



*IndyGo*SM

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION 2021 MANAGEMENT & FINANCIAL PLAN

FISCAL YEAR JANUARY 1, 2021 THROUGH DECEMBER 31, 2021

INTRODUCED TO INDYGO BOARD: JULY 27, 2020

INDYGO BOARD ADOPTED: AUGUST 20, 2020

CITY-COUNCIL ADOPTED ON: OCTOBER 12, 2020

DLGF APPROVED BUDGET: NOVEMBER 30, 2020

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Indianapolis Public Transportation Corporation
Indiana**

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morill

Executive Director

TRANSMITTAL LETTER

A BUDGETARY MESSAGE FROM PRESIDENT INEZ EVANS



Indianapolis Public Transportation Corporation
dba IndyGo
1501 W. Washington Street
Indianapolis, IN 46222
T: 317.635.2100
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July 27, 2020

To: IPTC Chair and Board of Directors

From: Inez Evans, President and CEO

Subject: IPTC 2021 Financial and Management Plan



I am pleased to submit for your information and consideration the 2021 proposed Financial and Management Plan of the Indianapolis Public Transportation Corporation (IndyGo or the Company).

With the vision of Indy Connect in mind, IndyGo spent 2019 advancing projects that promote a more connected, reliable, modern public transportation system.

Accomplishments

Red Line Rapid Transit

In September 2019, the Red Line, Indianapolis' first bus rapid transit line, opened for service. The 13.1 mile line runs from 66th Street in Broad Ripple to the University of Indianapolis, through the densest corridor in Marion County of both residents and employers.

The Red Line was met with incredible enthusiasm from the community when it launched on September 1. In the line's opening week, there were more than 64,000 boardings. The Red Line saw nearly a quarter-million boardings during the first month of service.

As the first project of its kind in Indianapolis, opening the Red Line was not without challenges. IndyGo is dedicated to continuing to identify and address these challenges to improve service on the Red Line and future bus rapid transit lines.

Marion County Transit Plan

In addition to opening the Red Line, IndyGo made great strides in implementing the Marion County Transit Plan through 2019 service changes. In addition to minor adjustments for timing and efficiency, IndyGo improved weekend and evening service.

In September 2019, with the opening of the Red Line, IndyGo implemented changes to many routes to better connect local and rapid service. Among these significant improvements: every route began operating every day of the week, and weekend and evening service was enhanced.

IndyGo saw the results of these service improvements reflected in January 2020's ridership, which was 8% higher than ridership in January 2019. This is the second consecutive January that ridership has increased following service improvements. In addition to the eight percent increase between 2019 and 2020, January 2019 system ridership was 4.2% higher than in January 2018.

MyKey Fare Modernization

IndyGo's new fare system, called MyKey, is currently in the development and testing stages for the general public. The fare system consists of reloadable tap cards, a mobile application, ticket vending machines, fare validators, a point-of-sale system for Customer Service, and fare inspection equipment.

In 2019, IndyGo moved forward with the implementation of the MyKey fare system for certain rider populations. IndyGo offered access to the MyKey system to riders enrolled in the veteran program, as well as students in sponsored-rides programs, including those in the IndyGo and Indianapolis Public Schools (IPS) partnership.

Since July 2018, IndyGo has offered veterans the opportunity to ride the IndyGo fixed route system fare-free by registering for a special veteran identification card. In July 2019, IndyGo started preparing to transition veteran fare cards to the MyKey tap-card system. In November 2019, IndyGo began issuing the new MyKey cards to the over 3,000 veterans registered for the program.

Offering the MyKey system and tap technology has provided IndyGo with valuable information that will help IndyGo to effectively implement the new fare system for all riders in the future.

Awards

Team members and operations received several awards in 2019 and 2020 for various types of work done inside the agency.

- In May 2019, IndyGo Operator Misti El-Shabazz won first place in the Customer Service Challenge Final at the American Public Transportation Association's 2019 International Bus Rodeo in Louisville, KY.
- In August 2019, IndyGo received its first ever Distinguished Budget Presentation Award for the 2019 budget year from the GFOA.
- In October 2019, CEO Inez Evans was appointed to the APTA Board of Directors and Leadership Committee

- In December 2019, IndyGo was awarded the “Best Service Improvement” award by TransitCenter.
- In March 2020, IndyGo received its Certificate of Achievement for Excellence in Financial Reporting for the fiscal year 2018 for the seventeenth straight year from the GFOA.
- In July 2020, IndyGo received its Distinguished Budget presentation award for the 2020 Budget year for the second consecutive year from the GFOA.

Macroeconomic Factors and Financial Health

For nearly a decade, Marion County has enjoyed continual year-over-year growth in its labor force, reaching 492,967 last year. Unemployment had continued to decline throughout 2019 nationally, with the Marion County rate landing at 3.3% at the end of the year.

A voter approved 0.25% income tax and appropriated each year by Council, the revenue from this tax provides funding for IndyGo’s operating budget, capital program and debt services and is specifically used for the purposes approved by Council and State Statute. As with any income tax, future collections are driven by factors largely outside IndyGo’s immediate control.

In 2019 the Federal government continued to allocate formula-based funding to transit, as well as offer opportunities to apply for competitive grants which can be used for innovative projects that deliver exceptional transportation benefits. State funding for mass transit has continued to stay flat.

In the first quarter for 2020, the COVID-19 epidemic called for swift response in various areas of our economy, and public transportation faced notable challenges. IndyGo instituted various operational measures, purchased new equipment, and contracted for new cleaning services, all of which were unbudgeted. Congress passed various support packages to ease the economic impacts of COVID-19 including the CARES Act, one-time grant money covering 100% of eligible expenses for transit agencies’ response efforts to the epidemic. The CARES Act offers support for capital purchases to keep employees safe in the long term as well as operational support to keep critical public transportation services running. Based on federal guidelines, this money will help ensure we can continue to operate service and meet our obligations. IndyGo received \$44 M for increased protective equipment, capital projects for employee protection, and operational support, all 100% reimbursable.

With stay at home orders in place, and the closure of many businesses, IndyGo’s ridership decreased noticeably. March 2020 was down 22% compared to March of 2019. The decrease coincided with Indiana Stay-at-Home orders. On March 29, 2020, IndyGo implemented social distancing measures on the transit system and moved to a reduced schedule. Q1 2020 ended down about 5.5% compared to Q1 2019. Weekly ridership in April has stabilized at approximately 62,000 weekly trips. As social distancing measures ease, IndyGo assumes ridership will rebound slowly during the remainder of FY 2020, but will likely remain lower than FY 2019.

Post-epidemic, IndyGo will be continuing its investment in frequency and longer span of service in

2021. We believe that these investments will support ridership growth, while also recognizing that some commute patterns may be impacted in the longer term. We expect many employers to retain flexible and remote work arrangements for employees, which minimizes IndyGo's capacity concerns during traditional peak commute hours. Maintaining steady service supply for daytime, evenings and weekends for our city's densest population centers will remain core to the business approach. IndyGo is also aiming to integrate more flexible approaches to service delivery to achieve geographic and late night/early morning coverage. IndyGo is targeting new service delivery models to efficiently match supply to demand in real time.

With the excellent oversight of the IPTC Board of Directors, alongside the committed IndyGo team, we will maintain efficiencies that will allow IndyGo to provide the support and service our dedicated transit customers currently expect, while at the same time shaping the future of mobility for the city of Indianapolis and Marion County.

Operating Budget

IndyGo's Operating budget is balanced budget with its revenues at \$117 million, which is 5.6% greater than the previous budget year. The increase comes from various factors such as wage increases, healthcare costs, spare parts purchases, fare enforcement security costs as well as operation and maintenance of Red Line Infrastructure.

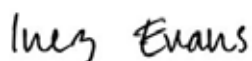
Capital Budget

IndyGo's 2021 Capital budget includes a total of \$83.2 million spending in capital projects. The funding comes from various sources. The spending anticipates 42% grants resources, 23% capital funds, and 35% bond proceeds. Major projects include fleet replacement and expansion, street infrastructure, facility improvements, Information Technology and Finance projects, Safety and Security updates as well as outreach and communications related enhancements.

Acknowledgments

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

Respectfully Submitted,



Inez Evans, PRESIDENT & CEO

IndyGo

ORGANIZATION AND GOVERNANCE

BOARD OF DIRECTORS



GREG HAHN
Chairman



ADAIRIUS GARDNER
Vice Chairman



MARK FISHER
Secretary



RICHARD HARRY
WILSON, JR.
Treasurer



TOMMIE JONES
Service Committee



JUAN F. GONZALEZ
Finance Committee



LISE PACE
Service Committee

EXECUTIVE TEAM



INEZ P. EVANS
President & CEO



AARON VOGEL
Vice President of Operations
and Chief Operating Officer



MARCUS BURNSIDE
Vice President of
Technology/CIO



DENISE JENKINS-AGURS
Vice President of Inclusions
and Workforce Development



BART BROWN
Vice President of Finance
and Chief Financial Officer



JILL RUSSELL
General Counsel



JENNIFER PYRZ
Chief Development Officer VP
of Infrastructure, Strategy,
and Innovation



JEFFREY BROWN
Vice President of
Human Resources



CAMERON RADFORD
Vice President of
Government Affairs

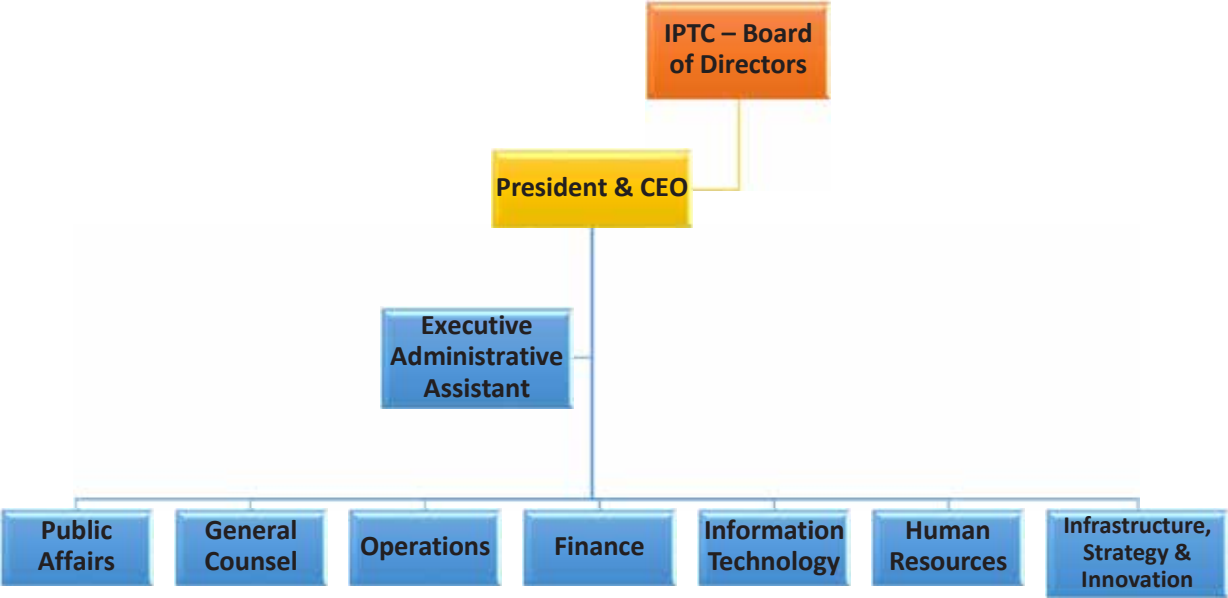
BUDGET MANAGEMENT TEAM

HARDI SHAH, DEPUTY CHIEF FINANCIAL OFFICER

JUSTIN BURCOPE, BUDGET MANAGER

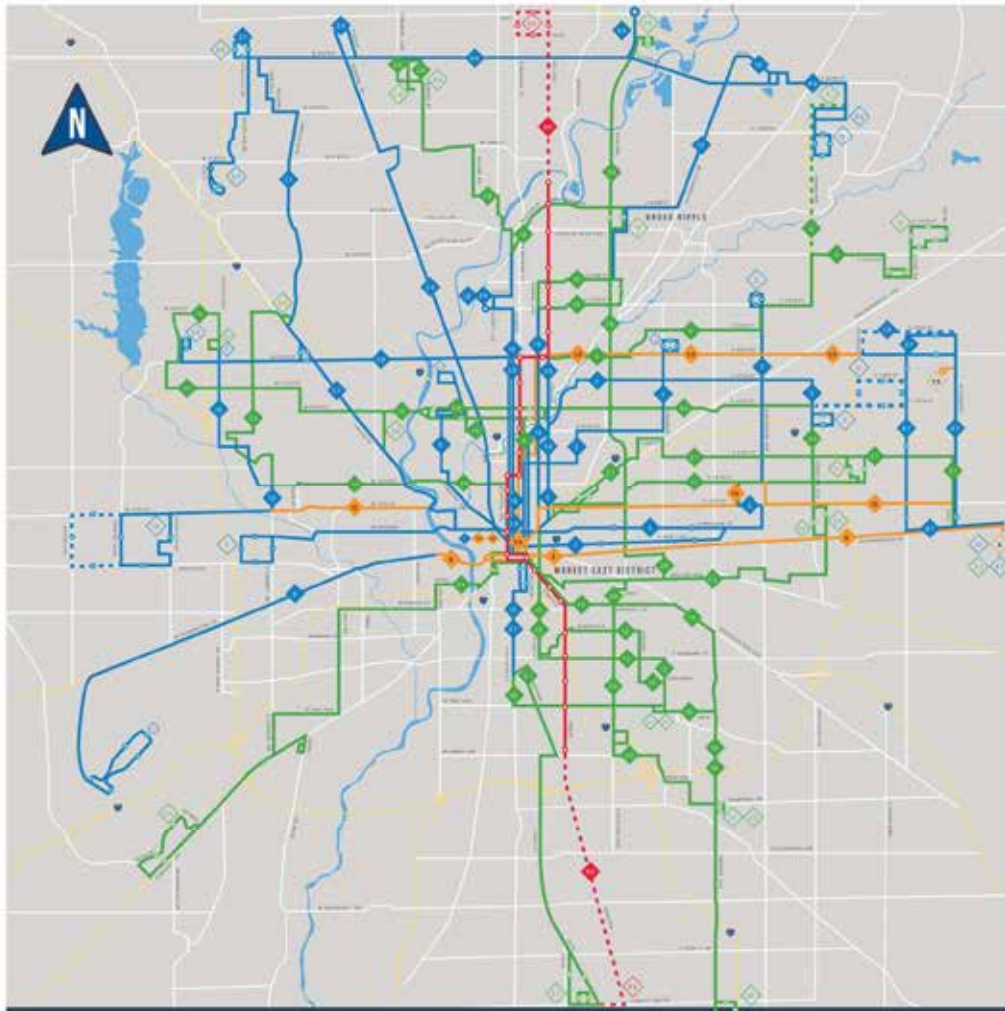
ALEXANDER WANG, DATA & PROJECTS ADMINISTRATOR

ORGANIZATION CHART - INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION



Organization charts for individual departments are presented alongside their budgetary information later in this document.

2020 SERVICE MAP

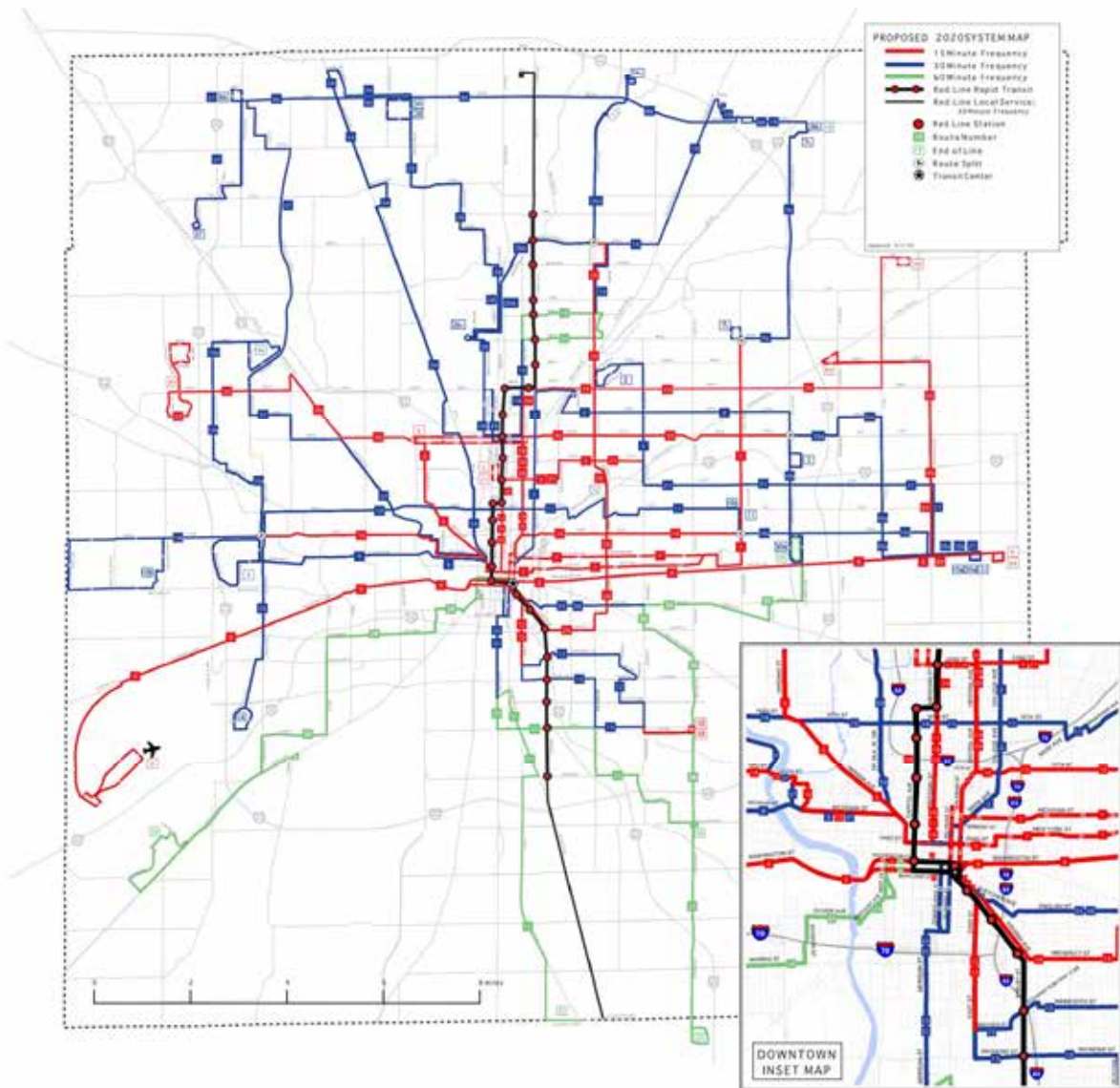


LEGEND

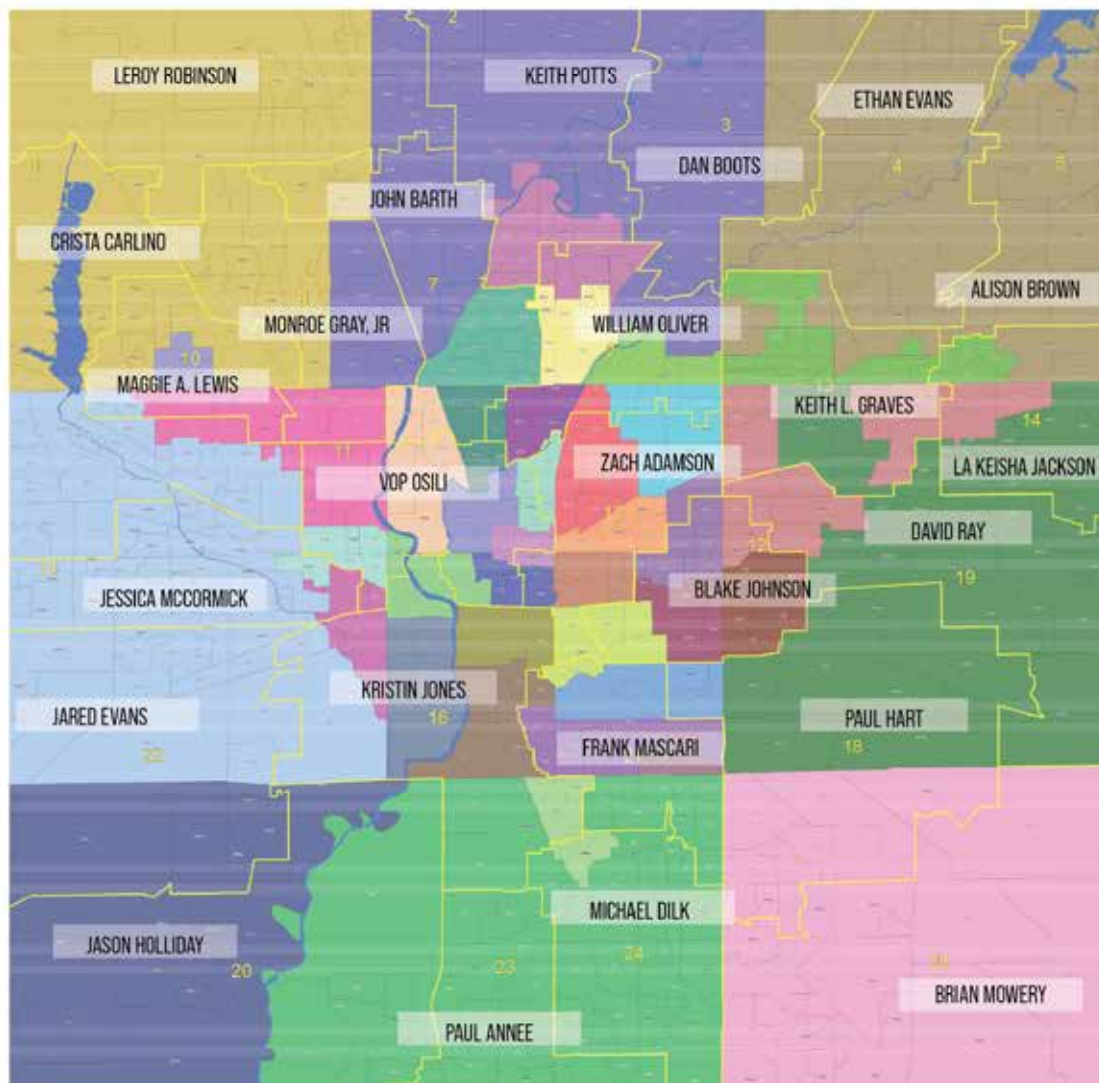
- RED LINE
- 15 MINUTE FREQUENCY
- 30 MINUTE FREQUENCY
- 60 MINUTE FREQUENCY
- RED LINE STATION
- ◆ ROUTE NUMBER



2020 SYSTEM MAP



2020 CITY COUNTY COUNCIL MAP



HISTORY



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

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

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



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



needs for Indianapolis and produced the recommendations for the region, recognized as the Central Indiana Transit Plan.



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

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



ORGANIZATION OVERVIEW

FIXED ROUTE

IndyGo operates 30 fixed routes throughout Marion County. Most of IndyGo's fixed routes serve the Carson Transit Center, a central hub in downtown Indianapolis.

BRT

IndyGo is building three rapid transit lines on high ridership corridors. Bus rapid transit (BRT) features level boarding, frequent service, real-time arrival information at each station, and dedicated, bus-only travel lanes. The Red Line, the first of the three BRT lines, opened for service in September 2019. The Red Line runs from Broad Ripple through downtown Indy to the University of Indianapolis, connecting several neighborhoods, major employers, and cultural institutions with frequent, comfortable rapid transit service. IndyGo is currently in the design phase of the Purple Line, the second BRT line, with construction anticipated to begin in mid-2021. The Purple Line will replace the existing Route 39. The third BRT line is the Blue Line, which will replace the existing Route 8 with service to the airport.

MOBILITY SOLUTIONS

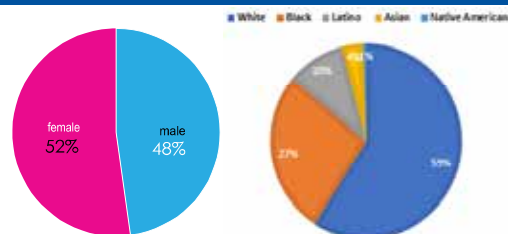
In addition to fixed route service, IndyGo operates a paratransit service called Open Door. Open Door serves customers who are unable to use IndyGo's local service due to a disability and meet the criteria established by the U.S. Department of Transportation under the Americans with Disabilities Act (ADA) of 1990. Open Door is an origin to destination, reservation-based, shared ride service. Although federal regulation only requires service within $\frac{3}{4}$ of a local route, Open Door currently operates throughout all of Marion County during the same hours as local service. IndyGo has recently partnered with Transportation Network Companies to provide alternative solutions of transportation to its paratransit service. In addition, we are developing strategies to generate on-demand/response solutions to supplement community transportation initiatives. IndyGo recently completed an operational analysis of its paratransit service and plans to conduct community outreach and public engagement about the service in 2021.

RIDERSHIP

In September 2019, IndyGo launched its first BRT route known as the Red Line. Total ridership on the new route was 766,382 and local fixed route ridership was 8,481,473. Total combined ridership for IndyGo for 2019 was 9,244,855 – a 4.9% increase from 2018 with overall average monthly ridership of 770,000. With the launch of the Red Line there were a number of local route alignment and service level changes with the launch of the Red Line. This shifted how some riders use the service as IndyGo moves toward a more grid-based service allowing more and faster transfers outside of downtown.

SERVICE AREA DEMOGRAPHICS

MARION COUNTY DEMOGRAPHICS
POPULATION = 876,500



Strategic Plan & Budget Integration

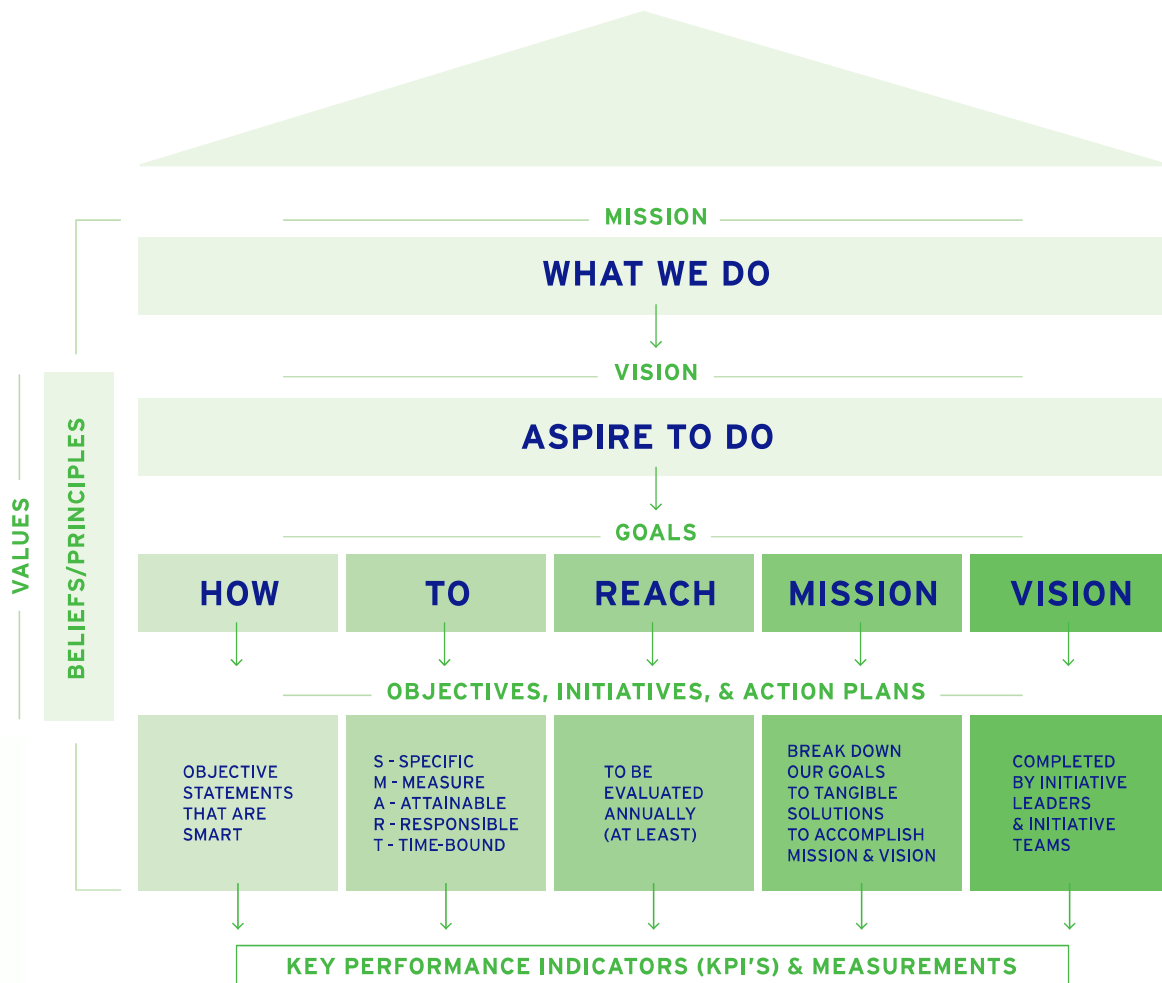
From 2017 -2018, IndyGo developed its 10 -year Strategic Plan. After surveying, interviewing, and hosting focus groups for internal and external stakeholders, IndyGo refocused and narrowed its direction. IndyGo wants to ensure its experts, from Professional Coach Operators to Mechanics to Accountants to Human Resource Specialists, better communicate, collaborate, and listen to the needs of our customers and co-workers to connect our community to economic and cultural opportunities through safe, reliable, and accessible mobility experiences. One of those important next steps will involve the creation, revision, and refinement of department-specific as well as agency-wide performance metrics. IndyGo is also focused on improving its culture through events, surveys, listening sessions, town halls, and more opportunities for co-workers to get to know, learn from, and collaborate with each other. Partnerships are steadily growing stronger than ever with a focus on mobility solutions and ideas.

The Board adopted Strategic Plan can be found at https://www.indygo.net/wp-content/uploads/2019/06/IndyGo_ExecSummary.

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



MISSION, VISION, VALUES & GOALS



LONG TERM:

- Provide individual & agency accountability.
- Strive towards continuous process improvement practices.
- Develop internal feedback loops.
- Provide professional development opportunities.
- Offer access & use data to monitor progress & make decisions.
- Build, maintain, & strengthen data systems, analysis, & infrastructure.

STRATEGIC PLAN TIMELINE



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

Calendar Year	Population (1)	Per Capita Personal Income (2)	Median Age (3)	Student Enrollment (4)	Unemployment Rate (5)	
2010	904,504	\$ 41,633	33.6	159,865	9.7	%
2011	911,195	44,538	33.0	143,053	9.5	
2012	919,453	45,897	33.7	146,175	9.4	
2013	929,722	45,074	33.9	149,697	7.0	
2014	935,745	46,143	34.1	130,007	5.8	
2015	940,235	47,978	34.3	130,371	4.6	
2016	944,034	49,439	34.4	131,754	3.9	
2017	950,082	50,957	34.5	132,596	3.1	
2018	954,670	51,940	34.5	132,838	3.4	
2019	964,582	51,940 (6)	34.5 (7)	131,292	2.9	

(1) Source: U.S. Census Bureau

(2) Data presented are per the U.S. Department of Commerce, Bureau of Economic Analysis.

(3) Data presented by Stats Indiana.

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

(5) Data presented is for Unemployment rate, nonseasonally adjusted, annual average, Marion County, IN. Source: Bureau of Labor Statistic as of December 2018.

(6) This information will be released by the Bureau of Economic Analysis in August 2020; therefore, prior year numbers were utilized.

(7) This information will be released by the U.S. Census Bureau at a future date; therefore, prior year numbers were utilized.

Indianapolis Public Transportation Corporation
(A Component Unit of the Consolidated City of Indianapolis - Marion County)

Table XII
Principal Employers
Current Year and Nine Years Ago

2019				2010			
Employer (2)	Employees	Rank	Percentage of Total City Employment (1)	Employer (3)	Total Employees	Rank	Percentage of Total City Employment (1)
Indiana University Health	23,187	1	4.90%	Clarian Health Partners, Inc.	12,763	1	3.13%
St. Vincent Hospitals & Health Services	17,398	2	3.68%	Eli Lilly and Company	11,550	2	2.84%
Community Health Network	11,328	3	2.39%	St. Vincent Hospitals & Health Services	10,640	3	2.61%
Eli Lilly and Company	10,737	4	2.27%	IUPUI	7,066	4	1.73%
Wal-Mart	8,926	5	1.89%	Federal Express	6,311	5	1.55%
Kroger	7,675	6	1.62%	Community Health Network	5,341	6	1.31%
Federal Express	5,000	7	1.06%	Rolls Royce	4,300	7	1.06%
Anthem	4,866	8	1.03%	St. Francis Hospital & Health Centers	4,152	8	1.02%
Eskenazi Health	4,620	9	0.98%	WellPoint Inc.	3,950	9	0.97%
Meijer	4,594	10	0.97%	Allison Transmission/Div of GMC	3,800	10	0.93%
		Total	20.79%			Total	17.15%

- (1) Percentage of total City employment is calculated using total Employment Labor Force, which can be found at www.stats.indiana.edu.
(2) Largest employers can be found at www.indypartnership.com (Indy Partnership).
(3) 2010 largest employers data can be found in IPTC 2010 Annual Report.

BUDGET PROCESS INFORMATION

FISCAL YEAR 2021 BUDGET PROCESS AND BUDGET CALENDAR

BUDGET PROCESS

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

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

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

BUDGET PREPARATION

The annual budget development cycle begins with an analysis of the current year budget compared to projected annual expenditures and long -term capital improvement program funding. Development of the 2021 Annual Operating Budget began with a budget workshop meeting in April 2020 to review instructions and distribute budget materials. Departments were advised to use the Zero-Based Budgeting methodology to build the budgets from ground up and not relying on prior budgets as a baseline. This approach is quintessential as IndyGo has gone through some changes in the services levels since passing of the referendum. It is a helpful tool especially when there is uncertainty associated with the future revenues.

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

REVIEW AND PUBLIC PARTICIPATION

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

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

1. Presented to Board in late July or the first week of August.
2. Public Hearing will be held ten days after introduction of the Budget to receive stakeholder input.

3. Final approval of the Operating Budget voted on in a separate board meeting held the last Thursday of August.

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

BUDGET AMENDMENTS & TRANSFER

Budget Amendment

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

Transfer of appropriations between major classifications

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

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

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

MONITORING

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

BUDGET ACCESS

All Budget documents are available on the IPTC's website at <https://www.indygo.net/about-indygo/financial-information/>.

FISCAL YEAR 2021 BUDGET CALENDAR

Budget Planning	Wednesday, April 08, 2020	Budget Workshop to go over 2021 Budget Process
Department Input & Budget Development	Friday, April 24, 2020	Department Directors submit their first draft budget to Finance
	Monday, April 27, 2020 - Friday, May 29, 2020	Meeting with Departments to discuss budget submissions and further refinements
	Monday, June 1, 2020	Last day for county auditor to distribute to each taxing unit the amount of the supplemental distribution that is allocated to the taxing unit under subdivision (IC 6-3.6-9-15)
	Monday, June 1, 2020	Draft budget overview with CFO & CEO
Budget Overview Review Period	Thursday, June 18, 2020	Provide Preliminary Overview of Budget to Finance & Service Committees and Seek Input
	Tuesday, June 30, 2020	SBA to provide Assessed Value Growth Quotient (AVGQ)
	Friday, July 10, 2020	Month End Close for the month of June
	Tuesday, July 14, 2020	DLGF to provide reports on maximum permissible property tax levy, maximum cumulative fund tax rate & miscellaneous revenue sources estimate for the budget year 2021
	Thursday, July 16, 2020	Finance Committee Budget Review
IPTC Budget Finalization & Adoption	Friday, July 17, 2020	Submit 1st Advertisement for Publication in Newspaper on Friday, July 24, 2020
	Thursday, July 23, 2020	Budget to Printer
	Monday, July 27, 2020	IPTC Board Meeting - Introduce budget - 5 pm
	Tuesday, July 28, 2020	Submit 2nd Advertisement for Publication in Newspaper on Friday, July 31, 2020
	Friday, July 31, 2020	DLGF to provide estimates on the 2021 property tax circuit breaker credits

	Monday, August 3, 2020	Certified net assessed valuation provided by county auditors to be made available on Gateway portal by DLGF
	Thursday, August 6, 2020	IPTC Board Meeting - Public Hearing/Comment on Budget - 5 pm
	TBD	Presentation of draft budget to the City Controller
	Thursday, August 20, 2020	IPTC Board Meeting - Final Adoption of Budget - 5 pm
	TBD	Presentation of draft budget to the Council CFO
DLGF - Gateway Submission	Tuesday, September 1, 2020	Last day for municipal corporations to submit proposed 2021 budgets, tax rates, and tax levies to the County fiscal body or other appropriate fiscal body for binding adoption & Form 3 (Notice to Taxpayers) into Gateway
Indianapolis City County Council Budget Adoption Process	Monday, September 14, 2020	Introduction of Municipal Corporation budgets at Full Council meeting - 7:00 pm
	Thursday, September 17, 2020	Municipal Corporations Budget Hearing - 5:30 pm Room 260
	Wednesday, September 30, 2020	Municipal Corp Committee - Budget Review & Analysis - 5:30 pm Room 260
	Monday, October 12, 2020	City County Council - IPTC Budget Adoption - 7:00 pm
DLGF Budget Process	Monday, November 9, 2020	Last day for units to submit their 2021 budgets, tax rates, and tax levies to the Department through Gateway
	Wednesday, December 16, 2020	Last day for the Department to accept additional appropriation requests for the 2020 Budget year from Unit
DLGF Certification	Thursday, December 31, 2020	The DLGF certifies and issues Form 1782 with 2021 budgets, tax rates, and tax levies.

