

# **FINANCE SUBCOMMITTEE BOARD OF DIRECTORS MEETING**



## **Meeting Notice:**

The next meeting of this subcommittee of the TARC Board of Directors will be held at:

**TARC's Headquarters, Board Room  
1000 W. Broadway, Louisville, KY 40203**

**Tuesday, December 7, 2021 at 1:30 p.m.**

Alternately, members of the public and/or TARC staff may watch a livestream of the meeting by going to [www.facebook.com/ridetarc](https://www.facebook.com/ridetarc) the livestream will be at the top of the page; No Facebook account is needed. Public comments may be submitted in the chat feature, please include your name in the chat.

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

# FINANCE SUBCOMMITTEE BOARD OF DIRECTORS MEETING



## Agenda

- |      |  |               |             |
|------|--|---------------|-------------|
| I.   | Quorum Call/Call to Order  | Carla Dearing | 1:30        |
| II.  | Staff Reports and Presentations  |               |             |
|      | a. Financial Statements  | Tonya Carter  | 1:35 – 1:50 |
| III. | Resolutions / Action Items / For Board meeting   |               |             |
|      | a. Resolution 2021- 51<br>Financial Management Policy                                  | Carrie Butler | 1:50 – 2:05 |
|      | b. Procurement Overview and CY 2022 Calendar<br><i>(Presentation at Board meeting)</i> |               |             |
| IV.  | Proposed Agenda Items/Next Meeting Date  | Carrie Butler | 2:05        |
| V.   | Adjournment  |               | 2:15        |

# TARC FINANCE SUBCOMMITTEE MEETING



## November 2021 Finance Subcommittee Meeting Minutes

The Finance Subcommittee of Transit Authority of River City (TARC) met on Tuesday, November 9, 2021 at 1:30 P.M. in person at TARC's headquarters, 1000 West Broadway in the Board Room.

### **Members Present**

John Launius  
Carla Dearing  
Gary Dryden - Virtual

### **Call to Order**

John Launius called the meeting to order at 1:32 p.m.

### **Financial Reports**

Presented By: Tonya Carter

September Financial Summary. See Financials in packet.

### **Board Resolutions**

#### **Resolution 2021-37 Recognition of Board Member Mary Morrow**

Presented by: Randy Frantz

A resolution recognizing Mary Morrow for her contributions and service as a member of the TARC Board of Directors and service as Board Chair.

#### **Resolution 2021-38 Recognition of Board Member J.C. Stites**

Presented by: Randy Frantz

A resolution recognizing J.C. Stites for his dedication and service in providing pivotal guidance and thoughtful direction through many successful years of operations for the Transit Authority of River City.

#### **Resolution 2021-43 Management Consulting Services**

Presented by: Randy Frantz

A Resolution authorizing the Executive Director to enter into a contract for an Initial Term of one (1) year and an option of two (2) one-year terms with Trans Pro Consulting for Management Consulting Professional Services with Indefinite Delivery Indefinite Quantity Services (IDIQ) for a not-to-exceed amount of \$236,248.

# TARC FINANCE SUBCOMMITTEE MEETING



## **Resolution 2021-48 Jeffersonville Bus Stop Improvement**

Presented by: Geoffrey Hobin

A Resolution authorizing the Executive Director to enter into an agreement with MAC Construction & Excavating for sidewalk and bus stop improvements at Eastern Boulevard and Spring Street in City of Jeffersonville, Indiana at a not to exceed amount of \$371,222.50.

## **Resolution 2021- 49 Transfer of Surplus Fareboxes**

Presented by: Geoffrey Hobin

A Resolution authorizing the Executive Director to transfer seven (7) fare boxes manufactured by LECIP, Inc. to the Rogue Valley Transportation District (RVTD).

## **Resolution 2021-50 FY2022 Board and Committee Meeting Calendar**

Presented by: Randy Frantz

A Resolution authorizing the Executive Director to proceed with using the above dates and times for all Board and Committee meetings.

## **Proposed Agenda Items/Next Meeting Dates**

- 12/07/21 – Finance Committee Meeting
- 12/08/21 – Human Resources Committee Meeting
- 12/14/21 – Board Meeting

Meeting Adjourned at 2:15 p.m.

**TARC Board of Directors  
Financial Summary  
October 2021, Fiscal Year 2022**



**Current Month Revenues Compared to Budget**

Total Operating Revenues are under budget \$152,051 (pg. 2, line 9) mainly due to Passenger Fares, Paratransit Fares and Special Fares being under budget. Total Non-Operating Revenues (Subsidies) are under budget \$331,138 (pg. 2, line 16) mainly due to applying less MTTF funds due to operating expenses being under budget. Total Capital Contributions are over budget \$5,174,273 (pg. 2, line 25) due to accruing new bus purchases. Total Revenues with Capital are over budget \$4,691,084 (pg. 2, line 27) mainly due to total Capital Contributions being over budget for the current month.

**Current Month Expenses Compared to Budget**

Total Operating Expenses are under budget \$810,297 (pg. 2, line 41) mainly due to Direct Labor, Fringe & Benefits, Materials, Casualty & Liability and Purchase Transportation being under budget. Total Capital Expenses are over budget \$38,609 (pg. 2, line 48) compared to budget. Total Expenses with Capital are under budget \$771,688 (pg. 2, line 50) due to Operating Expenses being under budget.

**Current Month Actual Summary**

Total Operating Revenues are \$581,619 (pg. 2, line 9) and Total Operating Expenses are \$7,398,935 (pg. 2, line 41) bringing the net to an unfavorable balance of \$6,817,316 before Subsidies are applied. After applying Subsidies of \$7,144,424 (pg. 2, line 16) there is a favorable balanced of \$327,108 (pg. 2, line 53) for the current month before Capital Contributions and Capital Expenses are applied.

**YTD Revenues Compared to Budget**

Total Operating Revenues are under budget \$392,534 (pg. 2 line 9) mainly due to Passenger Fares, Purchased Transportation fares and Special fares being under budget but off set by Other Agency Revenues being over budget. Total Non-Operating Revenues (Subsidies) are under budget \$2,958,870 (pg. 2, line 16) mainly due to applying less Federal Reimbursement Funds-FTA due to operating expenses being under budget. Total Capital Contributions are over budget \$93,675 (pg. 2, line 25) mainly due to timing of state match on new bus purchases in the current month. Total Revenues with Capital are under budget \$3,257,729 (pg. 2, line 27) mainly due to applying less subsidies because operating expenses are under budget.

**YTD Expenses Compared to Budget**

Total Operating Expenses are under budget \$3,351,405 (pg. 2, line 41) mainly due to Direct Labor, Fringe & Benefits, Materials, and Purchased Transportation being under budget. Total Capital Expenses are over budget \$231,300 (pg. 2, line 48) compared to budget. Total Expenses with Capital are under budget \$3,120,105 (pg. 2, line 50) due to Operating Expenses being under budget and Depreciation expenses being over budget.

