's Response:</u>	
Observation Rating: High			
<p>Web-based procurement tools can offer multiple benefits to Procurement functions, providing both efficiency enhancements and hard cost savings.</p> <p>Such tools can offer automation around virtually every step of bid issuance and management, contract management, and vendor management. Another best practice that such a tool enables is the reverse auction capability. This approach to facilitating commodity procurements can generate noticeable annual savings even beginning the first year after implementation.</p> <p>Having the level of sophistication and efficiency provided by such automation will be increasingly important for the agency as a whole as it continues to grow with future BRT lines, forecast increases in ridership, and the addition of new facilities.</p> <p>Additionally, nationally these types of solutions are common within government entities – from cities, counties and states, to various utility districts, airports, and transit agencies.</p> <p>Finally, Procurement adding a cloud-based solution would be consistent with IndyGo's broader go-forward cloud migration strategy.</p>	<p>Management should research possible options for a web-based procurement solution that would fit IndyGo's purchasing profile.</p> <p>Before a solution is selected and implemented, Procurement should work to align its current processes with the capabilities and automation available within the proposed solution. Particular attention should be paid to ensuring that the requirements set forth within the Procurement Manual are complied with, thus providing for ongoing compliance with FTA regulations regarding Procurement.</p> <p>Additionally, to help maximize IndyGo's return on investment, Procurement should leverage an appropriate amount of training, if available, from any vendor that supports the tool's implementation.</p> <p>Finally, while the solution being recommended here is distinct from the capabilities offered by Microsoft D365, there are many opportunities for automation integration in D365. Care should also be taken throughout the D365 implementation so that such opportunities are captured.</p>	<p><u>Action Plan:</u></p> <p>A Web-based solution was proposed with the 2021 procurement budget; however, it was not approved. The approximation of \$40k per year was proposed as it relates to how the Indianapolis Airport procured their web-based solution. Until funding is allocated to this project by the agency, it will be on hold. A system would be beneficial as we move into a paperless environment, as well as new buildings. A system would be a valuable asset with the potential splintering of the procurement department to multiple locations.</p> <p><u>Responsible Parties:</u></p> <p>Executive Committee, Budget Director, Procurement Director</p> <p><u>Due Date:</u></p> <p>On-going until approval is received</p>	

2. Conflicts of Interest Assertion			
<u>Observation:</u>	<u>Recommendation:</u>	<u>Management's Response:</u>	
Employees within the Procurement department do not sign an annual conflict interest assertion.	Procurement management should work with IndyGo leadership to add a conflicts of interest assertion to future annual Ethics certifications.		
Observation Rating: Medium			
<p>Conflicts of interest can pose particularly significant risks within a purchasing and contracting environment. FTA Circular 4220.1F (Chapter 3, Section 1a) also prohibits certain circumstances which could bring rise to conflicts of interest in the context of procurement.</p> <p>In addition to the self-certification provided annually by Procurement, in conjunction with FTA Circular 4220.1F (Chapter 3, Section 2), Leading practices commonly allow for a specific conflicts of interest assertion to be included in the organization's broader annual Ethics certification attested to by all employees.</p> <p>Within IndyGo there currently is no annual conflicts of interest attestation for employees. Furthermore, there is no overarching annual Ethics certification process in place within IndyGo.</p>	<p>Management should ensure that an appropriate level of conflicts of interest training is provided to new employees and coverage of conflicts of interest is included in future annual Ethics certifications. Since IndyGo is currently in the process of designing an annual Ethics training, Procurement management should work with the training team to ensure inclusion of the proper conflicts of interest attestation wording.</p>	<p><u>Action Plan:</u></p> <p>This process can easily be incorporated into the annual self-certification that Executives already participate in. Additionally, it is proposed that a gifts and gratuities policy be visited annually for procurement staff as well as all IndyGo.</p> <p><u>Responsible Party:</u></p> <p>Executive Committee, Legal, Procurement Director, VP Human Resources</p> <p><u>Due Date:</u></p> <p>January 1, 2022</p>	

3. Vendor Performance Evaluation			
<u>Observation:</u>	<u>Recommendation:</u>	<u>Management's Response:</u>	
There is currently no process in place to formally evaluate vendor performance on a regular basis.	Management should consider implementing a formalized process, including user-friendly tools, that will allow for periodic vendor performance reviews.		
Observation Rating: Medium			
<p>While IndyGo Procurement has tools in place to help remedy instances of vendor underperformance, there is no formal procedure in place to allow IndyGo departments to quickly escalate instances of under-performance or non-performance of vendors.</p> <p>Certain measures are in place which Procurement can leverage when vendor performance issues are identified. However, the following measures are generally used after the fact (post-contract), rather than proactively (during the contract term):</p> <ul style="list-style-type: none">• Standard contracts allow IndyGo to change vendors if expectations are not met.• Service Level Agreements are used when appropriate (i.e., copier machine repair vendor).• Consumable parts vendors are managed through purchase orders governed by terms and conditions protecting IndyGo's rights against substandard service. <p>Additionally, there is no formalized process providing for periodic vendor performance review. Informal meetings are held on occasion. However very little is documented and there are no tools in place to allow for department-level consumers of goods and services to effectively evaluate the performance of their vendors.</p> <p>Guidance from APTA also recommends the use of vendor evaluation tools in order to enhance agencies' leverage in contract negotiations and overall control over long-term quality of goods and services delivered.</p>	<p>We recommend that Procurement consider creating a framework around vendor evaluation. Such a framework may include:</p> <ul style="list-style-type: none">• Standard forms available to all IndyGo departments. These would allow for a documented, periodic formal evaluation of service providers or goods vendors.• Formalized policies and procedures. These would allow departments to promptly escalate vendor performance shortcomings before they become critical from an operational perspective or before IndyGo incurs undue costs to remedy the substandard performance.• A routine cadence of organizational vendor performance review meetings. This would allow a forum for potential issues to be voiced, with proactive remediation efforts activated before issues become more serious and/or costly.	<p><u>Action Plan:</u></p> <p>Establish a committee comprised of active Project Managers, Executive Leadership, and Procurement Staff to develop and define program. The scale and parameters, as well as the timing of evaluation, will be discussed.</p> <p><u>Responsible Party:</u></p> <p>Procurement Director</p> <p><u>Due Date:</u></p> <p>First meeting and established parameters to be complete by 2/1/21. First evaluation period to be complete by 3/1/21.</p>	

4. Key Performance Indicators			
<u>Observation:</u> Procurement does not monitor and manage department performance against quantifiable key performance indicators.	<u>Recommendation:</u> Procurement should agree internally upon a set of actionable KPIs and design a monitoring framework around them.	<u>Management's Response:</u>	
Observation Rating: Low			
<p>While Procurement management has expressed a desire to manage against certain key performance indicators (KPIs), system limitations currently prohibit the extraction of the appropriate data.</p> <p>Having visibility to KPIs that correlate with departmental performance allows management and team members to manage real-time performance more effectively. By identifying instances of cost irregularities in real-time, Procurement can quickly take actions to investigate the issue.</p> <p>Examples of KPIs that Procurement leaders often find helpful in managing and improving their function may include: spend under management, cost per invoice and purchase order, purchase order cycle time, purchase order and invoice accuracy (sometimes tracked by the inverse metric or error rate), supplier lead time, rate of emergency purchases, cost avoidance or reduction, managed vs. total spend, etc.</p>	<p>We recommend that Procurement work with the Strategic Planning Committee in advance of the forthcoming upgrade to Microsoft Dynamics 365 to ensure that requisite data feeds are designed in, so that desired KPIs will be easily accessible.</p> <p>Once the availability of KPIs is confirmed, Procurement should work internally to agree upon the optimal set of KPIs to track. Finally, a framework should be designed with roles and responsibilities assigned so that managing against the KPIs can be integrated into current management processes.</p>	<p><u>Action Plan:</u></p> <p>Key Performance Indicators were provided to the Strategic Plan Performance Pod in 2019. Since then, a third-party contractor has been selected and awarded to begin work on the Employee Intranet. Within the scope of this work will be a KPI Dashboard implemented to develop the reporting of the metrics provided in 2019.</p> <p><u>Responsible Party:</u></p> <p>Strategic Plan Performance Pod, Employee Intranet Project Manager, Procurement Director</p> <p><u>Due Date:</u></p> <p>On-going effort that is dependent on the implementation schedule of the Employee Intranet</p>	

APPENDIX A – RATING DEFINITIONS

Observation Rating Definitions		Report Rating Definitions	
Rating	Definition	Rating	Explanation
Low	Process improvements exist but are not an immediate priority for IndyGo. Taking advantage of these opportunities would be considered best practice for IndyGo.	Low	Adequate internal controls are in place and operating effectively. Few, if any, improvements in the internal control structure are required. Observation should be limited to only low risk observations identified or moderate observations which are not pervasive in nature.
Medium	Process improvement opportunities exist to help IndyGo meet or improve its goals, meet or improve its internal control structure, and further protect its brand or public perception. This opportunity should be considered in the near term.	Medium	Certain internal controls are either: 1. Not in place or are not operating effectively, which in the aggregate, represent a significant lack of control in one or more of the areas within the scope of the review. 2. Several moderate control weaknesses in one process, or a combination of high and moderate weaknesses which collectively are not pervasive.
High	Significant process improvement opportunities exist to help IndyGo meet or improve its goals, meet or improve its internal control structure, and further protect its brand or public perception presents. This opportunity should be addressed immediately.	High	Fundamental internal controls are not in place or operating effectively for substantial areas within the scope of the review. Systemic business risks exist which have the potential to create situations that could significantly impact the control environment. 1. Significant/several control weaknesses (breakdown) in the overall control environment in part of the business or the process being reviewed. 2. Significant non-compliance with laws and regulations. 3. High observations which are pervasive in nature.
Not Rated	Observation identified is not considered a control or process improvement opportunity but should be considered by management or the board, as appropriate.	Not Rated	Adequate internal controls are in place and operating effectively. No reportable observations were identified during the review.

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: Deputy of Governance & Audit Brain Atkinson

SUBJECT: Consideration and Approval of Governance & Audit Grants Management Assessment

ACTION ITEM A – 11

RECOMMENDATION:

Review and receive Governance & Audit Report 2020-10

- Grants Management Assessment

BACKGROUND:

The FY 2020 Internal Audit Work Plan approved by the Governance and Audit Committee included a Capital Project Management assessment. This report focuses on the Grants Management process within overall Capital Project Management activities.

DISCUSSION:

The Grants function resides under the Budget Office within the Finance Department. It has two approved FTEs, who manage FTA required filings and grant draw downs. Grants personnel work closely with other departments, including Infrastructure, Operations, and Information Technology.

Attached in the G & A Audit report is a summary of observations noted in the areas reviewed. The report includes seven recommendations. The recommendations address both *opportunities* for revenue enhancement or process improvement, as well as *risks* related to communication or internal controls.

As a result of the review, we have rated the overall risk associated with this report as “High”, because we believe that there is:

- Opportunity for return on investment related to certain recommendations (increased revenue or decreased costs)
- Ability to enhance current *manual or people-driven* controls with *automated or system-derived* controls.
- Applicability of these recommendations related to anticipated significant FTA grant funding for future Bus Rapid Transit (BRT) lines

ALTERNATIVES:

N/A

FISCAL IMPACT:

No Fiscal Impact

DBE DECLARATION:

N/A

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was reviewed by the Governance & Audit Committee on January 21, 2021 and will be placed on the Consent Agenda.

Grants Management Assessment

Governance & Audit Report No. 2020-10

Report Issued January 7, 2021

EXECUTIVE SUMMARY

Background

The FY 2020 Internal Audit Work Plan approved by the Governance and Audit Committee included a Capital Project Management assessment. This report focuses on the Grants Management process within overall Capital Project Management activities.

IndyGo had 11 active grants from the Federal Transit Administration (FTA), with awarded values totaling \$256.9 million, as of October 2020. During fiscal 2019, IndyGo expended \$53.4 million of federal funds.

IndyGo's primary FY 2019 federal funds were received under the Capital Investment Grants, Formula Grants, and Bus and Bus Facilities programs. In FY 2020, IndyGo was also awarded \$44.2 million under the CARES Act, for Coronavirus Aid, Relief, and Economic Security purposes.

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

Objective and Scope

- Obtain an understanding of IndyGo's processes and controls related to receiving and disbursing grant funds.
- Assess the effectiveness of the design and operation of internal controls related to grants administration and monitoring.
- Select a sample of grants and review IndyGo's filing of Federal Financial Reports and Milestone Progress reports, and test selected expenditures for compliance with FTA program requirements.
- Identify potential opportunities for process and control improvements or revenue enhancement.

Overall Report Rating & Observations (See Appendix A for definitions)

Grants Management	Report Rating	Number of Observations by Rating		
		High	Medium	Low
	Medium	2	3	2

Overall Summary and Review Highlights

The Grants function resides under the Budget Office within the Finance Department. It has two approved FTEs, who manage FTA required filings and grant draw downs. Grants personnel work closely with other departments, including Infrastructure, Operations, and Information Technology.

Our following report includes seven recommendations. These address both *opportunities* for revenue enhancement or process improvement, as well as *risks* related to communication or internal controls.

We have rated the overall risk associated with this report as "Medium", because we believe that there is:

- Opportunity for return on investment related to certain recommendations (increased revenue or decreased costs)
- Ability to enhance current *manual or people-driven* controls with *automated or system-derived* controls.
- Applicability of these recommendations related to anticipated significant FTA grant funding for future Bus Rapid Transit (BRT) lines

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

OBSERVATIONS SUMMARY

Following is a summary of the observations noted. Definitions of the observation rating scale are included in Appendix A.

Governance and Audit Observations	
Recommendation Title	Rating
1. Indirect Cost Plan	High
2. Direct Labor Charges to Grants	High
3. Policy and Procedures	Medium
4. Communication Across Organizational, and Staffing Levels	Medium
5. Technology Systems and Data Reporting	Medium
6. Lapsing of Funds	Low
7. Training	Low

1. Indirect Cost Plan			
<u>Observation:</u> IndyGo does not utilize any indirect cost plan to charge or recover costs from federal grants.	<u>Recommendation:</u> Adopt the 10% de minimus rule, to begin recovery of indirect costs, for future grants.	<u>Management's Response:</u>	
Observation Rating: High			
<p>IndyGo does not utilize a cost allocation plan for indirect cost reimbursement. FTA and federal regulations allow these costs to be charged to federal grants.</p> <p>Indirect costs include items such as overhead, utilities, rent, cleaning, technology, salaries of administrative staff (CEO and Vice Presidents), fringe benefits, etc.</p> <p>IndyGo also does not utilize the available federal 10% de minimus reimbursement rule.</p> <p>As a result, possible reimbursement for indirect costs has not been requested or received.</p> <p>During fiscal 2019, IndyGo expended \$53.4 million of federal funds. While an indirect cost plan may not recover a full 10% of the grant expenditures initially, it would result in additional revenue / cost recovery.</p> <p>This reimbursement is typically <i>in addition to</i> the direct construction and other costs negotiated in a grant agreement, and generally increases the total amount of an individual grant. No current grant funding has been lost.</p>	<p>Most federal grants allow for reimbursement of indirect costs, when requested by the grantee agency. IndyGo should review all grants to determine whether an administrative cost component is allowable for indirect cost charges.</p> <p>IndyGo should:</p> <ul style="list-style-type: none"> • Adopt the 10% de minimus rule. This allows charges to grants of 10% of modified total direct costs, as described in 2 CFR, Part 200 and Appendix VII. This simplified approach does not require a complete cost allocation plan, or specific computations. It will allow for greater cost recovery or increased grant amounts. • Negotiate indirect costs or administrative cost reimbursement into future grant applications and agreements. • Consider requesting Amendments to current grants to capture some cost reimbursement. 	<p><u>Action Plan:</u> We agree. IndyGo will consider adopting the 10% de minimus cost allocation plan. We will assess the impact of budgeting grant funds for indirect costs in addition to our current direct cost recovery under capital projects. We will also consider FTA's changes to funding of the Section 5307 (Urbanized Area Formula Grants) and Section 5339 (Bus and Bus Facilities Grants) as well as potential new subrecipients.</p> <p><u>Responsible Parties:</u> IndyGo Grants Manager</p> <p><u>Due Dates:</u> Procedures for the adoption of the de minimus cost allocation plan will be completed by June 30, 2021.</p>	

2. Direct Labor Charges to Grants

Observation:

IndyGo does not consistently charge direct labor costs to federal grants.

Recommendation:

Develop a procedure to capture employee time charges for reimbursement from federal grants.

Management's Response:

Observation Rating: High

FTA and federal regulations allow payroll and fringe benefits to be charged as direct costs to federal grants. (These are not "force account" charges, since IndyGo does not use its own labor force directly on capital projects).

IndyGo has the ability to capture individual employee time charges through the use of pay codes in the ADP payroll system. However, direct labor costs were charged to the Red Line grant for one year only (due to budget overruns and other costs). Also, fringe benefits were not charged.

IndyGo has charged labor and fringe benefits to FTA Preventative Maintenance grants. In this case, total general ledger labor costs were used, rather than individual employee time charges. However, some other grants have had no labor charges applied at all.

As a result of this inconsistent methodology, reimbursement of certain allowable labor charges and fringe benefits has not been requested or received.

This reimbursement is *in addition* to the direct construction or other costs negotiated in a grant agreement, and generally increases the total amount of an individual grant.

To secure this additional eligible funding, IndyGo should:

- Seek reimbursement of allowable project administration and preventative maintenance direct labor charges, plus fringe benefits, on **all** grants, as defined in Circular 5010.1E.
- Consider requesting Amendments to current grants to capture some cost reimbursement.
- Develop and document a procedure to consistently record individual employee time charges, by project.
- Communicate and train the Project Managers and others on the federal requirements for time charging.
- Consider how the expected new Microsoft Dynamics 365 system can capture and report time charges in conjunction with the ADP payroll system, if that will be retained.

Action Plan:

We agree. We will continue to draw reimbursement for labor costs on the annual Preventative Maintenance grant.

We will also work with the Infrastructure Department on procedures to budget project administration labor costs in future grants.

Responsible Parties:

IndyGo Grants Manager

Due Dates:

Procedures for project administration cost reimbursement will be completed by December 31, 2021.

3. Policy and Procedures			
<u>Observation:</u>	<u>Recommendation:</u>	<u>Management's Response:</u>	
IndyGo does not have any adopted policies related to grant management. IndyGo also has not documented its procedures used in grant administration.	Adopt high-level grant Policies, relating to major grant functions. Create a separate Procedures Manual, incorporating current practices.		
Observation Rating: Medium			
<p>IndyGo has various disparate policy statements in multiple separate documents, such as the FY 2020 Budget, on a SharePoint site, and embedded in prior Board actions. There is no centralized repository for Board-approved policy statements.</p> <p>There is also no adopted policy for any portion of the Grants process. It is not clear which policies would need to be approved by the Board.</p> <p>There is also no documentation of many procedures used in grant administration. There are draft procedures, such as the "Grants Consideration Form" that have been developed but are not finalized or fully implemented.</p> <p>This could lead to inconsistent application of policies or procedures, or pursuit of non-strategic grants. We are aware of a prior grant award for solar panels, for which the local match had not been identified prior to application. Lack of policies and procedures can also limit the training of new or transferred employees.</p>	<p>IndyGo should prepare a high-level grant Policy statement. This policy could be approved by the CEO, and adopted by the Board, then posted to an entity-wide intranet or SharePoint site (when implemented and available).</p> <p>Key grant functions that could be addressed in the Policy include:</p> <ul style="list-style-type: none">• Application and linkage to strategic priorities• Grant management• Budget administration• Compliance monitoring• Federal draws• Close-outs <p>IndyGo should also create a separate Grant Procedure Manual. This would document or enhance the steps currently being used in the above functional areas. The Procedure Manual would be a useful training tool and should be updated periodically. It would not require Board adoption.</p>	<p><u>Action Plan:</u> We agree. Since hiring new staff in 2020, work on updating policies has begun, with procedures to follow. A Grant Procedures Manual is needed and will be the path will we take when updating procedures.</p> <p><u>Responsible Party:</u> IndyGo Grants Manager</p> <p><u>Due Date:</u> Procedures Manual draft completed by May 2021.</p>	

4. Communication Across Organization, and Staffing Levels

Observation:

Communication across IndyGo about grants-related status, budget and schedules has been informal. Departments have not assigned grant liaisons.

Recommendation:

Establish recurring formalized Grants meetings. Consider adding another grants position.

Management's Response:

Observation Rating: Medium

The Grants division resides under the Finance Department and consists of two FTEs. Their responsibilities span multiple phases of the grants process. These include filing of the quarterly Federal Financial Reports and Milestone Progress Reports on the FTA's Transit Award Management System (TrAMS) and requesting drawdowns on FTA's Electronic Clearing House Operation (ECHO) system, for up to 11 active grants.

The grants process requires communication and coordination across multiple IndyGo departments.

The **Grants division** currently facilitates communication and holds quarterly meetings and has developed expenditure tracking reports. However, the meeting frequency and materials could be better formalized and communicated. Also, training materials or process flow overviews have not been developed to guide staff members.

Departmental attendees could be better prepared to share budget updates, project cancellations, and schedule revisions. Departments have not consistently provided designated grant liaisons, and their commitment and participation has varied.

IndyGo should collectively enhance the effectiveness of the grants process, and plan for the increased grant activity from the \$100 million Purple Line BRT project. Actions could include:

- **The Departments** – appoint grant liaisons (from Infrastructure, Finance, Operations, and IT) who will actively participate and provide budget, schedule and other updates
- **Grants division** – continue to hold recurring meetings, with planned agendas and prepared materials to review.
- **Management** – consider adding an FTE to the Grants process. This position could be partially grant funded. The person could be responsible for locating and applying for grants, and/or fulfilling the FTA filing, drawdown and monitoring requirements for the Purple Line.

Also, IndyGo should establish a shared documentation site and/or storage requirements for significant information regarding project budget changes or revisions and FTA reporting matters. These should complement email communications.

Action Plan:

We agree. Assigned grant liaisons from the Departments would be beneficial and our quarterly Grant Meetings would become more efficient.

For staffing, we are currently working with the Infrastructure Department to develop a job description for an FTE that would share some responsibilities between the Finance and Infrastructure Departments.

Responsible Party:

IndyGo Grants Manager

Due Date:

- Grant Liaisons in place by September 30, 2021
- FTE estimated hire date by June 30, 2021, depending on multiply factors

5. Technology Systems and Data Reporting

Observation:

The e-Builder and Microsoft AX systems are not interfaced, which may cause timing and reconciling differences.

Recommendation:

Consider the timing and objectives for upcoming system upgrades, to reduce redundant data entry and increase Project Managers' oversight.

Management's Response:

Observation Rating: Medium

IndyGo has disparate technology systems which may not provide adequate and timely information for the management of large grants and capital projects.

The Infrastructure Department uses e-Builder for its construction management software system. The application has modules for document retention, planning, design and construction. However, the Cost module has not been fully implemented. Project Managers currently rely on Excel spreadsheets for cost and budget management.

The Finance Department uses Microsoft Dynamics AX for its general ledger system. AX has financial management and other modules. IndyGo uses project codes to manage allowable costs to be charged to grants. However, the Budget and Project Accounting module have not been fully implemented.

The e-Builder and Microsoft AX systems are not integrated or interfaced. As a result, construction contractors' invoices must be re-entered into AX by Finance to be paid. This can cause timing and reconciling differences and affect the ability of the Project Managers to oversee their projects and grants.

The lack of updated or interfaced construction management and budget systems increases the oversight and delivery risk for IndyGo's large capital projects. It could also affect the timeliness and accuracy of the required Federal Financial Report filings with the FTA.

There are two concurrent system upgrades being considered. The Finance Department has issued a Request for Qualifications for the Microsoft Dynamics 365 product. Separately, the Infrastructure Department is implementing the e-Builder Cost module.

We suggest that the Finance Department work with the Technology and Infrastructure Departments, to more fully coordinate or sequentially implement the systems. This could:

- Eliminate redundant entry of contractors' invoice data (perhaps by csv data file transfer)
- Reduce timing delays and increase the accuracy of the budget to actual reports
- Utilize the full functionality of the new systems (i.e., the Budget and Project Accounting modules)
- Reduce the number of outside contractors utilized the maintain these applications

Action Plan:

We agree. We will speak with the Accounts Payables group, as they will be affected by the data entry and system requirements.

We will also work with the external contractors for the e-Builder upgrade and D365 implementation, to identify and reduce redundancies.

We will ask for input and support from the Infrastructure Department and Technology group on these initiatives, and the role of each system.

Responsible Party:

IndyGo Chief Financial Officer

Due Date:

January 2022, the projected end of the e-Builder upgrade and D365 implementation.

March 2021, to initiate communications with other IndyGo Departments and the external system implementers regarding technology solutions.

6. Lapsing of Funds			
<u>Observation:</u> IndyGo has two older grants with funds totaling \$2.9 million that may be lapsing.	<u>Recommendation:</u> Obtain budget updates from Project Managers. Work with FTA to extend or re-appropriate the funds before they lapse.	<u>Management's Response:</u>	
Observation Rating: Low			
<p>IndyGo's FTA grants are generally available to draw upon for project purposes during throughout an FTA-defined "period of availability". This period includes the year the award is granted, plus four subsequent years.</p> <p>If the grants funds are not expended on a timely basis, they can "lapse" which requires additional administrative IndyGo effort and budget revision. Funds can be re-appropriated with FTA's approval.</p> <p>It is important for the Grants division to be aware of any potential funds that may not be used on a timely basis, due to project cancellations, delays or schedule changes. There are currently no system generated reports that may be reviewed. Therefore, the process relies on communication between the Project managers and Grants division.</p> <p>We noted two grants with \$2.9 million in funds that could lapse in future periods.</p>	<p>IndyGo's Grants division should obtain current budget and project schedule updates from the Project Managers. PMs should be providing these on a timely basis, so that the Grants division can be aware of any potentially lapsing funds</p> <p>The Grants division should:</p> <ul style="list-style-type: none">• Continue to work with the FTA to extend or re-appropriate the funds.• Communicate any potentially lapsing funds regularly to senior management, to keep all parties informed and avoid the loss of funding.• Create a system-generated report (from e-Builder or upcoming Microsoft D365) which could be distributed regularly. This would allow the PMs to review reports and permit the Grants division to better monitor activity and focus on exceptions or impact on FTA reporting.	<p><u>Action Plan:</u></p> <p>We agree. IndyGo will work with FTA to ensure we are best utilizing our older funding. Currently, all of IndyGo's lapsed funding has been re-allocated in current projects.</p> <p>We will also discuss reporting options with the system implementer during the discovery phase of the D365 upgrade.</p> <p><u>Responsible Party:</u></p> <p>IndyGo Grants Manager</p> <p><u>Due Date:</u></p> <p>Budget re-appropriations for our open grants are done and have been approved by FTA. System options will be considered by the end of March 2021.</p>	

7. Training			
<u>Observation:</u>	<u>Recommendation:</u>	<u>Management's Response:</u>	
IndyGo has limited formal training programs, and none have been held related to Grants.	Implement some "Lunch and Learn" or informal programs, for personnel from all Departments involved with Grants administration.		
Observation Rating: Low			
IndyGo has personnel involved from multiple groups and Departments involved with grants administration. Several Departments have also experienced staff transition and turnover. IndyGo has limited formal training programs, and no sessions have been held related to Grants. Most training occurs on the job. IndyGo's grant funding has increased significantly due to the Red Line Bus Rapid Transit Project and new CARES Act awards. Federal grant programs, regulations, compliance and monitoring (including the current Triennial Review) requirements have continued to increase and evolve. Non-compliance could result in disallowed costs (although we noted that IndyGo had no significant compliance deviations reported in recent Single Audit reports prepared by the external auditors). Brief training programs could enhance new and existing staff's knowledge and help increase interaction across the different Departments.	Consider brief "Lunch and Learn" or other training programs. Topics could include: <ul style="list-style-type: none">• Allowable costs to be charged to grants• Microsoft AX workflow• IndyGo Grant Agreements and funding• Audit requirements for grants Good training materials could be developed from: <ul style="list-style-type: none">• Transportation Research Board Report: Curriculum for New State DOT Transit Grant Managers in Administering Federal and State Transit Grants (2014)• OMB Circular 5010.1E, (Grant) Award Managements Requirements• Regional FTA Training Materials	<u>Action Plan:</u> We agree. Training would be beneficial. We will partner with other IndyGo departments (such as Infrastructure, Legal, etc.) to help develop and present topics. <u>Responsible Party:</u> IndyGo Grants Manager <u>Due Date:</u> Fall 2021 for the first training session to be held.	

APPENDIX A – RATING DEFINITIONS

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

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: Deputy of Governance & Audit Brain Atkinson

SUBJECT: Consideration and Approval of Governance & Audit Compliance Assessment

ACTION ITEM A – 12

RECOMMENDATION:

Review and receive Governance & Audit Report 2020-11

- Compliance Assessment

BACKGROUND:

The FY 2020 Internal Audit Work Plan approved by the Governance and Audit Committee included an assessment of IndyGo's Compliance Process. The objective in assessing IndyGo's Compliance function was to understand the people and processes currently in place to fulfill its mission within the agency.

DISCUSSION:

IndyGo's Compliance function is presently comprised of one FTE, the Director of Compliance and Civil Rights, who is also an attorney who reports to IndyGo's General Counsel. An additional FTE is budgeted for 2021, and a search is presently underway.

After initial discussions with Compliance leadership, we concluded that it made the most sense to limit the assessment's scope specifically to compliance with Federal Transit Administration (FTA) standards considering the ongoing agencywide preparation supporting the forthcoming FTA triennial review.

As a result of our assessment activities, we have noted the potential opportunity for significant streamlining to what is currently a time-consuming process which is detailed in the attached Report No. 2020-11

ALTERNATIVES:

N/A

FISCAL IMPACT:

No Fiscal Impact

DBE DECLARATION:

N/A

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was reviewed by the Governance & Audit Committee on January 21, 2021 and will be placed on the Consent Agenda.

Compliance Environment Assessment

Governance & Audit Report No. 2020-11

Report Issued January 7, 2021

EXECUTIVE SUMMARY

Background

The FY 2020 Internal Audit Work Plan approved by the Governance and Audit Committee included an assessment of IndyGo's Compliance Process.

IndyGo's Compliance function is presently comprised of one FTE, the Director of Compliance and Civil Rights, who is also an attorney who reports to IndyGo's General Counsel. An additional FTE is budgeted for 2021, and a search is presently underway.

Overall, individual departments across the agency are responsible to maintain compliance within their areas. That said, the Compliance function is accountable for providing assurance that agencywide compliance is maintained. Compliance also acts as a resource for compliance-related questions and issues.

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

Objective, Scope, and Approach

Overall, our objective in assessing IndyGo's Compliance function was to understand the people and processes currently in place to fulfill its mission within the agency.

After initial discussions with Compliance leadership, we concluded that it made the most sense to limit the assessment's scope specifically to compliance with Federal Transit Administration (FTA) standards. It made further sense to limit the scope given the timing of the ongoing agencywide preparation supporting the forthcoming FTA triennial review.

We interviewed a total of 14 individuals across the agency, each responsible for one or more areas requiring FTA compliance. To further understand the process supporting IndyGo's required reporting into FTA's National Transit Database (NTD), we also interviewed the agency's representative responsible for that reporting process.

Overall Report Rating & Observations (See Appendix A for definitions)

Compliance Assessment	Report Rating			Number of Observations by Rating		
	High	Medium	Low	High	Medium	Low
	0	1	0	0	1	0

Overall Summary and Highlights

Given that our assessment scope was limited to FTA compliance, we attempted to specifically identify how IndyGo may be able to more efficiently manage its compliance requirements. In doing so, we considered potential improvement opportunities for both process owners and IndyGo's compliance function management.

As a result of our assessment activities, we have noted the potential opportunity for significant streamlining to what is currently a time-consuming process. A relatively straightforward compliance-focused technology solution could support both process owners and Compliance management alike. Such a solution could provide:

- A dashboard providing real-time visibility to compliance status across all areas and serve as a tool for more frequent compliance and quality monitoring and,
- A framework to streamline what is currently a once every three-year exercise to demonstrate FTA compliance, and
- A centralized portal that could retain agencywide compliance documentation.

Further detail is provided in the body of the report.

We would like to thank IndyGo staff and all those involved in assisting us in connection with the review. Questions should be addressed to the IndyGo Department of Governance and Audit at:

batkinson@indygo.net.

EXECUTIVE SUMMARY (CONTINUED)

OBSERVATIONS SUMMARY

Following is a summary of the observations noted. Definitions of the observation rating scale are included in Appendix A.

Governance and Audit Observations	
Recommendation Title	Rating
1. Compliance Program Technology Enablement	Medium

1. Compliance Program Technology Enablement

Observation:

There is opportunity to enhance the efficiency and information flow surrounding IndyGo's ongoing FTA compliance activities.

Recommendation:

We recommend that IndyGo Compliance management consider options to provide technology enablement in support of the agency's ongoing FTA compliance efforts.

Management's Response:

We agree that a compliance-focused technology would enhance our ability to monitor FTA compliance throughout the agency and result in a more efficient and effective process.

Observation Rating: Medium

Documenting agencywide compliance with FTA requirements, and supporting the triennial FTA compliance review process, is currently an arduous and time-consuming process. Hundreds of hours are consumed across virtually all IndyGo departments in preparation of each triennial review process.

Additionally, neither Compliance management nor agency Executives have ready access to any single source of information providing assurance that the agency is consistently maintaining compliance.

During our review we identified that the areas requiring FTA compliance could be split into two different categories – those requiring active compliance and those requiring passive, ongoing compliance.

- Active compliance refers to those areas requiring periodic reporting to either the NTD or otherwise to the FTA. Examples include ADA (Americans with Disability Act), DBE (Disadvantaged Business Entities), and Grant Award Management.
- Passive compliance refers to those areas that are simply required to consistently maintain

Web-based SaaS (Software as a Service) solutions exist that can help facilitate periodic compliance activities. Such solutions are also able to provide customizable dashboards for top-level Management and Board reporting.

Beyond dashboard reporting, such a solution could provide a customizable platform for periodic self-certification. Process owners could self-certify compliance on a periodic basis, i.e., quarterly or semi-annually. They could also upload their supporting documentation, i.e., the data reported into the FTA's NTD.

Benefits from such a system would include providing IndyGo leadership real-time visibility into both agencywide compliance status and drilldown capability into specific areas. It would provide a vehicle for timely and straightforward escalation of compliance challenges. It would also provide a way to convert FTA triennial preparatory activities from a once-every-three-years intensive effort to a streamlined, ongoing process.

Beyond FTA compliance, such a tool could also be used in the future for other areas requiring compliance,

Action Plan:

Management will work with Director of Governance and Audit and his consulting partner to identify and evaluate potential software solutions.

Responsible Parties:

Director of Compliance and Civil Rights

Due Date:

February 1, 2022

certain policies, procedures, or services. Examples include Procurement, Legal, and the Facilities & Fleet Maintenance.

Also, providing ongoing visibility over all compliance areas, whether requiring active or passive compliance, can enhance the long-term durability of the compliance processes. This would then lead to higher levels of confidence ahead of each FTA triennial review.

Finally, enhancing leadership visibility over compliance matters can also shed new light on challenges faced across the agency. This can, in turn, allow for the rapid channeling of resources when and where needed.

such as HIPAA (Health Insurance Portability and Accountability Act), primarily relating to maintaining the privacy of employees' health information) and PCI (Payment Card Industry, which requires the effective operation of certain IT controls intended to maintain privacy over credit card data).

Such systems exist in the market and could be easily procured and customized for this purpose. Costs of such systems range between \$20,000 and \$30,000, which would include all customization efforts and user training. Considering the potential savings of IndyGo staff hours over time combined with the enhancement of the agency's overall FTA compliance environment, return on investment may be swift.

It is important to note that in highly regulated industries, such as public transit which receives significant federal grant funding, Compliance functions often receive a significant internal focus. To illustrate where we recommend that IndyGo drive its Compliance function, we have included a Maturity Model in Appendix B. Presently IndyGo appears to be sitting relatively low on the maturity curve. With the implementation of a system like what we are recommending we feel it reasonable to expect significant iterative improvement, at a relatively low cost.

