



2022 YEAR-END 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

SERVICE PLANNING DEPARTMENT

OVERALL

- Worked on the Comprehensive Operational Analysis (COA) with Strategic Planning and Public Affairs to plan for the future Marion County Transit Plan (MCTP) route changes. This five-year plan was presented to the board in November 2022.
- Continued to develop bus stop design, construction, and coordination work for the next round of stop improvements to achieve increased bus stop accessibility in the service area. Stops are being designed for Division, Michigan, and 16th Streets.
- Continued to assist the Transportation Operations staff in preparing for and executing detours related to Purple Line construction, which began in early March. This includes coordinating detour routing and temporary bus stops to maintain service along the East 38th Street project corridor.
- Completed construction for 29 local bus stop accessibility improvements. This includes 17 stops along East 42nd Street, North Post Road, and North Mitthoefer Road on the east side, along with 12 bus stops on the west side along Eagle Creek Parkway, High School Road and West 46th Street.
- Construction is underway with IndyGo's contractor, Shuck. This includes 24 bus stops near the north side of downtown, which were bid on in late July. These bus stops are located along Central Avenue, College Avenue, 30th Street, Beachway Drive, and Clifton Avenue.
- The Indianapolis Public Transportation Foundation (IPTF), in coordination with IndyGo Service Planning staff, was awarded a \$500,000 grant from the City of Indianapolis Department of Public Works through the Indy Neighborhood Infrastructure Partnership program. These funds are being used to design and construct safe crossings to bus stops along Lafayette Road, between 16th Street and 30th Street.

FUTURE

- IndyGo was awarded a \$670,000 FTA grant through the Areas of Persistent Poverty grant program, which will fund the design of approximately 80 local bus stops on the near east side. This design work will begin in late 2022 or early 2023, with construction expected in 2024 once the grant is executed. The IU Health Community Impact Investment Fund will pay some of the construction costs for these stops.



OPERATIONS

SERVICE SCHEDULING DEPARTMENT

OVERALL

- The Hastus 2021 Upgrade launched on March 17, 2022, to version 2021 of Hastus, which is cloud-based. The new features include electric bus scheduling, improved mapping, reporting, and exports, which is key to IndyGo moving toward a second garage, the purchase of more electric BRT coaches and local bus needs.
- The team rostered 60% of all operator work under a pilot project for 8 and 10-hour work. Rostering provides the corporation with operational efficiencies and work-life balance for operators of all seniority levels. An essential feature of service level rostering is that consecutive days off can be guaranteed. Currently, with cafeteria-styled rostering, there is no guarantee for consecutive days off, and in the 2022 operator picks, there were operators with split days off – six in 2202, 40 in 2206, and 20 in 2210.
- The team has been working on the Comprehensive Operational Analysis (COA) focused on routes and schedules for all six phases of the COA to ensure they are realistic and achievable.

FUTURE

- The Bid Web pilot is due to launch in 2023. Currently, it is not possible to fully launch to IndyGo's split bidding style and have the entire operator workforce use their email and self-service.
- Staff continues to improve roster duties as we gain more experience.



OPERATIONS

SERVICE PLANNING BUSINESS ANALYTICS

OVERALL

- Implemented twenty-one (21) customized D365FO Power BI Maintenance Department dashboards. This allows them to efficiently plan resources, monitor KPIs, improve supervisor and technician efficiencies, plan maintenance cost per mile, the technician applied times, and the technician's actual time vs. OEM standard times comparisons.
- The initial and upgrade installations of D365 Dynaway and Dynaway Analytics for the Operations Department's specific customized needs.
- Battery Electric Bus (BEB) fleet data KPIs.
- Metrics for BEB inductive charging and identifying specific issues on low charging.
- Analyzed various bus-type specification comparisons for the Blue Line Technology Team.
- Developed Needs Analysis and cost comparisons for Asset Management software within the TAM Team.
- Implemented a "real-time" D365 Dynaway Preventive Maintenance Compliance report, as well as a Production Stops report allowing the supervisors to increase productivity with the technicians.
- Identified and resolved invalid data for labor hours.
- Identified and resolved parts not posted to the Maintenance Department work orders.
- Initiated collaboration between Momentum Dynamics, BYD, and IndyGo for inductive charging issues, metrics and KPIs.
- Implemented, along with the Senior Director of Transportation, the use of a customized State of Charge (SOC) calculator for the (BEB) fleet. Calculation results will allow for real-time decisions for the initial bus assignments and the amount of inductive charge time required to complete the route. Calculations are based on the current State of Charge (SOC), High & Low Temperature, Bus #, and Block #.

FUTURE

- Analyze and compare five (5) "Like Agencies" and share "Best Practices" as well as compare:
 - » BEB Measurables
 - » Maintenance Cost Per Mile
 - » Mileage Between Failures
- National Transit Database (NTD) Reported Metrics



OPERATIONS

SERVICE PLANNING BUSINESS ANALYTICS

FUTURE—CONTINUED

- Continue in-depth measurements on probable root causes of buses being taken out of service (Production Stops) and develop metrics, process changes, and KPIs that will significantly reduce bus downtime.
- Develop a plan and KPIs to reduce parts delivery times (BYD focus), resulting in reduced bus downtimes.
- Develop multiple KPIs by defining baseline measurements on “as is” processes, recommend new or modified processes, and then measure the increased efficiencies of those new processes.
- Design and implement a Data warehouse/reporting system.
- Calculate the 2022 parts used for each bus type, allowing the Parts Department to adjust the number of Min/Max required parts and pre-ordering parts with long delivery lead times.
- Presentation will be given at the National Convention of the Transportation Research Board (TRB) in Boston, sharing IndyGo “Best Practices” with other Transit Agencies.
- Will analyze the potential use of a D365FO Resource Planner & Scheduler for the Maintenance Department that will result in a “real-time” management tool to monitor technician productivity.



OPERATIONS

MAINTENANCE & FACILITIES - VEHICLE MAINTENANCE

OVERALL

- Expanded the warranty and core recovery program while fostering manufacturer accountability and engagement for enhanced warranty coverage. Aligned with additional vendors to reduce off property repair time and cost. Recovered claims are over \$232,000 since January 2022.
- Negotiated with E-Bus OEM to recover labor costs for the warranty repairs performed at a \$65/hourly labor rate. This new process has led to a significant downtime reduction of electric buses. We increased the mean distance between failures on BRT by 16%.
- Increased mandatory maintenance training, including BYD and Gillig bus modules with Cummins engine and Allison transmission component courses.
- Implemented E-learning skills with online classes and webinars for technicians.
- Started monthly mandatory online classes geared toward mechanic classifications.
- Had Gillig come to the facility on a regular basis through December 2022.
 - » Had BYD charger training and Hubner Joint training.
 - » Started the preventative maintenance (PM) process on BYD chargers.
 - » Maintenance improved the vehicle repair quality by standardizing operating procedures for PM work.
- Created a mid-life vehicle overhaul program to reduce the revenue service loss time and maintenance breakdown cost. Completed the full 1500 series and started the 1600 series.
- Increased the number of techs assigned to the mid-life program to boost the number of buses completed monthly.
- Commenced a parts inquiry bi-weekly meeting to utilize computer-controlled stock with vendors to help the acquisition process and improve delivery time. Continued the OEM engagement to expedite parts and warranty issues.
- Invested in new equipment to enhance repair safety and efficiency and meet technology enhancements. Implemented the brake mate, additional lift tables and body shop equipment and tooling to improve the work process.
- Internally approved proctor to conduct the 608 and 609 certifications at IndyGo for our HVAC techs. The Maintenance Manager of Technical Training is in the process of getting their proctor certification, allowing them to certify the new employees on 608 and 609 EPA.
- Implemented UV-C light enhanced air filtration system on all buses for public safety to combat airborne viruses and bacteria.
- Implemented new LED Headlights across the fleet to improve driver safety and reduce labor time spent on replacements with a more durable product.



OPERATIONS

MAINTENANCE & FACILITIES - VEHICLE MAINTENANCE

OVERALL—CONTINUED

- Converted BYD drive axles to new Michelin All-Weather Grip tires for improved traction and durability that improved safety and reliability.
- Held six classes of high voltage disconnect for Indianapolis Fire Department.
- Continued to work on the expansion of en route road services to support the coaches in the field.
- Improved road service support and reduced vehicle towing. Decreased major defects to 32% on fixed route service and 76 % on BRT between the first and fourth quarters.
- Modifying a bus for community outreach meetings from existing, retired paratransit bus. Overhauled Engine and Aftertreatment systems for performance, progressed interior and electrical modifications.
- Completed internal training on a tier-level task system to advance technician skill levels and provide OEM training on our new maintenance equipment. Staff completed 835 hours of online training, 4,145 hours of hands-on training, and 963 hours of in classroom training.
- Implemented the maintenance training apprenticeship program and acquired more hands-on training aids. Program setup is complete. Interviewing and testing of candidates for program start has commenced.
- Added the High Voltage Tech Apprenticeship Program to the OJL training program. Established the requirements for the High Voltage section for the apprenticeship OJL.
- Improved Supervisor skills through E-learning and OEM training that was rolled out in October. This included assigning Supervisors specific LMS videos, Meritor classes and Cummins classes to complete every month.



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OPERATIONS

MAINTENANCE & FACILITIES - VEHICLE MAINTENANCE

FUTURE

- Apprenticeship Program January kick-off.
- Improved maintenance reporting with additional automated reporting.
- High voltage safety Training and certification for High Voltage Team and other techs in 2023.
- Improvement of technical Training in the Maintenance department with additional on-hand training for OEM trainers.
- Supervisors Fleet assignment and QA to improve the fleet maintenance overall condition.
- Finalize the installation of the mobile Training Bus at East campus' Training center.
- Completion of the Community Outreach bus project.
- HV program implementation for the apprenticeship program.



OPERATIONS

MAINTENANCE & FACILITIES - FACILITIES

OVERALL

- Maintained the internal and external needs at all twelve properties.
- Set up informational pop-up locations for the Public Affairs Department to promote BRT and the Purple Line and answer questions about construction and routes.
- Assisted with setting up the Marion County Public Health Department COVID-19 booster and vaccination clinic site in the lobby of the Julia Carson Transit Center(CTC).
- Transitioned the Call Center to its new location on West Michigan Street.



FUTURE

- Installing Polyastric/Epoxy Application on all Red Line Platforms for a cleaner and more professional look to the stations
- Designing new concrete work to repair the front of the building at the 1501 location, including the front entryway, curbs, sidewalks, deck, railings, and the dock area.
- Working on a project to create a driver's break area in the building at the 8925 Madison Ave. site.
- Completing the final stages for the project to have four new overhead screen doors installed in the garage and bus storage area to help with security and provide better ventilation.