## **YTD Actual Summary**

Total Operating Revenues are \$2,567,742 (pg. 2, line 9) and Total Operating Expenses are \$28,859,439 (pg. 2, line 41) bringing the net to an unfavorable balance of \$26,291,698 before Subsidies are applied. After applying Subsidies \$26,291,698 (pg. 2, line 16) the net is balanced for year-to-date before Capital Contributions and Capital Expenses are applied. This can also be seen on page 7 in your Financial Statement packet.

## **Operating Summary**

Overall after applying the Subsidies the unfavorable balance for the year-to-date on the Statement of Revenues – Expenses is balanced before applying the MTTF Revenue receipts. October budgeted MTTF receipts for revenue deposits is over budget \$1,798,016 (pg. 8) year-to-date. We currently have a favorable balance before capital year-to-date of \$1,798,017 (pg. 7) due to the MTTF revenue deposits being over budget. MTTF Net Profit Fees are down \$1,361,808 (pg. 8) and Employee Withholdings are up \$1,054,481 (pg. 8) year-to-date compared to last year.

Statement of Revenue - Expenses - with Capital Contributions

October 2021, Fiscal Year 2022



Description	FY22 Total Budget	Current Month			Fiscal Year-to-date			
		Actual	Budget	Over budget (Under budget)	Actual	Budget	Over budget (Under budget)	Percentage Remaining
<b>Revenues</b>								
1 Passenger Fares	4,757,097	332,647	431,678	(99,031)	1,477,885	1,730,398	(252,513)	68.93%
2 Paratransit Fares	805,500	73,550	85,000	(11,450)	294,511	347,500	(52,989)	63.44%
3 Special Fare Revenues (UofL, UPS and etc)	1,796,605	115,351	144,300	(28,949)	484,481	591,610	(107,129)	73.03%
4 Comp Specials	150,000	0	0	0	0	0	0	100.00%
5 Advertising Revenue	624,000	53,333	52,000	1,333	213,334	208,000	5,334	65.81%
6 Other Agency Revenues	183,300	6,738	15,275	(8,537)	85,055	61,100	23,955	53.60%
7 Total Recoveries-Insurance	65,000	0	5,417	(5,417)	12,476	21,668	(9,192)	80.81%
8								
9 Operating Revenues	<b>8,381,502</b>	<b>581,619</b>	<b>733,670</b>	<b>(152,051)</b>	<b>2,567,742</b>	<b>2,960,276</b>	<b>(392,534)</b>	<b>69.36%</b>
10								
11 MTTF Contributions- Federated	50,865,563	7,144,424	7,380,024	(235,600)	18,255,383	18,490,983	(235,600)	64.11%
12 Local Government Funds - MTTF	1,146,453	0	95,538	(95,538)	25,285	382,152	(356,867)	97.79%
13 Federal Reimbursement Funds - FTA	38,008,770	0	0	0	7,834,241	10,096,125	(2,261,884)	79.39%
14 State Government Funds	1,553,856	0	0	0	176,789	281,308	(104,519)	88.62%
15								
16 Total Non-Operating Revenues	<b>91,574,642</b>	<b>7,144,424</b>	<b>7,475,562</b>	<b>(331,138)</b>	<b>26,291,698</b>	<b>29,250,568</b>	<b>(2,958,870)</b>	<b>71.29%</b>
17								
18 Total Revenues Before Cap Contributions	<b>99,956,144</b>	<b>7,726,043</b>	<b>8,209,232</b>	<b>(483,189)</b>	<b>28,859,439</b>	<b>32,210,844</b>	<b>(3,351,404)</b>	<b>71.13%</b>
19								
20 Local Government Funds - MTTF, Cap	2,188,232	41,141	190,251	(149,110)	91,708	461,745	(370,037)	95.81%
21 Federal Reimbursement Funds - FTA, Cap	22,218,487	10,129,504	7,297,356	2,832,148	12,305,534	14,715,632	(2,410,098)	44.62%
22 State Government Funds, Cap	0	2,491,235	0	2,491,235	2,873,810	0	2,873,810	0.00%
23 Other Agencies Revenue, Cap	0	0	0	0	0	0	0	0.00%
24								
25 Total Capital Contributions	<b>24,406,719</b>	<b>12,661,880</b>	<b>7,487,607</b>	<b>5,174,273</b>	<b>15,271,052</b>	<b>15,177,377</b>	<b>93,675</b>	<b>37.43%</b>
26								
27 Total Revenues	<b>124,362,863</b>	<b>20,387,923</b>	<b>15,696,839</b>	<b>4,691,084</b>	<b>44,130,491</b>	<b>47,388,221</b>	<b>(3,257,729)</b>	<b>64.51%</b>
28								
29								
<b>Expenses</b>								
30								
31								
32 Labor	32,000,848	2,530,192	2,584,911	(54,719)	9,844,361	10,411,110	(566,749)	69.24%
33 Fringes & Benefits	31,734,057	2,653,891	2,709,260	(55,369)	9,847,701	10,557,242	(709,541)	68.97%
34 Services	5,639,222	521,706	475,346	46,360	1,740,907	1,892,825	(151,918)	69.13%
35 Materials	7,458,185	468,065	618,633	(150,568)	2,011,920	2,467,413	(455,493)	73.02%
36 Utilities	1,016,796	89,518	84,733	4,785	300,636	338,932	(38,296)	70.43%
37 Casualty & Liability	2,736,426	125,170	228,035	(102,865)	936,897	912,140	24,757	65.76%
38 Purchased Transportation	18,740,930	966,520	1,460,656	(494,136)	4,029,267	5,405,321	(1,376,054)	78.50%
39 Interest Expense	7,860	752	752	0	3,238	3,238	0	58.80%
40 Other Expenses	621,820	43,121	46,906	(3,785)	144,512	222,623	(78,111)	76.76%
41 Operating Expenses	<b>99,956,144</b>	<b>7,398,935</b>	<b>8,209,232</b>	<b>(810,297)</b>	<b>28,859,439</b>	<b>32,210,844</b>	<b>(3,351,405)</b>	<b>71.13%</b>
42								
43								
44								
45 Development Cost & Loss on Disposal	426,467	20,082	9,813	10,269	57,300	24,533	32,767	86.56%
46 Depreciation Expenses	12,194,557	1,038,510	1,010,170	28,340	3,920,696	3,723,737	196,959	67.85%
47 Loss on Disposal of Assets	0	0	0	0	1,574	0	1,574	0.00%
48 Total Capital Expenses	<b>12,621,024</b>	<b>1,058,592</b>	<b>1,019,983</b>	<b>38,609</b>	<b>3,979,569</b>	<b>3,748,270</b>	<b>231,300</b>	<b>68.47%</b>
49								
50 Total Expenses	<b>112,577,168</b>	<b>8,457,527</b>	<b>9,229,215</b>	<b>(771,688)</b>	<b>32,839,008</b>	<b>35,959,114</b>	<b>(3,120,105)</b>	<b>70.83%</b>
51								
52								
53 Revenue / Expense Difference Before Capital	<b>0</b>	<b>327,108</b>	<b>0</b>	<b>327,108</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0.00%</b>
54								
55 Revenue / Expense Difference After Capital	<b>11,785,695</b>	<b>11,930,396</b>	<b>6,467,624</b>	<b>5,462,772</b>	<b>11,291,483</b>	<b>11,429,107</b>	<b>(137,624)</b>	<b>4.19%</b>







