



*IndyGo*SM

2022 MANAGEMENT & FINANCIAL PLAN

FISCAL YEAR JANUARY 1, 2022 - DECEMBER 31, 2022

INTRODUCED TO INDYGO BOARD: JULY 26, 2021

ADOPTED BY INDYGO BOARD: AUGUST 26, 2021

CITY-COUNCIL ADOPTED ON: OCTOBER 18, 2021

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

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INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Indianapolis Public Transportation Corporation
Indiana**

For the Fiscal Year Beginning

January 01, 2021

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
F: 317.634.6585
www.IndyGo.net

July 26, 2021

To: IPTC Chair and Board of Directors

From: Inez Evans, President and CEO

Subject: IPTC 2022 Financial and Management Plan

I am pleased to submit for your information and consideration a balanced FY2022 proposed Financial and Management Plan of the Indianapolis Public Transportation Corporation (d/b/a IndyGo). It is also intended as a summary and overview of the information provided in greater detail within the Budget Document.

With the vision of a reimagined Marion County Transit Plan and the expansion of the our Bus Rapid Transit lines and the reality of a global pandemic, IndyGo spent 2020 maintaining our service and finding ways to innovate our business to adapt to the ever changing climate of the public transportation system.



Accomplishments

IndyGo, along with the rest of the world, has been dealing with the impacts of the global pandemic. IndyGo faced a statewide stay-at-home order that caused a significant decrease in ridership and several obstacles our operations team had to overcome to maintain service. IndyGo maintained service and jobs throughout the pandemic while providing essential service to support all of our riders to and from medical appointments, grocery stores and other vital trips. Even with the challenges of the pandemic, IndyGo has some major milestones.

In the summer of 2020, our board and the Indianapolis City-County Council approved the purchase of 27 hybrid buses, with an estimated \$20 million in cost savings from an entirely electric fleet and included a partnership with Allison Transmission. IndyGo continues to be committed to having a

clean fleet and making sure we are fiscally responsible as we improve our fleet. IndyGo also moved forward with purchasing several facilities to address critical needs including accommodating our growing electric and hybrid fleet of buses, adding an onsite operator training space, creating a separate paratransit operations facility and engaging best practices for office spacing and social distancing in this new post-pandemic era. The purchase of the East Campus facility creates an opportunity for IndyGo to be an anchor institution on the east side of Indianapolis, allowing IndyGo to train our employees at the same location.

In August of 2020, IndyGo and Briometrix were able to recruit volunteers to map the accessibility of the existing pathways near future Purple Line stations as part of their mobility pilot funding awarded to them in 2019. August also brought bus stop balancing improvements that would help increase efficiencies system-wide.

In September of 2020, IndyGo received a grant for \$400,000 from the Federal Transit Administration's Accelerating Innovative Mobility (AIM) initiative. This grant will allow IndyGo to work on a project that focuses on multi-channel payment and trip-planning platforms for multiple modes and providers.

In December of 2020, IndyGo launched an education campaign for our new fare system, MyKey. The launch of MyKey had a few delays, but we have been able to work with the vendor to fix those issues and launch the mobile app and the ticket vending machines for our riders. This fare system will give riders access to reloadable tap cards, fare capping, touchless payments, and so much more.

In April of 2021 IndyGo partnered with the Marion County Health Department to administer vaccines to the public at their future headquarters on the eastside. This site has been able to serve as a great asset to the community in this area, that did not previously have consistent access to vaccines. IndyGo will continue to be committed to serve the community beyond the bus.

Macroeconomic Factors and Financial Health

Marion County and the Indianapolis metropolitan area have seen significant economic growth in the decade since the previous recession. However, in 2020, pandemic-related factors led to an increase in Marion Counties' unemployment rate, from 2.9% to 6.6%. The labor force decreased to 1,067,062 from 1,077,826 in 2019. Population estimates for 2019 rank Marion County 1st in Indiana, with 964,582 residents. A relatively low cost of living combined with an average home price of \$184,014 makes Indianapolis and Marion County an attractive place for both personal and corporate investment.

Nationally, the unemployment rate also increased over the year, up to 6.7% at the end of 2020. The federal fuel tax rate remained unchanged at 18.4 cents per gallon of gasoline. Uncertainty

relating to the nation's pandemic recovery continues to have political and policy implications, the effects of which have the potential to be felt on the local level. From 2020 into 2021 the federal government continued to allocate formula-based funding to transit and offer opportunities to apply for competitive grants, which can be used for innovative projects that deliver exceptional transportation benefits.

Beginning in January of 2021, IndyGo was the focus of Indiana State legislation that would have crippled IndyGo's ability to offer discounted rider programs and move forward with capital projects such as the Purple and Blue Rapid Transit Bus Lines. However, with much effort by our grassroots supporters and bi-partisan lawmakers, the legislation was defeated and improved transit for the city moves forward.

At a national level, Congress passed support packages to ease the economic impacts of COVID-19, including the Coronavirus Aid, Relief and Economic Security Act (CARES Act). 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. IndyGo received \$44.6 million to help fund the cost of increased personal protective equipment, capital projects for employee protection, and operational support.

On December 27, 2020, the President authorized additional coronavirus relief funding (CRRSAA) as part of the Consolidated Appropriations Act, 2021. The American Rescue Plan Act of 2021 (ARP), which the President signed on March 11, 2021, includes additional federal funding to support the nation's public transportation systems as they continue to respond to the COVID-19 pandemic and support the President's call to vaccinate the U.S. population. Thanks to federal support through these relief packages, IndyGo will deliver safe and reliable services to the citizens of this community.

Thanks to the Federal Stimulus funds we will not have to suffer significant budget cuts in 2022. However, IndyGo will continue to evaluate the service and expenditure levels and make necessary changes that can help IndyGo secure fiscal sustainability for the years to come.

The first bond issue (Series 2018A) for the Marion County Transit Plan in the amount of \$26 million was issued in November 2018. This round of bonds finances Purple Line Rapid Transit Design Services, Blue Line Rapid Transit Design Services, Local Bus and Paratransit Infrastructure, and Bus Fleet Replacement. The funding for this bond issue comes from the 0.25% Local Income Tax. During the bonding process, IndyGo received a standalone AA- rating from S&P Global credit rating agency. IndyGo issued another series of bonds (Series 2021D) for the purchase of 27 hybrid buses. This bond issuance will provide improved cash flow management over the next 20 years.

Revenue outlook and Expenditure Budgets

Revenues for FY2022 have been budgeted conservatively to take into the account the impact of the pandemic for the upcoming budget year. While the impact is not fully known yet, IndyGo is diligently strategizing the utilization of the stimulus funding. The federal stimulus funds will help offset some of the sharp declines in the revenue for the future years. However, IndyGo is working towards long-term strategies that will alleviate the gaps between the revenues and expenses in the future years through modifications in service levels and limiting discretionary spending as needed. In addition, efforts to secure additional capital funding from federal, state, and local sources continue.

Operating Budget

IndyGo's FY2022's Operating Expenditure budget is balanced with its revenues at \$123.3 million, which is about 5% greater than the previous budget year. This increase is supportive of the wage adjustments, increased healthcare costs, fuel costs, as well as negotiated increase in some service contracts and operation and maintenance of the additional facilities that IndyGo has secured in FY2021.

Capital Budget

During this pandemic, IndyGo has moved forward on many capital projects. The proposed FY2022 Capital Budget of \$111.7 million and five-year Capital Improvement Program (CIP) of \$518.4 million include investments in Bus Rapid Transit and On-street Infrastructure, facilities, fleet, and information technology projects. The spending for FY2022 anticipates 41% grants resources, 32% capital funds, and 27% bond proceeds. IndyGo is expecting an execution of the Small Starts Grants Agreement from the FTA for the Purple Line Bus Rapid Transit Line project in the fall of 2021.

Debt Service Budget


FY2022's Debt Service Budget includes annual appropriations of \$11.1 Million towards Series 2018A and Series 2021D and one other future bond issuance. These bonds are secured through the Transit Local Income Tax (LIT). These bond issuances cover various infrastructure projects & Bus purchases.

Acknowledgments

While the uncertainty created by the pandemic remains, we are confident in public transportation's essential role in driving the region's economic recovery. Our main challenge today is to preserve the system's network infrastructure and sustain essential transit services as the region heads towards recovery. We thank our riders, employees, and stakeholders for their continued support and collaboration as we manage through these unprecedented times.

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

Respectfully Submitted,

DocuSigned by:

9DF9289888E4D2...

Inez Evans,

PRESIDENT & CEO

IndyGo

ORGANIZATION AND GOVERNANCE

BOARD OF DIRECTORS



Greg Hahn, Chair

Appointed by the
Council in October 2012



**Adairius J.
Gardner, Vice
Chair**

Appointed by the Mayor
in August 2018



**Mark Fisher,
Secretary**

Appointed by the Mayor
in August 2014



**Richard Harry
Wilson, Jr.,
Treasurer**

Appointed by the
Council in October 2018



Lise Pace

Appointed by the
Council in February
2020



Pat Rios

Appointed by the Mayor
in February 2021



Lacy Johnson

Appointed by the
Council in March 2021

EXECUTIVE TEAM



Inez Evans

President & CEO



Aaron Vogel

Vice President of
Operations/Chief
Operating Officer



Marcus Burnside

Vice President of
Technology/Chief
Information Officer



**Denise Jenkins-
Agurs**

Vice President of
Inclusion and
Workforce
Development



Bart Brown

Vice President of
Finance and Chief
Financial Officer



Jill Russell

General Counsel



Jennifer Pyrz

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



Jeffrey Brown

Vice President of
Human Resources



Cameron Radford

Vice President of
Government Affairs



Lesley Gordon

Vice President of
Communications and
Marketing

BUDGET MANAGEMENT TEAM

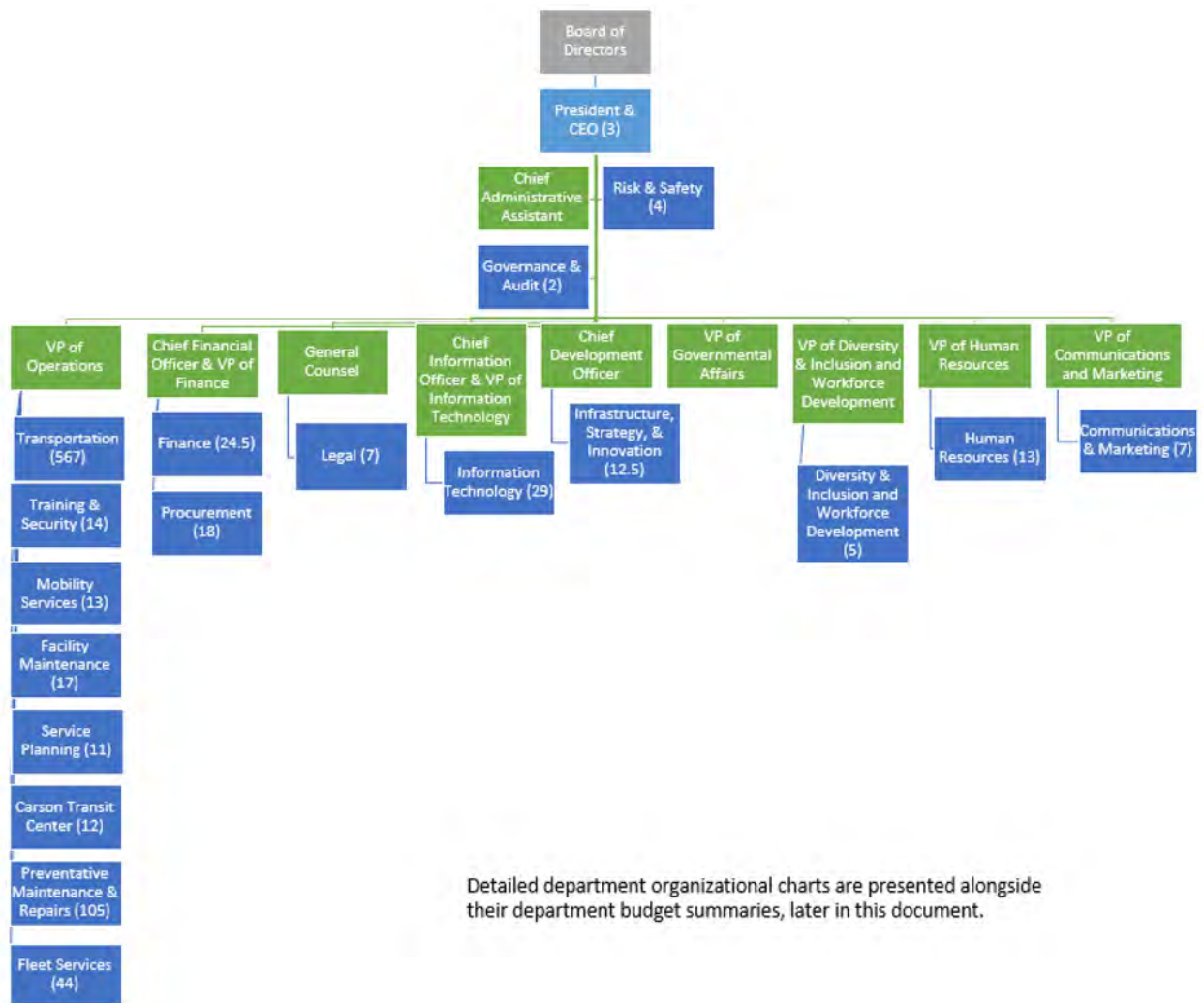
Hardi Shah, Deputy Chief Financial Officer

Justin Burcope, Budget Manager

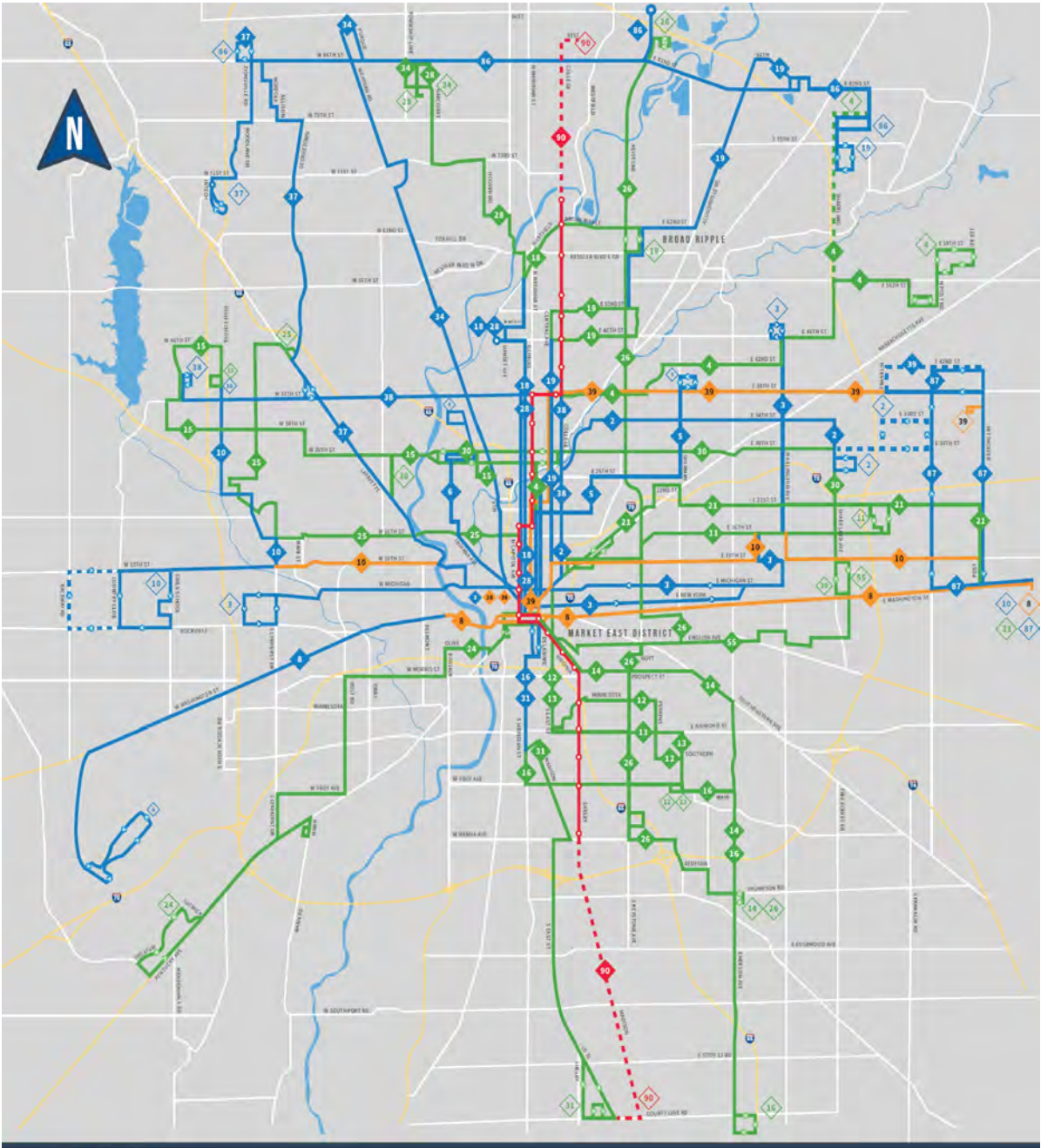
Cassandra Burmeister, Grants Manager

Alexander Wang, Data & Projects Administrator

ORGANIZATIONAL CHART



SYSTEM MAP



LEGEND

RED LINE

15 MINUTE FREQUENCY

30 MINUTE FREQUENCY

60 MINUTE FREQUENCY

RED LINE STATION

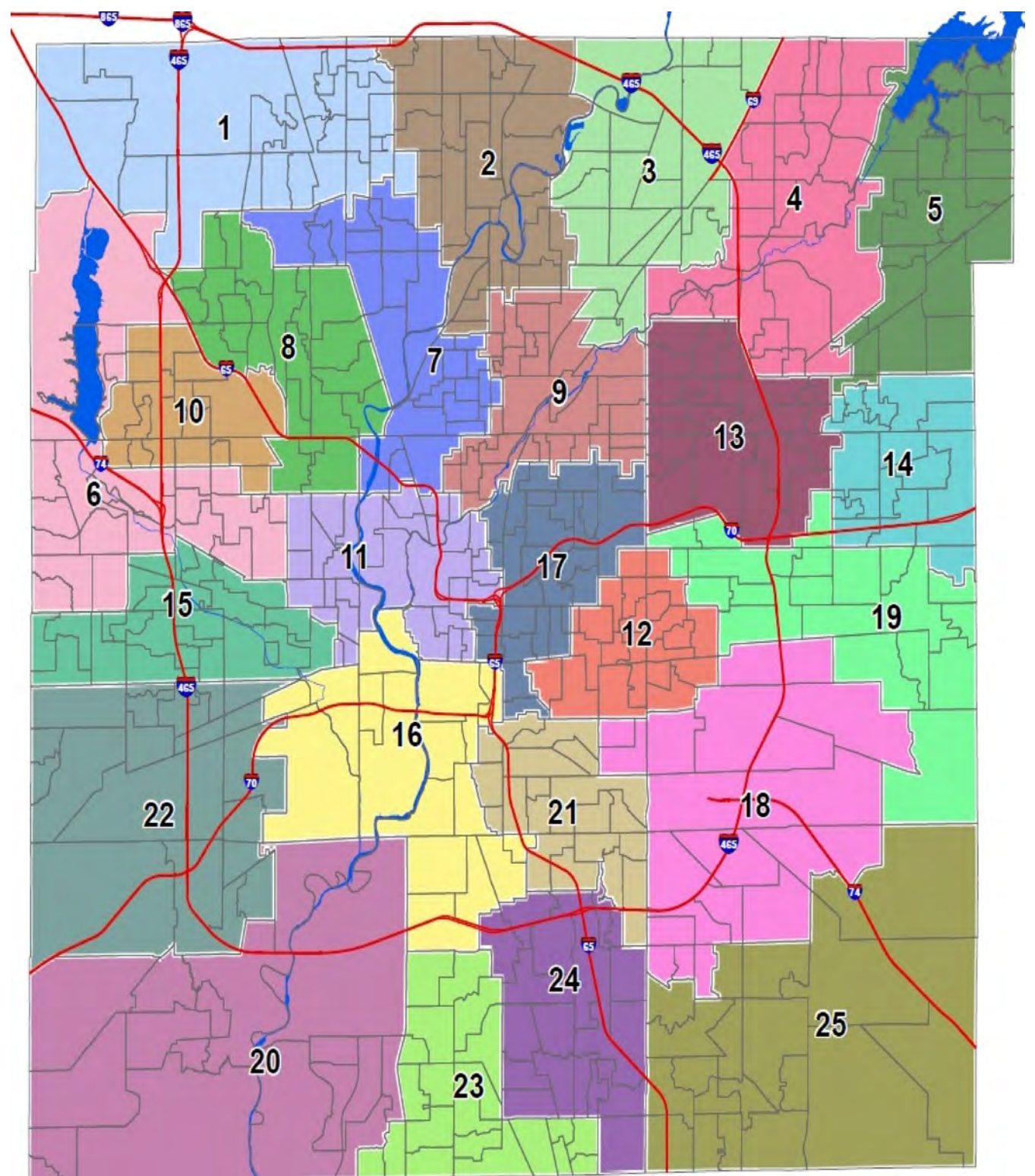
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ROUTE NUMBER

RED

IndyGo

INDIANAPOLIS-MARION COUNTY CITY-COUNTY COUNCIL DISTRICT MAP



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)
2011	911,195	\$ 44,654	33.0	143,053	9.5 %
2012	919,453	46,011	33.7	146,175	9.4
2013	929,722	45,197	33.9	149,697	7.0
2014	935,745	46,290	34.1	130,007	5.8
2015	940,235	48,238	34.3	130,371	4.6
2016	944,034	49,357	34.4	131,754	3.9
2017	950,082	50,211	34.5	132,596	3.1
2018	954,670	52,815	34.5	132,838	3.4
2019	964,582	54,405	34.2	131,292	2.9
2020	964,582 (7)	54,405 (6)	34.2 (7)	131,830	5.7

(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 2020.

(6) This information will be released by the Bureau of Economic Analysis in August 2021; 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

2020				2011			
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	5.08%	Clarian Health Partners, Inc	12,763	1	3.04%
Ascension St. Vincent	17,398	2	3.81%	Eli Lilly and Company	11,550	2	2.75%
Community Health Network	11,328	3	2.48%	St. Vincent Hospitals & Health Services	10,640	3	2.53%
Eli Lilly and Company	10,764	4	2.36%	IUPUI	7,066	4	1.68%
Walmart	8,926	5	1.96%	FedEx	6,311	5	1.50%
Kroger Co	7,675	6	1.68%	Community Health Network	5,341	6	1.27%
Federal Express Corporation	5,000	7	1.10%	Rolls-Royce	4,300	7	1.02%
Anthem	4,866	8	1.07%	St. Francis Hospital & Health Centers	4,152	8	0.99%
Eskenazi Health	4,620	9	1.01%	WellPoint Inc.	3,950	9	0.94%
Meijer	4,594	10	1.01%	Allison Transmission/Div of GMC	3,800	10	0.90%
		Total	21.56%			Total	16.62%

(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) 2011 largest employers data can be found in IPTC 2011 Annual Report.

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.



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. Fixed route ridership totaled 4,727,232 in 2020. This significant decrease from 2019's ridership total of 8,481,473 illustrates the severity of the impact the COVID-19 pandemic had on public transit in 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. The Red Line had total ridership of 1,013,324 in 2020. IndyGo is currently in the design phase of the Purple Line, the second BRT line, with construction anticipated to begin in 2022. 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 SERVICES

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. Open Door provided 167,217 trips in 2020. 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.



HISTORY OF INDIANAPOLIS AND MARION COUNTY

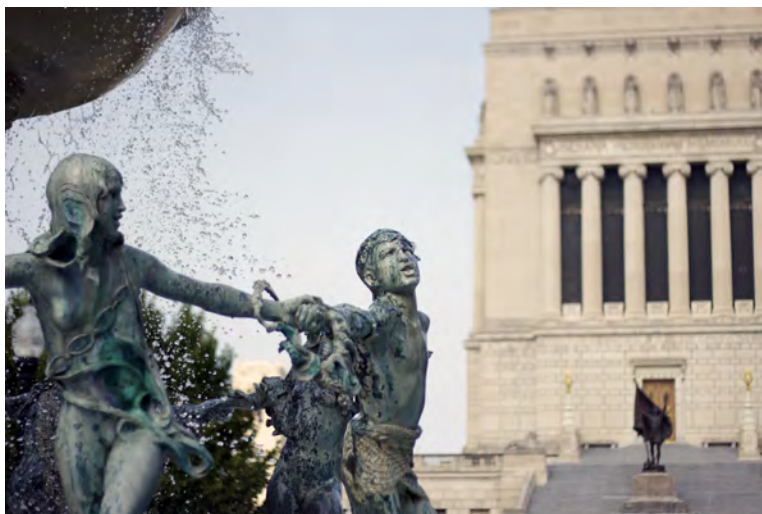
Marion County was incorporated in 1822 and the City of Indianapolis was originally incorporated in 1832. It is the largest city in the State of Indiana and the 16th largest city in the nation with a population of 876,384 and a metropolitan area population of approximately two million people. The City encompasses a land area of 402 square miles. The City, located at the geographic center of the State, is the State capital and also serves as the physical, economic, and cultural capital. Indianapolis has a stable and diversified economy with employment rates and income levels consistently above the national averages.

On January 1, 1970, the government of the City and that of Marion County were unified and their form of service delivery consolidated, thereby extending the City's boundaries to generally coincide with those of the County. Four municipalities (Beech Grove, Lawrence, Speedway, and Southport) located within the County boundaries were specifically excluded from most functions of the consolidated City by the consolidating act. The consolidated government provides for a Mayor and a 25-member legislative council. The City-County Council consists of 25 councilors elected from single-member districts.

Demographic and Economic Statistics City of Indianapolis

Year	Population	Personal income (millions of dollars)	Per capita personal income	Median age	Education level in years of schooling	School enrollment	Unemployment rate
2010	821,579	\$ 37,742	\$ 41,723	33.6	12	159,865	9.7%
2019	876,384	\$ 49,585	\$ 51,940	34.5	12	131,292	2.9%

Indianapolis has a growing and diversified economy with employment and per capita income rates that historically have outperformed both state and national averages. Four of Indiana's Fortune 500 companies are located in Indianapolis and the City is home to many of the State's largest public companies, including Anthem, Inc., Eli Lilly and Co., Simon Property Group Inc., Calumet Specialty Products Partners LP, Allison Transmission Holdings Inc., and Duke Realty Corp. The City is also a logistics center that features the world's second-largest FedEx Corp hub, United Parcel Services Inc., Schneider National Inc. and others.



The City is home to 28 universities and higher education institutions with over 127,000 students enrolled in 2019 as well as several technical and vocational educational programs. These include Indiana University-Purdue University (IUPUI), Butler University, University of Indianapolis, Marian University, Ivy Tech Community College and others.

Indianapolis' healthcare sector has expanded in the past decade and continues to grow. Eskenazi Hospital, Indiana's largest public hospital, was completed in December 2013. Indiana University Health continues to expand its three hospital campuses in the City with IU Health Methodist investing \$1 billion for a new medical center, Riley Hospital completing a \$475 million expansion and IU Health adding a \$142 million maternity and child health center.

Indianapolis continues to be a major sports and convention destination. Indianapolis Motor Speedway is home to Indy 500 race, Lucas Oil Stadium is home to the Indianapolis Colts, hosting Super Bowl XLVI and multiple NCAA Men's Final Four tournaments and Big Ten Football Championships. Bankers Life Fieldhouse is home to the Indiana Pacers and the Indiana Fever. Victory Field is home to the Indianapolis Indians, which is Pittsburgh's Triple-A affiliate. All three major sports facilities are within walking distance or connected by the skywalk system to the Indiana Convention Center, which is the 17th largest convention center in the US. Indianapolis drew a record-setting 30 million visitors in 2019, with an estimated economic impact of \$5.6 billion dollars. The top annual conventions and events are Gen Con (70k), National FFA Convention (64k), Big Ten Championship (70k), and Indy 500 (up to 300k attending).



Key cultural destinations include the Indianapolis Zoo, the Indiana State Museum, the NCAA headquarters and Hall of Champion, the Eiteljorg Museum of American Indiana and Western Art, the Children's Museum of Indianapolis, Newfields: A Place for Nature & the Arts, and seven war memorials.



2019 Principal Property Tax Payers

<u>Principal taxpayer</u>	<u>Taxable assessed value (a)</u>	<u>Rank</u>	<u>Percentage of total city taxable assessed value</u>
Eli Lilly and Company	1,334,403	1	2.985
Citizens Energy Group	481,064	2	1.076
Indianapolis Power and Light	354,175	3	0.792
Federal Express Corporation	240,863	4	0.539
Convention Headquarters Hotels, LLC	195,413	5	0.437
Hertz Indianapolis 111 Monument, LLC	156,831	6	0.351
American United Life Insurance Company	117,369	7	0.263
G&I IX MJW Keystone Crossing, LLC	102,774	8	0.230
Rolls-Royce Corporation	94,568	9	0.212
SVC Manufacturing	91,086	10	0.204

(a) Represents the January 1, 2018 valuation for taxes due and payable in 2019. Amounts in thousands. Data and original citations are in the 2019 City of Indianapolis CAFR Schedule 9

2019 Principal Employers

<u>Employer</u>	<u>Employees</u>	<u>Rank</u>	<u>Percentage of city total employment</u>
Indiana University Health	23,187	1	4.90
Ascension St. Vincent	17,398	2	3.68
Community Health Network	11,328	3	2.39
Eli Lilly and Company	10,737	4	2.27
Walmart	8,926	5	1.89
Kroger Co	7,675	6	1.62
Federal Express	5,000	7	1.06
Anthem	4,866	8	1.03
Eskenazi Health	4,620	9	0.98
Meijer	4,594	10	0.97

Data and original citations are in the 2019 City of Indianapolis CAFR Schedule 17

STRATEGIC PLAN AND 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.pdf

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.



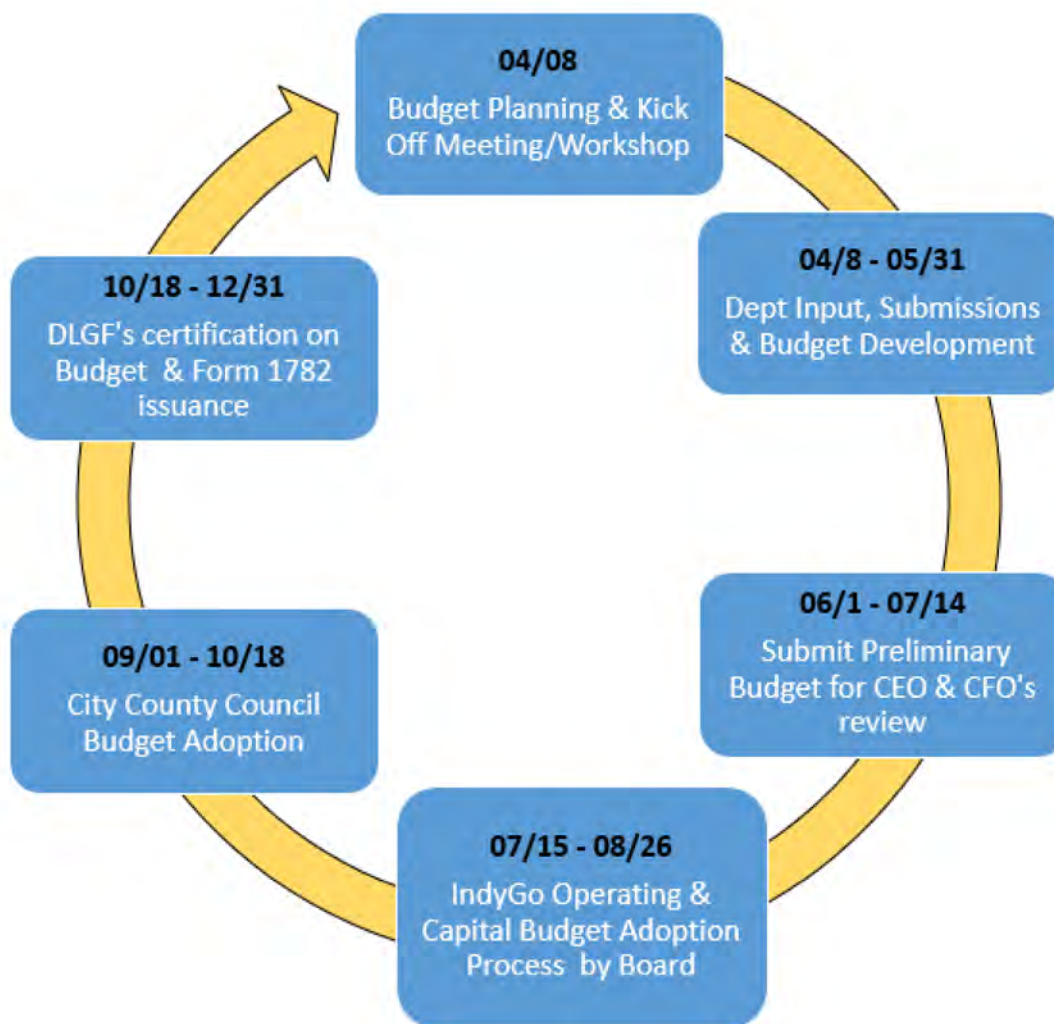
BUDGET PROCESS INFORMATION

BUDGET PROCESS

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

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

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



BUDGET PREPARATION

The annual budget development cycle begins with an analysis of the current year budget compared to projected annual expenditures and long-term capital improvement program funding. Development of the 2022 Annual Operating Budget began with a budget workshop meeting in April 2021 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 & 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.



Photo Courtesy: WFYI

BUDGET AMENDMENTS & TRANSFERS

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

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

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

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

MONITORING

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

BUDGET ACCESS

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

Budget Overview

IndyGo is a municipal corporation of Indianapolis – Marion County. As such, the seven-member Board of Directors is comprised of individuals appointed by either the Mayor (three members) or the City-County Council (four members). While the IndyGo Board of Directors is a self-governing body, the City-County Council and the Council's Municipal Corporations Committee have the requisite authority to review and approve local funds for the transit agency's operating budget.

The budget process takes place over a series of public meetings.

Each August, IndyGo's budget cycle begins with the introduction of the proposed budget at a Board of Directors meeting. Without exception, after the budget introduction, IndyGo holds a public hearing for comments on the proposed budget, and the final step for IndyGo's budget is approval by the IndyGo Board of Directors before it's handed off to the City-County Council.

After the IndyGo board adopts the budget, the City-County Council Municipal Corporations Committee reviews and eventually recommends final approval of the budget to the full Council.

2022 Budget Cycle ✓

About Us

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FISCAL YEAR 2022 BUDGET CALENDAR

Budget Planning	Wednesday, April 08, 2021	Budget Workshop to go over 2022 Budget Process
Department Input & Budget Development	Thursday, April 29, 2021	Department Directors submit their first draft budget to Finance
	Friday, April 30, 2021 - Friday, May 28, 2021	Meeting with Departments to discuss budget submissions and further refinements
	Monday, May 31, 2021	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)
	Tuesday, June 1, 2021	Draft budget overview with CFO
	Tuesday, June 8, 2021	Draft budget overview with CEO
Budget Overview Review Period	Thursday, June 17, 2021	Provide Preliminary Overview of Budget to Finance & Service Committees and Seek Input
	Wednesday 30, 2021	SBA to provide Assessed Value Growth Quotient (AVGQ)
	Friday, July 9, 2021	Month End Close for the month of June
	Wednesday, July 14, 2021	DLGF to provide reports on maximum permissible property tax levy, maximum cumulative fund tax rate & miscellaneous revenue sources estimates for the budget year 2022
	Thursday, July 15, 2021	Finance Committee Budget Review
IPTC Budget Finalization & Adoption	Thursday, July 22, 2021	Submit 1st Advertisement for Publication in Newspaper on Thursday, July 29, 2021
	Thursday, July 22, 2021	Budget to Printer
	Monday, July 26, 2021	IPTC Board Meeting - Introduce budget - 5 pm
	Monday, August 2, 2021	Submit 2nd Advertisement for Publication in Newspaper on Thursday, August 5, 2021
	Friday, July 30, 2021	DLGF to provide estimates on the 2022 property tax circuit breaker credits
	Monday, August 2, 2021	Certified net assessed valuation provided by county auditors to be made available on Gateway portal by DLGF
	Thursday, August 12, 2021	IPTC Board Meeting - Public Hearing/Comment on Budget - 5 pm
	Thursday, August 26, 2021	IPTC Board Meeting - Final Adoption of Budget - 5 pm
DLGF - Gateway Submission	Wednesday, September 1, 2021	Last day for municipal corporations to submit proposed 2022 budgets, tax rates, and tax levies to the County fiscal body or other appropriate fiscal body for binding adoption & Form 3 (Notice to Tax Payers) into Gateway
Indianapolis City County Council Budget Adoption Process	Monday, September 13, 2021	Introduction of Municipal Corporation budgets at Full Council meeting - 7:00 pm
	Thursday, September 16, 2021	Municipal Corporations Budget Hearing - 5:30 pm Room 260
	Wednesday, September 29, 2021	Municipal Corp Committee - Budget Review & Analysis - 5:30 pm Room 260
	Monday, October 18, 2021	City County Council - IPTC Budget Adoption - 7:00 pm
DLGF Budget Process	Monday, November 8, 2021	Last day for units to submit their 2022 budgets, tax rates, and tax levies to the Department through Gateway
	Friday, December 31, 2021	Last day for the Department to accept additional appropriation requests for the 2021 Budget year from Unit
DLGF Certification	Friday, December 31, 2021	The DLGF certifies and issues Form 1782 with 2022 budgets, tax rates, and tax levies.

BASIS OF GOVERNMENTAL FINANCE & 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.

Comparison Between Basis of Budgeting and Financial Reporting

The term "basis of accounting" is used to describe the timing of recognition, that is, when the effects of transactions or events should be recognized. The basis of accounting used for purposes of financial reporting in accordance with generally accepted accounting principles (GAAP) is not necessarily the same basis used in preparing the budget document.

