

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, April 25, 2023 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 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 Maria Fischer-Boothe at 502.561.5108. Requests made as early as possible will allow time to arrange accommodation.

TARC BOARD OF DIRECTORS MEETING

Agenda – April 25, 2023



I.	Quorum Call/Call to Order	Carla Dearing	1:30
	a. Approval of March Meeting Minutes	Board of Directors	1:35 – 1:40
II.	Staff Reports and Presentations		1:40 – 2:10
	a. February 2023 Financial Statements	Tonya Carter	
	b. TARC Monthly Performance Report	Staff	
	c. Presentation of Customer Experience and Community Value Survey Results	Transpro	
III.	Action Items		2:10 – 2:40
	a. Resolution 2023 - 06 TARC Fiscal Year 2024 Budget	Carrie Butler Tonya Carter	
	b. Resolution 2022-05 Amendment to HRIS services Addition of Background Checks to ADP platform	Melissa Fuqua	
IV.	Old Business		
V.	New Business		
VI.	Chair's Report and Subcommittee Reports		2:40 – 2:50
	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	2:55 – 3:05
VIII.	Proposed Agenda Items	Carrie Butler	3:05 – 3:15
	a. Contract amendments:		
	i. Bus Transmission; Hybrid Bus Batteries; Fire Alarm Testing/Services		
	b. Mobile Ticketing		
	c. Marketing, Communication and Government Affairs		
	d. On Board Intelligent Transportation Systems (ITS)		
	e. Architecture, Engineering, Environmental and Planning Indefinite Delivery/Quantity ID/IQ		
	f. Ballistic Protection for Historic Union Station		
	g. Renovation of 925 W. Broadway facility		
IX.	Adjournment		3:20

TARC BOARD OF DIRECTORS MEETING



March 28, 2023 Board Meeting Minutes

The Board of Directors of Transit Authority of River City (TARC) met on March 28, 2023 at 1:30 p.m. in person at TARC Board Room, 1000 W. Broadway.

Board Members Present

In Person

Carla Dearing
Gary Dryden
Ted Smith

Virtual

Tawanda Owsley
Bonita Black

Quorum Call

Vice Chair Carla Dearing called the meeting to order at 1:32 p.m.

Adoption of Minutes

The motion was duly moved for the February 28, 2023 Board Meeting minutes by Carla Dearing. The motion was duly moved by Tawanda Owsley and seconded by Ted Smith. The Board of Directors unanimously adopted the February 28, 2023 Board Minutes.

Staff Reports and Presentations

Carrie Butler shared with the Board a couple of changes to the agenda to allow more time for the First Look at the 2024 Budget presentation. She touched on a long-time employee's celebration, Pat Bruce retirement and the Transit Worker Appreciation Day.

Carrie also updated the Board regarding the service changes coming in August. TARC has held 2 public hearings so far with a 3rd planned for early in April. The lines of communication are open for the public to share their concerns regarding the changes.

John Lockhart shared Transportation Report – refer to PowerPoint

Keith Shartzter shared Safety Report – refer to PowerPoint

Operator refresher courses & retaining

- Question from Carla Dearing how is the operator retraining going. Keith Shartzter said there have been several trainings over the course of several weeks. Bill Parsons conducted a 3-hour training course on de-escalation for our operators. Survey conducted at the end of the sessions had positive feedback.

Anna Cooper shared Customer Service Report – refer to PowerPoint

Jennifer Miles shared Paratransit Report– refer to PowerPoint

TARC BOARD OF DIRECTORS MEETING



January Financial Statements

Tonya Carter presented the January Financials – refer to PowerPoint

- Question from Tawanda Owsley since we are in last quarter of our budget, are we expecting major expenses? Tonya, stated we are in good shape as far as operational expenses. We can shift Covid money if it is needed before we tap into the trust fund dollars.

First Look at 2024 Budget

Tonya Carter & Carrie Butler presented the First look at 2024 Budget refer to PowerPoint

Carrie presented the 2024 Budget overview and income streams, and provided that TARC is in really good shape in the short term. However, it's a different story when you start looking further out, 3 to 5 years where the financial position changes. We really need to plan for the future starting now. Next month we will share a more detailed budget for board approval. It then will be presented to the Metro Council in May and then on to the State in June for our start of our fiscal year in July 1.

Refer to PowerPoint presentation

- Question from Carla Dearing asking the meaning of the benefits from the BIL. Carrie, there was a tremendous amount of dollars added to the BIL, Bipartisan Infrastructure Law.

Tonya Carter present the expense looking back over the past 10 years and looking forward in 2024. Revenues are not keeping up with the expenses. We have had some good fortune with federal help that TARC was were able to take advantage of to help the budget.

Refer to PowerPoint presentation

- Discussion continued between Gary Dryden, Ted Smith, Tonya Carter and Carrie Butler regarding the aging of our community and the need for more paratransit services. All agreed it is an area that needs to be closely watched and possible adjustments made to the budget in the coming years.

Geoffrey Hobin presented the capital and grant side of the budget.

Refer to PowerPoint presentation

Aida Copic shared with the Board Grant dollars TARC has received to reevaluate routes based on development patterns in our community, to set up routes where employment hubs are located.

- Question from Ted Smith how much capital budget is deferred maintenance for this campus. Geoffrey said, it is well over \$50 million.

Carrie closed out the budget discussion with several areas that will continually be reviewed and put in to place best practices to hold down costs with as little as possible impact to services. TARC will continue to explore federal dollars through grants.

TARC BOARD OF DIRECTORS MEETING



Carrie discussed 1974 Referendum and no revenue has been considered since for public transit. The Board would approve a resolution to be presented to Metro Council that could include 1 of 3 ideas: 1. Increase in the occupation fee; 2. Increase in the sales tax; 3. a property tax increase. Metro Council would then need to approve it and place it on the ballot for the voters to decide. It has been done successfully in many other communities, but it is a big lift

- Gary Dryden's suggestion is to take a good look at this concept over the next year so we would have a good solid plan. Could Tonya do a plan based on various scenarios.
- Board members continued the discussion of additional income streams.

Pat Mulvihill shared with the Board a historical perspective of referendums being passed in our community.

Action Items

Dwight Maddox presented Resolution 2023 – 03 Extension of Vontas Support and Maintenance

- The motion was duly moved for approval by Carla Dearing. The motion seconded by Ted Smith. The Board of Directors unanimously adopted the resolution.

Dwight Maddox presented Resolution 2023 – 04 Extension of Trapeze Annual Software Support

- The motion was duly moved for approval by Carla Dearing. The motion was seconded by Gary Dryden. The Board of Directors unanimously adopted the resolution.

Geoffrey Hobin presented Resolution 2022-18 - Change Order to Contract 2020641 with Hall Contracting 30th Street Training Lot Project.

- The motion was duly moved for approval by Carla Dearing. The motion was seconded by Tawanda Owsley. The Board of Directors unanimously adopted the resolution.

Geoffrey Hobin presented Resolution 2023-05 – Purchase of Two Low-Floor Paratransit Vehicles

- The motion was duly moved for approval by Carla Dearing. The motion was seconded by Gary Dryden. The Board of Directors unanimously adopted the resolution.

Committee Report

Finance Committee we only have 30 days to review the 2024 budget.
HR Committee nothing to report

TARC BOARD OF DIRECTORS MEETING



Public Comment

Pat Mulvihill **Public Comment Preamble:** The TARC Board values hearing from its customers, TARC employees and public at large. This Board will not respond in this meeting to any comments made at this time. However, TARC will post a response on TARC's website regarding the comments made by the following meeting. In addition, the TARC Board may assign the feedback or comments to be further examined by its subcommittees and, if warranted, further addressed by TARC.

Public Comment received on line

i am not seeing where my question(s) from last month answered- please advise. Ty 2_ in regards to the 40 x being eliminated - going from "4" options in the morning along "2" options in the evening makes zero sense to me- would like to learn the reasoning behind this proposed change. I did ring the mayor's office and all "26" council members and express my concerns- ty -Pegg

Upcoming Proposed Agenda Items

- a. Mobile Ticketing
- b. Marketing, Creative and Government Affairs Services
- c. Architecture, Engineering Environmental and Planning ID/IQ
- d. On-Board ITS

Adjournment

The motion was duly moved to adjourn the Board Meeting by Carla Dearing. The motion was duly moved by Ted Smith and seconded by Gary Dryden. The Board of Directors unanimously accepted adjournment at 2:50.



BOARD OF DIRECTORS
APRIL 25, 2023

APRIL OPERATIONAL UPDATE





HIGHLIGHTS

SINCE THE LAST BOARD MEETING ...

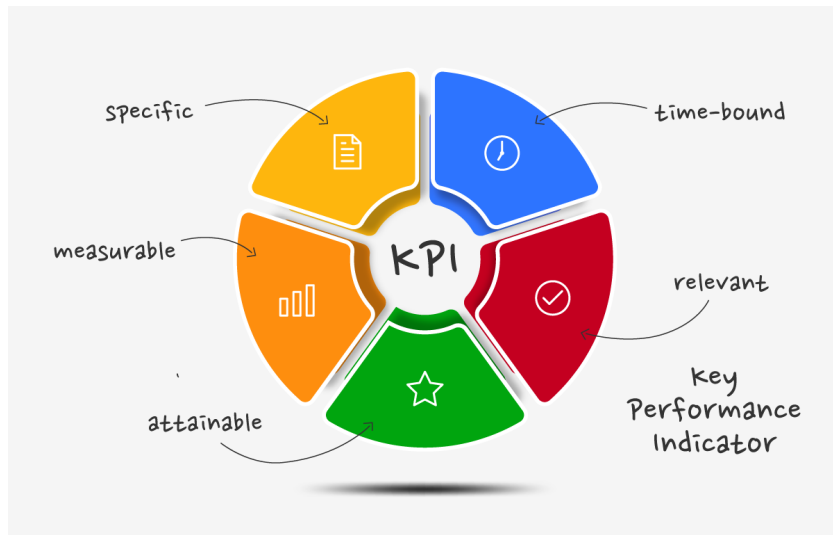
- Honorable Lt. Governor Jacqueline Coleman presented a Congestion Mitigation and Air Quality (CMAQ) grant award of \$1.75 million for two new zero-emission buses
- Louisville Mayor Craig Greenburg attended the TARC ATU Local 1447 Retiree Luncheon
- Our newest bus arrivals, in a new bright blue color, are out on the road
- Hosted a virtual public meeting to discuss proposed August service changes
- Promoting Thunder Over Louisville service, fare-free thanks to our partners at Humana



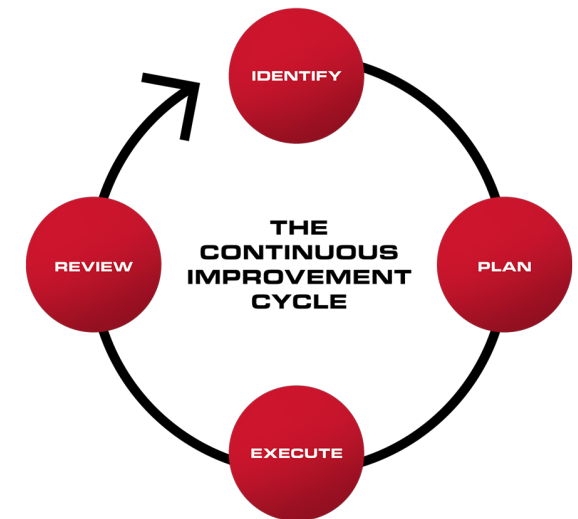
Humana. Your Journey, Our Priority. **tarc**
Fare-Free Service sponsored by Humana
www.ridetarc.org

MONTHLY REPORT CHANGES

- **Refreshed Approach** – increase accountability, transparency, and to drive service excellence.
- **Performance Dashboard** - to communicate operating performance in service delivery and utilization.
- **Score Card** – utilize standard measures used throughout the transit industry setting goals and putting systems in place to achieve them.
- **Continuous Improvement** – identify areas for improvement, create action plans



S	M	A	R	T
SPECIFIC	MEASURABLE	ATTAINABLE	RELEVANT	TIME-BOUND
Define your goal in detail. Be as specific as possible.	Decide how you will measure success.	Set realistic goals that challenge you, but are achievable.	Ensure your goal is results-oriented.	Set a clear deadline and monitor your progress.
G	O	A	L	S





SAFETY

SAFETY PREVENTABLE ACCIDENTS

Monthly

15

TYPE OF ACCIDENTS

Moving Vehicle	2	13.3%
Stationery Vehicle	2	13.3%
Fixed Object	11	73.4%

YTD

120

PREVENTABLE ACCIDENTS / 100K MILES

Monthly

2.7

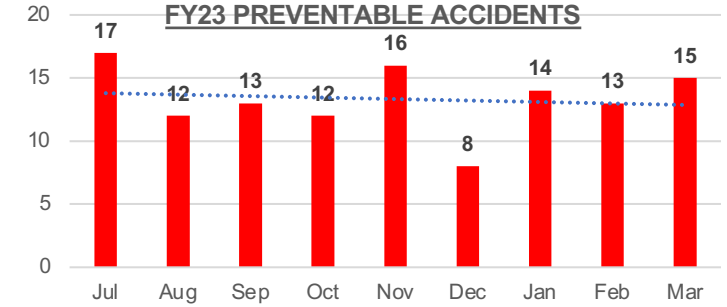
For the year, we are trending down!

YTD

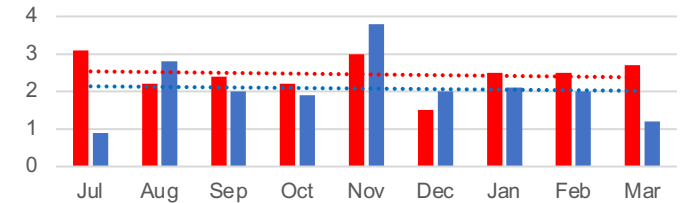
2.4

PASSENGER DISRUPTIONS – 25 INCIDENTS

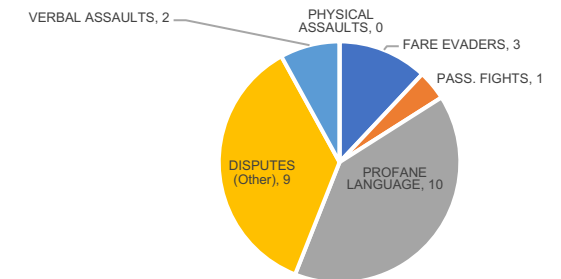
Profane Language	10	Verbal assaults	2
Fare evaders	3	Physical Assaults	0
Passenger fights	1		
Disputes	9		



PREVENTABLE ACCIDENT AFR FY22 vs FY23



MARCH – PASSENGER DISRUPTIONS



- FARE EVADEERS
- PASS. FIGHTS
- PROFANE LANGUAGE
- DISPUTES (Other)
- VERBAL ASSAULTS
- PHYSICAL ASSAULTS

ACTION PLAN

- De-escalation training (Annual Operator Refreshing Training – Bill Parsons)
- Active shooter training (planned)
- 1:1 coach with operators on safety and security responses on bus
- Realigning Morgan safety and security resources to monitor facilities and campuses more effectively
- Realigning Off Duty Services to safety and security resources to be available to deter disruptive and criminal activity in the community
- On bus covert alarm testing campaign
- Created 60-second infomercial in a heavy rotation safety/security reminders on bright sign
- Safety Department personnel weekly rides on bus



MARCH RIDERSHIP

FIXED ROUTE

Monthly

524K

+ 9.0% VLM
+ 13.8% VLY

YTD

4.37M

PARATRANSIT

Monthly

29.9K

+11.8% VLM
+8.4% VLY

YTD

245.2K

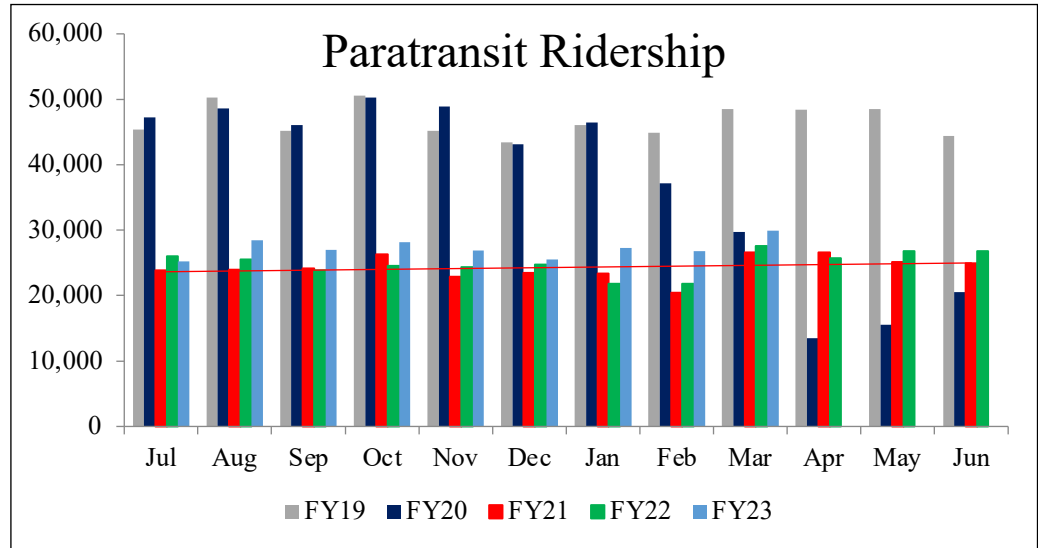
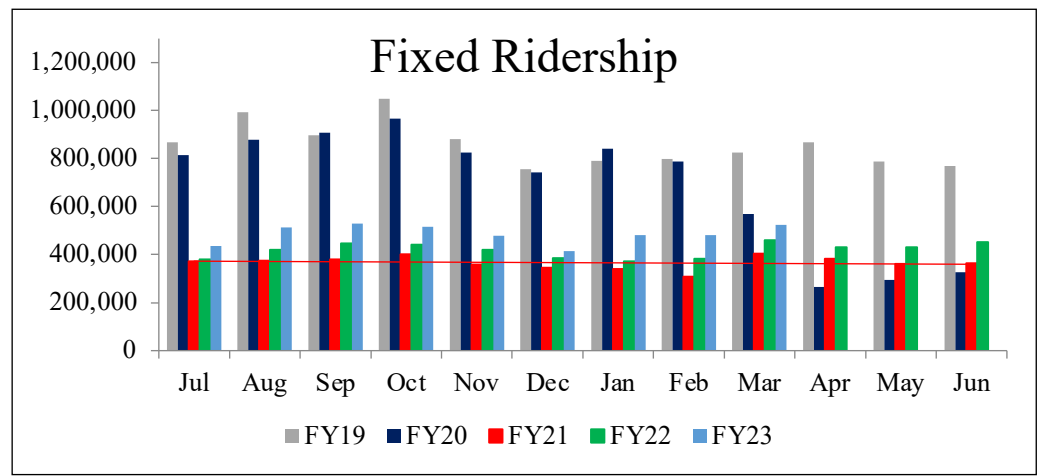
COMBINED

This Month Last Year

488,116

This Month, This Year

554,030



+18% VLY



MARCH ON-TIME PERFORMANCE

FIXED ROUTE

Monthly

75%

-1% VLM
-5% VLY

YTD

76%

PARATRANSIT

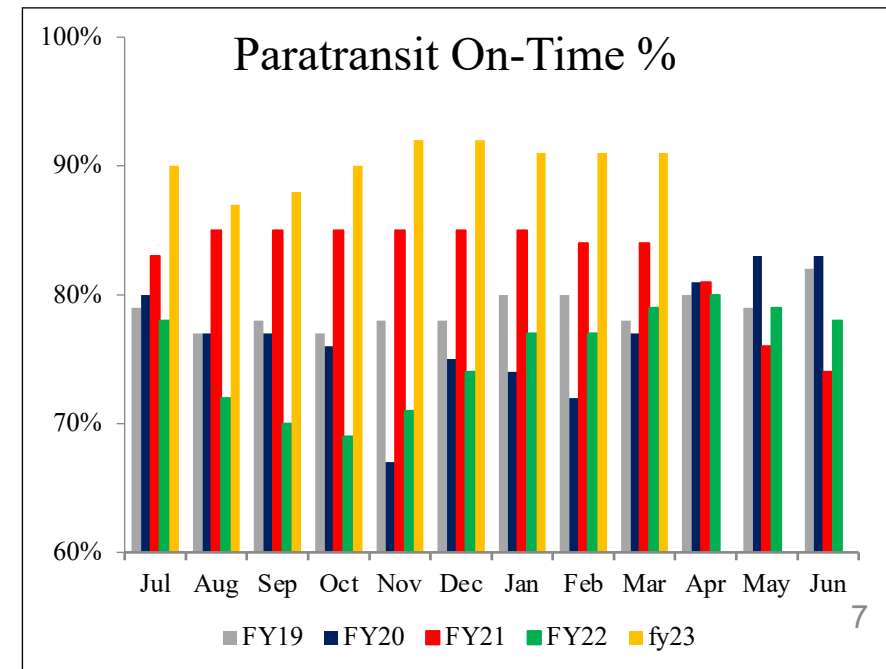
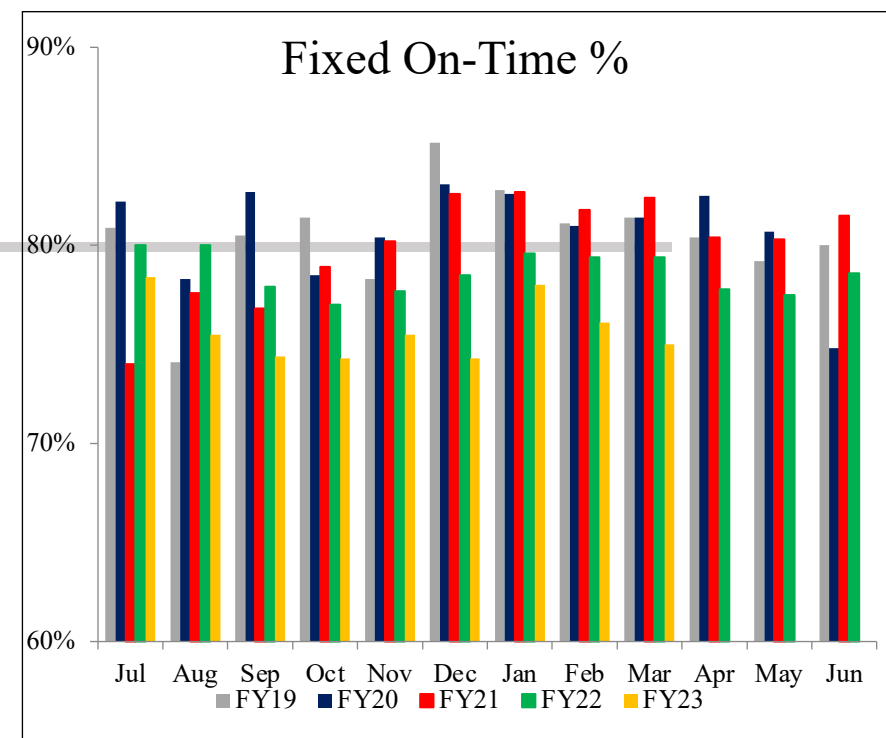
Monthly