## Balance Sheet

October 2021, Fiscal Year 2022

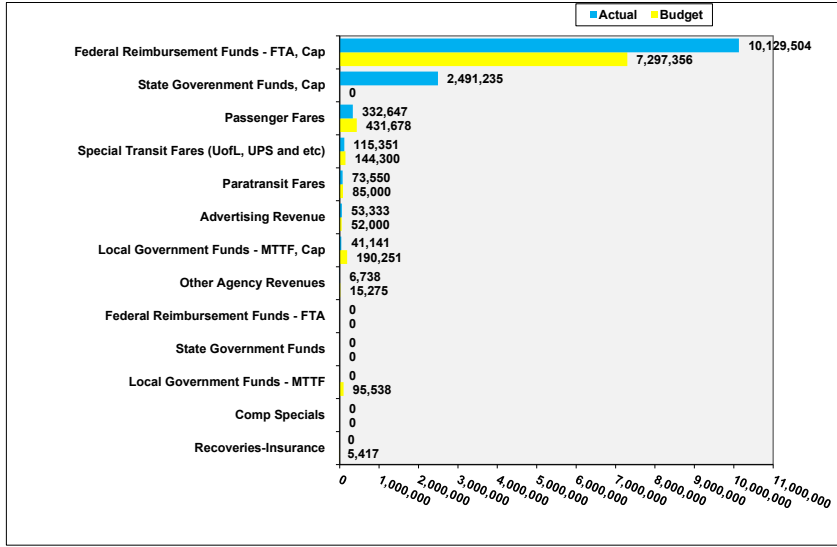
<b>Assets</b>	<b>FY 22</b>	<b>FY 21</b>	<b>Liabilities, Reserves &amp; Capital</b>	<b>FY 22</b>	<b>FY 21</b>
<b>Current Assets</b>			<b>Current Liabilities</b>		
Cash & Cash Items	3,167,208	1,041,352	Long Term Debt	121,697	262,538
Short Term Investments	3,725,095	3,311,182	Short Term Debt	0	0
Accounts Receivable	29,798,183	76,393,354	Trade Payables	13,838,379	8,953,668
Interest Receivable	6	244	Accrued Payroll Liabilities	4,359,129	4,194,577
Due From Grant	80,000	80,000	Estimated Workmans Compensation	3,743,240	2,677,300
Materials & Supplies	2,450,064	1,537,279	Accrued Tax Liabilities	0	0
<b>Total Current Assets</b>	<b>39,220,556</b>	<b>82,363,410</b>	Unredeemed Tickets & Tokens	1,599,947	1,940,461
<b>Other Assets</b>			Reserves - Injury & Damages	1,708,300	844,000
Prepaid Insurance & Dues & WIP	1,698,205	1,888,583	Due To Operations	80,000	80,000
<b>Total Other Assets</b>	<b>1,698,205</b>	<b>1,888,583</b>	Unearned Capital Contributions	14,829,394	66,715,221
			Other Current Liabilities (Health Ins.)	1,564,683	147,782
			<b>Total Current Liabilities</b>	<b>41,844,769</b>	<b>85,815,548</b>
<b>Fixed Assets</b>			<b>Equity</b>		
Land	3,187,624	3,177,782	Retained Earnings	11,291,483	(4,029,860)
Buildings	49,283,698	49,094,438	Prior Year Retained Earning	75,248,859	76,430,607
Coaches	129,483,525	113,958,281	<b>Total Equity</b>	<b>86,540,342</b>	<b>72,400,747</b>
Office Equipment	10,460,957	10,345,708	<b>Total Liabilities &amp; Equity</b>	<b>128,385,111</b>	<b>158,216,295</b>
Other Equipment	21,935,419	21,735,951			
Development Costs	240,988	33,627			
Vehicle Exp - Operating	1,420,405	1,420,405			
Other Equipment -Operating	154,908	151,307			
<b>Total Fixed Assets</b>	<b>216,167,522</b>	<b>199,917,498</b>			
<b>Less Accumulated Depreciation</b>					
Accumulated Depr Land	727,975	694,282			
Accumulated Depr Buildings	27,628,361	26,112,602			
Accumulated Depr Coaches	73,322,819	73,243,895			
Accumulated Depr Office Equipment	8,262,510	7,708,917			
Accumulated Depr Other Equipment	17,635,111	17,190,438			
Accumulated Depr Development Cost	57,300	5,969			
Accumulated Depr Vehicle Exp - Opr	943,332	887,206			
Accumulated Depr Other Equipment Op	123,765	109,886			
<b>Total Depreciation</b>	<b>128,701,173</b>	<b>125,953,196</b>			
<b>Net Fixed Assets</b>	<b>87,466,349</b>	<b>73,964,302</b>			
<b>Total Assets</b>	<b>128,385,110</b>	<b>158,216,295</b>			

Actual Revenue vs. Budget

October 2021, Fiscal Year 2022



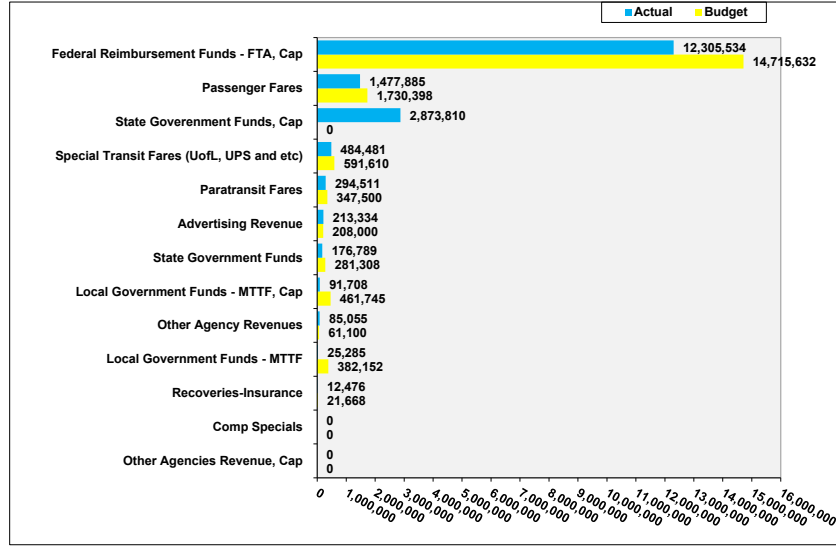
Current Month Revenues



MTTF \$7,144,424 Actual < \$7,380,024 Budget

- Passenger fares \$99,031 ↓
- Paratransit fares \$11,450 ↓
- Special Fares \$28,949 ↓
- Federal Reimbursement Funds - FTA, Cap \$2,832,148 ↑
- State Government Funds - \$2,491,235 ↑

