

# TARC BOARD OF DIRECTORS MEETING



## Meeting Notice:

Pursuant to KRS 96.A, the TARC Board of Directors is to meet monthly. The next meeting will be held at:

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

**Tuesday, August 23, 2022 at 1:30 p.m.**

This meeting is also being held via teleconference as permitted by KRS 61.826.

Members of the public and/or TARC staff may watch a livestream of the meeting by going to [www.facebook.com/ridetarc](http://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.

# TARC BOARD OF DIRECTORS MEETING

## Agenda – August 23, 2022



|       |  |                     |             |
|-------|--|---------------------|-------------|
| I.    | Quorum Call/Call to Order  | John Launius        | 1:30        |
|       | a. Approval of July Meeting Minutes                              | Board of Directors  | 1:35 – 1:40 |
| II.   | Staff Reports and Presentations                                  |                     | 1:40 – 2:10 |
|       | a. Update on End-of-Year Audit                                   | Tonya Carter        |             |
|       | b. TARC Monthly Performance Report                               | Carrie Butler/Staff |             |
|       | c. Presentation: Micromobility Study                             | Via / Aida Copic    |             |
| III.  | Action Items   |                     | 2:10 – 2:40 |
|       | a. Resolution 2022 - 20<br>Annual Strategic Plan and Scorecard   | Carrie Butler       |             |
|       | b. Resolution 2022 – 22<br>Workers Compensation Excess Coverage  | Carrie Butler       |             |
|       | c. Resolution 2020 – 37 Amendment<br>Transtrack Annual Licensing | Geoffrey Hobin      |             |
|       | d. Resolution 2022 – 23<br>Annual Microsoft License Agreement    | Dwight Maddox Jr.   |             |
| IV.   | Old Business   |                     | 2:40 - 3:00 |
|       | a. CLOSED SESSION  | TARC Board          |             |
| V.    | New Business   |                     |             |
| VI.   | Chair’s Report and Subcommittee Reports                          | John Launius        | 3:05 – 3:10 |
|       | a. Finance   | Carla Dearing       |             |
|       | b. Strategic Planning and Technology                             | Ted Smith           |             |
|       | c. Customer Service  | Jan Day             |             |
|       | d. Human Resources   | Tawanda Owsley      |             |
| VII.  | Public Comment   | Pat Mulvihill       | 3:10 - 3:25 |
| VIII. | Proposed Agenda / Procurements                                   | Carrie Butler       | 3:25 - 3:30 |
|       | i. Third Party Administration of Workers Compensation Services   |                     |             |
|       | ii. Recycling Services/ Hazardous Waste and Materials            |                     |             |
|       | iii. On Board Technology Request for Information                 |                     |             |
|       | iv. Facility Wide Printing                                       |                     |             |
|       | v. Compensation and Classification Study                         |                     |             |
|       | vi. Facility Wide Building Maintenance                           |                     |             |
|       | vii. Rehabilitation of Garage Floor                              |                     |             |
| IX.   | Adjournment  | John Launius        | 3:30        |

# TARC BOARD OF DIRECTORS MEETING



## July 2022 Board Meeting Minutes

The Board of Directors of Transit Authority of River City (TARC) met on July 26, 2022 at 1:30 P.M. in person at TARC Board Room, 1000 West Broadway.

### Board Members Present

#### **In person:**

John Launius

#### **Virtual:**

Carla Dearing

Bonita Black

Jan Day

Tawanda Owsley

Gary Dryden

### Quorum Call

Vice Chair Dearing called the meeting to order at 1:34 P.M.

### Adoption of Minutes

The motion was duly moved for the June 2022 Board Meeting minutes by Carla Dearing and seconded by Jan Day. The Board of Directors unanimously accepted the June 2022 Board Meeting minutes.

### Staff Reports-

#### Update on Financials

Presented By: Tonya Carter

See PDF of May Financials

#### Operational Update

Presented By: Carrie Butler

- Participated in Jobs News USA job fair on June 24<sup>th</sup>
- Welcomed six new operators at graduation ceremony on June 24<sup>th</sup>
- Louisville Metro Fire Battalion Chief Bobby Cooper acknowledged TARC on Wave and WLKY for providing cooling buses while LMFd battled a warehouse fire in the Russell neighborhood on July 5<sup>th</sup>
- 99 Summer youth passes sold as of July 15<sup>th</sup>

#### TARC3 Update

See PDF of MV Performance

# TARC BOARD OF DIRECTORS MEETING



## Action Items

### Resolution 2022-52

Presented by: Matthew Abner

A Resolution authorizing the Executive Director to enter into a revised agreement with GardaWorld for armored services, for the Initial Term of three (3) years with an Option of two (2) additional one-year terms for a not to exceed total amount of \$1,048,385.39.

The motion was duly moved by Carla Dearing and seconded by Tawanda Owsley and approved.

### Resolution 2022-21 Disadvantaged Business Enterprise (DBE) Three Year Annual Goal

Presented by: Carrie Butler

A resolution authorizing the Transit Authority of River City's Disadvantaged Business Enterprise Program Policy Statement and submittal of an overall three (3) year DBE goal for FFY 2023 through FFY 2025.

The motion was duly moved by Carla Dearing and seconded by Gary Dryden

## Chair's Report

Presented By: John Launius

TARC Board did receive one on-line comment about the disbursement of TARC passes. TARC did reach out to the customer regarding these TARC passes in an effort to discuss and resolve the issue. Reverend George Mayes, Jr. addressed the Board and raised the concern as to who is fact checking the financial numbers presented to the Board. TARC has its financial records audited annually by an outside auditor. The completed audit can be found on TARC's website for anyone interested. In addition, TARC's budget is approved not just by the Board but by Louisville Metro Council annually. This budget is posted on TARC's website upon Metro Council's approval. So, the budget is on there right now. TARC also must submit its approved budget by the Louisville Metro Council to the Commonwealth of Kentucky and KIPDA. The federal government also may request and audit TARC's budget at any time, but no less, than once every three years. In fact, TARC just went through a triennial review.

ATU President, Lillian Brents, praised TARC's Summer Youth Pass and stressed the importance that it can have on a young person's growth and experience. We certainly concur with her sentiments and are glad that TARC is assisting our youth on their journeys throughout the community and in life.

In addition, TARC participates in the white flag program when temperatures are extremely hot or cold to enable passengers to stay on the bus. We appreciate that our drivers need breaks and expect and encourage them to continue to break when scheduled.

# TARC BOARD OF DIRECTORS MEETING



Finally, Ms. Brents expressed concern that the investigation she called for was not conducted properly because meetings were cancelled due to complainants asking for union representation. It's our understanding that there was never any objection by TARC to union representation being present. However, there was an issue in the lack of participation on the part of complainants and the lack of first-hand knowledge on the few complainants who actually agreed to an interview.

## **NOMINATING COMMITTEE**

Chair Launius made the following report;

The Nominating Committee met on July 11, 2022 to discuss current officers for the upcoming year. I am honored that this Committee has the confidence and trust in me to recommend me to serve as your Chair again for the upcoming fiscal year. I am also pleased that this Committee once again selected Carla as Vice Chair. She has been a great partner and valuable asset to this Board and to me. However, this is just the Nominating Committee's suggestions. We certainly can entertain other nominations for Chair and Vice-Chair. So, we have two options: we can vote on Chair/Vice Chair and have nominations made by members of the Board for these positions or we can consider the recommendations of the Nominating Committee for Chair and Vice-Chair and consider a motion and second to accept the recommendations of such Committee. The board accepted the nominating committee's slate of officers, John Launius as Board Chair and Carla Dearing as Board Vice Chair.

### **Public Comment**

Presented by: Pat Mulvihill  
No Public Comments

### **Marcellus Mayes (In Person)**

Mr. Mayes stated that he can't believe what this TARC 3 service has become. He is concerned about people being left behind. It is not acceptable. Mr. Mayes was here when MV had the contract previously. Voted MV out. Mr. Mayes stated that he has been riding since early 1990's, that this system is worse than it has ever been, there are a number of ADA violations, and the new leadership at TARC is not what we expect. We expect equal accessible and reliable public transportation. Pushing for change and new leadership.

### **Manetta Lemkheitir (In Person)**

Mrs. Lemkheitir also stated that she can not believe what this system has become. TARC 3 has left her brother behind he was going to eye doctor appointment and was left at the eye center. Mother had doctor's appointment she was left at appointment and refused to pick her up. Sister has been left countless times. Mrs. Lemkheitir is a member of the Metro Disability Coalition People depend on this system to be reliable and safe. I am a protester and paratransit people are gifted people and believes that we should put ourselves in their shoes.

# TARC BOARD OF DIRECTORS MEETING



## **Regina Edison (In Person)**

Mrs. Edison has been a TARC 3 rider since 2010. She feels there is no compassion towards disabled riders. She has been stranded for more than 2-3 hours at a time waiting in the rain, cold and hot weather. Mrs. Edison stated MV is not compassionate when you speak to them. Mrs. Edison stated that no one wants to come forward due to being scared of retaliation. Mrs. Edison wants TARC to stand up for paratransit riders because you would not want to be us.

## **Dewayne Gant (In Person)**

Mr. Gant has been a paratransit rider since 2007 due to a car accident where he lost his vision. Mr. Gant stated that he is not for the city of Louisville, and has no confidence in MV and feels they need to be discharged, no confidence in Carrie Butler and wants Mrs. Butler gone. Mr. Gant stated that he is not going away and will continue to put pressure.

## **Mary Downing (In Person)**

Mrs. Downing is a member of the Metro Disabilities Coalition. She stated that she lost her primary care physician of five years due to being over an hour late to an appointment. DOJ is investigating people and wants to know if they need to investigate TARC/TARC Board?