APPENDIX A – RATING DEFINITIONS

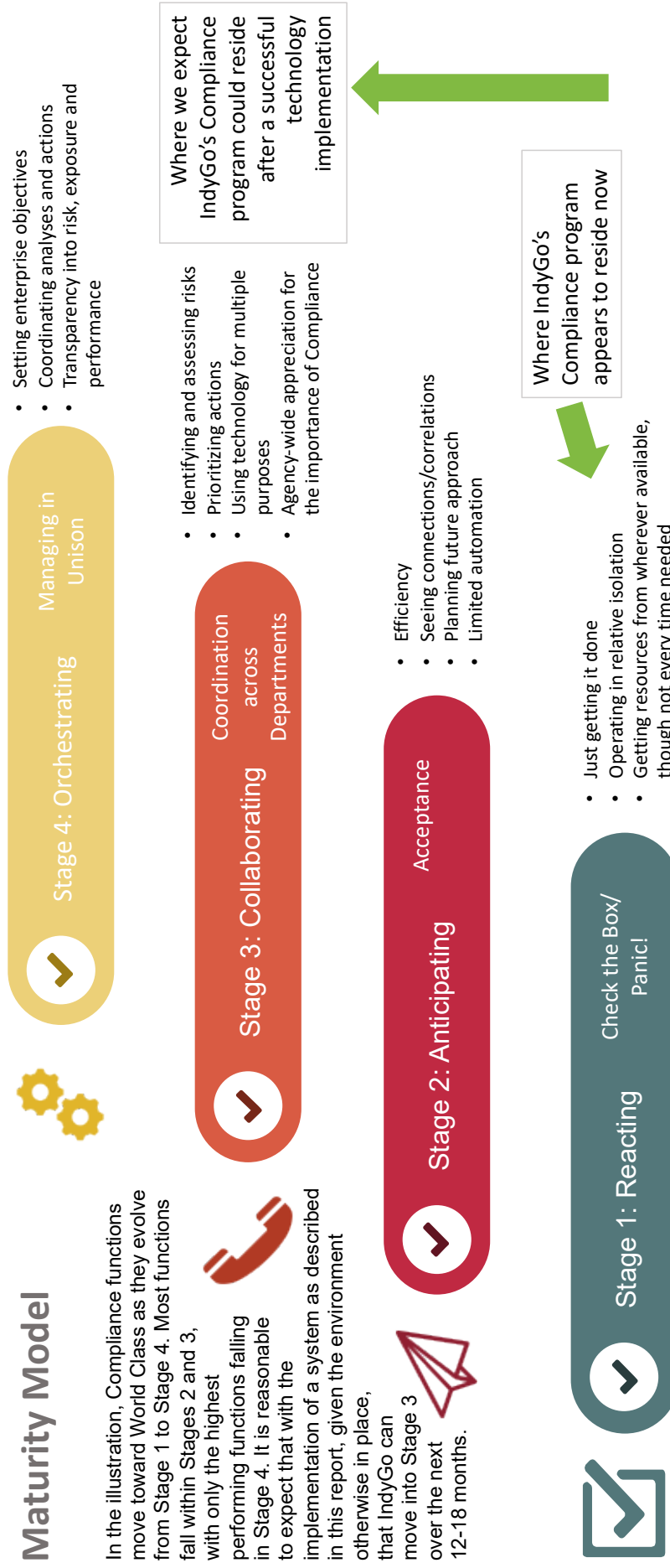
Observation Rating Definitions		Report Rating Definitions	
Rating	Definition	Rating	Explanation
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High	Significant process improvement opportunities exist to help IndyGo meet or improve its goals, meet or improve its internal control structure, and further protect its brand or public perception presents. This opportunity should be addressed immediately.	High	Fundamental internal controls are not in place or operating effectively for substantial areas within the scope of the review. Systemic business risks exist which have the potential to create situations that could significantly impact the control environment. 1. Significant/several control weaknesses (breakdown) in the overall control environment in part of the business or the process being reviewed. 2. Significant non-compliance with laws and regulations. 3. High observations which are pervasive in nature.
Not Rated	Observation identified is not considered a control or process improvement opportunity but should be considered by management or the board, as appropriate.	Not Rated	Adequate internal controls are in place and operating effectively. No reportable observations were identified during the review.

APPENDIX B – MATURITY MODEL

Compliance Environment

Maturity Model

In the illustration, Compliance functions move toward World Class as they evolve from Stage 1 to Stage 4. Most functions fall within Stages 2 and 3, with only the highest performing functions falling in Stage 4. It is reasonable to expect that with the implementation of a system as described in this report, given the environment otherwise in place, that IndyGo can move into Stage 3 over the next 12-18 months.





AGENDA ITEM A – 1

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

Thursday, December 3, 2020

1. CALL TO ORDER AND ROLL CALL

The Board of Directors Meeting of the Indianapolis Public Transportation Corporation (IPTC) was called to order by Chairman Greg Hahn at 5:02pm, Thursday, December 3, 2020. Pursuant to Executive Order 20-09 relating to the continuity of operations of Government issued by Governor Eric Holcomb subsequent to Executive Order 20-02, which declared that a public health disaster emergency exists in the State of Indiana as a result of the Coronavirus disease “COVID-19”, this meeting was held both remotely and in person, with four (4) Board Members attending remotely via Zoom and one (1) Board Member attending in person.

1.1 ROLL CALL

Attendee Name	Title	Status
Greg Hahn	Chair	Present
Adairius Gardner	Vice Chair	Present
Mark Fisher	Secretary	Present
Richard Wilson	Treasurer	Present (In Person)
Vacant	Board Member	N/A
Lise Pace	Board Member	Present
Vacant	Board Member	N/A

A quorum was present.

2. AWARDS AND COMMENDATION

President/CEO Inez Evans presented the awards and commendations. Recognized were safe drivers for October 2020, one (1) driver for 23 years of safe driving, one (1) driver for 41 years of safe driving, October Operator Employee of the Month, October Garage Employee of the Month, one (1) employee for 35 years of service, one (1) employee retirement with 32 years of service, and out-going Board Member, Tommie Jones.

3. COMMITTEE CHAIRPERSON REPORTS

- 3.1. Service Committee – Service Committee Chairperson Adairius Gardner
- 3.2. Finance Committee – Finance Committee Chairperson Richard Wilson

4. CONSENT AGENDA

Upon staff recommendation, motion for consent approval by Chairman Greg Hahn for Agenda Item A-1, A-5, A-6, A-7, A-8, & A-9 are as follows:

- AGENDA ACTION ITEM A – 1: Consideration and Approval of Minutes from Board Meeting held on October 22, 2020
- AGENDA ACTION ITEM A – 5: Consideration and Approval of Contract Extension for Bus Shelters, Maintenance Repairs and Cleaning
- AGENDA ACTION ITEM A – 6: Consideration and Approval of RFP 20-08-362, Service Uniforms
- AGENDA ACTION ITEM A – 7: Consideration and Approval of AX 2012 Functional Support
- AGENDA ACTION ITEM A – 8: Consideration and Approval of VoIP Services
- AGENDA ACTION ITEM A – 9: Consideration and Approval of Employee Intranet

RESULT: Accepted - Agenda Item A-1, A-5, A-6, A-7, A-8, & A-9
MOVER: Greg Hahn
SECONDER: Mark Fisher
AYES: Adairius Gardner, Lise Pace, Greg Hahn, Mark Fisher
NOES: None
ABSENT: None

5. REGULAR AGENDA

- ACTION ITEM A – 2 – Consideration and Approval of Board of Directors' Meeting Dates for 2021

President/CEO Inez Evans presented Action Item A-2 to the Board of Directors to approve the 2021 Board of Directors' Meeting Dates. The Board will meet on the 4th Thursday of each month at 5pm, with the exception of November and December. Due to the holiday season, there will be no meeting in November, and the December meeting will be held on Thursday, December 9th, 2021. The Finance Committee and Service Committee will meet at 8:30am and 10:30am, respectively, on the Thursday before the board meetings.

RESULT: Accepted – Action Item A – 2 – Approval of Board of Directors' Meeting Dates for 2021
MOVER: Greg Hahn
SECONDER: Lise Pace
AYES: Adairius Gardner, Lise Pace, Greg Hahn, Mark Fisher
NOES: None
ABSENT: None

- ACTION ITEM A – 3 – Consideration and Approval of Purchase of Replacement Paratransit Vehicles

Senior Director, Mobility Solution Michael Roth presented Action Item A-3 to the Board of Directors to approve Purchase of Replacement Paratransit Vehicles. The ADA requires public transportation

companies operating fixed route transportation systems to provide comparable paratransit services to people with disabilities. Open Door Paratransit Operation serves riders who qualify for this service due to a disability or a disabling health condition which would prevent them from regular use of the fixed-route system. The useful life for the vehicles being replaced will expire the first quarter of 2021.

RESULT: Accepted – Action Item A – 3 – Approval of Purchase of Replacement Paratransit Vehicles
MOVER: Adairius Gardner
SECONDER: Greg Hahn
AYES: Adairius Gardner, Lise Pace, Greg Hahn, Mark Fisher
NOES: None
ABSENT: None

- ACTION ITEM A – 4 – Consideration and Approval of Procurement – Red Line Route Extension Vehicles

Senior Director, Mobility Solution Michael Roth presented Action Item A-4 to the Board of Directors to approve Replacement – Red Line Route Extension Vehicles. The Red Line route was designed to serve Westfield to Greenwood. The first phase built was Broad Ripple to University of Indianapolis and the majority of the local service was reallocated to serve other areas. With the Red Line phase one (1) there would be gaps in service to the County Line north and south. To address this “local route extensions” were added to the Red Line.

RESULT: Accepted – Action Item A – 4 – Approval of Replacement – Red Line Route Extension Vehicles
MOVER: Greg Hahn
SECONDER: Lise Pace
AYES: Adairius Gardner, Lise Pace, Greg Hahn, Mark Fisher
NOES: None
ABSENT: None

- ACTION ITEM A – 10 – Consideration and Approval of Bus Camera Replacement Contract

Chief Information Officer Marcus Burnside presented Action Item A-10 to the Board of Directors to approve Bus Camera Replacement Contract. Pursuant to the Transportation Security Administration (TSA) guidance, a robust, resilient and effective motor coach security plan requires clearly defined threat mitigation, prevention, protection, response and recovery goals designed to reduce risk. Chief among these goals is the ability to deter or defeat a range of existing and emerging threats to transportation security.

RESULT: Accepted – Action Item A – 10 – Approval of Bus Camera Replacement Contract
MOVER: Mark Fisher
SECONDER: Adairius Gardner
AYES: Adairius Gardner, Lise Pace, Greg Hahn, Mark Fisher
NOES: None
ABSENT: None

- ACTION ITEM A – 11 – Consideration and Approval of Adoption of Updated IndyGo Capital Plan

Director of Strategic Planning Brooke Thomas presented Action Item A-11 to the Board of Directors to approve Adoption of Updated IndyGo Capital Plan. IndyGo's 5-year Capital Plan serves as a roadmap to implementing the Transit Plan. It provides a forecast of planned capital revenue and expenditures based on currently available information. IndyGo maintains this plan by revisiting its assumptions and projections as capital projects are implemented, recognizing when revenue is realized, and/or inserting additional information as it becomes available.

RESULT: Accepted – Action Item A – 11 – Approval of Adoption of Updated IndyGo Capital Plan
MOVER: Lise Pace
SECONDER: Adairius Gardner
AYES: Adairius Gardner, Lise Pace, Greg Hahn, Mark Fisher
NOES: None
ABSENT: None

- ACTION ITEM A – 12 – Consideration and Approval of Agreement between IPTC and the City of Lawrence for Relocating Utilities to Accommodate the Purple Line

Vice President of Infrastructure, Strategy, and Innovation Jennifer Pyrz presented Action Item A-12 to the Board of Directors to approve Agreement between IPTC and the City of Lawrence for Relocating Utilities to Accommodate the Purple Line. The Purple Line project will involve improvements to Post Road within the limits of the City of Lawrence. Those improvements will, in some cases, require the relocation of public utilities.

RESULT: Accepted – Action Item A – 12 – Approval of Agreement between IPTC and the City of Lawrence for Relocating Utilities to Accommodate the Purple Line
MOVER: Greg Hahn
SECONDER: Lise Pace
AYES: Adairius Gardner, Lise Pace, Greg Hahn, Mark Fisher
NOES: None
ABSENT: None

- ACTION ITEM A – 13 – Consideration and Approval of Resolution 2020-19 – Transfer in Appropriations and Carry Forward of Outstanding Encumbrances for FY2020

Vice President of Finance Bart Brown presented Action Item A-13 to the Board of Directors to approve Resolution 2020-19 – Transfer in Appropriations and Carry Forward of Outstanding Encumbrances for FY2020. As part of the year-end review process, IPTC requests to allow for a transfer in Appropriations between the Main Expenditure Categories to fiscal year 2020's Operating Budget.

RESULT: Accepted – Action Item A – 13 – Approval of Resolution 2020-19 – Transfer in Appropriations and Carry Forward of Outstanding Encumbrances for FY2020
MOVER: Greg Hahn
SECONDER: Mark Fisher

AYES: Adairius Gardner, Lise Pace, Greg Hahn, Mark Fisher
NOES: None
ABSENT: None

- ACTION ITEM A – 14 – Consideration and Approval of New Indianapolis Public Transportation Foundation (IPTF) Board Member

General Counsel Jill Russel presented Action Item A-14 to the Board of Directors to approve New Indianapolis Public Transportation Foundation (IPTF) Board Member. The IPTF board seeks to fill a vacant Board position. The member that was presented for consideration and approval was Mike Lennox, Executive Director of Play Ball Indiana.

RESULT: Accepted – Action Item A – 14 – Approval of New Indianapolis Public Transportation Foundation (IPTF) Board Member
MOVER: Adairius Gardner
SECONDER: Greg Hahn
AYES: Adairius Gardner, Lise Pace, Greg Hahn, Mark Fisher
NOES: None
ABSENT: None

- ACTION ITEM A – 15 – Consideration and Approval of Resolution 2020-20 Authorizing Free Rides for Canned Food Donation, Christmas Day, and New Year’s Eve

Senior Director, Mobility Solutions Michael Roth presented Action Item A-15 to the Board of Directors to approve Resolution 2020-20 Authorizing Free Rides for Canned Food Donation, Christmas Day, and New Year’s Eve. IndyGo has partnered with Midwest Food Bank – Indiana division, to allow our riders to join us in supporting our community this holiday season by donating a canned good or non-perishable item good for (one) 1 free-ride on fixed routes on December 15th, 2020 from 5:00am to 1:30 a.m. on December 16th, 2020. In addition, IPTC will be offering free rides on December 25th (Christmas Day) and on December 31st (New Year’s Eve) from 8 p.m. to 1:30 a.m. on January 1st, 2021 on fixed route and open door.

RESULT: Accepted – Action Item A – 15 – Approval of Resolution 2020-20 Authorizing Free Rides for Canned Food Donation, Christmas Day, and New Year’s Eve
MOVER: Mark Fisher
SECONDER: Adairius Gardner
AYES: Adairius Gardner, Lise Pace, Greg Hahn, Mark Fisher
NOES: None
ABSENT: None

6. INFORMATION ITEMS

- I – 1 Mobility Advisory Committee (MAC) Update
MAC Member presented this item.

- I – 2 Consideration of Receipt of Finance Report for October 2020
Chief Financial Officer Bart Brown presented this information item.

7. ADJOURNMENT

On order of Richard Wilson, and there being no objection, the meeting was adjourned at 6:04pm.

Jill D. Russell
General Counsel



Special Board of Director's Meeting Minutes

IndyGo

Jan 19, 2021 at 11:00 AM EST

@ Virtual

Attendance

Members Present (Remote):

Bart Brown, Charlie Carlino, Inez Evans, Mark Fisher, Adairius Gardner, Greg Hahn, Lise Pace, Jill Russell, Richard Wilson

1. Call to Order (Presenters: Jill Russell)

 [board cover 2021 jan19.docx](#)

 [A AGENDA for January 19, 2021 Board Meeting.docx](#)

The January Special Board Meeting was called to order by Vice Chairman Gardner at 11:06am. General Counsel Jill Russell called the roll. All members were present remotely.

2. Agenda

1. Consideration and Approval of Resolution 2021-01 Authorizing Real Estate Acquisition of 412 N. Tremont Street (Presenters: Jill Russell)

 [Action Item 412 N Tremont.docx](#)

 [Resolution 412 N. Tremont.docx](#)

 [Exhibit A 412 N Tremont.pdf](#)

In September of last year, the Board authorized the purchase of 2425 W. Michigan Street as the future location of IPTC's paratransit services. While 2425 W. Michigan provided many of the needed elements for IPTC's paratransit operation and fleet storage, it lacked the space to construct a garage that would allow IPTC to store paratransit vehicles inside when not in use. The adjacent empty lot located at 412 N. Tremont was identified as a potential site that would provide the space needed to construct such a facility. The location would also provide additional access of the paratransit fleet to 2425 W. Michigan, minimizing congestion on the surrounding streets and neighborhood.

Motion:

Approval of Resolution 2021-01 Authorizing Real Estate Acquisition of 412 N. Tremont Street

Motion moved by Richard Wilson and motion seconded by Mark Fisher. Motion Passed 5-0

3. Adjournment

On order of Vice Chair Gardner the meeting was adjourned at 11:16am.

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: Senior Director of Capital Assets and Facility Management LaTeeka Washington

SUBJECT: Consideration and Approval of Ft Wayne Conversion Design & Construction Services - Lochmueller Group

ACTION ITEM A – 2

RECOMMENDATION:

In a manner consistent with IPTC procurement and contract award standards, we request that the Board authorize the President/CEO to issue a Task Order under Lochmueller Group, Inc.'s existing On-Call Architectural & Engineering (A&E) Services contracts for the design of converting Fort Wayne Avenue from one-way to a two-way operation for an amount not to exceed \$131,774, as a collaboration with Indianapolis Department of Public Works. The conversion will enable two-way traffic on Fort Wayne Avenue between Pennsylvania Street and Delaware Street, extending by one block the conversion of Fort Wayne Avenue that is being done as part of the Super Stops project. Costs for design will be reimbursed to IPTC by the Indianapolis Department of Public Works per an amendment to the *Interlocal Cooperation Agreement by and Between IPTC and the Consolidated City of Indianapolis, Marion County by and through its Department of Public Works for Implementation of the Marion County Transit Plan (ICA)* that was approved at the October 2020 Board meeting.

BACKGROUND:

In June 2020, the Board approved an IPTC contract for On-Call A&E Services to Lochmueller Group, Inc. This will be the first task order assigned under this new contract. It was presented in December to the Board as an Informational Item with a limited Notice to Proceed of a not to exceed amount of \$75,000, to meet the DPW deadline for procuring contractors.

DISCUSSION:

The Indianapolis Department of Public Works (DPW), in partnership with IPTC, will be re-constructing Delaware Street, constructing Super-Stops (Delaware Street only), and converting Fort Wayne Avenue to two-way operation between Delaware Street and Alabama Street. For the sake of lane continuity and consistency, Indianapolis DPW found it beneficial to additionally resurface and convert Fort Wayne Avenue from Delaware Street to its terminus at Pennsylvania Street. DPW has asked IPTC to engage in the design of the project, with DPW reimbursing IPTC for the design costs. DPW will own the Project after the design stage and will procure, fund and manage its construction.

ALTERNATIVES:

The Board could choose not to engage Lochmueller Group in this task order. However, the impacts of not moving forward include potential delay to or cancellation of the project, resulting in an inconsistent and potentially confusing lane configuration on this downtown street.

FISCAL IMPACT:

The project is funded by local funds and will be reimbursed to IPTC by DPW.

DBE DECLARATION:

Lochmueller has committed to using DBE firms under their existing A&E contract.

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was reviewed by the Service Committee on January 21, 2021 and will be placed on the Regular Agenda.

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: Senior Director of Capital Assets and Facility Management LaTeeka Washington

SUBJECT: Consideration and Approval of IndyGo East Campus (former Celadon Property) Design – Woolpert

ACTION ITEM A – 3

RECOMMENDATION:

In a manner consistent with IPTC procurement and contract award standards, we request that the Board authorize President/CEO Inez Evans to issue a Task Order for Phase 4 – “A” Building Administration Design and Construction Services for the property at 9503 E. 33rd Street to Woolpert for an amount *not to exceed* \$260,000.

BACKGROUND:

With the purchase of the property at 9503 E. 33rd Street, IPTC requires architectural and engineering support to prepare the buildings to meet IPTC’s needs. The work to be conducted includes adding an elevator and bus garage, designing traffic flow, demolishing existing structures that are not needed, and making interior modifications to the buildings.

The property at 9503 E. 33rd Street (previously Celadon) is over 11 acres, with five (5) existing structures. The “A” building was Celadon’s Administration/Headquarters. The “B” Building was Training and Meeting Space. The “C” Building was their Lounge/Service Center and had a separate space with dorms (2-stories) and trailers.

The work will be completed in four (4) Phases:

- Phase 1 – “B” Building Interior Renovations and Elevator Design
- Phase 2 – “C” Building Demolition (dorms and trailers only), Garage/Maintenance Facility Design and Site Plan
- Phase 3 – “C” Building Interior Renovations (office portion)
- Phase 4 – “A” Building Interior Renovations

The “A” and “B” buildings will require some interior modifications to suit IPTC’s office and conference room needs but are generally ready to occupy. An elevator will need to be installed in the “B” building before we can use its second floor. A portion of the “C” building (dorms and trailers) is currently planned to be demolished to accommodate a new bus garage and maintenance area.

The Task Order under consideration is for Phase 4, which will make interior modifications to the “A” Building to better accommodate IPTC’s space needs. Phases 2, 3 and 4 will be presented at the February Board meeting.

DISCUSSION:

In June 2020, the Board approved IPTC contracts for On-Call Architectural & Engineering Services to three design teams for facility projects. All three of these teams were invited on a walk-through of the buildings and participated in a question-and-answer period. Each then had an opportunity to submit their qualifications to conduct each phase of work. The IPTC team reviewed and scored each team's qualifications statements based on their stated project approach, team structure and previous related project experience. With the amount of work that needs to be completed and the desire to open the facility for use as soon as possible, the use of multiple design teams will ensure no team is overburdened and will enable our consultants to complete and maintain the tight project schedules.

Building "A" scope includes renovations of the Administration building, including enclosing the front desk for security and safety, creating a human resources (HR) customer service area, creating additional offices and meeting spaces, reconfiguring cubicles, creating a payroll customer service area and making other minor upgrades. The "A" Building will be the home of Security, HR, Information Technology (IT), Finance (Procurement, Budgets, Accounting, Payroll), Legal, Capital Projects and Planning, Government Audit, and the President/Chief Executive Officer.

Cleaning, furniture decommissioning, new furniture, and signage will be additional and separate procurements for the site.

ALTERNATIVES:

The Board could choose not to issue this task order as recommended. This would result in plans for Building "A" modifications needing to be modified or eliminated.

FISCAL IMPACT:

The project is funded by local funds.

DBE DECLARATION:

Woolpert has committed to using DBE firms under their existing A&E contract.

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was reviewed by the Service Committee on January 21, 2021 and will be placed on the Regular Agenda.



Facilities Update

Background

- A critical need has been identified for expanded facilities:
 - Bus garage and maintenance area at capacity
 - Training department is currently housed off-site
 - No Paratransit Operations facility
 - Emerging best practices for office spacing

Bus Storage Needs

	Current	2023 (+Purple +MCTP)	2025 (+Blue +MCTP)
Total Full Fleet (Active + Training)	224	256	286
Max. Vehicle Storage Capacity at 1501 (West Campus)	163	155	143
Vehicles to store at East Campus	61	101	143

* Vehicle needs based on 2020 Capital Plan

Background

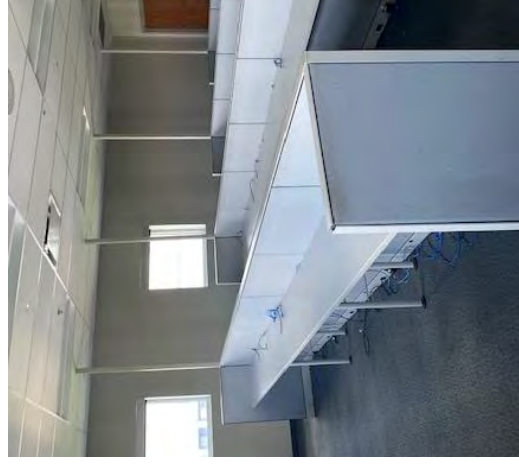
- Impacts our current operations
- Hinders our ability to operate safely and expand
- Began search for additional space last spring
- In September 2020, the Board voted to approve the purchase of property at:
 - 9503 E. 33rd Street
 - 2425 W. Michigan Street



Building Programming

The building(s) at 9503 E. 33rd Street will become the new **IndyGo Headquarters – *East Campus***. It will be home to:

- Administrative Offices including:
 - President/CEO
 - Finance
 - Legal
 - IT
 - Capital Projects & Planning
 - Governance & Audit
 - HR
 - Training
 - Public Affairs
- Services Center
- Dispatch
- Operator Lounge
- Clinic
- Bus Garage
- Maintenance bays
- Board Room / Public Meeting space
- Purple Line Field Office



Building Programming

The building at 2425 W. Michigan Street will be home to the **Mobility Solutions and Customer Care Center**, including:

- Mobility Services Offices
- Assessment Center
- Paratransit Vehicle Storage
- Paratransit Vehicle Maintenance



Building Programming

The current IndyGo HQ (1501 W. Washington St) will become **IndyGo** – ***West Campus*** and will remain home to:

- Bus Garage
- Maintenance Facility
- All Electric-Vehicle Charging Equipment and Fleet
- Parts Department
- Body Work
- Paint Booth
- Operations team offices
- Blue Line Field Office (during construction)

What's Next

- Prepare for new uses and occupants
- Three On-Call A&E Consultants already under contract
- Developing scope and fee proposals for design
- Task Orders to Board over next several months



What's Next

- For tonight, Task Orders for:
 1. Design of “A” Building Improvements on East Campus
 2. Design of Phase 1 improvements (Administrative Area) for the Mobility Solutions and Customer Care Center

*IndyGo*SM

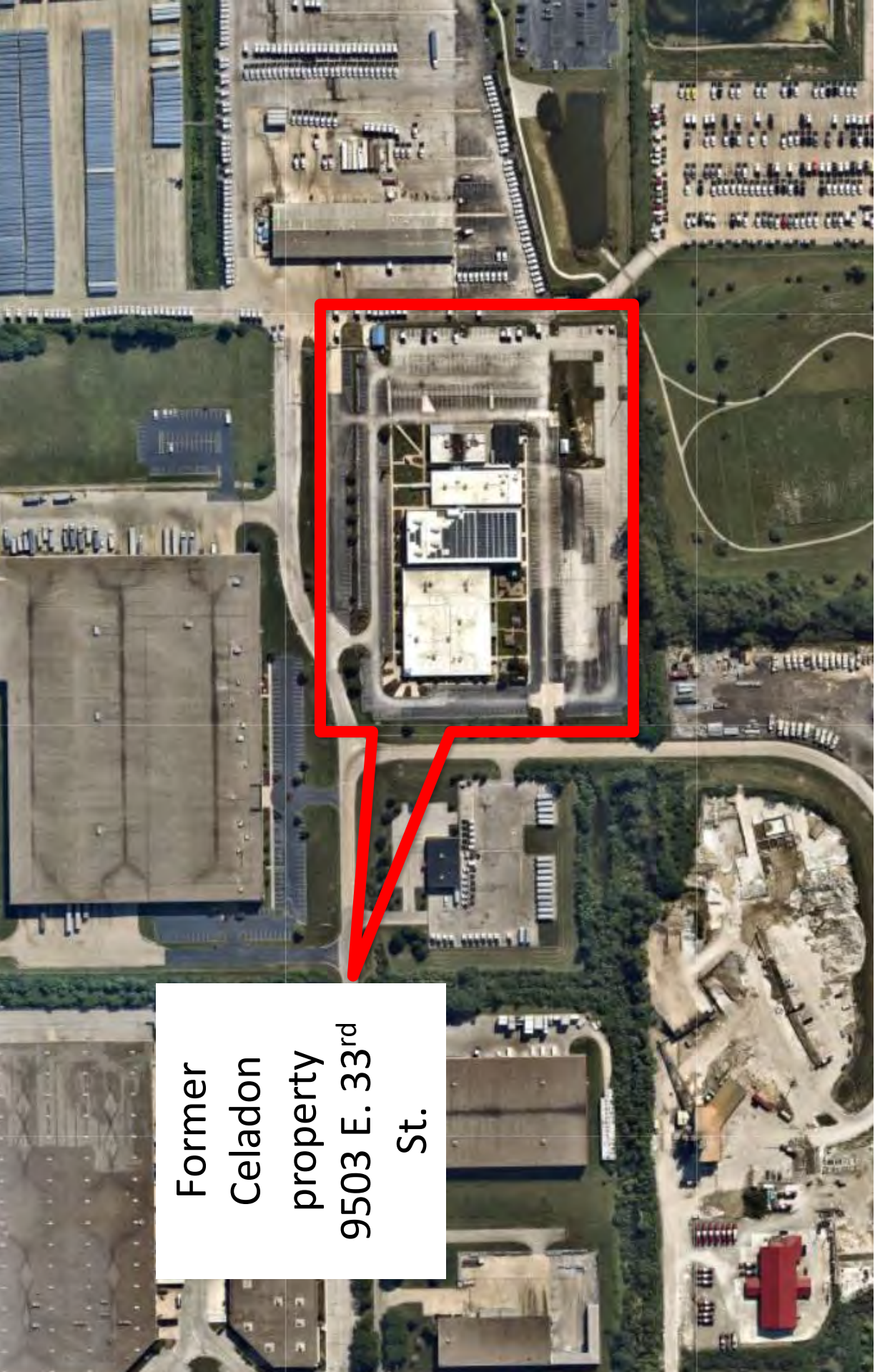
East Campus Design Phases and Scenarios

East Campus

- Administrative Offices including:

- President/CEO
- Finance
- Legal
- IT
- Capital Projects & Planning
- Governance & Audit
- HR
- Training
- Public Affairs
- Services Center
- Dispatch
- Operator Lounge
- Clinic
- Bus Garage
- Maintenance bays
- Board Room / Public Meeting space
- Purple Line Field Office



An aerial photograph of an industrial area. A red rectangular box highlights a specific property in the center. A red line extends from the bottom of this box, pointing towards a text box at the bottom left. The property within the box is a large, light-colored industrial building with a flat roof, surrounded by parking lots and other industrial structures. The surrounding area includes various industrial buildings, parking lots, and some green spaces.

Former
Celadon
property
9503 E. 33rd
St.



A

B

C

C Dorms

Trailers

East Campus Layout

Base Scope of Work (All Scenarios)

- **“A” Building:** Interior modifications to accommodate administrative offices, conference rooms, etc
- **“B” Building:** New elevator and interior modifications to accommodate training spaces, public meeting space, public affairs offices, and media room

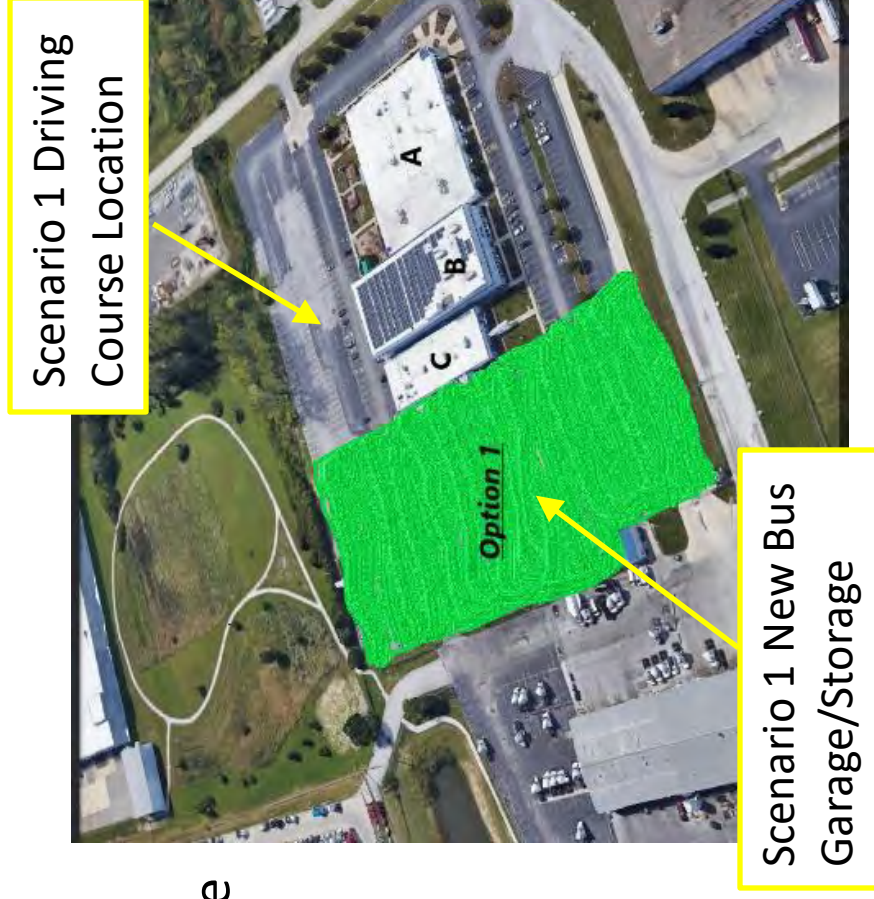


East Campus Layout

Scenario 1 Scope of Work

Base Scope of Work *PLUS...*

- **“C” Building - Operations:**
Interior modifications to create Services Center, Dispatch, Lounge, Clinic
- **“C” Building – Dorms:**
Demolish dorms & construct bus storage/garage
- **Trailers:** Demolish
- **Exterior:** Minor parking and traffic flow changes, create fixed route driving course

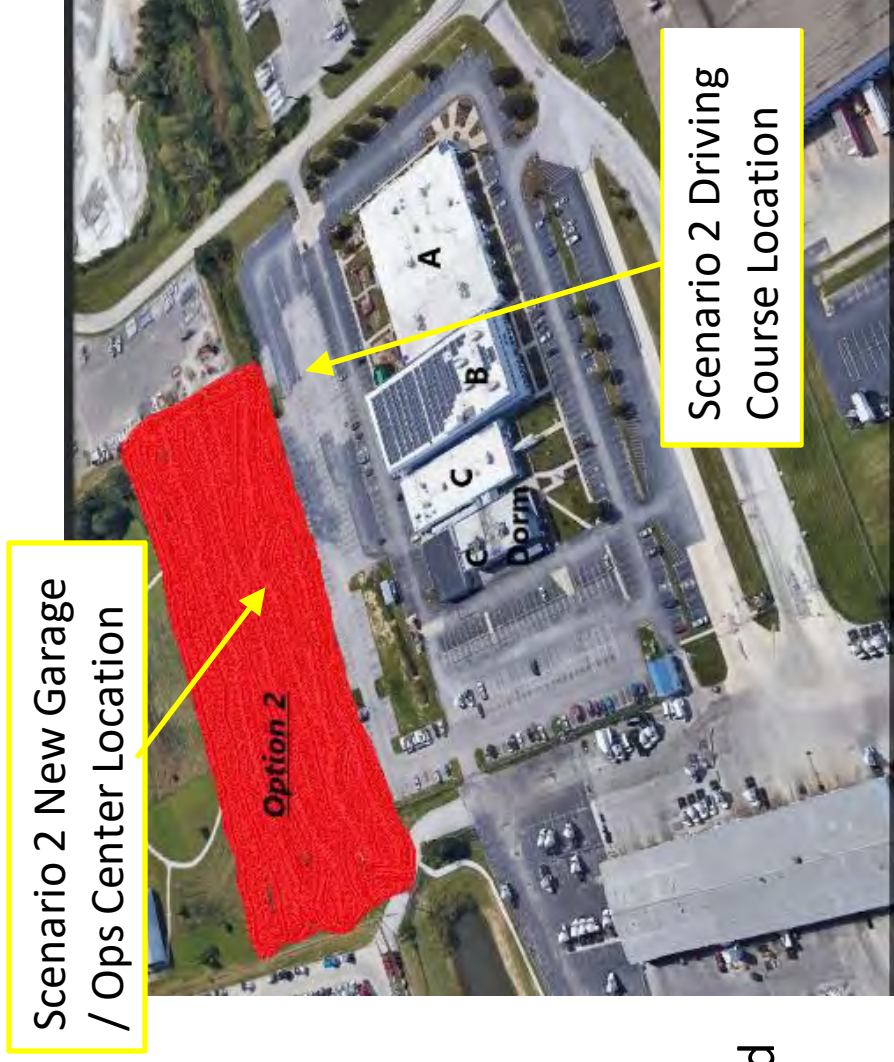


East Campus Layout

Scenario 2 Scope of Work

Base Scope of Work *PLUS*...

