



**Innovation
Advocacy
Community**



2019 TARC BUDGET MOVING YOU FORWARD



New for 2019!

Comprehensive Operational Analysis
Automated Fare Collection System
Bus Rapid Transit



FY 2019 Budget

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Introduction

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TARC FY2019 Budget Intro

Exploring solutions to meet transit demands in the face of financial challenges

In fiscal year 2019 – July 1, 2018 to June 30, 2019 – TARC will make significant strides to improve public transportation, with an emphasis on professional development and enhancing the customer experience, with projects such as a new electronic fare collection system, the region's first Bus Rapid Transit route, and other major upgrades through grant funding.

However, the level of service that currently exists is not sustainable and insufficient. In order to meet the growing workforce and economic needs of our city, TARC will explore solutions that meet the service needs of Louisville communities across all socio-economic groups.

In spite of low automobile prices, decreased ridership nationwide and a stagnant tax rate set in 1974, TARC continues to explore and implement transportation opportunities that enhance the social, economic and environmental well-being of the Greater Louisville community.

Louisville and Southern Indiana deserve a modern and robust transit system that meets the transportation needs of communities. To accomplish this, TARC will continue focusing on efforts to generate additional revenue to maintain and improve service. These efforts include building support dedicated state funding for public transportation. Limited operating revenue prevents service enhancements to meet the current and growing demand for public transportation.

Current funding is not keeping pace with expenses to cover the local share of federal grants and increasing costs for items such as paratransit, maintenance, health insurance and pensions. TARC will continue to focus on securing increased operating and capital funding at the local, state and federal levels.

Major Improvements/Projects

These improvements, made possible with federal grant funding, show progress toward a more efficient, reliable, and modern public transportation system in the metropolitan area. Existing passengers will benefit with an easier, more convenient ride and new passengers are more likely to try TARC.

- **Automated Fare Collection System (MyTARC)**
The new fare system will allow passengers to pay using a tap-and-go smartcard, or their cellphones, eliminating paper passes, tickets and transfer slips. Cash will remain an option. While more convenient for passengers, the system will also produce reliable data on ridership, resulting in improved efforts to plan routing based on passenger needs and system efficiency.
- **Comprehensive Operational Analysis (COA) and Long Range Plan (LRP)**
TARC will begin work on a comprehensive operational analysis to determine best options for improving existing service given financial resources, and a vision and plan for the future. Through strategic community engagement, TARC will connect with rider and non-riders through various outreach and engagement opportunities with the goal of collecting, analyzing and applying data that will drive our operational strategy.
- **Professional Development**
All TARC staff will participate in a series of professional development opportunities aimed at improving the overall customer experience. Topics such as dignity and respect place an emphasis on the importance of customer service throughout day-to-day customer and employee relations. Efforts also include an improved streamlined complaint management process, conflict resolution training, security measures and communications.

- **2019 APTA International Bus Roadeo/ Bus & Paratransit Conference**
For the first time in Louisville, TARC in partnership with the American Public Transportation Association (APTA) will host the 2019 APTA Conference & International Bus & Paratransit Roadeo, May 17 - 22. The Roadeo and conference event is expected to attract over 1500 visitors from transit agencies across the country competing for the best in safety, skills and professionalism.
- **ZeroBus Rebranding**
In collaboration with the Greater Louisville Convention and Visitors Bureau, and with funding contributions from community partners, TARC is rebranding the ZeroBus all-electric fleet on downtown fare-free circulator routes, and expanding the service south to Churchill Downs. The goal of this rebranding effort is to increase ridership and local business partnerships and will include the rebranding of all ZeroBus stops, stations and shelters along the route.

Major Upgrades with Grant Funding

- **Transportation Investment Generating Economic Recovery (TIGER)** - In fiscal year 2019, construction will progress to transform the Dixie Highway corridor, with new, branded buses and enhanced stops and shelters, designed to provide faster, more convenient travel. Major progress is scheduled on Louisville's first **Bus Rapid Transit (BRT) line**, scheduled to begin operating in late summer 2019, as part of a project, TARC is taking a major role in the Transforming Dixie Highway Project, a \$28.9 million project including \$19.9 million from a U.S. Department of Transportation TIGER grant awarded in Oct., 2015 that will cover the new "TARC Rapid" line.
- **Congestion Mitigation Air Quality (CMAQ)** - As the recipient of a \$2.5 million CMAQ non-infrastructure match grant administered by the Kentucky Transportation Cabinet, TARC implemented the **Route #20 - Riverport Circulator**. The CMAQ grant in addition to TARC's match of 20% will cover the \$3,180,000 in operating costs to provide the service until 2020. This service provides TARC access for workers at Jefferson Riverport International, one of the region's largest employment centers, home to 120 companies and 10,000 jobs opportunities in Southwest Louisville.
- **Bridges Project Funding** - The four-year \$20 million capital improvement and communications program with Ohio River Bridges Project funding concluded in Dec., 2017. In the final year of the program, TARC completed exterior improvements to the **Nia Center** bus turnaround area including shelters and stops and completed a new customer service area and kiosk inside the building. Energy use at **Union Station** will decline significantly – an estimated 60 percent - with the completion of a new heating, ventilation and air conditioning system, part of significant upgrades and preservation work at TARC's historic headquarter building, scheduled for completion in 2018. TARC will also undergo a website redesign project for www.ridetarc.org, TARC's official site used to communicate route details, maps, current events and other rider tools. This upgrade will improve user navigation and consolidate the desktop and mobile versions of the site.

Funding Advocacy

While Fiscal Year 2019 promises to be a year of major improvements and developments, inadequate operating revenue threatens TARC's ability to maintain existing service let alone build a network that provides the service Louisville deserves and needs.

TARC estimates total occupational tax revenue, the major source of operating funds, for fiscal year 2019 at \$59.2 million, a 4 percent increase compared to the \$56.9 million amount estimated for fiscal year 2018.

For the fifth fiscal year in row, TARC has not raised fares, and service levels are maintained. Mirroring a national trend, with low gas prices and other factors, total ridership decreased by 7.22 percent in fiscal year 2017, with a combined 13,019,892 million unlinked passenger trips or 42,445 average weekday trips. While ridership on fixed route declined (7.60 percent as reported

by total fare box transactions, ridership by route from the fare box follows a decline of 4.76 percent), paratransit trips increased by 3.48 percent, from 510,718 in fiscal year 16 to 528,496 in fiscal year 17.

Federal funding is important for TARC to maintain and improve services, and usually federal grants require only 20 percent in local/state matching fund. Without help in covering the local match, TARC is forced to find funds from within its limited operating budget, which negatively impacts service. At times, improvements with grant funding can be delayed pending availability of local matching funds.

At the state level, TARC continues to pursue every opportunity for funding and is an engaged member of the Kentucky Infrastructure Coalition, formed in 2017, to raise awareness of and increase funding for all modes of transportation including public transportation.

To continue improvements in fiscal year 2019, TARC will explore innovative, workable solutions and additional funding sources. These efforts will help determine how TARC can operate in the future. Louisville Mayor Greg Fischer, Louisville Metro Council, Greater Louisville, Inc., the Commonwealth of Kentucky, major corporate partners and others are needed to help achieve the important community goal of ensuring a viable, convenient, safe and relevant public transportation system for Greater Louisville.

TARC will also continue participation with the American Public Transportation Association (APTA), in advocacy at the federal level for increased funding. TARC is engaged with partners and Congressional representatives to continue to advocate for increased levels for public transportation.

Community Partnerships

TARC's partners make it possible to provide and improve service through new strategies and technologies. Throughout the budget document, references are made to many of these partners who help make projects and programs come to fruition. Among the most important partnerships are with the University of Louisville, Jefferson Community & Technical College, Humana, UPS and Louisville Metro which continue to be active supporters of TARC while positioning public transportation as an environmental initiative.

Fare free ridership program for students, faculty and staff and institutions such as Jefferson Technical College and University of Louisville exemplify transportation as a vital component to meet the growing workforce demands of Greater Louisville.

TARC is proud to include a new partner – Louisville Metro Housing Authority (LMHA) – in a fare free ridership program for staff. LMHA joins Humana, Louisville Metro, UPS (in a limited partnership) and Amazon (during peak season) providing fare-free rides and by supporting the workforce by removing the barrier of transportation for some employees, TARC helps drive our economy.

Parking Authority of River City (PARC) and TARC have partnered to launch a mobile application to increase connectivity to the various modes of transportation available in Metro Louisville.

Partnering with initiatives like the Kentucky Infrastructure Coalition (KIC), which supports long-term, sustainable funding that provides adequate revenues for all modes of transportation, engages TARC in the advocacy for infrastructure improvement across the state of Kentucky including public transportation.

TARC will continue to focus efforts on the expansion of these partnerships.



Mission Statement & Critical Success Factors

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Mission Statement

TARC's mission is to explore and implement transportation opportunities that enhance the social, economic, and environmental well being of the Greater Louisville community.

Critical Success Factors

Adequate Financial Resources

Effective Team

Effective Visionary Leadership

Community Support

Focus on Customer Needs

Quality Services

Prudent Fiscal Management

Strategic Management

Focus on Safety



TARC Team Shared Values

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TARC Team Shared Values

Teamwork

We work together to achieve our mission with a spirit of cooperation and unity. We value opportunities to come together as the TARC family to build a sense of community and direction.

Appreciation

We recognize the contributions of all team members. We value our customers and are committed to the community we serve.

Respect

We treat everyone, team members and customers, with dignity and respect. We value trust and fairness in our workplace.

Communication

We communicate honestly and respectfully with every member of the TARC team and the community we serve. We are open to new ideas and provide prompt follow-up and feedback.



2017 Accomplishments

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Transit Authority of River City 2017 Accomplishments

Organization Accomplishments

Adequate Financial Resources

- TARC was awarded \$1.18 million in an Indiana Department of Transportation Public Mass Transportation and Operating Grant Agreement. This funding provides part of the operating budget for TARC services in Southern Indiana.
- TARC received annual funding from Kentuckiana Regional Planning & Development Agency (KIPDA) State Transportation Program (STP) Urban Priorities (SLO) local funds for access and bus stop improvements. \$250,000 was awarded to TARC in FY 2017 to be invested in sidewalks, shelters and other passenger amenities along various TARC routes system-wide.
- TARC formalized and signed a Memorandum of Understanding (MOU) with Amazon to partner on providing financial support and additional service to the River Ridge employment center, to address increased seasonal employment between Oct. 2017 and Jan. 2018.
- TARC submitted to KIPDA a Transportation Alternatives Program (TAP) application for major TARC transfer node improvements at Park Place Mall. TAP funding in the amount of \$123,200 was awarded to TARC in Aug. 2017.
- TARC resubmitted a Congestion Mitigation and Air Quality (CMAQ) application to KIPDA for transit service improvements in the Southwest Louisville/Riverport area and was awarded \$2,544,000 over two years in June 2017. TARC implemented Riverport Circulator Route 20 in Nov. 2017, providing connections to jobs and to education at Jefferson Community and Technical College (JCTC) Southwest Campus on Stonestreet Rd.
- TARC was awarded an Indiana CMAQ Grant in the amount of \$2.4 million over three years for implementation of two new cross-river bus routes to improve transit connectivity across the new bridges in Louisville Metro. The funding was approved for TARC in June 2017 and should be available for new service implementation in Nov. 2018.
- TARC prepared and submitted to KIPDA and KYTC a funding application for a TARC Comprehensive Operations Analysis and Long Range Plan, and funding in the amount of \$800,000 was awarded to TARC in Oct. 2017.

Effective Team

- TARC received two new 35-foot clean diesel buses manufactured by the Gillig Corporation.
- TARC entered into a joint bus procurement with other regional transit agencies LexTran, TANK, and Cincinnati Metro. The agencies believe that their joint purchasing power enhanced the competitiveness of manufacturers' proposals.
- TARC led a Transit Tariff Collaborative whose purpose is to define a mutually agreeable utility rate for electric bus charging that will provide long-term benefits to TARC and LexTran as they seek to modernize their fleets.
- TARC installed servers and defined network interfaces in preparation for implementation of the new fare collection system.

- TARC took delivery of 235 new Fast Fare fareboxes and vaulting equipment, and began implementing its new electronic fare collection system.
- TARC reached 90% completion on phase one construction of Union Station's 35 year-old heating, ventilating and air conditioning system. New HVAC equipment has been installed throughout the west side of Union Station, and many of the offices have been restored to their original condition. Crown molding and 22-foot ceilings have been exposed, and new flooring, paint and lighting has been added. The 3rd floor has been extensively renovated to accommodate TARC's Information Technology department and data center. Both phase one and phase two of the project will be completed in 2018.
- During 2017 TARC closed 4 federal grants, obligated 3 new awards, and managed 27 grants during the year.
- TARC completed the upgrade of its Enterprise Resource Planning system in order to meet the needs of new Federal Transit Asset Management guidelines and to improve processes throughout the organization. In addition, TARC negotiated an agreement to outsource hosting, support and help desk services associated with the upgraded system. TARC believes the upgrade and outsourcing maintenance and support of the system will result in significant efficiency improvements.
- TARC installed a new, more powerful, Uninterrupted Power Supply (UPS) for Union Station's information technology.
- TARC planned for and coordinated network and power changes and temporary network installations that were necessary as part of the Union Station HVAC project.
- TARC hired 78 new TARC team members (18 administrative, 10 maintenance and 50 coach operators), processed 30 TARC team member retirements (five administrative, four maintenance and 21 coach operators) and more than 729 applications for employment.
- TARC hired an additional scheduler to ensure proper staffing and stability in the fixed route scheduling process. TARC also hired a Maintenance planner.
- TARC managed a total of 311 active contracts and/or agreements (237 Invitation for Bids, 22 Request for Proposals, 28 Service Agreements and 24 TARC Agreements).
- TARC completed and awarded: a one-time construction contract for TARC Customer Service Roof Replacement to Frederick Roofing Co.; a one-time construction contract for Nia Center Exterior Improvements to ShelCon Construction; a one-time construction contract for Union Station HVAC Improvements to Corbett Construction; a one-time, five year contract for the purchase and delivery of Paratransit Cutaway vehicles to Rohrer Bus Sales; a one-time, five year contract for the purchase and delivery of an Automated Fare Collection System to Genfare, a division of SPX Corporation; an ongoing one year contract with four one year extensions for Vanpool Insurance Coverage to Lancer Insurance; an ongoing one year contract with two one year extensions for Armored Car Services to Gardaworld; an ongoing one year contract for Police Services to Off Duty Police Services, Inc.; an ongoing five year contract with three one year extensions for Transit Advertising Services to Lamar Transit Advertising; an ongoing three year contract with two one year extensions for Armed Security Guard Services to Walden Security; an ongoing one year contract with four one year automatic extensions for Government Legislative Services to Government Strategies; an ongoing three year contract with one two year extension for Third Party Administration of TARC's Workers' Compensation program to Underwriters Safety & Claims and an ongoing one year contract with two one year extensions for Excess Worker's Compensation Insurance to The Underwriters Group.

- TARC held twelve *Dignity and Respect Professional Development Workshop* sessions, facilitated by GannonConsult. The goal was to improve teamwork, consider ways to approach employee and customer relationships from the basis of dignity and respect and help to define the behaviors that employees and customers can expect from all TARC team members. 513 team members participated, including more than 350 Coach Operators.
- TARC trained 44 new coach operators and nine new maintenance personnel and arranged Microsoft Office classes through Martin Yarborough and Associates for 73 team members.
- TARC planned and executed a Veterans Day event for TARC team members who are veterans.
- TARC, as the designated recipient of Section 5310 Enhanced Mobility of Seniors and Persons with Disabilities federal funds for the Louisville urbanized area completed a competitive selection process to choose projects for the award of those funds.
- TARC wrote and distributed a total of 21 news releases regarding schedule changes, new buses, service updates and developments.
- TARC communicated news and information to team members through *Talk About TARC* internal meetings, *TARC Team Update* monthly newsletters, AmBUssador Days mobile employee reward shop, digital TV displays in the transportation lounge, e-mail and posters as an additional opportunity for communication and interaction between departments.
- TARC upgraded the Exchange Email Server and Client and archiving, to add new features and keep e-mail up to date for continued support.
- TARC designed and installed mobile data terminals into vehicles for Road Supervisors. This provides Road Supervisors with access from the vehicles to the Computer Aided Dispatch (CAD) map that displays bus location.
- TARC upgraded the Cisco phone system software in order to continue to receive vendor support.
- TARC trained maintenance and transportation employees on use of Yard Management and vehicle assignment in the Operations Planning System (OPS), which allows team members to view and update the location of a bus in the bus barn via a tablet.
- TARC completed the upgrade of the web Content Management System (CMS) to SiteFinity CMS from Ektron CMS in Jan. 2017 and completed the trouble shooting process by May. The new system supports and stores TARC's web data such as text, graphics, video, maps/schedules and application codes that display content to interact with TARC customers.
- TARC created new designs for both regular and express monthly passes and transfers. The passes are multi design/color for each month, with specialized TARC holographic and paper to decrease fraudulent activity. Transfers are multi colored with stamps changing color to minimize fraud.
- TARC convened an interdepartmental Complaint Process Improvement Committee to review current complaint handling processes and make recommendations for expediting complaint resolutions. Approved recommendations include engaging TARC's complaint software company to overhaul software functionality and retrain all staff. Additional actions are in progress.
- TARC contractors, First Transit and Yellow Cab, improved the operational efficiency (trips performed per hour) of TARC3 service almost 1% over FY16.

- TARC began planning and preparation to host the 2019 American Public Transportation Association (APTA) Bus and Paratransit Conference.
- TARC agreed to introduce TARC's first Bus Roadeo competition in more than twenty (20) years and began preparations. TARC's Roadeo will take place in April 2018.