91%

0% VLM
0% VLY

YTD

90%





CUSTOMER SERVICE FEEDBACK

FIXED ROUTE

Monthly

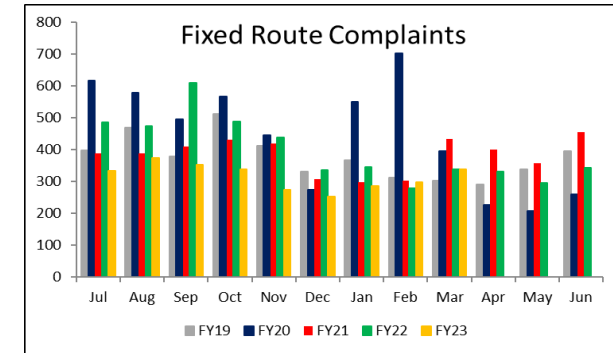
339

14% VLM
1% VLY

YTD

2.8K

-25% VLY



PARATRANSIT

Monthly

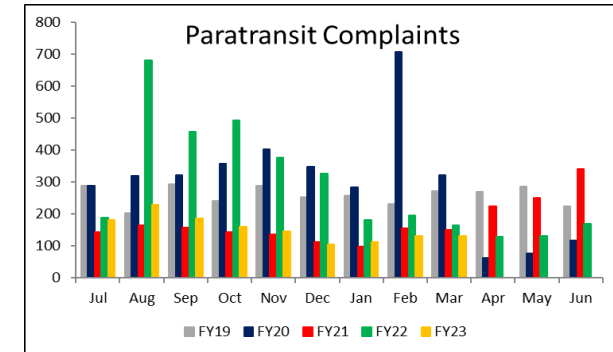
132

0% VLM
-20% VLY

YTD

1.4K

-55% VLY



COMPLAINTS / 1,000 RIDERS

Monthly

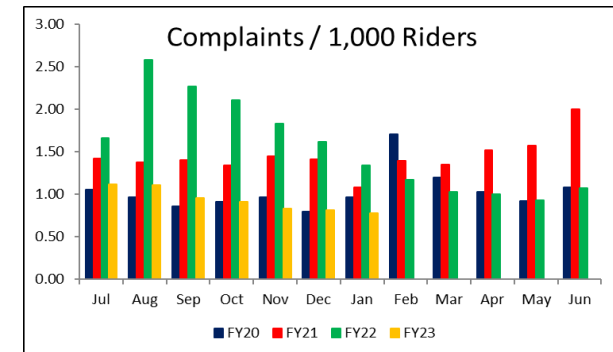
.85

0% VLM
-17% VLY

YTD

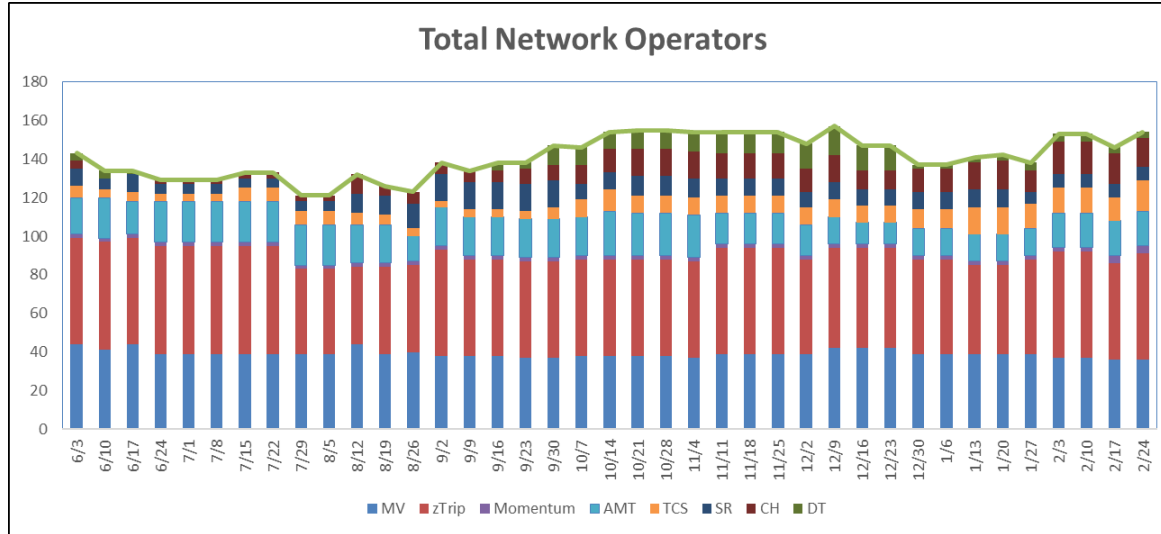
.91

-47% VLY





TARC3 (PARATRANSIT) OPERATOR STAFFING



Total Network Headcount to Date: 152 (+46% from January 2022)

Operator Updates

- 152 total operators
- Multiple training classes conducted throughout month; 9 total trainees

Operator Counts

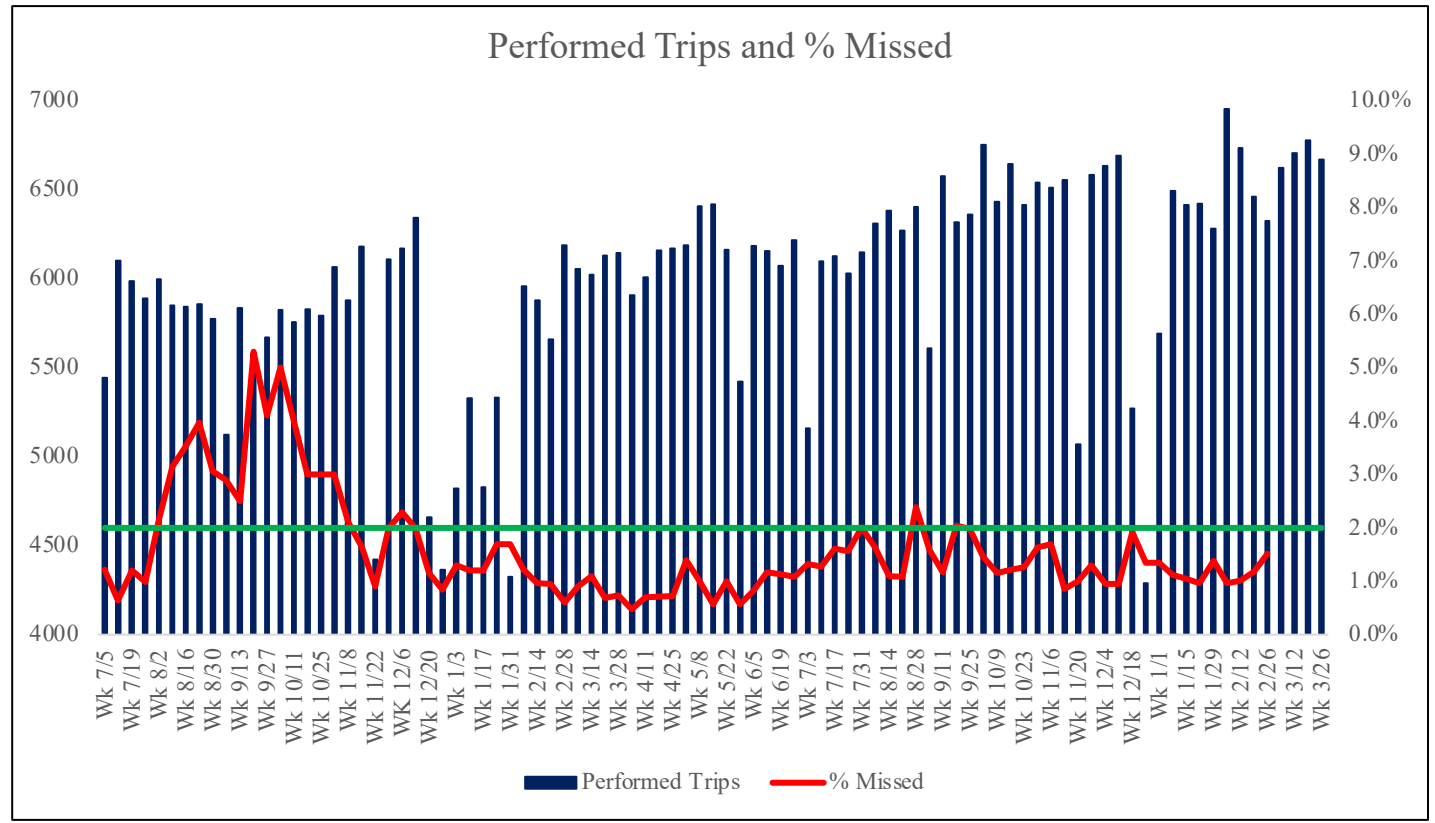
- MV Transportation – 36
- zTrip – 55
- Alpha Medical – 14
- Choice Medical – 16
- Diversity Medical – 4
- Transport Care – 14
- SilverRide – 9
- Momentum - 4

Recruiting Efforts

- Frequency of classes and interviews will slow down as we approach targeted number of operators



MV WEEKLY PERFORMANCE



% Missed Trips

March 2023 Missed Trips: 0.88%

29,904 Performed Trips



MV LIQUIDATED DAMAGES

PARATRANSIT

Monthly

YTD

\$34.3K

+89% VLM
-51% VLY

\$484K

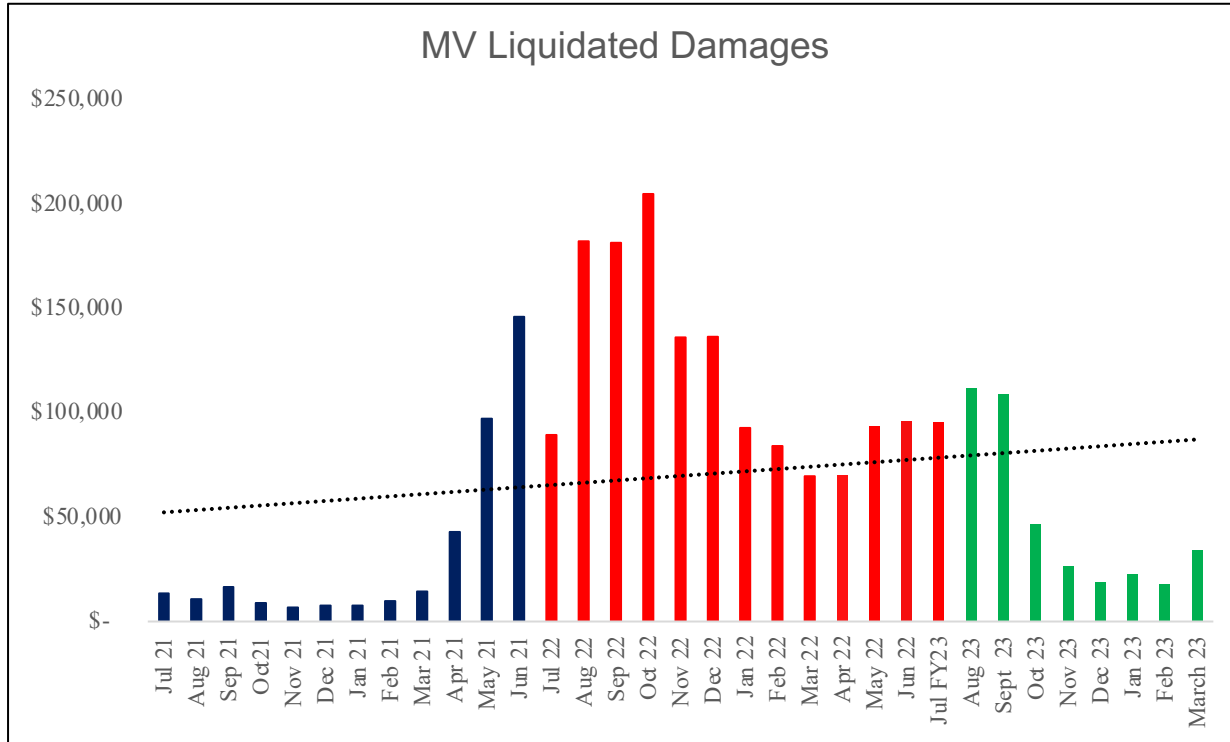
-59% VLY

Monthly Details

\$18.6K (54%), Late Trip, > 30 mins late

\$6.8K (20%), Missed Trips

\$6K (17%), On Time, < 93%



Types of Penalties:

Missed Trip

Late Trip

On-Time Performance

Excessive Trip Length

Customer Complaints

Compromised Safety

Maintenance



APRIL BOARD OF DIRECTORS UPDATE

April 25, 2023

**TARC Board of Directors
Financial Summary
February 2023, Fiscal Year 2023**



Current Month Revenues Compared to Budget

Total Operating Revenues are over budget \$102,481 (pg. 2, line 9) due to most revenues being over budget. Total Non-Operating Revenues (Subsidies) are under budget \$864,107 (pg. 2, line 16) mainly due to applying less Federal Reimbursement Funds-FTA due to Operating Expenses being under budget and Operating Revenues being over budget. Total Capital Contributions are over budget \$980,348 (pg. 2, line 25) mainly due to receiving buses. Total Revenues with Capital are over budget \$218,723 (pg. 2, line 27) as mentioned in the above.

Current Month Expenses Compared to Budget

Total Operating Expenses are under budget \$761,626 (pg. 2, line 41) mainly due to Fringes & Benefits, Casualty & Liability, Purchased Transportation and Other Expenses being under budget. Total Capital expenses are under budget \$86,716 (pg. 2, line 48) compared to budget. Total Expenses with Capital are under budget \$848,342 (pg. 2, line 50) due to Operating Expenses and Capital expenses being under budget.

Current Month Actual Summary

Total Operating Revenues are \$716,474 (pg. 2, line 9) and Total Operating Expenses are \$7,308,922 (pg. 2, line 41) bringing the net to an unfavorable balance of \$6,592,448 before Subsidies are applied. After applying Subsidies \$6,592,448 (pg. 2, line 16) the net is balanced for the current month before Capital Contributions and Capital Expenses are applied.

YTD Revenues Compared to Budget

Total Operating Revenues are over budget \$722,777 (pg. 2 line 9) due to all Operating Revenues being over budget. Total Non-Operating Revenues (Subsidies) are under budget \$4,643,458 (pg. 2, line 16) mainly due to applying less Federal Reimbursement Funds-FTA due to Operating Expenses being under budget and Operating Revenues being over budget. Total Capital Contributions are under budget \$8,096,240 (pg. 2, line 25) mainly due to Facility Rehab and Info System timing of projects. Total Revenues with Capital are under budget \$12,016,921 (pg. 2, line 27) mainly due to applying less Subsidies and Capital Contributions being under compared to budget.

YTD Expenses Compared to Budget

Total Operating Expenses are under budget \$3,920,680 (pg. 2, line 41) mainly due to all expenses being under budget except Direct Labor, Fringe & Benefits and Utilities. Total Capital Expenses are under budget \$73,390 (pg. 2, line 48) compared to budget. Total Expenses with Capital are under budget \$3,994,070 (pg. 2, line 50) mainly due to Operating Expenses being under budget.

YTD Actual Summary

Total Operating Revenues are \$5,836,747 (pg. 2, line 9) and Total Operating Expenses are \$64,003,529 (pg. 2, line 41) bringing the net to an unfavorable balance to \$58,166,782 before Subsidies are applied. After applying Subsidies of \$58,166,781 (pg. 2, line 16) the net unfavorable balance is (\$1) (pg. 2, line 53) for year-to-date before Capital Contributions and Capital Expenses are applied. This can also be seen on page 8 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 (\$1) (pg.2, line 53) before applying the MTTFF Revenue receipts. February budgeted MTTFF receipts for revenue deposits is under budget \$1,119,435 (pg. 7) year-to-date. We currently have an unfavorable balance before capital year-to-date of \$1,119,437 (pg. 8) due to the MTTFF revenue deposits being under budget. MTTFF Net Profit Fees are under \$1,452,447 (pg. 7) and Employee Withholdings are over \$1,751,178 (pg. 7) year-to-date compared to last year.

Statement of Revenue - Expenses - with Capital Contributions

February 2023, Fiscal Year 2023



Description	Current Month				Fiscal Year-to-date			
	FY23 Total Budget	Actual	Budget	Over budget (Under budget)	Actual	Budget	Over budget (Under budget)	Percentage Remaining
Revenues								
1 Passenger Fares	4,464,920	382,498	359,591	22,907	3,333,047	2,898,149	434,898	25.35%
2 Paratransit Fares	840,866	79,082	62,240	16,842	640,148	599,601	40,547	23.87%
3 Special Fare Revenues (UofL, UPS and etc)	1,535,891	122,081	122,364	(283)	1,040,737	1,012,674	28,063	32.24%
4 Comp Specials	0	0	0	0	0	0	0	0.00%
5 Advertising Revenue	650,000	54,167	54,167	(0)	433,334	433,334	(0)	33.33%
6 Other Agency Revenues	213,300	73,770	11,464	62,306	337,688	136,878	200,810	-58.32%
7 Total Recoveries-Insurance	50,000	4,877	4,167	710	51,794	33,334	18,460	-3.59%
8								
9 Operating Revenues	7,754,977	716,474	613,993	102,481	5,836,747	5,113,970	722,777	24.74%
10								
11 MTF Contributions- Federated	59,696,312	4,859,022	4,859,022	0	40,573,342	40,573,342	0	32.03%
12 Local Government Funds - MTF	1,186,680	(12,023)	77,840	(89,863)	430,454	749,020	(318,566)	63.73%
13 Federal Reimbursement Funds - FTA	33,031,313	1,718,449	2,519,693	(801,244)	16,255,701	20,854,994	(4,599,293)	50.79%
14 State Government Funds	1,276,642	27,000	0	27,000	907,284	632,883	274,401	28.93%
15								
16 Total Non-Operating Revenues	95,190,947	6,592,448	7,456,555	(864,107)	58,166,781	62,810,239	(4,643,458)	38.89%
17								
18 Total Revenues Before Cap Contributions	102,945,924	7,308,922	8,070,548	(761,626)	64,003,527	67,924,209	(3,920,682)	37.83%
19							(3,920,682)	
20 Local Government Funds - MTF, Cap	6,813,860	1,609,672	1,398,343	211,329	2,000,797	3,694,134	(1,693,337)	70.64%
21 Federal Reimbursement Funds - FTA, Cap	28,492,408	6,469,696	5,700,677	769,019	8,310,682	14,725,620	(6,414,938)	70.83%
22 State Government Funds, Cap	0	0	0	0	12,035	0	12,035	0.00%
23 Other Agencies Revenue, Cap	0	0	0	0	0	0	0	0.00%
24								
25 Total Capital Contributions	35,306,268	8,079,368	7,099,020	980,348	10,323,514	18,419,754	(8,096,240)	70.76%
26								
27 Total Revenues	138,252,192	15,388,291	15,169,568	218,723	74,327,042	86,343,963	(12,016,921)	46.24%
28								
29								
Expenses								
30								
31								
32 Labor	31,366,902	2,574,026	2,542,229	31,797	21,465,148	20,440,686	1,024,462	31.57%
33 Fringes & Benefits	31,510,122	2,028,916	2,398,276	(369,360)	21,076,695	21,070,691	6,004	33.11%
34 Services	6,713,100	527,840	560,755	(32,915)	3,651,192	4,480,190	(828,998)	45.61%
35 Materials	7,440,936	623,385	600,217	23,168	4,461,277	4,947,136	(485,860)	40.04%
36 Utilities	1,035,600	90,998	99,300	(8,302)	767,646	706,400	61,246	25.87%
37 Casualty & Liability	3,413,070	93,407	253,173	(159,766)	1,804,422	2,190,384	(385,962)	47.13%
38 Purchased Transportation	20,541,764	1,347,442	1,540,747	(193,305)	10,509,503	13,467,642	(2,958,139)	48.84%
39 Interest Expense	2,660	122	162	(40)	2,098	2,418	(320)	21.13%
40 Other Expenses	921,770	22,787	75,689	(52,902)	265,547	618,662	(353,115)	71.19%
41 Operating Expenses	102,945,924	7,308,922	8,070,548	(761,626)	64,003,529	67,924,209	(3,920,680)	37.83%
42								
43								
44								
45 Development Cost & Loss on Disposal	861,993	50,005	34,103	15,902	243,185	164,808	78,377	71.79%
46 Depreciation Expenses	12,823,959	1,009,950	1,112,568	(102,618)	7,805,606	8,038,123	(232,517)	39.13%
47 Loss on Disposal of Assets	0	0	0	0	80,750	0	80,750	0.00%
48 Total Capital Expenses	13,685,952	1,059,955	1,146,671	(86,716)	8,129,541	8,202,931	(73,390)	40.60%
49								
50 Total Expenses	116,631,876	8,368,877	9,217,219	(848,342)	72,133,070	76,127,140	(3,994,070)	38.15%
51								
52								
53 Revenue / Expense Difference Before Capital	0	0	0	0	(1)	0	(1)	0.00%
54								
55 Revenue / Expense Difference After Capital	21,620,316	7,019,414	5,952,349	1,067,065	2,193,972	10,216,823	(8,022,851)	89.85%

Total Labor

February 2023, Fiscal Year 2023



		Current Month			Fiscal Year-to-date				
Description	FY23 Total Budget	Actual	Budget	Over budget (Under budget)	Actual	Budget	Over budget (Under budget)	Percentage Remaining	
1	Direct Labor	31,366,902	2,574,026	2,542,229	31,797	21,465,148	20,440,686	1,024,462	31.57%
2	Sick Leave	1,651,183	90,350	129,073	(38,723)	799,357	1,156,297	(356,940)	51.59%
3	Holiday	1,252,323	2,843	0	2,843	816,198	917,616	(101,418)	34.83%
4	Vacation	2,088,175	104,943	172,959	(68,016)	1,377,388	1,400,367	(22,979)	34.04%
5	Other Paid Absences	240,381	13,287	14,993	(1,706)	117,809	169,143	(51,334)	50.99%
6									
7	Total	36,598,964	2,785,450	2,859,254	(73,804)	24,575,901	24,084,109	491,792	32.85%
8									
9	Difference compared to Budget			(73,804)			491,792		
		Current Month			Year to Date				
Description	FY21 Total Budget	Actual	Budget	Over budget (Under budget)	Actual	Budget	Over budget (Under budget)	Percentage Remaining	
10	FICA	2,848,318	208,844	218,732	(9,888)	1,842,415	1,842,435	(20)	35.32%
11	Pension	10,262,221	662,767	764,852	(102,085)	6,310,375	6,675,497	(365,122)	38.51%
12	Hospital Medical & Surgical	10,509,847	671,226	828,020	(156,794)	5,819,861	6,624,160	(804,299)	44.62%
13	Vision Care Insurance	101,537	532	8,112	(7,580)	36,285	64,896	(28,611)	64.26%
14	Dental Plans	353,988	17,649	29,900	(12,251)	145,622	239,200	(93,578)	58.86%
15	Life Insurance	101,040	0	7,983	(7,983)	58,568	63,864	(5,296)	42.03%
16	Disability Insurance	155,544	0	12,276	(12,276)	83,835	98,208	(14,373)	46.10%
17	Kentucky Unemployment	40,000	(5,950)	5,000	(10,950)	4,493	15,000	(10,507)	88.77%
18	Worker's Compensation	1,850,000	251,004	195,834	55,170	3,372,467	1,566,672	1,805,795	-82.30%
19	Uniform & Work Clothing Allowance	277,000	10,970	10,333	637	289,102	235,664	53,438	-4.37%
20	Other Fringes	2,500	450	209	241	2,920	1,672	1,248	-16.80%
21	Total Fringe & Benefits	26,501,995	1,817,492	2,081,251	(263,759)	17,965,942	17,427,268	538,674	32.21%
22									
23									
24	Sick Leave	1,651,183	90,350	129,073	(38,723)	799,357	1,156,297	(356,940)	51.59%
25	Holiday	1,252,323	2,843	0	2,843	816,198	917,616	(101,418)	34.83%
26	Vacation	2,088,175	104,943	172,959	(68,016)	1,377,388	1,400,367	(22,979)	34.04%
27	Other Paid Absences	240,381	13,287	14,993	(1,706)	117,809	169,143	(51,334)	50.99%
28	Total Compensation Benefits	5,232,062	211,424	317,025	(105,601)	3,110,753	3,643,423	(532,670)	40.54%
29									
30	Total	31,734,057	2,028,916	2,398,276	(369,360)	21,076,695	21,070,691	6,004	33.58%
31									
32	Difference compared to Budget			(369,360)			6,004		



Balance Sheet

February 2023, Fiscal Year 2023

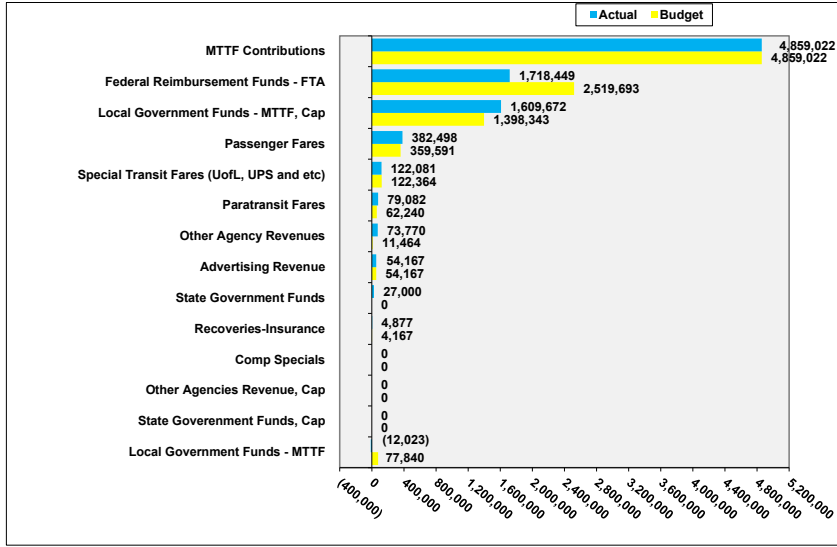
Assets	FY 23	FY 22	Liabilities, Reserves & Capital	FY 23	FY 22
Current Assets			Current Liabilities		
Cash & Cash Items	3,142,579	3,302,676	Long Term Debt	0	121,697
Short Term Investments	7,817,218	6,352,341	Short Term Debt	0	0
Accounts Receivable	93,213,332	55,230,036	Trade Payables	14,186,347	4,955,992
Interest Receivable	124	12	Accrued Payroll Liabilities	4,370,252	4,444,382
Due From Grant	80,000	80,000	Estimated Workmans Compensation	5,314,345	3,841,527
Materials & Supplies	127,015	1,762,073	Accrued Tax Liabilities	1,800	0
	-----	-----	Unredeemed Tickets & Tokens	1,645,373	1,677,209
Total Current Assets	104,380,269	66,727,138	Reserves - Injury & Damages	1,134,900	1,883,000
			Due To Operations	80,000	80,000
Other Assets			Unearned Capital Contributions	78,221,069	49,723,270
Prepaid Insurance & Dues & WIP	8,830,193	1,045,206	Other Current Liabilities (Health Ins.)	3,651,623	2,046,972
	-----	-----		-----	-----
Total Other Assets	8,830,193	1,045,206	Total Current Liabilities	108,605,710	68,774,048
				-----	-----
Fixed Assets			Equity		
Land	3,187,624	3,187,624	Retained Earnings	2,193,972	7,379,113
Buildings	49,692,957	49,393,666	Prior Year Retained Earning	78,980,037	75,248,859
Coaches	128,941,966	129,430,072		-----	-----
Office Equipment	10,736,576	10,451,787	Total Equity	81,174,009	82,627,973
Other Equipment	23,338,486	22,013,730		-----	-----
Development Costs	565,854	414,094	Total Liabilities & Equity	189,779,719	151,402,021
Vehicle Exp - Operating	1,420,405	1,420,405		=====	=====
Other Equipment -Operating	189,242	163,047			
	-----	-----			
Total Fixed Assets	218,073,109	216,474,424			
Less Accumulated Depreciation					
Accumulated Depr Land	773,226	739,287			
Accumulated Depr Buildings	29,657,168	28,136,490			
Accumulated Depr Coaches	83,435,786	76,036,574			
Accumulated Depr Office Equipment	9,327,832	8,562,312			
Accumulated Depr Other Equipment	18,900,380	18,113,150			
Accumulated Depr Development Cost	243,185	166,103			
Accumulated Depr Vehicle Exp - Opr	1,018,168	962,041			
Accumulated Depr Other Equipment Op	147,107	128,791			
	-----	-----			
Total Depreciation	143,502,851	132,844,748			
	-----	-----			
Net Fixed Assets	74,570,258	83,629,676			
	-----	-----			
Total Assets	187,780,719	151,402,021			
	=====	=====			

