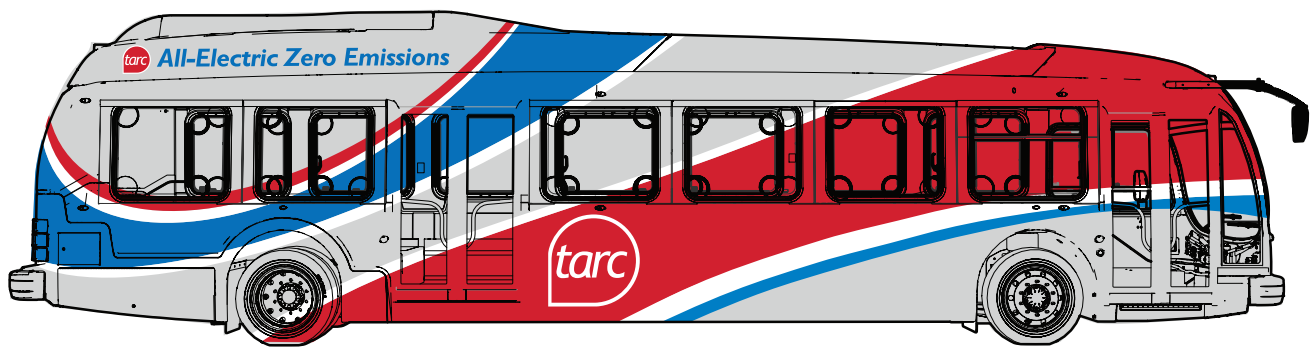




FY 2018 Budget



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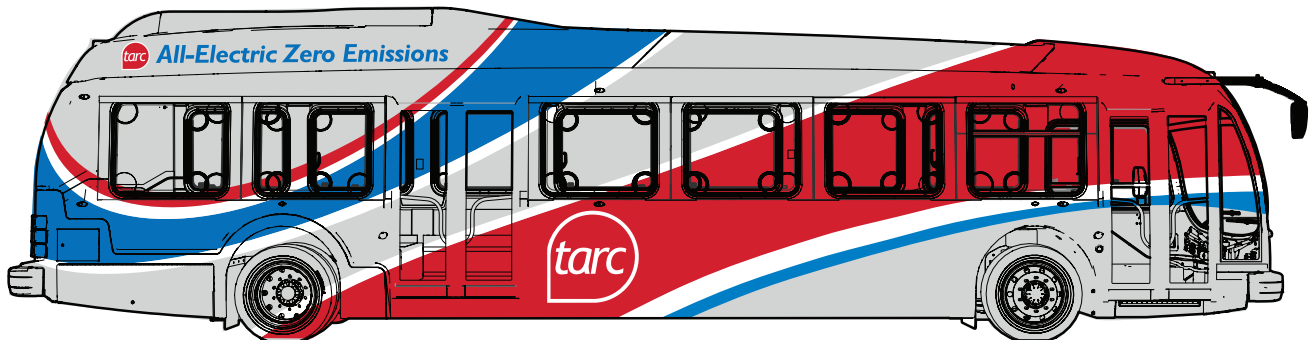


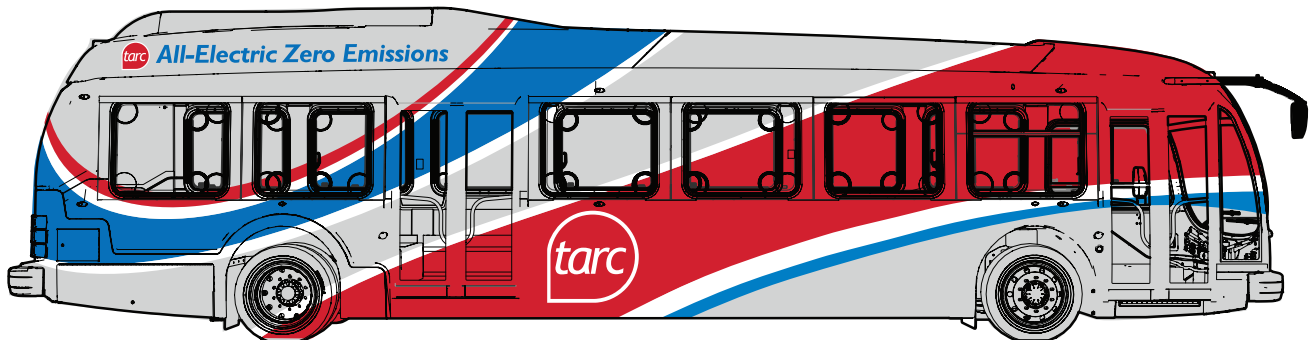
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Introduction



TARC FY 2018 Budget Introduction

Investing for the future and improving the ride in challenging times

In fiscal year 2018 – July 1, 2017 to June 30, 2018 – TARC will make significant progress modernizing public transportation in the Louisville metropolitan area with a new electronic fare collection system, free Wi-Fi on all buses, and other improvements through grant funding. At the same time, maintaining and expanding needed service will present continued challenges due to limited operating revenue. TARC will continue focusing on efforts to generate additional revenue to maintain and improve service.

The new fare system will allow passengers to pay using a tap-and-go smartcard, or their cellphones, eliminating paper passes, tickets and transfer slips. Cash will remain an option. While more convenient for passengers, the system will also produce reliable data on ridership, resulting in improved efforts to plan routing based on passenger needs and system efficiency.

Also in fiscal year 2018, major progress is scheduled on Louisville's first Bus Rapid Transit (BRT) line, scheduled to begin operating in late summer 2019, as part of a project to transform the Dixie Highway corridor. The 15-mile BRT route, with new, branded buses and enhanced stops and shelters, is designed to provide faster, more convenient travel and will set the stage for the same type of service improvements along other major corridors in the region.

TARC also will begin a comprehensive operational analysis plan to help determine best options for service routing in the future, focusing on how to achieve the most efficient and beneficial operation.

Meanwhile, energy use at Union Station will decline significantly – an estimated 60 percent - with the completion of a new heating, ventilation and air conditioning system, part of significant upgrades and preservation work at TARC's historic headquarter building.

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

These efforts and others underscore TARC's commitment to its mission to explore and implement transportation opportunities that enhance the social, economic and environmental well-being of the Greater Louisville community.

TARC is placing an emphasis on the importance of team members and passengers to show dignity and respect. Efforts include a streamlined complaint management process, conflict resolution training, security measures and communications.

TARC is also upgrading technology to the benefit of passengers. Beginning in Fiscal Year 2018, all 225 TARC buses will provide free Wi-Fi. TARC expanded Wi-Fi to 157 buses in the first quarter of 2017.

Working with the Greater Louisville Convention and Visitors Bureau, and with funding contributions from community partners, TARC is also planning a rebranding of the ZeroBus all-

electric fleet on downtown fare-free circulator routes, and an expansion of the service south to Churchill Downs.

While Fiscal Year 2018 promises to be a year of positive developments, limited operating revenue threatens TARC's ability to maintain existing service let alone build a network that provides the service Louisville deserves and needs. TARC's current level of service is not sustainable nor is the current level of service sufficient to meet the community needs.

TARC estimates total occupational tax revenue, the major source of operating funds, for fiscal year 2018 at \$57 million, a 4 percent increase compared to the \$55 million amount estimated for fiscal year 2017.

For the fourth fiscal year in row, TARC has not raised fares, and service levels are maintained. Mirroring a national trend, with low gas prices and other factors, total ridership decreased by five percent in fiscal year 2016, with 14.03 million customers or 44,827 average weekday trips. While ridership on local and express routes declined, paratransit trips increased by 5.8 percent, from 482,777 in fiscal year 15 to 510,718 in fiscal year 16.

Bridges Project Funding

The four-year \$20 million capital improvement and communications program with Ohio River Bridges Project funding concluded in Dec., 2017. In the final year of the program, TARC authorized exterior improvements to the Nia Center bus turnaround area including shelters and stops and completed a new customer service area and kiosk inside the building. Funds were also authorized toward a new heating, air conditioning and ventilation system at Union Station. A new content management system was completed for the TARC website. TARC also took possession of seven vans for the Ticket-To-Ride vanpool program. TARC authorized local, express and TARC3 ridership surveys and a survey of the general public, and an advertising campaign focusing on cross-river travel and targeting low income communities and the general public.

Focusing on Funding

TARC continues to focus on securing increased operating and capital funding at the local, state and federal levels. At the federal level, after success in fiscal year 2015 with passage of the first long-term federal transportation legislation in a decade, efforts will now focus on continued full funding authorized in that legislation and increasing funding in the future.

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

Efforts also include building support at the state level for increased funding, and working with other transit agencies and partners in a united effort for all modes of transportation. A focus at the state level is on building support for a dedicated source of funding for public transportation as well as increased funding to match capital improvement grants.

To continue improvements in fiscal year 2018, TARC will look for innovative, workable solutions and additional funding sources.

These efforts will help determine the future viability of TARC. Louisville Mayor Greg Fischer; Louisville Metro Council; Greater Louisville, Inc., the Commonwealth of Kentucky, major corporate partners and others are needed to help achieve the important community goal of ensuring a viable, convenient, safe and responsive public transportation system for Greater Louisville.

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

Partnerships

TARC's partners make it possible to provide and improve service through new strategies and technologies. Throughout the budget document, references are made to many of these partners who help make projects and programs a reality.

Among the most important partnerships are with the University of Louisville, Humana, UPS and Louisville Metro which continue to be active supporters of TARC while positioning public transportation as an environmental initiative.

TARC is proud to include a new partner – Jefferson Community Technical College – in a fare-free ridership program for students, faculty and staff. JCTC joins the University of Louisville, Humana, Louisville Metro, UPS (in a limited partnership) and Amazon (during peak season) in agreements with TARC that provide fare-free rides for their workers or students, faculty and staff who show their school or company photo IDs as fare when boarding a TARC bus. TARC will continue to focus efforts on the expansion of these partnerships.

TARC recognizes the organizations listed below as key partners:

National

Federal Highway
Administration (FHWA)
Federal Transit
Administration (FTA)
American Public
Transportation Association
(APTA)
Community Transportation
Association of America
(CTAA)
United We Ride
AARP
Easter Seals Proj. ACTION

Local Business

Downtown Development
Corp.
Frankfort Avenue Business
Association
Humana
Jefferson Community College
Jefferson County Public Schools
Jeffersontown
Center for Women and Families
Louisville Metro Government
Louisville Water Co.
Main Street Association
Metro United Way
Oldham County
St. James Court Art Show
United Parcel Service (UPS)
University of Louisville
First Transit
Yellow Cab of Louisville
Stoll Keenon Ogden
Fifth Third Bank
Bullitt County

**Community
Organizations**

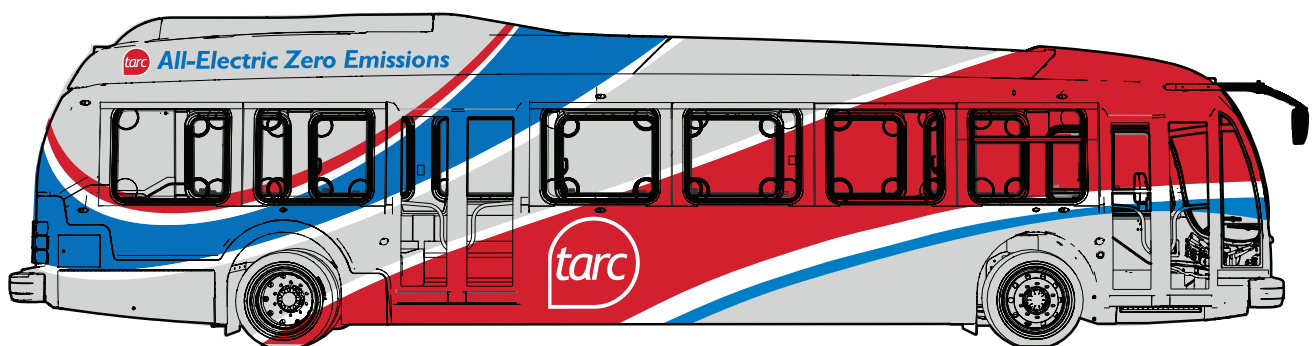
Air Pollution Control
District
American Red Cross
Americana
Community Center
Center for Accessible
Living
Elder Serve
KAIRE
Lincoln Foundation
Louisville Convention
and Visitors Bureau
Louisville Downtown
Management District
Louisville Free Public
Library
Louisville Science
Center
Louisville Urban
League
Louisville Zoo
Oldham County
Visions
YMCA-Safe Place
Kentucky
International
Convention Center
Catholic Charities
Kentucky Refugee Ministries

State

FHWA-KY
KIPDA
KYTC
INDOT
Kentuckians for Better Transportation
(KBT)
Kentucky Public
Transportation Association
(KPTA)
TANK
Lextran



Mission Statement & Critical Success Factors



Mission Statement

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

Critical Success Factors

Adequate Financial Resources

Effective Team

Effective Visionary Leadership

Community Support

Focus on Customer Needs

Quality Services

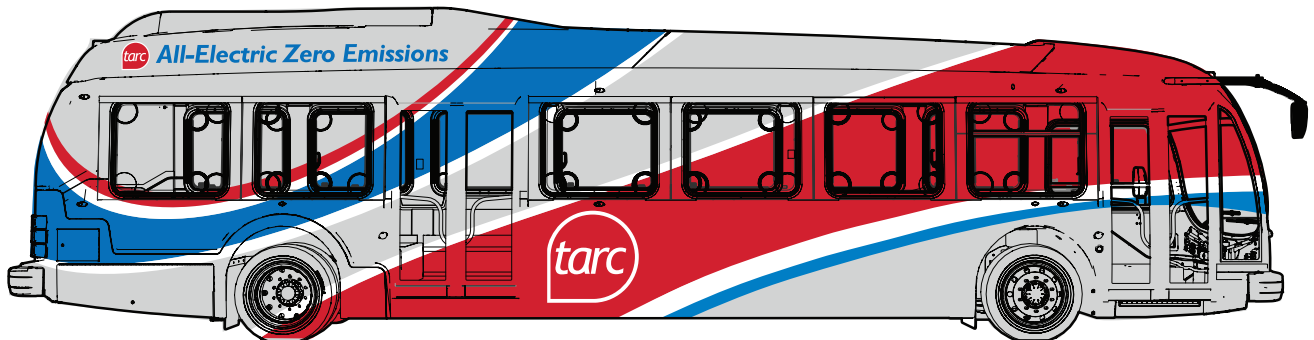
Prudent Fiscal Management

Strategic Management

Focus on Safety



TARC Team Shared Values



TARC Team Shared Values

Teamwork

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

Appreciation

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

Respect

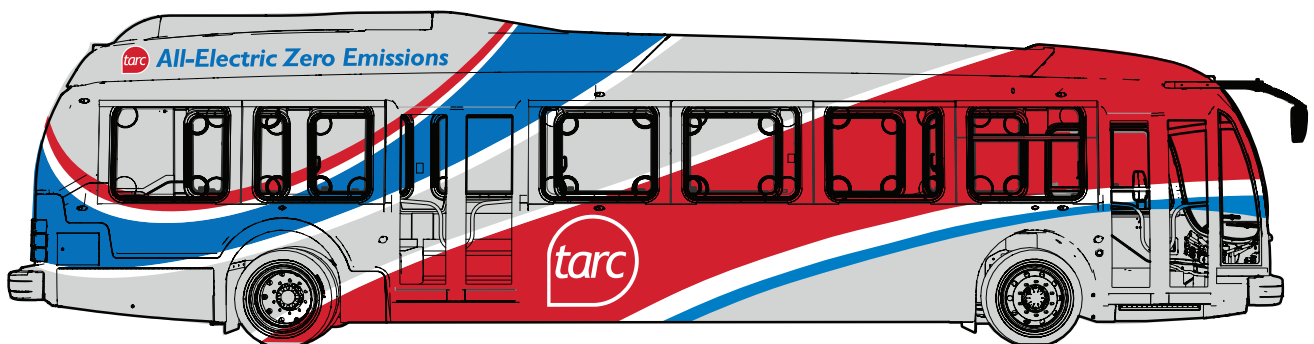
We treat everyone, team members and customers, with dignity and respect. We value trust and fairness in our workplace.

Communication

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



2016 Accomplishments



Transit Authority of River City 2016 Accomplishments

Organization Accomplishments

Adequate Financial Resources

- TARC was awarded \$1.18 million in an Indiana Department of Transportation Public Mass Transportation and Operating Grant Agreement. This funding provides part of the operating budget for TARC services in Southern Indiana.
- TARC receives annual funding from KIPDA State Transportation Program (STP) Urban Priorities (SLO local funds) for access and bus stop improvements. TARC received \$950,000 for the FY 2017 to be invested in sidewalks, shelters and other passenger amenities along Preston Hwy and other TARC routes system-wide.
- TARC received financial support from Amazon in River Ridge Commerce Center and Radial (former eBay Enterprise) in Riverport for additional service to these employment centers and to address seasonal employment increases from Oct., 2016 and Jan., 2017.
- TARC submitted a Transportation Alternatives Program (TAP) application to KIPDA for a major TARC stop and transfer node improvements at the Eastern Parkway, Preston Highway and Shelby Street intersection.
- TARC submitted a Congestion Mitigation and Air Quality (CMAQ) application to KIPDA for transit improvements in the Southwest Louisville/Riverport area. If funding is awarded, TARC would implement a Riverport circulator to provide connections to jobs and integrate a future Bus Rapid Transit (BRT) corridor with local routes in the area.
- TARC submitted an application to KIPDA for an Indiana Department of Transportation (INDOT) CMAQ grant for two new cross-river bus routes to improve transit connections across two new Ohio River bridges.
- TARC prepared and submitted a competitive funding application to KIPDA for a Comprehensive Operations Analysis and TARC Long-range Plan Update. The funding request was supported by the KIPDA Transportation Technical Coordination Committee (TTCC) and forwarded to the Transportation Policy Committee (TPC) for final approval.
- TARC received \$567,677 in bus advertising revenue, up from \$533,852 in 2015.

