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THROUGH TECHNOLOGY



FY2020

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# Introduction

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## **TARC FY2020 Budget Intro**

### *Offering Mobility as a Service, Shaping the Future of Transit*

In fiscal year 2020 – July 1, 2019 to June 30, 2020 – TARC will improve the delivery of service we are able to provide to the residents of our region, increase the economic growth of our community, and through innovative and industry leading efforts strive to become the leading mid-sized transit organization in the country. To reach these goals, TARC will rededicate itself and make significant strides towards improving the passenger experience, removing barriers of connectivity for the communities of our region, and investing in the engagement and well-being of our staff.

Today's passenger has many options to get them from where they are to where they want to go. The viable future of our transit system depends on our ability to make the experience of riding public transit safe, comfortable, and convenient. With technological innovations such as our dynamic Trip Planner—available on our website and a new mobile app, the MyTARC electronic-fare card, service improvements such as the Bus Rapid Transit, automatic by-route service alert texts, newly designed shelter offerings, and the creation of a Director of Customer Experience position and the hiring of a new Director of Safety, TARC will become an integral portion of a rider's overall trip when considering their mobility options.

Workforce development and economic growth significantly increase through a reduction in barriers to transportation and the ability of a community to freely reach their destinations easily. Community involvement and partnerships will play a larger role in the coming fiscal year as enhanced connectivity from one side of our service region to the other improves for all residents and visitors to our service area. We have set our sights on becoming the mobility manager of the region and providing Mobility as a Service. Wherever a rider is going, even through multiple modes of travel they will be able to plan, book, and pay for their entire trip on our website or through our new app with TARC's Trip Planner. Through continuing efforts to educate the community on all the services we offer and the most efficient use of those services we will continue to connect the community we serve to the services they need.

In order to achieve the desired results in improved service and to build a rewarding and connected relationship with our community, our efforts as an organization must originate from a place of strength and well-being. We will invest significantly in our employees to make sure the work we do as a team delivers the best possible results for our community. Through increased focus on inter-departmental communications, the filling of important open positions such as our newly created Director of Employee Engagement, and through continuing staff perks, training and a renewed organization-wide focus on sustainability, our internal dedication will be reflected in the results we are able to provide our passengers.

In the coming months TARC will undergo a series of evaluations, process a significant amount of newly collected data to increase service delivery, and engage through several open-house events with the public in order to consider a wide range of implementable improvements. With a significantly out of date funding model, and limited financial resources TARC will continue to search for additional sources of revenue, and for options to offer the service the next generation of transit rider demands. With the help and insight provided by LINC—our Comprehensive Operations Analysis (COA) and Long Range Plan— we will reshape the future of transit in the region, and work to build a robust, sustainable, and resilient transit system.



# 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.



# 2018 Accomplishments

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## **Transit Authority of River City 2018 Accomplishments**

### **Organization Accomplishments**

#### **Adequate Financial Resources**

- TARC executed service in Southern Indiana with the assistance of \$1.18 million of funding from Indiana Department of Transportation.
- TARC finalized a funding agreement with KYTC for TARC Comprehensive Operations Analysis and Long Range Plan. Funding for the COA and LRP in the amount of \$800,000 has been obligated and available to TARC for project development.
- TARC renewed the MOU (Memorandum of Understanding) with Amazon to continue partnership for providing additional service to River Ridge employment center. The MOU supports additional service to address peak season employment between October 2018 and January 2019. As part of this contract TARC provides benefits to Amazon employees to ride with their IDs system wide during the peak employment season.
- TARC IT renegotiated telecommunications contracts to decrease annual internet expenses by \$9,000, and lock in Bus WiFi pricing to fixed budgeted amounts to avoid overages.
- TARC received annual funding from Kentuckiana Regional Planning & Development Agency (KIPDA) State Transportation Program (STP) Urban Priorities (SLO) local funds.

#### **Effective Team**

- After significant research, a change in medical insurance brokers has resulted in an overhaul of employee benefits, providing more options for employees and more flexibility for the Authority all of which resulted in a projected saving of greater than \$500,000 in the first year.
- Instituted an Executive Ride program designed to have the senior management team ride the service, provide encouragement to the operations team, and be more accessible to customers all while gaining the perspective of the rider.
- Automated Fare Collection System - Re-engineered the Automated Fare Collection System project to remove a magnetic stripe “swipe” and trim unit (printer) and move the Authority from the current cash-centered, labor-intensive process to a largely automated “Smart Card” system in which most fares are paid electronically, driver intervention is rarely needed, and little cash is collected onboard. The project team navigated this significant technology change with project launch set for January 6, 2019.
- TARC completed one-time construction contract for Union Station HVAC improvements (expecting a reduction of \$60,000 in yearly utility costs) and TARC

Operations Building restroom renovations. Both phase one and phase two of the project were completed in 2018.

- Obligated capital funds were down from FY 2017 amount of \$15,249,679 to FY 2018 total of \$12,329,622. Despite decreased expenditures, necessary capital projects progressed with the most significant, Union Station HVAC project, coming to completion.
- Applicant Tracking System – for the first time in the agency’s history, employment candidates will be able to apply for TARC employment online. The system includes an automated applicant tracking system, employee onboarding, and a performance management module. This candidate to retiree approach will remove unnecessary processes while providing insight to each employee not previously possible.
- EPIC Brokers and TARC established a long-term wellness strategy and program to combat ailments prevalent in the workforce. The strategy design has initiatives, activities, and measures aimed at increasing health outcomes of employees and reducing expenses to the authority.
- As TARC moves to become a “Learning Organization” and Employer of Choice, the Training and Human Resources Departments designed a professional development series that is a continuation of the Dignity and Respect series. The program as envisioned includes biennial operator recertification and career ladders and pathways for the administrative staff.
- Engaged with Where Opportunity Knox and The United States Chamber of Commerce to participate in the Senior Leaders Corporate Fellows program. Involvement led to an increased and more diverse candidate pool for senior leaders and produced three hires.
- The mid-December installation of 235 new Fast Fare fareboxes and vaulting equipment will begin the final stage of implementation of the new electronic fare collection system scheduled for launch on January 7, 2019.
- During 2018 TARC closed 4 federal grants, obligated 8 new awards, and managed 27 grants during the year.
- TARC trained over 300 personnel on new farebox and fare media.
- TARC installed servers and defined network interfaces in preparation for implementation of the new fare collection system.
- TARC wrote and distributed a total of 80 news releases regarding schedule changes, new buses, service updates and developments.
- TARC continued planning and preparation to host the 2019 American Public Transportation Association (APTA) Bus and Paratransit Conference.
- The Ellipse upgrade project successfully completed two additional upgrades and patches without error. The project has moved into the enterprise-wide process improvement process and Asset management phase. Team members completed a total of eighteen weeks of training in four functional areas: Asset Management, Supply Chain, Finance and HR/Payroll.

- TARC Planning team members attended and completed training and education in scheduling, transportation planning, engineering, and internal training offered through TARC's Training Department.
- TARC Planning hired a Transportation Planner to ensure proper staffing and adequate resources for the planning and scheduling process.
- Restructuring both the recruiting and training processes resulted in going from a deficit of 40 operators to a position of 10 over strength in less than 6 months; a net hire of 50 plus attrition.
- TARC hired 21 new Maintenance employees, and 4 training instructors (with Transit Safety Institute certifications).
- TARC Maintenance earned over 720 man hours of specialized-expert training on equipment.
- TARC upgraded to the current version of ADP Workforce and Report writing to enhance reporting needs and provide the latest technology and support for payroll processing.
- TARC communicated news and information to team members through Talk About TARC internal meetings, TARC Team Update monthly newsletters, the TARC AmBUSsador Program, digital TV displays in the transportation lounge, e-mail and posters as an additional opportunity for communication and interaction between departments.
- TARC created new designs for both regular and express monthly passes and transfers. The passes were multi design/color for each month, with specialized TARC holographic and paper to decrease fraudulent activity.
- Dwight Maddox was promoted to Information Technology Director, providing a fresh departmental perspective.
- TARC Purchasing team members participated in training to improve their professional capabilities from various organizations including National Transit Institute.
- TARC managed 6,380 purchase orders with a total transaction value of \$15,058,450.18
- TARC planned and executed a Veterans Day event for TARC team members who are veterans.
- TARC held its first Local Bus Roadeo in over 20 years

### **Effective Visionary Leadership**

- Planning for the American Public Transportation Association (APTA) International "Roadeo" and Mobility Conference has intensified with site selection and vendor identification nearly complete. A significant accomplishment was the coordination and agreement to hold an Autonomous Vehicle demonstration during the conference.
- Contracted with and stand at 90% implementation of the Mobility as a Service platform and mobile application. This move puts TARC at the forefront of the transit industry's transformation from agencies to Mobility Managers. The dynamic trip



planner and website redesign are in beta test with a soft launch scheduled for December.

- TARC ordered eighteen buses through a joint bus procurement with other regional transit agencies LexTran, TANK, and Cincinnati Metro leveraging economies of scale and saving tens of thousands of dollars
- In preparation for the launch of MyTARC on January 7<sup>th</sup>, 2019 TARC began offering MyTARC reloadable cards and a Ticket Exchange Program to swap out paper tickets and passes for equal electronic value on the new MyTARC card.
- As part of TARC's strategic direction into offering Mobility as a Service (MaaS), we partnered with ZED Digital on a new website design, Dynamic Trip Planner, Mobile App, and are piloting a mobile ticketing solution.
- TARC began the first steps of progress with LINC its Comprehensive Operations Analysis and Long Range Plan. LINC will assess current service and develop options for improving efficiency and attracting new passengers. It will lay the ground work for a robust, sustainable, and resilient transit system.
- TARC continued partnering with the Louisville Metro Government and State Highway Department on implementing the Dixie Hwy Bus Rapid Transit (BRT) project. TARC continues providing support for BRT construction, stations, amenities, and ITS, ensuring the needs of transit users are addressed throughout project development and implementation.
- 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 continued strong involvement in transportation projects and planning processes with Louisville Metro government agencies: Mayor's Office, Public Works, Planning and Design Services, Louisville Forward, Louisville Downtown Partnership (LDP), and Louisville Tourism, as well as with businesses and civic organizations.
- TARC has a successful partnership contract with Public Works to manage construction projects and improvements of sidewalks and bus stops in the Louisville Metro area.
- 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, 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.

## **Community Support**

- In an effort to support the city's Louisville tourism and Bourbonism brand, TARC rebranded the electric fleet to LouLift. Coupled with rebranding was increased service to Churchill Downs. On-time performance and service improvements have brought about an increased interest in the service.
- TARC kicked off new community partnerships with Louisville Urban League (CDL Training) and the Attorney General's Office (Anti-Human Trafficking Initiative).
- Sensitivity training was provided to all drivers, road supervisors, radio operators, clerks, and dispatchers on recognizing, communicating, and reporting signs of Human Trafficking, Domestic violence, and children in trouble.
- TARC continued to grow the partnership program formalizing and signing Memorandums of Understanding (MOU) with two additional partners.
- TARC's MyTARC Mobile Bus visited over 17 locations to get the word out about the upcoming fare payment changeover, to walk through how to use the card, and provide Reduced Fare rider cards.
- TARC provided assistance and engineering expertise, to Louisville Metro Housing Authority to design and implement Smart Stops funded with the Choice Neighborhoods Action Grant.
- Collaborating with ATU Local 1447, The Transportation Learning Center and Jefferson Community and Technical College, TARC developed an apprenticeship program for professional operators and technicians. With a curriculum developed and the framework completed, program deployment will begin in early 2019.
- TARC made connections with the JCPS Junior Apprenticeship Program.
- TARC worked with The Learning Center to form a framework for TARC's maintenance apprenticeship program.
- TARC renewed partnership commitments to SafePlace, and the Center for Women & Families.
- Through targeted outreach (attended 11/hosted 3/co-hosted 1 events) Disadvantaged Business Enterprise participation grew 2.79% over prior year.
- TARC negotiated with the Conference of Minority Transportation Officials to explore the establishment of a COMTO Chapter in the Commonwealth of Kentucky to bolster the utilization of Historically Under-Utilized Businesses in federally funded transportation projects.
- TARC provided additional weekend service on route # 19 to Riverport, to support increase in seasonal employment between October and Dec. 2018.
- 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.
- TARC also negotiated a TARC Means Business contract with Louisville Metro Housing Authority, that began Feb. 1, 2018, and UofL Hospital (totals combined below with University of Louisville) which started October 1<sup>st</sup> 2018.

**Total trips during 2018 for the partners and the percent increase/decrease in trips from their prior contract year:**

<b>Company</b>	<b>Total</b>	<b>%</b>
Humana	412,254	(11%)
Metro	183,322	6%
UL	1,338,976	10%
UPS	33,284	(11%)
JCTC	168,715	71%

- TARC provided 8 complementary Job Hunter bus routes, encompassing 149 passenger trips to community job fairs and TARC participated as an employer at 10 job fairs.
- TARC participated in 123 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 tenth year with the MillerCoors drink responsibly program for complimentary rides for all TARC customers on Derby Eve.
- TARC partnered for the third 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 third year with the Community Foundation of Louisville, providing transportation to the "Give Local Louisville" event at 4th Street Live! Destination signs on all LouLifts displayed #GiveLocalLou. Over \$5.4 million was raised for the benefit of 610 nonprofit agencies.
- 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 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 IT continue to be very involved in the planning and technical design of Metro's Dixie Highway TIGER Project, and the included BRT and related amenities that will be provided as part of the project.
- TARC participated in the LouieConnect Steering Committee, part of the partnership with United Way and Family Scholar House to help connect the public to needed Social Services.
- TARC Purchasing hosted an ongoing "How to Do Business with TARC" class open to all vendors (current and potential) to learn about TARC's procurement process.
- TARC continued to be an active member of the Tri-State Minority Supplier Development Council
- TARC Purchasing attended multiple outreach events focusing on small and minority business development.