The comprehensive Annual Financial Report (CAFR) of IndyGo shows the status of the IndyGo's finances on the basis of GAAP. In most cases this conforms to the way in which IndyGo prepares its budget. Exceptions are as follows:

- Categories of reporting are often different in the GAAP financial statements than in budgetary reporting. For example, items reported as "other financing sources" and "other financing uses" under the GAAP basis of accounting may be classified as revenues and expenditures under the budgetary basis of accounting.
- Principal payments on long term debt within the Debt Service Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget basis.
- Depreciation on fixed assets is recorded on a GAAP basis only.
- Capital outlay are recorded as assets on a GAAP basis and expended on a Budget basis.
- Gain and losses on disposal of fixed assets are recorded on a GAAP basis only.
- Under the GAAP basis of accounting, changes in the fair value of investments generally are treated as adjustments to revenue, which commonly is not the case under the budgetary basis of accounting.
- Encumbered amounts are not classified as expenditures under the GAAP basis of accounting, while encumbrances are commonly treated as expenditures under the budgetary basis of accounting.
- Likewise, under GAAP accounting for governmental funds, payments for pension, OPEB,

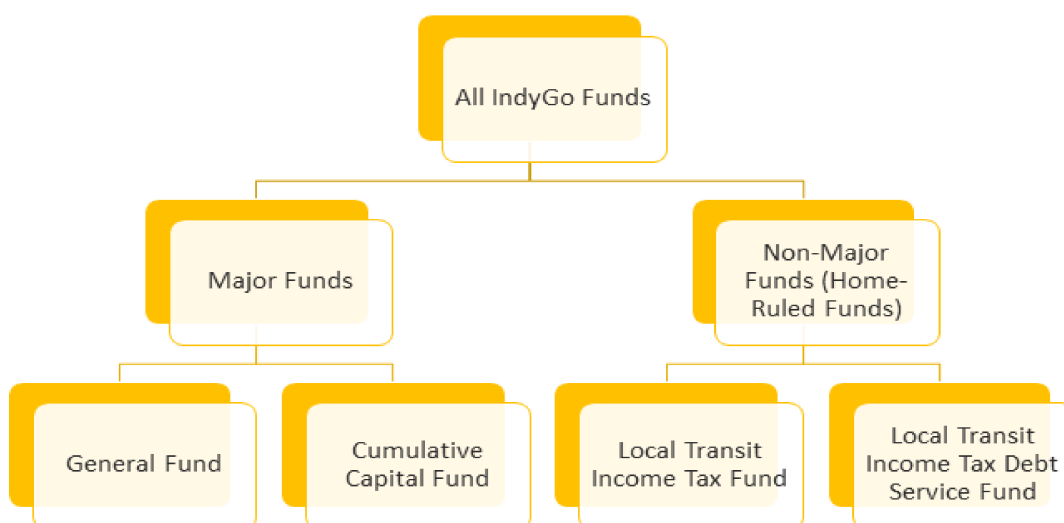
and other long-term obligations are recorded in the period they are due and payable. However, under the budgetary basis of accounting, these payments are often recorded when the disbursements are actually made.

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 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 department is responsible for making timely debt service payments.

FINANCIAL POLICIES

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

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

OPERATING REVENUES

The effects of the pandemic are expected to continue to impact IndyGo through FY2022 as IndyGo, like other transit operators, expects a lengthy recovery before ridership and revenue return to pre-Covid levels. The pandemic has affected all the units of government who rely heavily on local tax collections and other revenues. Forecasting of revenue, ridership and local taxes has been broadly impacted by the onset and continuation of the pandemic. Despite the challenges, IndyGo continues to support the region in providing essential services.

During the preparation of this budget, an outlook for FY2022, the impact is not fully known, 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.

Ridership & Revenue

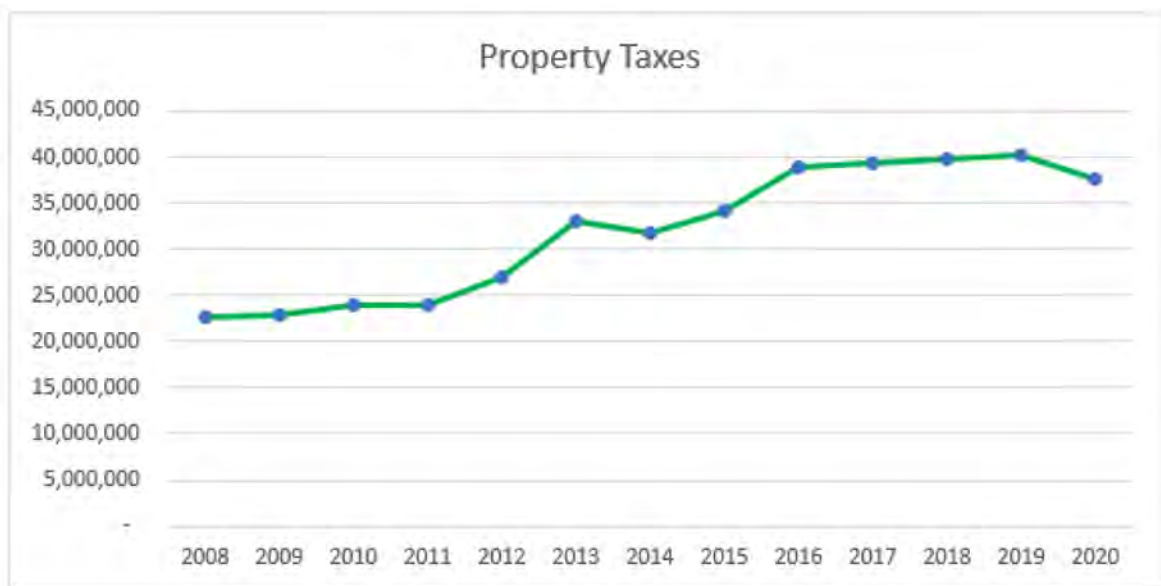
Fare Revenue continues to be a challenge area since the onset of Covid-19 pandemic. Ridership has been significantly impacted by a shift towards telecommuting and alternative work schedules resulting in lower ridership. While optimistic that transit ridership will rebound in the long run, the FY2022 Budget assumes that significant ridership and revenue recovery will not begin until Q4 of FY2022. Therefore, fare revenue for FY2022 is budgeted flat, with no increase from FY2021 at \$6.4 million.



Local Property & Income Tax

Property, excise and local option income taxes are calculated using the current rules that are in effect. FY2022's budget includes a marginal levy growth of 3.5%. However, it is assumed that IndyGo will collect 98% of the approved tax levies net of the circuit breaker for 2021 accounting for 2% uncollectible taxes. A provision for the impact of the circuit breaker is estimated at \$6 million for FY2022. 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.

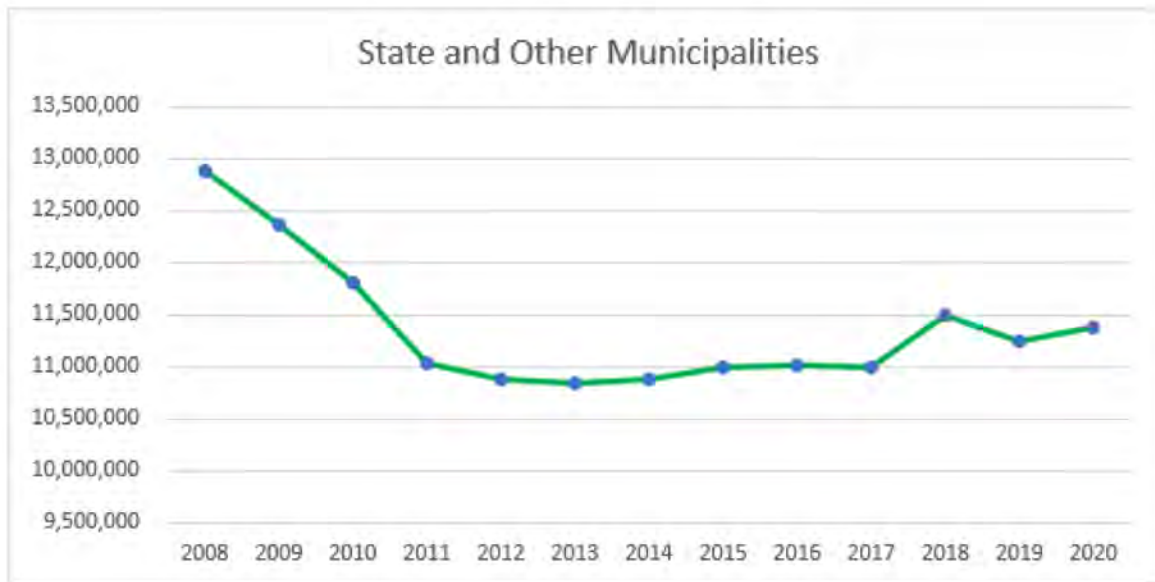


IndyGo's share of the County Local Transit Income Tax realized a growth of 6.7% in FY2021 over FY2020's certified distribution. Due to the timing and collection of the tax, collections and distribution were not impacted by COVID-19. Local Transit Income Tax collection is budgeted at \$62.3M for FY2022, which is an increase of 16% over FY2021's budget. While there is an increase in budget from FY2021, actual receipts are projected to decrease by 2% from FY2021's actual certified distributions (FY2021 actual, \$63.6M versus FY2021 budget, \$53.6M). This funding will be directed towards operational, capital, and debt service expenditure needs.



State Funding

The State Public Mass Transit Fund (PMTF) revenue is budgeted at \$11.2 million for FY2022. This represents a 16% increase in funding over FY2021's budget.



Federal Assistance

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 this funding to help fund critical expenses including increased cleaning, essential transit trips and to replace lost fare revenue resulting from the ridership decline. Based on federal guidelines, this money will help ensure we can continue to operate service and meet our obligations. Without CARES Act funding, IndyGo provided services since the onset of the pandemic would not have been possible.

On December 27, 2020, the President authorized additional coronavirus relief funding (CRRSAA) as part of the Consolidated Appropriations Act, 2021.

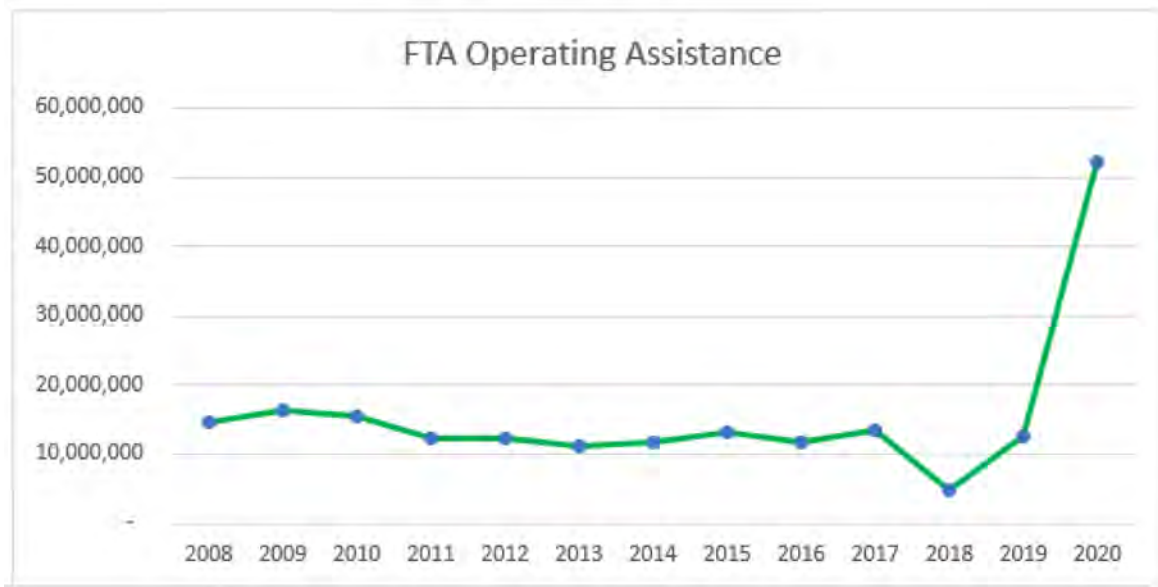
The American Rescue Plan Act of 2021 (ARP), which the President signed on March 11, 2021, includes additional federal funding to support the nation’s public transportation systems as they continue to respond to the COVID-19 pandemic and support the President’s call to vaccinate the U.S. population.



IndyGo's revenue projections include aid from various federal stimulus funds each year alleviating gaps between the projected revenues and expenses by way of its strategic usage to advance the operations of IndyGo. The budget for FY2022 includes \$15.4 million in federal stimulus funds.

IndyGo's total federal formula allocation is projected slightly lower than FY2021's budget as IndyGo has been chosen to administer section 5307 formula funding for urban mass transit in

the region. \$11 million of federal 5307 formula money is budgeted in preventative maintenance expenditures and ADA program in FY2022 general fund budget and the remaining allocation is budgeted to fund the capital projects.



Other Revenue

Service reimbursement program revenue is expected to remain the same.

Transit advertising revenue will now be realized on an 18-month basis, resulting in a slight decrease from FY2021, at \$540,000.

Operating Revenue Budget Summary - Future Years Outlook

The following table shows a forward looking outlook for operating revenue based on the agency's own projections. This table is a helpful tool for the agency to analyze its future revenue and compare it with the expenditure outlook at current service levels. Although federal stimulus funds help IndyGo cover its expenses in the near term, it may not be enough to cover all lingering effects of the Covid-19 pandemic in future out years.

	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook	2024 Budget Outlook	2025 Budget Outlook	2026 Budget Outlook
Revenues						
Passenger Service Revenue	6,379,045	6,379,045	6,697,998	7,367,797	8,104,577	8,915,034
Service Reimbursement Programs	265,000	265,000	265,000	265,000	265,000	265,000
Advertising Revenue	607,775	540,000	670,000	670,000	670,000	670,000
Other Operating Income	109,500	113,740	113,740	113,740	113,740	113,740
State Funds/Grants	9,634,315	11,240,036	11,000,000	11,000,000	11,000,000	11,000,000
Federal Assistance						
Federal Stimulus Funds Draw Downs	14,173,048	15,420,195	18,330,904	18,196,486	17,690,773	17,449,845
Federal Assistance - Other	11,358,266	11,201,842	11,042,270	11,145,710	11,252,254	11,361,995
Local Transit Income Tax	38,711,748	40,688,867	42,448,307	44,232,973	46,077,412	47,988,208
Local Property & Excise Taxes	36,069,630	37,450,873	38,932,352	40,055,963	41,220,284	42,064,081
Revenues Total	117,308,327	123,299,598	129,500,571	133,047,669	136,394,040	139,827,903

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.

	2022	2023	2024	2025	2026
Transit Income Tax	-2%	3%	3.5%	3.5%	3.5%
<u>Property Taxes</u>					
i) Collection rate (% of net levy)	98%	100%	101%	102%	102%
ii) Assessed Valuation Growth Quotient	3.5%	3.5%	3.5%	3.5%	3.5%
Passenger Service Revenue	0%	5%	10%	10%	10%
State Grants	16.6%	0%	0%	0%	0%

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

SIGNIFICANT ASSUMPTIONS - EXPENDITURES

OPERATING EXPENDITURES

Operating expenditures for 2022 are budgeted around the assumption of no major service changes or network modifications.

Personal services, including wages and benefits, are budgeted for 908 full-time equivalents (FTEs) in 2022. This increase in staffing, as well as performance-based wage increases and rising benefits costs, is represented by a 5% increase to the personal services budget.

Premium diesel fuel consumption is assumed to be 135,000 gallons per month, or 1,620,000 gallons for 2022. The budgeted rate for fuel is set at \$2.35 per gallon.

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.

IndyGo began expanding its facilities-related footprint in 2021 in order to maximize operating efficiencies and to provide greater customer service support to riders. These new facilities include north and south charging stations for Red Line battery electric buses, a facility dedicated to Mobility Services and Customer Service, and a campus of buildings that will eventually become the new headquarters for IndyGo. The operating budget for 2022 accounts for the ongoing needs of these facilities, including utilities, security, maintenance, and insurance.

Assumptions for budget increases in years 2023 - 2026 are listed below.

Assumption	FY2023	FY2024	FY2025	FY2026
Wages, Payroll Taxes & Retirement Benefits	5%*	2%	2%	2%
Health Insurance Benefits	7%	5%	3%	3%
Materials & Supplies	3%	3%	3%	3%
Other Services & Charges	5%	3%	3%	3%

* Blended rate to account for the FTE increases needed to support the garage expansion for bus storage and infrastructure, as well as a marginal wage increase.

EXPENDITURE CATEGORIES

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. 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. Growth in the Personal Services category is typically associated with contractual wage and benefit increases and performance-based raises.

Other Services & Charges

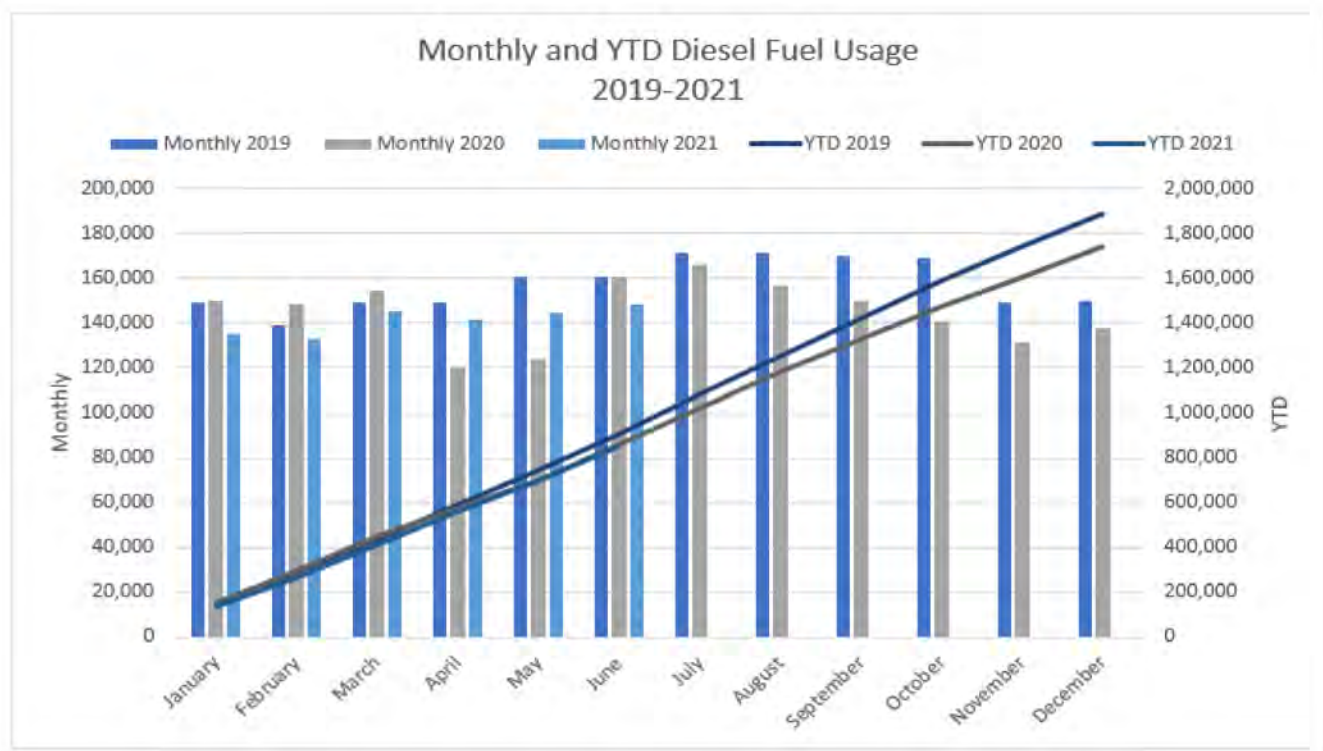
Operating expenditures related to contracted and professional services are the largest components of the Other Services & Charges category. Examples of services for which IndyGo contracts out are: security, facility and bus stop maintenance, landscaping, along with audit and legal services. The largest 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 2019 to present are outlined below.



Operating Expenditure Budget Summary - Future Years Outlook

The purpose of the future years forecasts is to help IndyGo make informed budgetary and operational decisions by anticipating future expenditures and revenues. With the forecast, decision makers and stakeholders will know better about the necessary actions to take to help ensure balance. Such planning provides for greater financial stability, signals a prudent approach to financial management, and prioritizes services levels. The following table shows operating expenditure outlook for the future years based on the agency's own projections. While Budget projections for the year 2022 is based upon the budget requests provided by departments, for current service levels, the projected budgets for the subsequent years (2023-2026) assume a varied rate of increase depending on the nature of the expense in the overall budget over the prior year, as described earlier in the assumptions section.

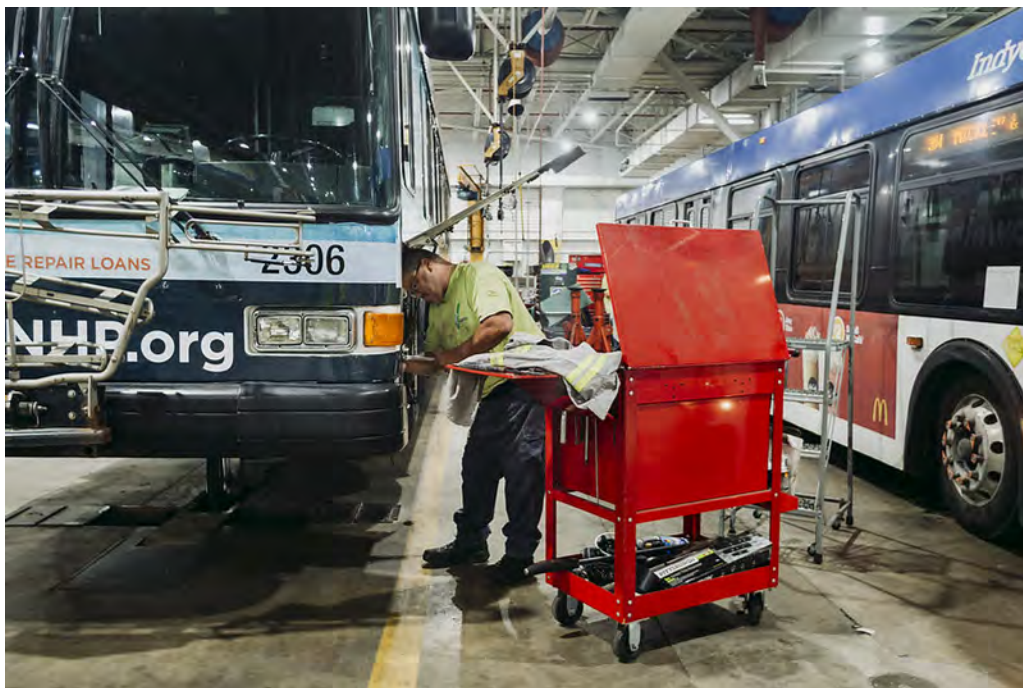
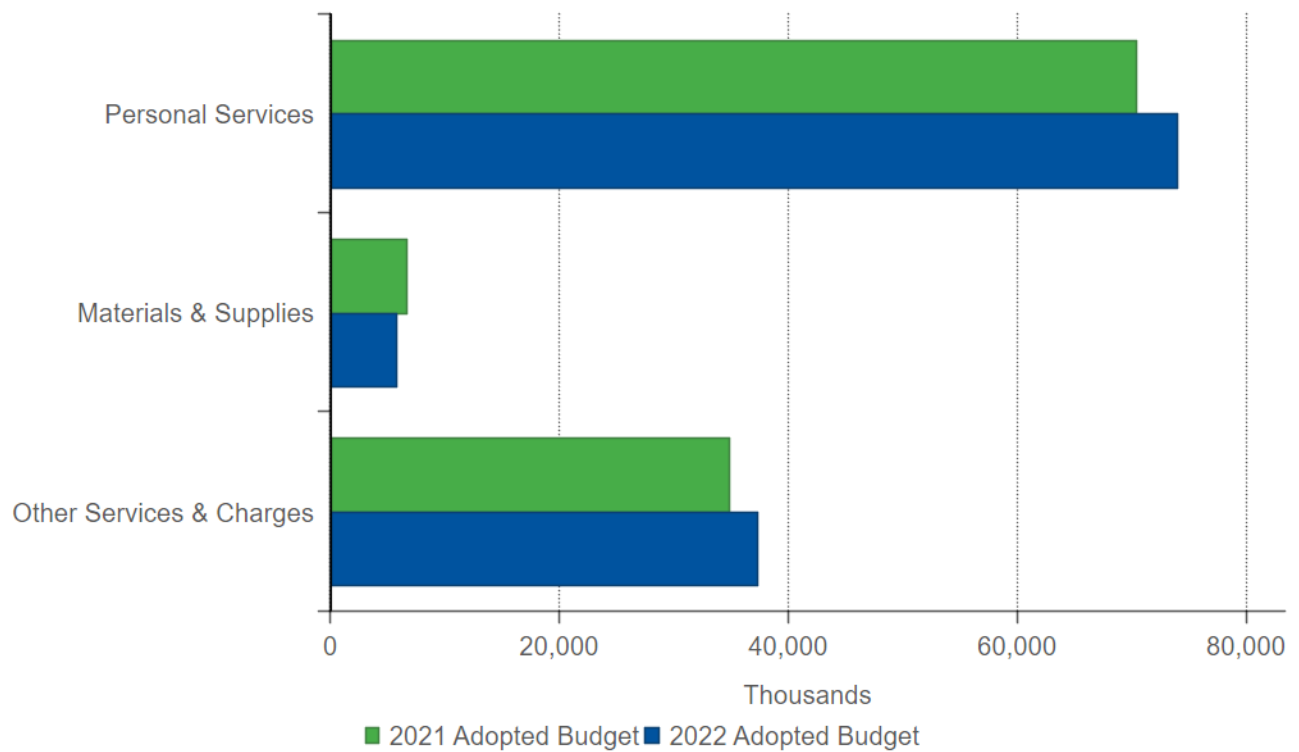
	2020 Actuals	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook	2024 Budget Outlook	2025 Budget Outlook	2026 Budget Outlook
Personal Services							
Wages	48,216,662	50,687,867	52,704,061	55,339,264	56,446,049	57,574,970	58,726,469
Benefits	11,981,178	12,687,455	13,761,260	14,724,548	15,460,775	15,924,598	16,402,336
Other Benefits	1,180,365	1,158,472	1,568,586	1,647,015	1,679,955	1,713,554	1,747,825
Payroll Taxes	3,439,785	3,877,622	4,031,861	4,233,454	4,318,123	4,404,485	4,492,575
Retirement	1,789,448	2,006,000	1,925,000	2,021,250	2,061,675	2,102,909	2,144,967
Personal Services Total	66,607,438	70,417,416	73,990,768	77,965,531	79,966,577	81,720,516	83,514,172
Materials & Supplies							
Fuel	3,525,301	4,018,932	4,515,553	4,651,020	4,790,551	4,934,268	5,082,296
Office Supplies	112,097	159,576	181,815	187,269	192,887	198,674	204,634
Operating Supplies	389,749	545,659	585,081	602,633	620,712	639,333	658,513
Other	464,508	574,726	839,757	864,950	890,899	917,626	945,155
Parts	5,376,694	6,690,219	5,839,356	6,014,537	6,194,973	6,380,822	6,572,247
Materials & Supplies Total	9,868,349	11,989,112	11,961,562	12,320,409	12,690,022	13,070,723	13,462,845
Other Services & Charges							
Contractual Services	20,033,883	24,839,884	27,636,831	29,018,673	29,889,233	30,785,910	31,709,487
Dues and Subscriptions	72,997	70,659	62,999	66,149	68,133	70,177	72,282
Insurance	3,414,621	3,949,775	3,676,908	3,860,753	3,976,576	4,095,873	4,218,749
Other Services	867,172	922,945	169,885	178,379	183,730	189,242	194,919
Printing and Advertising	495,296	529,119	548,370	575,789	593,063	610,855	629,181
Professional Services	1,894,895	1,786,808	1,978,453	2,077,376	2,139,697	2,203,888	2,270,005
Telephone	363,854	693,403	532,322	558,938	575,706	592,977	610,766
Training and Conferences	82,202	269,205	410,000	430,500	443,415	456,717	470,419
Utilities	1,534,762	1,840,000	2,331,500	2,448,075	2,521,517	2,597,163	2,675,078
Other Services & Charges Total	28,759,682	34,901,798	37,347,268	39,214,632	40,391,070	41,602,802	42,850,886
Grand Total	105,235,469	117,308,326	123,299,598	129,500,572	133,047,669	136,394,041	139,827,903

Budget Comparison by Expenditure Category

The following table shows comparative summary of the budget years 2021 & 2022 by main expenditure account category. The incoming budget shows 5% increase over 2021'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 and rental charges as well as other professional and contractual services needed to help move our existing projects forward.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	\$ Variance	% Variance
Personal Services					
Wages	48,216,662	50,687,867	52,704,061	2,016,194	4.0
Benefits	11,981,178	12,687,455	13,761,260	1,073,805	8.5
Other Benefits	1,180,365	1,158,472	1,568,586	410,114	35.4
Payroll Taxes	3,439,785	3,877,622	4,031,861	154,239	4.0
Retirement	1,789,448	2,006,000	1,925,000	(81,000)	(4.0)
Personal Services Total	66,607,438	70,417,416	73,990,768	3,573,352	5.1
Materials & Supplies					
Fuel	3,525,301	4,018,932	4,515,553	496,621	12.4
Office Supplies	112,097	159,576	181,815	22,239	13.9
Operating Supplies	389,749	545,659	585,081	39,422	7.2
Other	464,508	574,726	839,757	265,031	46.1
Parts	5,376,694	6,690,219	5,839,356	(850,863)	(12.7)
Materials & Supplies Total	9,868,349	11,989,112	11,961,562	(27,550)	(0.2)
Other Services & Charges					
Contractual Services	20,033,883	24,839,884	27,636,831	2,796,947	11.3
Dues and Subscriptions	72,997	70,659	62,999	(7,660)	(10.8)
Insurance	3,414,621	3,949,775	3,676,908	(272,867)	(6.9)
Other Services	867,172	922,945	169,885	(753,060)	(81.6)
Printing and Advertising	495,296	529,119	548,370	19,251	3.6
Professional Services	1,894,895	1,786,808	1,978,453	191,645	10.7
Telephone	363,854	693,403	532,322	(161,081)	(23.2)
Training and Conferences	82,202	269,205	410,000	140,795	52.3
Utilities	1,534,762	1,840,000	2,331,500	491,500	26.7
Other Services & Charges Total	28,759,682	34,901,798	37,347,268	2,445,470	7.0
Grand Total	105,235,469	117,308,326	123,299,598	5,991,272	5.1
Full Time Equivalents	903.5	899.0	908.0	-	-

Budget Comparison by Expenditure Category



Comparative Departmental Budget Summary

Division	Dept. #	Dept. Name	2021 Adopted Budget	2022 Adopted Budget	Variance	% Variance
Executive	09	Board	9,000	9,000	-	- %
	10	Executive	1,247,105	1,652,311	405,206	32.5 %
	24	Risk & Safety	2,157,552	2,092,033	(65,519)	(3.0)%
	42	Governance & Audit	473,664	505,212	31,548	6.7 %
			<u>3,887,321</u>	<u>4,258,556</u>	<u>371,235</u>	9.5 %
Public Affairs & Communications	11	Public Affairs & Communications	<u>1,253,084</u>	<u>1,294,668</u>	<u>41,584</u>	3.3 %
Legal	12	Legal	<u>2,679,114</u>	<u>2,716,755</u>	<u>37,641</u>	1.4 %
Operations	21	Transportation	33,642,154	34,328,656	686,502	2.0 %
	23	Training & Security	2,464,243	2,859,266	395,023	16.0 %
	25	Mobility Services	14,693,663	14,697,487	3,824	- %
	26	Service Planning	1,226,479	1,255,071	28,592	2.3 %
	29	Fleet Services	6,074,757	6,907,183	832,426	13.7 %
		Preventative Maintenance & Repairs				
	31		12,242,452	12,779,100	536,648	4.4 %
	33	Facility Maintenance	5,478,967	7,639,089	2,160,122	39.4 %
	45	Carson Transit Center	3,230,179	2,726,725	(503,454)	(15.6)%
			<u>79,052,894</u>	<u>83,192,577</u>	<u>4,139,683</u>	5.2 %
Information Technology	40	Information Technology	<u>3,805,959</u>	<u>4,362,201</u>	<u>556,242</u>	14.6 %
Finance	41	Finance	3,214,944	3,015,504	(199,440)	(6.2)%
	43	Procurement	2,245,304	1,271,320	(973,984)	(43.4)%
			<u>5,460,248</u>	<u>4,286,824</u>	<u>(1,173,424)</u>	(21.5)%
Human Resources	44	Human Resources	<u>17,282,277</u>	<u>18,797,997</u>	<u>1,515,720</u>	8.8 %
Infrastructure, Strategy, & Innovation		Infrastructure, Strategy, & Innovation				
	46		<u>3,887,431</u>	<u>4,390,020</u>	<u>502,589</u>	12.9 %
			<u>117,308,328</u>	<u>123,299,598</u>	<u>5,991,270</u>	5.1 %

Comparative Departmental Position Summary

Division	Dept. #	Dept. Name	2021 Adopted Budget	2022 Adopted Budget	Variance	% Variance
Executive	10	Executive	6.0	8.0	2.0	33.3 %
	24	Risk & Safety	4.0	4.0	-	- %
	42	Governance & Audit	2.0	2.0	-	- %
			<u>12.0</u>	<u>14.0</u>	<u>2.0</u>	16.7 %
Public Affairs & Communications	11	Public Affairs & Communications	<u>7.0</u>	<u>7.0</u>	<u>-</u>	- %
Legal	12	Legal	<u>5.0</u>	<u>7.0</u>	<u>2.0</u>	40.0 %
Operations	21	Transportation	581.5	567.0	(14.5)	(2.5)%
	23	Training & Security	14.5	14.0	(0.5)	(3.4)%
	25	Mobility Services	12.0	13.0	1.0	8.3 %
	26	Service Planning	-	11.0	11.0	- %
	29	Fleet Services	57.0	44.0	(13.0)	(22.8)%
		Preventative Maintenance & Repairs				
	31		90.0	105.0	15.0	16.7 %
	33	Facility Maintenance	16.0	17.0	1.0	6.3 %
	45	Carson Transit Center	<u>20.0</u>	<u>12.0</u>	<u>(8.0)</u>	(40.0)%
			<u>791.0</u>	<u>783.0</u>	<u>(8.0)</u>	(1.0)%
Information Technology	40	Information Technology	<u>25.0</u>	<u>29.0</u>	<u>4.0</u>	16.0 %
Finance	41	Finance	25.0	24.5	(0.5)	(2.0)%
	43	Procurement	<u>9.0</u>	<u>18.0</u>	<u>9.0</u>	100.0 %
			<u>34.0</u>	<u>42.5</u>	<u>8.5</u>	25.0 %
Human Resources	44	Human Resources	<u>13.0</u>	<u>13.0</u>	<u>-</u>	- %
Infrastructure, Strategy, & Innovation	46	Infrastructure, Strategy, & Innovation	<u>12.0</u>	<u>12.5</u>	<u>0.5</u>	4.2 %
			<u>899.0</u>	<u>908.0</u>	<u>9.0</u>	1.0 %

Comparative Departmental Position Summary

The following departmental FTE changes are being made for 2022, in order to better align departmental functions and streamline processes throughout the organization.

- Executive FTE count has increased with the addition of the newly created Inclusion & Workforce Development department. New positions have been created to supplement their operations.
- DBE specialist staff members have moved from Procurement to Legal.
- Transportation will be adding several new positions, to supplement the opening of multiple new facilities. The coach operator count will be kept consistent with current staffing levels, resulting in a net decrease in FTEs for this department.
- Preventative Maintenance & Repairs will be increasing certain position levels, especially High Voltage Technicians, Defect Mechanics, and Vehicle Maintenance Supervisors, in response to IndyGo's increasingly electric fleet and the opening of the new garage.
- Information Technology will be adding several new positions in response to upcoming software implementation and the opening of several new facilities.
- CTC's general laborer count has been moved to Fleet Services.



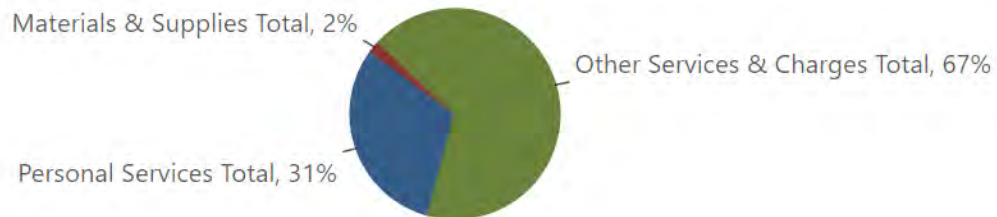
Executive

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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	946,440	1,037,386	1,207,118	1,288,640
Other Benefits	447	-	-	-
Payroll Taxes	62,253	89,070	92,344	98,581
Personal Services Total	<u>1,009,140</u>	<u>1,126,456</u>	<u>1,299,462</u>	<u>1,387,221</u>
Materials & Supplies				
Office Supplies	4,365	11,025	17,700	17,673
Operating Supplies	25,763	24,951	34,500	37,300
Other	6,242	31,551	800	3,000
Parts	18,054	54,640	21,051	21,350
Materials & Supplies Total	<u>54,424</u>	<u>122,167</u>	<u>74,051</u>	<u>79,323</u>
Other Services & Charges				
Contractual Services	309,482	482,151	482,675	504,374
Dues and Subscriptions	51,605	58,900	53,689	53,689
Insurance	1,463,183	1,628,275	1,630,408	1,633,000
Other Services	9,248	29,764	11,364	18,364
Printing and Advertising	3,892	5,500	15,475	15,000
Professional Services	81,000	196,000	280,568	410,737
Telephone	1,296	5,184	864	864
Training and Conferences	6,708	232,925	410,000	377,960
Other Services & Charges Total	<u>1,926,414</u>	<u>2,638,699</u>	<u>2,885,043</u>	<u>3,013,988</u>
Grand Total	<u>2,989,978</u>	<u>3,887,322</u>	<u>4,258,556</u>	<u>4,480,532</u>
Full Time Equivalents	<u>8.0</u>	<u>12.0</u>	<u>14.0</u>	<u>14.0</u>

Executive

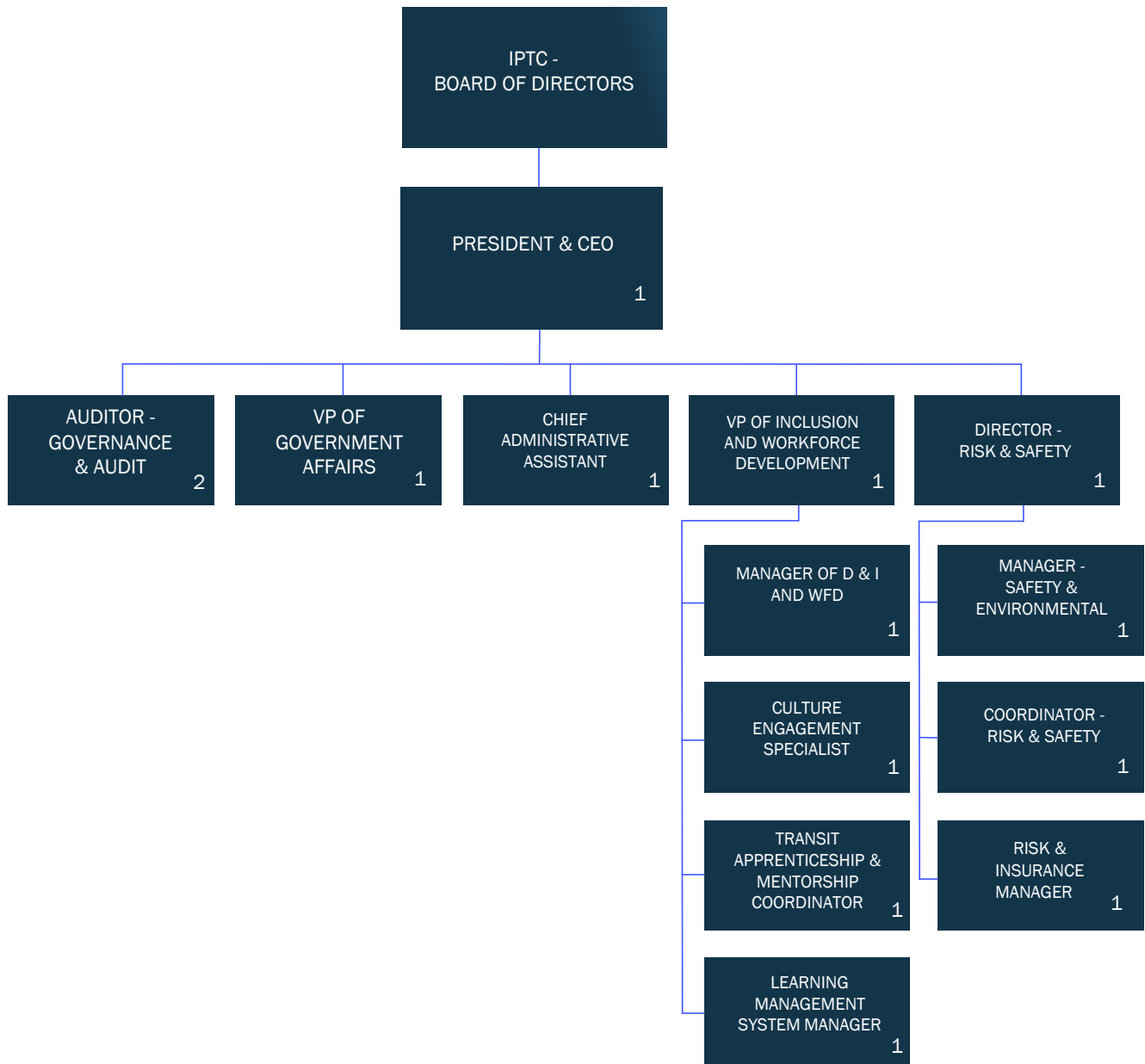
Expenses by Category



Budget Analysis:

- Executive Department is continuing to absorb agency-wide Travel, Training & Staff Development, and Meals & Entertainment budgets. Going forward, the Executive Department will be maintaining agency-wide Conference Registration Expenses as well.
- Risk & Safety Department's budget for agency-wide PPE has decreased due to a lessened need for COVID-related items.
- Governance & Audit Department contains audit and consulting budgets.
- Inclusion and Workforce Development is newly created and housed in Executive, and includes budget for agency-wide programs, training, and fellows/interns.
- Travel and Conference-related budgets will return to normal after last year's COVID-related reductions.

