



AUGUST 2019 – AUGUST 2020 PROGRESS REPORT



Although these improvements have been organized into divisions, please recognize all of these projects and programs would not have been possible without coordination and collaboration across departments and teams.

OPERATIONS

OVERALL

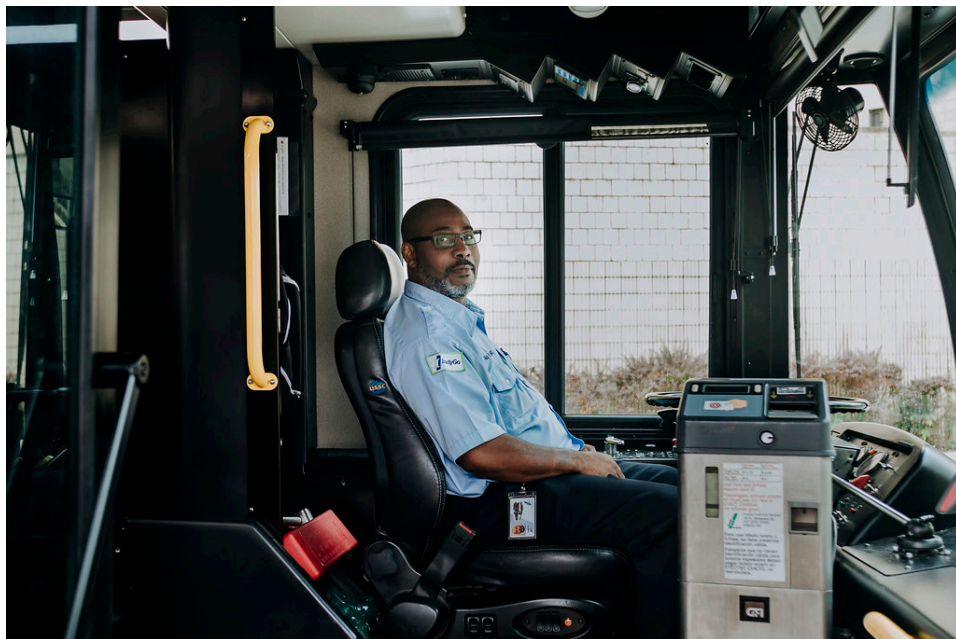
- Introduced transit operations performance report and utilizing data-driven decisions for performance improvement.
- In partnership with the City of Indianapolis, free facial coverings were given out at the Carson Transit Center and riders were required to wear facial coverings to comply with the Marion County Health Department's order that masks are required in public spaces.
- Explored Red Line end of the line charging and challenged vendor to find solutions.
- Supplied personal protective equipment (PPE) to all staff members in response to the COVID-19 pandemic, including masks, gloves, and hand sanitizer.



OPERATIONS

TRANSPORTATION SERVICES

- Provided free fares Christmas Day and New Year's Eve for the first time.
- Provided solution through partnership with Indianapolis Public Schools (IPS) to provide approximately 5,000 students transportation to and from school when their school bus drivers went on strike.
- Developed bus rapid transit (BRT) toolkit to support Operators.
- 220 Operators received Safe Driving Recognition in 2019 and 113 thus far in 2020.
- 159 Operators achieved 90 Percent Club recognition in 2019 and 256 thus far in 2020.
- Installed monitors in the lounge for electronic communication to the Operators.
- Developed customized training for dispatch team.
- Hosted Houston Metro Transit and San Antonio Transit (VIA) to showcase BRT line.



OPERATIONS

MOBILITY SERVICES

- Paratransit performance improved by 8.6%.
- Requested Transdev to submit an action plan that provided strategic and clear/concise action steps to improve the quality of service and to be consistent on a day-to-day basis.
- Created and implemented Transdev Compliance Team to review and complete contractual required audits.
- Developed and executed a micro-transit solution for residents of MLK Center with the Near Northwest Response Team to provide food delivery and prescription pick-up beginning June 1 with 116 riders and 115 trips to date.
- Seamless Mobility Services COVID-19 transition.
- IndyGo's Board of Directors approved Ecolane as the dynamic mobility solution software process for Mobility Integration and management of mobility on demand, micro-mobility management, microtransit, mobility as a service, and first mile/last mile operations. It efficiently uses GIS-based scheduling and dispatch software to accurately select the most appropriate vehicle/run to place reservations using a batch scheduling process that improves overall on-time performance.
- Transit Management Consulting was commissioned to complete a study to determine if Paratransit Service should remain contract, brought in-house, and/or a Hybrid model. The goal is to identify a business model that would most effectively deliver high-quality paratransit service to customers at benchmarks that are consistent with industry best practices.



OPERATIONS

MOBILITY SERVICES (CONT.)

- Created Package/No Show Policy for Open-Door Customers to save funds.
 - No shows/late cancellations or cancelling at the door equals up to 11% of monthly trips. The cost to send a paratransit vehicle to a location is \$39.66.
- Streamlined mobility solutions customer comments, while providing an increased interaction with customers.
- Migrated to WEX fuel cards for a cost savings to IndyGo. Year to date savings from federal and state taxes is \$43,017.



