



Board Report  
January 25, 2024

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1. **Call to Order and Roll Call** (Presenters – Greg Hahn, Robert Frye)
2. **Awards and Commendation** (Presenter – Jennifer Pyrz)
3. **Committee Chairperson Reports** (Presenters – Richard Wilson, Adairius Gardner, Greg Hahn)
  1. Finance Committee – Richard Wilson
  2. Service Committee – Adairius Gardner
  3. Governance & Audit Committee – Greg Hahn)
4. **Consent Agenda** (Presenter – Greg Hahn)
  1. **A-1:** Consideration and approval of Consideration & Approval of minutes from Board meeting held on December 14, 2023
  2. **A-2:** Consideration and approval of Consideration & Approval of parental leave policy (Presenter- Bart Brown)
  3. **A-3:** Consideration and approval of Jennifer Pyrz’s Contract as Interim President & CEO (Presenter- Mary Ann Fagan)
  4. **A-6:** Consideration and approval of Amendment for RFP 21-02-382 Bus/BRT Cleaning & Maintenance (Presenter- Paul Williams)
  5. **A-7:** Consideration and approval of Staffing, Hiring & Recruiting Review Report (Presenter- Brian Atkinson)
5. **Regular Agenda** (Presenter – Greg Hahn)
  1. **A-4:** Consideration and approval of Free Fares for 2024 holidays (Presenter- Lesley Gordon)
  2. **A-5:** Consideration and approval of Pension Plan and 401A Plan Tentative Agreement with ATU Local 1070 (Presenter- Sean Wooding)
  3. **A-8:** Consideration and approval of Governance and Audit Risk Universe/Heat Map (Presenter- Brian Atkinson)
6. **Information Items**
  1. **I-1:** Receipt of Finance Report for December 2023 and January 2024 (Presenter- Bart Brown)
  2. **I-2:** CTC Planning Study (Presenter- Brooke Thomas)
  3. **I-3:** Workplan Status Update (Presenter- Brian Atkinson)
  4. **I-4:** Ethics Hotline Summary (Presenter- Brian Atkinson)
  5. **I-5:** Foundation 2023 Final Report (Presenter- Emily Meaux)
  6. **I-6:** Department Reports
7. **Adjourn** (Presenter – Greg Hahn)
8. **Call to Order and Roll Call** (Presenters – Greg Hahn, Robert Frye)
9. **Regular Agenda** (Presenter – Greg Hahn)
  1. **A-1:** Consideration and approval of Board of Finance recommendation (Presenter – Bart Brown)
10. **Adjourn** (Presenter – Greg Hahn)

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Our next Board Meeting will be Thursday, February 22, 2024; 11:00 am

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## Awards & Commendation Recognition for December 2023

**To:** Chair and Board of Directors  
**From:** Interim President/CEO Jennifer Pyrz  
**Date:** January 25, 2024

### December 2023 Awards & Commendations

Employee	Position	Recognition
Bryan Gray	Coach Operator – Fixed Route	26 Years of Safe Driving
Tim McLeod	Coach Operator – Fixed Route	December Operations Employee of the Month
IndyGo Finance Team	Finance Department	Certificate of Achievement for Excellence in Financial Reporting
IndyGo MAP Program	Workforce Development	Department of Labor Approved High Voltage Job Functions
Lesley Gordon	Chief Public Affairs Officer	Indy Maven Women to Watch in 2024
Kim Emmons	Transportation Supervisor- Support Services	20 Years of Service
Aletra Edison	Manager of Security	20 Years of Service
Thomas Weber	Mechanic – Defect	45 Years of Service
Alyssa Freeman	Onboarding & Communication Engagement Coordinator	Program, Initiative, or Event (PIE) Excellence Award
Aaron Armstrong	Manager - Maintenance Technical Training & Development	Program, Initiative, or Event (PIE) Excellence Award
Ashlynn Neumeyer	Communications Specialist	Creativity & Innovation Excellence Award
Zena Williams	Wellness Coordinator	Creativity & Innovation Excellence Award
Darrell McCullum	Coach Operator- Fixed Route	Customer Service Excellence Award
Ramon Perez	Mechanic- Body Repair	Inclusive Excellence Award
Sarah Stentz	Senior Project Manager – Capital Facilities Projects	Inclusive Excellence Award
Sharon Remick	Operations Support Specialist	IndyGo Legacy Excellence Award
Cassie Burmeister	Manager - Grants	Leadership in Administration Excellence Award
Charlie Carlino	Chief Administrative Officer	Leadership in Administration Excellence Award
Mark Crane	Manager - Facilities	Leadership in Operations Excellence Award
Alex Walker	High Voltage Technician	Maintenance Professional of the Year
Calvin Jackson	Coach Operator- Fixed Route	Professional Coach Operator of the Year

# IPTC Recognition for Safe Driving

## December 2023 Safe Drivers Recognition



National Safety Council Safe Driver awards are the recognized trademark of professional drivers who have proven their skill in avoiding traffic collisions. They are the highest honor for professional safe driving performance. The following Operators are recognized for their safe driving for December and received the National Safety Council recognition patch, pin, and certificate.

<u>Operator</u>	<u>ID #</u>	<u>Years of Safe Driving</u>	<u>Years of Service</u>
<b>Bryan Gray</b>	2338	26	37
<b>Harry Fox</b>	1981	21	25
<b>Geneva Hartwell</b>	2581	14	25
<b>Adrian Lewis</b>	8192	14	14
<b>Beth Murray</b>	8218	10	14
<b>Samuel McGhee</b>	8482	8	10
<b>Lashanda McGhee</b>	8908	5	7
<b>Samuel Young</b>	9271	5	5
<b>Pierre Burnaugh</b>	9640	3	4
<b>Deborah Carter</b>	8953	2	6
<b>Desmond White</b>	9489	2	4

Safety is at the core of IndyGo's mission and values. We congratulate the above professional coach operators that have achieved this milestone. Your performance contributes to helping make public transportation safer each day.

***Congratulations and Thank You, Job well Done!***



## Finance Committee Chairperson Report – January 2024

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**To:** Chair and Board of Directors  
**Through:** Interim President/CEO Jennifer Pyrzs  
**From:** Finance Committee Chairperson Richard Wilson  
**Date:** January 25, 2024

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**ISSUE:**

A report of IndyGo January 2024 Finance Committee Meeting will be presented at the board meeting.

**RECOMMENDATION:**

Receive the report.

**Richard Wilson**  
**Finance Committee Chairperson's Report**  
January 18, 2024

The Finance Committee met on January 18, 2024, at 8:30am. In attendance was Rick Wilson, Chairman of the Finance Committee, as well as Committee Members Mary Ann Fagan and Taylor Schaffer.

We reviewed and recommended Board approval for the following items on tonight's agenda: Consent Agenda Items A-1, A-3, & A-6 and Regular Agenda Items A-4 & A-5.

An item from the committee meeting I would like to highlight is Action Item A-3, approval of Jennifer Pyrzs's Contract as Interim President & CEO. Board Member Mary Ann Fagan presented this action item to the Finance Committee.

At its meeting on December 14, 2023, the Board of Directors appointed Jennifer Pyrzs, then the Chief Development Officer, to serve as Interim President and Chief Executive Officer of IPTC effective November 30, 2023 and until the position is permanently filled, and ratified operational decisions Ms. Pyrzs had made and documents she executed since November 30, 2023.

Since the time of her appointment, Ms. Pyrzs and the Board's representatives have negotiated an employment agreement to establish the terms and conditions of her service as Interim President and Chief Executive Officer of IPTC.

Mr. Chairman, that concludes my report.

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## Service Committee Chairperson Report – January 2024

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**To:** Chair and Board of Directors  
**Through:** Interim President/CEO Jennifer Pyrz  
**From:** Service Committee Chairperson Adairius Gardner  
**Date:** January 25, 2024

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**ISSUE:**

A report of IndyGo January 2024 Service Committee Meeting will be presented at the board meeting.

**RECOMMENDATION:**

Receive the report.

**Adairius Gardner**  
**Service Committee Chairperson's Report**  
January 18, 2024

The Service Committee met on January 18, 2024, at 10:00am. In attendance was Adairius Gardner, Chairman of the Service Committee, as well as Committee Members Lise Pace and Hyde Abdullah.

We reviewed and recommended Board approval for the following items on tonight's agenda: Consent Agenda Items A-1, A-2, & A-6 and Regular Agenda item A-4.

An item from the committee meeting I would like to highlight is Action Item A-2, approval of Parental Leave Policy. Interim Chief Development Officer Brooke Thomas presented this action item to the Service Committee.

IPTC does not currently have a parental leave policy. This policy aims to assist recruitment and provide a better, more inclusive work environment for employees by providing paid leave so employees can spend time with their newborn or child placed for adoption or foster care.

This policy applies to full-time employees employed for six consecutive months or more, and all part-time employees employed for one year upon a child's birth, adoption, or foster care placement.

Current full-time eligible employees may request and receive up to 240 hours of paid parental leave upon a child's birth, adoption, or foster care placement to facilitate opportunities for such family time. Part-time eligible employees may request up to 120 hours of paid parental leave. New employees who do not qualify for Family Medical Leave (FML) will be allowed to use the parental leave benefit IF they have been at IPTC for more than six months.

IPTC staff have developed this policy to align with the other Indiana city and state agencies. This policy will be placed in the IPTC Employee Handbook, IndyGo HUB, and discussed during new hire orientation. Additionally, the policy will be sent to all teammates via email.

Mr. Chairman, that concludes my report.

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## Governance and Audit Committee Chairperson Report – January 2024

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**To:** Chair and Board of Directors  
**Through:** Interim President/CEO Jennifer Pyrz  
**From:** Governance and Audit Committee Chair Greg Hahn  
**Date:** January 25, 2024

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**ISSUE:**

A report of IndyGo January 2024 Governance & Audit Committee Meeting will be presented at the board meeting.

**RECOMMENDATION:**

Receive the report.

**Greg Hahn**  
**Governance and Audit Committee Chairperson's Report**  
January 18, 2024

The Governance and Audit Committee met on January 18, 2024, at 1:00PM. In attendance was Greg Hahn, Chairman of the Governance & Audit Committee, as well as Committee Members Adairius Gardner and Rick Wilson.

We reviewed and recommended Board approval for the following items on tonight's agenda: Consent Agenda Item A-7 and Regular Agenda Item A-8.

An item from the committee meeting I would like to highlight is Action Item A-7, approval of Staffing, Hiring, & Recruiting Review Report. Director of Governance & Audit Brian Atkinson presented this action item to the Governance & Audit Committee.

The objective was to evaluate the effectiveness of IPTC's staffing, hiring, and recruiting processes, procedures, and strategies. Consideration included:

- Employee retention, appreciation, recognition, and apprenticeship programs
- Operator and mechanics shortages, hiring plans and turnover
- Succession planning, talent identification and development programs
- Policy, procedure, and work process documentation
- Vacancy rate and position control
- Compensation and classification programs
- Technology platforms and structures for analyzing hiring and retention data
- Evaluation of risks to achieving overall recruiting and retention goals
- Identification of opportunities to enhance performance

The overall report rating was considered Medium based on five observations from this review which include:

- Organizational Metrics and Dashboard
- Documentation and Processes
- Turnover and Employee Retention
- Succession Planning
- Compensation and Classification

Madam President, that concludes my report.

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# December Board of Directors Minutes

IndyGo

Dec 14, 2023 at 5:00 PM EST

@ 9503 E. 33rd St - IndyGo East Campus HQ

## **ACTION ITEM A – 1**

### **Attendance**





#### **Present:**

Members: Hydre Abdullah, Bart Brown, Justin Burcope, Charlie Carlino, Brian Clem, Mary Ann Fagan, Bob Frye, Adairius Gardner, Greg Hahn, Morgan Johnson, Richard Wilson, Jr., Jennifer Pyrz, Taylor Schaffer, Sarah Stentz, Brooke Thomas, Sean Wooding

#### **Absent:**

Members: Lise Pace

#### **1. Call to Order and Roll Call (Presenters: Greg Hahn, Robert Frye)**

-  [board cover 2023 Dec14.docx](#)
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-  [Agenda December 23.docx](#)
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Chairman Gregory Hahn called the meeting to order at 5:01pm. Chief Legal Officer Robert Frye called the roll. 6 members present in person. There was a quorum.

#### **2. Awards and Commendation (Presenters: Jennifer Pyrz)**





-  [A1 Awards & Commendation December.docx](#)
-  [A1 Nov Safe Drivers Report November 2023.docx](#)

Interim President/CEO Jennifer Pyrz gave an update on the Awards and Commendations for November 2023. Recognized were safe drivers for November 2023, one employee for 14 years of safe driving, the November Operations Employee of the month, and two employee promotions.

#### **3. Committee Chairperson Reports (Presenters: Richard Wilson, Adairius Gardner)**




Finance Committee - Richard Wilson









Service Committee - Adairius Gardner

-  [A Finance Committee Chair Report December.docx](#)
-  [page intentionally left blank.pdf](#)
-  [A Service Committee Chair Report December.docx](#)
-  [page intentionally left blank.pdf](#)

The reports were received and entered into the record.

#### **4. Consent Agenda (Presenters: Greg Hahn)**

1. A-1: Consideration and approval of minutes from Board meeting held on November 16, 2023
  -  [A-1 November Board of Directors Minutes.docx](#)
  -  [page intentionally left blank.pdf](#)
2. A-2: Consideration and approval of Design & Engineering Services for West Campus Renovations (Presenters: Sarah Stentz)
  -  [A-2 HDR Contract Approval.docx](#)

3. A-5: Consideration and approval of bus stop improvements 2024 construction engineering task order (Presenters: Rachel Wilson)  
 [A-5 CE Services Local Stops 2024 Construction.docx](#)  
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4. A-6: Consideration and approval of Sole Source – Installation of Purple Line BYD Chargers- Phase1, Miller Eads (Presenters: Thierno Balde)  
 [A-6 Purple Line Chargers Installation-Phase1.docx](#)
5. A-7: Consideration and approval of the monthly amendment of the diesel fuel contract (Presenters: Cheryl Purefoy)  
 [A-7 Premium Diesel Fuel Contract Amendment 11-28-23.docx](#)  
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6. A-8: Consideration and approval of CTC Washington St BRT boarding design services task order (Presenters: Matt Duffy)  
 [A-8 CTC Washington St BRT Boarding task order.docx](#)
7. A-9: Consideration and approval of Red Line post-operation traffic assessment task order (Presenters: Matt Duffy)  
 [A-9 Red Line Post Operation task order.docx](#)
8. A-10: Consideration and approval of Voice over Internet Protocol (VoIP) Services Contract Amendment (Presenters: Marcus Burnside)  
 [A-10 VoIP Services Contract Extension.docx](#)

**Motion:**

Move A-11 from Regular Agenda to Consent Agenda





Motion moved by Richard Wilson, Jr. and motion seconded by Hydre Abdullah. Adairius Gardner - AYE; Mary Ann Fagan - AYE; Hydre Abdullah - AYE; Richard Wilson, Jr. - AYE; Taylor Schaffer - AYE; Motion passed 5-0

**Motion:**

Approval of Consent Agenda

Motion moved by Richard Wilson, Jr. and motion seconded by Hydre Abdullah. Adairius Gardner - AYE; Mary Ann Fagan - AYE; Hydre Abdullah - AYE; Richard Wilson, Jr. - AYE; Taylor Schaffer - AYE; Motion passed 5-0

**5. Regular Agenda (Presenters: Greg Hahn)**

1. A-3: Consideration and approval of Resolution 2023-08 Transfer in appropriations and carry forward of outstanding encumbrances for FY2023 (Presenters: Bart Brown)  
 [A-3 Rollover and Transfer of Appropriations for FY2023.docx](#)  
 [A-3 2023 Encumbrances Rollover List.docx](#)  
 [page intentionally left blank.pdf](#)  
 [A-3 Transfer of Appropriations Resolution 2023-08.docx](#)


State guidelines allow the Board to authorize carry forward of outstanding purchase orders at year-end. These outstanding purchase orders were not paid prior to December 31, 2023. Therefore, it is prudent and sound financial practice to carry them forward into the next fiscal year (2024), pending available cash balances at the close of the fiscal year 2023. The appropriations to cover these purchase orders, once expensed, will come from the 2023 budget.

Under the same guidelines, budget adjustments to the operating and capital budgets will be necessary to make sure that major expense categories are in alignment within IPTC's overall budget. This action does not change the 2023 total appropriation authority for the already approved and adopted bud-

**Motion:**

Approval of Resolution 2023-08 – Transfer in Appropriations and Carry Forward of Outstanding Encumbrances for FY2023

Motion moved by Mary Ann Fagan and motion seconded by Taylor Schaffer. Adairius Gardner - AYE; Mary Ann Fagan - AYE; Hydre Abdullah - AYE; Richard Wilson, Jr. - AYE; Taylor Schaffer - AYE; Motion passed 5-0

2. A-4: Consideration and approval of IndyGo's 5-Yr Capital Plan Update (Presenters: Brooke Thomas)  
 [A-4 Amendment to the IndyGo 5-yr Capital Plan 2023 11 28.docx](#)

Last updated in October 2022, IndyGo's Capital Plan is a guidance document that is updated annually. It is a companion to the Capital Budget that is adopted by the IPTC Board of Directors that ultimately governs how much the agency is prepared to spend on capital expenses in the upcoming year. The 2024 Capital Budget was adopted by the IPTC Board of Directors on August 23, 2023.

The amended plan is due to the Indiana Department of Local Government Finance in January.

IndyGo's 5-yr Capital Plan has been updated to:

- Reflect the progress that has been made since 2019.
- Document any changes to the scope, scale, or timeline of individual projects and expenses, as needed.
- Recognize most recent grant awards.
- Establish the funding priorities for the next five years.
- Create a more reader-friendly, reference document.


The following is a summary of this years' substantive changes to the plan.

- The planning horizon has been extended to 2028.
- The total program budget has been updated/adjusted to respond to internal investment decisions and external factors that have caused one or more assumptions to change since the fall of 2022 when the capital plan was last updated.
- The annual program summaries have been updated to describe what has been accomplished since the October 2022 Capital Plan update.
- The description of each funding source has been reviewed for accuracy and, where necessary, updated to reflect the status of things.
- The description of each past, present, and future capital project or expense has been updated to reflect the status of things.

**Motion:**

Approval of IndyGo's 5-Yr Capital Plan Update

Motion moved by Adairius Gardner and motion seconded by Mary Ann Fagan. Adairius Gardner - AYE; Mary Ann Fagan - AYE; Hydre Abdullah - AYE; Richard Wilson, Jr. - ABSTAIN; Taylor Schaffer - AYE; Motion passed 4-0 with 1 abstention

3. A-11: Consideration & approval of East Campus B Building Renovations Change Order (Presenters: Sarah Stentz)  
 [A-11 East Campus B Building Change Order .docx](#)

A-11 moved from Regular Agenda to Consent Agenda during the approval of the Consent Agenda.

4. A-12: Consideration and approval of Successor Collective Bargaining Agreement with the Amalgamated Transit Union, Local 1070 (Presenters: Sean Wooding)

 [A-12 CBA.docx](#)

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In April 2023, IPTC exercised the option to initiate negotiations with ATU, Local 1070, representing all employees covered under the collective bargaining agreement. On April 27, 2023, the parties held their first negotiating session and since that first session, over a dozen bargaining sessions were held between the parties. At the first session, the parties agreed to negotiating ground rules which set forth obligations for both parties to bargain in good faith, memorialize tentative agreements, and exercise decorum at negotiations. Over the course of the negotiations, both parties submitted economic and non-economic proposals. On October 26, 2023, IPTC submitted the last, best, and final proposal for a successor collective bargaining agreement. ATU, Local 1070, submitted the last, best, and final proposal to its executive board and membership for a full vote to approve or reject the proposal. On November 21, 2023, the ATU, Local 1070 membership voted to approve the last, best, and final proposal for a successor collective bargaining agreement by a vote of 86 to ratify and 84 to reject.

**Motion:**

Approval of Successor Collective Bargaining Agreement with the Amalgamated Transit Union, Local 1070

Motion moved by Adairius Gardner and motion seconded by Mary Ann Fagan. Adairius Gardner - AYE; Mary Ann Fagan - AYE; Hydre Abdullah - AYE; Richard Wilson, Jr. - AYE; Taylor Schaffer - AYE; Motion passed 5-0

5. A-13: Consideration for approval to change property insurance renewals to Actual Cash Value (ACV) modeling (Presenters: Brian Clem)

 [A-13 2024 Insurance renewals.docx](#)

IPTC Staff requested various insurance models be analyzed for the 2024 renewals by contracted broker Aon. In comparing FRV and ACV models, there is a difference of \$151 Million between the two. Neither model impacts brick-and-mortar property values as they gradually increase over time. The significant difference in cost impact lies with rolling stock, which depreciates over time. Insuring vehicles with ACVs is expected to save premium costs of \$151 Million. Note that FTA rolling stock is funded through grant formula funding at 80/20%.

**Motion:**

Approval to change property insurance renewals to Actual Cash Value (ACV) modeling

Motion moved by Richard Wilson, Jr. and motion seconded by Hydre Abdullah. Adairius Gardner - AYE; Mary Ann Fagan - AYE; Hydre Abdullah - AYE; Richard Wilson, Jr. - AYE; Taylor Schaffer - AYE; Motion passed 5-0

6. A-14: Consideration and approval of Ratification of Employment Contract for Interim President/CEO (Presenters: Adairius Gardner)

 [A-14 Interim 1.docx](#)

Inez Evans, President and CEO of IndyGo, submitted her resignation to be effective December 31, 2023. Jennifer Pyrz, Chief Development Officer, was delegated as interim President and CEO effective November 30, 2023. The Board accepts Ms. Evan's resignation and the appointment of Ms. Pyrz as Interim President and CEO until the position is permanently filled. The Board also ratifies operational decisions Ms. Pyrz has made and the execution of documents she has signed since authority was delegated to her.

Jennifer Pyrz was delegated authority upon Inez Evans' resignation until the Board formally named her as Interim President and CEO. A release with details on this announcement was issued on the morning of December 1, 2023.

**Motion:**

Approval of Ratification of Employment Contract for Interim President/CEO

Motion moved by Richard Wilson, Jr. and motion seconded by Taylor Schaffer. Adairius Gardner - AYE; Mary Ann Fagan - AYE; Hyde Abdullah - AYE; Richard Wilson, Jr. - AYE; Taylor Schaffer - AYE; Motion passed 5-0

**6. Information Items (Presenters: Greg Hahn)**

1. I-1: Receipt of the Finance Report for November 2023 (Presenters: Bart Brown)

 [I-1 November 2023 Financials Summary.docx](#)

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 [I-1 Budget to Actuals \(Comparative Statement\) - IndyGo \(1\).pdf](#)

 [I-1 Capital Project Spending November 2023.pdf](#)

The Board heard a financial update for November 2023 from Chief Financial Officer Bart Brown.

2. I-2: Mobility Advisory Committee (MAC) update

 [I-2 MAC Meeting Minutes November 15 2023.docx](#)

 [I-2 MAC Roll Call November 15 2023.pdf](#)

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The Board received a Mobility Advisory Committee (MAC) update.

3. I-3: 2024-2026 Workplace Diversity, Equity, and Inclusion Strategic Plan (Presenters: Lloyd Daley-Graham)

 [I-3 IndyGo DEI Strategic Plan for Board.pptx](#)

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 [I-3 IndyGo DEI Strategic Plan for Board.pdf](#)


The Board heard an update on the 2024-2026 Workplace Diversity, Equity, and Inclusion Strategic Plan from Director of Diversity, Equity, Inclusion, and Teammate Engagement Lloyd Daley-Graham.

4. I-4: Department Reports

 [I-4a Risk and Safety Dec 23 Board Report.docx](#)

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 [I-4b PLANNING AND CAPITAL PROJECTS REPORT for 2023-12.docx](#)

 [I-4c November Board Report 2023.pdf](#)

 [I-4d NOV 23 OPERATIONS DIV BOARD REPORT -12.2023.docx](#)

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 [I-4e Department of People December Board Report 2023.docx](#)

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 [I-4f Supplier Diversity Division Report December 2023 \(1\) \(6\).docx](#)

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The Board received Department Reports for Risk & Safety, Capital Projects, Public Affairs, Operations, Department of People and Teammate Experience, and Supplier Diversity.

**7. Adjourn (Presenters: Greg Hahn)**

On order of Chairman Gregory Hahn and there being no objection, the meeting was adjourned at 6:00pm.

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Robert Frye  
Chief Legal Officer



## BOARD MEMORANDUM

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** Interim President/CEO Jennifer Pyrz  
**FROM:** Chief Financial Officer Bart Brown  
**SUBJECT:** Consideration and Approval of the Parental Leave Policy

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### ACTION ITEM A – 2

#### RECOMMENDATION:

IPTC requests the Board's approval of a new Parental Leave policy, which will allow IPTC to align with other Indiana State and City agencies by showing support to expecting parents, becoming effective on January 1, 2024

#### BACKGROUND:

IPTC does not currently have a parental leave policy. This policy aims to assist recruitment and provide a better, more inclusive work environment for employees by providing paid leave so employees can spend time with their newborn or child placed for adoption or foster care.

This policy applies to full-time employees employed for six consecutive months or more, and all part-time employees employed for one year upon a child's birth, adoption, or foster care placement.

Current full-time eligible employees may request and receive up to 240 hours of paid parental leave upon a child's birth, adoption, or foster care placement to facilitate opportunities for such family time. Part-time eligible employees may request up to 120 hours of paid parental leave. New employees who do not qualify for Family Medical Leave (FML) will be allowed to use the parental leave benefit IF they have been at IPTC for more than six months.

Employees are responsible for:

- Notifying their supervisor and the Department of People and Teammate Experience in advance that a child's birth, adoption, or foster care placement is anticipated and providing an estimated time frame.
- Requesting parental leave at least (30) days in advance. When a (30) day notice is not possible, the employee must provide notice as soon as practicable and include an explanation of the reason for the delay.
- Applying for Family Medical Leave, if eligible.
- Submitting supporting documentation, such as a birth announcement, confirmation from a doctor, hospital, governmental entity, or document placing the child with an employee for adoption (as described in the definition of placement for adoption). The name of the employee must appear on the birth certificate, a legal document establishing paternity, an adoption agreement, or other legal document establishing lawful adoption or foster care placement. In situations where a legal document cannot be provided at the time of birth or adoption or within the required time or a reasonable time, thereafter, leave approval will be considered on a case-by-case basis.

- Designating absences on the timesheet as parental leave, tracking usage of parental leave, and not using more parental leave than is authorized.
- Meeting with their supervisor to give regular status updates on their workload and projects in advance of a planned leave and discussing plans for handling those during their absence.
- Notifying their supervisor and the Department of People and Teammate Experience at least two business days before they anticipate returning to work.

An employee's failure to comply with the procedures listed may result in the delay or denial of parental leave and designation as being on unauthorized leave.

#### **DISCUSSION:**

IPTC staff have developed this policy to align with the other Indiana city and state agencies. This policy will be placed in the IPTC Employee Handbook, IndyGo HUB, and discussed during new hire orientation. Additionally, the policy will be sent to all teammates via email.

#### **ALTERNATIVES:**

The IPTC Board of Directors could choose not to approve this action at this time, and IPTC would continue without a policy. Without this policy, eligible employees could use unpaid FML for pregnancy and parental leave under the Family and Medical Leave Act, and could combine that with available accrued vacation, sick, and/or personal leave for pregnancy and parenting to receive compensation during their leave. Employees ineligible under FML must use available accrued vacation, sick, and/or personal leave for pregnancy and parenting.

#### **FISCAL IMPACT:**

The fiscal impact is expected to be minimal. Employees using leave would get the same pay they currently receive throughout the period they would be off work.

#### **DBE/XBE DECLARATION:**

Non-Applicable

#### **STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Service Committee on January 18, 2024 and is recommended to be placed on the Consent Agenda.



Policy	Document Number:	POL-PL-1
Parental Leave Policy	Version Number:	V 6.0
	Effective Date:	

## IndyGo Parental Leave Policy

### Definitions

Child means an infant newly born to the employee or the employee's spouse or a minor child placed for foster care or adoption with the employee who resides with the employee.

Placement for adoption means the court order or other legal documentation granting custody pending adoption of a child who is 17 years old or younger; or issuing a domestic or international decree or certificate of adoption, whichever occurs first.

Placement for foster care means the signed legal documentation showing placement and the date of placement of a child who is 17 years old or younger.

### 1.0 PURPOSE

The purpose of this policy is to provide paid leave to employees so they can spend time with their newborn or child placed for adoption or foster care.

### 2.0 EMPLOYEES COVERED BY THIS POLICY

This policy applies to full-time employees who have been employed for six consecutive months or more and all part-time employees who have been employed for one year upon the birth, adoption, or foster care placement of a child.

### 3.0 STATEMENT OF POLICY

It is the policy of IndyGo that the birth, adoption, or foster care placement of a child is an important event where the family benefits from time spent together without concern for loss of employment or wages. To facilitate opportunities for such family time, full-time eligible employees may request and receive up to 240 hours of paid parental leave upon the birth, adoption, or foster care placement of a child. Part-time eligible employees may request up to 120 hours of paid parental leave.

Parental leave runs concurrently with family-medical leave (FML) for eligible employees who are charged FML for absences due to the birth, adoption, or foster care placement of a child. Employees may choose to use available parental, vacation, or personal leave if they want to receive compensation during their FML absence.

### 4.0 USE OF PARENTAL LEAVE

Parental leave may be used intermittently in increments of not less than one full day. Employees must provide notice no later than the workday before the anticipated leave.

During parental leave, benefits continue as though the employee is actively working.



<b>Policy</b>  Parental Leave Policy	Document Number:	POL-PL-1
	Version Number:	V 6.0
	Effective Date:	

The birth, adoption, or foster care placement of more than one (1) child during the same leave year constitutes one (1) parental leave.

Any parental leave not taken: (1) within six months after birth, adoption, or foster care placement of a child; or (2) before separation from employment with IndyGo is forfeited.

Placement for adoption does not include time spent fostering a child before the issuance of a decree of adoption or the adoption of stepchildren by a stepparent.

An employee may not use parental leave to cover an absence resulting from discipline.

## 5.0 PARENTAL LEAVE ACCRUAL

Parental leave shall not accrue.

## 6.0 EMPLOYEE RESPONSIBILITIES

Employees are responsible for:

- Notifying their supervisor and the Department of People and Teammate Experience in advance that a child's birth, adoption, or foster care placement is anticipated and providing an estimated time frame.
- Requesting for parental leave at least thirty (30) days in advance. When a thirty (30) day notice is not possible, the employee must provide notice as soon as practicable and include an explanation of the reason for the delay.
- Applying for Family Medical Leave, if eligible.
- Submitting supporting documentation, such as a birth announcement, confirmation from a doctor, hospital, governmental entity, or document placing the child with an employee for adoption (as described in the definition of placement for adoption). The name of the employee must appear on the birth certificate, a legal document establishing paternity, an adoption agreement, or other legal document establishing lawful adoption or foster care placement. In situations where a legal document cannot be provided at the time of birth or adoption or within the required time or a reasonable time, thereafter, leave approval will be considered on a case-by-case basis.
- Designating absences on the timesheet as parental leave, tracking usage of parental leave, and not using more parental than is authorized.
- Meeting with their supervisor to give regular status updates on their workload and projects in advance of a planned leave and discussing their plans for handling those during their absence.
- Notifying their supervisor and the Department of People and Teammate Experience at least two (2) business days before they anticipate returning to work.

An employee's failure to comply with the procedures listed may result in the delay or denial of parental leave, loss of pay, designation as being on unauthorized leave, and discipline.



Policy	Document Number:	POL-PL-1
	Version Number:	V 6.0
	Effective Date:	

## 7.0 SUPERVISOR RESPONSIBILITIES

Supervisors are responsible for:

- Ensuring that all applicable leaves are properly entered on the employee's timesheet before approving leave,
- Tracking employee use of parental leave to ensure only the authorized amount is used, and
- Ensuring that work is completed during an employee's absence(s) by proper planning, cross-training, and related management techniques.

## 8.0 PAYROLL RESPONSIBILITIES

Payroll staff are responsible for:

- Tracking the number of hours of parental leave used by employees in each biweekly pay cycle and providing reports to the Department of People and Teammate Experience and the employee's supervisor so individual usage can be monitored; and
- Removing access to parental leave once the leave has been exhausted or six months have passed from the date the child was born or placed with the employee for adoption.

## 9.0 DEPARTMENT OF PEOPLE AND TEAMMATE EXPERIENCE RESPONSIBILITIES

Department of People and Teammate Experience staff are responsible for:

- Communicating available leave options with an employee within seven (7) business days of receiving notice of an anticipated birth, adoption, or foster care placement or a request for parental leave.
- Providing the requesting employee written acknowledgment of the parental leave request and initial approval, if applicable, within seven (7) business days of receipt.
- Keeping the employee's supervisor apprised of any revisions in a parental leave request.

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Date of Memo: January 05, 2024  
Current Meeting: January 25, 2024  
Board Meeting: January 25, 2024

## BOARD MEMORANDUM

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** Interim President/CEO Jennifer Pyrz  
**FROM:** IPTC Board Member Mary Ann Fagan  
**SUBJECT:** Consideration and approval of employment agreement with Interim President/CEO

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### ACTION ITEM A – 3

#### **RECOMMENDATION:**

Request that the Board of Directors approve the Employment Agreement with Jennifer Pyrz to serve as Interim President and Chief Executive Officer of IPTC.

#### **BACKGROUND:**

At its meeting on December 14, 2023, the Board of Directors appointed Jennifer Pyrz, then the Chief Development Officer, to serve as Interim President and Chief Executive Officer of IPTC effective November 30, 2023 and until the position is permanently filled, and ratified operational decisions Ms. Pyrz had made and documents she executed since November 30, 2023.

#### **DISCUSSION:**

Since the time of her appointment, Ms. Pyrz and the Board's representatives have negotiated an employment agreement to establish the terms and conditions of her service as Interim President and Chief Executive Officer of IPTC.

#### **ALTERNATIVES:**

Until such time that the Board appoints a permanent President/CEO, there are no alternatives

#### **FISCAL IMPACT:**

Not Applicable

#### **DBE/XBE DECLARATION:**

Not Applicable

#### **STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Finance Committee on January 18, 2024 and is recommended to be placed on the Consent Agenda.

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## BOARD MEMORANDUM

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors

**THROUGH:** Interim President/CEO Jennifer Pyrz

**FROM:** Senior Director of Preventative Maintenance and Facilities Paul Williams

**SUBJECT:** Consideration and approval of IFB 21-02-382 Bus/BRT Shelter cleaning and maintenance amendment

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### ACTION ITEM A-6

#### **RECOMMENDATION:**

In a manner consistent with IPTC contract award standards, IPTC asks the Board to authorize the Interim President/CEO to amend the contract with Shuck Corporation with additional funding for the cleaning and maintenance of stops/shelters for an amount not to exceed \$680,000, scheduled to end May 31<sup>st</sup>, 2024. These funds are part of the approved 2024 budget.

#### **BACKGROUND:**

IPTC Facility Department is responsible for cleaning, maintaining, repairing, and replacing approximately 3,000 bus stop signs, 215 shelters, 34 Red Line stations, and 500 plus amenities, including trash receptacles, benches, and bike racks for BRT Red Line and fixed routes. This service is essential for IPTC to provide clean and safe public bus stops, shelters, and station areas for the community.

#### **DISCUSSION:**

During the current contract term, we have had several unforeseen maintenance items, replacements, repairs, and moving of shelters and signs.

- June 2023 service change (all signs replaced).
- Lane striping for redline BRT Broad Ripple stations.
- DPW required IPTC to remove several shelters for ongoing construction projects.
- Accidents that required emergency shelter repairs and replacement.
- Vandalism (broken-out glass and breakage).

#### **ALTERNATIVES:**

Shelter cleaning, maintenance, and repairs are required for safe operations. Unfortunately, IPTC cannot provide these services due to the specialized equipment and manpower needed.

#### **FISCAL IMPACT:**

This contract is funded from the Operating Budget.

#### **DBE/XBE DECLARATION:**

The Shuck Corporation has committed to 17.5% XBE participation.

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Finance Committee and Service Committee on January 18, 2024 and is recommended to be placed on the Consent Agenda.

## BOARD MEMORANDUM

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** Interim President/CEO Jennifer Pyrz  
**FROM:** Governance & Audit Director Brian Atkinson  
**SUBJECT:** Consideration and approval of Staffing, Hiring, & Recruiting Review Report

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### ACTION ITEM A – 7

#### **RECOMMENDATION:**

Review and receive Governance & Audit Staffing, Hiring & Recruiting Review Report

- See Reference Item 2023-8

#### **BACKGROUND:**

The FY 2023 Internal Audit Work Plan approved by the Governance and Audit Committee included a Staffing, Hiring and Recruiting Review Report.

This review was deferred until FY 2023 due to significant management turnover and the creation of the Department of People and Teammate Experience (DPTE). DPTE was created by merging the Human Resources Department and the Diversity, Inclusion, and Workforce Development Department.

#### **DISCUSSION:**

The objective was to evaluate the effectiveness of IPTC's staffing, hiring, and recruiting processes, procedures, and strategies. Consideration included:

- Employee retention, appreciation, recognition, and apprenticeship programs
- Operator and mechanics shortages, hiring plans and turnover
- Succession planning, talent identification and development programs
- Policy, procedure, and work process documentation
- Vacancy rate and position control
- Compensation and classification programs
- Technology platforms and structures for analyzing hiring and retention data
- Evaluation of risks to achieving overall recruiting and retention goals
- Identification of opportunities to enhance performance

The overall report rating was considered Medium based on five observations from this review which include:

- Organizational Metrics and Dashboard
- Documentation and Processes
- Turnover and Employee Retention
- Succession Planning
- Compensation and Classification

**ALTERNATIVES:**

N/A

**FISCAL IMPACT:**

No Fiscal Impact

**DBE/XBE DECLARATION:**

N/A

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Governance & Audit Committee on January 18, 2024 and is recommended to be placed on the Consent Agenda.