Effective Team

- TARC issued a new procurement and awarded a contract with Genfare for the installation and implementation of a new electronic fare collection system.
- TARC completed a renovation of the 2901 W. Broadway building, a TARC owned facility previously leased to Metro Bank. Rehabilitation included determination of information technology specifications and the configuration and installation of all equipment (data, voice, Uninterruptible Power Supply (UPS), power and backup generator) necessary to relocate the TARC Call Center and TARC3 scheduling team members.
- TARC relocated call center and TARC3 scheduling team members to 2901 W. Broadway following the rehabilitation of the building. The relocation allowed for anticipated departmental growth, replaced outdated work stations, and accommodated the need for short-term relocation associated with the Union Station HVAC replacement project.
- TARC completed design, engineering and issued a procurement for the replacement of Union Station's 35 year-old heating, ventilating and air conditioning system.

- TARC negotiated and signed a 12 month contract for diesel fuel with Petroleum Traders that will save up to \$2.5 million dollars. The contract will also save the Louisville Water Company, a participating agency on the contract, up to \$252,000.00 dollars.
- TARC hired 67 new TARC team members, processed 18 TARC team member retirements and more than 600 applications for employment.
- TARC managed 27 federal grants and oversaw 21 subrecipients of FTA funds.
- TARC staff negotiated a new contract to upgrade its Enterprise Resource Planning system in order to meet the needs of new Federal Transit Asset Management guidelines and to improve processes throughout the organization.
- TARC managed a total of 301 active contracts and/or agreements (224 Invitation for Bids, 24 Request for Proposals, 27 Service Agreements and 26 TARC Agreements).
- TARC completed and awarded: a two year contract with three one year extensions for Web Hosting and Development Services to Leap; a one-time construction contract for NIA Center Customer Service Area Renovations and a one-time construction contract for Renovations 2901 W. Broadway to ShelCon Construction Co. LLC; a one-time three year contract for the purchase and delivery of Small Passenger Vehicles to Carriage Ford, Central States Bus Sales, Crossroads Ford Lincoln, and Superior Van & Mobility; an ongoing five year contract with three one year extensions for Transit Advertising Services to Lamar Transit Advertising and a one-time two year contract with two one year extensions for Transit Technology Consulting Services to LTK Engineering Services.
- TARC upgraded email servers from Microsoft Exchange 2003 to Exchange 2016.
- TARC completed installation of a new bus paint booth at 29th Street.
- TARC promoted two new transportation training instructors and they were Transit Safety Institute (TSI) certified.
- TARC trained 31 new coach operators and 12 new maintenance personnel and provided Blood-borne Pathogen training for 39 maintenance personnel.
- TARC began training and transitioning to assume on-going, Proterra Electric Bus maintenance from Proterra's assigned representative.
- TARC planned and executed a Veterans Day event for TARC team members who are veterans.
- TARC, as the designated recipient of Section 5310 Enhanced Mobility of Seniors and Persons with Disabilities federal funds for the Louisville urbanized area. completed a competitive selection processes to choose projects for the award of those funds.
- TARC wrote and distributed a total of 17 news releases regarding schedule changes, new buses, service updates and developments.
- TARC communicated news and information to team members through *Talk About TARC* internal meetings, *TARC Team Update* monthly newsletters, Bright Sign displays, e-mail, and posters.
- TARC completed the Automated Passenger Counter project, on buses that had the necessary equipment, to reduce the need for coach operators to perform manual passenger counts.
- TARC upgraded the Trapeze software product suite in use from Version 11 to Version 14. This included successfully testing, evaluating and implementing the upgrade within the Customer Service and Paratransit Department.
- TARC upgraded the website content management system (CMS) from Ektron CMS to Sitefinity CMS. The new system supports and stores TARC's web data such as text,

graphics, video, maps, schedules and application codes that display content to interact with TARC customers.

- TARC created new designs for both regular and express monthly passes that include a specialized TARC holographic and paper to decrease fraudulent activity.

Effective Visionary Leadership

- TARC began operating six new all-electric, zero-emissions buses in local service on its Fourth Street route, further demonstrating that full battery electric buses are a viable option for public transportation in Louisville, eliminating harmful emissions, conserving energy and saving on fuel and maintenance costs.
- TARC partnered with Louisville Metro, Congressman John Yarmuth, Kentucky Derby Museum, Churchill Downs, and others to coordinate and draw attention to the new electric buses at a news event at Churchill Downs.
- TARC worked with a video crew to showcase TARC all-electric buses in a video produced and circulated nationally by the US. Dept. of Energy.
- TARC ordered eight new Bus Rapid Transit (BRT) commuter-style buses for use on the planned BRT service in the Dixie Highway corridor using Transportation Investment Generating Economic Recovery (TIGER) Grant funds provided through Louisville Metro Government.
- TARC moved its sustainability commitment forward by hiring an intern to create the means of tracking resource consumption and emissions data for all of its vehicles and facilities.
- TARC worked with the American Public Transportation Association and others and closely monitored developments in Washington, Frankfort and Indianapolis to help ensure public transportation in Greater Louisville achieved as much adequate funding and effective legislation to address future needs as possible.
- TARC continues to have strong involvement in the transportation planning process with Louisville Metro government agencies: Mayor's Office, Public Works, Planning and Design Services, Economic Development and Downtown Development Corporation as well as with business, civic and non-profit agencies.
- TARC continues to be involved in the KIPDA planning process, with a strong presence on KIPDA's various committees and workgroups. TARC participated in regional transportation planning through the Transportation Technical Coordinating Committee and Transportation Policy Committee and provided support for the Connecting Kentuckiana Long-term Regional Transportation Plan.
- TARC participated in the new KIPDA Project Management Process that includes policies to improve project planning and delivery, and provide realistic budget estimates.
- TARC partners with the Louisville Metro Government and State Highway department on planning and implementation of the Dixie Hwy Bus Rapid Transit Project (BRT). TARC continues providing leadership and professional expertise for the BRT service and design elements, and ensuring the needs of transit users are addressed throughout project development and implementation.
- TARC participates in the Comprehensive Plan update process with leadership on the Mobility Advisory Team.
- TARC partnered with Louisville Metro and the University of Kentucky Transportation Center on the application in a nationally competitive process for a Smart City Challenge Grant. Although Louisville Metro was not a finalist, the application and research is a

valuable asset for pursuing future technology and smart mobility improvements in the Louisville Metro area.

- TARC, in cooperation with KIPDA, Louisville Metro and Louisville Downtown Partnership, worked on a Downtown Mobility Plan to evaluate and improve traffic flow for transit, bike and pedestrian travel. The plan, to be completed in 2017, will include recommendations for transit route improvements in the downtown area.
- TARC worked with Louisville Metro Develop Louisville to complete the MOVE Louisville multimodal transportation plan including community outreach support. The plan draft was released in the summer of 2016.
- TARC is involved in the Russell Choice Neighborhood community planning process, with Louisville Metro agencies and community and neighborhood leaders on developing long-range plans for Russell area improvements. As a result Louisville was awarded \$30 million in federal funding for the Russell Neighborhood redevelopment plan.
- TARC renewed a three-year contract with Remix to support the transportation planning process at TARC. The Remix tool is helpful with route changes and cost estimates for current and long-range service planning.
- TARC evaluated requests for service expansion and developed preliminary plans and cost estimates for: Renaissance Business Center, Bullitt County; Preston Crossings; and Jeff Boat in Jeffersonville. Additional funding sources and community and businesses support are needed for implementation.

Community Support

- TARC continued partnerships with TARC Means Business partners Humana, the University of Louisville, UPS, and Metro Louisville for fare-free rides with the show of photo-identification.. Total trips for these partners and the percent increase/decrease in trips from their prior contract year are reflected here:

Company	Total	%
Humana	550,014	3.5%
Metro	175,076	(1.3%)
UL	1,186,899	9.1%
UPS	55,017	(23.0%)

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

- TARC expanded its partnership with the Kentucky State Fair, establishing a Central Ave. connector route on weekends during the fair. Under the partnership, the fair provides reduced fair admission for passengers arriving by TARC. TARC promoted the service through media relations and a printed advertisement that was displayed on buses and through a social media campaign in partnership with the fair.
- TARC continued to receive sponsorship funds from downtown business organizations to support frequent and fare-free ZeroBus service.
- TARC worked in partnership with sponsors to support the monthly Republic Bank First Friday Hop downtown and the Frankfort Avenue Trolley Hop, collaborating on stop locations, promotions, on-board materials and other efforts.
- TARC provided 11 complementary Job Hunter bus routes, transporting 515 citizens to community job fairs, and TARC participated as an employer at 17 job fairs.
- TARC participated in 111 outreach events including: Muhammad Ali Memorial Service shuttle, RiverLink events, Kentucky Derby Festival Pegasus Parade, Americana Festival, U of L Freshman orientation sessions, Kentucky State Fair, WorldFest, Mayor’s Hike,

Bike and Paddle events, St. James Court Art Show, Bike to Work Day, White Cane Safety Day, Lincoln Heritage Boy Scouts 100th Anniversary Camporee, Light Up Louisville, group tours of Union Station and community/neighborhood forums among others.

- TARC partnered with the Parking Authority of River City for park-and-ride service to the St. James Court Art Show and hosted a TARC booth at the event.
- TARC partnered for the eighth year with the MillerCoors drink responsibly program for complimentary rides for all TARC customers on Derby Eve.
- TARC provided transit information for parents at twelve U of L Freshman orientations and for students at three U of L student events.
- TARC partnered with RiverLink for sales of transponders at Union Station and the Nia Center and participated in 12 RiverLink community meetings, promoting TARC as a cross-river transportation option.
- TARC employees supported Metro United Way, Fund for the Arts and Toys for Tots with internal campaigns generating personal donations.
- TARC partnered with the Community Foundation of Louisville, providing transportation and promotions of ZeroBus service to the “Give Local Louisville” event at 4th Street Live! Destination signs on all ZeroBuses displayed #GiveLocalLou. Over \$4 million was raised for the benefit of 610 nonprofit agencies.
- TARC in partnership with Louisville Metro Public Works and Assets held an annual Design-A-Bus art contest, with the theme *Look Alive Louisville!* Winners rode on the wrapped art bus in the Kentucky Derby Festival Pegasus Parade. Out of 212 entrants from 20 different elementary and middle schools in the Greater Louisville area, 12 winners were chosen.
- TARC, in partnership with TreesLouisville, Inc. announced the 2017 Design-A-Bus competition with a theme *Trees Louisville* to draw attention to the need to plant trees for a more livable and healthy community.
- TARC, with Louisville Metro and First Transit, co-sponsored the annual White Cane Safety Day event held on 4th Street Live. The event raises public awareness to enhance safety for individuals who are blind or have a visual disability and use a white cane or guide dog to travel throughout the community.
- TARC, in partnership with the Regional Mobility Council (RMC), promoted improved access to transportation resources with an emphasis on access for older adults, people with disabilities and low income individuals through outreach to regional transportation planning and advising groups.
- TARC managed event planning and partnered in the sponsorship and implementation of the Regional Mobility Council’s annual Transportation Summit, April 2016. The event had the largest representation in its 11 year history with 89 participants representing 44 different entities.
- TARC produced a one minute coach operator recruitment video that included 14 TARC employees. The video was shared across all TARC social media channels (Facebook/Twitter) and received 501 views from Dec. 7, 2016 – Jan. 17, 2017.
- TARC and Lincoln Elementary School collaborated on a video that promoted the all-electric ZeroBus through students’ participation in a viral internet trend, “Mannequin Challenge.” The video received 670 views from Nov. 18, 2016 – Jan. 31, 2017.

- TARC worked with KIPDA to develop a bid for service requests and create a new exterior look for Ticket-to-Ride vehicles. Eighteen vehicles received the new design.
- TARC team members participated in the Jefferson County Public Schools' *Making a Connection* program for the benefit of middle school students.
- TARC developed two ad campaigns. One focused on downtown visitors and workers highlighting ZeroBus downtown circulator service and a new free ZeroBus mobile app. Another, with print, billboard, bus and radio ads, focused on TARC services in advance of tolling on Ohio River bridges.

Focus on Customer Needs

- TARC launched a ZeroBus mobile app, developed in partnership with Tandem and Northern Kentucky University Department of Informatics, for passengers to access ZeroBus downtown circulator route maps, destinations, real-time bus locations and arrival times at each stop. The app also features more than 100 downtown destinations.
- TARC upgraded ZeroBus amenities downtown including new shelters unique to the TARC system, and new ZeroBus stop signs and informational signs.
- TARC designed a new bus stop sign and substantially completed replacement of the 4,500 bus stops signs in the service area. Bus route identification signs are included at every stop. Larger font and reflective material are also among the enhancements to improve customer experience. More than \$650,000 has been invested in this project, to be completed in Feb., 2017.
- TARC added 12 new clean-diesel Gillig buses to the fleet.
- TARC constructed a new customer service center at the NIA Center, improving visibility and access, with a new waiting area and seating. The first floor location also improves access to the bus transfer station behind the NIA Center. Exterior and interior signage was also installed.
- TARC completed design and engineering plans and issued a procurement for significant improvements to exterior passenger facilities at the NIA Center. Pedestrian access to the transfer station behind the building will be safer and the transfer and boarding area will be more attractive, brighter with new lighting and more comfortable new seating.
- TARC, in partnership with Tandem and IQS Research, completed an onboard passenger study, with data analysis to be available in spring, 2017. Questions for a phone survey and general public survey were developed, with those surveys scheduled for winter and spring of 2017.
- TARC extended service on Route 15, as a result of work with the Louisville Metro Economic Development Department, to address service requests for two major employers and improve access to jobs in the Ormsby Station Rd. and Hurstbourne Parkway area.
- TARC continued bus stop, shelter and sidewalk improvements for better access to public transportation. Improvements were made on Preston Highway, Hurstbourne Parkway, Shelbyville Road, and downtown along Main and Market streets and South Fourth Street. TARC constructed a half mile of new sidewalks and improved 44 stops. TARC installed 16 new Americans with Disabilities Act (ADA) accessible ramps, 13 new shelters and 12 benches. The estimated expenditure for these projects is over \$570,000.
- TARC responded to 273,000 TARC3 paratransit customer calls and 207,000 calls for information relating to local or express routes for a total of 480,000 calls, a three percent increase over 2015.

- TARC processed nearly 2,300 new TARC3 applications. An additional 1,076 applications for eligibility recertification were reviewed, an almost 70 percent increase over 2015.
- TARC scheduled over 660,000 TARC3 trip reservations and provided nearly 513,000 customer trips on TARC3, a three percent increase over 2015, with zero trip denials due to capacity. Nearly 566,000 trips were provided by TARC3, including companions, personal care attendants, children and service animals.
- TARC reduced average TARC3 reservation telephone hold times to less than two minutes.
- TARC continued to notify riders of delays and detours with notices on buses and through TARC's Twitter feed, Facebook and texting service, offering brief explanations of what buses are delayed and/or detoured and when and where to access service in those circumstances.
- TARC's website use remained strong and steady with 516,000 visitors in 2016 and 7.5 million page views. Customers using a mobile device to access the website accounted for 87.5 percent of the page views, similar to 2015. Top web pages remained mobile maps, schedules and the mobile real-time trip planner (Google).
- TARC social media engagement and number of followers continued to grow. TARC's Facebook page on Jan.1, 2017 had 3,286 followers, up from 3,063 a year earlier, a seven percent increase. TARC's Twitter page on Jan.1, 2017 had 3,646 followers, a 12 percent increase from 2016.
- TARC provided 14 group travel training sessions attended by 283 people. Three of the training sessions were in partnership with KIPDA Area Agency on Aging and included a monthly pass program for participants.
- TARC produced and circulated *TARC3 Voices*, a quarterly printed newsletter for paratransit customers and *TARC Team Update*, a monthly internal newsletter for team members.
- TARC maintained the Summer Youth Pass program including publicizing and coordinating pass sales.

Quality Services

- TARC added Wi-Fi to 51 buses for a total of 100 buses in the fleet with Wi-Fi and added electrical outlets to 55 Gillig buses for customer convenience.
- TARC successfully managed service for large public events including: Thunder Over Louisville, St. James Court Art Fair, the opening ceremonies for the two new Ohio River bridges and provision of 30 buses to shuttle attendees from the fairgrounds to the Yum Center for Muhammad Ali's memorial service.
- TARC received a 9.2 percent increase in the number of customer commendations received, with 271 commendations received in 2016 compared to 248 in 2015.
- TARC maintained stability of service (with minor exceptions) and in some cases increased the level of service which resulted in stable ridership and a positive impact on customers.
- TARC revised the Fourth Street Downtown Circulator route in August 2016, to address the Kentucky International Convention Center construction project.
- TARC's Preston Highway Transit and Access Improvements Project was awarded the Project of the Year-Transit Category for 2016 by the American Public Works Association

(APWA) Kentucky Chapter and was a finalist for the Kentucky-Indiana Transportation Excellence (KITE) Award 2016 from KIPDA.

Prudent Fiscal Management

- TARC controlled TARC3 costs with a 20 cent decrease in the average cost per trip, dropping from \$28.08 per trip in FY15 to \$27.88 in FY16.
- TARC saved \$17,000 annually on phone communication costs by switching to a more modern voice communication protocol.
- TARC updated bus Wi-Fi plans to allow for unlimited data usage without an increase in cost even after adding Wi-Fi to additional buses, more than doubled the number of busses with Wi-Fi.
- TARC managed a health care Opt-Out program with 45 participants for a total premium savings to TARC in the 2016 plan year of \$501,971.
- TARC negotiated a four percent decrease in health insurance plan costs that will yield an approximate savings of \$300,000 for plan year 2017 over plan year 2016.
- TARC received a clean operational audit and TARC Pension plan audit with no findings.
- TARC National Transit Database (NTD) reporting completed and submitted to NTD resulted in no critical issues.
- TARC processed more than 6,773 payables checks and more than 32,391 payroll checks.
- TARC implemented new financial statements in the Ellipse software program to reflect grant revenue and depreciation.