OPERATIONS

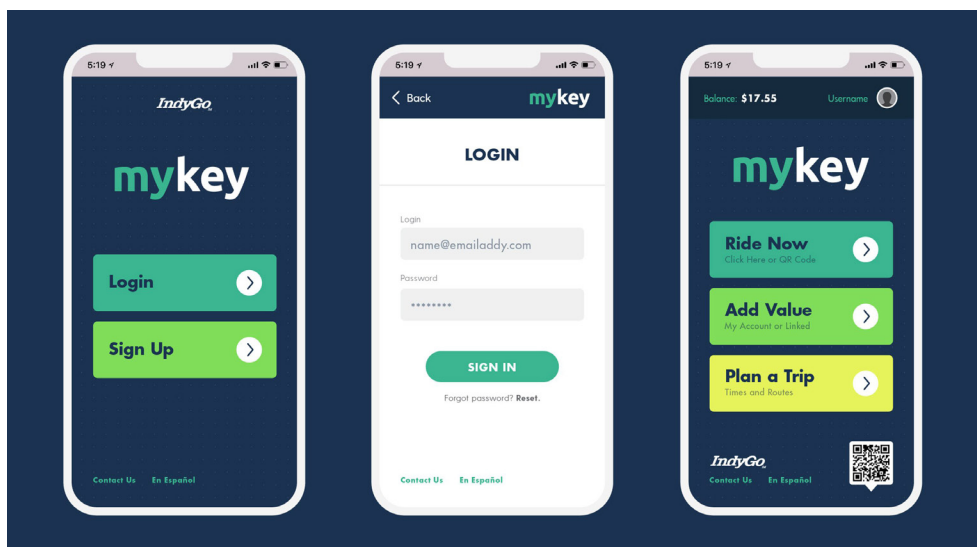
CUSTOMER SERVICE & AUDIT

- Moved Customer Service Call Center and Pass Fulfillment from an external contractor to internal management to efficiently oversee and own IndyGo's fixed route and Red Line customer experience.
- Expanded the customer service team from 5 to nearly 20 including the transition of Quality Service from Operations to Customer service, all in an effort to provide better resources and service to our customers.
- Successfully transitioned veteran's pass program to MyKey cards. Successfully distributed More than 1,500 Veteran MyKey cards to date.

o Approximately 240,000 trip validations by veterans between November 2019 – June 2020.

- With the Essential Workers Uber Pilot, successfully showcased the abilities of transportation as a service on a smaller scale, which has helped pave the way for future service options.

o In roughly 6 weeks, IndyGo aided 172 riders to take 2,733 Uber trips to and from their place of work during the COVID-19 pandemic and "Stay at Home" order.



OPERATIONS

FLEET SERVICES

- Expanded revenue fleet size in preparation of the Marion County Transit Plan, including 31 fully electric buses for the BRT line, 17 Fixed Route buses in the latter part of 2019, and 28 Fixed Routes in 2020.
- Worked with the Union and Operators to keep IndyGo Operators safe with cost-effective temporary and permanent barrier doors.
- Implemented rear boarding initiative in response to the COVID-19 pandemic within 36 hours.
- Established internal Motor Pool Program to support staff vehicle needs.
- Added 2 service trucks to support field operations.
- Completed donations of retired buses to IIA, IMPD, and IFD.
- Re-cataloged and updated the storeroom for improved tracking of parts inventory.
- Implemented new work order tracking system.
- Cross trained Supervisors in multiple departments for more effective staff utilization.



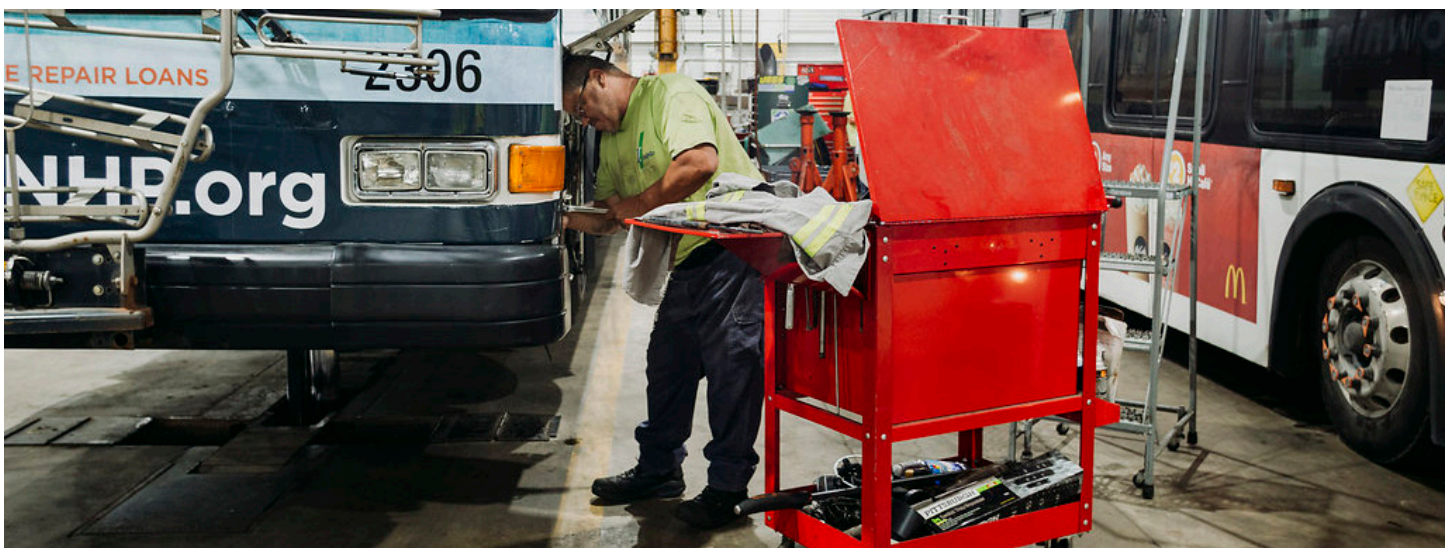
OPERATIONS

MAINTENANCE

- 5 mechanics completed Automotive Service Excellence (ASE) certification in 2019.
- Developed several proactive preventative maintenance campaigns such as coat racks on BYD buses, destination signs, summer and winter HVAC campaigns, transition campaigns, and driver shield installations.
- Designed and installed temporary barriers to the entire fleet in response to COVID-19.

