



Mail Service Procedure Review Report

Governance & Audit Report No. 2025-03

Issued on March 7, 2025

EXECUTIVE SUMMARY

Background

The Internal Audit Work Plan approved by the Governance and Audit Committee for fiscal year 2025 included a Mail Service Procedure Review.

It has been reported, there have been numerous instances of lost or delayed delivery of mail to various departments across the IndyGo campuses.

Our audits are performed in accordance with the professional practice standards of the Institute of Internal Auditors. This report was prepared for use by IndyGo’s Board of Directors, Governance and Audit Committee, and management.

Objective and Scope

Examine the policies, procedures, and controls in place for the mail operations.
 Considerations included:

- Is the procedure being followed?
- What parts are not being followed and what are the recommended fixes?
- Is there a security issue?
- Why does some mail never reach the intended recipients?
- What are some recommendations for improving the procedure and reducing lost or delayed mail?

Overall Report Rating & Observations

(See Appendix A for definitions)

| | Report Rating | Number of Observations by Rating | | |
|--------------------------------------|---------------|----------------------------------|----------|----------|
| | | High | Medium | Low |
| Mail Service Procedure Review | High | 4 | 0 | 0 |

Overall Summary and Review Highlights

IndyGo Governance and Audit performed a review of the Mail Service Procedure that was issued in January 2024. In addition, mail operations were reviewed at the various IndyGo campuses along with staff interviews

Governance and Audit noted the following observations:

- Mail Service Procedure not being followed.
- Mail service positions not assigned.
- Process at each IndyGo location not established/being followed.
- Certified mail procedures are not clearly defined.

The observations and management responses are presented in our accompanying report.

Our overall report rating for this review is considered a “High” risk.

We would like to thank IndyGo staff and all those involved in assisting us in connection with the review.

Questions should be addressed to the IndyGo Department of Governance and Audit at batkinson@indygo.net.

| 1. Mail Service Procedure | | |
|--|--|--|
| <p>Observation:</p> <p>It was noted, through review, that the Mail Service Procedure issued in January 2024 is not currently being followed.</p> | <p>Recommendation:</p> <p>Place Mail Service Procedure into practice.</p> | <p>Management Response:</p> <p>President/CEO will work with the team to ensure that persons are identified to execute and enforce the procedure.</p> |
| <p>Observation Rating: High</p> | | |
| <p>The Mail Service Procedure issued on January 18, 2024, included a purpose, scope, covered employees, definitions and procedure.</p> <p>The goal was to ensure that employees were aware of their responsibilities when sending mail or packages as well as to ensure that outgoing and incoming mail is processed quickly and efficiently.</p> <p>The process of placing totes for incoming, outgoing and interoffice mail at each IndyGo location has not been established at all locations.</p> | <p>It is recommended that IndyGo re-establish the Mail Service Procedure at each IndyGo location including verifying that the incoming mail is in a secure environment.</p> <p>It is also recommended that all incoming mail be date-stamped, which is outlined in the Mail Service Procedure.</p> | <p>Action Plan:</p> <ul style="list-style-type: none">• Ensure that the mail procedure is executed and enforced as written.• Identify the persons responsible for executing the approved procedure and ensure those persons understand their responsibilities.• Assign the Executive Assistant to the CEO/Board Clerk to oversee this procedure and ensure compliance. <p>Responsible Party:</p> <p>President/CEO with assistance from executive teammates</p> <p>Due Date:</p> <p>May 16, 2025</p> |