Strategic Management

- TARC is participating in community-wide long-range planning efforts and considering mid and long-range routes and service improvements in coordination with the community vision to ensure a stable and efficient public transportation system.
- TARC developed and updated a Route Monitoring Report (RMR) for the past four fiscal years that serves as a basis for service evaluations and continuous efficiency improvements. Service monitoring and evaluation will support the Long Range Plan Update and developing strategies for the entire system's growth and development.
- TARC planned a major relocation of call center and scheduling operations to solve overcrowding and an outdated work environment. This included assessing the impact of relocation on daily processes, adaptation of operational procedures as needed and evaluation of interior design options.
- TARC hosted a new TARC training class, *How to Do Business with TARC*, for current vendors and companies that want to conduct business with TARC. Eight companies attended. TARC, a member of the Tri-State Minority Supplier Development Council, taught the same class as part of a council program to introduce local companies to large private and governmental agencies. Approximately 20 people attended.
- TARC exceeded the eight percent DBE goal established for Federal Fiscal Year (FFY) 2016, coming in at 15 percent and established a new three year DBE goal of 13 percent for FFY 2017-2019.
- TARC completed an acceptable annual inventory count verified by an independent auditing agency and maintained a consistent storeroom supply rate of 99 percent.

- TARC promoted team member wellness, including the purchase of a new universal machine, treadmill and other fitness equipment and participated in an offer of a free Weight Watchers program for all eligible team members.

Focus on Safety

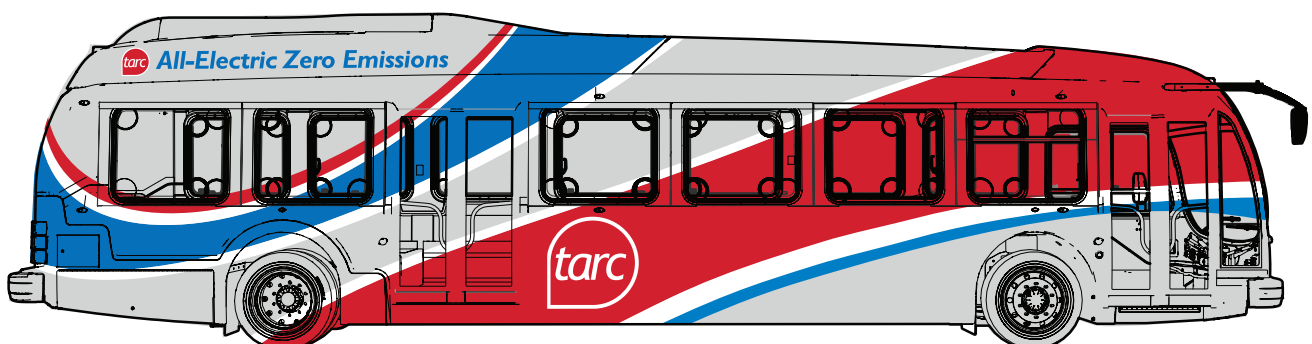
- TARC completed installation of new on-board camera surveillance systems on all of its fixed route buses for improved audio and visual capabilities. Each bus is now equipped with eight cameras (four for interior views and four for exterior views). The new system makes transfer of video much quicker and maintenance of the on-board systems more efficient.
- TARC continued working with Louisville Metro Police Department, area law enforcement and the Metro Arson Bureau to assist in identification and apprehension of individuals involved in criminal activity and to provide transportation for individuals to help ensure community safety.
- TARC continued to enhance security, with a full-time transit security specialist and increased from fifteen to twenty the number of part-time security officers comprised of Louisville Metro police and Jefferson County Correction officers who are armed, uniformed and have arrest powers. Their job function is to respond to on-bus disturbances and ride buses in an effort to pro-actively prevent any issues that may occur. All officers have radios so they can communicate with TARC Radio Dispatch, coach operators and Louisville Metro Safe.
- TARC had a 15 percent decrease in TARC3 accidents dropping from 47 in 2015 to 40 in 2016, despite a three percent increase in the number of trips.

TARC Team Member Accomplishments

- TARC Executive Director, J. Barry Barker, served as chair of the American Public Transportation Association Legislative Committee and vice chair of the APTA Sustainability Committee.
- TARC Assistant Executive Director, Ferdinand L. Risco Jr., served as chair of the American Public Transportation Association Organizational Development (formerly workforce development) sub-committee and currently serves as vice chair of the APTA Workforce Development (formerly Human Resources) Committee.
- TARC Planning Director, Aida Copic, served on the Transportation Cooperative Research Program (TCRP) Project Panel, H 54 Project - Guide to Equity Analysis in Regional Transportation Planning Processes; on Comprehensive Plan Update Advisory Board and Mobility Workgroup; and the Advisory Board for the Russell Choice Neighborhood planning process.
- TARC Marketing Director, Kay Stewart, served on the Brightside Board of Directors.
- TARC Finance Director, Tonya Carter, served on the Metro Investment Council.
- TARC Graphic Designer, Jessica Holman, received the 2016 Louisville Defender Achiever Award.
- TARC Mobility Manager, Nancy Snow, served as a member of the National Center for Mobility Management (NCMM), Leadership Council and continued to serve as a member of the national Partnership for Mobility Management Advisory Committee.



Glossary of Terms

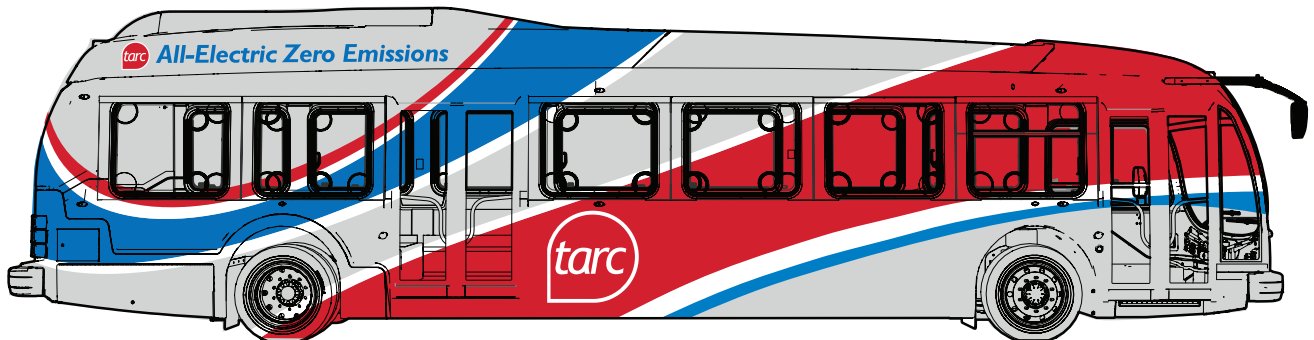


GLOSSARY OF TERMS

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



Capital Budget



FY 2018 CAPITAL BUDGET

	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
Projects That Use Local Funds						
20 MV1 Paratransit Vehicles (Municipal Lease 5/3)	77,812	0	77,812	0	0	0
Sub-total	77,812	0	77,812	0	0	0
Projects That Use Formula Funds						
Paratransit Buses	348,442	278,754	69,688	0	0	0
Hybrid Replacement Batteries	154,901	123,921	30,980	0	0	0
A & E Services	269,971	215,977	53,994	0	0	0
MIS Hardware/Software	441,106	352,885	88,221	0	0	0
Security Enhancements	170,125	136,100	34,025	0	0	0
Support Vehicles	80,000	64,000	16,000	0	0	0
USTA HVAC Replacement	4,078,705	3,281,666	797,039	0	0	23,377
Transit Enhancements (Sidewalks, Signs & Shelters)	170,473	136,378	0	0	34,095	0
Operations Planning Study	400,000	320,000	0	0	80,000	0
Sub-total	6,113,723	4,909,681	1,089,947	0	114,095	23,377
Projects That Use Discretionary Funds						
Bridges Project – Ellipse Upgrade	700,150	700,150	0	0	0	0
Bridges Project – USTA HVAC Replacement	162,645	162,645	0	0	0	0
Bridges Project – Park & Ride lots	999,735	999,735	0	0	0	0
Bridges Project – Stops, Shelters, etc.	566,368	566,368	0	0	0	0
Bridges Project – Public Relations	51,777	51,777	0	0	0	0
Electric Bus Project	400,000	360,000	40,000	0	0	0
Fare Collection Equipment	4,936,808	3,949,446	987,362	0	0	0
Ellipse Upgrade	900,000	720,000	180,000	0	0	0
USTA HVAC Renovation	393,000	353,700	39,300	0	0	0
Project Management Services	319,811	255,849	63,962	0	0	0
Transit Enhancements	400,122	400,122	0	0	0	100,031
Sub-total	9,830,416	8,519,792	1,310,624	0	0	1033,031
SUB-TOTAL - All Capital Projects	16,021,951	13,429,473	2,478,383	0	114,095	123,408
Federal, State & Local Match Contributions to Operations Budget (Cost Shifting)						
	TOTAL	FEDERAL	MTTF	STATE	OTHER	TOLL CREDITS
Projects That Use Formula Funds						
Non-Fixed Route ADA Paratransit	5,826,847	4,661,477	1,165,370	0	0	0
Capital Cost of Contracting (Fixed Route)	38,246	30,596	7,650	0	0	0
Capital Maintenance (Tire Lease)	679,440	543,552	135,888	0	0	0
Capital Maintenance	13,361,820	10,689,456	2,222,364	450,000	0	0
Sub-total	19,906,353	15,925,081	3,531,272	450,000	0	0
SUB-TOTAL - All Contributions to Operations	19,906,353	15,925,081	3,531,272	450,000	0	0
TOTAL	35,928,304	29,354,554	6,009,655	450,000	114,095	123,408

Capital Projects That Use Local Funds

Paratransit Vehicles

\$77,812

TARC purchased 20 MV-1 vehicles in October 2012 with funding arranged by Fifth/Third Bank. We received a very favorable interest rate of approximately 1.75% from our Bank. The amount indicated here represents the six remaining payments on these 20 vehicles. These will be the last of 60 payments. The final payment will occur in December.

Capital Projects That Use Formula Funds

Paratransit Bus Procurement

\$348,442

TARC will acquire five new paratransit buses using funds remaining in its fiscal year 2014 bus and bus facility formula program grant. TARC will match \$278,754 in Federal funds with \$69,688 in local funds for this purchase.

Hybrid Replacement Batteries

\$154,901

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

Architectural & Engineering Services

\$269,971

This amount will support construction administration services associated with renovation projects at Union Station, including full replacement of the HVAC system. A small portion may be used for environmental engineering services associated with the preparation of permits and plans necessary to maintain compliance with Federal, State and local regulations.

MIS Hardware/Software

\$441,106

The majority of these funds will be dedicated to the Ellipse upgrade project. The remaining amount is for the purchase of new software, upgrades as needed for various existing computer software systems, as well as for additional and replacement computer hardware as needed.

Security Enhancements

\$170,125

TARC will use these funds to purchase replacement bus cameras as needed and to support the new mobile surveillance (bus camera) systems.

Support Vehicles

\$80,000

TARC will use these funds to purchase up to four supervisory or administrative pool vehicles.

Facility Rehabilitation

\$4,078,705

TARC will use these funds toward the replacement of Union Station's heating, ventilating and air conditioning (HVAC) system. Portions of five separate grants of formula funds from the FTA will be utilized on the project.

Transit Enhancements **\$170,473**

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

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

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

Capital Projects That Use Discretionary Funds

ORBP – Ellipse Upgrade **\$700,150**

Funds will be used to bring TARC’s asset management software up to date. This software, called Ellipse, has not had a significant upgrade since 2004. No local match is required.

ORBP – Facility Rehabilitation **\$162,645**

TARC has a remaining \$162,465 in ORBP funds dedicated to the rehabilitation of its facilities in order to improve our energy efficiency. This amount will be used during FY 2018 to support the replacement of the HVAC system in Union Station. As with all the ORBP funding, no local match is required.

ORBP – Park & Ride lots **\$999,735**

This amount of ORBP funding will be used in FY 2018 to renovate TARC’s transit facilities at the NIA Center. The project includes replacement of the canopies, pavement, pedestrian facilities and landscaping. No local match is required.

ORBP – Bus Stops and Shelters **\$566,368**

This amount of ORBP funding will be used to replace TARC passenger amenities at the NIA Center and other locations in Louisville. No local match is required.

ORBP – Public Relations **\$51,777**

This funding will be used to raise public awareness about the services we will offer associated with the Bridges project. No local match is required.

Electric Bus Facility Projects **\$400,000**

These funds will be used for the installation of solar power infrastructure on the roof of the bus storage facility at Union Station. The source of funds is TARC’s 2015 award from FTA’s Low or No Emission Vehicle Deployment Program (LoNo).

Fare Collection System Replacement **\$4,936,808**

TARC has three grant awards totaling over \$5 million to replace its antiquated fare boxes with an electronic fare collection system. Two of the grants are from FHWA’s Surface Transportation Program and one is through the FTA’s State of Good Repair program. The required 20% local match will be provided by the MTTF.

Ellipse Upgrade **\$900,000**

These discretionary funds awarded to TARC by KIPDA will be used to complete our upgrade of Ellipse and improve our asset management capabilities. The funds require a 20% local match.

Union Station HVAC Renovations **\$393,000**

This is anticipated remaining balance of TARC’s Transit Investments in Greenhouse Gas and Energy Reduction (TIGGER) award to replace the aging HVAC system in historic Union Station. The remaining grant funds are obligated for the HVAC project, most of which will be expended in FY 2017. TIGGER funds require a 10% match from local (MTTF) funds.

Project Management Services **\$319,811**

TARC has acquired a contract with LTK Engineering Services of Philadelphia for project management and consulting primarily on our fare system replacement project. The required 20% local match will come from the MTTF.

Transit Enhancements **\$400,122**

We expect to spend this amount of discretionary funds obligated for pedestrian access improvements in FY 2018. KIPDA and the Kentucky Transportation Cabinet transferred these surface transportation funds to the FTA for TARC’s use on this project. The local match for these funds is in the form of transportation development credits, formerly called Toll Revenue Credits, from the Kentucky Transportation Cabinet.

Contributions to Capital Projects Planned With Prospective Funds

Contributions to Operations That Use Formula Funds

Non-Fixed Route ADA Paratransit **\$5,826,487**

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

Capital Cost of 3rd Party Contracting – Fixed Route **\$38,246**

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

Capital Maintenance - Tire Lease

\$679,440

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

Capital Maintenance

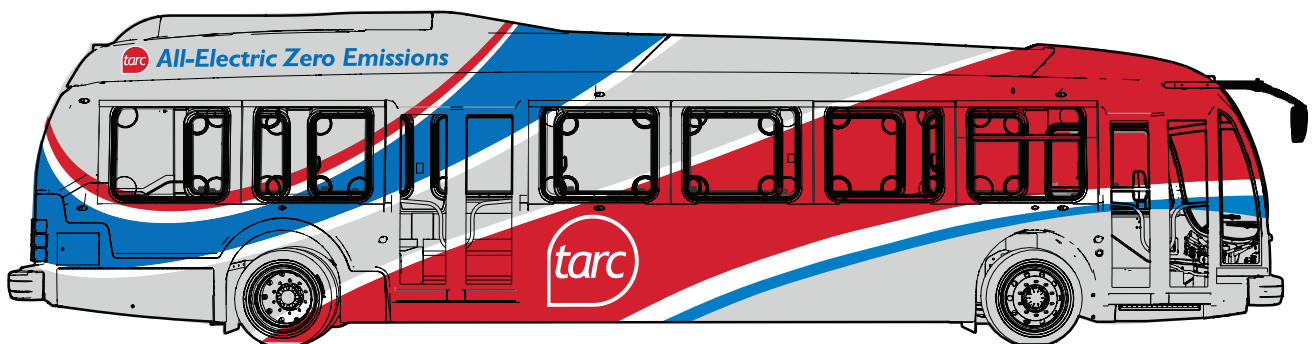
\$13,361,820

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



Operating Budget FY 2018

by Object Class
by Department



BUDGET BY OBJECT CLASS	FY16 ACTUAL	FY17 BUDGET	FY17 ESTIMATE	FY18 BUDGET
BEGINNING MTTF BALANCE	\$10,636,295	\$10,542,263	\$12,886,494	\$11,910,025
BEGINNING FEDERAL FORMULA BAL	\$877,244	\$4,458,437	\$538,085	\$6,728,652
OPERATING REVENUE				
FAREBOX	\$11,043,487	\$11,143,780	\$10,243,780	\$10,243,780
SPECIAL FARES	\$1,602,629	\$1,541,530	\$1,579,964	\$1,560,824
ADVERTISING	\$544,268	\$540,000	\$567,600	\$634,165
OTHER AGENCY REVENUES	\$178,547	\$125,000	\$125,000	\$152,000
TOTAL RECOVERIES - INSURANCE	\$0	\$0	\$70,000	\$70,000
MTTF COLLECTIONS	\$53,145,171	\$53,768,431	\$54,739,526	\$56,900,688
MTTF INTEREST	\$3,402	\$1,477	\$1,504	\$1,563
STATE GOVERNMENT FUNDS	\$1,207,296	\$1,591,888	\$1,207,269	\$1,205,679
FED REIMB FUNDS-ACCESS TO JOBS	\$328,689	\$384,000	\$379,322	\$379,200
MTTF PRINCIPAL	(\$2,250,199)	\$0	\$964,469	\$0
TOTAL REVENUES	\$65,803,290	\$69,096,106	\$69,890,434	\$71,147,899
OPERATING EXPENSES				
DIRECT LABOR	\$23,370,611	\$27,926,487	\$28,705,130	\$29,546,755
FRINGE BENEFITS:				
VAC/HOL/SICK/BDAY	\$4,280,693	\$4,771,581	\$4,946,890	\$4,831,959
HEALTH/WELFARE/PENSION	\$18,523,406	\$19,824,453	\$20,035,320	\$20,652,540
SERVICES	\$2,979,505	\$3,575,189	\$3,422,710	\$3,592,130
MATERIAL&SUPPLIES	\$8,068,258	\$6,177,896	\$6,422,850	\$6,666,916
UTILITIES	\$823,580	\$870,000	\$964,000	\$1,023,000
CASUALTY&LIABILITY	\$2,386,889	\$2,210,506	\$579,820	\$2,297,432
PURCHASED TRANSPORTATION	\$14,339,659	\$15,233,985	\$15,075,500	\$15,782,255
INTEREST EXPENSE	\$5,143	\$2,420	\$2,420	\$290
OTHER EXPENSE	\$450,140	\$657,750	\$643,020	\$651,320
TOTAL OPERATING EXPENSE	\$79,227,884	\$81,250,267	\$80,797,660	\$85,044,597
COST SHIFTING	(\$18,084,583)	(\$19,335,822)	(\$16,274,081)	(\$19,906,353)
NET OPERATING EXPENSE	\$61,143,301	\$61,914,445	\$64,523,579	\$65,138,244
MTTF CAPITAL SHARE	\$4,659,989	\$7,181,661	\$5,366,855	\$6,009,655
TOTAL OPERATING/CAPITAL	\$65,803,290	\$69,096,106	\$69,890,434	\$71,147,899
ENDING MTTF BALANCE	\$12,886,494	\$10,542,263	\$11,910,025	\$11,910,025
ENDING FEDERAL FORMULA BALANCE	\$538,085	\$2,479,753	\$6,728,652	\$3,277,632