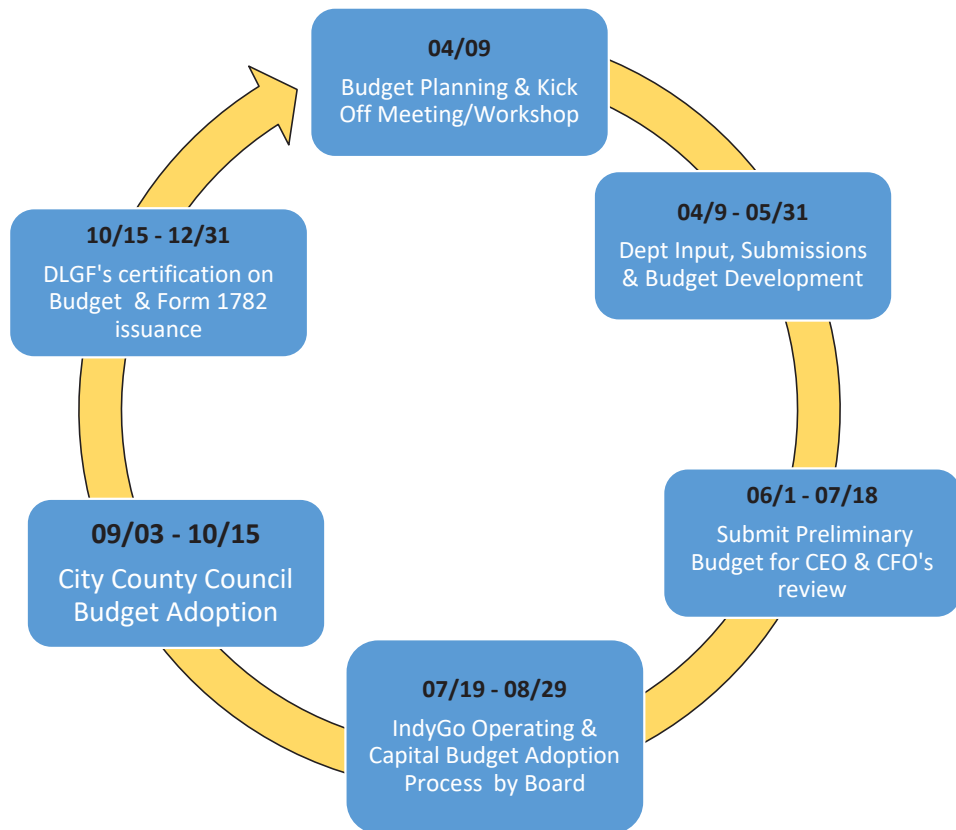


Photo Courtesy: WFYI

BASIS OF GOVERNMENTAL FINANCE AND FUND STRUCTURE

Cash Basis of Budgeting

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

Accrual Basis of Accounting

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

Balanced Budget

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

IndyGo Fund Structure

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



General Fund

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

Cumulative Capital Fund

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

Local Transit Income Tax Fund

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

Local Transit Income Tax Debt Service Fund

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

IndyGo Funds and Departments

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

Financial Policies

A seven-member Board of Directors approves IndyGo policies relating to operations, contracted services, safety, finance, and overall corporate structure. The Mayor of Indianapolis and the City-County Council of Indianapolis and Marion County appoint the bipartisan group. The mayor selects three members and the Council selects four.

The financial policies, compiled below, set the basic framework for the overall fiscal management of the organization. Operating independently of changing circumstances and conditions, these policies assist the decision-making process of the Board of Directors and administration. Key policies are summarized as below.

Fund Reserve Policy

IndyGo has a comprehensive Fund Reserve Policy. Key components of the policy are presented here. Reserves provide a government with options for responding to unexpected issues and a buffer against shocks and other forms of risk. The IndyGo Finance Department, led by the Chief Financial Officer, manages the maintenance and adherence to approved reserve levels.

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

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

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

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

Debt Policy

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

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

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

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

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

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

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

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

Capital Asset Management Policy

Annually, along with the development of the Operating Budget, IndyGo will prepare and update a five-year Capital Improvement Program (CIP) analyzing all anticipated capital expenditures, identifying associated funding sources, and future capital expenditures necessitated by changes in the landscape of service needs.

Capital improvement projects are defined as facility or equipment purchases or construction which results in a capitalized asset costing more than \$100,000 and having a useful (depreciable life) of three years or more. Also included are major maintenance projects of \$100,000 or more that have a useful life of at least three years. For accounting purposes, the definition of a Capital Improvement Project differs from that of a Capital/Fixed Asset. IPTC will maintain a schedule of individual capital assets with values in excess of \$5,000 and an estimated useful life in excess of three years. All items with an original value of less than \$5,000, or with an estimated useful life of three years or less, will be recorded as operating expenditure.

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

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

IndyGo will identify the estimated cost of capital projects and prepare a funding projection that considers revenues and operating costs to be included in the Capital Improvement Program document. IndyGo will determine the most appropriate financing method for all new projects. If

appropriate, IndyGo will attempt to maintain a mixed policy of pay-as-you-go and borrowing against future revenues for financing capital projects.

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

Investment Policy

Key components of the comprehensive Investment Policy are presented here.

The objective of the policy of IndyGo to invest funds in a manner that will provide the highest investment return possible while maintaining the maximum security of the principal and meeting cash flow demands. All investments will conform to the applicable laws and regulations governing the investment of public funds. Investments to be placed with a Financial Institution approved by both the State of Indiana and Marion County Boards of Finance.

The investment objectives of IndyGo are:

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

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

The investing officer may make investments having a stated final maturity for not more than five (5) years after the date of purchase or entry into a repurchase agreement. (IC 5-13-9-5.7). The total outstanding investments with maturity dates past two (2) years must not exceed twenty-five percent (25%) of the total portfolio of public funds invested by IndyGo, including balances in transaction accounts. (IC 5-13-9-5.7)

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)

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.

Internal Controls Policy

The purpose of this policy is to communicate the Indianapolis Public Transportation Corporation's internal control objectives to all employees and appointed officials of the Indianapolis Public Transportation Corporation ("IPTC") and to firmly commit the IPTC to the seventeen key principles of internal controls as established by the Indiana State Board of Accounts. The comprehensive policy outlines each principle in more detail, but the key Components and Principles of the Internal Controls Policy are as below:

- Component One: Control Environment
 - Principle 1:
 - The oversight body and management demonstrate a commitment to integrity and ethical values.
 - Principle 2:
 - The oversight body oversees the IPTC's internal control system.
 - Principle 3:
 - Management establishes an organizational structure, assigns responsibility, and delegates authority to achieve the IPTC's objectives.
 - Principle 4
 - Management demonstrates a commitment to recruit, develop, and retain competent individuals.
 - Principle 5
 - Management evaluates performance and holds individuals accountable for their internal control responsibilities.
- Component Two: Risk Assessment
 - Principle 6
 - Management defines objectives clearly to enable the identification of risks and risk tolerances.
 - Principle 7
 - Management identifies, analyzes, and responds to risks related to achieving the defined objectives.
 - Principle 8
 - Management considers the potential for fraud when identifying, analyzing, and responding to risks. Code § 5-11-1-27(l) relating to the Report of Misappropriation of Funds to State Board of Accounts and Prosecuting Attorney and Ind. Code § 5-11-1-27(j) relating to the Report of Material Variances, Losses, Shortages or Thefts to the State Board of Accounts. The IPTC shall utilize a materiality threshold of \$5,000.
 - Principle 9
 - Management identifies, analyzes, and responds to significant changes that could impact the internal control system.

- Component Three: Control Activities
 - Principle 10
 - Management designs control activities to achieve objectives and respond to risks.
 - Principle 11
 - Management designs the IPTC's information system and related control activities to achieve objectives and respond to risks.
 - Principle 12
 - Management implements control activities through policies.
- Component Four: Information and Communication
 - Principle 13
 - Management uses quality information to achieve IPTC's objectives.
 - Principle 14
 - Management internally communicates the necessary quality information to achieve the IPTC's objectives.
 - Principle 15
 - Management externally communicates the necessary quality information to achieve the IPTC's objectives.
- Component Five: Monitoring Activities
 - Principle 16
 - Management establishes and operates monitoring activities to monitor the internal control system and evaluate the results.
 - Principle 17
 - Management remediates identified internal control deficiencies on a timely basis.

SIGNIFICANT ASSUMPTIONS - REVENUE

SIGNIFICANT ASSUMPTIONS

OPERATING REVENUES

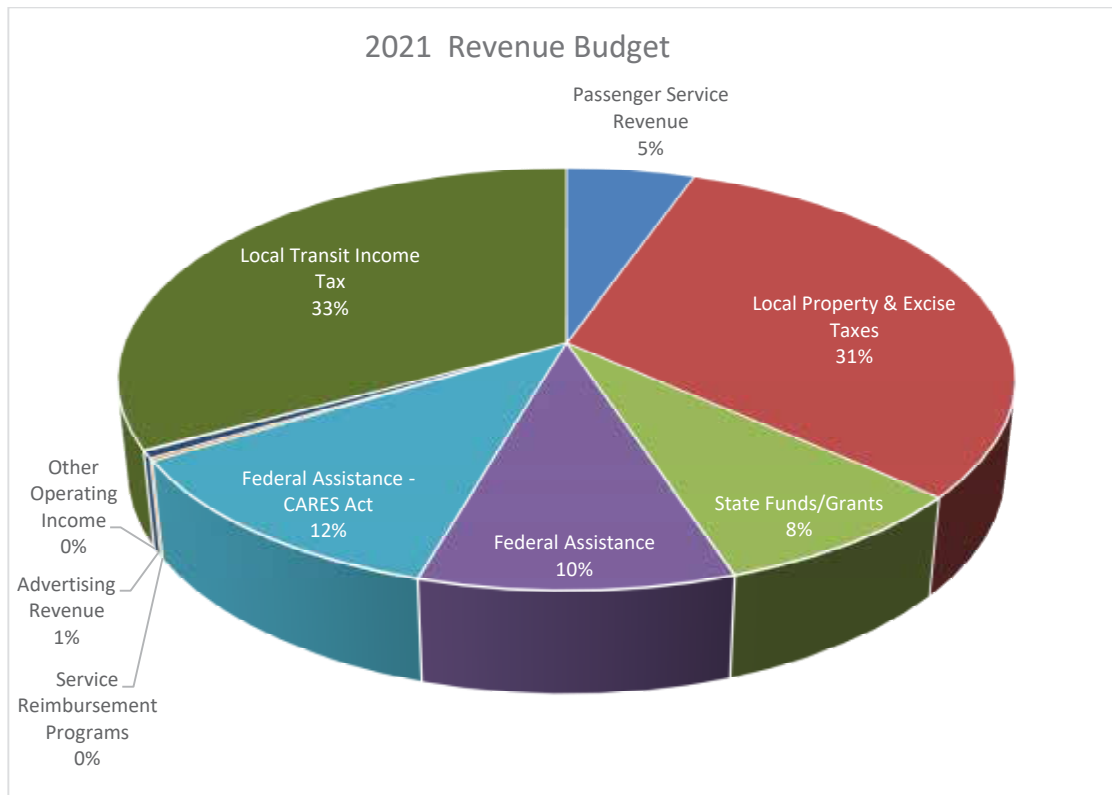
Estimating financial impact on the revenue sources has been very challenging as there are various factors that influence these projections while we are experiencing COVID-19 pandemic. This pandemic has resulted in a swift and large loss of ridership and fare revenue. Fare revenue losses are likely compounded by a decline in local tax revenue particularly property taxes and transit income taxes. While the impact is not fully known at the time of finalizing budgets, IndyGo continues to work with its fiscal partners such as The Department of Local Government Finance (DLGF), City of Indianapolis & Marion County, and the State Budget Agency who provide various revenue estimates to the local units of the government for the next budget year and make necessary adjustments.

- Property, excise and local option income taxes are calculated using the current rules that are in effect. A provision for the impact of the circuit breaker is estimated at \$5.7 million for 2021. It is assumed that IndyGo will collect 97% of the approved tax levies net of the circuit breaker for 2020. As in past years, IndyGo will require a special property tax levy of \$14.8 million to balance the operating budget. It is to be noted that this levy is not imposing any additional burden on the taxpayers.
- The State PMTF revenue is expected to decrease by 13% over 2020's budget as a result of the INDOT holding more on the general fund reserve following the COVID-19 pandemic and the associated revenue uncertainties.
- The Transit Income Tax is expected to have a decline of 10% over 2020's budget. A total of \$53.6 million appropriation out of Transit Income Tax collection is budgeted in IndyGo's proposed budget. IndyGo's proposed 2021 Budget includes utilization of the funding towards operational, capital & debt service expenditure needs.
- Current assumptions hold our Federal Formula Allocation flat with 2020. IndyGo is budgeting its federal 5307 formula money towards preventative maintenance expenditures in its 2021 general fund budget.
- Federal CARES Act funds are expected to support operating and capital expenditures, totaling \$14.1 million in 2021.
- Fare Revenue is one of the hardest hit revenue streams due to the impact of COVID-19 on the ridership declines. The fare revenue for the budget year 2021 is budgeted at 60% of the 2020's level at \$6.4 million.
- Service reimbursement program revenue is expected to remain the same.
- Transit advertising revenue is expected to decrease by 10% over 2020's level.

OPERATING REVENUE

Revenue Sources	Approved 2020 Budget	2021 Adopted Budget	% of Total Revenue	2022 Projected Budget
Passenger Service Revenue	10,631,742	6,379,044	5%	7,016,949
Local Property & Excise Taxes	36,468,936	36,069,630	31%	37,421,561
State Funds/Grants	11,107,800	9,634,315	8%	9,634,315
Federal Assistance	11,590,000	11,358,266	10%	11,422,432
Federal Assistance - CARES Act	-	14,173,048	12%	23,657,720
Service Reimbursement Programs	310,480	265,000	0%	265,000
Advertising Revenue	675,305	607,775	1%	670,000
Other Operating Income	180,000	109,500	0%	119,500
Local Transit Income Tax	40,110,476	38,711,748	33%	30,603,114
Total	\$ 111,074,738	\$ 117,308,326	100%	\$ 120,810,591

Note: Federal transit fund for 2021 includes \$8 million towards preventative expenditure needs.



Operating Revenue Budget Summary - 5 Year Look Ahead

The following table shows 5-year outlook for the Operating Revenue based on the agency's own projections. This table is a helpful tool for the agency to analyze where we would be in 5 years with our revenue and how it compares with our 5-year expenditure outlook at the current service levels. Although Federal CARES Act funds help IndyGo pay expenses currently and in the near future, they are not enough to cover the full cost of responding to the COVID-19 crisis, as well as allow IndyGo to expand services in the coming years.

	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook	2023 Budget Outlook	2024 Budget Outlook	2025 Budget Outlook
Revenues						
Passenger Service Revenue	10,631,742	6,379,044	7,016,949	7,718,644	8,490,509	9,339,560
Service Reimbursement Programs	310,480	265,000	265,000	265,000	265,000	265,000
Advertising Revenue	675,305	607,775	670,000	670,000	670,000	670,000
Other Operating Income	180,000	109,500	119,500	119,500	119,500	119,500
State Funds/Grants	11,107,800	9,634,315	9,634,315	11,000,000	11,000,000	11,000,000
Federal Assistance						
Federal Assistance - CARES Act	-	14,173,048	23,657,720	-	-	-
Federal Assistance - Other	11,590,000	11,358,266	11,422,432	11,487,880	11,554,638	11,622,731
Local Transit Income Tax	40,110,476	38,711,748	30,603,114	28,842,519	29,682,581	30,711,316
Local Property & Excise Taxes	36,468,936	36,069,630	37,421,561	38,920,083	37,757,293	38,929,164
Revenues Total	111,074,739	117,308,326	120,810,591	99,023,626	99,539,521	102,657,271

The following table provides assumptions of percentage changes in the revenue forecast in the major revenue sources that are expected to be hard hit due to the pandemic.

	2021	2022	2023	2024	2025
Transit Income Tax	-10%	-10%	-5%	2.50%	3%
Property Taxes					
i) Collection rate (% of net levy)	97%	98%	100%	101%	102%
ii) Assessed Valuation Growth Quotient (Note 1)	4%	2%	3%	3%	3%
Passenger Service Revenue	-40%	10%	10%	10%	10%
State Grants (Note 2)	-13%	0%	14%	0%	0%
Note 1	AVGQ estimates were provided by the DLGF for the budget year 2021				
Note 2	State Grant amounts were provided by the Indiana Department of Transportation (INDOT)				

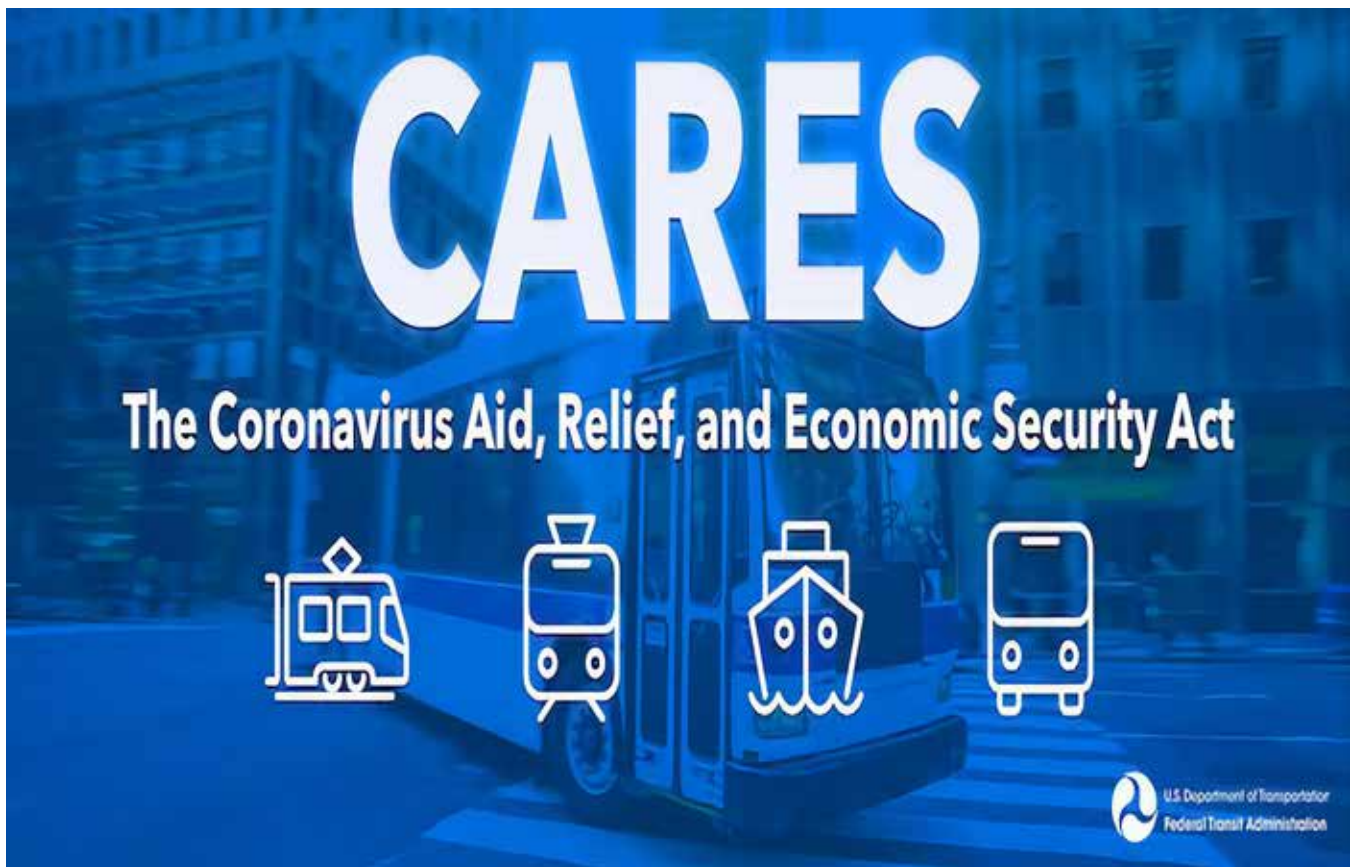
* The above percentage change implies increase/(decrease) in the revenue projections over prior year's figures.

Operating Revenue Budget Summary - 5 Year Look Ahead

CARES Act

Congress passed various support packages to ease the economic impacts of COVID-19 including the “Coronavirus Aid, Relief and Economic Security Act” or “CARES Act”, which received final passage by Congress and was signed into law by the President on March 27, 2020. The CARES Act provides funding at a 100% Federal share, with no local match required, and is available to support operating, capital and other expenses incurred by transit agencies beginning on January 20, 2020 to prevent, prepare for, and respond to the COVID-19 pandemic, including operating service for essential workers, such as medical personnel and first responders. IndyGo received \$44.2 million to help fund the costs of increased protective equipment, capital projects for employee protection, and operational support to keep critical public transportation services running. Based on federal guidelines, this money will help ensure we can continue to operate service and meet our obligations.

The CARES Act funds will help offset some of the sharp declines in revenues in budget years 2020, 2021 and 2022. However, IndyGo is working towards implementing long-term strategies that will alleviate the gaps between the revenues and expenses in future years. These strategies include but not limited to modifications in the service levels, avoidance in the discretionary spending, and prudent fund balance management.



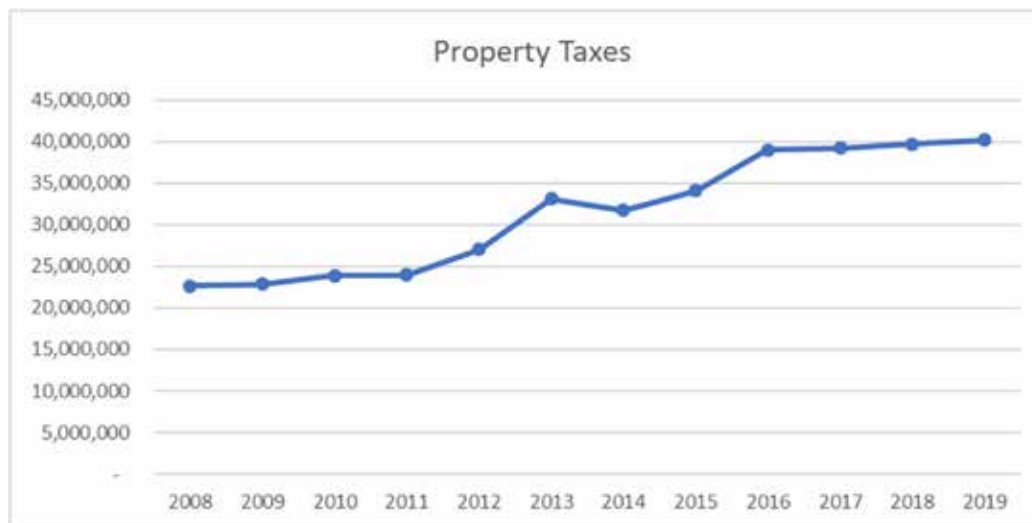
Local Taxes

Property Taxes

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

The IPTC's taxing district 2021 assessed value as reported by the County Property Auditors Office is \$42,963,424,468. Property taxes comprise 31% of IndyGo's 2021 operating revenue. For Fiscal year 2021, Property Tax Receipts for IPTC are estimated at \$39.7M, 1% lower than 2020 projected revenue. This revenue projection reflects property tax collected for the General Fund as well as the Cumulative Capital Fund. 2021 Property Tax Revenues assume a 4.2% growth in assessed valuation as provided by SBA. Property tax collections are estimated at 97% of the total levy amount for 2021.

The following table shows the history of property tax revenue distribution for past 10 years. Over the period of these years, it has grown marginally on the annual basis. In order to balance its operating budget and avoid service cuts, IndyGo had proposed special property tax levy for the budget year 2012 and 2016 totaling \$14.8 million. Over the next few years, IndyGo anticipates property taxes AVGQ between 2 to 3 percent.



Income Tax Revenue

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

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

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

Beginning January 1, 2018, IndyGo started receiving monthly distributions of Transit Income Tax Revenue. As required by IC 6 -3.6 -9 -5, before October 1 of each calendar year, the Budget Agency shall certify the local income tax distribution to the county based on the best information available regarding local income tax processed collections and local income tax rates at the time. Transit Income Tax revenue is budgeted at \$53.6M. The operating portion of this revenue totals \$38.71M, which is the largest single source of operating funds for IndyGo.

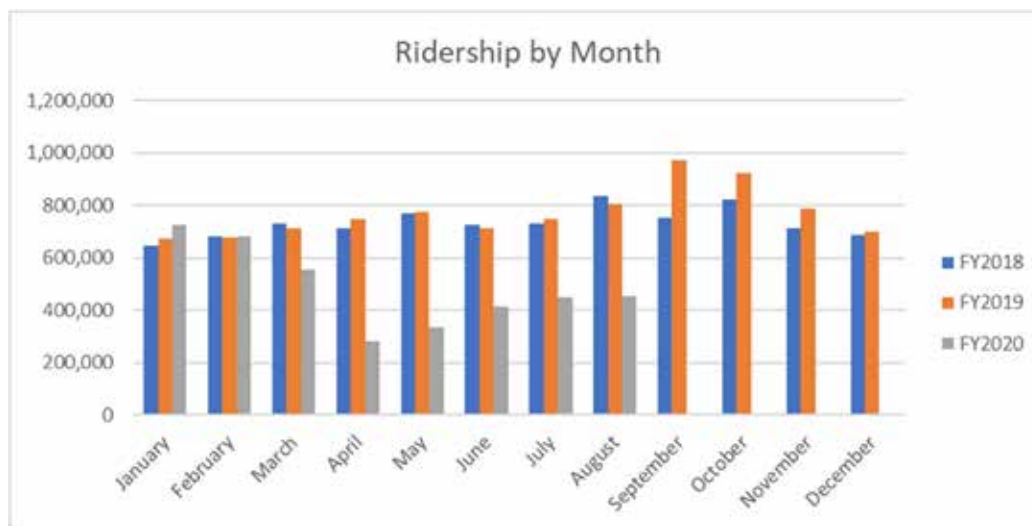
IndyGo's two -year transit tax revenue budget is shown as below.

	2021	2022
Local Transit Income Tax - Operating	38,711,748	30,603,114
Local Transit Income Tax - Capital	8,530,014	11,268,774
Local Transit Income Tax - Debt Service	6,370,725	6,379,350
Total Taxes	\$53,612,487	\$48,251,238

Passenger Service Revenue

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

Passenger service revenue does have a correlation to ridership. IPTC regularly experiences ridership and passenger service revenue fluctuations that are often influenced by seasons and the weather. Transit ridership is also affected by complex macro -economic factors like unemployment and consumer gas prices. Many transit agencies across the nation are experiencing similar downward trends in this category for last few years. These factors, combined with the uncertainty surrounding the COVID-19 pandemic, have forced IndyGo to reduce its passenger fare revenue budget.



Compared to 2019, bus ridership during the early stages of the pandemic declined approximately 40% percent from March to August. Bus service was reduced during the Stay-at Home period and regular weekday schedules resumed June 1. Fare revenues typically account for approximately 10% of IPTC's annual operating revenues and as a result of the pandemic are projected to decline by 40% for 2021 resulting in projected fare revenues of \$6.4 million in 2021, down from the \$10.6 million projected in 2020.



Federal Grant Revenue

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

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

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

Section 5310 funds are apportioned to states for support of transit services for Seniors and persons with disabilities. Also, as the designated recipient, IndyGo sets aside a portion of the funding for other qualified agencies to apply for that run transportation programs for senior and person with disabilities.

Section 5309 CIG Small Starts Grants is FTA's primary grant program for funding major transit capital investments.

The Coronavirus Aid, Relief, and Economic Security (CARES) Act was signed into law on March 27, 2020, in response to the economic fallout caused by the COVID-19 pandemic. IndyGo was awarded \$44.2 M in CARES Act funds to support operations and capital purchases.

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



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

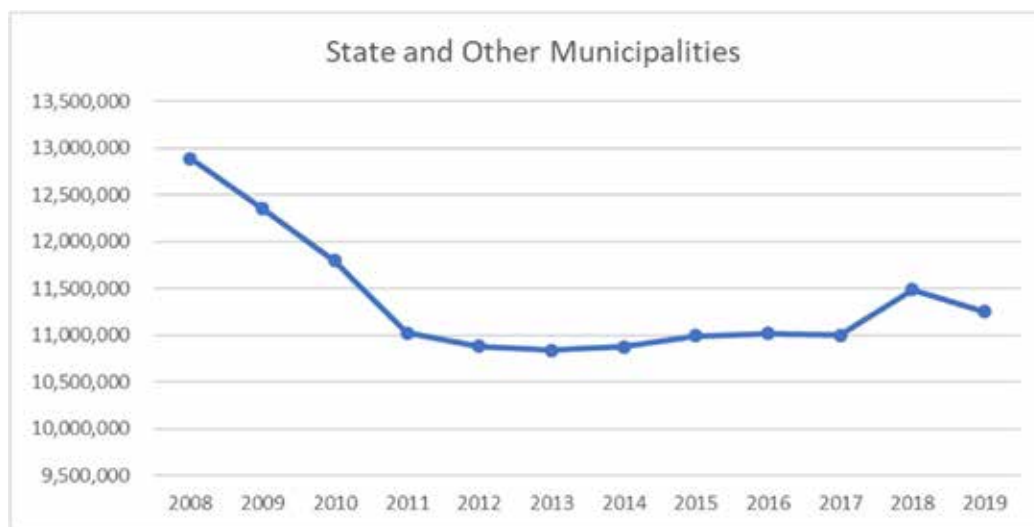
State Funding Sources

Public Mass Transit Fund

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

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

The State PMTF revenue is budgeted to include a 13% reduction from 2020, as a result of additional state general fund appropriations being held in reserve to account for the COVID-19 pandemic. Ordinarily, this revenue stream does not assume much growth year over year.



Other Operating Revenue

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

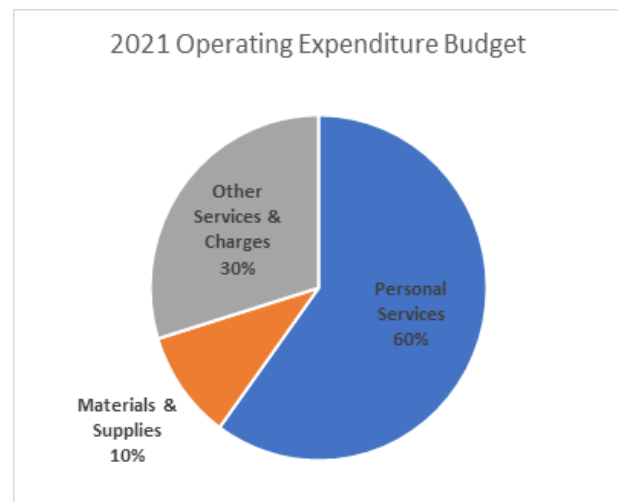
SIGNIFICANT ASSUMPTIONS - EXPENDITURES

SIGNIFICANT ASSUMPTIONS

EXPENDITURES

- IndyGo made some significant improvements in its service levels in 2019. The Red Line Bus Rapid transit system went live in September 2019. In order to support its current operations, IPTC's 2021 operating budget includes about 5% increase over 2020's budget.
- Personnel services show about 4% increase over 2020's budget which includes wage adjustments, healthcare costs increase and retirement costs. Healthcare costs are estimated to grow at a 2% rate. Pension/retirement costs are expected to grow significantly as IndyGo is making some adjustments to the pension plan per the arbitration award between the ATU local and IndyGo. Many departments evaluated their current FTEs and vacancies while budgeting for 2021 and made conscious decision to find efficiencies within existing structures.
- Premium Diesel Fuel costs have been budgeted at \$1.70 per gallon for 1.8 million gallons for 2021. Given current market trends on diesel fuel, IPTC has been able to secure next 12-month fuel supply.
- An inter local cooperation agreement between IndyGo and the City of Indianapolis through its Department of Public works for implementation of the Marion County Transit Plan will call for an appropriation of \$1.5 million to the City in fulfilling its obligation to make available and maintain the City Infrastructure of Phase 1 of the Red Line.
- Per 5 -year Capital plan, IndyGo plans to have a secondary facility for the training purposes. This facility would also serve as the Disaster Recovery site for the organization. 2021 budget includes maintenance costs related to this secondary facility.
- This budget includes about 30% increase in the security costs to account for the security personnel for the fare enforcement service as well as new training facility.
- Increased cleaning and sanitization efforts on our coaches and facilities account for \$970,865 of 2021's budget.

Budgeted expenditures are organized into three main categories: Personal Services, Materials & Supplies, and Other Services & Charges. Operating expenditures for 2021 are outlined by category in this chart.



PERSONAL SERVICES

IndyGo's largest ongoing annual operating expenditure is Personal Services. Personal Services includes all employee salary and fringe benefits, overtime, payroll taxes and retirement expenses. Budgeted full time equivalent (FTE) staffing for 2021 is 899 positions. Fringe benefit expenses include payments for employee health, vision, and dental insurance. Also included in fringe benefits are payments made for IndyGo's onsite health clinic.

The growth in the Personal Services category is mainly associated with wages and benefits per the negotiated union contract including increased health insurance costs and increased retirement contributions due to recent change in the pension arbitration award.

OTHER SERVICES & CHARGES

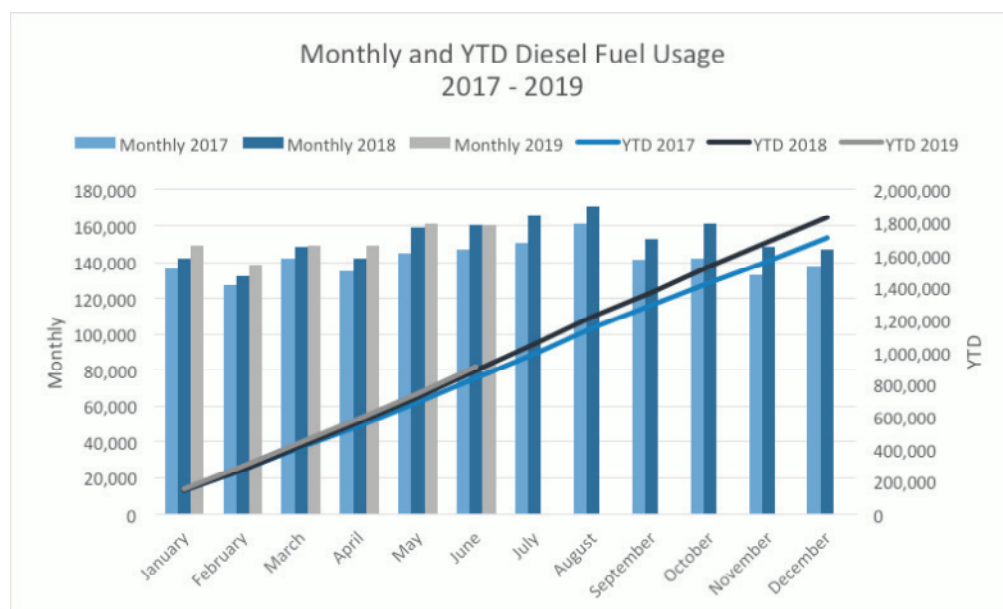
Operating expenditures related to contracted and professional services are the largest components of the Other Services & Charges category. Examples of services for which IndyGo contracts out are: security, facility and bus stop maintenance, landscaping, along with audit and legal services. The largest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

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

MATERIALS & SUPPLIES

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

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



EXPENDITURE BUDGET SUMMARY

Operating Expenditure Budget Summary - 5 Year Look Ahead

The following table shows 5-year outlook for the Operating Expenditures based on the agency's own projections. It is prepared after taking into consideration many factors. Budget projections for the year 2021 and 2022 are based on the budget requests provided by the departments based on the current service levels. The projected budgets for the subsequent years (2023 -2025) assume 3% increase in the overall budget over prior year's budget.

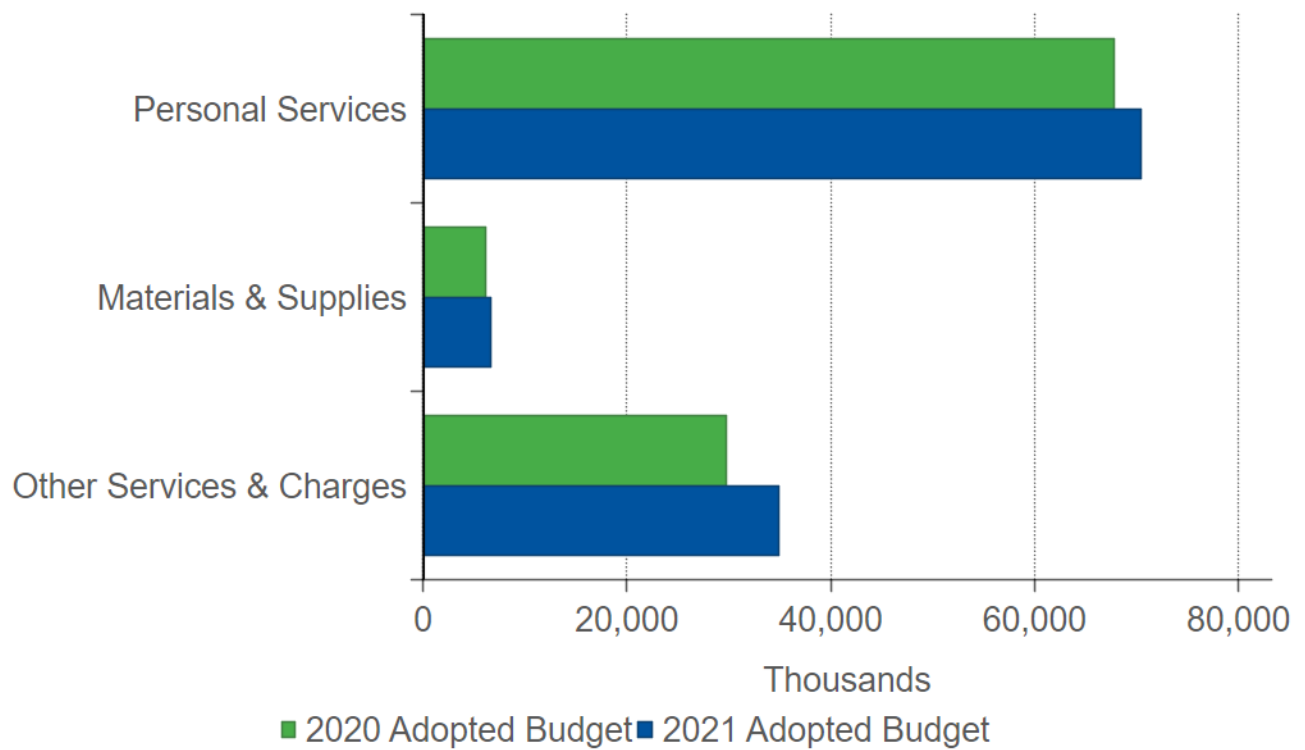
	2019 Actuals	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook	2023 Budget Outlook	2024 Budget Outlook	2025 Budget Outlook
Personal Services							
Wages	38,543,804	49,318,026	50,687,865	52,349,420	53,919,903	55,537,500	57,203,625
Benefits	12,529,930	12,216,529	12,687,456	13,632,507	14,041,482	14,462,726	14,896,608
Other Benefits	1,070,883	1,079,635	1,158,472	1,302,171	1,341,236	1,381,473	1,422,917
Payroll Taxes	3,138,678	3,772,828	3,877,619	4,004,732	4,124,874	4,248,620	4,376,079
Retirement	1,197,427	1,405,000	2,006,000	2,069,450	2,131,534	2,195,480	2,261,344
Personal Services Total	56,480,722	67,792,018	70,417,412	73,358,280	75,559,029	77,825,799	80,160,573
Materials & Supplies							
Fuel	4,470,571	6,179,010	4,018,932	5,758,199	5,930,945	6,108,873	6,292,139
Office Supplies	150,721	206,080	159,577	208,840	215,105	221,558	228,205
Operating Supplies	893,566	438,301	545,659	523,993	539,713	555,904	572,581
Other	384,251	553,231	574,727	614,905	633,352	652,353	671,924
Parts	6,393,666	6,196,869	6,690,220	7,412,780	7,635,163	7,864,218	8,100,145
Materials & Supplies Total	12,292,775	13,573,491	11,989,115	14,518,717	14,954,278	15,402,906	15,864,994
Other Services & Charges							
Contractual Services	19,191,000	21,527,589	24,839,881	26,354,596	27,145,234	27,959,591	28,798,379
Dues and Subscriptions	89,258	78,900	70,660	75,210	77,466	79,790	82,184
Insurance	3,167,606	3,040,505	3,949,775	4,183,500	4,309,005	4,438,275	4,571,423
Other Services	1,117,437	145,107	922,947	1,263,273	1,301,171	1,340,206	1,380,412
Printing and Advertising	702,453	600,300	529,119	767,600	790,628	814,347	838,777
Professional Services	2,324,747	2,076,116	1,786,808	2,006,870	2,067,076	2,129,088	2,192,961
Telephone	281,023	362,564	693,403	737,404	759,526	782,312	805,781
Training and Conferences	270,395	548,150	269,206	708,713	729,974	751,873	774,429
Utilities	1,201,661	1,330,000	1,840,000	2,240,000	2,307,200	2,376,416	2,447,708
Other Services & Charges Total	28,345,580	29,709,231	34,901,799	38,337,166	39,487,280	40,671,898	41,892,054
Grand Total	97,119,077	111,074,740	117,308,326	126,214,163	130,000,587	133,900,603	137,917,621

Budget Comparison by Expenditure Category

The following table shows comparative summary of the budget years 2020 & 2021 by main expenditure account category. The incoming budget shows 5% increase over 2020's budget. This increase is in regard to the wages and benefits expenses, increase in various contractual services such as COVID-19 cleaning and sanitizing efforts, security services, enriched mobility programs, maintenance, upkeep and leases-rental charges as well as other professional and contractual services needed to help move our existing projects forward.