Year to Date Revenues



MTTF \$18,255,383 Actual < \$18,490,983 Budget

Federal Reimbursement Funds - FTA \$7,834,241 Actual < \$10,096,125 Budget

- Passenger fares \$252,513 ↓
- Paratransit fares \$52,989 ↓
- Federal Reimbursement Funds - FTA \$2,261,884 ↓
- Federal Reimbursement Funds - FTA, Cap \$2,410,098 ↓
- State Government Funds - \$2,873,810 ↑

CM

- \* Special Fares - is under budget \$28,949 mainly due to one contract decrease
- \* Federal Reimbursement Funds - FTA, Cap is over budget \$2,832,148 mainly due to timing of expenditures for bus purchases
- \* State Government Funds - is over budget \$2,491,235 due to timing of expenditures for bus purchases

YTD

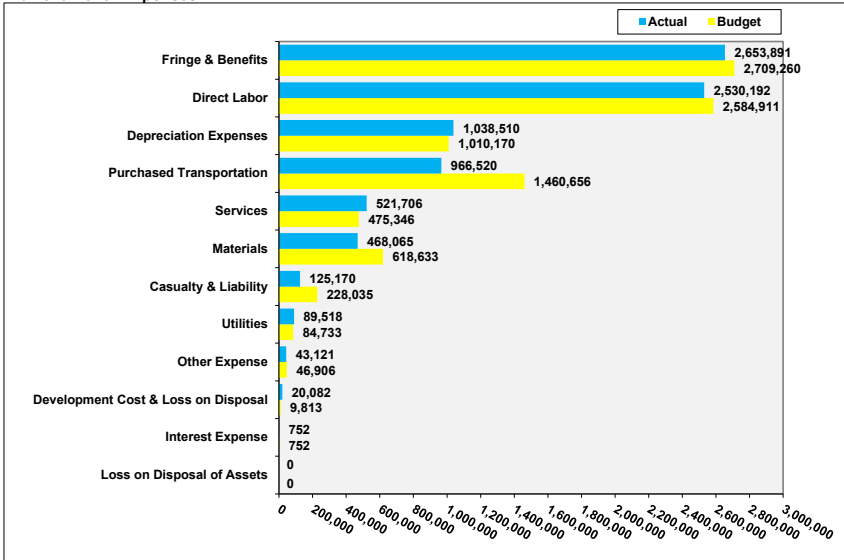
- \* Federal Reimbursement Funds - FTA is under budget \$2,261,884 mainly due to operating expenses being under budget and this did not change compared to last month
- \* Federal Reimbursement Funds - FTA, Cap is under budget \$2,410,098 mainly due to timing of expenditures for bus purchases
- \* State Government Funds - is over budget \$2,873,810 due to timing of expenditures for bus purchases

Actual Expenses vs. Budget

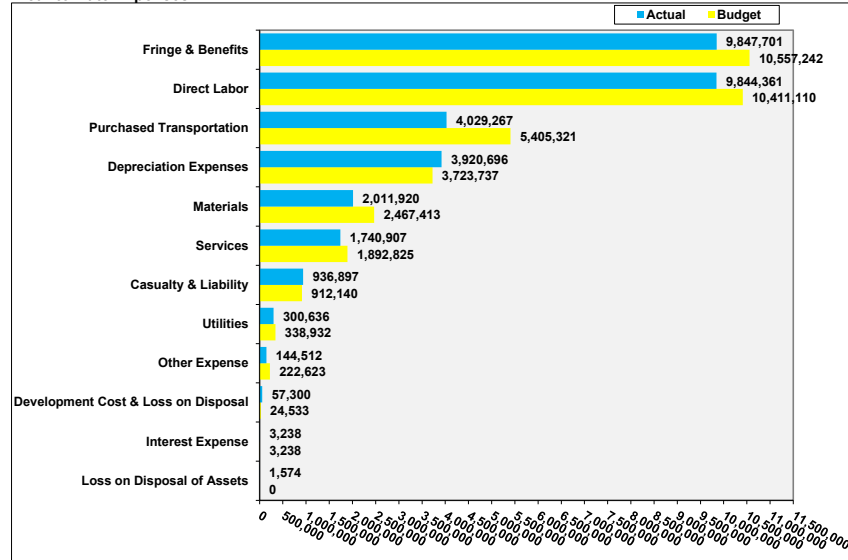
October 2021, Fiscal Year 2022



Current Month Expenses



Year to Date Expenses



Direct Labor \$54,719 ↓ Total Labor \$213,596 ↓  
 Fringe & Benefits \$55,369 ↓  
 Materials \$150,568 ↓  
 Casualty & Liability \$102,865 ↓  
 Purchased Transportation \$494,136 ↓

Direct Labor \$566,749 ↓ Total Labor \$825,618 ↓  
 Fringe & Benefits \$709,541 ↓  
 Materials \$455,493 ↓  
 Purchased Transportation \$1,376,054 ↓  
 Depreciation Expenses \$196,959 ↑

CM

- \* Fringe & Benefits are under budget \$55,369 mainly due to Pension, Medical and Sick leave offset by Worker's Compensation being over \$422,640
- \* Materials are under budget \$150,568 mainly due to diesel fuel and Maintenance materials and supplies
- \* Casualty & Liability is under budget \$102,865 mainly due to 6 claims settled for less than reserve amount set
- \* Purchased Transportation is under budget \$494,136 mainly due to revenue hours and penalties

YTD

- \* Fringe & Benefits are under budget \$709,541 mainly due to FICA, Pension, Medical, Sick offset by Worker's Compensation being over \$390,925
- \* Materials are under budget \$455,493 mainly due to diesel fuel and Maintenance materials and supplies
- \* Purchased Transportation is under budget \$1,376,054 mainly due to revenue hours and penalties
- \* Depreciation Expenses are over budget \$196,959 mainly due to timing of bus purchases



## Year to Date Summary

October 2021, Fiscal Year 2022

### Actual Compared to Budget YTD

	Good	In the Red	
Total Revenues before Capital are Over/ <b>Under</b> by (pg. 2, line 18)		\$3,351,404	
Total Expenses are Over/ <b>Under</b> by (pg. 2, line 41)	\$3,351,405		
MTTF Revenue Deposits are <b>Over</b> /Under by (pg. 8)	\$1,798,016		
October has a favorable balance before Capital of	\$5,149,421	\$3,351,404	\$1,798,017

### Actual Revenues over Expenses

Operating Revenues	\$2,567,742
Operating Expenses	\$28,859,439
<b>Net Gain/(Loss) before MTTF</b>	<b>(\$26,291,697)</b>
MTTF Approved Contributions	\$18,255,383
<b>Net Gain/(Loss) before Subsidies</b>	<b>(\$8,036,314)</b>
<b>Subsidies</b>	
CARES	\$7,733,099
CRSSAA	\$0
5307 Federal Formula dollars to be used as (CEER)	\$101,142
MTTF Local Share	\$25,285
State Contributions	\$176,789
<b>Total Subsidies</b>	<b>\$8,036,315</b>
<b>Net Gain/(Loss) before Capital</b>	<b>\$1</b>