Actual Revenue vs. Budget

February 2023, Fiscal Year 2023



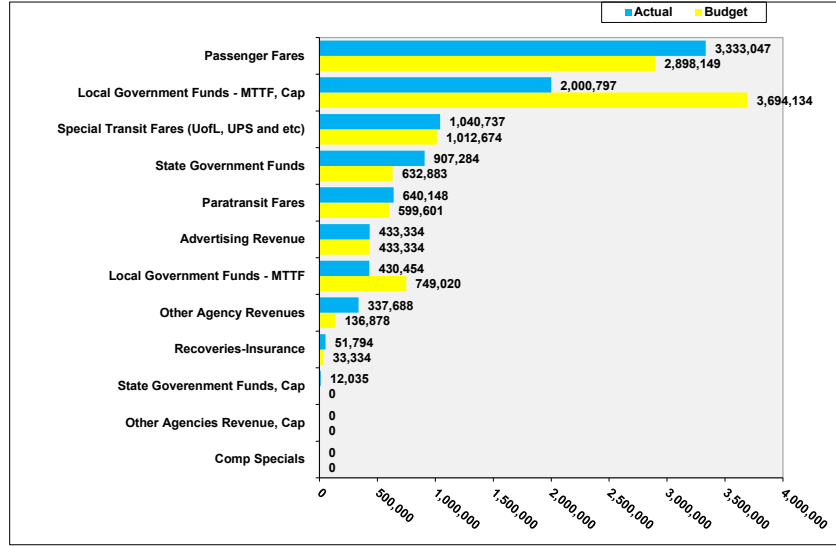
Current Month Revenues



MTTF \$4,859,022 Actual = \$4,859,022 Budget

- Passenger fares \$22,907 ▲
- Other Agency Revenues \$62,306 ▲
- Federal Reimbursement Funds - FTA \$801,244 ▼
- Federal Reimbursement Funds - FTA,Cap \$769,019 ▲

Year to Date Revenues



MTTF \$40,573,342 Actual = \$40,573,342 Budget

Federal Reimbursement Funds - FTA \$16,255,701 Actual < \$20,854,994 Budget

- Passenger fares \$434,898 ▲
- Other Agency Revenues \$200,810 ▲
- Federal Reimbursement Funds - FTA \$4,599,293 ▼
- Federal Reimbursement Funds - FTA,Cap \$6,414,938 ▼

CM

- * Federal Reimbursement Funds - FTA is under budget \$801,244 mainly due to operating expenses being under budget and state funds being over budget for the current month
- * Federal Reimbursement Funds - FTA,Cap is over budget \$769,019 mainly due receiving buses

YTD

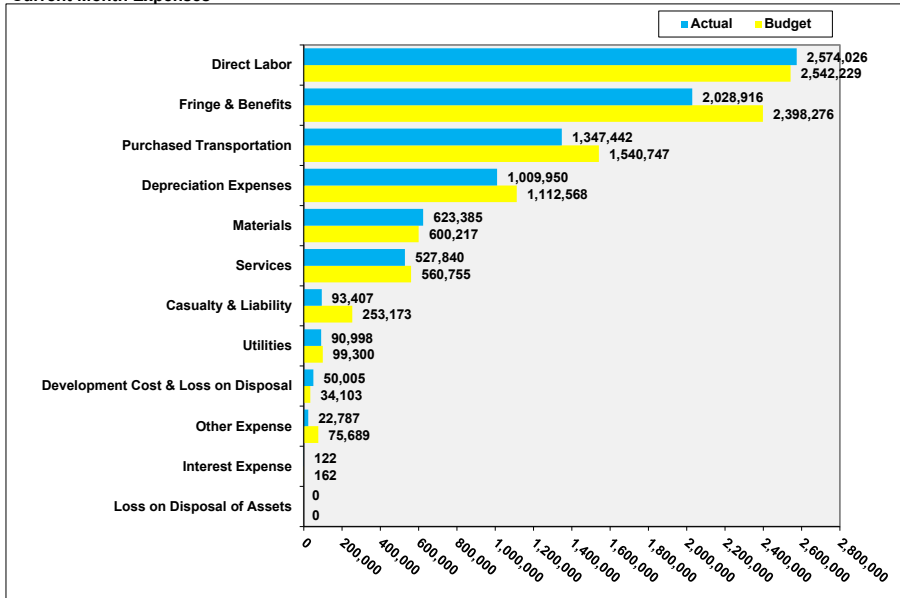
- * Federal Reimbursement Funds - FTA is under budget \$4,599,293 mainly due to operating expenses being under budget and operating revenues being over budget
- * Federal Reimbursement Funds - FTA, Cap is under budget \$6,414,938 mainly due to Facility Rehab & Info System projects being under compared to budget

Actual Expenses vs. Budget

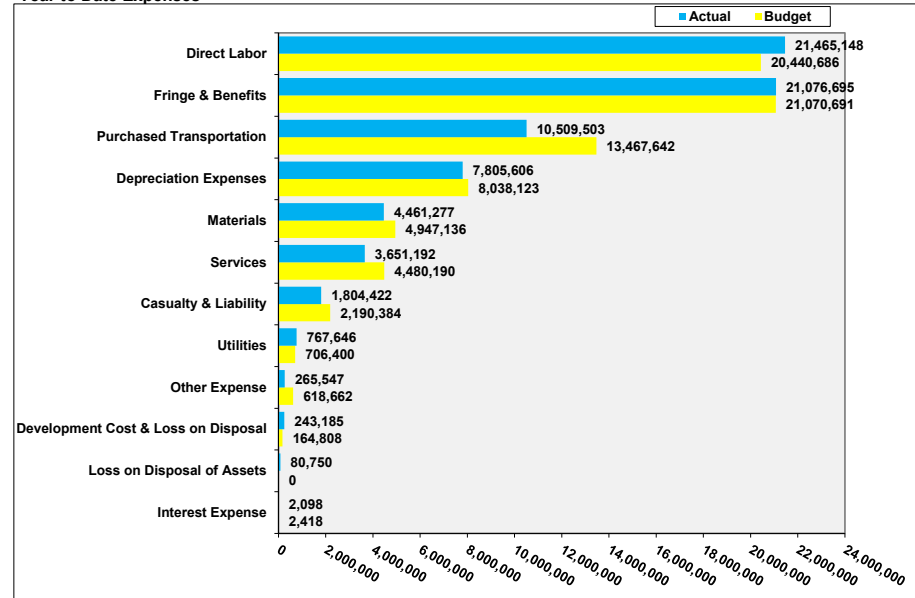
February 2023, Fiscal Year 2023



Current Month Expenses



Year to Date Expenses



Direct Labor \$31,797 ▲ Total Labor \$73,804 ▼
 Fringe & Benefits \$369,360 ▼
 Purchased Transportation \$193,305 ▼

Direct Labor \$1,024,462 ▲ Total Labor \$491,792 ▲
 Fringe & Benefits \$6,004 ▲
 Purchased Transportation \$2,958,139 ▼

CM

- * Fringe & Benefits are under budget \$369,360 mainly due to worker's compensation being over budget, offset by pension, medical and vacations being under budget
- * Purchased Transportation is under budget \$193,305 mainly due to mobility as a service

YTD

- * Fringe & Benefits are over budget \$6,004 mainly due to workers compensation being over budget and offset by pension, medical and sick leave
- * Purchased Transportation is under budget \$2,958,139 mainly due to revenue hours, penalties and mobility as a service

MassTransit Trust Fund (MTTF) Revenue Deposits



Deposit to Budget Difference FY 2023

Month	FY 23 Actual Deposits	FY 23 Budget Deposits	Difference	YTD Total	Current Month	YTD
July	\$4,500,817	\$4,649,020	(\$148,203)	(\$148,203)	-3.19%	
August	\$5,003,555	\$4,699,540	\$304,015	\$155,812	6.47%	1.67%
September	\$6,140,805	\$5,962,117	\$178,688	\$334,500	3.00%	2.18%
October	\$3,989,046	\$4,213,468	(\$224,422)	\$110,079	-5.33%	0.56%
November	\$4,440,361	\$5,247,391	(\$807,030)	(\$696,951)	-15.38%	-2.81%
December	\$6,311,630	\$6,845,244	(\$533,614)	(\$1,230,565)	-7.80%	-3.89%
January	\$6,242,579	\$6,549,775	(\$307,196)	(\$1,537,761)	-4.69%	-4.03%
February	\$4,542,043	\$4,123,717	\$418,326	(\$1,119,435)	10.14%	-2.65%
March		\$5,536,407				
April		\$8,240,000				
May		\$5,514,800				
June		\$6,031,516				
TOTAL	<u>\$41,170,836</u>	<u>\$67,612,994</u>				

MTTF Revenue Deposits - Actuals

LOUISVILLE METRO REVENUE COMMISSION TARC LICENSE FEE TRANSACTIONS
--

	February 2023	February 2022	YTD FYE 2023	YTD FYE 2022	Difference Amount	Percent Change
Receipts						
Employee Withholding	\$ 4,211,694	\$ 3,807,983	\$ 36,697,021	\$ 34,945,843	\$ 1,751,178	5.01%
Individual Fees	28	176	392	243	149	61.20%
Net Profit Fees	308,468	210,576	4,572,627	6,025,074	(1,452,447)	-24.11%
Interest & Penalty	54,598	38,597	650,659	464,787	185,872	39.99%
Total Collections	\$ 4,574,788	\$ 4,057,332	\$ 41,920,699	\$ 41,435,946	\$ 484,753	1.17%
Investment Income	\$ 29,015	\$ 1,051	\$ 109,006	\$ 5,786	\$ 103,220	1783.82%
Total Receipts	\$ 4,603,803	\$ 4,058,383	\$ 42,029,705	\$ 41,441,733	\$ 587,972	1.42%
Disbursements						
Collection Fee	\$ 61,760	\$ 54,774	\$ 565,928	\$ 559,385	\$ 6,543	1.17%
Reversal of FY22 Investment Income	\$ -	\$ -	\$ 4,534	\$ -	\$ 4,534	
Total Disbursements	\$ 61,760	\$ 54,774	\$ 570,462	\$ 559,385	\$ 6,543	1.17%
Due Mass Transit Less Previous Payments Payable To Trust Fund	\$ 4,542,043	\$ 4,003,609	\$ 41,459,243	\$ 40,882,348	\$ 576,895	1.41%
			36,917,200	36,878,739	38,461	0.10%
			\$ 4,542,043	\$ 4,003,609	\$ 538,434	13.45%



Year to Date Summary

February 2023, Fiscal Year 2023

Actual Compared to Budget YTD

	Good	In the Red	
Total Revenues before Capital are Over/ Under by (pg. 2, line 18)		\$3,920,682	
Total Expenses are Over/ Under by (pg. 2, line 41)	\$3,920,680		
MTTF Revenue Deposits are Over/ Under by (pg. 7)		\$1,119,435	
February has a unfavorable balance before Capital of	\$3,920,680	\$5,040,117	(\$1,119,437)

Actual Revenues over Expenses

Operating Revenues	\$5,836,747
Operating Expenses	\$64,003,529
Net Gain/(Loss) before MTTF	(\$58,166,782)
MTTF Approved Contributions	\$40,573,342
Net Gain/(Loss) before Subsidies	(\$17,593,440)
 Subsidies	
CRSSAA	\$12,058,902
ARPA	\$2,288,829
5307 Federal Formula dollars to be used as (CEER)	\$1,907,970
MTTF Local Share	\$430,454
State Contributions	\$907,284
Total Subsidies	\$17,593,439
 Net Gain/(Loss) before Capital	 (\$1)



Reimbursement Funds Only and a One Time Funding Source

	TARC Share	Actual FY 2020	Actual FY 2021	Actual YTD FY 2022	Actual YTD FY 2023	Remaining Balance	Budget YTD FY 2023	Delta Actual FY 2023 vs Budget FY 2023
CARES*	\$42,276,008	\$4,341,151	\$26,847,680	\$11,087,177		\$0	\$0	
CRRSAA**	\$21,374,688			\$9,315,786	\$12,058,902	\$0	\$4,896,014	\$7,162,888
ARP***	\$48,293,376				\$2,288,829	\$48,293,376	\$20,504,079	(\$18,215,250)
Total	<u>\$111,944,072</u>	<u>\$4,341,151</u>	<u>\$26,847,680</u>	<u>\$20,402,963</u>	<u>\$14,347,731</u>	<u>\$48,293,376</u>	<u>\$25,400,093</u>	<u>(\$11,052,362)</u>

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

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


*** KY-2022-003 was approved/Executed 5/24/2022

Customer Experience & Community Value

Survey Results – Wave 1
February/March 2023



Contents

 *TARC3 (Paratransit)*

 Methodology

 Survey Results

 *TARC (Fixed Route Bus)*

 Methodology

 Survey Results

 *Community Value*

 Methodology

 Survey Results

 *Questions*

TARC3 Paratransit

Methodology

Paratransit



Called customers who have taken at least one trip in the previous six months through random sampling.



365 customers surveyed



Administered by trained surveyors.



9 weekdays from
February 12 – 22, 2023



Results are accurate at a 95% confidence level with a margin of error of $\pm 5.1\%$.

Paratransit Results Overview

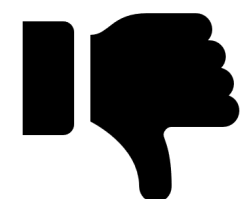
89% of customers are satisfied with TARC3 service.

Customers are **MOST** satisfied with...



- ▶ TARC3 Community Value (98%)
- ▶ Safe securing of mobility devices (93%)
- ▶ TARC3 coverage (93%)

Customers are **LESS** satisfied with...

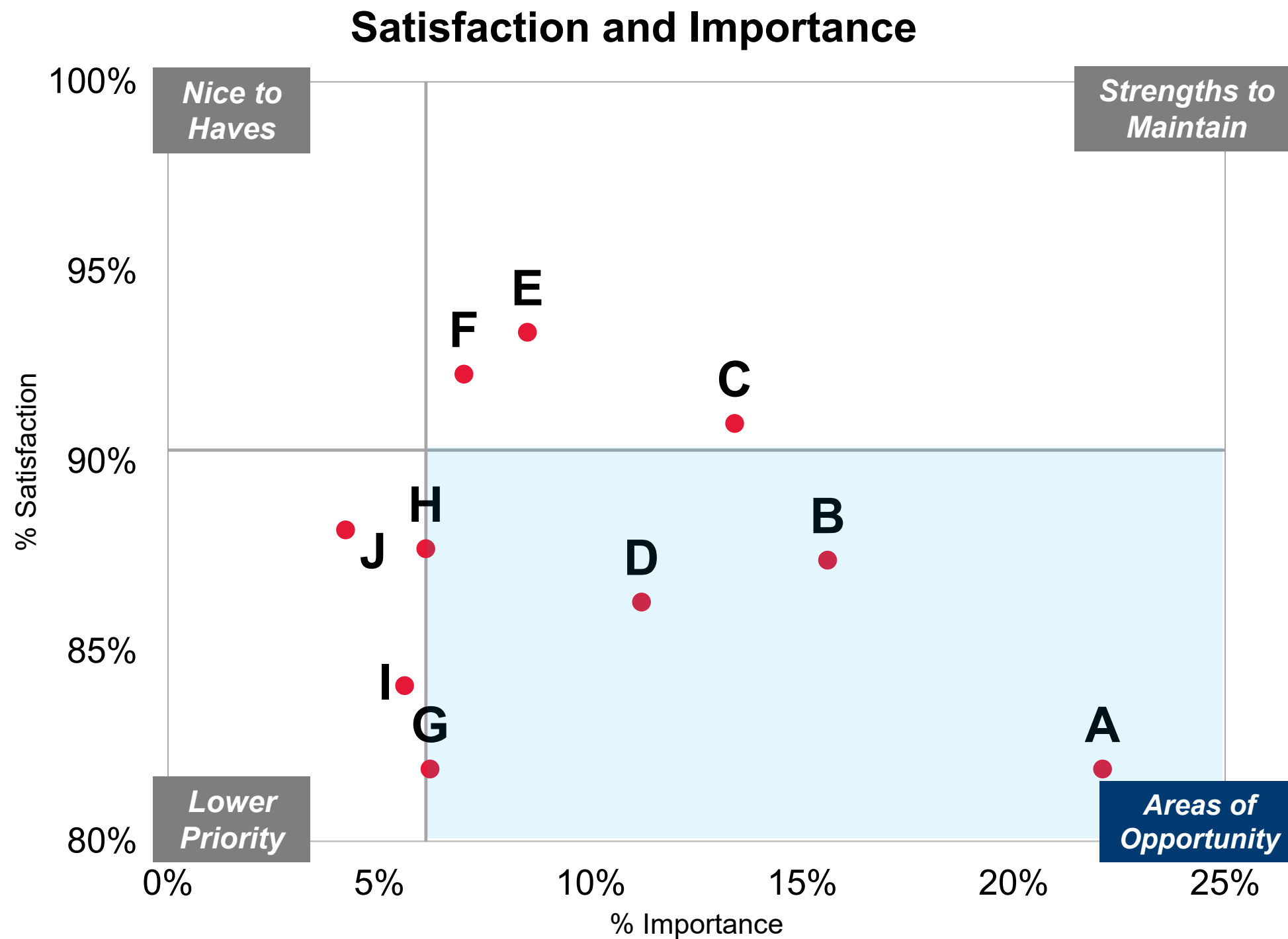


- ▶ On-time performance (82%)
- ▶ Vehicle cleanliness (84%)
- ▶ Vehicle comfort (85%)

Most Important Elements of TARC3:

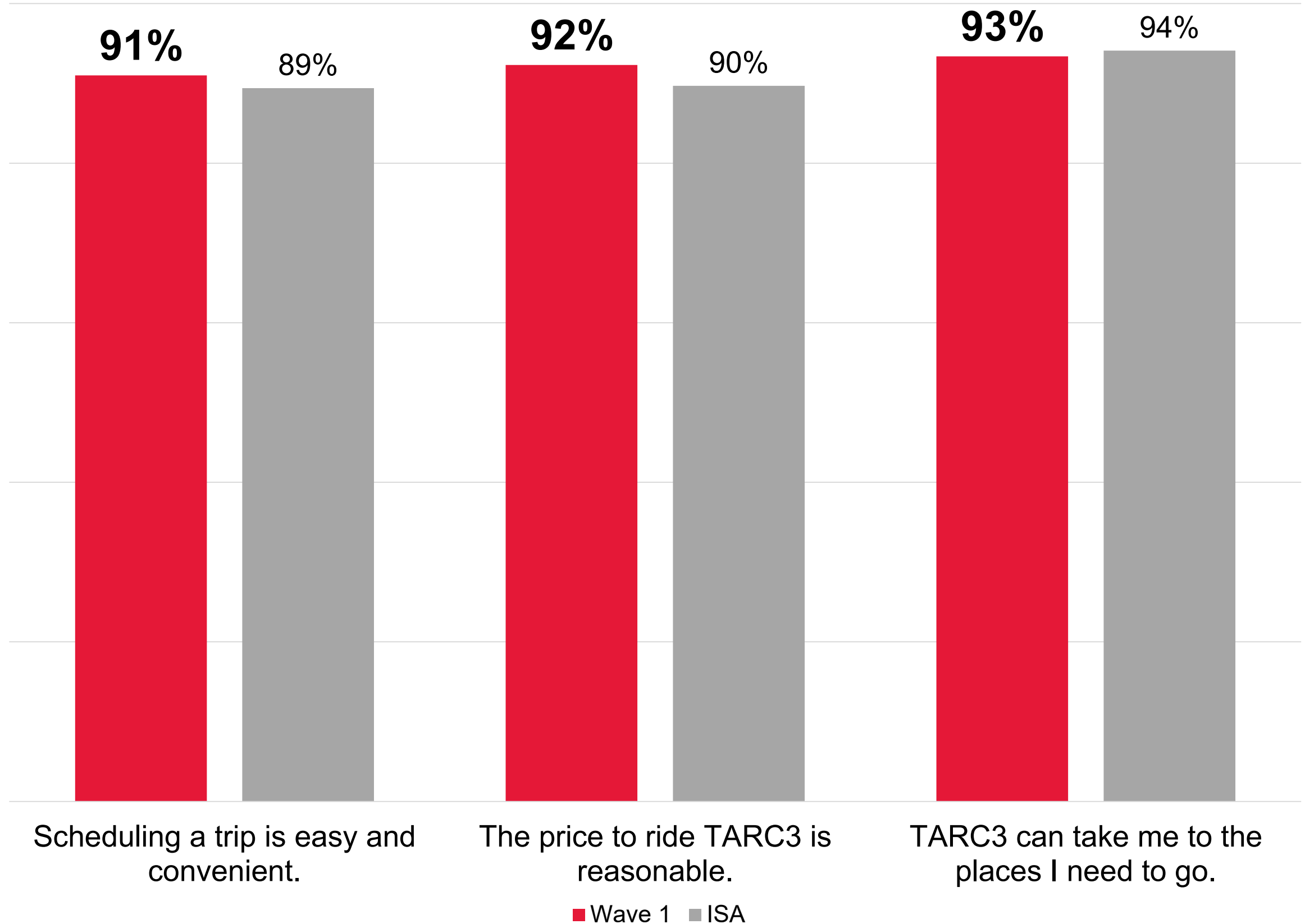
1. On-time performance
2. Helpful drivers
3. Scheduling ease
4. Vehicle operated safely

Key Driver Analysis

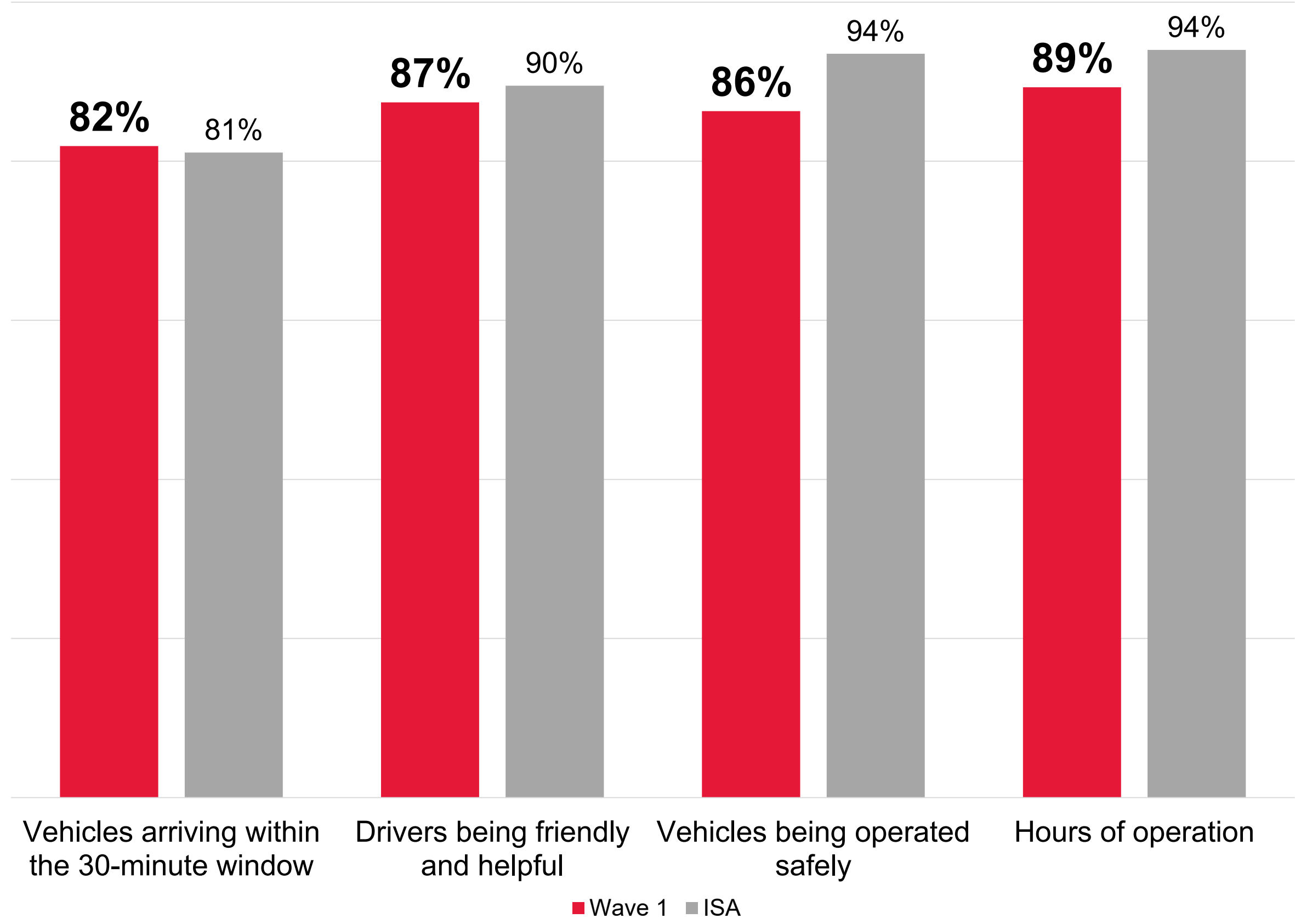


- Legend**
- A – Vehicles arriving on time**
 - B – Drivers being friendly and helpful**
 - C – Scheduling trips being easy and convenient
 - D – Vehicles being operated safely**
 - E – Vehicles going to parts of town that matter to me
 - F – Fare price
 - G – Hours of operation**
 - H – Safety on the vehicle
 - I – Vehicle cleanliness
 - J – Travel time

