

TARC STRATEGIC PLAN 2023



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 within 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,

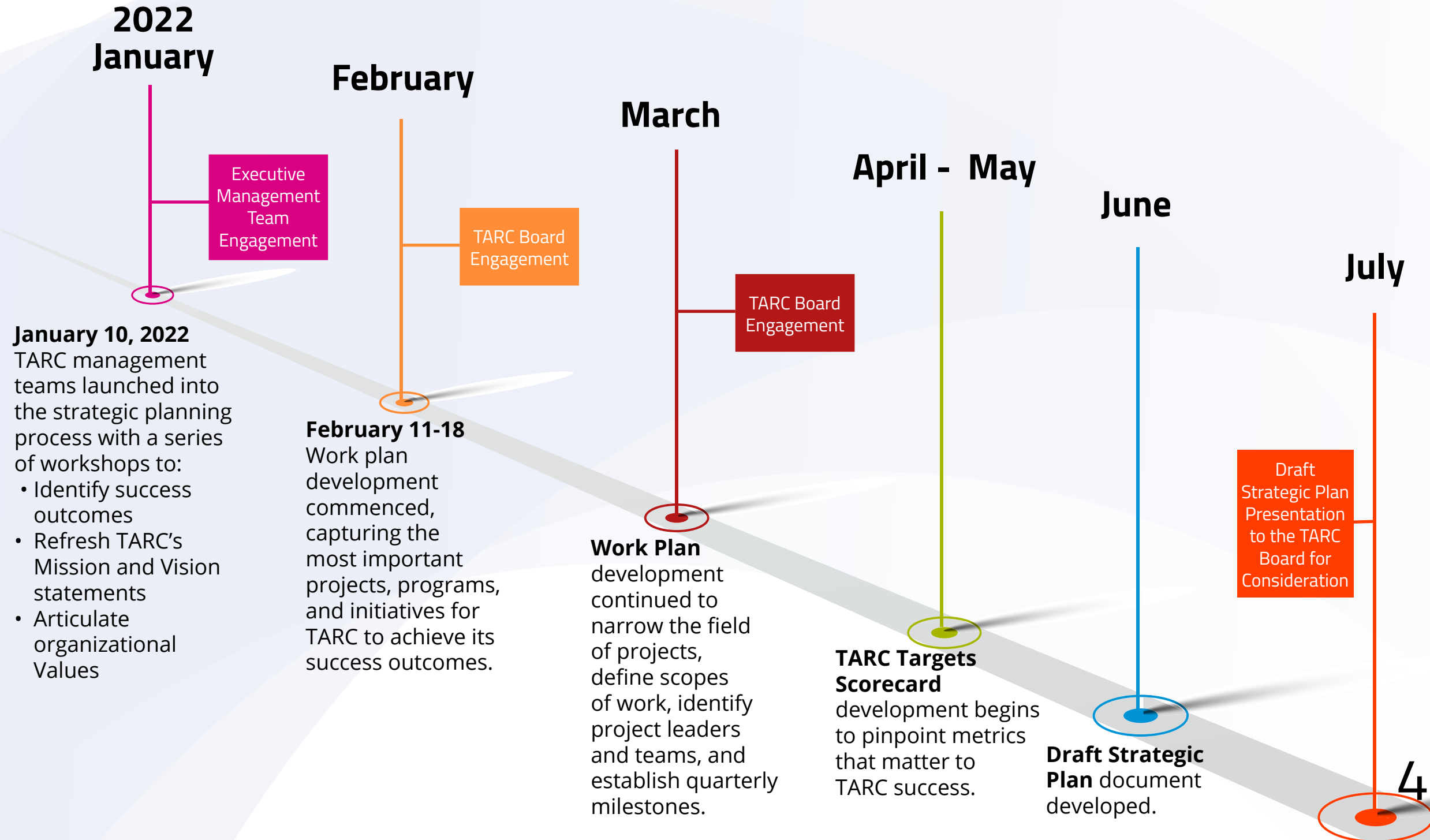
A stylized, handwritten signature of Carrie Butler in black ink.

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

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



SUCCESS OUTCOMES

Performance Targets for 4 Key Areas of the TARC Organization

WHAT SUCCESS
LOOKS LIKE FOR
OUR CUSTOMERS,
EMPLOYEES AND
COMMUNITY



CUSTOMER EXPERIENCE

1

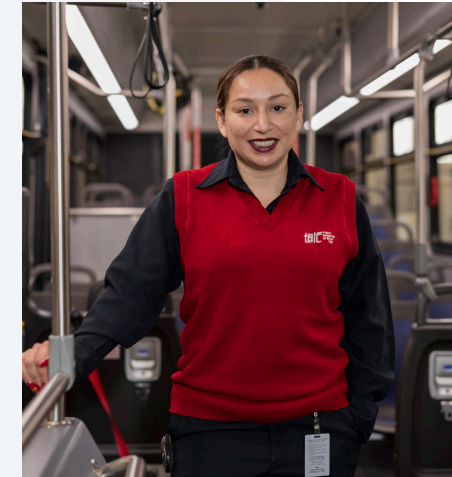
Establish baseline for
**Customer Net
Promoter** Score and
increase it by 5%