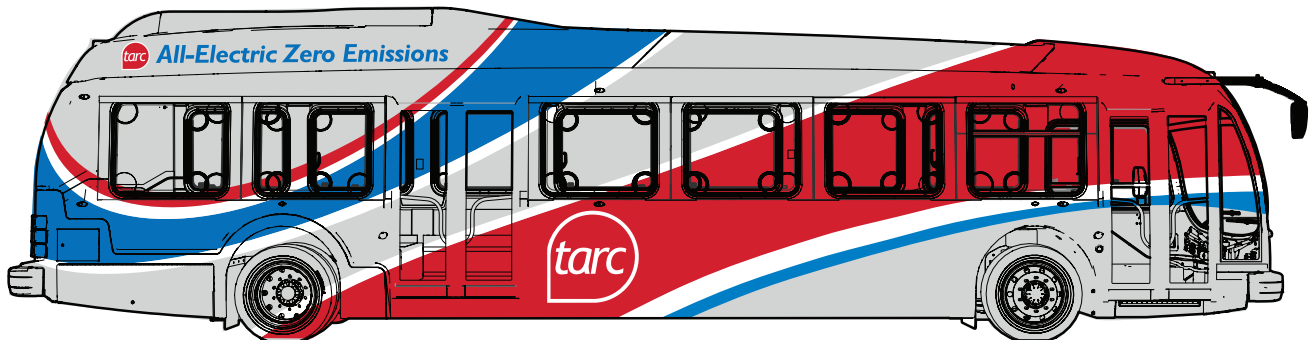
Diesel fuel is \$1.52 plus \$0.07 tax per gallon starting 8/1/17 for FY18

BUDGET BY DEPARTMENT	FY 16 ACTUAL	FY17 BUDGET	FY17 ESTIMATE	FY18 BUDGET
BEGINNING MTTF BALANCE	\$10,636,295	\$10,542,263	\$12,886,494	\$11,910,025
BEGINNING FEDERAL FORMULA BAL	\$877,244	\$4,458,437	\$538,085	\$6,728,652
OPERATING REVENUE				
FAREBOX	\$11,043,487	\$11,143,780	\$10,243,780	\$10,243,780
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OTHER AGENCY REVENUES	\$178,547	\$125,000	\$125,000	\$152,000
TOTAL RECOVERIES - INSURANCE	\$0	\$0	\$70,000	\$70,000
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MTTF INTEREST	\$3,402	\$1,477	\$1,504	\$1,563
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FED REIMB FUNDS-ACCESS TO JOBS	\$328,689	\$384,000	\$379,322	\$379,200
MTTF PRINCIPAL	(\$2,250,199)	\$0	\$964,469	\$0
TOTAL REVENUES	\$65,803,290	\$69,096,106	\$69,890,434	\$71,147,899
OPERATING EXPENSES				
TRANSPORTATION	\$37,204,626	\$36,158,641	\$37,296,100	\$38,527,811
MAINTENANCE	\$13,428,419	\$14,100,662	\$14,249,320	\$14,616,420
PARATRANSIT/CUST SERVICE	\$16,144,166	\$17,240,664	\$17,078,280	\$17,917,345
MARKETING	\$904,501	\$1,143,764	\$1,255,900	\$1,258,339
PLAN/SCHED	\$818,110	\$961,518	\$1,194,660	\$1,147,447
EXECUTIVE OFFICE	\$1,677,800	\$1,777,915	\$1,869,670	\$1,818,867
SAFETY	\$4,005,177	\$4,009,062	\$2,351,550	\$4,011,455
PURCHASING	\$787,089	\$845,041	\$841,570	\$868,936
IT	\$1,954,297	\$2,479,484	\$2,154,870	\$2,309,560
FINANCE	\$1,261,806	\$1,368,610	\$1,349,910	\$1,391,908
HUMAN RESOURCES	\$549,778	\$589,675	\$582,490	\$588,620
TRAINING	\$492,117	\$575,231	\$573,340	\$587,889
TOTAL OPERATING EXPENSE	\$79,227,884	\$81,250,267	\$80,797,660	\$85,044,597
COST SHIFTING	(\$18,084,583)	(\$19,335,822)	(\$16,274,081)	(\$19,906,353)
NET OPERATING EXPENSE	\$61,143,301	\$61,914,445	\$64,523,579	\$65,138,244
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Diesel fuel is \$1.52 plus \$0.07 tax per gallon starting 8/1/17 for FY18



Transportation



DEPARTMENT: TRANSPORTATION

PURPOSE:

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

EFFECTIVE TEAM:

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

STRATEGIES:

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

STRATEGIES:

1. Improve the merits of traffic management associated with the TRIMARC system by moving the system into real-time via a T-1 connection.
2. To meet routinely with Training, Human Resources, and Maintenance as a means of staying informed and in touch with one another.
3. To improve radio communication and response times by adding a team member to the p.m. operation.
4. Work more closely with Safety with regards to incidents on the bus.

PRUDENT FISCAL MANAGEMENT OBJECTIVE:

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

STRATEGIES:

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

STRATEGIC MANAGEMENT OBJECTIVE:

4. To proactively address concerns surrounding absenteeism.

STRATEGIES:

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

QUALITY SERVICE OBJECTIVE:

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

STRATEGIES:

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

DEPARTMENT:**TRANSPORTATION**

	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$17,502,580	\$18,172,000	\$18,736,380
FRINGE BENEFITS	\$15,298,115	\$15,472,180	\$15,970,415
SERVICES	\$0	\$0	\$0
MATERIAL & SUPPLIES	\$3,247,946	\$3,506,200	\$3,675,296
UTILITIES	\$110,000	\$145,000	\$145,000
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$0</u>	<u>\$720</u>	<u>\$720</u>
SUB TOTAL	\$36,158,641	\$37,296,100	\$38,527,811
CAPITAL COST SHIFTING	<u>(\$670,000)</u>	<u>\$0</u>	<u>(\$679,440)</u>
TOTAL	<u><u>\$35,488,641</u></u>	<u><u>\$37,296,100</u></u>	<u><u>\$37,848,371</u></u>

CATEGORY:**SALARIES & WAGES**

	FY	FY		
	17	18	TOTAL	DIRECT
JOB TITLE: NON BARGAINING	#	#	PAYROLL	LABOR
DIR. OF TRANSPORTATION	1	1		
DISPATCH MANAGER	1	1		
SUPV. OF ROAD OPERATIONS	1	1		
DISPATCH COMMUNICATIONS				
COORDINATOR	1	1		
DISPATCHERS	4	4		
ROAD SUPERVISORS	13	13		
TRANSIT OPERATIONS				
COORDINATOR	1	1		
CLERK/STAFF ASSISTANT	1	1		
TRANSPORTATION				
ATTENDANCE COORDINATOR	0	1		
TOTAL NON BARGAINING	23	24	\$1,420,256	\$1,210,889
JOB TITLE: BARGAINING-UNION				
CLERK	3	3		
OPERATORS	381	382		
PART-TIME OPERATORS	6	7		
RADIO	4	4		
JANITOR	1	1		
TOTAL BARGAINING POSITIONS	395	397	\$20,462,291	\$17,525,491
TOTAL SALARIES & WAGES	418	421	<u>\$21,882,547</u>	<u>\$18,736,380</u>

CATEGORY: FRINGE BENEFITS

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
FICA	\$1,495,029	\$1,624,850	\$1,674,018
PENSION	\$3,808,185	\$3,967,600	\$4,162,742
HOSPITALIZATION	\$5,051,680	\$4,758,620	\$4,933,272
VISION	\$19,284	\$20,120	\$20,964
DENTAL	\$207,456	\$206,150	\$204,852
LIFE INSURANCE	\$52,404	\$52,000	\$52,656
DISABILITY	\$108,228	\$108,000	\$108,744
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$1,320,000	\$1,500,000	\$1,500,000
SICK PAY	\$981,024	\$980,020	\$1,006,688
HOLIDAY PAY	\$687,931	\$687,930	\$721,043
VACATION PAY	\$1,248,616	\$1,248,610	\$1,264,960
OTHER PAID ABSENCES	\$151,278	\$151,280	\$153,476
UNIFORM ALLOWANCES	\$165,000	\$165,000	\$165,000
OTHER FRINGES	\$2,000	\$2,000	\$2,000
TOTAL FRINGE BENEFITS	\$15,298,115	\$15,472,180	\$15,970,415

CATEGORY:

MATERIALS & SUPPLIES

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
DIESEL FUEL	\$2,345,899	\$2,660,000	\$2,772,506
DIESEL EXHAUST FLUID	\$20,000	\$22,200	\$22,200
TIRE LEASE	\$670,000	\$641,000	\$679,440
OFFICE SUPPLIES	\$8,000	\$8,000	\$8,000
PRINTER SUPPLIES	\$4,000	\$4,000	\$4,000
STATE EXCISE TAX ON DIESEL	\$123,047	\$106,000	\$124,150
LUBRICANTS FOR BUSES	\$77,000	\$65,000	\$65,000
TOTAL MAT / SUPPLIES	\$3,247,946	\$3,506,200	\$3,675,296
DIESEL FUEL	\$1.26	July	
DIESEL FUEL	\$1.59	Aug - June	
TAX	\$0.07		

	Total Miles	Gallons @ 4.5 mpg	Fuel Cost
July	648,706	144,157	\$181,638
August	691,952	153,767	\$244,490
September	648,821	144,182	\$229,249
October	683,712	151,936	\$241,578
November	671,327	149,184	\$237,203
December	662,566	147,237	\$234,107
January	687,312	152,736	\$242,850
February	615,197	136,710	\$217,369
March	688,725	153,050	\$243,350
April	654,127	145,362	\$231,126
May	687,312	152,736	\$242,850
June	641,592	142,576	\$226,696
TOTAL	7,981,349	1,773,633	\$2,772,506

One cent increase in fuel = \$17,736
 Minus August (\$1,441)
 Fiscal Year Decrease \$16,294

CATEGORY:

OTHER

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
CHARGING STATION RENTAL	\$0	\$720	\$720
TOTAL OTHER	<u>\$0</u>	<u>\$720</u>	<u>\$720</u>

CATEGORY:**UTILITIES**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
PROPULSION POWER	\$110,000	\$145,000	\$145,000
TOTAL UTILITIES	\$110,000	\$145,000	\$145,000

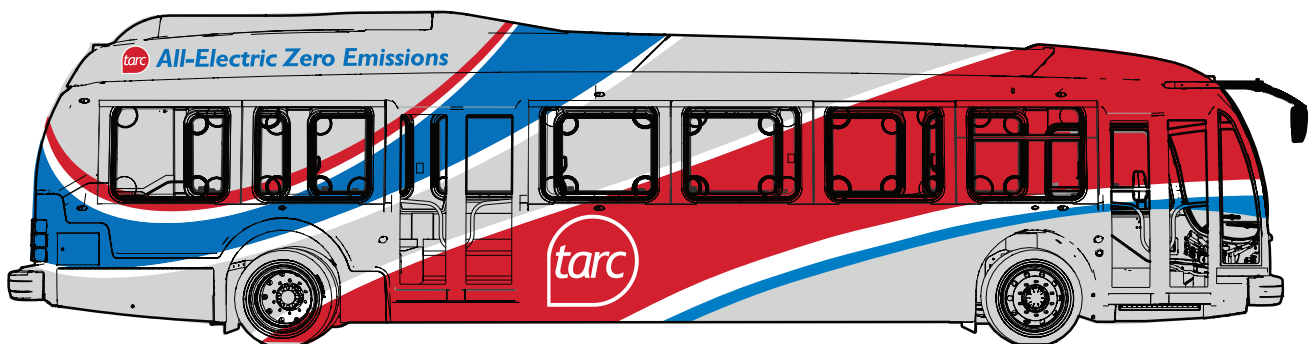
CATEGORY:

COST SHIFTING

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
TIRE LEASE	(\$670,000)	\$0	(\$679,440)
TOTAL COST SHIFTING	<u>(\$670,000)</u>	<u>\$0</u>	<u>(\$679,440)</u>



Maintenance



DEPARTMENT: MAINTENANCE

PURPOSE:

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

EFFECTIVE TEAM OBJECTIVE:

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

STRATEGIES:

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

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

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

STRATEGIES:

- a. Ensure that an appropriate number of coaches are available to meet peak markout requirements.
 - Work with outside vendors testing the latest technologies that will improve engine performance, fuel mileage and exhaust emissions.
 - Enforce established preventative maintenance intervals.
 - Maintain at least 3,200 miles between chargeable roadcalls.
 - Take delivery of two clean diesel 35' buses.
 - Purchase one new support vehicle for Maintenance.
- b. Improve the cleanliness and cosmetic appearance of coaches.
 - Perform, at a minimum, an interior cleaning of 100% of the active buses every 30 days.
 - Promptly repair vandalism damage.
- c. Ensure facilities and grounds are kept in a neat and orderly manner.
- d. Collaborate with Capital Projects Administrator on the procurement of new buses and bus security cameras.
- e. Install and maintain new fare collection system in all coaches.

QUALITY SERVICE OBJECTIVE:

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

STRATEGIES:

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

STRATEGIC MANAGEMENT OBJECTIVE:

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

STRATEGIES:

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

DEPARTMENT: MAINTENANCE

	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$5,239,741	\$5,319,740	\$5,475,798
FRINGE BENEFITS	\$5,051,171	\$5,069,580	\$5,143,922
SERVICES	\$426,750	\$443,000	\$464,100
MATERIAL & SUPPLIES	\$2,603,000	\$2,578,000	\$2,634,600
UTILITIES	\$760,000	\$819,000	\$878,000
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	\$20,000	\$20,000	\$20,000
SUB TOTAL	\$14,100,662	\$14,249,320	\$14,616,420
CAPITAL COST SHIFTING	(\$12,989,412)	(\$11,790,813)	(\$13,361,820)
TOTAL	<u>\$1,111,250</u>	<u>\$2,458,507</u>	<u>\$1,254,600</u>

CATEGORY:**SALARIES & WAGES**

	FY	FY		
	17	18	TOTAL	DIRECT
JOB TITLE: NON	#	#	PAYROLL	LABOR
BARGAINING				
DIRECTOR OF MAINTENANCE	1	1		
DIVISION MNT SUPERVISOR	2	2		
ELECTRIC MNT SUPERVISOR	1	1		
SUPV MNT BODY SHOP	1	1		
VEH. MNT SUPERVISOR	6	6		
GENERAL MAINT SUPERVISOR	1	1		
SERVICE MNT SUPERVISOR	2	2		
ADMINISTRATIVE ASSISTANT	1	1		
MAINTENANCE PLANNER	0	1		
TOTAL NON BARGAINING	15	16	\$965,673	\$842,479
JOB TITLE: UNION				
POSITIONS				
BODY VANDALISM	1	1		
BODY REPAIR ACCIDENT	2	2		
BUILDING MAINTENANCE	4	5		
FAREBOX MAINTENANCE	4	4		
GAR MECH-AC-BODY-SHOP	66	66		
GARAGE OPERATION-CLEAN	26	26		
MECHANIC SERV VEHICLES	2	2		
TOTAL UNION POSITIONS	105	106	\$5,401,728	\$4,633,319
TOTAL SALARIES & WAGES	120	122	<u>\$6,367,401</u>	<u>\$5,475,798</u>

CATEGORY:**FRINGE BENEFITS**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
FICA	\$449,080	\$478,690	\$487,107
PENSION	\$1,143,832	\$1,168,890	\$1,212,636
HOSPITALIZATION	\$1,909,048	\$1,759,700	\$1,823,716
VISION	\$6,792	\$6,650	\$7,452
DENTAL	\$67,572	\$64,740	\$67,380
LIFE INSURANCE	\$15,264	\$13,740	\$13,968
DISABILITY	\$31,524	\$31,000	\$31,560
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$400,000	\$520,000	\$520,000
SICK PAY	\$320,940	\$320,940	\$270,752
HOLIDAY PAY	\$196,889	\$198,000	\$203,081
VACATION PAY	\$376,148	\$376,150	\$375,650
OTHER PAID ABSENCES	\$45,582	\$42,580	\$42,120
UNIFORM ALLOWANCES	\$88,000	\$88,000	\$88,000
OTHER FRINGES	\$500	\$500	\$500
TOTAL FRINGE BENEFITS	\$5,051,171	\$5,069,580	\$5,143,922

CATEGORY:**SERVICES**

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
TOWING	\$39,000	\$56,000	\$51,000
ELEVATOR	\$15,000	\$15,000	\$15,000
RADIO MAINTENANCE	\$72,500	\$72,500	\$72,500
VOICE AND DATA COMMUNICATION	\$60,000	\$60,000	\$60,000
OUTSIDE SERVICES***	\$240,250	\$239,500	\$265,600
TOTAL SERVICES	<u>\$426,750</u>	<u>\$443,000</u>	<u>\$464,100</u>