## **William Sorrells (In Person)**

Mr. Sorrells has worked at TARC for 22+ years he is part of what keeps the wheels moving. Mr. Sorrells wants to know about the COVID pay and who makes the decision who we pay or we don't pay and why it is not being shared the way it should be.

## **Amanda Stahl (In Person)**

Ms. Stahl is a legal organizer for the Metro Disabilities Coalition. She is fed up with the treatment people receive. Ms. Stahl stated we rely on public transportation and the workers of MV. Ms. Stahl would like to do more things in the community but can't because it takes too long to go out.

## **George Mayes Jr. (In Person)**

Mr. Mayes is a TARC 3 Rider who attended the last board meeting. Mr. Mayes wants to know what this committee does? He stated that he was also a part of MV being fired in the past and that they do not care about the people they only care about the money. Mr. Mayes stated he has no confidence in Mrs. Butler and wants to know who checks her statistics. Mr. Mayes also wants something done about everyone being left behind. He wants Mrs. Butler and MV fired.

# TARC BOARD OF DIRECTORS MEETING



## **Lillian Brents (In Person)**

Ms. Brents first thanked folks for coming out. Ms. Brents stated that we are referring to human beings and we should not be putting safety before money. Ms. Brents then goes on to talk about a bus being shot up this morning and that there are no safety protocols for an incident like this. Two people are now put off and victims of a failing system. Ms. Brents also stated that over half of our fleet radios are not working. Ms. Brents also stated that new routes were added before people could sub. Ms. Brents also states that our employees are not valued or heard. Ms. Brents then goes on to state that we work 365 days a year and put our lives on the line and we need to be paid what we deserve.

## **Antonio Wilson (In Person)**

Mr. Wilson stated the Mayor is supposed to be right behind this. And does the mayor see these concerns from the board. Mr. Wilson feels that we should move smart cards to TARC 3 riders and thinks that the money going for the smart cards is money wasted down the drain and is fed up with smart cards.

## **Proposed Agenda Items**

- Voice Radio Equipment
- Recycling Services/ Hazardous Waste and Materials
- Transit Technology
- On Board Technology Request for Information
- Trans Track Expansion of Service
- Excess Workers Compensation Coverage

## **Closed Session**

Chair John Launius makes a motion to move into closed session pursuant to KRS 61.810 to discuss the Collective Bargaining at 3:17 p.m.

The motion to move into closed session was moved by Jan Day and seconded by Bonita Black and accepted.

Chair John Launius made a motion to reconvene from closed session at 3:27 p.m. and seconded by Carla Dearing and approved.

# TARC BOARD OF DIRECTORS MEETING



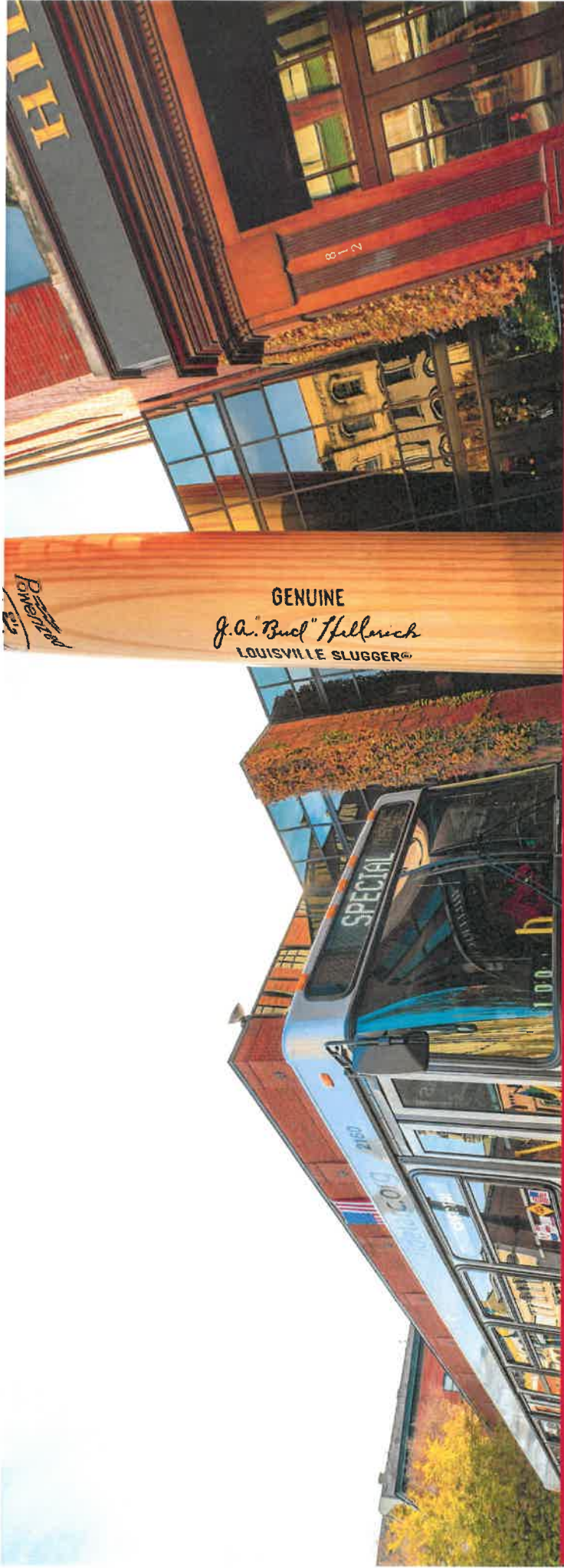
## Adjournment

Chair John Launius made a motion to adjourn at 3:28 p.m. This motion was duly moved by Tawanda Owsley and seconded by Carla Dearing and approved by the Board.

\_\_\_\_\_  
John Launius, Chair

\_\_\_\_\_  
Date





**BOARD OF DIRECTORS  
AUGUST 23, 2022**

JULY OPERATIONAL UPDATE



## HIGHLIGHTS

### SINCE THE LAST BOARD MEETING.....

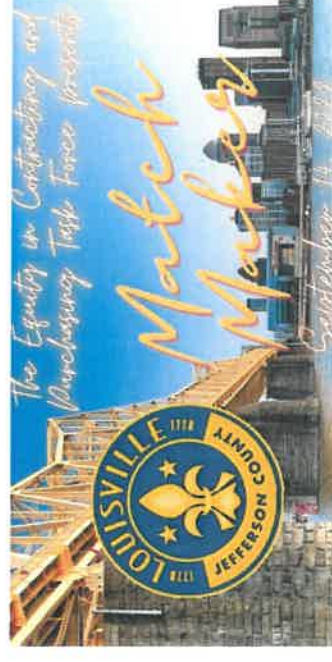
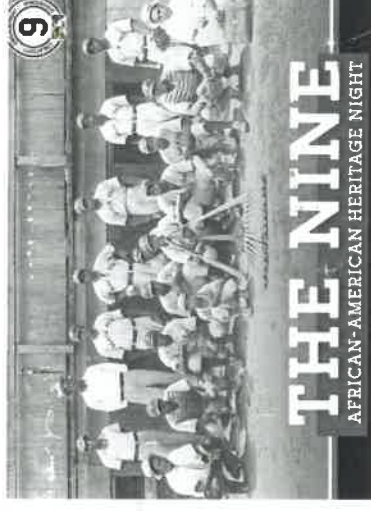
- Welcomed 11 new Coach Operators into service in August
- New CMAQ routes went into service August 7
- TARC awarded a competitive \$7.4 million grant from the FTA for extended-range electric buses, infrastructure, and workforce development





## COMING UP

- Supporting the Nine Initiative, nationwide outreach program to help connect Black communities to baseball - transportation for Shawnee Little League to Louisville Bats game on Friday, Sept. 2
- Participating in the Equity in Contracting and Purchasing Task Force Match-Maker event on Wednesday, Sept. 14
- "TARC Tomorrow" Long Range Plan Mobility Summit scheduled for Thursday, Sept. 15, 5-7 pm at Union Station