EMPLOYEE ENGAGEMENT

2

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



FINANCIAL HEALTH

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



COMMUNITY VALUE

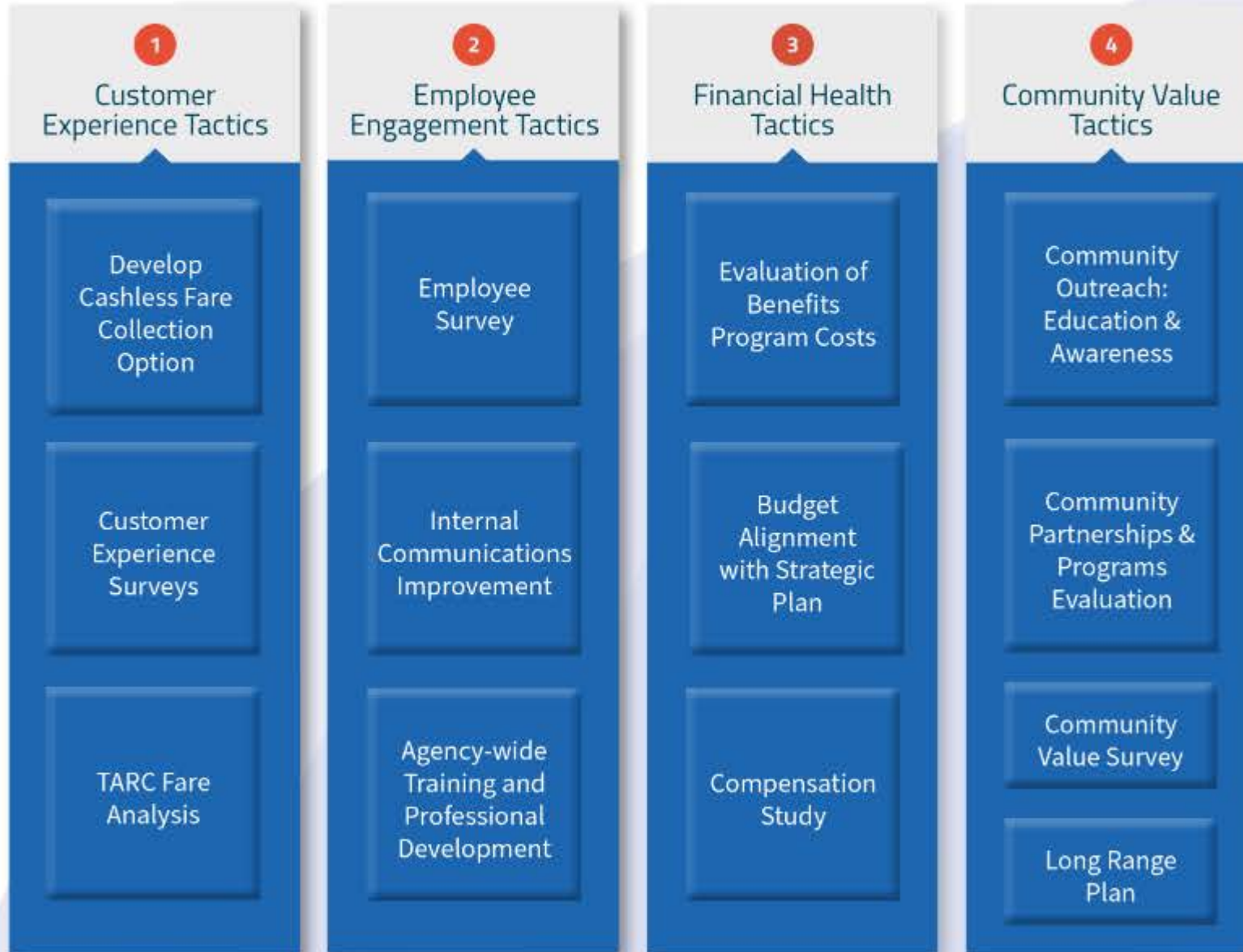
4

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.



Develop Cashless Fare Collection Option

DESCRIPTION

Assess existing fare collection system and develop and implement a plan to transition to cashless fare collection, increasing service efficiency and improving the customer experience. This tactic focuses on providing the community with a cashless fare collection option.

CHAMPION

Geoffrey Hobin

TEAM

Tonya Carter, John Lockhart, Jennifer Miles, Maria Harris, Dwight Maddox, Aida Copic, Angie Ubben, Matthew Abner

QUARTERLY MILESTONES

Q1

- Establish working group for tactic.
- Develop a thorough list of options intended to reduce or eliminate on-board reloading with cash. Options (On board reloading only) shall include description, costs and benefits, and any examples from the real world. The list shall be presented in a memo to the Executive Director with the recommendation of option most likely to succeed.
- Begin feasibility study on approved option.
- Identify current and/or prospective funding sources.
- Analyze asset dispositions and depreciation.

Q2

- Complete feasibility study on approved option.
- Public participation
- Title VI evaluation
- ADA evaluation

Q3

- Draft project plan.
- Draft budget to cover any expected costs.
- Present to Board for consideration in March.

Q4

- Begin Implementation of plan.
- Monitor and address any implementation issues.

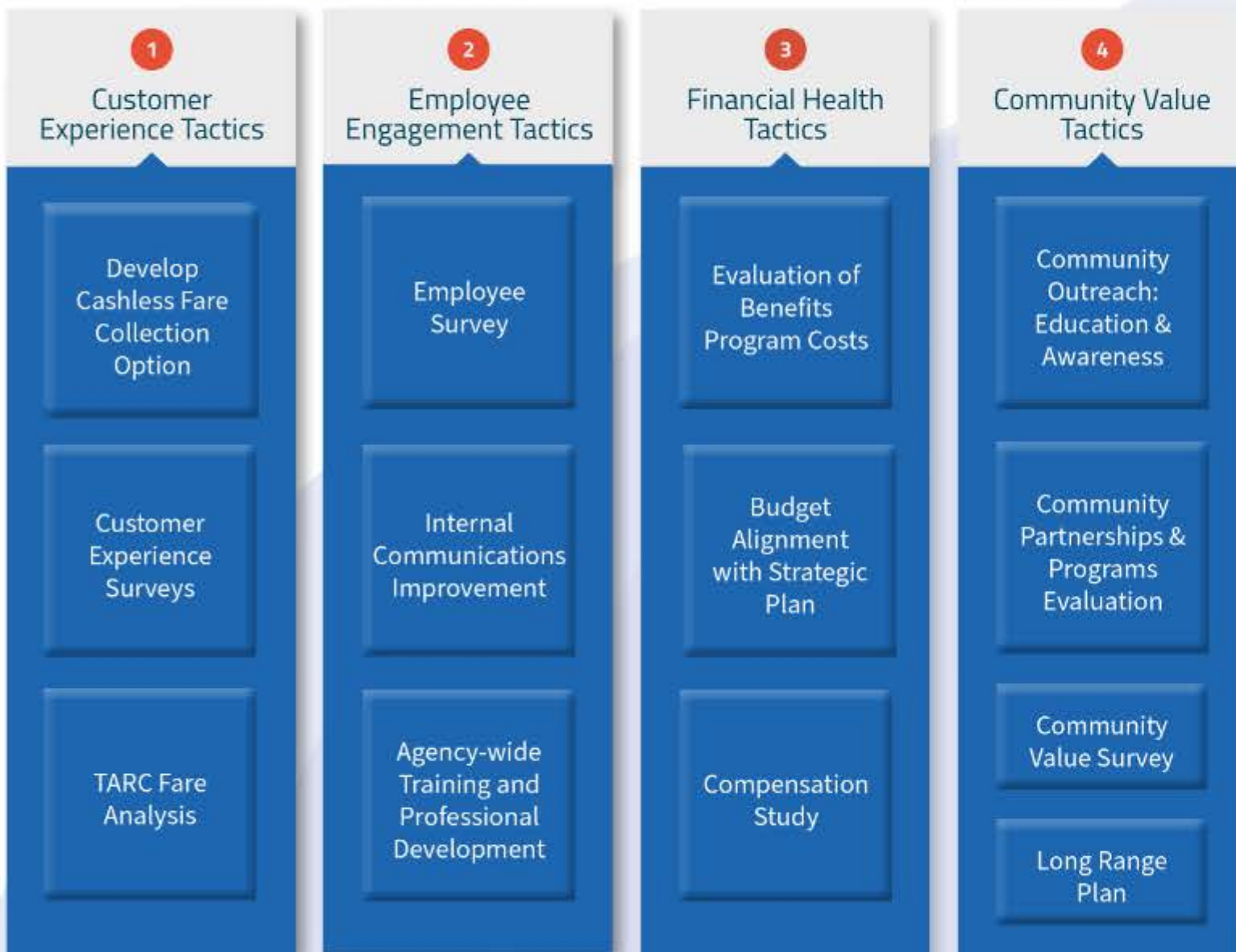
FY24

- Evaluate ability to go completely cashless and begin establishing the framework of the implementation plan.

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



Customer Experience Surveys

DESCRIPTION

Develop a customer experience survey cadence that aligns with the Strategic Plan. The process will enable us to capture direct feedback and ideas from customers on our vehicles. These insights will inform our planning and decision-making. Conduct multiple survey waves to establish baseline measures and cultivate a culture of improvement.

CHAMPION

Anna Cooper

TEAM

Jennifer Miles, Kristy Ware, and Phillip Jones

QUARTERLY MILESTONES

Q1

- Confirm methodology – on-board surveyors (bus), phone (TARC3)
- Determine survey population - random sampling, every 4th customer (bus), randomized list of active customers (TARC3)
- Develop and refine survey instrument – ability to benchmark against peers and align with strategic plan.
- Create a plan for the frequency in which the survey will be conducted.
- Conduct survey and compile results.

Q2

- Analyze survey results.
- Review with Executive Team and present recommendations.
- Determine if new policies and procedures need to be put in place based on outcome.

Q3

- Create new policies and procedures based on outcome.
- Review with Customer Service Committee and Board if a policy is being developed and needing approval.
- Implementation of action plan(s).