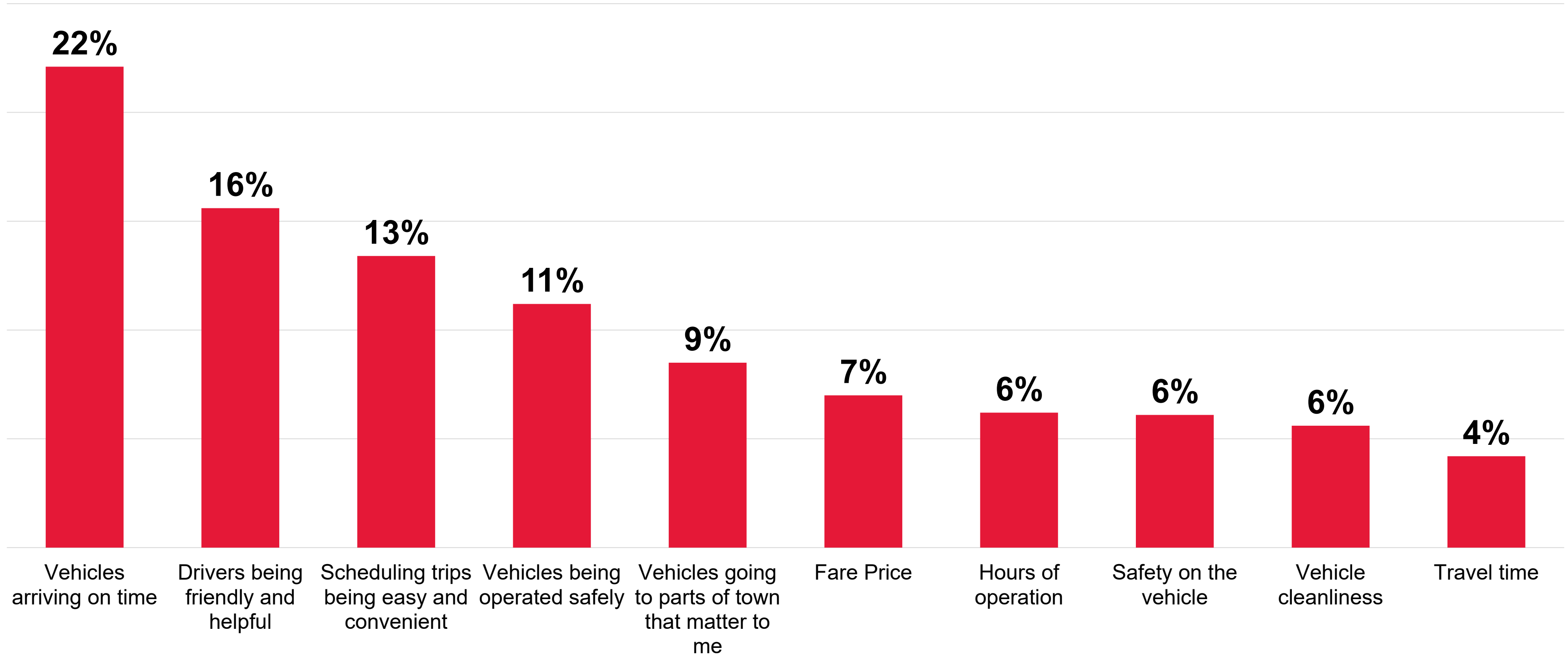
Strengths to Maintain



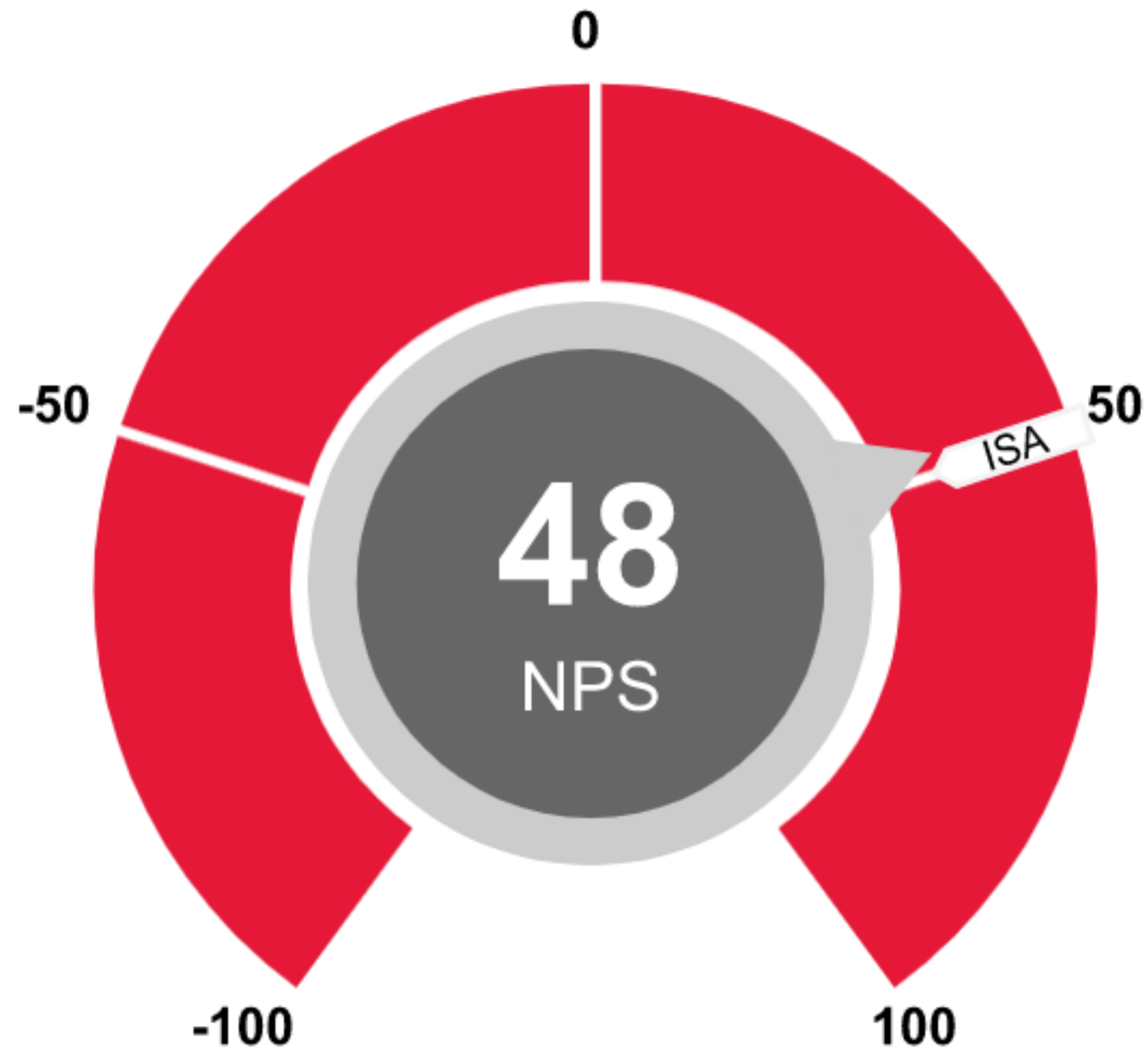
Areas of Opportunity



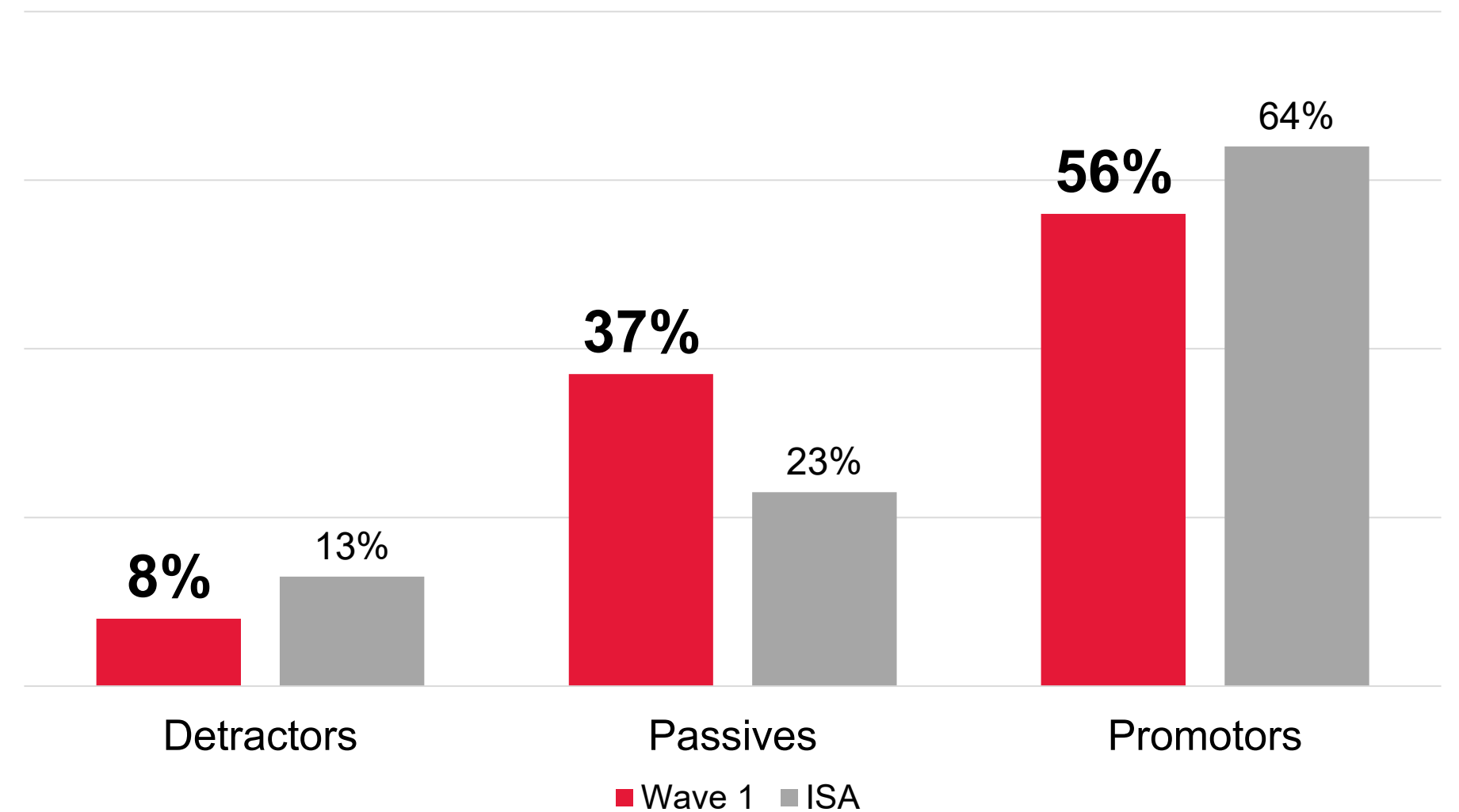
Customer Importance Factors



Net Promoter Score

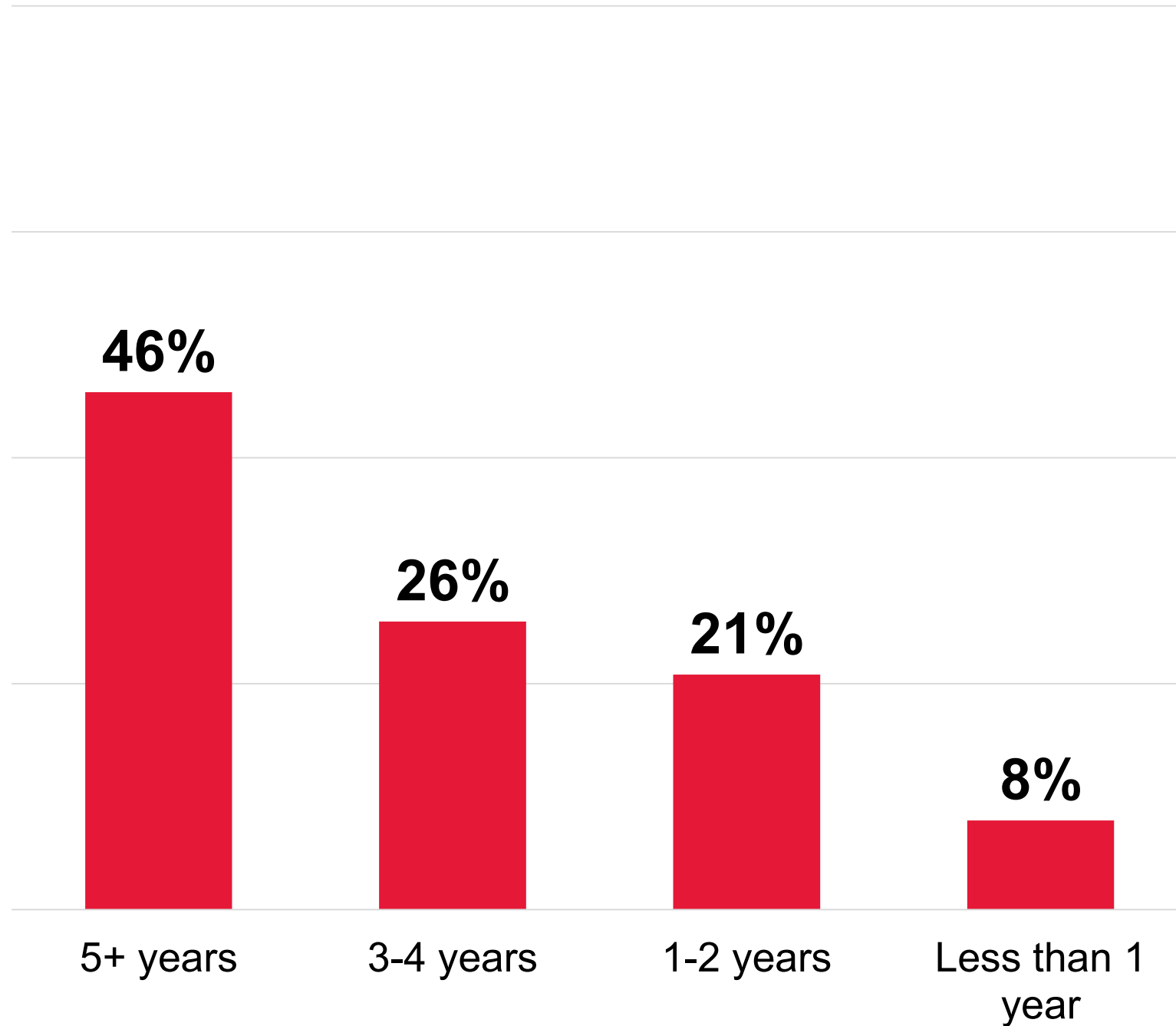


NPS Factors

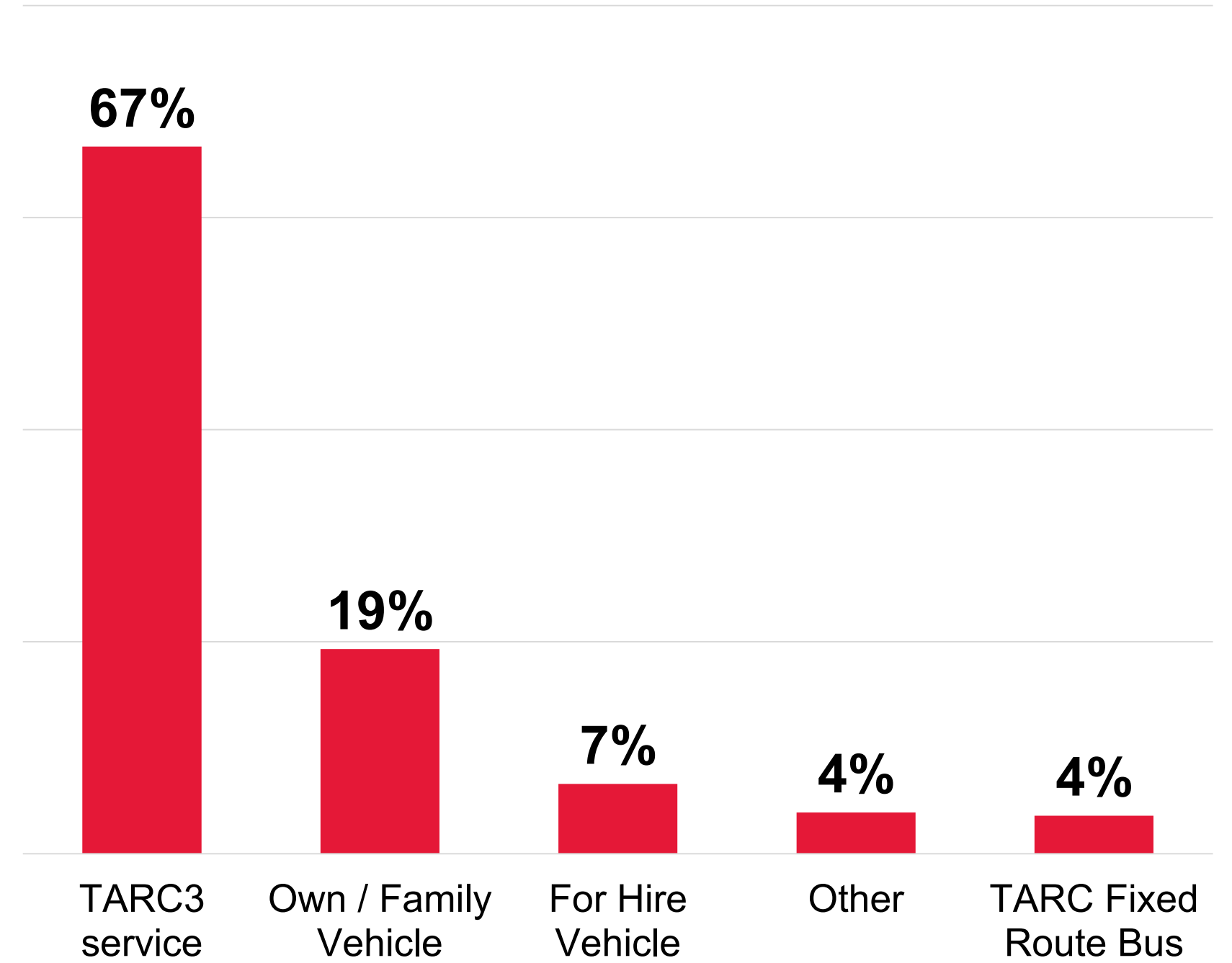


Key Demographics

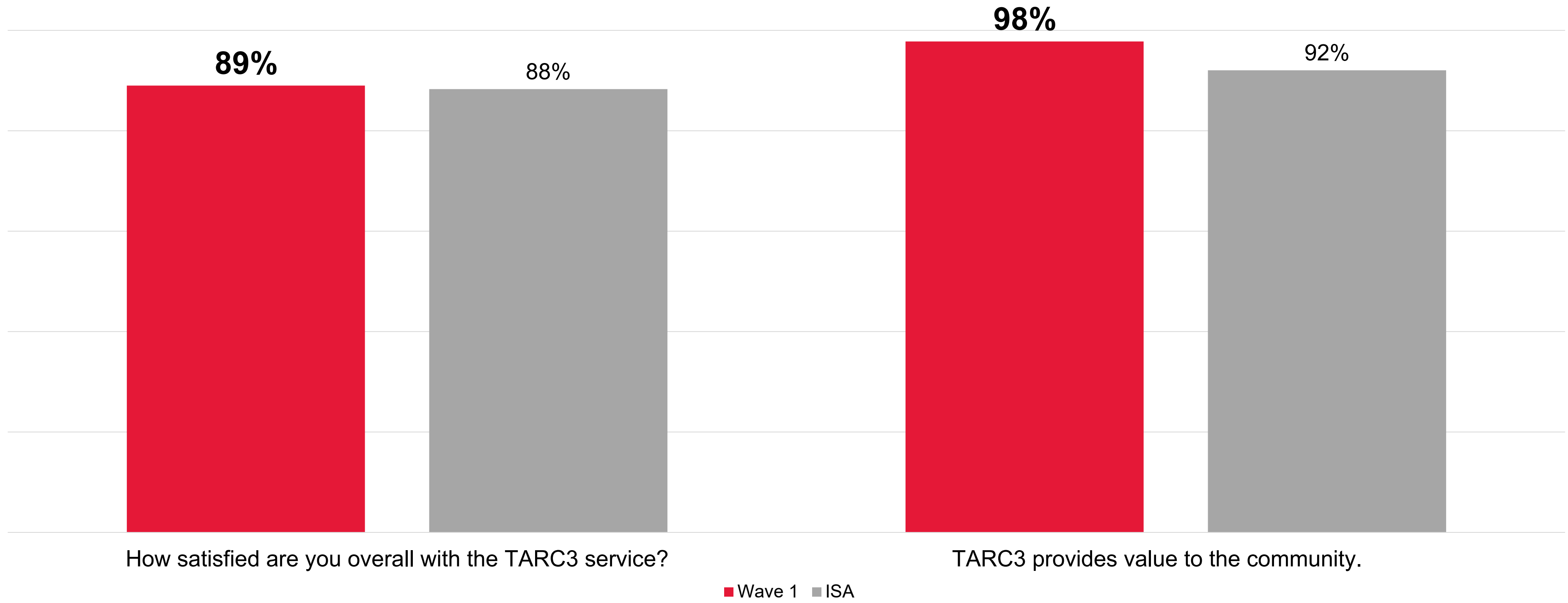
How long have you been using TARC3?



How do you take most of your trips?



Satisfaction and Community Value



How satisfied are you overall with the TARC3 service?

TARC3 provides value to the community.

■ Wave 1 ■ ISA

TARC Fixed Route

Methodology

Fixed Route Bus



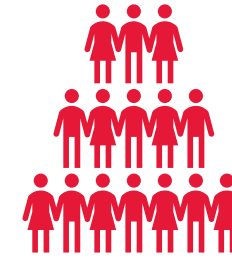
Targeted customers riding or waiting for the bus throughout the day to obtain a representative sample based on latest TARC ridership data.



Surveyed every 4th customer to ensure random sampling.



Results are accurate at a 95% confidence level with a margin of error of $\pm 4.8\%$.



414 customers surveyed



6 days in the field
February 9 – 14, 2023



Administered by trained, local surveyors using Android tablets.



Customers were incentivized to participate by entering a raffle to win a gift card.

Fixed Route Results Overview

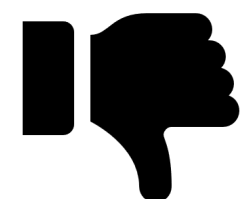
71% of customers are satisfied with bus service.

Customers are **MOST** satisfied with...



- ▶ Buses being operated safely (89%)
- ▶ Conveniently located bus routes (83%)
- ▶ Buses being operated on the days needed (80%)

Customers are **LESS** satisfied with...