#### **Focus on Customer Needs**

- TARC has initiated a major planning process and kicked-off LINC, the TARC COA (Comprehensive Operational Analysis) and LRP (Long Range Plan) Project. A consultant was hired in Aug. 2018 to assist with project development. Events to gather public feedback about service—a crucial component to the project, were held and scheduled for upcoming dates.
- TARC expanded electric buses circulator service on South Fourth Street to Churchill Downs. In addition, in cooperation with Louisville Tourism TARC supported rebranding of zero emission electric buses and services on S. 4Th St and Main/Market Streets creating the new LouLift service. This service gained popularity and high level of attention from visitors, local residents, businesses and the hospitality industry.
- TARC, in partnership with Louisville Metro Government, continues working on the New Dixie Hwy Bus Rapid Transit (BRT) corridor. In 2018 significant progress has been made on the road construction and BRT stops and stations improvements.
- Bus Rapid Transit continues development with recent advancements focused on the wayside customers' experience. Traffic integration, signal prioritization, and additional transit enhancements are next to be developed.
- Obligated capital funds were down from FY 2017 amount of \$15,249,679 to FY 2018 total of \$12,329,622. Despite decreased expenditures, necessary capital projects progressed with the most significant, Union Station HVAC project, coming to completion.
- In calendar year 2018 TARC constructed 1,500 ft. of new sidewalks and improved 44 bus stops with shelters, benches and boarding areas. TARC installed 3 new ADA Ramps, 10 new shelters and 34 new benches. The estimated costs for these projects were over \$425,000.
- Executed \$250,000 of improvements to access at bus stops, by enhancing sidewalks, shelters, and other passenger amenities.
- Training the Customer Service Department with Dale Carnegie's "Outstanding Customer Service" course resulted in a return on investment of positive measures

across the board including a dramatic decrease in call wait times. The current complaint process is under review for improvement and ways to streamline.

- TARC continuously works on on-street passenger facilities improvements: bus stops, shelters, sidewalks and corridor improvements. This program is partnership with Metro Public Works Department, and it is critical for many TARC customers to have safer access to transit services.
- In 2018 TARC completed improvements along segments of several major transit corridors: W. Market (10th Street – Shawnee Park), Lexington Rd., Taylorsville Rd., and Bardstown Rd.
- 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 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.
- TARC scheduled approximately 711,078 TARC3 trip reservations during CY18, a 3.09% increase over CY17 and provided approx. 552,650 customer trips on TARC3, a 1.49% increase over CY17 with zero trip denials due to capacity. Approx. 615,728 were transported on TARC3 during CY18, including companions, personal care attendants, children, and service animals.
- TARC responded to 330,426 paratransit customer calls and 253,749 calls for information relating to local or express routes for a total of 584,175 calls during FY18, a 0.53% increase over FY17.
- 1097 TARC3 Riders were evaluated for re-certification this calendar year, 809 were processed for continued service.
- TARC maintained on-time performance for TARC3 paratransit service at 90% for FY18.
- In addition to service animals, Riders are permitted to bring along their comfort pets, weight limit is maxed at 20lbs.
- 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 continuously responds to customers' and businesses' requests for routes and service adjustments.
- TARC, on an ongoing basis, responds to customers' requests to adjust, change or relocate bus stops, install new benches, trash receptacles or new shelters.
- TARC installed new way-finder signage at the Nia Center and at the 29th St. Maintenance facility.



- TARC completed a one-time, five year contract for the purchase and delivery of Heavy Duty, Low-Floor buses.
- TARC completed a one-time, two year contract for the delivery of a complete Comprehensive Operations Analysis and Long Range Plan.
- TARC completed a one-time, five year contract for Mobility as a Service software.

### **Quality Services**

- The Federal Transit Administration conducted a Triennial Review in 2018. Of the 26 areas reviewed and evaluated, there was only one minor concern that needed correction. The agency had not had such a favorable review in recent history. TARC addressed and resolved the issue before the final report published.
- TARC added four new support vehicles to our active fleet.
- TARC initiated oversight of the 5310 sub-recipient vehicle maintenance program.
- TARC had a successful upgrade to our Ellipse computer system.
- The Ellipse upgrade project successfully completed two additional upgrades and patches without error. The project has moved into the enterprise-wide process improvement process and Asset management phase. Team members completed a total of eighteen weeks of training in four functional areas: Asset Management, Supply Chain, Finance and HR/Payroll.
- TARC successfully managed service for large public events including Thunder Over Louisville, St. James Court Art Fair, Oaks and Derby events.
- Funding continues to be a challenge. As an example formula and discretionary apportionments for FY 2017 = \$21,404,938 and FY 2018 = \$17,761,595 resulting in a \$3,643,343 year over year reduction roughly 17% However, in the face of this reduction, service levels remained at roughly the same rate – 900,000 hours and 12million plus miles.

### **Prudent Fiscal Management**

- TARC worked on improving internal scheduling efficiencies by implementing Blockbuster, additional Trapeze software for the run cutting process. The improved run cutting can save scheduled bus hours and miles, improve efficiencies and ultimately save on operating budget.
- Choosing to upgrade rather than replace TARC's ERP system Ellipse allowed us to outsource portions of the maintenance and save on hiring specialized full-time employees.
- TARC IT participated in the recent Triennial Review, and the Financial Management Oversight Review and was involved in developing policies and procedures as recommended.
- TARC completed an acceptable annual inventory count verified by an independent auditing agency.
- TARC participated in a Full Scope System Review prepared by the Financial Management Oversight Contractor (FMOC), the Tuba Group. The Tuba Group identified two material weaknesses and five significant deficiencies in TARC's financial management system. Except for the effect of the material weaknesses, Tuba provided an opinion that TARC has maintained, in all material respects, effective internal control over its compliance with FTA financial management system

requirements during the period July 1, 2016 through June 30, 2017 based on the criteria established by the FTA.

- TARC began tracking within the system of record the accounts payable invoices that do not match the Purchase Order issued to the vendor. This provides accountability on the vendor, expedites the processing of invoicing, and improves the communication between Purchasing and Finance.
- TARC processed more than 5,700 payables checks and more than 32,267 payroll checks.

### **Strategic Management**

- Organizational restructure resulted in significant cost saving, increase employee engagement and increased project throughput. In the Department of Grants and Capital Programming, the Program Manager was elevated to Director and added two project managers and an administrative assistant. Moved the Workers compensation function to Human Resources where a newly hired workers' compensation coordinator reduced claims by \$250,000 in 90 days. TARC established The Department of Diversity and Inclusion with the intent of having the director focused on moving the Authority from compliance to true diversity and inclusion and the program manager focused on the federally mandated civil rights programs.
- Implemented the TAM (Transit Asset Management)
- TARC is strongly involved in community-wide current and long-range planning efforts. Exploring service improvements in accordance with the community vision to have a long-term stable and efficient public transportation system for Louisville Metro and the region.

### **Focus on Safety**

- TARC initiated a partnership with the Transportation Learning Center, the only national organization that focuses on the frontline workforce, to assist with the establishment of a Labor Management Cooperative. The group will focus on safety, safety culture, and safety and health, expanding the reach of data-driven problem-solving, and look into new critical areas of joint interest to labor and management.
- TARC Planning department continuously works on sidewalks, bus stops and signage improvements system-wide, with a goal to improve ADA access and safety for transit passengers and pedestrians in the community.
- TARC continued working with Louisville Metro Police Department, area law enforcement and the Metro Arson Bureau to assist in identification and apprehension of individuals to help ensure community safety.
- In advance of the automated fare collection system deployment, TARC developed a series of operations procedures including the "End of Line" and "Ride with Respect Campaign," which includes a Customer Code of Conduct and guidelines for civil behavior while utilizing the system.
- TARC continued to enhance security with a full-time transit security specialist.

### **TARC Team Member Accomplishments**

- All TARC Maintenance members attended harassment prevention training.
- Reasonable suspicion training for maintenance supervisors was provided.
- TARC Director of Planning, Aida Copic:
  - Serves on the TCRP (Transportation Cooperative Research Program) Project Panel, H 54 Project - Guide to Equity Analysis in Regional Transportation Planning Processes.
  - Serves on the KY ULI Chapter Programing Committee.
- TARC Outdoor Facilities Coordinator Mark Adams served on the Board of Directors for the Kentucky Branch of American Public Works Association (APWA) and currently serves as the co-chair for the APWA Awards Committee.
- TARC IT participated in local and regional consortiums: Metro's Mobility Innovation Team, Kentucky ITS and AV Peer exchange, and the Kentucky Protect.
- TARC Head Cashier, John Johnson, was appointed by Governor Matt Bevin to serve on the Martin Luther King Jr. State Commission. The Commission will officially meet to promote the annual MLK holiday throughout the Commonwealth of Kentucky.



# Glossary of Terms

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## 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 2020 CAPITAL BUDGET

	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
<b>Projects That Use Local Funds</b>						
Paratransit Vehicles (Municipal Lease 5/3 add year)	148,704	0	148,704	0	0	0
Paratransit Vehicles (Municipal Lease -Planned)	152,417	0	152,417	0	0	0
Sub-total	301,121	0	301,121	0	0	0
<b>Projects That Use Formula Funds</b>						
Bus Components	251,092	200,874	50,218	0	0	0
Architectural & Engineering Services	168,154	134,523	33,631	0	0	0
MIS Hardware/Software	361,211	288,969	72,242	0	0	0
Security Enhancements	356,278	285,022	71,256	0	0	0
Transit Enhancements (Sidewalks, Signs & Shelters)	62,882	50,306	0	0	12,576	0
Comprehensive Operations Analysis-Long Range Planning	300,000	0	0	300,000	0	0
Sub-total	1,499,617	959,694	227,347	300,000	12,576	0
<b>Projects That Use Other (5339 &amp; Flex) Formula Funds</b>						
Bus Components (5339)	55,667	44,534	11,133	0	0	0
A & E Services (5339)	120,530	96,424	24,106	0	0	0
MIS Hardware/Software (5339)	75,000	60,000	15,000	0	0	0
ITS Equipment (STP ITS)	1,638,126	1,310,501	327,625	0	0	0
MIS Software (STP ITS)	35,321	28,257	7,064	0	0	0
Fare Collection Equipment (STP)	561,856	449,485	112,371	0	0	0
Fare Collection Equipment (STP ITS)	884,976	707,981	176,995	0	0	0
Engineering-3 <sup>rd</sup> Party (STP ITS)	315,051	252,041	63,010	0	0	0
Facility Rehabilitation (5339)	63,500	50,800	12,700	0	0	0
Facility Rehabilitation (5339)	310,751	248,601	62,150	0	0	0
Transit Enhancements (STP)	633,845	633,845	0	0	0	158,461
Transit Enhancements (STP TAP)	406,706	325,365	81,341	0	0	0
Sub-total	5,101,329	4,207,834	893,495	0	0	158,461
<b>Projects That Use Discretionary Funds</b>						
Architectural & Engineering Services (LowNo)	121,508	97,206	24,302	0	0	0
Facility Rehabilitation	235,722	188,578	47,144	0	0	0
Purchase Elec Power Dist	694,214	624,793	69,421	0	0	0
BRT Buses	3,900,000	0	0	0	3,900,000	0
Sub-total	4,951,444	910,577	140,867	0	3,900,000	0
<b>SUB-TOTAL - All Capital Projects</b>	<b>11,853,511</b>	<b>6,078,105</b>	<b>1,562,830</b>	<b>300,000</b>	<b>3,912,576</b>	<b>158,461</b>
<b>Federal, State &amp; Local Match Contributions to Operations Budget (Cost Shifting)</b>						
	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
<b>Projects That Use Formula Funds</b>						
Non-Fixed Route ADA Paratransit	5,211,048	4,168,838	1,042,210	0	0	0
Capital Maintenance	13,139,229	10,511,383	2,277,846	350,000	0	0
Sub-total	18,350,277	14,680,221	3,320,256	350,000	0	0
<b>SUB-TOTAL - All Contributions to Operations</b>	<b>18,350,277</b>	<b>14,680,221</b>	<b>3,320,056</b>	<b>350,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>30,203,788</b>	<b>20,758,326</b>	<b>4,882,886</b>	<b>650,000</b>	<b>3,912,576</b>	<b>158,461</b>

## **Capital Projects That Use Local Funds**

### **Paratransit Vehicles**

**\$301,121**

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 the second year of five of twelve payments on these 10 vehicles. A similar investment in new paratransit vehicles is planned for FY 2020.

## **Capital Projects That Use Formula Funds**

### **Bus Components**

**\$306,759**

We have set aside this amount to replace energy storage units (batteries) on hybrid or electric 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**

**\$288,684**

These funds will be used to conduct a complete analysis of all TARC facilities. The analysis will be incorporated into and used to inform TARC's Transit Asset Management program. 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.

### **MIS Hardware/Software**

**\$436,211**

These funds will be used for the purchase of new software, upgrades as needed for various existing computer software systems, and for to host our Enterprise Asset Management system (Ellipse), as well as for additional and replacement computer hardware as needed.

### **Security Enhancements**

**\$356,278**

TARC will use these funds to perform an upgrade to our facility access control system, and for replacement parts on other security systems as needed.

### **Comprehensive Operations Analysis**

**\$300,000**

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 21<sup>st</sup> Century. Local match will be provided by a grant from Louisville Metro and by the MTF.