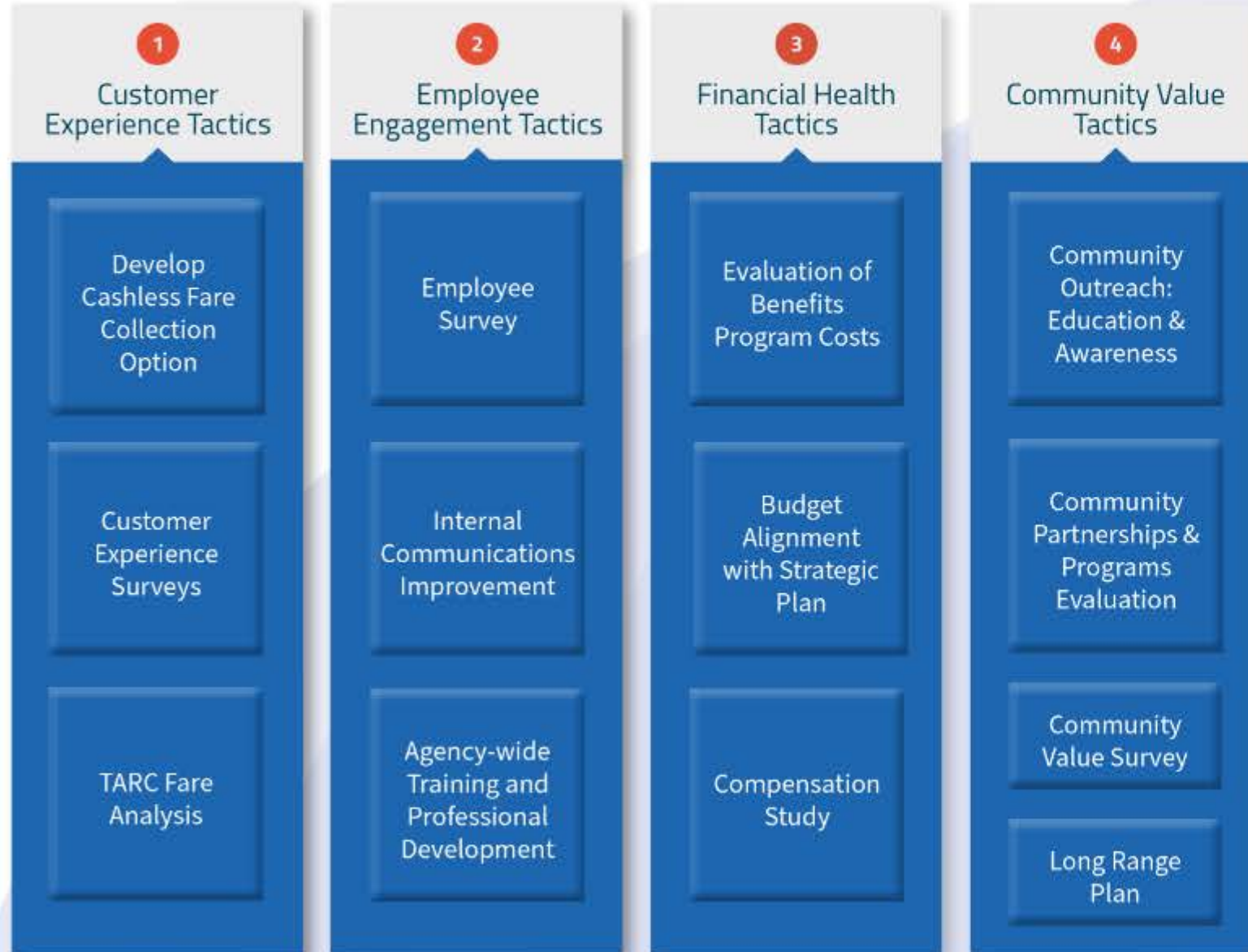
Q4

- Re-distribute survey (second wave).
- Compile, analyze, and compare survey data from second wave to data from first wave.
- Adjust action plan if needed.

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



TARC Fare Analysis

DESCRIPTION

Conduct a study that analyzes the existing fare structure, presents potential improvements and demonstrates how possible changes may impact the community and customers.

CHAMPION

Matthew Abner

TEAM

Anna Cooper, Darlene Franklin, Ashlie Woods, Geoffrey Hobin and Planning Department

QUARTERLY MILESTONES

Q1

- Identify similar size transit agencies for data comparison.
- Develop Questionnaire for agencies including fare structure and PVA/FTA data.
- Determine if Fare & Equity Analysis needs to be outsourced.
 - Does money in the budget exist for this?
- Gather data from identified transit agencies.

Q2

- Finish gathering data from identified transit agencies.
- Identify additional in-house resources to include in project (i.e. planning/procurement).
- Fare & Equity Analysis.

Q3

- Obtain results from Fare & Equity Analysis.
- Analyze data and prepare recommendations to present to Executive Team

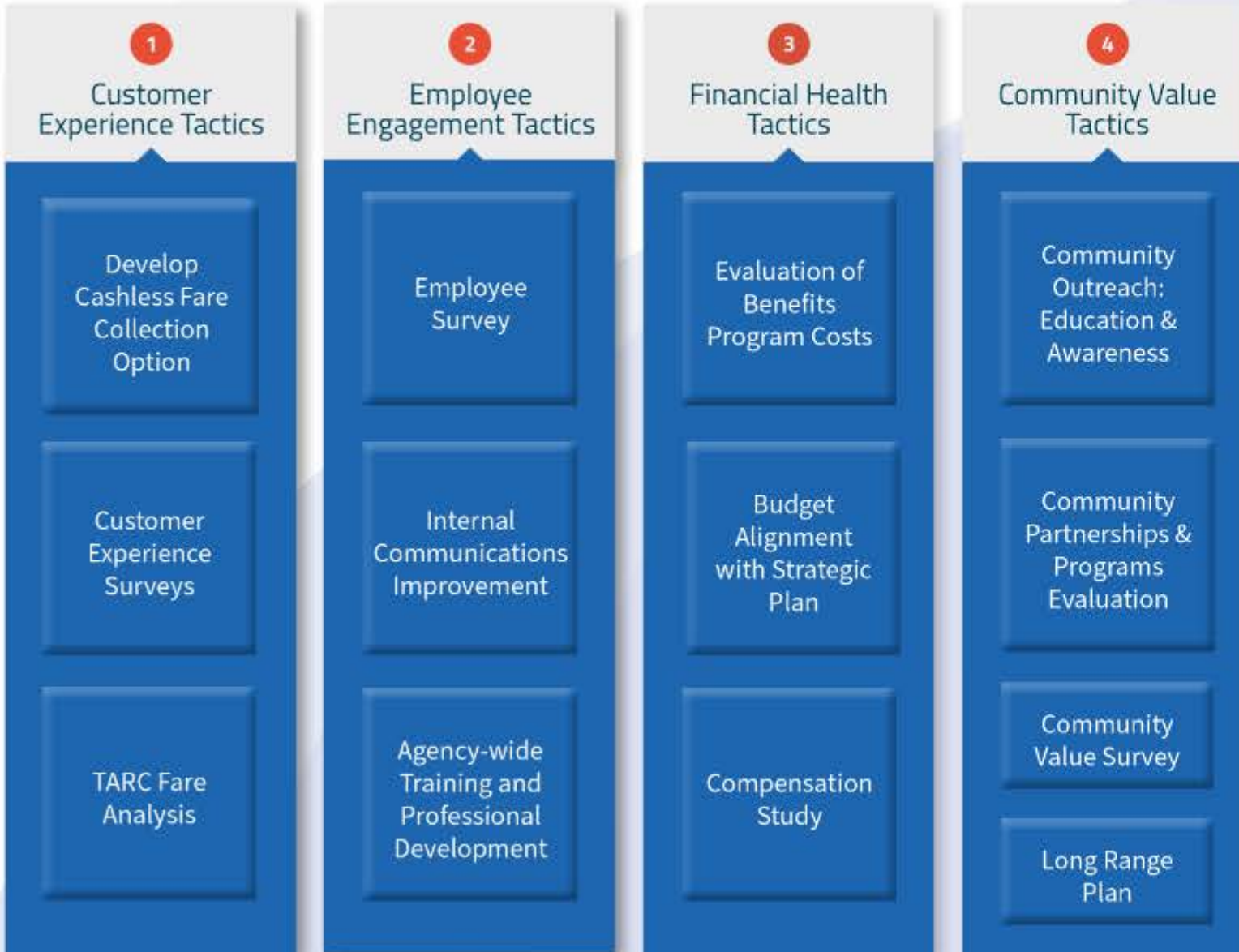
Q4

- Finalize/present recommendations for consideration.
- Present to Executive Team, Finance Committee, maybe other committees, and the Board.