- **“C” Building - Operations and Dorms:** leave in existing condition
- **Trailers:** Replace for clinic location
- **Exterior:** Create fixed route driving course on south end of property
- **Purchase Finish Line property** (5 acres): Acquire property and construct bus storage/garage and operations center



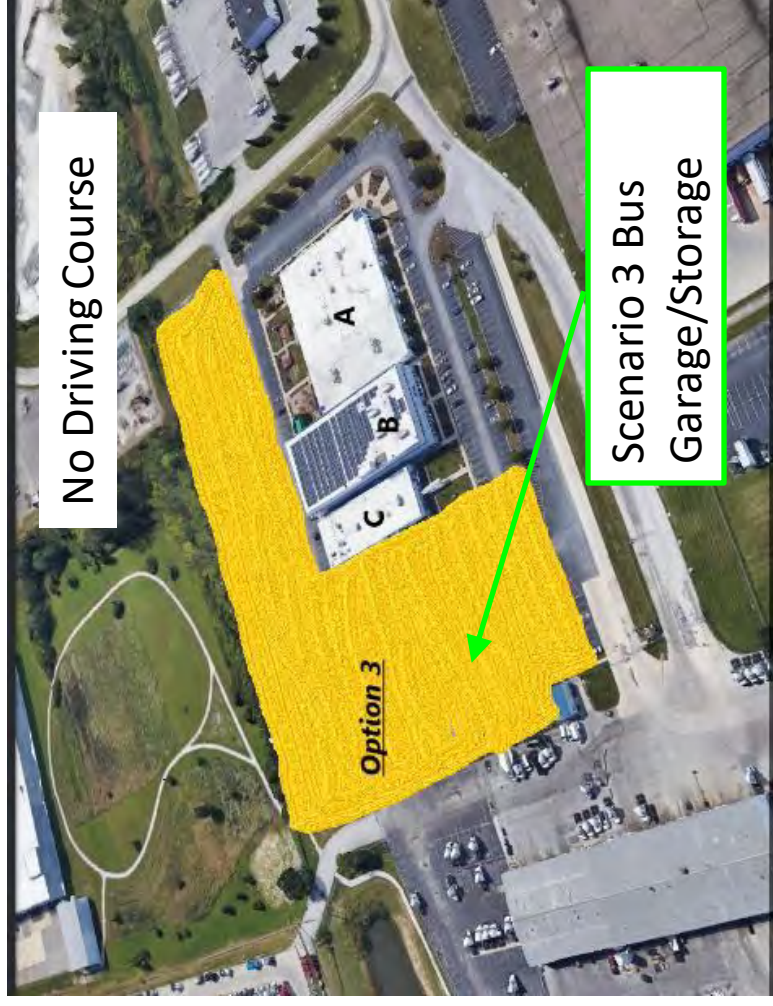
East Campus Layout

Scenario 3 Scope of Work

Base Scope of Work *PLUS*...

- **“C” Building – Operations:**
Interior modifications to create Service Center, Dispatch, Lounge
- **“C” Building - Dorms:** Demolish dorms
- **Trailers:** Demolish
- **Exterior:** Construct garage and expand bus storage in areas south and east of buildings

***No fixed route driving course**



What's Next

- For tonight, Task Orders for:
 1. Design of “A” Building Improvements on East Campus
 2. Design of Phase 1 improvements (Administrative Area) for the Mobility Solutions and Customer Care Center

Questions we can answer for you?

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: Senior Director of Capital Assets and Facility Management LaTeeka Washington

SUBJECT: Consideration and Approval of Mobility Solutions and Customer Care Center Design – The Etica Group

ACTION ITEM A – 4

RECOMMENDATION:

In a manner consistent with IPTC procurement and contract award standards, we request that the Board authorize President/CEO Inez Evans to issue a Task Order for Phase 1 – Administration Area Design and Construction Services for the property at 2425 West Michigan Street to The Etica Group for an amount *not to exceed* \$90,000.

BACKGROUND:

With the purchase of the property at 2425 West Michigan Street, IPTC requires architectural and engineering support to prepare the buildings to meet IPTC's needs. The work to be conducted includes adding a lift and fire sprinkler system, upgrading the water line, adding bus storage, designing traffic flow, creating an assessment center and maintenance area, and making minor interior modifications to the buildings.

The property is being prepared to accommodate IPTC Mobility Solutions and Customer Care Center, including space for vendors supporting Mobility Services operations and vehicle storage. The total property area is 104,160 square feet with 41 parking spaces. The building is 8,556 square feet.

DISCUSSION:

In June 2020, the Board approved IPTC contracts for On-Call Architectural & Engineering Services to three design teams for facility projects. All three of these teams were invited on a walk-through of the building and participated in a question-and-answer period. Each then had an opportunity to submit their qualifications to conduct each phase of work.

The IPTC team reviewed and scored each team's qualifications statements based on their stated project approach, team structure and previous related project experience. With the amount of work that needs to be completed and the desire to open the facility for use as soon as possible, the use of multiple design teams will ensure no team is overburdened and will enable our consultants to complete and maintain the tight project schedules.

There are three (3) phases of work planned to prepare this facility to function as required:

- Phase 1 – Administration Area. This phase will include the water line upgrade to accommodate all future build-out, installation of the fire sprinkler system, installation of a lift and minor retrofitting.
- Phase 2 – Assessment Center & Maintenance Garage.
- Phase 3 – Bus Storage & Site work.

Design work for Phases 2 and 3 is still in negotiation and will be presented at the February or March 2021 Board Meeting. Phase 3 is contingent on the purchase of the adjacent property west of 2425 W. Michigan Street, which was presented at the January Special Board Meeting.

Cleaning, furniture decommissioning, new furniture, and signage will be additional and separate procurements for the site.

ALTERNATIVES:

The Board could choose not to issue this task order as recommended. However, the building at 2425 West Michigan Street cannot be used for its intended purpose without these modifications. The lift, sprinkler system, and water line upgrade, especially, must be completed prior to move in.

FISCAL IMPACT:

The project is funded by local funds.

DBE DECLARATION:

The Etica Group has committed to using DBE firms under their existing A&E contract. The Etica Group is a woman owned business (WBE).

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was reviewed by the Service Committee on January 21, 2021 and will be placed on the Regular Agenda.



Facilities Update

Background

- A critical need has been identified for expanded facilities:
 - Bus garage and maintenance area at capacity
 - Training department is currently housed off-site
 - No Paratransit Operations facility
 - Emerging best practices for office spacing

Bus Storage Needs

	Current	2023 (+Purple +MCTP)	2025 (+Blue +MCTP)
Total Full Fleet (Active + Training)	224	256	286
Max. Vehicle Storage Capacity at 1501 (West Campus)	163	155	143
Vehicles to store at East Campus	61	101	143

* Vehicle needs based on 2020 Capital Plan

Background

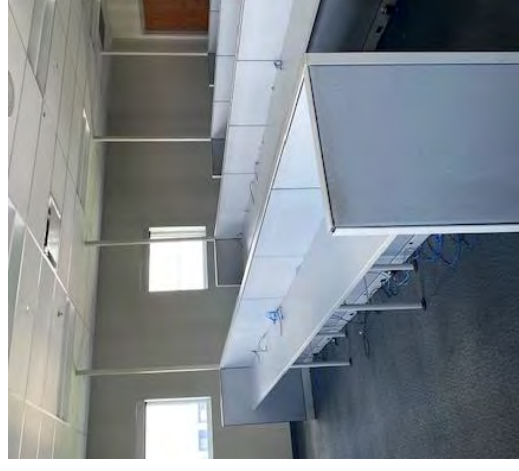
- Impacts our current operations
- Hinders our ability to operate safely and expand
- Began search for additional space last spring
- In September 2020, the Board voted to approve the purchase of property at:
 - 9503 E. 33rd Street
 - 2425 W. Michigan Street



Building Programming

The building(s) at 9503 E. 33rd Street will become the new **IndyGo Headquarters – *East Campus***. It will be home to:

- Administrative Offices including:
 - President/CEO
 - Finance
 - Legal
 - IT
 - Capital Projects & Planning
 - Governance & Audit
 - HR
 - Training
 - Public Affairs
- Services Center
- Dispatch
- Operator Lounge
- Clinic
- Bus Garage
- Maintenance bays
- Board Room / Public Meeting space
- Purple Line Field Office



Building Programming

The building at 2425 W. Michigan Street will be home to the **Mobility Solutions and Customer Care Center**, including:

- Mobility Services Offices
- Assessment Center
- Paratransit Vehicle Storage
- Paratransit Vehicle Maintenance



Building Programming

The current IndyGo HQ (1501 W. Washington St) will become **IndyGo** – ***West Campus*** and will remain home to:

- Bus Garage
- Maintenance Facility
- All Electric-Vehicle Charging Equipment and Fleet
- Parts Department
- Body Work
- Paint Booth
- Operations team offices
- Blue Line Field Office (during construction)

What's Next

- Prepare for new uses and occupants
- Three On-Call A&E Consultants already under contract
- Developing scope and fee proposals for design
- Task Orders to Board over next several months



What's Next

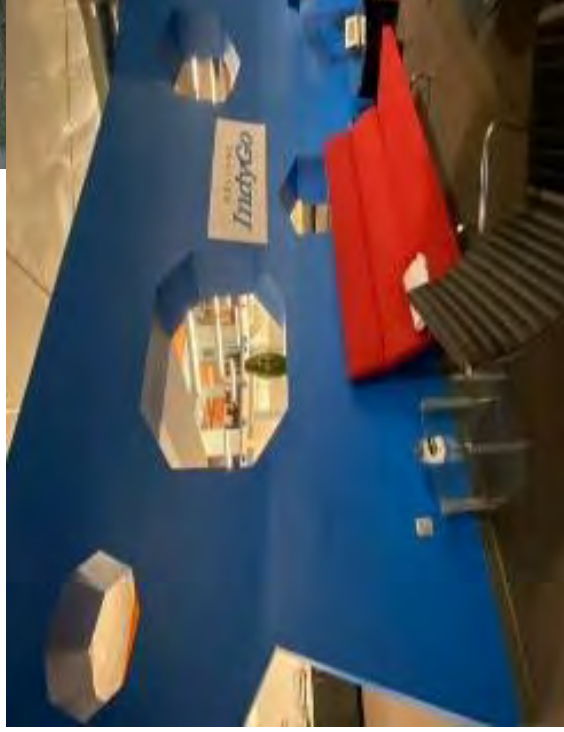
- For tonight, Task Orders for:
 1. Design of “A” Building Improvements on East Campus
 2. Design of Phase 1 improvements (Administrative Area) for the Mobility Solutions and Customer Care Center



Mobility Solutions and Customer Care Center Design Phases and Options

Mobility Solutions and Customer Care Center

- Mobility Services Offices
- Assessment Center
- Paratransit Vehicle Storage
- Paratransit Vehicle Maintenance

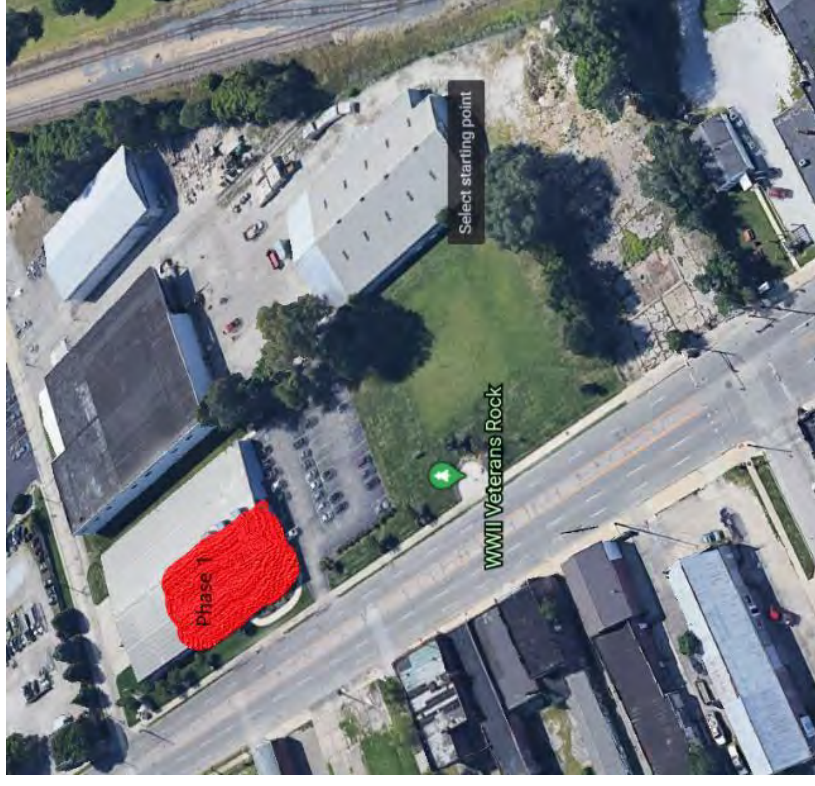




Mobility Solutions and Customer Care Center Phase 1

Phase 1 – Administration

- Upgrade water line
- Install fire sprinkler system
- Install lift
- Make minor interior modifications



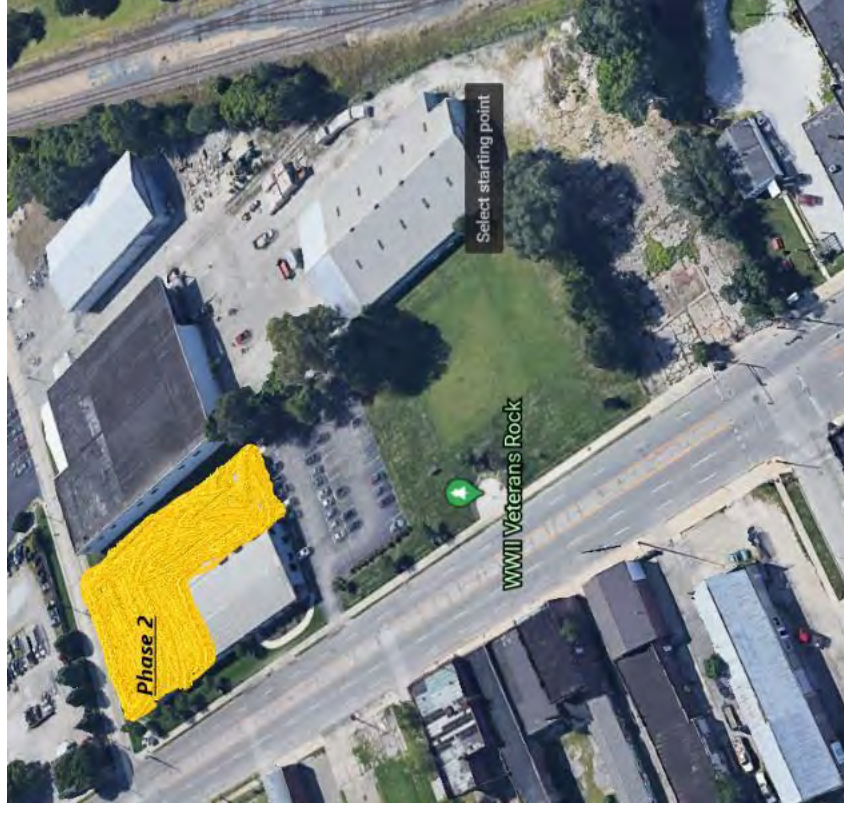
Mobility Solutions and Customer Care Center Phase 2

Phase 2 – Assessment Center

- Divide the space
- Create pedestrian access for Assessment Center
- Make interior modifications for office and restrooms
- Configure state-of-the-art Assessment Center

Phase 2 - Maintenance Area

- Design four maintenance bays
- Design wash-out area
- Design restrooms, offices and break area for vendor



Mobility Solutions and Customer Care Center Phase 3

Phase 3

- Design bus storage, additional staff parking, additional property access for buses
- Relocate the community garden and fencing

This Phase is contingent on the purchase of the adjacent property west of 2425 W Michigan



What's Next

- For tonight, Task Orders for:
 1. Design of “A” Building Improvements on East Campus
 2. Design of Phase 1 improvements (Administrative Area) for the Mobility Solutions and Customer Care Center

Questions we can answer for you?

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: Deputy Director of Governance & Audit Brian Atkinson

SUBJECT: Consideration and Approval of Contract with Corey Saunders, CPA PLLC

ACTION ITEM A – 5

RECOMMENDATION:

In a manner consistent with IPTC contract award standards it is requested that the Board authorize the President/CEO to enter into contract with Corey Saunders, CPA PLLC for two (2) years with three one year options to provide consulting services and support of the Internal Governance and Audit Function for an amount not to exceed \$1,104,000 (approximately \$220,000 annually) for the life of the contract including options.

BACKGROUND:

The objective of this project is to provide IndyGo with on call consulting services supporting the ongoing establishment of IPTC's "Governance & Audit" (G&A) function. Utilizing Consulting services familiar with the G&A function provide immediate work product needed while IndyGo hires and trains staff over the next few years.

Deliverables are expected to include assistance with:

- Maintaining a Communication Plan to provide both formal and informal protocols for communicating with audit customers, IndyGo management, Governance & Audit Committee and Board members, and other stakeholders.
- Annual risk assessment and Internal Audit work program development.
- Assistance with establishing an internal audit project methodology that will provide the framework for each internal audit, consulting engagement, fraud investigation, or other such project that the Deputy of Governance and Audit may be asked to perform.
- Assist with designing the tools and templates necessary to successfully complete each Governance and Audit project, such as but not limited to:
 - Scoping memos
 - Work programs
 - Opening meeting agendas, status updates, and closing meeting agendas
 - Audit report templates
 - Governance & Audit Committee and Board updates
 - Post-audit customer service surveys
- Assess compliance with financial regulations and controls by executing audit program steps: testing general ledger account balances and trends/fluctuations; examining and analyzing records, reports, operating practices and documentation.
- Assess internal controls and process efficiency/effectiveness across a broad spectrum of operational areas, both transit-specific and otherwise.
- Assess risk and internal controls by identifying areas of non-compliance; evaluating manual and automated financial processes; identifying weaknesses and inefficiencies and operational issues.

- Complete audit working papers and memoranda by documenting audits tests and findings; drill down to investigate root causes of internal control breakdowns and opportunities for process improvement.
- Any other items that arise throughout discussions with current Governance and Audit staff and IndyGo leadership.
- Be available to serve as an ongoing resource for questions and consultations as issues arise. As a measure of client service and begin build a trusted advisory relationship with IndyGo.

DISCUSSION:

This solicitation was advertised with Mass Transit, IBJ and the Indy Star on October 13 and October 15. The solicitation was also placed on the IPTC website and registered vendors were notified. IPTC received bids from Baker Tilly, Crowe, Direct Pathway, Saunders LLC and Plante & Moran. The scoring of the Evaluation Committee reflects that Saunders LLC be deemed a quality vendor and was selected for recommendation based on the following criteria:

- Transit Audit Experience
- Cost
- Qualified and Experience of Professional Staff
- Reference Letters from companies with similar scope of work.

ALTERNATIVES:

The Board of Directors could choose not to approve the contract at this time. If an alternative respondent is selected there would be less transit audit experience at a greater cost. Not approving the consultant would most likely require two additional staff members with salary and benefits exceeding the cost of the consulting contract.

FISCAL IMPACT:

The total cost of this Contract including option years will not exceed \$1,104,000. The proposed quantity of hours annually is 1,000. The funding source for this procurement is provided from the Governance and Audit Department operating budget.

DBE DECLARATION:

As local dollars will be spent on this project, Corey Saunders, CPA PLLC has committed to a 15% WBE Goal and has partnered with the Bronner Group, a nationally recognized WBE firm certified in Indiana. Gila Bronner and her firm have extensive transit and internal audit experience, and an office in Indianapolis.

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was not reviewed by the Finance Committee or Service Committee on January 21, 2021 and will be placed on the Regular Agenda.

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: Senior Director, Mobility Solutions Michael L. Roth

SUBJECT: Consideration and Approval of In Plant Pre-Build Bus (Fixed Route and Paratransit) Inspections

ACTION ITEM A – 6

RECOMMENDATION:

It is requested the IPTC Board of Directors authorize the President/CEO to enter into a 3 year procurement contract with TRC Engineering Services, LLC (TRC), for In-plant; prebuild inspection of Fixed Route including Paratransit body on chassis (BOC) vehicles, for an amount not to exceed \$255,410.

BACKGROUND:

This electronic quote (EQ) is to obtain high quality and professional bus line inspection/resident engineering services so as to ensure that the buses for both Fixed Route and Paratransit (BOC) obtained by IPTC, when built, are top quality equipment which are capable of delivering maximum performance with high reliability.

DISCUSSION:

The successful Contractor shall represent IPTC at the manufacturing plant and shall monitor the manufacturing and installation processes for IPTC's buses including; drawings, material standards, parts lists, inspection processing and reports, records of defects, and packing slips and bills of lading of components. The Contractor will meet with Manufacturer's Quality Assurance Manager. They shall review the inspection procedures and checklists. If deemed appropriate and feasible, the Contractor may begin monitoring bus construction activities prior to the start of bus fabrication. Selected Contractor may be required to represent IPTC at multiple locations and manufacturing sites in Indiana, South California, and North California.

As this solicitation received a single response, it was re-reviewed to verify:

- Advertising was done in a proper manner to reach the proper audience
- The scope and technical specifications were not written in such a way that would limit competition, there was very few questions during the question and answer period.
- Enough time was made available for a response

It is Procurement's belief that all the above topics were addressed and that a withdrawal and re-post would yield the same results.

Based on our fleet purchase needs IPTC will acquire approximately 145 Fixed Route and Paratransit vehicles over the term of the contract.

ALTERNATIVES:

The Board of Directors could choose not to replace vehicles at this time. If this alternative is selected the implications of this decision are as follows:

- Vehicle purchases could not be in compliance with federal standards.
- The agency could be exposed to being delivered non-spec-conforming vehicles.
- Could realize a finding/deficiency on future audits/triennials.

FISCAL IMPACT:

The funding for this procurement would come out of the Operating Budget from the Fleet Services Department.

DBE DECLARATION:

As this procurement was funded by non-federal dollars no DBE goal was established. IPTC remains committed to the utilization of certified XBE firms with the City of Indianapolis Office of Minority and Women Business Development (OMWBD) and the Indiana Department of Administrations' Division of Supplier Diversity (IDOA-DSD) whenever applicable opportunities present themselves.

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was reviewed by the Service Committee on January 21, 2021 and will be placed on the Regular Agenda.

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: Chief Information Officer Marcus Burnside

SUBJECT: Consideration and Approval of Microsoft Licensing Renewal

ACTION ITEM A – 7

RECOMMENDATION:

In a manner consistent with IPTC procurement award standards, it is requested that the Board authorize the President/CEO to renew the Microsoft Annual Licensing for Year 3 of the 3-Year Microsoft Enterprise Agreement (EA) with CDW, LLC., in an amount not to exceed \$160,680.00.

BACKGROUND:

In 2019, IPTC purchased a Microsoft Enterprise Agreement (EA) through CDW, LLC., (a Microsoft Enterprise Gold Partner) for Microsoft products including Microsoft Office (Word, Excel, PowerPoint, etc.), Visio, Project, SharePoint, Office 365 cloud-based email, Windows Server, Azure Cloud Instance, and Dynamics AX 2012 (on-premise). The purpose of entering into a Microsoft Enterprise Agreement (EA) for licensing is to lock in the cost of subscription licenses over a 3-year period without inflation. The benefits are 1) IPTC would not pay for any license listed in the EA for more than the stated price, and 2) IPTC would benefit from decreases in subscription licenses during the term (if the costs decrease, so will our annual renewal).

DISCUSSION:

In Q4 2021, IPTC will be publishing a solicitation for a new 3-year Microsoft Enterprise Agreement (EA) with the objective to request Board approval for the awarded bidder in January 2022. Over the term of the current Microsoft Enterprise Agreement (EA), IPTC will be assessing the need for subscription-based end-user software licenses (i.e. Microsoft Office) versus purchasing said licenses outright with Software Assurance through our Microsoft Volume Licensing program (software with discounts via volume purchases in an effort to decrease Microsoft subscription licensing costs. The current term ends March 31, 2022).

ALTERNATIVES:

The Board could choose to not to renew the current Microsoft Enterprise Agreement (EA). However, IPTC will no longer have Microsoft licensed products including corporate email.

FISCAL IMPACT:

The cost of our Microsoft subscription licensing was \$143,925.00 in 2020. The 10.5% increase in costs are due to the increase of projected administrative staff in 2021. For example, Mobility Services will be transitioning Transdev's

Dispatch and Reservation employees under IPTC, which will require additional licenses for those new employees to perform their day-to-day job functions. For Microsoft Dynamics 365 (D365), IPTC will be exploring the cost variance between pricing with our Microsoft Enterprise Agreement (EA) and the selected D365 Cloud Service Provider vendor (CSP). If the CSP pricing is discounted more than our EA pricing, we will incorporate the D365 licensing with the selected CSP. The projected Microsoft licensing costs for FY2022 to FY2025 cannot be fully realized at this time; however, we will continue our efforts to keep Microsoft subscription costs to minimum levels.

DBE DECLARATION:

This project will be funded locally, therefore, DBE goals will not apply.

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was not reviewed by the Finance Committee or Service Committee on January 21, 2021 and will be placed on the Regular Agenda.

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: Vice President of Infrastructure, Strategy, and Innovation Jennifer Pyrz

SUBJECT: Consideration and Approval of an Amendment to WSP's Task Order to Provide Purple Line Final Design Services

ACTION ITEM A – 8

RECOMMENDATION:

In a manner consistent with IPTC procurement contract award standards, it is requested that the Board authorize IPTC to execute a contract amendment to supplement Task Order #6, as amended by Task Order #9, with WSP USA, Inc. (WSP) to reflect scope changes in final design services, for an amount of \$127,200.

BACKGROUND:

The Purple Line bus rapid transit (BRT) project is envisioned to be the second of three rapid transit lines in the City of Indianapolis/Marion County. It would connect downtown Indianapolis to the City of Lawrence, via East 38th Street. The project was identified in the regional transit framework, Indy Connect, in 2009-2010 and advanced to an Alternatives Analysis (AA) study in 2014-2015. Both studies were conducted by the Indianapolis Metropolitan Planning Organization (MPO) in cooperation with IPTC, the Central Indiana Regional Transportation Association (CIRTA), and other regional partners. Those plans eventually resulted in the Marion County Transit Plan, which was presented to Marion County voters in November 2016 for adoption of a 0.25% income tax, dedicated to transit. In December 2017, the IPTC 2018-2022 Capital Plan was adopted by the IPTC board of directors. This plan outlined the Purple Line project in more detail, including the specific mix of funding sources and timelines for the development of the project. Based on that plan, design work for the Purple Line was planned to continue through 2021. The Purple Line Project is expected to open at the end of 2023.

IPTC Board of Directors awarded a task-order based contract to WSP in 2017. To date, funding has been awarded for nine task orders for the Purple Line design and National Environmental Policy Act (NEPA) work. The current Task Order 9 was executed for the purposes of completing all design activities and preparing the project for bidding. This is a task-order based contract with specific scope and fee for each new task order negotiated individually.

DISCUSSION:

In late 2019, IPTC made several significant design changes to the Purple Line project in response to identified schedule and construction risks. As a result, the design consultant team was required to modify design plans at the 60% stage. Task Order #9 was executed in June 2020 for WSP USA, Inc. with the intent that it would capture all resulting scope and fee changes and enable them to complete their design work. However, certain portions of the work, performed by one of the subconsultants, were inadvertently excluded from that amendment. The work of that subconsultant is now being

added via this new Task Order, which will fund necessary design revisions in the areas of maintenance of traffic, electrical engineering, and roadway design. Additional project management costs are also included because of the extended design phase timeline.

ALTERNATIVES:

This work is required to be completed in order to progress to final design. Any change in consultant or reduction in scope would negatively impact the design plan quality.

FISCAL IMPACT:

Funding for the Purple Line project is provided from a variety of sources, including FTA Small Starts, Bond Revenues, 5307 Formula Funds, and local funds, as documented in the Capital Plan.

DBE DECLARATION:

There is no DBE participation on this specific task order/supplement. The entire amount of this amendment is for the design services of a non-DBE subconsultant. However, there was an overall goal placed on Purple Line Design of 15%.

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was reviewed by the Service Committee on January 21, 2021 and will be placed on the Regular Agenda.



Date: January 26, 2021
Current Meeting: January 28, 2021
Board Meeting: January 28, 2021

BOARD MEMORANDUM

TO: Indianapolis Public Transportation Corporation Board of Directors

THROUGH: President/CEO Inez P. Evans

FROM: General Counsel Jill D. Russell

SUBJECT: Consideration and Approval of Resolution to Sell and Transfer Real Property Located at 9050 E. 33rd Street, Indianapolis, Indiana to the City of Indianapolis on Behalf of the Indianapolis Fire Department

ACTION ITEM A – 13

RECOMMENDATION:

In a manner consistent with IPTC standards and pursuant to State and Local requirements, it is requested that the Board issue a Resolution directing the President/CEO, on behalf of the Indianapolis Public Transportation Corporation, to sell and transfer real estate located at 9305 E. 33rd Street, Indianapolis IN., to the City of Indianapolis Fire Department for the sum of Two Million Seven Hundred Fifty Six Thousand Eight Hundred Eleven Dollars (\$2,756,811.00).

BACKGROUND:

On September 24, 2020 the IPTC Board of Directors authorized the President/CEO to enter into negotiations for the purchase real estate located at 9050 E. 33rd Street. IPTC's intent was to construct a facility that accommodate the increased number of coached required implementation of the Marion County Transit Plan as well as provide the additional space needed for social distancing for the health and safety of staff. Management later identified a more suitable site for that purpose. The City of Indianapolis, on behalf of the Indianapolis Fire Department, and knowing that IPTC had performed the required statutory provisions for the purchase of real property by a governmental entity, approached IPTC to complete the transaction for the purpose of selling and transferring the real estate to the City.

DISCUSSION:

The closing on the property with Celadon will occur simultaneously with the closing between IPTC and the City. The bankruptcy Court for Celadon will issue the order approving the transaction. The purchase price for the City captures the expenditures that IPTC fronted for appraisals and inspection reports. In addition, IPTC will retain possession of two driver simulators that are currently located at 9050 E. 33rd Street.

ALTERNATIVES:

Terminate the Purchase Agreement for 9050 E. 33rd Street.

FISCAL IMPACT:

The fiscal impact is zero. The City has agreed to pay our purchase price and reimburse IPTC all expenses related to the real estate.

DBE DECLARATION:

N/A

STANDING COMMITTEE DISCUSSION/RECOMMENDATION:

This action was not reviewed by the Service Committee or Finance Committee on January 21, 2021.

RESOLUTION 2021-02

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

A RESOLUTION establishing that the Board of Directors of the Indianapolis Public Transportation Corporation (IPTC) authorizing the transfer of certain real estate located in Marion County Indiana to the City of Indianapolis, on behalf of the Indianapolis Fire Department, in exchange for monetary compensation.

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

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

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

WHEREAS, on September 24, 2020 The IPTC Board of Directors passed Resolution 2020-17 authorizing the President and CEO to purchase the real estate located at 9050 E. 33rd Street, Indianapolis, Indiana as legally described in Exhibit A, attached hereto and made part hereof (the "Real Estate") from Celadon in accordance with bankruptcy court proceedings and necessary court approvals; and

WHEREAS, the City of Indianapolis desires to purchase the Real Estate from IPTC; and

WHEREAS, Indiana Code 36-1-11-8 authorizes governmental entities to transfer real property amongst themselves upon terms and conditions agreed upon by the entities as evidenced by adoption of substantially identical resolutions by each entity. Such transfer may be made for any amount of property, cash, or other personal property, as agreed upon by the entities; and

WHEREAS, the City of Indianapolis Board of Public Health and Safety has passed a resolution on January 6, 2021 substantially identical to this Resolution and authorizing the transfer of Real Estate in exchange for monetary payment.

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

Section 1. The Board of Directors chooses to exercise its authority under Indiana Code 36-1-11-8 to transfer to the City of Indianapolis, by and through the Indianapolis Fire Department, the sale of Real Estate located at 9050 E. 33rd Street, Indianapolis, Indian (local tax parcel #7042429) in the amount of approximately not exceed Two Million Seven Hundred Fifty-Six Thousand Eight Hundred and Eleven Dollars (\$2,756,811.00).

Section 2. The sale of the Real Estate is subject to the satisfaction of several conditions including the passage of this resolution and that the City staff determine that the Real Estate is suitable for its intended use as a fire training facility.

Section 3. For purposes of Revised Code Sec. 151-66, the Real Estate is owned by Celadon Trucking.

Section 4. Board hereby directs the CEO and President to execute all such documents, instruments, certificate and papers necessary or appropriate to carry out the transactions contemplated by this Resolution in such form and substance as may be deemed proper and necessary, and execute such documents, including, without limitation, the purchase agreement providing for such transfer.

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

Adopted this 28th day of January, 2021.

BOARD OF DIRECTORS INDIANAPOLIS
PUBLIC TRANSPORTATION CORPORATION

Gregory F. Hahn
Chairman of the Board of Directors

Attest: _____
Jill D. Russell, General Counsel
Indianapolis Public Transportation Corporation

EXHIBIT A

Real property in the City of Indianapolis, County of Marion, State of Indiana, described as follows:

PARCEL I-(FEE)

A PART OF THE SOUTHWEST QUARTER OF SECTION 20, TOWNSHIP 16 NORTH, RANGE 5 EAST LOCATED IN WARREN TOWNSHIP, MARION COUNTY, INDIANA BEING BOUNDED AS FOLLOWS:

BEGINNING AT THE POINT OF INTERSECTION OF THE EASTERN RIGHT-OF-WAY LINE OF POST ROAD WITH THE NORTH LINE OF THE SOUTHWEST QUARTER OF SECTION 20, TOWNSHIP 16 NORTH, RANGE 5 EAST, SAID POINT OF BEGINNING BEING SOUTH 89 DEGREES 24 MINUTES 16 SECONDS EAST (ASSUMED BEARING) 50.00 FEET FROM THE NORTHWEST CORNER OF SAID SOUTHWEST QUARTER; THENCE SOUTH 89 DEGREES 24 MINUTES 16 SECONDS EAST 438.35 FEET ALONG THE NORTH LINE OF SAID SOUTHWEST QUARTER TO THE NORTHWESTERN CORNER OF THE 10.736 ACRE TRACT OF LAND DESCRIBED IN THE WARRANTY DEED RECORDED AS INSTRUMENT NO. 1994-0002766 IN THE OFFICE OF THE RECORDER OF MARION COUNTY, INDIANA; THENCE SOUTH 00 DEGREES 35 MINUTES 59 SECONDS WEST 757.04 FEET ALONG THE WESTERN BOUNDARY OF SAID 10.736 ACRE TRACT OF LAND TO ITS SOUTHWESTERN CORNER OF THE CENTERLINE OF AN EASEMENT DESCRIBED IN THE DECLARATION OF ACCESS AND UTILITY EASEMENT RECORDED AS INSTRUMENT NO. 8900061752 BY SAID RECORDER ("33RD STREET"), SAID POINT BEING ON A NON-TANGENT CURVE CONCAVE TO THE SOUTH AND BEING NORTH 01 DEGREES 25 MINUTES 24 SECONDS EAST 395.14 FEET FROM THE RADIUS POINT OF SAID CURVE; THENCE WESTERLY 5.68 FEET ALONG SAID CENTERLINE AND ALONG SAID CURVE TO ITS POINT OF TANGENCY, SAID POINT OF TANGENCY BEING NORTH 00 DEGREES 35 MINUTES 59 SECONDS EAST 395.14 FEET FROM THE RADIUS POINT OF SAID CURVE; THENCE NORTH 89 DEGREES 24 MINUTES 01 SECOND WEST 435.00 FEET ALONG SAID CENTERLINE TO THE EASTERN RIGHT-OF-WAY LINE OF POST ROAD; THENCE NORTH 00 DEGREES 46 MINUTES 35 SECONDS EAST 756.97 FEET ALONG THE EASTERN RIGHT-OF-WAY LINE OF POST ROAD TO THE POINT OF BEGINNING.

PARCEL II-(EASEMENT)

NON-EXCLUSIVE EASEMENT FOR INGRESS, EGRESS, AND UTILITIES AS CREATED BY THE DECLARATION OF ACCESS AND UTILITY EASEMENT BY AND BETWEEN HUNTER CREEK DEVELOPMENT CORPORATION AND POST ROAD LIMITED PARTNERSHIP RECORDED JUNE 28, 1989 AS INSTRUMENT NO. 89-61752. SAID DECLARATION AMENDED BY FIRST AMENDMENT TO DECLARATION OF ACCESS AND UTILITY EASEMENT RECORDED AUGUST 31, 1995 AS INSTRUMENT NO. 95-108216, IN THE OFFICE OF THE RECORDER OF MARION COUNTY, INDIANA.

*IndyGo*SM

January 2021
Chelci Hunter, DBELO/Diversity Officer

SUPPLIER DIVERSITY MISSION STATEMENT

IndyGo, a staunch Supplier Diversity advocate, is dedicated to the stewardship of our financial resources by ensuring that our bidding opportunities are inclusive and transparent. Our Supplier Diversity Program is comprised of both a Disadvantaged Business Enterprise (DBE) program, and an “XBE” program (the collective term for Minority-Owned Business Enterprise (MBE), Woman-Owned Business Enterprise (WBE), Veteran-Owned Business Enterprise (VBE) and Disability-Owned Business Enterprise (DOBE)).

The mission of our Supplier Diversity Program is to create a level playing field on which DBEs and XBEs can compete fairly for contracts and subcontracts related to construction, procurement, and professional services. Further, our mission is to build relationships and maximize procurement opportunities for DBEs and XBEs, while strengthening and reflecting the communities we serve.

Est. 2020

DBE PROGRAM (CERTIFICATION)

Eligibility for DBE Certification:

Must be a small business 51% owned and controlled by socially and economically disadvantaged individuals:

- Women
- African Americans
- Hispanic Americans
- Native Americans
- Asian-Pacific Americans
- Subcontinent Asian Americans
- Other minorities found to be disadvantaged by the U.S. Small Business Administration.