Executive

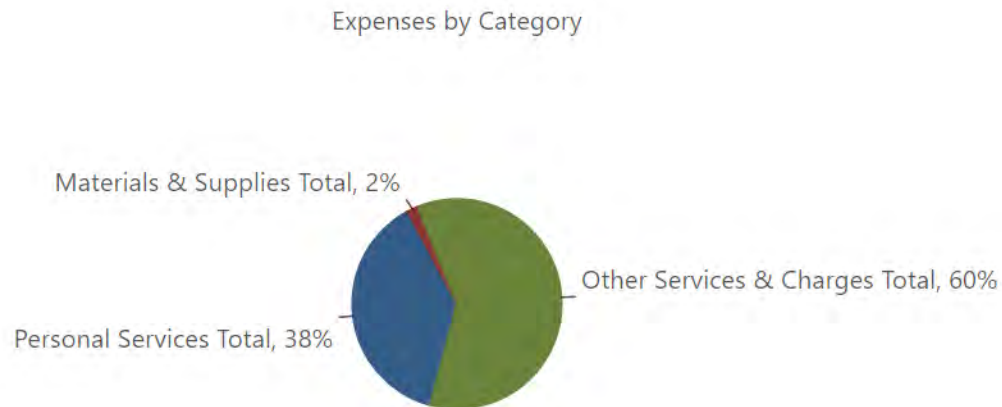


Public Affairs & Communications

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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	707,684	451,597	458,446	492,226
Payroll Taxes	51,971	24,837	35,071	37,655
Personal Services Total	759,655	476,434	493,517	529,881
Materials & Supplies				
Office Supplies	20,799	10,000	17,500	20,000
Operating Supplies	1,202	-	2,000	-
Other	48	-	-	4,000
Materials & Supplies Total	22,049	10,000	19,500	24,000
Other Services & Charges				
Contractual Services	486,629	208,651	173,651	148,650
Dues and Subscriptions	817	-	1,000	-
Other Services	2,759	5,000	2,500	2,500
Printing and Advertising	435,785	470,000	468,500	552,500
Professional Services	50,323	80,000	135,000	135,000
Telephone	-	1,000	1,000	1,000
Training and Conferences	10,047	2,000	-	2,000
Other Services & Charges Total	986,360	766,651	781,651	841,650
Grand Total	1,768,064	1,253,085	1,294,668	1,395,531
Full Time Equivalents	21.0	7.0	7.0	7.0

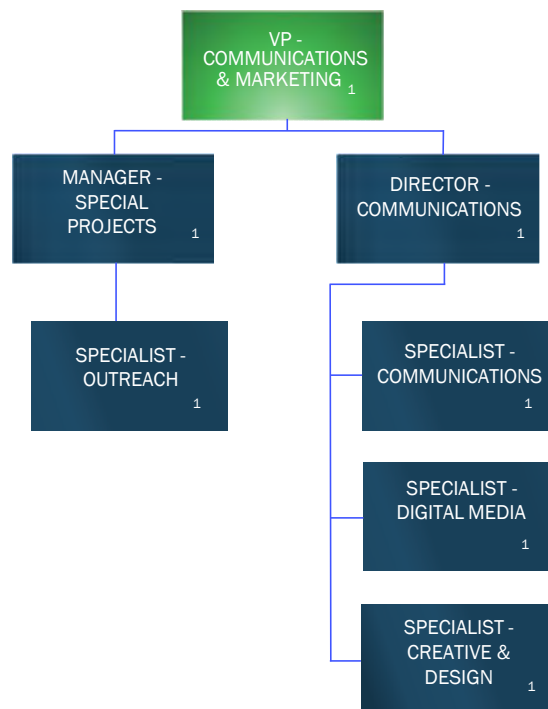
Public Affairs & Communications



Budget Analysis:

- Contractual services includes website hosting and maintenance, and real time passenger information screen hosting.
- 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.
- Professional Services sees an increase due to new partner sponsorships, such as Music & Art.
- Office Supplies sees an increase from increased Postage budget, with additional need necessary from the upcoming Purple and Blue lines.

Public Affairs & Communications



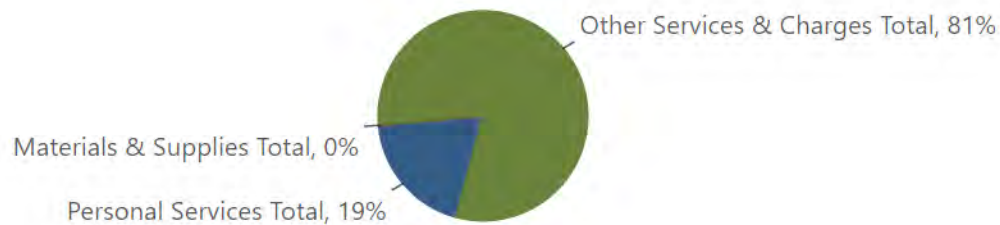
Legal

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 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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	502,355	455,005	555,043	595,942
Payroll Taxes	33,849	34,808	42,461	45,590
Personal Services Total	536,204	489,813	597,504	641,532
Materials & Supplies				
Office Supplies	1,236	1,500	1,000	1,000
Other	-	1,800	-	1,800
Materials & Supplies Total	1,236	3,300	1,000	2,800
Other Services & Charges				
Contractual Services	91,186	132,000	132,251	132,250
Dues and Subscriptions	600	2,000	1,000	1,000
Insurance	814,428	1,500,000	1,200,000	1,750,000
Other Services	(184,285)	(130,000)	-	-
Printing and Advertising	118	-	-	-
Professional Services	775,010	677,000	785,000	785,000
Training and Conferences	4,020	5,000	-	2,500
Other Services & Charges Total	1,501,077	2,186,000	2,118,251	2,670,750
Grand Total	2,038,517	2,679,113	2,716,755	3,315,082
 Full Time Equivalents	 5.0	 5.0	 7.0	 7.0

Legal

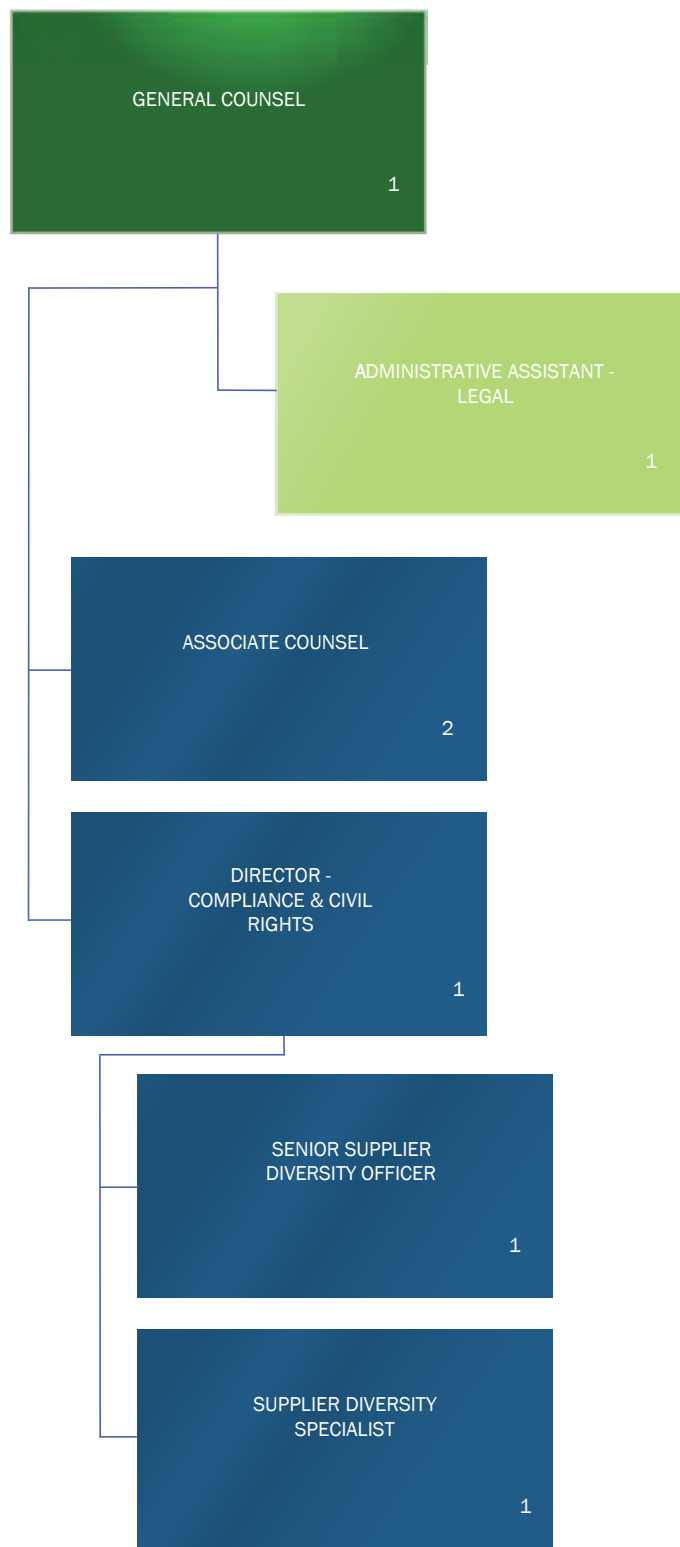
Expenses by Category



Budget Analysis:

- Attorney litigation and arbitration expenses fall under the legal department's professional services budget.
- Personal injury settlement expenses are included in other services and charges.
- DBE specialist staff members have been reassigned to Legal, from Procurement.
- Professional Services sees an increase due to additional Attorney Litigation budget, with additional need coming from recent and upcoming real estate acquisition and construction litigation.

Legal

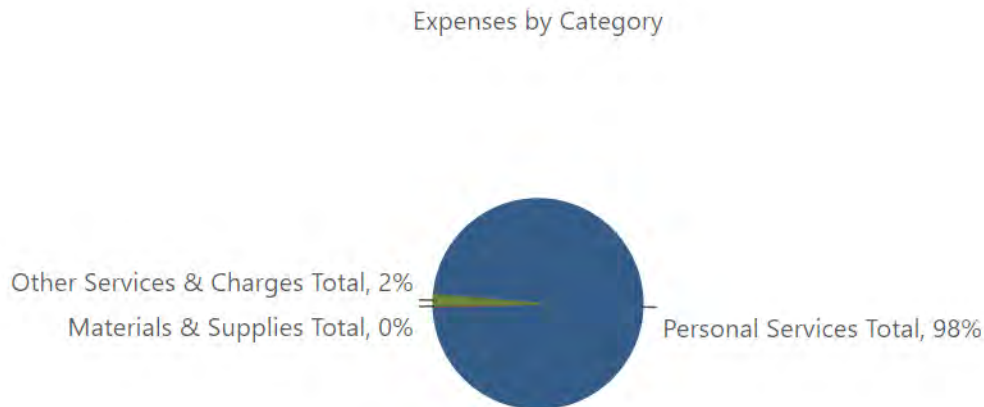


Transportation

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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	28,802,291	30,186,702	31,109,486	33,469,884
Other Benefits	199,131	228,800	240,600	292,750
Payroll Taxes	2,042,263	2,309,282	2,379,876	2,560,446
Personal Services Total	<u>31,043,685</u>	<u>32,724,784</u>	<u>33,729,962</u>	<u>36,323,080</u>
Materials & Supplies				
Fuel	292	-	60,000	-
Office Supplies	16,325	26,100	26,600	26,600
Operating Supplies	57,949	-	-	-
Other	3,597	13,000	-	16,400
Parts	1,765	14,388	13,988	13,988
Materials & Supplies Total	<u>79,928</u>	<u>53,488</u>	<u>100,588</u>	<u>56,988</u>
Other Services & Charges				
Contractual Services	240,169	10,830	465,830	465,830
Dues and Subscriptions	195	-	-	-
Other Services	3,268	798,500	18,000	102,500
Printing and Advertising	-	500	6,500	6,500
Professional Services	15,200	15,400	-	-
Telephone	2,448	37,152	7,776	7,776
Training and Conferences	15,070	1,500	-	37,140
Other Services & Charges Total	<u>276,350</u>	<u>863,882</u>	<u>498,106</u>	<u>619,746</u>
Grand Total	<u>31,399,963</u>	<u>33,642,154</u>	<u>34,328,656</u>	<u>36,999,814</u>
 Full Time Equivalents	 <u>567.0</u>	 <u>581.5</u>	 <u>567.0</u>	 <u>567.0</u>

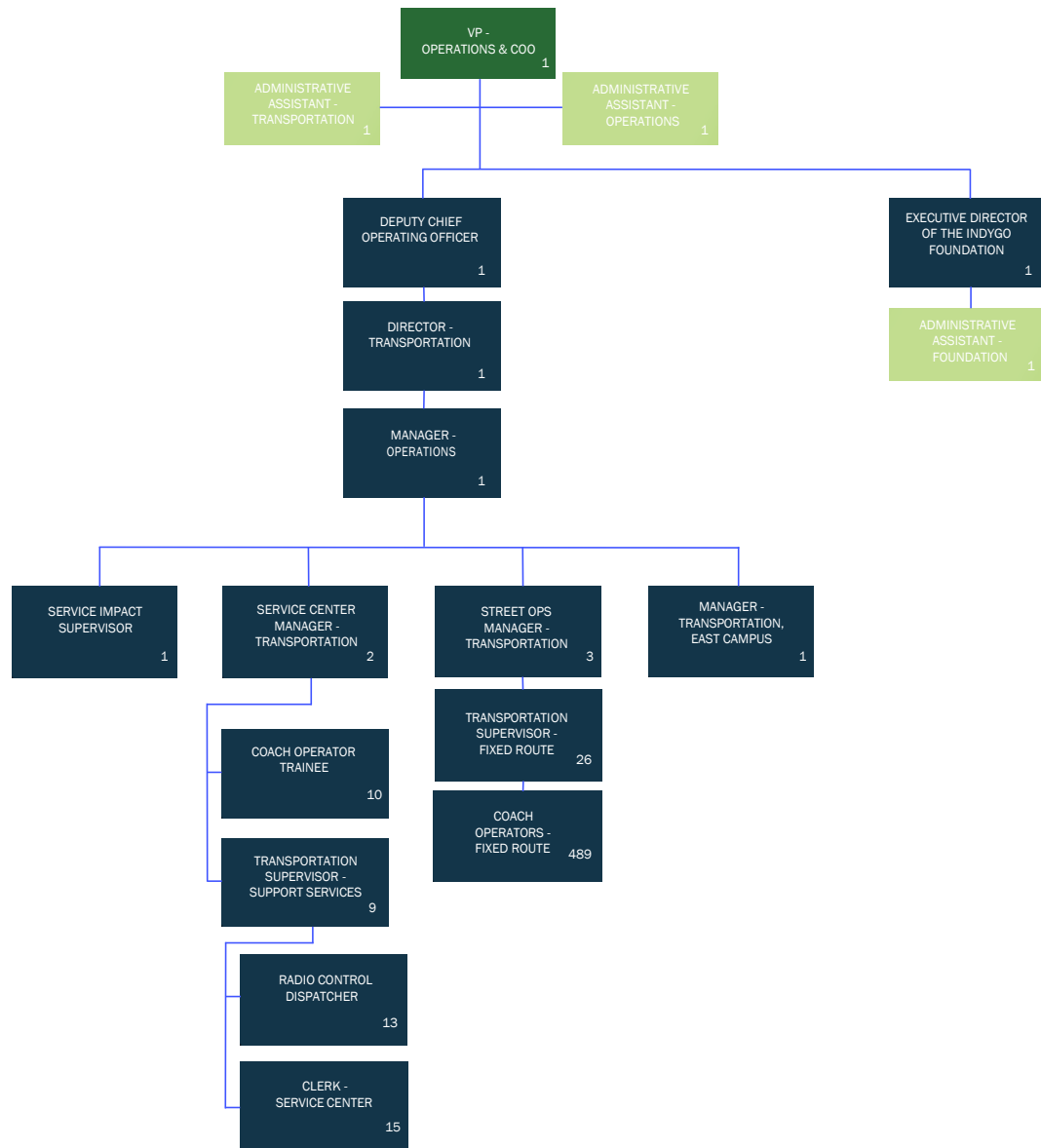
Transportation



Budget Analysis:

- Personal services in Transportation include salary, benefits, and overtime for IndyGo's Professional Coach Operators.
- Driver's license fees are budgeted in other services and charges.
- Indianapolis Public Transit Foundation budget is housed in Transportation.
- Service Planning employees and contracts have been moved out of Transportation, to their newly created department.
- A proposed Purchased Transportation contract, along with related fuel costs, is included in Transportation's budget to supplement the Red Line's end of route service.

Transportation



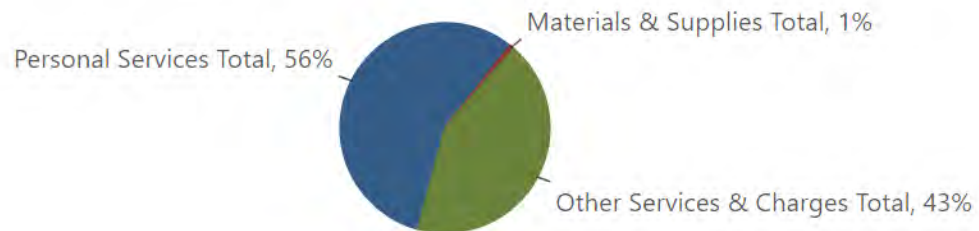
Service Planning

Service Planning department is responsible for the service planning and scheduling of IndyGo's fixed route and bus rapid transit operations.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	-	720,921.1	712,179.0	764,655.0
Payroll Taxes	-	55,150.8	54,482.0	58,496.0
Personal Services Total	-	776,071.9	766,661.0	823,151.0
Materials & Supplies				
Office Supplies	-	4,000.0	4,000.0	5,000.0
Other	-	3,000.0	-	5,000.0
Materials & Supplies Total	-	7,000.0	4,000.0	10,000.0
Other Services & Charges				
Contractual Services	-	438,043.2	483,046.0	616,339.0
Dues and Subscriptions	-	500.0	500.0	685.0
Telephone	-	863.9	864.0	864.0
Training and Conferences	-	4,000.0	-	6,000.0
Other Services & Charges Total	-	443,407.1	484,410.0	623,888.0
Grand Total	-	1,226,479.0	1,255,071.0	1,457,039.0
Full Time Equivalents	-	-	11.0	11.0

Service Planning

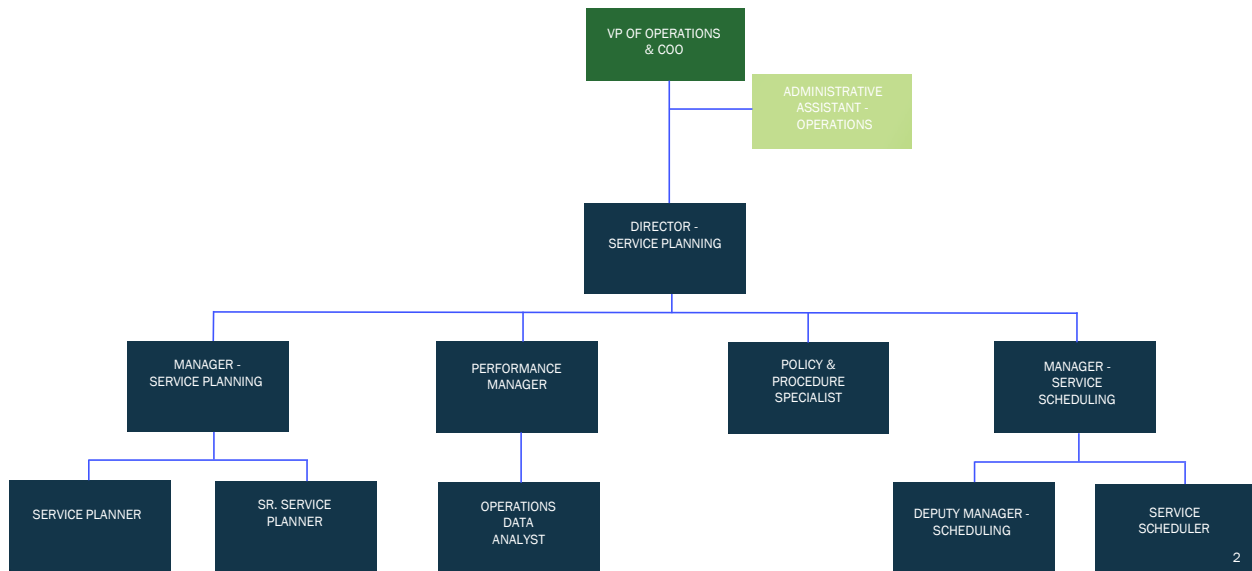
Expenses by Category



Budget Analysis:

- Licensing and maintenance costs for service planning software are included in the IT Software budget.
- Professional scheduling services and training make up Service Planning's contractual services budget.

Service Planning



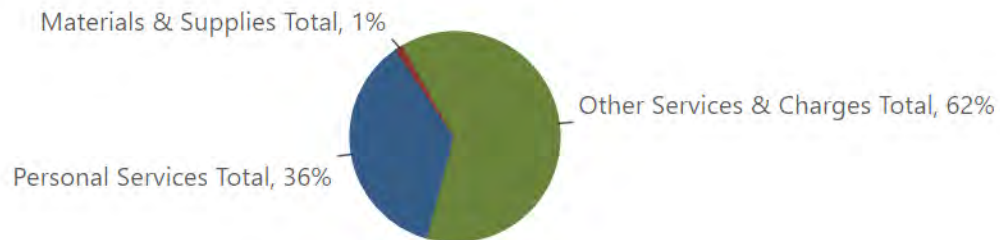
Carson Transit Center

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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	1,060,209	1,166,511	865,081	932,865
Other Benefits	103	5,000	16,012	16,012
Payroll Taxes	76,016	89,239	66,179	71,364
Personal Services Total	1,136,328	1,260,750	947,272	1,020,241
Materials & Supplies				
Office Supplies	1,865	21,000	19,200	19,575
Operating Supplies	13,572	1,000	1,000	1,000
Other	831	-	7,400	1,200
Parts	12,503	17,000	15,500	13,200
Materials & Supplies Total	28,771	39,000	43,100	34,975
Other Services & Charges				
Contractual Services	1,226,590	1,855,429	1,672,853	1,688,190
Dues and Subscriptions	132	-	-	-
Professional Services	7,527	-	-	-
Utilities	50,402	75,000	63,500	64,875
Other Services & Charges Total	1,284,651	1,930,429	1,736,353	1,753,065
Grand Total	2,449,750	3,230,179	2,726,725	2,808,281
 Full Time Equivalents	 23.0	 20.0	 12.0	 12.0

Carson Transit Center

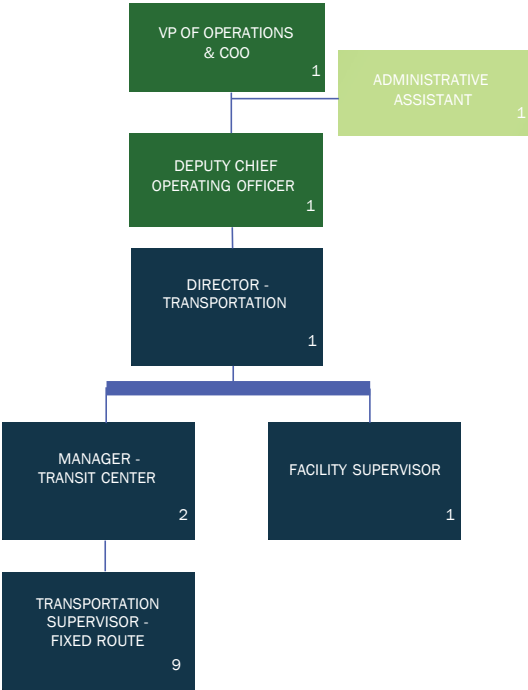
Expenses by Category



Budget Analysis:

- Contractual services includes the CTC's maintenance, repairs, and inspection costs. This also includes deep cleaning and general sanitizing/disinfecting, due to the large volume of people who pass through each day.
- Sewer, water, electricity, and natural gas expenses are budgeted in the utilities line item.

Carson Transit Center



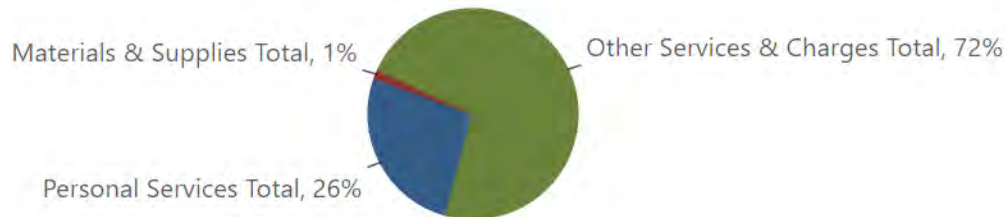
Training & Security

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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	878,234	882,980	866,452	950,296
Payroll Taxes	61,733	67,548	66,284	72,698
Personal Services Total	939,967	950,528	932,736	1,022,994
Materials & Supplies				
Office Supplies	12,044	7,680	9,000	11,797
Operating Supplies	7,803	8,625	8,625	9,540
Other	21,353	12,251	986	9,563
Parts	1,626	19,040	18,600	24,050
Materials & Supplies Total	42,826	47,596	37,211	54,950
Other Services & Charges				
Contractual Services	1,170,886	1,419,084	1,875,976	2,797,115
Other Services	54,597	34,651	-	-
Printing and Advertising	-	10,209	12,475	10,475
Telephone	432	868	868	868
Training and Conferences	1,809	1,310	-	-
Other Services & Charges Total	1,227,724	1,466,122	1,889,319	2,808,458
Grand Total	2,210,517	2,464,246	2,859,266	3,886,402
 Full Time Equivalents	 14.0	 14.5	 14.0	 14.0

Training & Security

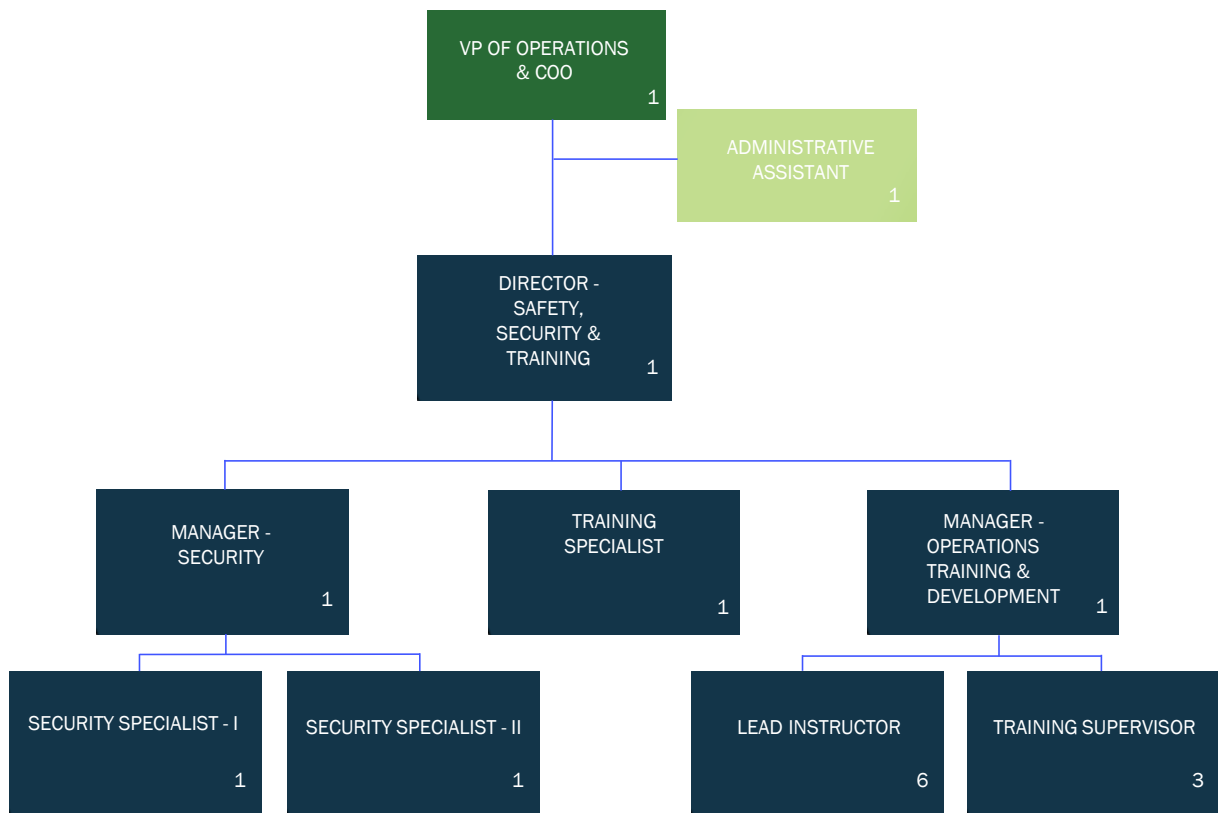
Expenses by Category



Budget Analysis:

- IndyGo's contract for security services include fare enforcement services and security at the 1501 West Washington Street facility, as well as several new facilities opening in 2022. Fare inspector rates are set in line with industry standards.
- Fixed Route Training Instructors are included in Training & Security Department.
- Contractual Services for this department has baseline increases due to the increasing number of total facilities, as existing items such as testing and inspection will have to be applied to each additional facility as well.

Training & Security



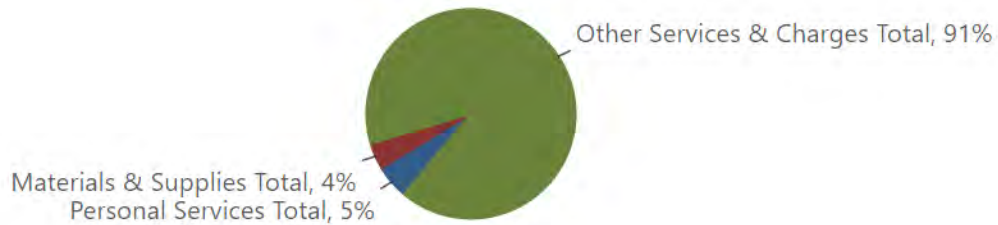
Mobility Services

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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	543,899	701,615	747,817	802,919
Payroll Taxes	38,424	53,673	57,208	61,423
Personal Services Total	582,323	755,288	805,025	864,342
Materials & Supplies				
Fuel	(34,015)	633,119	458,457	641,838
Office Supplies	3,185	3,000	8,000	13,000
Operating Supplies	1,644	3,236	2,551	2,625
Other	26,486	1,200	-	-
Parts	-	12,000	12,000	8,000
Materials & Supplies Total	(2,700)	652,555	481,008	665,463
Other Services & Charges				
Contractual Services	9,315,632	13,270,980	13,396,834	14,966,272
Other Services	1,293	7,210	7,000	8,000
Printing and Advertising	2,864	6,310	6,300	4,895
Professional Services	23,358	-	-	-
Telephone	1,080	1,320	1,320	1,320
Training and Conferences	50	-	-	1,250
Other Services & Charges Total	9,344,277	13,285,820	13,411,454	14,981,737
Grand Total	9,923,900	14,693,663	14,697,487	16,511,542
 Full Time Equivalents	 7.0	 12.0	 13.0	 13.0

Mobility Services

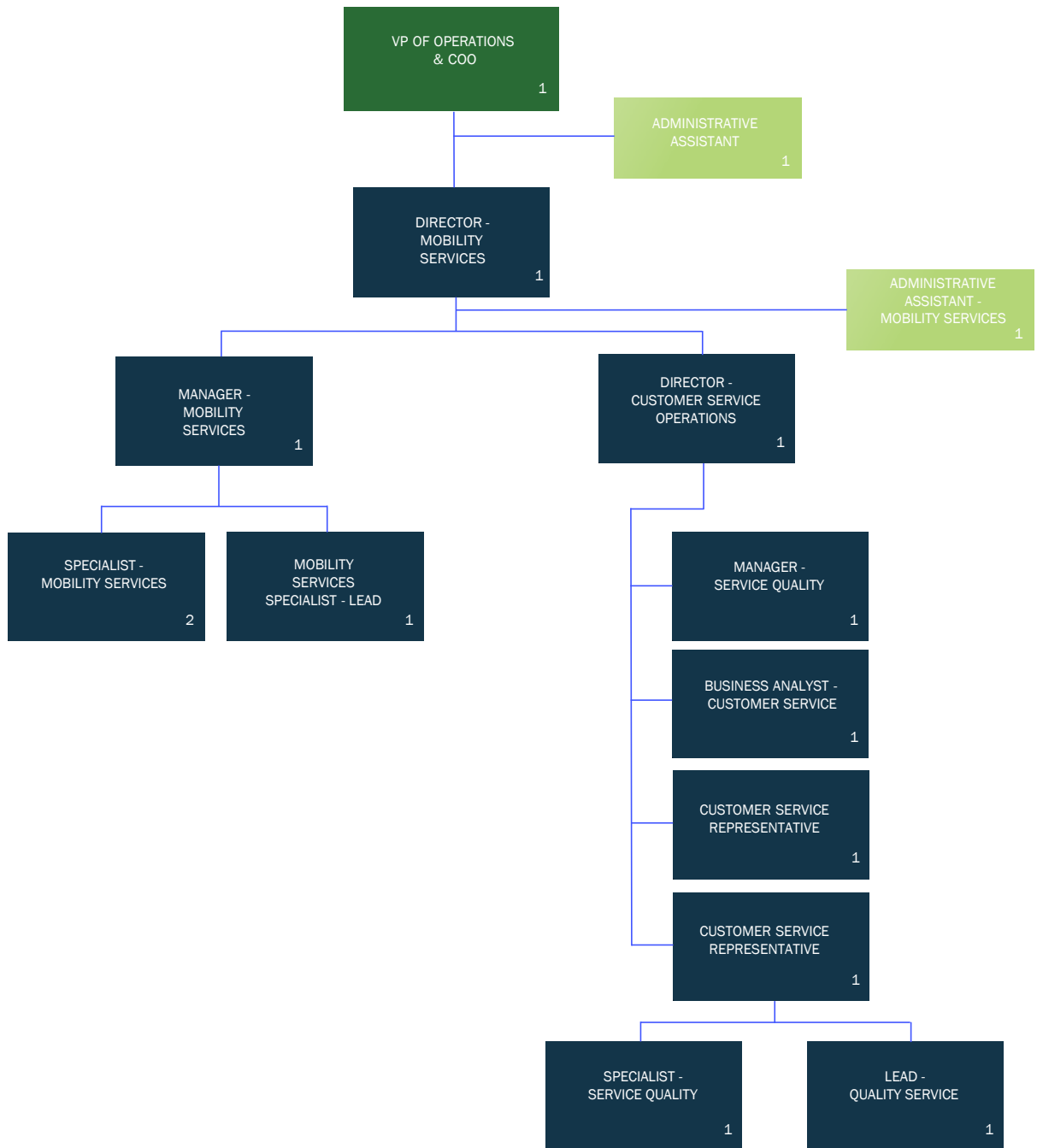
Expenses by Category



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 Flexible Service's 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.
- Office Supplies sees an increase due to the addition of postage for bus pass orders to the Postage account.