### **Intelligent Transportation System (ITS) Equipment**

**\$1,638,126**

These funds are set aside for the acquisition and installation of automated passenger counters on a significant portion of TARC's fixed route buses. Funds may also be used toward passenger information systems.

**Fare Collection Equipment** **\$1,446,832**

TARC may use these funds to provide enhancements to our new MyTARC fare collection system, and/or to upgrade that system from a card based to an account based method of financial transactions.

**Fare System Engineering and Design** **\$315,051**

TARC may continue to utilize consulting from LTK Engineering Services of Philadelphia for consulting services on fare system or ITS system projects. The required 20% local match will come from the MTTF.

**Facility Rehabilitation** **\$374,251**

TARC will use these funds on prioritized facility rehabilitation or renovation projects. Possibilities include replacement of TARC vehicle hoists, pavement repairs and/or facility lighting replacements.

**Transit Enhancements** **\$1,103,433**

TARC will leverage these funds 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. Transportation Development (Toll Road) Credits will also be used to match a portion of funds expended. \$406,706 of this amount is obligated to bus stop access projects along Spring Street in Jeffersonville and at Park Place Mall on Dixie Highway.

**Capital Projects That Use Discretionary Funds**

**Architectural & Engineering Services** **\$121,508**

This amount from fiscal year 2015 TARC's Low or No Emission (LowNo) award is for architectural and engineering services associated with installation of the new photovoltaic (solar) array and energy storage solution on the roof of our bus storage building.

**Facility Rehabilitation** **\$235,722**

These LowNo funds will be used on modifications to the Union Station bus storage building necessary to accommodate the new solar array and energy storage solution.

**Purchase Electric Power Distribution** **\$694,214**

These funds from the Low or No Emissions Vehicle program will be used to acquire and install the solar array on the roof of TARC's 200,000 square foot bus storage building, and to develop an accompanying energy storage solution. The goal of that solution is to reduce TARC's peak energy demand.

**BRT Bus Procurement****\$3,900,000**

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.

**Contributions to Operations That Use Formula Funds****Non-Fixed Route ADA Paratransit****\$5,211,048**

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****\$0**

For many years this service has been operated through a third party contract to TARC. TARC will consider operating this service directly in FY 2020 with the goal of improving performance. In this case, Federal funds may no longer be used to subsidize the cost of the service.

**Capital Maintenance****\$13,139,229**

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 2020

by Object Class  
by Department

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<b>BUDGET BY OBJECT CLASS</b>	<b>FY18 ACTUAL</b>	<b>FY19 BUDGET</b>	<b>FY19 ESTIMATE</b>	<b>FY20 BUDGET</b>
BEGINNING MTTF BALANCE	\$12,019,629	\$11,404,490	\$14,837,470	\$10,781,383
OPERATING REVENUE				
FAREBOX	\$9,761,481	\$9,933,093	\$9,761,481	\$9,956,711
SPECIAL FARES	\$1,834,203	\$1,695,824	\$1,884,203	\$2,261,203
CHARTER	\$280,800	\$0	\$0	\$0
ADVERTISING	\$604,165	\$634,165	\$647,000	\$657,000
OTHER AGENCY REVENUES	\$304,546	\$152,000	\$152,000	\$252,000
TOTAL RECOVERIES - INSURANCE	\$151,335	\$70,000	\$70,000	\$70,000
MTTF COLLECTIONS	\$57,019,877	\$59,176,716	\$56,015,573	\$60,786,040
MTTF INTEREST	\$49,939	\$30,600	\$30,600	\$31,212
STATE GOVERNMENT FUNDS	\$1,261,347	\$1,207,269	\$1,252,666	\$1,252,666
FED REIMB FUNDS-ACCESS TO JOBS	\$379,200	\$379,200	\$390,500	\$384,500
MTTF PRINCIPAL	(\$2,817,841)	\$1,228,642	\$4,056,087	\$3,531,601
TOTAL REVENUES	\$68,829,054	\$74,507,509	\$77,260,112	\$79,182,935
OPERATING EXPENSES				
DIRECT LABOR	\$28,842,462	\$29,284,034	\$30,290,954	\$29,359,823
FRINGE BENEFITS:				
VAC/HOL/SICK/BDAY	\$4,467,517	\$4,870,545	\$5,017,440	\$4,892,432
HEALTH/WELFARE/PENSION	\$19,985,754	\$21,141,886	\$22,452,117	\$22,915,568
SERVICES	\$4,003,774	\$4,610,949	\$5,540,060	\$5,339,730
MATERIAL&SUPPLIES	\$6,352,675	\$8,209,932	\$8,010,720	\$8,247,825
UTILITIES	\$924,185	\$989,000	\$1,002,800	\$984,800
CASUALTY&LIABILITY	\$2,590,534	\$2,229,564	\$2,210,260	\$2,127,136
PURCHASED TRANSPORTATION	\$15,933,906	\$17,173,239	\$16,902,790	\$17,988,510
INTEREST EXPENSE	\$4,605	\$30,100	\$28,020	\$42,182
OTHER EXPENSE	\$682,799	\$923,920	\$925,270	\$752,320
TOTAL OPERATING EXPENSE	\$83,888,216	\$89,463,169	\$92,380,431	\$92,650,326
ELIGIBLE REIMBURSEMENT OF EXPENSES	(\$20,522,467)	(\$20,994,139)	(\$21,015,831)	(\$18,350,277)
NET OPERATING EXPENSE	\$63,365,749	\$68,469,030	\$71,364,600	\$74,300,049
MTTF CAPITAL SHARE	\$5,463,305	\$6,038,479	\$5,895,512	\$4,882,886
TOTAL OPERATING/CAPITAL	\$68,829,054	\$74,507,509	\$77,260,112	\$79,182,935
ENDING MTTF BALANCE	\$14,837,470	\$10,175,848	\$10,781,383	\$7,249,782

<b>BUDGET BY DEPARTMENT</b>	<b>FY 18 ACTUAL</b>	<b>FY19 BUDGET</b>	<b>FY19 ESTIMATE</b>	<b>FY20 BUDGET</b>
BEGINNING MTTF BALANCE	\$12,019,629	\$11,404,490	\$14,837,470	\$10,781,383
OPERATING REVENUE				
FAREBOX	\$9,761,481	\$9,933,093	\$9,761,481	\$9,956,711
SPECIAL FARES	\$1,834,203	\$1,695,824	\$1,884,203	\$2,261,203
ADVERTISING	\$604,165	\$634,165	\$647,000	\$657,000
OTHER AGENCY REVENUES	\$304,546	\$152,000	\$152,000	\$252,000
TOTAL RECOVERIES - INSURANCE	\$151,335	\$70,000	\$70,000	\$70,000
MTTF COLLECTIONS	\$57,019,877	\$59,176,716	\$59,015,573	\$60,786,040
MTTF INTEREST	\$49,939	\$30,600	\$30,600	\$31,212
STATE GOVERNMENT FUNDS	\$1,261,347	\$1,207,269	\$1,252,666	\$1,252,666
FED REIMB FUNDS-ACCESS TO JOBS	\$379,200	\$379,200	\$390,500	\$384,500
MTTF PRINCIPAL	(\$2,817,841)	\$1,228,642	\$4,056,087	\$3,531,601
TOTAL REVENUES	\$68,829,054	\$74,507,509	\$77,260,112	\$79,182,935
OPERATING EXPENSES				
TRANSPORTATION	\$37,778,783	\$39,820,529	\$41,354,680	\$40,224,616
MAINTENANCE	\$14,484,451	\$15,472,193	\$15,891,150	\$16,302,110
PARATRANSIT/CUST SERVICE	\$17,803,375	\$19,290,313	\$18,946,340	\$19,518,047
MARKETING	\$1,003,814	\$1,354,955	\$1,440,557	\$1,108,553
PLAN/SCHED	\$1,025,587	\$1,386,049	\$1,322,830	\$1,475,352
EXECUTIVE OFFICE	\$1,885,488	\$1,838,416	\$2,268,590	\$2,154,085
SAFETY	\$4,517,897	\$4,183,327	\$4,409,490	\$4,223,014
PURCHASING	\$831,124	\$873,287	\$885,750	\$910,435
IT	\$2,087,845	\$2,246,553	\$2,799,825	\$3,152,845
FINANCE	\$1,246,791	\$1,394,286	\$1,370,720	\$1,610,036
HUMAN RESOURCES	\$683,215	\$718,158	\$692,880	\$739,350
TRAINING	\$539,846	\$631,529	\$663,489	\$717,935
GRANTS	\$0	\$253,574	\$334,130	\$513,948
TOTAL OPERATING EXPENSE	\$83,888,216	\$89,463,169	\$92,380,431	\$92,650,326
ELIGIBLE REIMBURSEMENT OF EXPENSES	(\$20,522,467)	(\$20,994,139)	(\$21,015,831)	(\$18,350,277)
NET OPERATING EXPENSE	\$63,365,749	\$68,469,030	\$71,364,600	\$74,300,049
MTTF CAPITAL SHARE	\$5,463,305	\$6,038,479	\$5,895,512	\$4,882,886
TOTAL OPERATING/CAPITAL	\$68,829,054	\$74,507,509	\$77,260,112	\$79,182,935
ENDING MTTF BALANCE	\$14,837,470	\$10,175,848	\$10,781,383	\$7,249,782



# 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 OBJECTIVE:**

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

**STRATEGIES:**

- a. Develop our newest Dispatch/Road Supervisors through training by affording more time to learn and train.
  - b. Continue 10-minute meetings each month with TARC Transportation Supervisors and the Training Director. Continuing as needed.
  - c. Support Operators as the policy change for the fare goes into effect.
  - d. To maintain standard with regards to professional uniform appearance.
  - e. Continue to work with Human Resources in an effort to rebuild the Coach Operator roster.
  - f. To improve work-flow in Dispatch by removing the large yellow organizer now in place allowing for a more professional and organized environment.
2. Improved Communications

**STRATEGIES:**

- a. Improve the merits of traffic management associated with the TRIMAC system by moving the system into real-time via a T-1 connection. Cost prohibitive at this moment – we'll go there.
- b. To meet routinely with Training, Human Resources and Maintenance as a means of staying informed and in touch with one another.
- c. To improve Radio Communication and response times by adding a team member to the P.M. Operation.
- d. 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.

**QUALITY SERVICE OBJECTIVE:**

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

**STRATEGIES:**

- a. Use the Novus system to examine routes for running time. Yes-OTP Group formed.
- b. Provide service for special needs customers through the Indiana and Old Louisville Shoppers, California Shoppers, Day On The Town and Adventure Bus. Successful
- c. Provide Special Services for Thunder Over Louisville, St. James Art Fair, U of L Shuttles, and First and FAT Friday Hops. Successful
- d. Reduce costumer complaints annually by 5%.
- e. Remain sensitive to people with disabilities by continually encouraging stop announcements.
- f. Respond to complaints within 8 days.

- g. To provide On-Time Performance of 85%. Currently 82%-85%
- h. Provide clean buses at all times 99%.
- i. Explore opportunities that enhance TARC services. (Rec. Stroller policy review, add supervision where needed.)
- j. Continually pursue compliance with ADA and address any deficiencies through counseling, new technology and/or training.
- k. To improve service reliability. (Operator and bus availability remain a challenge.)

**STRATEGIC MANAGEMENT OBJECTIVE:**

- 5. To proactively address concerns surrounding absenteeism.

**STRATEGIES:**

- a. To continue to work with TARC Operators with regards to good attendance. On-going.
- b. Reconsider the merits of an Attendance Incentive Program.
- c. To afford a Transportation Attendance Counselor.
- d. Examine the management of FMLA to learn if there are measures not yet considered.