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



Employee Survey

DESCRIPTION

Revisit existing employee survey instrument and ensure alignment with Strategic Plan. Develop a multi-wave survey cadence to establish baseline measures and cultivate a culture of improvement.

CHAMPION

Tim Findley

TEAM

JP Hamm, Jenny Recktenwald, John Lockhart, William Harris, Ashlie Woods

QUARTERLY MILESTONES

Q1

- Identify internal survey coordinator
- Based on the results of FY22 survey, department action plans will be developed, shared with survey coordinator, and implemented by department leaders. Department leaders will be expected to focus their communications and actions plans to 3 or 4 smart initiatives that can be measured. They will also be required to report on dates and participation numbers of employees.
- Review with Executive team before meeting with department leaders
- Conduct a pulse survey focused on establishing a baseline Employee Net Promoter Score.

Q2

- Continue implementation of recommendations from the FY22 employee survey by executing department action plans developed in Q1.

Q3

- Review survey instrument from the previous year (Q4 FY22) and revise to align with outcomes of the strategic plan and other insights to be gained after implementation of recommendations throughout the year.
- Administer Employee Engagement Survey.
- Analyze data and report results and recommendations to leadership and staff.

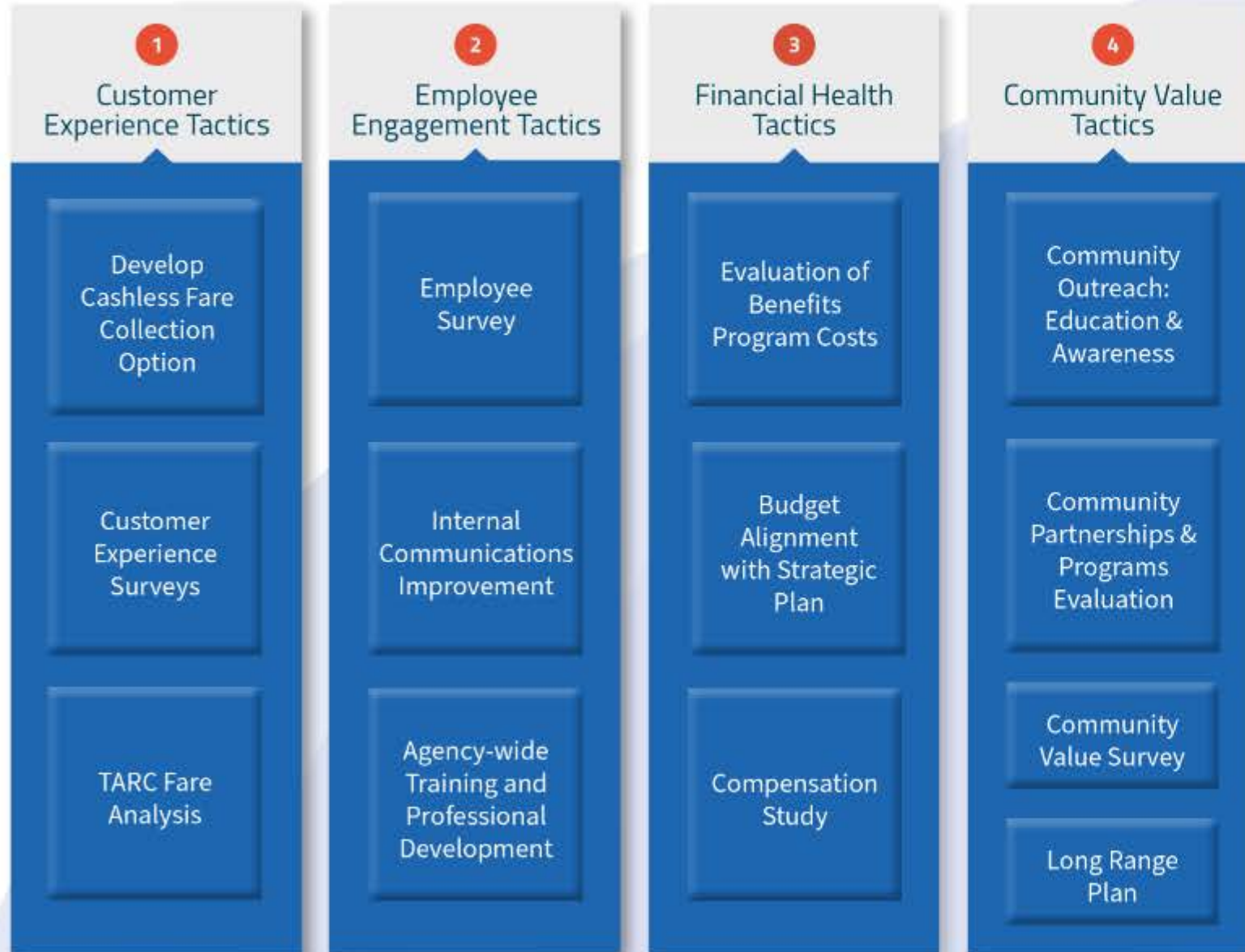
Q4

- Develop and implement a plan for communication of results across the entire agency.
- Results from the second wave survey (Q3 FY23) will be reviewed and action plans for the next fiscal year will be developed.
- Share with Customer Service Committee and Board

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



Internal Communications Improvement

DESCRIPTION

Increase employee engagement and communication across all levels of the agency by exploring various new (or previously used) methods and media – these should also include face-to-face sessions and/or more frequent opportunities to connect with administrative staff and share two-way feedback.

CHAMPION

Jenny Recktenwald

TEAM

Jeremy Priddy, Jamie Monck, Suzanne Ruark, Melissa Fuqua

QUARTERLY MILESTONES

Q1

- Identify potential new methods of intra-agency communication/employee engagement.
- Present final list to management team for feedback.
- Review/audit employee contact information for email/text communications.
- Develop method for ensuring that new employees are added to employee communications, former employees are purged.
- Use HRIS employee portal for messaging and newsletters to replace Mailchimp, ensuring delivery to all employees
- Introduce weekly video message from Executive Director or leadership team member
 - Highlight good news and successes
 - Acknowledge good work
 - Mention upcoming events
- Measure open/click through rate of employee newsletter.

Q2

- Begin implementation of strategies identified in Q1.
- Assess effectiveness of implemented strategies and reframe or develop new strategies according to findings.

Q3

- Assess effectiveness of implemented strategies and reframe or develop new strategies according to findings.
- Include questions in employee engagement survey to gauge value of new communications

Q4

- Assess effectiveness of implemented strategies and reframe or develop new strategies according to findings.

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



Agency Wide Training and Professional Development

DESCRIPTION

This tactic's overall outcome will be the establishment of an employee lifecycle training program to include: onboarding for the organization; departmental specific onboarding - key departments being Transportation and Maintenance; a series of trainings/programs/curricula to develop paths for employees, such as supervisor to manager to director; customer service skills and progression; maintenance technician levels (in accordance with CBA); other specialized programs such as IT, Finance and Marketing, Safety, etc. Essentially, the program will serve to both ensure that TARC team members have the skills they need to do their current jobs and that they have skills to take on new challenges.