# JULY RIDERSHIP

## FIXED ROUTE

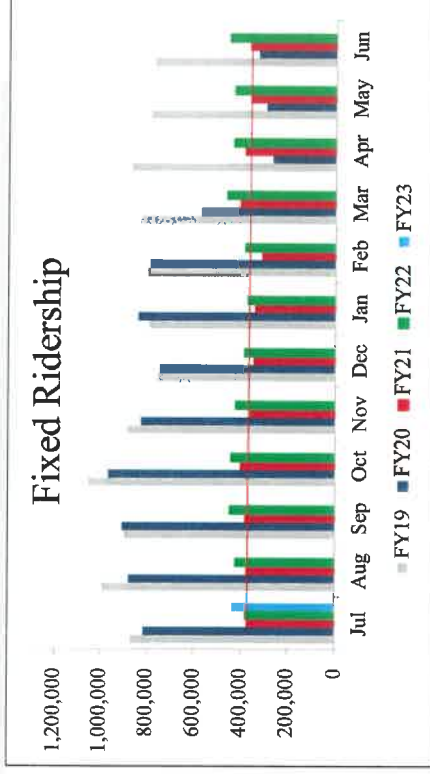
Monthly

# 435,296

- 3.5% VLM  
+ 4.9% VLY

YTD

# First month of FY 2023



## PARATRANSIT

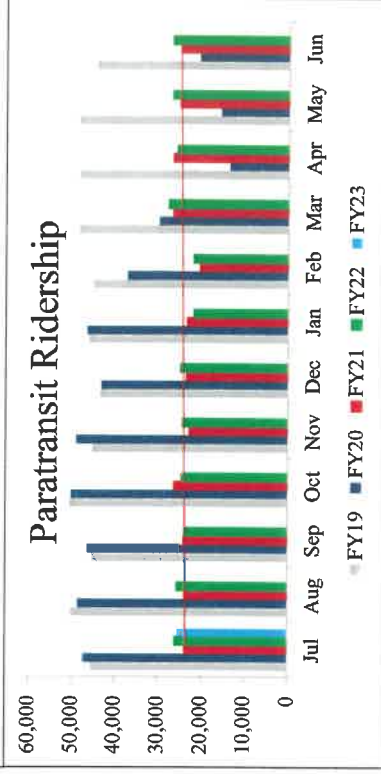
Monthly

# 25,225

- 5.8% VLM  
- 2.9% VLY

YTD

# First month of FY 2023





# JULY SAFETY & SECURITY

## SAFETY PREVENTABLE ACCIDENTS

Monthly

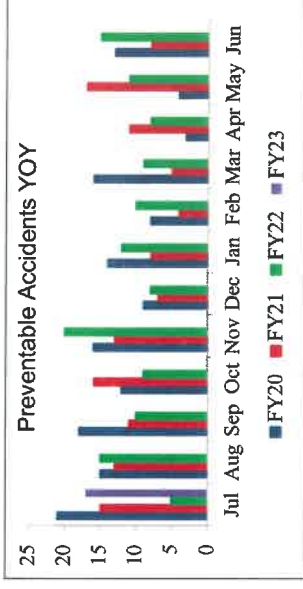
**17**

+13% VLM  
+240% VLY

YTD

**17**

-87% VLY



## SAFETY ACCIDENTS TOTAL

Monthly

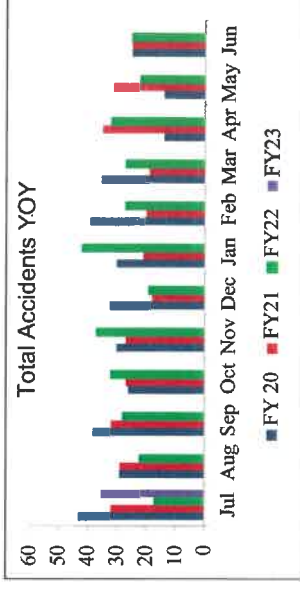
**35**

+40% VLM  
+106% VLY

YTD

**35**

-89% VLY



## PREVENTABLE ACCIDENTS / 100K MILES

Monthly

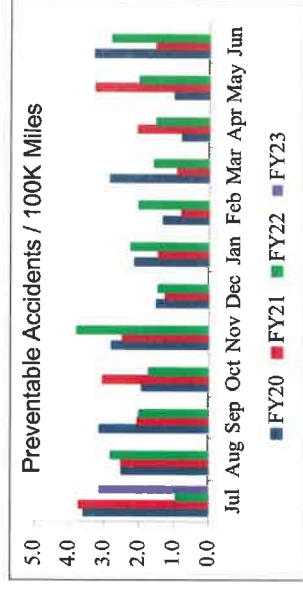
**3.1**

+11% VLM  
+244% VLY

YTD

**3.1**

-89% VLY





# JULY OPERATOR ACCIDENT/INCIDENT REPORTS

**Days of the week and times for July 2022 accidents**

| Time     | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | Sunday | Total |
|----------|--------|---------|-----------|----------|--------|----------|--------|-------|
| 3-6am    | 0      | 1       | 0         | 0        | 0      | 0        | 0      | 1     |
| 6-10am   | 2      | 1       | 0         | 1        | 1      | 0        | 1      | 6     |
| 10am-2pm | 0      | 0       | 0         | 4        | 5      | 1        | 1      | 11    |
| 2pm-6pm  | 0      | 3       | 1         | 3        | 4      | 0        | 1      | 12    |
| 6pm-9pm  | 2      | 2       | 0         | 0        | 0      | 1        | 0      | 5     |
| 9pm-1am  | 0      | 0       | 0         | 0        | 0      | 0        | 0      | 0     |
| Total    | 4      | 7       | 1         | 8        | 10     | 2        | 3      | 35    |

Green = 0 accidents

Yellow – 1-11 accidents

Red = 12 or more accidents

**Zones total for July 2022 accidents**

|                 |   |    |
|-----------------|---|----|
| Zone Downtown   | From Shawnee Park to I-65 to I-264 South  | 25 |
| Zone East       | From I-65 & I-264 East to I-71 & I-265 to I-64 & I-265                              | 7  |
| Zone South East | From I-65 & I-264 South East to I-65 & I-265 South East to I-64 & I-265 South East  | 0  |
| Zone South West | From I-65 & I-264 South West to I-65 & I-265 South West to I-264 & I-265 North West | 3  |
| Zone Indiana    | All areas located in the State of Indiana   | 0  |
| Total           | All areas located in the State of Indiana   | 35 |

**Experience level and total accidents - July 2022**

| Accident Type   | Seasoned | Non-seasoned | Grand Total |
|-----------------|----------|--------------|-------------|
| Preventable     | 4        | 13           | 17          |
| Non-Preventable | 11       | 7            | 18          |
| Total           | 15       | 20           | 35          |

Seasoned = 5 or more years of service

Non-seasoned = Fewer than 5 years of service



## JULY ON-TIME PERFORMANCE

### FIXED ROUTE

Monthly

YTD

**78%**

**78%**

-1.3 VLM  
-2.5% VLY

### PARATRANSIT

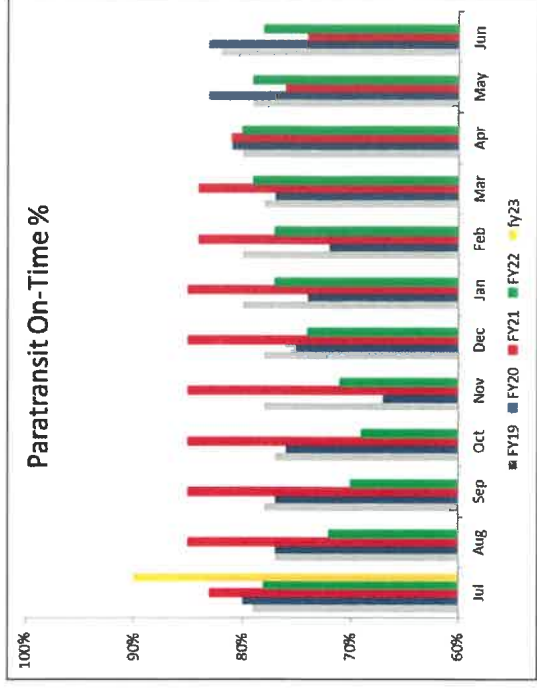
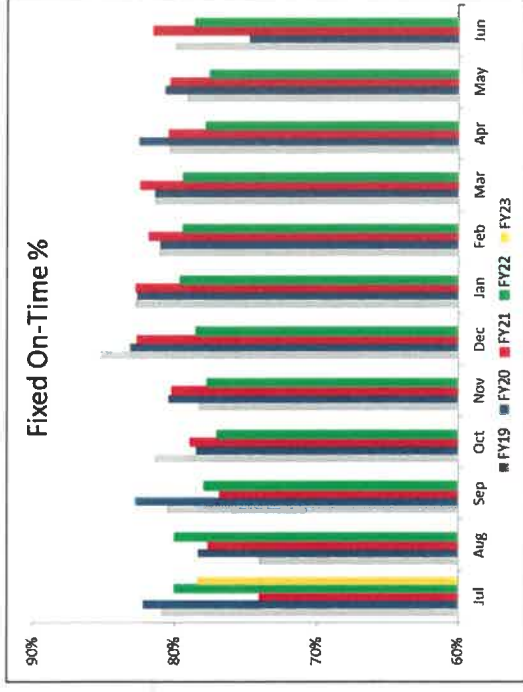
Monthly