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	\$ Variance	% Variance
Personal Services					
Wages	38,543,804	49,318,026	50,687,865	1,369,839	2.8
Benefits	12,529,930	12,216,529	12,687,456	470,927	3.9
Other Benefits	1,070,883	1,079,635	1,158,472	78,837	7.3
Payroll Taxes	3,138,678	3,772,828	3,877,619	104,791	2.8
Retirement	1,197,427	1,405,000	2,006,000	601,000	42.8
Personal Services Total	56,480,722	67,792,018	70,417,412	2,625,394	3.9
Materials & Supplies					
Fuel	4,470,571	6,179,010	4,018,932	(2,160,078)	(35.0)
Office Supplies	150,721	206,080	159,577	(46,503)	(22.6)
Operating Supplies	893,566	438,301	545,659	107,358	24.5
Other	384,251	553,231	574,727	21,496	3.9
Parts	6,393,666	6,196,869	6,690,220	493,351	8.0
Materials & Supplies Total	12,292,775	13,573,491	11,989,115	(1,584,376)	(11.7)
Other Services & Charges					
Contractual Services	19,191,000	21,527,589	24,839,881	3,312,292	15.4
Dues and Subscriptions	89,258	78,900	70,660	(8,240)	(10.4)
Insurance	3,167,606	3,040,505	3,949,775	909,270	29.9
Other Services	1,117,437	145,107	922,947	777,840	536.0
Printing and Advertising	702,453	600,300	529,119	(71,181)	(11.9)
Professional Services	2,324,747	2,076,116	1,786,808	(289,308)	(13.9)
Telephone	281,023	362,564	693,403	330,839	91.2
Training and Conferences	270,395	548,150	269,206	(278,944)	(50.9)
Utilities	1,201,661	1,330,000	1,840,000	510,000	38.3
Other Services & Charges Total	28,345,580	29,709,231	34,901,799	5,192,568	17.5
Grand Total	97,119,077	111,074,740	117,308,326	6,233,586	5.6
Full Time Equivalents	891.5	903.5	899.0	-	-

Budget Comparison by Expenditure Category



Comparative Departmental Budget Summary

Division	Dept. #	Dept. Name	2020 Adopted Budget	2021 Adopted Budget	Variance	% Variance
Executive	09	Board	9,000	9,000	-	- %
	10	Executive	900,521	1,000,748	100,227	11.1 %
	24	Risk & Safety	1,516,631	2,157,553	640,922	42.3 %
	42	Governance & Audit	-	473,664	473,664	- %
			<u>2,426,152</u>	<u>3,640,965</u>	<u>1,214,813</u>	50.1 %
Public Affairs & Communications	11	Public Affairs & Communications	<u>2,860,954</u>	<u>1,502,438</u>	<u>(1,358,516)</u>	(47.5)%
Legal	12	Legal	<u>2,163,040</u>	<u>2,679,113</u>	<u>516,073</u>	23.9 %
Operations	21	Transportation	30,992,646	34,868,628	3,875,982	12.5 %
	23	Training & Security	1,360,540	2,464,246	1,103,706	81.1 %
	25	Mobility Services	13,216,468	14,690,663	1,474,195	11.2 %
	29	Fleet Services	9,638,189	7,684,549	(1,953,640)	(20.3)%
	31	Preventative Maintenance & Repairs	12,544,095	12,262,611	(281,484)	(2.2)%
	33	Facility Maintenance	4,124,861	5,478,967	1,354,106	32.8 %
	45	Carson Transit Center	<u>2,821,576</u>	<u>3,230,180</u>	<u>408,604</u>	14.5 %
			<u>74,698,375</u>	<u>80,679,844</u>	<u>5,981,469</u>	8.0 %
Information Technology	40	Information Technology	<u>3,722,347</u>	<u>3,805,959</u>	<u>83,612</u>	2.2 %
Finance	41	Finance	3,193,009	3,214,944	21,935	0.7 %
	43	Procurement	<u>626,160</u>	<u>615,354</u>	<u>(10,806)</u>	(1.7)%
			<u>3,819,169</u>	<u>3,830,298</u>	<u>11,129</u>	0.3 %
Human Resources	44	Human Resources	<u>17,370,517</u>	<u>17,282,277</u>	<u>(88,240)</u>	(0.5)%
Infrastructure, Strategy, & Innovation	46	Infrastructure, Strategy, & Innovation	<u>4,014,186</u>	<u>3,887,432</u>	<u>(126,754)</u>	(3.2)%
			<u>111,074,740</u>	<u>117,308,326</u>	<u>6,233,586</u>	5.6 %

Comparative Departmental Position Summary

Division	Dept. #	Dept. Name	2020 Adopted Budget	2021 Adopted Budget	Variance	% Variance
Executive	10	Executive	3.0	6.0	3.0	100.0 %
	24	Risk & Safety	5.0	4.0	(1.0)	(20.0)%
	42	Governance & Audit	-	2.0	2.0	- %
			<u>8.0</u>	<u>12.0</u>	<u>4.0</u>	50.0 %
Public Affairs & Communications	11	Public Affairs & Communications	<u>21.0</u>	<u>7.0</u>	<u>(14.0)</u>	(66.7)%
Legal	12	Legal	<u>5.0</u>	<u>5.0</u>	<u>-</u>	- %
Operations	21	Transportation	567.0	581.5	14.5	2.6 %
	23	Training & Security	14.0	14.5	0.5	3.6 %
	25	Mobility Services	7.0	12.0	5.0	71.4 %
	29	Fleet Services	54.5	57.0	2.5	4.6 %
	31	Preventative Maintenance & Repairs	97.0	90.0	(7.0)	(7.2)%
	33	Facility Maintenance	16.0	16.0	-	- %
	45	Carson Transit Center	<u>23.0</u>	<u>20.0</u>	<u>(3.0)</u>	(13.0)%
			<u>778.5</u>	<u>791.0</u>	<u>12.5</u>	1.6 %
Information Technology	40	Information Technology	<u>26.0</u>	<u>25.0</u>	<u>(1.0)</u>	(3.8)%
Finance	41	Finance	26.0	25.0	(1.0)	(3.8)%
	43	Procurement	<u>10.0</u>	<u>9.0</u>	<u>(1.0)</u>	(10.0)%
			<u>36.0</u>	<u>34.0</u>	<u>(2.0)</u>	(5.6)%
Human Resources	44	Human Resources	<u>16.0</u>	<u>13.0</u>	<u>(3.0)</u>	(18.8)%
Infrastructure, Strategy, & Innovation	46	Infrastructure, Strategy, & Innovation	<u>13.0</u>	<u>12.0</u>	<u>(1.0)</u>	(7.7)%
			<u>903.5</u>	<u>899.0</u>	<u>(4.5)</u>	(0.5)%

The following departmental FTE changes are being made for 2021, in order to better align departmental functions and streamline processes throughout the organization.

- Governance & Audit and Inclusion & Workforce Development departments are newly formed and are located within the Executive Division.
- Customer Service staff members have moved from Public Affairs & Communications to Mobility Services, within the Operations Division.
- Service Planning staff members have moved from Infrastructure, Strategy, & Innovation to Transportation, within the Operations Division.

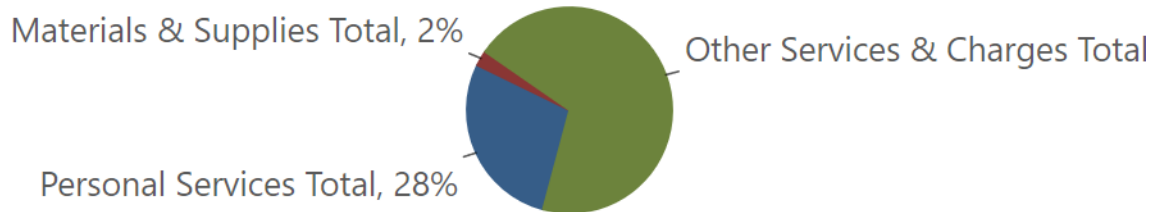
Executive

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

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	545,358	917,302	910,451	912,952
Payroll Taxes	51,318	70,173	69,648	69,840
Personal Services Total	596,676	987,475	980,099	982,792
Materials & Supplies				
Office Supplies	4,066	5,100	11,025	7,425
Operating Supplies	-	26,450	24,951	44,850
Other	-	-	31,551	30,775
Parts	60	-	54,640	1,675
Materials & Supplies Total	4,126	31,550	122,167	84,725
Other Services & Charges				
Contractual Services	117,400	144,394	482,151	534,500
Dues and Subscriptions	56,824	60,000	58,900	61,000
Insurance	-	1,078,505	1,628,275	1,632,000
Other Services	2,304	15,728	29,764	28,864
Printing and Advertising	5,001	8,000	5,500	5,500
Professional Services	84,564	75,000	96,000	96,000
Telephone	1,080	-	5,184	6,912
Training and Conferences	57,685	25,500	232,925	71,390
Other Services & Charges Total	324,858	1,407,127	2,538,699	2,436,166
Grand Total	925,660	2,426,152	3,640,965	3,503,683
Full Time Equivalents	10.0	8.0	12.0	10.0

Executive

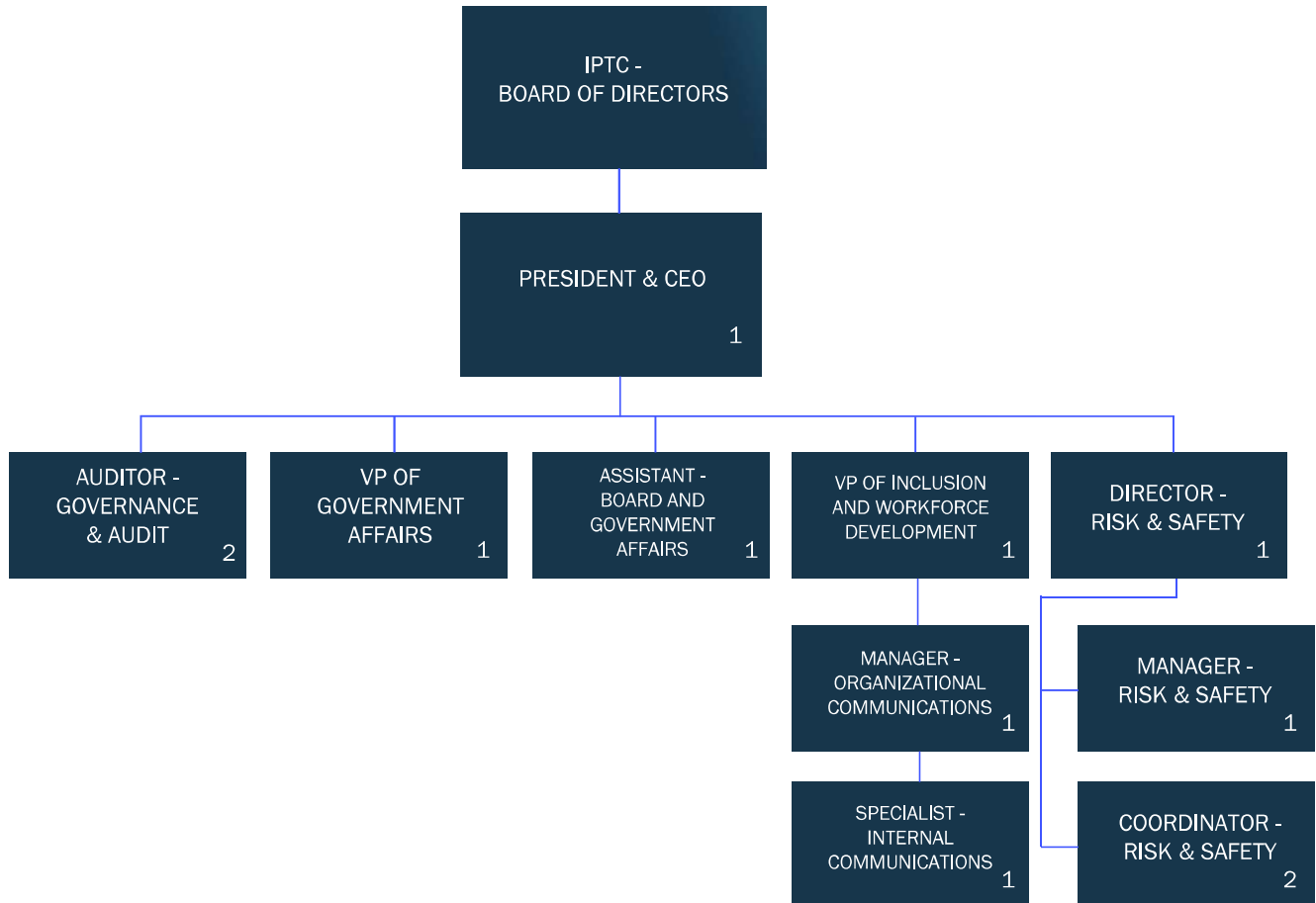
Expenses by Category



Budget Analysis:

- Executive Department is now absorbing and managing the Travel, Training & Staff Development, and Meals & Entertainment budgets for the agency.
- Risk & Safety Department includes budget for agency-wide PPE, especially COVID-19 related.
- Purchases of additional vehicles and facilities have increased the budget for insurance coverage in 2021.
- Governance & Audit Department is newly formed, and contains audit and consulting budgets. Contracts for these services are responsible for the additional budget request for contractual services.
- Increased FTE count over 2020's adopted budget represents staff for new Governance & Audit and Inclusion & Workforce Development departments.

EXECUTIVE



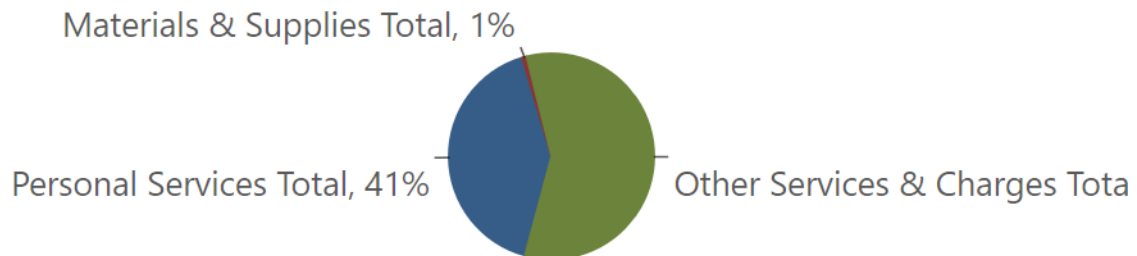
Public Affairs & Communications

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

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	776,947	1,096,667	578,530	578,530
Payroll Taxes	65,592	83,895	44,258	44,258
Personal Services Total	842,539	1,180,562	622,788	622,788
Materials & Supplies				
Office Supplies	28,125	18,500	10,000	7,000
Operating Supplies	190	1,300	-	-
Other	24,485	2,000	3,000	3,500
Materials & Supplies Total	52,800	21,800	13,000	10,500
Other Services & Charges				
Contractual Services	989,982	748,460	208,650	167,000
Dues and Subscriptions	625	6,000	-	-
Other Services	6,576	4,272	5,000	-
Printing and Advertising	570,868	477,000	470,000	535,000
Professional Services	60,667	407,360	180,000	174,220
Telephone	216	-	1,000	1,000
Training and Conferences	16,417	15,500	2,000	-
Other Services & Charges Total	1,645,351	1,658,592	866,650	877,220
Grand Total	2,540,690	2,860,954	1,502,438	1,510,508
Full Time Equivalents	18.5	21.0	7.0	11.0

Public Affairs & Communications

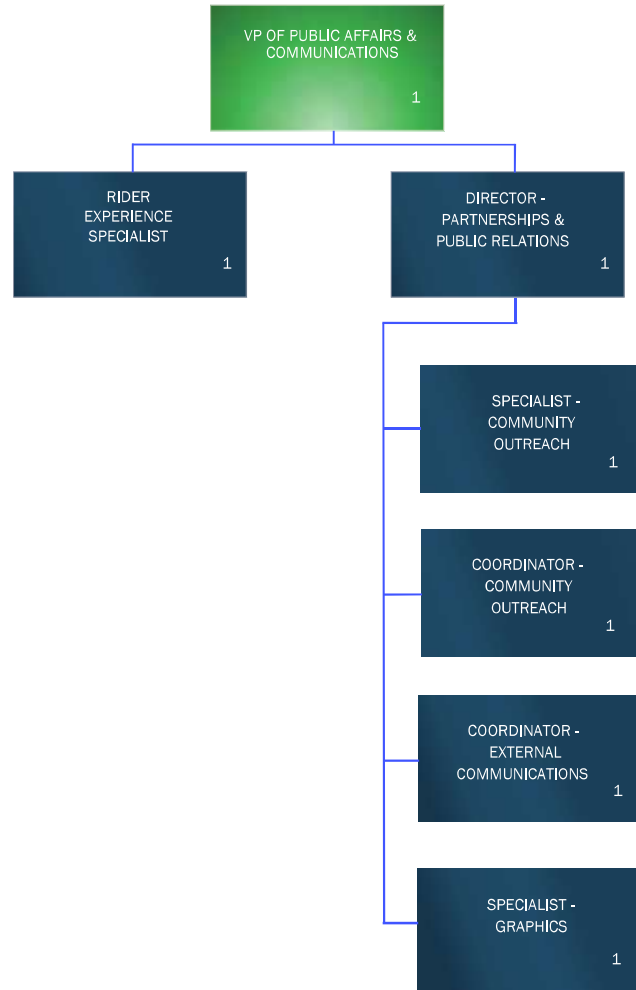
Expenses by Category



Budget Analysis:

- Contractual services includes website hosting and maintenance, and real time passenger information screen hosting.
- Oversight of IndyGo's customer service center contract has been moved to the Mobility Services department. This move results in a decrease in FTEs and contractual services for Public Affairs & Communications in 2021.
- Advertising expenses cover ad placement for employee hiring and general awareness. Printing includes costs to produce route maps, public meeting materials, and sales pieces for larger scale partnerships.

PUBLIC AFFAIRS & COMMUNICATIONS

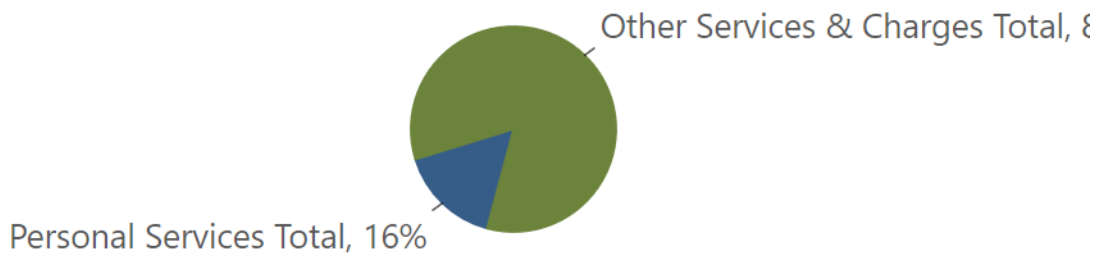


Legal

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

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	289,662	405,704	455,005	455,005
Payroll Taxes	25,007	31,036	34,808	34,808
Personal Services Total	314,669	436,740	489,813	489,813
Materials & Supplies				
Office Supplies	3,739	-	1,500	-
Other	-	1,800	1,800	-
Materials & Supplies Total	3,739	1,800	3,300	-
Other Services & Charges				
Contractual Services	57,362	104,500	132,000	140,000
Dues and Subscriptions	19	1,500	2,000	2,000
Insurance	1,929,023	1,200,000	1,500,000	1,750,000
Other Services	(134,824)	(130,000)	(130,000)	-
Professional Services	715,823	530,000	677,000	652,000
Training and Conferences	8,784	18,500	5,000	14,000
Other Services & Charges Total	2,576,187	1,724,500	2,186,000	2,558,000
Grand Total	2,894,595	2,163,040	2,679,113	3,047,813
 Full Time Equivalents	 4.5	 5.0	 5.0	 5.0

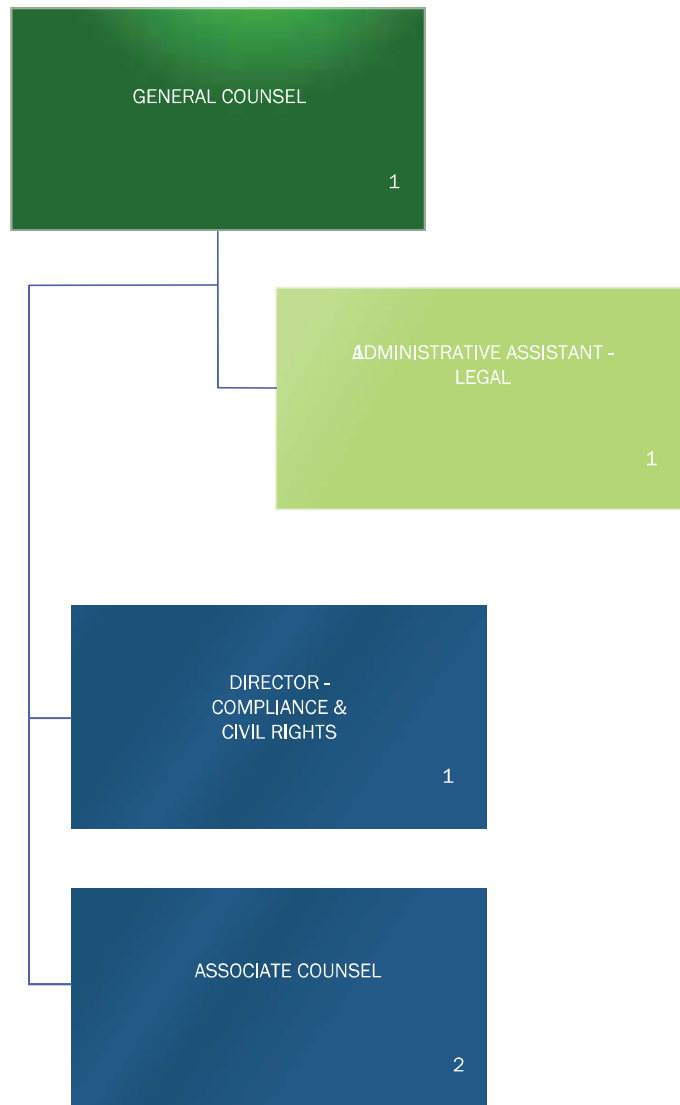
Expenses by Category



Budget Analysis:

- Attorney litigation and arbitration expenses fall under the legal department's professional services budget.
- Auto liability and third party administration fees have been moved to the Risk & Safety department, within the Executive division.

LEGAL



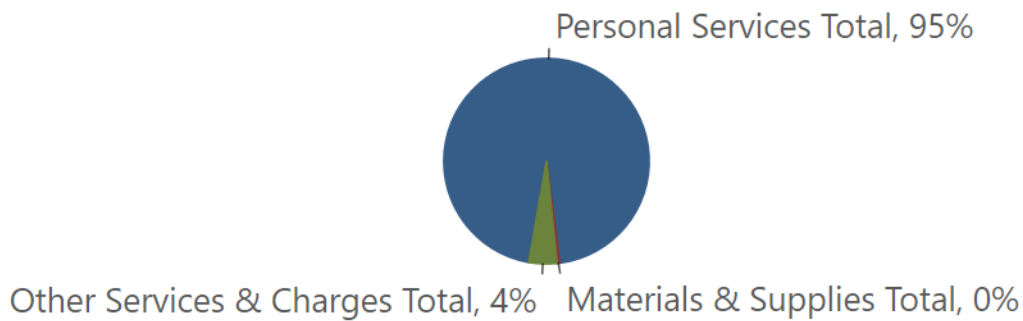
Transportation

Fixed route transportation is responsible for delivering all fixed route and bus rapid transit service seven days a week. This includes operators, supervisors, radio room, management of the Julia M. Carson Transit Center, and scheduling.

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	22,083,412	28,459,750	30,907,623	32,584,768
Other Benefits	275,157	247,400	228,800	319,300
Payroll Taxes	1,777,519	2,177,171	2,364,433	2,492,735
Personal Services Total	24,136,088	30,884,321	33,500,856	35,396,803
Materials & Supplies				
Office Supplies	21,006	28,000	30,100	54,469
Operating Supplies	946	-	-	-
Other	9,882	4,200	16,000	59,992
Parts	2,119	4,000	14,388	59,027
Materials & Supplies Total	33,953	36,200	60,488	173,488
Other Services & Charges				
Contractual Services	452,432	-	448,868	534,115
Dues and Subscriptions	-	-	500	500
Insurance	353	-	-	-
Other Services	10,050	27,125	798,500	917,822
Printing and Advertising	157	-	500	1,500
Professional Services	2,700	-	15,400	29,900
Telephone	432	-	38,016	54,432
Training and Conferences	17,169	45,000	5,500	97,593
Other Services & Charges Total	483,293	72,125	1,307,284	1,635,862
Grand Total	24,653,334	30,992,646	34,868,628	37,206,153
 Full Time Equivalents	 562.5	 567.0	 581.5	 640.5

Transportation

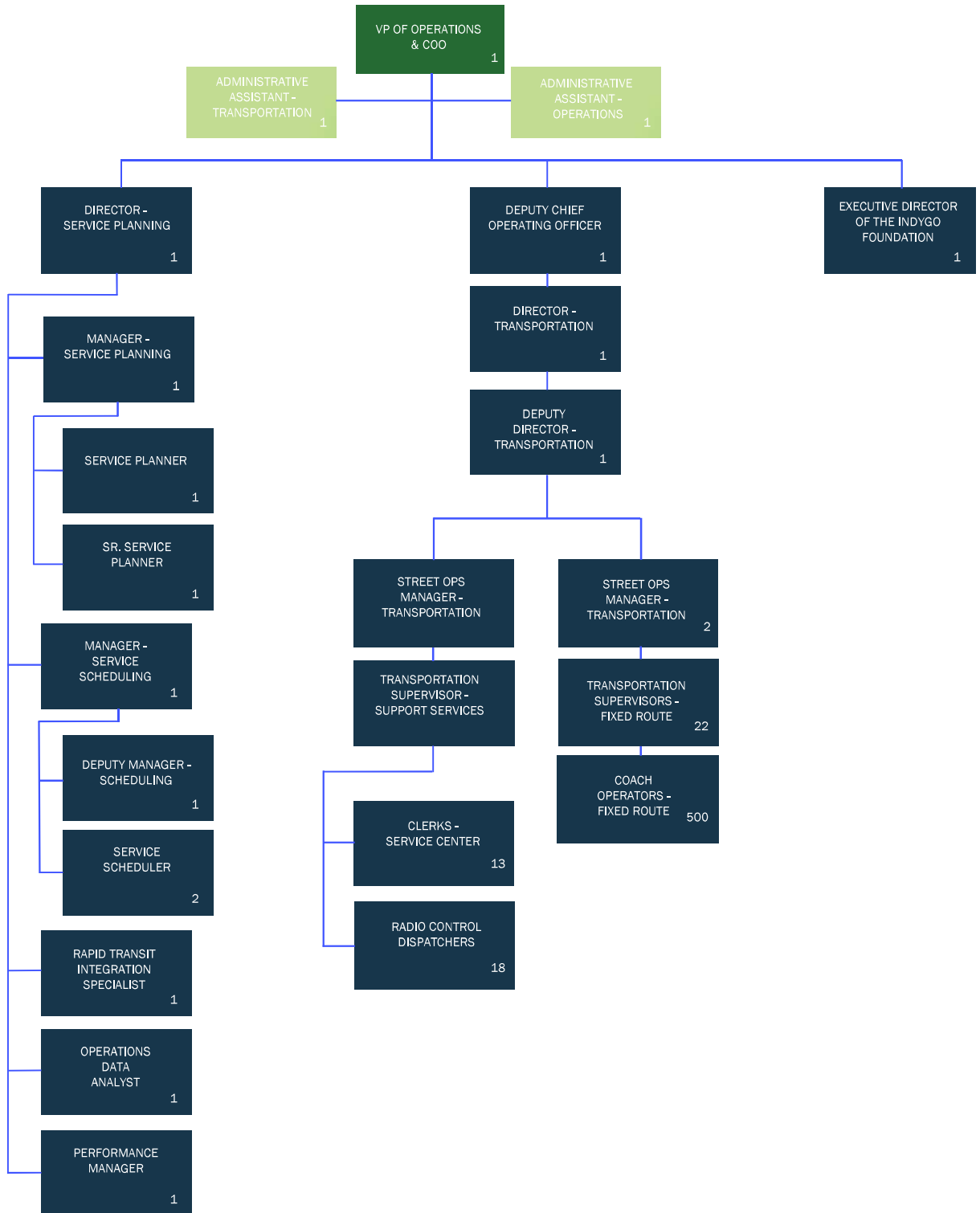
Expenses by Category



Budget Analysis:

- Personal services in Transportation include salary, benefits, and overtime for IndyGo's Professional Coach Operators. The budget for 2021 accounts for 500 professional coach operators.
- New for 2021, cell phone service for all transportation supervisors and managers has been budgeted in Transportation.
- Driver's license fees are budgeted in other services and charges.
- Service Planning staff as well as contractual and professional services have been moved to Transportation, from Infrastructure, Strategy, & Innovation. Associated contractual services include route planning and real-time arrival tracking.
- Indianapolis Public Transit Foundation budget is housed in Transportation.
- Rental and maintenance costs for IndyGo's College Avenue facility is included in Leases & Rentals, which is reflected in the increase in the Other Services line item.

TRANSPORTATION



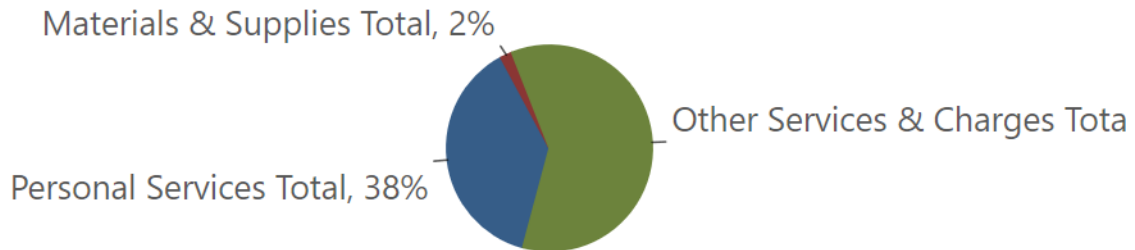
Carson Transit Center

Carson Transit Center staff is responsible for the daily operations of the Julia M. Carson Transit Center. The Carson Transit Center acts as a downtown hub for IndyGo's fixed route services, and requires utilities and security budgets to maintain operation.

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	891,538	1,223,946	1,166,512	1,167,786
Other Benefits	-	-	5,000	5,000
Payroll Taxes	70,663	93,631	89,239	89,336
Personal Services Total	<u>962,201</u>	<u>1,317,577</u>	<u>1,260,751</u>	<u>1,262,122</u>
Materials & Supplies				
Office Supplies	1,189	36,000	21,000	36,000
Operating Supplies	7,344	1,000	1,000	1,000
Parts	5,666	10,000	17,000	24,900
Materials & Supplies Total	<u>14,199</u>	<u>47,000</u>	<u>39,000</u>	<u>61,900</u>
Other Services & Charges				
Contractual Services	1,408,482	1,384,998	1,855,429	1,922,978
Dues and Subscriptions	132	-	-	-
Other Services	1,123	2,000	-	-
Printing and Advertising	100	-	-	-
Professional Services	35,453	-	-	-
Training and Conferences	471	5,000	-	-
Utilities	52,626	65,000	75,000	75,000
Other Services & Charges Total	<u>1,498,387</u>	<u>1,456,998</u>	<u>1,930,429</u>	<u>1,997,978</u>
Grand Total	<u>2,474,787</u>	<u>2,821,575</u>	<u>3,230,180</u>	<u>3,322,000</u>
 Full Time Equivalents	 <u>21.0</u>	 <u>23.0</u>	 <u>20.0</u>	 <u>20.0</u>

Carson Transit Center

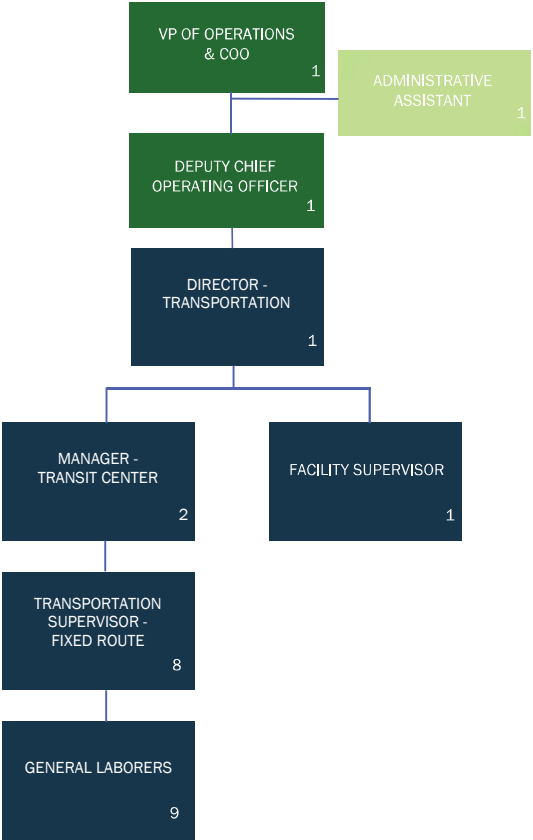
Expenses by Category



Budget Analysis:

- Contractual services includes the CTC's maintenance, repairs, and inspection costs. This also includes deep cleaning and general sanitizing and disinfecting, due to the large volume of people who pass through the facility each day. Increased sanitization efforts in response to the COVID-19 pandemic are expected for 2021.
- Sewer, water, electricity, and natural gas expenses are budgeted in the utilities line item.

CARSON TRANSIT CENTER



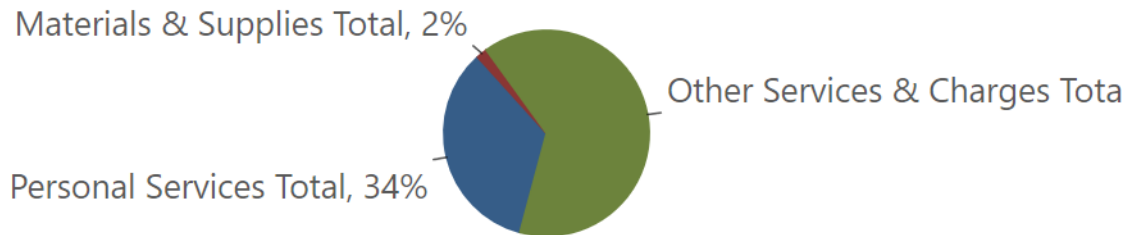
Training & Security

Training & Security facilitates all training for incoming and current professional coach operators. It also facilitates training for employment recruits seeking commercial driver licensing (CDL). Security staff ensures the agency adheres to FTA regulations for safety and security at the Julia M. Carson Transit Center, at Headquarters, and on all vehicles.

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	1,392,046	201,439	882,980	882,980
Payroll Taxes	112,794	15,410	67,548	67,548
Personal Services Total	1,504,840	216,849	950,528	950,528
Materials & Supplies				
Office Supplies	14,066	8,550	7,680	14,066
Operating Supplies	33,707	35,850	8,625	16,506
Other	380	3,100	12,251	1,600
Parts	7,450	-	19,040	16,075
Materials & Supplies Total	55,603	47,500	47,596	48,247
Other Services & Charges				
Contractual Services	855,646	1,082,191	1,419,084	1,583,996
Dues and Subscriptions	1,025	-	-	-
Other Services	65,988	-	34,651	61,200
Printing and Advertising	2,527	-	10,209	33,510
Professional Services	1,912	-	-	-
Telephone	648	-	868	868
Training and Conferences	8,254	14,000	1,310	107,615
Other Services & Charges Total	936,000	1,096,191	1,466,122	1,787,189
Grand Total	2,496,443	1,360,540	2,464,246	2,785,964
 Full Time Equivalents	 14.0	 14.0	 14.5	 14.5

Training & Security

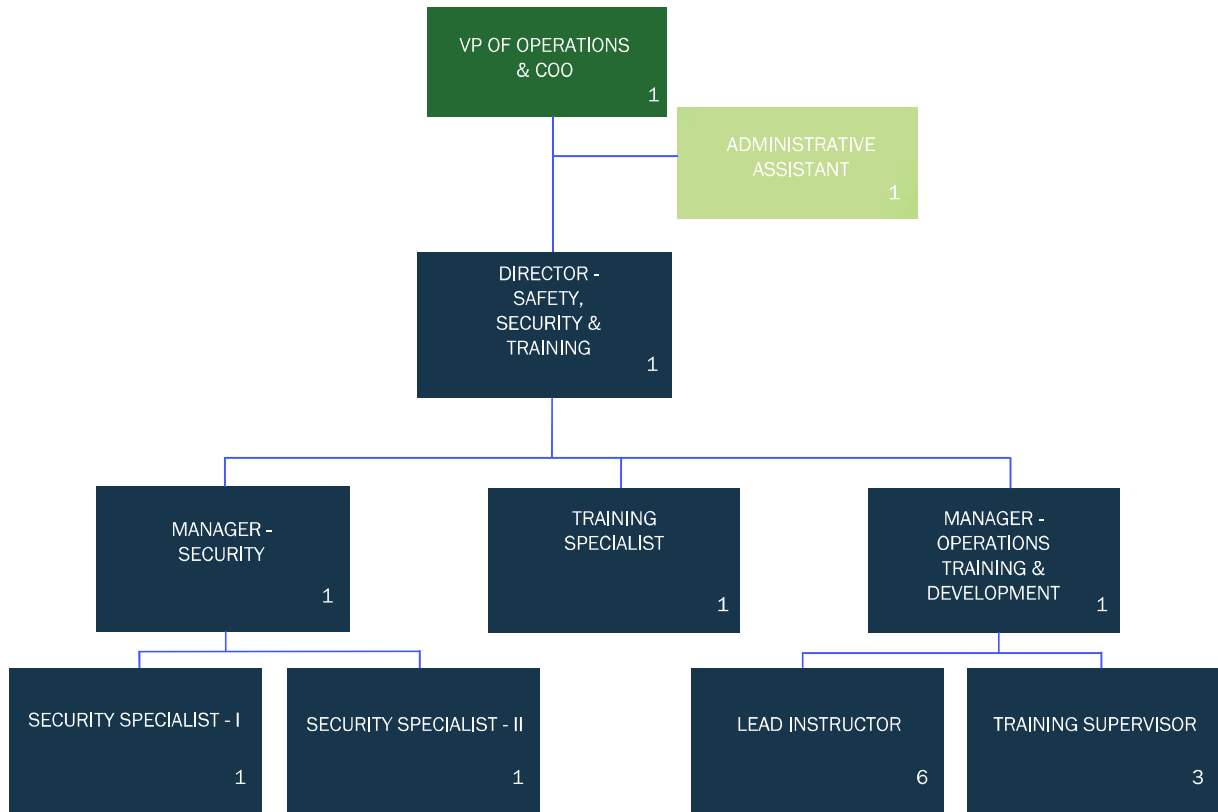
Expenses by Category



Budget Analysis:

- IndyGo's contract for security services include fare enforcement services and security at the 1501 West Washington Street facility. Fare inspector rates are set in line with industry standards.
- Fixed Route Training Instructors are included in the Training & Security Department.