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## Staffing, Hiring and Recruiting

Governance & Audit Report No. 2023-8

Report Issued January 8, 2024

## EXECUTIVE SUMMARY

### Background

The FY 2022 Internal Audit Workplan approved by the Governance and Audit Committee included an assessment of staffing, hiring and recruiting.

This review was deferred until FY 2023 due to significant management turnover and the creation of the Department of People and Teammate Experience (DPTE). DPTE was created by merging the Human Resources Department and the Diversity, Inclusion, and Workforce Development Department.

IndyGo's FY 2023 budget included 904 FTE positions. There were 791 employees as of the date of our review. Like transit agencies nationally, IndyGo has been challenged with the hiring and retention of operators and mechanics. IndyGo has also continued to add new administration and managerial staff. 74% of employees are covered under a collective bargaining agreement (CBA).

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

### Objective, Scope, and Approach

Our objective was to evaluate the effectiveness of IndyGo's staffing, hiring, and recruiting processes, procedures, and strategies. We considered:

- Employee retention, appreciation, recognition, and apprenticeship programs
- Operator and mechanics shortages, hiring plans and turnover
- Succession planning, talent identification and development programs
- Policy, procedure, and work process documentation
- Vacancy rate and position control
- Compensation and classification programs
- Technology platforms and structures for analyzing hiring and retention data
- Evaluation of risks to achieving overall recruiting and retention goals
- Identification of opportunities to enhance performance

### Overall Report Rating and Observations

*(See Appendix A for definitions)*

	Report Rating	Number of Observations by Rating		
		High	Medium	Low
<b>Staffing, Hiring and Recruiting</b>	Medium	2	2	1

### Summary and Highlights

IndyGo created the Department of People and Teammate Experience (DPTE) in June 2022. DPTE has hired multiple new staff and begun to revise procedures.

DPTE has also focused on mitigating the effect on the bus service schedule resulting from operator or mechanic shortages. Efforts include best practices endorsed by the American Public Transportation Association (APTA) in their Workforce Shortage reports, such as:

- Recruiting through community groups, job fairs, and social media
- Providing hiring, retention, and referral bonuses
- Extending contingent, on-site, and Second Chance program offers

Our report includes five observations, as detailed on the following pages. These recommendations are intended to support IndyGo and DPTE's efforts to build a strong human resources function.

- Organizations Metrics and Dashboard
- Documentation and Processes
- Turnover and Employee Retention
- Succession Planning
- Compensation and Classification

We would like to thank IndyGo staff and all those involved in assisting us in connection with the audit. Questions may be addressed to the IndyGo Department of Governance and Audit at [batkinson@indygo.net](mailto:batkinson@indygo.net).

## 1. Organizational Metrics and Dashboard

### Observation:

IndyGo could more fully utilize ADP reporting, including recurring reporting and analysis of hiring, retention, and termination metrics.

### Recommendation:

Increase standard monthly ADP reporting. Utilize data for managing HR activity, and long-term priority setting.

### Management's Response:

### Observation Rating: High

IndyGo utilizes ADP's "Workforce Now" application, which provides integrated HR, benefits, payroll, timekeeping, and other functions. IndyGo also utilizes ADP's "SASS (Screening and Selection Services)" package, which provides for background checks and talent management.

Workforce Now's built in functionality includes various reporting capabilities and dashboards, as well as custom reports. However, IndyGo is not consistently utilizing or distributing ADP reports for management planning, or analytics.

The G&A team was able to run various reports and summarize key statistics (see Appendix B), such as:

- Headcount, by job title or union/exempt status
- Hires, terminations, and turnover rates
- Average time to fill positions
- Average employee age and tenure with IndyGo
- Vacancy rates, by position and in total

IndyGo currently does not have an ADP focused technical resource, to replace a position that has been vacant for over a year.

Therefore, an opportunity exists to increase efficiency, more fully utilize existing technology tools, and train new DPTE staff on common procedures.

The Department of People and Teammate Experience (DPTE) has recognized the need for enhanced reporting and analysis.

Additional training and a dedicated ADP technical resource could:

- Help manage HR functions and headcount
- Provide more timely data to departmental management for decision making
- Permit multi-year trend analysis
- Facilitate peer comparisons

Therefore, IndyGo should:

- Generate monthly dashboard reports, for distribution to senior management and for possible inclusion in monthly Board packets
- Prepare other information, such as absentee rates, Second Chance hiring statistics, and employee engagement / satisfaction levels
- Accelerate the search process for the ADP focused technical resource within DPTE
- Utilize data more strategically for long-range planning, resource allocation, and departmental priority-setting

### **Action Plan:**

People Department management agree that more data helps inform strategy for better results and transparency.

We are currently working with our vendor, ADP, on reporting enhancements to provide regular updates on key staffing data.

We are also planning to hire an HRIS Data Analyst / Compensation staff person.

### **Responsible Parties:**

Chief People Officer and Deputy People Officer

### **Due Date:**

May 30, 2024 for revised ADP reports

Spring 2024 for budget and staffing request

## 2. Documentation and Processes

### Observation:

The Employee Handbook and various HR policies have not been updated for several years.

### Recommendation:

Update key HR documents, and create process flow charts or descriptions of procedures.

### Management's Response:

### Observation Rating: Medium

Clearly defined and up-to-date documentation is critical to employee communication, expectations, job performance, and satisfaction.

However, IndyGo has various HR-related documents that have not been updated recently:

- **Employee Handbook** – contains primary policies on employment, wage and salary, benefits, communications, standards of conduct and more. The Handbook has not been revised in over three years, while various processes and policies have changed. It also contains some draft sections in red font.
- **Policies** – policies such as Harassment, Work Rules, and Disciplinary Policies have not been updated for several years. There is no version control. They are posted on various locations on the IndyGo internal SharePoint site (HUB) for employee reference.

The Department of People has been assessing various procedures and processes. However, there are no process flowcharts or maps showing the individual steps. Therefore, it may be harder to determine where improvements could be made, or to share knowledge with staff members.

DPTE should assign staff to update key human resource documents, including the Employee Handbook, to reflect current IndyGo policies as well as HR best practices.

IndyGo should also document their current processes in flow charts or narrative form. There has been a complete turnover of DPTE staff over the past two years. Prior management had begun to study certain processes, such as time to hire coach operators, which could still be beneficial.

Improving documentation will also help with knowledge transfer, consistency of procedures, and efficiency.

### **Action Plan:**

We agree that updating policies and the Employee Handbook is vital to ensure that we are actively addressing the current needs of IndyGo staff.

A draft of the Handbook will be provided for editing and review by all IndyGo Chiefs. Final review will be with the Legal Department.

The Executive Office has recently hired a staff person who is charged with inventorying and version control for all policies. While the HUB issue is not exclusive to the People Department, we will be a leader in addressing access to information on the HUB.

Several new leave policies have been authored by the People Department for review and implementation: Parental, Donated, Vacation, Bereavement, Personal Time, and Sick Leave.

We will create SOPs and process maps to address internal processes.

### **Responsible Parties:**

Deputy Chief of People

### **Due Date:**

March 1, 2024 for new Employee Handbook  
March 31, 2024 for new SOPs and process maps



### 3. Turnover and Employee Retention

**Observation:**

Hiring of operators and mechanics has increased. However, turnover has also increased, to 36%.

**Recommendation:**

Study reasons for employee turnover, and revise hiring protocols. Enact a focused retention plan.

**Management's Response:**

**Observation Rating: High**

The Department of People has successfully increased the hiring of operators and mechanics in 2023. However, the number of terminations has also increased. As a result, the 2023 turnover rate was 36% through October 31.

Year	Hires	Terms	Turnover Rate
2021	150	209	26%
2022	179	247	33%
2023 (thru 10/31)	339	266	36%

IndyGo had 233 unfilled positions (at 10/31/23). There were 904 FTE positions budgeted for fiscal year 2023. This represents an agency-wide vacancy rate of 26%.

The increased turnover is presumed to be due to several factors:

- Operator trainees not completing sessions
- New operators receiving less desirable shifts
- Family or childcare considerations
- Fewer hires with transit experience or Commercial Drivers Licenses (CDL)

So, while hires have increased, a shortage of 133 operators still exists. Therefore, service coverage and intervals remain constrained and below the target to fully implement the Marion County Transit Plan.

DPTE's increase in hiring in the competitive transportation marketplace is commendable. Management recognizes the need to increase retention. However, a formal retention plan has yet to be put in place.

To help reduce the high turnover and vacancy rates, IndyGo should:

- Study the cause of terminations in depth
- Summarize exit interview feedback
- Consider the use of external recruiting firms to complement the internal staff efforts. No such firms are used currently.

To help better assess the long-term viability of candidates, without significantly slowing the hiring process, IndyGo could:

- Re-assess the sources of new hires, to focus on groups that have yielded the majority of retained candidates
- Add a secondary qualification process or interview
- Revise the initial screening survey, to provide more specific expectations and desired attributes

**Action Plan:**

We are actively creating action plans to address the operator and staffing shortage.

We will create a plan for retention, which will have several components.

We hired an additional resource to assist with onboarding and retention initiatives. We also hired a Community Recruitment Consultant to assist with community recruitment initiatives.

Also, we are not direct hiring Coach Operator candidates without a permit. We recently implemented a plan to coach them on earning the Permit/CDL license. We will not sponsor that training directly.

**Responsible Parties:**

Deputy Chief of People

**Due Date:**

September 30, 2024 for creation of a retention plan

#### 4. Succession Planning

**Observation:**

No formal succession plan exists. Over 25% of IndyGo employees are over 55 years of age.

**Recommendation:**

Continue management development training.  
Implement a formal succession planning process.

**Management's Response:**

**Observation Rating: Medium**

IndyGo has not engaged in a succession planning process. This will help identify long-range people and staffing needs, and develop internal talent. Employees benefit by enhancing job skills or participating in development programs. Agencies benefit from understanding turnover and retention, and anticipating retirement waves.

IndyGo employees average 47 years of age. This is relatively consistent across operator, mechanic, and other positions.

Job Title	Count	Avg Age
Operators	374	48
Operator Trainees	75	42
Mechanics	37	46
All Others	305	47
<b>Total</b>	<b>791</b>	<b>47</b>

While IndyGo's workforce is younger on average than the transit industry, a large percentage of employees are over 55 years of age.

Over 55 Years	IndyGo Employees	Transit Industry (1)
% of Workforce	26%	43%

(1) From APTA's "Transit Workforce Shortage Report" dated October 2022.

IndyGo has provided management development programs in the past. IndyGo should continue to provide these to interested staff.

However, a more comprehensive succession planning process will provide longer term benefits to IndyGo and its employees.

IndyGo should budget for and schedule a formal succession plan, and identify external consultant support, if needed.

A typical success planning process might include the following steps:

- Identify key functions and positions
- Identify related key capabilities
- Compile interested employees
- Offer management development training
- Develop and implement succession and knowledge transfer plans
- Evaluate effectiveness

**Action Plan:**

We will initially create a succession plan for unique and hard to fill positions.

We will also create an action plan for our Workforce Manager to develop a Succession Plan for use across the agency for annual review, including developmental programs, primarily for non-represented employees.

**Responsible Parties:**

Chief of People

**Due Date:**

June 30, 2023 for the creation of the Succession Plan

## 5. Compensation and Classification

<u>Observation:</u>	<u>Recommendation:</u>	<u>Management's Response:</u>
IndyGo has not undertaken a Comp and Class review.	Conduct a review to address competitiveness of pay, and adequacy of job classifications.	
<b>Observation Rating: Low</b>		
<p>IndyGo has recently concluded negotiations with its union that were intended to increase competitiveness and will provide more compensation and benefits over the next three years. However, IndyGo has not undertaken a Comp and Class review.</p> <p>A compensation review assesses the competitiveness of employee salaries and benefits in relation to peer agencies and the overall job market for specific positions. This review can address total compensation (including benefits such as pension, leave, sick pay, etc.) as well as agency priorities, such as diversity, equity, and inclusion (DEI).</p> <p>A classification review evaluates job classifications, career levels, and progression opportunities. It involves an assessment of various job positions' duties and responsibilities, including union and non-union personnel. Employees may complete a job assessment questionnaire to describe their duties. Positions may be reclassified following a thorough analysis.</p> <p>These studies can provide a good baseline, address concerns of pay gaps, and support succession planning.</p>	<p>IndyGo should conduct a Compensation and Classification review to help:</p> <ul style="list-style-type: none"> <li>• Promote transparency</li> <li>• Stay competitive with peers</li> <li>• Address pay equity</li> <li>• Promote legal compliance</li> <li>• Retain top talent</li> </ul>	<p><b>Action Plan:</b> We agree that Compensation has not been formally reviewed in several years. We need to update our current compensation platform to remain competitive to attract and retain talent.</p> <p>We plan to request to engage an external vendor to review the compensation of the classifications and non-represented positions, and to develop a promotional platform for several roles.</p> <p><b>Responsible Parties:</b> Deputy People Officer, in conjunction with Finance Department</p> <p><b>Due Date:</b> September 30, 2024 to develop an RFP for a Compensation and Classification review</p>

## APPENDIX A – RATING DEFINITIONS

Observation Rating Definitions		Report Rating Definitions	
Rating	Definition	Rating	Explanation
Low	Process improvements exist but are not an immediate priority for IndyGo. Taking advantage of these opportunities would be considered best practice for IndyGo.	Low	Adequate internal controls are in place and operating effectively. Few, if any, improvements in the internal control structure are required. Observation should be limited to only low risk observations identified or moderate observations which are not pervasive in nature.
Medium	Process improvement opportunities exist to help IndyGo meet or improve its goals, meet or improve its internal control structure, and further protect its brand or public perception. This opportunity should be considered in the near term.	Medium	Certain internal controls are either: <ol style="list-style-type: none"> <li>1. Not in place or are not operating effectively, which in the aggregate, represent a significant lack of control in one or more of the areas within the scope of the review.</li> <li>2. Several moderate control weaknesses in one process, or a combination of high and moderate weaknesses which collectively are not pervasive.</li> </ol>
High	Significant process improvement opportunities exist to help IndyGo meet or improve its goals, meet or improve its internal control structure, and further protect its brand or public perception presents. This opportunity should be addressed immediately.	High	Fundamental internal controls are not in place or operating effectively for substantial areas within the scope of the review. Systemic business risks exist which have the potential to create situations that could significantly impact the control environment. <ol style="list-style-type: none"> <li>1. Significant/several control weaknesses (breakdown) in the overall control environment in part of the business or the process being reviewed.</li> <li>2. Significant non-compliance with laws and regulations.</li> <li>3. High observations which are pervasive in nature.</li> </ol>
Not Rated	Observation identified is not considered a control or process improvement opportunity but should be considered by management or the board, as appropriate.	Not Rated	Adequate internal controls are in place and operating effectively. No reportable observations were identified during the review.

## APPENDIX B – HR Analytical Data (unaudited)

Source: ADP reports

As of 10/31/2023

Head Count	Number	Hires	Number	Terminations	Number
2020	826	2020	339	2020	194
2021	770	2021	150	2021	209
2022	710	2022	179	2022	247
2023 YTD	791	2023 YTD	339	2023 YTD	266

Turnover	Rate	Retention	Rate
2020	23%	2020	84%
2021	26%	2021	80%
2022	33%	2022	79%
2023 YTD	36%	2023 YTD	84%

Average Time to Fill	Days	Avg Tenure	Years	Months
2020	293	2020	6	11
2021	469	2021	7	4
2022	145	2022	7	9
2023 YTD	84	2023 YTD	6	11

## APPENDIX B – HR Analytical Data (unaudited) (continued)

Avg Employee Age	20-29	30-39	40-49	50-59	60-69	70-79	Total
2023 YTD							(Avg = 47 years)
Count	49	175	210	233	116	8	<b>791</b>
Percentage	6%	22%	27%	29%	15%	1%	100%

Job Title	Count	Avg Age
Operators	374	48
Operator Trainees	75	42
Mechanics	37	46
All Others	305	47
<b>Total</b>	<b>791</b>	<b>47</b>

Union	Count	Avg Age	% of Count
Union	589	47	74%
Non-Union	202	46	26%
<b>Total</b>	<b>791</b>	<b>47</b>	<b>100%</b>

Position Title	Vacancies	Budgeted Positions (FY 23)	Vacancy Rate
Transportation (incl. Operators)	133	567	23%
All Others	100	337	30%
<b>Total</b>	<b>233</b>	<b>904</b>	<b>26%</b>



Date of Memo: January 08, 2024  
Current Meeting: January 25, 2024  
Board Meeting: January 25, 2024

## BOARD MEMORANDUM

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors

**THROUGH:** Interim President/CEO Jennifer Pryz

**FROM:** Chief Public Affairs Officer Lesley Gordon

**SUBJECT:** Consideration and approval of Resolution 2024-01 Free Fare days for 2024

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### ACTION ITEM A – 4

#### **RECOMMENDATION:**

For the IPTC Board of Directors to approve resolution 2024-01 authorizing IPTC to offer free rides for the below listed days during the 2024 calendar year consistent with previous year's free fare days for fixed routes and open door services.

- Transit Equity Day (Sunday, Feb. 4)
- NBA All-Star Game (Feb. 15-18, 2024 only)
- Election Day (Tuesday, Nov. 5)
- Thanksgiving Day (Thursday, Nov. 28)
- Christmas Day (Wednesday, Dec. 25)
- New Year's Eve after 8 p.m. (Tuesday, Dec. 31)

#### **BACKGROUND:**

IPTC has supported free fares over the past four years for various holidays, election days, sponsored days and special events. The agency places top priority on removing the barrier of transportation cost, promoting safe travel and alternatives during these very important times in our city. Through this promotion we can help support and attract new riders to our service.

#### **DISCUSSION:**

N/A

#### **ALTERNATIVES:**

N/A

#### **FISCAL IMPACT:**

Average daily revenue is around \$10,000 - \$20,000 per day of service.

#### **DBE/XBE DECLARATION:**

N/A

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Finance Committee and Service Committee on January 18, 2024 and is recommended to be placed on the Regular Agenda.



## **RESOLUTION 2024-01**

### **RESOLUTION STATEMENT OF THE BOARD OF DIRECTORS OF THE INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION**

**A RESOLUTION** establishing that the Board of Directors of the Indianapolis of the Indianapolis Public Transportation Corporation, is interested in providing free fare for select days during 2024 including but not limited to, Transit Equity Day (Sunday, Feb. 4), NBA All-Star Game (Feb. 15-18, 2024 only), Election Day (Tuesday, Nov. 5), Thanksgiving Day (Thursday, Nov. 28), Christmas Day (Wednesday, Dec. 25), New Year's Eve after 8 p.m. (Tuesday, Dec. 31).

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

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

**WHEREAS**, Transit Equity Day (Sunday, Feb. 4), NBA All-Star Game (Feb. 15-18, 2024 only), Election Day (Tuesday, Nov. 5), Thanksgiving Day (Thursday, Nov. 28), Christmas Day (Wednesday, Dec. 25), New Year's Eve after 8 p.m. (Tuesday, Dec. 31) are the upcoming observed holidays and special events; and

**WHEREAS**, supporting free fare would remove the barrier of transportation cost for our riders; and

**WHEREAS**, the Board of Directors, having considered and being duly advised, finds that the Board of Directors has an interest in promoting the use of safe transit for commuting during the holiday season.

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

Section 1. The Board of Directors desires to exercise its authority under Indiana Code 36-9-4-14 to direct the operations of the Corporation for the benefit of the public good.

Section 2. The Board hereby authorizes the Interim President/CEO, on behalf of the Indianapolis Public Transportation Corporation, to offer free public transit fares February 4, 2024, February 15-18, 2024), November 5, 2024, November 28, 2024, December 25, 2024, and beginning at 8 p.m. on December 31, 2024, on both fixed route and IndyGo Access services.

Section 3. This Resolution shall be in full force and effect from and after its adoption and compliance with all laws pertaining thereto.

**Adopted this 25th day of January 2024.**

BOARD OF DIRECTORS INDIANAPOLIS  
PUBLIC TRANSPORTATION CORPORATION

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Gregory F. Hahn  
Chairman of the Board of Directors

Attest: \_\_\_\_\_

Robert Frye  
Chief Legal Officer  
Indianapolis Public Transportation Corporation

## BOARD MEMORANDUM

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors

**THROUGH:** Interim President/CEO Jennifer Pyrz

**FROM:** Deputy Chief Legal Officer Sean Wooding

**SUBJECT:** Consideration and Approval of Successor Pension Plan and 401A Plan Agreement with the Amalgamated Transit Union, Local 1070.

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### ACTION ITEM A – 5

#### RECOMMENDATION:

We, the IPTC staff, request that the Board authorize the Interim President/CEO to enter a five-year agreement with the Amalgamated Transit Union, Local 1070 (“ATU, Local 1070”) for a successor pension plan and 401A plan agreement for the period of January 1, 2024, through December 31, 2028, which includes an annual funding contribution of \$225,000 and other funding mechanisms.

#### BACKGROUND:

By way of background, in April 2023, IPTC exercised the option to initiate negotiations with ATU, Local 1070, representing all employees covered under the pension plan and 401A plan agreement. On April 27, 2023, the parties held their first negotiating session and since that first session, over a dozen bargaining sessions were held between the parties. At the first session, the parties agreed to negotiating ground rules which set forth obligations for both parties to bargain in good faith, memorialize tentative agreements, and exercise decorum at negotiations. Over the course of the negotiations, both parties submitted proposals. On December 20, 2023, the parties submitted the agreed upon proposal to the Pension Committee where it was approved. The Pension Plan have been in effect since January 1998, and has regularly been updated and amended. In 2020 an agreement was unable to be met and the parties went to arbitration. This is an amendment and extension of that arbitration award.

#### DISCUSSION:

ATU, Local 1070 represents over approximately five hundred (500) employees, both Union and non-union. IPTC and the ATU, Local 1070 negotiated and reached a resolution on funding and plan language for a successor pension plan agreement for the period of January 1, 2024, through December 31, 2028. Below are the agreed upon changes submitted for authorization:

- Effective 7/1/2024, and going forward, if the Pension Plan’s Funded Ratio on the prior January 1 valuation date meets or exceeds 110%, then effective July 1, all retirement benefits shall be increased by an amount that would result in a Funded Ratio of 100% as of the prior January 1 valuation date. All calculations shall be performed by the Pension Plan’s actuary. An increase to the retirement benefits will occur each July 1 after the Pension Plan’s Funded Ratio meets or exceeds 110% on a January 1 valuation date. If retirement benefits are restored to 100%, then there will be no additional increases.
- Effective 7/1/2024, if the Pension Plan’s Funded Ratio in any year is less than 90%, then the Employer Contribution made on behalf of all Union Employees in the 401A Plan will be reduced by 0.5% as of the July 1 following the date that the Pension Plan’s actuarial valuation indicates a Funded Ratio of less than 90% and the 0.5% will be restored if the Funded Ratio in any year meets or exceeds 110%.

- No later than 7/1/2024, and each July 1 thereafter through 2028, the Corporation shall make additional annual contributions to the Pension Plan of \$225,000.
- The Pension Plan and the 401A Plan shall be effective until 12/31/2028.

**ALTERNATIVES:**

The Board could choose to reject the agreement with ATU, Local 1070 which would require the parties to return to the negotiations or invoke arbitration, which is an arduous and costly exercise.

**FISCAL IMPACT:**

The total cost of funding the successor pension plan agreement with ATU, Local 1070 is projected to be approximately \$225,000 per year, as well as other minimal economic costs.

**DBE/XBE DECLARATION:**

Not applicable.

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Finance Committee on January 18, 2024 and is recommended to be placed on the Regular Agenda.

## BOARD MEMORANDUM

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** Interim President/CEO Jennifer Pyrz  
**FROM:** Governance & Audit Director Brian Atkinson  
**SUBJECT:** Consideration and approval of Governance & Audit Risk Universe/Heat Map

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### ACTION ITEM A – 8

#### RECOMMENDATION:

Review and receive Governance & Audit Risk Universe/Heat Map 2024

- See Reference Item 2023-9

#### BACKGROUND:

During late 2023 the Governance & Audit team, with input from management and its subject matter advisors, compiled a heat map to identify and illustrate the agency's risk universe. Perspectives were sought on agency-wide risks, external risks, and threats to IndyGo's mission and objectives.

#### DISCUSSION:

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

The heat map was compiled after a series of conversations with 20 members of IndyGo management and four Board Members.

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

Fourteen reviews are recommended for 2024 that come from the Risk Universe Heat Map.

- Retail Desk Transfer to Finance
- Decentralized Operations (Update)
- Fluid Inventory Review
- Quarterly Customer Complaints Review
- Collision Review
- Policies Review (Update)
- Fare Pass Inventory Audit
- Para Transit Fare Collection Audit
- Succession Planning Review
- Compensation Review

- Security/Life Safety Review
- Maintenance Review
- Procurement & Storeroom Follow-up Review
- Annual Risk Refresh and Internal Audit Workplan

**ALTERNATIVES:**

N/A

**FISCAL IMPACT:**

No Fiscal Impact

**DBE/XBE DECLARATION:**

N/A

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action was reviewed by the Governance & Audit Committee on January 18, 2024 and is recommended to be placed on the Regular Agenda.

A horizontal bar with a blue gradient, transitioning from a darker blue on the left to a lighter blue on the right.

## Annual Risk Refresh and Proposed FY 2024 Audit Workplan

**Governance & Audit Report No. 2023-9**

Report Issued January 09, 2024

## Background

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

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

The FY 2023 Internal Audit Work Plan approved by the Governance and Audit Committee included a refresh of the current risk assessment. The results of the risk assessment refresh allow us to design a forward-looking work program that is both proactive and reactive, and which considers the full spectrum of risks illustrated below.



## Objective and Scope

Our risk assessment process included:

- Interviews with management and Board of Director members
- Assessment of trends and observations from our prior reports
- Consideration of national transit issues and related risks

Input was received from every functional department across the agency, including operations, finance, technology, capital projects, legal, and HR/benefits. We sought perspectives on agency-wide risks, external risks, and threats to IndyGo's mission and objectives.

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

To rank the specific risk areas, we leveraged three primary filters:

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

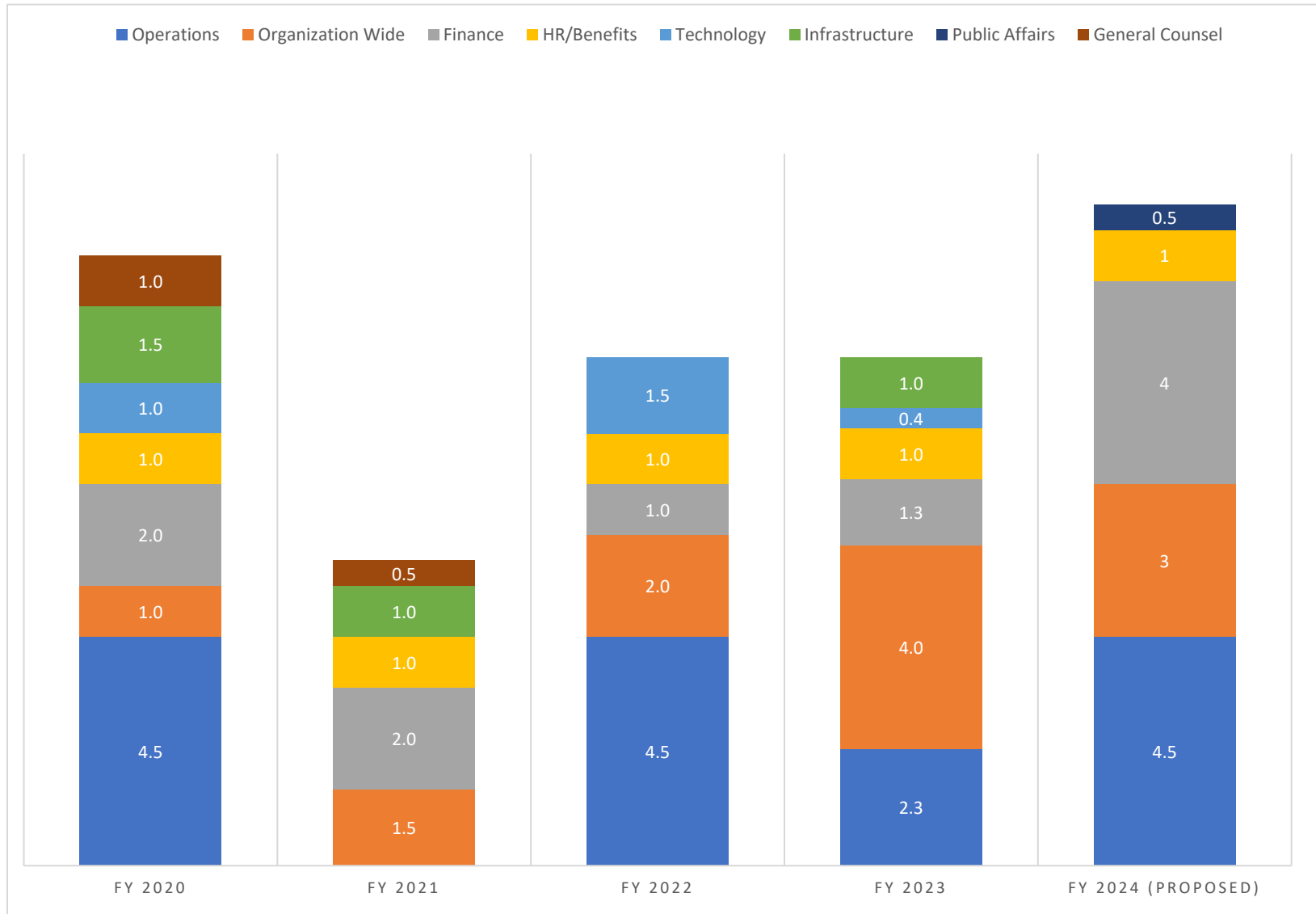
## Overall Summary

The Heat Map and resulting Work Plan presented on the following pages represent the result of this risk assessment refresh. Appropriate attention toward managing these risks in the near term will be critical to the continued success of the agency.

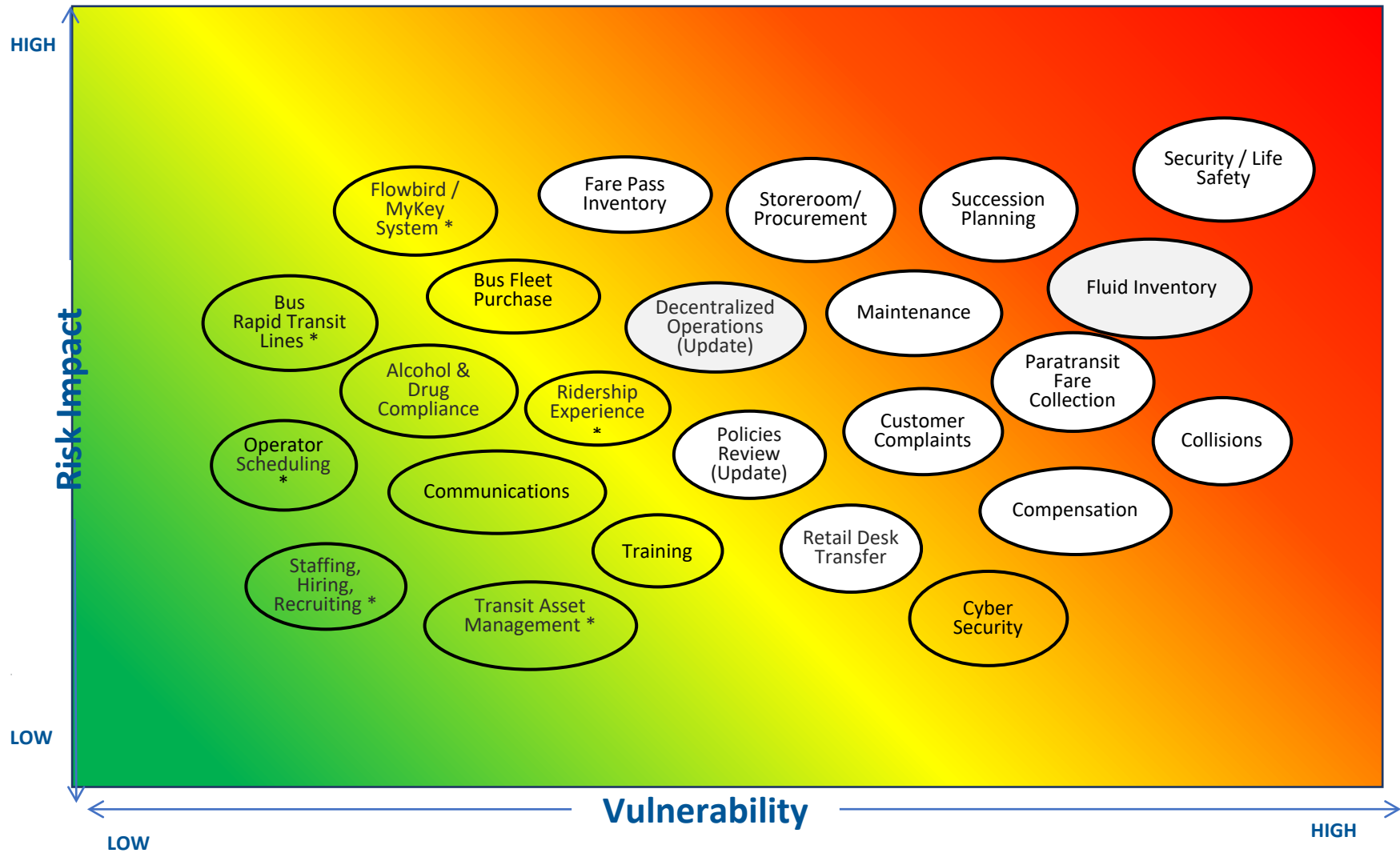
We would like to thank IndyGo staff and all those involved in assisting us in connection with this risk assessment refresh. Questions should be addressed to the IndyGo Department of Governance and Audit at [batkinson@indygo.net](mailto:batkinson@indygo.net).