YTD

**90%**

**90%**

-2.2% VLM  
flat VLY





# JULY CUSTOMER SERVICE COMPLAINTS

## FIXED ROUTE

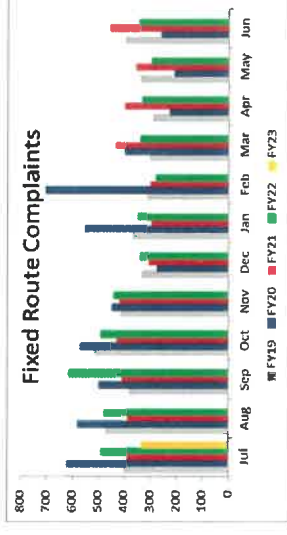
Monthly

# 333

+2% VLM  
+16% VLY

YTD

## First month of FY 2023



## PARATRANSIT

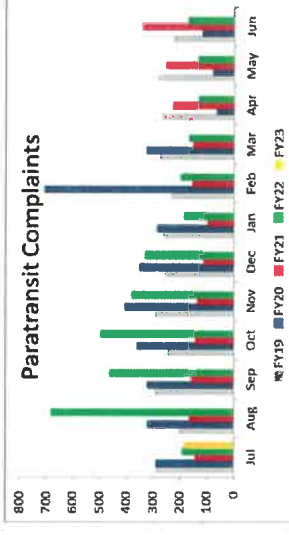
Monthly

# 182

-44% VLM  
+87% VLY

YTD

## First month of FY 2023



## COMPLAINTS / 1,000 RIDERS

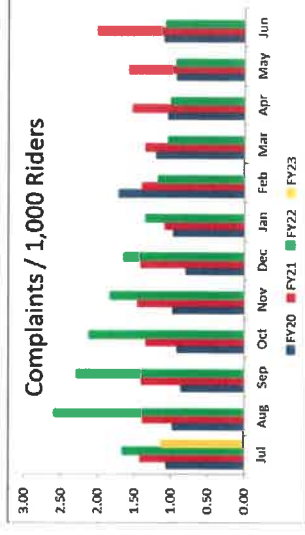
Monthly

# 1.1

-17% VLM  
+24% VLY

YTD

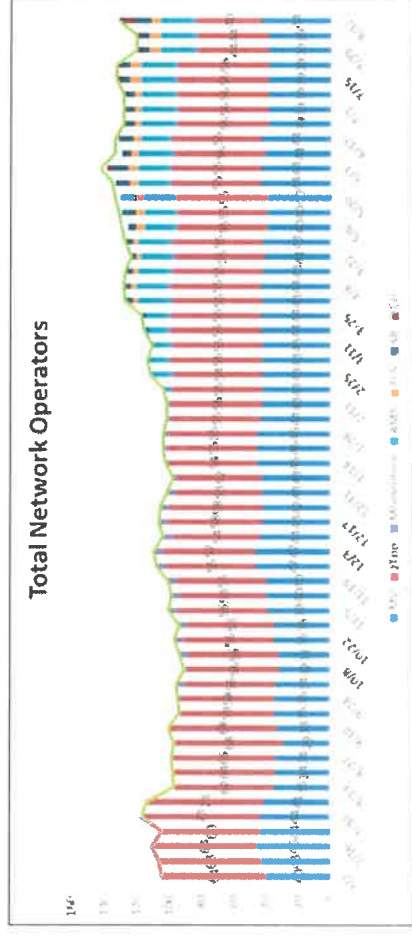
## First month of FY 2023







## TARC3 (PARATRANSIT) OPERATOR STAFFING



Total Network Headcount to Date: 132 (+27% from January)

### Operator Updates

- 132 total operators
- New training class began on 8/22

### Subcontractors

#### Diversity Medical Transportation:

- Met with TARC and MV staff on 8/19
- Locally owned and operated
- Will operate with wheelchair accessible vehicles

#### Transport Care Services:

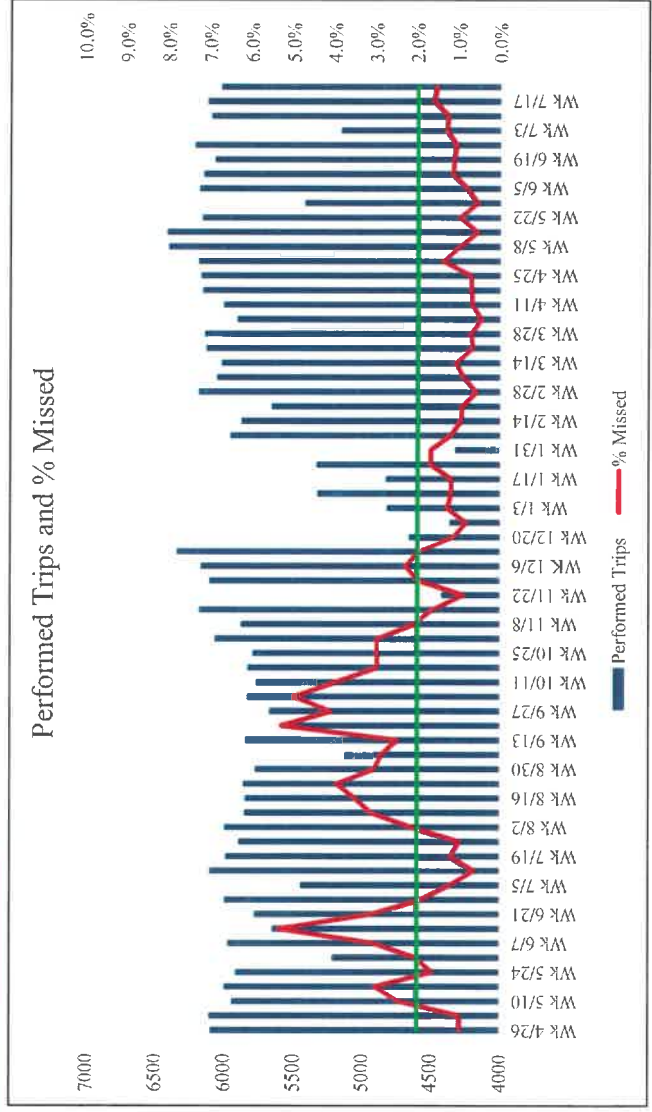
- 1 operator completed training on 8/15
- 1 operator in Behind the Wheel Training

### Week of 8/8 Recruiting Efforts

- Candidate outreach: 13
- Telephone screens from outreach: 8
- Interviews scheduled: 3
- Interviews conducted: 2



# MV WEEKLY PERFORMANCE



**% Missed Trips**

**Wk 7/24: 1.56%**

**Previous 5 Wk Avg: 1.29%**



# MV LIQUIDATED DAMAGES

## PARATRANSIT

Monthly

YTD

**\$95.4K**

-1% VLM  
+7% VLY

**\$95.4K**

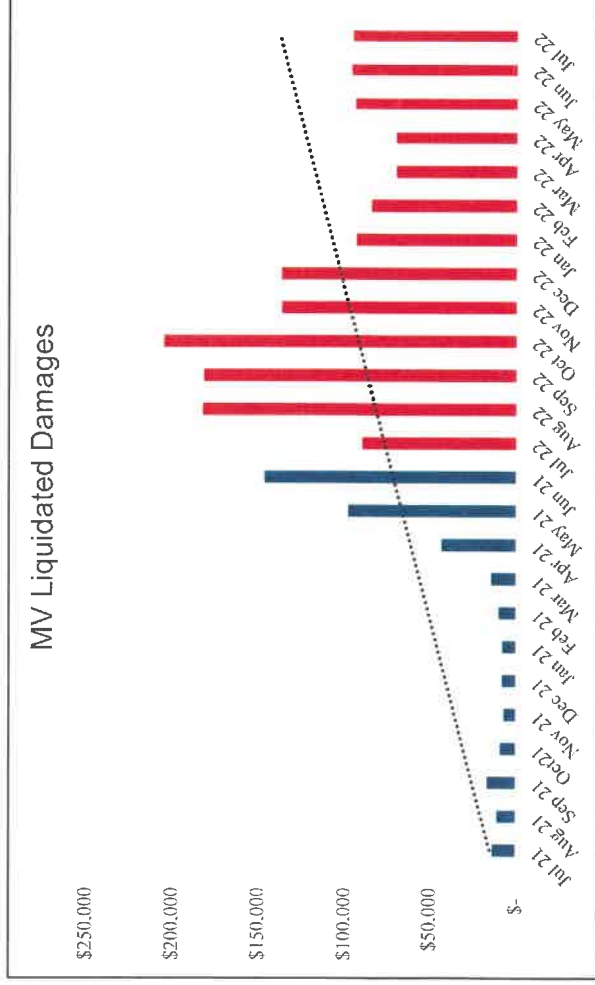
-93% VLY

### Monthly Details

- \$50.5K (53%), Productivity, 1.8 trips/hr
- \$25.5K (28%), Late Trip, > 30 mins late
- \$9.8K (10%), Missed Trips
- \$9K (9%), On Time, < 93%

### Types of Penalties:

- Missed Trip
- Late Trip
- On-Time Performance
- Excessive Trip Length
- Customer Complaints
- Compromised Safety
- Maintenance





# AUGUST BOARD OF DIRECTORS UPDATE

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August 23, 2022



**THANK YOU**

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# Micro Mobility Transit Study

## TARC Board of Directors Meeting

August 23, 2022

# Project Overview

## Study Goals & Objectives

1. **Evaluate Mobility on Demand (MOD) options** to improve connections between the TARC network and suburban destinations, including:
  - a. Microtransit
  - b. Ride-hailing
  - c. Bike / scooter share
  - d. Mobility hubs
2. **Close first/last-mile gaps** between TARC corridors and suburban job centers
3. **Expand regional transit coverage**
4. Identify learnings from mobility projects and programs in **peer cities**
5. Evaluate **cost-effective service delivery models**
6. Chart an **implementation plan** for the most promising strategies



We are here



Mar. - Aug. 2022

Jan. - Mar. 2022

Jan. - Feb. 2022

Nov. - Dec. 2021

Sep. - Nov. 2021



**Existing Conditions Analysis**

**Problem Evaluation**

**Best Practices Summary**

**Untested Opportunity Identification**

**Analysis and Recommendations**



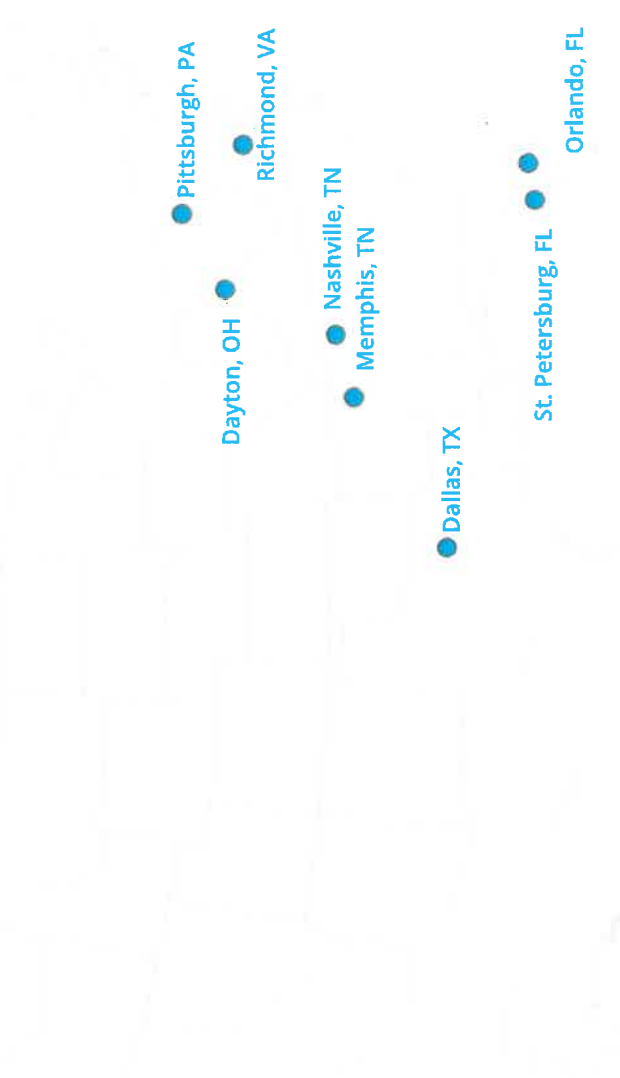
# Best Practices from Peer Cities

## State of the Industry Survey

3

Key findings from interviews with peer transit agencies:

