

TARC BOARD OF DIRECTORS MEETING



Meeting Notice:

Due to the COVID-19 pandemic, state of emergency and Governor Beshear's Executive Orders regarding social distancing, this meeting of the TARC Board of Directors will be held via video-conference pursuant to Senate 150 (as signed by the Governor on March 30, 2020) and Attorney General Opinion 20-05, and in accordance with KRS 61.826, because it was not feasible to offer a primary physical location for the meeting.

Pursuant to KRS 96.A, the TARC Board of Directors is to meet monthly. The next meeting will be:
Tuesday, April 27 at 1:30 p.m.

Pursuant to KRS 61.810, the Board may enter into Closed Session, but shall not take any action in a Closed Session.

Pursuant to the Americans with Disabilities Act, persons with a disability may request a reasonable accommodation for assistance with the meeting or meeting materials. Please contact Ashlie Woods at 502.561.5108. Requests made as early as possible will allow time to arrange accommodation.

Meeting Instructions:

Broadcast via Facebook Live at: [facebook.com/ridetarc](https://www.facebook.com/ridetarc)

Audience and/or TARC staff can join via Facebook Live, public comments will be accepted via Facebook Messenger, by calling 502-585-1234 or at www.ridetarc.org

Join Zoom Meeting:

<https://zoom.us/j/97531686653>

Meeting ID: 975 3168 6653

One tap mobile: +13017158592,,97531686653#

TARC BOARD OF DIRECTORS MEETING



Agenda – April 27, 2021

I. Quorum Call / Call to Order	Mary Morrow	1:30
II. Approval of March Meeting Minutes	Board of Directors	1:35 - 1:40
III. Staff Reports		
1. March Performance Report	Randy Frantz	1:40 - 2:05
2. March Financial Statements	Tonya Carter	
3. Presentation of Final Draft Fiscal Year 2022 TARC Budget	Carrie Butler	
IV. Action Items		2:05 – 2:45
1. Resolution 2021 – 08 Banking Services	Jerald Miles	
2. Resolution 2021 – 09 and 2021-10 Rolling Stock Parts and Supplies: Bus Starter and Electrical Parts	Maria Harris/William Harris	
3. Resolution 2021-11 and 2021-12 Diesel Engine and Transmission Parts	Maria Harris/William Harris	
4. Resolution 2021-13 Budget FY22	Carrie Butler	
V. Old Business		
VI. New Business		
VII. Chair's Report	Mary Morrow	2:45 - 2:50
VIII. Public Comment	Pat Mulvihill	2:50 - 2:55
IX. Proposed Agenda Items	Carrie Butler	2:55 - 3:00
1.		
X. Closed Session		
XI. Adjournment		3:00

TARC BOARD OF DIRECTORS MEETING



March 2021 Board Meeting Minutes

The Board of Directors of Transit Authority of River City (TARC) met on Tuesday, March 23, 2021 at 1:30 P.M. via Zoom conference due to the governmental social distancing constraints, pursuant to electronic notice to all Board Members.

Board Members Present

Mary Morrow
Carla Dearing
John Launius
J.C. Stites
Ted Smith
Alice Houston
Gary Dryden Jr.

Quorum Call

Chair Morrow called the meeting to order at 1:32 P.M.

Adoption of Minutes

The motion was duly moved for the February 2021 Board Meeting minutes by Alice Houston and seconded by J.C. Stites. Board of Directors unanimously accepted the February 2021 Board Meeting minutes.

Staff Reports-

TARC Monthly Performance Report

No presentation – powerpoint in packet only

Financial Summary

Presented By: Tonya Carter
February 2021

- Passenger Fares are under budget \$201,391 mainly due to budget projection on COVID-19 impact.
- Paratransit Fares are under budget \$69,207 mainly due to budget projection on COVID-19 impact.
- Federal Reimbursement Funds - FTA is over budget \$7,823,522 mainly due to CARES reimbursement funds.
- Direct labor is over budget \$23,339 and total labor is under budget \$35,070 due to vacation projection.
- Fringe & Benefits are over budget \$169,297 mainly due to workers compensation.
- Purchased Transportation is under budget \$483,458 mainly due to revenue hours.

TARC BOARD OF DIRECTORS MEETING



- YTD Purchased Transportation is under budget \$2,916,123 mainly due to budget projection on COVID-19 impact.
- Depreciation Expense is under budget \$808,123 mainly due to capital expenditures not in line with budget projections.
- Overall we had a \$190,939 unfavorable balance for the current month on the Statement of Revenues – Expenses. This brings the unfavorable year-to-date balance of \$94,156.
- February MTTF budget projection for revenue deposits is over budget \$3,323,566 year-to-date. We currently have a favorable balance before capital year-to-date of \$3,229,410 due to the MTTF revenue deposits.
- MTTF net profit fees are up \$3,136,422 and employee withholdings are down \$832,555 year to date compared to last year.
- Total Capital Contributions is under budget \$780,373 for the current month and under budget \$4,640,010 year-to-date mainly due to the timing of spending grant funds.
- Total Capital Expenses are under budget \$126,506 for the current month and under budget \$546,835 year-to-date. Bringing the year-to-date balance after capital items are applied to an unfavorable balance of \$6,482,011 mainly due to capital contributions being less than depreciation expenses.

FY 2022 Budget – First Draft

Presented By: Carrie Butler & Tonya Carter

See Powerpoint presentation

Board Resolutions

Resolution 2021-05 Purchase of Hybrid Bus Batteries

Presented by: Chris Ward

A resolution authorizing the Executive Director to enter into a three (3) year initial term with 2 year optional extension with Clarke Power Services, Inc. based upon the attached bid pricing for IFB 20201038 Hybrid Bus Batteries.

The motion was duly moved by John Launius and seconded by Carla Dearing and approved.

Resolution 2021-06 TARC Agency Safety Plan

Presented by: Lorri Lee

A resolution authorizing the Executive Director to serve as the Accountable Executive and designate Lorri Lee as the Chief Safety Officer and hereby approves the 2021 Agency Safety Plan.

The motion was duly moved by Alice Houston and seconded by Carla Dearing and approved.

TARC BOARD OF DIRECTORS MEETING



Resolution 2021-07 Renovation of TARC Dispatch Office

Presented by: Geoffrey Hobin

A resolution authorizing the Executive Director to enter into a contract with Churchill McGee, LLC, at a total not to exceed amount of \$163,735.

The motion was duly moved by Gary Dryden Jr. and seconded by John Launius and approved.

Chair's Report

N/A

Public Comment

N/A

Proposed Agenda Items

1. Fiscal Year 2022 TARC Budget
2. Banking and Financial Services
3. Bus Starter and Other Related Components
4. Bus Electrical Assembly and Other Related Components
5. Bus Engine and Other Related Components
6. Bus Transmissions and Other Related Components
7. HDR presentation on TARC's Comprehensive Operations Analysis 'LINC'

Adjournment

Meeting adjourned at 2:37 P.M.

Mary Morrow
Chair

Date



BOARD OF DIRECTORS UPDATE
APRIL 27, 2021





HIGHLIGHTS

SINCE THE LAST BOARD MEETING.....

Completed D&I Training

- 4/6 Beginning Diversity Training
- 4/7 Inclusion Behavior Training

Welcomed JP Hamm, new HR Director

Design-A-Bus, Pegasus Parade

Winding down Windows10 Rollout



MISSION STATEMENT

Deliver
transportation
services that
enhance the
Greater Louisville
community





MISSION STATEMENT & SUCCESS FACTORS

DELIVER TRANSPORTATION SERVICES THAT ENHANCE THE GREATER LOUISVILLE COMMUNITY

1

Deliver Quality Services

- Safe
- Accessible
- Sustainable

2

Focus on Rider Needs

- Voice of the Customer
- Dependability
- Frequent, Fast, & Direct

3

Maintain Adequate Financial Resources

- MTTF, Revenue, Expenses
- Fund Capital Needs
- Prudent Contractual Management

4

Support the Community's Well Being

- Program Involvement
- Workforce & Economic Development
- Outreach

5

Engage an Effective Team

- Promote Transparency
- Training & Development
- Opportunities for Growth

6

Explore Visionary Opportunities

- Long Range Planning
- Transformative Technology
- Multimodal Trends



RIDERSHIP

FIXED ROUTE

Monthly

404K +31%VLM
-29% VLY

YTD

3.3M -55% VLY

R5W V% Pre-COVID

-51% +6 Pts VP5W

PARATRANSIT

Monthly

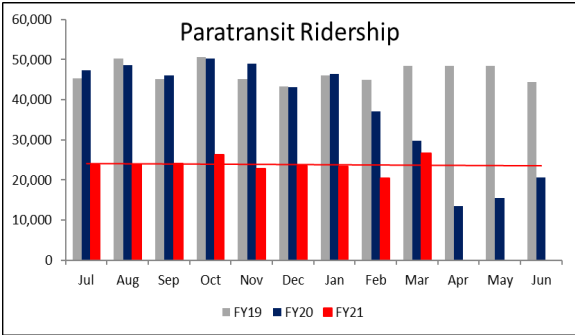
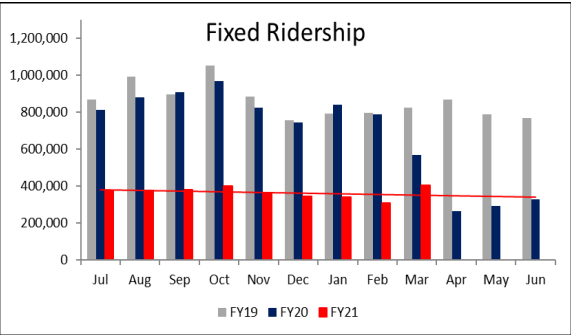
26.6K +29% VLM
-10% VLY

YTD

215K -46% VLY

R5W V% Pre-COVID

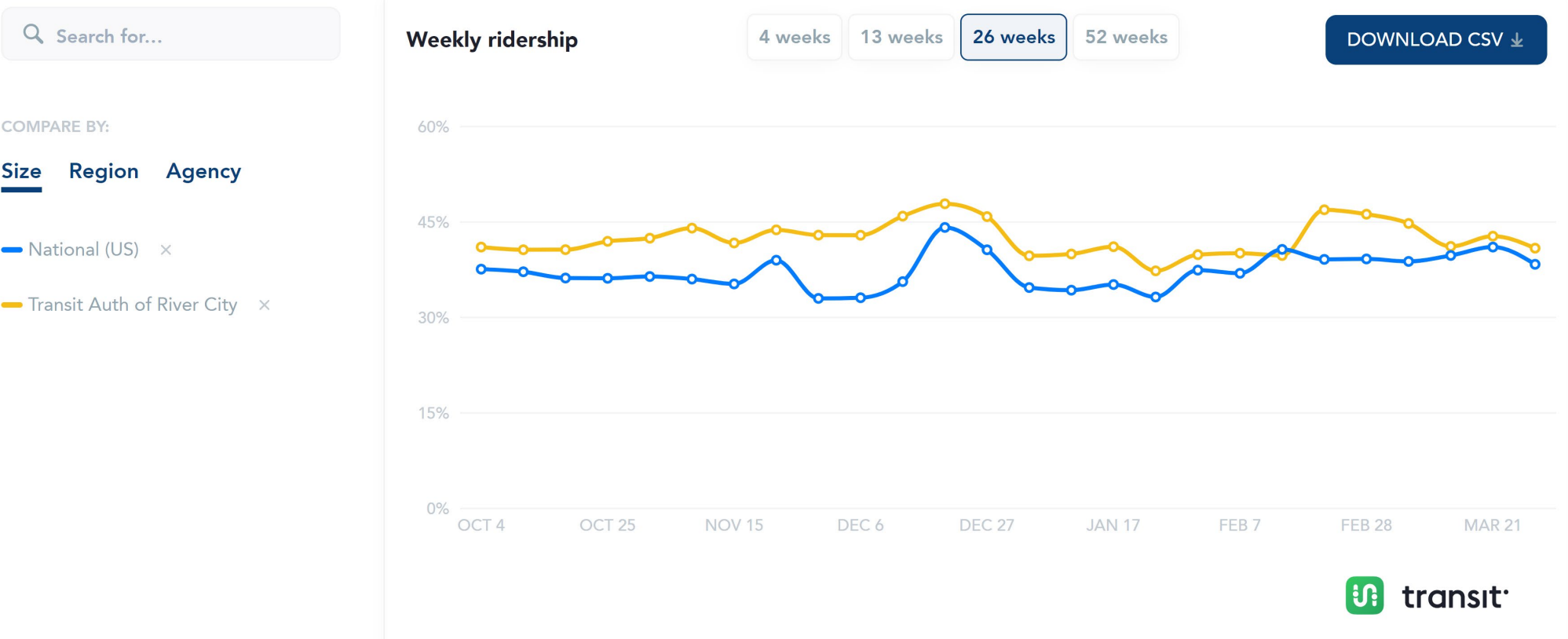
-40% +7 Pts VP5W





APTA COVID-19 RIDERSHIP TRENDS

SLIGHTLY EXCEEDING NATIONAL RECOVERY





ON-TIME PERFORMANCE

FIXED ROUTE

Monthly

82%

Flat VLM
+1 Pts VLY

YTD

80%

-1 Pts VLY

PARATRANSIT

Monthly

84%

Flat VLM
+7 Pts VLY

YTD

85%

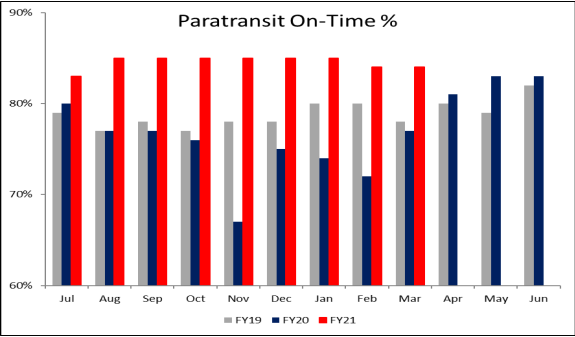
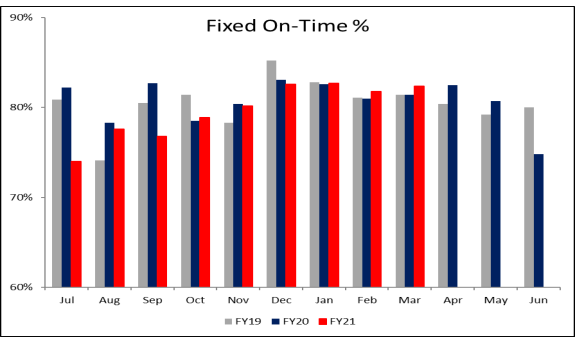
+10 Pts VLY

Short-term Detours

- 71, Downtown Jeffersonville
- 21&27, Vermont
- 6&63, 7th St
- 27, 7TH & Hill
- 43, NB Lampton
- 21 Campbell & Broadway

Long-term Detours

- 15, VA Construction
- 28, MSD Project
- 72, Little League Construction
- 27, Glendora Safety
- 21&23, Champions Trace





SAFETY

SAFETY PREVENTABLE ACCIDENTS

Monthly

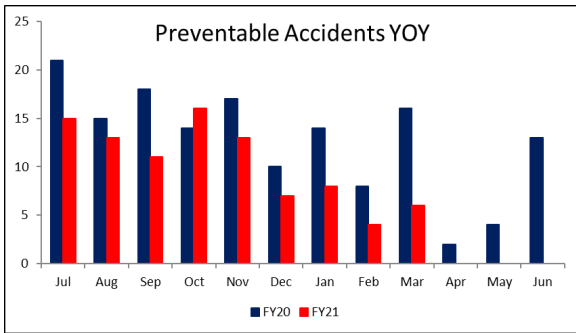
6

+50% VLM
-63% VLY

YTD

93

-30% VLY



SAFETY ACCIDENTS TOTAL

Monthly

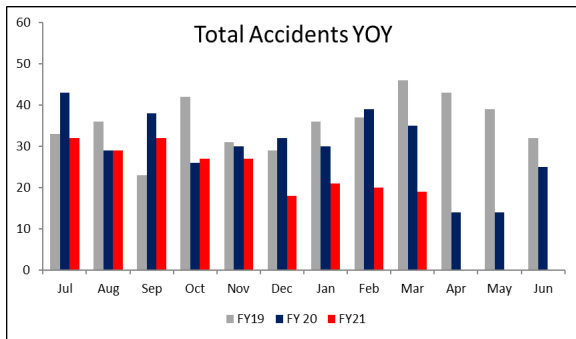
19

-5% VLM
-46% VLY

YTD

225

-26% VLY



PREVENTABLE ACCIDENTS / 100K RIDERS

Monthly

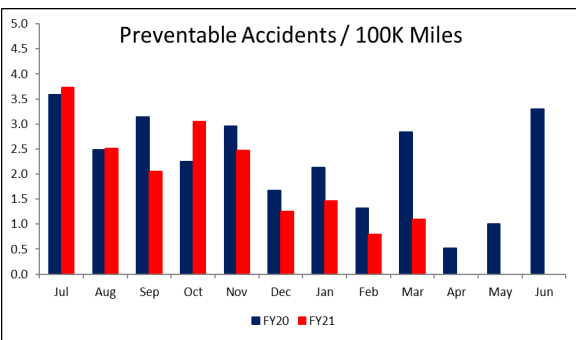
1.1

+38% VLM
-61% VLY

YTD

2.0

-17% VLY





CUSTOMER SERVICE CALL CENTER

CUSTOMER SERVICE (585-1234)

Call Volume		Hold time		Abandoned Rate	
33.8K	+11%VLM -12% VLY	1.0	Flat VLM -26% VLY	5%	Flat VLM -17% VLY

PARATRANSIT RESERVATIONS (560-0333)

Call Volume		Hold Time		Abandoned Rate	
14.1K	+17%VLM	1.5	-6%VLM	5%	Flat VLM

PARATRANSIT WHERE'S MY RIDE (589-9879)

Call Volume		Hold Time		Abandoned Rate	
8.3K	+19%VLM	0.4	Flat VLM	5%	Flat VLM



CUSTOMER SERVICE COMPLAINTS

FIXED ROUTE

Monthly

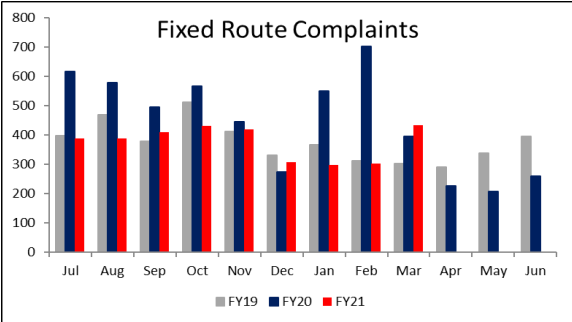
434

+43% VLM
+10% VLY

YTD

2.9K

-27% VLY



PARATRANSIT

Monthly

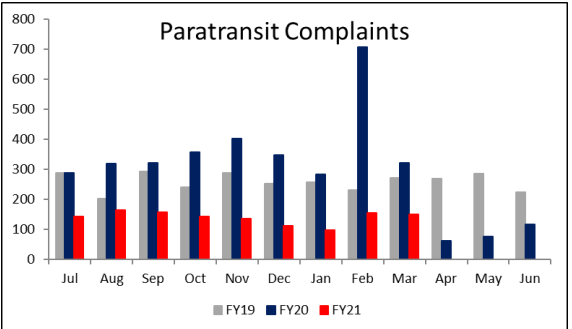
149

-4% VLM
-54% VLY

YTD

1.3K

-63% VLY



COMPLAINTS / 1,000 RIDERS

Monthly

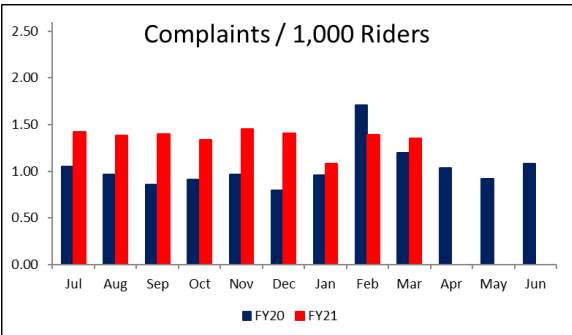
1.4

Flat VLM
+13% VLY

YTD

1.4

+30% VLY





HUMAN RESOURCES

CURRENT OPENINGS

Operators (qty: 20)

Accounting/Payroll Specialist

Hostler

Maintenance Training Manager

Mechanic

Operations Supervisor

Transit Scheduler

Procurement & Contract Administrator





SHORT-TERM FOCUS

- Vaccinations (#TARCHealthy)
- APTA / TARC COVID Messaging
- Every Commute Counts
- Design-a-Bus / Pegasus Parade
- Driver Recruitment
- Spring Newsletter

SOCIAL MEDIA

-  7,373, +28% VLY
-  4,248, +1% VLY
-  1,244, +10% VLY
-  1,049, +23% VLY

LONG-TERM FOCUS

- SMART Initiative
- Post-COVID Recovery
- Focused Messaging
Customers & Riders

KY MEDIA LIBRARY

- STORY COUNT: 90
- AUDIENCE: 887,604 (T)

IN THE NEWS

- [PEGASUS PARADE](#)
- [APTA PASSENGER TRANSPORT](#)
- [CARDINAL STADIUM VACCINES](#)
- [PARTNERSHIP BENEFITS \(UOFL\)](#)





THANK YOU



APR BOARD OF DIRECTORS UPDATE

April 27, 2021

**TARC Board of Directors
Financial Summary
March 2021, Fiscal Year 2021**



Current Month Revenue

Passenger Fares are under budget \$401,028 (pg. 2, line 1) and Paratransit Fares are under budget \$28,957 (pg. 2, line 2) both mainly due to budget projection on COVID-19 impact. MTTT Contributions – Federated is under budget \$6,597,853 (pg. 2, line 11) due to cashflow needs.

Year to Date Revenue

Passengers Fares are under budget \$1,920,567 (pg. 2, line 1) and Paratransit Fares are under budget \$520,469 (pg. 2, line 2) as stated above due to budget projection on COVID-19 impact. MTTT Contributions – Federated is under budget \$15,291,054 (pg. 2, line 11) due to applying CARES funds for Operating Expenses. Federal Reimbursement Funds – FTA is over budget \$13,893,043 (pg. 2, line 13) mainly due to CARES reimbursement funds.

Current Month Expenses

Direct Labor is under budget \$62,290 (pg. 3, line 1) and Total Labor is under budget \$31,828 (pg.3, line 9) due to vacation projection. Fringe & Benefits are over budget \$362,157 (pg. 3, line 32) mainly due to Kentucky Unemployment and Medical. Casualty and Liability is over budget \$390,207 (pg.2, line 37) mainly due to reserves increasing on three claims. Purchased Transportation is under budget \$335,267 (pg. 2, line 38) mainly due to revenue hours.

Year to Date Expenses

Direct Labor is over budget \$602,719 (pg.3, line 1) and Total Labor is over budget \$716,476 (pg.3, line 9) mainly due to overtime and shadow buses. Fringe & Benefits are over budget \$1,109,183 (pg. 3, line 32) mainly due to Pension, Workers Compensation and Kentucky Unemployment offset by Medical. Purchased Transportation is under budget \$3,251,390 (pg. 2, line 38) mainly due to budget projection on COVID-19. Depreciation Expense is under budget \$906,832 (pg. 2, line 46) mainly due to capital expenditures not in line with budget projections.

Operating Summary

Overall we had a \$1,421,579 (pg.2, line 53) unfavorable balance for the current month on the Statement of Revenues – Expenses. This brings the unfavorable year-to-date balance to \$1,515,735 (pg. 2, line 53). March MTTT budget projection for revenue deposits is over

budget \$3,618,282 (pg. 7) year-to-date mainly due to July receipts. We currently have a favorable balance before capital year-to-date of \$2,102,547 (pg. 8) due to the MTTF revenue deposits. MTTF Net Profit Fees are up \$3,312,185 (pg. 7) and Employee Withholdings are down \$846,289 (pg. 7) year to date compared to last year.

Capital Summary

Total Capital Contributions is under budget \$306,938 (pg.2, line 25) for the current month and under budget \$4,916,948 (pg. 2, line 25) year-to-date mainly due to the timing of spending grant funds. Total Capital Expenses are under budget \$115,809 (pg. 2, line 48) for the current month and under budget \$662,644 (pg. 2, line 48) year-to-date. Bringing the year-to-date balance after capital items are applied to an unfavorable balance of \$8,346,517 (pg.2, line 55) mainly due to Capital Contributions being less than Depreciation Expenses.