## IndyGo Audits, By Year and Department



## Heat Map and FY 2023 Proposed Audits



- FY 2024 completed by Internal Audit project are shaded in white
- FY 2023 completed audit projects are denoted by \*

Area	Description
<b>1. Retail Desk Transfer to Finance</b>  <i>(Approved in FY 2023)</i>	<p>Examine the processes and controls for the planned transfer of the Retail Desk function. Considerations may include:</p> <ul style="list-style-type: none"> <li>• Support of transition process</li> <li>• Training and usage effectiveness</li> <li>• Follow-up to the prior Retail Desk Audit.</li> </ul>
<b>2. Decentralized Operations</b>  <i>(Approved in FY 2023- Updates to be Provided In 2024)</i>	<p>Original review was to assess IndyGo's planning and preparation around the upcoming expansion and operation of up to six different physical locations (including East Campus, 1501 W. Washington, Carson Transit Center, West Michigan Street mobility services, and two bus charging facilities). Updates provided as transition continues to occur and will include:</p> <ul style="list-style-type: none"> <li>• Ability to operate multiple facilities simultaneously.</li> <li>• Impacts upon staffing</li> <li>• Consistency of agency SOPs across facilities</li> <li>• Change management processes in-place and planned to ensure smooth continuity of operations</li> <li>• Budgeted operating costs for collective facilities</li> <li>• Security considerations (including the vacant properties with no buildings)</li> </ul>
<b>3. Fluid Inventory Review</b>	<p>Examine the processes related to IndyGo fuel distribution, dispensing and system record. Considerations may include:</p> <ul style="list-style-type: none"> <li>• System recording accurate fluid dispensing and receiving transactions in financial system.</li> <li>• Fluid maintenance – timing of product receiving, adjustments and frequency of true-ups.</li> <li>• Fuel administration entitlements and security.</li> <li>• Fuel dispensing process.</li> <li>• Stock code reporting</li> <li>• Inventory consumption by vehicle (match to inventory system).</li> <li>• Measurement of actual fluid inventory in tanks vs. fluid quantities reported in inventory system.</li> </ul>

## FY 2024 Proposed Internal Audit Workplan (continued)

Area	Description
<b>4. Quarterly Customer Complaints Review</b>	<p>Examine the processes and controls related to Customer Complaints. Provide update to Transportation quarterly with year-end report to Governance &amp; Audit Committee. Considerations may include:</p> <ul style="list-style-type: none"> <li>• Customer service data disposition, reporting and resolution.</li> <li>• Complaint routing process</li> <li>• Timeliness of complaint resolution</li> <li>• Type of complaints, validity of complaints and frequency of type.</li> </ul>
<b>5. Collision Review</b>	<p>Perform a review of collisions that have occurred over a designated timeframe. Considerations may include:</p> <ul style="list-style-type: none"> <li>• Determine reasons for collisions (new drivers, route changes/detours, etc.)</li> <li>• On-time performance contributing factor</li> <li>• Preparedness for new drivers (training requirements for new drivers, time behind simulator, etc.)</li> </ul>
<b>6. Policies Review</b> <i>(Approved in FY 2023)</i>	<p>Review the processes and controls in place related to IndyGo policies as being implemented by the new Policies and Procedures management position. Considerations to include those from the prior review conducted by Governance and Audit:</p> <ul style="list-style-type: none"> <li>• Management, update, publication, expiration and approval processes</li> <li>• Oversight, monitoring and enforcement practices</li> <li>• Housing, storage and filing practices</li> <li>Board-level vs. management-level policies</li> </ul>
<b>7. Fare Pass Inventory Review</b>	<p>Review the processes and controls in place related security, pass inventory, pass value and activation, and the entire pass inventory management process. Considerations to include:</p> <ul style="list-style-type: none"> <li>• Recording</li> <li>• Reconciling</li> <li>• Ordering</li> <li>• Inventory Levels and Distribution</li> </ul>

## FY 2024 Proposed Internal Audit Workplan (continued)

Area	Description
<b>8. Succession Planning Review</b>	<p>Examine the preparation taken to date and/or future forecasting for succession planning, Business Continuity Plans and Standard Operating Procedures (SOP). Determine processes and controls for successors and next in command for all departments of IndyGo. Considerations may include:</p> <ul style="list-style-type: none"> <li>• Clear and solid plan for succession of key positions within the organization</li> <li>• Support of transition process to successor</li> <li>• Training and grooming for next in command</li> <li>• Completion of written SOPs</li> </ul>
<b>9. Compensation Review</b>	<p>Examine the processes and controls supporting compensation activities. Considerations may include:</p> <ul style="list-style-type: none"> <li>• Salary range definitions and implementation</li> <li>• Annual salary increases based on performance reviews</li> <li>• Payroll approval process for salary and pay modifications</li> <li>• Market review of pay scales and determination if comparable with like positions</li> <li>• Compensation policies</li> </ul>
<b>10. Security/Life Safety Review</b>	<p>Examine the processes and controls for employee and passenger safety. Considerations may include:</p> <ul style="list-style-type: none"> <li>• Year to Year comparison of passenger and coach operator assaults</li> <li>• Review of number complaints relating to security and safety of passengers</li> <li>• Review of Safety Committee and evaluate if plans are working</li> <li>• Frequency of security breaches at facilities</li> <li>• Adequate security levels being maintained</li> </ul>
<b>11. Maintenance Review</b>	<p>Examine the processes and controls supporting the contracted and in-house maintenance of fleet. Considerations may include:</p> <ul style="list-style-type: none"> <li>• Review fleet and status</li> <li>• Determine percentage of buses not in operation by type</li> <li>• Identify consistent issues affecting getting buses returned to service</li> </ul>

## FY 2024 Proposed Internal Audit Workplan (continued)

Area	Description
<b>12. Procurement and Storeroom Follow-up Review</b>	<p>Perform a follow-up review for the processes and controls surrounding Procurement and Storeroom activities. Updates to included review of the following:</p> <ul style="list-style-type: none"> <li>• Storeroom inventory levels (min/max) compared to purchasing by Procurement staff</li> <li>• Timing of ordering parts and receipt into inventory</li> <li>• Part distribution timeliness by work order</li> <li>• Procurement ordering and approval process</li> </ul>
<b>13. Paratransit Fare Collection Review</b>	<p>Review the processes and controls in place related to Paratransit Fare Collection. Considerations may include:</p> <ul style="list-style-type: none"> <li>• Assess internal controls of fare collection</li> <li>• Determine types of fare media used by Paratransit riders</li> <li>• Cash fare collection procedures</li> <li>• Analysis of pass sales, volume, and revenue</li> <li>• Fares adequately collected from all paratransit passengers</li> <li>• Fares accurately recorded and forwarded to IndyGo Finance</li> </ul>
<b>14. Annual Risk Refresh and Internal Audit Workplan</b>	<p>Update the IndyGo risk universe by performing the annual risk assessment refresh and proposing the future Internal Audit workplan. Steps include:</p> <ul style="list-style-type: none"> <li>• Interview members of IndyGo management and the Board, to obtain feedback on risks</li> <li>• Prioritize the risk universe and prepare an updated Heat Map</li> <li>• Propose the Internal Audit work plan, with specific audits</li> </ul>

## Potential Future Audits

Area	Description
<b>Communications</b>	Examine the processes and controls in place to communicate with all IndyGo staff (coach operators, maintenance, laborers, and administration). Considerations may include: <ul style="list-style-type: none"> <li>• Policy regarding use of group texting system</li> <li>• Access entitlements to all company-wide notifications</li> <li>• Email account management</li> </ul>
<b>Cybersecurity</b>	Examine the processes surrounding cybersecurity TSA requirements. Considerations may include: <ul style="list-style-type: none"> <li>• Designated cybersecurity coordinator</li> <li>• Reporting cybersecurity incidents within 24 hours</li> <li>• Implementation of cybersecurity response plan</li> <li>• Completion of cybersecurity vulnerability assessment</li> </ul>
<b>Drug &amp; Alcohol Compliance</b>	Examine the policies, procedures and controls related to drug and alcohol compliance. Considerations may include: <ul style="list-style-type: none"> <li>• Compliance by: <ul style="list-style-type: none"> <li>▪ IndyGo</li> <li>▪ Outside Contractors</li> </ul> </li> <li>• Compliance for urbanized area grant which includes: <ul style="list-style-type: none"> <li>▪ Subrecipients (donut counties surrounding Indianapolis)</li> <li>▪ Program reporting to IndyGo as grant recipient per federal requirement</li> </ul> </li> </ul>
<b>Training</b>	Examine the processes and controls in place to ensure an adequate skill set of instructors. Considerations may include: <ul style="list-style-type: none"> <li>• Soft skill training <ul style="list-style-type: none"> <li>▪ Communication</li> <li>▪ Problem solving</li> <li>▪ Organizational skills/time management</li> <li>▪ Leadership development</li> </ul> </li> <li>• Certification process for instructors</li> </ul>

## Potential Future Audits (continued)

Area	Description
<b>Bus Fleet Purchase</b>	<p>Examine the processes in place related to bus fleet purchases. Considerations may include:</p> <ul style="list-style-type: none"> <li>• Supply Chain issues due to manufacturing slowdown</li> <li>• Limited vendor/manufacturer options</li> <li>• State Quantity Purchase Agreement (QPA) availability</li> </ul>



## Completed Prior Audits

Fiscal Year	Report ID	Description	Date
2023	2023-1	Policy Review	4/27/2023
	2023-2	Bus Rapid Transit (BRT) Review	7/20/2023
	2023-3	Ridership Experience Review	7/20/2023
	2023-4	Transit Asset Management (TAM) Review	7/20/2023
	2023-5	Flowbird/MyKey Review	7/20/2023
	2023-6	Decentralized Operations Review Report	10/19/2023
	2023-7	Operator Scheduling Review	10/19/2023
	2023-8	Staffing, Hiring and Recruiting Review	1/18/2024
	2023-9	Annual Risk Refresh & Proposed Audit Plan 2024	1/18/2024
2022	2022-1	Training	4/21/2022
	2022-2	Microsoft D365 Implementation	7/21/2022
	2022-3	Physical and Facility Security	7/21/2022
	2022-4	Cyber Security Readiness	7/21/2022
	2022-5	Covid and Pandemic Recovery	10/20/2022
	2022-6	Employee Share of Health Insurance Premium	10/20/2022
	2022-7	Retail Center Audit	10/20/2022
	2022-8	Paratransit Operations and Program	1/19/2023
	2022-9	Storeroom	1/19/2023
	2022-10	Annual Risk Refresh and Proposed Audit Plan	1/19/2023
2021	2021-1	Fare Collection Audit	6/16/2021
	2021-2	Storeroom and Materials Management Audit	9/16/2021
	2021-3	Capital Project Management	9/16/2021
	2021-4	Memorandums of Understanding Review	1/20/2022
	2021-5	Annual Risk Refresh & Proposed Audit Plan	1/20/2022
	2021-6	Healthcare Costs Review	1/20/2022

## Completed Prior Audits (continued)

Fiscal Year	Report ID	Description	Date
2020	2020-1	Employee Terminations Timely Update in ADP	2/27/2020
	2020-2	Transdev Fuel Purchase Reporting	6/16/2020
	2020-3	Lost and Found Policy Addressing Found Cash	6/16/2020
	2020-4	Lost Revenue - Online Credit Card Error	6/16/2020
	2020-5	Payments Against Expired Agreement-Non-Order Invoices	6/16/2020
	2020-6	BCP Progress Assessment	9/17/2020
	2020-7	Red Line Lessons Learned	9/17/2020
	2020-8	Annual Risk Refresh & Proposed Audit Plan	1/21/2021
	2020-9	Procurement Process Review	1/21/2021
	2020-10	Strategic & Capital Planning/Grant Management Review	1/21/2021
	2020-11	Compliance Mapping Exercise	1/21/2021
	2020-12	Comprehensive IT Risk Assessment	3/18/2021



# **JULIA M. CARSON TRANSIT CENTER BRT DOCKING STUDY**

**A RESOURCE DOCUMENT FOR FUTURE  
POLICY AND DECISION-MAKING**

BOARD UPDATE JAN 2024



PREPARED BY | MAY 2023

# BRT DOCKING STUDY | DESIRED OUTCOMES

- improve **OPERATING EFFICIENCY** within and around the CTC – bus & passenger circulation
- determine the **FULL CAPACITY & CONFIGURATION** for boarding and alighting – all modes
- identify the **CAPITAL IMPROVEMENTS** needed to accommodate upcoming changes in service







Changes at this location must be in compliance with IndyGo’s existing **FTA GRANT AGREEMENTS:**

- 1. Support service hours and headways outlined in grant agreements for no less than 5 years after BRT revenue service dates
- 2. Maintain BRT transit signal priority and queue jumps to support service headways and function
- 3. No impact to project implementation schedules

IndyGo Red Line Rapid Transit	
Indianapolis, Indiana	
Small Starts Project Development	
(Rating Assigned November 2017)	
Summary Description	
Proposed Project:	Bus Rapid Transit
	13.1 Miles, 27 Stations
Total Capital Cost (\$YOE):	\$96.33 Million
Section 5309 Small Starts Share (\$YOE):	\$74.99 Million (77.8%)
Annual Operating Cost (opening year 2019):	\$8.02 Million
Existing Corridor Ridership (Warranted):	7,800 Daily Linked Trips
Overall Project Rating:	Medium
Project Justification Rating:	Medium
Local Financial Commitment Rating:	Medium

**Project Description:** The Indianapolis Public Transportation Corporation (IndyGo) proposes to build a bus rapid transit (BRT) line connecting the Indianapolis central business district (CBD) with the Village of Broad Ripple to the north, and the University of Indianapolis campus to the south. The project includes approximately 7.7 miles of dedicated bus lanes, traffic signal priority at intersections, and stations with weather protection, level vehicle boarding, real-time bus arrival information, and self-service fare vending. The project includes the purchase of 13 60-foot electric battery-powered buses. The service is planned to be provided 20 hours per weekday, with buses every 10 minutes during daytime hours and every 20 minutes during evenings. Weekend service is planned to be provided 18 hours per day, with buses every 15 to 20 minutes.

**Project Purpose:** The project is expected to provide fast, reliable, convenient transit service in a key corridor serving downtown Indianapolis. The corridor includes the densest area of the city, which has among the most diverse land uses in the region. The route serves four major universities, several hospitals, government agency offices, other community services, and the new Julia M. Carson Transit Center in downtown Indianapolis, which offers transfer opportunities to numerous connecting bus routes. Although existing bus routes in this corridor have the highest ridership in the IndyGo system, the service can be slow and unreliable. Bus service speed and schedule reliability are expected to be improved by the dedicated BRT lanes and traffic signal priority.

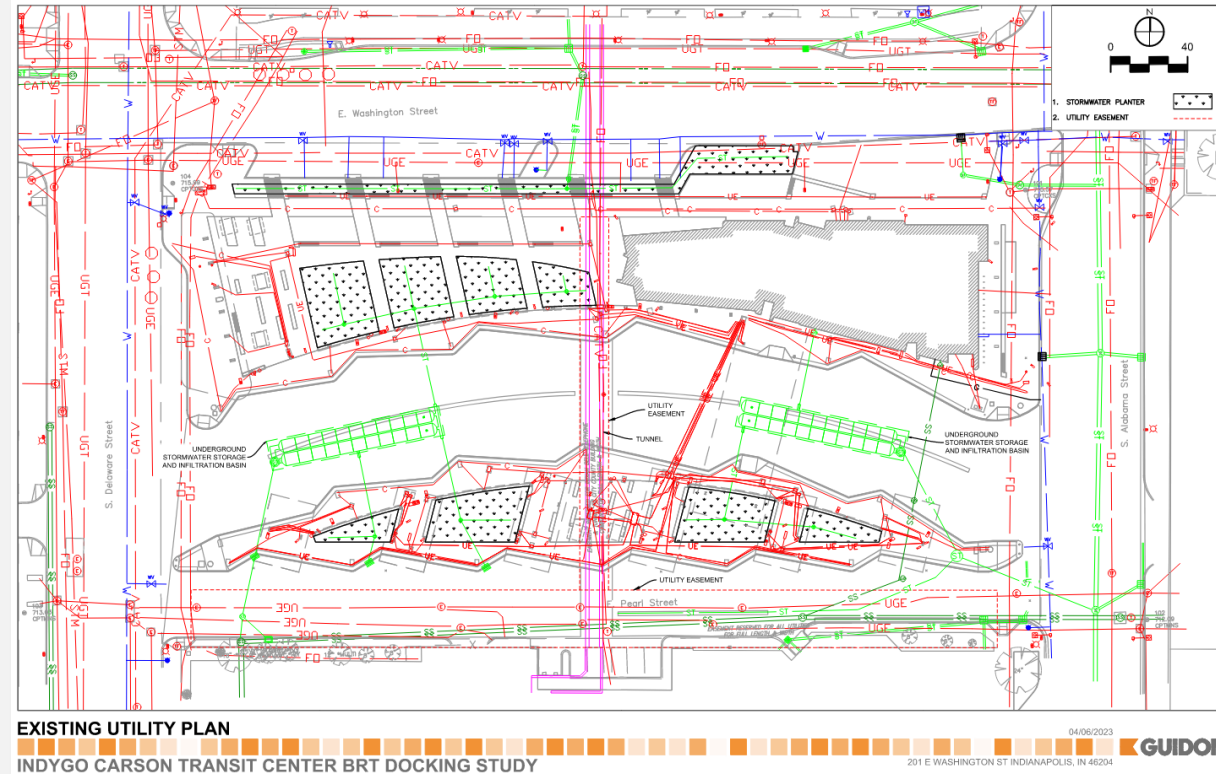
**Project Development History, Status and Next Steps:** IndyGo selected the locally preferred alternative for the project in September 2014. The project entered Small Starts Project Development in May 2015. It was adopted into the region’s fiscally constrained long range transportation plan in August 2015. IndyGo completed the environmental review process with receipt of a documented Categorical Exclusion in October 2016. IndyGo anticipates receipt of a Small Starts Grant Agreement in early 2018, and the start of revenue service in October 2019.

**Significant Changes Since Last Evaluation (November 2016):** There have been no

# STUDY FINDINGS | EXISTING UTILITIES

The **LOCATION** and **CONFIGURATION** of existing utilities has, and will continue to, severely constrain the site:

1. Tunnel (City-County Building to Jail)
2. Utility Easements
3. Power and Telecommunication
4. Sanitary
5. Water
6. Stormwater Planters and Underground Storage and Infiltration System



As is the case today, any future build-out scenario needs to **BALANCE** the competing needs of various stakeholders:

- **Facility Operations** is focused on how to make the CTC function as efficiently and effectively as possible; emphasis on practicality, functionality, maintenance cost considerations, safety and security and other related factors.
- The **Service Delivery** perspective is focused on how well the CTC facilitates bus and pedestrian movements; emphasis on connectivity between routes and services, and how buses enter and exit the site.
- The **Agency** perspective is one that considers IndyGo's overall image/brand, aesthetics and design, placemaking, partnerships, and the ability to accommodate the IndyGo Cares Program elements.



# STUDY FINDINGS | BAY ASSIGNMENT & BUS CIRCULATION

Bay assignments and bus circulation need to accommodate the full build-out of the **2027 TRANSIT NETWORK**, which translate to:

- Fewer routes overall – many of which will operate more frequently;
- Accommodating three BRT routes; requiring up to five different 60' bays in total

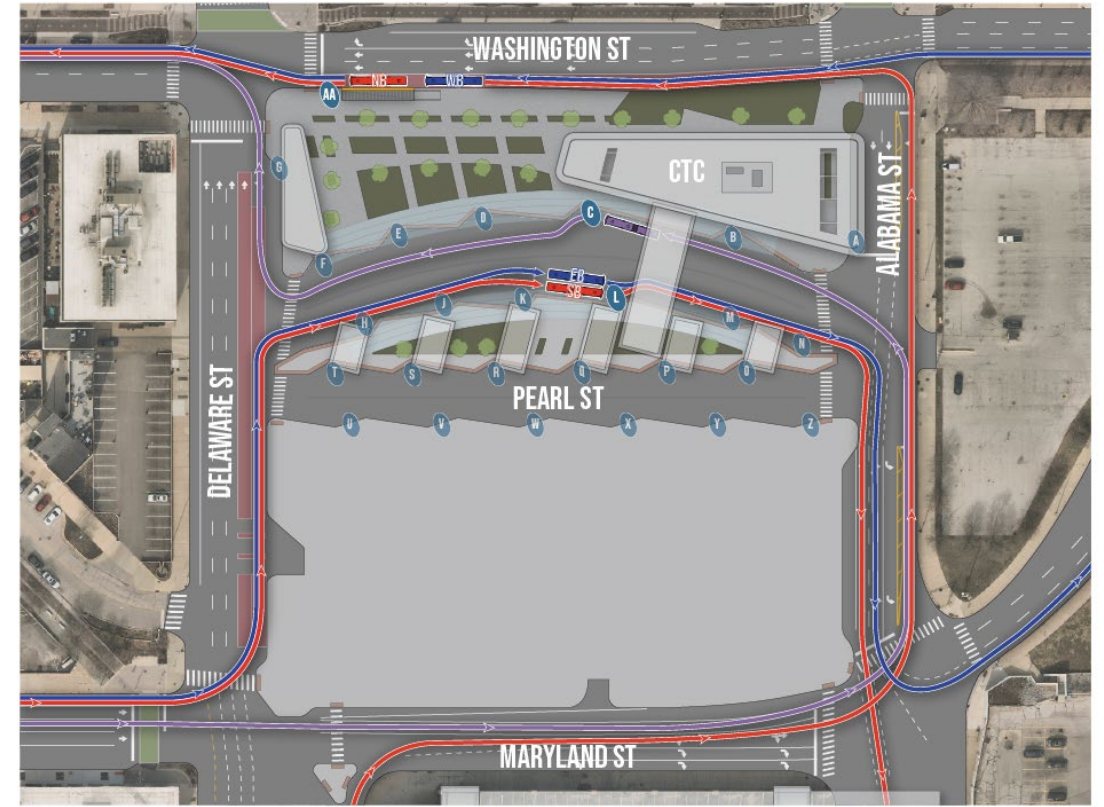
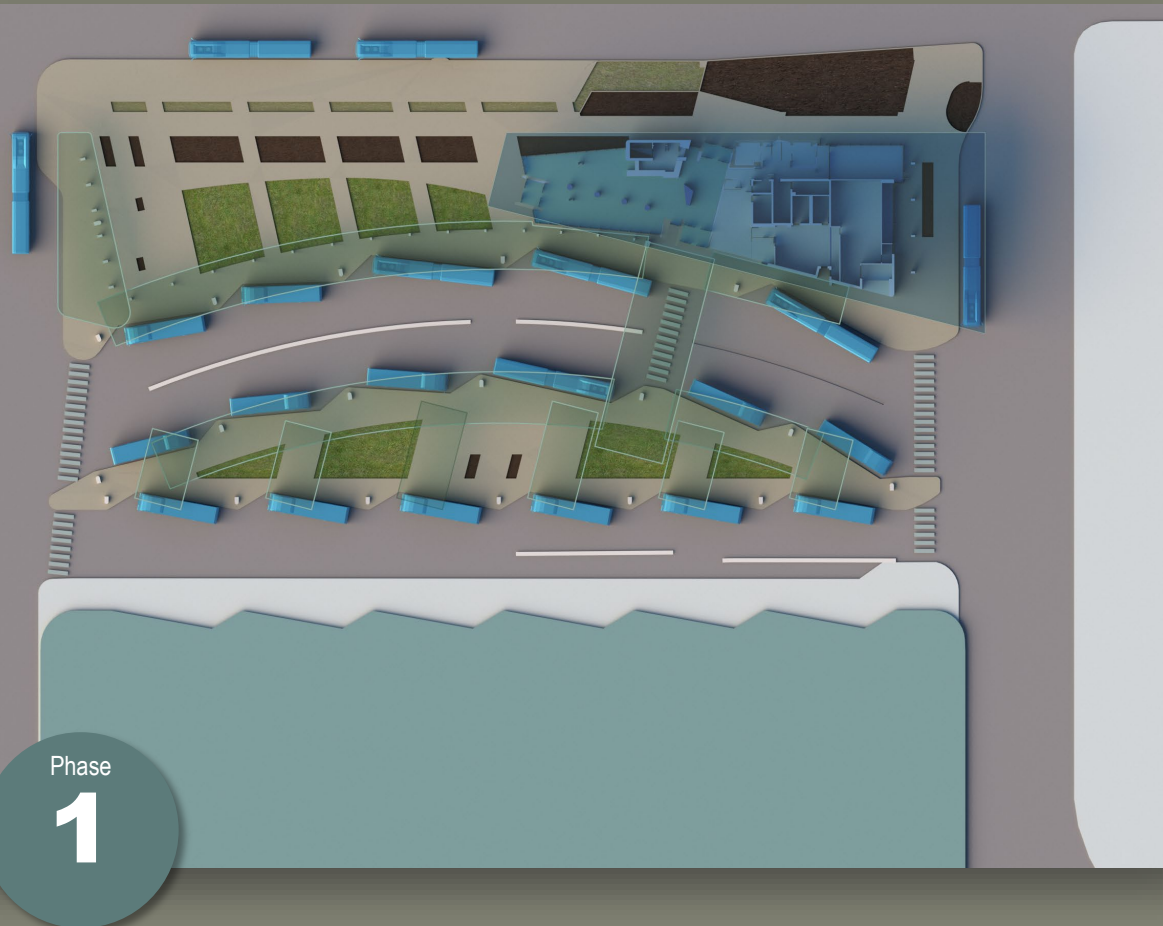


Figure 11 | BRT Bus Bay Assignments including Purple Line inductive charging

**Phase 1:** Maximize the existing site, meet IndyGo's near-term needs, and preserve the opportunity for a joint-development on the former Jail 1 site by:



- Optimizing the use of the W Washington St frontage
- Establishing intent to maintain Pearl St for transit use
- Providing future expansion flexibility and multimodal options
- Requiring some reorganization of bus bay/route pairings
- Achieving the following desired outcomes:
  - One bay per route
  - Grouping routes with high numbers of transfers
  - Partial grouping of BRT routes
  - Optimizing routing into and out of the CTC
  - Providing operational flexibility and redundancy

Phase

1

Preserve and protect Washington St (north) and Pearl Street (south) for transit use

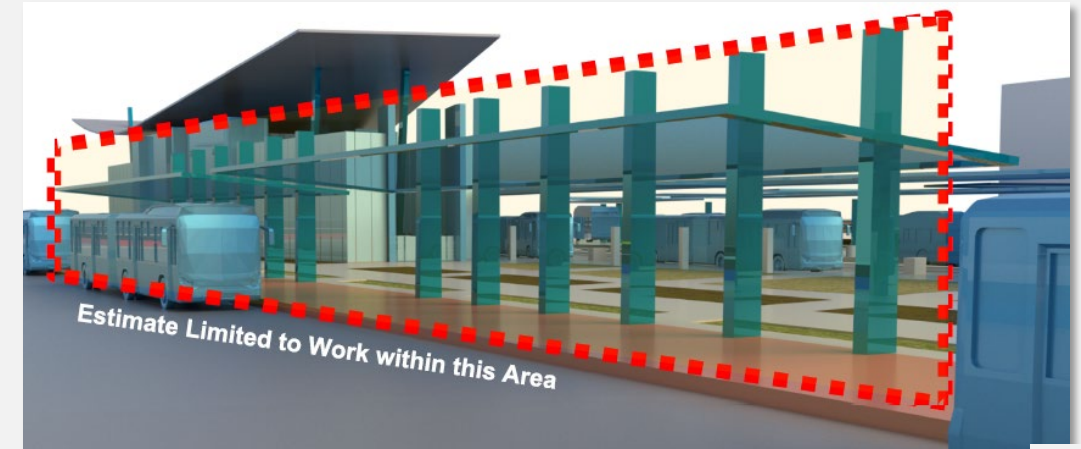
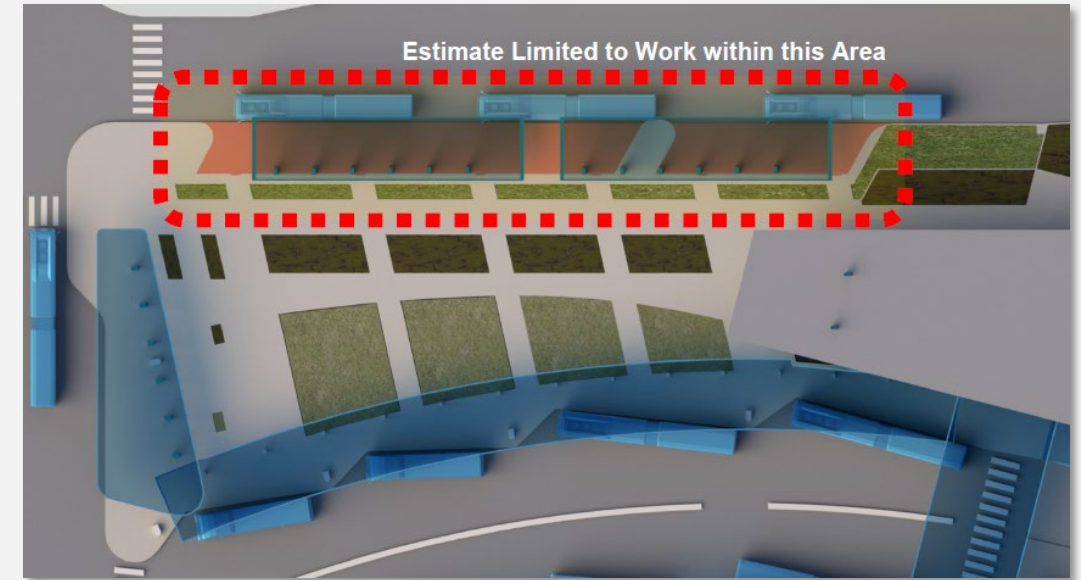
- IndyGo property extended 50 to 100 feet south to preserve Pearl St for transit use and to add additional bus bays and amenity areas.
- On-street parking along W Washington St is converted to accommodate additional BRT bays.



# STUDY RECOMMENDATIONS | PREFERRED BUILD-OUT SCENARIOS

\$1.448 million...rough order-of-magnitude **COST ESTIMATE**, for programming into IndyGo's capital budget:

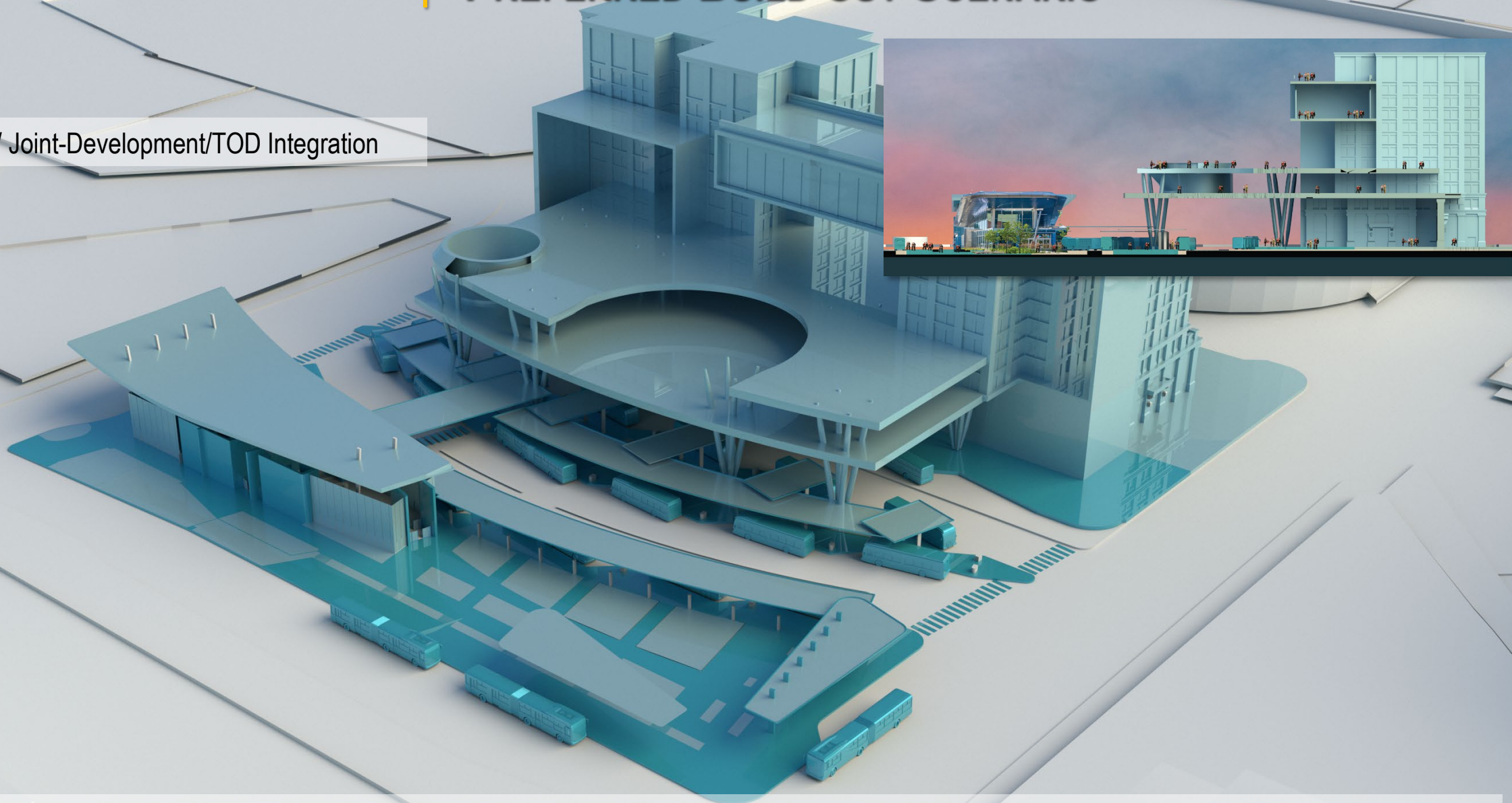
- Includes:
  - Removal of the parking area on E. Washington Street
  - Filling in this area with paving to match the existing plaza; and
  - Constructing two new bus canopies with associated features and amenities.
- Does not provide for: any land acquisition costs, parking relocation costs, archaeological studies, environmental remediation, or cost escalations over time
- Assumed the canopy design, structural columns, paving, signage, and benches will be similar to the existing bays



Phase

**2a**

w/ Joint-Development/TOD Integration



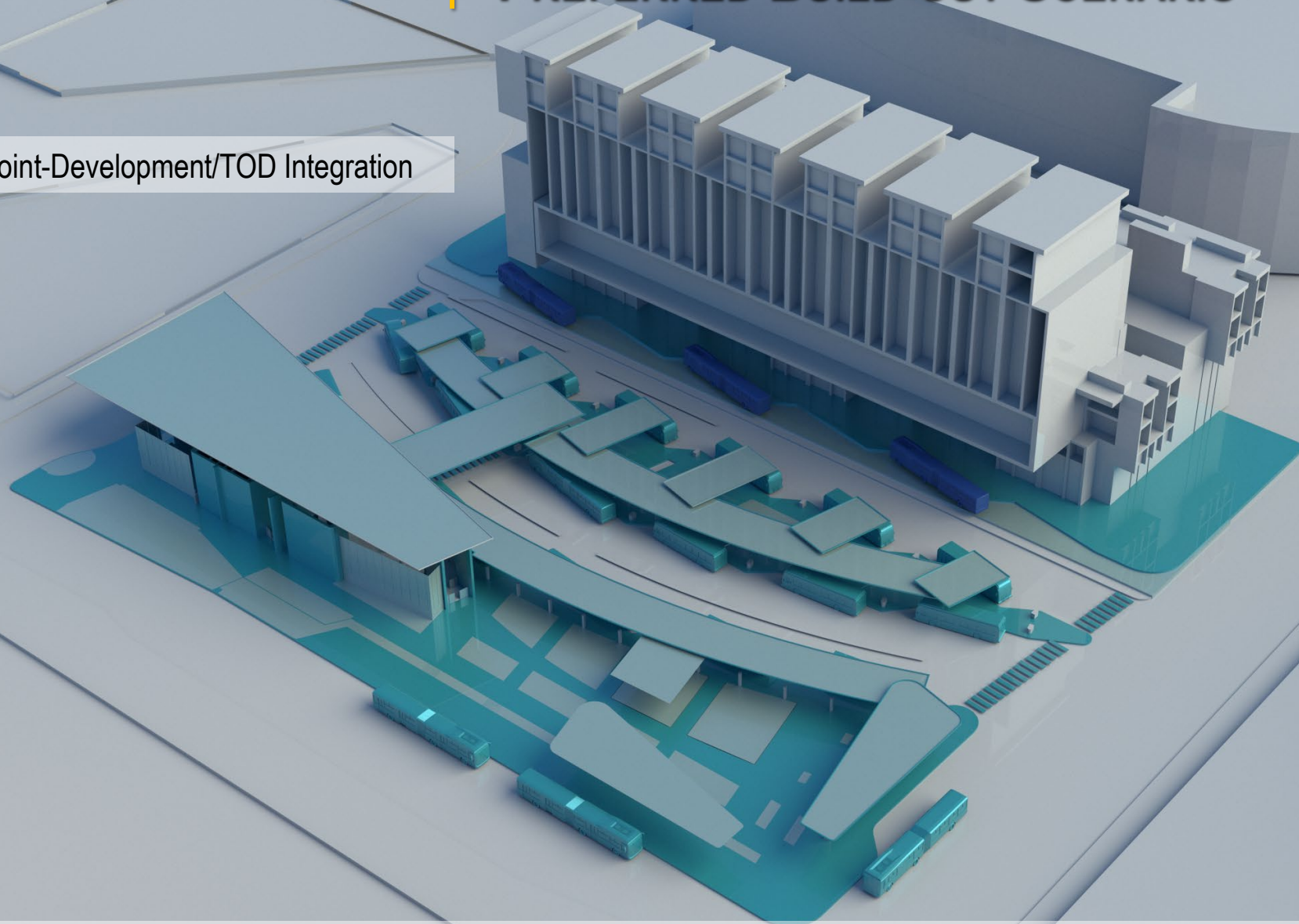
- Provide additional bus bays within first 50'-100' of former jail property and protect for future expansion needs and multimodal options
- Explore the potential for revenue diversification through the sale or lease of air rights over the existing bus bays.



Phase

**2b**

w/o Joint-Development/TOD Integration

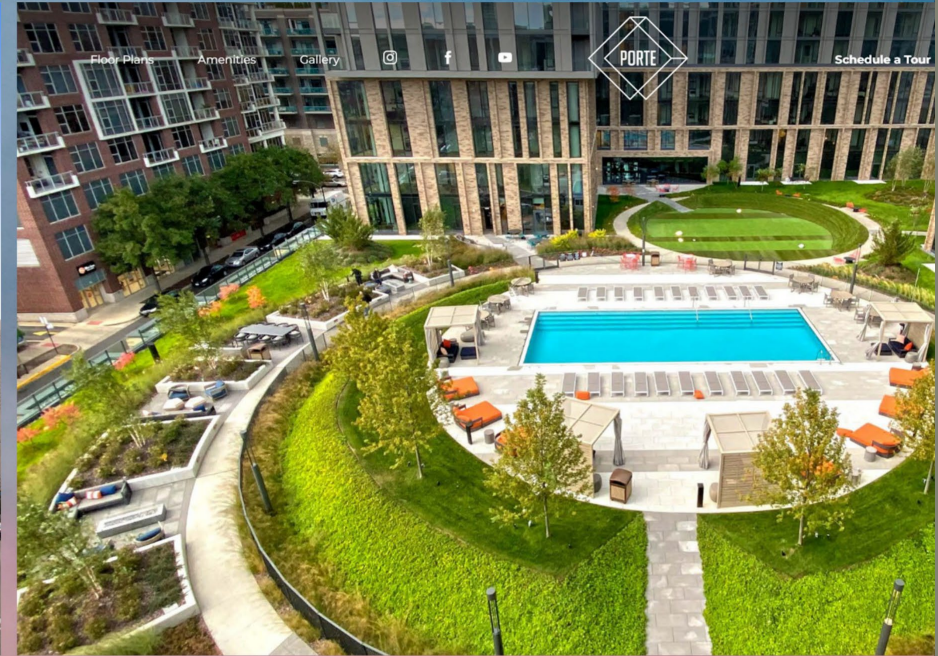


- Forge relationships to find creative and collaborative ways to orient the future development towards activities and uses that capitalize on the direct proximity to IndyGo's main transit hub.



## RECOMMENDATION: PROTECT FOR INTEGRATED TOD OPPORTUNITY

PRECEDENTS | PORTE, CHICAGO, IL



Public uses within Private Condo Development: Retail

..