Personal net worth must not exceed \$1.32M.

This amount excludes personal home and business assets.

Business annual receipts must not exceed **\$26.29M** over the last three years.

Must be a United States citizen or permanent resident.

¹²

²⁸ The only certifying agency for DBE certifications in Indiana is the Indiana Department of Transportation (INDOT)

*IndyGo*SM

*IndyGo*SM

DBE PROGRAM (COMPLIANCE)

DBE Certification Compliance:

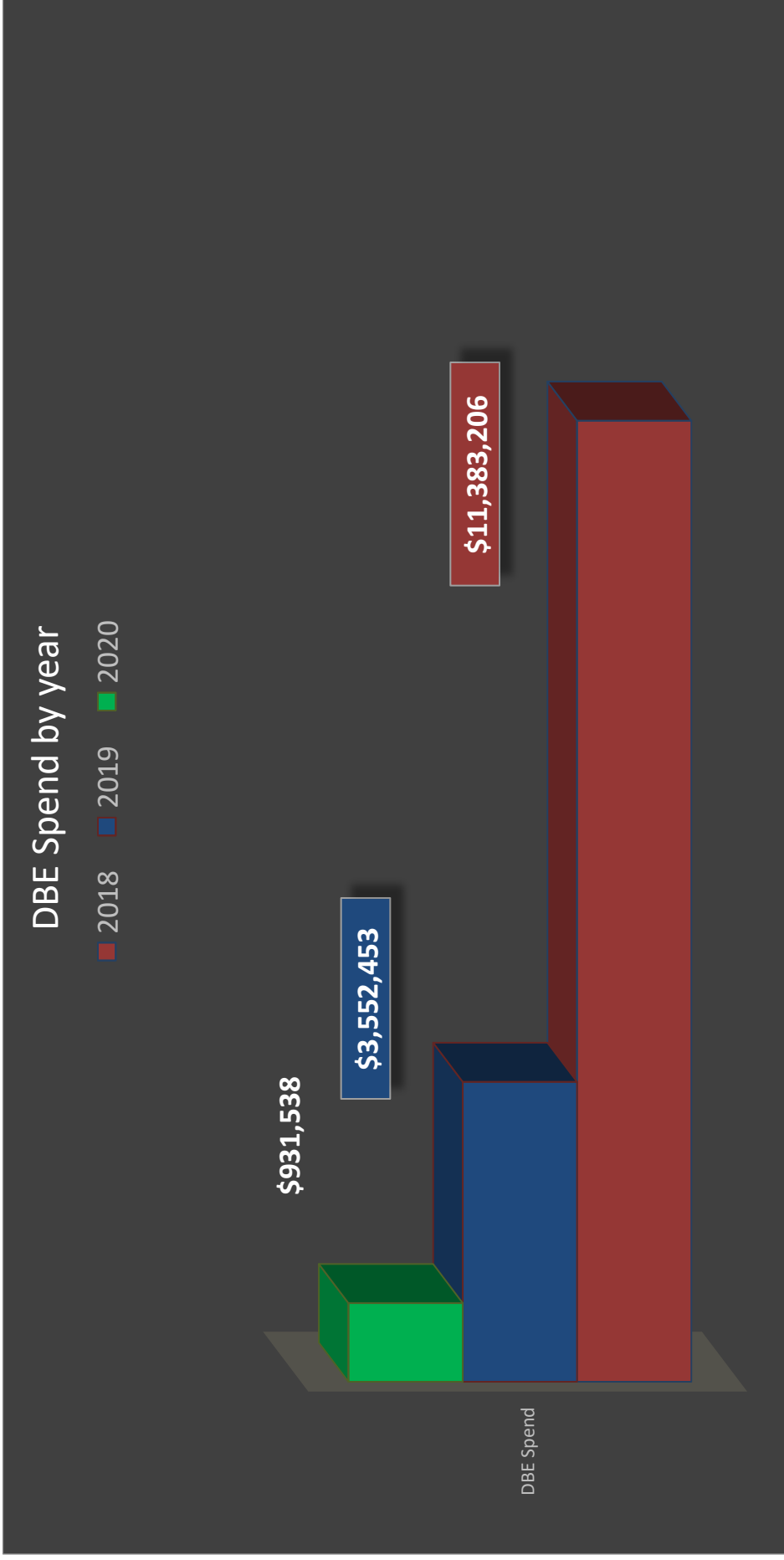
The DOT DBE program is carried out by state and local transportation agencies under the rules and guidelines in the **Code of Federal Regulations (CFR), Title 49 Part 26**.

IndyGo's overall DBE Goal for 2020-2022 is 10%.

Goals are set on a contract-to-contract basis. It's important to note that not every contract is required to have a goal.

DBE participation is reported twice a year to the FTA. Once on June 1st and the other on December 1st. Both reports cover different periods. This is called the Semi-Annual Uniform Report.

IN THE NUMBERS (DBE)



XBE PROGRAM

XBE GOALS (PENDING DISPARITY STUDY):

MBE - 15%
WBE - 8%
VBE - 3%
DOBE - 1%

$$\begin{array}{c} \text{MBE} + \text{WBE} + \text{VBE} + \text{DOBE} \\ = \\ \text{XBE} \end{array}$$

Only business certified by the City of Indianapolis Office of Minority and Women Business Development (OMWBD) can be counted when reporting on non-federally funded projects.

XBE Program: Pursuant to City of Indianapolis Code, Section 202-401.

XBE GOALS (FINAL):

MBE – 15%
WBE – 8%
VBE – 3%
DOBE – 1%

The City's Disparity study was conducted in 2019 by BBC Research.

The last full disparity study prior to 2019 was conducted in 1995.

There were also four recommendations:

1. Contract specific goals; similar to the DBE program
2. More participation reviews
3. Unbundling of larger contracts
4. Capacity Building

IndyGo will be submitting an inclusion plan to the City of Indianapolis. The plan is due January 31, 2021.

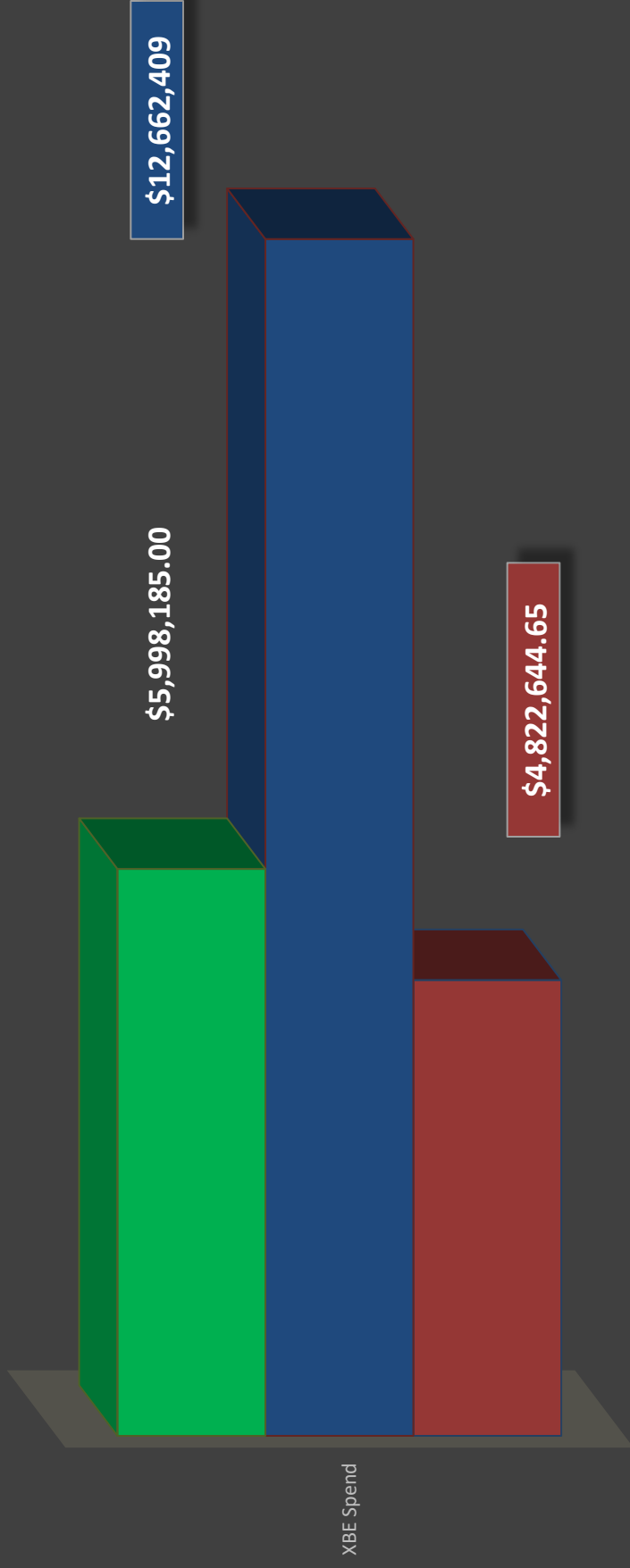
Additional Reminders:

1. XBE goals are only placed on non-federally funded contracts.
2. City of Indianapolis XBE program formally adopted by IndyGo in September 2017.
3. We accept two XBE certifying agency certifications.
 1. City of Indianapolis (MBE, WBE, VBE, and DOBE)
 2. Indiana Department of Administration (MBE, WBE, and VBE) – as of January 2019.
4. Participation is reported to the City once a month. This is called the MSR (Monthly Summary Report)

IN THE NUMBERS (XBE)

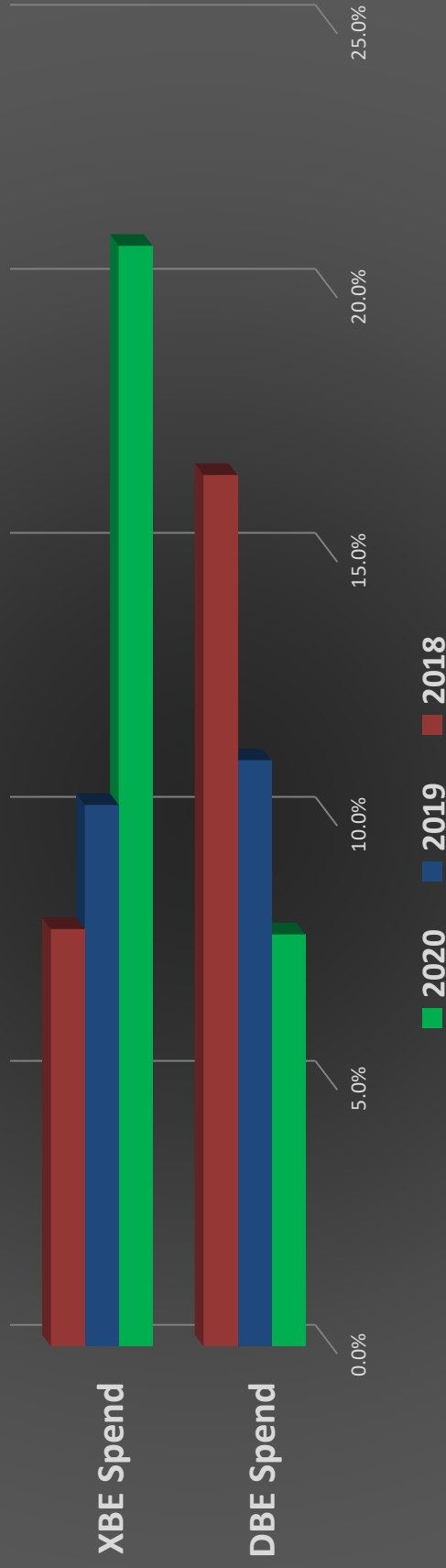
XBE SPEND BY YEAR

■ 2018 ■ 2019 ■ 2020

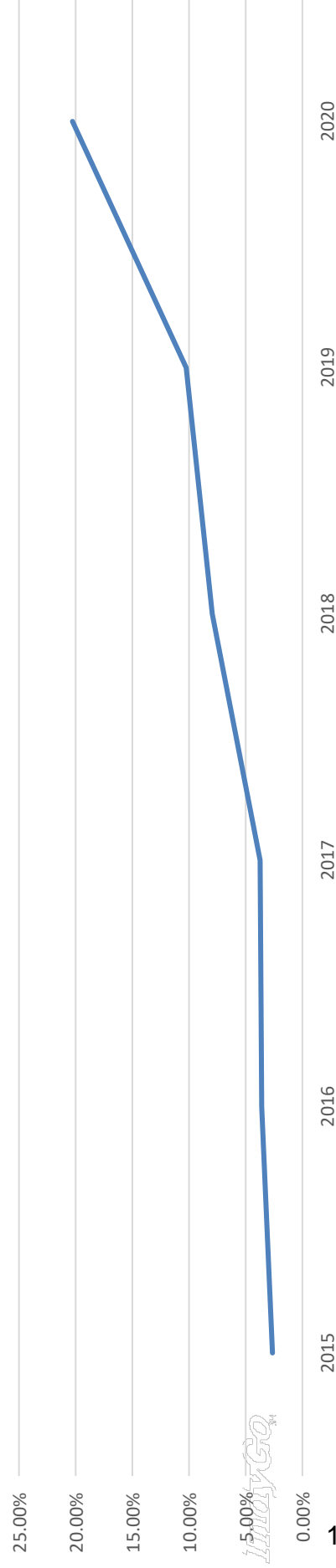


IN THE NUMBERS (PERCENTAGES)

TOTAL DIVERSITY PERCENTAGE



Historical "XBE" Percentage



2020 HIGHLIGHTS

Vendor Development Webinar Series:

June 28, 2020 & August 3, 2020 – Business Development & Doing Business in the New Normal
September 10, 2020 – Business Marketing & Communications
October 28, 2020 – Strengthening Your Supply Chain
November 18, 2020 – Improving Your Proposals & Good Faith Efforts

Purple Line Informational Meetings (VIRTUAL):

December 15, 2020 at 9:00AM
December 16, 2020 at 3:00PM

Internal Staff Education Sessions:

February 10, 2020
February 11, 2020
February 19, 2020

NEW Supplier Diversity Specialist Position (posted November 16th)

Kevin McDuffie Jr. (first day; January 4, 2021)



2020 HIGHLIGHTS CONT.

Stakeholder & Other Engagements:

Library Outreach – January 8, 2020

Champions of Diversity – January 17, 2020

Disparity Study Results – January 22, 2020

Group Stakeholder Meeting – February 7, 2020

OMWBD Working Group – February 18, 2020

Meeting with Concerned Clergy – February 20, 2020

IAA Construction Services – February 28, 2020

IDOA Governor's Commission Meeting – February 28, 2020

Pride Committee (INTERNAL) – January through June 2020.

Anchor Institutions with Indy Chamber – March 12, 2020

INDOT Contractor Training – March 12, 2020

Group Stakeholder Meeting – March 25, 2020

DBE Best Practices with INDOT & IAA – April 21, 2020

OMWBD Working Group – April 21, 2020

2020 Disparity Study Webinar for IDOA – April 30, 2020

Seeing the Big Picture (IDOA) – May 21, 2020

DBE Best Practices with INDOT & IAA – June 25, 2020

Group Stakeholder Meeting – July 7, 2020

Access to Capital Webinar #1 (INDOT) – July 8, 2020

DBE Best Practices – August 18, 2020

Racial Equity Workshop with the City – August 20, 2020

City of Indianapolis Reverse Trade Show – August 25, 2020

Council Presentation – September 17, 2020

12th Annual Business Conference Week (IDOA) – October 8, 2020

IAA 2020 Business Diversity Outreach – October 21, 2020

Access to Capital Webinar #3 (INDOT) – October 22, 2020

OMWBD Disparity Study Rollout – November 10, 2020

Doing Business with the Library – November 17, 2020

Access to Capital Webinar #4 (INDOT) – December 3, 2020

Meeting with Concerned Clergy – December 4, 2020

13th Annual Year End Forum (City) – December 9, 2020

Diversity & Inclusion Committee (INTERNAL) – November to Present.

RED LINE PARTICIPATION

Package A

Total Spend: \$39,208,297.70
Total DBE: \$6,217,906.36

DBE Participation: 15.86%
XBE Participation: 16.09%

Certified Firms Utilized:

TC Electric
Earth Images
Traffic Control Specialist
Harmon Steel

Total Red Line DBE: 18.21%
Total Red Line XBE: 25.49%

Package B

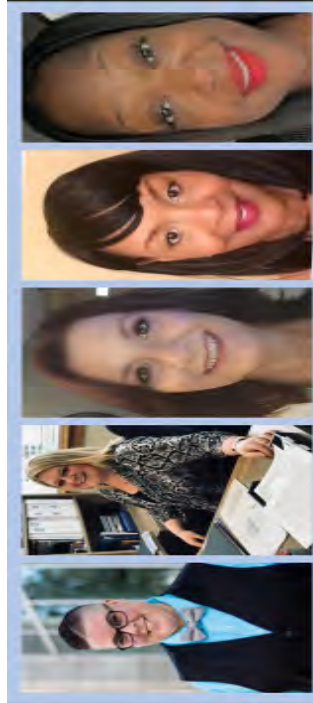
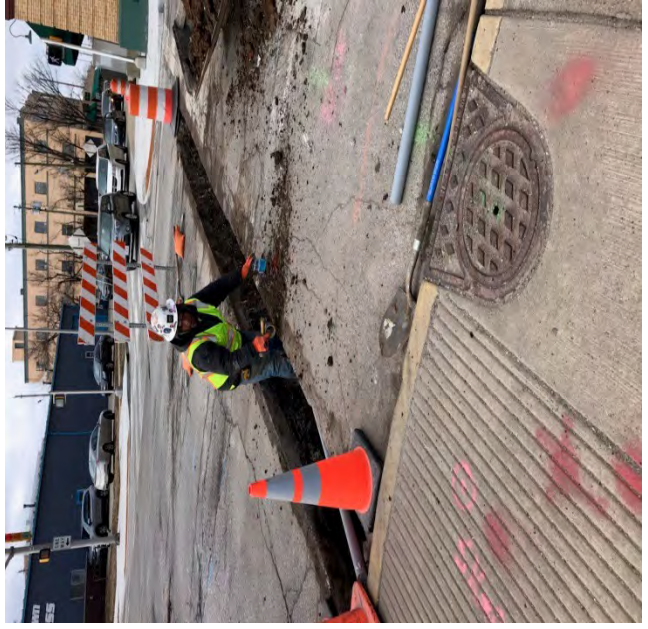
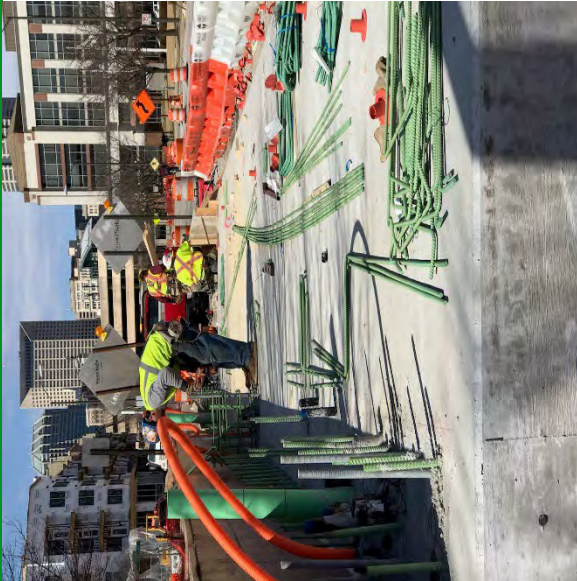
Total Spend: \$15,591,109.72
Total DBE: \$366,944.65

DBE Participation: 2.35%
XBE Participation: 9.40%

Certified Firms Utilized:

Chisholm Lumber
Circle City Rebar
Door Services of Indiana
Earth Images
Interior Specialties
Kingdom Steel
MET Construction
Reece Rebholz
Repro-Graphix
Robert Haines
TC Electric

SUPPLIER DIVERSITY



Questions & Answers



Indianapolis Public Transportation Corporation
dba IndyGo
1501 W. Washington Street
Indianapolis, IN 46222
www.IndyGo.net

Information Update – Second Chance Hiring Initiative

To: Chair and Board of Directors
Through: President/CEO Inez P. Evans
From: Vice President of Human Resources Jeff Brown
Date: January 5, 2021

SECOND CHANCE HIRING INITIATIVE

BACKGROUND:

IndyGo recognizes that there is a stigma associated with a criminal record that has resulted in significant obstacles for individuals with criminal backgrounds to obtain employment. To this end, IndyGo is committed to second chance hiring to give otherwise qualified applicants with criminal backgrounds the same consideration as any other applicant, when their record has no bearing on job requirements, and to also support their reentry into the workforce. IndyGo is implementing a Second Change Hiring Policy (“the Policy”), effective January 18, 2021. The Policy’s purpose is to level the playing field for applicants who may be highly qualified but have had a criminal conviction.

Under this new Policy, IndyGo will not make inquiries into an applicant’s criminal background, unless and until it has issued a conditional offer of employment to that applicant. When IndyGo makes a conditional offer of employment, it will conduct a background check into the applicant’s criminal background. Criminal convictions can be considered only if they occurred less than seven (7) years from the time of application (not counting time of incarceration) and arrests that did not lead to conviction will not be used in employment decisions. If the criminal background reveals a conviction, the new Policy requires Human Resources to conduct an individualized assessment into the applicant’s criminal background by assessing certain factors. Applicants that appear to have something potentially adverse on their record are allowed to participate in a review by providing additional information that only they can give (i.e., rehabilitation efforts, continuing education, work experience, etc.) before IndyGo makes a final decision to hire. IndyGo will not withdraw a conditional offer of employment to an applicant because of the applicant’s criminal background unless it has determined that the applicant is unsuitable for the job based on the individual assessment.

These new hiring practices offer the applicant who has a criminal history a fair chance at employment.

RECOMMENDATION:

Receive the report.

Jeff Brown
Vice President for Human Resources

Information Update – CEO Report

To: Chair and Board of Directors
From: President/CEO Inez P. Evans
Date: January 28, 2021


CEO Report

ISSUE: An update from the CEO will be presented at the board meeting

RECOMMENDATION: Receive the report

1. Years of Service Program

- IndyGo is working with Engage2Excel to recognize our teammates' years of service. Starting at a teammates 10th year of service, they will be recognized with a gift from IndyGo at every 5 year milestone.



Service Recognition
Starting at your 10 years of service, you will receive recognition at every 5 year milestone!

Service Awards
Eligible recipients will be emailed the opportunity to select a gift and have it shipped to them - making it easy to celebrate and thank teammates for their commitment to IndyGo.

Questions
If you have trouble ordering a specific gift, need to return a damaged item, or want to track delivery, please contact our recognition partner Engage2Excel 1-855-369-0629.

Celebrating Your Service!
We are excited to announce our NEW service award program to celebrate YOU!



IndyGo

2. Department Visits to East Campus

- On January 14th & 15th, IndyGo departments took individual department "field trips" out to the new East Campus. This time was used for each department to gather information about their new work areas and to brainstorm amongst each other about what their specific needs will be when we move into the new facility. We extended this invitation to the City County Councilors and IndyGo Board Members. Councilor Ali Brown from District 5 and Councilor Monroe Gray from District 8 came out for a tour and Councilor La Keisha Jackson from District 14 and Council President Vop Osili have previously come out to view the new facility. In addition, Board Treasurer Rick Wilson stopped by for a tour and is very excited about the direction IndyGo is heading with the new facility.



3. COVID-19 Vaccine

- We are very excited to announce that Professional Coach Operators and other IndyGo frontline workers are now eligible to register for the COVID-19 Vaccines.



4. Coin of Excellence

- We have recently designed and ordered what we are calling the “Coin of Excellence”. This coin will be awarded to those who are seen going above and beyond their daily work responsibilities, and in recognition of outstanding performance and service.



5. New Bus Design

- The new bus design is a fresh take on IndyGo's traditional blue. We're excited to see these new Gillig buses out on the street!



6. New Indianapolis Public Transportation Foundation Executive Director Emily Lovison

- The Indianapolis Public Transportation Foundation has a new leader after naming Emily Lovison executive director. Lovison succeeds founding executive director, Roscoe Brown, who retired at the end of 2020.



Section 5307/Section 5311 Allocation Analysis Update

To: IPTC Board of Directors
Through: President/CEO Inez Evans
From: Manager of Special Projects and Regional Mobility Integration Ryan Wilhite
Memo Date: December 7, 2020

CONSIDERATION OF SECTION 5307/5311 ALLOCATION ANALYSIS UPDATE

BACKGROUND:

At the July committee and Board meetings, IPTC staff provided a detailed update to the Service and Finance Committees regarding the Section 5307/Section 5311 Allocation Plan, which is being led by the Indianapolis Metropolitan Planning Organization (IMPO), in coordination with IPTC, the Central Indiana Regional Transportation Authority (CIRTA), and the Central Indiana region's rural providers. RLS & Associates is the lead consultant on the project. The purpose of this plan is to determine how Federal Transit Administration (FTA) formula funding for the region will be administered and allocated. To date, planning activities have centered around two key components for the plan: sub-allocation of federal dollars generated by the region, and grant administration.

The Indiana Department of Transportation (INDOT) has informed the region that, effective January 1, 2022, funding for Section 5311 will be reduced to reflect the growth of the urbanized area. The providers in the counties outside of Marion County have already begun reporting trips as urban trips, entitling any of the eligible agencies to receive 5307/5340/5339 funding.

IPTC is currently the designated recipient for Section 5307/5340 funding and splits, or sub-allocates, this funding with CIRTA. IPTC is also the designated recipient for Section 5339 funding and does not split the funds. IPTC is the designated recipient and grant administrator for Section 5310, Enhanced Mobility of Seniors and Individuals with Disabilities. INDOT is the recipient of Section 5311 funding and passes this funding to the suburban agencies through county fiscal bodies.

UPDATE:

RLS and the IMPO have compiled a draft final report that will be presented to its Transportation Policy Committee (TPC) when the direct recipient for the suburban agencies is decided. CIRTA has presented its administrative costs for the suburban agencies. IPTC staff provided a detailed list of tasks to be completed to maintain compliance.

IPTC staff are working to understand any documentation that will be required for Section 5339 and Section 5307 compliance with the changes recommended in the IMPO report.

RECOMMENDATION:

Receive the update.

Ryan Wilhite
Manager of Special Projects and Regional Mobility Integration
Department of Strategic Planning

Information Update – Governance & Audit Workplan Status Report

To: Chair and Board of Directors
Through: President/CEO Inez Evans
From: Deputy of Governance & Audit Brian Atkinson
Date: January 21, 2021

GOVERNANCE & AUDIT WORKPLAN STATUS REPORT

Governance & Audit Work Plan Status Report

Project / Activity	Governance & Audit Committee Meeting					
	FY20			FY21		
	Jun 2020	Sep 2020	Jan 2021	Mar 2021	June 2021	Sept 2021
Annual Risk Assessment Refresh						
Procurement Process Review						
Strategic & Capital Planning/Grant Management Review						
Compliance Mapping Exercise						
Comprehensive IT Risk Assessment				★		
Fare Collection				★		
Storeroom & Materials Management				★		
Capital Project Management					★	

 Complete  In-Process  Planned

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

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

Governance & Audit Completed Reviews & Audits

Report ID	Report Title	Date Reported
2020-1	Employee Terminations Timely Update in ADP	2/27/2020
2020-2	Transdev Fuel Purchase Reporting	6/16/2020
2020-3	Lost and Found Policy Addressing Found Cash	6/16/2020
2020-4	Lost Revenue - Online Credit Card Error	6/16/2020
2020-5	Payments Against Expired Agreement-Non-Order Invoices	6/16/2020
2020-6	BCP Progress Assessment	9/17/2020
2020-7	Red Line Lessons Learned	9/17/2020
2020-8	Annual Risk Refresh & Proposed Audit Plan	1/21/2021
2020-9	Procurement Process Review	1/21/2021
2020-10	Strategic & Capital Planning/Grant Management Review	1/21/2021
2020-11	Compliance Mapping Exercise	1/21/2021



RECOMMENDATION:

Receive the report.

Brian Atkinson
Deputy of Governance & Audit

Information Update – Governance & Audit Workplan Status Report

To: Chair and Board of Directors
Through: President/CEO Inez Evans
From: Deputy of Governance & Audit Brian Atkinson
Date: January 21, 2021

GOVERNANCE & AUDIT ETHICS HOTLINE SUMMARY REPORT

Ethics Hotline Summary Report

Quarter Activity Summary: 10/01/20 through 12/31/20

Method of Submission	Number of Reports
Website	4
Phone call	0
Other	0
Total	4

Current Period Potential Reported Issues	Number
Ethics Violations	0
Other Issues	
Waste or Inefficiency	0
Fraud	0
Policy Violation	0
Employee Conduct/Abuse	1
Theft	0
Customer Service	0
HR Issues	3
Total	4

12-Month Activity Summary beginning Q4, 2020											
2	1	1	0	0	0	0	0	0	0	0	0
Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21

Current Status	Total	1-30 days	31-60 days	60+ days
Preliminary Assessment	0			
Investigation	1			
Completed	3			
Total Claims	4			

RECOMMENDATION:

Receive the report.

Brian Atkinson
Deputy of Governance & Audit

Information Update – Capital Projects Updates for January 2021

To: Chair and Board of Directors
Through: President/CEO Inez P. Evans
From: Vice President of Infrastructure, Strategy, and Innovation Jennifer Pyrz
Date: January 12, 2021

CAPITAL PROJECTS UPDATES FOR JANUARY 2021

INFORMATIONAL ITEM 1. RE-ALLOCATION OF FUNDS FROM SHREWSBERRY & ASSOCIATES' RURAL STREET DESIGN TASK ORDER.

Shrewsberry & Associates currently holds an on-call architectural and engineering (A&E) services contract with IPTC and has an open task order to provide design services for Rural Street modifications under the CSX bridge. It has been decided that funds previously established to carry this project through final design should be re-purposed to instead complete another feasibility study. An initial feasibility study was completed in 2019 to assess lowering Rural St. by 6" underneath the CSX bridge (between Washington St. & Southeastern Ave.). This would allow Route 26 to stay on Rural St. and would eliminate a deviation to Sherman Dr. Feasibility of lowering Rural St. by 18" is now being conducted to ensure that future local fleet, whether electric or other lower emission buses, can safely fit underneath the CSX bridge. Work associated with this feasibility study is anticipated to be complete by May 2021. A task order for Shrewsberry will be modified to allow Shrewsberry to conduct this new scope of work. \$112,972.89 will be re-purposed from the design task order to conduct this work.

INFORMATIONAL ITEM 2. NEW TASK ORDER FOR PURPLE LINE CONSTRUCTION MANAGEMENT SERVICES FROM BUTLER FAIRMAN AND SEUFERT (BFS).

BFS was selected as the Construction Manager for the Purple Line in October 2018. Their work is directed by Task Order, assigned by project phase. BFS's current scope of work is identified in their Task Order #4 and provides IndyGo with construction management services through 100% design. Since executing that task order, IndyGo has identified the need for additional services that are not included in BFS' current scope of work. Indy requires survey, staking and inspection services to support upcoming utility relocations associated with the Purple Line. This work will need to take place beginning as early as January 2021. IndyGo will therefore issue BFS Task Order #5 in the amount of \$98,580.56 for this scope of work.

INFORMATIONAL ITEM 3. NEW TASK ORDER FOR PROFESSIONAL SERVICES RELATED TO EN ROUTE CHARGING SITES.

IPTC previously determined that it would be beneficial to own, rather than lease, the sites where permanent electric bus charging infrastructure will be constructed and, as part of the search for sites to purchase, IPTC determined that it would require professional assistance in assessing the feasibility of sites and conducting FTA-required environmental analyses. WSP currently holds an on-call A&E services contract with IPTC to provide specialty electrical design services. WSP is also currently contracted with electric bus manufacturer BYD to design the en route charging infrastructure for the Red and Purple BRT lines. IPTC will gain efficiencies related to cost and schedule by using the same engineering consultant as BYD

for the work related to site selection. As such, IPTC will contract with WSP to conduct the feasibility and environmental tasks associated with purchasing the properties. Additionally, WSP will complete design for the necessary temporary charging site at 91st St/Evergreen Avenue. A task order for WSP will be prepared under their existing on-call A&E contract in the amount of \$82,286.01 for these services. Work will be complete by June 2021.

RECOMMENDATION:

Receive the report.

Jennifer Pyrz

Vice President of Infrastructure, Strategy and Innovation

Contributing Staff:

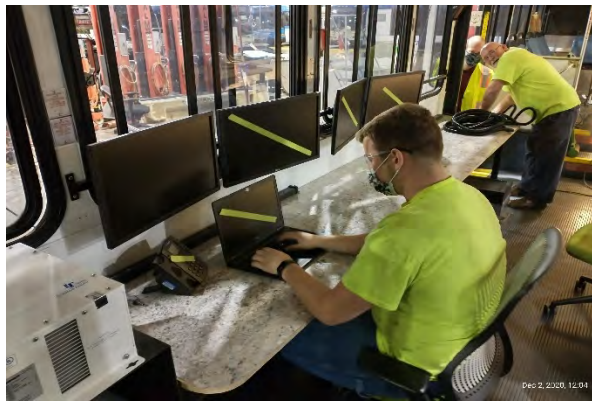
Matt Duffy

Risk and Safety Division Report – November 2020

To: Chair and Board of Directors
Through: President/CEO Inez Evans
From: Director of Risk & Safety Brian Clem
Date: January 28, 2021

Risk and Safety

- During the week of November 1st Risk and Safety issued the new IndyGo emergency quick reference guide to be posted and available at each workstation. This guide will help employees prepare to make quick decisions in times of emergencies.
- The IndyGo Emergency Response Team (ERT) continues to meet during the pandemic one a month as aligned with the Marion County EOC. This group has recently made decisions on how to continue IndyGo services during times of employee leave. We have recently approved and executed a thermal screening process at the CTC for all contractors and employees. This is to help protect our staff and community in the spread of covid-19.
- During the second week of November, members of our Risk and Safety team have been busy reviewing the purple line 90% design criteria. This is to update our plans on how safety will be executed during the project.
- During November, Risk and Insurance Manager Kevin Neumann, and Director Brian Clem were busy collecting financial reports and asset information in preparation for IndyGo's insurance application renewals. The renewal process is expected to take the next 45 days to complete and bind coverage for the corporation.
- Director of Risk and Safety (CSO) and the Risk and Safety Coordinator Dwight Benjamin has been leading a team of IndyGo staff members in the development and creation of a "Mobile Command Vehicle". This vehicle is designed to housed off site and used to perform crucial dispatch functions in times of emergencies. This vehicle is being designed from a retired IndyGo fixed route bus and will have a work area for three (3) dispatchers, two (2) support staff and a conference area for 15 in the back of the bus. There will be axillary lighting for special events, PA speakers for outside announcement, a water-cooling station, printer, AED, tv antenna, conference room screen, and internet and WIFI. This project is unique and a has been a collaboration amongst many different departments within IndyGo. This vehicle is planed to be fully operational by the end of this year and ready for service. IndyGo is planning to show this off to our board of directors during Jan's board meeting. Along with its commissioning, IndyGo will be putting together the story on how this was built and how this tool can better serve our community in times of emergencies.



November 2020 Safe Drivers Recognition



The following Operators are recognized for their safe driving for the month of November and received a National Safety Council patch, pin and certificate.