Statement of Revenue - Expenses - with Capital Contributions

March 2021, Fiscal Year 2021



page 2

		Current Month			Fiscal Year-to-date				
		FY21							
Description		Total Budget	Actual	Budget	Over budget (Under budget)	Actual	Budget	Over budget (Under budget)	Percentage Remaining
Revenues									
1	Passenger Fares	6,885,444	232,710	633,738	(401,028)	3,395,366	5,315,933	(1,920,567)	50.69%
2	Paratransit Fares	1,471,267	78,961	107,918	(28,957)	627,044	1,147,513	(520,469)	57.38%
3	Special Fare Revenues (UofL, UPS and etc)	2,087,100	117,699	185,400	(67,701)	1,335,306	1,564,700	(229,394)	36.02%
4	Comp Specials	290,700	0	109,012	(109,012)	0	109,012	(109,012)	100.00%
5	Advertising Revenue	634,165	52,500	53,333	(833)	472,500	474,166	(1,666)	25.49%
6	Other Agency Revenues	183,300	7,590	11,417	(3,827)	106,059	127,253	(21,194)	42.14%
7	Total Recoveries-Insurance	70,000	0	5,000	(5,000)	82,743	56,000	26,743	-18.20%
8									
9	Operating Revenues	11,621,976	489,460	1,105,818	(616,358)	6,019,018	8,794,577	(2,775,559)	48.21%
10									
11	MTTF Contributions- Federated	49,069,249	(501,705)	6,096,148	(6,597,853)	32,527,580	47,818,634	(15,291,054)	33.71%
12	Local Government Funds - MTTF	3,500,463	0	0	0	463,115	238,907	224,208	86.77%
13	Federal Reimbursement Funds - FTA	25,788,577	6,165,646	96,125	6,069,521	24,978,182	11,085,139	13,893,043	3.14%
14	State Government Funds	1,702,666	265,183	329,385	(64,202)	811,611	950,280	(138,669)	52.33%
15									
16	Total Non-Operating Revenues	80,060,955	5,929,124	6,521,658	(592,534)	58,780,489	60,092,960	(1,312,472)	26.58%
17									
18	Total Revenues Before Cap Contributions	91,682,931	6,418,584	7,627,476	(1,208,892)	64,799,506	68,887,537	(4,088,031)	29.32%
19									
20	Local Government Funds - MTTF, Cap	1,865,202	7,209	147,873	(140,664)	197,463	1,280,417	(1,082,954)	89.41%
21	Federal Reimbursement Funds - FTA, Cap	19,159,554	493,973	660,247	(166,274)	1,634,964	5,468,958	(3,833,994)	91.47%
22	State Government Funds, Cap	0	0	0	0	0	0	0	0.00%
23	Other Agencies Revenue, Cap	0	0	0	0	0	0	0	0.00%
24									
25	Total Capital Contributions	21,024,756	501,182	808,120	(306,938)	1,832,427	6,749,375	(4,916,948)	91.28%
26									
27	Total Revenues	112,707,687	6,919,766	8,435,596	(1,515,830)	66,631,933	75,636,912	(9,004,979)	40.88%
28									
29									
30	Expenses								
31									
32	Labor	28,539,806	2,523,827	2,586,117	(62,290)	21,667,355	21,064,636	602,719	24.08%
33	Fringes & Benefits	27,029,658	2,365,334	2,003,177	362,157	21,882,785	20,773,602	1,109,183	19.04%
34	Services	5,336,874	381,861	436,123	(54,262)	3,637,720	4,024,065	(386,345)	31.84%
35	Materials	6,843,550	501,059	587,013	(85,954)	4,555,116	5,114,625	(559,509)	33.44%
36	Utilities	958,796	95,829	79,566	16,263	720,415	720,094	321	24.86%
37	Casualty & Liability	2,646,356	610,736	220,529	390,207	2,102,203	1,984,761	117,442	20.56%
38	Purchased Transportation	19,597,253	1,325,428	1,660,695	(335,267)	11,470,971	14,722,361	(3,251,390)	41.47%
39	Interest Expense	15,568	1,017	1,017	0	29,186	12,742	16,444	-87.47%
40	Other Expenses	715,070	35,072	53,239	(18,167)	249,490	470,651	(221,161)	65.11%
41	Operating Expenses	91,682,931	7,840,163	7,627,476	212,687	66,315,241	68,887,537	(2,572,296)	27.67%
42									
43									
44									
45	Development Cost & Loss on Disposal	853,590	36,210	53,352	(17,142)	510,248	266,760	243,488	40.22%
46	Depreciation Expenses	12,303,726	907,857	1,006,566	(98,709)	8,152,262	9,059,094	(906,832)	33.74%
47	Loss on Disposal of Assets	0	42	0	42	700	0	700	0.00%
48	Total Capital Expenses	13,157,316	944,109	1,059,918	(115,809)	8,663,209	9,325,854	(662,644)	34.16%
49									
50	Total Expenses	104,840,247	8,784,272	8,687,394	96,878	74,978,450	78,213,391	(3,234,940)	28.48%
51									
52									
53	Revenue / Expense Difference Before Capital	0	(1,421,579)	0	(1,421,579)	(1,515,735)	0	(1,515,735)	0.00%
54									
55	Revenue / Expense Difference After Capital	7,867,440	(1,864,506)	(251,798)	(1,612,708)	(8,346,517)	(2,576,479)	(5,770,039)	206.09%

Total Labor

March 2021, Fiscal Year 2021



		Current Month			Fiscal Year-to-date			
Description	FY21 Total Budget	Actual	Budget	Over budget (Under budget)	Actual	Budget	Over budget (Under budget)	Percentage Remaining
1 Direct Labor	28,539,806	2,523,827	2,586,117	(62,290)	21,667,355	21,064,636	602,719	24.08%
2 Sick Leave	1,491,682	161,312	99,779	61,533	1,350,241	1,192,345	157,896	9.48%
3 Holiday	1,111,586	835	0	835	771,167	863,748	(92,581)	30.62%
4 Vacation	1,991,906	130,918	164,846	(33,928)	1,588,809	1,497,368	91,441	20.24%
5 Other Paid Absences	217,030	16,143	14,121	2,022	131,664	174,663	(42,999)	39.33%
6								
7 Total	33,352,010	2,833,035	2,864,863	(31,828)	25,509,236	24,792,760	716,476	23.52%
8								
9 Difference compared to Budget			(31,828)			716,476		
		Current Month			Year to Date			
Description	FY21 Total Budget	Actual	Budget	Over budget (Under budget)	Actual	Budget	Over budget (Under budget)	Percentage Remaining
10 FICA	2,551,422	212,040	219,164	(7,124)	1,902,087	1,896,638	5,449	25.45%
11 Pension	7,288,803	571,719	608,437	(36,718)	6,109,557	5,472,002	637,555	16.18%
12 Hospital Medical & Surgical	9,363,267	801,800	669,207	132,593	7,026,115	7,355,647	(329,532)	24.96%
13 Vision Care Insurance	122,078	5,676	10,181	(4,505)	49,132	91,629	(42,497)	59.75%
14 Dental Plans	409,308	5,114	34,109	(28,995)	186,085	306,981	(120,896)	54.54%
15 Life Insurance	96,744	7,590	8,062	(472)	67,914	72,558	(4,644)	29.80%
16 Disability Insurance	216,332	10,765	10,563	202	182,140	184,643	(2,503)	15.81%
17 Kentucky Unemployment	40,000	213,277	0	213,277	258,140	30,000	228,140	-545.35%
18 Worker's Compensation	1,850,000	209,835	154,167	55,668	1,987,431	1,387,503	599,928	-7.43%
19 Uniform & Work Clothing Allowance	277,000	18,172	10,333	7,839	270,704	245,997	24,707	2.27%
20 Other Fringes	2,500	137	208	(71)	1,599	1,880	(281)	36.04%
21 Total Fringe & Benefits	22,217,454	2,056,125	1,724,431	331,694	18,040,904	17,045,478	995,426	18.80%
22								
23								
24 Sick Leave	1,491,682	161,312	99,779	61,533	1,350,241	1,192,345	157,896	9.48%
25 Holiday	1,111,586	835	0	835	771,167	863,748	(92,581)	30.62%
26 Vacation	1,991,906	130,918	164,846	(33,928)	1,588,809	1,497,368	91,441	20.24%
27 Other Paid Absences	217,030	16,143	14,121	2,022	131,664	174,663	(42,999)	39.33%
28 Total Compensation Benefits	4,812,204	309,208	278,746	30,462	3,841,881	3,728,124	113,757	20.16%
29								
30 Total	27,029,658	2,365,334	2,003,177	362,157	21,882,785	20,773,602	1,109,184	19.04%
31								
32 Difference compared to Budget			362,157			1,109,183		

Balance Sheet

March 2021, Fiscal Year 2021



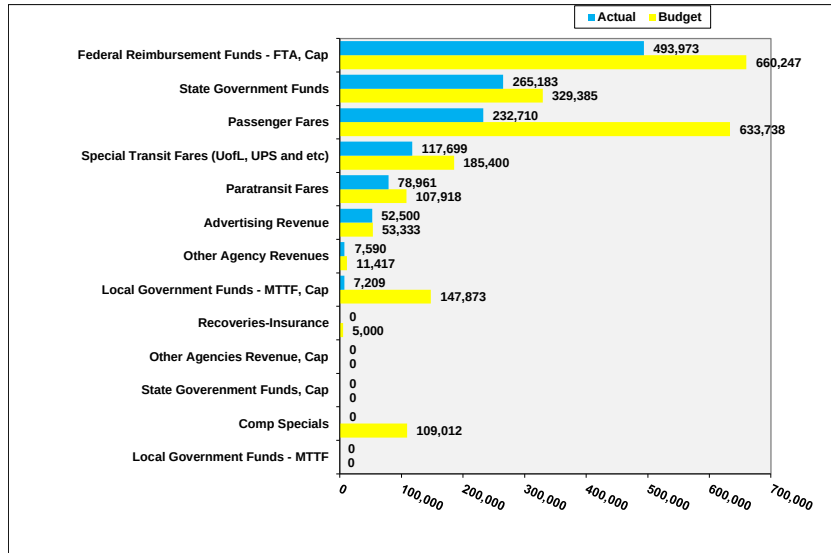
Assets	FY 21	FY 20	Liabilities, Reserves & Capital	FY 21	FY 20
Current Assets			Current Liabilities		
Cash & Cash Items	5,190,899	2,883,899	Long Term Debt	262,538	397,920
Short Term Investments	4,136,755	3,615,246	Short Term Debt	0	0
Accounts Receivable	47,915,958	15,593,556	Trade Payables	4,626,289	8,178,729
Interest Receivable	182	184	Accrued Payroll Liabilities	4,521,935	4,463,247
Due From Grant	80,000	80,000	Estimated Workmans Compensation	3,132,398	2,729,817
Materials & Supplies	2,400,952	1,559,746	Accrued Tax Liabilities	0	0
Total Current Assets	59,724,745	23,732,631	Unredeemed Tickets & Tokens	1,727,323	1,818,680
Other Assets			Reserves - Injury & Damages	1,456,000	1,175,100
Prepaid Insurance & Dues & WIP	701,950	1,272,473	Due To Operations	80,000	80,000
Total Other Assets	701,950	1,272,473	Unearned Capital Contributions	46,469,276	10,655,847
			Other Current Liabilities (Health Ins.)	578,805	(8,824)
Fixed Assets			Total Current Liabilities	62,854,565	29,490,516
Land	3,177,782	3,177,782	Equity		
Buildings	49,133,260	49,039,055	Retained Earnings	(8,346,517)	(9,334,841)
Coaches	113,494,716	113,922,734	Prior Year Retained Earning	76,430,607	83,922,863
Office Equipment	10,489,182	10,037,012	Total Equity	68,084,090	74,588,021
Other Equipment	22,278,302	20,537,447	Total Liabilities & Equity	130,938,655	104,078,537
Development Costs	434,519	677,036			
Vehicle Exp - Operating	1,420,405	1,420,405			
Other Equipment -Operating	154,908	174,884			
Total Fixed Assets	200,583,072	198,986,354			
Less Accumulated Depreciation					
Accumulated Depr Land	708,218	674,772			
Accumulated Depr Buildings	26,743,785	25,230,355			
Accumulated Depr Coaches	75,598,150	69,159,282			
Accumulated Depr Office Equipment	8,084,933	7,192,460			
Accumulated Depr Other Equipment	17,798,592	16,393,898			
Accumulated Depr Development Cost	111,255	304,671			
Accumulated Depr Vehicle Exp - Opr	910,592	854,466			
Accumulated Depr Other Equipment Op	115,587	103,018			
Total Depreciation	130,071,113	119,912,922			
Net Fixed Assets	70,511,959	79,073,433			
Total Assets	130,938,655	104,078,537			

Actual Revenue vs. Budget

March 2021, Fiscal Year 2021



Current Month Revenues



MTTF -\$501,705 Actual < \$6,096,148 Budget

Federal Reimbursement Funds - FTA \$6,165,646 Actual > \$96,125 Budget

Passenger fares \$401,028 ↓

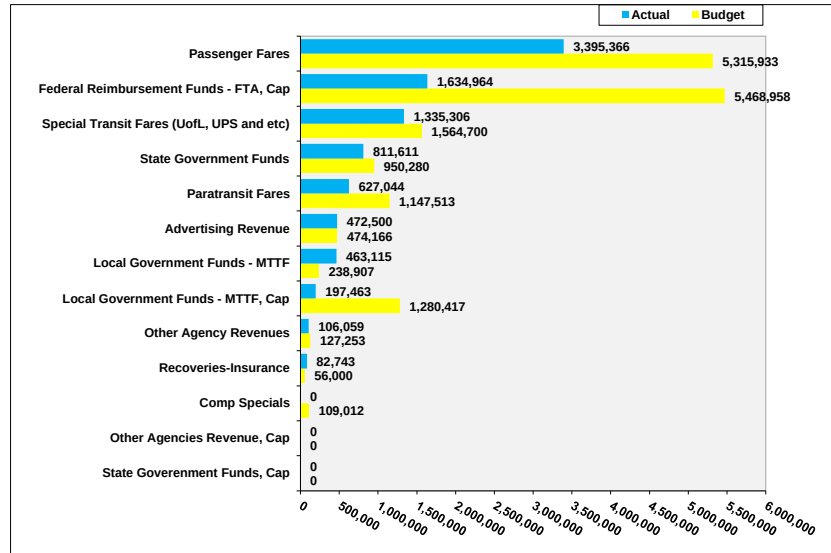
Paratransit fares \$28,957 ↓

MTTF Contributions \$6,597,853 ↓

Federal Reimbursement Funds - FTA \$6,069,521 ↑

*

Year to Date Revenues



MTTF \$32,527,580 Actual < \$47,818,634 Budget

Federal Reimbursement Funds - FTA \$24,978,182 Actual > \$11,085,139 Budget

Passenger fares \$1,920,567 ↓

Paratransit fares \$520,469 ↓

MTTF Contributions \$15,291,054 ↓

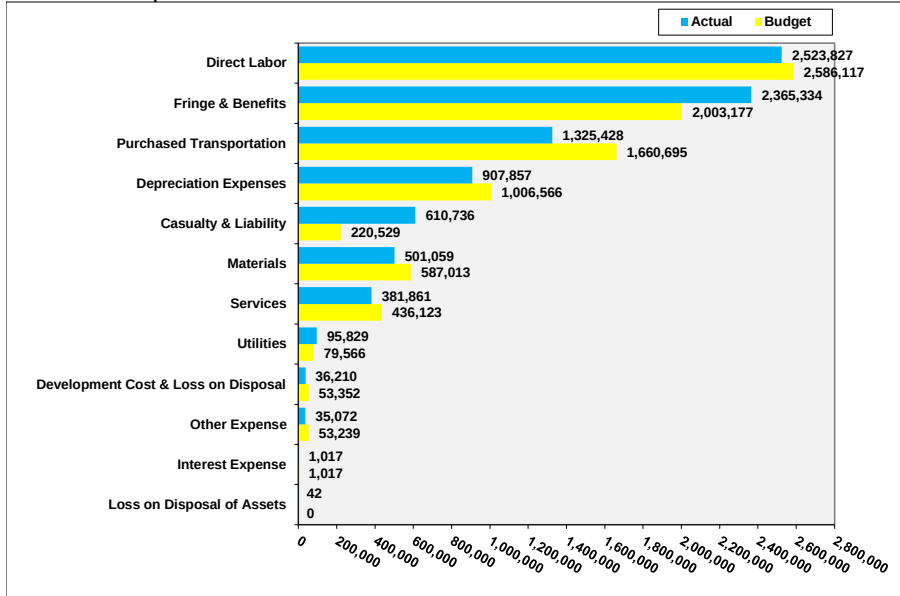
Federal Reimbursement Funds - FTA \$13,893,043 ↑

Actual Expenses vs. Budget

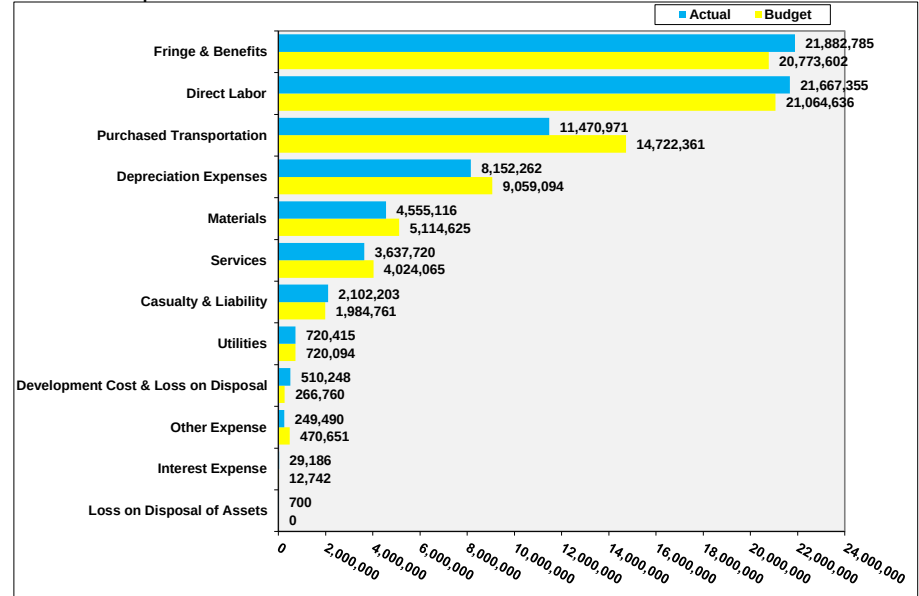
March 2021, Fiscal Year 2021



Current Month Expenses



Year to Date Expenses



Direct Labor \$62,290 ↓ Total Labor \$31,828 ↓

Fringe & Benefits \$362,157 ↑

Casualty and Liability \$390,207 ↑

Purchased Transportation \$335,267 ↓

Direct Labor \$602,719 ↑ Total Labor \$716,476 ↑

Fringe & Benefits \$1,109,183 ↑

Purchased Transportation \$3,251,390 ↓

Depreciation Expenses \$906,832 ↓

MassTransit Trust Fund (MTTF) Revenue Deposits



Deposit to Budget Difference FY 2021

Month	FY 21 Actual Deposits	FY 21 Budget Deposits	Difference	YTD Total	Current Month	YTD
July	\$6,263,320	\$4,161,638	\$2,101,682	\$2,101,682	50.50%	
August	\$4,049,642	\$3,709,802	\$339,840	\$2,441,522	9.16%	31.02%
September	\$4,744,809	\$5,573,185	(\$828,376)	\$1,613,146	-14.86%	12.00%
October	\$3,821,270	\$3,462,858	\$358,412	\$1,971,558	10.35%	11.66%
November	\$4,823,684	\$3,747,553	\$1,076,131	\$3,047,689	28.72%	14.76%
December	\$5,504,381	\$5,506,077	(\$1,696)	\$3,045,993	-0.03%	11.64%
January	\$5,505,049	\$4,814,614	\$690,435	\$3,736,428	14.34%	12.06%
February	\$4,083,535	\$4,496,397	(\$412,862)	\$3,323,566	-9.18%	9.37%
March	\$4,827,963	\$4,533,247	\$294,716	\$3,618,282	6.50%	9.04%
April		\$6,187,014	(\$6,187,014)	(\$2,568,732)	-100.00%	-5.56%
May		\$3,706,568	(\$3,706,568)	(\$6,275,300)	-100.00%	-12.58%
June		\$3,202,202	(\$3,202,202)	(\$9,477,502)	-100.00%	
TOTAL	<u>\$43,623,653</u>	<u>\$53,101,155</u>				

MTTF Revenue Deposits - Actuals

**LOUISVILLE METRO REVENUE COMMISSION
TARC LICENSE FEE TRANSACTIONS**

	March 2021	March 2020	YTD FYE 2021	YTD FYE 2020	Difference Amount	Percent Change
Receipts						
Employee Withholding	\$ 3,761,932	\$ 3,775,666	\$ 36,404,513	\$ 37,250,802	\$ (846,289)	-2.27%
Individual Fees	620	208	1,565	557	1,008	
Net Profit Fees	1,091,985	916,222	7,401,111	4,088,926	3,312,185	81.00%
Interest & Penalty	39,495	40,144	408,632	533,271	(124,639)	-23.37%
Total Collections	<u>\$ 4,894,032</u>	<u>\$ 4,732,240</u>	<u>\$ 44,215,821</u>	<u>\$ 41,873,556</u>	<u>\$ 2,342,265</u>	<u>5.59%</u>
Investment Income		\$ 5,095	\$ 4,744	\$ 67,523	\$ (62,779)	-92.97%
Total Receipts	<u>\$ 4,894,032</u>	<u>\$ 4,737,335</u>	<u>\$ 44,220,565</u>	<u>\$ 41,941,079</u>	<u>\$ 2,279,486</u>	<u>5.43%</u>
Disbursements						
Collection Fee	\$ 66,069	\$ 63,885	\$ 596,912	\$ 558,687	\$ 38,225	6.84%
Total Disbursements	<u>\$ 66,069</u>	<u>\$ 63,885</u>	<u>\$ 596,912</u>	<u>\$ 558,687</u>	<u>\$ 38,225</u>	<u>6.84%</u>
Due Mass Transit	<u>\$ 4,827,963</u>	<u>\$ 4,673,450</u>	<u>\$ 43,623,653</u>	<u>\$ 41,382,392</u>	<u>\$ 2,241,261</u>	<u>5.42%</u>
Less Previous Payments			38,795,690	36,708,942	2,086,748	5.68%
Payable To Trust Fund			<u>\$ 4,827,963</u>	<u>\$ 4,673,450</u>	<u>\$ 154,513</u>	<u>3.31%</u>



Year to Date Summary

March 2021, Fiscal Year 2021

	Good	In the Red	
Total Revenues are Over/ Under by (pg. 2, line 18)		\$4,088,031	
Total Expenses are Over/ Under by (pg. 2, line 41)	\$2,572,296		
MTTF Revenue Deposits are Over /Under by (pg. 7)	\$3,618,282		
March has a favorable balance before Capital of	<u>\$6,190,578</u>	<u>\$4,088,031</u>	\$2,102,547

Revenues over Expenses

Revenues	\$39,207,176
FTA Funds	2,172,880
State Funds	\$811,611
KYTC	
Total Revenues	<u>\$42,191,667</u>
 Total Operating Expenses	 \$66,315,241
Local Capital Expenses	\$197,463
Total Expenses	<u>\$66,512,704</u>
 Net Gain/(Loss) before CARES Funds	 (\$24,321,037)
 CARES Funds applied for FY 2021	 \$22,805,302
 Net Gain/(Loss) before Capital	 (\$1,515,735)

FISCAL YEAR 2022 BUDGET – FINAL DRAFT
APRIL 27, 2021



MISSION STATEMENT

Deliver
transportation
services that
enhance the
Greater Louisville
community



MISSION STATEMENT & SUCCESS FACTORS

DELIVER TRANSPORTATION SERVICES THAT ENHANCE THE GREATER LOUISVILLE COMMUNITY



Deliver Quality Services

- Safe
- Accessible
- Sustainable



Support the Community's Well Being

- Program Involvement
- Workforce & Economic Development
- Outreach



Focus on Rider Needs

- Voice of the Customer
- Dependability
- Frequent, Fast, & Direct



Engage an Effective Team

- Promote Transparency
- Training & Development
- Opportunities for Growth



Maintain Adequate Financial Resources

- MTTF, Revenue, Expenses
- Fund Capital Needs
- Prudent Contractual Management



Explore Visionary Opportunities

- Long Range Planning
- Transformative Technology
- Multimodal Trends

BUDGET TIMELINE

COMPLETE ORGANIZATIONAL EFFORT

- Departmental meetings with Directors
- First draft review at March 23 Board of Directors Meeting
- Update and edit based on feedback
- Second/Final Draft presentation at April 20 Finance Committee and April 27 Board of Directors Meeting
- Present to Metro Council in May
- Submit to Commonwealth of Kentucky by June 30



FY 2021 ACCOMPLISHMENTS

BY THE NUMBERS

- Awarded \$22M for clean diesel fleet purchases from Kentucky VW Settlement and Federal Transit Administration funds
- Reduced preventable accidents to 2.1 per 100,000 miles
- Increased social media engagement by 14%
- Awarded \$650k in grant funds to non-profits that provide transportation for seniors and people with disabilities
- Added 32 new bus shelters, 16 benches and three accessibility ramps



FISCAL YEAR (FY) 2021 ACCOMPLISHMENTS

BECAUSE OF A GLOBAL PANDEMIC

- Met CDC and state orders for safety protocols: hand sanitizer, masks, gloves, cleaning and sanitizing, and social distancing orders
- Managed operations when deemed essential service and executed remote work procedures
- Adjusted service levels to balance commuting patterns with finances
- Fulfilled the Families First Family Medical Leave Act
- Developed procedures for managing quarantines and increased absences





FY 2021 ACCOMPLISHMENTS

IN THE MIDST OF A GLOBAL PANDEMIC

- Shuttle service for primary and general elections
- Celebrated Class of 2020 with bus wrap
- Transitioned to a new paratransit contractor
- Opened the Dixie Rapid Corridor
- Completing a comprehensive operations analysis
- Transitioned executive leadership team



THREE YEAR LOOK

HALF FULL, HALF EMPTY? WHERE WILL THE WATER COME FROM NEXT?

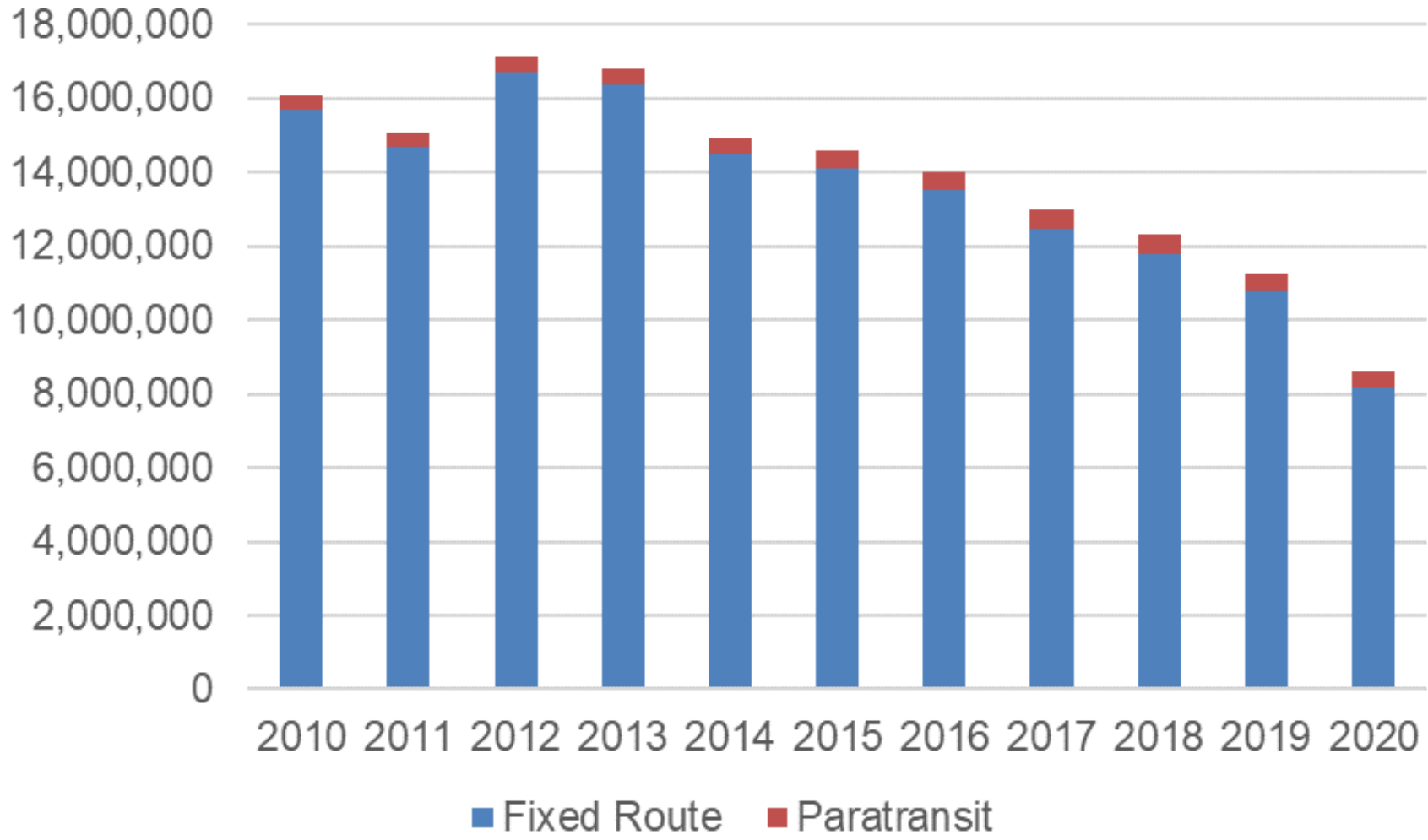
- Local, State, Federal funding outlook
- Expiring Federal transportation authorization bill
- Pace of economic recovery
- Temporary or permanent change to commute patterns?
- Increased activity, everywhere
- Pent up consumer demand
- Renewed interest in community and environmental actions
- Better, more relevant TARC service





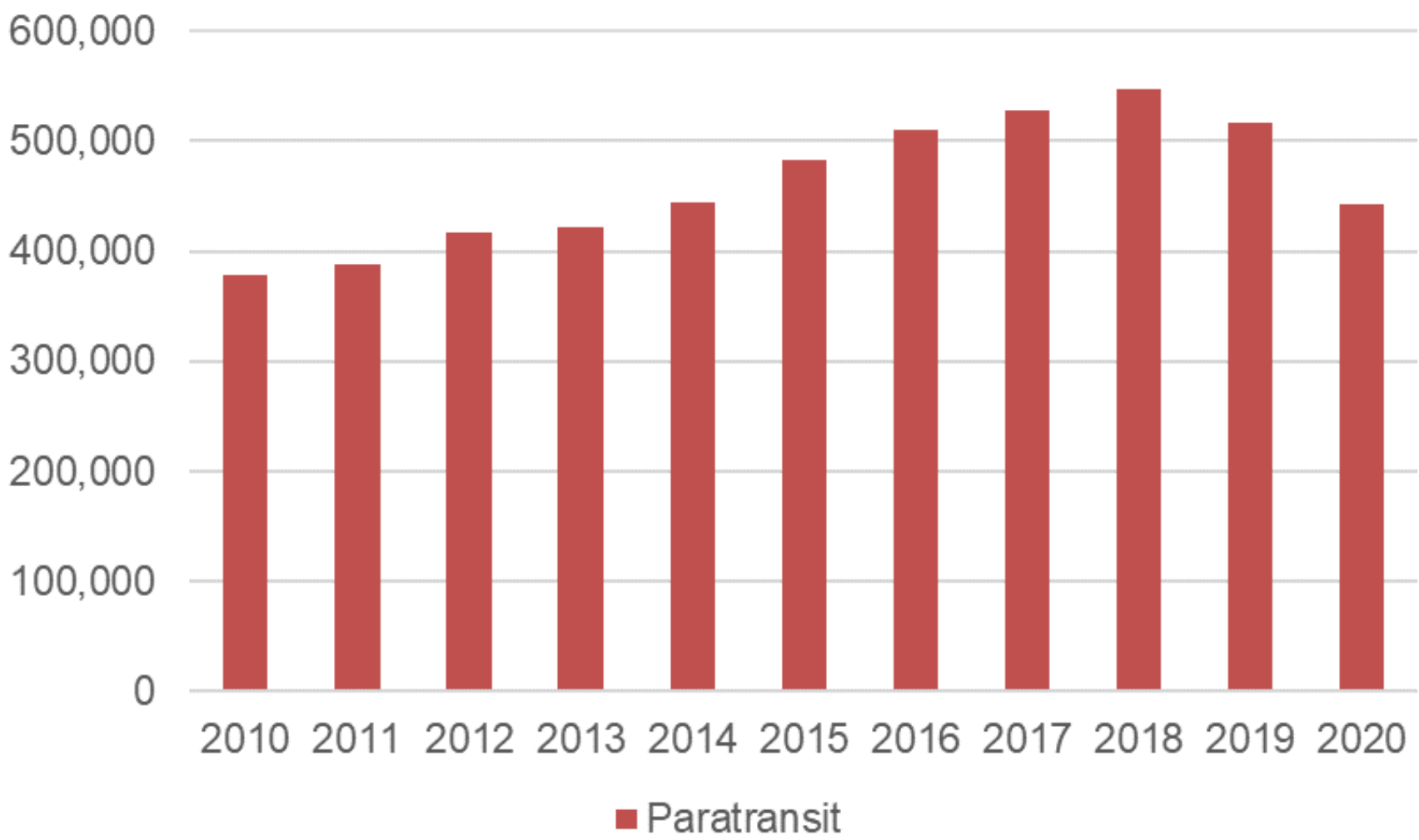
RIDERSHIP, FAREBOX REVENUE LOSS + COVID

ACCELERATE THE NEED FOR CHANGES



PARATRANSIT RIDERSHIP

HAS GROWTH FLATTENED? WILL COSTS STABILIZE?