CHAMPION

Director of Training and Carrie Butler

TEAM

Training Managers in Maintenance and Transportation; Operator Trainers; Director of HR or designee; Diversity and Inclusion Coordinator; Departmental leads to confer and provide direction when needed.

QUARTERLY MILESTONES

Q1

- Director of Training takes lead of these tasks.
- Review this tactic and overall strategy.
- Develop Onboarding plan - new hire of Director of Training will be able to use their experience of being on boarded to develop the key steps - Deliverable: Outline of Onboarding; gap assessment of missing components.
- Review materials collected in last quarters; make assessment on need to procure any training services or programs; explore video content possibilities.
- Acquire CDL from TARC/participate in new hire class for Coach Operator.
- Refine and review with Transportation Training Manager AND Operator Trainers the Coach Operator New Hire training documents.
- Develop standardized and if possible, online/automated training program evaluation forms.

Q2

- Develop focus group / collaborative approach with all or at least a subset of Mechanics - both high and low seniority Deliverable: develop an outline of a Maintenance Technician / Employee Onboarding and Progression Program; include gap assessment of what training programs are needed (i.e. HVAC, electric bus, multiplex, basic diesel, etc.).
- Review and familiarize with Apprenticeship programs and possibilities - Deliverable: Outline or white paper on possibilities.

Q3

- Assess new ADP -HRIS as portal and place for Onboarding and other trainings - depends on ADP timeline.
- Trial run of onboarding program with any new employees, or any employee who has not been onboarded (this is literally every employee, so not sure how that will work).
- Work with Marketing or graphics firm to combine and package materials into templates to provide consistent look (or if capable Directpr of Training to do on own).

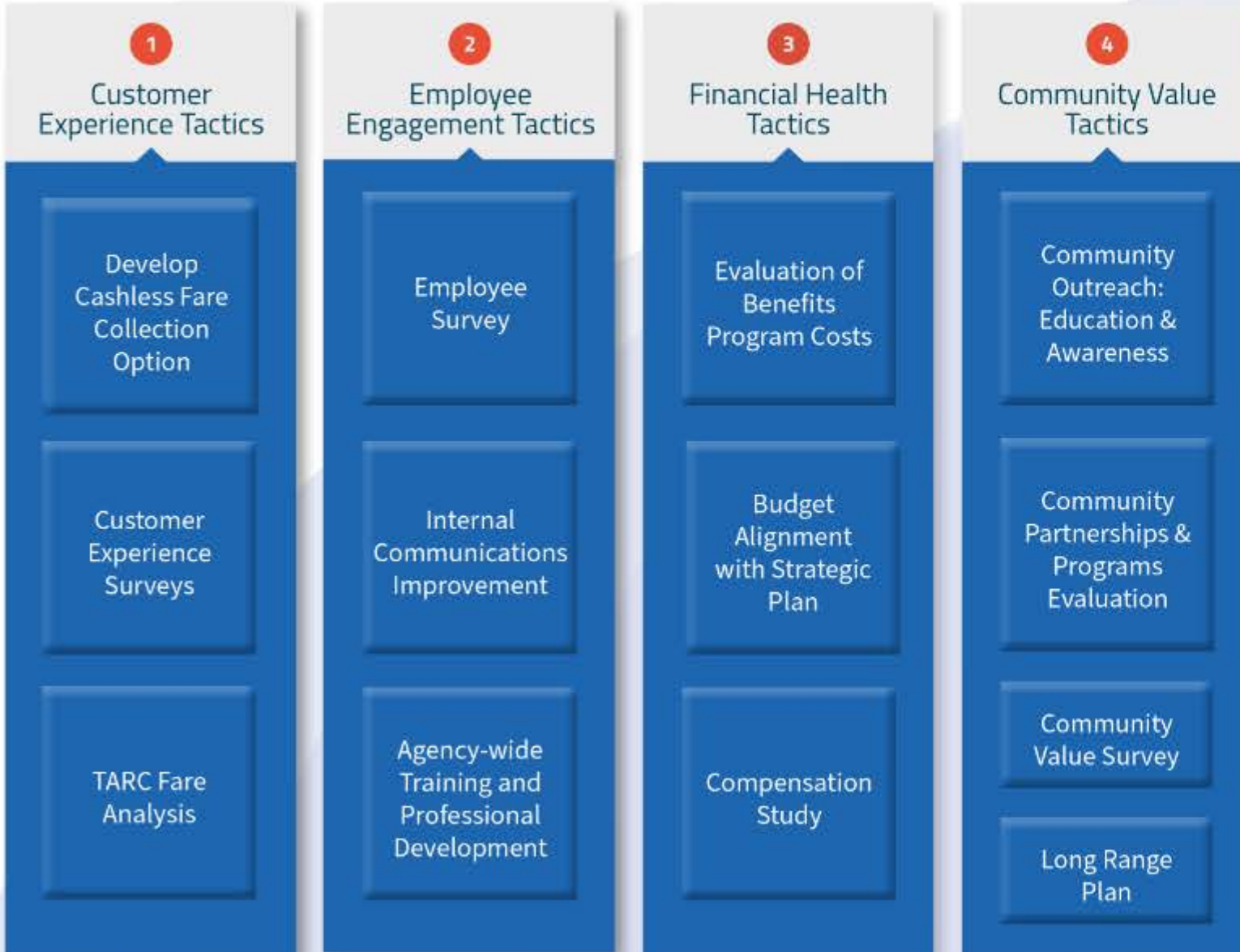
Q4

- New Hires Onboarding for Organization is up and running - begin review of training evaluation forms to make refinements.
- Deep dive for FY 24 budget for training classes and conferences; strategize about who should attend which APTA conferences, look at panels and presentations; focus on other departments now since Transportation Training and Maintenance have been examined in the first three quarters
- Coach Operator New Hire Training has been reviewed and updated.
- Maintenance Technician New Hire and Development Program - first draft / trial run begins.
- Begin the assessment and needs to specialized programs, like IT, Safety, etc.
- Begin a progressive Customer Service Training for Operators - Basic, Basic plus, Specialist, Expert, Trainer.

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



Evaluation of Benefits Program Costs

DESCRIPTION

Evaluate existing benefits program and identify where opportunities for cost-saving may exist.

CHAMPION

J.P. Hamm

TEAM

Melissa Fuqua, Mercer Health & Benefits, Finance Division

QUARTERLY MILESTONES

Q1

- Work with broker to identify key areas where cost savings can be found within current plans, along with the possibility of new benefits to help with recruiting and retention.
- Compare them to budget estimates and review with Finance.

Q2

- Continue evaluation process and make final plan change and decisions for open enrollment starting in Q3.
- Review options and recommendations with Executive Team for approval. Discuss with Finance Committee, HR Committee and Board.

Q3

- Conduct PY 2023 Open Enrollment.
- Make sure ADP is updated and Finance is notified of any changes or needs on payments to 3rd parties.

Q4

- Evaluate Open Enrollment and employee's enrollment selections. Further evaluate participation levels which will help with next FY decisions and planning.

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



Budget Alignment with Strategic Plan

DESCRIPTION

Align FY24 budget with priorities and activities outlined in the Strategic Plan.

CHAMPION

Tonya Carter

TEAM

Geoffrey Hobin, Aida Copic, Julia Hack

QUARTERLY MILESTONES

Q1

- Have Budget FY 23 entered into ERP system (Ellipse) so actual compared to budget can be measured for operations. Continue to use MS excel to compare budget versus actual for grants. Close out FY 22.
- Service changes: Finalize cost of service for June and Aug 22 schedule changes. Compare with the allocated operating budget (Routes #10, #23, and three CMAQ routes implementation).