***** OUTSIDE SERVICES**

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
CAR WASH	\$4,500	\$4,500	\$5,000
JANITORIAL	\$40,000	\$40,000	\$51,200
LAWN	\$2,500	\$2,500	\$3,000
REPAIR:OFF/BLDG/GRDS/EQ	\$65,000	\$65,000	\$70,000
REVENUE VEHICLES	\$16,500	\$16,500	\$17,000
NON-REVENUE VEHICLES	\$5,000	\$5,000	\$5,000
SEWER	\$20,000	\$20,000	\$20,000
SVC MAINT AGREEMENT	\$7,150	\$7,000	\$7,200
PARTS TANK	\$40,000	\$40,000	\$40,000
PEST CONTROL	\$11,400	\$10,800	\$16,000
TRASH	\$9,900	\$9,900	\$12,000
WATER TREATMENT	\$4,200	\$4,200	\$4,200
UNION STATION A/C MAINT	\$4,500	\$4,500	\$4,500
FIRE EXT SERVICE	\$6,100	\$6,100	\$7,000
DICTAPHONE MAINT	\$3,500	\$3,500	\$3,500
TOTAL OUTSIDE SERVICES	<u>\$240,250</u>	<u>\$239,500</u>	<u>\$265,600</u>

CATEGORY:**MATERIALS & SUPPLIES**

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
GASOLINE-SVC VEH – CARS & TRUCKS	\$140,000	\$115,000	\$129,600
MAINT OFFICE SUPPLIES	\$6,000	\$6,000	\$6,000
REV VEH SVC – CLEANING	\$51,000	\$51,000	\$51,000
REV VEH INSP & MAINT	\$2,100,000	\$2,100,000	\$2,136,000
SVC VEH - CARS, TRUCKS, VANS & FORKLIFTS	\$54,000	\$54,000	\$60,000
A/C PARTS INSP & MAINT	\$20,000	\$20,000	\$20,000
MAINT- BUILDING, GROUNDS	\$192,000	\$192,000	\$192,000
EQUIPMENT	\$20,000	\$20,000	\$20,000
FAREBOX/CAMERA	\$15,000	\$15,000	\$15,000
NON-PROFIT AGENCIES	\$5,000	\$5,000	\$5,000
 TOTAL MAT/SUPPLIES	 <u>\$2,603,000</u>	 <u>\$2,578,000</u>	 <u>\$2,634,600</u>

CATEGORY:

UTILITIES

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
LIGHT & HEAT	\$516,000	\$533,000	\$550,000
WATER & SEWER	\$147,000	\$147,000	\$147,000
TELEPHONES	\$97,000	\$139,000	\$181,000
TOTAL UTILITIES	<u>\$760,00</u>	<u>\$819,000</u>	<u>\$878,000</u>

CATEGORY:

OTHER

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
NIA CENTER EXPENSE	\$20,000	\$20,000	\$20,000
TOTAL OTHER	\$20,000	\$20,000	\$20,000

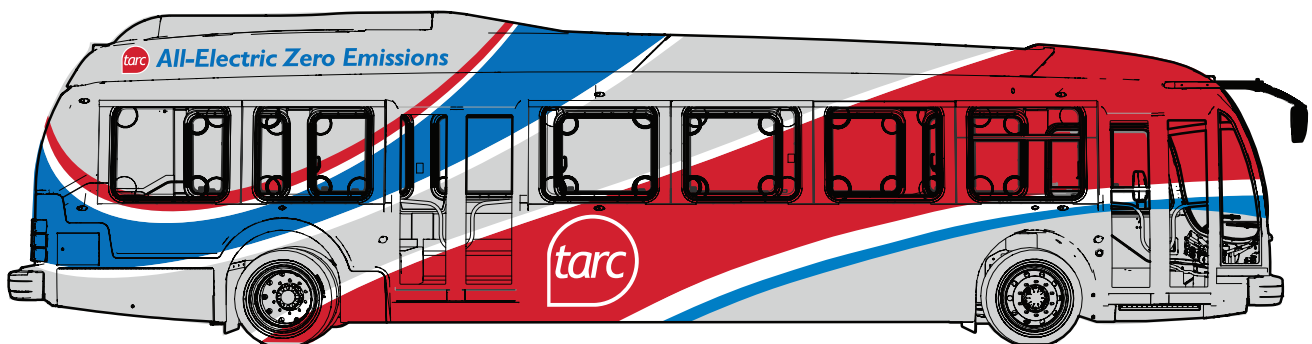
CATEGORY:

COST SHIFTING

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
MAINT COST SHIFTING	(\$12,989,412)	(\$11,790,813)	(\$13,361,820)
TOTAL COST SHIFTING	<u>(\$12,989,412)</u>	<u>(\$11,790,813)</u>	<u>(\$13,361,820)</u>



Customer Service/ Paratransit



DEPARTMENT: PARATRANSIT & CUSTOMER SERVICE

PURPOSE:

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

QUALITY SERVICE OBJECTIVE:

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

STRATEGIES:

- a. Improve on time performance for pick-ups and appointments from 90% average to at least 93% average, using variety of the Operations Team's strategies.
- b. Diagnose and adjust parameters and reservation practices that negatively impact on-time performance.
- c. Complete Yellow Cab's Trapeze data-integration project to improve accuracy of performance data and real-time trip information for riders.

EFFECTIVE TEAM OBJECTIVE:

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

STRATEGIES:

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

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

3. Support initiatives of the TARC Accessibility Advisory Council

STRATEGIES:

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

STRATEGIC MANAGEMENT OBJECTIVE:

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

STRATEGIES:

- a. TARC Trapeze Analyst will create work plan with Trapeze and review with the Operations Team.
- b. Metro Louisville average road speeds will be entered into a test environment.
- c. Comprehensive testing will determine whether more accurate travel times are achieved to improve on time performance and ride length. If successful, implement the street routing method.

PRUDENT FISCAL MANAGEMENT OBJECTIVE:

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

STRATEGIES:

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

DEPARTMENT:**PARATRANSIT & CUSTOMER SERVICE**

	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$1,125,339	\$1,125,340	\$1,184,042
FRINGE BENEFITS	\$941,260	\$945,280	\$1,001,191
SERVICES	\$8,950	\$7,310	\$8,150
MATERIAL & SUPPLIES	\$20,500	\$21,800	\$45,170
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$15,142,195	\$14,976,130	\$15,678,502
OTHER EXPENSES	\$2,420	\$2,420	\$290
SUB TOTAL	\$17,240,664	\$17,078,280	\$17,917,345
CAPITAL COST SHIFTING	(\$5,641,992)	(\$4,457,648)	(\$5,826,847)
TOTAL	<u>\$11,598,672</u>	<u>\$12,620,632</u>	<u>\$12,090,498</u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 17 #	FY 18 #	TOTAL PAYROLL	DIRECT LABOR
PARATRANSIT DIRECTOR	1	1		
ASSISTANT DIRECTOR	1	1		
CALL CENTER SUPERVISOR	1	1		
ELIGIBILITY SPECIALIST	3	3		
CSR/ROUTING SPECIALIST	1	1		
CUSTOMER SERVICE REP-FT*	20	20		
CUSTOMER SERVICE REP-PT	3	3		
LEAD CUSTOMER SVC REP	1	1		
OFFICE COORDINATOR	1	1		
ROUTING SPECIALIST	2	2		
TRAPEZE ANALYST	1	1		
CUSTOMER SERVICE CASHIER	2	2		
TOTAL SALARIES & WAGES	37	37	<u>\$1,329,994</u>	<u>\$1,174,402</u>

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

CATEGORY:**FRINGE BENEFITS**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
FICA	\$92,751	\$97,630	\$105,312
PENSION	\$238,403	\$238,410	\$264,035
HOSPITALIZATION	\$429,140	\$429,140	\$410,956
VISION	\$1,548	\$1,550	\$1,536
DENTAL	\$15,264	\$14,680	\$14,100
LIFE INSURANCE	\$4,320	\$4,100	\$3,888
DISABILITY	\$8,928	\$8,860	\$8,796
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$45,780	\$45,780	\$83,190
HOLIDAY PAY	\$41,148	\$41,150	\$42,412
VACATION PAY	\$59,400	\$59,400	\$62,244
OTHER PAID ABSENCES	\$4,578	\$4,580	\$4,722
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$941,260	\$945,280	\$1,001,191

CATEGORY:**SERVICES**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
INTERPRETER SERVICES (Responsible for all Interpreter Services)	\$600	\$200	\$400
TARC 3 FUNCTIONAL ASSESSMENTS	\$2,000	\$2,410	\$2,500
RIDERS GUIDE/ VOICE TAPES	\$4,200	\$3,620	\$3,900
COLLEGE WORK STUDY	\$2,150	\$1,080	\$1,350
TOTAL SERVICES	<u>\$8,950</u>	<u>\$7,310</u>	<u>\$8,150</u>

CATEGORY:**MATERIALS & SUPPLIES**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
OFFICE SUPPLIES (Telephone Equipment, Tapes)	\$7,200	\$8,600	\$7,900
KIOSK'S SUPPLIES (access cards, pvc cards, ID film & ribbons)	\$10,800	\$10,800	\$10,100
PRINTER SUPPLIES & PAPER (Toner & Ink)	\$2,500	\$2,400	\$2,170
FAREBOX SUPPLIES	\$0	\$0	\$25,000
TOTAL MAT / SUPPLIES	\$20,500	\$21,800	\$45,170

CATEGORY:**OTHER**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
LEASE INTEREST 2013	\$2,420	\$2,420	\$290
TOTAL OTHER	\$2,420	\$2,420	\$290

CATEGORY:

PURCHASED TRANSPORTATION

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
TRANSPORTATION	\$10,113,320	\$9,333,350	\$10,192,411
CAB SERVICE	\$3,762,434	\$4,533,670	\$4,156,078
CENTRAL DISPATCH	\$194,025	\$194,030	\$203,628
DIESEL FUEL	\$80,169	\$122,590	\$89,965
GAS	\$957,047	\$801,360	\$1,021,420
PENALTIES & INCENTIVES	(\$19,800)	(\$52,870)	(\$42,000)
DRIVER RETENTION BONUS	\$52,000	\$44,000	\$52,000
NEW EQUIPMENT FOR VEHICLES	\$3,000	\$0	\$5,000
TOTAL PURCHASED TRAN	\$15,142,195	\$14,976,130	\$15,678,502

Expected hourly rate	\$36.23	July - Sept.
	\$36.68	Oct - June New Contract Year
Diesel Fuel	\$1.26	July
	\$1.52	Aug - June
Diesel Tax	\$0.07	July - June
Gas	\$2.09	July - June
Gas Tax	\$0.36	

	Monthly Hours	Veh Miles	Diesel Fuel* Cost	Diesel Fuel Refund	Gas* Cost	Gas Refund	Hourly Cost	Fixed Vehicle	Fixed Facility	Monthly Total
July	20,279	363,040	7,930	(732)	88,621	(6,909)	734,708	63,731	19,681	899,832
August	21,293	381,196	8,325	(768)	93,056	(7,255)	771,445	63,731	19,681	940,658
September	21,293	381,196	8,325	(768)	93,056	(7,255)	771,445	63,731	19,681	940,658
October	22,307	399,353	8,721	(805)	97,488	(7,600)	818,221	57,873	15,905	981,887
November	20,279	363,040	7,930	(732)	88,621	(6,909)	743,834	57,873	15,905	899,324
December	20,532	367,579	8,028	(741)	89,729	(6,995)	753,114	57,873	15,905	909,626
January	21,039	376,657	8,226	(759)	91,946	(7,168)	771,711	57,873	15,905	930,267
February	19,519	349,434	7,631	(704)	85,299	(6,650)	715,957	57,873	15,905	868,384
March	22,560	403,880	8,822	(814)	98,590	(7,686)	827,501	57,873	15,905	992,183
April	21,800	390,275	8,523	(787)	95,270	(7,427)	799,624	60,738	15,905	964,110
May	21,293	381,196	8,325	(768)	93,056	(7,255)	781,027	60,738	15,905	943,471
June	21,292	381,185	8,325	(768)	93,051	(7,254)	780,991	60,738	15,905	943,431
Total	253,486	4,538,031	99,111	(9,146)	1,107,783	(86,363)	9,269,578	720,645	202,188	11,213,831

*One cent increase in diesel fuel \$545

*One cent increase in gas \$4,500

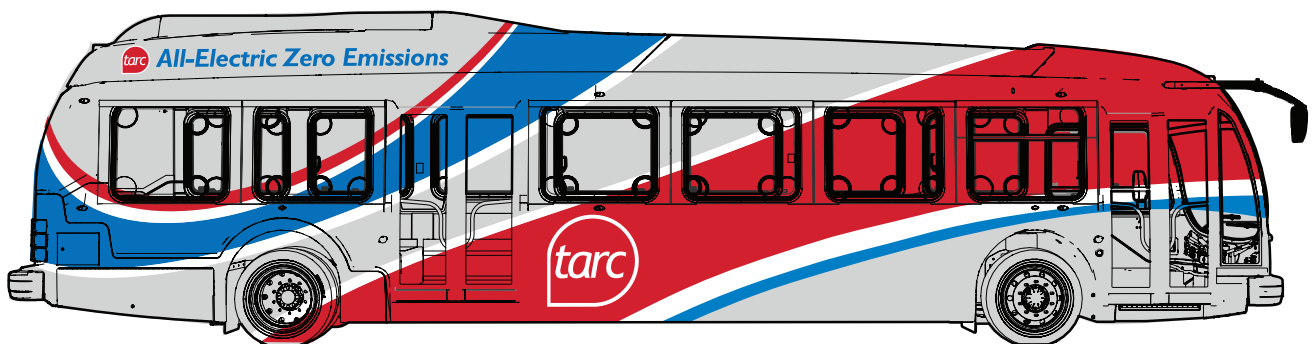
CATEGORY:

COST SHIFTING

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
TARC 3 PARATRANSIT SERVICE	(\$5,641,992)	(\$4,457,648)	(\$5,826,847)
TOTAL COST SHIFTING	(\$5,641,992)	(\$4,457,648)	(\$5,826,847)



Marketing



DEPARTMENT: MARKETING

PURPOSE:

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

EFFECTIVE TEAM OBJECTIVE:

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

STRATEGIES:

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

COMMUNITY SUPPORT OBJECTIVE:

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

STRATEGIES:

- a. Identify opportunities and implement programs to improve communications with TARC's many audiences: passengers and potential passengers; partner organizations and non-profits; government agencies and elected officials; business, civic and neighborhood organizations; schools and universities; the news media; and general public.
- b. Work with government agencies and communities to effectively coordinate and build awareness and support relating to TARC services in general and specific initiatives such as the Ohio River Bridges Project service, all-electric buses in downtown, a new electronic fare collection system and changes to schedules and routing.
- c. Work with schools and others to develop, coordinate and implement TARC programs and ridership opportunities
 - Continue annual Kid's Design-A-Bus contest.
 - Coordinate Summer Youth Pass sales campaign and strengthen distribution outlets.
 - Partner with the University of Louisville, JCPS and others to increase awareness of ridership programs and opportunities.
- d. Provide support services to the TARC Accessibility Advisory Council, including the publishing of the *TARC3 Voices* newsletter and other special passenger notifications.
- e. Conduct outreach to employers
 - Develop materials and promote TARC Means Business discount tickets programs to local businesses.

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

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

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

STRATEGIES:

- a. Develop and coordinate public involvement initiatives including public meetings, ridership surveys, online materials and other community outreach relating to scheduled routing changes and assess feedback for ensuring decisions that reflect passenger needs as much as possible.
- b. Respond to all customer and public comments.
- c. Maximize use of technology to assess customer comments, ideas and complaints for improved service and customer satisfaction.
- d. Collect and respond to employee suggestions in a timely manner.
- e. Coordinate specialized service partnerships and develop and implement communication programs addressing needs of area schools, colleges and businesses including relating to travel challenges resulting from work on the Ohio River Bridges Project.
- f. Implement a multifaceted communications program around a new electronic fare collection system, relying on research and passenger input, to achieve a high use of new electronic fare payment cards.
- g. Build awareness and support and generate private funding for the new all-electric bus fleet to replace trolleys.
- h. Seek new programs and services, as funding allows, to increase TARC’s ridership, serve a need in the community or add value to existing services.
- i. Expand and improve ridership tools and their promotion, including online real time bus arrival information, to make riding TARC more accessible and easier.
- j. Continue to improve accessibility features and non-English translations of TARC online and other materials

QUALITY SERVICES OBJECTIVE:

4. Implement comprehensive internal and external communications programs.

STRATEGIES:

- a. Raise awareness of TARC programs and services, and improve customer experiences using a variety of communications tools including print, electronic, and web-based.
 - Improve and expand materials including online information and messaging to increase awareness and community response to restructured and new routes before and during schedule adjustments.
 - Pro-actively seek out media opportunities.
 - Through a variety of channels, effectively promote TARC services and programs including advertising, media relations, online (web site, social media, video) and through a wide network of partners and passengers.
 - Improve accessibility and dissemination of schedules and other customer information.
 - Continually maintain, update and enhance TARC website, other online efforts and e-newsletter format.
 - Continue and expand use of social media and other tools to communicate TARC programs, detours and service changes to riders.
 - Work with advertising contract partners, government agencies and non-profit organizations to improve displays on the interior of buses, making them more visually appealing and informative.
 - Expand communication materials and efforts for non-English speaking customers.
 - Continue marketing and implementing travel training opportunities.
 - Raise awareness of public transportation benefits relating to job growth, educational opportunities, a cleaner environment, congestion and traffic mitigation, cost savings, needs of older adults and people with disabilities.
- b. Coordinate and develop communications materials and public involvement efforts to build awareness of TARC projects and public transportation plans of Louisville Metro's visioning process and the Move Louisville effort.
- c. Communicate regularly with TARC team members.
 - Publish monthly *TARC Team Update*, hold "Talk about TARC" sessions three times per year with employee input and feedback and continue to seek and assess methods of communication for TARC team.
 - Identify opportunities for employee recognition and organize employee events throughout the year.
 - Increase one-on-one communications through informational sessions in the Transportation Lounge.
 - Use available technology to expand the reach of internal communications.