1. Base service design on agency goals & objectives
2. Define target customer market and select suitable service delivery model
3. Evaluate and refine service based on customer, operator feedback
4. Choose vendor partners deliberately
5. If replacing fixed-route service, allow temporary overlap in services
6. Consider scalability to other communities
7. Track performance with vendor data, insisting on transparency
8. Consider driver needs and coordinate with labor unions
9. Design program to meet FTA requirements (e.g. ADA, Title VI, drug/alcohol testing)
10. Market the program through multiple channels, and prepare pre-/post-launch outreach to customers





## Evaluation Criteria for Selecting Mobility on Demand Zones

| Criteria                               | Description   | Examples  |
|--|---|---|
| <b>Use-case or application(s)</b>      | What types of trips are we likely to see in this area?<br>What destinations are likely to drive ridership in this area?     | <ul style="list-style-type: none"> <li>• Access to jobs, shopping, or education</li> <li>• First/last-mile connections to TARC service</li> <li>• Non-emergency medical transportation</li> </ul> |
| <b>Alignment with previous studies</b> | Does the zone align with previous recommendations from TARC's proposed network redesign (COA)?                              | <ul style="list-style-type: none"> <li>• Watterson Park</li> <li>• Riverport</li> <li>• Jeffersonstown</li> </ul>   |
| <b>Fixed-route replacement</b>         | Does the zone offer opportunities to fully or partially replace under-performing fixed-route services                       | <ul style="list-style-type: none"> <li>• Route 63-Crums Lane (near Riverport)</li> <li>• Route 75-Bluegrass Circulator</li> </ul>   |
| <b>First/last-mile connections</b>     | Is a connection to frequent TARC bus service available?   | <ul style="list-style-type: none"> <li>• 4-Fourth Street</li> <li>• 10-Dixie Rapid</li> <li>• 28-Preston</li> </ul>   |
| <b>Network coverage expansion</b>      | Does the zone expand the reach of TARC's network to new areas?<br>Does it restore service to areas affected by recent cuts? | <ul style="list-style-type: none"> <li>• Eastpoint and Worthington</li> <li>• Shepherdsville</li> <li>• New Albany</li> </ul>   |
| <b>Equity</b>                          | Does the zone serve high-need communities?  | <ul style="list-style-type: none"> <li>• Hazelwood</li> <li>• Beechmont</li> <li>• Lynnview</li> </ul>  |

# Mobility on Demand Zones

## Suitability Evaluation

Rankings of Mobility on Demand **zones** based on the study's evaluation criteria:

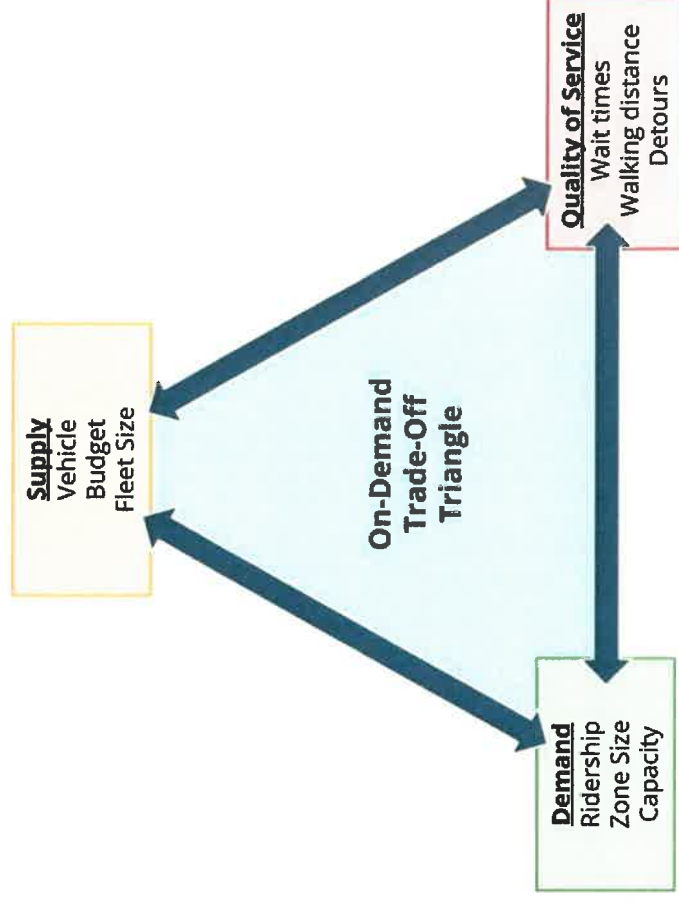
| Rank | Zone                  | Mode                        |
|------|-----------------------|-----------------------------|
| 1    | South West End        | Microtransit                |
| 2    | Watterson Park        | Microtransit                |
| 3    | Jeffersontown         | Microtransit                |
| 4    | Eastpoint             | Microtransit                |
| 5    | Preston Highway       | Microtransit                |
| 6    | 4th Street / Manslick | Microtransit                |
| 7    | New Albany South      | Microtransit                |
| 8    | River Ridge           | Ride-hailing                |
| 9    | Worthington           | Ride-hailing                |
| 10   | New Albany North      | Ride-hailing                |
| 11   | Clarksville           | Ride-hailing                |
| 12   | Shepherdsville*       | Commuter bus + microtransit |



## Modeling and Simulation Approach

We iterate modeling and simulations with different parameters to:

- Show impact of total zone size and boundaries on quality of service
- Predict quality of service and ridership capacity of a given fleet
- Predict service quality at various levels of demand
- Evaluate impact of additional (or fewer) vehicles and quality of service
- Estimate impact of service design on operating costs

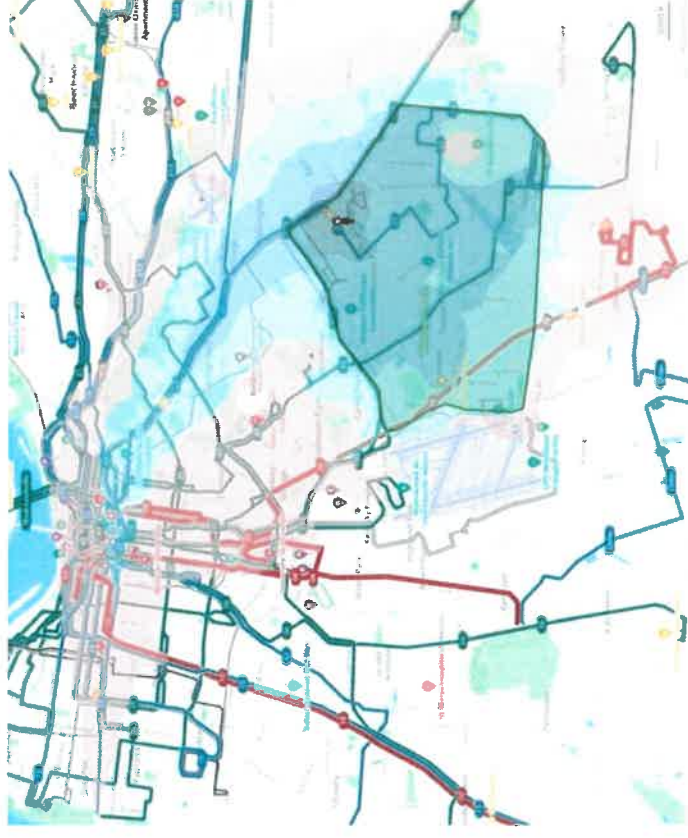


## Evaluation Criteria for *Implementing* Mobility on Demand Zones

| Criteria                                   | Description  |
|--|--|
| Potential champion(s)                      | Does the zone have employers which may consider a cost-sharing partnership?                |
| Total cost                                 | What is the overall cost of the service in the zone?                                       |
| Ridership                                  | What level of ridership can we expect in the zone?   |
| Cost per passenger trip                    | How cost-effective is the zone?  |
| Productivity / utilization                 | How efficient is the zone in terms of moving passengers?                                   |
| Improvements in access to key destinations | To what extent does the zone improve access to key destinations?                           |
| Shared rides                               | What percentage of time does the service provide rides shared between multiple passengers? |
| Scalability                                | Can the zone be easily expanded to other, adjacent communities?                            |

# On-Demand Simulations

## Watterson Park



|                                 | Low Demand | Medium Demand | High Demand |
|---------------------------------|------------|---------------|-------------|
| Rides per Hour (Avg.)           | 7 - 13     | 13 - 19       | 22 - 28     |
| Utilization (Avg.)              | 3.1 - 3.7  | 5.0 - 5.6     | 4.7 - 5.3   |
| Max Fleet Size                  | 3          | 3             | 5           |
| Average Wait Time (Minutes)     | 14         | 16            | 15          |
| Average Trip Duration (Minutes) | 12         | 12            | 11          |
| Average Shared-Ride Percentage  | 41%        | 66%           | 55%         |
| Est. Cost per Passenger Trip    | \$23.38    | \$14.98       | \$15.60     |

- Max. wait times (mins.):** 30
- Point-to-point service model**
- Detour allowance:** 10 mins or 1.5x trip duration
- Vehicle capacity (seats):** 6+
- Hours of operation:** M-F 530 am - 830 pm, Sat 7 am - 9 pm, Sun 8 am - 6 pm



# Strategy Evaluation Matrix

## Transit Performance Scores

[1] Assumes medium-demand scenario.