Effective Visionary Leadership

- TARC worked with the American Public Transportation Association and others and closely monitored developments in Washington, Frankfort and Indianapolis to help ensure public transportation in Greater Louisville achieved as much adequate funding and effective legislation as possible to address future needs.
- TARC continues to have strong involvement in the transportation planning process with Louisville Metro government agencies: Mayor's Office, Public Works, Planning and Design Services, Louisville Forward, Louisville Downtown Partnership (LDP) and the Convention and Visitors Bureau (CVB), as well as with businesses and civic organizations.
- TARC continues to be involved with the KIPDA planning process, with a strong presence on KIPDA's various committees and workgroups. TARC participates in regional transportation planning processes through the Transportation Technical Coordinating Committee and Transportation Policy Committee and provided support for the Connecting Kentuckiana Long Range Regional Transportation Plan.
- TARC continues participation in the KIPDA's Project Management Process (PMP) with a focus on projects funding, planning and delivery, improving timelines and progress monitoring and reporting.
- TARC partners with Louisville Metro Government and the State Highway Department on planning and implementation of the Dixie Hwy. Bus Rapid Transit (BRT) project. TARC continues to provide professional expertise for the BRT service planning, design elements, information technology system components and amenities construction, ensuring the needs of transit users are addressed throughout project development and implementation.
- TARC participated in the Metro Comprehensive Plan update process, taking a strong lead on the Mobility Advisory Team.
- TARC participated with Louisville Metro on developing various grant applications by providing transit data and background information.
- TARC, in cooperation with KIPDA, Louisville Metro and the Louisville Downtown Partnership, worked on developing a Downtown Mobility Study. The study was initiated with a goal to evaluate and improve downtown mobility for all modes (it was finalized Jan. 2018). The study provides recommendations for various projects, including transit route improvements in the downtown area, and will serve as a resource for further projects development and prioritization.
- TARC has an active relationship and a triennial contract with Remix to support transportation planning processes at TARC. The Remix tool is very helpful with route changes and cost estimates for current and long-range service planning.
- TARC received Bronze level recognition for its sustainability commitment by developing energy efficiency metrics and demonstrating progress in many areas.

Community Support

- TARC worked with Amazon in River Ridge Commerce Center to improve the level of service for Amazon employees on Route 71. Between Oct. 2017 and Jan. 2018 TARC provided additional service to River Ridge to address an increase in seasonal employment and in partnership with Amazon provided ridership benefits system-wide to Amazon employees.
- TARC implemented a new circulator route in the southwest Metro Area with Congestion Mitigation Air Quality grant funding to serve the Riverport employment center and provide connections to JCTC campus on Stonestreet Rd.
- TARC provided additional weekend service on Route #19 in Riverport, to support increased seasonal employment between Oct. and Dec. 2017.
- TARC is involved in the Russell Choice Neighborhood planning process with Metro agencies and community and neighborhood leaders and made commitments to support the redevelopment and revitalization plans by providing transit passes for residents and assisting Louisville Metro Housing Authority with transit amenities design and implementation (Smart Stops Action Grant).
- TARC continued TARC Means Business contractual partnerships with Humana, University of Louisville, UPS and Metro Louisville for fare-free rides with the show of photo-identification. Jefferson Community and Technical College (JCTC) became a partner in Aug. 2017. TARC also negotiated a TARC Means Business contract with Louisville Metro Housing Authority, to begin Feb. 1, 2018. Total trips during 2017 for the partners and the percent increase/decrease in trips from their prior contract year are:

Company	Total	%
Humana	458,620	(17%)
Metro	172,734	(1%)
UL	1,205,773	2%
UPS	83,621	52%
JCTC	49,230 (Aug-Dec)	

TARC also provided fare-free rides for Amazon employees Oct. – Dec. 2017.

- TARC continued to receive sponsorship funds from downtown business organizations to support frequent and fare-free ZeroBus service.
 - TARC provided 15 complementary Job Hunter bus routes, encompassing 245 passenger trips to community job fairs and TARC participated as an employer at 15 job fairs.
 - TARC participated in 113 outreach events including: Kentucky Derby Festival Pegasus Parade, Americana Festival, U of L Freshman Orientation sessions, TARC Means Business transit fairs, Kentucky State Fair, WorldFest, Mayor's Hike, Bike and Paddle events, TARC fare collection system public meetings, St. James Court Art Show, Bike to Work Day, Center for Accessible Living ADA Celebration, UPS College and Career Fair, Harvest Homecoming, Light Up Louisville, group tours of Union Station and community/neighborhood forums among others.
- TARC partnered with the Parking Authority of River City for park-and-ride service to the St. James Court Art Show and hosted a TARC booth at the event.
 - TARC partnered for the ninth year with the MillerCoors drink responsibly program for complimentary rides for all TARC customers on Derby Eve.
 - TARC provided transit information for parents at twelve U of L Freshman orientations and for students at three U of L student events.

- TARC partnered for the second year with RiverLink for sales of transponders at Union Station and the Nia Center.
- TARC employees supported Metro United Way, Fund for the Arts and Toys for Tots with internal campaigns generating personal donations.
- TARC partnered for the second year with the Community Foundation of Louisville, providing transportation to the “Give Local Louisville” event at 4th Street Live! Destination signs on all ZeroBuses displayed #GiveLocalLou. Over \$4 million was raised for the benefit of 610 nonprofit agencies.
- TARC in partnership with Louisville Metro Public Works and Assets held an annual Design-A-Bus art contest, with the theme *Tree’s Louisville*. Winners rode on the wrapped art bus in the Kentucky Derby Festival Pegasus Parade. Out of 207 entrants from 22 different elementary and middle schools in the Greater Louisville area, 12 winners were chosen.
- TARC, in partnership with Brightside, announced the 2018 Design-A-Bus competition with a theme *Brightside’s work for a clean, green, beautiful city*, to draw attention to the value of a clean, beautiful environment and to the benefits of Brightside’s initiatives.
- TARC worked with KIPDA to build a bid for service requests and create a new look for the Ticket-to-Ride vehicles. Three layout designs were formed per make and model of the vehicle and 18 vehicles received the new design.
- TARC and representatives from Louisville Metro and VA Hospital arranged with WAVE3 TV for a White Cane Safety public awareness segment to be included on WAVE Country with Dawne Gee in observance of National White Cane Safety Day.
- TARC, in partnership with the Regional Mobility Council (RMC), promoted improved access to transportation resources with an emphasis on access for older adults, people with disabilities and low income individuals through outreach to regional transportation planning and advising groups.
- TARC managed event planning and partnered in the sponsorship and implementation of the Regional Mobility Council’s annual Transportation Summit, May 2017. The event was the largest in its 12 year history with 94 attendees.

Focus on Customer Needs

- TARC took delivery of two 35’ clean diesel buses.
- TARC completed the signage replacement project and installed at every TARC stop a new bus stop and routes identification sign (more than 4,500). More than \$650,000 has been invested in this project that significantly improves customers’ experience and supports TARC ridership. Project implementation started in Jan. 2016 and was completed under budget June 2017.
- TARC completed exterior renovations to the transit facilities at the Nia Center, 2900 W. Broadway, a TARC owned facility leased to Louisville Metro Government. Renovations present major improvements in safety, customers’ experience and transit operations and include replacement of the canopies, lighting, benches and other passenger amenities at the transit center located behind the building and along Broadway. The patio behind the building was significantly expanded and new curbing was introduced to guide bus and auto traffic more safely and efficiently. Broken pavement was removed and replaced, and landscaping was replaced to improve drainage and aesthetics.
- TARC installed new way-finder signage at the Nia Center and at the 29th St. Maintenance facility.

- TARC, in partnership with Tandem and IQS Research, completed an onboard passenger study in February 2017, with data analysis after surveying 1,584 riders from all 46 different routes to better understand ridership demographics, service utilization and key areas of improvement.
- TARC continued bus stop, shelter and sidewalk improvements for better access to public transportation. Improvements made included segments of S. 3rd St., Chamberlain Lane, E. Indian Trail and Taylorsville Rd. TARC constructed more than 2,000 ft. of new sidewalks and improved 55 bus stops. TARC installed 12 new Americans with Disabilities Act (ADA) accessible ramps, 10 new shelters and 50 benches. The estimated expenditure for these projects is over \$600,000.
- TARC responded to 295,000 TARC3 paratransit customer calls and 215,000 calls for information relating to local or express routes for a total of 510,000 calls, a six percent increase over 2016.
- TARC processed over 2,200 new TARC3 applications. An additional 1,200 applications for recertification of eligibility were reviewed and determinations made.
- TARC scheduled over 714,000 TARC3 trip reservations, an 8% increase over 2016 and provided nearly 545,000 customer trips on TARC3, a nine percent increase over 2016, with zero trip denials due to capacity. Over 602,000 passengers were transported on TARC3, including companions, personal care attendants, children and service animals.
- TARC kept TARC3 paratransit telephone hold times to an average of one minute, 51 seconds. This was under the set goal of less than two minutes.
- TARC implemented a new “pets on Paratransit” policy, permitting small pets to travel with customers on TARC3.
- TARC offered a new “Linked Trips” option for TARC3 customers who live outside the ADA service area and desire door to door service. TARC assists the customer to book a fixed-rate private taxi trip for the portion of their trip outside the service area and continues the trip as a TARC3 taxi trip once inside the ADA service area.
- TARC improved on-time performance for TARC3 paratransit service to 91% in FY17 from 90% in FY16.
- TARC continued the successful provision of shopper shuttle routes, improving access to goods and services in the community especially for older adults and transportation disadvantaged communities.
- TARC continued to notify riders of delays and detours with notices on buses and through TARC’s Twitter feed and Facebook, offering brief explanations of what buses are delayed and/or detoured and when and where to access service in those circumstances.
- TARC’s website use remained strong with 5.9 million page views and 301,000 mobile users in 2017. Top web pages remained mobile maps, schedules and the mobile real-time trip planner.
- TARC social media engagement and number of followers continued to grow. TARC’s Facebook page on Jan.1, 2018 had 3,482 followers, up from 3,286 a year earlier, a 5.9% increase. TARC’s Twitter page on Jan.1, 2018 had 3,851 followers, up from 3,646 followers a year earlier, a 5.6% increase from Jan. 2017.
- TARC provided 12 group travel training sessions attended by 266 people. Three of the training sessions were provided in partnership with KIPDA Area Agency on Aging and included a monthly pass program for 69 participants.

- TARC produced and circulated *TARC3 Voices*, a quarterly printed newsletter for paratransit customers and *TARC Team Update*, a monthly internal newsletter for team members.
- TARC maintained the Summer Youth Pass program including publicizing and coordinating pass sales.

Quality Services

- TARC installed Wi-Fi on 104 buses which completed the installation of Wi-Fi on the entire fleet of 226 buses.
- TARC successfully managed service for large public events including: Thunder Over Louisville, St. James Court Art Fair, Oaks and Derby events.
- TARC received a 28.4 percent increase in the number of customer commendations received, with 379 commendations received in 2017 compared to 271 in 2016.
- TARC maintained stability of service and on some routes increased the level of service.
- TARC improved internal data collection and reporting processes by implementing additional Trapeze software (Plan and Gateway). The improved reporting process provides a strong basis for service evaluations and efficiency improvements and will support the Comprehensive Operations Analysis and Long Range Plan planning efforts.

Prudent Fiscal Management

- TARC transitioned to a new third party administrator for work comp claims in an effort to reduce work comp claim expenses.
- TARC controlled TARC3 paratransit and personnel operating costs, ending FY17 under budget. A 3.5% increase in trip volume was offset by an increase in TARC3 fare collection of nearly 5% in FY17 over FY16.
- TARC managed a health care Opt-Out program with 41 participants for a total premium savings to TARC in the 2017 plan year of \$452,836.
- TARC received a clean operational audit and TARC Pension plan audit with no findings.
- TARC National Transit Database (NTD) reporting completed and submitted to NTD resulted in no critical issues.
- TARC processed more than 5,550 payables checks and more than 32,790 payroll checks.

Strategic Management

- TARC is participating in community-wide long-range planning efforts and considering mid and long-range routes and service improvements in coordination with the community vision, to ensure a stable and efficient public transportation system for Louisville Metro and the region.
- TARC initiated a Comprehensive Operations Analysis and Long Range Plan project. The project will address future transit improvements in the community and position TARC as a strong, sustainable regional transit system. A Request for Proposal was publicized Jan. 5, 2018.
- TARC successfully relocated the call center and TARC3 scheduling operations to 2901 W. Broadway, alleviating overcrowding and improving the work environment. The move included network design, uninterrupted power supply (UPS) and backup plan implementation.
- TARC designed a new datacenter and developed plans to orchestrate the Information Technology Dept. and datacenter moves while maintaining service.

- TARC implemented Bonfire Interactive, a new procurement portal/program. Bonfire allows vendors to register and obtain any solicitations posted to the portal in an electronic format free of charge and allows vendors to submit bids/proposals online. It also allows for online evaluation of all bids/proposals submitted through the portal.
- TARC hosted Bonfire training for vendors that included how to register and how to submit bids. Seventeen (17) suppliers attended.
- TARC hosted Bonfire Evaluator training for TARC employees and employees from other agencies, including Louisville Metro, Louisville Regional Airport Authority, Louisville Metropolitan Sewer District (MSD), Kentucky Transportation Cabinet, Louisville Water, and Kersey & Kersey Architects. Forty-six (46) individuals participated.
- TARC hosted ongoing “How to Do Business with TARC” classes that were open to vendors to learn about TARC’s procurement process
- TARC completed an acceptable annual inventory count verified by an independent auditing agency and maintained a consistent storeroom supply rate of 98.95 percent.
- TARC cross-trained two (2) Dispatch Supervisors on the Run Choose-up (route selection) and Vacation Pick for the 350+ bargaining unit employees, the process for which is contractual. In addition, all Road Supervisors were afforded time to cross train to learn and perform weekly scheduling.
- TARC participates as an active member of the Tri-State Minority Supplier Development Council (TSMSSDC).
- TARC participated at outreach events related to small and minority business development, including: Kentucky Procurement Technical Assistance Center (KY PTAC) Meet the Prime-A Reverse Trade Show, Louisville Metro Diversity Business Fair, Lexington Bluegrass Minority Business Expo, and the TSMSSDC Annual Business Expo.
- TARC developed a network with regional technical colleges, Vincennes University Diesel Mechanic Program and with Lincoln Tech and hosted 40 Prosser High School diesel mechanic students for future diesel mechanic recruitment opportunities.
- TARC promoted team member wellness through five contests; 19 educational sessions (diabetes prevention, Lunch & Learn and Weight Watchers); three events (Louisville Corporate Games, TARCfit 5K and a wellness fair); weekly boot camp, Walk & Talk and yoga sessions and monthly Massage Mondays.

Focus on Safety

- TARC continued working with Louisville Metro Police Department, area law enforcement and the Metro Arson Bureau to assist in identification and apprehension of individuals involved in criminal activity and to provide transportation for individuals to help ensure community safety.
- TARC continued to enhance security with a full-time transit security specialist and with an increase, from twenty to forty, in the number of part-time security officers comprised of Louisville Metro police and Jefferson County Correction officers who are armed, uniformed and have arrest powers. Their job function is to respond to on-bus disturbances and to ride buses in an effort to pro-actively prevent any issues that may occur. All officers have radios so they can communicate with TARC Radio Dispatch, coach operators and Louisville Metro Safe. TARC now contracts with an outside vendor for coach security services, which has increased the amount of time officers ride the coaches.
- TARC installed security cameras and a security gate for the new call center at 2901 W. Broadway.

- TARC had a 43.7% decrease in the number of passenger injuries with 18 in 2017 compared to 32 in 2016; and had an overall reduction in accidents of 13.2%. There was a 22.3% reduction in non-preventable accidents with 267 in 2017 compared to 344 in 2016.

TARC Team Member Accomplishments

- TARC Executive Director, J. Barry Barker, served as chair of the American Public Transportation Association Legislative Committee and vice chair of the APTA Sustainability Committee.
- TARC Assistant Executive Director, Ferdinand L. Risco Jr., served as chair of the American Public Transportation Association Organizational Development (formerly workforce development) sub-committee and currently serves as vice chair of the APTA Workforce Development (formerly Human Resources) Committee and was named TARC's Black Achievers by *The Louisville Defender*.
- TARC Planning Director, Aida Copic, served on the Transportation Cooperative Research Program (TCRP) Project Panel, H 54 Project - Guide to Equity Analysis in Regional Transportation Planning Processes; the Comprehensive Plan Update Advisory Board and Mobility Workgroup; the Advisory Board for the Russell Choice Neighborhood planning process; the Kentucky Urban Land Institute Chapter Programing Committee; the KIPDA Transportation Technical Coordinating and Transportation Policy Committees and working groups that address KIPDA planning and project management processes.
- TARC Planning Director, Aida Copic, was nominated and selected to serve on the Mayor's Resilient City Steering Committee.
- TARC Transportation Planner, Nicholas Seivers, serves on Louisville Metro planning subcommittees and the Metro Urban Bike Network Group.
- TARC Product Sales Manager, Diane Mahan, was accepted into the Fund for the Arts NEXT Leadership Program.