TRAINING

- Moved all mechanics and non-represented employees to online/virtual In-Service Training during COVID-19 pandemic. All Operators took part in the 8-hour in-class training.
- Improved the Operator training schedule to streamline and shorten the overall time required to complete the program.
- Created Safety Leadership Training Program.



OPERATIONS

SECURITY

- Trained, scheduled, and implemented fare inspectors on the Red Line.
- Updated security cameras throughout all buildings.
 - o The 360-camera system brought facilities up to date in camera technology, added more overall coverage, and better imaging.

SERVICE PLANNING & SCHEDULING

- Honored with the “Best Service Improvement” award by TransitCenter December 2019. TransitCenter’s inaugural award ceremony recognizes exemplary work to improve transit service by American transit agencies and Department of Transportation in the past year. IndyGo received the “Best Service Improvement” award for the agency’s comprehensive approach to improving Indianapolis’ transit system.
- Ridership including the Red Line, recorded 230,651 boardings in the month of September 2019, and total system ridership was up 30% in September and October 2019.



OPERATIONS

SERVICE PLANNING & SCHEDULING (CONT.)

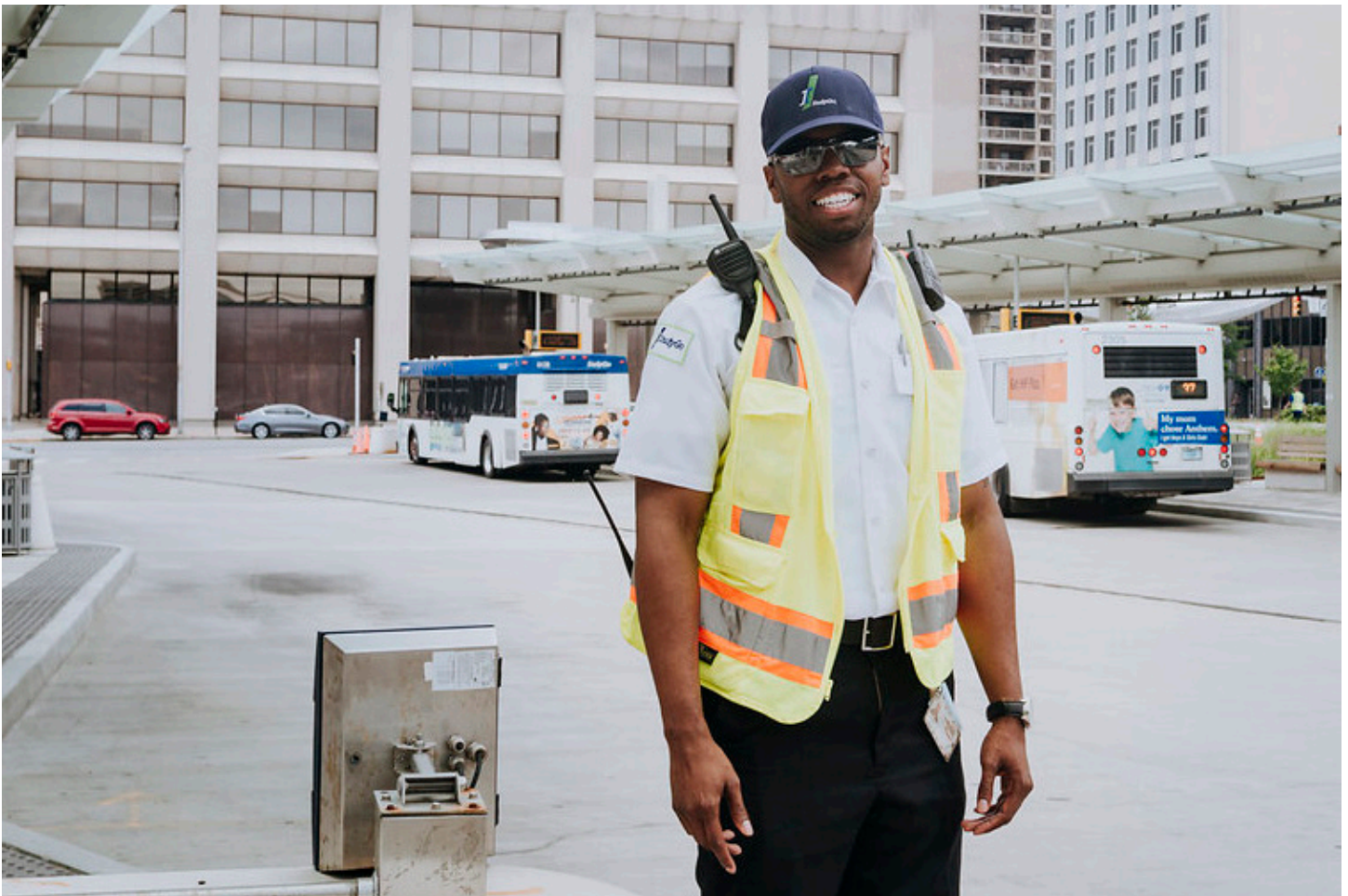
- January 2020 ridership was 8% higher than in 2019.
 - Additionally, Red Line ridership was 6% higher in January than in December. This was the second consecutive January that ridership increased following service improvements.
 - In addition to the 8% increase in 2020 versus 2019, January 2019 system ridership was 4.2% higher than January 2018.
- Every route began running 7-day service September 2019.
- Routes 3, 8, and 10 began increased frequency February 2019.
- Developed better process to hear from Operators about bus stop placing and challenges.
- 109 bus stops built/improved with 39 left to complete in 2020.
- Decreased Operator split windows while maintaining staffing levels and vehicle numbers.
- Began using Swiftly late fall 2019 to help with more accurate real-time predictions at Red Line stations.
 - IndyGo has also been using it for BRT headway management, run time analysis for schedule review, and publishing real-time route information to Google.