OPERATIONS

FLEET SERVICES

OVERALL

- Completed the delivery and intake of three Gillig E-gen flex buses
- Maintained a revolving system to ensure the details of all training buses
- Installed GPS tracking system on all non-revenue vehicles

FUTURE

- Automating bill out process to reduce paper usage for bill out/location sheets
- Anticipate receiving 14 BYD buses for the BRT Purple Line
- Dispose of 12 ZEPs buses
- Increase non-revenue fleet by eight vehicles
- Updating the fuel management system, Fleetwatch
- Implementing GL training and in-service curriculum



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OPERATIONS

LIFE SAFETY & SECURITY

OVERALL

- Completed a Closed-Circuit Television (CCTV) project for new cameras and a Network Video Recorder (NVR) at 6410 N. College Ave. The project installed new 360-degree and 180-degree cameras inside and outside the building. This building had no cameras in place when IndyGo purchased the property.
- Completed a CCTV project for new cameras at 2425 W. Michigan St. This project replaced existing cameras with more modern 360-degree and 180-degree cameras.
- IndyGo worked with the Indianapolis Metropolitan Police Department's Department of Homeland Security to update information and review IndyGo's responsibilities for Emergency Support Function #1, which is manned by IndyGo when the Emergency Operations Center (EOC) is activated.
- Participated in an internal audit conducted by the IndyGo Governance and Audit Department. The Security Department assisted in providing information that was needed to complete the audit. The findings are expected at the July Board of Directors meeting.
- Closed the gate that leads from Washington Street to the loading dock to keep unauthorized vehicles from gaining access to the area. Vehicles can exit from the loading dock to Washington Street but not vice-versa.
- Increased the number of Armed Security Officers (AO) at the 1501 W. Washington Street location. The new staffing plan now has three AOs on staff 24 hours a day, seven days a week. There are now AOs at both the front and rear entrances.
- Partnered with multiple departments to improve the process and communication for discharging employees. Employee Discharge Communication SOP. This SOP communicates the steps that all departments will need to take each time an employee has been discharged from the company.
- Worked with Mobility Services to have RATP Dev supply the armed security services at 9503 E. 33rd St. and 2425 W. Michigan St. until the new Security RFP is released and a new security contract is signed to start on March 1, 2023.
- Procured a new building mass notification system at 9503 E. 33rd St. and 2425 W. Michigan St. This system will add audio and visual devices to help notify and instruct employees on what to do in emergencies.
- Procured a new Guard Patrol system to better track the facility guards, Red Line Security, and Law Enforcement Officers.
- Completed a project that added 22 new cameras to the exterior of the East Campus at 9503 E. 33rd St. These cameras were installed on the building and in the parking lots surrounding the building.

OPERATIONS

LIFE SAFETY & SECURITY

FUTURE

- The department will secure the North Employee parking lot 24 hours a day to help control the unauthorized parking in that area.
- The department will be installing a new card / PIN reader and video call box in the north employee parking lot and at the loading dock gate. This system will enable IndyGo to keep the loading dock gate closed 24 hours a day.
- The department will install a new vehicle entrance gate on the south side of the building that will open with the current tag readers. This will allow IndyGo to have increased security of the south drive that leads to the back entrance of the building. The department is working on procuring a new sliding gate with a vehicle tag reader and PIN/Prox reader that will better secure the west side of the building from unauthorized vehicles.
- The department will work on a consulation plan to bring all the IndyGo facilities under the same access control system.
- The department will work on a consulation plan to bring all IndyGo camera systems to one platform. Staff would like to include the Red Line and Purple Line systems on that same platform. Currently, the system is working on three different platforms.
- The department is working on procuring a new video call station and new card reader for the loading dock gate so that vendors can call into the parts storage area or the maintenance supervisor's office to gain access to the loading dock.
- IndyGo will be working with the Transportation Security Administration (TSA) on the 2023 Base Line Assessment for Security Enhancements (BASE). This is a comprehensive security assessment/audit of all security.



OPERATIONS

TRANSPORTATION TRAINING

OVERALL

- The team conducted several retrains through the year:
 - » Accident Retraining Fixed Route- 84
 - » Accident Retraining BRT- 29
 - » Accident Retraining Garage- 5
 - » Performance Based Retraining-12
 - » BUS RAPID TRANSIT (BRT) Refresher (>120 days) - 18
 - » Proactive 3-day training for Accidents – 11
 - » CDL Permit Training – 14
 - » Safety Leadership Training - 10
 - » Trainer Certification Training - 36
 - » 2022 Operator In-service Training - 204
- The team conducted 17 training classes through November, finishing with 55 new Professional Coach Operators. Training consisted of approximately 280 hours of training time per trainee.
- All operator annual In-Service training was moved to the Learning Management System (LMS). This update will transition learning to tablet-based training for a cost saving on printed materials.
- The team developed micro-trainings to address customer comments.
- Classroom time was reduced to seven days to allow for additional behind the wheel time.
- Worked with the Safety Department to train operators on the new accident reporting program TrackIt.
- Implemented a new robust retraining program. This new program aims at helping Operators work through previous accident issues and helping to retain them.
- Four Lead Instructors attended the Transportation Safety Institute Instructors Course for Transit Trainers.

FUTURE

- The department will move to the new training area at East Campus once renovations of Building B are complete.
- Working in partnership with the Department of People & Teammate Experience to update the Fixed Route Operator Training manual and aids. The update will eventually transition learning to tablet-based training for a significant cost saving on printed materials.



OPERATIONS

MOBILITY SERVICES - PARATRANSIT

OVERALL

- The implementation of two service areas: the first is the mandated ADA service area, and the second is the service area for Non-ADA, called Beyond ADA. The implementation of the Beyond ADA service begins Jan. 1, 2023.
- Mobility Solutions hosted student interns from Providence Cristo Rey High School.
- The Mobility Care Center is the one-stop shop for customers, merging fixed route and paratransit call centers. The Customer Care Center and IndyGo's Mobility Solutions team have relocated to the new facility at 2425 W. Michigan Street.
- The initiation of two microtransit pilot projects, "Driven 2 Success: Far Eastside Get-Around," operated by Pathway Resource Center Inc., and "IndyGo Connect," operated by VIA Technologies.
 - » The "Driven 2 Success" pilot provides transportation options to residents on the Far Eastside and Eastside of Indianapolis needing reliable transportation and connecting residents to IndyGo's fixed route bus network system.
 - » "IndyGo Connect" is a pilot providing a shared ride service in Southeast Indianapolis. You can book rides straight from your phone.
- Ecolane Evolution, IndyGo Access' operating and scheduling software, has a streamlined interface that allows the user to perform multiple tasks from the main client screen.

FUTURE

- Voluntary Driver Program - The purpose of the volunteer driver reimbursement program is to provide an additional mobility option for individuals qualified for "IndyGo Access" and residents within Marion County.
- IndyGo's Mobility Solutions team is excited to expand its partnership with Bosma Enterprises by working with the Mobility Solution team on the following projects:
 - » Employment and job connection options for the visually impaired or blind.
 - » Consulting with Bosma in the development of our Assessment and Eligibility Center.



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OPERATIONS

MOBILITY SOLUTIONS – CARE CENTER/CUSTOMER CARE

OVERALL

- Shifting the Customer Care Center from Salesforce to Customer Relationship Management (CRM).
- Assisted hundreds of local Indianapolis students with access to transit through the school sponsorship program.
- Mobility Solutions hosted student interns from Providence Cristo Rey High School.
- IndyGo transitioned six (6) internal departments and the Care Center away from HASTUS into Sharepoint for comment management.
- Partnering with Bosma to ensure our website is accessible for those with visual impairments.
- Mobility Solutions team finalized IndyGo’s annual Voice of the Customer analysis for 2021.

FUTURE

- Release a solicitation for the Care Center phone services.
- Implement a Customer Satisfaction Survey.
- Voice of the Customer analysis for 2022.



FINANCE

OVERALL

- Successfully closed the fiscal year 2021 with over 13% under budget on operating expenditures.
- Project managed the successful migration of the agency's ERP system going live in May 2022.
- Closed on \$70 million of revenue bonds at an interest rate of 1.9% over 20 years.
- Awarded Certificate of Achievement for Excellence in Financial Reporting for the 2021 Annual Financial Report.
- Awarded Certificate of Achievement for Excellence in Budgeting for 2021.
- Budget and Grants team helped secure American Rescue Plan (ARP) additional assistance of \$51,029,180.
- Notification from Forvis of their unqualified opinion (best result) of the 2021 audit.

STOREROOM & PROCUREMENT

- Implemented Bonfire, a state-of-the-art E-Procurement system.
- Removed obsolete inventory from storeroom and sold on auction site, restocked with vendor, scrapped—very little made it to landfill.
- Initial use of online auction site produced the sale of five retired paratransit vehicles for over \$47,000.
- Improved compressed gas storage to exceed code requirements.
- Implemented quarterly meeting to review the reorder points for Top 150 critical parts.
- Collaborated to streamline and improve lost & found program.

FUTURE

- Major overhaul of procurement manual complete by EOY 2022.
- Implement recently executed On-Call Catering contracts that can be leveraged agency-wide for all events that require food service.



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RISK & SAFETY

OVERALL

- Promoted and educated all employees on the benefits of a positive safety culture.
- Updated and performed revisions to IndyGo's Public Transportation Agency Safety Plan (PTASP) requirements at 49 U.S.C § 5329 (d) from the Bipartisan Infrastructure Law change. Revisions and additions included.
 - » Added content to include safety measures for riders and transit workers during public health emergencies and Infectious Disease Exposure.
 - » Agency Safety Plan includes performance targets based on the safety performance measures established in the National Public Transportation Safety Plan.
 - » Training and tracking for assault awareness and prevention for transit operators.
 - » Establish a Safety and Security Committee, convened using an equal number of frontline employee and management representatives. 50% Labor and 50% Management will chair the committee.
- Continue to administer and promote the new IndyGo non-punitive safety Near-Miss reporting system for employees. IndyGo uses a cloud-based solution "Track-It," where employees can enter safety concerns and suggestions and include a picture from their phones 24/7 by scanning our QR code in real-time.
- Reorganized the Safety and Security Committee (SSC) this year and now has 50% labor and 50% management to chair the committee. This meeting is open to all IndyGo employees who would like to attend the meetings. This commitment aligns with the Bipartisan Infrastructure Law changes in 2022.
- Risk and Safety continues to co-chair the IndyGo Executive Safety and Security Committee (ESSC) and the Safety and Security Committee with meetings held quarterly in 2022. This committee is for guidance and support for all safety and security initiatives.
- IndyGo's risk and safety department continues to perform monthly internal audits for safety, environmental, and emergency management audits.
- The risk and safety department led the procurement and installation of the UV-C light, air disinfecting solution on all fixed routes, bus rapid transportation (BRT), and paratransit vehicles. UV-C technology is providing some of the cleanest breathable air in public transportation.
- **Throughout 2022, safety continues to implement the cloud-based technology "Track-It." This program is a cloud-based solution that aims to eliminate paper copies and provides a single access point for reports and data for auto liability.**

RISK & SAFETY

OVERALL—CONTINUED

- IndyGo has implemented a new software platform to perform safety driver license checks on employees daily. This platform allows staff to identify problems in advance to mitigate issues.
- Risk and Safety staff led the subrogation recoveries for auto liability claims and recovered over \$270,000 in 2022.
- Risk and safety developed and updated safety training classes that are now available online through the employee learning management system (LMS).

FUTURE

- Developing a new IndyGo emergency quick reference chart for each of IndyGo's new properties for employees to post at their workstations.
- Implement an epilepsy training program to be instructed to all front-line employees.
- Revising current emergency response procedures with the intent to;
 - » Prepare crisis communication
 - » Provide tabletop walkthroughs and physical exercises
 - » Share memorandum of Understanding (MOU) with outside agencies
 - » Purchase and update emergency go kits for the emergency response team (ERT)
 - » Implement refresher training that can be held on IndyGo's cloud-based LMS system
 - » Update and redevelop the emergency response team (ERT)
 - » Train and use the mobile command vehicle (MCV) during special events and on a regular schedule



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INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

SPECIAL PROJECTS

- Formally assumed the role of Administrator and launched a process to help transition four counties in Central Indiana from Section 5311 (rural) funding to Section 5307 (urban) funding program. Started reimbursements for those counties using Section 5307 funds.
- Assisted in establishing a pilot program for volunteer driver reimbursement, based on a successful program in Riverside, CA. The program is anticipated to launch in late 2022, with management and oversight by the Department of Mobility Services.
- Hosted two IUPUI Peterson Fellows from the School of Public and Environmental Affairs (SPEA). One Fellow created a digital file of the streetcar network in Indianapolis and created a website with history to display the file. A second Fellow performed analytical and research work on low-income fare products and limited-English proficiency population engagement solutions.
- Retooled how MyKey media are distributed, registered, and assigned to programs and reclaimed hundreds of unused blank media distributed during the three-year pilot. Today, IndyGo is partnered with four school districts (Indianapolis Metropolitan High School, Indianapolis Public Schools, Purdue Polytechnic High School, and Believe Schools) representing 10 schools or programs with a combined enrollment of 6,670 for the 2022-2023 school year. Between the start of school (August) and November 2022, 1,348 students have used their new reduced fare MyKey media to successfully validate more than 31,110 trips. That's equal to more than \$26,400 in value to these students and their families.