TRAINING & SECURITY



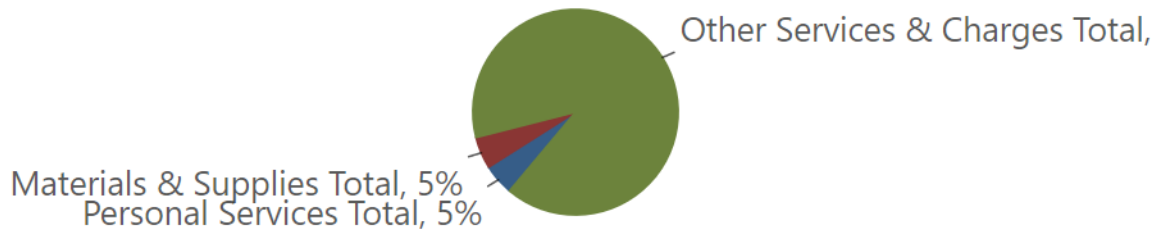
Mobility Services

Mobility Services provides county-wide paratransit services, in adherence to all federally mandated ADA guidelines and requirements. This is a reservation and application-based service for all eligible paratransit riders within IndyGo's service area. This department also manages the contract for paratransit eligibility assessment services and facilitates collaborations for alternative mobility options.

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	369,591	439,235	701,615	701,615
Payroll Taxes	31,662	33,602	53,673	53,674
Personal Services Total	401,253	472,837	755,288	755,289
Materials & Supplies				
Fuel	359,970	697,126	633,119	747,778
Office Supplies	3,128	4,000	3,000	6,000
Operating Supplies	292	3,000	3,236	3,334
Other	2,082	-	(1,800)	-
Parts	-	12,000	12,000	15,675
Materials & Supplies Total	365,472	716,126	649,555	772,787
Other Services & Charges				
Contractual Services	11,722,496	12,000,705	13,270,980	13,835,524
Other Services	1,856	7,000	7,210	8,626
Printing and Advertising	-	300	6,310	6,490
Professional Services	35,993	1,500	-	10,000
Telephone	432	-	1,320	1,320
Training and Conferences	4,038	18,000	-	9,000
Other Services & Charges Total	11,764,815	12,027,505	13,285,820	13,870,960
Grand Total	12,531,540	13,216,468	14,690,663	15,399,036
 Full Time Equivalents	 7.0	 7.0	 12.0	 12.0

Mobility Services

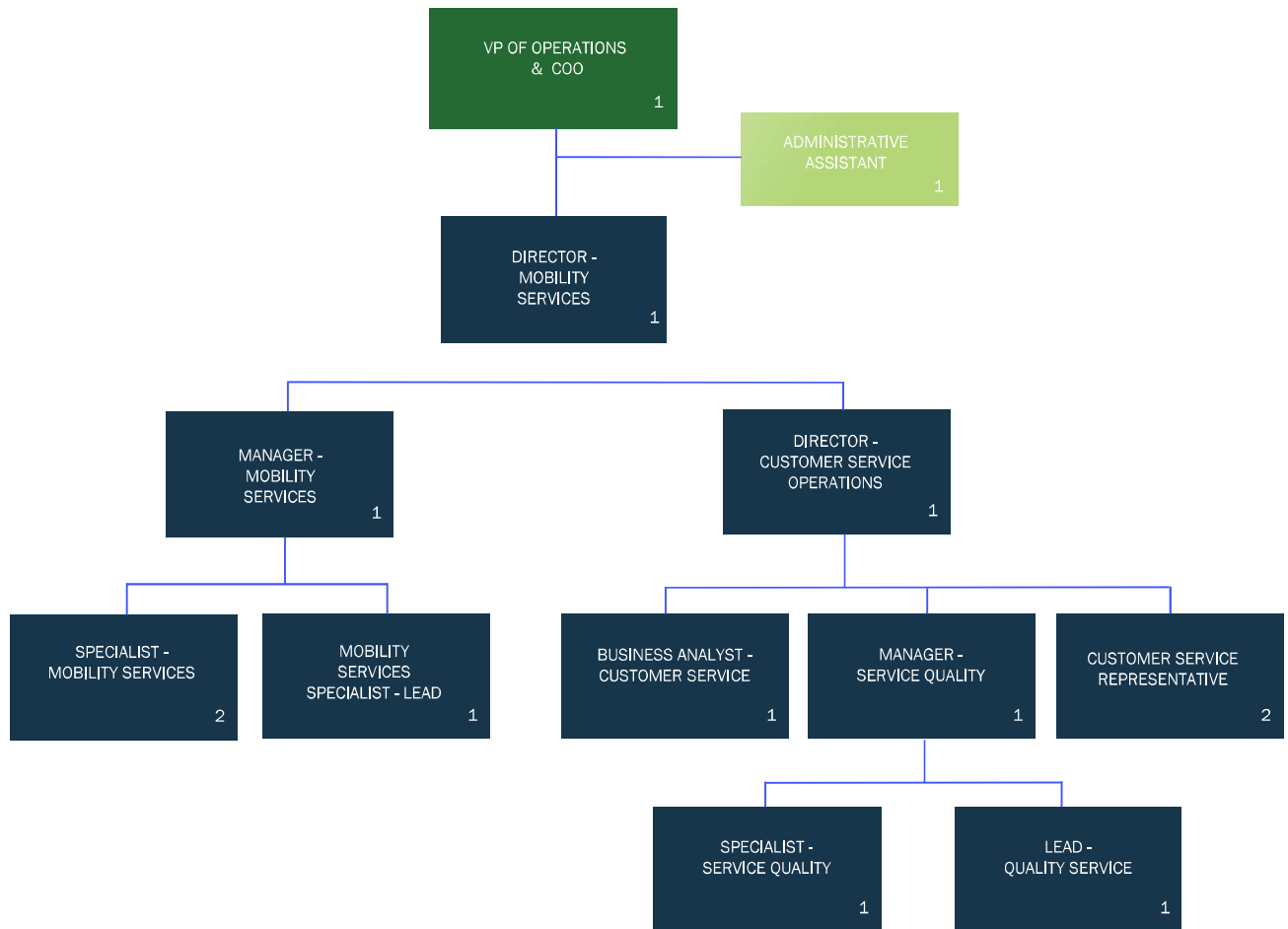
Expenses by Category



Budget Analysis:

- Contractual services cover the agreement with IndyGo's vendor to provide on-demand paratransit services, as well as the procurement of taxi vouchers.
- IndyGo provides fuel for all paratransit vehicles and is included in Mobility Services' budget. Changes in this fleet's makeup have shifted spending towards unleaded fuel, away from diesel.
- The budget for staffing at IndyGo's customer service center is now under the management of Mobility Services, which was previously a line item in Public Affairs & Communications. This results in an increase to the personal services and contractual services budgets.

MOBILITY SERVICES



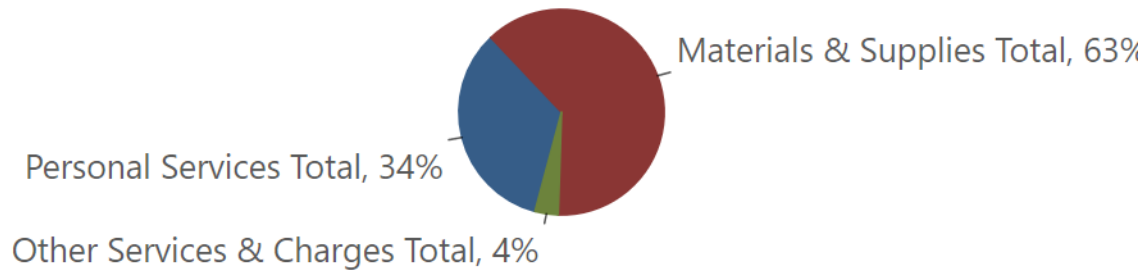
Fleet Services

Fleet Services department is responsible for daily storage, fueling, cleaning and washing, charging, and billing out of IndyGo's fleet. It also facilitates IndyGo's vehicle replacement strategy and manages IndyGo's inventory warehouse.

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	2,153,592	2,734,378	2,896,260	2,891,331
Other Benefits	9,234	35,985	39,845	45,822
Payroll Taxes	179,737	209,180	221,564	221,187
Personal Services Total	<u>2,342,563</u>	<u>2,979,543</u>	<u>3,157,669</u>	<u>3,158,340</u>
Materials & Supplies				
Fuel	4,001,290	5,416,384	3,296,271	4,921,016
Office Supplies	14,327	17,646	14,327	14,757
Operating Supplies	14,700	33,241	36,232	39,325
Other	11,688	27,214	14,000	3,500
Parts	753,342	994,305	830,294	876,545
Materials & Supplies Total	<u>4,795,347</u>	<u>6,488,790</u>	<u>4,191,124</u>	<u>5,855,143</u>
Other Services & Charges				
Contractual Services	107,695	139,855	311,607	306,996
Insurance	(345)	-	-	-
Other Services	14,713	10,000	21,921	23,529
Professional Services	79,800	-	-	-
Telephone	-	-	1,728	2,592
Training and Conferences	410	20,000	500	7,925
Other Services & Charges Total	<u>202,273</u>	<u>169,855</u>	<u>335,756</u>	<u>341,042</u>
Grand Total	<u>7,340,183</u>	<u>9,638,188</u>	<u>7,684,549</u>	<u>9,354,525</u>
 Full Time Equivalents	 <u>42.5</u>	 <u>54.5</u>	 <u>57.0</u>	 <u>57.0</u>

Fleet Services

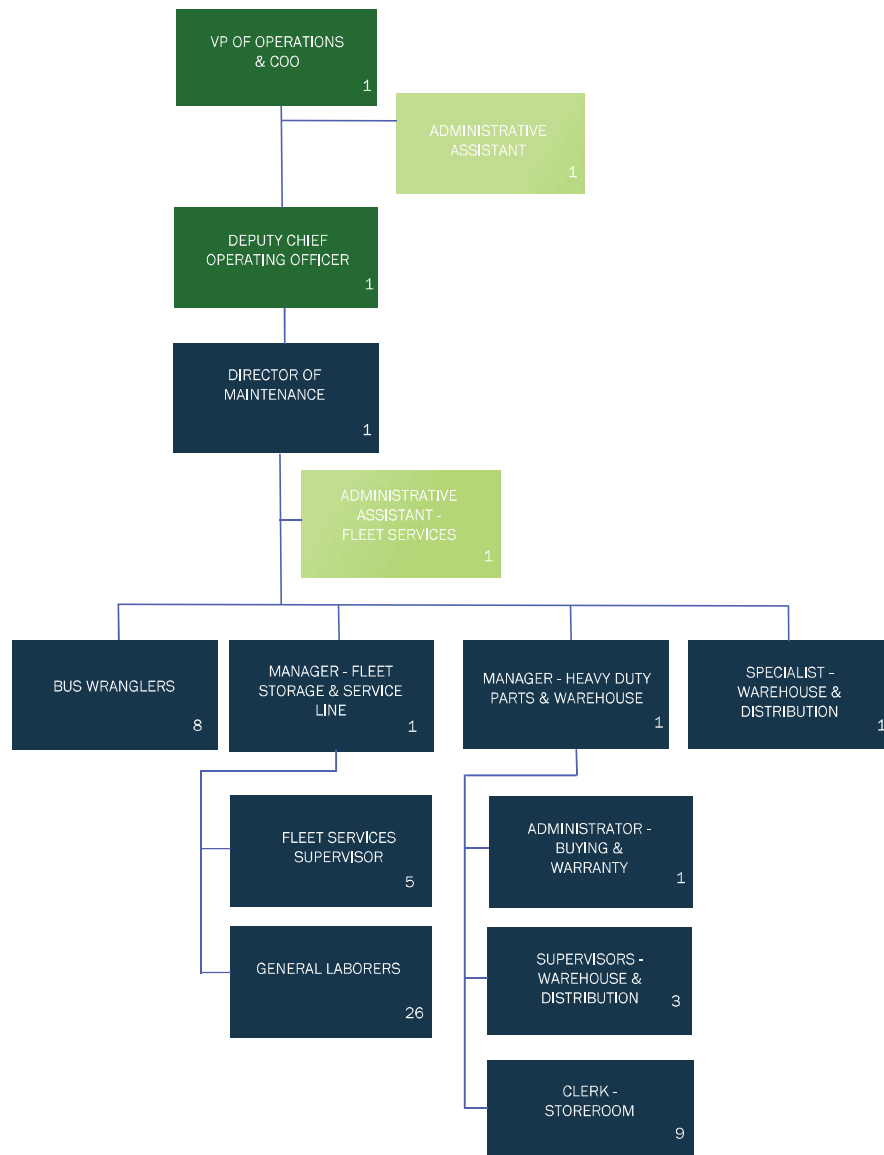
Expenses by Category



Budget Analysis:

- The budget for IndyGo's diesel fuel used in fixed route operations is budgeted with Fleet Services & Inventory Control. Fleet Services also maintains an unleaded fuel budget for its support vehicles.
- IndyGo has secured a 12-month fixed price contract with its diesel fuel vendor, in order to reduce the risk associated with a volatile fuel market. This contract will allow IndyGo to significantly reduce the budget for fuel in 2021.

FLEET SERVICES



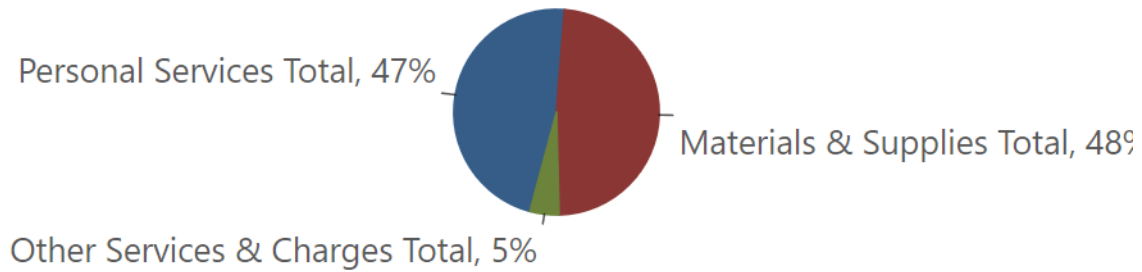
Preventative Maintenance & Repairs

Preventative Maintenance & Repairs department is responsible for all IndyGo revenue and non-revenue fleet maintenance. This includes all preventative maintenance, defect repairs, and collision work.

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	4,750,978	6,271,800	5,495,270	5,481,482
Other Benefits	173,302	183,750	218,727	246,249
Payroll Taxes	387,232	479,792	420,388	419,333
Personal Services Total	5,311,512	6,935,342	6,134,385	6,147,064
Materials & Supplies				
Fuel	107,511	52,499	76,542	76,405
Office Supplies	10,456	9,713	10,000	21,640
Operating Supplies	20,568	46,060	39,115	43,228
Other	6,451	34,115	74,500	23,863
Parts	5,346,909	4,911,564	5,472,358	6,147,883
Materials & Supplies Total	5,491,895	5,053,951	5,672,515	6,313,019
Other Services & Charges				
Contractual Services	278,375	519,377	383,708	411,696
Other Services	58,104	13,674	63,699	79,982
Professional Services	689	-	-	-
Telephone	864	-	5,184	7,776
Training and Conferences	7,469	21,750	3,120	96,070
Other Services & Charges Total	345,501	554,801	455,711	595,524
Grand Total	11,148,908	12,544,094	12,262,611	13,055,607
 Full Time Equivalents	 108.0	 97.0	 90.0	 90.0

Preventative Maintenance & Repairs

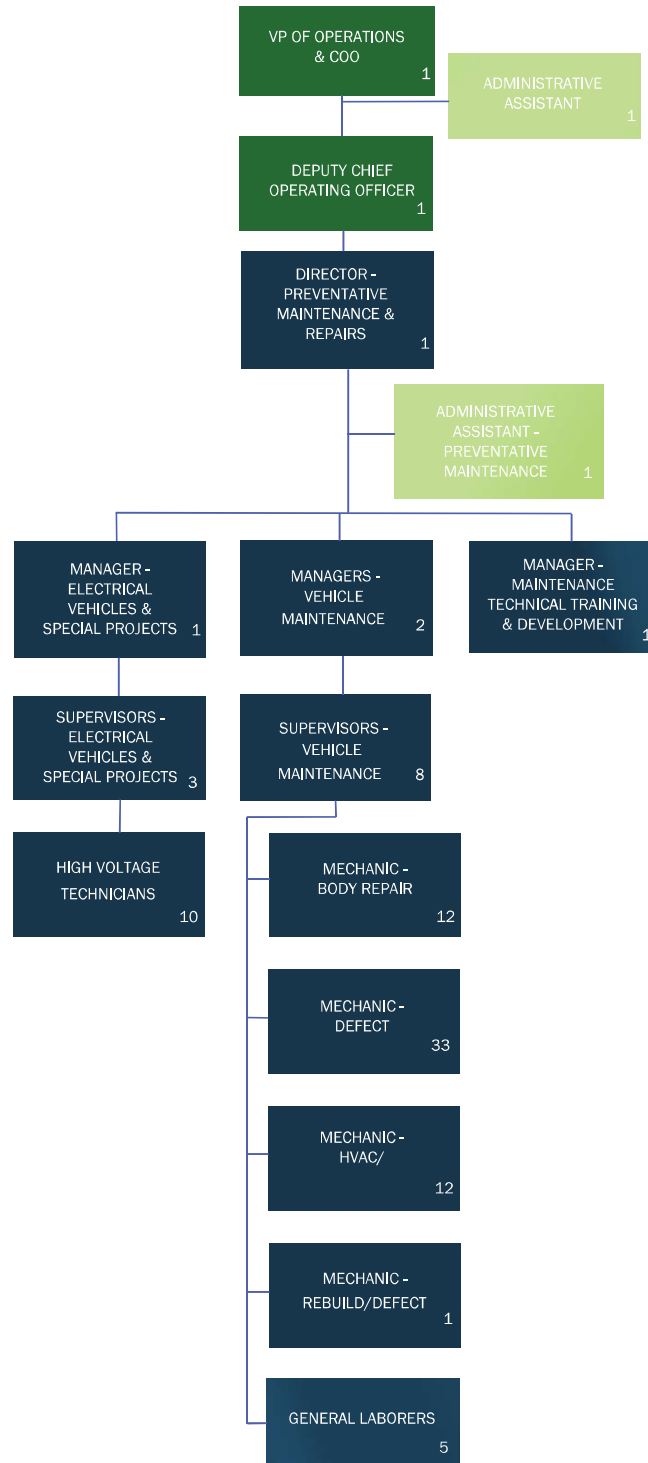
Expenses by Category



Budget Analysis:

- IndyGo's inventory of replacement vehicle parts and tires comprise the entirety of the parts budget for Preventative Maintenance & Repairs. A growing fleet of newer vehicles, especially electric, has resulted in greater budget needs.

PREVENTATIVE MAINTENANCE & REPAIRS



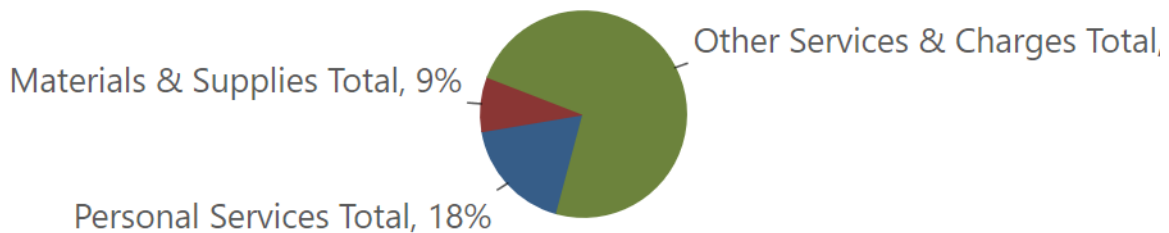
Facility Maintenance

Facility Maintenance department is responsible for daily cleaning, maintenance and repairs of IndyGo facilities including its headquarters, transit center, bus stop amenities, BRT stations and grounds.

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	787,076	913,944	966,622	966,622
Other Benefits	2,803	7,500	10,000	10,000
Payroll Taxes	65,401	69,917	73,946	73,947
Personal Services Total	855,280	991,361	1,050,568	1,050,569
Materials & Supplies				
Fuel	1,740	13,000	13,000	13,000
Office Supplies	2,816	10,000	10,000	10,000
Operating Supplies	592,839	83,500	201,000	201,000
Parts	272,247	220,000	270,000	270,000
Materials & Supplies Total	869,642	326,500	494,000	494,000
Other Services & Charges				
Contractual Services	1,230,256	1,527,000	2,153,499	2,053,500
Other Services	216	5,000	5,000	5,000
Professional Services	3,412	10,000	10,000	10,000
Telephone	804	-	900	900
Training and Conferences	1,550	-	-	2,000
Utilities	1,149,035	1,265,000	1,765,000	2,165,000
Other Services & Charges Total	2,385,273	2,807,000	3,934,399	4,236,400
Grand Total	4,110,195	4,124,861	5,478,967	5,780,969
 Full Time Equivalents	 14.0	 16.0	 16.0	 16.0

Facility Maintenance

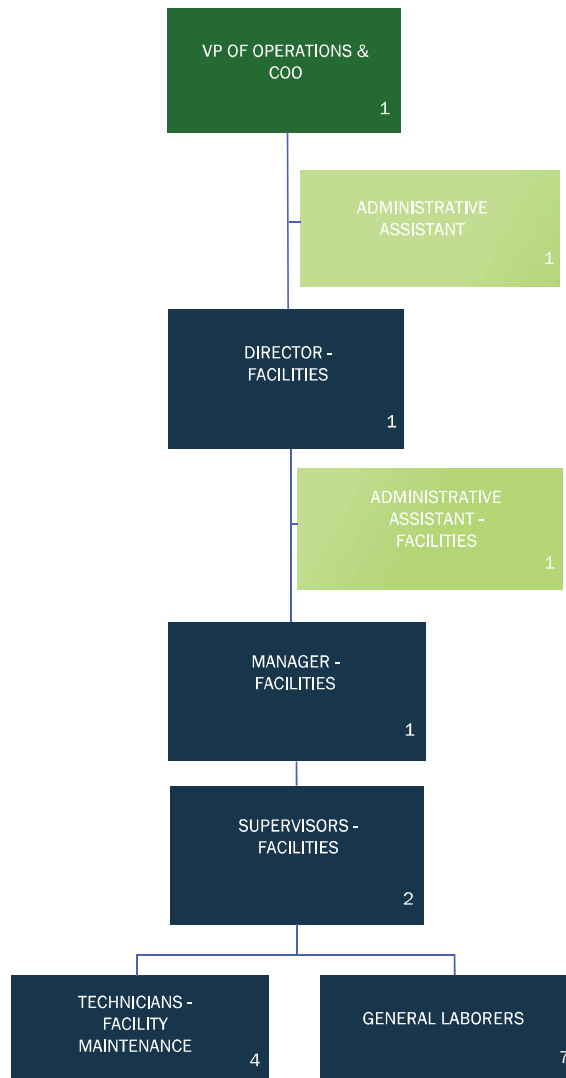
Expenses by Category



Budget Analysis:

- Contractual services include contracts for facilities and bus stop maintenance, landscaping, and snow removal. Also included is general cleaning, sanitizing, and disinfecting of IndyGo facilities. This line item is budgeted to absorb additional costs related to COVID-19 pandemic response in 2021.
- Sewer, water, electricity, and natural gas expenses are budgeted in the utilities line item.
- Utilities and maintenance expenses for new BRT stations represents a portion of the increased budget amount for Other Services & Charges.

FACILITY MAINTENANCE



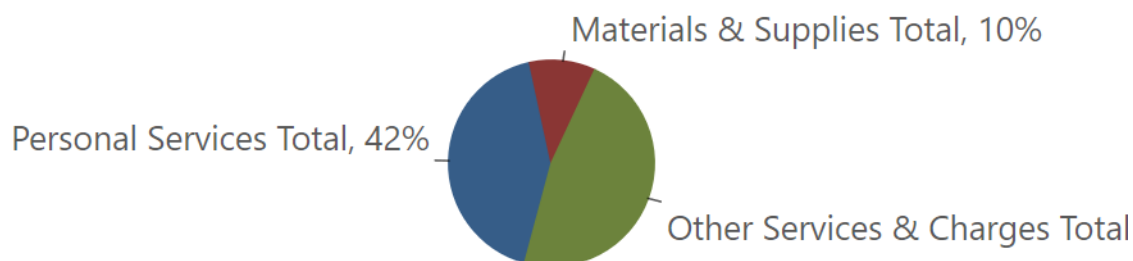
Information Technology

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

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	983,572	1,486,891	1,736,346	1,736,346
Other Benefits	1,447	-	-	-
Payroll Taxes	84,613	113,747	132,830	132,831
Personal Services Total	<u>1,069,632</u>	<u>1,600,638</u>	<u>1,869,176</u>	<u>1,869,177</u>
Materials & Supplies				
Fuel	60	-	-	-
Office Supplies	14,250	34,870	7,645	5,583
Operating Supplies	1,371	55,550	5,500	5,500
Other	266,030	470,803	375,925	444,675
Parts	5,537	44,000	-	-
Materials & Supplies Total	<u>287,248</u>	<u>605,223</u>	<u>389,070</u>	<u>455,758</u>
Other Services & Charges				
Contractual Services	685,786	886,567	809,575	1,176,891
Other Services	3,419	3,300	8,800	9,900
Professional Services	417,603	222,255	100,375	171,875
Telephone	275,035	362,564	628,963	653,756
Training and Conferences	3,701	41,800	-	67,100
Other Services & Charges Total	<u>1,385,544</u>	<u>1,516,486</u>	<u>1,547,713</u>	<u>2,079,522</u>
Grand Total	<u>2,742,424</u>	<u>3,722,347</u>	<u>3,805,959</u>	<u>4,404,457</u>
 Full Time Equivalents	 <u>20.5</u>	 <u>26.0</u>	 <u>25.0</u>	 <u>25.0</u>

Information Technology

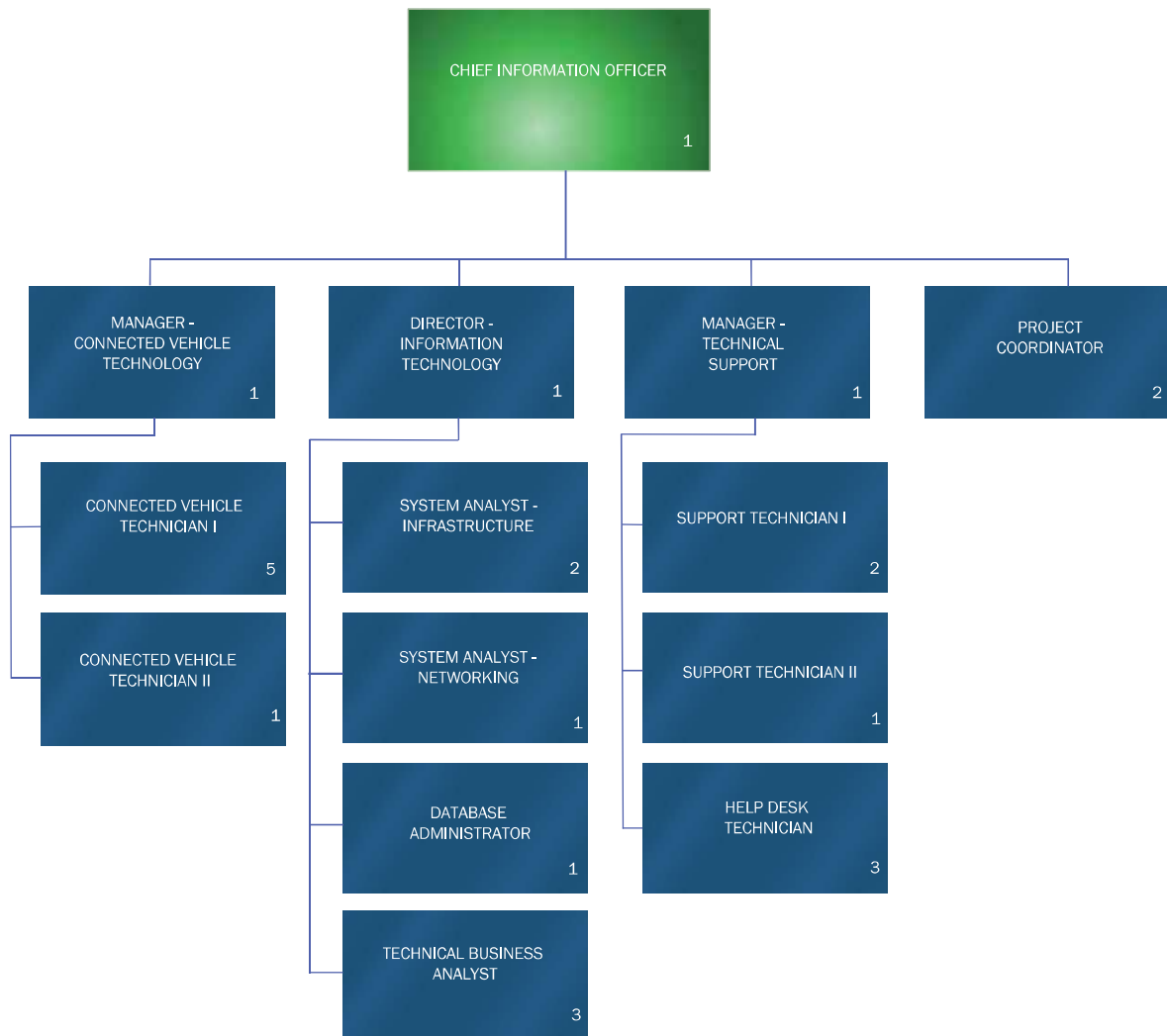
Expenses by Category



Budget Analysis:

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

INFORMATION TECHNOLOGY



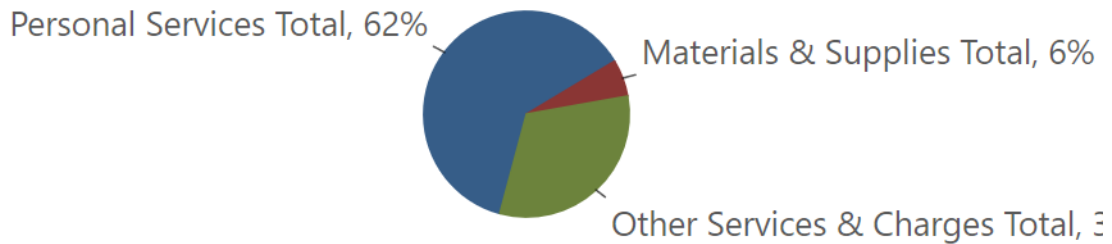
Finance

Finance department plans, allocates and manages the agency's financial resources, programs and priorities, as well as monitors its financial condition and ensures fiscal integrity. The budget office is responsible for formulating the annual financial plan, financial reporting, and grants management. The accounting office manages payroll, accounts payable, accounts receivable, treasury management, liquidity management, and revenue collections. Finance is responsible for agency-wide procurements as well as managing the Disadvantage Business Enterprise (DBE) program.

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	1,664,896	2,145,164	2,177,992	2,177,992
Other Benefits	6,282	5,000	6,100	6,300
Payroll Taxes	132,452	164,105	166,615	166,616
Personal Services Total	1,803,630	2,314,269	2,350,707	2,350,908
Materials & Supplies				
Office Supplies	11,577	20,200	16,600	15,000
Operating Supplies	192,703	136,500	222,500	161,500
Other	26,839	5,000	42,000	42,000
Parts	330	1,000	500	1,000
Materials & Supplies Total	231,449	162,700	281,600	219,500
Other Services & Charges				
Contractual Services	589,647	1,120,000	1,098,600	1,074,600
Dues and Subscriptions	4,434	3,500	4,880	4,880
Insurance	413,401	4,500	1,500	1,500
Other Services	1,050,370	111,100	10,451	10,950
Printing and Advertising	11,539	22,500	11,500	11,500
Professional Services	452,322	50,000	58,125	69,375
Telephone	432	-	5,184	5,184
Training and Conferences	25,461	30,600	7,751	29,570
Other Services & Charges Total	2,547,606	1,342,200	1,197,991	1,207,559
Grand Total	4,582,685	3,819,169	3,830,298	3,777,967
 Full Time Equivalents	 36.0	 36.0	 34.0	 36.0

Finance

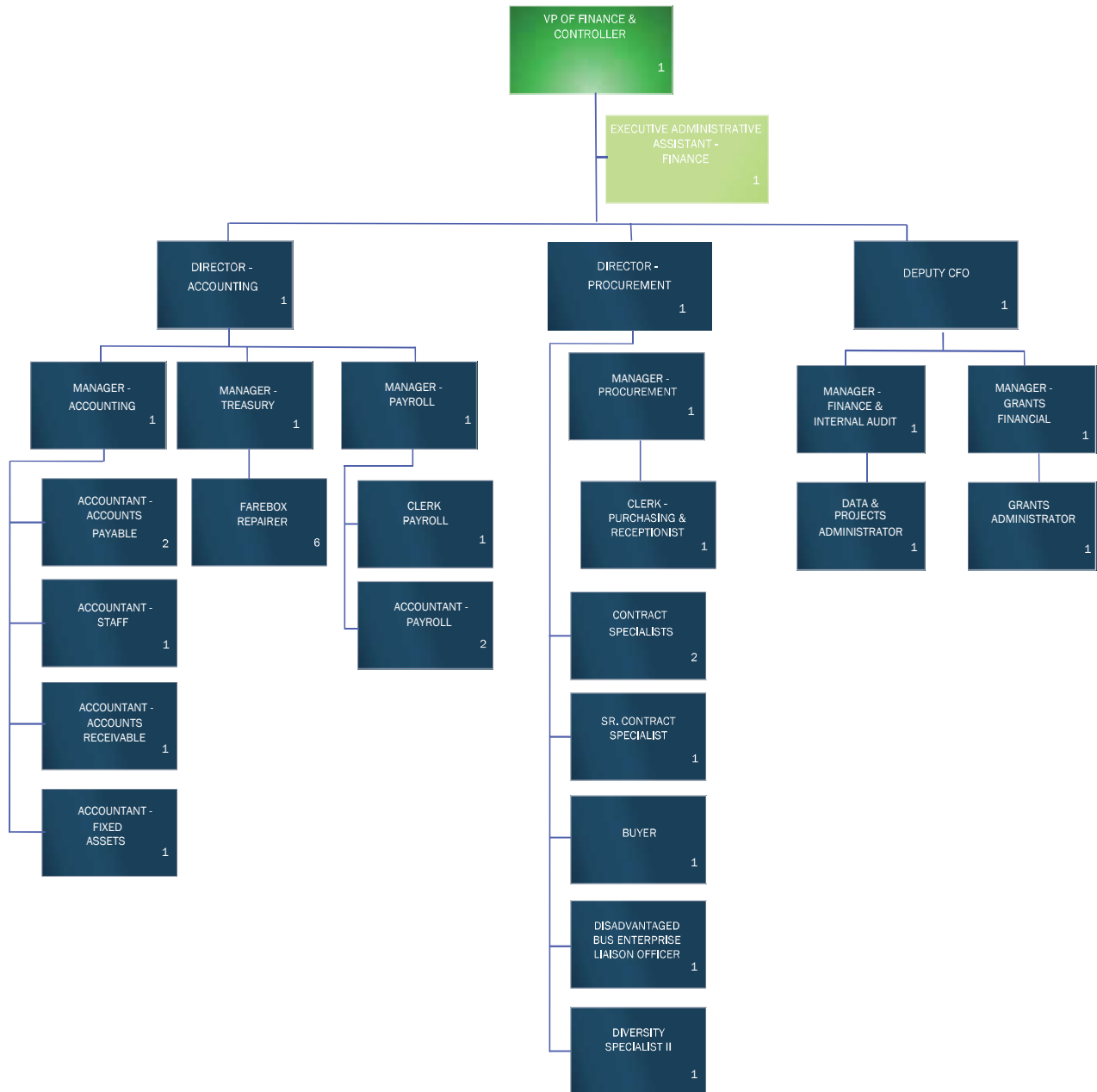
Expenses by Category



Budget Analysis:

- Banking fees, armored car service, and payroll fees make up Finance's contractual services budget.
- Replacement parts needed for farebox repairs make up Finance's operating supplies budget. The increase in fleet size as well as the addition of ticket vending machines requires additional budget for 2021.

FINANCE



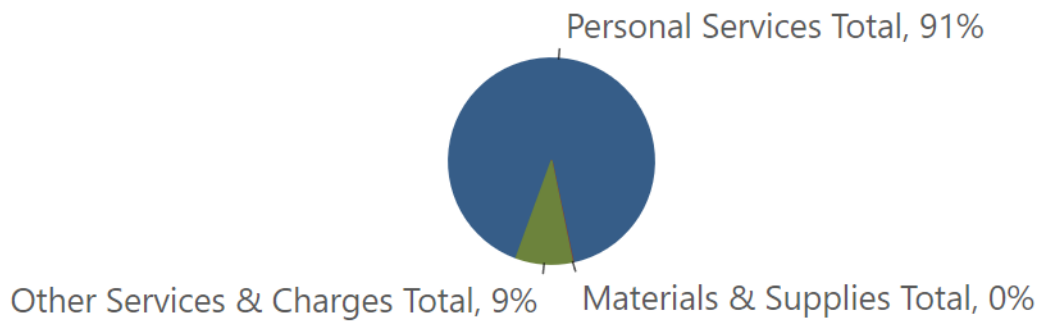
Human Resources

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

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	679,783	1,583,269	806,104	805,455
Benefits	12,529,930	12,216,529	12,687,456	13,632,507
Other Benefits	602,657	600,000	650,000	669,500
Payroll Taxes	58,554	121,120	61,667	61,617
Retirement	1,197,427	1,405,000	2,006,000	2,069,450
Personal Services Total	15,068,351	15,925,918	16,211,227	17,238,529
Materials & Supplies				
Office Supplies	16,970	12,500	12,500	12,500
Operating Supplies	5,413	15,750	3,500	7,750
Other	30,901	-	-	-
Parts	6	-	-	-
Materials & Supplies Total	53,290	28,250	16,000	20,250
Other Services & Charges				
Contractual Services	72,953	189,850	151,642	467,000
Dues and Subscriptions	25,639	6,500	2,000	3,250
Insurance	780,102	757,500	820,000	800,000
Other Services	34,857	21,500	17,000	16,300
Printing and Advertising	7,807	92,500	25,000	174,000
Professional Services	100,322	115,000	34,908	23,500
Telephone	432	-	2,500	-
Training and Conferences	97,525	233,500	2,000	181,250
Other Services & Charges Total	1,119,637	1,416,350	1,055,050	1,665,300
Grand Total	16,241,278	17,370,518	17,282,277	18,924,079
Full Time Equivalents	14.0	16.0	13.0	13.0

Human Resources

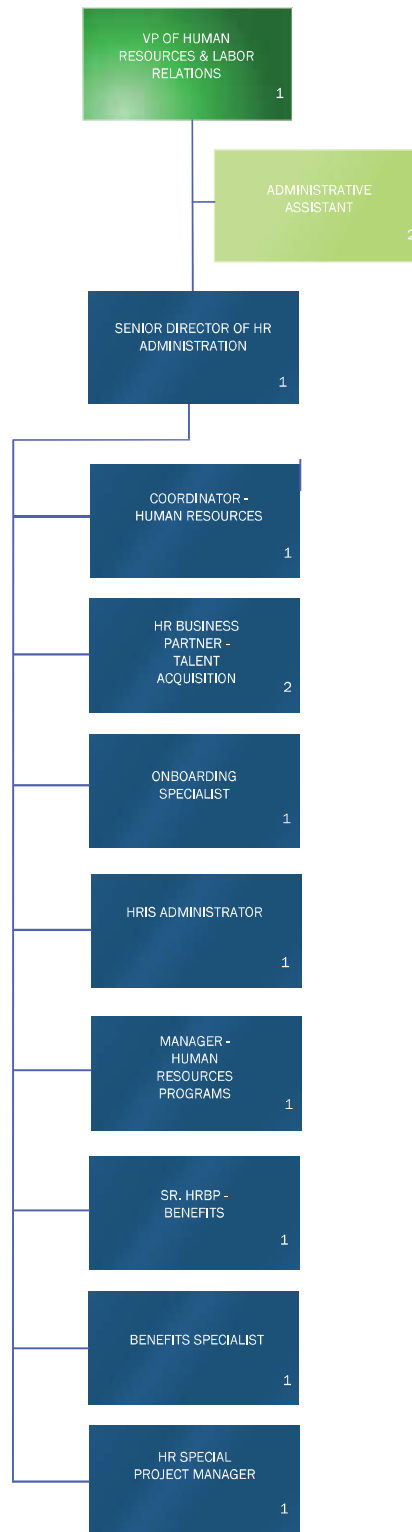
Expenses by Category



Budget Analysis:

- Workers' compensation and unemployment insurance are paid from Human Resource's insurance budget.
- Healthcare related fringe benefits for IndyGo employees include medical, dental, and vision coverage. Onsite at IndyGo Headquarters is a health clinic, which is free for employees and their families. The organizational costs for these benefits are budgeted here. Also included in HR's benefits budget is drug and alcohol testing, required by the FTA.
- Recent changes to IndyGo's pension plan have increased retirement benefits for 2021.