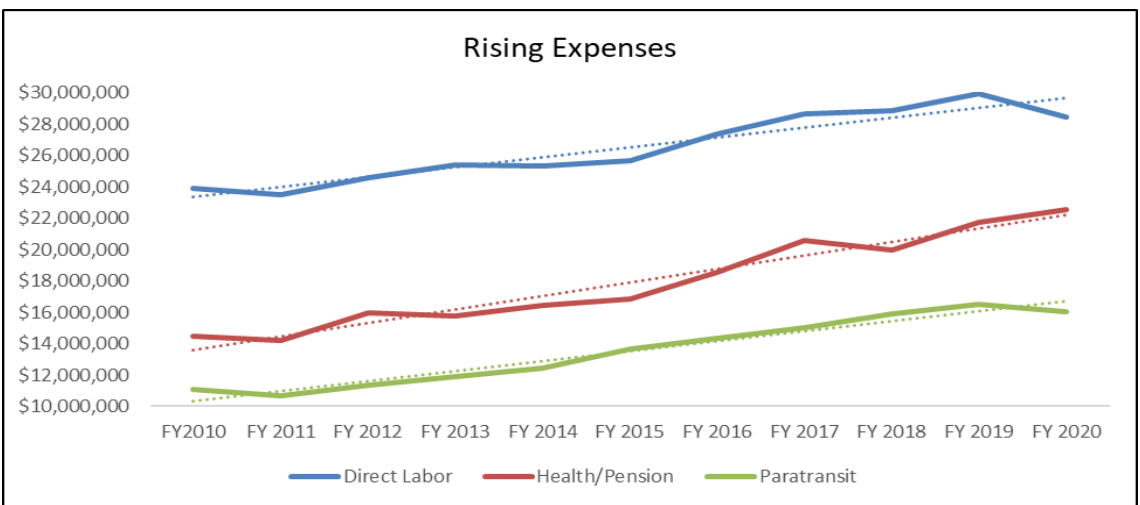
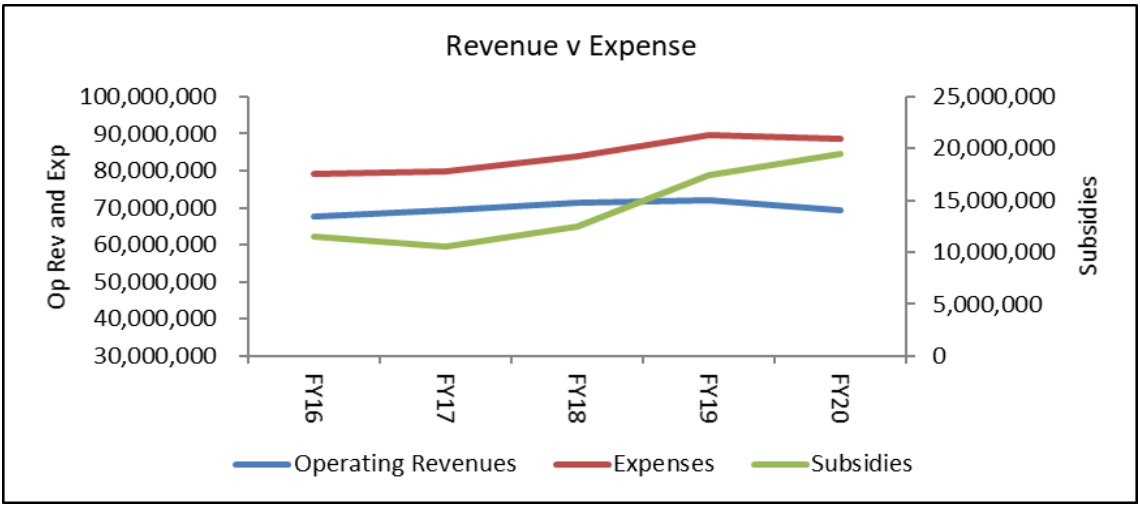




OPERATING COST VS REVENUE OVER THE PAST TEN YEARS

MUST FIND LONG-TERM SUSTAINABILITY

- Operating expenses growing at a higher rate than revenue
- Gap Continues to widen
- Muddling through with critical, vital federal grants and subsidies
- Three main cost drivers



MAIN COST DRIVERS

HEALTHCARE, PENSIONS AND PARATRANSIT

1

Growth in paratransit ridership, cost per trip and impacts to overall TARC budget

18%

2

Cost of health care coverage, relation to negotiated benefits package and employee attraction and retention

16%

3

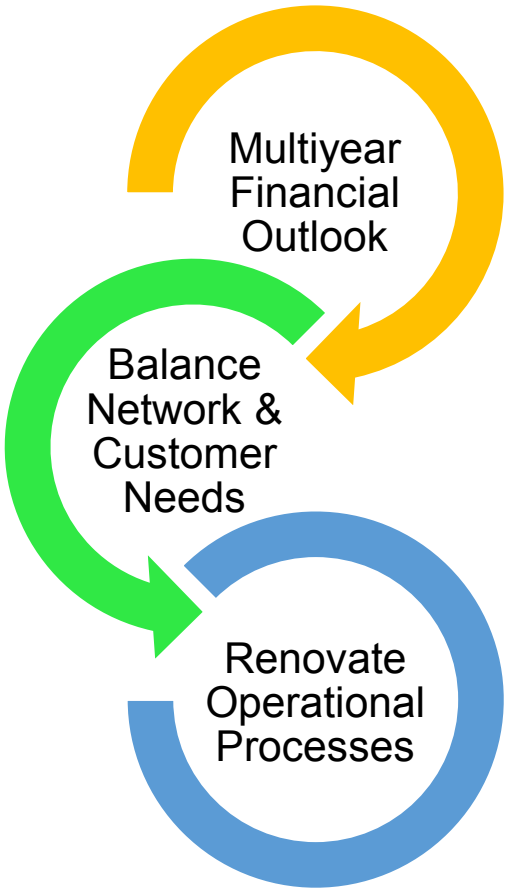
Pension contributions required as part of County Employee Retirement System (CERS)

10%



CONSIDERATIONS AND ASSUMPTIONS FOR FY 2022 BUDGET

MULTIPRONGED APPROACH



Diesel fuel	• \$1.79/gallon (.01=\$17,083)
Gas	• \$2.50/gallon (.01=\$1,535)
Ridership	• +5% from FY21 est
MTTF growth	• -3.58% from FY21 est
CERS	• 12% increase
State match	• VW- \$2,6M; IN - \$1M
CARES Act	• \$13,000,563
CRRSAA	• \$18,237,895



COMBINED CAPITAL AND OPERATING BUDGETS

FY 2020 FINAL

Operating: \$ 88,787,516

Ending Balance Mass Transit Trust Fund (MTTF): \$14,038,469

FY 2021 ESTIMATE

Operating: \$ 91,842,148

Ending Balance of MTTF: \$ 14,038,469

FY 2022 BUDGET

Operating: \$ 99,956,144

Ending Balance of MTTF: \$ 14,083,469

Capital Projects: \$ 24,406,719



FY22 CAPITAL PROJECTS & PROGRAM OF FUNDS

FY 2022 CAPITAL BUDGET

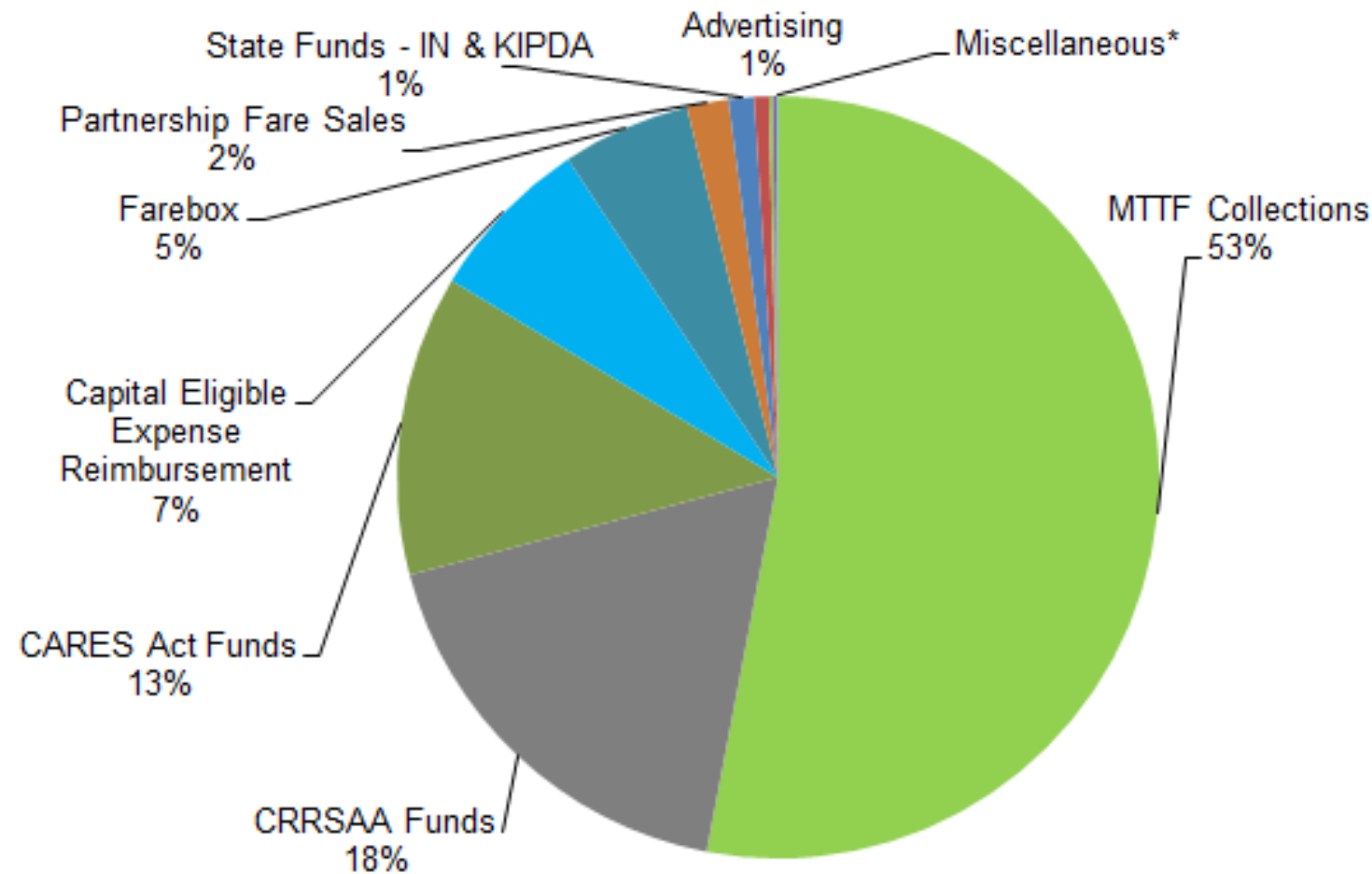
	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
Projects That Use Local Funds						
Paratransit Vehicles (Municipal Lease 5/3 add year)	140,841	0	140,841	0	0	0
Sub-total	140,841	0	140,841	0	0	0
Projects That Use Formula Funds						
Bus Components	195,132	156,105	39,027	0	0	0
Architectural & Engineering Services	295,680	236,544	59,136	0	0	0
MIS Hardware/Software	98,570	78,856	19,714	0	0	0
Security Enhancements	549,902	439,922	109,980	0	0	0
Rehab Storage Facility	1,500,000	1,200,000	300,000	0	0	0
Operations Planning	100,000	80,000	20,000	0	0	0
Sub-total	2,739,284	2,191,427	547,857	0	0	0
Projects That Use Other (5339 & Flex) Formula Funds						
Diesel Bus Purchase (5339a – 2 Buses)	967,538	385,581	96,395	432,512	53,050	0
A & E Services (5339)	1,989	1,591	398	0	0	0
MIS Hardware/Software (5339)	805,170	644,136	161,034	0	0	0
Fare Collection Equipment (STP)	218,516	174,813	43,703	0	0	0
Support Vehicles (5339)	200,000	160,000	40,000	0	0	0
ITS Equipment (STP ITS)	1,987,999	1,590,400	397,599	0	0	0
Facility Rehabilitation Projects	2,352,741	1,882,193	470,548	0	0	0
Transit Enhancements (STP)	371,340	308,840	12,500	0	50,000	14,710
Transit Enhancements (STP TAP)	267,818	214,255	50,471	0	3,092	0
Sub-total	7,173,111	5,361,809	1,272,648	432,512	106,142	14,710
Projects That Use Discretionary Funds						
Diesel Bus Purchase (5339b – 28 Buses)	13,402,116	10,708,077	0	2,694,039	0	0
Architectural & Engineering Services (Solar Projects)	28,798	23,038	5,760	0	0	0
Facility Rehabilitation (Solar Projects)	227,272	181,818	45,454	0	0	0
Solar Project(s)	695,297	625,767	69,530	0	0	0
Sub-total	14,353,483	11,538,700	120,744	2,694,039	0	0
SUB-TOTAL - All Capital Projects	24,406,719	19,091,936	2,082,090	3,126,551	106,142	14,710
Capital Eligible Expense Reimbursements						
	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
Projects That Use Formula Funds						
Non-Fixed Route ADA Paratransit	2,123,900	1,699,120	424,780	0	0	0
Capital Cost of Contracting (Fixed Route)	46,500	37,200	9,300	0	0	0
Capital Maintenance	5,011,865	4,009,492	552,373	450,000	0	0
Sub-total	7,182,265	5,745,812	986,453	450,000	0	0
Projects That Use CARES & CRRSA Act Funds						
CARES Act Non-Fixed Route ADA Paratransit	0	0	0	0	0	0
CARES Act Emergency Operations	13,000,563	13,000,563	0	0	0	0
CRRSA Act Emergency Operations	18,237,895	18,237,895	0	0	0	0
Sub-total	31,238,458	31,238,458	0	0	0	0
Projects That Use CMAQ Funds						
CMAQ Sponsored Service	800,000	640,000	160,000	0	0	0
Sub-total	800,000	640,000	160,000	0	0	0
SUB-TOTAL - All Contributions to Operations	39,220,723	37,624,270	1,146,453	450,000	0	0
TOTAL	63,627,442	56,716,206	3,228,543	3,576,551	106,142	14,710

KEY CAPITAL PROJECTS

- Introduce new vehicles into fleet
- Renovation to Dispatch office
- Solar array panels
- Bus Barn HVAC System
- 30th Street Training Lot



FY 2022 REVENUE - OPERATING BUDGET



* Charter, Insurance Recoveries, MTF Interest



FY 2022 REVENUE - OPERATING BUDGET

BEGINNING MTTF BALANCE

\$14,038,469

OPERATING REVENUES

MTTF Collections & Interest	\$54,094,106	53.0%
Farebox	\$5,562,597	5.5%
Partnership Fare Sales	\$1,796,605	1.8%
State Funds - IN & KIPDA	\$1,103,856	1.1%
Advertising	\$624,000	0.6%
Other Agency Revenues	\$183,300	0.2%
Charter	\$150,000	0.1%
Total Recoveries - Insurance	\$65,000	0.1%
Total Operating Revenues	<u>\$63,579,464</u>	62.4%

SUBSIDIES

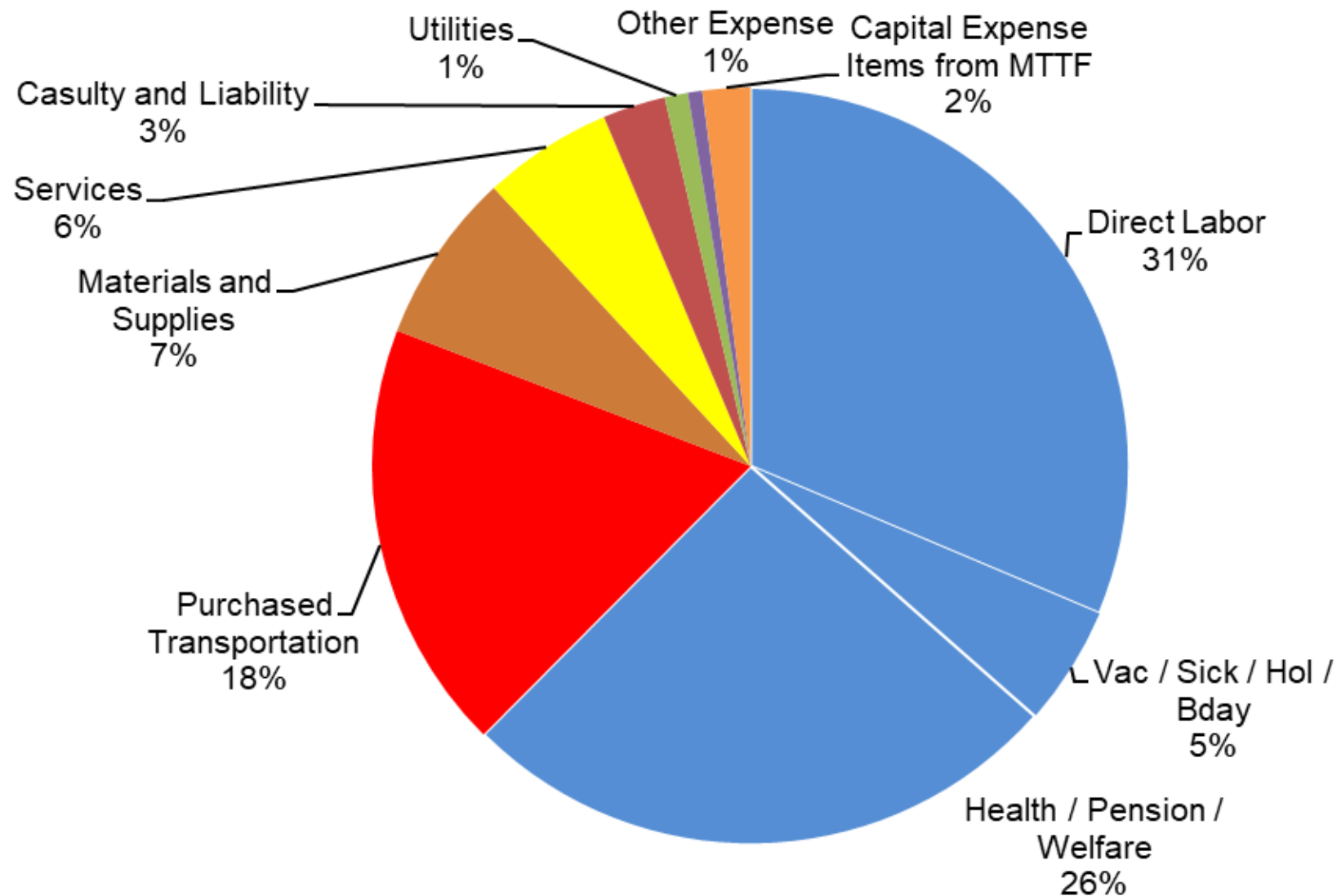
CRRSAA Funds	\$18,237,895	17.9%
CARES Act Funds	\$13,000,563	12.7%
Capital Eligible Reimbursement - FTA Formula Funds	\$7,220,312	7.1%
Total Subsidies	<u>\$38,458,770</u>	37.7%

TOTAL REVENUES

\$102,038,234

100%

FY 2022 EXPENSES - OPERATING BUDGET





FY 2022 EXPENSES - OPERATING BUDGET

OPERATING EXPENSES

Direct Labor	\$32,000,848	32.0%
Fringe Benefits:		0.0%
Vac / Sick / Hol/ Bday	\$5,232,062	5.2%
Health / Pension / Welfare	\$26,501,995	26.5%
Purchasded Transportation	\$18,740,930	18.7%
Materials and Supplies	\$7,458,185	7.5%
Services	\$5,639,222	5.6%
Casualty and Liability	\$2,736,426	2.7%
Utilities	\$1,016,795	1.0%
Other Expenses	\$621,820	0.6%
Interest Expense	\$7,860	0.0%
Total Operating Expenses	\$99,956,144	
Capitall Expense Items from MTTF for local match	\$2,082,090	
TOTAL EXPENSES	\$102,038,234	



FINAL DRAFT FISCAL YEAR 2022 BUDGET

April 27, 2021



MEMORANDUM

To: Mary Morrow, Chair of TARC Board of Directors

From: Carrie Butler, Executive Director

Date: April 27, 2021

Re: Resolution 2021-08 Banking Services

On June 30, 2021, TARC's existing contract for Banking and Financial Services with Fifth Third Bank will be expiring. The services included under that contract include provision of bank accounts for operating, grants and health insurance; five zero balance accounts; and various reports and downloads required by TARC's Finance Department for bank reconciliation and cash management.

On December 15, 2020, Request For Proposal (RFP) 2020658 Banking and Financial Services was released and posted on TransitTalent and TARC's Bonfire page. Additionally, the solicitation document was sent directly to a number of local banking firms in the Metro area.

A Pre-Proposal Conference was held on January 11, 2021 and a period of time was allowed for both the submittal of technical questions and a response by TARC to answer any technical questions submitted. On February 18, 2021, two (2) proposals were received from highly qualified banking firms and both were deemed responsive.

- US Bank
- 5th 3rd Bank

An evaluation committee consisting of subject matter experts deliberated and found Fifth Third Bank to be the most responsible bidder and thus received the highest score. Fifth Third's proposal for Banking and Financial Services was determined to be the most favorable to TARC and TARC employees. A unanimous decision was made to award the contract to the incumbent Fifth Third Bank. Oral Presentations were deemed not necessary by the Review Committee.

The Evaluation Committee recommends the award of Banking and Financial Services contract to Fifth Third Bank. The attached resolution requests the Board of Directors to authorize the Executive Director to enter into a contract with Fifth Third Bank for Banking and Financial Services for an Initial Term of four (4) years and an Option Term of three (3) two-year terms for a possible total of ten years.

Please call me at 561-5100 if you have any questions. Thank you.



RESOLUTION 2021-08

Banking Services

A Resolution authorizing the Executive Director to enter into an Initial Term of four (4) years with an Option of three (3) two-year terms:

WHEREAS, TARC seeks a banking firm to provide and assist TARC with its Banking and Financial Service needs; and

WHEREAS, a solicitation, (RFP) 2020658 Banking and Financial Services Request for Proposal was released and publicized on December 15, 2020; and

WHEREAS, TARC received two (2) proposals for 2020658 Banking and Financial Services from Fifth Third Bank and US Bank, and were deemed responsive; and

WHEREAS, TARC put together an evaluation committee with subject matter expertise regarding banking to evaluate both proposals and found that Fifth Third Bank was the most favorable to TARC and TARC employees; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Transit Authority of River City that:

The Executive Director is hereby authorized to enter into a contract for an Initial Term of four (4) years with an Option of three (3) two-year terms with Fifth Third Bank based upon Exhibit B Price Sheet in the (RFP) 2020658 for Banking & Financial Services incorporated herein by reference for a not-to-exceed total amount of \$201,204.54 annually inclusive of monthly service fees.

ADOPTED THIS 27th DAY OF APRIL 2021

Mary Morrow, Chair of the Board of Directors

**EXHIBIT B -
PRICE SHEET**

INSTITUTION	MONTHLY FEE	YR1 (INITIAL)	YR2 (INITIAL) + Or - CPI	YR3 (INITIAL) + Or - CPI	YR4 (INITIAL) + Or - CPI	YR5 (OPTIONAL) + Or - CPI	YR6 (OPTIONAL) + Or - CPI	YR7 (OPTIONAL) + Or - CPI	YR8 (OPTIONAL) + Or - CPI	YR9 (OPTIONAL) + Or - CPI	YR10 (OPTIONAL) + Or - CPI
53RD BANK	\$1,410.12	\$16,921.44	\$17,577.03	\$18,252.29	\$18,947.80	\$19,664.18	\$20,402.05	\$21,162.06	\$21,944.87	\$22,751.16	\$23,581.64



MEMORANDUM

To: Mary Morrow, Chair of TARC Board of Directors

From: Carrie Butler, Executive Director

Date: April 27, 2021

Re: Resolution 2021-09 and 2021-10
(IFB 20201023 Bus Starter and IFB 20201024 Electrical Parts)

Every year, the maintenance department requests a number of inventory parts to be solicited. These inventory parts are categorized by commodity classes and currently sourced from various vendors. The resulting contracts of these commodities were typically awarded for one year and awarded to either a single or multiple vendors. The procurement department had been soliciting these commodities in an average of every nine (9) months and we have seen an increase in the overall spend.