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INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

GRANTS

- Received discretionary funding awards for the following:
 - » \$51,000,000 from the American Rescue Plan to mitigate ongoing operational impacts from COVID-19
 - » \$2,346,658 from the FTA Bus and Bus Facilities program for Super Stops locations on Alabama Street, Ft. Wayne Avenue, and Vermont Street.
 - » \$670,000 from the FTA Areas of Persistent Poverty program for the engineering and design to upgrade bus stops to be ADA compliant
 - » \$33,000,000 for a new Fleet Storage and Maintenance facility (East Campus) from the FTA Bus and Bus Facilities program
 - » \$8,900,000 from the Indianapolis MPO for Blue Line battery-electric buses
- Hired an on-call grant writing consultant to help ensure that IndyGo can respond to what is anticipated to be a considerable increase in the number of federal and state grant opportunities over the next five years. This is due in large part to the passage of the Infrastructure Investment and Jobs Act, also known as the Bipartisan Infrastructure Bill, which authorizes up to \$108 billion for public transportation. This is the largest federal investment in public transportation in the nation's history.
- As the Region's Grant Administrator, IndyGo awarded 5310 funding to several subrecipients from a Special Call for Projects to assist with mitigating the impacts from COVID-19.



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INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

CAPITAL PROJECTS

- Continued construction of the Purple Line Bus Rapid Transit (BRT) project.
 - » Terminus platforms constructed at Ivy Tech Lawrence and the State Fair
 - » Civil construction progressed on various segments of the project, including such elements as roadway widening, curb and gutter, driveways, storm sewer, inlets, and concrete and asphalt paving.
- Progressed Blue Line BRT in Project Development to 60% design completion, with focus on design and National Environmental Policy Act analysis.
 - » Achieved 60% design milestone. Began review of design and updated cost estimate.
 - » Hosted Value Engineering workshop with consultant partners and peer agency representatives (L.A. Metro, Denver Regional Transportation District and Jacksonville Transportation Authority).
 - » Continued coordination with Indianapolis Department of Transportation, INDOT and Citizen's Energy Group with respect to project cost and scope.
- Partnered with Purdue University to study vehicle traffic metrics and analyze Red Line operations at traffic signals.
- Progressed and vetted approach for the procurement of the future Purple Line Transit Signal Priority (TSP) system; procurement of which should begin in early 2023.
- Selected an engineering firm to assist with planning and prioritizing the local route (non-BRT) TSP system. This planning process is anticipated to begin in January 2023 and be completed in August 2023.



INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

CAPITAL PROJECTS—CONTINUED

- Progressed the design of the Rural Street underpass, which is currently height-restricted and requires a route diversion.
- Coordinated with Indianapolis DPW to complete construction of Super Stops (Phase 1) and Delaware Street improvements adjacent to and north of the Carson Transit Center. Completed design and construction procurement of the next phase of Super Stops on Vermont Street, Alabama Street, and Ft. Wayne Avenue. Construction to begin in Q1 2023.
- Completed construction of Red Line pavement repairs on Capitol Avenue and Shelby Street, which include improvements to asphalt pavement and bus pads, and installation of rub rails on the platforms. Work will continue in 2023 at locations on Meridian Street and College Avenue.
- Completed design of accessible pedestrian signals for Red Line and designed warning signage along Capitol Avenue to warn motorists of the contraflow Red Line operation on the corridor. Project will be advertised for bid in Q1 2023.
- Coordinated with Indianapolis DPW on design of the one-way to two-way street conversions of Michigan/New York and 29th/30th Streets.
- Design and construct local stop improvements throughout our network in coordination with the Service Planning team.



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INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

RESEARCH & PLANNING

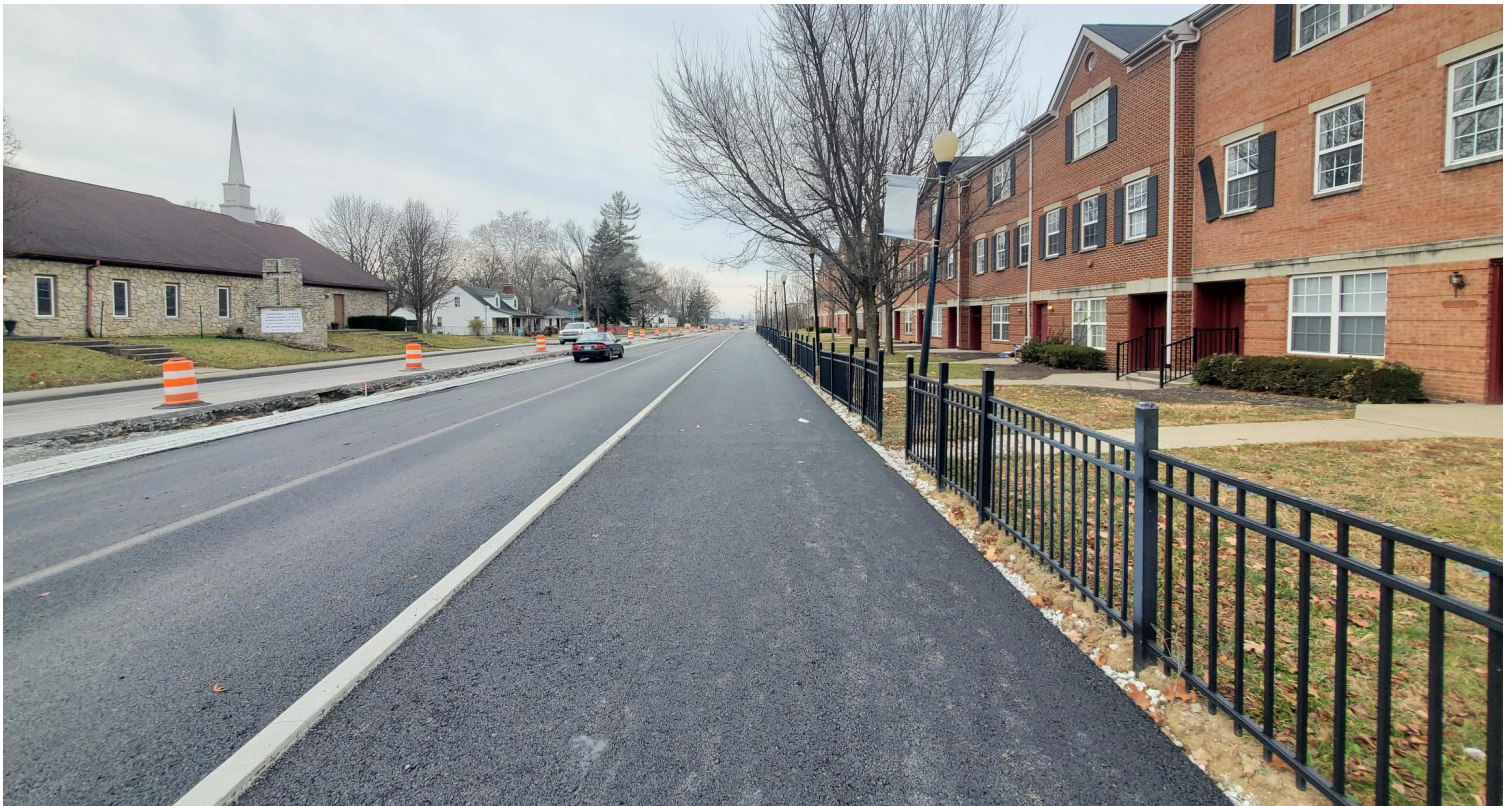
- Completed another comprehensive operational analysis (COA) that includes an assessment of the potential for mobility-on-demand service and a detailed review of IndyGo's network redesign to produce a new future transit network that can be implemented in phases over the next five years.
- Working in coordination with IndyGo's Mobility Services department and Public Affairs division, successfully designed and launched a microtransit/mobility-on-demand service. This is a proof-of-concept pilot for the near southeast side of Indianapolis, which is paid for with year-to-date savings on purchased transportation services. After a strong six months of providing the service, the team found a way to stretch the project budget into 2023 and has since refined the service characteristics to obtain even more data and information through May 2023.
- Working at a regional- and local-level, identified and drafted three implementation frameworks that IndyGo can use to integrate fare payment collection with IndyGo Access, CIRTAs workforce connectors, and Pacers Bikeshare.
- Completed the 2022-2026 IndyGo Transit Asset Management Plan (TAMP).
- Hired a third-party consultant to assist with this year's federally required update to IndyGo's Transit Asset Management Plan. Began review of IndyGo's transit asset management (TAM) practices.
- Facilitated tasks to prepare for the Beyond the ADA service launch, slated for Jan. 1, 2023.
- Continue to provide operational support through data analysis; on going and as requested.
- Supported internal work to implement aspects of the Fare Policy adopted in 2019.
- Completed the service equity analysis for October 2020 service adjustments; specifically, the Route 901 service changes.
- Continued work to complete a service equity analysis for October 2021 service adjustments.
- Supported Johnson County and the Indianapolis Metropolitan Planning Organization (IMPO) in completion of the Northern Johnson County Transit Plan.
- Finished the fieldwork on the 2022 On-Board Survey, in partnership with the IMPO and its consultants. The final report is expected in early 2023.
- Working with Grants, updated the Section 5310 Program Management Plan (PMP). Final approval is awaiting FTA review and approval.
- Contracted the agency's update to its Zero Emission Vehicle Transition Plan (ZEVTP); completion is anticipated in 2023.



INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

FACILITIES PLANNING & ZONING

- Completed construction of administrative office renovations at East Campus A-building.
- Began renovations of East Campus B-Building for completion in early 2023.
- Completed an initial schematic layout and design of a new bus garage and Operations facility at East Campus.
- Completed construction of the Mobility Solutions and Customer Care office renovations (phases 1 & 2).
- Completed design and coordination for the Mobility Solutions and Customer Care exterior improvements, including covered paratransit vehicle parking and a vehicle wash system (Phase 3).
- Managed, planned, designed and installed UV-C filtration systems for properties including 1501 W. Washington Street, Julia Carson Transit Center, IndyGo East Campus and Mobility Solutions and Customer Care Center.
- Assisted with rezoning petitions for the Mobility Solutions and Customer Care Facility and East Campus properties.



INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

FUTURE

The Infrastructure, Strategy and Innovation team will continue to work cross-functionally to ensure that IndyGo's infrastructure is successful in connecting our community through safe, reliable, and accessible mobility experiences. Our team's activities for the coming year will be guided by the Strategic Plan's goals and will include:

- Using the frameworks described above and the remaining Accelerating Innovative Mobility Challenge Grant funding, conduct a demonstration project for implementing trip planning and payment integration across modes and providers.
- Prepare a 5-year calendar outlook of upcoming competitive grant opportunities made available through the Investing in Infrastructure and Jobs Act of 2021.
- Construct and begin operating Red Line south charging infrastructure.
- Construct parking canopy at Mobility Solutions and Customer Care Facility, with solar installation on roof.
- Evaluate and report out on the performance, successes, and lessons learned from our proof-of-concept microtransit pilot for its ability to play a part in right-sizing IndyGo's service delivery to better match the demand for transit in parts of the county.
- Implement incremental policy changes and process improvements to IndyGo's Universal Sponsored Rides Program Pilot.
- Further expand the number and type of sponsored rides programs, with the potential for introduction of a semester "product" for local universities and/or a "corporate" product for employers.
- Construct the Purple Line BRT project (revenue service beginning in 2024), which will transform East 38th Street and Post Road with frequent reliable rapid transit and infrastructure improvements that include upgrades to traffic signals, sidewalks, pavement, curb ramps and drainage and includes three miles of new multi-use path.
- Secure funding commitments and re-start design of the Blue Line BRT, which will provide rapid and reliable service for over 24 miles between the Indianapolis International Airport and the Town of Cumberland.
 - » Secure Federal Capital Investment Grant (CIG) funding to cover 50% or more of the project cost.
 - » Construction is anticipated for 2025 through 2027
- Install accessible pedestrian signals along the Red Line.
- Install signage to address safety concerns related to the Capital Avenue contraflow lane.



INFRASTRUCTURE, STRATEGY & INNOVATION (ISI)

FUTURE—CONTINUED

- Complete the Red Line 2022-2023 pavement maintenance project, which also includes installation of rub rail on all Red Line stations.
- Procure and install transit signal priority equipment on select local intersections and routes. Create a program to monitor and optimize its effectiveness.
- Progress design of bus charging infrastructure for the Carson Transit Center.
- Progress design of the Rural Street underpass.
- Partner, plan, and design for a future mobility hub(s), park-n-rides, and/or other transit-oriented development projects.
- Recertify IndyGo's automated passenger counters (APC), which are used to determine ridership on the bus rapid transit routes, and begin the process for certifying APCs on local buses
- Pursue APC certification for local buses.
- Conduct a separate APC assessment to estimate accuracy, precision, and potential bias of boardings, alightings, and onboard counts.
- Revisit the purpose of and need for a strategic plan for the agency and prepare an update for IndyGo's Strategic Plan, especially as it relates to the DE&I Strategic Plan currently under development.
- Replace exterior concrete at 1501 W Washington Street in front of headquarters and at loading dock.
- Bid and complete construction of paratransit vehicle storage at the Mobility Solutions and Customer Care Center.
- Prepare a Master Plan for buildout of East Campus.
 - » Facilitate NEPA clearance for East Campus properties.
 - » Design and construct vehicle storage and maintenance facilities according to the direction of the Master Plan.
 - » Program and plan for implementation of other elements of the Master Plan.
- Progress design, bid, and construct an East Washington Street mobility hub to serve local and Blue Line BRT routes.



INFORMATION TECHNOLOGY (IT)

EXECUTIVE SUMMARY

The Information Technology department's (IT) mission is to provide 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. The vision of IT is to improve efficiency and effectiveness in delivering IndyGo technology services through performance, innovation, vendor management, and customer service and to be the conductor in providing enterprise services and solutions that enable IndyGo to serve the community better. The Chief Information Officer sets technology standards and strategies to ensure that IndyGo uses technological tools efficiently, effectively, and wisely.

INFORMATION TECHNOLOGY TEAM OVERALL

- Develop and maintain groups of IT services:
 - » Technical Support (Tier 1 & 2): This group is the first line of issue resolution for the IT Department. Its focus is to monitor and resolve incidents and requests through our IT Server Management (ITSM) system ensuring proper triaging, escalation, and adherence to stated service level agreements (SLAs).
 - » Infrastructure Support (Tier 2 & 3): This group monitors, manages and maintains all enterprise technology platforms at HQ, CTC, BRT stations, and future IndyGo facilities. Its focus is to provide application, infrastructure support, security (application, cyber, network, servers), asset management, planning, and issue resolution.
 - » Connected Vehicle Support: This group monitors, manages and maintains all CAD/AVL equipment, vehicle communications (cellular, GPS, radio, and wireless), and vehicle camera systems on all supported IndyGo fleet (revenue, non-revenue, and Mobility Services). Its focus is to provide break/fix, asset management, installation, maintenance, and problem resolution on the connected vehicle technology (CVT) platform.
 - » Project Management Office (PMO): This group utilizes methodologies from the Project Management Institute (PMI), which employs knowledge, skills, tools, and techniques to project activities to meet the project requirements. The PMO examines vendor and system requirements, maintains project budgetary control, documents project constraints/issues/risks, and keeps the project and program implementation schedules for all capital and operational projects outside the Capital Planning Department. The PMO ensures IndyGo establishes its needs and requirements before engaging with a vendor.
- We've improved Service Level Agreements (SLAs) to remediate technology issues for the IndyGo enterprise. The average time for initiating the resolution of requests is less than five (5) minutes. We continue to review Standard Operating Procedures (SOPs) and process efficiency improvements.



INFORMATION TECHNOLOGY (IT)

OVERALL—CONTINUED

Continued support on the following services:

- Office 365 (email, Microsoft Office Suite)
- Vehicle CAD/AVL System (client, server, application, connectivity)
- Operations Scheduling and Planning (client accessibility)
- Enterprise Resource Planning System (cloud management, client accessibility, application security)
- Microsoft Federated Services (server, application integration)
- Active Directory (server, application integration)
- Virtualization (client, server, application)
- Database Management (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)
- Security (cybersecurity, end-user device, server, network, application)
- 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 elements except for ticket vending machines, fare validators, and passenger information display content)
- CTC Technology (bay signs, content portal, kiosks, annunciators, display signs)



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INFORMATION TECHNOLOGY (IT)

ACCOMPLISHMENTS

Over the past year, the Information Technology Department has experienced rapid growth and exponentially increased responsibility. With our growing span of control and organizational requests for platform ownership, our priorities for continued improvements are the foundation for our success in all accomplishments and ongoing projects, including business continuity planning, enhanced security standards, revised policies, and performance management tools and processes.

The following is a list of accomplishments the Information Technology Department has achieved through the end of FY 2022:

- In response to the effects of COVID-19, IndyGo continues to improve its enterprise operational model to include a more virtual presence
- HASTUS Cloud Implementation – successfully assisted Operations with migrating our Scheduling and Planning application from on-premise to the cloud
- Microsoft D365 Implementation – successfully migrated our on-premise Enterprise Resource Planning (ERP) system to the cloud
- Vehicle Surveillance System Replacement – completed the replacement of camera systems on all BRT, IndyGo Access, and Fixed Route coaches
- User File Data Migration – successfully migrated all user file data from local workstations and file servers to the cloud
- Intelligent Transportation System (ITS) RFI – completed request for information for feedback on available products and services to improve our CAD/AVL system
- New IndyGo Locations:
 - » W. Michigan Street – successfully relocated Mobility Solutions and Customer Service teams to new office space
 - » N. Alabama Street – successfully relocated the IndyGo Foundation team to a new temporary location
- Super Stops Technology – completed design and procurement of the technology used for the Super Stops project. Pending Implementation.
- Cybersecurity/Risk Assessments – successfully implemented a new security platform for real-time scanning and reporting of internal systems for improved cybersecurity, threat detection, and risk assessments
- Vehicle Communications Replacement – completed RFP and selection of a new vendor for replacing end-of-life bus modems
- Change Management Portal – successfully implemented a new change management system on the IndyGo Intranet



INFORMATION TECHNOLOGY (IT)

FUTURE IT ROADMAP

- Purple and Blue Line Technology implementations
- Implementation of an enterprise-wide change management system to track all infrastructure changes in a centralized portal (in progress)
- Incorporating IT Infrastructure Library (ITIL) methodologies as a framework of best practices for delivering IT services, including a new IT system management (ITSM) portal and training
- Fare Retail Network – in progress, currently scheduled for implementation in Q4 2023.
- Fare Validator Upgrade – scheduled for implementation in Q3 2023
- Avail Cloud Migration – tentatively scheduled for Q2 2023
- Microsoft D365 Implementation (Budget Module) – tentatively scheduled for Q1 2023
- Distributed Antenna System (DAS) for HQ (Q1 2023) and East Campus (Q4 2024)
- Vehicle Communication Replacement – RFP is complete, and implementation is planned for Q1 2023
- Document Imaging and Retention – digitize archive documents, implement new retention policy, and move old documents to secure facility
- ITIL Ticketing and Asset Management System – migrate to the new cloud platform
- Fuel Monitoring System – migrate application platform to the cloud by Q1 2023
- New IndyGo Office Relocations – currently scheduled for Q4 2022
- Life-cycle device replacements (occurs annually)
- Replacement of kiosks, bay signs, arrival and departure screens, and information displays at the Carson Transit Center (CTC)
- Continuation of analyzing critical business systems for life-cycle replacement and cloud services migration
- Continuation of improving IT infrastructure security and environmental threat detection



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PUBLIC AFFAIRS

OVERALL

- Continued to garner excitement and hold community and stakeholder outreach events for Purple Line construction and shared the essential benefits coming to Indianapolis through the upcoming BRT line.
- Hosted the Purple Line groundbreaking event, marking the start of Purple Line construction, which captured a large amount of media attention. The event hosted more than 130 attendees, featuring many important stakeholders and special guests, and debuted the Purple Line -wrapped bus.
- Continued to communicate each new Purple Line construction closure to news media and community through visits to affected businesses, media releases, the weekly Purple Line newsletter and the Purple Line webpage.
- Created a buzz around the major initiative, “Driven 2 Success: The Far Eastside Get Around,” a micro-transit pilot program for Indianapolis residents on the Far Eastside to schedule on demand rides. IndyGo also received Outstanding Community and Funding Partner recognition from Pathways Resource Center for the project.
- Planned and hosted the “Beyond the Line” Red Line documentary party at the Maven Space in Indianapolis. The event, happening in partnership with the Redford Center, included a Q&A with the filmmaker, interviews with local stakeholders and dignitaries, media pitching, a web story, food, drinks and so much more!
- Introduced to the public “IndyGo Connect,” in partnership with Via, which is an on-demand, shared-ride transit service pilot project that expands access to equitable, convenient mobility in Southeast Indianapolis.
- Debuted the IndyGo Access brand to support expanded rider guidelines for paratransit services.
- Extensive national interest in IndyGo’s service through news stories and visits from the Metropolitan Atlanta Rapid Transit Authority (MARTA), WTVI PBS Charlotte, the Redford Center’s “Beyond the Line,” a documentary on the Red Line, Intelligent Transport articles about IndyGo’s microtransit initiatives and returning ridership and an article from the American Public Transportation Association’s (APTA) magazine, Passenger Transport, about IndyGo’s microtransit initiative “Driven 2 Success.”
- Announced the Red Line Enhancement Project to community members and riders, which is bringing significant improvements and construction detours to the BRT Line.
- Relunched the successful “Food in Transit” and “Music in Transit” programs. The team also launched the start of “Wellness in Transit,” in partnership with Gennesaret Free Clinics, a program devoted to holistic community health at the Carson Transit Center. This program features a mobile health clinic that parks at the CTC weekly offering a wide range of free services. These initiatives were implemented to make positive differences in the community and meet riders where they are under the “IndyGo Cares” brand.