Mobility Services



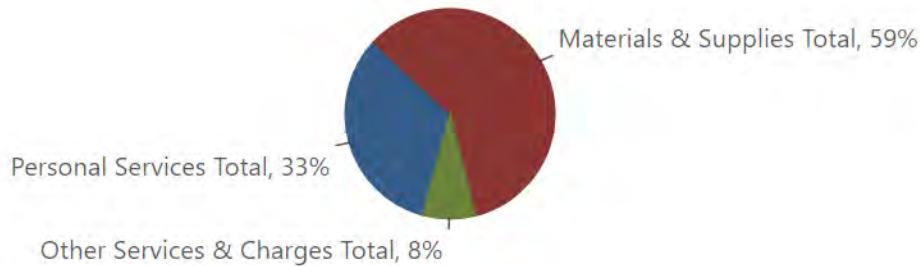
Fleet Services

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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	2,445,076	2,160,933	2,119,387	2,288,686
Other Benefits	9,774	29,345	30,578	30,078
Payroll Taxes	177,558	165,312	162,133	175,085
Personal Services Total	<u>2,632,408</u>	<u>2,355,590</u>	<u>2,312,098</u>	<u>2,493,849</u>
Materials & Supplies				
Fuel	3,556,673	3,296,272	3,964,671	4,079,929
Office Supplies	(5,063)	11,827	15,330	16,403
Operating Supplies	18,712	9,451	11,854	12,409
Other	2,414	14,000	7,500	5,000
Parts	570,084	93,099	180,990	386,115
Materials & Supplies Total	<u>4,142,820</u>	<u>3,424,649</u>	<u>4,180,345</u>	<u>4,499,856</u>
Other Services & Charges				
Contractual Services	183,695	286,656	397,128	593,128
Insurance	(495)	-	-	-
Other Services	12,564	6,500	15,884	16,360
Professional Services	6,981	-	-	-
Telephone	864	864	1,728	1,728
Training and Conferences	126	500	-	-
Other Services & Charges Total	<u>203,735</u>	<u>294,520</u>	<u>414,740</u>	<u>611,216</u>
Grand Total	<u>6,978,963</u>	<u>6,074,759</u>	<u>6,907,183</u>	<u>7,604,921</u>
 Full Time Equivalents	 <u>54.5</u>	 <u>57.0</u>	 <u>44.0</u>	 <u>44.0</u>

Fleet Services

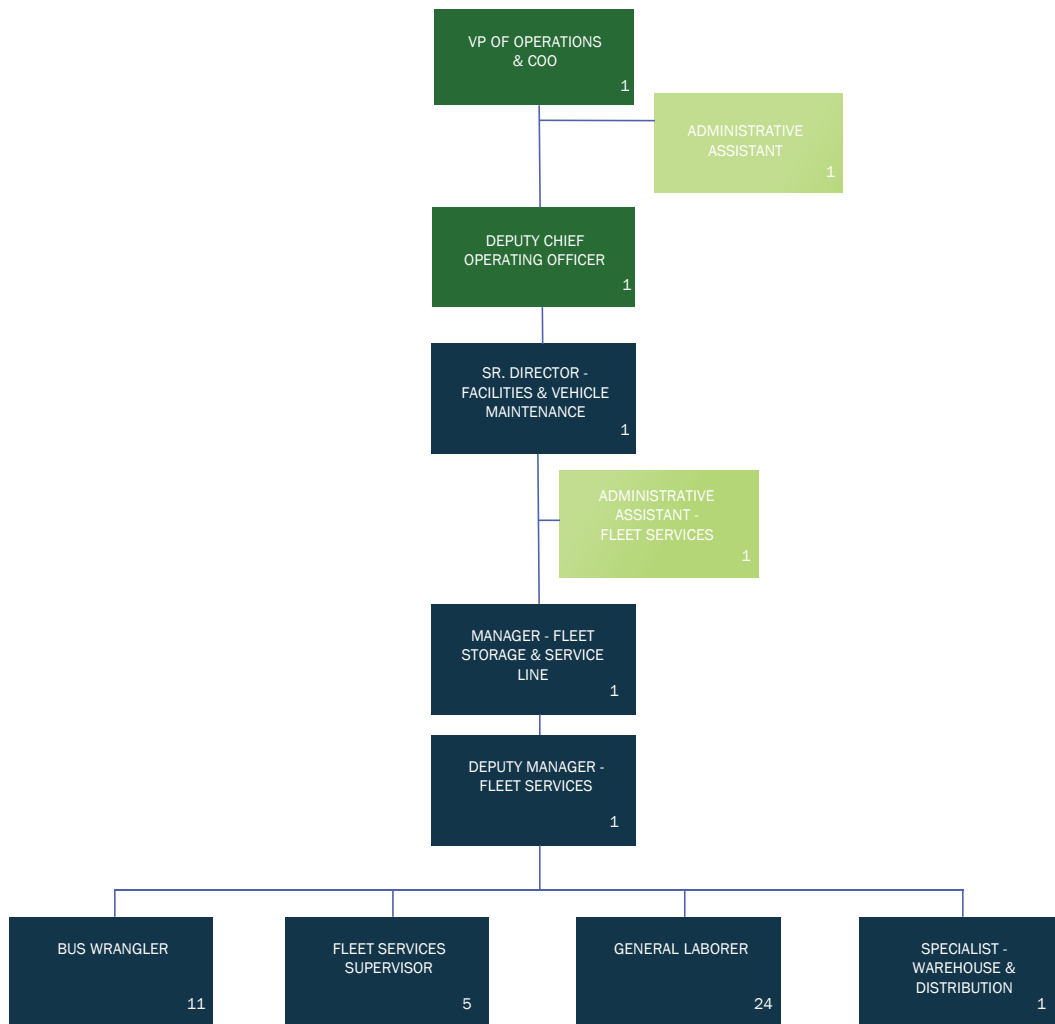
Expenses by Category



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.
- Fleet Services' parts budget largely consists of new inventory items necessary for electric fleets.
- Fuel sees an increase due to an anticipated price increase to Diesel Fuel.
- IndyGo plans to secure a 12-month fixed price contract with its diesel fuel vendor, in order to reduce additional risk associated with a volatile fuel market.
- Parts sees an increase in 2022, due to the additional of Stock Equipment budget related to PPE, cleaning supplies, and parts for non-revenue vehicles.
- Other, under Materials & Supplies, sees a increase due to diesel taxes being transferred to this department, from Preventative Maintenance & Repairs.
- Contractual Services sees an increase, largely due to bus servicing and detailing contract, for work to be performed at the 1501 W. Washington building.

Fleet Services

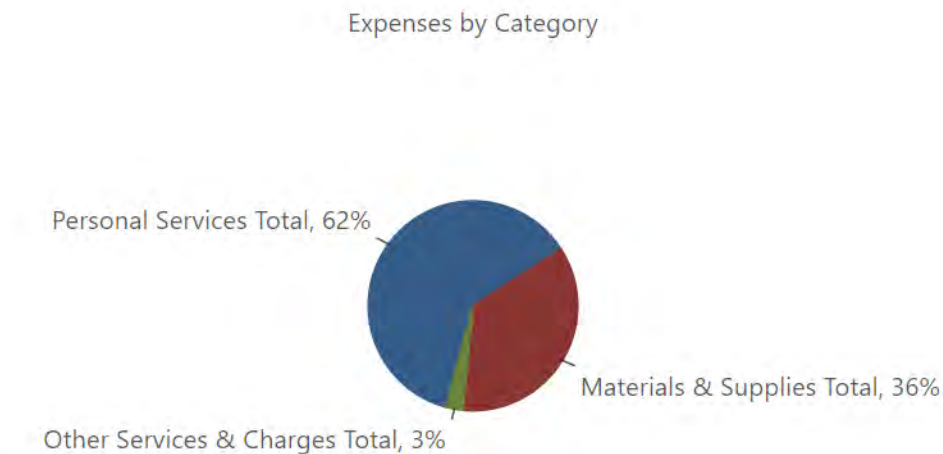


Preventative Maintenance & Repairs

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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	5,605,158	5,495,270	6,408,625	8,909,923
Other Benefits	183,465	218,727	152,880	165,348
Payroll Taxes	406,695	420,388	490,260	681,609
Personal Services Total	6,195,318	6,134,385	7,051,765	9,756,880
Materials & Supplies				
Fuel	1,423	76,542	14,925	69,170
Office Supplies	8,633	10,000	10,000	12,000
Operating Supplies	30,124	39,116	40,051	41,011
Other	4,717	74,500	25,000	25,000
Parts	4,518,956	5,472,358	5,246,727	5,486,804
Materials & Supplies Total	4,563,853	5,672,516	5,336,703	5,633,985
Other Services & Charges				
Contractual Services	254,426	363,548	366,262	375,838
Other Services	7,106	63,699	19,186	21,641
Professional Services	3,168	-	-	-
Telephone	1,728	5,184	5,184	5,184
Training and Conferences	905	3,120	-	15,000
Other Services & Charges Total	267,333	435,551	390,632	417,663
Grand Total	11,026,504	12,242,452	12,779,100	15,808,528
 Full Time Equivalents	 97.0	 90.0	 105.0	 127.0

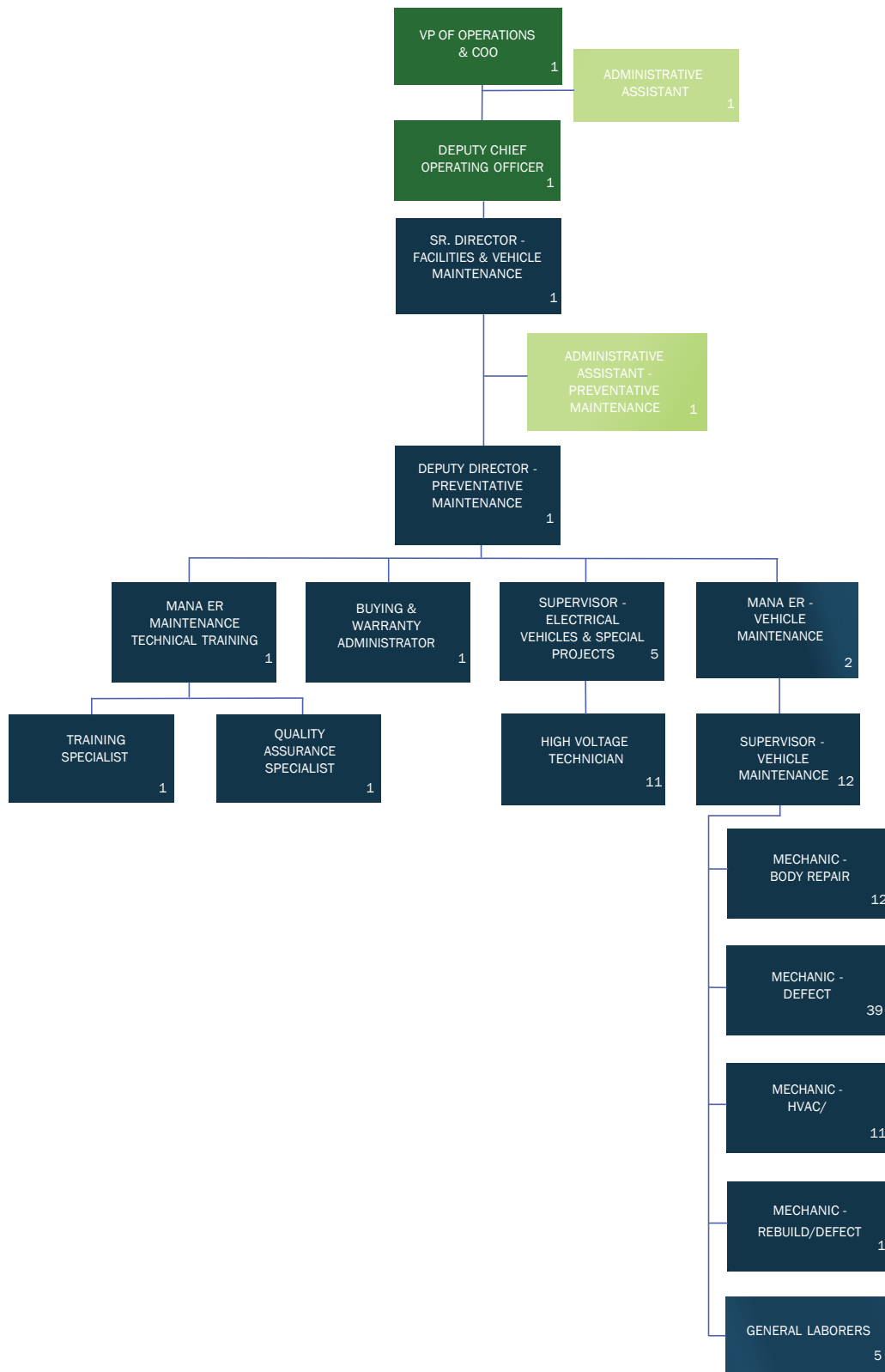
Preventative Maintenance & Repairs



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 and Repairs maintains a budget for fuel and other fluids, used for non-revenue vehicles and support trucks.
- An increase in staffing for this department, especially in defect mechanics, is necessary to support the fleet and the opening of IndyGo's new garage.
- Fuel sees a decrease, as the budgeted amounts necessary for non-revenue vehicles is projected to be lower. Fluids, such as Motor Oil and Anti-Freeze, have also been moved to the Fleet Services department.
- Other, under Materials & Supplies, sees a decrease due to diesel taxes being transferred to the Fleet Services department.

Preventative Maintenance & Repairs



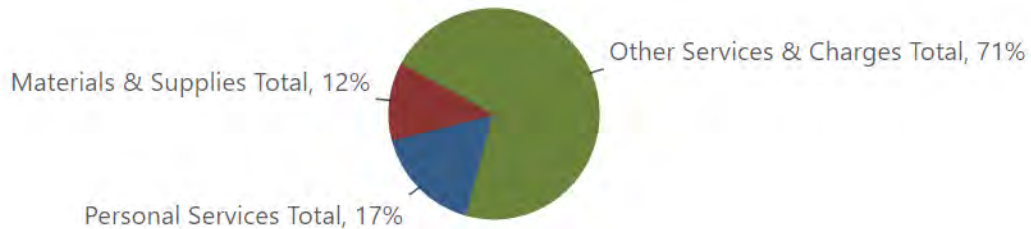
Facility Maintenance

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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	967,007	966,622	1,039,378	1,254,850
Other Benefits	4,411	10,000	11,916	13,084
Payroll Taxes	70,804	73,946	79,512	95,996
Personal Services Total	1,042,222	1,050,568	1,130,806	1,363,930
Materials & Supplies				
Fuel	886	13,000	17,500	25,000
Office Supplies	1,992	10,000	5,000	15,000
Operating Supplies	48,818	201,000	252,000	402,000
Other	-	-	-	3,000
Parts	199,096	270,000	330,000	525,000
Materials & Supplies Total	250,792	494,000	604,500	970,000
Other Services & Charges				
Contractual Services	2,575,140	2,153,499	3,568,191	3,069,200
Other Services	13,068	5,000	50,000	100,000
Professional Services	374,471	10,000	15,000	40,000
Telephone	588	900	2,592	3,456
Utilities	1,484,360	1,765,000	2,268,000	2,528,500
Other Services & Charges Total	4,447,627	3,934,399	5,903,783	5,741,156
Grand Total	5,740,641	5,478,967	7,639,089	8,075,086
 Full Time Equivalents	 16.0	 16.0	 17.0	 19.0

Facility Maintenance

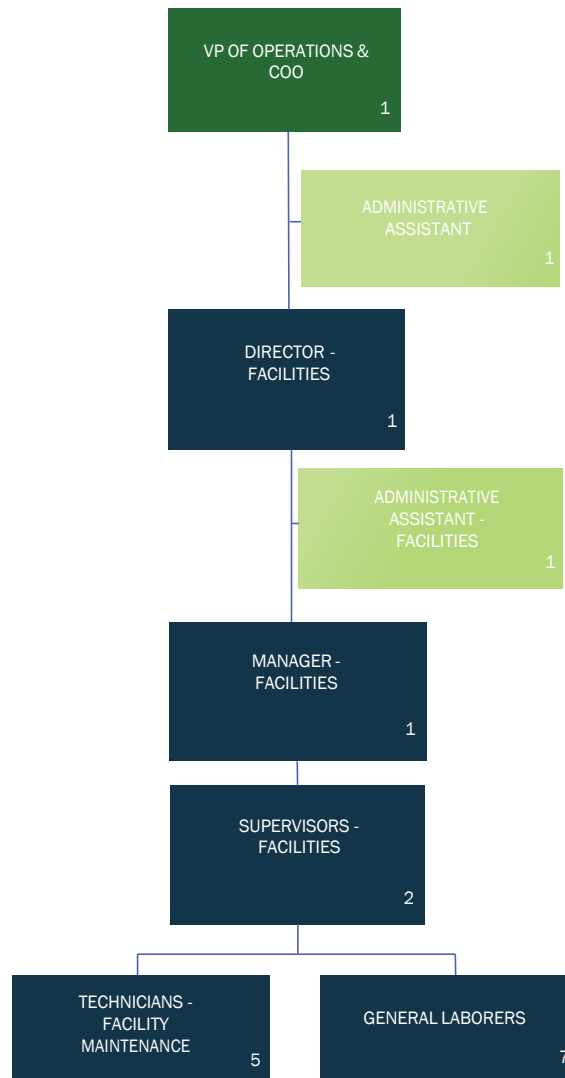
Expenses by Category



Budget Analysis:

- Contractual services include contracts for facilities and bus stop maintenance, landscaping, and snow removal. Also included is general cleaning and sanitizing/disinfecting of IndyGo facilities.
- Sewer, water, electricity, and natural gas expenses are budgeted in the utilities line item.
- The opening of several new IndyGo facilities represents a large portion of the increased budget amounts in Other Services & Charges. Each of these facilities will also need cleaning, utilities, etc.
- Fuel sees an increase, due to an increased number of generators and non-revenue vehicles at the new facilities.
- Operating Supplies sees an increase, due to additional need for miscellaneous supplies for repairs, with additional facilities.
- Contractual Services sees an increase, as new facilities will add budget for landscaping, trash removal, etc.
- Parts sees an increase, largely due to an increased need for Non-Stock Equipment for the new vehicle maintenance garages.
- Other, under Materials & Supplies, sees an increase due to miscellaneous costs associated with the new properties, such as temporary fencing and HOA fees.
- Utilities sees an increase, as additional budget will be required for utilities at the new facilities.

Facility Maintenance



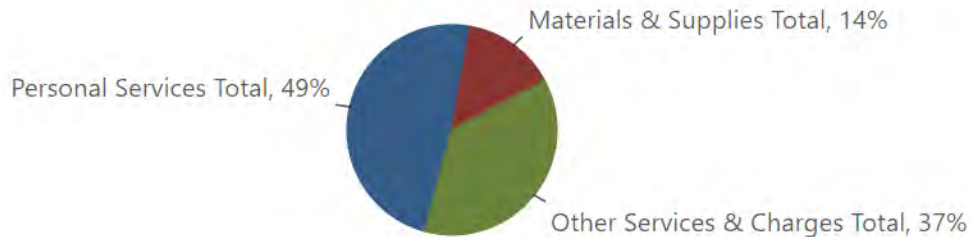
Information Technology

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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	1,582,488	1,736,346	1,978,506	2,266,540
Payroll Taxes	116,890	132,830	151,355	173,390
Personal Services Total	1,699,378	1,869,176	2,129,861	2,439,930
Materials & Supplies				
Office Supplies	15,135	7,645	9,000	11,000
Operating Supplies	2,913	5,500	3,500	11,000
Other	389,283	375,925	798,071	698,720
Parts	140	-	-	-
Materials & Supplies Total	407,471	389,070	810,571	720,720
Other Services & Charges				
Contractual Services	717,947	809,574	860,040	1,004,713
Dues and Subscriptions	535	-	-	-
Other Services	6,129	8,800	7,500	14,300
Professional Services	151,468	100,375	54,451	197,450
Telephone	352,538	628,963	499,778	608,278
Training and Conferences	24,794	-	-	27,500
Other Services & Charges Total	1,253,411	1,547,712	1,421,769	1,852,241
Grand Total	3,360,260	3,805,958	4,362,201	5,012,891
 Full Time Equivalents	 26.0	 25.0	 29.0	 30.0

Information Technology

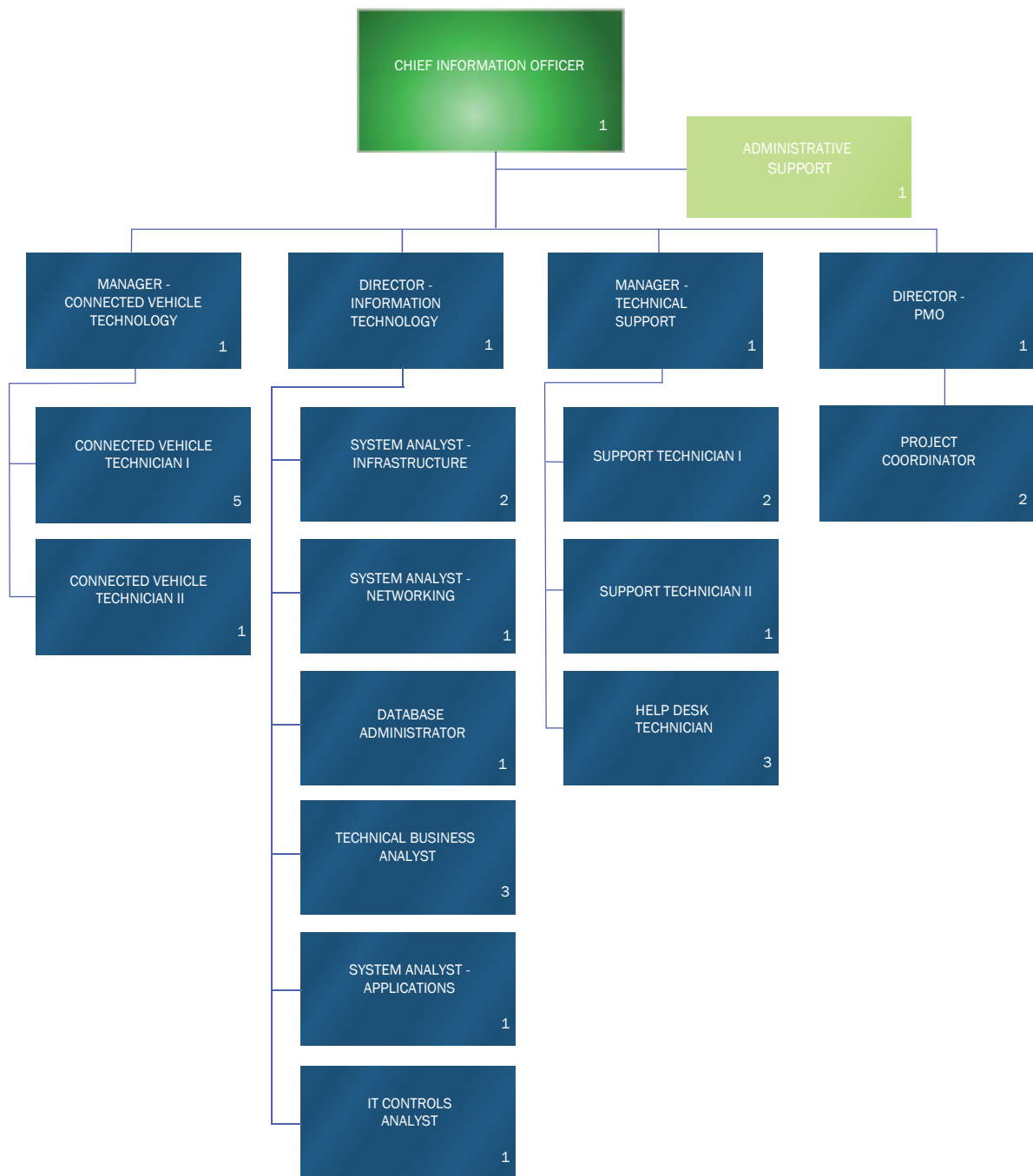
Expenses by Category



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 Fixed Route cell phones and Mobility Services tablets.
- Information Technology department will now absorb agency-wide IT Hardware budgets related to PC requests and replacement.
- Other, under Materials & Supplies, sees an increase due to the addition of several new items under IT Hardware. These include annual licensing and maintenance costs for hardware, as well as tech acquisitions and replacements for the agency.
- Contractual Services sees an increase largely due to several new software licensing and maintenance costs under IT Software. Also included is an additional need for staff augmentation for operational project support.

Information Technology



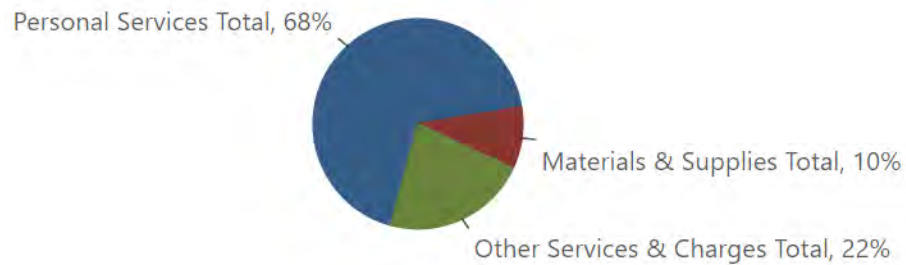
Finance

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 also facilitates agency-wide procurements.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	2,085,782	2,913,319	2,754,152	2,949,796
Other Benefits	5,577	16,600	16,600	16,600
Payroll Taxes	151,063	222,868	210,693	225,659
Personal Services Total	2,242,422	3,152,787	2,981,445	3,192,055
Materials & Supplies				
Fuel	42	-	-	-
Office Supplies	15,472	19,100	20,000	20,000
Operating Supplies	169,074	249,281	225,500	225,500
Other	838	42,000	-	-
Parts	615	737,695	500	200,500
Materials & Supplies Total	186,041	1,048,076	246,000	446,000
Other Services & Charges				
Contractual Services	1,040,181	1,143,710	999,000	971,880
Dues and Subscriptions	2,066	4,880	2,380	2,380
Insurance	1,350	1,500	1,500	1,500
Other Services	830,134	25,872	10,451	10,450
Printing and Advertising	15,059	11,500	15,000	15,000
Professional Services	47,269	58,125	25,000	25,000
Telephone	1,728	6,048	6,048	6,048
Training and Conferences	9,793	7,751	-	7,550
Other Services & Charges Total	1,947,580	1,259,386	1,059,379	1,039,808
Grand Total	4,376,043	5,460,249	4,286,824	4,677,863
 Full Time Equivalents	 36.0	 34.0	 42.5	 42.5

Finance

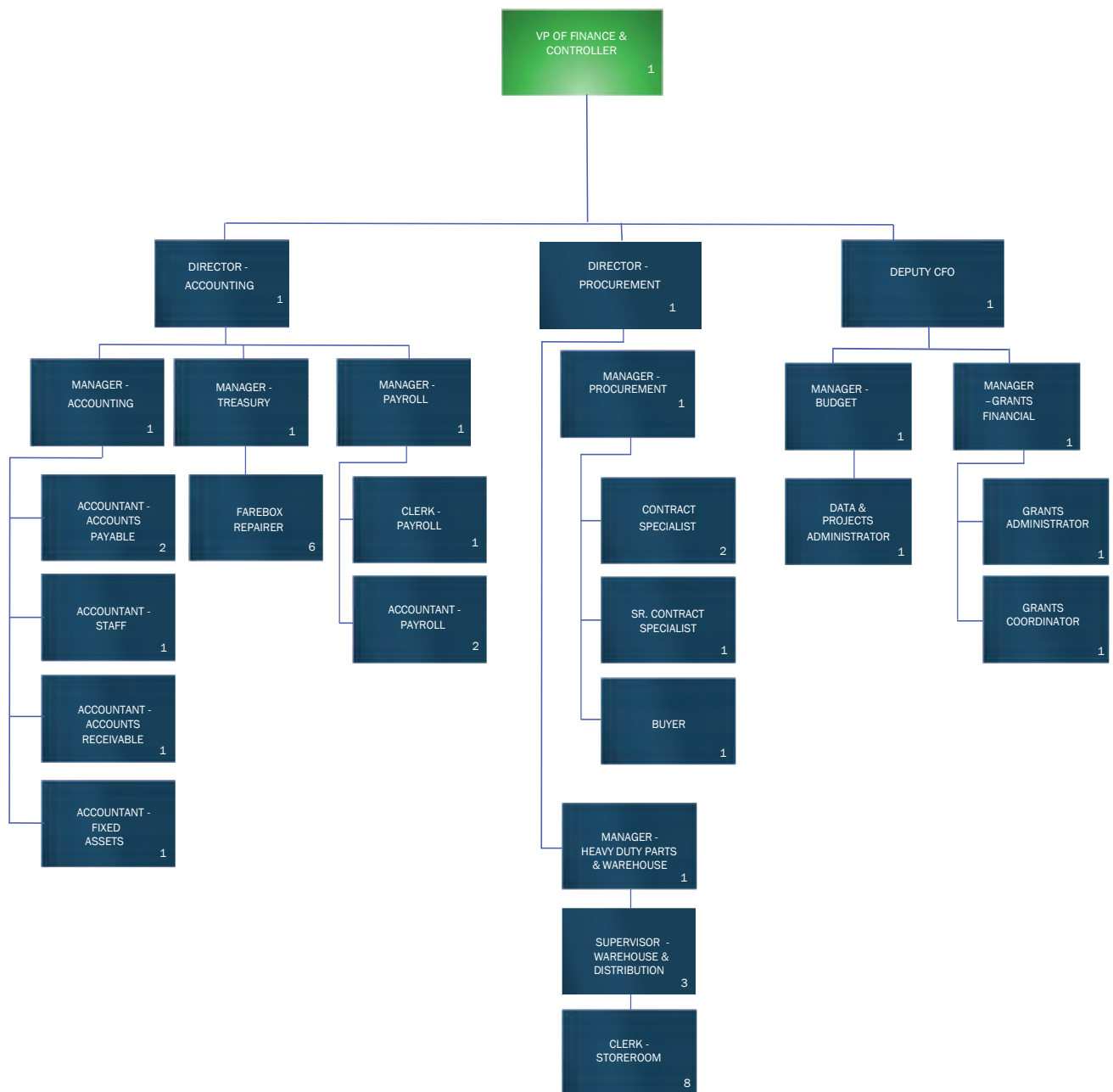
Expenses by Category



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.
- Printing and Advertising sees a small increase, as there is an additional need for legal advertisements for procurements.

Finance

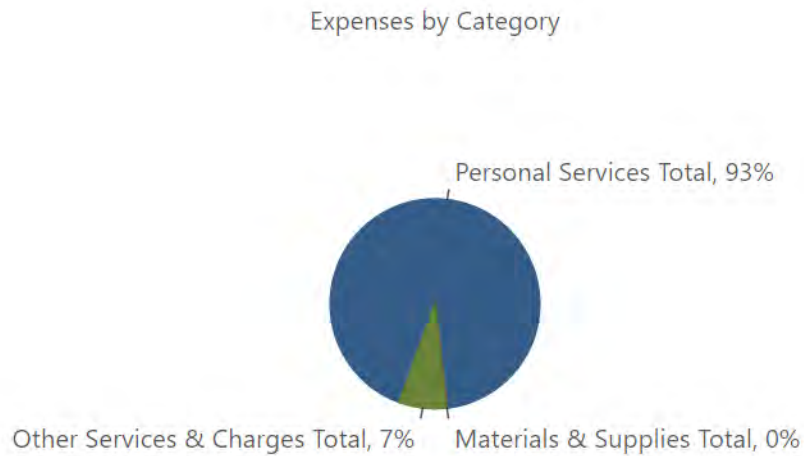


Human Resources

Human Resources department is designed 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. Human resources also ensures 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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	791,269	806,104	870,384	936,371
Benefits	11,981,178	12,687,455	13,761,260	14,497,134
Other Benefits	777,457	650,000	1,100,000	1,000,000
Payroll Taxes	57,460	61,667	66,585	71,632
Retirement	1,789,448	2,006,000	1,925,000	2,125,000
Personal Services Total	15,396,812	16,211,226	17,723,229	18,630,137
Materials & Supplies				
Office Supplies	9,715	12,500	12,500	12,500
Operating Supplies	10,183	3,500	3,500	3,500
Other	3,389	-	-	1,500
Parts	1	-	-	-
Materials & Supplies Total	23,288	16,000	16,000	17,500
Other Services & Charges				
Contractual Services	187,921	151,643	132,834	496,334
Dues and Subscriptions	15,682	2,000	2,000	2,000
Insurance	1,136,155	820,000	845,000	870,000
Other Services	38,161	17,000	18,000	18,000
Printing and Advertising	5,733	25,000	20,000	22,500
Professional Services	24,395	34,908	38,434	57,435
Telephone	720	2,500	2,500	2,500
Training and Conferences	6,999	2,000	-	2,000
Other Services & Charges Total	1,415,766	1,055,051	1,058,768	1,470,769
Grand Total	16,835,866	17,282,277	18,797,997	20,118,406
Full Time Equivalents	16.0	13.0	13.0	13.0

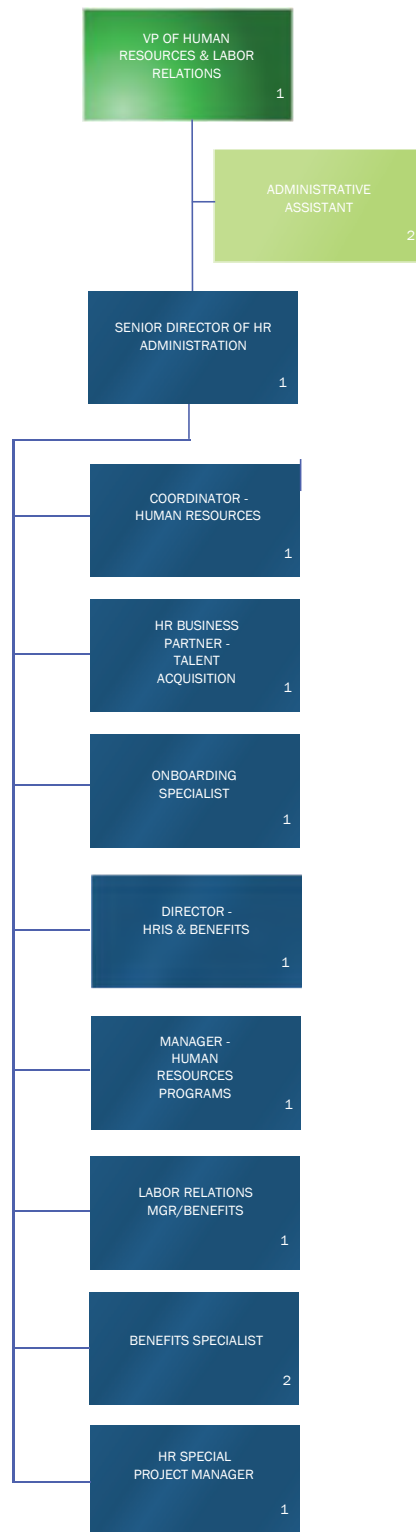
Human Resources



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 for here. Also included in HR's benefits budget is drug and alcohol testing, required by the FTA.

Human Resources



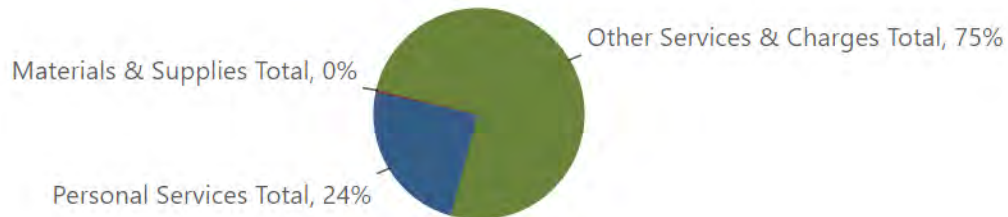
Infrastructure, Strategy, & Innovation

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.

	2020 Actual	2021 Adopted Budget	2022 Adopted Budget	2023 Budget Outlook
Personal Services				
Wages	1,298,770	1,006,555	1,012,007	1,086,576
Payroll Taxes	92,807	77,002	77,418	83,123
Personal Services Total	1,391,577	1,083,557	1,089,425	1,169,699
Materials & Supplies				
Office Supplies	6,393	4,200	6,985	7,860
Operating Supplies	1,993	-	-	-
Other	5,310	5,500	-	6,300
Parts	53,853	-	-	-
Materials & Supplies Total	67,549	9,700	6,985	14,160
Other Services & Charges				
Contractual Services	2,233,998	2,114,088	2,630,260	2,537,040
Dues and Subscriptions	1,366	2,380	2,430	2,575
Other Services	73,130	50,951	10,000	10,000
Printing and Advertising	31,844	100	4,120	4,340
Professional Services	334,726	615,000	645,000	995,000
Telephone	432	2,556	1,800	1,980
Training and Conferences	1,880	9,100	-	79,740
Other Services & Charges Total	2,677,376	2,794,175	3,293,610	3,630,675
Grand Total	4,136,502	3,887,432	4,390,020	4,814,534
 Full Time Equivalents	 13.0	 12.0	 12.5	 12.5

Infrastructure, Strategy, & Innovation

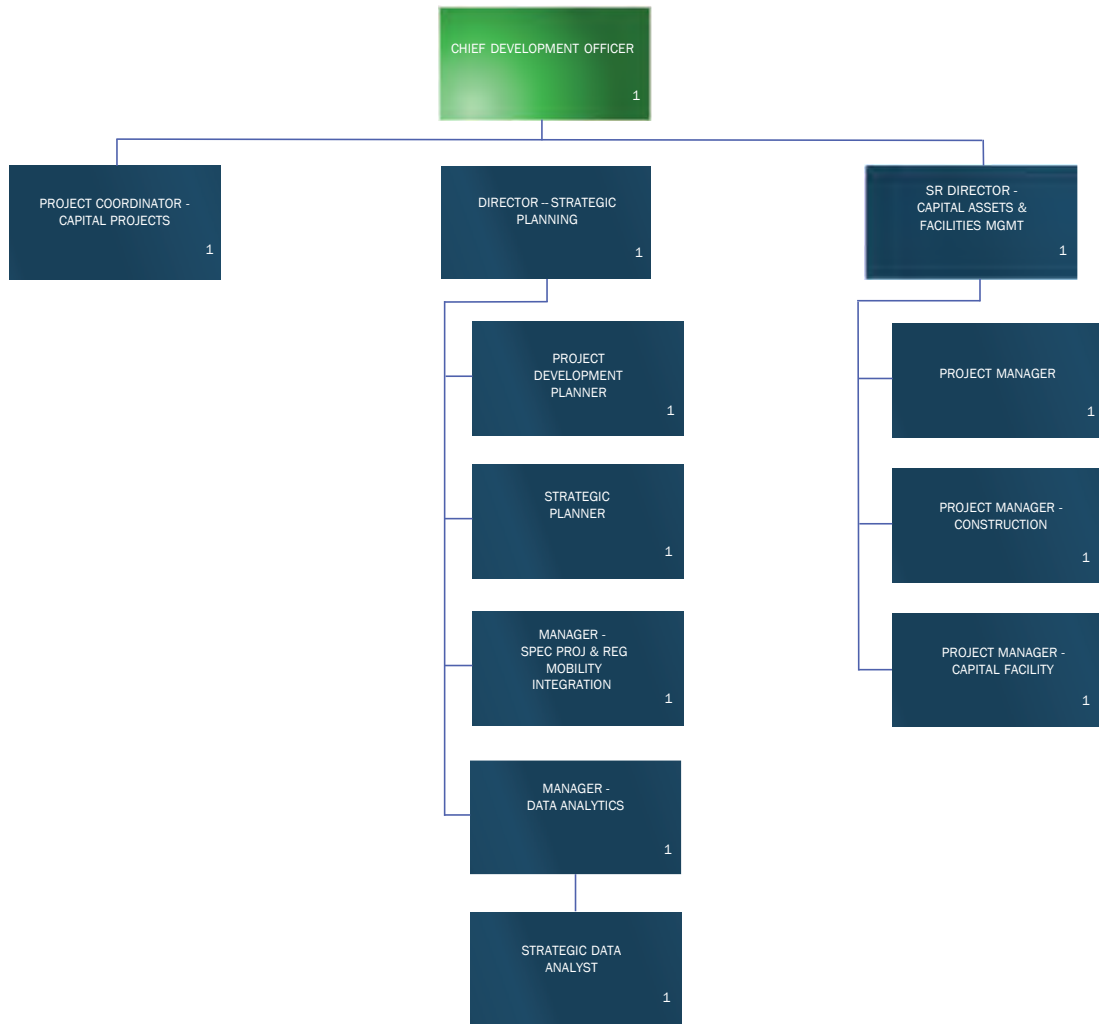
Expenses by Category



Budget Analysis:

- Contractual services includes on-call planning advisory services and program management support services. Also included is the Red Line's operations & management costs to the Department of Public Works.
- Consulting services for the mobility planning and TOD planning are included within other services and charges.
- Budget for Transit Asset Management baseline assessment, update, and maintenance is included in professional and contracted services.
- Contractual Services and Professional Services see an increase, largely due to new needs for traffic studies and surveys, as well as updating the Transit Asset Management plan, and IndyGo's contribution to Transit-Oriented Development planning.