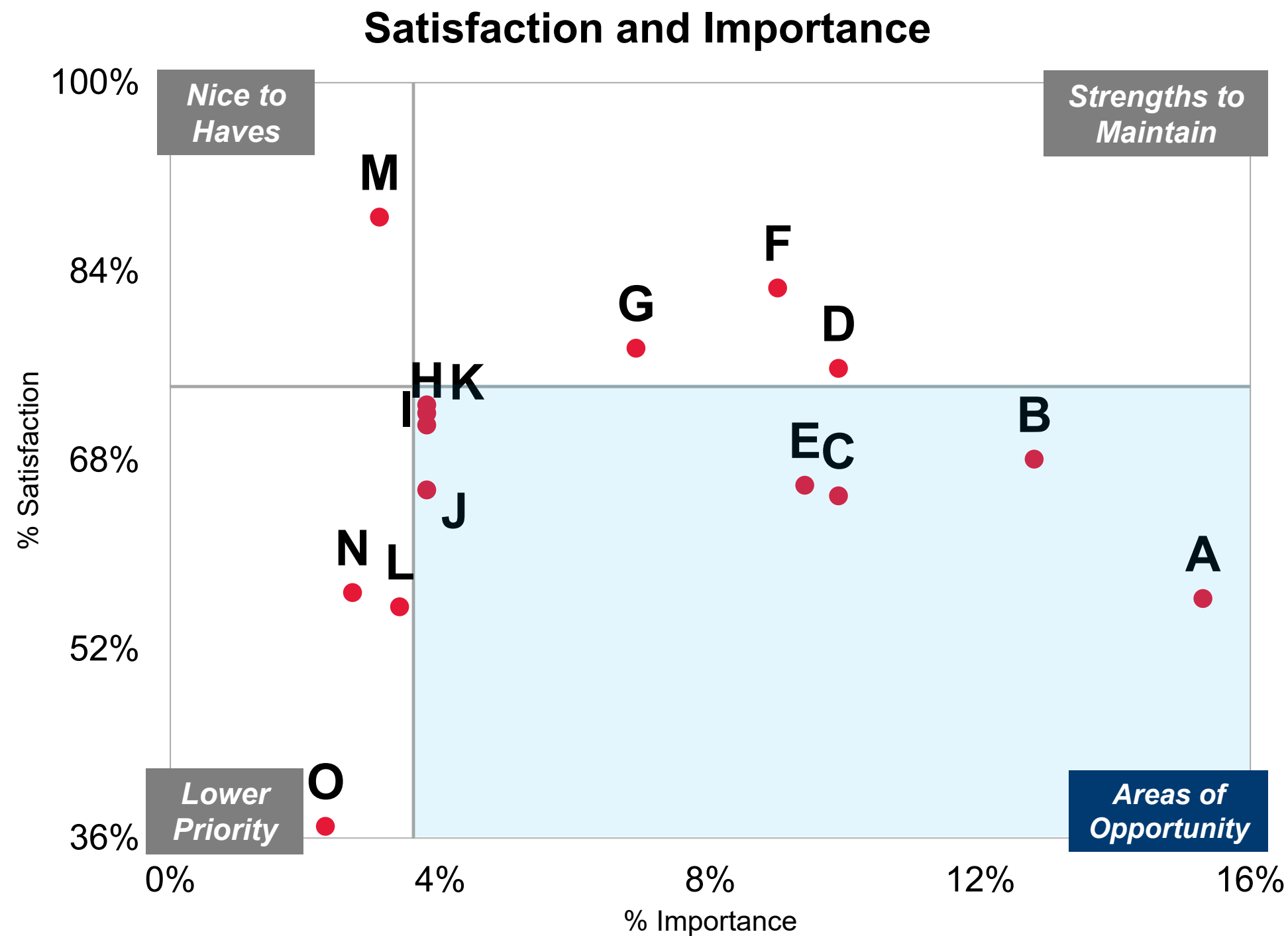


- ▶ Bus stop cleanliness (37%)
- ▶ Bus cleanliness (56%)
- ▶ On-time performance (56%)
- ▶ Ease and convenience to purchase bus passes (57%)

Most Important Elements of TARC:

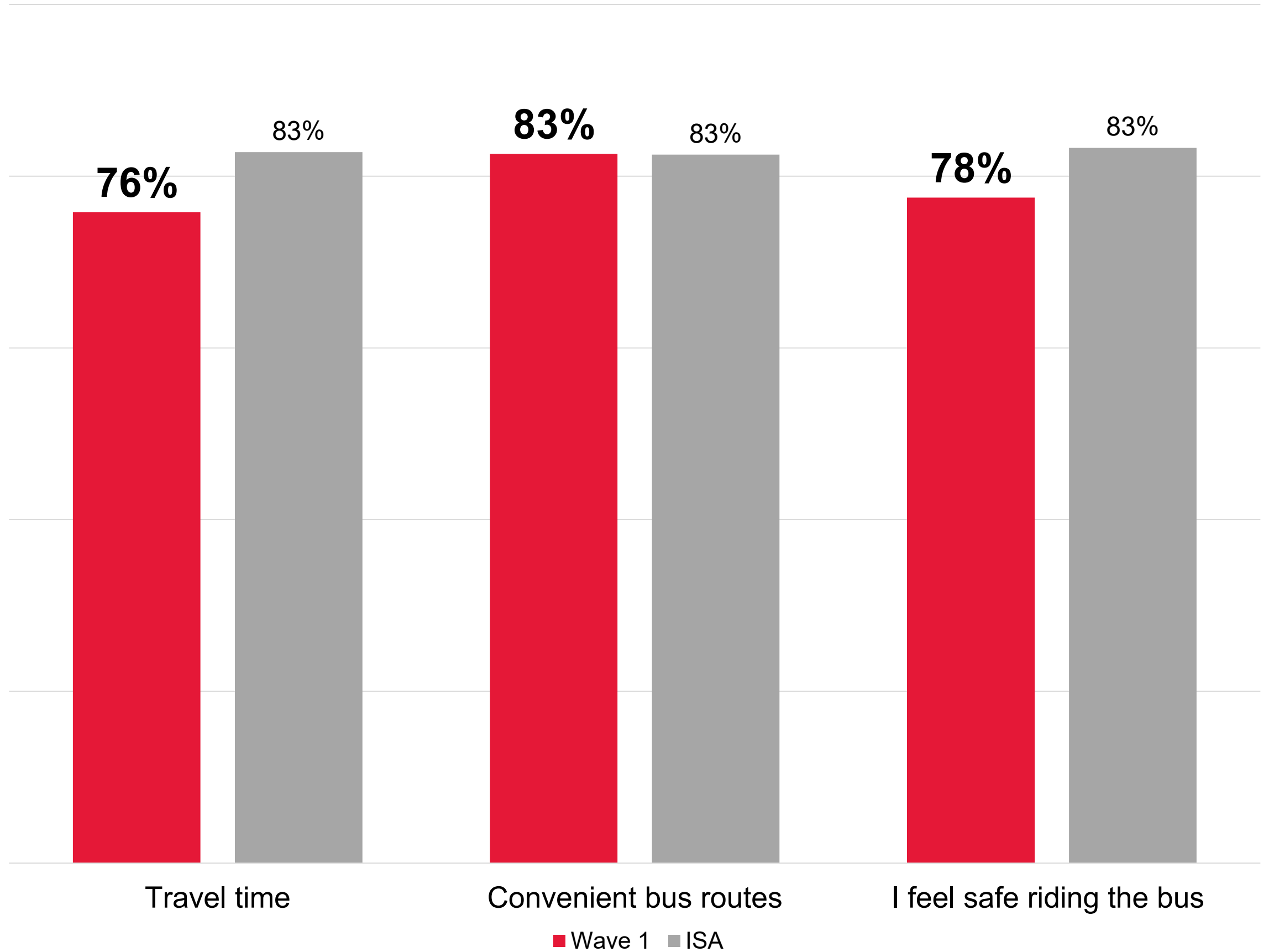
1. On-time performance
2. Fare price
3. Bus frequency
4. Travel time

Key Driver Analysis

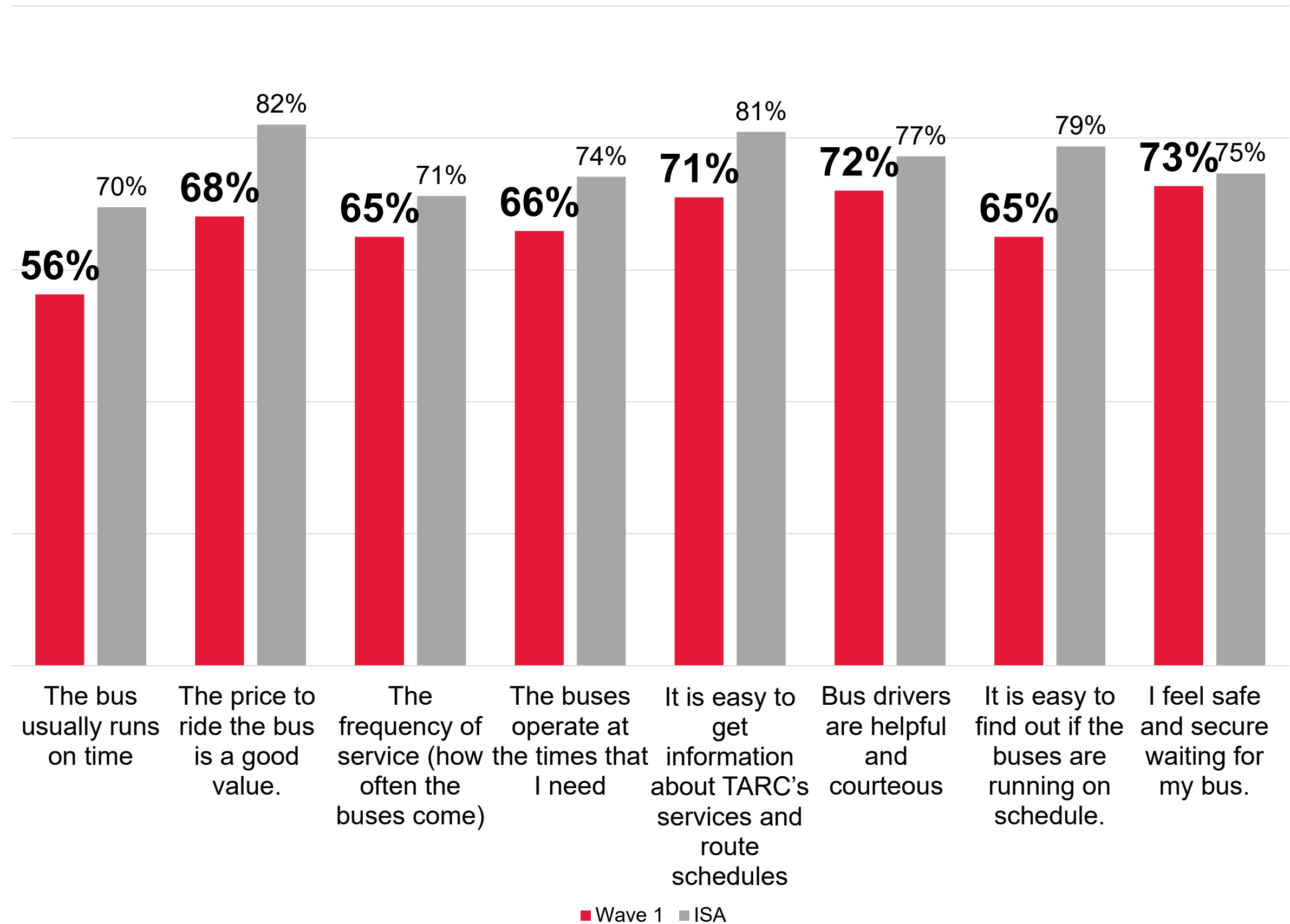


- Legend**
- A – Buses arriving on time (OTP)**
 - B – Fare price**
 - C – Frequency (how often buses come)**
 - D – Travel time
 - E – Hours of operation**
 - F – Convenient bus routes
 - G – Safety on the bus
 - H – Availability of route schedules and maps**
 - I – Drivers being helpful and courteous**
 - J – Ease of finding out if services are running on schedule**
 - K – Safety waiting for the bus**
 - L – Bus cleanliness
 - M – Buses being operated safely
 - N – Ease of fare payment
 - O – Clean and safe amenities

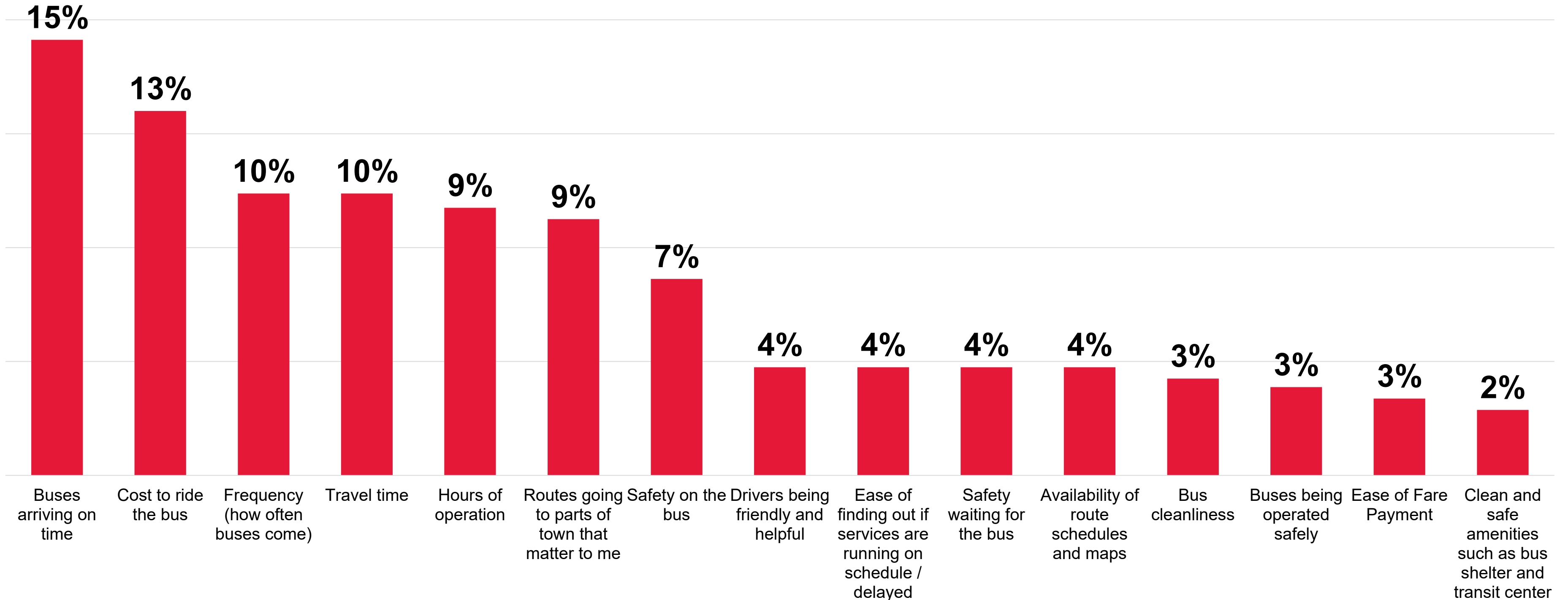
Strengths to Maintain



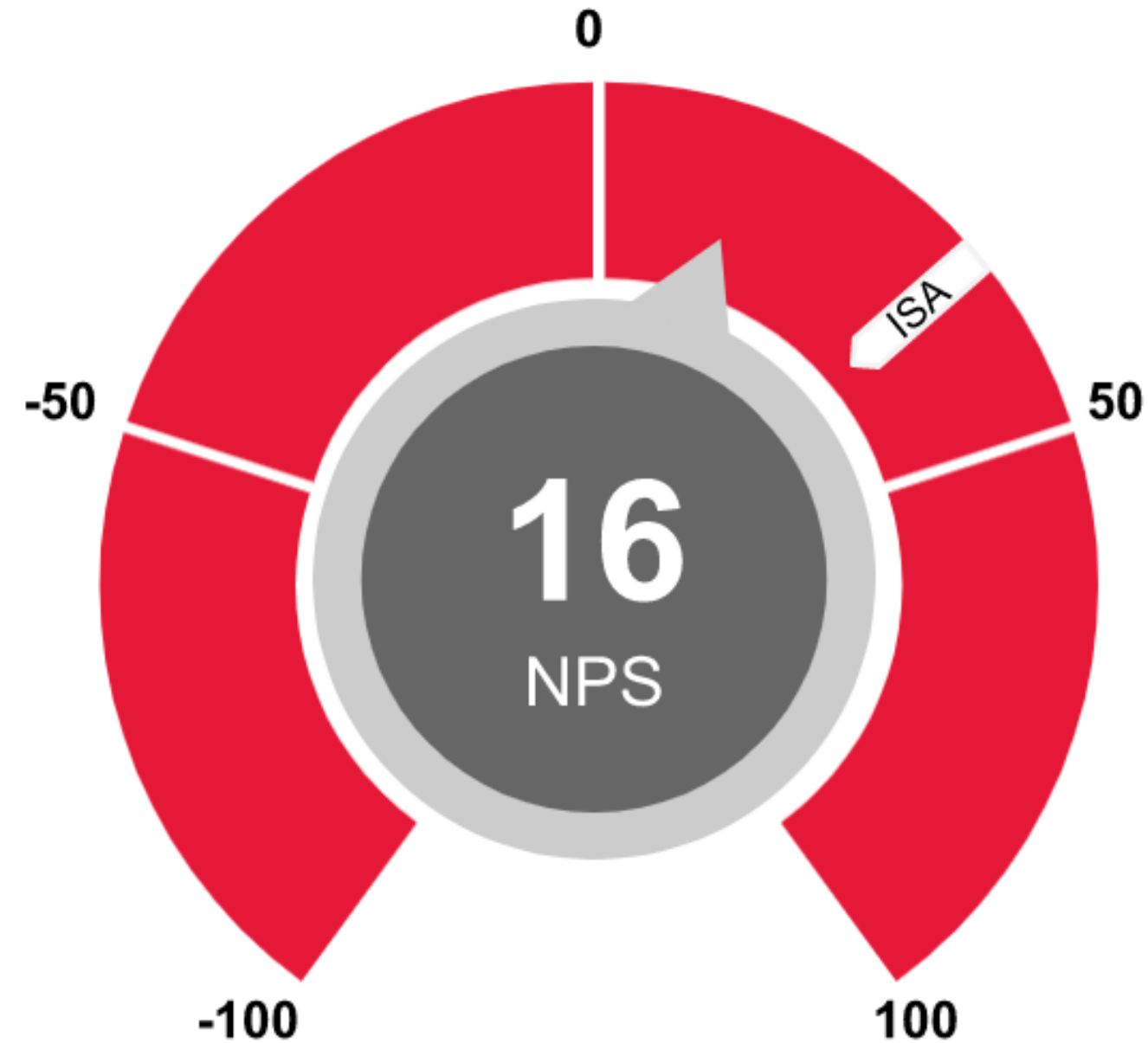
Areas of Opportunity



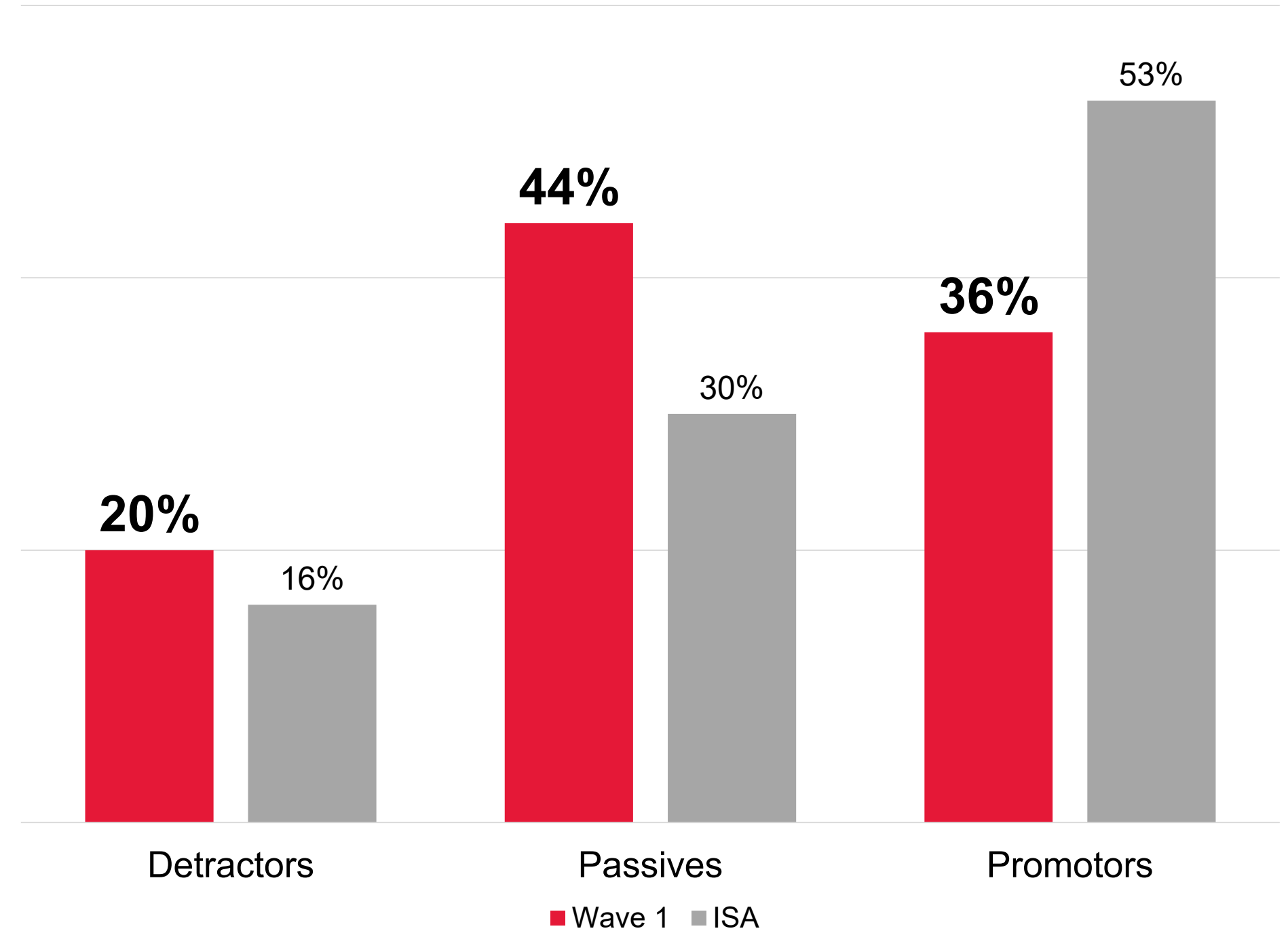
Customer Importance Factors



Net Promoter Score



NPS Factors



Key Demographics

Are you dependent on using TARC buses to and from your destination?

94%



6%

Yes

No

■ Wave 1

How often do you ride the bus?