This year as part of our process improvement and best practices, the procurement department has recommended soliciting these commodity classes once a year and award the resulting contracts as firm fixed-price with an initial term of two (2) or three (3) years with an option to renew for an additional two (2) or three (3) years.

On November 20, 2020, the procurement department released two Invitations for Bids (IFB):

1. IFB 20201023 for Bus Starter Component Parts which included specifications for 15 inventory parts
2. IFB 20201024 for Electrical Parts and Supplies which included a total of 54 inventory parts

The solicitation's intent is to award the contracts to the lowest bidder or bidders. On December 17, 2020 we received responses from multiple qualified bidders and evaluated all the bids based on the requirements and lowest bid proposed.

Based upon the requirements of the solicitations and the proposed lowest bids, the procurement department evaluated both IFBs and the following proposals were deemed as being responsive and responsible.

The following selections were made and the intent to award to multi-vendor based on lowest pricing:

1. IFB 20201023 for Bus Starter Component Parts to: Allied Tools, Inc.; Gillig, LLC; Kirk's Automotive, Inc.; Muncie Transit Supply, Romaine Electric Corporation and Zorkos.



2. IFB 20201024 for Electrical Parts and Supplies to: Gillig, LLC; Kirk's Automotive, Inc.; Muncie Transit Supply; Mohawk Manufacturing and Supply Company; Neopart Transit, LLC and Vehicle Maintenance Program, Inc.

Procurement Department proposes multi-vendor award contracts of the above IFB to these vendors with a not to exceed amount of:

1. IFB 20201023 for Bus Starter Component Parts award to Allied Tools, Inc.; Gillig, LLC; Kirk's Automotive, Inc.; Muncie Transit Supply, Romaine Electric Corporation and Zorkos with a not to exceed amount of \$446, 582.42 for a total term of five (5) years.
2. IFB 20201024 for Electrical Parts and Supplies award to Gillig, LLC; Kirk's Automotive, Inc.; Muncie Transit Supply; Mohawk Manufacturing and Supply Company; Neopart Transit, LLC and Vehicle Maintenance Program, Inc with a not to exceed amount of \$761,524.08 for a total term of five (5) years.

The Review Committee recommends the award of Rolling Stock Parts and Supplies to multi-vendors as specified above. The multi-vendor proposal for both Bus Starter Component Parts and Electrical Parts and Supplies were determined to be the most favorable to TARC and TARC employees.

I am respectfully requesting the Board of Directors to authorize the Executive Director to enter into contracts for five years according to the above specifications. Please call me at 561-5199 if you have any questions. Thank you.



RESOLUTION 2021-09

Electrical Parts and Supplies

A Resolution authorizing the Executive Director to enter into a three (3) year initial term with 2 year optional extension with Allied Tools, Inc.; Gillig, LLC; Kirk's Automotive, Inc.; Muncie Transit Supply; Mohawk Manufacturing and Supply Company; Neopart Transit, LLC and Vehicle Maintenance Program, Inc. based upon the attached bid pricing for Electrical Parts and Supplies:

WHEREAS, TARC seeks a vendor to provide and assist TARC with its Electrical Parts and Supplies needs; and,

WHEREAS, a solicitation, (IFB) 20201024 Electrical Parts and Supplies Invitation for Bid was issued and advertised to the public on November 20, 2020; and,

WHEREAS, TARC received nine (9) proposals for 20201024 Electrical Parts and Supplies and only six (6) proposals from Allied Tools, Inc.; Gillig, LLC; Kirk's Automotive, Inc.; Muncie Transit Supply; Mohawk Manufacturing and Supply Company; Neopart Transit, LLC and Vehicle Maintenance Program, Inc. were determined to be responsive and responsible; and,

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Transit Authority of River City that:

The Executive Director is hereby authorized to enter into a three (3) year initial term with 2 year optional extension contract with Allied Tools, Inc.; Gillig, LLC; Kirk's Automotive, Inc.; Muncie Transit Supply; Mohawk Manufacturing and Supply Company; Neopart Transit, LLC and Vehicle Maintenance Program, Inc. based upon the attached bid pricing for (IFB) 20201024 for Electrical Parts and Supplies for a not-to-exceed amount of \$761,524.08.

ADOPTED THIS 27th DAY OF APRIL 2021

Mary Morrow, Chair of the Board of Directors



RESOLUTION 2021-10

Bus Starter Component and Parts

A Resolution authorizing the Executive Director to enter into a three (3) year initial term with 2 year optional extension with Allied Tools, Inc.; Gillig, LLC; Kirk's Automotive, Inc.; Muncie Transit Supply, Romaine Electric Corporation and Zorkos based upon the attached bid pricing for Electrical Parts and Supplies:

WHEREAS, TARC seeks a vendor to provide and assist TARC with its Electrical Parts and Supplies needs; and,

WHEREAS, a solicitation, (IFB) 20201024 Electrical Parts and Supplies Invitation for Bid was issued and advertised to the public on November 20, 2020; and,

WHEREAS, TARC received nine (9) proposals for 20201024 Electrical Parts and Supplies and only six (6) proposals from Allied Tools, Inc.; Gillig, LLC; Kirk's Automotive, Inc.; Muncie Transit Supply, Romaine Electric Corporation and Zorkos were determined to be responsive and responsible; and,

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Transit Authority of River City that:

The Executive Director is hereby authorized to enter into a three (3) year initial term with 2 year optional extension contract with Allied Tools, Inc.; Gillig, LLC; Kirk's Automotive, Inc.; Muncie Transit Supply, Romaine Electric Corporation and Zorkos based upon the attached bid pricing for (IFB) 20201024 for Electrical Parts and Supplies for a not-to-exceed amount of \$446,582.42.

ADOPTED THIS 27th DAY OF APRIL 2021

Mary Morrow, Chair of the Board of Directors



MEMORANDUM

To: Mary Morrow, Chair of TARC Board of Directors

From: Carrie Butler, Executive Director

Date: April 27, 2021

Re: Resolution 2021-11 Rolling Stock Parts (Diesel Engine IFB 20201031 and Resolution 2021-12 Transmission Parts IFB 20201032)

Every year, the maintenance department requests a number of inventory parts to be solicited. These inventory parts are categorized by commodity classes and currently sourced from various vendors. The resulting contracts of these commodities were typically awarded for one year and awarded to a single or multiple vendors. The procurement department had been soliciting these commodities in an average of every nine (9) months and we have seen an increase in the overall spend.

This year as part of our process improvement and best practice, the procurement department has recommended soliciting these commodity classes once a year and award the resulting contracts as firm fixed-price with an initial term of two (2) or three (3) years with an option to renew for an additional two (2) or three (3) years.

On December 9, 2020, the procurement department released two Invitations for Bids:

1. IFB 20201031 for Diesel Engine Parts of which included specifications for 97 inventory parts
2. IFB 20201032 for Transmission Parts of which included a total of 29 inventory parts

The solicitations intent is to award the contracts to the lowest bidder or bidders. On January 14, 2021 we received responses from multiple qualified bidders and evaluated all the bids based on the requirements and lowest bid proposed.

Based upon the requirements of the solicitations and the proposed lowest bids, the procurement department evaluated both IFBs and the following proposals were deemed as being responsive and responsible.

The following selections were made and the intent to award to multi-vendor based on lowest pricing:

1. IFB 20201031 for Diesel Engine Parts to: Allied Tools, Inc.; Cummins, Inc.; D&W Diesel; Diesel Injection; Gillig, LLC; Kirk's Automotive, Inc.; Mohawk MFG and Supply Co.; Muncie Transit Supply, Neopart; Truck Parts and Services.
2. IFB 20201032 for Transmission Parts to: Clarke Power Energy; Kirk's Automotive, Inc.; Mohawk MFG; Muncie Transit Supply; and Reliable Transmission.



Procurement Department proposes multi-vendor award contracts of the above IFB to the following vendors:

1. IFB 20201031 for Diesel Engine Parts award to: Allied Tools, Inc.; Cummins, Inc.; D&W Diesel; Diesel Injection; Gillig, LLC; Kirk's Automotive, Inc.; Mohawk MFG and Supply Co.; Muncie Transit Supply, Neopart; Truck Parts and Services with a total not to exceed amount of \$3,681,260.27 for a total term of five (5) years across all the vendors mentioned directly above. Annual execution of a requisition, including annual pricing analysis will be provided, and requested to the Board in the amount of \$666,215.33.
2. IFB 20201032 for Transmission Parts award to: Clarke Power Energy; Kirk's Automotive, Inc.; Mohawk MFG; Muncie Transit Supply; and Reliable Transmission with a total not to exceed amount of \$705,189.20 for a total term of five (5) years across all the vendors mentioned directly above. A pricing analysis will be performed annually to ensure pricing reasonableness is within market.

The Review Committee recommends the award of Rolling Stock Parts to multi-vendors as specified above. The multi-vendor proposal for both Diesel Engine Parts and Transmission Parts were determined to be the most favorable to TARC.

The attached resolution requests the Board of Directors to authorize the Executive Director to enter into contracts for five years according to the above specifications. Please call me at (502) 561-5100 if you have any questions. Thank you.



RESOLUTION 2021-11

Diesel Engine Parts

A Resolution authorizing the Executive Director to enter into a three (3) year initial term with 2 year optional extension with Allied Tools, Inc.; Cummins, Inc.; D&W Diesel; Diesel Injection; Gillig, LLC; Kirk's Automotive, Inc.; Mohawk MFG and Supply Co.; Muncie Transit Supply, Neopart; and Truck Parts and Services based upon the attached bid pricing for Diesel Engine Parts:

WHEREAS, TARC seeks a vendor to provide and assist TARC with its Diesel Engine Parts needs; and,

WHEREAS, a solicitation, (IFB) 20201031 Diesel Engine Parts Invitation for Bid was issued and advertised to the public on December 9, 2020; and,

WHEREAS, TARC received twelve (12) proposals for 20201031 Diesel Engine Parts and only ten (10) proposals from Allied Tools, Inc.; Cummins, Inc.; D&W Diesel; Diesel Injection; Gillig, LLC; Kirk's Automotive, Inc.; Mohawk MFG and Supply Co.; Muncie Transit Supply, Neopart; and Truck Parts and Services were determined to be responsive and responsible; and,

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Transit Authority of River City that:

The Executive Director is hereby authorized to enter into a three (3) year initial term with 2 year optional extension contract with Allied Tools, Inc.; Cummins, Inc.; D&W Diesel; Diesel Injection; Gillig, LLC; Kirk's Automotive, Inc.; Mohawk MFG and Supply Co.; Muncie Transit Supply, Neopart; and Truck Parts and Services based upon the attached bid pricing for (IFB) 20201031 Diesel Engine Parts for a not-to-exceed total amount of \$3,681,260.27.

ADOPTED THIS 27TH DAY OF APRIL 2021

Mary Morrow, Chair of the Board of Directors



RESOLUTION 2021-12

Transmission Parts

A Resolution authorizing the Executive Director to enter into a three (3) year initial term with 2 year optional extension with Clarke Power Energy; Kirk's Automotive, Inc.; Mohawk MFG; Muncie Transit Supply; and Reliable Transmission based upon the attached bid pricing for Electrical Parts and Supplies:

WHEREAS, TARC seeks a vendor to provide and assist TARC with its Transmission Parts needs; and,

WHEREAS, a solicitation, (IFB) 20201032 for Transmission Part Invitation for Bid was issued and advertised to the public on December 9, 2020; and,

WHEREAS, TARC received six (6) proposals for 20201032 for Transmission Part and only five (5) proposals from Clarke Power Energy; Kirk's Automotive, Inc.; Mohawk MFG; Muncie Transit Supply; and Reliable Transmission were determined to be responsive and responsible; and,

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Transit Authority of River City that:

The Executive Director is hereby authorized to enter into a three (3) year initial term with 2 year optional extension contract with Clarke Power Energy; Kirk's Automotive, Inc.; Mohawk MFG; Muncie Transit Supply; and Reliable Transmission based upon the attached bid pricing for (IFB) 20201032 for Transmission Part for a total not-to-exceed amount of \$705,189.20.

ADOPTED THIS 27TH DAY OF APRIL 2021

Mary Morrow, Chair of the Board of Directors



MEMORANDUM

To: Mary Morrow, Chair of TARC Board of Directors

From: Carrie Butler, Executive Director

Date: April 27, 2021

Re: Resolution 2021-13 TARC FY 2022 Budget

The Transit Authority of River City (TARC) Fiscal Year FY 2022 budget reflects our mission to deliver transportation services that enhance the Greater Louisville community. The budget was developed with a focus on critical success factors. The dramatic impact of ridership loss and associated fare revenue resulting from the disruption of the COVID-19 pandemic continues to challenge TARC and other transit agencies. Much needed financial support came through the CARES, CRRSA and the new American Relief Act, which helps provide some relief. These funds allow TARC to continue service while moving to the recovery phase of the pandemic. However, in order for TARC to maintain long term financial sustainability, we must continue to focus on our quality of service, rider needs and maintaining adequate financial resources, while exploring visionary opportunities.

During FY 2022 key capital projects will introduce new vehicles into the fleet, add a training lot, improve the Dispatch Office and increase space in the Maintenance bays. We will continue to build and grow our safety culture as well as continued diligence on meeting local, state, and federal guidelines. Our governance structure through the Board of Directors committees will allow for even greater continuous improvements and transparency. The TARC team will be implementing projects and recommendations from the comprehensive operations analysis and will be able to incorporate those findings into the first update to the long-range plan in ten years.

I look forward to working with you in FY2022 and thank you for your leadership, participation, and support of our community.

Please call me at 561-5100 if you have any questions. Thank you.



RESOLUTION 2021-13 TARC FY 2022 Budget

A Resolution approving the TARC FY 2022 budget and authorizing the Executive Director to forward the budget to Louisville Metro Government for its consideration.

WHEREAS, our resources for the FY 2022 budget will be directed towards service and programs that are essential to our long-term sustainability; and,

WHEREAS, quality service including safety continues to be our top priority; and,

WHEREAS, TARC is committed to continuous improvement and exploring visionary opportunities that will deliver transportation service that enhance the Greater Louisville community; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Transit Authority of River City that:

The Executive Director is hereby authorized to forward the TARC FY 2022 Budget to Louisville Metro Government for its consideration.

ADOPTED THIS 27th DAY OF APRIL 2021

Mary Morrow, Chair of the Board of Directors

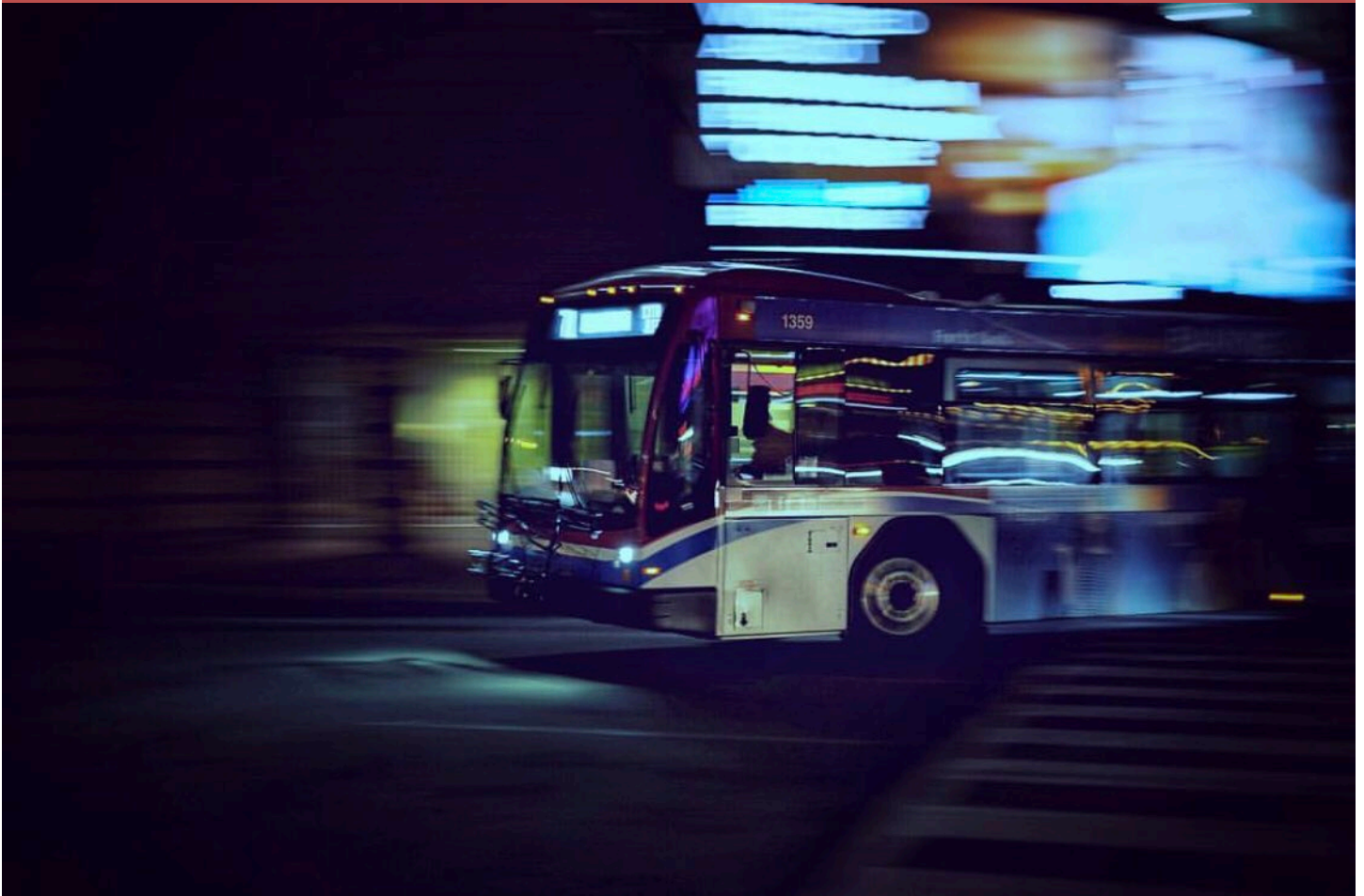


Fiscal Year 2022 Budget and Annual Report

TRANSIT AUTHORITY OF RIVER CITY
APRIL 27, 2021

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INTRODUCTION

This document describes TARC's annual report and budget for the period July 1, 2021 to June 30, 2022 or Fiscal Year (FY) 2022. The annual report focuses on the accomplishments of the preceding and opportunities. The document includes an overall budget, the capital budget, and the operating budget for each of the functional departments at TARC. Within the departmental budgets, a brief overview of the department along with annual projects and initiatives is included. The progress of the budget is reviewed monthly at the TARC Board of Directors meetings through the review of monthly financial statements. A Glossary of Terms is included.



WHAT A YEAR!

TARC's year was eventful to say the least. The debut of a new rapid bus line, transition to a new paratransit contractor, significant disruption and change at the executive level, local civic engagement and discourse, all the while working to respond to the COVID-19 pandemic.

COVID RESPONSE

The past 15 months have been focused primarily on continuing safe and effective operations in the midst of a global pandemic.

OUTLOOK

Where we are, where we are going

The set of challenges of the past year and our team's resiliency and success in response leave us energized and optimistic for the road ahead. A renewed focus on our mission and critical success factors provides the structure for targeted projects and initiatives over the next fiscal year. TARC remains committed to transparency and a high degree of coordination with our local, state and federal partners.

The start of Fiscal Year 2022 has TARC, in the short term, a stable position. Significant support from the federal government from the CARES and CRRSAA funds has allowed TARC to survive the increased challenges of the COVID response. The relative stability of the Jefferson County Occupational License Fee, or Mass Transit Trust Fund, means that TARC's ending balances are at a reasonable level, and expected support from the Kentucky Transportation Cabinet places TARC in a stable near-term position.

ACCOMPLISHMENTS

Awarded \$22 million for fleet replacement from Volkswagen settlement

Reduced preventable accidents

Added 32 new bus shelters, 16 benches and 3 ramps

Shuttle service for primary and general elections

Celebrated Class of 2020 with a bus wrap

Managed operations and executed remote work to follow state guidance

Met Centers for Disease Control and state orders for safety protocols and developed numerous procedures to maintain safe operations for employees

Awarded \$650,000 to local non-profits for transportation for seniors and people with disabilities

Increased social media engagement by 14%

As our regional economy continues to expand—with employment opportunities and housing options covering a multi county, bi-state traveler and commuter workshed—TARC acknowledges that high quality public transportation is not consistently or conveniently available to the full region. The ability for TARC to deliver this level of service is directly related to the amount of revenue received and quite simply the pace of growth geographically has not led to a commensurate rate increase in revenue. Coupled with the growth of costs for paratransit service, maintenance, health insurance and pensions, the ability to keep pace with suburban and exurban development, TARC has not had the luxury of resources to expand service to keep up with the pace of regional development.

Our region absolutely deserves a modern, high quality, well used transit system that gives our citizens options to travel to work, to school, to take care of children, to visit with friends and family, without always being dependent on a car.

The FY 2022 budget and the associated project initiatives focus the TARC team on delivering transportation services that enhance the Greater Louisville community.

Our team will continue efforts to increase and lock in increased funding; complete a long range plan update, redesign our routes and schedules, increase employee engagement, and plan for a low or no emissions bus fleet. We hope that you will join us on our journey and on board in FY 2022.

MISSION STATEMENT & CRITICAL SUCCESS FACTORS

Deliver transportation services that enhance the Greater Louisville community

DELIVER QUALITY SERVICES-SAFE, ACCESSIBLE, SUSTAINABLE

FOCUS ON RIDER NEEDS

SUPPORT THE COMMUNITY'S WELL BEING

MAINTAIN ADEQUATE FINANCIAL RESOURCES

ENGAGE AN EFFECTIVE TEAM

EXPLORE VISIONARY OPPORTUNITIES

GLOSSARY OF TERMS

ADA	AMERICANS WITH DISABILITIES ACT
ADP	AUTOMATIC DATA PROCESSING
APTA	AMERICAN PUBLIC TRANSIT ASSOCIATION
BRT	BUS RAPID TRANSIT
CARES	CORONAVIRUS AID RELIEF AND ECONOMIC SECURITY ACT
CEERS	CAPITAL ELIGIBLE EXPENSE REIMBURSEMENT
CMAQ	CONGESTION MITIGATION AND AIR QUALITY
COA	COMPREHENSIVE OPERATIONAL ANALYSIS
CRRSAA	CORONAVIRUS RESPONSE AND RELIEF SUPPLEMENTAL APPROPRIATIONS ACT
DBE	DISADVANTAGED BUSINESS ENTERPRISE
ELLIPSE	ENTERPRISE ASSET MANAGEMENT SOFTWARE SYSTEM
FTA	FEDERAL TRANSIT ADMINISTRATION
INDOT	INDIANA DEPARTMENT OF TRANSPORTATION
KIPDA	KENTUCKIANA REGIONAL PLANNING AND DEVELOPMENT AGENCY
NIA	KWANZA TERM MEANING PURPOSE
NTD	NATIONAL TRANSIT DATABASE
MPO	METROPOLITAN PLANNING ORGANIZATION
OTP	ON TIME PERFORMANCE
STP	SURFACE TRANSPORTATION PROGRAM OF THE FEDERAL HIGHWAY ADMINISTRATION
TITLE VI	TITLE VI OF THE CIVIL RIGHTS ACT OF 1964

CAPITAL BUDGET

TARC's budget begins with a thorough assessment of capital needs and available capital funds. The Federal Transit Administration (FTA) administers these funds in accordance with the federal transportation authorization act; usually a multi-year bill subject to annual appropriations by congress. Federal dollars run on a federal fiscal year, starting in October and require a non-federal, i.e. state or local funds as a match. Most funds are also distributed on a reimbursement basis, i.e. TARC spends the dollars and is then reimbursed for the expenses. For TARC's FY 2022 budget year, Federal funds will be programmed for the following uses: preventative maintenance of the fleet and facilities, and a portion of the cost of the contracted paratransit service in addition to a number of key capital projects.

As budget preparations began, there was a transition at the federal level for executive and congressional leadership. There is no multi-year federal transportation act, which means that the estimates for a six-year capital program are based on the prior bill, the Fixing Americans Surface Transportation Act. An adjustment to the Capital Program of Projects will be submitted to the Board of Directors once apportionments are announced, or if there is no future transportation act.

In the midst of the COVID-19 pandemic, critical federal funds for operating expenses were made available to TARC to respond to the pandemic through the following: Coronavirus Aid, Relief and Economic Security Act (CARES), Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and as budget preparations were concluding, the American Rescue Plan Act. These funds differ from the federal dollars that TARC typically receives in two ways: the funds do not require a non-federal share and are a one-time only appropriation, meaning that TARC cannot 'count' on these dollars to continue into the future.

CAPITAL PROGRAM OF PROJECTS

The following lists TARC's Capital Program with projects grouped, either by function and/or by funding source. Note: some projects may have multiple funding sources and may be represented in the budget line item in multiple places. A description of each project follows the budget.