STRATEGIC MANAGEMENT OBJECTIVE:

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

STRATEGIES:

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

DEPARTMENT:**MARKETING**

	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$432,204	\$452,200	\$484,700
FRINGE BENEFITS	\$344,680	\$401,120	\$390,759
SERVICES	\$161,550	\$197,250	\$187,550
MATERIAL & SUPPLIES	\$175,330	\$175,330	\$165,330
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$30,000</u>	<u>\$30,000</u>	<u>\$30,000</u>
SUB TOTAL	\$1,143,764	\$1,255,900	\$1,258,339
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,143,764</u></u>	<u><u>\$1,255,900</u></u>	<u><u>\$1,258,339</u></u>

CATEGORY:**SALARIES & WAGES**

	FY	FY		
	17	18	TOTAL	DIRECT
JOB TITLE:	#	#	PAYROLL	LABOR
DIRECTOR	1	1		
PRODUCT SALES & MARKETING MANAGER*	0	1		
COMMUNICATIONS MANAGER	1	1		
COMMUNITY OUTREACH MANGER	1	1		
MOBILITY MANAGER	1	1		
CUSTOMER RELATIONS COORDINATOR	1	1		
GRAPHIC DESIGNER	1	1		
PRINTING SPECIALIST	1	1		
MARKETING ASSISTANT	1	1		
CUSTOMER COMMUNICATION COORDINATOR	1	1		
TOTAL SALARIES & WAGES	9	10	<u>\$563,995</u>	<u>\$484,700</u>

*Moved from Finance

CATEGORY:**FRINGE BENEFITS**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
FICA	\$37,098	\$43,010	\$43,147
PENSION	\$95,355	\$105,020	\$108,173
HOSPITALIZATION	\$126,096	\$135,630	\$152,572
VISION	\$468	\$470	\$468
DENTAL	\$3,900	\$3,500	\$3,372
LIFE INSURANCE	\$1,140	\$1,140	\$1,140
DISABILITY	\$2,364	\$2,370	\$2,592
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$19,500	\$51,720	\$21,084
HOLIDAY PAY	\$17,527	\$17,520	\$18,953
VACATION PAY	\$37,788	\$35,600	\$35,646
OTHER PAID ABSENCES	\$3,444	\$5,140	\$3,612
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$344,680	\$401,120	\$390,759

CATEGORY:**SERVICES**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
ADVERTISING AGENCY	\$90,000	\$90,000	\$85,000
LIFE LINE	\$510	\$510	\$510
INTERNET SERVICES (Website development, online monitoring services, email communications services)	\$71,040	\$106,740	\$102,040
TOTAL SERVICES	\$161,550	\$197,250	\$187,550

CATEGORY:**MATERIALS & SUPPLIES**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
DIRECT MAIL	\$6,330	\$6,330	\$6,330
PRINTING (Toner/Cartridge for Printer, Paper, Rubber Base Ink, System Maps, Film & Envelopes)	\$95,000	\$95,000	\$95,000
AMBUSSADOR PROGRAM	\$25,000	\$25,000	\$20,000
COMMUNITY OUTREACH (e.g. Kids Design-A Bus, Interior Bus Cards, Ride Brochures)	\$45,000	\$45,000	\$40,000
OFFICE SUPPLIES	\$4,000	\$4,000	\$4,000
TOTAL MAT/ SUPPLIES	<u>\$175,330</u>	<u>\$175,330</u>	<u>\$165,330</u>

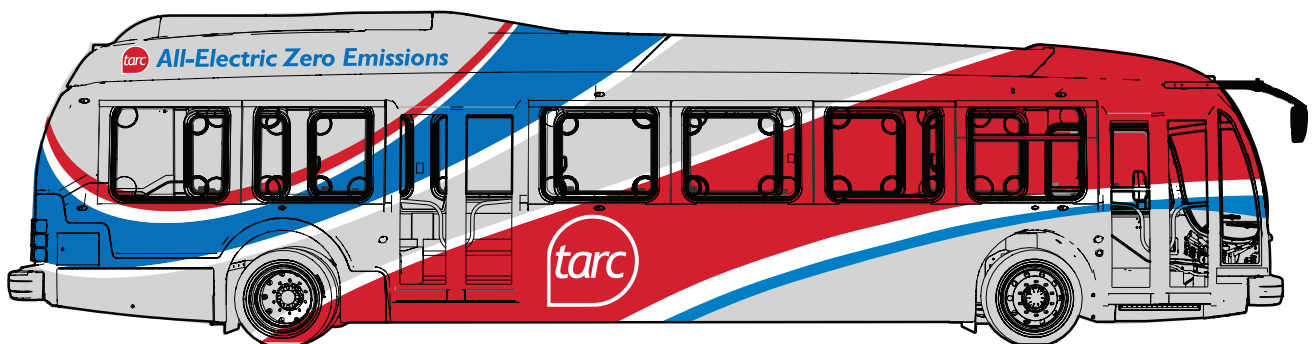
CATEGORY:

OTHER

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
ADVERTISING PROMOTIONAL MEDIA	\$30,000	\$30,000	\$30,000
TOTAL OTHER	\$30,000	\$30,000	\$30,000



Planning/ Scheduling



DEPARTMENT: PLANNING

PURPOSE:

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

ADEQUATE FINANCIAL RESOURCES OBJECTIVE:

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

STRATEGIES

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

EFFECTIVE TEAM OBJECTIVE:

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

STRATEGIES:

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

COMMUNITY SUPPORT OBJECTIVE:

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

STRATEGIES:

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

FOCUS ON CUSTOMERS NEEDS OBJECTIVE:

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

STRATEGIES:

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

STRATEGIC MANAGEMENT OBJECTIVE

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

STRATEGIES:

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

DEPARTMENT:**PLANNING/SCHEDULING**

	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$360,634	\$479,870	\$450,633
FRINGE BENEFITS	\$241,200	\$315,810	\$283,201
SERVICES	\$182,974	\$224,690	\$224,940
MATERIALS & SUPPLIES	\$7,920	\$7,920	\$7,920
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$91,790	\$99,370	\$103,753
OTHER EXPENSES	\$77,000	\$67,000	\$77,000
SUB TOTAL	\$961,518	\$1,194,660	\$1,147,447
CAPITAL COST SHIFTING	(\$34,418)	(\$25,620)	(\$38,246)
TOTAL	<u>\$927,100</u>	<u>\$1,169,040</u>	<u>\$1,109,201</u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 17 #	FY 18 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF PLANNING	1	1		
SCHEDULING MANAGER	0	1		
SCHEDULE/ANALYST	1	0		
SCHEDULER	0	1		
PLANNING TECHNICIAN	2	1		
TRANSIT PLANNER	0	1		
ON STREET COORDINATOR-PT	1	1		
PASSENGER FACILITIES COORDINATOR	1	1		
TRANSIT FACILITIES TECHNICIAN	0	1		
SERVICE CHECKERS - PT	3	3		
INTERN - PT	2	2		
TOTAL SALARIES & WAGES	11	13	<u>\$502,242</u>	<u>\$450,633</u>

CATEGORY: FRINGE BENEFITS

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
FICA	\$29,360	\$42,740	\$38,422
PENSION	\$75,465	\$104,370	\$96,330
HOSPITALIZATION	\$87,324	\$83,430	\$90,720
VISION	\$360	\$400	\$396
DENTAL	\$3,408	\$3,620	\$3,108
LIFE INSURANCE	\$636	\$730	\$804
DISABILITY	\$1,308	\$1,680	\$1,812
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$11,250	\$38,250	\$14,970
HOLIDAY PAY	\$10,111	\$13,110	\$12,057
VACATION PAY	\$20,850	\$25,850	\$23,088
OTHER PAID ABSENCES	\$1,128	\$1,630	\$1,494
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$241,200	\$315,810	\$283,201

CATEGORY:**SERVICES**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
	<hr/>	<hr/>	<hr/>
CLEAN TEAM	\$75,000	\$75,000	\$75,000
SNOW REMOVAL FOR SHELTERS	\$5,000	\$5,000	\$5,250
GRANT DEV SERVICES	\$48,720	\$48,720	\$48,720
TRANSIT PLANNING SOFTWARE	\$0	\$28,520	\$28,520
LOJIC USER FEE	\$33,204	\$33,200	\$33,200
BUS STOP INVENTORY	\$5,000	\$5,000	\$5,000
GRAPHIC SOFTWARE*	\$10,800	\$24,000	\$24,000
SPECIAL PRINTING FOR SCHEDULE CHANGES**	\$5,250	\$5,250	\$5,250
TOTAL SERVICES	<hr/> <hr/> \$182,974	<hr/> <hr/> \$224,690	<hr/> <hr/> \$224,940

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

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

CATEGORY:**MATERIALS & SUPPLIES**

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
OFFICE SUPPLIES	\$3,600	\$3,600	\$3,600
SPECIAL SIGNS	\$2,400	\$2,400	\$2,400
COACH STOP MAINT.*	\$1,920	\$1,920	\$1,920
TOTAL MAT / SUPPLIES	<u>\$7,920</u>	<u>\$7,920</u>	<u>\$7,920</u>

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

CATEGORY:

PURCHASED TRANSPORTATION

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
EXPERIMENTAL SVC	\$86,045	\$93,620	\$95,613
FUEL COST	\$5,745	\$5,750	\$8,140
TOTAL PURCHASED TRANSPORTATION	\$91,790	\$99,370	\$103,753

W'day	Hourly Rate	\$41.84
<u>Hours</u>	New contract year 10-01	\$43.42
75 Bluegrass Industrial Shuttle 7.33		
	Fuel (July-Aug)	\$2.00
	Tax	\$0.07
	MPG	8.63

	Days	Daily Hours	Daily Miles	Fuel Cost*	Hourly Cost	Vehicle Insurance	Fixed Facility	Monthly Total
July	20	7.33	136.55	481	6,134	1,262	131	8,008
August	23	7.33	136.55	753	7,054	1,262	131	9,200
September	20	7.33	136.55	655	6,134	1,262	131	8,182
October	22	7.33	136.55	720	7,002	1,146	112	8,980
November	21	7.33	136.55	687	6,684	1,146	112	8,629
December	20	7.33	136.55	655	6,365	1,146	112	8,278
January	22	7.33	136.55	720	7,002	1,146	112	8,980
February	20	7.33	136.55	655	6,365	1,146	112	8,278
March	22	7.33	136.55	720	7,002	1,146	112	8,980
April	21	7.33	136.55	687	6,684	1,146	112	8,629
May	22	7.33	136.55	720	7,002	1,146	112	8,980
June	21	7.33	136.55	687	6,684	1,146	112	8,629
TOTAL	254			8,140	80,112	14,100	1,401	103,753

* One cent increase in diesel fuel \$44

CATEGORY:

OTHER

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
KIPDA-ROUTE MONITORING (TARC share on match for Regional Planning Grants)	\$27,000	\$27,000	\$27,000
TRANSPORTATION PLANNING LOCAL MATCH *	\$25,000	\$40,000	\$25,000
MOBILITY STUDY **	\$25,000	\$0	\$25,000
TOTAL OTHER	\$77,000	\$67,000	\$77,000

*Broadway BRT

**Downtown mobility plan

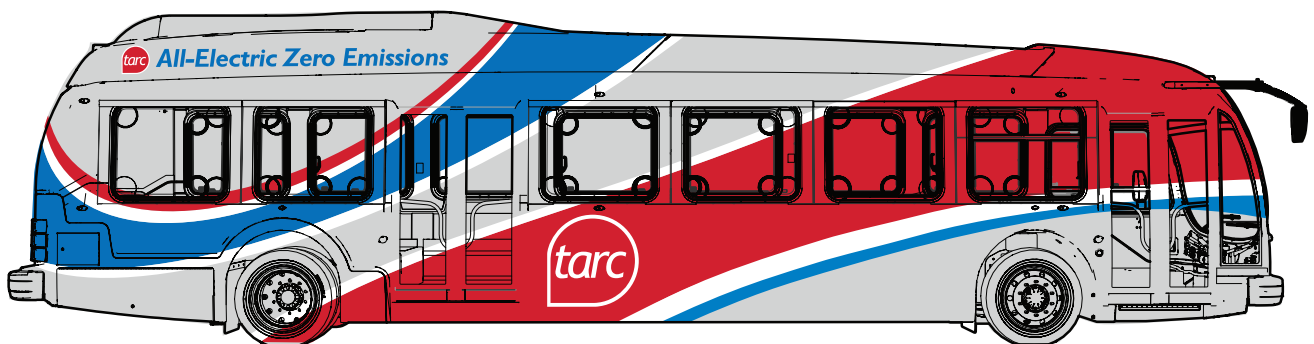
CATEGORY:

COST SHIFTING

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
EXPERIMENTAL SVC	(\$34,418)	(\$25,620)	(\$38,246)
TOTAL COST SHIFTING	(\$34,418)	(\$25,620)	(\$38,246)



Executive Office



DEPARTMENT: EXECUTIVE OFFICE

PURPOSE:

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

EFFECTIVE TEAM/VISIONARY LEADERSHIP OBJECTIVES:

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

COMMUNITY SUPPORT OBJECTIVES:

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

SAFETY OBJECTIVES:

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

FOCUS ON CUSTOMER OBJECTIVES:

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

PRUDENT FISCAL MANAGEMENT/FINANCIAL RESOURCES OBJECTIVES:

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

STRATEGIC MANAGEMENT OBJECTIVES:

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

DEPARTMENT:**EXECUTIVE OFFICE**

	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$598,114	\$598,110	\$638,681
FRINGE BENEFITS	\$891,801	\$999,560	\$899,086
SERVICES	\$80,000	\$70,000	\$80,000
MATERIAL & SUPPLIES	\$4,000	\$4,000	\$4,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$204,000</u>	<u>\$198,000</u>	<u>\$197,100</u>
SUB TOTAL	\$1,777,915	\$1,869,670	\$1,818,867
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$1,777,915</u></u>	<u><u>\$1,869,670</u></u>	<u><u>\$1,818,867</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 17 #	FY 18 #	TOTAL PAYROLL	DIRECT LABOR
EXECUTIVE DIRECTOR	1	1		
ASST. EXEC DIRECTOR	1	1		
DIRECTOR OF DIVERSITY & INCLUSION	1	1		
CAPITAL PROJECTS ADMIN.	1	1		
EXECUTIVE ASSISTANT	1	1		
GRANTS COORDINATOR	1	1		
ADMIN. ASST., ASSISTANT EXEC. DIR.	1	1		
CUSTODIAN	2	2		
INTERN	0	1		
TOTAL SALARIES & WAGES	9	10	<u>\$761,046</u>	<u>\$638,681</u>

CATEGORY:**FRINGE BENEFITS**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
FICA	\$52,397	\$63,460	\$58,217
PENSION*	\$554,585	\$574,870	\$584,924
HOSPITALIZATION	\$152,496	\$120,340	\$124,244
VISION	\$576	\$580	\$516
DENTAL	\$5,256	\$5,290	\$5,328
LIFE INSURANCE	\$1,272	\$1,270	\$1,164
DISABILITY	\$2,364	\$2,350	\$2,328
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$26,742	\$107,630	\$28,518
HOLIDAY PAY	\$24,035	\$24,040	\$24,793
VACATION PAY	\$69,402	\$95,550	\$63,204
OTHER PAID ABSENCES	\$2,676	\$4,180	\$5,850
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$891,801	\$999,560	\$899,086

*Includes contribution of \$438,954 in FY17 based on actuary amount as of February 2017 for TARC Pension Plan. TARC will review annually. As of 1/1/17 there are 70 non-working members in the plan.

CATEGORY:

SERVICES

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
LEGAL SVC - General Corp.	\$80,000	\$70,000	\$80,000
TOTAL SERVICES	\$80,000	\$70,000	\$80,000

CATEGORY:

MATERIALS & SUPPLIES

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
OFFICE & JANITORIAL SUPPLIES	\$4,000	\$4,000	\$4,000
TOTAL MAT / SUPPLIES	\$4,000	\$4,000	\$4,000

CATEGORY:**OTHER**

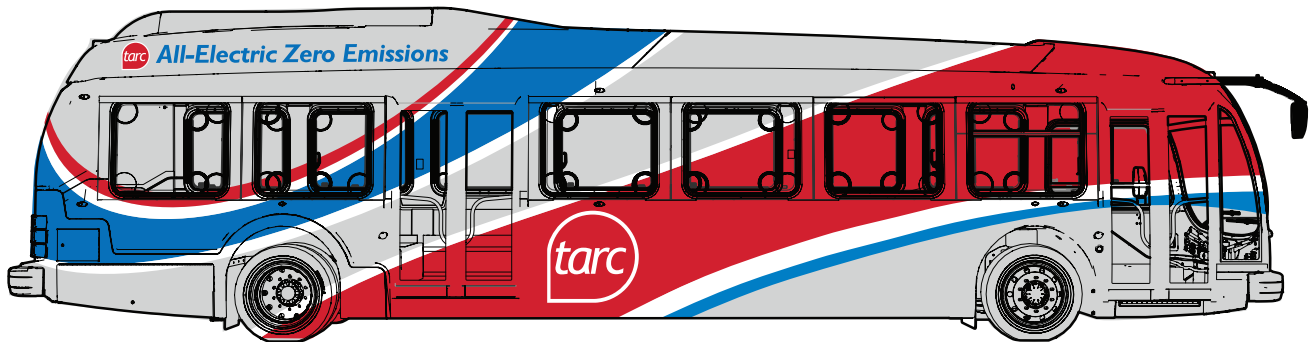
	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
POSTAGE (Regular mail through postage meter)	\$40,000	\$37,000	\$50,000
DUES/SUBSCRIPTIONS*	\$75,000	\$72,000	\$72,000
TRAVEL & MEETINGS	\$60,000	\$72,000	\$60,000
BOARD COMPENSATION	\$6,000	\$4,000	\$5,100
LABOR NEGOTIATIONS	\$3,000	\$3,000	\$0
OTHER MISC	\$20,000	\$10,000	\$10,000
TOTAL OTHER	\$204,000	\$198,000	\$197,100

* Dues/Subscriptions > \$300:

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



Safety



DEPARTMENT: SAFETY

PURPOSE:

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

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

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

STRATEGIES:

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

QUALITY SERVICES & COMMUNITY SUPPORT OBJECTIVES:

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

STRATEGIES:

- a. Promote and implement zero tolerance initiatives to address unruly and abusive individuals who engage in disruptive coach behavior.
 - Maintain rapport and communication with our employees and local law enforcement in an effort to adequately address and alleviate bad behavior among students on TARC coaches.
 - Seek prosecution of individuals who threaten, abuse, or injure TARC patrons and its employees.
 - Continue the usage of security measures and awareness through the utilization of electronic surveillance and utilization of off-duty law enforcement personnel.
- b. Utilize TARC's complaint handling process so that customer concerns regarding safety and security issues may be promptly addressed and resolved.
- c. By the conclusion of late spring 2016 TARC will replace its current camera system with one that allows for viewing in enhanced clarity, archiving capability and retrieval of video. The system will have five interior and three exterior camera placements which will aid approved users to easily locate video by alarm, date and time, and by GPS. All video will be downloaded securely and stored in a tamperproof, watermarked proprietary format to prevent alteration.