OPERATIONS

FACILITIES

- Maintain and oversee maintenance on all 3 IndyGo buildings, along with 28 Red Line stations, more than 200 Bus Shelters, and more than 3,200 bus stops.
- Contracted professional services to disinfect the buses, motor pool vehicles, and 3 facilities electrostatically each day.
- Contracted a janitorial service to supplement the General Laborer cleaning practices, increasing the sanitizing throughout the day in the buildings and in the buses as they arrived at the Carson Transit Center. This included the public areas and benches.



OPERATIONS

FUTURE

- Working through process with the Bureau of Motor Vehicles to create IndyGo's own CDL training program.
- After MyKey Pilot findings, working to transition Half Fare riders to MyKey cards.
- Expanding digital customer service channels, including the potential for live chat, SMS, and others technologically advanced options.
- Continuing to explore the Uber Vouchers pilot to supplement our current Lottery Taxi Voucher Program. Adding Uber as an option in this program has the opportunity to provide a variety of benefits including increased productivity and on time performance levels for our paratransit service, more options and convenience for our customers, and decreased overall cost.
- Exploring the opportunity to migrate HASTUS Comments to Salesforce for better management and efficiencies.
- Merging Mobility Solutions and Customer Service Call Center.
- Implementing the use of Hastus Employee Performance Management (EPM) to manage and keep operator records electronically.
- Upgrade Hastus if approved by Board of Directors.
- Continue bus stop balancing improvements.



INFRASTRUCTURE, STRATEGY, & INNOVATION

SPECIAL PROJECTS

- Expanded universal sponsored rides program pilot, which provides students with unlimited access to IndyGo's entire network for 12 consecutive months at no direct cost to them or their families.
- September 2019 – June 2020:
 - Four school districts, representing 10 schools and special programs, and an estimated 10,550 students enrolled.
 - Approximately 159,000 total trip validations.
 - Nearly 9,000 trip validations since the beginning of the COVID-19 pandemic.
 - Approximately 5,000 trip validations taken since school let out in late-May, early-June.
 - An approximate value of \$135,000 to students and their families.
 - More than \$170,000 in revenue to the agency.
- Projected 2020-2021 school year:
 - Five school districts, representing 14 schools or special programs (e.g. the Graduation Academy), and an estimated 6,700 students enrolled.
 - Projected revenue is approximately \$445,000.



INFRASTRUCTURE, STRATEGY, & INNOVATION

GRANTS

- Submitted 4 grants September 2019:
 - One grant submittal for replacing vehicles.
 - One grant submittal for the construction of Super Stops.
 - Two grant submittals for advancing mobility integration.

DATA & ANALYTICS

- Applied for and received approval from the Federal Transit Administration to use Automatic Passenger Counters to report ridership on the Red Line.
- Developed scripts and infrastructure needed to maximize return for operational support.
- Reporting requirements and supporting data requests from Operations Department.
- Constantly strengthening the integrity of data sources.

CAPITAL PROJECTS

- Maintained scoring for Purple and Blue Lines.
- Secured \$77.5 million from the U.S. Department of Transportation's Small Starts Grant for the Purple Line.
- Received City-County Council approval for Proposal 142 to enable IndyGo to move forward with the next steps for the Purple Line rapid transit project and support infrastructure repairs to the 38th St. corridor.



INFRASTRUCTURE, STRATEGY, & INNOVATION

RESEARCH & PLANNING

- Convened internal stakeholders to facilitate the development of asset targets.
- Completed Title VI program update (every 3 years).
- Completed Paratransit Operational Analysis.
- Completed Service Equity Analysis ensuring that decisions do not have a disproportionate burden on IndyGo's community.
- Supported Guilford Township (including Plainfield) in its transit planning.

IndyGo Paratransit Operational Analysis Study

Final Report

June 2020



Prepared for IndyGo

IndyGo

by

KFH Group Inc.

Bethesda, MD | Austin, TX | Seattle, WA

in association with:

Palo Consulting Group and The McCormick Group



INFRASTRUCTURE, STRATEGY, & INNOVATION

FACILITIES PLANNING

- Completed 12,776 square ft. 1501 W. Washington St. office renovations to include 58 cubicles, 4 conference/meeting rooms, 16 offices, 1 file room, 1 secured printer room, 1 new lounge, and 1 Information Technology (IT) closet all with new carpet, painting, furniture, and ceiling tiles.
 - o Installed ballistic rated double glass doors and new storm windows for all offices.
- Expanded Carson Transit Center Lounge for Operators.
- Designed new training facility (9,800 square ft.) at 1100 W 21st St.
- Completed the design for solar panel expansion on the roof of 1501 W. Washington St.
- Vehicle Wash and Paint Booth Construction:
 - o Installed new Westmatic vehicle wash system with 3 bays, installation of more efficient tanks and system, cleaned the reclaimed tanks, drains and lines.
 - o Installed new Global Finishing paint booth with trolley system along the sides, downdraft ventilation, and LED lighting designed for optimal brightness.
 - o Installed new flow meter for better monthly reading of facility outflow.