**DEPARTMENT:****TRANSPORTATION**

	<b><u>FY 19 BUD</u></b>	<b><u>FY 19 EST</u></b>	<b><u>FY 20 BUD</u></b>
DIRECT LABOR	\$18,729,750	\$19,500,000	\$18,700,726
FRINGE BENEFITS	\$15,944,127	\$16,932,960	\$17,024,745
SERVICES	\$0	\$0	\$0
MATERIAL & SUPPLIES	\$4,805,932	\$4,561,000	\$4,328,425
UTILITIES	\$140,000	\$160,000	\$160,000
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$200,720</u>	<u>\$200,720</u>	<u>\$10,720</u>
SUB TOTAL	\$39,820,529	\$41,354,680	\$40,224,616
CAPITAL COST SHIFTING	<u>(\$680,000)</u>	<u>(\$550,000)</u>	<u>(\$550,000)</u>
TOTAL	<u><u>\$39,140,529</u></u>	<u><u>\$40,804,680</u></u>	<u><u>\$39,674,616</u></u>

**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE: NON BARGAINING</b>	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIR. OF TRANSPORTATION	1	1		
SUPV. OF ROAD OPERATIONS	1	1		
DISPATCH MANAGER	1	1		
DISPATCH COORDINATORS	1	1		
DISPATCH SUPERVISORS	3	3		
PM SUPERVISOR OF ROAD OPERATIONS	1	1		
RELIEF SUPERVISOR	1	1		
DISPATCH COMMUNICATIONS COORDINATOR	1	1		
ROAD SUPERVISORS	12	12		
TRANSIT OPERATIONS COORDINATOR	1	1		
CLERK/STAFF ASSISTANT	1	1		
<b>TOTAL NON BARGAINING</b>	<b>24</b>	<b>24</b>	<b>\$1,433,658</b>	<b>\$1,216,812</b>
<b>JOB TITLE: BARGAINING-UNION</b>				
CLERK	3	3		
OPERATORS	382	376		
PART-TIME OPERATORS	6	7		
RADIO	5	4		
JANITOR	1	1		
<b>TOTAL BARGAINING POSITIONS</b>	<b>397</b>	<b>391</b>	<b>\$20,434,310</b>	<b>\$17,483,914</b>
<b>TOTAL SALARIES &amp; WAGES</b>	<b>421</b>	<b>415</b>	<b><u>\$21,867,968</u></b>	<b><u>\$18,700,726</u></b>



**CATEGORY: FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$1,674,921	\$1,734,000	\$1,672,900
PENSION	\$4,663,816	\$4,868,800	\$5,217,643
HOSPITALIZATION	\$4,974,572	\$5,146,650	\$5,378,204
VISION	\$18,036	\$19,410	\$22,140
DENTAL	\$227,136	\$247,950	\$289,584
LIFE INSURANCE	\$52,536	\$57,420	\$65,904
DISABILITY	\$108,492	\$135,090	\$184,128
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$893,000	\$1,400,000	\$860,000
SICK PAY	\$999,486	\$999,500	\$1,016,386
HOLIDAY PAY	\$709,362	\$709,360	\$725,698
VACATION PAY	\$1,307,796	\$1,307,780	\$1,274,646
OTHER PAID ABSENCES	\$147,974	\$150,000	\$150,512
UNIFORM ALLOWANCES	\$165,000	\$155,000	\$165,000
OTHER FRINGES	\$2,000	\$2,000	\$2,000
<b>TOTAL FRINGE BENEFITS</b>	<b>\$15,944,127</b>	<b>\$16,932,960</b>	<b>\$17,024,745</b>

**CATEGORY:****MATERIALS & SUPPLIES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
DIESEL FUEL	\$3,911,662	\$3,750,000	\$3,513,835
DIESEL EXHAUST FLUID	\$25,000	\$24,000	\$24,000
TIRE LEASE	\$680,000	\$625,000	\$616,836
OFFICE SUPPLIES	\$9,000	\$9,500	\$9,000
PRINTER SUPPLIES	\$5,000	\$5,500	\$5,000
STATE EXCISE TAX ON DIESEL	\$130,270	\$95,000	\$111,754
LUBRICANTS FOR BUSES	\$45,000	\$52,000	\$48,000

<b>TOTAL MAT / SUPPLIES</b>	<b>\$4,805,932</b>	<b>\$4,561,000</b>	<b>\$4,328,425</b>
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**DIESEL FUEL**      \$2.21    July  
**DIESEL FUEL**      \$2.20    Aug - June  
**TAX**                \$0.07  
**MPG**                4.93

	<b>Total Miles</b>	<b>Gallons @ 4.93 mpg</b>	<b>Fuel Cost</b>
<b>July</b>	708,787	143,770	\$317,732
<b>August</b>	652,926	132,439	\$291,366
<b>September</b>	635,263	128,857	\$283,485
<b>October</b>	664,383	134,763	\$296,479
<b>November</b>	638,035	129,419	\$284,722
<b>December</b>	640,400	129,899	\$285,778
<b>January</b>	672,093	136,327	\$299,919
<b>February</b>	604,738	122,665	\$269,863
<b>March</b>	673,544	136,622	\$300,568
<b>April</b>	644,548	130,740	\$287,628
<b>May</b>	647,901	131,420	\$289,124
<b>June</b>	688,339	139,623	\$307,171

<b>TOTAL</b>	<b>7,870,957</b>	<b>1,596,544</b>	<b>\$3,513,835</b>
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One cent increase in fuel =      \$15,965  
 Minus August                        (\$1,437)  
 Fiscal Year Decrease              \$14,528

## OTHER

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## UTILITIES

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**CATEGORY:****COST SHIFTING**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
TIRE LEASE	(\$680,000)	(\$550,000)	(\$550,000)
TOTAL COST SHIFTING	(\$680,000)	(\$550,000)	(\$550,000)



# Maintenance

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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 eighteen clean diesel 40' buses.
- 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.
  - Complete T&O building restroom renovation.
- d. Collaborate with Capital Projects Administrator on the procurement of new buses.
- e. Host the APTA International Convention and Bus Roadeo.
- f. Initiate labor costing on facilities and equipment.

**QUALITY SERVICES 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**

	<b><u>FY 19 BUD</u></b>	<b><u>FY 19 EST</u></b>	<b><u>FY 20 BUD</u></b>
DIRECT LABOR	\$5,598,333	\$5,798,330	\$5,766,212
FRINGE BENEFITS	\$5,548,052	\$5,739,620	\$5,962,598
SERVICES	\$504,808	\$473,400	\$493,100
MATERIAL & SUPPLIES	\$2,952,000	\$3,017,000	\$3,351,200
UTILITIES	\$849,000	\$842,800	\$709,000
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	\$15,472,193	\$15,891,150	\$16,302,110
CAPITAL COST SHIFTING	<u>(\$14,204,385)</u>	<u>(\$14,342,886)</u>	<u>(\$12,589,229)</u>
TOTAL	<u><u>\$1,267,808</u></u>	<u><u>\$1,548,264</u></u>	<u><u>\$3,712,881</u></u>

**CATEGORY:****SALARIES & WAGES**

	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
<b>JOB TITLE: NON BARGAINING</b>				
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 ASSET MGR	1	1		
 TOTAL NON BARGAINING	 16	 16	 \$1,021,277	 \$876,302
 <b>JOB TITLE: UNION POSITIONS</b>				
BODY VANDALISM	1	1		
BODY REPAIR ACCIDENT	2	2		
BUILDING MAINTENANCE	5	5		
FAREBOX MAINTENANCE	4	3		
GAR MECH-AC-BODY-SHOP	66	63		
GARAGE OPERATION-CLEAN	26	26		
MECHANIC SERV VEHICLES	2	2		
 TOTAL UNION POSITIONS	 106	 102	 \$5,688,328	 \$4,889,910
  TOTAL SALARIES & WAGES	  122	  118	  <u>\$6,709,605</u>	  <u>\$5,766,212</u>

**CATEGORY: FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$497,631	\$512,930	\$513,286
PENSION	\$1,387,605	\$1,440,230	\$1,603,503
HOSPITALIZATION	\$2,015,516	\$2,030,380	\$2,128,908
VISION	\$6,612	\$14,930	\$27,456
DENTAL	\$76,584	\$85,840	\$104,328
LIFE INSURANCE	\$17,388	\$18,040	\$18,696
DISABILITY	\$31,560	\$30,130	\$30,528
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$520,000	\$600,000	\$480,000
SICK PAY	\$276,890	\$276,890	\$282,916
HOLIDAY PAY	\$208,556	\$208,550	\$213,993
VACATION PAY	\$376,664	\$376,660	\$401,032
OTHER PAID ABSENCES	\$44,546	\$44,540	\$45,452
UNIFORM ALLOWANCES	\$88,000	\$100,000	\$112,000
OTHER FRINGES	\$500	\$500	\$500
<b>TOTAL FRINGE BENEFITS</b>	<b>\$5,548,052</b>	<b>\$5,739,620</b>	<b>\$5,962,598</b>

**CATEGORY:****SERVICES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
TOWING	\$60,000	\$70,000	\$60,000
ELEVATOR	\$18,000	\$8,000	\$18,000
RADIO MAINTENANCE	\$138,000	\$110,000	\$120,000
OUTSIDE SERVICES***	\$288,808	\$285,400	\$295,100
<b>TOTAL SERVICES</b>	<b>\$504,808</b>	<b>\$473,400</b>	<b>\$493,100</b>

**\*\*\* OUTSIDE SERVICES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
CAR WASH	\$5,000	\$5,000	\$5,400
JANITORIAL	\$55,008	\$48,000	\$48,000
LAWN	\$3,000	\$5,000	\$5,000
REPAIR:OFF/BLDG/GRDS/EQ	\$70,000	\$70,000	\$72,000
REVENUE VEHICLES	\$24,000	\$24,000	\$24,000
NON-REVENUE VEHICLES	\$5,400	\$7,000	\$7,000
SEWER	\$22,000	\$22,000	\$24,000
SVC MAINT AGREEMENT	\$7,200	\$7,200	\$7,200
PARTS TANK	\$45,000	\$45,000	\$45,000
PEST CONTROL	\$21,000	\$21,000	\$25,000
TRASH	\$15,000	\$15,000	\$15,000
WATER TREATMENT	\$4,200	\$4,200	\$4,200
UNION STATION A/C MAINT	\$4,500	\$4,500	\$4,800
FIRE EXT SERVICE	\$7,500	\$7,500	\$8,500
<b>TOTAL OUTSIDE SERVICES</b>	<b>\$288,808</b>	<b>\$285,400</b>	<b>\$295,100</b>

**CATEGORY:****MATERIALS & SUPPLIES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
GASOLINE-SVC VEH – CARS & TRUCKS	\$120,000	\$120,000	\$60,000
MAINT OFFICE SUPPLIES	\$6,000	\$6,000	\$6,000
REV VEH SVC – CLEANING	\$51,000	\$51,000	\$72,000
REV VEH INSP & MAINT	\$2,200,000	\$2,254,000	\$2,640,000
SVC VEH - CARS, TRUCKS, VANS & FORKLIFTS	\$72,000	\$72,000	\$72,000
A/C PARTS INSP & MAINT	\$20,000	\$42,000	\$20,000
MAINT- BUILDING, GROUNDS	\$442,000	\$432,000	\$432,000
EQUIPMENT	\$20,000	\$20,000	\$24,000
FAREBOX/CAMERA	\$15,000	\$15,000	\$18,000
NON-PROFIT AGENCIES	\$6,000	\$5,000	\$7,200
 TOTAL MAT/SUPPLIES	 \$2,952,000	 \$3,017,000	 \$3,351,200

**CATEGORY:****UTILITIES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
LIGHT & HEAT	\$565,000	\$565,000	\$565,000
WATER & SEWER	\$147,000	\$144,000	\$144,000
TELEPHONES*	\$137,000	\$133,800	\$0
TOTAL UTILITIES	<u>\$849,000</u>	<u>\$842,800</u>	<u>\$709,000</u>

\*Moved to IT



## COST SHIFTING

40





# Customer Service/ Paratransit

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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 SERVICE OBJECTIVE:**

1. Assure TARC3 customers receive service that is responsive to their needs and meets the spirit and requirements of the ADA.

**STRATEGIES:**

- a. Improve on time performance for pick-ups and appointments from 90% average to at least 93% average, using variety of TEAM strategies.
- b. Diagnose and adjust parameters and reservation practices that negatively impact on-time performance.

**EFFECTIVE TEAM OBJECTIVE:**

2. Enhance TARC's positive public image through an effective frontline team

**STRATEGIES:**

- a. Fixed route customer service will help riders adjust to new fare box implementation.
  - Hire/train additional staff to respond to increased customer call volume.
  - Hire/train additional staff to respond to increased walk-in customers at Union Station and NIA kiosks.
- b. Strengthen staff management and customer-service skills.
  - Use performance-based assessments of staff performance to raise competency and job satisfaction. Set clear standards and expectations for each position.
  - Implement an enhanced new hire and in-service training curriculum for Customer Service Representatives.

**FOCUS ON CUSTOMER NEEDS OBJECTIVE:**

3. Support initiatives of the TARC Accessibility Advisory Council

**STRATEGIES:**

- a. Provide meeting coordination and support, as well as TARC3 information TAAC requires to help achieve their mission.

**STRATEGIC MANAGEMENT OBJECTIVE:**

4. Evaluate changing TARC3 trip-routing method from to more accurately estimate travel times and respond to changing road conditions.

**STRATEGIES:**

- a. TARC Trapeze Analyst will create work plan with Trapeze and review w/ Operations TEAM.
- b. Comprehensive testing will determine whether more accurate travel times are achieved to improve on time performance and ride length. If successful, implement street routing method.

**PRUDENT FISCAL MANAGEMENT OBJECTIVE:**

5. Pursue prudent fiscal strategies in managing the cost and demand of TARC3 service.

**STRATEGIES:**

- a. Investigate/implement new scheduling techniques and tools to improve efficiency.
- b. Actively engage in Operations TEAM problem-solving to achieve consistent monthly minimum of 1.55 trips per hour efficiency with First Transit service.
- c. Continuously monitor contractor trip costs and balance to achieve economies.