STRATEGIC MANAGEMENT OBJECTIVE:

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

STRATEGIES:

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

EFFECTIVE TEAM OBJECTIVE:

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

STRATEGIES:

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

DEPARTMENT:**SAFETY**

	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$765,713	\$665,710	\$637,136
FRINGE BENEFITS	\$271,278	\$239,840	\$216,211
SERVICES	\$732,665	\$837,280	\$831,776
MATERIAL & SUPPLIES	\$2,400	\$2,400	\$2,400
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$2,210,506	\$579,820	\$2,297,432
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$26,500</u>	<u>\$26,500</u>	<u>\$26,500</u>
SUB TOTAL	\$4,009,062	\$2,351,550	\$4,011,455
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$4,009,062</u></u>	<u><u>\$2,351,550</u></u>	<u><u>\$4,011,455</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 17 #	FY 18 #	TOTAL PAYROLL	DIRECT LABOR
SAFETY DIRECTOR	1	1		
SECURITY SPECIALIST	1	1		
ADMIN ASST.	1	1		
TOTAL ADMIN	3	3	<u>\$168,522</u>	<u>\$147,026</u>
PART TIME OFFICERS	16	20		
PART TIME OBSERVERS	2	0		
TOTAL PART TIME	18	20	<u>\$490,110</u>	<u>\$490,110</u>
TOTAL SALARIES & WAGES	21	23	<u><u>\$658,632</u></u>	<u><u>\$637,136</u></u>

CATEGORY:**FRINGE BENEFITS**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
FICA	\$58,827	\$53,830	\$50,386
PENSION	\$151,199	\$131,440	\$126,325
HOSPITALIZATION	\$15,412	\$14,590	\$15,796
VISION	\$36	\$40	\$120
DENTAL	\$924	\$920	\$960
LIFE INSURANCE	\$384	\$340	\$348
DISABILITY	\$792	\$780	\$780
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$25,312	\$20,310	\$6,402
HOLIDAY PAY	\$6,152	\$6,150	\$5,752
VACATION PAY	\$9,306	\$9,300	\$7,200
OTHER PAID ABSENCES	\$2,934	\$2,140	\$2,142
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$271,278	\$239,840	\$216,211

CATEGORY:**SERVICES**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
LEGAL SERVICES (Claims Litigation)	\$423,000	\$423,000	\$420,000
DEPOSITIONS/COURT APPEARANCES	\$37,500	\$72,500	\$70,000
APTA SAFETY AUDIT PROGRAM	\$11,330	\$11,500	\$11,496
BUILDING SECURITY SERVICES	\$206,000	\$271,000	\$271,000
SECURITY (ADT, ORR, Camera monitoring, Inspection on fire system)	\$2,035	\$6,480	\$6,480
SECURITY – NIA CENTER	\$52,800	\$52,800	\$52,800
TOTAL SERVICES	<u>\$732,665</u>	<u>\$837,280</u>	<u>\$831,776</u>

CATEGORY:

MATERIALS & SUPPLIES

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
OFFICE SUPPLIES	\$2,400	\$2,400	\$2,400
TOTAL MAT / SUPPLIES	<u><u>\$2,400</u></u>	<u><u>\$2,400</u></u>	<u><u>\$2,400</u></u>

CATEGORY:**CASUALTY & LIABILITY**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
RECOVERIES R/V PHYSICAL DAMAGE (Collectible claims when vehicles are damaged)	(\$60,000)	\$0	\$0
PREMIUMS R/V PHYSICAL DAMAGE (Felonious Assault)	\$2,436	\$2,440	\$2,568
PREMIUMS BLDG/GRDS DAMAGE (LAGGIT – 94% premium on building & grounds) (LAGGIT – 6% premium on vehicles)	\$334,850	\$332,190	\$338,304
PREMIUMS PL/PD (LAGIT – Premium on liability)	\$680,520	\$742,490	\$853,860
SELF-INSURED PL & PD (Settlements & claimant expenses paid)	\$1,250,000	(\$500,000)	\$1,100,000
PREMIUMS-OTHER INSURANCE (Money Securities/ Crime)	\$2,700	\$2,700	\$2,700
TOTAL CAS/LIABILITY	\$2,210,506	\$579,820	\$2,297,432

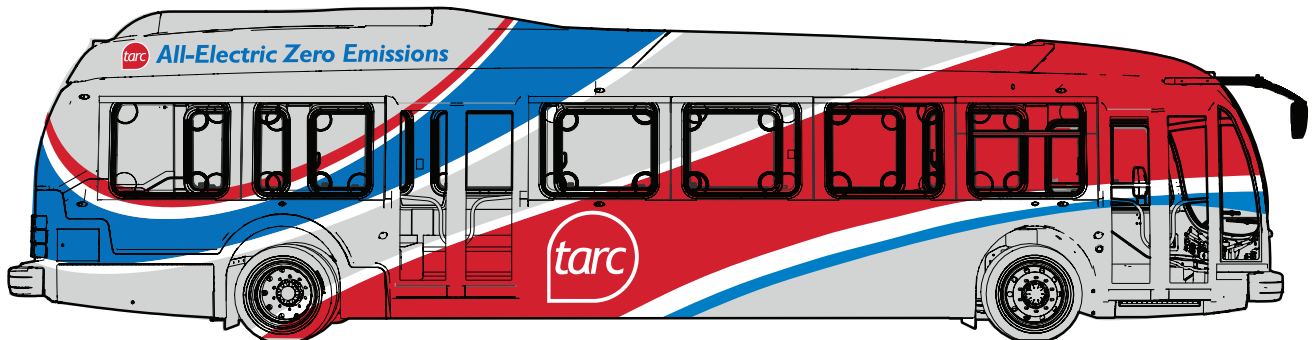
CATEGORY:

OTHER

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
SAFETY BANQUET	\$26,500	\$26,500	\$26,200
MISC. OTHER	\$0	\$0	\$300
TOTAL OTHER	<u>\$26,500</u>	<u>\$26,500</u>	<u>\$26,500</u>



Purchasing



DEPARTMENT: PURCHASING

PURPOSE:

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

EFFECTIVE TEAM OBJECTIVE:

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

STRATEGIES:

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

COMMUNITY SUPPORT OBJECTIVE:

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

STRATEGIES:

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

STRATEGIC MANAGEMENT/FOCUS ON CUSTOMER OBJECTIVE:

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

STRATEGIES:

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

DEPARTMENT:	PURCHASING		
	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$434,540	\$434,540	\$451,764
FRINGE BENEFITS	\$356,451	\$352,430	\$363,372
SERVICES	\$800	\$800	\$800
MATERIAL & SUPPLIES	\$8,000	\$8,000	\$8,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$45,250</u>	<u>\$45,800</u>	<u>\$45,000</u>
SUB TOTAL	\$845,041	\$841,570	\$868,936
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$845,041</u></u>	<u><u>\$841,570</u></u>	<u><u>\$868,936</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 17 #	FY 18 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF PURCHASING	1	1		
SENIOR BUYER	1	1		
BUYER	2	2		
CONTRACT ADMINISTRATOR	1	1		
STOCKROOM PERSONNEL	5	5		
TOTAL SALARIES & WAGES	10	10	<u>\$526,916</u>	<u>\$451,764</u>

CATEGORY:**FRINGE BENEFITS**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
FICA	\$36,859	\$38,800	\$40,309
PENSION	\$94,738	\$94,740	\$101,063
HOSPITALIZATION	\$141,732	\$135,780	\$136,108
VISION	\$648	\$650	\$720
DENTAL	\$5,940	\$5,940	\$6,288
LIFE INSURANCE	\$1,272	\$1,270	\$1,140
DISABILITY	\$2,628	\$2,620	\$2,592
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$18,360	\$18,360	\$18,990
HOLIDAY PAY	\$16,498	\$16,490	\$17,072
VACATION PAY	\$34,440	\$34,440	\$35,694
OTHER PAID ABSENCES	\$3,336	\$3,340	\$3,396
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$356,451	\$352,430	\$363,372

CATEGORY:

MATERIALS & SUPPLIES

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
OFFICE SUPPLIES	\$8,000	\$8,000	\$8,000
TOTAL MAT / SUPPLIES	<u><u>\$8,000</u></u>	<u><u>\$8,000</u></u>	<u><u>\$8,000</u></u>

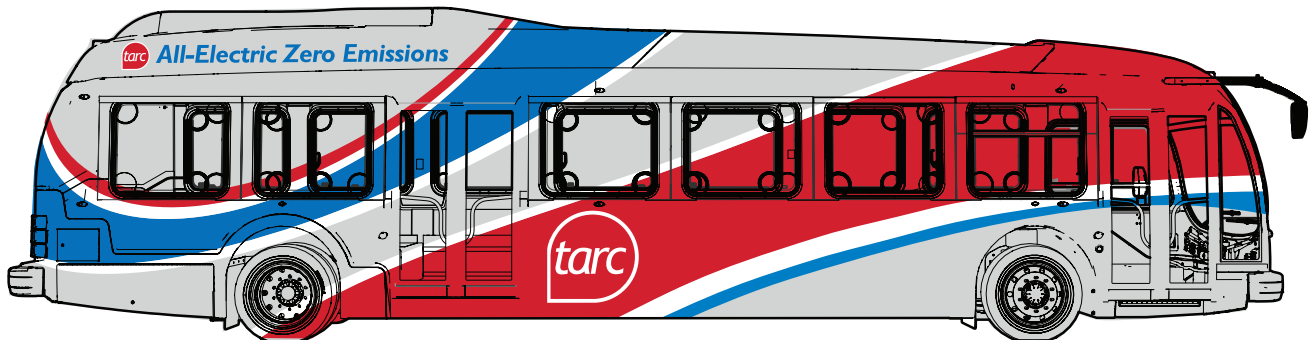
CATEGORY:**OTHER**

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
CLASSIFIED AD'S	\$30,000	\$30,000	\$35,000
FREIGHT	\$3,250	\$3,800	\$4,000
GOVDEALS*	\$12,000	\$12,000	\$6,000
TOTAL OTHER	<u>\$45,250</u>	<u>\$45,800</u>	<u>\$45,000</u>

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



Information Technology



DEPARTMENT: INFORMATION TECHNOLOGY

PURPOSE:

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

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

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

STRATEGIES:

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

QUALITY SERVICES OBJECTIVE:

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

STRATEGIES:

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

EFFECTIVE TEAM OBJECTIVE:

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

STRATEGIES:

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

DEPARTMENT:**INFORMATION TECHNOLOGY**

	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$532,839	\$532,840	\$550,716
FRINGE BENEFITS	\$385,585	\$395,130	\$390,644
SERVICES	\$1,530,260	\$1,196,100	\$1,337,000
MATERIAL & SUPPLIES	\$30,800	\$30,800	\$31,200
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	\$0	\$0	\$0
SUB TOTAL	<u>\$2,479,484</u>	<u>\$2,154,870</u>	<u>\$2,309,560</u>
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$2,479,484</u></u>	<u><u>\$2,154,870</u></u>	<u><u>\$2,309,560</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 17 #	FY 18 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR	1	1		
MGR OF SYSTEMS & OPERATIONS	1	1		
PROGRAMMER ANALYST	1	1		
SYSTEMS MANAGER	1	1		
SYSTEM ADMINISTRATOR	2	2		
SYSTEM ENGINEER	1	1		
TOTAL SALARIES & WAGES	7	7	<u>\$640,647</u>	<u>\$550,716</u>

CATEGORY:**FRINGE BENEFITS**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
FICA	\$45,245	\$48,550	\$49,008
PENSION	\$116,294	\$118,540	\$122,877
HOSPITALIZATION	\$126,328	\$118,290	\$120,572
VISION	\$504	\$500	\$552
DENTAL	\$4,764	\$4,930	\$5,088
LIFE INSURANCE	\$888	\$800	\$804
DISABILITY	\$1,836	\$1,790	\$1,812
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$23,850	\$29,850	\$24,450
HOLIDAY PAY	\$21,440	\$21,440	\$21,975
VACATION PAY	\$42,054	\$48,060	\$41,064
OTHER PAID ABSENCES	\$2,382	\$2,380	\$2,442
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$385,585	\$395,130	\$390,644

CATEGORY:**SERVICES**

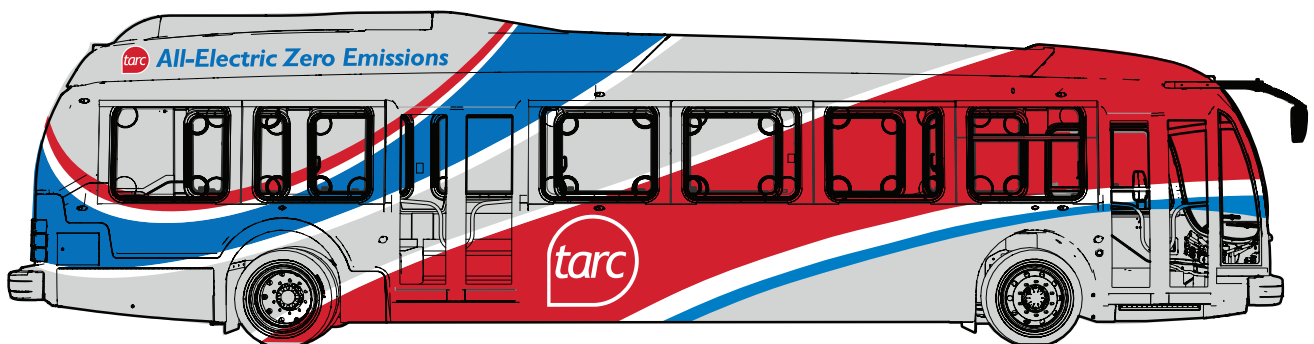
	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
HARDWARE MAINT. AGREEMENT:			
COMPUTER HARDWARE SVC	\$64,800	\$50,000	\$40,000
COMPUTER ROOM AND CUST SVC. UPS	\$14,040	\$14,500	\$15,000
COMPUTER ROOM A/C SVC CONTRACT	\$1,800	\$1,500	\$1,800
NETWORK SWITCH/FIREWALL	\$9,600	\$9,300	\$9,600
CISCO HARDWARE	\$0	\$35,000	\$35,000
NETAPP DATA STORAGE	\$0	\$0	\$26,000
SOFTWARE MAINT. AGREEMENT:			
MINCOM ELLIPSE	\$90,300	\$114,000	\$146,000
TRAPEZE SOFTWARE	\$724,250	\$705,000	\$750,000
PAYROLL/DISPATCH DATABASE- VMS	\$12,500	\$9,500	\$9,500
CITRIX ANNUAL SUPPORT	\$13,650	\$11,000	\$11,500
SOPHAS ANTIVIRUS SUPPORT	\$14,000	\$14,000	\$14,000
VMWARE SOFTWARE SUPPORT	\$17,520	\$17,000	\$18,000
COMMVault BACKUP AGREEMENT	\$15,000	\$15,000	\$15,000
SERVICES SUB-TOTAL	\$977,460	\$995,800	\$1,091,400
MISC. ITEMS:			
OUTSIDE CONSULTANT PROGRAMMING	\$40,000	\$50,000	\$60,000
MISC. NETWORK WIRING	\$5,000	\$4,500	\$4,800
INTERNET SERVICE	\$36,000	\$30,000	\$28,800
COMPUTER/PRINTER REPAIR	\$3,600	\$3,800	\$4,200
OFFSITE TAPE STORAGE	\$9,800	\$10,000	\$10,800
WI-FI	\$433,200	\$77,600	\$112,000
BUS, RADIO & DATA COMMUNICATION	\$25,200	\$25,000	\$25,000
OUTSIDE SERVICES SUB-TOTAL	\$552,800	\$200,300	\$245,600
TOTAL SERVICES	\$1,530,260	\$1,196,100	\$1,337,000

CATEGORY:**MATERIALS & SUPPLIES**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
PRINTER'S PAPERS	\$3,000	\$3,000	\$3,000
REPLACEMENT PARTS FOR PCs & PRINTERS	\$6,000	\$6,000	\$6,000
SYSTEMS JOURNAL & DOCUMENTATION	\$600	\$600	\$600
MISC. OFFICE SUPPLIES	\$1,200	\$1,200	\$1,200
MEDIA FOR BACKUPS AND OFFSITE STG.	\$6,000	\$6,000	\$6,000
MISC COMPUTER HARDWARE/SOFTWARE	\$14,000	\$14,000	\$14,400
TOTAL MAT / SUPPLIES	<u>\$30,800</u>	<u>\$30,800</u>	<u>\$31,200</u>



Finance



DEPARTMENT: FINANCE

PURPOSE:

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

EFFECTIVE TEAM OBJECTIVE:

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

STRATEGIES:

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

ADEQUATE FINANCIAL RESOURCES & PRUDENT FISCAL MANAGEMENT OBJECTIVES:

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

STRATEGIES:

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

STRATEGIC MANAGEMENT OBJECTIVE:

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

STRATEGIES:

- a. Continually review internal controls and obtain an unqualified opinion from independent auditors.
- b. Continue to work with Federal Transit Authority (FTA) on using grant funds in accordance to FTA regulations.
- c. Continually strive to improve efficiency, overall usage and data flow through research and enhanced knowledge of the Ellipse and Trapeze Ops system and other existing systems including their potential partners.
- d. Continue to work with Information Technology on making sure CERS and tax updates are implemented into ADP & Ellipse.