PUBLIC AFFAIRS

OVERALL—CONTINUED

- Unveiled the Ride with Pride-wrapped bus for Pride Month, to increase inclusivity, which received a great amount of positive attention from media and the community.
- Revealed the first bus equipped with the Allison Transmission eGen Flex™ electric hybrid propulsion system at the “Release the Flex” party on Monument Circle. The event, hosted in partnership with Allison Transmission and GILLIG, was open to the public and featured a breathtaking video and light show projected on the AES building and around Monument Circle just after dark.
- Drummed up attention for the official launch of IndyGo installing the Lumin-Air state-of-the-art UV-C light air filtration system on its entire fleet of in-service buses. The team shared the “Easy, Breezy, Cleaner Air with Lumin-Air,” message using multiple communications mediums.
- Monitored and responded to Blue Line media coverage after the Segment 1 update was made public knowledge.
- Welcomed Clayton County Commissioners and other local elected officials from the Atlanta metro area to Indianapolis to experience the Red Line firsthand as MARTA prepares to bring this new rapid transit mode to the Atlanta region. MARTA representatives created a video that shared the benefits of IndyGo’s BRT system, including improved infrastructure, economic developments, and how those benefits can translate from Marion County to Clayton County.
- Hosted a ribbon-cutting to showcase the city’s first Super Stop, which will bring enhanced rider comfort, improved mobility and faster transit times through downtown Indianapolis.
- Performed extensive outreach efforts for IndyGo’s Future Service Plan. This involved hosting several community open house meetings to provide information on staff recommendations for how to move forward with the remaining local route improvements that are needed to fully implement the agency’s network redesign. It also involved completing many interviews with the media.
- Unveiled the veterans-themed bus honoring past, present and future veterans in front of the American Legion Mall and Indiana War Memorial.
- Launched communications campaigns informing the public of free rides for Election Day, sponsored by AARP Indiana and the IndyGo Foundation, as well as Thanksgiving, Christmas and New Year’s Eve.
- Shared initial messaging of upcoming IndyGo Access policy changes involving riders no longer qualifying for free rides on IndyGo’s fixed route service beginning Jan. 1, 2023. A MyKey Half Fare Card will be required for qualified paratransit riders to ride the system’s regular fixed routes.
- Established a Winter Weather Preparedness Plan in anticipation of severe weather to ensure quick external communication of delays, detours or other potential service interruptions.



PUBLIC AFFAIRS

OVERALL—CONTINUED

- Multiple IndyGo award winners, including IndyGo President and CEO Inez Evans earning the Women’s Transportation Seminar’s (WTS) International Woman of the Year Award, Chief People Officer Denise Jenkins-Agurs earning the WTS Rosa Parks Diversity Leadership Award and Coach Operator William Hazen earning a Recognition of the Indianapolis Service Excellence (ROSE) Award.
- Began incorporating additional video elements into external communications. This includes sharing videos on social media, in addition to sending B-roll footage to local media outlets for newscasts.
- Continued to support agency efforts and kept riders up to date through multiple communications channels, including press releases, media interviews, website updates, email newsletters, signage and social media.
- Empowered those involved in the Transit Ambassadors Program to educate the public on how to ride public transportation.
- Assisted the Indianapolis Public Transportation Foundation with announcing various successful initiatives.
- Welcomed three new teammates to the Public Affairs department.



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PUBLIC AFFAIRS

OUTREACH & ENGAGEMENT

PURPLE LINE OUTREACH:

- Redesigned the Purple Line website as a lead resource for all construction updates and project information.
- Implemented a weekly newsletter that details specific impacts to motorists and riders three weeks in advance.
- Introduced a community toolkit that includes “open for business” signage, newsletter spotlights, business specific detours and one-on-one chats with our construction liaison.
- Held nearly 110 Purple Line outreach events, including open houses, pop-ups and virtual meetings.
- Fostered relationships with affected businesses ahead of major construction impacts.
- Canvassed residences ahead of major construction impacts.
- Mobilized Transit Ambassadors on impacted routes to inform riders of service impacts.

RED LINE OUTREACH:

- Redesigned the Red Line website as a lead resource for all construction updates and project related to Red Line Enhancements.
- Implemented a weekly newsletter that details specific impacts to motorists and riders three weeks in advance.
- Introduced a community toolkit that includes “open for business” signage, newsletter spotlights, business specific detours and one-on-one chats with our construction liaison.
- Canvassed affected businesses ahead of major construction impacts.
- Mobilized Transit Ambassadors on impacted routes to inform riders of service impacts.

INDYGO ACCESS OUTREACH:

- Hosted several tabling events at partner locations and at the Carson Transit Center to assist IndyGo access customers with understanding new policy changes taking affect January 2023.



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PUBLIC AFFAIRS

OUTREACH & ENGAGEMENT

INDYGO CARES PROGRAMS:

Wellness in Transit

- Completed a six-month pilot in partnership with Gennesaret Free Clinics to provide FREE healthcare services to visitors regardless of health insurance status. This partnership reduced the burden of an added trip for riders providing a mobile medical clinic parked at the Carson Transit Center weekly.
- The mobile clinic:
 - » Engaged more than 300 people
 - » Cared for 124 patients
 - » Presented 90 prescriptions

Food in Transit

- Partnered with Growing Places Indy and the City of Indianapolis Department of Metropolitan Development on a farm stand that aims to make shopping local produce affordable and convenient.
- Presented a “Pay What You Can” option to eliminate barriers to locally-grown food, meaning community members in need can pay \$1 down to nothing, and still receive at least two items from the selection of produce that day.

Music in Transit

- Partnered with Square Cat Vinyl and GANGGANG on an award-winning concert web series to promote the local arts community and the increased connectivity with rapid transit expansion.
- Presented and supported eight Indianapolis-based musical acts, spanning multiple genres, performing original sets on an IndyGo BRT bus.

Fashion in Transit

- Partnered with the Indiana Fashion Foundation during Indiana Fashion Week 22’ on a mobile fashion experience and runway show at the Carson Transit Center.



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PUBLIC AFFAIRS

OUTREACH & ENGAGEMENT—CONTINUED

TRANSIT AMBASSADORS PROGRAM:

- Reestablished the Transit Ambassador program to expand the reach of in-person engagement with the dissemination of pertinent transit information.
- Managed 12 volunteers and approximately 414 hours of direct outreach to riders and the community.

TRAVEL TRAINING:

- Provided hands-on training to entities with constituents who want to learn how to use public transit safely and independently.
- Taught over 246 individuals and youth tools and tips to help get acquainted and comfortable with IndyGo services.

NEIGHBORHOOD RELATIONS:

- Strengthened relationships with community and neighborhood organizations through community meetings, events and “IndyGo Now,” a monthly digital presentation.
- Reached over 190,000 households with the launch and expansion of IndyGo’s Nextdoor agency account that offers a single channel to easily broadcast information across all Marion County neighborhoods.
- Leveraged relationship with Mayor’s Neighborhood Advocates to streamline dissemination of transit updates to neighborhoods and quickly address community concerns.



PUBLIC AFFAIRS

EXTERNAL COMMUNICATIONS

- Planned and hosted Purple Line Groundbreaking to mark the beginning of construction of the second IndyGo BRT line. Additionally, the team garnered amazing attention for the event by producing a “Purple Line sizzle” video actively showing the benefits of the upcoming BRT line, participating in media interviews, sending out a press release to recap the event and sharing a slew of social media posts to bolster the public’s support of the Purple Line. Finally, the team designed a Purple Line bus wrap that showed different facts about the route in a visually appealing and noticeable way.
- Published many press releases about Purple Line outreach events that shared construction detours, closures and updates. The press releases encouraged the public to visit us, ask questions and gain a deeper understanding of IndyGo’s BRT vision, benefits and future. Media interviews, social media posts and continuous webpage updates also helped to get the word out about construction progress.
- Continued to communicate new Purple Line construction closures and detours through press releases, social media posts and website updates.
- Designed and wrote Purple Line advertisements for radio, digital and print ads with various news stations across the city, such as La Voz, Indianapolis Recorder, WFYI, WISH-TV and more.
- Authored an article for Intelligent Transport AND the American Public Transportation Association’s magazine, Passenger Transport, detailing the “Driven 2 Success: The Far Eastside Get Around” microtransit pilot program for Indianapolis residents on the Far Eastside that allows individuals to schedule on-demand rides. We also sent a press release to local media, and shared the program on social media.
- Planned and hosted the “Beyond the Line” Red Line documentary party at the Maven Space in Indianapolis. The event, happening in partnership with the Redford Center, included a Q&A with the filmmaker, interviews with local stakeholders and dignitaries, media pitching, a web story, food, drinks and so much more!
- IndyGo and Via partnered to launch “IndyGo Connect,” a pilot project that riders can use to receive on-demand access to equitable, efficient transportation in Southeastern Indianapolis. Communications efforts included a press release, social media posts and advertisements, graphics and a soft-launch event.
- Initiated a campaign to spread the word about Open Door becoming IndyGo Access by sharing a press release, social media posts and audio announcements. The information was shared in internal and external newsletters. Signage and advertisements were created, and language was updated throughout the website to present a consistent message. Additionally, the team began to share messaging about the upcoming IndyGo Access policy change. This change will result in qualified IndyGo Access riders no longer riding IndyGo’s fixed routes free and now needing a MyKey Half Fare Card beginning Jan. 1, 2023. This campaign will be ongoing through the beginning of 2023.



PUBLIC AFFAIRS

EXTERNAL COMMUNICATIONS—CONTINUED

- Established a communications plan for Red Line Enhancements happening this summer. The team publicized the effects of the construction in many ways, including social media posts, press releases, newsletter language, website update and banner, media pitching, all signage at the CTC, headquarters and on buses, audio announcements, MyStop Alerts, and finally, transit ambassador talking points. The information was also included in many of our outreach events.
- Public Affairs was very busy promoting its returning community programs “Food in Transit,” “Music in Transit” and “Art in Transit” this year, in addition to its new program, “Wellness in Transit.” Each campaign had its own press release, social media posts, graphics and launch event to spark interest. We also created an “IndyGo Cares Community Outreach” page to house all our information in one place.
- Coordinated and executed the amazing bus reveal party, “Release the Flex,” for IndyGo’s partnership with Allison Transmission, GILLIG and Cummins. The event took place on Monument Circle at night and featured a breathtaking video and light show projected on the AES building, food, drinks, giveaways, impactful speeches and the grand bus reveal, complete with smoke, spotlights and music. News media, the public and many IndyGo and Allison Transmission employees attended. Communications efforts such as press releases, social media posts, newsletter language, media interviews and more were performed to create hype.
- Promoted Coach Operator Jonathan Jackson’s “Run for Ya Life” 5k event. This event was put on with the help of Transportation Supervisor Janae Freeman. The agency promoted the event through a Behind the Wheel web story, social media posts, internal and external newsletter language and graphics.
- Garnered attention for the official launch of IndyGo installing the Lumin-Air state-of-the-art UV-C light air filtration system on its entire fleet of buses, including paratransit buses. Messaging included press releases, a media advisory, social media posts and toolkit, webpage creation and updates, media talking points, graphics for the CTC and internal monitors, physical bus signage, bus announcements, internal and external newsletter language, Transit Ambassador talking points and radio and exterior bus ads.
- Hosted a ribbon-cutting event to showcase the city’s first Super Stop, which will bring enhanced rider comfort, improved mobility and faster transit times through downtown Indianapolis. This showcase consisted of a tour of the new stop, ceremonial ribbon-cutting, remarks from IndyGo President and CEO Inez Evans and Indianapolis Mayor Joe Hogsett and food from a local restaurant, all while being broadcast through Facebook Live.