HUMAN RESOURCES



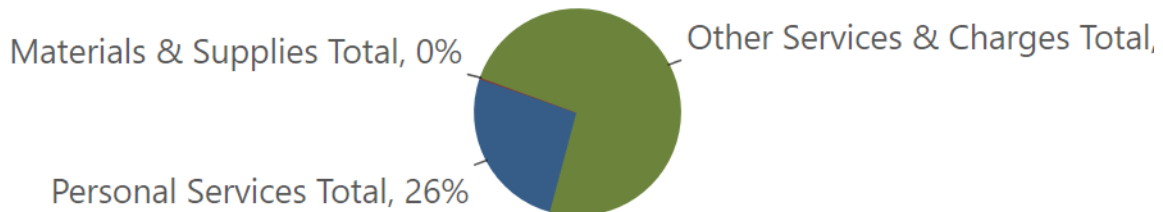
Infrastructure, Strategy, & Innovation

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

	2019 Actual	2020 Adopted Budget	2021 Adopted Budget	2022 Budget Outlook
Personal Services				
Wages	1,175,354	1,438,538	1,006,555	1,006,556
Payroll Taxes	96,135	110,048	77,002	77,002
Personal Services Total	1,271,489	1,548,586	1,083,557	1,083,558
Materials & Supplies				
Office Supplies	5,006	1,000	4,200	4,400
Operating Supplies	23,492	100	-	-
Other	5,515	5,000	5,500	5,000
Materials & Supplies Total	34,013	6,100	9,700	9,400
Other Services & Charges				
Contractual Services	622,489	1,679,693	2,114,088	2,145,800
Dues and Subscriptions	560	1,400	2,380	3,580
Insurance	45,072	-	-	-
Other Services	2,686	54,408	50,951	101,100
Printing and Advertising	104,455	-	100	100
Professional Services	333,487	665,000	615,000	770,000
Telephone	648	-	2,556	2,664
Training and Conferences	21,461	59,000	9,100	25,200
Other Services & Charges Total	1,130,858	2,459,501	2,794,175	3,048,444
Grand Total	2,436,360	4,014,187	3,887,432	4,141,402
 Full Time Equivalents	 19.0	 13.0	 12.0	 12.0

Infrastructure, Strategy, & Innovation

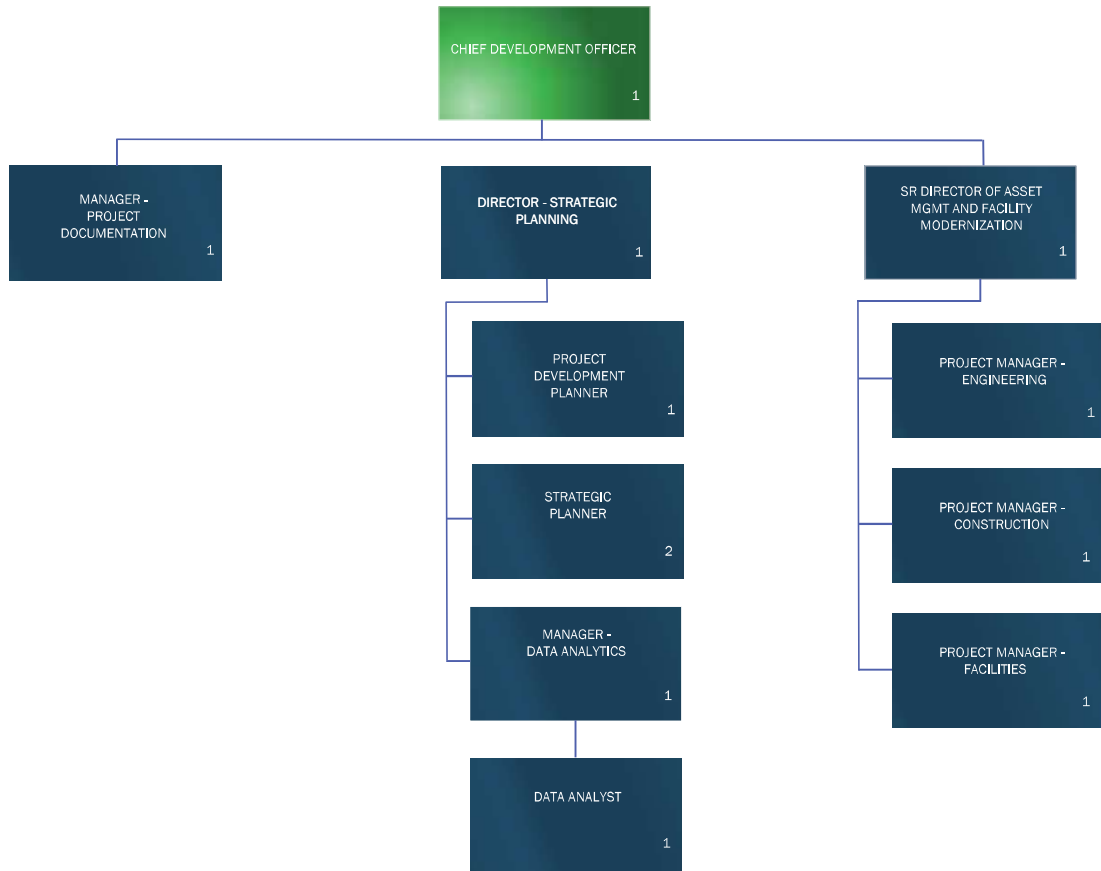
Expenses by Category



Budget Analysis:

- Service Planning staff, previously located in Infrastructure, Strategy, & Innovation, have been moved to Transportation, resulting in decreased Personal Services for 2021.
- Professional and consulting services for signal design, timing, and network services is a new budget item in 2021.
- Contractual services includes on-call planning advisory services and program management support services. Also included is the Red Line's operations and management costs to the Department of Public Works.

INFRASTRUCTURE, STRATEGY, & INNOVATION



INCOME TAX REVENUE FUND

Income Tax Revenue Fund

REVENUES - WHERE THE MONEY COMES FROM

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

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

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

Process of Revenue Collection:

The Indiana State Budget Agency (the “Budget Agency”) is required to publish an estimate of the statewide total amount of certified distributions before May 1 of every even-numbered year to be made under the LIT Statute during the following calendar year. As it is collected from each county, local income tax revenue is to be deposited in a separate trust account for each county within the State General Fund. Revenue derived from the imposition of the tax is to be distributed to the county that imposed it. The amount that is to be distributed to a county during an ensuing calendar year equals the amount of tax revenue that the Budget Agency determines has been: (1) received from that county for a taxable year ending in a calendar year preceding the calendar year in which the determination is made; and (2) reported on an annual return or amended return processed by the Department of Revenue in the State fiscal year ending before July 1 of the calendar year in which the determination is made; as adjusted for refunds of taxes made in the State fiscal year.

Before August 2 of each calendar year, the Budget Agency must provide the Department of Local Government Finance (DLGF) and the county auditor of each adopting county an estimate of the amount that will be distributed to the county, based on known tax rates. Not later than fifteen (15) days after receiving the estimate of the certified distribution, the DLGF is required to determine for each taxing unit and notify the county auditor of the estimated amount of property tax credits, school distributions, public safety revenue, economic development revenue, certified shares, and special purpose revenue that will be distributed to the taxing unit during the ensuing calendar year. Not later than thirty (30) days after receiving the DLGF's estimate, the county auditor shall notify each taxing unit of the amounts estimated for the taxing unit.

Before October 1 of each calendar year, the Budget Agency shall certify to the DLGF and the county auditor of each adopting county: (1) the amount determined under section 4 of the LIT Statute; and (2) the amount of interest in the county's account that has accrued and has not been included in a certification made in a preceding year. The amount certified is the county's certified distribution for the immediately succeeding calendar year. The amount certified shall be adjusted, as necessary, under sections 6, 7, and 8 of the LIT Statute. Not later than fifteen (15) days after receiving the amount of the certified distribution, the DLGF shall determine for each taxing unit and notify the county auditor of the certified amount of property tax credits, school distributions, public safety revenue, economic development revenue, certified shares, and special purpose revenue that will be distributed to the taxing unit under the LIT Statute during the ensuing calendar year. Not later than thirty (30) days after receiving the DLGF's estimate, the county auditor shall notify each taxing unit of the certified amounts for the taxing unit. For purposes of a consolidated city, a taxing unit includes the consolidated city and all special taxing districts, all special service districts, and all entities whose budgets and property tax levies are subject to review under IC 36-3-6-9.

Upon receipt, each monthly payment of a county's certified distribution or supplemental distribution shall be allocated and distributed to the appropriate entities in accordance with the LIT Statute and the

Income Tax Revenue Fund

allocation ordinances adopted by each adopting body. The following table provides the total Marion County adjusted gross income collections per tax year.

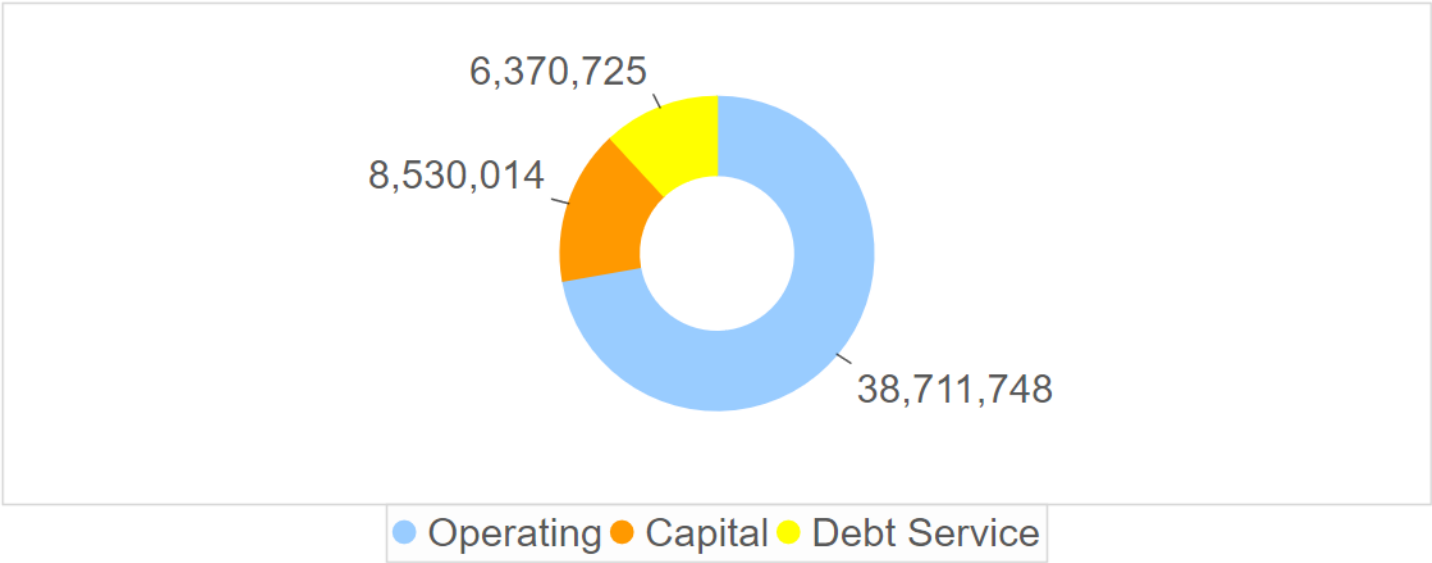
Beginning January 1, 2018, IndyGo started receiving monthly distributions of Transit Income Tax Revenue. As required by IC 6 -3.6 -9 -5, before October 1 of each calendar year, the Budget Agency shall certify the local income tax distribution to the county based on the best information available regarding local income tax processed collections and local income tax rates at the time.

Appropriations out of the Transit Income Tax are expected to be \$53.6 million for 2021.

USES OF REVENUE - WHERE THE MONEY GOES

The following chart represents IPTC’s plan for the utilization of the 2021 Income Tax Revenue Funding at a \$117.3 million operating budget, Capital budget and debt service budget.

	2021	2022
Operating	\$ 38,711,748	\$ 30,603,114
Capital	8,530,014	11,268,774
Debt Service	6,370,725	6,379,350
Total Local Transit Income Tax	\$ 53,612,487	\$ 48,251,238



DEBT SERVICE

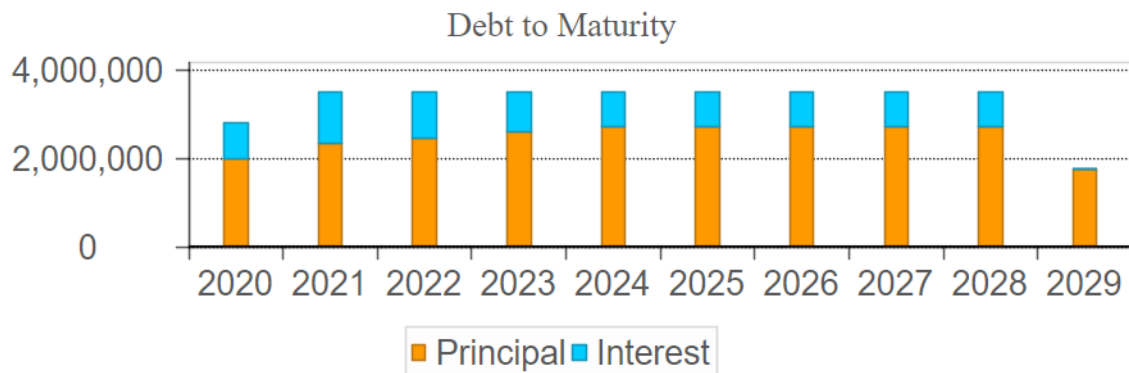
Debt Service Fund

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

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

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

	Principal	Interest	Total
2021	\$ 2,345,000	\$ 1,144,350	\$ 3,489,350
2022	2,460,000	1,025,725	3,485,725
2023	2,590,000	901,100	3,491,100
2024	2,710,000	783,425	3,493,425
2025	2,710,000	783,425	3,493,425
2026 - 2029	9,880,000	2,352,775	12,232,775
Total	\$ 24,690,000	\$ 7,796,690	\$ 32,486,690



Debt Service Fund

To date, this is the only outstanding obligation payable from the Transportation LIT Revenues; however, IndyGo anticipates a future financing in 2021 to fund the procurement of 27 hybrid buses for the maximum par amount of \$25.8 million. The proposed bond will be issued on a parity lien with the 2018A LIT bond outstanding. The estimated annual debt service payments for this proposed bond issuance would be \$2.8 million including principal and interest. IndyGo anticipates a possible future financing in 2022 or 2023 to fund approximately \$65 million of projects to advance the Blue line Bus Rapid Transit Project. There is no assurance that all or any of the future financings will occur. Any such financing is conditional, subject to market conditions, and is at the absolute discretion of the Qualified Entity.

FUND BALANCE AND FINANCIAL SUMMARY - ALL FUNDS

FY 2021 Statement of Revenues, Expenditures and Changes in Fund Balance

	General Fund	Local Transit Income Tax	Cumulative Capital	Local Transit Income Tax Debt Service	Grand Total
Revenues					
Passenger Service Revenue	\$ 6,379,044	-	-	\$ -	\$ 6,379,044
Local Property & Excise Taxes	36,069,630	-	3,604,788	-	39,674,418
State Funds/Grants	9,634,315	-	-	-	9,634,315
Federal Assistance	25,531,314	3,142,500	-	-	28,673,814
Service Reimbursement Programs	265,000	-	-	-	265,000
Advertising Revenue	607,775	-	-	-	607,775
Other Operating Income	109,500	-	-	-	109,500
Local Transit Income Tax	-	47,241,762	-	6,370,725	53,612,487
Total Revenues	78,596,578	50,384,262	3,604,788	6,370,725	138,956,353
Expenditures by Category					
Personal Services	47,179,664	23,237,748	-	-	70,417,412
Materials & Supplies	8,032,707	3,956,408	-	-	11,989,115
Other Services & Charges	23,384,207	11,517,592	-	-	34,901,799
Capital Outlay	-	9,531,132	6,000,000	-	15,531,132
Debt Service	-	-	-	6,370,725	6,370,725
Total Expenditures	78,596,578	48,242,880	6,000,000	6,370,725	139,210,183
Changes in Fund Balance	-	2,141,382	(2,395,212)	-	(253,830)
Estimated Beginning Fund Balance - January 1, 2021	26,574,959	18,945,964	2,733,551	1,116,958	49,371,432
Estimated Ending Fund Balance - December 31, 2021	\$ 26,574,959	21,087,346	338,339	\$ 1,116,958	\$ 49,117,602

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

(2) Capital Cumulative fund is seeing the ending fund balances shrink in budget year 2021 as many capital projects programmed in FY 2020 did not start as anticipated or had a delay start due to various reasons and appropriations were carried over from the prior year over to 2021.

FY 2021 Three Year Consolidated Financial Summary

	General Fund			Cumulative Capital Fund			Non-Major Funds (Home Rule) Funds			Grand Total		
	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget	FY 2019 Actual	FY 2020 Budget	FY 2021 Budget
Revenues												
Passenger Service Revenue	9,224,816	10,631,742	6,379,044	-	-	-	-	-	-	9,224,816	10,631,742	6,379,044
Local Property & Excise Taxes	36,833,525	36,468,936	36,069,630	3,400,562	3,582,332	3,604,788	-	-	-	40,234,087	40,051,268	39,674,418
State Funds/Grants	10,956,604	11,107,800	9,634,315	-	-	-	-	-	-	10,956,604	11,107,800	9,634,315
Federal Assistance	12,453,301	11,590,000	25,531,314	-	-	-	-	-	3,142,500	12,453,301	11,590,000	28,673,814
Service Reimbursement Programs	295,324	310,480	265,000	-	-	-	-	-	-	295,324	310,480	265,000
Advertising Revenue	655,636	675,305	607,775	-	-	-	-	-	-	655,636	675,305	607,775
Other Operating Income	110,771	180,000	109,500	325,157	-	-	-	-	-	435,928	180,000	109,500
Local Transit Income Tax	-	-	-	-	-	-	56,858,347	58,369,430	53,612,487	56,858,347	58,369,430	53,612,487
Total Revenues	<u>70,529,977</u>	<u>70,964,263</u>	<u>78,596,578</u>	<u>3,725,719</u>	<u>3,582,332</u>	<u>3,604,788</u>	<u>56,858,347</u>	<u>58,369,430</u>	<u>56,754,987</u>	<u>131,114,043</u>	<u>132,916,025</u>	<u>138,956,353</u>
Expenditures by Category												
Personal Services	37,842,084	43,386,891	47,179,664	-	-	-	18,638,638	24,405,128	23,237,748	56,480,722	67,792,019	70,417,412
Materials & Supplies	8,236,160	8,687,035	8,032,707	-	-	-	4,056,616	4,886,456	3,956,408	12,292,776	13,573,491	11,989,115
Other Services & Charges	18,991,539	19,013,907	23,384,207	-	-	-	9,354,041	10,695,325	11,517,592	28,345,580	29,709,232	34,901,799
Capital Outlay	-	-	-	10,732,408	6,975,090	6,000,000	11,826,157	27,915,453	9,531,132	22,558,565	34,890,543	15,531,132
Debt Service	-	-	-	-	-	-	2,781,041	3,489,350	6,370,725	2,781,041	3,489,350	6,370,725
Total Expenditures	<u>65,069,783</u>	<u>71,087,833</u>	<u>78,596,578</u>	<u>10,732,408</u>	<u>6,975,090</u>	<u>6,000,000</u>	<u>46,656,493</u>	<u>71,391,712</u>	<u>54,613,605</u>	<u>122,458,684</u>	<u>149,454,635</u>	<u>139,210,183</u>

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

(2) Non-major funds: Local Transit Income Tax and Capital Cumulative funds are seeing expenditures greater than the revenues in budget year 2021 as many capital projects programmed in FY 2020 did not start as anticipated or had a delay start due to various reasons and appropriations were carried over from the prior year over to 2021. Unspent cash balances would be utilized to pay for the capital projects match.

CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program

IndyGo maintains a 5-year capital improvement program, serving as a road map for implementing the Marion County Transit Plan. The Marion County Transit Plan will expand the frequency and hours of its local fixed-route network, construct and operate three new bus rapid transit lines, and change the orientation of its network from a hub-and-spoke network to a grid system. The 5-year program is updated annually to account for new and illustrative projects, completed projects, or changes in assumptions. This process is very diligent and undertaken by the Strategic Planning & Capital Projects Division and Finance Division in key phases such as planning, defining/formulating, and decision making. A standardized template with necessary information/data is provided by project owners is being used in this process. The leadership and the Finance team considers external mandates, program needs, and funding considerations in making the decisions for inclusion in the capital budgets.

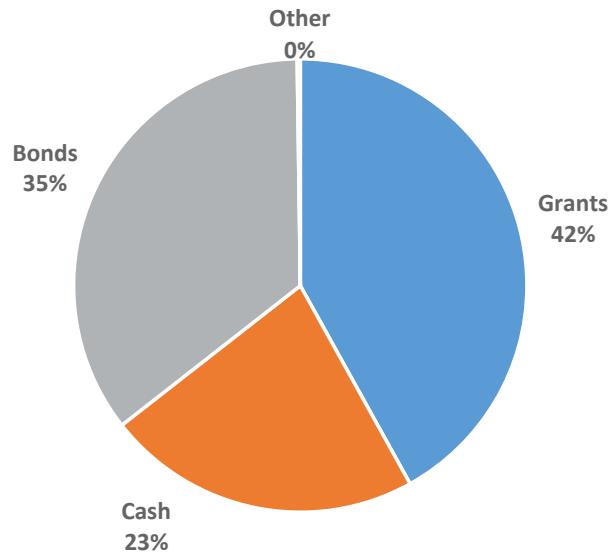
Annually, IndyGo's Board of Directors adopts the amount of capital appropriations for the upcoming budget year as well as any updates to the out years of the capital program. The Board adopts these appropriations and program updates separately, with the capital budget included in the annual management and financial plan. The separate, board adopted 2019 – 2025 Capital Plan is included as Appendix A to this document, for that reason. The 2019 – 2025 Capital Plan includes detailed project descriptions, historical expenditure tables, and comprehensive explanations of IndyGo's capital project funding sources.



The following summary table outlines IndyGo's Board Adopted 5-year Capital Improvement Program. IndyGo's budget for capital expenditures in 2021 is set at \$83.3M. This budget will provide capital support for the following project areas: BRT and On-Street Infrastructure, Facilities, Safety and Security, IT and Finance, Public Affairs, and Fleet. Funding sources for these projects in 2021 is comprised of grants (42%), bonds (35%), and cash (23%).

Indianapolis Public Transportation Corporation 2021 Capital Improvement Program					
	Year 2021	Year 2022	Year 2023	Year 2024	Year 2025
BRT and On-Street Infrastructure	\$ 52,033,998	\$ 97,319,000	\$ 101,602,000	\$ 98,000,000	\$ 31,911,000
Red Line Phase 2a/3a (to County Line)	\$ -	\$ 2,200,000	\$ 6,200,000	\$ 26,300,000	\$ -
Purple Line	\$ 37,865,000	\$ 57,969,000	\$ 23,652,000	\$ -	\$ -
Blue Line	\$ 3,750,000	\$ 36,300,000	\$ 70,900,000	\$ 71,000,000	\$ 31,911,000
Michigan St. Improvements (Constr)	\$ 4,350,000	\$ -	\$ -	\$ -	\$ -
30th St. Improvements (constr)	\$ 2,150,000	\$ -	\$ -	\$ -	\$ -
Super Stops	\$ 1,548,998	\$ -	\$ -	\$ -	\$ -
Transit Signal Priority Installation	\$ 1,520,000	\$ -	\$ -	\$ -	\$ -
Local Route Stop/Shelter/Sidewalk Installations	\$ 850,000	\$ 850,000	\$ 850,000	\$ 700,000	\$ -
Facilities	\$ 3,985,000	\$ -	\$ -	\$ -	\$ -
Building Exterior Improvements	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -
Maintenance Area Renovations	\$ 1,375,000	\$ -	\$ -	\$ -	\$ -
Solar Array Expansion (1501)	\$ 630,000	\$ -	\$ -	\$ -	\$ -
Board Room & Lobby Improvements	\$ 580,000	\$ -	\$ -	\$ -	\$ -
Safety/Security	\$ 220,000	\$ 230,000	\$ 255,000	\$ 255,000	\$ -
Vehicle CCTV Replacement	\$ 220,000	\$ 230,000	\$ 255,000	\$ 255,000	\$ -
IT/Finance	\$ 1,975,000	\$ -	\$ -	\$ -	\$ -
ERP	\$ 800,000	\$ -	\$ -	\$ -	\$ -
IT Radio Replacement/Other IT	\$ 800,000	\$ -	\$ -	\$ -	\$ -
Farebox Replacement	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ -
Public Affairs	\$ 392,375	\$ -	\$ -	\$ -	\$ -
Mobility Concierge	\$ 392,375	\$ -	\$ -	\$ -	\$ -
Fleet	\$ 24,645,306	\$ 12,384,419	\$ 13,068,452	\$ 14,950,000	\$ -
Automatic Passenger Counters Upgrade	\$ 181,500	\$ -	\$ -	\$ -	\$ -
Paratransit Bus Replacement	\$ 1,415,000	\$ 1,450,000	\$ 1,500,000	\$ 1,550,000	\$ -
Fixed Route Bus Replacement	\$ 22,500,000	\$ 10,634,419	\$ 10,953,452	\$ 13,100,000	\$ -
Support Vehicle Replacement	\$ -	\$ -	\$ 315,000	\$ -	\$ -
Radio Equipment & Accessories	\$ 78,806	\$ -	\$ -	\$ -	\$ -
Dispatch Consoles	\$ 170,000	\$ -	\$ -	\$ -	\$ -
Maintenance Heavy Equipment	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -
Grand Totals	\$ 83,251,679	\$ 110,308,419	\$ 115,300,452	\$ 113,580,000	\$ 31,911,000

2021 Capital Budget Funding Sources



Impact on Operating Budget

When IndyGo commits funds for capital improvement projects, there are often impacts on subsequent operating budgets. Future impacts on the operating budget can be positive, through increased operational efficiencies or by replacing equipment beyond its useful life, which can often be costly to repair. Capital projects can also increase out-year operating budgets, when additional resources are needed to operate new facilities or services. IndyGo's 5-year operating plan recognizes the impact capital projects have on operating budgets. These impacts are considered when analyzing and forecasting future revenue streams. The following considerations are examples of how IndyGo's capital projects and priorities impact future operating expenditures.

BRT & On-Street Infrastructure

Completion of IndyGo's two additional bus rapid transit routes, the Purple Line and Blue Line, will result in new operating costs, including station maintenance and utilities expenses. Additional fare collection and enforcement costs will also need to be accounted for when these lines are operational. Potential increases in revenue from these high ridership routes will be analyzed as a part of future year revenue projections.

Item	2021 Operating Budget Impact
Operating and maintenance agreement with Indianapolis Department of Public Works	1,500,000
BRT planning and consultant professional services	312,500
BRT charging station leases	50,700
Traffic signal systems consulting services	60,000
BRT roadway maintenance	75,000
BRT fare enforcement and security	657,356

Facilities

The planned facilities capital improvement projects will help IndyGo maintain its facilities in a state of good repair as well as respond to a growing fleet of vehicles, additional staff members, and compliance with new CDC guidelines for COVID-19. Solar array expansion at IndyGo headquarters will help offset the operating cost of electricity for powering IndyGo's expanding fleet of electric and hybrid-electric vehicles. Future procurements of additional facilities to support IndyGo in the areas of training, maintenance, and vehicle operations will result in increased facility-related overhead charges such as utilities and routine contracted maintenance but will replace costs currently budgeted for some building leases and rentals. IndyGo utilizes Federal Transit Administration Urbanized Area Formula (5307) funds to perform preventative maintenance on its facilities. These funds come in the form of reimbursements for eligible expenses.

Item	2021 Operating Budget Impact
Utilities, maintenance, and security for additional facilities	750,000

Safety & Security

Closed-circuit television (CCTV) cameras and related equipment for IndyGo's vehicles are replaced and upgraded as technology advances, and to meet the needs of an increasing fleet size. IndyGo IT staff hours are required for the maintenance of existing equipment and the installation of new hardware, as necessary.

IT & Finance

IndyGo maintains a fleet of fareboxes that collect passenger fares and dispense tickets. This equipment requires preventative maintenance and specialized parts for proper operation. Replacement of fareboxes beyond their useful life can reduce operating costs associated with maintenance and repairs. New fareboxes are acquired when additional vehicles are added to the fleet, without corresponding retirements. IndyGo utilizes a comprehensive enterprise resource planning (ERP) system to process financial transactions, track federally funded projects, and manage the agency budget. Initial implementation and launch of this new system is a capital expenditure, while any contracted maintenance and consultant support of this platform will require operational budget funds.

Item	2021 Operating Budget Impact
Annual licensing cost for ERP system	42,000

Fleet

Retiring fleet vehicles beyond their useful life and replacing them with new vehicles often reduces operating-related maintenance expenditures, both in terms of labor hours and stock parts. Some future vehicle procurements will be funded through a lease financing mechanism, for which debt service payments will need to be budgeted. IndyGo's shift away from fully diesel-powered fixed route vehicles is expected to have a positive impact on future fuel procurements. Insurance coverage for additional vehicles will also be an operational expense born from this capital project. Similar to facilities, FTA 5307 funds are used when available to perform preventative maintenance on IndyGo's rolling stock.

Item	2021 Operating Budget Impact
Fuel consumption	(2,160,078)



APPENDIX A

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo

2019-2025 Capital Plan



Statehouse



Adopted by the IPTC Board

August 28, 2019

Amended:

December 3, 2020

IndyGo

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Five-Year Capital Plan: 2019 -2025

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INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Five-Year Capital Plan: 2019 -2025

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INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Five-Year Capital Plan: 2019 -2025

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INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Five-Year Capital Plan: 2019-2025

INTRODUCTION & OVERVIEW

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

The Transit Plan calls for IndyGo to ***expand the frequency and hours of service for its fixed-route local network, construct and operate three new bus rapid transit lines, and change the orientation of its network from a hub-and-spoke network to a grid system***. The strategic framework for these changes were developed as part of IndyGo's *IndyGo Forward* Comprehensive Operational Analysis and were to be fully implemented by 2022.

This 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.

This plan was initially presented to and adopted by the IPTC Board of Directors on December 7, 2017. At that time, it became a “living document,” meaning that it would be updated regularly as revenue is realized and projects are advanced. It was updated in March 2018 and again in August 2018. This amendment builds upon the version that was adopted by the IPTC Board of Directors on August 20, 2019 and follows the August 20, 2020 adoption of the IndyGo’s 5-year Capital Budget Summary. Prepared annually, the capital budget summary is a companion document of the 5-year Capital Plan. It is the 5-year Capital Budget Summary – not the 5-year Capital Plan guidance document – that ultimately governs how much the agency is prepared to spend on capital expenses.

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Five-Year Capital Plan: 2019-2025

How to Use This Plan

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

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

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

As part of the planning for the 2018 annual operational budgeting process, a decision was reached to update IndyGo's five-year capital plan budget on a rolling basis. As such, version 1.0 of this document—IndyGo's 2019-2025 Capital Plan—reflected a new five-year capital budget that incorporated the latest project costs and capital revenue estimates and extended the planning horizon to 2024 (and into 2025 to capture all of the Blue Line Rapid Transit capital expenditures).

Like version 1.0 of this document, version 2.0 summarizes and organizes the figures that, together, make up the entire 2019-2025 five-year capital plan. Also included is additional detail on the sources and uses of capital funds. ***This document is intended to serve as a benchmark for projecting, prioritizing, and programming capital expenditures from year to year, in addition to serving as a roadmap to fully expand the frequency and hours of service of IndyGo's fixed-route local network, construct and operate three new bus rapid transit lines, and change the orientation of IndyGo's transit network from a hub-and-spoke network to a grid system.*** From time-to-time, this document can also be used to support the pursuit of external funding, competitive grant programs, and/or debt instruments intended to finance capital expenditures.

This plan is organized into the following sections:

- The **Annual Summaries** section provides a comprehensive overview of the five-year capital program as well as a summary-level annual breakdown of anticipated capital revenue and expenditures.
- The **Funding Sources** section provides information on the sources of funding expected to be programmed toward capital expenditures through the first part of 2025.
- The **Capital Expenditures** section provides an explanation of the expenditure, an anticipated cost for each expenditure, and the anticipated funding source(s) for that capital cost.
- **Annual Itemized Expenditure Tables** section provides an itemized quarterly table of expenditures for each year, sorted by category of cost.

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Version 1.0 of this plan illustrated a need for \$552,215,682 in total capital expenditures between 2019 and 2025 to fully implement the Transit Plan. As of this update, the total is estimated to be \$599,816,899 for the same period of time and towards the same end goal. This increase of \$47.6 million (8 percent) over the initial budget is due in large part to a correction to the methodology used to capture the total outlay - not just the debt service payment - for future rolling stock purchases (see Fixed Route Bus Replacement on the following pages), and the need to purchase more rolling stock than had originally been programmed. Beginning in 2021, IndyGo will rely on bond issuance, as opposed to leasing agreements, to acquire new fixed-route buses.

Revision History

Table 1 will be updated with any changes to this document and enable IndyGo to track versions of this document over time. The numbering conventions associated with the version control table will be as follows:

- Whole numbers will reflect the incorporation of substantial changes made to the sources and/or uses of capital funds and/or with updates following the adoption of IndyGo's annual budget;
- Incremental updates (tracked by decimal numbers) will reflect minor changes made between these more substantial changes.
- Entries for minor changes may be removed from the version control table upon the adoption of a new major changes.
- The Date of Revision is the date that this document was revised
- The Date of Budget refers to the date that the IndyGo Board of Directors adopted the Capital Plan Budget Summary, upon which the revisions to this document are based.

Table 1. Version Control Table

Version	Purpose of Change	Date of Revision	Date of Budget	Responsible
1.0	Adopted by the IPTC Board	08/28/2019	08/28/2019	John Marron
2.0	Adopted by the IPTC Board	12/03/2020	08/20/2020	Brooke Thomas

Summary of Recent Changes

Below is a summary of the substantive changes that were made between versions 1.0 and 2.0, in last summer / early fall of 2020.

- The Finance Division has corrected the methodology used to capture the total outlay (not just the debt service payment) for future rolling stock purchases. The annual summaries have been updated to reflect this change and now include the total purchase price within IndyGo's 5-year capital plan and thus, allow IndyGo to seek the appropriation of the full amount. This correction, along with the need to purchase more rolling stock than was previously projected, are the primary reasons that the program total increased by \$47.6 million between versions 1.0 (\$552.2 million) and 2.0 (\$599.8 million) of this plan.
- The summary pages for each year have been updated to describe what has transpired since the August 2019 update and to set priorities for the next four years. These pages highlight instances where projects that were programmed for a given year have been placed on hold or postponed.
- The description of each funding source was reviewed for accuracy and, where necessary, updated to reflect the current status of each.

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- The description of each funding source was reviewed for accuracy and, where necessary, updated to reflect current status.
- The description of each capital project has been updated to reflect current status.
- New projects have been added to the plan, including those that are programmed as part of the fiscally constrained capital budgets for years 2021 through the first part of 2025 and those that are illustrative. Illustrative projects are those that IndyGo desires to add to the capital program, but which do not currently have dedicated funding, or that would otherwise cause planned capital expenditures to exceed the adopted budget.

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ANNUAL SUMMARIES

IndyGo's Five-Year Capital Plan serves as the agency's roadmap for major investment in transit and transit-supporting infrastructure. These investments will include expenditures associated with, at a minimum, rolling stock, enhancements to on-street infrastructure and bus rapid transit projects, IndyGo facilities, information technology (IT) and finance, public affairs, and safety, security and training enhancements. The purpose of this plan is to coordinate these expenditures with expected sources of funding for the purposes of timing these investments in such a way as to maintain adequate and acceptable cash flow for the agency.

To that end, the annual summary (see Table 2) shows an annual breakdown of planned expenditures and expected funding sources, on an annual basis. The annual summary is intended to serve as a resource for the development of more detailed capital budgets for each upcoming year through the first quarter of 2025, which marks the end of the 5-year planning horizon for the capital investment strategy that was set in motion in 2017. Anticipated expenditures have been developed through a process jointly coordinated by IndyGo's finance and capital projects divisions and reflects the input of divisions and departments throughout IndyGo. Individual expenditures and anticipated funding sources are described in greater detail in subsequent sections of this document.

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

Table 2. Annual Summary

	2020		2021	2022	2023	2024	2025	Total (2021-2025)
	Budget	Actual (As of August 31, 2020)						
Expenditures	\$97,709,667	\$17,830,108	\$83,251,679	\$109,933,419	\$114,925,452	\$113,205,000	\$31,911,000	\$453,226,550
Bus Rolling Stock	\$13,451,667	\$9,468,583	\$24,645,306	\$12,384,419	\$13,068,452	\$14,950,000	\$-	\$65,048,177
On-Street Inf. & BRT	\$70,196,000	\$6,770,456	\$52,033,998	\$97,319,000	\$101,602,000	\$98,000,000	\$31,911,000	\$380,865,998
Facilities & Equipment	\$8,785,000	\$776,385	\$3,985,000	\$-	\$-	\$-	\$-	\$3,985,000
Information Technology	\$2,489,000	\$479,166	\$1,975,000	\$-	\$-	\$-	\$-	\$1,975,000
Public Affairs	\$225,000	\$-	\$392,375	\$-	\$-	\$-	\$-	\$392,375
Safety & Security	\$2,563,000	\$335,517	\$220,000	\$230,000	\$255,000	\$255,000	\$-	\$960,000
Funding Sources	\$97,709,666	\$17,830,108	\$83,251,679	\$109,933,419	\$114,925,452	\$113,205,000	\$31,911,000	\$453,226,550
Grants	\$56,007,828	\$9,475,139	\$34,914,427	\$68,931,033	\$46,267,200	\$51,225,374	\$8,905,500	\$210,243,534
Cash	\$26,715,453	\$5,658,742	\$18,719,545	\$25,739,533	\$29,958,252	\$31,027,620	\$26,267,533	\$131,712,483
Bonds	\$13,786,385	\$2,696,227	\$29,430,090	\$15,010,027	\$22,300,000	\$30,952,006	(\$3,262,033)	\$94,430,090
Other	\$1,200,000	\$-	\$187,617	\$252,826	\$16,400,000	\$-	\$-	\$16,840,443
Expected Capital Surplus	(\$0)	n/a	\$0	\$0	\$0	\$0	\$0	(\$0)

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Table 2.1, 2019 Budget vs. Actual, compares 2019 expenditures for Q3 and Q4 with what had been budgeted for 2019 in 2019.