Fleet Replacement Program

Paratransit
Fixed Route
Electric
Non-Revenue
Bus Components

Facilities Rehabilitation and Expansion

Architectural and Engineering Services, General Services
Sustainability Program:
Solar Array and Energy Storage (multiple projects)
Security and Access Control Design/Build (NEW) – includes access control cards

Planning and Development Program

Long Range Plan (previously funded, implemented this year)
Transit Infrastructure Enhancements

Business Improvement / Technology Program

Passenger Information Systems
Asset Management Software
Human Resource and Payroll Software
Financial and Budgeting Software

Capital Fund Reimbursement of Eligible Operation Expenses

Non-Fixed Route ADA Paratransit
Capital Cost of 3rd Party Contracting
Capital / Preventative Maintenance

Projects for Future Years / Possible Discretionary Awards

T&O Expansion Project (NEW)
Union Station Customer Service Center Upgrade (NEW)
On-Board and Mobile Fleet Technology Upgrade (NEW)

FY 2022 CAPITAL BUDGET

	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
Projects That Use Local Funds						
Paratransit Vehicles (Municipal Lease 5/3 add year)	140,841	0	140,841	0	0	0
Sub-total	140,841	0	140,841	0	0	0
Projects That Use Formula Funds						
Bus Components	195,132	156,105	39,027	0	0	0
Architectural & Engineering Services	295,680	236,544	59,136	0	0	0
MIS Hardware/Software	98,570	78,856	19,714	0	0	0
Security Enhancements	549,902	439,922	109,980	0	0	0
Rehab Storage Facility	1,500,000	1,200,000	300,000	0	0	0
Operations Planning	100,000	80,000	20,000	0	0	0
Sub-total	2,739,284	2,191,427	547,857	0	0	0
Projects That Use Other (5339 & Flex) Formula Funds						
Diesel Bus Purchase (5339a – 2 Buses)	967,538	385,581	96,395	432,512	53,050	0
A & E Services (5339)	1,989	1,591	398	0	0	0
MIS Hardware/Software (5339)	805,170	644,136	161,034	0	0	0
Fare Collection Equipment (STP)	218,516	174,813	43,703	0	0	0
Support Vehicles (5339)	200,000	160,000	40,000	0	0	0
ITS Equipment (STP ITS)	1,987,999	1,590,400	397,599	0	0	0
Facility Rehabilitation Projects	2,352,741	1,882,193	470,548	0	0	0
Transit Enhancements (STP)	371,340	308,840	12,500	0	50,000	14,710
Transit Enhancements (STP TAP)	267,818	214,255	50,471	0	3,092	0
Sub-total	7,173,111	5,361,809	1,272,648	432,512	106,142	14,710
Projects That Use Discretionary Funds						
Diesel Bus Purchase (5339b – 28 Buses)	13,402,116	10,708,077	0	2,694,039	0	0
Architectural & Engineering Services (Solar Projects)	28,798	23,038	5,760	0	0	0
Facility Rehabilitation (Solar Projects)	227,272	181,818	45,454	0	0	0
Solar Project(s)	695,297	625,767	69,530	0	0	0
Sub-total	14,353,483	11,538,700	120,744	2,694,039	0	0
SUB-TOTAL - All Capital Projects	24,406,719	19,091,936	2,082,090	3,126,551	106,142	14,710
Capital Eligible Expense Reimbursements						
	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
Projects That Use Formula Funds						
Non-Fixed Route ADA Paratransit	2,123,900	1,699,120	424,780	0	0	0
Capital Cost of Contracting (Fixed Route)	46,500	37,200	9,300	0	0	0
Capital Maintenance	5,011,865	4,009,492	552,373	450,000	0	0
Sub-total	7,182,265	5,745,812	986,453	450,000	0	0
Projects That Use CARES & CRRSA Act Funds						
CARES Act Non-Fixed Route ADA Paratransit	0	0	0	0	0	0
CARES Act Emergency Operations	13,000,563	13,000,563	0	0	0	0
CRRSA Act Emergency Operations	18,237,895	18,237,895	0	0	0	0
Sub-total	31,238,458	31,238,458	0	0	0	0
Projects That Use CMAQ Funds						
CMAQ Sponsored Service	800,000	640,000	160,000	0	0	0
Sub-total	800,000	640,000	160,000	0	0	0
SUB-TOTAL - All Contributions to Operations	39,220,723	37,624,270	1,146,453	450,000	0	0
TOTAL	63,627,442	56,716,206	3,228,543	3,576,551	106,142	14,710

CAPITAL PROJECTS THAT USE LOCAL FUNDS**Paratransit Vehicles** **\$140,841**

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 third year of five of twelve payments on these 10 vehicles. Funded by Municipal Loan from 5/3 Bank.

CAPITAL PROJECTS THAT USE URBANIZED AREA FORMULA FUNDS**Bus Components** **\$195,132**

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 such as engines and transmissions when economical for bus repair. Funded by grants KY2017008, KY2018013 and TARC's FFY 2021 5339 allocation.

Architectural & Engineering Services **\$295,680**

These funds will be used on an as needed basis for design and engineering work associated with rehabilitation of TARC facilities. A portion will be used for environmental engineering services associated with the preparation of permits and plans necessary to maintain compliance with Federal, State and local regulations, or to help TARC with National Environmental Protection Act (NEPA) analyses where required for facilities projects. Funded by grants KY2018013, KY2019004, and KY2020009.

MIS Hardware/Software **\$98,570**

These funds will be used for software upgrades as needed for various existing computer systems, as well as for additional and replacement computer hardware as needed. TARC has several implementations underway or planned, including our new data warehouse and business intelligence system. Funded by grants KY2018013, KY2019004 and KY2020009.

Security Enhancements **\$549,902**

TARC will use these funds to improve our security infrastructure. The project may include integration and upgrades of our facility surveillance and access control systems, as well as physical improvements to better control access to our facilities. Funded by grants KY2018013, KY2019004, and KY2020009.

Storage Facility Rehabilitation **\$1,500,000**

TARC will use these funds to replace the heating and ventilation system in our bus storage facility. That system, installed in 1996, has reached end of life. Its condition is very poor. Funded by our FFY 2021 5307 allocation.

Operations Planning Projects **\$100,000**

TARC will use these funds to address short term planning projects that improve our service to the community while also improving the efficiency and effectiveness of our operations. Funded by TARC's FY 2022 5307 allocation.

CAPITAL PROJECTS THAT USE BUS AND BUS FACILITY FORMULA AND FHWA FUNDS**Bus Purchase** **\$967,538**

These funds will be used to acquire two additional 35-foot buses. The new buses will replace buses in service since 2004 that are well past their useful lives. Funded by VW Settlement funds from the Commonwealth of Kentucky and by TARC's FFY 2019 5339 allocation.

Architectural & Engineering Services **\$1,989**

These funds will be used on an as needed basis for environmental engineering services associated with the preparation of permits and plans necessary to maintain compliance with Federal, State and local regulations. Funded by FFY 2018 5339 allocations.

MIS Hardware/Software **\$805,170**

These funds will be combined with the Urbanized Area Formula funds identified above for software upgrades to existing computer systems, improvements to our asset management system (Ellipse), as well as for additional and replacement computer hardware as needed. Funded by FFY 2019 5339 allocations and KY2016017 [FHWA Surface Transportation Program (STP) transfer].

Fare Collection Equipment **\$218,516**

TARC intends to use these funds to acquire a new mobile ticketing solution. Some portion may also be used to upgrade our MyTARC fare collection system from a card-based to an account-based method of financial transactions. Local matching funds will be provided from the MTTF. Funded by \$218,516 from grant KY95X011.

Support Vehicles **\$200,000**

These funds will be used to replace some of TARC's current fleet of supervisory vehicles, which are well beyond their useful life. Funded by TARC's FFY 2020 5339 allocation.

Intelligent Transportation System (ITS) Equipment **\$1,987,999**

These funds are set aside for the acquisition, installation and implementation of ITS systems such as computer aided dispatching or passenger information systems. Funded by KY2016017 (STP transfer).

Facility Rehabilitation **\$2,352,741**

TARC will use these funds to expand Union Station's maintenance facility, and on other prioritized facility rehabilitation or renovation projects. One project that has been identified is improvement of our lot on 30th Street so that it may be used for bus operating training. Other projects may include pavement repairs, and replacement of TARC vehicle hoists. Funded by TARC's FFY 2019 and 2020 5339 allocation.

Transit Enhancements **\$371,340**

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. \$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. Funded by STP grants KY2018017 and KY2018022.

Transit Enhancements – Transportation Alternative Program (TAP) \$267,818

These funds are obligated to bus stop access projects along Spring Street in Jeffersonville and at Park Place Mall on Dixie Highway. Funded by FHWA TAP awards.

CAPITAL PROJECTS THAT USE DISCRETIONARY FUNDS

Bus Purchase \$13,402,116

In November 2019 TARC received an award of \$17.3 million from the FTA's 5339 (b) Bus and Bus Facilities Discretionary (competitive) program. After receipt of the first 17 buses associated with this award during fiscal year 2021, TARC will use the remaining funds to purchase 28 diesel powered buses that will be delivered in TARC fiscal year 2022. The Federal funds will be matched by an allocation of funds from Kentucky's Volkswagen settlement. Funded by KY2020020 and VW Settlement funds.

Architectural & Engineering Services \$28,798

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 one or more of our facilities. Funded by LowNo grant KY260005.

Facility Rehabilitation \$227,272

These LowNo funds will be used on modifications to the TARC buildings necessary to accommodate new solar arrays. Funded by LowNo grant KY260005.

Purchase Electric Power Distribution \$695,297

These funds from the Low or No Emissions Vehicle program will be used to acquire and install solar arrays on one or more of our facilities. The goal of that solution is to reduce TARC's peak energy demand. Funded by LowNo grant KY260005.

CAPITAL ELIGIBLE EXPENSE REIMBURSEMENTS PROJECTS THAT USE FORMULA FUNDS

Non-Fixed Route ADA Paratransit \$2,123,900

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. Funded by FFY 2021 5307 allocation.

Capital Cost of 3rd Party Contracting – Fixed Route \$46,500

For many years this service has been operated through a third-party contract to TARC. TARC will consider discontinuing this service or operating it directly in FFY 2021. Funded by FFY 2021 5307 allocation.

Capital Maintenance**\$5,011,865**

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. Funded by FFY 2021 5307 allocation.

PROJECTS THAT USE CARES & CRRSA ACT FUNDS**CARES Act Emergency Operations****\$13,000,563**

TARC will expend the balance of its CARES Act allocation to support operations during fiscal year 2022. CARES Act funds may be expended on Personal Protective Equipment (PPE), other COVID related expenses, and to cover transit agency operating deficits. The funds require no local match.

CRRSA Act Emergency Operations**\$18,237,895**

Just as with CARES Act funds, funds allocated to TARC from the Coronavirus Response and Relief Supplemental Appropriations Act are available for operating expenses of transit agencies related to the response to a COVID-19 public health emergency, including reimbursement for operating costs to maintain service and lost revenue, as well as the purchase of PPE. CRRSAA funds require no local match.

PROJECTS THAT USE CMAQ FUNDS**CMAQ Sponsored Service****\$800,000**

These funds from the FHWA's Congestion Mitigation and Air Quality program have been allocated to TARC by KIPDA and the Commonwealth of Kentucky to support new service to employment destinations in southern Indiana and in south Louisville. The funds require a 20% local match.

OPERATING BUDGET

The Fiscal Year 2022 Operating Budget reflects our mission to deliver transportation services that enhance the Greater Louisville community. The dramatic impact of ridership loss and associated fare revenue resulting from the disruption of the COVID-19 pandemic continues to challenge TARC and other transit agencies. Much needed financial support came through the CARES, CRRSAA and the new American Relief Act, which helps provide some relief. These funds allow TARC to continue service while moving to the recovery phase of the pandemic. However, in order for TARC to maintain long term financial sustainability, we must continue to focus on our quality of service, rider needs and maintaining adequate financial resources, while exploring visionary opportunities.

The budget was developed with a focus on critical success factors and the Departmental budgets that follow include strategies and objectives organized around these success factors. The budgets also include Targets, which serve as key performance indicators to measure success and failures throughout the year. Some of the targets are new or are listed as 'to be determined' as part of the continuous improvement process this year.



TARGET

Measures or indicators that can be tracked and reported on throughout the year. Ridership, safety and accidents, views on website, attendance at community events are typical.



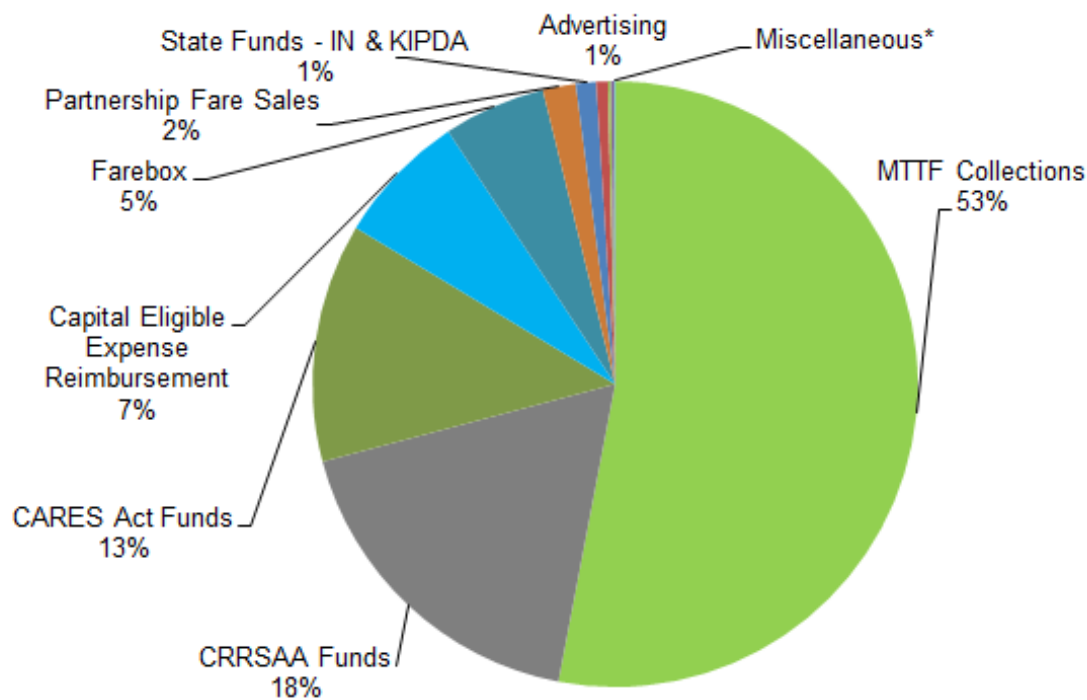
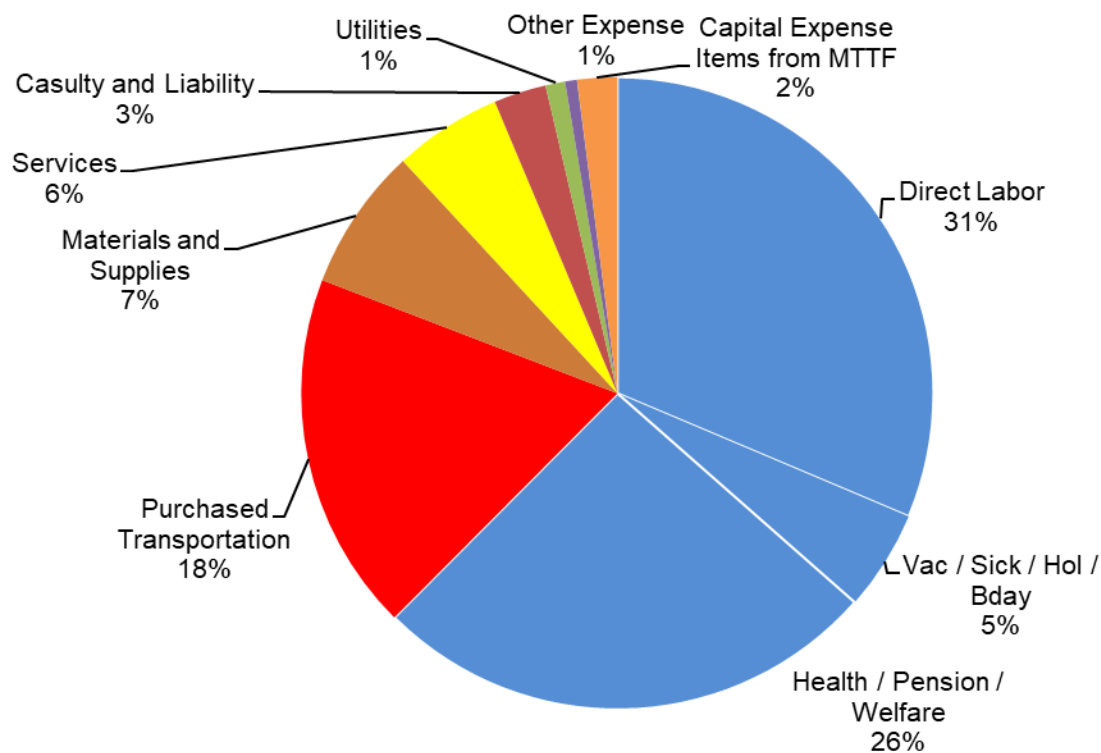
KEY PROJECTS

Activities, which may or may not include a capital need. These actions typically include multiple departments and are under a longer time frame to complete.



SUCCESS FACTORS

Actions with a strategic purpose that serve to meet TARC's mission. May include recurring actions and some departments have specific regulatory requirements.

OPERATING BUDGET BY OBJECT CLASS: REVENUE**OPERATING BUDGET BY OBJECT CLASS: EXPENSES**

BUDGET BY OBJECT CLASS	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 BUDGET
BEGINNING MTTF BALANCE	\$14,205,466	\$12,910,397	\$14,038,469	\$14,038,469
OPERATING REVENUE				
FAREBOX	\$7,228,489	\$8,356,711	\$5,297,711	\$5,562,597
SPECIAL FARES	\$1,771,409	\$2,087,100	\$1,818,520	\$1,796,605
CHARTER	\$0	\$290,700	\$0	\$150,000
ADVERTISING	\$624,167	\$634,165	\$624,000	\$624,000
OTHER AGENCY REVENUES	\$1,418,698	\$183,300	\$153,300	\$183,300
TOTAL RECOVERIES - INSURANCE	\$89,789	\$70,000	\$65,000	\$65,000
MTTF COLLECTIONS	\$56,345,944	\$53,101,155	\$56,101,155	\$54,092,106
MTTF INTEREST	\$27,346	\$20,000	\$1,500	\$2,000
STATE GOVERNMENT FUNDS	\$1,786,447	\$1,252,666	\$1,103,856	\$1,103,856
FED REIMB FUNDS-ACCESS TO JOBS	\$384,500	\$384,500	\$384,500	\$384,500
MTTF PRINCIPAL	\$166,997	\$1,313,759	\$0	\$0
TOTAL REVENUES	\$69,843,786	\$67,694,056	\$65,549,542	\$63,963,964
OPERATING EXPENSES				
DIRECT LABOR	\$28,465,942	\$28,539,806	\$30,098,590	\$32,000,848
FRINGE BENEFITS:				
VAC/HOL/SICK/BDAY	\$4,825,939	\$4,812,204	\$5,139,760	\$5,232,062
HEALTH/WELFARE/PENSION	\$22,537,355	\$22,217,454	\$25,035,070	\$26,501,995
SERVICES	\$5,547,999	\$5,336,874	\$5,499,658	\$5,639,222
MATERIAL & SUPPLIES	\$6,852,225	\$6,843,550	\$6,596,840	\$7,458,185
UTILITIES	\$906,156	\$958,796	\$901,100	\$1,016,796
CASUALTY & LIABILITY	\$3,011,088	\$2,646,356	\$2,696,770	\$2,736,426
PURCHASED TRANSPORTATION	\$16,023,819	\$19,597,253	\$15,419,540	\$18,740,930
INTEREST EXPENSE	\$34,873	\$15,568	\$13,320	\$7,860
OTHER EXPENSE	\$582,120	\$715,070	\$441,500	\$621,820
TOTAL OPERATING EXPENSE	\$88,787,516	\$91,682,931	\$91,842,148	\$99,956,144
CAPITAL ELIGIBLE EXPENSE				
REIMBURSEMENT	(\$18,156,620)	(\$19,752,312)	(\$3,381,739)	(\$7,982,265)
CARES ACT FUNDING	(\$4,341,151)	(\$9,602,228)	(\$24,234,285)	(\$13,000,563)
CRRSAA FUNDING	\$0	\$0	\$0	(\$18,237,895)
NET OPERATING EXPENSE	\$66,289,745	\$62,328,391	\$64,226,124	\$60,735,421
MTTF CAPITAL SHARE	\$3,554,041	\$5,365,665	\$1,323,418	\$3,228,543
TOTAL OPERATING/CAPITAL	\$69,843,786	\$67,694,056	\$65,549,542	\$63,963,964
ENDING MTTF BALANCE	\$14,038,469	\$11,596,638	\$14,038,469	\$14,038,469

BUDGET BY DEPARTMENT	FY20 ACTUAL	FY21 BUDGET	FY21 ESTIMATE	FY22 BUDGET
BEGINNING MTTF BALANCE	\$14,205,466	\$12,910,397	\$14,038,469	\$14,038,469
OPERATING REVENUE				
FAREBOX	\$7,228,489	\$8,356,711	\$5,297,711	\$5,562,597
SPECIAL FARES	\$1,771,409	\$2,087,100	\$1,818,520	\$1,796,605
CHARTER	\$0	\$290,700	\$0	\$150,000
ADVERTISING	\$624,167	\$634,165	\$624,000	\$624,000
OTHER AGENCY REVENUES	\$1,418,698	\$183,300	\$153,300	\$183,300
TOTAL RECOVERIES - INSURANCE	\$89,789	\$70,000	\$65,000	\$65,000
MTTF COLLECTIONS	\$56,345,944	\$53,101,155	\$56,101,155	\$54,092,106
MTTF INTEREST	\$27,346	\$20,000	\$1,500	\$2,000
STATE GOVERNMENT FUNDS	\$1,786,447	\$1,252,666	\$1,103,856	\$1,103,856
FED REIMB FUNDS-ACCESS TO JOBS	\$384,500	\$384,500	\$384,500	\$384,500
MTTF PRINCIPAL	\$166,997	\$1,313,759	\$0	\$0
TOTAL REVENUES	\$69,843,786	\$67,694,056	\$65,549,542	\$63,963,964
OPERATING EXPENSES				
TRANSPORTATION	\$38,516,234	\$37,478,341	\$41,512,130	\$44,076,806
MAINTENANCE	\$15,535,723	\$16,797,008	\$16,824,940	\$18,220,336
PARATRANSIT/CUST SERVICE	\$17,920,483	\$21,200,074	\$17,165,120	\$20,610,946
MARKETING/COMMUNICATION	\$786,016	\$660,081	\$706,250	\$904,890
PLAN/SCHED	\$996,135	\$1,609,377	\$1,162,840	\$1,315,852
EXECUTIVE OFFICE	\$2,758,123	\$2,129,757	\$2,108,270	\$2,109,591
GRANTS	\$443,299	\$434,901	\$439,320	\$464,263
SAFETY	\$5,594,578	\$4,878,187	\$4,990,200	\$5,081,922
PURCHASING	\$890,649	\$934,936	\$906,800	\$1,067,799
IT	\$3,148,748	\$3,206,554	\$3,316,938	\$3,511,466
FINANCE	\$1,320,702	\$1,525,261	\$1,574,520	\$1,604,130
HUMAN RESOURCES	\$795,777	\$828,454	\$1,134,820	\$988,143
TRAINING	\$81,049	\$0	\$0	\$0
TOTAL OPERATING EXPENSE	\$88,787,516	\$91,682,931	\$91,842,148	\$99,956,144
CAPITAL ELIGIBLE EXPENSE				
REIMBURSEMENT	(\$18,156,620)	(\$19,752,312)	(\$3,381,739)	(\$7,982,265)
CARES ACT FUNDING	(\$4,341,151)	(\$9,602,228)	(\$24,234,285)	(\$13,000,563)
CRRSAA FUNDING	\$0	\$0	\$0	(\$18,237,895)
NET OPERATING EXPENSE	\$66,289,745	\$62,328,391	\$64,226,124	\$60,735,421
MTTF CAPITAL SHARE	\$3,554,041	\$5,365,665	\$1,323,418	\$3,228,543
TOTAL OPERATING/CAPITAL	\$69,843,786	\$67,694,056	\$65,549,542	\$63,963,964
ENDING MTTF BALANCE	\$14,038,469	\$11,596,638	\$14,038,469	\$14,038,469

TRANSPORTATION BUDGET

TARC's largest in budget and by number of employees department is transportation, with over 400 employees. Running service nearly 24 hours a day, seven days a week, 365 days per year. This department is the core function of TARC and our service. The Transportation team works diligently to promote positive customer relations and continuously work to improve customer service quality.

TARGETS

- a) Reduce costumer complaints annually by 5%.
- b) Respond to complaints within 8 days.
- c) To provide On-Time Performance of 85%.
- d) Eliminate missed trips / 100% service out of the gate, every day.

DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Review and analyze operational data collected from the Trapeze Novus system to check on on-time performance and reliability with regard to running time.
- Increase service reliability by ensuring staffing levels are maintained through attendance, absentee, retention and training.
- Meet or exceed compliance with the Americans with Disabilities Act and address any deficiencies through counseling, new technology and/or training.
- To improve Radio Communication and response times by adding a team member during afternoon and evening hours.
- Develop consistent employee and departmental communications using verbal, print and visual media (Marketing as partner).

FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Provide neighborhood level service for customers through TARC Shoppers.
- Provide transportation for regional and national events such as, Derby, Thunder Over Louisville, St. James Art Fair, University of Louisville, and Emergency Services for Metro Louisville.

MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Manage departmental labor costs by overtime reductions and paid sick leave.
- Meet and maintain staffing levels for Coach Operators (Human Resources as partner)
- Review and update the Attendance Policy from 2002
- Then, manage and enforce the Attendance Policy through addressing concerns around absenteeism, the point system and rewarding employees for attendance.

ENGAGE AN EFFECTIVE TEAM

- Explore team building opportunities to improve morale.
- Develop a departmental training program to prepare the team for future challenges and professional opportunities (Human Resources as partner)

-
- Develop new Dispatch and Road Supervisors by providing ongoing professional development opportunities
 - Develop a skills course to enhance Coach Operator driving skills.
 - Start a mentorship program to help new hires transition to the road.
 - Continue weekly operational meetings with Supervisors and departmental managers.

EXPLORE VISIONARY OPPORTUNITIES

- Build relationships with peer transit agencies to learn best practices and new service methods in fixed route operations.
- Research e-learning programs in order to manage and enhance employee professional development.