## RECOMMENDATION: PROTECT FOR INTEGRATED TOD OPPORTUNITY

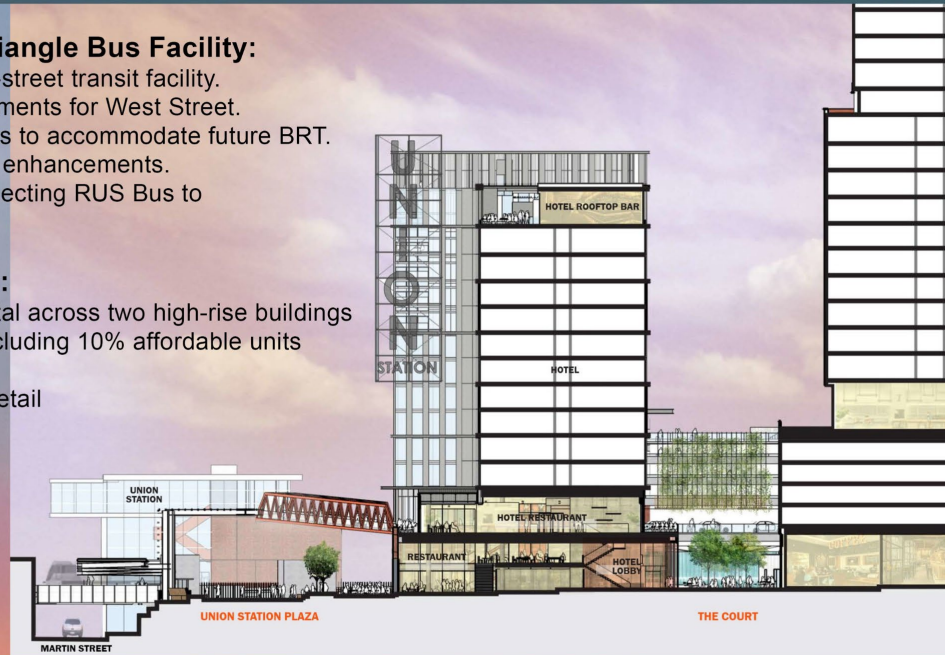
### PRECEDENTS | RALEIGH UNION STATION BUS FACILITY

#### GoRaleigh and GoTriangle Bus Facility:

- Bus platforms in an off-street transit facility.
- New on-street improvements for West Street.
- On-street improvements to accommodate future BRT.
- Pedestrian and bicycle enhancements.
- Pedestrian bridge connecting RUS Bus to Raleigh Union Station.

#### Private development:

- 500,000 square feet total across two high-rise buildings
- 350 apartment units including 10% affordable units
- 200 hotel rooms
- 18,000 square feet of retail
- 550 parking spaces



Raleigh Union Station Bus Facility, or RUS Bus



RUS Bus Station Square Development

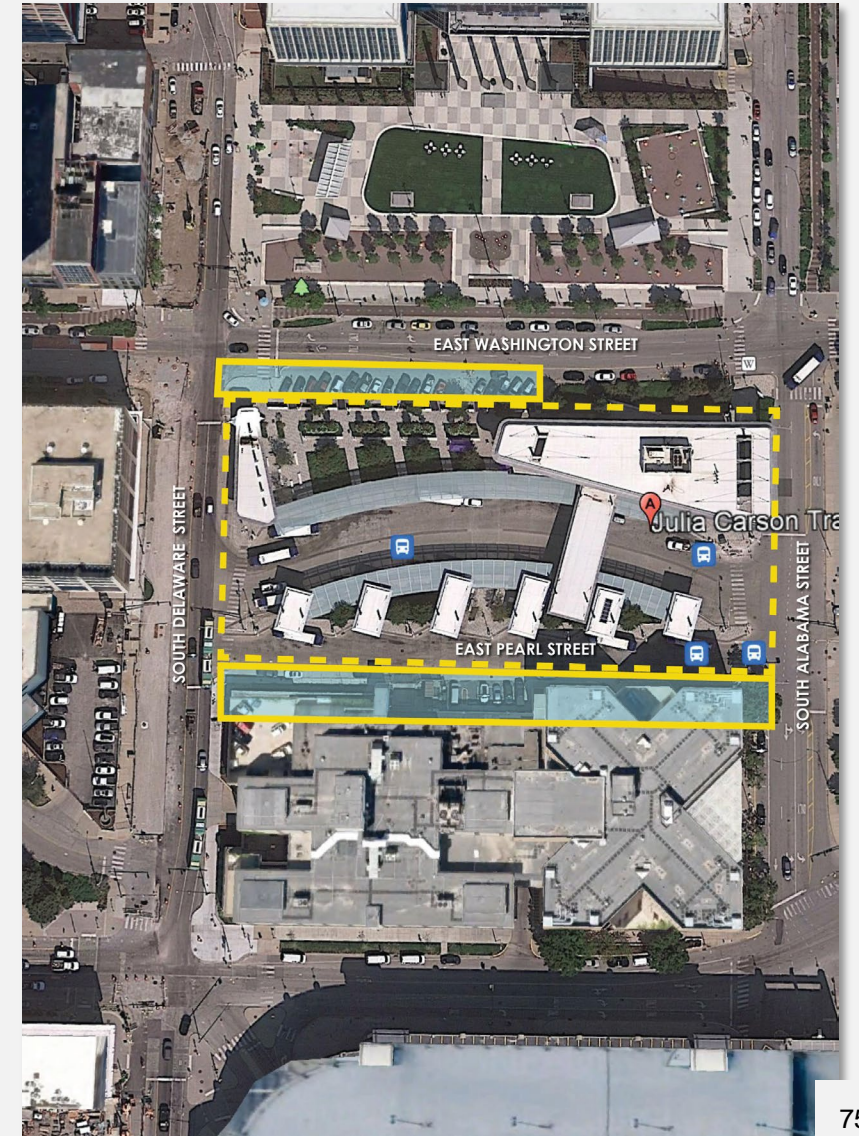


Raleigh Union Station Bus Facility



**KEY BENEFITS** of the preferred build-out scenario are that it:

- Substantially upholds past grant agreements
- Optimizes the frontage along W. Washington Street
- Avoids adding more bus movements onto Delaware Street
- Minimizes property acquisitions
- Minimizes all demolition and construction costs



To continue to support the community's needs for mobility and enable IndyGo to have the **FLEXIBILITY** and **OPERATIONAL RESILIENCY** it needs to grow and adapt to changing needs and technologies; therefore, IndyGo should position the CTC to increase its operational capacity in the near and longer term.

## Near-term Objectives

- Work with the City of Indianapolis to re-purpose the Washington Street frontage of the facility for BRT operations.  
With the development of the Purple and Blue BRT lines, it is time to enhance the transit capacity of the facility by converting these automobile parking spaces into BRT stations that will provide far more to the citizens of Indianapolis with mobility needs on a daily basis.
- Continue to engage in the redevelopment of the Marion County jail facility immediately south of the CTC.  
Two key benefits stand out by taking on this effort. First is to secure a portion of the ground level of the northern edge of the parcel adjacent to Pearl Street for future transit use. Second is to forge a partnership to find creative and collaborative ways to orient the development towards activities and uses that capitalize on the direct proximity to IndyGo's main transit hub. These actions are necessary to give IndyGo a stronger voice in directing its own future, and more importantly to ensure that it can continue to provide critical mobility and public transportation services for the greater Indianapolis community.
- Take steps to improve the CTC's operations for staff, bus operators and customers.  
These include layout and design modifications that will make daily functions of the CTC work more efficiently and effectively.

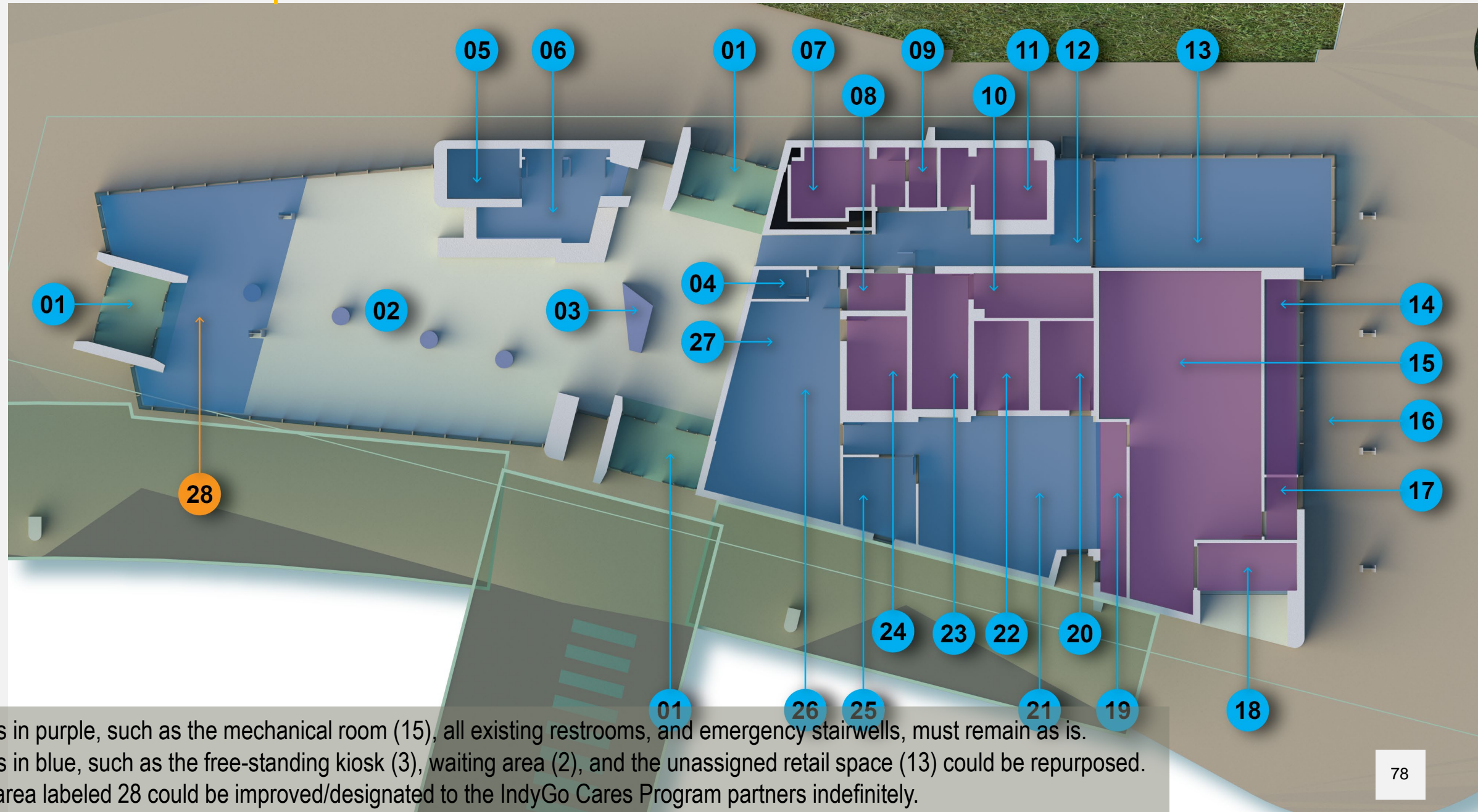




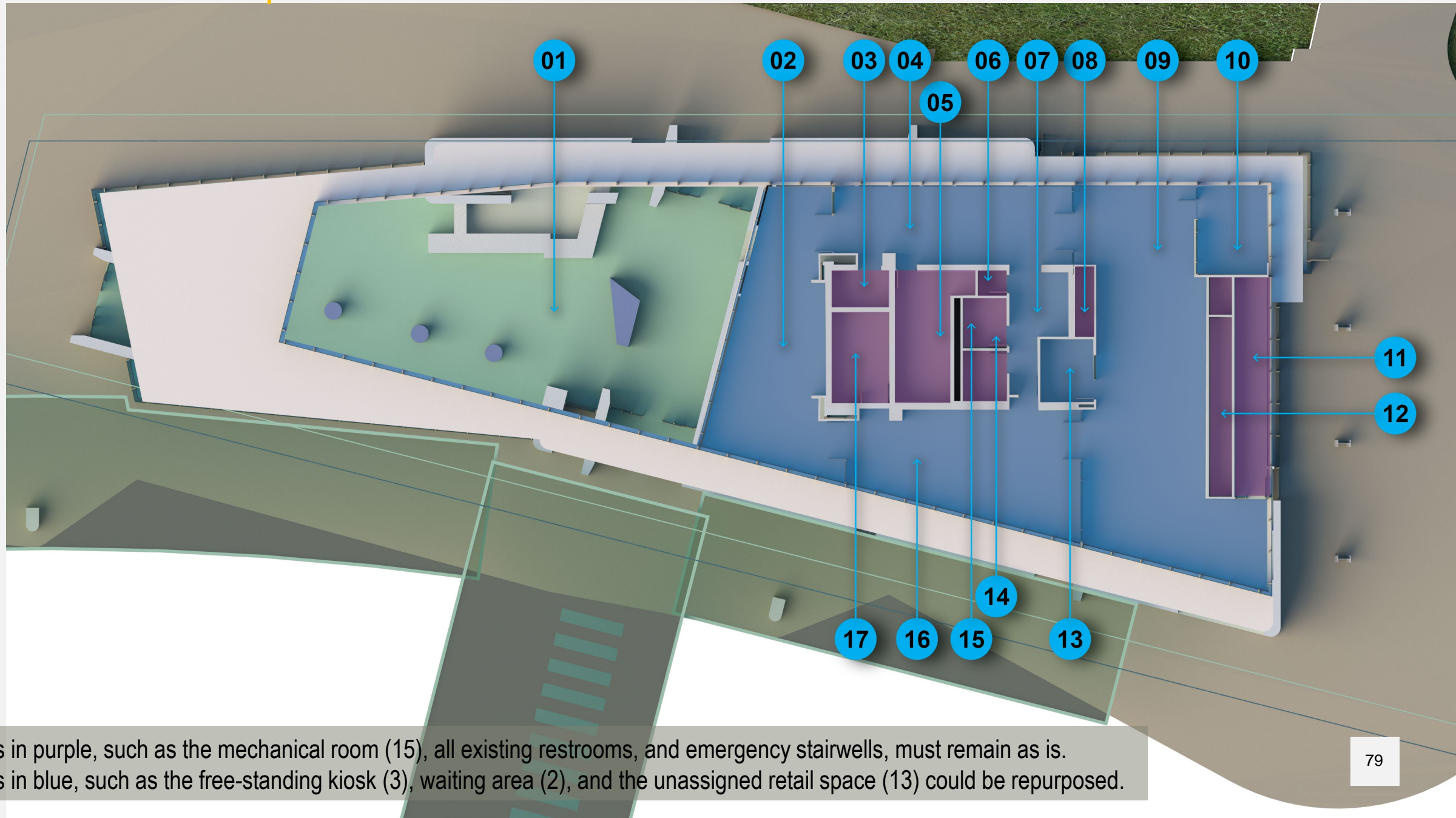
# STUDY FINDINGS | BUILDING



# STUDY FINDINGS | BUILDING ASSESSMENT



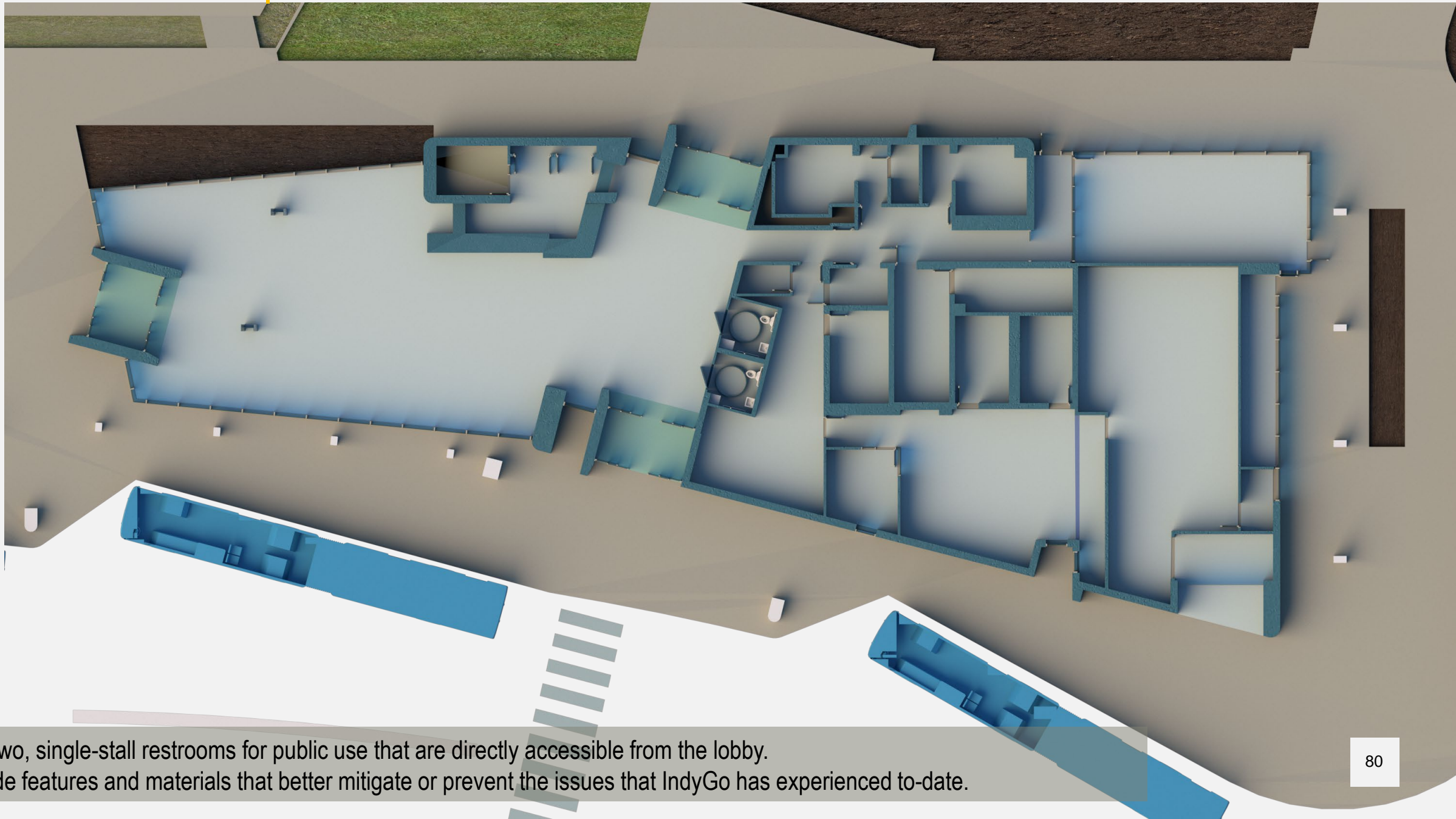
# STUDY FINDINGS | BUILDING ASSESSMENT



- Areas in purple, such as the mechanical room (15), all existing restrooms, and emergency stairwells, must remain as is.
- Areas in blue, such as the free-standing kiosk (3), waiting area (2), and the unassigned retail space (13) could be repurposed.



# STUDY FINDINGS | BUILDING RECOMMENDATIONS



- Add two, single-stall restrooms for public use that are directly accessible from the lobby.
- Include features and materials that better mitigate or prevent the issues that IndyGo has experienced to-date.

# Questions?

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## Information Update – Governance & Audit Workplan Status Report

**To:** Chair and Board of Directors  
**Through:** Interim President/CEO Jennifer Pyrz  
**From:** Governance & Audit Director Brian Atkinson  
**Date:** January 18, 2024

### GOVERNANCE & AUDIT WORKPLAN STATUS REPORT AND 2020-2024

#### Governance & Audit Work Plan Status Report

Project / Activity	Governance & Audit Committee Meeting					
	FY23		FY24			
	Oct-23	Jan-24	Apr-24	Jul-24	Oct-24	Jan-25
FORVIS Financial Audit Review (2022)						
Decentralized Operations						
Coach Operator Scheduling Review						
Staffing, Hiring & Recruiting						
Annual Risk Refresh 2024						
Fluid Inventory Review			★			
Fare Pass Inventory Audit			★			
Maintenance Review			★			
Para Transit Fare Collection Audit			★			
Collision Review				★		
Security/Life Safety Review				★		
Retail Desk Transfer to Finance				★		
Succession Planning Review					★	
Procurement/Storeroom Review - Update					★	
Compensation Review					★	
Policy Review - Update						★
Decentralized Operations - Update						★
Complaint Review - Final						★
Annual Risk Refresh 2025						★

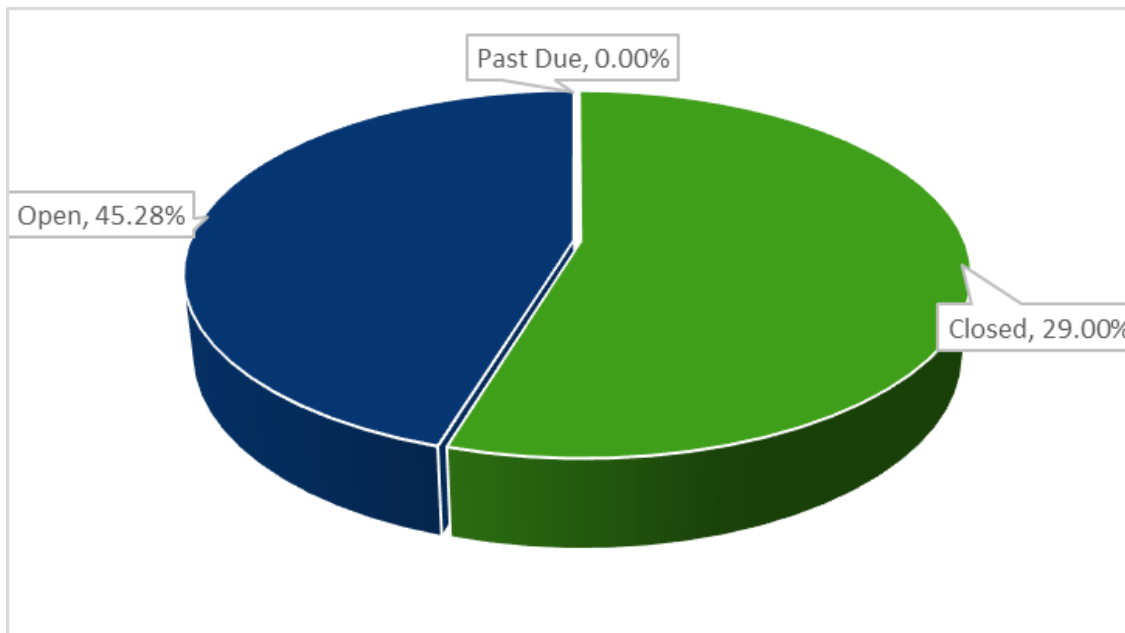
 Complete
  In-Process
  Planned

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

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

# 2020-23 Prior Audit Findings Status Presentation

Audit Report/Subject	Report Number	Report Issue Date	Corrective Actions			
			Total	Closed	Open	Past Due
BCP Progress Assessment	2020-06	08/31/20	5	4	1	0
Strategic & Capital Planning/Grant Management Review	2020-10	08/31/20	7	5	2	0
Physical and Facility Security	2022-03	07/12/22	8	4	4	0
Paratransit Program Assessment	2022-09	02/01/23	5	4	1	0
Audit Maintenance & Stockroom Review	2022-10	01/06/23	5	2	3	0
Bus Rapid Transit (BRT) Review	2023-02	04/03/23	4	2	2	0
Ridership Experience Assessment	2023-03	07/14/23	7	4	3	0
Flowbird MyKey Review	2023-04	06/04/23	5	2	3	0
Transit Asset Management Review	2023-05	06/14/23	2	0	2	0
Coach Operator Scheduling Revoew	2023-07	09/23/23	5	2	3	0
Total			53	29	24	0
Percentage				29.00%	45.28%	0.00%



## Governance & Audit Completed Reviews & Audits

Report ID	Report Title	Date Reported
2020-1	Employee Terminations Timely Update in ADP	2/27/2020
2020-2	Transdev Fuel Purchase Reporting	6/16/2020
2020-3	Lost and Found Policy Addressing Found Cash	6/16/2020
2020-4	Lost Revenue - Online Credit Card Error	6/16/2020
2020-5	Payments Against Expired Agreement-Non-Order Invoices	6/16/2020
2020-6	BCP Progress Assessment	9/17/2020
2020-7	Red Line Lessons Learned	9/17/2020
2020-8	Annual Risk Refresh & Proposed Audit Plan 2021	1/21/2021
2020-9	Procurement Process Review	1/21/2021
2020-10	Strategic & Capital Planning/Grant Management Review	1/21/2021
2020-11	Compliance Mapping Exercise	1/21/2021
2020-12	Comprehensive IT Risk Assessment	3/18/2021
2021-1	Fare Collection Audit	6/16/2021
2021-2	Storeroom and Materials Management Audit	6/16/2021
2021-3	Capital Project Management	9/16/2021
2021-4	Memorandums of Understanding Review	9/16/2021
2021-5	Annual Risk Refresh & Proposed Audit Plan 2022	1/20/2022
2021-6	Healthcare Costs Review	1/20/2022
2022-1	Training	4/21/2022
2022-2	Microsoft D365 Implementation	7/21/2022
2022-3	Physical and Facility Security	7/21/2022
2022-4	Cyber Security Readiness	7/21/2022
2022-5	Covid and Pandemic Recovery	10/20/2022
2022-6	Employee Share of Health Insurance Premium	10/20/2022
2022-7	Retail Center Audit	10/20/2022
2022-8	Annual Risk Refresh & Proposed Audit Plan 2023	1/19/2023
2022-9	Paratransit Program Assessment	4/27/2023
2022-10	Stockroom & Maintenance Review	4/27/2023
2023-1	Policy Review	4/27/2023
2023-2	Bus Rapid Transit (BRT) Review	7/20/2023
2023-3	Ridership Experience Review	7/20/2023
2023-4	Transit Asset Management Review	7/20/2023
2023-5	Flowbird/Mykey Review	7/20/2023
2023-6	Decentralized Operations Review Report	10/19/2023
2023-7	Operator Scheduling Review Report	10/19/2023
2023-8	Staffing, Hiring & Recruiting Review Report	1/18/2024
2023-9	Annual Risk Refresh & Proposed Audit Plan 2024	1/18/2024

### RECOMMENDATION:

Receive the report.

Brian Atkinson  
Governance & Audit Director



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## Information Update – Governance & Audit Ethics Hotline Summary Report

**To:** Chair and Board of Directors  
**Through:** Interim President/CEO Jennifer Pyrz  
**From:** Governance & Audit Director Brian Atkinson  
**Date:** January 18, 2024

### Ethics Hotline Summary Report

Quarterly Activity Summary: 10/01/23 through 12/31/23

Method of Submission	Number of Reports
Website	0
Phone call	0
Other	0
<b>Total</b>	<b>0</b>

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

Current Status	Total	1-30 days	31-60 days	60+ days
Preliminary Assessment	0	0		
Investigation	0	0		
Completed	0	0		
<b>Total Claims</b>	<b>0</b>	<b>0</b>		

12-Month Activity Summary beginning Q1, 2023											
0	0	0	0	0	2	0	0	1	0	0	0
Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23

#### RECOMMENDATION:

Receive the report.

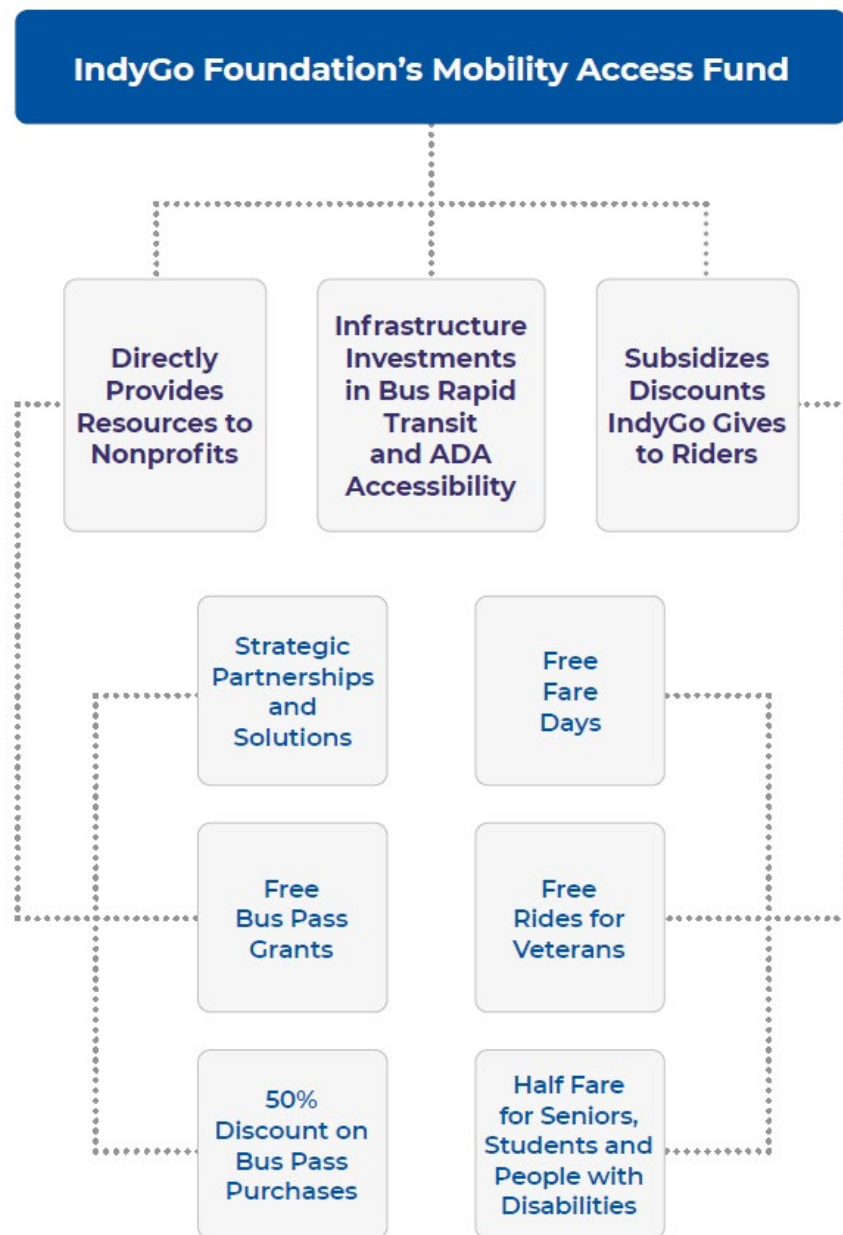
Brian Atkinson  
Governance & Audit Director

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January 25, 2024

# Presentation to IndyGo Board of Directors



## Our Programs

At its essence, IndyGo Foundation seeks to give as many riders as possible equitable and safe access to the IndyGo transit system. Our current programs focus on increasing economic and physical access to transit.

We are driven by our mission “to help our community thrive by connecting people through accessible, equitable, and inclusive mobility solutions.”



# Serving Nonprofits



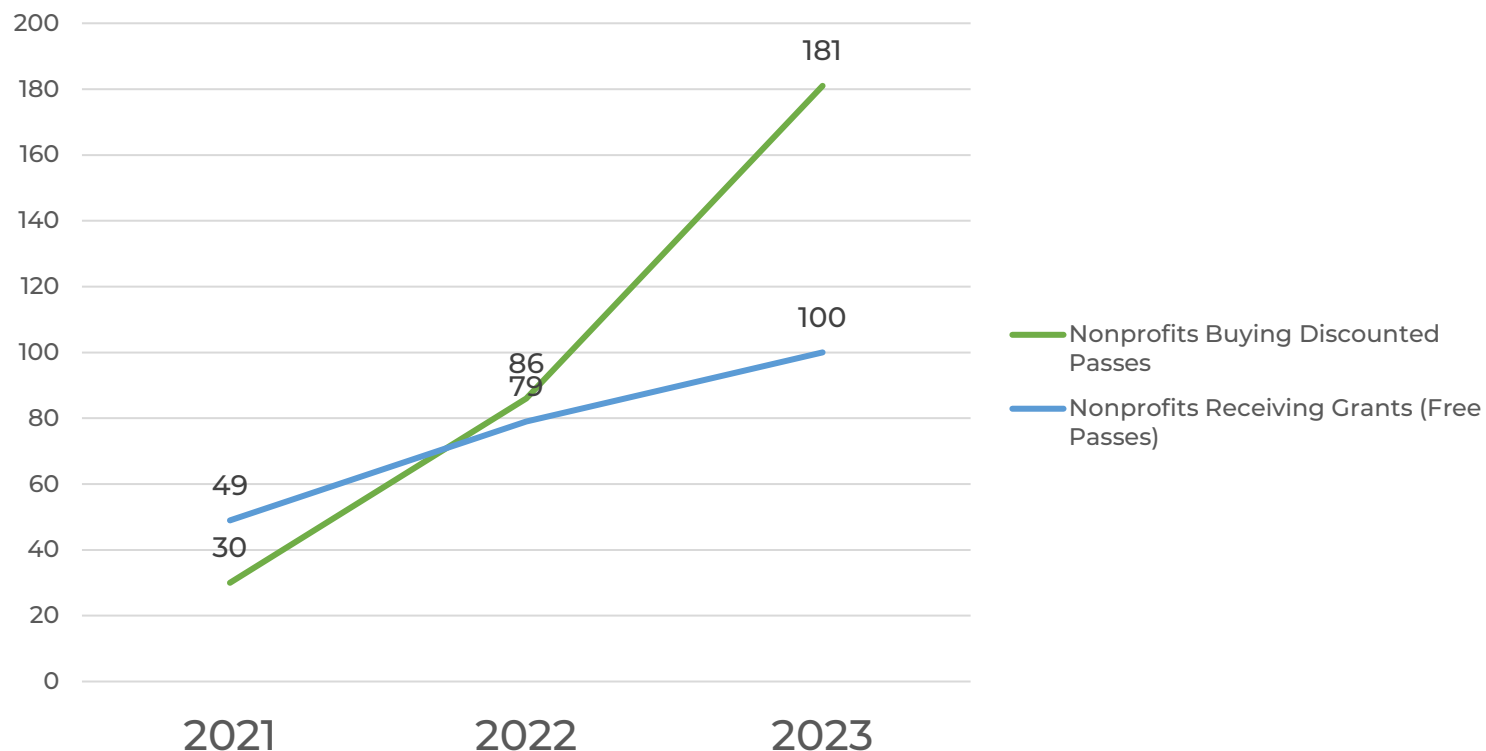
## Nonprofit Discount Program

Year	Fare Purchased at 50% Discount	Nonprofits Enrolled
2021	\$ 28,618	30
2022	\$ 52,219	86
2023	\$ 327,012	181

## Transportation Fare Grants

Year	Fare Value	Nonprofit Grantees
2021	\$ 149,412	49
2022	\$ 562,779	79
2023	\$ 339,030	100

Nonprofits Served by IndyGo Foundation



203 Unduplicated Organizations Served in 2023

## 2023 Recap

- January: Distributed 27,000 bus passes to 79 nonprofit organizations and relaunched the Nonprofit Discount program enabling organizations to purchase 50% off passes through the Foundation's website
- February: Sponsored free fare on February 4, Rosa Parks' birthday, in honor of Indianapolis' first Transit Equity Day
- April: Secured our second year of a \$500,000 cost share from the Indy Neighborhood Infrastructure Partnership to support construction of ADA accessible bus stops on the East Side
- June: Moved from CICF offices into IndyGo's West Campus
- August: Hired our 4<sup>th</sup> full time employee and a Graduate Assistant from the Lilly School of Philanthropy
- September: Net \$106,000 from our 3<sup>rd</sup> Annual Golf Outing
- November: AARP Indiana sponsored free fare on Election Day
- Our Director of Development resigned and the position is still open.
- December: IndyGo and IndyGo Foundation Boards approved an operating agreement defining the relationship between the entities.



## Profit & Loss (as of 1/22/24)

<u>Revenue</u>	<u>2024 Budget</u>	<u>2023 Actual</u>	<u>2022 Actual</u>
Contributed Income	\$1,399,000	\$1,015,037	\$704,362
Earned Income	\$145,000	\$194,589	-\$5,964
InKind	\$2,500	\$352,579	\$197,441
Total Revenue	\$1,546,500	\$1,562,205	\$895,840

<u>Expenditures</u>			
Payroll & Benefits	\$508,405	\$51,149	
Operations	\$75,470	\$31,837	\$8,269
Program Expenses	\$1,180,700	\$713,534	\$42,014
Contract Services	\$129,200	\$69,670	\$6,290
Events	\$24,400	\$20,642	\$1,467
InKind	\$2,500	\$352,579	\$197,441
Total Expenses	\$1,920,675	\$1,156,425	\$247,212
Net	-\$374,175	\$322,794	\$648,628

Net after Fund Transfer for previous grants received w/ expenses in current year	\$619,544	\$234,202	
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# Grantee Awards Celebration January 16, 2024



We distributed the 2023 grants last week. The event was hosted at IU Health and the grants were primarily funded by IU Health.

IU Health received IndyGo's 2023 Partnership Award, sponsored by the IndyGo Foundation.

## 2024: A Look Ahead



- 5 year Strategic Plan is underway with Taylor Advising.
- We will post the Corporate Giving Manager position to fill an opening.
- September 26: Golf Outing
- Next report to the IndyGo Board will be at the April meeting.