54%



32%

9%

4%

1%

5+ days per week

3-4 days per week

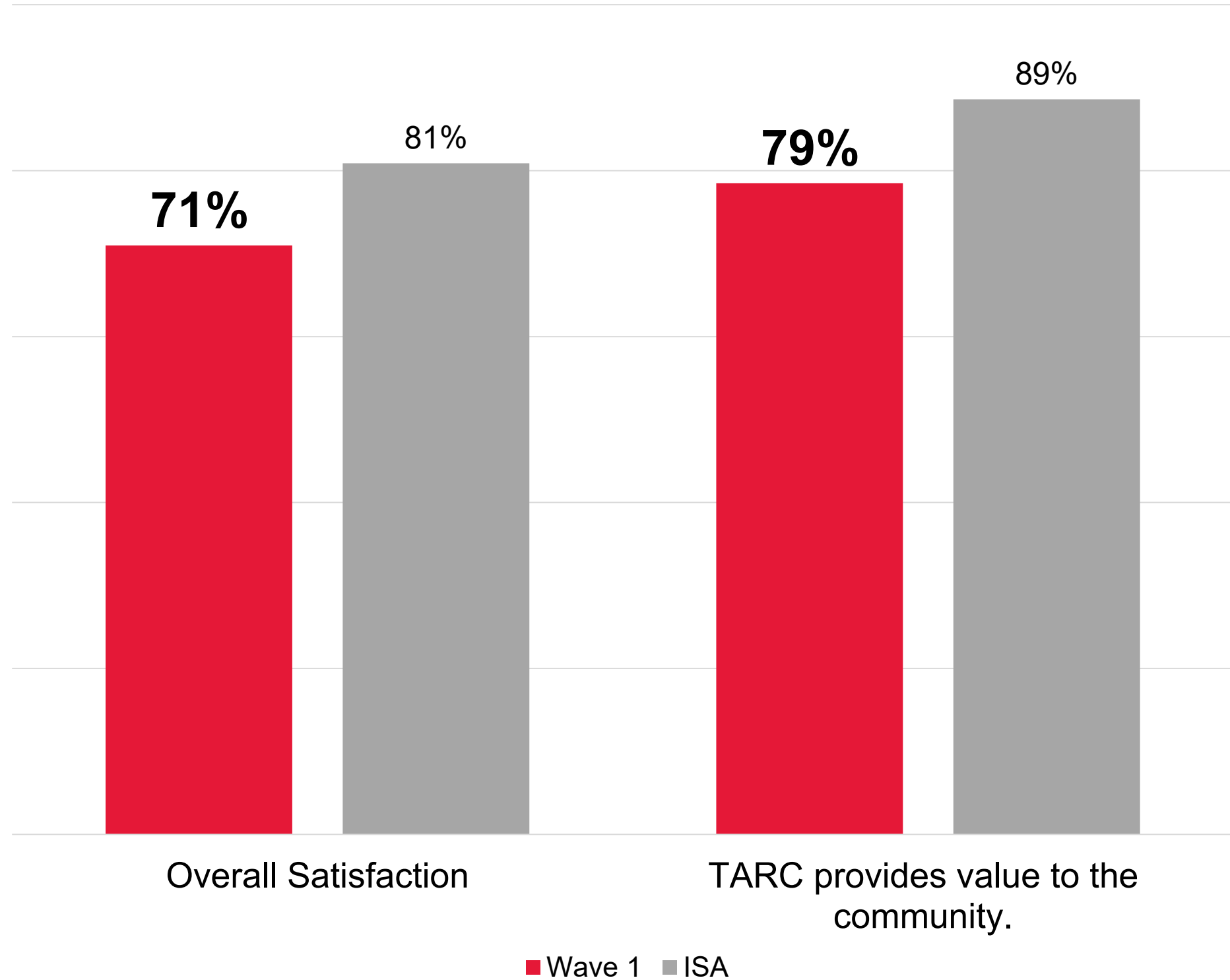
1-2 days per week

2-3 times per month

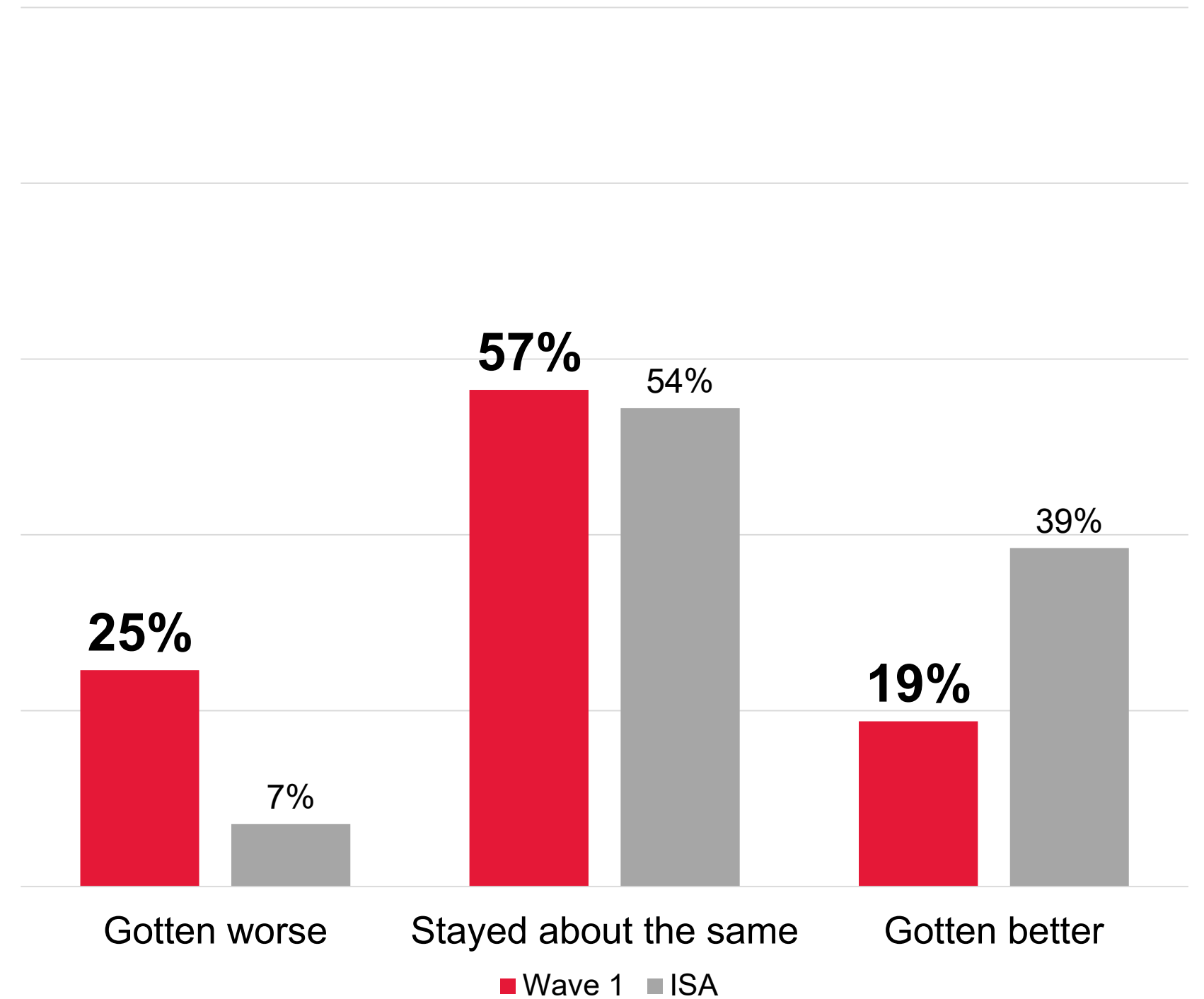
Once a month or less

■ Wave 1

Satisfaction and Community Value



In the past year, the bus service has:



Community Value

Methodology

Community Value



- **409** surveys were collected in the Louisville region by a third-party call center from **March 1 – March 10, 2023**.
- Results are weighted to ensure the data collected resembles the community TARC serves. Responses are grouped by their gender and age range and weighted based on the survey count in each category compared to demographics in the Louisville region.
- Results are statistically valid at a 95% confidence level with margin of error +/- 4.75%.
- Select questions are compared to TransPro's industry database containing community survey data from other transit agencies, including CATS Charlotte, MATA Memphis, RTD Denver, RTA Cleveland, VIA San Antonio and Cherriots Salem. Industry Sampled Averages (ISA) are calculated using a 2-year rolling average.

Community Survey Results Overview

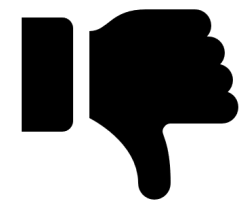
88% of community members feel TARC is valuable to the community.

Community members believe TARC provides the MOST value with...



- ▶ Providing affordable transportation options (75%)
- ▶ Providing mobility options for low-income families (74%)
- ▶ Providing access to medical facilities (72%)

Community members believe TARC provides LESS value with...

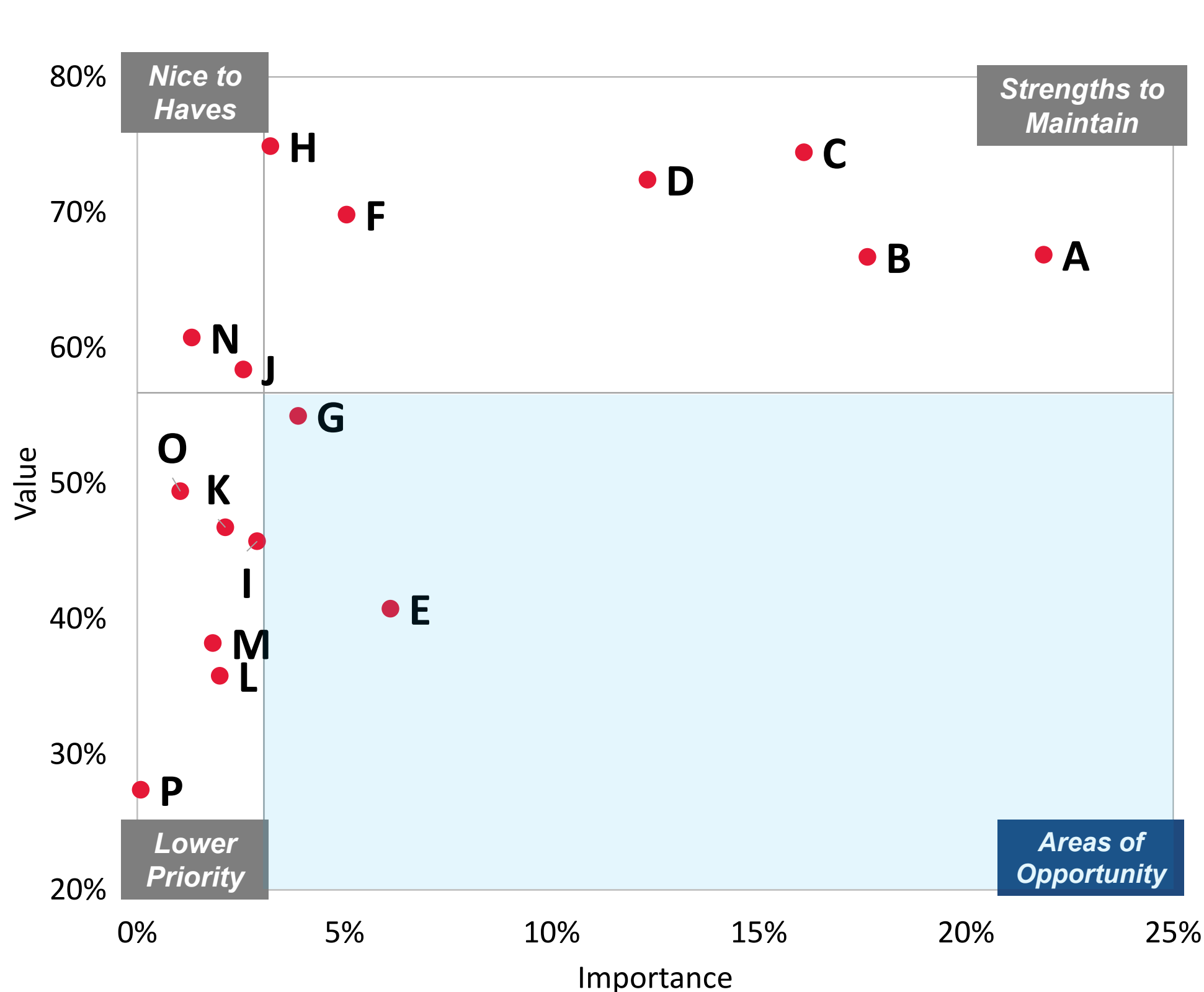


- ▶ Improving property values (27%)
- ▶ Providing opportunities for locating affordable housing (36%)
- ▶ Attracting and retaining more employment opportunities in the region (38%)

Most Important Areas of Service to Community Members:

1. Providing access to places of employment
2. Providing transportation options to people with special mobility needs
3. Providing mobility to low-income families
4. Providing access to medical facilities

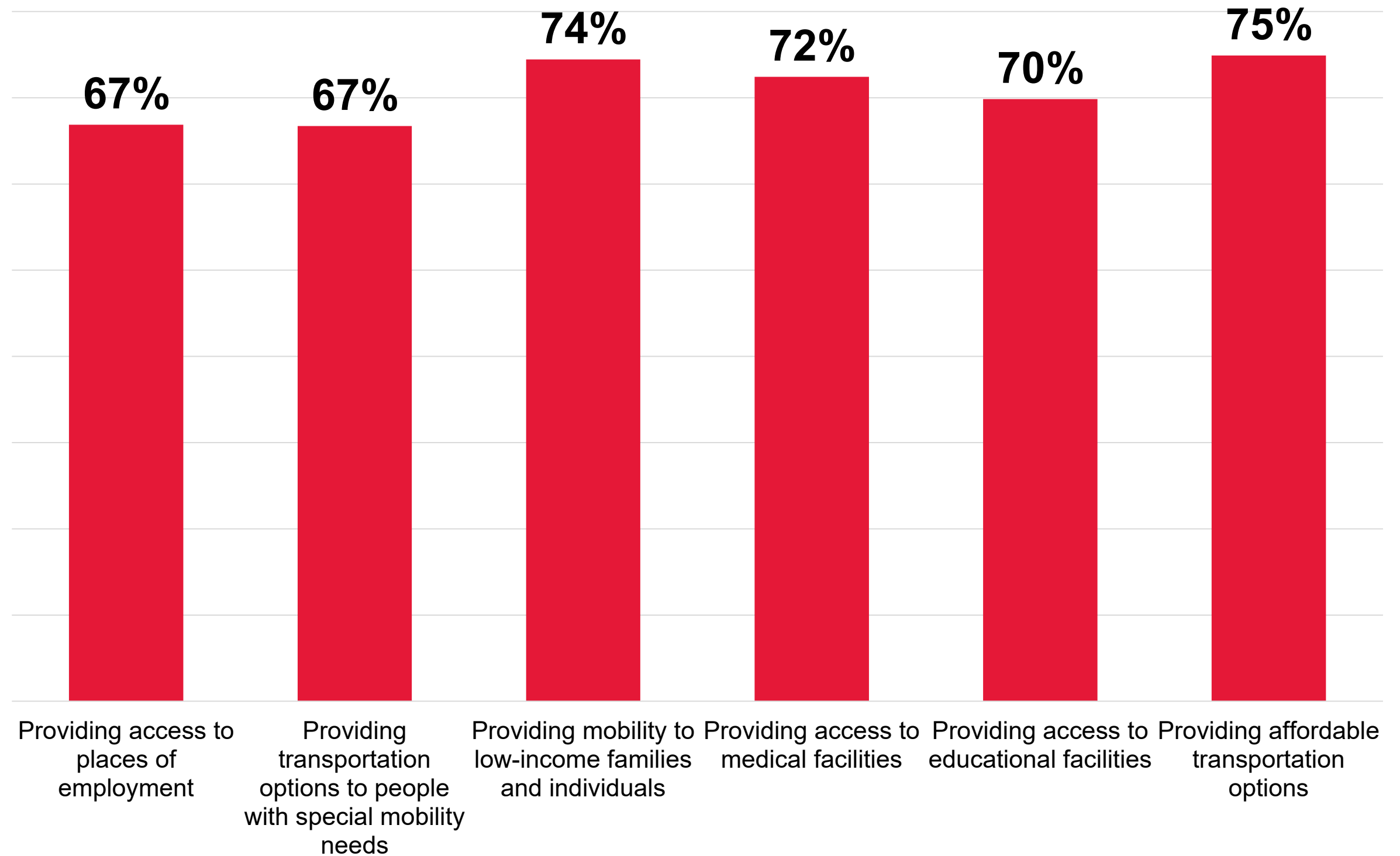
Key Driver Analysis



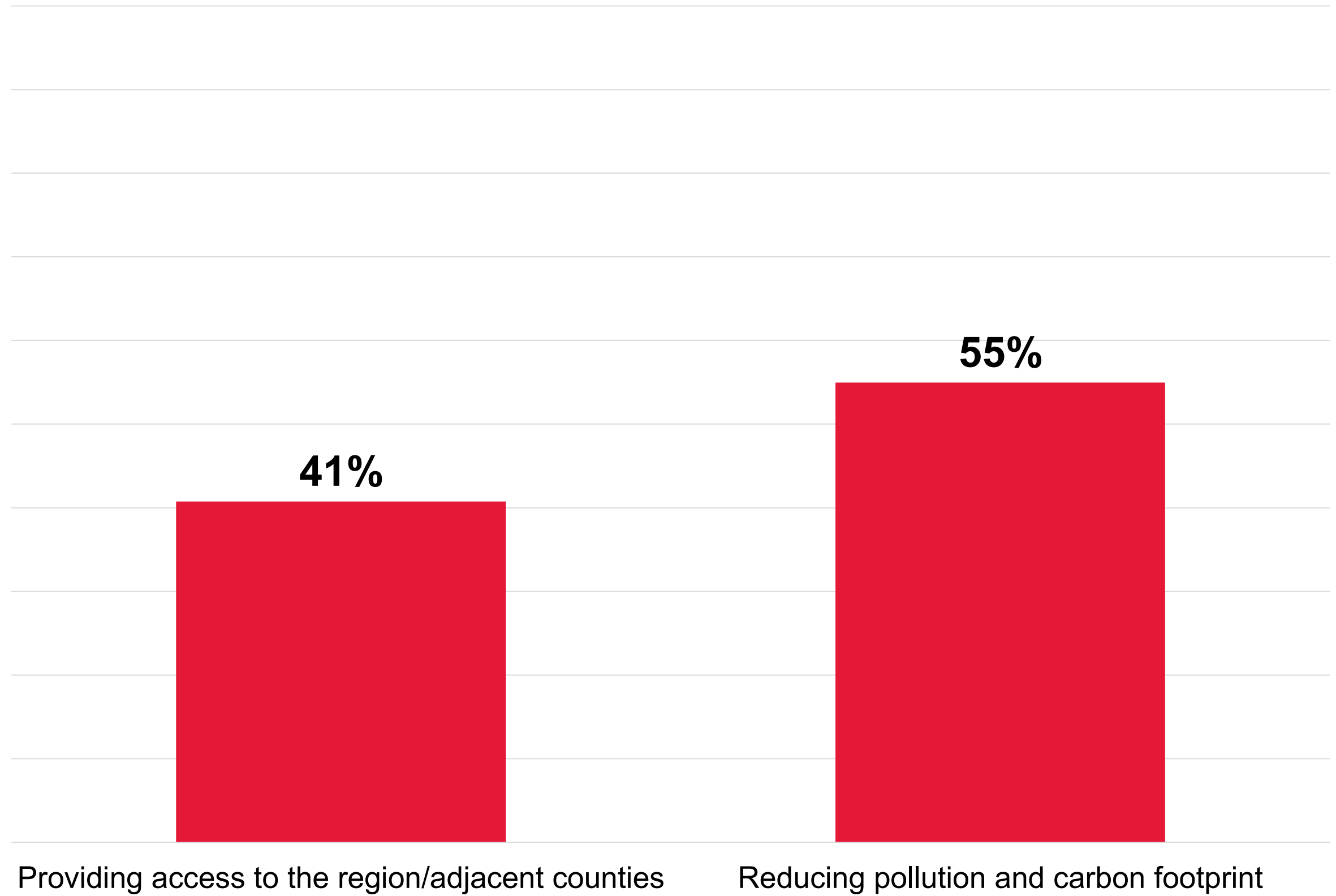
Legend

- A – Providing Access to Places of Employment
- B – Providing Transportation Options to People with Special Mobility Needs
- C – Providing Mobility to Low-Income Families
- D – Providing Access to Medical Facilities
- E – Providing Access to the Region/Adjacent Counties**
- F – Providing Access to Educational Facilities
- G – Reducing Pollution and Carbon Footprint**
- H – Providing Affordable Transportation Options
- I – Reducing Traffic Congestion
- J – Providing Access to Places of Leisure and Recreation
- K – Improving Road Safety for All Users
- L – Providing Opportunities for Locating Affordable Housing
- M – Attracting and Retaining More Employment Opportunities in the Region
- N – Improving Quality of Life
- O – Attracting and Retaining a Qualified Workforce
- P – Improving Property Values