KEY PROJECTS

Dispatch Office Renovations

Build out “skills” course for new hire and on-going Coach Operator training

DEPARTMENT: TRANSPORTATION

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
DIRECT LABOR	\$17,854,165	\$19,354,160	\$20,187,922
FRINGE BENEFITS	\$15,813,684	\$18,488,420	\$19,370,719
SERVICES	\$0	\$0	\$0
MATERIAL & SUPPLIES	\$3,619,768	\$3,539,460	\$4,290,845
UTILITIES	\$160,000	\$112,310	\$162,000
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$30,720</u>	<u>\$17,780</u>	<u>\$65,320</u>
SUB TOTAL	\$37,478,337	\$41,512,130	\$44,076,806
CEER	<u>(\$6,172,748)</u>	<u>(\$10,902,525)</u>	<u>(\$20,038,458)</u>
TOTAL	<u><u>\$31,305,589</u></u>	<u><u>\$30,609,605</u></u>	<u><u>\$24,038,348</u></u>

CATEGORY: SALARIES & WAGES

JOB TITLE: NON-BARGAINING	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
DIR. OF TRANSPORTATION	1	1		
ASST. DIR. OF TRANS	0	1		
TRANS TRAINING MGR	1	1		
TRAINING SUPERVISOR	0	1		
OPERATIONS MANAGER	2	1		
DISPATCH MANAGER	1	1		
DISPATCH COORDINATOR	1	1		
DISPATCH SUPERVISORS	3	3		
DATA ANALYST MANAGER	0	1		
RELIEF SUPERVISOR	1	1		
CONTROL CENTER MANAGER	1	1		
PM CONTROL CENTER MGR	0	1		
OPERATION SUPERVISORS	10	10		
SERVICE DELIVERY COOR	1	1		
ADMIN OFFICE COOR	1	1		
TOTAL NON-BARGAINING	24	26	\$1,613,312	\$1,389,342
JOB TITLE: BARGAINING-UNION				
CLERK	3	3		
OPERATORS	360	376		
PART-TIME OPERATORS	7	4		
RADIO	4	3		
JANITOR	1	1		
TOTAL BARGAINING POSITIONS	375	387	\$21,902,826	\$18,798,580
TOTAL SALARIES & WAGES	399	413	<u>\$23,516,138</u>	<u>\$20,187,922</u>

CATEGORY: FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$1,601,200	\$1,728,196	\$1,798,984
PENSION	\$4,021,948	\$5,435,334	\$6,288,551
HOSPITALIZATION	\$5,201,955	\$5,883,700	\$6,143,668
VISION	\$77,904	\$71,730	\$59,832
DENTAL	\$262,044	\$245,160	\$212,580
LIFE INSURANCE	\$63,360	\$62,410	\$66,060
DISABILITY	\$141,692	\$158,300	\$105,828
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$1,200,000	\$1,500,000	\$1,200,000
SICK PAY	\$992,836	\$1,052,840	\$1,097,696
HOLIDAY PAY	\$703,437	\$703,440	\$802,232
VACATION PAY	\$1,236,338	\$1,336,340	\$1,268,588
OTHER PAID ABSENCES	\$143,970	\$143,970	\$159,700
UNIFORM ALLOWANCES	\$165,000	\$165,000	\$165,000
OTHER FRINGES	\$2,000	\$2,000	\$2,000
TOTAL FRINGE BENEFITS	\$15,813,684	\$18,488,420	\$19,370,719

CATEGORY: MATERIALS & SUPPLIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
DIESEL FUEL	\$2,798,864	\$2,648,860	\$3,315,585
DIESEL EXHAUST FLUID	\$24,000	\$19,000	\$24,000
TIRE LEASE	\$616,836	\$607,530	\$658,692
OFFICE SUPPLIES & COVID SUPPLIES	\$9,000	\$109,000	\$109,000
PRINTER SUPPLIES	\$5,000	\$5,000	\$5,000
STATE EXCISE TAX ON DIESEL	\$118,068	\$102,070	\$130,568
LUBRICANTS FOR BUSES	\$48,000	\$48,000	\$48,000
TOTAL MAT / SUPPLIES	\$3,619,768	\$3,539,460	\$4,290,845

DIESEL FUEL \$1.642 July
DIESEL FUEL \$1.79 Aug - June
TAX \$0.07
MPG 4.75

	Total Miles	Gallons @ 4.75 mpg	Fuel Cost
July	745,073	156,857	\$257,559
August	719,242	151,419	\$271,040
September	745,417	156,930	\$280,905
October	730,274	153,742	\$275,198
November	786,190	165,514	\$296,270
December	723,427	152,300	\$272,617
January	698,031	146,954	\$263,048
February	770,382	162,186	\$290,313
March	731,289	153,956	\$275,581
April	716,989	150,945	\$270,192
May	763,719	160,783	\$287,802
June	729,910	153,665	\$275,060

TOTAL 8,859,943 1,865,251 \$3,315,585

One cent increase in fuel = \$17,083

CATEGORY:	UTILITIES		
	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
PROPULSION POWER	\$160,000	\$112,310	\$162,000
TOTAL UTILITIES	<u>\$160,000</u>	<u>\$112,310</u>	<u>\$162,000</u>

CATEGORY:**OTHER**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
CHARGING STATION RENTAL	\$720	\$720	\$720
BUS ROADEO	\$10,000	\$0	\$10,000
TRANSPORTATION TRAINING	\$20,000	\$17,060	\$54,600
TOTAL OTHER	<u>\$30,720</u>	<u>\$17,780</u>	<u>\$65,320</u>

CATEGORY:**CAPITAL ELIGIBLE EXPENSE REIMBURSEMENT**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
TIRE LEASE	(\$550,000)	\$0	\$0
CARES FUNDING	(\$5,622,748)	(\$10,902,525)	(\$1,000,563)
CRRSAA FUNDING	\$0	\$0	(\$18,237,895)
CMAQ SPONSORED SERVICE*	\$0	\$0	(\$800,000)
 TOTAL CEER	 <u>(\$6,172,748)</u>	 <u>(\$10,902,525)</u>	 <u>(\$20,038,458)</u>

* 2 Cross River routes – INDOT
 1 Outer Loop route - KYTC

MAINTENANCE DEPARTMENT BUDGET

The Maintenance Department's 129 team members keep service running each and every day through fleet and facilities maintenance, cleaning, fueling and servicing the 378 vehicles in the fleet.

TARGETS

- a) Enforce established preventative maintenance intervals.
- b) Maintain at least 3,200 miles between chargeable road calls.
- c) Take delivery of 46 or more clean diesel buses.
- d) Improve the cleanliness and cosmetic appearance of coaches.
- e) Perform, at a minimum, an interior cleaning of the active fleet every 30 days (100 %).

DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Continuously work to promote efficient and effective vehicle and facilities maintenance while maintaining quality service.
- Ensure that providing safe coaches to customers remains the top priority and that reliability is the number one objective
- Active supervision on job assignment, monitoring performance and completion.
- Continually update preventative maintenance programs to meet the needs of current and future fleets.
- Ensure that maintenance teams are aggressive in performing preventative maintenance.
- Perform quality assurance inspections.
- Empower and encourage each team member to be an environmental steward.
- Continue switching to more environmentally friendly materials and products to reduce waste and negative impact to our environment.
- Adhere to recycling processes.

FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Ensure that an appropriate number of coaches are available to meet peak mark-out requirements.
- Promptly repair vandalism damage.
- Ensure facilities and grounds are kept in a neat and professional appearance.
- Continue to assist non-profits and sub-recipients with their maintenance needs.
- Support efforts towards cultural vitality, social equity and economic prosperity.
 - Participate in fund raising opportunities for arts and cultural events.
 - Ensure all employees are treated fairly and afforded the same opportunities.
 - Encourage employee growth through education and awareness.

MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Challenge maintenance staff to reduce overtime and cost reduction of materials, supplies, parts and waste.
- Explore and implement sustainable business practices that protect the environment and conserve energy.
- Ensure the use of sustainability as a tool for improvement.
- Active participation in the reduction of waste (i.e. time, materials, water and energy).
- Continue utilizing the annex maintenance building to maximize the use of natural lighting and energy consumption reduction.

ENGAGE AN EFFECTIVE TEAM

- Ensure maintenance team receives training on the latest technologies incorporated on current and future coaches.
- Provide familiarization training to all new maintenance team members prior to job assignments.
- Allow service division team members the opportunity for advancement and career development through the maintenance training and apprenticeship programs.
- Promote teamwork by providing cross-training for the current maintenance management team.
- Build employee morale through respect, communication, freedom and flexibility.
- Promote work life balance.
- Encourage team members to interact outside the office.
- Implement TARC apprenticeship program.

EXPLORE VISIONARY OPPORTUNITIES

- Continue to refine and update TARC's Transit Asset Management plan.
- Explore more fuel-efficient transit vehicle options.
- Work with outside vendors to test the latest technologies to improve engine performance, fuel mileage and exhaust emissions.

KEY PROJECTS

Complete T&O building extension to the west side of the maintenance shop.

DEPARTMENT: MAINTENANCE

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
DIRECT LABOR	\$6,059,022	\$6,059,000	\$6,726,377
FRINGE BENEFITS	\$6,764,128	\$6,871,540	\$7,428,359
SERVICES	\$449,200	\$460,200	\$502,200
MATERIAL & SUPPLIES	\$2,809,658	\$2,739,200	\$2,812,400
UTILITIES	\$670,000	\$670,000	\$726,000
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$45,000</u>	<u>\$25,000</u>	<u>\$25,000</u>
SUB TOTAL	\$16,797,008	\$16,824,940	\$18,220,336
CEER	<u>(\$15,622,770)</u>	<u>(\$10,970,251)</u>	<u>(\$17,011,865)</u>
TOTAL	<u><u>\$1,174,238</u></u>	<u><u>\$5,854,689</u></u>	<u><u>\$1,208,471</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE: NON-BARGAINING	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF MAINTENANCE	1	1		
ASST. DIR. OF MAINTENANCE	1	1		
DIVISION MNT. SUPERVISOR	2	2		
SUPV. MNT. BODY SHOP	1	1		
VEH. MNT. SUPERVISOR	6	6		
GENERAL MNT. SUPERVISOR	1	1		
SERVICE MNT. SUPERVISOR	2	2		
ADMINISTRATIVE ASSISTANT	1	1		
MAINTENANCE ASSET MGR.	1	1		
MAINTENANCE TRAINER	1	1		
TOTAL NON-BARGAINING	17	17	\$1,076,725	\$908,781
JOB TITLE: UNION POSITIONS				
APPRENTICE	3	3		
BODY VANDALISM	1	1		
BODY REPAIR ACCIDENT	2	2		
BUILDING MAINTENANCE	5	5		
FAREBOX MAINTENANCE	3	3		
GAR MECH-AC-BODY-SHOP	63	69		
GARAGE OPERATION-CLEAN	26	27		
MECHANIC SERV VEHICLES	2	2		
TOTAL UNION POSITIONS	105	112	\$6,733,613	\$5,817,596
TOTAL SALARIES & WAGES	122	129	<u>\$7,810,338</u>	<u>\$6,726,377</u>

CATEGORY:

FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$538,566	\$539,330	\$597,486
PENSION	\$1,683,023	\$1,696,260	\$2,092,760
HOSPITALIZATION	\$2,628,696	\$2,716,320	\$2,731,596
VISION	\$27,648	\$26,660	\$25,236
DENTAL	\$91,728	\$89,080	\$85,872
LIFE INSURANCE	\$19,320	\$19,530	\$20,112
DISABILITY	\$31,560	\$30,760	\$28,836
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$650,000	\$650,000	\$650,000
SICK PAY	\$298,092	\$298,090	\$326,660
HOLIDAY PAY	\$227,715	\$227,720	\$253,166
VACATION PAY	\$407,556	\$417,560	\$452,134
OTHER PAID ABSENCES	\$47,724	\$47,730	\$52,001
UNIFORM ALLOWANCES	\$112,000	\$112,000	\$112,000
OTHER FRINGES	\$500	\$500	\$500
TOTAL FRINGE BENEFITS	\$6,764,128	\$6,871,540	\$7,428,359

CATEGORY:**SERVICES**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
TOWING	\$60,000	\$54,000	\$48,000
ELEVATOR	\$10,000	\$8,000	\$6,000
RADIO MAINTENANCE	\$100,000	\$100,000	\$100,000
OUTSIDE SERVICES***	\$279,200	\$298,200	\$348,200
TOTAL SERVICES	\$449,200	\$460,200	\$502,200

***** OUTSIDE SERVICES**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
CAR WASH	\$4,500	\$4,500	\$5,400
JANITORIAL	\$36,000	\$60,000	\$85,000
LAWN	\$5,000	\$5,000	\$10,000
REPAIR:OFF/BLDG/GRDS/EQ	\$72,000	\$72,000	\$72,000
REVENUE VEHICLES	\$24,000	\$24,000	\$24,000
NON-REVENUE VEHICLES	\$7,000	\$5,000	\$5,000
SEWER	\$24,000	\$24,000	\$24,000
SVC MAINT AGREEMENT	\$7,200	\$6,000	\$6,000
PARTS TANK	\$42,000	\$42,000	\$48,000
PEST CONTROL	\$25,000	\$25,000	\$36,000
TRASH	\$15,000	\$13,200	\$13,200
WATER TREATMENT	\$4,200	\$4,200	\$4,800
UNION STATION A/C MAINT	\$4,800	\$4,800	\$4,800
FIRE EXT SERVICE	\$8,500	\$8,500	\$10,000
TOTAL OUTSIDE SERVICES	\$279,200	\$298,200	\$348,200

CATEGORY:**MATERIALS & SUPPLIES**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
GASOLINE-SVC VEH – CARS & TRUCKS	\$60,000	\$55,000	\$48,000
MAINT OFFICE SUPPLIES	\$6,000	\$6,000	\$6,000
REV VEH SVC – CLEANING	\$50,000	\$45,000	\$50,000
REV VEH INSP & MAINT	\$2,150,458	\$2,260,000	\$2,260,000
SVC VEH - CARS, TRUCKS, VANS & FORKLIFTS	\$72,000	\$72,000	\$79,200
A/C PARTS INSP & MAINT	\$20,000	\$20,000	\$20,000
MAINT- BUILDING, GROUNDS	\$402,000	\$250,000	\$300,000
EQUIPMENT	\$24,000	\$24,000	\$24,000
FAREBOX/CAMERA	\$18,000	\$0	\$18,000
NON-PROFIT AGENCIES	\$7,200	\$7,200	\$7,200
 TOTAL MAT/SUPPLIES	 <u>\$2,809,658</u>	 <u>\$2,739,200</u>	 <u>\$2,812,400</u>

CATEGORY:

UTILITIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
LIGHT & HEAT	\$550,000	\$550,000	\$606,000
WATER & SEWER	\$120,000	\$120,000	\$120,000
TOTAL UTILITIES	\$670,000	\$670,000	\$726,000

CATEGORY:

OTHER

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
NIA CENTER EXPENSE	\$20,000	\$0	\$0
TRAINING MATERIAL	\$25,000	\$25,000	\$25,000
TOTAL OTHER	\$45,000	\$25,000	\$25,000

CATEGORY:

CAPITAL ELIGIBLE EXPENSE REIMBURSEMENT

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
CEER	(\$13,222,770)	(\$970,251)	(\$5,011,865)
CARES FUNDING	(\$2,400,000)	(\$10,000,000)	(\$12,000,000)
TOTAL CEER	(\$15,622,770)	(\$10,970,251)	(\$17,011,865)

PARATRANSIT AND CUSTOMER SERVICE BUDGET

This department has two distinct functions of customer service and paratransit: providing professional and courteous customer service with a focus on a positive customer experience AND efficient and safe paratransit service. With the first year of the paratransit contract with MV transportation concluded, there is an opportunity to redefine the organizational functions of this department to more closely align with the new structure of the paratransit services contract, which shifted the reservations and scheduling functions to the contractor. This shift allows TARC Customer Service to focus solely on the customer experience. The team is comprised of 25 employees.

TARGETS

- a) Standard On Time Performance is 90%.
- b) Productivity is 1.5.
- c) Call handle duration is 00:03:00.
- d) Increase community outreach (e.g. the voice of the customer).

DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Manage and oversee the MV contract to ensure that paratransit service meets or exceeds regulations and guidelines of the ADA, FTA and TARC policies.
- Enhance TARC Trapeze system to version 18 or higher.
- Evaluate and improve ADA eligibility process (i.e., electronic filing, account management system, hire mobility support manager...)
- Evaluate and assess contractor's training and safety program.

FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Develop content and provide communications for riders and community partners.
- Revise and publish TARC3 Rider's Guide
 - Participate and attend community meetings
- Participate in TARC Board of Directors committee efforts and provide an avenue for customer concerns and feedback
- Provide support on rider and customer service issues for TARC website information, community meeting coordination, and/or material distribution.
- Provide paratransit and fixed route service updates to riders and community partners.

MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Monitor contractor (MV) trip costs
- Develop Fleet Replacement Plan for vehicles used for paratransit service.
- Collect and analyze (daily/monthly) trip performance, call volume, reservations, and high-level complaint deficiencies.
- Assess, evaluate and implement cost saving measure for the annual contract Process Model Improvement (PMI).

-
- Develop and integrate pilot cost saving initiatives to offset contract cost (i.e., TNC, voucher programs...)

ENGAGE AN EFFECTIVE TEAM

- Establish training and professional development program and schedule for Customer Service and Eligibility team members, including New Hire/On Boarding, Customer Service curriculum, managerial skills, de-escalation techniques.
- Implement employee engagement activities

EXPLORE VISIONARY OPPORTUNITIES

- Research and analyze cost effectiveness of a paratransit diverse fleet (sedan, vans, cut-a-ways)
- Research and evaluate best industry practices
- Consultant program assessment
- TARC3 Map upgrade
- Enhance call center phone system to deploy best practice with live data showing real-time call volume performance, tracking agent's performance and using Team Lead to provide just-in-time coaching.

KEY PROJECTS

- 1) TARC3 Fleet Replacement Plan
- 2) Upgrade Trapeze version

DEPARTMENT: PARATRANSIT & CUSTOMER SERVICE

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
DIRECT LABOR	\$929,180	\$899,180	\$949,219
FRINGE BENEFITS	\$943,991	\$968,860	\$981,789
SERVICES	\$49,920	\$38,080	\$13,220
MATERIAL & SUPPLIES	\$22,200	\$13,680	\$17,520
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$19,239,215	\$15,232,000	\$18,641,338
OTHER EXPENSES	<u>\$15,568</u>	<u>\$13,320</u>	<u>\$7,860</u>
SUB TOTAL	\$21,200,074	\$17,165,120	\$20,610,946
CEER	<u>(\$7,502,399)</u>	<u>(\$5,715,315)</u>	<u>(\$2,123,900)</u>
TOTAL	<u><u>\$13,697,675</u></u>	<u><u>\$11,449,805</u></u>	<u><u>\$18,487,046</u></u>

CATEGORY:

SALARIES & WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
PARATRANSIT DIRECTOR	1	1		
ASSISTANT DIRECTOR	1	1		
CALL CENTER SUPERVISOR	1	1		
ELIGIBILITY SPECIALIST	3	3		
CUSTOMER SERVICE REP-FT	11	11		
CUSTOMER SERVICE REP-PT	2	2		
LEAD CUSTOMER SVC REP	1	1		
OFFICE COORDINATOR	1	1		
TRAPEZE ANALYST	1	1		
CUSTOMER RELATIONS COOR	1	1		
CUSTOMER SERVICE CASHIER	2	2		
TOTAL SALARIES & WAGES	25	25	<u>\$1,099,499</u>	<u>\$949,219</u>

CATEGORY: FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$82,033	\$82,190	\$84,111
PENSION	\$258,004	\$258,490	\$296,314
HOSPITALIZATION	\$425,196	\$419,500	\$421,708
VISION	\$4,320	\$4,310	\$4,296
DENTAL	\$16,212	\$16,210	\$16,212
LIFE INSURANCE	\$3,648	\$3,650	\$3,648
DISABILITY	\$11,424	\$9,360	\$5,220
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$37,680	\$59,680	\$38,724
HOLIDAY PAY	\$33,870	\$33,870	\$34,804
VACATION PAY	\$65,586	\$75,580	\$70,626
OTHER PAID ABSENCES	\$6,018	\$6,020	\$6,126
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$943,991	\$968,860	\$981,789

CATEGORY:**SERVICES**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
INTERPRETER SERVICES (Responsible for all Interpreter Services)	\$3,040	\$3,000	\$3,040
TARC 3 FUNCTIONAL ASSESSMENTS	\$7,500	\$0	\$4,500
RIDERS GUIDE/ VOICE TAPES/MEDIA	\$1,500	\$2,000	\$5,000
CONSULTING SERVICE	\$35,000	\$0	\$0
COLLEGE WORK STUDY	\$2,880	\$0	\$3,000
TEMPORARY HELP	\$0	\$36,080	\$0
TOTAL SERVICES	<u>\$49,920</u>	<u>\$38,080</u>	<u>\$13,220</u>

CATEGORY: MATERIALS & SUPPLIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
OFFICE SUPPLIES (Telephone Equipment, Tapes/Media)	\$8,100	\$8,780	\$10,440
KIOSK'S SUPPLIES (access cards, pvc cards, ID film & ribbons)	\$5,000	\$2,070	\$4,580
PRINTER SUPPLIES & PAPER (Toner & Ink)	\$1,300	\$1,730	\$1,570
FAREBOX SUPPLIES	\$7,800	\$1,100	\$930
TOTAL MAT / SUPPLIES	\$22,200	\$13,680	\$17,520

CATEGORY:

PURCHASED TRANSPORTATION

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
TRANSPORTATION	\$10,926,253	\$8,159,040	\$9,218,195
SUBCONTRACTORS	\$7,887,054	\$6,719,000	\$8,990,536
DIESEL FUEL	\$45,343	\$2,160	\$0
GAS	\$437,875	\$386,460	\$449,107
PENALTIES & INCENTIVES	(\$57,310)	(\$63,220)	(\$66,000)
NEW EQUIPMENT FOR VEHICLES/COVID SUPPLIES	\$0	\$28,560	\$49,500
TOTAL PURCHASED TRAN	\$19,239,215	\$15,232,000	\$18,641,338

Expected hourly rate

\$44.15

Jul - Jan

\$45.19

Feb - Jun

**New Contract
Year**

Gas with Tax

\$2.50

Jul - Jun

Subs

\$44.15

Jul - Jan

\$45.19 Feb - Jun New Con Yr

	Monthly Hours	Veh Miles	Gas* Cost	Gas Refund	Hourly Cost	Fixed Facility	Monthly Total
July	24,090	96,360	27,288	(2,085)	965,384	317,172	1,307,759
August	24,090	96,360	27,288	(2,085)	965,384	317,172	1,307,759
September	24,090	96,360	27,288	(2,085)	965,384	317,172	1,307,759
October	27,655	110,620	31,328	(2,393)	1,108,253	317,172	1,454,360
November	23,983	95,930	27,165	(2,075)	961,102	317,172	1,303,364
December	24,671	98,680	27,946	(2,135)	988,695	317,172	1,331,678
January	46,024	184,100	52,136	(3,983)	1,354,610	317,172	1,719,935
February	44,852	179,410	50,808	(3,882)	1,351,272	321,975	1,720,173
March	48,460	193,840	54,893	(4,194)	1,459,953	321,975	1,832,627
April	48,416	193,660	54,843	(4,190)	1,458,643	321,975	1,831,271
May	48,476	193,900	54,908	(4,195)	1,460,450	321,975	1,833,138
June	44,463	177,850	50,366	(3,848)	1,339,522	321,975	1,708,015
Total	429,270	1,717,070	486,257	(37,150)	14,378,652	3,830,079	18,657,838

*One cent increase in gas \$1,535

CATEGORY:**OTHER**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
LEASE INTEREST 2018	\$15,568	\$13,320	\$7,860
TOTAL OTHER	\$15,568	\$13,320	\$7,860

CATEGORY:

CAPTIAL ELIGIBLE EXPENSE REIMBURSEMENT

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
TARC 3 PARATRANSIT SERVICE	(\$5,922,919)	(\$2,383,555)	(\$2,123,900)
CARES FUNDING	(\$1,579,480)	(\$3,331,760)	\$0
TOTAL CEER	<u>(\$7,502,399)</u>	<u>(\$5,715,315)</u>	<u>(\$2,123,900)</u>

MARKETING AND COMMUNICATIONS

The Marketing and Communications Department develops and implements internal and external communications strategies and materials to build awareness, understanding, and support for TARC's mission. The department includes five team members. The team serves as a community resource, providing an avenue to gather input and feedback about TARC services and plans that are focused on rider needs, and ensure the organization is responsive to community needs.

TARGETS

- a) Improve internal communications methods and awareness.
- b) Produce and deliver quarterly newsletter.
- c) Increase corporate partnerships.
- d) Increase social media engagements and impressions.

DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Implement comprehensive internal and external communications programs.
- Raise awareness of TARC programs and services using a variety of communications tools including print, electronic, and web-based, advertising, media relations, online (website, social media, video) and through a wide network of partners and passengers.
- 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.
- Improve ease of use, accessibility and dissemination of schedules and other customer information.
- Maintain, update and enhance TARC website
- Ensure critical rider information, detours and service changes is delivered timely.
- 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.
- Coordinate communications and build awareness of TARC projects and public transportation plans with Louisville Metro's transportation initiatives.
- Publish department specific content to internal monitors
- Identify opportunities for employee recognition

FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Develop and coordinate public involvement initiatives including public meetings, ridership surveys, panel participation, and other community outreach relating to scheduled routing changes and assess feedback to ensure decisions reflect passenger needs as much as possible.
- Maximize use of technology to assess customer comments, ideas and complaints for improved service and customer satisfaction.

-
- Collect and respond to employee suggestions in a timely manner.
 - Coordinate and streamline community and corporate partners program.
 - Implement a multifaceted communications program regarding fare media
 - Expand and improve ridership tools and their promotion to make riding TARC more accessible and easier.
 - Develop and implement effective communications tools, community outreach/partnerships, and public involvement initiatives relating to TARC programs and services.
 - Identify opportunities and implement programs to improve communications with TARC's many audiences: passengers, potential passengers, partner organizations and non-profits, government agencies and elected officials, business, civic and neighborhood organizations, schools and universities, news media, and the general public.
 - Continue annual Design-A-Bus contest.
 - Coordinate Summer Youth Pass sales campaign and strengthen distribution outlets.
 - Provide enhanced communication through the new external newsletter designed to highlight and inform employees, stakeholders, customers, and the general public.
 - Provide enhanced communication to ADA community with bi annual newsletter specifically targeting TARC3 customers, with collective support from the TARC Accessibility Advisory Council.
 - Target employers to increase fare media sales.
 - Coordinate TARC volunteer efforts and support for community campaigns.

MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Continuously work to plan and promote efficient and effective marketing and communications strategies while maintaining quality service.
- Increase ridership through improved partnership program.
- Continue to support efforts and work in coordination with government agencies advancing revenue options that could lead to sustainable improvements in TARC service.
- Provide support for TARC long-range planning projects
- Support national campaigns and committee work generated by the American Public Transportation Association (APTA).
- 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.
- Manage vendor contracts to create best value for TARC or maximize revenue.

ENGAGE AN EFFECTIVE TEAM

- Improve internal communications, set the framework for internal departments to enhance communication efforts to staff members, and providing communications support.

-
- Build relationships within the department and between departments through enhanced and targeted communications channels.
 - Provide communications support and counsel to departments, and develop content for internal and external use.
 - Reinforce TARC's mission, critical success factors, and shared values

EXPLORE VISIONARY OPPORTUNITIES

- Continue collaboration with national, external partners (e.e. FTA, APTA, Bus Coalition) to drive the future of mobility
- Lead organizational efforts to understand industry trends.
- Seek programs and services that can increase TARC's ridership, servw the needs of the community or add value to existing services.

KEY PROJECTS

- 1) Redesign of corporate strategic program
- 2) Upgrade methods and media for internal communications

DEPARTMENT: MARKETING & COMMUNICATIONS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
DIRECT LABOR	\$149,916	\$237,250	\$298,593
FRINGE BENEFITS	\$137,899	\$182,370	\$242,607
SERVICES	\$152,670	\$147,030	\$210,090
MATERIAL & SUPPLIES	\$129,600	\$119,600	\$129,600
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$90,000</u>	<u>\$20,000</u>	<u>\$24,000</u>
SUB TOTAL	\$660,085	\$706,250	\$904,890
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$660,085</u></u>	<u><u>\$706,250</u></u>	<u><u>\$904,890</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
DIR. OF MKTG. & COMMS.*	0	1		
EXECUTIVE COMMS. MGR	1	1		
MARKETING COORDINATORS	1	2		
PRINTING SPECIALIST	1	0		
DIR. OF CUST. EXPERIENCE**	0	1		
TOTAL SALARIES & WAGES	3	5	<u>\$339,687</u>	<u>\$298,593</u>

*Started in FY21

**Moved from Executive Office

CATEGORY: FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$13,365	\$20,540	\$25,988
PENSION	\$42,031	\$64,580	\$91,545
HOSPITALIZATION	\$53,076	\$60,730	\$78,580
VISION	\$564	\$630	\$768
DENTAL	\$2,100	\$2,300	\$2,700
LIFE INSURANCE	\$480	\$680	\$792
DISABILITY	\$1,500	\$1,740	\$1,140
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$6,696	\$6,700	\$13,014
HOLIDAY PAY	\$6,017	\$9,000	\$11,700
VACATION PAY	\$11,400	\$14,400	\$15,078
OTHER PAID ABSENCES	\$670	\$1,070	\$1,302
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$137,899	\$182,370	\$242,607

CATEGORY:**SERVICES**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
ADVERTISING AGENCY	\$130,000	\$130,000	\$190,000
LIFE LINE	\$530	\$530	\$530
INTERNET SERVICES (Website development, online monitoring services, Bonfire, email communications services)	\$22,140	\$16,500	\$19,560
TOTAL SERVICES	<u>\$152,670</u>	<u>\$147,030</u>	<u>\$210,090</u>

CATEGORY: MATERIALS & SUPPLIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
PRINTING (Toner/Cartridge for Printer, Paper, Rubber Base Ink, System Maps, Film & Envelopes)	\$84,000	\$74,000	\$84,000
AMBUSSADOR PROGRAM*	\$0	\$10,000	\$0
COMMUNITY OUTREACH (e.g. Kids Design-A Bus, Interior Bus Cards, Ride Brochures)	\$40,000	\$32,000	\$40,000
OFFICE SUPPLIES	\$3,600	\$3,600	\$3,600
BUS ROADEO	\$2,000	\$0	\$2,000
TOTAL MAT/ SUPPLIES	<u>\$129,600</u>	<u>\$119,600</u>	<u>\$129,600</u>

*Moving to Executive Office

CATEGORY:**OTHER**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
ADVERTISING PROMOTIONAL MEDIA	\$90,000	\$20,000	\$24,000
TOTAL OTHER	<u>\$90,000</u>	<u>\$20,000</u>	<u>\$24,000</u>

PLANNING BUDGET

TARC's Planning Department designs and plans efficient and equitable public transportation service for Louisville Metro and the region. The Team is comprised of 10 team members who focus their work on bus routes, transit facilities and passenger amenities to meet rider needs and expectations. Additionally, the Planning team supports data collection, analysis and reporting to meet TARC, local, state and federal requirements. This work includes short to long range planning efforts to ensure that TARC can provide sustainable service and can respond to meet the needs of the region.