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

Income Tax Revenue Fund

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 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.

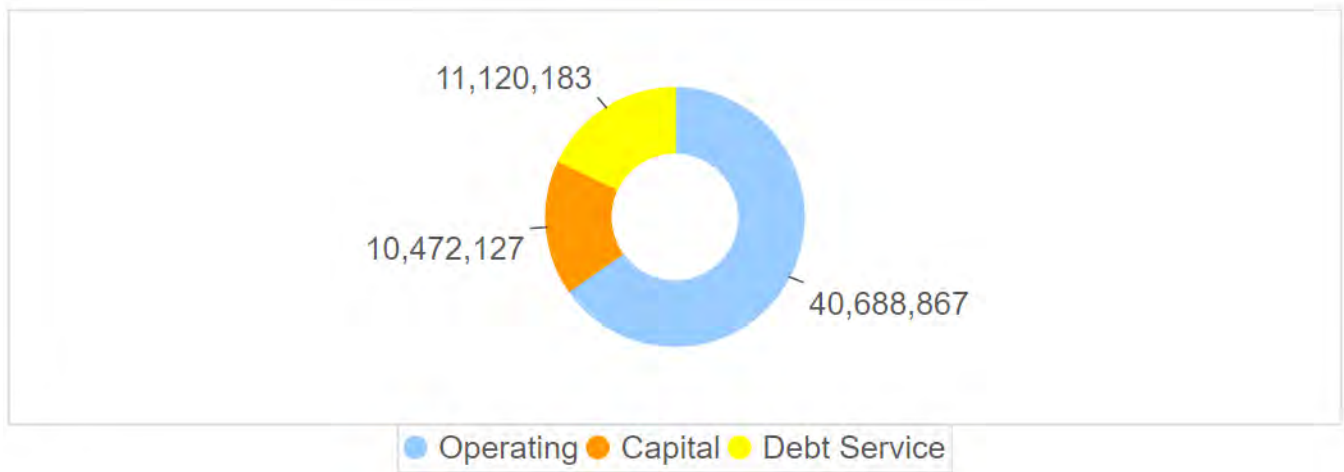
Appropriations out of the Transit Income Tax are expected to be \$62.3 million for 2022.

USES OF REVENUE - WHERE THE MONEY GOES

The following chart represents IPTC's plan for the utilization of the 2022 Income Tax Revenue Funding at a \$123.3 million operating budget, capital budget and debt service budget.

	2022	2023
Operating	40,688,867	42,448,307
Capital	10,472,127	10,924,955
Debt Service	11,120,183	10,776,350
Total Local Transit Income Tax	62,281,177	64,149,612

Income Tax Revenue Fund



DEBT SERVICE

Debt Service Fund

Series 2018A Bonds

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

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

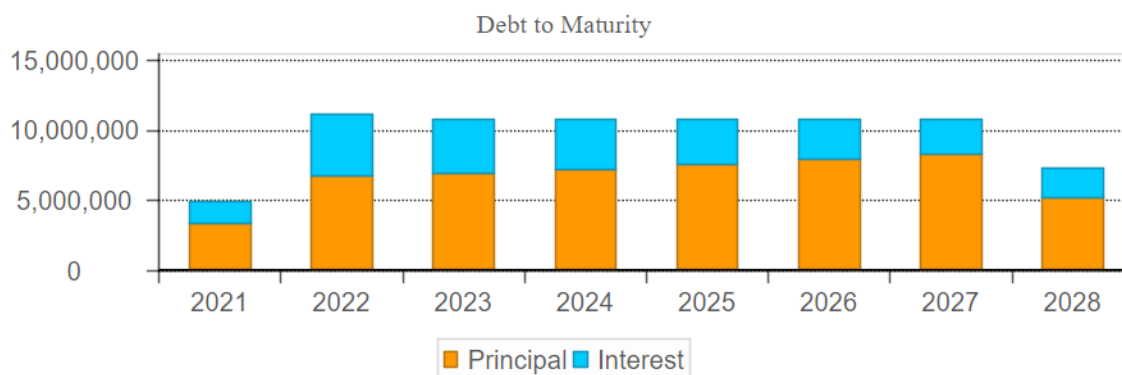
Series 2021D Bonds

On July 27, 2020, the Board of Directors of the Indianapolis Public Transportation Corporation (IPTC) adopted Ordinance No. 2020-01 authorizing the issuance of the Qualified Obligations for the purpose of providing funds to (i) procure twenty-seven (27) 40-Foot Hybrid low floor buses to be utilized within the City and Marion County. On August 10, 2020, the City-County Council (i) approved the issuance of the Qualified Obligations by the IPTC and (ii) pledged by Special Ordinance No. 5, 2020, and pursuant to IC 8-25-3-7 and IC 5-1-14-4, the Transportation LIT Revenues to the IPTC for the payment of principal and interest on the Qualified Obligations on a parity with the IPTC Local Income Tax Revenue Bonds, Series 2018A. The principal of and interest on the Qualified Obligations will be payable from the Transportation LIT Revenues on a parity with the Prior Qualified Obligations. The Project is in furtherance of the Capital Plan. The bonds bear interest at 4.0%, payable on January 15 and July 1 annually, beginning in 2021 and ending January 15, 2033. The trust indenture includes minimum debt service reserve requirements to be held on deposit.

IndyGo carries a standalong AA- rating from S&P Global credit rating agency. IndyGo anticipates future financings in late 2021 or early 2022 to fund approximately \$65 million of projects such as bus purchases and facility improvements.

Debt Service Fund

	Principal	Interest	Total
2021	3,410,000	1,477,666	4,887,666
2022	6,780,000	4,340,183	11,120,183
2023	6,905,000	3,871,350	10,776,350
2024	7,240,000	3,537,600	10,777,600
2025	7,595,000	3,187,275	10,782,275
2026	7,965,000	2,819,850	10,784,850
2027	8,345,000	2,434,475	10,779,475
2028	5,215,000	2,074,050	7,289,050
2029 - 2041	39,485,000	9,277,425	48,762,425
Total	92,940,000	33,019,874	125,959,874



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. 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 2022 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	6,379,045	-	-	-	6,379,045
Local Property & Excise Taxes	37,450,873	-	3,772,757	-	41,223,630
State Funds/Grants	11,240,036	-	-	-	11,240,036
Federal Assistance	26,622,037	-	-	-	26,622,037
Service Reimbursement Programs	265,000	-	-	-	265,000
Advertising Revenue	540,000	-	-	-	540,000
Other Operating Income	113,740	-	-	-	113,740
Local Transit Income Tax	-	51,160,994	-	11,120,183	62,281,177
Total Revenues	82,610,731	51,160,994	3,772,757	11,120,183	148,664,665
Expenditures by Category					
Personal Services	49,573,814	24,416,954	-	-	73,990,768
Materials & Supplies	8,014,245	3,947,317	-	-	11,961,562
Other Services & Charges	25,022,669	12,324,599	-	-	37,347,268
Capital Outlay	-	28,484,824	8,000,000	-	36,484,824
Debt Service	-	-	-	11,120,183	11,120,183
Total Expenditures	82,610,728	69,173,694	8,000,000	11,120,183	170,904,605
Changes in Fund Balance	3	(18,012,700)	(4,227,243)	-	(22,239,940)
Estimated Beginning Fund Balance - January 1, 2022	86,003,480	31,957,298	7,150,008	1,457,043	126,567,829
Estimated Ending Fund Balance - December 31, 2022	<u>86,003,483</u>	<u>13,944,598</u>	<u>2,922,765</u>	<u>1,457,043</u>	<u>104,327,889</u>

(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 balance shrink in budget year 2022, as many capital projects programmed in budget year 2021 did not start as anticipated or were delayed. These appropriations were added back to FY2022. Unspent fund balances will be utilized to pay for capital projects match.

FY 2022 Three Year Consolidated Financial Summary

	General Fund			Cumulative Capital Fund			Non-Major Funds (Home Rule) Funds			Grand Total		
	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget	FY 2020 Actual	FY 2021 Budget	FY 2022 Budget
Revenues												
Passenger Service Revenue	5,877,665	6,379,045	6,379,045	-	-	-	-	-	-	5,877,665	6,379,045	6,379,045
Local Property & Excise Taxes	37,700,214	36,069,630	37,450,873	3,606,929	3,604,788	3,772,757	-	-	-	41,307,143	39,674,418	41,223,630
State Funds/Grants	11,107,800	9,634,315	11,240,036	-	-	-	-	-	-	11,107,800	9,634,315	11,240,036
Federal Assistance	52,089,835	25,531,314	26,622,037	-	-	-	1,184,694	-	-	53,274,529	25,531,314	26,622,037
Service Reimbursement Programs	264,996	265,000	265,000	-	-	-	-	-	-	264,996	265,000	265,000
Advertising Revenue	565,943	607,775	540,000	-	-	-	-	-	-	565,943	607,775	540,000
Other Operating Income	38,473	109,500	113,740	-	-	-	-	-	-	38,473	109,500	113,740
Local Transit Income Tax	-	-	-	-	-	-	60,169,386	53,612,487	62,281,177	60,169,386	53,612,487	62,281,177
Total Revenues	<u>107,644,926</u>	<u>78,596,579</u>	<u>82,610,731</u>	<u>3,606,929</u>	<u>3,604,788</u>	<u>3,772,757</u>	<u>61,354,080</u>	<u>53,612,487</u>	<u>62,281,177</u>	<u>172,605,935</u>	<u>135,813,854</u>	<u>148,664,665</u>
Expenditures by Category												
Personal Services	42,628,760	47,179,668	49,573,814	-	-	-	23,978,678	23,237,748	24,416,954	66,607,438	70,417,416	73,990,768
Materials & Supplies	6,315,744	8,032,704	8,014,245	-	-	-	3,552,606	3,956,408	3,947,317	9,868,350	11,989,112	11,961,562
Other Services & Charges	18,406,195	23,384,206	25,022,669	-	-	-	10,353,485	11,517,593	12,324,599	28,759,680	34,901,799	37,347,268
Capital Outlay	-	-	-	4,332,261	6,000,000	8,000,000	20,687,354	9,531,132	28,484,824	25,019,615	15,531,132	36,484,824
Debt Service	-	-	-	-	-	-	5,199,125	6,370,725	11,120,183	5,199,125	6,370,725	11,120,183
Total Expenditures	<u>67,350,699</u>	<u>78,596,578</u>	<u>82,610,728</u>	<u>4,332,261</u>	<u>6,000,000</u>	<u>8,000,000</u>	<u>63,771,248</u>	<u>54,613,606</u>	<u>80,293,877</u>	<u>135,454,208</u>	<u>139,210,184</u>	<u>170,904,605</u>

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

(2) Local Transit Income Tax and Capital Cumulative funds are seeing expenditures greater than the revenues in budget year 2022 as many capital projects programmed in budget year 2021 did not start as anticipated or were delayed. These appropriations were added back to FY2022. Unspent fund balances will be utilized to pay for 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 2019–2026 Capital Plan is included as Appendix A to this document, for that reason. The 2019–2026 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 2022 is set at \$111.7M. 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 2022 is comprised of grants (41%), bonds (27%), and cash (32%).

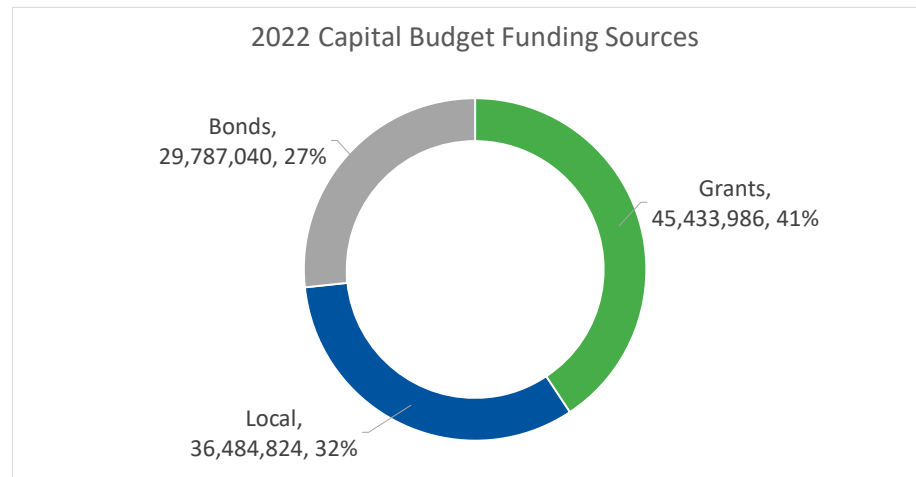


Indianapolis Public Transportation Corporation
2022 Adopted Capital Improvement Program

Project	2022	2023	2024	2025	2026	5 Year CIP Total
BRT and On-Street Infrastructure	70,937,450	74,567,800	104,437,865	89,500,000	42,061,000	381,504,115
30th Street Two-way Conversion Project (Construction)	0	2,150,000	0	0	0	2,150,000
Blue Line BRT	5,746,450	5,707,800	86,850,000	86,850,000	38,961,000	224,115,250
Michigan Street Two-way Conversion Project (Construction)	0	4,350,000	0	0	0	4,350,000
Purple Line BRT	57,900,000	57,900,000	10,037,865	0	0	125,837,865
Red Line Phase II & III (to County Line)	0	0	1,750,000	1,750,000	2,200,000	5,700,000
Red Line Signal Modifications - APB and BRT	345,000	0	0	0	0	345,000
Rub Rails	580,000	0	0	0	0	580,000
Rural Street Underpass Clearance (Construction)	0	1,710,000	4,900,000	0	0	6,610,000
Rural Street Underpass Clearance (Design and NEPA)	710,000	0	0	0	0	710,000
South Madison Park and Ride	350,000	1,850,000	0	0	0	2,200,000
Super Stops 1.0 Delaware Street & 2-way conversion of Ft Wayne (Delaware to Alabama)	70,000	0	0	0	0	70,000
Super Stops 2.0 Alabama, Ft Wayne and Vermont Stations, 2 each.	2,886,000	0	0	0	0	2,886,000
Transit Signal Priority (Installation)	1,450,000	0	0	0	0	1,450,000
Transit Stop Amenities: Shelters, Signs, Benches & Construction	900,000	900,000	900,000	900,000	900,000	4,500,000
Facilities	22,834,250	738,000	365,000	22,500	0	23,959,750
1501 - Exterior Door Replacement (formerly Security Upgrades / Enhanced Security)	93,185	0	0	0	0	93,185
1501 - Garage Conversion, AC to DC	2,721,270	0	0	0	0	2,721,270
1501 - Security Door Upgrades	400,000	0	0	0	0	400,000
CNC Mill	0	0	65,000	0	0	65,000
CTC - Level Boarding and In-ground Charging	570,000	0	0	0	0	570,000
CTC - Lounge / Office Renovations	125,000	0	0	0	0	125,000
East Campus - Facilities	17,520,040	0	0	0	0	17,520,040
Fuel Management System Upgrade	401,755	0	0	0	0	401,755
Fuel Piping	0	400,000	0	0	0	400,000
Golf Carts Replacement	0	0	0	22,500	0	22,500
Maintenance Heavy Equipment Replacement	300,000	300,000	300,000	0	0	900,000
Metal Breaks	0	10,000	0	0	0	10,000
Steam Cleaner (Hotsey)	25,000	0	0	0	0	25,000
Tire Bay Demolition	250,000	0	0	0	0	250,000
Utility Vehicle/ATV	28,000	0	0	0	0	28,000
Veeder Root	50,000	0	0	0	0	50,000
Wall Repair	350,000	0	0	0	0	350,000

Indianapolis Public Transportation Corporation
2022 Adopted Capital Improvement Program

Project	2022	2023	2024	2025	2026	5 Year CIP Total
Zero Turn Mower	0	28,000	0	0	0	28,000
Finance	382,500	390,150	397,953	0	0	1,170,603
Farebox Maintenance / Replacement	382,500	390,150	397,953	0	0	1,170,603
Fleet	15,997,000	31,906,091	17,649,091	18,148,814	19,706,963	103,407,959
Fixed-Route Bus Replacement, BYD Electric Buses for Purple Line 2022	14,267,000	14,267,000	0	0	0	28,534,000
Fixed-Route Bus Replacement/Expansion, 40' Buses	0	15,824,091	15,824,091	16,298,814	17,906,963	65,853,959
Paratransit Bus Replacement	1,450,000	1,500,000	1,550,000	1,550,000	1,550,000	7,600,000
Support Vehicle Replacement	280,000	315,000	275,000	300,000	250,000	1,420,000
Information Technology	1,527,000	8,895,000	25,000	20,000	20,000	10,487,000
Mobility Concierge	240,000	0	0	0	0	240,000
Radio Equipment & Accessories	32,000	25,000	25,000	20,000	20,000	122,000
Vehicle CCTV Replacement	1,255,000	0	0	0	0	1,255,000
Vehicle Communication Replacement	0	420,000	0	0	0	420,000
Vehicle ITS Replacement	0	8,450,000	0	0	0	8,450,000
Safety and Security	27,650	0	0	0	0	27,650
East Campus - Security, Visitor Management	27,650	0	0	0	0	27,650
Grand Total	111,705,850	116,497,041	122,874,909	107,691,314	61,787,963	520,557,077



CAPITAL IMPROVEMENT IMPACTS 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.

Bus Rapid Transit (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	2022 Operating Budget Impact
Operating and maintenance agreement with Indianapolis Department of Public Works	1,500,000
Real time passenger information screen hosting and maintenance	25,000
Updating Red Line signage	15,000
Contract attorney for FTA capital projects	70,000
Purple Line engagement services, construction maps, and website enhancements	65,000
Additional cellular services for BRT	8,422
Total BRT & On-Street Infrastructure	1,683,422

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. Recent procurements of additional facilities to support IndyGo in the areas of administration and 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	2022 Operating Budget Impact
Safety and security professional services, including: fire protection inspection, access control, and intrusion monitoring at new facilities	435,215
Risk and safety inspections for fall protection, forklift, and high-lift equipment at new facilities	12,900
Snow removal and landscaping services at new facilities	350,000
Utilities: electricity, water, and natural gas at new facilities	478,000
Cleaning and maintenance services at new facilities	499,400
Stock equipment for maintenance and repairs at new facilities	140,000
Telephone and internet services at new facilities	67,888
Additional supplies and hardware for new facilities	20,503
Increased overtime for employees at new facilities	10,000
Total Facilities	2,013,906

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 and digital-media fare validators 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.

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.

APPENDIX A

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo

2019-2026 Capital Plan



Statehouse



Adopted by the IPTC Board

August 28, 2019

Amended:

December 3, 2020

October 28, 2021

IndyGoSM

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Capital Plan: 2019 -2026

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INTRODUCTION & OVERVIEW

In November 2016, nearly 60 percent of Marion County voters cast ballots in favor of adopting a 0.25 percent income tax dedicated to fund transit improvements. This transit levy was subsequently enacted by the Indianapolis-Marion County City-County Council in February 2017. The resources derived from this tax will support IndyGo's on-going capital investment program, which includes the implementation and operation of the Marion County Transit Plan (Transit Plan). The Transit Plan is 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 connected grid network.*** The strategic framework for these changes was developed as part of IndyGo's *IndyGo Forward* Comprehensive Operational Analysis, which was to be fully implemented by 2022.

This Capital Plan serves as a roadmap to implementing the Transit Plan, which is part of IndyGo's larger capital investment program. It provides a forecast of planned local 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 last adopted on August 28, 2020 following the August 20, 2020 adoption of the IndyGo's 5-year Capital Budget Summary. Prepared annually, this plan is a companion document to the 5-year Capital Budget Summary. It is the 5-year Capital Budget Summary – not this guidance document – that ultimately governs how much the agency is prepared to spend on capital expenses in any given year.

How to Use This Plan

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

- **Fleet:** The addition and replacement of IndyGo vehicles and equipment to increase the reliability and operational efficiency of IndyGo's fleet and equipment to service and maintain the fleet.
- **Bus Rapid Transit and other 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:** Addition and/or replacement information technology and other administrative systems to promote a modern, high-functioning workplace.
- **Safety & Security:** Safety/security equipment and enhancements.
- **Finance:** The modernization and upkeep of IndyGo's fare collection system.

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To implement this plan, update financial forecasts and annual operating budgets, and prioritize and coordinate numerous capital 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 local revenue estimates and extended the planning horizon to 2024 (and into 2025 to capture all the Blue Line Rapid Transit capital expenditures).

Like previous versions of this document, this version (v3.0) summarizes and organizes the figures that, together, make up the entirety of IndyGo's current capital investment program. Included are detailed descriptions of IndyGo's funding sources and uses of the agency's capital funds. ***This document is a guidance document and is intended to serve as a benchmark for projecting, prioritizing, and programming capital expenditures from year to year. In addition, it serves 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 line; and change the orientation of IndyGo's transit network from a hub-and-spoke network to a connected grid network.*** From time-to-time, this document can also be used to support the pursuit of additional funding requests to finance capital expenditures.

This plan is organized into the following sections:

- The **Annual Summaries** section provides a comprehensive overview of the entire capital investment program, as well as a summary-level annual breakdown of anticipated local revenue and expenditures.
- The **Funding Sources** section provides information on the sources of funding expected to be programmed toward capital expenditures through FY 2026.
- The **Capital Expenditures** section provides an explanation of the total expenditure, an anticipated cost for each expenditure, and the anticipated funding source(s) for each capital investment project.
- **Annual Itemized Expenditure Tables** section provides an itemized quarterly table of expenditures for each year, sorted by category of cost. As of this update, the annual itemized expenditure tables have become placeholders to record actual expenditures.

Recap Summary

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. In 2020, it was determined that total capital expenditures would be \$599,816,899 for the same period and towards the same end goal. This increase of \$47.6 million (eight percent) over the initial budget was 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 buses than had originally been programmed. Beginning in 2021, IndyGo pivoted to acquiring new fixed-route buses through bond issuances, as opposed to leasing agreements.

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Capital Plan: 2019 -2026

Total capital expenditures for 2019 and 2020 were \$46,550,436 and \$30,342,369, respectively. As of August 31, 2021, IndyGo has expended less than 34 percent (\$27,592,563) of its \$83,251,679 2021 budget. Total capital expenditures between 2022 and 2025 is anticipated to be \$520,557,077. All told, the total capital expenditures needed to fully implement the Transit Plan is now more than \$625 million. This increase of more than \$72.8 million is due in large part to the additional facility procurements and a greater expenditure need for 40' and battery electric 60' articulated coaches. Each of these needs is described further on the following pages.

Revision History

Table 1, Version Control Table, will be updated with any changes to this document and better 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 Adoption	Author
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
3.0	Adopted by the IPTC Board	10/28/2021	08/28/2021	Brooke Thomas

Summary of Recent Changes

Below is a summary of the substantive changes that were made between versions 2.0 (December 2020) and 3.0 (October 2021).

- Both the total capital investment project budget and timeline have been updated/adjusted to respond to internal investment decisions and external factors that have caused one or more assumptions to change since the fall of 2020 when the capital plan was last updated.
- The summary pages for each year have been updated to describe what has been accomplished since the December 2020 Capital Plan 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.
- The description of each capital project has been updated to reflect the current status.
- New projects have been added to the Capital Plan and include both projects that are programmed into IndyGo's fiscally constrained capital budget for 2022 through 2026, and illustrative projects. Illustrative projects are those that IndyGo needs or wants to advance, but for which there currently isn't funding for. All large capital investment projects are described in detail throughout the Capital Plan document.

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Capital Plan: 2019 -2026

ANNUAL SUMMARIES

IndyGo's Capital Plan serves as the agency's roadmap for major investment in transit and transit-supporting infrastructure. At a minimum, these investments will include expenditures associated with fleet expansion and replacement, investments in bus rapid transit, enhancements to other on-street infrastructure, renovation, and maintenance of all IndyGo facilities, technological upgrades and enhancements, fare modernization, and safety and security upgrades and 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 Table on the following page shows the annual breakdown of planned expenditures and expected funding sources. The annual summary is intended to serve as a resource for the development of more detailed capital budgets for each upcoming year through FY 2026. Note that this plan now extends beyond the 5-year planning horizon for the capital investment strategy that was set in motion in 2017.

As in years past, 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 budgeted and planned capital expenditures across the entire agency. IndyGo will continue to monitor sources of anticipated local revenue and the need for the expenditures, adjusting this plan as needed.

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

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Table 2. Annual Summary Table, 2020 - 2026

Capital Project	2020		2021		2022	2023	2024	2025	2026	5-Yr Total (2022-2026)
	Final Budget	Actual as of 12/31/2020	Final Budget	Actual as of 8/31/2021						
Expenditures	\$97,709,667	\$30,342,369	\$83,251,679	\$27,592,563	\$111,705,850	\$116,497,041	\$122,874,909	\$107,691,314	\$61,787,963	\$520,557,077
BRT & On-Street Infrastructure	\$70,196,000	\$9,332,550	\$52,033,998	\$3,781,247	\$70,937,450	\$74,567,800	\$104,437,865	\$89,500,000	\$42,061,000	\$381,504,115
Facilities	\$8,785,000	\$2,600,143	\$3,985,000	\$2,546,182	\$22,834,250	\$738,000	\$365,000	\$22,500	\$0	\$23,959,750
Finance ¹	\$225,000	\$846,641	\$392,375	\$128,436	\$382,500	\$390,150	\$397,953	\$0	\$0	\$1,170,603
Fleet	\$13,451,667	\$16,809,146	\$24,645,306	\$16,848,470	\$15,997,000	\$31,906,091	\$17,649,091	\$18,148,814	\$19,706,963	\$103,407,959
Information Technology	\$2,489,000	\$359,417	\$1,975,000	\$776,803	\$1,527,000	\$8,895,000	\$25,000	\$20,000	\$20,000	\$10,487,000
Safety & Security	\$2,563,000	\$394,472	\$220,000	\$1,548,017	\$27,650	\$0	\$0	\$0	\$0	\$27,650
Funding Sources	\$97,709,666	\$30,342,369	\$83,251,679	\$27,592,563	\$111,705,850	\$116,497,041	\$122,874,909	\$107,691,314	\$ 61,787,963	\$520,557,077
Grants	\$56,007,828	\$10,581,867	\$34,914,427	\$15,021,633	\$45,433,986	\$53,816,091	\$ 23,486,246	\$ 17,348,965	\$ 18,944,621	\$159,029,909
Local (cash)	\$26,715,453	\$15,934,787	\$18,719,545	\$11,357,059	\$36,484,824	\$39,963,950	\$ 99,388,663	\$ 90,342,349	\$ 42,843,342	\$309,023,128
Bonds (debt)	\$13,786,385	\$3,825,715	\$29,430,090	\$1,213,871	\$29,787,040	\$22,717,000	\$0	\$0	\$0	\$52,504,040
Other	\$1,200,000	\$0	\$187,617	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expected Capital Surplus	(\$0)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Table 2.1, Annual Summary Table, 2019 on the following page compares 2019 expenditures for Q3 and Q4 with what had been budgeted for 2019 in 2019.

¹ Formerly Public Affairs.

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Capital Plan: 2019 -2026

Table 2.1 Annual Summary Table, 2019

Capital Project	Q3/Q4 2019		Difference	
	Final Budget	Actual as of 12/31/2019	\$ (Budget-Actual)	% Change (over / under budget)
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	\$114,755	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%)
Local (cash)	\$18,887,532	\$12,148,131	\$6,739,401	35.7%
Bonds (debt)	\$3,779,303	\$3,230,042	\$549,261	14.5%
Other	\$0	\$0	\$0	0%
Expected Capital Surplus	(\$1)	\$0	(\$1)	-

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Capital Plan: 2019 -2026

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

Anticipated

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.

IndyGo had anticipated investing an additional \$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), that the majority (54 percent) of programmed expenditures were to have been funded through grants received through the Federal Transit Administration (FTA) and complemented by IndyGo's local revenue (cash). IndyGo had also expected to spend resources from the \$26 million bond approved in 2018.



Final

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 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, which was \$2.3 million under budget for the year. 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, seven percent).

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Capital Plan: 2019 -2026

Table 3. 3Q/4Q 2019 Capital Projects

Funding Sources	Q3		Q4		Q3/Q4 Total	
	Final Budget	Actual	Final Budget	Actual	Final Budget	Actual
Grants	\$17,745,940	\$23,107,179	\$8,467,907	\$8,065,083	\$26,213,846	\$31,172,262
Local (cash)	\$13,594,671	\$7,478,977	\$5,292,861	\$4,669,154	\$18,887,532	\$12,148,131
Bonds (debt)	\$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	
	Final Budget	Actual	Final Budget	Actual	Final 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	\$46,550,436²

² While the total amount for expenditures came in close to what was initially budgeted for Q3 & Q4 of 2019, only the fleet project expenses 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.

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Capital Plan: 2019 -2026

2020 CAPITAL PROJECTS: \$97.7 MILLION

Anticipated

Substantial renovations and enhancements to IndyGo's facilities have been underway since 2019. In 2019, 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. Facility investments were (and still are) needed to account for the increase in both IndyGo's staff and fleet sizes; both of which are necessary to deliver the Transit Plan. In 2019, IndyGo had also programmed \$2.6 million for safety and security upgrades, and \$2.5 million for information technology/finance. Fifty-seven percent of programmed expenditures were to have been paid for with grant dollars.

Facility investments became even more important in the first quarter of 2020 when IndyGo mobilized to respond to the COVID-19 pandemic. 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; many of which were completed that same year. Available capital funding can account for many of these new projects, but not all of them.

By January 2020, IndyGo had acquired 31 60' electric buses to operate within its Red Line and Purple Line BRT network. Due Lower-than-expected battery range on the newly acquired electric buses and delays in mitigating these impacts caused these buses to be completely allocated to the Red Line. IndyGo has worked to update the agency's fleet needs to reflect this unknown, among others. After reviewing the planned operational profile for both remaining rapid transit lines during 2020 budget preparations, IndyGo anticipated needing to purchase more 60' battery electric vehicles to operate service than had originally been estimated. In 2020, it was also assumed that IndyGo would need an additional 20 and 30 battery electric buses beyond what had original been estimated to operate the for both the Purple and Blue bus rapid transit lines. By updating these projections, IndyGo now has several different options to choose from when it comes to fleet replacement (all rolling stock). 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.

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 (refer to the table on the following page).



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Final

The Purple Line design activities continued through the end of 2020, and the Blue Line design was put on hold temporarily. Actual expenditures for building on-street infrastructure and bus rapid transit projects in 2020 totaled \$9.3 million, which ended up being just 30 percent of total planned expenditures for the year. Another 9.3 percent (\$1.74 million) had been spent to address facility needs. This included the unplanned purchase of the property located at 6410 N College Avenue. This property acquisition, which IndyGo needed to construct a permanent end of the line charging location for the Red Line bus rapid transit route, caused many of the planned facility projects for 1501 W Washington Street location to be put on hold (see also Facilities on the following pages). Actual expenditures for facilities in 2020 was \$2,600,143, which was under budget by more than \$6.2 million. This is due in large part to the decision to not pursue full buildout of the training/contingency facility that would have been located at the former Carrier Bryant site, electing to not move forward with the solar array expansion, and electing to not move forward with the CTC lounge and office renovation projects as planned. Actual expenditures for safety and security upgrades and information technology/finance in 2020 was \$394,472 and \$1,206,058, respectively. Grant funds covered just \$278,663 of these expenses. All other expenses were paid for with local revenue (cash). Actual expenditures for maintenance area renovations and the training and contingency facility in 2020 were \$33,628 and \$74,266, respectively. Design activities for the Blue Line bus rapid transit route were temporarily placed on hold.

Table 4: 2020 Capital Projects

2020 Capital Projects			Difference	
Capital Project	Final Budget	Actual as of 12/31/2020	\$ (Budget-Actual)	% Change (over / under budget)
Expenditures	\$97,709,667	\$30,342,369	\$67,367,298	69%
BRT & On-Street Infrastructure	\$70,196,000	\$9,332,550	\$60,863,450	87%
Facilities	\$8,785,000	\$2,600,143	\$6,184,857	70%
Finance ³	\$225,000	\$846,641	(\$621,641)	(276%)
Fleet	\$13,451,667	\$16,809,146	(\$3,357,479)	(23%)
Information Technology	\$2,489,000	\$359,417	\$2,129,583	86%
Safety & Security	\$2,563,000	\$394,472	\$2,168,528	85%
Funding Sources	\$97,709,666	\$30,342,369	\$67,367,297	69%
Grants	\$56,007,828	\$10,581,867	\$45,425,961	81%
Local (cash)	\$26,715,453	\$15,934,787	\$10,780,666	40%
Bonds (debt)	\$13,786,385	\$3,825,715	\$9,960,670	72%
Other	\$1,200,000	\$0	\$1,200,000	100%
Expected Capital Surplus	(\$-1)	\$0	\$0	-

³ Formerly Public Affairs.

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Capital Plan: 2019 -2026

2021 CAPITAL PROJECTS: \$83.2 MILLION

Anticipated (Then)

In 2019 and 2020, IndyGo had expected to continue its robust investment in the bus rapid transit network and on-street infrastructure into 2021. 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, was also expected to get underway in 2021.



In 2019, investments in on-street infrastructure and bus rapid transit represented 87 percent (\$62.8 million) of the \$72.2 million in planned capital expenditures. In 2020, IndyGo increased the 2021 budget amount by \$11.1 million, bringing the total for the year to more than \$83.3 million. This increase was a direct result of a correction in the methodology used to capture the total outlay - not just the debt service payment - for future fleet purchases (see Fixed Route Bus Replacement on the following pages), and the need to purchase more buses than had originally been programmed. This correlates to

investments in on-street infrastructure and bus rapid transit representing approximately 63 percent (\$52 million) of the \$83.3 million in planned capital expenditures for the year.

IndyGo had further anticipated investments in its fixed route fleet, 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 local revenue and bonds. The conversion of 30th Street, facilities planning and construction, and investments in the fixed route fleet were expected to continue as planned. However, in 2020, facility projects that had initially been programmed in 2021 for the agency's main facility located at 1501 W Washington Street were indefinitely put on hold while the agency determined how best to meet its facility needs.

In 2020, IndyGo also 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). The BRT bus docking technology project was removed, and investments in the fixed route fleet, paratransit fleet, and maintenance heavy equipment were expected to total \$24.2 million. Grant resources were expected to fund 42 percent of planned expenditures, with the balance coming mostly from IndyGo local revenue and bonds. Included in the \$83.3 million capital budget adopted for 2021 was the purchase of 27 hybrid buses in Q4 2021. These buses were (and still are) needed 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 were postponed until 2022, at the earliest.

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Capital Plan: 2019 -2026

Now

The 2021 state legislative session, when combined with the real-world impacts of the on-going pandemic, caused the construction of the Purple Line to be delayed to the first quarter of 2022; however, IndyGo has resumed design activities for the Blue Line bus rapid transit route. Design for the 30th Street conversion project is currently underway; however, construction isn't expected to begin until 2023. It was determined by IndyGo staff that, by delaying this work by a year, the agency could focus 2022 resources on the advancement of capital projects that are of a time sensitive nature. Design for the Red Line extensions remains on hold.

As of August 31, 2021, IndyGo has invested \$3.78 million in BRT and other on-street infrastructure improvements, which is less than eight percent of the total budget for the year. As of this update, IndyGo has received 22 hybrid electric buses; totaling more than \$17.5 million. The agency has spent \$593,656 on paratransit vehicles, and another \$67,597 for heavy maintenance equipment, bringing the total thus far to \$16.8 million. This is approximately \$7.8 million less than what was budgeted. By the end of 2021, IndyGo will have received the three remaining hybrid buses. Together these buses total \$798,000. IndyGo is more than \$1.3 million over its \$220,000 budget for Safety & Security. This is due in large part to vehicle CCTV replacement. The agency is also more than half a million over budget for facilities. This is due in large part to the acquisition, design, and construction of new facilities.

Table 5. 2021 Capital Projects

Funding Sources ⁴	Actuals (as of 8/31/2021)					Rev. Budget
	Q1	Q2	Q3	Q4	Total	
Grants	\$92,037	\$1,201,129	\$968,163		\$2,261,329	\$34,914,427
Local (cash)	\$2,757,021	\$3,937,202	\$1,572,326		\$8,266,549	\$18,719,545
Bonds (debt)	\$457,366	\$16,467,476	\$139,844		\$17,064,687	\$29,430,090
Other	\$0	\$0	\$0		\$0	\$187,617
Total Funding Amount	\$3,306,424	\$21,605,807	\$2,680,333		\$27,592,563	\$83,521,679
Expenditures	Actuals (as of 8/31/2021)					Rev. Budget
	Q1	Q2	Q3	Q4	Total	
Fleet	\$0	\$16,161,839	\$640,131		\$16,801,970	\$24,645,306
BRT & Other On-Street Infrastructure	\$1,111,726	\$1,584,079	\$1,085,442		\$3,781,247	\$52,033,998
Facilities	\$1,874,903	\$2,364,823	\$316,364		\$4,556,090	\$3,985,000
Information Technology	\$313,510	\$198,546	\$264,747		\$776,803	\$1,975,000
Finance	\$0	\$62,596	\$65,840		\$128,436	\$392,375
Safety & Security	\$6,285	\$1,233,923	\$307,809		\$1,548,017	\$220,000
Total Expenditures	\$3,306,424	\$21,605,807	\$2,680,333		\$27,592,563	\$83,251,679

⁴ It was originally anticipated that IndyGo's new hybrids would be funded by federal grant dollars (approximately \$14 million) before the recent bond issuance. These figures reflect the fact that IndyGo's capital expenses are being reimbursed – 100% -- from bond funds, rather than grant dollars. Total grant reimbursements for Q2 are primarily for vehicle CCTV replacement.