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## Risk and Safety Division Report – December 2023

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**To:** Chair and Board of Directors  
**Through:** Interim President/CEO Jennifer Pyrz  
**From:** Director of Risk and Safety Brian Clem  
**Date:** January 25, 2024

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### Risk and Safety

- The Risk and Safety Department continues to assist other divisions with the investigation and discovery of accidents and events resulting in injury. The information is shared with the IPTC training department and discussed with the operators of vehicle accidents during their retraining as scheduled. Through 2023, preventable accidents overall have decreased by 8.4% within all modes.
- IndyGo's Risk and Safety team member, TaMicheal Jackson performed the December 2023 IndyGo "Safety Blitz". The Safety Blitz program identifies risk and safety items to educate and communicate to all our employees about a specified topic. In December, the Blitz was performed to educate about being "Staying Safe During Winter Weather." The information is placed on the IndyGo internal web page, newsletter, safety communication bulletin boards, bus driver CAD screens, big screen TVs, and bus steering wheels the night before the event. Leadership and staff meet with drivers throughout the day of the blitz to be informative and engaging for IndyGo employees.
- Through December, Risk and Safety staff continued to meet with Insurance broker Aon to review the best possible strategy for 2024's insurance renewals. process and looking at the current market price increases with insurance premiums. IPTC staff has agreed to move to an Actual Cash Value of transit vehicles in place of a Replacement Value considering current market conditions for the property. This decision and cost-saving measure is forecasted to save nearly \$300,000 in premium yearly costs. The final renewal cost will be presented to the board in February once quotes and renewals are evaluated, and coverage is bound.
- Risk and Safety team members Brian Clem and Kevin Neumann met with a representative of Liberty Mutual Insurance in December for a site walkthrough of properties at 1501 W Washington St and 9503 E 33<sup>rd</sup> Street in preparation for a quote for property coverage. Liberty is interested in quoting property coverage at full limits thus reducing the need for a tower structure that has been needed in the past to cover the excess capacity of the prime underwriter Great America. This option, if available could reduce the premium amount even greater than what was predicted for 2024.

## December 2023 Safe Drivers Recognition



National Safety Council Safe Driver awards are the recognized trademark of professional drivers who have proven their skill in avoiding traffic collisions. They are the highest honor for professional safe driving performance. The following Operators are recognized for their safe driving for December and received the National Safety Council recognition patch, pin, and certificate.

<u>Operator</u>	<u>ID #</u>	<u>Years of Safe Driving</u>	<u>Years of Service</u>
<b>Bryan Gray</b>	2338	26	37
<b>Harry Fox</b>	1981	21	25
<b>Geneva Hartwell</b>	2581	14	25
<b>Adrian Lewis</b>	8192	14	14
<b>Beth Murray</b>	8218	10	14
<b>Samuel McGhee</b>	8482	8	10
<b>Lashanda McGhee</b>	8908	5	7
<b>Samuel Young</b>	9271	5	5
<b>Pierre Burnaugh</b>	9640	3	4
<b>Deborah Carter</b>	8953	2	6
<b>Desmond White</b>	9489	2	4

Safety is at the core of IndyGo's mission and values. We congratulate the above professional coach operators that have achieved this milestone. Your performance contributes to helping make public transportation safer each day.

***Congratulations and Thank You!***



## Public Transportation Agency Safety Plan (PTASP) Risk and Safety Key Performance Indicators (KPI):

**December 2023**

<b>Dec-23</b>								
<b>Annual Safety Performance Targets: for the Risk and Safety Department</b>								
Mode of Service	Fatalities (per 100k VRM)	Injuries - SS50 (per 100k VRM)	Safety Events - SS40 (per 100k VRM)	Operator Assaults (per 100k VRM)	Preventable Accidents (per 100k VRM)	Pedestrian Strikes (per 100k VRM)	Operator Injury	Near Miss Reporting (Average Reports per Month)
Fixed Route	0.00	0.52	0.69	0.34	3.62	0.00	1.03	1
Bus Rapid Transit (BRT)	0.00	0.00	1.72	0.00	3.44	0.00	0	
Para Transit	0.00	0.00	0.00	0.00	1.98	0.00	0	
All Modes of Service	0.00	0.41	0.68	0.16	3.25	0.00	0.81	1.00
2022 IndyGo Reported Data (All Modes)	0.00	0.36	0.77	0.10	2.54	0.10	0.06	19
2022 NTD Reported Data (All Modes) All Public Transportation Agencies in the United States	0.04	0.11	0.19	No Data	No Data	0.01	0.05	No Data
2023 Objective Targets (SPT)	0.00	0.34	0.73	0.10	2.41	0.10	0.06	20
2023 Risk and Safety Goals	Eliminate vehicle and employee fatalities	Reduce NTD Injuries to workers and passengers. 5% decrease from the prior year, <0.34.	Reduce NTD Safety Events. 5% decrease from the prior year, <0.73.	Target is ZERO Operator assaults. Have 5% decrease from the prior year, <0.10.	Reduce Preventable Accidents to the lowest acceptable level. 5% decrease from the prior year, <2.41.	Target is ZERO Pedestrian strikes with an IndyGo Vehicle. 5% decrease from the prior year, <0.10.	Reduce reported Operator Injuries from NTD SS40 and SS50 reported accidents. 5% decrease from the prior year, <0.06.	Increase the utilization of the Near Miss Reporting System. 5% increase from the prior year, >20.
SPT = Safety Performance Target								
VRM= Vehicle Revenue Mile								

**Fatalities:** Total number of reportable fatalities and rate per total vehicle revenue miles, by mode. FTA uses the National Transit Database (NTD) definition of fatality (death confirmed within 30 days) and excludes trespassing and suicide-related fatalities.

**Injuries:** Total number of reportable injuries and rate per total vehicle revenue miles, by mode. FTA uses the National Transit Database (NTD) definition of injury (harm to the person requiring immediate medical attention away from the scene).

**Safety Events:** Total number of reportable events and rate per total vehicle revenue miles, by mode. (Events as defined in §673.5) FTA uses the National Transit Database (NTD) major event threshold (events reported on the S&S 40 form).

**Operator Assaults:** Federal Transit Administration (FTA) defined key elements that comprise a Safety Management System (SMS) approach to preventing and mitigating transit worker assaults. Identify and examine the root causes and risk levels of assault to properly understand the scope of the problem and potential mitigation strategies.

**Preventable Accidents:** Defined by the National Safety Council as: “An occurrence involving an employer-owned or leased vehicle that results in an accident in which the driver in question failed to exercise every reasonable precaution to prevent it.”

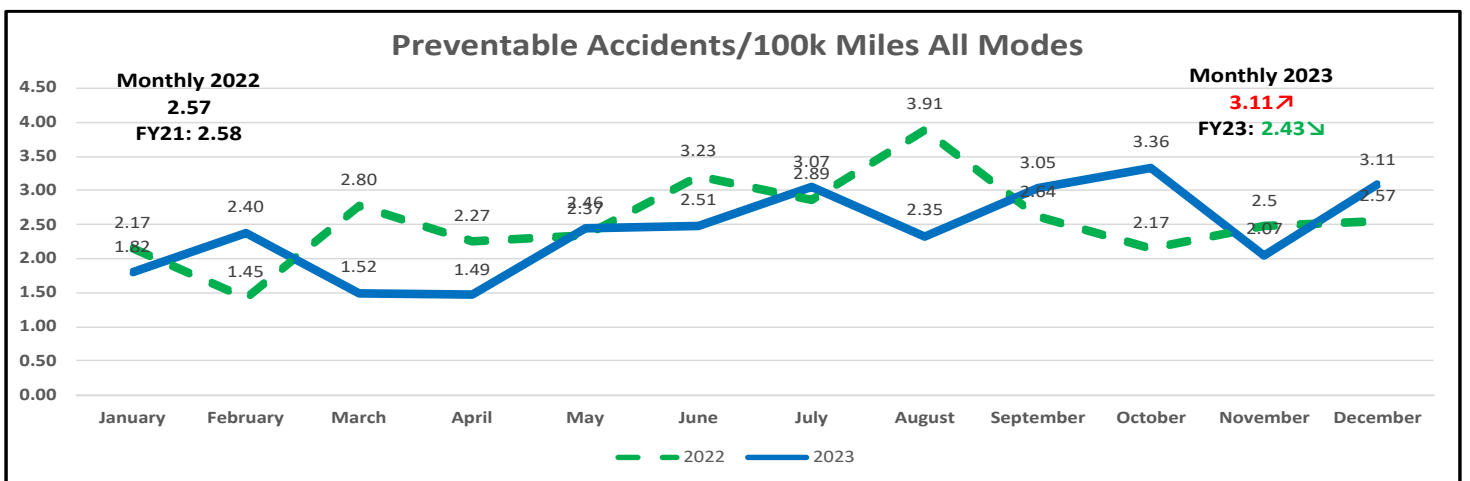
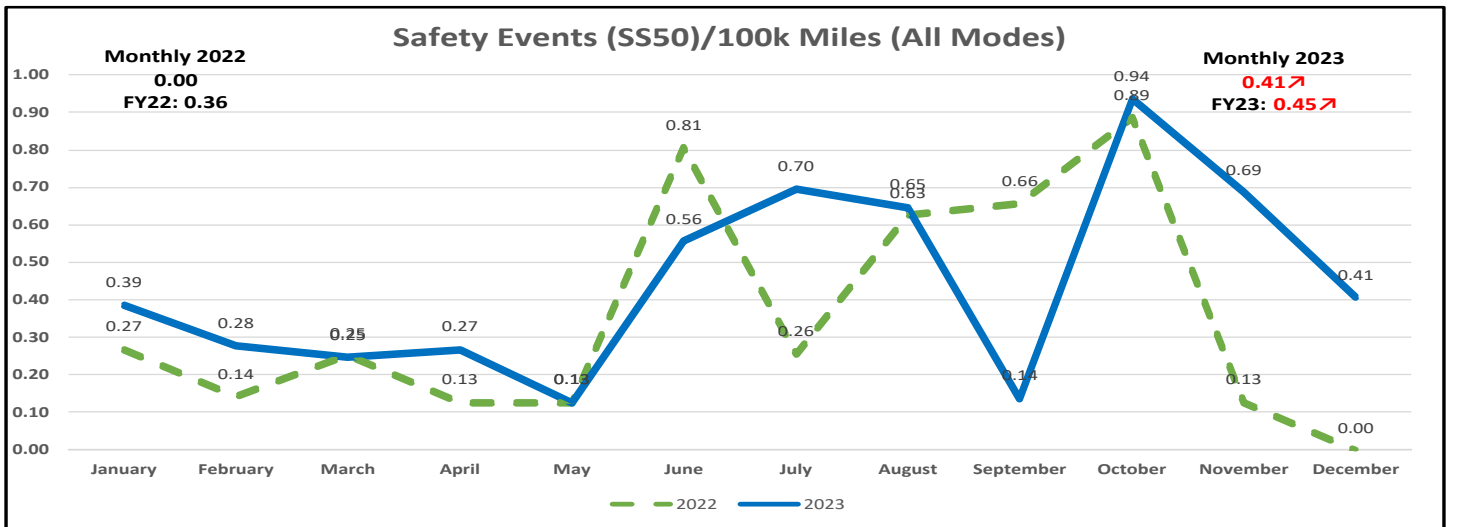
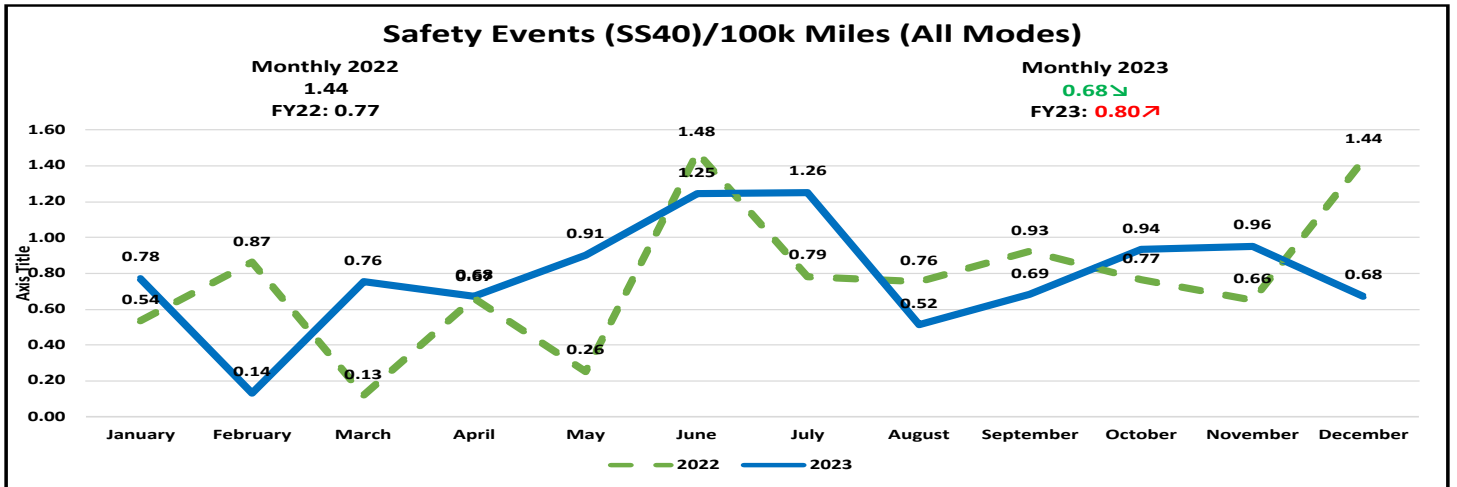
**Pedestrian Strikes:** The National Highway Traffic Safety Association (NHTSA) defines them as those involving one moving vehicle striking a pedestrian.

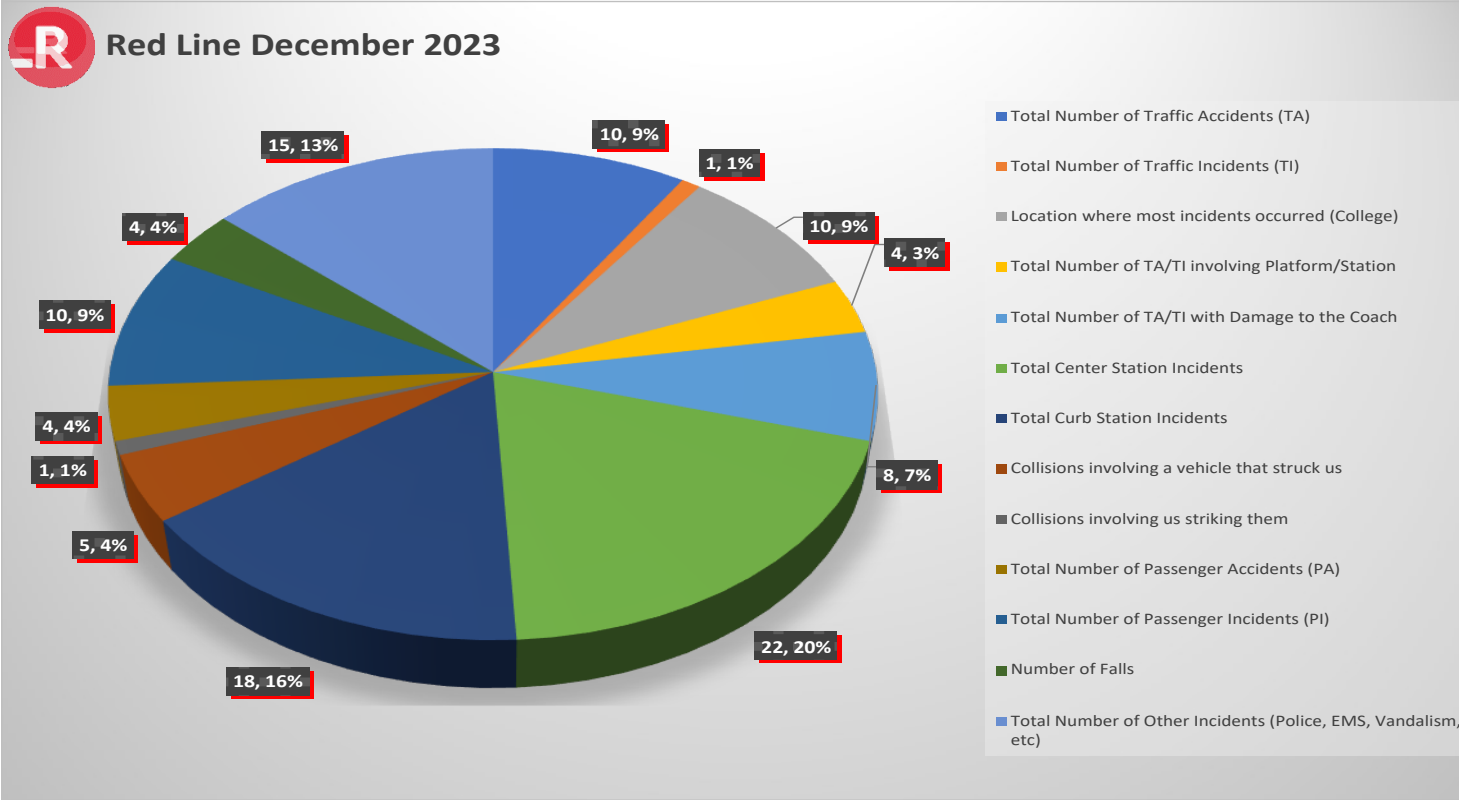
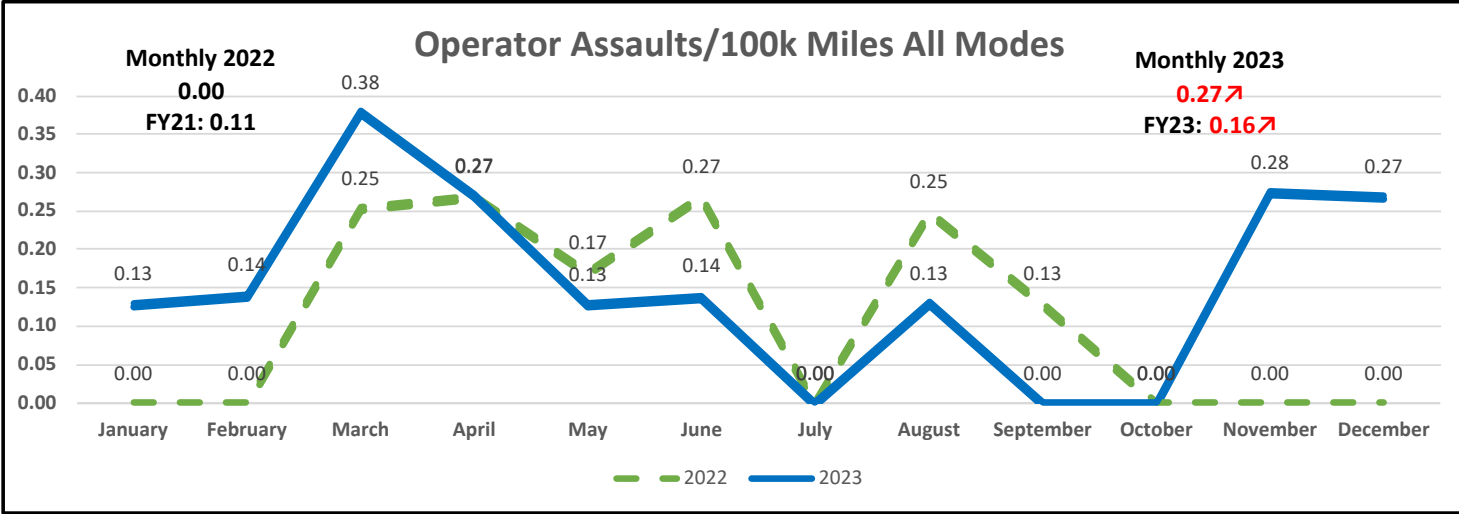
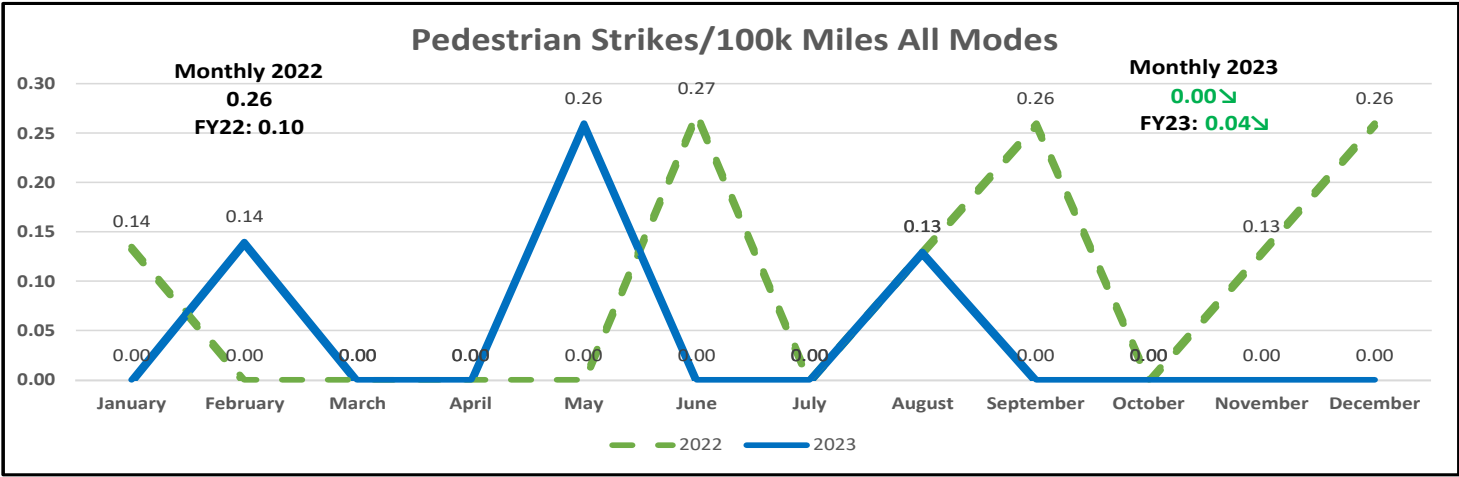
**Average Operator Injury Rate:** Reduce reported Operator injuries that lead to a Worker’s Compensation Claim being filed.

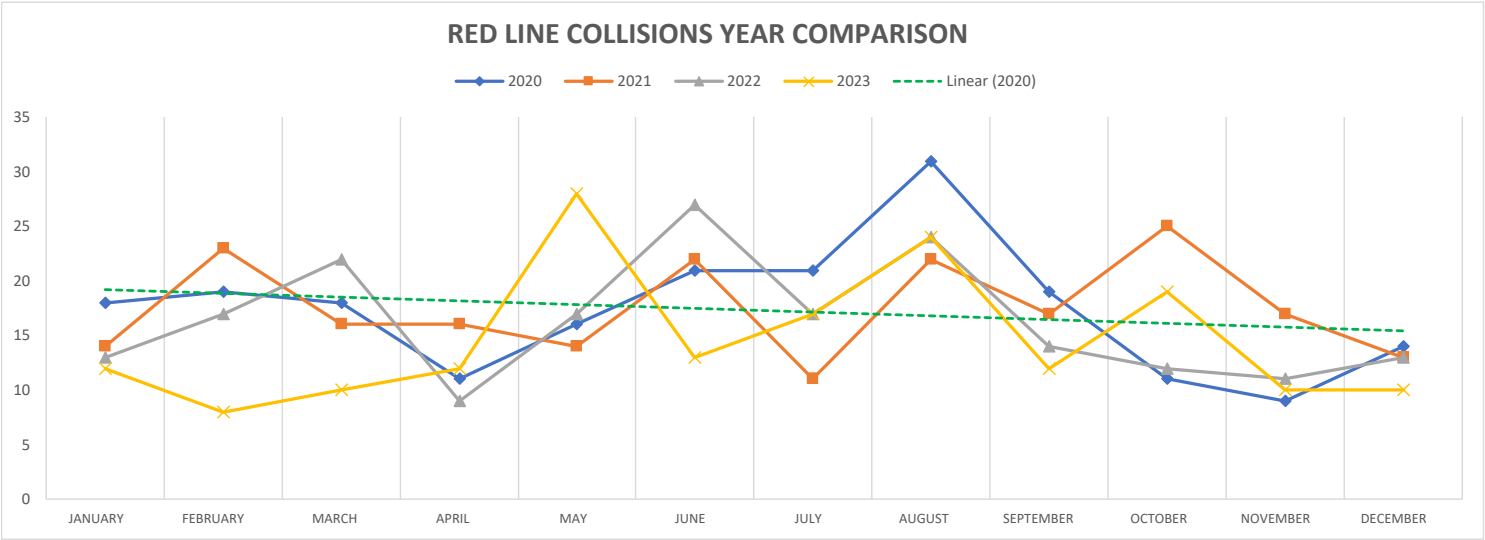
**Near Miss Safety Events:** A Near Miss is an unplanned event that did not result in injury, illness, or damage – but had the potential to do so. Only a fortunate break in the chain of events prevented an injury, fatality, or damage; in other words, a miss that was nonetheless very nearby. Increase the utilization of the IndyGo Near Miss Reporting System.

## Safety and Accident Data

December 2023 Compared to December 2022 Data All Modes:







End of Report

## Planning & Capital Projects Division Report – December 2023

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**To:** Chair and Board of Directors  
**Through:** Interim President/CEO Jennifer Pyrz  
**From:** Senior Director of Strategic Planning Brooke Thomas  
**Date:** January 25, 2024

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### **STRATEGIC PLANNING**

#### **Zero-Emission Vehicle Transition Plan**

A requirement of the FTA, IndyGo's ZEVTP will inform capital planning and the agency's fleet replacement program over the next several years. The scenario planning phase is complete. The team has produced lifecycle costs and a greenhouse gas emissions analysis for various scenarios. The project team is preparing for a stakeholder workshop in February, as well as an information session for board members in February or March. The board information item will mark the conclusion of the planning process.

#### **Service Planning**

Supported by on-call consulting teams, Strategic Planning and Service Planning continue to work together to create and refine several service plan scenarios to aid in: 1) the development of the East Campus Master Plan; 2) 2024 picks, including the October 2024 pick which is when the Purple Line is expected to launch, and 3) the full implementation of IndyGo's 2027 Transit Network.

#### **On-Call Grant Writing & Coordination, Capital Projects**

Staff still anticipates using the bulk of the remaining on-call grant writing contract dollars (RFQ 22-05-448) for grant writing as needed as well as a benefit cost analysis and corresponding narrative document for the *Rebuilding American Infrastructure with Sustainability and Equity* (RAISE) and with an application for the *Advanced Transportation Technology and Innovative* (ATTAIN) program. More on these future funding opportunities below.

#### **Future Funding Opportunities**

RAISE - The notice of funding opportunity was announced on November 30th. IndyGo's request will be in support of the Blue Line BRT capital investment project. The RAISE grant program is a discretionary grant program authorized under the Local and Regional Assistance Program in the Infrastructure Investment and Jobs Act, also referred to as the Bipartisan Infrastructure. RAISE grant requests must include a detailed benefit cost analysis, which IndyGo will complete under its on-call grant writing support contract with HNTB.

CPRG - The Climate Pollution Reduction Grants (CPRG) program provides funding to qualifying government agencies to "develop and implement ambitious plans for reducing greenhouse gas emissions and other harmful air pollution." The CPRG is administered by the Environmental Protection Agency. Authorized under the Inflation Reduction Act, this is a competitive discretionary program for implementing programs/projects. This opportunity follows a planning process, in which the Indianapolis region was awarded funding in 2022 with completion of the planning process in early 2024. This program requires a single regional grant request. The Central Indiana Regional Development Authority (CIRDA), with support from the IMPO, has assumed this role of coordinator and applicant. IndyGo anticipates submitting a funding request related to the Blue Line to CIRDA for their consideration as part of the regional funding application that they alone will submit to the EPA.

ATTAIN - ATTAIN is designed to support projects that improve the efficiency and mobility experience of the transportation network through advanced technology. IndyGo applied for funding for automatic bus docking technology through the grant program that preceded this one. That request was not funded. For its FY2023/FY2024 application, IndyGo is submitting a transit signal priority (TSP) project. Specifically, IndyGo is requesting funds to support three of the

five years of deployment of TSP at priority intersections, as identified through a recent study, *IndyGo Local Routes Transit Signal Priority Study*, which was finalized in January 2024.

### **Regional Mobility Integration**

Section 5307 - The Section 5307 program continues to mature, with all subrecipients having submitted reimbursements for operations to this point. New grant agreements for CY2024 service were distributed and all but one (Hancock County) has been executed. Each agreement will reflect higher grant amounts than would otherwise be expected. The increase is due to the infusion of BIL funding. Onsite visits were completed and the IndyGo staff are working to finish the compliance reviews. In an effort to ensure compliance, IndyGo participated in a mock review, conducted by compliance staff at RLS and Associates. In general, IndyGo was given high marks for its diligence and good faith efforts. There were specific deficiencies and advised changes. IndyGo staff will work to address the identified shortcomings.

Section 5310, 2023 Call for Projects - The Section 5310 formula funding program supports projects that serve individuals with disabilities and seniors. IndyGo is the designated recipient in the Indianapolis urban area, with responsibilities of distribution of funds and oversight. Because of vehicle pricing fluctuation, IndyGo cancelled the 2022 Call for Projects (CFP). Monies set-aside for the 2022 CFP was carried forward to the next CFP. Due to factors outside IndyGo's control, the 2023 CFP was delayed until December. Because of this delay, funds intended for the CY2022, 2023, and 2024 call for projects have been combined into one large CFP. This most recent call for projects opened on December 15, 2023 and will close on February 9, 2024. The anticipated amount of federal funding for award is \$1.8 million.

Section 5339, 2023 Call for Projects - As part of the rural to urban transition, Section 5339 monies will now include a discretionary portion for subrecipients. The amount is anticipated to be \$400,000 per year and can only be used to cover capital expenses. A CY2022 CFP was cancelled but the CY2023 CFP will move forward with monies from CY2022, CY2023, and CY2024. The anticipated amount for award is \$1.2 million. IndyGo issued formal notice of the Section 5339 CFP in December 2024.

## **ENGINEERING & CONSTRUCTION**

### **Blue Line BRT**

The design team, led by WSP, submitted 90% design drawings on November 1, 2023. Review of these drawings is currently being conducted by staff from IndyGo, IndyGo's construction management firm, and partner agencies. NEPA documentation is being reviewed by FTA and NEPA approval is expected in early March 2024.

IndyGo continues public outreach and conversations with the public, businesses, residents, and neighborhood organizations. A recent meeting was held with Irvington residents, at their request, with follow-up meetings planned over the next couple of months. A contractor informational meeting is scheduled for January 18, 2024.

In August, IndyGo submitted to FTA an updated project for scoring and evaluation. FTA is still reviewing IndyGo's submission but is expected to issue an updated score and make funding recommendations over the next few months.

### **Purple Line BRT**

Construction of the Purple Line bus rapid transit corridor began in January 2022 and is on track to be completed in the fall of 2024. The construction management team and IndyGo staff continue to meet weekly with contractors and stakeholders to monitor, communicate, and manage the overall project. In the meantime, pavement and pedestrian accessibility improvements continue along 38th Street and Post Road. The first fourteen stations are complete from finish grade and below. The contractor has also mounted steel structures and has begun roof installation at the Terminus, Orchard, State Fair, Franklin, Alsace, Sherman, Arthington, Emerson, and Richardt stations. Weekly emails are being sent to stakeholders to keep residents and business owners abreast of upcoming construction impacts. The major closure to reconstruct the westbound lanes of 38th Street between Emerson Avenue and Shadeland Avenue has been opened to allow for two-way traffic, work in this corridor has been shifted to the eastbound lanes.

### **Red Line Traffic Control Modification**

Once installed, the traffic control modifications along the Red Line BRT corridor will provide audible messages to pedestrians needing assistance in knowing when to cross the street. This project also includes the installation of new traffic warning signs along Capitol Avenue. The construction contract was awarded to our contractor, Midwestern Electric. Work began in mid-August 2023 and will be completed by mid-2024. They are currently ahead of schedule, and the work is projected to be completed in the first quarter of 2024.

### **Rural Street Bridge Project**

Design consultant Lochmueller Group continues drainage coordination with DPW and CEG and is addressing 60% design plans review comments and will submit 95% plans in Q1 2024. Coordination will continue with CSX and utilities on design submittals. Design is expected to be finalized in late Q1 2024.

### **Transit Signal Prioritization (TSP)**

IndyGo is currently working with Burgess & Niple, Inc. to identify priority locations for implementation of the desired Transit Signal Prioritization, or TSP, solution throughout the local route network. A draft report has been submitted and has been reviewed by the IndyGo team. This report will guide implementations over the next several years and should be completed this month. An informational item summarizing the implementation plan and proposed build out on the local route network is planned for March 2024.

IndyGo is working with Kimley Horn & Associates to implement the Purple Line TSP. Implementation is planned to align with the Purple Line revenue start date. The project includes innovative and cutting-edge approaches to quantify benefits of the TSP system. IndyGo is coordinating with DPW regularly on this project. Plans are underway to improve the TSP system along the Red Line over the next 6-12 months using Kimley Horn's software.

### **Super Stops Phase II**

IndyGo was able to leverage local dollars to obtain an FTA Bus & Bus Facilities Grant dollars to fund this final phase of Super Stop improvements. The total project budget is just over \$2.9 million, of which IndyGo is responsible for paying less than \$590,000. Construction of six additional Super Stops locations on Alabama, Fort Wayne, and Vermont streets downtown began in June 2023 and was substantially completed in Q4 2023. Final closeout is underway in early 2024 with our contractor, OLCO. A separate contractor, Shuck Corporation, still needs to complete installation of benches and shelters. All stops are operational in the meantime.

### **Lafayette Road Local Stop Improvements**

IndyGo applied for and was awarded up to \$500,000 through the 2022 City of Indianapolis' Indy Neighborhood Infrastructure Partnership (INIP) to construct ADA-compliant bus stops and pedestrian crossings along Lafayette Road between 16th Street and 30th Street. Lochmueller Group is the lead designer through IndyGo's existing on-call engineering design contract. This project, along with two other local bus stop improvement design packages, were consolidated and bid as a single project renamed "Local Bus Stop Improvements 2024 Construction," which includes a total of 56 bus stops to be improved in addition to the traffic signal improvements. Shuck Corporation was the low bidder and was awarded the construction contract in November 2023. Construction is anticipated to begin in early 2024 and be completed by late 2024.

### **CTC Inductive Charging for Purple Line**

WSP is preparing 60% design plans for a submittal in January 2024 for inductive charging pads to be installed at the CTC. Early procurements to procure a panel board and Induct Charger completed and should be delivered this summer. Construction anticipated late summer and completed in the fall of 2024 ahead of the launch of the Purple Line BRT route.

### **CTC Washington Street BRT Docking**

IndyGo desires to add two 60' bus bays on the E Washington Street frontage of the Julia M. Carson Transit Center facility location. Design begins this month and is anticipated to be completed in August 2024. Construction would take place as early as 2025.

## **FACILITY PROJECTS**

### **CTC Raingarden Handrails**

Shop drawings and fabrication are underway for installation of handrails around the rain gardens at the CTC. Site work is set to begin January 2024 and be completed by April 2024.

### **East Campus Master Plan**

Staff anticipates that the East Campus Master Plan will be substantially complete before the end of the first quarter of CY2024. The Phase II environmental site assessment is complete, and the final report was issued on December 13, 2023. On January 10, 2024, IndyGo received a favorable determination from the US Army Corps of Engineers. The determination found there are no federal regulated "waters of the US" [wetlands] on the proposed expansion site and that a permit under Section 404 of the Clean Water Act is not required for future development. Both are important

milestones for satisfying the federal NEPA process and informing the site evaluation process for acquisition and development of the Expansion Site.

#### **Mobility Solutions Center Fleet Parking**

Parking for employees and paratransit vehicles is currently limited at the Mobility Solutions Center. Staff continue to work on the development of a surface parking lot sufficient to park more transit vehicles on site. Woolpert, the engineering and design consultant, is scheduled to complete the site survey, design and cost estimate by the end of January 2024. Once complete, Staff will review and consider this project against other development options for this site. IndyGo's capital planning and projects team continues to work with the Public Affairs team to ensure that IndyGo adheres to our commitment to commission artwork for the outside dumpster enclosure prior to making improvements to the property.

#### **West Campus Electric Charging Stations for Purple Line**

This project [Phase 1] is for 12 new electric charging stations, to serve BRT Purple Line electric buses, to be installed at the West Campus garage. In November 2023, WSP completed final plans and specifications for this project. In December 2023, the Board approved a contract with Miller-Eads for installation of these chargers. Facility Team is working on scheduling; however, IndyGo has received some, but not all, of the chargers.

This project includes a second phase of work to prepare a new area within the garage for BYD chargers and relocating some chargers into this new area. Staff are engaging A&E services for this second phase of the project.

#### **West Campus Garage Repairs and Renovations Project**

Capital Planning and Facility Maintenance teams have put together a project to address several wall repairs and renovations in the garage, along with installation of a new diesel fuel line. Several garage walls have visible stair step cracking, with signs of some settlement, which need to be assessed and repaired. This project award also includes demolition of two existing CMU walls to accommodate 60' bus turn radius into bays. Having obtained Board approval in December, engineering and design services have been engaged and services commenced. Project is scheduled for public bidding in June 2024.

#### **Julia M. Carson Transit Center Camera Upgrade Project**

Capital Planning is working with Safety, Security, and Training to replace and upgrade security cameras at the Julia Carson Transit Center. CTC is currently equipped with 65 single-point cameras which were installed as part of original construction. Single-point camera coverage is limited, with security monitoring identifying multiple blind spots at CTC. This project will replace existing single-point cameras with new 180° and 360° cameras, today's technology, which will improve security monitoring coverage at CTC. Capital Planning is working with on-call engineer to develop scope, schedule, and cost estimates for this project.