Glossary of Terms

GLOSSARY OF TERMS

ADA	AMERICANS WITH DISABILITIES ACT
ADP	AUTOMATIC DATA PROCESSING
APTA	AMERICAN PUBLIC TRANSIT ASSOCIATION
BRT	BUS RAPID TRANSIT
CERS	COUNTY EMPLOYEE RETIREMENT SYSTEM
CMAQ	CONGESTION MITIGATION AND AIR QUALITY
COA	COMPREHENSIVE OPERATIONAL ANALYSIS
DBE	DISADVANTAGED BUSINESS ENTERPRISE
DEF	DIESEL EXHAUST FLUID
DOT	DEPARTMENT OF TRANSPORTATION
EEO	EQUAL EMPLOYMENT OPPORTUNITY
ELLIPSE	VENTYX (FORMERLY MINCOM) ENTERPRISE ASSET MGMT SYSTEM
EMA	EMERGENCY MANAGEMENT AGENCY
EPA	ENVIRONMENTAL PROTECTION AGENCY
FTA	FEDERAL TRANSIT ADMINISTRATION
GPS	GLOBAL POSITIONING SYSTEM
INDOT	INDIANA DEPARTMENT OF TRANSPORTATION
IVR	INTERACTIVE VOICE RESPONSE
JARC	JOB ACCESS AND REVERSE COMMUTE
KIPDA	KENTUCKIANA REGIONAL PLANNING AND DEVELOPMENT AGENCY
LRP	LONG RANGE PLAN
NIA	KWANZA TERM MEANING PURPOSE
NTD	NATIONAL TRANSIT DATABASE
MPO	METROPOLITAN PLANNING ORGANIZATION
ORBP	OHIO RIVER BRIDGES PROJECT
OTP	ON TIME PERFORMANCE
SLO	SURFACE TRANSPORTATION PROGRAM-URBAN FUNDING PRIORITIES
STP	SURFACE TRANSPORTATION PROGRAM OF THE FEDERAL HIGHWAY ADMINISTRATION
TIGER	TRANSPORTATION INVESTMENT GENERATING ECONOMIC RECOVERY
TIP	TRANSPORTATION IMPROVEMENT PROGRAM
TITLE VI	TITLE VI OF THE CIVIL RIGHTS ACT OF 1964
TMCC	TRAVEL MANAGEMENT COORDINATION CENTER
TSI	TRANSIT SAFETY INSTITUTE



Capital Budget

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FY 2019 CAPITAL BUDGET

	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
Projects That Use Local Funds						
28 Paratransit Vehicles (Municipal Lease 5/3)	278,000	0	278,000	0	0	0
Sub-total	278,000	0	278,000	0	0	0
Projects That Use Formula Funds						
Bus Components	268,204	214,563	53,641	0	0	0
A & E Services	399,910	319,928	79,982	0	0	0
Shop Equipment	100,000	80,000	20,000	0	0	0
MIS Hardware/Software	304,940	243,952	60,988	0	0	0
Security Enhancements	179,474	143,579	35,895	0	0	0
Support Vehicles	0	0	0	0	0	0
Office Furniture & Equipment	0	0	0	0	0	0
Facility Rehabilitation Projects	4,021,489	3,217,191	654,298	0	150,000	0
Transit Enhancements (Sidewalks, Signs & Shelters)	668,259	651,557	0	0	16,702	146,187
Comprehensive Operations Analysis-Long Range Planning	400,000	80,000	20,000	300,000	0	0
Sub-total	6,342,276	4,950,770	924,804	300,000	166,702	146,187
Projects That Use Discretionary Funds						
Electric Bus Facility Projects	982,037	883,833	98,204	0	0	0
Fare Collection Equipment	1,516,107	1,212,886	303,221	0	0	0
Eng & Design Fare System	138,991	111,193	27,798	0	0	0
ITS Equipment	2,388,126	1,910,501	477,625	0	0	0
Ten Diesel Buses 11.12.01 (5339 Discretionary)	4,500,000	3,600,000	0	0	900,000	0
Sub-total	9,525,261	7,718,413	906,848	0	900,000	0
Projects That Use Prospective Funds						
Bus Training Simulator 43.50.01	400,000	320,000	80,000	0	0	0
Sub-total	400,000	320,000	80,000	0	0	0
SUB-TOTAL - All Capital Projects	16,545,537	12,989,183	2,189,652	300,000	1,066,702	146,187
Federal, State & Local Match Contributions to Operations Budget (Cost Shifting)						
	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
Projects That Use Formula Funds						
Non-Fixed Route ADA Paratransit	6,088,877	4,871,102	1,217,775	0	0	0
Capital Cost of Contracting (Fixed Route)	20,877	16,702	4,175	0	0	0
Capital Maintenance (Tire Lease)	680,000	544,000	136,000	0	0	0
Capital Maintenance	14,204,385	11,363,508	2,490,877	350,000	0	0
Sub-total	20,994,139	16,795,312	3,848,827	350,000	0	0
SUB-TOTAL - All Contributions to Operations	20,994,139	16,795,312	3,848,827	350,000	0	0
TOTAL	37,539,676	29,784,495	6,038,479	650,000	1,066,702	146,187

Capital Projects That Use Local Funds

Paratransit Vehicles

\$278,000

TARC purchased 10 new cutaway buses in March and April 2018 with funding arranged by Fifth/Third Bank. We received a favorable interest rate of approximately 3.8% from our Bank. The amount indicated here represents twelve payments on these 10 vehicles. An additional amount is included in anticipation of additional purchases in FY 2019.

Capital Projects That Use Formula Funds

Bus Components

\$268,204

We have set aside this amount to replace energy storage units (batteries) on hybrid buses. We anticipated that these batteries would need to be replaced after seven years in service. The funds may also be used to purchase other major bus components when economical for bus repair.

Architectural & Engineering Services

\$399,910

This amount will support construction administration services associated construction or rehabilitation projects at Union Station, including installation of a new photovoltaic (solar) array on the roof of our bus storage building, restroom renovation in the operations center, and restoration of the atrium in Union Station itself. A small portion may be used for environmental engineering services associated with the preparation of permits and plans necessary to maintain compliance with Federal, State and local regulations.

Shop Equipment

\$100,000

These funds will be used to acquire or replace needed equipment in our maintenance shops. Examples are fork lifts, bus lifts, and a towable man-lift.

MIS Hardware/Software

\$304,940

These funds will be used for the purchase of new software, upgrades as needed for various existing computer software systems, as well as for additional and replacement computer hardware as needed.

Security Enhancements

\$179,474

TARC will use these funds to purchase replacement components for facility and bus surveillance systems as needed. Funds may also be used to upgrade TARC's access control system.

Facility Rehabilitation

\$4,021,489

TARC will use these funds to complete the replacement of Union Station's heating, ventilating and air conditioning (HVAC) system. Funds will also be used to renovate the restrooms in TARC's operations center, and to restore Union Station's atrium.

Transit Enhancements **\$668,259**

TARC will leverage most of this amount to remove barriers to TARC fixed route service. We will continue to use non-TARC sources for the local match. Most of this funding will go to the construction or renovation of sidewalks and boarding areas where they do not currently exist or where they are in such poor condition that they present obstacles to users of mobility devices. A portion of the funding will be provided by Council Districts where the improvements are located.

Operations Planning Study **\$400,000**

TARC will use funds from the FTA and KIPDA for phase one of its comprehensive operations analysis. A new operations plan will guide our service and route planning as we head further into the 21st Century. Local match will be provided by a grant from Louisville Metro and by the MTTF.

Capital Projects That Use Discretionary Funds

Bus Procurement Discretionary **\$4,500,000**

This April TARC received an award of \$3,600,000 from the FTA's 5339 (b) Bus and Bus Facilities Discretionary (competitive) program. TARC will use the funds to acquire ten (10) clean diesel buses through its new contract with the Gillig Corporation. The MTTF will provide the required 20% match.

Purchase Electric Power Distribution **\$982,037**

Funds from the FTA's Low or No Emissions Vehicle program will be used to install a solar array on the roof of TARC's 200,000 square foot bus storage building.

Fare Collection System Replacement **\$1,516,107**

Funds from the FHWA's Surface Transportation Program will be used to complete the implementation of TARC's new electronic fare collection system. The required 20% local match will be provided by the MTTF.

Fare System Engineering and Design **\$138,991**

TARC will continue to utilize consulting from LTK Engineering Services of Philadelphia for project management and consulting primarily on our fare system replacement project. The required 20% local match will come from the MTTF.

ITS Equipment **\$2,388,126**

TARC will use FHWA funds received through KIPDA to install additional automated passenger counters and other Intelligent Transportation System equipment on TARC buses.

Contributions to Capital Projects Planned With Prospective Funds

Bus Training Simulator

\$400,000

TARC will seek funding to acquire a fully functional bus operator training simulator. A bus simulator allows new operators to become familiar with the controls and behavior of a 40 foot long bus without the risk associated with learning to drive an actual bus.

Contributions to Operations That Use Formula Funds

Non-Fixed Route ADA Paratransit

\$6,088,877

According to Federal regulations TARC may capitalize up to 40% of the cost of contracted service where the FTA has invested in the vehicles operated. This amount represents 40% of our contract with First Transit for demand responsive (paratransit) service.

Capital Cost of 3rd Party Contracting – Fixed Route

\$20,877

This is the portion of our contracted service that applies to operation of our Bluegrass Industrial Park route. First Transit operates this service under contract to TARC.

Capital Maintenance - Tire Lease

\$680,000

TARC will allocate this amount in formula funding to defray the cost of leasing bus tires. Federal statute allows transit agencies to use Federal capital assistance funds to pay for (capitalize) up to 80% of the cost of leasing tires.

Capital Maintenance

\$14,204,385

This is the amount of TARC's maintenance budget that we will capitalize. Federal statute allows transit agencies to use Federal capital assistance funds to pay for (capitalize) up to 80% of the cost of performing maintenance on buses.



Operating Budget FY 2019

by Object Class
by Department

BUDGET BY OBJECT CLASS	FY17 ACTUAL	FY18 BUDGET	FY18 ESTIMATE	FY19 BUDGET
BEGINNING MTTF BALANCE	\$12,886,494	\$11,910,025	\$12,019,629	\$11,404,490
BEGINNING FEDERAL FORMULA BALANCE	\$538,085	\$6,728,652	\$6,728,652	\$4,903,797
OPERATING REVENUE				
FAREBOX	\$10,545,045	\$10,243,780	\$9,643,780	\$9,933,093
SPECIAL FARES	\$1,718,913	\$1,560,824	\$1,695,824	\$1,695,824
ADVERTISING	\$630,177	\$634,165	\$634,165	\$634,165
OTHER AGENCY REVENUES	\$218,315	\$152,000	\$152,000	\$152,000
TOTAL RECOVERIES - INSURANCE	\$76,308	\$70,000	\$106,000	\$70,000
MTTF COLLECTIONS	\$54,862,830	\$56,900,688	\$56,900,688	\$59,176,716
MTTF INTEREST	\$18,085	\$1,563	\$30,000	\$30,600
STATE GOVERNMENT FUNDS	\$1,205,679	\$1,205,679	\$1,207,269	\$1,207,269
FED REIMB FUNDS-ACCESS TO JOBS	\$384,000	\$379,200	\$379,200	\$379,200
MTTF PRINCIPAL	\$866,865	\$0	\$615,139	\$1,228,642
TOTAL REVENUES	\$70,526,217	\$71,147,899	\$71,364,065	\$74,507,509
OPERATING EXPENSES				
DIRECT LABOR	\$28,648,143	\$29,546,755	\$29,243,734	\$29,284,034
FRINGE BENEFITS:				
VAC/HOL/SICK/BDAY	\$4,272,608	\$4,831,959	\$4,724,260	\$4,870,545
HEALTH/WELFARE/PENSION	\$20,588,424	\$20,652,540	\$20,029,780	\$21,141,886
SERVICES	\$2,953,486	\$3,592,130	\$4,751,530	\$4,610,949
MATERIAL&SUPPLIES	\$5,935,509	\$6,666,916	\$6,348,260	\$8,209,932
UTILITIES	\$864,947	\$1,023,000	\$1,007,000	\$989,000
CASUALTY&LIABILITY	\$1,019,256	\$2,297,432	\$2,517,343	\$2,229,564
PURCHASED TRANSPORTATION	\$15,018,800	\$15,782,255	\$16,118,688	\$17,173,239
INTEREST EXPENSE	\$2,420	\$290	\$4,500	\$30,100
OTHER EXPENSE	\$568,547	\$651,320	\$738,620	\$923,920
TOTAL OPERATING EXPENSE	\$79,872,140	\$85,044,597	\$85,483,715	\$89,463,169
COST SHIFTING	(\$14,015,770)	(\$19,906,353)	(\$19,987,070)	(\$20,994,139)
NET OPERATING EXPENSE	\$65,856,370	\$65,138,244	\$65,496,645	\$68,469,030
MTTF CAPITAL SHARE	\$4,669,847	\$6,009,655	\$5,867,420	\$6,038,479
TOTAL OPERATING/CAPITAL	\$70,526,217	\$71,147,899	\$71,364,065	\$74,507,509
ENDING MTTF BALANCE	\$12,019,629	\$11,910,025	\$11,404,490	\$10,175,848
ENDING FEDERAL FORMULA BALANCE	\$6,728,652	\$3,277,632	\$4,903,797	\$1,347,111

Diesel fuel is \$2.15 plus \$0.07 tax per gallon starting 8/1/18 for FY19

BUDGET BY DEPARTMENT	FY 17 ACTUAL	FY18 BUDGET	FY18 ESTIMATE	FY19 BUDGET
BEGINNING MTTF BALANCE	\$12,886,494	\$11,910,025	\$12,019,629	\$11,404,490
BEGINNING FEDERAL FORMULA BALANCE	\$538,085	\$6,728,652	\$6,728,652	\$4,903,797
OPERATING REVENUE				
FAREBOX	\$10,545,045	\$10,243,780	\$9,643,780	\$9,933,093
SPECIAL FARES	\$1,718,913	\$1,560,824	\$1,695,824	\$1,695,824
ADVERTISING	\$630,177	\$634,165	\$634,165	\$634,165
OTHER AGENCY REVENUES	\$218,315	\$152,000	\$152,000	\$152,000
TOTAL RECOVERIES - INSURANCE	\$76,308	\$70,000	\$106,000	\$70,000
MTTF COLLECTIONS	\$54,862,830	\$56,900,688	\$56,900,688	\$59,176,716
MTTF INTEREST	\$18,085	\$1,563	\$30,000	\$30,600
STATE GOVERNMENT FUNDS	\$1,205,679	\$1,205,679	\$1,207,269	\$1,207,269
FED REIMB FUNDS-ACCESS TO JOBS	\$384,000	\$379,200	\$379,200	\$379,200
MTTF PRINCIPAL	\$866,865	\$0	\$615,139	\$1,228,642
TOTAL REVENUES	\$70,526,217	\$71,147,899	\$71,364,065	\$74,507,509
OPERATING EXPENSES				
TRANSPORTATION	\$37,187,788	\$38,527,811	\$37,911,530	\$39,820,529
MAINTENANCE	\$14,019,186	\$14,616,420	\$14,709,940	\$15,472,193
PARATRANSIT/CUST SERVICE	\$16,974,633	\$17,917,345	\$18,076,476	\$19,290,313
MARKETING	\$1,089,622	\$1,258,339	\$1,176,630	\$1,354,955
PLAN/SCHED	\$937,315	\$1,147,447	\$1,263,114	\$1,386,049
EXECUTIVE OFFICE	\$1,822,750	\$1,818,867	\$1,829,470	\$1,838,416
SAFETY	\$2,623,070	\$4,011,455	\$4,908,529	\$4,183,327
PURCHASING	\$842,851	\$868,936	\$859,150	\$873,287
IT	\$2,038,875	\$2,309,560	\$2,126,266	\$2,246,553
FINANCE	\$1,253,407	\$1,391,908	\$1,343,330	\$1,394,286
HUMAN RESOURCES	\$577,272	\$588,620	\$668,560	\$718,158
TRAINING	\$505,371	\$587,889	\$610,720	\$631,529
GRANTS	\$0	\$0	\$0	\$253,574
TOTAL OPERATING EXPENSE	\$79,872,140	\$85,044,597	\$85,483,715	\$89,463,169
COST SHIFTING	(\$14,015,770)	(\$19,906,353)	(\$19,987,070)	(\$20,994,139)
NET OPERATING EXPENSE	\$65,856,370	\$65,138,244	\$65,496,645	\$68,469,030
MTTF CAPITAL SHARE	\$4,669,847	\$6,009,655	\$5,867,420	\$6,038,479
TOTAL OPERATING/CAPITAL	\$70,526,217	\$71,147,899	\$71,364,065	\$74,507,509
ENDING MTTF BALANCE	\$12,019,629	\$11,910,025	\$11,404,490	\$10,175,848
ENDING FEDERAL FORMULA BALANCE	\$6,728,652	\$3,277,632	\$4,903,797	\$1,347,111

Diesel fuel is \$2.15 plus \$0.07 tax per gallon starting 8/1/18 for FY19



Transportation

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DEPARTMENT: TRANSPORTATION

PURPOSE:

Deliver timely mass transportation using the most effective approach while maintaining quality service that meets the diverse needs of our customers and community.

EFFECTIVE TEAM:

1. The Transportation Department needs to afford more time for training. In addition, members need to be ready for future challenges. Succession planning matters.

STRATEGIES:

- a. Provide supervision & management to support the on-going efforts of the p.m. operation.
 - b. Develop the Transportation Team through training, site visits, mentoring, etc. by affording more time to learn and train.
 - c. Continue 10-minute meetings each month with TARC Transportation Supervisors and the Transportation Director.
 - d. Support operators as the policy change for the fare goes into effect.
 - e. To maintain a standard with regards to professional uniform appearance.
 - f. Continue to work with Human Resources in an effort to rebuild the coach operator roster.
 - g. To create and introduce through collaboration and teamwork a Dispatch Operations Manual as a means of teaching ourselves and reinforcing what we already know to be true.
 - h. To revise and update through collaboration and teamwork a Radio Communications Manual as a means of teaching ourselves and reinforcing what we already know to be true.
 - i. To revise, create, and update a Road Supervisors Instruction Guide as a means of teaching ourselves and reinforcing what we already know to be true.
-
2. Improved Communications

STRATEGIES:

1. Revisit Radio Communications - Radio Communications Manual, templates for written communication and certain protocols can make us more effective.
2. Work with Road Supervisors in a way that will let them maximize the mobile data terminals recently installed.
3. Improve the merits of traffic management associated with the TRIMARC system by affording real-time camera traffic via a T-1 connection.
4. To meet routinely with Training, Human Resources, and Maintenance as a means of staying informed and in touch with one another.
5. To improve radio communication and response times by adding a team member to the p.m. operation.
6. To afford retraining of all coach operators on the radio, its various features, and how to maximize its use.
7. Work more closely with Safety with regards to incidents on the bus.