**DEPARTMENT:****PARATRANSIT & CUSTOMER SERVICE**

	<b>FY 19 BUD</b>	<b>FY 19 EST</b>	<b>FY 20 BUD</b>
DIRECT LABOR	\$1,227,023	\$1,194,000	\$896,759
FRINGE BENEFITS	\$1,111,311	\$1,084,300	\$880,960
SERVICES	\$6,250	\$31,400	\$49,210
MATERIAL & SUPPLIES	\$55,950	\$25,440	\$24,580
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$16,859,679	\$16,583,180	\$17,624,356
OTHER EXPENSES	\$30,100	\$28,020	\$42,182
SUB TOTAL	\$19,290,313	\$18,946,340	\$19,518,047
CAPITAL COST SHIFTING	(\$6,088,877)	(\$6,102,068)	(\$5,211,048)
TOTAL	\$13,201,436	\$12,844,272	\$14,306,999

**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
PARATRANSIT DIRECTOR	1	1		
ASSISTANT DIRECTOR	1	1		
CALL CENTER SUPERVISOR	1	1		
ELIGIBILITY SPECIALIST	3	3		
CSR/ROUTING SPECIALIST	1	0		
CUSTOMER SERVICE REP-FT*	20	10		
CUSTOMER SERVICE REP-PT	3	3		
LEAD CUSTOMER SVC REP	1	1		
OFFICE COORDINATOR	1	1		
ROUTING SPECIALIST	2	0		
TRAPEZE ANALYST	1	1		
CUSTOMER RELATIONS COOR**	0	1		
CUSTOMER SERVICE CASHIER	2	2		
<b>TOTAL SALARIES &amp; WAGES</b>	<b>37</b>	<b>25</b>	<b><u>\$1,024,170</u></b>	<b><u>\$896,759</u></b>

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

\*\*Moved from Marketing in FY 2019

**CATEGORY: FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$107,080	\$103,520	\$78,349
PENSION	\$300,664	\$290,670	\$246,416
HOSPITALIZATION	\$497,788	\$491,970	\$395,076
VISION	\$1,524	\$2,920	\$4,428
DENTAL	\$17,892	\$18,630	\$15,768
LIFE INSURANCE	\$4,848	\$5,030	\$3,480
DISABILITY	\$8,796	\$12,370	\$10,032
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$49,824	\$49,820	\$35,076
HOLIDAY PAY	\$44,781	\$42,410	\$31,525
VACATION PAY	\$73,134	\$62,240	\$57,300
OTHER PAID ABSENCES	\$4,980	\$4,720	\$3,510
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$1,111,311</b>	<b>\$1,084,300</b>	<b>\$880,960</b>

**CATEGORY:****SERVICES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
INTERPRETER SERVICES (Responsible for all Interpreter Services)	\$150	\$440	\$3,040
TARC 3 FUNCTIONAL ASSESSMENTS	\$1,900	\$2,160	\$4,590
RIDERS GUIDE/ VOICE TAPES	\$3,700	\$2,500	\$3,700
CONSULTING SERVICE	\$0	\$25,000	\$35,000
COLLEGE WORK STUDY	\$500	\$1,300	\$2,880
TOTAL SERVICES	<u>\$6,250</u>	<u>\$31,400</u>	<u>\$49,210</u>

**CATEGORY:****MATERIALS & SUPPLIES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
OFFICE SUPPLIES (Telephone Equipment, Tapes)	\$9,450	\$9,000	\$10,340
KIOSK'S SUPPLIES (access cards, pvc cards, ID film & ribbons)	\$5,055	\$5,000	\$5,000
PRINTER SUPPLIES & PAPER (Toner & Ink)	\$1,445	\$1,440	\$1,440
FAREBOX SUPPLIES	\$40,000	\$10,000	\$7,800
TOTAL MAT / SUPPLIES	<u>\$55,950</u>	<u>\$25,440</u>	<u>\$24,580</u>



**CATEGORY:****OTHER**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
LEASE INTEREST 2018	\$10,100	\$4,410	\$0
LEASE INTEREST 2019	\$20,000	\$23,610	\$18,566
LEASE INTEREST 2020	\$0	\$0	\$23,616
<b>TOTAL OTHER</b>	<b>\$30,100</b>	<b>\$28,020</b>	<b>\$42,182</b>

**CATEGORY:****PURCHASED TRANSPORTATION**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
TRANSPORTATION	\$9,833,884	\$9,233,890	\$11,032,241
CAB SERVICE	\$5,568,389	\$5,968,390	\$4,529,695
CENTRAL DISPATCH	\$214,830	\$214,830	\$227,460
DIESEL FUEL	\$132,483	\$112,480	\$92,720
GAS	\$1,080,593	\$1,080,590	\$1,764,465
PENALTIES & INCENTIVES	(\$40,500)	(\$80,000)	(\$84,225)
DRIVER RETENTION BONUS	\$50,000	\$48,000	\$42,000
NEW EQUIPMENT FOR VEHICLES	\$20,000	\$5,000	\$20,000
<b>TOTAL PURCHASED TRAN</b>	<b>\$16,859,679</b>	<b>\$16,583,180</b>	<b>\$17,624,356</b>

Expected hourly rate	\$37.69	July - Sept.
	\$39.95	Oct - June New Contract Year
Diesel Fuel	\$2.15	July
	\$2.20	Aug - June
Diesel Tax	\$0.07	July - June
Gas	\$3.43	July - June
Gas Tax	\$0.27	

	<b>Monthly Hours</b>	<b>Veh Miles</b>	<b>Diesel Fuel* Cost</b>	<b>Diesel Fuel Refund</b>	<b>Gas* Cost</b>	<b>Gas Refund</b>	<b>Hourly Cost</b>	<b>Fixed Vehicle</b>	<b>Fixed Facility</b>	<b>Monthly Total</b>
<b>July</b>	16,804	246,875	6,499	(496)	119,910	(5,694)	633,343	59,290	16,780	823,629
<b>August</b>	18,485	271,565	7,148	(546)	131,901	(6,264)	696,700	59,290	16,780	898,407
<b>September</b>	17,855	262,305	6,904	(527)	127,406	(6,050)	672,955	59,290	16,780	870,381
<b>October</b>	23,217	341,078	8,978	(686)	165,663	(7,867)	909,874	61,069	20,975	1,149,714
<b>November</b>	23,494	345,145	9,084	(694)	167,639	(7,961)	920,730	61,069	20,975	1,162,452
<b>December</b>	22,388	328,894	8,657	(661)	159,743	(7,586)	877,386	61,069	20,975	1,111,587
<b>January</b>	21,835	320,777	8,444	(645)	155,799	(7,398)	855,714	61,069	20,975	1,086,159
<b>February</b>	21,971	324,835	8,549	(653)	157,775	(7,492)	861,043	61,069	20,975	1,093,370
<b>March</b>	23,893	353,261	9,299	(710)	171,580	(8,148)	936,367	61,069	20,975	1,181,843
<b>April</b>	22,795	337,020	8,870	(677)	163,692	(7,773)	893,336	61,069	20,975	1,131,299
<b>May</b>	23,344	345,145	9,084	(694)	167,639	(7,961)	914,851	61,069	20,975	1,156,573
<b>June</b>	22,795	337,010	8,870	(677)	163,685	(7,773)	893,336	61,069	20,975	1,131,292
<b>Total</b>	<b>258,876</b>	<b>3,813,910</b>	<b>100,386</b>	<b>(7,666)</b>	<b>1,852,432</b>	<b>(87,967)</b>	<b>10,065,635</b>	<b>727,491</b>	<b>239,115</b>	<b>12,796,706</b>

\*One cent increase in diesel fuel \$455

\*One cent increase in gas \$4,193





# 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 Corporate Connections program to local businesses.

- Target employers to increase sales of MyTARC reloadable fare cards and work to integrate “ID as good as fare”.
  - 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, 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:**

3. 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 in continued support of MyTARC, and TARC’s new Dynamic Trip Planner
- 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 including our new web-based text message alerts.
  - 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 including several new BrightSign Data-Display screens throughout campus.

#### **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**

	<b><u>FY 19 BUD</u></b>	<b><u>FY 19 EST</u></b>	<b><u>FY 20 BUD</u></b>
DIRECT LABOR	\$434,590	\$384,590	\$362,604
FRINGE BENEFITS	\$372,485	\$348,157	\$319,059
SERVICES	\$252,550	\$487,510	\$192,690
MATERIAL & SUPPLIES	\$265,330	\$190,300	\$198,200
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>\$36,000</u>
SUB TOTAL	\$1,354,955	\$1,440,557	\$1,108,553
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,354,955</u></u>	<u><u>\$1,440,557</u></u>	<u><u>\$1,108,553</u></u>

**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIRECTOR	1	1		
PRODUCT SALES & MARKETING MANAGER	1	0		
COMMUNICATIONS MANAGER	1	1		
COMMUNITY OUTREACH MANGER	1	1		
MOBILITY COORDINATOR	1	1		
CUSTOMER RELATIONS COORDINATOR	1	0		
GRAPHIC DESIGNER	1	1		
PRINTING SPECIALIST	1	1		
ADMINISTRATIVE ASSISTANT	1	1		
 TOTAL SALARIES & WAGES	 9	 7	 <u>\$422,421</u>	 <u>\$362,604</u>

**CATEGORY: FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$38,718	\$34,320	\$32,315
PENSION	\$108,712	\$96,357	\$101,635
HOSPITALIZATION	\$143,828	\$143,830	\$115,776
VISION	\$468	\$750	\$1,308
DENTAL	\$5,628	\$5,000	\$3,756
LIFE INSURANCE	\$1,284	\$1,230	\$1,104
DISABILITY	\$2,328	\$2,670	\$3,348
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$19,026	\$14,500	\$15,684
HOLIDAY PAY	\$17,099	\$16,500	\$14,097
VACATION PAY	\$31,986	\$30,500	\$26,970
OTHER PAID ABSENCES	\$3,408	\$2,500	\$3,066
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$372,485</b>	<b>\$384,157</b>	<b>\$319,059</b>

**CATEGORY:****SERVICES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
ADVERTISING AGENCY	\$85,000	\$105,000	\$105,000
BUS ROADEO/APTA CONFERENCE 2019	\$50,000	\$300,000	\$0
LIFE LINE	\$510	\$510	\$530
INTERNET SERVICES (Website development, online monitoring services, Bonfire, email communications services)	\$117,040	\$82,000	\$87,160
TOTAL SERVICES	<u>\$252,550</u>	<u>\$487,510</u>	<u>\$192,690</u>

**CATEGORY:****MATERIALS & SUPPLIES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
DIRECT MAIL	\$6,330	\$6,300	\$8,000
PRINTING (Toner/Cartridge for Printer, Paper, Rubber Base Ink, System Maps, Film & Envelopes)	\$95,000	\$95,000	\$102,000
AMBUSSADOR PROGRAM	\$20,000	\$20,000	\$42,000
COMMUNITY OUTREACH (e.g. Kids Design-A Bus, Interior Bus Cards, Ride Brochures)	\$40,000	\$40,000	\$40,000
OFFICE SUPPLIES	\$4,000	\$4,000	\$6,200
BUS ROADEO	\$100,000	\$25,000	\$0
TOTAL MAT/ SUPPLIES	<u>\$265,330</u>	<u>\$190,300</u>	<u>\$198,200</u>

**CATEGORY:****OTHER**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
ADVERTISING PROMOTIONAL MEDIA	\$30,000	\$30,000	\$36,000
TOTAL OTHER	\$30,000	\$30,000	\$36,000



# Planning/ Scheduling

Google maps



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**DEPARTMENT: PLANNING****PURPOSE:**

Design and implement efficient and equitable public transportation service for Louisville Metro and the region. Plan, 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, and administer grant-funding programs while assuring regulatory compliance. Develop and implement current and long-term transportation plans and projects in accordance with TARC's and community's vision for an efficient public transportation system in the Louisville region. Transition TARC as an organization from a public transit agency to Mobility as a Service (MaaS) provider

**EFFECTIVE TEAM OBJECTIVE:**

1. Develop and maintain professional, dynamic, and high-performing planning department team through leadership, management and continuing improvements while embracing TARC's mission and shared values.

**STRATEGIES:**

- a. Ensure team effectiveness and high performance outcomes by supporting professional development, and monitoring and following latest trends in the public transit industry. Ensure TARC services and projects are continuously improved based on these trends.
- b. Coordinate planning and scheduling activities with TARC Transportation and all other departments, with focus on service delivery, customer satisfaction, paratransit, safety, financial resources and marketing efforts.
- c. Increase team effectiveness through specialized training and utilization of staff's strengths. Ensure continuous education and performance focused training to maintain professional licenses and professional certifications.
- d. Work with Marketing and other TARC departments to promote and improve communication, services, transit amenities, and passengers' programs for TARC customers and the internal team.
- e. Promote TARC Team Shared Values to improve internal and external relations, increase accountability and support TARC initiatives.
- f. Provide leadership and support to the team members. Ensure stability, and healthy and effective workplace for Planning Department and all TARC team members.

**COMMUNITY SUPPORT OBJECTIVE:**

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



**STRATEGIES:**

- a. Represent TARC and proactively involve 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 transportation planning processes, address technical standards, and ensure sustainable funding for public transportation.
- b. Coordinate with Louisville Metro Planning and Design Services, Public Works, and 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 professional expertise, data and technical support for transportation plans and corridor projects.
- d. Pursue and support efforts of the Regional Mobility Council and the Travel Management Coordination Center to meet users' and providers' needs and expectations.
- e. Work with KIPDA Committees to support local and regional transportation planning through adequate long-range plans and funding programs (STP, TIP and SLO), and ensure projects implementation communitywide.

**FOCUS ON CUSTOMER NEEDS OBJECTIVE:**

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

**STRATEGIES:**

- a. Follow national 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 plan three times a year, in accordance with TARC's policies and internal practices.
- d. Provide solutions to eliminate, redesign, improve 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 analysis, employment changes, and businesses' and community requests.
- f. Plan, manage and evaluate experimental service performance provided by purchased transportation contractor.

- g. Manage contract and monitor performance of the TARC outdoor advertising contractor responsible for the installation, maintenance, and cleaning of bus shelters, amenities and stops.
- h. Plan, evaluate and monitor effectiveness of stop locations, shelters, and park-and-ride lots. Develop plans and coordinate construction and improvements of pedestrian access and passenger amenities along transit corridors, and at major destinations and 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. Manage contracts, design plans, construction activities and funding for these improvements.
- 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 (schedules and stops) to mitigate potential impact of major construction projects.
- l. Respond to short-term active projects, address 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:**

- 4. Ensure public transportation/MaaS and TARC projects are included in the local and regional transportation and funding plans. Coordinate current operations, services, and future plans with long-term transportation vision for the community while responding to ongoing customers' needs. Develop strategies for the TARC System, and ensure TARC's involvement in the community planning processes, including land use and urban planning, multimodal transportation, infrastructure, sustainability and economic development. Take a proactive, leading role at TARC and in the community in implementing Mobility as a Service (MaaS) solutions, expanding innovative technologies, services, and communication in the public transit industry and the local and regional community.