#### **Upcoming Facility Projects**

Other upcoming facility projects include:

- Evaluating masonry, windows, and door repairs for W. Campus, specifically historic Duesenberg building, and permitting requirements.
- Evaluating interior renovations for Julia Carson Center, including new public restrooms and other improvements, informed by recent BRT Docking Study.

Respectfully submitted,

**Brooke Thomas, AICP**

Interim Chief Development Officer & Senior Director of Strategic Planning





Indianapolis Public Transportation Corporation  
dba IndyGo  
1501 W. Washington Street  
Indianapolis, IN 46222  
[www.IndyGo.net](http://www.IndyGo.net)

## Public Affairs Division Report – December 2023

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**To:** Chair and Board of Directors  
**Through:** Interim President/CEO Jennifer Pyrz  
**From:** Chief Public Affairs Officer Lesley Gordon  
**Date:** January 25, 2024

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### CONSIDERATION OF PUBLIC AFFAIRS REPORT FOR December 2023

**ISSUE:**

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

**RECOMMENDATION:**

Receive the report.

Lesley Gordon  
Chief Public Affairs Officer

Attachments

Contributing Staff includes:

Lesley Gordon, Chief Public Affairs Officer  
Carrie Black, Director of Communications  
Jordan Patterson, Special Programs Manager  
Ashlynn Neumeyer, Communications Specialist  
Ashley Wright, Creative Design Specialist  
Ari Kasle, Head of Digital Media



# December 2023 *Board Report*





## INDYGO.NET WEBSITE STATISTICS:

# 12/1/2023-12/31/2023

Page Views	179,520
Bounce Rate	44%
New Users	32,136
Average Pa-geviews Per User	5.59
Total Sessions	81,585
Total Monthly Sessions Comparison to Previous Year	(Down) 3%

### Mobile Share

Date	Mobile	Desktop	Tablet
Dec-23	68%	30%	2%
Nov-23	70%	29%	1%
Oct-23	72%	26%	2%
Sept-23	83%	16%	1%
Aug-23	83%	16%	1%
July-23	83.1%	15.8%	1.1%
June-23	83.3%	15.4%	1.3%
May-23	83.1%	15.9%	1.00%
April-23	82.92%	15.92%	1.16%
Mar-23	81.41%	17.47%	1.00%
Feb-23	82.06%	19.15%	1.00%
Jan-23	82.35%	16.65%	1.00%
Dec-22	84.16%	19.15%	1.00%
Nov-22	83.32%	15.60%	1.08%
Oct-22	82.56%	16.06%	0.84%
Sept-22	82.31%	16.76%	0.93%
Aug-22	83.15%	15.96%	0.89%

## Media Mention Highlights

**State Sen. Freeman to challenge IndyGo dedicated bus lanes**

Friday, December 15, 2023 11:29 AM EST  
By Taylor Watkins, Indianapolis Business Journal

**MOST POPULAR STORIES**

- Indy-based company launches women-focused leadership mentoring network
- Supreme Court declines to hear Indiana transgender bathroom case
- Northeast Indiana manufacturer names new CEO
- Centex, Hovser Hills credit unions to merge
- Evansville's New Tech Institute High School makes mid-year move
- Lafayette youth not-for-profit receives \$41K grant

**PERSPECTIVES**

**Blue Line open houses aim to reach residents and businesses before construction**

DECEMBER 5, 2023

JILL SHERIDAN

IndyGo is hosting a series of open houses this week to give residents a chance to check out plans for the Blue Line. The line will be Indianapolis's third bus rapid transit, or BRT, route. It follows the launch of the Red Line, and the Purple Line is under construction now.

The Blue Line will provide faster service across the city from Cumberland to the Indianapolis International Airport. Planning for the line is almost complete, and IndyGo Chief Public Affairs Officer Lesley Gordon said they are taking it to the public.

"We're really trying to get feedback from neighbors and business owners so that we make sure we understand how their customers access their business, how neighbors get to their homes. So when we build out that construction plan, it's accessible and inclusive of the community," Gordon said.

**LOCAL NEWS**

- PUBLIC AFFAIRS
- EDUCATION
- HEALTH
- ARTS & CULTURE

**IndyGo CEO resigns, interim successor appointed**

by Austin Hanson  
Posted: Dec 1, 2023 / 6:03 PM EST  
Updated: Dec 1, 2023 / 9:03 PM EST

**PERMANENT GOVERNMENT**

- LOCAL NEWS
- INDIANA
- U.S. NEWS
- CRIME & SAFETY
- COVID-19

**INDIANAPOLIS** — IndyGo president and CEO Inez Evans is resigning from her current position.

According to a press release, Evans told IndyGo officials that she plans to step away from the organization on Dec. 31. The IndyGo Board of Directors is poised to accept her resignation at a Dec. 14 meeting.

IndyGo has indicated that Jennifer Pyrz will serve as its interim CEO until a permanent replacement for Evans is found.

"Ms. Evans' unwavering leadership and unparalleled expertise made her a true trailblazer," IndyGo board member Mary Ann Fagan said via release. "She will leave an indelible mark on Indianapolis. The IndyGo Board and the agency's leadership are committed to uplifting her during this time of transition.

"We are grateful to Jennifer Pyrz for stepping in as interim CEO. She understands this agency and the vital service the IndyGo team provides to the city of Indianapolis, and we have no doubt she will continue the positive trajectory of the journey we've been on."

**Broad Ripple bars getting ready for the rush of New Year's Eve**

Published 2 weeks ago on December 31, 2023

By Natasha Pearson  
Editor

**LOCAL NEWS**

- LOCAL NEWS
- INDIANA
- U.S. NEWS
- CRIME & SAFETY
- COVID-19

Indianapolis, Indiana – While you're organizing your New Year's Eve plans, bar managers and law enforcement are preparing for an eventful evening.

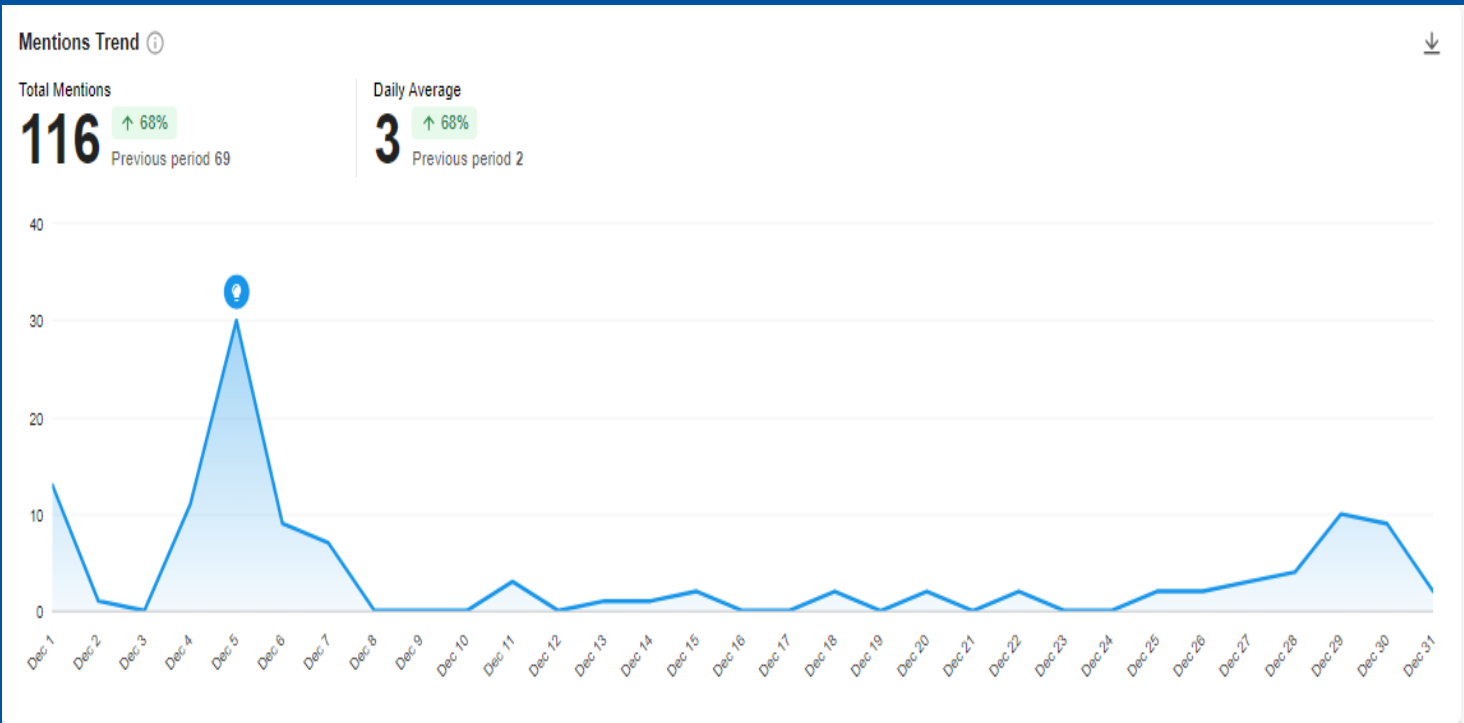
There are many bars in Broad Ripple for individuals who are over 21 and intend to count down

## Topics Include:

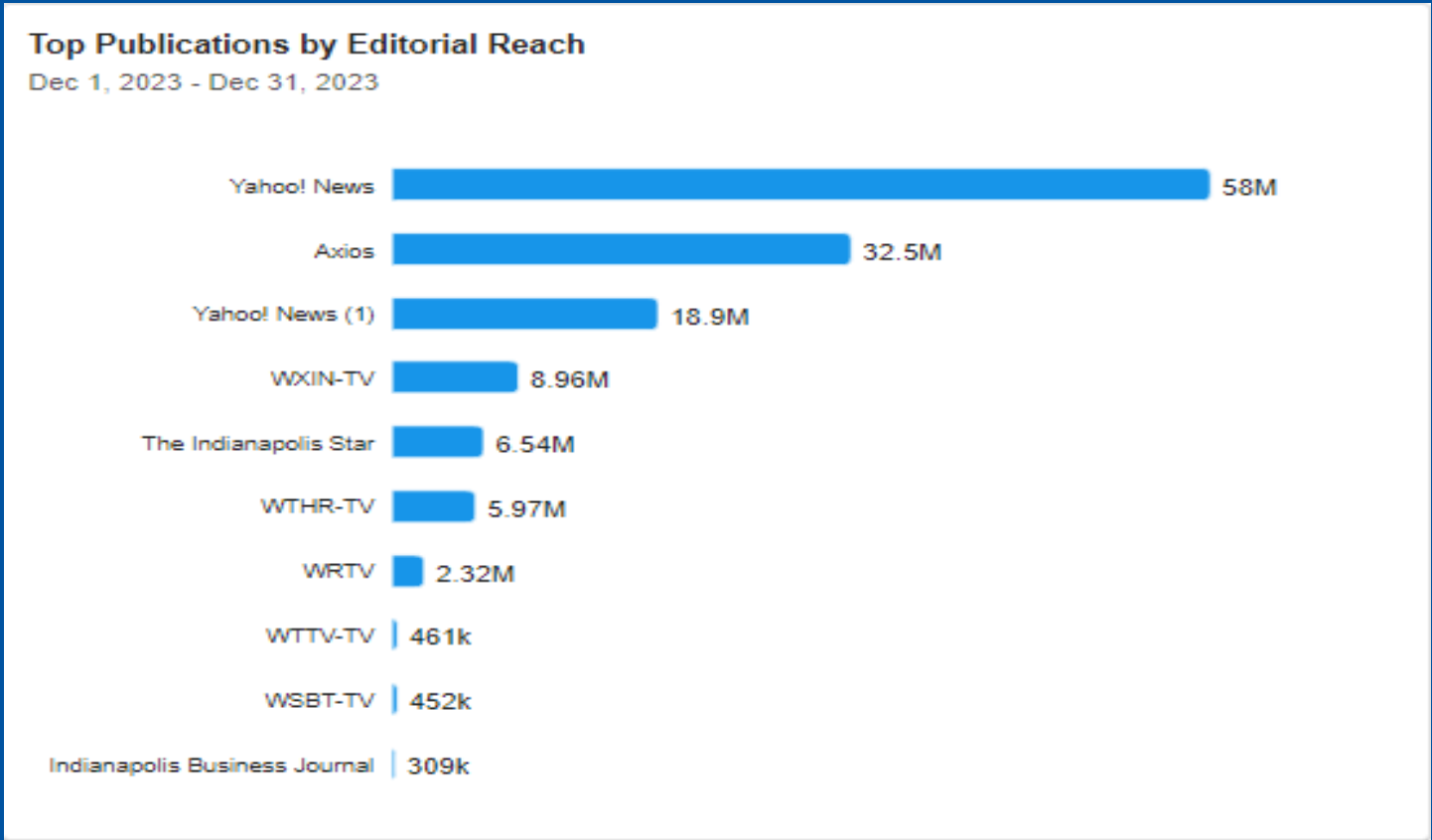
Media coverage for December 2023 was heavily focused on Inez Evans' resignation from the agency, Blue Line outreach and opposition from the statehouse and free rides for the holidays. The most popular story was Senate Bill 52 being filed to ban IndyGo from using dedicated bus lanes in its Bus Rapid Transit (BRT) projects, such as the Blue Line. A variety of news stations communicated the bill's filing, with at least 21 mentions across media platforms.

Another topic discussed was IndyGo hosting its Blue Line open houses Dec. 5-7 as it neared design completion for the project. Through these meetings, IndyGo sought feedback on how to better understand business and residential property access and ways to reduce the overall impacts during construction. It also looked to gain public input on the Blue Line project's effects on the recognized public recreational properties of Indianola Park, Willard Park, Pleasant Run Trail and Browns Corner Park, in accordance with 23 CFR 774.5. Media ran this story at least 16 times. Yet another story of interest was Inez Evans resigning from the agency after nearly five years at the helm. At the December board meeting, IndyGo's Board of Directors formally appointed Jennifer Pyrz to serve as interim president and CEO until the appointment of a new, permanent CEO. The agency thanked Evans for her service and shared how Pyrz is well-positioned to continue IndyGo's successful track record as its leader. This was mentioned at least 12 times in the media last month. Finally, IndyGo offering free rides for Christmas Day and New Year's Eve after 8 p.m. was shared nearly 10 times throughout the month. Altogether, IndyGo was mentioned more than 115 times in the media in December.

Here’s a brief coverage summary:



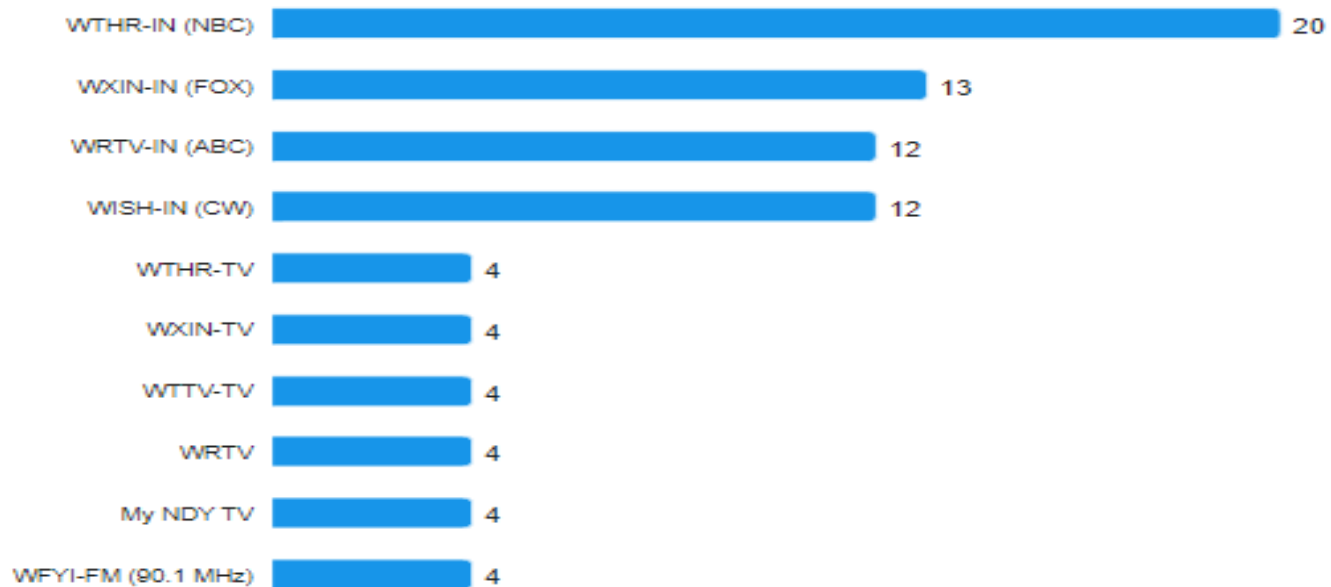
The graph below shows the top media outlets that published stories about IndyGo in December and the total potential viewership for each station or publication.



The graph below shows the media outlets that mentioned IndyGo the most during December.

### Top Publications by Volume

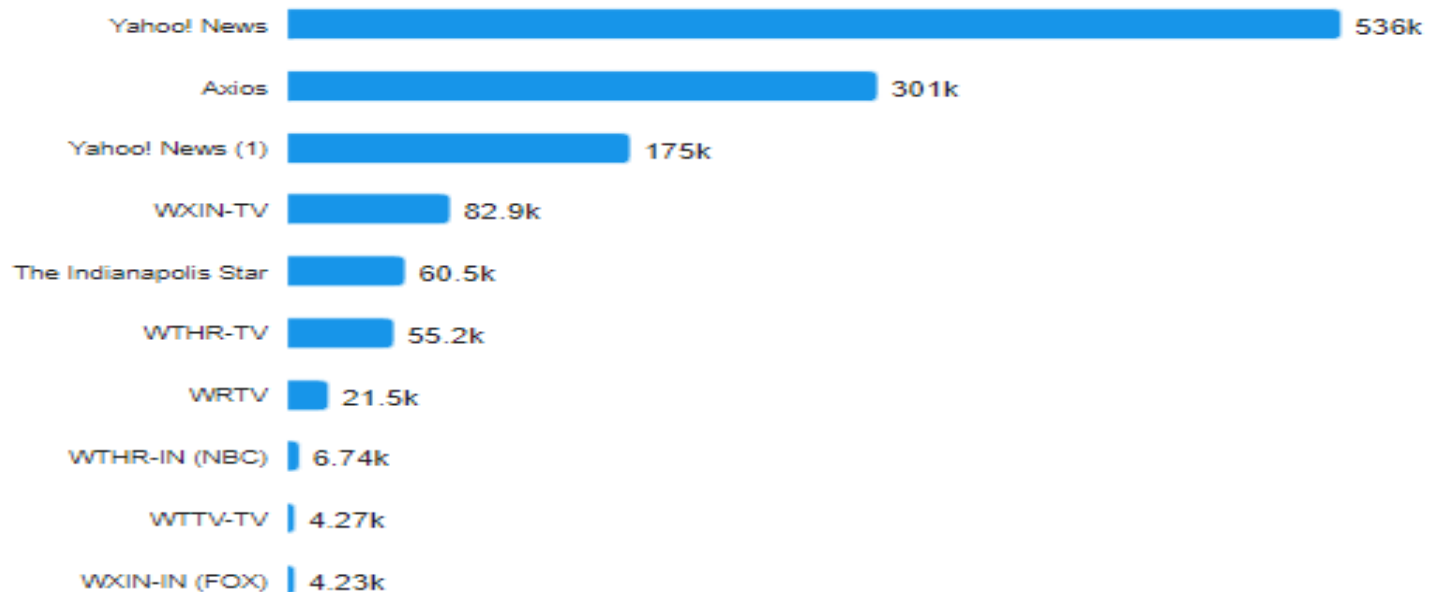
Dec 1, 2023 - Dec 31, 2023



The graph below shows the earned media value for IndyGo's top news publications. The total equivalent cost of this exposure last month, if the agency were to pay for it, would be approximately \$1,247,340.

### Top Publications by AVE

Dec 1, 2023 - Dec 31, 2023

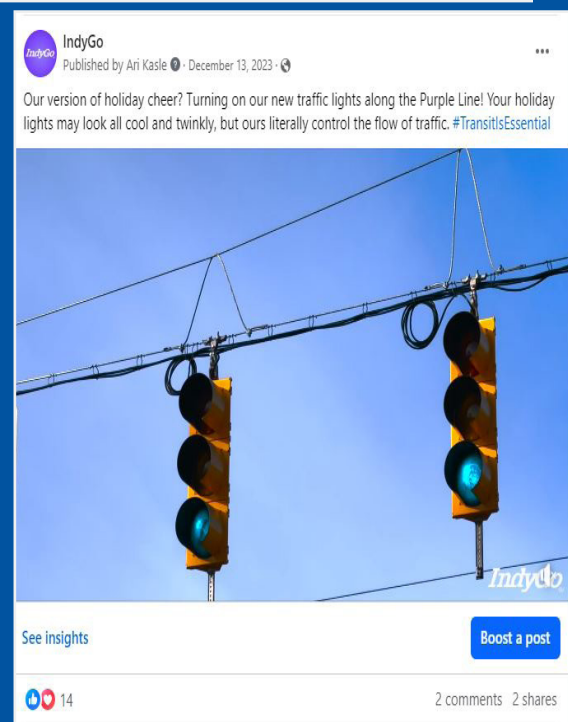
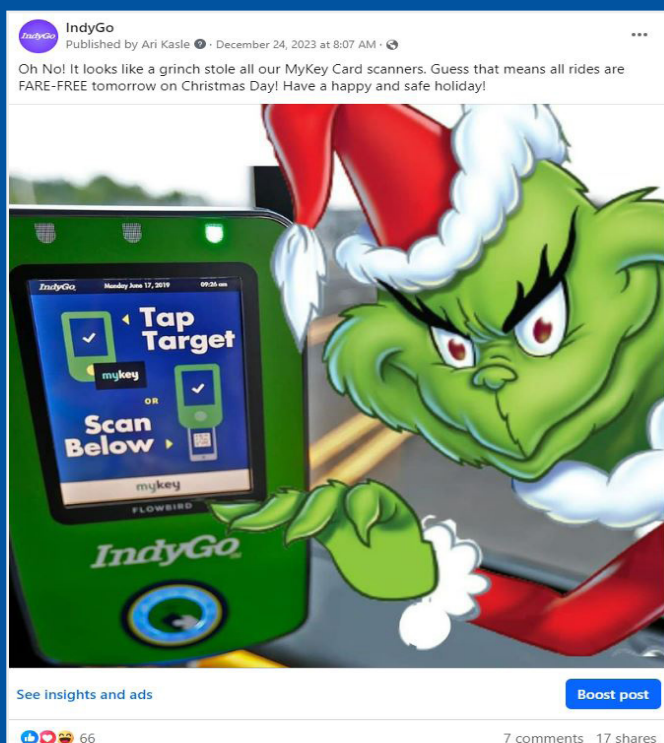
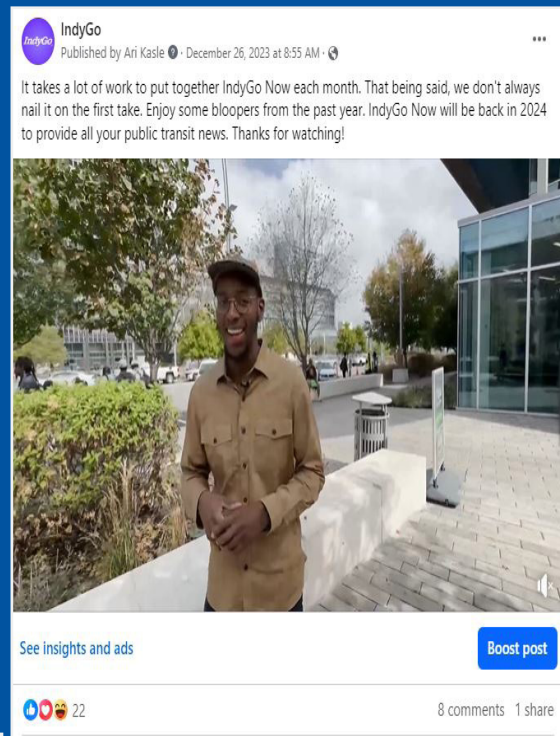
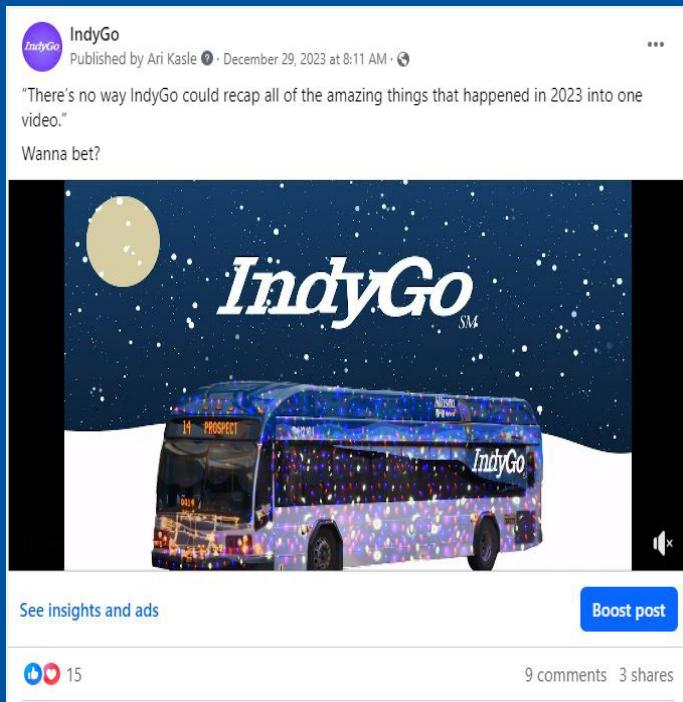




## Social Performance:

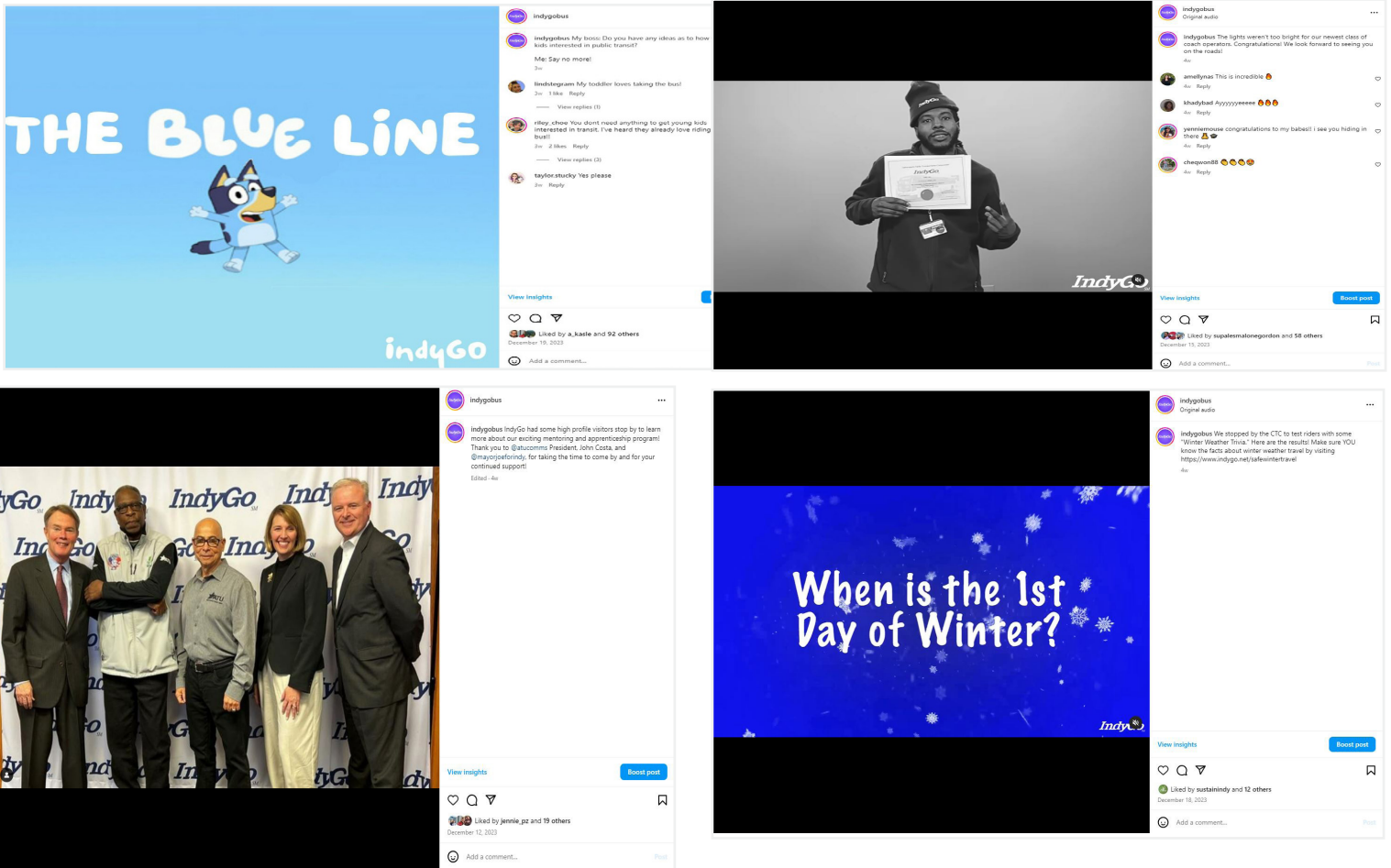
### Facebook

- Had a total of 69,300 impressions
- 5,580 post engagements
- 11,785 page likes
- 12,814 current followers



## Instagram

- Generated 19,800 impressions
- 1,128 total engagements (1,000 more than November)
- 5.6% engagement rate (0.5% higher than November)
- 4,088 current followers (86 more than in November)



## Twitter

- Had a total of 73,100 organic impressions
- Earned an average of 2,400 impressions per day
- 93 retweets, 648 likes, 51 replies, 55 link clicks, 3.6% engagement rate
- 6,695 current followers (15 more than in November)

**IndyGo** @IndyGoBus · Dec 11, 2023 Promote ...

Are these pics of one of the Great Lakes? Nope, it's street flooding in Irvington. Thankfully the infrastructure improvements created by the Blue Line will fix it! [indygo.net/blue-line/](https://indygo.net/blue-line/) #TransitIsEssential



**IndyGo** @IndyGoBus · Dec 21, 2023 Promote ...

Indianapolis has a rich and proud history of public transit. Don't ever forget it. Happy Throwback Thursday!



2 1 14 752

**IndyGo** @IndyGoBus · Dec 5, 2023 Promote ...

My boss: What is that?

Me: It's a bus on a plus. I think people will get it.

My boss: Nobody is going to get it.

Alright, transit twitter, prove me right!



**IndyGo** @IndyGoBus · Dec 4, 2023 Promote ...

Cold and flu season is here, so we created a scientifically accurate depiction of how the Lumin-Air filtration system on each IndyGo bus helps keep our riders safe.

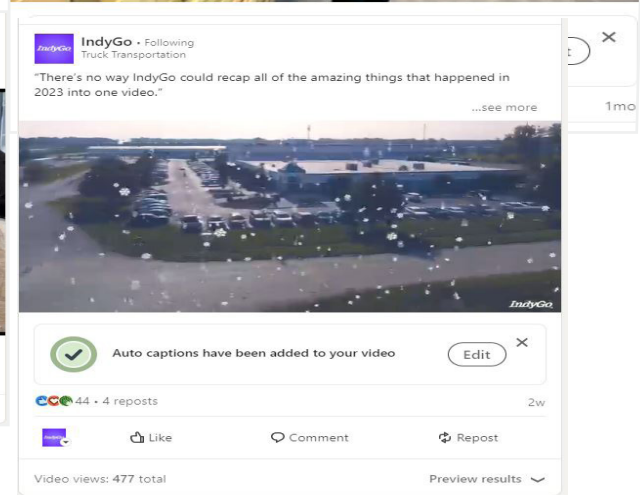
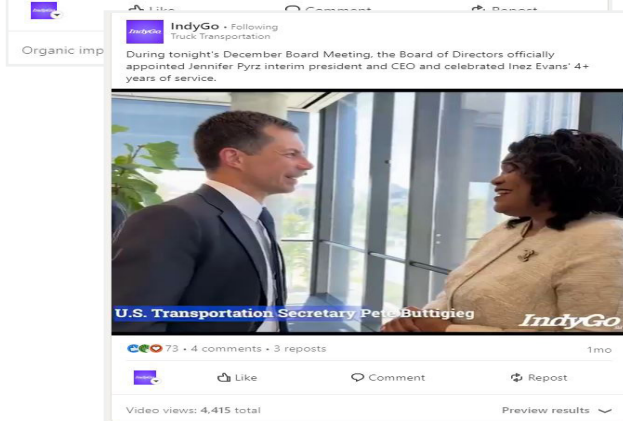


3 11 2.1K



## LinkedIn

- Generated 13,000 impressions
- 1,010 total engagements 7.7% engagement rate
- 39 new followers; 3,634 total followers

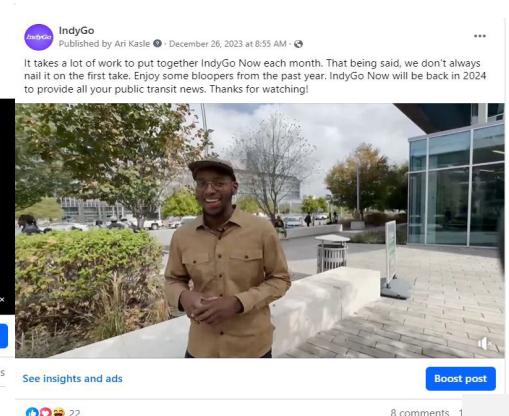
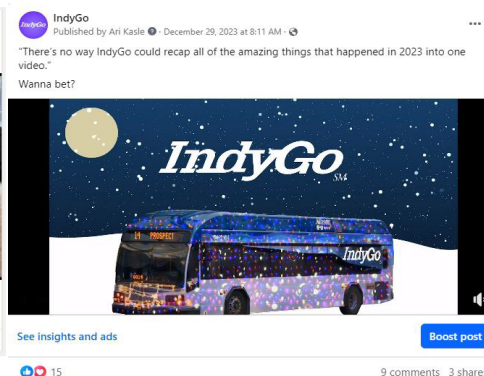
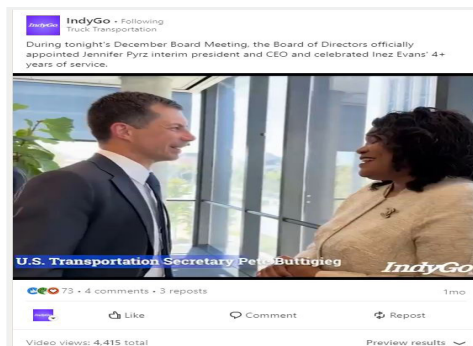


## Video Data

Total Views in December: 29,532

### Top 3 December Videos

- Inez Goodbye- 7,085 total views
- Year in Review- 3,762 total views
- IndyGo Now Bloopers- 3,635 total views



## Email Marketing:

### NEWSLETTER

- 10,565 recipients (126 more than November)
- 2.4% CTR
- 4.73% open rate

**INSIDE** *IndyGo* SM

**December 2023**

**IndyGo Celebrates the Season of Giving with Free Rides for the Holidays**

During the season of giving, IndyGo is showing its thanks to riders by giving back and providing fare-free service Christmas Day and New Year's Eve after 8 p.m. Fixed route and IndyGo Access services will follow Sunday schedules on Christmas Day, with Customer Care Center hours from 7 a.m. to 4 p.m. and the Care Center Desk open from 9 a.m. to noon. New Year's Eve will follow regular schedules.

Finally, fixed route and IndyGo Access services will follow Sunday schedules on New Year's Day, but with regular fare required.

**FREE FARE  
FOR THE HOLIDAYS!**  
» Christmas Day | free fare all day  
» New Years Eve | free fare after 8pm  
*IndyGo* SM

**REMINDER: IndyGo to Host Next Round of Blue Line Open Houses This Week**

### CREATIVE PROJECTS

- 56 requests completed via SysAid & email in December

# Outreach Summary: December 2023

In December, IndyGo outreach focused on the Blue Line bus rapid transit (BRT) route and providing support to those experiencing homelessness during the holiday season.

As the Blue Line nears design completion, IndyGo solicited community feedback through a series of in-person open houses Dec. 5-7. Teammates leading the outreach included a looped video presentation, a project display area and time for individuals to have direct conversations with IndyGo staff about the project. IndyGo sought feedback on how to better understand business and residential property access and ways to reduce the overall impacts during construction. The agency also sought public input on the effects of the Blue Line project on the recognized public recreational properties of Indianola Park, Willard Park, Pleasant Run Trail and Browns Corner Park, in accordance with 23 CFR 774.5. More than 60 people attended the open houses. Ten public comments were received.

IndyGo also participated in the Annual H.O.P.E. for

Christmas event at the Irsay Family YMCA at City Way. The event provided neighbors experiencing homelessness with support through food, hats, gloves, jackets, shoes, bus passes and more. More than 400 individuals received support at this event.