<u>Operator</u>	<u>ID #</u>	<u>Years of Safe Driving</u>
Dexter Davis	1417	18
Ricardo Oxley	4538	12
Larry Patterson	4612	11
Sean Cox	1190	10
Laura Beck	8445	8
Mercedes Ingram	8388	8
Dewayne Sims	8456	8
Nathan Barnes	8590	6
LaShonda Carroll	8500	5
Kelli Nuckolls	8809	3
Larry Hall	9352	1
Anthony Hudgins	9493	1
Enrique San Pedro	9391	1

November 2020 Fixed Route/Open Door Accident Data

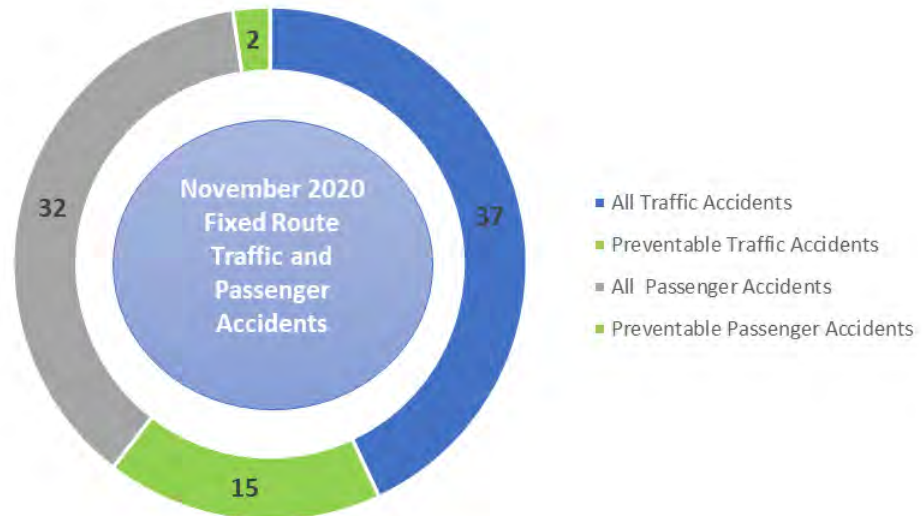
November 2020	Traffic Accidents			Passenger Accidents		
	Non-Preventable	Preventable	Total	Non-Preventable	Preventable	Total
IPTC Fixed Route	22	15	37	30	2	32
Mobility Services	0	1	1	1	0	1
Garage	0	2	2	0	0	0
Training	0	0	0	0	0	0
CTC	0	0	0	0	0	0

November 2020 Police Events, EMS Events and Claims Submitted Data

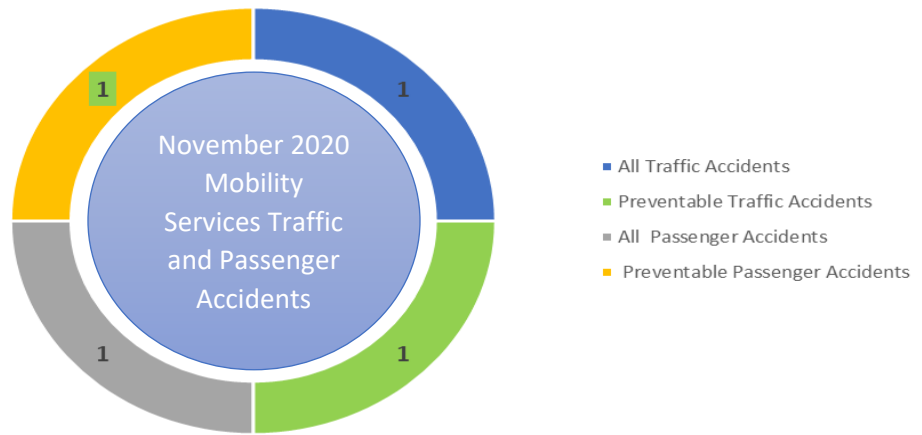
CTC Police Events	4	Claims for Fixed Route	21
CTC EMS Events	24	Claims for Mobility Services	1
Operations Police Events	13	Claims for the CTC	0
Operations EMS Events	15		

November 2020 Fixed Route Current Month, Prior Month & Prior Year Comparison Data

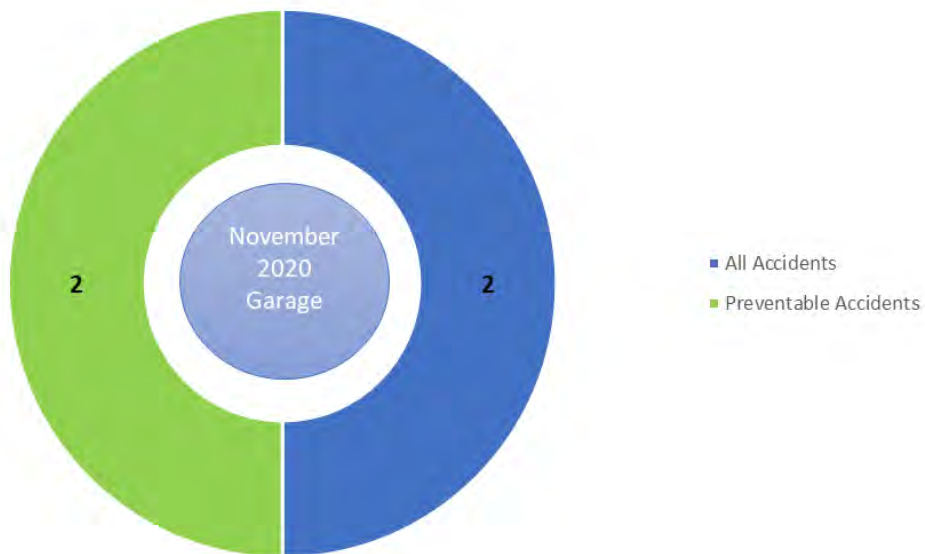
Fixed Route Accidents				
	<u>All Traffic Accidents</u>	<u>Preventable Traffic Accidents</u>	<u>All Passenger Accidents</u>	<u>Preventable Passenger Accidents</u>
October 2020	55	21	22	0
November 2020	37	15	32	2
November 2019	89	24	17	0



Mobility Services Accidents				
	<u>All Traffic Accidents</u>	<u>Preventable Traffic Accidents</u>	<u>All Passenger Accidents</u>	<u>Preventable Passenger Accidents</u>
October 2020	9	3	4	0
November 2020	1	1	1	1
November 2019	6	4	3	2



Garage Accidents		
	<u>All Accidents</u>	<u>Preventable Accidents</u>
October 2020	2	2
November 2020	2	2
November 2019	0	0

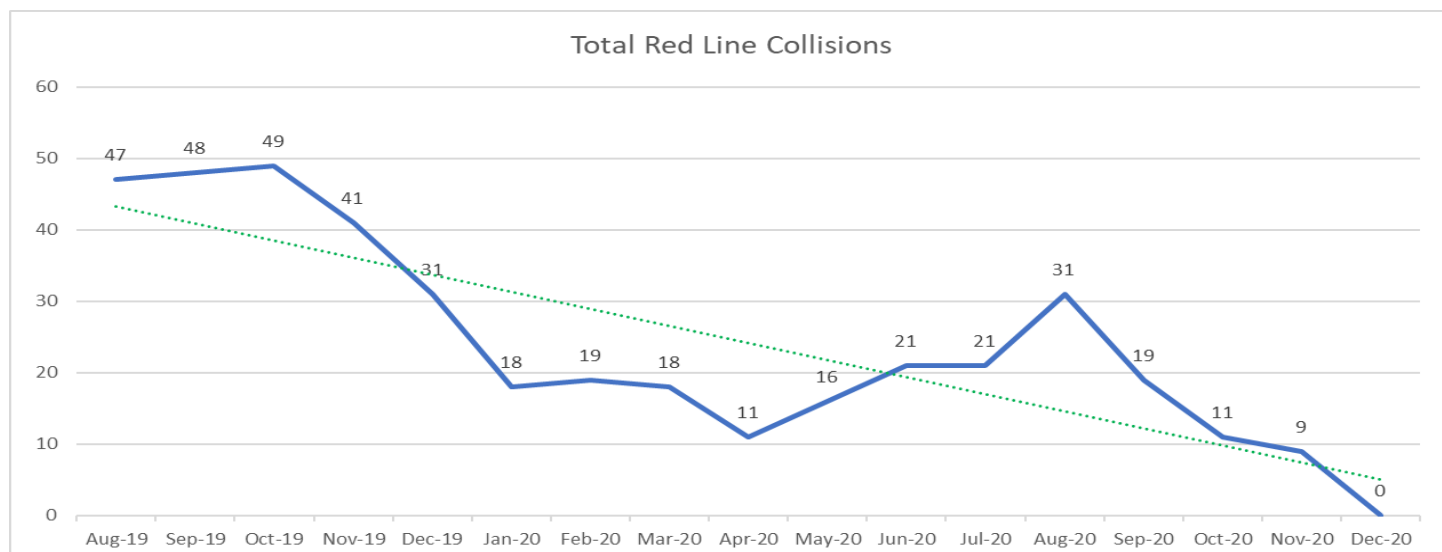


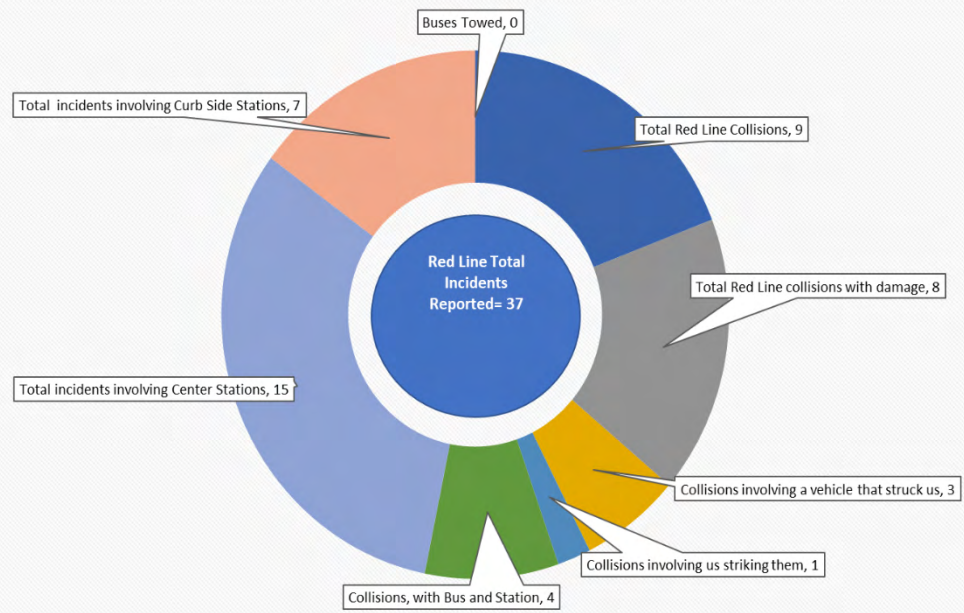
Training Accidents		
	<u>All Accidents</u>	<u>Preventable Accidents</u>
October 2020	0	0
November 2020	0	0
November 2019	0	0

November 2020 Red Line/Route 90 BRT Data

Red Line Route 90	
Total Reported Incidents	37
Total Number of Traffic Accidents (TA)	9
Total Number of Traffic Incidents (TI)	1
Location where most incidents occurred (Capitol Ave)	9
Total Number of TA/TI involving Platform/Station	4
Total Number of TA/TI with Damage to the Coach	8
Total Center Station Incidents	15
Total Curb Station Incidents	7
Collisions involving a vehicle that struck us	3
Collisions involving us striking them	1
Total Number of Passenger Accidents (PA)	8
Total Number of Passenger Incidents (PI)	1
Number of Falls	7
Total Number of Other Incidents (Police, EMS, Vandalism, etc.)	16
Average Incidents per day on Route 90	1.23

	<u>January 2020</u>	<u>February 2020</u>	<u>March 2020</u>	<u>April 2020</u>	<u>May 2020</u>	<u>June 2020</u>	<u>July 2020</u>	<u>August 2020</u>	<u>September 2020</u>	<u>October 2020</u>	<u>November 2020</u>
Total Red Line Collisions	18	19	18	11	16	21	21	31	19	11	9
Total Red Line collisions with Damage	18	16	16	7	13	11	11	29	16	10	8
Collisions involving a vehicle that struck us	7	9	6	2	5	10	9	14	7	2	3
Collisions involving us striking them	2	2	1	1	3	4	1	3	1	2	1
Collisions, with Bus and Station	4	6	4	2	8	5	2	7	4	6	4
Total Involving Center Stations	22	24	24	12	29	19	29	27	30	29	15
Total Involving Curb Side Stations	12	23	16	5	12	13	7	14	10	10	7
Buses Towed	0	1	2	0	1	1	2	3	1	0	0





End of Report

Risk and Safety Division Report – December 2020

To: Chair and Board of Directors
Through: President/CEO Inez Evans
From: Director of Risk & Safety Brian Clem
Date: January 28, 2021

Risk and Safety

- On December 2nd, IndyGo scheduled a demonstration on a bus with the Lumin-air company. This technology is a UV-C option that disinfects air being recirculated on the bus. This technology has been around for many years in hospitals and now there are solutions to keep employees and passengers safe while using public transportation. We will be looking into grant money and the cares act funding to determine if we could bring this technology to IndyGo in the future.
- On December 4th, Risk and Safety and Security performed Q4 fire drills at headquarters and at the CTC. We continue to drill and evaluate our team's actions in becoming more prepared.
- On December 10th, The Executive Safety and Security Committee (ESSC) meet for our Q4 meeting. Such items as Purple Line construction, near miss reporting, CPR/AED training for IndyGo staff and OSHA internal audits were discussed. We continue to have these meeting each quarter or as needed to bring leadership together on the status of our safety culture.
- We continue to have the Mobile Command Vehicle meetings to finish the creation on our new asset. This project consists of a retired Transit bus that has been converted into a rolling dispatch center with meeting space in the back for events. The roll out and commission of this vehicle is scheduled for the end of January of 2021. At that time full testing will be performed and a board presentation video will be available to show case the vehicle.
- The IndyGo Risk and Safety department continues to work with Aon insurance brokerage to renew our lines of coverages. The department got an early jump start on the process this year as there were several hurdles to overcome with the agency's expansion. The final binding of policy is expected to go up to 12/31/20 as customary. Additional details and the final totals will be available in January's board report.
- The IndyGo Risk and Safety team continues to host the Emergency Response team (ERT) meeting during the Covid-19 pandemic. Each department participates in this monthly meeting to determine if there are any new or changes with our actions that need to be implemented or adjusted. The biggest item tasked with is finding out from the State of Indiana's Health Department how employees at IndyGo would be able to receive the vaccinations as first responders. This is an ongoing item that we continue to pursue. Additional information will be made in future board reports.

December 2020 Safe Drivers Recognition



The following Operators are recognized for their safe driving for the month of December and received a National Safety Council patch, pin and certificate.

<u>Operator</u>	<u>ID #</u>	<u>Years of Safe Driving</u>
Adkins, Phillip	9164	2
Bellamy, Shantay	8958	3
Carter, Deborah	8953	1
Cooper, McFranklin	9079	3
Dean, Rena	8860	4
Gray, Bryan C.	2338	23
Hankins, Tiona	9069	3
Harrison, Michael	9575	1
Hartwell, Geneva	2581	12
Horst, Martin	9292	2
Lewis, Adrian	8192	11
McGhee, Samuel	8482	5
Moncel, Maryah	9284	2
Murray, Beth	8218	8
Norris, Jerome	4405	23
Reel, Eleanor	8492	6
Turner, Lashanda	8908	3

December 2020 Fixed Route/Open Door Accident Data

December 2020	Traffic Accidents			Passenger Accidents		
	Non-Preventable	Preventable	Total	Non-Preventable	Preventable	Total
IPTC Fixed Route	41	15	56	28	0	28
Mobility Services	1	3	4	1	0	1
Garage	0	2	2	0	0	0
Training	0	0	0	0	0	0
CTC	1	0	1	4	0	4

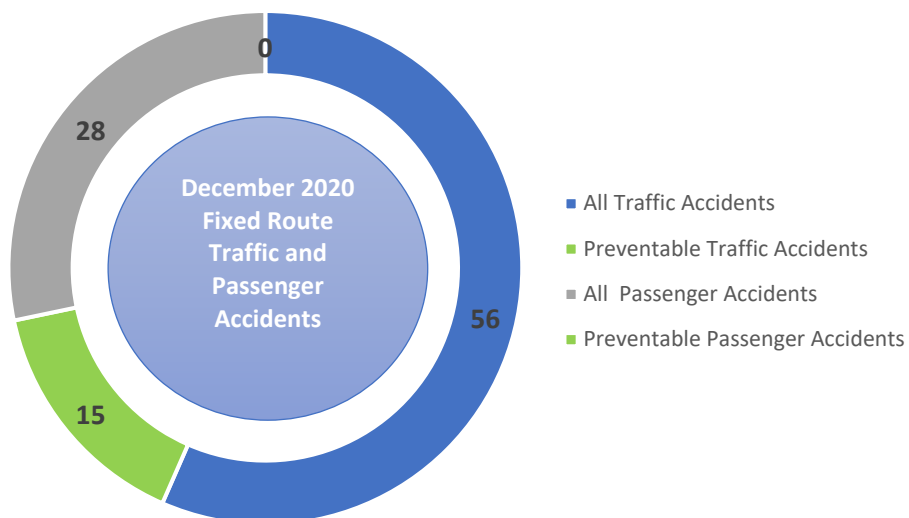
December 2020 Police Events, EMS Events and Claims Submitted Data

CTC Police Events	3	Claims for Fixed Route	29
CTC EMS Events	17	Claims for Mobility Services	3

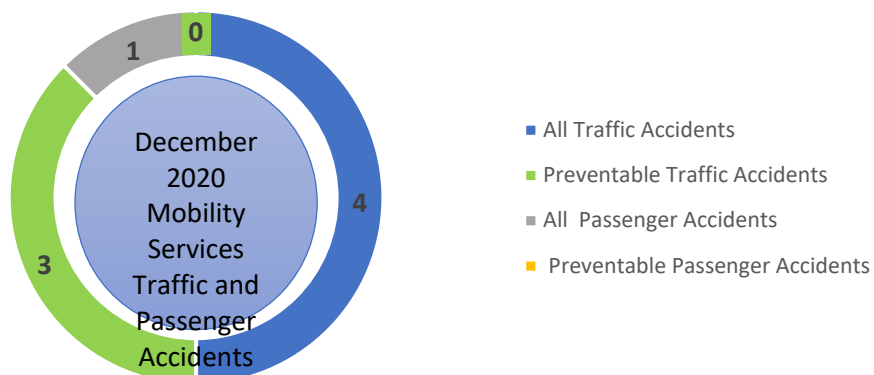
Operations Police Events	19	Claims for the CTC	1
Operations EMS Events	13		

December 2020 Fixed Route Current Month, Prior Month & Prior Year Comparison Data

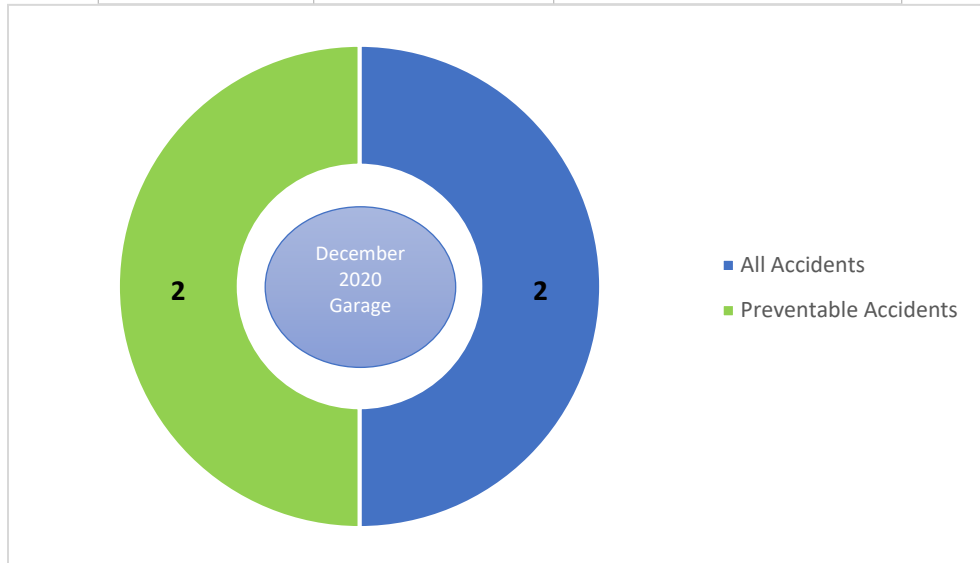
	Fixed Route Accidents			
	<u>All Traffic Accidents</u>	<u>Preventable Traffic Accidents</u>	<u>All Passenger Accidents</u>	<u>Preventable Passenger Accidents</u>
November 2020	37	15	32	2
December 2020	56	15	28	0
December 2019	82	18	50	1



	Mobility Services Accidents			
	<u>All Traffic Accidents</u>	<u>Preventable Traffic Accidents</u>	<u>All Passenger Accidents</u>	<u>Preventable Passenger Accidents</u>
November 2020	1	1	1	1
December 2020	4	3	1	0
December 2019	10	8	0	0



Garage Accidents		
	<u>All Accidents</u>	<u>Preventable Accidents</u>
November 2020	2	2
December 2020	2	2
December 2019	2	1

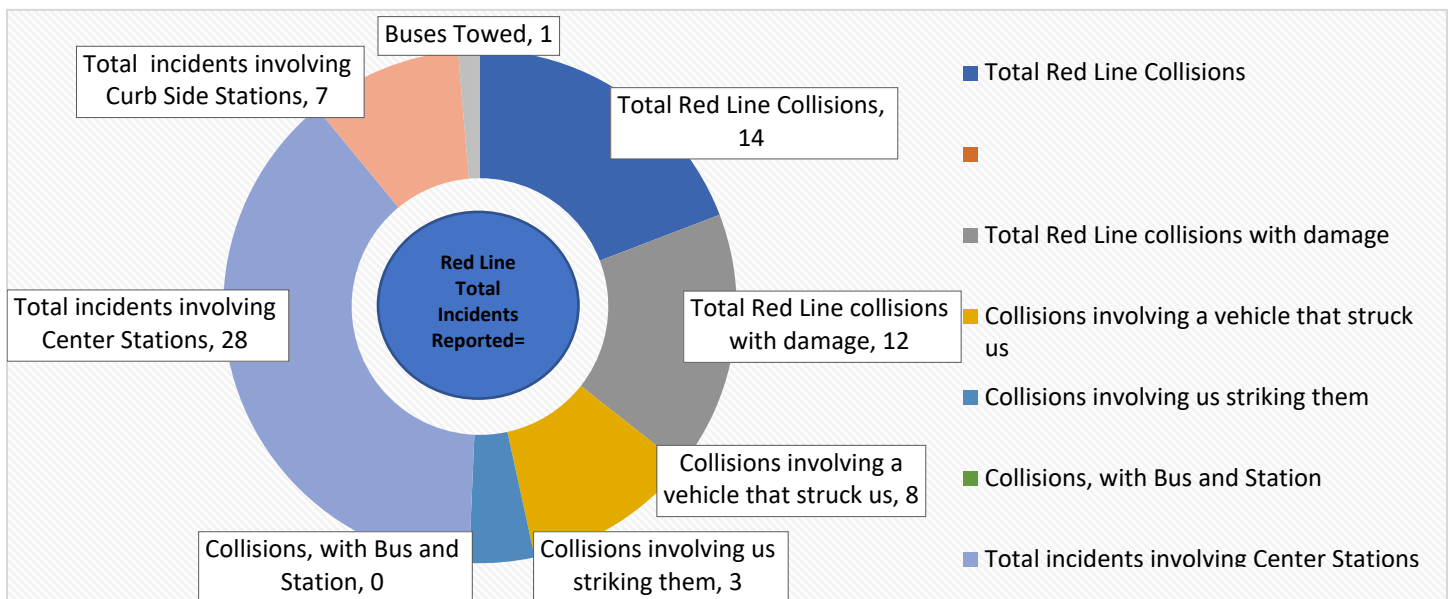
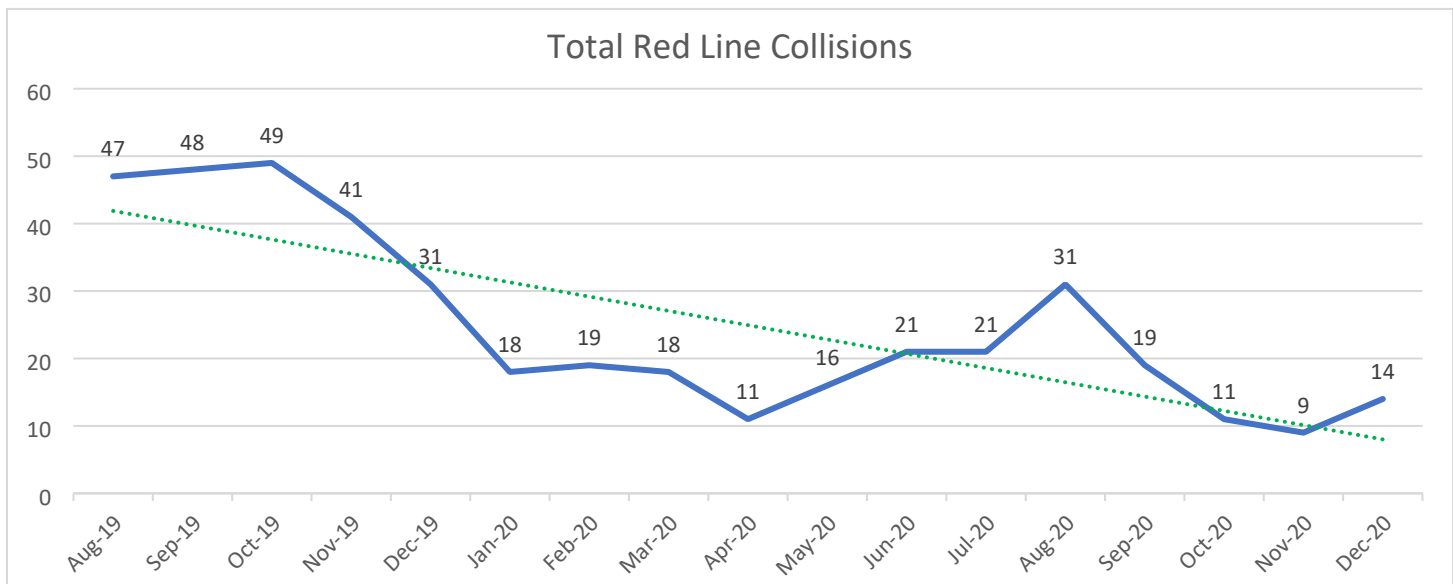


Training Accidents		
	<u>All Accidents</u>	<u>Preventable Accidents</u>
November 2020	0	0
December 2020	0	0
December 2019	0	0

December 2020 Red Line/Route 90 BRT Data

<i>Red Line Route 90</i>	
Total Reported Incidents	62
Total Number of Traffic Accidents (TA)	14
Total Number of Traffic Incidents (TI)	3
Location where most incidents occurred (Capitol Ave)	21
Total Number of TA/TI involving Platform/Station	0
Total Number of TA/TI with Damage to the Coach	12
Total Center Station Incidents	28
Total Curb Station Incidents	7
Collisions involving a vehicle that struck us	8
Collisions involving us striking them	3
Total Number of Passenger Accidents (PA)	8
Total Number of Passenger Incidents (PI)	4
Number of Falls	8
Total Number of Other Incidents (Police, EMS, Vandalism, etc.)	32
Average Incidents per day on Route 90	2.00

	<u>January 2020</u>	<u>February 2020</u>	<u>March 2020</u>	<u>April 2020</u>	<u>May 2020</u>	<u>June 2020</u>	<u>July 2020</u>	<u>August 2020</u>	<u>September 2020</u>	<u>October 2020</u>	<u>November 2020</u>	<u>December 2020</u>
Total Red Line Collisions	18	19	18	11	16	21	21	31	19	11	9	14
Total Red Line collisions with Damage	18	16	16	7	13	11	11	29	16	10	8	12
Collisions involving a vehicle that struck us	7	9	6	2	5	10	9	14	7	2	3	8
Collisions involving us striking them	2	2	1	1	3	4	1	3	1	2	1	3
Collisions, with Bus and Station	4	6	4	2	8	5	2	7	4	6	4	0
Total Involving Center Stations	22	24	24	12	29	19	29	27	30	29	15	28
Total Involving Curb Side Stations	12	23	16	5	12	13	7	14	10	10	7	7
Buses Towed	0	1	2	0	1	1	2	3	1	0	0	1



Planning & Capital Projects Division Report – November/December 2021

To: Chair and Board of Directors
Through: President/CEO Inez P. Evans
From: Vice President of Infrastructure, Strategy, and Innovation Jennifery Pyrz
Date: January 28, 2021

STRATEGIC PLANNING

The Strategic Planning team supports longer-term plans and projects, while underpinning the day-to-day operations of the agency. By studying historical patterns and future trends, we help ensure that IndyGo leadership has the data and information they need to make decisions today. We help turn ideas into built projects or sustainable solutions. We complete much of the agencies' recordkeeping as it relates to the Title VI program, competitive grant projects, formula grant funds, and more.

Project Development

Blue Line, NEPA

Prior to establishing the area of potential effect, or APE, for the environmental review process, the Blue Line team is conducting a transit-oriented development suitability analysis to determine if a joint-development opportunity (JDO) exists. The Strategic Planning team has developed a methodology to identify and screen potential JDO sites, with the transit purpose of functioning as a construction lay-down yard. To stay on schedule, such a determination will need to be made by early February 2021. A working session is scheduled for January 22, 2021 to determine a set of sites that we will progress into the NEPA phase.

Blue Line, Zoning for TOD

As part of FTA's Pilot Program for TOD Planning, IndyGo is partnered with the City of Indianapolis, Department of Metropolitan Development, and the Indianapolis Metropolitan Planning Organization (IMPO) to propose changes to the local zoning ordinance. We understand that the City Council Office would like to see these changes adopted by late-March/early-April 2021. This would mean that the Metropolitan Development Commission would have to approve the changes in late-February/early-March. Once adopted, the strategic text amendments and protective overlay district will better enable and accommodate transit-oriented development and thus protect, enhance, and create complete communities across much of Marion County.

Mobility Concierge Program

IndyGo is the recipient of a FY2020 Accelerating Innovation Mobility (AIM) Challenge Grant, which the agency will use to pursue the creation of a full-service Mobility Concierge program capable of facilitating complete trips and easing trip payment by brokering mobility trips across modes, payment systems, and transit providers. An RFI was issued to determine what existing technologies and platforms are available to assist IndyGo in deploying this service. RFI responses have been received and are under review for the purposes of developing one or more future RFPs.

ADA Paratransit Next Steps

Strategic Planning staff is supporting Public Affairs and Mobility Services for the ADA Paratransit Next Steps process. IndyGo secured a vendor, the McCormick Group, to help develop and then facilitate a meaningful public outreach and engagement process. The McCormick Group served as a subconsultant to the KFH Group for the 2020 Paratransit Operational Analysis (POA). A task force, which will be used to gain insights and feedback, is being established. Letters inviting key stakeholder agencies to nominate a representative to serve on the project task force have been sent.

Sponsored Rides

The Strategic Planning team continues to collaborate with the Public Affairs, Finance & Accounting, and Legal Services divisions to maintain and grow IndyGo's Sponsored Rides program where students, employees, and/or clients of partner organizations can ride IndyGo at little or no direct cost to the riders themselves. The next significant step is the creation of the full suite of partnership/program opportunities, including a corporate sponsorship program and a menu of options developed in coordination with the Indianapolis Public Transportation Foundation. These efforts are likely to begin in earnest once the ticket vending machine (TVM) un-retrofit process has been completed and retail network development project is underway.

Retail Network

IndyGo is in the process of deploying a retail network as part of its new MyKey fare collection system. Once fully implemented, this will add retail sales, reloading capabilities, and card registration functionalities at approximately 400 retail locations in Indianapolis-Marion County. Staff anticipates being able to launch the retail network in Q2 of 2021. In the meantime, and while the ticket vending machines are being un-retrofitted, Public Affairs is holding public events where customers can obtain MyKey fare media and load transit value directly onto their MyKey fare media.

Planning Activities

Transit Asset Management (TAM) Plan

Because IndyGo owns, operates, and manages capital assets, and because IndyGo receives federal assistance, we must prepare and maintain a transit asset management (TAM) plan. The TAM Plan includes an inventory of our assets, an assessment of their condition, and a prioritized list of investments. It is used to support planning, budgeting, and communications to internal and external stakeholders. The FTA requires that an agency's transit asset management plan be updated every four years. Strategic Planning is facilitating quarterly meetings of the TAM Team to review the 2018 TAM Plan and its recommended actions. Two distinct groups of internal staff have been formed to discuss different activities: TAM Fleet and TAM Facilities. This review will result in an action plan for the remaining years of the plan.

North Split Action Plan

Strategic Planning staff continues to support efforts for the North Split, including attending Traffic Management Plan meetings and coordinating data analysis.

Title VI

Staff completed a Title VI site equity analysis for the second Administrative and Operations/Maintenance Facility and distributed it to IndyGo staff. Staff is testing its Title VI methodology through an exercise using the October pick, which included service changes that did not meet the major service change threshold adopted by the board. Depending on the results of the exercise, IndyGo staff may revisit and revise its Title VI methodology.

Section 5310 2020 Call for Projects

The 2020 Call for Projects (CFP) closed in late May. Vehicles have been delivered to one of the two subrecipients for 2020. The delivery of the remaining vehicles is on hold until Midwest can facilitate a recall repair with Ford directly; only then will IndyGo accept delivery of these remaining vehicles.

Section 5339 Bus and Bus Facilities

As a part of the Urban Allocation Plan conducted by the IMPO, a recommendation is being made to have IndyGo administer these funds through a process similar to the existing Section 5310 process. IndyGo staff are investigating the next steps in that process, which will likely include contacting FTA to understand best practices and requirements.

2050 Metropolitan Transportation Plan Update:

The region's metropolitan transportation plan, the 2050 Metropolitan Transportation Plan (MTP), is currently being updated. The MTP is a federally required planning document that is created and maintained by the Indianapolis Metropolitan Planning Organization (IMPO). All regionally significant expansion projects, including fixed-guideway transit and new fixed-routes, are required to be included in this fiscally constrained, 30-year plan. IndyGo staff is working with the IMPO staff to ensure the transit agency's projects are reflected in the plan before the deadline of January 31, 2021. IndyGo staff have also been engaged in the planning process since early 2020.

Strategic Planning projects/grants/planning activities that we anticipate providing an update for in future board reports include:

- Blue Line, CIG Program – Project justification criteria for existing land use and economic development in response to FTA's FY 2021 Annual Report on Funding Recommendations
- Mobility Initiatives – Energy Systems Network (ESN), Toyota Mobility Foundation, and May Mobility to pilot the Indy Future Mobility District pilot project beginning in Q1 2021
- Indianapolis MPO SFY 2025 Call for Projects
- Section 5310 Project Management Plan
- Section 5307/5311 Allocation Plan
- Suburban Transit Planning

Strategic Planning projects/grants/planning activities that will no longer be updated, as the project is no longer active, include:

- Section 5310 Oversight: Oversight for 2020 has been completed.

ENGINEERING & CONSTRUCTION

Red Line

The Red Line project is substantially complete and open for service. Contractors have completed all punch list items.

Audible Pedestrian Signals will be added to the Red Line under a separate project, to be bid and funded separately from the Red Line.

Construction of the 6410 N. College charging site is expected to begin this month and be fully operational in late February / early March.

The temporary charging site at 91st and Evergreen is constructed and operational. Once the site at 6410 N. College Avenue is operational, this site will no longer be needed.

At the south end of the Red Line, NEPA documentation for 8925 S. Madison Avenue is completed. Design has begun for permanent charging infrastructure and construction is expected to begin in May or June 2021.

Improvements to Transit signal priority (TSP) have been identified and coordination with DPW Operations has occurred to implement the improvements. Signal timings were modified along College Avenue and along Meridian Street in January 2021. Additionally, Capital Avenue signals are being investigated for potential improvements.

Purple Line

IndyGo's design consultant, WSP, is progressing towards final design. Review of the 90% submittal is complete and WSP is finalizing 100% design plans with the IndyGo Purple Line Team. The final internal design review meetings will be over-the-shoulder and held concurrently by discipline to meet the February deadlines for 100% design plans. Our construction management team is confirming that previous review comments have been incorporated in this submittal as part of the quality control process.

FTA completed the Risk Workshop in early December. A draft Management Capacity & Capabilities Risk Report was issued by the FTA Program Management Oversight Consultant (PMOC) on January 11, 2021. The IndyGo Purple Line Team is responding to requests for further information and clarification. Approval to enter final negotiations with FTA on the SSGA would be determined after the Readiness Report is issued. It is expected that the final Readiness Report will be issued in February 2021, with the concurrent process of developing the Small Starts Construction Grant Agreement (SSGA). The SSGA would then be issued in the February – March 2021 timeframe. Transition of administrations may have an impact on the issuance of the SSGA.

Blue Line

Staff has begun to coordinate on re-starting the Blue Line project. In addition to NEPA activities and consideration of joint development opportunities, coordination with DPW and CEG regarding drainage will begin in first quarter of 2021.

Other On-Street Projects

Several other on-street projects, including the Super-Stops project, Rural Street underpass, and bus stops and shelter improvements were included in the Marion County Transit Plan and the IndyGo Five-Year Capital Plan. The Rural Street underpass project is being re-evaluated. Feasibility of design options is being investigated by our on-call engineering consultant Shrewsberry. Shrewsberry will begin this evaluation in January with anticipated completion in May 2021.

A Request for Information (RFI) was released in the Fall of 2020 for Transit Signal Priority (TSP) vendors to complete a Proof of Concept (POC) for IndyGo to demonstrate their product for 30 days. Evaluation of respondents is underway and POC is anticipated to begin soon. Results of the POC will help to inform TSP technology moving forward.

The Super-Stops project has been bid under a combined project with DPW. DPW has awarded the contract to Morphy Construction with a budget of \$3.9 million. Construction is anticipated to begin in the Spring of 2021. IndyGo will monitor construction in partnership with DPW.

Super-Stops had applied for a Federal Transit Administration Bus and Bus Facilities grant but was not a recipient. NEPA Re-evaluation work will continue for the purposes of remaining eligible for other potential grant opportunities.