PRUDENT FISCAL MANAGEMENT OBJECTIVE:

3. New fare-collection system installation should begin this year. Necessary time and energy will be spent to make the transition as seamless as possible.

STRATEGIES:

- a. Re-train 100% of the coach operators and Transportation team members on the new fare-collection system.
- b. Work with Marketing with regards to an internal/external communication campaign associated with the fare-collection system.
- c. Manage complaints related to the fare-collection system in a timely fashion.
- d. Re-train radio communication members on basic fare box trouble shooting.

STRATEGIC MANAGEMENT OBJECTIVE:

4. To proactively address concerns surrounding absenteeism.

STRATEGIES:

- a. To continue to work with TARC Operators with regards to good attendance.
- b. To afford a Workplace Availability Liaison.
- c. To support any Return to Work Program
- d. To realize a reduction in absenteeism.

QUALITY SERVICE OBJECTIVE:

5. Promote positive customer relations and continuously work to improve customer service quality.

STRATEGIES:

- a. Use the Novus system to examine routes for running time.
- b. Use mobile-data terminals as a means of becoming a more effective supervisor
- c. Provide service for special needs customers through the TARCLIFT, Indiana and Old Louisville Shoppers, California Shoppers, Day on the Town and Adventure Bus Programs.
- d. Provide Special Services for Thunder Over Louisville, St. James Art Fair, U of L shuttles, and First Friday Hops.
- e. Reduce customer complaints annually by 5%.
- f. Remain sensitive to people with disabilities by continually encouraging stop announcements.
- g. Respond to complaints within 8 days
- h. To provide on-time performance of 85%.
- i. Provide clean buses at all times.
- j. To make pull-out 99.9% of the time
- k. Explore opportunities that enhance TARC services.
- l. Continually pursue compliance with ADA and address any deficiencies through counseling, new technology and/or training.
- m. To improve service reliability.

DEPARTMENT:**TRANSPORTATION**

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$18,736,380	\$18,900,000	\$18,729,750
FRINGE BENEFITS	\$15,970,415	\$15,457,810	\$15,944,127
SERVICES	\$0	\$0	\$0
MATERIAL & SUPPLIES	\$3,675,296	\$3,386,000	\$4,805,932
UTILITIES	\$145,000	\$140,000	\$140,000
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$720</u>	<u>\$27,720</u>	<u>\$200,720</u>
SUB TOTAL	\$38,527,811	\$37,911,530	\$39,820,529
CAPITAL COST SHIFTING	<u>(\$679,440)</u>	<u>(\$672,000)</u>	<u>(\$680,000)</u>
TOTAL	<u><u>\$37,848,371</u></u>	<u><u>\$37,239,530</u></u>	<u><u>\$39,140,529</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE: NON BARGAINING	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
DIR. OF TRANSPORTATION	1	1		
SUPV. OF ROAD OPERATIONS	1	1		
DISPATCH MANAGER	1	1		
DISPATCHERS	4	4		
PM SUPV OF ROAD OPERATIONS	0	1		
WORKFORCE DATA ANALYST	1	1		
DISPATCH COMMUNICATIONS COORDINATOR	1	1		
ROAD SUPERVISORS	13	12		
TRANSIT OPERATIONS COORDINATOR	1	1		
CLERK/STAFF ASSISTANT	1	1		
 TOTAL NON BARGAINING	 24	 24	 \$1,460,945	 \$1,238,598
 JOB TITLE: BARGAINING-UNION				
CLERK	3	3		
OPERATORS	382	370		
PART-TIME OPERATORS	7	6		
RADIO	4	5		
JANITOR	1	1		
 TOTAL BARGAINING POSITIONS	 397	 385	 \$20,433,423	 \$17,491,152
 TOTAL SALARIES & WAGES	 421	 409	 <u>\$21,894,368</u>	 <u>\$18,729,750</u>

CATEGORY:**FRINGE BENEFITS**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$1,674,018	\$1,678,370	\$1,674,921
PENSION	\$4,162,742	\$4,207,990	\$4,663,816
HOSPITALIZATION	\$4,933,272	\$4,672,770	\$4,974,572
VISION	\$20,964	\$19,500	\$18,036
DENTAL	\$204,852	\$216,000	\$227,136
LIFE INSURANCE	\$52,656	\$49,050	\$52,536
DISABILITY	\$108,744	\$107,650	\$108,492
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$1,500,000	\$1,300,000	\$893,000
SICK PAY	\$1,006,688	\$900,000	\$999,486
HOLIDAY PAY	\$721,043	\$721,040	\$709,362
VACATION PAY	\$1,264,960	\$1,264,960	\$1,307,796
OTHER PAID ABSENCES	\$153,476	\$153,480	\$147,974
UNIFORM ALLOWANCES	\$165,000	\$165,000	\$165,000
OTHER FRINGES	\$2,000	\$2,000	\$2,000
TOTAL FRINGE BENEFITS	\$15,970,415	\$15,457,810	\$15,944,127

CATEGORY:**MATERIALS & SUPPLIES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
DIESEL FUEL	\$2,772,506	\$2,500,000	\$3,911,662
DIESEL EXHAUST FLUID	\$22,200	\$25,000	\$25,000
TIRE LEASE	\$679,440	\$672,000	\$680,000
OFFICE SUPPLIES	\$8,000	\$9,000	\$9,000
PRINTER SUPPLIES	\$4,000	\$5,000	\$5,000
STATE EXCISE TAX ON DIESEL	\$124,150	\$130,000	\$130,270
LUBRICANTS FOR BUSES	\$65,000	\$45,000	\$45,000

TOTAL MAT / SUPPLIES	\$3,675,296	\$3,386,000	\$4,805,932
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DIESEL FUEL \$1.59 July
DIESEL FUEL \$2.15 Aug - June
TAX \$0.07
MPG 4.75

	Total Miles	Gallons @ 4.75 mpg	Fuel Cost
July	759,558	159,907	\$254,252
August	766,034	161,270	\$346,731
September	701,284	147,639	\$317,424
October	766,034	161,270	\$346,731
November	731,458	153,991	\$331,081
December	720,060	151,592	\$325,923
January	759,834	159,965	\$343,925
February	680,904	143,348	\$308,198
March	745,538	156,955	\$337,453
April	739,656	155,717	\$334,792
May	759,834	159,965	\$343,925
June	709,688	149,408	\$321,227

TOTAL	8,839,882	1,861,027	\$3,911,662
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One cent increase in fuel = \$18,608
 Minus August (\$1,599)
 Fiscal Year Decrease \$17,009

OTHER

29

UTILITIES

30

CATEGORY:**COST SHIFTING**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
TIRE LEASE	(\$679,440)	(\$672,000)	(\$680,000)
TOTAL COST SHIFTING	(\$679,440)	(\$672,000)	(\$680,000)



Maintenance

Google maps



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DEPARTMENT: MAINTENANCE**PURPOSE:**

Perform efficient and timely maintenance for all transit vehicles, plant, buildings, utilities and related equipment to promote safe, reliable and quality services and facilities. Reduce waste and create a more environmentally friendly work environment.

EFFECTIVE TEAM OBJECTIVE:

1. Ensure maintenance team receives training on the latest technologies incorporated in current and future coaches.

STRATEGIES:

- a. Provide familiarization training to all new maintenance team members prior to job assignments.
- b. Allow service division team members opportunity for advancement and career development through the maintenance training program.
- c. Promote teamwork by providing cross-training to current management team.
- d. Build employee morale through respect, communication, freedom and flexibility.
- e. Encourage team appreciation using supervisor recognition or team members through safety coaching and AmBUSsador program.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

2. Ensure that providing safe coaches to customers remains the top priority and that reliability is the number one objective.

STRATEGIES:

- a. Ensure that an appropriate number of coaches are available to meet peak markout requirements.
 - Work with outside vendors testing the latest technologies that will improve engine performance, fuel mileage and exhaust emissions.
 - Enforce established preventative maintenance intervals.
 - Maintain at least 3,200 miles between chargeable road calls.
 - Take delivery of eight clean diesel 40' buses.
 - Purchase one new support vehicle for Maintenance.
- b. Improve the cleanliness and cosmetic appearance of coaches.
 - Perform, at a minimum, an interior cleaning of 100% of the active buses every 30 days.
 - Promptly repair vandalism damage.
- c. Ensure facilities and grounds are kept in a neat and orderly manner.
- d. Collaborate with Capital Projects Administrator on the procurement of new buses.
- e. Install and maintain new fare collection system in all coaches.

QUALITY SERVICE OBJECTIVE:

3. Continuously work to promote efficient and effective vehicle and facilities maintenance while maintaining quality service.

STRATEGIES:

- a. Challenge maintenance staff to reduce overtime and cost reduction of materials, supplies, parts and waste.
- b. Active supervision on job assignment, monitoring performance and completion.
- c. Continually update preventative maintenance programs to meet the needs of current and future fleets.
- d. Ensure that maintenance teams are aggressive in performing preventative maintenance.
- e. Continue to assist non-profits with transportation maintenance.

STRATEGIC MANAGEMENT OBJECTIVE:

4. Explore and implement sustainable business practices that protect the environment and conserve energy.

STRATEGIES:

- a. Ensure the use of sustainability as a tool for improvement.
- b. Active participation in the reduction of waste (i.e. time, materials, water and energy).
- c. Continue utilizing the new annex maintenance building by maximizing the use of natural lighting and energy consumption reduction.
- d. Empower and encourage each team member to be an environmental improvement.
- e. Continue switching to more environmentally friendly materials and products to reduce waste and negative impact to our environment.

DEPARTMENT: MAINTENANCE

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$5,475,798	\$5,575,800	\$5,598,333
FRINGE BENEFITS	\$5,143,922	\$5,152,940	\$5,548,052
SERVICES	\$464,100	\$467,600	\$504,808
MATERIAL & SUPPLIES	\$2,634,600	\$2,626,600	\$2,952,000
UTILITIES	\$878,000	\$867,000	\$849,000
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$20,000</u>	<u>\$20,000</u>	<u>\$20,000</u>
SUB TOTAL	\$14,616,420	\$14,709,940	\$15,472,193
CAPITAL COST SHIFTING	<u>(\$13,361,820)</u>	<u>(\$13,450,340)</u>	<u>(\$14,204,385)</u>
TOTAL	<u><u>\$1,254,600</u></u>	<u><u>\$1,259,600</u></u>	<u><u>\$1,267,808</u></u>

CATEGORY:**SALARIES & WAGES**

	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
JOB TITLE: NON BARGAINING				
DIRECTOR OF MAINTENANCE	1	1		
DIVISION MNT SUPERVISOR	2	2		
ELECTRIC MNT SUPERVISOR	1	1		
SUPV MNT BODY SHOP	1	1		
VEH. MNT SUPERVISOR	6	6		
GENERAL MAINT SUPERVISOR	1	1		
SERVICE MNT SUPERVISOR	2	2		
ADMINISTRATIVE ASSISTANT	1	1		
MAINTENANCE PLANNER	1	1		
 TOTAL NON BARGAINING	 16	 16	 \$994,315	 \$861,371
 JOB TITLE: UNION POSITIONS				
BODY VANDALISM	1	1		
BODY REPAIR ACCIDENT	2	2		
BUILDING MAINTENANCE	5	5		
FAREBOX MAINTENANCE	4	4		
GAR MECH-AC-BODY-SHOP	66	66		
GARAGE OPERATION-CLEAN	26	26		
MECHANIC SERV VEHICLES	2	2		
 TOTAL UNION POSITIONS	 106	 106	 \$5,510,674	 \$4,736,962
 TOTAL SALARIES & WAGES	 122	 122	 <u>\$6,504,989</u>	 <u>\$5,598,333</u>

CATEGORY:**FRINGE BENEFITS**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$487,107	\$494,760	\$497,631
PENSION	\$1,212,636	\$1,208,110	\$1,387,605
HOSPITALIZATION	\$1,823,716	\$1,823,720	\$2,015,516
VISION	\$7,452	\$7,030	\$6,612
DENTAL	\$67,380	\$71,980	\$76,584
LIFE INSURANCE	\$13,968	\$15,680	\$17,388
DISABILITY	\$31,560	\$31,560	\$31,560
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$520,000	\$520,000	\$520,000
SICK PAY	\$270,752	\$270,750	\$276,890
HOLIDAY PAY	\$203,081	\$203,080	\$208,556
VACATION PAY	\$375,650	\$375,650	\$376,664
OTHER PAID ABSENCES	\$42,120	\$42,120	\$44,546
UNIFORM ALLOWANCES	\$88,000	\$88,000	\$88,000
OTHER FRINGES	\$500	\$500	\$500
TOTAL FRINGE BENEFITS	\$5,143,922	\$5,152,940	\$5,548,052

CATEGORY:**SERVICES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
TOWING	\$51,000	\$51,000	\$60,000
ELEVATOR	\$15,000	\$15,000	\$18,000
RADIO MAINTENANCE	\$60,000	\$60,000	\$60,000
VOICE AND DATA COMMUNICATION	\$72,500	\$72,500	\$78,000
OUTSIDE SERVICES***	\$265,600	\$269,100	\$288,808
TOTAL SERVICES	\$464,100	\$467,600	\$504,808

***** OUTSIDE SERVICES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
CAR WASH	\$5,000	\$5,000	\$5,000
JANITORIAL	\$51,200	\$51,200	\$55,008
LAWN	\$3,000	\$3,000	\$3,000
REPAIR:OFF/BLDG/GRDS/EQ	\$70,000	\$70,000	\$70,000
REVENUE VEHICLES	\$17,000	\$20,000	\$24,000
NON-REVENUE VEHICLES	\$5,000	\$5,000	\$5,400
SEWER	\$20,000	\$20,000	\$22,000
SVC MAINT AGREEMENT	\$7,200	\$7,200	\$7,200
PARTS TANK	\$40,000	\$40,000	\$45,000
PEST CONTROL	\$16,000	\$20,000	\$21,000
TRASH	\$12,000	\$12,000	\$15,000
WATER TREATMENT	\$4,200	\$4,200	\$4,200
UNION STATION A/C MAINT	\$4,500	\$4,500	\$4,500
FIRE EXT SERVICE	\$7,000	\$7,000	\$7,500
DICTAPHONE MAINT	\$3,500	\$0	\$0
TOTAL OUTSIDE SERVICES	\$265,600	\$269,100	\$288,808

CATEGORY:**MATERIALS & SUPPLIES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
GASOLINE-SVC VEH – CARS & TRUCKS	\$129,600	\$121,600	\$120,000
MAINT OFFICE SUPPLIES	\$6,000	\$6,000	\$6,000
REV VEH SVC – CLEAINING	\$51,000	\$51,000	\$51,000
REV VEH INSP & MAINT	\$2,136,000	\$2,136,000	\$2,200,000
SVC VEH - CARS, TRUCKS, VANS & FORKLIFTS	\$60,000	\$60,000	\$72,000
A/C PARTS INSP & MAINT	\$20,000	\$20,000	\$20,000
MAINT- BUILDING, GROUNDS	\$192,000	\$192,000	\$442,000
EQUIPMENT	\$20,000	\$20,000	\$20,000
FAREBOX/CAMERA	\$15,000	\$15,000	\$15,000
NON-PROFIT AGENCIES	\$5,000	\$5,000	\$6,000
 TOTAL MAT/SUPPLIES	 \$2,634,600	 \$2,626,600	 \$2,952,000

CATEGORY:**UTILITIES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
LIGHT & HEAT	\$550,000	\$600,000	\$565,000
WATER & SEWER	\$147,000	\$130,000	\$147,000
TELEPHONES	\$181,000	\$137,000	\$137,000
TOTAL UTILITIES	<u>\$878,000</u>	<u>\$867,000</u>	<u>\$849,000</u>

CATEGORY:	OTHER		
	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
NIA CENTER EXPENSE	\$20,000	\$20,000	\$20,000
TOTAL OTHER	\$20,000	\$20,000	\$20,000



Customer Service/ Paratransit

Google maps



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DEPARTMENT: PARATRANSIT & CUSTOMER SERVICE

PURPOSE:

To encourage the use of public transportation by providing professional Call Center customer services to the public riding TARC fixed route buses and TARC3 paratransit. To operate and manage cost-effective, customer-responsive ADA paratransit services to individuals unable to use TARC's fixed route system.

QUALITY SERVICES OBJECTIVE:

1. All TARC Call Center staff employed 6+ months are consistently meeting or exceeding minimum performance standards by March 1, 2019.

STRATEGIES:

- a. Call Center Supervisor has restructured work priorities to allow more focus on coaching and training call center staff.
 - b. Call Center team leaders are provided more skills-training on team coaching responsibilities.
 - c. Implement skills-improvement plans for under-performing Call Center staff and evaluate progress.
 - d. Provide financial incentives for Call Center teams exceeding performance standards.
2. Evaluate and improve TARC3 ADA Paratransit eligibility determination processes.

STRATEGIES:

- a. National paratransit eligibility trends and best practices are researched and evaluated.
- b. TARC3 eligibility determination processes are evaluated by independent expert.
- c. Recommendations are made to TARC executive leadership for improved processes.
- d. Implementation plan created based on approved recommendations.

PRUDENT FISCAL MANAGEMENT OBJECTIVE:

3. TARC3 Paratransit Request for Proposal and bid process for contract years 2019-2024 assures high quality proposals are received, evaluated and awarded by March, 2019.

STRATEGIES:

- a. Current models for paratransit contracting and new ideas are researched and evaluated by executive leadership for new bid basis.
- b. RFP Committee consisting of TARC staff and disability advocates is trained and meeting to develop desired RFP Scope of Work requirements.
- c. Work with TARC Procurement staff to develop final RFP and advertise. Bid proposals are received and evaluated by RFP Committee, including oral presentations of finalists.
- d. Submit final recommendations to TARC Board of Directors for approval by March 2019.
- e. Successful contractors are established and prepared for operational transition for the next fiscal year, with minimum service disruption for TARC3 riders.