Q2

- Compare how we are doing on Actual vs Budget for YTD totals. Meet with Management team to see if we are prepared for any changes from the COA and Strategic Plan. Evaluate to see where we are on spend for projects compared to budget. Start to setup FY 24 Budget. Discuss with Finance Committee the direction they would like to see for FY 24.
- COA implementation: Evaluate COA recommended system modifications, estimate cost of improved service and potential impact on the FY23 Budget.

Q3

- Meet with Department Directors & Finance Committee on estimates for FY 23 and prepare for FY 24 Budget. Discuss with team on what we have accomplished so far on strategic plan. What is still open compared to what we planned for, did we do anything that was not planned for and what was the impact to the budget, did it align with TARC future plans? Take Draft Budget FY 24 to Finance Committee and Board.
- Cost of service: Determine estimated cost of scheduled service for the next FY24. Include in the Operating Budget.

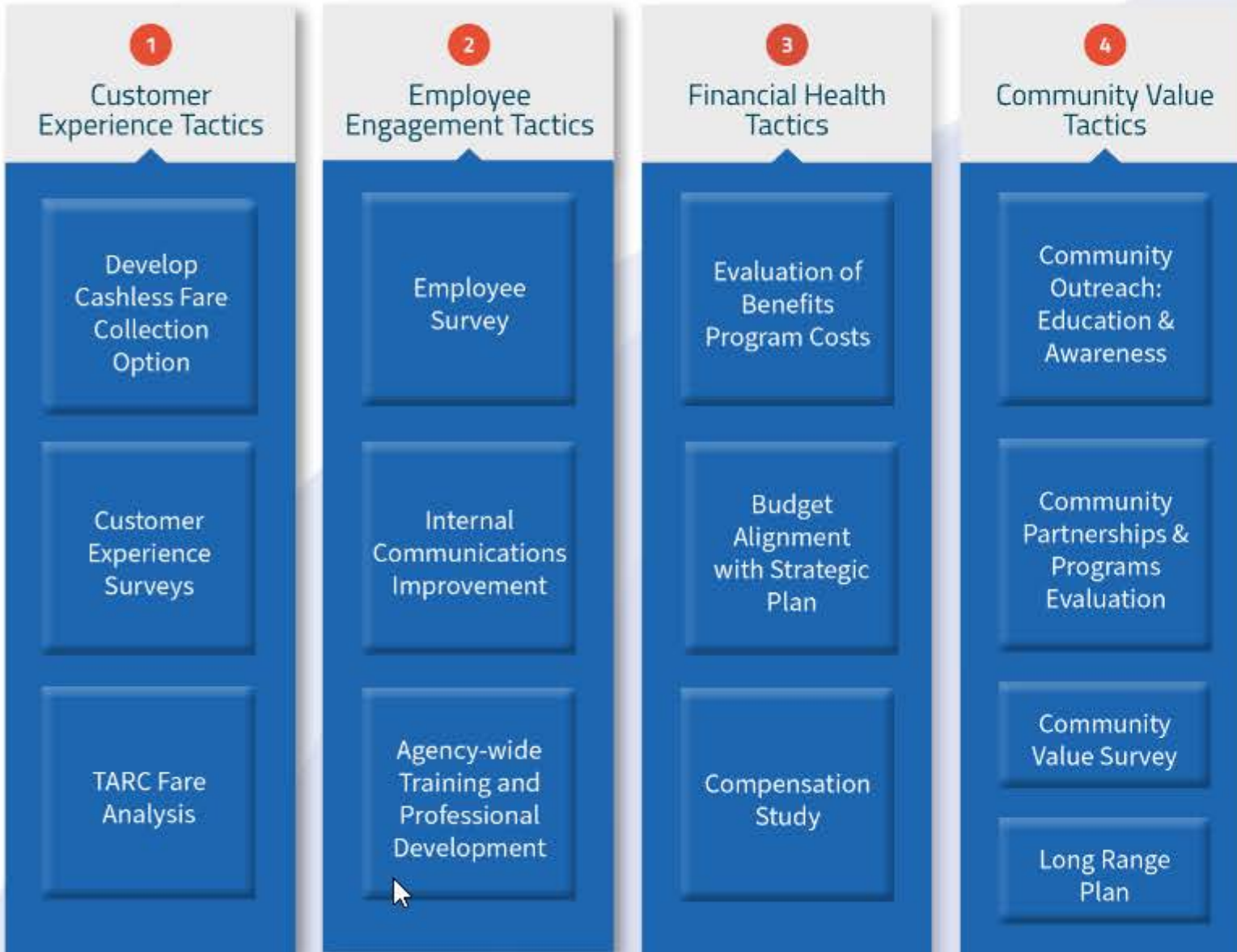
Q4

- Evaluate how we are measuring up to strategic plan set for FY 23. What needs to be carried over to FY 24 or taken off the future plan? What percentage have we achieved? What steps did we take to plan for FY 24. Take Budget FY 24 to Finance Committee and Board for Final approval.

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



Compensation Study

DESCRIPTION

Conduct a study that assesses employee roles and the relationship between actual job tasks/ description and compensation; gain a better understanding of how employees are compensated in relation to internal and external peers.

CHAMPION

J.P. Hamm

TEAM

Melissa Fuqua, Susan Kinnett, Matthew Abner, William Harris. Also includes a contractor for actual study.

QUARTERLY MILESTONES

Q1

- Work with procurement to secure a contractor for compensation study on management and administrative positions.

Q2

- Assist contractor with study.
- Evaluate contractor results.

Q3

- Implement plan
- Address any concerns regarding compensation and classifications including pay compression between union and non-union employees.
- Make necessary adjustments to pay and compensation.

Q4

- Evaluate plan and changes to compensation.
- Evaluate if additional changes are necessary (we may not be able to implement everything immediately contingent on recommendations of the study).

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



Community Outreach: Education & Awareness

DESCRIPTION

Develop and implement a community outreach initiative to further connect the agency to the community - sharing information to further educate riders on the services TARC provides; identifying opportunities to partner with community businesses/organizations; and increasing awareness of the value the agency brings for non-riders.

CHAMPION

Jenny Recktenwald

TEAM

Suzanne Ruark, Jeremy Priddy, Jamie Monck, Ashlie Woods.

QUARTERLY MILESTONES

Q1

- Continue "Your Journey, Our Priority" marketing campaign tactics.
- Update system map.
- Build community outreach program, focusing audiences most likely to use TARC
 - Students
 - Individuals with disabilities
 - New residents (immigrants and refugee community)
 - Individuals who support sustainability
- Communicate completion of Long Range Plan and Micro Mobility Study.
- Update TARC 101 Training video, translate or caption for Spanish.
- Conduct outreach to potential community partners to encourage fare-free service for their constituents (employees, students, clients).

Q2

- Implement community outreach strategies identified in Q1.
- Develop information system/efficient method for collecting feedback from appropriate audiences on the agency's outreach strategies and community engagement events. Collect feedback.

Q3

- Adjust or add to outreach strategy according to feedback received (if needed).
- Continue execution of outreach strategies.
- Collect feedback.