Table 2.1 2019 Budget vs. Actual

	Q3/Q4 2019		Difference	
	Budget	Actual (As of December 31, 2019)	\$	% Change
Expenditures	\$48,880,682	\$46,550,436	\$2,330,246	-4.8%
Bus Rolling Stock	\$8,806,000	\$8,068,186	\$737,814	-8.4%
On-Street Inf. & BRT	\$29,036,682	\$34,529,401	(\$5,492,719)	18.9%
Facilities & Equipment	\$5,440,000	\$2,954,671	\$2,485,329	-45.7%
Information Technology	\$4,533,000	\$739,279	\$3,793,721	-83.7%
Public Affairs	\$170,000	\$55,245	\$145,755	-85.7%
Safety & Security	\$895,000	\$203,654	\$691,346	-77.2%
Funding Sources	\$48,880,681	\$46,550,436	\$2,330,245	-4.8%
Grants	\$26,213,846	\$31,172,262	(\$4,958,416)	18.9%
Cash	\$18,887,532	\$12,148,131	\$6,739,401	-35.7%
Bonds	\$3,779,303	\$3,230,042	\$549,261	-14.5%
Other	\$0	\$0	\$0	0%
Expected Capital Surplus	(\$1)	\$0	\$1	-

The following pages include tables that illustrate annual overviews of planned capital expenditures and anticipated funding sources to finance these projects. These resources will primarily be drawn from federal formula funds and competitive grants, cash or IndyGo capital revenue, or debt financing.

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IndyGo Five-Year Capital Plan: 2019-2025

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

The second half of 2019 resulted in the advancement of the first of the substantial capital projects related to the implementation of the Transit Plan, including the construction of the Red Line bus rapid transit corridor. Most of the planned expenditures for the remainder of that year were associated with on-street infrastructure and bus rapid transit projects. Final payments towards the completion of the Red Line construction comprise the largest share of these investments. In 2019, a total of \$29.0 million was allocated to on-street infrastructure improvements and bus rapid transit projects. Additionally, IndyGo had anticipated \$8.8 million in fleet and related projects, \$5.4 million to be invested in facilities projects, and \$4.5 million in information technology projects. It was further anticipated that Safety and Security and Public Affairs expenditures, when combined, would be just over \$1 million (see Table 3).



By the end of 2019, a total of \$34.5 million was spent constructing on-street infrastructure improvements and bus rapid transit projects. An additional \$8.1 million went towards fleet replacement projects, approximately \$3.0 million for facilities projects, and just under \$740,000 in information technology projects. This brought total expenditures for Q3/Q4 2019 to \$46.6 million, or \$2.3 million under budget for the year.

The majority (54 percent) of programmed expenditures were to have been funded through grants received through the Federal Transit Administration (FTA), complemented by IndyGo's capital revenue (cash). IndyGo had also expected to spend resources from the \$26 million bond approved in 2018. By December 31, 2019, 67 percent of programmed expenditures were funded through grants received through the FTA, with the remaining \$15.4 million split between cash (\$12.15 million, 26 percent) and bonds (\$3.23 million, 7 percent).

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IndyGo Five-Year Capital Plan: 2019-2025

Table 3. 3Q/4Q 2019 Capital Projects

Funding Sources	Q3		Q4		Q3/Q4 Total	
	Budget	Actual	Budget	Actual	Budget	Actual
Grants	\$17,745,940	\$23,107,179	\$8,467,907	\$8,065,083	\$26,213,846	\$31,172,262
Cash	\$13,594,671	\$7,478,977	\$5,292,861	\$4,669,154	\$18,887,532	\$12,148,131
Bonds	\$1,195,071	\$1,457,599	\$2,584,232	\$1,772,443	\$3,779,303	\$3,230,042
Other	\$0	\$0	\$0	\$0	\$0	\$0
Total Funding Sources	\$32,535,682	\$32,043,756	\$16,345,000	\$14,506,680	\$48,880,681	\$46,550,436
Expenditures	Q3		Q4		Q3/Q4 Total	
	Budget	Actual	Budget	Actual	Budget	Actual
Bus Rolling Stock	\$8,806,000	\$7,980,320	\$0	\$87,866	\$8,806,000	\$8,068,186
On-Street Infrastructure & BRT	\$17,561,682	\$23,263,254	\$11,475,000	\$11,266,147	\$29,036,682	\$34,529,401
Facilities and Equipment	\$3,075,000	\$360,260	\$2,365,000	\$2,594,411	\$5,440,000	\$2,954,671
Information Technology	\$2,473,000	\$374,338	\$2,060,000	\$364,941	\$4,533,000	\$739,279
Public Affairs	\$170,000	\$55,245	\$0	\$0	\$170,000	\$55,245
Safety, Security, and Training	\$450,000	\$10,339	\$445,000	\$193,315	\$895,000	\$203,654
Total Expenditures	\$32,535,682	\$32,043,756	\$16,345,000	\$14,506,680	\$48,880,682	\$46,550,436¹

¹ While the total amount for expenditures came in close to what was initially budgeted for Q3 & Q4 of 2019, only the bus rolling stock aligned with what had been budgeted. This is largely due to budget rollovers from 2019 to 2020. For example, \$1.2 million was rolled from 2019 into 2020 to complete the vehicle wash and paint booth project in 2020, rather than in 2019 as planned.

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IndyGo Five-Year Capital Plan: 2019-2025

2020 CAPITAL PROJECTS: \$97.7 MILLION

The Purple Line design activities have advanced in 2020, along with progress on the Blue Line. In reviewing the planned operational profile for both remaining rapid transit lines, IndyGo anticipates needing to purchase additional 60' battery electric vehicles to operate service. Substantial renovations and enhancements to IndyGo's facilities have been underway since 2019. Facility investments are needed to account for the increase in IndyGo's staff, as well as the increased fleet size; both of which are necessary to deliver the Transit Plan. Facility investments became even more important in the first quarter of 2020 when IndyGo mobilized to respond to the COVID-19 pandemic.

By January 2020, IndyGo had acquired 31 60' electric buses to operate within its Red Line and Purple Line BRT network. Instead, lower-than-expected range on its electric buses and a delay in implementing mitigating measures have required IndyGo to operate nearly all 31 vehicles on the Red Line. IndyGo has worked to update the agency's fleet needs to reflect this unknown, among others. By updating these projections, IndyGo now has several different options to choose from when it comes to fleet replacement. For example, in the future, IndyGo could reallocate some of its programmed capital expenditures to swap out the replacement of 40' buses in its fixed-route fleet to purchase additional 60' buses.

As of this update, the final number of required vehicles is undetermined, with estimates of somewhere between 20 and 30 additional battery electric buses beyond the original planned fleet needs; it is unclear as to how many 60' electric buses IndyGo will ultimately need to purchase for both the Purple and Blue bus rapid transit lines. Currently, there are unknowns that may affect the final number of vehicles needed for the remaining rapid transit line, including the range boost of in-ground chargers, an additional year of operator driving of the Red Line, and potential route truncations on the Red Line itself.

In all, 71.8 percent (\$70.2 million) of 2020 capital expenditures were targeted for on-street infrastructure and bus rapid transit projects, while less than 10 percent (\$8.8 million) was thought to be needed to address facility needs that same year (see Table 4). As of August 31, 2020, 34 percent (\$6.8 million) of 2020 capital expenditures had been spent building on-street infrastructure and bus rapid transit projects. Another 9.3 percent (\$1.74 million) had been spent to address facility needs. This included the purchase of the property located at 6410 N College Avenue, an unplanned expense, to construct a permanent end of the line charging location for the Red Line bus rapid transit route. As a result, many of the facility projects for 1501 W Washington Street that had been programmed for 2020 were put on hold (see also Facilities on the following pages).

The largest facilities project programmed for 2020 was the construction of a training and contingency facility, followed by maintenance area renovations at IndyGo's main facility. Bids for the training and contingency facility came in over budget by more than \$2 million dollars; therefore, the project was subsequently put on hold. Maintenance area renovation projects were broken out into several smaller projects; some of which have been completed and some of which have become illustrative projects. Available capital funding can account for many of these new projects, but not all of them. As of August 31, 2020, \$53,677 had been spent on maintenance area renovations, and only \$336,194 was spent on the training and contingency facility, which accounts for a Phase I Environmental Review, plan reviews and drawings, to procurement.

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IndyGo had initially programmed \$2.6 million for safety and security upgrades, and \$2.5 million for IT/Finance. Fifty-seven percent of programmed expenditures were to have been paid for with grant dollars. As of August 31, 2020, less than \$340,000 had been spent on safety and security upgrades, and less than \$480,000 for IT/Finance; none of which has been paid for with grant dollars.

Table 4. 2020 Capital Projects

Funding Source	Q1	Q2	Actual (As of Aug 31)	Q3	Q4	Total
Grants	\$22,381,135	\$10,168,413	\$9,475,139	\$19,753,280	\$3,705,000	\$56,007,828
Cash	\$17,622,962	\$13,809,104	\$6,621,934	(\$10,569,947)	\$5,853,333	\$26,715,453
Bonds	\$12,982,903	\$803,483	\$2,696,227	\$0	\$0	\$13,786,385
Other	\$0	\$0	\$0	\$1,200,000	\$0	\$1,200,000
Total Funding Amount	\$52,987,000	\$24,781,000	\$18,792,300	\$10,383,333	\$9,558,333	\$97,709,666
Expenditures	Q1	Q2	Actual (As of Aug 31)	Q3	Q4	Total
Bus Rolling Stock	\$220,000	\$9,765,000	\$9,468,583	\$1,883,333	\$1,583,333	\$13,451,667
On-Street Infrastructure & BRT	\$46,460,000	\$10,736,000	\$6,770,456	\$5,825,000	\$7,175,000	\$70,196,000
Facilities and Equipment	\$3,330,000	\$2,855,000	\$1,738,577	\$2,000,000	\$600,000	\$8,785,000
IT / Finance	\$1,489,000	\$600,000	\$479,166	\$200,000	\$200,000	\$2,489,000
Public Affairs	\$225,000	\$0	\$0	\$0	\$0	\$225,000
Safety, Security, and Training	\$1,263,000	\$825,000	\$335,517	\$475,000	\$0	\$2,563,000
Total Expenditures	\$52,987,000	\$24,781,000	\$18,792,300	\$10,383,333	\$9,558,333	\$97,709,667

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



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IndyGo Five-Year Capital Plan: 2019-2025

2021 CAPITAL PROJECTS: \$83.2 MILLION

IndyGo will continue its robust investment in the bus rapid transit network and on-street infrastructure throughout 2021 when construction of the Purple Line is expected to move forward, as will design activities for the Blue Line bus rapid transit route. The 30th Street conversion to a two-way street between Meridian Street and Capitol Avenue, which will better enable transfers between Route 30 and the Red Line, is also expected to get underway.



In 2019, these investments in on-street infrastructure and bus rapid transit represented 87 percent (\$62.8 million) of the \$72.2 million in planned expenditures. Total expenditures for 2021 have increased by \$11.1 million to \$83.3 million between version 1.0 and version 2.0 of this plan. This increase is a direct result of a correction in the methodology used to capture the total outlay - not just the debt service payment - for future rolling

stock purchases (see Fixed Route Bus Replacement on the following pages), and the need to purchase more rolling stock than had originally been programmed. Investments in on-street infrastructure and bus rapid transit now represent approximately 63 percent (\$52 million) of the \$83.3 million in 2021 planned capital expenditures.

IndyGo had further anticipated investments in its fixed route fleet, its paratransit fleet, BRT bus docking technology, and heavy maintenance equipment in 2021. It was anticipated that investments in fleet and the facility located at 1501 W Washington Street would represent an additional \$5.3 million and \$3.7 million in planned expenditures, respectively. Grant resources were expected to fund 53.7 percent of planned expenditures, with the balance coming mostly from IndyGo capital revenue and bonds. The conversion of 30th Street, facilities planning and construction, and investments in the fixed route fleet are expected to continue as planned. However, facility projects that had initially been programmed in 2021 for the agency's main facility located at 1501 W Washington Street have been put on hold, indefinitely, while the agency determines how best to meet its facility needs.

As of this update, IndyGo has agreed to contribute \$2.15 million of total capital expenditures for 2021 to the City of Indianapolis, Department of Public Works, for the construction of the 30th Street conversion project (ST-17-052) beginning in 2021. The BRT bus docking technology project has been removed, and investments in the fixed route fleet, paratransit fleet, and maintenance heavy equipment are expected to total \$24.2 million (see

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Table 5). Grant resources are now expected to fund 42 percent of planned expenditures, with the balance coming mostly from IndyGo capital revenue and bonds.

Included in the recently adopted \$83.3 million capital budget for 2021 is the purchase of 27 hybrid buses in Q4 2021 to replace buses that are outside of their useful life and to provide additional service delivery to the community. Design activities to extend the Red Line north and south to the county lines has been postponed until 2022, at the earliest, and staff is revisiting the opportunities and needs pertaining to paratransit fleet replacement.

Table 5. 2021 Capital Projects

Funding Sources	Q1	Q2	Q3	Q4	Total
Grants	\$12,412,709	\$9,001,422	\$6,907,817	\$6,592,479	\$34,914,427
Cash	(\$6,114,119)	\$8,475,320	\$10,332,978	\$6,025,445	\$18,719,545
Bonds	\$141,059	\$6,437,945	\$21,913,586	\$937,500	\$29,430,090
Other	\$187,617	\$0	\$0	\$0	\$187,617
Total Funding Amount	\$6,627,186	\$23,914,687	\$39,154,381	\$13,555,424	\$83,251,679
Expenditures	Q1	Q2	Q3	Q4	Total
Bus Rolling Stock	\$181,500	\$1,493,806	\$22,970,000	\$0	\$24,645,306
On-Street Infrastructure & BRT	\$3,660,061	\$21,296,756	\$13,971,756	\$13,105,424	\$52,033,998
Facilities and Equipment	\$1,230,000	\$800,000	\$1,705,000	\$250,000	\$3,985,000
IT / Finance	\$1,175,000	\$200,000	\$400,000	\$200,000	\$1,975,000
Public Affairs	\$160,625	\$124,125	\$107,625	\$0	\$392,375
Safety, Security, and Training	\$220,000	\$0	\$0	\$0	\$220,000
Total Expenditures	\$6,627,186	\$23,914,687	\$39,154,381	\$13,555,424	\$83,251,679

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IndyGo Five-Year Capital Plan: 2019-2025

2022 CAPITAL PROJECTS: \$109.9 MILLION

In 2019, a total of \$89.0 million in 2022 expenditures was thought to be needed to advance the construction of on-street infrastructure and bus rapid transit facilities, which would have been 93.0 percent of IndyGo's total planned capital expenditures for 2022 (\$95.6 million). Most of these expenses (\$85.9 million or 97 percent) were to have gone towards advancing the Purple and Blue Lines. The remaining expenditures allocated in 2019 for 2022 were for on-going fleet replacement (\$4.75 million) and to retrofit the downtown transit center to accommodate level boarding. A substantial portion of programmed expenditures for 2022 was to have been grant-funded (65.7 percent), with the balance from the IndyGo capital fund and bonds.

As of this update, total expenditures for 2022 have increased from \$95.6 million to \$109.9 million, again due primarily to a correction in the methodology used to capture the total outlay - not just the debt service payment - for future rolling stock purchases (see Fixed Route Bus Replacement on the following pages), and the need to purchase more rolling stock than had originally been programmed. A total of \$97.3 million in expenditures, or 89 percent of IndyGo's total planned capital expenditures for 2022, is needed to advance the construction of on-street infrastructure and bus rapid transit facilities (see Table 6). \$94.2 million (86 percent) of the revised 2022 budget has been allocated to advancing the Purple and Blue Lines. An additional \$12.1 million (11 percent) is allocated to fixed route and paratransit fleet replacement. The \$1.7 million needed to retrofit the downtown transit center to accommodate level boarding has been delayed until 2023.

Table 6. 2022 Capital Projects

Funding Sources	Q1	Q2	Q3	Q4	Total
Grants	\$17,235,756	\$25,035,229	\$17,458,791	\$9,201,256	\$68,931,033
Cash	\$2,353,668	\$7,276,994	\$9,442,878	\$6,665,994	\$25,739,533
Bonds	\$-	\$13,760,027	\$500,000	\$750,000	\$15,010,027
Other	\$252,826	\$-	\$-	\$-	\$252,826
Total Funding Amount	\$19,842,250	\$46,072,250	\$27,401,669	\$16,617,250	\$109,933,419
Expenditures	Q1	Q2	Q3	Q4	Total
Bus Rolling Stock	\$-	\$1,450,000	\$10,934,419	\$-	\$12,384,419
On-Street Infrastructure & BRT	\$19,842,250	\$44,392,250	\$16,467,250	\$16,617,250	\$97,319,000
Facilities and Equipment	\$-	\$-	\$-	\$-	\$-
IT / Finance	\$-	\$-	\$-	\$-	\$-
Public Affairs	\$-	\$-	\$-	\$-	\$-
Safety, Security, and Training	\$-	\$230,000	\$-	\$-	\$230,000
Total Expenditures	\$19,842,250	\$46,072,250	\$27,401,669	\$16,617,250	\$109,933,419

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IndyGo Five-Year Capital Plan: 2019-2025

2023 CAPITAL PROJECTS: \$114.9 MILLION

The year 2023 still represents the year with the largest sum of anticipated expenditures within the 5-year planning horizon for this capital program; however, the capital budget for 2024 has increased to within approximately \$2 million of the revised 2023 budget. In 2023, IndyGo anticipates final expenditures associated with the Purple Line project; however, final expenditures for the construction of the Blue Line bus rapid transit route is now expected to carry over into 2024. In 2019, these on-street infrastructure and bus rapid transit projects represent more than 96 percent (\$114.7 million) of total programmed expenditures for 2023 (\$120.1 million). As of this update, on-street infrastructure and bus rapid transit projects represents just 88 percent (\$101.6 million) of total programmed expenditures for 2023 (\$114.9 million). Refer to Table 7 below.

Total planned capital expenditures for 2023 decreased from \$120.1 million to \$114.9 million between version 1.0 and version 2.0 of this plan. This is due in large part to a delay in the start of the planned Red Line extensions. IndyGo continues to budget for the Red Line extensions, beginning in 2022 through 2024; however, as of this update it is unlikely that the Red Line extensions would be completed within the 5-year planning horizon for this capital program. See BRT: Red Line Rapid Transit (Phases II & III) on the following pages.

IndyGo also plans to continue its on-going fleet replacement schedule for local fixed-route vehicles and its paratransit fleet. IndyGo no longer anticipates 51.5 percent of capital expenditures to be funded through grants, with the balance attributable to a mix of bonds, cash, and others including the City of Indianapolis Metropolitan Development Commission and the Indianapolis Neighborhood Housing Partnership. Instead, approximately 40 percent of capital expenditures is expected to be funded by grants, the balance still being paid by a mix of bonds (19 percent), cash (26 percent), and other local sources (14 percent). *Future updates to the 2023 capital plan budget summary will need to include an additional \$1.7 million in on-street infrastructure and BRT capital expenditures in 2023 to account for the need to retrofit the CTC to include level boarding in advance of the Purple Line BRT route entering into revenue service.*

Table 7. 2023 Capital Projects

Funding Sources	Q1	Q2	Q3	Q4	Total
Grants	\$11,413,803	\$10,140,000	\$16,213,397	\$8,500,000	\$46,267,200
Cash	\$8,491,197	\$13,475,000	\$3,367,055	\$4,625,000	\$29,958,252
Bonds	\$0	\$8,500,000	\$5,300,000	\$8,500,000	\$22,300,000
Other	\$13,200,000	\$0	\$3,200,000	\$0	\$16,400,000
Total Funding Amount	\$33,105,000	\$32,115,000	\$28,080,452	\$21,625,000	\$114,925,452
Expenditures					
Bus Rolling Stock	\$0	\$1,815,000	\$11,253,452	\$0	\$13,068,452
On-Street Infrastructure & BRT	\$32,850,000	\$30,300,000	\$16,827,000	\$21,625,000	\$101,602,000
Facilities and Equipment	\$0	\$0	\$0	\$0	\$0
IT / Finance	\$0	\$0	\$0	\$0	\$0
Public Affairs	\$0	\$0	\$0	\$0	\$0
Safety, Security, and Training	\$255,000	\$0	\$0	\$0	\$255,000
Total Expenditures	\$33,105,000	\$32,115,000	\$28,080,452	\$21,625,000	\$114,925,452

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2024 CAPITAL PROJECTS: \$113.2 MILLION

In what was originally the final year of this capital investment program, IndyGo had anticipated needing to continue advancing the Blue Line and Red Line extension bus rapid transit projects. Most expenditures in 2024 (\$71 million or 77 percent) were targeted toward Blue Line construction. IndyGo had also anticipated purchasing eleven 60,' all electric vehicles, at a cost of nearly \$1 million each in this final year of the plan. 55 percent of the expenditures in 2024 were to be grant reimbursable. Between 2019 and 2020, total planned capital expenditures for 2024 (\$113.2



million) increased by more than \$20 million. This is due to a delay in the start of the Red Line extensions project. IndyGo continues to budget for the Red Line extensions, beginning in 2022 through 2024; however, as of this update it is unlikely that the Red Line extensions would be completed within this 5-year planning horizon. See BRT: Red Line Rapid Transit (Phases II & III) on the following pages. As of this update, IndyGo anticipates needing to receive delivery of thirty-six sixty-foot buses for the Blue Line BRT line by 2024 (see Table 8), which is 6 more buses than what was estimated in 2019. The agency also anticipates needing to replace eleven forty-foot buses in 2024. This number remained the same between versions 1.0 and 2.0 of this 5-year capital program.

Table 8. 2024 Capital Projects

Funding Sources	Q1	Q2	Q3	Q4	Total
Grants	\$14,740,535	\$9,740,000	\$18,244,839	\$8,500,000	\$51,225,374
Cash	\$4,612,459	\$11,710,000	\$8,555,161	\$6,150,000	\$31,027,620
Bonds	\$5,452,006	\$8,500,000	\$8,500,000	\$8,500,000	\$30,952,006
Other	\$0	\$0	\$0	\$0	\$0
Total Funding Amount	\$24,805,000	\$29,950,000	\$35,300,000	\$23,150,000	\$113,205,000
Expenditures					
Bus Rolling Stock	\$0	\$1,550,000	\$13,400,000	\$0	\$14,950,000
On-Street Infrastructure & BRT	\$24,550,000	\$28,400,000	\$21,900,000	\$23,150,000	\$98,000,000
Facilities and Equipment	\$0	\$0	\$0	\$0	\$0
IT / Finance	\$0	\$0	\$0	\$0	\$0
Public Affairs	\$0	\$0	\$0	\$0	\$0
Safety, Security, and Training	\$255,000	\$0	\$0	\$0	\$255,000
Total Expenditures	\$24,805,000	\$29,950,000	\$35,300,000	\$23,150,000	\$113,205,000

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2025 CAPITAL PROJECTS: \$31.9 MILLION

During the final year of this capital plan, IndyGo still anticipates needing to continue advancing the Blue Line bus rapid transit route (see Table 9). Total capital expenditures for 2025 increased from \$24.7 million to \$31.9 million between versions 1.0 and 2.0 of this guidance document. This is due in large part to the delay in the design and construction of the Blue Line bus rapid transit route. Planned capital expenditures for Q2 through Q4 of 2025 will be developed under the next 5-year Capital Plan program. The development of this plan will begin following the August 2023 adoption of the 2024 5-year Capital Budget Summary.

Table 9. 2025 Capital Projects

Funding Sources	Q1	Q2	Q3	Q4	Total
Grants	\$8,905,500				\$8,905,500
Cash	\$26,267,533				\$26,267,533
Bonds	(\$3,262,033)				(\$3,262,033)
Other	\$0				\$0
Total Funding Amount	\$31,911,000				\$31,911,000
Expenditures	Q1	Q2	Q3	Q4	Total
Bus Rolling Stock	\$0				\$0
On-Street Infrastructure & BRT	\$31,911,000				\$31,911,000
Facilities and Equipment	\$0				\$0
IT / Finance	\$0				\$0
Public Affairs	\$0				\$0
Safety, Security, and Training	\$0				\$0
Total Expenditures	\$31,911,000				\$31,911,000



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FUNDING SOURCES

IndyGo's sources of funds for capital projects come from three major sources: grants, bonds, and capital revenue (cash). IndyGo also routinely seeks competitive grant funding from the FTA and the Indianapolis Metropolitan Planning Organization (MPO) to supplement its formula funds. FTA grant funding is further delineated depending on whether the funding is competitive or formula-based. Funds such as Section 5307 Urbanized Area Funding is provided to IndyGo through federal formulas, as established by Congress in federal surface transportation bills and confirmed through annual appropriations. IndyGo has also been awarded competitive FTA Section 5309 Capital Investment Grants funding for the Red Line and, as of June 30th, 2020, the Purple Line. IndyGo anticipates using 5309 Capital Investment Grants program funds for design and construction of the Blue Line bus rapid transit project as well.

The Section 5309 program is a competitive program designed to fund major capital projects. To be awarded, an eligible applicant must submit a successful application and meet several project development milestones before accessing the eligible funds. In addition to these sources of federal funds, IndyGo has received the support of the City of Indianapolis' Department of Public Works (DPW) and the Metropolitan Development Commission (MDC). More specifically, MDC has committed resources from the Downtown and Airport tax increment finance (TIF) districts for the Red Line and Blue Line, respectively. IndyGo has also partnered with the Indianapolis Neighborhood Housing Partnership (INHP) to advance joint development activities along the Blue Line.

Each of the funding sources accessed by IndyGo for capital projects are described in greater detail throughout this section. Once IndyGo has secured funding, it assigns an identification number to the grant. These grant numbers are used throughout the funding sources and uses tables in the Capital Expenditures section of this document; thus, pairing each capital project with specific funding sources.

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Table 10 outlines the relationship between those grant numbers and their original funding sources. Using this table, readers of this capital plan will be able to cross reference the sources and uses tables with the table below to identify the original funding source.

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Table 10. IndyGo Grant Number/Funding Sources

5307 Formula	5309 Small Starts	5339 Formula	5339 Competitive	5310 Formula	CMAQ / STBG (TA, NEPA, IT)	STBG
IN90X683-11.44.03 (Rehab/Renovate Facility)	Small Starts (Red)	FY 2020	Solar Array Low No	IN-2019-001-11.12.04 (30-ft buses + sub recipient funds)	IN-2016-016-11.42.08 (Software)	IN95X046-11.42.09 (Security)
IN90X683-11.42.06 (Acquire Shop Equipment)	Small Starts (Purple)	FY 2021		FY 2020	IN-2016-016-11.71.03 (Project Management)	IN95X046-11.42.08 (HASTUS)
IN-2016-024-11.42.06 (Acquire Shop Equipment)	Small Starts (Blue)	FY 2022		FY 2021	2020 CMAQ – TSP	IN95X046-11.71.03 (Project Mgmt. – Disaster Recovery)
IN-2016-024-11.44.03 (Rehab/Renovate Admin/Maint Facility)		FY 2023		FY 2022	2023 STP/CMAQ (Red Line Ext.)	2020 STP – Fleet Replacement
IN-2017-018-11.42.20 (Acquire Misc. Support Equipment)		FY 2024		FY 2023	2024 STP/CMAQ (Bus Replacement)	2021 STP – Fleet Replacement
IN-2017-018-11.42.11 (Acquire Support Vehicle Acquisition)		FY 2025		FY 2024		
IN-2017-018-11.42.06 (Acquire Shop Equipment)				FY 2025		
IN-2019-001-11.12.15 (Facility)						
IN-2019-001-11.32.07 (Cameras)						
IN-2020-027 11.32.07 5307 Security Set Asides						
FY2017 5307 Super Stops to Purple						
FY 2020						
FY 2021						
FY 2022						
FY 2023						
FY 2024						
FY 2025						

GRANTS

FTA Urbanized Area Formula Grants (Section 5307/Section 5340)

FTA Section 5307 resources are federal funds allocated to transit providers in urbanized areas throughout the United States. These resources are intended to provide support for transit agencies serving urbanized areas of more than 50,000 people. Section 5307 funding is apportioned based on a legislative formula. For areas with a population of more than 200,000, the formula is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue miles, fixed guideway route miles, and population and population density. Growing States/High Density Section 5340 funding is apportioned based on the growth of the state where the transit agency is located.

For larger transit agencies, such as IndyGo, Section 5307 funds are to be used for capital improvements only. For smaller agencies, the funds can be used for both capital projects *and* operating expenses. IndyGo operates more than 100 buses in peak service. Federal regulations prohibit IndyGo from using Section 5307 funds for operating expenses because IndyGo's operating in maximum service is above 100 vehicles. Capital projects

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supported through this funding program are generally required to secure a 20 percent local match. Funds allocated under this program are available in the year they are appropriated and through the subsequent five years.

As of this update, it is anticipated that \$26.2 million in 5307 program dollars will be available for capital expenditures to support capital projects between 2021 and 2025 (see Table 11). This amount does not include 5307 Security Set Asides; 5307 formula funds required to be used for security purposes. The total amount of 5307 funding required is 1% of the appropriation.

The Indiana Department of Transportation (INDOT) recently completed an audit of its Section 5311 Rural program; this funding source is reserved for rural trips. The audit revealed a significant percentage of rural providers in central Indiana are completing trips that begin and end in the Indianapolis urbanized area. INDOT has since determined that these trips should be categorized as urban trips. Section 5311 recipients operating in suburban counties will see a reduction in their 5311-funding, beginning in 2022. In return, Central Indiana's suburban providers will become eligible to receive Section 5307 funding. This change in how federal 5307 program dollars are allocated throughout the Central Indiana region will have a direct impact on IndyGo's revenue stream. IndyGo will likely experience a loss in its share of Section 5307 funding beginning in 2021; the year in which suburban transit providers are able to access 5307 funding. A potential reduction in 5307 funding for IndyGo has been included within the planning assumptions made to update this plan.

Table 11: Anticipated 5307 Formula Funds for Capital Projects

Total	\$34,377,202
FY 2019 (actual)	\$3,728,359
FY 2020 (actual)	\$4,424,169
FY 2021	\$4,455,390
FY 2022	\$4,839,879
FY 2023	\$5,389,577
FY 2024	\$5,547,994
FY 2025	\$5,991,834

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

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

As of this update, it is anticipated that between 2021 and 2025 \$10.9 million in Section 5339 formula funds will be available to IndyGo to use on capital projects (see Table 12. Anticipated 5339 Formula Funds for Capital). Currently, IndyGo is the only recipient for Section 5339 funding in Central Indiana. Soon, Section 5339 will become an application-based competitive program for public transit providers in Central Indiana.

IndyGo will continue to submit applications to secure competitive grant dollars through this program over the course of this plan. To the degree that those applications are successful, IndyGo will be able to reduce the amount cash, bonds, or other funding needed to complete one or more of the projects herein.

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Table 12. Anticipated 5339 Formula Funds for Capital

Total	\$12,733,501
FY 2020 (actual)	\$1,873,256
FY 2021	\$2,035,432
FY 2022	\$2,079,973
FY 2023	\$2,169,803
FY 2024	\$2,195,691
FY 2025	\$2,379,346

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

This program provides formula funding for the purpose of assisting private nonprofit groups in meeting the transportation needs of older adults and persons with disabilities. IndyGo is the designated recipient for Section 5310 funding for the Indianapolis urbanized area. IndyGo is responsible for administering 5310 funding to eligible entities for eligible activities within the urbanized area. IndyGo receives formula funds from the federal government and administers a competitive process to eligible entities; awardees are subrecipients. Any expenses associated with this program for capital expenditures requires at least a 20 percent local match of the project cost.

These resources can be used by the recipients to purchase (and operate) buses and vans, wheelchair lifts, ramps, securement devices, transit-related information technology, mobility management programs, acquisition of contracted transportation services, such as IndyGo's paratransit operations, and other such expenditures. As of this update, IndyGo expects a total of \$4,933,097 to be available for capital projects (see Table 13. Anticipated 5310 Formula Funds for Capital).

Table 13. Anticipated 5310 Formula Funds for Capital

Total	\$4,933,097
FY 2019 (actual)	\$625,276
FY 2020 (actual)	\$890,878
FY 2021	\$649,612
FY 2022	\$664,553
FY 2023	\$679,838
FY 2024	\$695,474
FY 2025	\$727,466

FTA Small Starts Funding (Section 5309)

The FTA Capital Investment Grant program (Section 5309) is the primary federal funding source associated with major transit capital investments, including IndyGo's bus rapid transit facilities. Projects seeking Small Starts funding, a categorization within the Section 5309 program, are required to apply for entry into the program and then go through a phased project development process before securing a fully executed grant agreement. Depending upon the level of competitiveness of a given project, the federal support for the project may range between 50 percent and 80 percent, with required match derived from other sources of funding.

The 5309 program is the primary funding mechanism associated with IndyGo's BRT projects. The Red Line project successfully secured 80 percent participation from the federal government. Per the Small Starts Grant Agreement executed in May 2018, IndyGo is the recipient of a total of \$74,989,685 to support the Red Line BRT project. In June 2020, it was announced that IndyGo would receive a total of \$77,500,000 to support the

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Purple Line BRT project. This funding helped or will help pay for construction, BRT vehicles, fare equipment, and other project related costs for both BRT projects.

IndyGo anticipates applying for and receiving 5309 funds for the Blue Line BRT project. The capital plan assumes a 50 percent award by the federal government on this project as well. If successful, IndyGo would be the recipient of more than \$252.5 million in Small Starts funding (see Table 14). IndyGo has been accepted into Project Development under 5309 for the Blue Line, the first threshold in receiving resources under this program. Should these resources become unavailable for the Blue Line BRT project, IndyGo would look to reduce the costs of this project through scope changes and value engineering. IndyGo would likely seek to expand its capital bond to offset any reductions relative to the expectations established within the development of the Transit Plan.

Table 14: Anticipated 5309 Small Starts Funds

Total	\$252,489,685
Red Line (Phase 1)	\$74,989,685
Purple Line	\$77,500,000
Blue Line	\$100,000,000

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

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

The Surface Transportation Block Grant (STBG) is funding administered by the Indianapolis MPO, passed from the Indiana Department of Transportation (INDOT) and the Federal Highway Administration (FHWA). These resources may be used for highway or transit projects, as determined and prioritized by the IMPO Transportation Policy Committee. Typical transit projects funded through STBG could include purchase of vehicles, construction of fixed-guideway systems, and other transit-related investments.

For the years 2020-2023, 7 percent of the region's Transportation Improvement Plan is programmed for transit-related activities. This capital plan anticipates STBG awards of \$5,650,000 and \$4,867,537 for fleet replacement in 2020 and 2021, respectively. STBG funding for 2023 and 2024 is projected to be \$4,595,827 and \$9,744,839, respectively; the elevated 2024 amount represents an IMPO investment in the IndyGo's 2024 fleet replacement. The projected amount for 2025 is currently unknown. Typically, the IMPO funds all (or a significant portion) requests by IndyGo through the annual IMPO call for projects. The call for projects to identify projects for SFY 2025 has been pushed to 2021. The delay in the call for projects is a result of the IMPO examining its selection process as the IMPO will begin to swap federal funding for state funding beginning with projects selected in SFY 2025.

IndyGo has requested and successfully been awarded CMAQ funding from the IMPO throughout its history. IndyGo has received and exhausted CMAQ funding for the following activities: Purple Line outreach, preliminary engineering, and NEPA activities. Version 1.0 of this plan had programmed \$1,353,280 from a CMAQ award to install transit signal priority infrastructure, beginning with the BRT routes, at key intersections to increase service reliability. These funds are still available for use in 2020 and into 2021.

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Additionally, a combined \$4,595,827 in STBG and CMAQ for the Red Line Rapid Transit extensions to the Marion County lines was awarded to IndyGo by the IMPO. The first grant was for vehicle purchases through a CMAQ grant. The grant amount was approximately \$3,000,000. The next grant was for road widening, repair, and signal upgrades through the STBG worth approximately \$1,300,000. These dollars were to have been spent in SFY 2022, as reflected in the region's Transportation Improvement Plan. Due to recent and anticipated impacts as a result of the COVID pandemic, and the lack of funding commitment from the counties that would receive the extensions (Hamilton and Johnson Counties), IndyGo is not prepared to proceed with the extensions in the timeframe required by these grants. IndyGo staff has therefore amended the Red Line Extensions grant request, returning the STBG portion and maintaining the request for the CMAQ funding for the purchase of 60' electric vehicles. At the August IMPO Transportation Policy Committee meeting, the amended request was approved.

IMPO Green Line Grant

As part of the long-running study of the potential for bus rapid transit in various corridors throughout central Indiana, the IMPO was awarded a grant to examine the feasibility of an enhanced corridor between downtown Indianapolis and downtown Noblesville in Hamilton County via the Hoosier Heritage Port Authority's Nickel Plate Rail corridor. As these planning efforts matured, this corridor was denoted as the Green Line. Through preliminary planning and environmental work, it was determined that this corridor may have environmental and financial sustainability concerns that limited the feasibility of that corridor for bus rapid transit activities.

In 2017, conversations between the IMPO and IndyGo determined that a study of the northeast downtown corridor served by several local routes that travel north and east from downtown may benefit from enhanced infrastructure. Such a study would fulfill the purpose and intent of the IMPO Green Line Grant. Through that process, the IMPO awarded IndyGo approximately \$700,000 in capital funding to pursue planning and preliminary design activities in these areas. These resources were dedicated to funding the planning work for IndyGo's "Super Stops" project along Delaware and Alabama Streets and Fort Wayne Avenue. Most of these resources were expended by the end of 2019 and totaled \$815,344.

INDYGO CAPITAL REVENUE (CASH)

IndyGo capital revenue, or cash, is derived from proceeds from property taxes in accordance with IC 36-9-4-48 and from the 0.25 percent transit income tax enacted in 2017. These funding sources are typically used to provide local match for federally funded capital projects and to pay for locally funded capital projects. Revenue from these taxes are held in the IndyGo Capital Cum Fund, which was established by the IPTC Board of Directors in 2004 and serves as a relatively liquid source of funding to support capital projects. At present, this tax is assessed on properties within Indianapolis and Beech Grove, but not within the other excluded cities and towns of Marion County. Currently, the capital plan calls for a total of \$151.2 million to be drawn from these funds between 2020 and 2025 to advance the Transit Plan.

INDYGO ANTICIPATED DEBT (BONDS)

Periodically, IndyGo must issue general obligation bonds for the purpose of providing local financial contributions to federally funded capital and equipment projects. The size and scope of IndyGo's current five-

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year capital program will require the issuance of bonds to provide resources to advance this capital plan and successfully implement the Transit Plan. Principal and interest payments for bonds issued to advance capital projects within this plan would be made from the proceeds of the newly adopted 0.25 percent local income tax that became effective in Marion County on October 1, 2017. Version 1.0 of this capital plan assumed a 2019 appropriation of \$58.4 million from the income tax. Actual appropriation for 2019 was \$56,858,347. The 2020 appropriation was \$58,369,430 million. This update to the capital plan assumes a 2021 appropriation of \$53,612,487 million from the income tax. From year to year, the bonds would have a first lien position on the proceeds of the local option income tax.