DEPARTMENT:**PARATRANSIT & CUSTOMER SERVICE**

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$1,184,042	\$1,184,042	\$1,227,023
FRINGE BENEFITS	\$1,001,191	\$1,005,450	\$1,111,311
SERVICES	\$8,150	\$10,450	\$6,250
MATERIAL & SUPPLIES	\$45,170	\$16,200	\$55,950
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$15,678,502	\$15,855,834	\$16,859,679
OTHER EXPENSES	<u>\$290</u>	<u>\$4,500</u>	<u>\$30,100</u>
SUB TOTAL	\$17,917,345	\$18,076,476	\$19,290,313
CAPITAL COST SHIFTING	<u>(\$5,826,847)</u>	<u>(\$5,826,954)</u>	<u>(\$6,088,877)</u>
TOTAL	<u><u>\$12,090,498</u></u>	<u><u>\$12,249,522</u></u>	<u><u>\$13,201,436</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
PARATRANSIT DIRECTOR	1	1		
ASSISTANT DIRECTOR	1	1		
CALL CENTER SUPERVISOR	1	1		
ELIGIBILITY SPECIALIST	3	3		
CSR/ROUTING SPECIALIST	1	1		
CUSTOMER SERVICE REP-FT*	20	20		
CUSTOMER SERVICE REP-PT	3	3		
LEAD CUSTOMER SVC REP	1	1		
OFFICE COORDINATOR	1	1		
ROUTING SPECIALIST	2	2		
TRAPEZE ANALYST	1	1		
CUSTOMER SERVICE CASHIER	2	2		
TOTAL SALARIES & WAGES	37	37	<u>\$1,399,742</u>	<u>\$1,227,023</u>

*One employee is split between a CSR and an Eligibility Assistance

CATEGORY: FRINGE BENEFITS

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$105,312	\$105,390	\$107,080
PENSION	\$264,035	\$264,230	\$300,664
HOSPITALIZATION	\$410,956	\$410,960	\$497,788
VISION	\$1,536	\$1,560	\$1,524
DENTAL	\$14,100	\$16,380	\$17,892
LIFE INSURANCE	\$3,888	\$4,440	\$4,848
DISABILITY	\$8,796	\$8,930	\$8,796
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$83,190	\$84,190	\$49,824
HOLIDAY PAY	\$42,412	\$42,410	\$44,781
VACATION PAY	\$62,244	\$62,240	\$73,134
OTHER PAID ABSENCES	\$4,722	\$4,720	\$4,980
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$1,001,191	\$1,005,450	\$1,111,311

CATEGORY:**SERVICES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
INTERPRETER SERVICES (Responsible for all Interpreter Services)	\$400	\$0	\$150
TARC 3 FUNCTIONAL ASSESSMENTS	\$2,500	\$1,620	\$1,900
RIDERS GUIDE/ VOICE TAPES	\$3,900	\$8,445	\$3,700
COLLEGE WORK STUDY	\$1,350	\$385	\$500
TOTAL SERVICES	<u>\$8,150</u>	<u>\$10,450</u>	<u>\$6,250</u>

MATERIALS & SUPPLIES

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CATEGORY:**OTHER**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
LEASE INTEREST 2018	\$290	\$4,500	\$10,100
LEASE INTEREST 2019	\$0	\$0	\$20,000
TOTAL OTHER	\$290	\$4,500	\$30,100

CATEGORY:**PURCHASED TRANSPORTATION**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
TRANSPORTATION	\$10,192,411	\$9,145,098	\$9,833,884
CAB SERVICE	\$4,156,078	\$5,512,853	\$5,568,389
CENTRAL DISPATCH	\$203,628	\$203,629	\$214,830
DIESEL FUEL	\$89,965	\$114,593	\$132,483
GAS	\$1,021,420	\$883,992	\$1,080,593
PENALTIES & INCENTIVES	(\$42,000)	(\$61,939)	(\$40,500)
DRIVER RETENTION BONUS	\$52,000	\$48,750	\$50,000
NEW EQUIPMENT FOR VEHICLES	\$5,000	\$8,858	\$20,000
TOTAL PURCHASED TRAN	\$15,678,502	\$15,855,834	\$16,859,679

Expected hourly rate	\$36.68	July - Sept.
	\$37.69	Oct - June New Contract Year
Diesel Fuel	\$1.52	July
	\$2.15	Aug - June
Diesel Tax	\$0.07	July - June
Gas	\$2.30	July - June
Gas Tax	\$0.27	

	Monthly Hours	Veh Miles	Diesel Fuel* Cost	Diesel Fuel Refund	Gas* Cost	Gas Refund	Hourly Cost	Fixed Vehicle	Fixed Facility	Monthly Total
July	19,373	341,509	11,383	(784)	92,322	(5,877)	700,221	56,154	15,905	858,725
August	21,311	375,669	12,520	(862)	101,560	(6,465)	770,243	56,154	15,905	937,397
September	20,342	358,594	11,951	(823)	96,943	(6,171)	735,251	56,154	15,905	898,082
October	21,311	375,669	12,520	(862)	101,560	(6,465)	791,452	59,290	16,780	962,617
November	20,100	354,323	11,810	(813)	95,786	(6,098)	746,488	59,290	16,780	912,246
December	19,615	345,780	11,524	(793)	93,478	(5,951)	728,510	59,290	16,780	892,107
January	18,889	332,977	11,097	(764)	90,017	(5,730)	701,524	59,290	16,780	861,881
February	19,373	341,509	11,383	(784)	92,322	(5,877)	719,502	59,290	16,780	882,017
March	21,069	371,397	12,378	(852)	100,404	(6,392)	782,444	59,290	16,780	952,526
April	20,100	354,323	11,810	(813)	95,786	(6,098)	746,488	59,290	16,780	912,246
May	20,584	362,845	12,093	(833)	98,096	(6,245)	764,466	59,290	16,780	932,387
June	20,099	354,312	11,810	(813)	95,786	(6,098)	746,488	59,290	16,780	912,246
Total	242,166	4,268,916	142,279	(9,796)	1,154,060	(73,467)	8,933,077	702,072	198,735	10,914,477

*One cent increase in diesel fuel \$592

*One cent increase in gas \$4,243

CATEGORY:**COST SHIFTING**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
TARC 3 PARATRANSIT SERVICE	(\$5,826,847)	(\$5,826,954)	(\$6,088,877)
TOTAL COST SHIFTING	(\$5,826,847)	(\$5,826,954)	(\$6,088,877)



Marketing

Google maps



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DEPARTMENT: MARKETING

PURPOSE:

Develop and implement internal and external communications programs and materials to build awareness, understanding and support for TARC's role, services and initiatives. Serve as a community resource and provide public input and feedback about TARC services and plans and ensure the organization is responsive to community needs.

EFFECTIVE TEAM OBJECTIVE:

1. Enhance team effectiveness by improving internal communications, access to technology and team member training.

STRATEGIES:

- a. Build relationships within the department and between departments through teambuilding, project coordination and development of effective communications channels.
- b. Ensure that proper training and adequate technology is provided to Marketing team.
- c. Reinforce TARC's mission and TARC Team Shared Values.

COMMUNITY SUPPORT OBJECTIVE:

2. Develop and implement effective communications tools, community outreach and partnerships and public involvement initiatives relating to TARC programs and services.

STRATEGIES:

- a. Identify opportunities and implement programs to improve communications with TARC's many audiences: passengers and potential passengers; partner organizations and non-profits; government agencies and elected officials; business, civic and neighborhood organizations; schools and universities; the news media; and general public.
- b. Work with government agencies and communities to effectively coordinate and build awareness and support relating to TARC services in general and specific initiatives such as a new electronic fare collection system and changes to schedules and routing.
- c. Work with schools and others to develop, coordinate and implement TARC programs and ridership opportunities
 - Continue annual Design-A-Bus contest for elementary and middle school students.
 - Coordinate Summer Youth Pass sales campaign and strengthen distribution outlets.
 - Partner with the University of Louisville, JCPS, Jefferson Community & Technical College and others to increase awareness of ridership programs and opportunities.
- d. Provide support services to the TARC Accessibility Advisory Council, including the publishing of the *TARC3 Voices* newsletter and other special passenger notifications.
- e. Conduct outreach to employers
 - Develop materials and promote TARC Means Business discount fare programs to local businesses.
 - Target employers and increase sales of monthly passes and single trip fares and work to expand "ID as good as fare" programs.

- Continue transit fairs to educate program participants about routes and how to ride.
- f. Coordinate TARC volunteer efforts and support for community campaigns such as the Fund for the Arts, Compassionate City volunteer activities, Metro United Way and others.
- g. Provide support for the work of the Regional Mobility Council to improve access to transportation services for all users and continue to help coordinate local human service/public transportation initiatives and communications.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

1. Ensure that TARC actively listens to team members and customers and responds effectively.

STRATEGIES:

- a. Develop and coordinate public involvement initiatives including public meetings, ridership surveys, online materials and other community outreach relating to scheduled routing changes and assess feedback to ensure decisions reflect passenger needs as much as possible.
- b. Respond to all customer and public comments.
- c. Maximize use of technology to assess customer comments, ideas and complaints for improved service and customer satisfaction.
- d. Collect and respond to employee suggestions in a timely manner.
- e. Coordinate specialized service partnerships and develop and implement communication programs addressing needs of area schools, colleges and businesses.
- f. Implement a multifaceted communications program around a new electronic fare collection system, relying on research and passenger input, to achieve a high use of new electronic fare payment cards.
- g. Seek new programs and services, as funding allows, increasing TARC's ridership, serving the needs of the community or adding value to existing services.
- h. Expand and improve ridership tools and their promotion to make riding TARC more accessible and easier.
- i. Continue to improve accessibility features and non-English translations of TARC online and other materials.

QUALITY SERVICES OBJECTIVE:

4. Implement comprehensive internal and external communications programs.

STRATEGIES:

- a. Raise awareness of TARC programs and services and improve customer experiences using a variety of communications tools including print, electronic, and web-based.
 - Improve and expand materials including online information and messaging to increase awareness and community response to restructured and new routes before and during schedule adjustments.
 - Pro-actively seek out media opportunities.
 - Through a variety of channels, effectively promote TARC services and programs including advertising, media relations, online (website, social media, video) and through a wide network of partners and passengers.
 - Improve accessibility and dissemination of schedules and other customer information.
 - Continually maintain, update and enhance TARC website, other online efforts and e-newsletter format.

- Continue and expand use of social media and other tools to communicate TARC programs, detours and service changes to riders.
 - Work with advertising contract partners, government agencies and non-profit organizations to improve displays on the interior of buses, making them more visually appealing and informative.
 - Expand communication materials and efforts for non-English speaking customers.
 - Continue marketing and implementing travel training opportunities.
 - Raise awareness of public transportation benefits relating to job growth, educational opportunities, a cleaner environment, congestion and traffic mitigation, cost savings, needs of older adults and people with disabilities.
- b. Coordinate communications and build awareness of TARC projects and public transportation plans relating to Louisville Metro's transportation initiatives relating to TARC.
- c. Communicate regularly with TARC team members.
- Publish monthly *TARC Team Update*, hold quarterly "Talk about TARC" sessions with employee input and feedback and continue to seek and assess methods of communication for TARC team.
 - Identify opportunities for employee recognition and organize employee events throughout the year.
 - Increase one-on-one communications through informational sessions in the Transportation Lounge.
 - Use available technology to expand the reach of internal communications.

STRATEGIC MANAGEMENT OBJECTIVE:

5. Continuously work to plan and promote efficient and effective marketing and communications strategies while maintaining quality service.

STRATEGIES:

- a. Continue to support efforts and work in coordination with government agencies advancing revenue options that could lead to sustainable improvements in TARC service.
- b. Provide information for government officials and agencies to help them develop proposals reflective of public transportation and community needs.
- c. Provide support for TARC long-range planning projects amended into KIPDA's Horizon 2030 plan.
- d. Engage in partnerships to enhance new or niche service implementation, such as Job Hunter Bus.
- e. Support national campaigns and committee work generated by the American Public Transportation Association (APTA).
- f. Implement special event marketing campaigns and engage in partnerships for promotions with Conventions and Visitor's Bureau, Louisville Metro, St. James Art Fair, Kentucky State Fair and others.
- g. Manage bus advertising contract for maximizing TARC revenue sources.
- h. Explore opportunities for additional advertising revenue.

DEPARTMENT:**MARKETING**

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$484,700	\$434,700	\$434,590
FRINGE BENEFITS	\$390,759	\$364,050	\$372,485
SERVICES	\$187,550	\$175,050	\$252,550
MATERIAL & SUPPLIES	\$165,330	\$172,830	\$265,330
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$30,000</u>	<u>\$30,000</u>	<u>\$30,000</u>
SUB TOTAL	\$1,258,339	\$1,176,630	\$1,354,955
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,258,339</u></u>	<u><u>\$1,176,630</u></u>	<u><u>\$1,354,955</u></u>

CATEGORY:**SALARIES & WAGES**

	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
JOB TITLE:				
DIRECTOR	1	1		
PRODUCT SALES & MARKETING MANAGER	1	1		
COMMUNICATIONS MANAGER	1	1		
COMMUNITY OUTREACH MANGER	1	1		
MOBILITY MANAGER	1	1		
CUSTOMER RELATIONS COORDINATOR	1	1		
GRAPHIC DESIGNER	1	1		
PRINTING SPECIALIST	1	1		
MARKETING ASSISTANT	1	1		
CUSTOMER COMMUNICATION COORDINATOR	1	0		
TOTAL SALARIES & WAGES	10	9	<u>\$506,109</u>	<u>\$434,590</u>

CATEGORY: FRINGE BENEFITS

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$43,147	\$39,320	\$38,718
PENSION	\$108,173	\$98,590	\$108,712
HOSPITALIZATION	\$152,572	\$139,570	\$143,828
VISION	\$468	\$470	\$468
DENTAL	\$3,372	\$3,370	\$5,628
LIFE INSURANCE	\$1,140	\$1,100	\$1,284
DISABILITY	\$2,592	\$2,330	\$2,328
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$21,084	\$21,090	\$19,026
HOLIDAY PAY	\$18,953	\$18,950	\$17,099
VACATION PAY	\$35,646	\$35,650	\$31,986
OTHER PAID ABSENCES	\$3,612	\$3,610	\$3,408
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$390,759	\$364,050	\$372,485

CATEGORY:**SERVICES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
ADVERTISING AGENCY	\$85,000	\$85,000	\$85,000
BUS ROADEO/APTA CONFERENCE 2019	\$0	\$0	\$50,000
LIFE LINE	\$510	\$510	\$510
INTERNET SERVICES (Website development, online monitoring services, email communications services)	\$102,040	\$89,540	\$117,040
TOTAL SERVICES	<u>\$187,550</u>	<u>\$175,050</u>	<u>\$252,550</u>

CATEGORY:**MATERIALS & SUPPLIES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
DIRECT MAIL	\$6,330	\$6,330	\$6,330
PRINTING (Toner/Cartridge for Printer, Paper, Rubber Base Ink, System Maps, Film & Envelopes)	\$95,000	\$85,000	\$95,000
AMBUSSADOR PROGRAM	\$20,000	\$20,000	\$20,000
COMMUNITY OUTREACH (e.g. Kids Design-A Bus, Interior Bus Cards, Ride Brochures)	\$40,000	\$50,000	\$40,000
OFFICE SUPPLIES	\$4,000	\$4,000	\$4,000
BUS ROADEO	\$0	\$7,500	\$100,000
TOTAL MAT/ SUPPLIES	<u>\$165,330</u>	<u>\$172,830</u>	<u>\$265,330</u>

CATEGORY:**OTHER**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
ADVERTISING PROMOTIONAL MEDIA	\$30,000	\$30,000	\$30,000
TOTAL OTHER	\$30,000	\$30,000	\$30,000



Planning/ Scheduling

Google maps



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DEPARTMENT: PLANNING

PURPOSE:

Design and implement efficient and equitable public transit service for Louisville Metro and surrounding counties. Implement and maintain transit facilities and passenger amenities that meet users' needs and expectations, support access to transit and comply with the ADA requirements. Collect, analyze and distribute data and produce accurate ridership and service performance reports for internal and external use in compliance with the National Transit Database Administration. Ensure adequate financial resources by monitoring system performance, administering grant-funding programs and assuring regulatory compliance. Develop and implement short and long-term transportation plans and projects in accordance with TARC's and community's vision for an efficient public transit system in the Louisville region.

ADEQUATE FINANCIAL RESOURCES OBJECTIVE:

1. Administer and pursue grant funding, capital funding, construction projects funds and local match, and ensure regulatory compliance with federal, state and local funding agencies. Ensure accurate data reporting to NTD Administration to comply with regulatory policy for federal formula funding. Design and implement an efficient transit system and maintain level of service within available resources.

STRATEGIES

- a. In conjunction with other TARC departments, prepare bid packages, evaluate proposals, negotiate contracts and manage capital projects and planning studies.
- b. Work with KIPDA, State and Metro agencies on funding allocation and ensure balanced funding distribution for transit capital projects and operations.
- c. Continuously improve TARC's planning and scheduling process to design and deliver an efficient fixed route system. Evaluate fixed route performance system-wide, analyze service indicators, ridership and operating cost to ensure most efficient distribution of resources, operating funds and budget.
- d. Maintain level of service that corresponds with ridership volumes, meets customers' needs and operates within the limits of the available funding.
- e. Monitor and analyze fixed routes operating cost, revenue, available resources and budget in conjunction with fare levels. Evaluate potential fare changes to ensure operating efficiency and adequate financial resources. Implement fares that are fair and equitable, in compliance with the Title VI Program and adopted TARC policies, and eliminate or minimize potential impact on TARC customers.
- f. Where appropriate, implement non-traditional approaches to the provision of transit services and develop partnerships to underwrite and/or to reduce the cost of service.
- g. Collect ridership data and prepare annual reports for the National Transit Database Administration.
- h. Coordinate with TARC's Finance and Transportation Departments, and Capital Projects to ensure services and projects are funded and completed.
- i. Provide information and complete grant applications, obtain input from other local agencies and transportation funding sources, build support and provide proof for local matching funds.