FACILITY PROJECTS

The facilities team has open task orders/projects with WSP for specialty electrical design and with The Etica Group for on-call architectural services. The current on-call contracts were awarded in 2017 and their expiration was extended for an additional year to complete open task orders only, with no additional task orders or cost to these current contracts. The following tasks remain open under these contracts:

- **Electric Bus Charging Facility Upgrades Phase 2** – Under the Electric Bus Fleet Charging Master Plan and Facility Upgrades Phase 1 project a master plan was created regarding the parking of buses in the IndyGo garage with the anticipation of additional 60’ and 40’ buses. This task order is to update the plan, including DC chargers and the required conversions needed, identify the space needs to accommodate parking of the entire IndyGo fleet, identify the space needs for the maintenance garage to accommodate the fleet; electric maintenance bays, brake bays, etc., and provide recommendations regarding an additional facility.
- **Julia Carson Transit Center Feasibility Charging Study** - At the Julia Carson Transit Center, WSP is assisting in identifying options for accommodating charging within the existing footprint and in coordination with the planned future level-boarding platforms. The results will educate the design of level boarding for the Carson Transit Center. Internal discussions regarding how to proceed with design are ongoing.
- **CCTV Camera Improvement Project** – This project is managed by Mark Emmons, IndyGo Director of Security & Training. The project is currently under construction with Miller-Eads, Prime Contractor.

Also, under these contracts, glass enclosures and barriers have been installed for staff at the Carson Transit Center, South Security, North Security, IT, Operations Admin, Security and throughout Administrative area.

New On-Call Architectural and Engineering (A&E) Services contracts were presented to the IndyGo Board at the June 2020 Board Meeting.

On the roadway side, the first task order has been issued to the Lochmueller Group for design of Fort Wayne Ave. two-way conversion (Pennsylvania St. to Delaware St.) in collaboration with DPW.

The following properties have been acquired by IndyGo and will be our team’s responsibility to prepare for use:

- 9503 East 33rd Street - East Campus (Administration, Training, New Build of Bus Garage Facility). Four Phases of Work: A Building Administrative, B Building Elevator and Training, C Building Retrofit and Clinic, C Building Dorms Demolition and new build of Bus Garage and Exterior Improvements.
- 2425 West Michigan (Mobility Solutions and Customer Care Center) - Three Phases of Work: Phase 1 – Administration, installation of fire sprinkler system, upgrade water main line, installation of lift and small renovations. Phase 2 – Assessment Center and Maintenance buildouts. Phase 3 – Build of new Bus Storage and site work.
- 6410 N College (Bus Charging and Driver layover location) - Add additional bathroom and create a space for drivers’ and a space for multi-use.
- 8925 Madison – Bus Charging and Driver layover location (purchase pending) Retrofit to accommodate drivers and multi-use space.

The On-Call A&E contracted firms for design will soon begin working on design plans for renovations / construction at our new facilities. Task Orders for these designs will be presented to the Board for approval over the next couple of months. HDR was previously given a task order for property inspections for the following properties: 2425 W Michigan Street, 9050 E 33rd Street and 9503 E 33rd Street. HDR, Woolpert and The Etica Group are the consultants currently under contract for on-call A&E services and will be considered for all task orders on the new facilities.

Finally, we are happy to welcome Laura Barton to the team as the new Facility Capital Project Manager. Laura has worked with the Indianapolis Zoo and Indiana State Fairgrounds and brings a great deal of experience in construction and facility management to our team.

Respectfully submitted,

Jennifer Pyrz, PE

Vice President of Infrastructure, Strategy, and Innovation



Indianapolis Public Transportation Corporation
dba IndyGo
1501 W. Washington Street
Indianapolis, IN 46222
www.IndyGo.net

Public Affairs Division Report – November/December 2020

To: Chair and Board of Directors
Through: President/CEO Inez P. Evans
From: Director of Public Relations & Partnerships Lesley Gordon
Date: January 28, 2021

CONSIDERATION OF PUBLIC AFFAIRS REPORT FOR November/December 2020

ISSUE:

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

RECOMMENDATION:

Receive the report.

Lesley Gordon
Director of Public Relations & Partnerships

Attachments

Contributing Staff includes:
Jordan Patterson, Engagement Specialist
Faith Chadwick, Public Information Officer
Katrina Ent, Digital Media Specialist

November/December 2020 *Board Report*



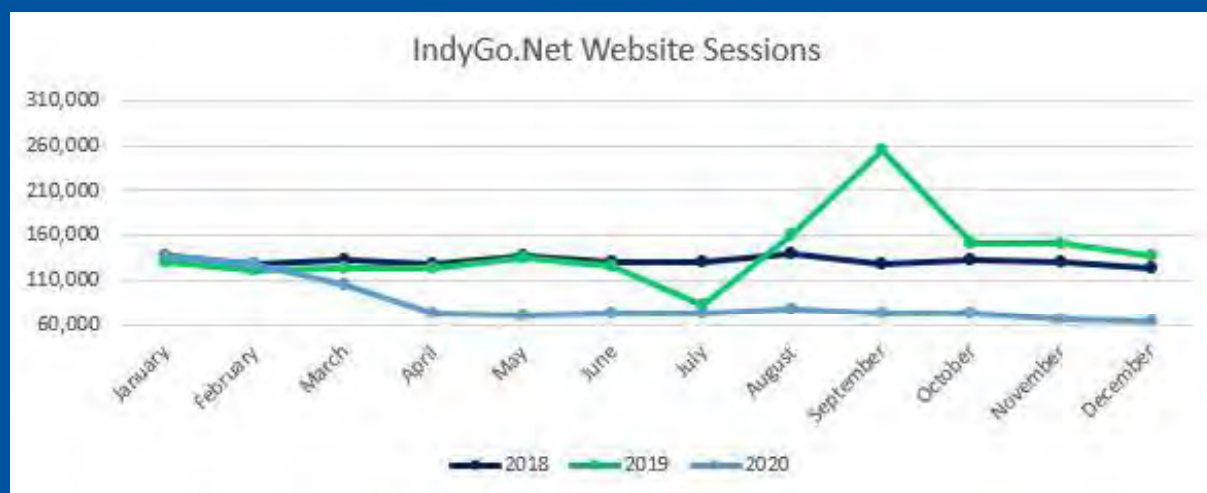
INDYGO.NET WEBSITE STATISTICS:

(11/1/2020-12/31/2020)

Page Views	281,131
Bounce Rate	56.44% (avg.)
New Users	38,526
Returning Users	19,811
Total Sessions	131,118
Total Monthly Sessions Comparison to Previous Year	43.92% (Nov.) 47.31% (Dec.)

Mobile Share

Date	Mobile	Desktop	Tablet
Dec-20	68.57%	29.70%	1.73%
Nov-20	67.91%	30.39%	1.70%
Oct-20	80.22%	18.67%	1.12%
Sept-20	80.62%	18.25%	1.13%
Aug-20	80.67%	18.07%	1.26%
July-20	68.80%	29.47%	1.73%
Jun-20	67.86%	30.41%	1.74%
May-20	68.26%	30%	1.74%
Apr-20	69.69%	28.50%	1.81%
Mar-20	66.58%	31.57%	1.85%
Feb-20	67.47%	30.57%	1.96%
Jan-20	67.47%	30.60%	1.93%
Dec-19	70.09%	27.89%	2.02%



Media Mention Highlights

NEWS • LOCAL NEWS / NOVEMBER 2, 2020

Free Transportation Available On Election Day

TAYLOR BENNETT

Indianapolis Cultural Trail will provide free access to Pacers Bikeshare on Election Day.

Executive Director Karen Haley said anyone can check out a bike for free at any of the 50 Pacers Bikeshare stations.

"We want to make sure we can provide free transportation for people who need it to get to the polls on Election Day," Haley said. "Also there is so much going on that maybe a nice bike



POLITICS

Indy Autism Project seeks to make Indianapolis more welcoming for those on the spectrum

Amelia Pak-Harvey Indianapolis Star

Published 5:54 p.m. ET Dec. 7, 2020 | Updated 5:01 p.m. ET Dec. 8, 2020

View Comments



PHOTO: WIBC

December 4, 2020 | @ 8:50 am | Local News | By: Ashley Fowler

INDYGO ANNOUNCES FREE HOLIDAY RIDES, CANNED FOOD DRIVE

INDIANAPOLIS — For the second straight year, all fixed-route and Open Door IndyGo service will be fare-free on Christmas Day and beginning at 8 p.m. on New Year's Eve.

TRANSPORTATION

How new 'Super Stops' will affect drivers and bus riders

Ethan May Indianapolis Star

Published 6:00 a.m. ET Dec. 9, 2020 | Updated 10:27 a.m. ET Dec. 10, 2020

View Comments



FEATURED

Rock the bus: 'Music in Transit' returns with season two of video sessions

The innovative video series features Indy artists performing live on Red Line buses.

Seth Johnson Dec 17, 2020 Updated Dec 17, 2020 3 min to read

BUSINESS

IndyGo purchases former Celadon trucking headquarters on east side for \$3M

Alexandria Burris Indianapolis Star

Published 1:38 p.m. ET Dec. 21, 2020 | Updated 9:53 a.m. ET Dec. 22, 2020



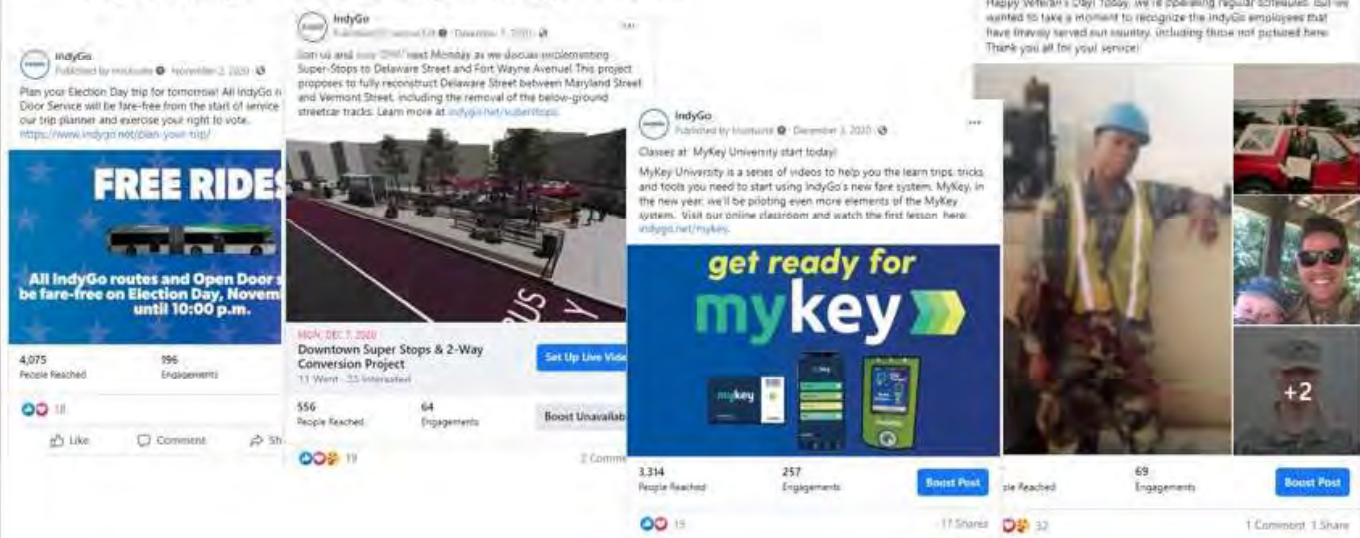
Topics Include:

In November and December, IndyGo received a number of media mentions. IndyGo continued to receive positive media coverage around free rides for Election Day. In December, the “Music in Transit” initiative was highlighted by multiple media outlets, as well as IndyGo’s “Day of Giving” canned food drive. The Super Stops project and IndyGo’s property purchase also received coverage. The need for transit funding as part of the COVID relief bill was also a major news topic.

Social Performance:

FACEBOOK PERFORMANCE

- Had a total of **29,527** organic impressions
- **9,156** post engagements (number of times people engaged with posts through reactions, comments, shares and clicks).
- **11,046** page likes and **11,714** page follows



- 4,500 impressions
- 161 retweets and 382 likes
- Generated 40 new followers
- 5,857 current followers

Traveling tonight? All fixed route and Open Door service will be fare-free after 8 p.m.!

Travel safely into the new year with the MyStop app or by texting your 5 digit stop ID to 1-463-208-4344.

pic.twitter.com/12FKQcLWzY



2 14 10

Plan your Election Day trip for tomorrow! All IndyGo routes and Open Door Service will be fare-free from the start of service until 10 p.m. Use our trip planner and exercise your right to vote. ow.ly/UEjm50C9DTu pic.twitter.com/4FYGo1WANW



1 13 10

Classes at MyKey University start today! MyKey University is a series of videos to help you learn tips you need to start using IndyGo's new fare system, MyKey. In the new year, we'll be piloting even more elements of the system. indygo.net/mykey pic.twitter.com/jqthBjmXcS



1 13 10

indygo @indygoindianapolis · Nov 19, 2019
If you consider yourself to be a vision, consider your art to be a vision. We are seeking for our Art in Transit program. Now, we're looking for artists to create art at different bus stops, shelters, stations and more. Visit indygo.net/art for details.

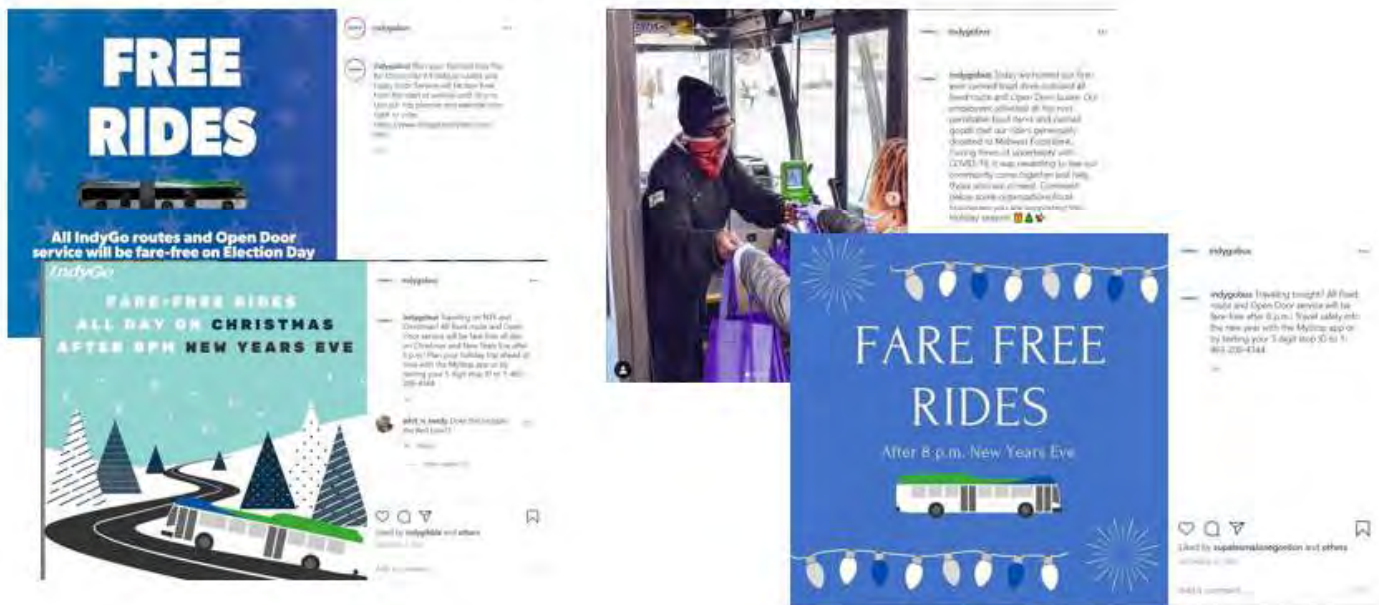


Art in Transit Program - IndyGo (@indygoindianapolis)

1 13 10

INSTAGRAM PERFORMANCE

- Generated **7,487** impressions
- **913** total engagements; **3%** engagement rate (increase from last month which was 1.75%)
- Generated **8** New Followers: **3,035** Current followers



Email Marketing:

EMAIL MARKETING



NOVEMBER AND DECEMBER NEWSLETTER

Nov.

- 8,906 recipients
- 4.04% CTR
- 8.06% Open Rate (Significant increase from month prior which was 1.97%)

Dec.

- 9,335 recipients (4.8% increase in newsletter sign-ups)
- 12.02% CTR (significant increase from month prior)
- 4.72% Open Rate

10

Outreach Summary: November & December

Outreach efforts in November reached approximately 1,800 people. These efforts included stakeholder and neighborhood meetings as well as virtual meetings hosted by IndyGo. Neighborhood meetings in November included the Twin Aire Neighborhood Coalition (TANC), the Shelby Street/Connectivity Action Team, and the Far Eastside Community Council. At the TANC meeting, representatives from IndyGo discussed our plans to provide transit to the new Community Justice Center (CJC). IndyGo committed to providing the CJC campus with transit service but shared that it's still being determined what access looks like under our existing and future route network. In preparation for the meeting, IndyGo met with TANC leaders to discuss the project and related infrastructure projects in the CJC area. IndyGo also attended the Far East side Community Council meeting and shared that IndyGo would soon launch an educational campaign for MyKey. Stakeholder meetings included a presentation on MyKey to Mayor's Neighborhood Advocates. Majority Leader Maggie Lewis received a presentation on MyKey and Transit Oriented Development.

In December, IndyGo continued stakeholder engagement and virtual events reaching approximately 2,700 people. IndyGo and the City of Indianapolis Department of Public Works (DPW) held two joint virtual information sessions to discuss the Super Stops project. This project's scope was to provide significant improvements to Delaware Street and Fort Wayne Avenue. IndyGo hosted a virtual information session on MyKey as part of a new educational campaign for the new fare payment system. Stakeholder meetings continued and focused on Transit Oriented Development, MyKey, Purple Line, and transit access to the CJC campus.

November & December Outreach Events:

Date	Name of Event
5-Nov	MNA MyKey Presentation
6-Nov	Majority Leader Lewis + DMD + Indygo Regarding TOD
11-Nov	Shelby Street/Connectivity Action Team
16-Nov	SEND/Englewood & CJC Transit Access
19-Nov	IndyGo November Finance Committee Meeting
19-Nov	IndyGo November Service Committee Meeting
19-Nov	TANC Meeting
24-Nov	Far Eastside Community Council
3-Dec	IndyGo Board Meeting
3-Dec	IndyGo + President Osili (TOD & MyKey)
7-Dec	Super-Stops/Delaware Street Virtual Meetings
8-Dec	Purple Line Coordination at Fairgrounds
9-Dec	Shelby Street/Connectivity Action Team
11-Dec	Transit Access to CJC
14-Dec	MyKey University LIVE
17-Dec	IndyGo Purple Line & IBCC Introduction



Operations Division Report – December 2020

To: Chair and Board of Directors
Through: President/CEO Inez P. Evans
From: Chief Operating Officer/Vice President of Operations Aaron Vogel
Date: January 28, 2021

OPERATIONS DIVISION REPORT – December 2020

SERVICE PLANNING

SERVICE SCHEDULING:

Staff has completed work on the service Bid effective February 14, 2021. There are no major changes in this Bid but there are trip timing adjustments. This Bid will be the first one IndyGo has with 8-hour rostered runs included. There is a mix of work for operators to pick from that are the current cafeteria style and roster style which is a pilot included in the new CBA effective in 2021. This Bid has 50% of the work cafeteria style, 25% 10-runs rostered, and 25% of work 8-hour rosters. Rostering the work is a method of balancing out work. It can maintain choice work for operators with seniority and address quality of life issues for those who have less seniority.

LOCAL BUS STOP DESIGN & CONSTRUCTION:

Service Planning is closing out the first phase of local bus stop improvements, while also finalizing designs for future phases of local bus stop improvements. Designs for bus stop improvements at Washington St & Bridgeport Rd (for the connection to the Plainfield Connector bus service) are nearing completion. This improvement will be completed in partnership with CIRT, the Indianapolis Airport Authority, and Plainfield. Additional bus stop improvement designs are also being finalized for bus stops along E 42nd St, N Post Rd, and N Mitthoeffer Rd on the east side. Staff will continue to work on additional design and construction of local bus stops, as part of efforts to increase accessibility across the IndyGo fixed route service area.

FIXED ROUTE RIDERSHIP:

Nov-19	Nov-20	% Change	IndyGo Fixed Route Ridership	2019	2020	% Change
12,645	6,445	-49.0%	2 E. 34th St.	166,265	93,217	-43.9%
30,112	14,742	-51.0%	3 Michigan St.	362,750	203,177	-44.0%
10,982	4,925	-55.2%	4 Fort Harrison	132,151	73,829	-44.1%
13,806	7,401	-46.4%	5 E. 25th	184,462	107,973	-41.5%
11,007	4,958	-55.0%	6 N. Harding	126,351	72,107	-42.9%
121,227	73,913	-39.0%	8 Washington St.	1,458,784	1,006,734	-31.0%
80,603	45,080	-44.1%	10 10th St.	980,956	632,790	-35.5%
4,342	2,181	-49.8%	11 E. 16th St.	42,105	32,058	-23.9%
4,211	1,851	-56.0%	12 Minnesota	44,911	24,574	-45.3%
2,143	1,337	-37.6%	13 Raymond	33,074	17,098	-48.3%
5,751	3,448	-40.0%	14 Prospect	93,892	48,111	-48.8%
14,576	7,327	-49.7%	15 Riverside	185,005	100,235	-45.8%
10,462	6,409	-38.7%	16 Beech Grove	121,617	89,207	-26.6%
			17 College	155,197		
6,526	3,217	-50.7%	18 Nora	111,108	43,617	-60.7%
22,118	11,686	-47.2%	19 Castleton	347,117	160,922	-53.6%
14,107	7,929	-43.8%	21 East 21st St.	148,975	110,195	-26.0%
			22 Shelby	72,459		
11,584	8,464	-26.9%	24 Mars Hill	120,731	96,182	-20.3%
12,232	7,205	-41.1%	25 W. 16th St.	139,631	95,275	-31.8%
16,181	9,120	-43.6%	26 Keystone	161,504	121,745	-24.6%
10,435	5,543	-46.9%	28 St. Vincent	140,942	80,749	-42.7%
8,096	3,337	-58.8%	30 30th St.	92,823	53,961	-41.9%
11,191	5,888	-47.4%	31 Greenwood	235,642	79,519	-66.3%
24,687	14,067	-43.0%	34 Michigan Rd.	298,599	186,570	-37.5%
31,779	18,225	-42.7%	37 Park 100	393,784	231,128	-41.3%
18,349	10,898	-40.6%	38 Lafayette Square	275,817	147,635	-46.5%
71,534	39,836	-44.3%	39 E. 38th St.	1,003,320	550,866	-45.1%
5,229	2,595	-50.4%	55 English	48,259	35,447	-26.5%
10,895	6,309	-42.1%	86 86th Street Crosstown	105,452	77,743	-26.3%
11,155	6,853	-38.6%	87 Eastside Circulator	125,918	81,948	-34.9%
179,757	64,423	-64.2%	90 Red Line - BRT	633,367	854,490	34.9%
	944		901 College - Local		10,690	
	4,633		902 County Line - Local		53,059	
518	23	-95.6%	Others	3,559	830	-76.7%
788,240	411,212	-47.8%	Total	8,546,527	5,573,681	-34.8%

Dec-19	Dec-20	% Change	IndyGo Fixed Route Ridership	2019	2020	% Change
11,973	6,097	-49.1%	2 E. 34th St.	178,238	93,217	-47.7%
27,748	14,091	-49.2%	3 Michigan St.	390,498	203,177	-48.0%
10,302	4,614	-55.2%	4 Fort Harrison	142,453	73,829	-48.2%
13,161	7,590	-42.3%	5 E. 25th	197,623	107,973	-45.4%
10,492	4,893	-53.4%	6 N. Harding	136,843	72,107	-47.3%
111,754	71,162	-36.3%	8 Washington St.	1,570,538	1,006,734	-35.9%
72,902	42,941	-41.1%	10 10th St.	1,053,858	632,793	-40.0%
4,124	2,122	-48.5%	11 E. 16th St.	46,229	32,058	-30.7%
3,043	1,843	-39.4%	12 Minnesota	47,954	24,574	-48.8%
2,221	1,241	-44.1%	13 Raymond	35,295	17,098	-51.6%
6,457	3,391	-47.5%	14 Prospect	100,349	48,111	-52.1%
14,486	6,811	-53.0%	15 Riverside	199,491	100,235	-49.8%
10,509	6,344	-39.6%	16 Beech Grove	132,126	89,207	-32.5%
			17 College	155,197		
6,429	2,756	-57.1%	18 Nora	117,537	43,617	-62.9%
21,548	11,561	-46.3%	19 Castleton	368,665	160,924	-56.3%
13,228	8,276	-37.4%	21 East 21st St.	162,203	110,195	-32.1%
			22 Shelby	72,459		
10,297	8,478	-17.7%	24 Mars Hill	131,028	96,182	-26.6%
11,002	6,879	-37.5%	25 W. 16th St.	150,633	95,275	-36.8%
14,828	8,572	-42.2%	26 Keystone	176,332	121,745	-31.0%
10,401	5,635	-45.8%	28 St. Vincent	151,343	80,749	-46.6%
7,112	3,032	-57.4%	30 30th St.	99,935	53,961	-46.0%
10,826	5,313	-50.9%	31 Greenwood	246,468	79,519	-67.7%
23,445	13,461	-42.6%	34 Michigan Rd.	322,044	186,570	-42.1%
29,591	17,478	-40.9%	37 Park 100	423,375	231,129	-45.4%
16,760	10,726	-36.0%	38 Lafayette Square	292,577	147,635	-49.5%
67,562	37,694	-44.2%	39 E. 38th St.	1,070,882	550,873	-48.6%
4,683	2,567	-45.2%	55 English	52,942	35,447	-33.0%
9,815	6,193	-36.9%	86 86th Street Crosstown	115,267	77,745	-32.6%
10,281	6,202	-39.7%	87 Eastside Circulator	136,199	81,948	-39.8%
130,015	61,919	-52.4%	90 Red Line - BRT	763,382	916,409	20.0%
	816		901 College - Local		11,506	
	4,371		902 County Line - Local		57,430	
1,333	19	-98.6%	Others	4,892	830	-83.0%
698,328	395,088	-43.4%	Total	9,244,855	5,640,802	-39.0%

TRANSPORTATION SERVICES

EMPLOYEE RECOGNITION:

November Employee of the Month:

Operator: Deatra Bellamy

Nominated by Supervisor Charles Cummins. Deatra is knowledgeable, dependable, and always helpful. She has a positive attitude and is a resource for the other dispatchers. Deatra is easy to communicate with especially when trying to figure out tough situations that may happen on the streets/routes.

December Employee of the Month:

Operator: Adrian Lewis

Nominated by Supervisor Jessica Hoffman. Adrian never gets in trouble. He does not have any attendance events or preventable accidents. He always shows up on-time to work with a great attitude.

90% Club: The following operators achieved an on-time performance rating of 90% or better during the months of November and December. Each name is entered into a drawing that is held each month from this group of Operators. The winner receives an extra personal day.

The winner for the month of November is Tamanika Morrow

Amaya, Efrain	Ellison, Donald	Jumba, Charles	Snow, Anthony
Anderson, Treva	England, William	King, Kathy	Stanford, Ashley
Arnold, Mikaiah	Ervin, Mathew	King, Nakia	SturdevantNewell,
Bellamy, Shantay	Freeman, Mencie	Kingra, Jaswaran	Deborah
Brent, Shanta	Gardner, Onesha	Lewis, Adrian	Sweatt, Melvina
Brooks, Ronnie	Gee, Lloyd	Lewis, Eugene	Thein, Stephen
Burnaugh, Pierre	Goodrich, Steven	Lewis, Terrill	Thompson,
Burton, Ron	Goudiaby,	Mance, Anthony	Donesha
Byrd, Kim	Mamadou	Maring, Rebecca	Watts, Rhonda
Carroll, Cindy	Grant, Mary	Marzett, David	Wellington, Corene
Carroll, Lashanda	Green, Nichelle	McLeod, Timothy	White, Desmond
Carroll, Lashona	Harrell, Douglas	Miller, Jennifer	Williams, Andre
Clark, Keana	Harrison, Michael	Monaughan, Joe	Williams, Diana
Clark, Shawn	Hazen, William	Morrow, Tamanika	Williams, Mary
Clay, David	Hicks, Mikia	Moss, Shapaul	Wills, Mark
Comer, Rachel	Hinton, Loretia	Norris, Jerome	Wilson, William
Dates, James	Hopson, David	Paige, Robert	Winfield, Michael
Davis, Chris sean	Horst, Martin	Roberson, Ashley	Wyatt, Darren
Doneeka, Terry	Houston, Floyd	Robertson, Wesley	Young, Samuel
Dubose, Phillip	Hughes, Marilyn	Robinson, Deborah	
Dugan, Otha	John, Redmond	Rowie, Robert	
Duncan, Scott	Jones, Darrell	Smith, Gabriel	

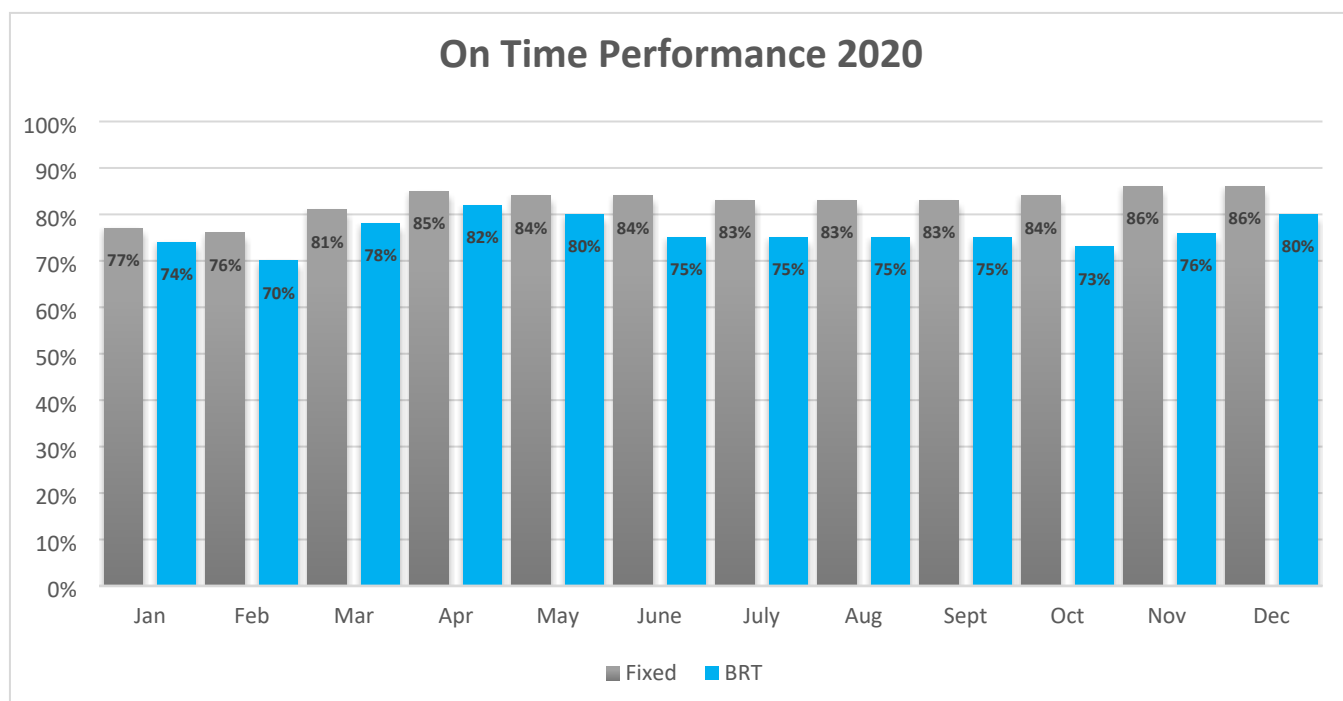
The winner for the month of December is Timothy Mcleod

Amaya, Efrain
Anderson, Treva
Arnold, Mikiaiah
Bellamy, Shantay
Brent, Shanta
Brooks, Ronnie
Burnaugh, Pierre
Burton, Ron
Byrd, Kim
Carroll, Cindy
Carroll, Lashanda
Carroll, Lashona
Clark, Keana
Clark, Shawn
Clay, David
Comer, Rachel
Dates, James
Davis, Chris sean
Doneeka, Terry
Dubose, Phillip
Dugan, Otha
Duncan, Scott

Ellison, Donald
England, William
Ervin, Mathew
Freeman, Mancio
Gardner, Onesha
Gee, Lloyd
Goodrich, Steven
Goudiaby,
Mamadou
Grant, Mary
Green, Nichelle
Harrell, Douglas
Harrison, Michael
Hazen, William
Hicks, Mikia
Hinton, Lactetia
Hopson, David
Horst, Martin
Houston, Floyd
Hughes, Marilyn
John, Redmond
Jones, Darrell

Jumba, Charles
King, Kathy
King, Nakia
Kingra, Jaswaran
Lewis, Adrian
Lewis, Eugene
Lewis, Terrill
Mance, Anthony
Maring, Rebecca
Marzett, David
Mcleod, Timothy
Miller, Jennifer
Monaughan, Joe
Morrow,
Tamanika
Moss, Shapaul
Norris, Jerome
Paige, Robert
Roberson, Ashley
Robertson, Wesley
Robinson,
Deborah

Rowie, Robert
Smith, Gabriel
Snow, Anthony
Stanford, Ashley
SturdevantNewell,
Deborah
Sweatt, Melvina
Thein, Stephen
Thompson,
Donesha
Watts, Rhonda
Wellington,
Corene
White, Desmond
Williams, Andre
Williams, Diana
Williams, Mary
Wills, Mark
Wilson, William
Winfield, Michael
Wyatt, Darren
Young, Samuel



COMMENDATIONS:

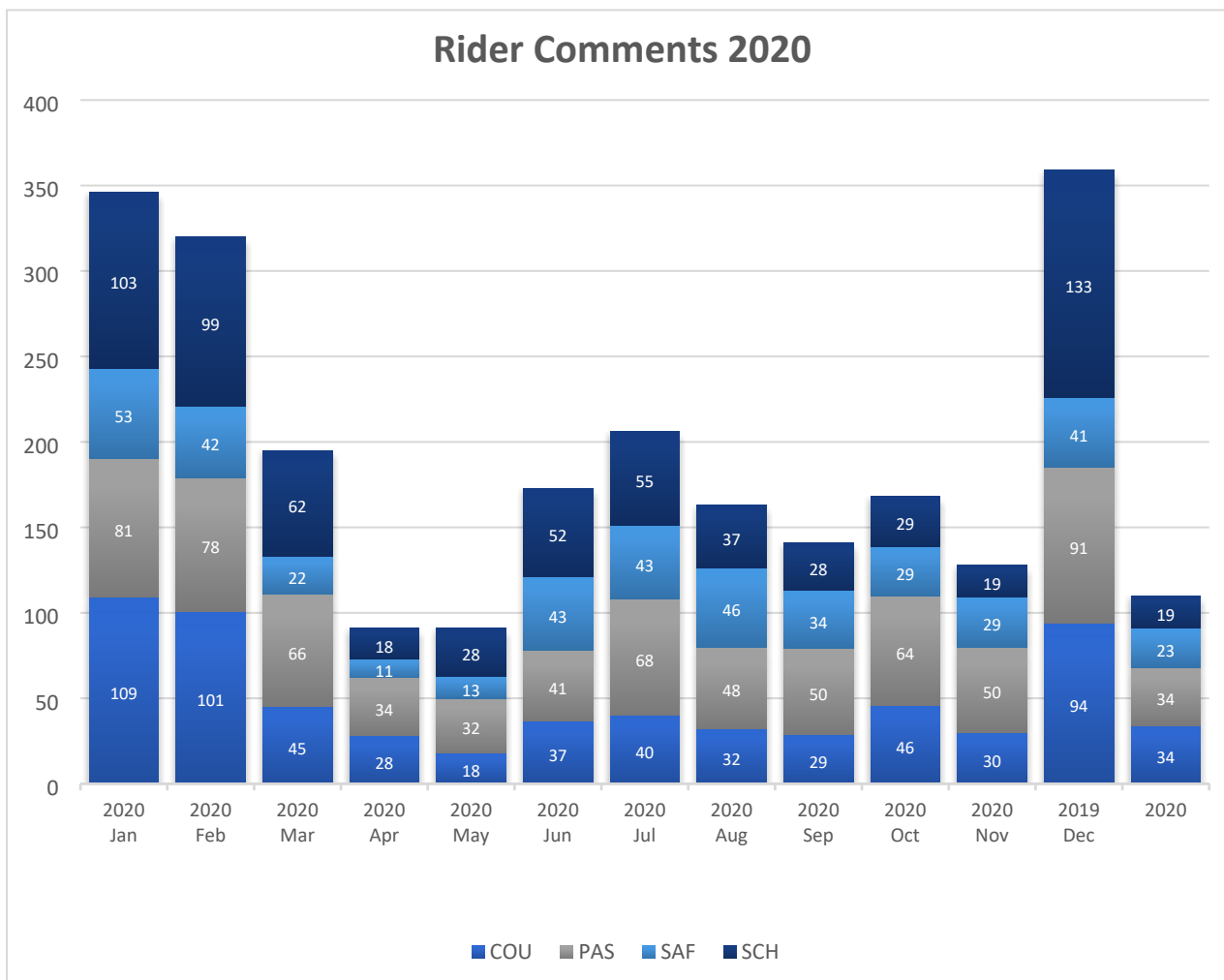
The following employees were recognized by riders for their extraordinary customer service:

Fixed (3)

- Christen Sanders
- Lori Beach
- Nichelle Green

Mobility Services (1)

- Earl Scott 852308



VEHICLE MAINTENANCE & FACILITY SERVICES

VEHICLE MAINTENANCE:

The maintenance department has been recording the mean distance between road failures to the National Transit Database (NTD). As Maintenance improves the predictive maintenance program, the distance between failures should also increase. The chart below shows the distance between failures from January 2018 through current. Each month will be compared to the prior month as a reporting standard to Maintenance to validate the predictive maintenance program.