TARGETS

- a) Identify opportunities to reduce knowledge gap and resource shortage of planners and schedulers (a national problem).
- b) Collaborate with internal and external partner to drive an effective network redesign and long-range plan.
- c) Effectively manage customer needs while maintaining business requirements.

DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Plan and implement TARC routes and schedules with focus on service efficiency and reliability through the thrice annual Operator Run/Schedule Pick
- Provide solutions to redesign, improve, eliminate or redirect underutilized service when appropriate.
- Implement and review recommendations from the 2018-2021 Comprehensive Operations Analysis
- Eliminate, minimize or mitigate potential impact of route changes on TARC customers, businesses and the community.
- Strengthen partnerships with Metro and State transportation agencies, Council Districts, neighborhood groups and other public entities to provide support for public transit, TARC's services and customers.
- Implement new routes and services based on available resources, demographic analysis, employment needs, and businesses' and community's requests.
- Plan, evaluate and monitor effectiveness of stop locations, shelters, and park-and-ride lots.
- Develop plans for improvements to pedestrian access and passenger amenities along transit corridors and at major destinations and transfer points.
- Ensure funding is available and coordinate construction activities.
- Respond to short-term active projects, immediate riders' needs or emergency situations.
- Address customers' requests for service and bus stop adjustments, shelters, amenities, ADA access, or safety issues.

FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- 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.
- Ensure equitable service and resources allocation community-wide.
- Focus on disadvantaged population groups and community areas, and provide quality service where needed the most.
- Maintain TARC Transit Design Standards Manual (TDSM) to serve as a guiding principles document for public agencies and development community, to ensure transit facilities are designed and implemented in accordance with applicable standards and customers' needs.
- Manage contract and monitor performance of TARC's outdoor advertising contractor responsible for installation, maintenance, and cleaning of bus shelters, amenities and stops.
- Maintain and improve sidewalks and ADA accessibility to and from bus stops through partnerships with Louisville Metro Public Works and State Department of Transportation. Manage contracts, develop design plans and oversee permitting process, construction activities and budget for these projects.
- Adjust service plans (routes and schedules) to address short-term changes in employment, businesses' and customers' needs, or major community events.
- Prepare service adjustments, schedules and stops, and provide adequate public information to mitigate potential impact of major construction projects.
- Work with the public and community stakeholders, employers, businesses, neighborhoods, elected officials and public agencies, to plan and implement transit and mobility services, passenger facilities and programs that connect people and places, provide access to jobs and education, and major destinations communitywide.
- 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.
- 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) committees and local governments to strengthen transportation planning processes and ensure sustainable funding.
- Coordinate with Louisville Metro Planning and Design Services, Public Works, and development community, to incorporate public transit into development review process, and to implement transit facilities, passenger amenities and improve pedestrian infrastructure.
- Improve ADA access and safety, and ensure transit supportive design in proposed and existing developments.

MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Analyze routes and schedules three times a year for adequate frequency, running times, effectiveness, safety, geographic coverage, equity, and efficiency.
- Prepare and evaluate regular route adjustments, produce route schedules and maps, and operator assignments plan, in accordance with TARC's service policies and internal practices.
- Plan, manage and evaluate experimental service performance provided by purchased transportation contractor.
- Administer and pursue grant funding for service operations, capital investments and local match.
- Ensure regulatory compliance with federal, state and local planning and funding agencies.
- Ensure accurate data collection and reporting to NTD Administration, in compliance with federal formula funding policies and regulations.
- Design and implement an efficient transit system, including mobility solutions, and maintain level of service within available financial and other internal and external resources.
- Analyze key performance indicators (KPI), survey data, ridership and operating cost, to ensure most efficient distribution of resources and TARC operating budget.
- Monitor and analyze fixed routes operating cost, fare structure, revenues and operating budget in conjunction with farebox recovery ratio and in compliance with Title VI regulations.

ENGAGE AN EFFECTIVE TEAM

- Develop and support high-performing, professional planning team through leadership, management, integrity and trust building, and continuing education while embracing TARC's mission and shared values.
- Effectively coordinate planning and scheduling activities with TARC's Transportation and other departments
- Increase team effectiveness through specialized training and utilization of staff's strengths. Ensure continuous performance focused education and training to maintain professional licenses and certifications for the team members.
- Provide continuous feedback to the team members, support their career paths, professional growth and succession planning.

EXPLORE VISIONARY OPPORTUNITIES

- Ensure public transportation, MaaS mobility solutions and TARC projects are included in the local and regional transportation plans and funding programs.
- Ensure TARC's involvement in local and regional planning processes, including land use and urban planning, multimodal transportation, infrastructure projects, sustainability and economic development initiatives.

-
- Based on the TARC's Comprehensive Operations Analysis (COA) recommendations develop an implementation plan for system-wide service improvements.
 - Plan for on-demand and micro mobility solutions where needed, and introduce demonstration and pilot projects.
 - Coordinate and ensure public involvement strategy for stakeholders, community leaders, public, and TARC team members, in accordance with TARC's vision, strategy, and communication and marketing efforts.
 - 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.

DEPARTMENT:

PLANNING/SCHEDULING

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
DIRECT LABOR	\$367,785	\$327,780	\$422,306
FRINGE BENEFITS	\$321,214	\$295,100	\$372,834
SERVICES	\$477,420	\$322,420	\$336,200
MATERIALS & SUPPLIES	\$7,920	\$3,000	\$7,920
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$358,038	\$187,540	\$99,592
OTHER EXPENSES	<u>\$77,000</u>	<u>\$27,000</u>	<u>\$77,000</u>
SUB TOTAL	\$1,609,377	\$1,162,840	\$1,315,852
CEER	<u>(\$56,623)</u>	<u>(\$27,933)</u>	<u>(\$46,500)</u>
TOTAL	<u><u>\$1,552,754</u></u>	<u><u>\$1,134,907</u></u>	<u><u>\$1,269,352</u></u>

CATEGORY: SALARIES & WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF PLANNING	1	1		
TRANSIT SCHEDULER*	0	1		
TRANSIT SCHEDULING COOR.	1	1		
TRANSIT PROJECTS COOR.	1	1		
TRANSPORTATION PLANNER I	1	1		
TRANSPORTATION PLANNER II	1	1		
TRANSIT FACILITIES TECH.	1	1		
SERVICE CHECKERS	1	1		
INTERN - PT	1	2		
 TOTAL SALARIES & WAGES	 8	 10	 <u>\$477,434</u>	 <u>\$422,306</u>

* Started in FY21

CATEGORY: FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$31,885	\$28,850	\$36,525
PENSION	\$100,284	\$90,730	\$128,670
HOSPITALIZATION	\$129,552	\$116,580	\$143,799
VISION	\$1,488	\$1,430	\$1,428
DENTAL	\$4,500	\$4,300	\$4,200
LIFE INSURANCE	\$1,104	\$1,100	\$1,272
DISABILITY	\$3,384	\$2,790	\$1,812
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$14,940	\$14,440	\$17,262
HOLIDAY PAY	\$13,425	\$13,230	\$15,516
VACATION PAY	\$19,158	\$20,160	\$20,622
OTHER PAID ABSENCES	\$1,494	\$1,490	\$1,728
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$321,214	\$295,100	\$372,834

CATEGORY:	SERVICES		
	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
CLEAN TEAM	\$120,000	\$95,000	\$120,000
SNOW REMOVAL FOR SHELTERS	\$5,500	\$5,500	\$9,000
GRANT DEV SERVICES	\$48,720	\$48,720	\$0
TRANSIT PLANNING SOFTWARE	\$36,000	\$36,000	\$40,000
LOJIC USER FEE	\$33,200	\$33,200	\$33,200
BUS STOP INVENTORY	\$5,000	\$1,000	\$5,000
GRAPHIC SOFTWARE*	\$24,000	\$0	\$24,000
SPECIAL PRINTING FOR SCHEDULE CHANGES**	\$5,000	\$3,000	\$5,000
SCHEDULING SERVICES	<u>\$200,000</u>	<u>\$100,000</u>	<u>\$100,000</u>
TOTAL SERVICES	<u><u>\$477,420</u></u>	<u><u>\$322,420</u></u>	<u><u>\$336,200</u></u>

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

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

*** Moved to Executive Office

CATEGORY: MATERIALS & SUPPLIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
OFFICE SUPPLIES	\$3,600	\$2,000	\$3,600
SPECIAL SIGNS	\$2,400	\$500	\$2,400
COACH STOP MAINT.*	\$1,920	\$500	\$1,920
TOTAL MAT / SUPPLIES	<u><u>\$7,920</u></u>	<u><u>\$3,000</u></u>	<u><u>\$7,920</u></u>

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

CATEGORY: PURCHASED TRANSPORTATION

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
EXPERIMENTAL SVC	\$344,061	\$179,060	\$89,860
FUEL COST	\$13,977	\$8,480	\$9,732
TOTAL PURCHASED TRANSPORTATION	\$358,038	\$187,540	\$99,592

	W'day Hours	Hourly Rate	\$44.15
75 Bluegrass Industrial Shuttle	7.33	New Rate – Feb 1 st	\$45.19
		Fuel (July-Aug)	\$2.31
		Tax	\$0.19
		MPG	7.29

	Days	Monthly Hours	Monthly Miles	Fuel Cost*	Hourly Cost	Fixed Facility	Monthly Total
JULY	22	161.26	2,420.00	\$830	7,120	346	8,296
August	22	161.26	2,420.00	\$830	7,120	346	8,296
September	22	161.26	2,420.00	\$830	7,120	346	8,296
October	22	161.26	2,420.00	\$830	7,120	346	8,296
November	21	153.93	2,310.00	\$792	7,120	346	8,258
December	22	161.26	2,420.00	\$830	7,120	346	8,296
January	20	146.60	2,200.00	\$754	7,120	346	8,220
February	20	146.60	2,200.00	\$754	7,287	365	8,406
March	23	168.59	2,530.00	\$868	7,287	365	8,520
April	21	153.93	2,310.00	\$792	6,956	365	8,113
May	21	153.93	2,310.00	\$792	6,956	365	8,113
June	22	161.26	2,420.00	\$830	7,287	365	8,482
TOTAL	258			\$9,732	85,613	4,247	99,592

* One cent increase in diesel fuel \$36

CATEGORY:

OTHER

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
KIPDA-ROUTE MONITORING (TARC share on match for Regional Planning Grants)	\$27,000	\$27,000	\$27,000
MOBILITY STUDY	\$50,000	\$0	\$50,000
 TOTAL OTHER	 <u>\$77,000</u>	 <u>\$27,000</u>	 <u>\$77,000</u>

CATEGORY:

CAPTIAL ELIGIBLE EXPENSE REIMBURSEMENT

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
EXPERIMENTAL SERVICE	(\$56,623)	(\$27,933)	(\$46,500)
TOTAL CEER	<u>(\$56,623)</u>	<u>(\$27,933)</u>	<u>(\$46,500)</u>

EXECUTIVE BUDGET

The Executive Office provides overall leadership to achieve TARC's mission, oversees the general management of administration and operations, and serves as the liaison with the Board of Directors. The Executive team includes ten team members and engages and interacts with federal, state and local governments and the community at large. Inclusive to the team are the functions of legal, diversity and inclusion, and administrative support.

TARGETS

- a) Oversee annual employee engagement survey.
- b) Completion of Monthly/Quarterly Board of Directors meetings.
- c) Timely completion of all accounts payable, grants, contracts and procurements.
- d) Completion of Monthly Performance Report and departmental targets.
- e) Monitor and manage TARC's reputation in the community.

DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Manage key programmatic elements regarding service delivery:
 - Oversight of Agency Safety Plan
 - Review and re-engagement with Agency Sustainability Plan
 - Oversight of Equal Employment Opportunity Program Plan and execution of diversity and inclusion efforts.
- Manage, investigate and respond to customer, employee and community complaints in a timely manner based upon compliance guidelines and regulations.
- Collaborate with directors to assist and guide in areas of government compliance, regulations and other requirements.

FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Start plans for a customer engagement survey and/or update prior customer and community surveys.
- Present employees, including management and directors, with a beginning diversity training course and new hires at onboarding with a diversity/inclusion/compliance overview.
- Work on an overall, regional outreach and communications strategy with a focus on longer range (three to six year) transportation outcomes.
 - Include the development of a feedback loops and opportunities for discourse and comment in a systematic and meaningful way.
 - Develop programs to in-reach and outreach Louisville Metro's diverse communities and neighborhoods.

MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Provide strategic direction on financial and human resources looking at the three-year horizon with primary focus at the local level.
- Continue engagement and awareness raising for increased state and federal funding in concert with other transit and transportation entities.
- Manage and provide oversight for Travel, Training, Legal or Diversity and Inclusion related expenses.

ENGAGE AN EFFECTIVE TEAM

- Ensure organization is working in coordination and collaboration within and across departments.
- Produce reports from EthicsPoint System (Anonymous Employee Tipline).
- Offer professional development opportunities for team members specific to their subject matter.
- Develop programs to improve employee morale, involvement and engagement.

EXPLORE VISIONARY OPPORTUNITIES

- Develop a Six Year Transit Plan that includes alternate service delivery models, including but not limited to Mobility on Demand, automation, premium on-demand)
- Continue researching and implementing performance-based management practices including clinical review of all existing software applications and systems in light of Transit Asset Management standards and general business exceptions (i.e. manage or replace obsolete or end of useful life applications)

DEPARTMENT: EXECUTIVE OFFICE

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
DIRECT LABOR	\$810,072	\$760,070	\$780,604
FRINGE BENEFITS	\$972,035	\$869,730	\$915,017
SERVICES	\$80,000	\$268,250	\$201,220
MATERIAL & SUPPLIES	\$7,000	\$7,000	\$7,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$260,650</u>	<u>\$203,220</u>	<u>\$205,750</u>
SUB TOTAL	\$2,129,757	\$2,108,270	\$2,109,591
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$2,129,757</u></u>	<u><u>\$2,108,270</u></u>	<u><u>\$2,109,591</u></u>

CATEGORY: SALARIES & WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
EXECUTIVE DIRECTOR ASST.	1	1		
EXEC DIRECTOR CHIEF OF	1	1		
STAFF	1	0		
GENERAL COUNSEL	0	1		
PARALEGAL	0	1		
DIRECTOR OF D & I	1	1		
D & I PROGRAMS COOR. SR.	0	1		
DIR. OF OPERATIONS	1	0		
DIR. OF CUST. EXPERIENCE**	1	0		
EXECUTIVE ASSISTANT	1	1		
EXECUTIVE DEPT. ADMIN.	1	1		
CUSTODIAN	2	2		
TOTAL SALARIES & WAGES	10	10	<u>\$913,816</u>	<u>\$780,604</u>

* Started in FY21

**Moved to Marketing & Communications

CATEGORY:

FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$72,568	\$69,410	\$69,907
PENSION*	\$517,363	\$507,410	\$535,402
HOSPITALIZATION	\$226,416	\$134,150	\$164,412
VISION	\$2,220	\$1,150	\$1,728
DENTAL	\$7,956	\$6,490	\$6,600
LIFE INSURANCE	\$1,716	\$1,460	\$1,716
DISABILITY	\$5,256	\$2,480	\$2,040
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$35,466	\$32,100	\$34,644
HOLIDAY PAY	\$31,878	\$30,320	\$31,134
VACATION PAY	\$67,650	\$81,550	\$63,222
OTHER PAID ABSENCES	\$3,546	\$3,210	\$4,212
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$972,035	\$869,730	\$915,017

*Includes contribution of \$289,128 based on 12/31/19 Actuary report. As of 1/1/20 there are 49 non-working members in the plan.

CATEGORY:**SERVICES**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
LEGAL SVC - General Corp.	\$80,000	\$268,250	\$100,000
POSTAGE*	\$0	\$0	\$24,000
CONSULTING SERVICES*	\$0	\$0	\$25,000
TIP-LINE*	\$0	\$0	\$3,500
GRANT DEV. SERVICES**	\$0	\$0	\$48,720
TOTAL SERVICES	\$80,000	\$268,250	\$201,220

* Moved from Executive Office Other Miscellaneous Expense category

** Moved from Planning Department

CATEGORY:

MATERIALS & SUPPLIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
OFFICE & JANITORIAL SUPPLIES	\$7,000	\$7,000	\$7,000
TOTAL MAT / SUPPLIES	\$7,000	\$7,000	\$7,000

CATEGORY:**OTHER**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
POSTAGE (Regular mail through postage meter)	\$24,000	\$20,260	\$0
DUES/SUBSCRIPTIONS*	\$87,000	\$81,810	\$82,000
TRAVEL & MEETINGS	\$110,000	\$30,000	\$60,000
BOARD COMPENSATION**	\$5,100	\$5,100	\$10,200
OTHER MISC***	\$34,550	\$66,050	\$53,550
TOTAL OTHER	\$260,650	\$203,220	\$205,750

* Dues/Subscriptions > \$300:

APTA \$43,000, American Planning Ass \$600, The Bus Coalition \$4,500, Courier Journal \$970, GLI \$10,000, KY Clean Fuels \$800, KBT \$1,500, Leadership Lou Foundation \$2,000, Lou Conv & Vis Bureau \$600, Louisville Downtown Partnership \$3,710, Metro Housing Coalition \$1,000, One Southern Indiana \$2,300, OPIS Diesel Report \$890, SHRM \$630

** Four extra Sub-committees

*** Moved Ambassador from Marketing & Communications Department

SAFETY BUDGET

The Safety and Security department must demonstrate a high degree of commitment to TARC's Mission and Critical Success Factors. The team is comprised of seven members who coordinate the functions of safety investigations, accident investigations, workers compensation, legal claims, and general promotion of safety culture and awareness for TARC. Overall the team works sustain a culture that is accessible and safe for all. A day-to-day focus is on addressing and removing safety violations and hazards that will impact TARC's operations.

TARGETS

Reduce preventable accidents per 100,000 miles

Additional targets to be determined

DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Develop and then meet workers compensation claims cost reductions
- Ensure that employees and customers are educated about TARC's safe practices.
- Promote awareness and seek commitment to safety culture throughout the organization.
- Implement routine safety and security checks on and around TARC's campus and coaches.

FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Educate, enforce and focus on rider needs by investigating complaints and concerns vocalized by customers.
- Work with community partners that contribute to the well-being of the community
- Maintain existing and obtain new lines of communication between the community and TARC.

MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Respond, investigate claims, accidents and incidents in order to monitor financial resources.
- Control expenses and promote awareness and accountability for preventable accidents and incidents.

ENGAGE AN EFFECTIVE TEAM

- Continue to support and supply the necessary resources in order to create and engage an effective team
- Engage employees in Toolbox Talks, Safety Meetings and other in-person sessions.
- Provide coaching strategies during one on one counseling sessions with employees for specific safety related behavioral issues.

EXPLORE VISIONARY OPPORTUNITIES

- Explore innovative methods to ensure TARC remains at the forefront of public transportation.
- Investigate use of drones and other mobile surveillance techniques/systems to provide increased security at bus stops, when not in use by TARC riders.
- Engage in Safety and Security in APTA discussions
- Build relationships with comparable agencies to keep current on steps they have taken to be innovative.

KEY PROJECTS

- 1) Facilities Security Review and Upgrade
- 2) Parking Lot and Bus Storage Signage and Striping
- 3) Re-igniting the Drive Safe, Ride Safe and Be Safe Campaign

DEPARTMENT: SAFETY

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
DIRECT LABOR	\$370,596	\$363,600	\$377,675
FRINGE BENEFITS	\$309,235	\$319,290	\$341,031
SERVICES	\$1,503,100	\$1,561,640	\$1,572,640
MATERIAL & SUPPLIES	\$2,400	\$2,400	\$2,400
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$2,646,356	\$2,696,770	\$2,736,426
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$46,500</u>	<u>\$46,500</u>	<u>\$51,750</u>
SUB TOTAL	\$4,878,187	\$4,990,200	\$5,081,922
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$4,878,187</u></u>	<u><u>\$4,990,200</u></u>	<u><u>\$5,081,922</u></u>

CATEGORY:

SALARIES & WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
SAFETY DIRECTOR	1	1		
WORKERS COMP COORD.	1	1		
INVESTIGATOR	5	5		
TOTAL SALARIES & WAGES	7	7	<u>\$432,143</u>	<u>\$377,675</u>

CATEGORY: FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$32,184	\$32,220	\$33,060
PENSION	\$101,222	\$101,340	\$116,463
HOSPITALIZATION	\$115,272	\$118,340	\$128,628
VISION	\$1,428	\$1,410	\$1,368
DENTAL	\$4,356	\$4,360	\$4,356
LIFE INSURANCE	\$1,104	\$1,110	\$1,104
DISABILITY	\$3,552	\$2,900	\$1,584
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$16,122	\$21,120	\$16,560
HOLIDAY PAY	\$14,489	\$14,490	\$14,886
VACATION PAY	\$17,142	\$19,140	\$20,616
OTHER PAID ABSENCES	\$2,364	\$2,860	\$2,406
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$309,235	\$319,290	\$341,031

CATEGORY:**SERVICES**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
LEGAL SERVICES (Claims Litigation)	\$450,000	\$500,000	\$450,000
DEPOSITIONS/COURT APPEARANCES	\$85,000	\$95,000	\$85,000
APTA SAFETY AUDIT PROGRAM	\$8,000	\$0	\$8,000
BUILDING SECURITY SERVICES	\$52,000	\$63,000	\$86,000
COACH SECURITY	\$876,000	\$836,000	\$876,000
SAFETY SUPPLY SERVICE	\$0	\$14,400	\$14,400
SECURITY (ADT, and Property Camera Support)	\$10,400	\$10,400	\$10,400
ELERTS	\$21,700	\$42,840	\$42,840
TOTAL SERVICES	\$1,503,100	\$1,561,640	\$1,572,640

CATEGORY:

MATERIALS & SUPPLIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
OFFICE SUPPLIES	\$2,400	\$2,400	\$2,400
TOTAL MAT / SUPPLIES	\$2,400	\$2,400	\$2,400

CATEGORY: CASUALTY & LIABILITY

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
PREMIUMS R/V PHYSICAL DAMAGE (Felony Assault)	\$2,560	\$2,560	\$2,560
PREMIUMS BLDG/GRDS DAMAGE (LAGGIT – 94% premium on building & grounds) (LAGGIT – 6% premium on vehicles)	\$359,930	\$274,110	\$450,000
PREMIUMS PL/PD (LAGIT – Premium on liability)	\$1,070,796	\$1,417,550	\$1,070,796
SELF-INSURED PL & PD (Settlements & claimant expenses paid)	\$1,210,000	\$1,000,000	\$1,210,000
PREMIUMS-OTHER INSURANCE (Money Securities/ Crime)	\$3,070	\$2,550	\$3,070
TOTAL CAS/LIABILITY	\$2,646,356	\$2,696,770	\$2,736,426

CATEGORY:

OTHER

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
SAFETY INCENTIVES	\$46,000	\$46,000	\$50,000
MISC. OTHER	\$500	\$500	\$1,750
TOTAL OTHER	\$46,500	\$46,500	\$51,750

PURCHASING BUDGET

The Purchasing or Procurement Department is critical to day to day operations in that it plans, organizes, facilitates, participates in, develops, manages, and evaluates procurement projects. With a team of 10 members it supports the operational requirements of TARC through collaboration and partnership with internal project owners, department users and inter-agency stakeholders, using a data driven approach to deliver value to our riders at TARC.

TARGETS

- a) Procurement service quality shall be centered on the perception and experience of the internal and external customers, staff shall measure, track and monitor service feedback from internal and external customers.
- b) Staff shall collaborate on procurement related projects with internal and external customers and shall provide meaningful information to the project information.
- c) Periodically staff shall issue procurement surveys on customer experience with Purchasing.
- d) Meet or exceed DBE goals.

DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Stay in tune with and continually learn about other departments processes
- Work closely with small and disadvantaged businesses, community and governmental groups outreach to ensure awareness of TARC's procurement and 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
- Foster the promotion, growth and development of Disadvantaged Business Enterprise (DBE) and other diverse supplier inclusion.

FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Support the frontline operations and the riders service expectations through procurement needs and requirements.
- Ride TARC routes to examine how riders are interacting with our operation, and how the look and feel of the bus should be.
- Collaborate with Operations and customers of the amenities of buses, for contract and negotiation discussion purposes.
- Focus on customer-centricity by providing rider amenities.
- Work closely with small and disadvantaged businesses, community and governmental groups outreach to ensure awareness of TARC's procurement and 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.

-
- 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.
 - Participate in volunteering on external events (and internal events with other departments).

MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Explore methods to reduce overall contract and operational spend
- Conduct periodic review of contracts and pricing analysis to ensure pricing is within range of current market price
- Negotiate pricing terms during Option Years
- Search for discounts, credits, concessions and other ways to save money.
- Control and maintain inventory items with high usage and significant budget impact through Contract Administration and Inventory Management.
- Efficiently manage fleet inventory surplus by selling obsolete materials and out of service fleet vehicles and equipment through the GovDeals on-line auction site.