PUBLIC AFFAIRS

EXTERNAL COMMUNICATIONS—CONTINUED

- Hosted an event unveiling IndyGo's Veterans bus honoring past, present and future veterans. Public Affairs coordinated the event featuring a performance from representatives of the Metropolitan Youth Orchestra, in partnership with the Indianapolis Symphony Orchestra, remarks from speakers, including IndyGo President and CEO Inez Evans, who's a U.S. Navy Veteran, and a special presentation to IndyGo veterans. Other featured speakers included Interim Director of Veteran Services for the City of Indianapolis Jared Scott and Indiana State Representative Renee Pack. Communications efforts included press releases, social media posts, newsletter language, invitations, a recap video and B-roll to local media.
- Launched a communications campaign informing the public of free rides for Election Day, brought to the public by a partnership between the IndyGo Foundation and AARP Indiana. Public Affairs notified riders through a press release, social media, website updates, bus announcements, internal and external newsletters, graphics and radio, print, digital and bus ads.
- Established a Winter Weather Preparedness Plan in anticipation of severe weather to ensure quick external communication of delays, and other possible disruptions to service. The plan consists of drafts for a press release, a web story, social media posts, webpage updates, bus announcements, Rider Alerts and Text-Em-All language, graphics for all monitors and print messaging.
- Played a role in sharing the Indianapolis Public Transportation Foundation's events and accomplishments through press releases, social media and other mediums.

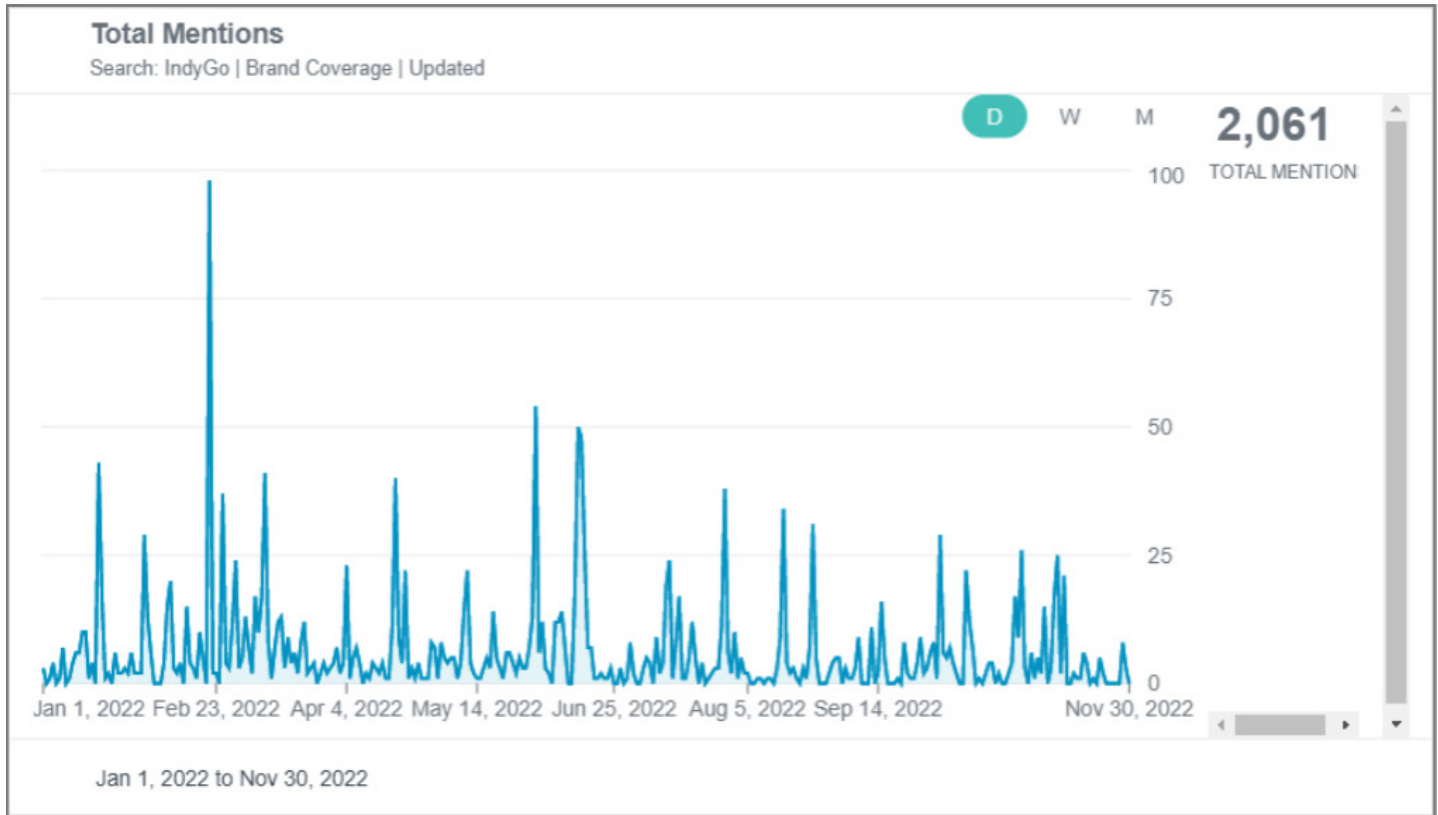


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PUBLIC AFFAIRS

EXTERNAL ANALYTICS

The graph/number to the left shows how many times IndyGo was mentioned in the media from January 2022 through November 2022.



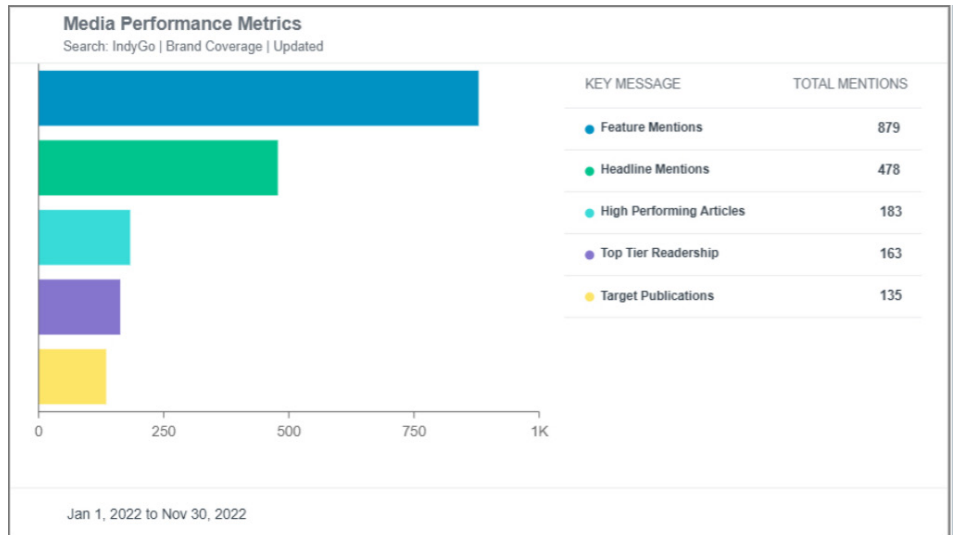
IndyGoSM

PUBLIC AFFAIRS

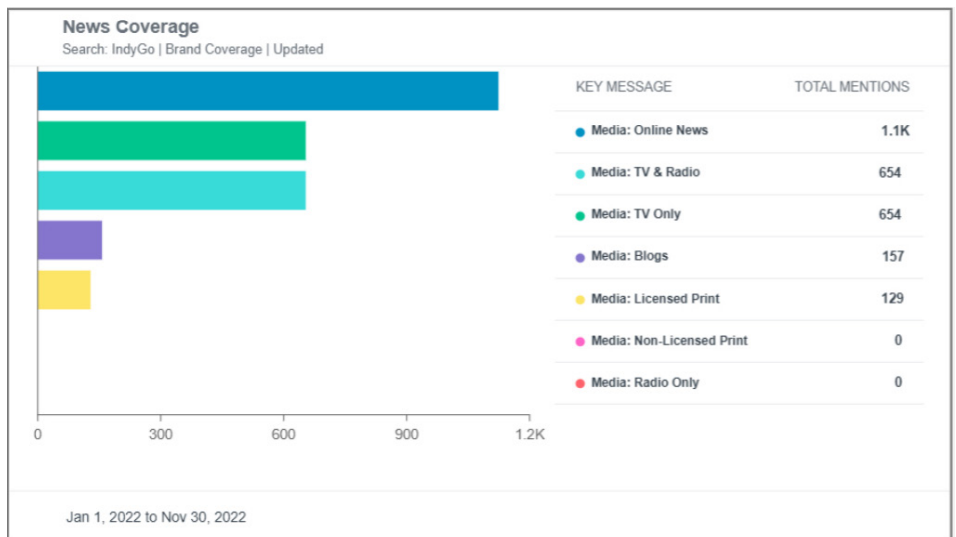
EXTERNAL ANALYTICS—CONTINUED

The graph to the right indicates how the brand is mentioned in the articles.

- **Feature Mentions:**
IndyGo is mentioned in the article three or more times or is mentioned in the headline.
- **Headline Mentions:**
IndyGo is mentioned in the headline only.
- **High Performing Articles:**
IndyGo mentioned in articles that reached a large audience.
- **Top Tier Readership:**
IndyGo mentioned in an article/media outlet that contains national reach and high circulation.
- **Target Publications:**
How many intentional, local outlets mentioned IndyGo.



The graph to the right indicates how the brand is mentioned in the articles.

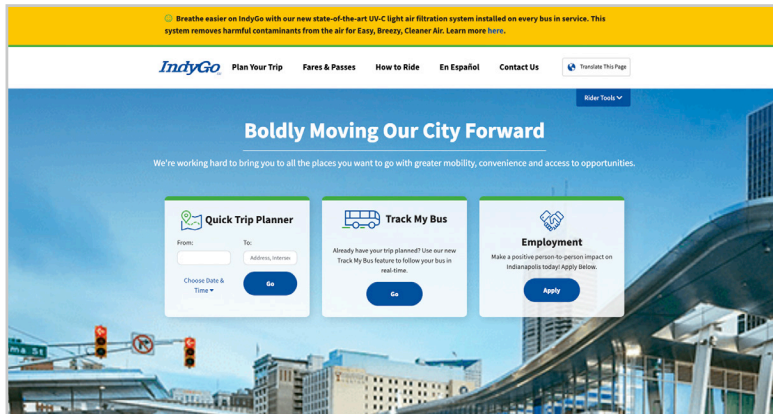


PUBLIC AFFAIRS

EXTERNAL COMMUNICATION ANALYTICS

MEDIA ANALYTICS REPORT: JANUARY 2022 – NOVEMBER 2022

Continued to share updates and announcements through the website and social media channels.