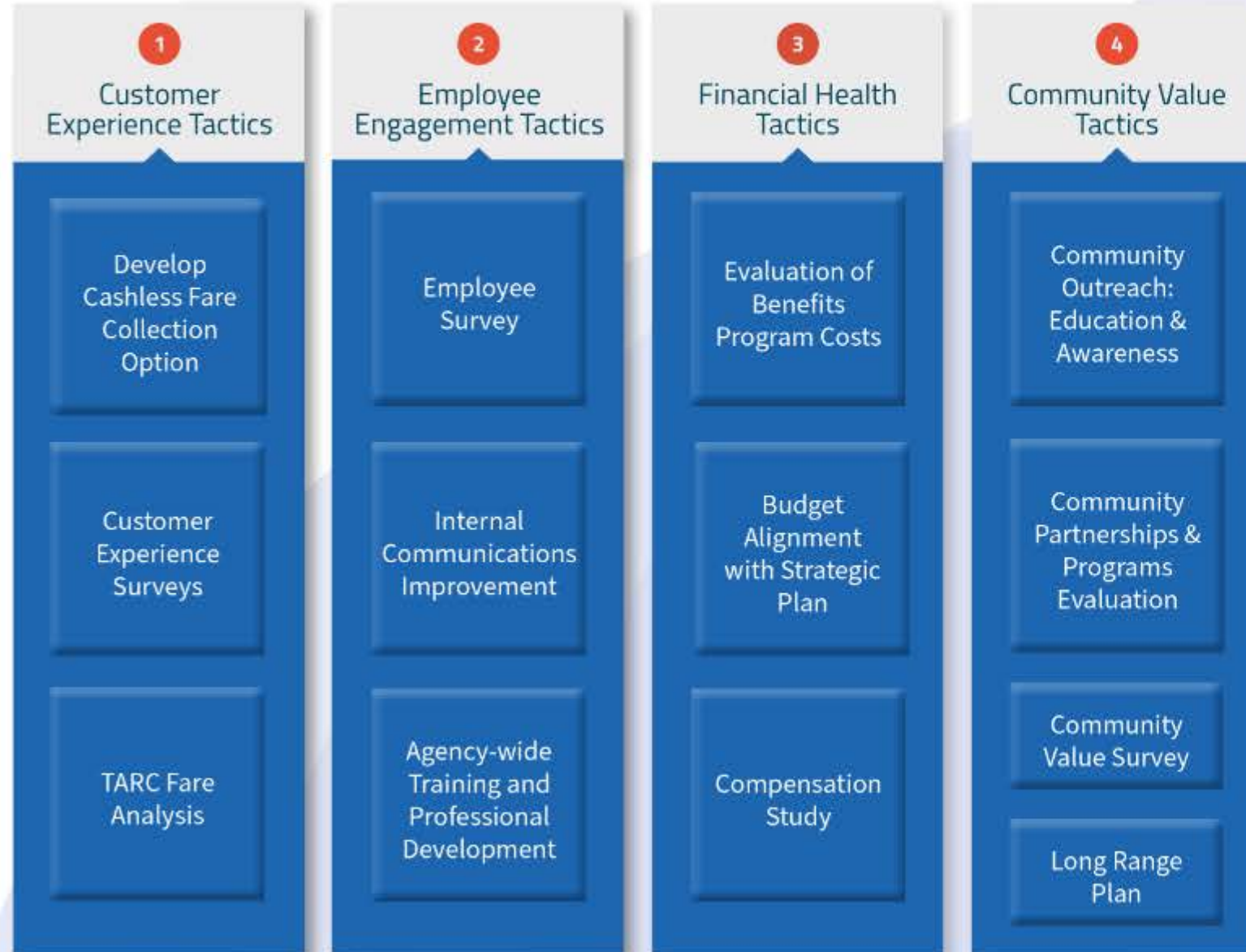
Q4

- Adjust or add to outreach strategy according to feedback received (if needed).
- Continue execution of outreach strategies.
- Collect feedback.

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



Community Partnerships & Programs Evaluation

DESCRIPTION

TARC has had a number and variety of community partnerships and programs that have evolved over the years. These include programs serving a variety of objectives:

1. Support of non-profits, helping non-profits extend their reach by vehicle donation, deeply discounted pass programs, or support for discounted maintenance.
2. Developing support in the business community and growing ridership with for profit companies.
3. Support of educational institutions to build ridership through discounted fare programs.

The purpose of this evaluation will be to prepare a new program for TARC to execute as part of our Strategic Roadmap which will determine the best methodology for providing discount fare revenue and what types of technology (ID cards, mobile fare media, etc) is the best approach for customers to utilize.

CHAMPION

Business Development Manager and Carrie Butler

TEAM

Director of Marketing and Communications; Director of Customer Experience; CFO; Staff Accountant I

QUARTERLY MILESTONES

Q1

- Gather all existing contracts and agreements, even if expired within past 24 months.
- Review all contracts.
- Ask other departments about any verbal agreements in place, or revenue currently received from non-profits.
- Research other transit agency programs - Ann Arbor is one that comes to mind.

Q2

- Meet with Executive Director and Management Team to discuss and gather pros and cons of various programs.
- Meet with Executive Director and Board members (Board chair and Customer Service and Finance?) to discuss.

Q3

- Develop program.
- Decide key partners - and if there is any priority:
 - Education - UofL, JCTC, Simmons, Bellarmine, IvyTech, Prosser, other trade schools, JCPS, Galen college of Nursing, Sullivan.
 - Non-profits: too many to list, possibly work with Center for Non-Profit Excellence to send a call for meeting or survey.
 - Businesses, for profit: develop a tiered approach based on size of business and location in service area.

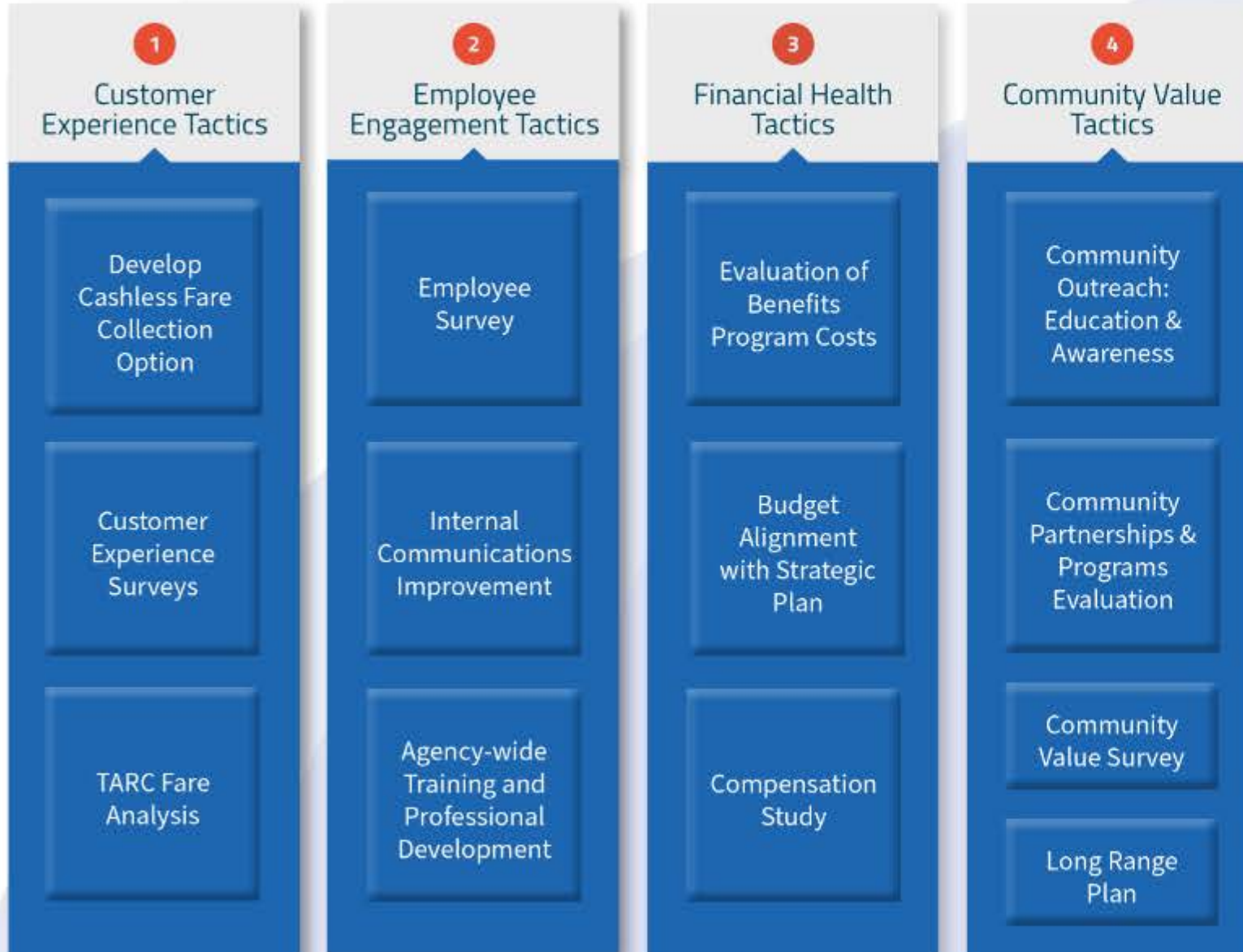
Q4

- Draft materials for program, place on website.
- Develop marketing and communications plan.