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2022 CAPITAL PROJECTS: \$111.71. MILLION

Then

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 in 2022, which would have been 93.0 percent of IndyGo's total planned capital expenditures for the year (\$95.6 million). Most of these expenses (\$85.9 million or 97 percent) were to have gone towards advancing the Purple and Blue bus rapid transit routes. 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.

In 2020, IndyGo increased total expenditures for 2022 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 fleet purchases (see Fixed Route Bus Replacement on the following pages), and the need to purchase more buses than had originally been programmed. It was anticipated that a total of \$97.3 million in expenditures, or 89 percent of IndyGo's total planned capital expenditures for 2022, would be needed to advance the construction of on-street infrastructure and bus rapid transit facilities (see Table 6). At that time, \$94.2 million (86 percent) of the revised 2022 budget was allocated to advancing the Purple and Blue Lines. An additional \$12.1 million (11 percent) was allocated to fixed route and paratransit fleet replacement. The \$1.7 million needed to retrofit the downtown transit center to accommodate level boarding was delayed until 2023.

Now

As of this update, it is anticipated that IndyGo will need a total of \$111,705,850 for capital expenditures in 2022. The 2022 budget for facilities has increased from \$0 to \$22.8 million. This is due in large part to the design and construction work taking place at IndyGo's new East Campus location. The budget for information technology and finance has



been increased from \$0 to \$1.5 million, and \$382,500, respectively. This is due in large part to the replacement of vehicle on-board, closed-circuit television (CCTV) equipment. An additional \$3,612,581 has been added to the \$12.4 million needed to expand and maintain IndyGo's fleet. This is due to the need to add additional support vehicle, paratransit, and fixed-route vehicles. The amount of money budgeted for BRT and other on-street infrastructure decreased from \$97.3 million to \$70.9 million. This is due in large part to the shift in the future timeline of the Purple and Blue Line BRT projects as both investments continue to get pushed out. The budget for safety and

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security was reduced by \$202,350 and now totals \$27,650. This is due in large part to the reclassification of the vehicle CCTV replacement project as a safety and security investment to an information technology investment.

Table 6. 2022 Capital Projects

Funding Sources	Actuals					Rev. Budget
	Q1	Q2	Q3	Q4	Total	
Grants						\$45,433,986
Local (cash)						\$36,484,824
Bonds (debt)						\$29,787,040
Other						\$0
Total Funding Amount						\$111,705,850
Expenditures	Actuals					Rev. Budget
	Q1	Q2	Q3	Q4	Total	
Fleet						\$15,997,000
BRT & Other On-Street Infrastructure						\$70,937,450
Facilities						\$22,834,250
Information Technology						\$1,527,000
Finance						\$382,500
Safety & Security						\$27,650
Total Expenditures						\$111,705,850

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2023 CAPITAL PROJECTS: \$116.5 MILLION

Then

In 2019, IndyGo had anticipated paying for all final expenditures associated with the Purple Line project in 2023. In 2019, it was assumed that these on-street infrastructure and bus rapid transit projects would represent more than 96 percent (\$114.7 million) of total programmed expenditures for 2023 (\$120.1 million). In 2020, it was assumed that on-street infrastructure and bus rapid transit projects would represent just 88 percent (\$101.6 million) of total programmed expenditures for 2023 (\$114.9 million).

Between 2019 and 2020, total planned capital expenditures for 2023 decreased from \$120.1 million to \$114.9 million. This was due in large part to a delay in the start of the planned Red Line extensions. By 2020, IndyGo no longer anticipated that 51.5 percent of capital expenditures would be funded through grants. Instead, it was thought that approximately 40 percent of capital expenditures would 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).



Now

The year 2023 no longer represents the year with the largest sum of anticipated expenditures within the planning horizon for this capital program; this is likely to occur in 2024. This is due in large part to delays in the construction of the Purple and Blue bus rapid transit projects. Final expenditures for the construction of the Purple Line bus rapid transit project are now expected to carry over into 2024.

As of this update, total planned capital expenditures for 2023 have increased from \$114.9 million to \$116.5 million, which is still \$3.6 million less than the original \$120.1 million budgeted in 2019. This, again, is due in large part to the delay in the start of the planned Red Line extensions (See BRT: Red Line Rapid Transit (Phases II & III) on the following pages). It is anticipated that IndyGo will need to spend significantly more on its fleet (\$31.9 million as opposed to \$13 million) in 2023 than the agency has intended to in 2020. Despite needing to continue to invest in facilities, information technology, and finance at a level that had not been anticipated in 2019, and the 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 and in-ground charging in advance of the Purple Line BRT route entering into revenue service and construct the South Madison Street Park-n-Ride (\$1.85 million in 2023; \$2.2 million total), the 2023 budget for BRT and other on-street infrastructure has been reduced from \$101.6 million to \$74.6 million. This is due in large part to an increase in total expenditures resulting from the delay to 2024. It is now anticipated that, in 2023, \$5.7 million will be spent on the Blue Line and another \$6.5 million will go towards DPW's

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conversion of 30th Street and Michigan Street to two-way thoroughfares. It is further anticipated that in 2023 just 46 percent of capital expenditures will be paid for with grant dollars. 34 percent will come from cash and the remaining 20 percent from bonds. 2023 no longer includes other sources of funding. These were tax increment finance dollars for the construction of the Blue Line had it moved forward in 2023.

Table 7. 2023 Capital Projects

Funding Sources	Actuals					Rev. Budget
	Q1	Q2	Q3	Q4	Total	
Grants						\$53,816,091
Local (cash)						\$39,963,950
Bonds (debt)						\$22,717,000
Other						\$0
Total Funding Amount						\$116,497,041
Expenditures	Actuals					Rev. Budget
	Q1	Q2	Q3	Q4	Total	
Fleet						\$31,906,091
BRT & Other On-Street Infrastructure						\$74,567,800
Facilities						\$738,000
Information Technology						\$8,895,000
Finance						\$390,150
Safety & Security						\$0
Total Expenditures						\$116,497,041

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2024 CAPITAL PROJECTS: \$122.9 MILLION

Then

In what was originally the final full year of this capital investment program, IndyGo had anticipated advancing the Blue Line and Red Line extension bus rapid transit projects through 2024 (and into the first part of 2025). In 2019, the majority of 2024 expenditures (\$71 million or 77 percent) were targeted towards the construction of the Blue Line. In 2019, IndyGo had also anticipated purchasing eleven 60,' all electric vehicles, at a cost of nearly \$1 million each. 55 percent of the expenditures in 2024 were to be grant reimbursable.



Due to a delay in the start of the Red Line extensions projects, total planned capital expenditures between 2019 and 2020 increased over \$20 million. This was due to a delay in the start of the Red Line extensions project. In early 2020, IndyGo anticipated needing to receive delivery of 36 sixty-foot buses for the Blue Line BRT line by 2024), which is six more buses than the agency's 2019 estimate. In 2019, the agency also anticipated needing to replace eleven forty-foot buses in 2024. This number remained the same between 2019 and 2020.

Now

As of this update, total capital expenditures for 2024 is \$122,874,909, which is \$9.7 million more than the \$113.2 million budget established in 2020. This is due in large part to fleet needs (\$17.6 million) and the construction of both the Purple Line (\$10 million in 2024) and Blue Line (\$86.85 million in 2024) bus rapid transit corridors. It is further anticipated that IndyGo will move forward with the completion of the Rural Street Underpass project (\$4.9 million in 2024; \$6.61 million total).

See also BRT: Red Line Rapid Transit (Phases II & III) on the following pages.

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Table 8. 2024 Capital Projects

Funding Sources	Actuals					Rev. Budget
	Q1	Q2	Q3	Q4	Total	
Grants						\$ 23,486,246
Local (cash)						\$ 99,388,663
Bonds (debt)						\$0
Other						\$0
Total Funding Amount						\$122,874,909
Expenditures	Actuals					Rev. Budget
	Q1	Q2	Q3	Q4	Total	
Fleet						\$17,649,091
BRT & Other On-Street Infrastructure						\$104,437,865
Facilities						\$365,000
Information Technology						\$25,000
Finance						\$397,953
Safety & Security						\$0
Total Expenditures						\$122,874,909

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2025 CAPITAL PROJECTS: \$107.7 MILLION

Then

In 2019, it was anticipated that IndyGo would realize the Marion County Transit Plan by completing all major capital investment projects by the first half of 2025. However, due to the delays related to the design and construction of the Blue Line bus rapid transit route, total capital expenditures for 2025 is now at \$31.9 million an increase of \$7.2 million from 2019.



Now

As of this update, investments of more than \$89.5 million to advance BRT and other on-street infrastructure improvements, and more than \$18 million to meet the agency's fleet needs. BRT and other on-street infrastructure expenditures will be primarily for the Blue Line BRT bus rapid transit project (\$86.9 million). The remainder of these investments are targeted for Transit Stop Amenities (approx. \$1 million). Investments in IndyGo's fleet will include \$16.3 million for fixed-route bus replacement and expansion, \$1.55 million for paratransit bus replacement, and \$300,000 for support vehicle replacement. (See also BRT: Red Line Rapid Transit (Phases II & III) on the following pages.

Table 9. 2025 Capital Projects

Funding Sources	Actuals					Rev. Budget
	Q1	Q2	Q3	Q4	Total	
Grants						\$ 17,348,965
Local (cash)						\$ 90,342,349
Bonds (debt)						\$0
Other						\$0
Total Funding Amount						\$107,691,314
Expenditures	Actuals					Rev. Budget
	Q1	Q2	Q3	Q4	Total	
Fleet						\$18,148,814
BRT & Other On-Street Infrastructure						\$89,500,000
Facilities						\$22,500
Information Technology						\$20,000
Finance						\$0
Safety & Security						\$0
Total Expenditures						\$107,691,314

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2026 CAPITAL PROJECTS: \$61.8 MILLION

Now

In 2021, the planning horizon for this plan was extended from 2025 to 2026. Planned capital expenses for 2026 are estimated to be \$61,787,963. Like 2025, this is due in large part to the need to continue investments in BRT and other on-street infrastructure improvements (\$42.1 million in 2026) and the agency's fleet (\$19.7 million). The BRT and other on-street infrastructure investments are limited to the Blue Line bus rapid transit corridor (\$38,961,000), Transit Stop Amenities (approximately \$1 million). Investments in IndyGo's fleet will include \$17.9 million for fixed-route bus replacement and expansion, \$1.55 million for paratransit bus replacement, and \$250,000 for support vehicle replacement. Funding is expected to be 31 percent (\$18.9 million) in grant dollars and the remaining 69 percent (\$42.8 million) from local revenue. (See also BRT: Red Line Rapid Transit (Phases II & III) on the following pages.

Table 10. 2026 Capital Projects

Funding Sources	Actuals					Budget
	Q1	Q2	Q3	Q4	Total	
Grants						\$ 18,944,621
Local (cash)						\$ 42,843,342
Bonds (debt)						\$0
Other						\$0
Total Funding Amount						\$61,787,963
Expenditures	Actuals					Budget
	Q1	Q2	Q3	Q4	Total	
Fleet						\$19,706,963
BRT & Other On-Street Infrastructure						\$42,061,000
Facilities						\$0
Information Technology						\$20,000
Finance						\$0
Safety & Security						\$0
Total Expenditures						\$61,787,963

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FUNDING SOURCES

IndyGo’s capital investment projects are funded primarily by competitive and non-competitive (formula-based) grants, bonds, and local revenue (cash). Non-farebox revenue funds such as Section 5307 Urbanized Area Funding are provided to IndyGo based on federal formulas, as established by Congress in federal surface transportation bills and confirmed through annual appropriations. Conversely, the Section 5309 program is a competitive program designed to fund major capital projects. To be awarded a Section 5309 grant, 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 financial support from the City of Indianapolis’ Department of Public Works (DPW) and the Metropolitan Development Commission (MDC). More specifically, MDC has committed resources from the Consolidated Downtown and Airport tax increment finance (TIF) districts for the Red Line and Blue Line, respectively.

Each of IndyGo’s funding sources are described in greater detail throughout this section. The following table outlines the relationship between grant numbers and their original funding sources. 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. Use this table to cross reference the sources and uses tables with the table below to identify the original funding source.

Table 11. IndyGo Grant Number by Funding Source

5307 Formula	5309 Small Starts	5339 Formula	5339 Competitive	5310 Formula	CMAQ / STBG (TA, NEPA, IT)	STBG
IN-2016-024-11.42.06 (Acquire Shop Equipment)	Small Starts (Red)	FY 2020	Solar Array Low No	FY 2021	IN-2016-016-11.42.08 (Software)	IN95X046-11.42.08 (Hardware)
IN-2017-018-11.42.06 (Acquire Shop Equipment)	Small Starts (Purple)	FY 2021		FY 2022	IN-2016-016-11.71.03 (Project Management)	IN95X046-11.42.08 (Project Mgmt. – Disaster Recovery)
IN-2019-001-11.12.15 (Facility)	Small Starts (Blue)	FY 2022		FY 2023	2020 CMAQ – TSP	2020 STP – Fleet Replacement
IN-2021-023-11.44.03 (Facility)		FY 2023		FY 2024	2023 STP/CMAQ (Red Line Ext.)	2021 STP – Fleet Replacement
IN-2021-023-11.42.20 (Training Simulators)		FY 2024		FY 2025	2024 STP/CMAQ (Bus Replacement)	
IN-2021-046-Purple Line		FY 2025		FY 2026		
5307 Security Set Asides						

GRANTS

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

In the State of Indiana, the Indiana Department of Transportation (INDOT) is the designated recipient for Section 5307 for small, urbanized areas whose population is between 50,000 and 199,999. FTA Section 5307 resources are non-competitive federal funds allocated to transit providers in urbanized areas throughout the United States, which is defined as a U.S. Census-designated area with a population of 50,000 or more as determined by the U.S. Department of Commerce, Bureau of the Census. This program makes Federal resources available to urbanized

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areas for transit capital and operating assistance, and for transportation-related planning activities within an urbanized area. 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.

FTA Section 5340, Growing States/High Density Section funding is combined with Section 5307 funding when distributed to designated recipients. Section 5340 is formula funding. In FY2020, the Growing States funding level for the nation was approximately \$300 million. The formula is apportioned based on the growth of the state where the transit agency is located and then the urbanized area's share of the state's urbanized areas. For the purposes of this plan, Section 5340 is combined with Section 5307 and not discussed or identified separately.

For larger transit agencies – those that operate more than 100 buses – Section 5307 funds are to be used for capital improvements only because operating expenses aren't eligible for reimbursement. IndyGo operates approximately 200 buses in peak service, and thus is prohibited from using Section 5307 funds for operating expenses. Another limitation of this program, the Federal share cannot exceed 80 percent of the net project cost, which means that recipients must come up with a minimum of 20 percent of the total project cost locally. Funds allocated under this program are made available in the year they are appropriated and remain available for five years thereafter.

In 2020, it was anticipated that \$26.2 million in 5307 program dollars would be available to IndyGo to support capital projects between 2021 and 2025 (see Table 12). This amount did not include 5307 formula funds required to be used for security purposes (i.e. Security Set Asides). IndyGo is required to set aside one percent of the total appropriation to support transit security projects. As of this update, IndyGo anticipates expending approximately \$3.5 million to \$5 million from FY2021 to FY2026 on capital projects using Section 5307 funding.

Like other jurisdictional boundaries, the urbanized area boundary is a function of changes in population and will often change over time. In 2017, as part of the Coordinated Public Transit and Human Services Plan for Central Indiana, an audit of trips in the Indianapolis urbanized area and Section 5311 provider trips revealed a mismatch between the trips and the funding used. The plan revealed just how much the (designated) urbanized area for the Central Indiana Region has grown and how, as a result, a significant percentage of rural providers in the region complete trips that begin and end in the urbanized area. INDOT has since determined that these trips should be categorized as urban trips and that they be funded by 5307 formula funding as opposed to 5311 formula funding. Beginning in 2022, Section 5311 sub-recipients (i.e. suburban transit providers) operating in the surrounding counties will see either a complete elimination of Section 5311 funding or a reduction in their 5311 funding amount. At the same time, they will become eligible to receive a portion of Central Indiana's Section 5307 funding; a source of funding that, up to this point, has only been split between IndyGo and the Central Indiana Regional Transportation Authority (CIRTA). **This shift in how federal 5307 program dollars are allocated throughout the Central Indiana Region will have a direct impact on IndyGo's revenue stream.** As Marion County's leading transit agency, IndyGo experienced a loss in its share of Section 5307 funding for FY2021, as suburban transit providers were included in the funding distribution for the first year. A potential reduction in 5307 funding for IndyGo has been included within the planning assumptions made to update this plan.

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Table 12: Anticipated 5307 Formula Funds for Capital Projects

Total	\$32,775,395
FY 2019 (actual)	\$3,728,359
FY 2020 (actual)	\$4,424,169
FY 2021 (actual)	\$2,840,771
FY 2022	\$3,484,105
FY 2023	\$3,925,986
FY 2024	\$4,381,125
FY 2025	\$4,849,942
FY 2026	\$5,140,938

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. It can also be used 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.

IndyGo has and will continue to submit applications to secure competitive grant dollars through this program every year and for the life of this or any subsequent capital investment plan. If, and when, IndyGo is successful in securing Section 5339 grant dollars, the agency will adjust the amount cash, bonds, or other funding dedicated to the completion of one or more of the capital projects described herein.

In 2020, it was anticipated that between 2021 and 2025 \$10.9 million in Section 5339 formula funds would be made available to IndyGo to use on capital projects. Currently, IndyGo is the only recipient for Section 5339 funding in Central Indiana. For FY2022 formula funds and beyond, a portion of Section 5339 will become an application-based competitive program for public transit providers in Central Indiana. This plan assumes a reduction of Section 5339 formula funding to IndyGo for the foreseeable future. As of this update, IndyGo staff believe there will be approximately \$400,000 per year set aside for the subrecipients. The actual amount will depend on subrecipient needs and applications.

As of this update, IndyGo applied for the FY2020 Bus and Bus Facilities call for projects for Super Stops 2.0; the project was not selected for funding. A debrief with the FTA administrator, however, concluded that the grant application was competitive, and staff will seek to apply for the FY2021 Bus and Bus Facilities call for projects (see Table 13. Anticipated 5339 Formula Funds for Capital).

Table 13. Anticipated 5339 Formula Funds for Capital

Total	\$10,614,657
FY 2020 (actual)	\$1,873,256
FY 2021 (actual)	\$1,132,950
FY 2022	\$1,246,245
FY 2023	\$1,370,870
FY 2024	\$1,507,957
FY 2025	\$1,658,752
FY 2026	\$1,824,627

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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, only. IndyGo is the designated recipient for Section 5310 funding for the Indianapolis urbanized area. IndyGo is responsible for administering 5310 funding to eligible sub-recipients for eligible activities within the urbanized area. Unlike Section 5307 formula funds which are administered by the Indiana Department of Transportation, IndyGo receives Section 5310 formula funds directly from the federal government. Each year, IndyGo administers its own competitive grant process by issuing a call for projects and granting awards to eligible sub-recipients. At present, IndyGo only offers funds for capital expenses. Any expenses associated with this program for capital expenditures requires at least a 20 percent local match, which the sub-recipients are expected to contribute in full.

Section 5310 funding can be used to purchase 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. These funds can also be used to pay for operating expenses. In 2020, IndyGo had expected a total of \$4,933,097 to be available for capital projects from FY2019-2025. As of this update, IndyGo received \$2,333,503 million of Section 5310 funding from FY 2019-2021 and anticipates approximately an additional \$3.5 million of Section 5310 funding will be available from FY2022 to FY2026 (see Table 14. Anticipated 5310 Formula Funds for Capital). Over the life of this plan, IndyGo is expected to receive \$5.86 million in 5310 formula funds to support the many capital investment projects described herein.

Table 14. Anticipated 5310 Formula Funds for Capital

Total	\$5,864,673
FY 2019 (actual)	\$625,276
FY 2020 (actual)	\$890,878
FY 2021 (actual)	\$817,349
FY 2022	\$664,553
FY 2023	\$679,838
FY 2024	\$695,474
FY 2025	\$727,466
FY 2026	\$763,839

FTA Major Capital Investment Grants Program: Small Starts Funding (Section 5309)

The FTA Major Capital Investment Grant program (Section 5309) is the primary federal funding source associated with major capital investment projects, providing capital assistance for three primary activities:

1. New fixed guideway systems or extensions to existing fixed guideway systems (New Starts program and Small Starts);
2. New and replacement buses and facilities (Bus and Bus Related Facilities program); and
3. Modernization of existing rail systems (Fixed Guideway Modernization program).

Transit agencies seeking Small Starts funding for a capital investment project must first apply to enter the program. Once accepted, the transit agency must then go through a phased project development approval process before seeking a fully executed grant agreement with the FTA. Depending upon the level of competitiveness of a given project, the federal support for the project can be between 50 percent and 80 percent, with the required local match derived from some other source(s) of funding.

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The Small Starts program provides funds to capital projects that either (a) meet the definition of a fixed guideway for at least 50 percent of the project length in the peak period or (b) are corridor-based bus projects with 10-minute peak/15-minute off-peak headways or better while operating at least 14 hours per weekday. The Federal assistance provided under Section 5309 must be less than \$100 million and the project must have a total capital cost of less than \$300 million, both in year of expenditure dollars. IndyGo's Red and Purple BRT projects qualify for Small Starts funding. As of this update, it is anticipated that IndyGo's Blue Line BRT project will also remain in the Small Starts funding program.

The Red Line BRT project successfully secured 80 percent participation from the Small Starts Program. Per the Small Starts Grant Agreement executed in May 2018, IndyGo was the recipient of a total of \$74,989,685 to support the Red Line BRT project. While not tied to FTA's Section 5309 funding program and not subject to a local match requirement, in June 2021 it was announced that IndyGo would receive a \$12 million allocation of American Rescue Plan funding for the Purple Line BRT project. Then, in August 2021, it was announced that IndyGo would receive another \$81 million – this time in CIG Small Starts program support – to advance the Purple Line BRT project.

IndyGo still anticipates applying for and receiving 5309 funds for the Blue Line BRT project as IndyGo has already been accepted into Project Development under 5309 for the Blue Line. In 2020, IndyGo's 5-yr Capital Plan budget assumed a 50 percent award by the federal government in 2020. As of this update, IndyGo's 5-yr Capital Plan budget assumes 50 percent in 2024. Should Section 5309 funding become unavailable for the Blue Line BRT project, IndyGo would consider reducing the costs of this project through scope changes and value engineering. IndyGo could also seek to expand its capital bond to offset any reductions relative to the expectations established within the development of the Transit Plan.

Should IndyGo be successful in executing a full grant agreement for the Blue Line, Indianapolis-Marion County would be the recipient of more than \$252.5 million in Small Starts funding towards the development of the agency's new fixed guideway system. (see Table 15).

Table 15: Anticipated 5309 Small Starts Funds

Total	\$255,964,685
Red Line (Phase 1)	\$74,989,685
Purple Line	\$80,975,000
Blue Line	\$100,000,000

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

Over the years, IndyGo has requested and successfully been awarded CMAQ and STBG funding from the IMPO. IndyGo has received and exhausted CMAQ funding for the following activities: Purple Line outreach, preliminary engineering, and NEPA activities. In 2019, IndyGo 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 2021.

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).

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Surface Transportation Block Grant (STBG) funding is also administered by the IMPO. These federal funds are passed from the Federal Highway Administration (FHWA) to the Indiana Department of Transportation (INDOT) and INDOT reimburses local transit agencies whose projects are awarded funding by the IMPO. These resources may be used for road, bikeway, pedestrian, or transit projects, as determined and prioritized by the IMPO Transportation Policy Committee. Typical transit projects funded through STBG often include the purchase of vehicles, construction of fixed-guideway systems, and other transit-related investments. In 2020, INDOT and IMPO agreed to exchange federal funds allocated to the IMPO for state funds. The federal exchange will occur for future projects (FY2024/FY2025) and allowing local public agencies using these funds flexibility for their project timeline and design.

For the years 2020-2023, seven percent of the region's Transportation Improvement Plan is programmed for transit-related activities. In 2020, IndyGo had anticipated STBG awards of \$5,650,000 and \$4,867,537 for fleet replacement in 2020 and 2021, respectively. STBG funding for 2023 and 2024 was projected to be \$4,595,827 and \$9,744,839, respectively; wherein the elevated 2024 amount was intended to represent an IMPO investment in the IndyGo's 2024 fleet replacement. The projected amount for 2025 was at that time unknown. As of this update, the IMPO recently released a call for projects for FY2025. The amount available is lower than the normal allocation due to the IMPO "swapping" funds with the state and settling balances with INDOT. IndyGo staff will apply to the call for projects yet this fall.

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 in 2018. The first grant was for vehicle purchases through a CMAQ grant. The grant amount was approximately \$3 million. The next grant was for road widening, repair, and signal upgrades through the STBG worth approximately \$1.3 million. 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 resulting from the COVID pandemic, and the relative lack of a funding commitment from the counties that would receive the extensions (Hamilton and Johnson Counties), IndyGo is not able to advance the Red Line extensions within the timeframe required by these grants. In 2020, IndyGo staff 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 their August 2020 IMPO Transportation Policy Committee meeting the amended request was approved. See also BRT: Red Line Rapid Transit (Phases II & III) on the following pages.

IMPO Green Line Grant

Circa 2011, 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, which at that time served by several local routes that travel north and east from downtown, may benefit from enhanced infrastructure improvements and that a study of the same could fulfill the purpose and intent of the IMPO Green Line Grant. Circa 2017, the IMPO awarded IndyGo approximately \$700,000 in capital funding to pursue

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planning and preliminary design activities in these areas. This effort produced IndyGo's "Super Stops" projects. Most of the IMPO Green Line Grant resources were expended by the end of 2019 and totaled \$815,344.

INDYGO LOCAL REVENUE (CASH)

IndyGo's local 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 is 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. By the end of 2020, the capital plan called for a total of \$151.2 million to be drawn from these funds between 2020 and 2025 to advance the Transit Plan. As of this update, this capital plan requires a total of more than \$348 million to be drawn from these funds between 2020 and 2026. This is due in large part to showing the Blue Line as being funded locally, since, at the time of this update, there is not an executed grant or current bond issuance.

INDYGO ANTICIPATED DEBT (BONDS)

Periodically, IndyGo must issue general obligation bonds for the purpose of providing local financial contributions to federally funded capital and equipment projects. The size and scope of IndyGo's current five-year capital program will require the issuance of bonds to provide resources to advance this capital plan and successfully implement the Transit Plan. Principal and interest payments for bonds issued to advance capital projects within this plan would be made from the proceeds of the newly adopted 0.25 percent local income tax that became effective in Marion County on October 1, 2017. 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. The 2021 appropriation is expected to be greater than \$63 million, which is \$10 million more than what had been assumed for that year. This update assumes a 2022 appropriation of \$62,281,177 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.

In 2020, it was thought that 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. As of this update, the capital plan requires \$46.9 million in current debt issuance (series 2018A and 2021D bonds). Additionally, it is anticipated that a separate, \$65 million bond issuance will occur sometime in 2022 or 2023, for the Blue Line. 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.

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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 (ICA) that details the roles and responsibilities of the ongoing maintenance and operations of the bus rapid transit infrastructure on the Red Line Phase I project. The current agreement includes a total commitment of \$6 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. IndyGo and DPW are preparing an amendment to the ICA that will incorporate operations and maintenance cost-sharing requirements for the Purple Line. That amendment is expected to be executed before the end of 2021. A similar amendment will be prepared for the Blue Line prior to its construction.

Tax-Increment Financing

The Metropolitan Development Commission (MDC) serves as the City's redevelopment commission (IC 36-7-15). Within a declared economic development area, the MDC has authority to create an allocation area to capture tax increment tax-increment financing (TIF). TIF revenues can be used to pay for capital project expenditures, such as public infrastructure projects, so long as they directly serve or benefit the correlating allocation area.

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

Joint Development: Indianapolis Neighborhood Housing Partnership

In its 2019 Small Starts grant application for the Blue Line bus rapid transit project, IndyGo, in partnership with the Indianapolis Neighborhood Housing Partnership, included a request to explore a joint-development opportunity in coordination with its capital improvement grant project.

Joint development is a public/private partnership initiated by a transit agency where the development has some level of FTA investment that is physically and/or functionally related to the transit system. It is a type of value capture in that it can offset some of the costs of improving the transit system over time. Joint development can simultaneously reduce, leverage, and protect the public's investment in implementing and maintaining a fixed-guideway rapid transit system. A joint development project often is in the form of a compact, mixed-use

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development within a safe and easy walking distance of a transit stop. This type of development is often referred to as a transit-oriented development (TOD). TOD is both a real estate development term and a way to describe entire neighborhoods that take advantage of transit access and support increased transit usage. However, unlike other transit-oriented development projects, joint development engages the transit agency in contractual relationships with the private sector, which introduces business, financial, and operational factors that wouldn't exist otherwise.

The Indianapolis Neighborhood Housing Partnership (INHP) exists to increase affordable and sustainable housing opportunities for individuals and families and serve as a catalyst for the development and revitalization of neighborhoods in Marion County. To advance this mission, INHP is acquiring strategic properties near IndyGo's rapid or frequent transit corridors. To expand its capacity to engage in this work, INHP has created the Equitable Transit-Oriented Development (ETOD) fund in association with Cinnaire, a community development financial institution (CDFI). Cinnaire helps community development organizations, lending partners and socially motivated investors accomplish goals in underserved communities. They are working to invest more than \$4.2 billion in community development dollars across nine states. This includes the development of more than 50,000 homes for people and families in need.

When fully capitalized, INHP's ETOD fund will provide up to \$15 million of acquisition capital to preserve and create more than 1,000 affordable housing units near transit stops, ensuring continued location-efficient housing options, while catalyzing neighborhood development and promoting access to opportunities for low- and moderate-income families. Between 2019 and 2020, ETOD moved from a theoretical concept to an implemented strategy. By the beginning of Q4 2020, INHP had accumulated more than \$14.25 million in capital including \$3 million of grant funds supporting \$11.25 million of senior debt from seven financial institutions. INHP continues to raise capital and expects to cap the fund at \$15 million in combined resources. As of September 2021, the program has acquired 12 ETOD properties (for \$8,477,000, exclusive of due diligence, closing and holding costs).

There are many properties that take advantage of locations on or near a BRT route, a frequent route, an intersection of a BRT route, or where two or more infrequent routes intersect. The location of the 12 ETOD properties span the (existing) Red Line, (soon to be under construction) Purple Line, (planned) Blue Line, and several routes on the frequent grid. Eleven of the 12 ETOD properties have been "paired" with prospective development teams -- either through a letter of interest or a purchase agreement -- who are currently working through the entitlement, design, and capital funding processes.

CONTINGENCY PLANNING

Each of the larger 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. These contingencies are anywhere between five to 30 percent of anticipated project costs depending on the complexity and size of the scope of work. 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 local 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 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

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through unspent contingency on other projects, delayed, or otherwise re-evaluated. IndyGo continues to monitor actual expenditures relative to anticipated expenditures, as outlined in this plan and the previous capital plan, making revisions (to expenses and 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. The ability to realize the Transit Plan took one step forward this year when, in August 2021, IndyGo executed its Small Starts grant agreement with the FTA for the construction of the Purple Line.

Should the Small Starts program be no longer available or IndyGo be unable to access its funding for the Blue Line bus rapid transit project, 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), 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).

CAPITAL EXPENDITURES

Implementation of IndyGo's capital investment program, which includes 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, the expansion and enhancement of transit operations and maintenance facilities, among other things. The expenditures associated with these improvements fall into six categories, which continue to evolve with the implementation of this capital plan:

- **Fleet:** 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.
- **Bus Rapid Transit and other on-street infrastructure:** 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 each day. The capital expenses associated with bus rapid transit are substantial and represent a significant majority of capital expenditures over the next several 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:** As IndyGo increases its fleet and the size of its staff, it is updating, upgrading, renovating, and modernizing its facilities to accommodate this growth. Several projects are planned for IndyGo's long-standing administration and maintenance facility located at 1501 W. Washington St. Work continues at IndyGo's newly acquired properties throughout Indianapolis. IndyGo had initially pursued the redevelopment of a former industrial property to create a training and contingency facility. However, the purchase of the former Celadon property on Indianapolis' Far Eastside has afforded the agency with the opportunity to co-locate the training and contingency facility as part of its new headquarters. IndyGo continues to invest in property acquisition and development opportunities as needs arise.
- **Information technology:** 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. IndyGo anticipates dedicating resources to upgrading existing systems, maintaining systems, and adopting new technologies as part of its capital investment program.
- **Finance:** 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 that took place in 2020 streamlined where certain capital projects live within the agency. Currently, fare modernization falls within the purview of the finance division.
- **Safety & Security:** IndyGo considers the safety and security of its employees, passengers, fleet, and facilities in all that it does. Safety and security measures are built into nearly every capital project regardless of size or scope; thus, safety and security expenditures are a sub-component of every project included in

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this plan. Additionally, IndyGo plans to secure specific safety, security, and training equipment, separate from other projects, over the course of the next several years.

The following pages describe each of IndyGo's planned capital expenditures through the year 2026 and include detailed tables of expenditures and funding sources. 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).

FLEET: REPLACEMENT, UPGRADES, AND MAINTENANCE

Fixed Route Bus Replacement

Vehicles beyond their useful life have reduced reliability, require additional service, and create more emissions than newer models. Over the past few years, IndyGo has made substantial strides in bringing its fleet under the FTA's useful life benchmark. Currently, IndyGo has over 200 vehicles in its operational fleet, some of them dating back to model year 2010. Of the estimated 211 vehicles, none of the vehicles will have surpassed their useful life based on years in service.

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. In early 2020, the decision was made to order 27 hybrid Gillig buses. In 2021, IndyGo adjusted its order slightly down to 24 and has received all 24 vehicles. Recognizing that hybrid buses provide a proven technology that is cleaner than the traditional diesel vehicle while offering the same (or better) operational benefits.

IndyGo continues to pursue competitive grant funds and creative other financing strategies to acquire the vehicles that are needed to implement the Transit Plan, among other capital investments. As COVID-19 has delayed the continued implementation of the Transit Plan, IndyGo will re-evaluate its local fixed-route vehicle purchases. IndyGo may seek to utilize early purchasing of bus rapid transit vehicles to provide service on existing routes until construction of the bus rapid transit amenities are complete.

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 that, in the future, buses will be acquired through the lease financing funding mechanism under this plan. This strategy is revisited every year to ensure that IndyGo procures the fleet in a fiscally prudent manner promoting financial sustainability.

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 an ADA-compliant fleet of mid-sized, body-on-chassis transit vehicles with wheelchair lifts.

Each of these vans and shuttles has a much more limited useful service life compared to IndyGo's larger, more robust fixed-route vehicles. To ensure that IndyGo's paratransit service remains safe and reliable, each year, IndyGo

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programs money to replace paratransit vehicles that have met or exceeded their useful service life. At around \$1.5 million per year (2022 – 2026), these costs will be paid for by grants and future IndyGo local revenue (cash).

IndyGo is currently looking at new ways to implement similar on-demand 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 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, among other things.

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. These vehicles are used by transportation supervisors and staff who support the on the street operations. This includes responding to operator assistance calls, responding to accidents, and assisting with passenger control, among other things. Like IndyGo's fixed route and paratransit vehicles, 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 2021, IndyGo will have spent approximately \$514,250 (\$24,200 in Q3/Q4 2019, \$265,961 in 2020, and an estimated \$224,089 in 2021), which is 47 percent of the total capital budget for the same period, 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. It is further anticipated that \$1.42 million will be needed for support vehicle replacement between 2022 through 2026, averaging approximately \$300,000 per year.

Maintenance Heavy Equipment and Other Expenses - IndyGo's vehicle fleet often requires major repairs at its maintenance and operations facility to ensure that buses can quickly be returned to service. These repairs require heavy equipment that has a limited useful life. To enable IndyGo to continue to conduct these repairs at its maintenance facility, this equipment includes scissor lifts, cutter machines, bending machines, platform and portable lifts, a hydraulic press, a metal lathe, and other heavy equipment that must be purchased and/or replaced. In total, having incurred costs totaling \$317,658 between 2019 and 2021, IndyGo anticipates expenditures of up to \$900,000 between 2022 and 2024 to complete this project; investing \$300,000 annually with funds sourced from grants and future local 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

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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 million in programmed expenditures for this effort; the source was IndyGo local revenue (cash).

In their review of this technological application, IndyGo staff 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. In 2020, the funds that were programmed for bus docking technology were reallocated to the purchase and renovation of newly-acquired facilities, and IndyGo staff continues to evaluate how best to aid operators in docking vehicles quickly and safely at both existing and future BRT stations.

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 have proven to be much less reliable and present more variation between boardings and alightings compared to IndyGo's 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 pursued 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 2019, IndyGo had programmed \$220,000 from cash reserves to advance this project beginning in 2020.

IndyGo replaced APCs for all fixed-route vehicles purchased in FY2013 through FY2020. All fixed route vehicles purchased before FY2013 are due for lifecycle replacement in FY2021 & FY2022 and were therefore not included in the APC replacement project. The total investment is \$191,000. Going forward, all newly procured buses will come with fully compatible APCs already installed.

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Table 16. Fleet: Funding Sources and Uses (2019-2025)

Funding Source	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
IN-2020-027				\$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
IN-2021-004			\$1,553,066				\$1,553,066
IN-2021-004			\$662,187				\$662,187
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	\$0	\$7,094,382	\$23,717,531	\$361,592	\$720,000	\$31,893,505
Cash	\$0	\$0	\$1,773,596	\$5,929,383	\$90,398	\$180,000	\$7,973,376
Total	\$0	\$0	\$8,867,978	\$29,646,914	\$451,990	\$900,000	\$39,866,881

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BUS RAPID TRANSIT & OTHER ON-STREET INFRASTRUCTURE

BRT: Red Line Rapid Transit (Phase I)

Completed in September 2019, 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 included 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 budget also included fully electric, 60-foot vehicles specifically designed to operate the service.



The existing Red Line is intended 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 Village to the University of Indianapolis, traveling through Downtown Indianapolis. The design phase for the Red Line Phase I took place between 2015 and 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. Operations began on September 1, 2019. 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 17. 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 will be the second of the three bus rapid transit lines to be constructed as part of 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. From the Julia M. Carson Transit Center (CTC) to the City of Lawrence, 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.

Part of FTA's Section 5309 project pipeline, the Purple Line was accepted into project development in 2017. In June 2020, the FTA announced that the Purple Line would receive Section 5309 funding. Design for the Purple Line commenced in 2017 and continued into 2021. Construction was

originally projected to begin in late 2021, with revenue service beginning in late 2023. The grant execution and bid processes were suspended while controversial legislation wound its way through the 2021 state legislative session, but on August 24, 2021, FTA announced the award of a Full Funding Grant Agreement (FFGA) for the project. It is anticipated that construction contracts will be awarded in December 2021. As a result, construction is now expected to take place between Q1 of 2022 and Q4 of 2024. It is further anticipated that operations will begin in 2024.



