



Date: January 11, 2022  
Current Meeting: January 20, 2022  
Board Meeting: January 27, 2022

**BOARD MEMORANDUM**

**TO:** Indianapolis Public Transportation Corporation (IPTC) Board of Directors  
**THROUGH:** President/CEO Inez P. Evans  
**FROM:** Deputy of Governance & Audit Brian Atkinson  
**SUBJECT:** Consideration and approval of Governance & Audit Risk Universe/Heat Map

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**ACTION ITEM A – 2**

**RECOMMENDATION:**

Review and receive Governance & Audit Risk Universe/Heat Map 2022

- See Reference Item 2021-5

**BACKGROUND:**

During late 2021 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.

**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 actually occur, and how severe the impact would be should the risk occur.

The heat map was compiled after a series of 34 initial conversations with members of IPTC management, three Board Members, and an online survey with 21 responses, followed by detailed review with our Subject Matter Advisors and comparison to risks across other similar transit agencies. We then followed up with more detailed discussions with certain members of management and held a final review meeting with IPTC’s President/CEO.

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.

Seven reviews are recommended for 2022 that come from the Risk Universe Heat Map.

- Decentralized Operations
- Training
- Cyber Security Readiness
- Staffing, Hiring and Recruitment
- Physical and Facility Security
- D365 Upgrade
- COVID and Pandemic Recovery

**ALTERNATIVES:**

N/A

**FISCAL IMPACT:**

No Fiscal Impact

**DBE/XBE DECLARATION:**

N/A

**STANDING COMMITTEE DISCUSSION/RECOMMENDATION:**

This action will be reviewed by the Governance & Audit Committee on January 20, 2022.