| 2. Mail Service Positions | | |
|--|---|--|
| <p>Observation:</p> <p>This review determined that no employee or contractor has been assigned the official duty of Mailroom Attendant or Courier.</p> | <p>Recommendation:</p> <p>Assign tasks to a designated employee or contractor.</p> | <p>Management's Response:</p> <p>President/CEO will work with the team to ensure that persons are identified for the role of mailroom attendant and/or courier.</p> |
| <p>Observation Rating: High</p> | | |
| <p>The procedure for incoming mail lists the position of Mailroom Attendant along with the responsibilities of that position. It has been verified that IndyGo has not assigned Mailroom Attendant duty to any employee.</p> <p>The procedure for interoffice mail lists the position of a Courier who is to pick up and deliver interoffice mail between IndyGo locations. It has been verified that IndyGo has not assigned the courier responsibility to any employee or contracted a courier service to perform these duties</p> <p>Governance and Audit have verified through the Department of People that there is not an IndyGo position listed as Mailroom Attendant or Courier.</p> <p>The job descriptions for the various department administrative assistants and the storeroom clerk were reviewed. It was determined that the tasks described in the Mail Service Procedure for Attendant or Courier are not part of the responsibilities listed in the various job descriptions.</p> <p>It has been verified that IndyGo does not contract a courier service for distributing interoffice mail between the various properties.</p> | <p>It is recommended that the IndyGo Mail Service Procedure be managed by the Executive Administrative Assistant at the East Campus.</p> <p>IndyGo should assign the mailroom attendant tasks to an employee at each IndyGo location. It would be best served to assign this responsibility to an administrative assistant.</p> <p>The Mailroom Attendant duties should mirror that of the Mail Service Procedure that was issued in January 2024.</p> <p>It is crucial that mail is distributed to the various IndyGo locations on a timely basis. It is suggested that the task of being the mail courier be assigned to an IndyGo employee who is assigned to an IndyGo vehicle. It seems most reasonable that this task could be assigned to a facilities employee or road supervisor. The facilities employee assigned at East Campus could provide the courier functions. Their office is within the East Campus mailroom, and they have access to an IndyGo vehicle for other tasks.</p> <p>If the mail courier task cannot be assigned to an IndyGo staff member the second option would be to contract a courier service to have a route at least 3 days a week between IndyGo facilities.</p> | <p>Action Plan:</p> <ul style="list-style-type: none"> Assign the Executive Assistant to the CEO/Board Clerk to oversee this procedure, including ensuring the assigned courier and/or mailroom attendant is adhering to procedure, and managing their contract (if an outside vendor is selected). Determine whether courier duties can be assigned to a Union employee. If yes, then President/CEO will work with team to have duties assigned according to the adopted procedure. If courier duties cannot be assigned to an existing Union employee, work with executive team to either: <ol style="list-style-type: none"> identify existing staff responsible for the duties outlined in the adopted procedure, or enter into a contract for courier services. <p>Responsible Party:</p> <p>President/CEO with support from executive team</p> <p>Due Date:</p> <p>April 30, 2025</p> |



| 3. Process at Each Location | | |
|---|--|---|
| <p>Observation:</p> <p>It has been determined that the official IndyGo Mail Service is not uniform at each location. It is also noted that having multiple business addresses is causing issues with mail routing.</p> | <p>Recommendation:</p> <p>Implement the approved Mail Service Procedure at all IndyGo facilities and standardize the mailing address for all IndyGo mail.</p> | <p>Management's Response</p> <p>President/CEO will work with the executive review these recommendations and incorporate them into standard practice.</p> |
| Observation Rating: High | | |
| <p>East Campus</p> <p>There is a secure mailroom that is accessible by employee badge or by security officer. The US mail carrier is admitted to the mailroom through an outside door by the security officer on duty. This is done by a ring doorbell camera and a remote unlock button.</p> <p>Because there is not a Mailroom Attendant assigned, by default a Finance Department employee is reviewing the incoming mail and placing it in the appropriate department mail slot. This employee also transports mail and documents from West Campus to East Campus in their personal vehicle. Finance is performing these duties to ensure they are adequately receiving mail for the Finance Department.</p> <p>There are incoming, outgoing and interoffice mail tubs set up. The interoffice mail envelopes are not being used and there is no method to route mail between locations.</p> <p>West Campus</p> <p>There is no mailroom at the West Campus location. There are incoming, outgoing and interoffice mail tubs set up in the front lobby.</p> <p>The US mail carrier drops the mail in the incoming mail tub by 11 AM. IndyGo lobby is closed during the weekend so there is no Saturday delivery.</p> | <p>All Locations</p> <p>The Mail Courier task could be assigned to an IndyGo employee who has an assigned IndyGo vehicle, like a road supervisor or contract the process. (To service all locations)</p> <p>It is recommended that since 1501 West Washington Street is the official address for IndyGo, the 1501 address should be used on all correspondence including letterhead and email signatures. This would eliminate confusion if a response is expected to be mailed back.</p> <p>Once the responsibilities of the Mail Attendant have been assigned at each location, the Mail Attendant should provide Mail Service Procedure training for other employees.</p> <p>East Campus</p> <p>It is recommended to make the Mail Service Procedure management the duty of an Administrative Assistant. Following the guidelines of the previously published Mail Service Procedure would work if all the pieces were established.</p> <p>Stop the process of an IndyGo employee acting as a document courier with their own vehicle.</p> <p>West Campus</p> <p>It is recommended to move the mail tubs into a secure location.</p> <p>As there is no Mail Attendant responsibility assigned at West Campus, it is recommended to assign this task to the Receiving Clerk and move the mail delivery location to the loading dock</p> | <p>Action Plan:</p> <p>The following actions are in addition to the actions listed with observations 1 and 2:</p> <ul style="list-style-type: none">• Work with the executive team to develop consistent mailing addresses department-by-department. For example, legal may choose to have everything sent to East Campus, while Operations may choose to maintain West Campus as its primary mailing address. Work with Public Affairs to confirm online sources list accurate information.• Provide training on procedures for individuals with assigned responsibilities.• Confirm the best place for mail bins at each facility and work with staff to incorporate that information into the procedure. <p>Responsible Party:</p> <p>President/CEO and Executive Assistant to CEO/Board Clerk</p> <p>Due Date:</p> <p>May 30, 2025</p> |

Because there is not a mail attendant assigned, a Payroll Department employee is reviewing the incoming mail, removing the payroll mail and delivering the remainder to the Department of People and Culture staff who is placing it in the appropriate department mail slots.