Mean Distance

Mean Distance Major Systems Failures												
Mean Distance Between All Systems Failures												
	2020/1	2020/2	2020/3	2020/4	2020/5	2020/6	2020/7	2020/8	2020/9	2020/10	2020/11	2020/12
MAJOR	5,506	5,506	5,506	5,506	5,506	7,973	7,682	6,456	5040	5249	5059	4238
ALL	4,307	4,307	4,307	4,307	4,307	6,816	5,278	2,531	3319	3505	4826	4057
	2019/1	2019/2	2019/3	2019/4	2019/5	2019/6	2019/7	2019/8	2019/9	2019/10	2019/11	2019/12
MAJOR	6,052	4,392	5,342	6,238	5,506	5,506	5,506	5,506	5,506	5,506	5,506	5,506
ALL	4,312	3,618	4,474	4,822	4,307	4,307	4,307	4,307	4,307	4,307	4,307	4,307
	2018/1	2018/2	2018/3	2018/4	2018/5	2018/6	2018/7	2018/8	2018/9	2018/10	2018/11	2018/12
MAJOR	5,834	9,585	6,907	5,745	4,269	7,070	6,655	8,202	7,049	6,330	5,496	7,000
ALL	4,805	7,465	5,708	5,359	4,615	5,730	4,979	6,062	5,258	5,333	4,389	4,895

*The green cells represent averaged totals

FLEET SERVICES:

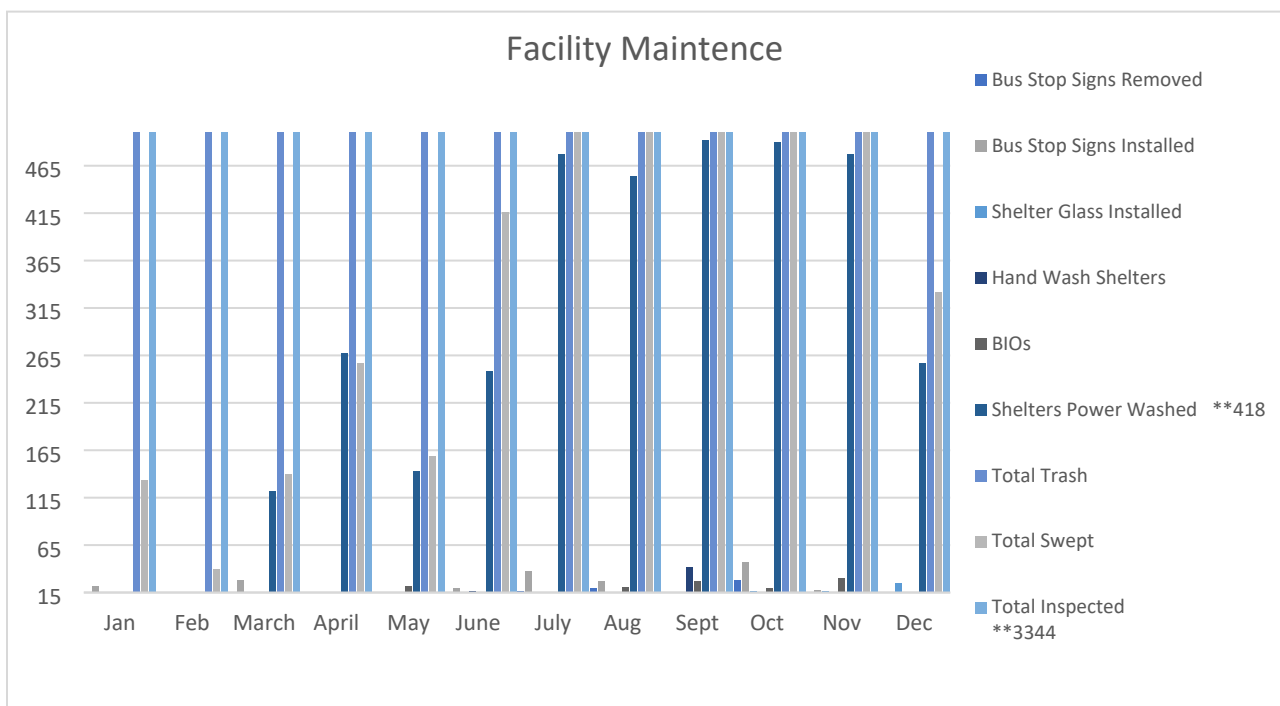
IPTC has logged 9,979,733 miles YTD

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
2020	878,363	875,068	917,660	705,903	701,773	865,561	888,720	866,798	844,969	850,663	767,009	817,246	9,979,733
2019	707,466	646,619	667,992	711,337	724,427	701,634	720,062	755,738	858,397	910,054	852,192	871,539	9,127,457
2018	727,094	711,683	794,958	665,856	694,173	697,882	707,050	733,567	684,009	737,985	691,012	690,486	8,535,755
2017	605,993	574,706	655,652	626,211	647,575	674,175	671,980	721,481	681,961	737,269	730,269	736,784	8,064,056

FACILITY SERVICES:

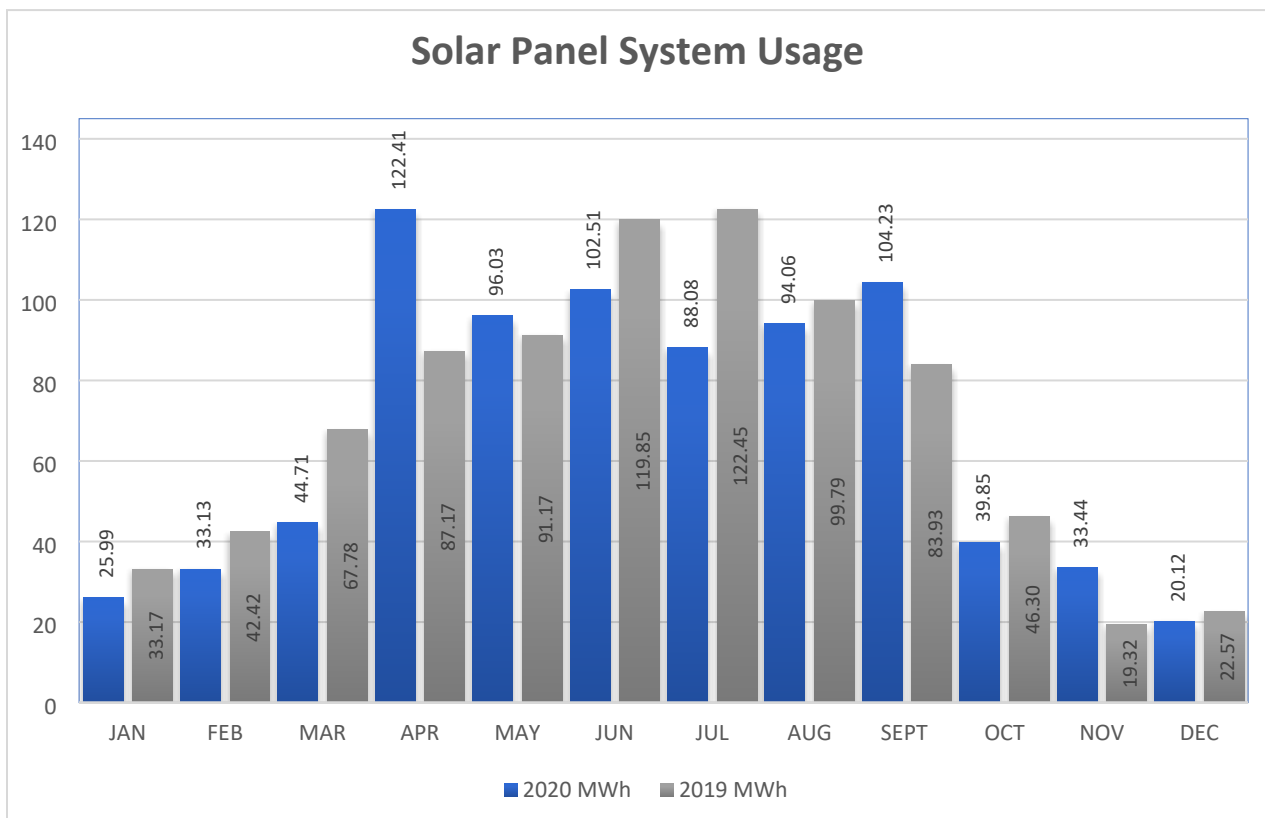
The electrostatic spray disinfecting sanitizing of all three buildings interiors remains a priority. The main focus is on the building interiors is high traffic areas and all common areas throughout the week and all cubicles, offices and hallways three times per week. The vendors also perform spray misting/disinfecting sanitizing of the bus fleet, and SUVs, and motor pool vehicles. Additionally, a was vendor contracted to work at the Carson Transit Center to wipe down and disinfect bus handrails, seats, driver's area, etc. while the buses are there to drop off and pick up passengers.

The Facility department was able to collect and recycle 81.7 tons of metal valued at \$9,728.05.



The 4,300 solar panel array on the roof at 1501 building continues to produce enough electrical power to charge all ZEPS buses with the additional power being absorbed into the electrical system of the main building. There is less power being consumed as the days get shorter.

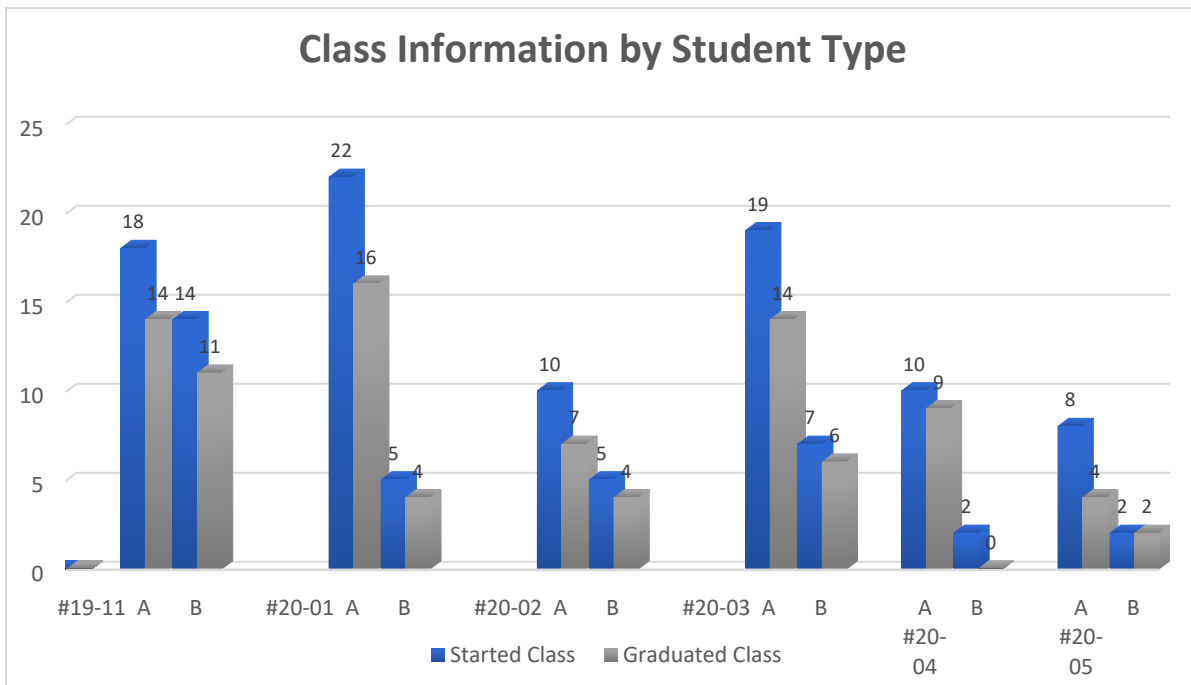
Total cost savings YTD is \$76,433.20



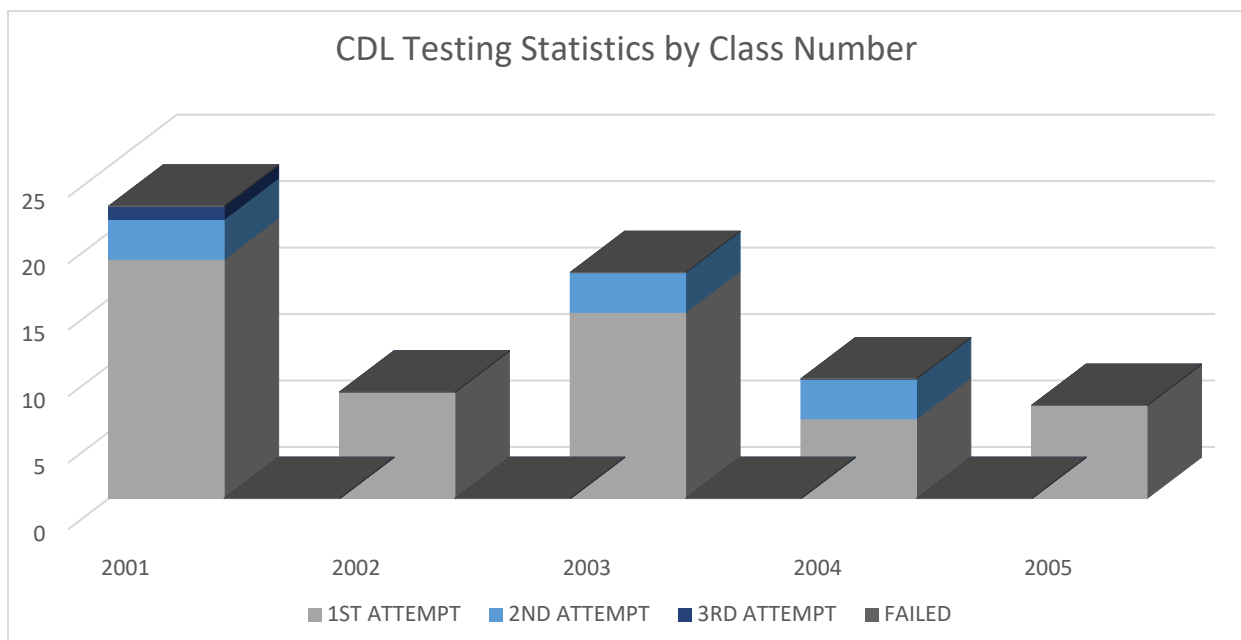
Security & Training

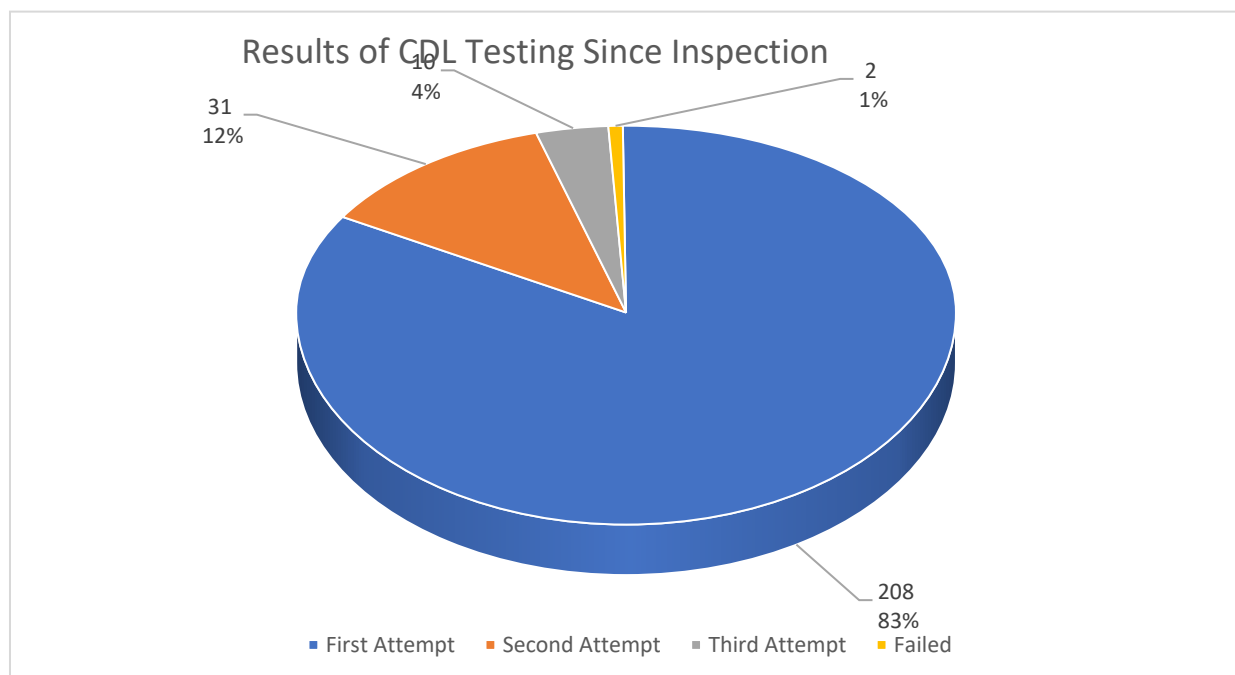
TRAINING:

The chart below shows the number of Trainee A and Trainee B students that started each class. It will also show the number of students in each group that graduated. To help promote social distancing, IndyGo is only having class sizes of 12 or less currently.



The charts below show the number of students that took the State CDL test per class. It is further broken down into the number of students that passed on either the first, second or third attempt or failed the test. The second graph shows the results of all CDL testing since IndyGo started training employees to obtain their CDL in-house.





The IndyGo Training Department started class, #20-05, on September 8, 2020. This class started with 12 students. The class has completed all portions of the training and six (6) of the twelve (12) students, that started the program, graduated on November 6, 2020. They were transferred to the Operations Department on Sunday, November 8, 2020.

Mark Emmons, Director of Life Safety, Security, and Training attended the monthly Emergency Operations Center (EOC) call that is conducted by the Indianapolis Metropolitan Police Department, Department of Homeland Security. This call brings leaders from different agencies together to discuss the most recent information on COVID in Marion County and the surrounding counties. In November there was talk on the number of positive cases and fatalities due to COVID. The meeting in December discussed the information on the vaccines and COVID case numbers in Marion County and in Indiana. It was noted that in the January meeting there may be more information on when the group B1 would be able to start getting the vaccine and this group should include IndyGo employees.

Training Supervisor, Anthony Hurd, continues to conduct Safety Leadership Training for IndyGo management team members. This course will aid in developing a safety conscience culture in the daily duties for everyone from Directors to Transportation Supervisors. The class consists of 3 half days with a final test on the last day. The participants must score an 80% or higher to pass. For the month of November and December, Mr. Hurd was able to instruct 30 members of the leadership staff on this program. From the onset of the training 74 leaders have completed the program.

In December, IndyGo staff performed the quarterly fire drills for both 1501 W Washington St and 201 E Washington St. Both locations had successful drills and all employees responded appropriately. For any issues that were found they were reported in the hot wash that took place after the drills. That information was passed on to the appropriate Department Head to address the issues. Staff will be conducting its next quarterly drill sometime in Q1 of 2021.

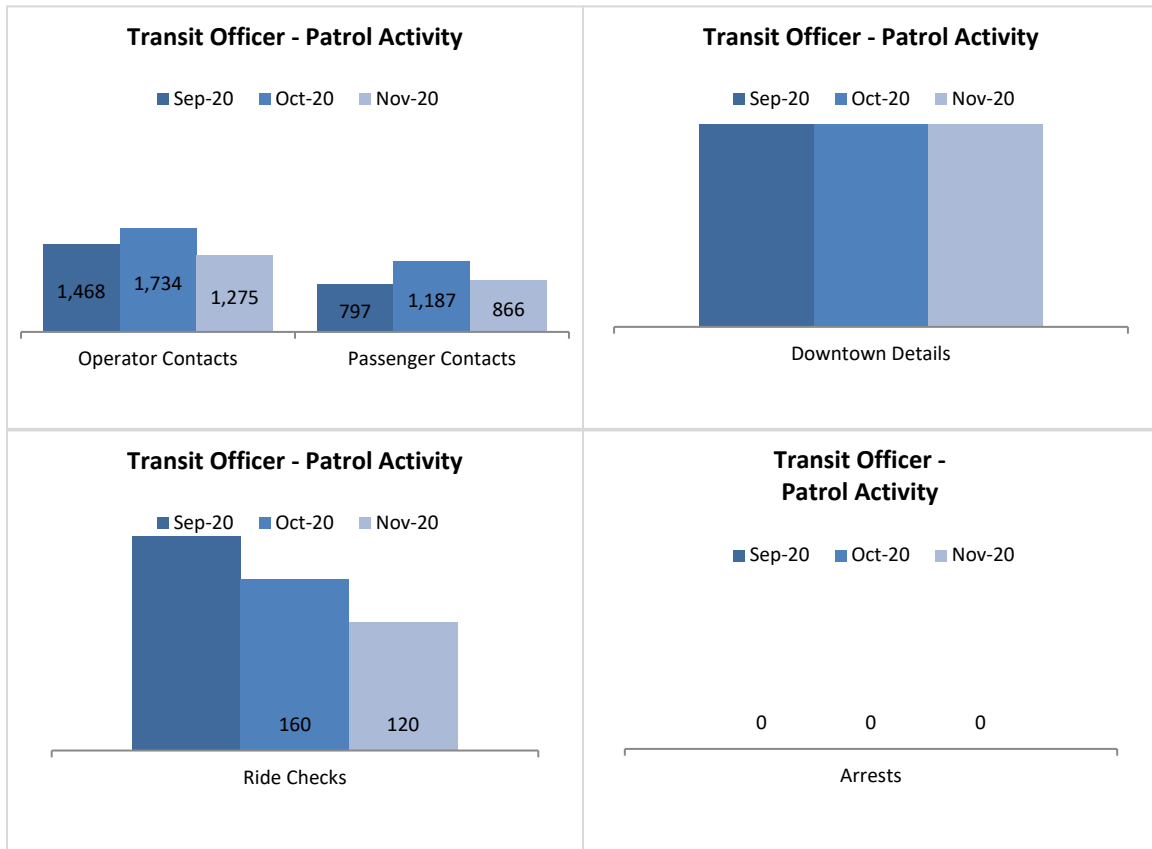
The following training sessions were conducted in November:

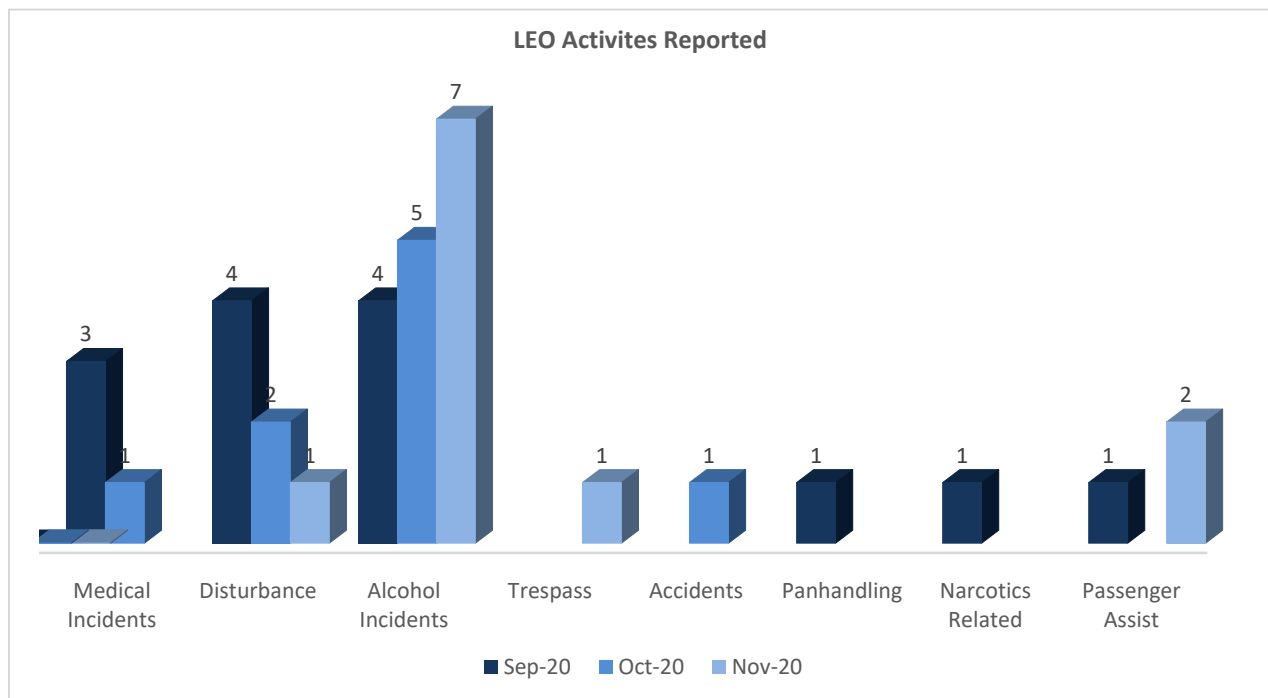
- Twenty (20) operators for accident retrains
- One (1) operator for customer service training
- Eleven (11) operators for return-to-work training
- Five (5) new Administrative employees who reported for new hire orientation
- One (1) new General Laborer for new hire orientation
- Two (2) fixed route employees for return to work
- Thirty-one (31) ride evaluations on operators who have either returned to the Training Department for preventable accidents, customer service comments, were probationary employees or random operators as a support system for them while they are in the field.

The following training sessions were conducted in December:

- Nineteen (19) operators for accident retrains
- One (1) operator for customer service training
- Five (5) operators for return-to-work training
- Five (5) new Administrative employees for new-hire orientation training
- Two (2) new Defect Mechanics for new-hire orientation training
- One (1) new General Laborer for new-hire orientation training

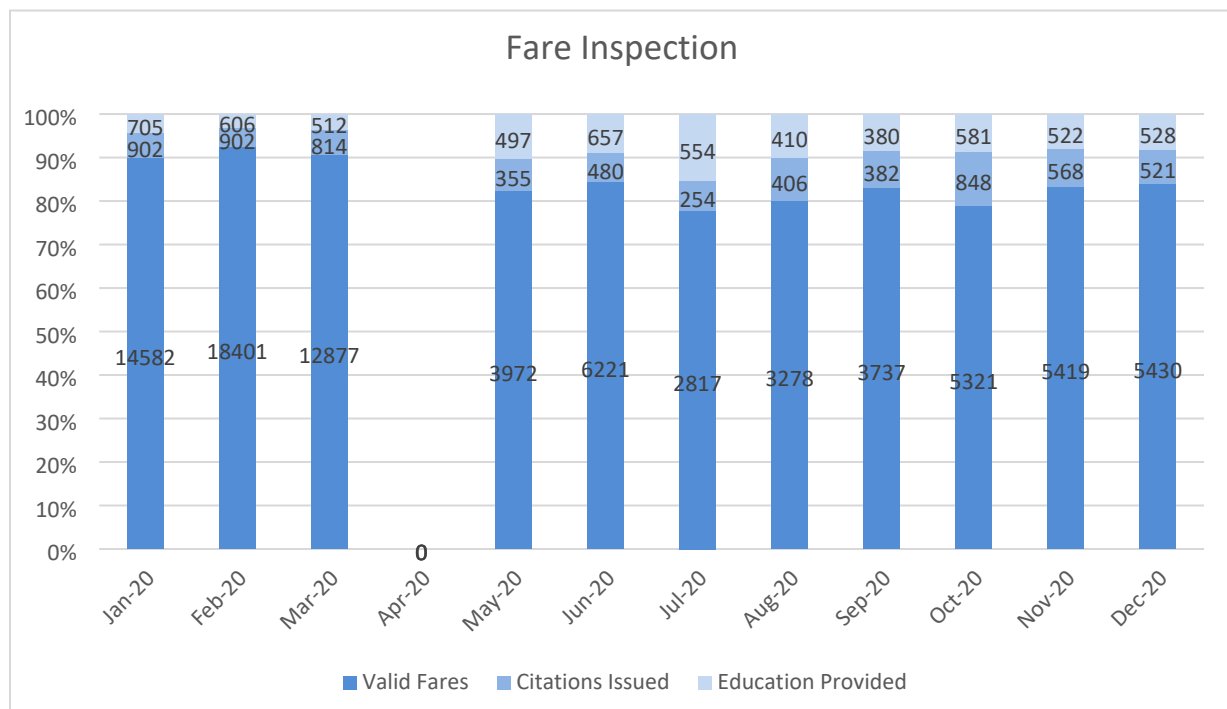
SECURITY:





The chart above shows a breakdown of activates that the Law Enforcement Officers (LEO), that are stationed at the Julian M. Carson Transit Center, performed, or addressed for the last three months.

FARE INSPECTION REPORT:



November	Passenger Contact	Notifications	Educations
Monthly	5419	568	522
Weekday	4158	446	402
Saturday	666	55	50
Sunday	595	67	70
December	Passenger Contact	Notifications	Educations
Monthly	5430	521	528
Weekday	4512	431	431
Saturday	601	55	62
Sunday	317	35	35

Total for 2020	Passenger Contact	Notifications	Educations
Monthly	81604	6384	5786
Weekday	64468	5044	4638
Saturday	10825	799	650
Sunday	6311	541	498

The information above shows the fare inspection information for each month and one for the total year of 2020. The chart will show passenger contacts which represent those passengers that had a fare when checked. It will show notifications which represent passengers that did not have a fare when checked and did not/would not purchase a valid fare. Lastly, it will show educations which represent passengers that did not have a fare when checked but after being shown the proper procedures, purchased a valid fare. All those numbers together count for the total number of checks each month.

MOBILITY SERVICES

CONTACT CENTER REPORT:

COVID-19/Ridership:

Ridership has decreased from 2019 to 2020 due to COVID-19. Ridership in November 2019 data reflects 22,666 unlinked passenger trips and for November 2020 data reflects 11,968 unlinked passenger trips, a decrease of 47.2% YOY.

Ridership in December 2019 data reflects 22,956 unlinked passenger trips and for December 2020 data reflects 11,400 unlinked passenger trips, a decrease of -50.3% YOY.

19-Nov	20-Nov	% Change	Mobility Services	2019	2020	% Change
25,718	14,669	-42.9%	Open Door Riders on Fixed Route	319,181	161,397	-49.4%
22,666	11,968	-47.2%	Open Door	259,330	143,623	-44.6%
3,223	1373	-57.4%	Open Door Taxi Vouchers	37,520	14,559	-49.5%
10,032	1160	-88.4%	31 Day S-Pass	106,693	31,050	-70.9%

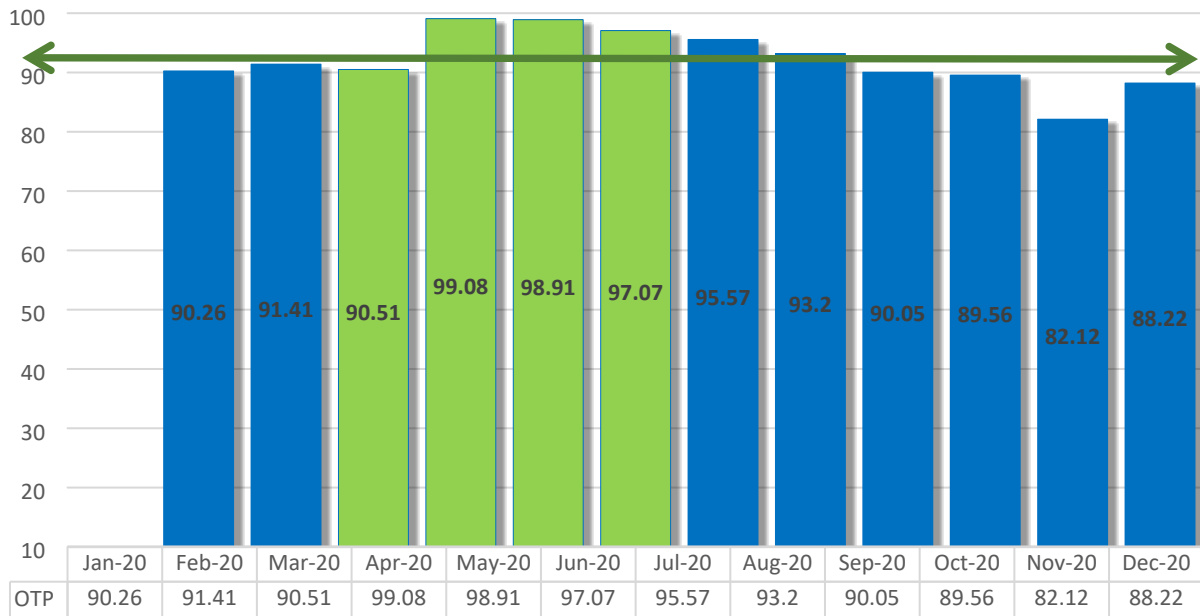
19-Dec	20-Dec	% Change	Mobility Services	2019	2020	% Change
23,671	13,685	-42.2%	Open Door Riders on Fixed Route	342,852	192,950	-43.7%
22,956	11,400	-50.3%	Open Door	282,286	168,899	-40.2%
3,329	1205	-57.4%	Open Door Taxi Vouchers	46,406	15,764	-66.0%
8,495	935	-89.0%	31 Day S-Pass	115,148	31,988	-72.2%

On Time Performance for November 2019 was 90.87% with Productivity of 1.37%. November 2020 OTP was 82.12% and Productivity was 1.61% both reflect a decrease of 9.63% and an increase of 17.52% respectively YOY.

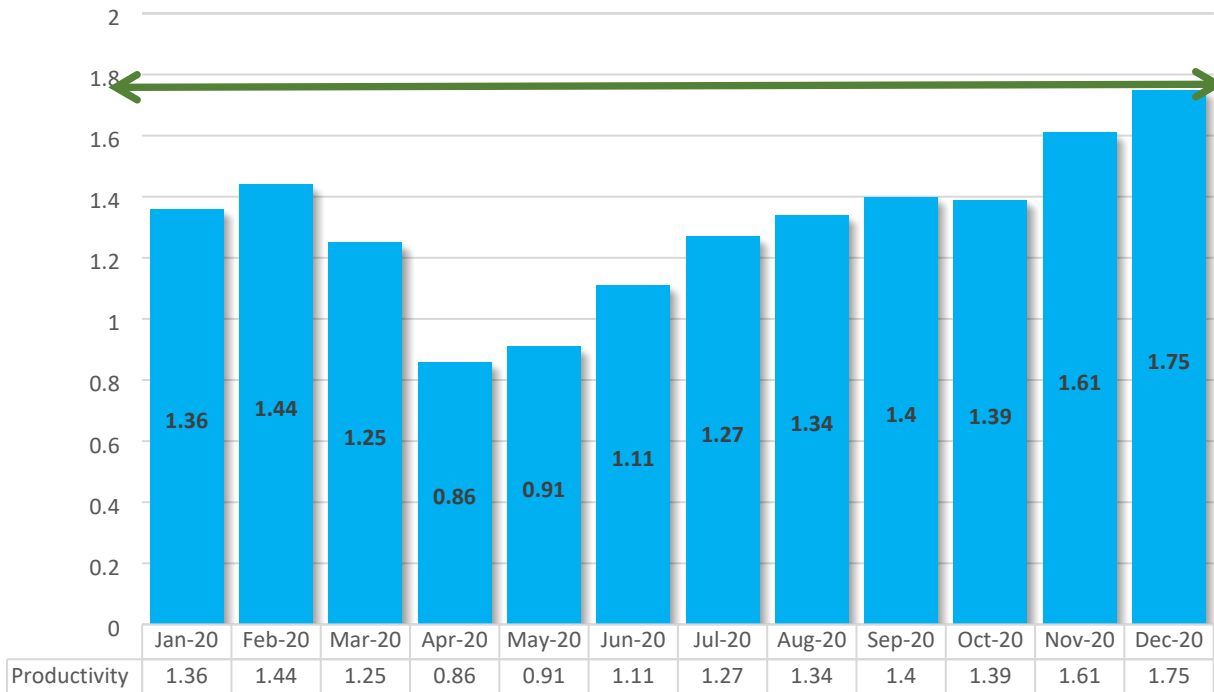
On Time Performance for December 2019 was 90.29% with Productivity of 1.34%. December 2020 OTP was 89.0% and Productivity was 1.75% both reflect a decrease of 1.43% and an increase of 30.6% respectively YOY.