EFFECTIVE TEAM OBJECTIVE:

2. Develop and maintain a highly professional and dynamic planning team through leadership, management and continuing improvements while embracing TARC values and mission.

STRATEGIES

- a. Ensure team efficiency by supporting team members' professional development, by monitoring and following the latest trends in the public transportation industry and ensure TARC services are continuously improved based on these trends.
- b. Coordinate planning and scheduling activities with daily operations and with other TARC departments, with focus on transportation operations, customer service, paratransit, safety, finance and marketing.
- c. Increase team effectiveness through specialized training and utilization of staff strengths. Ensure continuous education and professional training to maintain licenses and professional certifications.
- d. Work with Marketing and other departments to help promote services, transit amenities, and programs to customers and TARC staff.
- e. Promote TARC Team Shared Values to improve internal and external relations and increase accountability and support for TARC initiatives.
- f. Provide leadership and support to team members to ensure department's stability and a healthy and effective workplace.

COMMUNITY SUPPORT OBJECTIVE:

3. Work with the community, employers and businesses, neighborhoods, elected officials and public agencies to plan and implement transit services, passenger facilities and programs that connect people with jobs, education and other major destinations. Focus on residential areas, employment centers, commercial developments, civic and education districts, social services, medical centers, parks, and other destinations important for TARC users and the community. Support employment and education; connect people to jobs and services.

STRATEGIES

- a. Represent TARC and participate in transportation initiatives with Federal Transit Administration, Federal Highway Administration, Kentucky Transportation Cabinet, Indiana Department of Transportation (INDOT), Kentuckiana Regional Planning and Development Agency (KIPDA) and local governments to strengthen the transportation planning process, address technical issues and ensure sustainable funding for public transit.
- b. Coordinate with Louisville Metro Planning and Design Services, Public Works and the development and business community to incorporate public transit into development review process, implement transit facilities, passenger amenities and pedestrian infrastructure, improve safety and ensure transit supportive design in proposed and existing developments.
- c. Work closely with Louisville Metro Government and Council Districts on short and long-range transportation planning studies; provide data and technical support for transportation plans and corridor projects.
- d. Pursue and support efforts of the Regional Mobility Council to meet users' and providers' needs and expectations.
- e. Work with KIPDA's committees to support local and regional transportation planning through long-range plans (STP, TIP and SLO) and projects implementation.

FOCUS ON CUSTOMERS NEEDS OBJECTIVE:

4. Monitor routes, schedules and service performance to ensure services, passenger facilities and programs meet customers' needs. Based on community and customers' input, implement short and long-term adjustments to routes and schedules, improve safety and efficiency. Plan for ongoing efficiency improvements and routes enhancement to ensure balanced distribution of TARC services corresponding to ridership levels.

STRATEGIES:

- a. Follow standards and guidelines for services and amenities based on TARC's Strategic Management Objectives.
- b. Analyze routes and schedules three times a year for adequate running times, effectiveness, safety, geographic coverage, equity, and efficiency.
- c. Prepare and evaluate regular route adjustments, produce route schedules and maps and operator assignments three times a year.
- d. Provide solutions to eliminate, redesign, or redirect underutilized service when appropriate. Restructure services to improve efficiency; eliminate, minimize or mitigate potential impact of route changes on TARC customers, businesses and the community.
- e. Implement new routes and services based on available resources, demographic and employment changes, businesses' and community requests.
- f. Manage and evaluate Experimental Service performance provided by purchased transportation contractor.
- g. Manage activities provided by outdoor advertising company associated with the installation, maintenance, and cleaning of bus shelters.
- h. Monitor and evaluate effectiveness of stops, shelters and park-and-ride locations. Develop plans and coordinate construction of new passenger amenities and pedestrian facilities along transit corridors, at major destinations or transfer points.
- i. Maintain and improve sidewalks and ADA accessibility to and from bus stops through external partnerships with Metro Public Works and State Transportation Department.
- j. Strengthen partnerships with Metro agencies, Council Districts, neighborhood groups and other public entities to support public transit and TARC's services and customers.
- k. Adjust service plans (routes and schedules) to address short-term changes in employment, businesses and customers' needs or community events. Prepare service adjustments (stops and schedules) to mitigate potential impact of major construction projects.
- l. Respond to short-term projects and ongoing customers' requests for bus stop adjustments, shelters, ADA access, passenger amenities or safety issues.
- m. Work on long-term transportation plans and projects implementation to ensure customers' and community needs are addressed for years to come.

STRATEGIC MANAGEMENT OBJECTIVE

5. Ensure public transportation and TARC projects are included in the local and regional transportation plans. Coordinate current operations and service plans with long-term transportation vision for the community while responding to ongoing customers' needs. Develop strategies for TARC's involvement in community planning, including land use and urban planning, multimodal transportation, infrastructure, sustainability and economic development.

STRATEGIES:

- a. Work with Louisville Metro Government, MPO-KIPDA and other state and local agencies to develop and implement a long-term transportation vision for the Louisville Region.
- b. Update TARC Long Range Plan and develop short, mid and long-term recommendations for service improvements and maintenance.
- c. Ensure effective periodic service adjustments with minimal impact on TARC customers and internal departments.
- d. Help coordinate and implement public involvement strategy for stakeholders, community leaders, the public and TARC team members.
- e. Develop and maintain five-year public transportation plan in coordination with TARC's marketing and communications efforts.
- f. Produce Annual Service Review and quarterly service evaluations.
- g. Prepare TARC internal and external planning documents to implement an efficient and equitable public transportation at the local and regional level: Title VI Program, Transit Design Standards Manual, Route Monitoring Report and System Map.
- h. Support efforts to develop financially constrained projects for Horizon 2030, KIPDA regional long-range transportation plan.
- i. Develop outreach, build community support and outline strategy for building advanced transit corridors in the Louisville Region.
- j. Develop strategic, phased approach to achieve long-term goals for public transportation infrastructure and multimodal transportation planning and transit projects implementation.
- k. Ensure funding is available for preliminary planning process, to complete initial project plans and develop successful grant applications.
- l. Based on community priorities, define fiscally constrained, deliverable public transit projects. Develop short and long-term plans for projects implementation and corridor improvements to build and ensure an efficient and sustainable regional public transportation system.

DEPARTMENT:**PLANNING/SCHEDULING**

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$450,633	\$420,000	\$453,033
FRINGE BENEFITS	\$283,201	\$270,400	\$318,166
SERVICES	\$224,940	\$224,940	\$226,370
MATERIALS & SUPPLIES	\$7,920	\$7,920	\$7,920
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$103,753	\$262,854	\$313,560
OTHER EXPENSES	<u>\$77,000</u>	<u>\$77,000</u>	<u>\$67,000</u>
SUB TOTAL	\$1,147,447	\$1,263,114	\$1,386,049
CAPITAL COST SHIFTING	<u>(\$38,246)</u>	<u>(\$37,776)</u>	<u>(\$20,877)</u>
TOTAL	<u><u>\$1,109,201</u></u>	<u><u>\$1,225,338</u></u>	<u><u>\$1,365,172</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF PLANNING	1	1		
SENIOR SCHEDULER	1	1		
SCHEDULER	1	1		
TRANSPORTATION PLANNER I	1	1		
TRANSPORTATION PLANNER II	1	1		
ON STREET COORDINATOR-PT	1	1		
TRANSIT PROJECTS COORDINATOR	1	1		
TRANSIT FACILITIES TECHINICIAN	1	1		
SERVICE CHECKERS - PT	3	3		
INTERN - PT	2	2		
TOTAL SALARIES & WAGES	13	13	<u>\$505,947</u>	<u>\$453,033</u>

CATEGORY:**FRINGE BENEFITS**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$38,422	\$36,080	\$38,706
PENSION	\$96,330	\$88,100	\$108,678
HOSPITALIZATION	\$90,720	\$88,020	\$110,332
VISION	\$396	\$380	\$360
DENTAL	\$3,108	\$3,740	\$4,368
LIFE INSURANCE	\$804	\$900	\$996
DISABILITY	\$1,812	\$1,560	\$1,812
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$14,970	\$14,970	\$15,174
HOLIDAY PAY	\$12,057	\$12,060	\$13,638
VACATION PAY	\$23,088	\$23,090	\$22,584
OTHER PAID ABSENCES	\$1,494	\$1,500	\$1,518
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$283,201	\$270,400	\$318,166

CATEGORY:**SERVICES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
CLEAN TEAM	\$75,000	\$75,000	\$75,000
SNOW REMOVAL FOR SHELTERS	\$5,250	\$5,250	\$5,250
GRANT DEV SERVICES	\$48,720	\$48,720	\$48,720
TRANSIT PLANNING SOFTWARE	\$28,520	\$28,520	\$29,950
LOJIC USER FEE	\$33,200	\$33,200	\$33,200
BUS STOP INVENTORY	\$5,000	\$5,000	\$5,000
GRAPHIC SOFTWARE*	\$24,000	\$24,000	\$24,000
SPECIAL PRINTING FOR SCHEDULE CHANGES**	\$5,250	\$5,250	\$5,250
TOTAL SERVICES	<u>\$224,940</u>	<u>\$224,940</u>	<u>\$226,370</u>

*Printing and finalizing post/pocket schedules needed for Planning and Marketing

** Printing headway books and run cards that include plastic sleeves 3 times a year for Transportation

CATEGORY:**MATERIALS & SUPPLIES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
OFFICE SUPPLIES	\$3,600	\$3,600	\$3,600
SPECIAL SIGNS	\$2,400	\$2,400	\$2,400
COACH STOP MAINT.*	\$1,920	\$1,920	\$1,920
TOTAL MAT / SUPPLIES	<u>\$7,920</u>	<u>\$7,920</u>	<u>\$7,920</u>

* Materials needed for bus stop replacement and installing signs (bolts, brackets, small tools and etc.)

CATEGORY:**PURCHASED TRANSPORTATION**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
EXPERIMENTAL SVC	\$95,613	\$253,639	\$300,504
FUEL COST	\$8,140	\$9,215	\$13,056
TOTAL PURCHASED TRANSPORTATION	\$103,753	\$262,854	\$313,560

	W'day <u>Hours</u>	Hourly Rate	\$43.42
75 Bluegrass Industrial Shuttle	7.33	New contract year 10-01	\$45.94
96 UL Medical Circulator	16.57	Fuel (July-Aug)	\$2.15
		Tax	\$0.07
		MPG	8.63

	Days	Monthly Hours	Monthly Miles	Fuel Cost*	Hourly Cost	Vehicle Insurance	Fixed Facility	Monthly Total
July	21	501.90	4,264.05	716.44	21,792.50	2,292	106	24,907
August	23	549.70	4,670.15	1,228.42	23,867.97	2,292	106	27,494
September	19	454.10	3,857.95	1,014.78	19,717.02	2,292	106	23,130
October	23	549.70	4,670.15	1,228.42	25,253.22	2,420	112	29,014
November	21	485.33	4,197.55	1,104.11	22,296.06	2,420	112	25,932
December	20	411.72	3,795.00	998.22	18,914.42	2,420	112	22,445
January	22	509.23	4,400.60	1,157.52	23,394.03	2,420	112	27,084
February	20	478.00	4,061.00	1,068.19	21,959.32	2,420	112	25,560
March	21	501.90	4,264.05	1,121.60	23,057.29	2,420	112	26,711
April	22	525.80	4,467.10	1,175.01	24,155.25	2,420	112	27,862
May	22	525.80	4,467.10	1,175.01	24,155.25	2,420	112	27,862
June	20	478.00	4,061.00	1,068.19	21,959.32	2,420	112	25,560
TOTAL	254			13,055.91	270,521.65	28,656.00	1,326.00	313,560

* One cent increase in diesel fuel \$54

CATEGORY:**OTHER**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
KIPDA-ROUTE MONITORING (TARC share on match for Regional Planning Grants)	\$27,000	\$27,000	\$27,000
BROADWAY BRT STUDY MATCH	\$25,000	\$25,000	\$40,000
MOBILITY STUDY	\$25,000	\$25,000	\$0
 TOTAL OTHER	 \$77,000	 \$77,000	 \$67,000

CATEGORY:**COST SHIFTING**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
EXPERIMENTAL SVC	(\$38,246)	(\$37,776)	(\$20,877)
TOTAL COST SHIFTING	(\$38,246)	(\$37,776)	(\$20,877)



Executive Office

Google maps



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DEPARTMENT: EXECUTIVE OFFICE

PURPOSE:

The Executive Office provides leadership for achieving TARC's mission, oversees the general management of administration and operations, and serves as liaison with the Board of Directors. The office also interacts with federal, state and local governments and the community at large. The following functions are also the responsibility of this office: EEO/Affirmative Action, internal ombudsman, grants development and administration and janitorial and messenger service.

EFFECTIVE TEAM/VISIONARY LEADERSHIP OBJECTIVES:

- Continuously recognize, encourage, and reward TARC's shared values in the workplace.
- Promote teamwork and communication by engaging employee work teams to improve customer satisfaction, service quality and team morale.
- Promote respect by maintaining a work environment free of harassment in which team members and customers are treated with dignity and respect.
- Promote appreciation by providing opportunities to recognize contributions of all TARC team members.

COMMUNITY SUPPORT OBJECTIVES:

- Expand access to transportation services for persons of all abilities through ongoing participation in coordinated transportation planning and program activities with the Regional Mobility Council.
- Explore and implement sustainable business practices that protect the environment and conserve energy.
- Improve communication/rapport with team members and the community.
- Identify new opportunities for partnerships with public, private, and non-profit sectors.
- Continue development and implementation of community outreach plan.

SAFETY OBJECTIVES:

- Ensure that safety is the number one concern throughout the organization.
- Enhance customer and workplace safety by identifying measures to reduce accident rates and continuing to plan and practice for crisis situations.

FOCUS ON CUSTOMER OBJECTIVES:

- Increase customer satisfaction by identifying ways to improve service delivery.
- Continue to seek and put into practice new technology and Intelligent Transportation Systems (ITS) to advance efficiency and effectiveness.

PRUDENT FISCAL MANAGEMENT/FINANCIAL RESOURCES OBJECTIVES:

- Assure fiscal integrity in use of TARC's resources.
- Ensure procurement and financial procedures are followed.
- Ensure timely response and follow-up to audits.

STRATEGIC MANAGEMENT OBJECTIVES:

- Explore and obtain grant funding from federal, state, and local sources.
- Seek maximum participation of Disadvantaged Business Enterprises (DBE) in procurement and achieve established DBE participation goal.
- Continue exploring and implementing new paradigms in transportation.
- Continue exploring and supporting efforts at the federal, state and local levels to secure sustainable funding sources for public transportation improvements that meet community needs now and in the future.
- Continue researching and implementing performance-based management practices and improve communication of organizational accomplishments.

DEPARTMENT:**EXECUTIVE OFFICE**

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$638,681	\$638,680	\$633,991
FRINGE BENEFITS	\$899,086	\$897,090	\$898,825
SERVICES	\$80,000	\$77,000	\$80,000
MATERIAL & SUPPLIES	\$4,000	\$4,000	\$3,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$197,100</u>	<u>\$212,700</u>	<u>\$222,600</u>
SUB TOTAL	\$1,818,867	\$1,829,470	\$1,838,416
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,818,867</u></u>	<u><u>\$1,829,470</u></u>	<u><u>\$1,838,416</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
EXECUTIVE DIRECTOR	1	1		
ASST. EXEC DIRECTOR	1	1		
DIRECTOR OF DIVERSITY & INCLUSION	1	1		
CAPITAL PROJECTS MANAGER*	1	0		
EXECUTIVE ASSISTANT	1	1		
ADA COORDINATOR	0	1		
GRANTS COORDINATOR*	1	0		
ADMIN. ASST., ASSISTANT EXEC. DIR.	1	1		
CUSTODIAN	2	2		
INFORMATION OFFICER – PT	0	1		
INTERN*	1	0		
 TOTAL SALARIES & WAGES	 10	 7	 \$747,175	 \$633,991

CATEGORY:**FRINGE BENEFITS**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$58,217	\$58,220	\$57,160
PENSION*	\$584,924	\$584,920	\$621,437
HOSPITALIZATION	\$124,244	\$121,140	\$97,648
VISION	\$516	\$520	\$432
DENTAL	\$5,328	\$6,240	\$5,628
LIFE INSURANCE	\$1,164	\$1,360	\$1,272
DISABILITY	\$2,328	\$2,330	\$2,064
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$28,518	\$28,520	\$28,758
HOLIDAY PAY	\$24,793	\$24,790	\$24,096
VACATION PAY	\$63,204	\$63,200	\$54,858
OTHER PAID ABSENCES	\$5,850	\$5,850	\$5,472
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$899,086	\$897,090	\$898,825

*Includes contribution of \$460,944 in FY18 based on actuary amount as of March 2018 for TARC Pension Plan. TARC will review annually.
As of 1/1/18 there are 64 non-working members in the plan.