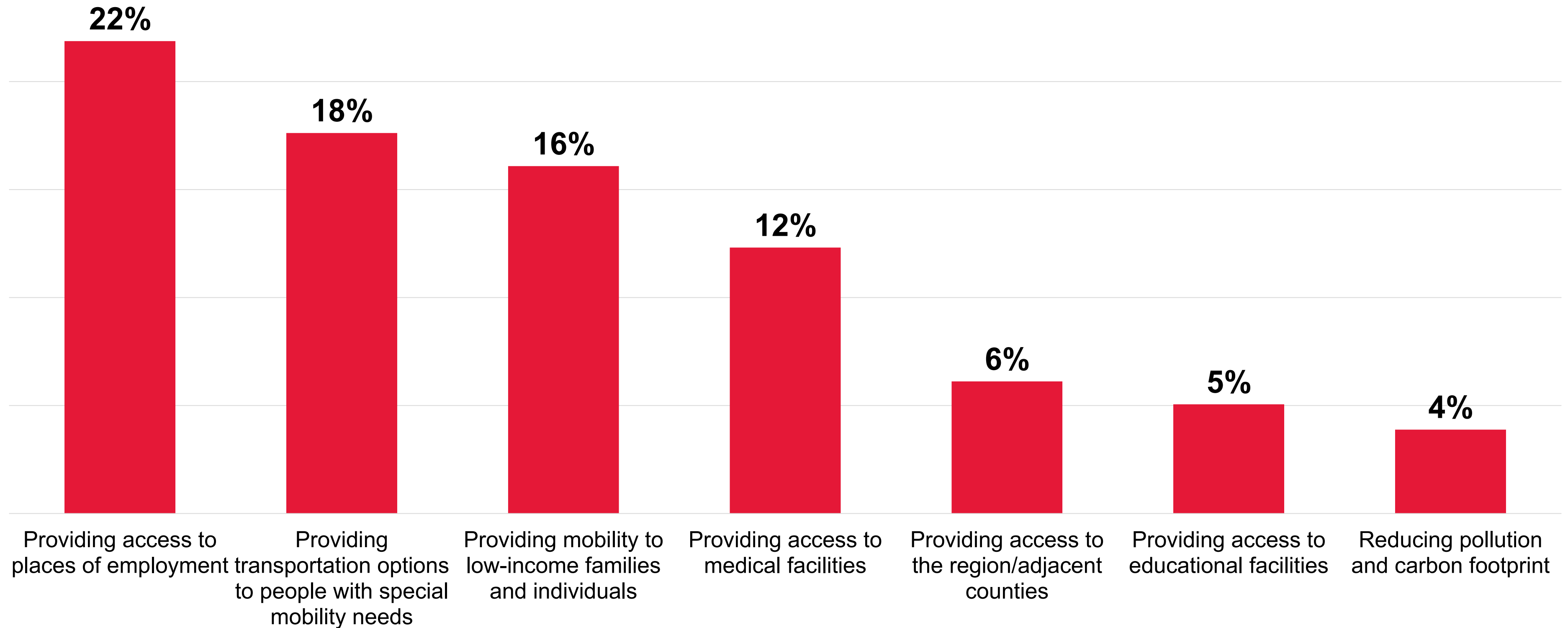
Strengths to Maintain



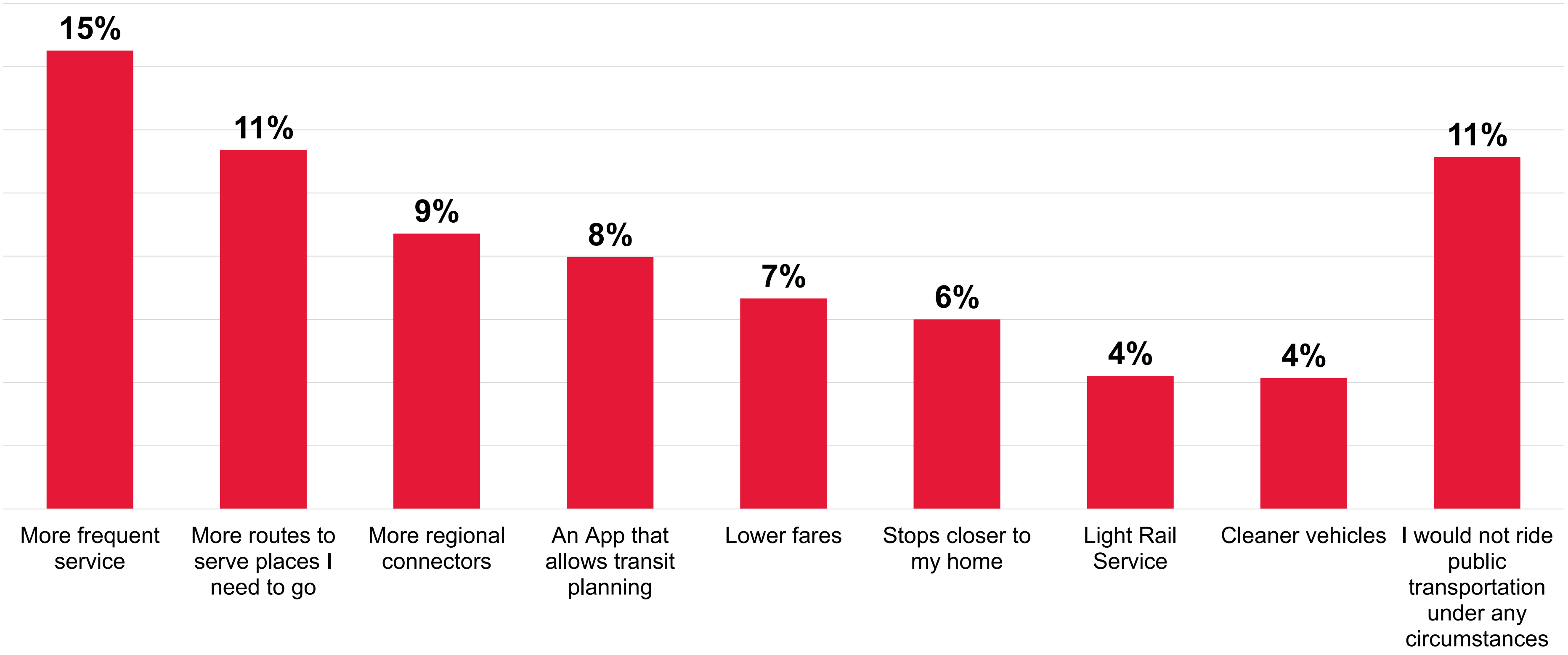
Areas of Opportunity



Top Community Importance Factors

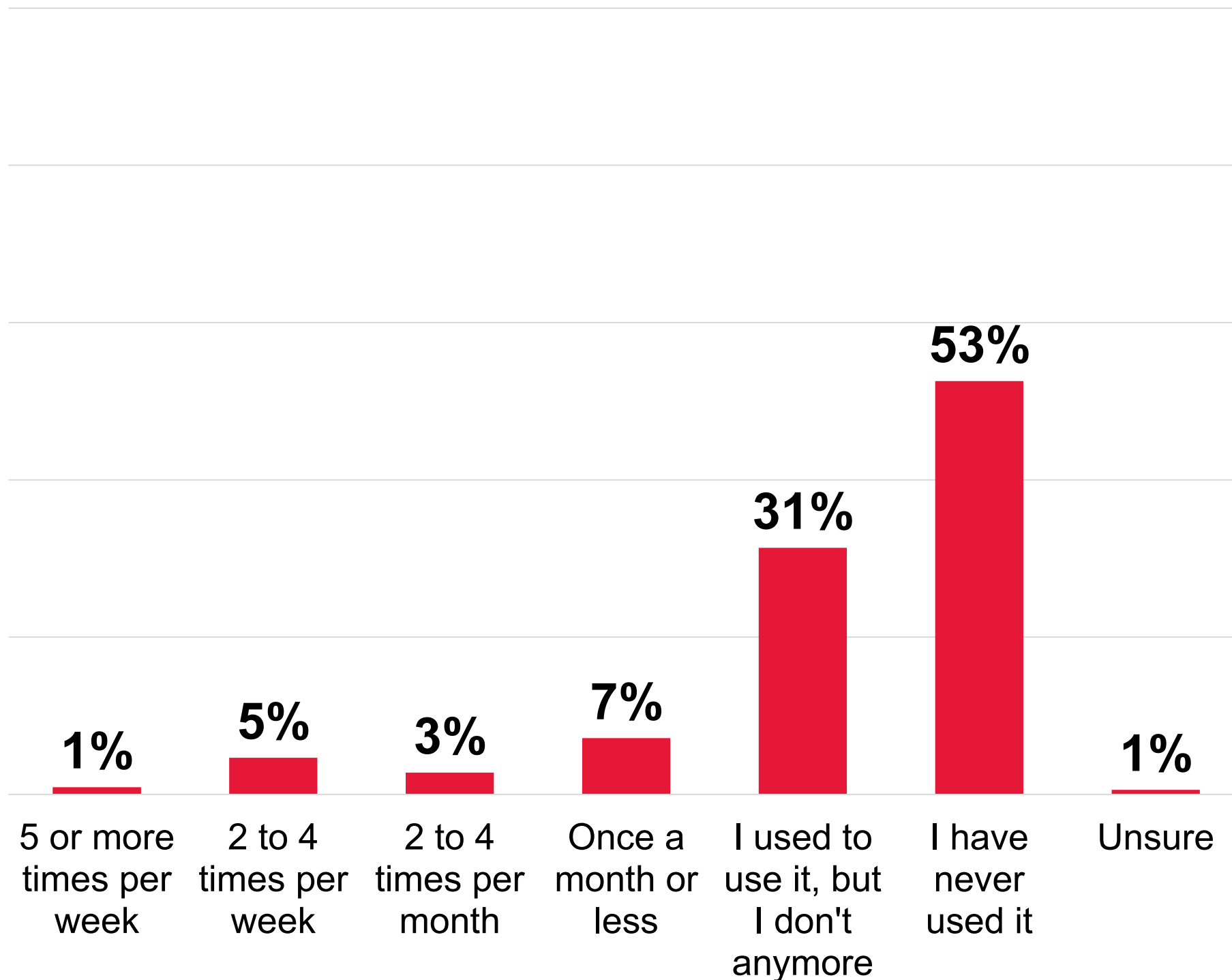


Appealing Amenities

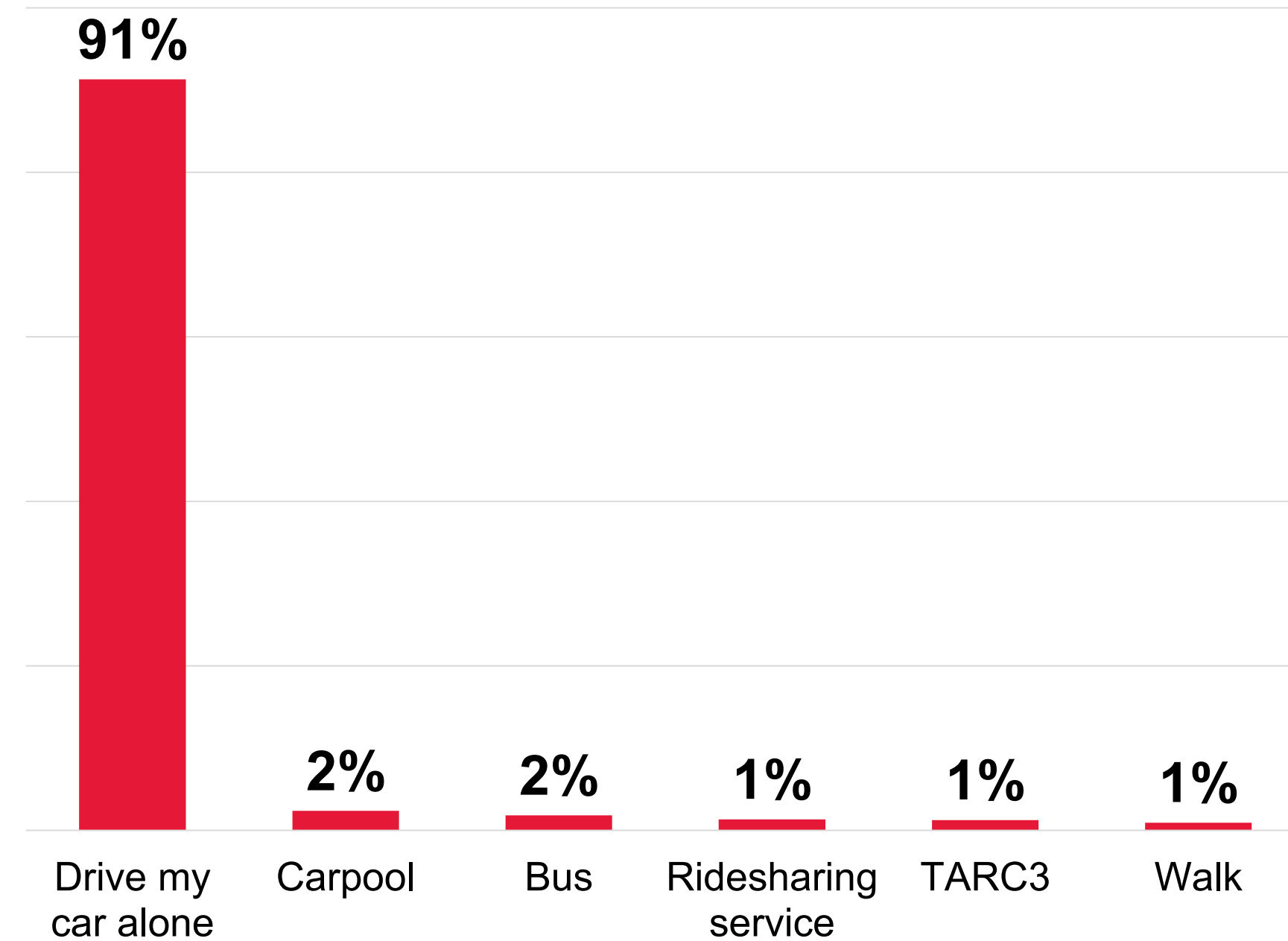


Key Demographics

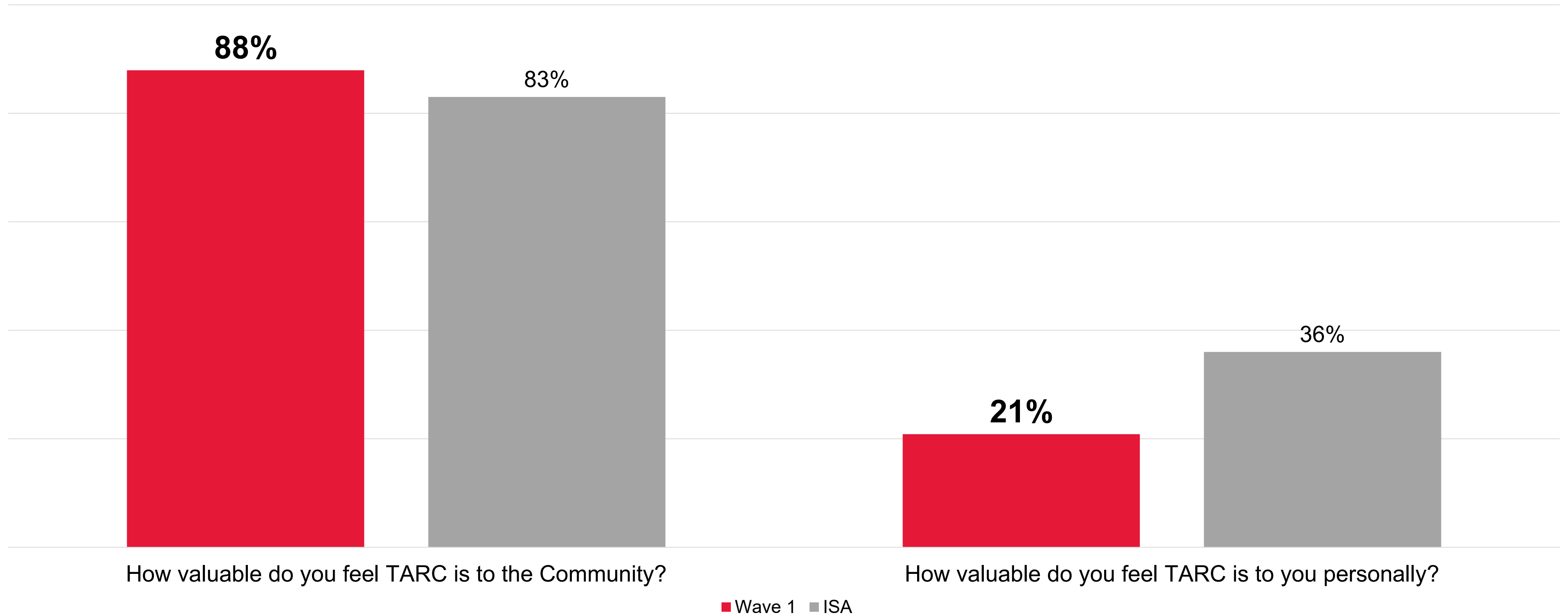
On average, how often do you use TARC?



What mode of transportation do you primarily use?



Overall Value



Questions?



MEMORANDUM

To: TARC Board of Directors

From: Carrie Butler, Executive Director

Date: April 25, 2023

Re: Resolution 2023 - 06 TARC's Fiscal Year 2024 Budget

The Transit Authority of River City (TARC) Fiscal Year 2024 Budget continues fixed route and paratransit services, projects and capital needs similar to the prior fiscal year. This upcoming fiscal year places TARC in a stable near-term financial position in large part because of federal funding support from both the American Rescue Plan (ARP) and well as the Bipartisan Infrastructure Law (BIL). This stable position allows TARC time to prepare for a challenging three-year financial forecast that is expected to lead to significant disruption in TARC's ability to maintain service levels with its current available revenue. The last significant, sustained revenue to come to TARC was in 1974 and the dedicated portion of the Jefferson County Occupational License Fee, or Mass Transit Trust Fund, has not been able to keep pace with the rate of cost increases across key cost centers. Additionally, the overall cost to provide Americans with Disabilities (ADA) complementary paratransit service could not have been considered or anticipated at the inception of TARC in 1974 given that the ADA did not pass until 1990. Yet, TARC continues to pursue grant opportunities, develop meaningful partnerships with business and organizations, and effect strong organizational practices to keep delivering quality transit services despite revenue challenges.

Activities and initiatives programmed within this year's budget reflect TARC's mission of Making Your Journey Our Priority and four success outcomes: Customer Experience, Employee Engagement, Financial Health and Community Value. The TARC team will move forward on projects focused on: improving reliability and service quality; recruiting, hiring and retaining team members with a re-built training department and employee engagement; updating legacy technology and systems; and working on service level plans and corridor projects, with a signature project, Broadway All the Way.

The prior year budget marked important completions for structural plans and programs allowing TARC a position to pursue future projects. These completed projects or plans include: TARC Tomorrow, our 20-year planning horizon document; a Micro Mobility Transit Study, a roadmap for new, experimental service offerings; and a Zero Emission Fleet Transition Plan, an approach to move to zero emission vehicles. Additional projects that span both FY 23 and 24 include the delivery and introduction of new vehicles into our fleet, an on-board systems replacement, mobile ticketing solution, and critical facility renovations, including security upgrades.

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



RESOLUTION 2023-06 TARC Fiscal Year 2024 Budget

A Resolution approving the TARC FY 2024 budget and authorizing the Executive Director to forward the budget to Louisville Metro Government for its consideration.

WHEREAS, our resources for the FY 2024 budget will be directed towards service and programs that are essential to our long-term sustainability; and,

WHEREAS, providing quality and safe service continues to be our top priority; and,

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

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

The TARC FY 2024 Budget is hereby approved and the Executive Director is hereby authorized to forward the TARC FY 2024 Budget to Louisville Metro Government for its consideration.

ADOPTED THIS 25th DAY OF APRIL 2023

Carla Dearing, Vice Chair of the Board of Directors



Fiscal Year 2024 Annual Budget

Second Draft Review
April 18, 2023

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.

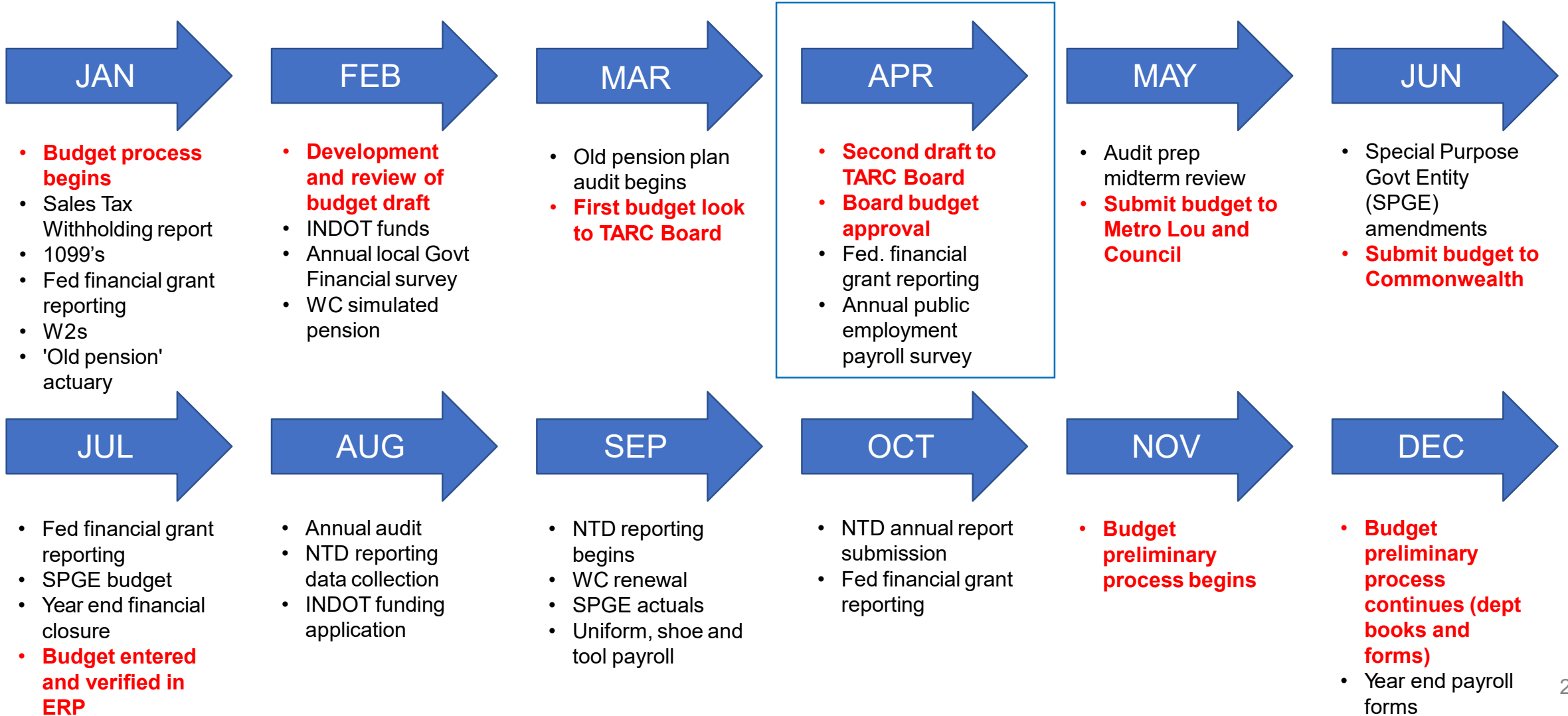
ACCOUNTABILITY

I will foster a culture of ownership.

COLLABORATION

I will be transparent in my communication with others.

ANNUAL FINANCIAL CALENDAR



TOP PUBLIC TRANSPORTATION ISSUES

- Benefits from B.I.L.
- Project delivery process
- Electrification, emissions
- Labor shortages
- Inadequate technology
- Local funds, fiscal cliffs projected shortfall of \$39.3 billion through 2023
- Changed commuting patterns, mix of ridership recovery and service cuts
- Local issues, houseless, street engagement, crime



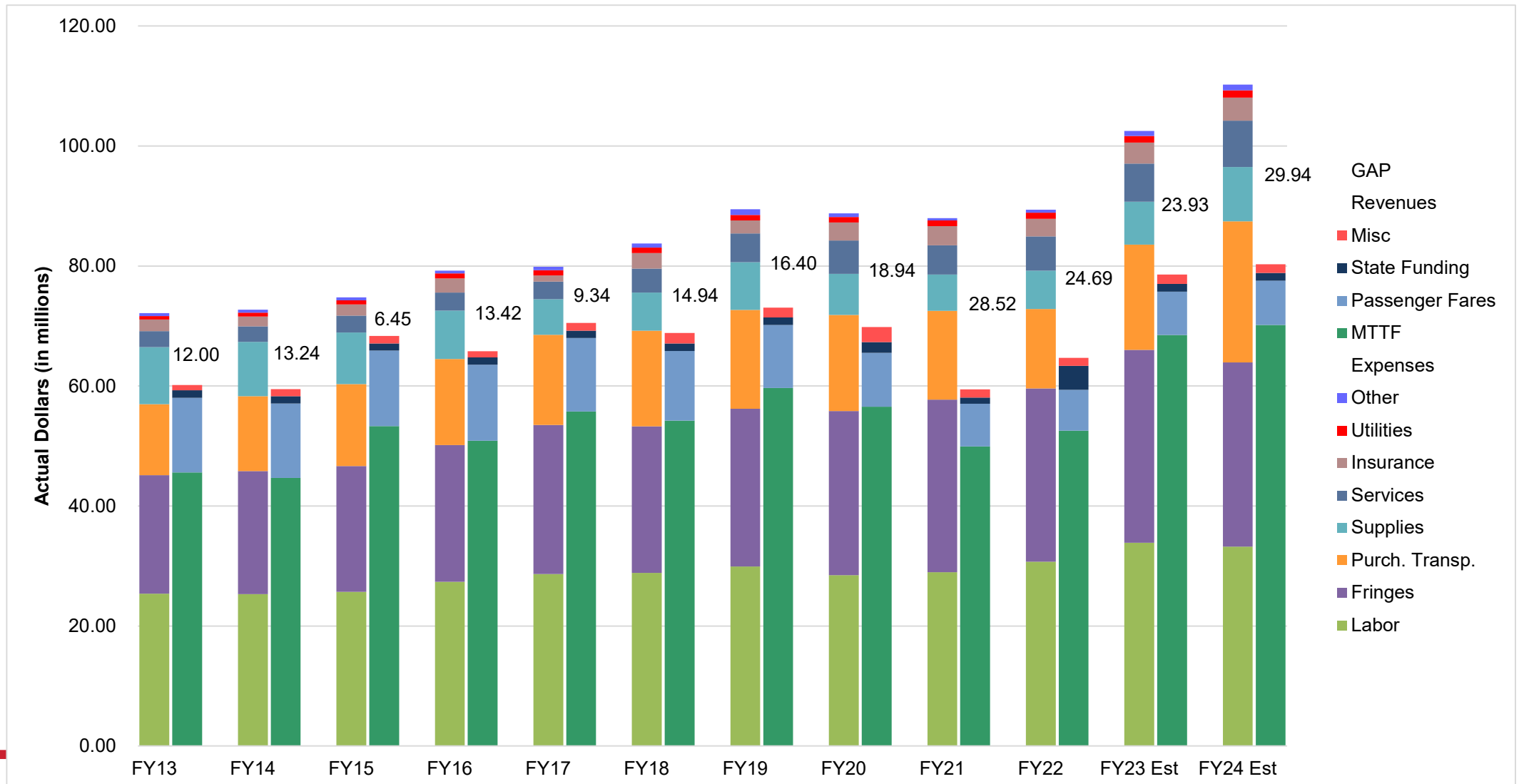
TOP ISSUES AND OPPORTUNITIES

- Funding, local and state
- Opportunities from the B.I.L.
- Project delivery process
- Electrification, emissions
- Labor shortages
- Inadequate technology
- Changed commuting patterns, mix of ridership recovery and service cuts
- Local issues, houseless, street engagement, crime



REVENUES AND EXPENSES OVER 10 YEARS

GAP IS FUNDED THROUGH FEDERAL FORMULA FUNDS, MTTF BALANCE & COVID FUNDS



ACCOMPLISHMENTS FOR THE YEAR

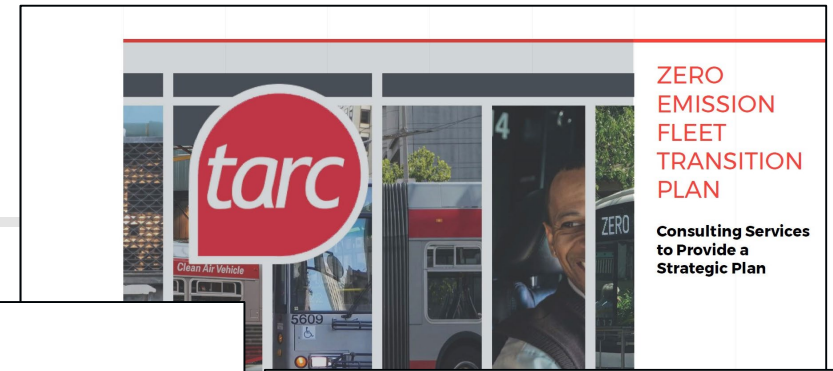
FINANCIAL HEALTH AND COMMUNITY VALUE

- Implemented Fleet-Watch, a new fuel management system
- Installed a 47kW PV solar array project on the Alyce French Johnson Education & Training facility
- Began HVAC upgrade for the 10th Street Bus ‘Barn’
- Ordered 11 clean-diesel buses
- Ordered 8 zero emission, battery electric buses
- Completed 22 procurement projects, and programmed over \$15 million for key projects
- Awarded \$1.2 million in operating funds from INDOT Public Mass Transit Fund
- Awarded \$780,100 in federal funding discretionary grants for the Route Planning Restoration Program
- Awarded \$450,000 in federal funding discretionary grant from the Areas of Persistent Poverty Program

ACCOMPLISHMENTS FOR THE YEAR

PLANNING EFFORTS SET THE STAGE

- Strategic Work Plan with Scorecard
- Zero Emission Bus Fleet Transition Plan
- Transit Asset Management Plan
- Micro Mobility Transit Study
- TARC Tomorrow
- Broadway All the Way



ACCOMPLISHMENTS FOR THE YEAR

CUSTOMER EXPERIENCE

- 3 new grant funded routes in service
- 14 new clean diesel buses in service
- 13 new paratransit vehicles in service
- 90% on time performance for TARC 3
- Continual month over month ridership increases
- 45% decrease in customer complaints
- 55% decrease in TARC 3 missed trips
- 25 second decrease in hold time



ACCOMPLISHMENTS FOR THE YEAR

EMPLOYEE ENGAGEMENT

- First phase of HRIS project complete for performance evaluations and recruitment
- Implemented first-ever onboarding program for new team members
- Updated the Coach Operator training program
- Created online training options for annual operator refresher course, adding flexibility and reducing the amount of time needed in the class room
- Held more events and gatherings, safely
- Executed new collective bargaining agreement



TARC STRATEGIC PLAN 2023



A New Way Of Doing Business At TARC!

Key Elements

1. **Reimagined Mission & Vision, and Value Statements**
2. **Goals / Outcomes for the Year**
3. **Our Work Plan to Achieve Our Goals**
4. **A Scorecard To Monitor & Report Our Performance**

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



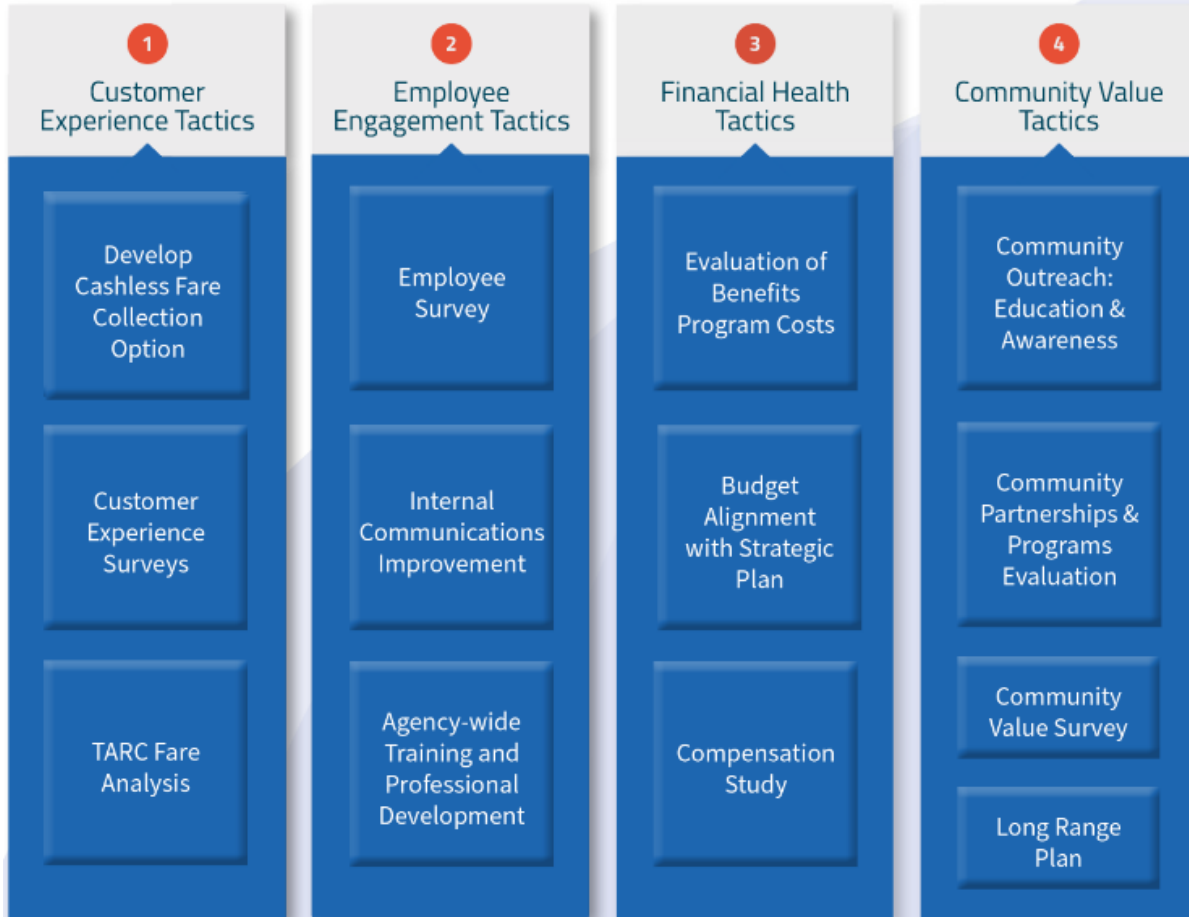
COMMUNITY VALUE

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.