Mobility Services team continues to perform daily monitoring on-site visits and discussions regarding a proactive outlook for the current/next day's service. IPTC staff also collaborates with Transdev staff to continually monitor On Time Performance as well as mitigate any immediate and future impacts to service.

On Time Performance Goal 93%



Productivity/PPH



Hawkeye Health (Assessment & Eligibility: Assesses a person's eligibility based on the functional ability to board, disembark, and access transportation in accordance with ADA criteria. This requires providing functional evaluations within regulatory parameters for state, and federal entities using a wide range of medical conditions and their impact on functional capabilities.

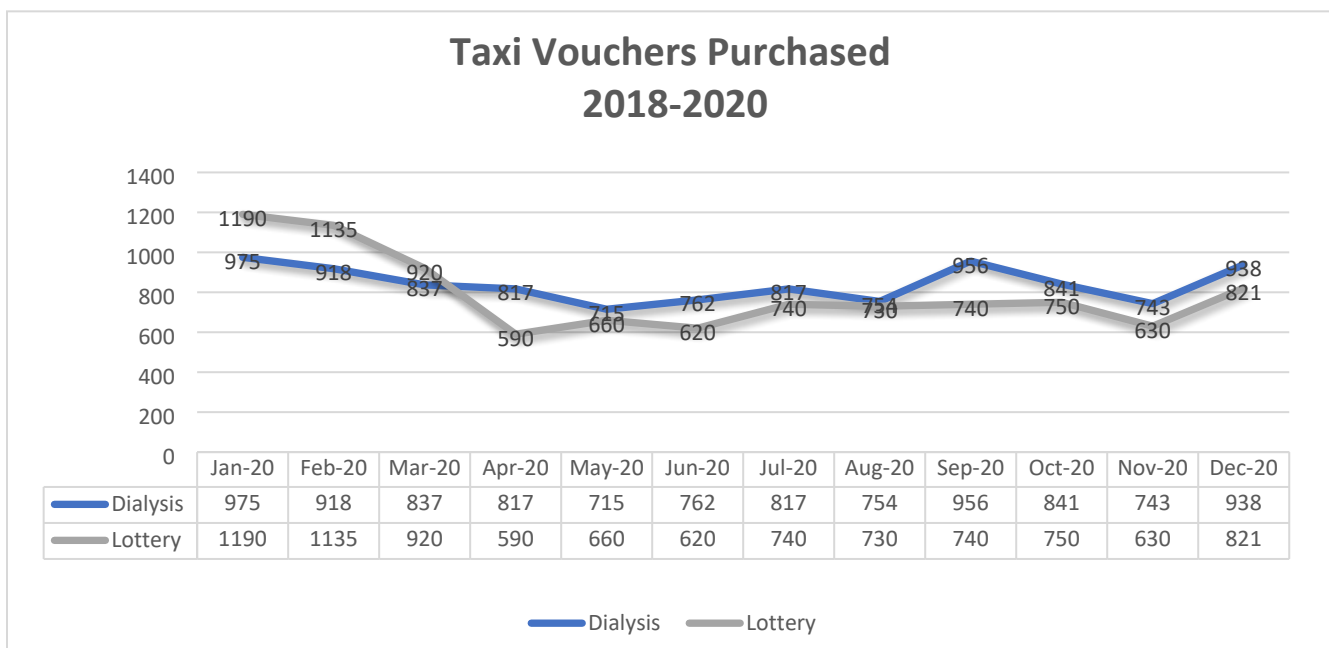
2019						
	New	Renew	Approved	New Denied	Renew Denied	Visitors
JAN	56	27	74	4	5	1
FEB	62	46	100	4	4	1
MAR	86	50	133	2	1	0
APR	72	69	139	1	1	2
MAY	64	47	109	0	2	1
JUNE	69	51	118	2	0	1
JULY	87	43	128	1	1	3
AUG	66	44	109	1	0	0
SEPT	82	50	130	1	1	1
OCT	76	69	144	0	1	0
NOV	60	60	116	2	2	1
DEC	58	41	96	1	2	4
Total	828	597	1396	19	20	15

2020						
	New	Renew	Approved	New Denied	Renew Denied	Visitors
JAN	68	51	115	3	1	2
FEB	50	45	95	0	0	0
MAR	77	61	138	0	0	1
APR	19	28	47	0	0	0
MAY	17	33	49	0	1	0
JUNE	22	68	84	0	6	0
JULY	18	39	57	0	0	1
AUG	22	62	83	0	1	0
SEPT	23	44	66	0	1	0
OCT	40	43	83	0	0	0
NOV	28	37	65	0	0	0
DEC	25	27	52	0	0	1
Total	409	538	934	3	10	5

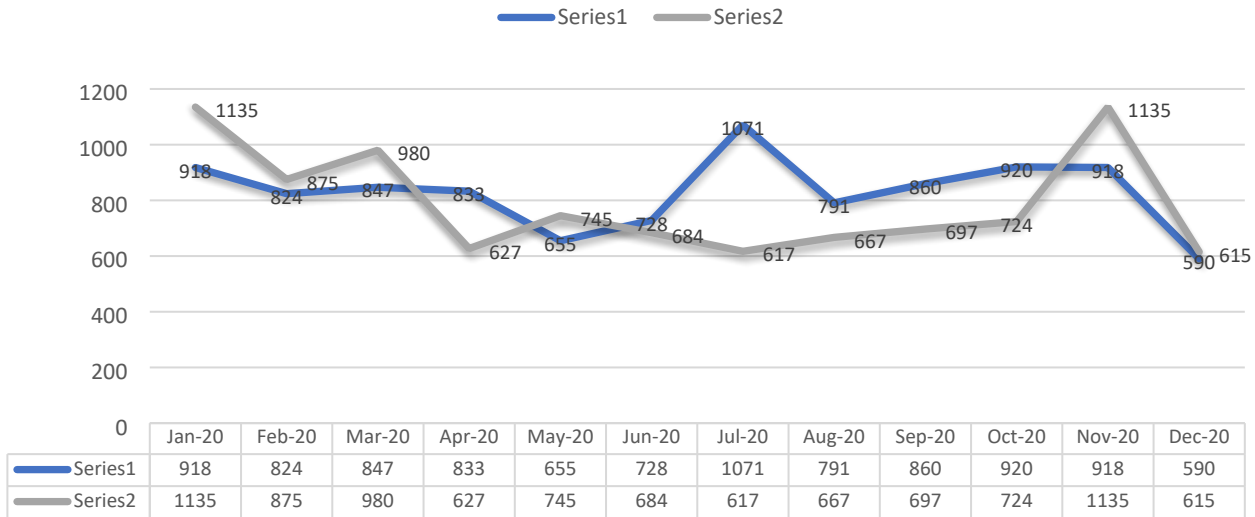
	NEW UNCOND	NEW COND	NEW TEMP	RENEW UNCOND	RENEW COND	RENEW TEMP
JAN	52	0	0	22	0	0
FEB	58	0	0	42	0	0
MAR	84	0	0	49	1	0
APR	71	0	0	68	0	0
MAY	64	0	0	45	0	0
JUNE	68	0	0	49	1	0
JULY	86	0	0	42	0	0
AUG	65	0	0	44	0	0
SEPT	81	0	0	49	0	0
OCT	76	0	0	68	0	0
NOV	56	2	0	57	1	0
DEC	56	1	0	38	1	0
Total	817	3	0	573	4	0

	NEW UNCOND	NEW COND	NEW TEMP	RENEW UNCOND	RENEW COND	RENEW TEMP
JAN	63	2	0	46	4	0
FEB	50	0	0	43	2	0
MAR	52	1	24	48	0	13
APR	6	0	13	19	0	9
MAY	9	1	7	21	4	7
JUNE	14	8	0	47	14	1
JULY	17	1	0	38	1	0
AUG	21	0	1	56	5	0
SEPT	22	1	0	42	1	0
OCT	40	0	0	41	2	0
NOV	28	0	0	36	1	0
DEC	24	0	1	27	0	0
Total	346	14	46	464	34	30

Voucher Program: Mobility Services offers a Lottery Program and a Dialysis program. Both programs are open to eligible Open-Door customers. As with all programs, IndyGo maintains the right to augment the Voucher programs.



Taxi Vouchers Redeemed 2020



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

November 2020 savings from fuel excise taxes were \$5,486.54 (Fed Taxes = \$4,059.63 and State Taxes = \$1,426.91.) December 2020 savings from fuel excise taxes were \$5,395.03 (Fed Taxes = \$3,783.58 and State Taxes = \$1,611.45.)

Total annual savings is \$81,771.03



Human Resources Division Report – November/December 2020

To: Chair and Board of Directors
Through: President/CEO Inez P. Evans
From: Vice President of Human Resources Jeffrey M. Brown
Date: January 28, 2021

CONSIDERATION OF HUMAN RESOURCES REPORT FOR NOVEMBER/DECEMBER 2020

ISSUE:

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

RECOMMENDATION:

Receive Human Resources report.

Human Resources Report

A. COVID-19 Vaccine Now Available

Human Resources is very pleased to announce that Professional Coach Operators and other IndyGo frontline workers are now eligible to receive the COVID-19 Vaccine. On January 13, 2021, Human Resources notified the IndyGo community of this important development and provided guidance on how to register for this opportunity to receive the COVID-19 Vaccine. In order to receive the COVID-19 vaccination, IndyGo Professional Coach Operators and other IndyGo frontline workers must first register on the State of Indiana's website at <https://scheduling.coronavirus.in.gov/vaccine> to schedule an appointment. Human Resources has also set up a new e-mail line for employees to use if they have questions or need assistance with vaccine process. Employees who have questions or need assistance are encouraged to contact Human Resources at (317) 614-9209 or via e-mail at vaccine@indygo.net. To maximize employee registration, IndyGo employees who obtain the vaccination within 90 days will be eligible for prizes that include gift vouchers, personal days, lunch with the CEO and more.

Prior to the availability of vaccines, on December 28, 2020, IndyGo also wrote to Governor Eric Holcomb requesting inclusion of Professional Coach Operators and its other frontline workers for IndyGo in Phase 1b of the Phased Allocation of the COVID-19 Vaccines. Indeed, front-line health care workers and residents of long-term care facilities take priority and should receive the very first doses of the COVID-19 vaccine. But IndyGo Professional Coach Operators and its other frontline employees (i.e., mechanics, transportation supervisors and managers, and other IndyGo staff who work in the field) have been invaluable and at the forefront of the fight against COVID-19.

B. Coronavirus (COVID-19) Update

The overall numbers of daily positive cases have been rising over the last several days in the state and across the nation. At this time, IndyGo has 96 total employees who have tested positive. Since the return from the Thanksgiving holiday, IndyGo has had an increase of 22 positive cases, with 8 of those cases being recorded between December 17-18, 2020. Given the surge, employees who could to work from home were asked to do so as a precaution. This action may have helped slow the surge because there have been only 5 positive cases since December 21, 2020.

IndyGo has urged its workforce to continue to take precautions and has put forth two new memorandums regarding workplace precautions and use of benefit time and contact tracing. We do expect another surge in cases following the Christmas holiday and New Year's. As a precaution, Human Resources has proactively asked employees to quarantine because of possible exposure so that is one reason the leave numbers are high. Because both the EPSL and EFML expired on December 31, 2020, Human Resources developed a new form to capture COVID related time off, and this form will be used to continue to track total COVID cases.

In addition, the following information has been compiled regarding trends related to Indiana's COVID cases:

- Marion County and the surrounding counties have recently had an increase in cases over the past 14 days.
- At least 59 new coronavirus deaths and 3,648 new cases were reported in Indiana on January 13, 2021.
- Over the past week, there has been an average of 4,988 cases per day, an increase of 23 percent from the average two weeks earlier.
- As of January 14, 2021, there have been at least 577,153 cases and 9,163 deaths in Indiana since the beginning of the pandemic
- Before and after Thanksgiving, the surge of cases was concentrated in northern Indiana in Gary, Hammond and South Bend.
- The highest concentration of COVID positives now seems to be in the southern and southeastern parts of Indiana, although Cass County (northern Indiana) continues to lead the positivity rate.
- Cass County (northern Indiana) is by far the worst in the state as 1 in 9 (11% positivity) individuals are positive. By comparison, both Marion County and Hamilton County have a rate of 1 in 14, so the positivity rate is just over 7% which is much better than it was a few weeks ago.

IndyGo employees are also eligible for free testing after being seen by a medical authority at the following locations:

- Marion County Public Health Department: 3838 N Rural St. – Monday – Friday from 9:00 AM – 4:00 PM and Wednesday from 9:00 AM – 6:00 PM
- South District Health Office: 7751 Shelby St. – Tuesday and Thursday 11:00 AM – 6:00 PM
- Sidney & Lois Eskenazi Hospital: 720 Eskenazi Ave. – Call for an appointment at 317-880-7666.
- CVS: Multiple locations – site locator is <https://www.cvs.com/minuteclinic/covid-19-testing>.
- Walgreens: Multiple locations – site locator is <https://www.walgreens.com/findcare/covid19/testing>.
- LHI/Optum: Multiple locations – site locator is <https://lhi.care/covidtesting>.
- Activate Health Clinic: At this time the clinic has limited testing capacity.

C. Recruitment and Retention Data

IndyGo's hiring and retention data and shows that marked improvement in the recruitment and retention of employees, particularly Coach Operators, is necessary to fulfill IndyGo's service expansion goals. Human Resources offers the following information concerning its hiring and retention of employees:

1.	Total IndyGo Employees:	830
2.	Total Union Employees:	630
3.	Total Coach Operators:	479
4.	Annual Coach Operator Turnover Rate:	23.15%
5.	Total Non-Coach Operators Employees:	351
6.	Annual Non-Coach Operator Turnover Rate:	15.91%
7.	Annual IndyGo Employee Turnover Rate:	20.16%

D. Labor Negotiations

On January 1, 2021, the successor collective bargaining agreement between and the Amalgamated Transit Union, Local 1070 ("ATU, Local 1070") became effective. Human Resources along with the Payroll and Finance Teams implemented all new financial elements of the new collective bargaining agreement.

Inclusion & Workforce Development Division Report – November/December 2020

To: Chair and Board of Directors
Through: President/CEO Inez P. Evans
From: Vice President of Inclusion & Workforce Development Denise Jenkins-Agurs
Date: January 28, 2021

The Diversity & Inclusion Committee Has Created Their Mission & Vision

Mission

To be a diverse by nature and committed to creating an inclusive environment to break down barriers to connect everyone.

Vision

Together, we can create an IndyGo Community that is inclusive, equitable and equal, where all members are comfortable being themselves.

Workforce Development Opportunities for Teammates

Strengths Finder

We are offering the Gallup StrengthsFinder assessment, book, and 2-hour virtual educational opportunity in January. This is a fantastic opportunity for all teammates to learn more about themselves both personally and professionally. It will help them understand and appreciate the unique ways they accomplish their goals by building relationships, thinking strategically, executing plans, and influencing others.

Virtual Learning Opportunities

We will be applying for a State Grant to offer to the following courses to teammates:

- **Aspiring Leaders - Leadership Skills for Success** (9 days of education)
 - As an aspiring leader, this is an opportunity to learn the necessary tools and skills to succeed such as effective communication and listening, project management, managing stress, and conflict resolution.
- **Six Sigma Green Belt Training and Certification** (6 days of education, & Green Belt Test & Certificate)
 - This course will allow our teammates to become a change agent within IndyGo. They will learn about quality improvement to help bolster their leadership skills. Teammates who complete all six days of training and pass the Green Belt Certificate test, will receive a Purdue Manufacturing Extension Partnership Six Sigma Green Belt Training Certificate.

Coming Soon:

Virtual Learning Opportunities Through a Learning Management System

In 2021, we will be launching IndyGo's first learning management system, which provides a virtual classroom with thousands of courses teammates can take at their leisure to improve their skills.

Mentorship & Apprenticeship Opportunities

In partnership with the ATU, we are in the process of developing Mentorship & Apprenticeship Programs for our Operator and Maintenance teammates.

Teammate Engagement & Recognition

IndyGo is Hosting its First Blood Drive of 2021

When: Wednesday, February 10

Time: 11 AM - 3 PM

LOCATION: 1501 BOARD ROOM

RECOMMENDATION:

Receive the report.

Denise Jenkins-Agurs

Vice President of Inclusion & Workforce Development

Indianapolis Public Transportation Corporation (IndyGo)

INVESTMENT POLICY STATEMENT

I. Purpose and Philosophy

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

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

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

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

II. Definitions

Finance Committee – subcommittee of the Board of Directors.

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

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

III. Policy Objective

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

IV. Investment Objectives

The investment objectives of IndyGo are:

- A. Conform to all applicable legal requirements including, but not limited to, IC 5-13.
- B. Shall be undertaken in a manner that seeks to preserve capital. At no time should the safety of the portfolio's principal investment be impaired or jeopardized.
- C. Investment portfolio is to remain sufficiently liquid to enable IPTC to meet those operating requirements that might be reasonably anticipated.
- D. Yield/Return on investment should generate the highest available return without sacrificing the first 3 objectives outlined above.

V. Responsibilities of the Finance Committee

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

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

VI. Investment Manager Responsibilities

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

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

VII. Duty of Care and Diversification

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

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

VIII. Authorized and Suitable Investments

A. United States Government Securities

1. Securities backed by the full faith and credit of the United States Treasury or fully guaranteed by the United States and issued by any of the following:

- a. The United States Treasury.
- b. A federal agency.
- c. A federal instrumentality.
- d. A federal government sponsored enterprise. (IC 5-13-9-2(a)(1))

2. Securities fully guaranteed and issued by any of the following:

- a. A federal agency.
- b. A federal instrumentality.
- c. A federal government sponsored enterprise. (IC 5-13-9-2(a)(2))

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

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

1. *Depositories*. Investments in money market mutual funds, described in IC 5-13-9-2.5(a), shall be made through depositories designated by the State Finance Committee as depositories for state deposits under IC 5-13-9.5. (IC 5-13-9-2.5(b))

2. *Portfolio.* The portfolio of an investment company or investment trust described in IC 5-13-9-2.5 (a) must be limited to the following:

- a. Direct obligations of the United States
- b. Obligations issued by any of the following:
 - i. A federal agency.
 - ii. A federal instrumentality.
 - iii. A federal government sponsored enterprise.
- c. Repurchase agreements fully collateralized by obligations described in subdivisions (a) or (b) directly above. (IC 5-13-9-2.5(c))

3. *Rating.* The form of securities of or interests in an investment company or investment trust described in IC 5-13-9-2.5(a) must be rated as one of the following:

- a. AAAM, or its equivalent, by Standard and Poor's Corporation or its successor.
- b. Aaa, or its equivalent, by Moody's Investors Service, Inc., or its successor. (IC 5-13-9-2.5(d))

4. *Final Maturity.* The form of securities of an investment company or investment trust described in IC 5-13-9-2.5(a) is considered to have a stated final maturity of one day. (IC 5-13-9-2.5(e))

5. *Transaction Confirmations.* The State Board of Accounts may rely on transaction confirmations evidencing ownership of the form of securities of or interests in an investment company or investment trust described in IC 5-13-9-2.5(a). (IC 5-13-9-2.5(f))

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

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

- a. Involving the purchase and guaranteed resale of securities between two parties; and
- b. That may be entered into for a fixed term or arranged on an open or continuing basis as a continuing contract that:

- i. operates like a series of overnight repurchase agreements;
- ii. is renewed each day with the repurchase rate and the amount of funds invested determined daily; and
- iii. for purposes of this article, is considered to have a stated final maturity of one day. (IC 5-13-9-3(a))

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

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

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

E. Other Authorized Investments

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

IX. Prohibited Investments/Other Restrictions

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

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

X. Maturity of Investments

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

XI. Manner of Investing Funds / Interest Earnings

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

XII. Accounting of Investments & Reporting

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

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

XIII. Investment Policy Term, and Modifications

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

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION (INDYGO)
REPORT OF END OF MONTH BALANCES & EARNINGS BY FUND
FOR THE YEAR ENDING DECEMBER 31, 2019

		January	February	March	April	May	June	July	August	September	October	November	December	YTD Interest Earnings Total Return	Ave EOM Bal YTD Earnings Ave Return
GENERAL FUND:															
Cash/Investment Balance	General Fund 62855146	91,711.61	91,585.92	91,414.42	90,974.07	90,588.80	90,187.04	89,796.72	89,408.89	89,171.80	88,893.01	88,625.30	88,364.75	0.00	90,065.11
Earnings		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rate (EOM)		0.02%	0.03%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Fifth Third															
Cash/Investment Balance	General Fund 7654027049	8,786,598.29	7,867,431.83	2,706,448.28	3,220,316.72	12,895,861.82	28,310,839.19	12,854,011.45	19,425,560.43	11,261,566.55	19,294,808.65	26,710,628.37	40,482,448.79	0.00	16,151,393.36
Earnings		1,975.52	2,321.34	922.17	0.00	262.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5,482.23	456.85
Rate (EOM)		0.02%	0.03%	0.03%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Fifth Third															
Cash/Investment Balance	General Fund 7653171806	271,013.69	160,766.82	214,434.39	58,586.08	69,348.17	635,280.38	124,755.17	976,046.45	629,755.10	161,852.28	613,404.78	1,103,683.49	361.81	418,243.92
Earnings		94.21	169.36	82.65	0.00	15.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	30.15
Rate (EOM)		0.03%	0.11%	0.04%	0.00%	0.02%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%
Cash/Investment Balance															
Earnings	TOTAL	9,149,323.59	8,119,784.57	3,012,297.09	3,370,077.47	13,055,798.79	29,016,306.81	13,068,563.34	20,491,075.77	11,980,495.45	19,545,553.94	27,412,638.45	41,674,497.03	5,844.04	16,659,702.69
Rate (EOM)		0.06%	0.05%	0.03%	0.02%	0.02%	0.00%	0.00%	0.00%	0.01%	0.01%	0.01%	0.01%	0.02%	0.02%
INSURANCE RESERVE FUND:															
NOTI															
Cash/Investment Balance	Insurance Reserve 1478403	838,162.62	838,594.25	838,879.83	839,020.04	839,113.14	839,182.12	839,241.27	839,296.62	839,351.81	839,408.84	839,464.04	839,521.07	1,819.61	839,103.14
Earnings		461.16	285.58	140.21	140.21	95.10	68.98	61.15	53.35	55.19	57.03	58.20	57.03	151.63	57.03
Rate (EOM)		0.06%	0.05%	0.03%	0.02%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.02%
Cash/Investment Balance															
Earnings	TOTAL	838,162.62	838,879.83	838,879.83	839,020.04	839,113.14	839,182.12	839,241.27	839,296.62	839,351.81	839,408.84	839,464.04	839,521.07	1,819.61	839,103.14
Rate (EOM)		0.06%	0.05%	0.03%	0.02%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.01%	0.02%
DEBT SERVICE FUND:															
Cash/Investment Balance	Debt Service Fund 70003906304	768,697.23	409,476.40	700,255.57	991,034.74	1,281,813.91	1,572,593.08	770,773.62	1,061,552.79	1,352,331.96	1,643,111.13	1,933,890.30	1,081,619.47	0.00	1,130,595.85
Earnings		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rate (EOM)		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash/Investment Balance															
Earnings	TOTAL	768,697.23	409,476.40	700,255.57	991,034.74	1,281,813.91	1,572,593.08	770,773.62	1,061,552.79	1,352,331.96	1,643,111.13	1,933,890.30	1,081,619.47	0.00	1,130,595.85
Rate (EOM)		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
CUMULATIVE CAPITAL FUND:															
Cash/Investment Balance	Cumulative Fund 7652203527	17,661,294.67	14,325,787.62	15,659,154.50	15,183,933.54	16,166,037.32	19,521,476.84	14,162,307.93	14,530,919.63	15,861,723.62	7,294,220.97	6,040,392.96	7,322,925.13	0.00	13,673,347.89
Earnings		2,219.64	2,843.26	2,862.89	0.00	1,299.79	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,925.58	743.80
Rate (EOM)		0.01%	0.02%	0.02%	0.00%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.06%	0.00%
Cum Investment Mgr															
Cash/Investment Balance	6668297	17,664,410.90	17,711,519.64	17,825,293.80	13,330,031.21	13,316,204.60	17,839,420.79	17,843,126.93	17,846,337.94	17,846,085.85	17,851,226.81	17,851,053.59	17,857,493.68	17,063,558.81	17,063,558.81
Earnings		29,003.47	459.21	42,615.95	23,325.13	1,004.94	34,407.04	15,716.12	14,474.71	9,162.31	375.24	26,073.43	11,986.79	208,704.34	17,922.03
Rate (EOM)		0.16%	0.00%	0.24%	0.17%	0.01%	0.19%	0.09%	0.08%	0.05%	0.00%	0.15%	0.07%	0.10%	0.10%
Fifth Third Bank															
Cash/Investment Balance	General Fund 984016	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Earnings		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rate (EOM)		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Chase High Yield															
Cash/Investment Balance	Cumulative Fund 2330430816	77,517.17	77,547.34	77,559.54	77,562.70	77,565.97	77,569.13	78,572.42	78,575.73	78,578.94	78,580.94	78,582.87	77,584.85	99.92	77,983.13
Earnings		32.24	30.17	12.20	3.16	3.27	3.16	3.29	3.31	3.21	2.00	1.93	1.98	8.33	8.33
Rate (EOM)		0.04%	0.04%	0.02%	0.004%	0.004%	0.004%	0.004%	0.004%	0.004%	0.003%	0.002%	0.003%	0.01%	0.01%
BNY Mellon - Trustee Account															
Cash/Investment Balance	Bond Issue 419777	16,065,957.58	16,085,108.32	15,065,232.31	15,072,855.86	14,180,978.17	14,181,298.94	13,039,530.88	13,039,651.14	13,039,764.99	11,856,480.83	11,856,588.01	11,856,685.57	661,72.88	13,778,344.38
Earnings		19,821.58	19,150.74	17,455.95	7,623.55	1,122.26	320.77	132.04	120.26	113.85	107.14	107.18	97.56	5,514.41	5,514.41
Rate (EOM)		0.12%	0.12%	0.12%	0.05%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%	0.04%
Cash/Investment Balance															
Earnings	TOTAL	51,469,180.32	48,109,062.02	48,637,740.15	43,664,383.31	44,090,786.06	51,619,765.70	62,411,551.16	67,234,607.04	68,554,503.94	58,784,648.09	57,548,807.70	58,834,552.70	284,157.88	55,085,889.10
Rate (EOM)		0.12%	0.12%	0.12%	0.05%	0.01%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.04%	0.04%
Chase High Yield															
Cash/Investment Balance	General Fund 7652203527	62,235,963.76	57,567,818.14	53,179,722.64	48,864,515.56	59,267,511.90	83,067,947.71	77,090,131.39	89,616,622.22	82,726,773.16	80,812,722.00	87,734,820.49	102,430,190.36	291,821.53	73,715,590.78
Earnings		53,607.82	25,405.71	63,937.39	31,092.05	3,902.15	34,799.95	15,512.60	14,880.03	9,267.45	470.91	26,051.92	12,492.95	291,821.53	24,318.46
Rate (EOM)		0.45%	0.37%	0.49%	0.23%	0.06%	0.21%	0.10%	0.09%	0.06%	0.01%	0.16%	0.08%	0.02%	0.02%
Summary of Interest Earnings Accounts Only															
Cash/Investment Balance of Interest Earnings Accounts		61,364,954.92	57,066,755.62	52,387,502.65	47,782,506.15	57,895,109.19	81,405,067.59	76,229,561.05	88,465,600.54	81,285,267.40	79,080,717.86	85,712,304.89	101,260,206.14	72,494,629.52	72,494,629.52
Earnings		53,607.82	25,405.71	63,937.39	31,092.05	3,902.15	34,799.95	15,512.60	14,880.03	9,267.45	470.91	26,051.92	12,492.95	291,821.53	24,318.46
Average Rate		0.45%	0.37%	0.49%	0.23%	0.06%	0.21%	0.10%	0.09%	0.06%	0.01%	0.16%	0.08%	0.02%	0.02%
Annual Average Yield Rate															

Average Bank Balances by Financial Institution:

Chase, N.A.	1,298,644.39
Fifth Third Bank	57,799,198.86
National Bank of Indianapolis	839,103.14
BNY Mellon - Trustee Account	13,778,344.38
Total	<u>73,715,290.78</u>

Average Bank Balances by Fund:

General Fund	16,659,702.69
Insurance Reserve Fund	839,103.14
Debt Service Fund	1,130,595.85
Cumulative Capital Fund	55,085,889.10
Total	<u>73,715,290.78</u>

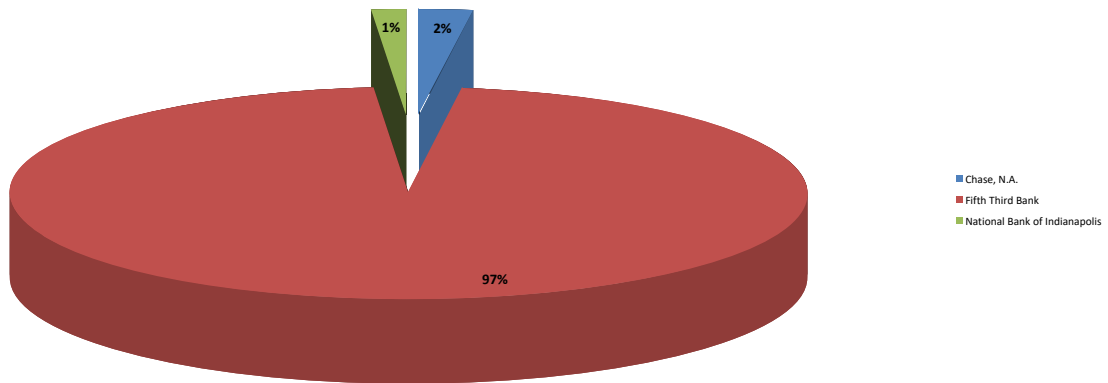
Average Return on Investment:

Average Balance of Interest Earning Accounts	72,494,629.52
Investment Earnings	291,821.53

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION (INDYGO)
REPORT OF END OF MONTH BALANCES & EARNINGS BY FINANCIAL INSTITUTION
FOR THE YEAR ENDING DECEMBER 31, 2019

<u>Institution</u>	<u>Fund</u>	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>	<u>YTD Interest Earnings Total Return</u>	<u>Ave EOM Bal YTD Earnings Ave Return</u>
CHASE, N.A.															
Cash * Cash/Investment Balance Earnings	General Fund 628551.46	91,711.61 0.00	91,585.92 0.00	91,414.42 0.00	90,974.67 0.00	90,588.80 0.00	90,187.04 0.00	89,796.72 0.00	89,468.89 0.00	89,173.80 0.00	88,893.01 0.00	88,625.30 0.00	88,364.75 0.00	0.00	90,065.41 0.00
Cash * Cash/Investment Balance Earnings	Debt Service Fund 700039006204	768,697.23 0.00	409,476.40 0.00	700,255.57 0.00	991,034.74 0.00	1,281,813.91 0.00	1,572,593.08 0.00	770,773.62 0.00	1,061,552.79 0.00	1,352,331.96 0.00	1,643,111.13 0.00	1,933,890.30 0.00	1,081,619.47 0.00	0.00	1,130,595.85 0.00
Cash High Yield Cash/Investment Balance Earnings	Cumulative Fund 2330430816	77,517.17 32.24	77,547.34 30.17	77,559.54 12.20	77,562.70 3.16	77,565.97 3.27	77,569.13 3.16	78,572.42 3.29	78,575.73 3.31	78,578.94 3.21	78,580.94 2.00	78,582.87 1.93	77,584.85 1.98	99.92	77,983.13 8.33
Cash/Investment Balance Earnings	TOTAL	937,936.01 32.24	578,609.66 30.17	860,229.53 12.20	1,159,571.11 3.16	1,449,968.68 3.27	1,740,349.25 3.16	939,142.76 3.29	1,229,597.41 3.31	1,520,084.70 3.21	1,810,585.08 2.00	2,101,098.47 1.93	1,247,569.07 1.98	99.92	1,298,644.39 8.33
Rate															
FIFTH THIRD BANK:															
Cash/Investment Balance Earnings	Cumulative Fund 765220327	17,661,294.67 2,219.64	14,325,787.62 2,843.26	15,659,154.50 2,562.89	15,183,933.54 0.00	16,516,037.32 1,299.79	19,521,476.84 0.00	14,162,307.93 0.00	14,530,919.63 0.00	15,861,723.62 0.00	7,294,220.97 0.00	6,040,392.96 0.00	7,322,925.13 0.00	8,925.58	13,673,347.89 743.80
Cash/Investment Balance Earnings	Cum Investment Mgr 6668297	17,664,410.90 29,003.47	17,711,519.64 4,59.21	17,825,793.80 42,615.95	13,310,031.21 23,325.13	13,316,204.60 1,104.94	17,839,420.79 34,407.04	17,843,126.93 15,716.12	17,846,337.94 14,474.71	17,846,085.85 9,162.31	17,831,226.81 375.24	17,851,053.59 26,073.43	17,857,493.68 11,986.79	208,704.34	17,063,558.81 17,392.03
Cash/Investment Balance Earnings	Cares Investment 9884016	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	0.00 0.00	17,288.013.00 0.00	21,729,212.60 229.00	21,728,440.54 -67.11	21,724,138.54 -70.50	21,722,190.27 -185.82	21,719,863.56 349.59	255.16	10,492,654.88 21.26
Cash/Investment Balance Earnings	General Fund 7654027049	8,786,598.29 1,975.52	7,867,431.83 2,321.34	2,706,448.28 922.17	3,220,516.72 0.00	12,895,861.82 263.20	28,310,839.19 0.00	12,854,011.45 0.00	19,425,560.43 0.00	11,261,566.55 0.00	19,294,808.65 0.00	26,710,628.37 0.00	40,482,448.79 0.00	5,482.23	16,151,393.36 456.85
Cash/Investment Balance Earnings	General Fund 7653171806	271,013.69 94.21	160,766.82 1,69.36	214,434.39 82.65	58,586.08 0.00	69,348.17 15.59	635,280.58 0.00	124,755.17 0.00	97,604.45 0.00	629,755.10 0.00	161,852.28 0.00	613,404.78 0.00	1,103,683.49 0.00	361.81	418,243.92 30.15
Cash/Investment Balance Earnings	TOTAL	44,383,317.55 33,292.84	40,065,505.91 5,793.17	36,405,830.97 46,183.66	31,793,067.55 23,325.13	42,797,451.91 2,683.52	66,307,017.40 34,407.04	62,772,214.48 15,716.12	74,508,077.05 14,703.71	67,327,571.66 9,095.20	66,306,247.25 304.74	72,937,669.97 25,887.61	88,486,414.65 12,336.38		57,799,198.86 18,644.09
BNY MELLON:															
Cash/Investment Balance Earnings	Bond Proceeds Fund 419777	16,065,957.58 19,821.58	16,085,108.32 19,150.74	15,065,232.31 17,455.95	15,072,855.86 7,623.55	14,180,978.17 1,122.26	14,181,298.94 320.77	13,039,530.88 132.04	13,039,651.14 120.26	13,039,764.99 113.85	11,856,480.83 107.14	11,856,588.01 107.18	11,856,685.57 97.56	66,172.88	13,778,344.38 5,514.41
Cash/Investment Balance Earnings	TOTAL	16,065,957.58 19,821.58	16,085,108.32 19,150.74	15,065,232.31 17,455.95	15,072,855.86 7,623.55	14,180,978.17 1,122.26	14,181,298.94 320.77	13,039,530.88 132.04	13,039,651.14 120.26	13,039,764.99 113.85	11,856,480.83 107.14	11,856,588.01 107.18	11,856,685.57 97.56	66,172.88	13,778,344.38 5,514.41
Rate															
NBOH															
Cash/Investment Balance Earnings	Insurance Reserve 1478403	838,162.62 461.16	838,594.25 431.63	838,879.83 285.58	839,020.04 140.21	839,113.14 93.10	839,182.12 68.98	839,243.27 61.15	839,296.62 53.35	839,351.81 55.19	839,408.84 57.03	839,464.04 55.20	839,521.07 57.03	1,819.61	839,103.14 151.63
Cash/Investment Balance Earnings	TOTAL	838,162.62 461.16	838,594.25 431.63	838,879.83 285.58	839,020.04 140.21	839,113.14 93.10	839,182.12 68.98	839,243.27 61.15	839,296.62 53.35	839,351.81 55.19	839,408.84 57.03	839,464.04 55.20	839,521.07 57.03	1,819.61	839,103.14 151.63
Rate															
GRAND TOTAL		62,225,637.66	57,567,818.14	53,179,172.64	48,864,515.56	59,267,511.90	83,067,847.71	77,090,131.39	89,616,622.22	82,726,773.16	80,812,722.00	87,734,820.49	102,430,190.36		73,715,290.78
GRAND TOTAL		53,607.82	25,405.71	63,957.39	31,092.05	3,902.15	34,799.95	15,912.60	14,880.63	9,267.45	470.91	26,051.92	12,492.95	291,821.53	24,318.46

Average Bank Balances by Financial Institution



Average Bank Balances by Fund