## OUTREACH PROJECTS

Date:	Event:	Location:
12/5/23	Blue Line Open House	Ball State University CAP: INDY   25 N. Pine St.
12/5/23	Blue Line Open House	Ball State University CAP: INDY   25 N. Pine St.
12/6/23	Blue Line Open House	People for Urban Progress   160 Steeples Blvd.
12/6/23	Blue Line Open House	People for Urban Progress   160 Steeples Blvd.
12/7/23	Blue Line Open House	Cumberland Town Hall   11501 E. Washington St.
12/7/23	Blue Line Open House	Cumberland Town Hall   11501 E. Washington St.
12/22/23	Annual H.O.P.E. for Christmas	Irsay Family YMCA   430 S. Alabama St





## Operations Division Report – December 2023

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**To:** Chair and Board of Directors  
**Through:** Interim President/CEO Jennifer Pyrz  
**From:** Chief Operating Officer Aaron Vogel  
**Date:** January 25, 2024

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### OPERATIONS DIVISION REPORT – December 2023

#### SERVICE PLANNING

##### SCHEDULING:

The team is working on the service plans for June and October 2024. These plans include the launch of the Purple Line and other route changes related to the board-adopted 2027 network plan. The February Bid is underway, and operators will start their new work selections on February 25, 2024.

##### PLANNING:

IndyGo Service and Strategic Planning staff are coordinating with contractors on the October 2024 (2410) bus stop and pedestrian improvements necessary to implement the service changes that will become operational alongside the Purple and Blue Lines with the implementation of the Future Service Plan (FSP).

Construction of the final six (of eight) Super Stops is complete. The Super Stops are all in operation, and installation of the final amenities is forthcoming, weather permitting. Routes 3, 6, 10, 15, 34, and 37, on the west side of downtown, are aligned to the new bus stops, improving bus stop access, transfer opportunities, and on-time performance. On the northeast side of downtown, Routes 2, 4, 5, 10, 19, & 38 are aligned to the new Super Stops on Ft. Wayne, Alabama and Delaware streets.

Planning staff are making final edits to the 2024 update to the IndyGo ADA-Transition Plan (created in 2021). The update adheres to the previous plan's framework while re-focusing efforts for IndyGo's updated, long-range development, referred to as the Future Service Plan (FSP). This is in the final review, and the staff is aiming for early 2024 for final adoption.

The bus stop improvements made possible by the Areas of Persistent Poverty (AoPP) grant are moving through the design/city-coordination phase and will result in improvements to over 70 bus stops in coordination with city agencies and area non-profit organizations. More information on these improvements is forthcoming.

Staff continues to coordinate improvements with the City of Indianapolis that will result in bus stop improvements on East 10<sup>th</sup> Street (Route 10), Morris Street (Route 24), South Emerson Avenue (Route 56), East and West Michigan Streets (Route 3), South Meridian Street (Routes 16 & 31), Hanna Avenue (Route 16), 22<sup>nd</sup> Street (Route 39), and 30<sup>th</sup> Street (Routes 6, 15, 30, & 34). This work is ongoing through 2024.

Planning staff continue to improve IndyGo-related materials and data, related to trip-planning and route-mapping, to enhance overall customer experience and improve system navigation for riders. Improvements and updates to IndyGo system and route maps, as well as bus stop data infrastructure, help us keep our information accurate for riders to plan and map out transit trips.

**FIXED ROUTE RIDERSHIP:**

<b>ec-22</b>	<b>Dec-23</b>	<b>% Change</b>	<b>IndyGo Fixed Route Ridership</b>	<b>2022</b>	<b>2023</b>	<b>% Change</b>
5,520	5,664	2.6%	<b>2 E. 34th St.</b>	66,881	85,948	28.5%
16,927	23,198	37.0%	<b>3 Michigan St.</b>	229,423	296,525	29.2%
5,498	6,982	27.0%	<b>4 Fort Harrison</b>	68,424	91,248	33.4%
6,940	10,355	49.2%	<b>5 E. 25th</b>	113,590	130,477	14.9%
5,818	4,975	-14.5%	<b>6 N. Harding</b>	72,264	71,649	-0.9%
68,591	86,208	25.7%	<b>8 Washington St.</b>	909,303	1,073,880	18.1%
47,846	58,274	21.8%	<b>10 10th St.</b>	640,061	766,746	19.8%
2,385	2,426	1.7%	<b>11 E. 16th St.</b>	33,336	39,814	19.4%
2,659			<b>12 Minnesota</b>	26,024	15,628	-39.9%
2,199	5,252	138.8%	<b>13 Raymond</b>	20,648	52,490	154.2%
5,044			<b>14 Prospect</b>	52,601	34,612	-34.2%
6,730	9,121	35.5%	<b>15 Riverside</b>	93,793	120,524	28.5%
5,891	6,227	5.7%	<b>16 Beech Grove</b>	87,451	89,404	2.2%
3,016	4,127	36.8%	<b>18 Broad Ripple</b>	39,645	53,925	36.0%
13,384	17,104	27.8%	<b>19 Castleton</b>	167,526	210,606	25.7%
7,926	9,798	23.6%	<b>21 East 21st St.</b>	112,390	119,911	6.7%
5,830	6,459	10.8%	<b>24 Mars Hill</b>	79,129	89,734	13.4%
6,149	8,526	38.7%	<b>25 W. 16th St.</b>	80,536	101,584	26.1%
9,055	18,662	106.1%	<b>26 Keystone</b>	116,996	194,595	66.3%
4,822	6,790	40.8%	<b>28 St. Vincent</b>	70,082	87,372	24.7%
4,060	5,073	25.0%	<b>30 30th St.</b>	53,745	70,548	31.3%
5,310	8,166	53.8%	<b>31 US 31</b>	76,689	94,291	23.0%
17,934	17,611	-1.8%	<b>34 Michigan Rd.</b>	193,531	229,953	18.8%
18,596	23,674	27.3%	<b>37 Park 100</b>	256,413	305,225	19.0%
9,869	7,065	-28.4%	<b>38 Lafayette Square</b>	143,666	133,414	-7.1%
39,420	52,660	33.6%	<b>39 E. 38th St.</b>	573,241	667,175	16.4%
3,343		-100.0%	<b>55 English</b>	33,980	20,719	-39.0%
	5,245		<b>56 Emerson</b>		34,543	
4,189	5,498	31.2%	<b>86 86th Street Crosstown</b>	60,584	69,310	14.4%
6,843	7,412	8.3%	<b>87 Eastside Circulator</b>	89,038	93,122	4.6%
66,774	93,905	40.6%	<b>90 Red Line - BRT</b>	978,340	1,097,011	12.1%
760	1,659	118.3%	<b>901 Nora</b>	9,865	13,871	40.6%
5,783	5,504	-4.8%	<b>902 County Line</b>	52,964	78,323	47.9%
641	3,341	421.2%	<b>Others</b>	4,551	96,180	2013.4%
<b>415,752</b>	<b>526,961</b>	<b>26.7%</b>	<b>Total</b>	<b>5,606,710</b>	<b>6,730,357</b>	<b>20.0%</b>

*YTD ridership updated from prior periods due to the addition of MyKey fare data.*

## TRANSPORTATION SERVICES

### EMPLOYEE OF THE MONTH DECEMBER:

Tim McLeod - Operator #8651

"He's a very dependable driver that stays alert and adheres to OTPs regularly. He follows IPTC rules & procedures, does it with a smile on his face. He has a very pleasant demeanor and takes pride in his work. Operator McLeod reports to work ready every day, very professional, and willing to help where needed.

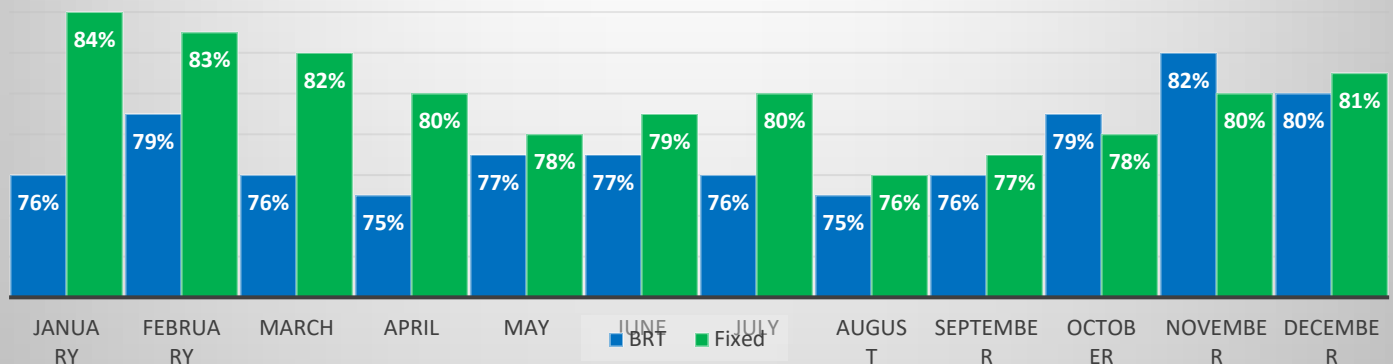
### 90% CLUB:

The following operators achieved an on-time performance rating of 90% or better during the month. The names are entered into a drawing held each month by this group of Operators. The winner receives an extra personal day.

The winner for December: Jeff Howard #8141

Miller1, James	Lloyd, Ashley	Ibrahim, John	Sharp, Orion
Hazen, William	Cargile, Senetria	Badiane, Ngary	Norfolk, Terry
Reed, Byron	Byrd, Nicole	Passley, Shamika	Jones, Shirley
Tealer, Lavelle	Jackson, Calvin	Rowie, Robert	Loller, Ciera
Bradford, Keary	Murray, Beth	Besley, Harding	Rucker, Tevante
Howard, Jeffrey	Chest, Mornice	Scott, Gregory	Abebe, Samuel
Birdsong, Edgar	Vinson, Kelly	Irwin, Cameron	Simms, Erica
Thomas, Myron	Wyatt, Darren	Isabell, Toccara	Davis, Quinton
Mallory, Kevin	Cox, Sean	Smith, Antonyai	Duncan, Scott
McGhee, Lashanda	Ellis, Aaron	Feiock, Robert	Mitchell, Anthony
Wilson, Patricia	Howard, Jeffrey	Gardner, Onesha	Clark, Keana
Mason, Rodney	Cawthon, Marion	Carpenter Williams,	Dugan, Otha
Johnson, Jarvis	Taylor, Reginald	Lakisha	Williams, Janice
Young, Samuel	Thompson, Josh	Carroll, Lashona	Goodrich, Steven
Gray, Patrick	Booker, Thomas	Arnold, Mikaiah	Baine, Tenisha
Gardner, Charles	White, Anthony	Johnson, Michael	Anderson, Treva
Amaya, Efrain	Spence, Mary	Boston, Joel	Roberts, Darnell
Smith, Tamara	Wills, Mark	Wright, Ray	Sykes, Rodneyka
Houston, Floyd	Harrell, Douglas	Beharry, Roger	Frierson, Razheana

## On Time Performance Last 12 Months



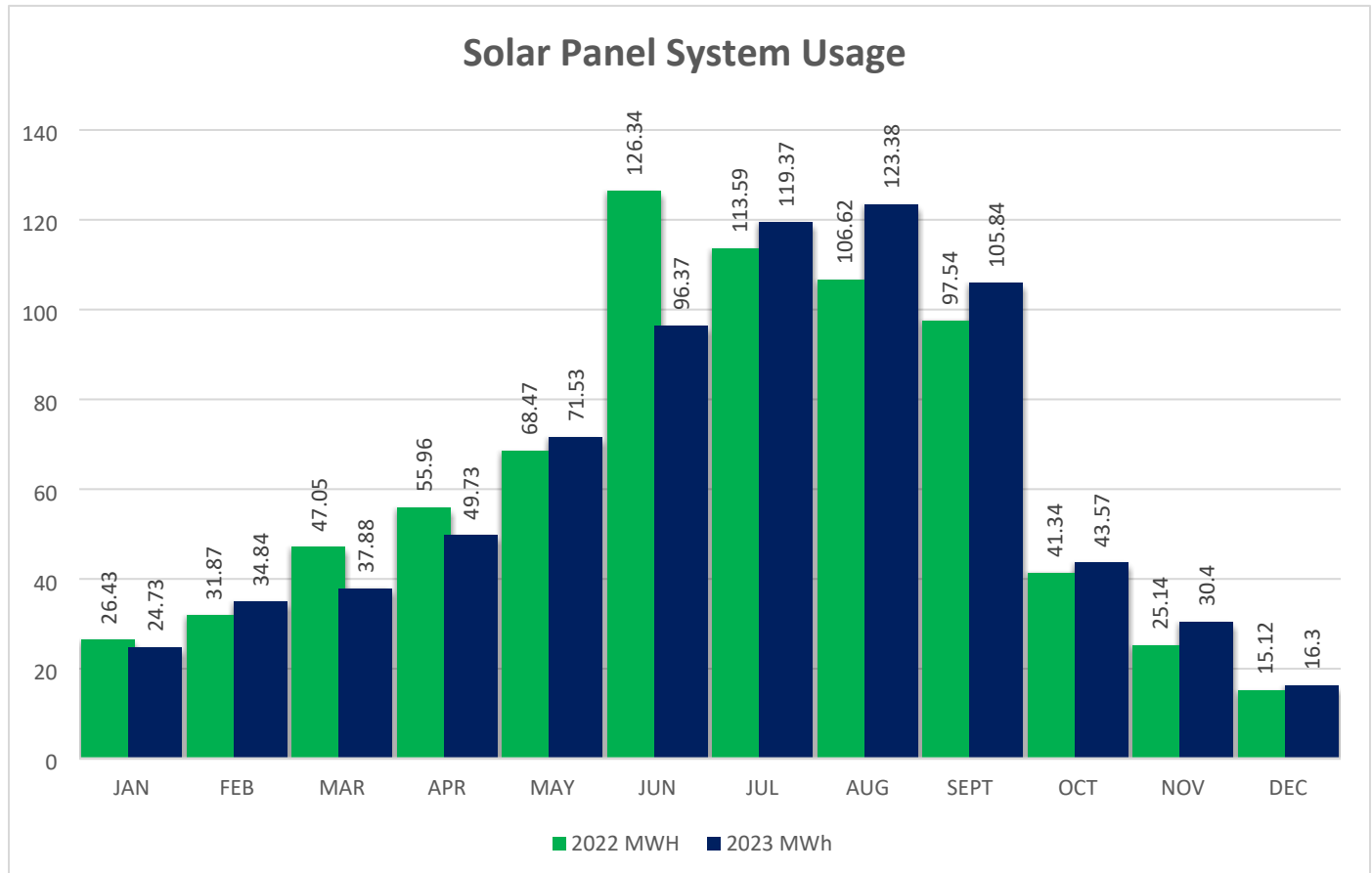
## FACILITIES SERVICES AND VEHICLE MAINTENANCE

### FACILITIES:

#### **SOLAR PANEL**

The solar panel array at the 1501 main building produced 16.3 MWh in December. This is an expected reduction versus the prior month due to the limited sun in the winter months. It is a slight increase versus the prior year.

The total 2023 savings was \$71,624.



#### **2023 RECYCLING TOTAL:**

Scrap metal - recycled a total of 61.3 tons (122,620 LBS)

Used motor oil - recycled 13,573 gallons.

Oil filters - recycled 68 full 55-gallon barrels.

#### FLEET SERVICES:

There were 36 vehicle requests in December for the motor pool. These are non-revenue vehicles available for business use.

There were 162 buses detailed in December. This gives the detail team a 90% completion rate. The goal is to detail every bus at least once per month.

IPTC has logged 8,204,895 miles total for 2023.

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
<b>2023</b>	698,209	622,160	710,622	669,945	691,684	654,123	676,722	705,206	676,098	700,044	684,871	715,211	<b>8,204,895</b>
<b>2022</b>	700,999	650,213	739,093	710,879	716,446	710,305	727,197	739,434	697,268	724,728	701,692	713,636	<b>8,530,890</b>
<b>2021</b>	796,966	755,260	830,606	785,602	789,833	767,140	791,044	762,229	731,641	738,072	700,370	722,820	<b>9,141,583</b>

#### Fluid Usage Summary

FLUID TYPE	NOV 2023	NOV 2022	NOV 2021
ATF (qt)	114	50	22
COOLANT (qt)	1,658	2,063	1,195
ENGINE OIL (qt)	742	387	427
DIESEL (gal)	126,029	128,725	125,814

FLUID TYPE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	Sep	OCT	NOV	DEC	YTD
ATF	95	83	93	48	45	63	29	30	54	87	100	114	<b>534</b>
COOLANT	1,639	1,429	1,670	1,564	1,935	1,363	1,796	1,371	1,647	2,253	2,018	1658	<b>14,997</b>
ENGINE OIL	311	408	370	232	268	383	417	392	677	368	440	4480	<b>2,779</b>
DIESEL	124,904	115,251	129,383	126,447	135,903	129,833	131,923	141,289	130,667	130,259	123,967	126.029	<b>1,166,476</b>



## Mean Distance

Mean Distance Major Systems Failures
Mean Distance Between All Systems Failures

	2023/1	2023/2	2023/3	2023/4	2023/5	2023/6	2023/7	2023/8	2023/9	2023/10	2023/11	2023/12
MAJOR	8491	8192	6065	7643	8189	9823	5970	5247	9522	8751	8153	5643
ALL	6892	7436	6313	7743	8168	8581	5532	5073	9524	8558	5681	7564
	2022/1	2022/2	2022/3	2022/4	2022/5	2022/6	2022/7	2022/8	2022/9	2022/10	2022/11	2022/12
MAJOR	4848	4388	4436	3918	3107	3594	3495	3963	5029	7685	7170	8596
ALL	4377	3920	3911	3753	2984	3151	3064	3238	4373	6367	6765	6299
	2021/1	2021/2	2021/3	2021/4	2021/5	2021/6	2021/7	2021/8	2021/9	2021/10	2021/11	2021/12
MAJOR	4,229	3,479	4959	5715	4919	3478	3574	3387	5455	4498	4430	4998
ALL	3,878	3,193	4314	4594	4340	3161	2854	2689	4111	4033	4322	5038

PM TYPE	RATIO	RATE
A/B -PM COMPLIANCE MB	170/174	97%
A/B -PM COMPLIANCE BRT	31/31	100%
C-PM COMPLIANCE MB	174/174	100%
C-PM COMPLIANCE BRT	31/31	100%

BRT Fleet	31
MB Fleet	166
MB-Contingency Fleet	7

## SECURITY

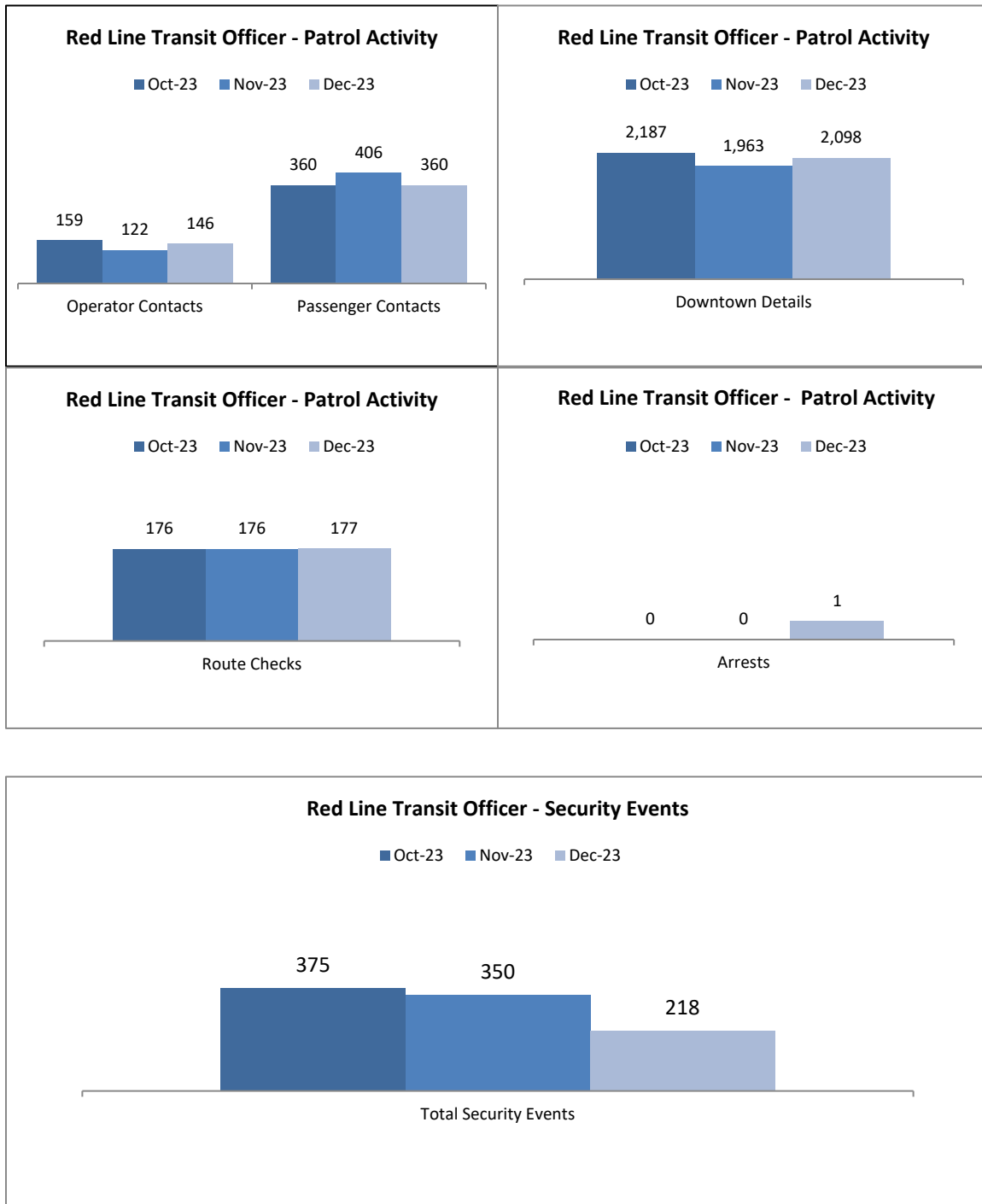
The charts below show a breakdown of activities that the Law Enforcement Officers (LEO) stationed at the Julian M. Carson Transit Center and or on Route Detail have performed or addressed over the last three months.

### FIXED ROUTE SECURITY:



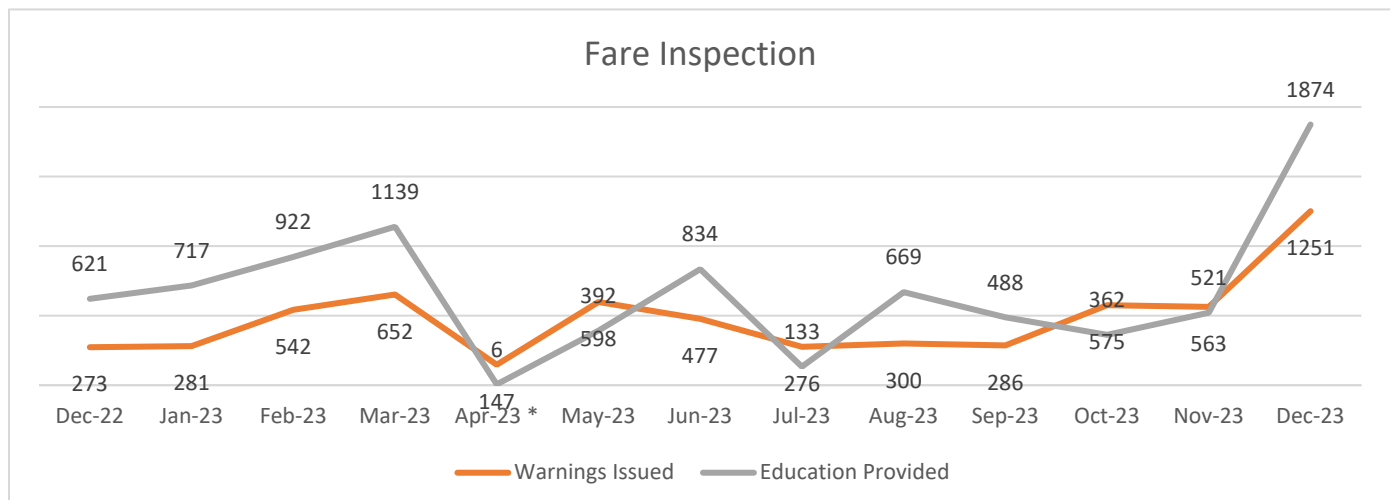
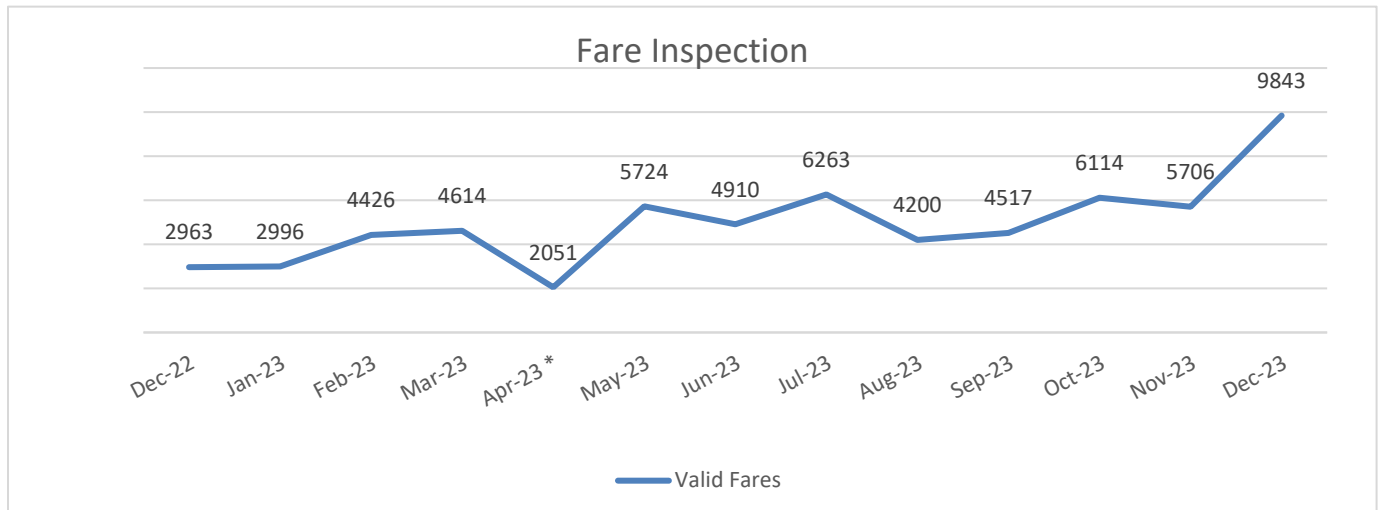
## RED LINE SECURITY:

The charts below are the Red Line Security reports. These charts show the LEO's activity on the Red Line BRT Route. These charts also include any activities the Fixed Route LEO may have performed while assisting the Red Line LEO.



## FARE INSPECTION REPORT:

The information below shows the fare inspection information, the chart shows passenger contacts representing passengers who had a fare when checked, notifications representing passengers who did not have a fare when checked and did not/would not purchase a valid fare. Lastly, it shows education representing passengers who did not have fare when checked but purchased a valid fare after being shown the proper procedures.



December	Passenger Contact	Notifications	Educations
<b>Monthly</b>	9843	1251	1874
<b>Weekday</b>	7955	1116	1514
<b>Saturday</b>	1414	61	237
<b>Sunday</b>	474	74	123

2023 YTD	Passenger Contact	Notifications	Educations
<b>Monthly</b>	61364	5948	8057
<b>Weekday</b>	52529	5223	6971
<b>Saturday</b>	5890	364	683
<b>Sunday</b>	2883	357	369

## TRAINING

There are two class types for trainees hired to be Professional Coach Operators. Those who have the required licensing when hired and those who need to obtain their permit and CDL.

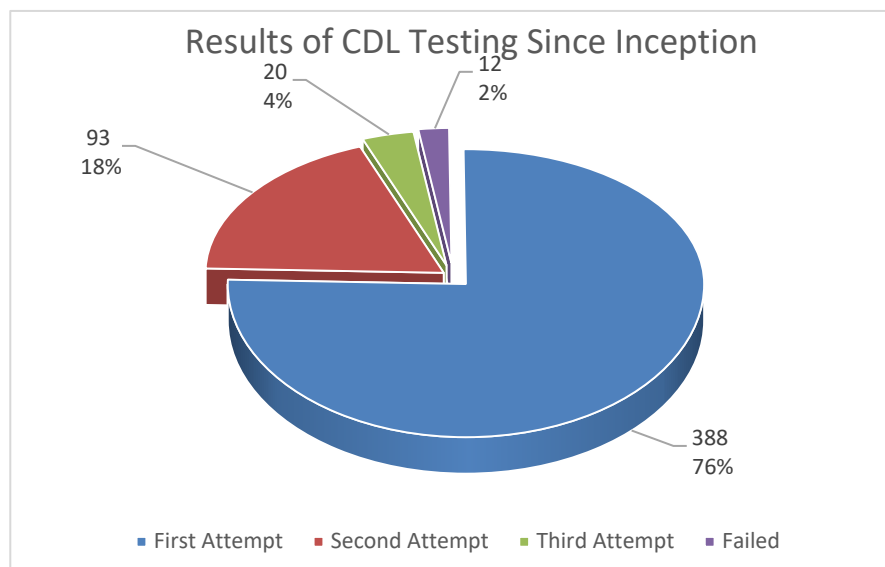
December 2023 Classes:

Trainee with No Permit – 0

Trainees with Permit - 20

The IndyGo Academy trains new employees that are hired without a CDL license. The table below will show the current year's results to date and the results since the inception of the program. They will also show the number of students who passed on their first, second, or third attempt and the number of students who could not pass it after three attempts.

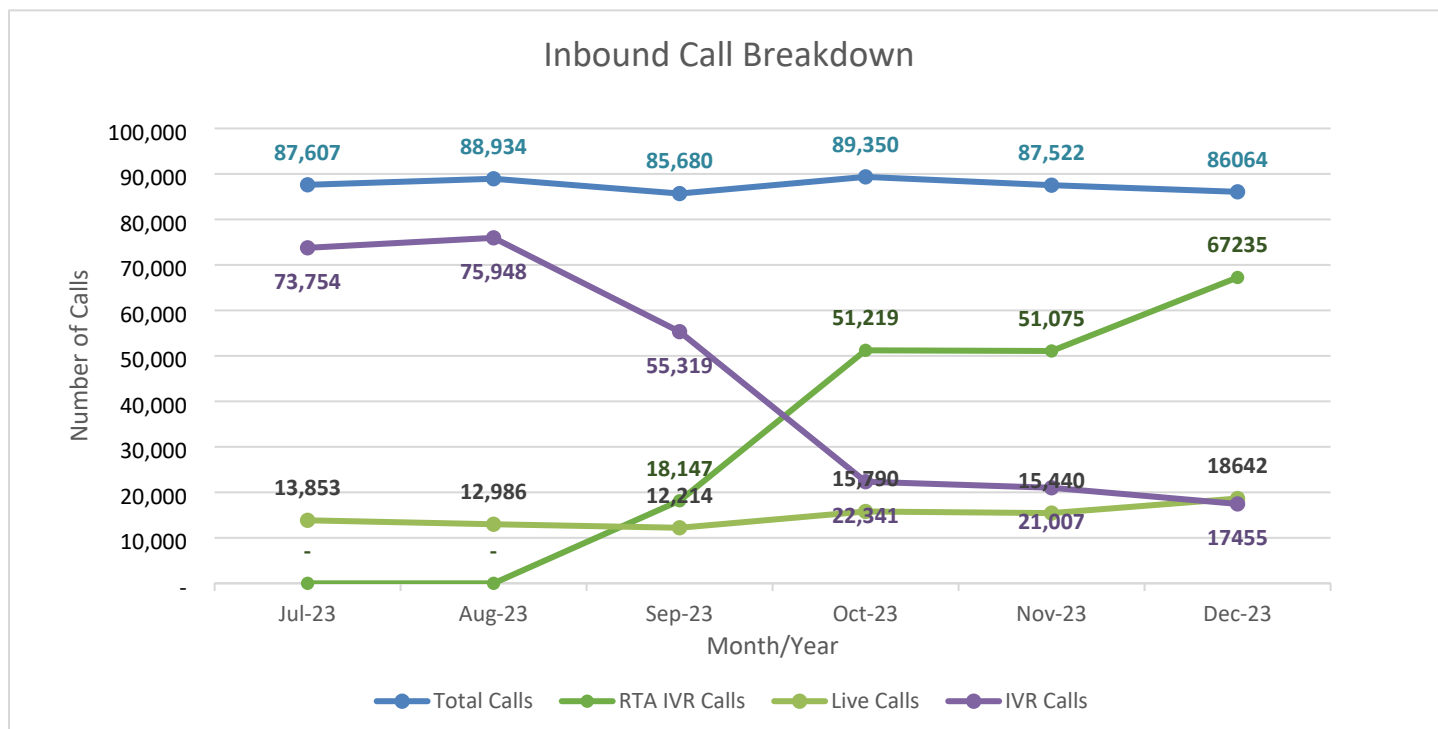
MONTH	SCHEDULED	1ST ATTEMPT	2ND ATTEMPT	3RD ATTEMPT	FAILED
January	1	0	0	1	0
February	10	4	3	2	1
March	11	6	4	0	1
April	22	10	3	0	1
May	16	11	1	0	0
June	14	8	4	0	0
July	17	12	1	1	0
August	14	6	7	0	1
September	18	13	4	1	0
October	15	9	3	1	1
November	31	20	6	5(retake in Dec.)	0
December	21	17	1 Pass 1 Retake (2024)	1 Retake (2024)	1



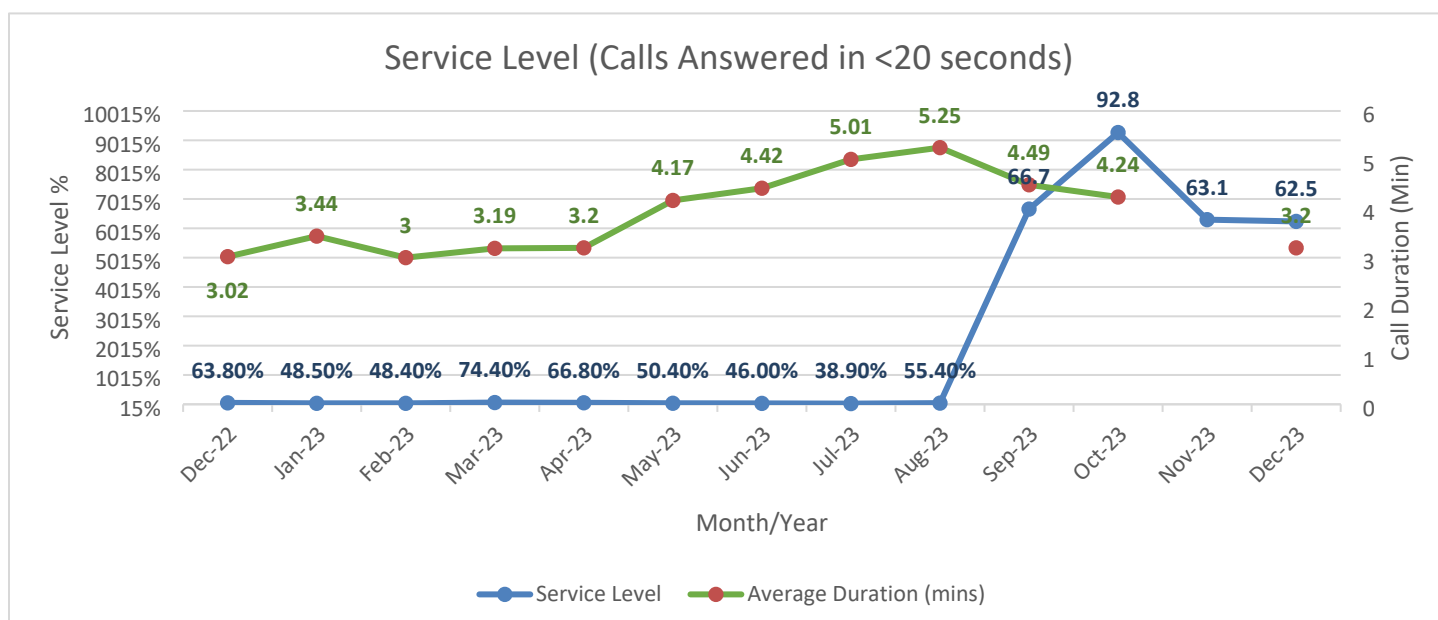


## MOBILITY CARE CENTER AND PARATRANSIT REPORT:

Total call volume decreased by -16.7% between November and December 2023.



The service level saw a minimal decline of -0.95% in the average call duration. IndyGo Care Center leadership will continue to monitor as the Care Center attempts to stay within the goal range of 3-5 minutes per call and 80% service level.