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



Community Value Survey

DESCRIPTION

Develop a customer experience survey cadence that aligns with the Strategic Plan. Conduct multiple survey waves to establish baseline measures and cultivate a culture of improvement.

CHAMPION

Jenny Recktenwald

TEAM

Anna Cooper, Pat Mulvihill, Business Development Manager (vacant), Suzanne Ruark

QUARTERLY MILESTONES

Q1

- Conduct wave 1 survey.
- Working with contractor:
 - Conduct stakeholder/community outreach to inform survey instrument.
 - Develop and finalize survey instrument.
 - Execute community survey.

Q2

- Review wave 1 data, analysis and recommendations.
- Implement recommendations from wave 1.

Q3

- Implement recommendations from wave 1.

Q4

- Conduct wave 2 survey
- Working with contractor:
 - Develop and finalize survey instrument.
 - Execute community survey.

WORK PLAN

Initiatives to be guided by TARC Teams

Click each of the highlighted tactics below for project details.



Long Range Plan

DESCRIPTION

Identify what the agency can do in this first year to implement or prepare for change.

NOTE: Most transit corridors are multi-year projects that will have phased approach from planning to implementation, in phases over 1-3 or 5 years. That includes preliminary studies, design and engineering plans, funding, construction, and service implementation.

CHAMPION

Aida Copic

TEAM

Tonya Carter, John Lockhart, Geoffrey Hobin

QUARTERLY MILESTONES

Q1

- Finalize TARC Tomorrow Long-Range Plan.
- Complete public participation and stakeholders' involvement process.
- Develop recommendations and present TARC Tomorrow Draft Plan to the Board of Directors.
- Make final revisions and close the process. Post the Plan on the TARC website.

Q2

- Identify at least three major projects for TARC to implement in the first three to five years after the Plan completion.
- Explore and identify funding opportunities and grant categories available for these projects.
- Develop scopes and timeline for internal procurement process.

Q3

- Start preliminary planning and design process for one of the identified priority projects (for example: Broadway Corridor BRT).
- Initiate procurement process to engage consultants for design plans development.

Q4

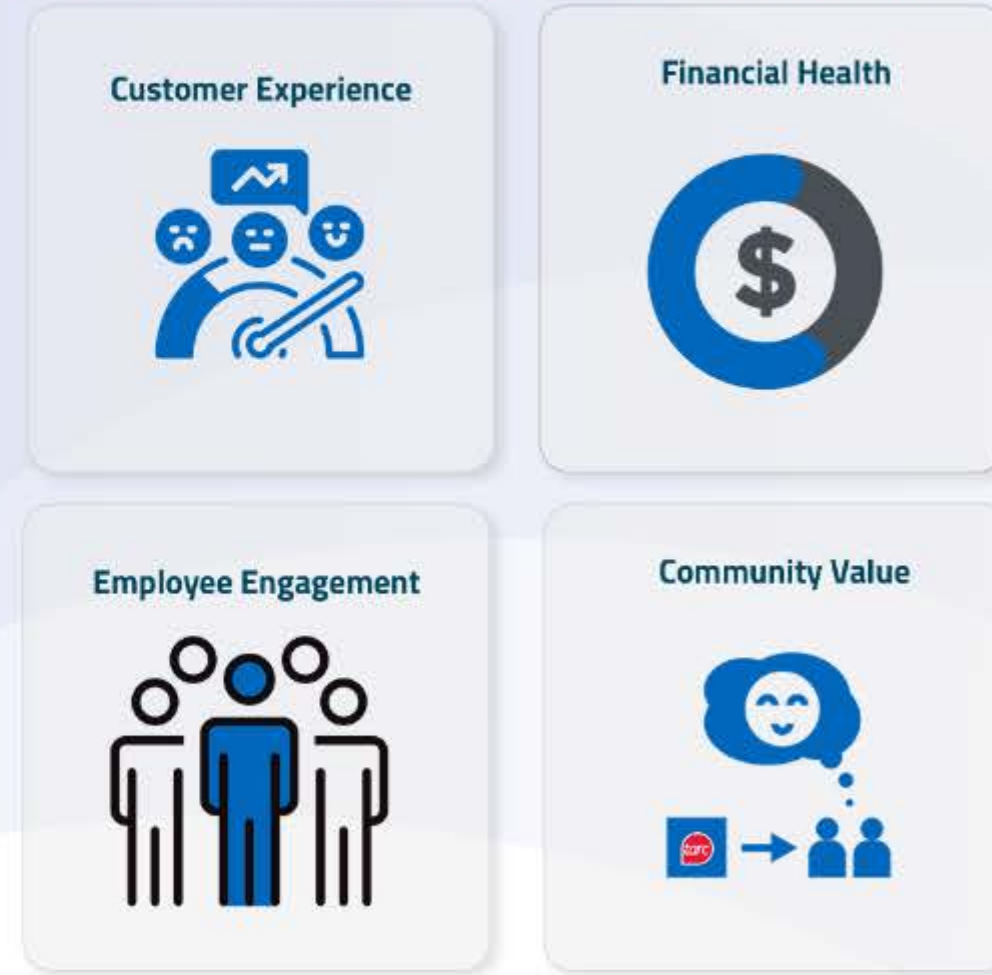
- Phase I – For selected priority project, develop realistic project timeline.
- Move forward with design and engineering plans development.
- Prepare grant applications and pursue funding opportunities for project implementation.
- Identify project champions and key stakeholders to support this process.
- Outline project plan and timeline for the next FY.

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.



Customer Experience Metric Index

Metric	Performance Goal	Goal Points
Customer Net Promoter Score	Establish Baseline	12
Overall Customer Satisfaction	Establish Baseline	10
On-Time Performance	Identify Goal	4
On-Time Performance - Impression	Establish Baseline	3
Customer Impression Metric	TBD	3
Customer Impression Metric	TBD	3
Total		35

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.



Financial Health Metric Index

Metric	Performance Goal	Goal Points
Revenue/Expense Difference Before Capital	Identify Goal	7
Budget Adherence	Identify Goal	7
Overall Customers/Revenue Hour	Identify Goal	4
Average Wage Compared to Regional Median Income	Identify Goal	2
Total		20

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.



Employee Engagement Metric Index

Metric	Performance Goal	Goal Points
Employee Engagement	Establish Baseline	10
Employee Recognition and Appreciation	Establish Baseline	6
Understanding of Mission and Vision	Establish Baseline	5
Employee Impression of Communication and Transparency	Establish Baseline	5
Training - Participation	Identify Goal	2
Training - Impression of Value	Establish Baseline	2
Total		30

TARC SCORECARD

Quarterly Performance Monitoring

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

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

Customer Experience



Financial Health



Employee Engagement



Community Value



Community Value Metric Index		
Metric	Performance Goal	Goal Points
Community Perception of Value	Establish Baseline	5
Community Perception of Access	Establish Baseline	5
Community Awareness of TARC	Establish Baseline	5
Total		15

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) 585-1234
TTY: (502) 213-3240
info@ridetarc.org**