INFRASTRUCTURE, STRATEGY, & INNOVATION

FUTURE

- Expand the number and type of sponsored rides programs.
- Complete the next steps for the Paratransit Operational Analysis – working with the disability community and broader Indianapolis community to assess the remaining options and develop innovative and effective ways of providing service – while continuing to implement the necessary changes.
- Continue to support Operations through data analysis.
- Through the Purple Line project, IndyGo, the City of Indianapolis, and federal partners will transform East 38th St. These infrastructure improvements include:
 - New pavement
 - Adding or repairing 9.5 miles of sidewalk
 - Installing a new 3-mile-long multi-use path for pedestrians and bicyclists along the north side of 38th St., connecting to the Fall Creek Greenway.
 - New traffic signals and 355 ADA-compliant curb ramps.
- Improve 1501 W. Washington St. security screen doors and exterior doors.
- Begin the planning and design of the maintenance area including the phasing of work, including exercise area for employees and additional 60' bays.
- Planning for the renovation of the Board Room, front lobby and restrooms, and security desk at 1501 W. Washington St.
- Pursue options for solar expansion in other areas, like in the South parking lot using canopies.



INFRASTRUCTURE, STRATEGY, & INNOVATION

FUTURE (CONT.)

- Study for the charging options for electric vehicles at the Carson Transit Center.
- Work with Briometrix on its “City on Wheels” proposal to digitally map and assess the health and integrity of 61 miles of sidewalk infrastructure along the Red Line.
 - The pilot will employ residents who use wheelchairs, and these findings will be used in the development of pedestrian infrastructure along the Purple and Blue Lines.
- In partnership with the City of Indianapolis, Department of Metropolitan Development, and the Indianapolis Metropolitan Planning Organization, finalize and propose for adoption of the zoning amendments to better accommodate transit-oriented development.
- Publish the agency’s Mobility Position Paper, a guide for determining the agency’s level and types of investments in new mobility options, for the purposes of improving the region’s transportation ecosystem, and ultimately work towards becoming Central Indiana’s mobility integrator, in addition to the lead public transit provider.



HUMAN RESOURCES

OVERALL

- Human Resources returned all calls and emails within standard working hours beginning November 2019.
- Implemented a ticketing system to track employee inquiries and responsiveness beginning November 2019.
- Improved labor management relationships with weekly meetings.

o These meetings have resulted in constructive agreements that have facilitated necessary staffing changes for the Red Line and other operational measures.

- Implemented retroactive pay and pay increases for all current represented employees, represented retirees, and former represented employees pursuant to the arbitration award issued August 2019 that fully resolved the collective bargaining negotiations between IndyGo and the Amalgamated Transit Union, Local 1070.
- Evaluated all IndyGo workplace policies and procedures. The following policies were developed and implemented:

- o Change to Non-Discrimination Policy
- o Emergency Paid Sick Leave Act
- o Emergency Family and Medical Leave Expansion Act
- o Health Screen Self-Certification
- o Temporary Workplace Policies
- o Temporary Emergency Leave Policies
- o Vacation Policy
- o Social Media Policy
- o Video and Recording Policy



HUMAN RESOURCES

OVERALL (CONT.)

- In accordance with Governor Holcomb's Executive Order 2020-28, IndyGo implemented a Health Screen Self-Certification Policy June 2020 in response to the ongoing COVID-19 pandemic to proactively identify employees who may be symptomatic and prevent exposure of COVID-19 to the IndyGo workforce.
- Ensured certain employees had full health coverage for COVID-19 related illnesses, including provider covering all treatment costs, which included all medical and pharmaceutical coverage if diagnosed.
- Negotiated a contract for group health premiums and insurance coverage with Anthem Blue Cross Blue Shield that resulted in no increases for employees and their families in 2020.
 - Although there was a 2.7% increase in costs to IndyGo, that is due to an increase in employee population.
- IndyGo's hiring and retention data showed a marked improvement in the recruitment and retention efforts. The overall number of employees increased to 898.

FUTURE

- Preparing for collective bargaining negotiations for a successor contract that is set to expire on December 31, 2020.
- Submitting a modified personnel policy to the Board of Directors for consideration.



INFORMATION TECHNOLOGY

OVERALL

- Developed and maintained groups of IT service:
 - o Technical Support (Tier 1 & 2): first line of issue resolution for the IT Department, referred to as Help Desk. Monitor and resolve incidents and requests through IT Server Management (ITSM) system (currently SysAid), ensuring proper triaging, escalation, and adherence to stated service level agreements (SLAs).
 - o Infrastructure Support (Tier 2 & 3): monitor, manage, and maintain all enterprise technology platforms in buildings and BRT stations. Focused on providing application, network and system support, maintenance, asset management, planning, and issue resolution.
 - o Connected Vehicle Support: monitor, manage, and maintain all automatic vehicle location (AVL) and computer-aided dispatch (CAD) equipment, vehicle communications (wireless, cellular, and radio) and vehicle camera systems on all supported IndyGo fleet (revenue, non-revenue, and Paratransit). Providing asset management, installation, maintenance, and resolution on the connected vehicle technology (CVT) platform.
 - o Project Management Office (PMO): utilize methodologies from the Project Management Institute (PMI), which employs the application of knowledge, skills, tools, and techniques to meet the project requirements. Vet vendors and system requirements, maintains budgetary control, and create and maintain project and program implementation schedules for all capital and operational outside of the Capital Planning Department to ensure IndyGo establishes its needs and requirements before going in to contract with a vendor.
- Developed a continuous improvement planning model to improve efficiencies and processes.



INFORMATION TECHNOLOGY

OVERALL (CONT.)