MATERIALS & SUPPLIES

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CATEGORY: OTHER

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
POSTAGE (Regular mail through postage meter)	\$50,000	\$33,000	\$50,000
DUES/SUBSCRIPTIONS*	\$72,000	\$75,000	\$75,000
TRAVEL & MEETINGS	\$60,000	\$81,000	\$80,000
BOARD COMPENSATION	\$5,100	\$4,500	\$5,100
LABOR NEGOTIATIONS	\$0	\$0	\$0
OTHER MISC	\$10,000	\$19,200	\$12,500
TOTAL OTHER	\$197,100	\$212,700	\$222,600

* Dues/Subscriptions > \$300:

APTA 38,700, KPTA 4,700, Greater Lou Inc. 5,215, Lou Sustainability Council 500,
 KY Clean Fuels 800, Purch MGMT Assoc of Lou 420, PRSA 340, KBT 1,500,
 Center for Nonprofit Excellence 500, Tri-State Minority Supplier Dev Council 1,500,
 One Southern Indiana 2,300, IN Transport. Assoc. 3,000, Metro Housing Coalition 1,000,
 Bureau of National Affairs 474, KY IN Exchange 1,000, Courier Journal 800,
 Lou Conv & Vis Bureau 615, Passenger Trans 372, American Plan Ass 1,500,
 BNA – Tax Management 447, Thompson Pub Grp ADA Guide 395, Oil Price Info Serv 770,
 Diesel Fuel Index Sub 2,000, Rotary Club of Lou 1,500, Urban Land Inst 560,
 Lou Dwtm Partnership 3,710, Lou Urban League 750, Dept for Local Gov 500



Safety

Google maps



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DEPARTMENT: SAFETY

PURPOSE:

TARC provides a system safety plan, which is implemented by the Department of Safety and Security, for the purpose of providing a safe and secure environment for its employees, customers and the general community in which we operate.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

1. Evaluate system-wide safety progress, essential for continued success in reducing accidents and incidents involving TARC customers.

STRATEGIES:

- a. Review each injury and determine cause and best available methodology to reduce risk of re-occurrence.
 - To work collectively with department directors and associates to identify and mitigate hazards and unsafe work practices.
 - Provide safety management best practices and resources to further engage team members.
- b. Continue alliance with the American Public Transit Association (APTA) as it pertains to bus safety and security initiatives.
- c. Work in partnership with contractors and vendors to promote and encourage conformity with applicable regulatory standards.
 - Review, assess and approve safety plans and expected objectives.
 - Provide leadership and gained knowledge to collectively strive for continuous improvement and subsequent success.

QUALITY SERVICES & COMMUNITY SUPPORT OBJECTIVES:

2. Provide a safe and secure coach environment for our customers and employees free of adverse behavior.

STRATEGIES:

- a. Promote and implement zero tolerance initiatives to address unruly and abusive individuals who engage in disruptive coach behavior.
 - Maintain rapport and communication with our employees and local law enforcement in an effort to adequately address and alleviate bad behavior among students on TARC coaches.
 - Seek prosecution of individuals who threaten, abuse, or injure TARC patrons and its employees.
 - Continue the usage of security measures and awareness through the utilization of electronic surveillance and utilization of off-duty law enforcement personnel.
- b. Utilize TARC's complaint handling process so that customer concerns regarding safety and security issues may be promptly addressed and resolved.
- c. Continue use of coach security camera system which allows for viewing in enhanced clarity, archiving capability and retrieval of video. The system has four interior and four exterior camera placements which aid approved users to easily locate video by alarm, date and time, and by GPS. All video will be downloaded securely and stored in a tamperproof, watermarked proprietary format to prevent alteration.

STRATEGIC MANAGEMENT OBJECTIVE:

3. Demonstrate respect for TARC team members by focusing on workplace safety initiatives and assisting with treatment for those employees who experience workplace injury.

STRATEGIES:

- a. Implement programs that focus on workplace safety for all team members.
 - Investigate and mitigate incidents.
 - Work diligently to reduce unsafe work practices and conditions.
 - Continue to contribute to new driver training from a safety perspective.
- b. Work with contractors and vendors to ensure safety and environmental health.
 - Foster business agreements with organizations that have effective safety and environmental programs.
 - Require contractors to provide quality service and on-site safety.
 - Minimize and eliminate the use of hazardous materials where possible.
 - Encourage sound waste reduction and environmental practices.
- c. Coordinate Emergency Management preparation.
 - Encourage supervisory level participation.
 - Work collaboratively when feasible with Metro EMA and like agencies regarding participation in relevant exercises and drills.

EFFECTIVE TEAM OBJECTIVE:

4. Provide a path for team members to continually become more involved with improving workplace safety.

STRATEGIES:

- a. Promote teamwork and communication by encouraging team member involvement in safety issues and identification of workplace hazards.
 - Continue to urge employees to communicate unsafe conditions and processes to the Safety Department.
 - Continue team member Safety and Security Committee meetings.
- b. Continued development of Safety and Security Awareness Programs for team members.
- c. Conduct periodic safety surveys.

DEPARTMENT:**SAFETY**

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$637,136	\$227,136	\$146,611
FRINGE BENEFITS	\$216,211	\$97,610	\$83,546
SERVICES	\$831,776	\$2,037,540	\$1,694,706
MATERIAL & SUPPLIES	\$2,400	\$2,400	\$2,400
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$2,297,432	\$2,517,343	\$2,229,564
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$26,500</u>	<u>\$26,500</u>	<u>\$26,500</u>
SUB TOTAL	\$4,011,455	\$4,908,529	\$4,183,327
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$4,011,455</u></u>	<u><u>\$4,908,529</u></u>	<u><u>\$4,183,327</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
SAFETY DIRECTOR	1	1		
SECURITY SPECIALIST	1	1		
ADMIN ASST.	1	1		
TOTAL ADMIN	3	3	<u>\$168,448</u>	<u>\$145,111</u>
PART TIME OFFICERS*	20	0		
TOTAL PART TIME	20	0	<u>\$1,500</u>	<u>\$1,500</u>
TOTAL SALARIES & WAGES	23	3	<u><u>\$169,948</u></u>	<u><u>\$146,611</u></u>

*Moved to Coach Security on Services page

CATEGORY: FRINGE BENEFITS

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$50,386	\$19,020	\$13,002
PENSION	\$126,325	\$47,690	\$36,503
HOSPITALIZATION	\$15,796	\$7,720	\$8,652
VISION	\$120	\$70	\$72
DENTAL	\$960	\$760	\$768
LIFE INSURANCE	\$348	\$340	\$432
DISABILITY	\$780	\$520	\$780
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$6,402	\$6,400	\$6,414
HOLIDAY PAY	\$5,752	\$5,750	\$5,769
VACATION PAY	\$7,200	\$7,200	\$8,262
OTHER PAID ABSENCES	\$2,142	\$2,140	\$2,892
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$216,211	\$97,610	\$83,546

MATERIALS & SUPPLIES

86

CASUALTY & LIABILITY

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CATEGORY:**OTHER**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
SAFETY BANQUET	\$26,200	\$26,200	\$26,200
MISC. OTHER	\$300	\$300	\$300
TOTAL OTHER	<u>\$26,500</u>	<u>\$26,500</u>	<u>\$26,500</u>



Purchasing

Google maps



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DEPARTMENT: PURCHASING

PURPOSE:

Ensure, manage and maintain the acquisition of all materials and services required to sustain and successfully meet the needs of the daily operation in a controlled and cost effective manner. Provide technical assistance and promote community responsiveness through TARC's Disadvantage Business Enterprise (DBE) program.

EFFECTIVE TEAM OBJECTIVE:

1. Encourage and support professional development of Purchasing Department team members.

STRATEGIES:

- a. Promote understanding of Ellipse 8 procurement software features and capabilities to applicable TARC personnel.
- b. Promote understanding of Bonfire procurement software features and capabilities to applicable TARC personnel.
- c. Provide technical assistance as requested to utilize the warehouse requisition process to its fullest capacity.
- d. Continue cross-training efforts to ensure effective department functionality.
- e. Promote TARC Team Shared Values to improve internal and external relations and increase accountability and support for TARC initiatives.
- f. Promote opportunities for professional development of all Purchasing team members.

COMMUNITY SUPPORT OBJECTIVE:

2. Provide technical assistance and ensure compliance with TARC's Disadvantage Business Enterprise (DBE) Program, to include Small Business Enterprises, and enhance safety and environmental compliance in TARC's contracts.

STRATEGIES:

- a. Work closely with businesses, community outreach and governmental groups to ensure awareness of TARC's contracting opportunities through meetings, summits, electronic communications and print media.
- b. Create a level playing field on which Disadvantage Business Enterprises (DBE's) and Small Business Enterprises (SBE's) can compete fairly for USDOT-assisted contracts and ensure that only firms that fully meet eligibility standards participate as DBE's/SBE's.
- c. Encourage and endorse a sustainable green city through partnerships, contracts and meetings for the exchange of ideas with other Metro government and local quasi-government agencies.

STRATEGIC MANAGEMENT/FOCUS ON CUSTOMER OBJECTIVE:

3. Guarantee sufficient inventory levels of parts and provide effective procurement services for internal TARC customers.

STRATEGIES:

- a. Target and maintain contracts on inventory items with high usage and significant budget impact.
- b. Monitor and review pre-set inventory levels to ensure availability and cost-effectiveness.
- c. Develop Ellipse knowledge to ensure full use and capacity of the operating system.
- d. Ensure accuracy of inventory balance by using the Ellipse daily cycle count.
- e. Continue public outreach through TARC website notices, information and co-hosting Tri-State Minority Supplier Development Council (TSMSSDC), FTA/SBA Bonding Education classes.
- f. Efficiently manage inventory and fleet surplus by selling obsolete materials and out of service fleet vehicles and equipment through the GovDeals on-line auction site.

DEPARTMENT:**PURCHASING**

	FY 18 BUD	FY 18 EST	FY 19 BUD
DIRECT LABOR	\$451,764	\$451,760	\$453,799
FRINGE BENEFITS	\$363,372	\$353,590	\$365,288
SERVICES	\$800	\$0	\$0
MATERIAL & SUPPLIES	\$8,000	\$8,800	\$9,200
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$45,000</u>	<u>\$45,000</u>	<u>\$45,000</u>
SUB TOTAL	\$868,936	\$859,150	\$873,287
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$868,936</u></u>	<u><u>\$859,150</u></u>	<u><u>\$873,287</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF PURCHASING	1	1		
SENIOR BUYER	1	1		
BUYER	2	2		
CONTRACT ADMINISTRATOR	1	1		
STOCKROOM PERSONNEL	5	5		
TOTAL SALARIES & WAGES	10	10	<u>\$534,056</u>	<u>\$453,799</u>

CATEGORY:**FRINGE BENEFITS**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$40,309	\$40,310	\$40,855
PENSION	\$101,063	\$101,060	\$114,716
HOSPITALIZATION	\$136,108	\$125,750	\$118,696
VISION	\$720	\$720	\$564
DENTAL	\$6,288	\$6,870	\$6,180
LIFE INSURANCE	\$1,140	\$1,140	\$1,428
DISABILITY	\$2,592	\$2,590	\$2,592
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$18,990	\$18,990	\$19,452
HOLIDAY PAY	\$17,072	\$17,070	\$17,485
VACATION PAY	\$35,694	\$35,690	\$39,876
OTHER PAID ABSENCES	\$3,396	\$3,400	\$3,444
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$363,372	\$353,590	\$365,288

CATEGORY:**SERVICES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
COPIER SVC CONTRACT*	\$800	\$0	\$0
TOTAL SERVICES	<u>\$800</u>	<u>\$0</u>	<u>\$0</u>

*Moved to Office Supplies

MATERIALS & SUPPLIES

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CATEGORY:**OTHER**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
CLASSIFIED AD'S	\$35,000	\$36,000	\$36,000
FREIGHT	\$4,000	\$3,000	\$3,000
GOVDEALS*	\$6,000	\$6,000	\$6,000
TOTAL OTHER	<u>\$45,000</u>	<u>\$45,000</u>	<u>\$45,000</u>

*This is the fee for GovDeals, all proceeds get booked to Nontrans Revenue



Information Technology

Google maps



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DEPARTMENT: INFORMATION TECHNOLOGY

PURPOSE:

Establish and direct the strategic long-term goals, policies and procedures for TARC's information technology needs. Direct the operation of all data processing and telecommunication functions and provide technical support for all users.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

- a. Implement hardware and software technologies to increase reliability, maintainability, availability and performance.

STRATEGIES:

- a. Raise awareness of information technology resources and constraints through increased communications.
- b. Stay up-to-date on latest technology trends and directions.
- c. Evaluate latest technology for possible application at TARC.
- d. In conjunction with the training department, identify training needs and suggest possible training courses for TARC users.

QUALITY SERVICES OBJECTIVE:

- b. Build and maintain adequate hardware and software resources to meet TARC's information technology needs.

STRATEGIES:

- a. Maintain office productivity software at latest patch levels.
- b. Maintain server software at latest patch levels.
- c. Select hardware and software for reliability and ease of support.
- d. Install service releases and patches to Ellipse.
- e. Continually build on the functionality of Ellipse.

EFFECTIVE TEAM OBJECTIVE:

- c. Recruit, retain and develop staff to build and support TARC's information technology needs.

STRATEGIES:

- a. Improve efficiency of support staff through additional experience with new applications.
- b. Increase effectiveness of team through the reduction of applications to learn and support.
- c. Improve and maintain department morale by providing rewards and incentives for performance.
- d. Promote TARC Team Shared Values to improve internal and external relations and increase accountability and support for TARC initiatives.

DEPARTMENT:**INFORMATION TECHNOLOGY**

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$550,716	\$470,716	\$475,664
FRINGE BENEFITS	\$390,644	\$347,250	\$369,589
SERVICES	\$1,337,000	\$1,277,500	\$1,370,500
MATERIAL & SUPPLIES	\$31,200	\$30,800	\$30,800
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
SUB TOTAL	\$2,309,560	\$2,126,266	\$2,246,553
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$2,309,560</u></u>	<u><u>\$2,126,266</u></u>	<u><u>\$2,246,553</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR	1	1		
MGR OF SYSTEMS & OPERATIONS	1	1		
PROGRAMMER ANALYST	1	0		
SYSTEMS MANAGER	1	1		
SYSTEM ADMINISTRATOR	2	2		
SYSTEM ENGINEER	1	1		
TOTAL SALARIES & WAGES	7	6	<u>\$561,781</u>	<u>\$475,664</u>

CATEGORY:**FRINGE BENEFITS**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$49,008	\$42,450	\$42,976
PENSION	\$122,877	\$106,440	\$120,672
HOSPITALIZATION	\$120,572	\$106,420	\$112,444
VISION	\$552	\$480	\$396
DENTAL	\$5,088	\$4,840	\$4,584
LIFE INSURANCE	\$804	\$830	\$852
DISABILITY	\$1,812	\$1,550	\$1,548
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$24,450	\$21,600	\$21,612
HOLIDAY PAY	\$21,975	\$19,420	\$19,421
VACATION PAY	\$41,064	\$41,060	\$42,924
OTHER PAID ABSENCES	\$2,442	\$2,160	\$2,160
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$390,644	\$347,250	\$369,589

CATEGORY:	SERVICES		
	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
HARDWARE MAINT. AGREEMENT:			
COMPUTER HARDWARE SVC	\$40,000	\$55,700	\$44,000
COMPUTER ROOM AND CUST SVC. UPS	\$15,000	\$13,500	\$15,000
COMPUTER ROOM A/C SVC CONTRACT	\$1,800	\$2,600	\$2,600
NETWORK SWITCH/FIREWALL	\$9,600	\$8,600	\$9,600
CISCO HARDWARE	\$35,000	\$37,800	\$37,000
NETAPP DATA STORAGE	\$26,000	\$26,000	\$26,000
SOFTWARE MAINT. AGREEMENT:			
MINCOM ELLIPSE	\$146,000	\$113,000	\$143,000
TRAPEZE SOFTWARE	\$750,000	\$755,000	\$807,000
PAYROLL/DISPATCH DATABASE- VMS	\$9,500	\$8,500	\$9,000
CITRIX ANNUAL SUPPORT	\$11,500	\$0	\$0
SOPHAS ANTIVIRUS SUPPORT	\$14,000	\$4,100	\$4,300
VMWARE SOFTWARE SUPPORT	\$18,000	\$14,500	\$18,000
COMMVAULT BACKUP AGREEMENT	\$15,000	\$12,500	\$14,000
SERVICES SUB-TOTAL	\$1,091,400	\$1,051,800	\$1,129,500
MISC. ITEMS:			
OUTSIDE CONSULTANT PROGRAMMING	\$60,000	\$40,000	\$40,000
MISC. NETWORK WIRING	\$4,800	\$2,400	\$4,000
INTERNET SERVICE	\$28,800	\$22,000	\$30,000
COMPUTER/PRINTER REPAIR	\$4,200	\$3,300	\$3,000
OFFSITE TAPE STORAGE	\$10,800	\$12,400	\$13,000
WI-FI (on Buses)	\$112,000	\$113,000	\$113,000
BUS, RADIO & DATA COMMUNICATION	\$25,000	\$32,600	\$38,000
OUTSIDE SERVICES SUB-TOTAL	\$245,600	\$225,700	\$241,000
TOTAL SERVICES	\$1,337,000	\$1,277,500	\$1,370,500

CATEGORY:**MATERIALS & SUPPLIES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
PRINTER PAPERS	\$3,000	\$3,000	\$3,000
REPLACEMENT PARTS FOR PCs & PRINTERS	\$6,000	\$6,000	\$6,000
SYSTEMS JOURNAL & DOCUMENTATION	\$600	\$600	\$600
MISC. OFFICE SUPPLIES	\$1,200	\$1,200	\$1,200
MEDIA FOR BACKUPS AND OFFSITE STG.	\$6,000	\$6,000	\$6,000
MISC COMPUTER HARDWARE/SOFTWARE	\$14,400	\$14,000	\$14,000
TOTAL MAT / SUPPLIES	<u>\$31,200</u>	<u>\$30,800</u>	<u>\$30,800</u>



Finance

Google maps



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DEPARTMENT: FINANCE

PURPOSE:

Responsible for overall financial management for the Transit Authority, which includes accounting, budgeting, payroll, grants administration and coordination of auditing by independent contractors.

EFFECTIVE TEAM OBJECTIVE:

1. Ensure all team members are adequately trained in respective areas of responsibility and develop technological skills.

STRATEGIES:

- a. Provide on-going training and support to all departments on internal controls, inventory, payroll, budgeting, and finance procedures.
- b. Continue intra-departmental cross training to enhance knowledge base among team members.
- c. Promote TARC Team Shared Values to improve internal and external relations and increase accountability and support for TARC initiatives.