As of this update, the capital plan requires \$94.4 million in total debt issuance between 2021 and 2025, including the \$26 million bond issuance approved by the Indianapolis-Marion County City County Council (and additional financing costs) and the Indianapolis Bond Bank in August 2018 and a proposed \$65 million bond in 2022. In projecting the finance costs associated with the future bond issuance, IndyGo has assumed interest rates that are based upon the Thompson Reuters Municipal Market Data (MMD) AAA Curve. This approach yields conservative estimates in that the projections use the MMD yield as a baseline and then add additional basis points to provide a level of cushion for market uncertainties and future fluctuations in the bond market.

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

OTHER SOURCES OF FUNDING

City of Indianapolis General Fund

The City of Indianapolis, Department of Public Works (DPW) contributes local dollars towards IndyGo's bus rapid transit projects. IndyGo and DPW are party to an Interlocal Cooperation Agreement that details the roles and responsibilities of the ongoing maintenance and operations of the bus rapid transit infrastructure on the Red and, as of 2018, Purple Line projects. The current agreement includes a total commitment of \$6.0 million (\$3 million for Red Line phases I, II, and III, \$1.5 million for Purple Line, and \$1.5 million for Blue Line bus rapid transit projects) from DPW to IndyGo for the completion of the three BRT lines.

Tax-Increment Financing

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

The MDC determined that Red Line Rapid Transit Project will directly benefit the Consolidated Redevelopment Allocation Area located in downtown Indianapolis and has provided \$6 million in TIF revenue to support

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construction of the Red Line project. The MDC executed an agreement to appropriate these TIF resources to IndyGo in July 2018.

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

Joint Development: Indianapolis Neighborhood Housing Partnership

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

CONTINGENCY PLANNING

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

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

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as outlined in this plan and the previous capital plan, making revisions (to expenses and funding sources) as needed.

Contingency Planning for Small Starts (BRT)

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

Should the Small Starts program be no longer available or IndyGo be unable to access its funding on future bus rapid transit projects, IndyGo would adjust its capital program outlined in this document by increasing the total of its anticipated bonds. Additionally, the Blue Line western corridor would be constrained to that which was in the Transit Plan (i.e., no additional infrastructure past Holt Road), the Red Line extension project would be pared down or removed (see BRT: Red Line Rapid Transit (Phases II & III)), and other adjustments in planned expenditures would be made to assist in cash flow as the debt would be retired. See also, Congestion Mitigation and Air Quality (CMAQ) and Surface Transportation Block Grant (STBG).

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CAPITAL EXPENDITURES

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

- **Bus Rolling Stock:** These expenses include planned replacement of local-fixed route vehicles, paratransit vehicles, and support vehicles for IndyGo's existing fleet, as well as equipment to maintain the fleet in good condition.
- **On-street infrastructure and bus rapid transit:** The core of the Transit Plan is the implementation of three rapid-transit lines and the switch to a grid-based local network with faster and more frequent service running longer hours. The capital expenses associated with bus rapid transit are substantial and represent a significant majority of capital expenditures over the next five years. In addition to implementing the bus rapid transit corridors, IndyGo is working with the City to complete one-way street conversions and other infrastructure projects, as well as the improvement of several local route stops, shelters, and sidewalks.
- **Facilities projects:** As IndyGo increases its fleet and the size of its staff, it is updating, upgrading, renovating, and modernizing its main facility to accommodate its growth. Several projects are planned for IndyGo's primary administration and maintenance facility at 1501 W. Washington St. IndyGo had also pursued the redevelopment of an industrial site to serve as a training and contingency facility. As of this update, IndyGo continues to invest in property acquisition and development opportunities; putting nearly all facility projects for 1501 W. Washington Street on hold for the foreseeable future.
- **Information technology and finance:** Like other transit agencies in large cities, IndyGo deploys several systems that improve its efficiency in monitoring and operating transit service. Many of these systems fall within the purview of information technology and/or finance. IndyGo anticipates dedicating resources to upgrading existing systems, maintaining systems, and adopting new technologies as part of this five-year capital effort.
- **Public Affairs:** Historically, IndyGo's public affairs team was responsible for internal and external communication, business development, enhancing the rider experience, promoting customer service, advancing several special projects, engaging with advertisers, and assisting in translating the community's needs into agency initiatives. These tasks rely on exceptional communication and reliable communication infrastructure. As such, the capital needs associated with IndyGo's public affairs division were meant to enhance the agency's ability to facilitate communication within the agency and between the agency and its riders and other partners. Organizational changes are underway that may change where certain capital projects live within the agency; however, the intent to develop and maintain exceptional communication and reliable communication infrastructure continues to be a top priority of IndyGo.
- **Safety, Security, and Training:** IndyGo considers the safety and security of its employees, passengers, fleet, and facilities in all that it does. Safety and security measures are built into nearly every capital

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project regardless of size or scope; thus, safety and security expenditures are a sub-component of every project included in this plan. Additionally, IndyGo plans to secure specific safety, security, and training equipment, separate from other projects, over the course of the next five years.

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

BUS ROLLING STOCK: REPLACEMENT, UPGRADES, AND MAINTENANCE

Fixed Route Bus Replacement

IndyGo has over 200 vehicles in its operational fleet; IndyGo has vehicles as old as model year 2003 operating in daily service. Vehicles beyond their useful life benchmarks have reduced reliability, require additional service, and create more emissions than more recent model years. Over the past few years, IndyGo has made substantial strides in bringing its fleet under the FTA's useful life benchmark. Of the estimated 207 vehicles, only an estimated 14 (6 in 2003 and 8 in 2007) will have surpassed their useful life based on years in service. IndyGo plans to substantially upgrade its fleet as part of the Transit Plan, ensuring its entire fleet is in a state of good repair.

As of this update, IndyGo remains committed to greening its fleet. Experience with its existing 60' BYD buses has been mixed, which has caused the agency to re-evaluate purchasing 40' battery electric buses to fulfill the needs of its local fixed-route service. IndyGo needed to place its next bus order for delivery in 2021. In early 2020, the decision was made to order 27 hybrid Gillig buses. As of this update, IndyGo has received none of the 40' hybrid Gillig buses. The agency has received the 15 diesel Gillig buses ordered in 2019 as planned. Hybrids provide a proven technology that is cleaner than the traditional diesel vehicle while offering the same (or better) operational benefits.

IndyGo will also pursue competitive grant applications – and creative financing strategies – to speed the process of updating and upgrading the local fleet to bring the fleet into a state of good repair. IndyGo plans to replace its fixed-route fleet through a mixture of lease financing or straight cash purchase to support these bus acquisitions as it had originally been determined that lease financing would result in a substantial cost savings in the up-front cost of these vehicles (when locally funded). IndyGo had anticipated a total expenditure of approximately \$57.2 million beginning in 2021 through 2025, with resources from grants and cash.

As of this update, the Fixed Route Replacement Plan reflects the need to account for the total anticipated appropriations. These appropriations would be supported with best suited financing mechanism; lease financing or cash purchase depending on cash flow in any given year. The funding mechanism for fleet replacement in 2021 is accounted for under the annual debt service expenditure for 2021. IndyGo anticipates the future procurement through the lease financing funding mechanism under this plan. However, the strategy would be revisited every year to ensure that IndyGo procures the fleet in a fiscally prudent manner promoting financial sustainability.

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Paratransit Vehicle Replacement

Known locally as Open Door service, IndyGo provides complementary ADA paratransit services throughout Marion County to serve those eligible individuals who are unable to utilize the fixed-route transit service. IndyGo's Open Door service operates a fleet of mid-sized body-on-chassis transit vehicles with wheelchair lifts.

Like fixed route vehicles used by IndyGo, these vans have a limited useful service life before they need to be replaced. To ensure that IndyGo's service remains safe and reliable, IndyGo has programmed \$7,315,000 in expenditures between Q3/Q4 2019 and Q1 2025 to replace paratransit vehicles that have met or exceeded their useful service life. These costs will be paid for by grants and future IndyGo capital revenue (cash).

IndyGo is currently looking at new ways to implement microtransit services throughout Marion County. This may include purchasing more paratransit-type accessible vehicles to augment a deviated fixed route and other pilot programs. This may include the purchase of accessible minivans or shuttles to augment a deviated fixed route and other pilot projects. Additional project and asset opportunities and needs identified by staff as either a pilot project or service enhancements aimed at increasing mobility access to seniors and individuals with disabilities, include: partnering with Transportation Network Companies (TNCs), purchasing additional vehicles outside of those contracted under our paratransit services contract, paratransit fleet replacement, changes to the voucher program, community-based microtransit pilot projects, and updating the Open Door brand.

Other Rolling Stock & Equipment

Support Vehicle Replacement - IndyGo transportation and maintenance teams require quick and reliable transportation to respond to incidents in the field involving buses, operators, or other infrastructure. Support vehicles are used for transportation supervisors and staff to support the on the street operations, which includes responding to operator assistance calls, responding to accidents, and assisting with passenger control, among other things. Like IndyGo's fixed route and paratransit fleets, non-revenue vehicles need to be replaced once they reach their useful life expectancy.

For FY 2021 through FY 2026, the operations division is looking to provide in-field operator relief where operators will drive to the designated relief points themselves, using non-revenue vehicles for this purpose. This change in relief processes is directly related to the implementation of the MCTP, providing more efficient "seat swaps" for operators in the field within the connected grid network. The funding for these types of purchases will need to be increased to support the full implementation of the Transit Plan and are likely contingent upon the same. IndyGo had initially programmed \$936,000 to be spent between 2019 and 2024 to replace support vehicles. Before the end of 2020, IndyGo will have spent approximately \$440,000 (\$24,200 in Q3/Q4 2019 and approximately \$416,000 in 2020), or 47 percent of the 5-year total, to replace support vehicles. This is \$181,000 less than what the agency had expected to spend by the end of 2020 (\$621,000). It is anticipated that the \$181,000 will be spent in 2021, with the remaining \$315,000 for this project in 2023 as planned.

Maintenance Heavy Equipment and Other Expenses - IndyGo's vehicle fleet often requires major repairs at its maintenance and operations facility to ensure that buses can quickly be returned to service. These repairs require heavy equipment that has a limited useful life. To enable IndyGo to continue to conduct these repairs

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at its maintenance facility, this equipment—including, but not limited to, scissor lifts, cutter machines, bending machines, platform and portable lifts, a hydraulic press, a metal lathe, and other heavy equipment—must be purchased and/or replaced. In total, having incurred costs totaling \$300,000 between 2019 and 2020, IndyGo anticipates expenditures of up to \$1,200,000 between 2021 and 2024; investing \$300,000 annually with funds sourced from grants and future capital revenue.

BRT Bus Docking Technology - Lane Transit District in Eugene, Oregon piloted a magnetic guidance system to guide BRT vehicles into bus rapid transit stations for the purposes of achieving precision docking. IndyGo had explored the potential application of this technology within its BRT system for the purposes of providing a consistent and routinely accessible docking maneuver at BRT stations. It was thought that this system would ease the burden upon coach operators in executing these maneuvers and ensure reliability and access for those passengers using assistive mobility devices; eliminate the need to deploy bridge plates and ramps, reducing dwell time; and reduce or eliminate vehicle damage due to striking stations. The system would require modification of existing BRT vehicles and the deployment of magnetic pucks in the vicinity of station areas. Version 1.0 of this plan included \$5,000,000 in programmed expenditures for this effort; the source was IndyGo capital revenue (cash).

In their review of this technological application, IndyGo grew concerned with the lack of a commercially viable product in the marketplace, which would necessitate the need for IndyGo to pilot another new product likely without support for the life of the system. It is for these reasons, that the agency decided to remove this project from its capital program. IndyGo staff continues to evaluate how best to aid operators in docking vehicles quickly and safely at both existing and future BRT stations; however, as of this update, this budget line item is unfunded.

Automatic Passenger Counters Upgrade – IndyGo vehicles, both bus rapid transit and local bus, are equipped with Automatic Passenger Counters (APCs) that are connected to a system that records boardings and alightings for each bus throughout the day. This system is currently the only way in which IndyGo can attribute boardings and alightings to individual stops throughout its system. Furthermore, with the implementation of the two-hour free transfer window and operation of the BRT system, the APC system will become increasingly critical in determining overall ridership. IndyGo's ridership of record is currently derived from its fare payment system; however, the use of mobile app technology and two-hour free transfer windows means that some riders will make transfers without having to engage with the fare system a second time. As such, highly reliable APC counters is critical in accurately measuring and monitoring ridership. Not only is this upgrade needed for reporting and funding purposes but also for the future of the service we provide and where it is provided. Further, it directs where investments in bus stop and other infrastructure should be targeted.

IndyGo's newer vehicles are equipped with enhanced, more reliable APC counters, while older vehicles use older hardware. These older units are less reliable and present more variation between boardings and alightings compared to the newest APC counters. Further, the introduction of two types of hardware into a system in which a single measure of ridership is to be derived creates some data integrity challenges. For these reasons, IndyGo is pursuing an upgrade to its APC counters across its buses that have at least five years left among their useful life and which have not already been equipped with upgraded APCs. In version 1.0 of this plan, IndyGo had programmed \$220,000 from cash reserves to advance this project beginning in 2020. At this

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funding level, IndyGo can only replace between 55 and 60 percent of the APCs on the local fixed route fleet. An additional \$181,500 has been budgeted for 2021, which would allow IndyGo to outfit the rest of the local fleet; bringing the total investment to just over \$400,000. Going forward, all newly procured buses will come with fully compatible APCs already installed.

Table 15. Bus Rolling Stock: Funding Sources and Uses (2019-2025)

	APC Upgrade	BRT Bus Docking Technology	Paratransit Bus Replacement	Fixed Route Bus Replacement	Support Vehicle Replacement	Maintenance Heavy Equipment	Total
2024 STP/CMAQ				\$9,744,839			\$9,744,839
2020 STP				\$5,650,000			\$5,650,000
2021 STP				\$4,867,537			\$4,867,537
FY20195339				\$1,726,984			\$1,726,984
IN-2017-018-11.12.01				\$756,234			\$756,234
IN-2017-018-11.12.04			\$434,528				\$434,528
IN-2019-001-11.12.04			\$950,564				\$950,564
FY2023 5310			\$679,838				\$679,838
FY2022 5310			\$664,553				\$664,553
FY2021 5310			\$649,612				\$649,612
FY2020 5310			\$890,878				\$890,878
FY2019 5310			\$625,276				\$625,276
IN-2016-024-11.12.01				\$553,589			\$553,589
FY2024 5310			\$695,474				\$695,474
FY2025 5310			\$727,466				\$727,466
IN-2019-001-11.12.01				\$418,348			\$418,348
IN-2017-018-11.42.06						\$240,000	\$240,000
IN-2017-018-11.42.11					\$208,000		\$208,000
IN90X683-11.42.11					\$117,681		\$117,681
IN-2016-024-11.12.04			\$77,094				\$77,094
IN-2016-024-11.42.11					\$35,911		\$35,911
IN-2016-024-11.42.06						\$240,000	\$240,000
IN90X683-11.42.06						\$240,000	\$240,000
Grant Subtotal	\$0	\$-	\$6,395,283	\$23,717,531	\$361,592	\$720,000	\$24,799,123
Cash	\$0	\$0	\$1,598,821	\$5,929,383	\$90,398	\$180,000	\$6,199,781
Total	\$0	\$0	\$7,994,104	\$29,646,914	\$451,990	\$900,000	\$30,998,904

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BUS RAPID TRANSIT & ON-STREET INFRASTRUCTURE

BRT: Red Line Rapid Transit (Phase I)

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



The existing Red Line is designed to operate 20 hours per day on weekdays with peak headways between 10 and 12 minutes. The Red Line provides service to approximately 120,000 jobs or nearly ¼ of the jobs in Marion County and 65,000 residents, according to the *Red Line Transit Impact Study*.

The first phase of the Red Line connects Broad Ripple at 66th Street, traveling through downtown, to the University of Indianapolis. Design activities for the Red Line occurred from 2015 through 2017, and a construction

management contract was awarded in 2016. The Red Line construction contracts were awarded in December 2017, and the Small Starts Grant Agreement was executed in May 2018.

This project is complete as of this update. Operations began on September 1, 2020. Total project cost came in on-budget at \$96,329,980; \$41,286,682 (43 percent) of which was expended during the 2019-2025 planning horizon for this plan. The first \$55,043,298 (57 percent) was expended between 2015 and Q3 2019.

Table 16. Red Line BRT (Phase I) Funding Sources and Uses

Total Cost	\$96,329,980
Total Remaining Cost (as of 7/01/2020)	\$0
Funding Sources (remaining)	
Federal Small Starts (5309)	\$0
IndyGo Capital Cum Fund (Cash)	\$0
Uses (remaining)	
Professional Services & Administration	\$0
Vehicles	\$0
Construction	\$0

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BRT: Purple Line Rapid Transit

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

The Purple Line, once operational, will replace Route 39; the route with IndyGo's highest single-route ridership. The Purple Line alignment will largely mirror the Route 39 corridor. From the Julia M. Carson Transit Center (CTC), the Purple Line will operate along the same corridor as the Red Line, providing five-minute headways for those traveling between these stations. At the 38th and Park station, the Purple Line will continue east along 38th Street to Post Road and will then extend northward on Post Road. The corridor's northern terminus will be in Lawrence Village, near the Ivy Tech – Lawrence Campus. Design for the Purple Line commenced in 2017 and will continue into 2021. Construction was originally projected to begin in late 2021, with revenue service beginning in late 2023. This project schedule remains unchanged.



The Purple Line is in FTA's Section 5309 project pipeline, having been accepted into project development in 2017. In June 2020, the FTA announced that the Purple Line will receive Section 5309 funding. A Full Funding Grant Agreement (FFGA) is anticipated in 2021.

Table 17. Purple Line BRT Funding Sources and Uses

Total Cost	\$155,000,000
Total Remaining Cost (as of 7/01/2020)	\$119,486,000
Funding Sources (remaining)	
Federal Small Starts (5309)	\$56,444,699
FY2017 Super Stops, Shifted to Purple Line	\$0
FY2019 5307	\$0
FY2020 5307	\$0
FY2021 5307	\$2,184,608
FY2022 5307	\$4,820,525
Indianapolis DPW	\$1,200,000
Bonds	\$6,976,531
Bond Contingency	\$0
IndyGo Capital Cum Fund (Cash)	\$47,859,637
Uses (remaining)	
Professional Services & Administration	\$20,257,402
Vehicles	\$0
Construction	\$96,968,695
Financing Costs	\$2,259,903

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BRT: Blue Line Rapid Transit

The Blue Line is the last of the three bus rapid transit lines outlined in the Transit Plan. This BRT facility will mirror the operational profiles of the Red and Purple lines, and is expected to operate along Washington Street, generally following IndyGo's current Route 8. Once operational, the line will provide 10-minute service on Washington Street from Cumberland in the east to High School Road in the west. At High School Road, the line will branch with alternating routes continuing in rapid service to the Indianapolis International Airport, via South Perimeter Road, or west on Washington in local service to Bridgeport.

Design activities for the Blue Line began in early 2018. Construction was and is still scheduled to begin in 2023, with revenue service beginning in 2025. However, because the Blue Line follows the design and construction of the Purple Line, delays in the Purple Line have resulted in delays in the Blue Line design and construction.

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



Image Credit: Indianapolis Neighborhood Housing Partnership

Relative to the previous five-year capital plan, the approximately \$220,000,000 in planned expenditures for the Blue Line is \$20 million more than previously planned. This increase in cost is primarily attributable to the decision to delay the Blue Line construction period until after several INDOT projects are completed. Relative to the 2017 Capital Plan (and consistent with the 2019-2025 capital plan), this update includes the extent of West Washington Street, from Holt Road to High School Road, within the project. This area requires substantial improvements to street, sidewalk, and drainage infrastructure (in addition to the costs attributable to stations). The City, through the MDC, has allocated \$12.5 million from the Airport TIF as an upfront investment, which will be recaptured through future investments, to support these upgrades.

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

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Table 18. Blue Line BRT Funding Sources and Uses

Total Cost	\$220,000,000
Total Remaining Cost (as of 7/01/2020)	\$213,861,000
Funding Sources (remaining)	
Federal Small Starts (5309)	\$100,000,000 max.
FY2020 5339	\$0
FY2021 5339	\$796,441
FY2022 5339	\$2,179,973
FY2023 5339	\$2,269,803
FY2024 5307	6,047,994
Airport TIF	\$12,500,000
Indianapolis DPW	\$1,200,000
Existing Bond	\$2,953,559
Future Bond (2022)	\$65,000,000
IndyGo Capital Cum Fund (Cash)	\$18,913,230
INHP / Joint Development Match	\$2,000,000
Uses (remaining)	
Professional Services & Administration	\$23,750,000
Vehicles ²	\$27,000,000+
Construction	\$152,811,000
Financing Costs	\$10,300,000

² This figure is dependent on the number of buses needed to deliver the service. Staff has estimated needing 30-36 buses based on 50k, per bus, per year for the estimated run. At approximately \$1.5M (2025 dollars), the figure is closer to \$45M.

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

An original part of the Transit Plan implementation, the Red Line BRT service would be extended to the Marion County lines to the north (Phase II) and south (Phase III). The original scope of the project included all components required to operate the bus rapid transit service as well as required infrastructure improvements.

The broader *Indy Connect* plan – the plan that informed the Transit Plan – calls for the Red Line to extend northward to the City of Westfield and southward to the City of Greenwood. The extensions of the Red Line outside of Marion County are contingent upon local funding sources being developed within neighboring Hamilton and Johnson counties. Preliminary design and environmental work associated with the Hamilton and Johnson county extensions was conducted as part of the Red Line Phase I design efforts; however, extensions beyond the Marion County lines were not programmed as part of this five-year capital plan.



Within Marion County, the southern alignment of the route was originally planned to extend southward from the University of Indianapolis, along Shelby Street and Madison Avenue to the vicinity of Greenwood Park Mall. The northern segment of the route was originally expected to extend northward from the 66th Street terminus of the Red Line (Phase I) to College Avenue and 96th Street. Regarding the Phase II segment, it was determined that the exact alignment between those two end points would be finalized through the design process.

Based on current budget assumptions and operational realities, IndyGo does not anticipate moving forward with Phase II and Phase III until such time that either of the adjoining townships in Hamilton and/or Johnson counties successfully adopt a transit income tax. Still, as of this update, a total of \$34.7 million between fiscal years 2022 and 2024 is being held for the completion of one or both Red Line extensions. Design activities to extend the Red Line north and south to the county lines has been postponed until 2022, and staff is revisiting the opportunities and needs pertaining to paratransit fleet replacement. For example, staff anticipates needing to purchase paratransit vehicles to augment a deviated fixed route and other pilot programs.

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Table 19. Red Line Extensions BRT Funding Sources and Uses

Total Cost	\$34,700,000
Funding Sources	
FY2023 5307	\$2,689,577
FY2024 5339	\$2,295,691
2023 STP/CMAQ (Red Line Ext.)	\$1,395,827
DPW	\$700,000
IndyGo Capital Cum Fund (Cash)	\$27,618,905
Uses	
Professional Services & Administration	\$6,700,000
Vehicles	\$6,500,000
Construction	\$21,500,000

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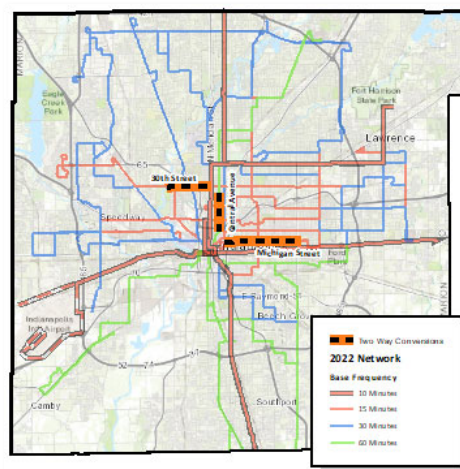
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Two-way Conversions

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

Indianapolis' street pattern has several one-way pairs upon which IndyGo currently operates transit service. These streets have and will continue to see increased transit service with the implementation of the Transit Plan. At the time of the Transit Plan adoption, East Michigan Street (between College Avenue and Ellenberger Park), 30th Street (between Meridian Street and Capital Avenue), and Central Avenue were one-way streets recommended for 15-minute service. To make these routes more efficient and effective, it was proposed that these streets be converted from one-way streets to two-way streets, with transit service operating in both directions.

These projects include new traffic signals and pavement markings. Several of them also require resurfacing, with upgraded sidewalks and pedestrian crossings. Any changes to the City's street network require the approval of the City of Indianapolis–DPW. IndyGo has committed funding to both the Michigan and 30th Street conversions and plans to continue working closely with DPW to plan and implement these projects, in accordance with DPW's programming of these improvements, among others.



The conversion of Central Avenue occurred in late 2018 and is therefore not included in this capital plan. IndyGo has completed traffic studies to assess the potential impacts of converting Michigan Street and 30th Street, both of which received the concurrence of DPW. Construction on the Michigan Street conversion project (ST-26-054) has been delayed until after the North Split project, an upgrade of the existing interchange where I-65 and I-70 meet on the northeast side of downtown Indianapolis, has been completed. This means that the soonest construction of the Michigan Street conversion could begin is late 2022. Construction on the 30th Street conversion is expected to be completed in late 2020 or early 2021. Both budget amounts represent IndyGo's financial contribution to DPW. DPW will hold the design contract – leading the planning and design work – and therefore also controls the project schedules.

Table 20. Two-Way Conversions: Funding Sources and Uses

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

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Transit Stop Amenities: Shelters, Signs, & Sidewalks

As part of the implementation of the Transit Plan, in accordance with IndyGo's service standards, many local routes will be restructured, and the placement of bus stops may be altered. As part of this effort, bus stops will be added, eliminated, or relocated and locations of existing shelters and other amenities will be adjusted accordingly. As part of this effort, IndyGo is also seeking to optimize the spacing of bus stops to improve system efficiency and service reliability. Planning for these efforts, using primarily IndyGo operating dollars, began in 2018 and concluded in August 2020.

The implementation of planning and executing bus stop improvements is a complex process. Planning for the usage of stops, and stop amenities, on a yet-to-be-activated local network creates further challenges. As part of the route restructuring and bus stop optimization efforts associated with the Transit Plan, some stops will be eliminated, and other stops may see improvements. For



those stops seeing improvements, these efforts may include improvements to adjacent sidewalks, curbs, and ramps. In early 2020, IndyGo completed an ADA inventory and found that, as of January 1, 2020, 16 percent of IndyGo's bus stops are ADA accessible. The final report projects that, with the completion of Phase I of the Bus Stop Balancing project, IndyGo can achieve 21 percent compliance before the end of 2020. The goal is to continue to design and improve bus stops, every year, to achieve as close to 100 percent compliance as possible in the near-term to long-term future.

Prioritization of the placement of local transit amenities, such as benches and shelters, is based on multiple variables, including transfer points, frequency of service, adjacent land uses and their density/intensity, and their propensity to generate trips. Beyond the initial investments in 2019 and 2020, and throughout the life of this capital plan, IndyGo plans for the annual repair, replacement, and/or construction of additional transit stop amenities throughout its service area. As such, these improvements (design and construction) have funding attributed in each year of the plan, through 2025, with resources sourced from bonds and cash.

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Table 21. Transit Stop Amenities Funding Sources and Uses

Total Cost Remaining³							\$5,300,000
	2019	2020	2021	2020	2023	2024	Total
Funding Sources (remaining)							
Existing Bond	\$423,869	\$324,869	\$0	\$0	\$0	\$0	\$848,738
IndyGo Capital Cum Fund	\$1,131	\$1,300,131	\$850,000	\$850,000	\$850,000	\$700,000	\$4,451,262
Uses (remaining)							
Professional Services & Admin	\$75,000	\$225,000	\$150,000	\$150,000	\$150,000	\$0	\$750,000
Construction	\$350,000	\$1,400,000	\$700,000	\$700,000	\$700,000	\$700,000	\$4,550,000

³ As of this update, it has been determined that the total budget for this project may be \$5.3 million less the total budget amount for the Fare Collection/Validation System project (\$1.34 million) being led by IT/Finance, if the goal of this capital plan program update is to stay as close to the original 5-year capital plan budget as possible.

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Super Stops 1.0: Downtown Local Route

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

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



The first application of super-stops will serve Alabama Street, Delaware Street, and Fort Wayne Avenue, where Routes 10, 19, and 28 overlap; nearer the transit center, these stops may also serve Routes 2, 6, 7, 9, 34, and 37. As part of this project, Fort Wayne Avenue will be converted from a one-way street to a two-way street, between Alabama and Delaware Streets. The corridors upon which these routes operate may also incorporate bus-only or bus

and turn only (BAT) lanes proximate to the Super-Stops. Exclusive or semi-exclusive lanes were explored for Delaware Street. As of this update and in consultation with DPW, it has been decided that these lanes will be implemented between Maryland Street and Fort Wayne Avenue.

Planning efforts for this project have been partially funded through the Green Line planning grant from the MPO, with the remainder of planning resources and all construction resources to be funded through future IndyGo capital revenue. In the original *Indy Connect* plan, the Green Line was envisioned as a bus rapid transit corridor serving northeast Marion County extending into Hamilton County. During planning for the Green Line, feasibility issues associated with the route and its financial sustainability were identified; it was determined not to proceed with bus rapid transit planning for that corridor. The area of downtown for which this project is planned is within the planning area for the Green Line and meets the purpose for the funding source associated with planning activities for that area. Planning work for this effort is nearly complete, and construction on the project is currently expected to begin in early 2021.

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Super Stops 2.0: Vermont Street Corridor

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

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

Total cost for both Super Stops 1.0 and 2.0 was thought to have been just less than \$5 million. Project construction estimates grew throughout the design process, and IndyGo decided to pursue an extra pair of stops at Capital & Vermont. In 2020, IndyGo applied for a Bus and Bus Facilities Grant to increase the budget using federal funds for its Super-Stops projects. The federal funds were meant to help build out the entire series of improved stops and transit lanes. While highly competitive, IndyGo's Super Stops project were not awarded the additional funding needed to move forward.

IndyGo continues to explore other approaches to funding this need, including changes to the scope which would allow for portions of the larger Super Stops project to move forward without federal funding. Super Stops 1.0 continues to move forward as a local project that is being led by the City of Indianapolis, Department of Public Works, with a financial contribution from IndyGo of up to \$3.5 million towards the reconstruction of Delaware Street and 2-way conversion of Fort Wayne Avenue. Super Stops 2.0 continues through the environmental review process; however, there is no longer a timeline for the bidding or construction of Super Stops 2.0.

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Table 22. Super Stops 1.0: Downtwn Local Route Funding Sources and Uses (Delaware, Alabama, & Ft Wayne)

Total Cost Remaining	\$3,376,029
Funding Sources (Remaining as of 7/1/19)	
MPO Green Line Grant	\$104,800
IndyGo Capital Cum Fund (Cash)	\$2,436,200
Uses (Remaining as of 7/1/19)	
Professional Services & Admin	\$141,000
Construction	\$2,400,000

Table 23. Super Stops 2.0: Vermont Street Corridor

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

Mobility Hubs Infrastructure

Completed in 2018, *IndyMoves*, the City of Indianapolis' transportation integration plan, calls for the City and IndyGo to work collaboratively to establish a mobility hubs program asserting that "mobility hubs can include transit connections, high-quality pedestrian and bicycle access, safety and comfort amenities (such as lighting, weather protection, and restrooms), wayfinding and trip planning information, ride-hailing pick-up and drop-off space, dedicated car and bike share parking, bicycle storage, real-time travel information, payment kiosks and fare vending, electrical vehicle charging, commuter services, and placemaking and public realm activation."



Budgeted at \$640,000 and born out of an FTA Mobility on Demand On-Ramp grant project, the Mobility Hubs Infrastructure project line item adopted as part of version 1.0 of this Capital Plan was initially intended to facilitate the strategic, co-location of mass transit and first/last mile mobility solutions throughout Marion County and in support of the rapid and frequent transit network. Throughout 2019 and into 2020, IndyGo worked with the John H. Boner Neighborhood Center and Englewood Community Development Corporation to develop the concept for a mobility district within the Near East Side with the goal of

better connecting residents to social and economic opportunities, via public transit and other modes of shared use mobility. IndyGo and the Boner Center – in partnership with the Personal Mobility Network, an initiative of the Central Indiana Community Foundation – finalized the Mobility Hubs business plan outline at the end of March 2020. This business plan, submitted to the Shared Use Mobility Center, was the final deliverable required of the FTA Mobility on Demand On-Ramp grant award.

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Technical assistance provided by the Shared Use Mobility Center concluded on March 31, 2020, which makes this 5-year capital plan project a completed project. All planning, siting, design, and construction activities have been put on hold, indefinitely, as of May 2020. This is due in large part to having so few shared use mobility options in Marion County (especially following the closure of Blue Indy). Furthermore, it has since been determined that – with the level of investment needed to adequately support a robust mobility hubs infrastructure program -- IndyGo would build upon the experience gained as part of the FTA Mobility on On-Ramp grant project to prepare a Mobility Position Paper that can guide existing and future investments in shared use mobility projects or programs. This document has been created and will continue to be a living/breathing document that will guide the agency in future policy and decision-making, not only for the future of mobility hubs, but other mobility investments such as mobility pilots and demonstration projects.

Other On-Street Infrastructure

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

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

IndyGo had anticipated allocating \$1,691,600, from a CMAQ award and capital revenue, to fund the installation of additional TSP equipment throughout the network. Originally slated for completion in 2020, implementing TSP on IndyGo's entire local fleet (and on certain corridors throughout the city) will carry-over into 2021 and potentially 2022. The associated costs may need to be increased by an additional \$1.52 million during future updates to the Capital Plan Budget Summary.

Table 24. Transit Signal Priority Funding Sources and Uses

Total Cost	\$1,690,000
Funding Sources	
2020 CMAQ - TSP	\$1,353,280
IndyGo Capital Cum Fund (Cash)	\$336,720
Uses	
Professional Services & Administration	\$340,000
Construction	\$1,350,000

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

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

IndyGo continues to investigate the financial tradeoffs of this solution as compared to the operational costs of operating using a detour route. It has been determined that a modification to the clearance height of the Rural Street underpass is ultimately the best solution. IndyGo continues to explore alternatives in coordination with CSX and DPW. Based on its preliminary investigations, IndyGo had anticipated allocating a total of \$1,475,000 from capital revenue to complete this project. As of this update, this project is unfunded as the total project costs is expected to exceed the \$1.475 million estimate. Therefore, rather than moving this project to the list of illustrative projects, a new budget will need to be established and programmed for 2022 or some other future year. The following table is being included here for ease of reference only.

Table 25. Rural Street Underpass Funding Sources and Uses

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



Image Credit: No Mean City

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

	Red Line Phase I	Purple Line	Blue Line	Red Line Extensions	Two-Way Conversions	Transit Amenities	Super- Stops	Vermont St Super- Stops	Mobility Hubs	Rural Street Underpass	Transit Signal Priority	Total
Small Starts - Blue			\$100,000,000									\$100,000,000
Small Starts - Purple		\$77,500,000										\$77,500,000
Small Starts - Red	\$12,890,620											\$12,890,620
FY2024 5307			\$6,047,994									\$6,047,994
FY2023 5307				\$5,889,577								\$5,889,577
FY2022 5307		\$5,339,879										\$5,339,879
2023 STP/CMAQ				\$4,595,827								\$4,595,827
FY2021 5307		\$4,455,390										\$4,455,390
FY2020 5307		\$3,999,978										\$3,999,978
FY2019 5307		\$3,729,939										\$3,729,939
FY2017 5307		\$2,800,000										\$2,800,000
FY2024 5339				\$2,295,691								\$2,295,691
FY2023 5339			\$2,269,803									\$2,269,803
FY2022 5339			\$2,179,973									\$2,179,973
FY2021 5339			\$2,035,432									\$2,035,432
FY2020 5339			\$1,961,009									\$1,961,009
2020 CMAQ - TSP											\$1,353,280	\$1,353,280
MPO Green Line Grant												\$0
FY2023 5307			\$0									\$0
FY2019 5339			\$0									\$0
Grant Subtotal	\$12,890,620	\$97,825,186	\$114,494,211	\$12,781,095	\$-	\$-	\$-	\$-	\$-	\$-	\$1,353,280	\$239,344,399
DPW		\$1,200,000	\$1,200,000	\$700,000								\$3,100,000
Airport TIF			\$12,500,000									\$12,500,000

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	Red Line Phase I	Purple Line	Blue Line	Red Line Extensions	Two-Way Conversions	Transit Amenities	Super- Stops	Vermont St Super- Stops	Mobility Hubs	Rural Street Underpass	Transit Signal Priority	Total
Joint Development			\$2,000,000									\$2,000,000
Other Subtotal	\$0	\$1,200,000	\$15,700,000	\$700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,600,000
Cash	\$3,222,655	\$38,842,944	\$19,084,189	\$25,518,905	\$6,500,000	\$4,451,262	\$2,436,200	\$2,400,000	\$0	\$0	\$336,720	\$102,792,875
Bonds		\$12,867,870	\$67,382,601			\$848,738						\$81,099,209
Total	\$16,113,275	\$150,736,000	\$216,661,001	\$39,000,000	\$6,500,000	\$5,300,000	\$2,436,200	\$2,400,000	\$0	\$0	\$1,690,000	\$440,836,476

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FACILITIES

As part of its ongoing operations, IndyGo regularly engages in maintenance and rehabilitation projects to maintain its primary facility at 1501 W. Washington Street. This facility houses IndyGo's administration, operations, maintenance, and drivers' facilities. Beyond routine maintenance and rehabilitation projects, this facility has and will continue to require several upgrades to enable service increases associated with the implementation of the Transit Plan. In 2019, IndyGo acquired a portion of the former Carrier Bryant site to construct a training and contingency site. Collectively, these efforts were to have positioned IndyGo to remain effective and efficient in providing transit service and adequately house the increase in rolling stock and employees necessitated by the implementation of the Marion County Transit Plan.

As the agency grows, and in anticipation of the need to comply with new CDC guidelines for a post COVID office environment, IndyGo has a pressing need for even more office space and bus facilities. These projects require IndyGo to purchase an additional property(ies), which would likely result in more renovation costs to make any new facility(ies) ready for occupancy; with each type of project would include design services, construction and equipment, as well as on-going operations and maintenance costs. Depending on the property(ies) chosen, the total budget needed to adequately fund facility projects is likely to fluctuate.

As of this update, several facility projects have been completed and even more have been identified or contemplated. Completed are the office area renovations, bus charging infrastructure, wash rack replacement, door widening, and paint booth projects. All of which are described in greater detail on the following pages. In total, these projects represent a \$17.5 million to \$19.5 million investment in facilities between Q3/Q42019 and Q1/Q2 2025.

As of this update, all new and unfinished facility projects are considered illustrative (see Illustrative Projects: Facilities on the following pages).