## MassTransit Trust Fund (MTTF) Revenue Deposits



## Deposit to Budget Difference FY 2022

Month	FY 22 Actual Deposits	FY 22 Budget Deposits	Difference	YTD Total	Current Month	YTD
July	\$4,416,524	\$4,263,320	\$153,204	\$153,204	3.59%	
August	\$4,516,464	\$4,049,642	\$466,822	\$620,026	11.53%	7.46%
September	\$5,708,766	\$4,744,809	\$963,957	\$1,583,983	20.32%	12.13%
October	\$4,035,303	\$3,821,270	\$214,033	\$1,798,016	5.60%	10.65%
November		\$4,823,684				
December		\$4,963,520				
January		\$4,589,049				
February		\$4,233,049				
March		\$4,173,450				
April		\$5,781,232				
May		\$3,901,651				
June		\$4,747,430				
		\$0				
TOTAL	\$18,677,057	\$54,092,106				

## MTTF Revenue Deposits - Actuals

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

	October 2021	October 2020	YTD FYE 2022	YTD FYE 2021	Difference Amount	Percent Change
<b>Receipts</b>						
Employee Withholding	\$ 4,106,501	\$ 3,942,684	\$ 16,460,921	\$ 15,406,440	\$ 1,054,481	6.84%
Individual Fees	39	8	(18)	879	(897)	-102.05%
Net Profit Fees	(96,298)	(112,290)	2,203,524	3,565,332	(1,361,808)	-38.20%
Interest & Penalty	79,629	42,374	265,430	162,622	102,808	63.22%
<b>Total Collections</b>	<b>\$ 4,089,871</b>	<b>\$ 3,872,776</b>	<b>\$ 18,929,857</b>	<b>\$ 19,135,273</b>	<b>\$ (205,416)</b>	<b>-1.07%</b>
Investment Income	\$ 645	\$ 776	\$ 2,753	\$ 2,094	\$ 659	31.47%
<b>Total Receipts</b>	<b>\$ 4,090,516</b>	<b>\$ 3,873,552</b>	<b>\$ 18,932,610</b>	<b>\$ 19,137,367</b>	<b>\$ (204,757)</b>	<b>-1.07%</b>
<b>Disbursements</b>						
Collection Fee	\$ 55,213	\$ 52,282	\$ 255,553	\$ 258,326	\$ (2,773)	-1.07%
<b>Total Disbursements</b>	<b>\$ 55,213</b>	<b>\$ 52,282</b>	<b>\$ 255,553</b>	<b>\$ 258,326</b>	<b>\$ (2,773)</b>	<b>-1.07%</b>
<b>Due Mass Transit</b>	<b>\$ 4,035,303</b>	<b>\$ 3,821,270</b>	<b>\$ 18,677,057</b>	<b>\$ 18,879,041</b>	<b>\$ (201,984)</b>	<b>-1.07%</b>
Less Previous Payments			14,641,754	15,057,771	(416,017)	-2.76%
<b>Payable To Trust Fund</b>			<b>\$ 4,035,303</b>	<b>\$ 3,821,270</b>	<b>\$ 214,033</b>	<b>5.60%</b>



**Reimbursement Funds Only and a One Time Funding Source for TARC**

	<b>TARC Share</b>	<b>Actual FY 2020</b>	<b>Actual FY 2021</b>	<b>Actual YTD FY 2022</b>	<b>Remaining Balance</b>	<b>Budget YTD FY 2022</b>
<b>CARES*</b>	41,576,008	4,341,151	26,847,680	7,733,099	2,654,078	13,000,563
<b>CRRSAA**</b>	21,504,688				21,504,688	18,237,895
<b>ARP***</b>	48,587,329				48,587,329	0

\* KY-2020-012 was approved/Executed 5/27/2020

\*\* KY-2021-020 was approved/Executed 7/1/2021

\*\*\* Still moving through the process not approved/Executed



# MEMORANDUM

**To:** John Launius, Chair of TARC Board of Directors

**From:** Carrie Butler, Executive Director

**Date:** December 14, 2021

**Re:** Resolution 2021-51

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In 2018, the Federal Transit Administration undertook a Financial Management Oversight (FMO) Review at TARC. The FMO is within FTA's purview and did not arise from a prior finding or documented issue. The FMO can be undertaken after a particular project, or to follow up on a finding, to explore an issue from a FTA Comprehensive Review or 'triennial' review, or agencies may be selected at random. In November 2020, FTA requested a follow up from the 2018 process; this FMO review concluded in September 2021.

As part of this review, the FMO found that TARC's Financial Management Policy needed to be amended to clarify job titles and responsibilities, especially those of the Chief Financial Officer (CFO) and Director of Finance. Accordingly, TARC has amended this policy to make clarifications of job titles and responsibilities; and clarified and/or modified the budget, financial and procurement processes included in the policy. The draft policy with a redline version is attached for your review.

My recommendation is that the Board adopt this Financial Management Policy via resolution so that TARC is in compliance with the recommendation of the FMO audit and our new policy reflects our current processes.

Please call me at (502) 561-5100 if you have any questions.



## **RESOLUTION 2021-51**

### **Financial Management Policy**

A resolution adopting updated Financial Management Policy as recommended by the Federal Transit Administration resulting from the Financial Management Oversight Program (FMO) to clarify job titles and responsibilities and to accurately depict our current budget, financial and procurement processes;

**WHEREAS**, a follow-up FMO was conducted beginning January 2021; and

**WHEREAS**, the FMO was completed in September 2021; and

**WHEREAS**, TARC wishes to update its Financial Management Policy to clarify job titles and responsibilities, and update the processes set forth therein to reflect current practices; and

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

The updated Financial Management Policy is hereby adopted to make clarifications as recommended by the FMO and to reflect current budget, financial and procurement processes.

**ADOPTED THIS 14<sup>th</sup> DAY OF DECEMBER 2021**

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**John Launius, Chair of the Board of Directors**





# FINANCIAL MANAGEMENT POLICY

TRANSIT AUTHORITY OF RIVER CITY

*December 2021*  
*Original - 2018*

# TRANSIT AUTHORITY OF RIVER CITY FINANCIAL MANAGEMENT POLICY



<b>Name of Entity That Drafted This Policy</b>	Tonya Carter, Chief Financial Officer	
<b>Signature by the Executive Director</b>	<b>Signature of Accountable Executive</b>	<b>Date of Signature</b>
<b>Approval by the Board of Directors or an Equivalent Authority</b>	<b>Name of Individual/Entity That Approved This Plan</b>	<b>Date of Approval</b>
	<b>Relevant Documentation (Title and Location)</b>	
<b>Certification of Compliance</b>	<b>Name of Individual/Entity That Certified This Plan</b>	<b>Date of Certification</b>
	Pat Mulvhill, General Counsel	
	<b>Relevant Documentation (Title and Location)</b>	

<b>Version Number and Updates</b>			
<b>Version Number</b>	<b>Section/Pages Affected</b>	<b>Reason for Change</b>	<b>Date Issued</b>
1		Agency Wide policy	2018
2		Revision to Job Titles	2021

# TRANSIT AUTHORITY OF RIVER CITY FINANCIAL MANAGEMENT POLICY



## 1.0 Purpose:

- 1.1 The purpose of ~~these policies~~ this policy is to establish guidelines for making financial decisions, reporting the financial status of the Agency and managing the Agency's funds.