- Improved Service Level Agreements (SLAs) to remediate technology issues for the IndyGo enterprise by 43% since Q1 2020. This was accomplished by staffing realignment, redelegation of duties, review of Standard Operating Procedures, (SOPs) and process efficiency improvements.
- Continued to support the following services:
 - Office 365 (email, Microsoft Office Suite projects)
 - AVAIL (client, server, application, CAD/AVL)
 - HASTUS (client, server)
 - Dynamics CRM (Customer Relationship Management) 2012 R2 (client, server, application security)
 - Microsoft Federated Services (server, application integration)
 - Active Directory (server, application integration)
 - VMWare/Horizon View (client, server, application)
 - Trapeze PASS (client, server, application)
 - Microsoft SQL Server (administration, data warehousing, replication, optimization)
 - File and Print Server Services (client, server, application)
 - Cellular/Voice Services (cell phones, VoIP, desk phones, data SIMs, Mi-Fis)
 - Network Infrastructure (all IndyGo locations: wireless access points, firewalls, switches, routers, fiber, Internet circuits)
 - Server/Storage Infrastructure (hosts, SANs)
 - Desktops/Laptops/Tablets/Monitors/Phones/Cabling
 - Enterprise Systems Monitoring (client, server, application)
 - Backup/Disaster Recovery (all aspects)
 - Motorola Consoles/Radios (support, maintenance, equipment)
 - BRT Station Technology (all aspects except for TVMs (Ticket Vending Machines), fare validators and passenger information display content)
 - CTC Technology (bay signs, INFAX application, kiosks, annunciators, display signs)



INFORMATION TECHNOLOGY

OVERALL (CONT.)

- Continued to work with Flowbird to update our fare system to MyKey, which will make purchasing fares more accessible to riders.
 - Increased the speed for fare validation.
 - Created third noise to help Operators and riders through the fare payment process.
- Successfully upgraded Trapeze from version 12 to version 19 to enable needed platform improvements for Mobility Services (Paratransit).
- Successfully implemented all technology related services at the BRT stations including establishing inter-departmental Standard Operating Procedures.
- Beginning Q1 2020, the Project Management Office initiated documenting and formulating processes and procedures for the continuation of business operations in case of emergencies. The Business Continuity Plan (BCP) is 65% complete and is expected to be completed at the end of Q3 2020.
 - Several initiatives have been derived from this plan, including migrating our four (4) critical applications (Microsoft Dynamics AX, HASTUS, AVAIL, Ecolane) to a Cloud Service Provider (CSP) and the development of a comprehensive IndyGo Intranet for versatile collaboration and application accessibility.
- In response to COVID-19, IndyGo switched their enterprise operational model from a physical to a virtual presence.
- Established virtual kiosks and a Helpdesk line to assist with triaging and remedying IT issues while reducing the amount of physical interactions with employees.
- Beginning July 2020, Dynaway replaced Ellipse in Microsoft Dynamics AX production as IndyGo's inventory management system for an upgraded and integrated solution to improve inventory reporting.



INFORMATION TECHNOLOGY

FUTURE

- 1501 W. Washington St.:
 - Upgrading Board Room with audio/video integration and enhanced video conference capabilities.
 - Creating Human Resources and Public Information kiosks in the main lobby for future applications and IndyGo announcements/news.
 - Distributing Antenna System (DAS) for improved cellular and radio coverage within 1501.
 - Incorporating Facilities, Payroll, and Security into SysAid.
 - Migrating the following platforms into the cloud:
 - HASTUS
 - AVAIL
 - Ecolane
 - Dynamics AX (D365)
 - Infax
 - Fleetwatch (if feasible)
 - Replicating IndyGo's production environment to the Carson Transit Center server room for business continuity.
 - Replacing bus cameras with cellular/live-look capabilities.
 - Rebuilding IndyGo's Intranet for employees.
 - Championing and maintaining business continuity plan (BCP).
- Carson Transit Center:
 - Replace and upgrade kiosks, bay signs, arrival and departure screens, and displays for IndyGo announcements/news.
- Bus Rapid Transit stations:
 - Adding digital displays for advertisements.



FINANCE

OVERALL

- Successfully navigated COVID-19 pandemic without furloughs or temporary layoffs due to budgetary impacts.
- Worked creatively with distributors and suppliers to ensure there were enough PPE materials for 6 months during Governor Holcomb's stay at home order to keep employees safe.
- Successfully navigated through past budget assumptions and projections while keeping the Board of Directors educated and informed.
- Worked with 117+ certified businesses to date.
 - IndyGo's XBE spend for 2019 was \$12,662,409, equating to 10.25% of total spending.
 - IndyGo's DBE (Disadvantaged Business Enterprise) spend for 2019 was \$3,552,453, equating to 11.1% of total spending.
 - IndyGo's projected 2020 XBE and DBE expenditures are on track with respect to the COVID-19 pandemic and project delays.
- Instituted a 2-hour transfer ticket beginning September 2019 replacing the single-trip pass.
- Pivoted and purchased 27 Gillig Hybrids buses rather than diesel buses, which reduce emissions by 75% per bus, increase the range on the buses by more than double the miles, and save the organization millions throughout the increased life of the bus. Some benefits to hybrid buses include:
 - \$20 million estimated cost savings from an entirely electric fleet.
 - Diversifying fleet allows for more flexibility in infrastructure improvements, hiring and training, and facility needs.
 - Approximately 480-mile range.



FINANCE

FUTURE

- Focus transit oriented design developments, good childcare for the community and employees on the west side, building a campus setting to combine innovation, technology, and partnerships with local organizations to advance fuel technology.