Completed as of 2020

- Office area renovations (including furniture)
- Bus charging infrastructure for the 60' AC, BYD buses
- Wash rack replacement, door widening and paint booth
- Drivable floor scrubbers/sweeper
- Facility Needs Assessment
- Design Project for the New Training Facility
- Design for the Security Screen Doors & Exterior Doors Improvement
- Design for the Solar Array Roof Expansion
- Solar Array Feasibility Study for installation on Car Canopies

Illustrative for 2021

- Level board modifications at the CTC
- CTC lounge and office area renovations
- Training and Contingency Facility Purchase & Renovation – need 10,000sf facility + minimum 3,600sf CDL driving course Move to Design completion as of 2020.
- Building exterior improvements at the 1501 W Washington Street location
- Maintenance area garage renovations (includes fall protection and catwalk)
- Sidewalk, steps, and ramps at 1501

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- Additional project work for the solar array expansion project
- Board Room and lobby improvements at 1501 (NEW as of 2020)
- Maintenance garage area renovations, maintenance area (New as of 2020)
- Office development (New as of 2020)
- Storage barn retrofit (New as of 2020)
- Garage conversion, AC to DC to further accommodate 40' and/or 60' electric buses (New as of 2020)
- Additional maintenance and paratransit facility
- Additional contingency site equipment: dispatch and generator

The following pages include descriptions of the full list of facilities projects under consideration and, where available, an estimated total cost for each project. The total programmed cost for all facility projects in 2021 is \$3,985,000 (see Future Facilities on the following pages). Currently, years 2022 through 2025 have zero dollars budgeted for facility projects.

Facility Needs Assessment

IndyGo has long considered the utility of owning its own paratransit facility. The training and contingency facility was considered, in part, to be adaptable to serve as a paratransit facility in addition to a training site. Further, as IndyGo's fixed route operations expand in terms of the number of buses, span of service, and size of operator/maintenance staff, IndyGo has an opportunity to comprehensively evaluate its needs, opportunities, and challenges with respect to its facilities relative to its service(s).

In 2018, IndyGo completed a facility needs assessment. This study kicked off the office renovations, maintenance area renovations project, and vehicle wash/paint booth/door widening project. It also helped to identify how much space would be needed for a new paratransit facility (115,000sf) and a new training facility and driving course (10,000sf + 3,600sf), for example. One hundred thousand dollars, in cash, was set aside for 2020 to cover the one remaining project identified by the 2018 facility needs assessment; the mezzanine project. And while the mezzanine project has yet to move forward, the COVID pandemic has resulted in a need to update the full facility needs assessment; a project that remains as an illustrative project at this time as the \$100,000 budget was reserved for the year 2020. It has not been carried forward into future years.

Office Area Renovations (including furniture purchases)

As the number of IndyGo employees grows, substantial renovations are necessary to house the staff and their job functions. In addition to adding office space, IndyGo must ensure adequate conference space for meetings and ancillary activities. IndyGo has completed office area renovations at its headquarters located at 1501 W Washington Street.

Office area renovation expenses were expected to total \$2,380,000 between Q3/Q4 2019 and Q1/Q2 2025. Completed in Q1 of 2020, total expenditures for this project (i.e. furniture and construction) were \$2,293,936. These funds were derived from future capital revenue (cash).

Bus Charging Infrastructure

As IndyGo implements bus rapid transit service and shifts more of its fleet to electric-propulsion vehicles, it must install additional charging infrastructure throughout the maintenance and operations facility and increase the capacity of electrical service to its facility. The addition of this charging infrastructure will enable IndyGo to pursue its long-range bus replacement plan, which had initially called for introducing an average of

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eleven new fixed route electric-propulsion buses annually between 2021 and 2035, as well as 56 new 60' electric BRT vehicles between 2018 and 2022. IndyGo had initially projected that, by 2032, it would have a total of 195 buses in its fleet (56 BRT vehicles and 149 in local service); all of which were thought to be electric. This project, the installation of AC chargers for the 60' BYD buses, began in 2018 and was completed in 2020. Final construction costs for this project totaled \$2,588,574. See also [Garage Conversion](#) on the following pages.

Wash Rack Replacement, Door Widening & Paint Booth

Washing and maintaining buses requires additional infrastructure beyond what would typically be used in commercial car washes. Most obviously, these wash racks must be able to accommodate much larger vehicles than standard car washes. Further, the system needs to be designed in such a way to remove salt and grime that is accumulated through regular transit service. These services also need to be able to be performed without impacting the finish of the bus. IndyGo's previous wash rack was antiquated and in need of an upgrade to effectively service an expanded fleet. To attract bidders to the project, door widening, and paint booth projects were added to this project.

To keep the fleet in good condition, IndyGo needed to add a down-draft paint booth. These paint booths help manage airflow and control of paint spray by forcing air through the paint area and minimizing errant spray. Completed in August 2020, the new system allows IndyGo's maintenance team to operate more efficiently and service more buses; a necessity with the increase in service.

For this entire project, IndyGo had anticipated spending \$2,600,000 across 2019 and 2020, with resources derived from grants and capital revenue. In total, these projects cost approximately \$2,336,000 and were paid for with grant dollars.

Drivable Floor Scrubbers/Sweeper

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

IndyGo's previous floor scrubber had reached the end of its useful life when it came to interior spaces. During the winter months, the previous scrubber could not keep up with the salt and debris that the buses brought into the facility. At the time that version 1.0 of this capital plan was adopted, IndyGo lacked the equipment necessary to service its exterior facilities; electing instead to contract with an outside vendor to perform this work.

This project supported the replacement of the internal floor scrubber, as well as the purchase of a scrubber/sweeper that could be used in outdoor operation. The programmed budget was \$250,000 and it was thought to be needed in 2019 to support these purchases. As of this update, this project is complete. This project ended up being locally funded. In 2019, IndyGo bought three Walk Behind Scrubbers for a total of just over \$19,700. In 2020, the agency bought two drivable scrubbers for a total of just under \$140,000. The grand total for this project was just over \$158,000; coming in at approximately \$92,000 under budget.

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Future Facilities

As the agency continues to grow, and with the advent of new CDC guidelines for the creation of a post COVID office environment, the agencies need for space to safely accommodate staff and adequately house operations has shifted. This project is a placeholder for future renovations and/or retrofitting that may be needed to make an existing facility(ies) or new facility(ies) ready for occupancy. Total planned expenditures for future facilities is \$3,985,000, all of which is expected to be incurred in 2021. The sub-allocation of IndyGo's total facilities budget is commensurate with the makeup of IndyGo's future facilities portfolio. It is anticipated that all future facilities projects will include design services, construction, and equipment costs.

Solar Array Expansion

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

With the ongoing transition to a green fleet that includes battery electric vehicles, IndyGo will continue to consume more electricity. To offset some of the electrical demand (and increased costs) generated by the additional battery electric buses in the future, IndyGo had sought to expand its solar arrays atop the roof of the main facility located at 1501 W Washington Street. This effort was the focus of a competitive grant application to the FTA's Low-No Emissions program in 2018. And IndyGo was successfully awarded \$980,000 from this program, which is 70 percent of the total project cost.

IndyGo was in the process of planning and designing the solar array expansion, with the intent to install the array beginning in Q4 2020. However, unlike the first installation, there are circumstances that have caused staff to consider installing the new solar arrays somewhere other than the roof of the main facility. IndyGo continues to look for other eligible locations to install solar arrays, such as a car port in the south parking lot, or atop bus shelters throughout Marion County. The initial budget of \$1,400,000 is programmed for this project considered a 70:30 split between a secured grant award and a \$420,000 local match paid for out of IndyGo's capital fund. It is unclear when this project might be constructed; however, the grant was awarded and will need to be expended before 2025, the end of the planning horizon for this plan.

Illustrative Projects: Facilities

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

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

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Maintenance Garage Area Renovations - Several renovations were planned for the maintenance area in the facility located at 1501 W Washington Street to accommodate additional vehicles, larger vehicles, and the increased number of mechanics that will be required to service the fleet. These efforts were to have been sequenced in such a way as to minimize disruption to operations and to ensure that the facility is able to accommodate the BRT vehicle fleet. The initial list of sub-projects associated with these renovations included converting pit bays to parallelogram lifts, relocating maintenance supervisor offices, relocating maintenance technician facilities (restrooms, offices, lockers, and computer lab), adapting to accommodate BRT buses, expanding the welding bay, constructing fall protection and catwalk, among other changes. These projects were expected to total \$3,400,000, with funding derived from grants and future capital revenue, and were to have been completed between 2019 and 2021.

Training and Contingency Facility Purchase & Renovation - IndyGo had planned to construct a new facility in the Riverside neighborhood for training operations and to serve as IndyGo's contingency operations location. This facility, which grew from approximately 6,000 square foot to approximately 10,000 square feet throughout the design phase, is/was intended to house classrooms, training equipment, a full-size maintenance bay for maintenance training, and materials/equipment necessary to serve as a contingency site. The site, if developed as planned, would also house a large concrete lot and Commercial Driver's License (CDL) training course, complete with a mock BRT station. Should an emergency event render the facility at 1501 W Washington Street inaccessible, the training site was also designed to serve as a temporary emergency staging ground. In these instances, the training classrooms would serve as office space for mission critical staff.

IndyGo had initially allocated \$4,900,000 across the 2019 and 2020 fiscal years to acquire, construct, and outfit the new facility. Funding for the project was to be derived from IndyGo's existing bond and capital revenue (cash). Bids for this project were sought in January 2020 and each one came in more than \$2 million overbudget bringing the newly estimated cost to more than \$6.9 million. As of this update, additional funds for this project have yet to be identified. As a result, there are currently zero dollars programmed for this project between 2021 through 2025.

Building Exterior Improvements - In order to maintain its headquarters facility in good condition and limit future renovation expenses, the exterior of IndyGo's main facility located at 1501 W Washington Street needs ongoing maintenance and improvements. Version 1.0 of this plan included capital dollars for repairs to structural cracks and lintels in the masonry structure, concrete driveway replacement, and a reconfiguration of the loading dock. These improvements were originally scheduled to be completed between 2021 and 2022. These improvements were to have been funded through a combination of grants and IndyGo capital revenue. The total cost of the improvements was anticipated to be \$1,400,000. The current cost for these improvements remains unchanged; however, this project is currently unfunded at this time.

Masonry Repair - Brickwork and masonry-building materials are durable for several years if they are properly maintained. Periodic tuckpointing and joint repair between bricks is needed to prevent erosion of the masonry from water and other elements. Routine maintenance to this effect was expected to be completed in 2018 for the main facility located at 1501 W Washington Street. It was anticipated that structural repairs would be needed on the masonry structure and lintels in 2021. Total cost for this entire project was/is estimated to be \$300,000.

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Concrete Driveway and Loading Dock - The existing driveway surrounding the IndyGo facility at 1501 W Washington Street —where buses enter and exit the facility—is aging and in need of replacement. The loading dock is also in need of preventative maintenance, repair, and renovation. These efforts could be phased in such a way that they are completed after several other projects to prevent deterioration associated with heavy construction traffic. This project is anticipated to cost \$1,100,000.

Level boarding Modifications (CTC) – Having a place where a boarding or alighting passenger can step on or off the bus onto a platform that is level with the floor height of the bus has been shown to significantly reduce dwell times for buses and reducing dwell times is the primary reason level boarding modifications are considered a key requirement for bus rapid transit service. There are benefits for all users; however, level boarding is especially beneficial for passengers using assistive mobility devices, strollers, and bicycles.

When the transit center was initially designed and constructed, level boarding platforms would have been largely incompatible with IndyGo's existing local bus fleet. However, the buses being used on the bus rapid transit corridors, and the introduction of the Purple and Blue bus rapid transit routes in the upcoming years, IndyGo will need to retrofit five bays of the transit center to serve the bus rapid transit vehicles making level boarding modifications a component of this work. Moreover, the level boarding platforms at the CTC will ensure that the configuration of the bays provide accessibility to bus rapid transit lines.

IndyGo had anticipated expending a total of \$1,700,000 in 2022 to complete the modifications, with funding derived from capital revenue (cash). These efforts were to have been funded separately from the bus rapid transit projects funded through the Small Starts projects outlined previously. Therefore, as of this update, this project needs to be programmed separately and for completion in 2023.

CTC Lounge and Office Area Renovations - In order to accommodate the growth in IndyGo staff associated with the implementation of the Transit Plan, modifications and renovations to the interior of the CTC will be necessary. Most importantly, with the growth in the number of operators providing IndyGo service, the already crowded operator lounge will need to be expanded to accommodate more drivers. Additionally, the office spaces on the first and second floors will be adapted and modified for a different use. In January 2020, IndyGo retrofitted and furnished the second-floor office space in order to potentially house the IndyGo call center. It was through this design work that IndyGo determined that an assessment would be needed regarding the first-floor office space. In total, these renovations are expected to total \$750,000, and be derived from capital revenue (cash).

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

IndyGo had planned to invest \$200,000, programed from local capital revenue, to support this project. However, this project was placed on hold in 2020.

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Board Room & Lobby Improvements - Formerly included as part of *Maintenance Area Renovations*, this sub-project would carpet, paint, ceiling, upgrade the technology in the Board Room and new furniture. The lobby improvements would be made to the lobby restroom (upgrade ADA accessibility), and to resurface the security desk and lobby flooring. It was anticipated that this work would begin in Q2 of 2021 and take four to five months to complete. As of this update, total cost is estimated to be \$580,000 and there is no timeline for completion.

Fall Protection & Catwalk - With the increase in both the number and the variety of vehicles housed at 1501 W Washington Street, fall protection is needed for the additional bays in the garage. The inclusion of a catwalk will further aid in the safety of the staff. It is anticipated that this work would take approximately 4 months to complete. As of this update, total project cost is estimated to be \$540,000; however, it hasn't yet been determined when this project will be pursued. It is important to note that any facility built-to-suite or renovated to accommodate IndyGo operations and maintenance would be constructed or renovated to include fall protection and catwalk where fall protection is needed.

Maintenance Garage Area Renovations - Formerly part of *Maintenance Area Renovations*, this sub-project includes the locker rooms, Center Lounge, IT offices and exercise area, as well as all the remaining work in the garage. The garage portion includes new overhead screen doors (doors 1, 2 & 8, 9), the build out of additional office spaces, relocation of the fishbowl, and restroom upgrades. Construction would likely take 6 months to complete. As of this update, the total cost for these improvements is estimated to be \$2,350,000, and there is no timeline for completion.

Storage Barn Retrofit - On property, there is an existing storage barn located behind the South Parking lot. The barn currently houses some items for Facility Maintenance at 1501 W Washington Street; however, it could be retrofitted to store more items. The purpose of this project would be to clear the storage barn, retro fit the barn with additional shelving and installation of an HVAC unit for climate control. In doing so, items that are currently stored in the garage could be moved to the storage barn, thus freeing up much needed space in the garage. The anticipated start date for this work was Q2 2021 and was thought to need several months to complete. As of this update, total costs are estimated to be approximately \$270,000; however, there isn't a timeline for when this work would start or end.

Garage Conversion - Recently upgraded to add electrical capacity and AC chargers for IndyGo's 60' electric buses, the chargers in the garage must now be converted from AC to DC to further accommodate 40' and/or 60' electric buses. The purpose of this project would be to install two types of universal DC chargers in the garage in preparation for new 40' and/or 60' buses. The estimated timeline for this project is 7 months. As of this update, the total cost for this project is approximately \$2.74 million; however there currently isn't a timeline for when this work would start or end. Once completed, IndyGo would gain increased utility usage and increased efficiency for vehicle charging and accommodate other vehicle manufacturers.

Additional Maintenance & Paratransit Facility - IndyGo currently relies on its contracted service provider to house its own operations and maintenance facility as part of the paratransit service contract. This arrangement increases IndyGo's costs to provide paratransit service and increases its risks of a service disruption in the

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event the contractor is unable to meet its contractual obligations. IndyGo's current contractor passes through costs associated with leasing a facility to IndyGo.

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

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

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Table 27. Facilities Funding Sources and Uses (total project costs)

	Office Area Renovate	CTC Level Boarding	CTC Office Renovate	Bus Charge	Training / Conting'cy Facility	Building Exterior	Maint. Area	Wash Rack / Paint Booth & Door Widen	Floor Scrubber	Sidewalk, Steps & Ramps	Solar Array	Facility Needs Assess.	Total
IN90X683-11.44.03							\$633,537	\$1,327,810					\$1,961,347
IN-2016-024-11.44.03							\$1,041,107						\$1,041,107
Solar Array Low No											\$980,000		\$980,000
IN-2019-001-11.12.15						\$880,000							\$880,000
IN90X668-11.44.03								\$752,190					\$752,190
IN-2019-001-11.12.15							\$677,598						\$677,598
IN-2019-001-11.42.20				\$91,269									\$91,269
Grant Sub Total	\$0	\$0	\$0	\$91,269	\$0	\$880,000	\$2,352,242	\$2,080,000	\$0	\$0	\$980,000	\$0	\$6,383,511
Cash	\$2,380,000	\$1,700,000	\$750,000	\$408,731	\$1,796,517	\$520,000	\$1,047,758	\$520,000	\$250,000	\$200,000	\$420,000	\$100,000	\$10,093,006
Bonds					\$3,103,483								\$3,103,483
Total	\$2,380,000	\$1,700,000	\$750,000	\$500,000	\$4,900,000	\$1,400,000	\$3,400,000	\$2,600,000	\$250,000	\$200,000	\$1,400,000	\$100,000	\$19,580,000



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INFORMATION TECHNOLOGY & FINANCE

Enterprise Resource Planning (ERP)

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

In June 2016, the IPTC board approved engaging Crowe Horwath to develop and implement a new ERP system for IndyGo. IndyGo previously used Ellipse, a MinCom product, as its ERP platform, supporting core financial management activities, procurement, grants management, and asset management functions. That platform was more than ten years old when it was brought to the board for replacement. Adoption and integration of the new system began in 2018 and will continue into 2021. Total project cost is anticipated to be \$800,000; funded entirely with capital revenue (cash).

Fare Collection & Validation System

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

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

With an initial completion date of 2019, IndyGo began implementation in the second half of 2018 and will continue through 2020 into 2021. In total, IndyGo had expected to invest a total of \$4,268,678 in this project; \$3,373,937 of which were to be capital costs. IndyGo had further anticipated needing an additional \$1,338,000 in 2019 (also derived from IndyGo capital revenue). Staff is currently developing new set of cost estimates for both capital and operating costs for future budget years.

Wireless Vehicle Communication (Install)

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

These systems need periodic upgrading to keep up with technological advances. Beyond that, upgrading these systems will prove for enhance data collection capabilities, more accurate location and schedule data, and tracking performance metrics. These upgrades may also be a prerequisite for other systems IndyGo is pursuing

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and may also be used to provide wireless access for IndyGo passengers. These upgrades were completed in 2019. The budget for this project was \$820,000. These funds were to have been derived from IndyGo capital revenue. Actual expenditures for this project totaled \$695,785.

ITS Upgrade (CAD/AVL)

IndyGo is committed to identifying and deploying the industry standard (or better) with respect to technological tools that enable it to manage its operations and serve its customers. One tool advancing this commitment—and allowing for the collection, analysis, and dissemination of reliable data of its existing fleet of transit vehicles—is a Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system, which, as of 2020, includes the upgrade of Automatic Passenger Counters (APCs) on the majority of IndyGo’s fixed route fleet.

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

As of this update, the ITS upgrade is still underway. The total project budget presented in 2018 (for 2019) was \$2.375 million, which was to have been sourced from grants and capital revenue. As of this update, IndyGo has spent \$2,624,886 on this upgrade between 2019 and 2020. It is anticipated that IndyGo will incur an estimated \$409,783 in capital costs in Q3 2020 to complete this project. This includes an estimated \$401,500 for the APCs upgrades.

Hastus Software Upgrade

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

The platform includes modules for Planning, Scheduling, Operator Bid, Self Service, Bid Web, Daily Operations, Employee Management, Customer Service, and web-based route planning information systems. The Daily Operations Module manages operator payroll and attendance as well as Operator Bidding and Employee Management. The Planning side provides all data from bus stops and shelters to route schedules and operator work shifts. The customer services module manages comments as well as trip planning via the website and other real-time platforms. IndyGo has programmed \$800,000 in Q3/Q4 of 2020 for the upgrade; resources are to be drawn from a combination of grants and cash.

Data Warehouse

As part of the implementation of the IndyGo 10-year *Strategic Plan*, adopted by the Board of Directors in February 2019, IndyGo is committed to establishing and sustaining a performance-driven organization. As part of this effort, IndyGo staff are working collaboratively to identify, define, and develop key performance indicators (KPI) for the agency and for individual departments and divisions. IndyGo currently has a number of systems that generate agency data that can be helpful in monitoring and assessing performance; however,

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these data are often housed across various systems that do not easily communicate with each other. The goal of this project, in support of the strategic planning goal, is to implement a centralized data warehouse that would serve as a clearinghouse and aggregator of data from across agency systems. This system would serve as the back-office engine for any employee- and/or public-facing KPI dashboards and provide easier access to agency data for analysts. Total project budget for this project is \$64,000 paid for using IndyGo capital revenues.

Disaster Recovery and Business Continuity Plan

To ensure that IndyGo establishes a business continuity plan (BCP, or COOP in Transportation parlance) that incorporates all aspects of operational functionality, IndyGo is working to revise our current COOP to fulfill the needs for continued operations of all affected departmental areas. With this initiative, the agency is addressing current business processes and procedures, operational asset recovery and normalizing (transitioning back to normal state), security, safety, communication plans, and physical movement of assets/personnel based on various event levels and its severity resulting in a negative impact to business. Through the execution of the final plan, IndyGo will perform event recovery exercises at least twice per year, one being from a tabletop exercise and the other from forcing a randomly selected event without warning. The revised COOP document will be assessed at least once (1) a year for potential revision and/or updates. The ownership of the revised COOP document will reside with the Vice President of IT / CIO, or as designed by the CEO.

Funding for this project is now being sourced 100 percent from grant dollars (including the CARES Act Grant). The initial budget of \$825,000 and 2020 timeline has become somewhat fluid. The budgeted amount may not suffice; due in large part to the following. First, while the scope of the project has not changed, its broad nature constitutes additional tasks that may extend the costs past its original budget. Second, most of the budgeted amount is designated for hardware, which is a challenge since most BCP measures are now software/license based. The total cost for this project is still estimated to be \$825,000 and is on schedule to be completed in 2020.

Farebox Replacement Plan

Historically, IndyGo has relied on its fareboxes to count passenger trips. Efforts are underway to implement the new MyKey fare collection system, which – upon completion – would allow IndyGo to discontinue its use of the GTFS (i.e. farebox) system. In the meantime, several existing fareboxes have reached the end of their useful life and IndyGo needs to maintain its replacement schedule so long as the GTFS system is in place. This typically results in the need to order and receive 25 fareboxes per year. Added in 2020, the total cost for this project is an estimated \$375,000 for 2021, only.

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Table 28. IT & Finance Funding and Uses (total project costs)

	ERP	Fare Collection	Wireless Vehicle Comms	ITS Upgrade (CAD/AVL)	Hastus Upgrade	Data Warehouse	Disaster Recovery BCP	Total
IN-2016-016-11.42.08				\$1,153,245				\$1,153,245
IN-2016-016-11.71.03				\$660,629				\$660,629
IN95X046-11.71.03)							\$651,741	\$651,741
IN95X046-11.42.08					\$251,267			\$251,267
IN-2017-018-11.42.20				\$32,000				\$32,000
Grants Sub Total	\$0	\$0	\$0	\$1,845,874	\$251,267	\$0	\$651,741	\$2,748,882
Cash	\$1,000,000	\$1,338,000	\$820,000	\$529,126	\$548,733	\$64,000	\$173,259	\$4,473,118
Total	\$1,000,000	\$1,338,000	\$820,000	\$2,375,000	\$800,000	\$64,000	\$825,000	\$7,222,000

Illustrative Projects: IT/Finance

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

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

Payment Integration Platform – As noted above, IndyGo is working with Flowbird to develop and implement a modernized fare payment system. While this system itself represents a significant upgrade to how the public pays for and experiences the transit system, the platform can serve to revolutionize the shared mobility system throughout IndyGo’s service area through payment integration with other mobility providers. As part of its RFP process that resulted in the selection of Flowbird, IndyGo listed a system architecture that could provide for these integrations and the potential for enhanced partnership portals as part of its desired outcomes. Flowbird’s system design includes such an architecture that can be adapted to expand into an integrated payment platform with limited technical upgrades.

Achieving such an integration was one of the core components of IndyGo’s submission to the FTA as part of the FTA’s Integrated Mobility Innovation grant program in August 2019. IndyGo was not awarded this grant.

Radio Replacement - Radio communication is critical to providing efficient service to the operators in the field and support the overall operation. Added in 2020, this project is needed to support the communication needs of the Transportation Department. The additional stations will allow the department to have more equipment available for staff use, and to deploy to coaches as back up. This procurement would be for fifteen (15) radios, 65 replacement radio batteries, and 100 replacement extended antennas for a total project cost of approximately \$79,000. As of this update, this project is unfunded.

Secure Communications Network - IndyGo desires to enhance its communications network to make communications more secure. Such could be achieved through a dedicated, secure communications network that would utilize a microwave or small cell technology at our BRT stations. This service could further be adapted to operate across the entire IndyGo fleet. Through such a project, the planning and design phase would seek to identify and resolve logistical issues related to expansion and existing infrastructure. It is

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anticipated that this project could result in a substantial cost savings relative to our current operations with respect to communications.

This project is currently on hold until IndyGo can identify a funding source for this project (which may not occur until 2023/2024). There are several logistical issues with the expansion, particularly with infrastructure (i.e. using our covered stations for communication relays and the licensing fees for that) and identifying alternatives. IndyGo staff will identify potential grant opportunities that could support the planning, design, and implementation of this rather complex project/system.

VOIP Solution - IndyGo transitioned itself to a cloud-based voice communications system (VoIP) in 2017. This project seeks to establish a contract with a VoIP provider over a three-year term (with optional two years) to garner better pricing and support. Key components of the solution include enhanced administrative capabilities, interoperability with existing assets, enhanced mobile and desktop capability, distinguished admin portal security levels, call recording storage and archiving, unified messaging, enhanced conference calling and optional eFaxing.

Contract terms with the agency's current provider, Vonage, is on a month-to-month basis. This effort would like to be funded through IndyGo's operational budget; however, should grant resources be available for this project, IndyGo would consider a capital expenditure.



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PUBLIC AFFAIRS

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

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

Public Affairs Intranet

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

Version 1.0 of this plan included a budget of \$75,000 in 2020 to implement this initiative. As of this update, this project is no longer a stand-alone project in that it has been wrapped into, and advanced by, a larger information technology project: Disaster Recovery. By doing so, IndyGo will be able to address several pressing needs, such as timely communications with staff during emergency response times.

Call Center

In 2019, IndyGo brought its call center in house to better coordinate messaging and communication, realize operational efficiencies, and provide for greater oversight of customer service relationships. Bringing the call center back within the organization required the build-out of the infrastructure necessary to handle call volumes, route and resolve customer comments, and service customer accounts. This infrastructure includes a Customer Relationship Manager software deployment, call center technical hardware (e.g., computers, monitors, headphones, etc.), furniture, and other items. IndyGo had programmed \$170,000 for this effort. This project has been completed. As of this update, total capital expenditures for this project are zero. The \$150,479 spent to complete this project – hardware and software purchases – were paid for out of IndyGo's 2020 operating budget.

Mobile App Development (i.e. Mobility Concierge Program)

Enhancing riders' experience by providing convenient and timely information is viewed as critical in attracting and retaining transit riders. Trip planning, real time arrival, and trip payments are currently held in separate mobile applications (a legacy of different providers providing the back-office infrastructure for each of these services). This project sought to consolidate trip planning, service alert communication, managing of fare media, and real time arrival into a single, IndyGo-branded mobile application. The mobile app which was intended to serve as a one-stop, singular source of information for all IndyGo users has been put on hold. This

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has allowed IndyGo to focus these types of efforts on the successful rollout of the new MyKey fare collection system.

This project was reimagined as part of an FTA Accelerating Innovative Mobility (AIM) grant application to create a “mobility concierge” program (illustrative). As of this update, IndyGo has been notified that this project will be funded. However, IndyGo has not yet received a formal grant agreement. The \$150,000 in capital fund programmed for this project is being used as the local match for the grant funded, Mobility Concierge Program.

The Mobility Concierge Program, as envisioned, would be to develop a “one-stop-shop” for numerous mobility services across modes and providers in Marion County and beyond. The Mobility Concierge Program would consist of a mobile app and direct fare payment integration, where possible, and a dispatching service via the call center that can broker trips to the lowest bidder or book trips with a rural demand response provider. The system would be designed so that transit fare could then be deducted from the users MyKey account. The development of the Mobility Concierge is contingent upon the award of the Accelerating Innovative Mobility (AIM) grant. Total cost for this project is an estimated \$400,000; \$250,000 in grants and \$150,000 of which would be in the form local match dollars.

Table 29. Public Affairs Funding Sources and Uses (total project costs)

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

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SAFETY, SECURITY, & TRAINING

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

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

Main Facility CCTV

IndyGo maintains closed-circuit television (CCTV) capabilities to ensure the safety and security of its facilities, employees, and visitors. As with any tech-based infrastructure, these systems need to be replaced from time to time as the systems meet the end of their useful life and/or technology or safety and security procedures evolve beyond the ability of the existing system. Most of the cameras on the outside of the building no longer function as they should as a result of weathered lens covers and defective internal heaters. It is for these reasons, among others, that IndyGo must continue to invest in its safety and security equipment, including the main facility CCTV system. IndyGo had anticipated spending a total of \$795,000 grants and capital revenue dollars. Originally scheduled to be completed in 2019, this project continues. As of this update, the total cost for this project is still \$795,000 and should be completed before the end of 2020.

Training Simulators

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

Simulators can also allow operators to practice driving in different types of weather, traffic and emergency situations without putting the operator or equipment in harm's way. They can be used to recreate accidents that have happened and let the operator see what could have been done differently, enabling this training to occur with no risk to company property, workers, or the community. IndyGo had budgeted a total of \$350,000 from capital revenue, in 2020, to purchase one simulator. This project is predicated on the construction of the new training and contingency facility, which is currently on hold due to a lack of funding; putting both the project budget and timeline in a state of flux.

Vehicle CCTV

IndyGo maintains closed-circuit television capabilities on its fixed route buses and will include these components on future buses as well. These systems include cameras, DVRs, wireless download capabilities, GPS kits, wireless radios, cables, mounting equipment, a server, and needed software. Specific equipment and apparatuses may vary based upon the needs of IndyGo and the evolution of technology between today and when the equipment is replaced. As of this update, IndyGo has programmed a total of \$3.275 million over

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three years (\$2,121,000 in 2021, \$993,000 in 2022, and \$161,000 in 2023) with annual investments needed thereafter. This project will be sourced from grants and future capital revenue.

Security Door Upgrades at Main Facility

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

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

These expenditures were expected to total \$820,000 in 2019 and 2020. This project was to be sourced from a mix of grants and capital revenue. This project was not completed, due to lack of viable proposals. The total budget is \$1,100,000.

On-Board Data Recorder & Collision Avoidance System

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

The system records data related to hard braking, speeding, distracted driving, and other risky behaviors. Further, the system tracks the frequency of incidents attributable to specific drivers, specific routes, specific intersections and many other categories, which should help the agency identify and respond to recurring situations. The system is compatible with most bus camera streams and may integrate with many different platforms for information sharing. This system will advance agency goals and objectives related to FTA requirements for safety management system reporting and performance tracking. To advance this project, IndyGo has programmed \$213,000 in 2020 from IndyGo capital revenue.

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Table 30. Safety, Security, and Training Funding Sources and Uses (total project costs)

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

⁴ As of this update, it is anticipated that IndyGo will need to spend a total of \$3.275 million for the Vehicle CCTV project. These expenditures will likely be spread out over three years, beginning in 2021. See also Vehicle CCTV on previous pages.

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ANNUAL ITEMIZED EXPENDITURE TABLES

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

Table 31. 2019 Detailed Expenditures

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

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Table 32. 2020 Detailed Expenditures

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

⁸ As of this update, it is anticipated that IndyGo will need to spend a total of \$3.275 million for the Vehicle CCTV project. These expenditures will likely be spread out over three years, beginning in 2021. See also Vehicle CCTV on previous pages.

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Table 33. 2021 Detailed Expenditures

Total: \$83,251,679					
Project	Q1	Q2	Q3	Q4	Total
Bus Rolling Stock					\$24,645,306
BRT Bus Docking Technology	\$0	\$0	\$0	\$0	\$0
Paratransit Bus Replacement	\$0	\$1,415,000	\$0	\$0	\$1,415,000
Fixed Route Bus Replacement	\$0	\$0	\$22,500,000	\$0	\$22,500,000
Maintenance Heavy Equipment	\$0	\$0	\$300,000	\$0	\$300,000
APC Upgrade	\$181,500	\$0	\$0	\$0	\$181,500
Dispatch Consoles – NEW in 2020	\$0	\$0	\$170,000	\$0	\$170,000
Radio Equipment & Accessories – New in 2020	\$0	\$78,806	\$0	\$0	\$78,806
BRT and On-Street Infrastructure					\$52,033,998
Red Line Extensions	\$0	\$0	\$0	\$0	\$0
Purple Line	\$1,586,299	\$12,092,924	\$12,092,924	\$12,092,924	\$37,865,000
Blue Line	\$937,500	\$937,500	\$937,500	\$937,500	\$3,750,000
30th St. Conversion	\$0	\$2,150,000	\$0	\$0	\$2,150,000
Transit Stop Amenities	\$0	\$350,000	\$425,000	\$75,000	\$850,000
Super Stops	\$516,333	\$516,333	\$516,333	\$0	\$1,548,998
Michigan St. Improvements	\$0	\$4,350,000	\$0	\$0	\$4,350,000
Transit Signal Priority Installation	\$620,000	\$900,000	\$0	\$0	\$1,520,000
Facilities					\$3,985,000
IT & Finance					\$1,975,000
ERP	\$0	\$200,000	\$400,000	\$200,000	\$800,000
Farebox Replacement – New in 2020	\$375,000	\$0	\$0	\$0	\$375,000
IT Radio Replacement/Other IT ⁵ - New in 2020	\$800,000	\$0	\$0	\$0	\$800,000
Public Affairs					\$392,375
Mobility Concierge	\$160,625	\$124,125	\$107,625	\$0	\$392,375
Safety, Security, and Training					\$220,000
Vehicle CCTV Replacement ⁶	\$220,000	\$0	\$0	\$0	\$220,000

⁵ As of this update, the funding for this project is expected to be needed to complete the Vehicle CCTV replacement project, which is expected to begin in 2021 and take three years to complete. If so, these figures will be revised in a future update.

⁶ As of this update, it is anticipated that IndyGo will need to spend a total of \$3.275 million for the Vehicle CCTV project. These expenditures will likely be spread out over three years, beginning in 2021. See also Vehicle CCTV on previous pages.

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Table 34. 2022 Detailed Expenditures

Total: \$109,933,419					
Project	Q1	Q2	Q3	Q4	Total
Bus Rolling Stock					\$12,384,419
Paratransit Bus Replacement	\$0	\$1,400,000	\$0	\$0	\$1,400,000
Fixed Route Bus Replacement	\$0	\$0	\$10,634,419	\$0	\$10,643,419
Maintenance Heavy Equipment	\$0	\$0	\$300,000	\$0	\$300,000
BRT and On-Street Infrastructure					\$97,319,000
Red Line Extensions	\$550,000	\$550,000	\$550,000	\$550,000	\$2,200,000
Purple Line	\$14,492,250	\$14,492,250	\$14,492,250	\$14,492,250	\$57,969,000
Blue Line	\$4,800,000	\$29,000,000	\$1,000,000	\$1,500,000	\$36,300,000
Transit Stop Amenities	\$0	\$350,000	\$425,000	\$75,000	\$850,000
Facilities					\$0
IT & Finance					\$0
Public Affairs					\$0
Safety, Security, and Training					\$230,000
Vehicle CCTV Replacement	\$0	\$230,000	\$0	\$0	\$230,000

⁷ As of this update, it is anticipated that IndyGo will need to spend a total of \$3.275 million for the Vehicle CCTV project. These expenditures will likely be spread out over three years, beginning in 2021. See also Vehicle CCTV on previous pages.

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Table 35. 2023 Detailed Expenditures

Total: \$114,925,452					
Project	Q1	Q2	Q3	Q4	Total
Bus Rolling Stock					\$13,068,452
Paratransit Bus Replacement	\$0	\$1,500,000	\$0	\$0	\$1,500,000
Fixed Route Bus Replacement	\$0	\$0	\$10,953,452	\$0	\$10,953,452
Support Vehicle Replacement	\$0	\$315,000	\$0	\$0	\$315,000
Maintenance Heavy Equipment	\$0	\$0	\$300,000	\$0	\$300,000
BRT and On-Street Infrastructure					\$101,602,000
Red Line Extensions	\$550,000	\$550,000	\$550,000	\$4,550,000	\$6,200,000
Purple Line	12,400,000	\$12,400,000	(\$1,148,000)	0	\$23,652,000
Blue Line	\$19,900,000	\$17,000,000	\$17,000,000	\$17,000,000	\$70,900,000
Transit Stop Amenities	\$0	\$350,000	\$425,000	\$75,000	\$850,000
Facilities					\$0
IT & Finance					\$0
Public Affairs					\$0
Safety, Security, and Training					\$255,000
Vehicle CCTV Replacement	\$255,000	\$0	\$0	\$0	\$255,000

⁸ As of this update, it is anticipated that IndyGo will need to spend a total of \$3.275 million for the Vehicle CCTV project. These expenditures will likely be spread out over three years, beginning in 2021. See also Vehicle CCTV on previous pages.

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Table 36. 2024 Detailed Expenditures

Total: \$113,205,000					
Project	Q1	Q2	Q3	Q4	Total
Bus Rolling Stock					
Paratransit Bus Replacement	\$0	\$1,550,000	\$0	\$0	\$1,550,000
Fixed Route Bus Replacement	\$0	\$0	\$13,100,000	\$0	\$13,100,000
Maintenance Heavy Equipment	\$0	\$0	\$300,000	\$0	\$300,000
BRT and On-Street Infrastructure					
Red Line Extensions	\$4,550,000	\$11,050,000	\$4,550,000	6,150,000	\$26,300,000
Blue Line	\$20,000,000	\$17,000,000	\$17,000,000	\$17,000,000	\$71,000,000
Transit Stop Amenities	\$0	\$350,000	\$350,000	\$0	\$700,000
Facilities					
IT & Finance					
Public Affairs					
Safety, Security, and Training					
Vehicle CCTV Replacement	\$255,000	\$0	\$0	\$0	\$255,000

⁹ As of this update, it is anticipated that IndyGo will need to spend a total of \$3.275 million for the Vehicle CCTV project. These expenditures will likely be spread out over three years, beginning in 2021. See also Vehicle CCTV on previous pages.

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Table 37. Q1/Q2 2025 Detailed Expenditures

Total: \$31,911,000					
Project	Q1	Q2	Q3	Q4	Total
Bus Rolling Stock					\$0
BRT and On-Street Infrastructure					\$31,911,000
Blue Line	\$31,911,000	\$0	\$0	\$0	\$31,911,000
Facilities					\$0
IT & Finance					\$0
Public Affairs					\$0
Safety, Security, and Training					\$0

GLOSSARY

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CARES Act - Coronavirus Aid, Relief, and Economic Security Act. The CARES Act provides emergency assistance and health care response for individuals, families and businesses affected by the COVID-19 pandemic and provide emergency appropriations to support Executive Branch agency operations during the COVID-19 pandemic. Funding is provided at a 100-percent federal share, with no local match required, and is available to support capital, operating, and other expenses generally eligible under those programs to prevent, prepare for, and respond to COVID-19.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

INDOT - Indiana Department of Transportation

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

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

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

Revenue - The amount of money that a company actually receives during a specific period, usually a year.

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

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

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

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

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

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

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

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

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

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

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

Referendum - A vote by the people.

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

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

State of Good Repair (SOGR) - A Federal initiative to identify and maintain the nation's assets for bus and rail systems. This is essential for delivering safe and reliable transit service to millions of daily riders and one of the FTA's highest priorities.

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

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

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