ADEQUATE FINANCIAL RESOURCES & PRUDENT FISCAL MANAGEMENT OBJECTIVES:

2. Provide direction and support to ensure TARC meets its financial obligations and maintains fiscally sound operations.

STRATEGIES:

- a. Prepare forecast for mid to long-range financial planning.
- b. Continue to produce timely and reliable reports for use by Executives, Department Directors and others.
- c. Assist departments in adhering to their budgets.
- d. Look for new sources and/or methods for increasing revenue and managing costs.
- e. Ensure timely follow-up and response to financial audits.
- f. Ensure timely administration of grants.
- g. Provide timely and accurate performance of all accounting duties.

STRATEGIC MANAGEMENT OBJECTIVE:

3. Continue to develop and implement financial management strategies to ensure fiscal accountability.

STRATEGIES:

- a. Continually review internal controls and obtain an unqualified opinion from independent auditors.
- b. Continue to work with Federal Transit Authority (FTA) on using grant funds in accordance to FTA regulations.
- c. Continually strive to improve efficiency, overall usage and data flow through research and enhanced knowledge of the Ellipse and Trapeze OPS system and other existing systems including their potential partners.
- d. Continue to work with Information Technology on making sure CERS and tax updates are implemented into ADP and Ellipse systems.
- e. Work with the Project Manager on implementing the new fare collection system and Map 21 guidelines.
- f. Continue to work with the audit firm on making sure any new Governmental Accounting Standards Board standards are implemented and recorded appropriately.
- g. Work with Information Technology and the consultants on implementing the Ellipse upgrade.

DEPARTMENT: FINANCE

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$494,173	\$498,170	\$503,176
FRINGE BENEFITS	\$430,171	\$401,250	\$427,695
SERVICES	\$389,564	\$366,200	\$402,015
MATERIAL & SUPPLIES	\$78,000	\$77,710	\$61,400
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
SUB TOTAL	\$1,391,908	\$1,343,330	\$1,394,286
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,391,908</u></u>	<u><u>\$1,343,330</u></u>	<u><u>\$1,394,286</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY18 #	FY19 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF FINANCE	1	1		
FIN/GRANTS MANAGER	1	1		
SENIOR ACCOUNTANT	1	1		
PAYROLL TEAM LEADER	1	1		
PAYROLL SPECIALIST	1	1		
STAFF ACCOUNTANT	1	1		
HEAD CASHIER	1	1		
ASSISTANT CASHIER	1	1		
ACCOUNTS RECEIVABLE SPECIALIST	1	1		
ACCOUNTS PAYABLE SPECIALIST	1	1		
TOTAL SALARIES & WAGES	10	10	<u>\$588,969</u>	<u>\$503,176</u>

CATEGORY:**FRINGE BENEFITS**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$44,091	\$44,620	\$45,056
PENSION	\$110,536	\$111,870	\$126,511
HOSPITALIZATION	\$182,696	\$149,190	\$160,136
VISION	\$689	\$610	\$491
DENTAL	\$6,288	\$5,990	\$5,688
LIFE INSURANCE	\$1,140	\$1,280	\$1,428
DISABILITY	\$2,592	\$2,590	\$2,592
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$21,540	\$21,540	\$21,786
HOLIDAY PAY	\$19,355	\$19,360	\$19,577
VACATION PAY	\$39,084	\$39,080	\$41,496
OTHER PAID ABSENCES	\$2,160	\$5,120	\$2,934
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$430,171	\$401,250	\$427,695

CATEGORY:**SERVICES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
PAYROLL PROCESSING	\$82,400	\$83,620	\$84,000
HR BENEFITS	\$60,000	\$50,000	\$50,000
SECURITY CASHIER (Transport and Process Farebox Receipts)	\$147,264	\$109,340	\$105,985
AUDITING	\$33,500	\$33,780	\$33,780
CREDIT CARD FEES	\$32,400	\$30,000	\$56,000
BANK FEES/TEMP SERVICE & MISC (Deposit slips, check processing fees, shipping, scale calibration, safety deposit box, temp services & internal reviews)	\$34,000	\$59,460	\$72,250
TOTAL SERVICES	<u>\$389,564</u>	<u>\$366,200</u>	<u>\$402,015</u>



Human Resources

Google maps



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DEPARTMENT: HUMAN RESOURCES

PURPOSE:

Provide leadership and work in-partnership with all departments to achieve workforce excellence. To recruit and retain a talented, diverse workforce and provide them with the skills and tools needed for success and to ensure organizational compliance with all applicable federal, state and local regulations.

EFFECTIVE TEAM OBJECTIVE:

1. Support TARC's Mission Statement by recruiting, engaging and retaining a diverse workforce to meet the needs of the organization.

STRATEGIES:

- a. Fill positions by recruiting diverse, qualified and productive candidates.
 - b. Establish, maintain and support a succession plan which identifies and develops potential leaders. Maximize this potential and their ability to contribute to the success of the organization.
 - c. Establish TARC as an "Employer of Choice" by demonstrating that team members are valued, treated with dignity and respect, and by recognizing their diverse talents, backgrounds and insights.
 - d. Engage commitment of senior managers to mentor and professionally develop team members to become positive, highly effective and successful leaders.
2. Promote and maintain a positive, tolerant and values based work environment.

STRATEGIES:

- a. Strive for consistent employee engagement to create a work environment in which employees stay true to the organization's core values.
- b. Promote a team atmosphere and cultivate strong coworker relationships.

QUALITY SERVICES OBJECTIVE:

1. Administer HR policy and programs effectively and efficiently while maintaining community satisfaction and meeting budget limitations.

STRATEGIES:

- a. Participate in efforts to facilitate a quality work environment. (Example: radio communications, payroll application and Ellipse 8).
- b. Strive to meet HR initiatives on time and within budget.
- c. Ensure that the organization is compliant with all federal, state and local policies and regulations.

DEPARTMENT: HUMAN RESOURCES

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$246,515	\$246,510	\$295,420
FRINGE BENEFITS	\$213,255	\$221,500	\$261,288
SERVICES	\$68,250	\$115,250	\$73,750
MATERIAL & SUPPLIES	\$6,600	\$6,600	\$6,600
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$54,000</u>	<u>\$78,700</u>	<u>\$81,100</u>
SUB TOTAL	\$588,620	\$668,560	\$718,158
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$588,620</u></u>	<u><u>\$668,560</u></u>	<u><u>\$718,158</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF H.R.	1	1		
BENEFITS MANAGER	1	1		
WORKERS COMP COORD.	0	1		
HR COORDINATOR	1	1		
SENIOR BENEFITS ASSISTANT	1	1		
HR SPECIALIST - PT	1	1		
TOTAL SALARIES & WAGES	5	6	<u>\$346,550</u>	<u>\$295,420</u>

CATEGORY:**FRINGE BENEFITS**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$22,156	\$22,210	\$26,512
PENSION	\$55,551	\$55,690	\$74,438
HOSPITALIZATION	\$61,764	\$57,330	\$77,124
VISION	\$276	\$240	\$264
DENTAL	\$2,916	\$2,990	\$3,816
LIFE INSURANCE	\$456	\$520	\$708
DISABILITY	\$1,032	\$1,030	\$1,296
UNEMPLOYMENT	\$26,000	\$37,660	\$26,000
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$9,822	\$9,820	\$12,066
HOLIDAY PAY	\$8,826	\$8,830	\$10,840
VACATION PAY	\$23,472	\$23,470	\$27,018
OTHER PAID ABSENCES	\$948	\$1,710	\$1,206
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$213,255	\$221,500	\$261,288

CATEGORY:**SERVICES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
EXAMS, RECORDS, TESTS (BOSS, Drug & Alcohol, and Physicals)	\$42,000	\$44,000	\$45,000
EMPLOYEE ASSISTANCE PROGRAM	\$15,750	\$15,750	\$15,750
OTHER OUTSIDE SVC (Wildcard, Employment Consultants, Temps and Health Fair)	\$10,000	\$55,000	\$12,500
FLU SHOTS (Hum Res General O/S Services)	\$500	\$500	\$500
TOTAL SERVICES	<u>\$68,250</u>	<u>\$115,250</u>	<u>\$73,750</u>

CATEGORY:**OTHER**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
HUMAN RESOURCE GENERAL OTHER/MISC	\$1,100	\$1,100	\$1,100
CLASSIFIED AD'S	\$22,500	\$30,000	\$30,000
FITNESS CENTER	\$10,000	\$27,200	\$25,000
OUT OF POCKET EXPENSES*	\$20,400	\$20,400	\$25,000
 TOTAL OTHER	 \$54,000	 \$78,700	 \$81,100

*A voluntary reimbursement plan that TARC offers to employees to limit their out of pocket (OOP) maximum to \$1,175.00 (\$2,350 per family). If an employee has OOP costs that exceed the maximum, TARC covers the additional cost up to \$1,325 (\$2,650 per family).



Training

Google maps



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DEPARTMENT: TRAINING

PURPOSE:

Provide TARC team members with professional development resources, educational opportunities, and skills development via technology to position TARC as a professional development organization.

EFFECTIVE TEAM OBJECTIVE:

1. To develop a skilled, motivated, effective and well trained workforce, resulting in increased work productivity, reduced employee turnover, greater organizational goal achievement and becoming a model for continuous learning.

STRATEGIES:

- a. Assess departmental and individual training needs, identify internal and external resources to fill those needs.
- b. Provide job specific learning opportunities and skill development training for all TARC team members.
- c. Expand TARC team members' knowledge and understanding of all policies and procedures.
- d. Support supervisory and management development to enhance core competencies and promote continuous improvement.
- e. Support departmental efforts to improve workplace safety.
- f. Improve internal communications, problem-solving and employee relations with teambuilding and facilitation assistance and training.
- g. Create standardized training curricula and materials that take full advantage of technology, E-learning, and face to face training.
- h. Identify opportunities to network regionally with other transit authorities for shared information on training techniques.
- i. Promote, emphasize and train for the safe operation of all vehicles, machinery and processes.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

2. Provide training programs that support TARC's customer-focused initiatives to educate TARC's customers about the upcoming fare collection system and any service changes that affect our customer's ability to use the service.

STRATEGIES:

- a. Develop and maintain high standards of service TARC's customers are accustomed to.
- b. Improve knowledge and adherence to regulatory requirements of the Americans with Disabilities Act (ADA) and TARC policies and procedures that promotes great customer service.
- c. Continue addressing the need for improved customer relations in the community, as well as TARC.
- d. Develop a training initiative for the use of fixed-route services targeting individuals that are unable to enjoy this service currently.

DEPARTMENT:**TRAINING**

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$196,217	\$196,220	\$192,334
FRINGE BENEFITS	\$182,272	\$185,100	\$199,795
SERVICES	\$0	\$0	\$0
MATERIALS / SUPPLIES	\$8,400	\$8,400	\$8,400
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$201,000</u>	<u>\$221,000</u>	<u>\$231,000</u>
SUBTOTAL	\$587,889	\$610,720	\$631,529
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$587,889</u></u>	<u><u>\$610,720</u></u>	<u><u>\$631,529</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF TRAINING	1	1		
MAINTENANCE TRAINING MANAGER	1	1		
TRANSPORTATION TRAINING MANAGER	1	1		
TRAINING ASSISTANT	1	1		
TOTAL SALARIES AND WAGES	4	4	<u>\$230,935</u>	<u>\$192,334</u>

PART-TIME MAINT TRAINERS** 2 2

PART-TIME TRANS TRAINERS* 10 10

*On average (25%) of the part-time transportation trainer's time is used for training, the expense is included in the Transportation department budget. We currently have 9 for FY 2018.

**On average (20%) of the part-time maintenance trainer's time is used for training, the expense is included in the Maintenance department budget. We currently do not have any part-time trainers in FY 2018.

CATEGORY:**FRINGE BENEFITS**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$17,805	\$17,810	\$17,667
PENSION	\$44,639	\$44,640	\$49,605
HOSPITALIZATION	\$77,868	\$80,590	\$88,276
VISION	\$276	\$250	\$228
DENTAL	\$2,916	\$2,980	\$3,060
LIFE INSURANCE	\$456	\$520	\$576
DISABILITY	\$1,032	\$1,030	\$1,032
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$8,880	\$8,880	\$8,880
HOLIDAY PAY	\$7,982	\$7,980	\$7,983
VACATION PAY	\$18,780	\$18,780	\$20,850
OTHER PAID ABSENCES	\$888	\$890	\$888
UNIFORM ALLOWANCES	\$750	\$750	\$750
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	<u>\$182,272</u>	<u>\$185,100</u>	<u>\$199,795</u>

MATERIALS & SUPPLIES

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CATEGORY:**OTHER**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
TRAINING			
TUITION REIMBURSEMENT	\$40,000	\$60,000	\$60,000
TARC TRAINING LIBRARY	\$1,000	\$1,000	\$1,000
DIVERSITY/ADA	\$5,000	\$5,000	\$5,000
COMPUTER TRAINING (Off Property)	\$5,000	\$5,000	\$5,000
WORKPLACE BASICS (Spanish, Excel, Word, Power Point)	\$10,000	\$5,000	\$5,000
BUS LINE INSPECTION TRAINING	\$20,000	\$5,000	\$20,000
TRAINER DEV SKILLS	\$5,000	\$5,000	\$5,000
NEW OPERATORS SELF- DEFENSE TRAINING (3 or 4 hours)	\$5,000	\$5,000	\$5,000
TARC UNIVERSITY	\$25,000	\$0	\$10,000
PROFESSIONAL DEVELOPMENT	\$70,000	\$120,000	\$100,000
CONFLICT RESOLUTION / FAREBOX	\$15,000	\$10,000	\$15,000
TOTAL OTHER	<u>\$201,000</u>	<u>\$221,000</u>	<u>\$231,000</u>



Grants & Capital Programs

Google maps



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DEPARTMENT: GRANTS & CAPITAL PROGRAMS**PURPOSE:**

The Grants & Capital Programs is responsible for management of TARC's grants, capital improvement program (CIP), capital budget, capital projects and oversight of TARC's sub-recipients of Federal funds. The Department also acts as TARC's primary contact with the Federal Transit Administration and KIPDA (the Metropolitan Planning Organization) for all grant related issues. In addition, the Department manages TARC's Sustainability initiatives.

EFFECTIVE TEAM/VISIONARY LEADERSHIP OBJECTIVES:

- Continuously recognize, encourage, and reward TARC's shared values in the workplace.
- Provide information regarding TARC's capital needs and requirements to the Executive Director and senior management.
- Plan for the efficient and effective spending of capital (grants) funds to support TARC's mission.
- Support the work of all departments that utilize capital funds.

COMMUNITY SUPPORT OBJECTIVES:

- Explore and implement sustainable business practices that protect the environment and conserve energy.
- Identify new opportunities for partnerships with public, private, and non-profit sectors.

SAFETY OBJECTIVES:

- Ensure that safety is the priority on all capital construction projects.
- Ensure that customer and workplace safety considered in all facility and equipment design and engineering.

FOCUS ON CUSTOMER OBJECTIVES:

- The Grants & Capital Programs' primary customer is the Executive Department.
- All departments and their constituent team members are customers of the Grants & Capital Programs.

PRUDENT FISCAL MANAGEMENT/FINANCIAL RESOURCES OBJECTIVES:

- Assure integrity in use of TARC's capital resources.
- Ensure grant management and sub-recipient oversight procedures are followed.
- Ensure timely management of TARC grant funds.
- Replace TARC Union Station's 35 year-old, highly inefficient, two-pipe HVAC system of fan coil units with a high efficiency hybrid water source heat pump system. We expect a reduction in utility bills of approximately \$60,000 a year.

STRATEGIC MANAGEMENT OBJECTIVES:

- Explore and obtain grant funding from federal, state, and local sources.
- Complete the transition from a passive to an electronic fare collection system.
- Upgrade the Enterprise Resource Planning system (Ellipse) from version 5.2.3 which has been in use at TARC for 12 years, to version 8.8 or 8.9. Ellipse is used for everything from maintenance and parts management to budgeting and payroll at TARC. The upgrade will allow TARC to meet new FTA Transit Asset Management requirements.

DEPARTMENT:**GRANTS & CAPITAL PROGRAMS**

	<u>FY 18 BUD</u>	<u>FY 18 EST</u>	<u>FY 19 BUD</u>
DIRECT LABOR	\$0	\$0	\$140,310
FRINGE BENEFITS	\$0	\$0	\$112,264
SERVICES	\$0	\$0	\$0
MATERIALS / SUPPLIES	\$0	\$0	\$1,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
SUBTOTAL	\$0	\$0	\$253,574
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$0</u></u>	<u><u>\$0</u></u>	<u><u>\$253,574</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 18 #	FY 19 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF GRANTS & CAPITAL PROGRAMS*	0	1		
PROJECT MANAGER*	0	2		
INTERN*	0	0		
 TOTAL SALARIES AND WAGES	 0	 3	 \$164,010	 \$140,310

*Moved from Executive Office budget

CATEGORY:**FRINGE BENEFITS**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
FICA	\$0	\$0	\$12,547
PENSION	\$0	\$0	\$35,229
HOSPITALIZATION	\$0	\$0	\$37,644
VISION	\$0	\$0	\$132
DENTAL	\$0	\$0	\$1,800
LIFE INSURANCE	\$0	\$0	\$432
DISABILITY	\$0	\$0	\$780
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$0	\$0	\$6,306
HOLIDAY PAY	\$0	\$0	\$5,670
VACATION PAY	\$0	\$0	\$11,094
OTHER PAID ABSENCES	\$0	\$0	\$630
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	<u>\$0</u>	<u>\$0</u>	<u>\$112,264</u>

CATEGORY:**MATERIALS & SUPPLIES**

	FY 18 BUDGET	FY 18 ESTIMATE	FY 19 BUDGET
OFFICE SUPPLIES (Office Supplies and Copier Fee)	\$0	\$0	\$1,000
TOTAL MAT / SUPPLIES	<u>\$0</u>	<u>\$0</u>	<u>\$1,000</u>