PUBLIC AFFAIRS

OVERALL

- Trained, supported, and provided materials for nearly 300 Red Line internal and external volunteers answering questions and helping Operators and new riders on the Red Line for the first week of opening.
- Successfully navigated internal and external communications throughout the COVID-19 pandemic.
 - Worked to ensure all employees were informed and felt appreciated throughout the COVID-19 pandemic through flyers, meals, bulletin boards, voicemails, banners, text messages, videos, and face to face appreciation.

OUTREACH & ENGAGEMENT

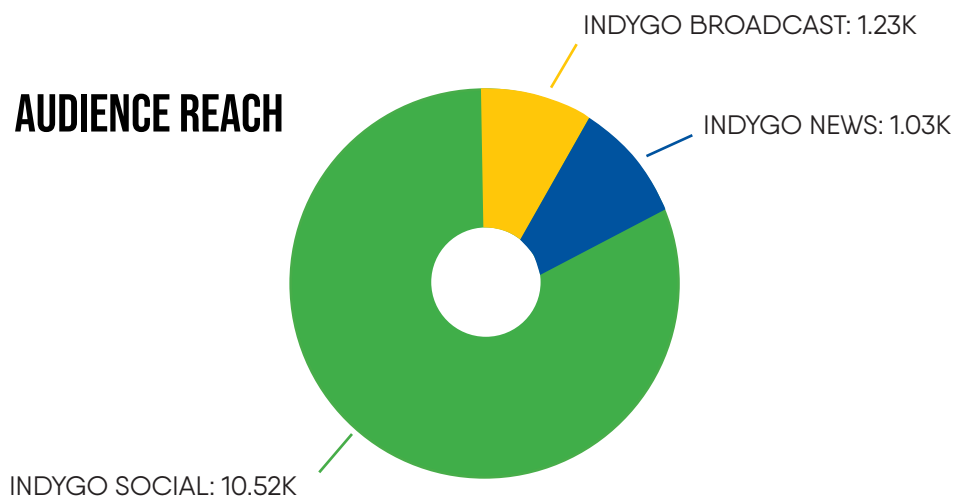
- IndyGo utilized its public involvement program to ensure open exchange of information and ideas between the public and transportation decision makers. These efforts enabled IndyGo to better understand riders' needs and plan service that works for them. From August 2019 – June 2020, public engagement was focused on collecting public opinion on the efficient-gird network, Purple Line, and Paratransit, and included:
 - 105,856 total reach through IndyGo engagement.
 - 170 events held or attended in-person or virtually.
 - 10 community organizations represented with launch of Transit Neighbors program.
 - From receiving public feedback during the IndyGo Next Outreach, 10 routes received modification based on public comment.



PUBLIC AFFAIRS

EXTERNAL COMMUNICATIONS

- Continued to support agency efforts through communications channels including press releases, media availabilities, website updates, signage, and social media.
- Focused on campaigns promoting the Red Line launch, educating riders on the new fare system, updating riders on various service changes and improvements, as well as staffing changes, keeping the public apprised of Purple Line project developments, and highlighting new partnerships with other local organizations.
- Developed a multi-faceted approach to COVID-19 communications, including physical signage, social media campaigns, press releases, and a website focused on the steps IndyGo is taking to protect rider and employee health, which is updated regularly.



FUTURE

- Establishing system to fulfill graphic design requests agency wide.
- Establish brand guidelines.



LEGAL

OVERALL

- Ascertained IndyGo lacked the space necessary to sustain and offer the service IndyGo has provided its riders and taxpayers, while saving agency funds by choosing to explore purchasing properties instead of leasing properties for Red Line charging locations and housing transit-oriented businesses.

FUTURE

- The property search is ongoing to accommodate the needs of the agency, including:
 - o Properties to potentially accommodate all Mobility Services in one facility.
 - o Property to accommodate or create another Maintenance and garage facility.
 - o Post COVID-19 property search to accommodate the new CDC Guidelines for social distancing for staff and/or a facility that would be large enough to accommodate multiple divisions and agency needs.
 - o Performing a space needs assessment for all departments needs to accommodate social distancing and effectively operate.
- Holding vendors accountable to their contracts including BYD, Transdev, and Flowbird.



INCLUSION & WORKFORCE DEVELOPMENT

OVERALL

- Host quarterly Listening Sessions and Town Halls for all employees to help understand IndyGo's vision and offer the opportunity to have their voices be heard.
- Implement IndyGo's employee engagement and recognition programs.
- Focus on infusing diversity and inclusion in all aspects of IndyGo.
- Establish and develop IndyGo's internship and apprenticeship programs.

GOVERNMENT AFFAIRS

OVERALL

- Improved interactions with elected officials as IndyGo continues to build upon relationships at the local, state, and federal levels.

FUTURE

- With significant changes in leadership throughout the Blue Line corridor, IndyGo will be focusing on establishing solid relationships to inform, educate, and keep the lines of communication open.
- Working with national transit organizations, such as the American Public Transportation Association (APTA) and T for A, to prepare potential changes in leadership on the national level.



GOVERNANCE & AUDIT

OVERALL

- Created concept and Governance and Audit program to assist the Board of Directors in fulfilling its fiduciary responsibilities of overseeing and managing risks and controls in financial reporting, financial integrity, program activities, brand, and reputational integrity.
 - Provide independent, objective assurance and consulting services designed to add value and improve IndyGo operations.
 - Aimed to help IndyGo accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control, operational, and governance processes.
- Created heat map of concerns from IndyGo leadership and Board of Directors.

FUTURE

- Establish and advertise Ethics hotline to all employees for 24/7 online and mobile reporting.
 - Monitor IndyGo's Ethics Hotline and investigating submissions.
- Perform annual comprehensive IT risk assessment.
- Develop an annual internal Audit Work Plan.
- Examine non-order invoices, project management, and procurement practices.
- Identify operational enhancements and process improvement opportunities.
- Report results to the Governance and Audit Committees of the Board of Directors quarterly.
- Assist with the Federal Transit Administration Triennial Audit.