#### **STRATEGIES:**

- a. In Coordination with Louisville Metro, KIPDA Metropolitan Planning Organization (MPO), and other State and local agencies develop and implement a long-term transportation and mobility vision for the Louisville Region.
- b. Develop TARC Comprehensive Operations Analysis (COA) followed by an implementation plan for system-wide TARC service improvements. Ensure performance based planning and programming, establish SMART (Specific, Measurable, Achievable, Relevant, Time-bound) Goals, and realistic monitoring and reporting processes.
- c. Develop a new TARC Long Range Plan with mid and long-term recommendations for MaaS implementation. Focus on innovative mobility solutions to address current and long-term mobility needs of all users. Ensure

LRP flexibility for future plan amendments, projects implementations, and integration with other modes.

- d. Ensure effective periodic service adjustments to benefit TARC customers and positively influence TARC internal departments.
- e. Coordinate and ensure public involvement strategy for stakeholders, community leaders, public, and TARC team members, in accordance with TARC's vision, strategy, communication, and marketing efforts.
- f. Develop and implement a mid-term TARC service restructuring plan in accordance with the COA recommendations.
- g. Prepare annual and quarterly service reviews and evaluations.
- h. 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.
- i. Support efforts to develop financially constrained projects for Horizon 2040, KIPDA regional long-range transportation plan.
- j. Develop plans, outreach, build community support and outline strategy for implementing advanced transit corridors in the Louisville Region.
- k. Develop strategic, phased approach to achieve long-term goals for public transportation infrastructure, multimodal transportation planning, and transit projects implementation.
- l. Ensure funding is available for preliminary planning studies and processes, to complete initial project plans, and to develop and support successful grant applications.
- m. Based on community input and TARC priorities, define fiscally constrained, deliverable public transit projects. Develop short and long-term plans for projects implementation and corridor improvements to build and maintain an efficient, equitable and sustainable regional public transportation system.

**DEPARTMENT:****PLANNING/SCHEDULING**

	<b><u>FY 19 BUD</u></b>	<b><u>FY 19 EST</u></b>	<b><u>FY 20 BUD</u></b>
DIRECT LABOR	\$453,033	\$419,400	\$438,844
FRINGE BENEFITS	\$318,166	\$306,480	\$333,014
SERVICES	\$226,370	\$202,420	\$254,420
MATERIALS & SUPPLIES	\$7,920	\$7,920	\$7,920
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$313,560	\$319,610	\$364,154
OTHER EXPENSES	<u>\$67,000</u>	<u>\$67,000</u>	<u>\$77,000</u>
SUB TOTAL	\$1,386,049	\$1,322,830	\$1,475,352
CAPITAL COST SHIFTING	<u>(\$20,877)</u>	<u>(\$20,877)</u>	<u>\$0</u>
TOTAL	<u><u>\$1,365,172</u></u>	<u><u>\$1,301,953</u></u>	<u><u>\$1,475,352</u></u>

**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIRECTOR OF PLANNING	1	1		
SENIOR SCHEDULER	1	0		
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		
<b>TOTAL SALARIES &amp; WAGES</b>	<b>13</b>	<b>12</b>	<b>\$492,151</b>	<b>\$438,844</b>

**CATEGORY:****FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$38,706	\$35,980	\$37,648
PENSION	\$108,678	\$101,020	\$118,411
HOSPITALIZATION	\$110,332	\$110,150	\$113,448
VISION	\$360	\$680	\$1,308
DENTAL	\$4,368	\$4,170	\$3,756
LIFE INSURANCE	\$996	\$1,040	\$1,104
DISABILITY	\$1,812	\$2,560	\$4,032
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$15,174	\$14,170	\$15,870
HOLIDAY PAY	\$13,638	\$12,630	\$14,259
VACATION PAY	\$22,584	\$22,580	\$21,588
OTHER PAID ABSENCES	\$1,518	\$1,500	\$1,590
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$318,166</b>	<b>\$306,480</b>	<b>\$333,014</b>

**CATEGORY:****SERVICES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
CLEAN TEAM	\$75,000	\$75,000	\$100,000
SNOW REMOVAL FOR SHELTERS	\$5,250	\$5,500	\$5,500
GRANT DEV SERVICES	\$48,720	\$48,720	\$48,720
TRANSIT PLANNING SOFTWARE	\$29,950	\$30,000	\$33,000
LOJIC USER FEE	\$33,200	\$33,200	\$33,200
BUS STOP INVENTORY	\$5,000	\$5,000	\$5,000
GRAPHIC SOFTWARE*	\$24,000	\$0	\$24,000
SPECIAL PRINTING FOR SCHEDULE CHANGES**	\$5,250	\$5,000	\$5,000
 TOTAL SERVICES	 \$226,370	 \$202,420	 \$254,420

\*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**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
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**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
EXPERIMENTAL SVC	\$300,504	\$306,510	\$350,125
FUEL COST	\$13,056	\$13,100	\$14,029
<b>TOTAL PURCHASED TRANSPORTATION</b>	<b>\$313,560</b>	<b>\$319,610</b>	<b>\$364,154</b>

	W'day	Hourly Rate	\$45.94
	Hours	New contract year 10-01	\$50.53
75 Bluegrass Industrial Shuttle	7.33		
96 UL Medical Circulator	16.60	Fuel (July-Aug)	\$2.25
		Tax	\$0.07
		MPG	8.63

	Days	Monthly Hours	Monthly Miles	Fuel Cost*	Hourly Cost	Vehicle Insurance	Fixed Facility	Monthly Total
July	22	525.80	4,467.10	1,200.89	24,155.25	3630.00	111.84	29,098
August	22	525.80	4,467.10	1,200.89	24,155.25	3630.00	111.84	29,098
September	20	478.00	4,061.00	1,091.72	21,959.32	3630.00	111.84	26,793
October	23	549.70	4,670.15	1,255.47	27,776.34	3,800.00	150.00	32,982
November	20	478.00	4,061.00	1,091.72	24,153.34	3,800.00	150.00	29,195
December	21	501.90	4,264.05	1,146.30	25,361.01	3,800.00	150.00	30,457
January	23	549.70	4,670.15	1,255.47	27,776.34	3,800.00	150.00	32,982
February	20	478.00	4,061.00	1,091.72	24,153.34	3,800.00	150.00	29,195
March	22	525.80	4,467.10	1,200.89	26,568.67	3,800.00	150.00	31,720
April	22	525.80	4,467.10	1,200.89	26,568.67	3,800.00	150.00	31,720
May	20	478.00	4,061.00	1,091.72	24,153.34	3,800.00	150.00	29,195
June	22	525.80	4,467.10	1,200.89	26,568.67	3,800.00	150.00	31,720
<b>TOTAL</b>	<b>254</b>			<b>14,028.57</b>	<b>303,349.54</b>	<b>45,090.00</b>	<b>1,685.52</b>	<b>364,154</b>

\* One cent increase in diesel fuel \$54

**CATEGORY:****OTHER**

	<b><u>FY 19 BUDGET</u></b>	<b><u>FY 19 ESTIMATE</u></b>	<b><u>FY 20 BUDGET</u></b>
KIPDA-ROUTE MONITORING (TARC share on match for Regional Planning Grants)	\$27,000	\$27,000	\$27,000
BROADWAY BRT STUDY MATCH	\$40,000	\$40,000	\$0
MOBILITY STUDY	\$0	\$0	\$50,000
TOTAL OTHER	<u>\$67,000</u>	<u>\$67,000</u>	<u>\$77,000</u>

**CATEGORY:****COST SHIFTING**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
EXPERIMENTAL SVC	(\$20,877)	(\$20,877)	\$0
TOTAL COST SHIFTING	(\$20,877)	(\$20,877)	\$0



Executive Office

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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, 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:**

- 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**

	<b><u>FY 19 BUD</u></b>	<b><u>FY 19 EST</u></b>	<b><u>FY 20 BUD</u></b>
DIRECT LABOR	\$633,991	\$780,000	\$733,048
FRINGE BENEFITS	\$898,825	\$1,147,640	\$1,064,937
SERVICES	\$80,000	\$72,000	\$80,000
MATERIAL & SUPPLIES	\$3,000	\$10,000	\$6,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$222,600</u>	<u>\$258,950</u>	<u>\$270,100</u>
SUB TOTAL	\$1,838,416	\$2,268,590	\$2,154,085
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,838,416</u></u>	<u><u>\$2,268,590</u></u>	<u><u>\$2,154,085</u></u>

**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
EXECUTIVE DIRECTOR	1	1		
ASST. EXEC DIRECTOR	1	1		
DIRECTOR OF DIVERSITY & INCLUSION	1	1		
DIRECTOR OF EMPLOYEE ENGAGEMENT	0	1		
DIRECTOR OF CUSTOMER EXPERIENCE	0	1		
EXECUTIVE ASSISTANT	1	1		
D & I PROGRAMS COORDINATOR	1	1		
EXECUTIVE DEPARTMENT ADMINISTRATOR	1	1		
CUSTODIAN	2	2		
INFORMATION OFFICER – PT	1	0		
 TOTAL SALARIES & WAGES	 9	 10	 <u>\$853,113</u>	 <u>\$733,048</u>

**CATEGORY:****FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$57,160	\$80,980	\$65,264
PENSION*	\$621,437	\$641,980	\$666,204
HOSPITALIZATION	\$97,648	\$133,880	\$196,676
VISION	\$432	\$1,090	\$2,244
DENTAL	\$5,628	\$6,610	\$7,812
LIFE INSURANCE	\$1,272	\$1,380	\$1,716
DISABILITY	\$2,064	\$3,200	\$4,956
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$28,758	\$151,150	\$31,686
HOLIDAY PAY	\$24,096	\$24,100	\$28,481
VACATION PAY	\$54,858	\$97,800	\$56,730
OTHER PAID ABSENCES	\$5,472	\$5,470	\$3,168
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$898,825</b>	<b>\$1,147,640</b>	<b>\$1,064,937</b>

\*Includes contribution of \$460,944 based on FY19 budget amount for TARC Pension Plan. TARC will review annually. As of 1/1/19 there are 57 non-working members in the plan. Actuary Amount as of 12/31/18 is \$446,442.



## SERVICES

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## MATERIALS & SUPPLIES

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**CATEGORY:****OTHER**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
POSTAGE (Regular mail through postage meter)	\$50,000	\$20,000	\$24,000
DUES/SUBSCRIPTIONS*	\$75,000	\$81,000	\$81,000
TRAVEL & MEETINGS	\$80,000	\$110,000	\$110,000
BOARD COMPENSATION	\$5,100	\$4,450	\$5,100
LABOR NEGOTIATIONS	\$0	\$0	\$3,000
OTHER MISC	\$12,500	\$43,500	\$47,000
<b>TOTAL OTHER</b>	<b>\$222,600</b>	<b>\$258,950</b>	<b>\$270,100</b>

\* Dues/Subscriptions > \$300:

APTA 43,000, Greater Lou Inc. 10,000 All Data 1,500, The Bus Coalition 1,000,  
 KY Clean Fuels 800, KBT 1,500, NACTO 3,000, KY State Treasury 500,  
 Center for Nonprofit Excellence 500, Tri-State Minority Supplier Dev Council 1,500,  
 One Southern Indiana 2,300, IN Transport. Assoc. 3,050, Metro Housing Coalition 1,000,  
 Bureau of National Affairs 474, Courier Journal 970, Quick Solutions Online Cummins 750,  
 Lou Conv & Vis Bureau 600, American Plan Ass 600, Dept for Local Gov 500,  
 BNA – Tax Management 447, Thompson Pub Grp ADA Guide 395, OPIS Diesel Report 890,  
 Rotary Club of Lou 1,500, Urban Land Inst 560, SHRM 630, Leadership Lou Foundation 2,000,  
 Lou Dwn Partnership 3,710, Lou Urban League 750



Safety

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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 OBJECTIVE:**

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.

### **EFFECTIVE TEAM OBJECTIVE:**

3. 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.

### **FOCUS ON SAFETY OBJECTIVE:**

4. Provide a better response time to coach operators when experiencing situations regarding accidents/incidents and violence.

#### **STRATEGIES:**

- a. Strategically set areas for off-duty officers to be stationed around the metro area we operate to ensure in the reduction in response time.
  - To work collectively with law enforcement to ensure the safety of customers on and off the coaches.
- b. Ensuring that an officer is on-duty every minute there is a coach on the roads.