ENGAGE AN EFFECTIVE TEAM

- Provide training to the team to re-orient roles so that there is understanding and focusing more on our internal and external customers' needs and requirements
- Use tools and resources in place to maximize success; Coach and train as needed.
- Schedule Team-Breaks to allow the staff to converse with one another or with other departments for a few minutes every day
- Build team to promote equity, value and accountability
- Promote work-life balance

EXPLORE VISIONARY OPPORTUNITIES

- Connect and engage with internal and external customers whether onsite the facility or offsite relative to innovative and cutting-edge procurement

KEY PROJECTS

- 1) Procurement and Contract Management Database Tool
- 2) Ellipse Purchasing System Improvement Plan
- 3) Continuous Process Improvement of the Procurement Processes
- 4) Procurement Matrices and KPIs

DEPARTMENT:**PURCHASING**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
DIRECT LABOR	\$472,960	\$467,960	\$520,304
FRINGE BENEFITS	\$432,476	\$411,340	\$511,995
SERVICES	\$0	\$0	\$0
MATERIAL & SUPPLIES	\$8,500	\$8,500	\$8,500
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$21,000</u>	<u>\$19,000</u>	<u>\$27,000</u>
SUB TOTAL	\$934,936	\$906,800	\$1,067,799
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$934,936</u></u>	<u><u>\$906,800</u></u>	<u><u>\$1,067,799</u></u>

CATEGORY:

SALARIES & WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF PURCHASING	1	1		
SENIOR BUYER	1	0		
BUYER	2	0		
CONTRACT ADMINISTRATOR	1	0		
PROC. & CONTR. ADMIN.	0	4		
STOCKROOM PERSONNEL	5	5		
TOTAL SALARIES & WAGES	10	10	<u>\$607,975</u>	<u>\$520,304</u>

CATEGORY: FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$41,933	\$41,930	\$46,511
PENSION	\$131,878	\$131,880	\$163,849
HOSPITALIZATION	\$170,004	\$145,200	\$202,120
VISION	\$1,836	\$1,330	\$1,992
DENTAL	\$5,400	\$5,600	\$6,000
LIFE INSURANCE	\$1,584	\$1,580	\$1,584
DISABILITY	\$4,680	\$3,650	\$2,268
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$19,980	\$19,980	\$29,415
HOLIDAY PAY	\$17,957	\$17,960	\$19,493
VACATION PAY	\$35,226	\$40,230	\$36,591
OTHER PAID ABSENCES	\$1,998	\$2,000	\$2,172
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$432,476	\$411,340	\$511,995

CATEGORY:

MATERIALS & SUPPLIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
OFFICE SUPPLIES	\$8,500	\$8,500	\$8,500
TOTAL MAT / SUPPLIES	\$8,500	\$8,500	\$8,500

CATEGORY:**OTHER**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
CLASSIFIED AD'S	\$10,000	\$8,000	\$10,000
FREIGHT	\$6,000	\$6,000	\$6,000
GOVDEALS*	\$5,000	\$5,000	\$5,000
PROCUREMENT TASK FORCE**	\$0	\$0	\$6,000
TOTAL OTHER	\$21,000	\$19,000	\$27,000

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

** DBE outreach and engagement, multiple vendors will be participating

INFORMATION TECHNOLOGY BUDGET

The Information Technology department provides, maintains and supports the hardware and software applications for the agency. With a wide ranging scope including mobile, on board technology, the team of eleven works to support the operation of all data processing and telecommunication functions and provide technical support for all users.

TARGETS

To be determined

DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Build and maintain adequate hardware and software resources to meet TARC's information technology needs.
- Upgrading Desktop Environment to Windows 10 and Office 2019
- Upgrade Trapeze Database to latest version and Migrate to SQL Cluster
- Upgrade Trapeze Back Office Applications
- Update/Expand SEON Video Storage
- Upgrade CISCO call Manager and investigate the viability of Soft Phones for remote personnel.
- Backup software upgrade and investigation of Cloud/Offsite backup Solutions
- Implement a new imaging solution for physical machines like laptops.
- Settle on a solution for Consigned Ticket Sales and Maintenance Overtime so that VMS can be retired.
- Complete refresh of Network Closet UPS units
- Continue refresh of Wireless Network Hardware to improve throughput and coverage.
- Maintain application and server software at latest patch levels.
- Select hardware and software for reliability and ease of support.

FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Implement hardware and software technologies to increase reliability, maintainability, information availability, and performance.
- Complete the configuration of technology in the Dixie Corridor along with the remote system monitoring.
- Look for opportunities to leverage existing systems in new ways to provide added value to customers.
- Do our part to help deliver safe and reliable service for TARC's service area and those who rely on Public Transit
- Ensure that all public facing communications are functioning and passing valid information
- Implement hardware monitoring on all display equipment within the Dixie BRT corridor.

MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Consistently review and assess the value proposition of software and hardware solutions with an eye on reducing ongoing operational costs.
- Review and evaluate any proposed systems to ensure that TARC is receiving the most value for the investment.
- Constantly review existing hardware and software maintenance contracts to ensure that the products are still in use and being utilized to their full potential.

ENGAGE AN EFFECTIVE TEAM

- Recruit, retain and develop staff to build and support TARC's Information Technology needs.
- Return department to full staffing and get new staff to a productive capacity as quickly as possible.
- Improve efficiency of support staff through additional experience and training with new applications.
- Increase effectiveness of team through the reduction of applications to learn and support.
- Improve and maintain department morale by providing rewards and incentives for performance.
- Promote TARC Team Shared Values to improve internal and external relations and increase accountability and support for TARC initiative.

EXPLORE VISIONARY OPPORTUNITIES

- Explore opportunities both internally and externally to further leverage existing technology in innovative ways and to collaborate with partners and provide better and more reliable services to our customers.
- Work with Marketing on the creation of a Production Studio in the 3rd Floor East for the creation of recorded press releases and content for various digital platforms.
- Look for opportunities to partner with both traditional and non-traditional organizations to deliver service in the right places, at the right time, safely and efficiently.

DEPARTMENT: INFORMATION TECHNOLOGY

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
DIRECT LABOR	\$482,034	\$534,140	\$563,151
FRINGE BENEFITS	\$394,596	\$442,180	\$504,835
SERVICES	\$2,134,124	\$2,136,828	\$2,236,684
MATERIAL & SUPPLIES	\$67,004	\$85,000	\$78,000
UTILITIES	\$128,796	\$118,790	\$128,796
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
SUB TOTAL	\$3,206,554	\$3,316,938	\$3,511,466
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$3,206,554</u></u>	<u><u>\$3,316,938</u></u>	<u><u>\$3,511,466</u></u>

CATEGORY: SALARIES & WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF I.T.	1	1		
ASSISTANT DIR OF I.T.	1	1		
SYSTEM ENGINEER	1	1		
SYSTEMS MANAGER	1	1		
SYSTEM ADMINISTRATOR*	0	1		
I.T. ENGINEER	1	1		
I.T. SUPPORT SPECIALIST	1	1		
I.T. ADMINISTRATOR	1	1		
TOTAL SALARIES & WAGES	7	8	<u>\$660,833</u>	<u>\$563,151</u>

*Started in FY21

CATEGORY: FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$43,363	\$50,410	\$50,554
PENSION	\$136,381	\$151,570	\$178,095
HOSPITALIZATION	\$119,976	\$134,490	\$168,964
VISION	\$1,380	\$1,470	\$1,656
DENTAL	\$4,200	\$4,400	\$4,800
LIFE INSURANCE	\$1,104	\$1,160	\$1,272
DISABILITY	\$3,384	\$2,870	\$1,812
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$21,720	\$21,720	\$25,320
HOLIDAY PAY	\$19,522	\$20,520	\$22,760
VACATION PAY	\$40,644	\$50,650	\$47,070
OTHER PAID ABSENCES	\$2,922	\$2,920	\$2,532
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$394,596	\$442,180	\$504,835

CATEGORY:**SERVICES**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
HARDWARE MAINT. AGREEMENT:			
COMP. RM. & CUST. SVC. UPS	\$15,996	\$15,996	\$18,000
COMP. RM. A/C SVC. CONTRACT	\$3,000	\$3,000	\$3,000
NETWORK HARDWARE/FIREWALL	\$9,000	\$9,000	\$9,000
CISCO HARDWARE	\$48,000	\$48,000	\$60,000
NETAPP DATA STORAGE	\$27,996	\$0	\$0
SOFTWARE MAINT. AGREEMENT:			
ELLIPSE	\$395,736	\$385,736	\$408,704
TRAPEZE SOFTWARE	\$867,996	\$867,996	\$905,004
MAAS LICENSING	\$135,996	\$151,000	\$0
GENFARE LINK	\$84,996	\$85,000	\$89,256
VMWARE SOFTWARE SUPPORT	\$44,004	\$30,000	\$44,004
PROCUREMENT SOFTWARE	\$15,000	\$15,000	\$15,000
PAYROLL/DISPATCH DATABASE	\$0	\$0	\$0
GOOGLE MAP ACCES	\$42,000	\$35,000	\$42,000
HELP DESK SOFTWARE	\$0	\$0	\$0
ANTIVIRUS SOFTWARE SUPPORT	\$114,996	\$115,000	\$114,996
WEBSITE HOSTING	\$9,000	\$9,000	\$143,996
TERMINAL SOFTWARE SUPPORT	\$6,300	\$0	\$0
BACKUP SOFTWARE SUPPORT	\$8,004	\$21,000	\$23,004
BUS ROUTER SUPPORT	\$9,396	\$9,300	\$9,996
WIRELESS ACCESS POINT SUPPORT	\$0	\$5,000	\$5,332
BRIGHTSIGN SUPPORT	\$0	\$6,000	\$996
NETWORK MONITORING	\$0	\$4,600	\$4,596
MOBILE TICKETING	\$0	\$0	\$10,000
SERVICES SUB-TOTAL	\$1,837,416	\$1,815,628	\$1,906,884
MISC. ITEMS:			
OUTSIDE CONSULTANT			
PROGRAMMING	\$50,000	\$55,000	\$50,000
MISC. NETWORK WIRING	\$20,008	\$5,000	\$20,008
INTERNET SERVICE	\$23,496	\$50,000	\$58,800
COMPUTER/PRINTER REPAIR	\$10,000	\$10,000	\$10,000
OFFSITE TAPE STORAGE	\$13,000	\$13,000	\$9,796
WI-FI (on Buses)	\$117,600	\$117,000	\$117,600
BUS, RADIO & DATA COMM	\$27,600	\$27,600	\$13,800
TABLET DEVICES	\$35,004	\$36,000	\$36,996
REMOTE MTG			
SOFTWARE	\$0	\$7,600	\$12,800
OUTSIDE SERVICES SUB-TOTAL	\$296,708	\$321,200	\$329,800
TOTAL SERVICES	\$2,134,124	\$2,136,828	\$2,236,684

CATEGORY:	MATERIALS & SUPPLIES		
	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
OFFICE SUPPLIES	\$5,000	\$5,000	\$5,000
REPLACEMENT PARTS FOR PCs & PRINTERS	\$10,000	\$10,000	\$10,000
COMPUTER EQUIPMENT	\$20,000	\$40,000	\$30,000
MEDIA FOR BACKUPS AND OFFSITE STG.	\$6,000	\$6,000	\$6,000
MISC COMPUTER HARDWARE	\$14,000	\$14,000	\$15,000
MISC COMPUTER SOFTWARE	\$12,004	\$10,000	\$12,000
TOTAL MAT / SUPPLIES	<u>\$67,004</u>	<u>\$85,000</u>	<u>\$78,000</u>

CATEGORY:

UTILITIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
TELEPHONES	\$128,796	\$118,790	\$128,796
TOTAL UTILITIES	<u>\$128,796</u>	<u>\$118,790</u>	<u>\$128,796</u>

FINANCE BUDGET

The Finance department of 11 team members is responsible for overall financial management, which includes accounting, budgeting, payroll, cashflow, grants financial administration and coordination of auditing by independent contractors, along with various reporting requirements to stakeholders.

TARGETS

- a) Receive clean Audits and FTA reviews
- b) Improve NTD reporting
- c) Timely completion of Financial Statements
- d) Timely completion of monthly reconciliations

DELIVER QUALITY SERVICES

- Provide daily reporting to Management Team
- Assure vendors are paid timely and billing issues are resolved
- Assist Planning Department on analyzing service and cost

FOCUS ON RIDER NEEDS

- Handle MyTARC card issues timely
- Provide fare media
- Provide support to the Kiosk when issues arise

MAINTAIN ADEQUATE FINANCIAL RESOURCES:

- Provide direction and support to ensure TARC meets its financial obligations and maintains fiscally sound operations and becomes sustainable
- Prepare forecast for mid to long-range financial planning
- Continue to produce timely and reliable reports for use by Board members, Finance Committee, Executive Team, Management Team and members of the community we serve
- Assist departments in adhering to their budgets
- Manage revenue resources in the most sustainable way possible
- Ensure timely follow-up and response to financial audits and federal reviews
- Provide timely and accurate performance of accounting and grant responsibilities
- Continually review internal controls and obtain an unqualified opinion from independent auditors and no deficiencies from federal reviewers
- Work with Federal Transit Authority (FTA) on using grant funds in accordance to FTA regulations
- Work with the audit firm on making sure any new Governmental Accounting Standards Board standards are implemented and recorded appropriately
- Implement new procedures and manuals for Ellipse, Genfare Link and Network Manager

SUPPORT THE COMMUNITY'S WELL BEING

- Provide a stable base and consistent funding to ensure that TARC service is available
- Assist with TARC Community Partnerships
- Provide Budgets and Audits annually for transparency

ENGAGE AND EFFECTIVE TEAM

- Ensure all team members are adequately trained in respective areas of responsibility and develop technological skills
- Provide on-going training and support to all departments on internal controls, inventory, payroll, budgeting, and finance procedures
- Continue intra-departmental cross training to enhance knowledge base among team members and focus on succession planning
- Promote TARC's Mission Statement to improve internal and external relations and increase accountability and support for TARC initiatives

EXPLORE VISIONARY OPPORTUNITIES:

- To seek resources that improve processes, efficiency and provides accurate data along with KPI's
- 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.
- Invest in resource enhancements to improve reporting to become more efficient and transparent
- Continue to work with the Maintenance Asset Manager to implement TARC's TAM plan and follow the FTA's guidelines for Transit Asset Management

KEY PROJECTS

- 1) Transtrack – NTD reporting, Budget & Financial Statements along with KPIs
- 2) Ellipse continues improvements
- 3) HR/Payroll solution
- 4) Armored Car bin solution
- 5) Plan for Budget FY 2023

DEPARTMENT:

FINANCE

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
DIRECT LABOR	\$566,674	\$573,670	\$592,540
FRINGE BENEFITS	\$472,247	\$482,740	\$504,642
SERVICES	\$326,340	\$447,110	\$410,948
MATERIAL & SUPPLIES	\$160,000	\$71,000	\$96,000
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>
SUB TOTAL	\$1,525,261	\$1,574,520	\$1,604,130
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,525,261</u></u>	<u><u>\$1,574,520</u></u>	<u><u>\$1,604,130</u></u>

CATEGORY: SALARIES & WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
CHIEF FINANCIAL OFFICER	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	1	1		
ACCOUNTS PAYABLE SPECIALIST	1	1		
FARE MEDIA AGENT	1	1		
TOTAL SALARIES & WAGES	11	11	<u>\$696,521</u>	<u>\$592,540</u>

CATEGORY:

FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$50,729	\$51,970	\$53,284
PENSION	\$159,550	\$163,450	\$187,712
HOSPITALIZATION	\$152,016	\$149,450	\$149,124
VISION	\$1,514	\$1,550	\$1,349
DENTAL	\$5,256	\$4,760	\$4,956
LIFE INSURANCE	\$1,740	\$1,740	\$1,740
DISABILITY	\$4,980	\$4,150	\$2,496
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$24,516	\$24,520	\$25,734
HOLIDAY PAY	\$22,032	\$25,030	\$23,131
VACATION PAY	\$45,954	\$50,950	\$49,536
OTHER PAID ABSENCES	\$3,960	\$5,170	\$5,580
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$472,247	\$482,740	\$504,642

CATEGORY:**SERVICES**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
PAYROLL PROCESSING	\$80,000	\$88,390	\$94,000
HR BENEFITS	\$50,860	\$50,860	\$54,000
SECURITY CASHIER (Transport and Process Farebox Receipts)	\$112,480	\$133,180	\$149,448
AUDITING	\$33,000	\$121,460	\$42,750
CREDIT CARD & TRANSACTION FEES	\$35,000	\$28,620	\$30,800
BANK FEES/TEMP SERVICE & MISC (Deposit slips, check processing fees, shipping, scale calibration, temp services & internal reviews)	\$15,000	\$24,600	\$39,950
TOTAL SERVICES	\$326,340	\$447,110	\$410,948

CATEGORY:

MATERIALS & SUPPLIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
TICKETS/FARE MEDIA (Cost of Tickets, Passes and Transfers)	\$150,000	\$61,000	\$86,000
OFFICE SUPPLIES (Paper, toner, & checks)	\$10,000	\$10,000	\$10,000
TOTAL MAT / SUPPLIES	\$160,000	\$71,000	\$96,000

HUMAN RESOURCES BUDGET

The Human Resources department is the leader for the employee life cycle and has a critical role in employee engagement, as well as ensuring that transportation services are delivered in a quality manner. The team of six members supports: onboarding and offboarding, training, employee benefits, legal compliance (FTA Drug and Alcohol, Family and Medical Leave Act, Americans with Disabilities Act), and other employee services and benefits. The team works in partnership with all departments to achieve workforce excellence by attracting and retaining a talented and diverse workforce. The work is done to meet or exceed compliance with all applicable TARC policies, union contract provisions, and local, state, and federal laws.

TARGETS

- a) Reduce Turnover (including short-term metric) – TBD
- b) Decrease Time to Fill – TBD
- c) Increase Employee Engagement – TBD
- d) Increase Go-365 Participation by 5%
- e) Increase EAP use by 5%
- f) Hold or increase Accolade Concierge service engagement at 40%
- g) Decrease claims experience per employee / per month – TBD

DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Support all departments on staffing and retention to ensure service is delivered.
- Lead efforts to facilitate a quality work environment and an engaged employee base, as our team members are our most valuable asset and their professional development contributes to the success of the organization.
- Design, develop, and implement policies and tools to motivate and engage our TARC team.

FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Lead employee engagement efforts to ensure that team members see the link between their specific job and role and its impact on the rider.
- All team members are valued and treated with dignity and respect, that their potential is realized by recognizing their diverse talents, backgrounds, and insights, and that their different perspectives are respected.

MAINTAIN ADEQUATE FINANCIAL RESOURCES

- Ensure TARC's benefits are competitive with the marked and related industry.
- Explore all options available concerning health insurance coverage by utilizing professional services.
- Continue ongoing evaluation of Third Party Administrator provided services regarding customer service satisfaction and processing of claims.
- Provide management with support and guidance in areas of employee relations, performance evaluations, labor relations, record keeping of all personnel data,

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- compensation, retirements, etc. in liaison with Finance Department, and compliance with applicable personnel/workplace laws.
 - Provide training and support for departments on various topics: Family and Medical Leave Act, Americans with Disabilities Act, and other labor practices.
 - Communicate policies and procedures to employees in a timely and accurate manner.
 - Promote a culture that reflects organizational values.
 - Continue test procedures to ensure compliance with the FTA Drug and Alcohol Program.

SUPPORT THE COMMUNITY'S WELL BEING

- Promote health and wellness benefits and programs to improve attendance, health, and well-being for employees.

ENGAGE AN EFFECTIVE TEAM

- Measure and monitor employee engagement.
- Create “road to employment” for excellent applicant and new employee experience.

EXPLORE VISIONARY OPPORTUNITIES

- Continue evaluation of modern HRIS system for improved employee processes and data.
- Continue evaluation of changing workforce and address challenges for recruiting and retention of excellent workforce.

KEY PROJECTS

- 1) Procure human resource software system and prepare for implementation.
- 2) Procure third party administrator for administration of Family Medical Leave
- 3) Develop and finalize apprenticeship training programs for Maintenance and Transportation.
- 4) Develop new onboarding programs working with departments.
- 5) Reignite the employee recognition program (“Ambassador”).

DEPARTMENT: HUMAN RESOURCES

	<u>FY 21 BUDGET</u>	<u>FY 21 ESTIMATE</u>	<u>FY 22 BUDGET</u>
DIRECT LABOR	\$253,921	\$293,890	\$349,506
FRINGE BENEFITS	\$268,733	\$636,830	\$335,117
SERVICES	\$154,100	\$113,600	\$150,020
MATERIAL & SUPPLIES	\$7,500	\$7,500	\$7,500
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$144,200</u>	<u>\$83,000</u>	<u>\$146,000</u>
SUB TOTAL	\$828,454	\$1,134,820	\$988,143
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$828,454</u></u>	<u><u>\$1,134,820</u></u>	<u><u>\$988,143</u></u>

CATEGORY: SALARIES & WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF H.R.	1	1		
ASSISTANT H.R. DIRECTOR	1	1		
BENEFITS MANAGER	1	1		
HR GENERALIST	1	1		
SENIOR BENEFITS ASSISTANT	1	1		
HR SPECIALIST	1	1		
TOTAL SALARIES & WAGES	6	6	<u>\$404,734</u>	<u>\$349,506</u>

CATEGORY: FRINGE BENEFITS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$23,745	\$32,470	\$30,962
PENSION	\$74,688	\$102,110	\$109,075
HOSPITALIZATION	\$66,408	\$66,410	\$93,324
VISION	\$912	\$960	\$1,056
DENTAL	\$3,000	\$3,160	\$3,156
LIFE INSURANCE	\$792	\$950	\$948
DISABILITY	\$2,688	\$2,250	\$1,368
UNEMPLOYMENT	\$40,000	\$298,000	\$40,000
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$13,302	\$67,090	\$15,396
HOLIDAY PAY	\$11,956	\$13,220	\$13,834
VACATION PAY	\$29,910	\$48,800	\$24,456
OTHER PAID ABSENCES	\$1,332	\$1,410	\$1,542
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$268,733	\$636,830	\$335,117

CATEGORY:**SERVICES**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
EXAMS, RECORDS, TESTS (BOSS, Drug & Alcohol, and Physicals)	\$50,000	\$53,000	\$55,000
EMPLOYEE ASSISTANCE PROGRAM	\$18,500	\$18,500	\$18,500
FMLA FEES	\$53,000	\$9,000	\$36,000
OTHER OUTSIDE SVC (BMS, Employment Consultants, Temps and Health Fair)	\$10,100	\$8,100	\$8,200
HR ATS & ON BOARDING SOFTWARE	\$22,000	\$25,000	\$29,320
VACCINATIONS (Hum Res General O/S Services)	\$500	\$0	\$3,000
TOTAL SERVICES	\$154,100	\$113,600	\$150,020

CATEGORY:

MATERIALS & SUPPLIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
OFFICE SUPPLIES (Office Supplies and Copier Fee)	\$7,500	\$7,500	\$7,500
TOTAL MAT / SUPPLIES	\$7,500	\$7,500	\$7,500

CATEGORY:**OTHER**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
HUMAN RESOURCE GENERAL OTHER/MISC	\$1,200	\$3,000	\$3,000
FITNESS CENTER	\$18,000	\$5,000	\$18,000
PRO. DEV. TRAINING	\$125,000	\$75,000	\$125,000
TOTAL OTHER	\$144,200	\$83,000	\$146,000

GRANTS BUDGET

The five members of the Grants department develop and implement TARC's Capital Improvement Program (CIP) in order to deliver safe, accessible, and sustainable quality services that enhance the Greater Louisville Community. TARC is the designated recipient of Federal Transit funding for the Louisville area. The department is responsible for the management and oversight of all Federal transit funds allocated to the urbanized area. The department serves as the primary point of contact with the Federal Transit Administration (FTA) and Kentuckiana Regional Planning & Development Agency (KIPDA) the Metropolitan Planning Organization (MPO) for all grant related issues. Additionally, the team is responsible for TARC's Capital Improvement Program (CIP), budgeting of capital funds for capital projects, management of TARC's Sustainability initiatives and maintains TARC's Fare Media Retail Point of Sales network.

TARGETS

- a) 100% of allocated grant funds obligated and awarded in TrAMS by the Federal fiscal year end, 9/30/22.
- b) 100% of programmed projects completed on time and within budget, excluding owner changes of scope.

DELIVER QUALITY SERVICES: SAFE, ACCESSIBLE, SUSTAINABLE

- Explore and implement sustainable business practices that protect the environment conserve energy.
- Explore and implement bus acquisitions and fleet updates to increase the safety and accessibility of TARC's riders.

FOCUS ON RIDER NEEDS & SUPPORT THE COMMUNITY'S WELL BEING

- Identify new opportunities for partnerships with public private, and non-profit sectors to increase the Greater Louisville Community's access to transportation regardless of socioeconomic background.
- Provide information regarding TARC's capital needs and requirements to the Executive Director and senior management.
- Plan for the efficient and effective spending of capital (grants) funds to support TARC's mission.
- Support the work of all departments that utilize capital funds.

MAINTAIN ADEQUATE FINANCIAL RESOURCES

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

ENGAGE AN EFFECTIVE TEAM

- Continuously recognize, encourage, and reward TARC's shared values in the workplace.
- Encourage and support team self-improvement and continued education on transit enhancing related topics.

EXPLORE VISIONARY OPPORTUNITIES

- Oversee and facilitate implementation of policies, procedures and technologies to maximize TARC's use of scarce capital resources.
- Improve TARC's operational and maintenance efficiency, such as: purchase and installation of an Automated Fuel Management System.
- Seek opportunities for partnerships with public private, and non-profit sectors to increase the Greater Louisville Community's access to transportation.

KEY PROJECTS

- 1) Acquisition of replacement fixed route fleet buses utilizing contract (P2706) with Gillig for diesel buses, and full battery-electric buses utilizing contract P2721 to be awarded in spring 2021.
- 2) Development of Fleet Replacement Plan and Strategy for TARC 3 / Paratransit vehicles.
- 3) Purchase of replacement support vehicles necessary to fixed route fleet maintenance.
- 4) Creation of a Strategic Plan to guide TARC's transition to Zero Emissions fixed route fleet.
- 5) Continuous improvement of TARC's Transit Asset Management (TAM) program.
- 6) Implementation of the TransTrack Business Intelligence system that aggregates data from separate sources to improve decision making and to automate NTD reporting
- 7) Installation of energy efficiency and emissions reductions initiatives such as solar power system installation.
- 8) Renovation and modernization of TARC's dispatch office.
- 9) Expansion of Union Station's Maintenance Running Repair bays.
- 10) Renovation of TARC's 30th Street parking lot for use in operating training.

DEPARTMENT: GRANTS & CAPITAL PROGRAMS

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
DIRECT LABOR	\$223,481	\$227,890	\$232,651
FRINGE BENEFITS	\$199,420	\$206,430	\$225,112
SERVICES	\$10,000	\$4,500	\$6,000
MATERIALS / SUPPLIES	\$2,000	\$500	\$500
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	\$434,901	\$439,320	\$464,263
CEER	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$434,901</u></u>	<u><u>\$439,320</u></u>	<u><u>\$464,263</u></u>

CATEGORY: SALARIES & WAGES

JOB TITLE:	FY 21 #	FY 22 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF GRANTS & CAPITAL PROGRAMS	1	1		
PROJECT MANAGER	2	2		
PROJECT COORDINATOR	1	1		
ADMIN. ASST. GRANTS	1	1		
TOTAL SALARIES AND WAGES	5	5	<u>\$273,792</u>	<u>\$232,651</u>

CATEGORY:**FRINGE BENEFITS**

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
FICA	\$19,851	\$20,450	\$20,946
PENSION	\$62,431	\$64,330	\$73,785
HOSPITALIZATION	\$74,700	\$76,310	\$83,924
VISION	\$864	\$850	\$828
DENTAL	\$2,556	\$2,550	\$2,556
LIFE INSURANCE	\$792	\$790	\$792
DISABILITY	\$2,232	\$1,680	\$1,140
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$10,332	\$10,330	\$10,758
HOLIDAY PAY	\$9,288	\$9,440	\$9,667
VACATION PAY	\$15,342	\$18,290	\$19,636
OTHER PAID ABSENCES	\$1,032	\$1,410	\$1,080
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$199,420	\$206,430	\$225,112

CATEGORY:	SERVICES		
	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
CONSULTING SERVICE	\$10,000	\$4,500	\$6,000
TOTAL SERVICES	<u>\$10,000</u>	<u>\$4,500</u>	<u>\$6,000</u>

CATEGORY:

MATERIALS & SUPPLIES

	FY 21 BUDGET	FY 21 ESTIMATE	FY 22 BUDGET
OFFICE SUPPLIES (Office Supplies & Copier Fee)	\$2,000	\$500	\$500
TOTAL MAT / SUPPLIES	\$2,000	\$500	\$500