## 2.0 Scope

- 2.1 The Chief Financial Officer (CFO) with oversight from the Executive Director/ CEO has responsibility of day-to-day operations for managing agency funds, ensuring accuracy of accounting records, internal controls, financial objectives and policies, financial statement preparation, and bank reconciliation review and approval.
- 2.2 Various accounting staff in the finance department are responsible for preparation of the chart of accounts, reporting formats, accounts payable/receivable processing, incoming cash processing, sales to corporate accounts, payroll input and payroll processing, cash receipts input, journal entries for general ledger, form 1099 reporting, sales tax reporting, National Transit Database reporting, Federal, State and Louisville/Jefferson County Metro Government (Metro Government) reporting, APTA reporting, analyzing balance sheet accounts and bank reconciliations.
- 2.3 The Board reviews finances at monthly Board meetings with the exception of year end audited financials which are presented to the Board by the current audit firm. This responsibility is shared through delegation with the Executive Director/CEO, Assistant Executive Director and the CFO.

## 3.0 Responsibility

- 3.1 The Executive Director/CEO acts as the primary fiscal agent with the Assistant Executive Director as designated alternate, implementing all financial policies and procedures. The Executive Director/CEO with the oversight of the Board of Directors is responsible for the coordination of the following: Annual budget presentation, management of funds, selection of the outside auditors, approving revenue and expenditures objectives in accordance with the Board approved long-term plans.
- 3.2 The Chief Financial Officer is responsible for making sure the monthly financial statements are in a format approved by the Executive Director/CEO and Board. The CFO will present the financial statements monthly to the Executive Director and Assistant Executive Director for review. Once approved by the Executives, the CFO will present the monthly financial statements to the Finance Committee and Board of Directors during the monthly meeting.
- 3.3 Each Departmental Director works with the CFO on developing budgets for their department. Each department head will meet with the Executive Director/CEO, Assistant Executive Director and CFO to go over their budget. After the departmental

meetings the draft budget is presented to the Finance Committee of the Board (Finance Committee) and then to the entire Board at ~~the~~ its March Board meeting. The proposed budget is then reviewed by the Finance Committee before presentation to the full Board for its consideration and approval in April. Following Board approval, the budget is submitted to Metro Government ~~for~~ its consideration and approval no later than May 1<sup>st</sup>.

3.4 The Board of Directors is responsible ~~to~~ for ~~formulate~~ the establishment of financial policies and for reviewing operations and activities on a periodic basis.

3.4.1 Conflict of Interest: Members of the Board of Directors and the Management Team are prohibited from activities that may present conflicts of interest. Each year the Board of Directors and the Management Team must complete conflict of interest statements ~~which are~~ that shall be prepared and managed by the **Procurement** Purchasing Department. Additionally, for solicitations requiring an evaluation committee, the **Procurement** Purchasing Department requires all pertinent staff to sign a conflict of interest statement that is solicitation specific.

#### **4.0 Process**

##### **4.1 Budget Process:**

4.1.1 The process starts every January with a Management Team meeting. The team is given ~~the~~ a budget schedule that is approved by the Executive Director/CEO. The budget schedule ~~works backward from the deadline to have the draft approved budget~~ shall be prepared in order to confidently meet Metro Government's May 1<sup>st</sup> submittal deadline ~~to Metro Government by May 1<sup>st</sup>~~.

4.1.2 The first ~~look~~ draft will typically ~~has~~ recognize a gap between expected revenues and expenditures. ~~and it gives the b~~ Board members shall have sufficient time to ask questions and discuss ~~what the options are for to closing~~ address the gap. After any adjustments are made ~~During the April board meeting~~ the Executive Director/CEO presents the final draft for approval to send to Metro Government. The executive branch of Metro Government ~~will~~ presents the annual budget to the legislative branch of Metro Government, Metro Council, sometime in May and the budget is adopted in ~~then again in~~ June. ~~for approval of the annual budget. The~~ The Agency's budget is presented along with ~~rolls up into~~ Metro's budget ~~when presented~~ to the Metro Council for its consideration and approval.

##### **4.2 Financial Statements:**

4.2.1 The Agency's financial statements shall be prepared on an accrual basis in accordance with Generally Accepted Accounting Principles (GAAP).

4.2.2 ~~The monthly presentation of the f~~ Financial statements will be presented at ~~the~~ the monthly Finance Committee meetings and Board meetings.

**4.3 Mass Transit Trust Fund (MTTF):**

4.3.1 The MTTF balance must remain at a minimum of \$10 million. Board approval is required to ~~without Board approval to~~ take ~~bring~~ the balance below the ~~set~~ minimum. If the fund balance falls below this minimum, the Executives, CFO and Board shall develop a plan and budget for rebuilding the fund to the stated minimum as set forth herein.

**4.4 Audit & Reviews:**

4.4.1 ~~The Agency has annual a~~An independent financial audits shall be done at the end of ~~the~~ each fiscal year, which is June 30<sup>th</sup>. The audit must be completed and submitted to Metro Government by October 1<sup>st</sup> with any additional reporting requirements. The Executive Director/CEO and CFO shall have direct responsibility ~~in~~ to overseeing the implementation of the Annual Financial Audit. Once completed, ~~The~~ the Auditors shall present the draft audited financials ~~once completed~~ to the Board during ~~the~~ a monthly Board meeting. The Board ~~will~~ shall approve the draft, which is then ~~to be~~ sent to Metro Government.

4.4.2 The Agency also has the following audits & reviews:

- Annual Operational Audit ~~as mentioned above~~
- Annual Pension Audit
- Annual Workers Compensation Reserves Audit
- Special Purpose Government Entity (SPGE) – State review
- Internal Audits
- Triannual Review (FTA) conducted every 3 years
- Financial Management Oversight review (FMO)
- Drug & Alcohol Program review (FTA)
- Office of Inspector General review (OIG)

4.4.3 Region four of the Federal Transit Authority and the Office of Inspector General may require a review at any time.

**Revenue and Income Procedures:**

4.4.4 The Executive Director/CEO, Assistant Executive Director, Director of Grants & Capital Programs and CFO develop and propose revenue goals and objectives for the annual budget.

4.4.5 Revenue must be recorded in the appropriate revenue lines as presented in the annual budget and coded to the appropriate account as designated in the chart of accounts.

#### 4.5 Recording Receipts:

4.5.1 All incoming cash is to be placed in the safe. The Fare Media Coordinator or designee processes all deposits and forwards to the Payroll Specialist for verification and check endorsement. The in-house courier takes all deposits to the bank in a secure locked bank bag. The courier shall not ~~for which they do not~~ have a key to the bank bag. Only the Payroll Specialist and the bank have the key for the bank bags. Once the deposits are returned they are verified and then sent to the Staff Accountant or designee for the deposit amounts to be entered onto the cash log spreadsheet. Then the Fare Media Coordinator codes the cash logs under the correct general ledger number. At the end of the month the cash log spreadsheet is verified by the Assistant Director of Finance or designee, who records the transactions ~~enters the entry into~~ the general ledger ~~to record the transactions~~. ~~Entries are created from the cash log spreadsheet.~~ All ~~accounts receivables~~ revenues must be entered into the accounts receivable module as cash receipts including incoming grant ~~cash~~ funds.