[2] Rounded to nearest thousand.

[3] Agency-operated service model.

| Zone                | Mode                        | Est. Annual Ridership [1] [2] | Est. Annual Operating Cost [1] [2] | Est. Cost per Passenger Trip [1] | Productivity (Peak) [1] | Shared-Ride Duration Percentage [1]      | Overall Priority |
|---------------------|-----------------------------|-------------------------------|------------------------------------|----------------------------------|-------------------------|--|------------------|
| Watterson Park      | Microtransit [3]            | 73,000                        | \$648,000                          | \$8.89                           | 5.8                     | 66%                                      | 67               |
| South West End      | Microtransit [3]            | 122,000                       | \$1,125,000                        | \$9.20                           | 5.7                     | 72%                                      | 63               |
| Preston Highway     | Microtransit [3]            | 65,000                        | \$648,000                          | \$9.96                           | 4.5                     | 47%                                      | 54               |
| Fourth              |                             |                               |                                    |                                  |                         |  |                  |
| Street-Manslick     | Microtransit [3]            | 43,000                        | \$498,000                          | \$11.57                          | 4.8                     | 43%                                      | 53               |
| New Albany South    | Microtransit [3]            | 37,000                        | \$498,000                          | \$13.39                          | 4.4                     | 48%                                      | 51               |
| New Albany Downtown | Bike share                  | 24,000                        | \$70,000                           | \$2.90                           | 0.5                     | 0%                                       | 50               |
| Jeffersontown       | Microtransit [3]            | 66,000                        | \$897,000                          | \$13.66                          | 3.1                     | 47%                                      | 43               |
| Eastpoint           | Microtransit [3]            | 41,000                        | \$648,000                          | \$15.65                          | 3.4                     | 43%                                      | 40               |
| River Ridge         | Ride-hail                   | 2,000                         | \$63,000                           | \$29.23                          | N/A                     | 0%                                       | 30               |
| Shepherdsville      | Commuter bus + microtransit | 11,000                        | \$996,000                          | \$71.62                          | 2.2                     | 100% on commuter bus, 8% on microtransit | 30               |
| Clarksville         | Ride-hail                   | 5,000                         | \$159,000                          | \$29.86                          | N/A                     | 0%                                       | 27               |
| New Albany North    | Ride-hail                   | 4,000                         | \$108,000                          | \$30.08                          | N/A                     | 0%                                       | 26               |
| Worthington         | Ride-hail                   | 10,000                        | \$307,000                          | \$30.37                          | N/A                     | 0%                                       | 24               |

# Strategy Evaluation Matrix

## Program Management Scores

| Zone                   | Mode                        | Potential Champion(s)  | Scalability to Adjacent Areas | Complexity of Staffing and Training | Complexity of Technology Development |
|------------------------|-----------------------------|--|-------------------------------|-------------------------------------|--------------------------------------|
| South West End         | Microtransit                | Riverport, Amazon, Radial  | High                          | Medium                              | Medium                               |
| Watterson Park         | Microtransit                | GE, Amazon   | High                          | Medium                              | Medium                               |
| Preston Highway        | Microtransit                | UPS, Commerce Crossing   | High                          | Medium                              | Medium                               |
| Fourth Street-Manslick | Microtransit                | St. Mary's Hospital  | High                          | Medium                              | Medium                               |
| Eastpoint              | Microtransit                | Galen College of Nursing, UofL, Baptist Eastpoint Hospital                             | Medium                        | Medium                              | Medium                               |
| Jeffersontown          | Microtransit                | Bluegrass Industrial Park, City of Jeffersontown                                       | High                          | Medium                              | Medium                               |
| New Albany South       | Microtransit                | IU-Southeast, PMC Regional Hospital, Baptist Health Floyd Hospital, City of New Albany | Medium                        | Medium                              | Medium                               |
| New Albany Downtown    | Bike share                  | Baptist Health Floyd Hospital, City of New Albany                                      | Low                           | Low                                 | High                                 |
| River Ridge            | Ride-hail                   | River Ridge Commerce Center, Amazon, City of Jeffersonville                            | Low                           | High                                | Low                                  |
| Clarksville            | Ride-hail                   | Kentuckiana Medical Center   | Low                           | High                                | Low                                  |
| Shepherdsville         | Commuter bus + microtransit | Amazon, Gamestop, Best Buy   | Low                           | Medium                              | Medium                               |
| Worthington            | Ride-hail                   | Norton Brownsboro Hospital   | Medium                        | High                                | Low                                  |
| New Albany North       | Ride-hail                   | IU-Southeast, PMC Regional Hospital  | Low                           | High                                | Low                                  |

## Next Steps

11

1. **Finalize implementation plan for a TARC pilot program, including:**
  - a. Prioritization of MOD zones
  - b. Funding sources
  - c. Partnership models
  - d. Operations requirements (e.g. staffing, technology, maintenance)
  - e. Accessibility features
  - f. Marketing and rider outreach
  - g. Post-launch activities and reporting
2. **Provide Comments on Draft Report**
3. **Prepare Final Report**





# MEMORANDUM

**To:** John Launius, Chair of TARC Board of Directors  
**From:** Carrie Butler, Executive Director  
**Date:** August 23, 2022  
**Re:** Resolution 2022-20 Adoption of TARC Strategic Plan

---

TARC endeavors to develop a one-year strategic plan that develops tactics and outcomes based on a new mission and vision statement, which includes a performance scorecard to gauge success. TARC's senior leadership team and Board of Directors have worked with the consulting company, Transpro, over the past few months to develop the framework of this plan.

A draft of the plan is hereby attached for the Board of Director's consideration and approval.

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



## **RESOLUTION 2022-20 ADOPTION OF TARC STRATEGIC PLAN**

A Resolution approving TARC's Strategic Plan:

**WHEREAS**, TARC's leadership team and Board of Directors have been engaged with Transpro to develop a new strategic plan; and,

**WHEREAS**, as a result of these engagements, a draft of the plan has been prepared for TARC's Board of Directors consideration and approval; and,

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

The attached Strategic Plan is hereby approved and adopted.

**ADOPTED THIS 23rd DAY OF AUGUST 2022**

---

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

# TARC STRATEGIC PLAN 2023



tarC

GENUINE  
*A. "Bucl" Hefferich*  
LOUISVILLE SLUGGER®

DRAFT

# CONTENTS

|                                    |   |
|------------------------------------|---|
| Letter from the Executive Director | 3 |
| Building The Plan                  | 4 |
| Mission, Vision, Values            | 5 |
| Outcomes for 2023                  | 6 |
| 2023 Work Plan                     | 7 |
| Performance Scorecard              | 8 |
| Next Steps                         | 9 |



# LETTER FROM THE EXECUTIVE DIRECTOR



Carrie Butler  
Executive Director

The Transit Authority of River City (TARC) recognizes the value and impact that a high-quality transportation system can deliver to our community. When I stepped into the Executive Director role in 2020, I knew it would be a critically important to take on a strategic planning effort, including a review of our mission and vision. Additionally, a new strategic plan affords the opportunity for newer Board Members and members of our leadership team to explore what TARC can be for our community, how we make improvements and changes, and how we should measure our progress toward goals.

What's been discovered during this process is that TARC is in a period of significant transformation. As you will learn in reading the plan, TARC will implement a variety of projects and programs over the coming year aimed at achieving our new vision to be the Greater Louisville community's trusted and reliable mobility choice. Our plan provides the TARC team with guiding goals, projects, and programs to be implemented in the short-term to achieve longer-term outcomes.

TARC is committed to service that supports the needs of our existing customers, agency stakeholders, and the community at large through our new mission – *Making Your Journey Our Priority*.

We strive to be recognized as the regional leader in mobility solutions, and our continued pursuit of this vision has led to the development of this strategic plan,

as well as our exploration of long-term financial models that facilitate longevity and sustainable innovation in mobility.

In addition to the workplan of innovative initiatives, the plan puts forth a framework for measuring success for 2023 and beyond.

It details TARC's aspirations and the specific steps for attaining goals. In addition, it provides clarity around our vision for achieving excellence in customer experience, supporting employee engagement and professional growth, increasing our value with in the community, and achieving financial health.

TARC's 2023 Strategic Plan is both ambitious and actionable. No strategic plan should be an easy reach, and TARC is accepting the Challenge to Change. I truly believe that this plan will elevate TARC through a focused pursuit of excellence while guiding our vision for strategic success.