**DEPARTMENT:****SAFETY**

	<b><u>FY 19 BUD</u></b>	<b><u>FY 19 EST</u></b>	<b><u>FY 20 BUD</u></b>
DIRECT LABOR	\$146,611	\$126,600	\$162,826
FRINGE BENEFITS	\$83,546	\$72,250	\$103,342
SERVICES	\$1,694,706	\$1,971,480	\$1,781,010
MATERIAL & SUPPLIES	\$2,400	\$2,400	\$2,400
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$2,229,564	\$2,210,260	\$2,127,136
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$26,500</u>	<u>\$26,500</u>	<u>\$46,300</u>
SUB TOTAL	\$4,183,327	\$4,409,490	\$4,223,014
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$4,183,327</u></u>	<u><u>\$4,409,490</u></u>	<u><u>\$4,223,014</u></u>

**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
SAFETY DIRECTOR	1	1		
SECURITY SPECIALIST	1	1		
ADMIN ASST.	1	1		
TOTAL SALARIES & WAGES	3	3	<u>\$187,343</u>	<u>\$162,826</u>



**CATEGORY: FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$13,002	\$11,250	\$14,330
PENSION	\$36,503	\$31,600	\$45,075
HOSPITALIZATION	\$8,652	\$6,820	\$16,540
VISION	\$72	\$160	\$276
DENTAL	\$768	\$760	\$756
LIFE INSURANCE	\$432	\$330	\$480
DISABILITY	\$780	\$830	\$1,368
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$6,414	\$6,410	\$7,092
HOLIDAY PAY	\$5,769	\$4,700	\$6,373
VACATION PAY	\$8,262	\$6,500	\$8,094
OTHER PAID ABSENCES	\$2,892	\$2,890	\$2,958
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$83,546</b>	<b>\$72,250</b>	<b>\$103,342</b>

**CATEGORY:**

## SERVICES

	FY 19 BUDGET	FY 19 ESTIMATE	FY 20 BUDGET
LEGAL SERVICES (Claims Litigation)	\$420,000	\$425,000	\$430,000
DEPOSITIONS/COURT APPEARANCES	\$103,000	\$85,000	\$85,000
APTA SAFETY AUDIT PROGRAM	\$11,496	\$8,000	\$8,000
BUILDING SECURITY SERVICES	\$390,200	\$520,230	\$420,230
COACH SECURITY	\$763,530	\$926,850	\$826,850
SECURITY (ADT, ORR, and Property Camera Support)	\$6,480	\$6,480	\$10,930
TOTAL SERVICES	\$1,694,706	\$1,971,480	\$1,781,010

**CATEGORY:**

## MATERIALS & SUPPLIES

	FY 19 BUDGET	FY 19 ESTIMATE	FY 20 BUDGET
OFFICE SUPPLIES	\$2,400	\$2,400	\$2,400
TOTAL MAT / SUPPLIES	\$2,400	\$2,400	\$2,400

**CATEGORY:****CASUALTY & LIABILITY**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
PREMIUMS R/V PHYSICAL DAMAGE (Felonious Assault)	\$2,700	\$2,330	\$2,560
PREMIUMS BLDG/GRDS DAMAGE (LAGGIT – 94% premium on building & grounds) (LAGGIT – 6% premium on vehicles)	\$268,574	\$267,950	\$294,750
PREMIUMS PL/PD (LAGIT – Premium on liability)	\$855,590	\$837,430	\$963,036
SELF-INSURED PL & PD (Settlements & claimant expenses paid)	\$1,100,000	\$1,100,000	\$864,000
PREMIUMS-OTHER INSURANCE (Money Securities/ Crime)	\$2,700	\$2,550	\$2,790
<b>TOTAL CAS/LIABILITY</b>	<b>\$2,229,564</b>	<b>\$2,210,260</b>	<b>\$2,127,136</b>





# Purchasing

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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 team members.

**STRATEGIES:**

- a. Promote understanding of Ellipse procurement software features and capabilities to applicable TARC personnel.
- b. Provide technical assistance as requested to utilize the warehouse requisition process to its fullest capacity.
- c. Continue cross-training efforts to ensure effective department functionality.
- d. Promote TARC Team Shared Values to improve internal and external relations and increase accountability and support for TARC initiatives.
- e. 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, TARC's Bonfire Platform, new website and print media, as well as KYTC and INDOT's Civil Rights Offices.
- b. Create a level playing field on which Disadvantage Business Enterprises (DBE's) and Small Business Enterprises (SBE's) can compete fairly for USDOT/FTA-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 Metro government and local quasi-government agencies.

**FOCUS ON CUSTOMER NEEDS OBJECTIVE/ STRATEGIC MANAGEMENT:**

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 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 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**

	<b><u>FY 19 BUD</u></b>	<b><u>FY 19 EST</u></b>	<b><u>FY 20 BUD</u></b>
DIRECT LABOR	\$453,799	\$453,800	\$469,570
FRINGE BENEFITS	\$365,288	\$387,750	\$396,665
SERVICES	\$0	\$0	\$0
MATERIAL & SUPPLIES	\$9,200	\$9,200	\$9,200
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$45,000</u>	<u>\$35,000</u>	<u>\$35,000</u>
SUB TOTAL	\$873,287	\$885,750	\$910,435
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$873,287</u></u>	<u><u>\$885,750</u></u>	<u><u>\$910,435</u></u>

**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
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>\$549,893</u>	<u>\$469,570</u>

**CATEGORY: FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$40,855	\$40,860	\$42,067
PENSION	\$114,716	\$114,710	\$132,303
HOSPITALIZATION	\$118,696	\$140,210	\$130,584
VISION	\$564	\$980	\$1,812
DENTAL	\$6,180	\$5,930	\$5,400
LIFE INSURANCE	\$1,428	\$1,480	\$1,584
DISABILITY	\$2,592	\$3,340	\$2,592
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$19,452	\$19,450	\$19,914
HOLIDAY PAY	\$17,485	\$17,480	\$17,899
VACATION PAY	\$39,876	\$39,870	\$40,518
OTHER PAID ABSENCES	\$3,444	\$3,440	\$1,992
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$365,288</b>	<b>\$387,750</b>	<b>\$396,665</b>

**CATEGORY:**

## MATERIALS & SUPPLIES

	FY 19 BUDGET	FY 19 ESTIMATE	FY 20 BUDGET
OFFICE SUPPLIES	\$9,200	\$9,200	\$9,200
TOTAL MAT / SUPPLIES	\$9,200	\$9,200	\$9,200

## OTHER

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



# Information Technology

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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:**

1. 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:**

2. 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:**

3. 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 19 BUD</u>	<u>FY 19 EST</u>	<u>FY 20 BUD</u>
DIRECT LABOR	\$475,664	\$490,000	\$514,538
FRINGE BENEFITS	\$369,589	\$407,725	\$449,807
SERVICES	\$1,370,500	\$1,874,100	\$2,007,700
MATERIAL & SUPPLIES	\$30,800	\$28,000	\$65,000
UTILITIES	\$0	\$0	\$115,800
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
SUB TOTAL	\$2,246,553	\$2,799,825	\$3,152,845
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$2,246,553</u></u>	<u><u>\$2,799,825</u></u>	<u><u>\$3,152,845</u></u>



**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIRECTOR OF I.T.	1	1		
MGR OF SYSTEMS & OPERATIONS	1	1		
ITS ENGINEER	0	1		
SYSTEMS MANAGER	1	1		
SYSTEM ADMINISTRATOR	2	1		
SYSTEM ENGINEER	1	1		
I.T. ADMINISTRATOR	0	1		
TOTAL SALARIES & WAGES	6	7	<u>\$598,305</u>	<u>\$514,538</u>

**CATEGORY:****FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$42,976	\$44,068	\$45,770
PENSION	\$120,672	\$123,747	\$143,954
HOSPITALIZATION	\$112,444	\$145,000	\$163,596
VISION	\$396	\$900	\$1,812
DENTAL	\$4,584	\$5,000	\$6,000
LIFE INSURANCE	\$852	\$900	\$1,104
DISABILITY	\$1,548	\$2,000	\$3,804
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$21,612	\$21,610	\$22,842
HOLIDAY PAY	\$19,421	\$19,420	\$20,527
VACATION PAY	\$42,924	\$42,920	\$38,112
OTHER PAID ABSENCES	\$2,160	\$2,160	\$2,286
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$369,589</b>	<b>\$407,725</b>	<b>\$449,807</b>

**CATEGORY:****SERVICES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
<b>HARDWARE MAINT. AGREEMENT:</b>			
COMPUTER HARDWARE SVC	\$44,000	\$44,000	\$46,000
COMPUTER ROOM AND CUST SVC. UPS	\$15,000	\$15,000	\$15,500
COMPUTER ROOM A/C SVC CONTRACT	\$2,600	\$2,600	\$3,000
NETWORK HARDWARE/FIREWALL	\$0	\$0	\$9,000
CISCO HARDWARE	\$37,000	\$40,000	\$48,000
NETAPP DATA STORAGE	\$26,000	\$26,000	\$28,000
<b>SOFTWARE MAINT. AGREEMENT:</b>			
ELLIPSE	\$143,000	\$407,400	\$420,000
TRAPEZE SOFTWARE	\$807,000	\$810,000	\$826,000
MAAS LICENSING	\$9,600	\$97,900	\$156,000
GENFARE LINK	\$0	\$85,000	\$85,000
VMWARE SOFTWARE SUPPORT	\$0	\$20,000	\$22,000
PROCUREMENT SOFTWARE	\$0	\$15,000	\$15,000
PAYROLL/DISPATCH DATABASE	\$9,000	\$9,000	\$10,000
GOOGLE MAP ACCES	\$0	\$12,000	\$30,000
HELP DESK SOFTWARE	\$0	\$0	\$15,000
ANTIVIRUS SOFTWARE SUPPORT	\$4,300	\$15,000	\$15,000
WEBSITE HOSTING	\$18,000	\$12,000	\$9,000
TERMINAL SOFTWARE SUPPORT	\$0	\$6,300	\$6,300
BACKUP SOFTWARE SUPPORT	\$14,000	\$5,000	\$5,000
BUS ROUTER SUPPORT	\$0	\$4,300	\$4,300
<b>SERVICES SUB-TOTAL</b>	<b>\$1,129,500</b>	<b>\$1,626,500</b>	<b>\$1,768,100</b>
<b>MISC. ITEMS:</b>			
OUTSIDE CONSULTANT PROGRAMMING	\$40,000	\$65,000	\$50,000
MISC. NETWORK WIRING	\$4,000	\$3,000	\$4,000
INTERNET SERVICE	\$30,000	\$21,000	\$21,000
COMPUTER/PRINTER REPAIR	\$3,000	\$5,000	\$10,000
OFFSITE TAPE STORAGE	\$13,000	\$13,000	\$13,000
WI-FI (on Buses)	\$113,000	\$113,000	\$114,000
BUS, RADIO & DATA COMMUNICATION	\$38,000	\$27,600	\$27,600
<b>OUTSIDE SERVICES SUB-TOTAL</b>	<b>\$241,000</b>	<b>\$247,600</b>	<b>\$239,600</b>
<b>TOTAL SERVICES</b>	<b>\$1,370,500</b>	<b>\$1,874,100</b>	<b>\$2,007,700</b>

**CATEGORY:****MATERIALS & SUPPLIES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
OFFICE SUPPLIES	\$4,800	\$5,000	\$5,000
REPLACEMENT PARTS FOR PCs & PRINTERS	\$6,000	\$4,000	\$10,000
COMPUTER EQUIPMENT	\$0	\$5,000	\$20,000
MEDIA FOR BACKUPS AND OFFSITE STG.	\$6,000	\$6,000	\$6,000
MISC COMPUTER HARDWARE	\$4,000	\$4,000	\$14,000
MISC COMPUTER SOFTWARE	\$10,000	\$4,000	\$10,000
 TOTAL MAT / SUPPLIES	 \$30,800	 \$28,000	 \$65,000

**CATEGORY:**

## UTILITIES

	FY 19 BUDGET	FY 19 ESTIMATE	FY 20 BUDGET
TELEPHONES	\$0	\$0	\$115,800
TOTAL UTILITIES	\$0	\$0	\$115,800



# Finance

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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 and focus on succession planning.
- c. Promote TARC's Vision and Mission Statement 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 Board members, Executive Team, Senior Leadership Team and members of the community we serve
- c. Assist departments in adhering to their budgets.
- d. Look for new sources and/or methods for funding resources
- e. Ensure timely follow-up and response to financial audits and federal reviews.
- f. Provide timely and accurate performance of accounting and grant responsibilities within finance.

**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 and no deficiencies from federal reviewers.
- b. Work with Federal Transit Authority (FTA) on using grant funds in accordance to FTA regulations.
- c. Strive to improve efficiency, overall usage and data flow through research and enhanced knowledge of Ellipse, Genfare Link, ADP and Trapeze systems and other existing systems including their potential partners.
- d. Invest in resource enhancements to improve reporting so we can become more efficient and transparent.

- e. Implement new procedures and manuals for Ellipse, Genfare Link and Network Manager
- f. Work with the audit firm on making sure any new Governmental Accounting Standards Board standards are implemented and recorded appropriately.
- g. Continue to work with the Maintenance Asset Manager to implement TARC's TAM plan and follow the FTA's guidelines for Transit Asset Management.