#### 4.6 Expenditures Procedures:

4.6.1 In keeping with TARC's purchase order process, ~~A~~ all expenditures shall be approved either by the department head, ~~purchase order process~~, the Assistant Executive Director, Executive Director/CEO or the Board depending on the amount of the purchase. Please refer to the Board and FTA approved procurement manual.

4.6.2 All expenditures shall be coded by the account number using the chart of accounts. The Accounts Payable position maintains the accounting records containing accounts payables including check register and pay packets.

4.6.3 After invoices are approved, Accounts Payable or designee will process a check run at least once a week for operational expenses. All checks receive two signatures. Pay packets are matched with ~~the~~ checks that are then taken to the Executive Director or ~~the~~ designee for the first signature. The second signature must be from the ~~Finance Department~~ CFO or ~~the~~ designee in the Finance or Grants Department. ~~and~~ The check register must accompany the checks ~~before signing~~ presented for signature. Once both signatures are on the checks and all checks have been accounted for they are given back to Accounts Payable to prepare for mailing. Once mailed, pay packets are filed after the checks go out in the mail. Grant checks are cut typically twice a month and follow almost the same process, except that pay packets are given back to the Accounting Manager for filing.



**4.7 Signature Policy:**

4.7.1 The Executive Director/CEO signs all contracts and commitments based on ~~the~~ authority ~~given~~ provided by the Board. Checks printed by the Agency require one signature from the Executive Office or ~~a~~ designee and one signature from CFO ~~Finance Department~~ or ~~a~~ designee from within the Finance Department. The Board approves all signatories on TARC bank accountants.

**4.8 Compensation and Payroll:**

4.8.1 Payroll is processed weekly. ~~and p~~ Pay day is on Thursday, although holidays may alter normal processes. There are two payroll team members; one processes Administration & Maintenance personnel; the other processes all Transportation personnel. Department Heads are responsible for approving their payroll and monitoring their expenses relative to their budget. The Payroll Team verifies and makes corrections by communicating to the Department Head or their designee before sending to ~~ADP~~ TARC's payroll process contractor.

4.8.2 Direct deposits: ~~Wisely~~ TARC's contractor who provide pay cards are processed and received by employees typically on Thursday unless a holiday falls on the pay day, then pay will fall on a Wednesday.

4.8.3 Monthly payroll expenses shall be verified against reports and reconciled with the checking account reports. Any employee withholdings withheld are paid to the proper party within the month.

4.8.4 The Executive Director's compensation shall be determined by the Board. The salaries of all other employees shall be determined by the Human Resource Director or Union Contract and approved by the Executive Director/CEO or Assistant Executive Director.

**4.9 Local Travel and Expense Reimbursements:**

4.9.1 All ~~E~~employees must abide by the Agency's Travel and Expense policy. Travel and expense reports will be submitted to Finance for review. ~~Once all approvals are on the~~ Approved expense reports ~~it should~~ shall be forwarded to the Executive Office for Executive Director/CEO signature. The Chair of the Board will approve the Executive Director/CEO and Board member expense reports. Travel reimbursement shall not be above the IRS Guidelines.

**4.10 Credit Card Expenditures:**

4.10.1 Credit card purchases should follow the procurement guidelines. Only ~~Procurement~~ Purchasing and Finance Departments have credit cards. The corporate card is ~~in~~ the CFO's name and may only be used for travel, emergency purchases and purchases that can't be purchased any other way. ~~A~~ request form must be





submitted and approved before the corporate card is used. Finance monitors the corporate card use and reconciles the bill. ~~Finance has the cards connected to the tablets which are always zero and no purchases can be made on the tablets.~~ Procurement Purchasing Department has the cards and/or account numbers ~~to~~ for businesses that we have accounts with. ~~and~~ All purchases must follow ~~our~~ TARC guidelines and provide receipts ~~and/or purchase orders.~~ ~~for the purchases.~~

**4.11 Purchases:**

4.11.1 Please refer to the Procurement Policy for thresholds for procedures and rules regarding purchases.

**4.12 Leases and Other Contractual Agreements:**

4.12.1 Leases and other Contractual Agreements ~~go through~~ are managed by ~~our~~ TARC's Procurement Purchasing Department and follow the procedures that are in place. The Executive Director/CEO signs contracts along with the Agency's attorney. Most contractual agreements are approved by the Board during monthly Board meetings.

**4.13 Notes, Loans, ETC:**

4.13.1 All notes, loans and other indebtedness contracted in the name of the Agency (except open accounts and all other routine banking transactions), shall require the signature of the Executive Director/CEO or CFO and Board approval.

**4.14 Deeds, Conveyances, ETC:**

4.14.1 The Executive Director/CEO or CFO shall execute all Deeds, Conveyances, Mortgages, Leases, Contracts and other instruments in the name of the Agency. Board approval is required for any amount over \$100,000 ~~thousand dollars.~~

**4.15 Bank Accounts and Investment Accounts:**

4.15.1 The CFO shall maintain and oversee Bank and Investment accounts and ensure the Agency's day-to-day financial operations. ~~Several~~ ~~a~~Accounts that TARC may ~~be maintained by the Agency~~ include ~~as follows:~~

- Checking
- Zero Balance Accounts (ZBA)
- Money Market Accounts
- Certificate of Deposit
- Line of Credit
- Brokerage Account

4.15.2 Accounts may vary depending on financial conditions and requirement changes. The Agency follows instruments authorized in KRS 66.480 (a)-(d) for investments. Please refer to the investment policy.

**4.16 Checking Accounts:**





4.16.1 All checks, cash, money orders and credit card deposits are reviewed by the Finance Department and deposited in the appropriate Accounts. Monies are transferred between accounts to cover ~~3<sup>rd</sup>-third party contractors~~ that oversee worker's compensation, safety, health savings plans and ~~the~~ credit card processing~~er~~. Funds are also transferred between the operating and grant account through banking web portal. The CFO also authorizes funds to be transferred between accounts listed above under bank accounts.

**4.17 Bank Reconciliations:**

4.17.1 Bank reconciliations shall be completed monthly by a Finance employee ~~that does~~ who does not have authority to input invoices and sign checks, ~~not sign checks and~~. They are then approved by the CFO. Reconciliations shall be tied to the general ledger and filed in the Finance department for auditor's annual review.

**4.18 Cash and Cash Equivalents:**

4.18.1 Cash and Cash Equivalents include all cash balances and highly liquid investments (including restricted investments) ~~purchases with an original maturity of three months or less. The Agency uses a nightly sweep account for the operating account to protect the funds~~. Funds will be protected and secure that are outside the FDIC insurance limits. Grant funds are drawn down and spent within 3 days and may not be invested.

**4.19 Petty Cash:**

4.19.1 Petty cash fund provides a method for paying and recording out-of-pockets cash payments that are small and can't wait for purchase orders. Employees must seek reimbursement from the Finance Department. ~~Customers who accidentally put too much in the fare box must see the Cashier's office. Both~~ TARC Customer Service Kiosks till amounts are also included in the Petty cash general ledger account.