Sincerely,

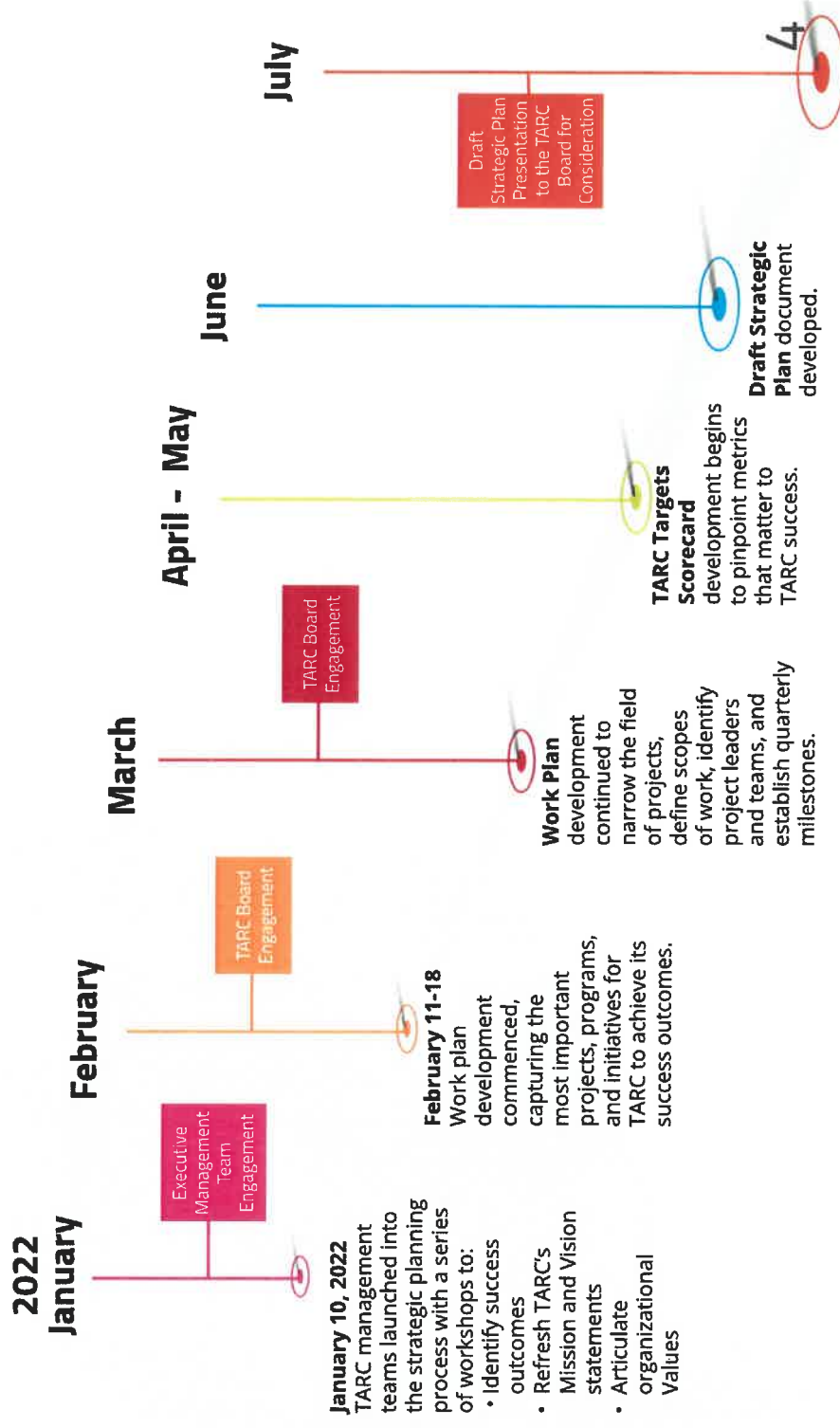
A handwritten signature in blue ink that reads "Carrie Butler".

Carrie Butler  
Executive Director

# BUILDING THE PLAN

## Steps In The Planning Process

Planning for TARC's successful 2023 fiscal year began in January, 2022 with focused efforts by staff and Board members all striving for the common goal of delivering high quality services to TARC customers and value to the Louisville community.



# MISSION VISION VALUES

## MISSION

Making your journey our priority.

## VISION

To be the trusted and reliable mobility choice.



**VALUES**

|                       |   |                      |  |
|-----------------------|---|----------------------|--|
| <b>EXCELLENCE</b>     | I will be resilient and tenacious as we strive to deliver excellence.               | <b>INTEGRITY</b>     | I will approach my work with integrity.  |
| <b>APPRECIATION</b>   | I will appreciate and value my colleagues.  | <b>RESPECT</b>       | I will show respect in my interactions with both colleagues and our community. |
| <b>INCLUSIVITY</b>    | I will maintain an environment that values equity and an open diversity of thought. | <b>RELIABILITY</b>   | I will execute on the commitments I make.                                      |
| <b>ACCOUNTABILITY</b> | I will foster a culture of ownership.   | <b>COLLABORATION</b> | I will be transparent in my communication with others.                         |

**5**

# SUCCESS OUTCOMES

## Performance Targets for 4 Key Areas of the TARC Organization

WHAT SUCCESS  
LOOKS LIKE FOR  
OUR CUSTOMERS,  
EMPLOYEES AND  
COMMUNITY



1

Establish baseline for  
**Customer Net  
Promoter Score** and  
increase it by 5%



2

Establish baseline  
for **Employee Net  
Promoter Score** and  
increase it by 5%



3

Deliver all components of  
**Financial Health Index:**  
**Revenue**  
Revenue meets or exceeds  
operating expenses  
**Fiscal year Capital Plan**  
Were the dollars budgeted  
for the capital plan  
allocated?  
**Productivity**  
Customers per revenue  
hour



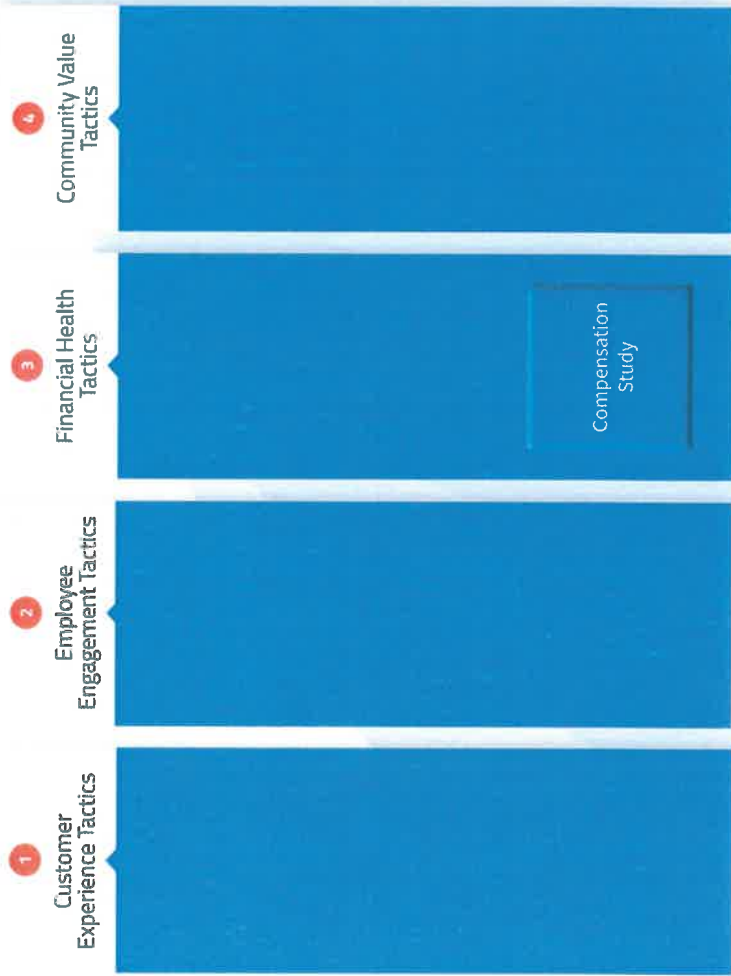
4

Establish baseline for  
**Community Perception  
of Value** and increase it  
by 5%



# WORK PLAN Initiatives to be guided by TARC Teams

*Click each of the highlighted tactics below for project details.*



TARC’s work plan is comprised of the projects, programs, and initiatives – **tactics** – TARC teams will implement during FY2023.

Tactics align with the four strategic areas identified as critical to TARC’s ability to achieve success for the year.

Each tactic, outlined in detail here, has a project manager who is responsible for oversight of the tactic team, timeline, and status updates.





TARC leadership team will review progress of each tactic at least on a quarterly basis to ensure that projects are advancing as planned.

*Select a tactic button to the left for project details.*

# TARC SCORECARD

## Quarterly Performance Monitoring

Select a performance index button below for a detailed view of the performance metrics and goals TARC teams are working to achieve.

| TARC Targets Scorecard   |  | Overall Goal Points |
|--|--|---------------------|
|  <p>Customer Experience</p> | <p>Our performance pertaining to areas of our service that are most important to our customers</p>       | 35                  |
|  <p>Employee Engagement</p> | <p>Metrics reflecting employee engagement and job satisfaction</p>                                       | 30                  |
|  <p>Financial Health</p>    | <p>Our performance as financial stewards, striving to balance service excellence and fiscal strength</p> | 20                  |
|  <p>Community Value</p>   | <p>Our performance relating to the value the community receives and perceives from TARC</p>              | 15                  |
|  |  | <b>100</b>          |

TARC Targets Scorecard gives our teams as well as customers and the community, a view into our performance on a quarterly basis.

Each metric aligns with one of the plan's four strategic areas, and each metric carries a specific point value tied to performance goals. Metric goals established are both challenging and achievable.

An overall goal score of 100 can be achieved each quarter of the fiscal year.