The Interdepartmental mail tub has various pieces of mail that have never been placed in interdepartmental mail envelopes or delivered. If there is mail to be sent to another department, it is held until someone such as a road supervisor happens to be traveling to another IndyGo location, assuming that is known.

There is a system in place for any FedEx type mailers coming to the West Campus. They are delivered at the loading dock and are routed the same day by the storeroom clerk.

Carson Transit Center (CTC)

Incoming mail is delivered to the front desk which is currently operated by a contractor. The mail is sorted by the front desk staff. If there is mail for another IndyGo location, it is given to the CTC manager or a road supervisor. It is then delivered to the other locations if a road supervisor is going to that location or is taken by the manager. There is a delay until it is known that someone is traveling between campuses.

The incoming, outgoing and interoffice mail tubs were found sitting on a table in an upstairs conference room. They had never been set up and are stacked up along with an unused box of interoffice mail envelopes. The signs to mark the tubs have never been used and are laying in the tubs.

area at the West Campus. There is already a process for receiving and distributing packages such as UPS and FedEx.

A second option could be to assign the Mail Attendant responsibility to a front-line Department of People and Culture staff member as they are closest to the current mail delivery point. The mail tubs could be then moved into the Department of People and Culture secured area.

Carson Transit Center

With the recent change to the retail desk operation being moved from a contractor to IndyGo Staff. It is recommended that the Mail Attendant tasks be assigned as part of the retail desk operations.

The mail tub process needs to be set up so that outgoing, incoming and interoffice mail can be separated and the Mail Service Procedure put into place.

West Michigan Street

The process at West Michigan Street seems to be working. There still needs to be a method of transporting the mail to the other IndyGo locations. This is another example of the need for an all-location courier operation.

West Michigan Street

There is a good process for mail handling at this location because of the paratransit assessments, vouchers and communication. Incoming mail is delivered 9-10 AM. There is outgoing mail prepared by the West Michigan Staff. It is driven to the West Campus to add postage by mail machine. It is then taken directly to a US Mail Post Office. While staff are at the West Campus, the mail for West Michigan Campus is retrieved.

| 4. Certified Mail | | |
|---|--|--|
| <p>Observation:</p> <p>There is no written and secure process for the receipt of certified mail</p> | <p>Recommendation:</p> <p>Update the Mail Service Procedure document to include a separate process for handing certified mail.</p> | <p>Management's Response:</p> <p>Dept. of People staff will be tasked with updating the procedure to incorporate a process for accepting and delivering certified mail.</p> |
| <p>Observation Rating: High</p> | | |
| <p>When certified mail is delivered at the West Campus, the mail carrier has the contracted security officer sign the proof of delivery receipt. The mail is not then given to the officer. It is placed in the tub by the mail carrier with the rest of the incoming IndyGo mail.</p> <p>The certified mail does not receive any special handling and is mixed in with the regular mail in the tub.</p> <p>Most times, certified mail is meant for the Legal Department and in many cases, it is never received by the intended recipient. It along with other mail for the East Campus is held until someone happens to be going to the east location.</p> <p>No departments are notified that there is certified mail delivered.</p> | <p>It is recommended that any certified mail should be signed for by an IndyGo staff member and not the contracted security officer.</p> <p>Once signed, the staff member should keep the certified mail and not co-mingle it with the other regular mail in the tub.</p> <p>The staff member should ensure that certified mail is delivered directly to the intended department/person. If the staff member is not able to determine the correct department, the certified mail should be delivered to the Legal Department to sort out. Certified mail received at IndyGo is typically intended for the Legal Department.</p> <p>Certified mail traveling between IndyGo locations should be done by the interoffice mail procedure outlined in the Mail Service Procedure document. It is recommended that the intended recipient be notified by the staff member that certified mail has been received.</p> <p>Update the Mail Service Procedure document to include a process for receiving certified mail. This procedure should be communicated to staff involved in the mail service duties.</p> | <p>Action Plan:</p> <ul style="list-style-type: none"> Update the procedure to incorporate a process for handling certified mail that is more secure and will result in more timely delivery to the intended recipient. Train the necessary staff in the new process. <p>Responsible Party:</p> <p>CEO will work with Department of People</p> <p>Due Date:</p> <p>May 16, 2025</p> |

APPENDIX A – RATINGS 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: <ul style="list-style-type: none"> 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. Several moderate control weaknesses in one process, or a combination of high and moderate weaknesses which collectively are not pervasive. |
| 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. <ul style="list-style-type: none"> Significant/several control weaknesses (breakdown) in the overall control environment in part of the business or the process being reviewed. Significant non-compliance with laws and regulations. Observations which are pervasive in nature. |
| 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. |