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Table 18. Purple Line BRT Funding Sources and Uses

Total Cost	\$161,950,000
Total Remaining Cost, 2022-2026 (projected as of 1/1/2022)	\$125,837,865⁵
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	\$0
Bonds	\$0
Bond Contingency	\$0
IndyGo Capital Cum Fund (Cash)	\$46,560,010
Uses (remaining)	
Professional Services & Administration	\$13,719,865
Vehicles	\$0
Construction	\$112,118,000
Financing Costs	\$2,259,903

BRT: Blue Line Rapid Transit

The Blue Line is the last of the three bus rapid transit lines prescribed by the Transit Plan. This fixed-guideway project 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 is expected to provide 10-minute service on Washington Street from Cumberland (east) to High School Road (west). At present, the plan is for the line to branch at High School Road with alternating routes: one continuing in BRT service to the Indianapolis International Airport along South Perimeter Road (with two additional BRT stations at InfoSys and FedEx), and one continuing west on Washington Street to Bridgeport in local service (using non-BRT bus stops).

Design activities for the Blue Line began in early 2018. 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. As of this update, construction is anticipated to begin in 2024, with revenue service beginning in 2026. Expenditures during the project development phase of the Blue Line will be funded with IndyGo local revenue and a bond issuance to be issued in the second half of 2018. Upon execution of the Small Starts grant, 50 percent of project development expenditures would be able to be reimbursed by the FTA, up to the maximum amount allowed by Small Starts

⁵ The projected remaining costs total \$128,097,768 when factoring in financing costs, which are expenses related to debt service as opposed to capital costs.

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(currently \$100 Million). Local contributions during the construction phase would be primarily derived from bonds, the Airport TIF, and a DPW contribution.

The approximately \$220,000,000 in planned expenditures allocated in 2020 for the Blue Line was \$20 million more than previously planned. This increase in cost was 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 to this portion of the corridor, which projections show will be supported through trailing private sector real estate investments, which will increase the property tax base.

The remaining project budget for 2022 through 2026 is now \$224 million. The additional costs are attributable to increased future construction/materials costs, a result of the shifting timeline. 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.



Image Credit: Indianapolis Neighborhood Housing Partnership

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Table 19. 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 ⁶	\$27,000,000+
Construction	\$152,811,000
Financing Costs	\$10,300,000

⁶ This figure is dependent on the number of buses needed to deliver the service. Staff has estimated needing 36-40 buses (up from 30-36 estimate in 2020). This assumes a target of 50,000 miles/bus/year and approximately 2 million actual vehicle miles, the total is approximately 40 buses. The estimated unit cost of 2025 YoE for the 60' BYDs at \$1.74M. Therefore, the approximate vehicle expense would be approximately \$70M.

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

The broader *Indy Connect* plan – the plan that informed the original Marion County Transit Plan – calls for the Red Line to extend north towards the City of Westfield and south towards the City of Greenwood. 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, although the exact alignment between those two end points wasn't expected to be finalized until the final design phase.

The extensions of the Red Line outside of Marion County are entirely 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, because efforts to expand Red Line BRT service into Westfield and Greenwood have ceased, these extensions inside Marion County are not likely to occur within the planning horizon of this capital plan.

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. Nonetheless, as of this update, a total of \$5.7 million between fiscal years 2024 and 2026 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 indefinitely, 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.



Table 20. Red Line Extensions BRT Funding Sources and Uses

Total Cost	\$5,700,000
Funding Sources	
FY2023 5307	
FY2024 5339	
2023 STP/CMAQ (Red Line Ext.)	
DPW	
IndyGo Capital Cum Fund (Cash)	\$5,700,000
Uses	
Professional Services & Administration	\$4,700,000
Vehicles	\$0
Construction	\$1,000,000

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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. One-way streets create distances that are farther from one's origins and destinations. Furthermore, 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 its 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.



To successfully convert these roadways, these projects will require new traffic signals and pavement markings. Several of them also require resurfacing, with upgraded sidewalks and pedestrian crossings. IndyGo has committed funding to both the Michigan and 30th Street conversions and will continue to work closely with DPW to plan and implement these projects, in accordance with DPW's programming of these improvements, among others.

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 early 2023. Construction on the 30th Street conversion is also expected to begin in early 2023. 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. It should be noted that these projects will convert both one-way pairs (29th Street & 30th Street and Michigan Street & New York Street) to two-way, although IndyGo will only operate on one of the streets (30th Street and Michigan Street).

In 2021, DPW announced that they would be converting College Ave from one-way to two-way between Market St & Massachusetts Ave (ST-25-518). Construction is anticipated to begin in early 2023 and finish in late 2023. The project will modify signalized intersections, install a bicycle track, and resurface pavement. The current budget for the project is estimated to be \$3.3 million, however the scope may change depending on whether DPW decides to add other infrastructure modifications to the project. At this time, IndyGo is not expected to contribute financially. The conversion of Central Avenue occurred in late 2018 and is therefore not included in this capital plan.

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Table 21. 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

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. Bus stops will need to be added, eliminated, or relocated, and locations of existing shelters and other amenities will be adjusted accordingly. IndyGo is also working 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, to-date, has resulted in accessibility improvements to over 150 bus stops and a reduction of over 500 bus stops. IndyGo staff continues to evaluate and optimize bus stop spacing as new bus stop improvement projects are planned and constructed.

Planning, design, and construction of bus stop improvements is a complex process. Additionally, planning for stops, and stop amenities, on a yet-to-be-activated local bus 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 compliant, per ADA regulations. IndyGo staff completed a Bus Stop Improvement Prioritization Plan in May 2021, which now serves as the roadmap for ongoing bus stop improvement projects. As of this update, 22.4% of bus stops are now considered ADA compliant following recent bus stop improvements by IndyGo and agency partners (such as DPW and INDOT). The goal is to continue to design and improve bus stops, every year, to achieve as close to 100 percent compliance as possible.

Not all bus stops warrant the same level of amenities. 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. 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 2026, with resources sourced from bonds and cash. And while the planning horizon for

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this capital plan ends in 2026, it is anticipated that the annual investments in local bus stop improvements will continue for at least ten more year, maybe more.

Table 22. Transit Stop Amenities Funding Sources and Uses

Total Cost Remaining									\$5,300,000
	2019	2020	2021	2022	2023	2024	2025	2026	Total
Funding Sources (remaining)									
Existing Bond	\$423,869	\$324,869	\$0	\$0	\$0	\$0	\$0	\$0	\$848,738
IndyGo Capital Cum Fund	\$1,131	\$1,300,131	\$850,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$6,651,262
Uses (remaining)									
Professional Services & Admin	\$75,000	\$225,000	\$150,000	\$0	\$0	\$0			\$450,000
Construction	\$350,000	\$1,400,000	\$700,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$6,950,000

S Madison Park-n-Ride

Established initially as IndyGo's south charging facility for the Red Line BRT route, the property located at 8905 S Madison Street includes an existing building. As expected, renovations for that building will include separation of the space to create an operator's break area and restrooms. On the other side IndyGo will create another restroom and breakroom and storage space for agency use. This project will also accommodate all needed exterior building repairs. Included will be the addition of a roof access ladder and on-site drainage improvements. It is anticipated that this project would begin in January 2022 and be completed the same year. The estimated project budget is \$500,000.

Super Stops 1.0: Delaware Street & Two-Way Conversion of Ft Wayne Ave

The Transit Plan route reconfiguration includes multiple local routes coming from the north and east into downtown that overlap with other local routes before entering 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 has proposed a series of "Super-Stops" that will have many of the characteristics of bus rapid transit stations, except for level-boarding platforms.

Once constructed, 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 will also include security cameras and ticket vending machines for off-board fare collection.

This first application of super-stops, Super Stops 1.0 includes two Super-Stops on Delaware St; one at the northeast corner of New York Street & Delaware Street, and one on the northeast corner of North Street & Delaware Street. These Super Stops will serve Routes 2, 4, 5, 10, and 19. As part of this project, Fort Wayne Avenue will be converted from a one-way street to a two-way street between Pennsylvania and Alabama streets. There will also be a bus and turn only (BAT) lane installed on Delaware Street between Washington Street and Fort Wayne Avenue.

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Planning efforts for this project were partially funded through the Green Line planning grant⁷ from the IMPO, with the remainder of planning resources and all construction resources to be funded through future revenue (cash). As of this update, 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 (DPW), with a total estimated financial contribution from IndyGo of up to \$3.5 million towards the reconstruction of Delaware Street, two-way conversion of Fort Wayne Avenue, and construction of the two Super Stops on Delaware Street. IndyGo has spent \$2.6 million on the construction of Super Stops 1.0 using local funds (cash).

Super Stops 2.0: Alabama St, Ft Wayne Ave, Vermont St

As part of the planning work that took place 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. This 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 Line and Purple Line bus rapid transit corridors.

Super Stops 2.0 includes six super stop locations: two each on Alabama Street, Fort Wayne Avenue, and Vermont Street. The goal of the proposed improvements would be to provide increased levels of comfort and safety, and create seamless transfers between local buses, the Red Line, and the Purple Line (at the Vermont Street Super Stops). The Vermont Street Super Stops were added during the design phase. This project represents the second iteration of IndyGo's Super Stops projects and was originally intended to be funded using local resources only. The environmental review process has been completed and approved. The design phase is anticipated to be complete in late 2021.

Total cost for Super Stops 2.0 is estimated to be \$2.9 million. Depending on funding alternatives, it may also include resurfacing of Vermont Street between Indiana Avenue & Pennsylvania Street. In 2020, IndyGo applied for a Bus and Bus Facilities Grant to fund Super Stops 2.0 (and 1.0). While highly competitive, IndyGo's Super Stops project was not awarded a grant. As of this update, IndyGo is again applying for an FTA Bus and Bus Facilities Grant to pay for the construction of all six of the Super Stops in Super Stops 2.0. If awarded, construction could start as soon as 2022.

⁷ 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.

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Table 23. Super Stops 1.0

Total Cost Remaining for 2022 (as of 8/2021)	\$70,000
Funding Sources	
MPO Green Line Grant	\$0
IndyGo Capital Cum Fund (Cash)	\$70,000
Uses (Remaining as of 7/1/19)	
Professional Services & Admin	\$0
Construction	\$70,000

Table 24. Super Stops 2.0

Total Cost Remaining for 2022 (as of 8/2021)	\$2,886,000
Funding Sources	
IndyGo Capital Cum Fund (Cash)	\$865,800
Grants	\$2,020,200
Uses	
Professional Services & Admin	\$635,000
Construction	\$2,251,000

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



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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. Technical assistance provided by the Shared Use Mobility Center concluded on March 31, 2020, which drew this project phase to a close.

All planning, siting, design, and construction activities were put on hold, indefinitely, as of May 2020. This was due in large part to having so few shared use mobility options in Marion County, which was further cemented by the exodus of Blue Indy, Indy's former carshare service. 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 transit vehicles to communicate with signals at intersections and give the transit vehicle priority over other traffic. 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 local 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) have carried over into 2022 and will likely carry over into 2023.

Table 25. Transit Signal Priority Funding Sources and Uses

Total Cost	\$1,690,000
Funding Sources	
2020 CMAQ - TSP	\$1,160,000
IndyGo Capital Cum Fund (Cash)	\$290,000
Uses	
Professional Services & Administration	\$100,000
Construction	\$1,350,000

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Rural Street Under Pass - In accordance with the Transit Plan, IndyGo would like 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 east 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. In reviewing the fiscal and service impacts, IndyGo staff determined that a modification to the clearance height of the Rural Street underpass to be the most effective solution. For example, the deviation to Sherman Street costs IndyGo an additional \$700,000 (2021 dollars) per year to operate; requiring IndyGo to need to operate an additional bus than if it were able to simply continue service along Rural Street.

Based on its preliminary investigations, IndyGo had anticipated allocating a total of \$1,475,000 from local revenue to complete this project. As of this update, much of this project remains unfunded as the total project costs is expected to exceed the 2019 estimate of \$1.48 million. An IndyGo consultant will move forward with final design and NEPA on a preferred alternative beginning in 2022. IndyGo will explore possible grant opportunities in the future, however, the project may need to be funded with local dollars (cash).

Table 26. Rural Street Underpass Funding Sources and Uses

Total Cost (remaining)	\$7,320,000
Funding Sources	
IndyGo Capital Cum Fund (Cash)	\$7,320,000
Uses	
Professional Services & Administration	\$710,000
Construction	\$6,610,000

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Table 27. BRT and other 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	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
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
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	\$17,600,000
Cash	\$3,222,655	\$38,842,944	\$19,084,189	\$25,518,905	\$6,500,000	\$4,451,262	\$4,836,200	\$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	\$4,836,200	\$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 continues to house 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 IndyGo's capital investment program, which includes 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 an increase in both its fleet and number of employees to successfully implement the Marion County Transit Plan.

The need for additional physical space as the agency and transit services scale is now coupled with the need to provide a post COVID-19 office environment. In response, IndyGo has purchased several additional properties and thusly taken on additional renovation costs to ready these new facilities for occupancy. These renovations require design services, construction, and equipment purchases, as well as an increase to on-going operations and maintenance costs. As of this update, the total budget needed to adequately fund IndyGo's facility projects exceeds \$24 million.

Remaining Project List (both planned/budgeted and illustrative projects)

- East Campus (NEW as of 2021)
- Level board modifications and in-ground charging at the Julia M. Carson Transit Center (CTC)
- CTC lounge and office area renovations
- Building exterior improvements and masonry repair at the 1501 W Washington Street location
- Maintenance area garage renovations (includes fall protection and catwalk)
- Sidewalk, steps, and ramps at 1501 W Washington Street
- Concrete driveway and loading dock
- Board Room and lobby improvements at 1501 W Washington Street (NEW as of 2020)
- Garage conversion, AC to DC to further accommodate 40' and/or 60' electric buses (NEW as of 2020)
- Mobility Solutions & Customer Care Center Interior Renovations project
- Solar array expansion project (now part of the Mobility Solutions & Customer Care Center)
- S Madison Street Park-n-Ride (NEW as of 2021)
- Security Screen Doors & Exterior Doors Improvements (Scope Reduced in 2021)

Completed Project List

- Office area renovations at 1501 W Washington Street (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 at the former Carrier Bryan location
- Design for the Security Screen Doors & Exterior Doors Improvement
- Design for the Solar Array Roof Expansion

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Retired Project List

- Training and Contingency Facility Purchase & Renovation at the former Carrier Bryant industrial site
- Additional contingency site equipment: dispatch and generator
- Storage barn retrofit

The following pages include descriptions of IndyGo's larger facility projects. In 2020, the total programmed cost for all facility projects in 2021 was \$3,985,000. As of August 31, 2021, IndyGo has spent \$4,556,090 on facilities. It is anticipated that IndyGo will need to continue this level of investment in 2022. The 2022 budget for the East Campus is \$17.5 million. Other major facility investments include the garage conversion at 1501 W Washington Street to convert from AC to DC power (\$2.7 million in 2022) and level boarding and in-ground charging at the CTC (\$570,000 in 2022).

East Campus

As the agency continues to grow and respond to the need to maintain a safe, post-COVID office environment, the space needed to safely accommodate staff and adequately house operations has shifted. IndyGo's East Campus renovation/buildout includes three projects.

East Campus Administration is the renovation of the administration area that will house President/CEO office, Executive meeting room, offices for most of the executive team and supporting staff. It will also include space for the IndyGo Foundation, several meeting rooms, and additional security measures for staff.

East Campus B Building will be renovated to include an elevator, creating a board room/large meeting space, offices for IT department and office space for Purple Line construction management team on the first floor. The second floor will be dedicated to Training, which includes the creation of a Learning & Development Center consisting of two large training rooms, four simulator rooms with a control monitoring station, a computer lab and computer training room. Additionally, there will be a lactation room, a model bus, and additional offices for staff.

Building "C" (offices & dorms) will be demolished to make way for the East Campus Fleet Terminal for IndyGo's operations. This project requires a redesign of the on-site drainage system, the construction of a two-story facility to house a garage to house about 125 -140 buses, four maintenance bays, and offices on the first level. The second level will be dedicated office space for IndyGo's Operations staff. Also to be included in the Terminal is a cafeteria, small workout area, restrooms/locker rooms, and meeting room space.

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. Established in 2020, the estimated timeline for this project is seven months. In 2020, it was estimated that the total cost for this project would be approximately \$2.74 million; however, no a timeline for when this work would start or end was established. Once completed, IndyGo would gain increased utility usage and increased efficiency for vehicle charging and accommodate other vehicle manufacturers. As of this update, \$2.72 million has been budgeted in 2022 to move this project forward.

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Additional Maintenance & Paratransit Facility

IndyGo has historically relied on its contracted paratransit service provider to house its own operations and maintenance facility as part of its paratransit service contract, passing on the costs of doing so directly to IndyGo in the form of a lease. This arrangement was shown to increase IndyGo's costs to provide paratransit service and introduce risks in association with a service disruption; if the contractor became unable to meet its contractual obligations.

In 2020, IndyGo identified a facility located at 2425 W Michigan Street. This facility is of the requisite size, condition, space, and location to house both its paratransit and call center operations. Spaces within this facility are currently being renovated/retrofitted to create the following:

- An assessment center, with office space and an open area for physical assessment;
- A maintenance area with three bays and parts storage;
- A dispatch area with six stations;
- A service center with two transaction windows;
- A breakroom area with lockers and a quiet area;
- Additional offices;
- A meeting room; and
- Additional restrooms.

The construction schedule is aggressive to move staff into the facility and close the project out before the end of 2021. The exterior construction for bus storage and wash will begin in the spring of 2022.

Solar Array Expansion

As part of its transition from a diesel fleet to a green fleet, and to reduce costs associated with powering its fleet, IndyGo installed a one-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 one-megawatt per hour at its peak performance. These solar panels were originally installed with the intent of offsetting the charging infrastructure needs of the 21 electric buses in IndyGo's fleet at that time.

With the ongoing transition to a green fleet – one 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, or 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, a re-examination of the costs associated with the eventual replacement of a roof with (and without) a solar farm, led staff to reconsider installing the new solar arrays on the roof of the main facility. IndyGo has identified the solar placement at the new paratransit facility (Mobility Solutions & Customer Care Center) located at 2425 West Michigan on the new bus storage canopies. The initial budget of \$1,400,000 is

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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. The project is set to finished construction in 2022.

Level boarding Modifications & In-Ground Charging (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 local revenue (cash). These efforts were to have been funded separately from the bus rapid transit projects funded through the Small Starts projects outlined previously. As of this update, this project has been programmed separately so that it can be completed by in advance of the Purple Line entering service. The total budget for this project is \$570,000 (2022).

CTC Lounge and Office Area Renovations

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 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 local revenue (cash). As of this update, \$125,000 can be allocated to this project. The work is expected to be completed in 2022.

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 local revenue (cash). They were to have been completed between 2019 and 2021. They have since been placed on hold.

Building Exterior Improvements & Masonry Repair - To maintain its headquarters facility in good condition and limit future renovation expenses, IndyGo must maintain a budget for ongoing maintenance and improvements. This project is due to needed repairs on the historical Duesenberg portion of IndyGo's 1501 W Washington Street facility. Windows, tuckpointing repair and some masonry work is currently needed, which will require coordination with Indianapolis Historic Preservation Commission. In 2019, 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 local revenue (cash). An assessment for the need was performed in 2018 as a part of the facility assessment that resulted in major office renovations. At that time, the total cost of the improvements was anticipated to be \$1,400,000. The current cost for these improvements remains unchanged, and these structural on the masonry structure and lintels is expected to be completed by the end of 2021.

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 but is still unfunded.

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 as 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 revenue, to support this project. However, this project was placed on hold in 2020. As of this update, total construction cost is still estimated to be \$200,000; however, this project is still on hold.

Board Room & Lobby Improvements - Formerly included as part of *Maintenance Area Renovations*, this sub-project would renovate the IPTC board room to bring it up to date with technology and to update the finishes and replace furniture. Likewise, the lobby improvements would be made to make the area more welcoming. In addition to

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updating/repairing the flooring, the lobby restroom would be upgraded to become ADA accessible, and the security desk would be repaired. It was anticipated that this work would begin in Q2 of 2021 and take four to five months to complete. Last examined in 2020, total cost is estimated to be \$580,000. This project is still on hold.

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. In 2020, it was estimated that the total project cost would be \$540,000. However, it hasn't yet been determined when this project will be pursued. Although, 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 one, two, eight and nine), the build out of additional office spaces, relocation of the fishbowl, and restroom upgrades. Construction would likely take six months to complete. In 2020, it was estimated that the total cost for these improvements would be \$2,350,000. This project is still on hold.

Completed Projects: Facilities

The following projects have been completed.

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 (115,000 sf) and a new training facility and driving course (10,000sf + 3,600 sf), for example. One hundred thousand dollars, in cash, was set aside for 2020 to cover the mezzanine project identified by the 2018 facility needs assessment. 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.

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. Office renovations included creating a more open administrative area, with additional meeting rooms, offices, retrofitting the south lounge for operators, renovating the restrooms and adding a unisex restroom, renovating dispatch, reconfiguring office layout to accommodate Operations staff, reconfiguring and creating a secure area for HR and adding higher level security

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measures with ballistic doors, and a South security desk. In 2020, IndyGo completed its last major renovation at its headquarters located at 1501 W Washington Street.

For this phase, 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 local revenue (cash). This project is complete.

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 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 to be electric buses. 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 local 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.

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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. 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. This project was completed in 2020 and ended up being locally funded. The grand total for this project was just over \$158,000 and came in approximately \$92,000 under budget.

Retired Projects: Facilities

These projects were, at one point, included as part of IndyGo's capital investment program but have – over time – been retired.

Training and Contingency Facility Purchase & Renovation - IndyGo had planned to construct a new facility at the former Carrier Bryant industrial site 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, had it been developed as planned, would have also housed a large concrete lot and Commercial Driver's License (CDL) training course, complete with a mock BRT station. The training site was also designed to serve as a temporary emergency staging ground. Should such an event occur, the training classrooms would have served 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 local 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, IndyGo is working to identify a new use for the property.

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. This project was removed all together in 2020 when it was decided that IndyGo would have to grow its operations through property acquisitions instead.

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 have been necessary to accommodate this site for it to become a fully equipped operations center, including a generator and dispatch equipment. Such equipment would have expanded the usefulness and adaptability of the training and contingency facility and help to ensure continuity of operations should IndyGo's primary facility become inoperable for a prolonged period of time.

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Table 28. Facilities Funding Sources and Uses (total project costs)

	Office Area Renovate	CTC Level Boarding	CTC Office Renovate	Bus Charge	Facilities	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								\$1,415,004					\$1,961,347
IN-2016-024-11.44.03													\$1,041,107
Solar Array Low No											\$980,000		\$980,000
IN-2019-001-11.12.15													\$880,000
IN90X668-11.44.03								\$1,600,365					\$752,190
IN-2019-001-11.12.15													\$677,598
IN-2019-001-11.42.20				\$91,269									\$91,269
IN-2019-001-11.44.03								\$13,663					\$13,633
Grant Sub Total				\$91,269				\$1,902,368			\$980,000		\$6,383,511
Cash	\$2,380,000	\$1,700,000	\$750,000	\$408,731	\$1,796,517	\$1,400,000	\$3,400,000	\$1,126,663	\$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	\$3,029,031	\$250,000	\$200,000	\$1,400,000	\$100,000	\$19,580,000



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FINANCE

Enterprise Resource Planning (ERP)

ERP is a business process by which core managerial functions of an organization or business are integrated into one single, comprehensive, and integrated system to manage agency's business. ERP systems enable the streamlining of information across an agency and may include functions such as accounting, budgeting, human resources, inventory, work order management, projects & grants management, procurement, and other functions. The main purpose of an ERP system is to increase organizational efficiency of an organization by managing and improving how organizational resources are utilized.

IndyGo's current ERP platform is needed to be upgraded and migrated to the cloud based solution to employ up-to-date technology which provides support for progressive business practices and provides greater flexibility in reporting. The existing platform will soon no longer be supported by Microsoft and as such was brought to the Board. In March 2021, the IPTC board approved engaging Crowe, LLP. to implement the migration and upgrade to Microsoft D365 for IndyGo. The process began in May 2021 and will continue into 2022. Total project cost is anticipated to be \$996,400; funded entirely with local revenue. As of this update, \$141,036 has been spent to advance this project.

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 and upgrade APCs, which – upon completion – would allow IndyGo to discontinue its use of the GTFS (i.e. farebox) system to estimate ridership. Per IndyGo's 2019 fare policy, the farebox system will remain in place, indefinitely, so long as the need to accept cash and print day passes and two-hour transfer tickets on the local buses remains unchanged. In the meantime, several existing fareboxes have reached the end of their useful life and IndyGo needs to maintain its replacement schedule. This typically results in the need to order and receive 25 fareboxes per year. As of this update, the total cost for this project between 2019 and 2024 is \$2,064,603. \$1.17 million is anticipated to be incurred between 2022 and 2024.

Payment Integration Platform

As noted below, 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 a 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.

In late 2020, it was announced that IndyGo would be the recipient of an Accelerating Innovative Mobility (AIM) grant from the Federal Transportation Administration (FTA). The purpose of this grant program is to facilitate new and innovative strategies for facilitating trips not just on public transit but also other non-automotive modes of transportation. Conceived of under a 2019 Integrated Mobility Innovation (IMI) grant application, IndyGo's proposal under the AIM Challenge Grant to develop a "Mobility Concierge Program" is part technological solution and part customer care center solution. In short, it is a service that would be designed to facilitate trip planning, booking,

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and payment across multiple modes and service providers in the Indianapolis area. Total project budget is \$500,000 (\$400,000 federal and \$100,000 local). This work is on-going.

Illustrative Projects: 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.

Fare Modernization – 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 help lead in its fare system modernization efforts. Once completed, 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.

Having an initial completion date of 2019, work on this project began in the second half of 2018 and continued into 2021. 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 local revenue). Staff is currently developing new set of cost estimates for both capital and operating costs for future budget years.

INFORMATION TECHNOLOGY

Wireless Vehicle Communication (Install)

IndyGo requires enhanced mobile data communication capabilities, bandwidth, and speed to meet data transmission requirements for its transportation platforms. Prior to the completion of this project, IndyGo used the city's public data radio network which, at the time this project was initiated, was 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 offers enhanced data collection capabilities, more accurate location and schedule data, and tracking performance metrics. These upgrades were also a prerequisite for other systems IndyGo is pursuing and are now 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 local revenue. Actual expenditures for this project totaled \$695,785.

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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.

In late 2017/early 2018, 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.

This most recent ITS upgrade was completed in 2021. The original project budget was \$5.3 million; sourced from grants and local revenue. Completed in 2021, IndyGo spent \$4.9 million for this most recent upgrade. This included \$191,000 for the APCs upgrades in 2020. Not included in the final implementation was the ITS upgrade for IndyGo’s paratransit system. This service was removed from the Avail contract award and awarded to Ecolane in 2020. Staff is currently developing a new set of cost estimates and specifications for its next upgrade.

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 upgraded 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 had programmed \$800,000 in Q3/Q4 of 2020 for the upgrade, with resources drawn from a combination of grants and cash. As of this update, the project is in the testing phase for Scheduling. The testing for Daily operations will be in Q4 with an expected Go Live in Q1 2022.

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 several systems that generate agency data that can be helpful in monitoring and assessing performance; however, these data sets are often housed across various systems that do not easily communicate with each other. The goal of this project, which also supports 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

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analysts. Total project budget for this project is \$64,000 paid for using IndyGo local revenues. As of this update, the data warehouse project has been placed on hold until such time as the logistics involved to move all capable application platforms (Microsoft Dynamics AX to D365, HASTUS, Ecolane, Avail replacement, etc.) to a cloud-based system, and pending the outcome of the Operations Team's current performance initiative. The soonest these determinations could be made is Q4 FY2023.

Table 29. IT 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
IN-2020-019							\$1,232,500	\$1,232,500
Grants Sub Total	\$0	\$0	\$0	\$1,845,874	\$251,267	\$0	\$1,884,241	\$3,981,382
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	\$2,057,500	\$8,454,500

Illustrative Projects: Information Technology

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.

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

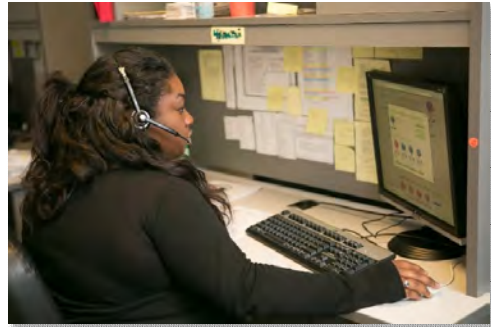
This project is currently on hold until IndyGo can identify a funding source for this project (which may not occur until 2023/2024). There are several logistical issues with the expansion, particularly with infrastructure (i.e. using

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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. By comparison, 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.



In 2021, the costs associated with this project were able to be covered using 2021 operating expenses and ceased being a capital project.

OTHER

Prior to 2021, 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 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. Prior versions of this capital plan included programmed expenditures for an agency intranet, outfitting the IndyGo call center, and for development activities associated with an IndyGo mobile application all under the purview of the former Public Affairs Division. The Public Affairs Intranet has since become the purview of the IT division. The Call Center has since become the purview of the Operations Division. And, the Mobile App Development has since become the purview of the Finance Division.

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. In 2020, this project was wrapped into, and advanced by, a larger information technology project: Disaster Recovery. By doing so, IndyGo was able to address several pressing needs, such as timely communications with staff during emergency response times.

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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 project included 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 was completed in 2020. Total capital expenditures for this project was 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 (see also Mobility Concierge Program on previous pages) - 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, was put on hold in 2019 to allow IndyGo staff 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”.

SAFETY & SECURITY

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 departments 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, as are training expenses. 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 of its employees and visitors and security of its facilities. 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 IndyGo’s main facility located at 1501 W Washington Street no longer function as they should because of weathered lens covers and defective internal heaters. For these reasons, among others, IndyGo understands it must continue to invest in safety and security equipment, including the main facility CCTV system. IndyGo had anticipated spending a total of \$795,000 grants and local revenue dollars. Originally scheduled to be completed in 2019, this project continued into 2020. This project is complete.

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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 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 local revenue. As of this update, a total of \$1,540,442 has been spent on this project. This project is anticipated to end in 2022. The remaining project budget is \$1.26 million. IndyGo still anticipates that this project will be sourced from grants (approximately \$167,000 in remaining security set-aside 5307 funds in 2022) and future local revenue.

Training Simulators

Research suggests the use of a bus training simulator, in conjunction with both classroom and on-the-road training, improves transit driver safety. Simulators continue to build upon basic driving skills while helping to develop effective forward planning and good judgement under pressure. Studies from different Bus Operator Training Simulators have shown that accidents could be lowered by 35 to 60 percent. Some 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 local revenue, in 2020, to purchase one simulator. However, part of the 2020 purchase of the former Celadon Trucking Company to create IndyGo's new East Campus included the purchase of 4 (semi-truck) driving simulators. After some investigation, it was determined that these simulators could be converted to the TransSim 7 Series Bus Driving Simulation Package for less than the cost of the purchase of one new simulator. Total cost for this project was \$240,000 (\$48,000 local and \$192,000 in federal grant dollars).

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 programmed \$213,000 in 2020 from IndyGo local revenue. This project remains on hold.

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

	Main Facility CCTV	Training Simulators	Security Doors	On-Board Recorders	Vehicle CCTV ⁸	Total
5307 Security Set Asides					\$167,380	\$167,380
IN95X046-11.42.09					\$600,649	600,649
IN-2019-001-11.32.07	\$135,902				\$118,373	\$254,275
IN-2017-018-11.32.07	\$51,984				\$17,943	\$69,927
IN-2016-024-11.32.07	\$125,191					\$125,191
IN90X683-11.42.09)	\$39,864					\$39,864
IN-2021-023 11.44.20		240,000				240,000
Grant Subtotal	\$352,942	\$240,000-	\$0	\$-	\$904,345	\$1,497,286
Cash	\$124,286	\$60,000	\$400,000	\$213,000	\$1,055,655	\$1,852,941
Total	\$477,228	\$350,000	\$400,000	\$213,000	\$1,960,000	\$3,350,227

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.

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION

IndyGo Capital Plan: 2019-2026

5-YR CAPITAL PLAN BUDGET SUMMARY

The following table is the 5-yr Capital Plan Budget Summary for 2022 through 2026 adopted by the Indianapolis Public Transportation Corporation Board of Directors in August 2021.

Table 31. 2022 – 2026 5-Yr Capital Plan Budget Summary

Project	2022	2023	2024	2025	2026	5 Year CIP Total
BRT and On-Street Infrastructure	70,937,450	74,567,800	104,437,865	89,500,000	42,061,000	381,504,115
30th Street Two-way Conversion Project (Construction)	0	2,150,000	0	0	0	2,150,000
Blue Line BRT	5,746,450	5,707,800	86,850,000	86,850,000	38,961,000	224,115,250
Michigan Street Two-way Conversion Project (Construction)	0	4,350,000	0	0	0	4,350,000
Purple Line BRT	57,900,000	57,900,000	10,037,865	0	0	125,837,865
Red Line Phase II & III (to County Line)	0	0	1,750,000	1,750,000	2,200,000	5,700,000
Red Line Signal Modifications - APB and BRT	345,000	0	0	0	0	345,000
Rub Rails	580,000	0	0	0	0	580,000
Rural Street Underpass Clearance (Construction)	0	1,710,000	4,900,000	0	0	6,610,000
Rural Street Underpass Clearance (Design and NEPA)	710,000	0	0	0	0	710,000
South Madison Park and Ride	350,000	1,850,000	0	0	0	2,200,000
Super Stops 1.0 Delaware Street & 2-way conversion of Ft Wayne (Delaware to Alabama)	70,000	0	0	0	0	70,000
Super Stops 2.0 Alabama, Ft Wayne and Vermont Stations, 2 each.	2,886,000	0	0	0	0	2,886,000
Transit Signal Priority (Installation)	1,450,000	0	0	0	0	1,450,000
Transit Stop Amenities: Shelters, Signs, Benches & Construction	900,000	900,000	900,000	900,000	900,000	4,500,000
Facilities	22,834,250	738,000	365,000	22,500	0	23,959,750
1501 - Exterior Door Replacement (formerly Security Upgrades / Enhanced Security)	93,185	0	0	0	0	93,185
1501 - Garage Conversion, AC to DC	2,721,270	0	0	0	0	2,721,270
1501 - Security Door Upgrades	400,000	0	0	0	0	400,000
CNC Mill	0	0	65,000	0	0	65,000
CTC - Level Boarding and In-ground Charging	570,000	0	0	0	0	570,000
CTC - Lounge / Office Renovations	125,000	0	0	0	0	125,000
East Campus - Facilities	17,520,040	0	0	0	0	17,520,040
Fuel Management System Upgrade	401,755	0	0	0	0	401,755
Fuel Piping	0	400,000	0	0	0	400,000
Golf Carts Replacement	0	0	0	22,500	0	22,500
Maintenance Heavy Equipment Replacement	300,000	300,000	300,000	0	0	900,000
Metal Breaks	0	10,000	0	0	0	10,000
Steam Cleaner (Hotsey)	25,000	0	0	0	0	25,000
Tire Bay Demolition	250,000	0	0	0	0	250,000
Utility Vehicle/ATV	28,000	0	0	0	0	28,000
Veeder Root	50,000	0	0	0	0	50,000
Wall Repair	350,000	0	0	0	0	350,000
Zero Turn Mower	0	28,000	0	0	0	28,000
Finance	382,500	390,150	397,953	0	0	1,170,603
Farebox Maintenance / Replacement	382,500	390,150	397,953	0	0	1,170,603
Fleet	15,997,000	31,906,091	17,649,091	18,148,814	19,706,963	103,407,959
Fixed-Route Bus Replacement, BYD Electric Buses for Purple Line 2022	14,267,000	14,267,000	0	0	0	28,534,000
Fixed-Route Bus Replacement/Expansion, 40' Buses	0	15,824,091	15,824,091	16,298,814	17,906,963	65,853,959
Paratransit Bus Replacement	1,450,000	1,500,000	1,550,000	1,550,000	1,550,000	7,600,000
Support Vehicle Replacement	280,000	315,000	275,000	300,000	250,000	1,420,000
Information Technology	1,527,000	8,895,000	25,000	20,000	20,000	10,487,000
Mobility Concierge	240,000	0	0	0	0	240,000
Radio Equipment & Accessories	32,000	25,000	25,000	20,000	20,000	122,000
Vehicle CCTV Replacement	1,255,000	0	0	0	0	1,255,000
Vehicle Communication Replacement	0	420,000	0	0	0	420,000
Vehicle ITS Replacement	0	8,450,000	0	0	0	8,450,000
Safety and Security	27,650	0	0	0	0	27,650
East Campus - Security, Visitor Management	27,650	0	0	0	0	27,650
	111,705,850	116,497,041	122,874,909	107,691,314	61,787,963	520,557,077

APPENDIX B

TRANSIT OPERATIONS **PERFORMANCE REPORT**

**Indianapolis Public
Transportation Corporation (IndyGo)**

January 1, 2020 – December 31st, 2020

Indianapolis Public Transportation Corporation (IndyGo)
FY2020 Transit Operations Performance Report

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Executive Summary

Indianapolis Public Transportation Corporation (IndyGo)

FY2020 Transit Operations Performance Report

Summary of Performance

Ridership (page 25 of the report)

The pandemic has contributed to an overall decrease in ridership for the year 2020.

Bus ridership for FY2020 totaled 5.64 million, a decrease of 39% compared to FY2019. Average weekday ridership was 22,019, down 38% compared to FY2019. Red Line BRT has contributed 916,411 riders in 2020, an increase of 31%. Red Line BRT has shown a growth to 16% of total ridership, up from 8% in the last quarter of 2019 when the Red Line was implemented.

Key Performance Indicators (page 28 of the report)

Service reliability performance for the system in FY2020 was 99.82%. Overall system on-time performance has risen to 82% in FY2020 when compared to FY2019 at 74%.

Paratransit (page 31 of the report)

In FY2020, the total Paratransit ridership was 167,300, down 38% compared to FY2019. The net operating costs for ADA paratransit services for FY2020 was \$9,622,626 which is down 24% since 2019.

Event Highlights

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Indianapolis Public Transportation Corporation (IndyGo)

Event Highlights

FY2020 Transit Operations Performance Report

This section shows events that can affect normal service operations and system ridership. For example, ridership historically follows employment trends, weather, public events, strikes, traffic, construction, new service, area gasoline prices, and other changes to our operating environment also affect system ridership and service conditions.