WEBSITE

- 188,509 page views in January 2022 (40,583 more than January 2021)
- 201,536 page views in November 2022 (9,954 more than November 2021)

SOCIAL MEDIA CHANNELS



- **Facebook: 2,228,000 impressions (77% increase over 2021), following +3%**
 - » January 2022 – 11,091 page likes, 12,190 page follows
 - » November 2022 – 11,435 page likes, 12,662 page follows



- **Twitter: 1,035,800 impressions (64% increase over 2021), following +4%**
 - » January 2022 – 128,000 impressions, 6,170 followers
 - » November 2022 – 85,200 impressions, 6,425 followers



- **Instagram: 515,286 total impressions (22% increase over 2021), following +9%**
 - » January 2022 – 6,396 impressions, 3,217 followers
 - » November 2022 – 10,776 impressions, 3,565 followers



- **LinkedIn: 360,650 impressions (50% increase over 2021), following +19%**
 - » January 2022 – 19,040 impressions, 2,350 followers
 - » November 2022 – 6,424 impressions, 2,900 followers



PUBLIC AFFAIRS

VIDEO PROJECTS

- **IndyGo Spookster video series** – Fun video series in October, where PA team members got “spooked” on camera.
- **“The Office” Hiring Video** – Modeled after “The Office” TV show to promote hiring.
- **Million Miles Video** – Video to commemorate Operator Roy Thein on driving 1,000,000 miles for IndyGo.
- **Veterans Bus Reveal Video** – Showcasing our latest bus design honoring past, present and future veterans.
- **Veterans Day flyover Video** – Video to commemorate Veterans Day featuring an IndyGo Bus and an airplane flyover.
- **IndyGo Graduation video series** – Fun videos that our newest coach operators get to star in.
 - » Ridin’ Dirty Video
 - » IndyGo Draft Video
- **IndyGo Now videos** – Monthly video series where Jordan Patterson highlights the latest IndyGo news.
- **Butter Stick/Butter Bus Video** – Short video promoting our partnership with GANGGANG and the Butter Bus.
- **Future Service Plan Video** – PSA video to inform riders about community meetings regarding future IndyGo projects.
- **Car Free Day Video** – Video to highlight car free day in September.
- **Rosa Parks Award Nomination Video** – Highlighting Denise Jenkins-Agurs and her nomination for the prestigious award.
- **Lumin Air testimonial video series** – Video series with operators and riders to promote Lumin air filtration systems on every IndyGo bus.
- **eGen Flex Sloth Video** – Video to highlight eGen flex bus.
- **Super Stop Superman Video** – Video using Superman movie graphics to promote Super Stops.
- **How to Ride Video** – Video showing how riders can get to their polling places on Election Day.
- **2022 Highlight video** – Video recapping highlights from IndyGo in 2022.
- **Andy Carpenter 43 Years Video** – Video to highlight Coach Operator, Andy Carpenter receiving his 43rd safe driving award from IndyGo.



PUBLIC AFFAIRS

INTERNAL COMMUNICATIONS

- Launched the internal feature series, “Behind the Wheel,” which spotlights IndyGo employees who participate in unique activities or interests within or beyond their jobs. We’ve run features on IndyGo Coach Operator William Hazen, Chief Development Officer Jennifer Pyrz, previous Deputy Chief Financial Officer Hardi Shah, General Laborer Tyrone Rowan, Interim Training Director Tim Cox, Diversity & Inclusion and Workforce Development Manager Lloyd Graham Coach Operator Jonathan Jackson and IndyGo’s Providence Cristo Rey High School interns.
- Boosted readership and participation for the internal newsletter, In Transit, by redesigning the format and content within each edition. The length of the newsletter has grown tremendously, and the number of responses has increased. Newsletter content has also expanded as the team made efforts to congratulate their fellow employees on their important milestones, such as the One Million Miles of Safe Driving Award and 43 years of service recognition. We’ve also started showcasing the community service IndyGo participates in.
- Gathered and exercised great storytelling to enter Coach Operator William Hazen and General Laborer Tyrone Rowan in the annual Recognition of Service Excellence (ROSE) Awards. The team’s efforts resulted in Hazen winning a ROSE Award and Rowan receiving recognition on the night the awards were announced.



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PUBLIC AFFAIRS

FUTURE

- Continue to develop and execute communications plan celebrating 50 years of IndyGo's establishment (2025 is the 50th Anniversary).
- Continue to develop and execute the communications campaigns surrounding Purple Line construction, which will include outreach efforts like media availability, website updates, weekly email updates, signage, community meetings, partnerships with local organizations and social media updates.
- Continue to incorporate additional video elements into external communications, including soliciting positive videos from high profile people as they share why they love/support IndyGo.
- Discover more ways to tout and share externally the positive mentions we get through news media.
- Learn new ways to analyze data through social media monitoring and media clip tracking to better serve audiences through communication.
- Continue to promote open positions within the company, creating new campaigns to increase recruitment.
- Continue to establish additional organization for internal files, outreach supplies, signage and communications projects.
- Increase Spanish translations on both internal and external communications.
- Participate in "tours" of other departments around the agency to get a comprehensive understanding of what each department does, how they interact with Public Affairs and how we all help move our city forward.
- Launch a campaign to increase overall, daily ridership once the agency has recruited enough coach operators to fill the need.
- Work to improve accessibility and navigation on IndyGo's website, including enhancements of the homepage, search function and overall website design.
- Continue to increase efforts to reach more employees through In Transit and include topics that are relatable to a wider audience.
- Explore more uses of Text-Em-All software to communicate important updates with all employees.
- Proactively update the Transit is Essential pocket guide to share quick facts about the agency's goals, projects and accomplishments.

GOVERNMENT AFFAIRS

OVERALL

- In conjunction with Public Affairs, developed and distributed the Transit is Essential “pocket guide” for elected officials to read about IndyGo operations, development, and community initiatives in an easy-to-read format.
- Bi-partisan support and participation in the Purple Line groundbreaking event, with Lawrence Mayor Steve Collier, Indianapolis Mayor Joe Hogsett, Congressman Andre Carson, State Representative Greg Porter, and City-County Council members Ali Brown and Keith Graves amongst those in attendance.
- Once again contracted with Robert Vane at Veteran Strategies to ensure communication channels with officials at the Statehouse remain clear and direct.
- Worked with City-County Council members to ensure Purple Line ordinance changes were passed with a comfortable margin of support.
- Attended 2022 APTA Legislative Conference in Washington D.C., where I had the opportunity to meet face to face with U.S. Senator Mike Braun and senior staff from the offices of U.S. Senator Todd Young, and Congresswoman Victoria Spartz. Also, briefly spoke with Secretary Buttigieg.
- Coordinated with the offices of Mayor Hogsett, Congressman Carson, and multiple members of the Indianapolis City-County Council to submit letters of support for various federal grant opportunities.
- In coordination with the Strategic Planning team, presented to various government officials on IndyGo’s future network redesign plans.
- Met with staff from the office of Mayor Hogsett on multiple occasions to identify candidates to fill vacancies on the IndyGo Board of Directors with director Mary Ann Fagan being the most recent candidate to be appointed.
- Participated on the IndyGo Pride Parade organizing committee and walked in the parade with colleagues.
- Selected by the Indianapolis Department of Metropolitan Development to serve as a committee member on Jail II site redevelopment committee and LIFT Indy grant selection committee. Both committees strongly encourage transit-oriented development.
- Worked with Council President Vop Osili to set up a meeting between Inez and AES Indiana CEO Kristina Lund.
 - » Both are amongst the very few female CEO’s within their respective industries.
- Lined up support from Wayne Township Trustee Jeb Bardon and City-County Councillor Vop Osili in support of variance requests for 2425 W. Michigan Street property.
- Provided Blue Line updates for elected officials along the Washington Street corridor and keep them up to date on project developments as they happen.



GOVERNMENT AFFAIRS

OVERALL—CONTINUED

- New lobbying contracts in place for Bose Public Affairs Group (Federal), and Barnes & Thornburg (State).
- Set up meeting between Inez and USDOT officials Charles Small and Maurice Henderson to discuss Blue Line progress.
- Gave a presentation on IndyGo's year in review to the City-County Council Community Affairs Committee. Also updated the committee on paratransit and microtransit services.
- Worked behind the scenes to ensure IndyGo budget passed the council with bi-partisan support on a 19-4 vote.
- Take the "heat" anytime politicians are upset with IndyGo for one reason or another and work with them to resolve the issue.

FUTURE

- Work with elected officials to ensure any proposed legislative items which may negatively impact IndyGo are not passed.
- Build strong relationships with new members of the Marion County delegation in the state legislature. Representative Victoria Wilburn Garcia, Representative Julie McGuire, and Senator Andrea Hunley were elected in November 2022.
- Continue working with Transit Drives Indy advocacy group to promote the benefits of public transportation.
- Schedule meeting between Secretary Buttigieg and IndyGo leadership.
- Communicate with area leaders to ensure the narrative surrounding any alterations to the Blue Line project are clear, concise, and factual.
- Work with Mayor Hogsett's office to ensure the current vacancy on the IndyGo Board of Directors is filled expeditiously.
- Keep in regular contact with public officials on state and federal funding opportunities and obtain their support when necessary for grant funding.

GOVERNANCE & AUDIT

OVERALL

The Governance and Audit (G&A) program is designed 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.
- Aim 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.

COMPLETED PROJECTS

- Created heatmap and established 2022 Internal Audit Work Plan approved by G & A Committee.
- Maintain IndyGo's Ethics Hotline and investigated submissions.
- Healthcare Cost Review.
- Training Review.
- Microsoft D365 Upgrade: Independent Project Oversight Status Assessment.
- Physical & Facility Security Assessment.
- Cybersecurity Readiness Review.
- Assist with Financial Audit and Annual Comprehensive Financial Report.
- Participation in IndyGo's Culture Team and Events.
- Manage IndyGo's Cheers for Peers Program.
- Covid & Pandemic Recovery Review.
- Transactional Audits.
 - » Carson Transit Center Retail Desk.
 - » Employee Areas Insurance Payments.

FUTURE

- Staffing, Hiring & Recruiting Review.
- Decentralized Operations Review.
- Paratransit Program Review.
- Operator Scheduling Review.
- IT System Implementations Review.
- Maintenance and Stockroom System and Process Review.
- Create heatmap and establish 2023 Internal Audit Work Plan for approval by G & A Committee.



LEGAL

OVERALL

- Acquired additional property and zoning variances to accommodate Mobility Services facility and the East End Terminus.
- In the process of acquiring property for the new East Campus Bus Garage.
- Responded to and closed out over 75 Public Record Requests in a timely and compliant manner.
- Provided oversight and assistance in the areas of procurement and contract issues, specifically in the enforcement of contract compliance with vendors, and procurement solicitations.
- Managed defense with outside counsel on 40 lawsuits involving personal injury, property damage or employment. Provided approval of claim settlements through the third-party administrator.
- Coordinated transfer of 32 Red Line real estate parcels to the City of Indianapolis Department of Public Works.
- Settled claim from former paratransit provider saving significant tax-payer dollars.
- Managing 34 eminent domain cases for Purple Line real estate acquisition.
- Developing Paid Fair Zone Ordinance with the help of IndyGo staff.
- Absorbed the Labor and Policy department into Legal and will be hiring a new Director of Labor.
- Developing, reviewing, and updating several Standard Operating Procedures.

FUTURE

- Provide and develop contractual language specifically geared to protecting IndyGo and transit objectives.
- Provide oversight and guidance in the enforcement of DBE and Minority Business participation requirements and outreach.
- Provide enhanced oversight on procurement process, policies, and ethics.
- Provide legal and ethics advice and guidance to the Corporation, the Board of Directors, and the Foundation.
- Continue to monitor legislation, court, and administrative decisions that impact the Corporation.

COMPLIANCE AND CIVIL RIGHTS

OVERALL

- Implemented hiring manager interview training in the learning management system, which is required for all individuals participating in the interview process.
- Implemented EEO compliance reviews of job requisitions to proactively review job descriptions and ensure IndyGo is writing and posting inclusive and unbiased job descriptions.
- Created EEO Facts sheets for teammates regarding code words and manager responsibilities, which are posted on the intranet for easy reference.
- Delivered periodic updates to Operations during bi-weekly calls on relevant EEO matters as part of ongoing EEO training and development.

FUTURE

- Expand and update EEO training included in the new employee onboarding process.
- Develop and implement EEO Manager Training in IndyGo's learning management system for 2023 to ensure compliance with the FTA requirement for all newly hired and promoted managers to receive training within 90 days of their hire or promotion.
- Finalize implementation of the EEO concurrence process to monitor the recruitment and promotion process and ensure compliance with FTA requirements and EEO regulations.
- Resume the Supplier Diversity IndyGrow program in 2023 for individuals interested in doing business with IndyGo.