4.19.2 Petty cash levels are set at the following:

- Finance Department \$500
- Union Station Kiosk \$100
- NIA Center Kiosk \$100
- Cashier's Office \$50
- TARC owned Vending machines (2) \$50

**4.20 Investments Reports and Investment Policy:**

4.20.1 ~~Investment reports on the daily sweeps are sent daily to the agency and reviewed and filed in the Finance Department. Collateral reports are available on the 3<sup>rd</sup> party's website.~~ The auditors review ~~B~~banking and investments annually to make

sure the funds are protected. The CFO is responsible for making sure Agency funds are protected. Please refer to the investment policy.

**4.21 Insurances:**

4.21.1 Reasonable and adequate coverage will be maintained to protect the Agency's interest and its employees including the Board. The Agency has the following insurance coverages:

- Property – self-insured with the Louisville Area Government Trust
- Liability including Cyber – self-insured with the Louisville Area General Government Trust
- Workers Compensation – self-insured and managed by 3<sup>rd</sup> party administrator
- Excess Workers Compensation
- Felonious Assault
- Crime Coverage
- Health
- Life
- Disability

4.21.2 Insurance policies shall be carefully reviewed by the Department heads that oversees the coverage and approved by the Executive Director/CEO.

**4.22 Property and Equipment:**

4.22.1 Property, property improvements and equipment shall be entered into the system at the purchase price. Depreciation is computed over the estimated useful live of the assets using the straight-line depreciation. The Agency follows the Federal Transit Authority (FTA) recommended guide lines for useful life on the majority of assets. A fixed asset listing is maintained monthly along with monthly depreciation. If a fixed asset is transferred or retired; a form is sent to Finance for entries to be made. Inventories on fixed assets are done biennial.

**4.23 Confidentiality and Records Security:**

4.23.1 Financials and payroll records are restricted materials with limited access. Only the Finance Department, Executive Office (including TARC's internal general counsel) ~~house legal is in the Executive Office~~ and Human Resources shall have access to financial records (vendor files, checks, journals, payroll ~~and~~, etc.). All open records requests go through the Executive Office) or Human Resources department with assistance and review provided by the Agency's legal counsel.

**4.24 Document Retention:**

4.24.1 The Agency's documents are retained for a period of time in ~~following~~ accordance with requirements for the use of ~~F~~ federal funds, ~~and~~ ~~S~~ state funds, ~~and~~ or referencing the Internal Revenue Service's recommendations on all other ~~items~~



documents ~~that do not fall into the~~ related to ~~other two~~ federal or state ~~areas~~ governments. ~~Every~~ Each department is responsible for ~~keeping up with the record~~ retaining records ~~sentions~~ as set out for their departments. Guidelines ~~that are all listed out~~ maintained on the TARC network public drive.

**4.25 Tax Reporting:**

4.25.1 The Agency is exempt from federal and state taxes.

**5.0 References / Related Documents**

- 5.1 2 CFR Part 200.302 (f) Financial Management
- 5.2 FTA Circular 5010.1E: Financial Management. Internal Controls
- 5.3 TARC Procurement Regulations
- 5.4 AP Accruals
- 5.5 Capital Purchases
- 5.6 Inventory
- 5.7 Financial Reporting (Closing Procedures)
- 5.8 Monthly Closing Procedures
- 5.9 Payroll
- 5.10 Revenue Receivables/Cash Receipts/Process Narrative
- 5.11 Standard Annual Inventory Procedures
- 5.12 Useful terms and Websites

**6.0 Additional Approval**

6.1 Position: Executive Director

Position: Board Chair



**Acronyms and Abbreviations**

<b>ADA</b>	Americans with Disabilities Act
<b>AED</b>	Assistant Executive Director
<b>A/I and I</b>	Accident/Incident and Investigations
<b>ATS</b>	Applicant Tracking System (automated HR system)
<b>Contractor</b>	An entity that performs tasks required on behalf of TARC
<b>CAP</b>	A Corrective Action Plan is a plan that describes the actions the agency will take to minimize, control, correct, or eliminate hazards, and the schedule for implementing those actions.
<b>EAM</b>	Enterprise Asset Management is an online asset management system used by all maintenance personnel for work orders, hazards, and procedures related to TARC assets
<b>FASuites</b>	Fixed Asset database
<b>FTA</b>	Federal Transit Administration, an agency within the U.S. Department of Transportation
<b>KDOT/SSO</b>	The entity designated by the State of Kentucky to implement FTA 49 CFR Part 659 also known as the State Oversight Rule. The Kentucky Department of Transportation (KDOT), Office of Intermodal Programs, designates the State Safety Oversight Agency to oversee TARC's System Safety Program Plan and Hazard Management Plan
<b>Intelligent Transportation System (ITS)</b>	Component that provides the Automatic Vehicle Locator (AVL) System
<b>Mass Transit Trust Fund (MTTF)</b>	An account set up by revenue commission for the collection of occupational license fees/taxes on behalf of the Louisville Metro Government, the Jefferson County Board of Education, and the Transportation Authority of River City (TARC)
<b>New Starts Project</b>	Any fixed guideway system funded under FTA's 49 U.S.C. 5309 discretionary construction program
<b>NIMS</b>	National Incident Management System
<b>NTD</b>	National Transit Database
<b>Paratransit</b>	Services offered to meet the service demands in compliance with the Americans with Disabilities Act (ADA) of 1990. At TARC, the Department of Paratransit operates and manages paratransit services aka (TARC3)
<b>Program Standard</b>	Written document developed and adopted by the oversight agency, that describes the policies, objectives, responsibilities, and procedures used to provide rail transit agency safety oversight
<b>TAM Plan</b>	Transit Assessment Asset Plan is a plan through which TARC will document its' asset base, asset conditions, and State of Good Repair, asset management policy, TAM goals and objectives, governance structure for asset management, strategy for capital asset funding and prioritization, and key priorities for asset management
<b>Trapeze EAM</b>	Fixed Asset Database

**Useful Websites**

**Transit Authority of River City (TARC)**

<https://www.ridetarc.org/about/about-tarc>

**Kentuckiana Regional Planning & Development Agency (KIPDA)**

<http://www.kipda.org>

**Federal Transit Administration (FTA)**

<https://cms.fta.dot.gov/>

**American Public Transportation Association (APTA)**

<http://www.apta.com/Pages/default.aspx>

**Americans with Disabilities Act (ADA)**

<https://www.ada.gov/>

**Electronic Code of Federal Regulations**

<https://www.ecfr.gov/cgi-bin/ECFR?SID=56745eba73630e229d4b8c6b66e53499&mc=true&page=browse>

**Safety & Security Office (SSO)**

<https://www.transit.dot.gov/regulations-and-guidance/safety/2018-sso-program-managers-training-workshop-presentations>

**Kentucky Transportation Cabinet**

<https://transportation.ky.gov/Pages/Home.aspx>

**Louisville KY.gov**

<https://louisvilleky.gov/government/mayor-greg-fischer>