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


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



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

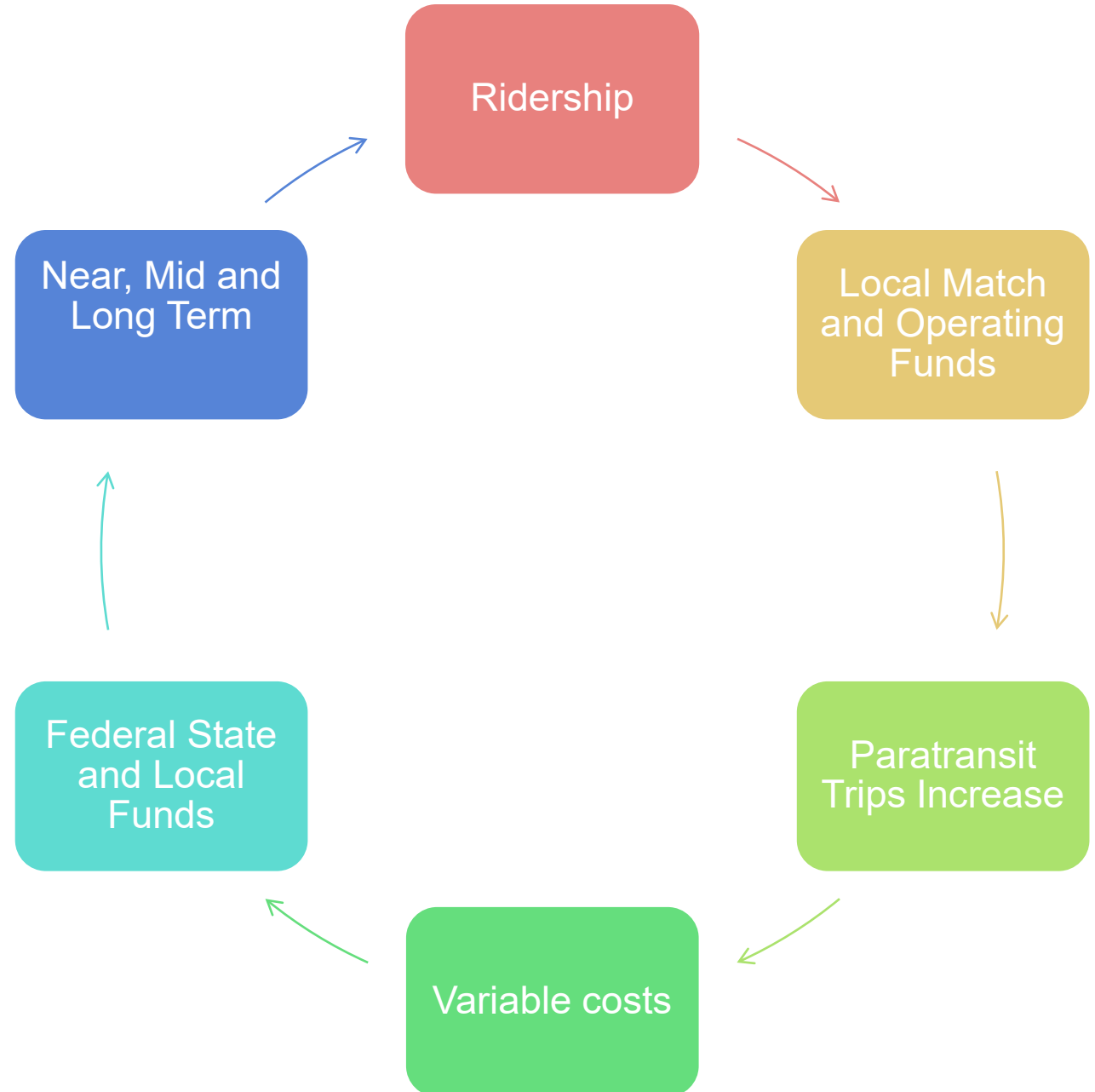
Each metric aligns with one of the plan's four strategic areas, and each metric carries a specific point value tied to performance goals. Metric goals established are both challenging and achievable.

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

KEY CONSIDERATIONS AND ASSUMPTIONS

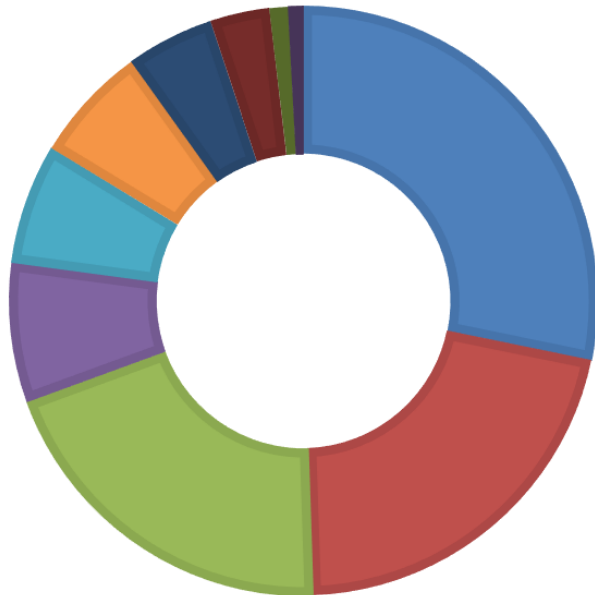
- Stable near term position
- Manageable increases in pension
- Slight decrease in health insurance
- Some inflationary impacts

- Unknowns...
- Diesel fuel price
- Sustained inflationary impacts
- Other variable cost inputs

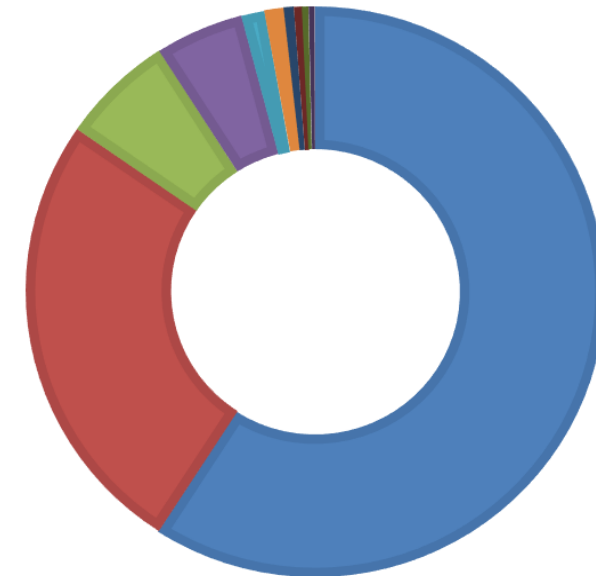


FY 2024 BUDGETED EXPENSES & REVENUES

EXPENSES	TOTAL	% TOTAL
DIRECT LABOR/FRINGE	\$33,240,842	28%
HEALTH/WELFARE/PENSION	\$25,047,219	21%
PURCHASED TRANSP.	\$23,507,410	20%
MATERIALS & SUPPLIES	\$9,035,040	8%
SERVICES	\$7,737,546	7%
LOCAL SHARE, CAPITAL	\$7,575,001	6%
VAC/HOL/SICK/BDAY	\$5,664,910	5%
CASUALTY & LIABILITY	\$3,827,100	3%
UTILITIES	\$1,205,000	1%
OTHER EXPENSE	\$961,020	1%
TOTAL	\$117,801,088	



REVENUE	TOTAL	% TOTAL
MTTF COLLECTIONS	\$69,641,385	59%
ARP FEDERAL SUPPORT	\$30,048,877	26%
CAPITAL REIMBURSEMENT	\$7,456,494	6%
FAREBOX	\$5,819,906	5%
SPECIAL FARES	\$1,535,890	1%
STATE FUNDS	\$1,276,642	1%
ADVERTISING	\$650,000	1%
MTTF INTEREST	\$550,000	0%
FEDERAL REIMB FUNDS	\$408,594	0%
OTHER AGENCY REVENUE	\$363,300	0%
RECOVERIES	\$50,000	0%
TOTAL	\$117,801,088	





OPERATING BUDGET

FY 2024 BY OBJECT CLASS

- Expecting increased fuel price
- Increases on various Materials and Supplies
- Increased hours for Purchased Transportation, Experimental service
- Increased local match for capital projects
- Increases on premium cost for LAGIT/LAGGIT
- Service contracts cost increases for technology applications, including HRIS
- Fare media cost increases

	FY22 Actual	FY23 Budget	FY23 Estimate	FY24 Budget
Beginning MTTF Balance	\$27,844,858	\$40,661,948	\$46,436,662	\$46,436,662
Revenues:				
Farebox	\$5,252,949	\$5,305,786	\$5,705,790	\$5,819,906
Special Fares	\$1,553,207	\$1,535,891	\$1,535,890	\$1,535,890
Charter	\$0	\$0	\$0	\$0
Advertising	\$644,167	\$650,000	\$650,000	\$650,000
Other Agency Revenues	\$205,548	\$213,300	\$363,300	\$363,300
Total Recoveries-Insurance	\$206,697	\$50,000	\$80,000	\$50,000
MTTF Collections	\$71,103,336	\$67,612,995	\$67,612,995	\$69,641,385
MTTF Interest	\$59,893	\$5,040	\$890,000	\$550,000
State Government Funds	\$3,988,108	\$1,276,642	\$1,276,642	\$1,276,642
Federal Reimb. Funds-Access to Jobs	\$263,637	\$384,500	\$454,060	\$408,594
MTTF Principal	(\$18,591,804)	\$0	\$0	\$0
Total Revenues	\$64,685,738	\$77,034,155	\$78,568,677	\$80,295,717
Expenses:				
Direct Labor	\$30,701,505	\$31,366,902	\$33,876,433	\$33,240,842
Fringe Benefits:				
Vac/Hol/Sick/Bday	\$4,156,887	\$5,112,195	\$5,149,320	\$5,664,910
Health/Welfare/Pension	\$24,731,909	\$26,397,927	\$26,987,840	\$25,047,219
Services	\$5,705,776	\$6,713,100	\$6,360,240	\$7,737,546
Material Supplies	\$6,370,931	\$7,440,936	\$7,133,580	\$9,035,040
Utilities	\$1,035,703	\$1,035,600	\$1,119,000	\$1,205,000
Casualty Liability	\$2,928,897	\$3,413,070	\$3,495,720	\$3,827,100
Purchased Transportation	\$13,264,507	\$20,541,764	\$17,552,766	\$23,507,410
Interest Expense	\$7,858	\$2,660	\$2,660	\$0
Other Expense	\$467,683	\$921,770	\$815,320	\$961,020
Total Operating Expense	\$89,371,657	\$102,945,924	\$102,492,879	\$110,226,087
Capital Eligible Expense Reimbursement	(\$5,988,819)	(\$8,433,400)	(\$4,107,192)	(\$7,456,494)
CARES Act Funding	(\$11,087,177)	\$0	\$0	\$0
CRRSAA Funding	(\$9,315,786)	(\$4,896,014)	(\$12,058,902)	\$0
ARP	\$0	(\$20,504,079)	(\$10,781,182)	(\$30,048,877)
Subtotal	(\$26,391,782)	(\$33,833,493)	(\$26,947,276)	(\$37,505,371)
NET OPERATING EXPENSE	\$62,979,875	\$69,112,431	\$75,545,603	\$72,720,716
MTTF Capital Share	\$1,705,863	\$7,921,724	\$3,023,074	\$7,575,001
Total Operating/Capital	\$64,685,738	\$77,034,155	\$78,568,677	\$80,295,717
Ending MTTF Balance	\$46,436,662	\$40,661,948	\$46,436,662	\$46,436,662



OPERATING BUDGET

FY 2024 BY DEPARTMENT

- No essential pay in wages; additional weekday with Leap Year
- Purchased Transportation includes Experimental Mobility-On-Demand and a 20% increase in trips/ridership
- Full staffing in departments, means full wages for the full year

	FY22 ACTUAL	FY23 BUDGET	FY23 ESTIMATE	FY24 BUDGET
BEGINNING MTTF BALANCE	\$27,844,858	\$40,661,948	\$46,436,662	\$46,436,662
OPERATING REVENUE				
FAREBOX	\$5,252,949	\$5,305,786	\$5,705,790	\$5,819,906
SPECIAL	\$1,553,207	\$1,535,891	\$1,535,890	\$1,535,890
CHARTER	\$0	\$0	\$0	\$0
ADVERTISING	\$644,167	\$650,000	\$650,000	\$650,000
NON-TRANSPORTATION	\$205,548	\$213,300	\$363,300	\$363,300
TOTAL RECOVERIES -INSURANCE	\$206,697	\$50,000	\$80,000	\$50,000
MTTF COLLECTIONS	\$71,103,336	\$67,612,995	\$67,612,995	\$69,641,385
MTTF INTEREST	\$59,893	\$5,040	\$890,000	\$550,000
INDIANA/KIPDA/OTHER	\$3,988,108	\$1,276,642	\$1,276,642	\$1,276,642
Federal Reimb. Funds-Access to Jobs	\$263,637	\$384,500	\$454,060	\$408,594
MTTF PRINCIPAL	(\$18,591,804)	\$0	\$0	\$0
TOTAL REVENUES	\$64,685,738	\$77,034,155	\$78,568,677	\$80,295,717
OPERATING EXPENSES				
TRANSPORTATION	\$41,547,269	\$42,845,254	\$45,590,710	\$44,629,688
MAINTENANCE	\$16,755,930	\$18,191,806	\$18,344,250	\$18,296,161
PARATRANSIT/CUST SERVICE	\$14,943,944	\$20,725,056	\$19,340,275	\$25,560,324
MARKETING	\$630,504	\$1,034,359	\$905,670	\$1,098,893
PLAN/SCHED	\$1,141,735	\$2,985,575	\$1,080,490	\$985,539
EXECUTIVE OFFICE	\$1,951,082	\$2,237,658	\$2,347,420	\$2,390,275
GRANTS	\$452,583	\$495,684	\$566,310	\$954,374
SAFETY	\$4,896,582	\$6,070,306	\$5,924,540	\$6,404,284
PURCHASING	\$1,079,591	\$1,111,905	\$1,171,390	\$1,089,649
IT	\$3,355,923	\$3,700,520	\$3,590,310	\$4,369,294
FINANCE	\$1,519,984	\$1,892,400	\$1,978,614	\$2,187,079
HUMAN RESOURCES	\$1,096,532	\$1,161,933	\$1,075,490	\$1,342,197
TRAINING	\$0	\$493,468	\$577,410	\$918,330
TOTAL OPERATING EXPENSE	\$89,371,657	\$102,945,924	\$102,492,879	\$110,226,087
Capital Eligible Expense Reimbursement	(\$5,988,819)	(\$8,433,400)	(\$4,107,192)	(\$7,456,494)
CARES Act Funding	(\$11,087,177)	\$0	\$0	\$0
CARRSA FUNDING	(\$9,315,786)	(\$4,896,014)	(\$12,058,902)	\$0
ARP	\$0	(\$20,504,079)	(\$10,781,182)	(\$30,048,877)
Subtotal	(\$26,391,782)	(\$33,833,493)	(\$26,947,276)	(\$37,505,371)
NET OPERATING EXPENSE	\$62,979,875	\$69,112,431	\$75,545,603	\$72,720,716
MTTF CAPITAL SHARE	\$1,705,863	\$7,921,724	\$3,023,074	\$7,575,001
TOTAL OPERATING/CAPITAL	\$64,685,738	\$77,034,155	\$78,568,677	\$80,295,717
ENDING MTTF BALANCE	\$46,436,662	\$40,661,948	\$46,436,662	\$46,436,662



CAPITAL BUDGET

FY 2024

- Fleet replacement
- Technology upgrades
- Facility projects
- Still have \$50M+ of deferred maintenance, aging facilities and systems

<i>Projects That Use Formula Funds</i>	TOTAL	FEDERAL	MTTF	STATE	OTHER
Purchase Eleven (11) Clean Diesel Buses*	8,003,000	6,402,400	1,600,600	0	0
Bus Components	239,548	191,638	47,910	0	0
Architectural & Engineering Services	317,428	253,942	63,486	0	0
Infotech Systems*	3,945,516	3,156,413	789,103	0	0
Security Improvements*	1,612,897	1,290,318	322,579	0	0
Support Vehicles*	210,000	168,000	42,000	0	0
Facility Renovation Projects*	1,827,200	1,461,760	365,440	0	0
Bus Line Inspection	9,000	7,200	1,800	0	0
Sub-total	16,164,589	12,931,671	3,232,918	0	0

<i>Projects That Use Other (5339 & Flex) Formula Funds</i>	TOTAL	FEDERAL	MTTF	STATE	OTHER
Purchase Thirteen (13) ADA Paratransit Vans	740,945	592,756	148,189	0	0
Purchase Eight (8) Battery Electric Buses - Partial*	1,980,000	1,584,000	396,000	0	0
Architectural & Engineering Services	36,797	29,438	7,359	0	0
Shop Equipment - Bus Lift Replacement*	430,526	344,421	86,105	0	0
Infotech Systems*	1,105,519	884,416	221,103	0	0
Mobile Ticketing (5339)	221,723	177,378	44,345	0	0
Office Equipment	44,833	35,866	8,967	0	0
Facility Renovation Projects*	2,850,059	2,280,047	570,012	0	0
Transit Enhancements	449,025	359,220	17,961	0	71,844
Sub-total	7,859,427	6,287,542	1,500,041	0	71,844

<i>Projects That Use Discretionary Funds</i>	TOTAL	FEDERAL	MTTF	STATE	OTHER
Purchase Eight (8) Battery Electric Buses - Partial*	5,786,358	4,629,086	1,157,272	0	0
Architectural & Engineering Services	40,113	32,090	8,023	0	0
Photovoltaic Power Projects	107,761	86,209	21,552	0	0
Bus Charging Infrastructure*	554,336	498,902	55,434	0	0
Project Management	195,500	156,400	39,100	0	0
Operations Planning	1,493,429	1,194,743	298,686	0	0
Sub-total	8,177,497	6,597,430	1,580,067	0	0

SUB-TOTAL - All Capital Projects 32,201,513 25,816,643 6,313,026 0 71,844

Capital Eligible Expense Reimbursements

<i>Projects That Use Formula Funds</i>	TOTAL	FEDERAL	MTTF	STATE	OTHER
Non-Fixed Route ADA Paratransit	2,500,000	2,000,000	500,000	0	0
ADA Paratransit Work Trips	408,594	408,594	0	0	0
Capital Cost of Contracting (Fixed Route)	46,875	37,500	9,375	0	0
Capital Maintenance	5,000,000	4,000,000	500,000	500,000	0
Sub-total 5307 Formula Contributions	7,955,469	6,446,094	1,009,375	500,000	0

<i>Projects That Use CARES & CRRSA Act Funds</i>	TOTAL	FEDERAL	MTTF	STATE	OTHER
ARP Act Emergency Operations	26,725,492	26,725,492	0	0	0
Sub-total CARES Act Contributions	26,725,492	26,725,492	0	0	0

<i>Projects That Use CMAQ Funds</i>	TOTAL	FEDERAL	MTTF	STATE	OTHER
Outer Loop Service	463,000	370,400	92,600	0	0
Cross River Connector Service	800,000	640,000	160,000	0	0
Sub-total CMAQ	1,263,000	1,010,400	252,600	0	0

SUB-TOTAL - All Contributions to Operations 35,943,961 34,181,986 1,261,975 500,000 0

TOTAL 68,145,474 59,998,629 7,575,001 500,000 71,844

*Prioritized TAM Plan Projects

OPTIONS FOR MOVING TOWARD CLOSING THE GAP

- Reduce expenses per year by X%
- Negotiate contracts and supplier pricing
- Seek discretionary/competitive grants
- Pursue private dollars, donations, sponsorships
- Increase State, Non-Federal funds
- Increase local dollars through a tax referendum



STEPS TO INCREASE THE 1974 MTTF THROUGH TAX REFERENDUM

- To increase the 1/5th of 1% of the local Occupational License Fee i.e. the MTTF
- TARC Board would adopt a Resolution
- Send to Louisville Metro Council to place on the ballot
- Asking the Council for:
 - an increase in the occupational license fee of up to 1%,
 - a sales tax not to exceed one-half of one percent (0.5%) of gross receipts, or
 - ad valorem taxes of up to \$10 per \$100 on all taxable property
- Louisville Metro Council would decide whether to approve a measure as set out above and place on a ballot
- Voters of Jefferson County vote to support the ballot measure



POSITIVES AND STEPS MOVING FORWARD

- TARC Now! Strategic plan and success outcomes
- TARC Tomorrow projects and initiatives
- Broadway All the Way project
- On Board ITS
- Mobile Ticketing
- Rider and community surveys



Rider Experience



Mobility & Innovation



Service & Expansion



Financial Sustainability & Funding Growth



Collaboration



Equity & Environment

THANK YOU



MEMORANDUM

To: TARC Board of Directors

From: Carrie Butler, Executive Director

Date: April 25, 2023

Re: Amendment to Resolution 2022-05-Payroll and Human Resources Information Systems (RFP 20211962)

TARC has utilized employee and applicant background screening for a number of years through multiple vendors. Since July 2019, TARC has used the company, Goodhire, and has had a positive experience due to its performance and price competitiveness. Additionally, TARC has increased focus and effort on hiring and recruiting along with the implementation of a new Human Resource Information System (ADP was awarded the contract pursuant to Resolution 2022-05 in February 2022). With these changes, TARC deemed it prudent to alter the process for background checks to include checking alias names, multi-county searches, and national checks. Additionally, the 'incumbent' background screening provider, Goodhire, had been acquired by 'Checkr' and since that acquisition, a new pricing schedule was received and the new cost for such services is \$52.

Upon further analysis, the ADP system offers a comprehensive solution, which included an option for background screening in their original response to TARC's solicitation. ADP's background screening is similar to Goodhire/Checkr in its results and includes a slight cost savings, but the major benefit that ADP provides is the background screening is integrated within the Human Resources module, thus streamlining the recruiting and on-boarding process and allowing only one database for employee information.

The Human Resources Department recommends that the background screening option offered by ADP Screening and Selection Services is exercised at a cost of \$50 per background check. An analysis was conducted and determined an estimated average of 70 background checks is expected to be done in the amount of \$3,500 monthly, for an estimated annual spend of \$42,000.

At this time, it is hereby respectfully requested that the Board of Directors authorize the Executive Director to enter into an amendment to the existing ADP contract for an initial term of two (2) years in the amount of \$84,000 with an option to expend an additional \$126,000 of up to three (3) one-year terms with ADP Screening and Selection Services. The spend for the life term of the contract for five (5) years is a not-to-exceed amount of \$210,000.

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



**AMENDMENT TO RESOLUTION 2022-05
PAYROLL AND HUMAN RESOURCES INFORMATION SYSTEMS
(RFP 20211962)**

A Resolution authorizing the Executive Director to enter into an amendment to the initial contract with ADP for a term of two (2) years with an option of up to three (3) additional one-year terms for background screening services:

WHEREAS, TARC seeks a service to provide and assist TARC with its applicant employment background screening; and,

WHEREAS, a competitive solicitation, request for proposal was requested on July 19, 2021 for payroll and human resources information systems and an award was given to ADP in February 2022, which such contract allows for the purchase of additional services including background screening; and

WHEREAS, TARC wishes to procure from ADP a background screening option; and

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

The Executive Director is hereby authorized to enter into an amendment to the initial contract for two (2) years with an option of three (3) one-year terms with ADP Screening and Selection Services based upon a proposed cost for a not-to-exceed amount of \$210,000.

ADOPTED THIS 25TH DAY OF APRIL 2023

Carla Dearing, Vice Chair of the Board of Directors