RISK & SAFETY

OVERALL

- Implemented monthly Driver Safety Recognition Program.
- Strengthened safety culture through Safety Management System (SMS) initiatives.
- Directed the development of IndyGo's Agency Safety Plan to comply with Public Transportation Agency Safety Plans (PTASP).
- Directed new Emergency Response Plan.
- Implemented new Emergency Quick Reference guide for quick communication.
- Established a New Executive Safety and Security Committee to collaborate with the existing Safety and Security Committee.
- Implemented new non-punitive Safety Near-Miss reporting system to help improve IndyGo's safety culture.
- Implemented new structure for standard operating procedures (SOP's) that are used agency-wide.
- Oversaw COVID-19 Pandemic Influenza Strategy Plan to combat COVID-19, including temperature checks, hand sanitizing stations, personnel protective equipment, and work from home policies.
- Approved 30+ new Safety SOP's to promote a safe work environment.
- Oversaw safety auditing for IndyGo facilities and contractor paratransit services.
- Oversaw the development of a new employee and contractor safety orientation program.



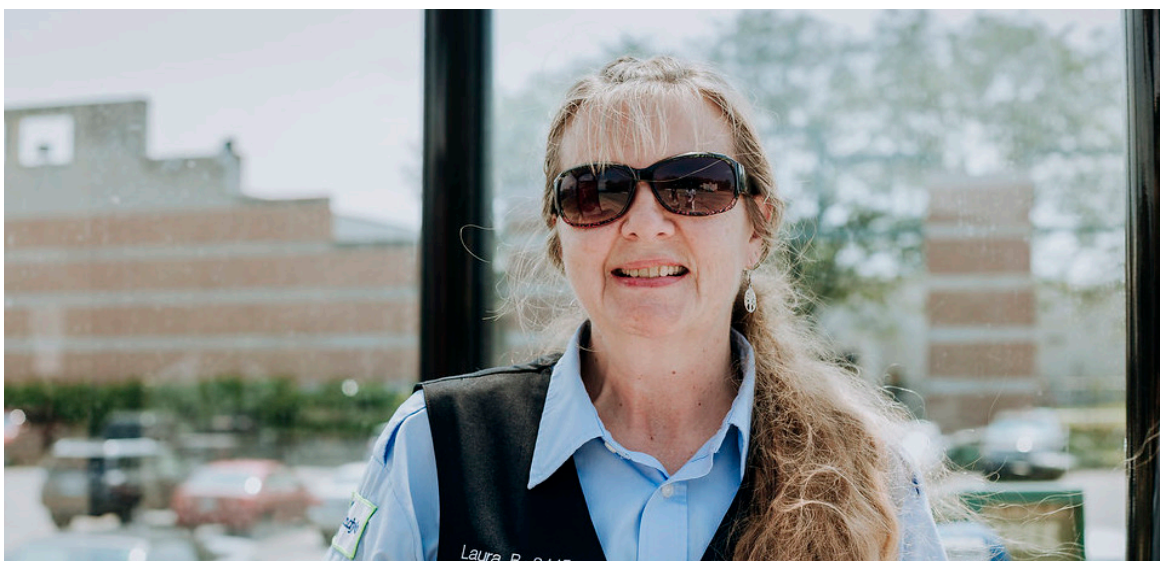
RISK & SAFETY

OVERALL

- Ensured IndyGo employees attended a Safety Management System awareness training program.
- Lead the Risk and Safety team to secure property and fiduciary insurance coverage through 2019's historic global market crisis.
- Encouraged and supported the safety team to execute a plan of action to put Safety as IndyGo's number one objective.

FUTURE

- Measure and improve safety culture by developing Key Performance Indicators (KPIs).
- Focus on Purple Line safety.
- Reflecting on and improving the implementation of the Safety Management System (SMS) or Agency Safety Plan (ASP).



FOUNDATION

OVERALL

- Hired full-time Executive Director January 2020 and 7-member Board of Directors May 2020.
- Collaborated on agreement with the Central Indiana Community Foundation (CICF) to establish the Indianapolis Public Transportation Fund March 2020.
 - Contributions totaled \$8,400 before COVID-19 pandemic.
- Secured donor solicitations and contributions of PPE (masks and hand sanitizer) for distribution to IndyGo front line public transit employees during COVID-19 pandemic.
 - 3,000 facial coverings and 50 full face shields and 2 cases of hand sanitizer.

FUTURE

- Continue building the Foundation's presence during these uncertain times. Specific goals are to be determined with Board engagement.



STRATEGIC PLANNING

OVERALL

- Met bi-weekly with Initiative Leads to discuss progress, encourage each other, break down silos, communicate, collaborate, and grow as leaders.
- Met monthly with Initiative Leads and Executive Team to share progress and attain support.
- Created quarterly peer to peer recognition program.
- Completed and created a Strategic Plan Progress Report for Q2 2020.
 - Established and maintained relationships with local high schools and universities for partnership opportunities.
 - Created an internal “mobility services/mobility management” committee.
 - Implemented IndyGo Speaker Series focused on professional development, personal growth, leadership, and problem solving.
 - Created data analytics group, completed Request for Information (RFI) for Key Performance Indicators (KPI) Dashboard, and finalized KPI’s with leadership.

FUTURE

- Hosting events to showcase and acknowledge employees’ hobbies and talents.
- Continue to develop partnerships through procurement and workforce development opportunities.
- Create, share, and implement IndyGo’s customer service philosophy.