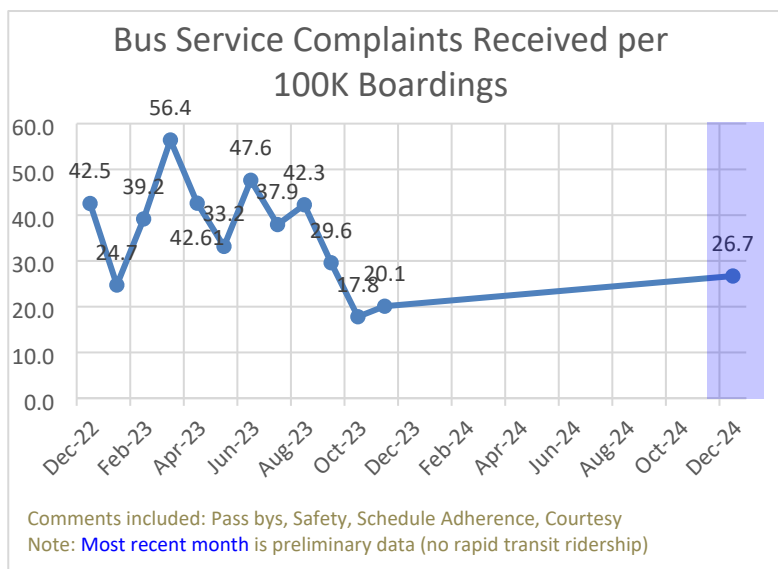
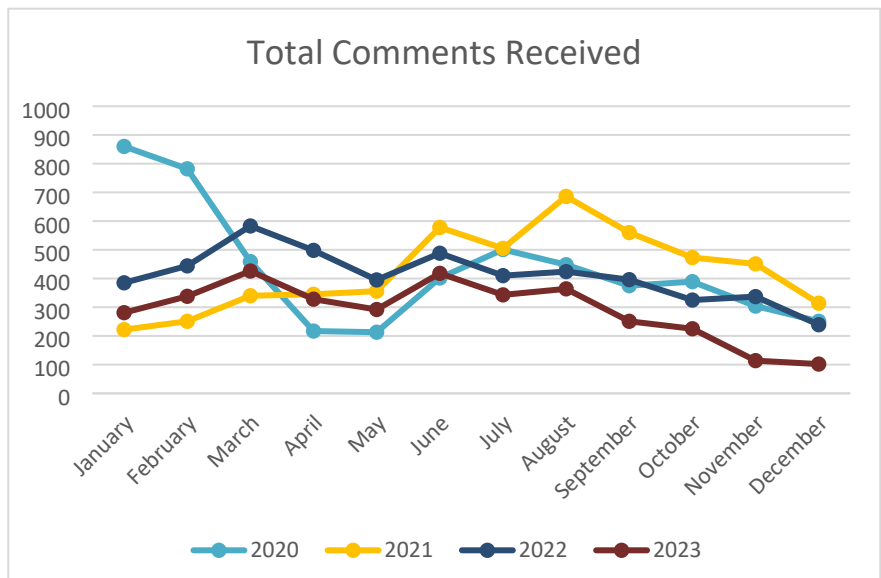


During December, a total of 102 comments were received. The total decrease in comments between November and December was -45.75%.

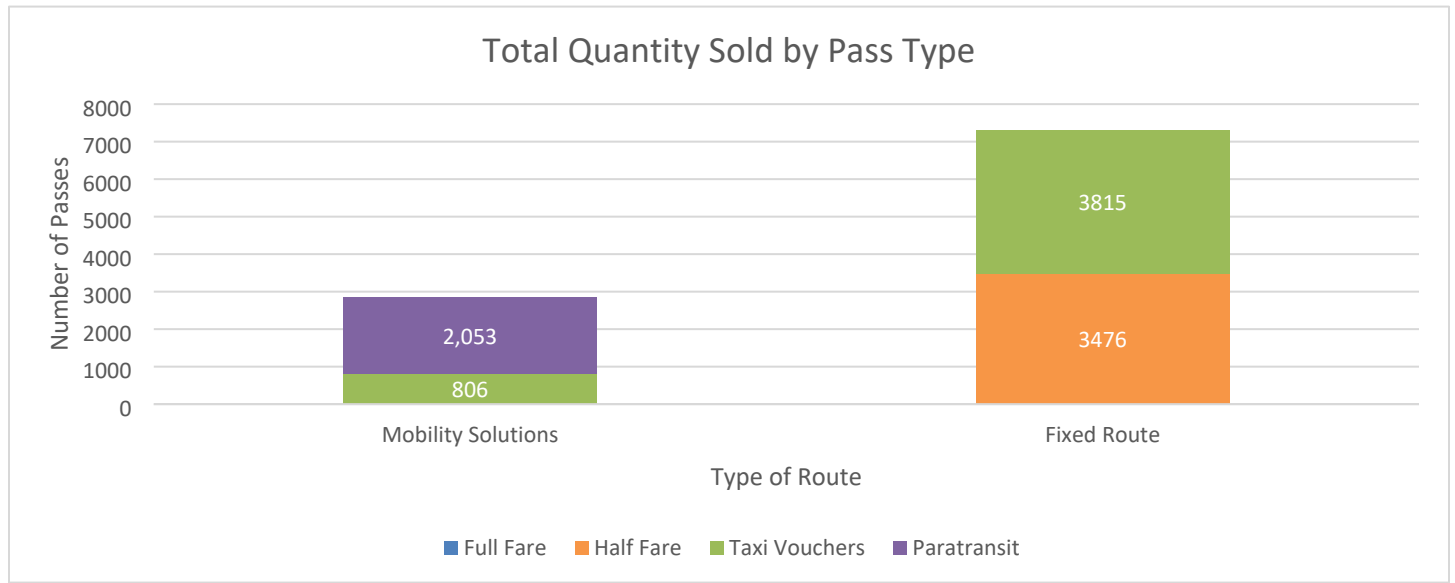
Schedule Adherence is currently the most common comment type.

Comment trends will continue to be monitored by IndyGo Care Center Leadership.

Comment Category	Count of Comment
Schedule Adherence	52
Safety	7
Courtesy	13
Pass By	0
Request	1
Fares	9
ADA	9
Rules	2
Compliment	4
Denial	0
Detour	0
Route	0
Discrimination	0
Security	2
Wrong Information	1
Rules	2
<b>Grand Total</b>	<b>102</b>



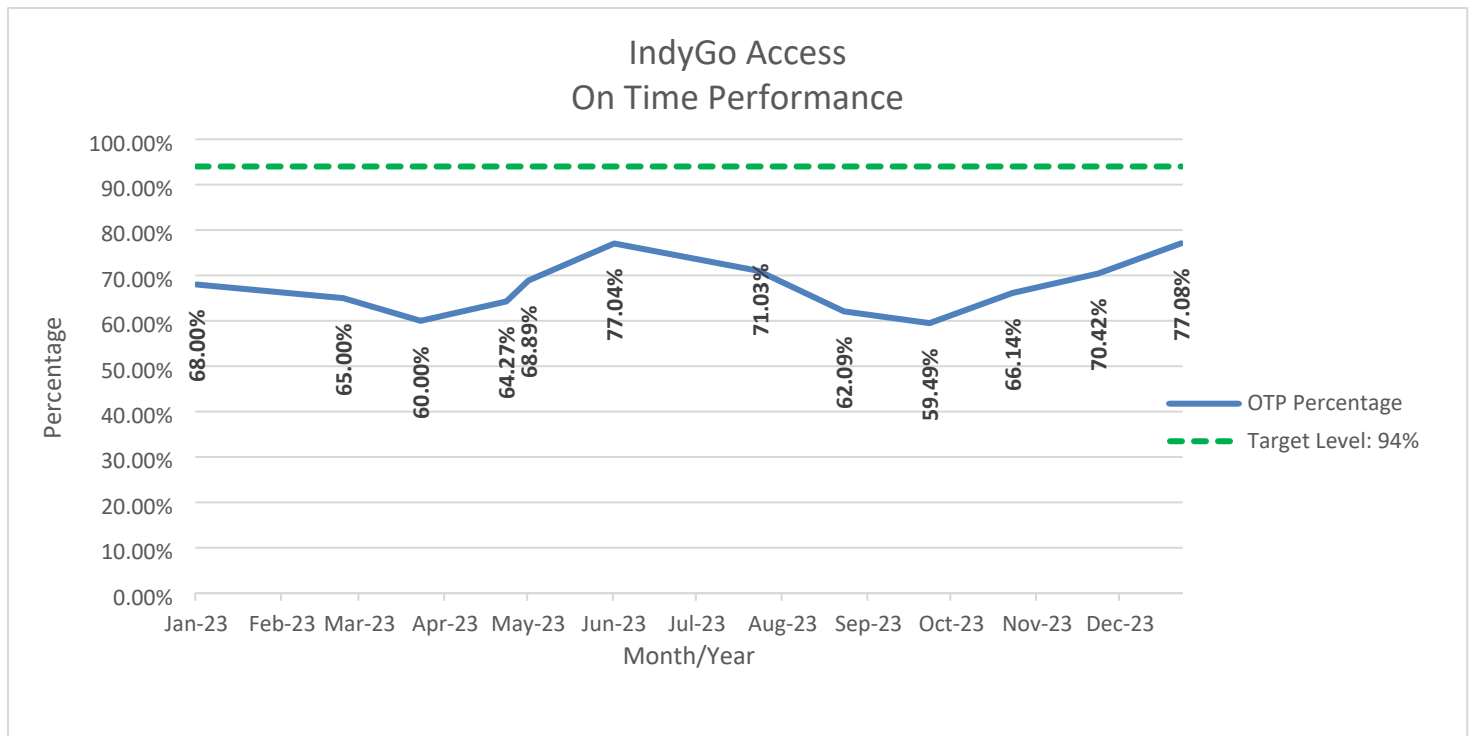
Total Quantity of Passes Sold: 10,150



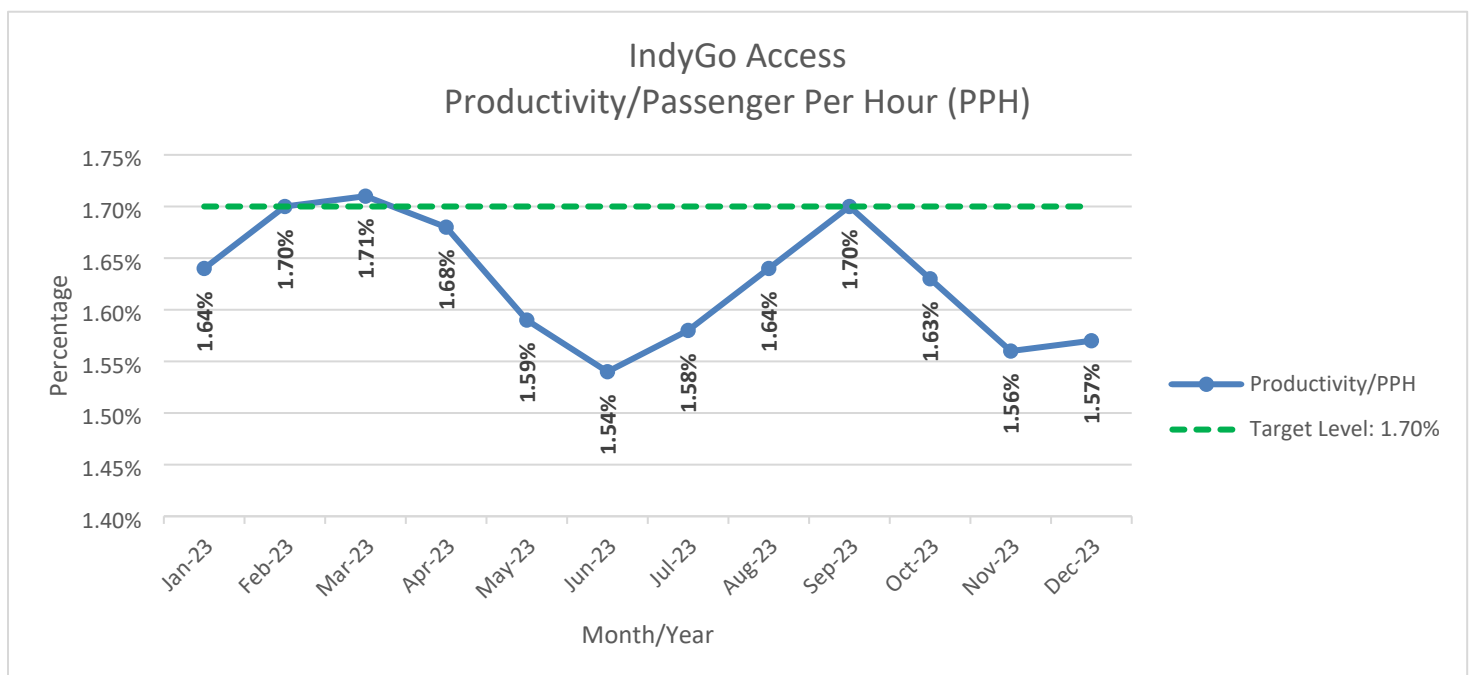
#### INDYGO ACCESS OPERATING STATISTICS:

FTA mandates that transportation agencies report data through the National Transit Database (NTD). The following metrics are measured for our paratransit program. The data also provides valuable information to determine the number of paratransit vehicles to operate this service. In addition, trends are monitored and measured YOY to discuss abnormalities that occurred in the previous year.

22-Dec	23-Dec	% Change	Mobility Solutions	YOY 2022	YOY 2023	% Change
6,609	6,437	-2.6%	IndyGo Access Ridership	72,771	79,383	9.09%
65.84%	77.08 %	17.07%	IndyGo Access On Time Performance	59.44%	67.38%	13.36%
1.67%	1.57%	-5.99%	IndyGo Access Productivity	1.67%	1.57%	-5.99%



The Mobility Services team continues to perform daily monitoring, on-site visits, and discussions regarding a proactive outlook for the current/next day's service. The Mobility Services team also collaborates with the RATP Devs team to continually monitor On-Time Performance to mitigate future service impacts.



#### INDYGO ACCESS CUSTOMER COMMENTS:

IndyGo Access customers are encouraged to contact the customer care center to voice a comment. All comments are investigated and provided to our paratransit contractor to coach employees—the goal is to improve service while delivering safe, reliable, and courteous transportation.

Number of Comments Categories	Validity		Grand Total
	Valid	Invalid	
Schedule Adherence	38	3	41
Courtesy	4	5	9
ADA	6		6
Fares	6		6
Compliment	4		4
Safety		3	3
USURV	1		1
Security		1	1
Rules	1		1
Wrong Info	1		1
<b>Grand Total</b>	<b>61</b>	<b>12</b>	<b>73</b>

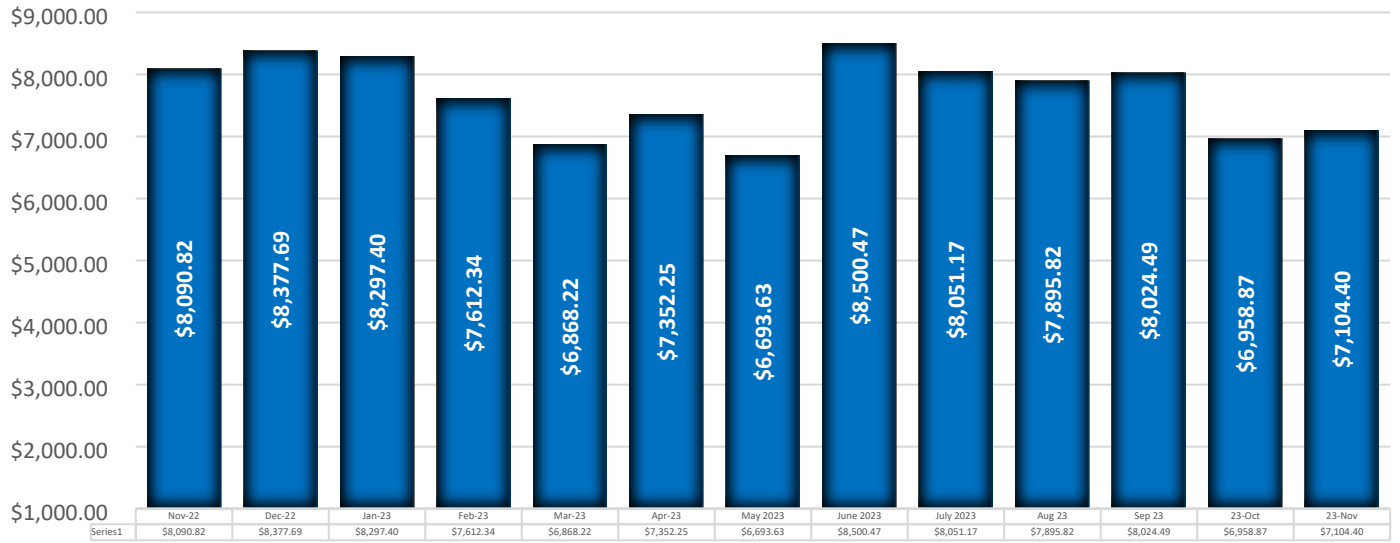
#### WEX FUEL CARD PROGRAM:

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

Total 2023 annual savings is \$85,149.

December 2023 savings from fuel excise taxes were \$6,891

## Excise Tax Savings 2022 - 2023





## Department of People & Teammate Experience Division Report – December 2023

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**To:** Chair and Board of Directors  
**Through:** Interim President/CEO Jennifer Pyrz  
**From:** Chief People Officer Denise E. Jenkins-Agurs, MS.Ed.  
**Date:** January 25, 2024

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### Onboarding/Recruitment:

- Operations Recruitment:
  - Resuming in person interviews for CDL License and Permit holders
  - Three requisitions open, 5 positions on hold and in process
  - Hiring Event
    - 32 offers extended – first hiring event
  - General Laborers
    - 10/12 positions filled.
  - Maintenance Training Specialist
    - 1/1 offers made
- Admin Recruitment:
- 15 open positions
- 1 pending offer Executive Assistant to CIO
- **Onboarding**
  - 52 hires sent onboarding activity with January hire dates.
  - 27 new hires confirmed January to date.
  - The current Second Chance assessment strategy is being reviewed and refined to allow a more streamlined process.
  - The onboarding Team is developing a retention strategy.
  - Onboarding Team is reviewing current onboarding processes to improve teammate experience.
  - As a cost-saving measure during hiring events, we have delayed background checks, only running them for confirmed hires with proper credentials.

### Community Recruitment:

- Four recruitment events scheduled for January 2024
- 21 of 20 Community Job Developer Partnerships secured
- 6 of 5 Second Chance Program partnerships secured with one pending
- Approximately 26 Coach Operators hired (at least six with justice history) and two candidates with Hire-Pending status under IAAQLI grant specifications
- At least 227 IndyGo employees have referred an applicant for Coach Operator or Defect Mechanic positions since July 2023
- 94 Signing Bonus recipients to date (90 Coach Operators, two Facility Maintenance Technicians, and two Mechanics); next payout February 8th (Total \$100,000; five people have received two payments)
- 11 Referral Bonus recipients to date; next payout February 8<sup>th</sup> (Total \$6,000; one person has received two payments)

## Benefits:

### Dec 2023 Year End Audit:

- 69 employees were missing 2023 HSA accounts = \$61,000 in makeup ER deposits
- 88 employees did not enroll in 2024 HSA accounts; those accounts were established in ADP and Health Equity
- 29 employees were identified that had enrollment errors such as: Coverage level mismatch, were not enrolled in all 3 plans for 23/24, and/or overpaying for incorrect coverage resulting in \$1,640.68 in refunded premium costs.

### New Plan Year Benefits Enrollment Audit (as of Jan 1):

January 2024 HSA deposits were complete.

98.5% of benefits eligible employees are enrolled in benefits- 659 out of 669 (based off ACA reporting).

PPO Enrollments- 396 Employees

FSA Enrollments- 60 Employees

HDHP Enrollments- 263 Employees

HSA Enrollments- 208 Employees (\$186,000 in total Employer Contributions)

**\*\*New missing HSA Enrollments were identified and are currently being corrected. A new file feed is currently in the works with APD and HealthEquity to mitigate the HSA enrollment errors.**

### Benefit Info Sessions

There is a lack of knowledge regarding the benefits IndyGo offers. Benefit Info Sessions are currently in the works with Operations, GL and Mechanics Depts to teach employees about their benefits, how to use their benefits and to answer questions regarding their personal/family situation. The first session will take place at the end of January/early February.

- 20 Employees on WC, 15 employees on STD/FMLA.
- Weekly Benefit Arrears Communication.
- Retiree's beneficiary designation communication.
- 4 Employees were identified and terminated per the CBA 12-16 months rule.
- EOI (Evidence of Insurability) Communication to 21 employees on vol. life beyond the guaranteed issue amount.

### Wellness and Teammate Engagement:

- January is New Year, New You Month
- 1<sup>st</sup> Quarter Wellness Kick-Off Days the entire month of January
  - Elements Financial Lunch and Learn: January 9<sup>th</sup> West Campus and January 10<sup>th</sup> East Campus. Topic: Money On Your Mind
  - AFLAC: January 11<sup>th</sup> West Campus and January 12<sup>th</sup> CTC. Answering questions and signing up new teammates.
  - Chiro 1<sup>st</sup> Chiropractic: January 18<sup>th</sup> East Campus, January 19<sup>th</sup> West Campus, and January 22<sup>nd</sup> CTC. FREE Massages for teammates.
  - **Marathon Health Webinar: January 24<sup>th</sup> Topic: IndyGo 2024 Wellness Incentive Program**

### Diversity, Equity, and Inclusion:

- Lloyd Daley-Graham is now focusing his attention primarily on the DEI Strategic Planning and DEI Initiatives. He is now the Director of DEI.
- Committee Structure for the DEI Strategic Plan is being revised due to Daley-Graham's transition.
- Lunch and Learn: What About Me? How dominant groups experience diversity will be Friday, February 2, 2024 at Noon.

### Mentorship and Apprenticeship Program (MAP) updates:

MAP:

- 22% completion rate
- Pre-apprenticeship initiative status with leadership.
- High Voltage curriculum
- Still waiting on DOL and IVY TECH approvals

**Workforce Development:**

- Workforce Development
  - o Lunch and Learn
- Topics: once a month
  - o Topics list
- o Meeting with Purdue for additional sessions to confirm dates and cost.
- Lean Six Sigma class
  - o Status working on the P.U MoU

**Learning & Organizational Development:**

- In-Service Survey
  - o IndyGo's Learning & Development team would like to hear from those of you who completed the 2023 In-Service training! Please take a moment to answer a few questions about your experience taking the training by completing the survey [here](#). You can also find this information in the Newsletter and find flyers with scannable QR codes around the breakrooms. The deadline to submit the survey is **Friday, Feb. 16.**
- Hub Updates
  - o We are making changes to the Department of People Hub pages
  - o Please take some time to review new/updated information in each sub-section
  - o We are currently in the works of launching a Lunch & Learn for navigating and utilizing this space. Targeted date: **Feb. 29<sup>th</sup>.**
- Absorb Changes
  - o We are in the works of updating, adding, and changing some of the courses and titles in Absorb.
    - o If you have any questions, please feel free to reach out to the Learning & Development Manager: Ashia Williams ([ashia.williams@indygo.edu](mailto:ashia.williams@indygo.edu))

Respectfully submitted,

**Denise E. Jenkins-Agurs, MS.Ed.**

Chief People Officer

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## Supplier Diversity Division Report – December 2023

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**To:** Chair and Board of Directors  
**Through:** Interim President/CEO Jennifer Pyrz  
**From:** Senior Supplier Diversity Officer Carri Burke  
**Date:** January 25, 2024

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### DISCUSSION ITEMS:

#### XBE Participation

In November, IndyGo obtained 7.57% utilization with XBE businesses certified by the City of Indianapolis Office of Minority and Women Business Development and the Indiana Department of Administration's, Division of Supplier Diversity Office.

#### On The Horizon

Supplier Diversity's implementation of its supplier diversity management software system is ongoing. The new system will assist the Supplier Diversity Department with performing more comprehensive data analysis, tracking subcontractor payments, and reporting participation goals on federally and locally funded projects. The pilot Supplier Diversity initiated in October has been extended.

### RECOMMENDATION:

Receive the report.

A handwritten signature in cursive script that reads "Carri Burke".

Carri Burke  
Senior Supplier Diversity Officer

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INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION  
INVESTMENTS

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The following summarizes the Indianapolis Public Transportation Corporation's (IPTC) policies on deposit and investment activity:

**Investment Policy, Legal and Contractual Provisions Governing Cash Deposits:** In accordance with Indiana Code Section 5-12, it is the policy of the IPTC to deposit public funds into the depositories approved by the IPTC's Board of Finance. IPTC is further authorized by statute to invest in obligations of the U.S. Treasury and U.S. Agencies, certificates of deposit, repurchase agreements, passbook savings, money market deposit accounts, and negotiable order of withdrawal accounts. It is the internal policy of IPTC to invest funds with local, federally insured banks that have a principal office within the County and have been approved by the IPTC Board of Finance. IPTC does not have specific investment policies on concentration of credit risk, custodial credit risk, or interest rate risk. However at no time should the safety of the IPTC's portfolio principal investment be impaired or jeopardized.

During the year ending December 31, 2023, IPTC held interest bearing demand deposit accounts, interest bearing savings accounts and certificates of deposits with Indiana financial institutions. Demand deposits are fully insured by the Federal Depository Insurance Corporation or by the Indiana Public Deposits Insurance Fund.

**Credit Risk and Custodial Credit Risk:** *Credit Risk* is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. *Custodial credit risk* is the risk that the IPTC will not be able to recover the value of its deposits, investments or collateral securities that are in the possession of an outside party if the counter party fails. Deposits are exposed to custodial credit risk if they are not covered by depository insurance and the deposits are uncollateralized or collateralized with securities held by the pledging financial institution.

**Concentration of Credit Risk:** *Concentration of Credit Risk* is the risk of loss that may arise in the event of default by a single issuer. IPTC has no institutional money market deposit accounts.

**Interest Rate Risk:** *Interest Rate Risk* is the risk that changes in interest rates will adversely affect the fair value of the investments. The nature of IPTC deposits and investments do not present high exposure to interest rate market risks due to their short-term nature.

**Deposits:** IPTC maintains cash deposits and certificates of deposit with area financial institutions. A summary of these deposits at December 31, 2023 are attached.

**Average Bank Balances by Financial Institution:**

Chase, N.A.	8,070,374.51
Fifth Third Bank	117,768,101.51
National Bank of Indianapolis	14,724,128.93
BNY Mellon - Trustee Account	63,808,560.36
Regions Bank	20,254,538.05
BMO Harris Bank	15,432,928.63
Old National Bank	\$30,769,118.67

PNC Bank	20,279,602.42
Total	\$291,107,353.09

Average Bank Balances by Fund:

General Fund	48,028,497.00
Debt Service Fund	6,014,938.81
Cumulative Capital Fund	40,369,464.09
Bond Proceeds Fund	63,808,560.36
Federal Stimulus Fund	119,851,701.11
Total	\$278,073,161.37

Average Return on Investment: 5.11%

Average Balance of Interest Earning Accounts	277,047,123.31
Investment Earnings	\$9,413,673.99

INDIANAPOLIS PUBLIC TRANSPORTATION CORPORATION (INDVGO)																
REPORT OF END OF MONTH BALANCE & EARNINGS BY FUND FOR THE YEAR ENDING DECEMBER 31, 2023																
	Institution	Fund	January	February	March	April	May	June	July	August	September	October	November	December	YTD Interest Earnings Total Return	Ave EOM Bal YTD Earnings Avg Return
<b>GENERAL FUND:</b>																
Chase	General Fund	1018899.54	1,018,899.54	1,018,899.54	1,018,899.54	1,018,899.54	1,018,899.54	1,018,899.54	1,018,899.54	1,018,899.54	1,040,315.10	1,040,315.10	1,040,315.10	1,040,315.10	1,040,315.10	1,020,038.06
Cash/Investment Balance		628551.46														1,020,038.06
Earnings		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
Rate (EOM)																
Fifth Third	General Fund	75440270.00	40,453,307.88	32,755,489.40	21,503,172.12	26,183,251.39	14,790,202.47	24,533,188.19	37,423,091.14	31,170,733.81	51,978,392.03	38,968,542.85	39,868,967.88	31,092,148.70	36,056,707.32	36,056,707.32
Cash/Investment Balance		75440270.00														36,056,707.32
Earnings		114,510.40	112,148.98	77,802.19	75,053.52	66,196.91	123,717.71	171,502.85	86,226.21	128,490.29	151,334.92	176,189.50	129,637.58	1,412,801.10	1,177,743.43	1,177,743.43
Rate (EOM)		0.28%	0.34%	0.35%	0.29%	0.45%	0.80%	0.67%	0.24%	0.28%	0.23%	0.19%	0.44%	0.61%	0.30%	0.30%
Fifth Third	General Fund	76531710.00	4,963,218.30	5,426,357.51	6,626,508.84	7,151,600.12	7,976,307.93	19,896,173.31	364,942.66	1,778,003.50	690,574.36	1,696,426.44	1,676,775.30	2,940,803.72	2,940,803.72	5,047,092.41
Cash/Investment Balance		76531710.00														5,047,092.41
Earnings		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
Rate (EOM)		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
NBDH	Insurance Reserve	1476003	845,737.35	847,531.12	849,530.56	851,634.13	854,133.67	856,833.92	859,612.53	862,428.37	865,212.70	868,099.48	870,962.32	873,807.88	876,627.02	887,787.02
Cash/Investment Balance		1476003														887,787.02
Earnings		1,840.53	1,793.77	1,999.44	2,093.39	2,200.72	2,300.05	2,400.05	2,500.05	2,600.05	2,700.05	2,800.05	2,900.05	3,000.05	3,100.05	3,500.05
Rate (EOM)		0.23%	0.21%	0.24%	0.25%	0.26%	0.27%	0.28%	0.29%	0.30%	0.32%	0.33%	0.34%	0.35%	0.36%	0.39%
Fifth Third	Blue Line Reserve	365659710.00	0.00	0.00	0.00	0.00	0.00	0.00	10,000,000.00	10,025,475.03	10,059,685.95	10,095,269.49	10,132,120.38	10,167,862.67	10,199,743.92	10,199,743.92
Cash/Investment Balance		365659710.00							0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Earnings		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rate (EOM)		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cash/Investment Balance	TOTAL	47,505,163.63	40,503,247.57	51,997,851.66	53,375,375.30	64,600,175.81	46,308,084.36	40,060,345.37	44,455,599.99	64,434,180.23	52,038,083.36	53,591,080.88	56,121,038.07	48,038,497.60	48,038,497.60	48,038,497.60
Earnings	TOTAL	116,350.93	113,942.75	79,801.63	77,147.11	68,706.67	126,407.76	233,363.31	143,690.36	192,602.67	192,333.43	178,626.04	173,562.56	1,756,758.37	1,756,758.37	1,756,758.37
Rate (EOM)																
<b>DEBT SERVICE FUND:</b>																
Chase	Debt Service Fund	700019009.00	4,213,307.14	5,113,337.14	6,013,367.14	6,909,397.14	7,807,427.14	8,705,457.14	9,603,487.14	10,501,517.14	11,400,547.14	12,298,577.14	13,196,607.14	14,094,637.14	14,992,667.14	16,014,938.81
Cash/Investment Balance		700019009.00														0.00
Earnings		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rate (EOM)																
Cash/Investment Balance	TOTAL	4,213,307.14	5,113,337.14	6,013,367.14	6,909,397.14	7,807,427.14	8,705,457.14	9,603,487.14	10,501,517.14	11,400,547.14	12,298,577.14	13,196,607.14	14,094,637.14	14,992,667.14	15,890,697.14	16,014,938.81
Earnings	TOTAL	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rate (EOM)																
<b>CUMULATIVE CAPITAL FUND:</b>																
Fifth Third Bank	Cumulative Fund	765205527	22,641,544.29	14,660,819.82	15,555,026.54	16,453,770.09	17,351,228.54	18,201,840.45	19,136,137.97	20,065,773.44	21,000,427.91	21,935,082.38	22,869,736.85	23,804,391.32	24,739,045.79	25,673,699.26
Cash/Investment Balance		765205527														25,673,699.26
Earnings		54,941.46	58,898.36	37,586.72	40,923.55	43,838.45	46,351.91	51,791.91	60,498.44	72,577.84	78,834.14	81,563.00	87,517.58	97,722.34	111,699.42	144,689.83
Rate (EOM)		0.24%	0.26%	0.24%	0.25%	0.26%	0.28%	0.30%	0.31%	0.32%	0.33%	0.34%	0.35%	0.36%	0.37%	0.39%
Fifth Third Bank	Cum Investment Mgt	6608297	18,157,259.29	18,237,906.47	18,285,600.92	18,337,427.43	18,377,368.79	18,434,822.40	18,501,730.08	18,578,838.24	18,656,929.63	18,735,011.02	18,813,092.41	18,891,173.80	18,969,255.19	19,047,336.58
Cash/Investment Balance		6608297														18,969,255.19
Earnings		47,975.02	62,917.18	408.41	25,752.35	36,324.80	46,103.66	40,103.66	40,095.56	35,302.12	35,711.94	30,613.61	14,772.18	39,408.36	40,003.32	33,367.10
Rate (EOM)		0.26%	0.30%	0.00%	0.19%	0.24%	0.29%	0.25%	0.25%	0.19%	0.19%	0.15%	0.08%	0.21%	0.20%	0.16%
Chase High Yield	Cumulative Fund	530404001.00	1,203,393.03	1,053,071.34	1,004,420.20	1,055,755.12	1,203,118.30	1,456,511.57	1,659,955.72	1,901,395.89	2,103,839.54	2,306,283.19	2,508,726.84	2,711,170.49	2,913,614.14	3,116,057.79
Cash/Investment Balance		530404001.00														3,116,057.79
Earnings		1,063.57	1,336.36	1,346.63	1,304.91	1,303.68	1,303.75	1,303.75	1,303.75	1,303.75	1,303.75	1,303.75	1,303.75	1,303.75	1,303.75	1,303.75
Rate (EOM)		0.10%	0.11%	0.13%	0.12%	0.10%	0.15%	0.16%	0.16%	0.16%	0.16%	0.16%	0.16%	0.16%	0.16%	0.16%
Cash/Investment Balance	TOTAL	42,626,740.60	33,921,689.87	34,865,047.67	33,993,925.64	36,577,716.13	37,665,174.42	41,077,815.77	42,661,007.98	45,034,236.85	47,407,466.83	49,780,700.67	52,153,934.51	54,527,168.35	56,900,402.19	60,369,464.09
Earnings	TOTAL	104,002.05	122,952.70	59,341.76	67,980.74	71,358.93	92,288.54	101,895.15	106,666.66	117,009.43	118,009.43	119,009.43	120,009.43	121,009.43	122,009.43	125,009.43
Rate (EOM)																
<b>BOND PROCEEDS FUND:</b>																
BNY Mellon - Trustee Account	Bond Issue	219777	3,074,569.57	3,085,373.15	3,095,551.78	3,107,177.48	3,116,960.29	3,124,218.81	3,130,040.24	3,134,885.03	3,138,855.58	3,142,033.27	3,144,553.70	3,146,453.70	3,147,892.99	3,148,922.99
Cash/Investment Balance		219777														3,148,922.99
Earnings		11,108.75	10,703.58	10,278.63	10,625.70	11,771.82	13,461.52	14,833.43	16,889.79	19,043.29	21,300.49	23,660.49	26,120.49	28,680.49	31,340.49	34,100.49
Rate (EOM)		0.361%	0.347%	0.332%	0.317%	0.270%	0.247%	0.224%	0.201%	0.178%	0.155%	0.132%	0.109%	0.086%	0.063%	0.040%
BNY Mellon - Trustee Account	Bond Issue	519990	959,861.07	963,202.78	966,411.70	970,041.16	973,716.89	977,719.80	981,642.45	985,748.56	990,027.29	994,185.21	998,505.30	1,002,715.94	1,006,715.94	1,010,515.94
Cash/Investment Balance		519990														1,010,515.94
Earnings		2,159.46	2,043.71	1,908.96	2,008.96	2,108.96	2,208.96	2,308.96	2,408.96	2,508.96	2,608.96	2,708.96	2,808.96	2,908.96	3,008.96	3,108.96
Rate (EOM)		0.22%	0.21%	0.20%	0.19%	0.18%	0.17%	0.16%	0.15%	0.14%	0.13%	0.12%	0.11%	0.10%	0.09%	0.08%
BNY Mellon - Trustee Account	Bond Issue	308939	61,135,309.85	61,348,147.47	61,552,529.46	61,783,696.70	62,040,899.13	62,329,998.75	62,644,334.43	62,984,334.43	63,349,334.43	63,709,334.43	64,069,334.43	64,429,334.43	64,789,334.43	65,149,334.43
Cash/Investment Balance		308939														65,149,334.43
Earnings		282,409.76	281,745.74	281,081.72	280,417.70	279,753.68	279,089.66	278,425.64	277,761.62	277,097.60	276,433.58	275,769.56	275,105.54	274,441.52	273,777.50	273,113.48
Rate (EOM)		0.51%	0.46%	0.43%	0.40%	0.37%	0.35%	0.32%	0.30%	0.27%	0.25%	0.23%	0.21%	0.19%	0.17%	0.15%
Cash/Investment Balance	TOTAL	62,160,740.49	62,396,253.30	62,631,749.54	62,867,245.78	63,102,742.02	63,338,238.26	63,573,734.50	63,809,230.74	64,044,726.98	64,280,223.22	64,515,719.46	64,751,215.70	64,986,711.94	65,222,208.18	65,457,704.42
Earnings	TOTAL	216,887.90	255,382.91	217,569.54	236,422.50	255,296.31	274,362.18	293,428.05	312,493.92	331,559.79	350,625.66	369,691.53	388,757.40	407,823.27	426,889.14	445,955.01
Rate (EOM)																
<b>FEDERAL STIMULUS FUND:</b>																
Chase	Credit Investment	9683992	31,866,335.08	31,723,756.26	32,142,955.92	32,103,012.36	32,116,558.65	32,161,473.48	32,340,835.11	32,342,644.52	32,560,536.26	32,587,587.95	32,761,303.97	32,666,219.37	32,584,363.14	32,584,363.14
Cash/Investment Balance		9683992														

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