# NEXT STEPS

## TARC Moving Forward

This strategic plan marks the beginning of a new era of service excellence and value from TARC – for our customers and for the entire Louisville community.

With our continued emphasis on the customer experience, we will look to review our strategic plan annually, and expand our performance scorecard system to also include a scorecard for each department within TARC.

It's a bright day at TARC, and we have never been prouder to make your journey our priority.





Transit Authority of River City  
1000 W. Broadway  
Louisville, KY 40203  
(502) 565-1234  
TTY: (502) 213-3240  
[info@ridetarC.org](mailto:info@ridetarC.org)



# MEMORANDUM

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

**From:** Carrie Butler, Executive Director

**Date:** August 23, 2022

**Re:** Resolution 2022-22 Excess Workers' Compensation and Employers Liability Insurance Policy

---

TARC's Workers' Compensation program currently self-insures the first \$500,000 of any claim, including both medical payments and indemnity benefits. The current policy will expire on August 31, 2022. Due to TARC being a self-insured organization, the Kentucky Labor Cabinet requires that TARC maintain an excess insurance policy.

TARC receives annual excess insurance premium quotes from Underwriters Safety and Claims, Inc., the third-party administrator and insurance broker (from Resolution 2017-22). The current policy for \$362,912 will expire on August 31, 2022. Last year, the rate of increase was 15% and TARC received one bid.

This Policy Year 2022/2023, TARC and our third party administrator (Underwriters Safety and Claims) received three quotes:

- (1) Arch Insurance ("Arch") with a self-insured retention of \$500,000 and a premium of \$298,373, an 18% decrease from last year's premium; or
- (2) Star Insurance ("Star") with a self-insured retention of \$500,000 and a premium of \$291,867, a 20% decrease from last year's premium; or
- (3) Safety National with a self-insured retention of \$750,000 and a premium of \$328,610.

A review and discussion regarding the quotes were conducted with the Chief Financial Officer, Workers' Compensation Coordinator, and Executive Director. Underwriters Safety and Claims recommends staying with Arch, who has been the excess insurer for worker's compensation since September 1, 2017, due to its AM Best Rating, which rating indicates an entity's financial stability, which, in this case, Arch had a better rating than the lowest quote offered by Star, and the positive and productive relationship Arch has had with TARC over this time period. From that discussion, it is hereby recommended that the TARC Board of Directors authorize the Executive Director to enter into a policy with Arch Insurance Company that has a specific retention by TARC of the first \$500,000 on any claim with an annual premium of \$298,373 beginning September 1, 2022.

Please feel free to contact me at 502-561-5100 if you have any questions. Thank you.



## **RESOLUTION 2022-22**

### **Excess Workers' Compensation and Employers Liability Insurance Policy**

A resolution authorizing the Executive Director to enter into an excess insurance policy for Workers' Compensation with Arch Insurance Company for the 2022/2023 policy year.

**WHEREAS**, Kentucky Administrative Regulation (KAR) 803 25:021 requires self-insured employers to have excess coverage for workers' compensation claims, and;

**WHEREAS**, TARC received three (3) quotes for the 2022/2023 Policy Year from Arch Insurance, Star Insurance and Safety National, and;

**WHEREAS**, based on the recommendation of Underwriters Safety and Claims after discussion with the Chief Financial Officer and Executive Director, the best option and value for TARC is the quote submitted by Arch Insurance for the Excess Workers' Compensation and Employers Liability insurance policy with a premium of \$298,373, which will commence on September 1, 2022 and end on September 1, 2023; and;

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

The Executive Director is authorized to enter into an insurance policy with Arch Insurance Company for an amount not to exceed \$298,373 for the 2022/2023 Policy Year.

**ADOPTED THIS 23<sup>rd</sup> DAY OF AUGUST 2022**

---

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



# MEMORANDUM

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

**From:** Carrie Butler, Executive Director

**Date:** August 23, 2022

**Re:** Resolution 2020-37 Amendment No. 1 Contract 2822 TransTrack Annual Support

---

During the spring of 2020, TARC conducted a procurement for a Business Analytics and National Transit Database (NTD) reporting solution. The procurement resulted in the award of a contract to TransTrack Systems, Inc. in August 2020 (Resolution 2020-37). The award included license fees, installation, configuration, and training, as well as maintenance and support for the first year. The contract (2822) that resulted from that work is still in effect, with one base contract year and two optional one-year options remain. This memo and attached resolution seeks approval for the next three years of annual support and licensing for Transtrack, including the support costs for reporting and analytics on passenger counts, currently done by a Trapeze product.

Since the time of implementing TransTrack, a software application change was made by Trapeze, which impacts how TARC analyzes and reports on the NTD, specifically for ridership and passenger counts. In the past, TARC acquired ridership data through service checks, i.e. people riding on-board buses collecting on-off counts at bus stops. As more and more of the fleet have automatic passenger counters (APC) installed and in use (see Resolution 2020-48) data collection and reporting tools are necessary to process this data and TARC is using a product from Trapeze called APC Gateway and Plan, at a cost of \$21,209 per year. TARC was notified that support for APC Gateway and Plan was moving from Trapeze to TransTrack. The realignment came about because the two companies are now each subsidiaries of the same holding corporation, and last month we received a formal letter that Trapeze Plan and APC Gateway would be transitioned to their TransTrack equivalent tools, and that all upgrades of the Trapeze products would be done by transitioning to those TransTrack tools. The proposed cost to perform this change to integrate the TransTrack with the current APC module is \$36,400. This portion of the project is covered by the over \$135,000 remaining in the original contract authority for TransTrack and the original grant KY-2016-017 to cover the cost of integration. The annual license fee for the remaining years of the contract will be part of the FY 2023 budget in the IT services line item.

The resolution seeks authority to amend contract 2822 for the cost of annual support as follows: year two is \$96,187; for year three \$99,073; and year four \$102,045, which includes annual maintenance charges for the APC data collection and reporting system.

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



## **RESOLUTION 2020-37 Amendment No. 1 (2822) TransTrack Annual Support & Plan Replacement**

A Resolution authorizing the Executive Director to amend TARC's contract 2822 with TransTrack Systems Inc. for an amount not to exceed \$297,000:

**WHEREAS**, in August of 2020 the TARC Board of Directors awarded contract 2822 to TransTrack Systems Inc. for a Business Analytics and NTD reporting solution; and

**WHEREAS**, contract 2822 does not cover the cost of annual maintenance and support beyond the first year of operation; and

**WHEREAS**, support rates were fixed by the contract and it is in TARC's interest to retain support of the system for the next three years; and

**WHEREAS**, TARC will upgrade its Automated Passenger Counting tools during fiscal year 2023, which will increase our annual support costs with TransTrack incrementally, while decreasing our support costs with Trapeze by a similar amount,

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

The Executive Director is hereby authorized to amend TARC's contract 2822 with TransTrack Systems Inc. for an amount not to exceed \$297,000.

**ADOPTED THIS 23<sup>rd</sup> DAY OF AUGUST 2022**

---

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





# MEMORANDUM

**To:** John Launius, Chair of TARC Board of Directors  
**From:** Carrie Butler, Executive Director  
**Date:** August 23, 2022  
**Re:** Resolution 2022 – 23 Microsoft Licensing with Insight Public Sector

---

TARC's IT Department utilizes Microsoft (MS) Windows Based servers and workstations to support our business needs. The licensing that is needed servers, workstations, client access licenses (CAL), as well as email servers and database functions. These products are covered through Microsoft Subscription Advantage and purchased through an authorized Channel Reseller. Because of the unique nature of Microsoft licensing, TARC is allowed to utilize capital grant funding for these fees.

TARC has historically procured all of its Microsoft Software Licensing via an Enterprise Agreement executed by the Commonwealth of Kentucky. Insight Public Sector (<http://www.ips.insight.com/>) currently holds Kentucky Master Agreement #MA-758-2100000970. These licenses cover all of our Microsoft server and client products.

These contracts are for a duration of three years, but are payable annually. Some licenses are billed at a monthly subscription price per user per month, but are also payable annually. Each year we have an opportunity to "true up" licenses that we may have need to add throughout the year for products or named users. Our current licensing consists of the following:

|                                       |     |
|---------------------------------------|-----|
| MS Windows Core Platform CALs         | 200 |
| MS Exchange CALs                      | 200 |
| MS Office Pro Plus                    | 145 |
| MS Exchange Server                    | 2   |
| MS SQL Server                         | 5   |
| MS Remote Desktop CALs                | 250 |
| MS Windows DC Server (per core)       | 40  |
| MS Windows Standard Server (per core) | 80  |

A detailed quote is also attached. The cost estimate for three years is \$180,527.34 and there may be changes to the number of licenses in the next three years, the attached resolution seeks approval for up to \$200,000. These license fees can be capitalized and will come out of the Grant KY-2021-026, as shown in line item 11.42.08.

Please contact me with any questions. Thank you.



## **RESOLUTION 2020-23 Microsoft Licensing**

A resolution authorizing the Executive Director to renew the Microsoft Enterprise Licensing agreement with Insight Public Sector.

**WHEREAS**, A Commonwealth Master Agreement #MA-758-2100000970 currently exists for such purchases; and

**WHEREAS**, Insight Public Sector is the holder of this agreement; and

**WHEREAS**, the overall contract period is three years; and

**WHEREAS**, the amount due is payable annually after any adjustments are made.

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

The Executive Director is hereby authorized to enter into a three-year agreement with Insight Public Sector for a not to exceed amount of \$200,000 for July 2022 to July 2025.

**Adopted this 23<sup>th</sup> day of August 2022**

---

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