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DEPARTMENT OF PEOPLE & TEAMMATE EXPERIENCE

OVERALL

Execute IndyGo's education, recognition and engagement goals:

- Departmental merger between Human Resources and Diversity & Inclusion and Workforce Development has created The Department of People and Teammate Experience (DPTE).
- Denise Jenkins-Agurs was promoted to Chief People Officer for DPTE.
- Danai Bracey was hired to be the Assistant Chief of People Officer
- Lloyd Graham was promoted to Director of Diversity, Equity, Inclusion, and Teammate Engagement.
- Carrie Wass was promoted to Director of Learning & Organizational Development.
- Brandi Caplinger was promoted to Onboarding & Community Engagement Coordinator.
- Exzneair Williams was promoted to Wellness & Teammate Engagement Coordinator.
- Breanna Bobbitt was promoted to Recruiter I.
- Jaclyn Saunders was promoted to Recruiter II.
- Finished another academic year of developing three interns from Providence Cristo Rey High School.
- Offered several Tim Talks & Lunch-n-Learns to promote education and cross-corporation information.
- Promoted several National Transit Institute courses for teammates.
- Summer Food Truck Series took place on Tuesdays and Thursdays from May – September.
- Annual Sweet Treats event took place in June and August.
- Chair massages were provided bi-weekly June – August.
- Collaborated with Elements Financial to provide financial resources to teammates over multiple educational sessions.
- Organized an IndyGo specific experience for teammates to get tickets for an Indiana Pacers game.
- Redesigned and solicited nominations for the Excellence Award Program that demonstrates appreciation for teammates.
- Celebrated birthdays throughout the year with cards for each teammate's birthday.
- Celebrated teammates with food and gifts for Transit Appreciation Day in March.
- Appreciated teammates with a meal at our Holiday Hoorah event in November.
- Provided a \$25 food voucher for the holidays to all our teammates.
- Volunteered at the 22nd Annual YMCA Holiday Toy Drive in December.
- Partnered with our veteran Marines to promote the Toys for Tots program.



DEPARTMENT OF PEOPLE & TEAMMATE EXPERIENCE

OVERALL—CONTINUED

- Provided outreach on Wednesdays promoting events and activities that increase wellness at IndyGo
- Hosted a Fall/Halloween decorating contest to create a festive atmosphere around IndyGo.
- Provided passive information on Wellness in our virtual newsletter, in the bathrooms, and on bulletin boards.
- Partnered with the American Heart Association and the Alzheimer's Association to raise money and involve teammates in walks for a cause.
- Promoted Breast Cancer Awareness throughout October, offering onsite mammograms and encouraging staff to support the cause by wearing pink on Fridays.
- Assisted in organizing a Golf Outing fundraiser for IndyGo.
- Attended the 2022 Indiana Wellness Summit hosted by the Indy Chamber to learn about better ways to promote wellness at IndyGo.
- Partnered with YMCA to promote the 40% membership discount for teammates; twelve (12) teammates have utilized the discount to date.

Community Partners:

- Red Cross Quarterly Blood Drive
- Marathon Health Collaboration

Focus on raising awareness around topics of Diversity and Inclusion:

- Reinstated Indy Pride Planning Committee to plan for IndyGo's participation in the Indy Pride Parade and Festival.
- Debuted the first Pride-wrapped hybrid bus.
- Worked with Tyler Rawles through the Fehribach Center, which provides internships for Indiana college students with physical disabilities.
- Signed and partnered with the American Public Transportation Association (APTA) for the Racial Equity Commitment Program.
- Offered several engagements to raise awareness about disability and people with disabilities.
- Conducted RFP process and hired a Diversity, Equity, & Inclusion (DEI) Consultant to develop a DEI Strategic Plan.
- Working on the promotion of a Climate Survey which will inform the development of an IndyGo DEI strategic plan.



DEPARTMENT OF PEOPLE & TEAMMATE EXPERIENCE

OVERALL—CONTINUED

- Attended several webinars related to diversity, equity, and inclusion through local, regional, and national agencies.
- Participated in an Inclusion in the Workplace Certification through SHRM
- Attended the SHRM Inclusion Conference 2022
- Released several issues of the DEI newsletter, The Route, sharing information related to identity, minoritized populations and diversity concepts.
- Attended Government Alliance for Racial Equity (GARE) annual meeting.
- Worked with GARE and the Nina Collective to develop recommendations to navigate racial justice in Indianapolis for the future.
- Sat on SHRM certified DEI panel with Solane Partners to discuss effective DEI practices and strategies.

Offer new Workforce Development programs and learning opportunities:

- Sixteen (16) IndyGo teammates successfully completed the Purdue University Manufacturing Extension Partnership (MEP) Six Sigma Green Belt program in the Spring and fifteen (15) attended the classroom portion and are currently working on their final projects for future Green Belt completion.
- Eight (8) IndyGo teammates successfully completed the Purdue University Aspiring Leaders Course.
- Mechanic Apprenticeship Program was approved by the Department of Labor in partnership with Ivy Tech with the first cohort projected to start in January.
- Continued the Coach Operator Mentorship Program to assist new operators with mastering their new role and acclimating to the company.
- Offered De-escalation and Mental Health Training for teammates.
- Created additional partnerships with Marian and Martin Universities to promote available opportunities including offering Internship Opportunities and Tuition discounts for our teammates.

DEPARTMENT OF PEOPLE & TEAMMATE EXPERIENCE

OVERALL—CONTINUED

Improve teammate experience and business acumen through Learning and Development:

- Implemented an improved learning management system (LMS), Absorb, for online learning and training experiences. The platform is more stable and easier to use, with an improved learner interface, more flexibility in administrative permissions, intuitive functionality and built-in “Intelligence Assist” for support.
- Administered annual In-Service training to all teammates via the Absorb LMS.
 - » 87% of operators, dispatchers, service center, and transportation supervisors attended in-person and followed along in the LMS to earn a completion badge. (Those not completed were on leave or other scheduling conflicts).
 - » All other teammates were assigned courses independently online and 95% completed the curriculum.
- Redesigned Orientation and added company history, future projects, company culture, social activities, and a content review game.
- Converted Orientation to an online format where new teammates follow along in the LMS with a facilitator. Replaced paper policy acknowledgements with digital signature modules to streamline the process.
- Converted Administrative safety training to an online format where new teammates complete courses independently during their first week of employment. This includes required NIMS (National Incident Management System) training.
- Developed and published training courses on various department-specific topics for operators, dispatchers, facilities, and maintenance to supplement their hands-on training.
- Updated and converted the New Operator classroom presentation into an online format for new teammates to follow along during class and more accurately track topic-specific completion and understanding.

DEPARTMENT OF PEOPLE & TEAMMATE EXPERIENCE

HUMAN RESOURCES

OVERALL

- Transitioned to new onsite health clinic- Marathon Health. Increased access to teammates and their families from one location (IndyGo- 1501 W. Washington St.) to seven (7) locations in Central Indiana.
- Implemented a new, fully online New Hire Onboarding process.
- Expanded accessibility to pre-employment drug and alcohol screenings to all Concentra Central Indiana locations.
- Implemented a new Coach Operator Permit Trainee program.
- Attended various job fairs and initiated relationship with WorkOne.
- Added a new program to better monitor driver Commercial Driver's License status for safety and compliance.
- Moved to an online document retention process to eliminate paper and unnecessary document storage.
- Posted all vital Human Resources (HR) forms and processes on the internal IndyGo Hub.
- Initiated online input for all HR initiated Drug, Alcohol, and Physicals.
- Implemented new online I-9 and eVerify process in ADP.
- Partnering with EEO Officer on EEO Concurrence data reporting and review.
- 2022 Annual Performance Review cycle nearing completion for 176 Admin teammates.
- Completed Open Enrollment and currently processing 2023 updates.
- Teamed with Risk & Safety to turn over management of Drug & Alcohol review and compliance.
- Transitioned to new Workers Compensation vendor- JWF Specialty- on 11/01.
- Improved process to notify and collect past due benefit payments from teammates.
- Implemented new online form for Talent Acquisition requests during the recruitment process.
- Improved review for diversity on interview panels.
- Completed aesthetic updated to Teammate Handbook. Upcoming review will include additional policy consideration and evaluation.

FUTURE

- Continue to assist departments with navigating benefits, pay, leave matters and employment questions.
- Improve recruitment and retention efforts.
- Continue to grow partnerships with external organizations for recruitment and hiring.
- Revise Hiring Manual
- Complete a Position Classification and Compensation Manual.
- Ongoing participation and leadership in discussions with CEO and executive team to better serve the IndyGo workforce and fulfill obligation to be an employer of choice.
- Scan and store all HR documents online and eliminate paper files. This includes storage retention of years of terminated employee files.
- Finalize new Employee Handbook.
- Improved Return to Work process to ensure smoother transitions back to work for teammates.



POLICY AND LABOR RELATIONS

OVERALL

- Collaborated with transit constituents in Indiana regarding the drafting of a proposed state statute that would provide enhanced criminal penalties for the assault or battery of a transit employee or a transit passenger.
- Negotiated costs savings for health, dental and vision insurance costs.
- Worked with ATU to resolve several grievances and pending arbitrations amicably and constructively without further expense to the parties.
- Oversaw two selection processes for vendor to administer IndyGo's drug and alcohol program as well as IndyGo's workers compensation and risk management and the selection of new vendors.
- Provided departments with advice and counsel of various labor issues, including discipline and discharge, contract interpretation, administration of the collective bargaining process, navigating the grievance process, and other matters that arise under the collective bargaining agreement.
- Oversaw the implementation of Marathon Health as the new health and wellness clinic provider for IndyGo.
- Successfully obtained an arbitration award confirming the discharge of a Coach Operator who assaulted a passenger.

FUTURE

- Continue to negotiate retention bonus with the ATU.
- On-going participation and leadership in discussions with CEO and Executive Team to better serve the IndyGo workforce and fulfill obligation to be an employer of choice.
- Continue to pursue legislative changes in January that will enhance crime and penalties for assaulting transit employees and passengers.
- Prepare for arbitration on a variety of labor matters, including issues related to discharge, outsourcing, and contract interpretation.
- Prepare for collective bargaining negotiations for a successor contract that is set to expire on December 31, 2023.



INDYGO FOUNDATION

OVERALL

- **The Board adopted a DBA name of IndyGo Foundation:**
 - » We will start to roll out this name with new branding in the spring of 2023.
- **Funding Highlights:**
 - » In April, we received a \$500,000 grant from the City of Indianapolis Department of Public Works Indy Neighborhood Infrastructure Partnership. The grant will allow for the design and construction of safe pedestrian crossings at three intersections on Lafayette Road, between 16th and 30th streets.
 - » In June, we received a \$50,000 grant from Glick Philanthropies to launch the Mobility Access Fund – Workforce Development pilot program. This program will provide three months of transportation to newly employed individuals to increase job retention.
 - » The Second Annual Golf Outing was held on September 29 at Eagle Creek Golf Course. The event brought in a net of \$105,560, a \$43k increase over last year!
 - » AARP Indiana sponsored free fares on Election Day. This was the first sponsored free fare day in IndyGo's history.
 - » In November, we received a \$350,000 grant from IU Health Community Impact Investment Fund to support programming and bus stop construction in 2023 and 2024.
- **Program Highlights:**
 - » The streamlining of IPTF handling bus pass requests from nonprofit organizations is going well. We have set up 84 nonprofits with a discount code to be able to purchase bus passes from IndyGo. This is 50 more organizations than were signed up in 2021. As a reminder, this and other information is available at <https://www.indygo.net/foundation/iptf-nonprofit-resources/>.
 - » The Mobility Access Fund bus pass grant application was open in September and October. We received 85 applications and anticipate we will grant over \$271k in value of bus passes this year. That is more than double what we distributed last year.