**DEPARTMENT: FINANCE**

	<u>FY 19 BUD</u>	<u>FY 19 EST</u>	<u>FY 20 BUD</u>
DIRECT LABOR	\$503,176	\$488,170	\$552,907
FRINGE BENEFITS	\$427,695	\$417,740	\$482,229
SERVICES	\$402,015	\$325,550	\$339,500
MATERIAL & SUPPLIES	\$61,400	\$139,260	\$235,400
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	\$1,394,286	\$1,370,720	\$1,610,036
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,394,286</u></u>	<u><u>\$1,370,720</u></u>	<u><u>\$1,610,036</u></u>

**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIRECTOR OF FINANCE	1	1		
ASSISTANT DIRECTOR OF FINANCE	1	1		
SR ACCT FOR FIN/GRANTS MGMT	1	1		
STAFF ACCOUNTANT II	1	1		
PAYROLL TEAM LEADER	1	1		
PAYROLL SPECIALIST	1	1		
FARE MEDIA COORDINATOR	1	1		
STAFF ACCOUNTANT I	1	1		
FARE MEDIA SPECIALIST	0	1		
ACCOUNTS PAYABLE SPECIALIST	1	1		
FARE MEDIA AGENT	1	1		
<b>TOTAL SALARIES &amp; WAGES</b>	<b>10</b>	<b>11</b>	<b><u>\$643,818</u></b>	<b><u>\$552,907</u></b>

**CATEGORY:****FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$45,056	\$43,910	\$49,254
PENSION	\$126,511	\$123,290	\$154,902
HOSPITALIZATION	\$160,136	\$153,430	\$172,536
VISION	\$491	\$930	\$1,954
DENTAL	\$5,688	\$5,360	\$5,496
LIFE INSURANCE	\$1,428	\$1,480	\$1,740
DISABILITY	\$2,592	\$3,540	\$5,436
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$21,786	\$21,790	\$23,712
HOLIDAY PAY	\$19,577	\$19,580	\$21,311
VACATION PAY	\$41,496	\$41,490	\$42,762
OTHER PAID ABSENCES	\$2,934	\$2,940	\$3,126
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$427,695</b>	<b>\$417,740</b>	<b>\$482,229</b>

**CATEGORY:****SERVICES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
PAYROLL PROCESSING	\$84,000	\$80,000	\$80,000
HR BENEFITS	\$50,000	\$50,000	\$50,000
SECURITY CASHIER (Transport and Process Farebox Receipts)	\$105,985	\$106,000	\$109,200
AUDITING	\$33,780	\$33,780	\$33,000
CREDIT CARD FEES	\$56,000	\$25,000	\$40,000
BANK FEES/TEMP SERVICE & MISC (Deposit slips, check processing fees, shipping, scale calibration, temp services & internal reviews)	\$72,250	\$30,770	\$27,300
TOTAL SERVICES	\$402,015	\$325,550	\$339,500

## MATERIALS & SUPPLIES

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# 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:**

3. 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**

	<b><u>FY 19 BUD</u></b>	<b><u>FY 18 EST</u></b>	<b><u>FY 19 BUD</u></b>
DIRECT LABOR	\$295,420	\$285,420	\$301,680
FRINGE BENEFITS	\$261,288	\$260,960	\$278,870
SERVICES	\$73,750	\$82,200	\$132,100
MATERIAL & SUPPLIES	\$6,600	\$8,200	\$7,500
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$81,100</u>	<u>\$56,100</u>	<u>\$19,200</u>
SUB TOTAL	\$718,158	\$692,880	\$739,350
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$718,158</u></u>	<u><u>\$692,880</u></u>	<u><u>\$739,350</u></u>



**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 19 #</b>	<b>FY 19 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIRECTOR OF H.R.	1	1		
BENEFITS MANAGER	1	1		
WORKERS COMP COORD.	1	1		
HR COORDINATOR	1	1		
SENIOR BENEFITS ASSISTANT	1	1		
HR SPECIALIST - PT	1	1		
TOTAL SALARIES & WAGES	6	6	<u>\$353,533</u>	<u>\$301,680</u>

**CATEGORY: FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$26,512	\$25,750	\$27,046
PENSION	\$74,438	\$72,290	\$85,059
HOSPITALIZATION	\$77,124	\$60,000	\$67,532
VISION	\$264	\$750	\$900
DENTAL	\$3,816	\$3,500	\$3,000
LIFE INSURANCE	\$708	\$740	\$792
DISABILITY	\$1,296	\$1,810	\$2,688
UNEMPLOYMENT	\$26,000	\$45,000	\$40,000
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$12,066	\$12,060	\$12,204
HOLIDAY PAY	\$10,840	\$10,840	\$10,969
VACATION PAY	\$27,018	\$27,020	\$27,462
OTHER PAID ABSENCES	\$1,206	\$1,200	\$1,218
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
<b>TOTAL FRINGE BENEFITS</b>	<b>\$261,288</b>	<b>\$260,960</b>	<b>\$278,870</b>

**CATEGORY:****SERVICES**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
EXAMS, RECORDS, TESTS (BOSS, Drug & Alcohol, and Physicals)	\$45,000	\$55,000	\$50,000
EMPLOYEE ASSISTANCE PROGRAM	\$15,750	\$17,200	\$18,500
FMLA FEES	\$0	\$0	\$53,000
OTHER OUTSIDE SVC (BMS, Employment Consultants, Temps and Health Fair)	\$12,500	\$10,000	\$10,100
FLU SHOTS (Hum Res General O/S Services)	\$500	\$0	\$500
TOTAL SERVICES	<u>\$73,750</u>	<u>\$82,200</u>	<u>\$132,100</u>

**CATEGORY:**

## MATERIALS & SUPPLIES

	FY 19 BUDGET	FY 19 ESTIMATE	FY 20 BUDGET
OFFICE SUPPLIES (Office Supplies and Copier Fee)	\$6,600	\$8,200	\$7,500
TOTAL MAT / SUPPLIES	\$6,600	\$8,200	\$7,500

**CATEGORY:****OTHER**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
HUMAN RESOURCE GENERAL OTHER/MISC	\$1,100	\$1,100	\$1,200
CLASSIFIED AD'S	\$30,000	\$15,000	\$0
FITNESS CENTER	\$25,000	\$15,000	\$18,000
OUT OF POCKET EXPENSES*	\$25,000	\$25,000	\$0
 TOTAL OTHER	 <u>\$81,100</u>	 <u>\$56,100</u>	 <u>\$19,200</u>

\*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 education and skill-based training resources to safely and proficiently perform their essential duties. To position TARC as a learning and professional development organization.

**EFFECTIVE TEAM OBJECTIVE:**

1. To develop skilled, motivated and an effective workforce that is well trained, which will increase productivity, reduce employee turnover, to which organizational goals can be achieved.

**STRATEGIES:**

- a. Assess departmental and individual training needs, identify internal and external resources to fill those needs.
- b. Provide job specific technical and skill-based training for all TARC team members.
- c. Increase team members' knowledge and understanding of TARC's 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 by providing teambuilding and facilitation assistance and training.
- g. Create standardized training curricula and presentation materials that utilize technological advances in on-line and real-time training.
- h. Identify opportunities to network regionally with other transportation providers to share information on training resources.
- 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 improve education of upcoming fare collection system, and customer service/sensitivity training that enhances TARC's transit services.

**STRATEGIES:**

- a. Develop and maintain high standards of growth for the company with regards to Training.
- 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. Develop a customer service training program that addresses the need for improved customer relations in the community we serve, as well companywide.
- d. Develop a community-based training initiative on use of fixed-route services targeting individuals that are unable to enjoy this service currently.

**DEPARTMENT:****TRAINING**

	<b><u>FY 19 BUD</u></b>	<b><u>FY 19 EST</u></b>	<b><u>FY 20 BUD</u></b>
DIRECT LABOR	\$192,334	\$205,334	\$201,223
FRINGE BENEFITS	\$199,795	\$217,155	\$268,712
SERVICES	\$0	\$0	\$0
MATERIALS / SUPPLIES	\$8,400	\$10,000	\$10,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$231,000</u>	<u>\$231,000</u>	<u>\$238,000</u>
SUBTOTAL	\$631,529	\$663,489	\$717,935
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$631,529</u></u>	<u><u>\$663,489</u></u>	<u><u>\$717,935</u></u>



**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIRECTOR OF TRAINING	1	1		
MAINTENANCE TRAINING MANAGER	1	1		
OPERATIONS MANAGER	0	1		
TRANSPORTATION TRAINING MANAGER	1	1		
TRAINING ASSISTANT	1	1		
TOTAL SALARIES AND WAGES	4	5	<u>\$247,367</u>	<u>\$201,223</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.

\*\*On average (20%) of the part-time maintenance trainer's time is used for training, the expense is included in the Maintenance department budget.

**CATEGORY:****FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$17,667	\$18,660	\$18,924
PENSION	\$49,605	\$52,400	\$59,517
HOSPITALIZATION	\$88,276	\$100,380	\$133,324
VISION	\$228	\$620	\$1,404
DENTAL	\$3,060	\$3,790	\$5,256
LIFE INSURANCE	\$576	\$650	\$792
DISABILITY	\$1,032	\$1,680	\$2,976
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$8,880	\$8,880	\$11,322
HOLIDAY PAY	\$7,983	\$7,980	\$10,174
VACATION PAY	\$20,850	\$20,850	\$23,520
OTHER PAID ABSENCES	\$888	\$890	\$1,128
UNIFORM ALLOWANCES	\$750	\$375	\$375
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	<u>\$199,795</u>	<u>\$217,155</u>	<u>\$268,712</u>

**CATEGORY:**

## MATERIALS & SUPPLIES

	FY 19 BUDGET	FY 19 ESTIMATE	FY 20 BUDGET
OFFICE SUPPLIES	\$2,400	\$3,000	\$3,000
MANUALS	\$6,000	\$7,000	\$7,000
Employee Orientation Training			
New Coach Operator Training			
Refresher Training			
Coach Operator Employee Guides			
Management Team Development Training			
TOTAL MAT / SUPPLIES	\$8,400	\$10,000	\$10,000

**CATEGORY:****OTHER**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
TRAINING			
TUITION REIMBURSEMENT	\$60,000	\$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	\$2,500	\$2,500
WORKPLACE BASICS (Excel, Word, Power Point)	\$5,000	\$1,500	\$5,000
BUS LINE INSPECTION	\$20,000	\$20,000	\$20,000
TRAINER DEV SKILLS	\$5,000	\$5,000	\$10,000
NEW OPERATORS SELF- DEFENSE TRAINING (3 or 4 hours)	\$5,000	\$5,000	\$3,500
< EMPLOYEE/CUSTOMER ENGAGEMENT	\$25,000	\$25,000	\$25,000
PROFESSIONAL DEVELOPMENT	\$100,000	\$106,000	\$106,000
TOTAL OTHER	<u>\$231,000</u>	<u>\$231,000</u>	<u>\$238,000</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 OBJECTIVE:**

#### **STRATEGIES:**

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

### **COMMUNITY SUPPORT OBJECTIVE:**

#### **STRATEGIES:**

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

### **FOCUS ON CUSTOMER NEEDS OBJECTIVE:**

#### **STRATEGIES:**

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

### **SAFETY OBJECTIVES:**

#### **STRATEGIES:**

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

### **STRATEGIC MANAGEMENT OBJECTIVE:**

#### **STRATEGIES:**

- a. Union Station end wall stabilization
- b. Mobile Ticketing
- c. Union Station furniture replacement.
- d. Implementation and continuous improvement of our Transit Asset Management policy and program.
- e. Replacement of aging office equipment.
- f. Development of TARC's fleet replacement program.

**PRUDENT FISCAL MANAGEMENT/FINANCIAL RESOURCES OBJECTIVES:**

**STRATEGIES:**

- a. Explore and obtain grant funding from federal, state, and local sources.
- b. Assure integrity in use of TARC's capital resources.
- c. Ensure grant management and sub-recipient oversight procedures are followed.
- d. Ensure timely management of TARC grant funds.

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

	<u>FY 19 BUD</u>	<u>FY 19 EST</u>	<u>FY 20 BUD</u>
DIRECT LABOR	\$140,310	\$165,310	\$258,886
FRINGE BENEFITS	\$112,264	\$146,820	\$243,062
SERVICES	\$0	\$20,000	\$10,000
MATERIALS / SUPPLIES	\$1,000	\$2,000	\$2,000
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	\$253,574	\$334,130	\$513,948
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$253,574</u></u>	<u><u>\$334,130</u></u>	<u><u>\$513,948</u></u>



**CATEGORY:****SALARIES & WAGES**

<b>JOB TITLE:</b>	<b>FY 19 #</b>	<b>FY 20 #</b>	<b>TOTAL PAYROLL</b>	<b>DIRECT LABOR</b>
DIRECTOR OF GRANTS & CAPITAL PROGRAMS*	1	1		
PROJECT MANAGER*	2	2		
PROJECT COORDINATOR	0	1		
PRODUCT SALES & MARKETING MANAGER*	0	1		
ADMINISTRATIVE ASSISTANT GRANTS	0	1		
TOTAL SALARIES AND WAGES	3	6	<u>\$302,568</u>	<u>\$258,886</u>

\*Moved from Marketing Department

**CATEGORY:****FRINGE BENEFITS**

	<b>FY 19 BUDGET</b>	<b>FY 19 ESTIMATE</b>	<b>FY 20 BUDGET</b>
FICA	\$12,547	\$14,880	\$23,144
PENSION	\$35,229	\$41,780	\$72,796
HOSPITALIZATION	\$37,644	\$56,070	\$94,932
VISION	\$132	\$500	\$1,128
DENTAL	\$1,800	\$2,430	\$3,600
LIFE INSURANCE	\$432	\$580	\$948
DISABILITY	\$780	\$1,380	\$2,832
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$6,306	\$9,400	\$11,886
HOLIDAY PAY	\$5,670	\$7,000	\$10,682
VACATION PAY	\$11,094	\$12,000	\$19,926
OTHER PAID ABSENCES	\$630	\$800	\$1,188
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	<u>\$112,264</u>	<u>\$146,820</u>	<u>\$243,062</u>

CATEGORY:	UTILITIES		
	FY 19 BUDGET	FY 19 ESTIMATE	FY 20 BUDGET
TEMPO9RARY SERVICE	\$0	\$20,000	\$0
CONSULTING SERVICE	\$0	\$0	\$10,000
TOTAL UTILITIES	\$0	\$20,000	\$10,000

**CATEGORY:**

## MATERIALS & SUPPLIES

	FY 19 BUDGET	FY 19 ESTIMATE	FY 20 BUDGET
OFFICE SUPPLIES (Office Supplies and Copier Fee)	\$1,000	\$2,000	\$2,000
TOTAL MAT / SUPPLIES	\$1,000	\$2,000	\$2,000