- e. Work with the Project Manager on implementing the new fare collection system and Map 21 guidelines.
- f. Continue to work with the audit firm on making sure any new GASB's are implemented and recorded appropriately.
- g. Work with Information Technology and the consultants on implementing the Ellipse upgrade.

DEPARTMENT:**FINANCE**

	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$500,450	\$490,450	\$494,173
FRINGE BENEFITS	\$419,670	\$405,530	\$430,171
SERVICES	\$385,490	\$380,530	\$389,564
MATERIAL & SUPPLIES	\$63,000	\$73,400	\$78,000
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	\$0	\$0	\$0
SUB TOTAL	\$1,368,610	\$1,349,910	\$1,391,908
CAPITAL COST SHIFTING	\$0	\$0	\$0
TOTAL	<u>\$1,368,610</u>	<u>\$1,349,910</u>	<u>\$1,391,908</u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY17 #	FY18 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF FINANCE	1	1		
FIN/GRANTS MANAGER	1	1		
PRODUCT SALES MANAGER*	1	0		
SENIOR ACCOUNTANT	1	1		
PAYROLL TEAM LEADER	1	1		
ACCOUNTS PAYABLE SPECIALIST	1	1		
STAFF ACCOUNTANT	1	1		
PAYROLL SPECIALIST	1	1		
ACCOUNTS RECEIVABLE SPECIALIST	1	1		
HEAD CASHIER	1	1		
ASSISTANT CASHIER	1	1		
TOTAL SALARIES & WAGES	11	10	<u>\$576,312</u>	<u>\$494,173</u>

*moved to Marketing

CATEGORY:**FRINGE BENEFITS**

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
FICA	\$42,492	\$43,790	\$44,091
PENSION	\$109,215	\$106,920	\$110,536
HOSPITALIZATION	\$173,106	\$162,250	\$182,696
VISION	\$601	\$600	\$689
DENTAL	\$5,748	\$5,750	\$6,288
LIFE INSURANCE	\$1,404	\$1,400	\$1,140
DISABILITY	\$2,892	\$2,890	\$2,592
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$21,882	\$21,270	\$21,540
HOLIDAY PAY	\$19,670	\$19,140	\$19,355
VACATION PAY	\$38,970	\$38,610	\$39,084
OTHER PAID ABSENCES	\$3,690	\$2,910	\$2,160
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	<u>\$419,670</u>	<u>\$405,530</u>	<u>\$430,171</u>

CATEGORY:**SERVICES**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
PAYROLL PROCESSING	\$82,400	\$82,400	\$82,400
HR BENEFITS	\$60,000	\$60,000	\$60,000
SECURITY CASHIER (Transport and Process Farebox Receipts)	\$150,600	\$142,980	\$147,264
AUDITING	\$33,500	\$33,500	\$33,500
CHECK/CREDIT CARD FEES*	\$37,200	\$28,000	\$32,400
BANK FEES/TEMP SERVICE & MISC (Deposit slips, shipping, scale calibration, safety deposit box, temp services & internal reviews)	\$21,790	\$33,650	\$34,000
TOTAL SERVICES	\$385,490	\$380,530	\$389,564

*Fees charged for credit card and check processing

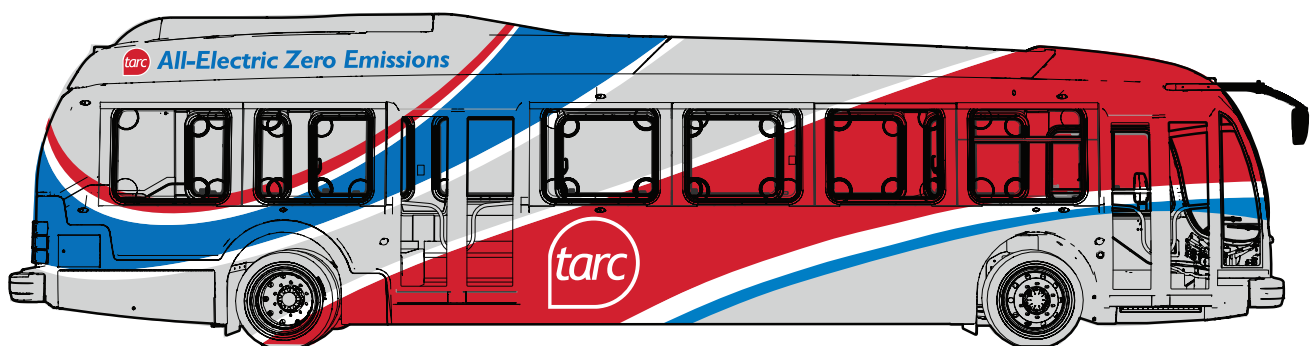
CATEGORY:

MATERIALS & SUPPLIES

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
TICKETS/FARE MEDIA (Cost of Tickets, Passes and Transfers)	\$55,000	\$64,000	\$70,000
OFFICE SUPPLIES- (Paper, toner, & checks)	\$8,000	\$9,400	\$8,000
TOTAL MAT / SUPPLIES	<u>\$63,000</u>	<u>\$73,400</u>	<u>\$78,000</u>



Human Resources



DEPARTMENT: HUMAN RESOURCES

PURPOSE:

Provide leadership and work in-partnership with all departments to achieve workforce excellence. To attract, retain and reward a talented and diverse workforce and provide them with the skills and tools needed for success. To ensure compliance with all applicable TARC policies and state and federal laws governing employment.

EFFECTIVE TEAM OBJECTIVE:

1. Promote Wellness Initiative

STRATEGIES:

- a. Provide on-going training/information to team members regarding their health and well-being. (Examples: newsletters, yoga classes, seminars, Lunch & Learn and contests)
- b. Stay up-to-date on fitness equipment and information.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

2. To support TARC's Mission Statement by ensuring that 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 respecting their different perspectives.

STRATEGIES:

- a. Participate in efforts to facilitate a quality work environment. (Example: radio communications, payroll application and trapeze/ops).
- b. Promote the concept that our team members are our most valuable asset and to maximize their potential and ability to contribute to the success of the organization.
- c. To design, develop and implement policies and tools to ensure a workforce that is motivated to excel.

QUALITY SERVICES OBJECTIVE:

3. Ensure TARC's benefits are competitive with the market and related industry.

STRATEGIES:

- a. Explore all options available concerning health insurance coverage by utilizing professional services.
- b. Continue ongoing evaluation of Third Party Administrators' provided services regarding customer service satisfaction and processing of claims.

4. Provide management with support and guidance in areas of employee relations, performance evaluation and management, labor relations, record keeping of all personal data, compensation, retirements, etc. in liaison with Finance and compliance with applicable personnel/workplace laws.

STRATEGIES:

- a. Provide training and support for departments on various topics; FMLA, ADA and Labor practices.
- b. Communicate personnel, benefits and policies and procedures to employees in a timely and accurate manner.
- c. Promote a culture, which reflects organizational values.
- d. Continue test procedures to ensure compliance with the Federal Transit Administration's (FTA) Drug and Alcohol Program.

DEPARTMENT: HUMAN RESOURCES

	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$242,470	\$242,470	\$246,515
FRINGE BENEFITS	\$220,855	\$213,670	\$213,255
SERVICES	\$65,750	\$65,750	\$68,250
MATERIAL & SUPPLIES	\$6,600	\$6,600	\$6,600
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$54,000</u>	<u>\$54,000</u>	<u>\$54,000</u>
SUB TOTAL	\$589,675	\$582,490	\$588,620
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$589,675</u></u>	<u><u>\$582,490</u></u>	<u><u>\$588,620</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 17 #	FY 18 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF H.R.	1	1		
BENEFITS MANAGER	1	1		
HR COORDINATOR	1	1		
SENIOR BENEFITS ASSISTANT	1	1		
HR SPECIALIST	1	1		
INTERN – PT	1	0		
TOTAL SALARIES & WAGES	6	5	<u>\$289,619</u>	<u>\$246,515</u>

CATEGORY:**FRINGE BENEFITS**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
FICA	\$20,663	\$21,750	\$22,156
PENSION	\$53,107	\$53,110	\$55,551
HOSPITALIZATION	\$74,716	\$66,420	\$61,764
VISION	\$252	\$260	\$276
DENTAL	\$2,724	\$2,800	\$2,916
LIFE INSURANCE	\$504	\$460	\$456
DISABILITY	\$1,056	\$1,040	\$1,032
UNEMPLOYMENT	\$26,000	\$26,000	\$26,000
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$9,534	\$9,530	\$9,822
HOLIDAY PAY	\$8,569	\$8,570	\$8,826
VACATION PAY	\$22,782	\$22,780	\$23,472
OTHER PAID ABSENCES	\$948	\$950	\$948
UNIFORM ALLOWANCES	\$0	\$0	\$0
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$220,855	\$213,670	\$213,255

CATEGORY:**SERVICES**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
EXAMS, RECORDS, TESTS (BOSS, Drug & Alcohol, and Physicals)	\$42,000	\$42,000	\$42,000
EMPLOYEE ASSISTANCE PROGRAM	\$15,750	\$15,750	\$15,750
OTHER OUTSIDE SVC (Wildcard, Employment Consultants, and Health Fair)	\$7,500	\$7,500	\$10,000
FLU SHOTS (Hum Res General O/S Services)	\$500	\$500	\$500
TOTAL SERVICES	<u>\$65,750</u>	<u>\$65,750</u>	<u>\$68,250</u>

CATEGORY:

MATERIALS & SUPPLIES

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
OFFICE SUPPLIES (Office Supplies and Copier Fee)	\$6,600	\$6,600	\$6,600
TOTAL MAT / SUPPLIES	<u>\$6,600</u>	<u>\$6,600</u>	<u>\$6,600</u>

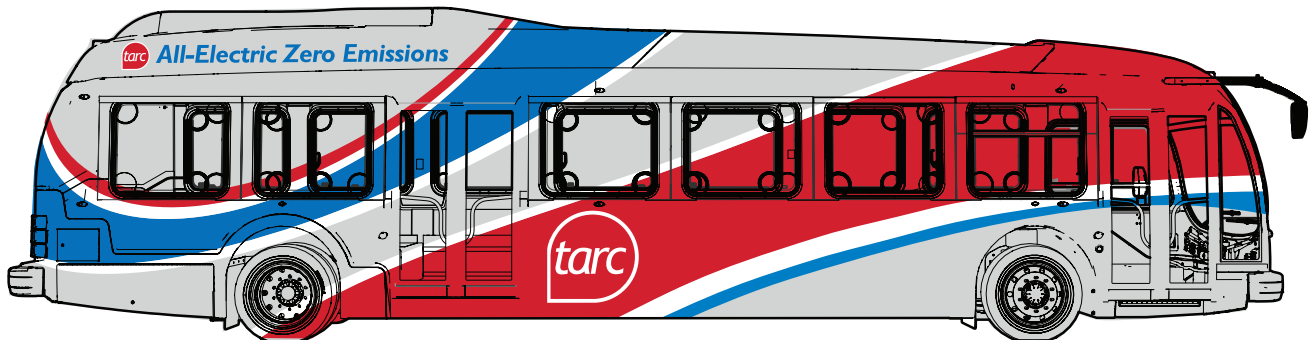
CATEGORY:**OTHER**

	<u>FY 17 BUDGET</u>	<u>FY 17 ESTIMATE</u>	<u>FY 18 BUDGET</u>
HUMAN RESOURCE GENERAL OTHER/MISC	\$1,100	\$1,100	\$1,100
CLASSIFIED AD'S	\$22,500	\$22,500	\$22,500
FITNESS CENTER	\$10,000	\$10,000	\$10,000
OUT OF POCKET EXPENSES*	\$20,400	\$20,400	\$20,400
TOTAL OTHER	<u><u>\$54,000</u></u>	<u><u>\$54,000</u></u>	<u><u>\$54,000</u></u>

*A voluntary reimbursement plan that TARC offers to employees to limit their out of pocket (OOP) maximum to \$800.00 (\$1,600 per family). If an employee has OOP costs that exceed the maximum, TARC covers the additional cost up to \$950 (\$1,900 per family).



Training



DEPARTMENT: TRAINING

PURPOSE:

Provide TARC team members with education and skill-based training resources to safely and proficiently perform their essential duties and to position TARC as a learning and professional development organization.

EFFECTIVE TEAM OBJECTIVE:

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

STRATEGIES:

- a. Assess departmental and individual training needs; identify internal and external resources to fill those needs.
- b. Provide job specific technical and skill-based training for all TARC team members.
- c. Increase team members' knowledge and understanding of TARC's policies and procedures.
- d. Support supervisory and management development to enhance core competencies and promote continuous improvement.
- e. Support departmental efforts to improve workplace safety.
- f. Improve internal communications, problem-solving and employee relations by providing teambuilding and facilitation assistance and training.
- g. Create standardized training curricula and presentation materials that utilize technological advances in on-line and real-time training.
- h. Identify opportunities to network regionally with other transportation providers to share information on training resources.
- i. Promote, emphasize and train for the safe operation of all vehicles, machinery and processes.

FOCUS ON CUSTOMER NEEDS OBJECTIVE:

2. Provide training programs that support TARC's customer-focused initiatives to improve education of upcoming fare collection system, and customer service/sensitivity training that enhances TARC's transit services.

STRATEGIES:

- a. Develop and maintain high standards of growth for the company with regards to training.
- b. Improve knowledge and adherence to regulatory requirements of the Americans with Disabilities Act (ADA) and TARC policies and procedures that promotes great customer service.
- c. Develop a customer service training program that addresses the need for improved customer relations in the community we serve, as well companywide.
- d. Develop a community-based training initiative on use of fixed-route services targeting individuals that are unable to enjoy this service currently.

DEPARTMENT:**TRAINING**

	<u>FY 17 BUD</u>	<u>FY 17 EST</u>	<u>FY 18 BUD</u>
DIRECT LABOR	\$191,863	\$191,860	\$196,217
FRINGE BENEFITS	\$173,968	\$172,080	\$182,272
SERVICES	\$0	\$0	\$0
MATERIALS / SUPPLIES	\$8,400	\$8,400	\$8,400
UTILITIES	\$0	\$0	\$0
CASUALTY & LIABILITY	\$0	\$0	\$0
PURCHASED TRANS	\$0	\$0	\$0
OTHER EXPENSES	<u>\$201,000</u>	<u>\$201,000</u>	<u>\$201,000</u>
SUBTOTAL	\$575,231	\$573,340	\$587,889
CAPITAL COST SHIFTING	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
TOTAL	<u><u>\$575,231</u></u>	<u><u>\$573,340</u></u>	<u><u>\$587,889</u></u>

CATEGORY:**SALARIES & WAGES**

JOB TITLE:	FY 17 #	FY 18 #	TOTAL PAYROLL	DIRECT LABOR
DIRECTOR OF TRAINING	1	1		
MAINTENANCE TRAINING MANAGER	1	1		
TRANSPORTATION TRAINING MANAGER	1	1		
TRAINING ASSISTANT/ADA COORDINATOR	1	1		
TOTAL SALARIES AND WAGES	4	4	<u>\$232,747</u>	<u>\$196,217</u>

PART-TIME MAINT TRAINERS**

2

2

PART-TIME TRANS TRAINERS*

10

10

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

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

CATEGORY:**FRINGE BENEFITS**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
FICA	\$16,541	\$17,300	\$17,805
PENSION	\$42,512	\$42,240	\$44,639
HOSPITALIZATION	\$73,924	\$73,050	\$77,868
VISION	\$252	\$250	\$276
DENTAL	\$2,724	\$2,720	\$2,916
LIFE INSURANCE	\$504	\$500	\$456
DISABILITY	\$1,056	\$1,040	\$1,032
UNEMPLOYMENT	\$0	\$0	\$0
WORKERS COMP	\$0	\$0	\$0
SICK PAY	\$8,664	\$8,660	\$8,880
HOLIDAY PAY	\$7,787	\$7,790	\$7,982
VACATION PAY	\$16,890	\$16,890	\$18,780
OTHER PAID ABSENCES	\$2,364	\$890	\$888
UNIFORM ALLOWANCES	\$750	\$750	\$750
OTHER FRINGES	\$0	\$0	\$0
TOTAL FRINGE BENEFITS	\$173,968	\$172,080	\$182,272

CATEGORY:

MATERIALS & SUPPLIES

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
OFFICE SUPPLIES	\$2,400	\$2,400	\$2,400
MANUALS	\$6,000	\$6,000	\$6,000
Employee Orientation Training			
New Coach Operator Training			
Refresher Training			
Coach Operator Employee Guides			
Management Team Development Training			
TOTAL MAT / SUPPLIES	\$8,400	\$8,400	\$8,400

CATEGORY:**OTHER**

	FY 17 BUDGET	FY 17 ESTIMATE	FY 18 BUDGET
TRAINING			
TUITION REIMBURSEMENT	\$40,000	\$40,000	\$40,000
TARC TRAINING LIBRARY	\$1,000	\$1,000	\$1,000
DIVERSITY/ADA	\$5,000	\$5,000	\$5,000
COMPUTER TRAINING (Off Property)	\$5,000	\$5,000	\$5,000
WORKPLACE BASICS (Spanish, Excel, Word, Power Point)	\$10,000	\$21,000	\$10,000
BUS LINE INSPECTION TRAINING	\$20,000	\$20,000	\$20,000
TRAINER DEV SKILLS	\$5,000	\$5,000	\$5,000
NEW OPERATORS SELF- DEFENSE TRAINING (3 or 4 hours)	\$5,000	\$5,000	\$5,000
TARC UNIVERSITY	\$25,000	\$14,000	\$25,000
PROFESSIONAL DEVELOPMENT	\$70,000	\$70,000	\$70,000
CONFLICT RESOLUTION / FAREBOX	\$15,000	\$15,000	\$15,000
TOTAL OTHER	<u>\$201,000</u>	<u>\$201,000</u>	<u>\$201,000</u>