Reason	Neighborhood/Venue	Month	Days Impacted	Route
Concert	Bankers Life Fieldhouse	Jan	7	16, 31
Rally or Demonstration	Statehouse	Jan	1	3, 6, 8, 10, 15, 18, 24, 25, 28, 34, 37, 90 - Statehouse
Sporting Event	Bankers Life Fieldhouse	Jan	8	16, 31
Walk or Run	Butler Tarkington	Jan	1	18, 28
Concert	Bankers Life Fieldhouse	Feb	5	16, 31
Sporting Event	Bankers Life Fieldhouse	Feb	13	16, 31
Sporting Event	Lucas Oil Stadium	Feb	1	24
Walk or Run	Windsor Park	Feb	1	11
Walk or Run	Old Southside	Feb	1	12, 13, 16, 31
Walk or Run	Bates-Hendricks	Feb	1	12, 13, 16, 31, 90-Pleasant Run
Walk or Run	Monument Circle	Feb	1	2, 3, 4, 5, 10, 38
Walk or Run	Lockerbie Square	Feb	1	3, 10, 11, 21
Walk or Run	White River State Park	Feb	1	8, 24
Concert	Bankers Life Fieldhouse	Mar	4	16, 31
Concert	Clowes Memorial Hall	Mar	1	18, 28
Concert	Manley's Irish Mutt	Mar	1	N/A
Festival	Central Canal - Ohio St Basin	Mar	1	N/A
Festival	Downtown	Mar	1	N/A
Festival	Georgia Street	Mar	1	N/A
Festival	Golden Ace Inn	Mar	1	N/A
Fundraiser	Eagle Creek park	Mar	1	N/A
Parade	Downtown	Mar	1	3, 6, 10, 15, 18, 25, 28, 34, 37, 39

Reason	Neighborhood/Venue	Month	Days Impacted	Route
Sporting Event	Bankers Life Fieldhouse	Mar	7	16, 31
Utility Work	Audubon Gardens	Mar	1	2
Walk or Run	Military Park	Mar	1	3
Walk or Run	White River State Park	Mar	1	3
Walk or Run	North Central High School	Mar	1	86
Walk or Run	Bates-Hendricks	Mar	1	12, 13, 16, 31
Walk or Run	Downtown	Mar	1	3, 8, 38, 55
Walk or Run	Indiana Roof Ballroom	Mar	1	8, 18, 24, 28, 90 - Statehouse
Road Reconfiguration	Nora	Apr	1	901 - North Local
Festival	Mass Ave and Broad Ripple	May	1	11, 18, 21, 38
Paving	Ameriplex	Jun	1	24
Paving	Speedway	Jul	73	10, 25
Striping	Indiana Ave	Jul	32	6
Utility Work	34 th St Station	Aug	1	90
Concrete Pad Installation	W. Michigan and MLK	Sep	1	3, 10, 17
Paving	Michigan St & Indiana	Sep	1	3, 10, 10, 37
Paving	Community South	Sep	7	31
Walk or Run	North Central Indianapolis	Nov	1	2, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 19, 21, 23, 24, 25, 26, 28, 30, 31, 34, 37, 39, 55, 56, 90
Road Construction	Glendale (Rural)	Oct	90+	8, 19, 26

Route Listing

Indianapolis Public Transportation Corporation (IndyGo)
Route Listing
FY2020 Transit Operations Performance Report

Route	Route Name
2	E. 34 th St
3	Michigan St
4	Fort Harrison
5	E. 25 th St
6	Harding
8	Washington
10	10 th St
11	E. 16th St
12	Minnesota
13	Raymond
14	Prospect
15	W. 34 th St
16	Beech Grove
18	Broad Ripple
19	Castleton
21	E. 21 st Street

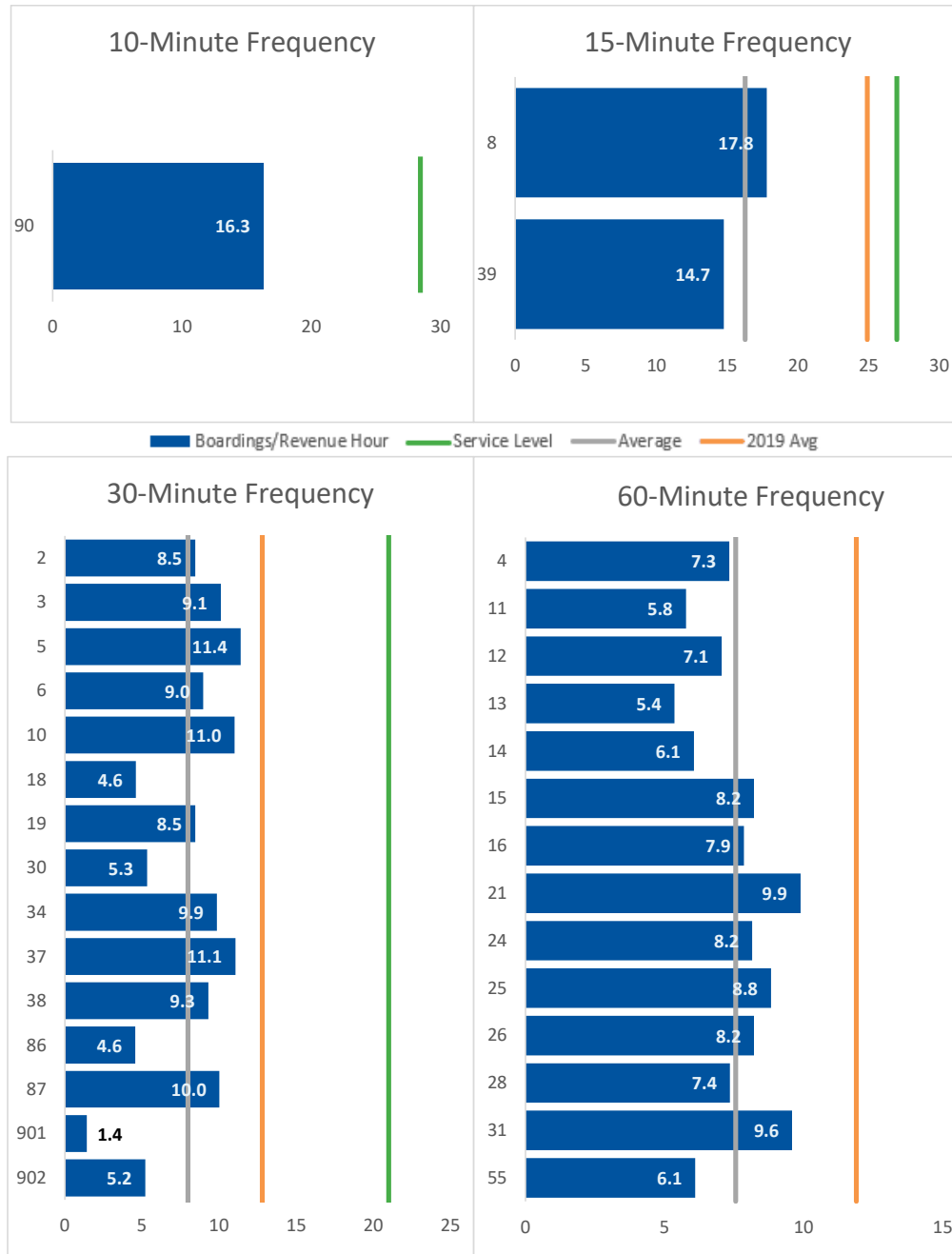
Route	Route Name
24	Mars Hill
25	W. 16 th St
26	Keystone
28	St. Vincent
30	30th Street
31	US 31
34	Michigan Road
37	Park 100
38	W. 38 th St
39	E. 38 th St
55	English
86	86th St Crosstown
87	Eastside Circulator
90	Red Line
901	College
902	County Line

Route Performance

Indianapolis Public Transportation Corporation (IndyGo)

FY2020 Transit Operations Performance Report

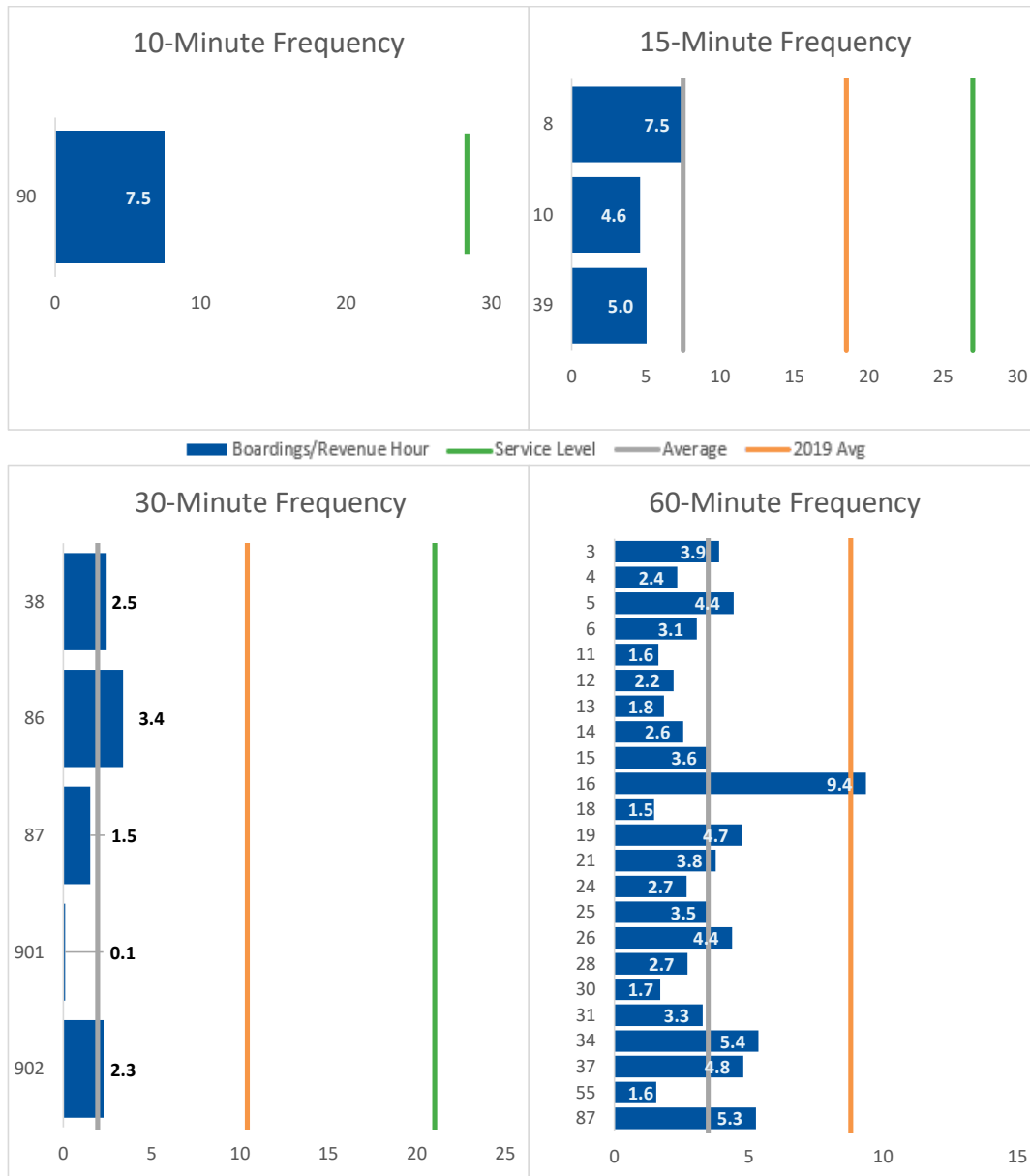
Weekday Boardings per Revenue Hour Fixed Route and Rapid Transit



Indianapolis Public Transportation Corporation (IndyGo)

FY2020 Transit Operations Performance Report

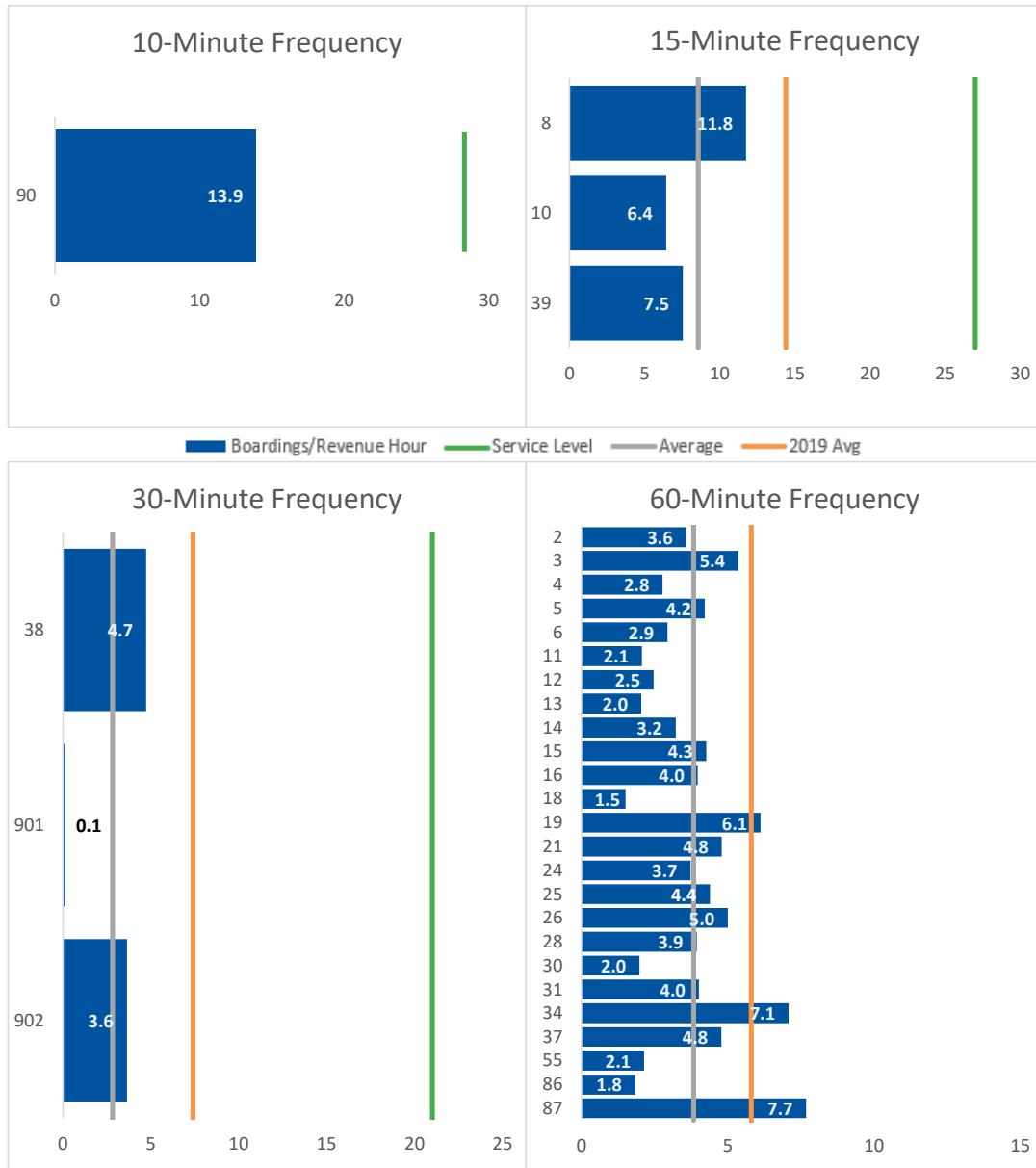
Saturday Boardings per Revenue Hour Fixed Route and Rapid Transit



Indianapolis Public Transportation Corporation (IndyGo)

FY2020 Transit Operations Performance Report

Sunday Boardings per Revenue Hour Fixed Route and Rapid Transit



Ridership Summary

Indianapolis Public Transportation Corporation (IndyGo)
FY2020 Transit Operations Performance Report
Ridership Summary

	FY2018	FY2019	FY2020	% Change
Directly Operated Services				
Fixed Route	8,810,425	8,477,412	5,197,219	-38.69%
Average Weekday Riders	29,600	28,181	19,479	-30.87%
Bus Rapid Transit	N/A	750,073	916,411	22.17%
Average Weekday Riders	N/A	2,284	2,828	23.82%
Total Directly Operated Services	8,810,425	9,227,485	6,054,233	-34.38%
Average Weekday Riders	29,600	30,466	19,479	-36.06%
Paratransit	293,586	273,189	167,300	-38.76%
Average Weekday Riders	1,037	964	524	-45.64%
Combined Total Ridership	9,104,011	8,750,601	6,221,533	-28.90%

Key Performance Indicators

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Indianapolis Public Transportation Corporation (IndyGo)

FY2020 Transit Operations Performance Report

Key Performance Indicators

	FY 2018 Annual	FY 2019 Annual	FY 2020 Annual	Met Goal	FY 2020 Goals*
All System (Excluding Paratransit)					
Total Boarding Riders	8,810,425	9,227,485	6,113,630*	No	9,200,000
Average Weekday Boarding Riders	29,601	35,496	22,019	No	35,000
Boardings per Revenue Hour	15.97	15.39	8.72		N/A
Percent of Scheduled Service Operated	99.82%	99.87%	99.82%	Yes	99.5%
Miles Between Major Mechanical Schedule Loss	6,400	10,900	10,996	Yes	10,000
Miles Between Chargeable Accidents	42,518.6	34,360.1	43,738.2		N/A
Passenger Concerns per 100,000 Boardings	39.9	49.9	72.1	No	50
On-Time Performance	80%	74%	82%	Yes	80-85%
Rapid (10-Minute Frequency)					
Total Boarding Riders	N/A	697,198 (8%)	916,411 (15%)		N/A
Average Weekday Boarding Riders	N/A	6,429	2,828		N/A
Boardings per Revenue Hour	N/A	21.09	14.10	No	27+
Passenger Concerns per 100,000 Boardings	N/A	75.3	65.8	No	50
Fare Evasion/Fare Inspections	N/A	N/A	6432/82055 (7%)		N/A
Frequent (15-Minute Frequency)					
Total Boarding Riders	2,267,657 (30%)	2,641,402 (29%)	1,677,202 (27%)		N/A
Average Weekday Boarding Riders	8,617	8,421	5,297		N/A
Boardings per Revenue Hour	23.75	22.74	13.13	No	27
Passenger Concerns per 100,000 Boardings	27.4	28.5	36.1		N/A
Basic (30-Minute Frequency)					
Total Boarding Riders	4,761,619 (54%)	4,553,466 (49%)	2,361,017 (39%)		N/A
Average Weekday Boarding Riders	16,721	15,819	7,745		N/A
Boardings per Revenue Hour	14.88	13.99	6.57	No	21
Passenger Concerns per 100,000 Boardings	41.3	35.1	56.6		N/A
Coverage (60-Minute Frequency)					
Total Boarding Riders	1,219,808 (14%)	1,145,701 (12%)	1,099,603 (18%)		N/A
Average Weekday Boarding Riders	4,263	3,941	3,607		N/A
Boardings per Revenue Hour	12.03	11.11	6.12		N/A
Passenger Concerns per 100,000 Boardings	45.1	55.7	77.5		N/A

*Total ridership is higher than combined frequencies due to missing MyKey information

Paratransit Operating Statistics

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Indianapolis Public Transportation Corporation (IndyGo)
FY2020 Transit Operations Performance Report
Paratransit Key Performance Indicators

	FY 2018 Annual	FY 2019 Annual	FY 2020 Annual	Met Goal?	FY 2020 Goals
Paratransit					
Passenger per Revenue Hour	1.51	1.4	1.5	No	1.8
Net Cost per Passenger	\$36.50	\$39.66	\$47.20	N/A	N/A
Ontime Performance	75.58%	88.99%	92.88%	No	93.0%
OTP Be There By Time	79.99%	76.75%	91.14%	No	No Goal
Excessively Late Trips	4,341	1,425	1,373	No	0.5%
Missed Trips	3,105	1,025	381	N/A	0.25%
Valid Complaints per 1,000 passenger Trips	2.80%	3.66%	3.03%	No	1.00%
CSR% Calls Response Time (answered)(minutes)	93% 1m:54s	85% 1m:45s	92% 0m:57s	No	93.0%
Dispatch % Calls Response Time (answered)(minutes)	72% 1m:19s	82% 0m:43s	86% 0m:29s	No	93.0%
CSR Abandoned Telephone Calls	10,823	24,920	7,464	N/A	N/A
Dispatch Abandoned Telephone Calls	36,464	8,318	6,208	N/A	N/A
ADA Eligibility Certification within 21 Days	51	2	0	N/A	0
Preventative Maintenance Inspections Ontime	96.9%	73.6%	99.7%	N/A	100%
Preventable Accidents (per 100,000 Revenue Miles)	11.90%	14.00%	3.20%	N/A	N/A
Number of Preventable Accidents	50	57	56	N/A	N/A

Indianapolis Public Transportation Corporation (IndyGo)
FY2020 Transit Operations Performance Report
Paratransit Operating Statistics

	FY2018	FY2019	FY2020	% Change
Ridership				
Clients (unlinked Passenger Trips)	293,586	273,189	167,300	-38.76%
Attendants	7,598	8,104	2,529	-68.79%
Companions	1,879	978	259	-73.52%
Total	303,063	282,271	170,088	-39.74%
Avg. Weekday Trips	1,037.12	964.27	585.37	-39.29%
Avg. Saturday Trips	330.46	303.31	195.09	-35.68%
Avg. Sunday Trips	292.33	285.27	140.17	-50.86%
Days Operated – Weekday/Saturday/Sunday	261/52/52	261/52/52	261/52/52	
Days Not Operated – Weekday/Saturday/Sunday	0/0/0	0/0/0	0/0/0	
Active Clients	3,244	3,152	1,398	-55.65%
Premium Services				
Lottery – Redeemed	10,307	11,188	9,501	-15.08%
Dialysis – Redeemed	1,860	10,586	9,955	-5.96%
Emergency – Redeemed	3,895	27,844	N/A	
Lottery – Sold	12,760	12,470	9,526	-23.61%
Dialysis – Sold	2,078	10,956	10,073	-8.06%
Emergency – Sold	4,377	22,118	N/A	
Total Vouchers Redeemed	16,062	49,168	19,456	-60.43%
Total Vouchers Sold	19,215	45,544	19,599	-56.97%
Subscription Trips	141,424	164,829	73,575	-55.36%
Total	211,978	354,703	151,685	-57.24%
Level of Service				
Revenue Miles	3,075,064.92	2,802,687.39	1,751,807.96	-37.50%
Revenue Hours	195,275.57	197,627.29	144,398.26	-26.93%
Maximum Vehicles Operated (non-Taxi)	75	76	43	-43.42%
Total Vehicles Available (non-Taxi)	81	88	84	-4.55%
Eligibility				
Total Applications Received	1,751	1,427	935	-34.48%
New Applicants Certified	1,079	884	406	-54.07%
New Applicants Denied	119	36	3	-91.67%
Clients Recertified	682	251	528	110.36%
Clients Denied Recertification	-	-	10	
Total Eligibility Assessments	1,331	1,135	947	-16.56%

Indianapolis Public Transportation Corporation (IndyGo)
FY2020 Transit Operations Performance Report
Paratransit Expenditures

	FY2018	FY2019	FY2020	% Change
Expenses and Revenue				
Expenses				
IPTC Administration & Oversight – Personnel Services	\$444,188	\$540,965	\$661,198	22.23%
Transdev – Mobility Services				
*Purchased Transportation	\$8,592,029	\$8,570,376	\$6,354,602	-25.85%
*Purchased Transportation Administration	\$1,489,343	\$1,477,461	\$1,553,082	5.12%
Contracted Services	\$151,197	\$270,260	\$532,698	97.11%
Taxi Vouchers	\$411,940	\$1,222,396	\$485,808	-60.26%
Banking Fees, Hardware Maint, IT Software, Misc, Printing, Professional Services, Travel	\$83,519	\$162,478	\$26,622	-83.62%
Fuel				
Unleaded	\$245,008	\$240,166	-\$11,895	-
*Diesel	\$72,942	\$119,804	\$19,172	-84.00%
Freight, IT Hardware, Misc, Office Supplies, Stock Equipment	\$7,438	\$5,502	\$1,339	-75.66%
Total Operating Costs	\$11,497,604	\$12,609,408	\$9,622,626	-23.69%
Revenues				
Fare Revenue (Collected)	\$432,163.87	\$298,060.38	\$537,126.50	80.21%
Tickets Revenue (Collected)	\$708,466.50	\$769,763.50	\$338,824.50	-55.98%
Total Revenue	\$1,140,630.37	\$1,067,823.88	\$875,951.00	-17.97%
Fare Recovery Amount/Rate	9.92%	8.47%	9.10%	
Cost Per Passenger Trip (excludes capital expenses)				
Net Cost	\$10,356,974	\$11,541,584.12	\$8,746,675	-24.22%
Cost Per Passenger Trip	\$34.17	\$40.89	\$51.42	25.77%
Performance				
Passenger Trips / Total Revenue Vehicle Hours	1.51	1.4	1.50	7.14%
Passenger Trips / Total Service Hours	1.43	1.32	1.48	12.12%
On-Time Performance	75.58%	89.99%	92.88%	3.21%

*Fuel cards were used to reduce costs and not pay fuel taxes. Fuel cost re-imbursement is 2\$ per gallon.

Pass Sales

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Indianapolis Public Transportation Corporation (IndyGo)
FY2020 Retail Pass Sales Report
Customer Service

	FY2018	FY2019	FY2020	% Change
Retail Pass Sales				
10 Trip Full	5,233	4,514	1,990	-56%
10 Trip Half	1,162	1,131	723	-36%
31 Day Full	12,783	10,423	5,875	-44%
31 Day Half	11,856	9,505	6,367	-33%
7 Day Full	22,766	20,536	8,212	-60%
7 Day Half	7,488	6,575	3,498	-47%
Day Full	39,784	36,912	19,092	-48%
Day Half	30,209	25,364	14,687	-42%
Flex	25,824	25,480	14,019	-45%
Lottery Taxi Vouchers	0	0	0	N/A
S Passes	494	308	50	-84%
Single Full	22,200	18,866	12,762	-32%
Single Half	6,416	6,709	3,812	-43%
Summer Youth	293	285	0	-100%
Total	186,508	166,608	91,407	-45%

Indianapolis Public Transportation Corporation (IndyGo)
Customer Service
FY2020 Invoice Pass Sales Report

	FY2018	FY2019	FY2020	% Change
Invoice Pass Sales				
10 Trip Full	1,040	707	5,093	86%
10 Trip Half	72	156	10	-1460%
31 Day Full	5,618	5,499	2,386	-130%
31 Day Half	2,359	3,856	1,469	-162%
7 Day Full	5,537	5,085	2,195	-132%
7 Day Half	970	449	293	-53%
Day Full	18,610	23,542	11,412	-106%
Day Half	16,604	14,397	10,010	-44%
Flex	90,927	85,717	47,421	-81%
Lottery Taxi Vouchers	0	0	0	N/A
S Passes	2,950	3,200	600	-433%
Single Full	17,047	17,886	12,982	-38%
Single Half	876	3,093	1,512	-105%
Summer Youth	850	200	0	-100%
Total	163,460	163,787	95,383	-72%

Indianapolis Public Transportation Corporation (IndyGo)
Customer Service
FY2020 Online Pass Sales Report

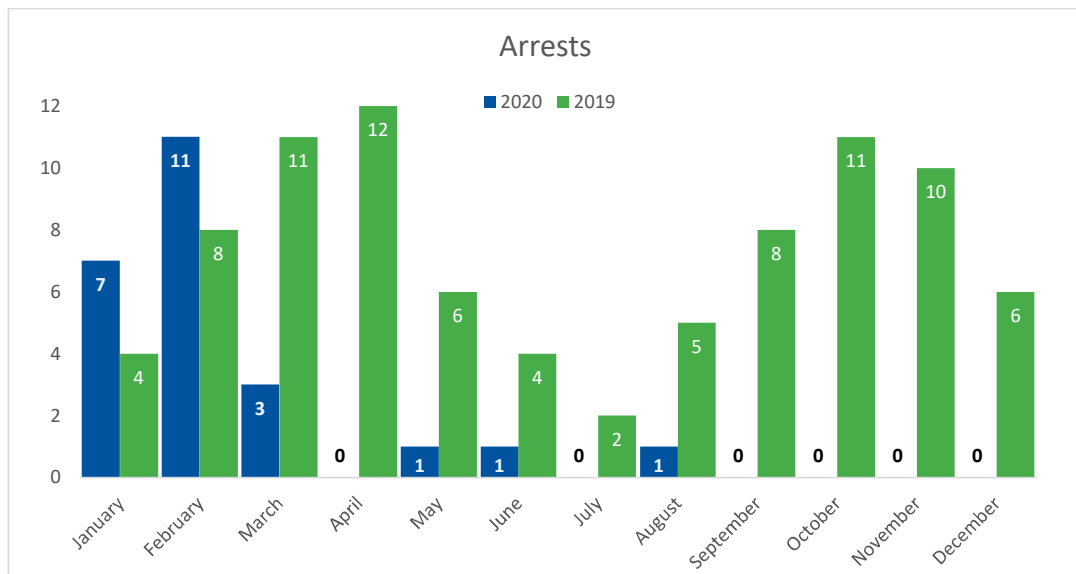
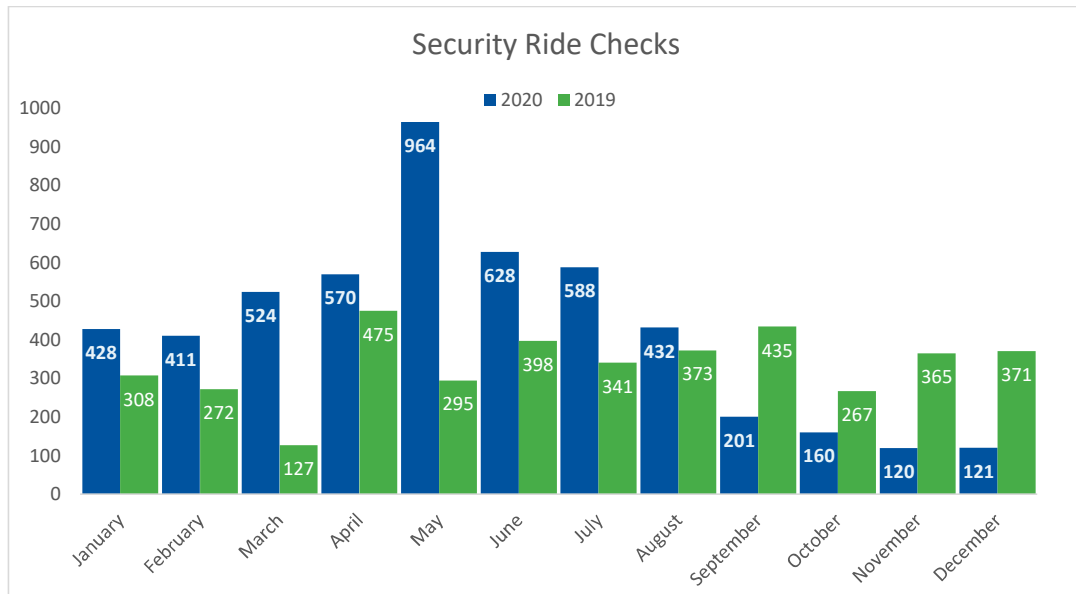
	FY2018	FY2019	FY2020	% Change
Online Pass Sales				
10 Trip Full	1,369	1,075	768	-29%
10 Trip Half	324	493	333	-32%
31 Day Full	3,852	4,574	1,482	-68%
31 Day Half	2,706	1,366	717	-48%
7 Day Full	3,903	3,182	1,339	-58%
7 Day Half	934	1,053	183	-83%
Day Full	17,862	21,557	9,944	-54%
Day Half	6,021	7,112	6,264	-12%
Flex	87,842	70,897	34,648	-51%
Lottery Taxi Vouchers	12,760	12,470	5,050	-19%
S Passes	1,150	0	0	N/A
Single Full	11,536	14,908	9,031	-39%
Single Half	2,532	1,228	846	-31%
Summer Youth	68	17	0	-100%
Total	152,859	139,932	65,555	-53%

Security and Training

Indianapolis Public Transportation Corporation (IndyGo)

Security

FY2020 Transit Operations Performance Report

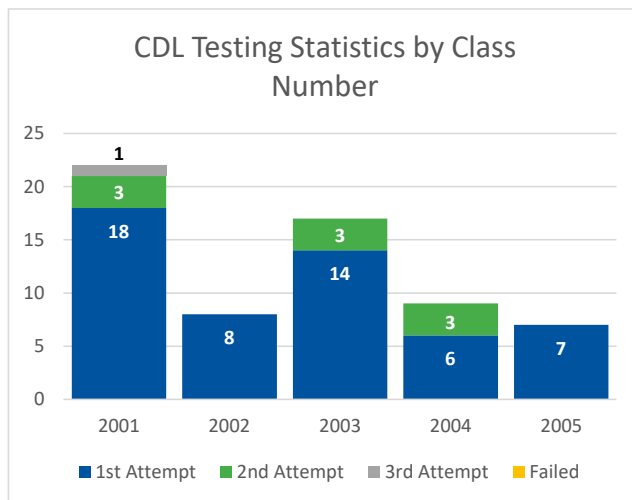
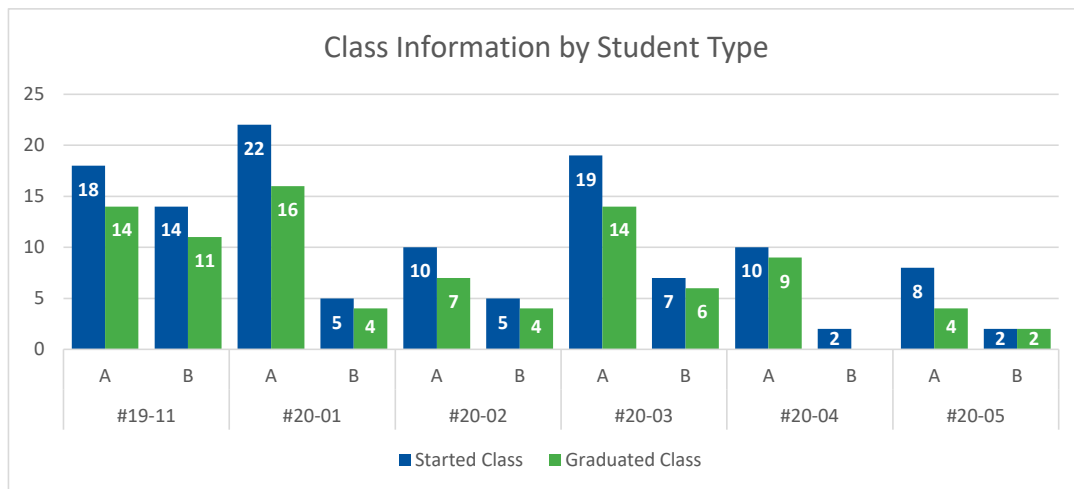


Indianapolis Public Transportation Corporation (IndyGo)

Training

FY2020 Transit Operations Performance Report

Additional training classes were suspended due to the pandemic



Glossary

Glossary

Arrest Graph – This graph displays the number of arrests made by a Nolan LEO. The arrest can happen on the bus, bus stop, shelter, or at the CTC. The arrest can be anything from a warrant, disturbance or other illegal or criminal activity.

Average Weekday Boardings – The average number of persons who board the transit system on a day that normal weekday revenue service is provided.

Boardings Per Revenue Hour – This is a productivity measure comparing the number of boardings to the number of revenue hours operated. It measures service utilization per unit of service operated. The revenue hours are the time when a vehicle is available to the general public to carry passengers. This will include layover but exclude deadheads.

BRT (Bus Rapid Transit) Routes – The BRT route is a multi-component transit improvement that includes preferential treatment at traffic signals to improve bus operating speed and on-time performance. It operates in mixed traffic and relies on priority for buses at traffic signals to provide much of its time advantage over conventional buses.

CDL Testing Graph – This graph displays the number of students that were scheduled for a CDL State Test and if they passed it on the first, second or third attempt or if they failed the test. Each operator was given the opportunity to pass the test three times before being considered a failed test.

Deadhead – Time during movement of a transit vehicle without passengers aboard, typically from the operating division to the start of the route.

Layover – Break the driver/vehicle is given at the end of a trip before beginning its next trip.

Miles Between Chargeable Accidents – Safety measure that captures the number of total scheduled miles traveled between each occurrence of a preventable accident. A preventable accident is defined as accidents in which the transit driver is normally deemed responsible or partly responsible for the occurrence of the accident.

On-Time Performance – A reliability measure capturing the percentage of transit vehicles departing or arriving at a location on time. On-time performance is measured only for specific locations called timepoints for which a schedule is published. A bus transit vehicle is considered

“on time” if it departs a location within three minutes before and five minutes after its published scheduled time. At the last timepoint location of a trip, early arrival is considered on-time.

Passenger Concerns Per 100,000 Boardings – A customer service measure that captures the number of passenger complaint/concerns per 100,000 boardings. This measure reports the amount of customer complaints received on the service that is attributed to an operating division.

Percent Scheduled Service Operated – This service reliability measure indicates the percent of service hours completed based on published schedule. A service is considered not completed when scheduled service hours are lost due to equipment failure, missed or late pull-outs, accidents/incidents, or natural causes.

Security Ride Checks Graph – This graph displays the number of rides that the Nolan LEO completes on a bus. A ride check is where the LEO will board the bus and ride out with the operator to any stop and will exit the bus. They will then board a bus going the other direction and ride it to another stop. Most rides occur after schools let out or in the mid to late evenings.

Revenue Hours – Time when a vehicle is available to the general public to carry passengers. This will include layover but exclude deadhead. (First pick up to last drop off)

Standard (Boardings Per Revenue Hour) – This is the average boardings per Revenue Hour and is based on the Service Standard Guidelines.

Total Boardings – The total number of boarding riders using IPTC directly operated bus service. Riders are counted each time they board a bus.

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.

ARP Act – American Rescue Plan Act of 2021 to support the nation's public transportation systems as they continue to respond to the COVID-19 pandemic. Additional Assistance Funding to cover operating expenses related to maintaining day-to-day operations, cleaning and sanitization, combating the spread of pathogens on transit systems, and maintaining critical staffing levels.

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 fund 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.

Component Unit – A legally separate organization for which the elected officials of the primary government are financially accountable.

CRRSAA Act - Coronavirus Response and Relief Supplemental Appropriations Act to support the transit industry during the COVID-19 public health emergency. The funding is provided at 100-percent federal share, with no local match required. Funding will support expenses eligible under the relevant program, although the Act directs recipients to prioritize payroll and operational needs.

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 principles (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.

GASB – Governmental Accounting Standards Board

General Fund- The primary operating fund(s) of the agency and accounts for most of the financial resources that may be used for any lawful purpose.

GFOA – Government Finance Officers Association

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.

Non-Major Fund - a fund that does not constitute more than 10% of either revenue or expenditures of the appropriated budget, excluding other financing sources and uses. For the purposes of reporting on non-major funds throughout this budget document, they are presented in aggregate by their fund type (special revenue, debt service, capital, etc.).

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.

